

OREGON MILITARY DEPARTMENT

DIVERSITY, EQUITY, INCLUSION & BELONGING



2025-2027 STRATEGIC PLAN

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BE CONNECTED, BE COMPETENT, BE COMMITTED

OREGON MILITARY DEPARTMENT

The mission of the State of Oregon Military Department (OMD) is to provide support, so Oregon has a ready force of Citizen-Soldiers, -Airmen, and Civilians who are trained and equipped to successfully respond to any contingency. Our state employees provide support to ensure they have training facilities and other resources needed to be the Service of Choice for the State of Oregon. We have many locations throughout the state.



VALUES

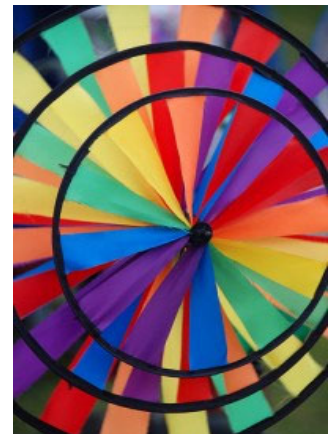
Our values define who we are. Our top three values are Connected, Competent, and Committed.

1. Be **Connected** to your people. And always put them first.
2. Be **Competent** in your skillsets and always complete the mission.
3. Be **Committed** to improving the Oregon Military Department.

The State of Oregon Military Department Employees have unique objectives and work hard to meet our goals. We are a team working to find ways to accomplish what others are unwilling or unable to achieve. Our preparation is fundamental to serving our fellow citizens and accomplishing the mission. Preparation enables us to live our motto, ***“Always Ready, Always There.”***

OBJECTIVES

The Oregon Military Department is committed to supporting racial diversity, equity, inclusion, and belonging throughout all processes within our agency. We intend to transform our agency by taking care of our people and improving our culture. We aim to make our organization one that people want to belong to so we can grow and accomplish our missions. 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 enables individuals to feel safe, respected, engaged, motivated, and valued for who they are and their contributions.



AGENCY FOCUS

Our Diversity, Equity, Inclusion and Belonging (DEIB) focus includes growing a diverse workforce by cultivating an inclusive work environment, where employees are fully engaged and empowered to deliver outstanding services to our Communities, State, and Nation. By fostering a culture that values diversity and inclusion, the Oregon Military Department paves the way for a workforce that thrives on empowerment and belonging. Recognizing the importance of employee engagement, the agency ensures that individuals can contribute their unique skills and experiences to our collective mission. Through a focus on leadership, teamwork is

nurtured, and dependability is ingrained in our operations. This attitude instills values of accountability, timeliness, professionalism, and a strong work ethic in all who serve.

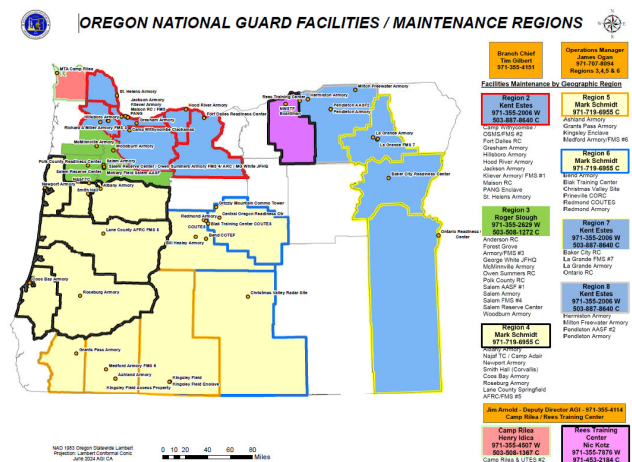
By fostering an environment of inclusivity and acceptance, we foster a workplace where the diverse range of insights and skills of each team member can truly shine. Our dedication transcends mere inclusion; it drives us to establish a forum where every opinion matters, every suggestion is appreciated, and every individual is empowered to make an impact on our collective achievements. Through consistent learning opportunities, collaborative guidance, and a shared sense of duty, we lay the groundwork for a future where diversity isn't just recognized but celebrated. United in purpose, we will further develop a team that reflects the vibrant mosaic of our society and embodies the resilience that emerges from embracing our unique qualities.

To further enhance our initiatives, we are integrating innovative approaches such as attending events that amplify our message for outreach to broader audiences as those opportunities are made available. Leveraging digital platforms and developing additional occasions for creating training in various languages and offering engaging content to showcase the diverse range of roles available within our organization. By harnessing technology, we aim to bridge gaps in understanding and connect with a more extensive and varied audience. Through these strategic enhancements, we anticipate a surge in interest and engagement, ultimately expanding our applicant pool and fostering increased competition in our contract bidding processes. Our commitment to diversity, equity, and inclusion remains steadfast as we adapt and evolve in alignment with our overarching goals.

DATA

The data collected from the Oregon Workday program serves as a valuable resource for analyzing diversity demographics over different years. This information enables us to pinpoint geographic areas which require attention within the agency. As we push forward to extend our reach into underserved regions for recruitment, the Oregon Military Department is witnessing positive transformations. To achieve our objectives effectively, we actively engage in outreach initiatives, partnering with local employment offices. These endeavors encompass delivering presentations and ensuring that our staff is present to explain job descriptions, making it easier for prospective candidates to grasp the array of opportunities within our agency.

The agency impacts throughout different geographic areas may be due to having locations throughout the State of Oregon. The Oregon Military Department's 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. Additional information regarding the specific data of our Diversity, Equity, Inclusion, and Belonging Plan may be found in our current Affirmative Action Plan.



DIVERSITY, EQUITY, INCLUSION AND BELONGING STRATEGIC PLAN

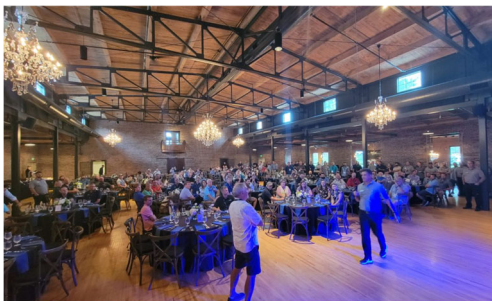
ACTION STRATEGIES AND GOALS

Moving forward, the Oregon Military Department is committed to fostering a culture that celebrates diversity, equity, and inclusion within its ranks. In the coming years, the agency aims to not only monitor and evaluate progress towards its diversity goals but also actively enhance the representation of underrepresented groups in its recruitment processes. Upholding its stance on providing fair employment opportunities, the agency stands firm against discrimination of any form, ensuring that all employees and applicants are treated equitably regardless of military status, race, color, sex, religion, national origin, age, disability, or genetic information. These principles are woven into the fabric of the agency's operations, influencing every aspect of employment from hiring to training, and beyond.

GROWING A DIVERSE WORKFORCE

The foundation to achieve workforce diversity and the advantages 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 agency 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 and strategies aimed at attracting and empowering broader, emerging aspects within Oregon communities.

The Oregon Military Department reaches out to underserved communities to share with them about what we are passionate about. Education about position descriptions and what jobs are available within specific geographic regions will also be included in these outreach efforts. The agency works with the Oregon Employment Department and other entities who support 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 aims to enhance employee engagement by focusing on diversity, equity, inclusion, and belonging to improve employee retention. The Oregon Military Department has been actively designing strategies to ensure diverse perspectives are heard and all participants are empowered to contribute to our mission. We have implemented proactive measures to improve communication in participatory work processes, celebrate different cultural backgrounds, and encourage engagement from employees at all levels. These strategies are intended to fully empower our human resources efforts and provide transparency for our employees.

We are committed to employee and leadership development and promoting awareness, understanding, and the implementation of diversified thinking training. We have started to integrate themes of diversity, equity, inclusion, and belonging into all leadership development curricula designed by the agency. This includes

training focused on cognitive diversity opportunities for our management group. By fostering a mindset that encourages inclusivity among managers and supervisors, we aim to cultivate a more inclusive culture within the organization. Ongoing training for this group is conducted at least twice a year. Additionally, all employees receive monthly emails with information about diversity awareness throughout the year. Currently, we are in the process of developing an annual diversity training program for all employees.

AGENCY DEVELOPMENT

In recent years, we have made significant progress in the collaboration between our employees. Leveraging diverse perspectives in teamwork leads to more effective and innovative solutions. Promoting collaborative leadership skills has enhanced teamwork and strengthened team dynamics. By establishing an inclusive and diverse workforce, we have achieved collaborative success in creating more cohesion, improved workplace dynamics during meetings, information sharing, building trust, and employee outreach. Diversity within our teams plays a crucial role in our overall success. It brings us together and allows a variety of perspectives and experiences, which fosters more innovative solutions. Our agency has embraced diversity, and by doing this, we often experience improved problem-solving capabilities and enhanced creativity in reaching our goals on collaborative projects. However, the full extent of these benefits and how they manifest in additional situations deserves further expansion.

We value varied perspectives within our teams as this can enhance creativity and problem-solving when facing obstacles in our projects. We have found that when individuals from different backgrounds collaborate, they contribute unique insights shaped by their experiences, cultures, and knowledge. This diversity encourages a much richer dialogue, prompting team members to challenge assumptions and explore new ideas. It can lead to innovative solutions that may not have arisen in a more homogeneous group.

Moreover, these diverse perspectives are helping us identify potential pitfalls and risks that our previous single viewpoint may have overlooked. By incorporating a broad range of ideas, we are confident that our teams can approach challenges more comprehensively, ensuring more effective decision-making. We believe leveraging diverse perspectives will strengthen our team dynamics and significantly contribute to achieving our evolving organizational goals. To support this, we provide opportunities for our employees to learn about the fundamentals of diversity, equity, inclusion, and belonging. This initiative aims to enhance employee engagement, reduce turnover, improve communication, lower barriers, and align to our agency's mission.



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