

EMPLOYEE SURVEY

City of Portland Equity Officer Roles and Responsibilities

SECTION ONE: INTRODUCTION

Last November, the Portland City Council approved [an organizational structure](#) that included the creation of a new Equity Officer who will report to the City Administrator, oversee the Office of Equity and Human Rights, and be responsible for leading the practice of equity citywide.

This survey is designed to gather insights on the potential roles and responsibilities of the Equity Officer. It is a project of the City Administrator's office and was informed by the research and visioning of Equity Managers, the Office of Equity and Human Rights, and consultant partners.

Your input, combined with research on equity positions from other cities and additional stakeholder feedback, will inform the recommendations provided to City leadership this fall.

What has already been determined?

The City of Portland will have an Equity Officer who oversees the Office of Equity and Human Rights and the practice of equity citywide. The position will report to the City Administrator. The recently adopted FY 24-25 budget includes funding for the position.

What is still undetermined?

We invite your input to help inform City leadership's decisions on the:

- roles, responsibilities, and scope of authority of the Equity Officer,
- initial priorities for the Equity Officer,
- ideal candidate profile of the Equity Officer, and
- desired model for delivering and supporting equity functions across the City's service areas and citywide.

SECTION TWO: ROLES & RESPONSIBILITIES

1. The following are common roles and responsibilities of equity officers in different jurisdictions across the United States. Prioritize the following list based on what you think are the most important areas for the City of Portland's Equity Officer to focus on:

[Rank the following list with the first priority placed on top]

- a. Provide expertise, recommendations, and leadership to support the pursuit of equity objectives citywide.
- b. Establish, manage, and lead collaboration in implementing accountability measures for monitoring and evaluating progress, outcomes, and community impact citywide.
- c. Build organizational capacity, skills, and resources needed to advance equity objectives citywide.
- d. Establish, manage, and lead collaboration in implementing standards, policies, and a strategic vision to advance equity citywide.
- e. Establish clear roles, responsibilities & authorities for equity practitioners and teams to advance the practice of equity citywide.

2. Many additional responsibilities and requirements of a city government can be part of an equity officer's job. Prioritize the following list based on what you think should be included as one of the primary roles of the City of Portland's Equity Officer:

[Rank the following list with the first priority placed on top]

- a. Establish, manage, and lead collaboration in implementing clear procedures, guidelines, and definitions of equity for shared usage and understanding citywide.
- b. Work with the City's public commissions and committees to develop and incorporate equity focused goals, policies and/or strategies.
- c. Lead efforts to ensure citywide compliance with local, state, and federal regulations, including Title VI of the Civil Rights Act of 1964, Language Access, and Title II of the Americans with Disabilities Act (ADA).
- d. Streamline efforts and address redundancies among equity-related efforts citywide.

- e. Lead a team of equity practitioners and define the scope of City equity roles, including partnerships with the Bureau of Human Resources, employee resource groups, and bureau-specific equity committees.
- f. Convene cross-departmental equity leadership and teams for better coordination and alignment.
- g. Standardize and centralize data resources and demographic mapping tools often used in equity work.
- h. Build and maintain relationships and partnerships with regional and municipal equity leaders.
- i. Manage the development and provision of trainings, workshops, and seminars to build knowledge and skills citywide.
- j. Provide a strategic plan and direction for bureau-specific equity plans for each service area.
- k. Adopt equity metrics with key performance indicators to audit and report on the outcomes of equity practices.

3. Are there additional roles or responsibilities that should be part of this position?

If yes, please list below:

(OPEN FIELD RESPONSE)

4. What outcomes are you looking for from an Equity Officer?

(OPEN FIELD RESPONSE)

SECTION THREE: CANDIDATE PROFILE

5. How important is it for the Equity Officer to have the following qualifications?

[LIKERT SCALE: *not important at all, a little important, unsure, very important, essential*]

- a. Experience managing large teams and operationalizing plans including budget and strategic planning.
- b. Experience and understanding of working in and enacting structural and/or operational changes in government institutions.
- c. Experience as an equity practitioner working with marginalized communities.
- d. Understanding of the meaning and complexities of intersectionality.
- e. Experience with local, state, and federal regulations, including Title VI of the Civil Rights Act of 1964, Language Access, and Title II of the Americans with Disabilities Act (ADA).
- f. Track record of developing and implementing innovative approaches to advance equity.
- g. Lived experience with inequitable practices and/or outcomes.
- h. Demonstrated success operationalizing equity practices in large, complex systems to achieve measurable results.
- i. Understanding of policy issues related to language access, LGBTQIA+ communities, data equity, and other policy issues affecting marginalized communities.
- j. Familiarity with Portland and its historical relationship to equity, both in government and in community.
- k. Demonstrated commitment to and effectiveness in advancing equitable structures, policies, and outcomes.
- l. Ability to successfully work with community leaders and jurisdictional partners.

6. Are there additional qualifications that are important for the person in this position to have? If yes, please list below.

(OPEN FIELD RESPONSE)

7. If you have additional thoughts to share related to the Equity Officer position, please enter your comments below. [Follow-Up Text Box]

SECTION THREE: FUTURE STRUCTURE OF AUTHORITY

8. How should equity functions be integrated across service areas within the City of Portland?
- a. Centralized under the Equity Officer to support a unified approach across all departments.
 - b. Decentralized, allowing individual bureaus and service areas to manage their own equity initiatives with guidance from the Equity Officer.
 - c. Hybrid model, where some functions are centralized under the Equity Officer to support citywide outcomes, while other functions are managed by specific departments.
 - d. Other (please specify): _____

Do you have any additional thoughts? [Follow-Up Text Box]

9. What do you perceive as the biggest challenge in integrating equity functions across the city?
- a. Resistance to change within departments.
 - b. Lack of sufficient resources or funding.
 - c. Difficulty in establishing consistent metrics and accountability.
 - d. Challenges in engaging and building trust with diverse communities.
 - e. Other (please specify): _____

Do you have any additional thoughts? [Follow-Up Text Box]

10. Which level of authority do you believe is most critical for an incoming Equity Officer to effectively advance equity across the City of Portland?
- a. Set citywide equity policies and standards, while departments maintain operational responsibility.
 - b. Direct all equity initiatives, including providing centralized oversight of equity programs and practitioners.
 - c. Provide guidance, support, and resources, with service area leaders retaining operational autonomy over equity initiatives.
 - d. Share responsibilities with other city leaders and departments, coordinating overall equity efforts, including oversight of programs and practitioners.
 - e. Other (please specify): _____

11. Do you have any additional thoughts you'd like to share related to the Equity Officer position? [Follow-Up Text Box]

SECTION FOUR: RESPONDENT POSITION & DEMOGRAPHICS

This survey is anonymous. Responses will help us who the City of Portland is reaching in the community and will better inform our analysis of responses.

12. Is your position:

- Management
- Non-management
- Other: (write in)

13. Is your position represented by a union?

- Yes
- No

14. Is your role primarily (50% or more) responsible for designing, coordinating, or implementing programs, policies, or practices aimed at addressing systemic disparities in service delivery or practices at the City of Portland? (yes) (no)

[If "yes", skip to Question 16.]

15. If no, approximately what percentage of your role is responsible for designing, coordinating, or implementing programs, policies, or practices aimed at addressing systemic disparities in service delivery or practices? (percentage slider)

16. What is your service area or departmental area? Find out what service area you are in [here](#).

- City Administrator's Office (includes Assistant City Administrator's Office)
- Budget & Finance
- City Operations
- Community & Economic Development
- Public Safety
- Vibrant Communities
- Public Works
- City Hall

- City Auditor's Office
- Don't know / I prefer not to answer

17. Which of the following describes your racial or ethnic identity? Please select ALL that apply.

- American Indian or Alaska Native
- Asian
- Black or African American
- Latino/a/e/x or Hispanic
- Middle Eastern/North African
- Native Hawaiian or Pacific Islander
- White
- Not listed above, please describe
- I prefer not to answer

18. What is your total household income? (Those who dwell together and/or compose a family). Please select one.

- Less than \$10,000
- \$10,000 to \$19,999
- \$20,000 to \$29,999
- \$30,000 to \$39,999
- \$40,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more
- Don't know / I prefer not to answer

19. How many people live in your household? (Those who dwell together and/or compose a family).

(Fill In)

I prefer not to answer

20. What is your current age, in years?

(Fill In)

I prefer not to answer

21. What language(s) do you speak or sign at home?

- English
- Spanish (Español)
- Vietnamese (Tiếng Việt)
- Chinese (中文)
- Russian (Русский)
- Somali (Soomaali)
- Ukrainian (Українська)
- Romanian (Română)
- Nepali (नेपाली)
- Chuukese
- Japanese (日本語)
- Korean (한국인)
- Tagalog (Filipino)
- Laotian (ລາວ)
- Arabic (عربي)
- Mon-Khmer Cambodian (ខ្មែរ)
- American Sign Language (ASL)
- Not listed above, please describe
- I prefer not to answer

22. Do you identify as a member of the LGBTQ2SIA+ community?

- Yes
- No
- I prefer not to answer

23. Do you identify with having or living with a disability? Please select one.

- Yes
- No
- I prefer not to answer

24. What is the zip code where you live?

(Fill In)

I prefer not to answer