

OREGON MILITARY DEPARTMENT

DIVERSITY, EQUITY, AND INCLUSION STRATEGIC PLAN



2023-2025

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OREGON MILITARY DEPARTMENT

The mission of the Oregon Military Department (OMD) is to provide support for the State of Oregon and the soldiers, airmen, and civilians when there is a need to have a ready force trained to respond to any contingency within the state. The Military Department is led by Major General Michael E. Stencel, The Adjutant General (TAG), appointed by the Governor under [ORS 396.150](#). The Adjutant General functions as the Oregon Military Department Director while also having command of our valued 8,100 Service Members and 449 state employees.

Our agency supports the importance of diversity, equity, and inclusion in the workplace. The agency identifies that the strategic priorities of the Oregon Military Department link the soldiers, airmen, and civilians every day in support of the goals and objectives of our state and nation which are directly linked to the National Military Strategy. As we continually strive to meet our goals and objectives, the core of our organization will always be the outstanding people who represent the integrity of the excellent service we provide to our Service Members and employees. These individuals carry out our strategic plan and ensure its continuous improvement as we adapt to the changes our state and nation face year after year. Through this plan and future iterations, we posture ourselves for the future while remaining...[*Always Ready, Always There!*](#)



OBJECTIVES

The Oregon Military Department is committed to supporting racial diversity, equity, and inclusion throughout all processes within our agency. Our strategies include community outreach opportunities and internal strategies to obtain and retain individuals that support the agency's focus on integrity, commitment, advocacy, respect, and excellence. Meeting these objectives enable individuals to feel safe, respected, engaged, motivated, and valued for who they are and their contributions.



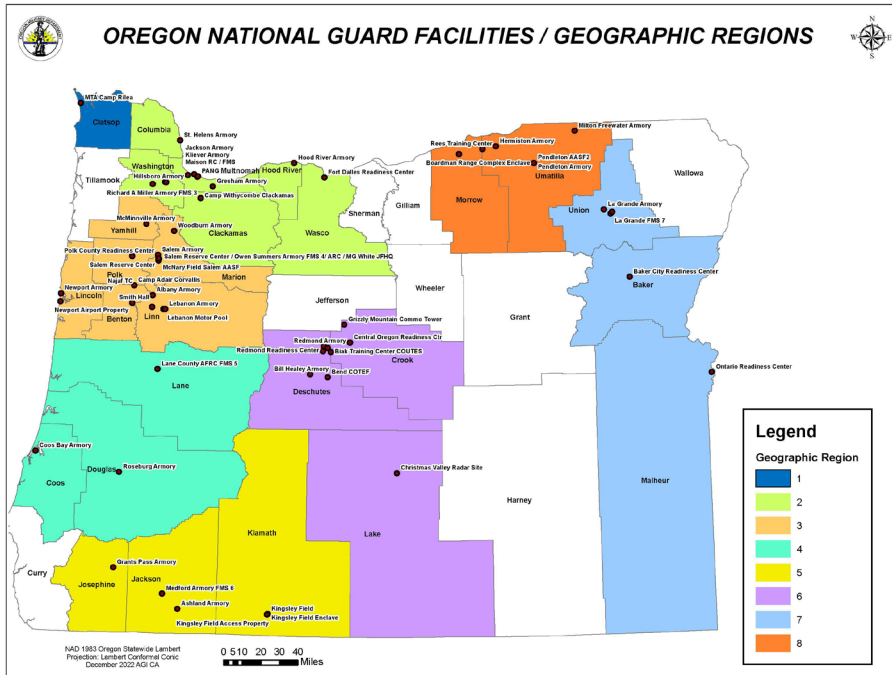
AGENCY FOCUS

The Oregon Military Department is a leader in creating a high-performing workforce by capitalizing on its diversity, purposefully embracing inclusion, and empowering all employees to perform to their highest potential. The agency encourages employee engagement knowing that our services require an enabled diverse workforce with a wide variety of skills and experience. Our focus on leadership makes our agency function in a way that builds teamwork and shows the dependability of our workforce. The military environment teaches accountability and instills timeliness, professionalism, and work ethic at the highest levels. The agency's Diversity, Equity, and Inclusion Strategic Plan includes increasing opportunities for applicants to recognize the value in supporting our soldiers, airmen, and civilians.

Our diversity, equity, and inclusion mission includes growing a diverse workforce and cultivating an inclusive work environment, where employees are fully engaged and empowered to deliver outstanding services to our Communities, State, and Nation. We value our employees and commit to growing a diverse, high-performing workforce that reflects all segments of our society and values all aspects of our human diversity. The Oregon Military Department commits to continuing to cultivate an inclusive work environment and create an engaged organization that leverages diversity and empowers all. This includes facilitating outstanding, responsible public service through principled leadership, shared accountability within the organization, and educating individuals.

The Oregon Military Department's Diversity, Equity, and Inclusion Strategic Plan is a multi-year effort, and changing conditions, including budget constraints, will impact implementation and may require adjustment to the timelines and performance targets. Our investment in recruitment and outreach efforts include educating the public on the types of positions we have and what employment opportunities exist within our agency. We are including expanded language in all areas that will be impacted including contracts/procurement, communications, and outreach in recruitments. These equity and inclusive efforts should increase public awareness about opportunities within the Oregon Military Department. The desired outcomes and results include an increase in the applicant pool and in the volume in our contract bidding.

DATA



Information for evaluating data comes from the Oregon Workday program and will be utilized to compare year to year stats related to diversity demographics. Tracking information extracted from this system is used when determining what geographics will be focal areas for the agency. Additional surveys will be sent out to current employees to determine baselines for evaluation measures.

The agency has impacts within different geographic areas due to having locations throughout the State of Oregon. For data collected from July 1, 2020, to

June 30, 2022, the Oregon Military Department showed 450 employees within our workforce population. The Oregon Military Department's 450 employees work in all but nine (9) of the 36 counties in Oregon. Of the occupied 27 counties, Marion County has the largest population of workers. The majority of military armories are concentrated in Benton, Linn, Polk, and Marion counties. Other counties throughout the state have the most employees in locations where there are multiple armories within the area. The Oregon Military Department does not have armories in Curry, Harney, Grant, Wheeler, Jefferson, Gilliam, Sherman Wallowa, or Tillamook counties.

The Oregon Military Department anticipates positive changes as we move forward in reaching out to underserved areas for recruitment. To accomplish our goals in these areas, the agency continues outreach efforts in collaboration with local employment offices. These opportunities include presentations and staff being available in person to clarify descriptors about our positions and help potential applicants better understand the availability of positions within our agency.

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ACTION STRATEGIES AND GOALS

The goals for the Oregon Military Department's Diversity, Equity, and Inclusion Strategic framework for 2023-2025 include ongoing evaluation of data related to our targeted goals and increasing the diversity of our applicant pools as mentioned previously. The agency will continue to provide equal employment opportunities for all employees and applicants. The agency prohibits discrimination based on military status, race, color, sex, religion, national origin, age, disability, and genetic information, as well as reprisal for protected activity. The agency applies these practices to all terms and conditions of employment including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leave of absence, compensation, and training.

GROWING A DIVERSE WORKFORCE

The foundation to achieving workforce diversity and the advantages that it provides in the public sector is the assurance of equal employment opportunity (EEO) in the workplace, regardless of race, ethnicity, gender, and other legally protected characteristics. The primary focus for growing a diverse workforce for the Oregon Military Department is our recruitment of applicants and retention of current employees. In a constrained fiscal environment, leaders must look externally and internally to enable, facilitate, and grow diversity, primarily including diversity of thought and perspective from within. Achieving workforce diversity within our agency will include establishing external outreach strategies as well as strategies aimed at attracting and empowering broader, emerging aspects within Oregon communities.

The recruitment of applicants who are diverse, high-performing workers that reflects all segments of our society and values that align with the Oregon Military Department takes reaching out to underserved communities to share with them about what we are compassionate about. Education about position descriptions and what jobs are available within specific geographic regions will also be included in these outreach efforts. The agency is working with the Oregon Employment Department and other entities who offer support to those looking for work. Internally, tracking these efforts and evaluating how they compare with past practices within varying demographic compositions for any anomalies or changes, will be used to determine if the efforts are making an impact. Reevaluating the methodology will be done as an ongoing process to ensure positive results are achieved by the developed approach.



EMPLOYEE ENGAGEMENT

The agency has made a goal to promote employee engagement in the areas of equity and inclusion to better retain employees. The Oregon Military Department has purposefully been working on designing ways to enable diverse perspectives to be heard and empower all participants to contribute to the mission. Proactive measures have been put in place that increases the communications of participatory work processes, celebrations of differing cultural backgrounds, and requests for employee engagement at all levels. These strategies have been intended to empower

our human resources contribution to the fullest potential to be transparent to our employees.

Employee and leadership development related to awareness, better understanding, and ways to implement more diversified thinking trainings have been shared and will continue to expand. The agency has begun to incorporate diversity and inclusion themes into the curricula of all leadership development designed by the agency. This includes cognitive diversity training opportunities primarily focused on the supervisory group. The cultivation of the mindset for those who manage and supervise others and the work they do, encourages a more inclusive culture. Ongoing training for this group is given at intervals not less than twice a year. All employees are emailed at least once a month with information related to diversity awareness, throughout the year. An annual diversity training for all employees is currently being developed.

FOR MORE INFORMATION, PLEASE CONTACT:

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