

# **2017-2019 Affirmative Action/Diversity & Inclusion Plan Guidelines**

## **OREGON MILITARY**



## **DEPARTMENT**

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## Oregon Military Department

# Affirmative Action Plan 2017-2019

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## I. Description of Agency

### A. Mission and Objectives:

Vision: The Oregon Military Department is a ready professional organization of Soldiers, Airmen and Civilians dedicated to the highest quality service to our Communities, State and Nation.

Mission: The Oregon Military Department provides the State of Oregon and the United States with a ready force of Citizen-Soldiers and Airmen, and Civilians trained to respond to any contingency.

Values:

- Character, Competence, Courage, and Commitment.
- Lead by example and with the truth – for yourself, others, and your community.
- We are accountable for all we do and all we fail to do.
- We are always ready, physically, mentally, and collectively as a team.

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.

Strategic Priorities and Key Efforts:

1. *Provide trained and ready operational forces to our State and Nation.*

Maintain the ready force for our war-time federal missions, and be prepared for likely domestic events, leveraging our dual-use capabilities. Maintain an emphasis on personnel, equipment, facility, and organizational readiness with training that maximizes available resources. Maintain the best force structure for our State and Nation, retain and recruit our State and Nation's best Service Members and Civilian employees. Develop and exercise the Cascadia Playbook.

2. *Be effective stewards of our resources.*

Enhance accountability so we are auditable at any time. Maintain our equipment and facilities and leverage energy savings programs.

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3. *Sustain the Oregon National Guard community.*

Take care of our employees and our families. Do everything we can to reduce suicides. Do everything we can to eliminate sexual assaults and sexual harassment. Effectively manage our employees. Embrace a culture of total fitness. Strengthen our community relationships. Connect with our veterans.

4. *Forge and maintain partnerships.*

Develop our relationships with our State partners. Develop relationships with our Federal partners. Build safe and resilient communities through the Oregon Office of Emergency Management. Leverage our Counter-Drug program. Continue to develop and grow our State partnerships with Vietnam and Bangladesh.

The Military Department is led by The Adjutant General, appointed by the Governor under ORS 396.150 (1). The Adjutant General also functions as the Director of the Agency and has command of approximately 8,100 soldiers, airmen and state and federal employees. Reporting to The Adjutant General are 5 subordinate commands: Commander of Joint and Domestic Support (federal), Commander Joint and Domestic Operations (federal), Commander Land Component (federal), Commander Air Component (federal) and the Interagency Command, Adjutant General Deputy Director (state).

The Oregon Military Department strategic priorities identify the supporting tasks developed by our five subordinate commands necessary to meet the intent of our key efforts. It is critical leaders at every level understand our strategic planning guidance as it provides the intent and direction of our organization.

The strategic priorities provides the linkage between what our Soldiers, Airmen and Civilians do every day to the goals and objectives of our State and Nation, and is directly linked to our National Military Strategy. By accomplishing our supporting tasks, we provide our State and Nation trained and ready operational forces, be effective stewards of our resources, sustain our Oregon Military Department community, and forge and maintain partnerships –the key efforts to our mission and vision.

As we strive to meet our goals and objectives, the center of gravity for our organization will always be our people. It is the outstanding people tasked with leading our Soldiers, Airmen and Civilians who will carry out our strategic plan and ensure its continuous improvement as it adapts to the changes our State and Nation will face. We must also remain accountable to our values, always. Through this plan and future iterations, we will posture for the future while remaining...*Always Ready, Always There!*

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Under the command of the Adjutant General Deputy Director are the state civilian workforce existing in the following programs: Adjutant General Installations, Adjutant General Personnel, Adjutant General Comptroller, Oregon Emergency Management, Oregon Youth Challenge Program, State Defense Force, Fire Departments, Security Forces, Environmental, STARBASE and Civil Engineering at Kingsley Field and Portland Air National Guard Base.

The Adjutant General Installations Division handles the management of construction, environmental, administrative and procurement support for the air bases and armories throughout the State.

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

The Adjutant General Comptroller Office is also called the Financial Administration Division and provides fiscal management of the agency and oversight of the agency's state and federal budgets.

The Oregon Youth Challenge Program is an alternative, residential, military high school for at risk youth. The program is designed to teach self-discipline, leadership and responsibility and obtain educational credits or a high school diploma. Approximately 300 students complete the program annually.

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.

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.

Fire Departments, Security Forces, Environmental, STARBASE and Civil Engineering at Kingsley Field and Portland Air National Guard Base. The Air National Guard Security Program provides security police protection. The Fire Departments provide fire protection and in-flight emergency response supporting the training and Aerospace control Alert missions. STARBASE teaches math, science and technology to approximately 2,400 5<sup>th</sup> grade students annually, in a hands-on lab. Civil Engineering cares for building and ground maintenance and infrastructure needs and environmental employees ensure air, water and other environmental factors are safe on the air bases.

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**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 Michael E. Stencel assumed duties as The Adjutant General for Oregon on August 15, 2015. 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.

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

Debbie Lucas, Human Resource Analyst 2

**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 97301. She can be reached at 503-584-3516.

**F. Organizational Chart:**

See **Enclosure 6** - Command of the Oregon Military Department, and Executive Management Team (State Programs).



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## **II. Affirmative Action Plan**

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

The Oregon Military Department is committed to a diverse workforce, representative of the citizens of Oregon.

**See Enclosure 7 - Policy 99.300.04 Equal Employment Opportunity and Affirmative Action**

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

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, status as covered veteran or any other protected class in accordance with applicable federal and state laws. The Oregon Military Department complies with applicable state and local laws governing non-discrimination 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 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 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.

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

#### **a. Employees**

The Adjutant General Personnel Department places emphasis on hands-on training with supervisors and employees. However, training also encompasses individualized interactive and on-line resources and tools including conferences, seminars, DVD's, web videos and classes. With the internet being a wealth of information, we guide employees and supervisors to specific topics and training relevant to the workplace. Training resources have also been collected regarding many pertinent job topics including Communication Skills, EEO- AA- Harassment Briefings, 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.

The team in the Adjutant General Personnel Department continually refreshes their skills by actively participating in necessary training. In turn, the information is shared with other employees and supervisors.

Of specific note, the team provided Discrimination and Harassment Prevention, Creating and Maintaining a Welcoming Workforce (emphasis on diversity and inclusion) and Maintaining a Professional Workplace to the majority of the supervisors, both federal and state, and staff during the Affirmative Action plan year.

The agency also makes available self-help aids for employees who might be experiencing challenges in their personal or professional life. An example of this is the Employee Assistance Program is available and ample literature is posted. Because we are a mix of federal and state employees some of the services offered to federal employees have been made peripherally available to state employees such as Chaplaincy. Additionally, suicide prevention is widely advertised and help available through the Stop the Loss Program for federal employees and through the Public Employees Benefit Board for state employees.

#### **b. Volunteers**

We have volunteers in various locations including interns at the Office of Emergency Management and the Museum at Camp Withycombe. These individuals are given the same training as the regular employees in the program in which they are working.

#### **c. Contractors/Vendors**

We do business with contractors who offer an environment that fosters positive workplace environments and comply with all federal and state discrimination laws and policies.

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## **D. Programs:**

### **a. Internship Programs**

The Oregon Military Department partners with local universities and colleges in some of our locations to provide a location for studies, projects and work experience.

### **b. Mentorship Programs**

The Oregon Military Department provides a Youth Mentorship program through its Oregon Youth Challenge Program. Following completion of the residential phase, youth engage in a mentorship program for 12 months in order to retain the lessons learned at Youth Challenge, to continue on the path to productive citizenship.

Management personnel offer their services to mentor employees upon request by providing career counseling and learning opportunities within the organization.

The agency participates in the mentorship program for the Department of Human Services Leadership Academy.

The Adjutant General Personnel office offers 1:1 guidance for members of the public or employees seeking guidance on their career and the career opportunities within the state and the agency.

### **c. Community Outreach Programs**

The Oregon Military Department participates in extensive community outreach through both the Soldiers and Airmen and the State Civilian workforce. We sponsor health, wellness and job fair from the state side along with participating in the annual Charitable Food Drive, the Governor's Food Drive and the Governor's Toy Drive. We participate in several events in support of military families and service men and women. We work with the federal recruiting office in order to become connected to programs focused on helping veterans return to work. We post our continuous recruitment advertisements to military veterans. We participate as an employer in the Veterans job fair and promote through various venues that the Oregon Military Department offers a welcoming environment to all.

### **d. Diversity Awareness Programs**

We partner with the Federal Diversity and Inclusion program to ensure a unified and inclusive workforce from the state and federal sides of the Military Department. We offer training and in person guidance to employees of the organization on cultural diversity, anti-discrimination policies and maintaining a professional workplace. In the Affirmative Action Plan year we provided training and supporting materials to the majority of the staff and supervisors, both

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federal and state on Creating a Welcoming Environment, Discrimination and Harassment Free Workplace, and Maintaining a Professional Workplace. Also in the plan year we provided training and materials to supervisors, both federal and state, on hiring practices and performance management. Emphasis was placed on fair and equal treatment and employing inclusive, non-discriminatory practices.

### **e. Leadership Development and Training Programs**

The Adjutant General Personnel office makes available training to all supervisors and managers and aspiring managers in the form of in person classes, I-Learn Oregon classes and offerings such as Department of Administrative Services Management and Leadership classes and the Willamette Management Program. The diversity of employees attending or offered leadership or management training has not been tracked specifically, but it follows the diversity of the agency; primarily veterans, employees of both genders, employees with disabilities (hidden and apparent) and racial diversity, including White, Hispanic, African American, Asian, and Mix Race individuals. While we do not track the EEO statistics of employees who have attended leadership training and are promoted as a result of the training, the agency provides opportunities for employees to experience management and leadership roles through work-out-of-class and lead work designations to employees showing interest and aptitude to assume the role of lead worker or a manager. The organization also utilizes cross-training opportunities in effort to broaden the knowledge of employees and to prevent only one employee having knowledge of certain types of work.

### **E. Update: Executive Order 16-09 (See Enclosure 3):**

#### **a. Respectful Leadership Training**

The Adjutant General's Personnel Office has held various manager and employee trainings related to cultural competency assessment throughout the state. Training topics include – Violence in the Workplace, Harassment and Discrimination, Maintaining a Professional Workplace and Creating a Welcoming Environment.

#### **b. Exit Interview Survey**

This agency sends all prior employees an exit survey and an offer to contact the Director of Adjutant General Personnel to discuss his or her employment experience. The survey results indicate the reasons for leaving were wages and benefits and little advancement opportunities.

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

Management performance evaluations are completed annually. Managers are expected to pay attention to diversity and inclusion and being proactive in recruitment and hiring of a diversified workforce.

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### **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 construction throughout the state. Our Adjutant General's Controllers Division procures goods and services for the rest of the agency.

Covering period July 1, 2015 to June 30, 2016:

Purchasing Log (i.e., PO's issued)

Total # PO's issued by AGI: 574

Total # PO's issued to MBE/DBE/Women -owned, SBE: 10

Percentage of PO's issued to MBE/DBE/Women -owned, SBE: = 1.7%

Contract Log

Total # of contracts awarded by AGI: 43

Total # of contracts awarded to MBE/DBE/Women -owned, SBE: 3

Overall percentage of AGI contracts awarded to MBE/DBE/Women -owned, SBE: 7%  
(6.97%)

Total amount of all awarded contracts: \$15,456,036

Total amount of contracts awarded to MBE/DBE/Women -owned, SBE: \$254,297

Overall percentage of AGI funding for contracts awarded to MBE/DBE/Women -owned, SBE:  
1.6%.

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

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

##### **a. Director/Administrators**

The Adjutant General (agency head) 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 Adjutant General Deputy Director (state) ensures division directors 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. She also advocates for the Affirmative Action Plan during executive sessions and monitors recruitment processes.

##### **b. 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 the components of the Affirmative Action plan in order to properly manage and supervise subordinate employees.

##### **c. 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.

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### **IV. July 1, 2015 - June 30, 2017**

#### **A. Accomplishments:**

The Affirmative Action Officer attends recruitment meetings and/or keeps on top of the information. Recruiting efforts are always underway to locate and target a diversified workforce when advertising for positions. The state as a whole is flexible in looking at work and military experience and translating the skills into job requirements. Training and coaching is given to managers in assessing applicants to ensure managers are hiring based on qualifications for the job with federal and state requirements for hiring Veterans or diversity when finalist are tied. Training and coaching is also given to managers to create a welcoming interview, ensuring isles are clear, panels are diverse and panelists make an effort to really understand a candidate's strengths and weak areas, and to give up pre-conceived notions about people. Routinely, diversity language is added to all recruitment announcements and is centered to attract attention. Managers are expected to create and maintain an inclusive atmosphere for all individuals either interviewing for positions or working for the agency. Extensive training was given to the majority of the workforce, including federal and state managers and employees on Discrimination and Harassment Free Workplace, Maintaining a Professional Workplace and Creating a Welcoming Environment.

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

The following information provides an update of the Oregon Military Department's progress toward the 17-19 biennium goals and programs for the agency's six year plan.

The Oregon Military Department statistical available data information through June 30, 2016 reflects 445 employees. The State uses the Civilian Labor Force (CLF) as the comparison for hiring outcomes. The summary of percentages show: 89.2% White, 10.7% People of Color (POC), 1.34% African American, 5.62% Hispanic, 2.25% Asian Pacific, 1.57% Native American, 2.24% Disabled, 27.2% are women.

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Employee Statistical Data Table:

Ethnicity	Jun-14	Jun-16	
White	89.42	89.2	-
POC	10.58	10.7	+
Black	1.72	1.34	-
Hispanic	4.96	5.62	+
Asian Pacific	2.59	2.25	-
Native American	1.29	1.57	+
Disabled*	2.77	2.24	-
Women	23.32	27.2	+

\*As with all affirmative action statistics we rely upon an employee to self-report. Some employees have stated they have chosen not to report a disability because the disability has not been an impediment to their work. Some employees have reported they do not wish to report their ethnicity.

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. In the Affirmative Action Plan year, one of our Division Directors was female, two Division Deputy Directors were female, and several management positions in leadership roles were female. One goal with the Military Department is to employ veterans. The Veteran workforce understands the mission and can relate to the urgency in which the duties of the civilian workforce must be accomplished. 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 minority 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.



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### **V. July 1, 2017 – June 30, 2019**

#### **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. Ensure diversity and inclusion language is in each manager and supervisory position descriptions. Ensure diversity language remains in all job announcements, with the language placed in the center of the recruitment in order to be clearly recognized. We will continue to provide lessons and expectations for managers and supervisors for continuing to grow our diverse work force. We will actively look at affirmative action statistics for the agency by reviewing affirmative action reports from the NeoGov system.

We will continue to recruit for a diverse applicant pool and provide jobs to the most qualified individuals which will always include Veterans and diverse applicants.

#### **B. Strategies and Timelines for Achieving Goals:**

In the next biennium:

We will increase our outreach to diverse applicant pools.

We will continue to provide training to our managers on Diversity and Inclusion in the workforce.

We will continue to provide training to employees on Discrimination and Harassment-Free Workplace, Maintaining a Professional Workplace and Creating a Welcoming Environment.

We will continue to train managers and interview panels on screening techniques to get the best information from candidates.

We will continue to make leadership and management training opportunities available to management and the rest of the workforce.

We will continue to give leadership opportunities to employees through work-out-of-class or lead work.

We will continue to partner with the Federal Diversity and Inclusion Counsel to ensure the Military Department is acting in concert with the federal and state side.

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## **VI. Appendix A – State Policy Documentation**

- A. ADA and Reasonable Accommodation Policy (Statewide Policy 50.020.10–**Enclosure 1**)
- B. Discrimination and Harassment Free Workplace (Statewide Policy 50.010.01–**Enclosure 2**)
- C. Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01–**Enclosure 3**)
- D. Veterans Preference in Employment (105-040-0015-**Enclosure 4**)
- E. Equal Opportunity and Affirmative Action Rule (105-040-0001-**Enclosure 4**)
- F. Executive Order 16-09-**Enclosure 5**

## **VII. Appendix B – Federal Documentation**

- A. Age Discrimination in Employment Act of 1967 (ADEA)
- B. Disability Discrimination Title of the Americans with disability Act of 1990
- C. Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the civil Rights Act of 1964
- D. Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination act of 2008 (GINA)
- E. National Origin Discrimination Title VII of the Civil Rights Act of 1964
- F. Pregnancy Discrimination Title VII of the Civil Rights Act of 1964
- G. Race/Color Discrimination Title VII of the Civil Rights Act of 1964
- H. Religious Discrimination Title VII of the Civil Rights Act of 1964
- I. Retaliation Title VII of the Civil Agency Affirmative Action Policy
- J. Sex-Based Discrimination Title VII of the Civil Rights Act of 1964
- K. Sexual Harassment Title VII of the Civil Rights Act of 1964

## **VIII. Appendix C – Agency Documentation in Support of its Affirmative Action Plan**

To include but not limited to internal policies and procedures for implementation of Affirmative Action Plan goals, particularly around recruitment, retention, and development/advancement.

- A. Organizational Charts (**Enclosure 6**)
- B. Agency Affirmative Action Policy (**Enclosure 7**)
- C. Command Policy #104 – Discrimination & Sexual Harassment (**Enclosure 8**)
- D. Command Policy #113 – AEP & AAP (**Enclosure 9**)
- E. Command Policy #107 - Reasonable Accommodation (**Enclosure 10**)
- F. Command Policy #139 – Diversity & Inclusion (**Enclosure 11**)

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### **IX. Appendix D – Additional Federal Documentation (if applicable)**

- A. Agency-specific Federal reporting requirements
- B. Executive Order 11246 (OFCCP regulations)