

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: 05/12/20 **Approx. Start Time:** 2:00 p.m. **Approx. Length:** 30 mins.
Presentation Title: Equity, Diversity, and Inclusion Employee Survey Results
Department: Public and Government Affairs (PGA) and Human Resources (HR)
Presenters: Sue Hildick, PGA Director; Evelyn Minor-Lawrence, HR Director; Masami, Nishishibi, PhD, Association Director for Public Service (PSU); Diana Odeh, Doctoral Student (PSU); Jillian Girard, Doctoral Candidate (PSU)
Other Invitees: Department Directors and County Elected Officials; and members from Clackamas County's Leaders in Equity, Diversity, and Inclusion Council (LEDIC); Equity, Diversity, and Inclusion Council (EDIC); Equity Action (IDEA) Workgroup in H3S, and Queers and Allies (Q&A)

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

The Board of County Commissioners (BCC) is receiving a summary report on findings from the county-wide employee survey regarding equity, diversity, and inclusion, conducted in November 2019.

No action is being requested.

EXECUTIVE SUMMARY:

In order to better understand Clackamas County employees' perspectives on equity, diversity and inclusion (EDI) the county contracted with Portland State University's Center for Public Survey to conduct an employee survey in Fall 2019. A similar survey from 2013 was used as benchmark information to see how things have changed at the county.

Questions were related to four main goals: recruiting and hiring diverse staff, creating a welcoming and respectful work culture, retaining and developing diverse staff, and establishing a level of cultural competence. 680 employees completed the survey.

Key themes found in the report include:

- Management's leadership is critical in promoting EDI efforts
- Employees care about EDI and want guidance to incorporate principles into their work
- Employees want clarity on EDI policies, processes and guidelines
- Employees want support
- Employees want dedicated EDI resources
- Employees are concerned about microaggressions
- Employees want clear communication
- Employees want to see meaningful change

This information is the first step in guiding the county toward improvements in equity, diversity and inclusion. This work will be led by the newly created position County Equity and Inclusion Officer (still in recruitment), who will assess this data and use it to guide efforts to build an EDI

strategic plan for the county. The county's commitment to the three-person Equity and Diversity Office includes the CEIO, as well as a programmatic and administrative position.

FINANCIAL IMPLICATIONS (current year and ongoing):

NA

STRATEGIC PLAN ALIGNMENT:

This item aligns with two of the county's five Performance Clackamas goals:

Build public trust through good government – by taking seriously the feedback of employees at Clackamas County to work toward a welcoming and respectful work culture.

Ensure safe, healthy, and secure communities – by enhancing Clackamas County's recruitment of diverse staff to improve cultural competence, better community engagement, and enhanced delivery of services.

Equity, Diversity, and Inclusion is one of four policy perspectives – or lenses – identified in Clackamas County's Performance Clackamas goals intended to shape policy and enhance strategic results.

LEGAL/POLICY REQUIREMENTS:

N/A

PUBLIC/GOVERNMENTAL PARTICIPATION:

Clackamas County prioritizes transparency as a means of building public trust through good government. This information is being presented at a public meeting, and the work described has the potential to impact future public and governmental engagement.

OPTIONS:

NA – No action is being requested.

RECOMMENDATION:

NA

ATTACHMENTS:

- Clackamas County 2019-2020 Diversity and Inclusion Assessment Survey Project – Report Summary
- Clackamas County Diversity and Inclusion Assessment - PowerPoint

SUBMITTED BY:

Division Director/Head Approval _____
Department Director/Head Approval s/Sue Hildick
County Administrator Approval _____

For information on this issue or copies of attachments, please contact Sue Hildick @ 503-742-5900

CLACKAMAS COUNTY 2019-2020 DIVERSITY AND INCLUSION ASSESSMENT SURVEY PROJECT

REPORT SUMMARY

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INTRODUCTION

Supporting a diverse community and workforce as well as promoting equity are key values of Clackamas County. Employee perspectives offer an important way to assess the varied viewpoints about equity and diversity present across the organization. In order to better understand Clackamas County employees' perspectives of diversity and equity, a survey was administered during fall of 2019. A similar survey was administered in 2013, and the information collected then was used as a benchmark to assess change over time.

The online survey was open to all Clackamas County employees between November 25, 2019 and December 6, 2019 and received a total of 680 responses. The survey asked respondents to rate their agreement to the statement on a 6-point scale, with 1 being strongly disagree and 6 being strongly agree.

The questions asked pertained to the following four main goal areas:

GOAL 1:

Recruiting and hiring diverse staff—

The ability of Clackamas County to attract diverse talent to the organization;

GOAL 2:

Welcoming and respectful work culture—

The extent to which the current work culture is welcoming and respectful;

GOAL 3:

Retention and development of diverse staff—

The ability of Clackamas County to retain and grow diverse talent in the organization; and

GOAL 4:

Cultural competence—

The extent to which staff members need to expand their skills or use different tools to interact more effectively with diverse team members and clients.

Overall, the average score of the responses for the 2019 survey were slightly lower than the 2013 survey. This may indicate that the employees in 2019 have less positive view of the state of diversity, equity and inclusion at the County compared to 2013. This result, however, needs to be interpreted with some care. For example, the response rate of the 2019 survey (n=680) was higher than in 2013 (n=355). This may suggest that in the 2019 survey, people felt more comfortable sharing their opinion, and be more candid about their assessments, and scored lower in their survey responses. Also, comments in the open ended questions reflect high awareness of equity, diversity, and inclusion concepts among many employees. This heightened level of awareness may have contributed to the lower scores in the 2019 survey. Research suggests that as people increase their awareness on equity, diversity, and inclusion, they tend to be more critical in their assessment and of self and other's efforts and attainment in these areas (Celik et al, 2012).

The primary findings for each goal area are summarized below.

GOAL 1: RECRUITING AND HIRING DIVERSE STAFF

The survey asked respondents how they perceive the County’s hiring and recruiting practices. The question covered various aspects of recruiting and hiring, including the recruitment process, the labor pool in the Clackamas County area, outreach efforts, the hiring process, the pipeline of qualified applicants, and the perception of Clackamas County as an employer among potential applicants.

The mid-point of the 6 point scale is 3.5 and is marked on the graph. Any responses that averaged less than 3.5 indicates overall disagreement with the statement; whereas average responses over 3.5 indicate overall agreement with the statement. The average response for each question are shown below next to each bar:



Figure 1: Average response to each of the survey questions in the recruiting and hiring diverse staff section of the survey.

Summary of Findings: Employees agreed that the County recognizes the importance of recruiting a diverse and inclusive workforce and making efforts. However, outcomes of the effort may not be satisfactory yet. There were some discrepancies in the perceptions based on self reported identities, including those who identified as management, LGBTQ, and Hispanic.

Respondents expressed strongest agreement with the statement, “Clackamas County makes an effort to promote itself as a welcoming and inclusive workplace” (average: 4.78 out of 6). On the other hand, the average response to “My work group is reflective of all segments of society” was 3.41 out of 6. This fell on the ‘disagree’ portion of the scale and was the lowest-scored response out of all survey items.

Survey questions were identified as asking about outcomes (e.g., diversity in the organization) and effort (e.g., trying to recruit diverse employees to the organization even if the result is not yet evident). Employees reported lower agreement with statements pertaining to the outcomes of the hiring and recruiting a diverse workforce (e.g., the County workforce reflects the diversity of clients serviced). The average response for questions pertaining to the outcome of hiring and recruitment efforts was 3.77 out of 6. However, employees were more likely to agree that the County is putting effort into this area, the average response for the effort related questions was 4.24 out of 6. Management employees tended to have more positive views of both the effort and outcome of these efforts. However, the view of effort was

more dissimilar. Management employees had a perceived average response to the effort questions of 4.25 out of 6, whereas non-management employees had an average of 3.96 out of 6.

Individuals with more marginalized identities - including LGBTQ identified employees, Native American employees, and Hispanic employees - expressed greater disagreement than others in the organization. This was true for both effort and outcome questions.

In open-ended responses, several employees made it clear that they were advocates of diversity in the organization; reporting on observations they have made in the workplace that have helped or hindered equity and diversity efforts. When giving responses of what they would like to see in the workplace, employees expressed the desire to work with more diverse colleagues, and to have a workplace that fostered inclusivity of all employees. Respondents offered suggestions on how to enhance recruitment of diverse employees, such as reviewing current practices with an equity and diversity lens. A diverse workforce is one of the top desired outcomes employees would like to see within the next three years.

GOAL 2: WELCOMING AND RESPECTFUL WORK CULTURE

The survey asked respondents how they perceive the County’s workplace culture. The questions covered whether they experience their workplace culture as welcoming and being treated in a respectful manner. They also included questions on how they perceive people in their work group, and if their managers contribute to create welcoming and respectful work culture.

The questions in this area of the survey asked respondents to rate their agreement on a 6-point

scale, with 1 being strongly disagree and 6 being strongly agree. The mid-point of the scale is 3.5 and is marked on the graph. Any responses that averaged less than 3.5 indicate overall disagreement with the statement; whereas average responses over 3.5 indicate overall agreement with the statement.

The average response for each question in this area of the survey are shown below:



Figure 2: Average response to each of the survey questions in the welcoming and respectful work culture section of the survey.

Summary of Findings: Employees perceive the County’s effort to create workplace culture that is welcoming and respectful is resulting in a satisfactory outcome. Overall, responses were high in this survey area and employees are committed to equitable service delivery and reducing barriers to inclusion.

The average responses to this set of questions were relatively high, scoring between 4 and 5, indicating that overall people experience their workplace as welcoming and people treat each other in a respectful manner.

People aged under 30 and over 60 responded significantly high to this area of the survey. This was the only section in which a significant result was found for age, although these groups were also high in the other survey goal areas.

Individuals with more marginalized identities - including LGBTQ identified employees, Native American employees, and Hispanic employees - expressed greater disagreement than others in the organization, indicating some discrepancies in the perception of the workplace culture. For example, individuals who identify as LGBTQ reported a lower average response (4.08 out of 6) compared to individuals who did not identify as LGBTQ (4.52 out of 6). Since there are less employees who reported LGBTQ status, their expe-

rience may not be adequately represented by the overall average response.

When asked to provide an assessment of their service delivery, employees ranked themselves as providing a high level of service delivery (average: 6.52 out of 7). In the open-ended responses, employees consistently reported the need for resources to enhance service delivery to the diversity of clients served. Suggestions included providing more robust or clear information on how to access language interpretation services, attention to making sure services are equitable for people of all abilities, and employees behaving in a culturally appropriate manner. Respondents also noted, in their response to open-ended questions, the desire to understand how information learned in equity and diversity-related trainings can be incorporated into their day-to-day work.

GOAL 3: RETENTION AND DEVELOPMENT OF DIVERSE STAFF

The survey asked respondents how they perceive the County’s retention and development efforts. The questions covered whether they experience their workplace culture as welcoming and being treated in a respectful manner. They also included questions on how they perceive people in their work group, and if their managers contribute to create welcoming and respectful work culture.

The questions in this area of the survey asked respondents to rate their agreement on a 6-point

scale, with 1 being strongly disagree and 6 being strongly agree. The mid-point of the scale is 3.5 and is marked on the graph. Any responses that averaged less than 3.5 indicate overall disagreement with the statement; whereas average responses over 3.5 indicate overall agreement with the statement.

The average response for each question in this area of the survey are shown below:

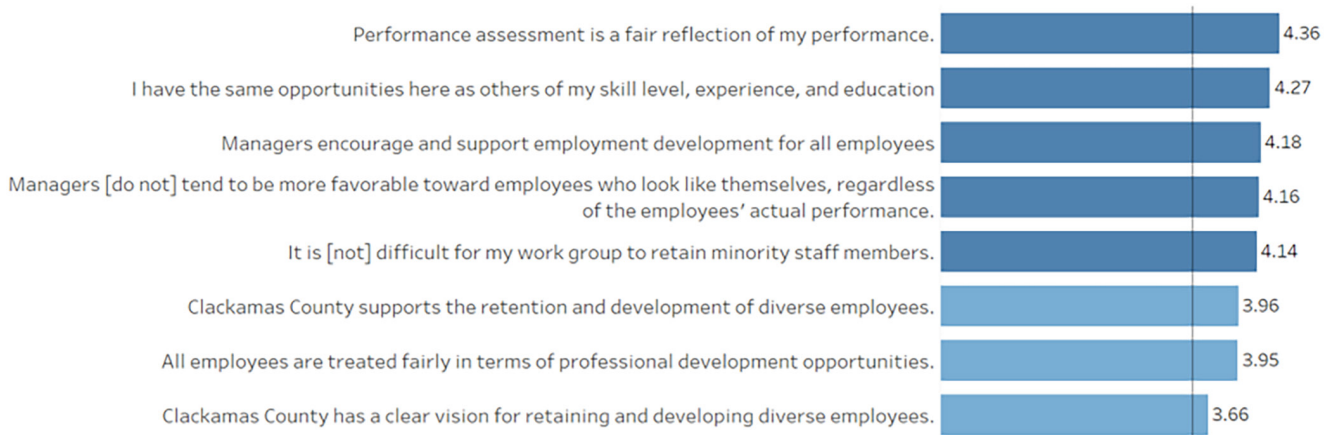


Figure 3: Average response to each of the survey questions in the retention and development of diverse staff section of the survey.

Summary of Findings: Employees want more clarity and communication related to the vision for moving equity, diversity, and inclusion efforts forward. The experience with retention and development is uneven across the county, with differences across departments and personal identities.

For this set of questions, when asked about their individual experience, average responses were above 4 on the 6-point scale. It is important to bear in mind that the average response tends to obscure the experience of smaller groups. Questions that asked more specifically about retention and support of diverse staff members as well as access to professional development opportunities had a lower response rate. In this area of the survey, the response to “Clackamas County has a clear vision for retaining and developing diverse employees” was the lowest average response (3.66 out of 6).

This survey area had a more varied response across departments compared to other areas of the survey. In particular, the responses from the Public & Government Affairs department were significantly lower than other departments (average across all survey items = 3.52 out of 6). Respondents from this department indicated slight disagreement with the following statements: All employees are treated fairly in terms of professional development opportunities; Clackamas County has a clear vision for retaining and developing diverse employees; Clackamas County supports the retention and development of diverse employees; and It is [not] difficult for my work group to retain minority staff members. This department was relatively low, although not significantly, in other areas of the survey as well and specific outreach to this group to better understand ways to improve may be beneficial.

In the open ended questions, some employees expressed a binary view of developing a diverse staff. Some employees perceived the goal of developing staff as explicitly counter to diversifying the organization. For example, since much of the staff is Caucasian, developing the current work-

force will result in a less diverse, developed workforce. Understanding how these parallel goals, of increasing diversity and developing the current staff at the County, can work together will be essential to achievement of both.

Additionally, in the open ended questions, employees expressed an absence of knowledge of how equity-related complaints are handled. They also expressed the desire for clarity regarding objectives related to equity, diversity, and inclusion. In essence, employees want to know how to incorporate equity and diversity goals in their work. In addition, employees expressed the desire for more two-way communication between themselves and management, and more interdepartmental communication. This is evidenced by open-ended responses that made calls for “transparency” and expressed a desire to be included in decision-making processes. This is underscored by the lower average agreement with the statement, “Clackamas County has a clear vision for retaining and developing diverse employees” (3.66 out of 6).

Again, individuals with more marginalized identities - including LGBTQ identified employees, Native American employees, and Hispanic employees - expressed greater disagreement than others in the organization. This indicates that although the average response across the organization is on the agreement end of the spectrum, this experience is not true for everybody in the organization. Also, similar to other areas of the survey, Management employees had a more positive perception (average: 4.40 out of 6) than non-management employees (average: 4.04 out of 6).

GOAL 4: CULTURAL COMPETENCE

Cultural competence is the knowledge and skills that people need to have in order to operate in many different contexts. The survey asked respondents to assess the perceived level of cultural competence of themselves, their co-workers and the managers. The questions asked if the County makes an effort to develop cultural competence among the employees. Cultural competence is essential to providing services to the community at a high level. Given the variety of clients who access county services, this skill is critically important. Additionally, cultural competence among employees can also lead to a welcoming culture for a diverse workforce as well.

The questions in this area of the survey asked respondents to rate their agreement on a 6-point scale, with 1 being strongly disagree and 6 being strongly agree. The mid-point of the scale is 3.5 and is marked on the graph. Any responses that averaged less than 3.5 indicate overall disagreement with the statement; whereas average responses over 3.5 indicate overall agreement with the statement. The average response for each question in this area of the survey are shown below:

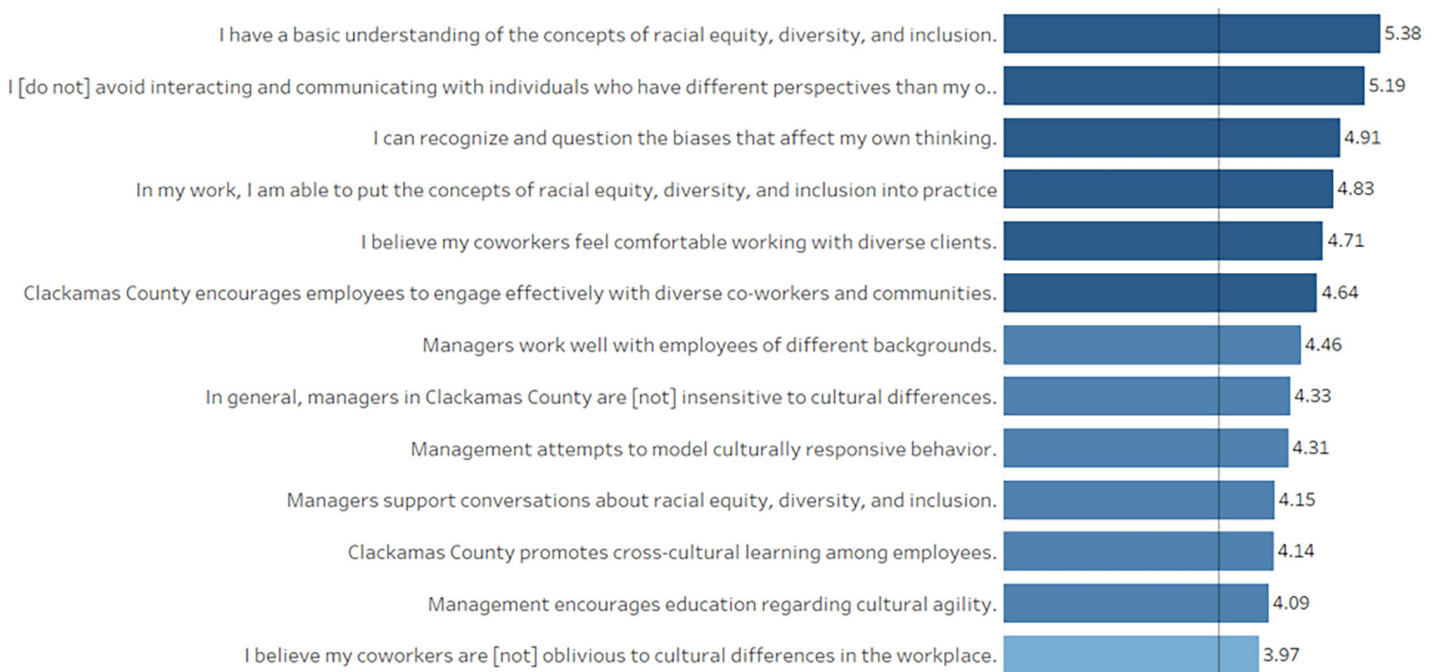


Figure 4: Average response to each of the survey questions in the cultural competence section of the survey.

Summary of Findings: Employees believe that they and their colleagues are culturally competent, but there is room for further growth. Specific resources related to self reflection and moving from theoretical discussion to practical application would be useful.

The respondents rated the level of their own cultural competence relatively high (5.08 out of 6). Individual questions in this area of the survey had some of the highest average responses, with “I have a basic understanding of the concepts of racial equity, diversity, and inclusion” (average: 5.38 out of 6) and “I [do not] avoid interacting and communicating with individuals who have different perspectives than my own” (average: 5.19 out of 6) both with averages above 5. People’s perception at the individual level (average: 5.08 out of 6) was higher than the perception of for the County as a whole (average: 4.40 out of 6), other employees (4.34 out of 6), and management (average: 4.27 out of 6).

As with other areas of the survey, aggregate results do not indicate that all employees are hav-

ing similar experiences. The overall average for this area of the survey was 4.55 out of 6. Employees who identify as LGBTQ, Hispanic, and Native American all report lower overall average responses in this area of the survey.

This is also reflected in the question pertaining to what employees need to be more active in advancing racial equity, diversity and inclusion. The most frequent response to this question was, “None, I am happy with my current level of engagement.” This, together with the other responses, indicates that many employees feel that they are at a satisfactory level of cultural competence.

RECOMMENDATIONS/OBSERVATIONS

After an analysis of key findings from the data and open-ended responses, the following recommendations were made. These are divided by short-term and long-term recommendations.

In addition to the questions outlined throughout this report, respondents were also asked what would help them become more active in advancing racial equity, diversity and inclusion. Respondents were able to select multiple options. We

have included the responses here, because the responses from employees directly align with the recommendations.

The most frequent response was that they are happy with their level of engagement, this was closely followed by individuals indicating they would like more time to work on this area. Employees also requested more training, support from senior leadership, and more information.

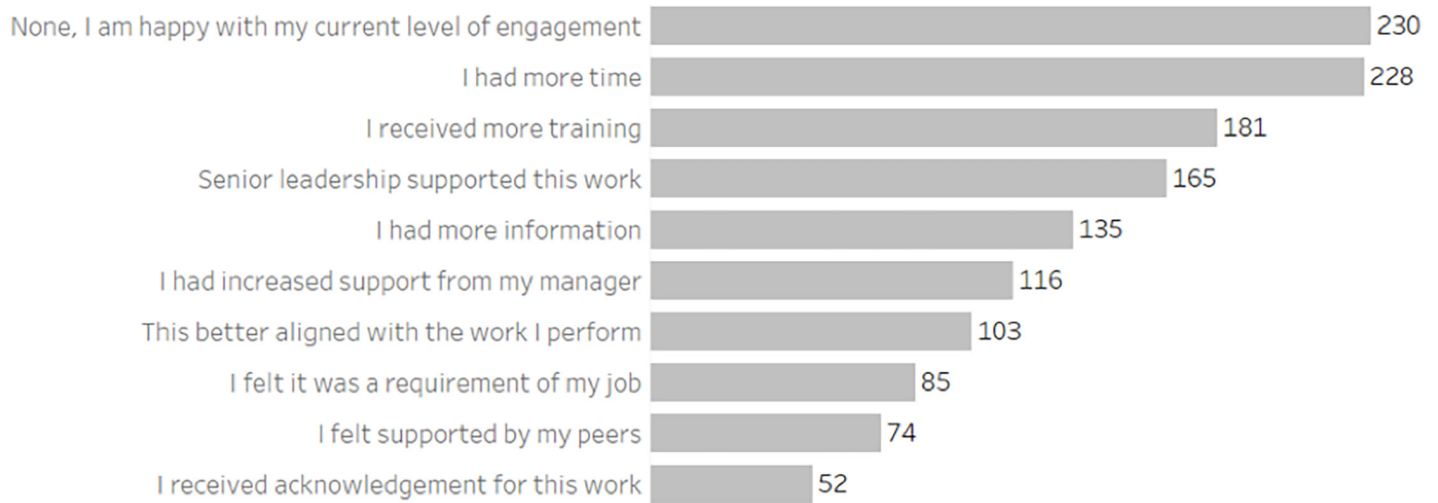


Figure 5: Number of responses for ways that employees feel that they would be more engaged in racial equity work.

SHORT-TERM RECOMMENDATIONS

Short-Term Recommendation 1: Clarify Policies/Practices for Employees

Respondents expressed a lack of awareness regarding the complaint process regarding reports of bias or discrimination. Clarifying policies such as this one will benefit employees. In addition, respondents would like clarity regarding if they are allowed to do equity and diversity work during their allotted work hours, and possible FTE that can be used for such endeavors.

Short-Term Recommendation 2: Review Resources Regarding Language Interpretation Services

Employees reported that some language interpretation services do exist, but that they are unaware of how to use the services, or have expressed frustration with a cumbersome process of accessing those services. County-wide information regarding how to access and use these services would be beneficial.

Short-Term Recommendation 3: Enhance equity and diversity Opportunities

Employees are committed to providing equitable and inclusive services to all clients served. Current and new equity and diversity trainings should relate skills learned to how they can be used in customer service practices. In addition, many employees expressed a commitment to and experience with equity and diversity efforts in current and past jobs. Identifying these employees county-wide and getting them involved with equity and diversity efforts would enhance equity and diversity capacity in the county.

LONG-TERM RECOMMENDATIONS

Long-Term Recommendation 1: Develop a Strategic Equity Plan

Many employees expressed sentiments regarding the need for “clear objectives”, “meaningful change”, and “accountability”. Developing an equity plan can achieve these purposes. Possible elements of a strategic equity plan include:

- Assessment and enhancement of current training programs, with more training centered on self-reflective concepts such as microaggressions and implicit bias.
- Acknowledgment of how Clackamas County history impacts public service delivery.
- Review of current practices related to hiring, training, and recruiting a diverse workforce.
- Clear objectives, definitions, and expectations that can be applied to all departments.
- Dedicated equity and diversity resource commitment such as FTE for employees to engage in equity and diversity work, budget allocation, resources for employees, a separate equity and diversity office, and conflict resolution resources (before entering a formal complaint process).

Long-Term Recommendation 2: Increase Transparency and Accountability of County Expectations

Employees demonstrated that they would like more accountability, transparency, and awareness of county expectations regarding equity and diversity. Some suggestions on how to

achieve this include:

- Annual report that reports on equity and diversity work, including number of incidents.
- Safe reporting sources for complaints to mitigate fear of retaliation.
- Confidential sources to discuss concerns and options prior to entering a formal complaint process.

Long-Term Recommendation 3: Enhance Communication Channels

Employees reported the desire for more communication from management and across departments. Communication enhancements include:

- Peer-to-peer opportunities to discuss various equity and diversity topics.
- Clear communication on how to incorporate equity and diversity work in day-to-day interactions with clients and colleagues.

Long-Term Recommendation 4: Review Options for Supporting Employees

Employees reported feeling overworked, lacking resources, and needing additional support. Ways to review options for supporting employees include:

- Review ways to reduce burnout amongst employees and engage in activities that seek to enhance employee motivation.
- Recognize employees, especially when they are an equity and diversity champion.
- Provide opportunities for cross-department connections and dialog.

Clackamas County Diversity and Inclusion Assessment

Masami Nishishiba, PhD, Associate Director, Center for Public Service,
Chair, Department of Public Administration

Jillian Girard, MPA, Doctoral Candidate

Diane Odeh, MPA, Doctoral Student

Goal

Assess perspectives of Clackamas County employees in the following areas:

1. **Recruiting and Hiring Diverse Staff** – The ability of Clackamas County to attract diverse talent to the organization
2. **Welcoming and Respectful Work Culture** – The extent to which the current work culture is welcoming and respectful
3. **Retention and Development of Diverse Staff** – The ability of Clackamas County to retain and grow diverse talent in the organization
4. **Cultural Competence** – The extent to which staff members need to expand their skills or use different tools to interact more effectively with diverse team members and clients

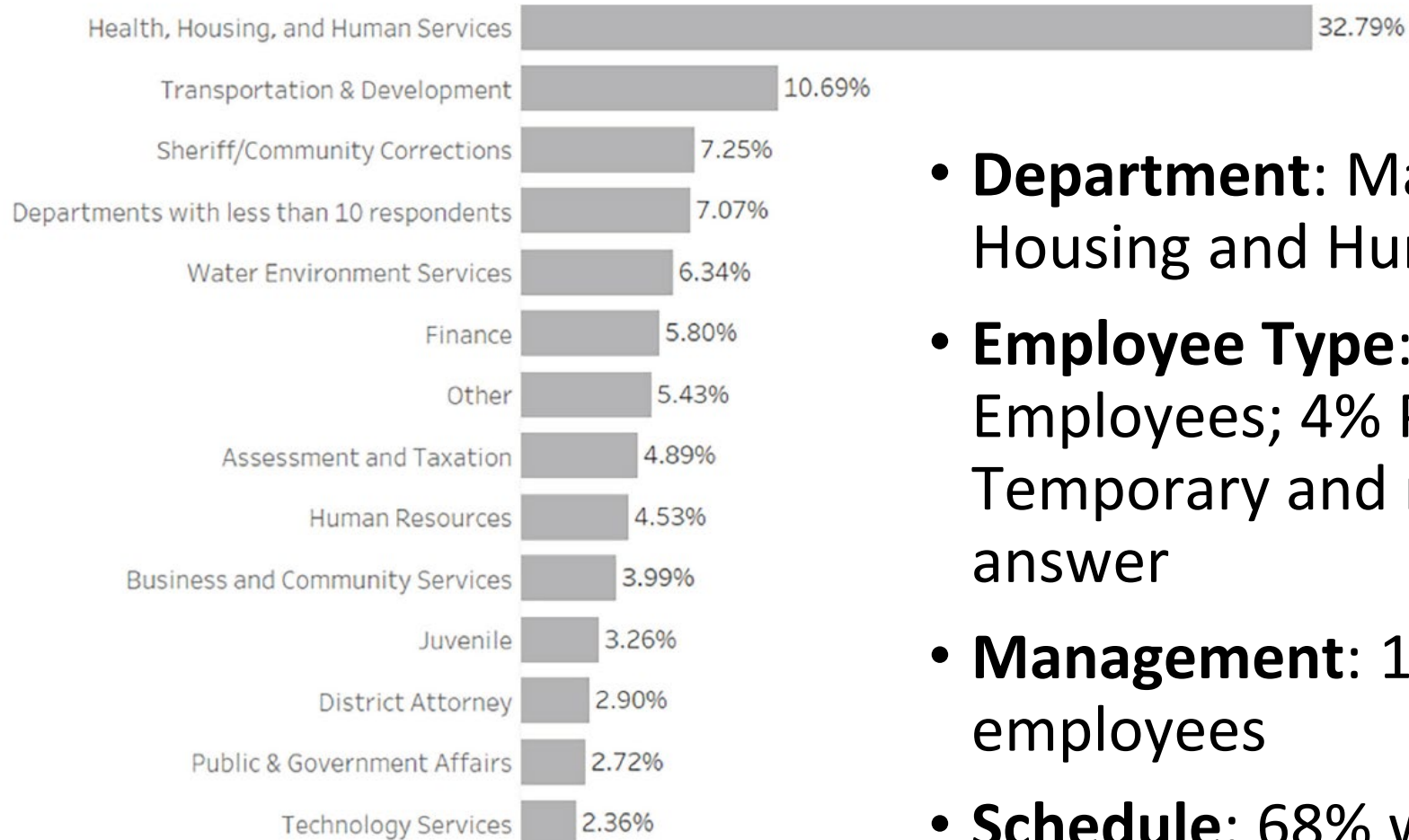
How was this assessed?

- Survey distributed November 25, 2019 – December 6, 2019
- All employees with an email
- Received a total of 680 responses
- Ability to compare to baseline survey, which was administered in 2013
- Survey questions asked about:
 - Four Goal Areas
 - Job Satisfaction, Quality of Work, Productivity and Commitment
 - Demographic Information
 - Open-ended Feedback

Who answered the survey? Personal Identities

- **Age:** 46 years of age on average
- **Education:** Majority reported holding a 4-Year Degree (36%); followed by a Master's Degree (23%) and some college (20%)
- **Sex:** 50% female, 24% male, .3% said they identify in another way and the remaining either chose not to respond or preferred not to answer
- **Race:** 83% white respondents; 7% Two or More Races; 5% Hispanic and 5% Other Race; and less than 5% for Asian, Native American, African American or Black, and Pacific Islander
- **LGBTQ:** 8% Identified as LGBTQ

Who answered the survey? Organizational Identities



- **Department:** Majority from Health, Housing and Human Services
- **Employee Type:** 83% were Full-Time Employees; 4% Part-Time; 3% Temporary and remainder did not answer
- **Management:** 18% were management employees
- **Schedule:** 68% work a 4-day workweek

Goal Area 1: Recruiting and Hiring Diverse Staff

Shows responses out of a total 6-point scale. The vertical line is shown at 3.5 (the split point between general disagreement and agreement)



Goal Area 2: Welcoming & Respectful Work Culture

Shows responses out of a total 6-point scale. The vertical line is shown at 3.5 (the split point between general disagreement and agreement)



Goal Area 3: Retention & Development of Diverse Staff

Shows responses out of a total 6-point scale. The vertical line is shown at 3.5 (the split point between general disagreement and agreement)



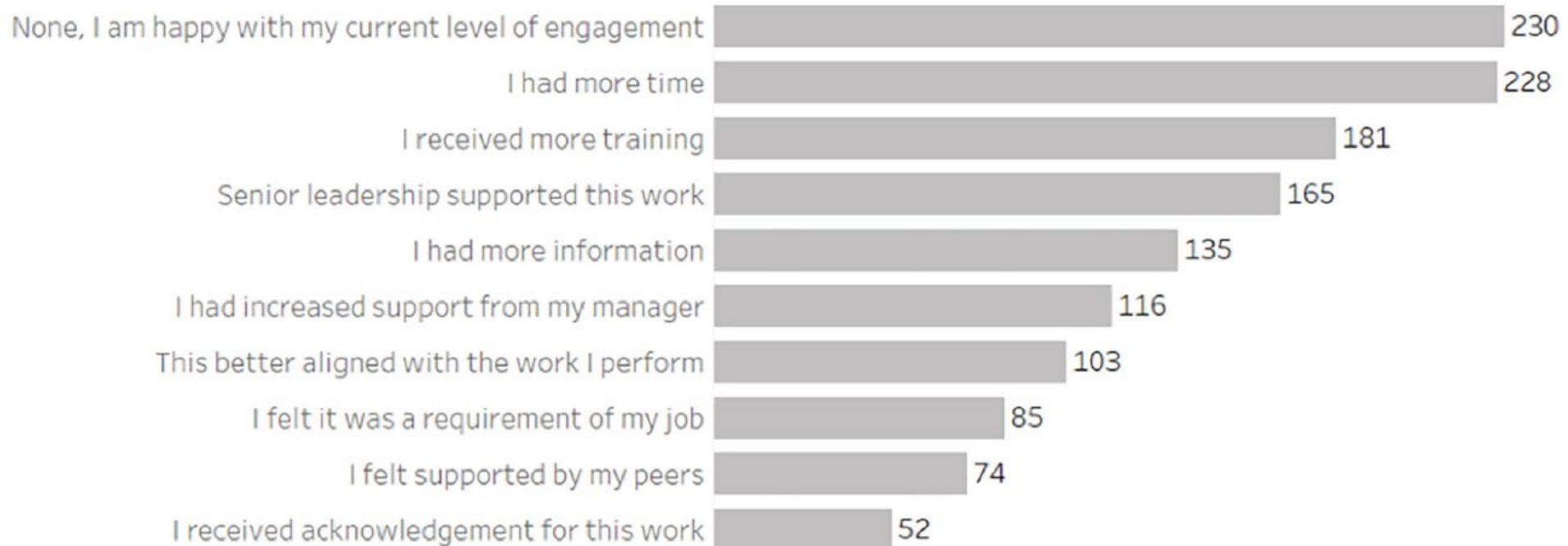
Goal Area 4: Cultural Competence

Shows responses out of a total 6-point scale. The vertical line is shown at 3.5 (the split point between general disagreement and agreement)



What do employees need to be more engaged?

Shows number of people who selected each option.



Short Term Recommendations

- Clarify policies and practices for employees
 - What is the complaints process?
 - Where should discrimination issues be reported?
 - What, if any, FTE can be used for ERG or equity work?
- Review resources regarding language interpretation resources
 - Review how to use the language interpretation service
 - Reduce barriers to using this service
- Enhance equity and diversity opportunities
 - How can employees use their talents to support this work?
 - Who are the employees that want to engage more in this area?

Long Term Recommendations

- Develop an Equity Strategic Plan which Engages Employees at all levels and across the Organization
 - Review and assess current efforts and opportunities for more self-reflective and nuanced training opportunities
 - Understand how the context of how the history of Clackamas County (as a geographic location, not organization) impacts work today
 - Review and assess hiring, retention and development processes
 - Dedicated resources to achieve this vision with clear and consistent definitions and expectations
- Increase transparency and accountability of County expectations
 - Annual reporting of equity efforts
 - Reiterate safe reporting for the complaints process to reduce fear
 - Confidential sources to discuss concerns and options before filing a formal complaint

Long Term Recommendations

- Enhance Communication Channels
 - Peer-to-peer opportunities to discuss equity, diversity, and inclusion work
 - Clear communication about how people can incorporate equity into their work
 - Examples of employees who have worked to integrate equity and diversity into their day-to-day work
- Review Options for Supporting Employees
 - What are ways to reduce burnout for all work, and equity work in particular?
 - Employee recognition and peer-to-peer support
 - What are some opportunities for cross-departmental dialogue and connections?

Questions?