

Oregon State Police Affirmative Action Plan



Casey Coddling, Superintendent
Oregon State Police
3545 Trelstad Ave SE, Salem OR 97317

2027-2029

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Oregon

Tina Kotek, Governor

Oregon State Police
Headquarters
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Re: Oregon State Police Affirmative Action Plan

August 25, 2026

Dear Oregonians,

The Oregon State Police remains steadfast in our commitment to the values that define our service: compassion, honor, integrity, loyalty, and dedication. These principles guide our agency as we carry out our mission to serve the people of Oregon with professionalism, discipline, and distinction.

As Superintendent, I affirm our commitment to these values and the objectives outlined in this Affirmative Action Plan. This plan recaps successes as well as provides our strategy to continue promoting equal opportunity, preventing discrimination, and reinforcing the fair and impartial treatment of all applicants, employees, and the people we serve. This plan reflects our responsibility to maintain a workforce grounded in dignity and respect.

Our effectiveness as a law enforcement agency depends on the strength and professionalism of our people. Through intentional recruitment, retention, and professional development, we are committed to building a workforce capable of meeting the complex demands of modern policing. These efforts make us better, strengthening readiness, and broadening perspectives, which builds and reinforces public trust.

Every member of this agency shares the responsibility of maintaining a workplace free from discrimination and for ensuring any barriers to equal opportunity are identified and addressed. We cannot grow complacent in these efforts. High-quality public service requires our workforce reinforce these principles through consistent action, accountability, and a commitment to continuous improvement.

The mission of the Oregon State Police demands excellence in both character and performance from both sworn personnel and professional staff. This Affirmative Action Plan helps strengthen our ability to deliver exceptional service, uphold public safety, and fulfill our duty to earn the trust and confidence of the people of Oregon. Thank you for your support of the Oregon State Police.

Respectfully,

Casey Coddling, Superintendent
Oregon State Police

Agency Overview

Founded in 1931, the Oregon Department of State Police (OSP) is a multi-disciplined organization that is charged with protecting the people, wildlife, and natural resources in Oregon. To accomplish this charge, we enforce the traffic laws on the state's roadways, investigate and solve crime, enforce fish, wildlife, and natural resource laws, conduct forensic analysis and post-mortem examinations, regulate gaming, provide background checks, retain law enforcement data, records, and manage criminal justice information services.

The work of the Oregon State Police is organized into six Bureaus, the Police Services Bureau, Field Operations Bureau, Public Safety Services Bureau, Gaming & Business Services Bureau, Science & Technical Services Bureau, and Workforce Development & Support Bureau. The agency operations are supported by Four Region Headquarters with 36 Area Command / Worksite offices and five regional forensic crime labs throughout the state.



Mission Statement

The mission of the Oregon State Police is to serve all people with a priority of safeguarding life, property, and natural resources by building upon a diverse, professional, and trustworthy workforce.

Vision Statement

The Oregon State Police will be a leader in delivering high-quality services that support and enhance public safety in the 21st Century.

Values

The following five values represent the “moral compass” of the Oregon Department of State Police. We are committed to living these values every day and embodying them in our daily activities as public safety professionals

Honor

We will honor the mission entrusted to us by preserving the peace and protecting the rights of all people.

Loyalty

We are loyal to the agency's mission and to providing equal service to all

Dedication

We are dedicated to delivering innovative and professional public safety services.

Compassion

We will serve all people and fulfill our duties with the utmost understanding and empathy.

Integrity

We will act with the highest level of responsibility and accountability in accordance with the public's interest and trust.

Agency Diversity, Equity, and Inclusion staff

Agency Director/Administrator

Casey Coddling – Superintendent

Governor's Policy Advisor for OSP

Valerie Colas – Public Safety Policy Advisor

Agency Diversity Equity and Inclusion / Affirmative Action Representative

to the Governor's Office of Cultural Change

Kenny Lowe - Diversity Equity and Inclusion (DEI) Manager

Lead for Business Equity: COBID/Buy Oregon. EO 18-03 Designee

Robert D. Johnson, OPAC, CPPB

WOC Procurement Manager and DPO | Business Services Division

Agency Diversity Equity and Inclusion Staff (3.0 FTE)

Kenny Lowe, DEI Manager (HR Manager 2)

Oregon State Police, GHQ

3565 Trelstad Ave SE, Salem, OR 97317

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Madi Nathman DEI Trainer (LDS2)

Oregon State Police, GHQ

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DEI Analyst (OPA1)

Oregon State Police, GHQ

3565 Trelstad Ave SE, Salem, OR 97317

Oregon State Police Inclusion Team (Volunteer specialty assignment)

Email: osp.inclusion@osp.oregon.gov

Superintendent Casey Coddling

Deputy Superintendent Josh Brooks

Kenny Lowe - DEI Manager - GHQ Salem/Bend

Madi Nathman - DEI Trainer - GHQ Salem

Ngan Vo - Forensic Scientist - Portland Crime Lab

Sgt. Craig Gunderson - F&W Division - The Dalles

Darrel Hall - Forensic Scientist - Portland Crime Lab

Michael Berkowitz - Telecommunicator Supervisor - Central Point

Detective Scott Kinch - Major Crimes • ICAC - Bend

Derek Wanting - Emergency Vehicle Technician • Fleet Services - GHQ Salem

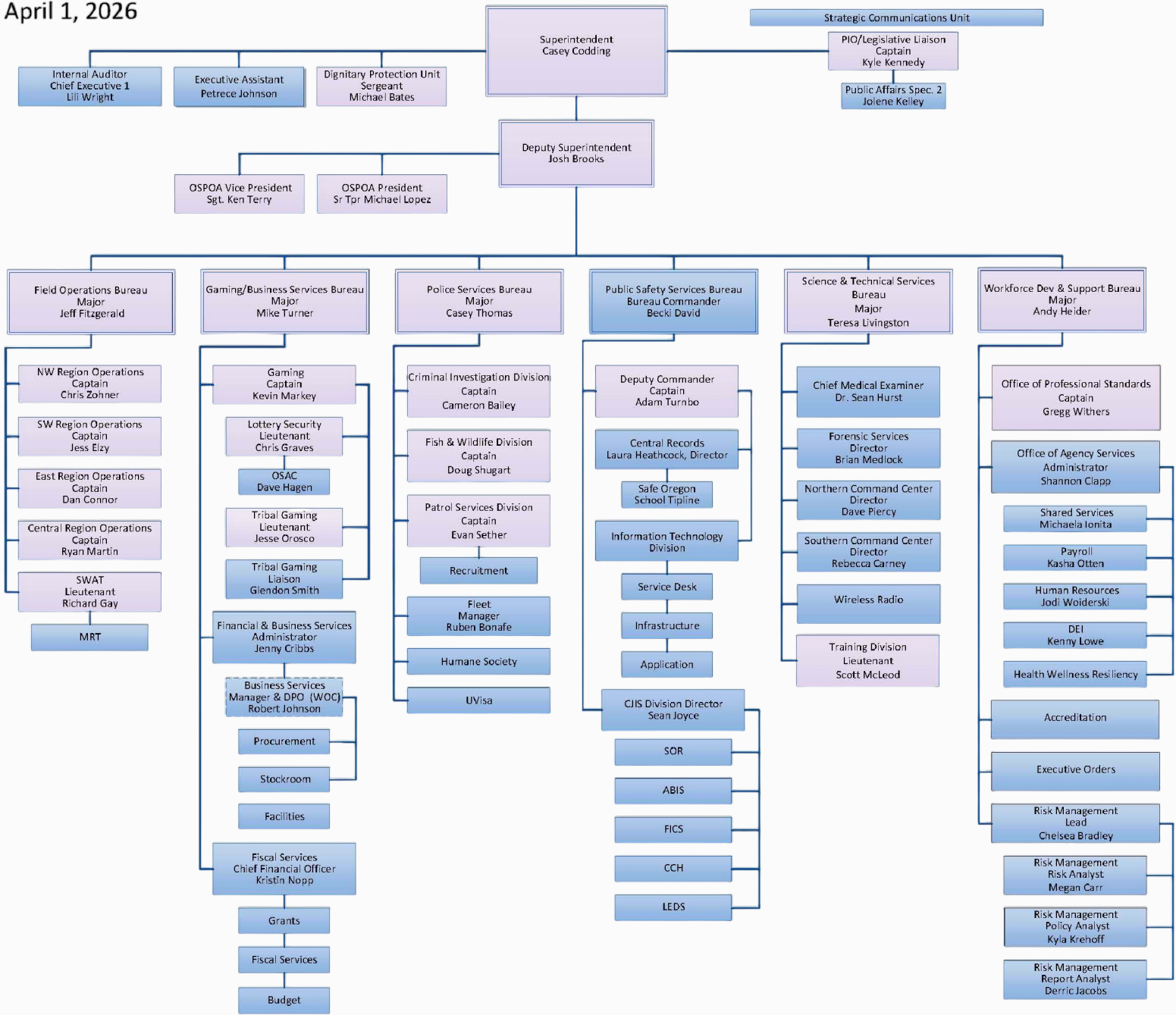
Jolene Kelley - Deputy Public Information Officer - GHQ Salem

Sgt. In-goo Kwak - Patrol Division - Capital Mall Salem

Glendon Smith - Tribal Liaison Policy Advisor • Gaming Division - Madras

Netti Magallanes - Central Records Section - GHQ Salem

Oregon State Police
Organization Chart
April 1, 2026



Roles for Implementation

Agency Management and Supervisors

Foundational to the implementation of agency DEI/AA Plans is the role of our leadership. Managers/Supervisors are held to a higher standard and are expected to be proactive in creating and maintaining a discrimination and harassment free workplace (DAS Policy: 50.010.01). The OSP expectation is that Managers, Supervisors, or those interested in leadership positions will be intentional in creating an inclusive work culture. Under ORS 659A.012, all 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.” Our ‘25-‘27 AAP strategies included increased focus and DEI Unit responsibilities to support Managers/Supervisors in these agency wide efforts. We will continue these efforts in 2027-2029.

DEI Unit (Manager, LDS2, OPA1, and Inclusion Team)

The DEI Unit will continue to have increased responsibility and accountability for progress in the completion of the remaining ‘25-‘27 AAP strategies and goals as well as incorporating 2027-2029 action plan into our scope of work. This includes but is not limited to:

- The annual evaluation of training and development needs
- The development and implementation of a 2027-2029 DEI Action Plan
- The ongoing consultation and support for Agency Leadership
- Ensuring ongoing alignment of AA, DEI, Succession, and Strategic Plans
- Ongoing process improvement

The OSP Inclusion Team

The OSP Inclusion team which serves as a statewide multidisciplinary team must continue to increase visibility in 2027-2029, serving as champions for DEI/AAP across the department. The Inclusion Team focus will include:

- Internal Communications, Messaging, and Employee Engagement
- Outreach and Community Engagement
- Training & Professional Development
- Enhancing Recruiting

The OSP Workforce

As public servants it is the responsibility of our OSP workforce to create a welcoming and inclusive work environment where all people are welcomed and can thrive. This will only be achieved through a shared commitment to growth and employee development. As a part of creating a culture of excellence and accountability, we ask all members of the OSP workforce to commit to welcoming differences and living our agency values of Compassion, Honor, Integrity, Loyalty, and Dedication.

2025-2027 Progress Report

The 2025-2027 AA Plan focused on three priority areas:

1. Creating an agency culture of excellence and accountability

Enhance Employee Engagement

Increase Employee Rewards, Recognitions, and Feedback ([see page 16](#))

Utilize DEI Newsletter for Employee Rewards and Recognition

2. Develop and Empower Personnel

Mentorship

Sworn Mentorship Program Highlighted on [page 14](#)

Succession Planning

Intentional Employee Development

DEI Training and Development Planning ([see page 9](#))

Developing additional learning resources

3. Enhance Recruitment and Assessment

Review of Filling of Vacancies Policy

Improve Prep Guides

Demographic analysis of recruitment trends ([see page 24](#))

Key Highlights of 2025-2027 Affirmative Action Plan

Creating a Culture of Excellence and Accountability

As part of Operationalizing DEI at OSP, in the DEI Action Plan and 2025-2027 Affirmative Action Plan included the DEI Unit's commitment to producing monthly newsletters designed to engage employees statewide and consistently reinforce agency expectations. The monthly publication served as a communication tool to engage Oregon State Police's approximately 1,400 employees, highlighting outreach efforts, rewards and recognition, promote upcoming training opportunities, reinforce DEI/AA initiatives, and share leadership messages to help address the constantly evolving DEI landscape.

In December 2025, the DEI Unit released its final standalone newsletter, transitioning from a DEI initiative to be included in a collaborative agencywide newsletter produced by the Strategic Communications Unit. Over the course of just over two years and 28 editions, the DEI Newsletter helped operationalize DEI at OSP by embedding it into routine internal communication, reaching hundreds of employees across the state, and generating more than 4,000 visits to OSP's DEI Unit SharePoint website.



"...in general just a very well put together newsletter! Keep it up, you're honestly changing how people will look at and accept DEI!"

— Sr. Trooper with 16 years in the department

2025-2027 Progress Report

Develop and Empower Personnel

Training and Development

Workforce training and development remain a critical tool for advancing a culture of excellence and supporting the Oregon State Police mission to serve all people. The DEI Unit continues to be industry leaders, delivering training that equips employees with the knowledge and skills needed to support a professional, respectful, and inclusive workplace. These efforts enhance communication across differences, support employee growth, and reinforce OSP's commitment to building upon a diverse, professional, and trustworthy workforce. Ongoing training also ensures sworn staff meet required professional standards while preparing the workforce to adapt to evolving community expectations and operational needs.



Training Implementation

In 2025, the DEI Unit continued to implement equity-based training for sworn members through a combination of in-person and virtual training sessions. During the first half of the year, the DEI Unit facilitated 16 in-person training sessions statewide for approximately 196 staff. During these sessions, modules from the Characteristics of Culture series were



delivered. The third module titled Our Person-Centered Response was delivered for the first time this year. This training was intentionally developed in response to feedback from prior training evaluations and identified training needs. This module focused on effective communication, behavioral cues, and cultural responsiveness, reinforcing skills needed for person-centered public safety services. This approach reflects a deliberate emphasis on skills-based learning that can be immediately applied in real-world, operational workplace settings.

In the Fall of 2025, given the uncertainty in State budget forecasts the agency began to operate in a budget constrained environment. In response, the DEI Unit pivoted its training strategy to ensure operational efficiency, accessibility, and compliance with certification requirements. This shift prioritized flexible delivery models that respected operational demands while maintaining alignment with required learning outcomes.

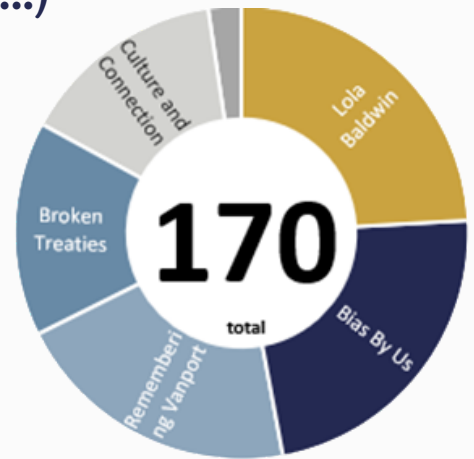
Leveraging the Workday learning platform, the team successfully launched six equity-based online trainings. These trainings covered a range of topics including the histories and inequities experienced by minority groups in Oregon, intercultural communication in the workplace, and cultural bias. This approach allowed sworn staff members to complete their required equity training hours necessary to maintain their police certifications through the Department of Public Safety Standards and Training (DPSST) while minimizing operational and travel costs and allowing staff greater flexibility in when and how training was completed.

2025-2027 Progress Report

Develop and Empower Personnel (continued...)

Over a three-month period, staff completed a total of 170 training modules. Initial feedback has been positive, particularly from divisions that operate outside of the traditional work week, noting improved access to training without the need for overtime.

Despite fiscal constraints, these adaptations ensured that equity training remained available, relevant, and aligned with agency priorities.



Future Training and Development

The DEI Unit is committed to developing training programs that are meaningful, practical, and aligned with workforce needs. Building on the work completed in 2025, the DEI Unit is taking a data-driven approach to plan future trainings that support staff development, strengthen community relations, and improve organizational efficiency. This plan reflects a progression from evaluating past training efforts, to assessing current workforce needs, and establishing a strategic path forward for DEI training.

Training Needs Assessment

A cornerstone of DEI Unit efforts has been the Training Needs Assessment, developed and facilitated by the Learning and Development Specialist 2. The Training Needs Assessment was designed using mixed-methods approach that combined leadership input, qualitative analysis, and workforce prioritization to guide training decisions. It was designed to identify both current skill gaps and future training opportunities across the workforce. Key components of the assessment included:

1. Comprehensive interviews with leadership across the agency to identify training needs and priorities as well as current attitudes around previous DEI initiatives and trainings.
2. Analysis of qualitative data obtained from the initial interviews to highlight common themes in training needs and potential skill gaps.
3. Development of a draft top 10 potential training topics based on the interview results.
4. Distribution of a workforce survey asking staff to rank the top 10 training topics previously identified in order of priority as well as inquiring about any additional training topics they are interested in.
5. Creation of a Training and Development Plan that will serve as a guide for future DEI trainings.

Survey Results and Training Priorities

The initial interviews revealed a diverse set of priorities that reflect both operational needs and organizational development goals. The following 10 topics were identified for further prioritization through the survey:

2025-2027 Progress Report

Survey Results and Training Priorities



The workforce survey results provided clear data on workforce priorities for future training. Based on staff rankings, the top five areas of focus are:

- 1. Navigating Difficult Conversations** – ranked as the highest overall priority, highlighting a strong need for practical skills that support effective communication during conflict, performance discussions, and challenging workplace interactions.
- 2. Managing Team Conflicts** – closely followed as a top priority, reflecting staff interest in strengthening tools for resolving interpersonal challenges and supporting healthy team culture.
- 3. How to Give and Receive Feedback** – ranked third overall, reflecting staff interest in building practical skills for delivering and receiving feedback that strengthen performance, accountability, and professional growth while helping prevent conflict and support a healthy workplace culture.
- 4. Customer Service Under Stress** – ranked fourth, signaling a continued need for strategies that support professionalism, emotional regulation, and sound decision-making during high-stress interactions, particularly in public-facing roles.
- 5. Cross-Bureau Collaboration and Agency Identity-Building** – ranked fifth, indicating staff interest in better understanding how divisions function, how work connects across the agency, and how collaboration can be strengthened to support OSP’s mission.

Across divisions and units, these priorities were largely consistent, indicating that core communication, conflict management, and collaboration skills are well-suited for agency-wide training with opportunities for future role-specific adaptation.

The remaining topics were ranked lower but remain important components of long-term professional development and inclusive workplace practices.

2025-2027 Progress Report

Survey Results and Training Priorities



The graphic above reflects the number of times a training topic was ranked in the top three by survey respondents.

In addition to ranking the identified training topics, staff provided open-ended feedback that largely reinforced the survey results with themes including effective listening, implicit bias, career development, and improved cross-division understanding, further supporting a skills-based approach to future DEI trainings.

Training Strategy Moving Forward

Moving forward, the DEI Unit will use the results of the Training Needs Assessment and workforce survey to guide future training and development efforts. This strategy will focus on:

- Developing skills-based training modules that prioritize conflict management, communication, feedback, and cross-bureau collaboration.
- Intentionally sequencing trainings to build foundational communication and conflict-management skills first, followed by more specialized or role-specific content over time.
- Integrating leadership skill-building to strengthen team effectiveness, accountability, and workplace communication.
- Supporting staff who regularly operate in high-stress environments through training focused on customer service, emotional regulation, and stress-management.
- Continuously evaluating and refining training offerings based on participant feedback, and engagement data.

Enhancing Online Resources

In 2026 the DEI Unit secured access to an enhanced Learning Management System (LMS) to ensure competency-based trainings are accessible in Workday. In addition to in-person session this approach supports continued learning, learner engagement, and feedback. This ensures our workforce continues to receive comprehensive training while increasing efficient and purposeful use of time to reduce travel and overtime expenses.

This comprehensive Training Needs Assessment and Development Plan process ensures OSP's training strategy advances a culture of excellence and accountability, equipping staff with the skills needed to be a leader in delivering high-quality services that support and enhance public safety in the 21st Century.

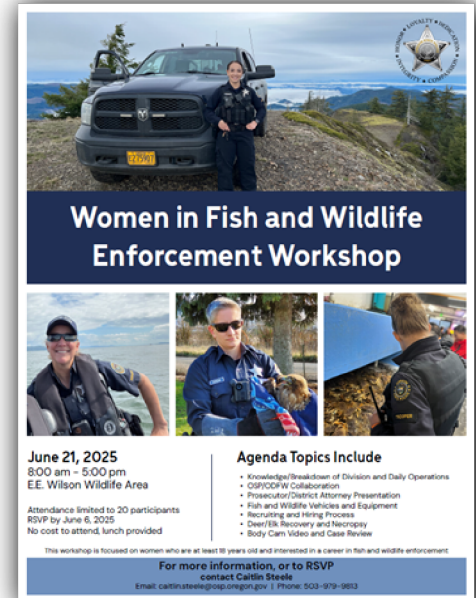
2025-2027 Progress Report

Enhancing Recruitment

Women in Fish and Wildlife Enforcement Workshop

In 2025 the Oregon State Police Fish and Wildlife Division hosted a Women's Fish and Wildlife Workshop at the EE Wilson Wildlife Area outside of Monmouth/Corvallis. This event represents a Division directed strategy for intentional community engagement aimed at supporting diversity within the F&W Division.

Participants were able to learn from women in leadership, sworn OSP Troopers, Biologists from ODFW, a Wildlife Veterinarian, and an Assistant DA who specializes in Wildlife crime. The workshop was a success with enthusiastic participation in both the classroom setting and during hands-on activities. One attendee from this event said the women's event is what solidified her interest in pursuing a career at OSP with Fish and Wildlife Enforcement. She successfully applied and is one of six female recruits who entered OSP's June 2026 class 26-01.



Community College Outreach

Recruitment Engagement and Outreach efforts during this reporting period also focused on strengthening recruitment pipelines and building direct connections with PNW students, educators, and athletic leaders across Washington and Oregon Community Colleges. Engagement activities included DEI Unit presentations to criminal justice programs at multiple community colleges, participation in classroom learning environments and training observations, and direct dialogue with students about career pathways with OSP.

Additional outreach at the Northwest Athletic Conference (NWAC) Spring Meeting provided an opportunity to engage athletic directors and commissioners on recruiting strategies and partnership development. Across all events, interest in OSP careers was strong, with multiple institutions requesting continued engagement and follow-up visits to support ongoing recruitment efforts.



2025-2027 Progress Report

Enhancing Recruitment

Recruit Trooper Success (2025-2027 Goal 2. a. Mentoring and Goal 3. b. Improve interview prep)



In 2025, the Workforce Development and Support Bureau helped strengthen the full recruiting pipeline with targeted improvements across outreach, selection, preparation, and onboarding. Internally, interview processes were refined with updated questions and diverse panel composition. Externally, candidate readiness was improved through structured engagement including interview preparation resources, fitness readiness guide, and conducting mock interviews. Our formal Recruit Mentorship Program paired incoming recruits with experienced Troopers to build confidence and resilience before entry into the rigorous OSP Pre-academy. The Pre-Academy was also redesigned by the Training Division as a developmental phase focused on foundational skills, expectations, and successful transition into basic police training.

These combined efforts produced measurable outcomes. Recruit Class 25-02 was one of the largest in agency history, with an unprecedented 59 recruits. 58 of those recruits (or 98%) were successful in completing the strenuous OSP Pre-Academy process.

Lateral officers transitioned directly into field assignments, while 42 recruits advanced into Basic Police Class BP459. BP459 went on to set Department of Public Safety Standards and Training (DPSST) records, achieving the highest midterm and final academic averages recorded across 25 tracked classes with a final exam class average of 94.03%.



National data commonly shows approximately 86% of recruits' complete basic academy training, with roughly 14% attrition; The combined OSP interventions resulted in much stronger-than-average retention through both pre-academy and academy phases. Congratulations OSP 25-02, BP Class 459!

2025-2027 Progress Report

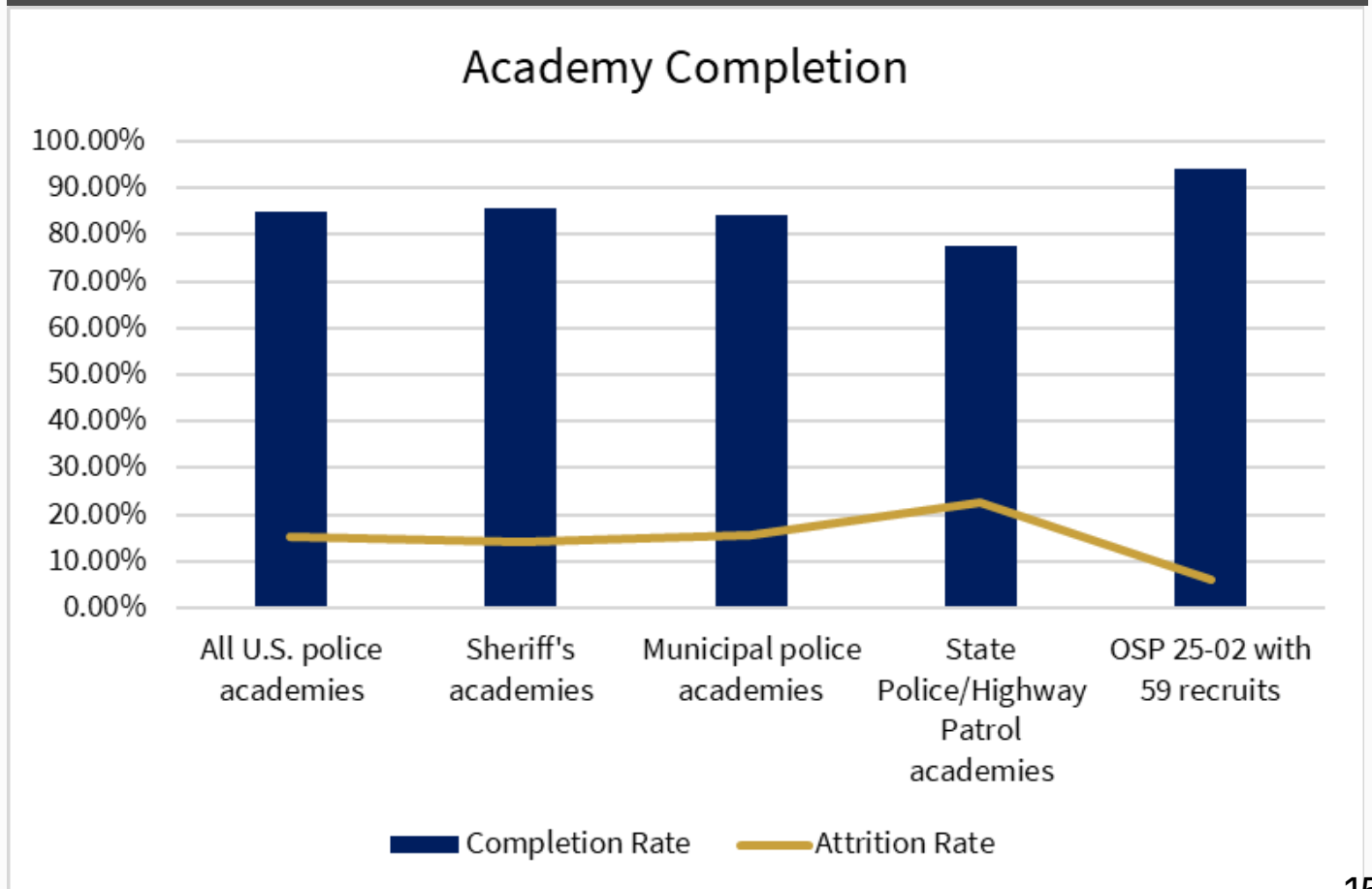
Enhancing Recruitment

Recruit Trooper Success (2025-2027 Goal 2. a. Mentoring and Goal 3. b. Improve interview prep)

This success was driven by coordinated efforts across HR Recruiting, Sworn Recruiting, Training Division, DEI Unit, Health, Wellness and Resiliency, Patrol, and supporting partners, resulting in a more prepared, supported, and high-performing pipeline of future Troopers aligned to the agency mission, vision, and values.

According to the U.S. Department of Justice's 2022 Census of Law Enforcement Training Academies (CLETA):

Academy Type	Completion Rate	Attrition Rate
All U.S. police academies	84.9%	15.1%
Sheriff's academies	85.7%	14.3%
Municipal police academies	84.2%	15.8%
State Police/Highway Patrol academies	77.4%	22.6%
OSP 25-02 with 59 recruits	94.03%	5.97%



2025-2027 Progress Report

Employee Recognition (2025-2027 AA Plan Goal 1. a. i Increase employee rewards, recognition, and positive feedback)

In this reporting period OSP was intentional with increasing honors and recognition of employees who demonstrate exceptional performance, dedication, or impact within their roles. These recognitions reinforce the agency's commitment to celebrating excellence and highlighting contributions that strengthen our mission and workplace culture.

Department Service Awards

The Department Awards program is designed to encourage recognition of outstanding accomplishments of department employees, positive partnerships with outside agencies, and positive interactions with citizens. The following awards were recognized in 2025:

Holly V. Holcom Award - 1

Medal of Valor Award - 11

Harold R. Berg Lifesaving Award - 6

Life Saver Award - 4

Outstanding Service Award – 41

Community Service Award - 2

Excellence in Leadership - 13

Area Command or Worksite of the Year Award – Baker City Worksite, OSP Dispatch (NCC/SCC)

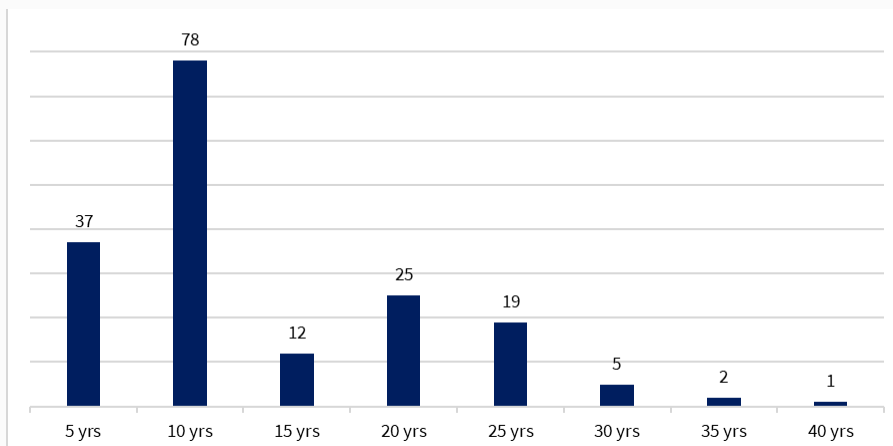
Special Achievement Challenge Coins

Challenge coins are awarded to employees for exceptional achievements that go above and beyond routine duties and significantly advance the efficiency, effectiveness, or mission of the Department. This form of recognition highlights actions that embody the Department's vision and values and honors individuals who make an extraordinary impact through their service.

Note: In 2025 the agency handed out 86 Special Achievement Challenge coins to employees and 9 coins to agency partners.

Years of Service Recognition

To honor employees' commitment to the Department, their coworkers, and the state, OSP recognizes staff as they reach key milestones in their years of service. These milestones are celebrated in five-year increments beginning at the 5-year mark, with each employee receiving a token of appreciation that reflects their sustained dedication and contribution.



2027-2029 Affirmative Action Plan

Goals, Strategies & Planned Actions

Develop and Empower Personnel (continued...)

OSP '24-29 Strategic Plan GOAL #4, OSP '25- '27 AA Plan Strategy 2

Key Strategies:

1. Establish the OSP Leadership Institute to provide accessible leadership development opportunities that strengthen supervisory and executive leadership capabilities across the organization (hybrid online/in person) Certificate by end of 2028
2. Increase engagement in DEI Training and Development for professional staff to 100% participation by end of year 2027
3. Increase Utilization of EAP from 6% to 10+% by 2029, for professional development resources, employee wellness, and support resources to strengthen employee resilience, performance, and career success
4. Ongoing DEI Unit evaluation and auditing manager/supervisor performance accountability feedback quarterly check-ins of Executive Order 22-11 compliance in 2028

Key Metrics:

1. 100% completion of Leadership Institute Certificate by end of 2028
2. Professional staff training to 100% by end of year 2027
3. Increase Utilization of EAP from 6% to 10+% by 2029
4. Audit percentage of 100% compliance by end of 2028

Retention

OSP '24-29 Strategic Plan GOAL #4, OSP '25- '27 AA Plan Strategy 1.a

Goal: Strengthen Employee Retention and Organizational Excellence

OSP will strengthen employee retention by building a workplace culture that supports engagement, recognition, professional growth, and trust. Efforts will enhance retention through targeted engagement strategies, career development pathways, workplace climate improvements, and early intervention when retention risks are identified. Success will be measured through improved retention rates, reduced turnover in critical roles, increased employee engagement, and stronger organizational commitment across the workforce.

Key Strategies:

1. Establish and assess a Professional Staff Mentorship Program to increase employee connection, professional development, and retention
2. Increase employee access to and participation in career development, leadership training, and advancement opportunities to support long-term career growth
3. Expand retirement readiness and workforce transition resources to support knowledge transfer, succession planning, and successful employee transitions into retirement

2027-2029 Affirmative Action Plan

Goals, Strategies & Planned Actions

Retention (continued...)

OSP '24-29 Strategic Plan GOAL #4, OSP '25- '27 AA Plan Strategy 1.a

Key Metrics:

5% of Professional staff engage in mentorship

Increase Utilization of EAP from 6% to 10+% by 2029

75% of retirement eligible staff to engage in readiness supports by end of 2028

Employee Engagement

OSP '25- '27 AA Plan Strategy 1.a

Goal: Enhance Employee Engagement, Trust, and Organizational Connection

OSP will enhance employee engagement by fostering a workplace where employees feel valued, heard, and meaningfully connected to the mission and outcomes of the organization. Efforts will include structured engagement strategies and regular listening opportunities to improve the overall employee experience. Success will be measured through improved engagement survey results, increased participation in organizational initiatives, stronger communication, and higher levels of employee commitment and morale.

Key Strategies:

1. Develop 90-Day Pro Excellence Culture Checkpoint
2. Expand opportunities for employee feedback and workforce engagement through regular surveys, listening sessions, and other mechanisms that inform organizational decision-making and continuous improvement.
 - Employee resource groups and affinity groups
 - Rewards and Recognition
 - Trust and Transparency
 - Promotional Process
 - “Stay” Survey
3. Utilize employee feedback and workforce data to identify emerging concerns, inform Training and Development Plan, improve employee experience, and support a culture of excellence and accountability.

Key Metrics:

1. 100% of New Hires participate in 90 day/Quarterly PECC
2. Quarterly surveys for the workforce
3. Participation in surveys to 50% by end of 2027

2027-2029 Affirmative Action Plan

Implementation

Implementation of the OSP Affirmative Action Plan will be led by the DEI Unit, consisting of the DEI Manager, DEI Trainer, DEI Policy Analyst, and OSP Inclusion Team in partnership with Human Resources, Executive Leadership, and managers and supervisors across the agency. The DEI Manager will provide biannual progress reports to Executive Leadership through LEADS meetings, utilizing varying data from workforce demographic, recruitment, retention, engagement, survey, and training data to highlight progress and identify opportunities for improvement. Executive Leadership will provide strategic direction and accountability, while managers and supervisors will support implementation, encourage employee participation, and ensure alignment with OSP's strategic priorities.



2027-2029 Action Plan

Reporting Agency Complaints

COMPLAINT PROCESS

In order to build and maintain the public's trust, and uphold the authority given to OSP by the people of Oregon, the Oregon State Police strive to uphold the highest ideals of ethical and professional conduct. As such, we take seriously and investigate thoroughly all complaints of bias or discrimination in our workforce. Managers and Supervisors are held to a higher standard, and per DAS 50.010.01 are expected to be proactive in creating and maintaining a discrimination and harassment free workplace. Complaints and Compliments can be initiated anonymously, in person or over the phone, submitted electronically via [Online form](#), or a [Downloadable form](#) which can be returned in person, mailed to General Headquarters or submitted via email to opsgeneral@osp.oregon.gov.

It is our Office of Professional Standards (OPS) that receives and manages complaints for both sworn and professional staff employees, in addition to conducting reviews of police pursuit and use of force reviews, and other high liability incidents such as misconduct or damage to state equipment. The Office of Professional Standards (OPS) & Risk Analyst office (9 FTE) are comprised of a team of three full-time investigators (Lieutenants), a Risk Manager (OPA3), Operations and Policy Analyst (OPA3, OPA1), Reporting Analysts (OPA3) and a Policy Manager (OPA1) and is supervised by a sworn OPS Captain.

COMPLAINT DATA AND FINDINGS 2024-2025

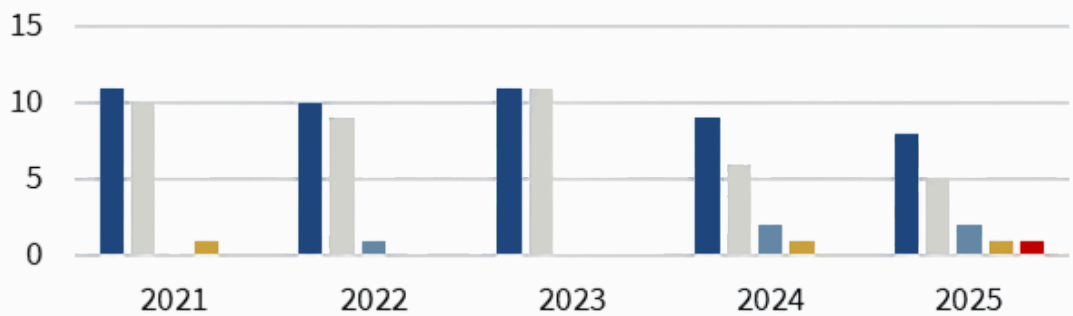
Pursuant to Oregon Executive Order no. 17-11 relating to Affirmative Action, Equal Employment Opportunity, Diversity, Equity, and Inclusion and amendment of Executive Order 05-01, Amendment 08 18, and Amendment 16-09 Section 2. f, the Oregon State Police proudly and transparently fulfills state agency obligations to "Track, evaluate, and measure trends in agency discrimination and/or harassment claims, reporting data and findings in the subsequent biennial Affirmative Action Plan." Building upon previously disclosed data from '21-'23, this biennium's data is for 2024 and 2025.

- 2021: Eleven investigations involving allegations of discrimination or perceived bias (Ten race, one physical disability). All were unsubstantiated, with no evidence supporting the allegations.
- 2022: Ten investigations involving allegations of discrimination or perceived bias (Nine race, one gender). All were unsubstantiated, with no evidence supporting the allegations.
- 2023: Eleven investigations involving allegations of discrimination or perceived bias, all related to race. All were unsubstantiated, with no evidence supporting the allegations.
- 2024*: Nine total complaints, six related to race, two related to gender/sex, and one alleging discrimination due to their disability. All were unsubstantiated, with no evidence supporting the allegations.
- 2025*: Eight total complaints with five related to race, two related to gender/sex, and one alleging discrimination due to their disability. One complaint, an internal complaint from among our unsworn professional staff related to gender, was substantiated. All other allegations were unsubstantiated, with no evidence supporting the allegations.

*Data for 2024 and 2025 include both community complaints as well as internal allegations.

2027-2029 Action Plan

Complaint Data 2021-2025



	2021	2022	2023	2024	2025
■ Total Bias Complaints	11	10	11	9	8
■ Race	10	9	11	6	5
■ Gender/Sex	0	1	0	2	2
■ Related to a Disability	1	0	0	1	1
■ Substantiated	0	0	0	0	1

■ Total Bias Complaints ■ Race ■ Gender/Sex ■ Related to a Disability ■ Substantiated

Overall, OSP's most recent reporting indicates a declining trend in allegations of discrimination, bias, and unprofessional conduct. During the last biennium, OSP responded to more than 250,000 calls for service, traffic stops, investigative contacts, and countless other public-facing interactions where complaints could arise, yet the agency averaged 11 related complaints per year.

In this 2027–2029 Affirmative Action Plan, OSP has expanded its reporting practices to include internal staff complaints alongside external complaints, reflecting the agency's commitment to transparency, accountability, and maintaining public trust. Even with this broader and more comprehensive reporting approach, OSP continues to experience a decline in overall complaints.

Whether it is a Trooper making contact during a traffic stop, a dispatcher answering a call for help, a Forensic Scientist providing testimony in court, an administrative specialist registering a Sex Offender, or an employee assisting a community member with a firearms transaction, every interaction represents an opportunity to provide high quality customer service and strengthen confidence in public service. We recognize public trust is not built or maintained through isolated initiatives, but through consistent professionalism, fair treatment, transparency, and accountability throughout thousands of daily interactions.

By openly reporting complaints and remaining committed to continuous improvement, OSP demonstrates that transparency and public trust are not simply aspirational values, but operational priorities embedded in the agency's mission and our daily actions. High-quality public safety services require sustained efforts to promote professionalism, customer service, investments in high-quality training, normalizing and operationalizing diversity, equity, and inclusion principles, to foster a culture of excellence and accountability.

2027-2029 Action Plan

Succession Planning

The Oregon State Police annually updates and submits a Succession Plan created by the OSP DEI Manager. The succession planning ensures alignment with agency Strategic Plan, DEI/AA planning with the goal of ensuring continuity of essential operations, preserving institutional knowledge, and sustaining workforce readiness by recruiting, mentoring, developing, and training personnel to defined competency standards that enhance public safety across Oregon.

Contracting

ADVANCING CONTRACT EQUITY PROCUREMENT PROCESSES

OSP is aligned with State Government strategies to improve equitable contracting and purchasing practices to promote economic development for minority-owned, women-owned, service-disabled veteran-owned, and emerging small businesses.

OSP Procurement & Contracts follows all requirements to ORS/OAR/Policy including DAS Policy 107-009-0030 and Procedure 107-009-0030_PR and Executive Order 18 03 - Promoting Diversity and Inclusion Opportunities for Oregon Minority-Owned, Women-Owned, Service-Disabled Veteran Owned, and Emerging Small Businesses.

This includes having information and resources available on the OSP Website for [“How to do business with OSP”](#), a [plain-language summary](#) with references to statutes, rules, and policies, and being intentionally inclusive of COBID vendors when we solicit. Additionally, OSP’s Procurement team participates in procurement community events such as the Reverse Vendor Trade Show and the Governor’s Marketplace.

CONTRACTS WITH MINORITY-OWNED, WOMEN-OWNED, SERVICE-DISABLED, VETERAN-OWNED BUSINESSES (ORS 659A.015)

Current OregonBuys COBID reporting reflects 110 purchases totaling \$120,846.11 with Emerging Small Business/Women-Owned firms. Active contracts awarded in prior biennia to COBID-certified firms do not count as new awards but are still active and continue to generate spending:

3 active contracts

- PO 25700 00023341 (Chough Inc. dba Extreme Products)
- PO 25700 00035049 (Wooldridge Enterprises Inc.)
- PO 25700 00042844 (First Responder Psychology)

Individual contracts issued under existing contracts or statewide price agreements. These are individual orders tied to existing contract vehicles (including the three above and some DAS statewide agreements):

- 159 individual contracts
- Totaling \$84,774.89
- Vendors: Wooldridge Enterprises, BC Towing, Commercial Business Furniture, Chough Inc. dba Extreme Products, 911 Supply

Direct-award contracts (no solicitation) issued directly during this reporting period:

- 24 contracts
- Totaling \$40,313.58
- Vendors: 911 Supply, Seft Consulting, Penhollow Promotions

Additional known direct bill payments (outside Procurement) processed directly by Accounting, not through Procurement-managed contracts:

- Bio Med Testing Services (COBID-certified)

*Please note, all numbers are for firms with official COBID-certification. Minority or women-owned firms who are not COBID-certified would not be reflected in this count.

Workforce Analysis

Demographic Data Review

Objective:

The Oregon State Police (OSP) is committed to attracting, developing, and retaining a highly qualified workforce while increasing representation, and ensuring an equal employment opportunity workplace where all employees have the opportunity to succeed. A primary objective of the 2027–2029 Affirmative Action Plan is to conduct our comprehensive analysis of OSP workforce demographic data. This analysis helps evaluate employment trends, and organizational practices to identify progress and opportunities to develop strategies that support OSP's mission of serving all people with professionalism, integrity, excellence and accountability. By identifying current demographics, we can develop targeted strategies to ensure our department's efforts are building upon a diverse, professional, and trustworthy workforce.

Despite the continued nationwide recruiting and retention challenges facing law enforcement, OSP has maintained a stable workforce while making incremental progress in several demographic areas.

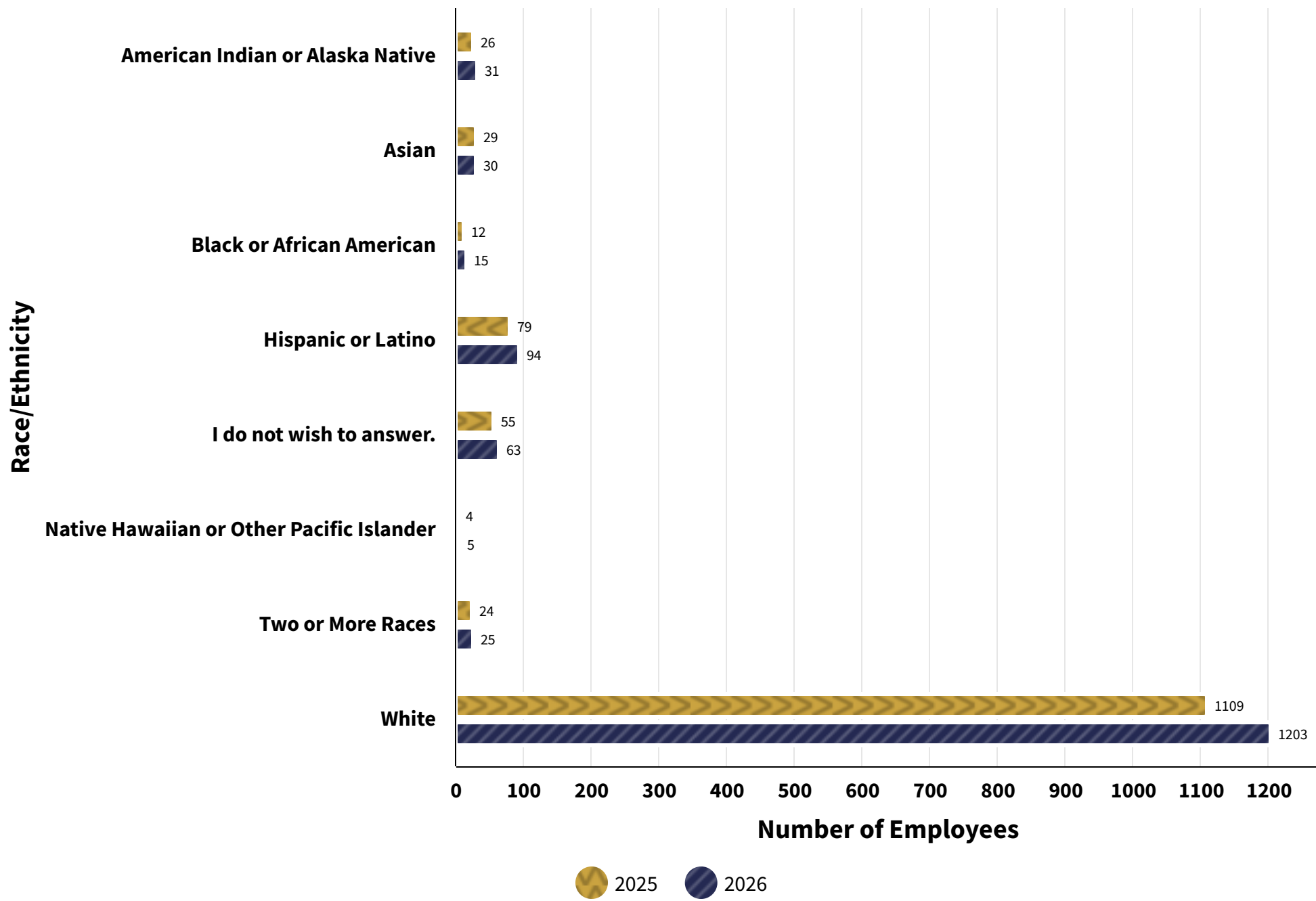
These efforts continue to strengthen the OSP workforce through merit-based recruitment, employee development, mentorship, promotion, and succession planning.

Full workforce demographics is available by scanning the QR code or [clicking here](#).

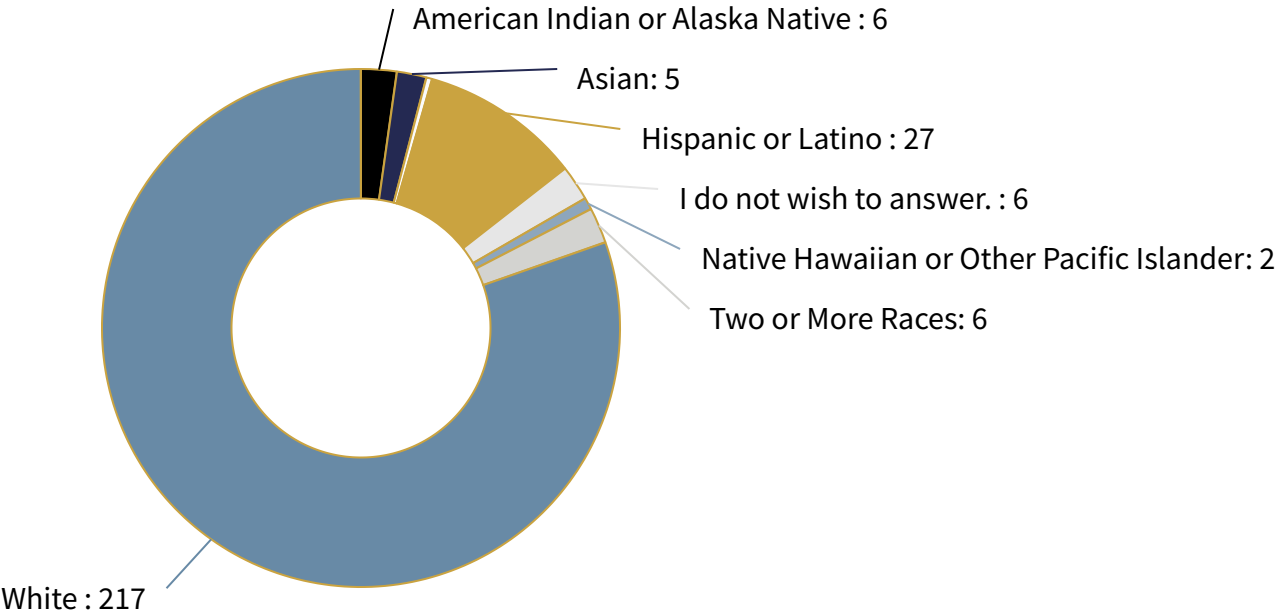
Full visualized demographics information can be viewed by [clicking here](#).



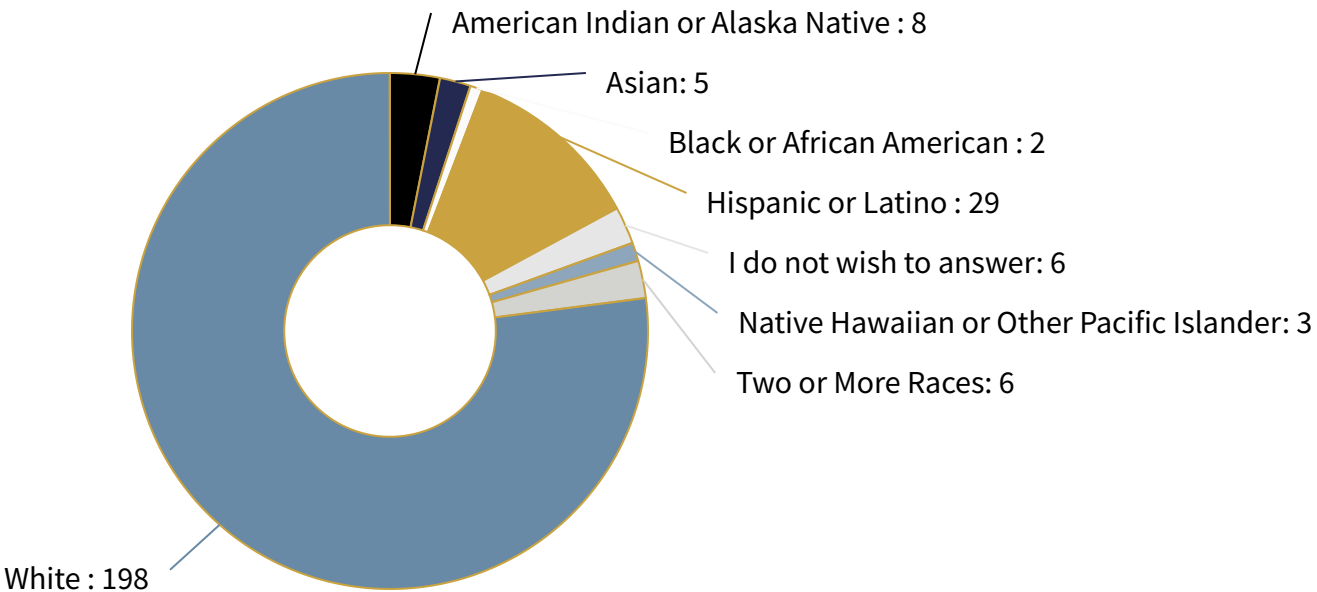
OREGON STATE POLICE WORKFORCE By Race/Ethnicity



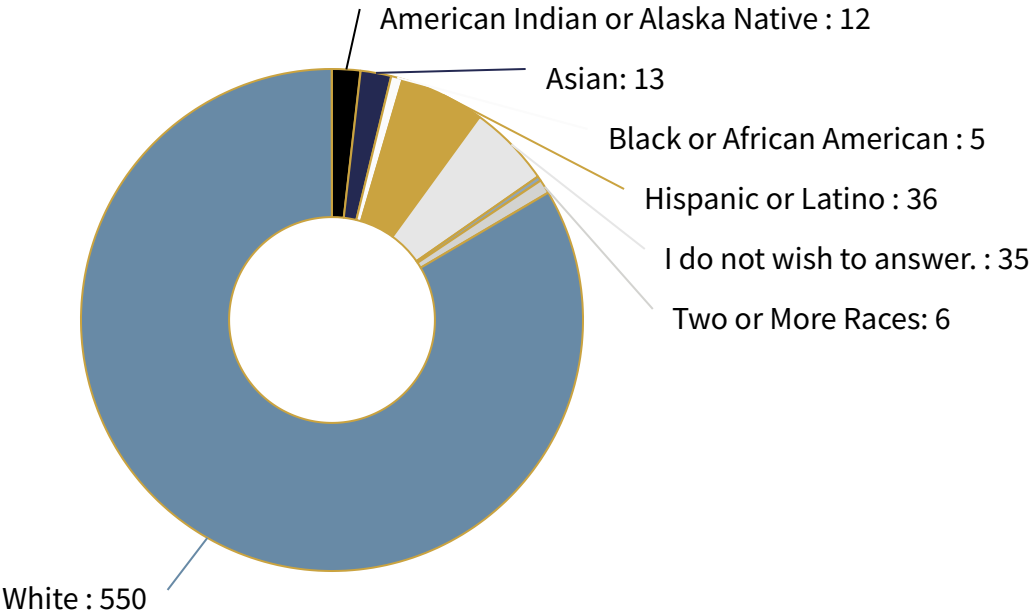
Administrative Support Staff By Race/Ethnicity (As of June 30, 2025)



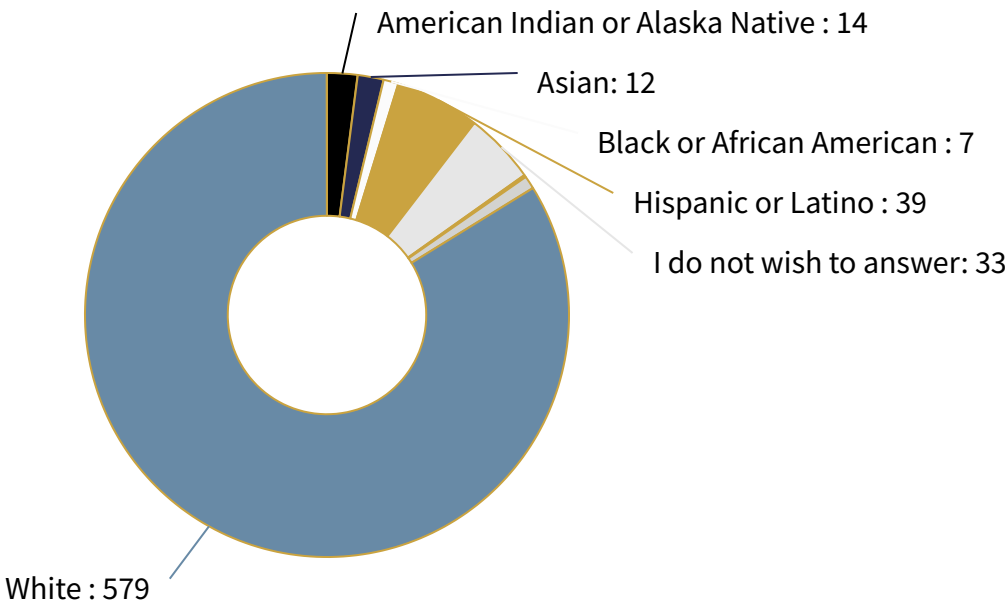
Administrative Support Staff By Race/Ethnicity (As of June 30, 2026)



Protective Service Workers By Race/Ethnicity (As of June 30, 2025)

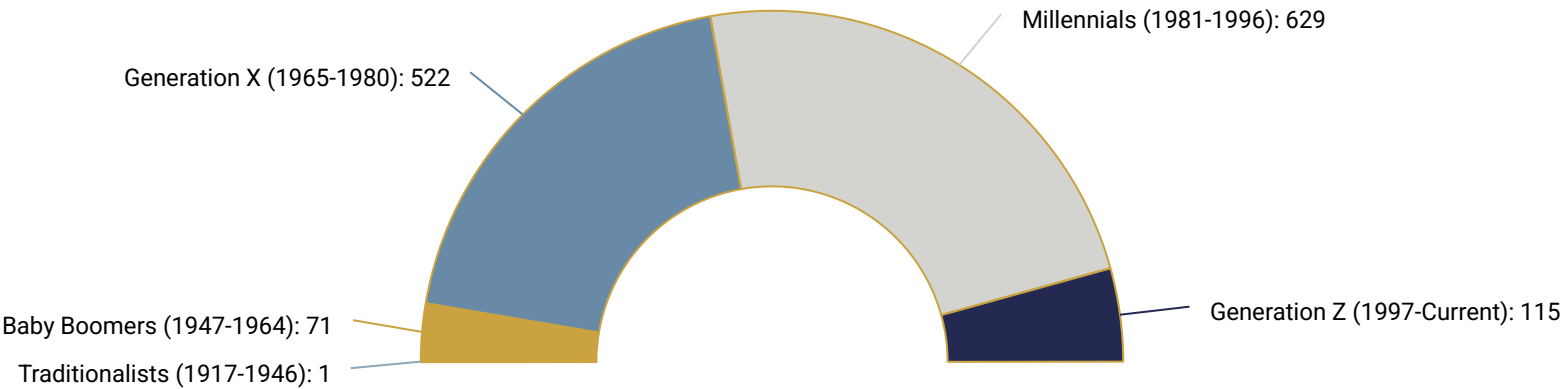


Protective Service Workers By Race/Ethnicity (As of June 30, 2026)



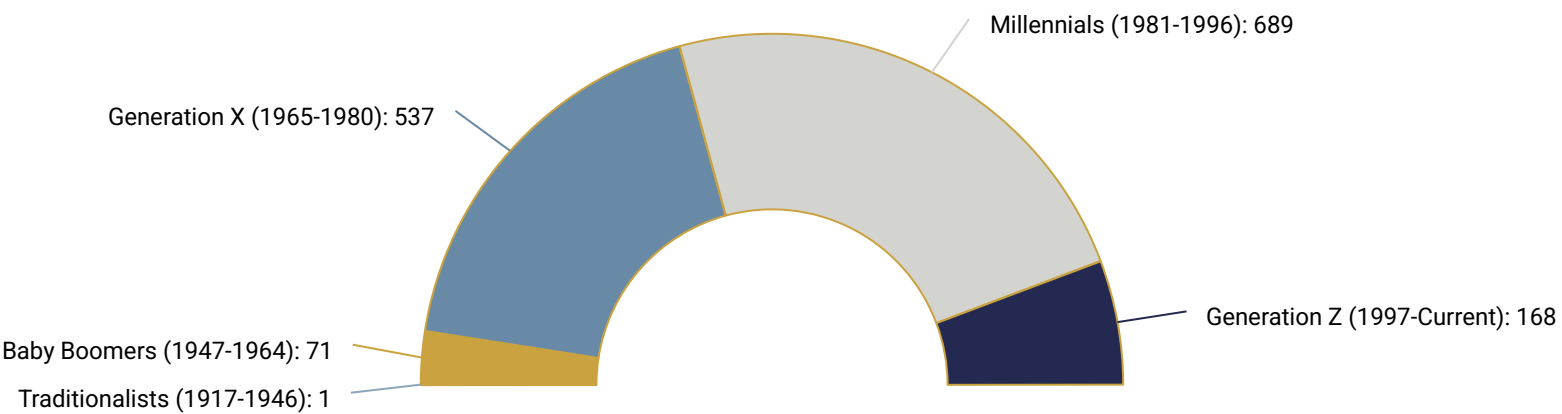
OREGON STATE POLICE

WORKFORCE By Generation (As of June 30, 2025)

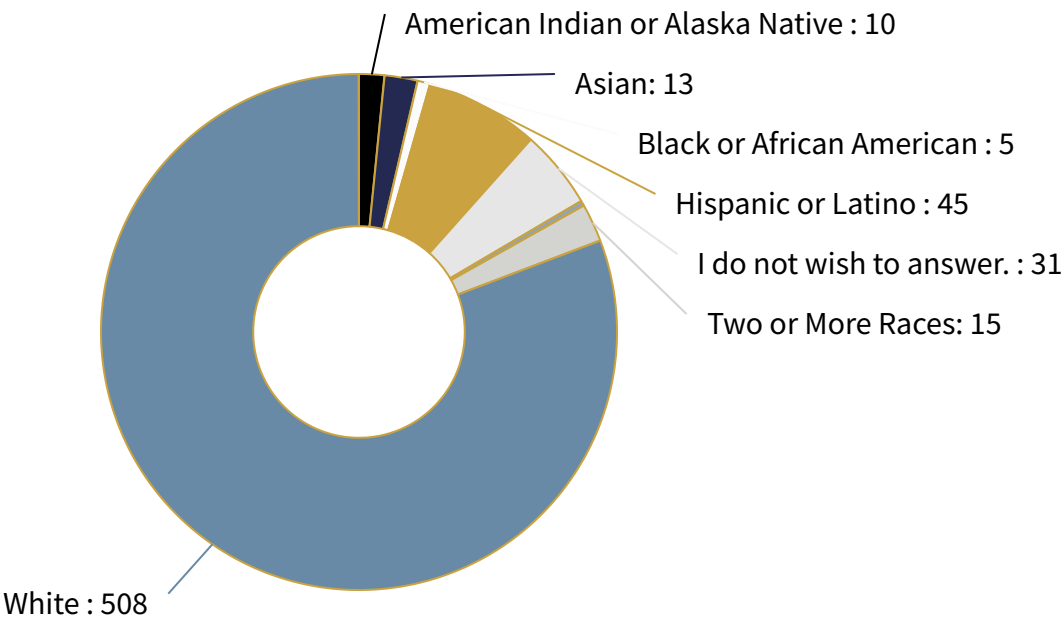


OREGON STATE POLICE

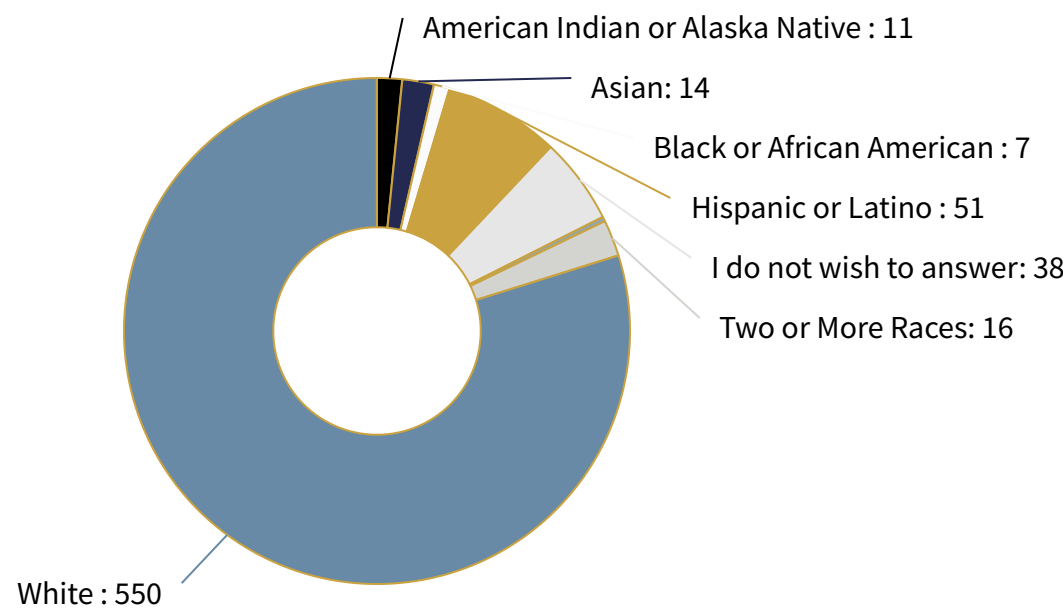
WORKFORCE By Generation (As of June 30, 2026)



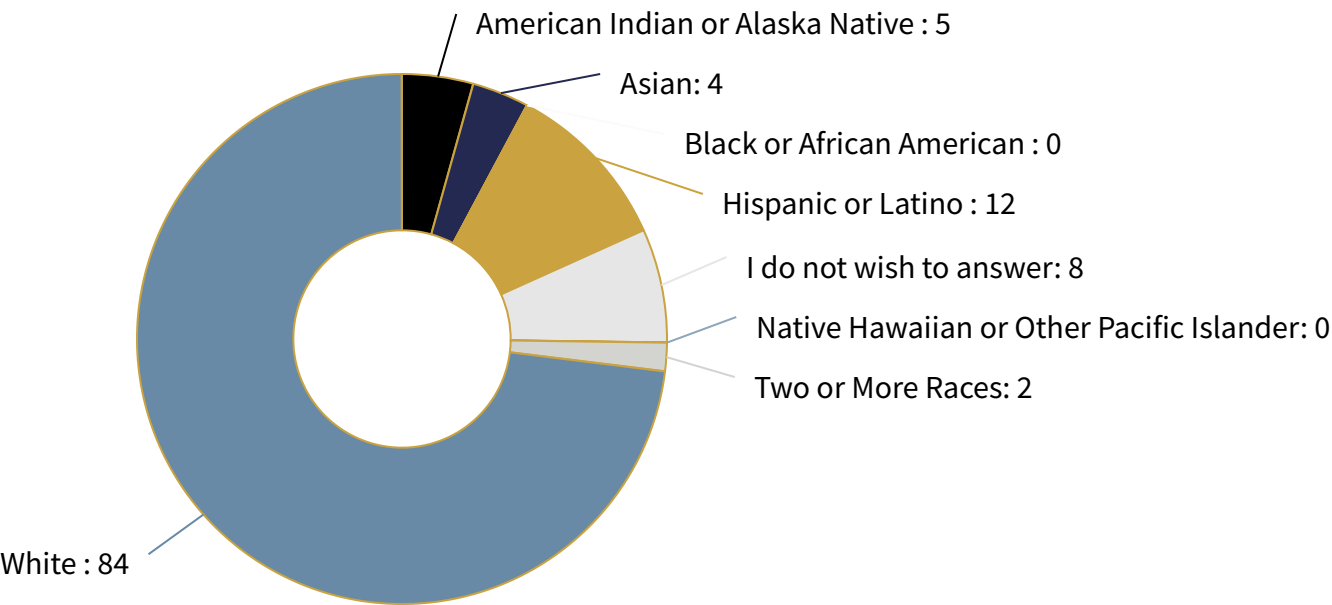
Millennials (1981-1996) By Race/Ethnicity (As of June 30, 2025)



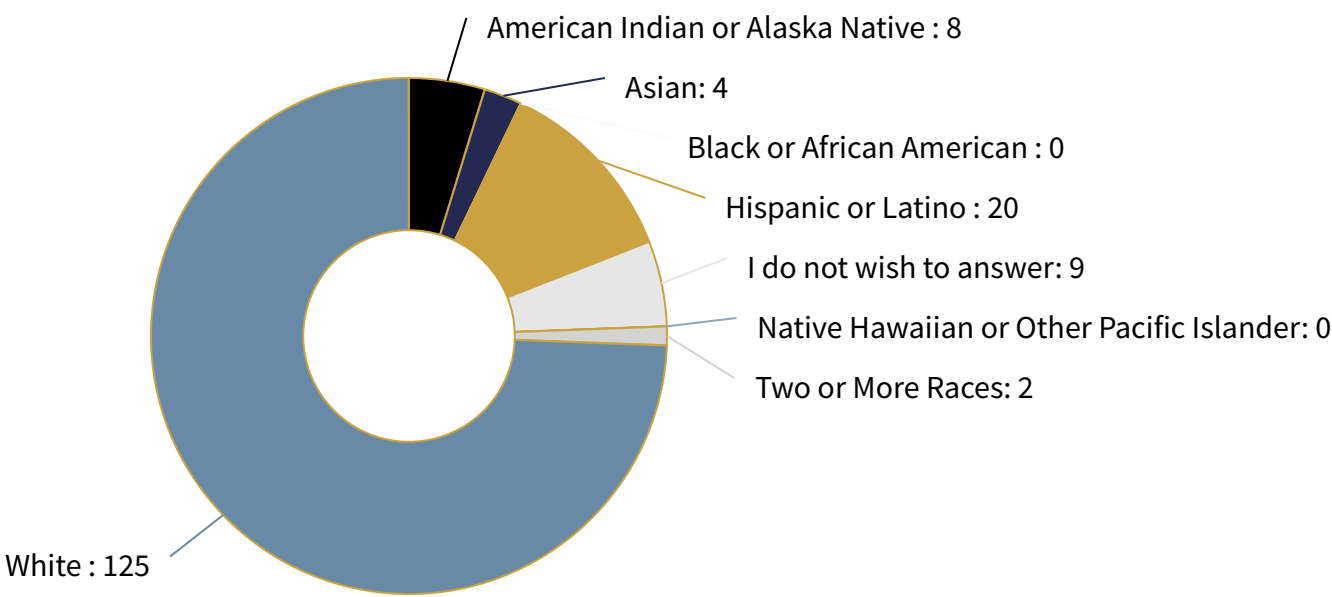
Millennials (1981-1996) By Race/Ethnicity (As of June 30, 2026)



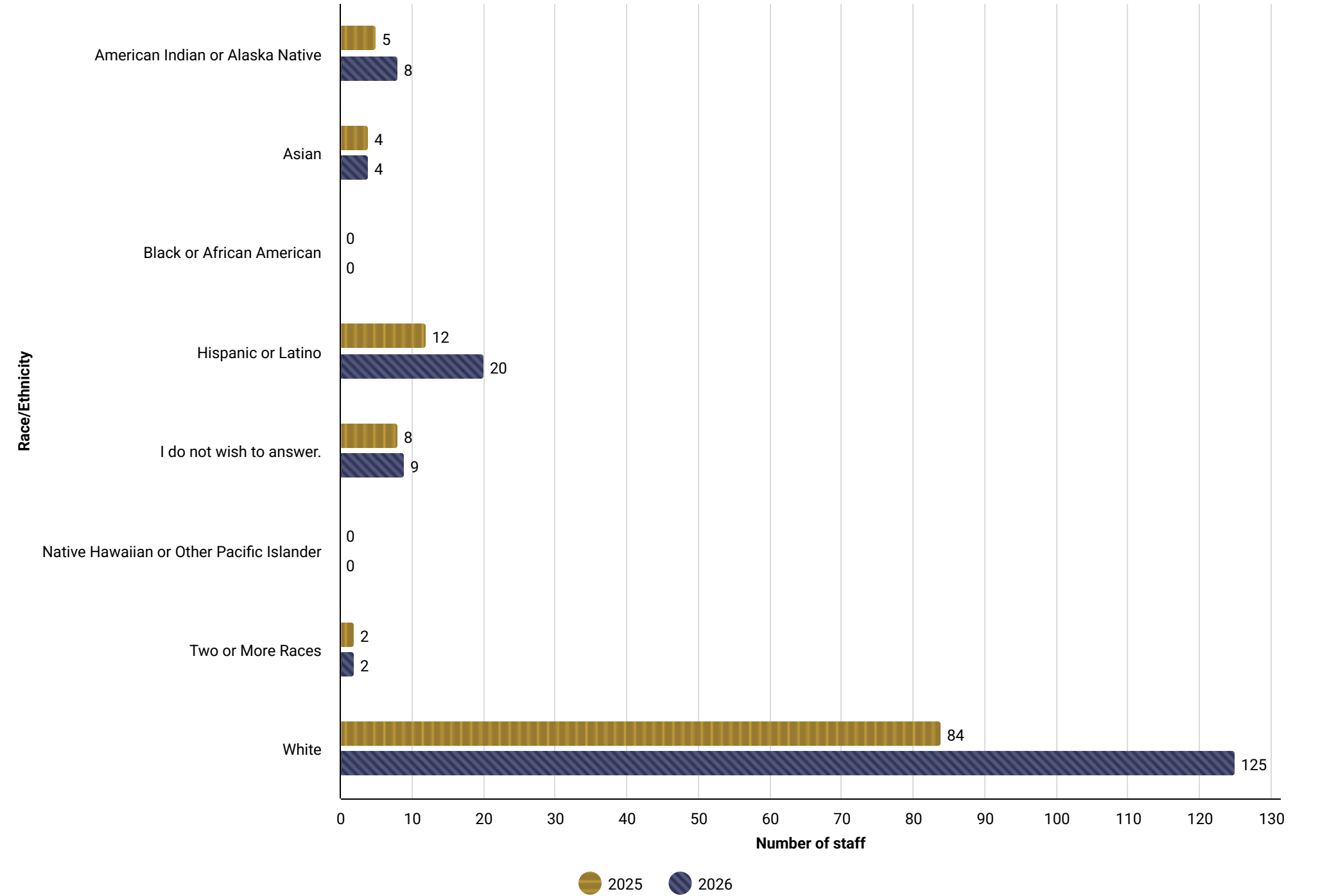
Generation Z (1997-Current)By Race/Ethnicity (As of June 30, 2025)



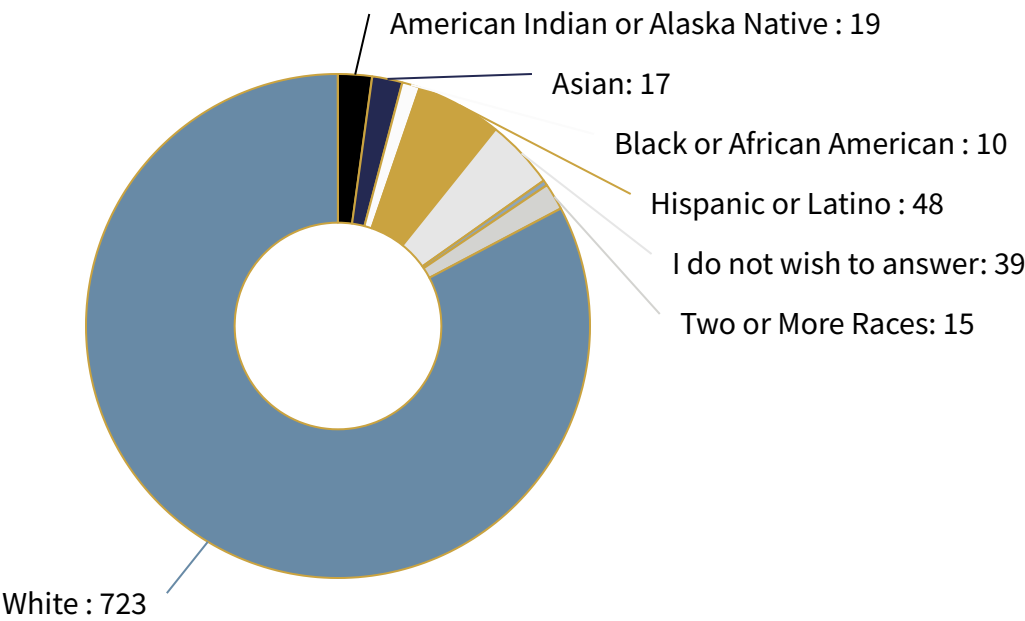
Generation Z (1997-Current)By Race/Ethnicity (As of June 30, 2026)



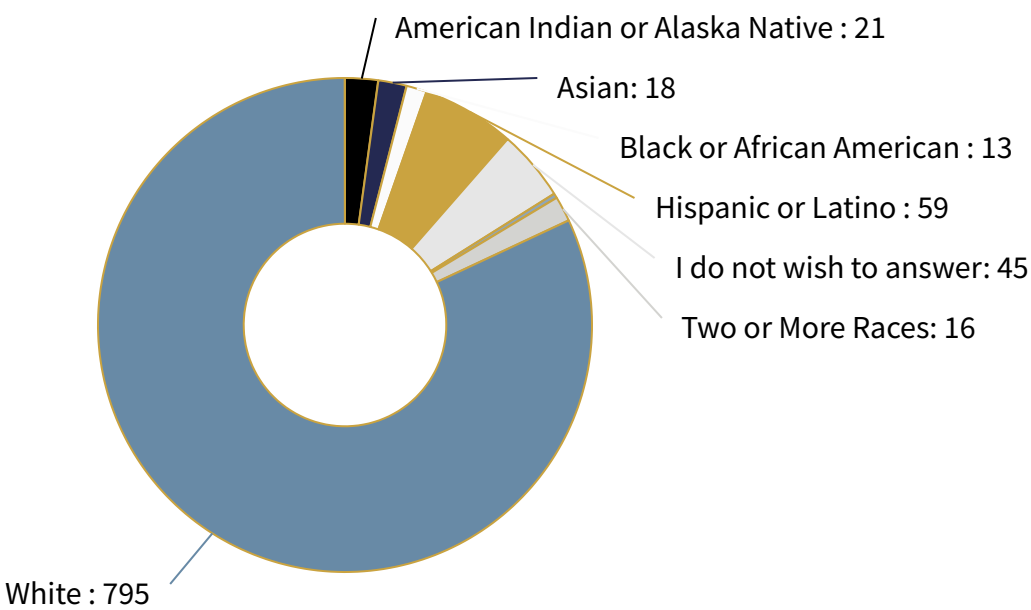
Generation Z (1997-Current)By Race/Ethnicity



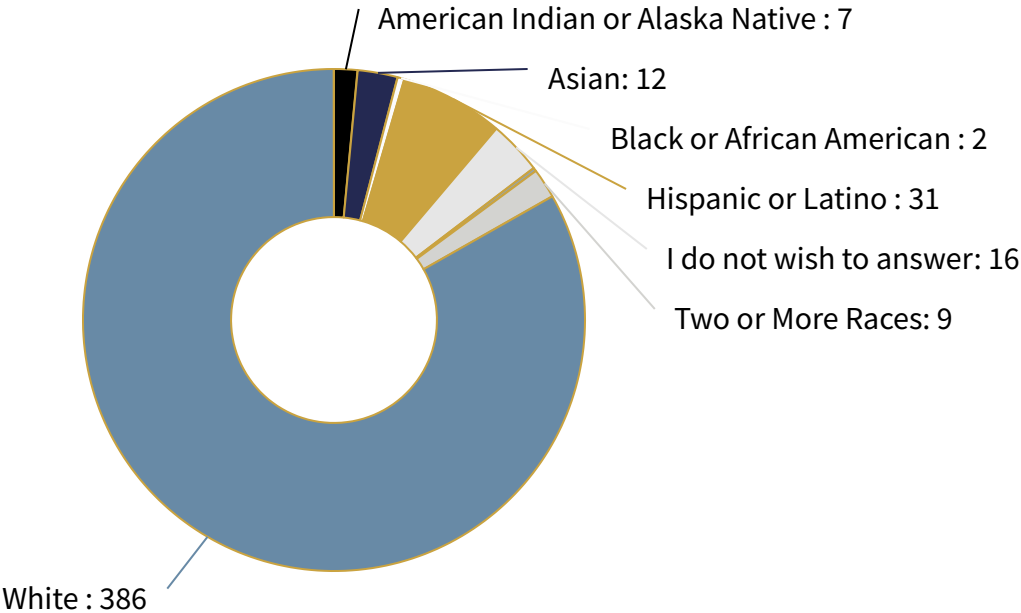
Males By Race/Ethnicity (As of June 30, 2025)



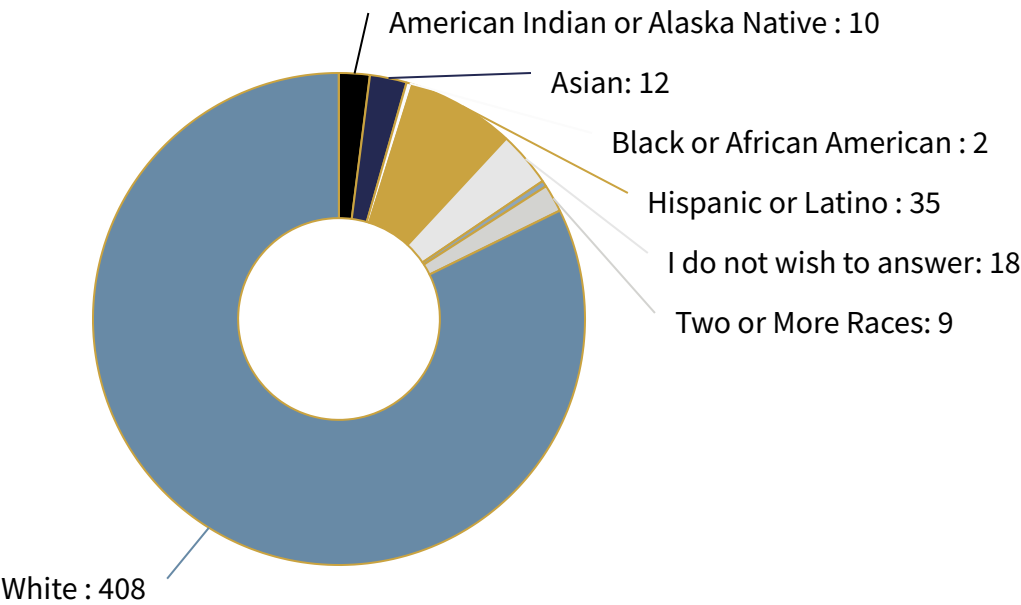
Males By Race/Ethnicity (As of June 30, 2026)



Females By Race/Ethnicity (As of June 30, 2025)

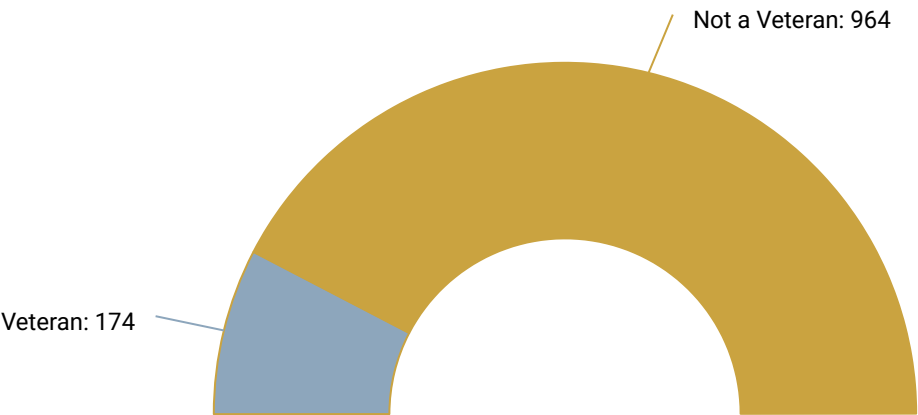


Females By Race/Ethnicity (As of June 30, 2026)



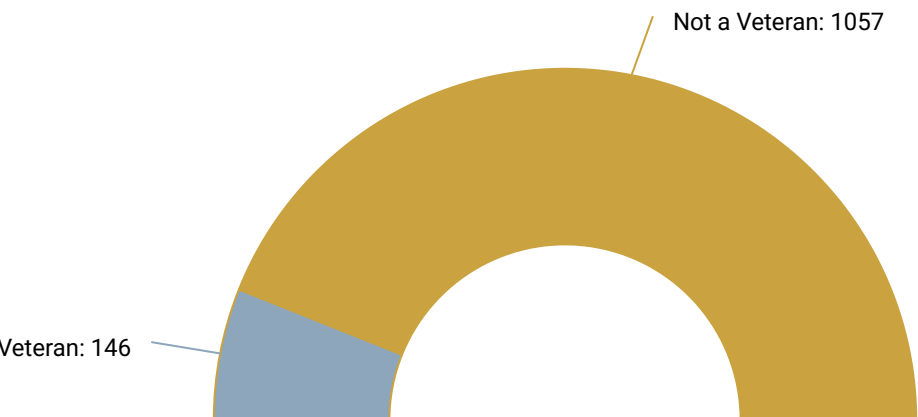
OREGON STATE POLICE

WORKFORCE By Veteran Status (As of June 30, 2025)

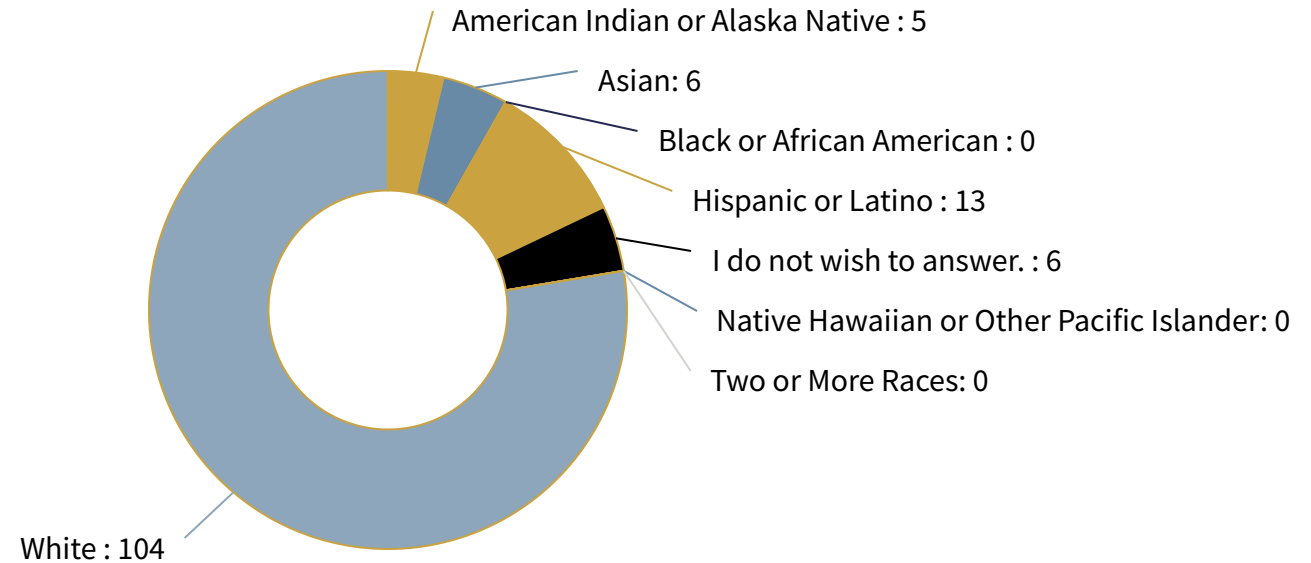


OREGON STATE POLICE

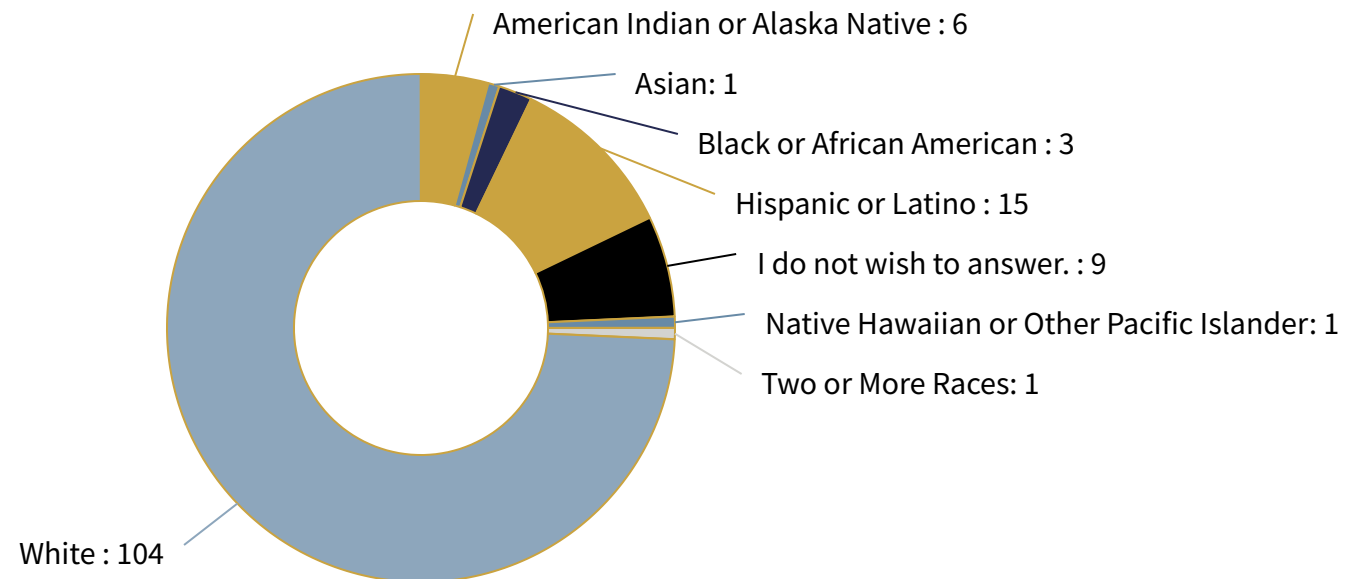
WORKFORCE By Veteran Status (As of June 30, 2026)



New Hires Between July 1, 2024 and June 30, 2025 By Race/Ethnicity



New Hires Between July 1, 2025 and June 30, 2026 By Race/Ethnicity



Appendix: Additional Diversity, Equity, and Inclusion Progress

- 2025- Monthly DEI Newsletter to support agency goals (AAP 2025-2027 Goal 1. a. i, ii)
- 2025- HWR Unit Leave of Absence Initiative: Ensure holistic and compassionate supports are provided to workforce members on leave (AAP 2025-2027 Goal 1. b. ii)
- 2025- Comprehensive In-Person and Hybrid training options to support the continued growth and development of our workforce to better recognize and be responsive to cultural differences. (AAP 2025-2027 Goal 1. b. iii, Goal 2. c. i, ii, iii)
- 2025- January, Talk a Mile at Centennial HS in Gresham (OSP Strategic Plan goal #2. Strengthening Community Relations)
- 2025- February, OSP Pre- Academy 25-01 Mentorship/DEI training (AAP 2025-2027 Goal 2. a.)
- 2025- March, Community Engagement: Elevate Oregon in Northeast Portland
- 2025- April, Recruiting/Community Engagement Centralia College in Centralia, WA
- 2025- April, Recruiting Engagement Columbia Basin College in Pasco, WA
- 2025- April, Recruiting Treasure Valley Community College in Ontario, OR
- 2025- May, Recruiting/Community Engagement: Chemeketa Community College in Salem, OR: Clackamas Community College (Oregon City, OR) (OSP Strategic Plan goal #2.)
- 2025- May, Community Engagement: Silverton HS Car Show (OSP Strategic Plan goal #2.)
- 2025- June, Community Engagement: 2nd Urban Explorers visit GHQ in Salem (OSP Strategic Plan goal #2.)
- 2025- June, Recruiting/Community Engagement: Northwest Athletic Conference (NWAC) Spring Meeting in Arlington, WA (OSP Strategic Plan goal #2.)
- 2025- June, Recruiting/Community Engagement: Women's F&W Division Workshop (OSP Strategic Plan goal #2.)
- 2025- October Community Engagement: Elevate Oregon Trunk or Treat at Parkrose Middle School in NE Portland (OSP Strategic Plan goal #2.)
- 2025- October, OSP Pre- Academy 25-02 Mentorship and DEI training
- 2025- November, Community Engagement: Talk a Mile with Lincoln, Cleveland, and Parkrose High schools in Portland (OSP Strategic Plan goal #2.)
- 2025- Nov. – February '26 Training and Development Planning (AAP 2025-2027 Goal 2. c. ii, iii)
- 2025- December, DEI Manager leads Succession Planning (AAP 2025-2027 Goal 2. b.)
- 2025- 100% OSP Troopers have completed DEI Unit trainings (AAP 2025-2027 Goal 2. c. ii, iii)
- 2026- March, Managers Competency Presentation regarding PAF/TOMP check ins (AAP 2025-2027 Goal 2. c. ii, iii)
- 2026- April, sworn Managers Competency Presentation regarding PAF/TOMP check ins (AAP 2025-2027 Goal 2. c. ii, iii)

Appendix: Additional Diversity, Equity, and Inclusion Progress

Affirmative Action Related Policies and Resources

If you have questions about the development of this agency's affirmative action plan, please contact DEI Manager Kenny Lowe at Kenneth.Lowe@osp.oregon.gov.

State Policies and Resources:

- [Affirmative Action Policy \(ORS 182.100\)](#)
- [Policy of affirmative action and fair and equal employment opportunities and advancement \(ORS 243.305\)](#)
- [Unlawful Discrimination in Employment, Public Accommodations and Real Property Transactions; Administrative and Civil Enforcement \(ORS 659A.012, 659A.015\)](#)
- [Statewide Diversity, Equity, and Inclusion Action Plan](#)
- [Executive Order 22-11](#)
- [ADA and Reasonable Accommodation Policy \(Statewide policy 50.020.10\)](#)
- [Discrimination and Harassment Free Workplace \(Statewide policy 50.010.01\)](#)
- [Duties of Administrator \(ORS 240.145\)](#)
- [Rules Applicable to Management Services \(ORS 240.250\)](#)
- [Recruitment and Selection \(Statewide policy 40.010.02\)](#)
- [Veterans Preference in Public Employment \(ORS 408.230\)](#)
- [Equal Opportunity and Affirmative Action Rule \(105.040.0001\)](#)

Federal Policies and Resources:

- [Age Discrimination in Employment Act of 1967 \(ADEA\)](#)
- [Disability Discrimination Title I of the Americans with Disability Act of 1990](#)
- [Genetic Information Discrimination Title II of the Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
- [Equal Pay and Compensation Discrimination Equal Pay Act of 1963](#)
- [Title VII of the Civil Rights Act of 1964](#)
 - National Origin Discrimination
 - Discrimination
 - Race/Color Discrimination
 - Religious Discrimination
 - Sex-Based Discrimination
 - Sexual Harassment
- [Retaliation Title VII of Civil Agency Affirmative Action Policy](#)
- [Executive Order 11246 \(OFCCP regulations\)](#)

