

# **2015-2017 Affirmative Action/Diversity & Inclusion Plan Guidelines**

## **OREGON MILITARY**



## **DEPARTMENT**

Adjutant General Daniel R. Hokanson  
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## Oregon Military Department

# Affirmative Action Plan 2015-2017

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## **I. Description of Agency**

### **A. Mission and Objectives:**

The Oregon National Guard will provide the citizens of the State of Oregon and the United States with a ready force of citizen soldiers and airmen, equipped and trained to respond to any contingency, natural or man-made. When we are needed we are there. The Oregon National Guard Diversity Councils vision is to lead the Oregon National Guard along with the state employees to value and respect all members for their differences and abilities, not hindered by prejudicial barriers, stereotypes and restrictions. The Oregon Military Department in conjunction with the National Guard is fostering an organizational culture where diversity is valued as a factor of personnel readiness and a combat multiplier.

Article X of the Oregon Constitution establishes a State Militia. The Oregon Military Department is established by ORS 396.305; while ORS Chapters 396,398,399, and 401 contain the Oregon Military Department, Oregon National Guard and Oregon Emergency Management authorities and duties.

The Oregon Military Department's primary purpose is to advance the Oregon National Guard mission while maintaining the traditional service to the citizens of Oregon. The Oregon Military Department and the Oregon National Guard are both a state and federal agency able to access many resources to further its state and federal mission.

The Oregon National Guard is a unique instrument, commanded by the Governor, but the majority of its funding is derived from the federal government. It serves Oregon and the United States. The Oregon Military Department's long and short term plans focus on our state mission, the critical support we provide for the citizens of Oregon, while at the same time the Oregon National Guard maintains effective readiness and response in support of National Military Strategy. Issues concerning the Oregon National Guard's federal mission and response are interwoven in our planning strategies.

These strategic goals of the Oregon Military Department are at the heart of the agency's core state mission. The Oregon Military Department maintains preparedness through its core state mission and these strategic goals. The Oregon Military Department offers key performance measures aligned with its mission. Actions the Oregon Military Department must take in achieving these goals include:

- Continuing recruiting efforts with a focus on hiring back qualified veterans and other eligible applicants to assure work force diversity and strength.
- Continuing to actively share the mission and partner with the Federal Diversity Council team in order to network with other state and local agencies.
- Effectively partnering with Federal, State and Local Governments in securing funds and identifying emergency and Homeland Security requirements;

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- Strategically stationing equipment assets and maintaining asset accountability;
- Supporting its volunteer organization – the Oregon State Defense Force;
- Managing and improving emergency management and response coordination efforts through the agency's emergency coordination center;
- Maintaining real property assets to a standard for assuring immediate emergency use of armories, buildings, and installations located in 27 counties throughout Oregon;
- Maintaining and upgrading our Information Systems infrastructure for ensuring effective communication and security.

The Military Support to Civil Authorities (MSCA) section of the Oregon Military Department performs as a conduit for the coordination of Oregon National Guard personnel and equipment assets and resources in times of crisis and emergency. At the State level, MSCA provides liaison to state and county officials, conducts and creates emergency plans and coordination, operates the Oregon National Guard Joint Emergency Operations Center (JOC) and mobilizes Oregon National Guard resources in response to emergencies. Nationally, MSCA provides linkage to the United States Northern Command (NORTHCOM), the National Guard Bureau, Regional State Partners, and Homeland Security.

MSCA partners with many agencies and participates in various emergency councils including: the Governor's Security Council, State Interoperability Executive Council, Oregon Emergency Management; Oregon Emergency Response System Council; Oregon Department of Forestry Incident Command System, and the Chemical Stockpile Emergency Preparedness Program. MSCA also participates in county and state emergency preparedness exercises to include: earthquake; flood; chemical and biological attacks; power outages; and drought support.

As the Department of Defense works to define its role in providing Homeland defense and security for the nation; it includes the National Guard as a primary player because of our inherent capability to promote a better federal/state relationship. In nearly every conceivable scenario, National Guard units- under the control of their Governor and Adjutant General- will be the first military responders on the scene. Northern Command and the Department of Homeland Security have established the lines of coordination with the National Guard Bureau, fulfilling our role as the statutory "channel of communications on all matters pertaining to the National Guard. " This will ensure effective military support for the full spectrum of Homeland Security preparation, training, exercise and operations.

The Command Group consists of the Adjutant General of the Oregon National Guard and the direct administrative support staff which includes the Office of the Deputy Director.

The State Personnel Office is responsible for human resource management and labor relation activities for the state employees of the Oregon Military Department.

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The Financial Administration Division provides fiscal management of the agency and oversight of the agency's state and federal budgets. The Installations Division handles the management of construction, environmental, administrative and procurement support for the air bases and armories throughout the State.

The Air National Guard Security Program provides security police protection at the Portland Air Base and Kingsley Field.

The Youth Challenge Program offers at-risk high school dropouts an opportunity to build a future. The program consists of two phases. The first phase is a 22 week resident program in which students learn self-discipline, leadership, responsibility, opportunity to complete educational credit with a goal of reintegrating into high school to earn a diploma or to prepare for General Education Development (GED) examinations. The second phase of the program is a 12-month nonresident mentoring program providing positive role models from the community as mentors for the students.

The Office of Emergency Management executes the Adjutant General's and the Governor's responsibilities to maintain an Emergency Services System as defined and authorized in ORS 401, by planning, preparing, and providing for the prevention, mitigation and/or management of emergencies or disasters that prevent a threat to the lives and property of the citizens of, and visible to, the state of Oregon.

## **B. Name of Agency Director/Administrator:**

The Oregon Military Department (OMD) is commanded by the Adjutant General, who is appointed by the Governor. Major General Daniel R. Hokanson assumed duties as the Adjutant General for Oregon on August 1, 2013. He is responsible for providing the State of Oregon and the United States with a ready force of citizen soldiers and airmen, equipped and trained to respond to any contingency, natural or manmade. He directs, manages, and supervises the administration, discipline, organization, training and mobilization of the Oregon National Guard, the Oregon State Defense Force, and the Joint Force Headquarters. His office is located in OMD headquarters at 1776 Militia Way SE, Salem, OR 97301.

## **C. Name of Governor's Policy Advisor:**

The Emergency Preparedness, Military and Veteran's Affairs Policy Advisor for the Governor is Heidi Moawad.

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## **D. Name of Affirmative Action Representative: -**

Debbie Lucas

## **E. Name and contact information for designated FTE with “diversity”, “inclusion”, “access”, or “equity”, in their working title:**

Debbie Lucas has been appointed as the Affirmative Action Officer for OMD. She is located in the Adjutant Personnel Office, Rm. 164 at the Oregon Military Department, Joint Force Headquarters located at 1776 Militia Way SE in Salem, OR 97309-5047. She can be reached at 503-584-3516.

## **F. Organizational Chart:**

See Enclosure 1

## **II. Affirmative Action Plan**

### **A. Agency Affirmative Action Policy Statement:**

See Enclosure 2

### **B. Agency Diversity & Inclusion:**

The Oregon Military Department has proven and demonstrated knowledge and ability of cultural competency by continuing to work effectively with individuals and groups with a variety of identities, cultures, backgrounds, ideologies, and interact effectively with people in a positive manner, while considering alternative and diverse perspectives, in order to engender confidence and trust in a global environment.

The Oregon Military Department expressly prohibits any form of unlawful employee harassment based on race, color, religion, gender, sexual orientation, national origin, age, disability, or veteran status. Improper interference with the ability to the Oregon Military Department employees to perform their expected job duties is absolutely not tolerated.

The Oregon Military Department provides equal employment opportunities (EEO) to all employees and applicants for employment, under Title VII, without regard to race, color, religion, gender, sexual orientation, national origin, age, disability, marital status, amnesty, or status as covered veteran in accordance with applicable federal, state and local laws. The Oregon Military Department complies with applicable state and local laws governing non-discrimination

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in employment in every location in which the agency has facilities. This policy applies 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.

The Oregon Military Department is charged with a great responsibility to the United States and the state of Oregon of ensuring all citizens are valued and protected. We will continue to embrace and support diversity at the Oregon Military Department in order to function as the strongest force possible for building a better society through acceptance and diversity.

## **C. Training, Education, and Develop Plan (TEDP):**

### **1. Employees**

There is training available for all employees of the Oregon Military Department. The Adjutant General Personnel Department's (AGP) vision for the implementation of the agency training plan is to provide, deliver and coordinate training opportunities for employees of the Oregon Military Department through individualized interactive and on-line resources and tools including conferences, seminars, DVD's, web videos and classes. Training resources are offered to all interested employees from our office library. We have collected many pertinent job trainings including Communication Skills, EEO- AA- Harassment Briefing, Ethics, Aging Workforce, Conflict resolution, Laws, Policies and Procedures, Supervisor Training, Reasonable Accommodation and many more. We also utilize job development programs such as job rotation and on the job training provided by DAS with iLearn.

The HR team in the AGP, State Personnel Office is continually refreshing their skills by actively participating in necessary training, as funding allows, in order to reciprocate that education and provide employees and supervisors the knowledge and ability to have an accessible trained workforce with the competence to achieve success.

### **2. Volunteers**

We currently do not have a volunteer program in place.

### **3. Contractors/Vendors**

We do not do business with agencies that discriminate and contractors and vendors are not excluded from any of our training discussions.



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## **D. Programs**

### **1. Internship Programs**

While we do not have a dedicated intern program we do utilize student and other work labor as per DAS policy. These individuals are given the same training as the regular employees in the program in which they are working.

### **2. Community Outreach Programs**

The majority of our community outreach programs are managed by the federal side of the Oregon National Guard with recruiters and reintegration team members. We do sponsor an annual health, wellness and job fair from the state side along with participating in the annual Charitable Food Drive. Recently we also met with the federal recruiting office in order to become connected to the H2H website which focuses on helping veterans return to work. We post our continuous recruitment advertisements to military veterans.

### **3. Diversity Awareness Programs**

The Diversity Council is currently working on measureable goals and deadlines for implementation of newsletters which provide networking opportunities for community outreach. Meetings are held each quarter. The council members lead by example, applying the vision of the Diversity Council to their daily activities and work environment. It has been a successful endeavor as we include members from different programs and representation in a positive atmosphere that help promote an inclusive environment in which employees are welcome to express themselves.

## **E. Update: Executive Order 08-18**

### **1. Cultural Competency Assessment and Implementation Services**

We have not yet participated in the Statewide Cultural Competency Assessment and Implementation Services. We will review and actively participate in this assessment and implementation in this biennium.

### **2. Exit Interview Survey**

This agency sends all terminated employees an exit survey interview and an offer to contact the Director of Personnel to discuss his or her employment with us. The survey results indicate the reasons for leaving were wages and benefits and no advancement opportunities.

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## **3. Performance Evaluations of all Management Personnel**

Management performance evaluations are being completed annually and taking a proactive role in meeting affirmative action objectives is an item they are being rated on.

## **F. Status of Contracts to Minority Businesses (ORS 659A.015)**

Our Adjutant General's Installation (AGI) Division procures goods and services related to our armories and facilities including minor and major construction throughout the state. Our Adjutant General's Controllers (AGC) Division procures goods and services for the rest of the agency. Covering period July 1, 2013 to June 30, 2014, AGI had a total of 47 contracts that included 4 awarded to minority businesses. During that same period, AGC had 77 contracts with 2 awarded to minority business. Minority groups are one of the largest consumers of our Facility Rental Program.

## **III. Roles for Implementation of Affirmative Action Plan**

### **A. Responsibilities and Accountabilities**

#### **1. Director/Administrators**

The Adjutant General (administrator) sets agency policy concerning equal employment opportunity processes and affirmative action. Directly or through an authorized designee initiates action on reported activities contrary to agency policies. The Deputy Director of State Affairs ensures supervisors under his direction are aware of the agency policies, procedures, and affirmative action goals. Periodically he reviews personnel practices to identify barriers to equal employment and upward mobility opportunities and directs appropriate remedial action if necessary. It is the Deputy Directors responsibility to ensure that affirmative action efforts and results are part of the performance evaluation process for subordinate managers. The State Personnel Director provides oversight of the Affirmative Action Officer in representing the Adjutant General in all matters concerning affirmative action and EEO activity. He also advocates for the Affirmative Action Plan during executive sessions, monitors recruitment processes and ensures that manager's evaluations contain criteria to meet affirmative action goals and that training on performance appraisal process is provided. The State Personnel Director also ensures employees are scheduled for EEO training in accordance with the agency's training plan.

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## **2. Managers and Supervisors**

Managers and supervisors are responsible for implementing the plan with the employees they manage and supervise. Managers and supervisors receive training on affirmative action and EEO in order to properly manage and supervise the people under them.

## **3. Affirmative Action Representative**

The Affirmative Action Officer develops the biennial Affirmative Action Plan and serves as an active liaison in the community and while representing the agency at diversity meetings and/or events. The Affirmative Action Officer provides information and resources to employees with discrimination complaints or diversity questions. The Affirmative Action Officer is responsible for posting diversity information and resources where employees may view it.

## **IV. July 1, 2013 - June 30, 2015**

### **A Accomplishments**

The Affirmative Action Officer attends Diversity Counsel Meeting and/or keeps on top of the information. Recruitments have become more flexible in evaluating applicants. Coaching is given to managers in assessing applicants.

### **B. Progress made or lost since previous biennium**

The following information provides an update of the Oregon Military Department's progress toward the 13 -15 biennium goals and programs for the agency's six year plan.

We have added diversity and inclusion language to each manager and supervisory position descriptions. We have also added diversity language to all of the job announcements. The language is in the center of the recruitment in order to be clearly recognized. We will continue these statements going forward.

The Oregon Military Department statistical available data information through June 30, 2014 reflects 463 employees. The State uses the Civilian Labor Force (CLF) as the comparison for hiring outcomes. The summary of percentages show: 89.09% White, 10.58% People of Color (POC), 1.72% African American, 4.96% Hispanic, 2.59% Asian Pacific, 1.29% Native American, 2.80% Disabled, 23.32% are women.

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Employee Statistical Data Table:

<b>Ethnicity</b>	<b>Jun-12</b>	<b>Jun-14</b>
White	89.09	89.42
POC	10.91	10.58
Black	1.79	1.72
Hispanic	5.36	4.96
Asian Pacific	1.39	2.59
Native American	2.38	1.29
Disabled	1.79	2.77
Women	21.62	23.32

Historically positions in the Oregon Military Department have been male dominated work groups. The Oregon Military Department continues to reach out to attract qualified minorities and women as vacancies occur. Our paramount goal; however, is to employ as many returning veterans as possible, with a part-time workforce of nearly 8,000 and a mission that clearly relates to mobilization and deployment of soldiers in the event of State and National Emergency. Our outreach efforts, including providing quality service and recruitment to that group is occasionally limited due to budget constraints and recent layoffs. Our expanded distribution of job postings has made some contributions to minorities recruitment, but we still are looking for ways to reach more minority applicants. We contact colleges, related associated fields and the Employment Department. We use the Neo-Gov software to post announcements to the State of Oregon jobs page. We are actively involved with the ever changing E-Recruit process and we stay current and updated on new and improved ways to take advantage of networking opportunities with other State agencies, recruiters, job fairs and events. We are also placing recruitment announcements on the federal Oregon National Guard website. Our future goals are to find a variety of ways to expand our outreach efforts in bringing a diverse workforce to the Oregon Military Department.

### **V. July 1, 2015 – June 30, 2017**

#### **A. Goals for Affirmative Action Plan**

The Oregon Military Department will continue to make efforts in recruiting as well as Diversity training to educate the various departments and supervisors on diverse skill sets, recognition of differences in cultural value and the wellspring of benefits to be derived from recognizing and embracing all aspects of our diverse workforce and applicant pool. We have added diversity and inclusion language to each manager and supervisory position descriptions. We have also added diversity language to all of the job announcements. The language is in the center of the

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recruitment in order to be clearly recognized. We continue to provide lessons and expectations for managers and supervisors for continuing to grow our diverse work force. We will begin to look at affirmative action statistics for the agency by reviewing affirmative action reports from the NeoGov system.

We will continue to provide jobs to our returning soldiers in order to recruit and fill future vacancies. Our policy is to look at each recruitment and analyze the market for the skill sets needed instead of using a general recruitment method. The agency continues to emphasize hiring people in protected classes by targeting minority, women's groups and veteran's organizations.

## **VI. Appendix A**

### **Agency's Policy Documentation**

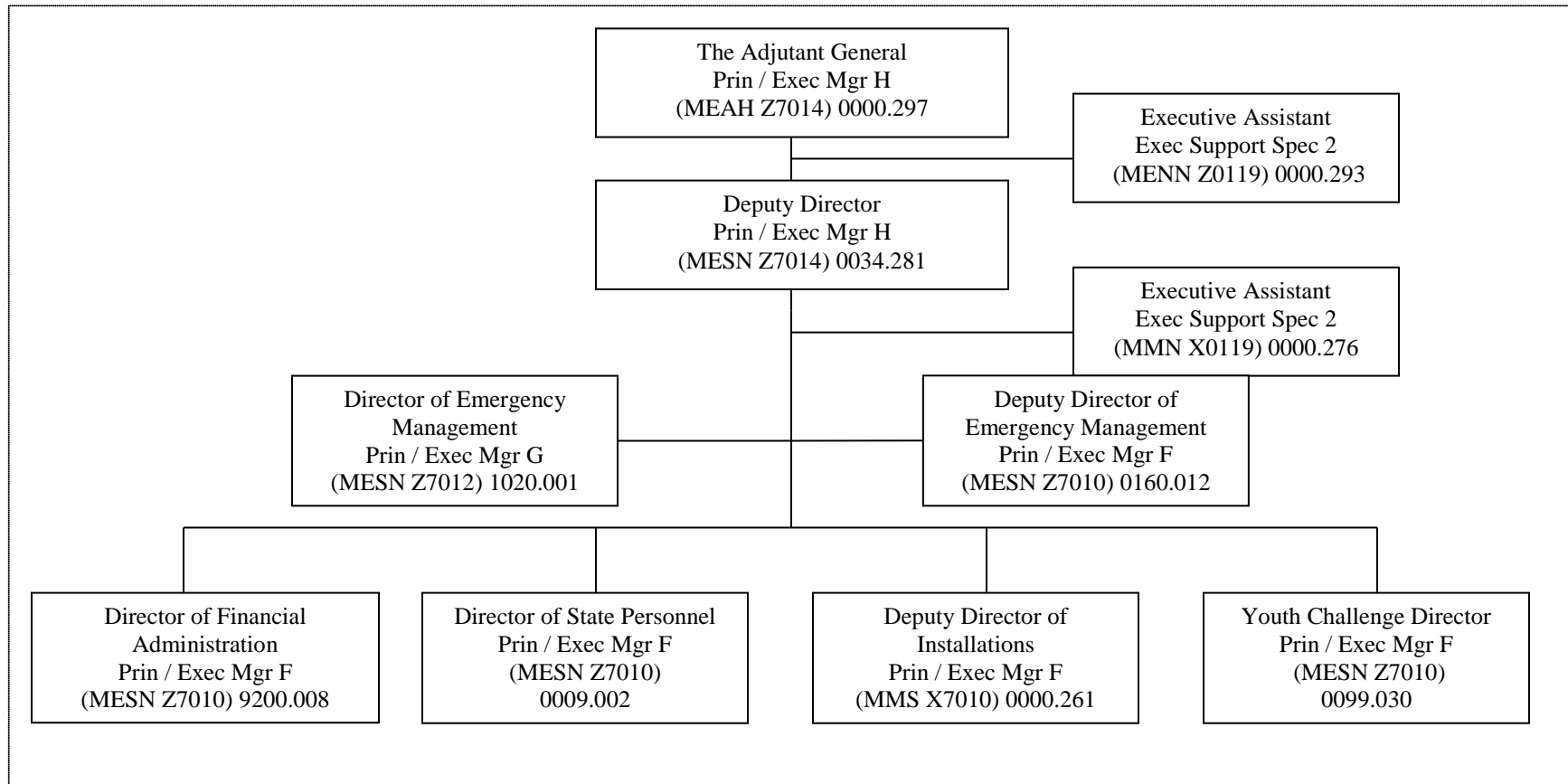
1. Organizational Charts (Enclosure 1)
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6. Command Policy Memorandum #104 (Enclosure 6)
7. Veterans Preference in Employment (Enclosure 7)
8. Other agency documentation in support of its affirmative action plan (Enclosure 8)

## **VII. Appendix B**

1. Age Discrimination in Employment Act of 1967 (ADEA)
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# Oregon Military Department Executive Management Team

Updated: 16 Dec 2013 (PPDB PICS)



**JOHN A. KITZHABER, MD**  
**GOVERNOR**



February 12, 2015

Daniel R. Hokanson, Major General  
Oregon Military Department  
1776 Militia Way S.E.  
Salem, OR 97301

RE: 2015-2017 Affirmative Action Plan

Dear Major General Hokanson,

The Governor's Office of Diversity and Inclusion/Affirmative Action has thoroughly reviewed your agency's Affirmative Action Plan and is pleased to inform you that it has been accepted. Congratulations!

Diversity and Inclusion is an important discipline that we have adopted as a strategic organizational and business model for our state. The Affirmative Action Plan has many elements that are required by state and federal law. Through its requirements, it helps state agencies address diversity, inclusion and equity into their service delivery and workforce parity. We hope that your agency will have an ongoing and active role with us as we begin to embrace and utilize our Diversity and Inclusion discipline.

We appreciate your continued support and hope to see someone from your agency attend our regularly scheduled DI/AA/EEO meetings. The benefits of regular attendance are valuable learning opportunities, idea sharing and takeaways. Thanks again for your work in getting your agency's 2015-2017 Affirmative Action Plan successfully submitted.

Best regards,

Frank Garcia, Jr., M.A.  
Governor's Office - Senior Policy Advisor  
Director, Diversity & Inclusion/Affirmative Action

cc: Heidi Moawad, Governor's Policy Advisor  
Debbie Lucas, Affirmative Action Representative