

EXHIBIT A

Diversity Development/Affirmative Action Guiding Principles

- 1) **The primary purpose of Diversity Development/Affirmative Action is to increase the capacity of the City to succeed in its mission of serving the people of Portland.** To better serve the people of Portland, the employees of the City must become increasingly culturally competent and work in an environment that is inclusive and promotes, develops and supports cultural competency.

- 2) **The existence of a comprehensive Diversity Development/Affirmative Action strategy is a business necessity, crucial to the continuing success of the City.** The focus of the City's diversity development strategy is the creation of an organization culture that values diversity and supports cultural competency in its workforce. Diversity is one of the foundations upon which the City's goals for organization development, workforce development, service design and service delivery will be built.

- 3) **Everyone associated with the City is a stakeholder in diversity development.** The City will provide a clear understanding of diversity development. The City will provide its employees with methods to recognize, support and reward diversity development efforts and accomplishments. The City will include community partners in strategic planning for diversity development.

- 4) **All City employees are professionally and personally accountable to assess how their beliefs, attitudes and knowledge affect the City's capacity to serve our multicultural community.** This principle includes seeking self-understanding, gaining knowledge of other cultures, developing cross-cultural communication skills, providing leadership and supporting appropriate culture change within the City.

- 5) **Affirmative Action, Equal Employment Opportunity, the Americans with Disabilities Act along with other civil rights legislation, rules and policies are viewed as a set of tools that provide the foundation for diversity development.** Compliance with these laws, rules and policies establish direction and provide guidelines for organization change within the City. They support the increase of diversity and cultural competency, and the reduction of bias in our workforce. They provide a framework for creating an environment of inclusion in the City.

EXHIBIT B
City of Portland
Bureau of Human Resources

Diversity Development/Affirmative Action Office (D/AO)
Strategic Development Plan

November 2001—December 2002

D/AO Mission: The mission of the Diversity Development/Affirmative Action Office is to support the development of a diverse work force, oversee the creation of an inclusive work place culture and ensure compliance with Affirmative Action/Equal Employment Opportunity laws, regulations and guidelines.

D/AO Vision: The City of Portland (City) is an effective multicultural organization, which is an employer of choice for people seeking employment. The culture of the City is inclusive, embraces diversity and supports cultural competency. The City's work force is diverse and culturally competent and uses its diversity to serve the City.

D/AO Objectives

Diversity Development (DD)

To create an inclusive work environment in the City by designing, implementing and monitoring a comprehensive effective program of diversity development initiatives.

Affirmative Action/Equal Employment Opportunity (AA/EEO)

To increase the diversity of the City work force by directing development and implementation of a strategic affirmative action plan, which supports the recruitment and hiring of individuals from groups that have been historically underutilized by the City.

Americans With Disabilities Act (ADA)

To increase the employment of people with disabilities, in the City, by expanding awareness and understanding of disability issues and developing the knowledge and skills to address the issues effectively.

Preface

To serve the people we need to understand them. To understand, we need to be able to communicate. True communication requires empathy and skill. Empathy requires knowledge—of self and others. This plan is designed to provide the City with the knowledge and skills needed in order to listen empathetically to the people it serves. This means building a culturally competent work force, and an inclusive work environment and organization culture.

This plan provides the reader with an understanding of the goals, activities and outcomes the D/AO will ascribe to in accomplishing its mission. Please direct any comments and/or questions regarding this plan to: Diversity Development/Affirmative Action Office,

Bureau of Human Resources, 1120 SW Fifth Avenue, Room 404, Portland, Oregon 97204. You can also reach us by calling 503-823-4164 or by interoffice mail addressed 106/404.

Introduction

"Diversity development and affirmative action are verbs."

Joseph M. Quiñones, D/AO manager

The City of Portland is committed to being an inclusive respectful work place that provides employees with the opportunity to work and contribute to their full potential. Diversity development and affirmative action initiatives are key components of the City's business strategy for achieving this goal. These initiatives are linked to the values, culture, systems, policies, practices and operations of the City of Portland.

Over the past several months, the D/AO has reviewed written materials and interviewed individuals (city employees and community members) in an effort to assess the state of diversity development initiatives and Affirmative Action within the City. This strategic plan is the result of that research and evaluation.

This strategic plan proposes actions the City can take to improve its performance in areas of diversity development, Affirmative Action/EEO and ADA. Training and consultative services are integrated into these categories. Specific goals, action steps, timelines, accountabilities, outcome measures and required resources are detailed in this plan.

Issues, Actions and Outcomes

Diversity Development

"Diversity Management... deals with the mind set of an organization, the climate of the organization and with the different perspectives people bring to the organization due to race, workplace styles, disabilities and other personal differences."

Aldrich Kilbride & Tatone LLP and HR Northwest, report July/2000

At present, the City of Portland does not have a comprehensive "corporate" diversity development strategy. Although some work in this area is being done at the bureau level, it remains largely uncoordinated and sporadic.

The July 17, 2000 report by AKT and HR Northwest states that "...there is very little commitment to diversity training, mentoring and workforce development activities that help create a supportive culture and environment..." and that, for best results, diversity needs to be "incorporated into mentoring programs, leadership training and management by results programs."

The following actions are proposed as the means to establish a comprehensive, coordinated citywide approach to diversity development.

Issue: Strategic Planning For Diversity Development -

The City must create the capacity for strategic diversity development planning—plus plan implementation. The following actions provide the best means to accomplish that end.

- **Action: Establish A Diversity Development Coordinating Committee –**
The committee will be made up of City employees (including the D/AO manager) and community members. The committee will be responsible for developing the City Diversity Development Comprehensive Plan, and for monitoring implementation activities.
Timeline: Due November 30, 2001 and ongoing
Person(s) Accountable: D/AO manager
Outcome(s): A committee will be established and convene on a regular basis.
Measures(s): The committee will produce a diversity development plan.
- **Action: Develop A Citywide Diversity Development Comprehensive Plan -**
Timeline: Due December 2001
Person(s) Accountable: D/AO manager
Outcome(s): The Diversity Development Coordinating Committee will draft a plan for City bureaus to adopt.
Measures(s): The plan will be prepared by December 2001.
- **Action: Diversity Champions Orientation -**
This workshop will prepare people in leadership roles and key stakeholders in the City to be diversity champions.
Timeline: December 2001 and ongoing
Person(s) Accountable: D/AO manager and staff
Outcome(s): City leaders will gain the knowledge, skills and understanding they need to champion the diversity development efforts of the City.
Measures(s): A significant number of City manager will have attended this course by the end of the 2002.

Issue: Training Support For Diversity Development -

The following training programs are required to develop the competencies necessary for the City to build a successful diversity development effort.

- **Action: Provide Basic Diversity Development Training -**
This course will provide a foundation of understanding and common ground for diversity development, including tools to prevent and respond to workplace harassment and other barriers to diversity development.
Timeline: Beginning November 2001, and ongoing
Person(s) Accountable: D/AO manager and staff
Outcome(s): The level of understanding in diversity development issues, strategies and

outcomes will increase among City employees.

Measures(s): A significant percentage of City employees will have attended this training by December 2002.

- **Action: Provide Managing Diverse Work Teams Training -**
 This course will provide managers with the knowledge, skills and understanding they need to effectively manage diverse work teams, including tools to prevent and respond to workplace harassment and other barriers to diversity development.
 Timeline: Beginning November 2001, and ongoing
 Person(s) Accountable: D/AO manager and staff
 Outcome(s): City managers will increase their understanding of how to manage diverse work teams.
 Measures(s): A significant percentage of managers in every City bureau will have attended the training by December 2002.
- **Action: Understanding Racism Workshops -**
 These workshops were developed by Former Chief Justice Ed Peterson and provide participants with the opportunity to explore issues of race and racism. The first group trained will be people who would like to facilitate the workshop. The workshop is one hour per week for six weeks.
 Timeline: September/October 2001 and ongoing
 Person(s) Accountable: D/AO manager
 Outcome(s): At least 20 City employees will complete this workshop and have a better understanding of racism.
 Measures(s): At least 20 City employees will complete this workshop.

Affirmative Action/EEO

The July 17, 2000 report, *Assessment of Citywide Human Resources Systems* prepared by Aldrich Kilbride & Tatone LLP and Hr Northwest identified nine key barriers to strategic human resources management and workforce development in the City. Listed among these were:

"Achievement of Affirmative Action Goals is not consistently emphasized and performance information is not consistently tracked, making it difficult for the city to achieve workplace diversity that is reflective of the community it serves."

This concern was reinforced by our interviews with City of Portland employees and community members. The people we spoke with consistently stated that the City needed to place more emphasis on Affirmative Action hiring and EEO workforce development efforts. They were also consistent in requesting data reports that were more timely, accurate and accessible, along with consultation and training to provide the knowledge and skills necessary to meet their affirmative action goals.

In order to address these and other issues, the D/AO will do the following:

Issue: Affirmative Action Strategic Planning -

A new Affirmative Action Plan is due by July 1, 2002. The new plan will be in effect from July 1, 2002 through June 30, 2004.

- **Action: Write and Submit New Strategic Affirmative Action Plan (AAP) -**
 Timeline: Due July 1, 2002
 Person(s) Accountable: D/AO staff, BHR staff, HR site managers/coordinators and EEO Representatives
 Outcome(s): Affirmative Action initiatives will be developed in a diversity context.
 Measures(s): The plan will be written and submitted.
 Note: There are a number of action steps subsumed under this action item, which will be delineated in a separate project plan.

- **Action: Develop New Data Reporting System -**
 Presently configured, the current data system does not meet all our reporting needs.
 Timeline: Due October 2001
 Person(s) Accountable: D/AO data specialist and D/AO manager
 Outcome(s): A decision will be made to continue or change vendors.
 Measures(s): A contract will be written.

- **Action: Provide Timely Accurate And Relevant Reports -**
 Timeline: Beginning October 2001, and ongoing
 Person(s) Accountable: D/AO data specialist and D/AO manager
 Outcome(s): HR and bureau staff will have better data in which to base their actions.
 Measures(s): Reports are accurate and timely.

Issue: Affirmative Action Workforce Planning -

The overall goal is to improve workforce planning efforts so that a greater racial and ethnic diversity of applicants are developed, which will assist the City's work force to become even more diverse. Responsibility for supporting affirmative action hiring efforts is shared jointly by the Employment & Development Team and the Diversity Development/Affirmative Action Office (D/AO).

- **Action: Review The Hiring Interview Manual And Insert Diversity Hiring Training, Where Appropriate -**
 Timeline: Hiring Interview Manual review–November 2001
 Person(s) Accountable: D/AO manager
 Outcome(s): Employment & Development Team will be more knowledgeable.
 Measure(s): All Employment & Development staff will have received training.

- **Action: Provide Consultation To Bureaus -**
 Timeline: Current and ongoing
 Person(s) Accountable: D/AO staff
 Outcome(s): Bureaus will receive support regarding recruitment activities.
 Measures(s): Recruitment support activities will be reported quarterly.

Issue: Affirmative Action Complaint Investigations -

The goal is to insure that complaints are investigated in a timely, thorough and professional manner.

- **Action: Provide Training To EEO Representative, HR Site Managers/Coordinators And Others -**
 Timeline: Beginning November 2001, and then presented quarterly.
 Person(s) Accountable: D/AO officer/investigator
 Outcome(s): Employees responsible for investigating complaints will have the knowledge and skills required to conduct effective investigations.
 Measures(s): All EEO Representatives and HR Site Coordinators will receive training. The training will also be made available to other City employees on an as needed basis.
- **Action: Provide Technical Support For Complaint Investigations -**
 Marketing the availability of D/AO staff to discuss, review and otherwise support investigations.
 Timeline: Current and ongoing
 Person(s) Accountable: D/AO officer/investigator
 Outcome(s): City employees will use the D/AO as support in complaint investigations.
 Measures(s): Complaint investigation services will be reported quarterly.
- **Action: New Employee Orientation -**
 Timeline: Current and ongoing as required
 Person(s) Accountable: D/AO staff
 Outcome(s): New employees will be familiar with AA/EEO, sexual harassment, and diversity development policies and practices. Complaints among new employees will increase and be resolved at early stages.
 Measures(s): D/AO staff will present at Citywide "New Employee Orientations".
- **Action: Work With Bureaus To Include Diversity Development And Affirmative Action Goals In Their Succession Planning -**
 Timeline: Beginning January 2002, and ongoing
 Person(s) Accountable: D/AO staff
 Outcome(s): City bureaus will have created a career development program, identified participants and enrolled participants in the program.
 Measures(s): Managers in the City will have an individualized written plan in place to identify and train candidates to succeed them.

Consultative Services

The Diversity Development /Affirmative Action Office will also provide a variety of services not mentioned above. These services "fill the gaps" that arise in any system, which deals with AA/EEO/DD issues. The service focus is communication and customer service.

Issue: Communication -

- **Action: Support To Webmaster For Maintenance Of D/AO Web Site -**
 Timeline: Current and ongoing
 Person(s) Accountable: D/AO data specialist and BHR webmaster
 Outcome(s): People are able to access current and accurate diversity development and affirmative action information on the web.
 Measures(s): The web page is up to date and accurate.
- **Action: Monthly Cultural Celebrations -**
 Each month of the year has been designated as a month to celebrate a cultural group in the United States. These action items focus on providing information to employees about the cultures being celebrated.
 Timeline: Beginning January 2002 and ongoing
 Person(s) Accountable: D/AO data specialist and investigator
 Outcome(s): Employees will be honored in appropriate ways that celebrate their cultures.
 Measures(s): Information will be available on the web, and by other means and venues.
- **Action: Best Practices Information -**
 Information on "best practices" for affirmative action and diversity development will be posted on the web and communicated to employees by other means.
 Timeline: January 2002, and ongoing
 Person(s) Accountable: D/AO data specialist
 Outcome(s): Employees will have information that can improve their performance.
 Measures(s): Information will be online.
- **Action: AA/DD Brown Bag Forums –**
 The D/AO will host monthly brown bag forums on issues related to affirmative action and diversity development.
 Timeline: Beginning October 2001, and ongoing
 Person(s) Accountable: D/AO staff
 Outcome(s): Employees will have the opportunity to discuss issues in a safe environment.
 Measures(s): Monthly meeting will be scheduled and held accordingly.

- **Action: Community Liaison -**
The A/DO will establish ongoing relationships with community members and community based organizations, for the purpose of seeking community feedback on the status of affirmative action and diversity development efforts in the City of Portland.
Timeline: Current and ongoing
Person(s) Accountable: D/AO staff
Outcome(s): The City will have additional conduits into the communities it serves.
Measures(s): The D/AO will maintain a list of community connectors.

ADA Coordination

Issue: There Is No Central Coordination Of ADA Initiatives -

- **Action: ADA Coordinating Committee -**
In coordination with the City Attorney's Office, Employee Relations, and Metropolitan Human Rights Center (MHRC) and the D/AO will establish a citywide committee to coordinate ADA initiatives and training.
Timeline: November 2001 and ongoing
Person(s) Accountable: D/AO manager
Outcome(s): The City will become proactive in dealing with ADA related issues.
Measure(s): The committee will issue quarterly reports.

SUBSTITUTE

36035

RESOLUTION NO.

Adopt Diversity Development/Affirmative Action Guiding Principles and a Strategic Development Plan. (Resolution)

WHEREAS, the City of Portland (the City) is committed to serving all citizens of the City in the most respectful, effective, and efficient manner possible; and

WHEREAS, the citizens of Portland are becoming increasingly diverse in race, culture, ethnicity and lifestyle; and

WHEREAS, the City's experience in implementing Affirmative Action Plans to meet its responsibilities under federal affirmative action guidelines and other civil rights legislation has convinced the City of the value of such efforts; and

WHEREAS, the City is committed to continuing its leadership in providing a model to private business and other local governments to improve employment and service practices and eliminate barriers to inclusion; and

WHEREAS, the City recognizes that establishing a culture of inclusion in the City; developing the cultural competency of City employees and increasing the diversity of City employees, is crucial to providing services in a respectful, effective and efficient manner; and

WHEREAS, the City has established the Diversity Development/Affirmative Action Office in the Bureau of Human Resources for the purpose of directing the City in its efforts to establish a culture of inclusion, develop the cultural competency of City employees and increase the diversity of its employees.

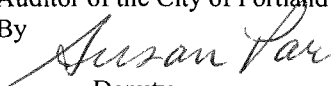
NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Portland, a Municipal corporation of the State of Oregon, that the City:

- (a) The Diversity Development Guiding Principles, attached hereto as Exhibit A, are hereby adopted and shall provide direction for implementation of diversity development strategies in the City.
- (b) The Diversity Development/Affirmative Action Strategic Plan, attached hereto as Exhibit B, is hereby adopted.
- (c) Affirms the authority of the Bureau of Human Resources Director, in concert with the Diversity Development/Affirmative Action Office, to provide leadership and direction for City-wide implementation of the Strategic Development Plan.

- (d) A City-wide Diversity Development Coordinating Committee be established as described in the Plan.
- (e) City Council and Bureau Directors shall provide leadership and foster diversity development and affirmative action activities and Strategic Plan strategies, including support for training and communication.

Adopted by the Council: **OCT 17 2001**

Prepared by:
Office of Management and Finance
Bureau of Human Resources
TG:YLD:J.Quinones
October 8, 2001

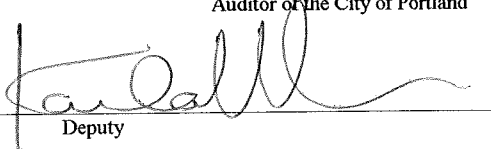
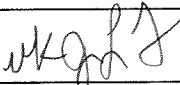
GARY BLACKMER
Auditor of the City of Portland
By 
Deputy

RESOLUTION NO.

36035

Title

Adopt Diversity Development/Affirmative Action Guiding Principles and a Strategic Development Plan.
(Resolution)

INTRODUCED BY	DATE FILED: <u>OCT 16 2001</u>
MAYOR VERA KATZ	<p style="text-align: center;">Gary Blackmer Auditor of the City of Portland</p> <p>By: <u></u> Deputy</p> <p>For Meeting of: _____</p> <p>ACTION TAKEN:</p>
NOTED BY COMMISSIONER	
Affairs	
Finance and Administration <u></u>	
Safety	
Utilities	
Works	
BUREAU APPROVAL	
Bureau: Office of Management and Finance Bureau of Human Resources	
Prepared by Date J. Quinones 10/16/01	
Budget Impact Review:	
Completed <input checked="" type="checkbox"/> Not Required	
Bureau Head: Tim Grewe <u>Tim Grewe by</u> Yvonne Deckard <u>J. Beech</u>	

AGENDA		FOUR-FIFTHS AGENDA	COMMISSIONERS VOTED AS FOLLOWS:	
			YEAS	NAYS
Consent	Regular <input checked="" type="checkbox"/>	Francesconi	<input checked="" type="checkbox"/>	
NOTED BY		Hales	<input checked="" type="checkbox"/>	
City Attorney		Saltzman	<input checked="" type="checkbox"/>	
City Auditor		Sten	<input checked="" type="checkbox"/>	
City Engineer		Katz	<input checked="" type="checkbox"/>	