

**ANNOTATED MINUTES**

Tuesday, December 20, 1994 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**BOARD BRIEFING**

- B-1 Post-Assessment Final Summary on Multnomah County Diversity Initiative.  
Presented by Tom Nesby, President, Nesby & Associates, Inc.

**CURTIS SMITH REPORTED ON THE DEATH OF DIVERSITY TRAINING COORDINATOR SARA MARTIN AND ACKNOWLEDGED HER CONTRIBUTION TO THE COUNTY. TOM NESBY PRESENTATION OF FINAL SUMMARY AND COMMITTEE RECOMMENDATIONS. CHAIR STEIN ADVISED SHE WILL PREPARE RESPONSE TO RECOMMENDATIONS BY MARCH 1, 1995.**

---

Tuesday, December 20, 1994 - 10:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**WORK SESSION**

- WS-1 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:

10:30 - 11:00 Auditor's Office

**GARY BLACKMER PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. CBAC MEMBERS BARBARA LENTZ AND PETER READER PRESENT.**

11:00 - 12:00 District Attorney's Office

**MICHAEL SCHRUNK PRESENTATION AND RESPONSE TO BOARD QUESTIONS AND DISCUSSION. CBAC MEMBERS SARA LAMB AND IRWIN MANDELL COMMENTS AND RESPONSE TO BOARD QUESTIONS.**

---

Wednesday, December 21, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**WORK SESSION**

WS-2 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:

9:00 - 10:30 Juvenile Justice Division  
10:30 - 11:00 Multnomah Commission on Children and Families  
11:00 - 11:30 Portland-Multnomah Progress Board  
11:30 - 12:00 Metropolitan Human Rights Commission

**CANCELLED. TO BE RESCHEDULED.**

---

Thursday, December 22, 1994 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**REGULAR MEETING**

Chair Beverly Stein convened the meeting at 9:30 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.

**CONSENT CALENDAR**

**UPON MOTION OF COMMISSIONER KELLEY,  
SECONDED BY COMMISSIONER HANSEN, THE  
CONSENT CALENDAR (ITEMS C-1 THROUGH C-12)  
WAS UNANIMOUSLY APPROVED.**

**NON-DEPARTMENTAL**

- C-1 In the Matter of the Appointment of Sharon M. DeLaRosa, to a Two Year Term on the MULTNOMAH COUNTY AUDIT COMMITTEE
- C-2 In the Matter of the Appointment of Fred R. Neal, III to BOARD 3 of the 1995 MULTNOMAH COUNTY BOARD OF EQUALIZATION
- C-3 In the Matter of the Appointment of Barbara Ann Lentz to the MULTNOMAH COUNTY NON-DEPARTMENTAL CITIZEN BUDGET ADVISORY COMMITTEE
- C-4 In the Matter of the Appointment of Barbara Moore, MD, to a Three Year

Term on the MULTNOMAH COUNTY MEDICAL ADVISORY BOARD

**SHERIFF'S OFFICE**

- C-5      **Package Store** OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for DIVISION FOOD OUTLET, 16409 SE DIVISION, PORTLAND
- C-6      **Package Store** OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for PLEASANT VALLEY MARKET, 16880 SE FOSTER ROAD, PORTLAND
- C-7      Ratification of Intergovernmental Agreement Contract 800595 Between the Oregon Department of State Police and Multnomah County, Providing Overtime Funding for Officers Participating in DUII Enforcement, for the Period October 1, 1994 through September 20, 1995
- C-8      Budget Modification MCSO 7 Requesting Authorization to Add \$2,744 in Grant Revenue from the Oregon State Police to Pay for DUII Enforcement

**COMMUNITY AND FAMILY SERVICES DIVISION**

- C-9      Ratification of Intergovernmental Agreement Contract 104045 Between the City of Portland and Multnomah County, Providing Funding for Block-By-Block Weatherization Program Services, for the Period October 3, 1994 through August 31, 1995

**DEPARTMENT OF ENVIRONMENTAL SERVICES**

- C-10     ORDER in the Matter of the Execution of Deed D941006 Upon Complete Performance of a Contract to TCT Investment, Inc.

**ORDER 94-245.**

- C-11     ORDER in the Matter of the Execution of Deed D951148 for Certain Tax Acquired Property to Elvis M. Johnson

**ORDER 94-246.**

**DEPARTMENT OF HEALTH**

- C-12     Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 200585 Between Multnomah County and Clackamas County, Providing Additional Funds for HIV Case Management Services for Persons with Disabling HIV Disease, for the Period October 1, 1994 through June 30, 1995

**REGULAR AGENDA**

**NON-DEPARTMENTAL**

- R-1 RESOLUTION in the Matter of the Adoption of a Supplemental Budget for Multnomah County, Oregon, for the Fiscal Year July 1, 1994 to June 30, 1995, and Making the Appropriations Thereunder, Pursuant to ORS 294.435

**COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-1. DAVE WARREN EXPLANATION. RESOLUTION 94-247 UNANIMOUSLY APPROVED.**

- R-2 ORDER in the Matter of Granting a Quitclaim Deed from Multnomah County to the City of Portland for the Lots Collectively Known as Orchid Street [3 Lots Located at SW 51st Avenue and SW Marigold Street]

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-2. COMMISSIONER SALTZMAN EXPLANATION. ORDER 94-248 UNANIMOUSLY APPROVED.**

- R-3 First Reading of a Proposed ORDINANCE Amending Ordinance No. 792, in Order to Add, Delete and Revise Exempt Pay Ranges

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER HANSEN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF THE FIRST READING. CURTIS SMITH EXPLANATION. NO ONE WISHED TO TESTIFY. FIRST READING UNANIMOUSLY APPROVED. SECOND READING SCHEDULED FOR THURSDAY, DECEMBER 29, 1994.**

**COMMUNITY AND FAMILY SERVICES DIVISION**

- R-4 Budget Modification CFSD 3 Requesting Authorization to Increase the Community Action Program Budget by a Net of \$590,412 to Reflect Changes in Grants and to Bring the Budget in Line with Actual Grant Revenues

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-4. KATHY TINKLE EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

**DISTRICT ATTORNEY'S OFFICE**

- R-5 Budget Modification DA 9 Requesting Authorization to Reclassify a Deputy

District Attorney 3 to a District Attorney 4 Position to Serve as the Senior Attorney in the Domestic Violence Program

**COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-5. KELLY BACON EXPLANATION AND RESPONSE TO BOARD QUESTIONS. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

**SHERIFF'S OFFICE**

- R-6 Ratification of Intergovernmental Agreement Contract 800615 Between Multnomah County and David Douglas School District No. 40, Providing Office Space for Multnomah County Sheriff's Safety Action Team

**COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-6. LARRY AAB EXPLANATION. AGREEMENT UNANIMOUSLY APPROVED.**

- R-7 Budget Modification MCSO 8 Requesting Authorization to Reclassify an OA 3 to an Administrative Secretary Position Within the Uniform Administration Unit; Reclassify an OA 2 to an OA 3 Position Within the Concealed Weapons Unit; Reclassify an Administrative Analyst to an Administrative Analyst Senior Position Within the Personnel Unit; and Reclassify a Fiscal Specialist 1 to a Property Commissary Laundry Administrator Position Within the Property Commissary Laundry Unit

**COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-7. LARRY AAB EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

- R-8 Budget Modification MCSO 9 Requesting Authorization to Transfer \$14,000 from the Inmate Fund Contingency to the Inmate Welfare Fund Budget to Pay for a Work in Lieu of Jail Program

**AT THE REQUEST OF CHAIR STEIN AND UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, R-8 WAS UNANIMOUSLY CONTINUED TO THURSDAY, JANUARY 5, 1995.**

**AGING SERVICES DIVISION**

- R-9 Ratification of Intergovernmental Agreement Contract 103865 Between the State of Oregon and Multnomah County, Providing \$11,000 for a One Time

Only "Never Too Late" Demonstration Project Offering Treatment and Motivational Counseling for Elderly Clients Institutionalized with Drug and Alcohol Related Illnesses

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-9. KATHY GILLETTE EXPLANATION. AGREEMENT UNANIMOUSLY APPROVED.**

R-10 Budget Modification ASD 1 Requesting Authorization to Add \$11,000 in Funds from the State of Oregon for the "Never Too Late" Drug and Alcohol Grant

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-10. KATHY GILLETTE EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

R-11 Ratification of Intergovernmental Agreement Contract 103855 Between the Regents of the University of Minnesota and Multnomah County, Providing \$30,000 to Offset Case Management Costs Incurred by Serving as a Demonstration Site for a Client Values Assessment Project Evaluating the Impact of Systematically Incorporating Client Values and Preferences into Care Plans

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-11. KATHY GILLETTE EXPLANATION. AGREEMENT UNANIMOUSLY APPROVED.**

R-12 Budget Modification ASD 2 Requesting Authorization to Add \$30,000 in Funds from the University of Minnesota for a Client Values Assessment Project

**COMMISSIONER SALTZMAN MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-12. KATHY GILLETTE EXPLANATION. BUDGET MODIFICATION UNANIMOUSLY APPROVED.**

#### **DEPARTMENT OF HEALTH**

R-13 Ratification of Intergovernmental Agreement Contract 201395 Between Lane County and Multnomah County, on Behalf of CareOregon, Providing Immunizations, Diagnosis and Treatment of Sexually Transmitted Diseases, Tuberculosis and Other Communicable Diseases, for the Period February 1,

1994 through June 30, 1995

**COMMISSIONER HANSEN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-13. TOM FRONK EXPLANATION. AGREEMENT UNANIMOUSLY APPROVED.**

**R-14 PUBLIC HEARING and Consideration of a RESOLUTION in the Matter of Approval of Emergency Medical Services' Request for Proposals for Emergency Ambulance Service.**

**COMMISSIONER COLLIER MOVED AND COMMISSIONER SALTZMAN SECONDED, APPROVAL OF R-14. BILL COLLINS EXPLANATION. JOE PARROTT, TERRY MARSH, LORI HAMM AND ROBERT WALL TESTIMONY EXPRESSING CONCERN WITH PROPOSED RFP LANGUAGE AND RESPONSE TO BOARD QUESTIONS. MR. COLLINS AND MIKE WILLIAMS CLARIFICATION IN RESPONSE TO TESTIMONY AND RESPONSE TO BOARD QUESTIONS. BOARD DISCUSSION AND COMMENTS. UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER COLLIER, IT WAS APPROVED THAT THE RFP'S PATIENT CHARGE BE AMENDED FROM 140 TO 190 FOR A TOTAL OF 380 POINTS, WITH COMMISSIONERS KELLEY, HANSEN AND COLLIER VOTING AYE, AND COMMISSIONERS SALTZMAN AND STEIN VOTING NO. MR. WILLIAMS AND MR. COLLINS RESPONSE TO BOARD QUESTIONS AND DISCUSSION. VARIOUS BOARD DIRECTION GIVEN CONCERNING CLARIFICATION OF RFP LANGUAGE, EDITING AND CORRECTING TYPOGRAPHICAL ERRORS AND CONDUCTING A BIDDERS CONFERENCE FOLLOWING FINALIZATION OF THE RFP DOCUMENT. BOARD CONSENSUS THAT COMMISSIONER SALTZMAN DRAFT A LETTER CHANGING THE DATE OF THE BIDDERS CONFERENCE TO JANUARY 25, 1995. COMMISSIONER SALTZMAN ASKED COUNSEL TO REVIEW RFP'S SUBCONTRACTOR LANGUAGE. RESOLUTION 94-249 UNANIMOUSLY APPROVED, AS AMENDED.**

**PUBLIC COMMENT**

**R-15 Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited**

to 3 Minutes Per Person.

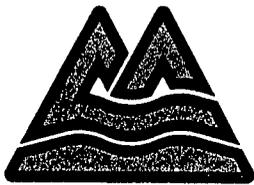
**FOLLOWING DISCUSSION, BOARD CONSENSUS  
THAT PUBLIC COMMENT BE PLACED AS THE  
FIRST ITEM ON AGENDAS BEGINNING JANUARY 5,  
1995.**

There being no further business, the meeting was adjourned at 11:15 a.m.

OFFICE OF THE BOARD CLERK  
for MULTNOMAH COUNTY, OREGON

DEBORAH L. BOGSTAD

Deborah L. Bogstad



# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	CHAIR	• 248-3308
DAN SALTZMAN •	DISTRICT 1	• 248-5220
GARY HANSEN •	DISTRICT 2	• 248-5219
TANYA COLLIER •	DISTRICT 3	• 248-5217
SHARRON KELLEY •	DISTRICT 4	• 248-5213
CLERK'S OFFICE •	248-3277	• 248-5222

## AGENDA

### MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

#### FOR THE WEEK OF

#### DECEMBER 19, 1994 - DECEMBER 23, 1994

- Tuesday, December 20, 1994 - 9:30 AM - Board Briefing . . . . . Page 2*
- Tuesday, December 20, 1994 - 10:30 AM - Work Session . . . . . Page 2*
- Wednesday, December 21, 1994 - 9:00 AM - Work Session . . . . . Page 2*
- Thursday, December 22, 1994 - 9:30 AM - Regular Meeting . . . . . Page 3*

*Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen by Paragon Cable subscribers at the following times:*

- Thursday, 6:00 PM, Channel 30*
- Friday, 10:00 PM, Channel 30*
- Saturday, 12:30 PM, Channel 30*
- Sunday, 1:00 PM, Channel 30*

**INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.**

*Tuesday, December 20, 1994 - 9:30 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BOARD BRIEFING**

*B-1 Post-Assessment Final Summary on Multnomah County Diversity Initiative. Presented by Tom Nesby, President, Nesby & Associates, Inc. 1 HOUR REQUESTED.*

---

*Tuesday, December 20, 1994 - 10:30 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**WORK SESSION**

*WS-1 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

*10:30 - 11:00 Auditor's Office  
11:00 - 12:00 District Attorney's Office*

---

*Wednesday, December 21, 1994 - 9:00 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**WORK SESSION**

*WS-2 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

*9:00 - 10:30 Juvenile Justice Division  
10:30 - 11:00 Multnomah Commission on Children and Families  
11:00 - 11:30 Portland-Multnomah Progress Board  
11:30 - 12:00 Metropolitan Human Rights Commission*

---

Thursday, December 22, 1994 - 9:30 AM

Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

REGULAR MEETING

CONSENT CALENDAR

NON-DEPARTMENTAL

- C-1 *In the Matter of the Appointment of Sharon M. DeLaRosa, to a Two Year Term on the MULTNOMAH COUNTY AUDIT COMMITTEE*
- C-2 *In the Matter of the Appointment of Fred R. Neal, III to BOARD 3 of the 1995 MULTNOMAH COUNTY BOARD OF EQUALIZATION*
- C-3 *In the Matter of the Appointment of Barbara Ann Lentz to the MULTNOMAH COUNTY NON-DEPARTMENTAL CITIZEN BUDGET ADVISORY COMMITTEE*
- C-4 *In the Matter of the Appointment of Barbara Moore, MD, to a Three Year Term on the MULTNOMAH COUNTY MEDICAL ADVISORY BOARD*

SHERIFF'S OFFICE

- C-5 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for DIVISION FOOD OUTLET, 16409 SE DIVISION, PORTLAND*
- C-6 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for PLEASANT VALLEY MARKET, 16880 SE FOSTER ROAD, PORTLAND*
- C-7 *Ratification of Intergovernmental Agreement Contract 800595 Between the Oregon Department of State Police and Multnomah County, Providing Overtime Funding for Officers Participating in DUII Enforcement, for the Period October 1, 1994 through September 20, 1995*
- C-8 *Budget Modification MCSO 7 Requesting Authorization to Add \$2,744 in Grant Revenue from the Oregon State Police to Pay for DUII Enforcement*

COMMUNITY AND FAMILY SERVICES DIVISION

- C-9 *Ratification of Intergovernmental Agreement Contract 104045 Between the City of Portland and Multnomah County, Providing Funding for Block-By-Block Weatherization Program Services, for the Period October 3, 1994 through August 31, 1995*

## DEPARTMENT OF ENVIRONMENTAL SERVICES

- C-10 *ORDER in the Matter of the Execution of Deed D941006 Upon Complete Performance of a Contract to TCT Investment, Inc.*
- C-11 *ORDER in the Matter of the Execution of Deed D951148 for Certain Tax Acquired Property to Elvis M. Johnson*

## DEPARTMENT OF HEALTH

- C-12 *Ratification of Amendment No. 1 to Intergovernmental Agreement Contract 200585 Between Multnomah County and Clackamas County, Providing Additional Funds for HIV Case Management Services for Persons with Disabling HIV Disease, for the Period October 1, 1994 through June 30, 1995*

## REGULAR AGENDA

### NON-DEPARTMENTAL

- R-1 *RESOLUTION in the Matter of the Adoption of a Supplemental Budget for Multnomah County, Oregon, for the Fiscal Year July 1, 1994 to June 30, 1995, and Making the Appropriations Thereunder, Pursuant to ORS 294.435*
- R-2 *ORDER in the Matter of Granting a Quitclaim Deed from Multnomah County to the City of Portland for the Lots Collectively Known as Orchid Street [3 Lots Located at SW 51st Avenue and SW Marigold Street]*
- R-3 *First Reading of a Proposed ORDINANCE Amending Ordinance No. 792, in Order to Add, Delete and Revise Exempt Pay Ranges*

### COMMUNITY AND FAMILY SERVICES DIVISION

- R-4 *Budget Modification CFSD 3 Requesting Authorization to Increase the Community Action Program Budget by a Net of \$590,412 to Reflect Changes in Grants and to Bring the Budget in Line with Actual Grant Revenues*

### DISTRICT ATTORNEY'S OFFICE

- R-5 *Budget Modification DA 9 Requesting Authorization to Reclassify a Deputy District Attorney 3 to a District Attorney 4 Position to Serve as the Senior Attorney in the Domestic Violence Program*

### SHERIFF'S OFFICE

- R-6 *Ratification of Intergovernmental Agreement Contract 800615 Between Multnomah County and David Douglas School District No. 40, Providing Office Space for Multnomah County Sheriff's Safety Action Team*

- R-7 *Budget Modification MCSO 8 Requesting Authorization to Reclassify an OA 3 to an Administrative Secretary Position Within the Uniform Administration Unit; Reclassify an OA 2 to an OA 3 Position Within the Concealed Weapons Unit; Reclassify an Administrative Analyst to an Administrative Analyst Senior Position Within the Personnel Unit; and Reclassify a Fiscal Specialist 1 to a Property Commissary Laundry Administrator Position Within the Property Commissary Laundry Unit*
- R-8 *Budget Modification MCSO 9 Requesting Authorization to Transfer \$14,000 from the Inmate Fund Contingency to the Inmate Welfare Fund Budget to Pay for a Work in Lieu of Jail Program*

**AGING SERVICES DIVISION**

- R-9 *Ratification of Intergovernmental Agreement Contract 103865 Between the State of Oregon and Multnomah County, Providing \$11,000 for a One Time Only "Never Too Late" Demonstration Project Offering Treatment and Motivational Counseling for Elderly Clients Institutionalized with Drug and Alcohol Related Illnesses*
- R-10 *Budget Modification ASD 1 Requesting Authorization to Add \$11,000 in Funds from the State of Oregon for the "Never Too Late" Drug and Alcohol Grant*
- R-11 *Ratification of Intergovernmental Agreement Contract 103855 Between the Regents of the University of Minnesota and Multnomah County, Providing \$30,000 to Offset Case Management Costs Incurred by Serving as a Demonstration Site for a Client Values Assessment Project Evaluating the Impact of Systematically Incorporating Client Values and Preferences into Care Plans*
- R-12 *Budget Modification ASD 2 Requesting Authorization to Add \$30,000 in Funds from the University of Minnesota for a Client Values Assessment Project*

**DEPARTMENT OF HEALTH**

- R-13 *Ratification of Intergovernmental Agreement Contract 201395 Between Lane County and Multnomah County, on Behalf of CareOregon, Providing Immunizations, Diagnosis and Treatment of Sexually Transmitted Diseases, Tuberculosis and Other Communicable Diseases, for the Period February 1, 1994 through June 30, 1995*
- R-14 *PUBLIC HEARING and Consideration of a RESOLUTION in the Matter of Approval of Emergency Medical Services' Request for Proposals for Emergency Ambulance Service. 1 HOUR REQUESTED.*

**PUBLIC COMMENT**

- R-15 *Opportunity for Public Comment on Non-Agenda Matters*

Meeting Date: DEC 20 1994

Agenda No.: B-1

(Above Space for Board Clerk's Use *ONLY*)

**AGENDA PLACEMENT FORM**

**SUBJECT:** Post-Assessment Report on Multnomah County Diversity Initiative

**BOARD BRIEFING:**      Date Requested: December 20, 1994  
Amount of Time Needed: One hour

**REGULAR MEETING:**      Date Requested: \_\_\_  
Amount of Time Needed: \_\_\_

**DEPARTMENT:** Nondepartmental      **DIVISION:** Employee Services

**CONTACT:** Curtis Smith      **TELEPHONE:** X- 2206  
**BLDG/ROOM:** 106/1430

**PERSON(S) MAKING PRESENTATION:** Tom Nesby, President, Nesby & Associates, Inc.

**ACTION REQUESTED:**

INFORMATIONAL ONLY       POLICY DIRECTION       APPROVAL       OTHER

**SUMMARY** (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if available):

In the fall of 1990, the County initiated a cultural diversity program which included Board and senior management briefings, a train-the-trainer program, cultural diversity awareness training for all employees, and supportive activities. This briefing will present the findings of the program evaluation. A copy of the report is enclosed.

**SIGNATURES REQUIRED:**

**ELECTED OFFICIAL:** \_\_\_\_\_  
OR  
**DEPARTMENT MANAGER:** Curtis Smith

BOARD OF  
COUNTY COMMISSIONERS  
1994 DEC 14 AM 9 36  
MULTNOMAH COUNTY  
OREGON

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

*Any Questions? Call the Office of the Board Clerk at 248-3277 or 248-5222.*

---

# ***Multnomah County***



## ***Diversity Initiative Post-Assessment***

### **Final Summary**

**October 19, 1994**

**Nesby & Associates, Inc.**

Metropolitan Park II, Suite 1290  
1730 Minor Avenue  
Seattle, Washington 98101  
(206) 623-2403 • fax (206) 623-2726

Market Tower Building, Suite 1000  
901 Market Street  
Wilmington, Delaware 19801  
(302) 429-0620 • fax (302) 427-9687

---

## TABLE OF CONTENTS

Executive Summary	i
Post-Assessment	
History of Project	1
Scope and Breadth of Post-Assessment	6
Data Collection Interviews	6
Survey Instrument Production	7
Survey Distribution	7
Survey Responses	8
Post-Assessment Findings	12
Changes in the Work Environment	12
Relevance of the Training	18
Evaluation of the Methodology and Logistics	20
Effectiveness of Internal Trainers	23
Future Training Needs	25
Impact of Cultural Diversity Committees	26
Current Organizational Climate and Culture	28
Key Areas of Opportunities and Execution Strategies	43
Survey Instrument	51
<i>Statistical Appendix on file with Employee Services</i>	

## **EXECUTIVE SUMMARY**

### **Scope and Breadth of Project**

Since the inception of Multnomah County's diversity initiative in the fall of 1990, a great deal of County resources, both financial and personnel, have been devoted in an effort to accrue change in the work environment. As a barometer for measuring change, effectiveness, and the current climate, Nesby & Associates, Inc. conducted a thorough Post-Assessment of the diversity initiative's progress to date. This *Executive Summary* is a brief synopsis of the Post-Assessment report.

Briefly outlining the entire project, Nesby & Associates, Inc. was contracted in 1990 by Employee Services to initiate training and development of the County's managers and employees in the areas of cross-cultural awareness and leadership development in a diverse workforce. The project included work in the following six strategic segments:

- 1) Pre-Assessment analysis
- 2) Design of training curricula
- 3) Delivery of diversity training to managers and employees
- 4) Train-the-Trainer certification for internal County trainers
- 5) Training of managers and employees (Internally)
- 6) Post-Assessment analysis

### **Pre-Training Organizational Assessment Analysis**

The Pre-Assessment data collection methods included individual and group interviews, along with a survey distributed to 495 managers and employees. In all, data was acquired from over 300 individuals. The 1990 findings on which the curricula was designed are outlined below:

- Staff committed to their work and to their clientele
- Variation in working climates between divisions
- Operations without a binding sense of mission and goals
- Many positive efforts towards improving the climate and conditions for diversity
- Women perceived to be well accepted; concern over retribution for sexual harassment complaints
- Widely divergent perceptions on issues of treatment and opportunities for

employees of color

- Mixed treatment of gays and lesbians
- Perception of favoritism and nepotism playing a significant and unfair role

### ***Designing the Training Curricula***

Based on the findings of the Pre-Assessment, the consultant identified several general themes. This enabled the consultant and Employee Services to identify the County's strengths and weaknesses with respect to implementing a diversity process. Two seminars were designed: *Managing the Changing Workforce* and *Cross-Cultural Human Relations*.

### ***Initial Diversity Training***

Nesby & Associates, Inc. delivered the *Managing the Changing Workforce* training seminar to most of the department and division managers at the County. In addition, the consultant also conducted several *Cross-Cultural Human Relations* training seminars with groups of employees. Feedback from these sessions enabled the consultant to integrate modifications into the materials and more tightly focus the Train-the-Trainer certification sessions.

### ***Train-the-Trainer Certification***

Nesby & Associates, Inc. designed a Train-the-Trainer certification program aimed at providing employees of Multnomah County with the knowledge, skills, and familiarity with course materials to train others in the County. During the Train-the-Trainer process, approximately twenty-six employees went through either a 5-day or 7-day comprehensive certification course.

### ***Training of Managers and Employees (Internally)***

After the completion of the Train-the-Trainer certification program, the internal trainers continued to train the remainder of the County workforce. Together, Nesby & Associates, Inc. and the internal trainers trained over 3,000 managers and employees. Over the next two to three quarters, approximately 800 people will be trained, including 300 new-hires.

### **Post-Assessment Analysis**

In November, 1993, Nesby & Associates, Inc. began working with Employee Services on a Post-Assessment process focused on the following objectives:

- Identify changes in the work environment, the participants' concerns, and the relevance of the training
- Identify the needs, skills, and desired emphasis for future training sessions
- Evaluate the methodology and logistics of the program
- Evaluate the impact of the Cultural Diversity Committees (CDC's)
- Assess the effectiveness of the internal trainers
- Capture the current organizational climate and culture

For purposes of acquiring data, the methodology of the Post-Assessment was very similar to that of the Pre-Assessment, with the components similar in scope, yet different in breadth. The process steps are outlined below:

- 19 individual data collection interviews
- 11 focus group interviews
- Analysis of interview data
- Construction and distribution of survey instrument
- Analysis of survey data
- Report of findings

As a result of the improved survey methodology used in the Post-Assessment to measure statistical significance and correlation, direct statistical comparisons could not be made between the Post- and Pre-Assessments. However, the design of the Post-Assessment did allow for the comparisons of the *findings* of the two studies.

### **Data Collection Interviews**

The consultant utilized data collection interviews in order to determine general themes of current organizational strengths, challenges, and opportunities. The interviews were organized as follows:

- 1) 19 individual interviews
- 2) Sheriff's Office/District Attorney's Office Focus Group
- 4) Library CDC/Health CDC Focus Group
- 5) Community Corrections/Social Services Focus Group
- 6) Non-Departmental/Library Focus Group
- 7) Aging Services/MHYFS Focus Group

- 8) County-wide Cultural Diversity Committee Focus Group
- 9) Gay and Lesbian Employees Everywhere (GLEE) Focus Group
- 10) Original Focus Group from Pre-Assessment
- 11) Internal Trainers Focus Group
- 12) Managers of Color/Coalition for Cultural Diversity

In total, interview data was acquired from approximately 200 managers and employees, selected to include representation of both genders, people of color and whites, gay men and lesbian women, various employee classifications, and people of different ages and different tenures in the County.

### ***Analysis of Data and Construction of Survey Instrument***

Much like the Pre-Assessment, the consultant worked collaboratively with Employee Services to identify general themes relating to organizational strengths and weaknesses, as referenced through the interview data. A survey instrument was then produced in a effort to gain a more substantial understanding of the changes and issues within the County. The actual survey methodology of the Pre-Assessment was improved upon in the Post-Assessment. Scoring scales were utilized to provide data that could be analyzed accurately for statistical significance and correlation. In addition, the survey instrument was adapted to capture data on new issues surfacing within the County, particularly issues revolving around gays and lesbians, older workers, and differently-abled employees.

The survey was distributed to 950 managers and employees utilizing a stratified random selection method, resulting in 700 surveys being distributed to whites (one of every 4.32 in the County) and 250 distributed to people of color (one of every 2.05 in the County). Of the surveys distributed, 440 were returned to Nesby & Associates, Inc.'s Seattle office, with 410 (43.16% of total) complete enough to be utilized in tabulation and analysis.

### ***Report of Findings***

A highlight summary of Nesby & Associates, Inc.'s findings is provided below.

### ***Changes in the Work Environment***

In investigating the descriptive variables (mean, median, and mode) for the responses to each survey statement, it appears as though a slight positive change has occurred in the work environment. However, by analyzing the entire data set, encompassing both "Before" and "After" responses to every survey statement, the consultant was able to state with a high degree of confidence that the perceived positive change is not statistically significant. But, in further collating the data, the consultant was able to discern specific questionnaire responses which displayed significant change, correlation, and/or significant insight into strengths and weaknesses.

#### *People of Color and Whites Sharing More Perceptions*

The findings of the Pre-Assessment survey found that people of color and whites held vastly divergent perceptions of communication, management, treatment, and opportunities. In particular, people of color, especially managers, tended to view the situation at the County more pessimistically than whites. The Post-Assessment findings also have a variance between the perception of people of color and whites. However, the degree of variance between the two on matters of communication and management is now significantly reduced. Where once strong differences in perception were held, a more common perception is emerging. Although more open two-way communication is needed, this result should be noted as a significant advancement on the County's primary diversity goals: Increased cultural awareness and increased sensitivity to diversity.

#### *Concern in Reporting Sexual Harassment*

With regards to sexual harassment issues, the consultant found that the great degree of variance in responses was directly correlated to the demographic variables of gender, age, job status, and race/ethnicity. While there was no real change in the overall scoring of "Before" and "After" responses, women tended to disagree much more strongly than men with the assertion that complaining about sexual harassment would not hurt an employee's career. However, the differences in gender were not the strongest differences. Those between the ages of 40 and 49 disagreed much more than those over the age of 60; non-managers and non-supervisors disagreed more than managers and supervisors; and people of color disagreed more so than whites. Finally, women of color viewed this issue more pessimistically than others.

#### *Perception Gaps on Race-Related Issues*

Perceptions on race-related matters were largely unchanged when analyzing the Post-Assessment survey and comparing those findings with the findings of the Pre-Assessment survey. The responses between people of color and whites are widely polarized. When responding to positively-written statements, people of color tend to disagree, while whites tend to agree. Unlike the development of a more common perception on communication and management, there is a substantial opportunity for improvement in developing a more common perception between these two groups on race-related issues.

#### *Training Provided Value and Relevance*

Based on the opportunities for improvement identified in the Pre-Assessment, the Post-Assessment was able to deliver an indication of the relevance of the training. An outline of the results follows:

- Managers and employees are beginning to develop shared perceptions
- People of color and whites are developing shared perceptions on issues of communication and management, but still remain apart on race-related issues
- Employees are now more comfortable in challenging others who make offensive remarks, comments, or jokes that are inconsistent with the County's directive on diversity acceptance in the workplace.
- Employees are more comfortable than before in raising difficult issues, but feel they lack necessary skills to problem-solve
- Managers and supervisors have made positive advancement in developing behavior which precludes stereotyping of others
- Gays and lesbians feel a stronger degree of acceptance in the County, but still feel frustrated on the pace of change
- Employees perceive increased cultural awareness and sensitivity

#### *Frustrating Seminar Logistics and Methodology*

The Post-Assessment survey respondents generally feel that the diversity training was effective. However, many training participants felt frustrated by the frequent cancellations and rescheduling of training seminars, sometimes at the very last moment. Additionally, some were concerned with having a direct supervisor or manager as a trainer. Lastly, survey respondents felt that improvement opportunities exist in openly discussing diversity-related issues, developing better teamwork, and improving the work environment.

Internal Trainers Perceived as Safe and Knowledgeable

The respondents of the Post-Assessment survey instrument rated the Multnomah County internal trainers very favorably. In particular, the respondents agreed that the trainers "made it 'safe' for people to express their opinions," "were knowledgeable about their material," and "were effective in their presentation."

However, one criticism of the internal trainers repeatedly came up during Post-Assessment interviews. Many people were aware of the fact that the internal trainers failed to cover all subjects in a consistent manner. In fact, many sections were perceived to be routinely skipped. Many members of GLEE (Gay and Lesbian Employees Everywhere) were under the impression that the Gay and Lesbian Module was regularly passed over. Whether this was a function of poor time management during the training seminar or trainers' uneasiness with the subject matter, care should be taken to ensure that each seminar session treats all educational component modules in a consistent manner (Please refer to page 24 in the report).

Future Training Needs

The following table illustrates the most frequently chosen subjects for future training, along with percentage of respondents that chose each subject.

<u>Subject Matter</u>	<u>Percentage of Respondents</u>
Communication Styles/Personalities	52%
Conflict Management	50%
Ethics/Values	42%
Understanding Language Differences	39%
Decision-Making Skills	34%

Employees Not Aware of the Cultural Diversity Committees (CDC's)

Through the data gathered in conducting the interviews and analyzing the survey responses, the consultant has found that a great number of employees in the County are unaware of the existence of the different CDC's. Some groups have been vocal and visible, particularly GLEE and the Managers of Color. However, for the most part, CDC's do not get the attention and participation of the total workforce.

***Current Organizational Climate and Culture***

While Multnomah County's diversity efforts have achieved its initial objectives of increasing cultural awareness and sensitivity to cultural differences, there are additional areas of improvement opportunities that can impact the work environment. The data gathered from the Post-Assessment survey instrument has enabled the consultant to provide a current analysis of the County's work climate and culture. The analysis identified the following:

***Improved Communication Across Cultures***

- People of color and whites are beginning to have more shared perceptions on matters of communication and management
- Both people of color and whites note a positive change with regards to communication and management over the past three years
- In terms of communication, the County still rates lower than the level to which managers aspire

***Perceptions of Unequal Treatment***

- People of color still perceive they must do more than whites in order to succeed, although some slight improvement has been made over the last three years
- People of color differ from whites in their agreement that the County uses consistent procedures in filling jobs and promotions with regards to race
- People of color disagree with whites on the communication, accountability, and responsibility of the County's Affirmative Action plan

***Management Practices Beginning to Reflect Workplace Diversity***

- County employees believe that diversity training has begun to influence managers not to hold stereotypes of people of color, gays and lesbians, and others
- County employees believe that managers are beginning to treat people of color, gays and lesbians, and others justly in the workplace
- Managers need more skills to manage human relations conflicts once they are identified

***Support Work Environment For Women***

- Generally, the working environment is conducive to women
- Sexual harassment is still a major concern for women, particularly with

respects to effect on a complainant's career

- Men in non-traditional jobs appear to be more readily accepted than women in non-traditional jobs

*Fair Treatment of Older and Differently-Abled Workers*

- County employees over the age of 50 are not overly concerned about age discrimination
- While the workforce generally believes that differently-abled workers are treated fairly, there is a concern on the timely acquisition of necessary equipment that allows proper job function(s)

*Increased Awareness of Issues of Sexual Orientation*

- Employees are more aware of issues regarding sexual orientation
- The County appears to be less homophobic and is beginning to demonstrate the understanding of gay and lesbian employees
- Acceptance of gays and lesbians depends largely on the immediate work group
- The perceptions of gays and lesbians differ from heterosexuals on the hiring and advancement opportunities available to gays and lesbians

**Keys Areas of Opportunity and Execution Strategies**

Based on the findings of the Post-Assessment analysis, Nesby & Associates, Inc. has identified several key areas of opportunity for Multnomah County. These opportunities for improvement correspond to, and will provide valuable assets for, the County's new "RESULTS" (Reaching Excellent Service Using Leadership and Team Strategies) initiative aimed at improving organizational performance.

- Develop a specific focus and direction of the County's diversity initiative
- Broaden scope of diversity and formulate concrete departmental goals
- Implement a system to inform all employees on the added value of diversity
- Refine the structure of CDC's by establishing a common mission, operating standards, and procedures
- Raise the diversity-related performance levels among managers, supervisors, and directors
- Address perceptions of limited opportunities for advancement based on differences
- Study managers' recommendations for change constructed during the two-

day *Managing the Changing Workforce* training sessions

- Develop County-wide process support systems and mechanisms

## **HISTORY OF PROJECT**

In the fall of 1990, Nesby & Associates, Inc. was contracted by the Employee Services department of Multnomah County to initiate training and development of the County's managers and employees in the areas of cross-cultural awareness and leadership development in a diverse work force. The engagement encompassed the following six distinct strategic segments:

- 1) Pre-Assessment analysis
- 2) Design of training curricula
- 3) Initial diversity training
- 4) Train-the-Trainer certification
- 5) Training of managers and employees (Internally)
- 6) Post-Assessment analysis

Each of these strategic segments consisted of many tasks that will be described in detail below.

### ***Pre-Training Organizational Assessment Analysis***

Pre-training assessment work, conducted between November, 1990 and January, 1991, enabled the consultant to determine the organizational culture as it relates to valuing diversity and embracing change. The consultant explored the areas of concern to, and the varying expectations of, the Multnomah County work force. A series of 18 one-hour long individual interviews were conducted with a wide variety of individuals from a cross-section of divisions and positions. In addition, one extended group interview with eight employees of color was held. From these discussions, a set of preliminary findings was gathered, and an organizational climate assessment survey was developed for presentation to the diversity focus group.

The diversity focus group, consisting of ten employees from diverse backgrounds and levels representing various departments, provided additional insight on the survey, and expanded upon the identified areas of concern. Working with members of Employee Services, the consultant refined the survey as per the recommendations of the focus group. The survey was then distributed to 495 County managers and employees randomly selected from a

sample structured to ensure significant response by all groups across genders, ethnic backgrounds, and position levels. Approximately 51% of the questionnaires were returned, with all but 20 containing the complete demographic data necessary for tabulating responses. Thus, the consultant was able to use 234 completed questionnaires, 47% of those distributed, to examine and analyze the organizational climate and culture. This sample size proved sufficient in providing a fundamentally sound data base from which to draw conclusions about the sentiments of broad groupings of managers and employees within Multnomah County. These perceptions of the County workforce were then organized, compiled, and analyzed by the staff of Nesby & Associates, Inc. The summary of these findings are listed below:

- Staff are committed to their work and to their clientele
- Variation in working climates between divisions
- Operations without a binding sense of mission and goals
- Many positive efforts towards improving the climate and conditions for diversity
- Women are perceived to be well accepted; concern over retribution for sexual harassment complaints
- Widely divergent perceptions on issues of treatment and opportunities for employees of color
- Mixed treatment for gays and lesbians
- Affirmative Action appears not to be well understood
- Employees perceive favoritism and nepotism to play a significant and unfair role, particularly in temporary and short-term jobs

### ***Designing the Training Curricula***

The data acquired through the interviewing and surveying process was compiled and organized into general themes in order to tightly focus the direction of the proposed educational training. This process enabled the consultant and Employee Services to identify the County's strengths and weaknesses with respect to managing and incorporating a diversity process. The opportunities identified for improvement were then used as the catalyst for designing learning activities and components that addressed the specific needs of the County's workforce.

The consultant then designed and packaged two custom-tailored training seminars: *Managing the Changing Workforce* and *Cross-Cultural Human Relations*. The outcomes of the training seminars are outlined below:

*Managing the Changing Workforce*

- Develop the skills for welding individuals from diverse backgrounds into efficient, productive work units
- Resolve problems arising from diversity in the workplace
- Take advantage of cultural diversity within Multnomah County to achieve the organization's goals
- Assess the County's ability to effectively deal with a diverse workforce and to identify areas for improvement

*Cross-Cultural Human Relations*

- Understand the communication process and how it is affected by cultural differences
- Clarify assumptions and generalizations of various ethnic groups
- Use effective verbal and non-verbal techniques to improve and reinforce two-way communication
- Resolve problems and settle conflicts arising from diversity in the workplace
- Better serve clientele of differing cultural backgrounds within Multnomah County

***Initial Diversity Training***

Nesby & Associates, Inc. delivered the *Managing the Changing Workforce* training seminar to most of the department and divisional managers at Multnomah County. In addition, Nesby & Associates, Inc. also conducted several *Cross-Cultural Human Relations* training seminars with groups of County employees. The feedback data gathered at the conclusion of these sessions was used to help design modifications to the existing training programs. These modifications, along with some of those suggested by the internal trainers, were incorporated into later training sessions.

### ***Train-the-Trainer Certification***

Due to budgetary constraints within the County, it was determined early in the process that if every manager and employee at the County were to be trained, the majority would have to be trained by internal trainers. Nesby & Associates Inc. designed a Train-the-Trainer certification program aimed at providing employees of Multnomah County with the knowledge, skills, and familiarity with course materials to train others in the County. During the Train-the-Trainer process, approximately twenty-six employees went through either a 5-day or 7-day comprehensive certification course.

### ***Training of Managers and Employees (Internally)***

The continued training of the managers and employees of the County was conducted by the internal trainers. To date, the consultant and the internal trainers have delivered training seminars to over 3,000 County employees. These sessions are mandated for every County employee; at this report's writing, training sessions are currently being scheduled. Over the next two to three quarters, approximately 800 people will be trained. It is estimated that over 300 are newly hired employees. On average each internal trainer facilitated approximately six sessions. At the end of the third year of the program, five internal trainers were still actively involved in the process. For more information on internal trainers, please reference pages 49 and 50.

### ***Post-Assessment Analysis***

In November, 1993, Nesby & Associates, Inc. began working with Employee Services on a Post-Assessment process centered on the following areas:

- 1) Identify the changes in the work environment, participants' concerns, and the relevance of the training
- 2) Identify the needs, skills, and desired emphasis for future training sessions
- 3) Evaluate the methodology and logistics of the program
- 4) Evaluate the impact of the Cultural Diversity Committees (CDC's)

- 5) Assess the effectiveness of the internal trainers
- 6) Capture the current organizational climate and culture

The report on the results of the Post-Assessment process is detailed in the following sections. In reviewing any analyses, the reader can assume that all relevant and significant demographic variables are included in the written report. Those not included in any particular section can be correctly assumed to be irrelevant or inconclusive.

## **SCOPE AND BREADTH OF POST-ASSESSMENT**

For purposes of conducting the Post-Assessment analysis for Multnomah County, the consultant followed a strategic methodology similar to the one used to conduct the pre-training organizational climate assessment. While the components were similar in concept, the scope, breadth, and depth of the components and instruments differed greatly.

### ***Data Collection Interviews***

Nesby & Associates, Inc. utilized data collection interviews with members of the Multnomah County workforce in order to determine general themes of organizational strengths, challenges, and opportunities. Within the interview selection criteria, care was taken to ensure that the population sample encompassed managers and employees from each department. Additionally, the criteria included representation of both genders, people of color and whites, gay men and lesbian women, managerial and non-managerial positions, and people of different ages and different tenures in the County. The interviews were organized into the following segments:

- 1) 19 individual interviews
- 2) Sheriff's Office/District Attorney's Office Focus Group
- 3) Environmental Services/Health Focus Group
- 4) Library CDC/Health CDC Focus Group
- 5) Community Corrections/Social Services Focus Group
- 6) Non-Departmental/Library Focus Group
- 7) Aging Services/MHYFS Focus Group
- 8) County-wide Cultural Diversity Committee Focus Group
- 9) Gay and Lesbian Employees Everywhere (GLEE) Focus Group
- 10) Original Focus Group from Pre-Assessment
- 11) Internal Trainers Focus Group
- 12) Managers of Color/Coalition for Cultural Diversity

Each group session was scheduled for ninety minutes. The individual interviews were conducted in sixty-minute sessions.

The data accumulated from the interviews was then compiled and organized. As general themes and recurring patterns evolved, the structure of the Post-Assessment instrument was determined. With input from the contract administrators in Employee Services, a consensus was reached with the consultant on the important issues to be measured with the survey instrument.

### ***Survey Instrument Production***

The actual survey methodology of the Pre-Assessment was improved upon in the Post-Assessment. Scoring scales were utilized to provide data that could be analyzed accurately for statistical significance and correlation. In addition, the survey instrument was adapted to capture data on new issues surfacing within the County, particularly issues revolving around gays and lesbians, older workers, and differently-abled employees.

Within this framework, the consultant designed a survey instrument that was user-friendly and statistically flexible to allow for a variety of statistical calculations. After this effort, a rough copy of the instrument was produced. A pilot review session was then conducted utilizing members of the County-wide Cultural Diversity Committee. Over the two-hour session, the committee provided important insight on modifications to the format to preclude questions and confusion for the survey respondents.

The consultant incorporated the suggestions of the County-wide CDC, and presented a final draft of the survey instrument for approval by Employee Services. After approval was received, the surveys were delivered to Employee Services on April 21 for distribution on April 25.

### ***Survey Distribution***

The survey was distributed via internal mail at Multnomah County to a selected group of County managers and employees. The sample was a structured random sample. This choice was used in order to achieve a statistically significant number of responses from people of color. A true random sample would have provided results closely approximating the demographic make-up of the County, of which currently only 14.5% of the work force are people of color. This structured random sample method resulted in distributing 950 total surveys;

250 to people of color, 700 to whites. For the work force population as a whole, one of every 2.05 people of color were invited to participate, as compared to one of every 4.32 whites.

**Survey Responses**

Of the 950 surveys distributed, 440 (46.32%) were returned to Nesby & Associates, Inc.'s Seattle office. Of those returned, sixteen were unable to be used in calculations because they were returned after the deadline. In addition, fourteen surveys were unable to be analyzed due to inadequate information in the demographic section. Thus, for purposes of tabulation and analysis, 410 (43.16%) usable surveys were utilized.

A breakdown of the surveys along the demographic characteristics of the respondents is detailed below:

<b><u>Characteristics of Survey Respondents</u></b>		
	<b><u>Frequency</u></b>	<b><u>Percentage</u></b>
<b>Job Category</b>		
Manager/Supervisor	103	25.12%
Non-Manager/Non-Supervisor	305	74.39%
No Response	<u>2</u>	<u>0.49%</u>
Total	410	100.00%
<b>Gender</b>		
Male	160	39.02%
Female	249	60.73%
No Response	<u>1</u>	<u>0.24%</u>
Total	410	100.00%
<b>Racial/Ethnic Background</b>		
Person of Color	96	23.41%
White	308	75.12%
No Response	<u>6</u>	<u>1.46%</u>
Total	410	100.00%

	<u>Frequency</u>	<u>Percentage</u>
<b>Sexual Orientation</b>		
Heterosexual	357	87.07%
Gay/Lesbian	29	7.07%
Bi-Sexual	12	2.93%
No Response	<u>12</u>	<u>2.93%</u>
Total	410	100.00%
<b>Differently-Abled/Disabled</b>		
Yes	27	6.59%
No	371	90.49%
No Response	<u>12</u>	<u>2.93%</u>
Total	410	100.00%
<b>Age Group</b>		
Under 20	0	0.00%
20-29	43	10.49%
30-39	102	24.88%
40-49	188	45.85%
50-59	62	15.12%
Over 60	14	3.41%
No Response	<u>1</u>	<u>0.24%</u>
Total	410	100.00%
<b>Department</b>		
Health	94	22.93%
Community Corrections	40	9.76%
Environmental Services	50	12.20%
District Attorney	18	4.39%
Social Services: CFS, Aging, or Juvenile	93	22.68%
Library Services	42	10.24%
Sheriff's Office	42	10.24%
Other	27	6.59%
No Response	<u>4</u>	<u>0.98%</u>
Total	410	100.00%

In addition to the aforementioned demographic data, the following table displays the survey respondents with respect to training session attendance and trainer experience:

<b><u>Respondents' Training Attendance and Experience</u></b>		
	<b><u>Frequency</u></b>	<b><u>Percentage</u></b>
<b>Attended the 1-day seminar<sup>1</sup></b>		
Yes	310	75.61%
No	91	22.20%
No Response	<u>9</u>	<u>2.20%</u>
Total	410	100.00%
<b>Attended the 2-day seminar<sup>2</sup></b>		
Yes	78	19.02%
No	302	73.66%
No Response	<u>30</u>	<u>7.32%</u>
Total	410	100.00%
<b>Taught either seminar for Multnomah County</b>		
Yes	17	4.15%
No	365	89.02%
No Response	<u>28</u>	<u>6.83%</u>
Total	410	100.00%
<sup>1</sup> Cross-Cultural Human Relations training seminar		
<sup>2</sup> Managing the Changing Workforce training seminar		

**Those Who Did Not Respond to the Post-Assessment**

Of particular interest to the contract administrators in Employee Services was data on who *did not* respond to the survey instrument. Nesby & Associates, Inc. can report on the response rate only with the variable of Racial/Ethnic Background. Of the 250 surveys distributed to people of color, 154 (61.6%) were not returned. Additionally, of the 700 surveys distributed to whites, 392 (56%) were not returned. Those numbers are calculated in absence of the 6 surveys returned with no response as to Racial/Ethnic background.

**Those Who Did Not Respond to the Pre-Assessment**

For comparison purposes, when the Pre-Assessment instrument was distributed in 1991, of the 195 people of color invited to participate, 108 (55.38%) surveys were not returned. Of the 300 surveys sent to whites, 153 (61%) were not returned.

As the above boxes indicate, the response rate for people of color declined between the Pre- and Post-Assessment. Conversely, the response rate for whites increased between the Pre- and Post-Assessment.

## POST-ASSESSMENT FINDINGS

### ***Changes in the Work Environment***

#### **Limited Statistically Significant Changes in the Work Environment**

The Post-Assessment was designed to allow a comparison between the perceptions of County managers and employees of working conditions in the County before and after the commencement of the diversity initiative. These perceptions provide the basis for managers' and employees' recognition and understanding of the County work environment based on their actual experiences and shared communication. The questionnaire instrument was designed to measure perceived changes in the work environment. As a result of the improved survey methodology used in the Post-Assessment to measure statistical significance and correlation, direct statistical comparisons can not be made between the Post- and Pre-Assessments. However, the *findings* of the two assessments can be directly compared. In addition, change can also be derived from comparing "Before" responses to "After" responses on the Post-Assessment survey instrument.

In an effort to measure statistically significant changes in the Multnomah County work environment, Nesby & Associates, Inc. first ran tests of significance for the entire data sample of 410 respondents to the Post-Assessment. The findings of this are summarized in the table below.

<b><u>Statistical Significance of Perceived Change (Post-Assessment)</u></b>		
t-Test: Paired two-Sample for Means		
	<u>Before</u>	<u>After</u>
Mean	3.11075	3.2835
Variance	0.11232	0.11288
Pearson Correlation	0.966392	
Pooled Variance	0.108815	
t	-12.5581	
P(T<=t) one-tail	1.39E-15	
t Critical one-tail	1.684875	
P(T<=t) two-tail	2.79E-15	
t Critical two-tail	2.022689	

Essentially, for the data series as a whole, there has not been a large amount of perceived change that is considered statistically significant. However, as statistical analysis on perceptual surveys such as this is an inexact science, the consultant continued with further analysis into individual survey statements. This preliminary analysis uncovered ten statements whose descriptive variables contained interesting results. These ten identified statements are as follows (Numbering and language is identical with actual survey instrument):

5. Employees get timely information from upper management about diversity-related issues.
6. Most employees are able to talk about race-related problems with employees of another race at Multnomah County.
7. Most people of color are able to talk about race-related problems with whites at Multnomah County.
11. Managers seem to be open to feedback about their actions which might offend others of different backgrounds.
22. Complaining about sexual harassment would not hurt an employee's career with Multnomah County.
35. Whites and people of color work collaboratively in Multnomah County.
37. Regardless of race and ethnicity, procedures for filling job openings and promotions are consistent in Multnomah County.
40. Generally, County employees would challenge others who made negative racial/ethnic comments or jokes in the workplace.
42. Multnomah County managers/supervisors are held personally accountable for achieving Affirmative Action goals.
43. Employees in Multnomah County understand the goals and objectives of the Affirmative Action plan.

The descriptive variables and resulting analysis for the aforementioned questions are presented in the following pages. Additional regression statistics can be referenced in Appendices 1-10, on file at Employee Services.

People of Color and Whites Sharing More Perceptions

**Descriptive Variables for Statements of Communication**

		<u>Mean</u>	<u>Median</u>	<u>Mode</u>	<u>Std. Dev.</u>
5. Employees get timely information from upper management about diversity-related issues.	Before	2.72	3.00	3.00	1.163
	After	3.12	3.00	3.00	1.243
6. Most employees are able to talk about race-related problems with employees of another race at Multnomah County.	Before	2.70	3.00	3.00	1.157
	After	2.94	3.00	3.00	1.166
7. Most people of color are able to talk about race-related problems with whites at Multnomah County.	Before	2.55	2.00	2.00	1.103
	After	2.77	3.00	3.00	1.104

Nesby & Associates, Inc. examined statement 5, "Employees get timely information from upper management about diversity-related issues," for the following reasons:

- 1) the responses in the overall ratings showed improvement;
- 2) the standard deviation was relatively large; and
- 3) the standard deviation was larger for the "After" response.

In the Pre-Assessment, this type of finding on the variance showed a strong correlation based on race/ethnicity. However, when regression tests were run to determine correlation during the Post-Assessment, the consultant found that a lesser degree of variance could be explained by the race/ethnicity variable. There is a strong correlation, but one that is lessening as the diversity initiative continues. In other words, the wide degree of difference in responses during the Pre-assessment has narrowed over the last three years. And, the differing perspectives that are being revealed have less to do with race/ethnicity. In fact, for this particular statement, the widening standard deviation can be attributed to age factors. Those over the age of 60 tended to agree with the statement, while those between the ages of 40 and 49 tended to disagree.

The next statement, number 6, reads, "Most employees are able to talk about race-related problems with employees of another race at Multnomah County." Regression analysis determined that the variance in answering the "Before" response was due in large part to the job category (manager/supervisor or non-manger/non-supervisor) of the respondent. Managers and supervisors tended to disagree with this statement more so than others. However, the "After" response showed more agreement and no significant correlation among demographic variables.

The analysis of the last statement under the *Communication* heading, Statement 7, proved to be much like that of Statement 6, with the only difference being a correlation to race/ethnicity rather than job category. The statement says, "Most people of color are able to talk about race-related problems with whites at Multnomah County." Regression analysis proved a strong correlation with the variable of race/ethnicity for the "Before" responses. However, that correlation all but disappeared for the "After" responses, proving to be insignificant.

Exemplified by the data on Statement 7, the *Communication* segment of the Post-Assessment survey showed that where once strong differences in perception were held by people of color and whites, a more common understanding of the situation is emerging. People of color and whites are beginning to develop common perceptions on issues of communication. In addition, the responses seem to indicate a positive change. While further common development and advancement is needed and hoped for, this progress is a positive first result.

**Descriptive Variables for Statement of Management**

		<u>Mean</u>	<u>Median</u>	<u>Mode</u>	<u>Std. Dev.</u>
11. Managers seem to be open to	Before	2.90	3.00	3.00	1.116
feedback about their actions which	After	3.17	3.00	4.00	1.175
might offend others of different					
backgrounds.					

With regards to Statement 11 under the *Management* segment, "Managers seem to be open to feedback about their actions which might offend others of different backgrounds," the descriptive variables show positive change in the agreement to the statement. Most promising for the County is the mode, or the most frequently chosen response. The Post-Assessment results show that the mode has climbed from a "Before" rating of "3" to an "After" rating of "4" on a scale from 1 to 5.

Much like the earlier statements under *Communication*, the "Before" responses to Statement 11 were highly correlated to race/ethnicity, with people of color perceiving the situation with more disagreement. The analysis shows that there is no significant correlation on the response for "After" the diversity initiative. Once again, this indicates that people of color and whites are beginning to develop a more common perception on the issues, in this case one of management in the County. In this situation, as in other analyses in this report, the fact that the number of responses from people of color was less than those from whites does not influence the statistical significance of the findings.

Concern in Reporting Sexual Harassment

Descriptive Variables for Statement of Gender/Sexism

		<u>Mean</u>	<u>Median</u>	<u>Mode</u>	<u>Std. Dev.</u>
22. Complaining about sexual harassment would not hurt an employee's career at Multnomah County	Before	2.73	3.00	3.00	1.227
	After	2.97	3.00	3.00	1.327

Statement 22, "Complaining about sexual harassment would not hurt an employee's career with Multnomah County," proved to be a complicated analysis. The consultant found a strong correlation between responses and age (particularly for the "After" response), job category (particularly for the "After" response), and race/ethnicity. While women tend to rate this statement with less agreement than men, the surprising correlation follows in a multiple regression with the above mentioned variables. The analysis showed that gender was *not* the strongest indicator of correlation. Those respondents above the age of 60

rated the statement with a high degree of agreement, while those between the ages 40 and 49 rated the statement with a much lower degree of agreement. Not surprisingly, non-managers rated this question with much more disagreement than managers. Additionally, people of color rated the statement with more disagreement than whites. Lastly, women of color perceived the situation with the most pessimism.

The survey responses indicate that the work environment, in general, is supportive and positive towards women. However, the issue of sexual harassment clouds the other findings. This issue was identified as a major concern in the Pre-Assessment, and it remains so through the Post-Assessment. While some degree of positive change has taken place, the consultant believes that the issue of sexual harassment remains problematic for County management.

Perception Gaps on Race-Related Issues

<u>Descriptive Variables for Statements of Race-Relations</u>					
		<u>Mean</u>	<u>Median</u>	<u>Mode</u>	<u>Std. Dev.</u>
35. Whites and people of color work collaboratively in Multnomah County.	Before	3.71	4.00	4.00	1.025
	After	3.84	4.00	4.00	0.975
37. Regardless of race and ethnicity, procedures for filling job openings and promotions are consistent in Multnomah County.	Before	2.98	3.00	3.00	1.391
	After	3.02	3.00	4.00	1.404
40. Generally, County employees would challenge others who made negative racial/ethnic comments or jokes in the workplace.	Before	2.88	3.00	3.00	1.247
	After	3.29	3.00	4.00	1.257
42. Multnomah County managers/supervisors are held personally accountable for achieving Affirmative Action goals.	Before	3.01	3.00	3.00	1.252
	After	3.28	3.00	3.00	1.267

**Descriptive Variables for Statements of Race-Relations (Continued)**

		<u>Mean</u>	<u>Median</u>	<u>Mode</u>	<u>Std. Dev.</u>
43. Employees in Multnomah County	Before	2.74	3.00	3.00	1.261
understand the goals and	After	3.05	3.00	3.00	1.327
objectives of the Affirmative Action					
plan.					

Regression analysis on each of these statements uncovered a strong correlation between the responses and the demographic variables of race/ethnicity and age. In all cases, people of color rated the statements lower than whites. However, statements 37 and 43 showed a lesser degree of correlation on "After" responses than on "Before" responses. While this supports the thought that some common perceptions are beginning to develop between people of color and whites, the consultant feels that the positive change is greatly overwhelmed by the divergent positions held on race-related issues by whites and people of color.

With respects to age, those over 60 rated the question with an extremely high degree of agreement, particularly when compared to those between the ages of 40 and 49. In addition to the regression statistics in the appendices (Numbers 6 through 9), this data is explored in greater detail in the section detailing the current organizational climate (Section beginning on Page 28).

***Relevance of the Training***

**Training Provided Value and Relevance**

At the beginning of the diversity initiative at Multnomah County, two of the chief objectives established by Employee Services for the diversity education training were to increase the level of cultural awareness and to increase sensitivity to cultural differences. As the evaluator of the process, Nesby & Associates, Inc. believes that important advancement has been made for these objectives.

From the regression correlation analysis performed, it was revealed that managers and employees of the County are beginning to develop shared perceptions of the work environment. Whereas groups of people, most

noticeably people of color and whites, previously viewed the same situation with vastly different perceptions, they are now beginning to share similar perceptions in certain areas. Specifically, people of color and whites are beginning to agree on issues revolving around communication, management, policies, and the like. However, as mentioned before, the data points out that there is still a significant division with regards to perceptions on issues of race and ethnicity. In many cases, there are still substantial opportunities for further improvement.

The data gathered from the Post-Assessment survey indicates that employees now feel more comfortable with confronting and challenging others who make offensive remarks, comments, or jokes that are inconsistent with the County's directive on diversity acceptance in the workplace. This clearly underscores fulfillment of one of the County's basic diversity goals of increased sensitivity. Moreover, employees now feel more comfortable to raise issues that once were difficult to raise. The training has also enabled discussions on non-traditional subject areas which tend to create discomfort for some. However, the challenge, according to survey respondents and interviewees, is the difficulty to resolve situations centered around these areas. At this point, employees and managers tend to avoid conflict rather than collaborate and provide follow-through on difficult situations.

An additional need established prior to the training was to develop managers and supervisors with cultural awareness and sensitivity in order to modify behaviors to preclude stereotyping people of color, gays and lesbians, employees of the opposite gender, and those from culturally diverse backgrounds. As this report will detail later, this is another focal point that has witnessed positive change.

Prior to the diversity efforts at Multnomah County, gay men and lesbian women were looking to gain acceptance and equal opportunity. Three years later, they have become a more visible part of the employee population and the surrounding community. However, interview data points out that their frustration remains high, with some of it pertaining to the diversity training. Many gays and lesbians perceived the gay and lesbian training module as one that was frequently omitted from the training seminars (explained further on page 24). In addition, some thought that the module itself was open for improvement, despite

repeated attempts by the consultant and Employee Services at refinement. The consultant feels that members of GLEE should be utilized if the module is updated and modified.

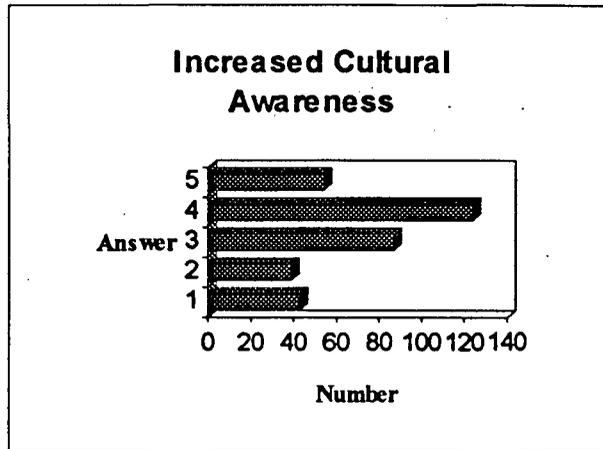
With further respects to the training, although it was effective in raising cultural awareness and sensitivity, many shared negative feelings with the consultant during interviews and on the *Comments* segment of the survey questionnaire. These comments centered on the considerable time and expense put forth by the County, as well as a few questioning the effectiveness of the methodology. The consultant feels that developing an atmosphere that enables the free expression of thoughts on diversity-related issues is a positive step in increasing awareness and sensitivity

### ***Evaluation of Methodology and Logistics***

#### ***Frustrating Seminar Logistics and Methodology***

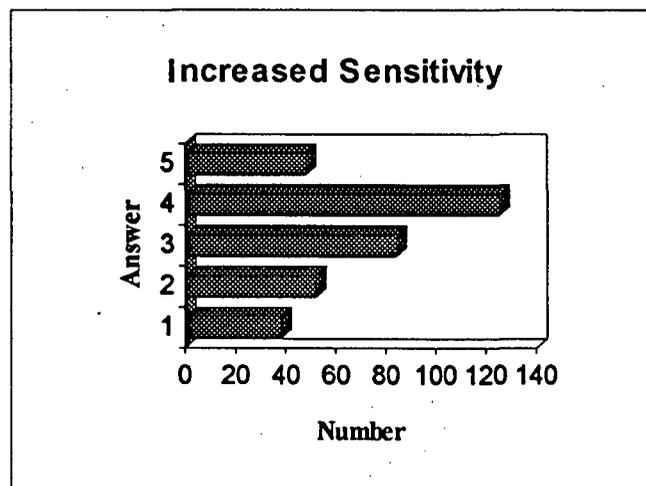
Based on the qualitative data gathered on the *Comments* section of the survey instrument and through the individual and focus group interviews, the consultant became aware of the frustration experienced by many County employees who experienced cancellations and rescheduling of training sessions. In addition, individuals expressed concern that they could not determine at the time of registration who the trainers were. This became an issue because individuals were concerned with having a direct supervisor as one of the trainers (This subject is investigated further below in *Effectiveness of Internal Trainers*). With regards to logistics, these were the only opportunities for improvement shared with Nesby & Associates, Inc.

As far as an evaluation of the training methodology, several key determinants of effectiveness were discerned using the data generated by the survey. The participants evaluated the training higher in areas focused on "increased cultural awareness" and "increased sensitivity to cultural differences." The results for the statement, "The training has increased cultural awareness" (Statement number 44), are presented in the graph on the following page.



With all responses to the survey questionnaire, "1" depicted 0% agreement, while "5" depicted 100% agreement. While the average rating for this statement is a 3.31, the graph clearly shows that the most frequently chosen response, is a "4."

With results much like the aforementioned statement, the results of the statement, "The training has increased sensitivity to cultural differences" (Statement number 45), are presented in the following graph.



Likewise, although the average response for this statement is 3.27, the most frequently chosen response is clearly "4."

Below are several of the direct quotes that respondents wrote on the *Comments* segment of the Post-Assessment survey instrument:

"Your training has made a very strong and positive difference at Multnomah County. It was very progressive for the County to pursue this in times when government backlashes are occurring throughout the state."

"I think the 'Nesby Training' was an effective way to initiate a culture shift with the County – It began a process that will take years and lots of continued effort."

"I would like to see a different program that does not put people into slots. This is what I thought you were trying to get away from."

"... a lot of positive awareness was generated – a good first step. Extremely important to continue efforts."

"The cultural diversity training is a waste of county money."

"I would like to see continued cultural awareness workshops."

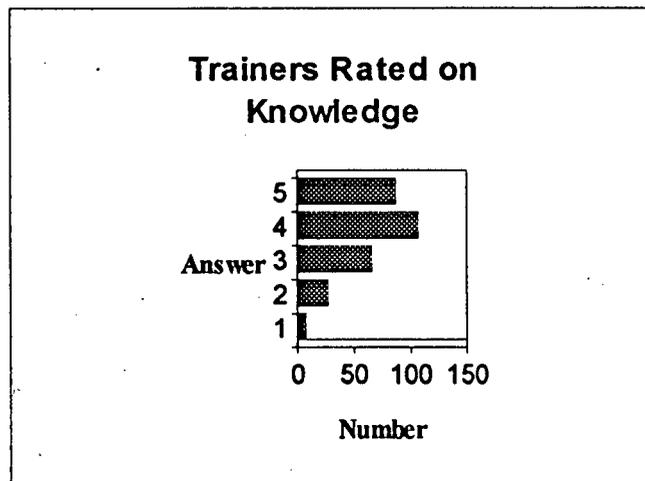
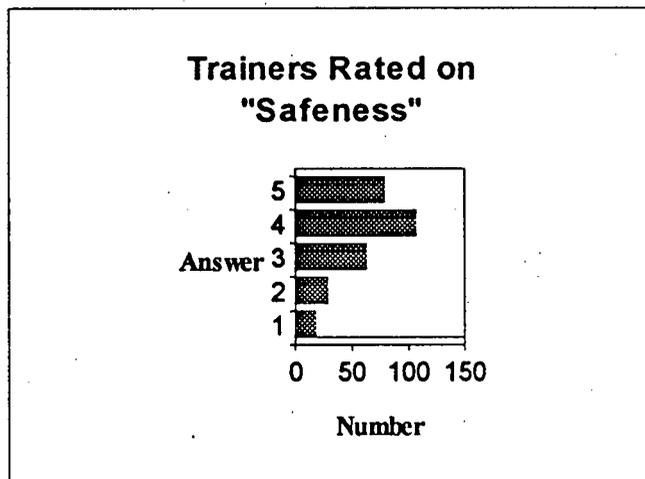
While the above mostly represented the perceived strengths of the training, the opportunities for improvement lie in additional stages of developing cultural sensitivity. Respondents feel improvement opportunities exist in openly discussing diversity-related issues, developing better teamwork, and improving the work environment. This is important due to the direct link to the County's new "RESULTS" (Reaching Excellent Service Using Leadership and Team Strategies) initiative that will improve organizational performance. Finally, respondents generally believed that "People's fears about doing or saying the wrong thing to members of other groups have caused them to keep more distance" (Statement number 49). While positive beginnings have been accomplished, it is clear that employees and managers of the County need to continue to build a culture that values the contributions of everyone.

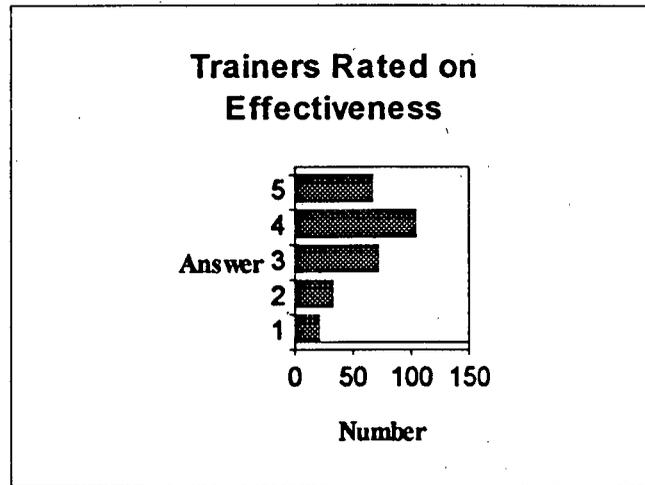
**Effectiveness of Internal Trainers**

**Internal Trainers Perceived as Safe and Knowledgeable**

The respondents of the Post-Assessment survey instrument rated the Multnomah County internal trainers very favorably. In particular, the respondents agreed that the trainers "made it 'safe' for people to express their opinions," "were knowledgeable about their material," and "were effective in their presentation."

The three graphs that are shown below provide an illustration of the responses from the overall manager and employee population. The graphs show the percentage response for each of the available answers, 1 (0% agreement) through 5 (100% agreement).





In addition, qualitative data gathered during the individual and focus group interview phase also drew praise for the internal trainers. Nearly all of the interviewees believed that utilizing the internal trainers was the most efficient use of the County's resources. Furthermore, along the line of the statistical data generated by the survey instrument, most interviewees believed that the internal trainers had a sufficient amount of subject knowledge and skills that enabled them to facilitate the presentation and subsequent discussions.

A notable criticism of the internal trainers reveals that the internal trainers failed to cover all subjects in a consistent manner. In fact, many sections were perceived to be routinely skipped. Many employees reported that the Gay and Lesbian Module was regularly passed over. Whether this was a function of poor time management during the training seminar or trainers' uneasiness with the subject matter, diligence should be taken to ensure that each training session treats all educational modules consistently.

Lastly, a few individuals expressed a concern on having a member of the management team or direct supervisor as a trainer. Some felt compelled to avoid controversial subjects in front of trainers with position authority due to the fear of adverse ramifications. This fear should be noticed by the County. It is the aim of each training session to create a safe environment which makes each participant comfortable enough to share his/her thoughts, perceptions, and beliefs. In addition, each module delivers greater impact with the participation of

everyone in its discussion. One recommendation is to enable participants to know who is scheduled to be a trainer for the session in which they are registering.

***Future Training Needs***

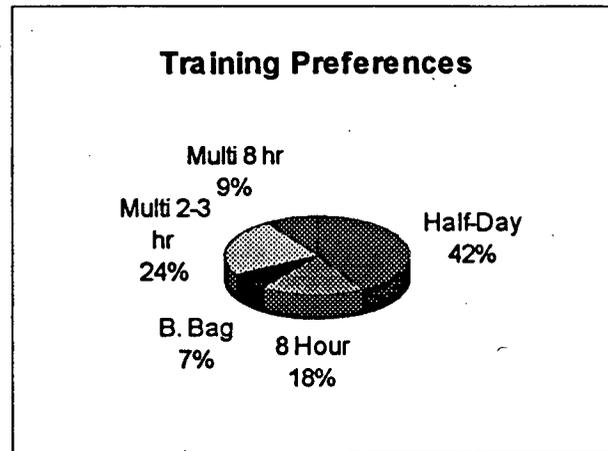
One of the purposes of the Post-Assessment process was to identify opportunities for continued improvement in helping the County successfully accomplish its workforce diversity initiatives. In addition to attempting to determine the organizational education needs through interviews and survey response data, the survey asked respondents to rate subject areas in which they would most like to receive additional training.

The following table displays the top five chosen responses for future training, along with the percentage of respondents choosing each subject item.

<b><i>Most Desired Future Training</i></b>	
<b><u>Subject Matter</u></b>	<b><u>Percentage of Respondents</u></b>
Communication Styles/Personalities	52%
Conflict Management	50%
Ethics/Values	42%
Understanding Language Differences	39%
Decision-Making Skills	34%

The consultant strongly believes that the above listed desired training subjects will greatly assist the successful implementation of the "RESULTS" campaign. In addition, aside from the desired training needs identified by the respondents, Nesby & Associates, Inc. has ascertained additional training recommendations that are included in the *Recommended Courses for Advancement* segment found at the conclusion of this report (See page number 43).

As far as future trainings are concerned, a question was included on the Post-Assessment that asked the respondents' preference on delivery methodology. Of the 370 responses to the question, 156 (42.16%) preferred half-day programs. This was nearly double the second choice, which was to have several 2- to 3-hour programs. This data is depicted in the graph below.



Finally, it should be noted that respondents overwhelmingly chose personal initiative as the item that most influenced their personal positive change towards accepting and appreciating diversity. The table below list their preferences:

**Most Influential in Change**

	<u>Frequency</u>	<u>Percentage</u>
Personal Initiative	160	39.02%
Diversity Training	58	14.15
Work Environment	57	13.90
Other	37	9.02
Unidentified	34	8.29
Outside Reading	33	8.05
None	18	4.39
CDCs	<u>13</u>	<u>3.17</u>
Total	410	100.00%

***Impact of the Cultural Diversity Committees (CDC's)***

***Employees Not Aware of the Cultural Diversity Committees (CDC's)***

Throughout the Post-Assessment process, the consultant found a tremendous amount of valuable information on the workforce's general insights into the activities of the various CDC's. When interviewing the nineteen individuals early in the Post-Assessment process (see page 6), the consultant received a polarized opinion of the effectiveness of the CDC's. Some were well aware of CDC activities (some interviewees were actually members of committees), and

thought that their work had been effective in raising issues within the County. However, seventeen of the nineteen interviewees from the individual sessions were not aware of the existence of CDC's. These individuals' initial exposure to the purpose and activities of the CDC's occurred during their interview.

In addition to the interview data, the survey data provided very similar results. In fact, with the exception of the six statements that dealt specifically with the training, the two statements in the survey concerning CDC's were the most frequently unanswered. Twenty-five percent of all respondents chose to omit Statement 51, "Our department's/division's Cultural Diversity Committee has been effective in addressing diversity-related issues," while only a few more respondents answered Statement 50, "The County-wide Cultural Diversity Committee has been effective in addressing diversity-related issues."

Excluding those who left the CDC statements on the Post-Assessment questionnaire unanswered, the mean for numbers 50 and 51 were 2.86 and 2.94 respectively. Of particular interest is the large number of respondents who rated the questions a "1" (0% agreement with the statement). Clearly, for the CDCs to be effective in their missions, they need to become much more forward about their purpose and goals in relationship to the general workforce. In the table below, the descriptive statistics are presented for Statements 50 and 51:

<b><u>Descriptive Variables for CDC Survey Statements</u></b>		
	<b><u>Statement 50</u></b>	<b><u>Statement 51</u></b>
Mean	2.86	2.94
Median	3	3
Mode	3	3
Frequency		
1 (0% agreement)	49	48
2	64	53
3	113	106
4	60	68
5 (100% agreement)	29	32
No Response	95	103

As the situation currently exists, few people are aware of the existence of departmental CDC's. This provides the greatest degree of concern for the committees themselves. Accordingly, if individuals are unaware of the activities of CDC's, this preempts the possibility of participating in them. The CDC's could only become more effective with the full utilization of the human resources available to them.

### ***Current Organizational Climate and Culture***

While Multnomah County's diversity efforts have achieved the initial objectives of increasing cultural awareness and sensitivity to cultural differences, there are additional areas on which to focus that will improve the work environment. The data gathered from the Post-Assessment survey instrument enabled the consultant to provide a current analysis of the County's work climate and culture.

### ***Improved Communication Across Cultures***

In the Pre-Assessment, it was noted that there was a polarization of perceptions between people of color and whites on issues of cross-racial and basic communication. The greatest degree of difference came in comparing the perceptions of managers of color to white managers, particularly with perceptions of openness to feedback about actions that might offend others of different backgrounds. Managers of color viewed openness of managers, in general, more pessimistically than whites. The Post-Assessment indicates that on issues of communication and management, people of color and whites are beginning to develop a smaller perception gap, or arriving at more common perceptions. However, while every demographic subset agrees that there has been positive advancement since the onset of the diversity initiative, there is still a difference of perception, and a continuing opportunity to close the gap.

The table below summarizes the descriptive findings on survey statements focusing on communication.

#### **Comparisons on Perceptions of Communication**

4. Employees get timely information from upper management about work issues.
5. Employees get timely information from upper management about diversity-related issues.

6. Most employees are able to talk about race-related problems with employees of another race at Multnomah County.
7. Most people of color are able to talk about race-related problems with whites at Multnomah County.
8. Employees communicate well with others who speak English as a second language.
9. Supervisors and managers communicate effectively with employees who speak English as a second language.

Question	People of Color		Whites		Managers of Color	
	Before	After	Before	After	Before	After
4	2.79	3.01	2.83	2.90	3.04	3.41
5	2.40	2.78	2.81	3.22	2.44	2.93
6	2.52	2.88	2.75	2.96	2.32	2.81
7	2.33	2.74	2.61	2.78	2.30	2.93
8	2.60	2.95	2.99	3.16	2.24	2.52
9	2.83	3.06	3.04	3.17	2.85	3.00

**Overall Mean for Communication Statements**

	<u>Before</u>	<u>After</u>
4. Employees get timely information from upper management about work issues.	2.82	2.93
5. Employees get timely information from upper management about diversity-related issues.	2.72	3.12
6. Most employees are able to talk about race-related problems with employees of another race at Multnomah County.	2.70	2.94
7. Most people of color are able to talk about race-related problems with whites at Multnomah County.	2.55	2.77
8. Employees communicate well with others who speak English as a second language.	2.89	3.12
9. Supervisors and managers communicate effectively with employees who speak English as a second language.	2.89	3.12

As these statistics illustrate, people of color, particularly those who are managers, rate communication in the work environment lower than whites. However there are three critical factors to consider when looking at these statistics. First, perceptions between people of color and whites are beginning to approach each other. Secondly, both are rating the statements with a degree of positive change over the last three years. Finally, the County still rates lower than its management would want to achieve.

Of the preceding findings, the consultant would like to point out the importance of gradually achieving a common perception. People are beginning to share common perceptions about problems, and many individuals who may have denied, or were unaware, that problems exist are now readily acknowledging human relations problems in the County. Prior to the diversity efforts at Multnomah County, the groups listed above, and their respective perceptions of the work environment, were distinctly separated.

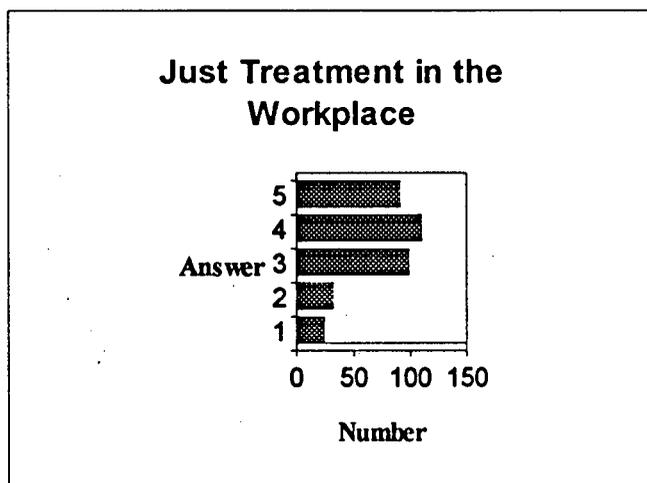
During the Pre-Assessment, it appeared that people of color and whites had vastly different views on human relations and diversity. After the training, the divergent groups appear to be recognizing and working through differences regarding communication on awareness of the need for diversity education and change. With that communication comes a more common ground concerning the need for diversity education across racial lines.

While it is worthwhile reporting the positive overall change and the bridging of perceptions among different groups, it is important to note that the ratings for each statement are much lower than the level to which management at Multnomah County aspires. Communication has proven to be the foundation for a successful implementation of a diversity initiative which drives an organization into creating an environment that treasures the contribution of everyone. Only with full and free communication and information sharing within the workforce will the County reach its diversity goals. The Post-Assessment survey instrument findings indicate that the County has an opportunity to improve upon the progress made during the last three years.

Management Practices Beginning to Reflect Workplace Diversity

The cumulative data gathered on management practices from the Post-Assessment survey illustrates favorable, positive responses. Importantly, it is believed by County employees that the training has influenced managers not to hold stereotypes of people of color, gays and lesbians, and others.

Additionally, the cumulative data indicates that well over half the respondents believe, "Multnomah County managers/supervisors treat people of color, gays and lesbians, and others justly in the workplace" (Statement number 16). The average score for this statement, after the training, was a 3.6. With managers and non-managers responding to this survey statement with almost identical scores, this rating signifies forward progress from before the training to afterwards in how managers view diversity and its impact on their management styles, leadership capabilities, and shared values for the support of diversity. Furthermore, qualitative data from the interviews supports this finding. Overall, the perception is that managers and supervisors at Multnomah County generally treat people from diverse backgrounds in a just manner. The bar chart below shows the responses to survey statement number 16, after the training.



As before, a response of "1" indicated 0% agreement with the statement, while a response of "5" indicated 100% agreement with the statement. Although the level of agreement is high overall, people of color are still below other groups in their agreement to the statement, "Multnomah County managers/supervisors treat people of color, gays and lesbians, and others justly in the workplace." Yet, it should be further noted that people of color have perceived some positive change in the environment due to the training. Finally, women indicated the

strongest agreement that management treat people from diverse backgrounds justly.

While the general perception among employees is that managers at the County treat people from diverse backgrounds justly and have reduced negative stereotypes of others, their opinions differ on the subject of abilities to handle human relations conflicts. When human relations conflicts emerge, employees and managers recognize that they lack the necessary skill base to resolve the problems. This response pattern was seen again on the responses to statement number 49, found in the *Training* segment of the survey. Respondents' answers to that question indicated that there is a "fear about doing or saying the wrong thing to members of other groups" that has caused them to keep more distance. These findings imply that managers clearly need more skills to manage human relations conflicts. Their lack of demonstrated skills in resolving problems does not motivate employees to work more in solving problems at their level in the organization.

#### *Supportive Work Environment for Women*

For the most part, the working environment for women in Multnomah County is supportive. The County has long provided many opportunities in management and supervisory positions to women. In addition, respondents of the survey questionnaire and participants of interviews agreed that communication between genders is primarily effective and successful. However, for the last several years the subject of sexual harassment has been frequently discussed in the County. The Post-Assessment shows that this issue is still one of importance.

During the Pre-Assessment survey and interviews of three years ago, the majority of respondents felt complaining about sexual harassment would adversely impact an employee's career at the County. The Post-Assessment survey has found much the same response, showing a slight positive change (8.58%) in the perceptions of the work environment. The table below reveals the respondents perceptions to survey statement number 22, "Complaining about sexual harassment would not hurt an employee's career at Multnomah County."

**Descriptive Variables Concerning Sexual Harassment**

	<u>Before</u>	<u>After</u>
Mean	2.73	2.97
Median	3.00	3.00
Mode	3	3
Frequency		
1 (0% agreement)	71	65
2	82	63
3	108	91
4	63	76
5 (100% agreement)	33	53
std. dev.	1.22672	1.32658

The descriptive statistics show a large standard deviation, indicating that there was a large degree of variation in the answers. This variation is explained below (as well as previous analysis on page 16). Those respondents above the age of 60 rated the statement with a high degree of agreement, while those between the ages 40 and 49 rated the statement with a much lower degree of agreement. Non-managers rated this question with much more disagreement than managers. Additionally, people of color rated the statement with more disagreement than whites. Lastly, women of color perceived the situation with the most pessimism. This is a result of women rating statement number 22 with less agreement than men.

The data shows that the subject of sexual harassment should continue to be a discussed issue at Multnomah County. The overall rating of 2.97 could imply that individuals could be experiencing sexual harassment in their workplace, but may be very hesitant to report it. It is a priority for the County to form an open environment and embrace diversity so that one can report illegal activities and not feel like she/he would experience adverse repercussions.

The data gathered also shows some interesting information concerning genders in non-traditional jobs. The combined majority of all groups indicated that men and women are accepted in non-traditional positions. However, men in non-traditional jobs still appear to be more readily accepted than women in non-traditional jobs.

*Fair Treatment of Older Workers*

The data gathered during the Post-Assessment indicates a favorable work setting for older workers. On the survey instrument, Statement 23 read, "Older workers are treated fairly in employment and advancement." Multnomah County employees ages sixty and above scored that statement an average of 3.77, indicating strong agreement. In addition, those employees ages fifty to fifty-nine rated this statement an average of 3.27, also indicative of agreement. This communicates that individuals at the County ages fifty and above do not appear to be overly concerned about age discrimination. Survey results indicate that advancement opportunities may and/or have been made available to older workers. Finally, people under the age of fifty also agree that one's age would not be a negatively-considered factor in employment and advancement at the County.

*Fair Treatment of Differently-Abled Workers*

Unlike the Pre-Assessment, the contract administrator requested that the Post-Assessment conduct some analysis of the County's work environment for differently-abled individuals. The driving force behind this was an increased awareness and priority due to the passing of the Americans with Disabilities Act since the Pre-Assessment was conducted.

Of the 410 usable surveys returned, only twenty-seven respondents indicated that they were differently-abled workers. Their responses to the survey statements, particularly the section pertaining to differently-abled, closely resembled the responses of other groups. As an additional source of data, the consultant also gathered a wealth of qualitative data during interviews and with survey comments.

For the most part, the general workforce population believes that both managers and fellow employees treat differently-abled workers fairly. This is supported

with the statistical data from the survey instrument, where there is very little difference of perception. However, differently abled workers had a somewhat different perception on the survey statement, "Differently-abled employees are hired based on the same factors as others." While others rated the current situation with an average agreement of 3.27, differently-abled workers rated the statement slightly below average, with a 2.95 level of agreement.

Due to the sample size of differently-abled employees and the small degree of variance with the perceptions of others, the relevance of the statistical significance of this difference can be questioned. Most important, however, is that both demographic groups rated this statement with much less agreement than management at Multnomah County aspire to achieve. The implication in the responses indicates that a lack of knowledge and information on differently-abled individuals could possibly interfere in the hiring process of candidates.

As a final note of potential concern, although the clear majority of interview participants expressed pride in the manner in which differently-abled co-workers were accommodated by the County, a few shared instances in which differently-abled workers were subject to long delays in receiving equipment essential to accomplishing job functions. While this is apparently not a crisis situation, differently-abled employees must continue to offer ideas and suggestions to the appropriate people for positive change. At the same time, managers must be prepared both to offer ideas and suggestions for positive change, and to obtain needed equipment in a timely manner.

#### *Increased Awareness of Issues of Sexual Orientation*

The Post-Assessment process was successful in obtaining a tremendous amount of quantitative and qualitative data regarding gays and lesbians in County workforce. The data indicates a positive change regarding acknowledgment of gays and lesbians in work environment, implying that the organization is less homophobic. However, comparing the scores of gays and lesbians with heterosexuals sheds additional insight. The statement of interest are numbers 29 and 30. These statements are as follows:

29. Gays and lesbians in Multnomah County do not experience harassment from managers if they are "out" about their sexual

orientation.

30. Gays and lesbians in Multnomah County do not experience harassment from fellow co-workers if they are "out" about their sexual orientation.

When comparing the gay and lesbian average agreement of 3.25 and 2.52 for the "After" responses to statements 29 and 30 on the Post-Assessment with heterosexuals' averages for "After" responses of 3.86 and 3.49, it indicates the County appears to be less homophobic in its management ranks as compared to the general employee population. Furthermore, in comparison to the Pre-Assessment, it appears that the County, in whole, is beginning to demonstrate a greater understanding of gay and lesbian employees. Perhaps the training, Gay and Lesbian Employees Everywhere, and other CDC's have played an important role in influencing change. Employees at Multnomah County are more aware of issues regarding sexual orientation than they were three years ago. Their increased knowledge has been a contributing factor in establishing an environment which embraces diversity. In time, more education regarding factors around sexual orientation will continue to remove barriers of prejudice and homophobia.

Also on the survey, Statement 31 states, "'Out' gays and lesbians in Multnomah County experience the same hiring and advancement opportunities as other individuals." Heterosexuals' most frequent response to this statement was a "5." This contrasts sharply with the most common gay and lesbian response, that of a "3." This indicates that there is an opportunity for more open discussion regarding perceptions of hiring and advancement opportunities for gays and lesbians as compared to other groups. While both gays and lesbians rated this statement middle to high, the real opportunity is to discuss the vastly differing perceptions of reality.

Finally, qualitative data supports the perception that the level of acceptance of gays and lesbians depends greatly on the department. Some departments are perceived to be more positive work environments. While this perception is far from unanimous, even to gays and lesbians, it deserves attention.

"As a gay man, I feel better about being open about my orientation to my co-workers than I was before. It's part of the reason I moved to this part of the country. However, there must still be improvement."

"I appreciated the effort with the Gay and Lesbian module in the training, but I felt it was given secondary treatment to the issues of other groups, like race."

"The environment depends on your immediate work group. Some are great, some are horrible."

"The leadership of the County is behind us. Support of Gay Pride is proof."

Perceptions of Unequal Treatment

While the Post-Assessment survey has shown that people of color and whites are beginning to develop a more shared perception of many issues, there still appears to be a division of perception on racial and ethnic statements. Statement number 36, "People of color do not have to do more than others in order to be recognized and advanced at Multnomah County," provides a typical illustration. The results of this statement are presented in the table below.

<u>Descriptive Variables Concerning Treatment of People of Color</u>		
	<u>People of Color</u>	<u>Whites</u>
Mean	2.40	3.81
Median	2	4
Mode	1	5
Frequency		
1 (0% agreement)	31	15
2	18	24
3	15	50
4	10	76
5 (100% agreement)	10	94

Obviously, there is a huge disparity between the perception of people of color and whites in the area of having to do more than others to succeed. This matches the widespread perception that the consultant uncovered three years ago. Although less of a perception gap exists, the differences are still significant.

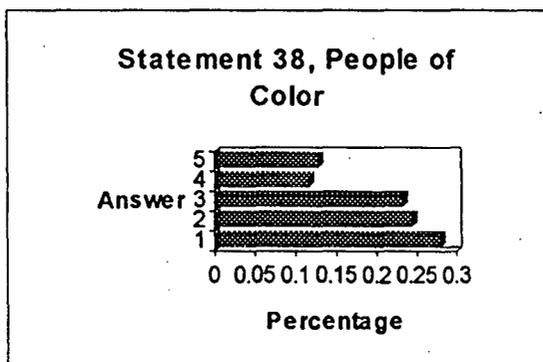
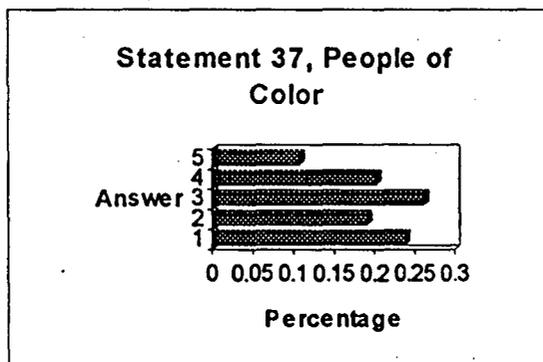
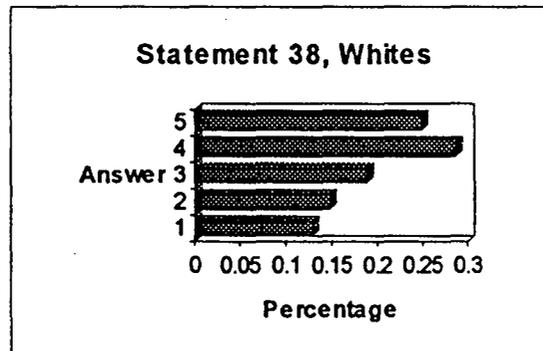
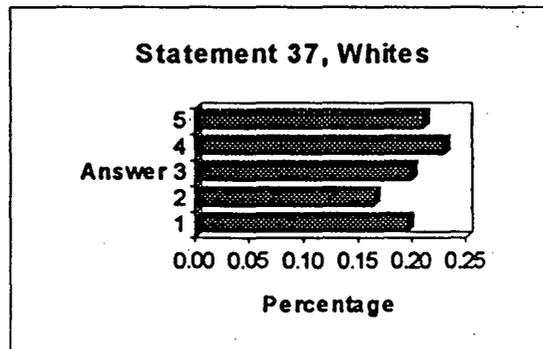
This issue is a broader issue than just Multnomah County, in that it has historical implications based on a long history of racial discrimination within the United States. It has been the experience of the consultant in conducting surveys with other organizations using similar questions, that in all cases people of color and whites have different views. Whites traditionally view the environment as equitable, while people of color have traditionally viewed the environment as inequitable. The historical precedence has had an effect on all organizations in the United States, hence some people of color may have to do more than others to feel they will be equally recognized and advanced in their organizations.

In addition, these general perceptions of America's people of color are misunderstood and not embraced by whites. Nationwide, people of color and whites tend to be very uncomfortable candidly confronting this issue primarily because of fear. Previous research, independent of Multnomah County, reveals that people of color hesitate in being honest and candid regarding race relations on the job because they are concerned about being alienated. Furthermore, whites tend to hesitate in confronting this issue because they fear they may be perceived as being racist. Consequently, these two groups, particularly African-Americans and European (White)-Americans, tend to have superficial relationships on their jobs.

The responses to statement numbers 37 and 38 are interesting and may be problematic for the county. The statements read as follows:

37. Regardless of race and ethnicity, procedures for filling job openings and promotions are consistent in Multnomah County.
38. There are equal opportunities for people of color and whites to advance at Multnomah County.

The cumulative average response was middle-of-the-road as to whether the county used consistent procedures in filling jobs and promotions with regards to race. More specifically, people of color are much more pessimistic in agreeing that the county is consistent in filling job positions and promotions.



The previous graphs plainly point out the difference in opinion and perception between whites and people of color on these two questions. This difference in perception deserves further investigation to determine the following:

- 1) Is this a perception problem only? If so, what effect will it have on future cross-racial communication and relations between employees, as well as between employees and members in communities of color?
- 2) Can we verify the facts from perceptions?
- 3) Are we fair and consistent in our processes for filling jobs and selecting candidates for promotion?
- 4) Are people at the county familiar with hiring and advancement procedures? Are the procedures communicated often, with clarity?
- 5) Is the difference of perception a basic problem of poor communication regarding the methodology used for filling all jobs?

The above questions are only a few that need to be addressed by management. This topic is one that management should pay close attention to due to the issue's legal implications.

The survey instrument also addressed the subject of challenging negative racial/ethnic comments or jokes in the workplace. The data shows that a positive change has taken place as a result of the training. Simply stated, the training has increased the employees' awareness. More specifically, employees are more comfortable than before in challenging and confronting others who make negative and caustic racial or ethnic comments and jokes in the workplace. It appears that County employees have moved from a *forming* stage, meaning mainly focusing on being superficially polite, to a *storming* stage, meaning employees are willing to confront others who make statements that do not correspond with the County's initiative regarding diversity. This is significant progress. As employees continue to develop, they will experience the *norming* stage, meaning effectively working through cultural differences. And finally, they will emerge into the *performing* stage, utilizing diversity as a competitive advantage.

The county will continue to experience more success in diversity when employees and managers seek out opportunities to help others learn and value diversity. In fact, managers should develop symbolic ways of recognizing

employees that have done something unique or extraordinary to make the County a more desirable place to work.

The final statements under the People of Color segment of the survey instrument, numbers 41-43, focused on Affirmative Action. The statements read as follows:

41. Multnomah County managers personally support Affirmative Action.
42. Multnomah County managers/supervisors are held personally accountable for achieving Affirmative Action goals.
43. Employees in Multnomah County understand the goals and objectives of the Affirmative Action plan.

These questions highlighted some common threads in the participants' responses. Overall, when the survey asked respondents to respond to statements concerning communication, management, gays and lesbians, older workers, and differently-abled workers, there was more of a similar understanding about those issues, regardless of race. However, as mentioned before, when the questionnaire focused on subject matter that specifically addressed race and ethnicity, there was significant disparity between people of color and whites in their perceptions regarding issues that traditionally address people of color.

This disparity is evident in the statements concerning Affirmative Action. For example, of 84 respondents of color, only 20 (23.81%) scored a "4" or "5" indicating agreement that County employees understand the goals and objectives of the Affirmative Action plan. On the other hand, whites were generally more optimistic. Of the 261 whites who responded to the statement, 113 (43.30%) scored it a "4" or "5." This poses questions for the Affirmative Action officer and management. Some of those questions include:

- 1) Is the process currently in place to adequately educate all employees about the County's Affirmative Action plan?
- 2) Do managers and supervisors clearly understand and accept the goals and objectives of the County's Affirmative Action plan?
- 3) Have managers and supervisors regularly communicated the value and

- methodology of achieving the plan's goals and objectives?
- 4) How often do managers and supervisors review the plan with employees?
  - 5) Could management be communicating the goals and objectives in an ambiguous manner. If so, why? What would be the best method for correction?
  - 6) Are there elements within the county system that send confusing messages regarding Affirmative Action? If so, what are they? What can we do to eliminate the confusion?

## KEY AREAS OF OPPORTUNITY AND EXECUTION STRATEGIES

### I. AREA OF OPPORTUNITY: PROVIDE SPECIAL FOCUS AND DIRECTION TO THE COUNTY'S DIVERSITY INITIATIVE

County employees are now generally aware of the many aspects of human diversity. Their awareness level has increased, particularly in areas that could involve cross-cultural conflict. To continue the momentum, the County must launch the next steps in the diversity initiative.

#### EXECUTION STRATEGY:

1. Develop a comprehensive plan to complement the "RESULTS" campaign, which should include the following:
  - County-wide definition of diversity
  - Guiding principles focused on supporting the diversity definition
  - Operational areas targeted by a formalized diversity plan
    - Employee & Human Relations
    - Public & Community Relations
    - Service Quality & Revenue Generation
    - Procurement & Supplier Diversity
2. In formulating the above statements and target areas, senior management and the County-wide Cultural Diversity Committee should work with an outside consultant. This will increase the likelihood that all parties fully participate in the process, and will reduce the amount of political maneuvering and possible dysfunctional behavior among managers and key leaders.
3. Determine the roles and responsibilities for the County-wide CDC in order to connect to the County's goals of valuing and managing diversity, and the corresponding objectives communicated through the "RESULTS" campaign.
4. Provide framework to annually announce official County-wide priorities and areas of opportunities by the Countywide chairperson. This will become an advantageous conduit for disseminating progress and new priorities to everyone.
5. Conduct strategic open forum discussions on issues consistent with

the comprehensive plan and the "RESULTS" campaign.

6. Develop unique performance indicators consistent with operational segments.

## **II. AREA OF OPPORTUNITY: DEVELOP AND COMMUNICATE DEPARTMENTAL DIVERSITY GOALS**

The diversity training has heightened employees' awareness of different cultural and gender groups. The positive feelings about their newly gained knowledge of cultural differences will erode if it is not soon followed by specific actions to ensure continuous improvement. It is imperative to connect diversity to the overall performance of the organization. This can be accomplished by illustrating how the service-profit chain adds value to operating efficiency.

Considering the operational segments of Employee & Human Relations, Public & Community Relations, Service Quality & Revenue Generation, and Procurement & Supplier Diversity (as outlined on page 43), each department should address diversity in ways that would add *specific* and *measurable* value.

### **EXECUTION STRATEGY:**

1. Develop measurement indicators consistent with goals for service excellence.
2. Department directors should set short- (1 year) and long-range (1-3 years) diversity goals consistent with service excellence goals.
3. Upon approval of the goals by the senior management, the Department Directors should brief his/her subordinate managers, supervisors, and employees on everyone's role(s) and responsibilities in the goal attainment process.
4. Accountability measures must be developed to reflect short- and long-range goals on which manager performance for this area is evaluated.
5. Performance that reaches or surpasses goal-set standards should be rewarded and recognized.

## **III. AREA OF OPPORTUNITY: BROADEN AWARENESS OF THE SCOPE AND BREADTH OF DIVERSITY AND ITS ADDED VALUE**

Presently there appears to be heavy emphasis of each special interest group. This should continue; however, all groups and those people who have not

affiliated with one of the groups will experience professional and personal growth by embracing a wider vision in how diversity strategies can improve service delivery and the County's image in the community. A well-executed internal marketing strategy for educating all employees of the added value diversity contributes to their day-to-day operations is now needed to advance diversity from a human relations issue to a business issue.

**EXECUTION STRATEGY:**

1. Illustrate the value of diversity in public-sector organizations and how it contributes to external service value, income generation, and internal service quality. Launch an internal marketing campaign, dealing with what diversity is at Multnomah County, how County employees feel about diversity, and why diversity is a critical business component. The marketing strategy should communicate the direct link of diversity as a component of the "RESULTS" campaign.
2. Select an easy to remember motto and creative logo that symbolically communicates diversity. The motto and logo should fit well within the established culture.
3. Use the motto and logo on all literature and correspondence. In time, this process will assist Multnomah County in embracing diversity at every level in the organization.

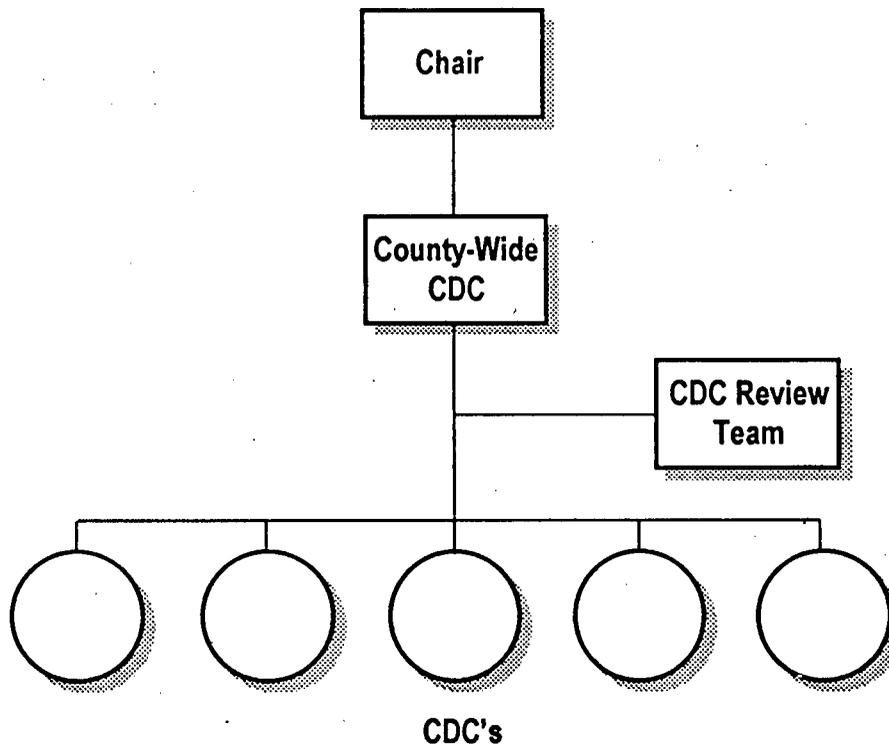
**IV. AREA OF OPPORTUNITY: DEVELOP A CDC COMMON MISSION, OPERATING STANDARDS, AND PROCEDURES**

The concept of CDC's is very new to the County. Most of them are comprised of highly motivated people that are dedicated to diversity, but a majority of Multnomah County's employees are not aware of their existence. There are uneven levels of performance and receptivity among them. Some employees believe the CDC's add value, others think that they create problems, and most don't really know of their role and function in the County. CDC's must be effective in working with a broad base of people within and across departments and divisions. They must be proficient in addressing cross-racial, cross-cultural, and gender issues. Furthermore, they must simultaneously maintain good relations with management and employees. Lastly, they must understand the political realities different racial, cultural, gender, physically-abled, and sexually-

groups experience. Highly effective CDC's would function as Quality Improvement Teams, with their focus on diversity-related issues.

**EXECUTION STRATEGY:**

1. Develop a County-wide mission statement for diversity CDC's.
2. Establish clear roles and responsibilities for all CDC's.
3. Modify the composition of the County-Wide CDC to include executives from key functional areas, such as legal and procurement.
4. Refine the structure of the CDC system to approximate the chart shown below:



This structure would allow a facilitation conduit for getting rough ideas from the CDC's turned into implemented solutions for the County.

5. Conduct orientation of the mission, role, and standard operating practices of the CDC's.
6. Provide focus training to CDC members in the following areas:
  - Understanding and working through group dynamics
  - Problem identification and solving skills
  - Techniques for analyzing situations
  - Strategies for forming consensus

- Working through cross racial, gender, and orientation differences
- Techniques for presenting recommendations to management

**V. AREA OF OPPORTUNITY: RAISE PERFORMANCE LEVELS AMONG MANAGERS, DIRECTORS, AND SUPERVISORS**

As identified in the Post-Assessment, there are negative perceptions regarding managers' skills in conflict resolution, consistency in filling jobs and promotions, and communication with employees. Managers and supervisors will get higher levels of productivity from employees when they consistently demonstrate clear leadership and support of their employees.

*EXECUTION STRATEGY:*

1. Provide short, high impact, practical training sessions to all supervisory level staff. Some of the supervisory training topics should include, but not be limited to:
  - Persuasive Leadership Sills
  - Cross-Cultural Conflict Management Skills
  - Techniques for Developing Employees
  - Strategies for Facilitating High Levels of Performance in Multicultural Teams
  - Common and Complex Case Study Resolution
2. Establish quantitative performance indicator measurements and standards for managers and supervisors.
3. Include diversity performance in managers'/supervisors' performance evaluation process. Managers and supervisors that perform better than others will be rewarded and publicly recognized.

**VI. AREA OF OPPORTUNITY: INVESTIGATE PERCEPTIONS OF LIMITED OPPORTUNITY FOR ADVANCEMENT**

A real fact in an organization the size of Multnomah County is that there are not many managerial and supervisory positions available. However there is an opportunity for the County to create a work culture that fosters employee growth and development. Employees experience more personal satisfaction on the job when they are encouraged to continuously improve themselves and their skill base.

**EXECUTION STRATEGY:**

1. Conduct informal culture analysis to identify specific behaviors and conditions that tend to interfere with development of people of color, gays and lesbians, and others.
2. Develop a diversity orientation program that communicates top managements' beliefs on this strategy. This will set the right tone for all employees about growth and advancement opportunities.
3. Install a mentor/protégé system in all phases of the County's operations. The system would require all directors, managers, and supervisors to become mentors, and develop a minimum of two subordinate employees per year. Participation in the mentor/protégé program should be a component in all performance appraisals. A process should develop with formal documentation from the mentor on how well he/she transferred value-added knowledge and skills, and from protégés on their perceptions of the effectiveness of their mentors and the mentors' immediate supervisors in tracking successes and opportunities for improvement. Lastly, either an outside consultant should be retained to provide mentoring training to managers, or internal trainers should undergo a train-the-trainer program.
4. Offer short, hands-on, in-service training to employees. Ideally this training subject should correspond to the findings of the Post-Assessment. The internal trainers could be utilized to deliver the training sessions.
5. Recognize and reward the best mentors and developers.

**VII. AREA OF OPPORTUNITY: FOLLOW-THROUGH ON MANAGERS' RECOMMENDATIONS FOR CHANGE CONSTRUCTED DURING THEIR TWO-DAY *MANAGING THE CHANGING WORKFORCE* TRAINING SESSIONS**

One of the exercises in the *Managing the Changing Workforce* training asked managers to formulate ideas and change strategies to enhance the County's overall effectiveness with the diversity initiative. Their suggestions were recorded and forwarded to Employee Services.

**EXECUTION STRATEGY:**

1. The Countywide CDC should reexamine managers' suggestions and determine which of them are feasible.
2. The managers need to receive feedback that demonstrates their ideas have been thoroughly reviewed.
3. Establish system for soliciting further suggestions and change strategies.

**VIII. CONCERN: IMPLEMENT COUNTY-WIDE SUPPORT SYSTEMS**

The diversity process will not be optimally implemented until a formalized support system is developed throughout the County. This same system will prove to be a valuable foundation for the "RESULTS" campaign.

**EXECUTION STRATEGY:**

1. Develop a tracking system designed to monitor and avoid systemic financial waste due to poor diversity management. Much like Nesby & Associates Inc.'s Cost of Poor Diversity (COPD®) model, this system should be designed to itemize and prioritize management practices and their resultant financial impact to the County.
2. Incorporate an employee newsletter that focuses on the people of Multnomah County. Use this media to profile stories of excellence and success.
3. Develop systems to link results and goal attainment with performance appraisal.

**IX. AREA OF OPPORTUNITY: ENERGIZE INTERNAL TRAINERS**

Facilitating diversity seminars is a challenge to highly skilled professional facilitators. It requires continuous research and updating, thus adding stress and pressure to the job. When County employees have to perform well in their primary job, it compounds the stress and fatigue. The internal trainers are highly motivated to volunteer their time and experience, but in many cases they are over-committed. Consequently, factors such as this has adversely affected the diversity initiative. In too many sessions, training sessions had to be canceled at the last minute. This irritated many, and greatly contributed to waste. Finally, preliminary analysis determined the following three primary reasons for trainer attrition:

- 1) Trainers moved into different positions which did not allow available time for training
- 2) Trainers did not renew their one year commitment
- 3) Trainers felt their particular skills were not best utilized in delivering training

**EXECUTION STRATEGY:**

1. Certify more people to be internal trainers.
2. Investigate software options for internal scheduling connected to network.
3. Utilize the most favorable training format, as supported by survey, of half day segments.
4. Pair-up experienced trainers with new trainers.
5. Modify feedback mechanisms to connect more closely with current skill base to measure performance.
6. As an alternative option, hire full-time employees to serve as trainers.

The raw data is available in the Statistical Appendix, on file with Employee Services.

We encourage the reader of this report to draw their own opinion from our findings.

Respectfully submitted,

---

Tom Nesby  
President and CEO

---

Date

Nesby & Associates, Inc.  
Metropolitan Park II, Suite 1290  
1730 Minor Avenue  
Seattle, WA 98101  
(206) 623-2403 • Facsimile (206) 623-2726



## MULTNOMAH COUNTY DIVERSITY POST-ASSESSMENT STUDY

### HISTORY OF THIS PROJECT:

- ◆ Nesby & Associates, Inc. was hired three years ago to conduct a Pre-Assessment of the County's diversity-related issues
- ◆ Approximately 26 County employees were trained to deliver the seminars to the remainder of the workforce
- ◆ Currently, a post-assessment is being conducted to identify program strengths, opportunities, and measurable changes
- ◆ Over 100 County employees were interviewed to design this Post-Assessment Questionnaire
- ◆ A final report will be delivered to Multnomah County in June, 1994
- ◆ Results of the Post-Assessment will be available through Employee Services
- ◆ **Please mail this questionnaire by May 11**, in the postage paid, self-addressed envelope, so that we can include your opinions in our report

### YOUR OPINION COUNTS:

- ◆ In order to discern the effectiveness of the training, it is crucial that we obtain the most thorough and honest answer to each question.
- ◆ *It is very important that you complete all of the questions in the demographic section, so that we can accurately tabulate your responses into the correct category. We will be unable to utilize all of your responses if the demographic section is not completely filled out.*

### GLOSSARY OF TERMS:

**Cultural Diversity Committee (CDC)** – Departmental and County-wide committees with diversity agendas (e.g.: Managers of Color, Gay and Lesbian Employees Everywhere, County-Wide Cultural Diversity Committee).

**Differently-Abled/Persons with Disabilities** – A person who is limited in one or more areas, which includes mobility, sense (blind, deaf), mental or chronic disease.

**Managers/Supervisors** – Employees who supervise others.

**Older Worker** – Workers 55 years of age, or older.

**Out (Coming Out)** – The process of self-disclosure in which a lesbian woman or gay man informs others of her or his sexual orientation.

**People of Color/Minority** – People of ethnic backgrounds other than European-American (e.g.: African-American, Latino-American, Native-American Asian-American).

### CONFIDENTIALITY:

Your response to this questionnaire is confidential and will not be viewed by anyone except the consultants working on this project. We will report our narrative findings along with frequencies, averages, percentages, and various statistical tests.

**PLEASE USE A PEN OR PENCIL TO COMPLETE THIS QUESTIONNAIRE.**

1. Did you attend the one day (Cross Cultural Human Relations) seminar between 1991 and the present? (PLEASE CIRCLE ONE.)
  - a. Yes
  - b. No
2. Did you attend the two day (Managing the Changing Workforce) seminar between 1991 and the present? (PLEASE CIRCLE ONE.)
  - a. Yes
  - b. No
3. Did you teach either the one day or two day seminar for Multnomah County? (PLEASE CIRCLE ONE.)
  - a. Yes
  - b. No

♦ If you answered "yes" to either question one or two, please complete the survey based on your county-wide perceptions before and after the training. **Or,** if you answered "no" to both questions one and two, please complete the survey based on your county-wide perceptions when you first started working for the County and your present perceptions. Please place your previous perceptions under the column titled "Before Training." Conversely, place your current perceptions under the column titled "After Training."

Please darken the appropriate circle, rating *each* question 1-5 on how strongly you agree to the statement on the left (1 means that you completely disagree, while 5 means that you completely agree with the statement). Please skip questions that you are unable to answer.

**COMMUNICATION**

	<i>Before Training</i>	<i>After Training</i>
4. Employees get timely information from upper management about work issues.	①-②-③-④-⑤	①-②-③-④-⑤
5. Employees get timely information from upper management about diversity-related issues.	①-②-③-④-⑤	①-②-③-④-⑤
6. Most employees are able to talk about race-related problems with employees of another race at Multnomah County.	①-②-③-④-⑤	①-②-③-④-⑤
7. Most people of color are able to talk about race-related problems with whites at Multnomah County.	①-②-③-④-⑤	①-②-③-④-⑤
8. Employees communicate well with others who speak English as a second language.	①-②-③-④-⑤	①-②-③-④-⑤
9. Supervisors and managers communicate effectively with employees who speak English as a second language.	①-②-③-④-⑤	①-②-③-④-⑤



Please darken the appropriate circle, rating *each* question 1-5 on how strongly you agree to the statement on the left (1 means that you completely disagree, while 5 means that you completely agree with the statement). Please skip questions that you are unable to answer.

**GENDER**

- 18. Multnomah County managers/supervisors actively support women to take on new responsibilities to help their careers.
- 19. Multnomah County managers/supervisors actively support men to take on new responsibilities to help their careers.
- 20. Women in non-traditional jobs in Multnomah County are accepted as part of the team.
- 21. Men in non-traditional jobs in Multnomah County are accepted as part of the team.
- 22. Complaining about sexual harassment would not hurt an employee's career with Multnomah County.

<i>Before Training</i>	<i>After Training</i>
①—②—③—④—⑤	①—②—③—④—⑤
①—②—③—④—⑤	①—②—③—④—⑤
①—②—③—④—⑤	①—②—③—④—⑤
①—②—③—④—⑤	①—②—③—④—⑤
①—②—③—④—⑤	①—②—③—④—⑤

**OLDER WORKERS**

- 23. Older workers are treated fairly in employment and advancement.
- 24. Management considers older workers in their decision making.

<i>Before Training</i>	<i>After Training</i>
①—②—③—④—⑤	①—②—③—④—⑤
①—②—③—④—⑤	①—②—③—④—⑤

**DIFFERENTLY-ABLED**

- 25. Managers and supervisors treat differently-abled workers fairly.
- 26. Employees treat differently-abled co-workers fairly.
- 27. Differently-abled employees are hired based on the same factors as others.
- 28. The County attempts to accommodate differently-abled employees with the resources for them to do their job efficiently and effectively.

<i>Before Training</i>	<i>After Training</i>
①—②—③—④—⑤	①—②—③—④—⑤
①—②—③—④—⑤	①—②—③—④—⑤
①—②—③—④—⑤	①—②—③—④—⑤
①—②—③—④—⑤	①—②—③—④—⑤



Please darken the appropriate circle, rating *each* question 1-5 on how strongly you agree to the statement on the left (1 means that you completely disagree, while 5 means that you completely agree with the statement). Please skip questions that you are unable to answer.

- 41. Multnomah County managers personally support Affirmative Action.
- 42. Multnomah County managers/supervisors are held personally accountable for achieving Affirmative Action goals.
- 43. Employees in Multnomah County understand the goals and objectives of the Affirmative Action plan.

<i>Before Training</i>	<i>After Training</i>
①-②-③-④-⑤	①-②-③-④-⑤
①-②-③-④-⑤	①-②-③-④-⑤
①-②-③-④-⑤	①-②-③-④-⑤

**TRAINING**

*(The training questions relate only to the Cross-Cultural Human Relations and Managing the Changing Workforce training seminars, sometimes referred to as the "Nesby training.")*

- 44. The training has increased cultural awareness.
- 45. The training has increased sensitivity to cultural differences.
- 46. After the training, people talked openly about diversity-related issues.
- 47. The training has made a positive change with regards to teamwork among County employees.
- 48. The training has improved the work environment.
- 49. People's fears about doing or saying the wrong thing to members of other groups has caused them to keep more distance.

*After Training*

①-②-③-④-⑤
①-②-③-④-⑤
①-②-③-④-⑤
①-②-③-④-⑤
①-②-③-④-⑤
①-②-③-④-⑤

**CULTURAL DIVERSITY COMMITTEES (CDC'S)**

- 50. The Countywide Cultural Diversity Committee has been effective in addressing diversity-related issues.
- 51. Our department's/division's Cultural Diversity Committee has been effective in addressing diversity-related issues.

*After Training*

①-②-③-④-⑤
①-②-③-④-⑤

## DEMOGRAPHICS

*For the correct compilation and reporting of data, please answer the following demographic questions. Your responses cannot be used if this section is not completed.*

61. Which category best describes your job?  
a. Management/Supervisory  
b. Non-Management/Non-Supervisory
62. Please indicate your gender.  
a. Male  
b. Female
63. Please indicate your racial/ethnic background.  
a. A Person of Color  
b. White
64. Please indicate your sexual orientation.  
a. Heterosexual  
b. Gay/Lesbian  
c. Bi-Sexual
65. Are you a person with disabilities/differently-abled?  
a. Yes  
b. No
66. Please indicate your age range.  
a. Under 20  
b. 20-29  
c. 30-39  
d. 40-49  
e. 50-59  
f. Over 60
67. Which department do you work in?  
a. Health  
b. Community Corrections  
c. Environmental Services  
d. District Attorney  
e. Social Services: Children and Family Services, Aging, or Juvenile  
f. Library Services  
g. Sheriff's Office  
h. Any office not in the above listed departments

### ADDITIONAL COMMENTS:

**Thank you very much for your assistance! Please use the enclosed envelope to return the questionnaire directly to Nesby & Associates, Inc.**

MEETING DATE: DECEMBER 20, 1994

AGENDA NO: WS-1

(Above Space for Board Clerk's Use ONLY)

**AGENDA PLACEMENT FORM**

SUBJECT: MID-YEAR PERFORMANCE REVIEW WORK SESSION

BOARD BRIEFING Date Requested: TUESDAY, DECEMBER 20, 1994

Amount of Time Needed: 10:30 AM TO 12:00 PM

REGULAR MEETING: Date Requested: \_\_\_\_\_

Amount of Time Needed: \_\_\_\_\_

DEPARTMENT: NON-DEPARTMENTAL DIVISION: CHAIR BEVERLY STEIN

CONTACT: MEGANNE STEELE TELEPHONE #: 248-3961  
BLDG/ROOM #: 106/1410

PERSON(S) MAKING PRESENTATION: CHAIR BEVERLY STEIN, MANAGERS

**ACTION REQUESTED:**

INFORMATIONAL ONLY     POLICY DIRECTION     APPROVAL     OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

BOARD AND MANAGERS DISCUSSION ON THE 1994-95 MID-YEAR PERFORMANCE REPORT; REVIEW STATUS OF CURRENT YEAR ACTION PLANS AND KEY RESULTS MEASURES; AND UPDATES ON 3-6 HIGH PRIORITY ACTION PLANS, FOR THE FOLLOWING:

10:30 - 11:00    AUDITOR  
11:00 - 12:00    DISTRICT ATTORNEY

**SIGNATURES REQUIRED:**

ELECTED OFFICIAL: Beverly Stein (MP)

OR

DEPARTMENT MANAGER: \_\_\_\_\_

**ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES**

Any Questions: Call the Office of the Board Clerk 248-3277/248-5222

0516C/63

BOARD OF  
COUNTY COMMISSIONERS  
MULTIPLAQUE COUNTY  
OREGON  
1994 NOV 21 AM 10:20

Multnomah County Board of Commissioners  
1994-95 Mid-Year Performance Review Worksession

Auditor's Office

Tuesday, December 20

10:30 - 11:00

1. Auditor's Office Overview 10:30 - 10:35
2. Updates on Key Action Plans 10:35 - 10:50
  - a. Mail survey of citizen attitudes
  - b. Expand audit process to include reviews of performance measures
  - c. Replace six of the computers in the office
  - d. Hire temporary employees with specialized knowledge and skills
3. Questions and Answers 10:50 - 11:00

Multnomah County Board of Commissioners  
1994-95 Mid-Year Performance Review Worksession

**DISTRICT ATTORNEY**

Tuesday, December 20  
11:00 - 12:00

AGENDA

- |      |  |               |
|------|--|---------------|
| I.   | Department Overview                                  | 11:00 - 11:10 |
| II.  | Updates on Key Action Plans                          | 11:10 - 11:40 |
|      | a. Neighborhood D. A. Program<br>[ page 30, # 2]     |               |
|      | b. Child Abuse Team<br>[ page 31, # 2]               |               |
|      | c. Addressing Increased Caseloads<br>[ page 29, # 3] |               |
| III. | Questions & Answers                                  | 11:40 - 12:00 |