

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON**

RESOLUTION NO. 2017-077

Affirming Multnomah County's Commitment to Workforce Equity and the Importance of a Workforce Equity Strategic Plan in Creating Safety, Trust and Belonging for our Communities of Color.

The Multnomah County Board of Commissioners Finds:

- a. Workforce equity strives for a workforce inclusive of people of color and other historically and currently underrepresented groups representative of the County's population across all job categories, levels and departments; and
- b. 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; and
- c. The County has and will continue to address issues of race, gender, disability and other workforce inequities through targeted investments, education and training, and updates to our Equal Employment Opportunity and Affirmative Action Plan; and
- d. As a public employer in a progressive community, we hold ourselves to the highest standards in promoting Equal Employment Opportunity and strive to ensure that our workforce reflects the diversity of Multnomah County; and
- e. While overall job satisfaction is high, employees of color and employees who are immigrants or refugees experience less satisfaction and feel their work units are less accepting of diversity, as compared to white employees and the countywide average; and
- f. Just as race, ethnicity and gender can intersect as barriers to equal employment opportunity, so too can other social factors such as disability, sexual orientation and class; and
- g. Our communities of color and other vulnerable communities are experiencing increased fear, risk and trauma associated with our current political climate and increased racism, xenophobia, heterosexism, transphobia and ableism, and other forms of oppression, in our communities; and
- h. Along with fear of physical risks and threats, our communities are also facing unprecedented housing, health and financial insecurity as a result of many factors, including reduced social services and political support for working class, lower-income and poor families; and
- i. One of the surest pathways to safety, health and wellbeing is economic security, and as one of the largest public employers in the region, the County has an opportunity to deliver the promise of that security through workforce equity, including but not limited to pipeline programs; and
- j. Community and labor partners, along with the Employees of Color (EOC) Employee Resource Group (ERG), initiated this most recent workforce equity discussion to raise awareness of the urgency the community feels in the need to prioritize racial equity across the County; and
- k. The Office of Diversity and Equity (ODE), Central Human Resources and County leadership, with community partners, presented on workforce equity issues and broad priorities before the County Board of Commissioners on June 28, 2016; and

1. Workforce equity aligns with the County's overall values of safety, trust and belonging, and a Workforce Equity Strategic Plan will assist us in putting into practice our values and beliefs that here at Multnomah County, "all are welcome" and "everyone belongs."

The Multnomah County Board of Commissioners Resolves:

1. To appreciate and acknowledge community, labor and employee resource partners who have advanced this current workforce equity initiative, specifically Verde, the Urban League of Portland, Portland Jobs with Justice, the Asian Pacific American Network of Oregon, Unite Oregon, Voz, AFSCME Local 88, and our Employees of Color (EOC) resource group, and
2. To support internal efforts as directed by the Chair to convene, develop and implement a countywide workforce equity strategy, with the target deadlines established by the Project Charter (see Exhibit 1), and requesting Board briefings on the progress of those efforts; and
3. To increase resources to advance workforce equity strategies as identified through this process, including but not limited to targeted recruitment, workforce development and pipeline programs in partnership with community-based organizations; and
4. To work with urgency and commitment commensurate with the impacts and risks to our most vulnerable populations, by whose increased security we measure progress.

ADOPTED this 14th day of September, 2017.



BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Deborah Kafoury

Deborah Kafoury, Chair

REVIEWED BY:
JENNY M. MADKOUR, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

Jenny M. Madkour

By _____
Jenny M. Madkour, County Attorney

Workforce Equity Strategic Plan Project Charter

Overview

This charter authorizes a countywide project to develop and implement a Workforce Equity Strategic Plan, consistent with state and federal Equal Employment Opportunity and Affirmative Action Plan obligations. This project builds upon ongoing collaboration between ODE, Central HR, labor and community partners, and a Board briefing in June 2016 on high-level workforce equity strategies. This project will deliver a central framework with departmental implementation plans to advance workforce equity in recruitment, retention, support, promotion and development.

Goal Description

Develop a countywide workforce equity strategic plan to advance current and new strategies for long-term success, and support the development of departmental implementation plans that align with the central workforce equity framework.

Supporting Objectives

1. Internal and external stakeholders collaborate on identifying and developing strategies to advance workforce equity in alignment with shared priority areas.
2. Targeted universalism approach is applied to recruitment, retention and promotion activities to advance workforce equity and eliminate barriers to equal employment opportunity.
3. Improve job experience and satisfaction for all employees, particularly for those who have faced barriers to equal opportunity and have not enjoyed equal levels of job satisfaction.

Triggering Problems/Opportunities

1. Multnomah County has existing data and analysis showing progress and ongoing challenges toward increased workforce equity across departments and job classifications.
2. Central HR, ODE and others are currently advancing certain strategies to address ongoing barriers to equal employment opportunity. These should be strategically aligned and expanded to advance workforce equity across the County.

3. Internal and external partners are interested in collaborating to advance workforce equity across the County, with alignment around high-level priority areas such as targeted recruitment, eliminating barriers to equal employment opportunity, and retention, support and promotion activities for all.
4. Advancing a countywide workforce equity strategic plan aligns with the County's existing EEO/AA obligations and broader values around safety, trust and belonging.

Project Deliverables

1. Countywide EEO/AA plan update, workforce equity strategic framework and guidance.
2. Departmental implementation plans with identified leadership and monitoring.
3. Ongoing internal and external stakeholder engagement and relationship-building around workforce equity priorities.
4. Consistent understanding of workforce equity definition, values, framework and evaluation methodology at Multnomah County.

Scope — Included

- EEO/AAP reporting obligations
- Recruitment, Retention and Promotion strategies and best practices
- Identifying and eliminating unnecessary barriers to equal employment opportunity

Scope — Excluded

- Compensation and issues subject to collective bargaining
- Contracting and procurement issues
- Building trades apprenticeship programs subject to Project Labor Agreements

Scope — Related Projects

- EEO/AA Plan compliance reporting
- Employee Survey and related initiatives
- Central HR, departmental strategic plans
- Workforce Analytics report

Workforce Equity Strategic Plan Project Charter



Project Organization

Project Sponsor:

- Deborah Kafoury, Board Chair

Project Manager(s):

- Ben Duncan, Chief Diversity & Equity Officer
- Jonathan Ostar, Civil Rights Administrator

Executive Committee:

- Deborah Kafoury, Board Chair
- Marissa Madrigal, Chief Operating Officer
- Travis Graves, Central HR Director

Key Stakeholders: *including but not limited to*

- Leadership Council
- HR Executive Council
- AFSCME/Union Leadership
- EOC and other ERG Leadership
- Community and Labor organizations

Project Team Members:

TBD by Project Sponsor and Project Managers

- Individuals with HR expertise, knowledge of departmental initiatives, knowledge of and lived experience within communities facing barriers to equal employment opportunity, experience using the Equity and Empowerment Lens, and strategic thinkers with countywide perspective

Steering Committee Members:

TBD by Project Sponsor and Project Managers

- External community leaders committed to workforce equity and internal leaders and decision-makers who can guide Project Team work align recommended strategies with countywide values and departmental needs and capacities

Long term Success Criteria

1. Department-specific workforce equity implementation plans with clear objectives, timelines and accountability measures, consistent with central strategic framework
2. Departments are reporting on semi-regular basis (TBD) to document progress and ongoing barriers towards achieving increased and expanded workforce equity.
3. Data analysis shows measurable, improved outcomes for equity, utilization, retention, promotion and employee satisfaction.

Project Timeline

September 14, 2017

- Adopt resolution

October 2017

- Convene Steering Committee and Project Team, initiate work

October 2017 – March 2018

- Project Team conducts work with Steering Committee review (as needed)

March, 2018

- Anticipated Board briefing and Chair adoption of countywide workforce equity strategic plan

July, 2018

- Anticipated completion of departmental implementation plans

Approved By

Project Sponsor: Deborah Kafoury

Date: 9/5/17

Project Manager: Ben Duncan

Date: 9/5/17