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 4 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 the topic 3: Retention. In the session, we explored the design challenge: **How can we effectively evaluate our retention programs and initiatives to retain employees of color, with a specific focus on black employees?**

Retention Session Participants

Steering Committee (SC) members met at the June Key Delta Center on September 19 and 21 to discuss the third focus area topic: Retention.

Subject Matter Experts (SME) were invited to join the Steering Committee in designing recommendations.

SC Attendees
Ari Alberg
James Anderson
Ebonee Bell
Walle Brown
Eve Buchanan
Jonathan Cruz
Lakeitha Elliott
Timothy Ho
Chris Lenn
Ronald Montgomery
Estelle Norris
Jenny O'Meara
Carlos Richard
Kalisha Stout
Arnita Tucker-McFarland
Larry Turner

Subject Matter Experts
JR Lilly
Anna Allen
Sonja Ervin
Christianne Fitzgerald
Karla Hernandez
Stephen Graves
Emily Nelson
Jane WIlliams
Alayna Wilson
Sophie Wilson
Maya Jabar-Muhammad
Susan Yee
Deonica Johnson
Jenna Oh
Alis Smbatyan

ODE/ MIL Facilitation Team
Veronica Cano
Joy Fowler
Alejandro Juárez
Mary Li
Mariana Parra
Sam Silverman
Terralyn Wiley
Ashley Carroll
joemil santos

Two Days At-a-glance

Day 1

Accountability & Restructuring Recommendations
The Steering Committee's first day involved reviewing recommendations from previous sessions. They wanted to revisit and work on these together due to the complexity of the topics. Participants paired up to discuss A/R recommendations, refine their approach, and create the most important recommendation in terms of impact and feasibility.

Midpoint Check In
This session marked the midpoint in our renewal process. The SC reviewed the project timeline and the remaining session topics. The SC tabled the issue on the first day to consider options for the project timeline and returned to issue on the second day.

Day 2

Identity Caucuses
In honoring a request from the SC, participants broke out in self identified caucuses, those joining virtually were able to join their peers using individual Google Meet links to match the caucus they identified with. Members used retention data to reflect on solutions and begin drafting recommendations.

Accountability & Restructuring Affirmation
We asked participants to affirm the final preliminary A/R recommendations from the previous day and after a day of reflection the committee affirmed the work but would like to review previous recommendations and compare them with the upcoming topics.

Process Timeline Discussion
The SC voted to extend the timeline by one month to allow time to draft the plan as well as have an opportunity to meet with the Executive Committee in November.

Preliminary Accountability and Restructuring Recommendations

The following slides reflect the work of the committee to consolidate and clarify recommended actions from previous sessions on Accountability and Restructuring. The steering committee requested to revisit these conversations and work on them together, given the complexity of the topics and the steering committee's increasing familiarity with the topics as the work sessions progressed. The recommended actions will be reconciled with the previous and upcoming work sessions. They will be presented to the executive committee for review in October and November.

Themes:
- Equity Teams
- Training and Onboarding
- Structural Collaboration
- Rule Enforcement
- Empower Employee Resource Groups (ERGs)
- Conflict Resolution and Healing

Equity Teams (1/2)

- Multnomah County shall increase capacity to develop Equity teams as measured by prioritizing investments so that there is a baseline for staffing Department Equity teams.
- Multnomah County shall invest in equity teams as measured by a fully staff equity team with clear roles and responsibilities and standardized practices and responsibilities so that departments foster an inclusive and fair environment.
- Multnomah County shall invest in a baseline of staffing support for County Equity teams, as measured by supporting a baseline FTE for Equity teams as defined by these roles: Equity manager, Equity analyst, Equity project manager, and C2C intern, so that countywide departments can be guaranteed a consistent level of internal equity support for staff.
- Multnomah County shall invest in equity teams as measured by increased funding allocated (FTE) to dept equity teams so that all depts have adequate staffing to support equity plan goals (ongoing) and professional development.
    - Value accountability to equity
    - Personal responsibility for equity
    - Values - what you do - demonstrated in how you spend your time

Equity Teams (2/2)

- Multnomah County shall prioritize equity investments to develop equity teams across the county regardless of budget constraints as measured by investments by the Chair, department/program budgets so that we improve retention and growth opportunities for employees of color, LGBTS+ employees, and employees with disabilities
- Multnomah County shall hire an Equity Ombudsman to lead an equity Council within the COO's office, as measured by a biannual Equity report of WESP progress throughout departments so that there is external oversight of the outcomes of WESP implementation.
- Multnomah County shall create an Equity Council as measured by progress towards completion of WESP goals so that there is a sense of transparency and accountability that is consistent and centralized.

Training and Onboarding (1/2)

- Multnomah County shall develop a comprehensive manager onboarding that includes technical, cultural and supervisory aspects as measured by annual reports of completed trainings, 360 reviews and employee retention rates . So we can improve retention and growth opportunities of employees of color, LGBTQ employees and employess with disabilities.
    - Accountability
    - Transparency
    - Equity
    - Investment
- Multnomah County shall roll out mandated and consistent county-wide equity training as measured by speciality implementation and outcomes for all county employees and clients. So that it starts at the top and cascades from positions of the most power down through the organization.
- Multnomah County shall create mechanisms for all employees of all levels to show a commitment to equity as measured by creating avenues of communication and ways to share with all employees, so that equity is woven into county culture.
- Multnomah County shall develop manager onboarding as measured by survey of managers before and after manager retention, so that increased retention and increased support and more opportunity for success.

Training and Onboarding (2/2)

- Multnomah County shall develop manager onboarding as measured by survey of managers before and after manager retention, so that increased retention and increased support and more opportunity for success.
- Multnomah County shall develop and implement a system for manager support and accountability with equity as measured by proficiency in DEI, culturally responsive and TI supervision is in manager job description and is a manager performance measure, so that departments foster a fair and inclusive environment, managers support and model countywide values around equity for all Multco employees.
- Multnomah County shall invest and develop scenario based learning spaces for all supervisors and managers as measured by 360, employee survey, and retention data, so that leaders can practice, refine and use skills/tools taught in trainings.
  - Go beyond classroom trainings to practiced learnings and set accountability measures that isn't enough to just "sit through" a class.

Structural Collaboration

- Emphasize transparent and consistent practices as measured by employment trends data so that we truly lead with race and affirm cultural…..
- Establish a structural collaboration between directors HR, ERGs, CIU, ODE, Equity teams, and Union to address complaints investigations and discipline and support, as measured by a consistent tracking system, processes and reports and a dedicated restorative practice coordinator within departments so that there is equitable consistency for staff experiencing conflict.
- Multnomah County shall establish a structural collaboration between directors, HR, CIU, Equity teams and ERGs while giving Equity teams and ERGs authority to say so and solutions as measured by developing Clarity documentation and transparency around responsibilities, scope of work, processes and accountability for Equity teams and said collaborations identify equity responsibilities and expectations for All County positions so that we can have a collaborative approach and shared Authority and addressing concerns improving processes and growing as an organization.
- Multnomah County shall assign clear roles and responsibilities to the County Chair and Commissioners as measured by equity strategic plans, engagement with County departments/committees/staff, and staff performance reviews, so that there is greater countywide oversight and accountability toward serving the needs of the community.

Policy Compliance

- Policy compliance and best practices, identify opportunities to better share, restructure as needed
- Multnomah County shall consistently implement county personnel rules by Central HR, as measured by annual personnel rules trainings, to ensure separations when necessary, so that we have a workplace culture unburdened by fear, lawsuits and that is driven by set expectations

Empower Employee Resource Groups (ERGs)

- Multnomah County shall empower and give authority to ERGs by creating mechanisms between ERGs and leadership as measured by giving ERGs 90% in raised concerns and supporting them in realizing their recommendations through "Think Yes" strategy, so that ERGs can become an avenue of addressing grievances and improving workings conditions.

Conflict Resolution and Healing

- Foster healing in the county and out in the community.
- Conflict resolution is what the county needs as a whole, healing time/space to build more trust & safety. Establish a baseline of what we're trying to improve; be intentional as we heal.
- Emphasizing collaboration and mutual understanding
  - Linking
  - Management training and support with transparency and visibility
- Identifying and addressing managers training and support needs
- Emphasize transparency by creating mechanisms that provide visibility into equity accountability, progress and disciplinary actions.
- Establish a structural collaboration between directors, HR, CIU and equity teams to address complaints, investigations, discipline and support.
- Review HR/Admin procedures and update them regularly to reflect growth, efficiency, equity, and expectations.

Retention Recommended Actions

The following slides 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 and 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.

*Further details about main themes and key challenges available here

Five Themes from the Work Session

- Employee Onboarding and Development
- Enhanced Data-Driven Practices for Employee Feedback
- Benefits, Compensation, and Telework Policies
- Promotion, Pathways, and Mentorship Programs
- Equitable Staff Support and Development Programs

Employee Onboarding and Development

The following recommendations aim to foster an inclusive and supportive work environment for all employees, acknowledging and respecting our diverse backgrounds and experiences while addressing disparities for employees of color, focusing on black employees with a higher separation rate from the County.

Black Caucus
- Invest in elevating and expanding the countywide employee onboarding experience.
- Establish a manager-guided development track for employees during their first year, providing structured support and growth opportunities.

Indigenous Caucus
- Engage the local tribal community to lead sensitivity training, culturally specific training sessions, and community volunteering opportunities.
- Foster a deeper understanding of indigenous cultures, traditions, and perspectives among our employees.

White / Caucasian Caucus
- Implement culturally specific training programs, assessed through various metrics like attendance rates, stay/exit interviews, CIU data, employee surveys, and separation rates.
- Tailor training to address individual needs, thereby enhancing values alignment and promoting accountability among staff members.

Enhanced Data-Driven Practices for Employee Feedback and Retention 1/2

These recommendations advance data transparency by implementing standardized stay and exit interviews. By tailoring these practices to specific racial and ethnic identities, we aim to foster a diverse and inclusive work environment, reduce burnout, and provide safety for all employees.

Black Caucus
- Improve the exit interview process by implementing standardized data collection and reporting of employee experiences. This initiative aims to embed transparency in our processes and establish restorative practices based on employee feedback.

Immigrants & Refugees Caucus
- Standardize exit and stay interview practices across departments or establish a central body for all counties. This will ensure consistent data collection, crucial for retention assessments, reviews, and necessary modifications.
- Create a governing body or council with the Employee Resource Unit (ERU) and Immigrants and Refugees (I&R) employees to assess needs, evaluate work within County Departments, and analyze policies across various organizations. The goal is to enhance the I&R experience and promote a more inclusive staff of color in I&R roles.

Multiracial Caucus
- Develop a comprehensive catalog of retention strategies for managers, emphasizing the importance of intersecting identities. This will be assessed through surveys and workforce demographic (WD) data.
- Implement inclusive data practices that reflect the multiracial identities within our workforce. This includes refining data collection options and conducting thorough analyses to represent the organizational landscape's intersectionality accurately.

White / Caucasian Caucus
- Implement comprehensive stay and exit interviews, employing qualitative data analysis, response rate monitoring, separation data examination, and CIU data assessment. This data-driven approach will inform County policy and investments, ensuring accountability for a fair and equitable workplace.

Benefits, Compensation and Telework Policies

This series of recommendations aims to create a more inclusive and equitable workplace environment by addressing compensation disparities and promoting telework options. It also focuses on recognizing and compensating emotional labor, particularly among Black and Indigenous staff members.

Asian American and Pacific Islander Caucus
- Combat anti-Blackness within the organization, leveraging Employee Resource Groups (ERGs) and other strategies.
- Implement wellness days, telework/hybrid shifts, and tailored benefits that consider the intersecting identities of our employees.

Multiracial Caucus
- Review benefit offerings through an intersectional lens to ensure they cater to the diverse needs of our workforce.
- Promote the use of wellness days for self-care and consider telework options as a viable sick time alternative. Measure effectiveness by race/ethnicity and time balance survey of benefits satisfaction to ensure adequate care and access to services.
- Dedicate time to building relationships and fostering community among staff members.
- Acknowledge and accommodate emotional labor through flexible scheduling and telework options.
- Advocate for scheduling and time allocation flexibility, including telework arrangements and meetings with managers/peers.
- Ensure equity in accessing telework and hour reduction agreements, challenging outdated notions of productivity rooted in white supremacy, and prioritizing community and relationships.

Promotion, Pathways, and Mentorship Program

The following recommendations focus on creating equitable pathways for career advancement, mentorship, and support for staff from diverse backgrounds. It encompasses strategies to increase representation in management positions and provides opportunities for ongoing mentorship.

Asian American and Pacific Islander (AAPI) Caucus
- Provide growth and advancement opportunities, emphasizing mentoring as a critical component.
- 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.
- Address the needs of Asian managers in terms of leadership support, building their abilities and skillsets to lead multiracial teams effectively.

Black Caucus
- Leverage the C2C intern cross-departmental program partnerships to prioritize mentorship opportunities for BIPOC staff. This will be measured through annual demographic tracking of interns and mentors, ensuring that employees of color have increased access to management experience and professional development support.

Immigrants and Refugees Caucus
- Create work out-of-class opportunities or collaborate with the union to establish management positions within a union-protected framework. This includes committing to promoting staff of color and those with Immigrants and Refugees (I&R) experience into management roles.
- Implement a mentorship program allowing staff to meet with a mentor every month, specifically focusing on supporting Indigenous employees.

Equitable Staff Support and Development Program

This program focuses on creating a culture of accountability, support, and professional growth for all employees, emphasizing empowering staff of color. It aims to foster inclusivity and provide resources to improve manager support and retention.

Black Caucus
- Establish a structured accountability framework for managers to consistently engage with their staff, integrating this into the quarterly additions to the annual Performance Planning and Review (PPR) process. This ensures that all staff receive the necessary support, guidance, and interaction from their managers.
- Address the need for inclusive leadership, evaluating whether all leaders, regardless of race, lead with an inclusive approach.
- Invest in and enhance professional development opportunities tailored to employees of color. This investment will be pivotal in bolstering retention rates and expanding the pool of managers of color within the organization.
- Create a dedicated central position within the Office of Leadership (OL) or Office of Diversity and Equity (ODE) focused on minority employee development.

Immigrants and Refugees Caucus
- Develop targeted support programs for Immigrants and Refugees (I&R) employees to reduce turnover and increase their representation within management roles. Measure success through metrics like increased retention, reduced turnover, and enhanced representation.

Appendices

Details on Work Session Activities:
- Current Structure and Interactions
- Ideal Structure
- Circle Wisdom
- Madlibs

Proposed Timeline

JULY 25 & 27	AUG 22 & 24	SEPTEMBER 19 & 21	
Accountability Data / Practice	**Restructuring** Data / Practice	**Accountability/Restructure Recommendation Review and Retention** Data / Practice	
OCT 24 & 26	NOV 14 & 16	DEC 12 13 & 14	JAN 25, 2024
Training/Data and Strategic Plan Outline Data / Practice	**Compensation and Strategic Plan Drafting** Data / Practice	**Strategic Plan Review and Board Briefing Prep** Practice	**Board Presentation**

Recommendation & Plan Review Oct thru Dec

Madlib!

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Full details on retention Mablibs

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

Thanks