

A stylized graphic on the left side of the slide. It features two green mountain peaks of different heights. Below the mountains is a green wavy line representing a shoreline or a body of water. At the bottom is a blue wavy line representing water. The entire graphic is composed of solid-colored shapes with no outlines.

# Countywide Equity Investments FY 2021 Proposed Budget

Presented to the  
Board of County Commissioners

Multnomah County  
May 20, 2020

# Agenda

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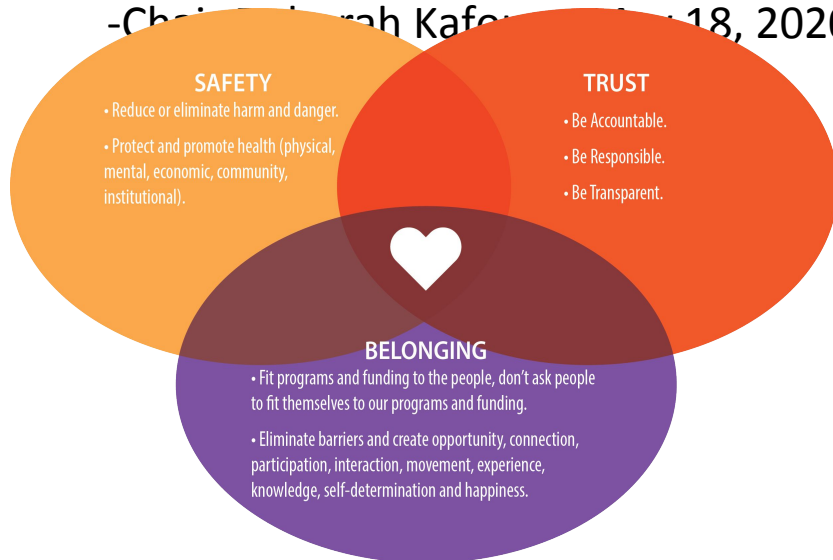
- Introduction
  - Vision for workforce equity
  - Impacts and responses to COVID-19
- Current State of FY20 investments and FY21 Focus
  - Office of Diversity and Equity
  - Complaints Investigation Unit
  - Organizational Learning



# The Continued Case for Workforce Equity

*“Investing in workforce equity is critical to becoming a better version of Multnomah County for all of our employees and the communities we serve. The County’s budget is more than numbers and program offers; it’s a reflection of our values and our priorities. Even as the County’s ongoing response to COVID-19 shifts what our daily operations look like and how we perform them, we remain committed to aligning our daily operations with workforce equity strategies. During a time of crisis, the need for equity to guide our work becomes even more clear, as communities of color and other marginalized populations face disproportionate risks of experiencing COVID-19’s social, economic and health impacts.”*

-Chair, Deborah Kaffenberger, February 18, 2020



# Workforce Equity-FY21 Proposed Budget Investments

- Civil Rights Policy Unit (10017A)
  - 3 FTE, 1 pre-existing, 2 new investments
  - \$ 473,707
- Complaints Investigation Unit
  - 5 FTE
  - \$ 849,609
- Organizational Learning
  - 2 FTE, OTO converted to ongoing
  - \$337, 291



# Equity investments: Response During COVID

## **Office of Diversity and Equity:**

- Equity in EOC leadership: Analysis, Tools, Disability Access Advisor
- Youth Liaisons, Latinx Community Liaison, PIO Lead
- Policy Support: Social Service Providers, Eviction Moratorium
- Employee Resource Group engagement

## **Organizational Learning / Central HR**

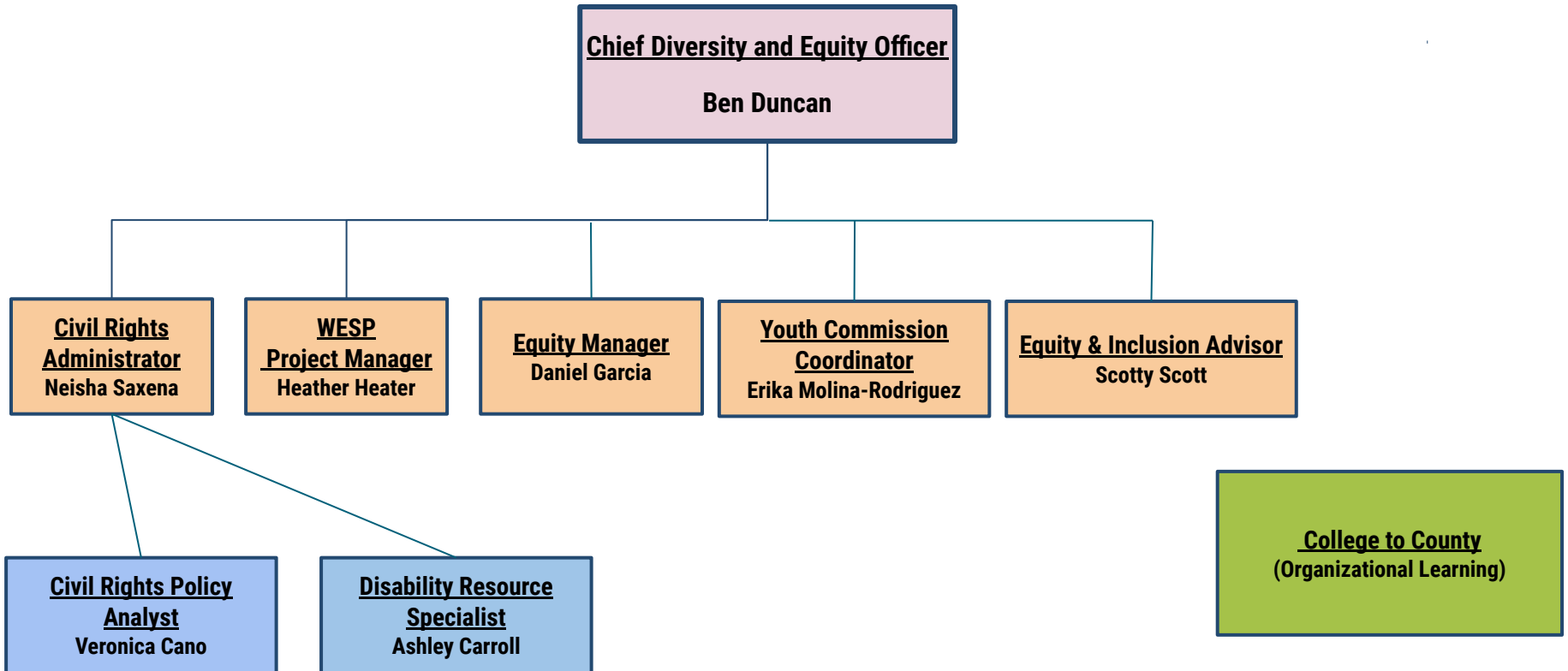
- Supported internal communications
  - Multco Matters, EE Resource page
  - Webinars and virtual town halls
- Shelter and medical hotel staffing
- Policy modifications & development of new programs

## **Complaints Investigation Unit**

- Shelter standup/staffing
- Continuous capacity to investigate complaints



# Office of Diversity and Equity FY21 Organizational Chart



**FY21 Org Structure**



# Civil Rights Policy Unit

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## **Three FTE, Fully Staffed in February, 2020**

- Civil Rights Administrator and Manager, Civil Rights Policy Unit
- Civil Rights Policy Analyst
- Disability Resource Specialist

## **Core Functions**

- Compliance Reports and Grievance Resolution with Departments
- Disability Equity, Employee Accommodations, and Disability Access
- Equity Focused Research and Analysis
- Policy Initiatives and Special Projects

## **Currently Engaged in COVID Response and Core Functions**

- Policy initiatives, Disability Access Advisor for EOC, Research on COVID Response
- Continuing federal reporting, grievances, collaboration with CRU and CIU on employee data and protected class complaints



# **Core Work: Office of Diversity and Equity**

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## **Promote Safety, Trust and Belonging**

- Implementation of the Workforce Equity Strategic Plan
- Raise awareness and Improve Policies and Practice
- State and federal compliance, disability access, and other obligations
- Equity focused data analysis, research and evaluation
- Gender Inclusion training and practices
- Disability Equity Education, Consultation, Support

## **Modeling Equity Principles in Daily Practice**

- ODE WESP plan for office
- Consultation and Advisory on Equity and Empowerment Lens Analysis

## **Capacity Building with a Focus on Most Marginalized Communities**

- Support functions of Employee Resource Groups
- Multnomah Youth Commission coordination and policy work





# Current State: Complaints Investigation Unit



## **Protected Class Complaints Investigation Unit**

- Specialized unit independent from Human Resources and Departments
- Overseen by the Chief Operating Officer
- Investigates complaints from County employees alleging discrimination or harassment on the basis of a protected class
- Team of three investigators has been taking cases since late November 2019



# Core Work: Complaint Investigation Unit



Submit



Intake



Outcomes



Investigation



Findings



Recommendations

- No wrong door to file - managers, HR and employees may contact us via Google form, email, or phone.
- All completed investigations go before to an executive team that includes the Chief Operating Officer, department leadership and Human Resources, Labor Relations, the Office of Diversity and Equity, and the County Attorney.



# Core Work: Complaints Investigation Unit

## **What we've learned (and how we're learning):**

- Each case is variable and takes hours of investigative work
- We're adapting to this new virtual world, doing remote interviews via video and phone
- Our work performing investigations has allowed Human Resource departments to offer support to staff during investigations, rather than serve dual roles around investigation and mitigation
- Our database will allow County to track protected class complaints and trends in a way that has not been done before.



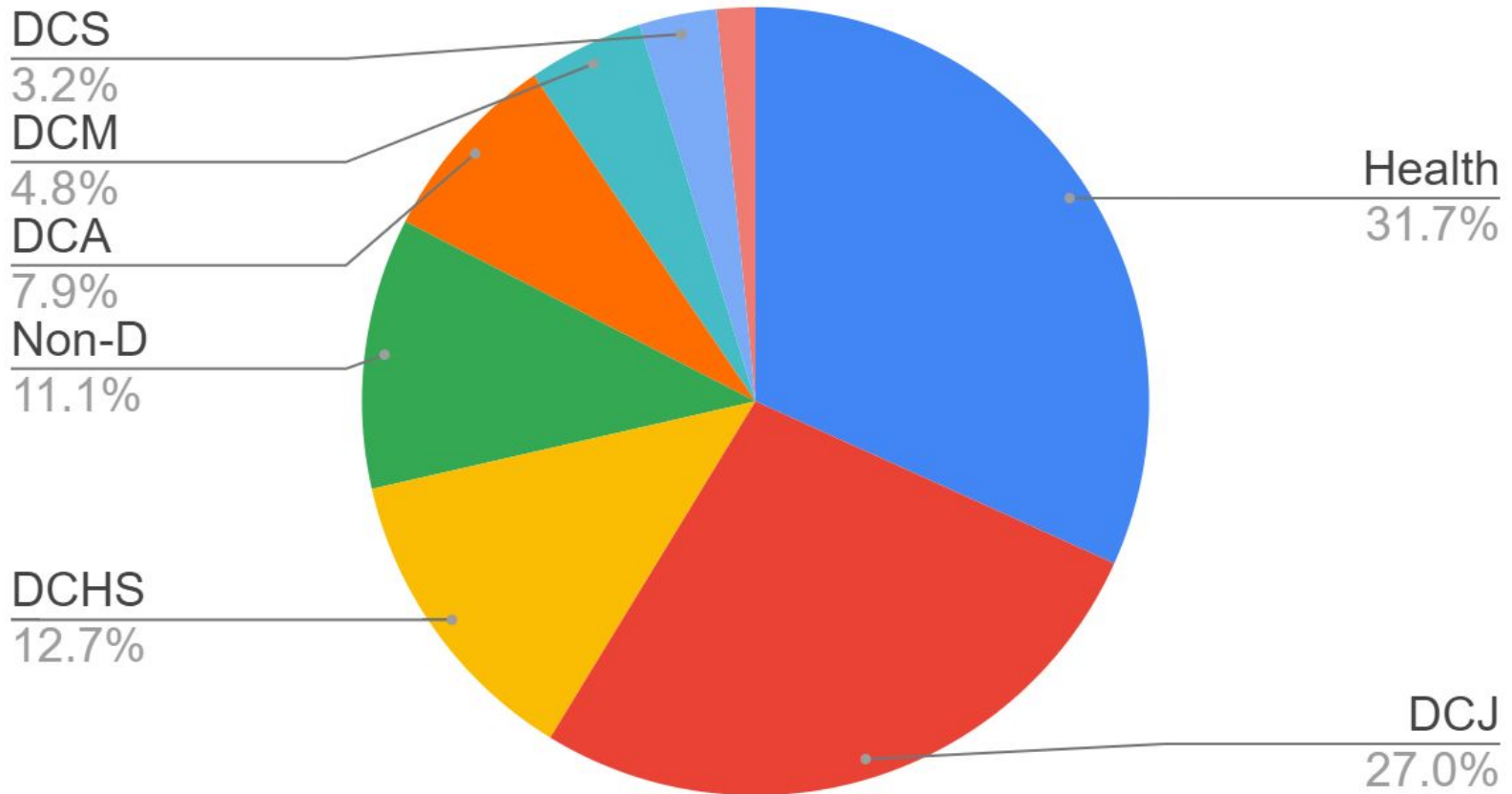
# Core Work: Complaints Unit Data

## CIU Investigations and Total Referred to HR



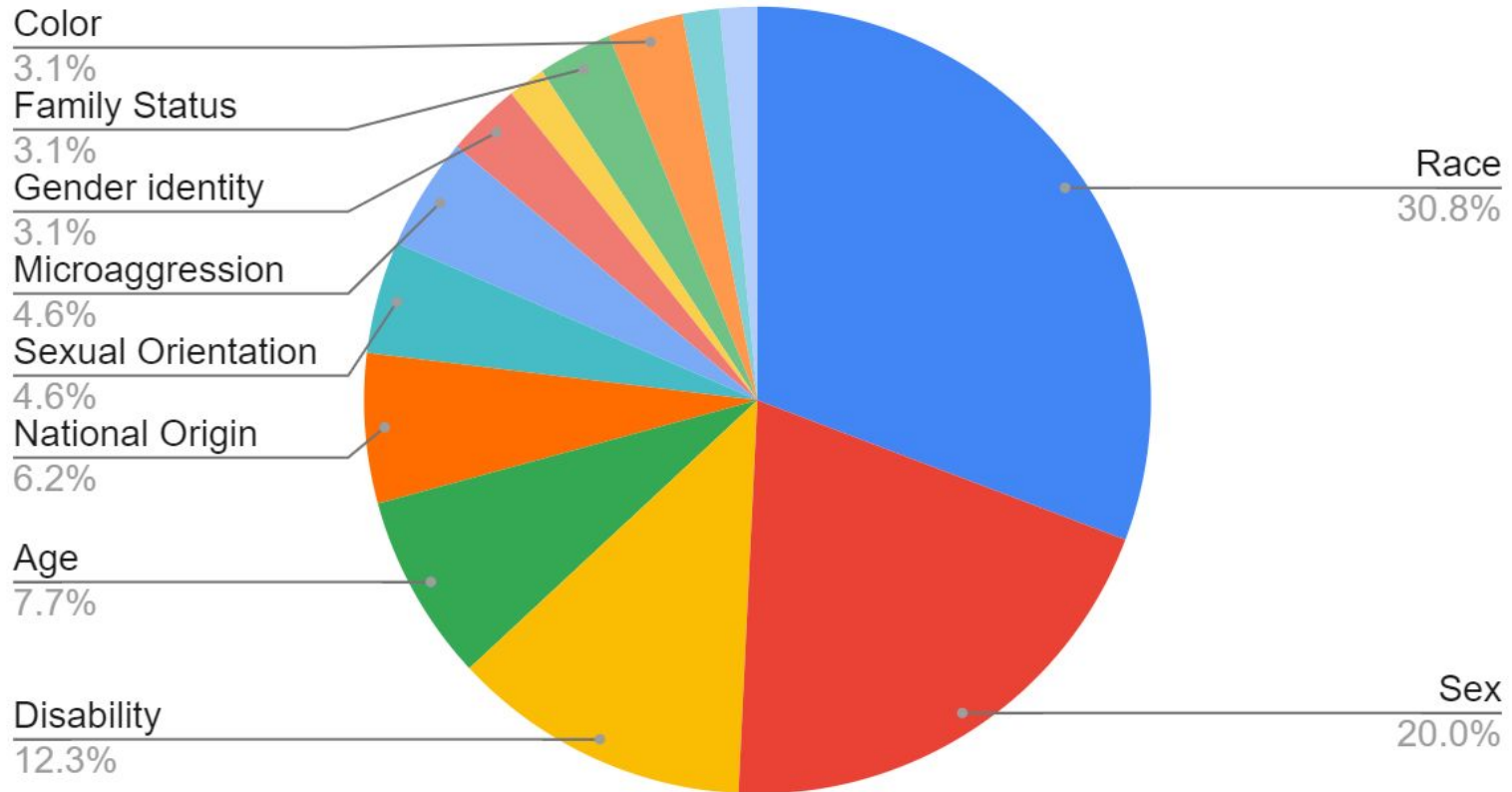
# Core Work: Complaints Unit Data

## Reports and Cases by Department



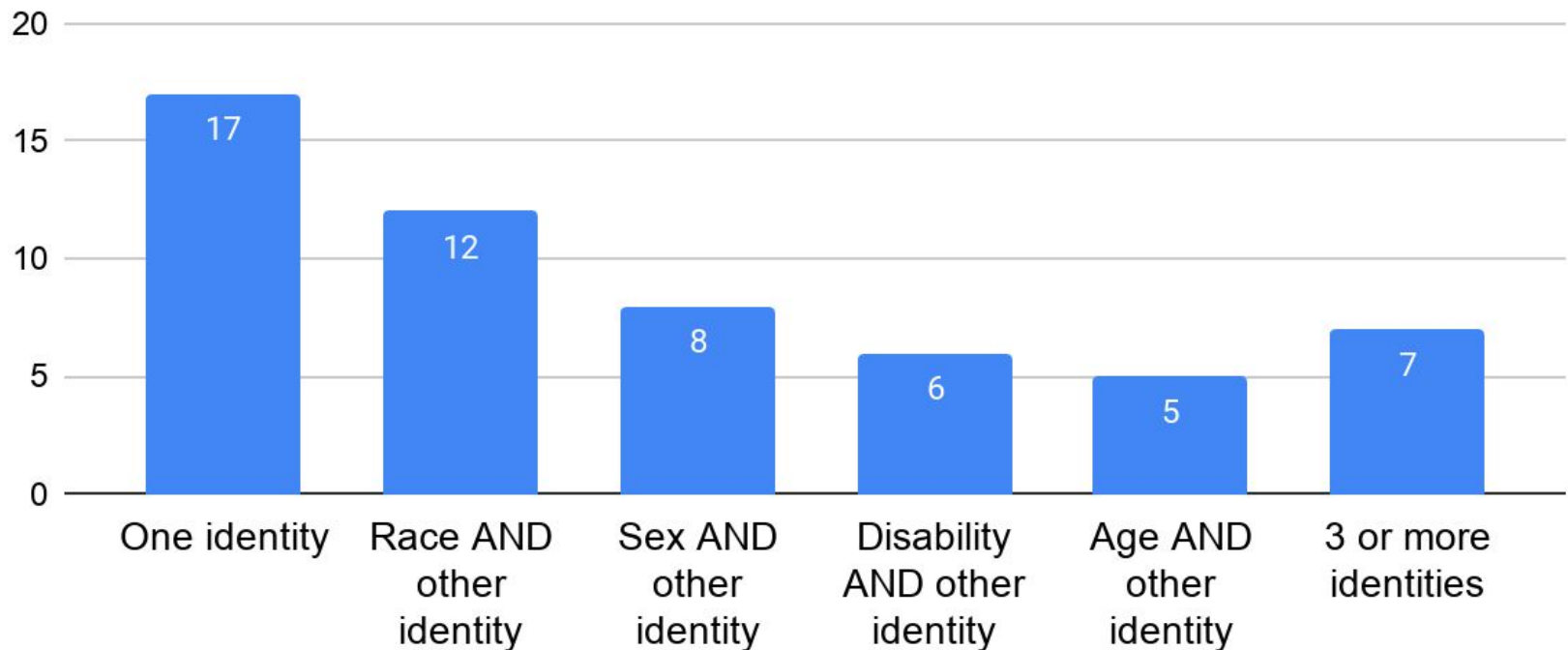
# Core Work: Complaints Unit Data

## Alleged Protected Class Basis



# Core Work: Complaints Unit Data

## Intersecting Identities



# Scope of Work 2020 - 2021



**Inclusion  
and Equity  
Learning**

**Leadership  
Development  
Learning**

**Technology  
and Change  
Learning**

**College to  
County**

**Professional  
Development**

**Talent  
Acquisition**

- Countywide Learning Courses
- Team and Manager Consultations
- Facilitations
- Conflict Resolution
- Mediation

- Performance Reviews
- Core Competencies
- Employee Resource Guides
- New Employee Orientation

- Recruitment
- Retention
- Onboarding



# WESP- Minimum Standards



## ORGANIZATIONAL LEARNING

### Promotion and Professional Development

Performance Reviews

Manager Feedback

New Manager  
Orientation

Interview Panels

Interview Questions

### Organizational Culture

Stay Interviews

Culturally Responsive  
Training for Managers

### Retention

Mentoring  
Strategies

### Recruitment and Workforce Pipelines

College to County





## ORGANIZATIONAL LEARNING

**Culturally Responsive  
Learning**

**Leadership  
Development and  
Accountability**

**Mediation and  
Restorative Conflict  
Resolution**

**Recruitment and  
Talent Acquisition**



# Adapting Learning Engagement



## ORGANIZATIONAL LEARNING

### **New Opportunities for Learning and Training**

- Town Halls for all employees and departments
  - Blending online resources with virtual interaction
- Increased learning resources available online
  - Webinars and recorded learning



# Meeting our Commitments: The Year Ahead



## ORGANIZATIONAL LEARNING

### **New Manager Orientation**

- One year program
- Focused on priorities from the WESP
- Builds new manager peer support

### **Leadership Development Learning Series**

- Learning integrates equity, inclusion, and racial justice
- Incorporates new Core Competencies

### **Partnership with Managers of Color**

- Continuing learning from the 2019 Management Conference



