

WESP

renewal steering committee capture

Topic 4: Training & Topic 5: Data
October 24 & 26, 2023



Project Background

The WESP Renewal Steering Committee oversees the research, design, and proposal of the new iteration of [the Workforce Equity Strategic Plan](#). In addition, [the WESP renewal structure](#) will create a process to co-design recommendations, expand engagement and ensure we center the voices of those most impacted by racial disparities in the workplace.

In the next 3 months, we are committed to deliver a **Specific, Measurable, Actionable and Accountable Strategic Plan** to be adopted by the Board of County Commissioners in January 2023.

At [the team retreat in June](#), we determined our Community Care Agreements, Decision-Making Processes, and the Steering Committee's working format throughout the WESP Renewal.

We identified 7 topic areas to address, including: Accountability, Restructuring, Retention, Training, Compensation, Practice, and Data.

This capture shares the summary of our work session on Training and Data. In the session, we explored the design challenge:

- **How might we design training for County employees on equity topics to support the efforts of the WESP and achieve Racial Justice and Equity?**
- **How might we design our data practice to ensure centralization, transparency and accessibility to support the efforts of the WESP and achieve Racial Justice and Equity?**

Training and Data Session Participants

Steering Committee (SC) members met at the June Key Delta Center on October 24 and 26 to discuss the topic areas of: Training and Data.

Subject Matter Experts were invited to join a virtual town hall to share their thoughts with the Steering Committee.

SC Attendees

Andrea Damewood
Ari Alberg
Arnita
Tucker-McFarland
Carlos Richard
Eboney Bell
Estelle Norris
Eve Buchanan
James Anderson
Jenny O'Meara
Joseph Almond
Kalisha Stout
Ruby Gonzalez
Ronald Montgomery
Shannon Goulter
Timothy Ho
Walle Brown

Subject Matter Experts

Alayna Wilson
Alec Esquivel
Alison Sachet
Anna Allen
Byron Vaughn
Charmaine Kinney
Chris Austin
Cole Whitehurst
DeWanna Harris
Jaq Kunz
Jane Williams
JR Lilly
Keyonia Williams
Maureen Weber
Monalisa Diamond
Patricia Ford-Jackson
Shelly Kent
Sossity Chiricuzio
Sonja Ervin
Sophie Wilson
Stephen Graves
Suzy Phillips

ODE/ MIL Facilitation Team

Veronica Cano
Ashley Carroll
Joy Fowler
Alejandro Juárez
Mary Li
Jooyoung Oh
Mariana Parra
Sam Silverman
Terralyn Wiley
Trisa Kelly

Two Days At-a-glance

Day 1

Town Hall

Subject Matter Experts were invited to join an online town hall to share their thoughts and suggestions related to the focus area topics of Training and Retention.

Identity Caucuses - Retention Review

We broke into the same identity-based caucuses from the [September work session](#) to review the recommendations made for how to retain our employees of color to ensure they capture the intentions of the groups.

Moments of Joy + Equity in Action

We shared stories of moments of joy or witnessing equity in action to understand what these concepts look like to each of us and how they show up in our lives.

Sharing and Reflection

The identity caucuses shared the values, approaches, and ideas from their recommendations to identify where we are aligned in our thought processes.

Day 2

Training Madlibs

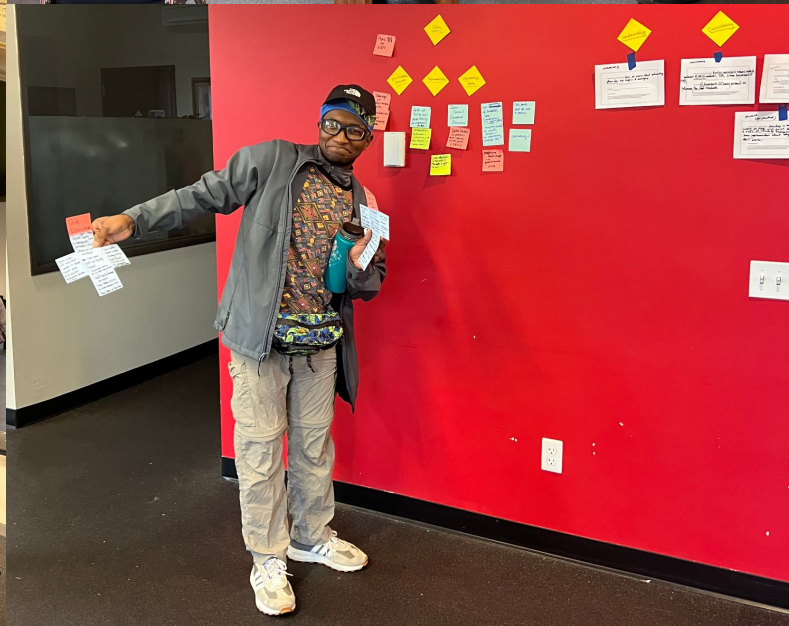
We reviewed feedback from the Town Hall and recommendations the Steering Committee made in the previous work sessions to write new action statements using the Madlib activity.

Data Reflections

Similarly, we reviewed the Town Hall and previous recommendations to identify important themes and critical actions or functions related to data equity.

Anti-Black Lens

We broke up into two groups - the Black and African American caucus and all other work session participants - to discuss if we have adequately addressed anti-Blackness in our recommendations.






Outcomes

Recommended Actions

Updated Strategic Plan Outline Draft



Training & Data Recommended Actions

The following slides summarize the guidance the committee members prioritized for each theme.* Previous WESP Renewal work sessions conducted so far have led to specific recommendations on Topic #4 Training and Topic #5 Data.

The following recommended actions will serve as guidelines for further review by the executive committee and final recommendation drafting.

*[Further details about main themes and key challenges available here](#)

Training Recommendations

Need more information/clarity

One-off = Process completion only

Ongoing = Monitoring progress periodically

Training & Onboarding for Managers

Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
4.1	Multnomah County shall develop a comprehensive manager onboarding process, inclusive of technical, cultural, and supervisory processes.	So we can improve retention and growth opportunities of EOC, LGBTQ employees, and employees that identify with having a disability.	Develop onboarding training/material on what constitutes racism, discrimination, harassment, microaggressions, and disabilities.	Tracked through manager onboarding completion records. (one-off)	1. Dept level
			Develop onboarding training/material on how to navigate employee complaints regarding racism, discrimination, harassment, microaggressions, and ADA accommodations.	Tracked through a review of departmental Manager onboarding manuals. (one-off)	1. Dept level
4.2	Multnomah County shall develop manager onboarding processes that address employee professional development strategies, including discussing the implementation of the PPRs and how to use them as a supervisee professional development tool.	Improve retention and promotion opportunities for EOC, LGBTQ employees, and employees that identify with having a disability.	Monitor employee experience with the PPR process in relation to job satisfaction.	Countywide Employee Survey (CWES) (ongoing)	1. Evaluation and Research Unit (ERU)
			Monitor retention and promotion data by department.	Department quarterly dashboards (ongoing)	1. Dept level

Training Recommendations



Need more information/clarity

One-off = Process completion only

Ongoing = Monitoring progress periodically

Training & Onboarding for Managers					
Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
4.3	Multnomah County shall develop and implement a system for manager support and accountability of equity practices.	To ensure departments foster a fair and inclusive environment managers will support and model countywide values around equity.	Develop a manager training tracking system that records the types and scores (pass/fail) received on DEI and culturally responsive practices trainings.	Training tracking system will capture manager's exposure to DEI and culturally responsive practices trainings. (ongoing) Training pre-post surveys will capture managers proficiency in DEI and culturally responsive practices. (ongoing)	1. Workday
4.4	Multnomah County shall invest and develop scenario based learning spaces for all supervisors and managers.	To ensure leaders can practice, refine, and use skills/tools taught in trainings.	Develop scenario based learning spaces for supervisors and managers.	As measured by Manager 360 tool (ongoing) and training tracking system (one-off or ongoing?)	1. Workday

Training Recommendations



Need more information/clarity

One-off = Process completion only

Ongoing = Monitoring progress periodically

Training & Onboarding for All Staff					
Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
4.5	Multnomah county shall roll out mandated and consistent countywide equity training series.	Ensure all staff (inclusive of leadership) are engaging with equity training series.	Develop a policy that requires every county employee take an equity training series annually as part of their PPR.	Review policy development process progress. (one-off)	1. Office of Diversity and Equity & Central HR
		Ensure equity awareness trickles down from those in leadership roles to public facing county employees.	Develop or modify existing equity training material into Equity training series. Standardize main learning objectives while leaving room for additional, department specific foci.	Review Equity training series development progress (one-off) ,	1. Office of Diversity and Equity
			Provide resources to party responsible for a) developing/modifying training series, b) implementing training series, and c) developing Workday tracking mechanism of training series.	Workday tracking mechanism (ongoing)	1. Workday

Training Recommendations



Need more information/clarity

One-off = Process completion only

Ongoing = Monitoring progress periodically

Training & Onboarding for All Staff					
Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
4.6	Multnomah County shall create mechanisms, for all employees of all levels, to demonstrate a commitment to equity.	To ensure equity is woven into county culture (trickle down effect).	Develop roles & responsibilities for equity at every level of county employment. Develop a tracking system for roles & responsibilities.	1.Roles & Responsibilities document completion. (on-off) 2.Tracking of role & responsibility completion. (ongoing)	
4.7	Tailor training to address employee individual needs. (<i>Is this referring to the individual's level of understanding of DEI?</i>)	To enhance value alignment and promote accountability among staff members. (<i>What is meant by value alignment? How can tailoring a training promote accountability?</i>)			
4.8	Address the needs of Asian managers in terms of leadership support and building their abilities and skill sets to lead multiracial teams effectively.	To increase AAPI manager retention.	Manager 360 should capture support needs and equity and inclusion supervisory trainings.	1. Manager 360 tool (ongoing) 2.CWES (ongoing) 3. Retention data (ongoing)	1. Dept level (Manager 360 tool) 2.ERU (CWES & Employee Trends)

Training Recommendations



Need more information/clarity

One-off = Process completion only

Ongoing = Monitoring progress periodically

Training & Onboarding Town Hall Recommendations					
Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
4.9	Develop a manager training series that moves the individual from baseline level (101) to moderate and advanced level skill sets.	To ensure manager skill sets are on a continuum and not stagnated.		1.Training series completion (one-off) 2. Training completion tracking (ongoing)	
4.10	Integrate training sessions into the onboarding process.	To ensure everyone is getting the same level of training.		1. Standardized, onboarding training guide. (one-off)	
4.11	Conduct a needs assessment for employees moving into management to identify areas of needed support.	To ensure new managers are set up for success.		1. Needs assessment completion (one-off) 2. Training completion (ongoing)	
4.12	Develop a training certificate track linked to PPRs, with questions asking the employee to identify examples of how training information has been built into their work.	To ensure accountability.		1. Completion of training certificate track. (one-off) 2. Number of employees who have met training certificate track milestones (tbd), by department. (ongoing)	

Training Recommendations



Need more information/clarity

One-off = Process completion only

Ongoing = Monitoring progress periodically

Training & Onboarding Town Hall Recommendations					
Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
4.13	Ensure county collaborations with training organizations, Partners in Diversity, are communicated and made available to all staff.	To ensure all staff have access to the same professional development, education, and community building opportunities.			
4.14	Review the use of trainings as a consequence to poor performance and inappropriate behavior in the workplace.	To ensure training is not used as a replacement for performance management.			
4.15	Develop a training assignment guide with roles and responsibilities for training by department and type of training.	To ensure those divisions without equity managers (Non-D) or smaller departments have access to the same training opportunities as the larger departments.			
4.16	MCSO staff must be held to the same training and PPR completion and personnel rule standards on racial equity as other Multco staff.	To ensure all county employees are implementing racial equity practices in the workplace and in the community.			

Training Recommendations



Need more information/clarity

One-off = Process completion only

Ongoing = Monitoring progress periodically

Training & Onboarding Town Hall Recommendations					
Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
4.17	Develop a centralized training curriculum for all departments focused on foundational equity topics.	To ensure all staff are receiving the same baseline training on equity.			
4.18	Infuse an intersectional focus into training to demonstrate how harm and oppression impacts protected groups.	To enhance baseline knowledge on equity and illustrate how oppression manifests with members of marginalized communities.			

Data Recommendations

One-off = Process completion only

Ongoing = Monitoring progress periodically

Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
5.1	Improve the exit interview process by implementing standardized data collection and reporting practices of the employee experience.	To document employee perceived challenges/barriers and identify strategies for improvement.	Develop a policy requiring a request for exit interviews/surveys of all employees leaving county employment.	1.The existence of a exit interview/survey policy. (one-off)	1.CHR
			Develop a process where exit interview findings are analyzed and presented to department equity teams for review and recommendation development.	1. Exit interview annual reports and equity committee recommendations. (ongoing)	1. Departmental Research & Evaluation Analysts
5.2	Standardize exit and stay interview practices across departments.	To ensure consistent data collection, for retention assessments, reviews, and necessary modifications.	Develop an exit & stay interview practices process for countywide use.	1. Exit & Stay interview practices guide. (one-off)	1. CHR

Data Recommendations

One-off = Process completion only

Ongoing = Monitoring progress periodically

Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
5.3	Implement a comprehensive stay and exit interview process.	To ensure accountability for a fair and equitable workplace and inform county policy and investments.	Identify existing and needed resources to conduct exit & stay interview data analysis, response rate monitoring, and CIU data analysis.	1. Interview data analysis (ongoing) 2. Interview response rate monitoring (ongoing) 3. Separation data examination (ongoing) 4. CIU data analysis (ongoing)	1. Departmental Research & Evaluation Analysts 2. ERU 3. ODE
5.4	Create a governing body or council with the Evaluation and Research Unit (ERU) and Immigrants and refugees (I&R) ERG to assess needs, evaluate work within county departments, and analyze policies across various organizations.	The goal is to enhance I&R experience and increase representation of I&R staff across county roles.			

Data Recommendations

One-off = Process completion only

Ongoing = Monitoring progress periodically

Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
5.5	Implement inclusive data practices that reflect the multiracial identities within the workforce. <i>(Aside from using inclusive identity in workday I am unsure what else this could mean. Some clarity would be helpful.)</i>	To enhance the representation of multi-racial identities within the workforce.		1. Refine data collection options <i>(Multco already uses inclusive identity. What would the other suggestions for refining be?)</i>	1. Workday 2. ERU 3. ODE
				2. Conducting a thorough analysis <i>(of what?)</i> to represent the organizational landscape's intersectionality accurately.	
5.6	Evaluate and address the resources needed to foster a supportive organizational culture for AAPI employees, including considering manager support as a factor in voluntary separations.	To increase AAPI employee retention.	Identify resources need to conduct an AAPI needs assessment. Conduct an AAPI needs assessment.	As measured by retention data (HR trends).	ERU?
5.7	Develop qualitative studies, that capture employee experience when needed.	To contextualize quantitative data collection.			

Data Recommendations

One-off = Process completion only

Ongoing = Monitoring progress periodically

Focus Area #	Recommendation	Objective (so that...)	Action/Next Step	Metrics (as measured by): One-off or On-going	Owner
5.8	Develop a data council that promotes data sharing across county departments with members that work together to discuss data issues, ethical issues, and ensure data transparency.	To ensure consistency across data collection efforts and usage, as well, as promote transparency across data collection, reporting and usage.			
5.9	Develop creative and innovative ways of tracking qualitative data across departments.	To enhance reporting mechanisms and utility.			
5.10	Develop data collection goals and objectives to ensure the data collected is used accordingly. <i>(This is actually done by the REA Seniors when a data project is pitched. However, not all data projects are vetted through REA Seniors.)</i>	To ensure transparency in data collection utility.			
5.11	Create departmental and countywide infrastructure for the training, data collection, and data analysis recommendation implementation and sustainability.	To ensure recommendations regarding trainings, data collection and reporting can be implemented.			

DRAFT: Strategic Plan Outline

01

Land Acknowledgement & ILWR

02

Contributors and Acknowledgements

ODE Team, MIL, SC, SME

03

Letter from the Chair

Jessica Vega Pederson

04

Messages from Exec Committee

Joy Fowler, Serena Cruz and
Travis Brown

05

How to read this document

Intention, what's included and how it
should be used

06

Introduction

Where we left off from the annual reports, State of the County, Meta recommendations/messages, equity infrastructure and a decentralized model

DRAFT: Strategic Plan Outline

07

Frameworks

ILWR, Anti-Blackness, LGBT+, Disabilities, Intersectionality, Equity and Empowerment Lens, Culturally Specific, Managers of Color

08

Methodology

Original WESP, Equity and Human Centered Design, Data and Evaluation, Engagement

09

Focus Areas

Previous WESP, Disability workgroup, LGBT+ workgroup, MOC, 7 Topics Recommendations (Accountability, Restructuring, Retention, Training, Data, Compensation, Practice)

10

Implementation Guidance

- The Role of Commissioners
- Countywide vs Departmental
 - The Role of Central HR
 - The Role of Dept HR
 - The Role of Dept Equity Teams / Committees
- The Role of the ODE
- The Role of Managers and Supervisors
- The Role of Every County Employee
- Roll out and in what format
- Where do we go once we implement it?

Appendices

Details on Work Session Activities:

- Town Hall
- Identity Caucuses - Retention Review
- Moments of Joy + Equity in Action
- Sharing and Reflection
- Training Madlibs
- Data Reflections
- Anti-Black Lens

Town Hall

What We Did

Subject Matter Experts were invited to join a virtual town hall to answer the following questions:

- How might we design training for County employees on equity topics to support the efforts of the WESP and achieve Racial Justice and Equity?
- How might we design our data practice to ensure centralization, transparency and accessibility to support the efforts of the WESP and achieve Racial Justice and Equity?

What We Learned

Training needs to advance beyond the 101 introductory level to implementation of skills and behavior changes. There must be follow up and ongoing learning to have accountability. We need standards and consistency for data collection, disaggregation, and equitable analysis.

Please click [here](#) to read all the town hall comments.

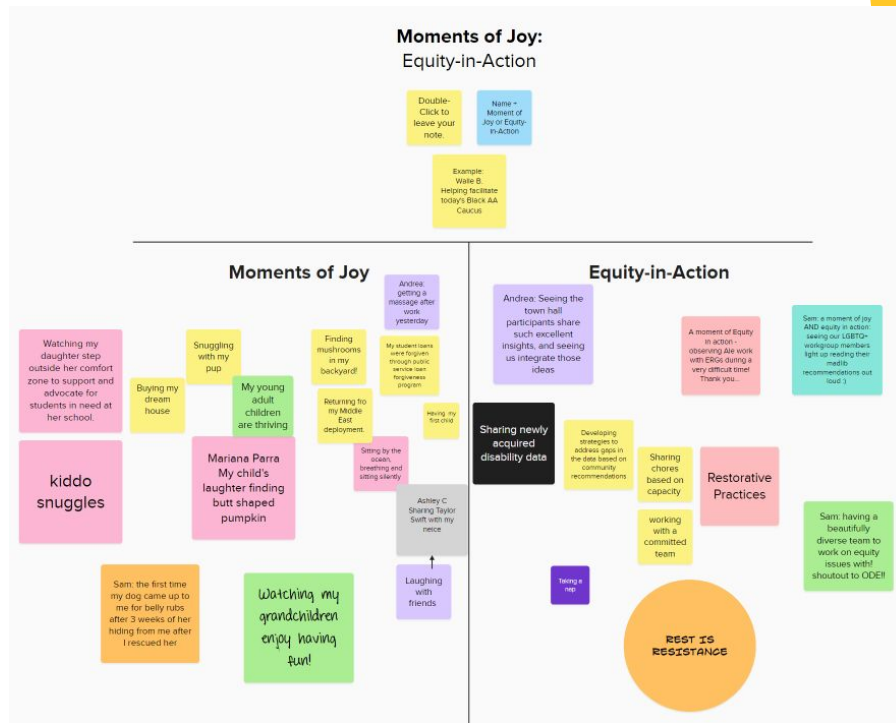
Moments of Joy + Equity in Action

What We Did

We used a Mural board to share our own stories of where we have found moments of joy in our lives and what equity looks like in action.

What We Learned

Many of us find joy in coming home, connecting with loved ones, major life accomplishments, enjoying nature, and self-care strategies. We recognized equity in action within each other and the work we do together, strategies to answer gaps in data, and restorative practices.



Identity Caucuses - Retention Review

What We Did

We broke into our smaller groups based on race/ethnicity from the [September work session](#). Our goal was to make sure we captured everything we wanted to put forward as culturally-specific recommendations to improve the retention of our employees of color.

What We Learned

Steering Committee members enjoyed being able to talk with their community members about shared experiences, but they determined we need more time to engage deeper. It's difficult to say that our recommendations can speak for the entirety of our community without their oversight and input.

Please click [here](#) to read all notes from the retention review activity

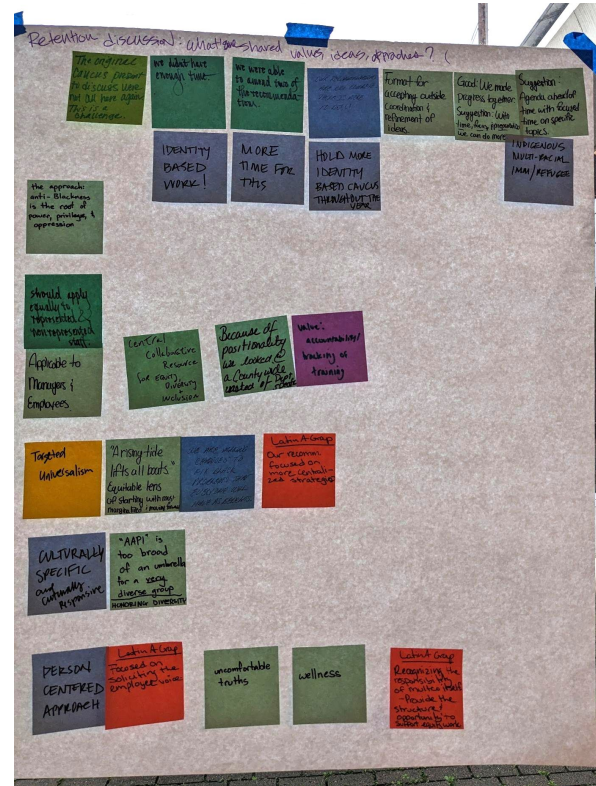
Sharing and Reflection

What We Did

Using post-it notes, the identity caucuses identified high level values, approaches, and ideas in their recommendations. We looked for common themes and how we are aligned with each other in our thinking.

What We Learned

The groups took a culturally-specific approach to develop recommendations they believe should apply equally to all employees countywide. The work must be human-centered to uplift the voices of the most marginalized to benefit everyone (targeted universalism). Overall, the groups agreed that having these identity-based conversations is important and we need more time to engage with our communities.



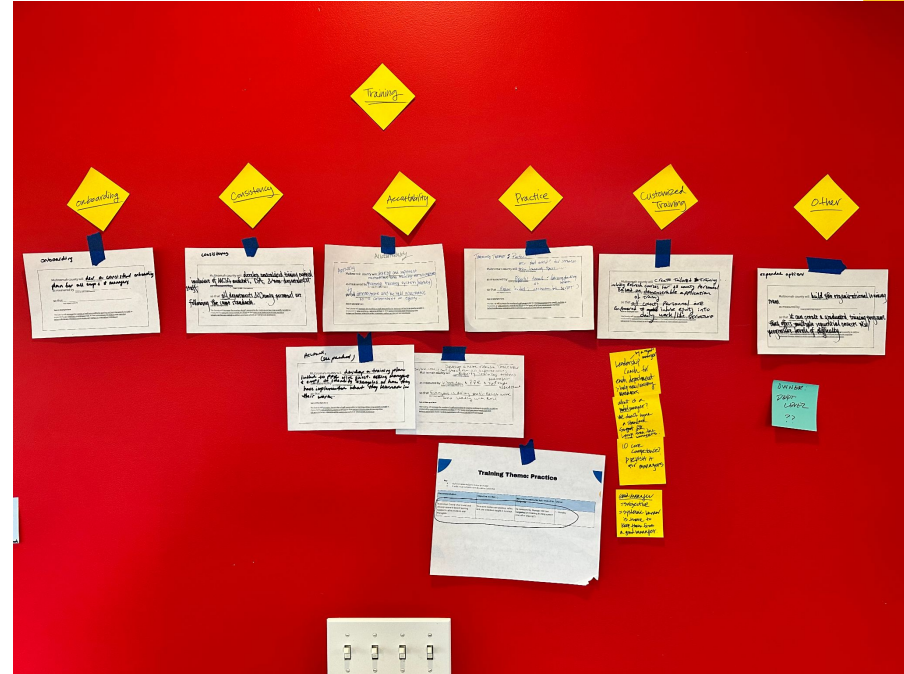
Training Madlibs

What We Did

In groups of 2-3 committee members reviewed all training recommendations from previous sessions as well as comments shared from the SME town hall to take a deeper look on what else was missing or needed.

What We Learned

The primary emphasis is on standardization and consistency in training across all departments, including the Sheriff, DA, Auditor, and Non-D offices, with room for personalization as needed. There must be tracking methods and ways to demonstrate actionable implementation of training content. The group would like to see more discussion around the development of a model for "good managers."



Please click [here](#) to read all training notes from the session

Data Reflections

What We Did

We went into the same groups from the Training Madlibs activity to pull out high level themes and important components of the data recommendations that have already been generated from previous work sessions.

What We Learned

The topmost important elements are: the creation of a data council, investments in the Evaluation and Research Unit and other analyst roles, making data available to analysts to collaborate and strategize, standardization and sharing of stay/exit interviews, and the collection of qualitative data to tell the stories of our employees.



Please click [here](#) to read all data notes from the session

Anti-Black Lens

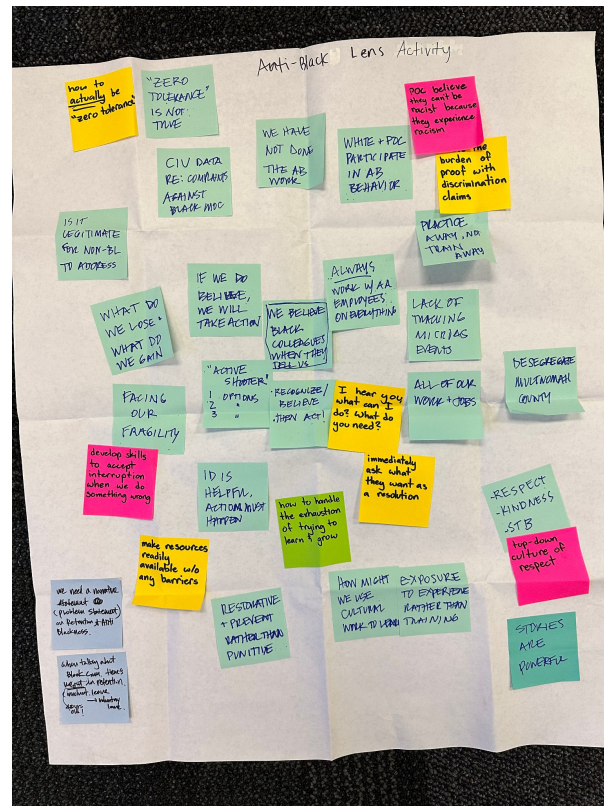
What We Did

We formed two groups - the Black and African American caucus and all other Steering Committee members - to discuss anti-Blackness in the organization and whether our recommendations adequately address these challenges.

What We Learned

Both groups landed on a baseline understanding that we must believe Black employees when they tell us they are experiencing discrimination and harm. The non-Black group discussed developing skills around responding to racism and how to create a workplace that meets the County's claim to be "zero tolerance." The Black caucus felt narrative statements are essential to understanding the stories behind why these recommendations are necessary.

Please click [here](#) to read all comments from the activity including recommendations from the Black Caucus



Madlib!

This [doc](#) summarize the guidance the committee members prioritized for each theme.* To thoroughly discuss the topic of retention, the participants broke up into affinity caucuses based on the identities listed in our data on retention. Each caucus was provided with its own data and asked to identify overarching themes, suggest recommended actions, identify responsible parties, and suggest measures for success. The ODE team compiled the recommended actions and further distilled them into overarching themes.

The following recommended actions will serve as guidelines for further review by the executive committee and final recommendation drafting.

[Full details on retention Madlibs](#)

Multnomah county will _____
Come up with a practice

as measured by _____
Come up with a data measure

so that _____
Add impact/ outcome

See an Example here

The County will increase the number of staff responsible for training and learning specific to ILWR as measured by new positions created and filled so that every employee experiences cognitive behavioral therapy related to white supremacy culture or internalised oppression

The slide features a white background with decorative elements: a blue circle in the top-left corner, a yellow circle in the top-right corner, a blue circle in the bottom-right corner, and a yellow circle in the bottom-left corner.

Thanks

CREDITS: This presentation template was created by **Slidesgo**, including icons by **Flaticon**, infographics & images by **Freepik** and illustrations by **Stories**