

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

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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