



Countywide Equity Investments FY 2020 Proposed Budget

Presented to the
Board of County Commissioners

Multnomah County
May 2, 2019

Agenda

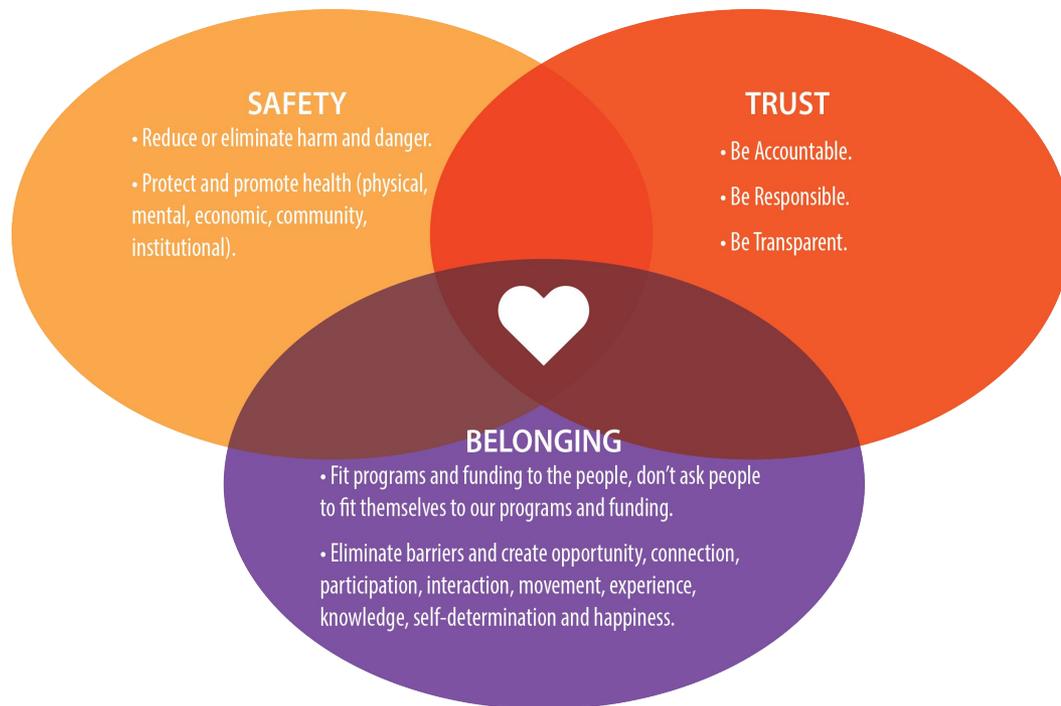
- Introduction
 - Vision for workforce equity and FY 2020 Priorities
- New Investments
 - Human Resources and Talent Development
 - Investigations of Protected Class Complaints
 - Civil Rights and Accommodations
- Office of Diversity and Equity
 - ODE direction moving forward
 - Relationship to equity work countywide



The Case for Workforce Equity

“When community members come to the County for services, they expect equitable treatment, compassion and results. And the only way we can meet those expectations is through the dedication of our employees, who must also experience safety, compassion, inclusion and support at work.”

-Chair Deborah Kafoury, Executive Budget Message, April 2019



Brief Journey

September 2017
Employee
Testimonies

February 2018
National
Consultant Hired

April 2018
Employee Survey
Results,
Adoption of WESP*

October 2018
Department
Equity Plans

January 2019
Amendment to
WESP,
ODE Survey Results



Workforce Equity - FY 2020 Budget Priorities

- Foundation for countywide transformation
 - Importance of managers, addressing complaints
- Prioritizing employee voices
 - Employee surveys, focus groups, ERG priorities
- Fiscal Stewardship
 - Reallocation, ongoing, one-time
- Focus on areas of greatest need and impact



Workforce Equity - FY 2020 Proposed Budget Investments

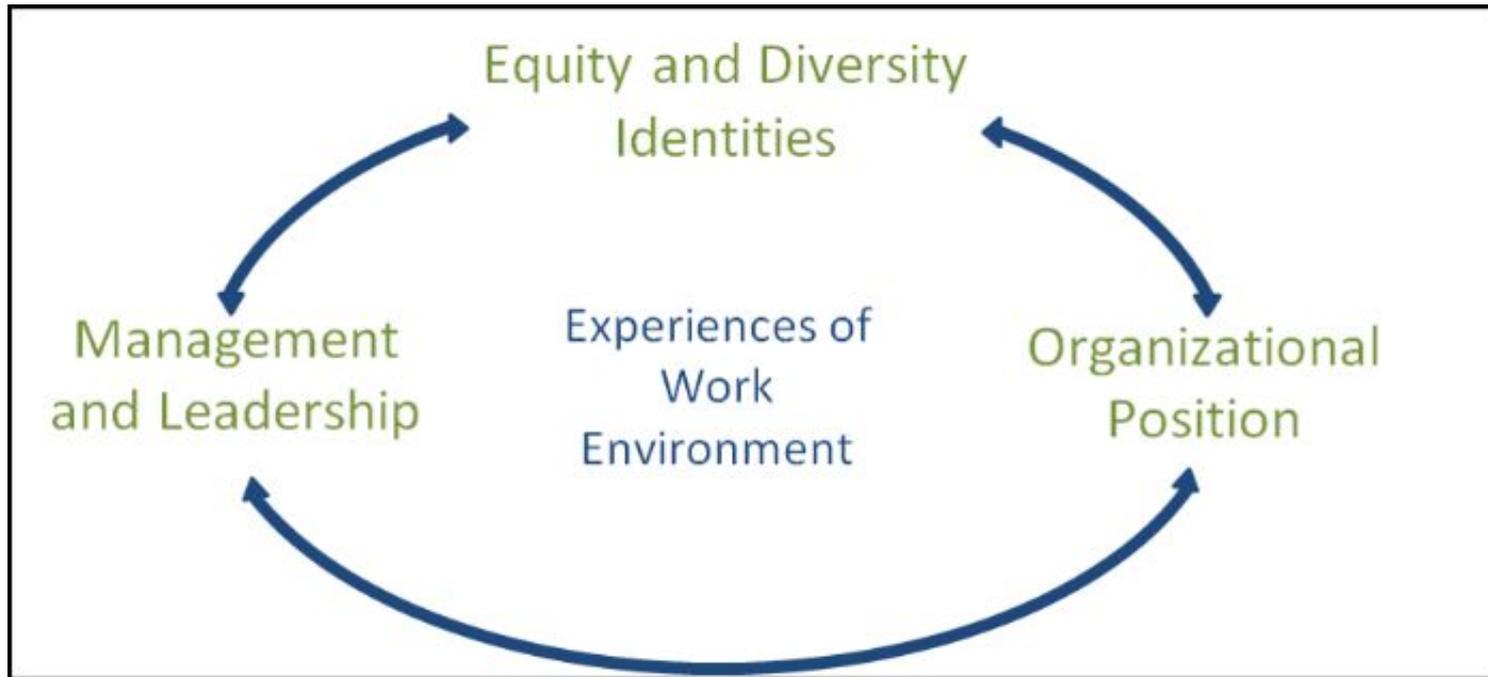
- **Independent Complaints Unit (10040)** that will report to the COO to better address discrimination complaints. \$1.34 million *ongoing*
- **Management Development & Mediation Support (72017 B&C)**- increased training, professional development, skill building and conflict resolution resources. \$695,477 *one-time only*
- Increased capacity in the **Civil Rights Unit (10017D)** in ODE to better analyze employment decisions and increase responsiveness to the Americans with Disabilities Accommodations process. \$357,356 *ongoing*
- **Equity and inclusion positions** funded in each department.



New investments: Talent Development

“Structural, cultural and interpersonal change and realignment is a process that does not happen overnight Change takes time, patience, learning and persistence.”

-Jemmott Rollins report to Multnomah County. October, 2018

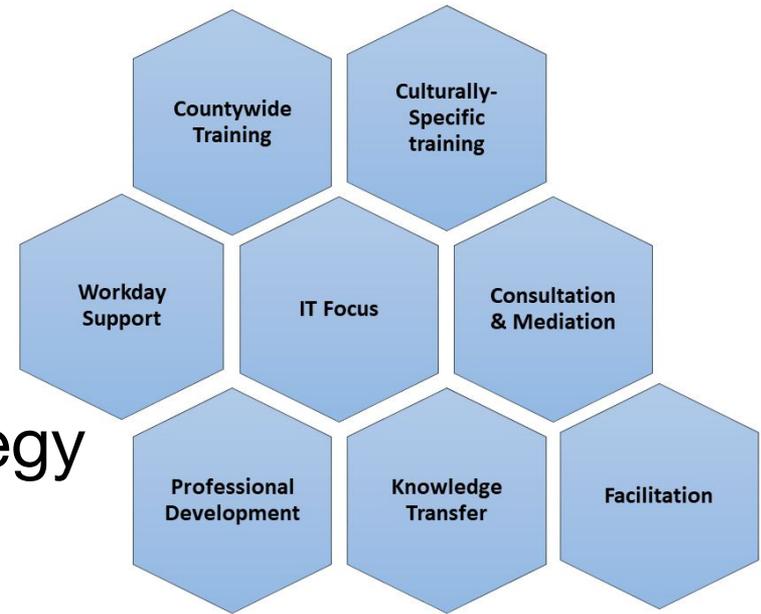


New Investments: Talent Development



Talent Development Next Steps

- Assess Current State
- Identify Measures of Success
- Build Upon Greater Equity Strategy



New Investments: Independent Complaints Unit

“Once people see that a grievance system isn’t warding off bad behavior in their organization, they may become less likely to speak up. Indeed, employee surveys show that most people don’t report discrimination. This leads to another unintended consequence: Managers who receive few complaints conclude that their firms don’t have a problem. Failure of the grievance system can also lead to voluntary terminations by those impacted.”

-Jemmott Rollins report to Multnomah County. October, 2018



A brief history of complaints ...

Prior to September 2017:

- Countywide anti-discrimination policy
- No countywide procedure
- No central tracking
- Inconsistent application of policy



A brief history of complaints ...

Interim Complaint Process:

- Countywide anti-discrimination policy
- Countywide procedure
- Central tracking & Oversight
- Consistent application of policy
 - Reported allegations investigated
 - Rule violations = progressive discipline



Proposed Complaints Unit Highlights

Goals:

- Establish independent process
 - Investigations conducted by unit or externally
- Adequate staffing to meet volume
- Continue to determine discipline in collab with multidisciplinary team

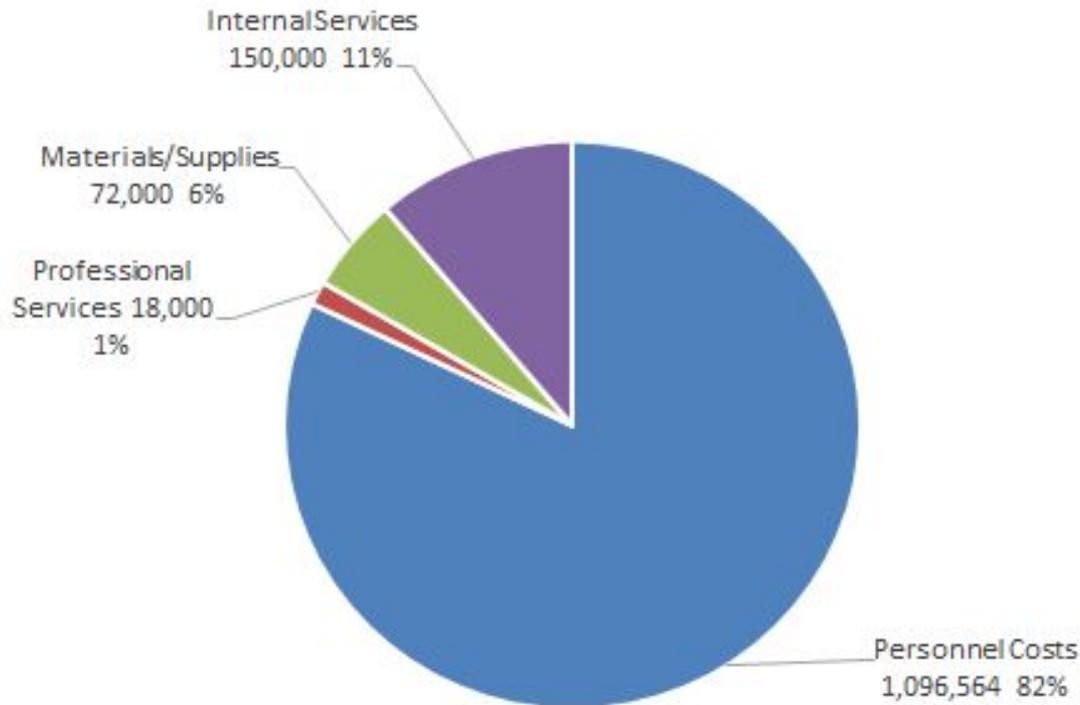


Complaint Unit Staffing & Cost

Unit Manager (with investigative responsibilities) - 1.00 FTE

Investigators - 3.00 FTE

Administrative Assistants - 2.00 FTE



New Investment: Civil Rights Unit

“Provide structural and policy directives that align the Director as an equal partner with HR and Department Directors with respect to implementation of the WESP, elimination of racial and other disparities in recruitment, hiring, promotion, retention and termination, and the creation of a work environment that supports safety, trust and belonging.”

-Jemmott Rollins report to Multnomah County, October, 2018

“Recent Countywide Employee Surveys (2015 and 2017) revealed troubling results for employees with disabilities, including lower overall satisfaction, feeling negatively viewed by coworkers, and feeling less likely to advance.”

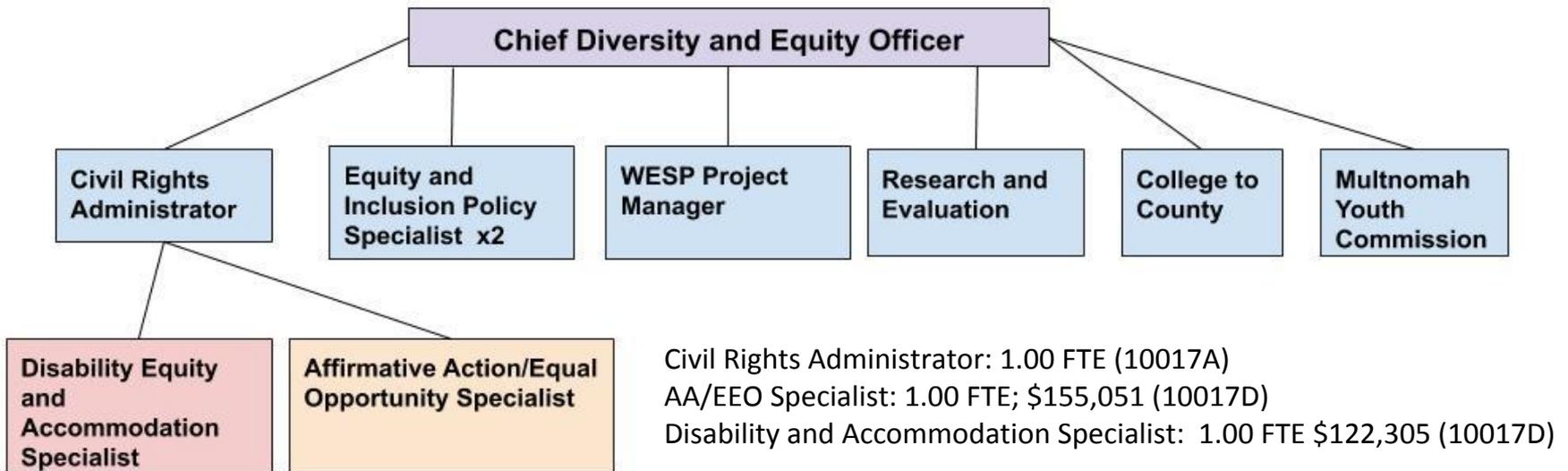
-Research on Equity and Accommodations for Employees with Disabilities, April, 2019



New Investment: Civil Rights Unit



Office of Diversity and Equity FY 2020 Proposed Organizational Chart



Civil Rights Administrator: 1.00 FTE (10017A)
AA/EEO Specialist: 1.00 FTE; \$155,051 (10017D)
Disability and Accommodation Specialist: 1.00 FTE \$122,305 (10017D)



Development and
Leadership
around the WESP

Research on
Equity and
Accommodations

Multnomah
Youth
Commission:
Expanding Youth
Voice

Training,
Consultation and
Technical
Assistance for
Equity and
Empowerment
Lens

College to County
Program

Policy and
Compliance



Office of Diversity and Equity FY 2020 Priorities

**Manage
Implementation
of the WESP**

**Develop Strategic
Plan and Code
Update**

**Develop Civil
Rights Unit and
Implementation of
New Roles**

**Advance Youth
Voice in County
Programs and
Process**

**Maintain Capacity
to Support Equity
and
Empowerment
Lens Application**

**Support a Robust
Employee
Resource Group
Model**



Foundational work towards Safety, Trust and Belonging



Questions?

