

# **WESP**

## **renewal steering committee capture**

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Topics 6 and 7:  
Compensation and Practice  
November 14 and 16, 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 Compensation and Practice. In the session, we explored the design challenge:

- What would fair compensation for equity work entail, considering both monetary and non-monetary forms of reparations, to recognize the emotional and intellectual efforts involved, especially for employees of color?
- How can the County implement preventative and trauma-informed practices to promote workforce equity, and what department-specific strategies should be considered to ensure county-wide collaboration?

# Compensation and Practice Session Participants

Steering Committee (SC) members met at the Multnomah Building on November 14 and 16 to discuss the focus areas of Compensation and Practice.

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

## **SC Attendees**

Ari Alberg  
Joseph Almond  
James Anderson  
Eboney Bell  
Drew Bibee  
Eve Buchanan  
Jonathan Cruz  
Ruby Gonzalez  
Timothy Ho  
Chris Lenn  
Estelle Norris  
Dr. Carlos Richard  
Alis Smbatyan  
Arnita  
Tucker-McFarland  
Alayna Wilson  
Sophie Wilson

## **Subject Matter Experts**

Anna Allen  
Chris Austin  
Monalisa Diamond  
Sonja Ervin  
Christiane Fitzgerald  
Jillian Girard  
Karla Hernandez  
Shelly Kent  
Carly O'Lennick  
JR Lilly  
Alex Nevison  
Jackie Tate  
Maureen Weber

## **Facilitation Team**

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

# 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 Compensation and Practice.

### Compensation Madlibs

We broke out in small groups to talk about what the Steering Committee heard from the Town Hall, what have we already created, and think through what's missing.

### Practice Reflections

We shared reflections on our current practices across the County, what we've heard throughout our previous worksessions and what's missing.

### Executive Committee Preparation

We spent time reflecting on what we wanted the Executive Committee to hear about the process, our recommendations and what we wanted to hear from them.

## Day 2

### Workgroup Presentations

The Disability, LGBTQIA2S+ and Managers of Color work groups presented their recommendations. We listened and learned, and asked clarifying questions.

### Executive Committee Engagement

The Steering Committee met with Serena Cruz (COO), Travis Brown (CHRO), and Joy Fowler (CDEO), hearing more from them on their priorities, appetite for change and challenges. They listened to us on what we wanted them to know about our recommendations and our experience in this process.





# Outcomes

[Disability Equity](#), [LGBTQIA2S+ and Workforce Equity](#), and [Managers of Color](#) Workgroups recommended actions

Compensation and Practice recommended actions

Executive Committee engagement

# Appendices

Details on Work Session Activities:

- Town Hall
- Workgroup Presentations
- Executive Committee Engagement

# Town Hall

## What We Did

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

- What would fair compensation for equity work entail, considering both monetary and non-monetary forms of reparations, to recognize the emotional and intellectual efforts involved, especially for employees of color?
- How can the County implement preventative and trauma-informed practices to promote workforce equity, and what department-specific strategies should be considered to ensure county-wide collaboration?

## What We Learned

### Compensation

Compensation expands beyond pay equity and classification and compensation. Equity work is hard emotional labor and requires rest before returning to the work. Some benefits that support this include having telework options or ability to use PTO to rejuvenate. It also calls for a better support system such as culturally specific EAP resources for BIPOC staff.

### Practice

We need consistent practices with how county-wide policies and procedures are implemented throughout all departments and should not be optional for elected offices/agencies, such as MCSO and MCDA. We also learned we need to review the trauma informed definition and have a consistent message and policy on trauma informed definition and practices.

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



# Compensation Madlibs

## What We Did

In groups of 2-3 committee members reviewed all compensation 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

We need to explore a variety of ways to compensation for equity work, both monetary and non-monetary, such as options for out of class (ad hoc) equity specific work on WESP, ERGs, leading with race, etc.

Managers need to empower employees to utilize shift differentials, KSA's and comp time for equity work, so that employees can be compensated, especially people of color; and have a choice on how to be compensated.

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

# Practice Reflections

## What We Did

In groups of 2-3 committee members reviewed all practice 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

We do not have a county-wide definition for trauma-informed care how it shows up in our services. We need to define this so that departments can look at how to implement that. We need an updated video of joining a trauma informed organization.

We need to recognize ceremony as a practice, which is rooted in indigenous cultures. There are ways to address trauma and conflict that need to be done in community.

Lastly, we need more nonviolent communication practices to help reduce interpersonal conflict in the workplace.

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

# Workgroup Presentations

## What We Did

We heard from Ashley Carroll and the Disability Equity Workgroup, Sam Silverman and the LGBTQIA2S+ Workforce Equity Workgroup, and Dr. Carlos Richard, Alayna Wilson and the Managers of Color ERG. Each group presented their own set of recommendations.

## What We Learned

All three groups must be empowered to lead the design and implementation of solutions to address their unique needs, including the creation of a centralized ADA accommodations unit, a Gender Equity Committee, and partnership with Managers of Color to co-design training and supports that will help with staff retention. We must be inclusively leading with race to understand the disproportionate impact of discrimination and harm for Black, Indigenous, and all other employees of color.



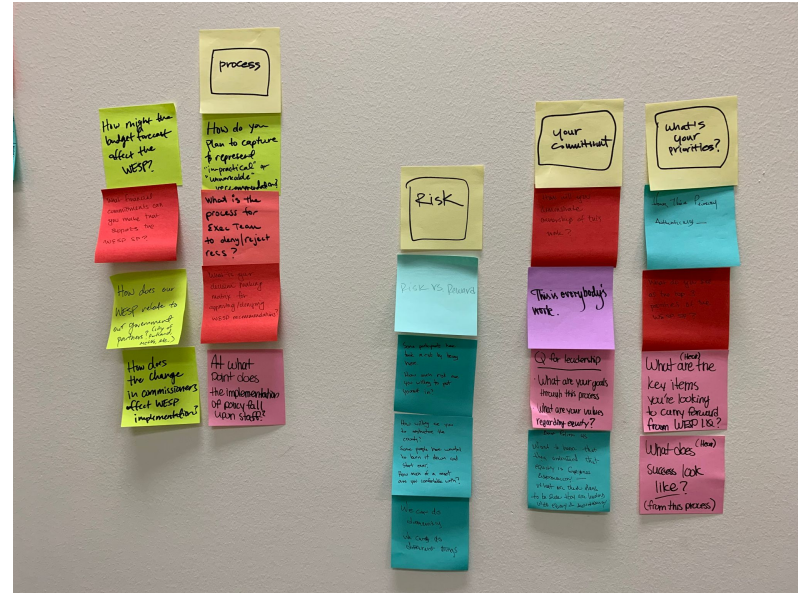
# Executive Committee Engagement

## What We Did

Before meeting with the Executive Committee, the Steering Committee discussed [the important things we wanted to share](#) with them about our experiences in the WESP Renewal process, and what we hoped to hear from them in terms of their commitment to this work. We met with Serena Cruz, Travis Brown, and Joy Fowler to have an open round table discussion about the future of the workplace.

## What We Learned

Our leadership sees an appetite for change across the County, while staff are still seeing a lack of change within their work units. People have experienced harm for so long that they're exhausted and burned out. How can we be transparent about accountability and evolve Human Resources so all employees can begin to feel a sense of safety, trust, and belonging?



A presentation slide with a white background. In the top-left corner, there is a large blue circle. In the top-right corner, there is a large blue circle and a smaller yellow circle. In the bottom-left corner, there is a small yellow circle. In the bottom-right corner, there is a large blue circle. The word "Thanks" is written in a large, bold, dark blue font. Below it is a horizontal yellow line.

# Thanks

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