

2024 Succession Plan

**Oregon Department of Emergency
Management (OEM)**

12/12/2024

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<https://www.oregon.gov/oem/Pages/default.aspx>

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Succession Plan Template

Assessment | Mission, Vision, and Values

Mission

It is the [mission](#) of the Oregon Department of Emergency Management to lead collaborative statewide efforts, inclusive of all partners and the communities we serve, to ensure the capability to get help in an emergency and to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters regardless of cause.

Vision

Our vision is an established, equitable culture of preparedness that empowers Oregonians to thrive in times of crisis.

Values

We embrace **five** core values:

1. **Advocacy** - We value the perspectives of our team, our partners and those we serve, and support their efforts to advance our shared interests.
2. **Collaboration** - We value sincere, communicative and supportive partnerships that encourage trust and make us better than we are on our own.
3. **Innovation** - We value ideas that challenge current practices while we seek out and leverage new opportunities to improve our ability to serve.
4. **Leadership** - We value opportunities to lead our emergency management and 9-1-1 communities with integrity, respect, courage and accountability, and to foster the development of leaders within our organization.
5. **Service** – We value our partners and others we serve and strive to deliver excellence in all that we do.

Changes/Challenges

OEM developed its equity vision statement in Spring of 2024 as part of continued efforts to instill OEM's commitment to Inclusion, Diversity, Equity and Accessibility (IDEA) as the foundation for our agency's internal culture, and in our relations and service provisions to all communities we serve.

Equity Vision Statement

OEM embraces equity as a fundamental value in everything it does. It envisions equity as the consistent and just distribution of resources, opportunities, knowledge, and support to the whole community in disaster prevention, mitigation, preparedness, response and recovery. This requires that the experiences and knowledge of historically marginalized and underserved communities can inform the way the agency operates. The term "underserved communities" refers to populations that have been systemically marginalized by oppressive social and economic systems, making them chronically less able to equally participate in the development and implementation of resilience-building activities.

Workforce Landscape

OEM experienced exponential growth in 2024, resulting in the addition of 19 positions to the agency, including the installment of a new highly critical position of Business Services Director. Vacancies for two highly critical positions were filled: Chief Financial Officer and Chief Information Officer. Development of the agency recommended budget also identified an additional critical position of Budget Officer, filled in the fourth quarter of 2025.

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Conversely, OEM also experienced significant turnover in one highly critical position (Business Services Director) and two critical positions (Regional Coordination Section Manager and Response Section Manager). These vacancies were addressed through interim appointments within the agency while permanent recruitment efforts continue.

Gaps in recruitment and retention remain applicable at the agency level. Challenges in culture and organizational evolution have resulted in a lack of foundational elements to identify promotional opportunities and to retain qualified individuals. OEM, the State of Oregon and the nation are recovering from a worldwide pandemic which has changed the face of workers and the workplace. This monumental shift has created unique challenges in the workforce and caused an unprecedented challenge in recruiting and retaining talent. In addition, the State of Oregon struggles to match salary found in the private sector resulting in many failed recruitments post-offer. Also, emergency management is a complex and often taxing work environment resulting in burnout and regrettable attrition. Finally, an aging workforce poses challenges with retention of long term staff and historical knowledge.

Challenges in skill development are unique to emergency management which requires a skillset unique to other planning positions and service delivery models. Emergency management is a service delivery dichotomy comprised of what is commonly referred to as 'Blue Sky' and 'Grey Sky' days. More specifically, there is a service delivery model employed in times of disaster and emergency (grey sky) where qualified personnel are elevated to positions of command or subject matter expertise based on the type, scale and complexity of the incident. This requires very specific training and certifications. Blue sky days are times outside of disaster or emergency where the department is focused on the typical aspects of Preparedness, Operations, Training and Exercise surrounding emergency management and the honing of internal business processes to support the full-service delivery model. The agency must ensure a qualified and knowledgeable team of experts to carry out the mission, however position descriptions sometimes lack current and specific requirements for education and certification. To further complicate service delivery, critical positions are elevated to command roles which require the ability to exercise certain authorities to carry out mission essential functions and response efforts which may be unclear or under communicated. OEM intends to use the activities outlined in the department action plan to address the development of specific core competencies for each position and incorporate into each employee's professional development plan. This will be developed and managed by the HR section.

Progress Made | Previous Plan Year to Current

Summary of gains made from previous plan

1. Steps taken based on Development Concepts
OEM continues to work to fill and retain critical and highly critical positions. Position descriptions and staff training plan updates projects are in progress and will be completed in 2025.
2. Based on development efforts identified in the previous plan, has your agency been able to reduce the number of critical/highly critical positions?

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OEM has successfully eliminated three critical positions, however one additional critical position was identified resulting in a net reduction from 9 to 7.

2024 Identification | Critical/Highly Critical Positions

Without critical and key personnel OEM could not deliver mission critical activities resulting in the inability to protect, mitigate, prepare for, respond to, and recover from emergencies or disasters. The effects of this could result in economic damage to Oregon’s whole community, houselessness or loss of critical infrastructure, failure to provide emergency services (including 9-1-1) and loss of life.

NOT A CRITICAL POSITION	<ul style="list-style-type: none">• Vacancy would cause limited impact• Limited specialized knowledge or skills required• Strong recruitment potential• Competitive compensation package• Limited direct promotional opportunities
CRITICAL POSITION	<ul style="list-style-type: none">• Vacancy would cause an impact• Some specialized knowledge or skills required• Challenging recruitment• Moderately competitive compensation package• Skill set in demand• Promotional opportunities• Anticipate vacancy within the next 1 to 5 years
HIGHLY CRITICAL POSITION	<ul style="list-style-type: none">• Vacancy would cause a significant impact• Specialized knowledge or skills required• Very challenging recruitment• No competitive compensation package/compression issues• Skill set in high demand• Promotional opportunities• Anticipate vacancy within the next year

Highly Critical

- 1. Director
 - a. Competencies of Position
 - i. Education/Experience: Ten years of management experience; OR five years of management experience and a Master’s degree in a related field. Doctorate preferred.
 - ii. Certification: Not required.

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iii. Management:

1. Plan, assign and approve work
2. Respond to grievances
3. Discipline and reward
4. Coordinate scheduling
5. Hire and discharge
6. Evaluate performance

iv. Knowledge and Skills:

1. Demonstrated commitment and measurable results in equity, diversity, and inclusion initiatives.
2. Ability to discern and evaluate multiple perspectives and effectively guide the team to success in the context of sometimes vague, ambiguous, or opposing priorities.
3. A proven track record of navigating, impacting, and enacting state policy decisions, legislation, and regulatory actions.
4. Strong social skills with first class ethics and a high-level of integrity.
5. Advanced knowledge of concepts and theories of public administration, economics, business development and regulation.
6. Demonstrated experience driving strategic planning initiatives and program assessments.
7. Thorough knowledge of Public Policy development, including administrative and legislative processes.
8. Ability to discern complex policies and issues and synthesize them clearly and compellingly.
9. Exceptional and demonstrated written and oral communication skills including public speaking and the preparation of issues summaries, testimony, and other written reports of technical and complex nature.
10. Provides leadership in developing skilled professionals throughout the organization.
11. Capable of Assessing ongoing strengths and needs of an Agency or Department at the Executive level
12. Capable of gaining compliance and support of external agencies/partners at the local, state tribal and federal level
13. Experience managing teams at an Executive level
14. Capable of serving as the OEM representative and briefing the Governors Disaster Cabinet.

v. Training:

1. Oregon Revised Statute 401;
2. Oregon Revised Statute 469;
3. Oregon Administrative Rules;
4. Federal Public Law 99-145
5. Federal Public Law 93-288;
6. Code of Federal Regulations 44 AND 47 Federal OMB Circulars;
7. U.S. Department of Homeland Security Plans & Policies
8. G0402 Incident Command System Overview for Senior Officials

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- b. Why identified as Highly Critical
 - i. Vacancy would cause a significant impact to organizational structure and effectiveness
 - ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
 - iii. Challenging and lengthy recruitment process with external oversight
 - iv. Skill set in very high demand
 - v. Position requires security clearance for access to state and federal information.
 - vi. Authoritarian requirements in both statute and rule
- c. Position identified as highly critical in 2023

2. Deputy Director

- a. Competencies of Position
 - i. Education/Experience: Five years of management experience; OR two years of management experience and a bachelor's degree in a related field.
 - ii. Certification: Not required
 - iii. Management:
 - 1. Plan, assign and approve work
 - 2. Respond to grievances
 - 3. Discipline and reward
 - 4. Coordinate scheduling
 - 5. Hire and discharge
 - 6. Evaluate performance
 - iv. Knowledge and Skills:
 - 1. Provides leadership in developing skilled professionals throughout the division.
 - 2. Capable of Assessing ongoing strengths and needs of and Agency or Department at the Executive level
 - 3. Experience managing teams at a senior level
 - 4. Capable of serving as the Director in their absence
 - 5. Capable of serving as the ECC Director (Response Manager) in activation of the State ECC.
 - 6. Capable of serving as the State Coordinating Officer.
 - 7. Oregon Revised Statute 401;
 - 8. Oregon Revised Statute 469;
 - 9. Oregon Administrative Rules;
 - 10. Oregon Emergency Operations Plan;
 - 11. OERS Operating Procedures and Standards;
 - 12. Oregon State Open System Directives for Information Processing;
 - 13. Hazard Mitigation Grant Administrative Plan;
 - 14. Public Assistance Administrative Plan;
 - 15. FEMA Emergency Management Training Program and Exercise Program Guidance;
 - 16. FEMA/NEHRP Earthquake Program Guidance;
 - 17. Federal Public Law 99-145
 - 18. Federal Public Law 93-288;

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19. Code of Federal Regulations 44 AND 47 Federal OMB Circulars;
20. Title III, Section 303 Superfund Amendments and Reauthorization Act of 1986;
21. US DOT Emergency Response Guidebook;
22. CERCLA SARA Title III;
23. FCC Public Safety Radio Communications Guidelines
24. EPA guidelines
25. CFR's
26. NUREG0654/FEMA REP-1-18
27. Administrative Procedures Act
28. Conflagration Act
29. Uniform Act
30. Oregon Building Codes
31. U.S. Department of Homeland Security Plans & Policies
- v. Training:
 1. G0402 Incident Command System Overview for Senior Officials
 2. G2300 Intermediate Emergency Operations Center Functions
 3. O305 Type 3 All-Hazards Incident Management Team
 4. O346 Logistics Management Series
 5. G0191 Incident Command System/Emergency Operations Center Interface
- b. Why identified as Highly Critical
 - i. Vacancy would cause a significant impact to organizational structure and effectiveness
 - ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
 - iii. Challenging and lengthy recruitment process with external oversight
 - iv. Skill set in very high demand
- c. Position identified as highly critical in 2023

3. Business Administration and Compliance Director

- a. Competencies of Position:
 - i. Education/Experience: Bachelor's Degree and seven years of management experience, with five years managing multiple workgroups, five years budget experience, and five years project management experience.
 - ii. Certification: Not required
 - iii. Management:
 1. Ability to direct high-level management teams and individuals
 2. Ability to identify and assess priorities, resources, and efficiencies
 3. Ability to assess and maintain service levels and high functioning staff performance
 4. Ability to explore and implement solutions
 5. Ability to share information and coordinate activities across the agency and with external stakeholders
 6. Ability to gain and maintain compliance with laws, rules, and regulations
 7. Ability to develop policies, plans, and operational standards

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8. Ability to develop budgets and oversee procurement activity
 9. Knowledge and Skills
 10. General knowledge of the principles of management including change management, business processes, financial practices, policy management, organizational administration, managing through managers, budgetary procedures, personnel management, supervision, and governmental organization.
 11. Skill in communicating orally and in writing with a variety of people, answering questions and explaining information or decisions. Crisis communications and communications in complex hierarchical organizations.
 12. Skill in researching and evaluating facts, information both qualitative and quantitative, and choosing and recommending appropriate courses of action.
 13. Ability to supervise (e.g., hire, train, assign, and review work, motivate, prepare performance evaluations, and handle disciplinary actions).
 14. Ability and understanding to develop, monitor, and instruct others to develop and monitor a budget.
 15. Ability to recognize and effectively address non-compliance and procedural irregularities.
 16. Ability to use tact and diplomacy with others to gain cooperation, teamwork and alignment with organizational mission.
 17. Strategic planning and project management skills.
 18. Commitment to promote a culturally competent and diverse work environment.
- iv. Training:
1. Completion of IS-13 FEMA trainings within 6 months of hire
 2. Completion of FEMA's Professional Develop Series and IS-1300 training within 12 months of hire
 3. Completion of Oregon Basic Applied Practices Series within 24 months of hire.
- b. Why identified as Highly Critical
- i. Vacancy would cause a significant impact to organizational structure and effectiveness
 - ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
 - iii. Challenging and lengthy recruitment process with external oversight
 - iv. Skill set in very high demand
- c. Position identified as highly critical in 2023

4. Chief Financial Officer

- a. Competencies of Position
- i. Education/Experience: Seven years of supervision, management, or progressively related experience; OR four years of related experience and a bachelor's degree in a related field.
 - ii. Licensure: CPA preferred but not required

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- iii. Management:
 - 1. Plan, assign and approve work
 - 2. Respond to grievances
 - 3. Discipline and reward
 - 4. Coordinate scheduling
 - 5. Hire and discharge
 - 6. Evaluate performance
- iv. Knowledge and Skills:
 - 1. Generally Accepted Accounting Principles (GAAP)
 - 2. Code of Federal Regulations
 - 3. OMB Circulars Directives, and Policies
 - 4. Federal/State Grants/Cooperative Funding Agreements and Appendices
 - 5. GASB pronouncements and opinions
 - 6. Oregon Revised Statutes and Oregon Administrative Rules
 - 7. Oregon Accounting Manual
 - 8. Statewide Financial Management Application
 - 9. DAS policies and procedures
 - 10. Office of Grant and Training / Office of Grant Operations Financial Management Guide
- v. Training and Certification:
 - 1. DAS – PS – Contract Administration Training
 - 2. DAS – PS – Principles of Public Procurement – Risk Management
 - 3. DAS – PS – Oregon Procurement Advanced Certification
 - 4. DAS – PS – Procurement Ethics
 - 5. DAS – CHRO – Create a Positive Team Culture
 - 6. DAS – CHRO – Workday
 - 7. DAS – CHRO – Foundational Training Program (FT)
 - 8. DAS – CHRO – Managing Remote Teams
 - 9. DAS – CHRO- Effective Delegation
- b. Why identified as Highly Critical
 - i. Vacancy would cause a significant impact to organizational structure and effectiveness
 - ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
 - iii. Challenging and lengthy recruitment process with external oversight
 - iv. Skill set in very high demand
- c. Position identified as highly critical in 2023

5. Chief Information Officer

- a. Competencies of Position
 - i. Education/Experience: Six years of supervision, management, or progressively related experience; OR three years of related experience and a bachelor's degree in a related field.
 - ii. Licensure:
 - iii. Management:
 - 1. Plan, assign and approve work

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2. Respond to grievances
3. Discipline and reward
4. Coordinate scheduling
5. Hire and discharge
6. Evaluate performance
- iv. Knowledge and Skills:
 1. Oregon Revised Statute 401, 402, 403, & 404
 2. Oregon Administrative Rules
 3. Federal OMB Circulars
 4. Administrative Procedures Act
 5. Department of Administrative Services
 6. Personnel Rules and Policies Manual.
 7. Compensation Plan and Classification
 8. Specifications.
 9. Attorney General's Model Rules of
 10. Procedure Manual.
 11. Collective Bargaining Agreement.
 12. LAN, computer, and software manuals.
 13. Agency and statewide policies, rules and regulations.
 14. Best practices for application development.
 15. DAS Information Resource Management
 16. Rules and Guidelines.
 17. Oregon Emergency Management Plan
 18. Robert T. Stafford Disaster Relief and
 19. Emergency Assistance Act; Public Law
 20. Enterprise Information Services
 21. guidelines: Stage Gate, Cloud Policy,
 22. Oversight, QA, etc.
 23. State Data Center Standards
 24. Cyber Security Services Standards
- v. Training and Certification:
 1. DAS – PS – Contract Administration Training
 2. DAS – PS – Oregon Procurement Advanced Certification
 3. DAS – PS – Procurement Ethics
 4. DAS – CHRO – Create a Positive Team Culture
 5. DAS – CHRO – Workday
 6. DAS – CHRO – Foundational Training Program (FT)
 7. DAS – CHRO – Managing Remote Teams
 8. DAS – CHRO- Effective Delegation
 9. Certification in Application Development or Application Architecture.
 10. Certified Information Systems Security Professional (CISSP) or other equivalent
 11. certifications.
 12. Project Management Professional (PMP), or other equivalent Project Management certifications
 13. Business Analysis Professional (BA) certificate.

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- b. Why identified as Highly Critical
 - i. Vacancy would cause a significant impact to organizational structure and effectiveness
 - ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
 - iii. Challenging and lengthy recruitment process with external oversight
 - iv. Skill set in very high demand
- c. Position identified as highly critical in 2023

6. Legislative Coordinator and Strategic Communications and Partnerships Manager

- a. Competencies of Position
 - i. Education/Experience: Six years of supervision, management, or progressively related experience; OR three years of related experience and a bachelor's degree in a related field. Ideal candidate would have a law degree or master's degree in political science or a related field.
 - ii. Licensure: Not Required
 - iii. Knowledge and Skills:
 - 1. Significant first-hand experience achieving agency objectives through Oregon legislative process
 - 2. Proven ability to integrate external communications, government relations, and top-level policy strategies and lines of effort

Emergency Support Function (ESF#2):

- 3. Facilitates the delivery of mission critical information to maintain situational awareness for emergency management decision makers and support elements.
 - 4. Develops and maintains a cyber and communications common operating picture with Federal, state, and industry partners.
 - 5. Consults in the development of cyber and communications restoration priorities during disasters.
 - 6. Assist in the coordination and deconflicts incident radio frequencies in disaster event areas of operation.
 - 7. Support statewide communications infrastructure coordinating response efforts and assisting in the stabilization and reestablishment of systems and applications during incidents.
 - 8. Program lead for emergency communications, 9-1-1, and Oregon Emergency Response System (OERS) once transitioned to the agency is complete.
 - iv. Management
 - 1. Plan, assign and approve work
 - 2. Respond to grievances
 - 3. Discipline and reward
 - 4. Coordinate scheduling
 - 5. Hire and discharge
 - 6. Evaluate performance
 - v. Training:
 - 1. DAS – PS – Contract Administration Training
 - 2. DAS – PS – Oregon Procurement Advanced Certification
 - 3. DAS – PS – Procurement Ethics

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4. DAS – CHRO – Create a Positive Team Culture
5. DAS – CHRO – Workday
6. DAS – CHRO – Foundational Training Program (FT)
7. DAS – CHRO – Managing Remote Teams
8. DAS – CHRO- Effective Delegation
9. OGEC - Overview of Oregon Ethics Law
10. IS-29.A: Public Information Officer Awareness
11. IS-42.A: Social Media in Emergency Management
12. IS-247.C: Integrated Public Alert and Warning System (IPAWS) for Alert Originators / IS-251.B: Integrated Public Alert and Warning System (IPAWS) for Alerting Administrators
13. E/L/K105: Public Information Basics
14. E/L/K0388: Advanced Public Information Officer
15. E/K0389: Master Public Information Officer - Implementing Communications Strategies for Whole Community Leadership
16. E/K0393: Master Public Information Officer - Applying Advanced Concepts in Public Information and Communications
17. E/K0394: Master Public Information Officer - Mastering Public Advocacy Plans to Create an Effective Community of Stakeholders
- vi. Certification: N/A
- b. Why identified as Highly Critical
 - i. Vacancy would cause a significant impact to organizational structure and effectiveness
 - ii. Specialized knowledge and skill is required, with a limited pool of qualified applicants
 - iii. Challenging and lengthy recruitment process with external oversight
 - iv. Skill set in very high demand
- c. Position identified as highly critical in 2023

Critical

1. 9-1-1 Section Manager

- a. Competencies of Position
 - i. Education: Six years of supervision, management, or progressively related experience; OR three years of related experience and a bachelor's degree in a related field.
 - ii. Licensure: Not required
 - iii. Knowledge and Skills:
 1. Oregon Revised Statutes 403
 2. Oregon Revised Statutes 401 (inclusive)
 3. Chapter 533 Oregon Laws 1981 Sections 10 - 20
 4. FEMA Guidelines
 5. US DOT Emergency Guidebooks
 6. Oregon Public Utility Commission Tariffs
 7. Homeland Security Issues
 8. Oregon Administrative Rule
 9. Federal Communications Commission Rules and Regulations
 10. 9-1-1 Networks and Equipment technical guidance

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11. PSAP Operations and Call Delivery Service
12. OERS Operating Procedures and Standards
13. Disaster Response Operations
14. F36 Telecommunications FTM (M41-15)
- iv. Management:
 1. Plan, assign and approve work
 2. Respond to grievances
 3. Discipline and reward
 4. Coordinate scheduling
 5. Hire and discharge
 6. Evaluate performance
- v. Training and Certification:
 1. OEM Policy ADM-205: Training and Exercise Requirements and Reporting
 2. ADM-205-SOP: Training and Exercise Reporting Standard Operating Procedure
 3. FEMA IS-100: Introduction to the Incident Management System, ICS-100
 4. FEMA IS-200: Basic Incident Command System for Initial Response, ICS-200
 5. FEMA IS-700: An Introduction to the National Incident Management System
 6. FEMA IS-800: National Response Framework, An Introduction
 7. FEMA IS-2200: Basic Emergency Operations Center Functions
 8. FEMA IS-13: EMI Conduct and Behavior
 9. DAS – PS – Contract Administration Training
 10. DAS – PS – Principles of Public Procurement – Risk Management
 11. DAS – PS – Oregon Procurement Advanced Certification
 12. DAS – PS – Procurement Ethics
 13. DAS – CHRO – Create a Positive Team Culture
 14. DAS – CHRO – Workday
 15. DAS – CHRO – Foundational Training Program (FT)
 16. DAS – CHRO – Managing Remote Teams
 17. DAS – CHRO- Effective Delegation
- b. Why identified as Critical
 - i. Vacancy would cause an impact to operations
 - ii. Specialized knowledge and skill required
 - iii. Challenging recruitment
 - iv. Moderately competitive compensation package
 - v. Skill set in demand
 - vi. Promotional opportunities exist
- c. Position identified as critical in 2023

2. Mitigation Section Manager

- a. Competencies of Position

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- i. Education: Six years of supervision, management, or progressively related experience; OR three years of related experience and a bachelor's degree in a related field.
- ii. Licensure: Not required
- iii. Knowledge and Skills:
 - 1. State Hazard Mitigation Officer Role and Responsibilities
 - 2. Oregon Revised Statutes, Chapter 401
 - 3. Oregon Administrative Rules (OAR), Chapter 104, Division 40
 - 4. Oregon Emergency Response System (OERS) ADuty Book@ Procedures
 - 5. Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288, as amended by PL 100-707 and the Disaster Mitigation Act of 2000 - PL 106-390)
 - 6. 44 CFR, Parts 9, 10, 13, 201, and Part 206,
 - 7. Subparts M and N
 - 8. FEMA Compendium of Hazard Mitigation Guidance
 - 9. FEMA Hazard Mitigation Grant Program Desk Reference
 - 10. FEMA Property Acquisition Handbook for Local Communities (FEMA 317)
 - 11. FEMA NFIP Technical Bulletin Series
 - 12. FEMA Flood Mitigation Assistance Guidance (FEMA 299)
 - 13. National Environmental Policy Act (NEPA) National Historic Preservation Act, as implemented by 36 CFR, Part 800, Section 106 Governor's Hazard Mitigation Policy (1996)
 - 14. Enhanced State Natural Hazards Mitigation Plan State Hazard Mitigation Grant Program Administrative Plan
 - 15. OMB Circular No. A-94, Guidelines and Discount Rates for Benefit-Cost Analysis of Federal Programs
 - 16. OMS Circulars No's. A-87 and A-21 relating to cost principles for governments and educational institutions
 - 17. FEMA "How To Guides" on Natural Hazards Mitigation Planning
 - 18. 44 CFR Subparts 201.4, 201.5 and 201.6 (as revised) relating to new requirements for state and local hazards mitigation planning
 - 19. FEMA's Mitigation e-Grants system: An electronic system developed in response to Public Law 106-
 - 20. 107 which requires an on-line grant application processes to electronically create, review, and submit a grant application via the Internet.
 - 21. FEMA's National Emergency Management Information System (NEMIS), for the development, application and financial tracking of Hazard Mitigation Grant Program and Public Assistance Program funding.
- iv. Management:
 - 1. Plan, assign and approve work
 - 2. Respond to grievances
 - 3. Discipline and reward
 - 4. Coordinate scheduling

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5. Hire and discharge
 6. Evaluate performance
 - v. Training and Certification:
 1. OEM Policy ADM-205: Training and Exercise Requirements and Reporting
 2. ADM-205-SOP: Training and Exercise Reporting Standard Operating Procedure
 3. FEMA IS-100: Introduction to the Incident Management System, ICS-100
 4. FEMA IS-200: Basic Incident Command System for Initial Response, ICS-200
 5. FEMA IS-700: An Introduction to the National Incident Management System
 6. FEMA IS-800: National Response Framework, An Introduction
 7. FEMA IS-2200: Basic Emergency Operations Center Functions
 8. FEMA IS-13: EMI Conduct and Behavior
 9. IS-158: Hazard Mitigation Flood Insurance in Disaster Operations
 10. IS-212.B: Introduction to Unified Hazard Mitigation Assistance (HMA)
 11. IS-253.B: Overview of FEMA's Environmental and Historic Preservation Review
 12. IS-319.A: Tornado Mitigation Basics for Mitigation Staff
 13. IS-320: Wildfire Mitigation Basics for Mitigation Staff
 14. IS-321: Hurricane Mitigation Basics for Mitigation Staff
 15. IS-322: Flood Mitigation Basics for Mitigation Staff
 16. IS-323: Earthquake Mitigation Basics for Mitigation Staff
 17. IS-325: Earthquake Basics: Science, Risk, and Mitigation
 18. IS-329.A: State Mitigation Planning Training
 19. IS-393.B: Introduction to Hazard Mitigation
 20. IS-1400: Foundations of Climate Science
 21. IS-2700: National Mitigation Framework, an Introduction
 22. G318: Local Mitigation Planning Training
 23. L0705: Fundamentals of Grants Management
 24. L0708: Procurement Under Grants
 - b. Why identified as Critical
 - i. Vacancy would cause an impact to operations
 - ii. Specialized knowledge and skill required
 - iii. Challenging recruitment
 - iv. Moderately competitive compensation package
 - v. Skill set in demand
 - vi. Promotional opportunities exist
 - c. Position identified as critical in 2023
- ### 3. Preparedness Section Manager
- a. Competencies of Position

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- i. Education: Six years of supervision, management, or progressively related experience; OR three years of related experience and a bachelor's degree in a related field.
- ii. Licensure: Not applicable.
- iii. Knowledge and Skills:
 - 1. Oregon Revised Statute 401
 - 2. Oregon Administrative Rules
 - 3. Federal OMB Circulars
 - 4. EPA guidelines
 - 5. CFR's
 - 6. NUREG0654/FEMA REP-1-18
 - 7. ORS 469
 - 8. Administrative Procedures Act
 - 9. HMTUSA
 - 10. Conflagration Act
 - 11. FEMA/NEHRP Earthquake Program Guidance
 - 12. Federal Public Law 99-145 and 93-288
 - 13. Code of Federal Regulations 44
 - 14. US DOT Emergency Response Guidebook
 - 15. CERCLA SARA Title III
 - 16. FCC Public Safety Radio Communications Guidelines
 - 17. Hazard Mitigation Grant Administrative Plan
 - 18. Public Assistance Administrative Plan
 - 19. Oregon Emergency Management Plan
 - 20. OERS Operating Procedures and Standards
 - 21. Oregon State Open System Directives for Information Processing
 - 22. Robert T. Stafford Disaster Relief and Emergency Assistance Act; Public Law
 - 23. Title III, Section 303 Superfund Amendments and Reauthorization Act of 1986
 - 24. FEMA Emergency Management Training Program and Exercise Program Guidance
 - 25. Dept of Homeland Security, U.S. Dept of Justice and Office of Justice Program Guidelines for Domestic Preparedness
 - 26. National Response Framework
- iv. Management:
 - 1. Plan, assign and approve work
 - 2. Respond to grievances
 - 3. Discipline and reward
 - 4. Coordinate scheduling
 - 5. Hire and discharge
 - 6. Evaluate performance
- v. Training and Certification:
 - 1. OEM Policy ADM-205: Training and Exercise Requirements and Reporting
 - 2. ADM-205-SOP: Training and Exercise Reporting Standard Operating Procedure

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3. FEMA IS-100: Introduction to the Incident Management System, ICS-100
 4. FEMA IS-200: Basic Incident Command System for Initial Response, ICS-200
 5. FEMA IS-700: An Introduction to the National Incident Management System
 6. FEMA IS-800: National Response Framework, An Introduction
 7. FEMA IS-2200: Basic Emergency Operations Center Functions
 8. FEMA IS-13: EMI Conduct and Behavior
 9. Emergency Management Accreditation Program (EMAP)
Emergency Management Standard Training
 10. Be 2 Weeks Ready Training
 11. DAS – CHRO – Customer Service Fundamentals
 12. IS-45: Continuous Improvement (CI) Overview
 13. IS-2000: National Preparedness Goal and System Overview
 14. E/L/K/G0141: Instructional Presentation and Evaluation Skills
- b. Why identified as Critical
- i. Vacancy would cause an impact to operations
 - ii. Specialized knowledge and skill required
 - iii. Challenging recruitment
 - iv. Moderately competitive compensation package
 - v. Skill set in demand
 - vi. Promotional opportunities exist
- c. Position identified as critical in 2023

4. Recovery/Public Assistance Section Manager

- a. Competencies of Position
- i. Education/Experience: Six years of supervision, management, or progressively related experience; OR three years of related experience and a bachelor's degree in a related field.
 - ii. Licensure: Not required
 - iii. Knowledge and Skills:
 1. Oregon Revised Statute 401
 2. Oregon Emergency Operations Plan
 3. Public Law 93-288 CFR 44
 4. OMB Circulars
 5. DAS Contracting Procedures
 6. NEPA Cost/Benefit Guidelines
 - iv. Management:
 1. Plan, assign and approve work
 2. Respond to grievances
 3. Discipline and reward
 4. Coordinate scheduling
 5. Hire and discharge
 6. Evaluate performance
 - v. Training and Certification:

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1. OEM Policy ADM-205: Training and Exercise Requirements and Reporting
 2. ADM-205-SOP: Training and Exercise Reporting Standard Operating Procedure
 3. FEMA IS-100: Introduction to the Incident Management System, ICS-100
 4. FEMA IS-200: Basic Incident Command System for Initial Response, ICS-200
 5. FEMA IS-700: An Introduction to the National Incident Management System
 6. FEMA IS-800: National Response Framework, An Introduction
 7. FEMA IS-2200: Basic Emergency Operations Center Functions
 8. FEMA IS-13: EMI Conduct and Behavior
 9. IS-21.24: Civil Rights and FEMA Disaster Assistance
 10. IS-559: Local Damage Assessment
 11. IS-632.A: Introduction to Debris Operations
 12. IS-633: Debris Management Plan Development
 13. IS-1000: Public Assistance Program and Eligibility
 14. IS-1001: The Public Assistance Delivery Model Orientation
 15. IS-1002: FEMA Grants Portal - Transparency at Every Step
 16. IS-1006: Documenting Disaster Damage and Developing Project Files
 17. IS-1009: Conditions of the Public Assistance Grant
 18. IS-1012: Direct Administrative Costs
 19. IS-1017: Scope Change Requests, Time Extensions, Improved/Alternate Project Requests
 20. IS-2900: National Recovery Framework
 21. L0705: Fundamentals of Grants Management
 22. L0708: Procurement Under Grants
- b. Why identified as Critical
- i. Vacancy would cause an impact to operations
 - ii. Specialized knowledge and skill required
 - iii. Challenging recruitment
 - iv. Moderately competitive compensation package
 - v. Skill set in demand
 - vi. Promotional opportunities exist
- c. Position identified as critical in 2023

5. Response Section Manager

- a. Competencies of Position
- i. Education/Experience: Six years of supervision, management, or progressively related experience; OR three years of related experience and a bachelor's degree in a related field.
 - ii. Licensure: Not required
 - iii. Knowledge and Skills:
 1. Oregon Revised Statute 401
 2. Oregon Administrative Rules

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3. Federal OMB Circulars
 4. EPA guidelines
 5. CFR's
 6. NUREG0654/FEMA REP-1-18
 7. ORS 469
 8. Administrative Procedures Act
 9. HMTUSA
 10. Conflagration Act
 11. FEMA/NEHRP Earthquake Program Guidance
 12. Federal Public Law 99-145 and 93-288
 13. Code of Federal Regulations 44
 14. US DOT Emergency Response Guidebook
 15. CERCLA SARA Title III
 16. FCC Public Safety Radio Communications Guidelines
 17. Hazard Mitigation Grant Administrative Plan
 18. Public Assistance Administrative Plan
 19. Oregon Emergency Management Plan
 20. OERS Operating Procedures and Standards
 21. Oregon State Open System Directives for Information Processing
 22. Robert T. Stafford Disaster Relief and
 23. Emergency Assistance Act; Public Law
 24. Title III, Section 303 Superfund Amendments and Reauthorization Act of 1986
 25. FEMA Emergency Management Training Program and Exercise Program Guidance
 26. Dept of Homeland Security, U.S. Dept of Justice and Office of Justice Program Guidelines for Domestic Preparedness
 27. National Response Framework
- iv. Management:
1. Plan, assign and approve work
 2. Respond to grievances
 3. Discipline and reward
 4. Coordinate scheduling
 5. Hire and discharge
 6. Evaluate performance
- v. Training and Certification:
1. DAS – PS – Contract Administration Training
 2. DAS – PS – Principles of Public Procurement – Risk Management
 3. DAS – PS – Oregon Procurement Advanced Certification
 4. DAS – PS – Procurement Ethics
 5. DAS – CHRO – Create a Positive Team Culture
 6. DAS – CHRO – Workday
 7. DAS – CHRO – Foundational Training Program (FT)
 8. DAS – CHRO – Managing Remote Teams
 9. DAS – CHRO- Effective Delegation
 10. OEM Policy ADM-205: Training and Exercise Requirements and Reporting

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11. ADM-205-SOP: Training and Exercise Reporting Standard Operating Procedure
 12. FEMA IS-100: Introduction to the Incident Management System, ICS-100
 13. FEMA IS-200: Basic Incident Command System for Initial Response, ICS-200
 14. FEMA IS-700: An Introduction to the National Incident Management System
 15. FEMA IS-800: National Response Framework, An Introduction
 16. FEMA IS-2200: Basic Emergency Operations Center Functions
 17. FEMA IS-13: EMI Conduct and Behavior
 18. G0191: Emergency Operations Center/Incident Command System Interface
 19. G2300: Intermediate Emergency Operations Center Functions
 20. IS-2901: Introduction to Community Lifelines
 21. G0300: ICS 300: Intermediate Incident Command System for Expanding Incidents
 22. G0400: ICS 400: Advanced Incident Command System for Complex Incidents
- b. Why identified as Critical
 - i. Vacancy would cause an impact to operations
 - ii. Specialized knowledge and skill required
 - iii. Challenging recruitment
 - iv. Moderately competitive compensation package
 - v. Skill set in demand
 - vi. Promotional opportunities exist
 - c. Position identified as critical in 2023

6. Budget Officer

- a. Competencies of Position
 - i. Education: Six years of progressively responsible experience that included the preparation, analysis, and administration of a budget or fiscal system. Experience must have included modeling and forecasting fiscal information.
 - ii. Licensure: Not required
 - iii. Experience:
 1. Oversee fiscal activities and manage the budget planning and execution process.
 2. Serve as the liaison with Department of Administrative Services (DAS) Statewide Audit and Budget Reporting Section (SABRS) and acts as Coordinator for OEM to provide information for base budget entries, phase-in/ phase-out packages, base budget position moves and any other data needed to build ODEM's biennial budget.
 3. Provides budget development guidance and consultation to agency executive management team and operational program managers.

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4. Initiate and coordinate the preparation of budget decision packages, fiscal impact statements, reduction options, and program narratives.
5. Prepare legislative fiscal impact statements for OEM's Executive leadership for Senate and House bills being considered by the Legislature. Assist OEM leadership with the development and drafting of Legislative Concepts (proposed changes to Oregon Revised Statutes).
6. Evaluate policies in conformance with legal requirements and internal procedures.
7. Monitor execution of OEM's biennial budget. Prepare analysis of expenditures and revenues for the executive management team and operational program managers
- iv. Management: Not applicable
- v. Training and Certification:
 1. OEM Policy ADM-205: Training and Exercise Requirements and Reporting
 2. ADM-205-SOP: Training and Exercise Reporting Standard Operating Procedure
 3. FEMA IS-100: Introduction to the Incident Management System, ICS-100
 4. FEMA IS-200: Basic Incident Command System for Initial Response, ICS-200
 5. FEMA IS-700: An Introduction to the National Incident Management System
 6. FEMA IS-800: National Response Framework, An Introduction
 7. FEMA IS-2200: Basic Emergency Operations Center Functions
 8. FEMA IS-13: EMI Conduct and Behavior
 9. G0191: Emergency Operations Center/Incident Command System Interface
 10. G2300: Intermediate Emergency Operations Center Functions
 11. Recommended:
 12. IS-2901: Introduction to Community Lifelines
 13. G0300: ICS 300: Intermediate Incident Command System for Expanding Incidents
 14. G0400: ICS 400: Advanced Incident Command System for Complex Incidents
- b. Why identified as Critical
 - i. Vacancy would cause an impact to operations
 - ii. Specialized knowledge and skill required
 - iii. Challenging recruitment
 - iv. Moderately competitive compensation package
 - v. Skill set in demand
 - vi. Promotional opportunities exist
- c. Position identified as critical in 2024

7. Chief Audit Executive

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a. Competencies of Position

- i. Education/Experience: A Bachelor's degree in a business-related field such as business or public administration, finance, economics, computer science, or accounting; OR A field specific to the agency's mission AND three years of experience performing professional level auditing, investigations, compliance, policy/program, or work closely related to the agency mission.
- ii. Certification: None
- iii. Knowledge and Skills:
 1. Local, state, and federal statutes, rules and policies,
 2. OEM ORS/OARs - ORS 401 to 404; OAR 104;
 3. Code of Federal Regulations: 2 CFR Part 200
 4. Knowledge and understanding of the Institute of Internal Auditor's Professional Practices Framework;
 - a. The International Standards for the Professional Practice of Internal Audit (*aka IPPF, or Red Book*)
 - b. Core Principles for the Practice of Internal Auditing;
 - c. The Code of Ethics
 5. GAO Government Accounting Standards
 6. COSO (Committee of Sponsoring Organizations of the Treadway Commission) ERM Framework;
 7. Knowledge of changes to professional auditing standards;
 8. Ability to assess risk and evaluate processes to provide management with recommendations on the effectiveness of governance, risk management, and internal controls.
- iv. Training:
 1. Professional standards require 40 hours of continuing professional education
 2. AS – PS – Contract Administration Training
 3. DAS – PS – Principles of Public Procurement – Risk Management
 4. DAS – PS – Oregon Procurement Advanced Certification
 5. DAS – PS – Procurement Ethics
 6. DAS – CHRO – Create a Positive Team Culture
 7. DAS – CHRO – Workday

b. Why identified as Critical

- i. Legislatively mandated position established in compliance with ORS 184.360 and OAR 125-700-0100 through 125-700-0155;
- ii. Vacancy would cause an impact to operations
- iii. Specialized knowledge and skill required
- iv. Challenging recruitment
- v. Moderately competitive compensation package
- vi. Skill set in demand
- vii. Promotional opportunities exist

c. Position identified as critical in 2023

Highly Critical

1. Development Plan for Competency Development

1. Agency will perform gap analysis of core competencies to create professional development strategies for executive leadership team succession opportunities (where appropriate)
2. Emergency Coordination Center guidebooks, training and exercise will provide bench depth for emergency operations
3. Position descriptions will continue to be reviewed, updated and enhanced.
4. Updated position descriptions will continue to form the foundation for role-based guidance documents and competency-based training curriculum
5. The Staff Training Plan Update project will identify required training by position and track completed training at the agency level allowing for quick identification of internal successor candidates

2. Potential Recruitment Challenges

1. OEM, the State of Oregon and the nation are recovering from a worldwide pandemic which has changed the face of workers and the workplace. This monumental shift has created unique challenges in the workforce and caused an unprecedented challenge in recruiting and retaining talent.
2. The State of Oregon struggles to match salary found in the private sector resulting in many failed recruitments post-offer.
3. Emergency management is a complex and often taxing work environment resulting in burnout and regrettable attrition.
4. An aging workforce poses challenges with retirement succession planning

2. Skill Development Challenges

1. Emergency operations take precedence over daily operations limiting time and availability of staff for professional development
2. Limited general funds pose funding challenges for training unattributable to a federal grant
3. The agency may nominate leaders for Leadership Oregon and reserve committed training time on calendars for the duration of the program

Critical

1. Development Plan for Competency Development

1. Team leads will continue to be identified for each critical position
2. Agency will perform gap analysis of core competencies to create professional development strategies for team lead succession opportunities (where appropriate)
3. Emergency Coordination Center guidebooks, training and exercise will provide bench depth for emergency operations
4. Position descriptions will continue to be reviewed, updated and enhanced.
5. Updated position descriptions will continue to form the foundation for role-based guidance documents and competency based training curriculum
6. The Staff Training Plan Update project will identify required training by position and track completed training at the agency level allowing for quick identification of internal successor candidates

2. Potential Recruitment Challenges

1. OEM, the State of Oregon and the nation are recovering from a worldwide pandemic which has changed the face of workers and the workplace. This monumental shift has created unique challenges in the workforce and caused an unprecedented challenge in recruiting and retaining talent.
2. The State of Oregon struggles to match salary found in the private sector resulting in failed recruitments post-offer and attrition once fully trained.
3. Emergency management is a complex and often taxing work environment resulting in burnout and regrettable attrition.
4. An aging workforce poses challenges with retirement succession planning

3. Skill Development Challenges

1. Emergency operations take precedence over daily operations limiting time and availability of staff for professional development
2. Limited general funds pose funding challenges for training unattributable to a federal grant
3. Attempt to match each critical position with a mentor (internal or external) to develop management competencies

Agency-wide plans for competency development

Inclusion, Diversity, Equity, Accessibility (IDEA)

1. The agency is guided by a Diversity Equity and Inclusion (DEI) plan that includes milestones and measurable outcomes to ensure our ongoing commitment to inclusion, diversity, equity, and accessibility (IDEA).
2. The plan will undergo evaluation every two years and be adjusted to reflect progress toward reaching IDEA goals, changes in the agency, and evolving employee needs and competencies

New Employee Orientation (NEO)

1. OEM has a New Employee Orientation (NEO) process that introduces the agency's mission, values and culture. It ensures employees are provided with the resources and training to be successful within the agency and promotes staff engagement.
2. All new full-time employees or temporary staff that will be working at the agency for more than 30 days are enrolled in the NEO program.
3. The NEO program includes feedback and measurement to support continuous improvement.

Recruitment

1. Recruitment is supported by position descriptions that encompass knowledge, skills, and abilities combined with relevant personal characteristics to successfully perform in the role.
2. Core competencies are incorporated into interview questions.
3. The recruitment process is fair and inclusive. It uses strategies such as removing bias from job descriptions and articulating our agency's commitment to inclusion, diversity, equity and accessibility in the description.

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4. Diversifying sourcing channels, standardizing evaluation criteria, and selecting interview panelists that represent diverse perspectives, including the agency's IDEA Coordinator, also ensure a fair and inclusive process.

Retention

1. Investing in career development of employees and providing them with opportunities to enhance their competencies through mentorship and ongoing professional development.
2. Internal recruitment methods are employed, such as referrals, promotions, or transfers, to identify and develop employees who have the core competencies needed for a role.
3. To ensure that employee input guides the agency's goals toward retaining and supporting a diverse workforce we also perform two annual surveys: one measuring employee engagement and one specifically targeting employee experiences with workplace culture relative to IDEA.

Training

1. All new full-time staff and temporary employees that will be at the agency 30 days or longer shall receive an introduction to the agency's mission, values, and culture.
2. All employees new to Oregon state employment shall complete the trainings assigned in the DAS Statewide Onboarding Process.
3. All employees new to Oregon state government shall participate in the Uplift Your Benefits training.
4. All employees new to Oregon state government or who transferred into the executive branch will participate in the DAS customer service training.
5. All new managers how were hired or promoted into a permanent or limited duration supervisory management position shall complete the manager's Foundational Training Program.

Workforce Analysis

1. The agency will undergo a full workforce analysis to:
 - a. Identify functions required during grey sky days with primary and alternate leads equally trained.
 - b. Identify and document specialized knowledge and skills and document within the position description
 - c. Measure capacity and identify opportunities for resource pools

2024 Evaluation | Competencies, Goals, and Recruitment Strategies

Overall Plan Review

The Succession Plan owner will coordinate the review using the OEM Governor's Agency Expectations Steering Committee. OEM's Succession Plan will be regularly reviewed as part of the agency strategic planning lifecycle and prior to submission (June 1st and December 31st, respectively), as well as following any vacancy/recruitment of a critical or highly critical position. Additionally, the Continuity of Operations Plan owner and OEM Staff Training Plan owner will conduct a gap analysis to ensure continuity and alignment across plans.

Highly Critical/Critical Positions

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OEM has expanded considerably providing opportunities for internal restructure and reorganization. The establishment of the Business Services Director created a new division housing information technology, human resources, facilities, logistics, finance and compliance. Other sections were created or fortified based on additional positions awarded to the agency via the legislative process.

Competency Adjustment

OEM will utilize requirements rooted in statute and rule, State of Oregon classification minimum requirements, Federal Emergency Management Association required training and discipline best practices to adjust competencies by role and function.

Employee Goals

OEM will use a combination of Performance Accountability and Feedback (PAF) sessions, the newly established mentorship program, and internal opportunities for job shadowing and communities of practice to encourage employee interest and identify cross-training/promotional opportunities which will culminate in individual professional development plans. The template and process will be developed and owned by human resources.

Recruitment Strategies

OEM will depend largely on the Inclusion, Diversity, Equity and Accessibility (IDEA) plan and Affirmative Action Plan (AAP) strategies as the framework for recruitment strategies. Success will be monitored and reported using the agency Department Action Plan and the KPM Dashboard.

2024 Retirement Eligibility | One Year Forecast (Optional)

Utilizing the Workday report [HCM Retirement Eligibility Summary](#), identify the number and percentage of your agencies workforce that is currently eligible to retire and is eligible to retire within one year.

Position	Eligible to Retire Now	Eligible to Retire \leq 1 Year
Grants, Loans, and Programs Manager 2 - SR33 - Exempt	X	
Program Analyst 2 - SR27 - Non Exempt	X	
Program Analyst 2 - SR27 - Non Exempt	X	
Program Analyst 4 - SR31 - Exempt	X	
Program Analyst 2 - SR27 - Non Exempt	X	
Program Analyst 3 - SR29 - Non Exempt	X	
Program Analyst 2 - SR27 - Non Exempt	X	
Information Systems Specialist 8 - SR33 - Exempt	X	

Conclusion

Oregon Department of Emergency Management Succession Plan

Due to the criticality of ODEM's mission, it is imperative the agency has a well-defined pathway for achieving a functional and sustainable succession model. While great strides were made in 2023 and 2024 there is much left to do. Unprecedented wildfires and competing priorities from our valued partners and the legislature resulted in attention being focused on mission essential functions, however, unplanned attrition coupled with employee engagement below benchmarks highlights the need for a robust and well-practiced succession plan.

Successes

- Identification of core competencies for all highly critical and critical positions
- Development of the agency Department Action Plan and KPM Dashboard to track and monitor strategies related to succession planning
- Increase in employee engagement overall scores from 3.52 to 3.9
- Updated position descriptions for all highly critical positions
- Development of internal promotion opportunities for qualified staff

Improvement Opportunities

- Guidance documents for all critical and highly critical position essential functions
- Workforce analysis
- Position specific training curriculum
- Training and qualification tracking system
- Expansion and alignment of Continuity of Operations Plan succession

OEM looks forward to continuing the progress made toward ensuring a highly skilled and qualified workforce in 2025.



Erin McMahon, OEM Director

12/23/24

Date