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## AGENDA COVER MEMORANDUM

**AGENDA DATE:** November 10, 2004

**PRESENTED TO:** Board of County Commissioners

**PRESENTED BY:** Laura Yergan

**AGENDA TITLE:** **IN THE MATTER OF REPORTING THE PROGRESS AND STATUS OF THE DEVELOPMENT OF THE DIVERSITY ACTION PLAN (DAP) BY THE DIVERSITY TASK FORCE**

### I. MOTION

MOVE APPROVAL OF ORDER <sup>04-</sup>~~03-~~\_\_\_\_\_ .

### II. ISSUE

### III. DISCUSSION - REPORT

The Lane County Diversity Task Force (see attached Member Listing) was appointed by the Board of County Commissioners on November 19, 2003 for the purpose of developing the County's Phase II Diversity Plan ("the Plan"). The Plan, named the Diversity Action Plan (see attached draft Diversity Action Plan), was put on a fast track and scheduled for completion in one year, to be presented to the Board for approval and adoption by January 28, 2005. This is an update of the process and progress of the DTF to date.

The 28-member Diversity Task Force (DTF) held its first meeting on January 29, 2004. At its first meeting, the DTF determined that the most effective method of organizing the Plan was to look at the County in its four major roles, as the County's current Diversity Implementation Plan is organized. These four major roles look at the County:

- As an Employer
- As a Service Provider
- As a Funder
- It's Boards and Commissions

Subcommittees were established (see attached Subcommittee Member Listing) to develop "Action Items" for each of these four areas. It was decided that the majority of the work in developing the "guts" or main components of the Plan would be accomplished at the subcommittee level and that the large group DTF would meet periodically throughout the year to review and provide feedback on the work of the subcommittees. In addition, a Planning Subcommittee was formed to pull all the components of the Plan together and to create the completed diversity plan document. To assist the DTF in getting through a large amount of material and to ensure accomplishing the goals at each large group DTF meeting, Alicia Hays, Director of the Department of Children and Families, and Karen Gaffney, Assistant Director of the Department of Health and Human Services, agreed to facilitate these and the subcommittee meetings.

At its second meeting, the DTF made several decisions about what the new Diversity Action Plan should be and what it should look like. It was decided that the new Plan should be somewhat appealing, with a more simplified format that would be easier to use and to locate information. Additionally, the direction for the new Plan was that it continues to address those Action Items from the current diversity plan (referred to as "Implementation Priorities") that are essential and to take them to the next level of implementation. New Action Items that were not addressed as such in the current diversity plan were also to be developed. Therefore, these were the main tasks that the DTF set out to accomplish. To date, the large group DTF has met four times to review the work of the subcommittees and to provide further direction for continued work on the Action Items.

The DTF felt that it was important to provide opportunities for input on the Plan from community stakeholder groups, the community at-large, county employees, and the Board of County Commissioners before it was completed. Therefore, once a draft of the Plan was finished, the next step was to get the draft out to these groups for their input. Input as to both form and content are being solicited from these groups.

Eleven community stakeholder groups were initially identified through input from DTF members (see attached stakeholder list) and various DTF members volunteered to go to these groups to present the draft diversity plan. This outreach to community groups and employees is currently in process. The months of October and November are being set aside for this purpose. An invitation to community members and county employees to attend an open meeting on the draft Plan is being sent out. In early November, the open community meeting will be held at the Mental Health facility, and the county employee meetings will be held at three locations: the Public Works facility, the Mental Health facility, and the Public Service Building. The draft Plan will also be presented to the Board of County Commissioners for their review and input at their November 10 meeting. The large group DTF will reconvene in early December to review all the input from these groups and to determine how the input will be incorporated into the Plan.

The DTF is on track with its timeline for this project and is nearing completion of the final draft of the Plan. It is projected to present this final draft to the Board of County Commissioners at its meeting on January 26, 2005.

#### **IV. IMPLEMENTATION/FOLLOW-UP**

To take any comments from the Board of County Commissioners on the draft Diversity Action Plan back to the large group DTF at its December 6 meeting for review and consideration for incorporation into the final draft of the Plan.

#### **V. ATTACHMENTS**

1. Draft Diversity Action Plan
2. Diversity Task Force Member and Subcommittee Listing
3. Stakeholder List

DIVERSITY ACTION PLAN  
STAKEHOLDERS LIST

<b>STAKEHOLDER</b>	<b>DATE PRESENTED</b>	<b>PERSON(S) PRESENTING</b>
Causa (through Centro LatinoAmericano)	9/24/04	Serafina Clarke & Laura Yergan
DAC (Lane County Diversity Action Committee)	9/30/04	Laura Yergan & Other DTF Members Present
LCHRAC (Lane County Human Rights Advisory Committee)	10/25/04	Serafina Clarke & Char Mauch
Siletz Tribe	10/12/04	Leona McKnight & Laura Yergan
IDEC (Interagency Diversity and Equity Coalition)	10/5/04	Laura Yergan
NAACP	11/3/04	David Suchart
LILA (Lane Independent Living Alliance)	Pending	Pending
SAfER (Springfield Alliance for Equality and Respect)	Pending	Pending
Pan Asian Community Alliance	Pending	Pending
City of Eugene Human Rights Commission	11/16/04	Alicia Hays
Community Alliance of Lane County	Pending	Pending



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**Report to the Lane County  
Board of Commissioners**

# ***Diversity Action Plan***

**By the Diversity Implementation Task Force**



# Diversity 2005

## Executive Summary

### Why diversity?

*Without diversity we don't grow. Period. Imagine a world without diverse ecosystems. Think of a life of eating the same food and doing the same old thing, day-in-day-out.*

We are poor when we are deprived of a diverse human environment.

### Historically speaking ...

Since 1993, Lane County government has been hearing from communities, groups and as a result formed a 25-member Diversity Task Force to recommend plans of action to the Board to make Lane County truly diverse. They recommended 31 action initiatives. On June, 1994, Lane County formally adopted a Diversity Policy and committed to being a multicultural organization as:

- ✓ **Service Provider**
- ✓ **Funder**
- ✓ **Employer**
- ✓ **Advisory & Community Board Leader**

### How Has Lane County Done?

Since 1992, Lane County has centered its focus on assessment, awareness & training, access, affirmative

#### The Statistics

Lane Co. Hires %	1992	1995	2000
People of Color	6.7	8.7	???
Census %	1990		2000
People of Color in Lane Co.	7	7.3 - 9.4	

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action and accountability. Lane County is now one of the few counties in Oregon with a comprehensive Diversity Plan and a committee that makes sure it gets put into action. Lane County won a National Association of Counties Best Practices in Training Award for use of employees as trainers. Directors, managers and supervisors are rated on their competency with diversity. A new exit interview process for employees addresses incorporates questions on diversity. The County has also broadened recruitment, increased its community outreach, partnered with local organizations and increased volunteer opportunities.

### The Future Direction

In 10 years...

- Employees will be more reflective of service recipients
- Lane County will be a model for other organizations
- There will be greater mentoring/coaching for employees from diverse backgrounds
- The work environment will be more inclusive
- There will be new ways of seeing, thinking and being

Other points???????????

How Has LC Done Continued....community meetings, stats explanation, demographic shifts, highlights

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# Lane County Diversity Action Plan

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- Organizational Chart
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## ACTION ITEMS INTRODUCTION

The recommended Action Items below are the result of a year long process that included assessing progress since the last diversity plan was adopted in 1995, input from employees about current needs and barriers, review of the 2003 report of the Cultural Competency Consultation Group, and feedback from the larger community.

In her work with Lane County in 1999, Peggy Nagae underscored that "making diversity concrete means integrating it within the County's systems, structures, policies, and practices." Following that lead, these recommendations cut across the whole organization, and work to impact the county on multiple levels. The Task Force kept the four main areas of focus from the prior plan:

- Lane County as Employer
- Lane County as Funder
- Lane County as Service Provider
- Lane County Boards and Commissions

While these four areas are useful as ways to think about four of the most critical opportunities for diversity in Lane County, they are all interconnected and overlapping. For instance, Lane County's capacity to appropriately provide services to diverse communities is largely dependent on its workforce (Lane County as an Employer). Therefore, while the recommendations are each listed within the four goal areas, many of them are parts of an interdependent system, and in fact some recommended strategies specifically refer to strategies in other goal areas.

In addition to the four areas of focus, the Task Force has included recommendations in the areas of accountability and monitoring, and outcomes. This is grounded in the belief that what gets measured gets done in organizations.

The sections that follow identify the specific action items for the county related to diversity. The Task Force has listed those in a work plan format. Recognizing that these action items are critical for improving diversity at the county, and to help ensure that they are implemented, the Task Force has included responsible parties and timelines for implementation. The accountability and monitoring recommendations are designed to hold these individuals, and the organization as a whole, accountable for the implementation of these action items.



**ACTION ITEMS**

**LANE COUNTY AS EMPLOYER**

**GOAL:** To recruit, retain, and develop a qualified and diverse workforce. To train and orient a workforce that is culturally competent. To develop and use instruments using data to measure deficits and progress of its diversity goals.

ACTION	RESPONSIBLE PARTY	WHEN	FREQUENCY
A. Conduct a new organizational climate assessment of Lane County as an employer.	County Administrator	October 2004	Every 5 years
B. Each department will identify a set of diversity goals, which may be incorporated into the department's strategic plan. (See item "K" on Service Provider)	Department Directors	July 2005	Annually
C. Expand the centralized referral process for extra help positions.	Human Resources Manager	June 2005	Ongoing
D. Create a formal exit interview process for assessing why employees leave the county. Using a standardized form, make exit interviews a required component of the separation process by adding it to the separation checklist.	Human Resources Manager	June 2005	Biennially
E. Analyze exit interview data to determine if detrimental patterns exist and utilize results to address these patterns.	Human Resources Manager	January 2006	Biennially

**LANE COUNTY AS EMPLOYER (CONT'D.)**

ACTION	RESPONSIBLE PARTY	WHEN	FREQUENCY
<p>F. Conduct a merit and fitness review to broaden and create a more inclusive (comprehensive) definition, so that applicants are screened against a broader definition.</p>	<p>Human Resources Manager</p>	<p>January 2006</p>	<p>Every 5 Years</p>
<p>G. Develop cultural competency standards for performance evaluations for all Lane County employees.</p>	<p>Human Resources Manager</p>	<p>June 2005</p>	<p>Biennially</p>
<p>H. Develop a tracking process for internal Equal Employment Opportunity-related complaints, review data and take steps to address any patterns that may be observed.</p>	<p>Human Resources Manager</p>	<p>April 2005</p>	<p>Annually</p>
<p>I. Provide training that is sensitive to diverse needs of participants. Evaluate trainers based on their sensitivity to cultural differences and learning styles and their ability to use a variety of teaching techniques.</p>	<p>Human Resources Manager</p>	<p>Ongoing</p>	<p>Ongoing</p>
<p>J. Examine and provide recommendations on overcoming how cultural lenses predetermine results in the selection processes. (Example, examine how the interview process might unintentionally favor people from dominate cultures.)</p>	<p>Human Resources Manager</p>	<p>October 2005</p>	<p>Ongoing</p>

**LANE COUNTY AS EMPLOYER (CONT'D)**

ACTION	RESPONSIBLE PARTY	WHEN	FREQUENCY
K. Develop and administer a survey instrument to examine community perception of Lane County as an employer. Develop strategies to address any negative perceptions that may emerge.	Human Resources Manager, Public Info. Officer, Advisory Comm. Members	October 2005	Ongoing
L. Develop a comprehensive list of strategies to continue expansion of recruitment, retention, and promotion of diverse populations.	Human Resources Manager	April 2005	Ongoing
M. Increase knowledge base and competency in the area of diversity and require training in this area for all Lane County managers and employees.	Performance, Development & Diversity Coordinator	February 2005	Ongoing
N. Increase knowledge of anti-harassment laws, and Lane County's anti-harassment policies and procedures. Require training in this area for all Lane County managers and employees.	Performance, Development & Diversity Coordinator	February 2005	Ongoing
O. Research and develop educational and career development opportunities for all Lane County employees equitably.	Human Resources Manager	June 2006	Annually
P. Evaluate directors, managers and policy makers as to progress on achieving diversity goals as outlined in Service Provider and Funder.	Department Directors, County Administrator	July 2006	Annually

**LANE COUNTY AS FUNDER**

**GOAL:** Lane County will ensure that all County-funded services are provided, and funding decisions are made, in a manner that recognizes, addresses and is reflective of the cultural diversity of the communities served.

ACTION	RESPONSIBLE PARTY	WHEN	FREQUENCY
<p>A. Implement model diversity language for Request's for Proposal's (RFP's – see next page), in order to ensure that applicants have diversity policies and procedures in place.</p>	<p>Department Directors, County Counsel</p>	<p>January 2005</p>	<p>Ongoing</p>
<p>B. Implement model diversity language for contracts (see next page), in order to ensure that contractors are providing culturally appropriate services.</p>	<p>Department Directors, County Counsel</p>	<p>January 2005</p>	<p>Ongoing</p>
<p>C. Disadvantaged Business Enterprises (DBE's):</p> <ul style="list-style-type: none"> <li>• Include language on the definition of DBE for county purchasing</li> <li>• Compile and maintain an updated list of DBE's</li> <li>• Design a system using PeopleSoft software for tracking amount of purchasing to DBE's</li> <li>• Ongoing outreach plan to DBE's (intergovernmental effort)</li> <li>• Notification of DBE on County list with opportunity to bid/purchase (email, fax, internet site)</li> <li>• Provide easily accessible information to departments about DBE's, sorted by business and business type</li> </ul>	<p>Purchasing Manager</p>	<p>December 2005</p>	<p>Ongoing</p>



**1. Recommend adoption of the following language for all Requests for Proposals and for selection of all contractors who provide services directly to the public:**

Describe how your company or agency will ensure that services are respectful, sensitive, and appropriate to the cultural, ethnic identity, and the cognitive and physical abilities of participating families. Include information about outreach programs and the cultural competency of staff. If funded, state how you will use the money designated for cultural competency to facilitate the outcomes described in the work plan.

**INSTRUCTION TO SCORER:** To what extent does the proposal demonstrate that the organization will ensure respectful, sensitive, and appropriate services that meet the different cultural, ethnic, and cognitive, and physical needs of participants/members of the public? Does the proposal adequately respond to the needs of minority populations? That is, does the proposal address ethnic, cultural, language and gender differences within the targeted populations, and issues of disabled access? Does the proposal include information about cultural competency of staff? Does the proposal include a description of how the agency will use the funds designated for cultural competency?

- a. Access - The respondent is expected to insure equal access to services for clients, cultural or language diversity.

Required Documentation: A plan to provide services to people from culturally diverse backgrounds who may be non-English speakers. This could be through direct service, agency linkages or referrals.

- b. Compliance with Federal Mandates - The respondent must be in compliance with the American Disabilities Act and the Civil Rights Act, Section 504.

Required Documentation: A letter of assurance of compliance with the American Disabilities Act and the Civil Rights Act, Section 504.

- c. Consumer Participation - A respondent is expected to encourage consumer participation in the agency.

Required Documentation: A description of how consumers are able to provide input into the decision making process of the organization including areas in which consumer participation is sought and how it is sought. If consumers are recruited for the board, state how recruitment is done and if any consumers have been added to the board as a result of this recruitment.

**2. Recommend adoption of the following language for all county service contracts:**

**Culturally Diverse and Appropriate Services:** CONTRACTOR shall demonstrate through its actions, an understanding and appreciation for diversity and difference in its clients and/or consumers. This shall be demonstrated through the provision of equal access to services for all individuals. CONTRACTOR shall respect and value gender, language, race, developmental ability, and socioeconomic diversity in its clients and shall respect the client's right to privacy in such areas as religious faith, political beliefs, and sexual orientation. All individuals shall be treated with dignity and respect regardless of gender, language, race, developmental ability, religion, political beliefs, sexual orientation, and socioeconomic level. All services provided will be culturally, developmentally, and gender appropriate to the individuals receiving the service and will respect the privacy of the client. COUNTY reserves the right to review information regarding efforts to deliver services that benefit diverse populations.

**LANE COUNTY AS SERVICE PROVIDER**

**GOAL:** Lane County will ensure that all county services, programs and activities are provided to its diverse communities in ways that are sensitive to and responsive to cultural differences, including accessibility for persons with mental and physical disabilities.

ACTION	RESPONSIBLE PARTY	WHEN	FREQUENCY
A. Regular reports to the Board of Commissioners including data on how well services are being provided to diverse communities.	Board of Commissioners Agenda Team, Department Directors	April 2005	Quarterly
B. Establish structured methods that are consistent throughout the county for clients and consumers to have meaningful input into service provision and service priorities.	Department Directors	December 2005	Ongoing
C. Establish ongoing system to increase the cultural competency of employees, including tools to help employees work with people with mental illness (See strategies in Employer Action Items and in HR Plan).	Human Resources Manager, Department Directors	Schedule first training by March 2005	Ongoing
D. Increase recruitment, retention, and promotion of bilingual and/or bicultural employees (See strategies in Employer Action Items and in HR Plan).	Human Resources Manager, Department Directors	December 2005	Ongoing
E. Ensure availability of translators and interpreters through a standard contract and access system and remind managers and department directors of this resource.	Purchasing Manager, Department Directors	March 2005	Ongoing

**LANE COUNTY AS SERVICE PROVIDER (CONT'D.)**

ACTION	RESPONSIBLE PARTY	WHEN	FREQUENCY
F. Conduct an assessment of all county services and programs for effectiveness across different cultures, and promote implementation of evidence-based practices for specific communities.	Department Directors	July 2006	Every other year
G. Conduct standard assessment of all county services and programs for access and customer satisfaction, including identifying culturally specific barriers to programs/services.	Department Directors	November 2005	Every other year
H. Update ADA facility access assessment and access assessments for county services and programs.	ADA Coordinator, Facilities Manager	July 2006	Every five years
I. Evaluate intake/assessment tools for cultural validity, and improve tools as necessary.	Department Directors	December 2005	Ongoing
J. Establish minimum data set and data collection standards to include cultural variables that would establish a baseline of who is currently served by county programs, and then evaluate effectiveness across different demographic groups.	Department Directors	July 2005	Ongoing
K. Each department identifies diversity goals and related performance measures.	Department Directors	July 2005	Annually



**LANE COUNTY BOARDS AND COMMISSIONS**

**GOAL:** Lane County will ensure that all county boards, commissions, and committees are reflective of the diversity of Lane County populations.

ACTION	RESPONSIBLE PARTY	WHEN	FREQUENCY
A. Develop a resource guide to Lane County Boards, Commissions and Councils. This includes statement of committee's purpose and the individual responsibilities. This guide will help applicants decide what committee they might want to apply to – recruitment tool.	County Administrator	July 2005	Update Annually
B. Develop and implement a strategy for recruitment and retention to ensure inclusion of diverse community members on Lane County boards and commissions. This to be shared with the staff and members of the county boards and commission.	Perf., Devel. & Diversity Coordinator, Diversity Action Committee (DAC)	October 2005	Annually
C. Conduct an annual review of the "diverse make-up" of all Lane County boards and commissions. This review will be reported information on the boards and commission's annual report to the Board of Commissioners.	County Administrator, Perf., Devel. & Diversity Coord., DAC	February 2005	Annually
D. From this annual review, develop a "report card" on how individual boards and commissions are doing in recruiting and retaining members from diverse communities will be developed.	County Administrator, \ DAC	March 2006	Annually
E. Hold an annual volunteer appreciation week/day for all county volunteers as a way to build relationships and celebrate community.	County Administrator	April 2006	Annually
F. Develop and conduct advisory committee training for staff and members of boards and commissions, to include but not be limited to, a review of diversity recruitment, retention, and inclusion.	Perf., Develop. & Diversity Coord., County Administrator	October 2005	Every other year

## ACCOUNTABILITY AND MONITORING

*"WHAT GETS MEASURED GETS DONE"*

The Diversity Task Force recommends a multi-step process to encourage personal and organizational accountability for improving diversity in Lane County government. The purpose of this is so that diversity becomes part of how each department does its daily work.

Personal Accountability: The recommendations above include strategies for incorporating diversity measures in the evaluation of all employees, including both managers and supervisors. Senior managers as well as all others need to be personally accountable for valuing and managing diversity—this means both rewarded and challenged for their efforts. There are opportunities in each department to evaluate how assignments are given, members of task forces are chosen, who gets acknowledged at meetings, how ideas are recognized, the informal communications network, etc.

Organizational Accountability & Monitoring: The task force recommends quarterly monitoring of the implementation of the recommended strategies, with regular reports to the elected Board of Commissioners. The specific monitoring plan would include:

1. Quarterly reports from departments regarding progress on implementing all strategies in the plan. This would be an easy-to-use format with check-off boxes and room for comments.
2. Departments would submit their quarterly reports to the Performance Auditor with copies to the County Administrator and the Diversity Coordinator.
3. The Performance Auditor would provide a quarterly update to the Board of Commissioners regarding progress implementing the Diversity Plan.
4. The Board would act to accept the report, and/or provide other specific direction regarding the report.
5. Provide an annual "report card" to the Board of Commissioners on overall organizational performance and progress on Diversity Action Plan.

*--Credit to Peggy Nagae, 1999.*

## OUTCOMES

By 2010, award at least 25% of all contracts for less than \$50,000 to Disadvantaged Business Enterprises (DBEs)



# APPENDICES

## Diversity Action Plan Responsibilities

County officials, employees, and committees all have responsibility for implementing the Diversity Action Plan as outlined below:

### ***BOARD OF COUNTY COMMISSIONERS***

Develop and adopt policies that clearly establish an overall climate for an equal employment opportunity program.

Approve funding for equal employment opportunity programs.

Provide leadership and public support for the programs.

Show support for equal employment opportunity programs through recruiting and hiring practices.

Annually review the effectiveness of equal employment opportunity programs through public review of a report prepared and presented by the Lane County Human Rights and Equal employment opportunity Advisory Committee.

Require equal employment opportunity performance be reported as part of the annual budget process.

### ***ELECTED OFFICIALS***

Work cooperatively with the elected Board of County Commissioners to jointly develop and adopt equal employment opportunity goals, objectives, policies and programs, which further the overall County goals of achieving effective work force diversity programs.

Provide leadership and public support for the programs.

Show support for work force diversity programs through your own recruiting and hiring practices.

Annually evaluate the effectiveness and efficiency of the department diversity plan's progress.

Will hold supervisory and management personnel accountable for program compliance.

Act as the final departmental authority on decisions regarding discrimination complaints filed and formally investigated.

Assist managers in implementing effective departmental diversity programs, including the establishment of hiring practices and goal setting.

Monitor program and service delivery systems to assure non-discriminatory practices.

Conduct job analyses on all classifications of positions in the County as the basis for all personnel actions. These personnel actions will include, but not be limited to, recruitment, training, selection, and performance evaluations.

Review each department's diversity goals or plan.

### ***DEPARTMENT DIRECTORS***

Provide leadership and support for service delivery that is inclusive and is culturally appropriate.

Be responsible and accountable for the execution, effectiveness, and results of the diversity program within their respective departments.

Appoint a department member to serve as the department diversity liaison.

Establish and monitor his/her department's diversity program goals and objectives in accordance with the County's diversity plan.

Make good faith efforts to recruit minority group members, females, and people with disabilities at least in proportion to availability in the relevant, qualified work force.

Maintain an environment that is consistent with the County's anti-harassment policy.

Assist in providing career counseling and guidance for minority employees, female employees, and employees with disabilities where under-utilization exists and encourage them to prepare for jobs which afford greater opportunities for advancement.

Ensure that diversity, equal employment opportunity, and equal opportunity principles are carried out in the recruitment, screening, selection, training, promotion, performance evaluation, work assignments, classification, assignment of overtime and additional duties, and all other terms and conditions of employment.

Assist in the identification of work force under-utilization within the Director's department.

Work with the department Diversity Liaison and the Human Resources Division to correct under-utilization and / or adverse impact situations reflected by employment patterns or practices within the Director's department.

Assure that each program manager and supervisor within the department is knowledgeable, responsible and accountable for meeting the department's goals.

Monitor and evaluate the effectiveness of the department's program toward the achievement of good-faith results.

Conduct annual evaluations of training programs, use of contracts, hiring and promotional patterns, and review employee transfer, termination, and promotional patterns to assure minorities, women and people with disabilities are given good-faith consideration for all available opportunities.

Take immediate action on discrimination complaints and correct alleged unlawful practices.

Ensure compliance with all applicable federal and state laws and County rules and regulations.

Establish a positive climate for the program to achieve success within their departments.

### ***MANAGERS AND SUPERVISORS***

Ensure that equal opportunity and fair employment practices are carried out in the selection, training, promotion, performance, evaluation, work assignments, classification, compensation, assignment of overtime and additional duties and all other terms and conditions of employment.

Know the purpose, goals, and objectives of this Plan.

Correct situations and acts in the work environment that are contrary to the objectives of this Plan.

Ensure that equal opportunity policies are properly displayed within the work place.

Understand that a key consideration of a manager's and supervisor's performance evaluation will be his/her effectiveness in achieving work force diversity objectives.

Maintain an environment free of harassment, intimidation, insults or ridicule based on race, color, religion, sex, sexual orientation, national origin, age or disability.

Identify equal employment opportunity problem areas and consult with the Human Resources Division to implement programs to correct them.

Take action to prevent harassment of employees placed through affirmative efforts.

Ensure that a copy of the County Diversity Action Plan and your department's diversity goals are available for employees to review.

## ***DEPARTMENT DIVERSITY LIAISON***

Assist the Department Director to inform employees within the department and its divisions about equal employment opportunity policy and procedures through staff meetings, employee orientation programs, and other means.

Advise the department director with respect to the diversity programs, procedures, regulations, and complaints.

Evaluate quarterly the sufficiency of the total department's program for equal opportunity and report thereon to the Department Head.

## ***EMPLOYEES***

Demonstrate sensitivity and respect to fellow employees and the public around cultural diversity issues.

Become familiar with the County's diversity plan, as well as your department's diversity goals and objectives.

Act in accordance with the precepts of non-discrimination, and equal and fair employment practices.

Assist with identifying work force diversity and AA/EEO problems, concerns, and needs.

Assist in the investigation or resolution of discrimination/harassment complaints, as needed or as requested.

## ***DIVERSITY ACTION COMMITTEE (DAC)***

Monitor, in conjunction with the Performance, Development and Diversity Coordinator, the implementation of the Diversity Action Plan.

Analyze, in consultation with the Human Resources Department, various departmental or divisional equal employment opportunity performance and identify units worthy of acclaim and units needing improvement.

Meet annually with the Human Rights Advisory Committee.

## ***HUMAN RIGHTS ADVISORY COMMITTEE (HRAC)***

Assist the County in employment recruitment and in soliciting protected class participation on all citizen boards, commissions, task forces, and other advisory bodies.

Meet annually with the Diversity Action Committee.

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## FEDERAL LAWS PERTAINING TO EQUAL EMPLOYMENT OPPORTUNITY

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### *The Equal Pay Act of 1963*

Prohibits wage discrimination based upon sex. The Department of Labor administers this Act.

### *Title VI of the Civil Rights Act of 1964*

Prohibits discrimination on the basis of race, color, religion, sex, or national origin under any program or activity that receives Federal financial assistance.

### *Title VII of the Civil Rights Act of 1964*

As amended by the Equal Employment Opportunity Act of 1972, prohibits any form of discrimination in employment based on race, color, religion, sex, or national origin by public or private employers, employment agencies, labor unions, or apprenticeship programs. It prohibits discrimination in all phases of employment: recruitment, testing, hiring, promotion, discharge, classification, training, compensation, and other terms, privileges, and conditions of employment. Sexual harassment is considered a form of sex discrimination and is also prohibited. The Equal Employment Opportunity Commission administers this Act.

### *The Pregnancy Disability Amendment*

This amendment to Title VII of the Civil Rights Act of 1964 prohibits discrimination on the basis of pregnancy, childbirth, or related medical conditions. The Equal Employment Opportunity Commission administers this Act.

### *Executive Order 11246 of 1965*

As amended, prohibits discrimination by nonexempt government contractors or subcontractors on the basis of race, color, religion, sex, or national origin. This executive order covers all contractors with \$10,000 or more in Federal contracts. It was the first to require affirmative action in employment for women and people of color. The Office of Federal Contract Compliance Programs, under the Department of Labor administers it.

### *The Age Discrimination in Employment Act of 1967*

As amended, prohibits discrimination on the basis of age for persons aged 40 and over.

### *Indian Civil Rights Act of 1968*

Guarantees rights to individual Native Americans. These rights, patterned after the Bill of Rights and the 14<sup>th</sup> Amendment to the US Constitution, must be respected by tribal governments.



### *The Rehabilitation Act of 1973*

As amended, prohibits discrimination on the basis of disability or handicap of persons who 1) have a physical or mental impairment that substantially limits one or more major life activities, 2) have a record of such impairment, or 3) are regarded as having such impairment. The act requires nondiscrimination and affirmative action. The Office of Federal Contract Compliance Programs under the Department of Labor administers this Act.

### *The Vietnam-Era Veteran's Readjustment Act of 1974*

Requires affirmative action in the hiring of qualified disabled veterans and Vietnam-Era veterans on active duty for more than 180 days, any part of which was during the Vietnam Era. The Office of Federal Contract Compliance Programs administers this Act.

### *American Indian Religious Freedom Act of 1978*

Protects Native American religious beliefs and practices.

### *Americans with Disabilities Act of 1990*

Modeled in large part on the Rehabilitation Act, the ADA reflects one major difference that is the use of the word "disability" rather than "handicap." This Act prohibits the exclusion of people from jobs, services, activities, or benefits based upon disability.

### *The Civil Rights Act of 1991*

Provides appropriate monetary remedies for intentional discrimination and unlawful harassment in the work place. This Act provides statutory guidelines for the adjudication of disparate impact cases under Title VII, and responds to recent Supreme Court decisions by expanding the scope of relevant civil rights statutes in order to provide adequate protection to victims of discrimination. The Equal Employment Opportunity Commission administers this Act.

### *Glass Ceiling Report*

The Federal Glass Ceiling Commission (created under Title II of the Civil Rights Act of 1991) issued two primary reports based on a study of barriers to advancement of people of color and women in corporate hierarchies. Such barriers were coined the "glass ceiling." The results of the study were published in two reports entitled: Good For Business: Making Full Use of the Nation's Human Capital, and A Solid Investment: Making Full Use of the Nation's Human Capital.

The findings published in Good for Business illustrate that people of color and women remain consistently under-represented and underutilized at the highest corporate levels. The Commission found that increasing understanding and respect of diverse cultures through education and training provides an important foundation for organizations to help eliminate stereotypical thinking and actions, and to facilitate merit-based practices and behaviors within the organization. The Commission also found that affirmative action continues to be the best hope of achieving workforce diversity and ensuring that people of color and women do, in fact, receive equal employment considerations.

## STATE OF OREGON LAW

The Oregon Civil Rights Law ORS 659.030 makes it unlawful for public or private employers with one or more employees to refuse to hire, fire, or to discriminate against an individual in compensation, terms, conditions, or privileges of employment because of a person's race, color, religion, sex, national origin, marital status, age, expunged juvenile record, association with someone in a protected class, family relationship (659.030), mental or physical handicap (659.425), or in application for workers' compensation (659.410).

**DRAFT**

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## GLOSSARY

**Accessibility:** The ability of a person with a disability to approach, enter, and use facilities and work sites easily.

**Adverse Treatment:** Action that in any way deprives an individual of an employment or educational opportunity or negatively affects his or her status.

**Affected Class:** Those groups of people who are protected by anti-discrimination law who, because of past discrimination, continue to suffer the effects of such discrimination. Affected class status must be determined by analysis or court decision. (See Protected Class.)

**Applicant Pool:** Total of those persons who have applied for a particular position (or who have applications on file) from which an employee may be selected.

**Artificial Barrier:** Any non-job related employment consideration which excludes from consideration for employment individuals otherwise capable of doing the work.

**Assessment Report:** An accumulation of specific statistical and narrative data relating to a department, which identify and evaluate EEO problem areas.

**Bicultural:** Recognition and acceptance of the dual cultural influences that individuals from various racial, ethnic, religious, social backgrounds may bring to organizations and communities.

**Bilingual:** The ability to communicate in more than one language.

**Bona Fide Occupational Qualification (BFOQ):** A selection standard based on sex, disability, age, religion, or national origin which is justified because it is reasonably necessary to the normal operation of the business. The BFOQ exemption has been narrowly construed by the courts.

**Classified Position:** Positions that are included in the job description and other provisions of a formal personnel classification system. Unclassified positions are generally in the professional and managerial ranks.

**Climate Survey:** Comprehensive assessment of the cultural climate of an organization reflecting internal and external perceptions, needs, concerns and resources.

**Compliance:** Adherence to laws, court decisions, regulations, executive orders and other legal mandates governing Equal Employment Opportunity.

**County:** County shall include all units of government under the policy direction of the Board of Commissioners, Lane County Oregon.

**Cultural Competency:** The development of behaviors, attitudes and policies that enable the organization and its employees to deliver services in ways that meet the needs of culturally diverse groups.

**Culturally Appropriate Services:** The provision of County services that are sensitive and responsive to the cultural differences that exist in particular cultural groups. Also, the provision of services that are effective because they are meaningful to recipients based on their culture.

**Cultural Diversity:** Differences in race, ethnicity, language, nationality, religion or sexual identity among various groups within a community or organization.

**Cultural Sensitivity:** Demonstrating sensitivity to cultural differences and similarities, and effectiveness in using cultural symbols (e.g., language) to effectively communicate a message.

**Disability:** A physical or mental impairment which substantially limits one or more major life activities; a record of such impairment; or perception by others of such impairment.

**Disadvantaged:** A descriptive term referring to those individuals who because of sex, disability, age, religion, race, color, or national origin which under particular laws, may not be considered as a basis for an act of harassment or discrimination (intentional or not).

*Organizational:* (Disparate Effect) The results of departmental personnel practices which are quantitatively different for a protected class member from equal employment opportunity.

*Individual:* (Specific Intent) The result of an individual employer's willful exclusion of a protected class member from equal employment opportunity.

Organizational or individual intentions not to discriminate are not relevant. The laws relating to Equal Employment Opportunity are concerned with the effects of actions taken by an organization and its managers. (Intent vs. Impact)

**Disparate Impact:** The tendency for a test, job qualification, or other employment practice to screen out, or otherwise limit, the employment opportunities of people of color, women, individuals with disabilities, or older individuals at a greater rate than others. It also describes the inequitable distribution of services.

**Disparate Treatment:** Employment practices such as the use of tests or educational requirements which are fair and neutral on their face, but which are applied or administered in an unfair manner.

**Disparity:** Underutilization of minorities, women and/or disabled persons. Specifically, the difference between existing representation and what could reasonably be expected in the appropriate labor source.

**Diversity:** A broad definition that includes a wide range of individuals with unique needs and talent beyond the observable differences of race, gender, and age, but the additional characteristics of religious differences, marital status, sexual orientation, family status, political affiliation, education or socioeconomic status, and disabilities.

**Equal Employment Opportunity:** The availability of employment and advancement to all persons on the basis of merit, capability, and potential. A concept which addresses Equal Opportunity for all persons in employment which includes recruitment, application processing, hiring, job placement, compensation, promotion, transfer, termination, and shift assignment.

**Equal Opportunity:** A system of practices under which individuals are not excluded from any opportunity or benefits because of their sex, disability, age, religion or creed, race, color, national origin, ancestry, arrest or conviction record, political affiliation or benefits, or refusal to consent to sexual interaction.

**Good Faith Efforts:** A term used to describe honest attempts to achieve Affirmative Action Goals.

**Harassment:** Encompasses issues of discrimination relating to the intimidation and generally poor treatment of persons for one of the prohibited reasons.

**Institutional racism:** The systematic mistreatment of people of color enforced and supported by society and its institutions. Exercised by people in power and resulting in a differential and negative impact on particular individuals and groups. Limits, and/or reduces access to the goods, benefits, services, and protections of the society, on the basis of race, and, in a manner that is systematized and self-perpetuating.

**Multicultural:** The recognition that organizations are made up of people of diverse cultures and social groups who bring with them values and norms that they share or hold in common with others they identify with through ancestry, language or geography.

**Noncompliance:** Failure to follow the conditions set out in an Equal Opportunity clause and the regulations applicable through those clauses.

**Optimal Cultural Climate:** The best conditions in which all employees and customers can succeed.

**Protected Class:** A group of people of the same race, sex, color, religion, or national origin who have Equal Protection rights according to Title VII of the Civil Rights Act. Other laws also protect areas of physical and mental disability, age and Vietnam Era Veterans.

**Qualified Disabled Person:** A "qualified disabled person" with respect to employment, is a disabled person who can perform the essential function of a job with reasonable accommodation and who is eligible for appointment under the hiring regulations. Essential functions are defined as those tasks which are necessary or fundamental to accomplish the purpose of a job.

**Race/Ethnic Identification:** The five race/ethnic categories used by the Equal Employment Opportunity Commission are: White, Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native.

**Reasonable Accommodation:** The changing of environments, schedules or requirements to adapt to the known physical or mental limitations of a disabled qualified applicant or employee which may include job restructuring, part-time or modified work schedules, acquisition or modification of equipment or devices, the provisions of readers or interpreters or similar actions and which can be made without undue hardship to the employer.

**Sexual Harassment:** Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when resulting in (1) submission to such conduct is made either explicitly a term or condition of an individual's employment; (2) submission to or rejection

of such conduct by an individual is used as the basis for employment decisions affecting such individual; (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

**Target Group:** Protected groups on which agencies are free to focus in their Affirmative Action efforts. Priorities are determined by the relative levels of underutilization.

**Under-utilization:** Having fewer members of a particular group in a job classification than would normally be expected by their presence in the labor market.

**Vietnam Era Veteran:** For the purpose of compliance with the Equal Employment Opportunity requirements of the Veterans Assistance Act of 1972, is defined as "a person (1) who served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964 and May 7, 1975, and was discharged or released therefrom with other than a dishonorable discharge, or served less than 180 days and was discharged or released with other than a dishonorable discharge because of service related disability."

**Voluntary Action:** The taking of steps to overcome the effects of conditions that resulted in limited participation.

**Workplace Diversity:** Recognition of the variety of differences among workers across many different dimensions -- race, culture, language, age, gender, etc. -- and the different perspectives and values that may be inherent in those differences. Valuing diversity implies a philosophy while managing diversity involves the translation of the philosophy of valuing diversity into organizational goals and objectives.

**Work Environment:** The social, physical, and psychological surroundings in which an employee works.

**Work Force:** The total of all permanent authorized positions within a department. Such positions in the classified service include only permanent full-time and part-time positions, excluding those specifically exempted by the appointing authority.

**Work Force Analysis:** A statistical study of the numbers and percentages of employees by race, sex, ethnic origin in each job category and rank for all employees of a specific employer. The analysis also includes an accounting of the utilization or underutilization of the protected class employee as compared with their availability in the relative work force. This is required by Federal law.

## DIVERSITY POLICY

The County Diversity Policy is found at Lane Manual 2.385. It states:

2.385 Diversity is a key to the future success of Lane County. We are charged with providing effective government services in an increasingly competitive and diverse environment. If we are to succeed, each of us must embrace the value of diversity as being critical to the achievement of our mission. The more successfully we are able to conduct our business in a diverse community the more diverse our presence must be in that community.

Diversity transcends race and gender, affirmative action, and Equal Employment Opportunity. It means respecting and valuing differences such as those based on age, disability, race, sex, religion, color, national origin, ethnicity, socio-economic status, sexual orientation and political beliefs, as well as respecting each individual's right to privacy in areas such as religious faith, political beliefs and sexual orientation. In order to collaborate successfully with the diverse communities we serve, the County must be cognizant and respectful of our differences both in the community and the worksite. Most importantly, all in the County must rethink our approach to diversity. No longer are such issues just matters of social policy or historical reciprocity. Diversity, and the respect and understanding of the integrity and worth of all cultures, peoples and lifestyles is today and will continue to be simply good business.

- (1) Policy. Lane County will demonstrate its commitment to diversity through the way in which it provides County services, through its employment practices, through its funding decisions, and through its appointments to County boards, commissions, and committees by:
  - (a) Ensuring that all County services, programs and activities are provided to its diverse communities in ways that are sensitive to and responsive to cultural differences, including accessibility for persons with disabilities;
  - (b) Ensuring that all County-funded services are provided, and funding decisions are made, in a manner that recognizes, addresses and is reflective of the cultural diversity of the communities served;
  - (c) Demonstrating commitment to workplace diversity through implementation of affirmative action plans and development of cultural sensitivity and cultural competency among other employees; and,
  - (d) Ensuring that all County board, commissions, and committees are reflective of the diversity of the Lane County population.
- (2) The diversity policy contained in LM 2.385 is intended to be an expression of intent and aspiration on the part of the Lane County Board and is to be used to guide the County government in benefiting from and being responsive to the changing population that provides both the County's workforce and its customer base. It is not intended to be, nor shall it be used as a basis for anyone demanding a right or making a claim against Lane County or its employees.

## Vision of Lane County as a Multicultural Organization

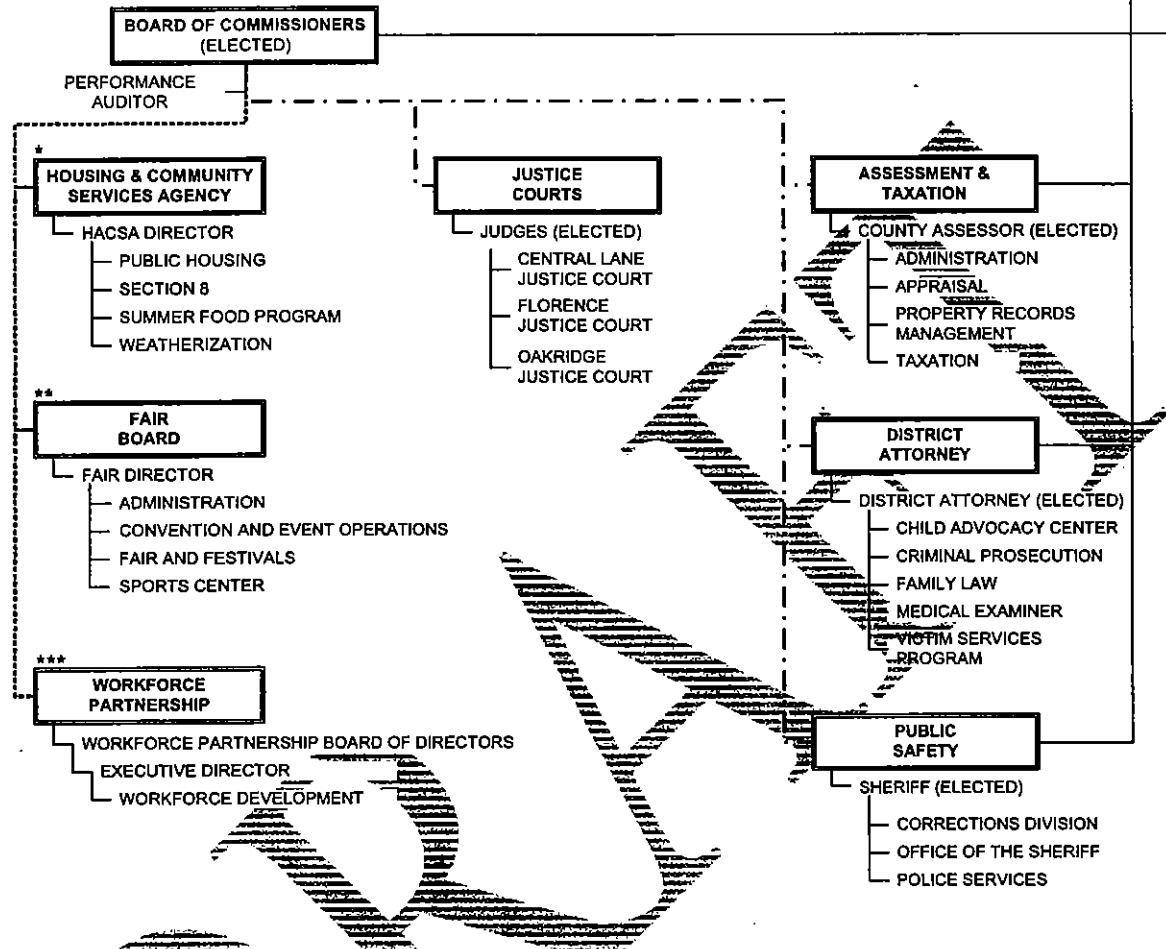
Lane County has a vision that it will be an organization that:

- Reflects the contributions and interests of diverse cultures in its mission, operations, products, and services
- Is committed to eradicating institutional racism and social oppression of all forms within the organization
- Includes members of diverse cultures in decisions of the organization that affect them
- Values diversity and views the differences between people as a strength
- Uses management practices and policies that emphasize participation and empowerment of all people in the organization
- Creates a working environment where people are valued for what they do and not what they are
- Follows through on broader external social responsibilities by educating employees in multicultural perspectives

The vision of Lane County government as one that embraces these values is seen as critical to the way in which the County provides services, through its employment practices, through its funding decisions, and through its appointments to County boards, commissions and committees.



**LANE COUNTY CITIZENS**



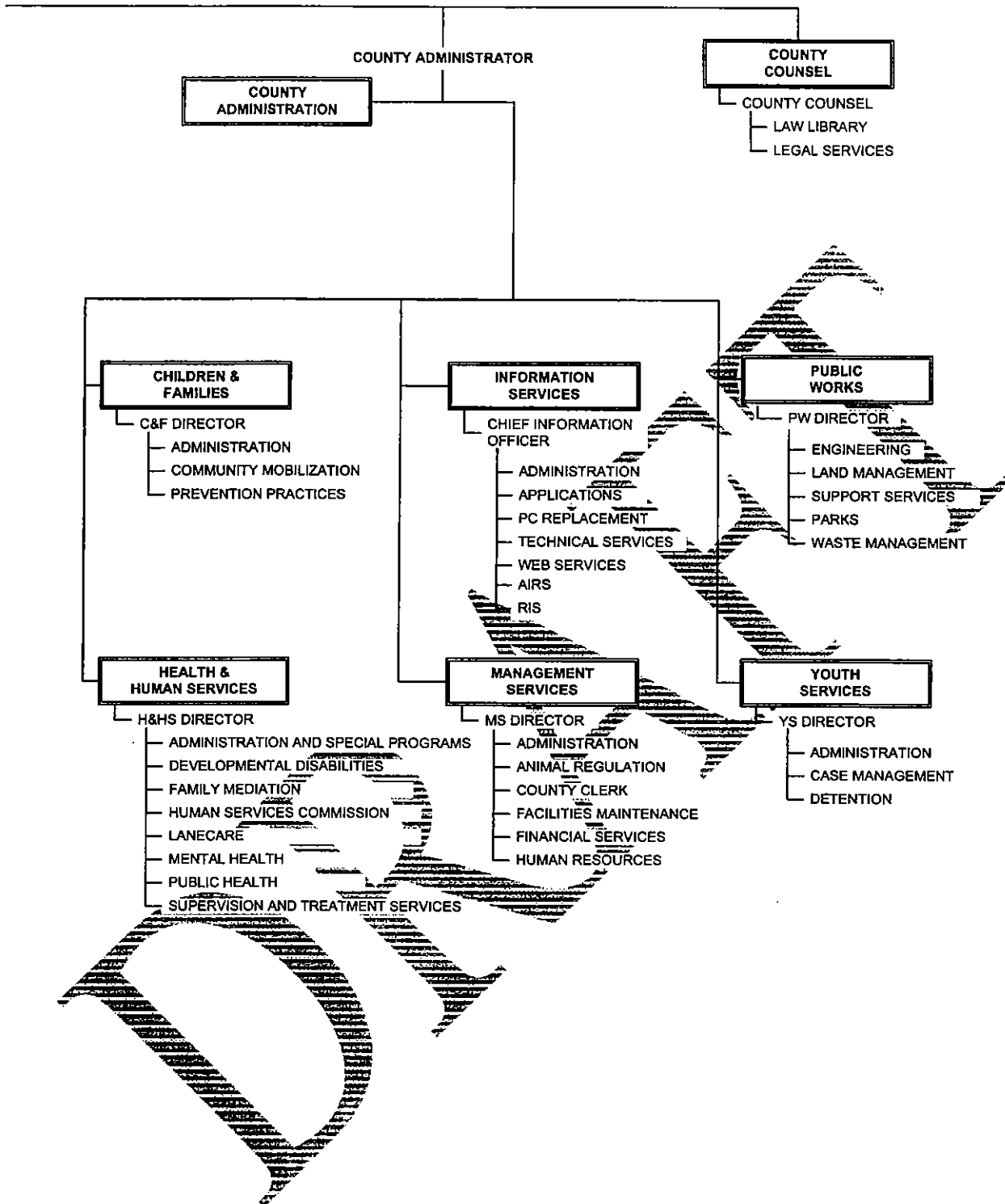
**LEGEND**

- . . . - indicates publicly elected officials with direct budget authority by the Board of Commissioners
- - - - - indicates partial responsibility to the Commissioners (see right):
- \_\_\_\_\_ indicates direct responsibility

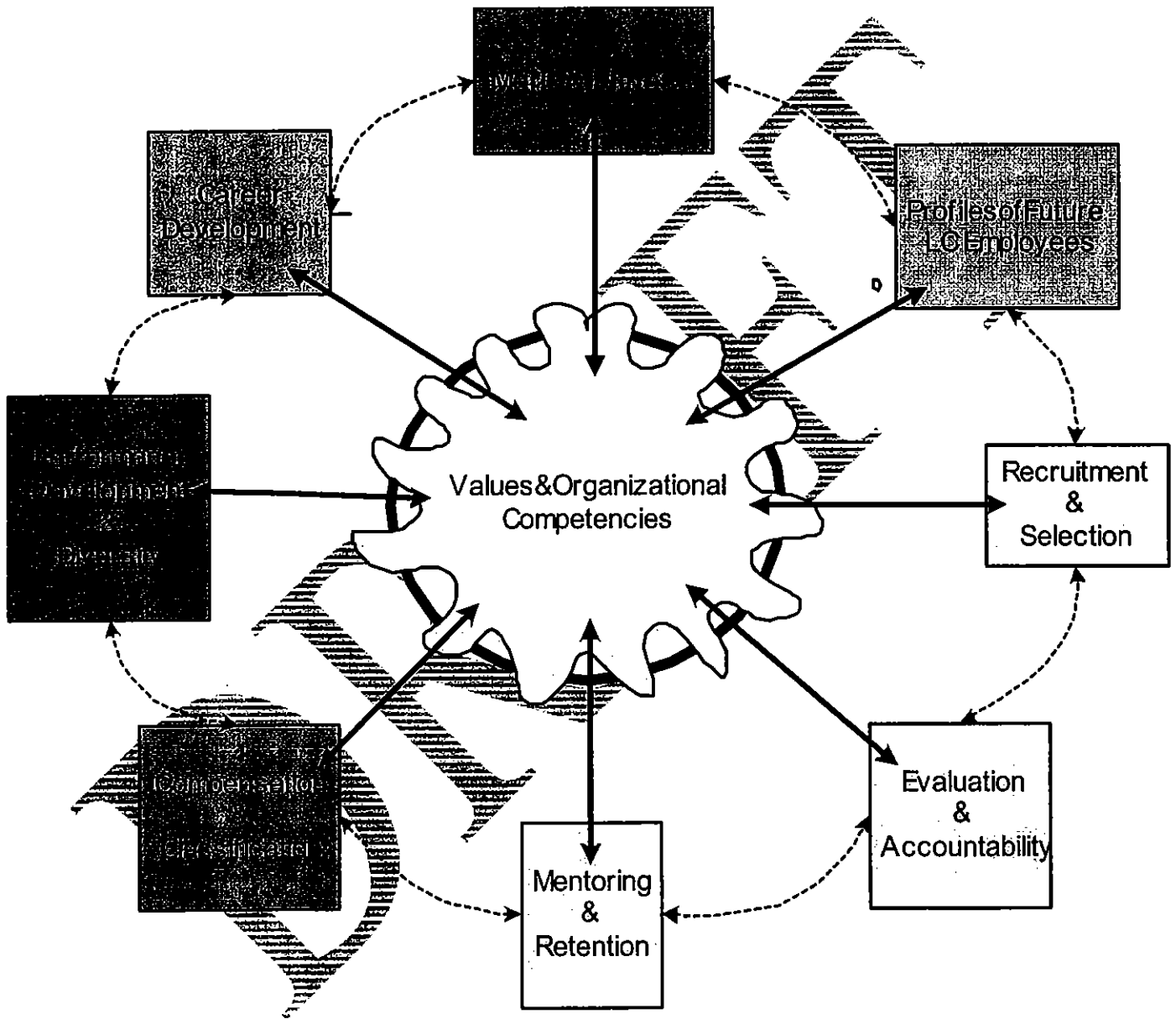
**\* (Not a department) Board of Commissioners is the Housing Services (HACSA) Board**

**\*\* Board of Commissioners has budget authority and sets personnel rules; Fair Board has independent management authority; Fair Board members are appointed by the Commissioners**

**\*\*\* Board of Commissioners has budget authority and sets personnel rules; department has separate statutory operational charge, contracts with County for administrative services**



# LANE COUNTY CULTURAL VALUES MODEL





## Human Resources Plan 2002-2007

Directed by  
The Lane County Strategic Plan  
Adopted April 2001

In April 2001, the County approved the "Lane County Strategic Plan (Years 2000 – 2005)". This plan sets forth several core strategies that establish the priorities that will guide our actions in meeting our goals and objectives, and it calls for the development of Facilities, Human Resources, and Information Services plans to guide the County's future investment in its chief resources.

In preparing this human resources plan, HR staff consulted with the management teams of each department, and with other employee groups in the County, such as the Diversity Education Committee. In order to begin the group discussions, we asked each person to think of how he or she would answer the following questions:

1. *How can HR help your department be more effective?*
2. *What, if anything, has been the most frustrating thing for your department in its interaction with HR?*
3. *Of the program areas or services listed below, which three are most important to your department?*
  - *Benefits administration*
  - *Classification and compensation analysis*
  - *Disciplinary procedures*
  - *Diversity outreach & training*
  - *Employee orientation*
  - *Risk management*
  - *Labor/employee relations*
  - *Performance Management*
  - *Providing information valuable for retention (e.g., exit interview info, etc.)*
  - *Recruitment and selection*

- *Supervisory training*
- *Succession planning*
- *Workplace investigations*

Are there programs or services that HR should be providing but that are not on the list?

4. *What are the two areas of risk in your department that concern you most?*
5. *Do you have any risk issues that you feel are not being adequately addressed?*
6. *How important do you think HR's role is in initiating and implementing organizational change?*
7. *What do you think is the greatest challenge facing HR and/or the County today?*

Discussions were documented and all responses were then tabulated into different categories. Then, the strategies that surfaced as high priority for the departments were compared to the strategies set forth in the County's Strategic Plan for Human Resources to be sure both were in alignment. In addition, HR staff had been working on a draft Succession Plan and strategies from that document were folded into what is now the Human Resources Plan.

Later this spring, HR staff will be developing its vision and mission statement and in preparation, will be soliciting feedback from department managers, supervisors, and employee representatives.

This document contains a high-level overview of the Human Resources Division's goals over the next five-year period, but not in a priority hierarchy. It lists action items in categories that address the Service Improvement and Resource Planning sections of the Lane County Strategic Plan. These applicable sections of the County plan follow, and are numbered and referenced in the matrix.

The Human Resources Division will review this chief resource plan at least annually and will derive from it an annual business plan that will be utilized to guide our efforts over the course of that next year.

Comments on this document can be addressed to any HR staff person.

## A. Service Improvement

### A2: Develop more flexible staffing

- a. Lane County Government's personnel policies will promote employee accountability and the matching of rewards to performance. We will strive for a flexible classification and compensation system. County managers and bargaining units will work together to ensure that the system supports and does not inhibit excellent performance in the delivery of County services.
- b. All officials, managers, and employees will be expected to cultivate the knowledge and skills necessary to perform their responsibilities well. Personnel policies will encourage job-related training and career development support. As a consequence, each employee will be responsible for contributing to the overall success of the County by performing his or her job to the best of his or her ability.
- c. Management policies will encourage employee involvement in decisions on how to perform work in the most effective and efficient manner possible. We will also explore the use of empowerment policies such as self-directed work teams and cross training.
- d. Lane County will strive to foster a work environment in which an employee's diverse character and talents are recognized, supported and applied to maximizing the County's ability to attain its goals. To this end the County will strive for flexibility in the workplace to encourage and assist all employees to succeed in the performance of their duties.
- e. Lane County Government supports contracting out as one option to consider for assuring the efficiency and effectiveness of its services. In evaluating any contracting out opportunity we will comply with labor contract and other legal requirements and will consider qualitative as well as cost factors.

### A4: Promote continuous quality improvement

- a. Lane County Government encourages continuous process improvement efforts initiated by work units in County departments.
  - We will work to establish rewards for successful innovations initiated by both individual employees and teams of employees, and to remove barriers that could inhibit innovation.
  - "Gain sharing" programs and procedures will be explored to encourage process improvement efforts
- b. Under these programs a meaningful portion of any demonstrable cost savings resulting from work unit process improvement initiatives will be budgeted to support investment in further process improvements and efficiencies or enhancements in the quality of working conditions for the relevant work unit(s) or department(s), or to support overall County allocation priorities.
- c. The purpose of process improvement is not the displacement of employees from their positions. However, when vacancies occur, it is in the best interest of the County and its citizens to review work processes and to determine whether the vacant positions and associated resources can be better utilized.
- d. As part of the County's Succession Plan, we will focus on retaining current employees and ensuring they possess the knowledge, skills and abilities to perform their jobs well. To this end, the County will develop career ladders and work to encourage employees to become prepared for desired promotional opportunities.

Additional strategies will be considered to motivate employees to pursue appropriate training, which will increase their chances for success in their work and better qualify them to fill future vacancies.

- e. We will look for ways to build on the research and experience of others (e.g., U of O's "3PM", the Graduate School of Business, other higher education institutions, external consultants, other comparable public agencies, etc.) to assist County departments in conducting process improvement efforts and other efficiency initiatives.

**B1: Develop plans for the chief resources applied to deliver County services – human resources, information technology, and land and facilities**

- a. Lane County Government will develop a human resources plan. The Human Resources division will direct and coordinate the overall planning effort. Departments will bring specific issues to Human Resources for resolution. Human Resources would then report back to respective department with a plan of action for their approval. This plan will:
  - 1) Analyze future workforce needs (consistent with this strategic plan).
  - 2) Assess current workforce capabilities in relation to the future needs (accounting for expected retirements and turnover).
  - 3) Identify actions to assure that workforce capabilities meet future needs.
  - 4) Evaluate how the County's personnel policies will promote employee accountability through performance objectives and then recognize performance through appropriate reward systems.
  - 5) Aim for a flexible classification and compensation system so that the system supports and does not inhibit excellent performance in the delivery of County services.
  - 6) Specify policies and practices to encourage training and development supports so employees have the knowledge, skills, and abilities to perform well.
  - 7) Identify management policies and practices to encourage employee involvement in decisions on how work will be performed.
  - 8) Seek to strengthen career paths with County, to strengthen leadership abilities of managers and supervisors, and to assure successful succession transitions for positions where incumbents retire.
  - 9) Establish how the County's commitment to diversity will be met through hiring, retention, promotion, and training practices.
  - 10) Analyze Human Resources Division's capacity to implement the plan.

Implementation Strategy

A. PERFORMANCE MEASURES/EVALUATIONS

Initiative	Goal Strategy	Responsible Party	When
Work w/ Performance Measures Analyst & depts. to link dept objectives & measures with individual employee's objectives & measures	A2(a,c) A4(a) B1(a-4)	Performance Measures Subcommittee, CAO staff & HR Mgr & Staff	Began 11-/2001; two-year project
Create options for performance review formats so that one size doesn't have to fit all	A2(a,d)	HR Mgr & Staff	Underway, complete 12/04

B. SUPERVISORY/MANAGEMENT TRAINING

Initiative	Goal Strategy	Responsible Party	When
<b>New Supervisors</b> <ul style="list-style-type: none"> <li>One-on-one with analyst – “Welcome Wagon” visit</li> <li>Expectation to attend new supervisor orientation</li> </ul>	A2 (b,c) B1 (a-8)	Personnel Analysts	Underway/ Ongoing
<b>Supervisor’s Communiqués</b> <ul style="list-style-type: none"> <li>Law changes</li> <li>Policies</li> <li>Special notices</li> </ul>	A2(b, c,d) A4(a) B1(a-8)	Labor Relations Staff	Underway, need to develop online guide-complete 7/03
<b>Develop Curriculum</b> <ul style="list-style-type: none"> <li>Portable modules to address new</li> <li>Procedures</li> <li>Policies</li> <li>Contracts</li> <li>Effective Management</li> </ul>	A2(b,c) A4(a) B1(a-3,8)	Performance & Development Staff	Ongoing, began 2001, Full curriculum by 7/04



## Implementation Strategy

### C. SUCCESSION PLANNING

Action Items	Code/Strategy	Responsibilities	Status
Work with departments to identify potential key position vacancies	A2(e) A4(a,d)	Personnel Analysts, PeopleSoft Analyst	Done: PS Vacancy Report
Partner w/ dept directors to identify reorganization possibilities	B1(1-1,2,3,9)	HR Mgr & Personnel Analysts	Ongoing: VRC
Compensation/Benefits-- Review total compensation package for competitiveness, taking into consideration the following ideas: <ul style="list-style-type: none"> <li>• Pay-for-performance (two way), merit-based compensation plan</li> <li>• Allowing leave differential to be received in pay, deferred comp, etc.</li> <li>• Re-establish market factor in compensation plan</li> </ul>	A2(a), A4(a) B1(a-4)	HR Mgr, then BCC	Fall 04
Salary starting step based on qualifications	A2(a)	Personnel Analyst & Hiring Mgr	Doing now
Expand entry level positions with ELC, through the ELC recruitment process and partner with depts to provide training opportunities	A2(b), A4(d), B4(a-8)	Personnel Analysts & Depts	Underway
Investigate new deferred comp options and determine comp match	A2a). A4(a)	Risk & Benefits Mgr & CAO	Underway/ Ongoing
Benefit package that can be modified to suit individual needs	A2(a), A4(a)	Risk & Benefits Mgr & JLMBRC	Ongoing

## Implementation Strategy

### C. SUCCESSION PLANNING (continued)

Initiation	Implementation	Resources/Staff	Status
<p>Recruitment "Tool Pack" Enhancements--Evaluate possible options to use to encourage top candidates to accept positions, including:</p> <ul style="list-style-type: none"> <li>• Travel/vehicle allowance</li> <li>• Moving expenses (or equivalent) paid</li> <li>• Tout livability/benefits of LC</li> <li>• Invite and pay for candidates to visit LC</li> <li>• Increase leave differential between managers/supervisors and classifications that get OT.</li> <li>• Evaluate how internal vs. external candidates can negotiate for positions—need equitable system.</li> </ul>	<p>A2(b,d) A4(d)</p>	<p>Personnel Analysts &amp; Hiring Mgrs.</p>	<p>Underway/ Ongoing</p>
<p>Recruitment Process Options--Evaluate recruitment and selection processes with objective of providing departmental services best suited to need. Consider following ideas:</p> <ul style="list-style-type: none"> <li>• Use professional recruiters/headhunters</li> <li>• Reduce complexity of hiring process</li> <li>• Increase focus on ways to attract more diverse applicants.</li> <li>• Give managers more flexibility in hiring and promoting</li> <li>• Use retirees to fill positions for short term projects w/ specific objectives or to provide backfill during restructuring⇒flexible</li> </ul>	<p>A2(a, d, e) A4(c,e) B1(a, 9)</p>	<p>Personnel Analysts &amp; Hiring Mgrs.</p>	<p>Underway/ Ongoing</p>

## Implementation Strategy

### C. POLICIES & PROCEDURES

Action Item	County Strategy	Responsible Party	When
Review current policies and procedures (APM's) for accuracy and completeness; recommend changes to LC Mgmt Team	B1(a-4,6,7,9)	HR staff (depending on focus of APM)	Ongoing
Add new policies and procedures to reflect current issues		HR staff (depending on focus of APM)	Ongoing

### E. DIVERSITY PLAN IMPLEMENTATION/CAREER DEVELOPMENT

Action Item	County Strategy	Responsible Party	When
Develop reporting mechanisms to track EEOC information on all applicants & how dept uses that information in selection processes	A4(d), A4(a), B1(a-1,3,9)	Diversity Analyst, HR PeopleSoft Analyst & IS	Fall/winter 2001-02
Solicit feedback from County's minority and protected class workforce members to determine what additional measures are needed to increase our workforce's diversity.	A4(c), A4(e), B1(a-1,2,3,9)	Diversity Analyst & HR Mgr	Summer 04
Review each classification as it becomes vacant to determine if it is key in developing career ladder; recommend changes that will increase potential for career growth.	A4(d), B1(a-1,2,3,6,8)	Personnel Analysts	Ongoing

**E. DIVERSITY PLAN IMPLEMENTATION/CAREER DEVELOPMENT (continued)**

Initiative	Budget/Staffing	Responsible Party	Status
Develop training program to develop managers/supervisors as a part of experience/training portfolio for interested employees	A2(b), A4(d) B1(1-1,2,3,6,7,8)	Performance & Development Staff	Underway, to be enhanced in summer 2002
<p>Change Culture/Working Environment at Lane County, Change/Enhance Lane County's Internal &amp; External Image</p> <ul style="list-style-type: none"> <li>• Implement expanded recruitment &amp; outreach for EH as a tool for diversifying and providing internal equity to LC's workforce</li> <li>• Provide support for career development programs throughout organization</li> <li>• Encourage creative thinking and risk taking</li> <li>• Model mentoring program for promising EE's</li> <li>• Cross-training opportunities</li> <li>• Model customer service, management skills, communication skills in training program</li> </ul>	A2(b,c,d) A4(a,d), B1(a-1,2,3,6,7,8,9)  B4 (A-8,9)	HR Staff & Dept Directors  Diversity Analyst, Personnel Analyst, Department Suprvrs/Mgrs	Underway/ongoing

## Implementation Strategy

### F. ANALYZE HUMAN RESOURCE DIVISION'S CAPACITY

Administration	Implementation Strategy	Responsible Party	Status
Compile "Who's Who" and Who Does What" Chart reflecting roles of division staff <ul style="list-style-type: none"> <li>• For our own staff</li> <li>• For external distribution</li> </ul>	A2 (c,d) A4(a) B1(a-1,2,3,10)	Records/Reception staff	Ongoing
Cross Training <ul style="list-style-type: none"> <li>• Orientation</li> <li>• Office Procedures</li> <li>• Identify backup in areas of need</li> </ul>	A2(c,d) A4(a,d,e) B1(a-1,2,3,10)	All HR Staff	Ongoing
Establish Best Practices/Develop Consistency in Service <ul style="list-style-type: none"> <li>• Analyst Training</li> <li>• Recruitment/Selection</li> <li>• Risk Management</li> <li>• Labor Relations</li> <li>• Class Comp</li> <li>• Diversity</li> <li>• Benefits</li> <li>• Investigations</li> <li>• Record Keeping</li> </ul>	A2(a,b) A4(a,e) B1(a-6,7)	All HR Staff	Ongoing
Train the Trainer Program <ul style="list-style-type: none"> <li>• HR staff may specialize in areas of interest</li> <li>• Use all HR staff as trainers</li> </ul>	A2(a,b) A4(a,d) B1 (a-1,2,3,6,8)	Performance & Development Coordinator	Underway

## COMMISSIONERS

Bobby Green	682-4203	bobby.green@co.lane.or.us	Employer
Don Hampton	682-4203	don.hampton@co.lane.or.us	Boards & Commissions

## COUNTY ADMINISTRATION

Bill VanVactor	682-4203	william.a.vanvactor@co.lane.or.us	Employer
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## COUNTY MANAGEMENT

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