

The Oregon Military Department

2027-2029 BIENNIUM AFFIRMATIVE ACTION PLAN



Prepared by:

Micky Garrett, Affirmative Action Representative

Oregon Military Department

1776 Militia Way SE

PO Box 14350

Salem, OR 97309

503.979.7376 (c)

Always Ready, Always There!



OREGON MILITARY DEPARTMENT (OMD) 2027–2029 AFFIRMATIVE ACTION PLAN



OREGON MILITARY DEPARTMENT
JOINT FORCE HEADQUARTERS, OREGON NATIONAL GUARD
OFFICE OF THE ADJUTANT GENERAL
230 GEER DRIVE NE
P.O. BOX 14350
SALEM, OREGON 97309-5047

May 15, 2026

Department of Administrative Services
Office of Cultural Change
ATTN: Juliet Valdez-Locke
155 Cottage Street NE
Salem, OR 97301

RE: Oregon Military Department Affirmative Action Plan

The Oregon Military Department (OMD) fully supports the directives issued by the Governor's Office requiring the development and maintenance of an agency Affirmative Action Plan. In accordance with this directive, OMD hereby establishes its Affirmative Action Plan for the 2026–2028 biennium, as outlined herein.

OMD demonstrates its commitment to affirmative action by fostering a supportive and inclusive workplace environment through equitable personnel policies, practices, and programs. Employees are recognized as the agency's most valuable resource, and OMD is dedicated to ensuring all staff have equal access to employment opportunities, benefits, and professional development. The agency recognizes the diverse needs and experiences of state employees and incorporates affirmative action principles into daily operations to promote fairness, equity, inclusion, and respect throughout the organization.

OMD maintains the expertise, diversity, and capabilities necessary to ensure mission readiness and operational success across all required functional areas. A healthy, resilient, and inclusive workforce is essential to sustaining mission effectiveness, and by fostering an environment that values diversity, equity, inclusion, employee resilience, and access to supportive resources, OMD strengthens individual performance, enhances collaboration and innovation, mitigates organizational risk, and maintains operational readiness. Through its affirmative action and equal opportunity initiatives, OMD continuously evaluates and strengthens organizational structures, systems, policies, and practices that support equity, inclusion, workforce sustainability, and organizational resilience, contributing to improved morale, recruitment and retention, and overall effectiveness in service to the State of Oregon.

For questions regarding this plan, please contact Tracy Garcia, State Human Resources Director for the Adjutant General's Personnel (AGP) Office, at 971-355-4097 or by email at tracy.garcia@omd.oregon.gov.

Respectfully,

ALAN R. GRONEWOLD
Brigadier General
The Adjutant General

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OVERVIEW

Affirmative Action Requirement

This document is the biennial Affirmative Action Plan (Plan) for the Governor's Office of Diversity, Equity, and Inclusion/Affirmative Action as required in Oregon Revised Statutes (ORS) [182.100](#), [243.305](#), [243.315](#), [659A.012](#) and [659A.015](#), direction from the Governor in [Executive Order 2022-11](#); the federal [Title VII of the 1964 Civil Rights Act](#), and [Section 503 of the Rehabilitation Act of 1973](#).

Under Oregon Revised Statutes 659A.012–659A.015, state agencies are required to implement policies that promote equal employment opportunity and prevent discrimination in the workplace. The Oregon Military Department (OMD) is committed to supporting these requirements through the development, implementation, and ongoing evaluation of its Affirmative Action Plan (AAP).

OMD's AAP is submitted as part of the Agency Request Budget (ARB) process and follows the statewide budget development timeline and instructions. OMD is considered an “early submittal” agency for both the Current Service Level (CSL) audit and ARB submission process. As an early submittal agency, CSL audit transmittals are due to the Chief Financial Office (CFO) no later than May 29, 2026, and final ARBs are due on June 26, 2026.

As part of this process, OMD will:

1. Evaluate management personnel and consider their effectiveness in achieving affirmative action objectives as a component of performance evaluation.
2. Report affirmative action goals and agency performance for the current biennium, as well as projected objectives for the upcoming biennium.
3. Provide information regarding construction, service, and personal service contracts awarded to minority-owned businesses.

OMD's AAP contributes to the statewide reporting process used to inform the Legislature on progress toward enterprise-wide affirmative action goals for the current biennium and projected goals for the next biennium.

Guidance for submittals of the agency Affirmative Action plans are provided by The Office of Cultural Change. Agencies develop digital copies of the plan and email to the following email addresses: juliet.o.valdez@das.oregon.gov and Cc cultural.change@das.oregon.gov. Questions about requirements are directed to: Juliet Valdez, Statewide Affirmative Action Manager, Chief Human Resources Office, Department of Administrative Services, 155 Cottage Street NE, Room 254, Salem, OR 97301, email address: juliet.o.valdez@das.oregon.gov or via phone: 971.374.3859.

Affirmative Action Plan (Plan) Overview

This Plan includes:

- A summary and analysis of the representation of the following protected classes of the State workforce: gender, race, color, reported disability, and veteran's status;
- A progress report with affirmative action strategies and goals, including the most recent approved Plan;
- A presentation of affirmative action strategies and goals for the 2027-2029 biennium; and
- A community and small business engagement update on the activity and spending reports of contract awards to minority-owned businesses registered with the Certification Office for Business Inclusion and Diversity (COBID).

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Oregon Military Department Mission and Objectives

The mission of the Oregon Military Department (OMD) is to support the State of Oregon, its Soldiers, Airmen, and civilian workforce by maintaining trained and ready forces capable of responding to contingencies within the state. The Department is led by Brigadier General Alan Gronewold, The Adjutant General (TAG), who is appointed by the Governor in accordance with Oregon Revised Statute (ORS) 396.150. As a federally recognized Major General, TAG serves as Director of the Oregon Military Department and exercises command over approximately 8,100 service members and 410 state employees.

Reporting directly to The Adjutant General are subordinate state and federal commands, including the Chief of State Affairs (state), Director of Joint Staff (federal), Assistant TAG, Readiness (federal), Assistant TAG, Strength and Chief of Joint Staff (federal).

The Oregon Military Department serves both the State of Oregon and the United States. While the Oregon National Guard operates under the command of the Governor, primary funding is provided through federal sources. Department planning integrates both short- and long-term priorities, emphasizing support to Oregon communities while sustaining readiness to execute the National Military Strategy (NMS). Federal mission requirements of the Oregon National Guard are fully integrated into the Department's statewide planning framework.

OMD's strategic priorities align Soldiers, Airmen, and civilian employees in support of state and national objectives connected to the National Military Strategy. Through execution of assigned missions, the Department delivers trained and ready operational forces, demonstrates responsible stewardship of public resources, strengthens workforce resiliency, and sustains critical partnerships. Leadership at every level remains central to implementation of the Department's strategic vision and its continued adaptation to evolving state and national requirements. The Department remains committed to its enduring principle: ***Always Ready, Always There.***

The Adjutant General oversees the Chief of State Affairs, who manages and supports the Department's State civilian workforce across the following programs and divisions:

- Adjutant General Installations (AGI)
- Adjutant General State Personnel (AGP)
- Adjutant General Comptroller (AGC)
- Oregon Youth Challenge Program (OYCP)
- STARBASE Oregon
- Oregon Civil Defense Force (ORCDF)
- Portland Air National Guard (PANG) Fire Department
- Kingsley Field Air National Guard (KFANG) Fire Department
- Security Forces and Civil Engineering operations at both Kingsley Field and Portland Air National Guard bases

Adjutant General Installations Division (AGI)

The Adjutant General Installations Division manages construction, environmental programs, wildland fire management, administrative services, procurement support, and maintenance operations for training facilities, armories, and other Oregon Military Department properties statewide. AGI provides sustainable, mission-capable facilities and infrastructure that support Oregon National Guard readiness, while fostering resiliency, esprit de

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corps, and community engagement. The division manages more than 3.1 million square feet of facilities throughout Oregon.

Construction Branch

The Construction Branch provides construction management services and oversees the design, construction, and documentation of agency projects. Responsibilities include quality assurance, scope management, code compliance, project supervision, and lead abatement activities.

Planning and Programming Branch

The Planning and Programming Branch provides land-use and site-planning services to support current and future mission requirements. Responsibilities include real property acquisition and disposal, land-use coordination, budgeting support, project development, and long-range planning to ensure sustainable infrastructure and operational readiness.

Support Branch

The Support Branch provides fiscal services in support of AGI operations. In coordination with the Operations and Maintenance Program, the branch supports maintenance and repair activities for OMD facilities in compliance with applicable state and federal laws, regulations, and codes.

Environmental Program

The OMD environmental programs provide environmental management services for the Oregon National Guard and ensure compliance with applicable federal, state, and local environmental laws and regulations, as well as Department of Defense (DoD), Department of the Army, and National Guard Bureau (NGB) guidance. The program promotes environmental stewardship among service members and civilian employees and coordinates environmental regulatory matters, including Tribal government consultation and natural resource management.

Wildland Fire Management Program (WFMP)

The Wildland Fire Management Program provides fire prevention, suppression, and public safety response services for Oregon National Guard training lands and facilities. Program responsibilities include:

- Wildland fire prevention and preparedness
- Pre-suppression planning and resource positioning
- Early fire detection and suppression
- Fuels management and ecological land stewardship
- Cooperative and mutual-aid support to the federal, state, and local fire agencies

The program supports military training requirements while complying with Department of Defense Instruction (DoDI) 6055.06, Army Regulation (AR) 420-1, applicable Oregon Revised Statutes, and local land-use agreements. OMD works cooperatively with local authorities, federal entities, and agencies including the Bureau of Land Management and the Oregon Department of Forestry.

Adjutant General State Personnel (AGP)

The Adjutant General State Personnel Office manages human resource functions for the Department's State civilian workforce. Responsibilities include labor relations, pay equity analysis, recruitment, policy development and maintenance, workplace safety, affirmative action and diversity planning, workers' compensation administration, six

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(6) of the Governor’s Statewide Expectations, and other applicable requirements such as the Americans with Disabilities Act (ADA) accommodation processes.

Adjutant General Comptroller (AGC)

The Adjutant General Comptroller Division, also known as the Financial Administration Division, oversees fiscal management, budget administration, procurement operations, and payroll services for the Department.

During State Active Duty (SAD) activations authorized under Oregon law, AGC and AGP staff coordinate to process and compensate activated National Guard personnel. In 2020, the Department processed 1,819 National Guard members in support of wildfire response and other statewide emergencies.

Oregon Youth Challenge Program (OYCP)

The Oregon Youth Challenge Program is registered with the Oregon Department of Education as an alternative high school program. Its mission is to provide opportunities for academic achievement, personal growth, and life-skills development for high school dropouts, disengaged youth, and students at risk of not succeeding in traditional educational environments.

The program uses a highly structured, military-based model integrating classroom instruction, mentoring, leadership development, physical fitness, community service, and career preparation. Core program objectives include:

- Assisting cadets in earning a high school diploma or equivalent credential
- Developing leadership and life-coping skills
- Promoting service learning and community involvement
- Improving physical fitness, health, and hygiene
- Increasing long-term educational and employment opportunities

Under normal operating conditions, OYCP supports up to 180 students per class with two annual classes, serving approximately 360 students each year. The program seeks balanced gender representation and serves a significant population of minority and special-needs students supported through Individualized Education Programs (IEPs) and 504 Accommodation Plans.

STARBASE Oregon

STARBASE Oregon provides Science, Technology, Engineering, Arts, and Mathematics (STEAM) education opportunities to underserved student populations through four academies statewide. Students participate in interactive, hands-on learning experiences while engaging with military personnel and exploring STEAM career pathways.

The program primarily serves fifth-grade students and also offers middle school STEAM clubs and summer programs for students in grades three (3) through eight (8). STARBASE Oregon focuses on students historically underrepresented in STEAM fields, including rural, economically disadvantaged, homeschooled, disabled, and academically underserved populations.

The program serves approximately 4,700 Title I students annually throughout the State of Oregon.

Oregon Civil Defense Force (ORCDF)

Established under ORS 399.035, the Oregon Civil Defense Force is a volunteer reserve organization that augments the Oregon National Guard under the authority of The Adjutant General. ORCDF primarily supports public safety communications capabilities and statewide armory operations.

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Portland Air National Guard (PANG) – 142d Wing

The primary mission of the 142d Wing is fighter operations, including air-to-air and air-to-ground missions supporting combat and homeland defense operations. Additional mission areas include:

- Weather operations
- Command and control
- Combat control
- Combat weather
- Explosive ordnance disposal

Kingsley Field Air National Guard (KFANG) – 173rd Wing

The 173rd Wing focuses primarily on F-15 pilot training, combat operations support, and military readiness activities supporting both state and federal missions.

Both PANG and KFANG maintain state-operated fire departments that provide:

- Aircraft crash-rescue response
- Structural firefighting services
- Emergency medical response
- Mutual-aid support to local communities and statewide emergencies

These departments maintain highly trained and certified personnel prepared to support base missions or domestic public safety operations.

Security Forces

OMD Force Protection personnel provide law enforcement and installation security services for the Oregon Air National Guard at Portland Air National Guard Base and Kingsley Field in Klamath Falls. Responsibilities include armed security operations, protection of personnel and assets, and coordination with military security forces to maintain installation safety and operational security.

Base Civil Engineering

Civil Engineering offices at both PANG and KFANG oversee operation, maintenance, and repair of Oregon Air National Guard facilities and infrastructure. Portland Air National Guard Base encompasses approximately 245 acres, while Kingsley Field spans approximately 365 acres. Together, the installations support more than 75 buildings and associated infrastructure at each location.

Strategic Priorities

Mission

The Oregon Military Department protects Oregonians and defends America by providing a ready force of Citizen-Soldiers, -Airman, and Civilians, trained and equipped to successfully respond to an contingency.

Vision

We are the Service of Choice, admired for our integrity, leadership, and commitment to our communities. We are prepared, trained and ready to fight and win. We are a Team of Winning Units.

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We exemplify readiness and mission accomplishment. We are the partner of choice, within our communities, state, nation, and internationally.

People and Culture (Main Effort)

- 1.1 Improve leadership climate to build trust and accountability.
- 1.2 Improve individual development and strengthen talent management.
- 1.3 Maximize and protect training time to strengthen Readiness.
- 1.4 Enhance communication to strengthen understanding and connection to mission.

Readiness (Supporting Effort 1)

- 2.1 Improve and strengthen to sustain a ready and capable force.
- 2.2 Strengthen readiness standards across people, equipment, and training.
- 2.3 Improve systems and process to enable transparent, data-driven decisions.
- 2.4 Strengthen facilities and infrastructure to support safe, sustainable, future-ready operations

Partnerships (Supporting Effort 2)

- 3.1 Engage and strengthen partnerships with key industry, civic, and educational leaders
- 3.2 Strengthen engagement and collaboration with state, tribal, and local governments.
- 3.3 Strengthen coordination with military and national partners.
- 3.4 Enhance engagement with State Partnership Program partners.

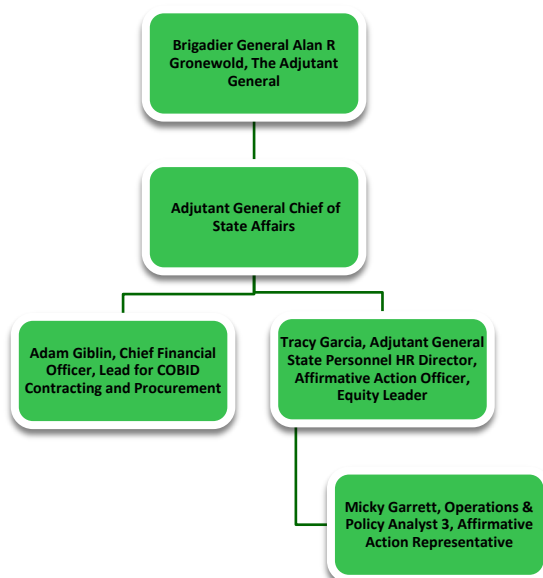
We exemplify readiness and mission accomplishment by fostering a culture of excellence, accountability, and continuous improvement. As the partner of choice within our communities, across the state, the nation, and internationally, we prioritize our people as the foundation of mission success by developing trusted leaders, investing in talent, protecting training time, and strengthening communication to enhance understanding and connection to our mission. We sustain a ready and capable force by advancing readiness across personnel, equipment, training, systems, and infrastructure while enabling transparent, data-driven decision-making. Through strong partnerships with industry, civic, educational, tribal, local, state, military, national, and international partners, we expand collaboration, enhance interoperability, and strengthen our collective ability to meet current and future challenges.

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AGENCY PARTICIPATING EMPLOYEE CONTACTS

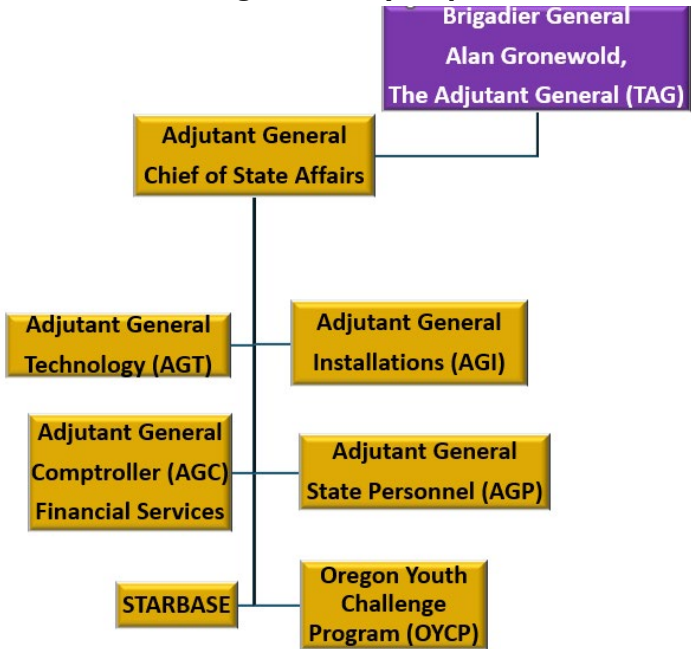
The Oregon Military Department contacts associated with various aspects related to the agency Affirmative Action Plan include:

- **Brigadier General Alan Gronewold, Adjutant General** (State and Oregon National Guard)
Command Group, PO Box 14350, Salem, OR 97309-5047
Phone: 971.355.3602, Email: TAGOR@omd.oregon.gov
- **Adjutant General Chief of State Affairs (AGDC)**
Command Group, PO Box 14350, Salem, OR 97309-5047
Phone: 971.355.3606
- **Tracy Garcia, Affirmative Action Officer, Equity Leader**
Adjutant General Personnel, PO Box 14350, Salem, OR 97309-5047
Phone: 971.355.3987, Email: Tracy.Garcia@omd.oregon.gov
- **Micky Garrett, Affirmative Action Representative**
Adjutant General Personnel, PO Box 14350, Salem, OR 97309-5047
Phone: 503.979.7376, Email: Micky.D.Garrett@omd.oregon.gov
- **Adam L Giblin, Chief Financial Officer, Lead for COBID Contracting and Procurement**
Adjutant General Comptroller, PO Box 14350, Salem, OR 97309-5047
Phone: 971.718.2488, Email: Adam.Giblin@omd.oregon.gov
- **Jonna Papaefthimiou, Governor's Policy Advisor**
Office of the Governor, 900 Court St NE, Salem, OR 97301
Phone: 503.428.9024, Email: jonna.papaefthimiou@oregon.gov

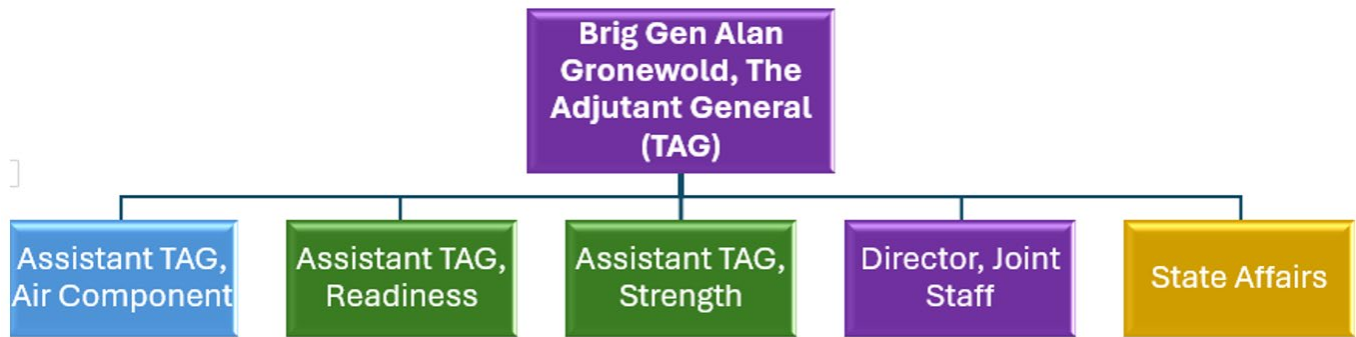


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Current State Structure of the State of Oregon Military Department:



Current Federal Structure of the Oregon Military Department:



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AFFIRMATIVE ACTION POLICIES

Agency Policies

The Oregon Military Department utilizes and supports the [Department of Administrative Services \(DAS\) 105-40-0001, Equal Employment Opportunity and Affirmative Action Rule](#). The agency also uses the guidelines set by The Adjutant General (TAG) through Command Policy Memorandum (CPM) #104, Discrimination and Sexual Harassment Prevention.

State Employment Documents

The following links lead to portable document formats (pdfs) with all the state documents:

- [Statewide Diversity, Equity, and Inclusion Action Plan](#)
- [Executive Order 22-11](#)
- [ADA and Reasonable Accommodation Policy \(Statewide policy 50.020.10\)](#)
- [Discrimination and Harassment Free Workplace \(Statewide policy 50.010.01\)](#)
- [State Employee Training Policy \(State HR Policy 10.040.01\)](#)
- [Duties of Administrator \(ORS 240.145\)](#)
- [Rules Applicable to Management Services \(ORS 240.250\)](#)
- [Recruitment and Selection \(Statewide policy 40.010.02\)](#)
- [Veterans Preference in Public Employment \(ORS 408.230\)](#)
- [Equal Opportunity and Affirmative Action Rule \(105.040.0001\)](#)

Federal Employment Law Documents

The following links lead to information listed below:

- [Age Discrimination in Employment Act of 1967 \(ADEA\)](#)
- [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
- [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
- [Title VII of the Civil Rights Act of 1964](#)
 - a. National Origin Discrimination
 - b. Discrimination
 - c. Race/Color Discrimination
 - d. Religious Discrimination
 - e. Sex-Based Discrimination
 - f. Sexual Harassment
- [Retaliation Title VII of Civil Agency Affirmative Action Policy](#)

Documentation in Support of the Agency Affirmative Action Plan

The Oregon Military Department (OMD) supports its Affirmative Action Plan by recruiting from the broadest and most diverse labor markets possible. The agency maintains a strong commitment to equal employment opportunity and enforces a zero-tolerance policy regarding discrimination, harassment, and hostile workplace behavior. Managers and employees are expected to foster and maintain a professional, respectful, and inclusive work environment for all personnel.

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OMD maintains a current copy of its Affirmative Action Plan on the agency website to ensure accessibility for employees, supervisors, and the community. Managers and supervisors are encouraged to actively promote diversity, equity, inclusion, and a welcoming workplace culture throughout the organization.

Agency-specific State and Federal Reporting Requirements

The Department of Administrative Services Policy [107-001-020](#), [ORS 192.018](#), and the agency's policy [AGC 248.021](#) provide guidance to OMD employees and managers with regards to Public Records Management. While the Oregon Military Department is an Executive Branch Agency, the preponderance of staff and records reside under the structure of the Oregon National Guard. The Oregon National Guard, being a reserve component of the Department of Defense, is required to follow Freedom of Information Action requirements per United States [Army Regulation 25-55](#). This Regulation is the United States Army's promulgation of [Title 5 United States Code, Section 552](#).

Federal Employment Law Documents

The state and federal Affirmative Action Policies are available and can be accessed by all employees and partners through internet resources and links. The federal Affirmative Action Policy can be found at the [U.S. Department of Labor, Equal Employment Opportunity Executive Order 11246](#), Office of Federal Contract Compliance Programs (OFCCP) regulations. State Affirmative Action policies may be found on our State and internal websites.

AFFIRMATIVE ACTION IMPLEMENTATION

Roles for Implementation of Affirmative Action Plan

The Adjutant General serves as the senior official responsible for establishing agency policy, expectations, and standards related to Affirmative Action and Equal Employment Opportunity. TAG provides executive leadership and direction supporting compliance with state and federal employment requirements.

Chief of State Affairs

The Chief of State Affairs ensures division leadership remains informed regarding agency policies, procedures, and affirmative action objectives. This role supports implementation of affirmative action initiatives and promotes accountability across organizational programs and operations.

Adjutant General State Personnel Director

The Adjutant General State Personnel Director oversees implementation of affirmative action goals and advocates for policies and practices that support equitable employment opportunities throughout the agency.

Executive Leadership and Accountability

Agency leadership conducts periodic reviews of personnel practices, workforce trends, and organizational procedures to identify potential barriers to equal employment opportunity and upward mobility. Where appropriate, remedial actions and process improvements are implemented to support equitable outcomes and reduce structural bias.

OMD maintains accountability measures through performance accountability and feedback quarterly check-ins, internal assessments, policy reviews, and ongoing leadership engagement. Organizational leaders continuously evaluate workforce practices and operational impacts to support fair and consistent personnel management processes.

The Department recognizes the importance of maintaining equitable employment practices for all employees while ensuring compliance with nondiscrimination requirements applicable to every demographic group. Internal review processes, supervisory oversight, and personnel guidance are intended to strengthen accountability, increase awareness, and support objective decision-making.

Executive leadership evaluates organizational structures and institutional dynamics that may affect workforce diversity, staffing, advancement opportunities, and overall inclusion efforts. Personnel recommendations, operational needs, performance evaluations, and workforce assessments all contribute to management decisions intended to support equitable and effective employment practices.

Managers and Supervisors

Managers and supervisors are responsible for implementing the Affirmative Action Plan within their respective work units. Supervisory personnel receive training regarding employee management, workplace expectations, discrimination prevention, and implementation of affirmative action principles.

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Affirmative Action Representative

The Affirmative Action Representative develops and maintains the agency's biennial Affirmative Action Plan and serves as a liaison for employees, applicants, and community stakeholders. Responsibilities include:

- Representing the agency at diversity and inclusion meetings
- Providing employees with information and available resources
- Investigating and addressing discrimination-related concerns and inquiries
- Promoting awareness of diversity, equity, inclusion, and affirmative action initiatives
- Ensuring employees have access to relevant policies, procedures, and educational materials

Agency Employees

All employees are encouraged to support the agency's Affirmative Action and Equal Employment Opportunity objectives by complying with the Department of Administrative Services policy 50.010.10, Discrimination and Harassment-Free Workplace. Employees complete annual online training through Workday Oregon, and the Affirmative Action Representative provides quarterly training opportunities on topics related to Affirmative Action, Diversity, Equity, Inclusion, workplace expectations, and promotion of Equal Employment Opportunities. Additional educational materials and guidance are incorporated into the New Employee Orientation and Supervisor Development training to reinforce agency expectations and promote an inclusive workplace culture.

Complaint Options

Formal and informal complaints related to Affirmative Action can be filed with:

- Adjutant General Chief of State Affairs (AGDC), Phone: 971.355.3606, or Tracy Garcia, Adjutant General State Personnel Director, Phone: 971.355.3987, Email: Tracy.Garcia@omd.oregon.gov.
- American Federation of State, County and Municipal Employees (AFSCME) [Council 75](#)
- [International Association of Firefighters \(IAFF\)](#) Local 3340, Kingsley Firefighters Association, Inc.
- [International Association of Firefighters \(IAFF\)](#) Local 1660, Portland Air Natl. Guard Firefighters
- [Oregon Bureau of Labor & Industries \(BOLI\)](#),
- [U.S. Equal Employment Opportunity Commission \(EEOC\)](#)
- [Federal EEO, EO, Diversity and Inclusion](#)

Complaints may be submitted to the agency's Affirmative Action Officer, Adjutant General State Personnel office within 30 calendar days of the alleged act or upon knowledge of occurrence. Grievances may be filed in accordance with collective bargaining agreements. The AGP office will investigate complaints concerning discrimination or Equal Employment Opportunities (EEO) issues and will notify the complainant once the investigation has concluded; although, disclosure of details of the investigation will only be disclosed on a need-to-know basis.

Formal complaints submitted to BOLI and the EEOC will be processed in accordance with the respective agency's procedures.

AFFIRMATIVE ACTION PROGRESS REPORT

Progress Report

During the prior reporting period, the Oregon Military Department (OMD) continued implementation and utilization of the State of Oregon's Workday Oregon system, adopted statewide in 2019. The integration of the Workday Recruiting module significantly enhanced the agency's ability to identify, recruit, engage, and select qualified internal and external candidates through a more centralized and efficient recruitment process. The system provided capabilities and operational efficiencies that were previously unavailable to the agency and supported broader statewide modernization efforts related to human resource management.

The State of Oregon adopted the Workday Oregon program to maintain a comprehensive Human Resource Information System (HRIS) capable of meeting evolving business and workforce needs through improved functionality, enhanced reporting capabilities, increased operational efficiency, stronger risk management practices, and expanded self-service options for employees and applicants. Workday provides an enterprise-wide platform supporting core human resources functions, recruitment management, classification and compensation, absence management, position management, talent management, and performance management. The system also integrates with other statewide enterprise systems, including payroll and learning management platforms.

During the reporting period, OMD utilized Workday Recruiting to support efforts to streamline and modernize the hiring process. The system enabled the agency to manage the full recruitment lifecycle within a single platform, including workforce planning, candidate sourcing, applicant tracking, and recruitment analytics. Additionally, the platform supported a more consistent and accessible candidate experience from initial outreach through onboarding while improving collaboration and transparency among hiring teams.

The mobile functionality of Workday Recruiting further improved accessibility for applicants and agency users by allowing recruitment activities and communications to occur in real time across multiple devices. This capability supported greater engagement, improved responsiveness, and increased adoption of the system among both applicants and employees.

OMD also focused on continual improvement of recruitment practices throughout the reporting period. Efforts included simplifying recruitment announcements, reducing unnecessarily complex language within job postings, and developing resources and training materials to assist applicants in navigating the hiring process. The agency recognized that overly technical or restrictive language may create unintended barriers for applicants and therefore worked to make recruitment materials more inclusive and accessible.

To support workforce diversity objectives, OMD expanded outreach efforts aimed at underserved communities, rural populations, and culturally diverse organizations. Position descriptions and recruitment announcements were reviewed to reduce gender-coded terminology and promote more inclusive language practices intended to encourage broader applicant participation.

The agency also continued leveraging employee referral opportunities and increased consideration of qualified internal candidates, as well as applicants from other state agencies, city and county governments, and related public-sector organizations. These efforts supported the recruitment of individuals with valuable institutional knowledge, transferable skills, and experience relevant to the agency's specialized operational environment.

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Training for hiring managers and supervisors remained an ongoing priority during the reporting period. Training efforts emphasized objective candidate evaluation practices, selection of the most qualified applicants based on position requirements, and strategies for supporting a diverse and inclusive workforce. Supervisors and hiring managers were encouraged to foster welcoming interview environments, utilize diverse interview panels when practical, and focus evaluation processes on candidate qualifications, competencies, and experience while minimizing potential bias in hiring decisions.

Consistent with statewide hiring practices, applicant evaluations continued to consider factors including work history, education, prior public service, military experience, demonstrated decision-making abilities, analytical skills, learning capacity, and alignment with the operational needs and organizational culture of the agency. These combined factors contributed to the agency's assessment and selection of the most qualified candidates for advertised positions during the reporting period.

Demographic Analysis

The 2026 workforce data reflects several demographic shifts when compared to the 2023–2025 reporting period. Overall, the total number of positions filled decreased from 450 employees during the previous reporting period to 409 employees in 2026. Despite the reduction in total workforce numbers, the agency continues to show gradual changes in workforce composition across gender, disability status, and racial and ethnic categories.

Gender representation reflects a modest increase in female participation within the workforce. Female employees increased from 22.22% (100 employees) during the previous reporting period to 27.17% (122 employees) in 2026. Male representation decreased slightly from 65.56% (295 employees) to 63.70% (286 employees). The percentage of unidentified gender responses also declined significantly, from 12.22% to less than 1%, indicating improved workforce demographic reporting and data collection practices.

Category	Count	2026	Count	Percentage for 2023-2025 Reporting Period last reporting period	Increase	Decrease
Total Positions Filled/Employee Count	409	current	450		1.00%	0.00%
Female	122	27.17%	100	22.22%	0.00%	-6.06%
Male	286	63.70%	295	65.56%	0.00%	-6.16%
Unidentified	1	0.00%	55	12.22%	12.22%	0.00%
Disability	10	2.23%	14	3.11%	0.00%	-0.68%
No Disability	389	86.64%	381	84.67%	0.00%	-11.55%
Unidentified	10	2.23%	55	12.22%	10.00%	0.00%
American Indian or Alaska Native	14	3.12%	4	0.89%	0.00%	0.00%
Asian	8	1.78%	8	1.78%	0.00%	0.00%
Black or African American	9	2.00%	3	0.67%	0.00%	-0.22%
Hispanic or Latino	38	8.46%	26	5.78%	0.00%	-0.01%
I do not wish to answer	0	0.00%	3	0.67%	0.67%	0.67%
Native Hawaiian or Other Pacific Islander	2	0.45%	1	0.22%	-0.22%	-0.22%
Two or More Races	15	3.34%	12	2.67%	0.00%	-0.23%
Unidentified	10	2.23%	55	12.22%	10.00%	0.00%
White	313	69.71%	338	75.11%	0.00%	-11.08%

With respect to disability status, employees identifying as having a disability represented 2.23% (10 employees) of the workforce in 2026, compared to 3.11% (14 employees) during the previous reporting period. Employees reporting no disability increased slightly in overall proportion, from 84.67% to 86.64%. The unidentified disability category decreased from 12.22% to 2.23%, further reflecting improved reporting accuracy and employee self-identification.

Racial and ethnic demographic comparisons show several notable changes. White employees continue to represent the largest workforce category, although their overall representation declined from 75.11% (338 employees) during the previous reporting period to 69.71% (313 employees) in 2026. Hispanic or Latino representation increased from 5.78% (26 employees) to 8.46% (38 employees), reflecting one of the more significant increases among minority groups. Black or African American employees increased numerically from 3 to 9 employees, representing growth from 0.67% to 2.00% of the workforce.

American Indian or Alaska Native employees also showed notable growth, increasing from 4 employees (0.89%) to 14 employees (3.12%). Representation among employees, identifying with Two or More Races increased modestly from 2.67% to 3.34%. Asian employee representation remained unchanged at 1.78%, while Native Hawaiian or Other Pacific Islander representation increased slightly from 0.22% to 0.45%.

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Additionally, the category of employees selecting “I do not wish to answer” declined from 0.67% during the previous reporting period to 0% in 2026, suggesting improved employee participation in demographic self-identification. Overall, while the agency experienced a reduction in total workforce size, the 2026 data reflects gradual improvement in workforce diversity and more complete demographic reporting across several categories.

Historically, many positions within the Oregon Military Department (OMD) have been concentrated within occupational fields that have traditionally reflected lower levels of workforce diversity, particularly in male-dominated career sectors. Despite these longstanding workforce patterns, the agency remains committed to strengthening equitable recruitment practices and expanding outreach efforts to attract qualified candidates from underserved communities, women, and individuals with disabilities as employment opportunities arise.

In alignment with the agency’s mission and operational responsibilities, OMD continues to prioritize the recruitment and retention of veterans throughout its workforce. Veterans often bring valuable military experience, mission familiarity, and an understanding of the organizational culture and operational demands associated with domestic disaster support, and other time-sensitive missions critical to the agency’s success.

As the broader military population continues to diversify, OMD anticipates increased interest and participation from women, individuals with disabilities, and historically underrepresented populations. The agency views this evolving demographic trend as an opportunity to further strengthen workforce diversity, equity, inclusion, and organizational effectiveness across all levels of the agency.

Workforce Retirement Eligibility Analysis

The workforce data reflects several notable trends related to retirement eligibility, gender distribution, and bargaining unit composition within the Oregon Military Department (OMD). Overall, the dataset indicates a workforce that remains predominantly male and heavily concentrated within AFSCME-represented positions, while also demonstrating a growing need for succession planning as a significant portion of employees are either currently retirement eligible or approaching retirement eligibility within five years.

Workforce Composition

The majority of employees represented in the dataset fall within the American Federation of State, County & Municipal Employees (AFSCME) bargaining unit. Smaller employee populations are represented within Management Service classifications, Temporary Employee appointments, Executive Service positions, Unclassified supervisory classifications, and International Association of Firefighters (IAFF) bargaining units associated with Kingsley Field and Portland Air National Guard firefighter operations.

The workforce continues to reflect a higher concentration of male employees across nearly all classification groups, particularly within operational, firefighter, supervisory, and military-support-related positions. Female employees are represented across AFSCME and Management Service classifications, though at lower overall proportions compared to male employees. This trend aligns with historically male-dominated occupational fields commonly associated with the military and public safety environments.

Retirement Eligibility Trends

The data identifies three primary retirement categories:

- Eligible to Retire
- Eligible to Retire within Five Years
- Not Eligible to Retire

The majority of employees are currently categorized as “Not Eligible to Retire,” indicating that much of the workforce remains in earlier or mid-career stages. However, there is also a substantial segment of employees who

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are either immediately retirement eligible or projected to become eligible within the next five years. This trend is especially visible among:

- Management Service supervisory positions;
- AFSCME-represented operational staff;
- Firefighter bargaining units; and
- Long-tenured male employees in specialized operational roles.

The concentration of retirement-eligible employees in supervisory and specialized classifications presents potential workforce continuity risks as the agency is focused on succession planning and recruitment efforts to sustain this concern.

Gender and Retirement Patterns

Male employees account for many employees identified as either currently eligible for retirement or projected to become eligible within five years. This pattern is particularly evident within:

- Firefighter classifications;
- Supervisory and management roles;
- Skilled trades and operational support positions; and
- Long-term AFSCME-represented classifications.

Female employees appear more frequently within the “Not Eligible to Retire” category, suggesting that many female employees may represent newer workforce candidates or employees earlier in their careers. This trend may indicate gradual diversification of the workforce overtime and could potentially support future organizational diversity and succession objectives.

Operational and Succession Planning Considerations

The data demonstrates the importance of the agency’s proactive workforce planning to address anticipated retirements within critical operational and leadership positions. Specialized classifications such as firefighters, supervisory personnel, and experienced operational staff may present elevated institutional knowledge risks as retirement eligibility increases.

The agency’s key workforce considerations include:

- Expanding recruitment pipelines for hard-to-fill operational classifications;
- Increasing mentorship and leadership development opportunities;
- Strengthening knowledge transfer practices between senior and newer employees;
- Continuing outreach to women, veterans, underserved communities, and younger workforce populations; and
- Enhancing internal career progression pathways to prepare existing employees for supervisory and specialized roles.

Diversity and Workforce Sustainability

Although the workforce remains predominantly male, the data suggests continued opportunities to improve workforce diversity through strategic recruitment and retention initiatives. The comparatively larger proportion of female employees in non-retirement-eligible categories may support long-term organizational sustainability by gradually increasing representation within the workforce overtime.

Continued utilization of inclusive recruitment practices, workforce development initiatives, and statewide outreach efforts will remain important in supporting both succession planning and broader diversity, equity, and inclusion goals within the agency.

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Workforce Classification Analysis

The workforce classification data demonstrates that the Oregon Military Department workforce is heavily concentrated within operational, protective service, professional, and service-oriented occupations. The largest concentration appears within the Protective Service Workers category, which aligns with the agency's public safety, firefighting, security, military operations support, and disaster response responsibilities.

The second largest grouping consists of Professionals, indicating a substantial reliance on administrative specialists, analysts, planners, program coordinators, and technical professionals necessary to support statewide military and public safety services.

The Service classification also represents a significant segment of the workforce, reflecting the agency's operational infrastructure requirements, facility support functions, logistics activities, and maintenance operations associated with military installations and public safety responsibilities.

Moderate representation exists within:

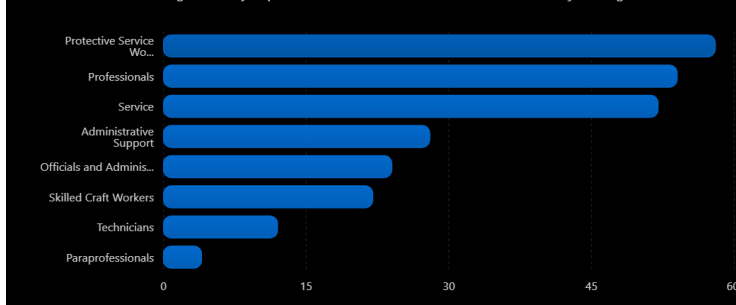
- Administrative Support classifications;
- Officials and Administrators; and
- Skilled Craft Workers.

These classifications collectively support organizational leadership, operational continuity, facilities management, human resources, finance, logistics, and agency-wide administrative functions.

Smaller workforce populations are represented within the Technicians and Paraprofessionals categories, suggesting more specialized or limited operational functions within those classifications.

EEO-4 Workforce Classification Distribution

Estimated distribution of Oregon Military Department workforce classifications based on EEO-4 job categories.



Organizational Trends and Considerations

Several workforce trends emerge from the classification data:

- The agency workforce remains heavily operationally focused, with substantial staffing dedicated to public safety, military support, and facility operations.
- Many classifications traditionally associated with military and public safety environments continue to reflect historically male-dominated occupational groupings.
- Professional and administrative classifications indicate continued organizational growth in technical, analytical, compliance, planning, and program management functions.
- Skilled trade and protective service positions may present future recruitment and succession challenges due to specialized skill requirements and retirement trends identified in other workforce analyses.

Strategic Workforce Implications

The classification distribution supports the need for continued:

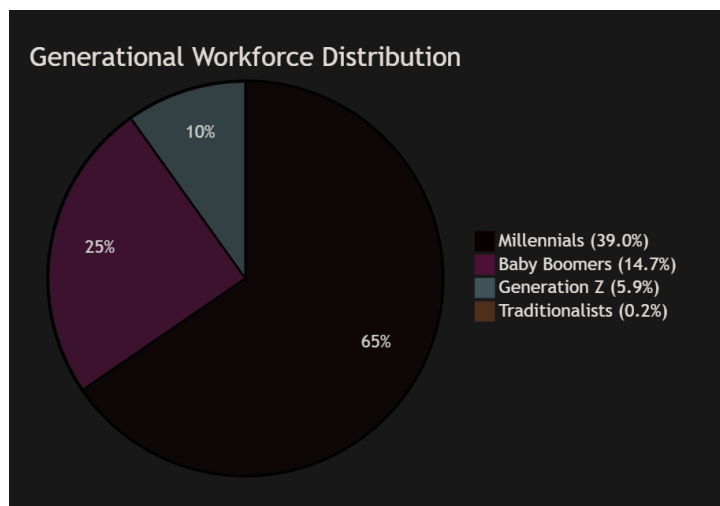
- Succession planning for operational and leadership positions;
- Recruitment efforts targeting underrepresented populations;
- Workforce development and internal advancement pathways;
- Specialized recruitment for skilled trades and protective service occupations; and
- Diversity, equity, and inclusion initiatives focused on expanding representation within historically underrepresented classifications.

The data also reinforces the importance of maintaining balanced recruitment strategies that support both mission readiness and long-term workforce sustainability across operational, technical, and administrative functions.

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Generational Workforce Analysis

The workforce demographic data reflects a multigenerational employee population composed primarily of Millennials and Generation X employees, with smaller representation from Baby Boomers, Generation Z, and Traditionalists. The distribution indicates that the Oregon Military Department (OMD) currently maintains a large workforce centered within mid-career and experienced employee groups, while also beginning to incorporate newer workforce entrants.



Key Findings

Workforce Dominated by Generation X and Millennials

Generation X employees represent the largest segment of the workforce at 40.2%, closely followed by Millennials at 39.0%. Combined, these two generations account for approximately 79.2% of the agency workforce. This distribution suggests the organization currently benefits from a balance of:

- Institutional knowledge and operational experience from Generation X employees; and
- Technological adaptability, workforce mobility, and long-term sustainability represented by Millennial employees.

This generational composition provides operational

stability while also supporting organizational modernization and workforce continuity.

Retirement and Succession Planning Considerations

Baby Boomers account for 14.7% of the workforce, representing 60 employees. This population likely overlaps significantly with employees identified as currently retirement eligible or approaching retirement eligibility within five years in previous workforce analyses.

The concentration of Baby Boomer and older Generation X employees in leadership, supervisory, operational, and specialized classifications may create succession planning challenges in the coming years, particularly in:

- public safety management operations;
- Skilled trades;
- Firefighter classifications;
- Supervisory and management roles; and
- Specialized technical positions.

Proactive knowledge transfer, leadership development, and recruitment strategies will remain important to mitigate institutional knowledge loss associated with anticipated retirements.

Emerging Workforce Trends

Generation Z employees currently represent 5.9% of the workforce. Although still a relatively small segment, this population reflects the agency's ability to begin attracting newer workforce applicants into public service and operational career fields.

As younger workforce populations continue entering the labor market, the agency may consider:

- Continuing past internship and apprenticeship opportunities within the natural resources field;
- Increased partnerships with colleges, universities, and technical programs;
- Career pathway development initiatives within succession planning; and
- Recruitment strategies emphasizing technology, flexibility, career growth, and mission-driven employment.

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Organizational Culture and Workforce Expectations

The presence of four active workforce generations creates both opportunities and organizational considerations. Different generations may bring varying expectations regarding:

- Communication styles;
- Leadership approaches;
- Technology usage;
- Workplace flexibility;
- Career advancement; and
- Employee engagement practices.

The agency's dedication to maintaining an inclusive and adaptable workplace culture that supports multigenerational collaboration will remain important to workforce retention and organizational effectiveness.

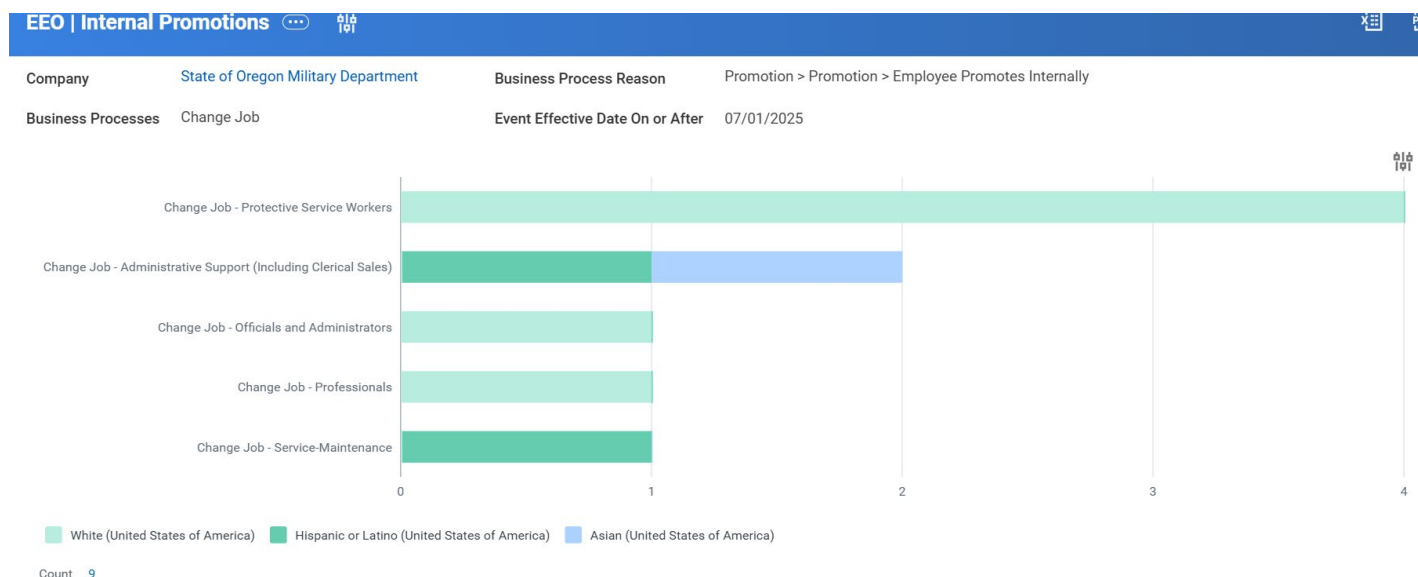
Strategic Workforce Implications

The data suggests OMD is currently positioned within a transitional workforce period in which experienced employees continue to provide operational leadership while younger generations gradually increase workforce participation. Key strategic considerations moving forward may include:

- Succession planning for retirement-eligible employees;
- Leadership development initiatives for emerging professionals;
- Recruitment and retention strategies targeting younger workforce populations;
- Preservation of institutional knowledge; and
- Continued investment in workforce development and employee engagement programs.

Overall, the generational distribution reflects a relatively stable workforce with opportunities for long-term sustainability through intentional recruitment, retention, and workforce planning efforts.

Recruitment Efforts



Workforce Action Analysis – Change Job Transactions by EEO Classification

The workforce transaction data reflects employee job changes across several EEO classifications and demographic groups. The data provides insight into internal workforce movement, promotional activity, reassignment patterns, and organizational mobility opportunities within the reporting period.

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Key Findings

Concentration on Job Changes within Protective Service Workers

The largest concentration of job changes occurred within the Protective Service Workers classification, accounting for four transactions. This trend aligns with the operational nature of the agency and may reflect:

- Internal promotions;
- Reassignments;
- Position restructuring;
- Career progression within public safety functions; or
- Operational staffing adjustments.

Protective Service classifications often experience workforce movement associated with specialized certifications, operational readiness requirements, and organizational restructuring related to public safety response operations.

Representation Across Demographic Groups

The majority of recorded job changes involved White employees, representing six of the nine total workforce actions. Hispanic or Latino employees accounted for two transactions, while Asian employees accounted for one transaction.

Although the dataset reflects some demographic diversity in workforce movement, the overall number of transactions remains limited. Small datasets can make trend analysis difficult; however, the information may still provide useful insight into participation in internal mobility opportunities.

Administrative and Professional Mobility

Job changes also occurred within:

- Administrative Support classifications;
- Officials and Administrators; and
- Professional classifications.

These transactions may indicate:

- Internal advancement opportunities;
- Organizational restructuring;
- Increased cross-functional movement; or
- Workforce development initiatives supporting employee progression.

The presence of workforce movement across both operational and administrative classifications suggests some degree of organizational mobility throughout the agency.

Strategic Workforce Implications

The data highlights several workforce planning considerations such as internal advancement opportunities, diversity and inclusion considerations, and operational workforce stability.

Internal Advancement Opportunities

The recorded transactions suggest the agency continues to support internal movement and employee development opportunities across multiple occupational classifications. Continued emphasis on transparent recruitment and advancement processes may strengthen employee retention and workforce engagement.

Diversity and Inclusion Considerations

While workforce movement occurred among multiple demographic groups, the relatively small number of transactions involving historically underrepresented populations may indicate opportunities to:

- Expand leadership and promotional development programs;
- Increase outreach regarding advancement opportunities;
- Support equitable career progression pathways; and
- Continue reviewing hiring and promotion practices for inclusivity.

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Operational Workforce Stability

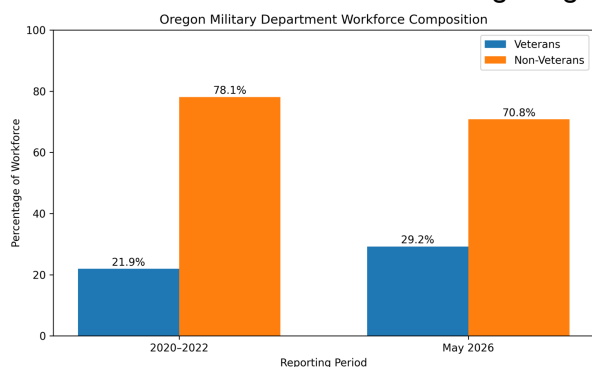
The concentration of transactions within Protective Service classifications may indicate areas where succession planning, staffing stability, and recruitment efforts should remain priorities. Operational classifications often require specialized training and institutional experience that can be difficult to replace quickly.

Overall Assessment

Overall, the data reflects limited but measurable internal workforce movement across operational, administrative, and professional classifications. The agency appears to maintain a level of internal mobility and workforce progression while continuing to balance operational staffing requirements and organizational workforce needs. Continued monitoring of workforce actions by classification and demographic group may help support long-term workforce planning, diversity initiatives, and succession management efforts.

Veterans

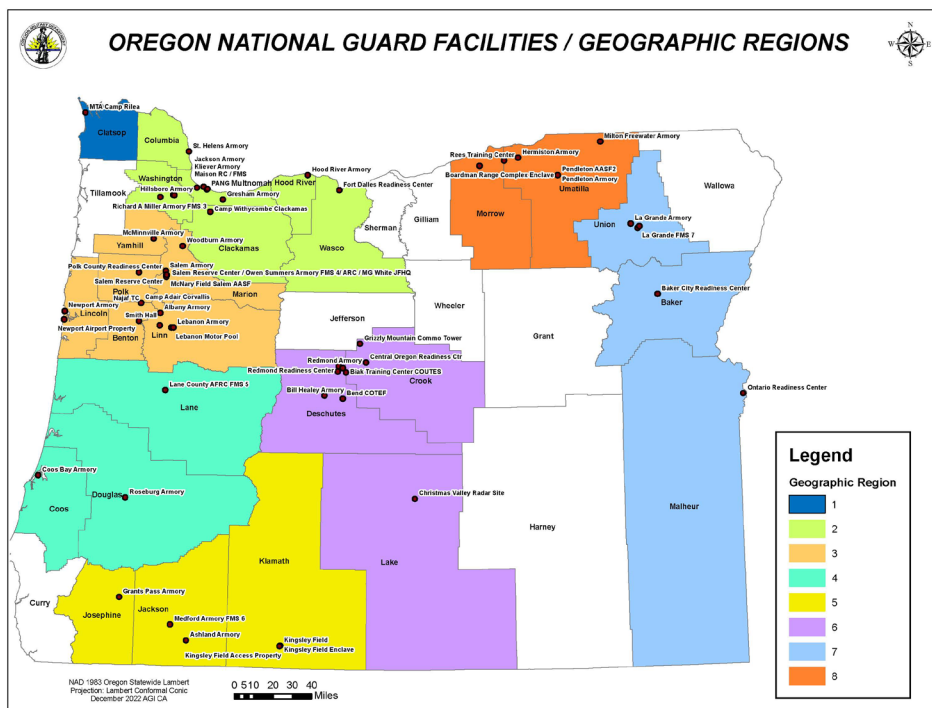
The agency takes pride in supporting the Veteran community by providing meaningful employment opportunities that allow Veterans to continue serving alongside military personnel while transitioning into civilian careers. As a



State of Oregon employer, the Oregon Military Department actively promotes the hiring of Veterans to work alongside active-duty service members and military-affiliated personnel. Workforce data from July 1, 2020, through June 30, 2022, indicates that 21.9% of agency employees were Veterans and 78.1% were non-Veterans. As of May 2026, Veteran representation within the agency increased to 29.2%, while non-Veteran employees comprise 70.8% of the workforce, reflecting the Department's continued commitment to Veteran recruitment and retention.

Geographic Regions for Oregon and specific locations for Oregon Military Department locations:

The Oregon Military Department employs approximately 409 personnel located across 27 of Oregon's 36 counties. Marion County has the highest concentration of employees within the agency workforce. A significant number of Oregon National Guard armories and related facilities are located within Benton, Linn, Polk, and Marion counties, contributing to higher staffing levels in those areas. Additional counties throughout the state maintain elevated employee populations where multiple armories or operational facilities are located in close geographic proximity.



The Oregon Military Department does not currently maintain armory facilities within Curry, Harney, Grant, Wheeler, Jefferson, Gilliam, Sherman, Wallowa, or Tillamook counties.

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AFFIRMATIVE ACTION PLAN

2025–2027 Affirmative Action Strategies and Goals

The goals for the Oregon Military Department's Affirmative Action strategies have been internally evaluated as specific, measurable, achievable, relevant, and time bound. OMD provides equal employment opportunities for all employees and applicants, under the guidelines of the [U.S. Equal Employment Opportunity Commission \(EEOC\)](#) who enforces the prohibitions against employment discrimination in [Title VII of the Civil Rights Act of 1964](#), the [Equal Pay Act of 1963](#), the [Age Discrimination in Employment Act of 1967](#), [Sections 501 and 505 of the Rehabilitation Act of 1973](#), [Titles I and V of the Americans with Disabilities Act of 1990 \(ADA\)](#), [Title II of the Genetic Information Non-discrimination Act \(GINA\)](#), [Uniformed Services Employment and Reemployment Rights Act \(USERRA\)](#), and the [Civil Rights Act of 1991](#). The agency supports these laws by prohibiting 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.

Issue/Success Deserving More Effort

- The agency would like to increase the diversity levels of minorities within the hiring process to specifically include minority genders and those with reported disabilities, as well as increasing the level of individuals within the category of diverse races.
- Recruitment efforts to reach underserved minority groups and locations to reach more individuals within various diversity levels.

Goals/Specific Activities to Achieve Goals

- The agency would be improved by increasing the diversity levels to expand the talent pool so the agency can find more diverse candidates, increase employee retention, and reach an untapped market of individuals who may add skills and abilities to our agency.
- The specific activities the agency will execute to achieve our goals related to affirmative action planning began with assignment of individuals dedicated to the agency's goals. Future actions will include continuing expanding our current workgroup to increase local outreach throughout the state, increased focus on the language used in recruiting positions, having our recruiter reaching out to underserved communities to increase the diversity in our applicant pool, and greater attention to the timelines the agency will establish to meet these goals.

Outcomes

- The expected outcomes of actions moving forward include predictions of redistributed jobs and increased populations of minorities within the agency. Affirmative action steps should generate positive allure for these minority populations and increase the agency's goal to increase the skills and services our labor force offers in support of our mission.

Measures

- The tools and resources necessary to accomplish our goals in these areas include running a baseline on recruitments to better understand where we are currently to measure against while doing outreach in underserved communities.

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- Success will be measured by evaluating future affirmative action report statistics and understanding the impact the agency is having on the employees and the communities within Oregon.
- Begin monitoring the number of diverse applicants applying to our positions with an effort to increase those values.

Implementation

- Tracy Garcia, State Personnel HR Director, Affirmative Action Officer, and Equity Leader for the Oregon Military Department's role is to lead the agency's task in achieving the Affirmative Action goals.
- The role of the Affirmative Action Representative (AAR) is to support the Affirmative Action Officer / Equity Leader, the Director and Executive Staff, as well as Managers and Supervisors in the promotion, and administration of the goals set by the agency in relation to the Affirmative Action plan. The AAR will provide relevant information, assistance in coordination of necessary events, and in the construction, research, and collection of the data necessary for reporting measures needed to meet the affirmative action goals of the agency. The accountability measures that keep track of the progress of the agency include the bi-annual Affirmative Action report submitted by the agency, to identify agency goals and measure progress or regression, from those who have established roles within the agency to support the goals of affirmative action.
- The role of the Director and Executive Staff are to be supportive of the agency's goals related to affirmative action by promoting to the managers and supervisors' processes that will encourage inclusive standards while making targets relevant and attainable.
- The role of managers and supervisors is to analyze their own units and develop strategies to meet the goals set by the Director and Executive Staff in support of the goals of the agency for affirmative action. Each manager and supervisor must consider their workforce via a fully detailed incumbency such as utilization analysis versus availability analysis. This process of comparing incumbency to availability means using a relevant mix of occupational categories, labor area demographics, and relevant weighting of internal and external factors to arrive at attainable goals for meeting positive, sustainable affirmative action results.

AFFIRMATIVE ACTION STRATEGIES

2027–2029 Affirmative Action Strategies

The agency's strategies for achieving its Affirmative Action goals, outcomes, measures, and implementation objectives for the 2027–2029 biennium include strengthening recruitment, selection, and retention efforts, while placing increased emphasis on employee engagement, education, and workforce inclusion initiatives.

Recruitment

The State of Oregon is utilizing the Workday program that streamlines agency recruitments. This has assisted the agency in areas that make it easier for those unfamiliar with filling out a hard copy application the opportunity to complete one online. Reviewing and screening applicants can be done virtually and more quickly. The program allows the agency to use filters for highlighted and desired attributes of specific positions in alignment with the applicant's responses. The agency recruiter is available to assist individuals with questions they may have regarding meeting minimum qualifications, how to fill out the application, and even suggestions for improving the content in their resumes so they can more accurately reflect their experience and skills offered to the employer. The agency recruiter will network in underserved communities to explain our application process in an effort to increase the diversity of our applicant pool. The agency has increased participation and engagement opportunities with career fairs through the Veteran's Office, the Department of Public Safety Standards & Training (DPSST), and Chemeketa Community College, in order to increase the targeted outreach to a more diverse applicant pool.

Selection

The agency adheres to Equal Employment Opportunity and Affirmative Action guidelines established by the Oregon Department of Administrative Services under OAR 105-040-0001 when filling positions. The Department's Recruitment and Selection Policy 40.010.02 provides additional guidance regarding recruitment and selection procedures, including reemployment lists and various appointment types that support the retention of a qualified and capable workforce, in conjunction with applicable collective bargaining agreements associated with the classification being recruited.

Agency recruiters provide ongoing guidance and training to supervisors and managers throughout the hiring process, including best practices for developing diverse hiring and interview panels and maintaining fairness, consistency, and equity during candidate evaluations. These efforts strengthen leadership understanding of diversity, equity, inclusion, and equal employment principles while supporting the agency's workforce diversity and inclusion goals.

Retention

All State of Oregon employees are provided with access to a comprehensive range of benefits, services, and workplace protections. Employees may choose from multiple core benefit plan options, including medical coverage, and may also elect optional benefits based on their individual and family needs.

Core benefits include medical, vision, and dental insurance; retirement plans and related options; paid leave benefits such as sick leave, vacation leave, personal business leave, and holiday pay; and optional programs including term life insurance, short- and long-term disability coverage, long-term care insurance, and flexible spending accounts.

Employees also have access to the state's Employee Assistance Program (EAP), which provides confidential work-life counseling, legal and financial resources, homeowner support, and family assistance services.

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Specifically, the Oregon Military Department (OMD) supports employee engagement and retention through workplace mentoring and professional development opportunities integrated into day-to-day operations by supervisors and managers. Mentorship opportunities assist employees in understanding agency culture, the unique mission of supporting National Guard members, and the ethical and professional expectations associated with public service employment. The agency recognizes mentorship as an important investment in workforce stability, knowledge transfer, succession planning, and long-term organizational effectiveness. By encouraging experienced employees to share institutional knowledge and support employee development, OMD strengthens workforce continuity and prepares future leaders within the organization.

Diversity, Equity, and Inclusion (DEI) training opportunities are offered on an ongoing basis in addition to required annual trainings completed through Oregon Workday. Required trainings include Preventing Discrimination and Harassment in the Workplace, Information Security Training: Foundations, Oregon Military Department Emergency Preparedness Training, and internal Ethics in the Workplace training. The agency's Affirmative Action Representative or Officer also participates in the annual statewide Diversity, Equity, and Inclusion Conference. Employees are regularly informed of learning and engagement opportunities through agency communications, including email announcements and workplace bulletin boards, and are encouraged to participate as operational needs allow.

Career development opportunities are available throughout OMD and across state government. The agency supports employees through internal promotional opportunities, career pathway exploration, and awareness of opportunities within other State of Oregon agencies. Employee development discussions between supervisors and employees help identify career interests, strengths, and advancement opportunities associated with position classifications and organizational needs. Career development efforts emphasize educational investment, workforce succession planning, mentoring, and the continued development of leadership skills to strengthen organizational capacity and employee growth. OMD remains committed to establishing clear expectations, building professional networks, and fostering skill development opportunities that support long-term employee success.

Job rotations and Work-Out-of-Class (WOC) assignments may also be offered when business needs support temporary developmental opportunities. These assignments allow employees to broaden their skills, gain experience in other operational areas, and support workforce flexibility. WOC assignments are temporary in nature and are intended to provide employees with additional developmental experience rather than permanent promotional advancement.

The Oregon Military Department utilizes volunteers across several programs and locations to support agency missions and community engagement efforts, including opportunities within the Oregon Military Museum, the Oregon Civil Defense Force, and the Oregon Youth Challenge Program (OYCP).

The Oregon Military Museum, located at Camp Withycombe in Clackamas, Oregon, preserves and interprets Oregon's military history through exhibits, collections, and educational resources. Volunteers provide valuable assistance in areas such as fundraising, public relations, artifact preservation, administrative support, and facility maintenance.

The Oregon Civil Defense Force is a volunteer force established under Oregon Revised Statute 399.035 to augment and support the Oregon National Guard under the authority of The Adjutant General. Volunteers

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contribute diverse skills in communications, administration, operations, and public safety support activities that assist the agency in fulfilling its mission throughout the state.

The Oregon Youth Challenge Program mentor program connects at-risk youth with adult mentors who provide guidance, encouragement, and support during challenging life transitions. The program is designed to strengthen life skills, improve academic and occupational focus, and help participants develop confidence and personal responsibility.

Additionally, the Oregon Youth Challenge Program incorporates eight core development areas: academic excellence, life coping skills, job skills, health and hygiene, responsible citizenship, service to the community, leadership/followership, and physical fitness. Cadets are required to complete community service and conservation projects that support local communities and organizations throughout Oregon. The core components are designed to educate and produce youth that will become productive members of the community upon graduation. One of the components requires cadets to complete a minimum of 80 hours of service to community/conservation projects, which may include activities in one or more of the following community outreach areas:

- Bend community Pope-Peddle-Paddle relay races
- Empowering Youth Bicycle repair
- Tumalo State Park support
- La Pine State Park support
- Equine Outreach support
- Bend Christmas parade (Optional due to religious affiliation)
- Veterans parade
- Pilot Butte State Park support
- Warm Springs Elder Appreciation support
- Cline Falls State Park support
- Letter Carrier Food Drive
- Healing Reins support
- Smith Rock State Park support

Internship opportunities within the Environmental Branch of the Oregon Military Department have also expanded in recent years to support students and emerging professionals pursuing studies in natural resources and related fields. These internships have strengthened workforce diversity, increased community engagement, and created successful pathways into permanent state employment for several participants.

Employee Engagement

As a primary focus for the upcoming year, the agency is committed to strengthening employee engagement efforts related to equity, inclusion, and workplace belonging. While engagement currently occurs effectively within individual work units, the agency recognizes the opportunity to build a more coordinated and agency-wide approach that encourages meaningful participation, collaboration, and communication across all levels of the organization.

To support this initiative, the agency plans to convene key leadership stakeholders to establish a shared vision and clearly define the intended outcomes of the employee engagement effort before expanding current activities. Establishing a strong strategic foundation at the outset will help guide future actions, identify measurable priorities, and ensure that resources are aligned with long-term organizational goals.

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The Oregon Military Department has established a DEI/Affirmative Action Committee led by the Human Resources Office, with representation from each state program across the agency. This structure is intended to encourage communication, collaboration, and feedback at all organizational levels while helping leadership better understand employee experiences, concerns, and opportunities for improvement.

A key component of this initiative is the agency's commitment to maintaining awareness of employee sentiment and ensuring employees feel heard, valued, and included in shaping the future of the organization. In addition to utilizing surveys and workforce feedback tools, the agency intends to create opportunities for employees to provide direct insight into workplace experiences, organizational culture, and ideas for meaningful improvement. Leadership views employee participation as essential to building a more inclusive, engaged, and responsive workplace environment. To support accountability and measurable progress, the agency will utilize the SMART framework to establish goals and action plans that are Specific, Measurable, Achievable, Relevant, and Time-Bound. This approach will help ensure that engagement initiatives remain focused, actionable, and aligned with the agency's broader diversity, equity, inclusion, and affirmative action objectives. The agency's established timeline for evaluating progress and outcomes related to this initiative aligns with the development and submission of the next biennial Affirmative Action Plan.

MANGAGEMENT

Leadership Evaluation

The Oregon Military Department supports the intent and requirements of ORS 659A.012, which promotes equal opportunity in employment and advancement without discrimination based on race, color, religion, sex, marital status, national origin, disability, or age. In alignment with this statewide policy, the agency incorporates affirmative action and equity objectives into the evaluation of management personnel, recognizing leadership accountability as an essential component of organizational success.

The agency recognizes that the relationship between managers and employees is critical to workforce development, employee engagement, and the successful integration of new employees into the agency's unique mission-focused culture. Leadership understands that effective supervision, communication, and inclusive workplace practices are key factors in employee retention and organizational stability. As a result, the agency remains committed to supporting managers and supervisors with the tools, resources, and training necessary to lead diverse and high-performing teams.

The Adjutant General State Personnel Office and Human Resources team provide ongoing leadership development opportunities, including cultural competency, workplace sensitivity, diversity, equity, inclusion, and professional development training for both new and existing supervisors and managers. These efforts are intended to strengthen leadership effectiveness, encourage inclusive management practices, and ensure supervisors are equipped to support employees from a variety of backgrounds and experiences. The agency also values employee feedback and encourages open communication between supervisors and employees to foster trust, accountability, and continuous improvement throughout the organization.

OMD believes that when leaders are equipped with appropriate resources and development opportunities, the agency is better positioned to maximize employee potential, strengthen workplace culture, and support long-term organizational success. This commitment is reflected in the agency's encouragement of internal promotional opportunities and career advancement pathways that support employee growth while reinforcing the agency's core values of service, professionalism, inclusion, and respect.

The agency continues to meet statewide expectations related to management accountability through active participation in performance management initiatives led by the Oregon Department of Administrative Services. Performance management processes are utilized to assist managers and supervisors in effectively guiding employee performance, supporting employee understanding of job expectations, and aligning individual contributions with agency goals and operational priorities. Regular performance discussions and quarterly check-ins provide opportunities to review progress, identify areas for improvement, and support ongoing professional growth and accountability.

The Adjutant General State Personnel Office further supports leadership development by encouraging supervisors, managers, and aspiring leaders to participate in a variety of professional learning opportunities available to government employees. These opportunities include instructor-led classroom training, online learning modules, webinars, Workday learning courses, and collaborative professional groups. Through continued investment in leadership development and workforce education, the agency seeks to cultivate adaptable, inclusive, and mission-ready leaders across all levels of the organization.

Succession Plan

Succession planning within the Oregon Military Department (OMD) is integrated into the agency's public safety response, workforce continuity, and long-term organizational planning strategies. The agency recognizes that effective succession planning not only supports operational readiness and continuity of service, but also aligns with affirmative action principles by promoting equitable opportunities for employee development, advancement, and leadership diversity.

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OMD views succession planning as a structured and ongoing process designed to ensure the agency is prepared to sustain leadership capacity and critical operations during workforce transitions. The agency recognizes several essential phases within a successful succession planning model: identifying the importance of succession planning, assessing and identifying potential successors, evaluating competencies and organizational fit, preparing employees through mentoring and development opportunities, and supporting successful transitions into leadership and mission-critical roles. Following implementation, the agency also recognizes the importance of evaluating outcomes, identifying lessons learned, and continuously improving succession planning strategies over time.

While succession planning has traditionally been more formalized within the private sector, the State of Oregon recognizes the importance of strategic workforce planning within public service organizations. OMD understands that achieving long-term organizational goals requires strong leadership continuity and intentional development of employees capable of supporting the agency's mission and operational priorities. The agency also recognizes that workforce needs, organizational structures, and employee career pathways evolve over time, making proactive planning essential to maintaining an effective and adaptable workforce.

OMD leadership emphasizes the importance of deliberate and objective decision-making when identifying future leaders and employees for critical positions. The agency acknowledges the need to broaden consideration beyond familiar candidates by implementing fair, competency-based development and selection practices that support diversity, equity, inclusion, and organizational effectiveness. Leadership engagement in succession planning is viewed as critical to ensuring accountability, consistency, and alignment with the agency's long-term workforce goals.

The Oregon Department of Administrative Services (DAS) identifies recruiting, onboarding, and employee development as key components of effective succession planning. OMD incorporates each of these elements into its workforce planning approach by assessing operational needs, identifying mission-critical positions, evaluating workforce competencies, and supporting employee readiness through mentoring, training, and career development opportunities.

The agency's succession planning efforts include identifying positions critical to agency operations, evaluating workforce gaps and future staffing needs, and developing both short- and long-term strategies to prepare employees for advancement opportunities. Employees are encouraged to engage in career development discussions with supervisors to identify professional goals, developmental opportunities, and potential pathways into leadership or specialized roles. Cross-training opportunities, knowledge-sharing practices, and internal development experiences are also utilized to strengthen workforce continuity and organizational resilience.

OMD remains committed to aligning succession planning efforts with both current and future business needs by continuously evaluating workforce trends, employee competencies, recruitment practices, and organizational priorities. Recruitment and hiring strategies will continue to incorporate affirmative action, diversity, equity, and inclusion principles as important components of workforce planning and employee selection processes. Through these efforts, the agency seeks to develop a sustainable, mission-ready workforce capable of supporting the evolving needs of the organization and the citizens of Oregon.

CONTRACTING

Contracting with Minority-Owned Businesses

The Oregon Military Department (OMD) supports compliance with ORS 659A.015, which requires affirmative action reporting related to construction, service, and personal service contracts awarded to minority-owned businesses. To support these requirements, the agency utilizes the OregonBuys procurement system to promote transparency and increase awareness of contracting opportunities available to certified businesses.

OMD makes ongoing efforts to encourage participation by certified businesses by ensuring contracting opportunities are broadly accessible and publicly posted when procurement thresholds exceed the direct negotiated limit of \$10,000. Opportunities posted through OregonBuys generate notifications to firms certified through the Certification Office for Business Inclusion and Diversity (COBID), supporting outreach to minority-owned, women-owned, service-disabled veteran-owned, and emerging small businesses.

Certain procurements are exempt from standard posting requirements, including agreements established under ORS 190 with other State of Oregon agencies, local governments, tribal governments, federal agencies, and other governmental entities. Additionally, janitorial and landscaping services are first evaluated through the Qualified Rehabilitation Facility Program pursuant to ORS 279. The agency also utilizes statewide price agreements administered by the Oregon Department of Administrative Services (DAS) for specific goods and services such as copier leasing, compliance auditing services, and software agreements. Solicitation opportunities associated with DAS Statewide Price Agreements are likewise posted through OregonBuys, where COBID-certified firms may submit proposals and bids.

As part of the agency's procurement decision-making process under OAR 125-247-0200(2), OMD also seeks COBID participation for open-market purchases under \$10,000 by actively reviewing the COBID vendor directory for qualified businesses capable of providing needed goods or services. The Certification Office for Business Inclusion and Diversity is responsible for certifying eligible businesses for participation in affirmative action contracting opportunities throughout the State of Oregon.

The agency recognizes that many of its higher-value contracts involve specialized capital construction and service projects that historically have had limited participation from COBID-certified firms. In addition, OMD currently does not maintain a formal mechanism for tracking subcontractor utilization by prime contractors or identifying subcontracting relationships involving COBID-certified firms. At this time, the agency also does not utilize separate internal tracking tools or reporting systems beyond existing statewide procurement resources to monitor COBID participation. Based on the Supplier Participation Summary Analysis, the agency did not report COBID-certified supplier engagement activity during calendar year 2022.

The State of Oregon, through Executive Order 22-15 issued by the Office of the Governor, requires agencies to promote diversity and inclusion opportunities for minority-owned, women-owned, service-disabled veteran-owned, and emerging small businesses. In alignment with this executive order, agencies are required to track and report supplier diversity participation on a quarterly basis beginning with the quarter ending September 30, 2018. OMD remains committed to supporting statewide supplier diversity initiatives and continuing efforts to expand awareness and accessibility of contracting opportunities for certified businesses.

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The Oregon Military Department had five (5) contracts with Minority or Women-owned businesses (awarded to COBID-certified firms) with a total dollar value of the contracts being worth \$484,259.00 for the period between July 1, 2020, through June 30, 2022.

The activity and spending report for the supplier participation summary in the 2021-2023 Affirmative Action agency report included 12 COBID-certified firms with a total of \$634,761 for the 2019 report out time period.

.The majority of our large value contracts are for services (Capital Construction) not traditionally serviced by COBID firms. The mechanism for readily identifying historical usage of COBID firms is not sufficient at this time. However, OMD maintains a commitment to working with COBID firms as outlined by state procurement rules.

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APPENDIX A: DEFINITIONS

All Agencies	These are defined by agencies consisting of 11 or more employees in executive branch agencies led by the governor.
Attraction	Examples of strategies are recruitment, engagement, the application process, position descriptions and creating an applicant pool for consideration.
Diversity	Synonym for a variety of identities and cultures within a room, group, or organization measurable with quantitative metrics.
Engagement	Examples are leadership, affinity groups, workplace equity, inclusion and communication.
Equity	Equity represents the use of policies, programs, practices, processes and investments to eliminate institutional and structural racism as well as enable all people to attain their full potential.
Protected Class	A shared characteristic that employers cannot use as a basis for employment decisions under the law. This report is concerned with these specific protected classes: gender, race, color, age, disability and veterans' status in the State of Oregon's workforce.
Race	In this report race means the sum of the racial categories, except White (previously referred to as Caucasian).
Racial Categories	A racial category is one of seven racial classifications: Asian, Alaska Native/American Indian, African American/Black, Hawaiian Native/Asian Pacific Islander, Hispanic (non-White), two or more races and White. Person (or people) of color represents someone who identifies as belonging to any racial categories, except White.
Retention	Examples of retention are promotions, effective supervision, access training, strong management and mentorship.
Selection	Examples of selection strategies include minimum qualifications, interview process, interview panels, fairness, hiring and decision making.
Small Agencies	Mostly boards and commissions with ten or fewer full-time employees. Affirmative action reporting requirements differ from those for larger agencies.
Workforce	State workforce includes all full-time, limited duration, academic, temporary employees, and seasonal in-season executive branch agencies under the governor's leadership.
Workforce Equity	Eliminate barriers to employment that stem from hiring panel biases, enabling a more inclusive hiring process that results in a diversity of successful candidates and inclusive workplace.

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APPENDIX B: REFERENCE LINKS

Federal Resources:

[Department of Army Freedom of Information Act Regulation 25-55](#)
[Department of the Army Regulation \(AR\) Army Facilities Management 420-1](#)
[Department of Defense Instruction \(DoDI\) 6055.06 Fire and Emergency Services Program](#)
[Individuals with Disabilities Education Act](#)
[Office of Federal Contract Compliance Program Section 503 of the Rehabilitation Act of 1973](#)
[United States \(U.S.\) Department of Education Title I](#)
[United States \(U.S.\) Department of Justice Civil Rights Division, Federal Transit Administration, Americans with Disabilities Act of 1990 \(ADA\)](#)
[United States \(U.S.\) Department of Justice, The Freedom of Information Act 5, Section 552](#)
[United States \(U.S.\) Department of Labor, Age Discrimination Act of 1975](#)
[United States \(U.S.\) Department of Labor, Executive Order 11246 - Equal Employment Opportunity](#)
[United States \(U.S.\) Department of Labor, Uniformed Services Employment and Reemployment Rights Act \(USERRA\)](#)
[United States \(U.S.\) Equal Employment Opportunity Commission Title VII of the 1964 Civil Rights Act](#)
[United States \(U.S.\) Equal Employment Opportunity Commission \(EEOC\) Disability Discrimination Title I of the Americans with Disability Act of 1990 \(ADA\)](#)
[United States \(U.S.\) Equal Employment Opportunity Commission \(EEOC\) The Equal Pay Act of 1963](#)
[United States \(U.S.\) Equal Employment Opportunity Commission Civil Rights Act of 1991](#)
[United States \(U.S.\) Equal Employment Opportunity Commission \(EEOC\) The Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
[United States \(U.S.\) Equal Employment Opportunity Commission \(EEOC\) The Rehabilitation Act of 1973 Sections 501 and 505](#)
[United States \(U.S.\) Manual of Model Civil Jury Instructions, Title VII of Civil Agency Affirmative Action Policy](#)
[United States \(U.S.\) Office of the Law Revision Counsel, Title 29, Chapter 14, Age Discrimination in Employment \(ADEA\)](#)

State of Oregon:

[Oregon Bureau of Labor and Industries \(BOLI\) website](#)
[State of Oregon Military Federal Equal Employment Opportunity \(EEO\), Diversity and Inclusion Contacts](#)
[Oregon Qualified Rehabilitation Facilities List 11.25.19](#)

Office of the Governor, State of Oregon Executive Order:

[17-11 Relating to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion](#)
[18-03 Promoting Diversity and Inclusion Opportunities for Oregon Minority-Owned, Women-Owned, Service-Disabled Veteran Owned, and Emerging Small Business](#)
[22-15 Directing State Agencies to Take Specific Steps to Improve Equity in State Procurement and Contracting; Rescinding and Replacing Executive Order 18-03](#)
[22-11 Relating to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion](#)

Oregon Military Department (OMD) Agency Specific Unions:

[American Federation of State, County and Municipal Employees \(AFSCME\) Council 75](#)

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[International Association of Firefighters \(IAFF\) Local 1660, Portland Air Natl. Guard Firefighters](#)

[International Association of Firefighters \(IAFF\) Local 3340, Kingsley Firefighters Association, Inc.](#)

Oregon Administrative Rules, Oregon Revised Statutes (ORS):

105-040-0001	Filling Positions Equal Employment Opportunity and Affirmative Action
125-247-0200	Public Procurement of Supplies and Services Buy Decision and Methods of Source Selection
182.100	Affirmative Action Policy, Implementation on Appointments
190	Cooperation of Governmental Units; State Census; Arbitration
192.018	Written Policies on Use, Retention and Ownership of Public Records, State Archivist Approval
240.145	State Personnel Relations, Duties of Administrator; Rules
240.250	State Personnel Relations, Rules applicable to Management Service
243.305	Policy of Affirmative Action and Fair and Equal Employment Opportunities and Advancement
243.315	Director of Affirmative Action, Duties, Appointment, Confirmation, Legislative and Judicial Branches to Monitor Own Programs
279	Public Contracting - Miscellaneous Provisions
396.150	Adjutant General, Appointment and Tenure, Qualifications, Grade
399	Organized Militia
399.035	Oregon Civil Defense Force
408.230	Veterans Preference in Public Employment
477.066	Duty of Owner and Operator to Abate Fire, Abatement by Authorities
477.095	Applicability of ORS 477.068, 477.085 and 477.089
659A.012	State Agencies to Carry Out Policy Against Discrimination in Employment Evaluation of Supervisors, Affirmative Action Reports
659A.015	Affirmative Action Reports to Include Information on Contracts to Minority Businesses

Department of Administrative Services (DAS):

[Diversity, Equity, and Inclusion Action Plan](#)

[40.010.02 Recruitment and Selection](#)

[50.010.01 Discrimination and Harassment Free Workplace Policy](#)

[50.020.10 ADA and Reasonable Accommodation in Employment Policy](#)

[50.045.01 Employee Development and Implementation of Oregon Benchmarks for Workforce Development](#)

[107-001-020 Public Records Management](#)

[Business Oregon Certification Office for Business Inclusion and Diversity \(COBID\) webpage](#)

[Price Agreements webpage](#)

Oregon Military Department (OMD):

[Financial Administration Division Public Records Management Policy](#)

[OMD Website](#)