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Portland Fire & Rescue

2008
Cultural Reassessment Survey Report

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Introduction

In January 2008, Portland Fire & Rescue (PF&R) engaged the services of Nesby + Associates, Inc. (NAI) to assist PF&R with conducting a cultural reassessment. Key features of the reassessment included:

1. Developing a plan for administering an all-employee survey.

2. Participating in a live PF&R televised program about the reassessment.

3. Conducting a gap analysis of the progress made since PF&R's original cultural assessment in 2002.

4. Developing continuous improvement recommendations.

5. Presenting a draft report and a final report to the Chief and CORE for comment.

6. Making a formal presentation of the reassessment to the Portland City Council.

This executive summary highlights progress made in applying progressive diversity and workforce development practices during the 2002 – 2008 period. Forty-eight (48) items within the 2008 assessment were compared to the same items within the 2002 assessment. A gap analysis was conducted pinpointing progress made during that period. In addition, the 2008 reassessment identified and analyzed other human relations factors and operational practices which affect the successful application of diversity and workforce development practices.

Reassessment Overview

Initial Communiqué. In late January, 2008, the Fire Chief issued a communiqué to all personnel explaining the nature of the forthcoming cultural reassessment. NAI assisted and also participated in a related closed-circuit TV program.

Pre-Survey Interviews. In late February, 2008, NAI conducted a series of interviews with PF&R sworn and non-sworn members and other key stakeholders to gather preliminary insights on the major issues of concern in the work environment. Eight (8) small focus groups and eleven (11) individual interviews were conducted. The interviewees represented a cross section of all PF&R personnel. All interviewees responded to the same set of open-ended questions which were approved in advance by CORE. The interview results were used to create the survey's operational categories and survey statements to measure.

2002 Desired States and Operational Category Creation. The 2002 cultural assessment survey was based upon a set of "desired states" that, when achieved, would foster increased pride in PF&R, greater dedication to its mission, continuous building of a work environment that appreciates diversity, better job satisfaction, and high morale. It was anticipated that the various "desired states" would roll up into a single state:

> "PF&R wants to achieve a "desired state" within the Bureau where a diverse work culture is valued and honored, and a professional work environment is established and maintained at a level where all individuals are treated with respect and dignity. Finally, this desired state must promote both employment opportunities and a professional work environment free of bias, prejudice, and harassment."

2008 Operational Categories Creation. The eight categories for measurement included:

1. Mission and Philosophy
2. Leadership
3. Internal Organizational Communication
4. Work Environment
    a. General Climate
    b. Relationships between Men and Women
    c. Relationships between People of Color (minorities) and Whites
    d. Relationships between Sworn and Non-sworn Members

5. Recruitment and Selection
6. Training and Development
7. Promotion
8. Conflict, Discipline, Discrimination, and Disabilities
    a. Conflict
    b. Discipline
    c. Discrimination
    d. Disabilities

Now, six years later, this 2008 report describes PF&R's progress made since 2002. Based upon interviews and a benchmarked survey of PF&R members, it also frankly discusses the organization's need for continuing improvement. Finally, the report offers recommendations to help PF&R eliminate its gaps and achieve its desired states.

The Cultural Reassessment Survey Scope. The survey consisted of statements to which respondents were directed to indicate their degree of agreement. Respondents were given the opportunity to write answers to two open-ended questions at the end of the survey. In addition, demographic information was collected.

The survey was mailed by NAI in late April, 2008, to the homes of all the 767 people employed by PF&R. A total of 231 useable surveys (a 30% response) were received by return mail and analyzed. (This compares to a 33% rate of returned, useable surveys for the 2002 assessment.)

Quantitative Responses. The Cultural Reassessment Survey contained positively worded statements designed to compare PF&R members' current perceptions and understandings about diversity in their workplace to those recorded in 2002, as well as additional statements to measure other workplace issues identified in the 2008 interviews.   Respondents were asked to strongly agree, agree, disagree, strongly disagree, or indicate "not applicable" with each statement

In most descriptions below, the rating for each statement is the percent of those in agreement. For example, if 170 of the 231 respondents agreed or strongly agreed with a statement, the rating given to that statement would be 74% agreement (170/231 = 74% rounded). Disagreement and "Not Applicable" responses were also computed in the same manner. Generally, one may interpret agreement with a positive statement as the degree of PF&R members' belief that the described behavior, attitude, or condition exists, and is demonstrated in PF&R.

Organizational Performance Standards. Municipalities and fire bureaus regularly set high performance standards for their executives, managers, firefighters, and non-sworn employees. The consultant strongly believes that the 80/20 rule is an excellent barometer to apply when measuring knowledge, skills, and the effectiveness of operational practices. This is based on the consultant's experience. It is not a formal rule espoused by any regulating association. For this report, an 80% rating indicates the minimum desired organizational and employee performance standard or goal. Put another way, most professional managers should <u>not</u> feel comfortable with more than one-fifth of their employees reporting less than acceptable performance or attitude on established standards for PF&R.

2002 – 2008 Gap Analysis

Gap Analysis Reveals Improvement. The first step in the analysis was to compare the 2008 survey findings with the 2002 survey findings. Clearly, PF&R members have increased their cultural awareness and competence since 2002, and have created a more accepting work environment for all employees. Chart 2, taken from the complete report, summarizes the first group of 2002 – 2008 benchmarks.

Chart 2
Comparison of the First Thirty 2002 and 2008 Assessment
Survey Item Benchmarks

To measure progress, the 2008 quantitative survey repeated 48 statements that appeared in the 2002 cultural assessment survey. Because of formatting, the first 30 are shown in this chart. The 2008 statements were worded either identically or substantially the same as those that appeared in 2002. Strikeout text was unique to 2002; italicized text was unique to 2008. Each item asked the respondent to indicate agreement or disagreement with the statement. <u>All positive percent differences are desirable changes. Two negative changes (noted) are also desirable changes.</u>

2008 Category	Statement Text	2002 Percent Agree- ment	2008 Percent Agree- ment	Percent Differ- ence
2. Leadership	My supervisor makes me feel like a valued member of the team.	87	87	0
	I feel I can discuss problems with my current supervisor.	87	86	-1
3. Organizational Communication	I receive regular updates about things going on at PF&R that affect my work.	82	85	+3
	Internal communication at PF&R is effective.	52	72	+20

2008 Category	Statement Text	2002 Percent Agree-ment	2008 Percent Agree-ment	Percent Differ-ence
	PF&R ~~policy is~~ *policies are* effectively communicated to me.	79	89	+10
4A. Work Environment: General Climate	People at PF&R do not make fun of other people who speak with an accent	62	72	+10
	I can rely on my co-workers for my personal safety on the job.	81	93	+12
4B. Work Environment: Relationships between Men and Women	I feel comfortable cohabiting with members of the opposite sex during my work shift.	69	84	+15
	Sexually-explicit jokes *and comments* are not tolerated at PF&R.	66	69	+3
4C. Work Environment: Relationships between People of Color and Whites	Knowledge of other cultures improves my job performance.	76	86	+10
	Persons with different ethnic *and racial* backgrounds are treated equally at PF&R.	74	86	+12
	~~Degrading~~ *Derogatory* jokes and comments about race are not tolerated at PF&R.	84	82	-2
5. Recruitment and Selection	PF&R effectively recruits people of color.	67	73	+6
	PF&R effectively recruits women	62	71	+9
	The selection of trainees into the Firefighter Trainee Program is fair.	30	44	+14
	The Firefighter Trainee Program is an important part of PF&R's goal of increasing its ethnic and gender diversity.	71	67	-4
6. Training and Development	PF&R trains supervisors to do their job well.	55	68	+13
	Managers and supervisors at PF&R are well trained in resolving *discrimination (including* harassment) complaints	39	53	+14
	I feel like PF&R actively supports my career development.	59	69	+10
	Training at PF&R has helped me develop my conflict resolution skills.	30	61	+31
	My annual performance evaluation is useful for my job performance.	30	29	-1
	I receive an annual performance evaluation.	35	37	+2
	All employees have an equal chance to participate in training classes and advancement opportunities.	65	66	+1
7. Promotion	It is easier to get a promotion at PF&R if you are a woman.	52	39	-13 See note*
	It is easier to get a promotion at PF&R if you are a person of color.	29	27	-2 See note*
	Promotions are based on what you know, rather than whom you know.	45	65	+20
8A. Conflict, Discipline,	I have the necessary conflict resolution skills to	85	84	-1

2008 Category	Statement Text	2002 Percent Agree-ment	2008 Percent Agree-ment	Percent Differ-ence
and Discrimination: Conflict	resolve person-to-person conflict at work.			
8C. Conflict, Discipline, and Discrimination: Discrimination	I will report being racially harassed at PF&R because I believe it will be dealt with effectively.	51	52	+1
	I will report being sexually harassed at PF&R because I believe it will be dealt with effectively.	60	59	-1
	The employee complaint process at PF&R is effective in dealing with discrimination.	49	53	+4

*Negative percentage, but the number indicates a desirable trend because of the statement's wording.

In summary, responses to 23 of the 30 statements changed favorably in 2008, compared to the 2002 results (as high as 31% more favorable); while only 6 changed unfavorably (but none with more than a 4% decline); and the response to 1 statement did not change.

While most, although not every area showed improvement -- and in some instances the improvement was dramatic -- there is clearly still room for more improvement. PF&R deserves to be pleased with the progress indicated by the numerous double-digit increases in relation to its desired states.

Chart 3 - A

Instances of Experiencing Discrimination and Harassment

(Percents are rounded. Percent Difference = 2008 minus 2002. A negative percent difference is desirable.)

2002 No.	2008 No.	"Within the last three years, I have experienced [underline added] the following types of discrimination (including harassment) in the workplace:"	2002 % Yes	2008 % Yes	Percent Differ-ence	2008 Actual Respon-dents
104	94.1	Racial	5	3	-2	8
105	94.2	Sexual	7	7	0	16
106	94.3	Disability	2	3	1	7
107	94.4	Age	11	9	-2	21
108	94,5	Ethnic Background	5	2	-3	5
109	*	Gender-Based	9	*	*	*
110	94.6	Sexual Orientation	3	2	-1	5
111	94.7	Religious	8	4	-4	9
112	94.8	Language	3	1	-2	3
113	94.9	Physical Appearance	15	8	-7	18

Chart 3 - B
Instances of <u>Witnessing</u> Discrimination and Harassment

2002 No.	2008 No.	"Within the last three years, I have <u>witnessed</u> [underline added] the following types of discrimination (including harassment) in the workplace:"	2002 % Yes	2008 % Yes	Percent Differ-ence	2008 Actual Respon-dents
114	95.1	Racial	14	9	-5	20
115	95.2	Sexual	16	13	-3	29
116	95.3	Disability	4	4	0	9
117	95.4	Age	16	11	-5	25
118	95,5	Ethnic Background	12	6	-6	15
119	*	Gender-Based	17	*	*	*
120	95.6	Sexual Orientation	11	13	-2	29
121	95.7	Religious	11	7	-4	17
122	95.8	Language	7	6	-1	13
123	95.9	Physical Appearance	22	14	-8	32

*Not included in 2008 survey because of potential overlap with "sexual" category.

> The percentage changes cited in this gap analysis are the collective responses of all respondents. As such, they are generally positive and show measurable improvement over the last six years. However, shortfalls, and in some cases significant shortfalls, from desired states remain, as will be revealed in the next section, Complete Assessment Findings.

Complete Assessment Findings

This section extends the analysis by addressing other diversity related subjects such as: PF&R Mission, Guiding Principles, CORE's role in advancing diversity practices, leadership, communication patterns, ability to resolve racial- and gender-related conflicts, decision making abilities, and trust. Within this portion of the report, NAI drills down into the respondents' answers by comparing various groups to determine perception difference. Knowledge of subgroup perceptions can aid management in targeting future change strategies for PF&R. The attempt here is to identify specific needs of the PF&R. Next Step Recommendations will be made in the following sections.

The Complete Assessment Findings are based on the following:

   a. Feedback from the individual and focus group interviews
   b. Survey responses to all statements (including the benchmark statements)
   c. Meetings with the CORE
   d. Personal observations by the consultants

Overview of the Reassessment Survey's First 90 Statements.   The first 90 statements of the survey asked respondents to indicate their agreement or disagreement (Charts 4-A and 4-B: Statements 1–45 and 46–90, respectively). The light green portion of each column displays the percent of respondents who agreed with the statement. In addition, the red-orange portion of each bar shows the percent of respondents who disagreed with the statement, and the yellow portion indicates the percent who didn't know or didn't respond. For example, Chart 4-A, Statement 1 indicates that 88% of the respondents agreed with the statement. Also, 3% disagreed, and 9% didn't know or didn't respond. (Please note that here and elsewhere in this report, percentages may not add exactly to 100%, due to rounding.)

The purpose of placing the charts 4-A and 4-B here is for overview only. The text for the numbered statements in this Executive Summary will be quoted as appropriate in the sections discussed below. The entire text of the survey instrument can be found in Appendix B.

Chart 4 - A
Responses to Statements 1 - 45 on PF&R Survey

☐ Agree ☐ No Response ☐ Disagree

Assertion

Chart 4 - B

Responses to Assertions 46 - 90 on PF&R Survey

☐ Agree ☐ No Response ■ Disagree
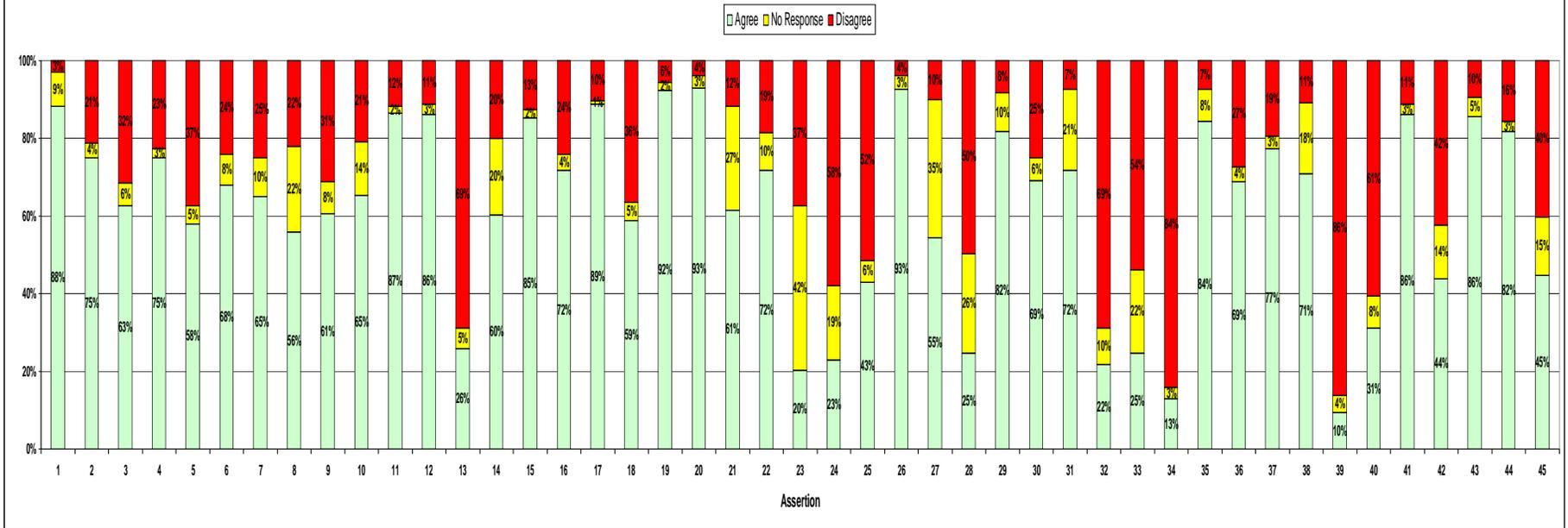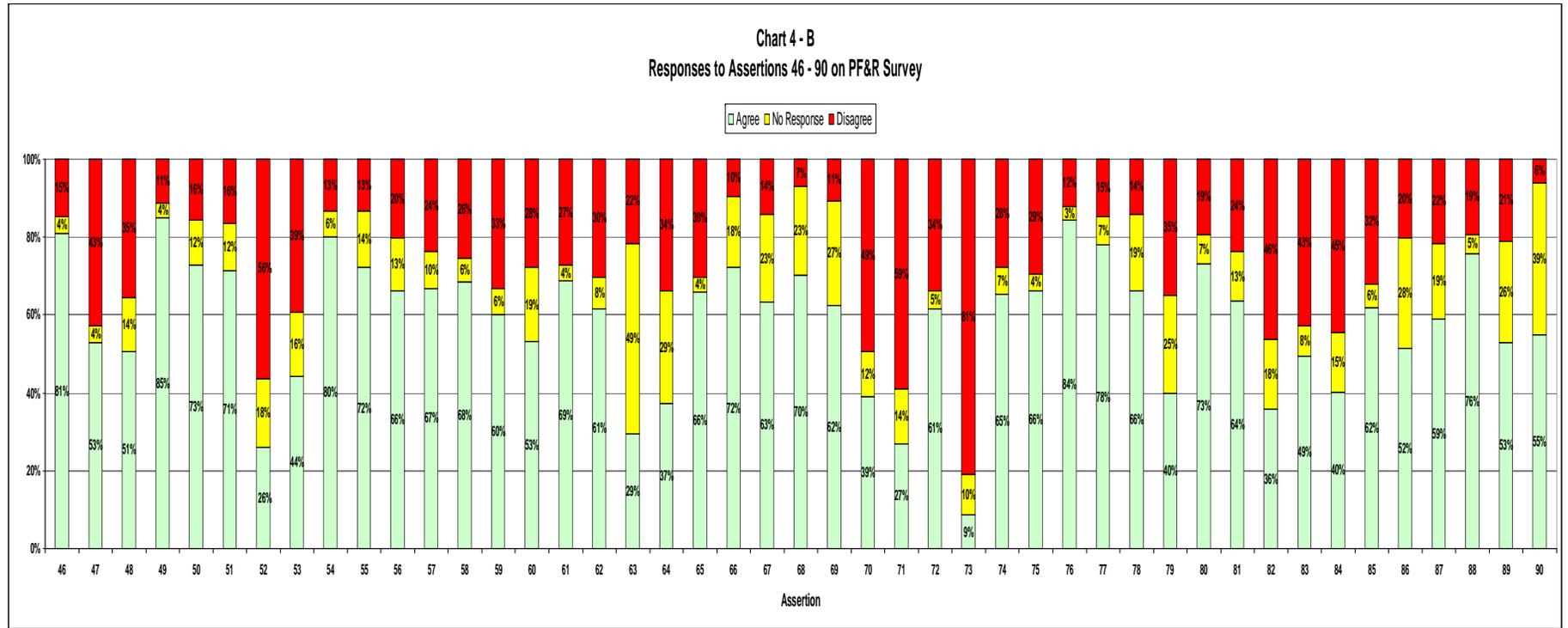
Section 1
Mission and Philosophy

Organizational Strengths

1. **Strong Connection to PF&R's Mission and Guiding Principles.** Eighty-eight percent (88%) of all the respondents agreed with the mission (Statement 1), and in fact, only 3% of the respondents disagreed – the lowest percentage disagreement in the survey. (It should be noted that 9% of the respondents did not answer or chose "not applicable").

   Seventy-five (75%) of the respondents indicated that they fully support PF&R's Guiding Principle that includes setting high standards for diversity (Statement 2). Although 75% of the respondents agreed with the statement, 21% disagreed with it, and 4% indicated they don't know.

Organizational Gaps

1. **Missed Opportunity to Give Substance to Diversity.** Just 63% of the respondents agreed (32% disagreed and 6% didn't know) with Statement 3, "PF&R has shared with employees relevant examples of the diversity guiding principle." In addition, fewer women (41%) and non-sworn employees (45%) could recall positive examples of diversity and its value to the Bureau being discussed or shared.

   The interview responses indicated that many members tend to believe that diversity simply means, "Do not discriminate against people, especially persons of color or women, and hire minorities and women, even if they are not the most qualified."

Section 2
Leadership

Organizational Strengths

1. **Supervisors are Rated High on General Leadership.** Most PF&R employees respect their supervisors. Specifically, in 2008, 87% of employees feel valued by their supervisors as team members, and 86% trust their supervisors to the extent that they feel able to share their problems (Statements 11 and 12). In 2002, 87% agreed with each statement. Moreover, many employees are so comfortable in their

relationships with their supervisors that 69% of the respondents reject Statement 13, "I tend to experience frustration and resistance when I suggest new ideas for improving our organization."

Organizational Gaps

1. **About One-Third of Women and Non-Sworn Members Feel Less Valued in the Workforce.** Looking at the subgroup responses for Statements 11 and 12, about two-thirds of women and non-sworn members agreed that their supervisors value them as team members, and are people they can meet with to discuss their problems. On the other hand, about one-third feel undervalued as team members and do not trust their supervisors as someone with whom they can discuss their problems (Statements 11 and 12: women, 35% and 32%; non-sworn members, 36% and 32%, respectively).

2. **Core Leadership Team is Not Viewed as Effective by Some.** Only 58% of the respondents could agree that the Core Leadership Team (CORE) has done an excellent job communicating diversity and workforce development goals (Statement 5). Thirty-seven percent (37%) disagreed with the statement, and 5% indicated that they didn't know. Also, just 68% could agree that the CORE, managers, and supervisors are forward looking in applying diversity practices (Statement 6). Finally, only 65% of all respondents agreed that management is culturally competent, while 25% disagreed (Statement 7).

3. **Some Employees Do Not Feel Recognized for Their Work.** Sixty-one percent (61%) of all respondents agreed that "good work" is recognized (Statement 9), but in the interviews employees had to stop and think about how PF&R recognizes good work. An even smaller percentage of women respondents (47%) agreed.

a. **Some Managers and Supervisors Lack Awareness of Women's Perspectives.** Just 65% of all respondents agree that "PF&R managers and supervisors are acutely aware of women's issues in the workplace" (Statement 10). Twenty-one percent (21%) of respondents don't know if managers understand the dynamics of including women in a male-dominated workforce. By gender, there is a huge disparity: 72% of men believe that managers and supervisors are acutely aware of women's issues in the workplace, but only 26% of women concur.

Section 3
Internal Organizational Communication

Organizational Strengths

1. **Most Employees Receive Regular Work-Related Information.** Eighty-five percent (85%) of the respondents agreed that they receive regular updates about changes that affect their work (Statement 15). In 2002 the statement received 82% agreement, indicating that management has continued its good efforts at getting work-related news to members in a systematized manner. Seventy-one percent (71%) of the women and (64%) of non-sworn employees indicated somewhat lower ratings.

2. **Policies are Clearly Communicated to Employees.** In 2002, 79% of all respondents agreed that "PF&R policies are clearly communicated to me." In the 2008 survey, agreement had climbed to 89% (Statement 17).

3. **Communication Effectiveness Grew 20%.** In 2002, the rating regarding the Bureau's effectiveness at communicating internally was 52%. Now it is 72%.

Organizational Gaps

1. **Women and Non-Sworn Members Often Feel Left Out of Internal Communications.** In spite of the dramatic 20% ratings increase for communication effectiveness since 2002, two subgroups still have distinctively lower agreements on Statement 16: women (56%) and non-sworn members (55%). It appears they are experiencing a different reality regarding the quality of information exchange.

2. **Value Proposition for Diversity is Fuzzy.** Regarding clearly communicating the reasons for diversity and workforce development, just 59% of all respondents agreed this is happening (Statement 18). In addition, two subgroups -- non-sworn members (50%) and women (41%) – gave lower ratings.

   For example, based upon the qualitative responses and interviews, many tend to view diversity as a distraction, rather than a value-added operational practice.

Section 4
Work Environment

Organizational Strengths

1. **Safety Is a High Priority.** Safety first is a highly revered value at PF&R. In the survey, 93% support this workplace practice and value (Statement 20). The teamwork aspect of safety appeared in both the 2002 and 2008 surveys: "I can rely on my co-workers for my personal safety on the job" (Statement 26). While 81% of all respondents agreed in 2002, by 2008 the agreement has climbed to 93%.

2. **Employees Feel Comfortable and Respected.** Ninety-two percent (92%) of all respondents agreed that "I feel comfortable and respected in my work environment" (Statement 19). Regarding live-in work practices, "I feel comfortable cohabiting with members of the opposite sex during my work shift" (Statement 35), 84% agreed (including 76% of women), up noticeably from 69% in 2002.

3. **Gays and Lesbians Accepted by Many.** Eighty-two percent (82%) of all respondents agreed that "I feel comfortable working with gays and lesbians in my workplace" (Statement 29). To the statement "Derogatory jokes and comments about gays and lesbians are not tolerated at PF&R," 69% of the total respondents agreed (Statement 30).

4. **People of Color are Readily Accepted at PF&R.** People of color have worked at PF&R for many years. Among management, there have been persons of color as high as battalion commander, as well as representation currently on the CORE.

Organizational Gaps

1. **Some Women and Non-Sworn Members Experience Job Discomfort.** An analysis of Statement 19, "I feel comfortable and respected in my work environment," revealed two subgroups' percentages of agreement were noticeably lower than the total group's excellent 92% rating (women: 71%; non-sworn, 77%).

2. **Lack of Bilingual Personnel.** Only 20% of respondents agreed that PF&R has enough bilingual people in the office, and only 23% agreed that there are enough bilingual members in the field (Statements 23 and 24, respectively).

3. **Mixed Feelings about Employees with Language Accents.** Sixty-one percent (61%) of respondents agreed that English-speaking employees readily accept other employees who speak English as a second language (ESL) (Statement 21). Making fun of one's accent has declined noticeably: in 2002, 62% of all respondents agreed that "People at PF&R do not make fun of other people who speak with an accent" (Statement 22); in 2008 the agreement rose to 72%. Nevertheless, 12% of respondents still believe that ESL speakers are not readily accepted, and another 27% aren't sure (Statement 21).

4. **Some Believe Nepotism Occurs in Hiring.** It was evident from the interviews that some PF&R members believe that hiring is sometimes unduly influenced by relatives who are already PF&R employees. In the survey, 52% of the respondents disagreed with Statement 25, "You have an advantage for getting hired, if you have a relative who works for PF&R." But 43% agreed.

5. **Gender Gap Exists at PF&R.** While only 22% of <u>all</u> respondents agreed with Statement 32, "I believe women must "man-up" (compromise their identity) to succeed in the PF&R work culture," 59% of women agreed. Conversely, only 15% of men agreed that women need to compromise their identity in order to fit into the historically male-dominated PF&R work environment.

   Where do PF&R women employees go to get advice from someone in authority? While 75% of men believe that women with dilemmas have someone in authority they can go to for advice, only 50% of the women agree (Statement 31).

   Another disparity between women and men involves sexual advances and jokes. Fifty-three percent (53%) of the surveyed women believe women have had to respond to unwanted sexual advances, but only 19% of men agree (Statement 33). Clearly women believe they have to tolerate inappropriate conduct and sexually explicit jokes more often than men think they do.

   In the greatest disparity found in the findings, 56% of women agree that their opinions are less respected than men's opinions, but only 5% of men agree (Statement 34).

6. **Many Members Lack Cultural Competence.** Cultural competence is a set of value-added skills. Statement 42, "Whites tend to be knowledgeable about cultural and social values of people of color," measures perception about knowledge. Forty-two percent (42%) of the respondents disagreed with the statement and 14% didn't know.

Regarding Statement 45, "PF&R makes a point to celebrate ethnic diversity (observing ethnic holidays, special events & celebrations, and having productive discussions about diversity, etc.)," only 45% of the respondents could agree with the statement; 40% disagreed with it; and 15% didn't know.

7. **Lack of Clarity and Understanding of Sworn and Non-sworn Job Functions.** Chart 14 clearly points out perception differences that have and will continue to cause value conflicts between both classifications of employees.

Chart 14

Sworn and Non-Sworn Employees' Views about Each Other's Work

Statement	Sworn Agreement	Non-sworn Agreement
47. Sworn employees generally understand the roles and responsibilities of non-sworn employees.	56%	27%
48. Non-sworn employees generally understand the roles and responsibilities of sworn employees.	47%	77%

8. **Non-Sworn Employees Feel Less Appreciated for Good Work.** While 84% of sworn respondents feel that non-sworn employees are appropriately recognized and appreciated for their contributions, only 64% of non-sworn respondents agree (Statement 46).

Section 5
Recruitment and Selection

Organizational Strengths

1. **Increased Effectiveness at Recruiting People of Color and Women.** In Statement 50, 73% of the respondents agreed that "PF&R effectively recruits people of color." This is a 6% improvement since 2002. Likewise, 71% also agreed that "PF&R effectively recruits women," an increase of 9% since 2002 (Statement 51).

2. **Firefighter Trainee Program Produces Results.** Eighty percent (80%) of the respondents agreed that the program produces qualified candidates for the Firefighter Recruit Academy (Statement 54).

Organizational Gaps

1. **Women Question the Effectiveness of PF&R's Recruitment Practices.**
   Regarding recruiting persons of color, just 41% of women agreed that it is effective.
   In addition, only 38% of women indicated that the Bureau is effective at recruiting
   women.

2. **Some Pushback about Recruiting and Outreaching to People of Color and
   Women.** Concerning the statement that the recruitment outreach to people of color
   and women needs more support, only 26% of respondents agreed. However, 68%
   of women agreed, perhaps reflecting their own PF&R experiences.

   Fortunately, the fact that all Firefighter Trainees and all Firefighter Recruits pass the
   same physical, mental, and academic tests – regardless of gender or ethnicity –
   helps to allay these issues.

3. **Firefighter Trainee Program Raises Questions of Fairness.** Only 44% could
   agree with Statement 53, "The selection of the trainees into the Firefighter Trainee
   Program is fair." Although some people have issues with the program, its overall
   rating is up 14% over the 30% rating it received in 2002.

   Now in 2008, some members are questioning the program's intent. During the
   interviews, several employees felt that more white men are entering the Firefighter
   Trainee Program than the groups that were originally targeted.

**Section 6
Training and Development**

Organizational Strengths

1. **Employee Performance Evaluations Work for Some Non-Sworn Members.**
   Sixty-eight percent (68%) of the non-sworn respondents indicated that they
   participate in a formal performance review at least annually. Thirty-two percent
   (32%) of the non-sworn say the formal review practice is useful.

Organizational Gaps

1. **Mixed Perceptions about the Transferability of PF&R's Supervisory Training.**

Employee satisfaction on PF&R's training of supervisors increased from 2002 to 2008 (Statement 58: 68%, a 13% increase). Sixty percent (60%) also agreed that supervisors are excellent at coaching and developing employees (Statement 59). However, women agree less than men.

2. **Continued Improvement Is Still Needed in Conflict Resolution.** Regarding specific manager/supervisor skill in resolving discrimination complaints, only 53% of the respondents could agree that managers and supervisors are well trained (Statement 60). This is, however, better than the 39% agreement in 2002. On the broader skill of conflict resolution, 61% agreed with the statement. The 61% rating was more than double the 30% rating of 2002 for (Statement 62).

3. **Career Development Practices Need Strengthening.** On the subject of career development, 69% of all respondents agreed that "I feel like PF&R actively supports my career development" (Statement 61). This is 10% higher than in 2002.

   Regarding access, two-thirds (66%) of the respondents agreed with Statement 65, "All employees have an equal chance to participate in training classes and advancement opportunities." This result is about the same as in 2002 (65%). The 2008 agreement level is fairly uniform across the subgroups; nevertheless, thirty percent (30%) disagreed.

   Women's agreement was 47% on Statement 66, "Women receive appropriate training to advance their career." Their agreement was just 24% on Statement 67, "Women receive appropriate mentoring and coaching to advance their careers."

Section 7
Promotion

Organizational Strengths

1. **Promotions Free from Gender, Race, and Ethnic Bias.** Three statements measured members' perceptions about possible advantages a promotional candidate might have by being a woman, a person of color, or a white man:

   ▪ **Women.** Statement 70 stated, "It is easier to get a promotion at PF&R if you are a woman." Fifty-two percent (52%) of all respondents agreed in 2002; but by 2008, the agreement rate dropped to 39% (a desirable direction) with women and non-sworn members agreeing at only 9% each (also a desirable direction).

- **Persons of Color.** In 2002, only 29% of the respondents agreed that "It is easier to get a promotion at PF&R if you are a person of color," (Statement 71). By 2008, agreement declined favorably to 27%. Women and non-sworn members in 2008 were almost totally convinced that race or ethnicity is not an advantage, agreeing with Statement 71 at the levels of only 6% and 5%, respectively.

- **White Men**. Just 9% of all respondents agreed in 2008 with Statement 73, "It is easier to get a promotion at PF&R if you are a white man." (Not asked in 2002.)

These three results imply that, in the opinion of the majority of respondents, gender, race, and ethnicity do not make it easier for a member to get a promotion at PF&R.

2. **More Respondents Viewing Promotions as Fair.** Statement 74 said, "Promotions are based on what you know, rather than whom you know," to which there was 65% agreement. This is an increase of 20% from the 2002 result of 45%.

Organizational Gaps

1. **Misperceptions Linger about the Advantages of Gender.**   Although the percentage is declining, 39% of all respondents to Statement 70 still believe that women have an edge over men in getting promoted. Similarly, 41% of women believe men have a promotional advantage (Statement 73, "It is easier to get a promotion at PF&R if you are a white man.")

2. **Some Respondents Question Fairness of Promotions.** There are still 28% of the respondents who suspect that promotions are based more on whom you know, rather than what you know (Statement 74). Also, Statement 72, "All employees have equal opportunities for promotion," illustrated perceptions about fairness. Sixty-one percent (61%) agreed with the statement, but 34% disagreed with it.

Section 8
Conflict, Discipline, Discrimination, and Disabilities

Organizational Strengths

1. **Willingness to Address General Disputes and Conflicts.** Most respondents feel fairly comfortable and competent addressing general work related interpersonal conflicts.   Eighty-four percent (84%) agreed with Statement 76, "I have the

necessary conflict resolution skills to resolve person-to-person conflict at work"; this was about the same as 2002's score of 85%.

When asked to measure their supervisor's effectiveness, "My immediate supervisor is effective at resolving interpersonal conflicts," 78% agreed with the statement (Statement 77). When breaking it out by sub-groups, women's agreement with this statement was only 56%.

2. **Noticeable Reductions of Discrimination and Harassment.** There has been a measurable decline in the number of people who felt discriminated against as well as those who witnessed discriminatory practices on the job. (Gap Analysis, above.)

3. **Accommodations for People with Disabilities are Being Made.** Fifty-five percent (55%) agree that PF&R is providing reasonable accommodations.

Organizational Gaps

1. **Many are Uncomfortable with Reporting and Resolving Cross-Racial and Gender Conflicts.** Although most respondents indicated that they feel comfortable and skilled at addressing general conflict, many appear to be awkward when addressing cross-racial and gender disputes.

Chart 19

Willingness to Report Harassment Varies

Statement	White Men	Persons of Color	Women
#86. I will report being racially harassed at PF&R because I believe it will be dealt with effectively	47%	73%	26%
#87. I will report being sexually harassed at PF&R because I believe it will be dealt with effectively	56%	75%	41%

Women and white men most likely would not confront and/or report discriminatory behaviors, because perhaps it may hamper their long term fit at PF&R.

Statement 78, "My immediate supervisor is effective at resolving conflicts that involve racial and gender differences," had low agreement among all respondents at 66%, and 19% gave no response.

Regarding Statement 82, "Managers and supervisors tend to be reluctant to promptly address racial- and gender-related conflicts because of fear of litigation," respondents indicated 45% disagreement; 36% agreement, and 18% didn't know.

2. **Some Dissatisfaction with the Employee Complaint Process.** A little more than half (53% -- up from 49% in 2002) agreed with Statement 89, "The employee complaint process at PF&R is effective in dealing with discrimination." Thirty-one percent (31%) disagreed and 26% didn't know

3. **Split Feelings about the Core Leadership Team's Effectiveness.** Statement 79, "The Core Leadership Team promptly resolves organizational conflict," elicited 40% agreement and 35% disagreement from respondents; Statement 84, "The Core Leadership Team, managers, and supervisors have established high creditability in properly counseling and disciplining employees as needed," received a 40% agreement and 45% disagreement. The low level of agreement with these two statements implies a significant disconnection between the CORE and the rest of the members. Based upon the responses to these two statements, as well as the qualitative input received by the consultant, the disconnection tends to fall into three broad areas:

   a. Setting the proper tone and climate for applying diversity practices.

   b. CORE is viewed as being too slow to respond to vital issues and challenges facing PF&R.

   c. CORE has lost some creditability in the areas of resolving conflict. Many members don't think the CORE is open enough with their communication.

Next Step Recommendations

1. **Build a Solid Business Case (Reason) for Diversity Practices in PF&R.**
   a. CORE should continue to emphasize the benefits of diversity and reposition it as a value-added PF&R Guiding Principle: "We set high standards for ourselves – valuing and promoting professionalism, diversity, integrity, pride, competency, commitment, and tradition."
   b. Note and present practical examples of how diversity gives PF&R a unique service advantage.

    c. <u>Post PF&R's mission and guiding principles in strategic positions</u>.
    d. <u>Celebrate Diversity with the "PF&R Touch</u>."

2. **Carefully Brand Diversity (Cultural Competence) as a Vital Skill for PF&R Members.**
    Require all supervisory personnel to complete an <u>advanced competency-based diversity, coaching, and professional development educational series</u>.

3. **Address the Perception Disparity between Women and Men.**
    CORE host a <u>Women's Roundtable Discussion</u> about women in PF&R with emphases on what works well and what can be improved.

4. **Create a PF&R Professional Development Forum.** The purpose of the forum would include, but not be limited to:
    a. Discussing and recommending vital competencies, skills, and abilities PF&R members must master.
    b. Discussing "hot topics" affecting PF&R and offering suggestions to the CORE.
    c. Evaluating future training designs (all types) and offering feedback and ideas to ensure that the training and/or education are relevant to the Bureau.
    d. Offering ideas for preparing members to meet the increasing demands of diversity, for example: hiring and retaining people from Generation Y, critical skills for applying best diversity practices, etc.
    e. Other focus areas will be addressed as the forum matures.

5. **CORE Should Become More Strategic with their Communication to PF&R Members.**

6. **Continue to Raise the Performance Expectations of PF&R Managers and Supervisors.**

7. **Select Appropriate Candidates for the Firefighter Trainee Program.**
8. **Develop New Methods to Recruit Excellent Candidates for PF&R.**

> The reader of this Executive Summary is encouraged to read the complete Cultural Reassessment Report for explicit details about NAI's findings and recommendations. This summary is presented to give the reader a glimpse of the report content. Thank you.

City of Portland
Portland Fire and Rescue

Cultural Reassessment Findings Report

Introduction

In January 2008, Portland Fire & Rescue (PF&R) engaged the services of Nesby + Associates, Inc. (NAI) to assist PF&R with conducting a cultural reassessment. Key features of the reassessment included:

7. Developing a plan for administering an all-employee survey with input from PF&R's Core Leadership Team (CORE), union representatives, and staff of the Portland Human Resources Diversity Development/Affirmative Action Office.

8. Participating in a live PF&R televised program to overview basic information to PF&R members on the nature of the reassessment.

9. Conducting a gap analysis to evaluate the progress made since PF&R's original cultural assessment in 2002. Indicating what's left to be done to reach PF&R's "desired state" in each area of the reassessment.

10. Developing recommendations with options for planning interventions and steps needed to foster broad organizational support for diversity and continuous improvement.

11. Presenting a draft report and a final report to the Chief and CORE.

12. Making a formal presentation of the findings and recommendations to the Portland City Council.

This document is the final report. The next sections include an historical overview of the earlier 2002 assessment, an overview of the 2008 assessment, and a gap analysis which illustrates the progress made during the 2002 – 2008 period by comparing 48 items which appeared in both the 2002 and 2008 assessments. The gap analysis pinpoints progress made to date, or lack thereof, toward achieving PF&R's desired

states (Appendix E). Following the gap analysis, the Complete Assessment Findings describe all results obtained in the 2008 study, including the gap analysis data. Finally, Next Step Recommendations are made as PF&R continues its progress toward its adopted desired states.

Historical Overview

Portland Fire & Rescue was founded in 1883. During its early history, the Fire Bureau membership was predominantly white male. As with any homogenous profession, PF&R faced challenges in trying to diversify the organization to reflect its surrounding population. As early as 1917, PF&R began hiring persons of color, and in 1980 the first woman firefighter was hired. The Fire Chief and CORE realized that women and persons from diverse backgrounds would benefit the bureau, the City, and the community. Nonetheless, good intentions to diversify the bureau came with other unique challenges. Therefore, PF&R commissioned a consulting company in 2002 to assess PF&R members' attitudes and perceptions about applying diversity practices within the workplace.

In September 2002, PF&R released the consultant's *Cultural Assessment Final Report*. That report described how PF&R members understood and related to each other in their work environment, especially as it related to incorporating diversity and inclusion practices into the operation of the Bureau. The 2002 assessment, performed by the Metropolitan Group, included a "gap analysis" that highlighted those areas where PF&R member opinions differed greatly from the "desired states" adopted by PF&R in 2002.

Following the 2002 assessment, PF&R instituted several training programs to address the issues found by the consultant. For example, PF&R provided communication and conflict resolution training to all employees. Now, six years later, this 2008 report describes PF&R's progress made since 2002. Based upon interviews and a benchmarked survey of PF&R members, it also frankly discusses the organization's need for continuing improvement. Finally, the report offers recommendations to help PF&R eliminate its identified gaps and achieve its desired states.

Portland Fire & Rescue Mission, Vision, and Guiding Principles

Our Mission

The mission of Portland Fire & Rescue is to aggressively and safely protect life, property and the environment by providing excellence in emergency services, training, and prevention.

Our Vision

The community we serve is safe from fire, injury, and preventable emergencies because of our responsiveness, leadership, quality services, and partnerships.

Our Principles

We save lives and property – committed to delivering high quality emergency response, fire and life safety, and mitigation services.

We set high standards for ourselves - valuing and promoting professionalism, diversity, integrity, pride, competency, commitment, and tradition.

We are highly trained – using the latest techniques and technology to ensure a safe and effective workforce.

We are responsive to our customers – always ready, always there, providing efficient and effective services to the public and each other.

We are good neighbors – working together to promote caring and trusting relationships that let us solve problems safely and courteously.

WE RESPOND
… Always Ready
… Always There

Reassessment Overview

Initial Communiqué. In late January, 2008, the Fire Chief issued a communiqué to all personnel explaining the nature of the forthcoming cultural reassessment. NAI assisted in drafting the notice, and also participated in a closed-circuit TV program that was sent to all personnel as reinforcement of the message.

Pre-Survey Interviews. In late February, 2008, NAI conducted a series of interviews with PF&R members and other key stakeholders to gather preliminary insights on the major issues of concern in the work environment. The interviews included eight (8) small focus groups and eleven (11) individual interviews in confidential settings. The focus groups were comprised of six to eleven PF&R members selected at random by NAI, and invited by letter from the Fire Chief. Fifty (50) people were interviewed, and they consisted of eight groups: CORE, Sworn Management, Non-sworn Management, Non-Sworn members, Portland Firefighters Association, Women, Persons of Color, and White Men. All groups and individual interviewees responded to the same set of open-ended questions which were approved in advance by CORE. The interview procedures and questions are shown in Appendix A. The interview results were used to create the operational categories and survey statements.

2002 Desired States and Operational Category Creation. The 2002 cultural assessment survey was based upon a set of "desired states" that, when achieved, would foster increased pride in PF&R, greater dedication to its mission, continuous building of a work environment that appreciates diversity, better job satisfaction, and high morale. It was anticipated that the various "desired states" would roll up into a single state of affairs which was described on page 11 of the 2002 <u>Cultural Assessment Report</u>:

> "PF&R wants to achieve a "desired state" within the Bureau where a diverse work culture is valued and honored, and a professional work environment is established and maintained at a level where all individuals are treated with respect and dignity. Finally, this desired state must promote both employment opportunities and a professional work environment free of bias, prejudice, and harassment."

This overall "desired state" was divided into eight subcategories to guide the development of statements for the cultural assessment survey. The 2002 subcategories are listed in Appendix E. *All were included in the development of the 2008 categories listed below.*

2008 Operational Categories Creation. In order to create a comprehensive survey instrument, the consultant first conducted eight group interviews and a variety of individual interviews with key personnel. Purpose of the interviews was to gain insight on PF&R members' views about cultural diversity in the workplace and related issues. Information gained from the interviews was compared with PF&R's desired states and the 2002 consultant's report. This process led to the development of eight operational categories to measure:

5. Mission and Philosophy
6. Leadership
7. Internal Organizational Communication
8. Work Environment
    a. General Climate
    b. Relationships between Men and Women
    c. Relationships between People of Color (minorities) and Whites
    d. Relationships between Sworn and Non-sworn Members
9. Recruitment and Selection
10. Training and Development
11. Promotion
12. Conflict, Discipline, Discrimination, and Disabilities
    a. Conflict
    b. Discipline
    c. Discrimination
    d. Disabilities

Within these categories, insights from the interviews were used to create statements (survey items) for the 2008 survey. In addition, the consultant selected appropriate items from the 2002 assessment survey to benchmark progress against the 2008 survey findings.

The Cultural Reassessment Survey Scope. The survey consisted of 90 statements to which respondents were directed to indicate their degree of agreement, and six multiple choice questions. Respondents were given the opportunity to write answers to two open-ended questions at the end of the survey. In addition, demographic information was collected, thus making it possible to thoroughly analyze the findings. See Appendix B for a copy of the Cultural Reassessment Survey, which includes the Fire Chief's letter and directions in a 12-page, bound survey instrument.

The survey was mailed by NAI in late April, 2008, to the homes of all the 767 people employed by PF&R as of January 15, 2008. Respondents were asked to complete the

instrument and return it by US Mail to NAI in an enclosed, stamped envelope. The requested reply deadline was May 14, 2008. Responses received through May 28th were counted. A total of 235 responses were received, of which two were unreadable, and two were received too late. The 231 useable surveys (a 30% response) were analyzed. (This compares to a 33% rate of returned, useable surveys for the 2002 assessment.) The chart below compares the respondents to the total PF&R workforce as of January 15, 2008.

Chart 1
PF&R Respondents Compared to the Total Workforce
(Categories may not add to 100% because of rounding.)

Category	Percent of Total Respondents in the Category	Percent in PF&R Workforce
Gender		
Women	15%	9%
Men	81%	91%
No Response	5%	0
Race/Ethnicity		
White American	71%	84%
Hispanic/Latino American	2%	5%
African American or Black	2%	4%
Asian/Pacific Islander American	3%	5%
Native American/Alaskan Native	2%	3%
More than one race	9%	0
Other	6%	0
No Response	6%	0
Sworn/Non-Sworn		
Sworn	81%	90%
Non-Sworn	10%	10%
No Response	9%	0%

A Note of Appreciation. NAI would like to express its appreciation to Fire Marshal John Nohr for the wonderful logistics planning, prompt responses to our questions, coordination of the TV show taping, and logistics planning for the interviews. Holding the interviews in a comfortable, confidential setting helped to create intimacy between PF&R members and the consultant. This relaxed atmosphere helped members to open up and share their candid opinions. Thank you.

Interpretation of the Findings

Quantitative Responses. The Cultural Reassessment Survey contained positively worded statements designed to compare PF&R members' current perceptions and understandings about diversity in their workplace to those recorded in 2002. The quantitative statements also measured management's and employees' understanding and support of PF&R's application of diversity and workforce development practices over the past six years. Respondents were asked to strongly agree, agree, disagree, or strongly disagree with 90 positively stated Statements. A respondent could also indicate "Not Applicable" if he or she had no knowledge about a statement, or had no opinion, or the item had no relationship to his or her PF&R job. The absence of a response to an item was treated as "Not Applicable." There were six additional multiple choice questions (91 - 96).

In most descriptions below, the rating for each statement is the percent of those in agreement. For example, if 170 of the 231 respondents agreed or strongly agreed with a statement, the rating given to that statement would be 74% agreement (170/231 = 74% rounded). Disagreement and "Not Applicable" responses were also computed in the same manner. Generally, one may interpret agreement with a positive statement as the degree of PF&R members' belief that the described behavior, attitude, or condition exists, and is demonstrated in PF&R.

There are three limitations of the quantitative responses. First, although all PF&R members who were employed as of January 15, 2008 had an opportunity to respond to the survey, some chose not to participate. Therefore, the respondents were partially self-selecting. Second, while the findings are presented in percentages which are easy to conceptualize and compare with the 2002 consultant's percentage findings, using percentages means that the smaller the group, the greater influence one individual has. For example, the smallest group (non-sworn) numbered 22, so each group member represented 1/22, or 4.5% of the response. The size of each group cited may be found in Appendix F, Respondents' Demographics. Third, the survey is a paper and pencil representation of the respondents' perception of reality.

These three limitations were partially offset by two observed consistencies: first, the consultant had the opportunity of comparing the 2008 assessment findings with the 2002 findings, which showed improvement in most areas, a not surprising result, considering that PF&R has been working to achieve progress. Second, the consultant compared all results of the 2008 survey with the consultant's personal observations and insight gained from the eight focus group interviews and 11 individual interviews;

inconsistencies were carefully reviewed. Finally, all data have been carefully analyzed and compiled.

NAI believes management can effectively implement the recommendations at the end of this report with confidence that they will help PF&R achieve continued progress.

Organizational Performance Standards. Municipalities and fire bureaus regularly set high performance standards for their executives, managers, firefighters, and non-sworn employees. The consultant strongly believes that the 80/20 rule is an excellent barometer to apply when measuring knowledge, skills, and the effectiveness of operational practices. This is based on the consultant's experience. It is not a formal rule espoused by any regulating association. For this report, an 80% rating indicates the minimum desired organizational and employee performance standard or goal. Put another way, most professional managers should <u>not</u> feel comfortable with more than one-fifth of their employees reporting less than acceptable performance or attitude on established standards for PF&R. For example, managers tend to expect that members operate in a safe manner 100% of the time. Maintaining high safety standards of only 80% of the time would be problematic for some managers.

Example of the 80% Performance Standard
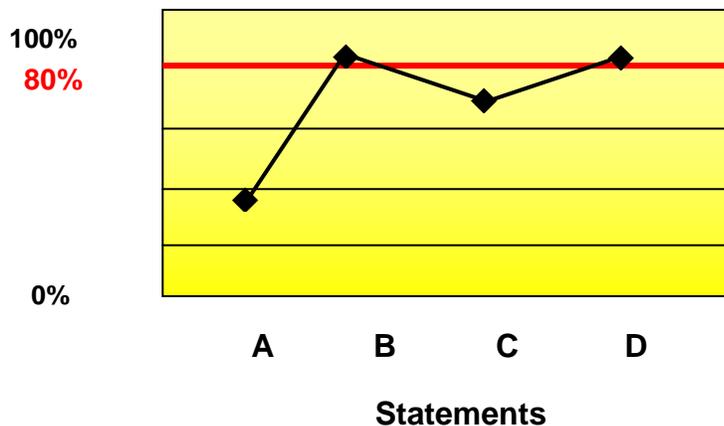
Less than satisfactory ratings will negatively affect PF&R's image, credibility, and performance of members in such areas as:

- Supporting PF&R's Mission and Guiding Principles,
- Understanding and applying diversity and workforce development business practices,

- Working effectively with women, persons of color, and others with diverse backgrounds, and
- Meeting and exceeding the Bureau's performance goals.

The report will point out progress that has been made since 2002. The report gives clear indication that PF&R has significantly improved the bureau's work environment and acceptance of diversity. Although significant progress has occurred since 2002, some items still fall under the 80% performance standard. In these cases, the reader is encouraged to view the progress made as progressive movement in the right direction. The objective for the future is to achieve at least an 80% or higher rating in all areas.

2002 – 2008 Gap Analysis

Gap Analysis Reveals Improvement Trends. The first step in the analysis was to compare the 2008 survey findings with the 2002 survey findings. Clearly, PF&R members have increased their cultural awareness and competence since 2002, and have created a more accepting work environment for all employees. NAI identified 48 benchmark items from the 2002 Cultural Assessment Survey findings and compared those same items with the 2008 Cultural Reassessment Survey findings. The 48 items fell naturally into two groups of 30 and 18 respectively. We will discuss each group in turn.

Chart 2
Comparison of the First Thirty 2002 and 2008 Assessment
Survey Item Benchmarks

To measure progress, the 2008 quantitative survey repeated 48 statements that appeared in the 2002 cultural assessment survey. Because of formatting, the first 30 are shown in this chart. The 2008 statements were worded either identically or substantially the same as those that appeared in 2002. Strikeout text was unique to 2002; italicized text was unique to 2008. Each item asked the respondent to indicate agreement or disagreement with the statement. All positive percent differences are desirable changes. Two negative changes (noted) are also desirable changes.

2008 Category	Statement Text	2002 Percent Agreement	2008 Percent Agreement	Percent Difference
2. Leadership	My supervisor makes me feel like a valued member of the team.	87	87	0
	I feel I can discuss problems with my current supervisor.	87	86	-1
3. Organizational Communication	I receive regular updates about things going on at PF&R that affect my work.	82	85	+3
	Internal communication at PF&R is effective.	52	72	+20
	PF&R ~~policy is~~ *policies are* effectively communicated to me.	79	89	+10
4A. Work Environment: General Climate	People at PF&R do not make fun of other people who speak with an accent	62	72	+10
	I can rely on my co-workers for my personal safety on the job.	81	93	+12
4B. Work Environment: Relationships between Men and Women	I feel comfortable cohabiting with members of the opposite sex during my work shift.	69	84	+15
	Sexually-explicit jokes *and comments* are not tolerated at PF&R.	66	69	+3

2008 Category	Statement Text	2002 Percent Agree-ment	2008 Percent Agree-ment	Percent Differ-ence
4C. Work Environment: Relationships between People of Color and Whites	Knowledge of other cultures improves my job performance.	76	86	+10
	Persons with different ethnic *and racial* backgrounds are treated equally at PF&R.	74	86	+12
	~~Degrading~~ *Derogatory* jokes and comments about race are not tolerated at PF&R.	84	82	-2
5. Recruitment and Selection	PF&R effectively recruits people of color.	67	73	+6
	PF&R effectively recruits women	62	71	+9
	The selection of trainees into the Firefighter Trainee Program is fair.	30	44	+14
	The Firefighter Trainee Program is an important part of PF&R's goal of increasing its ethnic and gender diversity.	71	67	-4
6. Training and Development	PF&R trains supervisors to do their job well.	55	68	+13
	Managers and supervisors at PF&R are well trained in resolving *discrimination (including harassment)* complaints	39	53	+14
	I feel like PF&R actively supports my career development.	59	69	+10
	Training at PF&R has helped me develop my conflict resolution skills.	30	61	+31
	My annual performance evaluation is useful for my job performance.	30	29	-1
	I receive an annual performance evaluation.	35	37	+2
	All employees have an equal chance to participate in training classes and advancement opportunities.	65	66	+1
7. Promotion	It is easier to get a promotion at PF&R if you are a woman.	52	39	-13 See note*
	It is easier to get a promotion at PF&R if you are a person of color.	29	27	-2 See note*
	Promotions are based on what you know, rather than whom you know.	45	65	+20
8A. Conflict, Discipline, and Discrimination: Conflict	I have the necessary conflict resolution skills to resolve person-to-person conflict at work.	85	84	-1
8C. Conflict, Discipline, and Discrimination: Discrimination	I will report being racially harassed at PF&R because I believe it will be dealt with effectively.	51	52	+1
	I will report being sexually harassed at PF&R because I believe it will be dealt with effectively.	60	59	-1
	The employee complaint process at PF&R is effective in dealing with discrimination.	49	53	+4

*Negative percentage, but the number indicates a desirable trend because of the statement's wording.

In summary, responses to 23 of the 30 statements changed favorably in 2008, compared to the 2002 results (as high as 31% more favorable); while only 6 changed unfavorably (but none with more than a 4% decline); and the response to 1 statement did not change.

While most, although not every, area showed improvement -- and in some instances the improvement was dramatic -- there is clearly still room for more improvement. PF&R deserves to be pleased with the progress indicated by the numerous double-digit increases in relation to its desired states (Appendix E).

The following Gap Analysis points out progress made from 2002 to 2008.

2002 – 2008 Gap Analysis Findings. (<u>Note</u>: For the reader's convenience, each portion of Chart 2 (above) will be repeated in its respective section below, so that the numbers and statements will be adjacent to the discussion.)

1. Mission and Philosophy.

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
1. Mission & Goals			[No 2002 comparables]			

(No comparisons are possible because the 2002 consultant did not include benchmark items in this category.)

2. Leadership.

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
2. Leadership	02	11	My supervisor makes me feel like a valued member of the team.	87	87	0
	30	12	I feel I can discuss problems with my current supervisor.	87	86	-1

Management continued to receive high marks from PF&R members. In both 2002 and 2008, 87% agreed that their supervisor makes them feel like a valued member of the team. In 2002, 87% also said they can discuss problems with their supervisor, and in 2008, 86% agreed. This implies a continuing productive relationship between supervisors and their subordinate members.

3. Internal Organizational Communication.

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
3.Organizational Communication	03	15	I receive regular updates about things going on at PF&R that affect my work.	82	85	+3
	31	16	Internal communication at PF&R is effective.	52	72	+20
	18	17	PF&R ~~policy is~~ *policies are* effectively communicated to me.	79	89	+10

PF&R members view organizational communication as improved over the last six years. Seventy-two percent (72%) now agree that "Internal communication at PF&R is effective," a dramatic 20% increase over 2002. In addition, agreement on the effectiveness with which policies are communicated increased from 79% to 89%. Finally, 82% said in 2002 they get regular updates about things that affect their work, and that figure had moved up to 85% by 2008. These results are indicative of good communication patterns getting even better.

4. Work Environment.

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
4A. Work Environment: General Climate	28	22	People at PF&R do not make fun of other people who speak with an accent	62	72	+10
	102	26	I can rely on my co-workers for my personal safety on the job.	81	93	+12
4B. Work Environment: Relationships between Men and Women	36	35	I feel comfortable cohabiting with members of the opposite sex during my work shift.	69	84	+15
	87	36	Sexually-explicit jokes *and comments* are not tolerated at PF&R.	66	69	+3
4C. Work Environment: Relationships between People of Color and Whites	26	41	Knowledge of other cultures improves my job performance.	76	86	+10
	100	43	Persons with different ethnic *and racial* backgrounds are treated equally at PF&R.	74	86	+12
	47	44	~~Degrading~~ *Derogatory* jokes and comments about race are not tolerated at PF&R.	84	82	-2
4D. Work Environment: Relationships between Sworn and Non-sworn			[No 2002 comparables]			

The largest "work environment" improvement since 2002 concerned members' comfort with "cohabiting." In 2002, 69% responded positively to the statement, "I feel comfortable cohabiting with members of the opposite sex during my work shift." In 2008, that increased to 84%, a 15% increase (Statement 35). This supports many comments heard in the interviews regarding the "family atmosphere" at PF&R.

Other work environment indicators included a 10% agreement rise that "People at PF&R do not make fun of other people who speak with an accent" (2002 Statement

28: 62%; 2008 Statement 22: 72%), and a 12% agreement rise that "I can rely on my co-workers for my personal safety on the job" (2002 Statement 102, 81%; 2008 Statement 26, 93%). A smaller, but still positive agreement rise occurred with "Sexually-explicit jokes and comments are not tolerated at PF&R" (2002 Statement 87, 66%; 2008 Statement 36, 69%). Nevertheless, 27% could not agree with Statement 36.

Furthermore, cross-cultural and cross-racial relations have improved in the past six years. Eighty-six percent (86%) now believe that "Knowledge of other cultures improves my job performance," which is 10% more than in 2002, and is possibly one of the results of the cultural diversity training during the last six years. Also, 12% more PF&R members now agree that people of different ethnic and racial backgrounds are treated equally (2002: 74%; 2008: 86%). Unfortunately, racial jokes still linger: in 2002, 84% agreed that "Derogatory jokes and comments about race are not tolerated at PF&R," but that agreement slightly declined to 82% in 2008.

5. Recruitment and Selection.

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
5. Recruitment and Selection	89	50	PF&R effectively recruits people of color.	67	73	+6
	91	51	PF&R effectively recruits women	62	71	+9
	39	53	The selection of trainees into the Firefighter Trainee Program is fair.	30	44	+14
	86	57	The Firefighter Trainee Program is an important part of PF&R's goal of increasing its ethnic and gender diversity.	71	67	-4

Members increasingly agree that PF&R effectively recruits people of color: in 2002 67% agreed, and by 2008 the agreement rose to 73%. Similarly, the agreement on effectiveness at recruiting women rose from 62% to 71%.

In regard to the Firefighter Trainee Program, 67% believe it is an important part of PF&R's goal of increasing ethnic and gender diversity, but that agreement has declined 4% from 71% in 2002. In addition, fourteen percent (14%) more members agree that the selection of trainees for the Firefighter Trainee Program is fair (2002: 30%; 2008: 44%). Nevertheless, 56% could not agree that selection is fair, suggesting perhaps that members need more education and coaching about the selection process.

6. Training and Development.

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
6. Training & Development	83	58	PF&R trains supervisors to do their job well.	55	68	+13
	68	60	*Managers and* supervisors at PF&R are well trained in resolving *discrimination (including* harassment) complaints	39	53	+14
	62	61	I feel like PF&R actively supports my career development.	59	69	+10
	01	62	Training at PF&R has helped me develop my conflict resolution skills.	30	61	+31
	69	63	My annual performance evaluation is useful for my job performance.	30	29	-1
	93	64	I receive an annual performance evaluation.	35	37	+2
	04	65	All employees have an equal chance to participate in training classes and advancement opportunities.	65	66	+1

Some of the most significant improvements between 2002 and 2008 were seen in Training and Development. In response to "Training at PF&R has helped me develop my conflict resolution skills," only 30% agreed in 2002, but the agreement rose to 61% in 2008. Even with this 31% improvement, there is further opportunity for progress with the 38% who could not agree in 2008. There was also increasing agreement that PF&R trains supervisors to do their job well (2002: 55%; 2008: 68%), and that managers and supervisors are well trained in resolving discrimination complaints (2002: 39%; 2008: 53%). These increases in agreement indicate that PF&R is moving in the right direction.

Another highlight included agreement among members that "PF&R actively supports my career development" which increased from 59% to 69%. The agreement of members that "All employees have an equal chance to participate in training classes and advancement opportunities" held steady at about two-thirds (2002: 65%; 2008: 66%).

In spite of the training and development progress made to date, 2008 ratings which ranged between 53% and 69% may still not yet meet management's expectations for its ultimate desired state of training and development.

The scores of two statements (2008: 63 and 64) concerning performance evaluations were artificially low because the total percent scores included those of sworn personnel, who do not have a formal evaluation. Non-sworn evaluations are discussed in the next chapter, in "Section 6, Training and Development."

7. Promotion.

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
7. Promotion	25	70	It is easier to get a promotion at PF&R if you are a woman.	52	39	-13 See note*
	95	71	It is easier to get a promotion at PF&R if you are a person of color.	29	27	-2 See note*
	11	74	Promotions are based on what you know, rather than whom you know.	45	65	+20

The greatest improvement in the area of promotions was a 20% increase in agreement that "Promotions are based on what you know, rather than whom you know" (2002: 45%; 2008: 65%). Management has yet to capture the opinions of the remaining 35% who could not agree (28% disagreed and 7% didn't know).

Additional good news came with the statement, "It is easier to get a promotion at PF&R if you are a woman." While 52% agreed in 2002, the agreement dropped to 39% by 2008 – a desirable direction. Similarly, in response to "It is easier to get a promotion at PF&R if you are a person of color," agreement declined from 29% to 27%. These findings imply that the majority of respondents believe the promotional process is fair in operation.

8. Conflict, Discipline, Discrimination, and Disabilities.

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
8A. Conflict, Discipline, and Discrimination: Conflict	42	76	I have the necessary conflict resolution skills to resolve person-to-person conflict at work.	85	84	-1
8B. Conflict, Discipline, and Discrimination: Discipline			[No 2002 comparables]			
8C. Conflict, Discipline, and Discrimination: Discrimination	53	86	I will report being racially harassed at PF&R because I believe it will be dealt with effectively.	51	52	+1
	15	87	I will report being sexually harassed	60	59	-1

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
			at PF&R because I believe it will be dealt with effectively.			
	09	89	The employee complaint process at PF&R is effective in dealing with discrimination.	49	53	+4
	104-113	94.1-94.9	[See next chart, below.]			
	114-123	95.1-95.9	[See next chart, below.]			
8D. Conflict, Discipline, and Discrimination: Disabilities			[No 2002 comparables]			

*Negative percentage, but the number indicates a desirable trend because of the statement's wording.

The Gap Analysis Category 8 contains four statements (2008: 76, 86, 87, and 89) which, because of formatting, are displayed in the chart above. Category 8 also contains 18 statements which are illustrated in Charts 3-A and 3-B below.

Beginning our discussion with the four statements from the chart above, PF&R members showed high confidence in themselves by continuing to agree that they have the necessary conflict resolution skills to resolve person-to-person conflict at work (2002: 85%; 2008, 84%).

However, in the case of reporting discrimination issues, only 52% say they will report being racially harassed and only 59% will report being sexually harassed. Each percentage is within one percent of the 2002 results. In addition, just 53% agree that "The employee complaint process at PF&R is effective in dealing with discrimination," (this is 4% more than in 2002). Detailed strategies and techniques about this aspect of the findings are addressed in Next Step Recommendations section.

Moving to the 18 benchmarks showed in Charts 3-A and 3-B below, a noticeable decline has occurred over the past six years in PF&R members' experiencing and witnessing acts of discrimination. Note that the 18 benchmark items asked whether respondents had experienced or witnessed some type of discrimination or harassment on the job in the past three years:

Chart 3 - A
Instances of <u>Experiencing</u> Discrimination and Harassment

(Percents are rounded. Percent Difference = 2008 minus 2002. A negative percent difference is desirable.)

2002 No.	2008 No.	"Within the last three years, I have <u>experienced</u> [underline added] the following types of discrimination (including harassment) in the workplace:"	2002 % Yes	2008 % Yes	Percent Differ- ence	2008 Actual Respon- dents
104	94.1	Racial	5	3	-2	8
105	94.2	Sexual	7	7	0	16
106	94.3	Disability	2	3	1	7
107	94.4	Age	11	9	-2	21
108	94.5	Ethnic Background	5	2	-3	5
109	*	Gender-Based	9	*	*	*
110	94.6	Sexual Orientation	3	2	-1	5
111	94.7	Religious	8	4	-4	9
112	94.8	Language	3	1	-2	3
113	94.9	Physical Appearance	15	8	-7	18

Chart 3 - B
Instances of <u>Witnessing</u> Discrimination and Harassment

2002 No.	2008 No.	"Within the last three years, I have <u>witnessed</u> [underline added] the following types of discrimination (including harassment) in the workplace:"	2002 % Yes	2008 % Yes	Percent Differ- ence	2008 Actual Respon- dents
114	95.1	Racial	14	9	-5	20
115	95.2	Sexual	16	13	-3	29
116	95.3	Disability	4	4	0	9
117	95.4	Age	16	11	-5	25
118	95.5	Ethnic Background	12	6	-6	15
119	*	Gender-Based	17	*	*	*
120	95.6	Sexual Orientation	11	13	-2	29
121	95.7	Religious	11	7	-4	17
122	95.8	Language	7	6	-1	13
123	95.9	Physical Appearance	22	14	-8	32

Not included in 2008 survey because of potential overlap with "sexual" category.

In summary, incidents of discrimination and harassment declined markedly by 2008, with favorable decreases occurring in 15 of 18 categories. Only one category went up 1%, and two were unchanged. PF&R is a better Bureau as a result of applying diversity and workforce development education and business practices. Nevertheless, although the percentages have declined, management's expectation <u>must</u> be to continually

reduce the number of situations were employees feel they are discriminated against or treated unfairly. Doing so reduces the possibility of poor morale, formal complaints, and possible litigation.

> The percentage changes cited in this gap analysis are the collective responses of all respondents. As such, they are generally positive and show measurable improvement over the last six years. However, shortfalls, and in some cases significant shortfalls, from desired states remain, as will be revealed in the next section, Complete Assessment Findings.
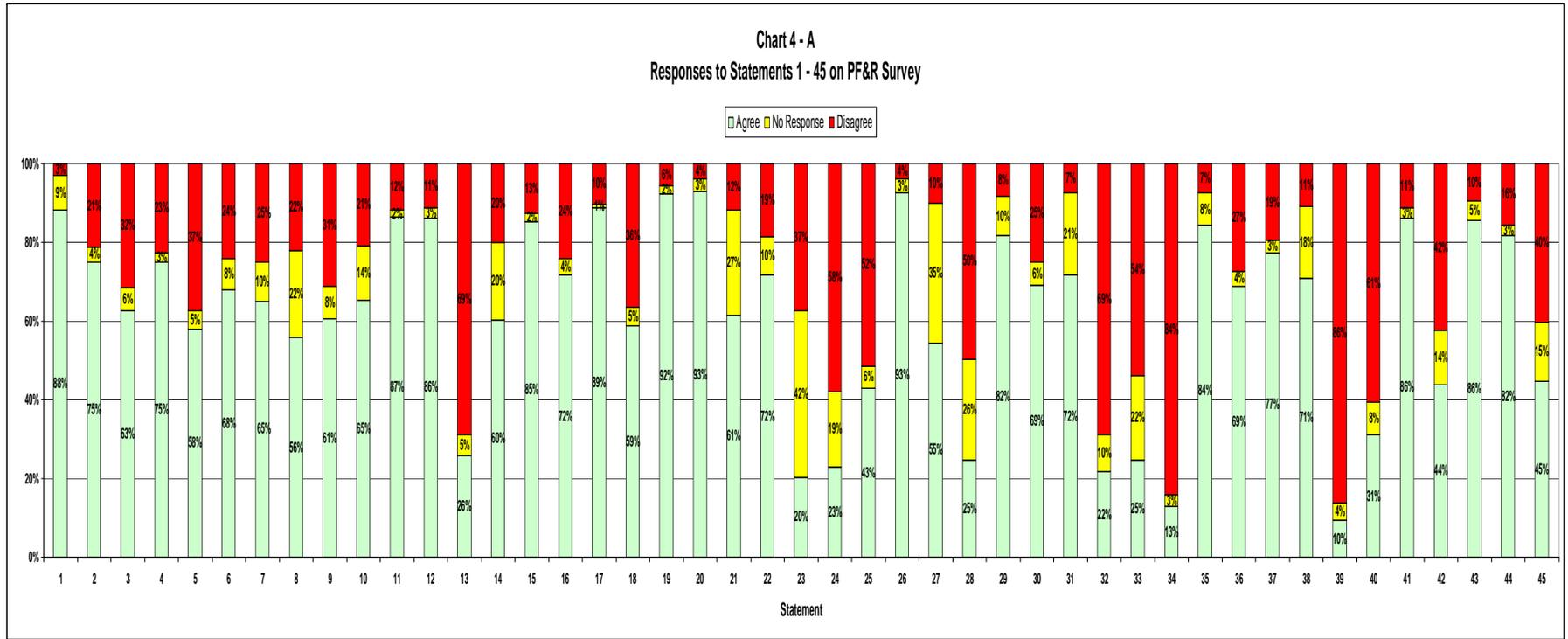
Complete Assessment Findings

The previous Gap Analysis section measured several areas that were identified in 2002 and described progress made to date toward achieving PF&R's desired states. That analysis was limited to comparing only the 48 items that appeared in both the 2002 and 2008 survey. This section extends the analysis by addressing other diversity related subjects; such as: PF&R Mission, Guiding Principles, CORE's role in advancing diversity practices, leadership, communication patterns, ability to resolve racial- and gender-related conflicts, decision making abilities, and trust. Within this portion of the report, NAI drills down into the respondents' answers by comparing various groups to determine perception difference. Knowledge of subgroup perceptions can aid management in targeting future change strategies for PF&R. The attempt here is to identify specific needs of the PF&R. Next Step Recommendations will be made in the following chapter.

The Complete Report Findings are based on the following:

  e. Feedback from the individual and focus group interviews
  f. Survey responses to all statements (including the benchmark statements)
  g. Meetings with the CORE
  h. Personal observations by the consultants

Overview of the Reassessment Survey's First 90 Statements. As mentioned earlier, a copy of the entire survey can be found in Appendix B. For the first 90 statements of the survey, respondents were asked to indicate their agreement or disagreement (shown below on Charts 4-A and 4-B: Statements 1–45 and 46–90, respectively). The light green portion of each column displays the percent of respondents who agreed with the statement. In addition, the red-orange portion of each bar shows the percent of respondents who disagreed with the statement, and the yellow portion indicates the percent who didn't know or didn't respond. For example, Chart 4-A, Statement 1, indicates that 88% of the respondents agreed with the statement. Also, 3% disagreed, and 9% didn't know or didn't respond. (Please note that here and elsewhere in this report, percentages may not add exactly to 100%, due to rounding.)

A complete listing of all the text statements to support the charts' data is located in Appendix B. The rest of this report is divided into sections. Within each section we will include the appropriate survey statements and their portions of the master charts.

Chart 4 - A
Responses to Statements 1 - 45 on PF&R Survey

□ Agree □ No Response ■ Disagree

Chart 4 - B
Responses to Statements 46 - 90 on PF&R Survey

Section 1
Mission and Philosophy

Chart 5
PF&R Respondents' Agreement with Statements on
Mission and Philosophy

Legend: □ Agree □ No Response ■ Disagree

Statement	Agree	No Response	Disagree
1	88%	9%	3%
2	75%	4%	21%
3	63%	6%	32%
4	75%	3%	23%
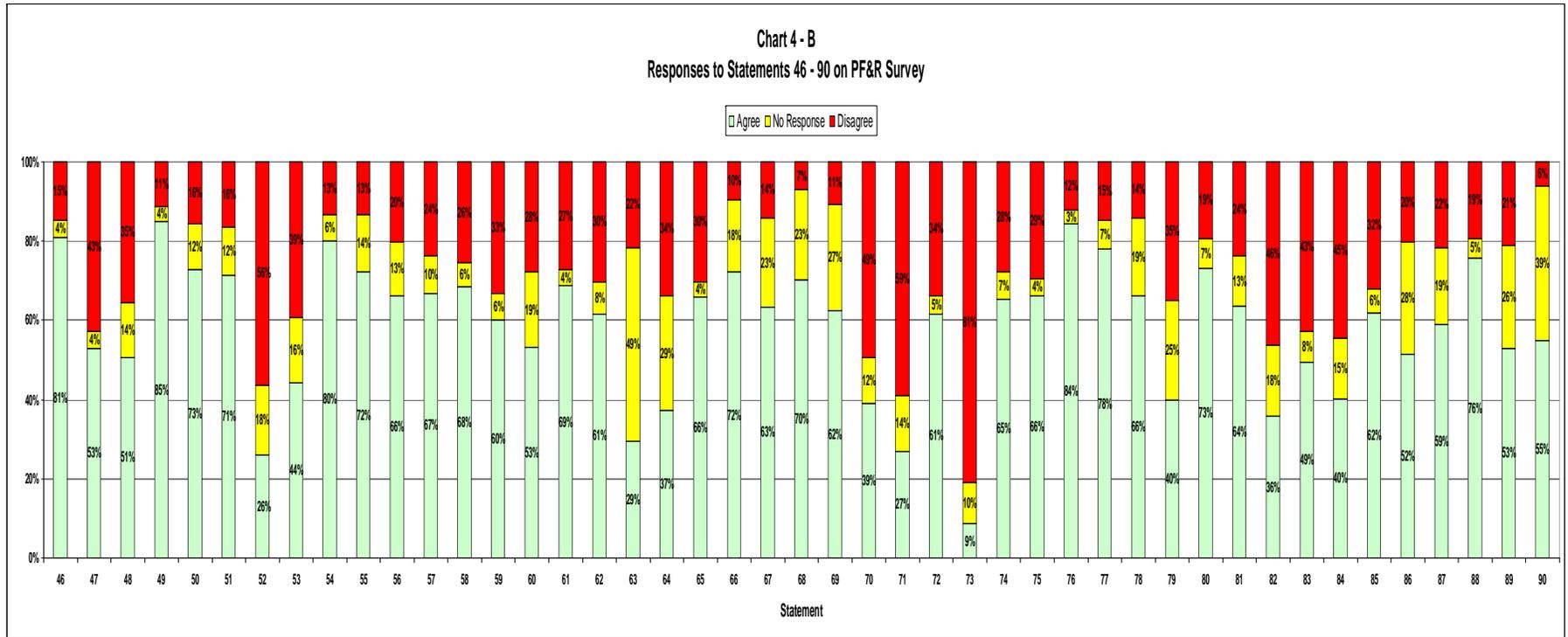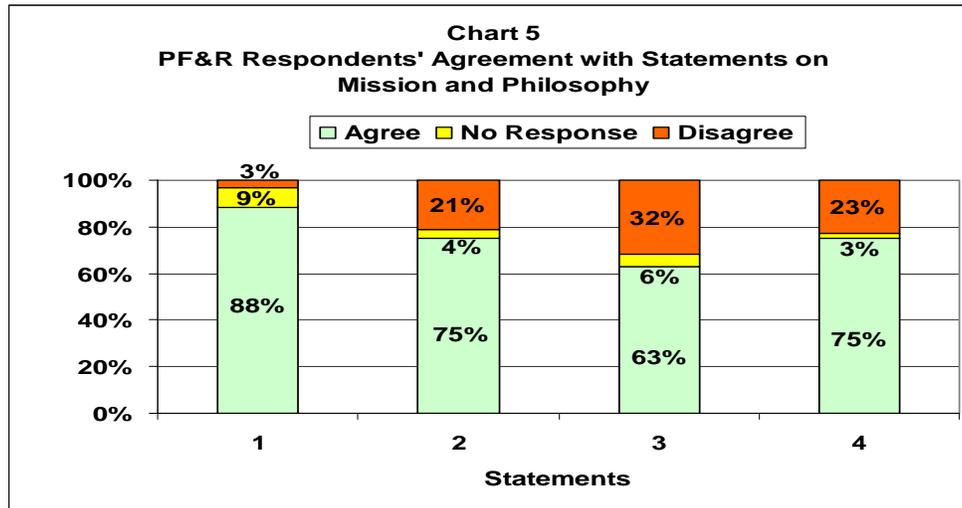
1. I believe in PF&R's mission statement.

2. I fully support applying diversity strategies to reinforce our guiding principle, "We set high standards for ourselves – valuing and promoting professionalism, diversity, integrity, pride, competency, commitment, and tradition."

3. PF&R has shared with employees relevant examples of the diversity guiding principle.

4. I am completely aware of PF&R's reasons (business case) for applying diversity and workforce development practices.

Organizational Strengths

2. **Strong Connection to PF&R's Mission and Guiding Principles.** Overall, members hold firmly to PF&R's mission statement: "The mission of Portland Fire & Rescue is to aggressively and safely protect life, property, and the environment by providing excellence in emergency services, training, and prevention." Eighty-eight percent (88%) agreed with the mission (Statement 1), and in fact, only 3% of the respondents disagreed – the lowest percentage disagreement in the survey. (It should be noted that 9% of the respondents did not answer or chose "not applicable").

The mission clearly states what PF&R members do and how they feel about the Bureau and their jobs. During individual and focus group interviews, several members would paraphrase the mission in statements about their job functions. Regarding Statement 2, 75% of the respondents indicated that they fully support PF&R's   Guiding Principle that includes setting high standards for diversity: "We set

high standards for ourselves – valuing and promoting professionalism, diversity, integrity, pride, competency, commitment, and tradition." Although 75% of the respondents agreed with the statement, 21% disagreed with it, and 4% indicated they don't know. There were two groups with different levels of agreement. Persons of color and employees with 26 or more years of service reported lower levels of agreement: 68% and 69% respectively. This seems to imply that persons of color and senior members have a somewhat different perception than most of the people who responded. More will be said about this later in the report.

Organizational Gaps

2. **Missed Opportunity to Give Substance to Diversity.** Seventy-five percent (75%) of respondents agreed with Statement 2, "I fully support applying diversity strategies to our guiding principle, 'We set high standards for ourselves – valuing and promoting professionalism, diversity, integrity, pride, competency, commitment, and tradition.' Seventy-five percent (75%) also agreed with Statement 4, "I am completely aware of PF&R's reasons (business case) for applying diversity and workforce development practices." Consequently, people appear to equally understand "diversity strategies" and how those strategies might be applied to one of PF&R's guiding principles.

However, just 63% of the respondents agreed (32% disagreed and 6% didn't know) with Statement 3, "PF&R has shared with employees relevant examples of the diversity guiding principle." In addition, fewer women (41%) and non-sworn employees (45%) could recall positive examples of diversity and its value to the Bureau being discussed or shared.

The qualitative responses from the interviews indicated that many members tend to believe that diversity simply means, "Do not discriminate against people, especially persons of color or women, and hire minorities and women, even if they are not the most qualified." Although more members are aware that the Bureau should reflect the increasing diversity within the community PF&R serves, there are still misperceptions about the value and benefits of diversity within the Bureau.

Section 2
Leadership
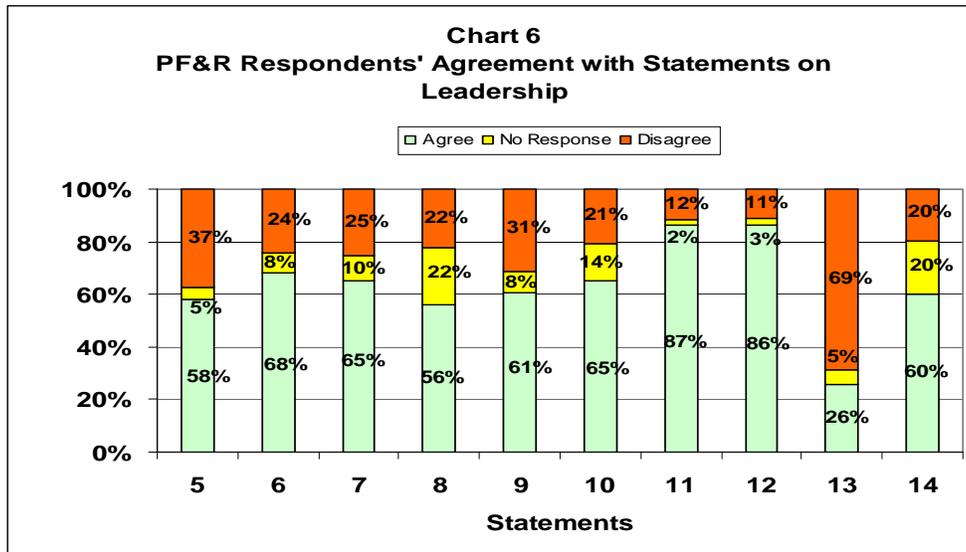
Chart 6
PF&R Respondents' Agreement with Statements on Leadership

5. The Core Leadership Team has done an excellent job at communicating the goals for diversity and workforce development.

6. The Core Leadership Team, managers, and supervisors of PF&R are forward-looking in the area of applying diversity practices.

7. PF&R managers and supervisors are culturally competent (knowledgeable of various racial and ethnic groups' cultural values, norms, and expectations).

8. PF&R has an individual(s) on the Core Leadership Team who is/are seen as a champion(s) for diversity.

9. Employees and teams who do good work are recognized in appropriate ways by the Core Leadership Team, managers, and supervisors.

10. PF&R managers and supervisors are acutely aware of women's issues in the workplace.

11. My supervisor makes me feel like a valued member of the team.

12. I feel I can discuss problems with my current supervisor.

13. I tend to experience frustration and resistance when I suggest new ideas for improving our organization.

14. PF&R has heroes and heroines who support diversity in our workforce.

Organizational Strengths

2. **Supervisors are Rated High on General Leadership.** Most PF&R employees respect their supervisors. Specifically, in 2008, 87% of employees feel valued by their supervisors as team members, and 86% trust their supervisors to the extent that they feel able to share their problems (Statements 11 and 12). In 2002, the Cultural Assessment survey posed the same two statements, and 87% agreed with each item. This confirms that supervisors are consistently doing a very good job at making members feel accepted into the team, thus making it easier for members to discuss most problems and concerns as they occur.

   Moreover, many employees are so comfortable in their relationships with their supervisors that 69% of the respondents reject Statement 13, "I tend to experience frustration and resistance when I suggest new ideas for improving our organization."

Organizational Gaps

2. **About One-Third of Women and Non-Sworn Members Feel Less Valued in the Workforce.** Looking at the subgroup responses for Statements 11 and 12, about two-thirds of women and non-sworn members agreed that their supervisors value them as team members, and are people they can meet with to discuss their problems. On the other hand, about one-third feel undervalued as team members and do not trust their supervisors as someone with whom they can discuss their problems (Statements 11 and 12: women, 35% and 32%; non-sworn members, 36% and 32%, respectively).

3. **Core Leadership Team is Not Viewed as Effective by Some.** Only 58% of the respondents could agree that the Core Leadership Team (CORE) has done an excellent job communicating diversity and workforce development goals (Statement 5). Thirty-seven percent (37%) disagreed with the statement, and 5% indicated that they didn't know. Also, just 68% could agree that the CORE, managers, and supervisors are forward looking in applying diversity practices (Statement 6). Finally, only 65% of all respondents agreed that management is culturally competent, while 25% disagreed (Statement 7).

   It is evident that a substantial portion of the respondents is still looking for more substance, practical solutions from diversity practices, and even champion(s) of diversity – people, ideally people with higher level authority, who can lead the organization to greater levels of cultural competence. For example, 22% of all

respondents could not agree and 22% didn't know if CORE has someone who is seen as a champion for diversity (Statement 8). It appears that no one from CORE has been assigned the authority and accountability for insuring that diversity practices and cultural competence are properly applied within PF&R.

Similarly, 20% could not agree and 20% don't know if PF&R has heroes and heroines who support diversity (Statement 14). At present, no one stands out as heroes or heroines of diversity based upon the survey and interview responses.

4. Some Employees Do Not Feel Recognized for Their Work.
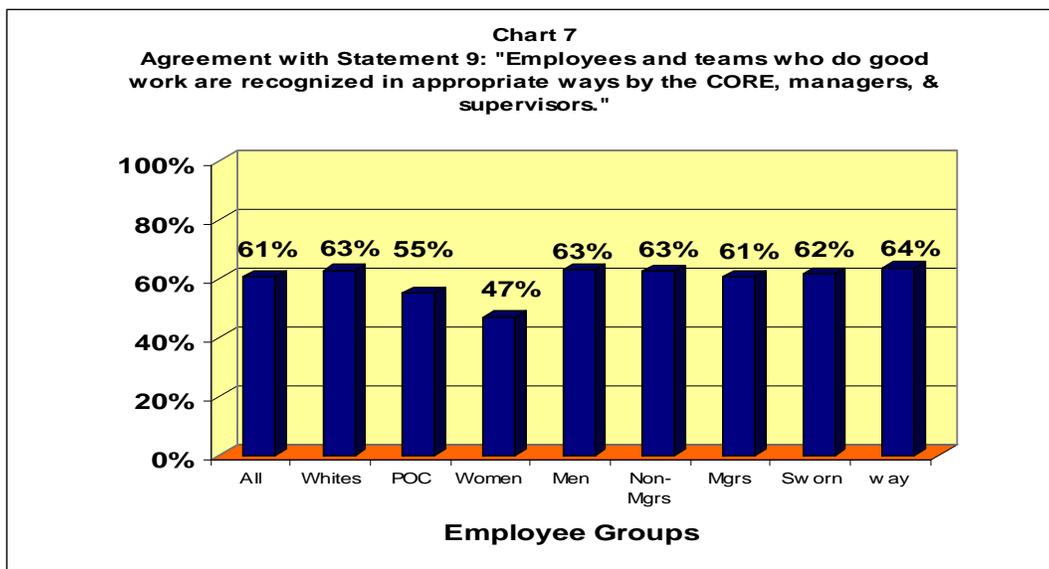
Chart 7
Agreement with Statement 9: "Employees and teams who do good work are recognized in appropriate ways by the CORE, managers, & supervisors."

Sixty-one percent (61%) of all respondents agreed that "good work" is recognized (Statement 9), but in the interviews employees had to stop and think about how PF&R recognizes good work. For example, some weren't sure what management's routine is for recognizing employees. Others were concerned that more attention is paid to recognition awards for sworn personnel than for non-sworn members. These concerns were supported by the survey. Just 61% of all respondents agreed that management recognizes employees and teams in appropriate ways for their good work, and an even smaller percentage of women (47%) agreed.

4. Some Managers and Supervisors Lack Awareness of Women's Perspectives.
Most of the men and women like being a firefighter and/or a PF&R member. However, just 65% of all respondents agree that "PF&R managers and supervisors are acutely aware of women's issues in the workplace" (Statement 10). Twenty-one percent (21%) of respondents don't know if managers understand the dynamics of

including women in a male-dominated workforce – a result that may be surprising, given that PF&R is 91% male. By gender, there is a huge disparity: 72% of men believe that managers and supervisors are acutely aware of women's issues in the workplace, but only 26% of women concur. Most women believe that managers and supervisors are not up to date about some of the issues of women in the workplace. See Chart 8 below.

Chart 8
Percent Agreement with Statement 10:
"PF&R managers and supervisors are acutely aware of women's issues in the workplace."

	Women	Men
	26%	72%
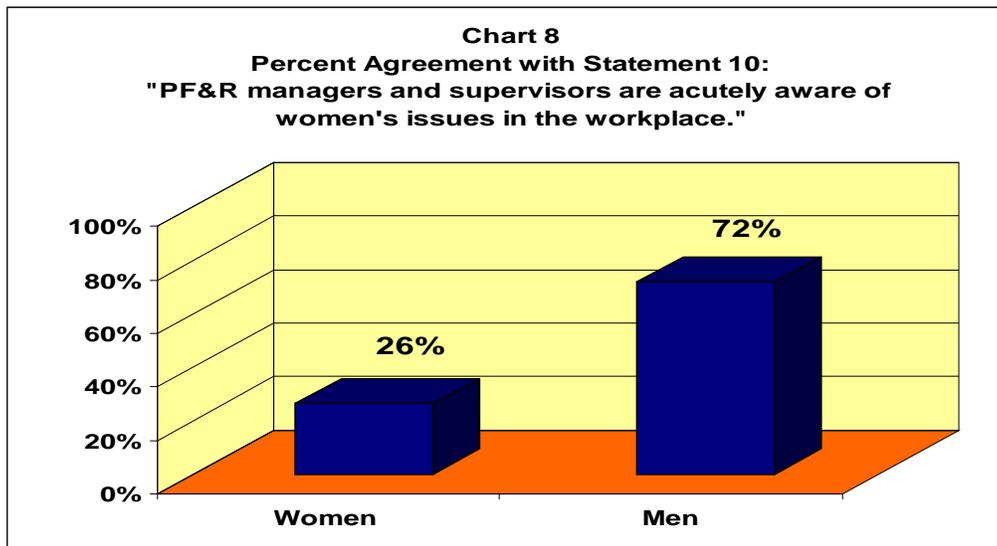
Statement 13 also gives an example of a specific gender-related comparison. While 26% of all respondents reported experiencing frustration and resistance when offering new ideas for improving PF&R, that figure rose to 41% among women. As one woman told the interviewer, "The best way for me to get an idea accepted for serious consideration is for me to find a man who likes the idea and get him to propose it." Clearly there is room for managers and supervisors to engage in richer, more meaningful cross-gender dialogue.

Section 3
Internal Organizational Communication
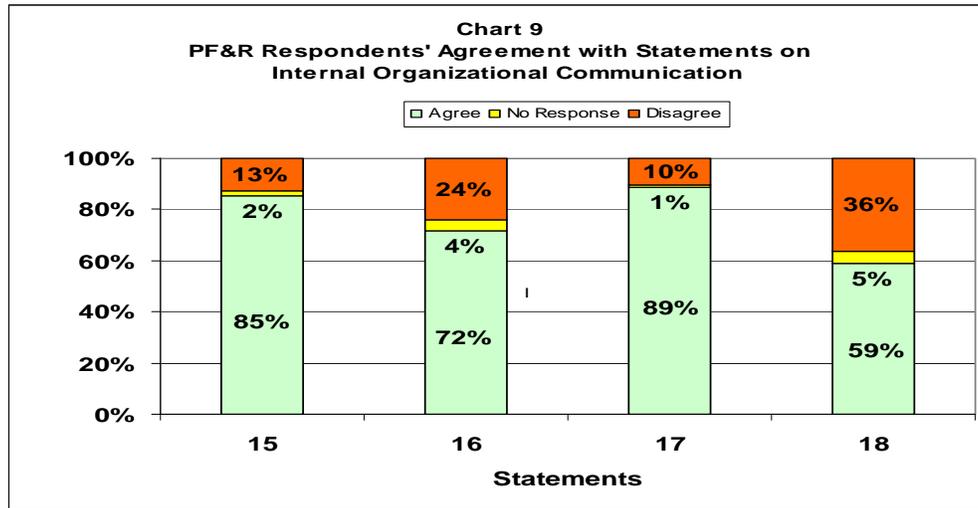
Chart 9
PF&R Respondents' Agreement with Statements on
Internal Organizational Communication

15. I receive regular updates about things going on at PF&R that affect my work.

16. Internal communication at PF&R is effective.

17. PF&R policies are clearly communicated to me.

18. Managers and supervisors clearly communicate to employees the reasons (business case) for applying diversity practices in our workplace.

Organizational Strengths

3. **Most Employees Receive Regular Work-Related Information.** Employees like being kept "in the loop," and 85% of the respondents agreed that they receive regular updates about changes that affect their work (Statement 15). The same statement appeared in the 2002 survey and received 82% agreement, indicating that management has continued its good efforts at getting work-related news to members in a systematized manner. Although the majority of the respondents appreciate receiving regular updates, women (71%) and non-sworn (64%) indicated somewhat lower ratings about receiving regular information updates. More investigation of the perceived differences needs to done.

4. **Policies are Clearly Communicated to Employees.** In 2002, 79% of all respondents agreed that "PF&R policies are clearly communicated to me." In the 2008 survey, agreement had climbed to 89% (Statement 17). This suggests management is continuing to improve its method of communicating policies and

other vital information. Here again, fewer women (71%) and non-sworn employees (73%) agreed with the statement.

4. **Communication Effectiveness Grew 20%.** Over the past years, the internal communication progress has definitely improved. In 2002, the rating regarding the Bureau's effectiveness at communicating internally was 52%. Now it is 72%. This measurable improvement has been helpful for PF&R.

Organizational Gaps

Women and Non-Sworn Members Often Feel Left Out of Internal Communications. In spite of the dramatic 20% ratings increase since 2002 for communication effectiveness, two subgroups still have distinctively lower agreements on Statement 16: women (56%) and non-sworn members (55%). Employees appreciate being kept updated, but women and non-sworn members tend to feel less informed and often feel left out.

It appears they are experiencing a different reality regarding the quality of information exchange at PF&R. It is difficult to clearly identify the reason why some women and non-sworn members believe they do not receive vital and complete information in the same timeframe as others.   One factor may be that communications are read to sworn members at roll call, while non-sworn members get the same communications via email, and have to take the responsibility to read the email themselves. For example, note that sworn women were more likely than non-sworn women to agree with Statement 16:

Chart 10
Comparison of Sworn and Non-Sworn Women to Statement 16:
"Internal communication at PF&R is effective."

Job Classification	Number Disagreed	Number Agreed
Sworn Women	6	12
Non-Sworn Women	6	6

Or, there may be other reasons for differences of opinions regarding communication. More will be said about this in the Next Step Recommendations chapter.

Also, note the agreement differences in Chart 11 below between sworn and non-sworn members in all four statements related to internal communication.
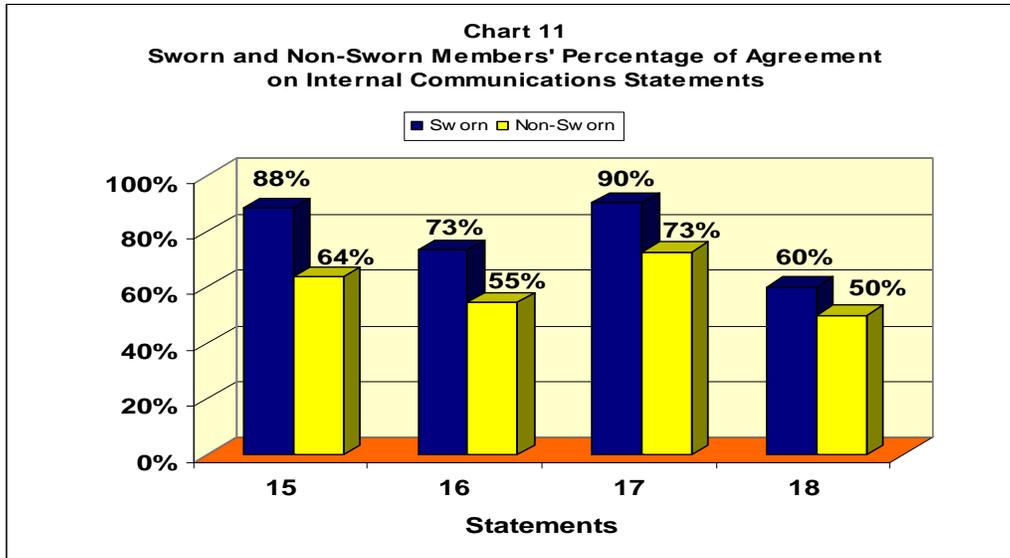
Chart 11
Sworn and Non-Sworn Members' Percentage of Agreement on Internal Communications Statements

■ Sworn □ Non-Sworn

15. I receive regular updates about things going on at PF&R that affect my work.

16. Internal communication at PF&R is effective.

17. PF&R policies are clearly communicated to me.

18. Managers and supervisors clearly communicate to employees the reasons (business case) for applying diversity practices in our workplace.

3. Value Proposition for Diversity is Fuzzy. Regarding clearly communicating the reasons for diversity and workforce development, just 59% of all respondents agreed this is happening (Statement 18). In addition, two subgroups -- non-sworn members (50%) and women (41%) – gave lower ratings. These numbers indicate that managers and supervisors need to communicate more comprehensively the reasons and value (with explicit examples) for applying diversity practices and how it adds value to the Bureau, the City, and the community.

When the proper messaging and socialization is not a major part of any change strategy, members tend to come to their own conclusions about the intent of the strategy. Sometimes this condition can contribute to confusion and unchallenged pushback about valuing and applying diversity. For example, based upon the qualitative responses and interviews, many tend to view diversity as a distraction, rather than a value-added operational practice.

Section 4
Work Environment

Chart 12
PF&R Respondents' Agreement with Statements 19-49, Work Environment

□ Agree □ No Response ■ Disagree
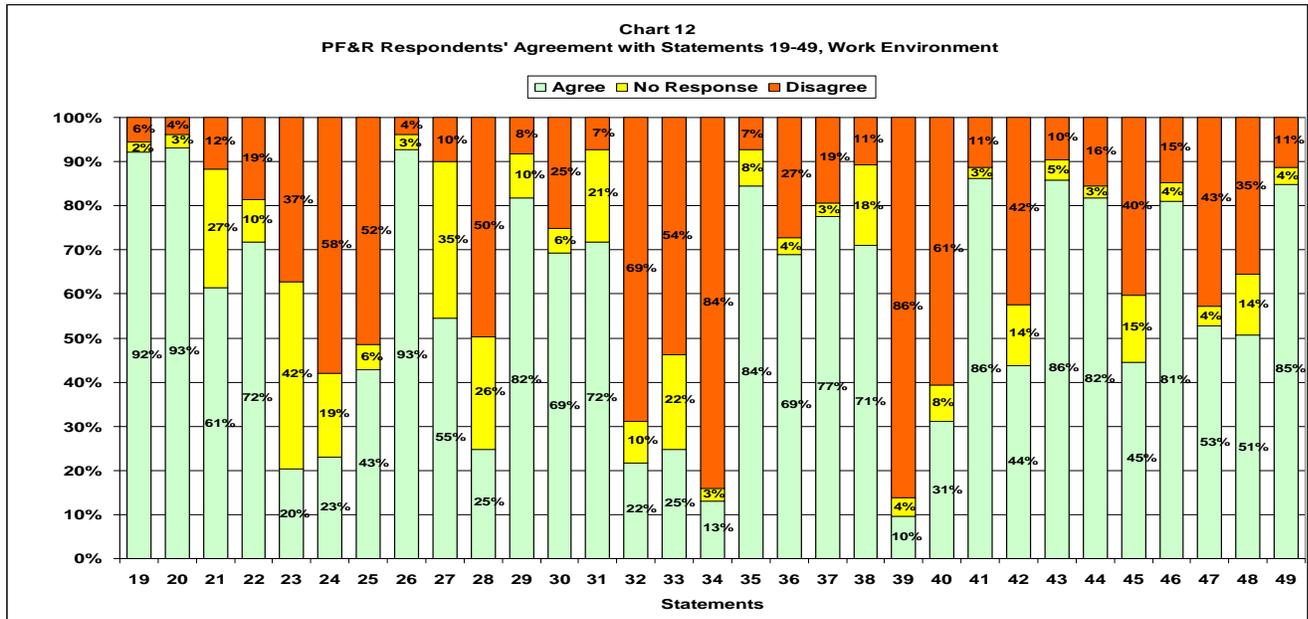
19. I feel comfortable and respected in my work environment.

20. I place safety first in all operational functions.

21. English-speaking employees readily accept other employees who speak English as a second language.

22. People at PF&R do not make fun of other people who speak with an accent.

23. PF&R has a sufficient number of bilingual employees in the office to readily communicate with citizens who speak other languages.

24. PF&R has a sufficient number of bilingual employees in the field to readily communicate with citizens who speak other languages.

25. You have an advantage for getting hired, if you have a relative who works for PF&R.

26. I can rely on my co-workers for my personal safety on the job.

27. Gay men who are PF&R members generally hide their sexual orientation.

28. Lesbian women who are PF&R members generally hide their sexual orientation.

29. I feel comfortable working with gays and lesbians in my workplace.

30. Derogatory jokes and comments about gays and lesbians are not tolerated at PF&R.

31. If women have dilemmas, there are one or more persons with authority in PF&R who are sensitive to women's issues from whom they can get advice.

32. I believe women must "man-up" (compromise their identity) to succeed in the PF&R work culture.

33. I believe women have had to respond to unwanted sexual advances from others within PF&R.

34. Women's opinions are less respected than men's opinions.

35. I feel comfortable cohabiting with members of the opposite sex during my work shift.

36. Sexually-explicit jokes and comments are not tolerated at PF&R.

37. Derogatory jokes and comments about women are not tolerated at PF&R.

38. If persons of color have racial dilemmas, there are one or more persons with authority in PF&R who are sensitive to racial issues from whom they can get advice.

39. Persons of color have to prove themselves more than whites do on the job.

40. It is more important for a person of color to "fit in" rather than bring attention to his/her racial and ethnic uniqueness.

41. Knowledge of other cultures improves my job performance.

42. Whites tend to be knowledgeable about the cultural and social values of people of color.

43. Persons with different ethnic and racial backgrounds are treated equally at PF&R.

44. Derogatory jokes and comments about race are not tolerated at PF&R.

45. PF&R makes a point to celebrate ethnic diversity (observing ethnic holidays, special events & celebrations, and having productive discussions about diversity, etc.).

46. Non-sworn (non-sworn) employees are appreciated by sworn employees for their contributions to PF&R.

47. Sworn employees generally understand the roles and responsibilities of non-sworn (non-sworn) employees

48. Non-sworn (non-sworn) employees generally understand the roles and responsibilities of sworn employees.

49. Non-sworn (non-sworn) employees' work is valued as important because it supports the work of sworn employees.

Organizational Strengths

4. **Safety Is a High Priority.** Safety first is a highly revered value at PF&R. In the survey, 93% support this workplace practice and value (Statement 20). The teamwork aspect of safety appeared in both the 2002 and 2008 surveys: "I can rely on my co-workers for my personal safety on the job" (Statement 26). While 81% of all respondents agreed in 2002, by 2008 the agreement has climbed to 93%.

PF&R continues to do an excellent job instilling the importance of the Bureau's mission and the value of safety into employees' belief systems. In fact, safety has grown beyond a belief system into a "PF&R life style" on the job. One employee said about safety, "As a firefighter, I don't care who is next to me when I go into a fire as long as they can do the job, but more importantly to me as well as my family is, can that person pull me out of a burning building if things go bad?" Based on the impressive response to Statement 26, team members are relying more than ever upon one another to follow proper procedures and common sense for their safety.

5. **Employees Feel Comfortable and Respected.** PF&R is seen as a good place to work, and 92% of all respondents agreed that "I feel comfortable and respected in my work environment" (Statement 19). This supports many comments heard in the interviews regarding the "family atmosphere" at PF&R. Regarding live-in work practices, "I feel comfortable cohabiting with members of the opposite sex during my work shift" (Statement 35), 84% agreed (including 76% of women), up noticeably from 69% in 2002.

6. **Gays and Lesbians Accepted by Many.** Eighty-two percent (82%) of all respondents agreed that "I feel comfortable working with gays and lesbians in my workplace" (Statement 29). However, PF&R's gays and lesbians still receive some ridicule for their sexual orientation. To the statement "Derogatory jokes and comments about gays and lesbians are not tolerated at PF&R," 69% of the total respondents agreed (Statement 30).

4. **People of Color are Readily Accepted at PF&R.** People of color have worked at PF&R for many years, going back to 1917. Among management, there have been persons of color as high as battalion commander, as well as representation currently on the CORE.

    In the area of upward mobility, 24 managers and supervisors were persons of color in 2002, and comprised 10% of the total management group. In January, 2008, the representation of persons of color was 20, but now constituted 11% of all managers, because the total management group had declined from 239 to 175.

Organizational Gaps

6. **Some Women and Non-Sworn Members Experience Job Discomfort.** An analysis of Statement 19, "I feel comfortable and respected in my work environment," revealed two subgroups' percentages of agreement were noticeably

lower than the total group's excellent 92% rating. Agreement dropped to 71% for women and 77% for non-sworn members, indicating two groups that feel less respected.

7. **Lack of Bilingual Personnel.** An increasing number of Portland residents' native language is not English. More residents are Russian, Latino, Middle Eastern, Asian Pacific Islander, East African, etc. Some are bilingual. However, in times of crisis, some people tend to revert to their native language. Only 20% of respondents agreed that PF&R has enough bilingual people in the office, and only 23% agreed that there are enough bilingual members in the field (Statements 23 and 24, respectively). The Portland community speaks other languages beside English; as such, this reality presents new demands on PF&R.

8. **Mixed Feelings about Employees with Language Accents.** Sixty-one percent (61%) of respondents agreed that English-speaking employees readily accept other employees who speak English as a second language (ESL) (Statement 21). Making fun of one's accent has declined noticeably since 2002. In 2002, 62% of all respondents agreed that "People at PF&R do not make fun of other people who speak with an accent" (Statement 22); in 2008 the agreement rose to 72%. These figures and supportive comments from the interviews indicate that improvement has been made. Nevertheless, 12% of respondents still believe that ESL speakers are not readily accepted, and another 27% aren't sure (Statement 21).

9. **Some Believe Nepotism Occurs in Hiring.** It was evident from the interviews that some PF&R members believe that hiring of new employees is sometimes unduly influenced by relatives who are already PF&R employees. The dilemma here is that, while some observers <u>assume</u> the hiring of a relative is conclusive proof of favoritism, it is well known that good employees tend to refer good candidates, and that the tradition of the fire service runs many generations deep in some families. In the survey, 52% of the respondents disagreed with Statement 25, "You have an advantage for getting hired, if you have a relative who works for PF&R." On the other hand, 43% of the respondents agreed with the statement. While nepotism may not be occurring at all, apparently 4 in 10 believe it is.

10. **Gender Gap Exists at PF&R.** While only 22% of <u>all</u> respondents agreed with Statement 32, "I believe women must "man-up" (compromise their identity) to succeed in the PF&R work culture," 59% of women agreed. Conversely, only 15% of men agreed that women need to compromise their identity in order to fit into the historically male-dominated PF&R work environment. Many women appear to be experiencing a quiet form of resentment at the Bureau. Men in general seem to be

unaware of the social stressors women are facing at PF&R. Among women, "fitting in" is more important than being respected and appreciated for who they are. Being liked -- more importantly, being classified as one of the guys -- has become the seal of approval.

Non-sworn employees are able to recognize the gender gap between men and women more readily. Regarding the "man-up" statement (Statement 32), 50% of the non-sworn members agreed.

Where do PF&R women employees go to get advice from someone in authority? While 75% of men believe that women with dilemmas have someone in authority they can go to for advice, only 50% of the women agree (Statement 31).

Chart 13

Statement 31: Raw Numbers & %	Men	Women
Agree/Strongly Agree	140 (75%)	17 (50%)
No Response	44 (24%)	2 (6%)
Disagree/Strongly Disagree	2 (1%)	15 (44%)
Totals	186 (100%)	34 (100%)

Another disparity between women and men involves sexual advances and jokes. Fifty-three percent (53%) of the surveyed women believe women have had to respond to unwanted sexual advances, but only 19% of men agree (Statement 33). On the general topic of sexually explicit jokes and comments not being tolerated at PF&R, 73% of men agreed, but only 44% of women did (Statement 36), and the 69% average rating of all respondents only improved slightly from 2002's 66%. A similar discrepancy between men and women showed up on Statement 37, "Derogatory jokes and comments about women are not tolerated at PF&R," where men agreed 82%; however, only 56% of the women agreed. Clearly women believe they have to tolerate inappropriate conduct and sexually explicit jokes more often than men think they do.

> By comparison, a national study reports that 84.7% of women firefighters agree with the statement, "I have experienced difficult treatment because of my gender." Only 12.4% of men agreed. *[Hulett, Denise M., and others. National Report Card on Women in Firefighting, p. 3, April 2008.]* By no means does this mean that PF&R should tolerate the current level of sexual advances and jokes in the workplace.

Finally, many of the women's deep-seated feelings about PF&R's social environment go unmentioned, according to information gathered from the survey qualitative responses and interview feedback. Several feel that voicing their opinions and concerns about environmental factors, conditions, and attitudes that stifle self-esteem and creativity would be berated rather than be viewed as elements which lead to continuous organizational improvement. In the greatest disparity found in the findings, 56% of women agree that their opinions are less respected than men's opinions, but only 5% of men agree (Statement 34). Hence, women's true feelings of discontentment remain close to the surface, but are not expressed. When this type of tension exists within the workplace, it can become a breeding ground for low morale, stress, and high turnover.

9. **Many Members Lack Cultural Competence.** Cultural competence is a set of value-added skills. The skill set includes more than tolerating and accepting differences. Learning more about the social and work dynamics of gender, race, age, orientation, etc. in the workplace will equip members with valuable insight regarding various groups' values, norms, and expectations. Having the insight will help members understand behavior, the theory behind logic and reasoning, and even social protocol. Statement 42, "Whites tend to be knowledgeable about cultural and social values of people of color," measures perception about knowledge. Forty-two percent (42%) of the respondents disagreed with the statement and 14% didn't know. Combining the "don't know" responses with those who disagree implies that the majority of the respondents could not agree that whites are culturally competent. At the time of this report writing, it appears that members do not view diversity as a competency. Their understanding about diversity appears to center on avoiding discrimination and recruiting more people from diverse backgrounds.

Celebrating cultural uniqueness promotes harmony and rich discussions about diversity. Currently, PF&R has not placed high priority on promoting cultural competence. Regarding Statement 45, "PF&R makes a point to celebrate ethnic diversity (observing ethnic holidays, special events & celebrations, and having productive discussions about diversity, etc.)," only 45% of the respondents could agree with the statement; 40% disagreed with it; and 15% didn't know.

PF&R may be under the impression that members must be invited to a City or neighborhood event to celebrate diversity. Organizations that are proud of their diverse workforce self-initiate the time and resources to acknowledge their talented diverse teams and individuals. This does not mean recognizing women and persons of color only; men and whites have cultural strengths well worth acknowledging. Such organizations even place diversity on managers' performance scorecards

(agreed-upon work expectations). In time -- and similar to the safety culture -- the application of diversity practices becomes a PF&R lifestyle.

10. **Lack of Clarity and Understanding of Sworn and Non-sworn Job Functions.**
Statements 47 and 48 were segmented out by sworn and non-sworn. Chart 14 clearly points out perception differences that have and will continue to cause value conflicts between both classifications of employees.

Chart 14
Sworn and Non-Sworn Employees' Views about Each Other's Work

Statement	Sworn Agreement	Non-sworn Agreement
47. Sworn employees generally understand the roles and responsibilities of non-sworn employees.	56%	27%
48. Non-sworn employees generally understand the roles and responsibilities of sworn employees.	47%	77%

Both sworn and non-sworn employees seem to hold some misperceptions about each other's job role and vital functions. Some of the root causes for the disconnection could be perpetuated by traditional language, such as "sworn and non-sworn." During the interviews, several mid- to higher-level managers used the term "non-sworn."   The consultant provided on-the-spot coaching to upper management about how language conveys status and affects self-esteem. Prefixing a job classification with the word "non-sworn" tends to imply that the non-job does not measure up to a sworn job. Both sworn and non-sworn jobs are vital to the effective operation of PF&R.

History has proven that this type of labeling tends to lower self-esteem; for example years ago, people would refer to people of color as non-white. This label turned off many people of color because it implied that if one was not white, he or she was less valued and important.

11. **Non-Sworn Employees Feel Less Appreciated for Good Work.**   Non-sworn employees are very proud to be members of PF&R. They realize that their work is essential for the operation of the Bureau. However, non-sworn members also feel that their work is often unappreciated and under-recognized by sworn employees. Specifically, while 84% of the sworn respondents feel that non-sworn employees are appropriately recognized and appreciated for their contributions, only 64% of non-sworn respondents feel that way (Statement 46).

Section 5
Recruitment and Selection

Chart 15
PF&R Respondents' Agreement with Statements on
Recruitment and Selection
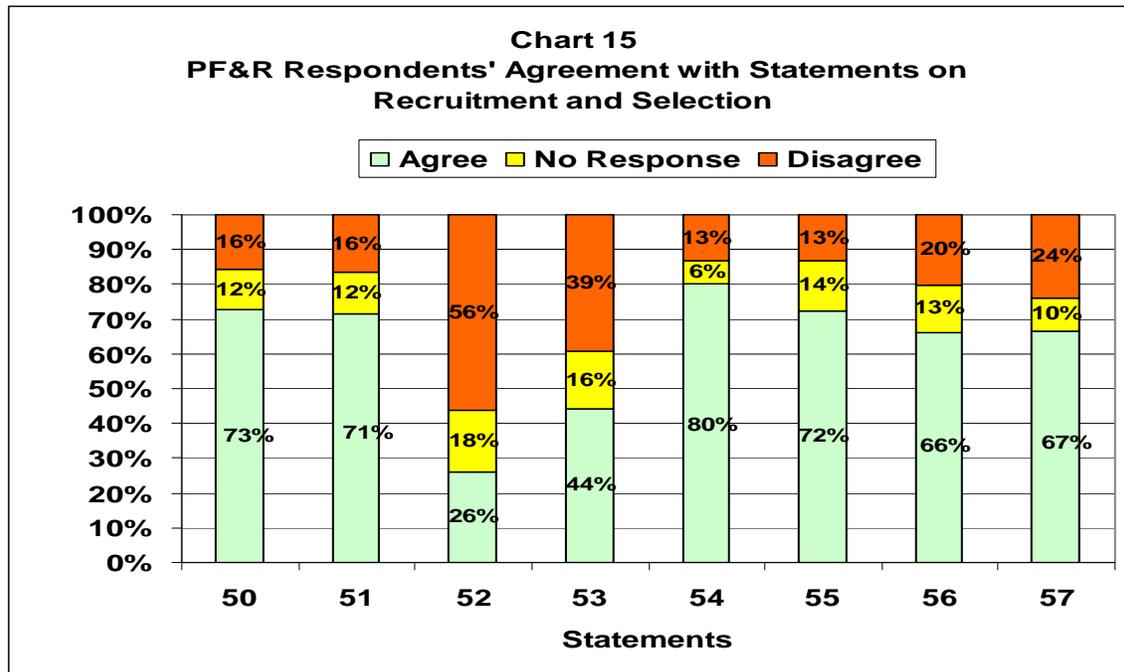
50. PF&R effectively recruits people of color.

51. PF&R effectively recruits women.

52. Our recruitment outreach to people of color and women needs more support.

53. The selection of trainees into the Firefighter Trainee Program is fair.

54. The Firefighter Trainee Program produces qualified candidates for the Firefighter Recruit Academy.

55. The Firefighter Trainee Program produces qualified candidates of color for the Firefighter Recruit Academy.

56. The Firefighter Trainee Program produces qualified women candidates for the Firefighter Recruit Academy.

57. The Firefighter Trainee Program is an important part of PF&R's goal of increasing its ethnic and gender diversity.

Organizational Strengths

3. Increased Effectiveness at Recruiting People of Color and Women. Seventy-three percent (73%) of the respondents agreed that "PF&R effectively recruits people of color" (Statement 50). This is a 6% improvement since 2002. Likewise,

71% also agreed that "PF&R effectively recruits women," an increase of 9% since 2002 (Statement 51). In general, people of color expressed the most agreement and appreciation for the efforts that PF&R has put forth to integrate the Bureau. PF&R has gained momentum in the area of recruitment. Additional information regarding recruitment will be discussed in the Organizational Gaps section.

4. **Firefighter Trainee Program Produces Results.** Eighty percent (80%) of the respondents agreed that the program produces qualified candidates for the Firefighter Recruit Academy (Statement 54). This implies that the curriculum and exercises used within the training program are properly preparing candidates to succeed within the Firefighter Recruit Academy.

Organizational Gaps

1. **Women Question the Effectiveness of PF&R's Recruitment Practices.** Regarding recruiting persons of color, just 41% of women agreed that it is effective (Statement 50: "PF&R effectively recruits people of color"). In addition, only 38% of women indicated that the Bureau is effective at recruiting women (Statement 51: "PF&R effectively recruits women"). One of the reasons women may rate PF&R recruitment effectiveness as partially ineffective is that, in January 2008, women of color comprised only 1% of the workforce (eight women). White women comprised 8% of the workforce and 5% of management (lieutenants, supervisors, and above).

   As has historically been common with many professions, men of color were recruited into PF&R decades before recruitment of women began. The fact that Portland Fire & Rescue has more women firefighters than women in administrative support jobs is noteworthy (44 sworn of 71 total women). This is not to minimize the need for continued recruitment of women and people of color. Rather, it is an acknowledgement that the organization is motivated to include more women as members of the Bureau.

2. **Some Pushback about Recruiting and Outreaching to People of Color and Women.** Concerning the statement that the recruitment outreach to people of color and women needs more support, only 26% of respondents agreed (Statement 52). However, 68% of women agreed, perhaps reflecting their own experiences of joining PF&R. Regarding recruitment and diversifying the Bureau, and based on the interviews and qualitative comments, it appears that many PF&R members were offended by the circumstances that prompted the administration of the 2002 Cultural Assessment Survey. For example, the inappropriate behavior of a few people which

was followed by the requirement that all employees receive cultural diversity training caused some people to view the training as punitive. That led to questioning the concept of placing emphasis on diversifying the Bureau. As a result, some members have become defensive about diversity education and recruitment. Some of the comments expressed in the survey were:

> "Do away with diversity practices. We need to hire based on ability only. I want the very best person for the job watching my back."

> "We as a Bureau should disregard hiring on the basis of race, gender, or sexual orientation, and simply hire on the basis of qualifications and ability to be trained to perform the job in a competent manner."

Fortunately, the fact that all Firefighter Trainees and all Firefighter Recruits pass the same physical, mental, and academic tests – regardless of gender or ethnicity – helps to allay these issues.

Another impediment mentioned by interviewees is that outreach recruitment for sworn personnel is hampered because employment applications for firefighters are only available every other year for a few weeks.

3. **Firefighter Trainee Program Raises Questions of Fairness.** One the most frequently expressed criticisms of the program is that the selection of participants does not appear to be totally objective. Only 44% could agree with Statement 53, "The selection of the trainees into the Firefighter Trainee Program is fair." However, 39% disagreed with it, and the remainder don't know. Although some people have issues with the program, its overall rating is <u>up</u> 14% over the 30% rating it received in 2002.

Now in 2008, some members are questioning the true intent of the program. During the interviews, several employees felt that the selection of candidates has apparently shifted away from attempting to diversify the Bureau with more women and people of color. Now it appears that more white men are entering the Firefighter Trainee Program than the groups that were originally targeted. As one person said in the survey,

> "If the trainee list is for hiring and promoting women and people of color, why are so many white male sons of current white male officers and firefighters being hired through the trainee academy?"

It was mentioned earlier that the Firefighter Trainee Program produces good candidates for the Recruit Academy. Taking the Firefighter Trainee Program into consideration, it can no more be restricted to women and people of color than the Recruit Academy can be restricted to white men. It seems clear that more explanation is needed about the purpose of the Firefighter Trainee Program: to provide people without firefighting experience with the opportunity to learn the skills necessary to join the Recruit Academy.

Section 6
Training and Development

Chart 16
PF&R Respondents' Agreement with Statements on Training and Development
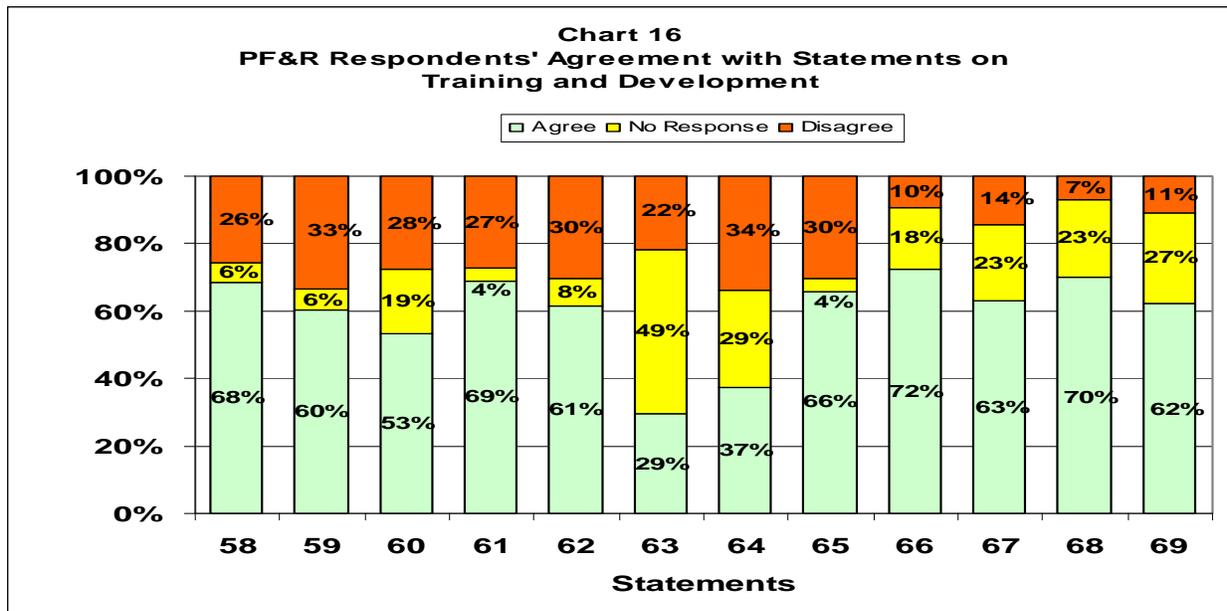
58. PF&R trains supervisors to do their job well.

59. Managers and supervisors do an excellent job with coaching and developing employees.

60. Managers and supervisors at PF&R are well trained in resolving discrimination (including harassment) complaints.

61. I feel like PF&R actively supports my career development.

62. Training at PF&R has helped me develop my conflict resolution skills.

63. My annual performance evaluation is useful for my job performance.

64. I receive an annual performance evaluation.

65. All employees have an equal chance to participate in training classes and advancement opportunities.

66. Women receive appropriate training to advance their careers.

67. Women receive appropriate mentoring and coaching to advance their careers.

68. Persons of color receive appropriate training to advance their careers.

69. Persons of color receive appropriate mentoring and coaching to advance their careers.

Organizational Strengths

2. **Employee Performance Evaluations Work for Some Non-Sworn Members.**
   Sworn personnel do not utilize an annual performance evaluation system. Sixty-eight percent (68%) of the non-sworn respondents indicated that they participate in a formal performance review at least annually. Thirty-two percent (32%) of the non-sworn say the formal review practice is useful for their job performance.

Organizational Gaps

4. **Mixed Perceptions about the Transferability of PF&R's Supervisory Training.**
   Employee agreement with Statement 58, "PF&R trains supervisors to do their job well," was 68%, a 13% increase from 55% in 2002. The 2008 subgroup data on this item showed a 43% gender difference, with 75% of the men and 32% of the women agreeing.   In today's fast-paced work environment, training and professional development activities must be relevant and competency-based.   Employees appreciate being able to apply immediately what they have learned to their job.

   A vital duty of most lieutenants and higher ranked members is to develop people. Providing employees appropriate coaching and guidance will stimulate employees to perform at their best. Statement 59, "Managers and supervisors do an excellent job with coaching and developing employees," measures members' perception in this area.   The all-respondent agreement was 60%; interestingly, persons of color agreed 78%, while women's agreement was only 29%, suggesting that some women believe they are not getting adequate coaching and development.

5. **Continued Improvement Is Still Needed in Conflict Resolution.**   Regarding specific manager/supervisor skill in resolving discrimination complaints, only 53% of the respondents could agree that managers and supervisors are well trained (Statement 60). This is, however, better than the 39% agreement in 2002. On the broader skill of conflict resolution, 61% agreed with the statement, "Training at PF&R has helped me develop my conflict resolution skills" (Statement 62).   While management obviously needs to continue to provide additional continuous improvement education to employees, the 61% rating was more than double the 30% rating of 2002, indicating that significant progress has occurred.

   In addition, managers are almost evenly split as to whether the PF&R-facilitated Dispute Resolution and Communication training provided them with new skills. Of those attending the training, 94 said the training provided new skills, but 101 said it didn't (Statement 93.1). However, this was a stronger result than the City-sponsored

Cultural Competency Management Certification Training, where 45 said they gained new skills, but 74 said they didn't (Statement 93.2).

6. **Career Development Practices Need Strengthening.**   On the subject of career development, 69% of all respondents agreed that "I feel like PF&R actively supports my career development" (Statement 61).   This is 10% higher than in 2002, but still leaves about 3 in 10 employees dissatisfied, indicating that development methods are due for review.   Career development for women and non-sworn employees might merit consideration first, as only half of each group (50% each) agreed with the statement.   Several comments heard from non-sworn employees tend to support these low percentages, such as, "There is no career development in budget planning for non-sworn personnel."

Regarding access, two-thirds (66%) of the respondents agreed with Statement 65, "All employees have an equal chance to participate in training classes and advancement opportunities."   This result is about the same as in 2002 (65%).   The 2008 agreement level is fairly uniform across the subgroups.   Nevertheless, thirty percent (30%) disagreed with the statement about getting equal access to training and advancement opportunities.

Listed below are <u>all respondents</u>' perceptions about the training and development offered to particular groups of employees.   The Statement number is followed by the agreement percentage in parentheses:
- Women receive appropriate training to advance their careers (Statement 66: 72%).
- Women receive appropriate mentoring and counseling to advance their careers (Statement 67: 63%)
- Persons of color receive appropriate training to advance their careers (Statement 68: 70%).
- Persons of color receive appropriate mentoring and counseling to advance their careers (Statement 69: 62%).

Non-sworn respondents tended to agree much lower with the four items than the total group.   The discrepancy may lie in the career option differences between sworn and non-sworn members of PF&R.   For example, it was mentioned during the interviews was "There is no career development in budget planning for non-sworn personnel."   Another interviewee expressed, "There is a big discrepancy between career development for sworn and non-sworn personnel."   The conclusion that can be drawn here is that career development opportunities – and possibly, accessibility to those opportunities – differ for sworn and non-sworn personnel.

Women's agreement on Statements 66 and 67 quoted above were lower than men's agreement. Only 47% agreed that they receive appropriate training to advance their careers (Statement 66), and just 24% agreed that they receive appropriate mentoring and counseling to advance their careers (Statement 67).

Section 7
Promotion

Chart 17
PF&R Respondents' Agreement with Statements on Promotion

☐ Agree ☐ No Response ■ Disagree

Statement	Agree	No Response	Disagree
70	39%	12%	49%
71	27%	14%	59%
72	61%	5%	34%
73	9%	10%	81%
74	65%	7%	28%
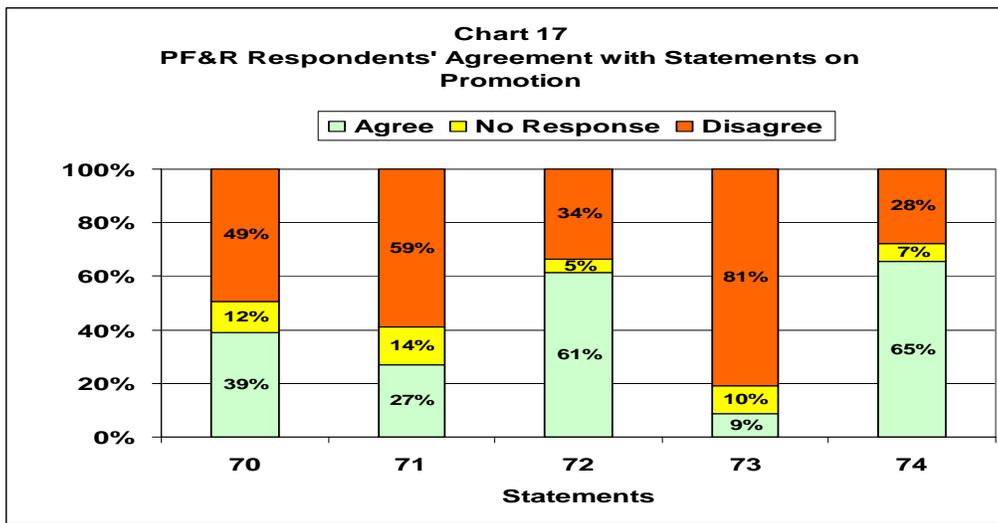
70. It is easier to get a promotion at PF&R if you are a woman.

71. It is easier to get a promotion at PF&R if you are a person of color.

72. All employees have equal opportunities for promotion.

73. It is easier to get a promotion at PF&R if you are a white man.

74. Promotions are based on what you know, rather than whom you know.

Note: For Statements 72 and 74, high agreement is desirable. Because of the wording for Statements 70, 71, and 73, high disagreement is desirable.

Organizational Strengths

3. **Promotions Free from Gender, Race, and Ethnic Bias.** Three statements measured members' perceptions about possible advantages a promotional candidate might have by being a woman, a person of color, or a white man. Here are the results:

   ▪ **Women.** Statement 70 stated, "It is easier to get a promotion at PF&R if you are a woman." Fifty-two percent (52%) of all respondents agreed in 2002; but by 2008, the agreement rate dropped to 39% (a desirable direction) with women and non-sworn members agreeing at only 9% each (also a desirable direction).

   ▪ **Persons of Color.** In 2002, only 29% of the respondents agreed that "It is easier to get a promotion at PF&R if you are a person of color," (Statement 71). By 2008, agreement declined favorably to 27%. Women and non-sworn members in

2008 were almost totally convinced that race or ethnicity is not an advantage, agreeing with Statement 71 at the levels of only 6% and 5%, respectively.

▪ **White Men**. Just 9% of all respondents agreed in 2008 with Statement 73, "It is easier to get a promotion at PF&R if you are a white man." (This statement was not included in the 2002 survey.)

These three results imply that, in the opinion of the majority of respondents, gender, race, and ethnicity do not make it easier for a member to get a promotion at PF&R.

4. **More Respondents Viewing Promotions as Fair.** Statement 74 said, "Promotions are based on what you know, rather than whom you know," to which there was 65% agreement. This is an increase of 20% from the 2002 result of 45%. The trend is definitely in a favorable direction, and suggests that an increasing number of employees agree that promotions are based on merit, rather than influence.

Organizational Gaps

3. **Misperceptions Linger about the Advantages of Gender.**   Although the percentage is declining, thirty-nine percent (39%) of all respondents to Statement 70 still believe that women have an edge over men in getting promoted. Four times as many men believe this as women (men, 44%; women, 9%). Similarly, 41% of women believe men have a promotional advantage (Statement 73, ""It is easier to get a promotion at PF&R if you are a white man").

With four out of ten men and the same proportion of women currently believing that the opposite gender has an advantage, there is obviously a perception gap between men and women about who has an advantage for promotions. Unfortunately these perception differences have contributed to both genders' second-guessing each other's fit and possibilities within the Bureau. Regardless, it is clear that the belief that either gender has an easier time getting promoted is falling.

If anything, women are slightly underrepresented among managers and supervisors. In January, 2008, women constituted 9% of the total PF&R workforce, but they composed only 6% of the managers and supervisors, with the highest ranking woman being a battalion chief.

4. **Some Respondents Question Fairness of Promotions.** There are still 28% of the respondents who suspect that promotions are based more on who you know, rather

than what you know (Statement 74). Also, Statement 72, "All employees have equal opportunities for promotion," illustrated perceptions about fairness. Sixty-one percent (61%) agreed with the statement, but 34% disagreed with it. This is a somewhat high percentage of disagreement about PF&R's promotion practices. A small but significant portion of the respondents believe the system has biases, and that at least one bias is that it helps to know someone. This perception can lead to inaccurate rumors in the organization. Care needs to be taken so that members see and experience the fairness of the system.

Section 8
Conflict, Discipline, Discrimination, and Disabilities

Chart 18
PF&R Respondents' Agreement with Statements on
Conflict, Discipline, Discrimination, and Disabilities
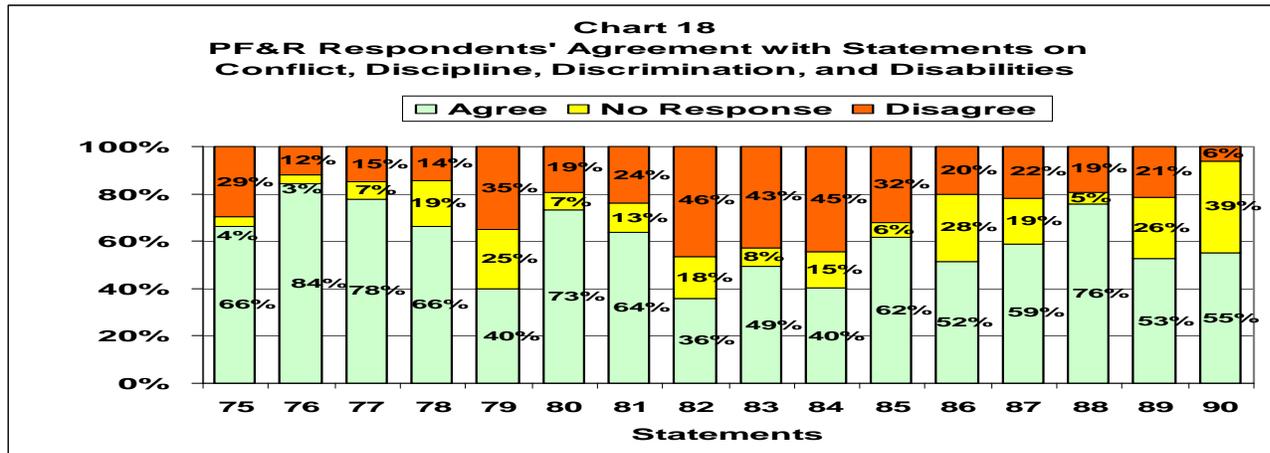
75. I am comfortable addressing disputes which involve racial and gender differences.

76. I have the necessary conflict resolution skills to resolve person-to-person conflict at work.

77. My immediate supervisor is effective at resolving interpersonal conflicts.

78. My immediate supervisor is effective at resolving conflicts that involve racial and gender differences.

79. The Core Leadership Team promptly resolves organizational conflict.

80. PF&R co-workers promptly resolve interpersonal conflicts among themselves.

81. Managers and supervisors promptly resolve interpersonal conflict.

82. Managers and supervisors tend to be reluctant to promptly address racial- and gender-related conflicts because of fear of litigation.

83. If an employee needs discipline, I feel assured the appropriate disciplinary actions will be applied.

84. The Core Leadership Team, managers, and supervisors have established high credibility in properly counseling and disciplining employees as needed.

85. If I made a complaint against another employee, I feel confident that management would promptly handle the matter professionally and provide me with appropriate feedback.

86. I will report being racially harassed at PF&R because I believe it will be dealt with effectively.

87. I will report being sexually harassed at PF&R because I believe it will be dealt with effectively.

88. If someone at PF&R treats me differently, I feel comfortable bringing it to his/her attention.

89. The employee complaint process at PF&R is effective in dealing with discrimination.

90. PF&R employees with disabilities are provided with reasonable accommodations to do their work.

Organizational Strengths

4. **Willingness to Address General Disputes and Conflicts.** Most respondents feel fairly comfortable and competent addressing <u>general</u> work related interpersonal conflicts. Eighty-four percent (84%) agreed with Statement 76, "I have the necessary conflict resolution skills to resolve person-to-person conflict at work"; this was about the same as 2002's score of 85%. The majority of the sub-groups' responses were at an 80% agreement level or higher. Those that were below 80% agreement were only slightly lower: women at 71% and non-sworn employees at 73%. In short, most employees feel equipped to work through general interpersonal conflict.

   When asked to measure their supervisor's effectiveness, "My immediate supervisor is effective at resolving interpersonal conflicts," 78% agreed with the statement (Statement 77). When breaking it out by sub-groups, women's agreement with this statement was only 56%. Most members believe that their supervisors are comfortable and skilled at resolving general interpersonal conflict.

5. **Noticeable Reductions of Discrimination and Harassment.** The Fire Chief and CORE desire a discrimination- and harassment-free work environment. PF&R has a zero tolerance of discrimination and harassment. Discriminatory behavior will erode PF&R's close family value. See Charts 3-A and 3-B displayed above in the 2002-2008 Gap Analysis section for more details about the specific number of employees who believe they have experienced or witnessed discrimination and harassment over the past three years. There has been a measurable decline in the number of people who felt discriminated against as well as those who witnessed discriminatory practices on the job.

6. **Accommodations for People with Disabilities are Being Made.** Thirty-nine percent (39%) of the respondents may be unaware of what PF&R is doing in the area of providing appropriate accommodations for people with disabilities. However, 55% agree that PF&R is providing reasonable accommodations.

Organizational Gaps

1. **Many are Uncomfortable with Reporting and Resolving Cross-Racial and Gender Conflicts.** Although most respondents indicated that they feel comfortable and skilled at addressing general conflict, many appear to be awkward when addressing cross-racial and gender disputes. This is not unusual because members

realize that poorly handled race and gender related conflicts can carry legal, financial, and negative social exposure. Many employees tend to avoid reporting and addressing racial and gender conflicts, as well as conflicts with other protected groups, such as age, disability, religion, etc., unless the conflicts are unavoidable. Chart 19 below provides a snapshot of how some PF&R members have responded to inappropriate and perhaps illegal behaviors on their jobs.

As indicated above in Charts 3-A and 3B, the number of perceived incidents of discrimination and harassment has declined. This is a measurable improvement in PF&R's work environment. Yet, there are still a number of people who believe they have experienced some form of job-related discrimination or harassment. At this stage, these perceptions are unsubstantiated. More detail and fact finding must be done to really determine whether discriminatory behavior actually took place. However, the responses do reveal the level of awkwardness and importance regarding the subject.

Even in general society, people tend to avoid confronting others about perceptions of discrimination and harassment because of the grave implications that may follow. These anxieties run deeply in the psyche of Americans and organizations.

In addition to historical social pressures, PF&R's work culture may be a factor. The "family value and team support" organizational aspect of PF&R places a lot of emphasis on fitting in and being a team member. Reporting inappropriate behavior may be viewed as violating team *esprit de corp*s. The family value and team culture is in most part unwritten, but clearly understood and accepted by members. Members realize that it is better sometimes to "go along to get along." Reporting perceived discrimination and harassment is the appropriate thing to do; however, some members may be weighing that obligation against being ostracized and labeled a trouble maker.

People of color seem to have greater faith in the effectiveness of reporting discrimination and harassment. Statement 86, "I will report being racially harassed at PF&R because I believe it will be dealt with effectively," and Statement 87, "I will report being sexually harassed at PF&R because I believe it will be dealt with effectively," elicited low agreement from all respondents and especially from women and white men. See Chart 19 below:

Chart 19

Willingness to Report Harassment Varies

Statement	White Men	Persons of Color	Women
#86. I will report being racially harassed at PF&R because I believe it will be dealt with effectively	47%	73%	26%
#87. I will report being sexually harassed at PF&R because I believe it will be dealt with effectively	56%	75%	41%

Women and white men most likely would not confront and/or report discriminatory behaviors, because perhaps it may hamper their long term fit at PF&R. This tends to reinforce the unwritten rule of "go along to get along." Nevertheless, it is better for the employee to report early to management his/her feelings about being discriminated against, rather than stewing and internalizing resentment.

These environmental factors may have influence on managers, supervisors, and employees' promptness and effectiveness at resolving cross-racial and cross-gender conflicts. For example, Statement 78, "My immediate supervisor is effective at resolving conflicts that involve racial and gender differences," had low agreement among all respondents at 66%. Nineteen percent (19%) of all respondents chose the "don't know/not applicable" response.

Regarding Statement 82, "Managers and supervisors tend to be reluctant to promptly address racial- and gender-related conflicts because of fear of litigation," respondents indicated 45% disagreement; 36% agreement, and 18% didn't know. Although the disagreement was a little higher than the agreement (a desired direction), from an executive perspective, more managers must become comfortable and competent at promptly addressing racial- and gender-related workplace conflicts. It is a new reality of their jobs. Based on interview and qualitative responses to the survey, some respondents believe managers and supervisors tend to procrastinate before attempting to address racial and gender related conflicts because of fear of litigation. Competence and management support should be the primary motivation to promptly address inappropriate behavior, not fear.

2. **Some Dissatisfaction with the Employee Complaint Process.** A little more than half (53% -- up from 49% in 2002) agreed with Statement 89, "The employee complaint process at PF&R is effective in dealing with discrimination." Thirty-one percent (31%) disagreed and 26% didn't know. It is understandable that one-fourth of the respondents would not know about the complaint system if they have had no

reason to know; however, receiving disagreement from practically one-third of the respondents deserves further investigation.

3. **Split Feelings about the Core Leadership Team's Effectiveness.** The responses to two statements tend to illustrate members' opinions about the CORE's operational effectiveness.   Statement 79, "The Core Leadership Team promptly resolves organizational conflict," elicited 40% agreement and 35% disagreement from respondents; Statement 84, "The Core Leadership Team, managers, and supervisors have established high creditability in properly counseling and disciplining employees as needed," received a 40% agreement and 45% disagreement. The low level of agreement with these two statements implies a significant disconnection between the CORE and the rest of the members. Based upon the responses to these two statements, as well as the qualitative input received by the consultant, the disconnection tends to fall into three broad areas:

   d. <u>Setting the proper tone and climate for applying diversity practices</u>. It appears that the 2002 diversity/workforce development strategy was a reactive strategy, rather than a proactive strategy. A positive business case was not established, shared, and branded in PF&R.

   e. <u>CORE is viewed as being too slow to respond to vital issues and challenges facing PF&R</u>. The team comes across as cohesive. The communication within the team appears to be open and fluid. They may be a bit guarded in their approach for sharing vital information, especially in the area of diversity. However, it seems that the team's response for sharing their analysis and strategy for dealing with pressing issues is slow. Sometimes it is wiser to give timely announcements on issues that everyone is talking about than to say nothing.

   f. <u>CORE has lost some creditability in the areas of resolving conflict</u>. Many members don't think the CORE is open enough with their communication to them; they expect more substance from the team, especially about conflicts that can have a negative impact on the Bureau. From the point of view of many PF&R members, conflict avoidance appears to be the CORE's desired mode for addressing "hot" issues. As one interviewee said, "Problems on the third floor just don't get dealt with."   In reality, the team does deal with hot issues and reports to higher level authority, perhaps more so than they do with their own members.
   The CORE must be effective and persuasive at communicating with various internal and external groups: PF&R members, unions, City of Portland officials,

and the community.   They work in a political and ever-changing climate. Effective and frequent communication is a vital tool for their success and credibility.

Next Step Recommendations

Several of the following recommendations are applicable to more than a single organizational gap. The recommendations are listed in order of priority and have suggested timeframes for implementation over a two and one-half year time period. NAI is fully aware that the implementation of the recommendations is solely based on CORE's and the City's priorities. If desired, PF&R could implement several recommendations simultaneously. NAI has considered cost, value, and expected return from each recommendation; hence PF&R should be able to realize measurable results within a relatively short time frame without significant budget expenditures.

The recommendation priority and timeframe listed below will increase PF&R members' cultural competence, awareness, and appreciation of diversity within the Bureau. PF&R may choose to incorporate some of the recommendations into other PF&R initiatives. The ideal strategy is to move diversity from simply a training strategy to a measurable, operational practice.

NEXT STEP RECOMMENDATIONS	
Year	**Activity**
2008	**1. Build a Solid Business Case (Reason) for Diversity Practices in PF&R.** Unfortunately, an incident triggered the primary need to address diversity. Shortly after the incident, a consultant was commissioned to conduct an organizational culture assessment in 2002. Training was recommended for PF&R members. Soon thereafter two trainings were rolled out. During that period an explicit and proactive diversity business case (reasons why, and the value of diversity practices) was not properly established within PF&R. As such, many members and some managers have communicated through word-of-mouth an incomplete and, in some cases, a negative reason for diversity. Some members also viewed and, in some cases, still view diversity as a distraction, rather than a value-added operational practice. Apparently the 2002 diversity training was too generic for PF&R. Several members who responded to the 2008 survey felt that the training wasn't relevant enough to PF&R's 24/7 work practice. They desired more applicable examples that directly tie back to their jobs. It appears that a lot of emphasis appeared to be placed on general awareness, avoiding discrimination, reducing conflict, and recruiting women and people from diverse backgrounds. It did not specify a definition of diversity, emphasize the role of the CORE, nor did it establish a process to properly brand diversity as a value-added set of skills. Listed below are strategies that will, with proper execution, promote pride and add substance to PF&R's diversity strategy and philosophy. c. <u>CORE should continue to emphasize the benefits of diversity and reposition it as a value-added PF&R Guiding Principle:</u> "We set high standards for ourselves – valuing and promoting professionalism, diversity, integrity, pride, competency, commitment, and tradition." The CORE should start by discussing the 2008 Cultural Reassessment findings. Some of the discussions should center on what the

NEXT STEP RECOMMENDATIONS	
Year	**Activity**
2008	CORE has done to help build the diversity business case, as well what missteps may have contributed to its current state of fuzziness and, in some cases, apparent resentment about diversity. CORE members should be encouraged to offer practical solutions that will advance PF&R's diversity and workforce development strategy. CORE should also start socializing the value of diversity and important "lessons learned" during their discussion about the 2008 Cultural Reassessment Findings Report. Following the in-depth discussions within CORE, a similar process should be completed with the rest of the managerial leadership team (mid- to upper level). A highly skilled facilitator should assist CORE with working through the discussions. To give substance to the discussions, CORE should address the following conditions within the Bureau: ▪ Best method to equip supervisors with talking points that will enable them to lead productive discussions on how PF&R's Guiding Principle makes the Bureau a superior operation. Look for the advantages that can be gained from all of PF&R's Guiding principles. ▪ Should the perceived lack of bilingual employees (sworn and non-sworn) be addressed? If so, how? ▪ Some PF&R members generally feel that they do not receive feedback and adequate recognition for good work. What should CORE's response be to their feelings? ▪ There are vast differences of views about the work environment between men and women: - Several women questioned their fit in the work environment. Should CORE gather more details about these feelings, and if so, how?

NEXT STEP RECOMMENDATIONS	
Year	**Activity**
2008	- A large proportion of the women respondents feel their voices are not heard and respected. 53% of women indicate that they receive unwanted sexual advances and inappropriate jokes; whereas only 19% of men concur. 59% of women feel that they have to "man-up," whereas only 15% of men concur. - About 1/3 of the responding women do not feel there is someone with authority whom they trust and can connect with to get advice regarding women's issues. - Women tend to feel that they need to "go along to get along," even if it means suppressing their gender identity. - Why are most employees reluctant to report incidents and/or perceptions of discrimination and/or harassment? - The concept of diversity must be inclusive – whites, persons of color, women, men, sworn, non-sworn, etc. We all have strengths to contribute. How should CORE convey this vital aspect of diversity? - There is a lack of clarity and understanding of sworn and non-sworn job functions. Why is this so prevalent? - The Firefighter Trainee Program raises questions of fairness. Do the trainees have an advantage? Should more persons of color and women be enrolling in the program? Clarify that PF&R cannot lower physical, academic, or training standards, nor can it hold position openings specifically for women or people of color. - Discuss the depth and breadth of PF&R's current recruiting strategy. b. <u>Note and present practical examples of how diversity gives PF&R a unique service advantage</u>. CORE should discuss and note how the application of diversity has and will continue to benefit PF&R. Identify real practical examples of how diversity has made the Fire Bureau more effective and productive. Share some of the best examples with managers

NEXT STEP RECOMMENDATIONS	
Year	**Activity**
2008	and supervisors. Direct managers and supervisors to lead short, focused discussions with their members about the Guiding Principles. For example, ask for practical examples of how the diversity oriented principle has or is being demonstrated at stations and within offices by sworn and non-sworn members. In time members will feel prouder of their diverse employee population's talent, experience, and uniqueness. The successful implementation of this strategy will also help to socialize an element of status "coolness" to work for PF&R in diverse communities. In turn, PF&R would be able to attract more qualified people from diverse backgrounds as candidates for employment. c. <u>Post PF&R's mission and guiding principles in strategic positions</u> at each station in common gathering areas for members, as well as in public areas where Portland citizens can read and appreciate. Make the signage very visible at a glance. From time to time, during regular meetings ask members to share a "Diversity Moment" (Example of how diversity played a factor during a decision making process, event, or situation.). This activity promotes diversity. d. <u>Celebrate Diversity with the "PF&R Touch</u>." Continue to demonstrate pride in PF&R's mission, guiding principle, and diverse workforce. Seek out opportunities to recognize ethnic holidays in a symbolic fashion regardless of whether the City celebrates the holiday. For example: Black history month, Asian history month, Cinco de Mayo; and research and point out major accomplishments of women and persons of color within PF&R, as well as firefighters in Oregon or even in other states. Point out and recognize PF&R members who have made a positive difference in advancing PF&R's diversity practices. In short, let members know that PF&R is proud of its people and diversity practices. CORE needs to identify who will lead this campaign.

NEXT STEP RECOMMENDATIONS	
Year	**Activity**
2008	**2. Carefully Brand Diversity (Cultural Competence) as a Vital Skill for PF&R Members.** There are several things that might be done, for example, a) From time to time, the Fire Chief should devote time to discussing best diversity practices during the Chief's Corner TV Show; b) Feature a story about how diverse employees made a difference in the lives of citizens and other members; c) Include a discussion about PF&R's Guiding Principle in the Firefighter Trainee Program and new employee orientation; and d) Occasionally produce a TV show that highlights diversity, without the show having diversity in its title. Also, require all supervisory personnel to complete an <u>advanced competency-based diversity, coaching, and professional development educational series</u>. The series would consist of four 2-hour, hard-hitting modules. Each module would address specific skills, such as how to properly respond to accusations of disparate treatment because of race, gender, age, proper protocol in the homes of citizens, etc. The curriculum would be approved by the Professional Development Forum (see Recommendation 4 for more details). Ideally, some of the training sessions could be videotaped and used as discussion starters for future training. Finally, work with and coach members about the necessity of being culturally competent. Position diversity similar to the way safety training was presented: attending safety training does not imply that trainees operate in an unsafe manner; it simply implies that the organization wants its employees to be ahead of the education curve regarding the subject. In time, like safety, diversity practices will become a lifestyle.

NEXT STEP RECOMMENDATIONS	
Year	**Activity**
2009	**3. Address the Perception Disparity between Women and Men.** Throughout the report, women's views about PF&R's work environment were much less complimentary than men. There appears to be a pervasive form of subtle discontent among women about their "fit" within the Bureau. Based on the assessment findings, many women in both sworn and non-sworn jobs do not feel their voices are being heard. Several women tend to "go along to get along," even if it means suppressing their gender identity and opinions. NAI recommends that CORE host a <u>Women's Roundtable Discussion</u> about women in PF&R with emphases on what works well and what can be improved. The roundtable should be comprised of 7 to 9 women from the Bureau at different levels (sworn and non-sworn) and up to two members of the CORE. A woman should facilitate the roundtable discussion. A good icebreaker to stimulate a rich discussion could include some of the findings from this report. The woman facilitator must be someone with high creditability and skill. She could be someone from outside PF&R, or even a woman from another fire department. Someone should serve as scribe during the roundtable and record key points. Perhaps the discussion could be videotaped by PF&R TV. Ideas from the discussion and this report should be given to CORE for review and possible implementation. PF&R should look at the recommendations made by <u>A National Report Card on Women in Firefighting</u> for specific suggestions on recruiting and retaining women firefighters. (Marc Bendick, Jr., Bendick and Egan Economic Consultants, Inc., 4411 Westover Place NW, Washington, DC 20016, (202) 686-0245, <u>bendickegan@mindspring.com</u> ; <u>www.bendickegan.com</u>)

NEXT STEP RECOMMENDATIONS	
Year	**Activity**
2009	**5. Create a PF&R Professional Development Forum.** The purpose of the forum would include, but not be limited to: a. Discussing and recommending vital competencies, skills, and abilities PF&R members must master. b. Discussing "hot topics" affecting PF&R and offering suggestions to the CORE. c. Evaluating future training designs (all types) and offering feedback and ideas to ensure that the training and/or education are relevant to the Bureau. d. Offering ideas for preparing members to meet the increasing demands of diversity, for example: hiring and retaining people from Generation Y, critical skills for applying best diversity practices, etc. e. Other focus areas will be addressed as the forum matures. An outside consultant should facilitate the <u>first few meetings</u>. Ideally, the consultant should have experience working in fire departments and/or relate well to firefighters. During these initial meetings, the consultant will assist the forum with: ▪ Defining the forum's purpose and scope. ▪ Clarifying and establishing reporting protocol. ▪ Establishing operational communication and behavioral norms that will ensure candid, honest, and professional discussions. ▪ Discussing the assessment findings and implications to education, its design and fit within PF&R. ▪ Ensuring that the forum's member composition is diverse (race, gender, rank, sworn, non-sworn, etc.). ▪ Determining the length of time one can serve as a member of the forum. ▪ All members should be at least at the supervisory level. The forum must be sanctioned by the Fire Chief. The forum would report to a member of the CORE. During the first year, the forum would meet at least quarterly or on an as-needed

NEXT STEP RECOMMENDATIONS	
Year	**Activity**
	basis. Creating the forum and encouraging its members to comment about the design of all future training and education will motivate PF&R's members to buy into the educational process, regardless of the topic. In time, the forum will gain status, and participants will feel proud to be a member.
2009	**5. CORE Should Become More Strategic with their Communication to PF&R Members.** Within PF&R no one stood out as a diversity champion. Someone from CORE should be assigned the responsibility of PF&R's diversity strategy and advancing all employees' cultural competence. This person should be encouraged to challenge the system and remove obstacles that could impede continuous improvement. In addition, CORE should make it a regular practice to communicate with PF&R members the Bureau's position regarding hot issues, new strategies, the Bureau's expectations, progress made, etc. More creative communication channels should be developed and put in place, such as periodic appearances on PF&R TV, expressing opinions about the Bureau on the roller-board, directing subordinate managers and supervisors to "echo" vital statements from CORE during their meetings with members, e-mailing vital messages to members, and responding to their questions either by e-mail or TV. CORE needs to become more symbolically attached, but not intrusive, to PF&R members. CORE needs to stand in front of PF&R's issues and expectations, such as diversity, recognizing employees for doing good work, and preparing the Bureau for the future.

NEXT STEP RECOMMENDATIONS	
Year	**Activity**
2009	**6. Continue to Raise the Performance Expectations of PF&R Managers and Supervisors.** Although there were measurable improvements in PF&R's diversity and workforce development practices, the Bureau still needs to raise its performance standards and expectations, starting with managers and supervisors. As mentioned in the <u>Interpretation of the Findings</u> section of this report, 80% agreement with positively stated statements should be the minimum performance standard for PF&R's managers, supervisors, and members. On some of the most crucial topics, CORE may want to strive for goals higher than 80%. PF&R should place more emphasis on *continuous improvement* operational practices. Managers and supervisors <u>must</u> become more proficient at addressing racial- and gender-related conflicts, and they must be more forthright at communicating perceptions of discrimination on the job. They need practical tools for working through conflicts and disputes.
2009	**7. Select Appropriate Candidates for the Firefighter Trainee Program.** As mentioned in this report, some members questioned the fairness of having such a program, but more specifically who is selected for enrollment. Questions were raised about the perceived low number of women and persons of color enrolling in the program. Several members felt that more creative recruiting strategies should be deployed in order to reach women and people from diverse backgrounds.

NEXT STEP RECOMMENDATIONS	
Year	**Activity**
2010	**8. Develop New Methods to Recruit Excellent Candidates for PF&R.** NAI recommends providing PF&R's recruiter with coaching and guidance on best practices for recruiting and outreaching in diverse communities and cities.

**Appendix A
Interview Questions**

Nesby + Associates, Inc.

Navigating Change For Success

To: Curtis Smith
               Clarence Williams
               Antoinette Edwards
From: Tom Nesby
Subject: Focus Group and Individual Interviewing Process
Date: February 11, 2008

The interviews will proceed well when you set the proper tone and create an environment that fosters trust and relaxation.

<u>Focus group interviews</u>. Focus group interviews are 90 minutes in duration. Two consultants will conduct the interview. One consultant will serve as a facilitator and leads the interview and the other serves as a scriber. The scriber records participates responses on large newsprint (flipchart) pad during the interview. The scriber should be sure to record <u>all</u> of the participants' salient comments.

<u>Individual interviews</u>. Individual interviews are 60 minutes in duration. The interviewer will ask the questions and record the participant's responses.

<u>All responses must be submitted to me in Microsoft Word format</u>.

Please carefully review the Snapshot Assessment Interview Process and Procedures listed below:

1. **Introduce yourself and your role at Nesby + Associates, Inc. (NAI).**

2. **Overview NAI's history.**
   a. NAI has been in business for 30 years
   b. NAI is corporately headquarters in Renton, WA and has an office in Shillington, PA
   c. NAI has provided solutions to over 170 organizations and corporations and trained and developed over 120,000 managers and employees
   d. NAI has developed a national reputation for advancing employees' and corporations' cultural competence, leadership ability, and alliance building skills
   e. Tom Nesby is the CEO.

3. **Overview why NAI was engaged by PF&R.**
   NAI was hired in January 2008 to conduct an organizational cultural reassessment. The strategic intent for the reassessment is:
   a) Define PF&R current work environment as it relates to applying productive workforce development and diversity practices.

b) Measure progress made from 2002 to the present.
c) Provide PF&R with practical, continuous improvement recommendations.
d) Present a comprehensive, easy to read Cultural Reassessment Findings Report.

4. **Interview selection process.** Inform the participant(s) that NAI utilized a random sampling approach to select candidates to participate in the interview phase of our process.

5. **Confidentiality policy.** Indicate that NAI will not source individual comments from the interviewees. We will report common themes and comments. For example, if 5 out of the 7 people who participated in the interview say pretty must the same thing, we will include the common themes and comments in our report.

6. **All Employee Cultural Reassessment Survey**. Inform employee(s) that NAI will use the insight gained from the interviewing phase of the project to design and administer an All Employee Cultural Reassessment Survey. It will be mailed to their home with a postal paid envelop addressed to NAI. Inform participates that they are expected to complete the survey and mail it back to NAI. The survey will be administered from March 30th to April 18th.

7. **Human Diversity Defined.** Variety within a particular group, particularly based on ethnic and cultural differences such as race, gender, social/economic class, age, physical ability, religion, sexual orientation, or any other recognizable difference which influences values, norms, and expectations.

8. **Qualitative Assessment.** Pass out the interview questions and ask the interviewee to read all 8 questions. Free Association Period. After he/she has read the questions, ask if he/her would care to share any feelings or comments about PF&R in relationship to workforce development and the application of diversity practices. Record impromptu comments. Sub-title this feedback, General Comments. Allow up to 5 minutes of free association.

   Ask the interviewee the first question and you record the answer on your note pad or newsprint. Follow the same procedures until all 8 questions have been answered.

9. **Thank the participant(s).** Thank the participants for their contribution to the process.

See the next page for the interview questions.

Organization Cultural Reassessment
Qualitative Questions

<u>**Human Diversity Defined**</u>:

Variety within a particular group, particularly based on ethnic and cultural differences such as race, gender, social/economic class, age, physical ability, religion, sexual orientation, or any other recognizable difference which influences values, norms, and expectations.

1a. What aspects of the Portland Fire & Rescue (PF&R) work environment do you believe are admired by employees? Please describe and be specific.

   1b. What aspects of the Portland Fire & Rescue (PF&R) work environment do you believe are admired by employees from diverse socio-economic backgrounds (people of color – minorities, women, people who speak English as a second language, gays, lesbians, etc.)? Please describe and be specific.

2. Please share your opinion about the quality of work relations between the following groups:

   - Men and Women

   - People of Color (minorities) and Whites

   - Sworn and Non-sworn employees

3. Over the past few years, how effective has PF&R management been at conveying the value of inclusion in recruiting, accepting, and promoting people from diverse backgrounds and women?

4. Since 2002, PF&R has provided you workforce development and diversity training. Specifically, what have you gained from the training and education?

5. What tends to frustrate you the most about PF&R applying workforce development and diversity practices?

6. Assume you have a serious complaint about the working conditions or about another employee and decide to bring it to the attention of management. What is your opinion about PF&R management's and the City's methods of working through conflicts? Be specific.

7. What are the three most important changes the Core Leadership Team should make in order to significantly improve workforce development and diversity practices? Be specific.

8. What else should we (Nesby + Associates, Inc.) know about PF&R's strengths and challenges that it faces?

Appendix B

**Cultural Reassessment Survey,
with Chief's Letter and Instructions**

WE RESPOND
Always Ready
Always There

Portland Fire & Rescue

2008
Cultural Reassessment Survey

By

Nesby + Associates, Inc.

Portland Fire & Rescue Logo

April 23, 2008

To: All Members of Portland Fire & Rescue

Regarding: All-Employee Cultural Reassessment Survey

You are receiving this survey at your home to insure your complete confidentiality.

As many of you know, PF&R has contracted with Nesby + Associates Inc. to develop, administer, and analyze the cultural reassessment of PF&R's workforce. We are making good progress with launching the All-Employee Cultural Reassessment Survey portion of the process. To be successful your personal input is very important, so please complete the survey as soon as possible.

Please take the time necessary to answer all of the items in the attached **2008 Cultural Reassessment Survey**. We anticipate that the survey should take no more than 45 minutes to complete. You are welcome to complete the survey at your home or at work if your desire. If you would like to do it at work let your supervisor know so they can allow you time during your workday to get it completed. Place the completed survey in the self-addressed, postage paid, envelope to Nesby + Associates and mail it by Postal Service mail by **May 14, 2008**. *Your responses are and will continue to be confidential.*

I encourage you to be open and candid. We all will benefit greatly from your thoughts and opinions, as information gathered from the survey will be used to help in planning for the future of the organization.

Thank you for completing and returning the survey on time. If you have any questions about the process, please contact Division Chief John Nohr at 503-823-3944.

I appreciate your participation on this project.

Sincerely,
Dave Sprando
Fire Chief

Portland Fire & Rescue (PF&R)
2008 Cultural Reassessment Survey

Survey Intent:
- Define the PF&R current work environment as it relates to applying productive workforce development and diversity practices.
- Measure progress made from 2002 to 2008.
- Provide the PF&R practical continuous improvement recommendations.

Confidentiality. Your responses to the following items are sincerely requested, and will be kept confidential. Participants' responses will be aggregated and reported to Portland Fire & Rescue, but names will not be reported.

Directions:
Please answer all of the survey items and questions and <u>be sure complete the survey demographics page</u>. The survey contains a place at the end for you to enter comments and suggestions.

1. **Definitions.** Before going on to the items below, please take a moment <u>now</u> to read the definitions:

   <u>Core Leadership Team</u> – Fire Chief, Division Chiefs, Fire Marshall, Sr. Business Operations Manager, and Human Resources Coordinator.

   <u>Human Diversity</u> – Variety within a particular group, particularly based on ethnic and cultural differences such as race, gender, social/economic class, age, physical ability, religion, sexual orientation, or any other recognizable difference which influences values, norms, and expectations.

   <u>Managers and supervisors</u> – All sworn officers from Lieutenant through Deputy Chief (does not include Core Leadership Team), and civilian (non-sworn) managers and supervisors.

   <u>POC</u> – People/Persons of Color (African American/Black, Asian/Pacific Islander American, Native American, and Latino American).

2. **How to Respond.** Circle the item that best represents your opinion.
   - Circle number **1 Strongly Disagree (SD)** if you strongly disagree
   - Circle number **2 Disagree (D)** if you disagree, but not strongly
   - Circle number **3 Agree (A)** if you agree, but not strongly
   - Circle number **4 Strongly Agree (SA)** if you strongly agree

3. **What if I'm not sure about an answer?** If you have no knowledge about an item, have absolutely no opinion, and/or the item has no relationship to your position at PF&R., you may circle "**0**" *Not Applicable (NA).* However, if you have **some knowledge or opinion** about the item, **please *do* respond** with a 1, 2, 3, or 4. Your response is valuable.

4. **Responding to open-ended questions.** Please clearly write or print your answers.

How to Return this Survey. Please fold and place the completed survey in the enclosed stamped addressed envelope and **mail it by <u>May 14, 2008</u>**. If the envelope has been misplaced, mail the completed survey to the address on the last page of this survey.

Thank you for your time and thoughtfulness!
Tom Nesby
CEO, Nesby + Associates, Inc.

Instructions:

Please <u>circle</u> the one number that best represents your opinion about the following assertions. Answer each item.

0 = Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree

#	Item	NA	SD	D	A	SA
1.	I believe in PF&R's mission statement.	0	1	2	3	4
2.	I fully support applying diversity strategies to reinforce our guiding principle, "We set high standards for ourselves – valuing and promoting professionalism, diversity, integrity, pride, competency, commitment, and tradition."	0	1	2	3	4
3.	PF&R has shared with employees relevant examples of the diversity guiding principle.	0	1	2	3	4
4.	I am completely aware of PF&R's reasons (business case) for applying diversity and workforce development practices.	0	1	2	3	4
5.	The Core Leadership Team has done an excellent job at communicating the goals for diversity and workforce development.	0	1	2	3	4
6.	The Core Leadership Team, managers, and supervisors of PF&R are forward-looking in the area of applying diversity practices.	0	1	2	3	4
7.	PF&R managers and supervisors are culturally competent (knowledgeable of various racial and ethnic groups' cultural values, norms, and expectations).	0	1	2	3	4
8.	PF&R has an individual(s) on the Core Leadership Team who is/are seen as a champion(s) for diversity.	0	1	2	3	4
9.	Employees and teams who do good work are recognized in appropriate ways by the Core Leadership Team, managers, and supervisors.	0	1	2	3	4
10.	PF&R managers and supervisors are acutely aware of women's issues in the workplace.	0	1	2	3	4
11.	My supervisor makes me feel like a valued member of the team.	0	1	2	3	4
12.	I feel I can discuss problems with my current supervisor.	0	1	2	3	4
13.	I tend to experience frustration and resistance when I suggest new ideas for improving our organization.	0	1	2	3	4
14.	PF&R has heroes and heroines who support diversity in our workforce.	0	1	2	3	4
15.	I receive regular updates about things going on at PF&R that affect my work.	0	1	2	3	4
16.	Internal communication at PF&R is effective.	0	1	2	3	4

0 = Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree

#	Item	NA	SD	D	A	SA
17.	PF&R policies are clearly communicated to me.	0	1	2	3	4
18.	Managers and supervisors clearly communicate to employees the reasons (business case) for applying diversity practices in our workplace.	0	1	2	3	4
19.	I feel comfortable and respected in my work environment.	0	1	2	3	4
20.	I place safety first in all operational functions.	0	1	2	3	4
21.	English-speaking employees readily accept other employees who speak English as a second language.	0	1	2	3	4
22.	People at PF&R do not make fun of other people who speak with an accent.	0	1	2	3	4
23.	PF&R has a sufficient number of bilingual employees in the office to readily communicate with citizens who speak other languages.	0	1	2	3	4
24.	PF&R has a sufficient number of bilingual employees in the field to readily communicate with citizens who speak other languages.	0	1	2	3	4
25.	You have an advantage for getting hired, if you have a relative who works for PF&R.	0	1	2	3	4
26.	I can rely on my co-workers for my personal safety on the job.	0	1	2	3	4
27.	Gay men who are PF&R members generally hide their sexual orientation.	0	1	2	3	4
28.	Lesbian women who are PF&R members generally hide their sexual orientation.	0	1	2	3	4
29.	I feel comfortable working with gays and lesbians in my workplace.	0	1	2	3	4
30.	Derogatory jokes and comments about gays and lesbians are not tolerated at PF&R.	0	1	2	3	4
31.	If women have dilemmas, there are one or more persons with authority in PF&R who are sensitive to women's issues from whom they can get advice.	0	1	2	3	4
32.	I believe women must "man-up" (compromise their identity) to succeed in the PF&R work culture.	0	1	2	3	4
33.	I believe women have had to respond to unwanted sexual advances from others within PF&R.	0	1	2	3	4
34.	Women's opinions are less respected than men's opinions.	0	1	2	3	4
35.	I feel comfortable cohabiting with members of the opposite sex during my work shift.	0	1	2	3	4

0 = Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree

#	Item	NA	SD	D	A	SA
36.	Sexually-explicit jokes and comments are not tolerated at PF&R.	0	1	2	3	4
37.	Derogatory jokes and comments about women are not tolerated at PF&R.	0	1	2	3	4
38.	If persons of color have racial dilemmas, there are one or more persons with authority in PF&R who are sensitive to racial issues from whom they can get advice.	0	1	2	3	4
39.	Persons of color have to prove themselves more than whites do on the job.	0	1	2	3	4
40.	It is more important for a person of color to "fit in" rather than bring attention to his/her racial and ethnic uniqueness.	0	1	2	3	4
41.	Knowledge of other cultures improves my job performance.	0	1	2	3	4
42.	Whites tend to be knowledgeable about the cultural and social values of people of color.	0	1	2	3	4
43.	Persons with different ethnic and racial backgrounds are treated equally at PF&R.	0	1	2	3	4
44.	Derogatory jokes and comments about race are not tolerated at PF&R.	0	1	2	3	4
45.	PF&R makes a point to celebrate ethnic diversity (observing ethnic holidays, special events & celebrations, and having productive discussions about diversity, etc.).	0	1	2	3	4
46.	Civilian (non-sworn) employees are appreciated by sworn employees for their contributions to PF&R.	0	1	2	3	4
47.	Sworn employees generally understand the roles and responsibilities of civilian (non-sworn) employees.	0	1	2	3	4
48.	Civilian (non-sworn) employees generally understand the roles and responsibilities of sworn employees.	0	1	2	3	4
49.	Civilian (non-sworn) employees' work is valued as important because it supports the work of sworn employees.	0	1	2	3	4
50.	PF&R effectively recruits people of color.	0	1	2	3	4
51.	PF&R effectively recruits women.	0	1	2	3	4
52.	Our recruitment outreach to people of color and women needs more support.	0	1	2	3	4
53.	The selection of trainees into the Firefighter Trainee Program is fair.	0	1	2	3	4

0 = Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree

#	Item	NA	SD	D	A	SA
54.	The Firefighter Trainee Program produces qualified candidates for the Firefighter Recruit Academy.	0	1	2	3	4
55.	The Firefighter Trainee Program produces qualified candidates of color for the Firefighter Recruit Academy.	0	1	2	3	4
56.	The Firefighter Trainee Program produces qualified women candidates for the Firefighter Recruit Academy.	0	1	2	3	4
57.	The Firefighter Trainee Program is an important part of PF&R's goal of increasing its ethnic and gender diversity.	0	1	2	3	4
58.	PF&R trains supervisors to do their job well.	0	1	2	3	4
59.	Managers and supervisors do an excellent job with coaching and developing employees.	0	1	2	3	4
60.	Managers and supervisors at PF&R are well trained in resolving discrimination (including harassment) complaints.	0	1	2	3	4
61.	I feel like PF&R actively supports my career development.	0	1	2	3	4
62.	Training at PF&R has helped me develop my conflict resolution skills.	0	1	2	3	4
63.	My annual performance evaluation is useful for my job performance.	0	1	2	3	4
64.	I receive an annual performance evaluation.	0	1	2	3	4
65.	All employees have an equal chance to participate in training classes and advancement opportunities.	0	1	2	3	4
66.	Women receive appropriate training to advance their careers.	0	1	2	3	4
67.	Women receive appropriate mentoring and coaching to advance their careers.	0	1	2	3	4
68.	Persons of color receive appropriate training to advance their careers.	0	1	2	3	4
69.	Persons of color receive appropriate mentoring and coaching to advance their careers.	0	1	2	3	4
70.	It is easier to get a promotion at PF&R if you are a woman.	0	1	2	3	4
71.	It is easier to get a promotion at PF&R if you are a person of color.	0	1	2	3	4
72.	All employees have equal opportunities for promotion.	0	1	2	3	4
73.	It is easier to get a promotion at PF&R if you are a white man.	0	1	2	3	4
74.	Promotions are based on what you know, rather than whom you know.	0	1	2	3	4

0 = Not Applicable 1 = Strongly Disagree 2 = Disagree 3 = Agree 4 = Strongly Agree

#	Item	NA	SD	D	A	SA
75.	I am comfortable addressing disputes which involve racial and gender differences.	0	1	2	3	4
76.	I have the necessary conflict resolution skills to resolve person-to-person conflict at work.	0	1	2	3	4
77.	My immediate supervisor is effective at resolving interpersonal conflicts.	0	1	2	3	4
78.	My immediate supervisor is effective at resolving conflicts that involve racial and gender differences.	0	1	2	3	4
79.	The Core Leadership Team promptly resolves organizational conflict.	0	1	2	3	4
80.	PF&R co-workers promptly resolve interpersonal conflicts among themselves.	0	1	2	3	4
81.	Managers and supervisors promptly resolve interpersonal conflict.	0	1	2	3	4
82.	Managers and supervisors tend to be reluctant to promptly address racial- and gender-related conflicts because of fear of litigation.	0	1	2	3	4
83.	If an employee needs discipline, I feel assured the appropriate disciplinary actions will be applied.	0	1	2	3	4
84.	The Core Leadership Team, managers, and supervisors have established high credibility in properly counseling and disciplining employees as needed.	0	1	2	3	4
85.	If I made a complaint against another employee, I feel confident that management would promptly handle the matter professionally and provide me with appropriate feedback.	0	1	2	3	4
86.	I will report being racially harassed at PF&R because I believe it will be dealt with effectively.	0	1	2	3	4
87.	I will report being sexually harassed at PF&R because I believe it will be dealt with effectively.	0	1	2	3	4
88.	If someone at PF&R treats me differently, I feel comfortable bringing it to his/her attention.	0	1	2	3	4
89.	The employee complaint process at PF&R is effective in dealing with discrimination.	0	1	2	3	4
90.	PF&R employees with disabilities are provided with reasonable accommodations to do their work.	0	1	2	3	4

The following questions are formatted with different multiple-choice criterion scales. Please carefully read the instructions before answering the questions.

91. PF&R is applying diversity practices at a rate that is (check only one):

☐ Too slow ☐ Too fast ☐ Just right

92. How effective has PF&R been in the following areas? (Use the effectiveness scale below, and underline circle only one number per item.)

1 = Ineffective, 2 = Somewhat Effective, 3 = Average, 4 = Effective, 5 = Highly Effective

92.1.	Increasing the number of POC as firefighters	1 2 3 4 5
92.2.	Increasing the number of women as firefighters	1 2 3 4 5
92.3.	Diversifying the Core Leadership Team	1 2 3 4 5
92.4.	Recognizing and honoring diversity on the job	1 2 3 4 5
92.5	Discussing the dynamics and challenges of diversifying PF&R at all levels.	1 2 3 4 5

93. I have gained valuable new job skills and techniques from completing the following trainings (check only one box for each item).

	Gained new skills and techniques	Did not gain new skills and techniques	Did not attend the training
93.1. Dispute Resolution and Communication (PF&R facilitated)			
93.2 Cultural Competency Management Certification Training (City-wide manager and supervisor training)			

94. Within the last three years, I have underline experienced the following types of discrimination (including harassment) in the workplace (check Yes or No):

#.	Description	Yes	No
94.1	Racial		
94.2	Sexual		
94.3	Disability		
94.4	Age		
94.5	Ethnic Background		
94.6	Sexual Orientation		
94.7	Religious		
94.8	Language		
94.9	Physical Appearance		

95. Within the last three years, I have <u>witnessed</u> the following types of discrimination (including harassment) in the workplace (check Yes or No):

#	Description	Yes	No
95.1	Racial		
95.2	Sexual		
95.3	Disability		
95.4	Age		
95.5	Ethnic Background		
95.6	Sexual Orientation		
95.7	Religious		
95.8	Language		
95.9	Physical Appearance		

96. Within the last three years, if you experienced or witnessed discrimination (including harassment), did you report it to PF&R?

☐ Yes   ☐ No   ☐ Did not experience or witness such behavior.

DEMOGRAPHIC INFORMATION

Please <u>check one</u> answer to each question, and answer <u>all</u> questions. Your answers here give vital meaning to your answers above. No attempt will be made to identify you.

A. What is your age in years? ☐ 18 to 24   ☐ 25-32   ☐ 33-40   ☐ 41-49   ☐ 50+

B. What is your racial/ethnic background?
☐   White (not of Hispanic descent) American   ☐   Asian/Pacific Islander American
☐   Hispanic or Latino American   ☐   Native American/Alaskan Native
☐   African American or Black (not of Hispanic descent)   ☐   More than one race
☐   Other: _____

C. What is your gender? ☐ Woman ☐ Man

D. What is your sexual orientation? ☐ Heterosexual   ☐ Homosexual (Gay or Lesbian)
☐ Bi-sexual   ☐ Transgender

E. What is the highest educational level you have completed?   ☐ High school or GED
☐ Some college or technical training   ☐ Associate's degree ☐ Bachelor's degree
☐ Master's degree   ☐ Doctorate degree
F. What is your position job classification?
☐ Firefighter   ☐ Other Sworn (Lieutenant through Chief)
☐ Civilian (non-sworn)   ☐ Civilian (non-sworn) Manager/Supervisor

G. What is your length of service with PF&R in years?   ☐ 0-5 ☐ 6-10 ☐ 11-15 ☐ 16-19
☐ 20-25 ☐ 26+

H. Are you a person with a disability?   ☐ Yes   ☐ No

I.   Did you enter PF&R through the Firefighter Trainee Program?   ☐ Yes   ☐ No

Closing Questions

What are the three most important changes the Core Leadership Team should make in order to significantly improve workforce development and diversity practices? Be specific.

What else should we (Nesby + Associates, Inc.) know about PF&R's strengths and challenges that it faces?

Thank you for your contribution to PF&R!

Please place the survey in the self-addressed postage paid envelope and mail it to:

Curtis Smith, Ed. D.

Nesby + Associates, Inc.

4811 S.E. Concord Road

Oak Grove, OR 97267

MAIL BY MAY 14, 2008

Appendix C
Survey Respondents Compared to the Total Workforce

Appendix C
PF&R Respondents Compared to the Total Workforce

Chart 20
PF&R Respondents Compared to the Total Workforce
(Categories may not add to 100% because of rounding.)

Category	Percent of Total Respondents in the Category	Percent in PF&R Workforce
Gender		
Women	15%	9%
Men	81%	91%
No Response	5%	0
Race/Ethnicity		
White American	71%	84%
Hispanic/Latino American	2%	5%
African American or Black	2%	4%
Asian/Pacific Islander American	3%	5%
Native American/Alaskan Native	2%	3%
More than one race	9%	0
Other	6%	0
No Response	6%	0
Sworn/Non-Sworn		
Sworn	81%	90%
Non-Sworn	10%	10%
No Response	9%	0%

Appendix D
Comparison of 2002 and 2008 Assessment Benchmarks

Chart 21
Comparison of 2002 and 2008 Assessment
Survey Item Benchmarks

Has PF&R made progress since 2002 toward its desired states? To measure progress trends, the 2008 quantitative survey contained 32 statements that appeared in the 2002 cultural assessment survey. Two of the 32 contained nine sub-items each, so there were a total of 48 data points available for comparison. The 2008 statements were worded either identically or substantially the same as those that appeared in 2002. Strikeout text was unique to 2002; *Italicized text was unique to 2008*. The charts below list the statements, any wording variances between 2002 and 2008, and the percent agreement by all respondents each year. ***In this first chart (Chart 21), all positive percent differences are desirable changes. Two negative changes (noted) are also desirable changes. .***

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
1. Mission & Goals			[No 2002 comparables]			
2. Leadership	02	11	My supervisor makes me feel like a valued member of the team.	87	87	0
	30	12	I feel I can discuss problems with my current supervisor.	87	86	-1
3. Organizational Communication	03	15	I receive regular updates about things going on at PF&R that affect my work.	82	85	+3
	31	16	Internal communication at PF&R is effective.	52	72	+20
	18	17	PF&R ~~policy is~~ *policies are* effectively communicated to me.	79	89	+10
4A. Work Environment: General Climate	28	22	People at PF&R do not make fun of other people who speak with an accent	62	72	+10
	102	26	I can rely on my co-workers for my personal safety on the job.	81	93	+12
4B. Work Environment: Relationships between Men and Women	36	35	I feel comfortable cohabiting with members of the opposite sex during my work shift.	69	84	+15
	87	36	Sexually-explicit jokes *and comments* are not tolerated at PF&R.	66	69	+3
4C. Work Environment: Relationships between People of Color and Whites	26	41	Knowledge of other cultures improves my job performance.	76	86	+10
	100	43	Persons with different ethnic *and racial* backgrounds are treated equally at PF&R.	74	86	+12

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
	47	44	~~Degrading~~ *Derogatory* jokes and comments about race are not tolerated at PF&R.	84	82	-2
4D. Work Environment: Relationships between Sworn and Non-sworns			[No 2002 comparables]			
5. Recruitment and Selection	89	50	PF&R effectively recruits people of color.	67	73	+6
	91	51	PF&R effectively recruits women	62	71	+9
	39	53	The selection of trainees into the Firefighter Trainee Program is fair.	30	44	+14
	86	57	The Firefighter Trainee Program is an important part of PF&R's goal of increasing its ethnic and gender diversity.	71	67	-4
6. Training and Development	83	58	PF&R trains supervisors to do their job well.	55	68	+13
	68	60	*Managers and* supervisors at PF&R are well trained in resolving *discrimination (including* harassment) complaints	39	53	+14
	62	61	I feel like PF&R actively supports my career development.	59	69	+10
	01	62	Training at PF&R has helped me develop my conflict resolution skills.	30	61	+31
	69	63	My annual performance evaluation is useful for my job performance.	30	29	-1
	93	64	I receive an annual performance evaluation.	35	37	+2
	04	65	All employees have an equal chance to participate in training classes and advancement opportunities.	65	66	+1
7. Promotion	25	70	It is easier to get a promotion at PF&R if you are a woman.	52	39	-13 See note*
	95	71	It is easier to get a promotion at PF&R if you are a person of color.	29	27	-2 See note*
	11	74	Promotions are based on what you know, rather than whom you know.	45	65	+20
8A. Conflict, Discipline, and Discrimination: Conflict	42	76	I have the necessary conflict resolution skills to resolve person-to-person conflict at work.	85	84	-1
8B. Conflict, Discipline, and Discrimination: Discipline			[No 2002 comparables]			
8C. Conflict, Discipline, and Discrimination: Discrimination	53	86	I will report being racially harassed at PF&R because I believe it will be dealt with effectively.	51	52	+1

2008 Category	2002 No.	2008 No.	Statement Text	2002 %	2008 %	Percent Difference
	15	87	I will report being sexually harassed at PF&R because I believe it will be dealt with effectively.	60	59	-1
	09	89	The employee complaint process at PF&R is effective in dealing with discrimination.	49	53	+4
	104-113	94.1-94.9	[See next chart, below.]			
	114-123	95.1-95.9	[See next chart, below.]			
8D. Conflict, Discipline, and Discrimination: Disabilities			[No 2002 comparables]			

Negative percentage, but the number indicates a desirable trend because of the statement's wording.

In the following two charts, 22-A and 22-B, the remaining 18 of the 48 2002 – 2008 benchmarks are shown.

Chart 22 - A
Instances of <u>Experiencing</u> Discrimination and Harassment
(Percents rounded. Percent Difference = 2008 minus 2002. Minus % difference is desirable.)

2002 No.	2008 No.	"Within the last three years, I have <u>experienced</u> [underline added] the following types of discrimination (including harassment) in the workplace:"	2002 % Yes	2008 % Yes	Per-cent Differenc e	2008 Actual Respon- dents
104	94.1	Racial	5	3	-2	8
105	94.2	Sexual	7	7	0	16
106	94.3	Disability	2	3	1	7
107	94.4	Age	11	9	-2	21
108	94.5	Ethnic Background	5	2	-3	5
109	*	Gender-Based	9	*	*	*
110	94.6	Sexual Orientation	3	2	-1	5
111	94.7	Religious	8	4	-4	9
112	94.8	Language	3	1	-2	3
113	94.9	Physical Appearance	15	8	-7	18

* Not included in 2008 survey because of potential overlap with "sexual" category.
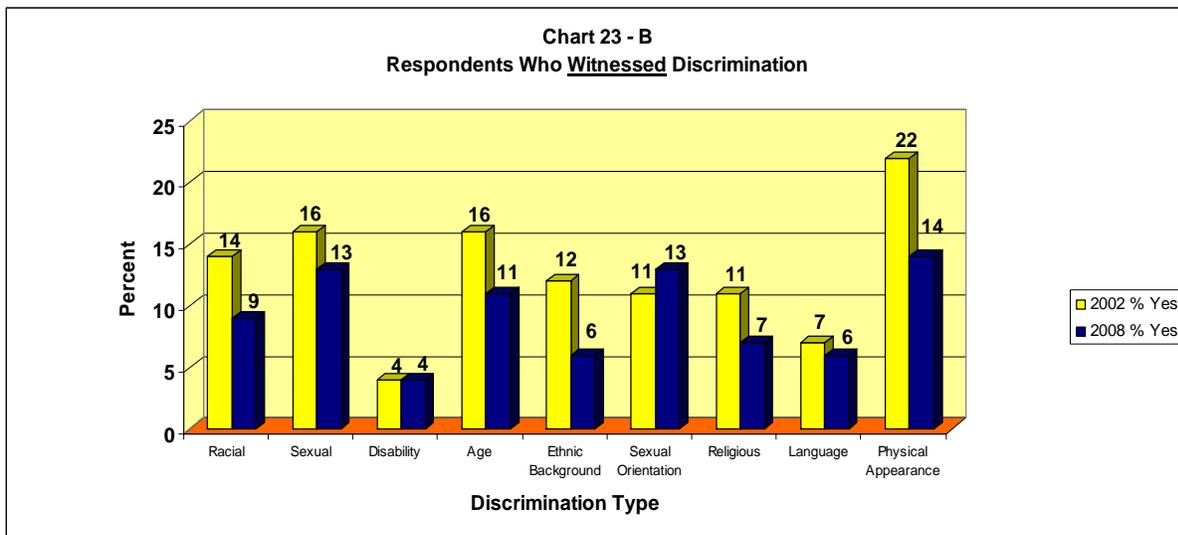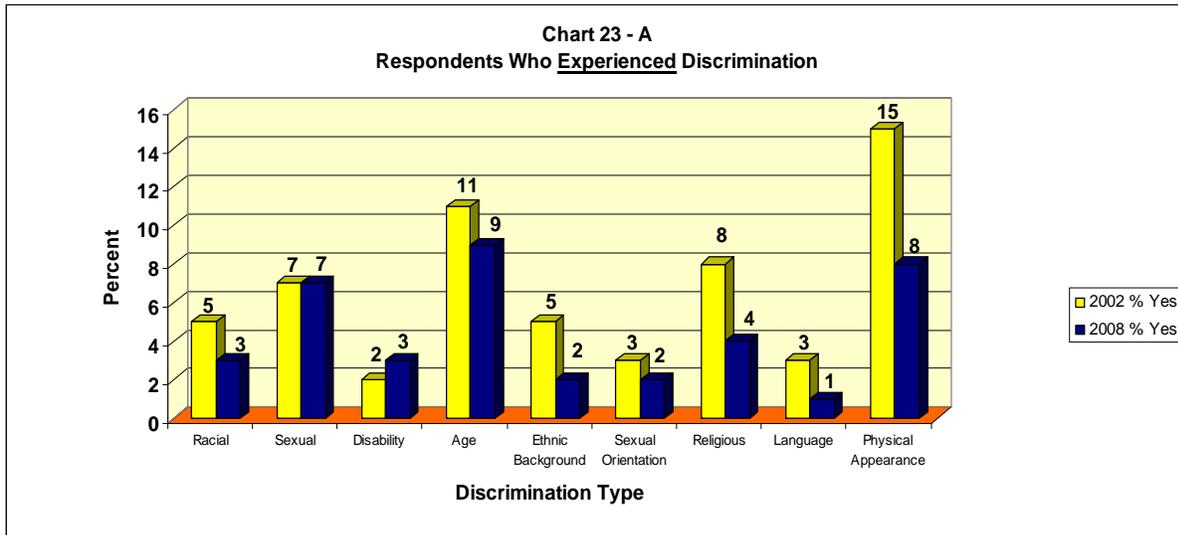
Chart 22 - B
Instances of <u>Witnessing</u> Discrimination and Harassment
(Percents rounded. Percent Difference = 2008 minus 2002. Minus % difference is desirable.)

2002 No.	2008 No.	"Within the last three years, I have <u>experienced</u> [underline added] the following types of discrimination (including harassment) in the workplace:"	2002 % Yes	2008 % Yes	Percent Difference	2008 Actual Respon- dents
114	95.1	Racial	14	9	-5	20
115	95.2	Sexual	16	13	-3	29
116	95.3	Disability	4	4	0	9
117	95.4	Age	16	11	-5	25
118	95.5	Ethnic Background	12	6	-6	15
119	*	Gender-Based	17	*	*	*
120	95.6	Sexual Orientation	11	13	-2	29
121	95.7	Religious	11	7	-4	17
122	95.8	Language	7	6	-1	13
123	95.9	Physical Appearance	22	14	-8	32

*Not included in 2008 survey because of potential overlap with "sexual" category.

Here is another graphic way to view the benchmark differences between 2002 and 2008. The yellow bars show percent of 2002 respondents; the blue bars show percent of 2008 respondents. Each bar pairing involves a specific type of perceived discrimination or harassment.

Chart 23 - A
Respondents Who Experienced Discrimination

Chart 23 - B
Respondents Who Witnessed Discrimination

Finally, here is a single-glance method to view the first 30 comparison benchmarks at a single glance. Notice on Chart 24, Snapshot of PF&R Benchmark Gains, 2002 to 2008, that the blue line (2008) is generally <u>above</u> the red line (2002), indicating progress made during the past six years. (Exception: because of the wording, it is desirable for the blue line of Statements 70 and 71 to be <u>below</u> the red line.)

Chart 24
Snapshot of PF&R Benchmark Gains, 2002 to 2008
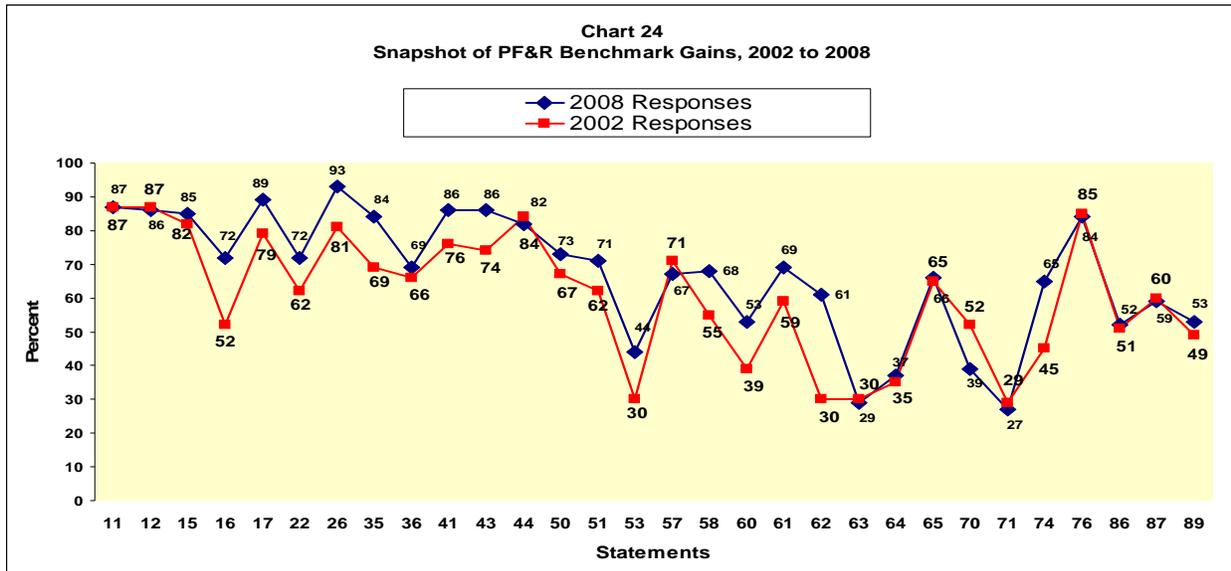
**Appendix E
2002 Cultural Assessment Desired States**

**Appendix E
2002 Cultural Assessment Desired States**

The 2002 cultural assessment survey was based upon a set of "desired states" that, when achieved, would foster increased pride in PF&R, greater dedication to mission, better job satisfaction, and high morale. It was anticipated that the various "desired states" would roll up synergistically into a single state of affairs, as described on page 11 of the 2002 Cultural Assessment Report:

> "PF&R wants to achieve a "desired state" within the Bureau where a diverse work culture is valued and honored, and a professional work environment is established and maintained at a level where all individuals are treated with respect and dignity. Finally, this desired state must promote both employment opportunities and a professional work environment free of bias, prejudice, and harassment."

This overall "desired state" was divided into eight subcategories to guide the development of items for the cultural assessment survey. Each of the desired states is quoted below, with the quotation's page number in parentheses.

Conflict. Cross-cultural conflict is proactively resolved through a person to person direct approach. All employees feel comfortable with the skills they have learned and with the support they receive from supervisors and PF&R management in resolving conflict (12).

Management. Management is seen as highly skilled and is viewed by all employees as striving to diversify the PF&R work force as a means to continually improve the quality of service provided to the public. Moreover, these changes will be achieved by implementing and constantly evaluating a plan composed of strategies that are seen by employees as equitable in the context of existing under-representation (15).

Communication. All employees have access to the information they need in order to do their job and feel comfortable asking questions as needed (16).

Career Development. All employees understand how to access career development opportunities and believe that supervisors and management make fair decisions about participation (17).

Hiring. Current and prospective employees believe that the hiring process at PF&R is equitable and based on an applicant's ability to do the job and the ability of PF&R to best serve the public (19).

Promotion. Employees know that decisions about promotion are made objectively and fairly (21).

Work Climate. The work climate functions as a support system for all employees, enabling them to successfully do their job and to advance professionally (22).

Harassment/Discrimination/Differential Treatment. Perceived instances of harassment, discrimination, or differential treatment are addressed proactively and effectively through a combination of direct communication, when possible, and management intervention. Employees see grievance processes as fair and have confidence in the ability of management to address such allegations (23).

**Appendix F
Respondents' Demographics**

Appendix F
Respondents' Demographics

Chart 25

PF&R Respondents' Demographics

(Categories may not add to 100% because of rounding.)

Category	Number of Respondents	Percent of Respondents
Gender	231	100%
Women	34	15%
Men	186	81%
No Response	11	5%
Race/Ethnicity	231	100%
White American	164	71%
Hispanic/Latino American	5	2%
African American or Black	4	2%
Asian/Pacific Islander American	6	3%
Native American/Alaskan Native	5	2%
More than one race	20	9%
Other	14	6%
No Response	13	6%
Classification	231	100%
Sworn	188	81%
Non-Sworn	22	10%
No Response	21	9%
Age	231	100%
18 – 24	6	3%
25 – 32	47	20%
33 – 40	61	26%
41 – 49	50	22%
50+	59	26%
No Response	8	3%
Sexual Orientation	231	100%
Heterosexual	206	89%
Homosexual (Gay/Lesbian)	5	2%
Bi-sexual	6	3%
Transgender	1	0%
No Response	13	6%

Category	Number of Respondents	Percent of Respondents
Highest Ed. Level	231	100%
High Sch. or GED	5	2%
Some Col. or Tech.	60	26%
Associate Degree	73	32%
Bachelor Degree	72	31%
Master's Degree	12	5%
Doctorate Degree	2	1%
No Response	7	3%
Length of Service	231	100%
0 – 5 years	60	26%
6 – 10 years	54	23%
11 – 15 years	21	9%
16 – 19 years	15	6%
20 – 25 years	23	10%
26+ years	48	21%
No Response	10	4%
Disability?	231	100%
Yes	19	8%
No	203	88%
No Response	9	4%
Enter Thru FF Trainee Program?	231	100%
Yes	57	25%
No	166	72%
No Response	8	3%

Appendix G
Respondents' Frequency Distribution

If you are reading an electronic copy of this report, the database has been forwarded in a separate file.

If you are reading a printed copy of this report, the database is too large for display on 8 ½ x 11 inch paper. Accordingly, the database is stored on a CD-ROM. If your copy of the report does not have a CD-ROM attached, a copy of the CD-ROM may be available via the Fire Chief's office.