

A stylized graphic on the left side of the slide. It features two dark green mountain peaks with white outlines. Below the mountains is a dark green wavy band representing a forest or a body of land. At the bottom is a blue wavy band representing water. The graphic is positioned on the left side of the slide, partially overlapping the title area.

Exploring Employee Experiences

Workforce Trends and
Countywide Employee Survey

DCM Evaluation and Research Unit
Office of Diversity and Equity
April 3, 2018

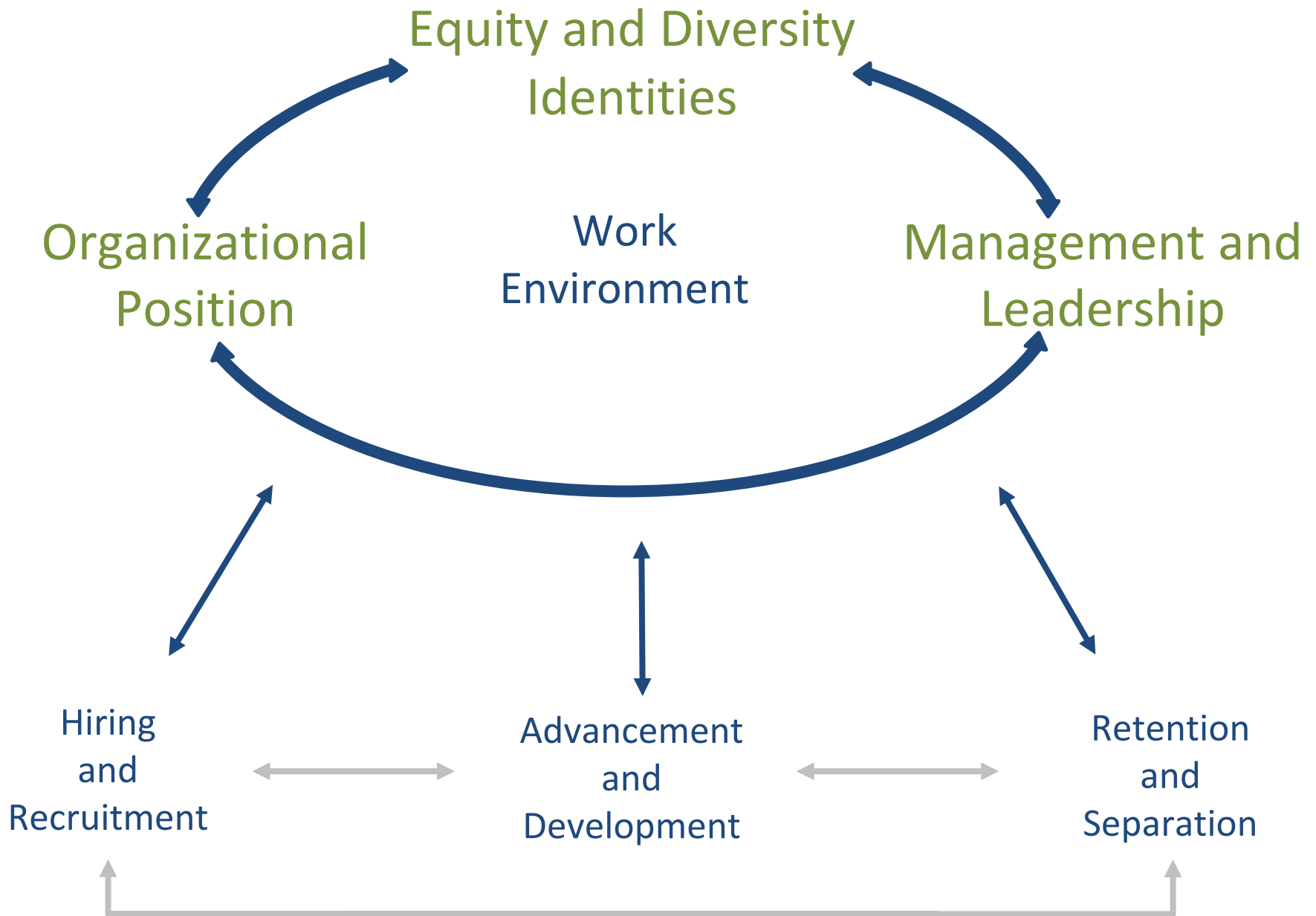
Why Workforce Analysis

- Part of ongoing efforts to monitor organizational effectiveness
- Baseline to understand employee experiences
- Support Workforce Equity Strategy



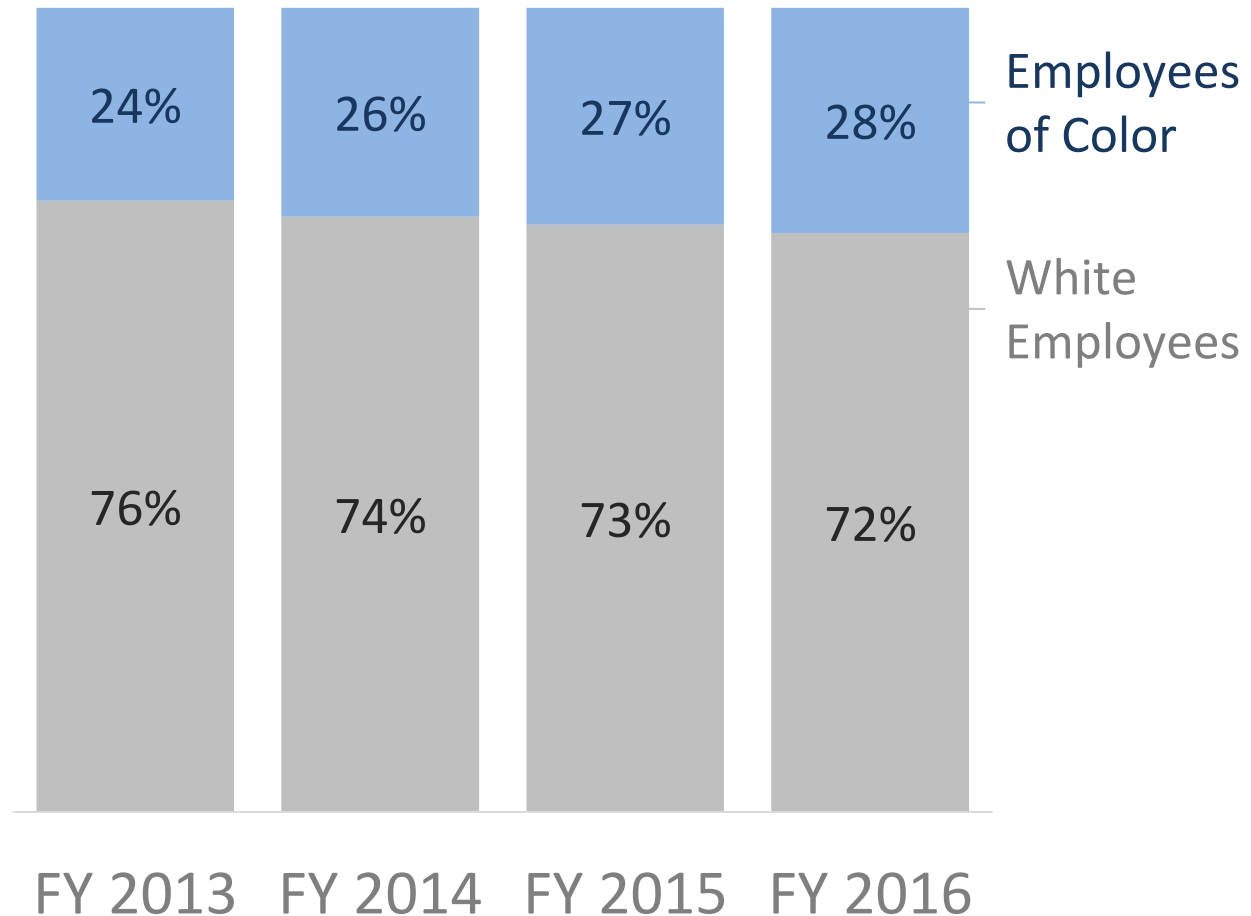
HR Trends	Employee Survey	Research on Equity and Accommodations for People with Disabilities
<p>Human Resources (SAP) Data</p> <p>2 Fiscal years (FY 2015 and FY 2016)</p> <p>Quantitative</p>	<p>Survey Data from 3,200 County Employees</p> <p>Quantitative: Agreement to scaled questions</p> <p>Qualitative: open-ended comments, qualitative analysis</p>	<p>Interviews and/or written testimony from almost 60 employees</p> <p>Analysis ongoing</p> <p>Partnership with AdAPT</p> <p>Qualitative</p>





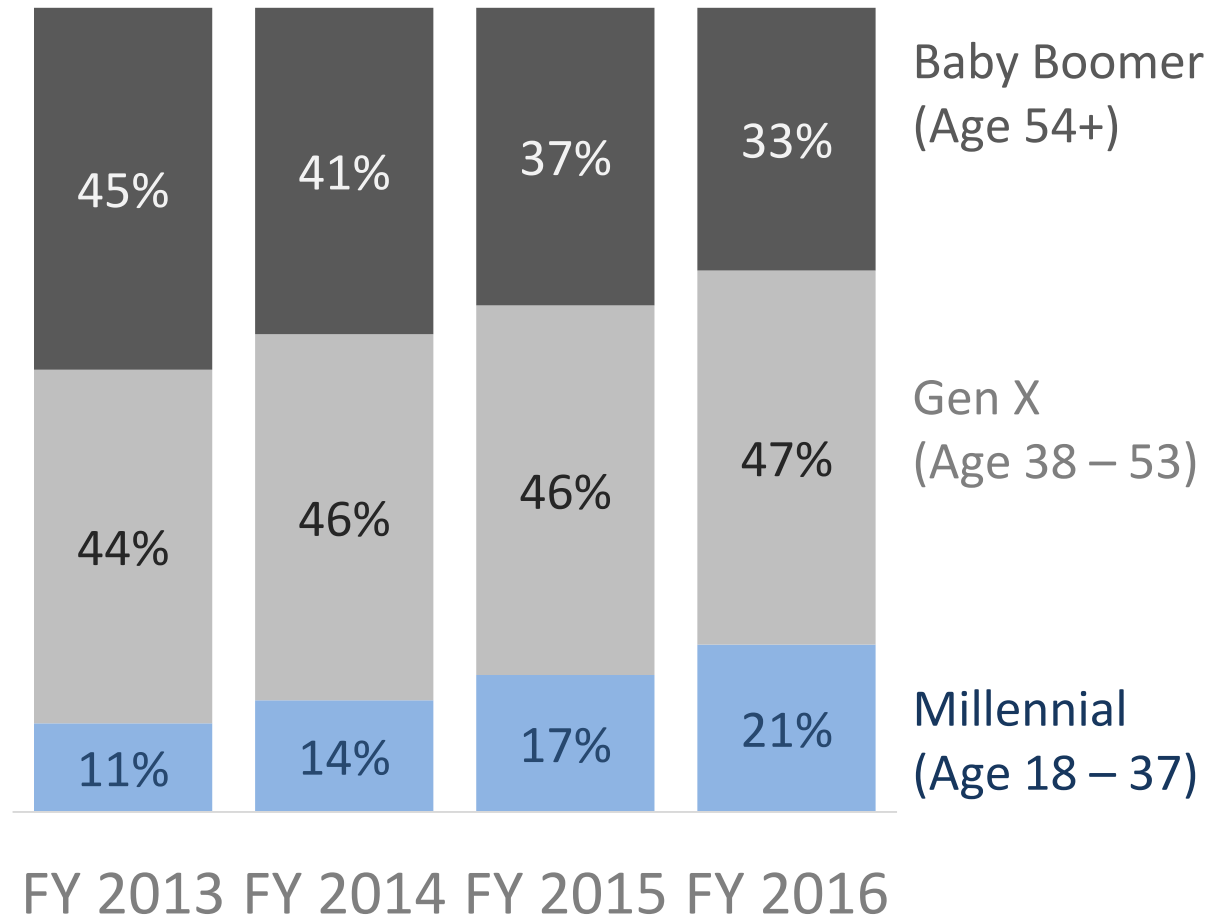
County Demographics // Race and Ethnicity

Employees of Color are *slowly* increasing as a proportion of the regular workforce

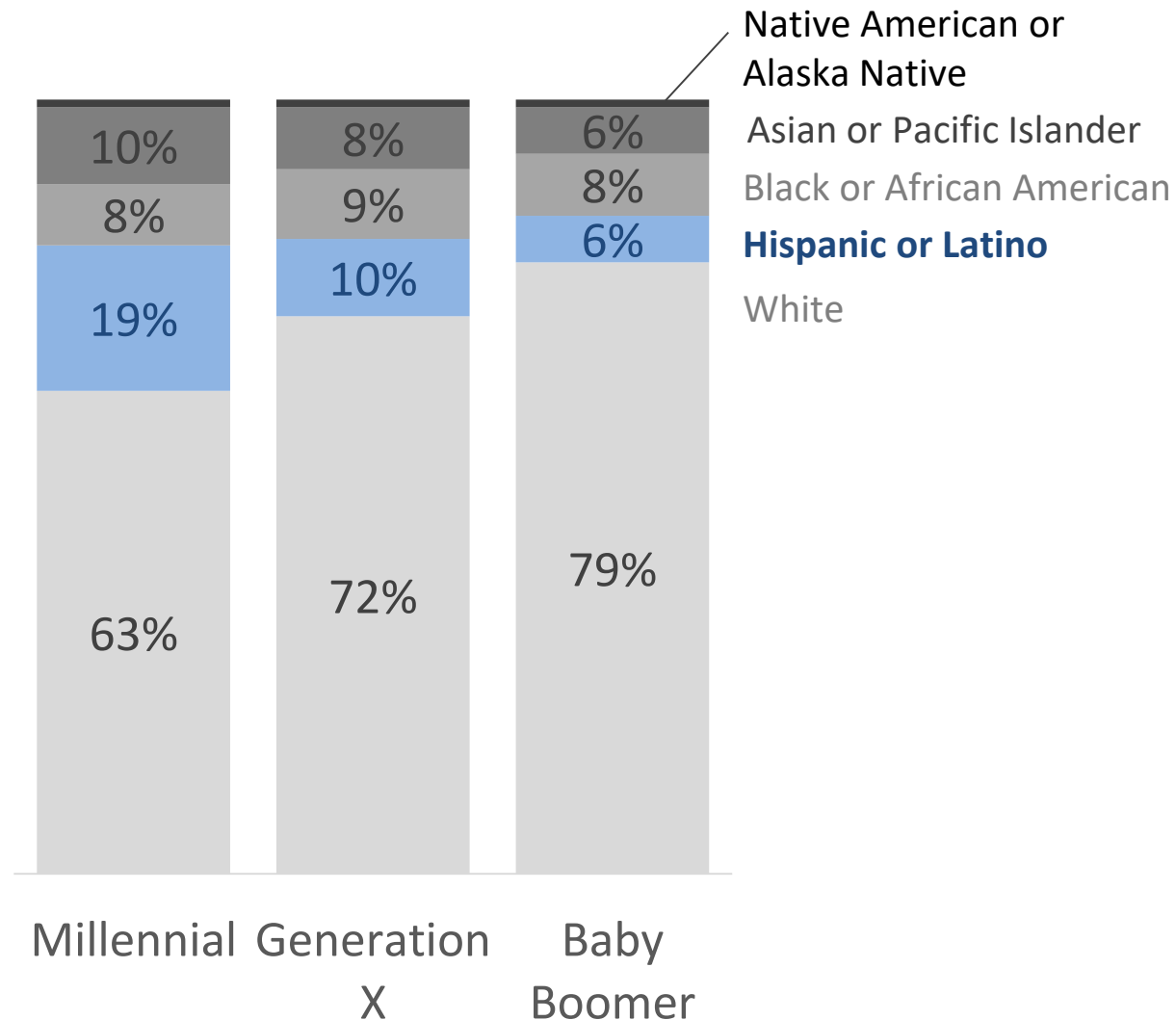


County Demographics // Generation

Millennials are becoming an increasing proportion of the workforce

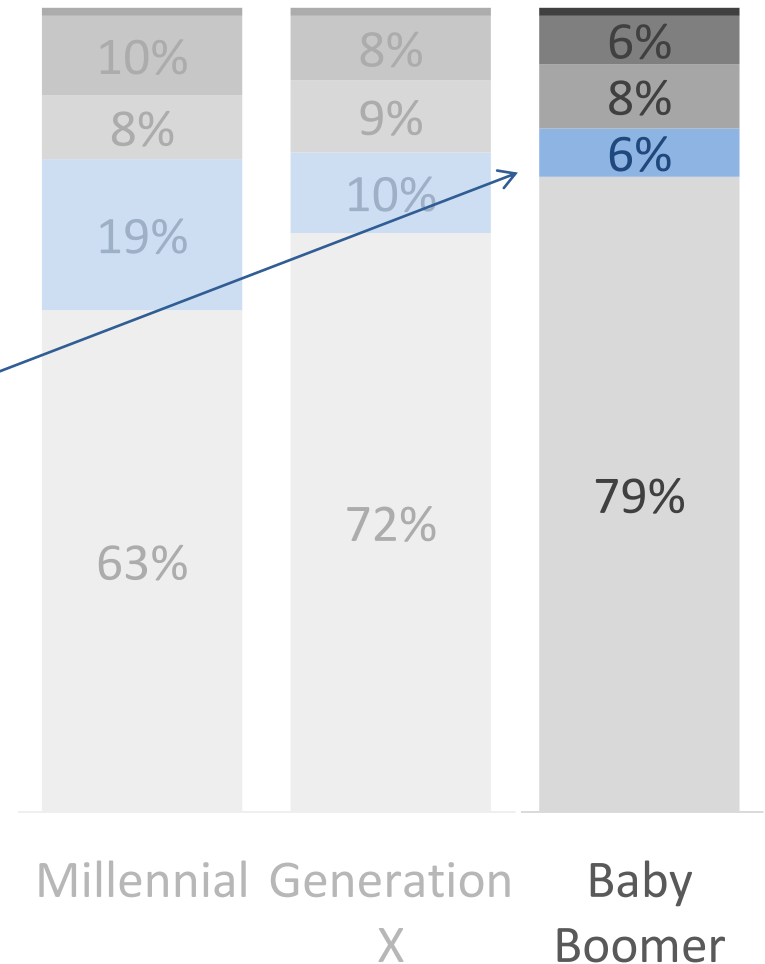


Employees who identify as Hispanic or Latino are nearly 20% of Millennials at the county



Hispanic and Latino employees are younger, on average

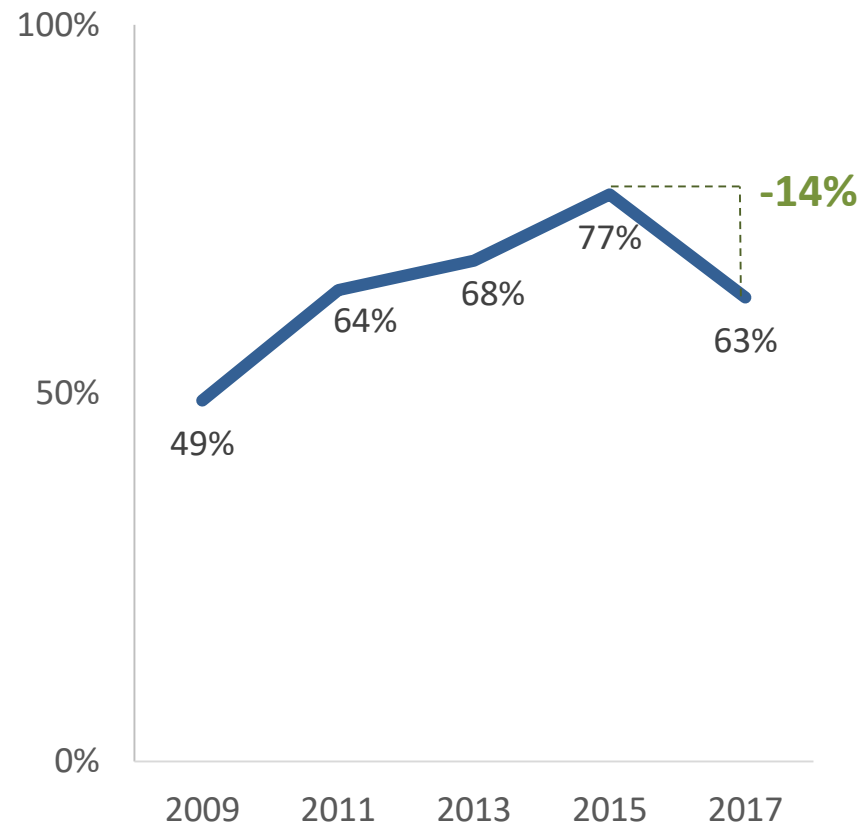
Group findings are not individual experience

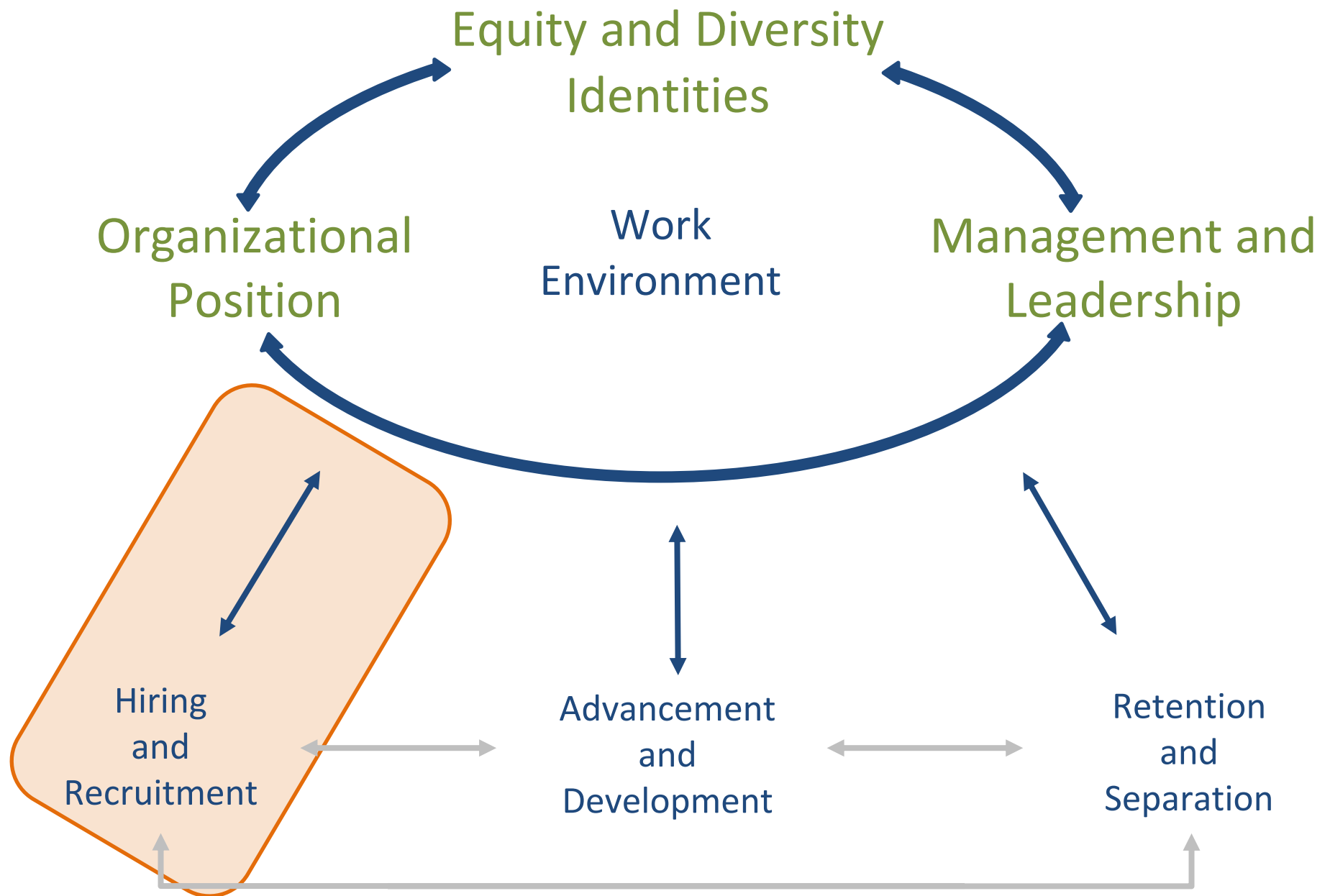


Work Environment // Overall decline from prior year

- Overall Satisfaction
 - Satisfaction with Multnomah County government (-14%)
 - Satisfaction with department (-6%)
- General decline – particularly around questions of equity, training, and overall satisfaction

Employees are **less satisfied** with the way things are going at the county compared to the couple several years





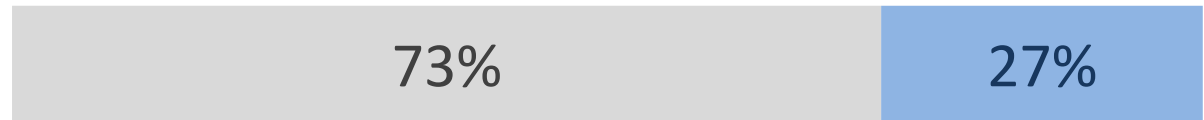
Hiring // Period of Growth

- Workforce grew by 700 regular employees since FY 13
- Hiring during FY 2015 – FY 2016:
 - 47% Millennials
 - 65% Female
 - Slightly more racially and ethnically diverse

Regular Hires
(FY 15 – FY 16)



Regular County
Workforce



■ White Employees

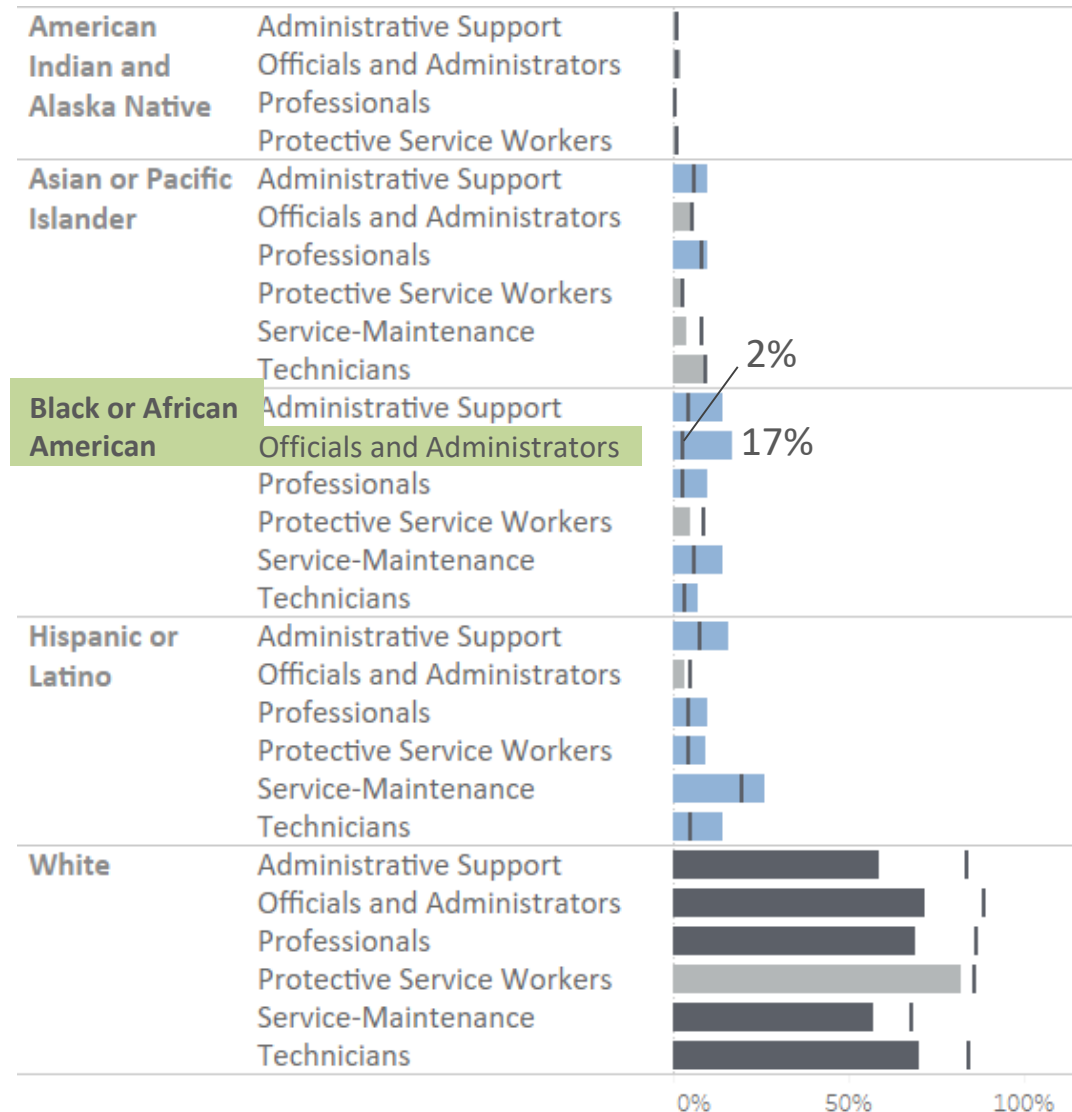
■ Employees of Color



Hiring // Race and Ethnicity

■ higher than labor pool
 ■ lower than labor pool
 ■ similar to the labor pool

Employees of color are hired at or above labor pool levels



- Experiences vary by identities
- Discrimination vs. feeling disadvantaged
- Not enough focus vs. too much focus on diversity and equity
- Tokenism
- Who sits on interview panels



“Some of the hiring procedures and practices do not fairly capture or value diverse populations. I see diversity of people interviewing for jobs but it always seems to be a white, able bodied straight person who wins out against more diverse colleagues.”

“Related to diversity and equity, I realize that some managers hire, protect and promote staff, who may not be qualified to do the job, just to reflect diversity.”



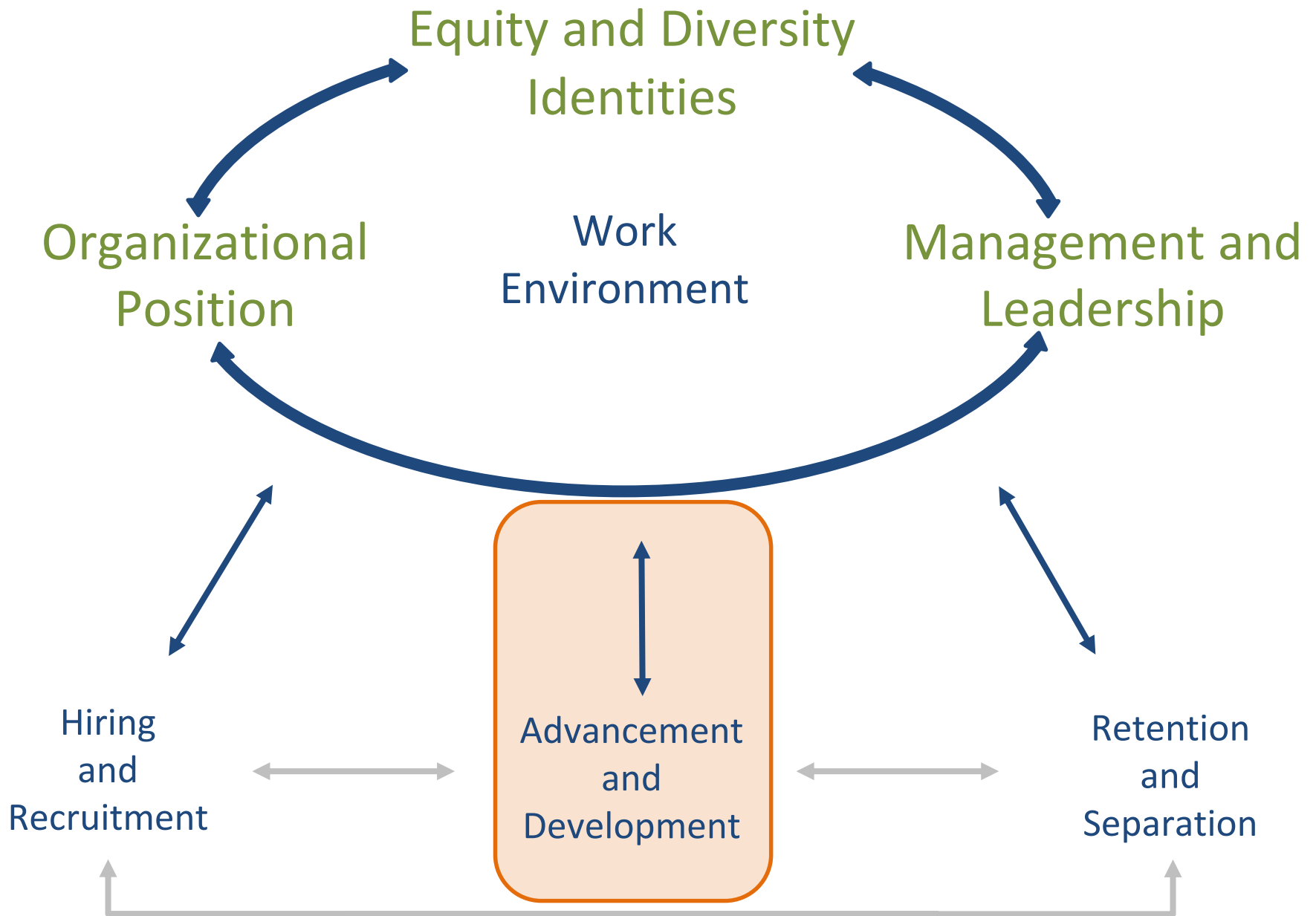
- Nepotism and favoritism
- Hiring process
 - On-boarding
 - Transparency and clarity
 - Who sits on interview panels
- Differences across and within departments



“[The interview panel] are not allowed to hire the best job applicants they interview, but must select a person the upper management wants in the position whether they are qualified or not.”

“I think our division lacks involved, hands-on, clear, straightforward training - especially for new employees.”





- Experiences vary by identities
- Discrimination vs. feeling disadvantaged
- Not enough focus vs. too much focus on diversity and equity



“Barriers to advancement need to be removed for marginalized employees and more transparency in processes all around needs to be the norm.”

“One needs to 'fit in' to retain or get promoted; by fitting in I refer to the white male dominant culture paradigm.”



- Support from management
- Transparency and clarity
- Fear of retaliation
- Nepotism and favoritism
- Differences across and within departments
- HR ↔ Management



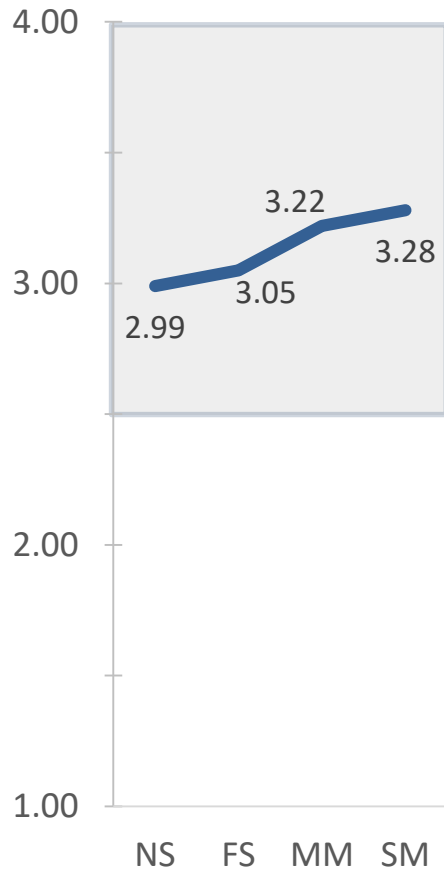
“My experience with reporting racial bias has directly prevented me from opportunity to grow and advance in my career with [my department]. It additionally created an uncomfortable work environment and left me feeling unheard and unappreciated.”

“Generally the workloads are unbalanced and there is not enough professional development support by management.”

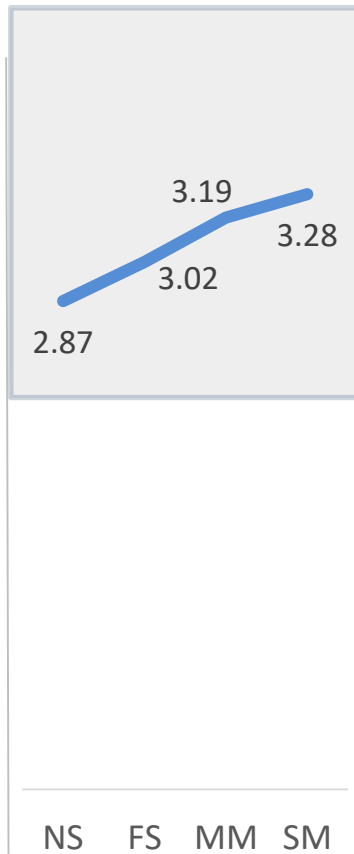


Development and Advancement // Overall Response by Level

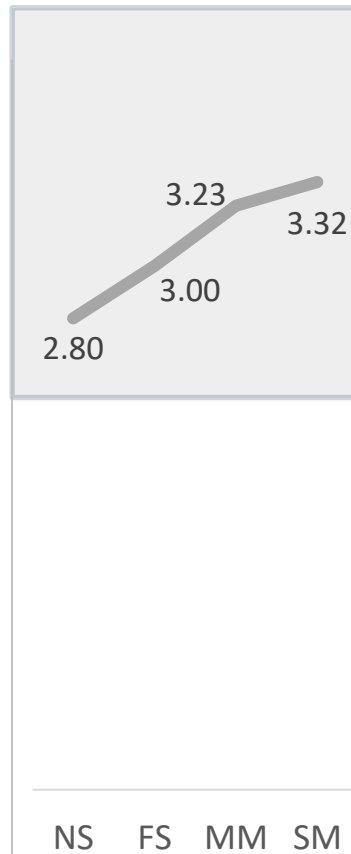
Job
Characteristics



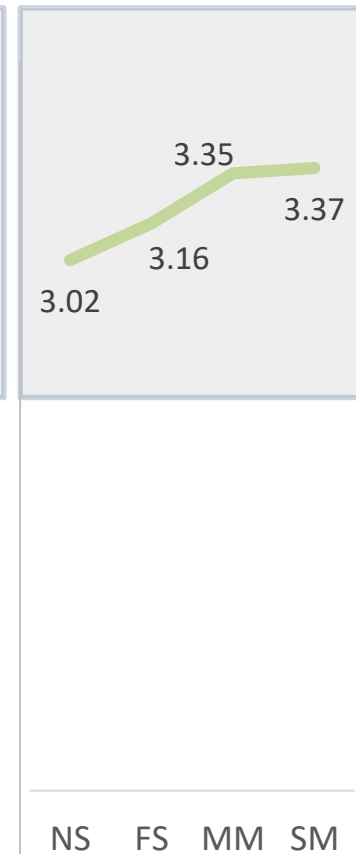
Job
Satisfaction



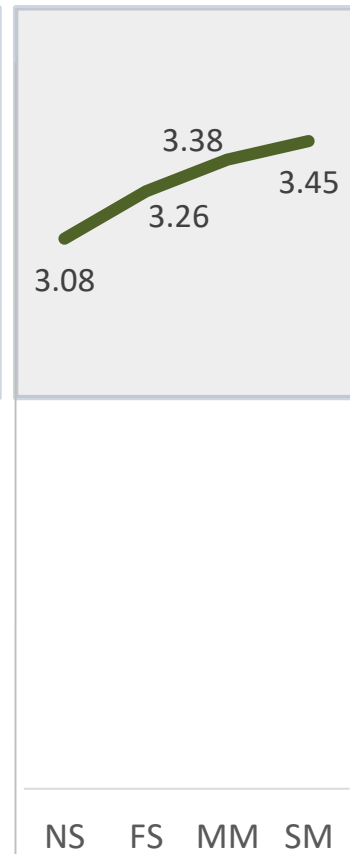
Training



Supervision and
Communication



Work
Climate



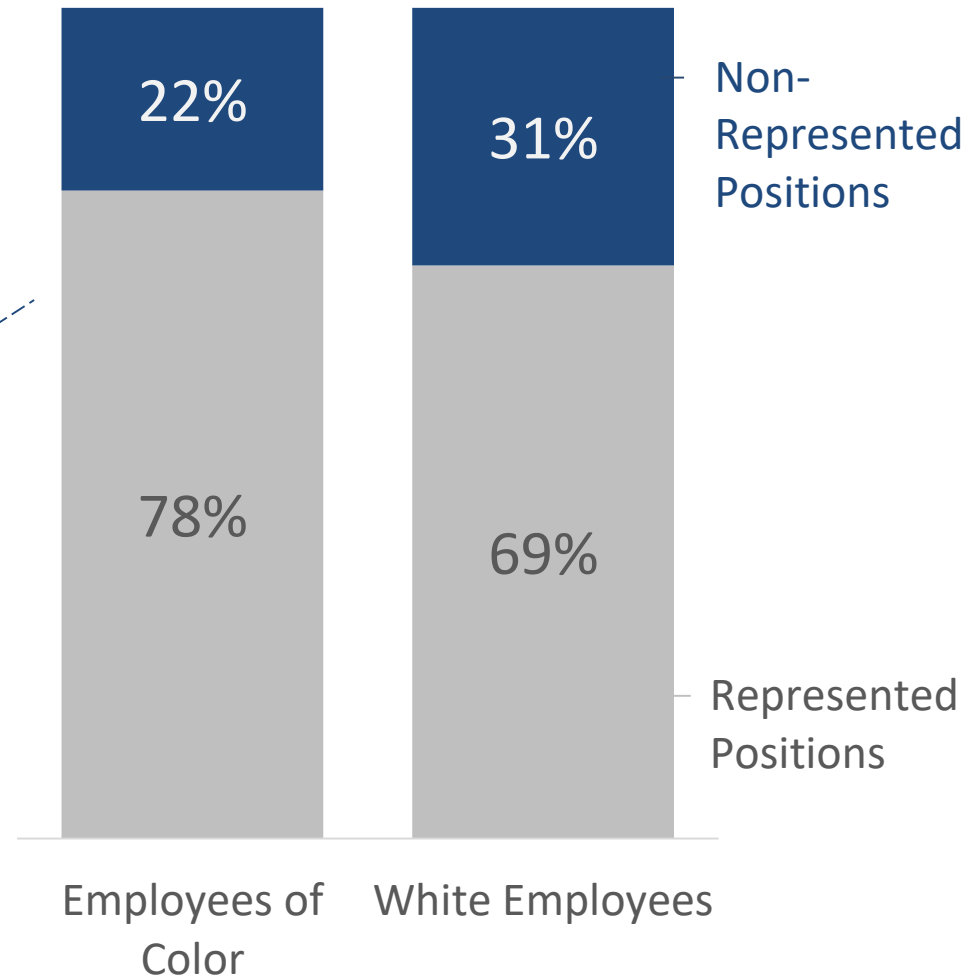
NS – Non Supervisory FS – Frontline Supervisor MM – Middle Manager SM – Senior Manger



Development and Advancement // Promotion

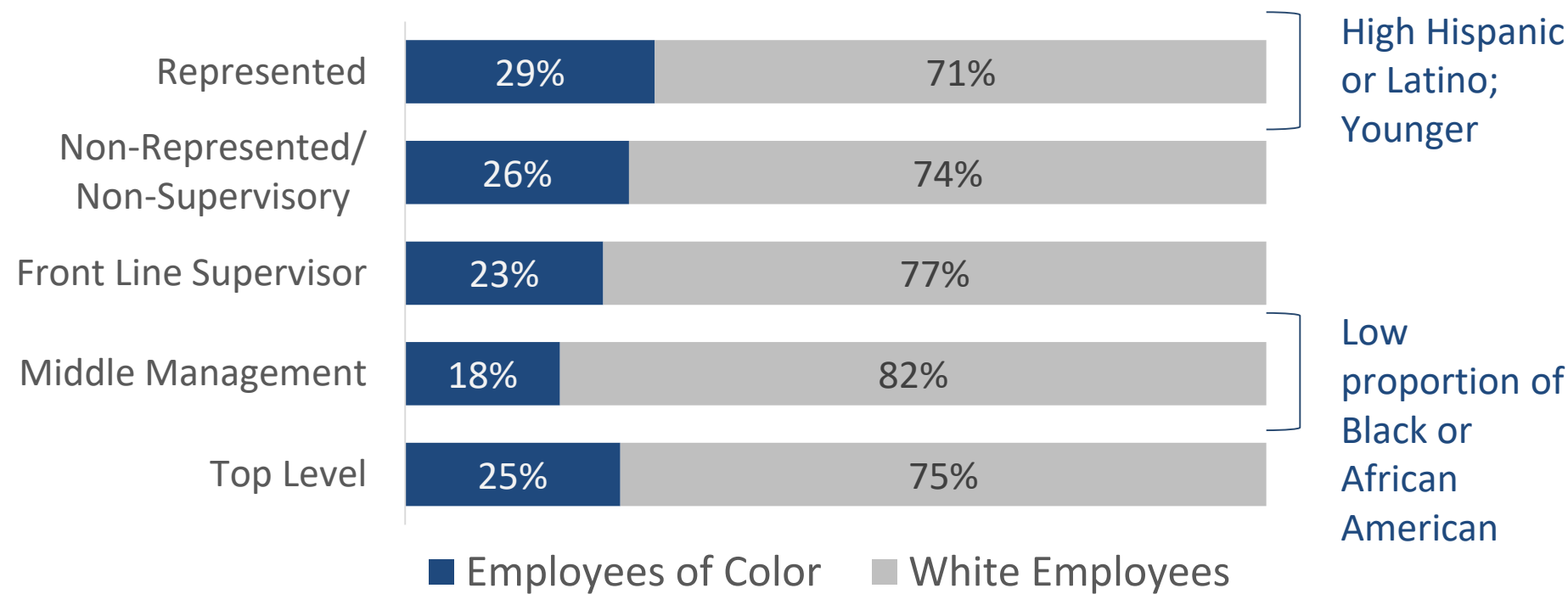
Employees of color
are more likely to
receive a
promotion...

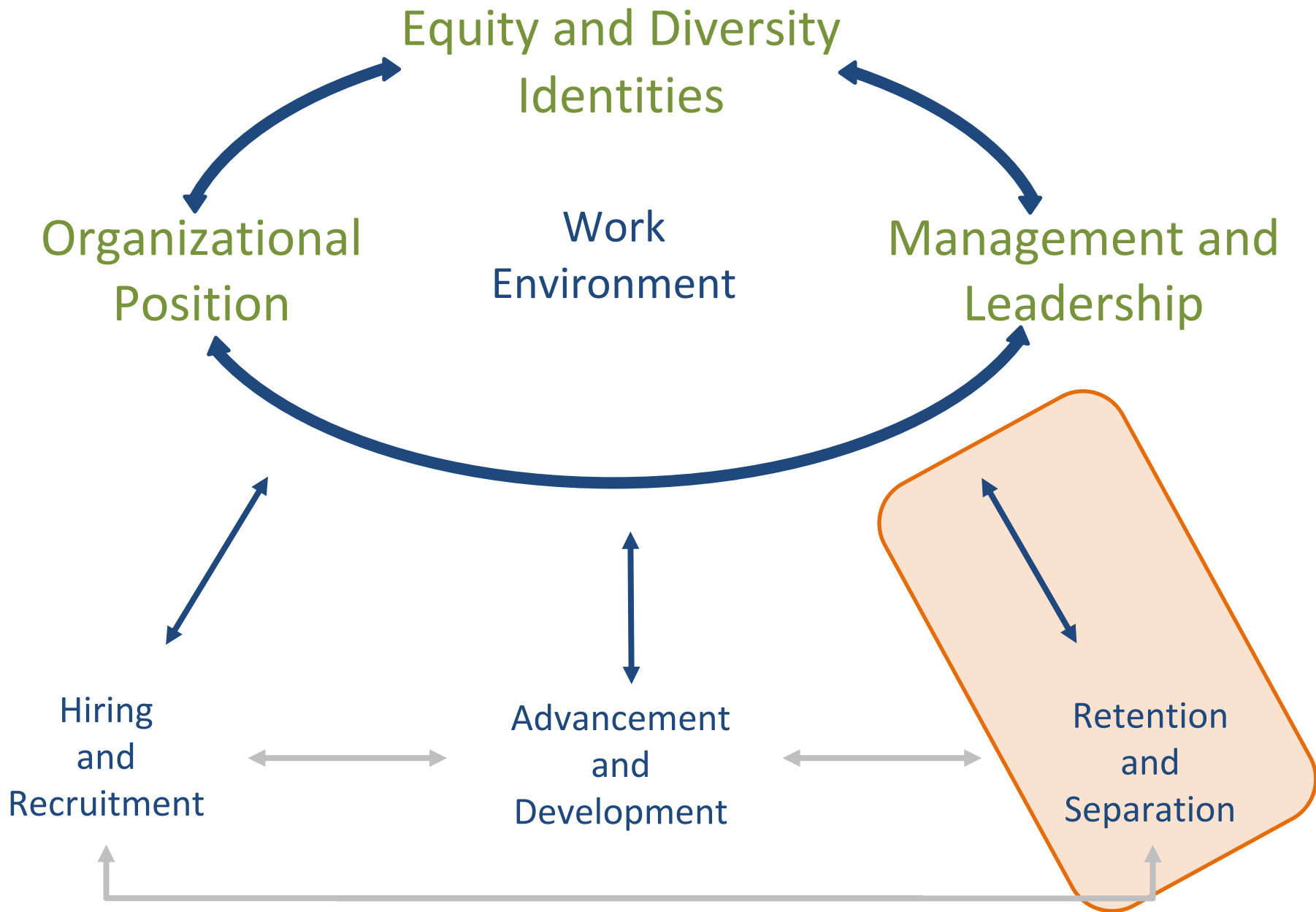
...and more likely to
be promoted into a
represented position



Development and Advancement // Levels of Management

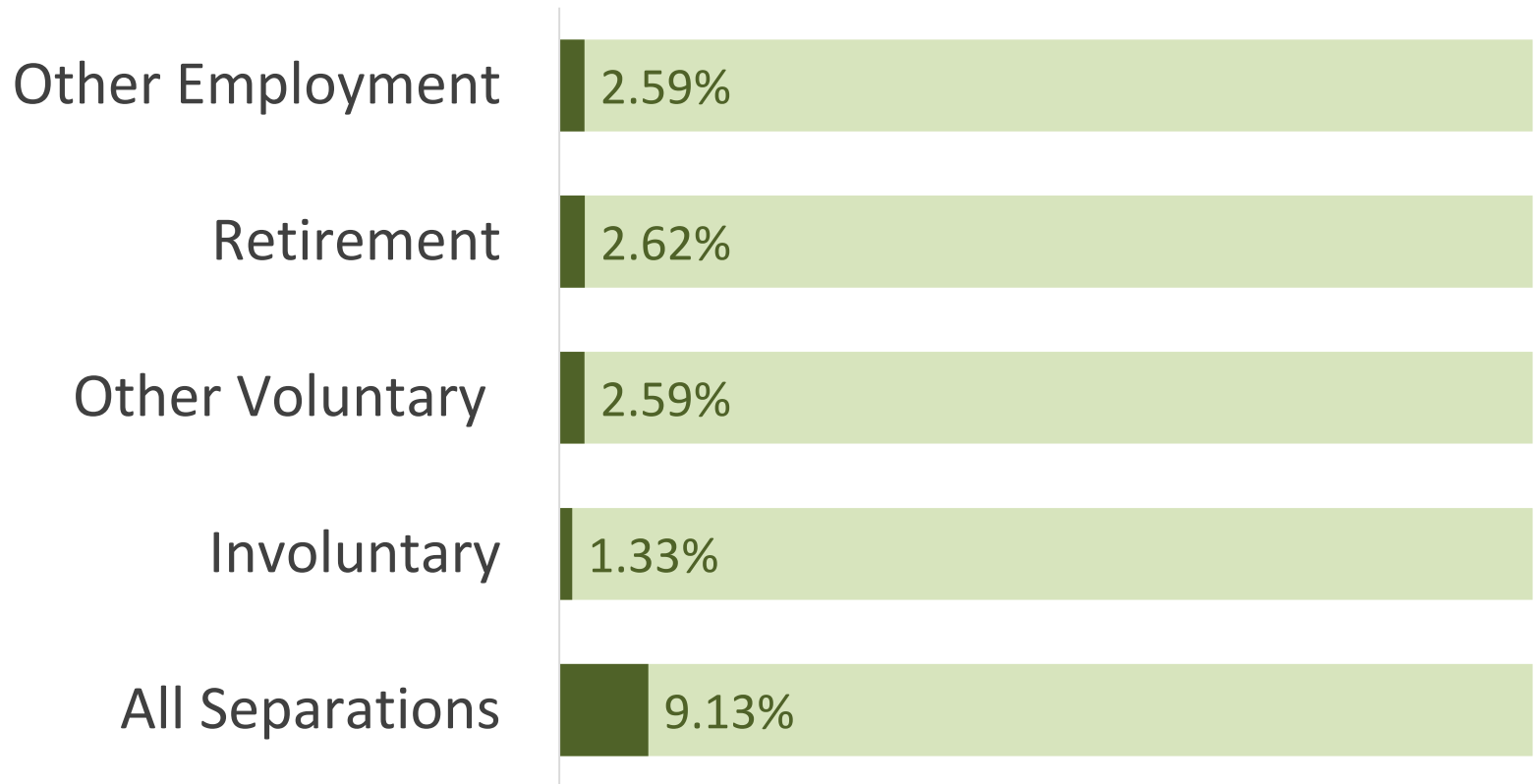
Middle management is less racially and ethnically diverse than other levels of the organization





Retention and Separation // Turnover Rate

Employee Turnover Rate, by Separation Reason (FY 2016)

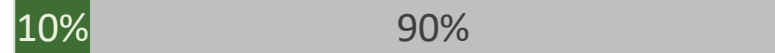


Retention and Separation // Probationary Terminations

Among regular hires, Black or African American hires are more likely to experience a probationary termination

Probationary Termination Separations

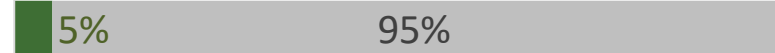
Black or African American



White



Hispanic or Latino



■ Termination Action ■ No Termination Action



Retention and Separation

- Risk to retention is related to:
 - Management and leadership
 - Discrimination
 - Hiring
 - Development and advancement
 - Workload
 - Work environment and low morale
 - Funding, budget, and resource issues
 - Feeling valued



Retention and Separation

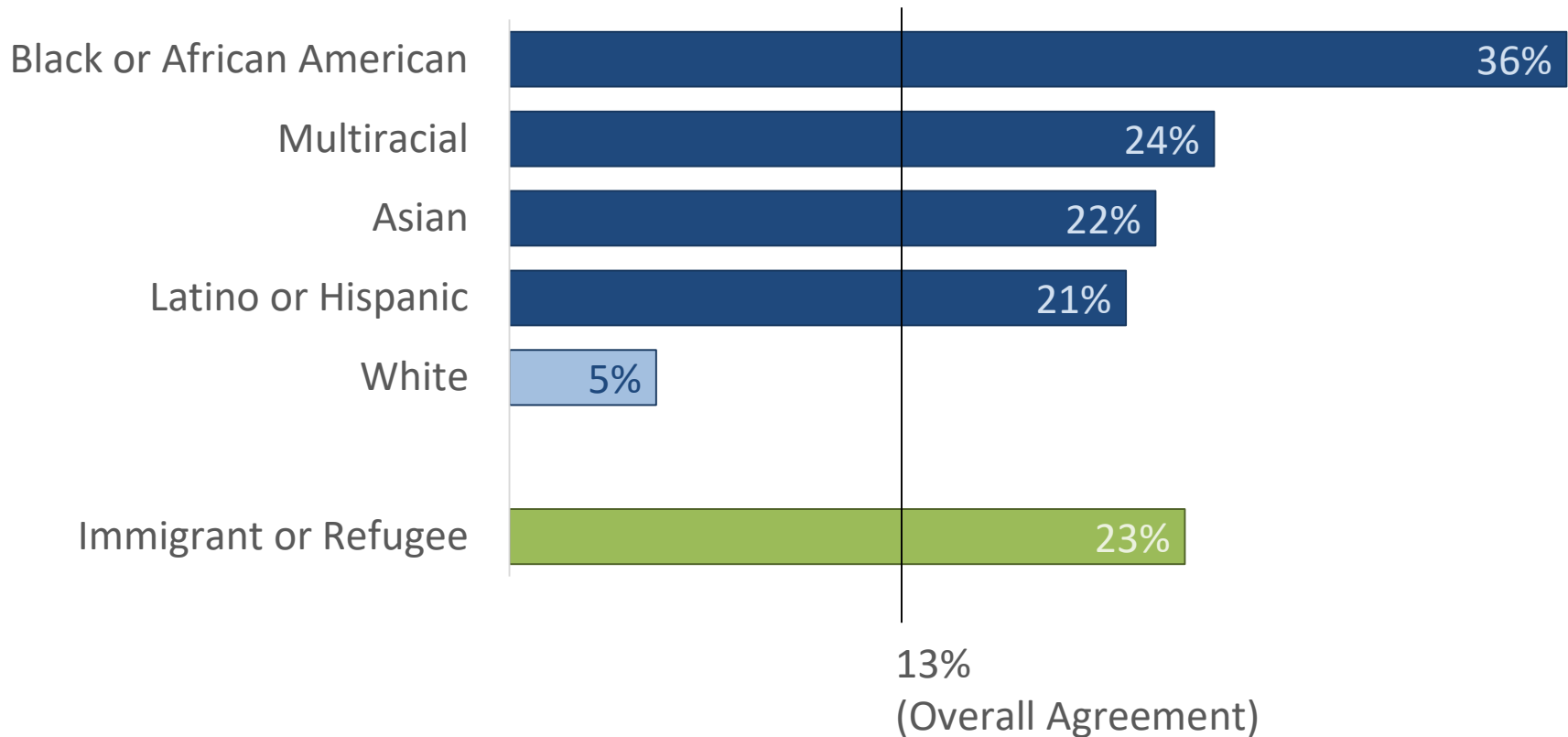
“Supportive, structured, consistent, clear leadership and program management seems lacking. And I'm assuming people are not happy in their jobs or that they don't feel well supported because so many are leaving.”

“I believe people are trying their best, but I've never experienced a work culture like this before (in a negative way) and it often makes me question how long I can stay in my position.”



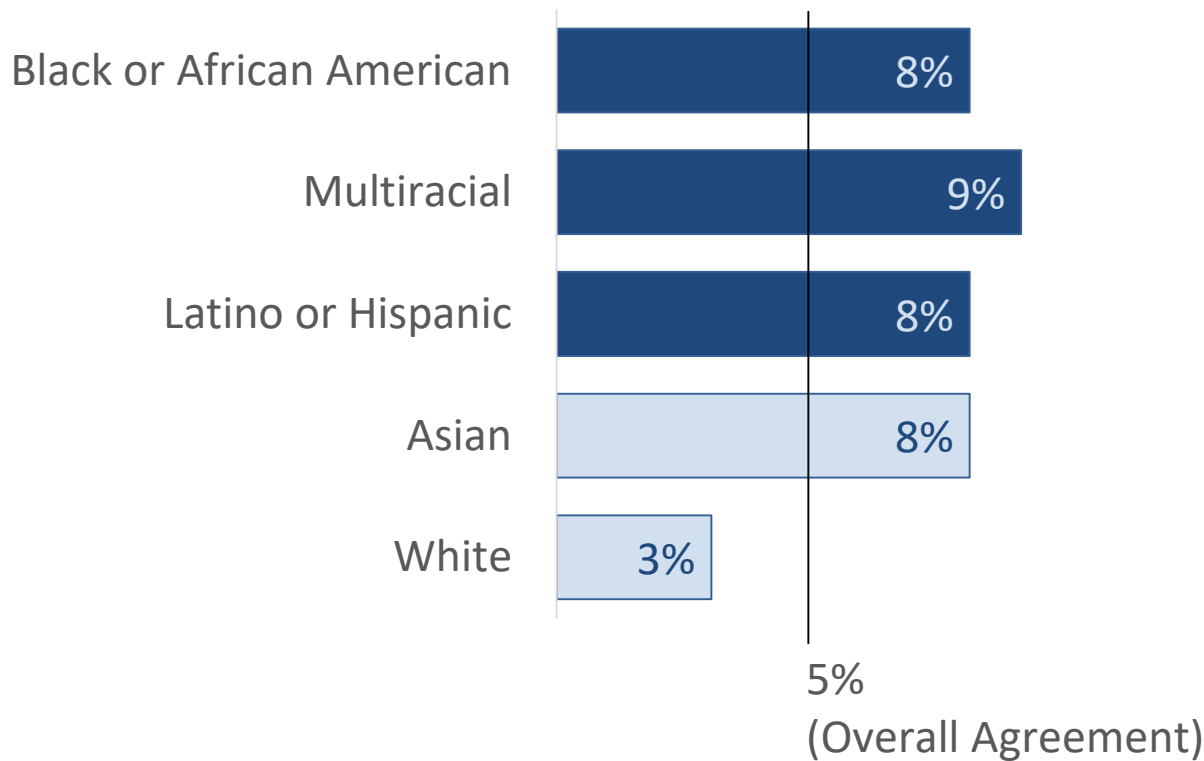
Differences by Race and Ethnicity:

My **race/ethnicity** negatively affects how I am viewed in my work unit.



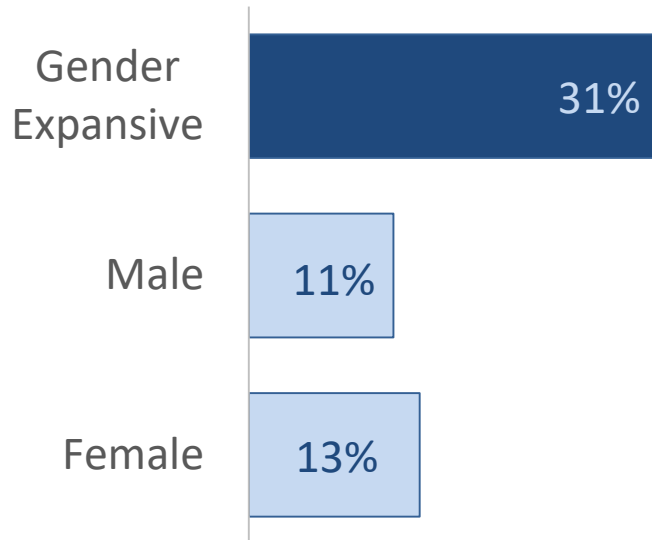
Differences by Race and Ethnicity:

My **gender expression** negatively affects how I am viewed in my work unit.

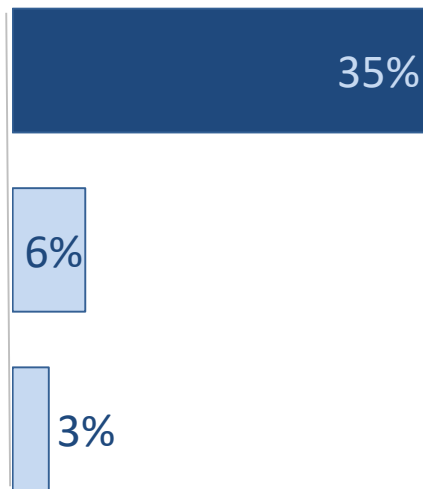


Differences by Gender:

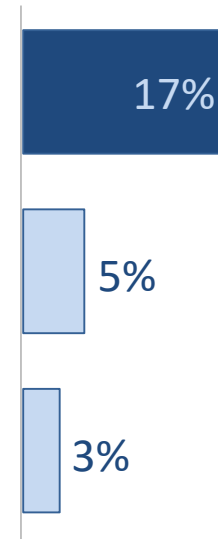
My **Gender** negatively affects how I am viewed in my work unit.



My **Gender Expression** negatively affects how I am viewed in my work unit.

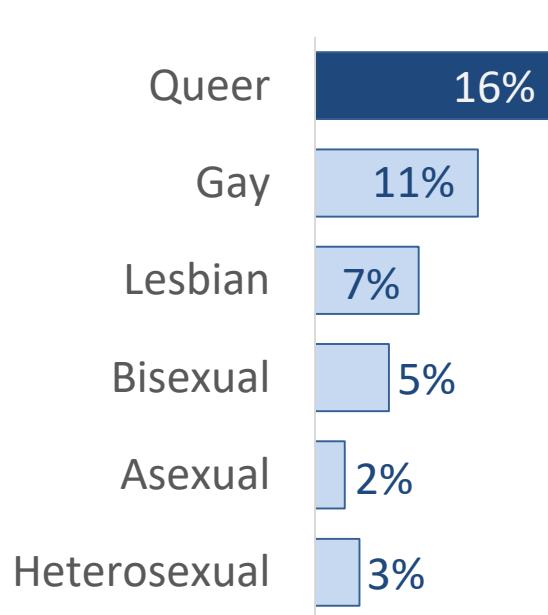


My **Sexual Orientation** negatively affects how I am viewed in my work unit.

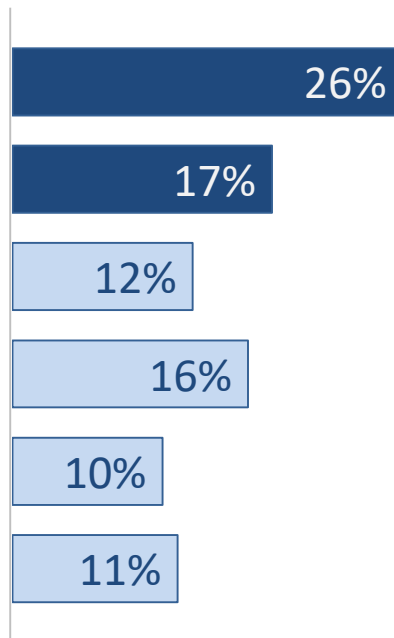


Differences by Sexual Orientation:

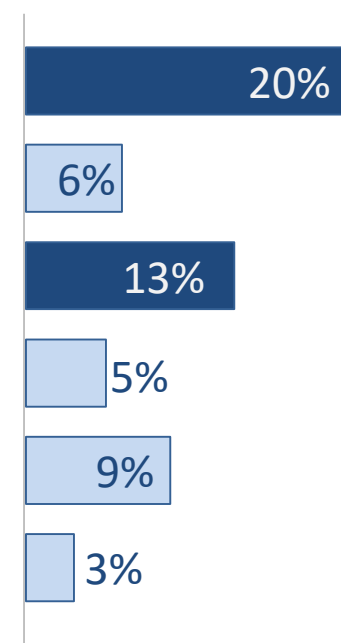
My **Sexual Orientation** negatively affects how I am viewed in my work unit.



My **Gender** negatively affects how I am viewed in my work unit.

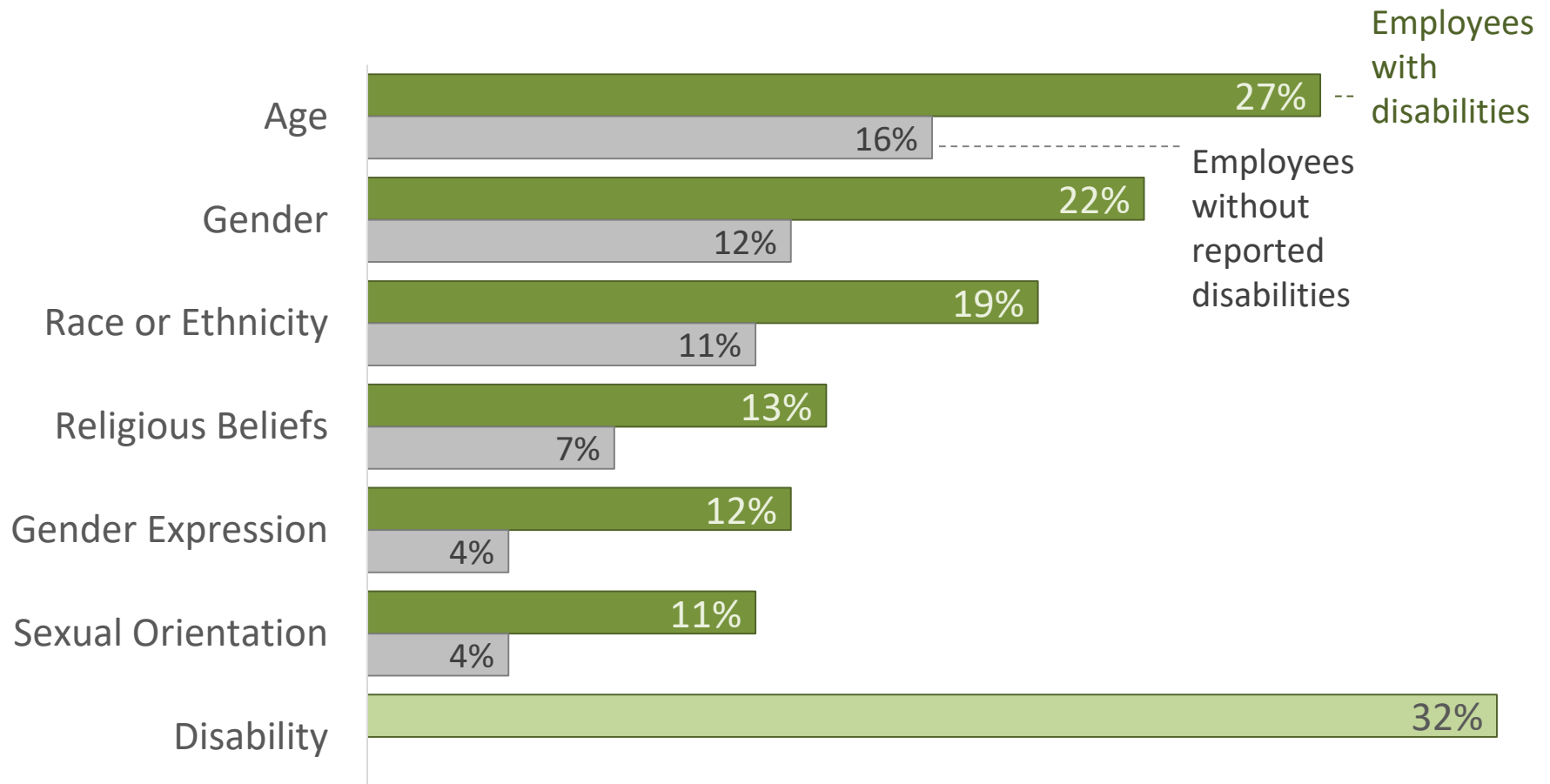


My **Gender Expression** negatively affects how I am viewed in my work unit.



Employees with disabilities:

My ____ negatively affects how I am viewed in my work unit.



Research on Equity and Accommodations for People with Disabilities:

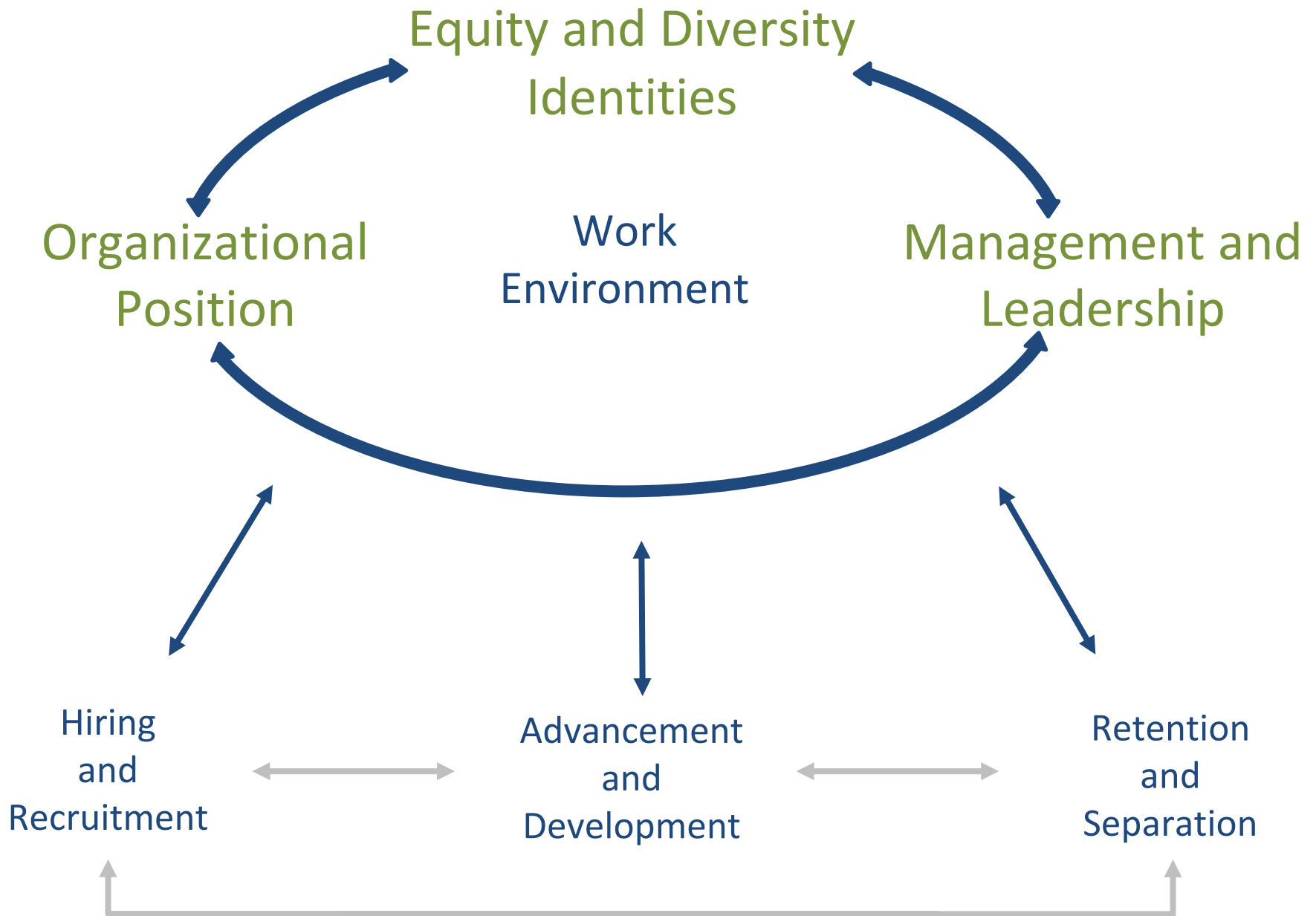
- Managers make a difference
- Accurate knowledge about accommodation process
- Universal Access
- Support staff with ADA knowledge
- Budget issues and considerations
- Training and de-stigmatizing disabilities
- Work flexibility
- Accommodations as iterative



“I think about quitting my job AT LEAST once a day because accessibility issues increase my stress level to extremes. I stay because someone has to be here to do the work. But it is hard, really hard. I wish disability and accessibility was a leading thought instead of always being an after thought.”

“Bottom line, I’m invisible and I’m scared.”





The Path Forward // Strengths to build on

Percent agreement with the statement....



The Path Forward // Strengths to build on

“Working under my new supervisors has opened my eyes to a whole new world and really helped me grow professionally and personally they really care about us as a people and make us feel appreciated.”

“I’ve worked here for [many] years and have seen the County grow toward equity. Despite setbacks and scandals, I believe the new leadership are well-equipped to guide us into the future, and I am proud to help shimmy and shake our communities towards justice, abundance, and collective well-being.”



The Path Forward // Listen and Implement Changes

- Mobilizing and empowering our employees:
- People in our organization know what's wrong and how to fix it
- Recognize the need for continuous and iterative processes
- Start here:
 - Workforce Equity Strategy
 - HR Equity Consultant



Additional Information

- Full Workforce Trends Reports available on ERU website:
 - Executive Summary
 - Demographics
 - Hiring
 - Separations
 - Other Actions (promotions, etc.)
- Countywide Survey results online soon
- Research on Equity and Accommodations for People with Disabilities coming soon



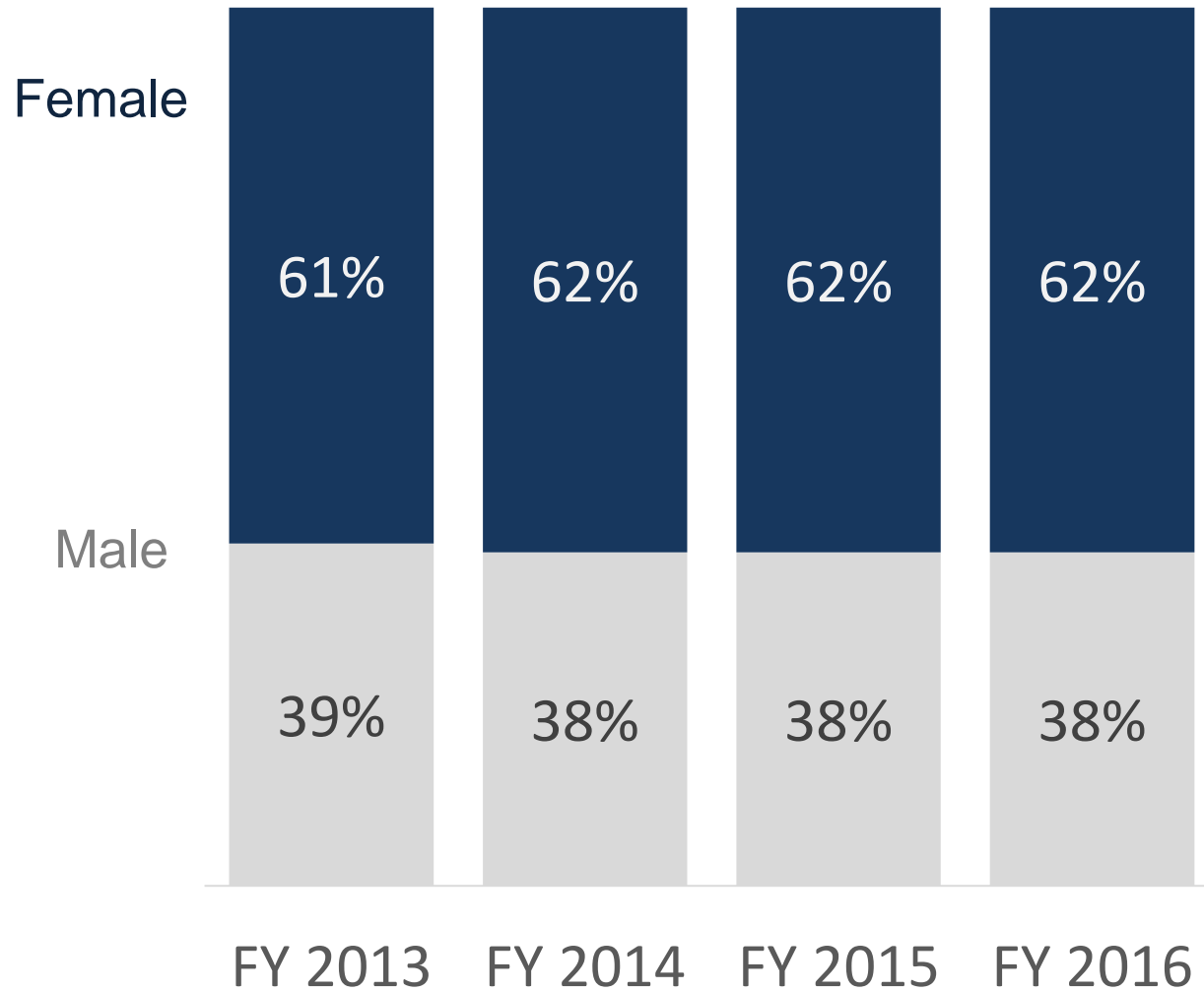
Questions?

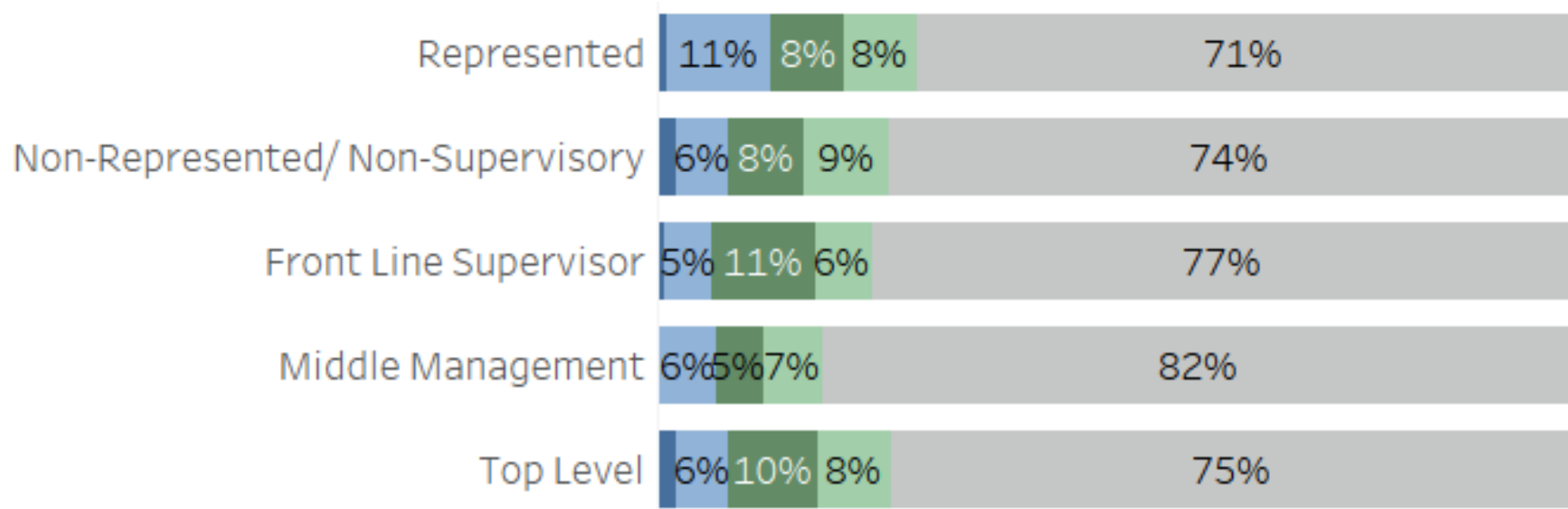


Back-up Data



Change over time – Gender (regular only)





Change over time – Race and Ethnicity (regular only)

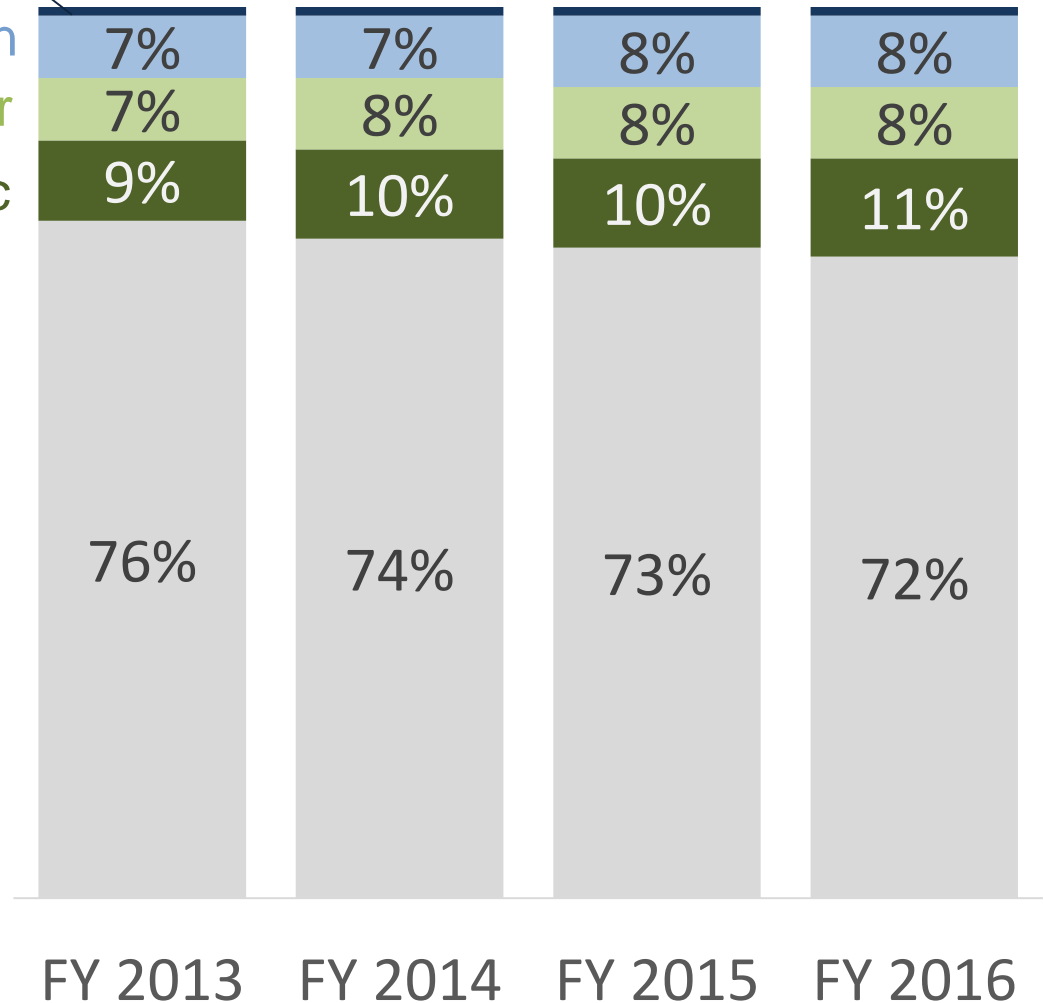
Native American or Alaska Native

Black or African American

Asian or Pacific Islander

Hispanic

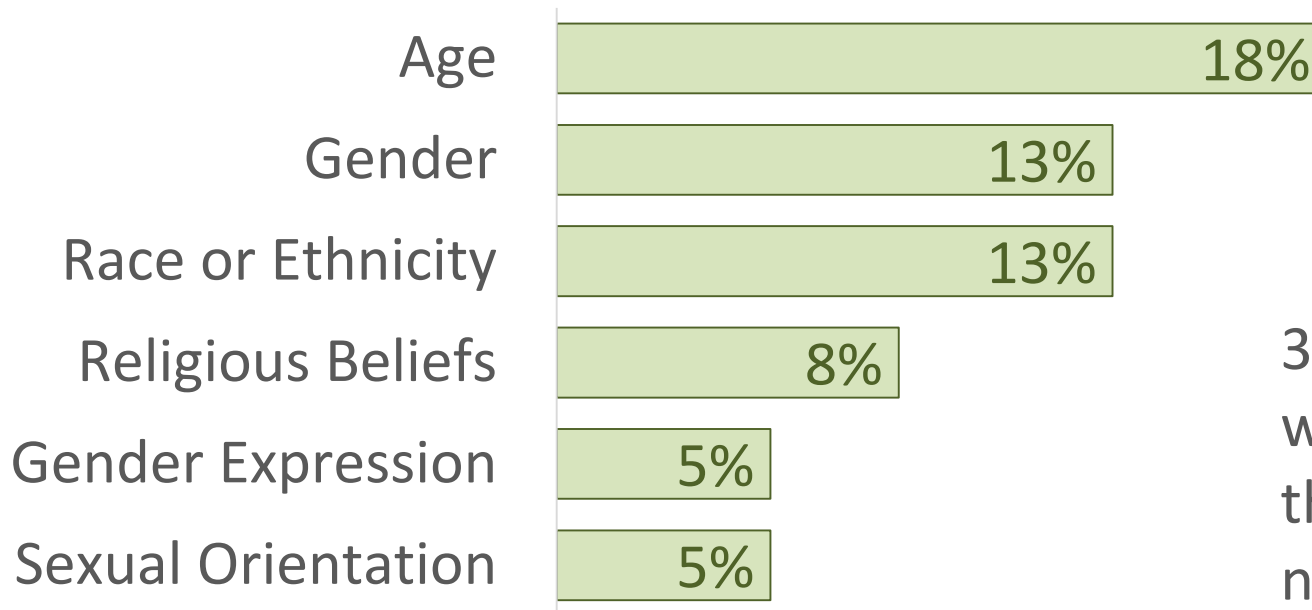
White



Work Environment// Identities impact experiences

All respondents:

My _____ negatively affects how I am viewed in my work unit.



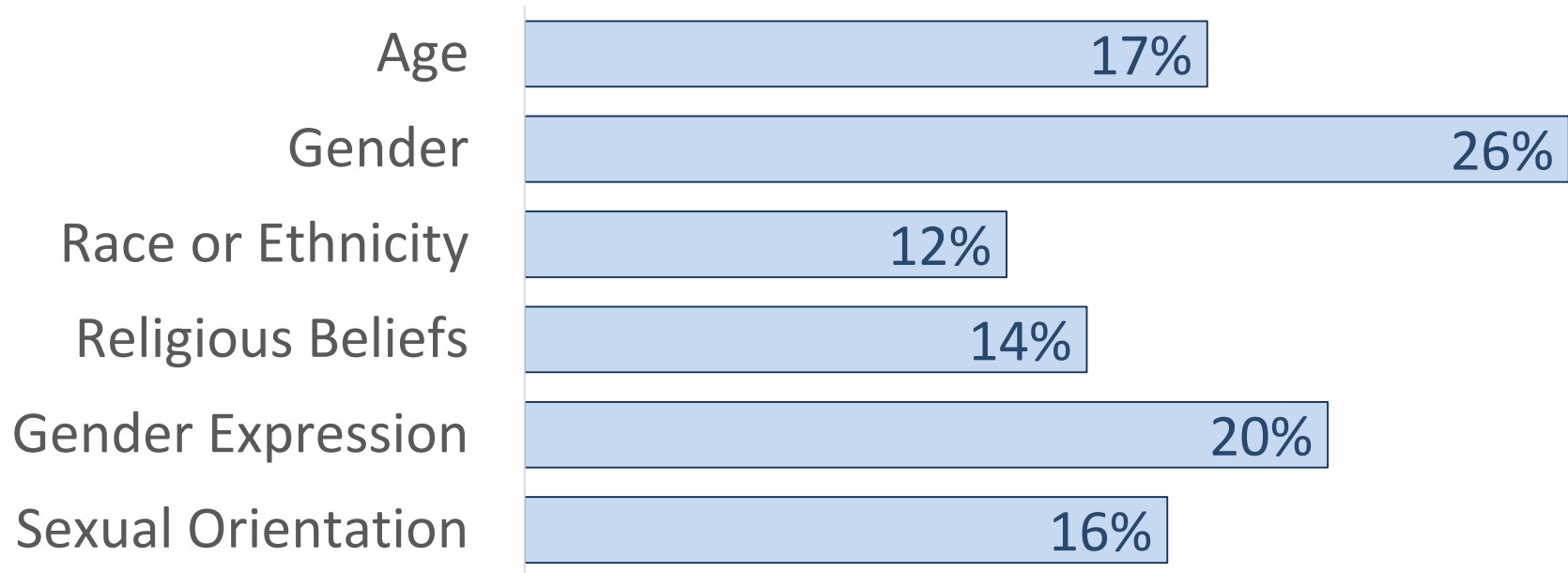
32% of employees with disabilities feel that their **disability** negatively affects how they are viewed



Work Environment// Identities impact experiences

Queer respondents:

My _____ negatively affects how I am viewed in my work unit.



Overall results are different than results for particular groups



- **Job Characteristics** (such as materials and equipment, customer service, resources to communicate with customers with varying needs, and workload)
- **Job Satisfaction** (County, Department, Job, also advancement, work/life balance, making difference)
- **Supervision and Communication**
- **Work Climate**, which included two sub-sets of questions, one set of questions were about **general work climate** (such as responding appropriately to unethical and discriminatory behavior and being accepting of people of different races, cultures, and backgrounds) and one set of questions were about how various aspects of one's **background and identity** (such as race/ethnicity, gender, and age) impact their work experience.
- **Training**



Represented	Null	Abc
Non-Represented/ Non-Represented	AV/ED Specialist	Abc
	Administrative Analyst	Abc
	Administrative Specialist	Abc
	Assistant County Attorney	Abc
	Assistant County Attorney	Abc
	Assistant County Attorney	Abc
	Budget Analyst Principal	Abc
	Budget Analyst Senior	Abc
	Chaplain	Abc
	Human Resources Analyst	Abc
	Human Resources Analyst	Abc
	Human Resources Analyst	Abc
	Human Resources Technic...	Abc
	Legal Assistant 1 NR	Abc
	Legal Assistant 2 NR	Abc
	Legal Assistant Senior NR	Abc
	Legislative/Administrativ...	Abc
	Management Assistant	Abc
	Mgmt (Performance) Audi...	Abc
	Mgmt (Performance) Audi...	Abc
	Office Assistant 2 NR	Abc
	Paralegal	Abc
	Payroll Specialist	Abc
	Pharmacist	Abc
	Research Scientist	Abc
	Research/Evaluation Anal...	Abc
	Staff Assistant	Abc
	Tax Supervisor/Budget An...	Abc
Front Line Supervisor	Administrative Analyst Sen...	Abc
	Bridge Maintenance Supe...	Abc
	Cataloging Adminr	Abc
	Chief Deputy Medical Exa...	Abc
	Communications Analyst	Abc
	Community Justice Mana...	Abc
	Dentist	Abc
	District Attorney Adminis...	Abc
	District Attorney Investid...	Abc
	Elections Manager	Abc
	Engineering Services Man...	Abc
	Environmental Health Su...	Abc
	Finance Supervisor	Abc
	Fleet Maintenance Superv...	Abc
	Human Resources Manag...	Abc
	IT Manager 1	Abc
	IT Project Manager 1	Abc
	Library Administrator	Abc
	Library Supervisor	Abc
	MCSO Corrections Progra...	Abc
	Nursing Development Con...	Abc
	Nursing Supervisor	Abc
	Nutrition Services Manag...	Abc
	Ops Adminr	Abc
	Ops Supervisor	Abc
	Physician Clinical Lead Pr...	Abc
	Production Supervisor	Abc
	Program Supervisor	Abc
	Project Manager	Abc
	Public Relations Coordinat...	Abc
	Road Ops Supervisor	Abc
	Survey Supervisor	Abc
Middle Management	Captain	Abc
	Chief Appraiser	Abc
	Chief Deputy	Abc
	County Surveyor	Abc
	Deputy Chief Information ...	Abc
	Deputy County Assessor	Abc
	Deputy County Attorney	Abc
	Deputy District Attorney ...	Abc
	Deputy District Attorney ...	Abc
	Deputy Health Officer	Abc
	Deputy Medical Director	Abc
	Division Director 1	Abc
	Division Director 2	Abc
	Engineering Services Man...	Abc
	Executive Advisor	Abc
	Facilities & Property Mgm...	Abc
	Finance Manager	Abc
	Finance Manager Senior	Abc
	Health Centers Division O...	Abc
	Human Resources Manag...	Abc
	Human Resources Manag...	Abc
	IT Manager 2	Abc
	IT Manager Senior	Abc
	IT Project Manager 2	Abc
	IT Security Manager	Abc
	Library Director of Digital...	Abc
	Library Manager Branch	Abc
	Library Manager Senior	Abc
	Library Safety and Securit...	Abc
	Lieutenant	Abc
	Lieutenant Corrections	Abc
	Manager 2	Abc
	Manager Senior	Abc
	Nurse Practitioner Manag...	Abc
	Nursing Director	Abc
	Principal Investigator	Abc
	Principal Investigator Ma...	Abc
	Program Manager 1	Abc
	Quality Manager	Abc
	Veterinarian	Abc
Top Level	Chief Financial Officer	Abc
	County Assessor	Abc
	County Attorney	Abc
	County Auditor	Abc
	County Chair	Abc
	County Commissioner	Abc
	County Engineer	Abc
	Dental Director	Abc
	Department Director 1	Abc
	Department Director 2	Abc
	Department Director Prin...	Abc
	Deputy Director	Abc
	District Attorney	Abc
	EMS Medical Director	Abc
	Health Department Direct...	Abc
	Health Officer	Abc
	Health Services Developm...	Abc
	Human Resources Director	Abc
	Integrated Clinical Servic...	Abc
	Medical Director	Abc
	Mental Health Director	Abc
	Pharmacy & Clinic Sup Ser...	Abc
	Psychiatrist	Abc
	Sheriff	Abc
	Site Medical Director	Abc
	Strategic Capital Planning...	Abc
	TSCC Executive Director	Abc

