

RACIAL EQUITY PLAN
Furthering the Citywide Racial Equity Goals and Strategies
 For the Period July 1, 2016
 to June 30, 2021



Bureau: Human Resources Director: Anna Kanwit Action Plan Development Lead(s): Brenda Carpenter & Kim Epling Implementation Team Lead(s): Brenda Carpenter & Kim Epling

Bureau Equity Guiding Statement: The Bureau of Human Resources (BHR) is dedicated to cultivating a racial equity mindset to help employees understand how racial diversity and equity relates to their daily work. BHR strives to promote racial equity and inclusion of a racially diverse City of Portland workforce while reducing racial disparities within the bureau and across all bureau's human resource policies and practices.

Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions*	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
			Year 1	Year 2	Year 3	Year 4	Year 5					
Racial equity and inclusion is an integral component of the Bureau's identity and culture	Staff understands how their work is connected to the broader racial equity vision of the City and the Bureau's equity strategic plan	Strategy: Build organizational capacity										
		Action(s): Enact and support a Bureau Equity Committee (BEC) that exists to address issues of racial equity	BEC established and meetings occur biweekly	Committee members allot .05 FTE of their time to committee activities	Committee members allot .05 FTE of their time to committee activities	Committee members allot .1 FTE of their time to committee activities	Committee members allot .1 FTE of their time to committee activities	Annual Performance Evaluation and Position Descriptions which includes BEC participation	BEC Co-Chairs	HR Director	6/30 annually	
		Action(s): Provide training on racial equity literacy, diversity, respectful communication, and acknowledging individuals' contributions and workstyles in order to create a supportive work environment and inclusive workforce	Provide three trainings per calendar year based on feedback from Survey and Focus Groups	Provide three trainings per calendar year. 75% of participants reporte content is useful to their work.	Provide three trainings per calendar year. 75% of participants reporte content is useful to their work.	Provide three trainings per calendar year. 75% of participants reporte content is useful to their work.	Provide three trainings per calendar year. 75% of participants reporte content is useful to their work.	Post training Surveys & Bi-Annual Employee Survey (Survey)	BEC Co-Chairs	HR Director	6/30 annually	
		Action(s): Increase team building opportunities, such as the BEC, to get to know coworkers outside of own workgroup through cross functional teams and activities	3 team building activities per year	3 team building activities per year	3 team building activities per year	3 team building activities per year	3 team building activities per year	Performance Evaluation	Senior Managers	HR Director	6/30 annually	
		Action(s): Provide leadership development opportunities through the BHR Training & Development Plan to existing staff to aid in developing a racially diverse group of employees for promotion	95% of staff who wish to participate complete plan	100% of ongoing staff complete plan	100% of ongoing staff complete plan	100% of ongoing staff complete plan	100% of ongoing staff complete plan	BHR Training & Development Plan	Senior Managers	HR Director	6/30 annually	
		Action(s): Provide informal/social opportunities for staff to learn about coworkers' culturally diverse backgrounds	3 bureau wide events & 1 work group event a year	3 bureau wide events & 1 work group event a year	3 bureau wide events & 1 work group event a year	3 bureau wide events & 1 work group event a year	3 bureau wide events & 1 work group event a year	Team KHR Survey	Team Knowledgeable, Helpful, Responsive (Team KHR)	BEC	6/30 annually	
		Strategy: Implement a racial equity lens										
		Action(s): Management consistently champions racial equity goals through the work of the Bureau. For example, HR Director provides racial equity updates at all-staff meetings, Senior Managers report on Plan progress on a monthly basis, and Senior Managers provide and check-ins and status updates on equity initiatives monthly.		75% of employees report feeling leadership prioritizes the racial equity work of the Bureau		85% of employees report feeling leadership prioritizes the racial equity work of the Bureau		Bi-Annual Employee Survey	BEC Co-Chairs	All Management	6/30 bi-annually	
		Action(s): Provide Cultural Competency training to all BHR Staff		25% of employees attend training	50% of employees attend training	75% of employees attend training	95% of employees attend training	CityLearner Report	Training & Development Manager	HR Director	6/30 annually	
		Action(s): Incorporate racial equity components into Bureau staff and leadership's annual performance evaluation	Cultural Competency measures added to performance evaluation	Review and refine racial equity components of performance evaluation	100% report receiving training on one equity core competency	100% report receiving training on one equity core competency	100% report receiving training on one equity core competency	Performance Evaluation	Senior Managers & Supervisors	HR Director & Assistant HR Director	6/30 annually	
		Strategy: Be data driven										
		Action(s): Conduct BHR Employee Survey & Focus Groups to guide racial equity initiatives and training in the Bureau and assess progress towards Plan objectives	90% of employees respond to the survey	Focus Group leader meets with each work group	90% of employees respond to the survey	Focus Group leader meets with each work group	90% of employees respond to the survey	Bi-Annual Employee Survey and Focus Group Report	BEC	BEC Co-Chairs	6/30 annually	
		Strategy: Partner with other institutions and communities										


		Action(s): Development and monitoring of the BHR Racial Equity Plan ensures strategies integrate diverse perspectives across language, culture, race, disability, gender and age		Annual report to City Council is first reviewed by at least two community based organizations led by or serving communities of color	Annual report to City Council is first reviewed by at least two community based organizations led by or serving communities of color	Annual report to City Council is first reviewed by at least two community based organizations led by or serving communities of color	Annual report to City Council is first reviewed by at least two community based organizations led by or serving communities of color	Written memo from community groups	HR Director	City Council	6/30 annually	
		Strategy (Bureau specific): Communicate additional equity resources										
		Action(s): Provide informational resources related to racial equity through a new BHR Racial Equity webpage and regular all-staff emails including information on articles, training opportunities, community events, and research findings	Webpage created and operating	6 all-staff emails annually	6 all-staff emails annually	6 all-staff emails annually	6 all-staff emails annually	Bureau Webpage & All-Staff Emails	BEC	BEC Co-Chairs	6/30 annually	
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions*	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date	
			Year 1	Year 2	Year 3	Year 4	Year 5					
End disparities in city government hiring and promotions	Support BHR and the operating bureaus' efforts to eliminate racial and ethnic inequities citywide	Strategy: Build organizational capacity										
		Action(s): Onboarding training offered to all new employees to ensure every employee has a basic understanding of the City, its resources, and racial equity strategies	Baseline of new employees complete onboarding documented	Increase from baseline annually	Add Racial Equity component to Onboarding. Increase from baseline annually	Increase from baseline annually	Increase from baseline annually	100% of new employees take onboarding training	CityLearner Report	Training & Development Manager	HR Director	6/30 annually
		Action(s): Strategies exist to recruit, retain and develop staff in BHR who represent diverse perspectives across language, culture, race, disability, gender and age	Baseline of employee demographics documented	Increase from baseline annually	Increase from baseline annually	Increase from baseline annually	Increase from baseline annually	Increase from baseline annually	Affirmative Action Plan	Senior Managers	HR Director	6/30 annually
		Strategy: Implement a racial equity lens										
		Action(s): Racial bias awareness training required for interview panels	Assessment developed	90% of panelists receive training	100% of panelists receive training	100% of panelists receive training	100% of panelists receive training	100% of panelists receive training	Bias Awareness Training Report	Site Teams	HR Director	6/30 annually
		Strategy: Be data driven										
		Action(s): Conduct analysis of data in various BHR areas to assess effectiveness and to identify any racial inequities in human resource system administration or trends that should be monitored - conditional on a position dedicated to broader data collection and analysis			Baseline established for data needs	Recommendations provided to improve effectiveness of HR systems and programs	Partner with bureaus to implement recommendations	Developed reports		BEC/Senior Managers/New Position	HR Director	6/30 annually
		Action(s): Racial, ethnic, gender, and disabled makeup of applicant pools and eligible list are collected, tracked and available to all hiring managers	Report created and shared	Report created and shared	Report created and shared	Report created and shared	Report created and shared	Report created and shared	Neogov Report	DOER Manager/BHR Director	City Bureau Directors	6/30 annually
		Strategy: Operate with urgency and accountability										
		Action(s): Bureaus conduct exit interviews and evaluate trends along race and other factors including age, and gender that may contribute to why employees leave the City			Create and implement a pilot program of exit interviews	10% of voluntary separation employees leaving the City participate in program	20% of voluntary separation employees leaving the City participate in program	Exit Program		TBD	TBD	6/30 annually
		Strategy: Partner with other bureaus										
		Action(s): Each HRBP, DOER, Labor Relations, and Class Comp Analyst familiarizes themselves with their operating bureaus affirmative action strategies and goals, when report is published by DOER, in order to help the bureaus achieve their goals			75% report familiarity with their affirmative action plans	90% report familiarity with their affirmative action plans	100% report familiarity with their affirmative action plans	Performance Evaluation		Site Team Managers, DOER Manager, Labor Relations Manager, Class Comp Manager	HR Director & Assistant HR Director	6/30 annually
		Action(s): Implement a pilot project to partner with Parks Bureau to provide a kiosk in East Portland Community Center to assist applicants applying for jobs at the City - subject to ongoing funding	Create baseline from survey at kiosk	Evaluate pilot project				Kiosk survey		DOER/Portland Parks	HR Director	6/30/2018
Action(s): Produce and deploy online training videos on how to apply for jobs at the City	Create online videos	Baseline of number people watch training videos	Increase number of people watch training videos annually	Increase number of people watch training videos annually	Increase number of people watch training videos annually	Report from Training & Development		Training & Development Manager	HR Director	6/30 annually		
Action(s): Interview questions are reviewed by HRBPs to prevent racial bias and ensure inclusion of questions on racial equity as needed	Bank of equity, diversity and emotional intelligence questions created	60% of interview questions reviewed	60% of interview questions reviewed	60% of interview questions reviewed	60% of interview questions reviewed	60% of interview questions reviewed	HRBPs report compliance	Site Team Managers	Assistant HR Director	6/30 annually		

		Strategy: Partner with institutions and communities											
		Action(s): Implement Employer of Choice resolution to attract, develop and retain a racially diverse and culturally competent workforce	Resolution approved by Council.	Dedicate funds for city-wide employee engagement survey and conduct	Develop metrics based on survey data	Develop additional programs, policies, and practices to enhance the City's identity as an employer of choice	Review policies, programs and procedures as necessary	TBD	Champions Circle/HR Director	City Council	6/30 annually		
		Strategy (Bureau specific): Remove institutional barriers to employment											
		Action(s): Bureaus create more part time and flexible hour positions to increase the percentage of employees of color and with disabilities			Establish baseline of number of employees working part time and flexible hours	Increase number from baseline	Increase from previous year	SAP Report	Site Team Managers	Assistant HR Director	6/30 annually		
		Action(s): Bureaus create more entry level jobs and apprentice jobs to increase diversity across culture, race, disability, gender and age			Establish baseline of number of entry level jobs and apprentice jobs	Increase number from baseline	Increase from previous year	Affirmative Action Plan	Site Team Managers	Assistant HR Director	6/30 annually		
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date		
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Provide equitable City services to all employees and residents	Racial equity considerations guide all policy, programs, and procedures that are utilized within or created by BHR	Strategy: Build organizational capacity											
		Action(s): Equity 101 Training mandated for all City of Portland Employees		80% of employees attended training	90% of employees attended training	100% of employees attended training	100% of employees attended training	Report from Training & Development	OEHR	HR Director	6/30 annually		
		Strategy: Implement a racial equity lens											
		Action(s): Train all employees on how to apply the City Racial Equity Tool (RET) to their work	RET created for the City and trainers are trained	100% of BHR employees receive RET training	100% of BHR employees receive RET training	100% of BHR employees receive RET training	100% of BHR employees receive RET training	Performance Evaluation	Equity Co-Chair/OEHR	HR Director	6/30 annually		
		Action(s): Evaluate barriers and racial inequities in the collective bargaining agreements that impede racially equitable outcomes and negotiate contract language			100% of labor contracts in bargaining are reviewed using the Racial Equity Tool	100% of labor contracts in bargaining are reviewed using the Racial Equity Tool	100% of labor contracts in bargaining are reviewed using the Racial Equity Tool	Collective Bargaining Agreements	Labor Relations Staff	Labor Relations Manager/HR Director/City Council	6/30 annually		
		Action(s): Evaluate bureau policy, practices and procedures using the Racial Equity Tool to assess the impact of institutional racial disparities			Human Resource Administrative Rules (HRARs) reviewed using Racial Equity Tool	Provide assessment & update HRARs		Assessment of policies, practices and procedures	BEC	HR Director & Assistant HR Director	6/30 annually		
		Strategy: Partner with other bureaus											
		Action(s): Performance appraisals/evaluations include progress on racial equity and cultural responsiveness goals citywide			100% Bureaus include racial equity core competencies on performance reviews	100% Bureaus include racial equity core competencies on performance reviews	100% Bureaus include racial equity core competencies on performance reviews	Bureau Performance Evaluations	City Bureau Directors	City Council	6/30 annually		
Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date		
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Strengthen outreach and public engagement for communities of color, immigrant and refugee communities, disabled communities and women	Communities of color and immigrants and refugees have equitable access to BHR and City bureaus' human resource services	Strategy: Build organizational capacity											
		Action(s): Interpretation/translation services and materials are provided for people who speak languages other than English			Determine critical services and materials that need to be translated	20% of critical services and materials are translated	40% of critical services and materials are translated	TBD	TBD	TBD	6/30 annually		
		Strategy: Implement a racial equity lens											
		Action(s): Communication materials for the Bureau are assessed for racial bias	Assessment developed	20% of communication materials assessed and updated	45% of communication materials assessed and updated	75% of communication materials assessed and updated	100% of communication materials assessed and updated	Communication materials	Senior Managers	HR Director	6/30 annually		
		Strategy: Partner with other institutions and communities											
		Action(s): Focused Outreach Program actively pursues partnerships with people of color and community organizations led by or serving people of color	Assessment developed	50% of Focused Outreach Program participants on an eligible list are offered a position	50% of Focused Outreach Program participants on an eligible list are offered a position	50% of Focused Outreach Program participants on an eligible list are offered a position	50% of Focused Outreach Program participants on an eligible list are offered a position	TBD	Outreach Employment & Diversity Research Manager	Citywide Bureaus	6/30 annually		
		Action(s): Citywide recruitments use the Focused Outreach Program	Assessment developed	100% recruitments use Program	100% recruitments use Program	100% recruitments use Program	100% recruitments use Program	TBD	Outreach Employment & Diversity Research Manager	Citywide Bureaus	6/30 annually		

Long-term Goal	Five Year Bureau Objective	Strategies and Bureau Actions	Bureau Performance Measures					Evaluation Tool	Lead Staff	Oversight	Due Date
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Create greater opportunities in city government contracting	BHR's contracting goals in the areas of professional services meet or exceed the Citywide racial equity goals	Strategy: Be data driven Action(s): BHR's MWESB utilization is benchmarked against Citywide racial equity contracting goals in the area of professional services - benefits, training, and workforce development	15% of contract funds are awarded to contractors of color	17% of contract funds are awarded to contractors of color	19% of contract funds are awarded to contractors of color	21% of contract funds are awarded to contractors of color	23% of contract funds are awarded to contractors of color	Annual Procurement Report	Finance Manager	HR Director	6/30 annually

Bureau Director has reviewed and approve the structural improvements and supports the implementation for these changes over the coming five years.

Director Signature Date 8/31/16



Printed Name Anna Kanwit