

Multnomah County Workforce Equity Report



Submitted by
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Overview

- ▶ Multnomah is a leader in the field of workforce equity
- ▶ Report builds on and informs much of the work already underway in Multnomah County
- ▶ Change and creating an environment of belonging is often an intense process and takes time
- ▶ This work requires patience and persistence as well as celebration of our successes and accomplishments on the road to universal safety, trust and belonging

Methodology & Scope

- ▶ Empowerment model
- ▶ Stakeholder interviews
- ▶ Internal & external data & literature reviews
- ▶ Advisory Council Work Groups
 - ▶ Management
 - ▶ Structural Impediments
 - ▶ Complaints
 - ▶ WESP
- ▶ Strategies to achieve Targeted Universalism

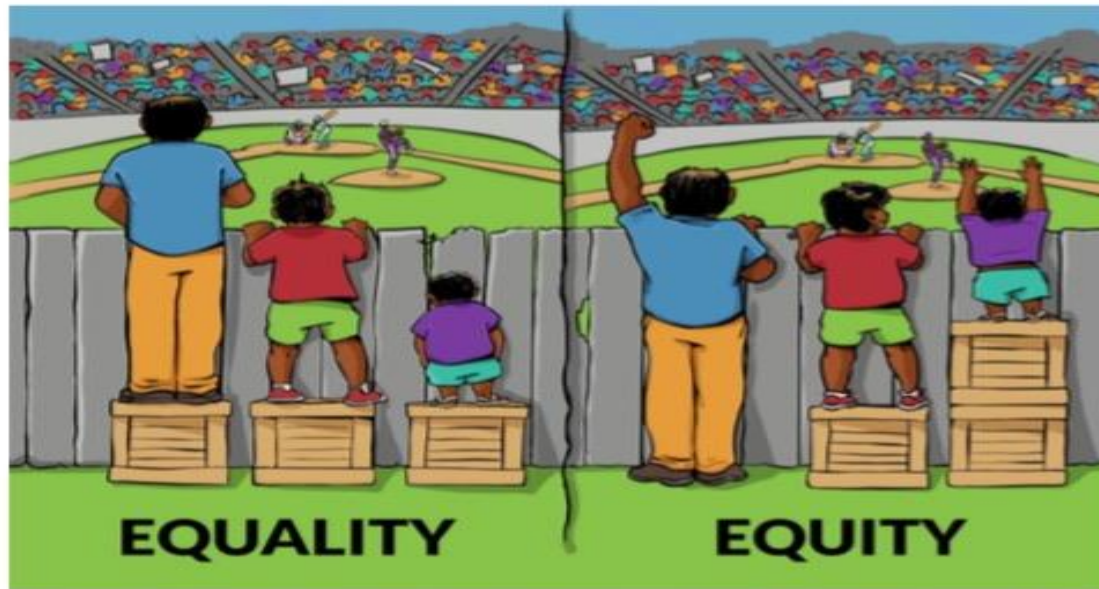
Consultant Recommendations

- ▶ Approach also guided by recommendations in WESP
 - ▶ WESP Implementation
 - ▶ Structural Changes
 - ▶ Role of Office of Diversity and Equity

Targeted Universalism

Multilayered Approach to Eliminating Impediments
and Implementing Enhancements

- **Social Structure** impediments - race, other barriers, networks



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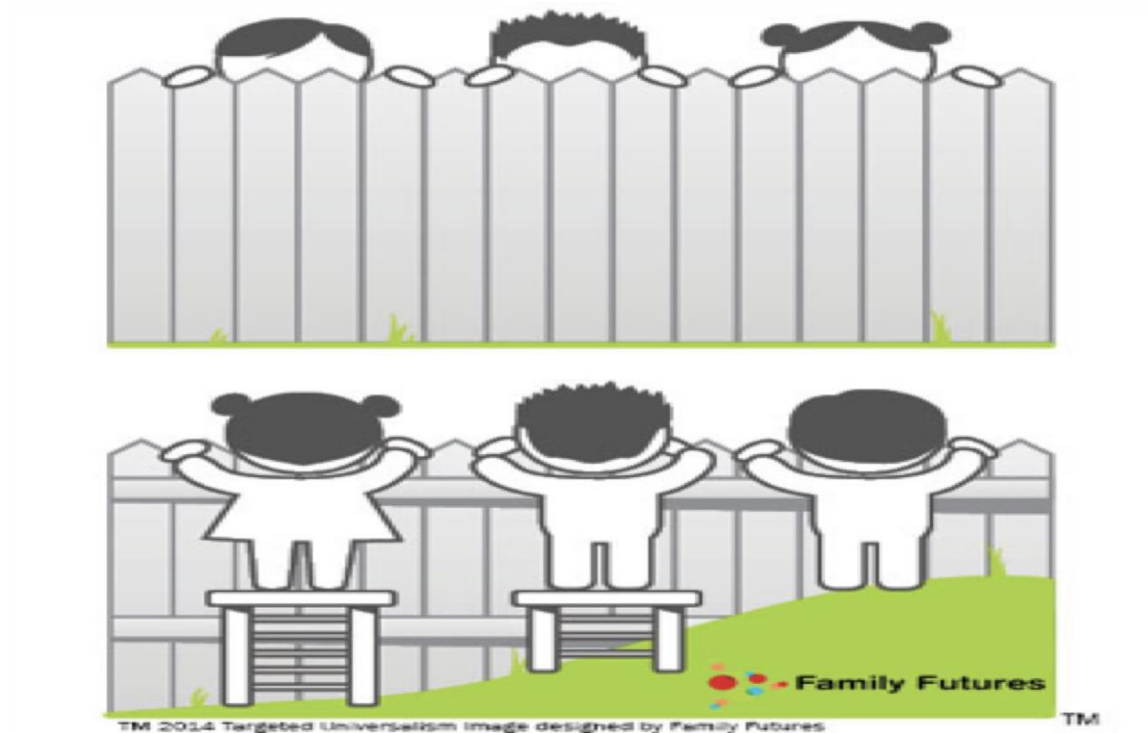
Targeted Universalism

- **Physical Structure** impediments - eliminating structures is not the solution



Targeted Universalism

► Targeted Strategies



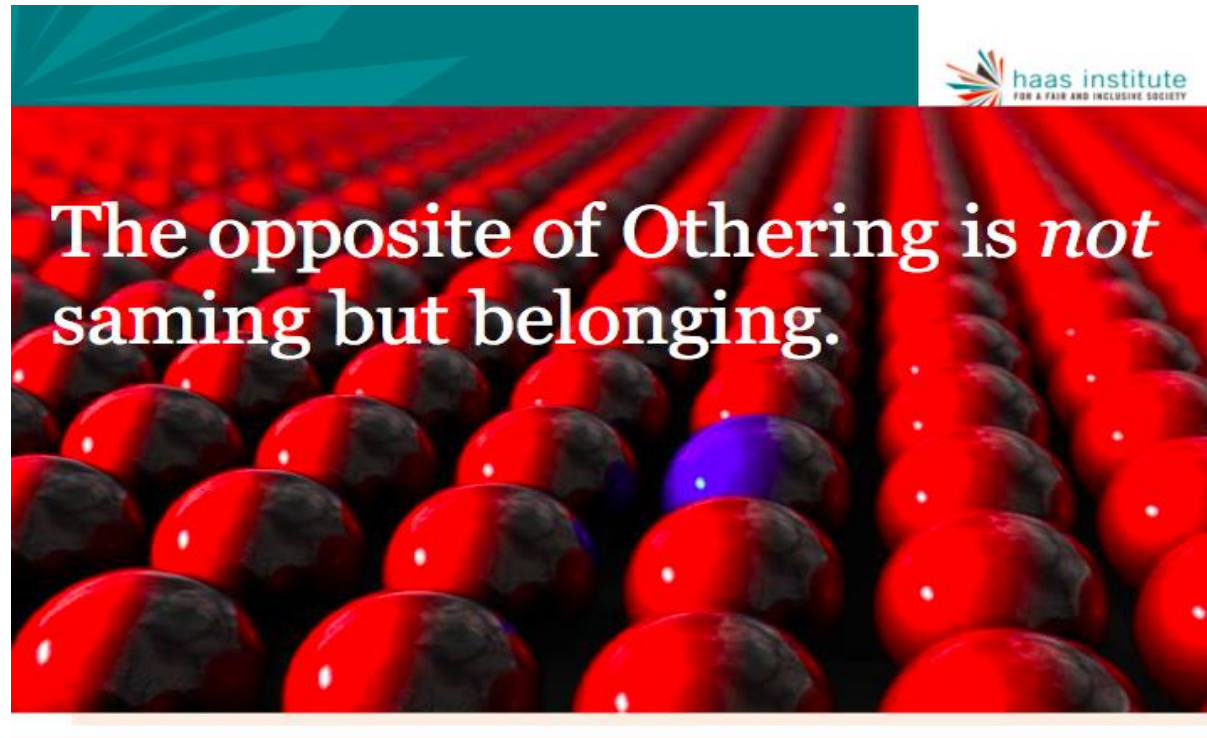
Othering & Belonging

► Cultural Structure impediments - Othering



Othering & Belonging

- ▶ The opposite of Othering is not Saming



Belonging

- ▶ The opposite of “**Otherring**” is “**Belonging**”
 - ▶ Proactive actions to promote Belonging



Consultant Recommendations

HR & County Leadership₃

County Leadership

- ▶ Training, learning and leadership development
- ▶ Establish Departmental Equity and Diversity teams
- ▶ Develop Departmental Workforce Equity Plans
- ▶ Create diverse interview panels

3. County Leadership for purposes of this report includes all department directors, managers and administrative executives

Consultant Recommendations

HR & County Leadership

Human Resources

- ▶ Enhance talent acquisition, orientation and onboarding to include basic understanding of targeted universalism and belonging
- ▶ Conduct disparate impact analysis
- ▶ Develop in partnership with ODE a racial equity toolkit
- ▶ Develop bridging and accountability plan that supports all groups achieving universal goal
- ▶ Develop in partnership with County Leadership multi-dimensional communication plan that informs and educates all employees about universal goal(s) is transparent and provides WESP progress updates

Consultant Recommendations

Complaints

- ▶ Establish a centralized independent unit, as a non-departmental “agency”, that reports to the COO
- ▶ Agency staffed by a diverse group of skilled investigators charged with investigating employee complaints from underrepresented groups
- ▶ Establish an appellate body to conduct appeals of complaint decisions
- ▶ Develop evaluation complaints process
- ▶ Establish periodic review of complaint findings, decisions and discipline by internal stakeholder group

Consultant Recommendations Office of Diversity & Equity

- ▶ All hiring decisions to exempt positions shall be reviewed by ODE
- ▶ All promotion decisions to exempt positions shall be reviewed by ODE
- ▶ ODE to conduct prior review of all involuntary terminations
 - ▶ ODE to conduct prior review of all probationary terminations
- ▶ Responsible for implementation of WESP
- ▶ Liaison and staff to the WESP Committee

Consultant Recommendations

WESP Committee

- ▶ Oversight, monitoring, feedback, reporting and accountability
- ▶ Independent, diverse, inclusive, objective and transparent
- ▶ Community participation
 - ▶ Membership on the Committee
 - ▶ Forum for community input and communication

Consultant Recommendations

Success Factors

- ▶ Engagement & Structured Self-Selection
- ▶ Contact & Exposure
- ▶ Social Accountability
 - ▶ Peer-to-peer accountability for eliminating barriers and for pro-active actions that bridge and advance universal goal(s)

The Road Ahead

“If there are no bumps in the road, it may mean that you’re not on the road”

john a. powell

Consultant Team

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