MULTNOMAH COUNTY
WORKFORCE EQUITY STRATEGIC PLAN

Updated January 31, 2019

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Dear Employees,

We pride ourselves on providing excellent service and support to people in our community each and every day. This work is strengthened when Multnomah County employees receive that same level of care and concern from our leadership and from one another.

As I reflect on this document, and on the energy, passion and wisdom of the many people who helped create this plan, I am even more committed to putting this work into practice. Disparate employee experiences and disparate treatment cannot continue. I recognize how far we have to go in order to realize a vision where every employee feels valued and can thrive.

We are not immune to impacts of racism and other systems of oppression simply because of the important work we do or the values we espouse. But I know that these challenges our employees face are not inevitable. With investments and focused strategies, accountability and care, we can move these metrics. As a leader, I am committed to modeling the behaviors and practices that reflect an organizational culture that creates a sense of safety, trust and belonging for every employee and client we serve.

This Workforce Equity Strategic Plan represents a baseline and starting point for our organization. Collectively, we will address long standing issues and concerns while lifting up those practices that are working. There is so much we do well, and yet so much opportunity to be better.

It is my great pleasure and privilege to serve in this role in this critical time, and I am thankful for all of the employees who have provided their stories and ideas to generate strategies that can move us forward. I want to especially thank the Employee Resource Group members for their tireless collaboration, optimism and leadership, and the Office of Diversity and Equity staff for their steadfast handling of this process.

In solidarity and support,

Chair Deborah Kafoury

To our fellow employees,

As Leadership in Multnomah County's eight Employee Resource Groups (ERG), representing employees and managers of color, immigrant and refugees, employees with disabilities, LGBTQ employees, families, veterans, and older adults, this message is directed to the thousands of employees who are reflected in this plan.

We entered collectively into this process with hope and trepidation. This wasn't the first time that Multnomah County asked us to share our stories, or surveyed us for our experiences. We have seen previous efforts start and stop. And we hope and expect that this time is different.

On September 14, 2017, the board adopted the Workforce Equity Resolution which outlined a vision and laid out the urgency for why this effort is so critical. Employees were there to share their experiences, and through our stories, the impacts and needs were clear. We have to address issues of race, gender identity, disability and other workforce inequities through targeted investment, education and training, and shift the organizational culture that negatively impacts much of our workforce.

Through this process, we have been able to lead this work with the Office of Diversity and Equity. It was our groups that created spaces for the most impacted employees to bring not just their stories, but their ideas. By hosting listening sessions, analyzing data, and developing strategies that both informed high level, county-wide standards and created room for departments to innovate and be courageous with new ideas and approaches, we feel that our efforts will result in positive change.

It is our deeply held belief that those who are most impacted should be the drivers of change in our organization, and we commit ourselves to working across job classifications, from front line to our most senior level staff, to create the organization so many of us can envision, and yet has not been realized.

The late Harvey Milk once said, "Hope will never be silent." We carry this message, knowing that we will continue to push, to lead, to support and to challenge. Hope is one of our most powerful attributes and it carries us across our intersecting identities.

We thank Chair Kafoury, the Board of County Commissioners, Department heads, and managers and supervisors for walking alongside us in this work, and look forward to continuing to build capacity across our Employee Resource Groups for lasting and continued advancement of equity.

In solidarity,
Multnomah County ERG Leaders

Multnomah County occupies a unique role in Oregon. The County provides crucial safety net, public safety and infrastructure services for the state's most densely populated county. But it is also a powerful economic engine driving $2 billion a year through the region. The County partners with hundreds of agencies and nonprofits to prioritize those most in need and promote a healthy, safe and prosperous community for all.

Interdependence runs through this work. The County depends on community members and the community, on the County. The County strives to have a workforce that reflects and deeply relates to people living here. The nurturing of this connection, enriched by diversity and cared for with intention, creates a fruitful place where all can flourish and lead productive lives.

The components of a place though, are almost never the result of individual will or natural forces. They're the result of a system of structures, practices and investments that either support well being or do not. Just as unfair lending practices, stringent immigration policies and inequitable education funding created barriers historically, equitable policies and practices can help remove them.

If the County is to seed, grow and embody that thriving place, managers, employees and elected leaders must more carefully plan and forge policies that cultivate our connection to the community. Producing a workforce that provides excellent understanding and service starts with nurturing one another and advancing opportunity for all.

It has been our uncomfortable truth that those who are qualified have not always been able to equally access and compete for jobs at the County. And, those hired as county employees have not always been able to take root, grow and advance. Workforce equity demands that we identify and address structural and policy barriers to equal employment opportunity faced by our employees and communities because of their race, ethnicity, national origin, disability, gender and gender identity, sexual orientation and other protected classes. Rules alone, though, will never be enough to change organizational culture. As a workforce, we must be reflective, compassionate and actively evaluate and adjust our efforts to achieve a more just workplace.

Multnomah County employees, at every level of the organization, have already begun that cultural change, stepping forward to help develop this plan. The challenges that impact equity in any institution are myriad, but are not inevitable. This work demands that everyone at every level of the organization is committed to and part of realizing a workplace where everyone can reach their full potential.

Achieving the objectives in this plan benefit our current and future employees and directly relate to the quality of service we can provide our clients. To provide excellent support to the community, we also need to provide excellent support to each other internally.

President Barack Obama saw this interdependence as key to lasting change.

> *That's when America soars, when we look out for one another, and we take care of each other, when we root for one another's success, when we strive to do better and to be better than the generation that came before us and to build something better for the generations to come. That's the whole point of public service.*

Getting here

In September of 2017, Multnomah County embarked on a journey towards a strategic plan focused on workforce equity. For a number of years prior, the Multnomah Workforce Equity Coalition advocated for and partnered with leadership to move towards a resolution[1] outlining an organizational commitment and rationale for investing in workforce equity strategies. This resolution acknowledged that institutional and structural barriers to equal employment opportunity exist and must be eliminated, and that employees of color and employees from other historically and currently underrepresented groups should be retained, supported and provided opportunities for advancement.

Going forward

This plan is both a starting point and building block for a larger body of work for Multnomah County. Additional recommendations and supports for these strategies will be included as part of the organizational response to the HR Consultant's Recommendations.[2] Departments will work with the Office of Diversity and Equity and the Chief Operating Officer to develop implementation plans, and report to the Board of County Commissioners in Fall 2018 on progress, and plans for moving forward.

Why we lead with race

Multnomah County recognizes and is committed to addressing all areas of marginalization. Joining partners from across the country as part of the National Governing Alliance for Racial Equity, we have jointly acknowledged and began with a "recognition that the creation and perpetuation of racial inequities has been baked into government, and that racial inequities across all indicators for success are deep and pervasive."[3] We also acknowledge our obligation to respond to the historical and political context of policies and practices that created systems of inequality that have contemporaneous impacts. This focus allows us to apply frameworks and approaches for the benefit of many communities, while understanding that we begin by addressing the areas where the disparities have the most depth. For Multnomah County, both internally and externally, racialized outcomes show up in virtually every indicator. From the perspective of

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1. Adopted.
2. Jemmott Rollins RFP, Multnomah County hired consultants to examine HR processes and practice in spring 2018.
3. https://www.racialequityalliance.org/about/our-approach/race/

this strategic plan, this is reflected in differential experience based on racial identity, disparities in retention particularly during the probationary period, and in promotion of people of color into management. By focusing on race as a predictor of outcomes, and utilizing an intersectional approach when addressing other marginalized communities, we can commit to institutional and systemic approaches that will have broad reaching impacts on all of our populations.

Frameworks and approaches

The overarching vision for Multnomah County, one that ties all of the work we do as an organization both internally and externally, is the concept of *safety, trust and belonging*. Developed through a process led by Multnomah County's Chief Operating Officer, it represents a durable and enduring frame to ground and guide our work-one we can operate within despite the complexity and interconnectedness of our work, and apply and utilize each and every day. Safety and belonging are fundamental to the ability to thrive and foundational to what employees need.

SAFETY
• Reduce or eliminate harm and danger.

• Protect and promote health (physical, mental, economic, community, institutional).

TRUST
• Be Accountable.

• Be Responsible.

• Be Transparent.

BELONGING
• Fit programs and funding to the people, don't ask people to fit themselves to our programs and funding.

• Eliminate barriers and create opportunity, connection, participation, interaction, movement, experience, knowledge, self-determination and happiness.

Building off this overall vision, and grounded in the concepts of safety, trust and belonging, this plan also seeks to be a reflection of principles and approaches key to advancing equity. One of the core elements of the work is the concept of *targeted universalism*. As john powell describes, "This is an approach that supports the needs of the particular while reminding us that we are all part of the same social fabric. Targeted universalism rejects a blanket universal which is likely to be indifferent to the reality that different groups are situated differently relative to the institutions and resources of society. It also rejects the claim of formal equality that would treat all people the same as a way of denying difference."[1]
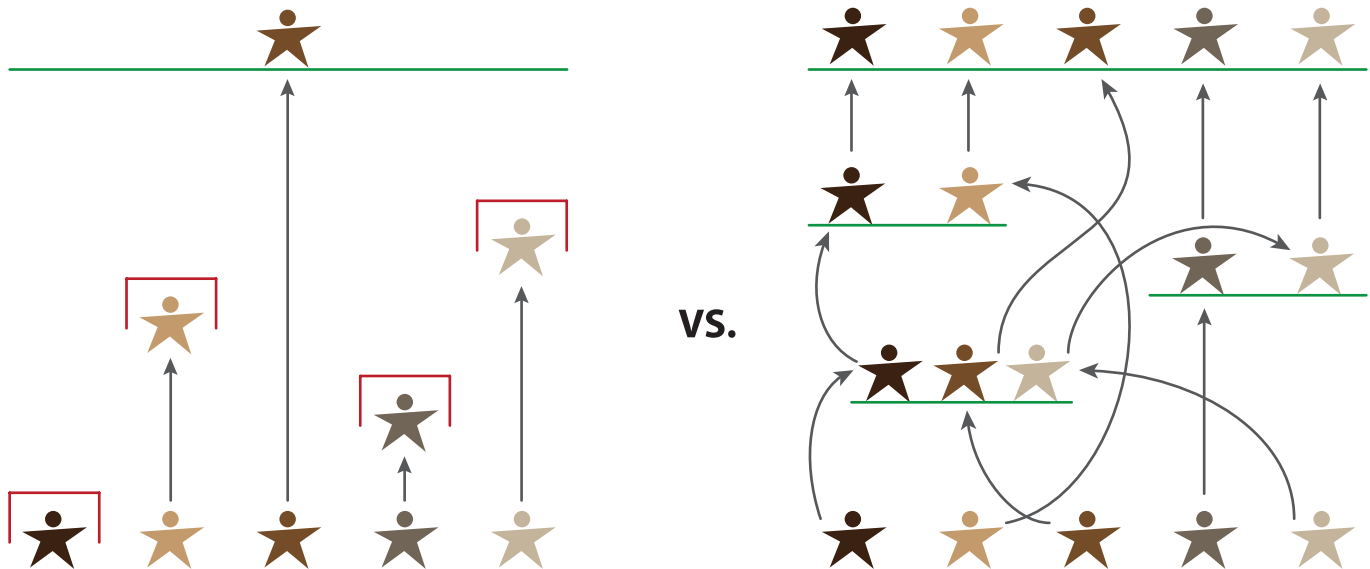
Applying this approach for workforce equity requires us to examine the ways that our employees are differently situated in their relationship not simply to our external social environment, but to our internal environment. It means that throughout our strategy development and as we implement practices, we continually have to identify the specific ways that different employees experience the organizational culture, navigate our institutional practices and policies and utilize specific strategies to address the differences in outcomes that we use as baseline measures.

In 2012, Multnomah County published its seminal *Equity and Empowerment Lens* (racial justice focus)[2] which laid out both a rationale and provided tools for practitioners. As written in the original version of the tool, "A Lens leads us to think about issues in a new way; it can bring an idea into focus, or alternately, expand it outward and upward. In this particular case, this Lens does both, by asking us to focus in on how equity and racial justice relate to a particular issue at hand, and then how that issue also exists in relation to a much larger system of factors. The concepts of equity and empowerment are not new per se; many cultures have been focusing on balance, sustainability, relationship, and honest analyses of cause and effect for thousands of years."[3]

1. john a. powell, Stephen Menendian & Jason Reece March/April 2009 issue of *Poverty & Race.*
http://www.prrac.org/full_text.php?text_id=1223&item_id=11577&newsletter_id=104&header=Miscellaneous&kc=1
2. https://multco.us/diversity-equity/equity-and-empowerment-lens
3. Balajee, Sonali S., et al., (2012). *Equity and Empowerment Lens (Racial Justice Focus)*. Portland, OR: https://multco.us/file/31833/download (page 8)

PURPOSE

👥 PEOPLE
- Positive and negative impacts?
- Different situations and barriers?
- Trauma/re-trauma caused by decision?

⬚ PLACE
- Emotionally and physically safe?
- Environmental impacts?
- Where are resources being distributed?

ISSUE OR DECISION

PROCESS
- Including or excluding people?
- Cause of exclusion?
- Any empowering processes?
- Any traumatizing processes?

POWER
- Barriers to equity/racial justice work?
- Benefits and burdens?
- Who is accountable?
- Decision-making structure?
- Integrating voices and priorities of communities of color?

The Lens is a quality improvement tool beginning with "purpose" (captured in our strategies as overarching goals) and utilizes questions in four distinct areas: people (who is impacted and how); Process (how are those most impacted meaningfully involved in decisions that impact them; Place: (how is an issue or decision accounting for people's emotional and physical safety and their need to feel productive and valued); and Power: (how is the current approach shifting power dynamics to better integrate voices and priorities of communities of color). These sets of questions are the guiding frames upon which the process of developing this strategic plan was built and the focus for how strategies can address disparities within our organization.

Methodology
With a goal of maintaining integrity to the aforementioned principles and frameworks, the development of this plan was built upon a value of centering the voices of those most negatively impacted by our organizational culture and practice.

The process was initiated by Employees of Color (EOC) - an Employee Resource Group, in a partnership with labor and community based groups organizing to bring attention to institutional racism, and inequities within the organization. The Office of Diversity and Equity (ODE), working with these groups, then developed a process that focused on lifting up the voices and experiences of those who our workforce data showed were most impacted by unequal employment opportunity.

Utilizing the existing structure of Employee Resource Groups (ERG), these groups hosted a series of facilitated discussions to uncover common themes and ideas for action around retention and support, professional development and promotion, and organizational culture. These same groups then coded and analyzed data, and drove a process of strategy development that reflected the needs and experiences particularly of frontline employees.

Reflecting a guiding framework of safety, trust and belonging, and designing strategies that reflected principles of equity and tactics of community organizing, Multnomah County, impacted and influenced by the organizing and power of front line staff, developed a Workforce Equity Strategic Plan that will guide the organization in addressing institutional inequities.

How to read the document

Focus areas provide an overview of how that issue impacts employees, reflective of what we heard during listening sessions with ERGs. These areas (organizational culture, promotion and professional development, and retention) include high level data measures that will be tracked and measured over time to provide a line of sight on progress, and direction for future targeted strategies.

The minimum standards set a countywide expectation, and the performance measure will be tracked by HR, ODE and COO with yearly reports. Departments shall build from these to establish departmental specific actions and activities that can take the minimum even further and lift up what is currently working or will work best for departments.
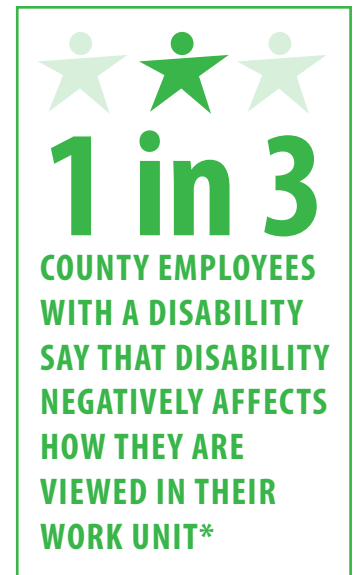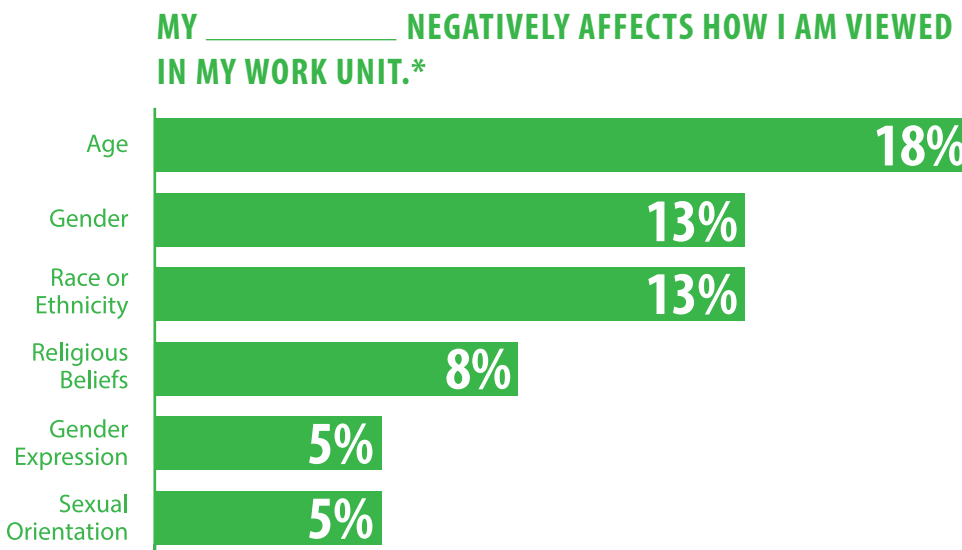
The culture at Multnomah County is a reflection of our culture at large. While we largely hold progressive values and aspire towards greater equity and inclusion, dominant culture norms often dictate our daily interactions and can have negative unintended impacts for our workforce, particularly for employees of color and employees who do not reflect dominant culture.

Examples of dominant cultural norms include:

- Hierarchy and top-down decision-making without sufficient transparency or inclusion
- Expectation of communication style that defers to and reinforces management authority
- Lack of mutual accountability and expectations between managers and staff

When these cultural norms are not acknowledged and mitigated, they can erode employee trust and morale, where employees feel condescension and devalued for what they bring to the table. On top of this, impacts of all the "-isms" - racism, sexism, ableism, homophobia, transphobia, xenophobia, and ageism - prevent all employees from experiencing safety, trust and belonging.

These norms can have incredible impacts on the day to day experience of employees, and on our overall efforts to recruit, retain and promote diverse individuals. Too many employees experience isolation, disrespect, and a stifling environment where they cannot be their full selves. Microaggressions are an all too frequent occurrence, and too many employees worry about exclusion and retaliation if they do not "go along to get along."

MY _____ NEGATIVELY AFFECTS HOW I AM VIEWED IN MY WORK UNIT.*

Age	18%
Gender	13%
Race or Ethnicity	13%
Religious Beliefs	8%
Gender Expression	5%
Sexual Orientation	5%

1 in 3

COUNTY EMPLOYEES WITH A DISABILITY SAY THAT DISABILITY NEGATIVELY AFFECTS HOW THEY ARE VIEWED IN THEIR WORK UNIT*

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* 2017 Countywide Employee Survey. Overall results presented here are different than results for particular groups.

Increased awareness of power and privilege

Awareness and attentiveness to the range of ways power and privilege impact organizational relationships requires dominant culture to embrace a degree of humility, meaning a deeper understanding of the way power and privilege show up in the workplace to the detriment of full inclusion and belonging. We must all commit and be held accountable to the learning and growth required to promote equity here at work, while recognizing the critical role that managers play in supporting and promoting change.

OBJECTIVE	MINIMUM STANDARD	PERFORMANCE MEASURES
1. Multnomah County dedicates resources towards, and utilizes culturally responsive and trauma-informed approaches to support the goal of a workforce that demonstrates increased awareness of power and privilege.	• All managers will have a minimum of four required hours per year of trainings that relate to Management Competencies focused on intercultural communication and racially just practice.[1] • Focused training for managers and Human Resources staff on working with employees with disabilities, and on accommodation requests.	• By 2022, all managers and senior leadership have documented training that focuses specifically on increasing awareness of, and shifting practice towards, equitable and racially just leadership behaviors. • By 2022, all supervisory staff and Human Resource classifications have documented training on disabilities.
2. Multnomah County utilizes multiple tools to consistently assess morale, inclusion, supportive environments and culturally responsiveness.	• Departments conduct stay interviews (or other methods) with a percentage of staff, focusing on front line positions.	• By July 1, 2020, HR quarterly "stay interviews" (or other method) result in yearly assessment of at least 1% of the department.
3. Multnomah County is committed to building the infrastructure to support equity and empowerment practices, policies and programs at the departmental level.	• Equity and Diversity teams are created to examine policies and lead transformative change efforts.	• By July 1, 2019, all departments will have an equity team consisting of stakeholders from front line, managers and supervisors, and senior leadership.

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1. "Racially just" reflects new performance competency in Workday.

Providing opportunities for growth and leadership supports healthy organizations by ensuring diverse representation across all classifications and providing the building blocks for successful succession planning.

Understanding and eliminating barriers to promotion and professional development aligns with and supports key elements of retaining a talented and diverse workforce, and reflects whether our organizational culture and practices support thriving employees throughout their careers.

Examples of barriers to promotion and professional development include:

- Implicit bias in interviewing and hiring processes
- A perception of favoritism that often reflects dominant culture norms and differential access to organizational leaders who make hiring and promotion decisions
- Lack of mentoring and coaching, and differential access to training and other professional development opportunities based on the identity of the employee

Eliminating barriers to promotion and professional development requires consistent and concerted efforts to invest in employee development and create pathways to leadership (both positional and hierarchical).

PERCEIVED OPPORTUNITY *

In the last 12 months, I have had opportunities at work to learn and grow	**79%**
I have opportunities for career and professional development	**70%**
I have opportunities to advance here	**57%**

ACTUAL OPPORTUNITY: PROMOTION BY LEVEL *

Non-represented	**73%**	**27%**
Represented	**64%**	**36%**
	White employees	Employees of color

* 2017 Countywide Employee Survey.

Equitable opportunity and elimination of barriers to promotion and professional development

Thriving employees who feel valued require consistent and constructive feedback, investments in training that furthers personal and professional growth, and opportunities to gain the types of leadership experiences that can demonstrate and build knowledge for future positions in their careers.

OBJECTIVE	MINIMUM STANDARD	PERFORMANCE MEASURES
1. Multnomah County demonstrates commitment to investing in employees professional development by utilizing performance review processes to collaboratively identify opportunities, resources, and pathways towards goals.	• Performance reviews are tracked at departmental, division, and program levels.	• By July 1, 2020, 100% of eligible employees have completed their performance reviews on time, including probationary performance reviews.
	• All managers are receiving professional feedback by both those they supervise and report to.	• By July 1, 2020, all Departments have and are utilizing performance review tools for managers that include feedback from supervised staff.
	• All departments have orientation for new managers that includes a clear understanding of both organizational resources and supports available to them and their team, and management responsibility to be supportive and properly take either preventative or disciplinary action when needed.	• By July 1, 2020, each department's orientation process for managers includes a section on internal support resources (departmental and county-wide) for managing performance, coaching and being a supportive manager and an overview of preventative/disciplinary expectations and processes.
2. Multnomah County career pathways are easy to understand, and employees are able to gain the skills necessary to navigate the classification/reclass, promotions, work out of class, and stretch assignment opportunities.	• Employees have profiles on Workday and active employee development plans (as desired) that include assessment of existing skills, training and other opportunities to gain skills that will support promotional and leadership development in collaboration with their manager.	• By 2022, all employees in non-exempt classifications will have active employee development plans jointly developed with their manager and evaluated yearly.

OBJECTIVE	MINIMUM STANDARD	PERFORMANCE MEASURES
3. Multnomah County interview practices seek to eliminate barriers, including addressing implicit bias, and support the hiring and promotion of a diverse workforce.	• Interview panels are intentionally representative of the diversity of the workforce and of the community, and employees are continually identified and trained to participate in interview panels.	• By July 1, 2020 all departments, working with Employee Resource Groups and other stakeholders, have an updated list of employees who have professional skill sets, and/or are trained to serve on interview panels for positions at every level of the organization.
4. All internal and external management level recruitments and promotions include demonstrated success or aptitude for working with diverse employees and communities.	• Every department has a set of questions that can be utilized during hiring processes that reflect an assessment of competency working with diverse employees and communities.	• By January 1, 2020, all management level hiring processes include questions around cultural responsiveness aligning with specific performance competencies (Promoting Equity and Racially Just) required for managers.[1]

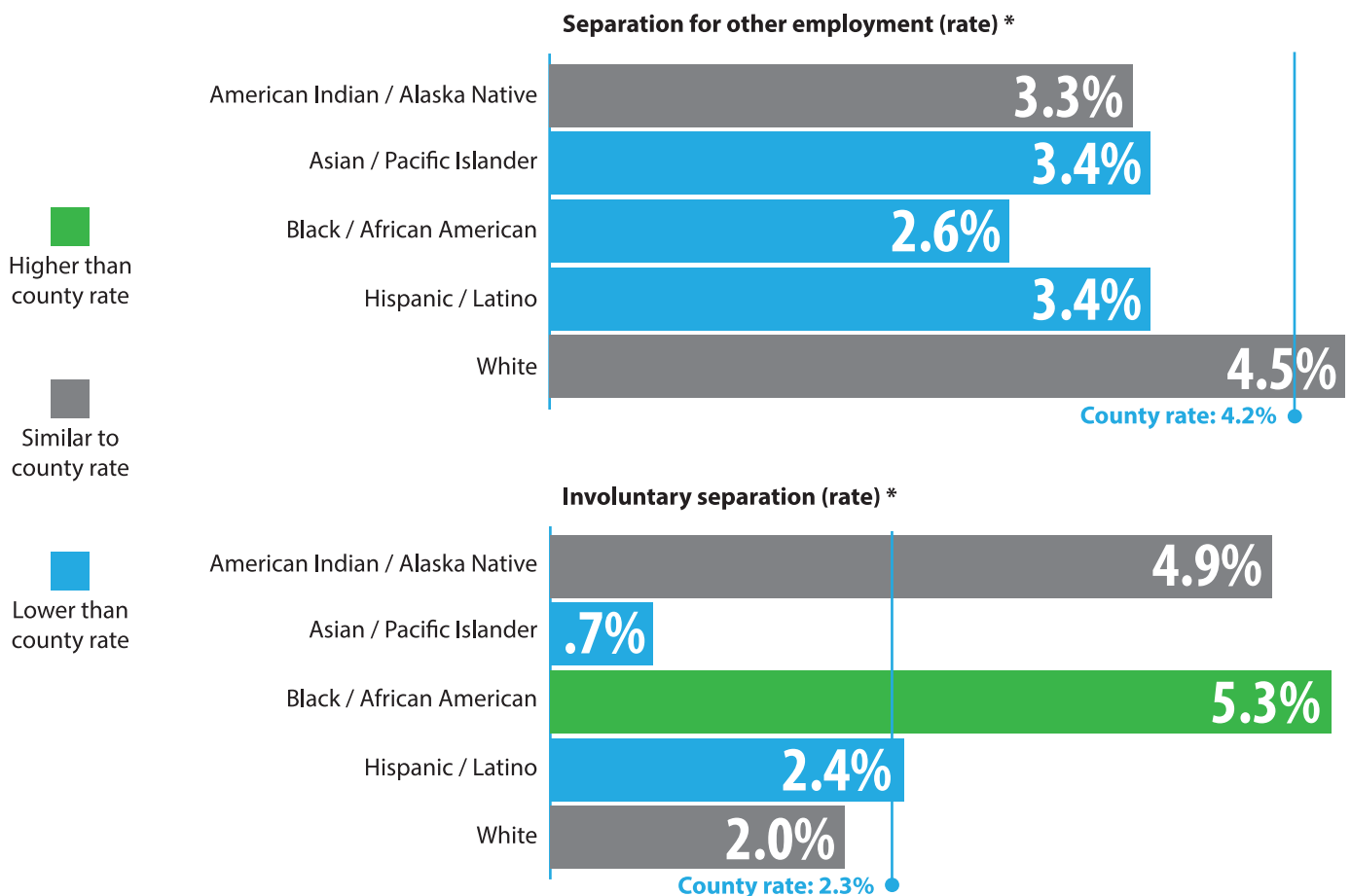1. Proposed for Workday update, 2018.

The retention of employees has multiple benefits for organizations. Building a pool of talent, with experience and knowledge of the many areas of our work is critical to providing exemplary service, but also has fiscal benefits based on the cost of replacing employees who separate from the organization. Once hired, many employees go on to successful careers in public service, with an expectation of continued employment. Yet too many employees, particularly those from non-dominant culture, do not have the privilege of such job security, and are not supported in the ways that lead to retention and success.

Our internal data shows that employees of color and other marginalized employees separate from the organization at disproportionately higher rates, specifically involuntary separation during the probationary period. Organizational practices contributes to this outcome.

Examples of organizational practices that negatively impact retention include:
- Inconsistent, inadequate and ineffective onboarding for new employees
- Lack of constructive, appropriate and timely feedback during the probationary period, including coaching, training and peer-to-peer opportunities
- Negative views of employee performance based on dominant culture norms and values

Separation for other employment (rate) *

Higher than county rate

Similar to county rate

Lower than county rate

Race/Ethnicity	Rate
American Indian / Alaska Native	3.3%
Asian / Pacific Islander	3.4%
Black / African American	2.6%
Hispanic / Latino	3.4%
White	4.5%

County rate: 4.2%

Involuntary separation (rate) *

Race/Ethnicity	Rate
American Indian / Alaska Native	4.9%
Asian / Pacific Islander	.7%
Black / African American	5.3%
Hispanic / Latino	2.4%
White	2.0%

County rate: 2.3%

* This is the two-year (FY 2015 - FY 2016) separation rate by race and ethnicity. Regular employees only.

Multnomah County can better retain all employees and ensure they have every opportunity to succeed and thrive through targeted policies and investments as well as shifts in practice that reflect greater intercultural awareness.

Address disparities in retention based on race and non-dominant culture identities

Factors most important to retention include: employee relationship with their manager, access to peer support, appropriate and timely coaching, feedback and mentoring, accommodations (particularly for employees with disabilities), and feeling of belonging. Employees who feel that they belong and are valued are more likely to be successful here at work, contributing to the richness of our workforce and the important work we do every day.

OBJECTIVE	MINIMUM STANDARD	PERFORMANCE MEASURES
1. Multnomah County utilizes a targeted universalism approach to coaching and mentoring employees.	• By 2020, all new employees are assigned a peer support or mentor to contribute to professional growth, and assist with orientation and onboarding.	• In 2022 HR Trends report[1], Multnomah County sees no discernible disparity in probationary termination rate .
2. Multnomah County invests in Employee Resource Groups (ERG) as critical spaces for safety, trust and belonging.	• ERG participation, established in policy, is expanded to support individual employee affinity, key stakeholder engagement for county-wide projects, and professional and leadership development opportunities.	• By July 1, 2019, Multnomah County Personnel Rule is amended to support greater participation by updating language, approach and approved time allotment. • By January 1, 2019, all departmental orientation and onboarding processes include information about ERGs.
3. Onboarding process and expectations are clear and consistent across the organization with necessary and appropriate variation at departmental levels .	• Every employee has a training plan that includes a specific and intentional inclusion of cultural responsiveness training.	• By July 1, 2019 every department has a documented and communicated onboarding training curriculum for all new employees that includes cultural responsiveness training.

1. Include 2018 numbers.

Multnomah County is an employer of choice, and our jobs support pathways to economic security. Multnomah County recognizes that employment patterns can be a reflection of opportunities across the entire life course. These include quality of primary and secondary education, access to college, exposure to professional environments and networks that support personal and professional growth, and relationships to mentors and coaches who assist along the pathway.

Consistently diverse candidate pools for positions at every level of the organization

Investing and applying best practices will enhance recruitment and support pipelines to employment and ensure practices that lead to success in this area, including:

- Relationships with community organizations and professional associations focused on diverse representation in various fields
- Ensuring that qualifications for positions do not unnecessarily screen out applicants
- Investing in intentional and targeted pipeline models that focus on communities historically underrepresented in post-secondary institutions

Applicant flow analysis *

Applied	★★★★★★★★★★★★★★★★★★
Minimum qualifications	★★★★★★★★★★★★★
Preferred qualifications	★★★★★★★★★★
Eligibility list	★★★★★★
Interviewed	★★★
Hired	★

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* Minimum Qualification Project.

OBJECTIVE	MINIMUM STANDARD	PERFORMANCE MEASURES
1. Create school-to-work, and community-to-work pipelines from racially and economically disadvantaged communities.	• Departments are participating in the College to County Mentorship Program as a way to provide exposure, build job skills and enhance opportunities for program participants.	• By 2022, Multnomah County will host 50 College to County Mentees or associated programmatic model that supports economically disadvantaged communities, employed across county departments and offices.
2. Multnomah County applies best practices that consistently result in diverse applicant pools for all external recruitments.	• Assess minimum qualifications, including broadening skills and experiences, updating position descriptions, and ensuring job announcements convey qualifications clearly and are set at the right level, worded clearly, and include information about equivalencies, if applicable.	• In analysis of candidates in bi-annual HR Trends reporting, Multnomah County sees an increase in diverse candidates meeting minimum qualifications in initial screening.
	• Every Department is actively building relationships with community-based organizations, professional associations, educational institutions, and other stakeholders to enhance diversity in applications.	• By 2022 every department has designated and specialized staff who focus on recruiting. Specific attention will focus on federally required obligations, including race, gender, disability and veterans.

Following extensive employee and stakeholder feedback, the Board of County Commissioners on Jan. 31, 2019 adopted the following recommendations. The Board's adoption formally incorporates the recommended next steps into our guiding workforce equity policy document: the Workforce Equity Strategic Plan.

To ensure oversight and accountability, this work plan highlights the role and authority of the Workforce Equity Strategic Plan Committee to monitor and assess progress towards existing Workforce Equity Strategic Plan performance measures.

The work plan also establishes subcommittees with stakeholders who will be impacted, as well as subject matter experts, who can develop standards and best practices for implementation. The committee, with representatives from Employee Resource Groups , leadership teams, labor and community partners, elected offices and technical experts, is responsible for submitting an annual report to the board with recommendations for policy updates to the Workforce Equity Strategic Plan.

Clarifying and Communicating our Vision

1. Develop clear county-wide communication that supports and deepens understanding of "Leading with Race" - Multnomah County's intersectional approach to workforce equity. Adopted in April 2018, the Workforce Equity Strategic Plan acknowledged that racial inequities were built into institutions and systems of government, that racialized outcomes have been pervasive within Multnomah County and a racial equity lens must inform the way strategies and solutions are developed.

> a) *Initial language will be captured on the Safety, Trust and Belonging website by January 2019. ODE and the Multnomah Idea Lab will be activated to research and develop definitions by summer 2019. Will also inform talent development reorganization and leadership model development.*

2. Better define and communicate about this overall effort by creating shared language, glossary and education materials for the terms, frames and concepts we are utilizing including equity, cultural responsiveness, targeted universalism and safety, trust and belonging.

> a) *Current language will be captured on the Safety, Trust and Belonging website by January 2019. ODE and Multnomah County's Ideal Lab will be activated to research and develop definitions by summer 2019.*

3. Conduct an analysis of current communication channels and reach and develop communication best practices that support shifting cultures and systems; identify benchmarks to track success.

> a) *Communications Office to lead this effort with stakeholder input.*

Structural Changes that Support Shifting Practice and Culture (Organizational Culture)

1. Reorganize Talent Development and Talent Acquisition resources in Central Human Resources to build a new organizational development model that emphasizes the critical leadership skills needed to create an environment and culture of safety, trust and belonging. This action would strategically align county-wide recruitment, on-boarding and leadership development efforts with an explicit goal of strengthening managers' ability and accountability in creating workplace culture that reduces disparities.

> a) *Timeline: COO to develop implementation timeline and process developing new model by March 2019.*

2. Fully transfer responsibility for investigating protected class complaints to a non-departmental unit reporting to the COO's office. The creation of a centralized complaint unit builds on the interim process but will end departmental management of those investigations, allowing the county to to employ investigators with specialized skills including multi-cultural competency, compassionate communication and conflict resolution.

     a) *Timeline: COO to work with ODE, the Chair's Office, Central HR and Budget Office to develop FY 2020 budget proposal. Requires board budget approval. If approved, implementation expected after July 1, 2019.*

3. Create clearly defined and standardized roles, responsibilities and classifications for departmental equity manager positions that acknowledge their expertise and specialization with principles of equity and inclusion.

     a) *Timeline: To be included as part of classification study conducted by Human Resources in 2019.*

Updating the role, responsibility and authority of the Office of Diversity and Equity
(Promotion, Professional Development, and Retention)

1. Review the Office of Diversity and Equity's current and proposed roles and responsibilities, and complete an analysis of various structural placements of ODE and propose updates to the Multnomah County Code provisions related to ODE to reflect revised scope.

     a) *Timeline: Chair's Office will convene a workgroup in early 2019 that will make recommendations by June 2019.*

2. Update ODE job classifications and job descriptions to include the following new scopes of work: reviewing exempt hiring and promotional decisions, involuntary terminations, probationary terminations; developing an Equity Toolkit; conducting exit interviews; assisting with access, accommodation and centralized handling of Americans with Disabilities Act Accommodation requests and developing an implementation plan based on the conclusions of the *Equity, Accommodations for People with Disabilities* report.

     a) *Timeline: CDEO will submit program offer with updated job description for the Civil Rights Administrator aligned with budget timeline.*
     b) *Timeline: CDEO will submit program offer with inclusion of Disability Support Specialist aligned with budget timeline.*

3. Create an FY 2020 budget proposal to meet the expanded office scope and responsibility aligned with a three-year ODE strategic plan.

Improving Practice (Organizational Culture, Retention)

1. Develop a comprehensive equity toolkit for use by departmental diversity and equity teams to facilitate efforts to create work environments that are safe, equitable and fair and address systemic barriers to equity and inclusion.

     a) *WESP Committee - established by project charter - will convene a priority subcommittee to develop draft toolkit.*

2. Design a leadership development and accountability model that emphasizes leading with equity and includes clear expectations, practices, supports and metrics to measure success; also aligns with rollout of new competencies.

a) *WESP Committee - established by project charter - will convene a high priority subcommittee by spring 2019 with expected recommendations for a leadership model by July 1, 2019.*

b) *Develop objectives and performance measures for WESP update and countywide rollout by January 1, 2020.*

3. Develop a talent acquisition, orientation and onboarding model for exempt employees that includes a focus on principles of racial equity and basic understanding of targeted universalism.

a) *WESP Committee to assess current recruitment, retention objectives and performance measures and recommend additional objectives or measures if needed.*

Measuring Impact and Culture Change (Organizational Culture)

1. CWES/Belonging Survey - Conduct analysis of Countywide Employee Survey and identify opportunities to add indicators of belonging.

a) *ODE will convene an evaluation committee working with ERU to conduct analysis and provide a recommendation to the WESP Committee by summer 2019 prior to the next CWES being administered.*

2. Develop departmental evaluation metrics in addition to those in the Workforce Equity Strategic Plan that measure progress towards the WESP performance metrics and/or trigger additional support or intervention.

a) *WESP Committee to convene a future subcommittee to review and consider additional evaluation metrics - prioritized by committee and stakeholder feedback.*

Accountability

This strategic plan is a framework and guidance document. It will help Multnomah County practices, policies and actions better align with our values.

To be effective, meaningful and transformational, this plan must be thoughtfully implemented and tracked in order to lift up progress and navigate challenges.

This requires accountability, which will happen in three major ways:

- Departments will be expected to develop department-level implementation plans and provide regular updates to the Chair and COO as part of ongoing work.

- The Board of County Commissioners will receive at least an annual workforce equity briefing that includes updates on implementation and outcomes.

- To support the success, implementation and transparency of this plan — which impacts Multnomah County employees, clients, partners and wider community — an advisory committee will be established to review and track progress and provide feedback. This committee will be convened by the Office of Diversity and Equity and sponsored by the Multnomah County Chair.

Updates

The Workforce Equity Strategic Plan is structured as a four year cycle, with points throughout the timeframe for minimum standard completion across the organization. The Office of Diversity and Equity will be the lead in organizing Employee Resource Groups and other organizational stakeholders beginning in year three (2021) to develop updated strategies.

Reporting

The performance measures included as part of the strategies will be regularly collected through existing and new mechanisms. Utilizing our internal records systems, the Countywide Employee Survey, and HR Trends Report, there will be robust information that is readily accessible and consistently collected and analyzed every two years. Upon completion of the HR consultation's report, there will be a board briefing within 30 days to identify what recommendations should be incorporated into the strategic plan.

In addition, Multnomah County is committed to additional data collection:

- ODE will publish on its website quarterly demographic information for the organization, broken down by department, and including race, gender and age

- The COO (or other part of the organization) will collect information that will be reported yearly that outlines the number of complaints for the year and their resolution