

City of Portland

Highlights of the Affirmative Action Plan 2008-2012

The Auditor's Office

The Auditor's Office continues to emphasize affirmative action in recruitment, hiring and training. The Auditor's Office has been successful in retaining female and minority employees. The Auditor's Office Affirmative Action statistics for the past 14 years continue to reflect a diverse workforce.

The Auditor's Office includes a question on our annual self-evaluation performance form for all employees and managers to complete. We ask each of our employees for suggestions on how to improve and increase diversity and cultural awareness in our workforce. We review comments and suggestions and include them in our plan. The City Auditor also holds all of his supervisors and managers responsible during their annual performance review for fulfilling the Auditors' Office Affirmative Action goals.

City Attorneys Office

It is the intent of the City Attorney's Office to hire the most qualified professional and para-professional candidates for all employment opportunities the office has available. An obstacle that is faced throughout Oregon is the small number of qualified, licensed minority applicants for positions in the legal field. The objectives of this office include widening the awareness of the legal field in general as an option for women and minorities who are tomorrow's workforce.

- **RECRUITMENT**

For positions available in the office, we continue to advertise job opportunities through the Oregon State Bar minority publications and committees, including the OSB's Affirmative Action Program, Diversity Jobs list serve, and the Oregon Minority Lawyer's Association. We also advertise attorney and non-attorney positions in minority newspapers including, but not limited to, Hispanic News, The Scanner, and The Asian Reporter.

Internships for school year and summer law clerks are advertised at law schools through their EEO recruitment offices, and we have a strong history of hiring minority law clerks and interns. It has become a practice that at least one of the three law clerks hired for summer positions is a minority student, usually from a recognized school's Enhancement Program or Affirmative Action Program.

The City Attorney's Office will work to develop recruiting sources that target the inclusion of covered veterans and individuals with disabilities. As positions become

available, the office will ensure that the office facilities will accommodate applicants and employees with disabilities.

- **OUTSIDE ACTIVITIES**

The Oregon State Bar has recognized the lack of minorities in the legal field in the State of Oregon. One way to increase the potential is to bring to students the notion of law as a career goal in both the public and private sectors. City Attorney Office staff participate in a wide variety of activities outside of the office, promoting diversity in the field of law and, indirectly, representing the role public lawyers have in government.

Several of our staff coach high school and college clubs and groups that have related interest to law. Attorneys act as coaches to high school Constitutional Law teams. During the 2006-07 year several attorneys worked with Roosevelt High School students over a six month period, ending their school year with a full mock trial. We also have attorneys who were active in Lincoln High School and Grant High School Constitutional Law teams. An attorney from our office traveled with the Grant High School Constitutional team finals to Washington D.C. in 2006 and 2007.

Among other activities, attorneys participate in teaching moot court, Lewis & Clark Legal Tax Clinic (instructing students in how to litigate tax cases), mentoring first year law students, and participating in mock trials. The City Attorney is a past chair of the Oregon State Bar First Year Honors Program for minority law students, and current Chair of the Multnomah Bar Association Equality Committee.

The Oregon State Bar has several "Sections" or divisions of practices that hone expertise and interest in a variety of specific areas. These sections organize Continuing Legal Education courses, publish on particular subject areas, and promote their areas of specialty. City Attorney staff are active members of such sections as the OSB Diversity Section, Oregon Women Lawyers Section, and Oregon Gay & Lesbian Law Association. They have planned and written curriculum for the Disability Law section, and others.

- **RETENTION**

The City Attorneys Office recognizes that it takes time and effort to maintain the highly skilled and diverse workforce that we enjoy. Staff are highly encouraged to participate in activities within the City structure and outside to enhance their skills, enlarge their scope of competence, and find enjoyment in their work place. The Diversity Development Plan for the City Attorney's Office highlights many of the activities that we sponsor and encourage.

- **OTHER RELATED ACTIVITIES**

EEO Committee – Formed in 2002, the Committee consists of attorney and non-attorney staff, and has representation of both women and minorities.

In-house Education – One staff member is now a trainer for the City's Understanding Racism series. Staff are encouraged to attend cultural diversity and racism classes offered by the City.

Several staff members teach and facilitate EEO and ADA related courses for City employees, including Cultural Diversity training. A member of our EEO Committee is also a member of Diverse Empowered Employees of Portland (DEEP).

Bureau of Environmental Services (BES)

- BES has increased the diversity of the workforce by filling an underutilized position in the Professional – Financial classification.
- To retain employee diversity BES plans to:
 - ⇒ Use the PEER program to help guide employees in the resolution of workplace issues and provides referrals to resources
 - ⇒ Develop a 5 year staffing plan that evaluates the future technological needs of current positions and to develop training programs to fulfill these needs
 - ⇒ Survey workforce annually to determine the culture of the workplace
 - ⇒ Continue the manager 360 degree survey
- BES will continue to ensure that all employees have access to career development opportunities in the workplace through employee training and career development which increases employee knowledge and skills, enabling improved performance and job satisfaction.
- BES will strive to eliminate barriers and perceptions of bias in the workplace through cultural celebrations, and encouraging and allowing employees to attend diversity training and conferences
- With the assistance and guidance of BHR, BES will strive to diversify and expand the qualified applicant pool through outreach to women and minorities.

Bureau of Housing and Community Development (BHCD)

The 2008-2012 Affirmative Action/EEO Compliance Strategies for the Bureau of Housing and Community Development is being written in support of the City's Affirmative Action Plan, and all applicable rules therein.

The purpose of these Compliance Strategies is to reaffirm the commitment of the Bureau of Housing and Community Development to equal employment opportunity and affirmative action, to identify areas of underutilization in our bureau, and to identify action plans and quality improvement projects which move our department toward being

a better community partner through hiring, promoting and retaining a more diverse workforce.

The bureau strictly adheres to City established purchase guidelines and has incorporated standard language into purchase orders, RFP, supplier contracts, and other purchasing documents to ensure companies doing business with the bureau are EEO/AA compliant. Our commitment to affirmative action and diversity includes active participation on the CDDCC (Citywide Diversity Development Coordinating Committee). The person that serves on this committee also coordinates the bureau's affirmative action and EEO activities.

Assessment of Current Affirmative Action Strategies

- Area of Focus: Communicate Plan to Staff during meetings.
- Planned Action: Incorporate EEO/AA policy as a quarterly management team meeting agenda item.
- Outcome: The EEO Representative or Operations Manager will communicate changes and remind staff of our policy and action plan during planned management team meetings.
- Area of Focus: New Employee Orientation
- Planned Action: Create new employee orientation handbook and incorporate EEO/AA policy into the handbook.
- Outcome: Employee handbook was created in Spring 2003 and updated in Spring 2006.
- Area of Focus: Recruitment
- Planned Action: Expanded diversity outreach for all bureau recruitments to increase applicant pool of diverse candidates.
- Outcome: The bureau has diligently and successfully recruited qualified candidates of color for various positions. During the Affirmative Action Strategy period of 2005-2008 the Bureau of Housing and Community Development hired nine employees. Of these nine employees two are African-Americans, two are Asian-Americans, one Latina and four Caucasians. This outreach will continue via community based organizations, minority community newspapers and bureau staff.
- Area of Focus: Staff and Management Cultural Competency & Diversity Awareness

Planned Action: Employees to attend diversity training and/or Annual Cultural Diversity Conference

Outcome: Increased skills and awareness and networking opportunities of the employees that participated.

Bureau of Emergency Communications (BOEC)

- BOEC continues to consult with its Human Resource Site Coordinator to ensure compliance with City Affirmative Action and Equal Opportunity policies in recruitment and hiring.
- BOEC continues to encourage supervisors and managers to attend ongoing training in AA, EEO, and Diversity.
- BOEC continues participation in culturally specific job fairs to develop relationships within diverse communities and to explain the Bureau's role and the types of employment/career opportunities available in Emergency Communications.
- BOEC seeks to maintain its existing minority staff by providing a favorable environment, encouraging respect and diversity, and offering professional growth opportunities to all.

Office of Management & Finance

The major focus of the OMF 2005-2008 Affirmative Action Strategy was on outreach and training. Since this strategy was adopted, OMF has accomplished many of its goals.

OMF has actively participated in the annual Citywide Job Fair since its start in 2006. In 2007, OMF had tables representing all the bureaus and divisions within OMF and had many staff from across the organization representing OMF at the fair.

As a result of Bureau Innovation Project #5: Citywide Employee Development Program, the Bureau of Human Resources rolled out cultural competency training programs for both managers and employees. Many OMF managers, supervisors, and employees have begun the series and will continue to go through it, as their schedules allow.

Data analysis shows that OMF, in keeping with national trends, will have a significant number of employees that will be retirement eligible within the next 5 years. This retirement wave requires preparation and succession planning now to ensure that OMF can meet its future staffing needs and maintain a diverse workforce. As well, OMF may face institutional memory loss, as many of the potential retirees are in leadership roles in the organization, so many procedures, such as hiring practices, should be documented now.

In 2007, the Business Operations Division launched a pilot succession planning project to tackle these challenges. A work team was formed to collect data and plan strategies with managers in the Business Operations work areas. One of the pilot activities included a job shadow day, in through a partnership with the Hatfield School of Government, where students from summer intern programs shadowed OMF staff for a day. These types of activities align well with the strategies within this plan. In the future, succession planning will be expanded to include the rest of the OMF bureaus.

In 2006, the OMF Diversity Committee and Affirmative Action/Equal Employment Opportunity (AA/EEO) Committee were merged, with the AA/EEO representatives now serving as a subcommittee to the Diversity Committee. This has led to better communications and more streamlined processes between the two efforts. Prior to the merger, there were many similarities in the work being done by the two groups, so this merger has helped OMF to focus and be more strategic in its diversity work.

The OMF Diversity Committee, first formed in 2003, completed its first Diversity Program in 2005, following an OMF-wide organizational assessment in 2004. The assessment focused on employee perceptions of the workplace, with questions that asked about both their experiences across OMF and within their division/bureau. In the spring of 2007, the committee created a shorter version of the original assessment by choosing key questions from the 2004 assessment. Over 50% of all OMF employees responded to the 2007 assessment.

Data from the assessment has been reported to managers and diversity representatives for their respective bureau or division through meetings with the staff that performed the data analysis. In the near future, the data analysis will be used by the Diversity Committee to guide its update of the OMF Diversity Program.

OMF's Diversity Committee also has sponsored citywide events for many cultural celebrations including Asian Pacific Heritage, Women's History, Disability Awareness, Human Rights Day, African American History, Hispanic Heritage, and Native American Heritage months. As well, OMF sponsored a lunchtime panel of speakers on Arab-Americans in Portland. For these events, OMF has often partnered with other bureaus and fostered cross-bureau collaboration by co-sponsoring these events together.

In summary, the accomplishments stemming from the 2005-08 OMF Affirmative Action Strategy have laid the groundwork for more significant and measurable advances with the OMF 2008-2013 Affirmative Action Strategy.

Office of Management & Finance Citywide Activities

OMF has citywide responsibilities related to affirmative action in addition to the internal organizational development activities outlined in the Affirmative Action Strategies Baseline Report. These citywide responsibilities are carried out primarily in the Bureau of Human Resources. However, the Bureaus of Purchases and Technology Services also

undertake initiatives which are important to equal opportunity and diversification of the City's workforce. OMF bureaus provide citywide stewardship in this arena under the leadership of the Chief Administrative Officer.

Bureau of Human Resources

The Bureau of Human Resources is the OMF citywide steward of affirmative action activity. Several actions the bureau will complete in relation to citywide affirmative action and equal opportunity are identified in the Human Resources Strategic Plan, the Citywide Affirmative Action Strategy, and the Citywide Diversity Development Strategic Initiative. These citywide actions include:

- Implement citywide measures and ensure bureau implementation of the Citywide Affirmative Action Strategy; and
- Implement citywide measures and ensure bureau implementation of Citywide Diversity Development Strategic Initiative.

Additionally, through the following projects from the OMF work plan and the Mayor's Bureau Innovation Project, Human Resources will take the citywide lead on the following activities:

- Design and implement citywide employee development programs within the Bureau of Human Resources in collaboration with all City bureaus to:
 - Expand City diversity outreach, cultural awareness and recruitment efforts;
 - Increase internship opportunities;
 - Provide training for managers and supervisors; and
 - Require annual performance evaluations for bureau directors with measurements to meet City diversity goals.
- Continue the following programs, as per the OMF work plan:
 - Outreach Recruitment
 - Public Safety Diversity Outreach Program
 - Summer Youth Employment Program

The Bureau of Human Resources also leads by example. BHR's staff is comprised of 41% minorities and 68% women. Women and minority incumbents are employed at all levels and in all 31 classifications used by the bureau.

BHR has enhanced affirmative action recruitment citywide through the development of the City of Portland Annual Job Fair, which connects city bureaus with a diverse pool of thousands of qualified job seekers. After 3 successful years this event has been incorporated into the bureaus ongoing budget.

To help attract and retain a diverse workforce BHR has developed and conducts two (2) training programs. The Employee Cultural Competency in the Workplace Program (ECCW), and the Culturally Competent Management Certification Training Program

(CCMC) were implemented in 2006. Both programs have six modules. CCMC is a requirement for all City of Portland managers and supervisors.

Bureau of Purchases

Purchases has several ongoing programs which support and enforce diversification citywide. The following programs and policies speak to equal opportunity in contracting and contractor activities (available online):

- Fair Contracting & Employment Strategy
- Good Faith Efforts
- Professional Services Marketing and Outreach: *Policy to Increase Minority/Women/Emerging Small Business (M/W/ESB) Utilization in Professional/Technical/Expert (PTE) Contracting (Ordinance 177244)*
- Sheltered Market Program
- Workforce Training & Hiring Program
- Vendor Requirements (including reporting) for the above

Under the umbrella of the Mayor's Bureau Innovation Project #13: Review of Contracting Procedures, Purchases will continue to ensure that M/W/ESB goals are met through the following activities:

- Require bureaus to utilize diverse selection committees;
- Ensure understanding of and compliance with the state law effective March 2005 and Council's new procurement code;
- Explore alternative means of awarding contracts to increase the number awarded to M/W/ESB firms;
- Examine Sheltered Market Program skill-building programs;
- Investigate the possibilities to expand Workforce Training & Hiring data collection;
- Conduct a critical review of the City's PTE Strategy, adopted in July 2003, to determine opportunities to increase M/W/ESB participation; and
- Develop materials to market M/W/ESB firms to project managers.

The following two programs were approved and funded by City Council for FY 2007-2008 to create tangible results, and are currently being developed:

Supplier Diversity Program: A formal Supplier Diversity Program is being created for the purchase of goods and non-professional services to expand the City's efforts to increase the number of goods and services contract awards to certified M/W/ESB firms. It is also designed to look for meaningful opportunities for larger firms to create strategic partnerships with smaller certified M/W/ESB firms to diversify their supply chain.

Professional Services Support Program: The Professional Services Support Program is being designed to expand the outreach notification process to certified M/W/ESB

professional services firms, and expand the business development skills for these firms through technical assistance classes and trainings.

Revenue Bureau

The Revenue Bureau, with its responsibility for collection of business licenses, Multnomah County Income Tax and enforcement of various regulatory programs continues to make efforts to support and enforce diversification citywide. The following programs and outreach efforts speak to equal opportunity in the city's economic development:

- Disconnected Youth Tax Credit – A pilot program in 2005 and 2006 tax years to provide tax credits to business that hire disadvantaged youth. The program is now being evaluated and expected to re-start in tax year 2008.
- Elders in Action Review – Utilization of secret shoppers to ensure that all customers receive good customer service from the Bureau.
- Information provided about bureau services in multiple languages.
- Increased outreach to new and small businesses to provide information about various city services, technical assistance and support mechanisms.

Bureau of Technology Services

Technology Services plays the critical citywide role of managing online, software and hardware systems for the City of Portland, ensuring that user accessibility is maintained, accommodation is made to ensure all employees have the tools of technology to do their jobs, and maintaining systems for electronic tracking and monitoring of human resources information for the City. Upcoming initiatives where Technology Services plays a key role to support Affirmative Action goals include:

- Implementation of an Enterprise Business System to replace the City's current outdated financial and resource management system (including human resources);
- Implementation of the SAP online recruitment module and employment application tools;
- Continuing to expand accessibility of online systems; and
- Reorganization and customer service improvements to continue supporting all City Bureaus in the delivery of their services to the public.

Police Bureau

The Police Bureau will be looking at the following areas to ensure our practices comply with our Affirmative Action Policies.

- Review of lateral and/or vertical movement of minority or female employees. During the fiscal year 06-07, 14% of the 43 promotions were by women employees, and 9.3% were by minority employees. The key promotions by women were Chief, Detectives, and Sergeant. For minorities there were promotions to Assistant Chief, Detective, and Sergeants.

- The Bureau has diversified the hiring panels which resulted in an increase in the hiring and promotion of minorities and women. Currently, the Bureau is in the process of increasing the pool of panel members to ensure diversity.
- The Police Bureau has increased its communication to its managers, supervisors and other employees regarding Equal Employment Opportunity (EEO), Affirmative Action issues and workplace expectations.
- Situations where minorities and women are underutilized or significantly underrepresented in training or career improvement programs: The Police Bureau will continue with its policy to ensure all employees receive notification of all training and career improvement opportunities.

Situations where no formal techniques are established for evaluating the effectiveness of the Bureau's EEO programs. The Police Bureau has appointed an EEO representative to coordinate the Bureau's EEO program and act as a liaison to the City Affirmative Action Committee.

Office of Cable Communication and Franchise Management

We have investigated the workplace and find no past or present hiring or promotion deficiencies for the Office. This is supported by the Utilization Analyses for this Office. Those analyses indicate that there is no underutilization, or statistically significant standard deviations, in any of the existing job groups. Since the Office currently meets City goals, the Office's EEO/AA strategy will be designed to remain in compliance with them.

The Office has created an EEO-AA/Diversity Team composed of three senior managers. They meet regularly during manager's meetings and discuss and review issues as needed. One of these managers is the liaison to the citywide EEO-AA effort and another is the liaison to the citywide diversity development effort.

There were three position changes in late 2006-2007. One Program Specialist retired in October 2006. The position was filled by an Asian male. Two new positions were added in 2007: a Program Specialist in the Utility Program and an Office Support Specialist III for the office. These positions were filled by an African American male and a Caucasian female, respectively. In addition, the Office regularly issues Requests for Proposals (RFPs) and enters into contracts with vendors for services. PTE guidelines are complied with for these contracts, and we have been successful in diversifying our sources for services. Though vendors are not employees, we award contracts that, in principle, support EEO/AA and diversity goals.

Though we do not currently employ any employees with disabilities, we have accommodated and will continue to accommodate employee accessibility or other

medical issues as we become aware of them. The office space was remodeled by General Services in 2001 and met all ADA and other accessibility codes and standards then in effect. The office will be remodeled again in late 2007 and will also meet all ADA and other accessibility codes and standards currently in effect.

The Office does not currently employ any employees who are veterans of U.S. military service. As hiring opportunities open, the Office will make efforts to develop recruiting sources which target the inclusion of covered veterans.

All actions items in the 2005-2008 Strategy were completed. Those that were ongoing reappear, as do some others that were one-time actions.

Portland Fire and Rescue (PF&R)

PF&R's Firefighter Trainee program has been tremendously successful in recruiting underrepresented groups of people. Since its inception in 1993, firefighters hired through the Trainee program have been extremely diverse in terms of gender and ethnic background. For example, a recent class of ten Firefighter Trainees began training on September 20th, 2007. Included in that group are three women, one American Indian male, and one African American male.

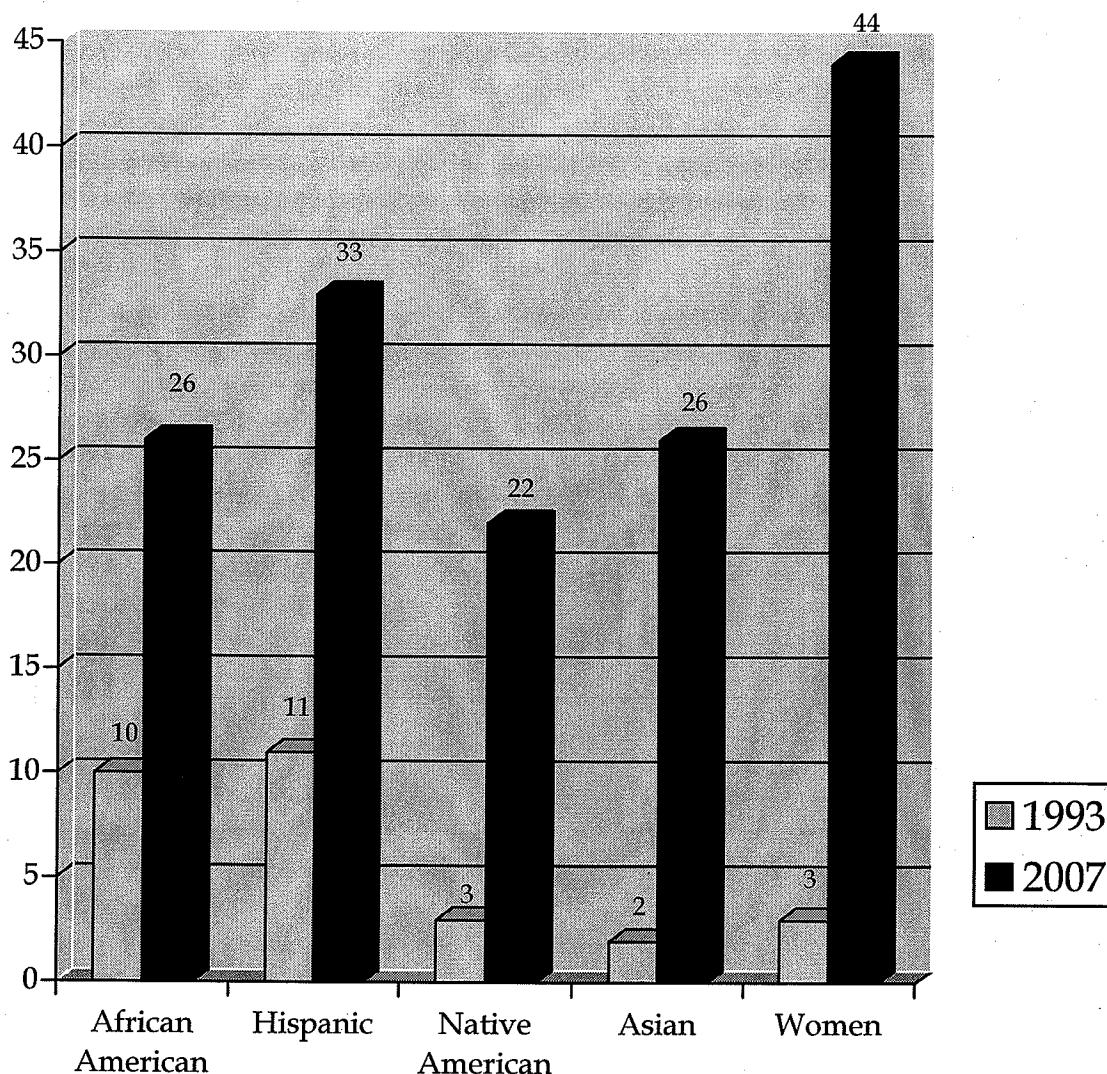
Workforce Diversity as of December 5th, 2007

White Male 539

African-American Male 26

Hispanic Male 33 Asian Male 26

Native American Male 22



Women, all protected groups 44 Diversity in the Ranks

Since PF&R started the Firefighter Trainee program more than 12 years ago, many of the diverse employees are advancing in rank throughout the organization. This process takes time, because employees must serve several years and gain experience before they become eligible for promotions.

In 2005 there were 18 minority males and nine females above the rank of firefighter. Since then an additional nine minority males and six females have been promoted to positions above the rank of firefighter. This includes one female who was promoted to the rank of Battalion Chief in 2006. She is the first female Chief Officer in the history of PF&R. So far, officers and sworn personnel of under-represented groups above the rank of firefighter stand as follows:

Battalion Chiefs	2	(1 male, 1 female)
Captains	4	(3 male, 1 female)

Lieutenants	19	(14 male, 5 female)
Inspector	12	(6 male, 6 female)
Investigator	5	(3 male, 2 female)
Total	42	(27 male, 15 female)

Assessing the Previous Plan

In addition to measuring success in raw numbers, PF&R can assess the previous plan's action items and outcomes, to determine if we met the established performance measures.

Below is a summary of final outcomes from the 2005-2008 plan:

- Policy statement: Policy statement in support of the 2005-2008 Affirmative Action Plan issued to all PF&R employees
- Avenues for employee complaints: Issues successfully addressed through training on HR admin rules, and cultural assessment implementation
- Diversity hiring: Firefighter Trainee program continues to serve as PF&R's most successful tool in diversity hiring. Although the cultural assessment recommendations included eliminating this program, PF&R maintains a strong commitment to the effort as a means to address affirmative action placement goals.
- Human resource rules regarding workplace behaviors: General order established and in place. Supervisors reminded of need to make subordinates aware of all HR rules and provide training when appropriate.
- Communicate with staff: All expected outcomes were met (and some are on-going) including regularly scheduled updates performed via the closed circuit TV. The Chief continues to visit all fire stations at least annually, and addresses employees through the "Chief's Corner" television program.

Since 2005, the focus of efforts in supporting affirmative action and cultural diversity has been in the area of recruitment and retention and has laid the ground work for more significant advances in the 2008-2012 Affirmative Action Strategy.

- New hire training: 100% of all new hires now attend an orientation session that discusses inappropriate behaviors, expectations, and avenues to express concerns or complaints
- Partnering with labor: The PF&R Labor Management Committee continues to address issues affecting the workplace. PF&R and the Portland Firefighters Association shared costs in sending representatives to the 2007 Women in the Fire Service Conference.
- Cultural Reassessment: All 700 PF&R employees attended the first round of workforce development training, on the topic of Resolution and Communication and Respect and Common Ground, in spring of 2004. In the spring of 2005, all

PF&R employees attended a second round of training on the topic of Accountability. PF&R secured funding in the 2007-2008 budget to conduct a cultural reassessment to determine the current status of the workplace environment. A contractor has been selected and the reassessment will be completed in spring 2008.

- Training: All proposed training was completed. The following is a list to summarize all training provided to Portland Fire & Rescue employees from 2005 to 2008:
 - Rule 2.2 (for supervisors & non-supervisors) for all new employees
 - Lt. Academy – 2006 and 2007 (Rule 2.2 – City Attorney Lory Kraut)
 - Cultural Competency Training For Managers and Supervisors-2007
 - 2005, 2006, and 2007 MFOA (same classes as in the previous years)
 - 2005 workforce development training for all employees

Office of Neighborhood Involvement (ONI)

ONI's current Affirmative Action Strategies were developed in 2005. Since that time, ONI has undergone significant changes with a change in Commissioner-in-Charge, change in Director, change in other key management staff and the transfer of over 28 staff, mostly nuisance inspectors previously housed at BDS and outreach staff at BES. With these changes, the size and participation in ONI's Diversity Committee has fluctuated. However, the bureau has re-evaluated efforts in affirmative action and in cultural diversity and has taken steps to strengthen our commitment in these areas including:

- Continued active participation in the Citywide Diversity Development Coordinating Committee (CDDCC). To ensure that we are working towards a culture that is inclusive and embraces diversity, ONI established a Diversity Committee charged with assessing present cultural competency and striving to identify resources to improve it.
- In 2003, ONI staff completed a diversity survey intended to assess ONI's capacity to embrace a diverse workforce. After significant changes in overall staff, the survey was completed again in 2006. Although staff self-assessments were very high, there were several areas identified for improvement. The areas that relate to affirmative action needing attention include:
 - Recruitment and retention of a diverse workforce,
 - Ensuring cultural competency is a key focus in the recruitment and selection of new employees,
 - Ensuring cultural competency is a key factor in performance appraisals, and
 - Resource availability to support cultural competency training.
- ONI has emphasized affirmative action and diversity in recruitment and retention efforts. When possible, ONI has provided temporary and permanent opportunities for our existing knowledgeable and dedicated employees to advance within the bureau. On external recruitments, job announcements have been distributed to community partners as well as local papers that reach diverse applicant pools.

- ONI Managers have completed, or are in the process of completing, the Cultural Competency Management Certification Training Program. Non-management employees have been encouraged to attend the Employee Cultural Competency in the Workplace trainings when possible.

Office of Sustainable Development (OSD)

OSD Diversity Committee has been working specifically on Recruitment and Hiring, resulting in Guidelines for Improving Diversity in OSD's Recruitment and Hiring, which was supported by Management and implemented immediately. In the coming years, this will continue to be monitored, promoted, and updated as needed by the Diversity Committee. Areas of change include:

- Community Connections program to create ties between staff and diverse community organizations
- More and shorter first-round interviews
- Office Buddy program to match new hires with an existing staff

Parks and Recreation

AAP Highlights 2006-2007

1. Translated HR Rules into Spanish and distributed to the rest of the City Bureaus for use.
2. During the summer of 2006, 20% of seasonal maintenance hirers and 10% of FTE's were from underrepresented groups. The same time period in 2007, the numbers increased significantly with 30% of seasonal hires and xx% (waiting for Mary Strayhand) of FTE's were from underrepresented groups.
3. Established and expanded an outreach program to assist in serving Latino, Asian Pacific Islanders, and teens in the Portland area.
4. Created, printed, and distributed 1500 Spanish seasonal hiring brochures to prospective employees at the 2006 and 2007 Latino, Urban League, City of Portland, and Women in Trades Job Fairs.

Portland Office of Transportation (PDOT)

In the Office of Transportation Affirmative Action Plan for 2005 to 2008 our four bureaus adopted planned actions in recruitment, selection, and training designed to address under representation in a number of job groups. Transportation participation in community job fairs such as those put on by the Urban League and Women in Trades, have improved outreach to minority and women applicants for non-traditional jobs in our organization. Transportation also advertised in local minority newspapers and national minority trade journals, as well as with minority professional organizations. This improved the applicant pools for executive and professional positions. PDOT also utilized summer job opportunities to increase minority youth exposure to transportation occupations in accordance with the affirmative action plan. In the area of training, PDOT ensured that all employees participated in training on Human Resources Administrative

Rule 2.02, Harassment and Discrimination Prohibited. This ensured that all PDOT employees had an understanding of the implications of such actions.

It should be noted that during this period the Transportation Director made the selection of three executive positions. Two of the bureau directors hired are female. These hires bring a significant increase in diversity to the Director's Team and provide a positive example of the support for EEO and Affirmative Action in the Office of Transportation.

A top priority for PDOT is diversity development, cultural awareness, and maintaining a safe and respectful workplace for PDOT employees. In addition to the accomplishments listed in the above paragraphs, PDOT has embarked upon an aggressive organizational development program over the last two years. Initiatives included an agency-wide inclusivity assessment, mandatory and supplemental inclusivity training re-chartered the Bureau of Maintenance (BOM) Culture Shapers Committee. PDOT integrated a Citywide mandatory Management Diversity training series initiative including recommendations from PDOT inclusivity studies into the organizations of Affirmative Action Plan and PDOT's Diversity Development Plan. These initiatives were implemented, in part, to promote the awareness of affirmative action.

Culture Shapers

Culture Shapers is a program that is intended to address cultural issues in the workplace through enhanced communications and greater cultural awareness. The goal of Culture Shapers is to guide PDOT's success in developing a diverse workforce - one that values a dependence on each other for success, eliminates discrimination, promotes equality, and encourages the development of self-esteem. The Bureau of Maintenance Culture Shapers Committee, which has been in existence for over 15 years, is an integral and effective part of BOM's workplace.

PDOT Employee Survey

In November 2004, the PDOT HR Policies and Practices Committee conducted an employee survey to look at issues raised during both the Inclusivity Study and the Strategic Planning process. Approximately 60% of employees responded to the survey and provided 250 pages of written comments about issues most important to employees. The purpose of the survey was to help the Committee narrow down the list of human resources issues to a select few in which they can affect changes that will provide real benefits for employees and make a positive difference in the organization. Based on the survey, the top issues identified by staff were recruitment and hiring processes, professional development, and performance feedback. PDOT continues to have on-going internal discussions engaging labor through the Labor Management Committee (LMC).

Bureau of Planning

As a foundation for the creation and management of a diverse work force, the Bureau of Planning embraces as a fundamental truth the importance of complying with EEO laws and the City's Affirmative Action Plan. This compliance is demonstrated in many ways:

- Endorsement of City employment policies, training and job opportunities;
- Publication of reports and notices that proclaim equal access to information and provisions for special accommodations;
- Appointment of EEO representatives in the office available to staff as liaisons for matters of diversity;
- Funding of different planners' participation at American Planning Association conferences in different cities every year to network with national planners; and
- Cooperative efforts with neighbors, businesses, organizations and agencies to develop plans to maintain and improve livability for every Portlander.

Training & Professional Advancement Activities FY 2006-2007

- Planning ensures that all new employees attend required training on Administrative Rule 2.21 prohibiting harassment.
- Planning has documented employees' attendance at classes in Cultural Competency and other behavioral skills.
- 12 Planning Bureau managers have completed or are progressing with course work as part of the City's Cultural Competency Management Certification Training Program.
- Three Planning Bureau managers and supervisors acted as trainers in the City's Diversity Development in the Workplace courses.
- 70 percent of Planning employees attended courses and conferences during the year to enhance skills and further their professional development.
- A Bureau of Planning senior planner provided a presentation and consultation services to the City of Honolulu regarding Portland's Experience with Transit-Oriented Development.
- Planning has sponsored employees' attendance at numerous multicultural conferences and classes including the City/County Diversity Conference, and "Dialogues on Racism.
- Planning has sponsored employees' attendance at conferences that explore ways to maintain and improve the community's urban success, such as "True Urbanism: Designing Urban Areas for Social and Physical Health" and "Developing Workforce Housing."
- Planning has sponsored employees who have shared planning and urban design expertise with governments, organizations, and planners around the world, including China, the Netherlands, Italy, Ethiopia, and in other cities of the United States..

Employee Communications and Outreach Activities FY 2006-2007

- Planning established a Labor Management Committee to collaboratively work on efforts to improve the workplace. A first step for the LMC was conducting an employee survey to solicit ideas for topics for the LMC to work on and to elicit comments on employee satisfaction.
- Planning continued to use a bureau-specific employee intranet site on Portland Online, providing opportunities for staff to post items and share information.
- Planning used its monthly bureau-wide meeting as a conduit for discussion, feedback and interactive work sessions.

Outreach Activities FY 2006-2007

- The Planning Bureau provided staff support and resources backing the Mayor's Vision Project, which engaged underrepresented residents in setting goals for the future of the community. In July 2007, the Bureau assumed responsibility for visionPDX, which will be developed into a larger Portland Plan over the next two years through widespread public involvement efforts..
- Planning's district liaisons and economic development planners arranged to distribute notices and surveys translated into Spanish, Russian, and Vietnamese to gain insights and data from different neighborhoods and along business corridors.
- Planners continued to develop projects by engaging residents and seeking input through charrettes, open houses, and citizens' participation on advisory committees.

Recruitment Activities FY 2006-2007

- Planning sponsored national announcements and searches for a broader, more diverse field of applicants for professional and official administrative positions, successfully recruiting managers, planners and Community Service Aides from disparate backgrounds and EEO minority categories.
- A Planning bureau manager participated in a strategy session at Portland State University (PSU) to identify ways to attract more African American students to PSU's urban studies and planning programs.
- Planning worked with BDS to send recruitment materials to professional organizations, colleges, and alumni associations across the country, including a number of historically black colleges and minority "caucuses" and subgroups of professional organizations such as the American Planning Association.
- Planning worked with BDS to establish a joint website re: "Career Opportunities in Planning in the City of Portland" to provide easy to access information about the two bureaus, Planner positions and responsibilities, and how to apply for positions with the City of Portland.
- Planning participated in the City's annual Job Fairs, and coordinated with HR and BDS to have materials and/or staff available at other. The two Bureaus worked together to develop two different sized brochures advertising career

opportunities in planning that could be widely distributed at these and other events.

Portland Water Bureau

Through the successful implementation of a number of our planned actions, the bureau has reduced underutilization and has created a workplace of greater opportunity for all employees.

- We have ensured that all employees have attended the appropriate level of the City's mandatory harassment training and make it a priority after hiring new employees.
- Our recruitment and selection strategies have been targeted and successful in eliminating some of the underutilization. For example our employment of females in the Service/Maintenance, General Maintenance/Trades now exceeds their availability in the workforce. Women were historically underutilized in this job group.
- Our hiring and selection procedures ensure the greatest diversity in the candidate pools.
- We have continued to expand our relationships with community-based organizations, by participating in job fairs, notifying them directly of recruitments, and the involving individual employees in recruitment-related activities.
- We have begun a program of recruiting at the college level for entry level engineering positions. Colleges and universities are selected for the diversity of their student population. This has allowed us to significantly increase the diversity of the engineering group.
- We have continued to effectively utilize apprenticeship and training programs both to diversify the workforce and to provide greater promotional opportunities for incumbents.
- We have provided training and coaching, such as resume writing and answering supplemental questions, for employees seeking promotions.
- We have held managers, supervisors and employees accountable for their behavior, investigating any and all reports of harassment, discrimination or unfair treatment and suggesting workplace improvements even when no harassment or discrimination was found.
- We have enhanced the skill level of our workforce through training opportunities such as providing training for passing the Oregon Water Distribution Certification exam.
- Through our quarterly reporting on budget program goals, we continually assess ourselves.