

## DIVERSE AND EMPOWERED EMPLOYEES OF PORTLAND (DEEP)

### Ten Recruitment and Retention Recommendations for Mayor Potter

1. **Require Bureaus to send employees that reflect the diversity of employees that the Bureau is seeking, to local and national job fairs.** For example, if the City sets up a booth at the annual meeting of the National Society of Black Engineers (NSBE), a black City employee should be sent to that meeting to staff the booth. Each Bureau that conducts recruitment should have a recruitment/outreach budget (convention/conference registration, travel, hotel and per diem) that allows for meaningful participation by the Bureau at these events.
2. **Assure that the employee exit interview provides meaningful closure for the employee's career with the City.** The reason(s) for the separation should be clear and honest for both the employee and supervisor. Discussions should include the history and reasons for the employee's movement (or lack of movement) through city positions, recommendations from the supervisor on how to improve performance in future jobs, a well as positive traits and skills to move forward in the next career positions. This information should be entered into a database for tracking employee separation trends by race, job class, length of service, and career milestones. *See addendum #1 for a sample of the exit interview process.*
3. **Utilize D.E.E.P as a resource for both job interview and contractor evaluation panelists.** D.E.E.P's representation from many diverse community groups adds richness and unique perspectives to selection processes.
4. **Reward Bureau Directors for their successes in recruitment and promotion of minority and other underrepresented employees.** DEEP will work with the Mayor by recommending and acknowledging successful Bureaus for annual recognition.
5. **Support the development of a City-wide Mentoring Program** to enhance the upward mobility of minority and other underrepresented employees.
6. **Create a Citywide Internship Program Coordinator position,** which will centralize the Bureaus' efforts at intern recruitment and connect the City with minority professional organizations at colleges locally and nationally. The coordinator will develop a strategic plan to increase the number of minority interns, which will synchronize with the Bureaus' outreach and recruitment efforts. The numbers of intern positions that convert to full-time employee status will be documented.
7. **Require Bureau managers to provide written information about DEEP to their new employees.** Support a quarterly DEEP-sponsored welcome meeting for new employees, including a welcome address from the Mayor. Major City initiatives (ie. Vision PDX, outreach/recruitment/retention efforts, etc.,) should be explained to new employees to help them get a "big picture" of issues that affect them.
8. **Encourage employees to attend, participate, or volunteer at different cultural and/or diverse group events,** especially if sponsored by the City of

Portland. Encourage supervisors to allow their employees to participate in such events. *See addendum #2 for an annual list of the City's monthly cultural designation list.*

9. **Design employee performance reviews to be meaningful for employees' career development.** Modify/amend the performance evaluation form to include a Career Development Plan. In this section, the employee describes his/her five-year career goal, as well as any long-term goals. If possible, specific job titles are used to describe these desired positions. The supervisor will work out a plan with the employee that will ***position the employee*** to be qualified for those jobs. *See addendum #3 for recommendations for components of the improved employee performance review form.*
10. **Develop relationships with associations and organizations that are geared toward underrepresented groups.** Have city employees join national professional organizations, which promote diversity. Create networking opportunities.

## **Addendum #1: Sample Exit Interview Process**

Assure that the employee ***exit interview*** provides meaningful closure for the employee's career with the City.

### **Background**

The City of Portland and its Bureau of Human Resources does not have a formal or standard policy on "exit interviews" when an employee's job changes. These changes can be attributed to promotion, elimination of position, demotion, bumping process, internal job transfer, voluntary or involuntary resignation, or job termination due to HR disciplinary action process.

There is a saying that "if you cannot measure the situation, you could not improve it." This is the case with the exit interview process. The reasons for employee change are not formally communicated clearly and honestly with relevant parties; therefore, the statistics are not recorded, cannot be measured, and thereby cannot be improved, if needed.

### **Process**

City of Portland bureau directors and administrators' performance evaluations will be associated and in contingent with the proposed exit interview process. This will assist in calculating whether the City is achieving their number one Bureau Innovation Project (BIP) goal to "Create greater diversity in the work place to reflect our community" The ultimate goal is to achieve an equitable, fair, and balanced workforce at the City of Portland.

### **Benefits**

As a result, having this exit interview process in place, the following information will be available, thereby improving the Cultural Diversity program at the City:

- The genuine reasons for job separation or change.
- Identify and track job changes, particularly for people of color or other minorities
- A tool in measuring and assessing the genuine support and enforcement of management to the Cultural Diversity in the work place.
- This "exit interview" process can be added to the factors for performance evaluations of bureau directors and administrators.
- Produce a list of jobs with their corresponding employee assignment. Furthermore, this list will identify the particular group of employees that are employed in each respective position.
- Finally, this list will determine and identify the underutilization of minorities and people of color on all levels of employment at the City of Portland.

## ***Addendum #2: Adopted City Monthly Cultural Designations***

These designations are for use by City bureaus. These are the general monthly celebration designations adopted by the City of Portland to facilitate coordination and collaboration in celebrating the diversity around us. Bureaus are not limited in their cultural celebrations and may instead choose to celebrate other events or times of cultural significance not listed here.

January – Martin Luther King, Jr. Day and Lunar New Year  
February – African American History Month  
March – Women’s History Month  
April – Multicultural Communication Month  
May – Asian Pacific Heritage Month  
June – Gay and Lesbian Pride Month  
July – Independence Day Celebration  
August – Celebrating Culture Through Food: Cook-off  
September – Hispanic Heritage Month and Racial Equality Week  
October – Disability Employment Awareness Month  
November – American Indian Heritage Month  
December – Human Rights Day

**Addendum #3 – Design employee performance reviews which are meaningful for employees’ career development.**

Below are sample recommended components of the employee review. The employee would answer and discuss these questions with the supervisor as a part of the self-evaluation process, followed by the development of the Career Development Plan.

**Employee Evaluation Questions**

- What are your career goals?
- Does the City of Portland have job positions that can help you reach your career goals? If so, what are they? (Describe job titles/classifications, bureaus, etc).
- What barriers exist that could prevent you from reaching these goals?
- What can the City do to help you overcome those barriers? (Provide a mentor, additional training, additional education, career/aptitude assessment, participation in a professional organization or affinity group, etc.).

**Career Plan Development**

Since many City employees spend a large portion of their careers in City employment, strategic career planning is very important for the employee to have upward career mobility. Based on the discussion of the employee’s career interests and an understanding of barriers to career advancement, the supervisor works with the employee to develop a Career Development Plan. The plan would have the following components:

- Employee’s career vision, including City of Portland job titles that match the employee’s goals at five, ten, fifteen and twenty years into the future.
- Barriers to advancement and strategies to overcome those barriers
- A detailed plan for reaching the first five-year goal, including education and training, mentoring, and other support mechanisms needed for achievement.
- A description of how the employee’s supervisor will help the employee to implement his/her plan. Some possible examples: facilitate introductions to employees in other bureaus that are in job positions of interest (or are supervising job positions of interest) to the employee; allow employee to join and be active in professional organizations related to the employee’s career goals; recommend a mentor with career experience that closely matches the employee’s career interests.
- A review of progress that the employee has made in the past year towards achieving his/her goals. Adjust the course, if necessary.