

T. G. A.

Memorandum Date: July 22, 2005  
Order Date: July 27, 2005

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**TO:** Board of County Commissioners

**DEPARTMENT:** Management Services and County Administration

**PRESENTED BY:** Bill Van Vactor

**AGENDA ITEM TITLE:** ORDER/IN THE MATTER OF APPROVING THE DIVERSITY ACTION PLAN QUARTERLY ACCOUNTABILITY AND MONITORING REPORT, JULY 2005

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**I. MOTION**

**TO APPROVE ORDER NO. \_\_\_\_\_ / IN THE MATTER OF APPROVING THE DIVERSITY ACTION PLAN QUARTERLY ACCOUNTABILITY AND MONITORING REPORT, JULY 2005.**

**II. AGENDA ITEM SUMMARY**

The Board of Commissioners is being asked to approve the first Diversity Action Plan Quarterly Accountability and Monitoring Report.

**III. BACKGROUND/IMPLICATIONS OF ACTION**

**A. Board Action and Other History**

The Diversity Action Plan (DAP) was developed by the Diversity Task Force (DTF) following a year-long drafting process. This plan was approved by Board Order 05-2-2-13. The "Accountability and Monitoring" section of the plan requires four steps with regards to quarterly reporting:

1. Quarterly reports from departments regarding progress on implementing 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 Performance, Development and 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.

Pursuant to the plan, the Diversity Action Committee (DAC) developed a 13-question form for departments to track matters relevant to the first quarter of the plan. In that some action items with the plan have later target dates, these questionnaires are expected to change with time.

**B. Policy Issues**

“What gets measured, gets done” was the sub-heading for this section of the plan. This reflects the belief in the importance of accountability and monitoring to help ensure continued momentum towards reaching the County’s diversity goals. Whether the questions asked might be changed in the future to better capture the information most helpful to the Board may be a topic of continuing discussion.

**C. Board Goals**

The following portions of the Strategic Plan are relevant to this discussion:

**III. Our Guiding Principles**

**DIVERSITY**

We will treat all people with dignity and respect. We will demonstrate through our actions an understanding and appreciation for cultural diversity and individual differences. We absolutely will not tolerate sexual, religious, racial harassment or discrimination.

**Core Strategies**

**A. Service Improvement**

**A2: Develop more flexible staffing**

Lane County will strive to foster a work environment in which an employee’s diverse character and talents are recognized, supported and applied to maximize 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.

## **B. Resource Planning and Allocation**

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

Assess current workforce capabilities in relation to the future needs (accounting for expected retirements and turnover).

Establish how the County's commitment to diversity will be met through hiring, retention, promotion, and training practices.

## **D. Financial and/or Resource Considerations**

Resource consideration will depend in large part upon the direction of the Board and any follow-up that may be needed.

One consideration is that with the current vacancy in the County Auditor's position, future preparation, analysis and presentation of the quarterly reports is in doubt. This task is now being shared by the former auditor, the DAC (whom in reality are departmental resources), and the County Administrator.

Should additional resources be needed to follow-up on any tasks that may be generated as a result of this report, consideration as to the source of those resources should take place.

## **E. Analysis**

The diversity checklist or questionnaire was developed by addressing each action item assigned to department directors. Because this is our first report, answers to this questionnaire can be considered "baseline" data and will be helpful to measure progress in the future. As this data was compiled, we realized from some responses that there is ambiguity in the language used in some of the questions. For instance when asked if they have department goals, some departments may have answered "No" but yet they clearly have guiding principles, strategic goals, activities and outcomes in place. Likewise a department with several divisions may have diversity goals for each division but responded "No" when asked if they have departmental goals. Questions will be reviewed and revised as appropriate.

One issue we would like to Board to consider in addition to the report itself is the issue of future reporting. The Diversity Action Plan calls for County departments to report quarterly and for the Internal Auditor to compile and analyze the information received. The Diversity Action Committee is now recommending that reports be prepared semi-annually. The committee believes this to be a more appropriate time period for measuring progress, and feels that staff resources do not readily permit quarterly reporting at this time.

#### **F. Alternatives/Options**

1. The Board of Commissioners may reject the draft of the Lane County Diversity Action Plan Quarterly Accountability and Monitoring Report and choose to do something different at this time.
2. The Board of Commissioners may choose to request changes to the draft of the Lane County Diversity Action Plan Quarterly Accountability and Monitoring Report.
3. The Board of Commissioners may choose to approve the Lane County Diversity Action Plan Quarterly Accountability and Monitoring Report.

#### **IV. RECOMMENDATION**

That the Board of Commissioners approve the Lane County Diversity Action Plan Quarterly Accountability and Monitoring Report.

#### **V. TIMING/ IMPLEMENTATION**

Should the Board of Commissioners choose to approve the Lane County Diversity Action Plan Quarterly Accountability and Monitoring Report, the Diversity Action Committee (DAC) will deliver the next report with the Annual Report in March 2006 and semi-annually thereafter.

#### **VI. ATTACHMENTS**

1. Board Order
2. Quarterly Accountability and Monitoring Report
3. Department Diversity Questionnaire Form
4. Boards and Commissions survey instruments:
  - Letter to Advisory Committee Staff Person
  - Letter to Advisory Committee Member
  - Member Survey
  - Compilation Form

**THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON**

RESOLUTION	)	IN THE MATTER OF APPROVING THE
NO	)	DIVERISTY ACTION PLAN
	)	QUARTERLY ACCOUNTABILITY AND
	)	MONITORING REPORT, JULY 2005
	)	AND MODIFYING THE DIVERSITY ACTION
	)	PLAN TO REQUIRE FUTURE
	)	ACCOUNTABILITY AND MONITORING
	)	REPORTS BE SEMI-ANNUAL

WHEREAS, the Diversity Action Plan was approved by Board Order 05-2-2-13; and,

WHEREAS, making progress on the County goals set forth in that plan requires Board review of the County's actions as an employer, a service provider, a funder, and an appointing authority of boards and commission; and,

WHEREAS, the Diversity Action Plan requires periodic reporting to the Board of the County's progress in these various areas; and,

WHEREAS, the first Accountability and Monitoring Report has been prepared and presented to the Board on this date; and,

WHEREAS, the Accountability and Monitoring Report provides certain baseline data and also provides other useful information on the status of the diversity efforts of Lane County.

NOW THEREFORE BE IT RESOLVED, that the Diversity Action Plan Accountability and Monitoring Report of July, 2005, be approved as presented.

BE IT FURTHER RESOLVD that the Diversity Action Plan be modified to require that future Accountability and Monitoring reports be semi-annual.

DATED this \_\_\_\_\_ day of August 2005.

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Anna Morrison, Chair  
Lane County Board of Commissioners

IN THE MATTER OF APPROVING THE DIVERISTY ACTION PLAN QUARTERLY ACCOUNTABILITY AND MONITORING REPORT, JULY 2005 AND MODIFYING THE DIVERSITY ACTION PLAN TO REQUIRE FUTURE ACCOUNTABILITY AND MONITORING REPORTS BE SEMI-ANNUAL

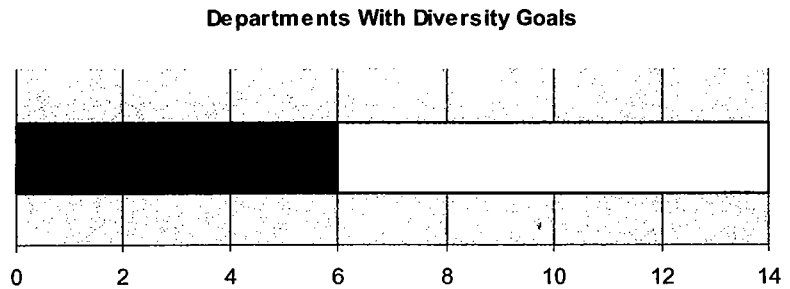
# Lane County Diversity Action Plan

## Quarterly Accountability and Monitoring Report

### Action Items: (Lane County as Employer)

B. Each department will identify a set of diversity goals which may be incorporated into their strategic plan.

6 Departments out of 14 (43%) have developed diversity goals.

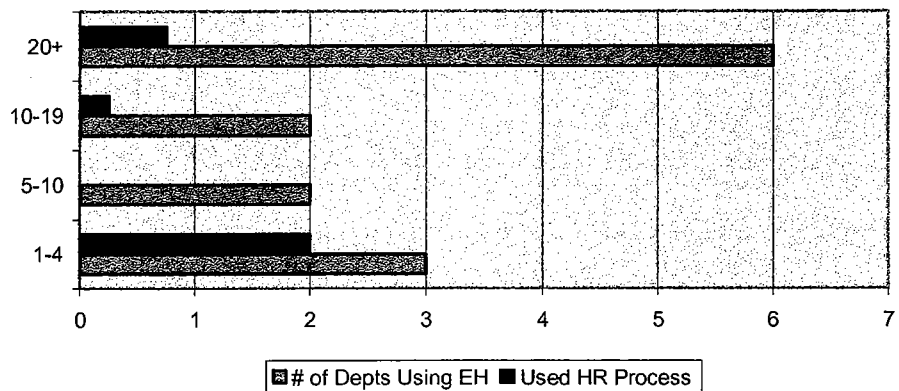


*Comments: While Youth Services and Children and Families answered “no”, it is clear that they do have action items or other guiding principles that they follow. In addition, five Departments are actively working on goals.*

*Recommendation: That all departments have diversity goals and have made some progress on those goals by the next reporting period.*

C. Increase the referral process through Human Resources for “extra help” (temporary) positions as a way to increase opportunities for diverse applicants to become part of the County workforce.

Number of Times Extra Help used.

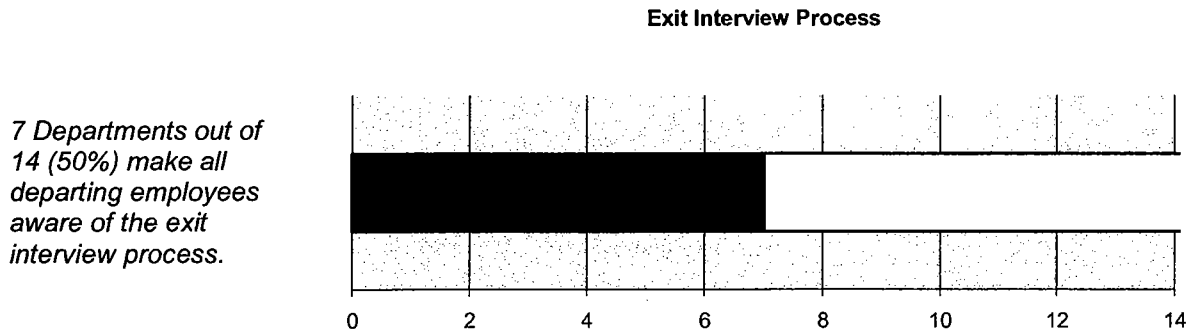


*Comments: While PW answered “no”, they do coordinate their summer extra help recruits through HR. Also, the HR process is used for non-professional positions*

*only. Because this was not stated in the questionnaire, the responses may not be accurate.*

*Recommendation: That HR will ensure all departments are informed of the process and encouraged to use the process for their non-professional extra help positions.*

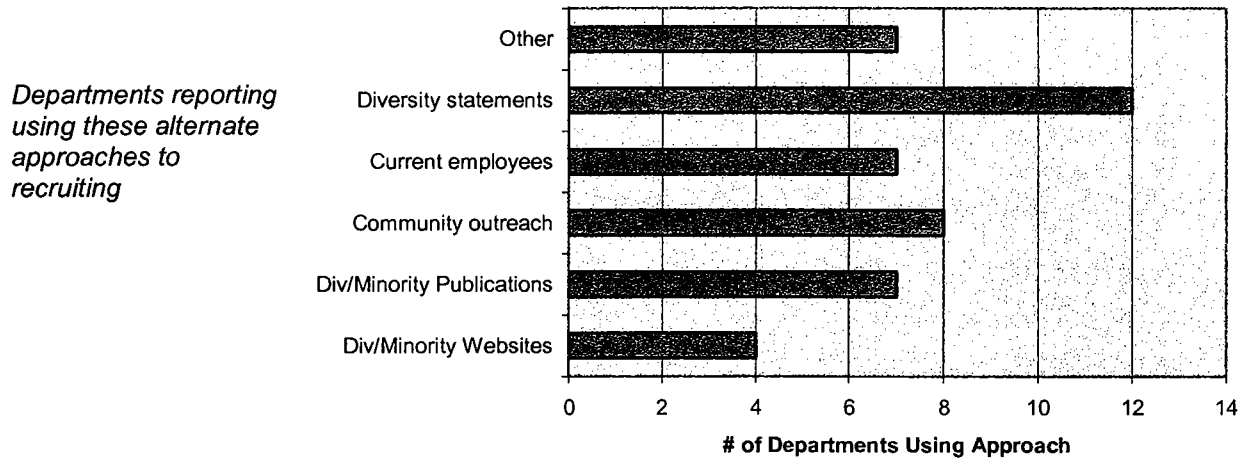
D. Conduct an exit interview when an employee leaves the County workforce to find out about their employment experience and why they leave the County. Use a standardized form for these interviews and make them a required part of the employee separation process.



*Comments: Six departments also report encouraging participation in the exit interview process.*

*Recommendation: That all departments follow the guidelines in this action item by the next reporting period and that interviews be scheduled with the employees before they leave the job with more active encouragement by managers and supervisors. Employees can request an interview with their supervisor, department director, County Administrator or anyone in HR, or decline the interview.*

L. Develop a comprehensive list of strategies to further increase recruitment, retention and promotion of diverse populations.

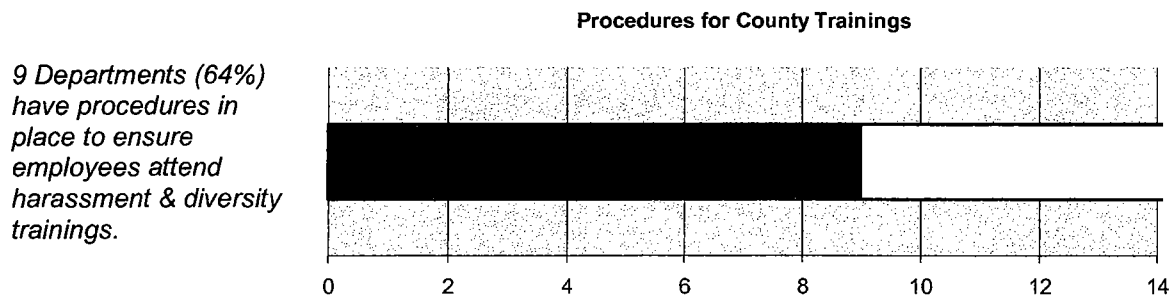


*Comments: The majority of departments indicated that the most common approach to increasing the diversity of the applicant pool is by utilizing diversity statements on job postings and advertisements. The second most common approach is community outreach. It was suggested that we follow-up with departments that are having more success with diversity recruitment to see what they are doing for diversity statements and other approaches. Best practices will be placed on the intranet.*

*Recommendation: That all departments utilize diversity statements and some form of community outreach. Departments should also look at incorporating cultural competency skills into the screening process through supplemental and interview questions and take advantage of HR training for recruitment and selection.*

M. Increase knowledge and competency in diversity and cross-cultural communication and require on-going training in these areas for Lane County managers and employees.

N. Require periodic training for Lane County managers and employees to increase knowledge of anti-harassment laws, Lane County's anti-harassment policy and prevention of harassment.

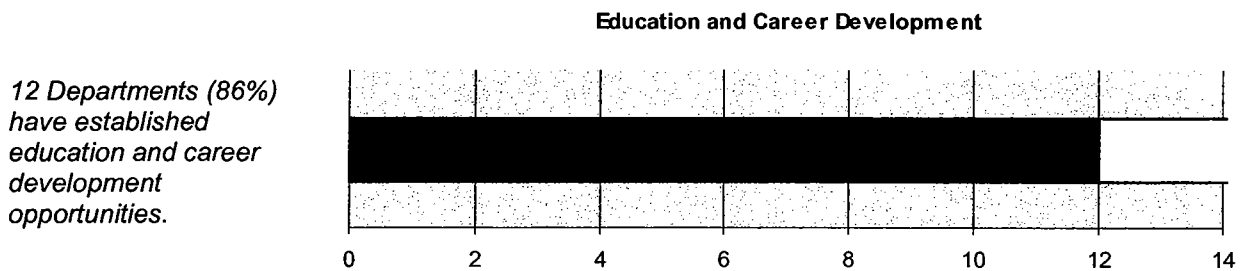




*Comments: While not all departments have a formal procedure in place, all but two departments reported that they have trained their employees in harassment or diversity.*

*Recommendation: That all departments have a procedure in place to ensure that training participation be increased by 50% by the next reporting period. Also, that Lane County keep the concept of diversity separate from harassment.*

O. Establish educational and career development opportunities so that all employees have equal opportunity to advance in their careers at Lane County.

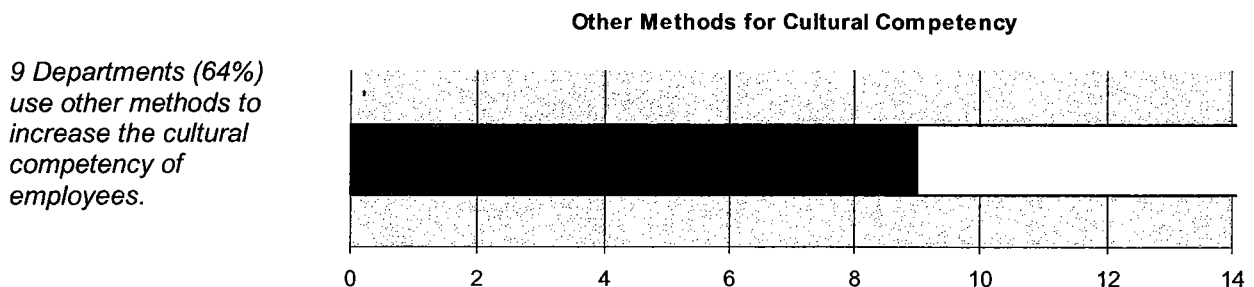


*Comments: All departments have established some type of educational and career development opportunity. The only exception is Florence Justice Court which has only one Justice of the Peace and one staff.*

*Recommendation: That departments maintain and/or increase to the degree possible, educational and career development support and opportunities within their departments.*

**Action Items: (Lane County As Service Provider)**

C. Establish ongoing systems to increase the cultural competency of employees, including tools to help employees work with people with mental illness.

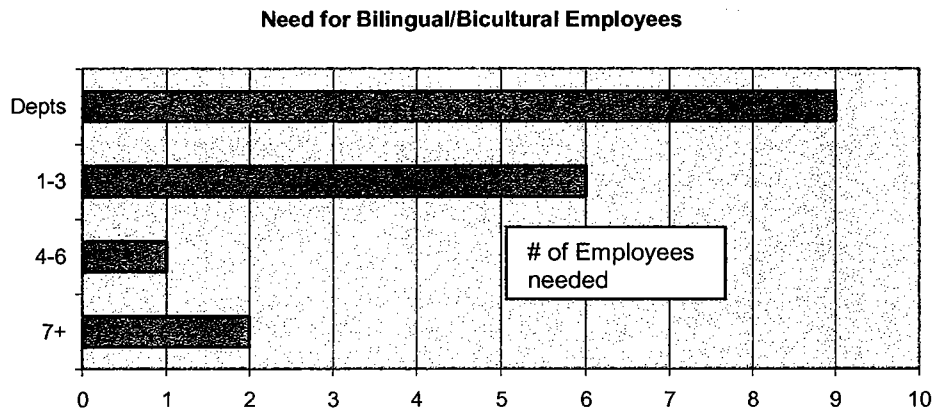


*Comments: Examples from other departments include sending employees to external trainings or conferences, watching videos, dedicating a staff meeting to a diversity topic or bringing in a speaker, diversity newsletters, and discussion of articles regarding culture and diversity.*

*Recommendation: That all departments will have developed at least one alternative method to develop and/or increase the cultural competency of their employees by the next reporting period.*

**D. Increase recruitment, retention and promotion of bilingual and/or bicultural employees.**

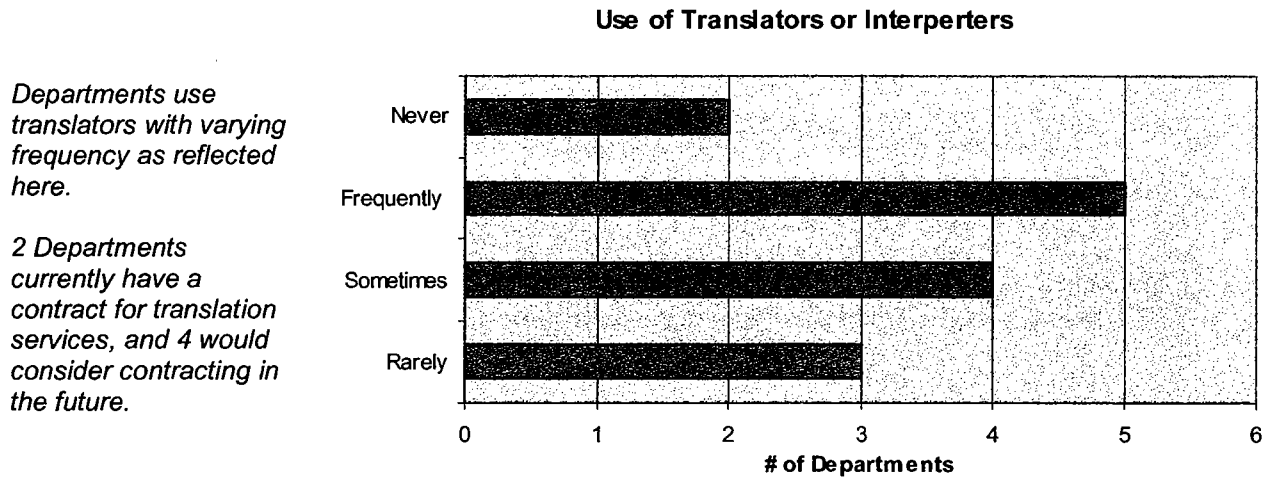
*9 Departments report the need for bilingual and/or bicultural employees.*



*Comments: PW commented that No. 8 on the questionnaire appears to assume that the answer to an identified bicultural or bilingual service need is bilingual or bicultural employees, which may not always be practical. For example, two of their parks have identified strong customer support from the local Spanish speaking population and since they have no fee collectors and use fee machines, the practical solution to this demand is signage and not employees. They also use bilingual brochures for recycling. They state that the responses to increasing demand for multi-cultural understanding cannot be limited to or over simplified as an issue of hiring certain employees.*

*Recommendation: Departments should conduct a needs assessment for their current and future vacancies with regards to the hiring or promotion of bilingual/bicultural employees.*

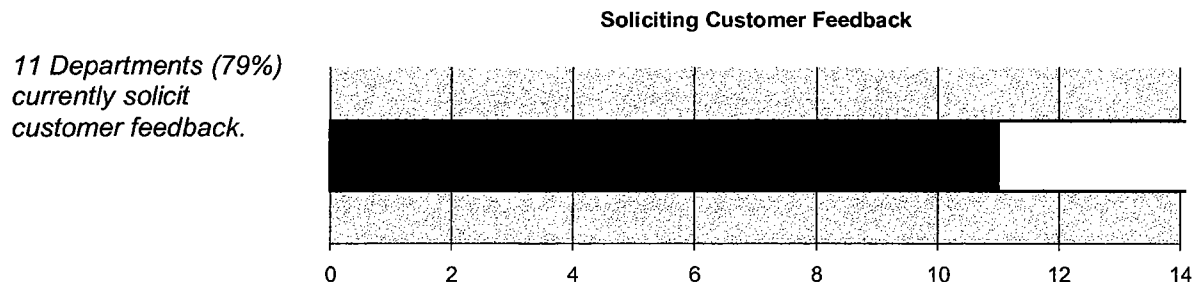
E. Ensure availability of translators and interpreters through a standard contract and access system and encourage managers and department directors to use this resource.



*Comments: The majority of departments appear to have some level of need for bilingual services.*

*Recommendation: That any department with a high degree of usage establish a contract for translation services.*

G. Conduct standard assessment of County services and programs for access and customer satisfaction, including identifying any culturally specific barriers to programs and services. This should include the availability of documents and signage in more than one language or print format.



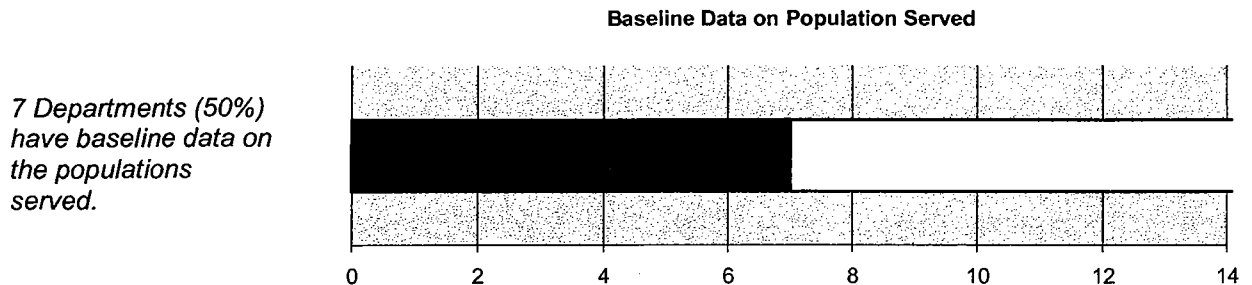
*Recommendation: That all departments currently soliciting feedback continue to do so and recommend that services be adjusted based on customer feedback.*

I. Evaluate intake and assessment tools used by departments in providing services, for cultural validity and improve tools as required based on assessment results.

*Comments: Five departments currently utilize intake and assessment tools.*

*Recommendation: That departments evaluate their intake and assessment tools for cultural validity and revise as applicable.*

J. Establish minimum data set and data collection standards to include cultural variables to establish a baseline of who is currently served by County programs and to evaluate effectiveness across different demographic groups.

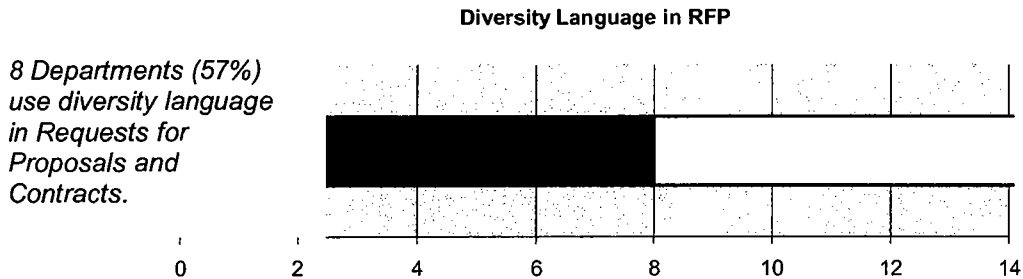


*Comments: 50% of departments have baseline data on whom they are serving. This item perhaps might apply to some departments more than others*

*Recommendation: That the Board specify which departments should continue to or begin to collect this type of data. Data that is currently being collected should be compiled.*

**Action Items: (Lane County As Funder)**

A. Implement model diversity language for Requests for Proposals to ensure that contractors applying for County funds have diversity policies in place.



*Comments: Not all departments contract out or put in Requests for Proposals so the percentage may not be accurate.*

*Recommendation: That all departments, as appropriate, incorporate language in their RFPs and contracts by the next reporting period.*

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In addition, the Diversity Action Plan has a goal that

***“Lane County will ensure that County boards; commissions and committees are reflective of the diversity of Lane County populations”.***

An action item of this goal is to do an annual review of the make-up of the boards and commissions and report the results to the Board of Commissioners. From the review it will be possible to see how Lane County is doing in recruiting and retaining members from diverse communities. Members of a board or commission are being asked to fill out the attached voluntary form and return it to committee or board staff person. The hope is to use this information in future appointments so the Board of Commissioners can achieve their goal of reflecting the diversity of our county in their advisory committees, boards and commissions that serve our county. The information that will be forwarded to the Board will be statistical in nature without reference to individuals.

The Diversity Action Plan calls for County departments to report this Accountability and Monitoring Report quarterly and for the Internal Auditor to compile and analyze the information received. The Diversity Action Committee is now recommending that reports be prepared semi-annually. The committee believes this to be a more appropriate time period for measuring progress, and feels that staff resources do not readily permit quarterly reporting at this time.

*Departments Responding:*

*Assessment & Taxation  
County Administration  
County Counsel  
Children & Families  
District Attorney  
Health & Human Services  
Information Services  
Lane Workforce Partnership  
Management Services  
Public Works  
Sheriff's Office  
Youth Services  
Fair Board  
Justice Courts (both courts considered one department)*

# LANE COUNTY QUARTERLY

## DEPARTMENT DIVERSITY QUESTIONNAIRE

Below is a checklist to be used for quarterly reports to the Board of Commissioners from departments regarding progress on implementing strategies in the Diversity Action Plan.

### DEPARTMENT

**Name of Person completing form**

**Date** (mm/dd/yyyy)

### LANE COUNTY AS EMPLOYER

1. Have you a set of department diversity goals? ☐ Yes ☐ No  
If NO, please explain. (Employer Section # B.)

When were the goals last updated?

Additional comments:

2. A. Has your department utilized extra help employees? ☐ Yes ☐ No  
If YES, how often in the last two years? (Employer Section # C.)

☐ 1-4

☐ 5-10

☐ 10-19

☐ 20+

- B. For those boxes checked above, please indicate how many were hired through the HR extra help process:

☐ 1-4

☐ 5-10

☐ 10-19

☐ 20+

If none, please explain:

Additional comments:

3. A. Have you made all departing employees aware of the exit interview process?

☐ Yes ☐ No (Employer Section # D.)

B. If YES, have you discussed it and encouraged their participation? ☐ Yes ☐ No

If NO, please explain. (Employer Section # B.)

Additional comments:

4. Have you utilized any alternative approaches to recruiting, such as any of the following? (Employer Section # L.)

☐ Diversity/minority websites

☐ Diversity/minority publications

☐ Community outreach to local groups

☐ Utilizing current employees of diverse backgrounds to recruit

☐ Utilizing diversity statements on job postings and advertisements to encourage diverse individuals to apply

☐ other;

describe:



Additional comments:

5. Have you established a procedure to ensure all employees attend Lane County's harassment and diversity trainings? ☐ Yes ☐ No (Employer Section # M. & N.)

If NO, please explain:

Additional comments:

6. A. Have you established education and career development opportunities within your department? ☐ Yes ☐ No (Employer Section # O.)

If YES, please explain:

Additional comments:

### **LANE COUNTY AS SERVICE PROVIDER**

7. A. In addition to trainings, have you used other methods to increase the cultural competency of your employees? ☐ Yes ☐ No (Service Provider Section # C.)

If YES, please explain:

Additional comments:

8. A. Do you perceive a need in your department for bilingual and/or bicultural employees? ☐ Yes ☐ No (Service Provider Section # D.)

B. If YES, please indicate number:

☐ 1-3

☐ 4-6

☐ 7+

Additional comments:

9. A. Have you utilized translators or interpreters? (Service Provider Section # E.)

☐ rarely

☐ sometimes

☐ frequently

☐ never

- B. If YES, do you have a contract for translation and interpreter services?

☐ Yes ☐ No

If NO, would you consider contracting for these services?

☐ Yes ☐ No

Additional comments:

10. Are you currently doing anything to solicit customer feedback? ☐ Yes ☐ No

If YES, please describe and attach any feedback forms that your department uses: (Service Provider Section # G.)

If NO, please explain:

Additional comments:

11. If you utilize intake and assessment tools within any division in your department, please attach the form(s). (Service Provider Section # I.)

Additional comments:

12. Do you have a set of baseline data to determine who you are serving?

☐ Yes ☐ No If YES, please provide.

If this is not applicable to you, please state why. (Service Provider Section # J.)

Additional comments:

## **LANE COUNTY AS FUNDER**

13. Do you currently use diversity language in your RFP's and contracts?  
☐ Yes ☐ No (Funder Section # A. & B.)

If YES, please attach.

Additional comments:

Any additional comments in general?

July 19, 2005

Dear Lane Advisory Committee, Board or Commission staff;

Thank you for all your hard work on behalf of Lane County. The recently adopted Lane County Diversity Action Plan has a goal that ***“Lane County will ensure that County boards; commissions and committees are reflective of the diversity of Lane County populations”***. An action item of this goal is to do an annual review of the make-up of the boards and commissions and report the results to the Board of Commissioners. This is a new plan and the first time a review has been done. From the review it will be possible to see how Lane County is doing in recruiting and retaining members from diverse communities and offer support and suggestions.

Please either email or mail the attached cover letter and attached survey to all members of the board, committee or commission that you staff. Then use the attached compilation form to compile the results when they are returned to you. Because this is our first effort at collecting this sort of data it is important to make sure our “baseline” data is as accurate as possible. Send the compilation form to Sue Barnhart at Developmental Disabilities, Chair of the Boards and Committees Subcommittees, in the Public Service Building. While we would like the form back as soon as possible we realize that it being summer many groups may be taking time off. If you can’t get the survey results to us by September 15<sup>th</sup> please let Sue know. Her email is: [susan.barnhart@co.lane.or.us](mailto:susan.barnhart@co.lane.or.us) and her phone is 4096.

Thank you so much for sending out the cover letter and survey to the members of the board you staff. And thanks for compiling the results you get back. The hope is to accomplish good things with this information and to begin to reflect the diversity of our county in the boards and commissions that serve our county.

The Boards Committees Subcommittee and the Diversity Action Committee welcomes any feedback you wish to give to them. Please include it at the end of the attached form.

Sincerely yours,

Bill VanVactor

July 19, 2005

Dear Lane County Advisory Committee, Board or Commission Member

Thank you for all your hard work on behalf of Lane County. The recently adopted Lane County Diversity Action Plan has a goal that ***“Lane County will ensure that County boards; commissions and committees are reflective of the diversity of Lane County populations”***. An action item of this goal is to do an annual review of the make-up of the boards and commissions and report the results to the Board of Commissioners. This is a new plan and the first time a review has been done. From the review it will be possible to see how Lane County is doing in recruiting and retaining members from diverse communities and receive comments and suggestions from our committee membership.

As a member of a board or commission please fill out the attached voluntary form and return it to your staff person. Though it is a voluntary form I'd like to encourage you to fill out the form to help reach our goal of all boards and commissions reflecting the diversity of our county. Because this is our first effort at collecting this sort of data it is important to make sure our “baseline” data is as accurate as possible. The hope is to use this information in future appointments so the Board of Commissioners can achieve their goal of reflecting the diversity of our county in their advisory committees, boards and commissions that serve our county. The information that will be forwarded to the Board will be statistical in nature without reference to individuals.

The Boards Committees Subcommittee and the Diversity Action Committee also would welcome any feedback you wish to give to them. Please include it at the end of the attached form.

Sincerely yours,

Bill VanVactor

BOARDS, COMMITTEES AND COMMISSIONS  
MEMBERSHIP SURVEY  
2005

LANE COUNTY COMMITTEE NAME \_\_\_\_\_

*Please complete this voluntary anonymous survey and return to your staff person.*

GENDER:

Women:

Under 21

21 - 24 years

25 - 45 years

46 - 60 years

Over 60 years

Men:

Under 21

21 - 24 years

25 - 45 years

46 - 60 years

Over 60 years

\*SEXUAL MINORITY:

\*Includes Gay Men, Lesbian, Bi-Sexual  
and Transgendered as preferred.

RACE:

White/Euro-American

Black/African American

American Indian/Alaska Native

Spanish/Hispanic/Latino/a

Asian

Native Hawaiian/Pacific Islander

Multi-Racial

Other Race:

*Print other races:*

DISABILITY:

Members w/Disability

RESIDENCE:

Eugene/Springfield Metro-Area

West Lane County

East Lane County

RECRUITMENT METHODS: Newsletters

Word of Mouth

Newspaper

Agency Fairs

Other

Please provide any additional comments or recruitment suggestions: \_\_\_\_\_

Thank you for taking the time to fill out your member profile. The Lane County Diversity Action Committee will be looking at ways to increase participation on the Boards and Commissions that reflect the diversity of our Community.

*Diversity Action Committee's Subcommittee on Boards & Commissions*



Please return this completed sheet to Sue Barnhart, Chair, Boards Committees SubCommittee, Public Service Building

# BOARDS, COMMITTEES AND COMMISSIONS COMPILATION FORM

<b>LANE COUNTY COMMITTEE NAME</b> _____ <small>Please fill this form out for your group. Name of person completing this form _____</small>	<b>Number of members in your group</b> _____ <b>Number of vacancies in your group</b> _____
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**GENDER:**

Women:

Under 21	_____
21 - 24 years	_____
25 - 45 years	_____
46 - 60 years	_____
Over 60 years	_____

*Please enter the numbers where applicable. #*

Men:

Under 21	_____
21 - 24 years	_____
25 - 45 years	_____
46 - 60 years	_____
Over 60 years	_____

\*SEXUAL MINORITY:      \*Includes Gay Men, Lesbian, Bi-Sexual and Transgendered as preferred.      \_\_\_\_\_

RACE:

White/Euro-American	_____
Black/African American	_____
American Indian/Alaska Native	_____
Spanish/Hispanic/Latino/a	_____
Asian	_____
Native Hawaiian/Pacific Islander	_____
Multi-Racial	_____
Other Race:	_____
<i>Print other races:</i>	_____

DISABILITY:      Members w/Disability      \_\_\_\_\_

RESIDENCE:

Eugene/Springfield Metro-Area	_____
West Lane County	_____
East Lane County	_____

RECRUITMENT METHODS:	Newsletters	_____	Newspaper	_____
	Word of Mouth	_____	Agency Fairs	_____
			Other	_____

Please provide any additional comments or recruitment suggestions: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_