

2019-2021 Affirmative Action/Diversity & Inclusion Plan Guidelines

OREGON MILITARY



DEPARTMENT

Maj Gen Michael E. Stencel, The Adjutant General
Major General George White Head Quarters
230 Geer Drive NE Salem OR 97301
503-584-3980



Oregon Military Department

Affirmative Action Plan 2019-2021

Table of Contents

<u>INTRODUCTION</u>	Cover Page	Pages
I.	Description of the Agency	
	A. Mission and Objectives.....	1-4
	B. Maj Gen Michael E. Stencel, Agency Director.....	4
	C. Constantin Severe, Policy Advisor.....	4
	D. Michelle L Chain, Diversity Inclusion Officer.....	4
	E. Contact Information.....	4-5
	F. Organizational Chart (Enclosure 1).....	5
II.	Affirmative Action Plan	
	A. Agency Affirmative Action Policy Statement / Agency Diversity & Inclusion Statement.....	5-6
	B. Policy (Enclosure 2).....	6
	a. Agency AA Policy/DI Statement/State and Federal Employment Law	
	b. Complaint Options	
	i. Formal/Informal	
	ii. Contact Information	
	iii. Complaint Information.....	7
	C. Employment.....	7
	a. Agency implements equity in:	
	i. Hiring	
	ii. Retention	
	iii. Promotion	
	iv. Succession Planning	
	b. Are the methods effective?.....	7-8
	D. Programs.....	8
	a. Training Overview.....	8
	b. Employees.....	8-9
	c. Volunteers.....	9
	d. Contractors/Vendors	

E. Leadership Development/Training Program(s).....	9
a. EEO data of trainees	
b. Results of development/training program.....	10
F. Programs	
a. Internship Programs	
b. Mentorship Programs	
c. Diversity Awareness Programs.....	10-11
i. Agency-Wide Diversity Council.....	11
ii. Employee Resource Groups (ERG's)	
G. Community Engagement.....	11-12
H. Updates: Executive Order 17-11 (Enclosure 3).....	12
a. Respectful Leadership Training	
b. Exit Interview Survey.....	13
c. Performance Evaluations of all Management Personnel	
I. Status of Contract to Minority Businesses (OAR 659A.015).....	14
a. Agency COBID reporting details	
i. Agency total contract budget (dollars)	
ii. Total number of contracts	
iii. Total number of contracts with COBID firms	
iv. Total contract dollars spent on COBID contracts	
III. Roles for Implementation of Affirmative Action Plan	
A. Specific, active engagement, and/or innovative activity.....	15
a. Director/Administrator	
b. Managers/Supervisors	
c. Affirmative Action Representative	
IV. July 1, 2017 – June 30, 2017	
A. Accomplishments.....	16
B. Progress made or list since previous biennium.....	16-17
V. July 1, 2019 –June 30, 2021	
A. Goals for your Affirmative Action Plan.....	18
B. Strategies and timelines for achieving agency goals.....	18
VI. Appendix A – State Policy Documentation	19
<i>(Includes hyperlinks to policies)</i>	
A. ADA and Reasonable Accommodation Policy (Statewide Policy 50-020-10)	
B. Discrimination and Harassment Free Workplace (Statewide Policy 50.010.01)	
C. Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01)	
D. Veterans Preference in Employment (105-040-0015)	
E. Equal Opportunity and Affirmative Action Rule (105-040-0001)	
F. Executive Order 17-11	
VII. Appendix B – Federal Documentation	19-20
<i>(Includes hyperlinks to policies)</i>	
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....20

- A. Organizational Charts (**Enclosure 1**)
- B. Agency Affirmative Action Policy (**Enclosure 2**)
- C. Command Policy Memorandum #104-Discrimination & Sexual Harassment (**Enclosure 3**)
- D. Command Policy Memorandum #113-AEP & AAP (**Enclosure 5**)
- E. Command Policy Memorandum #107-Reasonable Accommodation (**Enclosure 6**)
- F. Command Policy Memorandum #139-Diversity & Inclusion (**Enclosure 7**)

IX. Appendix D – Additional Federal Documentation (if applicable).....20

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



OREGON MILITARY DEPARTMENT
JOINT FORCE HEADQUARTERS, OREGON NATIONAL GUARD
OFFICE OF THE ADJUTANT GENERAL
1776 MILITIA WAY
P.O. BOX 14350
SALEM, OREGON 97309-5047

June 28, 2019

Mr. Steve Lee, Affirmative Action Manager
Diversity, Equity and Inclusion
Office of the Governor
900 Court Street NE, Suite 254
Salem, OR 97301

Dear Mr. Lee:

Enclosed you will find the 2019-2021 Affirmative Action Plan for the Oregon Military Department.

We appreciate the time you have spent reviewing it and have implemented your recommendations.

If you have any questions please feel free to contact us through our Personnel Director Tracy Garcia at 503-584-3865 or through email Tracy.garcia@mil.state.or.us.

Sincerely,

Michael E. Stencel
Major General
The Adjutant General

Oregon Military Department

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.

Oregon Military Department

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 wears another hat as a federal employee and Airman responsible to the National Guard Bureau and the President of the United States. The Adjutant General functions as the Director of the Agency and has command of approximately 8,100 soldiers, airmen/women and state and federal employees. Reporting to The Adjutant General are 5 subordinate commands: the Interagency Command, Adjutant General Deputy Director (state), Commander of Joint and Domestic Support (federal), Commander Joint and Domestic Operations (federal), Commander Land Component (federal), and the Commander Air Component (federal).

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!*

Oregon Military Department

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, and Fire Departments, Security Forces, Environmental, STARBASE and Civil Engineering at both 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, Affirmative Action, Pay Equity, Workers' Compensation, Safety and Americans with Disabilities Act Amendments Act program 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, procurement and payroll.

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. The program helps to create the next generation of productive citizens. Approximately 300 students complete the program annually. Students leave the program with one of four plans: return to high school, go to college, go into the Military or have a job.

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. The office coordinates and maintains a statewide emergency services system for emergency and disaster communications. The office awards grant funding to local governments, coordinates search and rescue efforts, and the State 9-1-1 Program. The Drought Council and Oregon Seismic Safety Advisory Commission also operate out of the Office of Emergency Management. The State Communication Center within the office may be activated in a multi-jurisdictional emergency or disaster and serve as the communications hub to ensure all participating response agencies are coordinated. The office supports 18 emergency Support Functions and more than 50 tribal and county local emergency management offices around the state.

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

Oregon Military Department

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 and as part of the community the Kingsley Field Fire Department responds to emergencies under mutual aid agreements. STARBASE teaches science, technology, math, and engineering (STEM) in a lab-based environment to Fifth Grade students from Title I schools. The purpose of the program is to inspire students who come from lower socio-economic areas to pursue interest in STEM topics. Approximately 2,400 Fifth Grade students attend the program annually. Civil Engineering cares for building and ground maintenance and infrastructure needs. Environmental employees ensure air, water and other environmental factors are safe on the air bases in accordance with state and federal regulations.

B. Name of Agency Director/Administrator:

The Oregon Military Department (OMD) is commanded by The Adjutant General, who is appointed by the Governor. Maj Gen Michael E. Stencel assumed duties as The Adjutant General for Oregon on August 15, 2016. 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 230 Geer Drive NE, Salem, OR 97301.

C. Name of Governor's Policy Advisor:

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

D. Name of Affirmative Action Representative:

Michelle L. Chain, Human Resource Analyst I
Tracy Garcia, Director Adjutant General Personnel is the Executive Sponsor

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

Michelle L. Chain has been appointed as the Affirmative Action Representative for OMD, under the direction of the Director Adjutant General Personnel. She is located in the Adjutant

Oregon Military Department

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 503-584-3581.

F. Organizational Chart:

See Enclosure 1– Command of the Oregon Military Department, and Executive Management Team (State Programs).

II. Affirmative Action Plan

A. Agency Affirmative Action Policy Statement / Agency Diversity & Inclusion Statement:

Affirmative Action Statement:

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

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, or any other protected class in state or federal law. Improper interference with the ability to the Oregon Military Department employees to perform their expected job duties is absolutely not tolerated.

Oregon Military Department

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.

B. Policy:

See Enclosure 2 – Policy 99.300.04 Equal Employment Opportunity and Affirmative Action.

a. Agency AA Policy / DI Statement / State and Federal Employment Law:

- i. Accessible to Employees and Partners? Yes**
- ii. Where are they located? Posted online**
- iii. How can they access them? Computer**

b. Complaint Options:

i. Formal / Informal:

- A.** Complaints may be filed with the Agency's Affirmative Action Officer in the State Personnel Office (AGP) within 30 calendar days of the alleged act or upon knowledge of occurrence.
- B.** Grievances may be filed in accordance with a collective bargaining agreement.
- C.** Complaints may also be filed with the Bureau of Labor and Industries (BOLI) or the Equal Employment Opportunity Commission (EEOC).
- D.** The Agency's Affirmative Action Officer shall immediately investigate complaints concerning discrimination or EEO issues.
- E.** Those complaints filed with BOLI or EEOC will be processed in accordance with the respective agency's procedures.

ii. Contact Information:

- Agency Affirmative Action Officer – Michelle L Chain 503-584-3581
- Director Adjutant General Personnel – Cynthia L. Forest 503-584-3865
- Bureau of Labor and Industries (BOLI)
- Equal Employment Opportunity Commission (EEOC)
- American Federation of State, County and Municipal Employees (AFSCME) Local 3932 / Council 75
- International Association of Firefighters (IAFF) Local 3340 – Kingsley Firefighters Association, Inc.
- International Association of Firefighters (IAFF) Local 1660 – Portland Air National Guard Firefighters.

Oregon Military Department

iii. **Complaint Information:**

Complaints may be filed in the State Personnel Office (AGP). Complaints filed with BOLI or EEOC will be processed in accordance with the respective agency's procedures. The agency will begin an investigation as soon as practicable, and will issue a response to the complainant.

C. **Employment**

a. **Agency implements equity in:**

i. **Hiring:**

The agency is very active in attending and participating at career fairs, to include the Department of Public Safety Standards Training (DPSST), Chemeketa Community College, and the Veteran's career fairs. These career fairs draw a diverse population of applicants. The agency performs a pay equity analysis for every new hire, to ensure they are equitable with others in state service.

ii. **Retention:**

Health and retirement benefits available through the State of Oregon and career advancement opportunities, as well as a generous variety of paid leaves and protected leaves and an Employee Assistance Program. Employees become a part of the mission of the Military Department, which is a service greater than oneself; inspiring service, dedication and loyalty.

iii. **Promotion:**

Promotions are open to all current agency employees to apply. The agency performs a pay equity analysis for every employee promoted, to ensure they are equitable with others in the classification promoted to.

iv. **Succession Planning:**

Work-Out-of-Class, developmental and leadwork opportunities are available to current employees. The agency has pockets of positions that are in a natural line of progression for qualified individuals such as the Group Life Coordinator series and the Accounting Series.

b. **Are your methods effective?**

Yes, the agencies methods are effective to a degree. There are limited opportunities for promotion into management positions. The agency reduced the number of supervisors

Oregon Military Department

due to House Bills 4131 and 3165, Supervisory to Non-Supervisory ratios. This created less opportunities for employees to progress into supervisory positions. This also increased the workload of existing supervisory positions making the positions look less attractive. With the latest revisions to these bills, the agency may now request additional supervisors, thus creating more opportunities for advancement.

D. Training, Education, and Development Plan (TEDP):

a. Training Overview:

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 and numerous classes offered from the National Guard Bureau. 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 Caucasian, Hispanic, African American, Asian, Pacific Islander 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. All agency employees participate in annual trainings on Preventing Sexual Harassment and Maintaining a Harassment Free and Professional Workplace and Cyber-Security training.

b. 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.

Oregon Military Department

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 Environment (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. Also, all employees have taken on-line trainings in the above and will do so annually.

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 (Suicide Prevention) Program for federal employees and through the Public Employees Benefit Board for state employees.

c. Volunteers:

We have volunteers in various locations including interns at the Office of Emergency Management and the Museum at Camp Withycombe, in addition to interns in our Environmental program. Our STARBASE program utilizes volunteers in the capacity of guest speakers to talk about their expertise. For example, a former Airforce Pilot talks to the youth about aerodynamics and flying jets. Our Oregon Youth Challenge Program has a volunteer board, to sponsor fund raising efforts and a scholarship program for the youth. The Youth Challenge Program also utilizes volunteer mentors to track the progress of the youth one-year post graduation from Youth Challenge. These individuals are given relevant training for their positions.

d. 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.

E. Leadership Development / Training Program(s):

a. EEO data of trainees:

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

Oregon Military Department

and offerings such as Department of Administrative Services Management and Leadership classes and the Willamette Management Program.

b. Results of development / training 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 Caucasian, Hispanic, African American, Asian, Pacific Islander 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.

F. 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, such as the Office of Emergency Management and the Environmental Program.

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. Diversity Awareness Programs:

Oregon Military Department

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 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.

- i. **Agency-Wide Diversity Council:** We partner with the Federal Diversity and Inclusion council on agency-wide matters. The state Adjutant General Personnel office reviews and edits agency-wide policies (Command Policy Memorandums) on Affirmative Action and Harassment and Discrimination Free Workplace.
- ii. **Employee Resource Groups (ERG's) / Affinity Groups:** The agency provides resources to employees through web-connections and paper literature.

G. Community Engagement:

The Oregon Military Department participates in extensive community outreach through both the Soldiers and Airmen and the State Civilian workforce. We advertise or participate in health, wellness and job fairs from the state side along with participating in the annual Charitable Food Drive, the Governor's Food Drive, the Governor's Toy Drive as well as toy drives for the children of Military Members. 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.

The Oregon Youth Challenge Program has eight core components. The core components are designed to educate and produce youth that will become productive members of the community upon graduation. One of the components is Service to the Community. The cadets are to complete a minimum of 80 hours of service to community/conservation projects, which include:

- 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)

Oregon Military Department

- 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

The STARBASE programs currently located at Kingsley Field in Klamath Falls and Portland Air National Guard Base in Portland, advertise through the local Title I schools to offer programs in Science, Technology, Engineering and Math (STEM). This program is a valuable service from multiple aspects. STARBASE takes the mystery out of science, technology, engineering and math and offers it in an understandable way to young people. STARBASE inspires young people to go into STEM professions where they may never have considered it before. Additionally, some of the school districts have limited ability to offer these programs themselves so STARBASE fills a void left by school budget reductions. 100% of Klamath Falls schools are Title I, which means every child educated in Klamath school district attends STARBASE. Plans are underway to offer a third STARBASE program at Camp Rilea, an Army Base in Warrenton which is on the Oregon Coast in a school district also considered Title I.

The employees of the Kingsley Field National Guard Air Base are involved as active members of their community in Klamath Falls and as such they are loved and appreciated by the citizens. Kingsley Field hosts Century Eagle. This is a major event for the community and the Air Force and draws thousands of people to Klamath Falls, stimulated the economy and creates a sense of comradery and pride among the Base employees and the town. Additionally, the Fire Department is involved with a number of mutual aid agreements to offer assistance and support for other local fire departments during emergencies. The Base sponsors or participates in fund raising events as well.

The employees at Camp Rilea Army Base participate in local parades and community events and ensure interaction with the community. The employees sponsor large annual fund raisers in support of the Governor's Food Drive and raise substantial sums of money to support the local food bank. The base rents space to businesses such as the Port Light Café. Members of the community can come on the base to dine. A power line-man/woman training school is held at Camp Rilea for people pursuing careers with or are already employed with power companies. Many schools hold youth activities at Camp Rilea as well.

H. Updates: Executive Order 17-11 (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. In spite of these efforts only 11 employees responded over a two year time period. The survey results indicate the top reason for leaving was the salary and the second top reason was dissatisfaction with the supervisor.

c. Performance Evaluations of all Management Personnel

Management performance evaluations are completed annually. Managers are trained and evaluated on workforce equity, diversity and inclusion, being proactive in recruitment and hiring of a diversified workforce.

Oregon Military Department

I. Status of Contracts to Minority Businesses (ORS 659A.015):

The Oregon Military Department (OMD) makes considerable efforts to attract certified businesses by making opportunities accessible on the Oregon Procurement Information Network (ORPIN).

All OMD contracting opportunities exceeding the direct negotiate threshold of \$10,000 are posted on ORPIN, which provides notice of these opportunities to COBID certified firms, with the exception of:

- ORS 190 agreements which are agreements with other State of Oregon agencies, units of local government, tribes, the federal government, or other state governmental entities.
- Janitorial and landscaping contract opportunities are first offered to Qualified Rehabilitation Facilities, by statute.
- Many of OMD's procurements are obtained through Department of Administrative Services (DAS) Statewide Price Agreements e.g. copier leasing, federal compliance auditing services, and software service agreements. DAS Price Agreement solicitations are also posted in ORPIN where COBID firms are invited to submit proposals and bids.

Additionally, as part of its "Buy Decision" pursuant to OAR 125-247-0200(2), for all open market purchases under \$10,000, OMD seeks COBID participation by actively searching the COBID directory for the needed services.

Covering period **July 1, 2016 to June 30, 2018** OMD awarded 1093 construction related, services and/ or personal services contracts ("Services Contracts") totaling in **\$41,475,219.55**. Of this total, **24** Services Contracts were awarded to COBID firms totaling in **\$581,439.69**.

III. Roles for Implementation of Affirmative Action Plan

A. Specific, active engagement, and/or innovative activity of:

a. Director/Administrator

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 Deputy Director of State Affairs (Agency Deputy Director) ensures State 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 Director's responsibility to ensure that affirmative action efforts and results are part of the performance evaluation process for subordinate managers. The State Director Adjutant General Personnel provides oversight of the Affirmative Action Officer in representing The Adjutant General in all matters concerning affirmative action and Equal Employment Opportunity 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 and the Director Adjutant General Personnel addresses discrimination complaints and diversity questions. The Affirmative Action Officer is responsible for posting diversity information and resources where employees may view it.

Oregon Military Department

IV. July 1, 2017 – June 30, 2019

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, education 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 has 478 total positions, including temps, limited duration and seasonal, the majority of which are full time. Over 60 positions are part-time. Some positions have multiple employees who work less than quarter time and share positions. The State uses the Civilian Labor Force (CLF) as the comparison for hiring outcomes. DAS CHRO reports show the agency as having 430 filled positions. The summary of percentages as displayed by DAS show: Caucasian (373) 87%, People of Color (46) 10.7%, African American (5) 1.7%, Hispanic (29) 7%, Asian Pacific Islander (6) 1.4%, Native American (6) 1.4%, Disabled (10) 2.23% and Women (121) 28%. These statistics are self-reported by employees.

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. The percentage of women in our workforce increased by .8 %. The percentage of People of Color stayed the same. The percentage of African Americans increased by .36%; Hispanic increased by 1.38%. Asian Pacific Islanders decreased by .85%, Native Americans decreased by .17% and people who have reported disabilities decreased by .01%. The percentage of Caucasians decreased by 2.2%. As part of our six year plan, we hope to increase by 2% overall for minority and disability populations.

Oregon Military Department

Employee Statistical Data Table*:

Ethnicity	June-16	June-18	
Caucasian	89.2	87	-
People of Color	10.7	10.7	
African American	1.34	1.7	+
Hispanic	5.62	7	+
Asian Pacific	2.25	1.4	-
Native American	1.57	1.4	-
Disabled	2.24	2.23	-
Women	27.2	28	+

*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 stating they do not want others to believe they achieved their position by something other than hard work, education and experience.

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. Incidentally, during the plan year, the Commanders of the Oregon Air and Army National Guard were female. An ongoing goal of the Military Department is to employ veterans. The Veteran workforce understands the mission of the Oregon Military Department 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. 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, the Employment Department and the Tribes. 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 also place recruitment announcements on the federal Oregon National Guard website. Our goals are always to find a variety of ways to expand our outreach efforts in bringing a diverse workforce to the Oregon Military Department.

Oregon Military Department

V. July 1, 2019 – June 30, 2021

A. Goals for Affirmative Action Plan:

The Oregon Military Department will continue to make efforts to recruit a diverse workforce and provide role models and training for supervisors and employees on 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 include diversity and inclusion language to each manager and supervisory position descriptions. We include diversity language to all of the job announcements. The language is in the center of the recruitment in order to be clearly recognized.

We are simplifying the recruitment announcements and process for applying for positions within the organization. Such action makes applying for state positions easier, more appealing and applicants are not turned off by an arduous application process. These efforts should attract a diverse applicant population. The new process lets applicants self-certify that they are qualified for a position and we are not placing such heavy emphasis on exact number of months worked but more on the type of work performed and what specific credentialing may be needed. The new recruitment system will allow an applicant to apply for a job from a cell phone by merely uploading their resume, which in turn will self-populate an application.

We continue to provide lessons and expectations for managers and supervisors for continuing to grow our diverse work force. We will look at affirmative action statistics for the agency by reviewing Affirmative Action reports from the NeoGov system. We will continue to provide job notices to our returning veterans in order to recruit and fill future vacancies. We will continue 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.

B. Strategies and timeline for achieving agency goals:

In the next biennium:

We will increase our outreach to diverse applicant pools through modernization of the application system and marketing efforts.

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

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

We will train hiring managers and panelists on screening techniques to get good information from candidates without asking illegal or inappropriate questions.

We will make leadership and management training opportunities available as they arise.

We will partner with the Federal Human Resource Office to investigate complaints and to promote unity among Federal and State staff.

VI. Appendix A – State Policy Documentation

<https://www.oregon.gov/das/Pages/policieshr.aspx>

- A. ADA and Reasonable Accommodation Policy (Statewide Policy – 50.020.10)
<https://www.oregon.gov/das/Policies/50-020-10.pdf>
- B. Discrimination and Harassment Free Workplace (Statewide Policy – 50.010.01)
<https://www.oregon.gov/das/Policies/50-010-01.pdf>
- C. Employee Development and Implementation of Oregon Benchmarks for Workforce Development (Statewide Policy 50.045.01)
<https://www.oregon.gov/das/Policies/50-045-01.pdf>
- D. Veteran Preference in Employment (105-040-0015)
<https://secure.sos.state.or.us/oard/displayChapterRules.action?selectedChapter=33>
- E. Equal Opportunity and Affirmative Action Rule (105-040-0001)
<https://secure.sos.state.or.us/oard/viewSingleRule.action?ruleVrsnRsn=1194>
- F. Executive Order 17-11
https://www.oregon.gov/gov/Documents/executive_orders/eo_17-11.pdf

VII. Appendix B – Federal Documentation

<https://www.eeoc.gov/>

- A. Age Discrimination in Employment Act of 1967 (ADEA)
<https://www.eeoc.gov/laws/types/age.cfm>
- B. Disability Discrimination Title 1 of the Americans with Disability Act of 1990
<https://www.eeoc.gov/laws/types/disability.cfm>
- C. Equal Pay and Compensation Discrimination Equal Pay Act of 1963, and Title VII of the Civil Rights Act of 1964
<https://www.eeoc.gov/laws/types/equalcompensation.cfm>
- D. Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)
<https://www.eeoc.gov/laws/types/genetic.cfm>
- E. National Origin Discrimination Title VII of the Civil Rights Act of 1964
<https://www.eeoc.gov/laws/types/nationalorigin.cfm>
- F. Pregnancy Discrimination Title VII of the Civil Rights Act of 1964

Oregon Military Department

<https://www.eeoc.gov/laws/statutes/pregnancy.cfm>

G. Race/Color Discrimination Title VII of the Civil Rights Act of 1964

https://www.eeoc.gov/laws/types/race_color.cfm

H. Religious Discrimination Title VII of the Civil Rights Act of 1964

<https://www.eeoc.gov/laws/types/religion.cfm>

I. Retaliation Title VII of the Civil Agency Affirmative Action Policy

<https://www.eeoc.gov/laws/types/retaliation.cfm>

J. Sex-based Discrimination Title VII of the Civil Rights Act of 1964

<https://www.eeoc.gov/laws/types/sex.cfm>

K. Sexual Harassment Title VII of the Civil Rights Act of 1964

https://www.eeoc.gov/laws/types/sexual_harassment.cfm

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 1**)

B. Agency Affirmative Action Policy (**Enclosure 2**)

C. Command Policy Memorandum #104 – Discrimination & Sexual Harassment (**Enclosure 4**)

D. Command Policy Memorandum #113 – AEP & AAP (**Enclosure 5**)

E. Command Policy Memorandum #107 – Reasonable Accommodation (**Enclosure 6**)

F. Command Policy Memorandum #139 – Diversity & Inclusion (**Enclosure 7**)

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

A. Agency-specific Federal reporting requirements

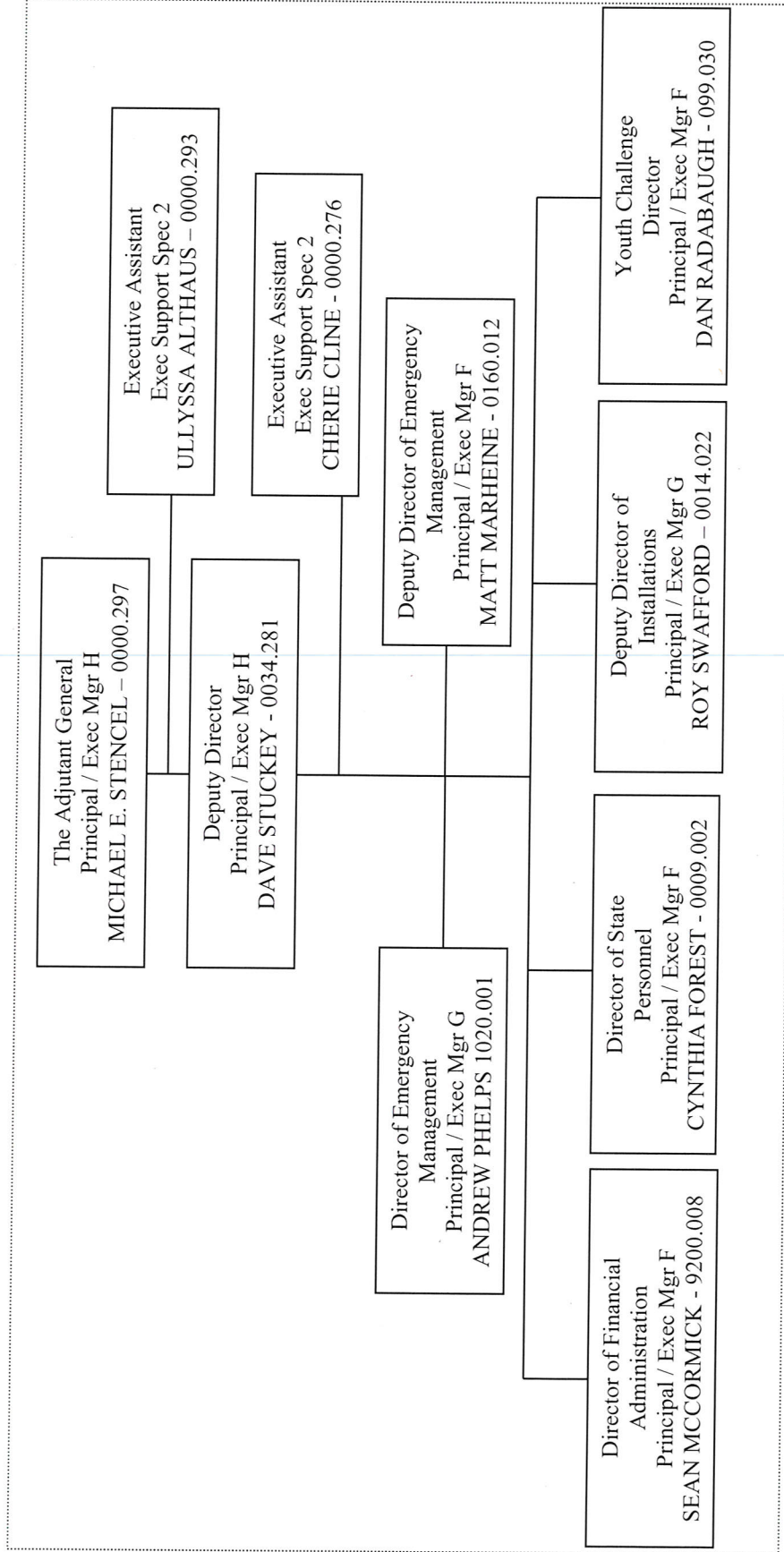
B. Executive Order 11246 (OFCCP regulations)

<https://www.eeoc.gov/eeoc/history/35th/thelaw/eo-11246.html>

Oregon Military Department

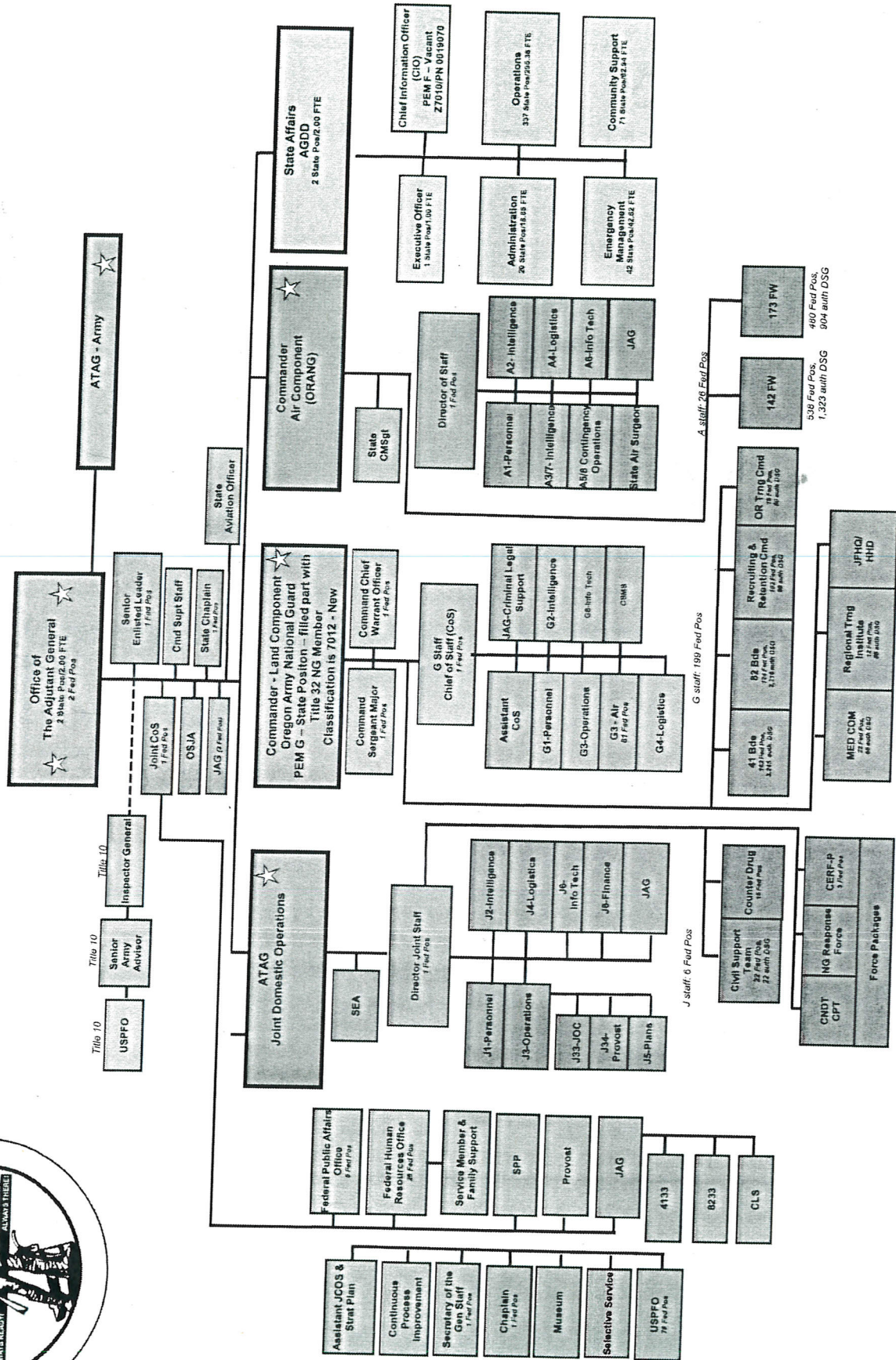
Executive Management Team

Updated: 20 August 2018 (PPDB PICS)





Oregon Military Department



PERSONNEL POLICIES AND PROCEDURES
OREGON MILITARY DEPARTMENT
AGP POLICY 99.300.04

Subject: Equal Employment Opportunity and Affirmative Action

Applicability: Applicants and State Employees

Effective Date: 1 July 2008 (Revised)

References: Command Policy Memoranda #104 and #113

I. PURPOSE: The Oregon Military Department (OMD) will continue its efforts to reflect the diversity of Oregon and to provide fair and equal employment opportunity and practices.

II. SCOPE: Employment-related decisions shall be made in a non-discriminatory manner in order to provide equal employment opportunities to all applicants and employees. These decisions include the following: hiring, promotion, demotion, transfer, termination, layoff, training, compensation, benefits and performance evaluations.

III. DEFINITIONS:

A. Affirmative Action Plan ("AA Plan"): The Plan for each biennium, which contains agency goals and programs for the continuation of OMD's efforts to diversify its workforce.

B. Equal Employment Opportunity ("EEO"): Employment opportunities to include hiring, promotion, transfer, training, and compensation are based on relative knowledge, experience, and skills determined by competition without regard to race, color, sex, religion, national origin, age (for persons age 40 and older) or disability or other non-job-related factors.

C. Good Faith Efforts: Significant measurable attempts to reach affirmative action goals and to carry out the intent of the AA Plan.

IV. STANDARDS: The Agency's Affirmative Action Plan shall be incorporated in the Agency's day-to-day operations in order to practice the principles of cultural tolerance and to be proactive in increasing the diversity of the workforce.

V. COMPLAINT PROCESS: This policy shall not cause the preclusion of any person's right to file a formal grievance/complaint.

A. Complaints may be filed with the Agency's Affirmative Action Officer in the State Personnel Office (AGP) within 30 calendar days of the alleged act or upon knowledge of occurrence.

B. Grievances may be filed in accordance with a collective bargaining agreement.

C. Complaints may also be filed with the Bureau of Labor (BOLI) and Industries or the Equal Employment Opportunity Commission (EEOC).

D. The Agency's Affirmative Action Officer shall immediately investigate complaints concerning discrimination or EEO issues.

PERSONNEL POLICIES AND PROCEDURES
OREGON MILITARY DEPARTMENT
AGP POLICY 99.300.04

E. Those complaints filed with BOLI or EEOC will be processed in accordance with the respective agency's procedures.

VI. RESPONSIBILITIES:

A. The Adjutant General:

1. Sets Agency's policies concerning equal employment opportunity processes and affirmative action.
2. Initiates action, directly or through an authorized designee, on reported activities contrary to the Agency's policy.

B. The Deputy Director of State Affairs:

1. Ensures Directorates under his direction are aware of the AA Plan's goals and objectives and that they create a positive atmosphere for achieving success in meeting those goals.
2. Periodically reviews personnel practices to identify barriers to equal employment and upward mobility opportunities and directs appropriate remedial action if necessary.
3. Be available to meet with organizations which foster advancement of the interests of women, people of color and those with disabilities.
4. Ensures that affirmative action efforts and results are part of the performance evaluation process for subordinate managers.

C. State Personnel Director:

1. Provides oversight of the Affirmative Action Officer in representing The Adjutant General in all matters concerning Affirmative Action and EEO activity.
2. Continues advocacy for the AA Plan during executive sessions.
3. Monitors recruitment processes.
4. Ensures that managers' evaluations contain criteria to meet affirmative action goals and that training on performance appraisal processes is provided.
5. Ensures employees are scheduled for EEO training in accordance with the Agency's Training Plan.

D. Affirmative Action Officer:

1. Develops the biennial Affirmative Action Plan.

PERSONNEL POLICIES AND PROCEDURES
OREGON MILITARY DEPARTMENT
AGP POLICY 99.300.04

2. Collects/analyzes/monitors hiring data and works with management staff to reach goals.
3. Engages in outreach to appropriate institutions and organizations to promote OMD's commitment to affirmative action.
4. Communicates the internal complaint procedures regarding discrimination are made known to all employees and proceeds promptly with fair and unbiased investigations.
5. Trains Agency staff by reviewing policies, procedures, and Agency goals as it relates to Affirmation Action.
6. Conducts investigations on discrimination complaints received within 15 calendar days or notifies the complainant when additional time is needed.

E. Supervisors and Managers:

1. Knows the Agency's EEO policies and procedures, the Command Policy Memorandums, and the AA Plan goals.
2. Maintains a harassment-free work environment.
3. Makes a good faith effort to achieve established AA goals for their respective work unit.
4. Initiates contact with AGP prior to any action taken to investigate discrimination or sexual harassment complaints.
5. Ensures employees are practicing principles of respect and cultural tolerance.

F. All Employees:

1. If a person believes they have been subjected to discrimination, file complaint in a timely manner.
2. Be familiar with the Command Policy Memorandums (referenced above), Agency's EEO policies and AA goals.
3. Practices the principles of respect and cultural tolerance.



RAYMOND F. REES
Major General
The Adjutant General

Office of the Governor State of Oregon



EXECUTIVE ORDER NO. 17-11

RELATING TO AFFIRMATIVE ACTION, EQUAL EMPLOYMENT OPPORTUNITY, DIVERSITY, EQUITY, AND INCLUSION

On January 26, 2005, Governor Kulongoski issued Executive Order 05-01, relating to affirmative action. That Executive Order directed Agency Directors and Administrators to review and discuss their affirmative action plans, to initiate training on affirmative action issues, including affirmative action responsibilities in key job descriptions, and to conduct Cultural Competency Assessment and training.

Since the issuance of Executive Order 05-01, Amendment 08-18, and Amendment 16-09, state agencies have met with the Governor's Affirmative Action Office (GAAO) to review and discuss their affirmative action plans. The Department of Administrative Services (DAS) has completed an audit of position descriptions for the inclusion of affirmative action duties and DAS has shared audit results with GAAO. In lieu of Cultural Competency Assessments, state agencies have committed to Respectful Leadership professional development (as defined in Affirmative Action Plan guidelines) for all staff with specific emphasis on Diversity, Equity, Inclusion, Affirmative Action, and Equal Employment Opportunity.

Significant gains have been made, and there is more work to be done. The State of Oregon remains committed to every person's right to work and advance on the basis of merit, ability, and potential. In order to continue implementation of the goals and policies set forth in Executive Orders 05-01, 08-18, and 16-09, I extend these orders as follows:

NOW THEREFORE, IT IS HEREBY DIRECTED AND ORDERED:

1. The GAAO and each Agency Director and Administrator shall review and discuss each agency's affirmative action plan and affirmative action goals to improve hiring and developmental opportunities.
2. To continue the State of Oregon's progress in promotion of Diversity, Equity, and Inclusion in the workplace, and the elimination of the effects of past and present discrimination, intended or unintended, Agency Directors and Administrators shall:



EXECUTIVE ORDER NO. 17-11

PAGE TWO

- a. Provide ongoing leadership in implementing each agency's affirmative action plan;
- b. Ensure incorporation of affirmative action, diversity, equity, and inclusion responsibilities in executive and/or management job descriptions;
- c. Ensure that all directors, administrators, managers, and coordinators of diversity, equity, and inclusion, affirmative action, and equal employment opportunity, and agency Affirmative Action Representatives attend all GAAO's meetings to assist Representatives and agencies in fulfilling their affirmative action responsibilities. Agencies will annually submit the name of the agency Affirmative Action Representative and immediately inform the GAAO if the representative is changed.
- d. Post each agency's affirmative action policy statement and diversity and inclusion statement in a visible, conspicuous area. The policy statement shall include the name and contact information for the agency's Affirmative Action Representative;
- e. Communicate to all employees about the Affirmative Action resources available within each agency and the important role of Affirmative Action Representatives in responding to employees' concerns of discrimination in the areas of hiring, retention, promotion, and career development;
- f. Track, evaluate, and measure trends in agency discrimination and/or harassment claims, reporting data and findings in the subsequent biennial Affirmative Action Plan/Statement (Affirmative Action Statements are prescribed for agencies with ten or fewer FTE); and
- g. Work to improve implementation of the agency's affirmative action plan through the use of professional development, performance assessments, and/or performance evaluations.



EXECUTIVE ORDER NO. 17-11
PAGE THREE

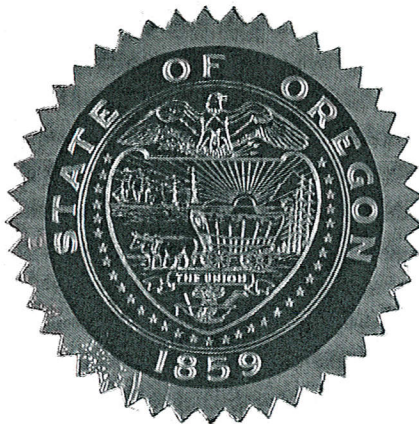
3. Under ORS 659A.012, state agencies are "required to include in the evaluation of all management personnel the manager's or supervisor's effectiveness in achieving affirmative action objectives as a key consideration of the manager's or supervisor's performance." Periodically, DAS shall conduct audits of agencies to determine whether management personnel are being evaluated based on effectiveness in achieving affirmative action objectives. Results of this audit shall be provided to GAAO.
4. GAAO will continue to coordinate with DAS regarding the progression and presentation of statewide professional development designed to improve employees' skills and competency in managing affirmative action, equity, and diversity issues.
5. GAAO will annually monitor agencies' training and implementation of Respectful Leadership as professional development regarding the areas of Diversity, Equity, Inclusion, Affirmative Action, and Equal Employment Opportunity and the internal and external impact of these professional development strategies. Agency Directors and Administrators are expected to implement current, ongoing professional development within their agencies to promote equity.
6. DAS, in conjunction with GAAO and the Oregon Department of Justice, has developed a web-based exit interview survey tool. Agency Directors and Administrators shall allow employees to use state equipment to access the Exit Interview Survey and shall encourage all employees to complete the survey prior to their transfer or departure.
7. GAAO will use all data collected from the Department of Administrative Services (DAS), Bureau of Labor and Industries (BOLI), Oregon Employment Department (OED), and other state agencies to produce and distribute a biennial report to the Governor, the Legislature, and key stakeholders.



EXECUTIVE ORDER NO. 17-11
PAGE FOUR

8. This Executive Order will expire on December 31, 2020.

Done at Salem, Oregon, this 16th day of October, 2017.



A handwritten signature in cursive script, reading "Kate Brown".

Kate Brown
GOVERNOR

ATTEST:

A handwritten signature in cursive script, reading "Dennis Richardson".

Dennis Richardson
SECRETARY OF STATE



OREGON MILITARY DEPARTMENT
JOINT FORCE HEADQUARTERS, OREGON NATIONAL GUARD
OFFICE OF THE ADJUTANT GENERAL
1776 MILITIA WAY
P.O. BOX 14350
SALEM, OREGON 97309-5047

NGOR-HR

3 March 2014

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # 104 (Joint) - Discrimination and Sexual Harassment Prevention

1. This policy supersedes Command Policy Memorandum #104 dated 31 January 2013.
2. Our most valuable asset in accomplishing our mission is the people who comprise the Oregon Military Department (OMD). I do not condone any form of discrimination based on race, color, gender, ethnic origin, religion, age or disability. Also protected is the confidentiality of genetic information protected by the Gina Law (Genetic Information Discrimination Act of 2008. PL 110-233). The OMD will follow all non-discrimination regulations to ensure a work place free from all forms of discrimination and harassment including sexual harassment. The OMD also will not have business dealings with companies that do discriminate.
3. Discrimination is any practice or policy of different treatment based on the protected factors stated above. Discrimination wastes time, energy, resources and breaks down morale, esprit de corps and unit cohesion.
4. Sexual harassment is a form of discrimination that undermines unit cohesion and the integrity of the employer/employee relationship. Sexual harassment damages morale and interferes with mission effectiveness. Sexual harassment is defined as either:
 - a. The conditioning of one or more employment benefits based on the participation in a sexual activity. This coercion compels an employee to elect between acceding to sexual demands or forfeiting job benefits, continued employment, promotion or otherwise suffering tangible job detriments.
 - b. Conduct, which has the purpose or effect of creating an intimidating, hostile or offensive working environment. Hostile work environment can include visual items such as sexual posters, calendars, coffee mugs, cartoons, magazines, incidents of sexual language, jokes, gestures, or rumors of a sexual nature.
5. I expect supervisors to take reports of discrimination and harassment seriously. Once reported, supervisors will assess and document each situation to determine merit and then take immediate and appropriate corrective action.
6. For complaints involving federal employees, the State Equal Employment Manager (SEEM) is available to assist commanders and supervisors with complaint guidance and review. SEEM can assign Equal Employment Opportunity (EEO) counselors to assist commanders in conducting a fact-finding inquiry. For complaints involving AGR personnel, SEEM can assist commanders in

NGOR-HR

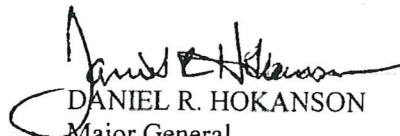
SUBJECT: Command Policy Memorandum # 104 (Joint) -Discrimination and Sexual Harassment Prevention

assigning an investigator and will answer questions regarding procedures. SEEM assistance is strongly encouraged. SEEM can be reached at (503)584-3829 or DSN 355-3829.

7. For complaints involving military personnel, the Human Relations Equal Opportunity (HREO Army) can be reached at 503-584-3110. The Equal Opportunity (EO Air) office at Portland Air National Guard Base can be reached at 503-335-4072. The EO office at Kingsley Field can be reached at 541-885-6173.

8. For complaints involving State employees, the State Affirmative Action Officer (SAAO) is available to assist commanders and supervisors with complaint guidance and review. SAAO is available at 503-584-3815 or DSN 355-3815.

9. If you have any questions about this command policy memorandum please contact Ms. Theresa Hinges at 503-584-3829.


DANIEL R. HOKANSON
Major General
The Adjutant General

DISTRIBUTION:

(A) Army

(B) Air

State Employees



OREGON MILITARY DEPARTMENT
OFFICE OF THE ADJUTANT GENERAL
1776 MILITIA WAY SE
PO BOX 14350
SALEM, OR 97309-5047

NGOR-HR

25 January 2016

MEMORANDUM FOR

Oregon Army National Guard, 1776 Militia Way SE, Salem, OR 97309-5047
Oregon Air National Guard, 3225 State St, Salem, OR 97301-5063

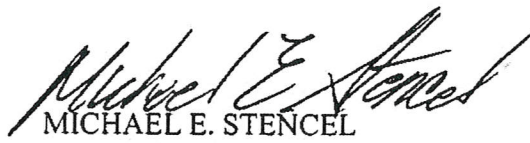
SUBJECT: Command Policy Memorandum #113 (Joint) - Affirmative Employment Program (AEP)/Affirmative Action Program (AAP) Policy

1. This policy supersedes Command Policy Memorandum #113 (Joint) dated 28 January 2014.
2. Affirmative Employment/Action is designed as a measurement tool for our organization to determine whether or not its system of providing various job benefits is fair. Annual studies are conducted to determine whether or not all groups of people have equal access to job benefits such as utilization, job selections, promotions, training, and awards. Other studies indicate whether certain groups of people are disparately impacted by disciplinary actions or separations.
3. For Affirmative Employment/Action purposes protected groups are defined as all groups to include women, white males and minorities whether Black, Hispanic, Asian, Pacific Islander, or Native American, and persons with disabilities.
4. This policy applies to and must be an integral part of every aspect of personnel policies and practices. It is essential that all our employees have equal access to personnel benefits. This equal access will be accomplished primarily by working together to provide employment, benefits, and advancement based on individual qualifications for all employees and applicants.
5. All Oregon National Guard commanders, managers, and supervisors are responsible for and charged with reducing any existing under-representation of all protected groups of people. We must remain committed to ensuring all personnel can secure equal opportunities to sharpen their skills and fully demonstrate their potential as we move toward the future.
6. Direction for achieving the Federal Affirmative Employment objectives is found in Equal Employment Opportunity Commission (EEOC) Management Directive 715 as well as our agency Affirmative Employment Plan (AEP). Military Affirmative Action guidance can be found in NGR 600-21 (Army) and NGR 35-29 (Air). Any questions or concerns on the

SUBJECT: Command Policy Memorandum #113 (Joint) - Affirmative Employment Program (AEP)/Affirmative Action Program (AAP) Policy

Federal Affirmative Employment/Action programs may be directed to the State Equal Employment Manager (SEEM) at 503-584-3842.

7. Our State Affirmative Action program is distinct from the Federal AEP, although there is a similar emphasis. Any questions or concerns about our State Affirmative Employment program may be directed to the Affirmative Action Officer at 503-584-3865.

A handwritten signature in black ink, appearing to read "Michael E. Stencel", is written over the printed name.

MICHAEL E. STENCEL

Major General

The Adjutant General



OREGON MILITARY DEPARTMENT
OFFICE OF THE ADJUTANT GENERAL
1776 MILITIA WAY SE
PO BOX 14350
SALEM, OR 97309-5047

NGOR-HR

25 January 2016

MEMORANDUM FOR

Oregon Army National Guard, 1776 Militia Way SE, Salem, OR 97309-5047
Oregon Air National Guard, 3225 State St, Salem, OR 97301-5063
State Personnel Office (AGP), 1776 Militia Way SE, Salem, OR 97309-5047

SUBJECT: Command Policy Memorandum #107 (Joint) - Reasonable Accommodation (Federal Technicians and State Employees)

1. This policy supersedes Command Policy Memorandum # 107, dated 1 October 2014.
2. The Oregon Military Department is committed to compliance with all DOD Architectural Barriers Act Standards, Civil Rights, Americans with Disabilities, and Equal Employment Opportunity Acts, as well as with Section 504 of the Rehabilitation Act of 1973. In accordance with this commitment, these agencies will make all efforts to employ and advance qualified individuals with disabilities. Reasonable accommodation will be made for known physical or mental disabilities of applicants or employees, unless it can be demonstrated that the accommodation would create an undue hardship on the agency.
3. Under the provisions of federal regulations, the agencies recognize and actively carry out its obligation to make reasonable accommodation for persons with disabilities, such as employees, clients and applicants, in all services and programs. Individuals with disabilities have the responsibility to request reasonable accommodation, to cooperate in any ensuing discussion and evaluation, and to submit any necessary medical documentation as requested. Supervisors are obligated to collaborate with employees to consider any reasonable accommodation requests.
4. Information regarding the obligation, intent and meaning of this policy or individuals with concerns about reasonable accommodation may address their concerns with the appropriate employment office. All complaints will be promptly investigated.
 - a. Federal Technician Employees contact the State Equal Employment Manager (SEEM) at 503-584-3842.
 - b. State Employees contact the State Affirmative Action Officer (SAAO) at 503-584-3865.

SUBJECT: Command Policy Memorandum #107 (Joint) - Reasonable Accommodation (Federal Technicians and State Employees)

- c. Complaints may also be filed with the Equal Employment Opportunity Commission (EEOC).

5. If you have any questions about this command policy memorandum, please contact the SEEM at 503-584-3842.

A handwritten signature in black ink, appearing to read "Michael E. Stencel", is positioned above the printed name.

MICHAEL E. STENCEL

Major General

The Adjutant General



OREGON MILITARY DEPARTMENT
OFFICE OF THE ADJUTANT GENERAL
1776 MILITIA WAY SE
PO BOX 14350
SALEM, OR 97309-5047

NGOR-HR

25 January 2016

MEMORANDUM FOR

Oregon Army National Guard, 1776 Militia Way SE, Salem, OR 97309-5047
Oregon Air National Guard, 3225 State St, Salem, OR 97301-5063

SUBJECT: Command Policy Memorandum #139 (Joint) – Diversity and Inclusion

1. This policy supersedes Command Policy Memorandum #139 dated 28 January 2014.
2. Cultivating diversity and inclusion in the Oregon National Guard (ORNG) is a top priority and a strategic imperative. It is designed to capitalize on the changing demographics in our society by utilizing the skills of our Soldiers, Airmen and Civilian employees. All members and employees must value and respect all members of the organization for their diverse differences and abilities, be empowered to achieve superior results, not be hindered by prejudicial barriers, stereotypes and restrictions. Diversity and inclusion enhances our organization, fosters collaboration, strengthens operational and personnel readiness, expands mission capabilities and increases performance and retention.
3. A successful diversity and inclusion program relies on the foundational building blocks of implementing proper Equal Opportunity (EO) and Equal Employment Opportunity (EEO) policies. Therefore, it is critical that all recruitment, hiring, promotion, training, retention, and other personnel actions comply with Federal and State EO/EEO laws and regulations as applicable.
4. The involvement and commitment of all leadership is critical at every stage of the diversity and inclusion effort. The goals of the National Guard's diversity and inclusion initiatives are to lead and develop adaptive leaders to meet 21st century challenges. Adaptive leaders will define our operational force and understand specifically what is required of them to achieve success.

Therefore, all leaders at every level will:

- a. Demonstrate a global perspective and understanding of other cultures, backgrounds and experiences.
- b. Train our operational force to be able to adapt and capitalize on inevitable change.

NGOR-HR

SUBJECT: Command Policy Memorandum #139 (Joint) – Diversity and Inclusion

- c. Embrace the racial, gender, ethnic, generational, and regional differences within our ranks.
 - d. Manage a diverse force by developing, mentoring and sustaining top talent to enhance our mission critical skills and retain a force that is reflective of the communities and individuals we serve.
 - e. Recognize and improve mentoring relationships in force development.
 - f. Champion diversity and inclusion program priorities and emphasize the value of diversity and inclusion in training, professional development and community activities, in order to shape the force of the future.
5. The Oregon National Guard Joint Diversity and Inclusion Executive Council advises senior leadership to create and foster an organizational culture where diversity is valued as a factor of personnel readiness and a combat multiplier. Membership on the council is open to all Oregon National Guard members and employees. Commanders and supervisors are encouraged to support members and employees who have a desire to serve as a member of the council and be a conduit for communicating diversity and inclusion information within their respective units and work areas.
6. If you have any questions about this command policy memorandum, or are interested in information about diversity and inclusion initiatives, please contact the State Diversity and Inclusion Advisor at 503-584-3842.



MICHAEL E. STENCEL

Major General

The Adjutant General