

W. S.A.

Memorandum Date: June 13, 2006

Order Date: June 14, 2006

TO: Board of County Commissioners

DEPARTMENT: Management Services

PRESENTED BY: Bill Van Vactor

AGENDA ITEM TITLE: ORDER/IN THE MATTER OF APPROVING THE DIVERSITY ACTION PLAN ANNUAL REPORT CARD FOR APRIL 2005 - MARCH 2006

I. MOTION

TO APPROVE ORDER NO. _____ /IN THE MATTER OF APPROVING THE DIVERSITY ACTION PLAN ANNUAL REPORT CARD FOR APRIL 2005- MARCH 2006

II. AGENDA ITEM SUMMARY

The purpose of this report is to:

1. Present the Diversity Action Plan Annual Report Card and Semi-annual Accountability and Monitoring Report.
2. Promote a general discussion.
3. Ask for Board of Commissioners approval and/or direction for the recommendations in Diversity Action Plan Annual Report Card and Semi-annual Accountability and Monitoring Report.

III. BACKGROUND/IMPLICATIONS OF ACTION

A. Board Action and Other History

The Diversity Action (DAP) was approved by Board Order 05-2-2-13. The first Diversity Action Plan Quarterly Accountability and Monitoring Report was approved by Board Order 05-8-2-1. At that time the Diversity Action Plan was modified to make the Accountability and Monitoring Report be semi-annual rather than quarterly.

The "Accountability and Monitoring" section of the plan requires the

following:

1. Provide an annual “report card” to the Board of Commissioners on overall organizational performance and progress on the Diversity Action Plan.

This section also requires that departments give semi-annual reports regarding progress on implementing strategies in the plan.

Pursuant to the plan, the Diversity Action Committee (DAC) developed a questionnaire for departments to track relevant matters. This process was designed to regularly assess progress on implementing the action steps in the plan and to track the results of those actions. The hope here is that the leaders of this organization and the organization as a whole would be accountable for implementation of the action items and for making the required progress.

The annual “report card” combines the semi-annual accountability and monitoring report on the department’s progress and the activities of the Diversity Action Committee over the past year. There are three subcommittees of the Diversity Action Committee: Boards and Commissions; PR; and, Annual Progress Report. The Boards and Commissions subcommittee presented to the Board of Commissioners on April 12, 2006 regarding the makeup of Lane County’s various commissions and boards.

B. Policy Issues

“What gets measured, gets done” was the sub-heading for the “Accountability and Monitoring” 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.

Discussion is needed to determine if the questions in the questionnaire are effectively capturing the information necessary to assess progress. Is this the right vehicle for accountability and monitoring?

C. Board Goals

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

III. Our Guiding Principles

ACCESSIBILITY

All citizens and employees, regardless of abilities, will have ready

access to our services and facilities. Language and culture will not be barriers. Our processes will be open and fair to all.

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 Improvements

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

Analyze future workforce needs.

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

Under "Accountability and Monitoring", the plan states:

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 (*now semi-annual*) update to the Board of Commissioners regarding progress implementing the Diversity Plan. With the current vacancy in the County Auditor's

position, future preparation, analysis and presentation of the reports are in doubt. The task is now being shared by the Annual Report subcommittee (whom in reality are departmental resources). Once the position is filled, it is our hope that the county auditor can assume this role.

In the meantime, should additional resources be needed to follow-up on any tasks that maybe 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 designed by addressing each action item assigned to department directors. Our first semi-annual report was presented August 2005 and the responses at that time were considered "baseline" data. We are now able to measure the County's progress. Questions in the semi-annual Accountability and Monitoring report will be reviewed and revised as appropriate for future reports.

There were a number of items that were to be addressed pursuant to the Diversity Action Plan (DAP), but that did not involve questions for the department generally. Many of these items were instead tasked specifically to Human Resources and are addressed in the attached Accountability and Monitoring report.

The annual report includes a review of overall progress towards the diversity action items as outlined in the DAP. Lane County's progress seems to be in the areas of education and training, and employee assessment. However, there are some questions on educational opportunities. While all departments report providing educational opportunities, not all staff are afforded equal access to those opportunities. The resistance to sending staff out for training is most commonly attributed to lack of funding. Time for staff to be available for trainings contributes to the biggest perceived barrier to truly equal access. Sending an employee to training may necessitate pulling a different employee from another area (or shift in a 24/7 operation) if the absent employee has a job function where there must be a physical presence (receptionists, front line staff, Deputies). If the training is attended outside of a regular shift in order to maintain minimum staff numbers on the job site then the employee exceeds their FTE and most likely will earn overtime. In the area of career development, all departments again report that some or all employees have career advancement opportunities in their departments. The aggregate response indicates that the higher one is in management the more training opportunities one is afforded. Many trainings are geared towards managers and supervisors. This probably contributes to advancement barriers for "non-professional" employees who would, if given the support, use the opportunities to advance their own careers. Without equal access

employees will advance unequally or have gaps in their knowledge bases. This also may be reflective of some miscommunication as the majority of departments may have some individuals who are not able to advance any further in their respective departments where the departments may report that all employees have advancement opportunities.

In addition, Improvement is needed in the area of countywide data collection and analysis, specifically in the area of adequacy and effectiveness of services to diverse communities.

F. Alternatives/Options

1. The Board of Commissioners may reject the draft of the Lane County Diversity Action Plan Report Card and choose to do something different at this time by providing other specific direction regarding the report.
2. The Board of Commissioners may choose to request changes to the draft Lane County Diversity Action Plan Report Card or
3. The Board of Commissioners may choose to approve the Lane County Diversity Action Plan Report Card

V. RECOMMENDATION

That the Board of Commissioners approve the Lane County Diversity Action Plan Annual Report.

VI. IMPLEMENTATION/ FOLLOW-UP

The Diversity Action Committee will continue to take steps to ensure that the action items in the plan are implemented. The Diversity Action Committee will deliver the next Lane County Diversity Action Plan Report Card in May 2007 and the next Semi-annual Accountability and Monitoring Report in November 2006.

VII. ATTACHMENTS

1. Board Order
2. Annual Report Card

IN THE BOARD OF COMMISSIONERS OF LANE COUNTY
STATE OF OREGON

Order No.

(IN THE MATTER OF APPROVING
(THE DIVERSITY ACTION PLAN
(ANNUAL REPORT CARD FOR
(THE PERIOD APRIL 2005 –
(MARCH 2006
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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 commissions; 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 Annual Report Card has been prepared and presented to the Board on this date.

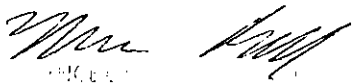
NOW THEREFORE BE IT ORDERED that the Diversity Action Plan Annual Report Card for the Period April 2005 – March 2006 be approved as presented.

DATED this _____ day of June 2006

Bill Dwyer, Chair
Lane County Board of Commissioners

APPROVED AS TO FORM

6-12-06



Clerk

**Diversity Action Plan
Annual Progress Report
To the Board of Commissioners
June 14, 2006
Period covered: April 2005 – March 2006**

I. EXECUTIVE SUMMARY

The Diversity Action Committee (DAC) is charged with providing an annual report card to the Board of Commissioners on the county's overall performance on the action items and outcomes outlined in the Diversity Action Plan (the Plan). The Diversity Task Force developed the Plan which recommended a multi-step process for monitoring progress on diversity goals to encourage both personal and organizational accountability. One way to accomplish this is through regular assessment and reporting to answer the question: "Is Lane County making measurable progress towards reaching the goals of the Plan?"

The monitoring plan will provide the information necessary for Lane County leaders to be held accountable for making the progress required by the Plan. For example, the roles and responsibilities of the Board of Commissioners as outlined in the Plan are:

- Develop and adopt policies that clearly establish an overall climate for diversity, cultural competency, and equal employment opportunity initiatives.
- Approve funding for diversity, cultural competency, and equal employment opportunity initiatives.
- Provide leadership and public support for these initiatives.
- Show support for diversity, cultural competency, and equal employment opportunity initiatives through recruiting and hiring practices.
- Annually review the effectiveness of diversity, cultural competency, and equal employment opportunity initiatives through public review of a report prepared and presented by the Lane County Diversity Action Committee.
- Require that equal employment opportunity performance be reported by county departments as part of the annual budget process.

This Report provides the status and recommendations on the commitments, action items, and outcomes contained in the Plan.

The following sections are included in this report:

- I. Executive Summary
- II. Background

- III. Data Highlights and Analysis of Semi-Annual Accountability & Monitoring Report
- IV. Status of Other DAP Action Items and Outcomes
- V. Recommendations and Follow-Up
- VI. Attachments

In conducting a review of overall progress towards its diversity action items as outlined in the Diversity Plan, the “pluses” in Lane County’s progress seem to be in the areas of education and training, and employee assessment (e.g. rating factor). The “minuses” seem to be in the area of countywide data collection and analysis, specifically in the area of adequacy and effectiveness of services to diverse communities. Data collection is in part a resource issue, which may necessitate additional Board direction.

II. BACKGROUND

In March 2005, the Diversity Action Plan was unanimously adopted by the Board of Commissioners. The Plan’s 37 action items, taken together, have the purpose of making diversity *concrete* by integrating it throughout Lane County’s systems, policies, and practices. Following this lead, these action items cut across the entire organization and reflect its four main roles as:

- Employer
- Service Provider
- Funder
- Boards & Commissions

These four areas are all interconnected and overlapping. For instance, Lane County’s capacity to provide effective services to diverse communities largely depends on its workforce. Therefore, while the action items are separated into these four areas, they are parts of an interdependent whole.

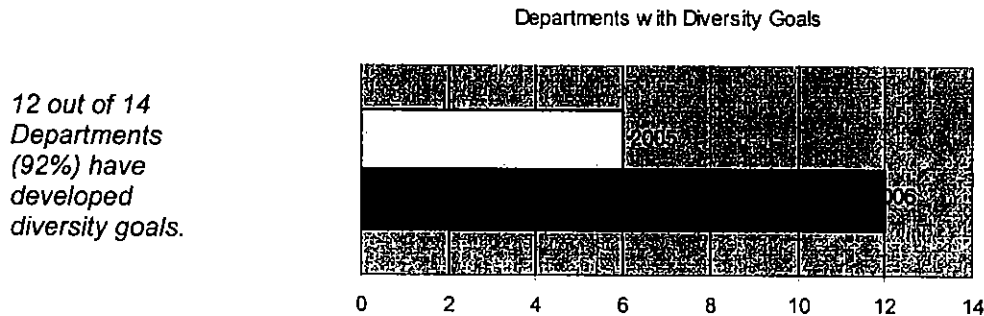
The Plan also incorporates accountability and outcomes sections that are addressed in this Annual Report.

III. DATA HIGHLIGHTS AND ANALYSIS

Diversity Action Plan Semi-Annual Accountability and Monitoring Report Period from: July 2005 to March 2006

Action Items: (Lane County as Employer)

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



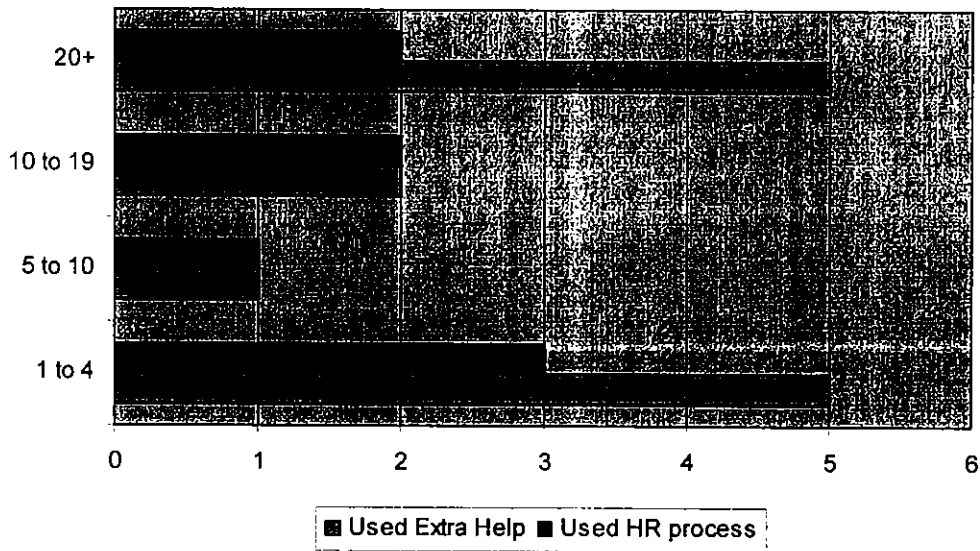
Since the last report there has been a doubling of departments having adopted diversity goals. Adoption of diversity goals has increased from 6 departments initially to 12. Youth Services reports that the goals are in progress and the Fair Board reports that diversity is always a primary goal but makes no additional comments as to implementation. All other departments, with the exception of the District Attorney's Office, reported their diversity goals were either updated or reviewed in 2005.

Recommendation: Those departments that do not have Diversity Goals in place on or before the next report will submit a written report to the Board of Commissioners explaining how this action item is to be accomplished.

- 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.

With the exception of Lane Workforce Partnership all departments report using extra help. Eight departments reported that they have hired personnel using the Human Resources Extra Help process, again approximately 50% more than from the initial accountability report. Of those departments that did not hire through this process, the breakdown is as follows:

- Public Works: Indicates an extensive internal process for hiring and tracking extra help, and has in the past had summer job fairs that Human Resources participated in.
- Central Lane Justice Court: Has not hired extra help in last the 2 years but previous to that did use the Human Resources process.
- County Counsel: Reports that the law clerk position is filled via contact with the U of O School of Law and that law library extra help utilize retired law library personnel.
- Fair Board: Stated that extra help hiring is processed through a temp agency.
- Workforce Partnership: Does not hire through Lane County's Human Resources.

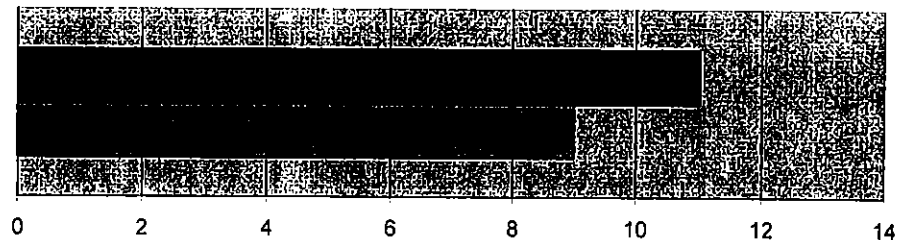


Recommendation: The reasons for noninvolvement for those departments with no perceived need for the process should be explored. Track all hiring of extra help employees to provide county with the source of job applicants, diversity characteristics, promotions and exit interview information to ensure that progress on county diversity goals can be reasonably evaluated. Human Resources already tracks diversity ratios and will continue to ensure all departments are informed of the process and encouraged to use the process for their non-professional extra help positions. Also recommend that departments determine whether using a temporary agency might provide a more diverse applicant pool.

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

11 Departments out of 14 (79%) make departing employees aware of the exit interview process while 9 departments (64%) encourage participation.

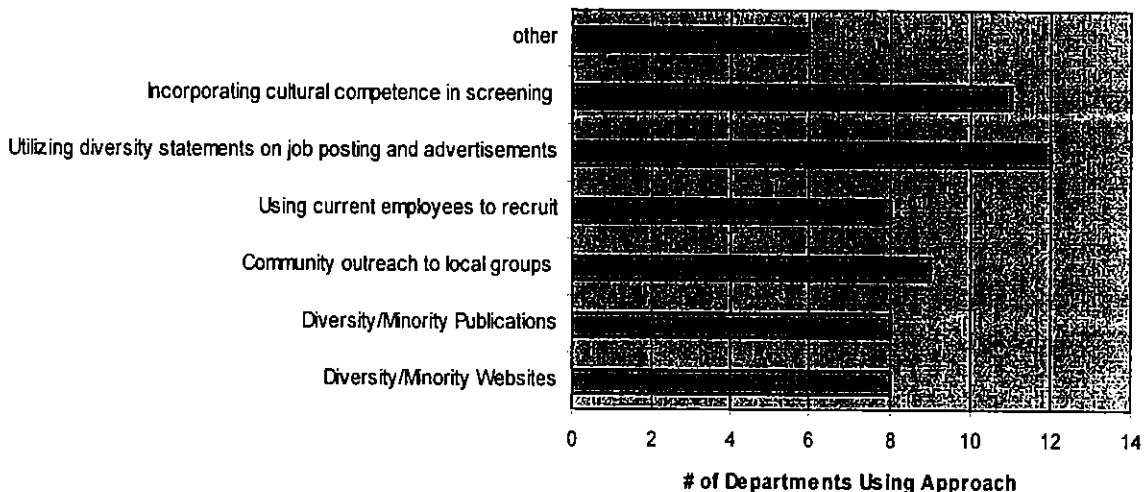
Exit Interview Process



All departments now appear to be making permanent employees aware of the exit interview process. County Counsel based their “no” answer on no one having to leave the department during the applicable time period and Youth Services reported they make permanent employees aware of exit process but note inconsistencies with temporary help. Information Services answered both yes and no, depending on their division.

Recommendation: Track the number of exit interviews against the number of departing employees. If percentage of interviews is determined by Human Resources to be low, examine methods that may encourage greater participation by departing employees.

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



All departments report using additional recruiting methods to attempt to increase the diversity of applicant pools. Some comments of note within the questionnaire:

1. "Lane Independent Living Alliance" was used to attract members of that community.
2. Job Fairs
3. Advertising outside of the Eugene/Springfield area, especially large cities, selling quality of life, schools, low crime and short commutes
4. School presentations, including LCC and U of O
5. Advertising in diversity/minority publications is very limited due to financial constraints.

Recommendation: Departments should continue to engage in community outreach in order to deepen the diversity of the applicant pool. Departments also need to commit to having a presence in diverse publications through advertising new jobs and RFPs, establishing name recognition on a more consistent basis.

M. Establish a procedure to ensure all employees attend Lane County's harassment trainings.

Nine departments report having a procedure in place to ensure all employees attend harassment training, so again the 50% compliance goal for the reporting period is met. On this and the previous question, Information Services reports 1% of employees having completed training while the Sheriff's Office reports difficulty scheduling training due to resources and the requirements of a 24/7 operation.

Recommendation: By the next annual report departments should achieve 100% compliance. Noncompliant departments will provide a written report to Board of Commissioners explaining how this action item is to be accomplished.

Career Advancement Opportunities

All departments report that some or all employees have career advancement opportunities in their departments. Eight departments report the percentage of employees having such opportunities top be 100%.

Examples of Career Development Opportunities

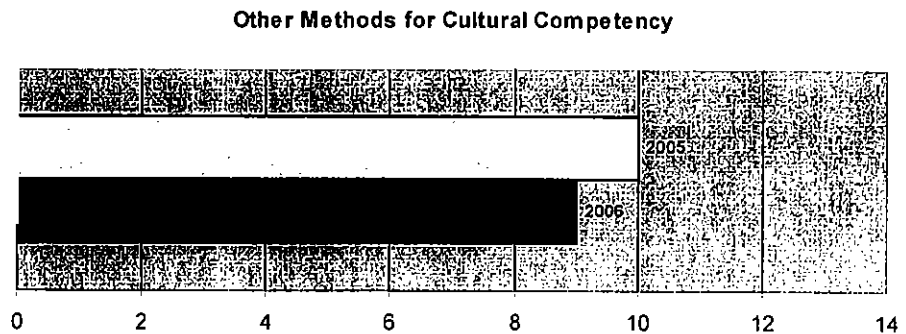
- flex series
- career ladders
- expanding job classifications
- cross-training of interested staff
- mentoring
- offering certification
- licensure training opportunities
- job shadowing
- working out of class
- seminars
- targeted training
- affinity groups
- policies providing preparation for advancement leadership training
- peer-review

Recommendation: If the goal of seeking this information in the diversity context is to track the opportunities for progress of diverse employees through the various career ladders at Lane County, the present question may not be getting the desired result. Rather than asking what percentage of employees have access to career development opportunities, focusing on what opportunities are made available to employees may be more appropriate. Recommend that question 8.A. be reworded.

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.

9 Departments (64%) use additional methods to increase the cultural competency of employees.



9. In the previous report, ten departments had ongoing systems to increase cultural competency. It was then recommended that all departments establish at least one alternative method to increase

awareness and skill levels. To date, nine departments reported having established methods other than training to increase cultural competency. These efforts included:

- division diversity committees
- site reviews with subcontractors emphasizing cultural competency training of subcontractors
- regular discussion at monthly staff meetings
- review and discussion of relevant articles
- counseling, mentoring
- bulletin board for sharing information and for educational opportunities
- sponsorship of selected employees in culturally focused community events
- internal training development

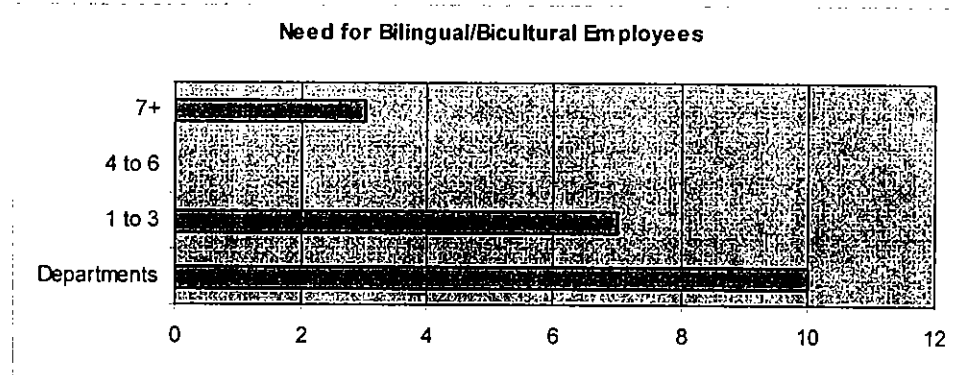
The following departments report relying exclusively on training:

- Assessment & Taxation
- Central Lane Justice Court
- County Administration (though it is on upcoming staff meeting agenda)
- District Attorney
- Management Services

Recommendation: All departments consider methods being utilized by other departments above, and any other methods they may choose, and adopt one or more such processes by the next reporting period.

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

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

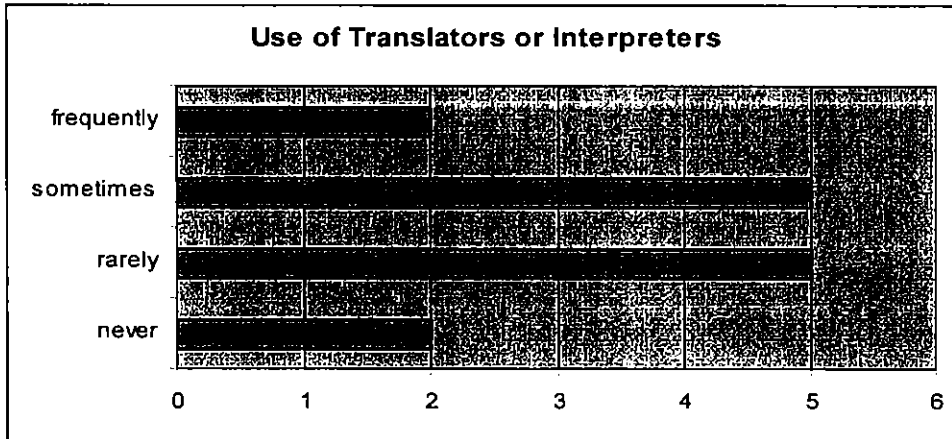


Public Works commented that the question appears to assume that the answer to an identified bicultural or bilingual service need is bilingual or bicultural employees, which may not always be practical. Two of their parks have identified strong customer support from the local Spanish speaking population. As they use fee machines instead of employing fee collectors the practical solution is bilingual signage and not bilingual 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 oversimplified as an issue of hiring certain employees.

Recommendation: All departments should address their bilingual/bicultural needs for their current and future vacancies with regards to the hiring or promotion of bilingual/bicultural employees. All

departments with identifiable needs that have not yet been met should work with Human Resources to pursue a way to address them. Departments without a perceived need should explain how they are addressing the needs of the community.

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



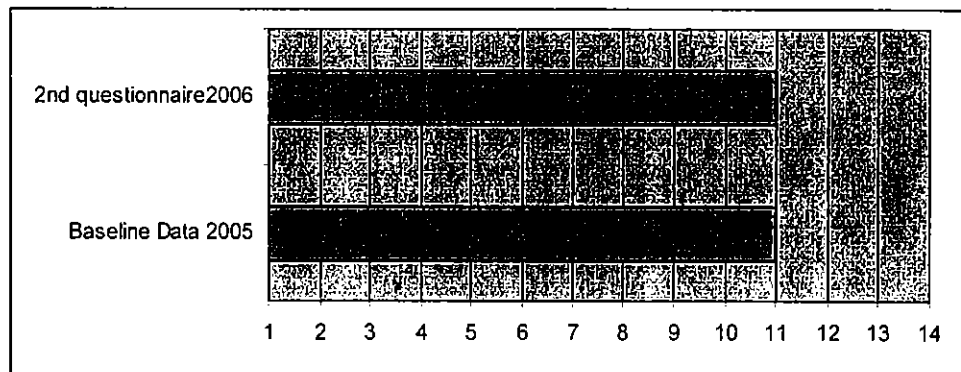
12 departments have used translators or interpreters. Only IS and the Fair Board relate never needing the services.

The Sheriff's Office, Central Lane Justice Court, and the District Attorney's Office report using translators "frequently". The Sheriff's Office reports using contract services and the court uses available translators and Passport for Languages in Portland for translation services that are not readily available locally.

Recommendation: At a minimum maintain status quo and look at the possibility of departments that not currently use translators conducting an assessment to determine if any need exists.

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.

11 Departments (79%) Currently solicit customer feedback.



The results are nearly the same as in the last report. Eleven departments report that they are assessing their service delivery per this question. In addition, Information Services reports that their Application Division is working on enabling Spanish content on the internet and also making our website

accessible to alter-abled individuals. Information Services also answered "no" to this question as to certain of their divisions. Both the Central Lane Justice Court and the Sheriff's Office also answered in the negative. However, the Sheriff's Office does state that there is currently a project in the jail to expand Spanish language signage to all public areas of the jail. The court also reports that they have an ongoing program to have court documents translated into Spanish, based upon the availability of their interpreter.

Some ongoing projects:

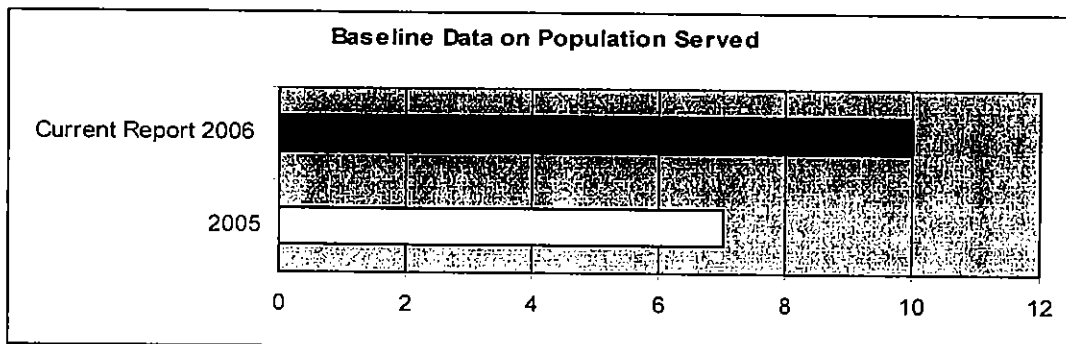
- mystery shopper
- ADA review questions
- bilingual brochures and signage
- hiring of bilingual personnel
- use of customer feedback cards
- surveys
- bilingual phone messages
- customer survey in English and Spanish

Recommendation: To increase accessibility of county services to all citizens through greater availability of bilingual forms, signage and phone messaging to increase accessibility of county services to all citizens. All departments conduct diversity oriented customer surveys with some questions coordinated to provide information that can be compared on a county-wide basis.

I. Evaluate intake and assessment tools used by departments in providing services, for cultural validity and improve tools as required based on assessment results. Only Youth Services reported using an intake and assessment tool, which was one developed for statewide use.

Recommendation: Explore with Management Team whether other intake and assessment tools are utilized by any other departments. If not, consider discontinuing this question.

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.



10 Departments (71%) have baseline data on the populations served; a 21% increase.

Recommendation: That the Board specifies which departments should continue to or begin to collect this type of data. Data 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.

Use of diversity language in contracts and RFPs has not significantly changed. According to survey results 11 departments (79%) use diversity language in RFPs. This percentage may not be accurate as not all departments contract out or use RFPs.

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

B. With eight departments reporting the use of diversity language in contracts departmental response remains unchanged. However, several of the "no" responses indicated that they use state contracts, or Lane County purchase orders which do comply with these guidelines.

Recommendation: Questionnaire next time should make clearer that using state contract language is sufficient here. Have County Counsel or Financial analyst contract review include these requirements as part of their signoff on the contract.

In addition, the Diversity Action Plan goal states,

“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.

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
Central Lane Justice Court*

General Comments:

- Resources limit implementation. Paying for training and having staff away from their jobs is difficult for many departments.
- The questionnaire was difficult for many departments to answer fully. Time frame for answers was not always clear. Listing of county offered trainings would be helpful to use as an informational base or as a check off.

~End of Accountability and Monitoring Report~

IV. OTHER ITEMS FROM DAP:

There were a number of items that were to be addressed pursuant to the DAP, but that did not involve questions for the department generally. Many of these items were instead tasked specifically to HR (e.g. ADA facility accessibility, etc.). That information follows:

EMPLOYER:

#E (p3): All data from exit interviews to date has been analyzed and put into a report. There have been no significant patterns identified from this data, in part due to having received only a small number (137) of exit interviews thus far. However, total responses did indicate that the Communication Practices section had a lower score than the other four sections, possibly indicating an area to be addressed.

#F (p3): HR is currently developing a model for assessing and applying "merit and fitness" as outlined in the Lane Charter that when completed will be presented to supervisors and managers to be used as a guide for screening applicants for diversity. This is expected to be completed by the end of the next reporting period in September.

#G (p3): The cultural competency rating factor has been developed by HR and is now a part of the performance evaluation form. While some supervisors have voluntarily used the newly revised form, all supervisors will be asked to use the revised form, which includes the cultural competency rating factor, starting July 2006.

#H (p3): HR has developed a process for tracking EEO-related employee complaints and will begin compiling and entering data into a database with the expected completion date of December 2006.

#J (p4): HR will begin researching the issue of cultural bias towards the majority population in the interview process and will develop a best practice model to be shared with supervisors and managers. This is projected for completion by March 2007.

#K (p4): Part of the county's PII 2006 may include input from community members as to their experiences and perceptions of Lane County as an employer. Otherwise, to date, this information has been gathered only informally. In the next year, the DAC PR subcommittee might undertake developing a process for surveying community member perceptions in this area.

SERVICE PROVIDER:

#B (p6): Establishing consistent methods countywide for clients and consumers to be able to give meaningful input into services requires countywide evaluation and data collection. In order to accomplish this, a certain amount of resources would need to be committed to the accomplishment of this task.

#F (p7): While research of best practices of effectiveness of services and programs across cultures can and will be conducted and applied as called for by this item, the assessment/survey aspect of it has a cost and would therefore require commitment of resources in order to accomplish this.

#H (p7): A Disabled Accessibility Requirements compliance evaluation was updated for Lane County in October 2005. It is also recommended that a more comprehensive ADA facilities and programs access assessment for Lane County be conducted and completed in compliance with the Diversity Action Plan.

FUNDER:

#C (p9): Three of the bulleted components of this item on increasing use of DBE's have been addressed (bullets 1, 2, & 4) while the remaining three are either being developed or researched as to feasibility (e.g. bullet #3).

ACCOUNTABILITY & MONITORING (p15):

Organizational Accountability and Monitoring: It is recommended that the semi-annual DAP Progress Reports be provided to the Board by the county Performance Auditor, as is currently outlined in the DAP.

OUTCOMES SECTION OF DAP (pp18 & 19):

1. Lane County's workforce currently represents the labor pool it draws from at approximately the 81% level overall. What is looked for is that the diversity of Lane County's workforce will continuously show a steady increase each year and it is recommended that as a local government, Lane County should strive to exceed the EEOC minimum of 80%.
2. The county's October 2004 climate survey indicated that 72% of respondents felt they worked in an environment free from harassment and discrimination. The goal is that this percentage will have increased to at least 85% by the time of the next climate survey planned for 2009.
3. This outcome is difficult to measure, as only a few departments currently have a method for formally assessing client satisfaction. Monetary resources would need to be committed to this project in order to assess customer satisfaction on a countywide basis.

Service Provider:

1. This outcome that 85% of residents will rate county services as satisfactory or better on sensitivity items, dovetails with #3 above and would be included as part of the same assessment outlined in the DAP for #3 above.

Funder:

1. This outcome that 25% of contracts for purchase of materials less than \$50,000 be awarded to DBE's requires that a contract tracking system be developed and put in place as called for by action item #C (p9). It is recommended that this tracking system be developed by June 2007.
2. This outcome of quantifying and tracking Lane County's funding processes has not yet been addressed, but is projected to be by July 2007, at which time the county will look at the past two years of funding data in order to quantify it and determine what percentage of county funding relative to cultural diversity on the part of agencies receiving county funding.

Boards and Commissions:

1. Due to the distinct and unique nature of several of Lane County's boards and committees, it is recommended that this outcome requiring a minimum of 80% diversity of membership be revised to state that each active advisory board or committee will set a diversity goal regarding the diverse makeup of their committee.

V. RECOMMENDATIONS AND FOLLOW-UP

- **Diversity Goals**
Those departments that do not have Diversity Goals in place on or before the next report will submit a written report to the Board of Commissioners explaining how this action item is to be accomplished.
- **Use of Human Resources Referral Process for "Extra Help" (Temporary) Positions**
The reasons for noninvolvement for those departments with no perceived need for the process should be explored. Track all hiring of extra help employees to provide county with the source of job applicants, diversity characteristics, promotions and exit interview information to ensure that progress on county diversity goals can be reasonably evaluated. Human Resources already tracks diversity ratios and will continue to ensure all departments are informed of the process and encouraged to use the process for their non-professional extra help positions. Also recommend that departments determine whether using a temporary agency might provide a more diverse applicant pool.
- **Exit Interviews**
Track the number of exit interviews against the number of departing employees. If percentage of interviews is determined by Human Resources to be low, examine methods that may encourage greater participation by departing employees.
- **Recruitment, Retention and Promotion Strategies**
Departments should continue to engage in community outreach in order to deepen the diversity of the applicant pool. Departments also need to commit to having a presence in diverse publications through advertising new jobs and RFPs establishing name recognition on a more consistent basis.

- **Harassment Training**
At the next annual report obtain 100% compliance in departments. Within two years, have 100% of employees having verified training on the PeopleSoft system. Noncompliant departments will provide a written report to Board of Commissioners explaining how this action item is to be accomplished.
- **Diversity Training**
At the next annual report obtain 100% compliance in departments. Within two years, have 100% of employees having verified training on the PeopleSoft system. Noncompliant departments will provide a written report to Board of Commissioners explaining how this action item is to be accomplished.
- **Educational Opportunities**
At minimum maintain status quo with intent to increase department participation. Most departments appear to be doing an excellent job in providing educational opportunities for their employees. However, four departments (29%) reported a lesser percentage, and one department indicated its percentage as a question mark. Some follow up should occur here.
- **Career Development Opportunities**
If the goal of seeking this information in the diversity context is to track the opportunities for progress of diverse employees through the various career ladders at Lane County, the present question may not be getting the desired result. Rather than asking what percentage of employees have access to career development opportunities, focusing on what opportunities are made available to employees may be more appropriate. Recommend that question 8.A. be reworded to look not just at opportunities provided, but whether internal candidates are advancing and why or why not.
- **Cultural Competency**
All departments consider methods being utilized by other departments (page 6 of the Annual Accountability and Monitoring Report), and any other methods they may choose, and adopt one or more such processes by the next reporting period.
- **Availability of Bilingual and/or Bicultural Employees**
All departments should address their bilingual/bicultural needs for their current and future vacancies with regards to the hiring or promotion of bilingual/bicultural employees. All departments with identifiable needs that have not yet been met should work with Human Resources to pursue a way to address them. Departments without a perceived need should explain how they are addressing the needs of the community.
- **Availability of Translators and Interpreters**
At a minimum maintain status quo and look at possibility of departments who do not currently use translators conducting an assessment to determine if any need exists.
- **Assessment of County Services and Programs for Access and Customer Satisfaction**
To increase accessibility of county services to all citizens through greater availability of bilingual forms, signage and phone messaging, per the Diversity Action Plan to increase accessibility of county services to all citizens. All departments conduct diversity oriented

customer surveys with some questions coordinated to provide information that can be compared on a county-wide basis.

- **Cultural Validity of Intake and Assessment Tools**
Only Youth Services reported using an intake and assessment tool, which was developed for statewide use. Explore with Management Team whether other intake and assessment tools are utilized by any other departments. If not, consider discontinuing this question.
- **Baseline Data on Population Served**
Recommends that the Board specifies which departments should continue to or begin to collect this type of data. Data currently being collected should be compiled.
- **Model Diversity language for Requests for Proposals**
That all departments, as appropriate, incorporate language in their Requests for Proposals and contracts by the next reporting period. Because several departments indicated that they use state contracts or purchase orders, we feel the questionnaire next time should make clearer that using state contract language is sufficient here. Have County Counsel or Financial analyst contract review include this requirement.

VI. ATTACHMENTS

- A. Lane County Workforce Data 2004 - Present
- B. Lane County Census Data 2004
- C. Exit Interview Department Summary
- D. Exit Interview Questionnaire
- E. Cultural Competency Rating Factor for Performance Evaluations
- F. DAC Subcommittee Progress Reports
- G. Dept. Diversity Questionnaire Matrix

**LANE COUNTY WORKFORCE DIVERSITY
2004 - PRESENT**

EEO 2004	Female	Male	Total	% of LC
Black	10	13	23	1.2%
Hispanic	42	25	67	3.6%
Asian/Pacific Islander	21	6	27	1.4%
Amer Indian/Alaska Native	27	20	47	2.5%
Total	100	64	164	8.7%

*Total LC Empl: 1883

EEO 2005	Female	Male	Total	% of LC
Black	9	14	23	1.2%
Hispanic	40	29	69	3.5%
Asian/Pacific Islander	19	7	26	1.3%
Amer Indian/Alaska Native	23	17	40	2.1%
Total	100	64	158	8.1%

*Total LC Empl: 1949

EEO 2006 (to 5/8/06)	Female	Male	Total	% of LC
Black	9	14	23	1.2%
Hispanic	40	32	69	3.5%
Asian/Pacific Islander	19	7	26	1.3%
Amer Indian/Alaska Native	26	22	48	2.5%
Total	100	64	166	8.5%

*Total LC Empl: 1998

Census Data Estimates for Lane County, Oregon¹

Total Population:	324,176	
<u>Gender</u>		
Female:	165,581	51%
Male:	158,595	49%
<u>Age</u>		
Under 18:	70,925	25%
Over 65:	43,624	13.5%
<u>Race</u>		
American Indian/Alaska Native:	10,125	3.1%
Asian:	11,062	3.4%
Black or African American:	4,237	1.3%
Native Hawaiian and Other Pacific Islander:	N ²	N
White:	296,623	91.5%
Two or more races:	7,027	2%
<u>Ethnicity</u>		
Hispanic:	17,628	5.4%
<u>Other</u>		
People with Disabilities:	64,835	20% ³
People living below Federal Poverty Level:	49,599	15.3%

¹ 2004 American Community Survey

² An 'N' entry indicates that data for this geographic area cannot be displayed because the number of sample cases is too small

³ U.S. Department of Commerce, "Census Brief," Issued December 1997

LANE COUNTY EXIT INTERVIEW

NAME _____ DEPT. & DIVISION _____
 DATE _____ INTERVIEWER _____ SIGNATURE OF INTERVIEWER _____
 REASON FOR LEAVING _____ LENGTH OF SERVICE _____

	Very Satisfied 4	Somewhat Satisfied 3	Neutral 0	Somewhat Dissatisfied 2	Very Dissatisfied 1	Not Applicable 0	RECORD COMMENTS BELOW (Use other side if needed)
YOUR JOB:							
1. Opportunities to use skills & abilities.							
2. Recognition for work done.							
3. Amount of responsibility you were given.							
4. Workload							
5. Sense of accomplishment.							
6. Opportunities for challenging work.							
7. Opportunities for professional growth.							
8. Training received.							
9. Salary satisfaction.							
10. Orientation to job.							
YOUR SUPERVISOR'S:							
1. Managerial competence							
2. Technical competence							
3. Awareness of problems							
4. Interest in your career development							
5. Review of your performance							
6. Receptiveness to new ideas							
7. Accessibility							
COMMUNICATION & PRACTICES:							
1. Flow of information within department.							
2. Flow of information from outside dept.							
3. Opportunities to participate in decisions.							
4. Mentoring opportunities.							
5. Promotional opportunities.							
WORKING CONDITIONS:							
1. Physical working conditions.							
2. Fair and equitable implementation of personnel policies.							
3. The County as a place to work.							
4. Given the opportunity, I would like to work for Lane County again.							

If you could change one thing at Lane County, what would it be and why?

Would you recommend Lane County to others?

EXIT INTERVIEWS

DEPARTMENT SUMMARY

Department	Avg of "Your Job" Category	Avg of "Your Supervisor" Category	Avg of "Communication/Practices" Category	Avg of "Working Conditions" Category	Avg of "Diversity" Category	Total Number of Exit Interviews
Assessment & Taxation	2.3	2.3	1.9	2.0		3
Children & Families	4.0	1.0	3.0	3.0		1
County Admin.	3.3	2.5	2.4	3.3		2
County Counsel	2.0	2.0	2.0	3.0		1
District Attorney	3.7	3.3	3.0	2.9		3
Health & Human Services	3.2	3.1	2.5	2.9	2.8	37
Information Services	3.2	2.9	2.0	2.0		4
Justice Courts	4.0	1.7	1.7	4.0		3
Lane Workforce Partnership	3.8	4.0	2.5	3.8		6
Management Services	1.7	1.7	1.7	2.2		3
No Dept. Listed	1.0	0.0	0.0	1.0		2
Public Works	3.2	3.2	2.4	3.1	3.1	32
SO	2.7	2.7	2.1	2.9	1.5	34
WP	3.0	4.0	2.0	4.0		1
YS	2.8	3.1	2.6	2.8		5
AVG OF ALL DEPTS. - Numeric	2.9	2.7	2.3	2.9	2.5	3
AVG OF ALL DEPTS. - Category	Somewhat Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Somewhat Satisfied	Somewhat Satisfied	Somewhat Satisfied
TOTAL						137

SCALE:

- 4 = Very Satisfied
- 3 = Somewhat Satisfied
- 2 = Somewhat Dissatisfied
- 1 = Very Dissatisfied
- 0 = Neutral and Not Applicable



EXAMPLES IN USING THE CULTURAL COMPETENCY RATING FACTOR ON THE PERFORMANCE EVALUATION FORM

The cultural competency rating factor has recently been added to the county's performance evaluation form. Evaluating county employees on their cultural competence is one of the action items outlined in the county's Diversity Action Plan and stems from the county's goal of becoming a culturally competent organization. Cultural competence is seen as a skill in much the same way as the other rating factors on the performance evaluation form.

Following are actions or behaviors that serve as possible examples at each level, to assist in evaluating for cultural competence. This is not an exhaustive list.

EMPLOYEE EXAMPLES

Unsatisfactory

- Refuses to attend or is routinely absent from diversity trainings.
- Is disruptive or uncooperative at diversity trainings.
- Makes fun of a co-worker's cultural diversity and makes derogatory comments about them to other co-workers.
- Uses derogatory terms for different races
- Serves others based on their similarity to themselves, rather than on who was first.

Needs Improvement

- Tells jokes or stories that are insensitive to cultural diversity and that target a specific group (e.g. racial, gender, disability, etc) in the hearing of others.
- Makes snide or derogatory comments to co-workers about a customer or client who is different from them.
- Has pictures, symbols, or sayings in their work area that are offensive.
- Demonstrates body language, such as rolling eyes or grimacing, when faced with someone who acts or thinks differently from them.

Successful

- Makes sure all customers or clients are given good service, no matter what language or other barriers may exist.
- Gets a translator to assist when they have customers or clients whose first language is not English; and makes sure they are understood in a non-patronizing manner.
- Is welcoming to employees and customers, especially those who are different from them.

Exceeds Expectations

- Takes advantage of trainings or language classes offered to better communicate with customers for whom English is not their first language.
- Speaks up and tactfully deals with situations that involve bias towards a co-worker or customer.
- Expresses interest in others' ideas, dress, and culture.
- Attends multicultural events and promotes them to co-workers.
- Thinks about ways to improve services to groups who are not being fully served.

Exceptional

- Initiates and actively promotes ideas for cross-cultural events and displays.
- Writes articles on diversity and cultural issues for county or department newsletters.
- Speaks up and respectfully attempts to educate others when they hear or see something that is just not right with regard to diversity.
- Promotes diversity issues in staff meetings.

<u>UNSATISFACTORY</u>	<u>NEEDS IMPROVEMENT</u>	<u>SUCCESSFUL</u>	<u>EXCEEDS EXPECTATIONS</u>	<u>EXCEPTIONAL</u>
<ul style="list-style-type: none"> • Employee actively resists efforts to recognize or understand cultural differences: - Hinders County's cultural competency initiatives outlined in diversity plan - Communicates in a way that demonstrates disrespect for differences - Is disrespectful to others 	<ul style="list-style-type: none"> • Employee makes little or no effort to recognize or understand cultural differences: - Ignores County's cultural competency initiatives outlined in diversity plan - Communicates in a way that does not acknowledge cultural differences - Fails to treat others with respect & dignity 	<ul style="list-style-type: none"> • Employee recognizes that there are cultural differences: - Consistently treats all others with respect & dignity - Communicates in a way that demonstrates respect for differences 	<ul style="list-style-type: none"> • Employee seeks out knowledge & awareness of diverse cultures & opportunities for continuous learning: - Actively opposes behavior that reflects racism, sexism, or any other illegal prejudice - Encourages a range of ideas, perspectives & styles - Serves as a resource & advocate for cultural competency skills 	<ul style="list-style-type: none"> • Employee actively applies knowledge & awareness of cultural differences: - Active effort to respectfully interact & engage with those from other cultural groups, co-workers, & customers - Takes proactive measures to prevent & eliminate discrimination & harassment in the workplace - Is a champion for cultural competency in self & others through education & dialogue

SUPERVISOR & MANAGER EXAMPLES

Unsatisfactory

- Ignores discriminatory and harassing comments or behavior within work group.
- Participates in conversations that are offensive or makes offensive comments based on one's cultural diversity, in others presence.
- Does not treat all staff equally and fairly; shows preferential treatment.

Needs Improvement

- Is slow to recognize and correct disparate treatment of persons of diverse cultural backgrounds; may say they will act, but do not.
- Tolerates inappropriate jokes or comments of a prejudicial or discriminatory manner.
- Does not include or listen to diverse perspectives from employees.
- Makes it inconvenient for staff to attend diversity training or other cross-cultural event.
- Is slow to learn diversity and EEO-related principles and guidelines.

Successful

- Advertises as broadly as possible to recruit a broad and diverse applicant pool.
- Occasionally involves oneself in committee or task force to work on diversity issues.
- Receives training themselves about how to coach and redirect behavior in employees that is counter to the Diversity Action Plan.
- Effectively and immediately addresses any discriminatory behavior that occurs within work group.
- Supports and encourages employee participation in county diversity activities or committees.

Exceeds Expectations

- Is actively engaged in diversity work within the organization, even when it is unpopular to do so.
- Participates in outreach activities in the community to build long-term relationships with a broad spectrum of community members
- Demonstrates skill in resolving conflicts between employees of difference.
- Participates in self-development activities to enrich own understanding of diversity, equity, and EEO-related principles.

Exceptional

- Champions training and organizational activities that promote diversity in their department.

- Develops a high level of staff morale through respectful and inclusive treatment of employees.
- Serves as a role model for employees on good diversity practice and holds themselves publicly accountable if they slip up.
- Takes actions to assist all employees in a diverse workforce to overcome impediments to and in developing their talents and skills for success.

<u>UNSATISFACTORY</u>	<u>NEEDS IMPROVEMENT</u>	<u>SUCCESSFUL</u>	<u>EXCEEDS EXPECTATIONS</u>	<u>EXCEPTIONAL</u>
<ul style="list-style-type: none"> • Actively resists efforts to support or understand cultural differences: <ul style="list-style-type: none"> - Hinders County's cultural competency initiatives outlined in diversity plan - Communicates in a way that demonstrates disrespect for cultural differences - Contributes to a disrespectful workplace environment 	<ul style="list-style-type: none"> • Makes little or no effort to recognize, support, or understand cultural differences: <ul style="list-style-type: none"> - Communicates in a way that does not acknowledge cultural differences - Permits and/or allows a disrespectful workplace environment 	<ul style="list-style-type: none"> • Recognizes cultural competency as an integral part of successful County operation: <ul style="list-style-type: none"> - Ensures that fair employment practices are used in selecting and promoting and in all other terms and conditions of employment - Maintains a work environment free of harassment, discrimination, intimidation, insults, jokes, or ridicule based on race, color, religion, sex, national origin, age, sexual orientation, or disability - Provides employees with opportunities for cultural competency training - Holds employees accountable for behavior that complies with County's standards for cultural competency 	<ul style="list-style-type: none"> • Creates a workplace environment that is welcoming & supportive for all employees: <ul style="list-style-type: none"> - Creates opportunities for cultural competency employee training - Prevents and immediately addresses situations among the work group that do not promote respect and inclusiveness - Is consistent and proactive in support of the purpose and goals of the Diversity Action Plan 	<ul style="list-style-type: none"> • Ensures that cultural competency permeates all aspects of work unit operations: <ul style="list-style-type: none"> - Takes personal responsibility for mentoring, modeling, & coaching cultural competency behavior - Is a leader in supporting diversity through recruiting, retaining, supporting, and respecting the value of cultural differences

Diversity Action Committee
Report
ANNUAL PROGRESS REPORT (APR) SUBCOMMITTEE
April 2006

The Annual Progress Report Subcommittee identified its accomplishments over the past year, its goals for the upcoming year, and the barriers and challenges it faced in working to accomplish its goals. These are as follows:

1) ACCOMPLISHMENTS:

- a) Developed and designed the Quarterly Diversity Survey Questionnaire (or checklist) and disseminated it to all 14 county departments;
- b) Informed departments of the process for reporting on their diversity efforts on the Diversity Survey Questionnaire;
- c) Received 100% response from departments on the Survey and compiled, interpreted, and graphed all department responses into the first Quarterly Diversity Progress Report;
- d) Presented the first Quarterly Progress Report to the Board of Commissioners on July 27, 2005 and asked for Board approval to change the report from quarterly to semi-annual;
- e) Revised the second Survey Questionnaire based on department feedback to make it easier for departments to complete.

2) GOALS:

- a) Continue to refine the Semi-Annual Diversity Survey Questionnaire form to make it the most effective data gathering tool possible; e.g. break data down by department;
- b) Continue to communicate with the Board of Commissioners on the status and progress of Lane County's diversity action items as outlined in the Diversity Action Plan (DAP);
- c) Provide technical assistance and feedback to departments, as needed, in developing diversity goals or in effectively addressing diversity issues related to the DAP.

3) CHALLENGES AND BARRIERS:

- a) Lack of resources (\$\$\$);
- b) Lack of time (committee member workloads);
- c) Need for professional assistance in developing an effective format for gathering data;
- d) Department resistance to setting and implementing diversity goals (who enforces);
- e) Identifying the most effective “reward” or recognition system for Lane County.

LANE COUNTY
DIVERSITY ACTION COMMITTEE
PR SUBCOMMITTEE REPORT
April 2006

The Public Relations subcommittee identified the its accomplishments over the past year, its goals for the upcoming year, and any barriers and challenges it faced in attempting to accomplish its goals. These are as follows:

1) ACCOMPLISHMENTS:

- a) Creation of a PowerPoint presentation outlining the Diversity Action Plan (DAP);
- b) Development of a brochure on the DAP to distribute to all employees and for distribution to the public;
- c) Fifteen presentations of this PowerPoint presentation to departments (to both manager groups and some employee groups) by PR Subcommittee members;
- d) Approximately 80% of Lane County employees have received either the PowerPoint presentation or the DAP brochure to date;
- e) Development of a brochure on the Diversity Action Committee (DAC) to disseminate to employees and to the public.

2) GOALS:

- a) Completion of DAP training for all Lane County employees;
- b) Development of an ongoing system of education and information sharing on diversity issues;
- c) Development of an employee recognition system;
- d) Community marketing plan for keeping the public informed on what Lane County is accomplishing around diversity;

- e) Technical assistance to departments in developing measurable diversity goals for the coming year.

3) CHALLENGES AND BARRIERS:

- a) Lack of resources (\$\$\$);
- b) Lack of time (committee member workloads);
- c) Department resistance to setting and implementing diversity goals (who enforces);
- d) Identifying the most effective award or recognition system for diversity efforts or progress for Lane County.

Diversity Action Committee
Report
COMMITTEES, BOARDS AND COMMISSIONS SUBCOMMITTEE
April 2006

The Committees, Boards and Commissions Subcommittee identified its accomplishments over the past year, its goals for the upcoming year, and the barriers and challenges it faced in working to accomplish its goals. These are as follows:

1) ACCOMPLISHMENTS:

- a) Developed and designed the Boards, Committees and Commissions Membership Survey and disseminated it to 18 Lane County boards, committees and commissions.
- b) Received responses from 100% of the boards, committees and commissions and from 66% of the members of those groups.
- c) Compiled, interpreted, and graphed all responses into a report presented to the Board of Commissioners on April 12, 2006 and sent to all the staff of boards, committees and commissions.
- d) The Board suggested ways to improve the survey and agreed it could be conducted every two years, rather than annually.
- e) Revised the second Survey based on the Board's feedback.
- f) Began working on a report to distribute to all the staff and volunteers who serve on the various county boards, commissions and committees. As part of the report we will include a short survey for the staff to fill out while the volunteer boards, commissions and committees members discuss the survey results and what they would like to do about them and any suggestions regarding a training we could provide to the volunteers.

2) GOALS:

- a) Finish the report and send to all staff of Lane County boards, committees and commissions with a request to put it on the agenda of each of the boards.
- b) Continue to work with the Board of Commissioners to develop a lunch, dinner or picnic to honor all the volunteers of the boards, commissions and committees.

BOARDS & COMMISSIONS SUBCOMMITTEE GOALS (Cont'd.) – Page 2

- c) Provide technical assistance, feedback and training as needed to boards, committees and commissions, in recruiting as diverse a membership as possible.
- d) Encourage advertising of the Lane County volunteer boards, committees and commissions as part of the County's public information initiative to help in the recruiting of new and diverse members.

3) CHALLENGES AND BARRIERS:

- a) Lack of resources (\$\$\$);
- b) Lack of time (committee member workloads);
- c) Perhaps a resistance to the value of diverse memberships on some boards, committees and commissions; and
- d) Qualifications required by some committees that may limit the number of applicants (e.g. budget experience for budget committee).

LANE COUNTY SEMI-ANNUAL

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

Date (mm/dd/yyyy)

List various types of clients/customers that you serve

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.

LANE COUNTY AS EMPLOYER

1. Have you a set of department diversity goals, guiding principles, or something similar? YES NO

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

When were these last updated?

Additional comments:

2. A. Has your department utilized extra help employees for non-professional positions? YES NO

If YES, how often in the last two years? (Employer Section # C.) Note: If you are a multiple division department please give an approximate percentage.

1-4

10-19

5-10

20+

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

1-4

10-19

5-10

20+

If none, please explain:

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.

Additional comments:

4. Do you regularly utilize any additional recruiting approaches to increase the diversity of applicant pools, 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
- incorporating cultural competency skills as part of screening process, e.g. supplemental interview questions
- other;

describe:

Additional comments:

5. Have you established a procedure to ensure all employees attend Lane County's harassment trainings? YES NO (Employer Section # M. & N.)

If YES, what percent of your employees have completed harassment trainings?
%

If NO, please explain:

Additional comments:

6. Have you established a procedure to ensure all employees attend Lane County's diversity trainings? YES NO (Employer Section # M & N.)

If YES, what percent of your employees have completed harassment trainings?
%

If NO, please explain:

Additional comments:

7. A. What percent of all your employees have access to educational opportunities within your department? % (Employer Section # O.)
- B. Give examples of types of opportunities available (such as cross training, job shadowing):
8. A. What percent of all your employees have access to career development opportunities within your department? % (Employer Section # O.)
- B. Please give examples of types of opportunities available (such as mentoring, cross training, job shadowing):

LANE COUNTY AS SERVICE PROVIDER

9. A. In addition to trainings, have you used other methods to increase the cultural competency of your employees? YES NO (Service Provider Section # C.)
- B. If YES, please describe:

Additional comments:

- 10.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:

- 11.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

Additional comments:

12. Are you currently doing anything to assess the efficacy of your service delivery; specifically identifying any cultural barriers to programs and services including availability of documents, signage, and telephone messages? YES NO

If YES, please attach the form (Service Provider Section # G.)

If NO, please explain:

- 13.A. If you utilize intake and assessment tools for clients or customers within any division in your department, please attach form. (Service Provider Section # I.)

- B. Has your department evaluated your intake and assessment tools for cultural validity and effectiveness? YES NO

Additional comments:

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

Additional comments:

LANE COUNTY AS FUNDER

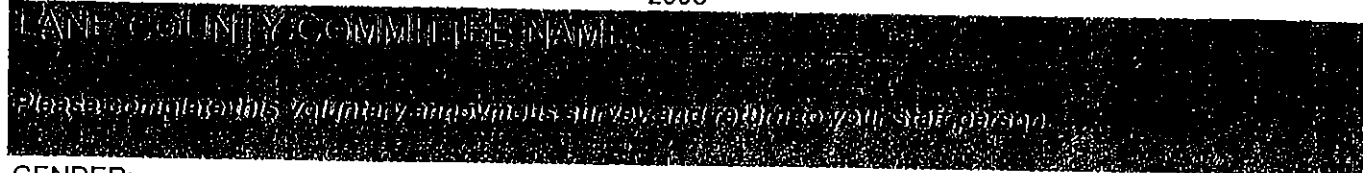
13. Do you currently use diversity language in your RFP's and contracts?
 YES NO (Funder Section # A. & B.)

If YES, please attach.

Additional comments:

Any additional comments in general?

BOARDS, COMMITTEES AND COMMISSIONS
MEMBERSHIP SURVEY
2005



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 _____ Newspaper _____
 Word of Mouth _____ 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