

## Bureau Objective 2



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### CITYWIDE GOAL 2

End disparities in City government hiring and promotions.

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#### • OBJECTIVE 2 — STRATEGY 1

Integrate racial equity best practices into the implementation of the hiring process resulting from recreation arbitration

#### ACTIONS

1. Provide support and tools to managers during hiring processes to ensure the integration of a racial equity lens during hiring processes resulting from the implementation of recreation arbitration.
2. Train recreation hiring managers to counter implicit bias in the hiring process.
3. Use disaggregated data by race to track and monitor the hiring process, including recruitment, interview procedures and hiring outcomes.
4. Create temporary positions for the implementation of the recreation arbitration with ongoing positions created in fiscal year 2017-18 budget and set recruitment hiring goals for recreation positions included in the arbitration agreement

#### BUREAU PERFORMANCE MEASURE:

- 2.1.a 35% of the recreation arbitration hires are people of color.

#### BUREAU OBJECTIVE 2

Portland Parks & Recreation will represent the racial diversity of the City of Portland by applying racial equity tools throughout recruitment, hiring, retention and advancement in decision-making processes.

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Process Implementation Timeline   Objective 2—Strategy 1				
2017 >	2018	2019	2020	2021
<b>Evaluation Tool:</b> Affirmative Action Report				
<b>Due Date:</b> October 2016				
<b>Lead Staff:</b> Workforce Development Management Assistant				
<b>Champion:</b> Workforce Development Manager				

### • OBJECTIVE 2 — STRATEGY 2

Reflect the population of the city of Portland population per the 2010 Census in recruitment pools and hiring of people of color.

#### ACTIONS

1. Track the baseline demographics of the bureau and provide quarterly reports on recruitment, hiring, retention and advancement of all employees.
2. Use the hiring checklist (including the Affirmative Action report) and other tools to guide the recruitment and hiring process for vacant positions.
3. Develop a targeted recruitment strategy to ensure that the demographics of candidate pools meets or exceeds the affirmative action targets, or reflects the general population of Portland, whichever is greater.
4. Use racial equity tools on an ongoing basis to educate hiring managers and supervisors about how to reduce racial, gender, sexual orientation and disability biases throughout the recruitment and hiring selection process.
5. Review hiring decisions quarterly and provide report to bureau Director.
6. The Diversity and Equity Committee and Senior Management Team will annually review hiring decisions and provide a report on any identified barriers in the hiring process.

**BUREAU PERFORMANCE MEASURE**

2.2.a Increase the percentage of full-time employees of color in the bureau from 21% in 2016 to 35% by 2021.

Process Implementation Timeline   Objective 2—Strategy 2				
2017 >	2018 >	2019 >	2020 >	2021 >
<b>Evaluation Tool:</b> Affirmative Action Report				
<b>Due Date:</b> 12/31/2017 to 12/31/ 2021				
<b>Lead Staff:</b> Workforce Development Manager				
<b>Champion:</b> Equity & Inclusion Manager				

**• OBJECTIVE 2 — STRATEGY 3**

Streamline the hiring process and increase hiring and retention of full-time and seasonal employees of color to meet or exceed the city of Portland population per the 2010 Census.

**ACTIONS**

1. Develop baseline data disaggregated by race on the percentage of permanent full-time employees hired and/or promoted from seasonal positions.
2. Work with hiring managers and supervisors to simplify the application process and ensure that required information is relevant to the job.
3. Implement a core competency skill matrix across all departments for scoring applicants that reflects behavior-based values that account for the relevance of informal experience.
4. Develop an outreach strategy that minimizes the geographic, cultural and other barriers for people of color to apply for positions with the bureau.

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5. Identify opportunities to collaborate with community-based organizations of color to outreach to potential candidates of color, those in refugee and immigrant communities, people living with disabilities, and the LGBTQ community.
6. Create a process for documenting the racial diversity at each stage of the hiring process (applications, interviews, job offers and retention) and track and report on the percentage of diversity at each stage. Use results to inform and to continuously improve at each stage.

### BUREAU PERFORMANCE MEASURES

- 2.3.a The percentage of employees of color hired seasonally and promoted increases as a percentage of the total bureau promotions.
- 2.3.b The percentage of employees of color in seasonal positions hired into full-time positions reflects the population of Portland.
- 2.3.c The percentage of employees of color promoted reflects the population of Portland.
- 2.3.d The number of organizations the bureau collaborates and partners with to conduct outreach to communities of color.

Process Implementation Timeline   Objective 2—Strategy 3				
2017	2018 >	2019 >	2020	2021
<b>Evaluation Tool:</b> Annual Racial equity Report				
<b>Due Date:</b> 2019				
<b>Lead Staff:</b> Workforce Development Manager				
<b>Champion:</b> Assistant Director				

**• OBJECTIVE 2 — STRATEGY 4**

Provide career development guidance for employees of color to advance within the bureau.

**ACTIONS**

1. Establish a career development plan template designed by Workforce Development Manager and Division Manager that can be completed by employee to provide an outline of a career development pathway.
2. Provide ongoing career development training through the creation of an internal career center for employees that offers career guidance and training to assist employees through the application process, including computer access, assisting with resume/cover letter, guidance, etc.
3. Work in consultation with managers and supervisors to identify key training components and pilot training.
4. Scale existing programs such as GRUNT and Recreation Junior Program and create formal youth internship program for youth of color and refugee and immigrant youth to have employment experiences in PP&R.
5. Collaborate with community-based organizations who serve communities of color and refugee and immigrant communities, labor partners, and Urban Forestry to pilot an apprenticeship program.
6. Provide ongoing training and education to managers, supervisors and employees on topics that support how to create and maintain an equitable and respectful workplace.
7. Include evaluation performance measures for inclusion, cultural competency and racial equity into all bureau employee work plans.
8. Create a ten-minute conversation resource guidebook to be used at safety tailgate meetings, at staff meetings, and by managers and supervisors on how to interrupt and call out disrespect, implicit bias and other topics related to race, diversity, racial equity and inclusion.

### BUREAU PERFORMANCE MEASURES

- 2.4.a The pipeline of youth of color in apprenticeship programs increases by 20% by 2020.
- 2.4.b 100% of employees of color receive career development guidance.

Process Implementation Timeline   Objective 2—Strategy 4				
2017	2018 >	2019 >	2020	2021
<b>Evaluation Tool:</b> Annual Racial equity Report				
<b>Due Date:</b> 2018				
<b>Lead Staff:</b> Workforce Development Training Coordinator				
<b>Champion:</b> Workforce Development Manager				

### • OBJECTIVE 2 — STRATEGY 5

Promote an organizational culture of respect, inclusion, racial equity and culturally responsive service.

#### ACTIONS

1. Measure staff perceptions and attitudes on racial diversity, inclusion, racial equity and working with youth and communities of color.
2. Provide bureau-wide training on Kids at Hope.
3. Coordinate with Fostering Equity Support Team, the Diversity and Equity Committee, and Senior Management Team to conduct quarterly dialogue sessions on the needs and concerns of employees of color and refugee and immigrant employees.
4. Expand dialogue format to encourage other managers, supervisors and employees to participate.

5. Create an racial equity resource page on ParkNet and a resource library for bureau employees to receive information on diversity, racial equity and cultural competency and disseminate information on how employees can receive support regarding workplace conflict.

**BUREAU PERFORMANCE MEASURES:**

- 2.5.a 85% of employees in 2021 (increased from 70% in 2016) report they agree or strongly agree that the organization provides a comfortable working environment for all employees regardless of race, ethnicity, sexual orientation, disability, age or economic class.
- 2.5.b 100% of supervisors and managers will report engaging staff at safety tailgate, staff meetings, on how to interrupt and call out disrespect, implicit bias and other topics related to race, diversity, racial equity and inclusion.

Process Implementation Timeline   Objective 2—Strategy 5				
2017 >	2018 >	2019 >	2020	2021
<b>Evaluation Tool:</b> Annual Racial Equity Report				
<b>Due Date:</b> 2019				
<b>Lead Staff:</b> Equity & Inclusion Specialist				
<b>Champion:</b> Equity & Inclusion Manager				