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Clackamas County Diversity and Inclusion Assessment Report – Phase II

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Center for Public Service

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Introduction

At the request of the Clackamas County Diversity and Inclusion Director, Emmett Wheatfall, a team of experts from Portland State University were asked to assess the efforts made by Clackamas County in the areas of diversity and inclusion. The aim of the assessment was to evaluate the current state of diversity and inclusion in the following four goal areas:

1) The ability of Clackamas County to attract diverse talent to the organization (recruiting and hiring diverse staff);

2) The extent to which the current work culture is welcoming and respectful of people who may be "different" than the norm (welcoming and respectful work culture);

3) The ability of Clackamas County to retain and grow diverse talent in the organization (retention and development of diverse staff); and

4) The extent to which staff members need to expand their skills or use different tools to interact more effectively with diverse team members and customers (cultural competence).

The current survey is Phase II of a multi-step diversity and inclusion assessment. The survey distributed in Phase II of the assessment evaluated the four goal areas at several different levels of analysis. The survey asked questions about the perception of diversity and inclusion efforts of the County as a whole (organization-level), managers at the County (manager-level), employees of the County generally (employee-level), as well as self-evaluation (individual-level). The survey asked questions about both the perceived effort being made as well as the current state of diversity and inclusion efforts. Qualitative responses were also collected in the form of open-ended questions.

The survey instrument is designed to document the relative change over time in the perception of diversity and inclusion at the County as well as provide evidence of the effect of these changes on organizational performance. There areas of organizational performance that were included are job satisfaction, productivity, service quality, and commitment to work. It is hoped that the information gathered with the survey serves as a reference to guide future decisions in the County regarding diversity and inclusion efforts.

The assessment was conducted using a survey which consisted of 68 questions broken into six blocks. The first four blocks represented each of the four goal areas: recruiting and hiring diverse staff, a welcoming and respectful work culture, retention and development of diverse staff, and cultural competence. The questions in these first four blocks included both questions about the perceived effort as well as the current state of diversity and inclusion. Furthermore, there were questions at each of the levels of analysis: individual, employees, managers, and organization. The fifth block consisted of the questions pertaining to organizational performance (job satisfaction, productivity, service quality, and commitment to work) at three levels: the individual, employees and managers. Finally, the sixth block of questions asked demographic information such as age, ethnicity, years of service at the county and gender.

There were a total of 355 valid responses to the survey, of which 63 people held management positions (17.7%) and 242 did not hold management positions (68.2%). Furthermore, of the people who responded, 284 (80%) were full-time employees, 13 (3.7%) were part-time, and 13 (3.7%) were temporary employees. Additionally, 213 people (60%) were participating in the 4-day workweek and 92 people (25.9%) reported that they were not participating in the 4-day workweek. The respondents who chose to identify their gender, were comprised of 102 male respondents (28.7%) and 169 female respondents (47.6%).

Key Findings

The following summarizes the key findings:

Finding 1

All of the aggregated average scores for each of the four diversity and inclusion goals fall between somewhat agree (4) and agree (5). Of the four stated goals, the cultural competence goal that measured the extent to which staff members need to expand their skills or use different tools to interact more effectively with diverse team members and customers, scored the highest with a mean score of 4.54 (on a 6-point scale ranging from strongly disagree to strongly agree). On the other hand, the recruiting and hiring goal which measured the ability of Clackamas County to attract diverse talent to the organization scored the lowest with a mean score of 4.10 (on the same 6-point scale).

Finding 2

The recruiting and hiring goal showed the greatest difference between the perceived effort (mean = 4.33) and institutional reality (mean = 3.86). This indicates that although an effort is observed, the reality has not caught up with the effort. Respondents report that they believe this disconnect is due in part to Clackamas County's external image in the community as a County which is not welcoming of minorities. C-Com and Emergency Services report the highest level of goal attainment in this goal area.

Finding 3

Clackamas County is perceived by the employees to have a welcoming and respectful work environment. The perceived reality (mean = 4.50) is higher than the perceived effort (mean = 4.41), but these two valuations are only slightly different. This indicates that the effort made by the County is being reflected in reality. However, the distribution of the perceived welcoming and respectful environment is not even. Minorities and women both report a lower overall

experience compared to Caucasians and men.

Finding 4

The goal of retaining and developing diverse employees, is also reported as having a relatively low goal attainment, with the average respondents replying slightly above somewhat agree (mean = 4.17). Individuals in Clackamas County report their own experiences as higher than their observation of the county as a whole. This indicates that while most people feel there is work to be done in this goal area, they themselves have had a better than average experience. The difference between the questions that ask about reality and effort of the County support this finding. The respondents reported that they perceived the effort (mean = 4.08) to be lower than the reality (mean = 4.24). So, although the effort by the County is perceived lower, the reality of the experiences is perceived higher.

Finding 5

The extent to which staff members need to expand their skills or use different tools to interact more effectively with diverse team members and customers (cultural competence) is reported as the highest level of goal attainment (mean = 4.54) out of the four goals. Also noteworthy, respondents tended to rank their own cultural competence as high (mean = 5.03) while simultaneously perceiving the cultural competence of employees generally as lower (mean = 3.75). The perceived effort in this area is higher (mean = 4.42) than the perceived reality (mean = 4.34).

Finding 6

When the data was examined through demographics it was found that people over the age of 60 tended to rank the diversity and inclusion efforts at Clackamas County higher than other age groups and the respondents below 40 ranked the diversity and inclusion efforts lower than other age groups (with the exception of cultural competence). Similarly, the Caucasian respondents ranked the diversity and inclusion efforts highest while the African American, Hispanic, and Native American ranked the efforts the lowest (with the exception of cultural competence). Males also perceived the diversity and inclusion efforts higher than females,

again with the exception of cultural competence. Finally, C-Com and Emergency Services were the departments with the highest perception of the four goal areas.

Recommendations

1. Continue to put effort into the recruiting and hiring practices

➢ Focus on outreach into the community in order to build a more positive image of Clackamas County

➢ Utilize sources, such as universities, as a recruitment strategy to target applicants who are more likely to have a higher level of cultural competence (e.g., diversity related courses) and to build image of the County.

➢ Provide materials in formats that are easily accessible to diverse applicants (e.g., paper applications, information in languages other than English).

2. Provide training and informal occasions to build a welcoming and respectful community

➢ Trainings and brown bag sessions are well received but employees would like to see deeper exploration of the topics discussed as well as a broader invitation to include temporary and seasonal employees.

➢ Focus on managers and administrations role in fostering a welcoming and respectful environment by providing forums for discussion and mechanisms for idea sharing.

➢ Ideas for further trainings or brown bags include a focus on economic diversity, LGBTQ community, and age discrimination.

➢ Incorporate informal experiences, such as the arts, into the diversity and inclusion program.

3. Clarify retention and development strategies

➢ Clarify for employees what efforts are being taken by Clackamas County to develop and retain a diverse workforce

➢ Explain the impacts of the retention and development efforts on all employees, including the dominant culture, with an emphasis on expectations of the employees.

➢ Involve managers in the process of retention and development by supporting their ability to manage this aspect of the diversity and inclusion goals.

4. Look for success stories and build off those experiences

➢ Use examples like the C-Com and Emergency Services departments to try to understand why they rank diversity and inclusion efforts more highly than other departments

➢ Communicate strategies that have been successful throughout the organization

➢ Provide implementation steps so that employees and managers are able to be more culturally competent in their own actions and experiences.

Background

Clackamas County, Oregon has a population of approximately 384,000 with a growth rate of 2.1% compared to the Oregon growth rate of 1.8% (U.S. Census Bureau, 2012). While the majority of the residents identify as white, not Hispanic or Latino (83.9%), there is a growing minority population. In 2012, approximately 8.1% of the population identified as Hispanic or Latino compared to 7.7% in 2010 (U.S. Census Bureau, 2010; U.S. Census Bureau, 2012). Also in 2012, 3.9% of the population identified as Asian, compared to 3.7% in 2010. Additionally, approximately 8.5% of the population identified as foreign born and 11.3% reported that a language other than English is spoken at home. Table 1, below, provides a detailed comparison of select demographic changes between 2000 and 2012 in Clackamas County. Although the data does not track all forms of diversity, it demonstrates that the County as a whole is growing and changing.

Table 1 Clackamas County population and ethnicity, 2000 and 2012, with percent change

	Clackamas County, 2000	Clackamas County, 2012	Percent Change
Population	338,391	383,857	13.4%
Persons under 5 years	6.5%	5.4%	-1.1%
Persons under 18 years	28.7% (19 and under)	22.7%	
Persons 65 years and over	11.0%	15.0%	4.0%
Female persons	50.6%	50.7%	0.1%
Black or African American	1.0%	1.0%	0.0%
American Indian and Alaska Native	1.6%	1.1%	-0.5%
Asian	3.2%	3.9%	0.7%
Native Hawaiian and Other Pacific Islander	0.4%	0.3%	-0.1%
Two or More Races	2.5%	3.0%	0.5%
Hispanic or Latino	4.9%	8.1%	3.2%
White alone, not Hispanic or Latino	89.1%	83.9%	-5.2%

Diversity has been shown to increase creativity, problem-solving, and organizational flexibility (Cox & Blake, 1991).   In this spirit, Clackamas County as an organization has made an effort to incorporate increased awareness of inclusion and diversity throughout the County. In 2001, Clackamas County performed its first diversity assessment in order to better serve the public by being a more responsive public organization. Over the next ten years, Clackamas County worked at increasing diversity and inclusion efforts. Then, in 2011 a subsequent diversity assessment was undertaken to assess those efforts. The assessment commenced in 2011 was performed in two phases.

Phase I occurred in 2012 and was based on employee profile data analysis, review of vision, policy and plan documents, employee focus groups, and leadership member focus groups and individual interviews. Phase I, as well as the later Phase II, utilized the four diversity goals identified for the 2001 assessment in order to maintain consistency. These are:

1) The ability of Clackamas County to attract diverse talent to the organization (recruiting and hiring diverse staff);
2) The extent to which the current work culture is welcoming and respectful of people who may be "different" than the norm (welcoming and respectful work culture);
3) The ability of Clackamas County to retain and grow diverse talent in the organization (retention and development of diverse staff); and
4) The extent to which staff members need to expand their skills or use different tools to interact more effectively with diverse team members and customers (cultural competence).

Phase I found that while a strong effort was being made in each of the four goal areas, there remained aspects of each that required added attention. Some key themes that emerged from Phase I include:

- An awareness of the need to recruit and hire diverse staff but the image of the County as not being diversity-friendly was reported as a barrier
- An acknowledgement that the County has taken efforts to increase its inclusiveness to all employees
- A recognition that managers are willing to encourage employee development but need support in this area
- The importance to the County of meeting the needs of the diverse clientele but also the challenge of ensuring employees are culturally competent
- The need to collect systematic data to examine diversity and inclusion within Clackamas County

Phase II was implemented, in part, to meet the need for systematic data collection, which was identified as a need in Phase I. Additionally, a survey was utilized to collect information from a wider range of participants at Clackamas County, with the electronic survey delivered to all employees of Clackamas County with computer access. Through the survey mechanism, Phase II was able to reach more individuals at the County for input regarding diversity and inclusion efforts. As mentioned, Phase II continued to focus on the four goal areas outlined by Clackamas County in 2001 (i.e., recruiting and hiring diverse staff, welcoming and respectful work culture, retention and development of diverse staff, and cultural competence). Phase II also attempted to evaluate the experience of diversity and inclusion at different levels of analysis (i.e., the individual, employees generally, managers generally, and the organization as a whole). With the systematic collection, wide participation, and variety of perspectives included, Phase II is designed to be a compliment to the qualitative study performed in Phase I and to position the County well for future assessments.

Survey Instrument

Phase II occurred in 2013 and data was gathered via an electronically survey delivered to all the employees of Clackamas County with computer access. The aim of the Phase II survey is to assess the effort made by the County in the areas of diversity and inclusion. The survey focused on each of the four diversity and inclusion goal areas identified by Clackamas County in 2001 (i.e., recruiting and hiring diverse staff, welcoming and respectful work culture, retention and development of diverse staff, and cultural competence). The intention is that this data can, in turn, be used to track the impact of the effort on these four goal areas over time.

Question Design

The survey utilized in Phase II of the Clackamas County Diversity Assessment was comprised of 68 survey questions. The questions for the survey are, in part, derived from a number of sources (Cox Jr. , 2001; Gardenswartz & Rowe, 1998; Choi & Rainey, 2010; University of Wisconsin - Stout Campus, 2010). Questions in the survey are designed to capture and analyze the County's diversity and inclusion efforts in a multiple ways. First, the survey include questions that would evaluate both the County's perceived effort (i.e. input/independent variable) as well as the current state of diversity and inclusion (i.e. outcome/dependent variable). The inclusion of these questions will allow the County to examine the impact of the level of effort made by the County (input/independent variable) on the actual conditions experienced at the County (outcome/dependent variable).

The survey also includes questions that provide a baseline measurement for several organizational performance measures: job satisfaction, commitment, quality of work, and productivity. The inclusion of organizational performance questions will allow the County to examine if there is any relationship between the state of diversity and inclusion on various aspects of organizational performance. The relationship between these three types of questions – perceived level of diversity & inclusion efforts, perceived outcome and current

state of diversity & inclusion, and organizational performance – is represented in Figure 1, below.
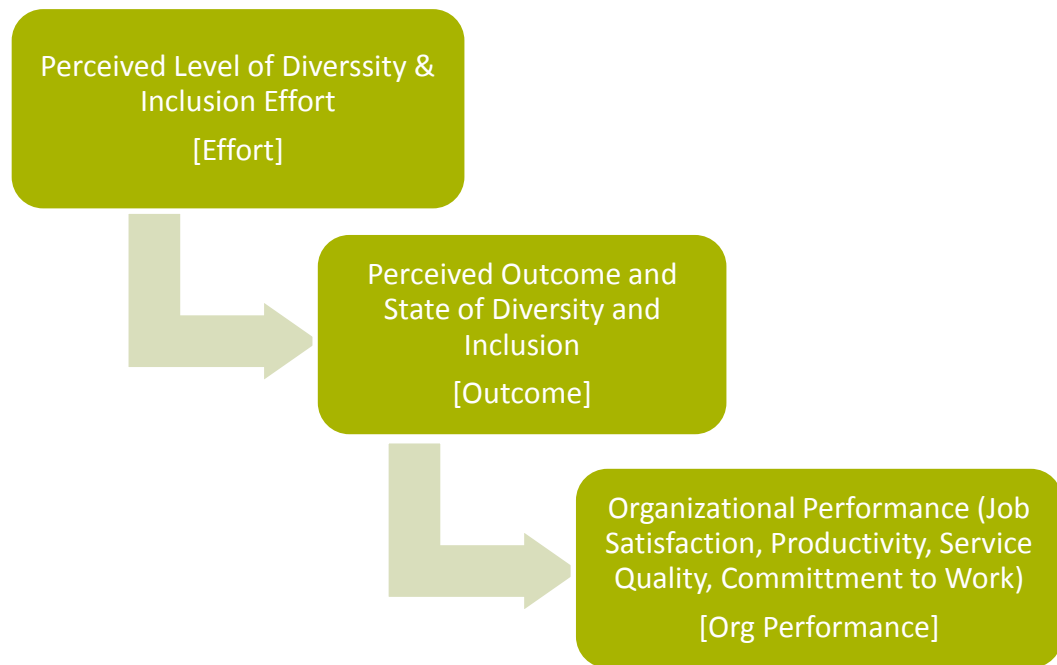
Figure 1 The relationship between the three different categories of survey questions

The questions in the survey are also designed to capture four different levels of assessment and observation on the County's efforts and outcomes of diversity and inclusion. The four levels include:

(1) the respondent's perception of their own individual attitudes and behaviors (individual-level),

(2) the respondents' perception of the County employees' attitudes and behaviors in general (employee-level),

(3) the respondents' perception of the County managers' attitudes and behaviors in general (manager-level), and

(4) the respondents' perception of Clackamas County as an organization (organization-level).

Each of the questions is focused on one of these four levels. This allows the research team to examine the way people perceive how each of these four groups relates to diversity and inclusion.

The survey also included demographic questions to ascertain the respondents age, level of education, length of service at Clackamas County, County department, gender, identification as LGBTQ or not, Hispanic origins, and ethnicity. The respondents were also asked to identify if they were full-time, part-time, or temporary workers, whether they worked a 4-day work week, whether they are managers, and how many diversity trainings they have attended. Finally, the survey provided space for respondents to provide written feedback related to their experiences with and suggestions for diversity and cultural inclusion at Clackamas County.

All questions except demographic questions were asked using a 6-point scale ranging from strongly disagree (1) to strongly agree (6). Questions marked with an asterisk in the below Table 2, were asked in the negative form (e.g., The public image of Clackamas County is often a barrier in recruiting diverse employees), and therefore, in the analysis these questions were reverse coded to maintain consistency with the other questions. For reporting on these questions in this report, the questions have been revised using positive wordings, with the change noted in brackets (e.g., The public image of Clackamas County is [not] often a barrier in recruiting diverse employees).

Table 2 below provides the questions, organized by the four diversity and inclusion goals – recruiting and hiring questions, welcoming and respectful workplace questions, retention and development questions, and cultural competence questions. The appropriate level of analysis as well as whether the question is intended to measure the effort, outcome or organizational performance is also identified in the table. Table 3 lists the demographic and individual employee background questions.

Table 2 List of Survey Questions

Question Category	Level of Interest	Effort/ Outcome /Org Performance	Survey Question
Recruiting & Hiring	Organization	Effort	Clackamas County makes an effort to promote itself as a welcoming and inclusive workplace.
Recruiting & Hiring	Organization	Effort	The County makes an effort to remove barriers impeding diverse applicants.
Recruiting & Hiring	Organization	Effort	Hiring a diverse workforce is a priority of the County.
Recruiting & Hiring	Organization	Outcome	The public image of Clackamas County is often a barrier in recruiting diverse employees.*
Recruiting & Hiring	Organization	Outcome	The County's application process is a barrier to promoting workforce diversity.*
Recruiting & Hiring	Organization	Outcome	The County workforce reflects all segments of society.
Recruiting & Hiring	Employee	Outcome	My work group is reflective of all segments of society
Recruiting & Hiring	Management	Effort	Managers make an effort to hire diverse applicants.
Recruiting & Hiring	Management	Effort	Managers make an effort to recruit diverse applicants.
Recruiting & Hiring	Management	Effort	Managers are committed to a workforce reflective of all segments of society.
Recruiting & Hiring	Management	Outcome	Managers have successfully hired diverse people.
Recruiting & Hiring	Management	Outcome	Managers have successfully recruited diverse applicants.

Question Category	Level of Interest	Effort/ Outcome /Org Performance	Survey Question
Welcoming & Respectful	Organization	Effort	Creating a welcoming and respectful workplace is a priority of Clackamas County.
Welcoming & Respectful	Organization	Effort	Clackamas County is indifferent toward creating an inclusive workplace.*
Welcoming & Respectful	Employee	Effort	Employees in my department make an attempt to help people feel welcomed and respected.
Welcoming & Respectful	Employee	Effort	Employees in my department are indifferent toward creating an inclusive workplace.*
Welcoming & Respectful	Employee	Outcome	Employees of different generations work well together.
Welcoming & Respectful	Employee	Outcome	In my work group, some people are consistently excluded from certain activities. Please explain.*
Welcoming & Respectful	Individual	Outcome	I feel that certain groups of people are not treated with respect in the workplace. Please explain.*
Welcoming & Respectful	Individual	Outcome	I feel welcomed and respected among my peers.
Welcoming & Respectful	Management	Effort	Managers create a work environment where employees feel welcome and respected.
Welcoming & Respectful	Management	Effort	My manager will step in when someone is being treated disrespectfully.

Question Category	Level of Interest	Effort/ Outcome /Org Performance	Survey Question
Retention & Development	Organization	Effort	Clackamas County has a clear vision for retaining and developing diverse employees.
Retention & Development	Organization	Effort	Clackamas County supports the retention and development of diverse employees.

Retention & Development	Employee	Outcome	All employees are treated fairly in terms of professional development opportunities.
Retention & Development	Employee	Outcome	It is difficult for my work group to retain minority staff members.*
Retention & Development	Individual	Outcome	I have the same opportunities here as others of my skill level, experience, and education
Retention & Development	Individual	Outcome	Performance assessment is a fair reflection of my performance.
Retention & Development	Management	Effort	Managers encourage and support employment development for all employees
Retention & Development	Management	Effort	Managers tend to be more favorable toward employees who look like themselves, regardless of the employees' actual performance.*

Question Category	Level of Interest	Effort/ Outcome /Org Performance	Survey Question
Cultural Competence	Organization	Effort	Clackamas County encourages employees to engage effectively with diverse co-workers and communities.
Cultural Competence	Organization	Effort	Clackamas County promotes cross-cultural learning among employees.
Cultural Competence	Employee	Outcome	Employees feel comfortable working with diverse clients.
Cultural Competence	Employee	Outcome	Employees are oblivious to cultural differences in the workplace.*
Cultural Competence	Individual	Outcome	I can recognize and question the biases that affect my own thinking.
Cultural Competence	Individual	Outcome	I actively seek to understand why people think the way they do when they act differently than me.
Cultural Competence	Individual	Outcome	I avoid interacting and communicating with individuals who have different perspectives than my own.*
Cultural Competence	Individual	Outcome	I make an effort to learn about other cultural backgrounds, traditions, and points of view.

Cultural Competence	Management	Effort	Management attempts to model culturally competent behavior.
Cultural Competence	Management	Effort	Management encourages education regarding cultural competence.
Cultural Competence	Management	Outcome	Managers work well with employees of different backgrounds.
Cultural Competence	Management	Outcome	In general, managers in Clackamas County are insensitive to cultural differences.*

Question Category	Level of Measure	Effort/ Outcome /Org Performance	Survey Question
General Workplace Performance	Employee	Org Performance (satisfaction)	In general, Clackamas County employees are satisfied with their work.
General Workplace Performance	Employee	Org Performance (productivity)	In general, Clackamas County employees are productive at work.
General Workplace Performance	Employee	Org Performance (quality)	In general, Clackamas County employees provide a high level of service quality at work.
General Workplace Performance	Employee	Org Performance (commitment)	In general, Clackamas County employees are committed to their work.
General Workplace Performance	Individual	Org Performance (satisfaction)	I feel satisfied with my work.
General Workplace Performance	Individual	Org Performance (productivity)	I feel productive at work.
General Workplace Performance	Individual	Org Performance (quality)	I provide a high level of service quality at work.
General Workplace Performance	Individual	Org Performance (commitment)	I am committed to my work.
General Workplace Performance	Management	Org Performance (satisfaction)	In general, managers in Clackamas County are satisfied with their work.

General Workplace Performance	Management	Org Performance (productivity)	In general, managers in Clackamas County are productive at work.
General Workplace Performance	Management	Org Performance (quality)	In general, managers in Clackamas County provide a high level of service quality at work.
General Workplace Performance	Management	Org Performance (commitment)	In general, managers in Clackamas County are committed to their work.

Survey Administration

The survey was constructed as a web-survey and administered electronically using internet. The link to the web-survey was sent to all Clackamas County employees via email by Mr. Emmett Wheatfall, Clackamas County Diversity and Inclusion Director. One week prior to the launch of the web-survey, the employees were notified by Mr. Wheatfall via email about the survey.   Additionally, a week prior to the distribution an email was sent by Mr. Wheatfall to the executive team at Clackamas County to inform the about the upcoming survey distribution. The web-based survey was open to employees for two and a half weeks, from May 22nd through June 7th. In his email to employees, Mr. Wheatfall provided the purpose of the survey and solicited employees to participate. Once they clicked on the link, the respondents were presented with a cover letter from Dr. Masami Nishishiba describing the purpose of the study as well as provided her contact information. (See appendices A and B, respectively, for the email notifications by Mr. Wheatfall, and the survey format.)

The web-survey was constructed in a way that allowed respondents to leave the question blank. Also, respondents were given the option to choose multiple responses to the question regarding their ethnicity. Further, the respondents were assured that the survey is voluntary and can opt to not take the survey without fear of retaliation if they so desired. The first page of the survey also assured the respondents that their responses are kept confidential and their responses are shared only in an aggregated form.

Respondent Profile

Of the approximately 1800 employees at Clackamas County, 355 completed the on-line survey (approximately 20% response rate). Respondent's demographic background was varied, though the vast majority of respondents were Caucasian, representative of the County's workforce demographic make-up. Respondent's also varied in their employment characteristics related to their professional relationship with the County.

The majority, 60%, of respondents who identified their age were in their 40's or 50's. A quarter of the respondents were under the age of 40 and only 14% of respondents were 60 years old or older. There were more female (62%) respondents than male (38%) respondents. The vast majority of respondents that identified their ethnicity, identified as Caucasian (82%), the remaining respondents identified as Hispanic (3%), other (3%), Bi/Multi Ethnic (7%), Asian (3%), Native American (1%), and African American (2%). Only 7% of respondents identified as LGBTQ. 97% of respondents had at least some college, with 37% having completed a 4 year degree and 23% having completed a master's degree.

Table 3 Respondent Demographics

	Responses	Percent
Female	169	55%
Male	102	33%
Under 40	74	26%
40's	90	32%
50's	79	28%
60 and over	39	14%
Caucasian	248	82%
Bi/Multi Ethnic	21	7%
Other	10	3%

Hispanic	9	3%
Asian	8	3%
African American	5	2%
Native American	3	1%
LGBTQ	20	7%
Not LGBTQ	253	93%
High School	9	3%
Some College	73	23%
2-year College	37	12%
4-year College	115	37%
Master's Degree	71	23%
Doctoral	1	0%
Professional Degree	8	3%

Most of the respondents were full time employees holding non-management positions. 91% of respondents who identified their employment status are working full time, with 5% of respondents working part-time and 4% of respondents were temporary employees. Only 21% of respondents who identified their employment status held management position. 70% of respondents are participating in the four-day workweek.

The majority of respondents have been with the County between 5 and 20 years, with 10% of respondents having worked for the County less than 1 year, 27% of respondents worked for the county for 1 to 5 years, 22% of respondents worked for the County more than 5 years, up to 10 years, 28% of respondents worked for the County more than 10 years, up to 20 years, and 13% of respondents worked at the County over 20 years. The Departments most greatly represented were the Department of Human Services (30%), the Department of Transportation and Development (11%), and the Sheriff's Office (10%). Almost half of respondents had not

attended a diversity training in the past year. Also, 32% of respondents had attended one training in the past year and 5% of respondents had attended more than 3.

Table 4 Respondent Work-Related Demographics

	Responses	Percent
Full Time	284	91%
Part Time	14	5%
Temporary	13	4%
Managers	63	21%
Non-Managers	243	79%
4-Day Workweek	213	70%
Not Participating in 4-Day	93	30%
Less than 1 year	27	10%
1 – 5 years	74	27%
5 – 10 years	60	22%
10 – 20 years	77	28%
Over 20 years	35	13%
Human Services	89	30%
Transportation and Dev.	31	11%
Sheriff	30	10%

No Diversity Trainings	**121**	**45%**
1 Diversity Training	87	32%
2 Diversity Trainings	32	12%
3 Diversity Trainings	15	6%
More Than 3	13	5%

Results

One of the primary goals of this assessment is to examine the four diversity and inclusion goals and assess the current state of Clackamas County. Average scores of the relevant questions pertaining to each diversity goals were calculated and analyzed. While there is some variation in the levels of perceived attainment among the four diversity goals, the result indicates a fairly high level of perceived attainment for all four diversity goals with an average response between somewhat agree (4) and agree (5).

Figure 2, below, provides an overview of the average responses in each of the four categories. Goal #4, cultural competence is perceived most positively by the employees of Clackamas County with an average response of 4.54, representing an average response between somewhat agree and agree. Goal #1, recruiting and hiring diverse staff, is the lowest in the response score, with an average of 4.10, demonstrating an average score of questions pertaining to the recruiting and hiring diverse staff goal being closer to somewhat agree.

Average Response for Each of the Four Goal Areas

Goal	Mean Response
Goal 1: Recruiting and Hiring	4.10
Goal 2: Welcoming and Respectful	4.43
Goal 3: Retention and Development	4.17
Goal 4: Cultural Competence	4.54

Mean Response, 6-Point Scale
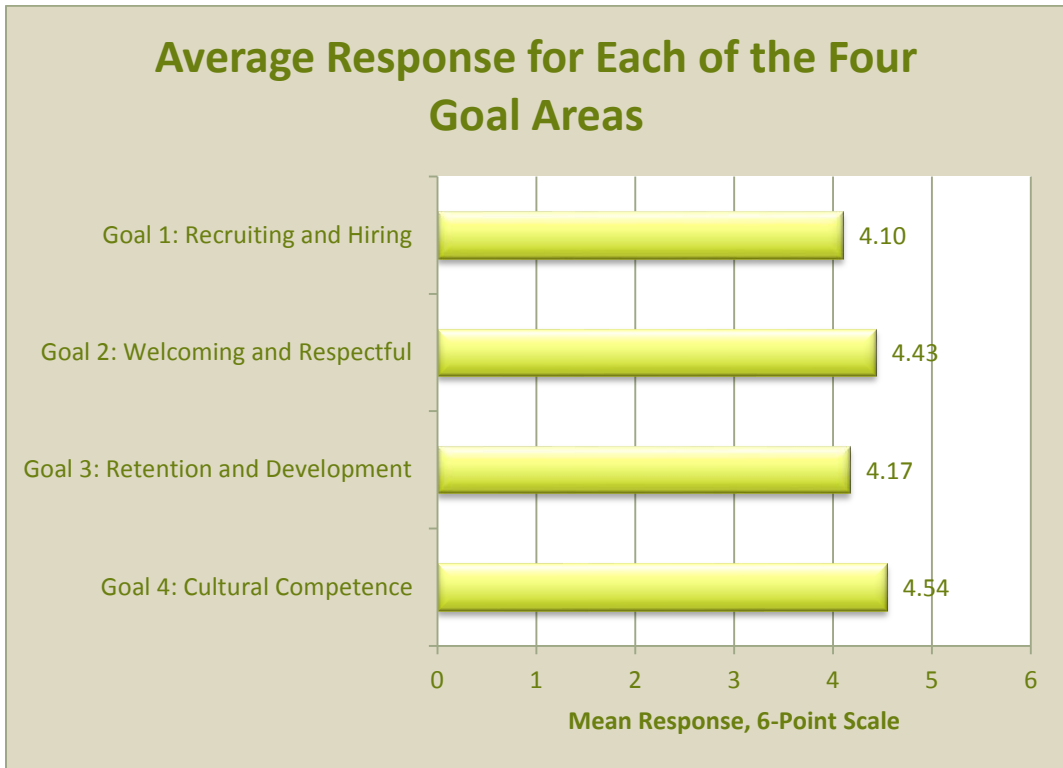
Figure 2 The mean answer of respondents to each of the four Clackamas County diversity goals. The average perception of respondents for each of the goals falls between 4 and 5, or rather, between somewhat agree and agree.

Goal 1: Recruiting and Hiring

Turning now to each of the four goals individually, we examined the survey responses by the levels of measurement, i.e. individual (self), employee, manager, and County as an organization. Questions relevant to Goal #1, recruiting and hiring diverse staff, were focused predominantly on employees' perception of the levels of effort and attainment by the managers and the County as an organization --- the entities typically responsible for recruiting and hiring. The questions with the highest average response are: "Clackamas County makes an effort to promote itself as a welcoming and inclusive workplace" (mean = 4.70) and "The County makes an effort to remove barriers impeding diverse applicants" (mean = 4.55). Meanwhile the questions with the lowest average response are: "My work group is reflective of

all segments of society" (mean = 3.48) and "The public image of Clackamas County is [not] often a barrier in recruiting diverse employees" (mean = 3.51). Figure 3, below, provides the mean responses for each of the questions which relate to the recruitment and hiring of diverse employees. The questions are sorted by the level of analysis (County, managers, employees). The frequencies of each response (strongly disagree through strongly agree) for each question are provided in Appendix C.

Goal Number 1: Recruiting and Hiring
Average Response by Question

Question	Mean
The County workforce reflects all segments of society. (County)	3.60
The public image of Clackamas County is [not] often a barrier in recruiting diverse employees. (County)	3.51
The County's application process is [not] a barrier to promoting workforce diversity. (County)	4.20
The County makes an effort to remove barriers impeding diverse applicants. (County)	4.55
Clackamas County makes an effort to promote itself as a welcoming and inclusive workplace. (County)	4.70
Hiring a diverse workforce is a priority of the County. (County)	4.34
Managers are committed to a workforce reflective of all segments of society. (Management)	4.02
Managers have successfully recruited diverse applicants. (Management)	4.15
Managers have successfully hired diverse people. (Management)	4.23
Managers make an effort to recruit diverse applicants. (Management)	4.17
Managers make an effort to hire diverse applicants. (Management)	4.22
My work group is reflective of all segments of society. (Employees)	3.48

Mean Response, 6-Point Scale

Figure 3 The mean response to each of the questions pertaining to goal #1, recruiting and hiring of diverse staff, sorted by level of interest.

Further analysis was conducted by examining questions that asked the respondent about the perceived efforts by the County in promoting diversity in its recruiting and hiring practices (Institutional Effort), comparing them to how people perceived the reality in attaining the diversity in recruiting and hiring (Workplace Reality/Outcome). As Figure 4 shows, the average response for the questions that specifically asked about the County's institutional effort is 4.33, while the mean score of the questions asking people how they assess the workplace reality in the attainment of the diversity recruiting and hiring is 3.86. This indicates that people acknowledge that the County is making an institutional effort to promote diversity in recruitment and hiring, however, they do not see the outcome of the effort reflected in the workplace reality by way of seeing more diverse recruitment and hiring.

Figure 4 The institutional effort [Effort] compared to the perceived workplace reality [Outcome] for the goal of recruiting and hiring diverse staff in mean score.
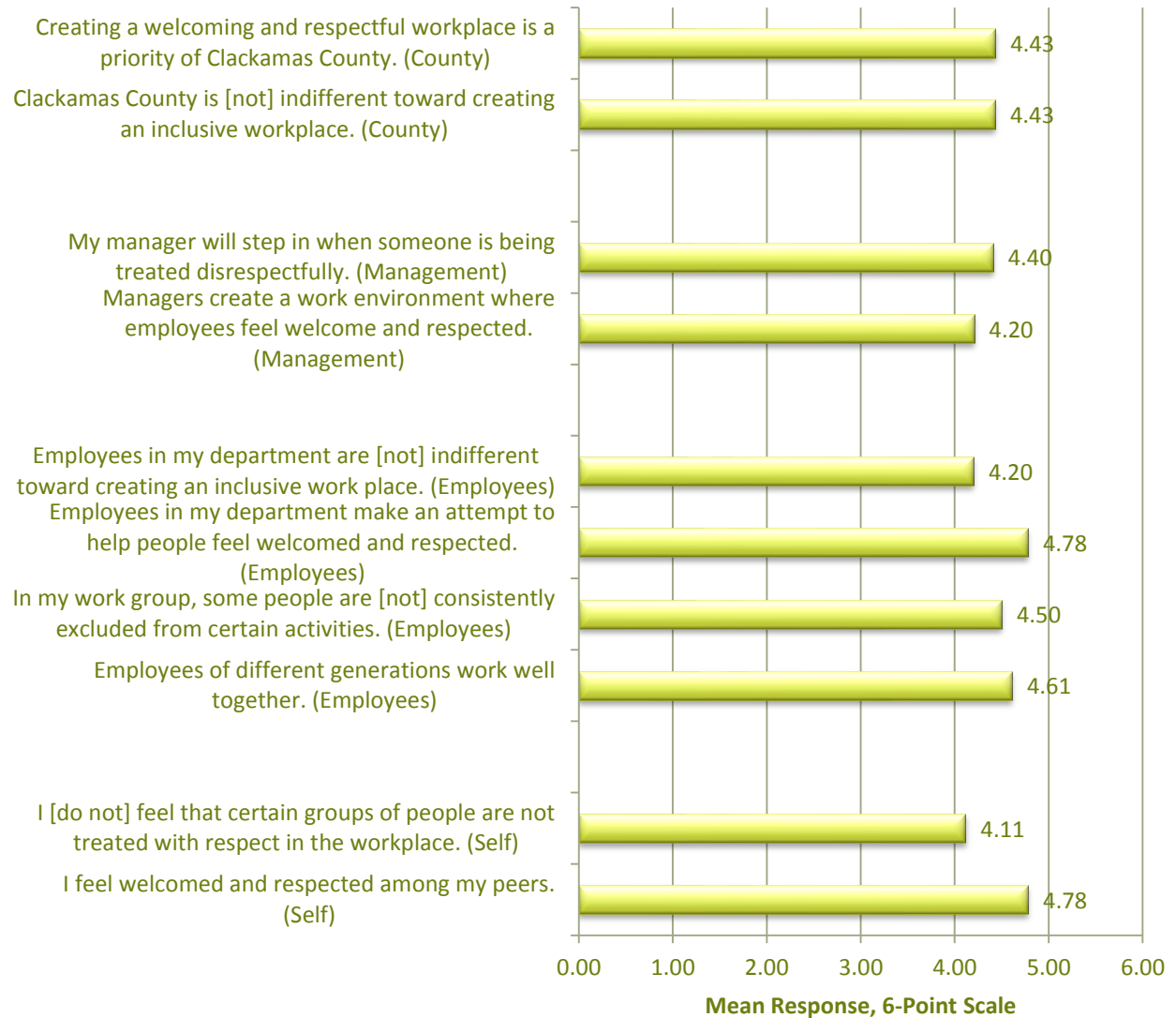
Goal 2: Welcoming and Respectful Environment

Figure 5 provides the summary of responses for questions about the welcoming and respectful environment, Goal #2. The questions that received the highest average response were "Employees in my department make an attempt to help people feel welcomed and respected" (mean = 4.78) and "I feel welcomed and respected among my peers" (mean = 4.78). The lowest average response was "I [do not] feel that certain groups of people are not treated with respect in the workplace" (mean = 4.11). This indicates that, although people feel that they themselves are treated with respect, they do not perceive that everybody is welcomed and treated with respect in the workplace. Also, people noted that the Clackamas County employees' effort and outcome in creating a welcoming and respectful environment is slightly higher than the other levels such as management and the County as an organization. The frequencies of each response (strongly disagree through strongly agree) for each question are provided in Appendix C.

Respondents assessed that the County's effort to promote a welcoming and respectful environment matches their perception of the reality in their workplace. As shown in Figure 6, the mean score for the questions regarding the respondents' assessment of the effort in promoting welcoming and respectful environment is 4.41, and the mean for the perceived reality is 4.50. Although the scores are not very different with both ranging somewhere between somewhat agree and agree, the scores for the perceived reality is slightly higher than the perceived level of effort, indicating a positive assessment of the current workplace with regards to creating a welcoming and respectful environment at Clackamas County.

Goal Number 2: Welcoming and Respectful Work Environment
Average Response by Quesion

Question	Value
Creating a welcoming and respectful workplace is a priority of Clackamas County. (County)	4.43
Clackamas County is [not] indifferent toward creating an inclusive workplace. (County)	4.43
My manager will step in when someone is being treated disrespectfully. (Management)	4.40
Managers create a work environment where employees feel welcome and respected. (Management)	4.20
Employees in my department are [not] indifferent toward creating an inclusive work place. (Employees)	4.20
Employees in my department make an attempt to help people feel welcomed and respected. (Employees)	4.78
In my work group, some people are [not] consistently excluded from certain activities. (Employees)	4.50
Employees of different generations work well together. (Employees)	4.61
I [do not] feel that certain groups of people are not treated with respect in the workplace. (Self)	4.11
I feel welcomed and respected among my peers. (Self)	4.78

Mean Response, 6-Point Scale

Figure 5 The mean response to each of the questions pertaining to goal #2, welcoming and respectful work environment, sorted by level of interest.
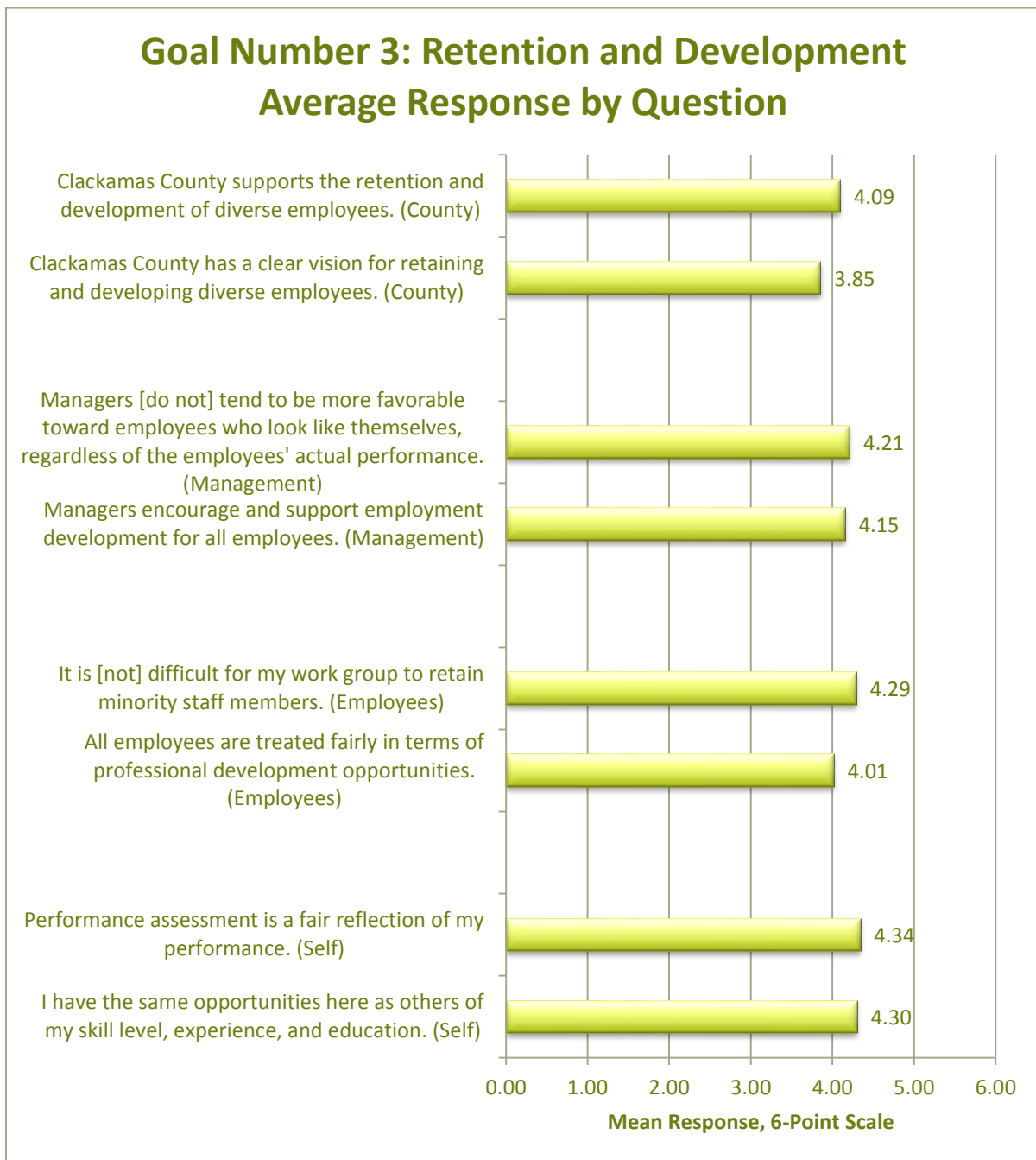
Figure 6 The institutional effort [Effort] compared to the perceived workplace reality [Outcome] for the goal of a welcoming and respectful environment, in mean scores.

Goal 3: Retention and Development

Figure 7 shows the results of the individual questions relevant to the retention and development goal, sorted by level of interest. The respondents rated their personal experience (individual-level) with retention and development higher than any of the perceived efforts and experience by the other three groups (employees generally, managers, and the County). The questions "I have the same opportunities here as others of my skill level, experience, and education" and "Performance assessment is a fair reflection of my performance" had higher average responses of 4.30 and 4.34, respectively. On the other hand, the question that asked the respondents' perception on the County's effort in promoting diversity retention and development "Clackamas County has a clear vision for retaining and developing diverse employees" had the lowest score with the mean of 3.85. This wide variation of responses in

this particular goal area is notable. The frequencies of each response (strongly disagree) through strongly agree) for each question are provided in Appendix C.

Goal Number 3: Retention and Development Average Response by Question

Question	Mean Response
Clackamas County supports the retention and development of diverse employees. (County)	4.09
Clackamas County has a clear vision for retaining and developing diverse employees. (County)	3.85
Managers [do not] tend to be more favorable toward employees who look like themselves, regardless of the employees' actual performance. (Management)	4.21
Managers encourage and support employment development for all employees. (Management)	4.15
It is [not] difficult for my work group to retain minority staff members. (Employees)	4.29
All employees are treated fairly in terms of professional development opportunities. (Employees)	4.01
Performance assessment is a fair reflection of my performance. (Self)	4.34
I have the same opportunities here as others of my skill level, experience, and education. (Self)	4.30

Mean Response, 6-Point Scale

Figure 7 The mean response to each of the questions pertaining to goal #3, retention and development of diverse staff, sorted by level of interest.

When the respondents' perception of the effort to promote diversity in retention and development is compared with their assessment of the County's reality, the survey result shows that the reality (mean = 4.24) is perceived higher than the effort (mean = 4.08), indicating a positive assessment of the Clackamas County's diversity retention and development (Figure 8).
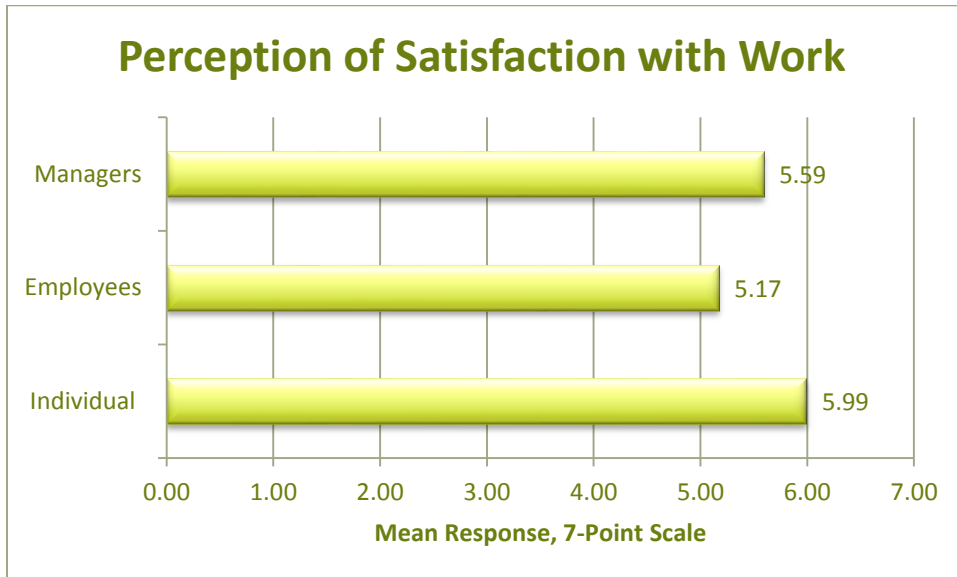

Figure 8 The institutional effort [Effort] compared to the perceived workplace reality [Outcome] for the goal of retaining and developing diverse staff, in mean scores.

Goal 4: Cultural Competence

Figure 9, below, summarizes the results of the individual questions relevant to the cultural competence goal, organized by the level of interest. Again, the respondents rated their personal level of cultural competence higher than that of the other three groups (employees generally, managers, and the County organization as a whole). The question "I [do not] avoid interacting and communicating with individuals who have different perspectives than my own" obtained the highest mean score of 5.03, indicating on average people agreed to this statement. On the other hand, when asked about the level of cultural competence of employees in general, people assessed the level the lowest. The mean score for the question "Employees are [not]

oblivious to cultural differences in the workplace" is 3.75, indicating on average people rated between somewhat disagree and somewhat agree to this statement. The frequencies of each response (strongly disagree through strongly agree) for each question are provided in Appendix C.
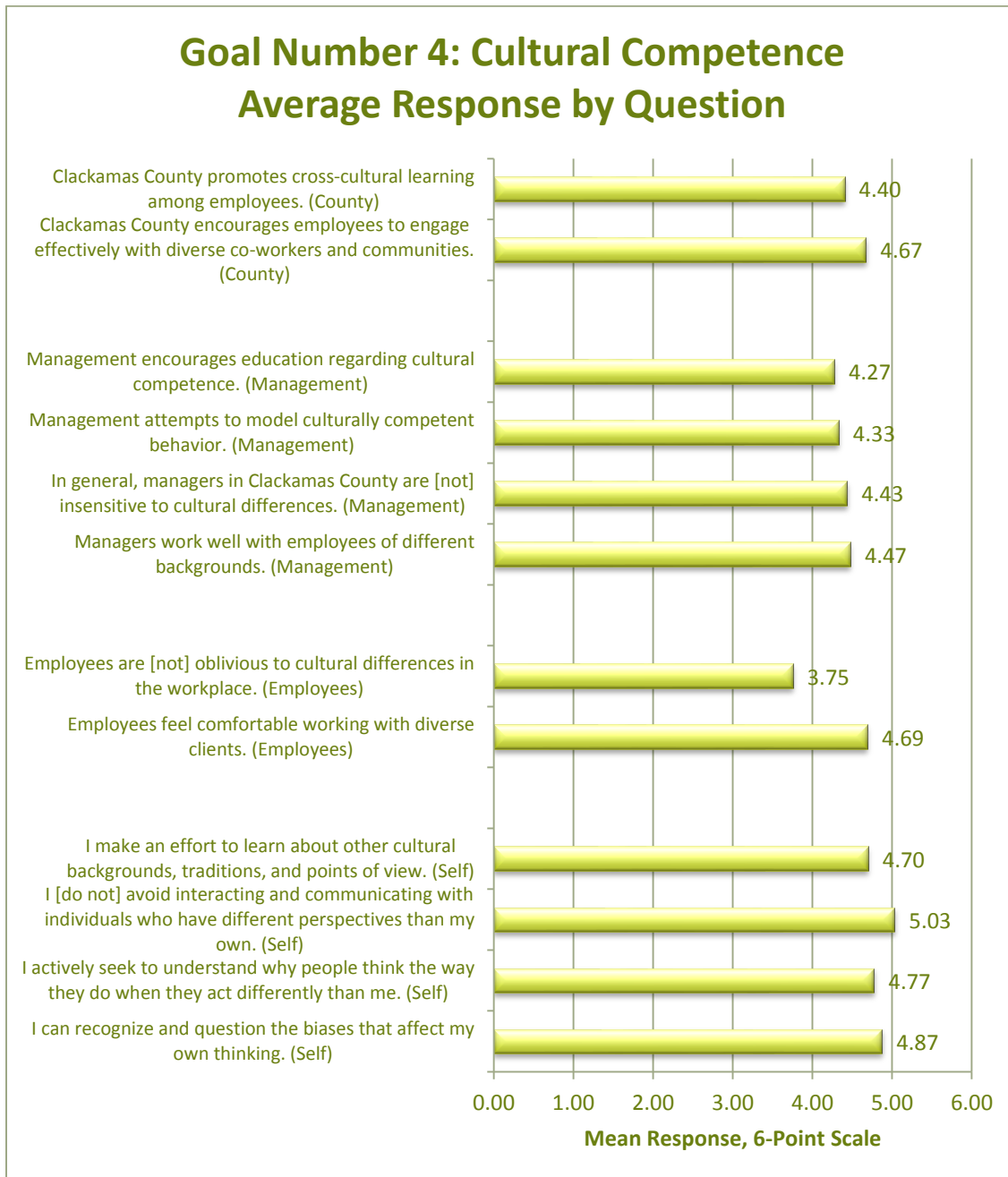
Figure 9 The mean response to each of the questions pertaining to goal #4, cultural competence, sorted by level of interest.

Figure 10 shows the comparison among the respondents' self-assessment of their own level of cultural competence, their perception of the efforts made by the County to promote cultural competence and their assessment of the level of cultural competence in reality. As noted above on average the respondents rated their own level of cultural competence the highest at the mean score of 4.84. They assessed the level of effort to promote cultural competence slightly higher (mean = 4.42) than the level of cultural competence in reality (mean = 4.34).

Figure 10 The institutional effort [Effort] compared to the perceived workplace reality [Outcome] for the goal of cultural competence, in mean scores. Also, comparing the individual's perception of their own cultural competence.

Organizational Performance

Figures 11, 12, 13 and 14 provide a summary of Clackamas County's organizational performance as indicated by the employees' level of job satisfaction, productivity, service quality and commitment. The intent of the inclusion of these questions is to use the current

survey result as a base-line and track the changes over time, and examine their relationship with the change in the level of attainment in the diversity goals. The survey result indicates that the respondents tend to assess their own level of job satisfaction, productivity, service quality and commitment higher than that of both employees and managers in general.

Perception of Satisfaction with Work

	Mean Response, 7-Point Scale
Managers	5.59
Employees	5.17
Individual	5.99

Figure 11 Clackamas County employee perception of satisfaction with work, at the individual level, employee level and manager level.

Perception of Productivity at Work

	Mean Response, 7-Point Scale
Managers	5.57
Employees	5.43
Individual	6.31
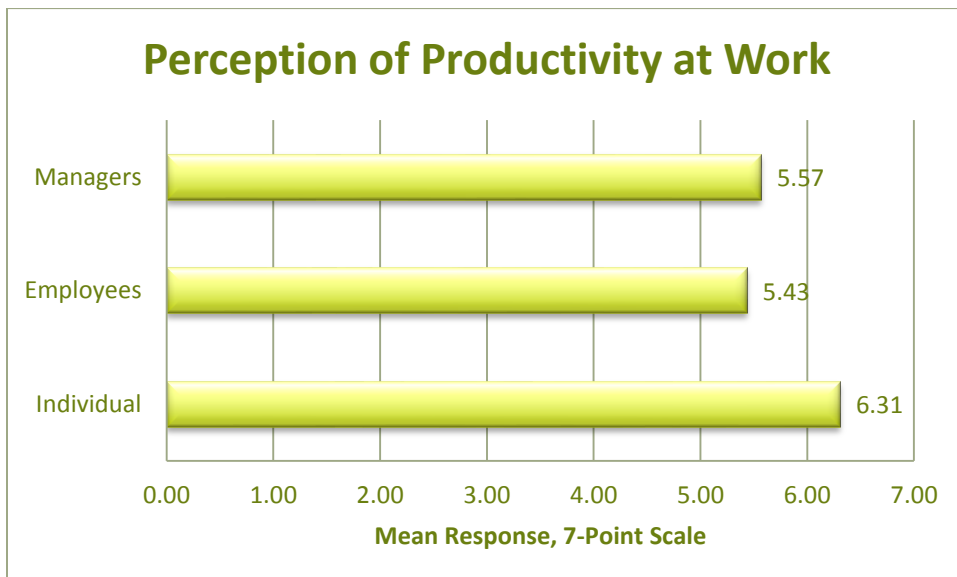
Figure 12 Clackamas County employee perception of productivity at work, at the individual level, employee level and manager level.

Perception of Level of Service

	Mean Response, 7-Point Scale
Managers	5.57
Employees	5.70
Individual	6.58
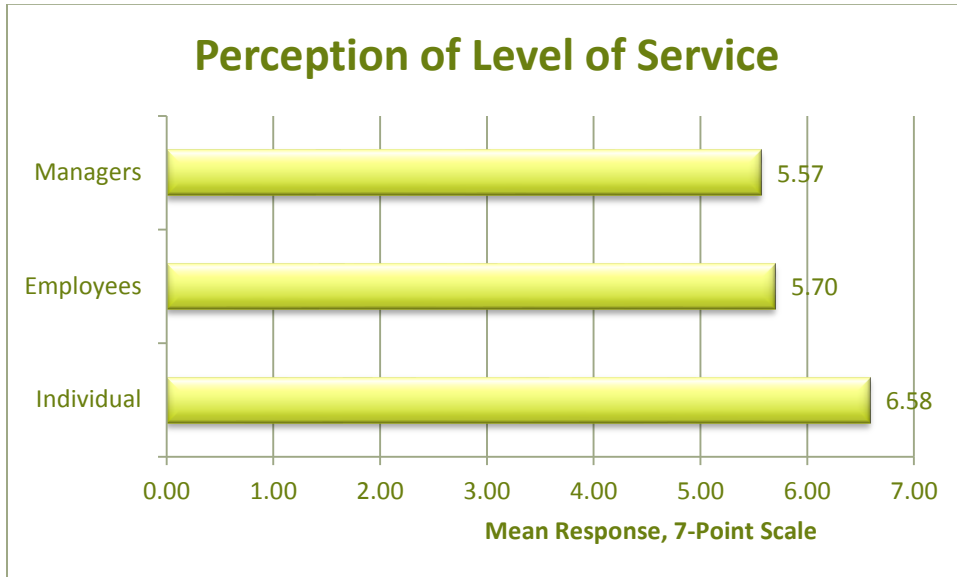
Figure 13 Clackamas County employee perception of level of service, at the individual level, employee level and manager level.

Perception of Commitment to Work

	Mean Response, 7-Point Scale
Managers	5.80
Employees	5.59
Individual	6.41
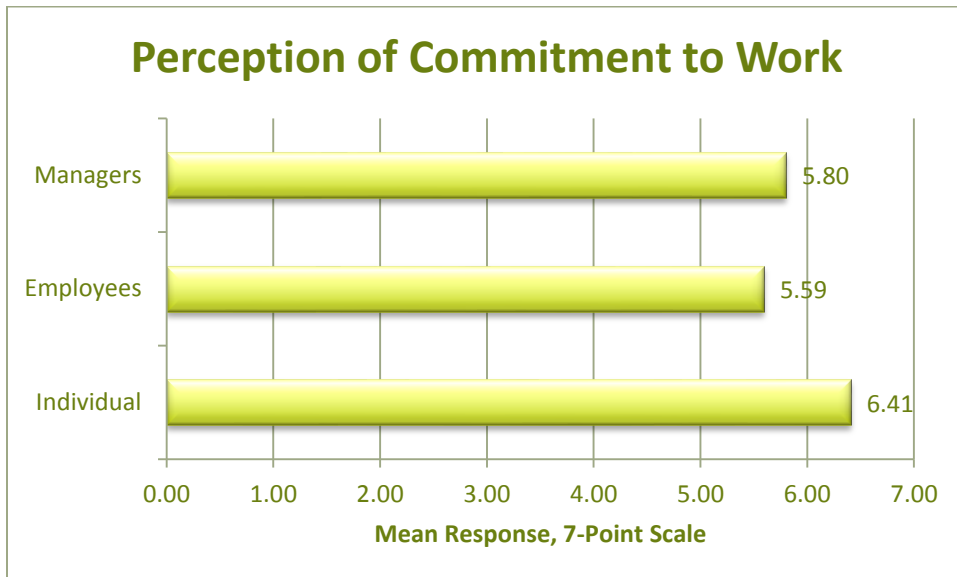
Figure 14 Clackamas County employee perception of commitment to work, at the individual level, employee level and manager level.

Comparisons by Demographic Background

The survey responses for the questions relevant to the four diversity goals were analyzed examining if there are any differences based on the respondents' demographic background in age, ethnicity, and gender. The responses were also compared based on the respondents' department affiliation and managerial status.

When the responses across different age categories were compared, those who identified themselves as over 60 also perceived all four diversity goals higher than any other age group. On the other hand, the group identified as under 40 evaluated the diversity goals at the County lower than the other age groups with the exception of cultural competence. All age groups' responses averaged between somewhat agree (4) and agree (5) for every question (see Figure 15.

Response Means by Age and Category

Category	60+	50's	40's	Under 40
Recruiting and Hiring	4.23	4.09	4.05	4.01
Welcoming and Respectful	4.74	4.43	4.53	4.31
Retention and Development	4.34	4.11	4.20	4.10
Cultural Competency	4.60	4.55	4.48	4.56
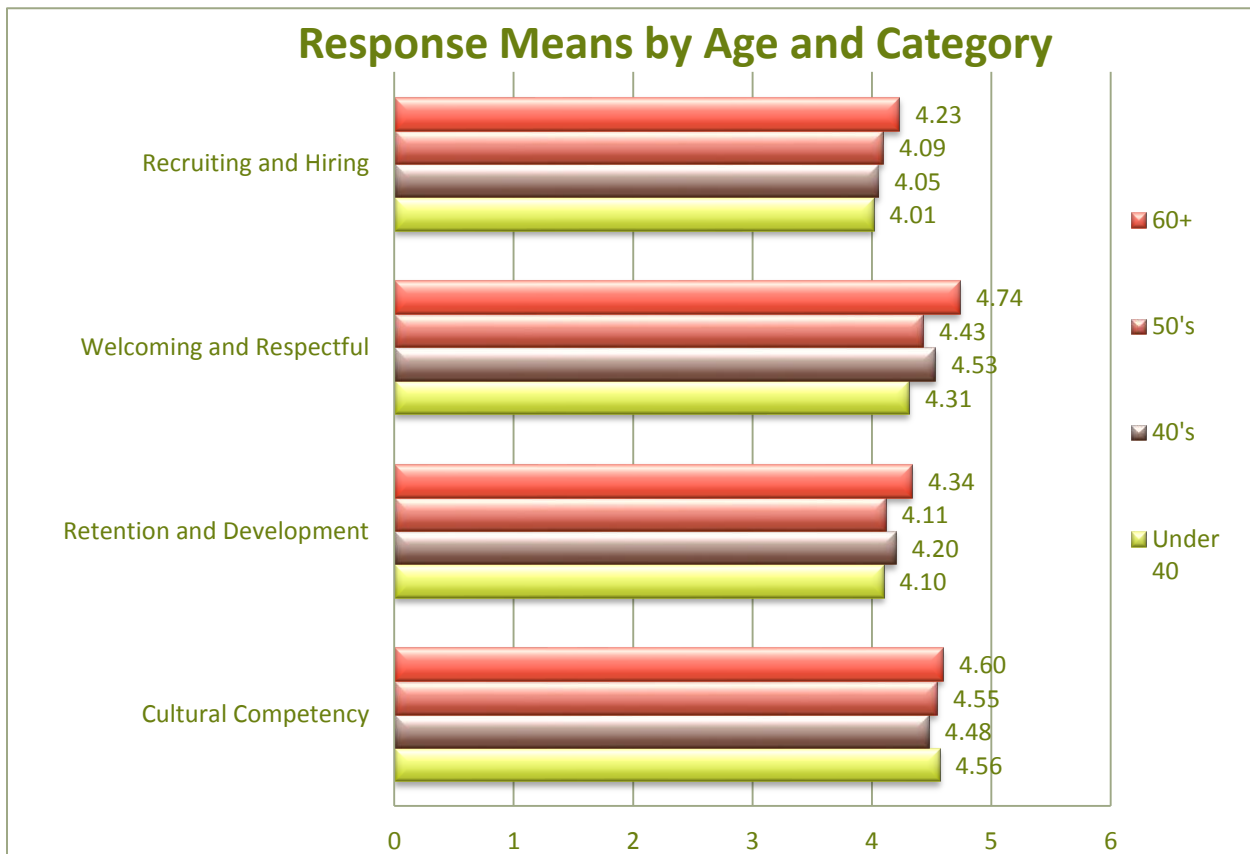
Figure 15 The average response for the age categories of under 40, 40's, 50's and over 60 for each of the four goal areas.

When the responses across different ethnic groups were compared, the Caucasian respondents ranked every diversity goal higher than the other minority respondents (see Figure 16). Those who identified themselves as African American, Hispanic, or Native American all rated the recruitment and hiring goal and retention and development much lower than the other ethnic group respondents.

Means of Responses by Ethnicity

Recruiting and Hiring
- 4.19
- 2.92
- 3.01
- 3.71
- 2.96
- 3.84
- 3.58

Welcoming and Respectful
- 4.53
- 3.34
- 3.86
- 4.06
- 4.43
- 4.11
- 4.30

Retention and Development
- 4.19
- 2.92
- 3.01
- 3.71
- 2.96
- 3.84
- 3.58

Cultural Competency
- 4.60
- 4.25
- 3.96
- 3.96
- 3.89
- 4.13
- 4.29

Legend:
- Caucasian
- African American
- Hispanic
- Asian
- Native American
- Other
- Bi/Multi-Ethnic
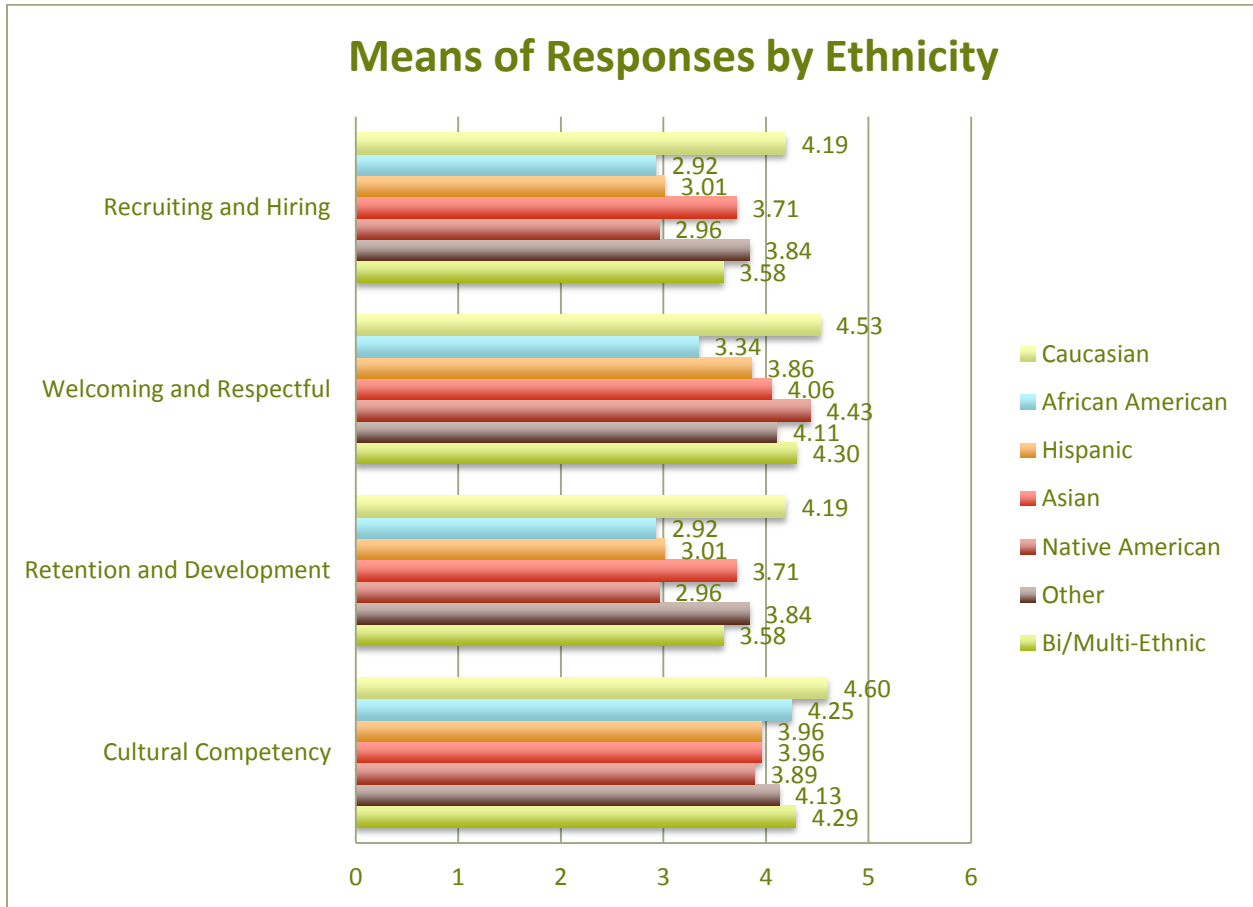
Figure 16 Mean response by ethnic group of each of Clackamas County's four diversity goals.

Figure 17 shows the comparison of responses by gender. For the recruitment and hiring, welcoming and respectful, retention and development goals, men rated higher than women. On the other hand women respondents rated cultural competence goals higher than men.

Mean Responses by Gender

	Female	Male
Recruiting and Hiring	4.07	4.15
Welcoming and Respectful	4.45	4.57
Retention and Development	4.17	4.24
Cultural Competency	4.58	4.49
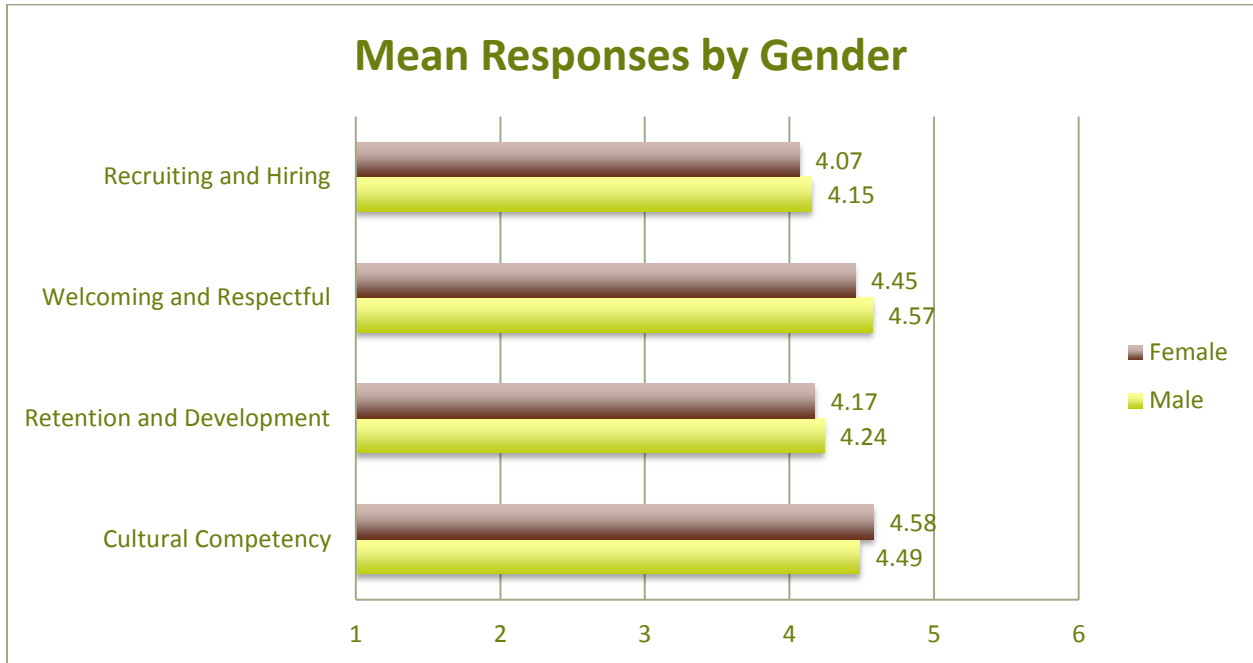
Figure 17 Mean response by gender of each of Clackamas County's four diversity goals.

For the comparison across respondents from different departments, the emergency services and C-com groups rated higher in all four goals compared to other departments. On the other hand, the Department of Transportation and Development and Assessment and Taxation departments were among the lowest in their rating in all four categories (see Figure 18).

Finally, when the responses were compared across respondents' managerial and employment status, managers and temporary employees had a higher rating of their success for all four goals, compared with non-managers and non-temporary employees (see Figures 19 and 20).
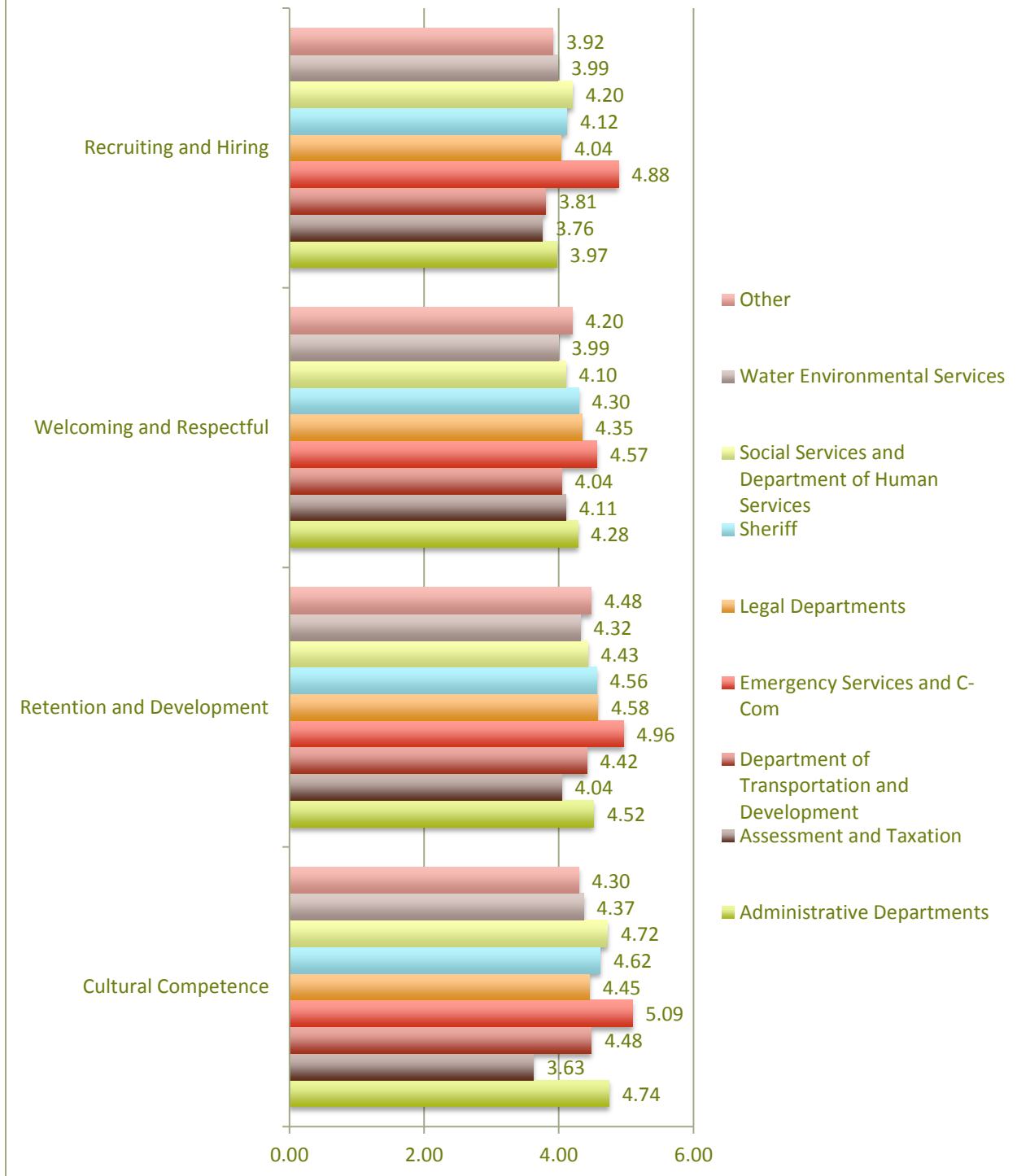
Figure 18 Mean response by department of each of Clackamas County's four diversity goals.
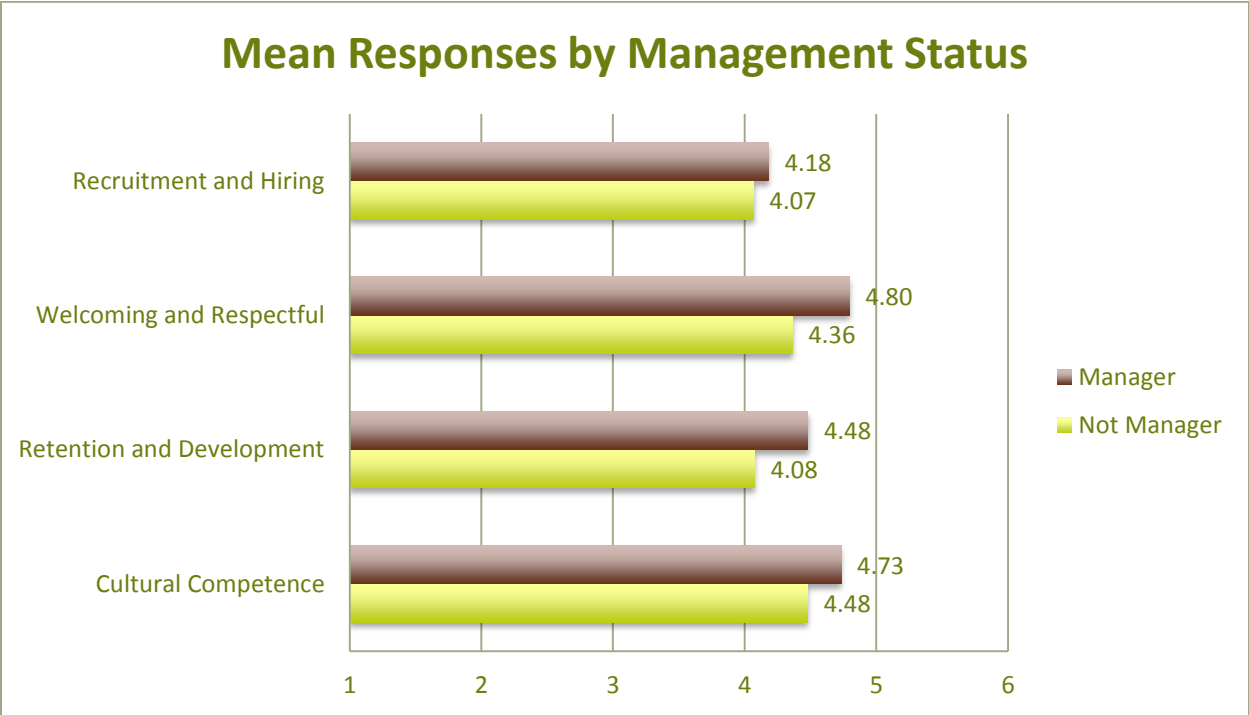
Figure 19 Mean response of manager status for each of Clackamas County's four diversity goals.

Figure 20 Mean response by employment status for each of Clackamas County's four diversity goals.

Assessment of the Diversity Goals Attainment

Goal 1: Recruitment and Hiring of Diverse Staff

The survey respondents rated the County's diversity goal to promote recruitment and hiring of the diverse staff, the lowest of the four diversity goals (mean = 4.11). One employee echoes this sentiment at the end of the survey where there was space provided for feedback, saying

> *"Hire more employees who are multi-racial, multi-lingual, and able to make connections with underserved populations around the county."*

The respondents rated the County's efforts to recruit and hire diverse employees higher than their assessment of the actual outcome. This indicates that while the employees recognize the County's effort to recruit and hire diverse employees, they have not seen the results yet. Continued effort in improving diverse recruitment and hiring at Clackamas County may be necessary until the County starts seeing the results. Several employees made some specific suggestions to further improve the recruitment and hiring, for example, to

> *"[create] a dedicated section on the web site that links to resources for diverse populations, lists bilingual positions, and links to current and relevant information for diverse communities."*

The public image of Clackamas County is perceived by many employees as detrimental to the diversity recruitment efforts. About half the respondents indicated that they agree with the statement that "The public image of Clackamas County is [not] often a barrier in recruiting diverse employees" while about half did not (mean = 3.51).

While many employees seem to recognize the importance of having employees with a diverse background, some cautioned against using diversity in place of skill requirements or alienating those from the dominant culture. This seems to indicate that the County will benefit from engaging employees in more conversation on the County's vision for diversity and inclusion to develop shared understanding on the goals and strategies for the County's goal to recruit and hire a diverse workforce.

Additionally, some employees shared their desire to increase awareness of age-related discrimination, LGBTQ community sensitivity, and economic inequality thoughtfulness both within the office and with clients.

When different departments are compared, people working in the Emergency Service and C-Com provided higher rating in the recruitment and hiring of diverse staff at Clackamas County higher than other departments.

Goal 2: Welcoming and Respectful Environment

The environment of Clackamas County is perceived as somewhat welcoming and respectful (mean = 4.47). This is one of the goals with higher level of attainment indicating that many people at Clackamas County do in fact feel welcomed. However, there is a notable difference in response between the Caucasian respondents and some ethnic minority populations, especially African Americans. It seems that the feeling of being welcomed and respected may be unevenly distributed with some groups report feeling welcomed and respected while others do not experience this to the same degree. Among the ethnic minority groups, the Native Americans reported a fairly high perception of a welcoming environment (mean = 4.43). That being the case, all ethnic groups average a lower perception of a welcoming and respectful environment than the average of the Caucasian respondents. It should also be noted that majority of the survey respondent (82%) identified their ethnic background as Caucasian, and only a very small fraction of the respondents represents ethnic minority groups.

While the respondents indicated that they felt welcomed and that employees were generally welcoming (mean = 4.78), they also noted that they are aware of the fact that certain groups of people are not treated with respect in the workplace. One respondent commented,

"I think some 'outgroups,' particularly in the sexual minority area, are probably less welcomed by some co-workers than others."

Another indicated that

"There are existing cliques in my office. They are hard to engage with."

The survey response indicated that the perceived effort and perceived reality in creating the welcoming and respectful environment at Clackamas County were at about the same level, both rating at a relatively higher level of attainment in this goal. The mean level of agreement to the statement "Managers create a work environment where employees feel welcome and respected was 4.20, only slightly above somewhat agree. This may suggest that efforts can be made to encourage and assist the managers in their effort in taking actions in creating welcoming and respectful work environment.

Creating a welcoming and respectful environment in the workplace is an important issue not only for diversity concerns but also for the overall workforce cohesion and morale. With this goal in particular, comments and results indicate that the concerns go beyond ethnicity, gender and religion and reflect general organizational culture.

When different departments are compared, people working in the Emergency Service and C-Com provided slightly higher rating in the welcoming and respectful environment at Clackamas County than other departments.

Goal 3: Retention and Development of Diverse Staff

The retention and development of diverse staff was perceived second lowest in its goal attainment (mean = 4.26), above hiring and recruiting diverse staff (mean = 4.11). This indicates that the challenges faced by diverse staff are perceived throughout their career, from recruitment and hiring through retention and development, and it is possible that there is some relationship between these two goals. While the perception of retention and development of diverse staff as a goal is on the lower end of the goal attainment, it is still slightly above 4 , indicating on average the respondents somewhat agree to the statement that describes the County's efforts and attainment in promoting retention and development of diverse staff.

Similar to the recruiting and hiring goal, African Americans, Hispanics, and Native Americans report a lower rating in the County's effort and outcome in the retention and development of diverse staff. Also, people under 40 provided lower rating compared to other age groups. When different departments are compared, people working in the Emergency Management and C-Com perceived the retention and development at Clackamas County higher than other departments.

In the assessment of how the County as an organization is doing under this goal, the ratings provided by the respondents were notably lower. The mean score for the statement "Clackamas County has a clear vision for retaining and developing diverse employees" was the lowest with the mean of 3.85. The other question about the County "Clackamas County supports the retention and development of diverse employees" was also one of the lower average responses in the retention and development set with the mean of 4.09). The lower ratings suggest that the County may benefit from clarifying its vision for retention and development for diverse employees and clearly communicating to employees how it supports the retention and development of diverse employees.

Goal 4: Cultural Competence

Cultural competence has the highest mean rating of all the goals (mean = 4.50), falling squarely between somewhat agree and agree on the statements that indicates attainment of higher cultural competence. This indicates that many of the employees perceive the Clackamas County workforce as being culturally competent. Interestingly, the African American, Hispanic, and Native American groups who had been lower in their assessment of goal attainment of recruitment and hiring as well as retention and development, are more on par with the other ethnic groups in their perception of cultural competence. Respondents under 40 and female respondents also provided higher ratings for the cultural competence. Considering many respondents rated their own level of cultural competence higher than their self-assessment of other goal areas, it is possible that the overall higher ratings in cultural competence by ethnic minority groups, those under 40 and female respondents is due to the higher self-assessment of their level of cultural competence.

When different departments are compared, people working in the Emergency Management and C-Com departments perceived the level of cultural competence higher than other departments. Considering Emergency Management and C-Com provided higher ratings in all four goals, it is worth examining if these departments are doing anything notable in promoting these diversity goals.

When asked to assess the level of cultural competence at the County-level in the following question, "Clackamas County encourages employees to engage effectively with diverse co-workers and communities" the mean rating was high (at the mean of 4.67). The rating of the cultural competence at the employee-level in the question, "Employees feel comfortable working with diverse clients" was also high at the mean score of 4.69. This seems to suggest that the perception of high cultural competence in the County is not only based on the individual-level self-assessment but is applicable throughout the organization.

Recommendations

The following are recommendations intended to further the diversity and inclusion discussion occurring within Clackamas County:

1. Continue to put effort into recruiting and hiring practices

It seems important to maintain continued effort to promote diversity recruiting and hiring in light of this study resutlat that showed a gap between the perceived effort and the perceived reality in the County's diversity recruiting and hiring practices. Employees are recognizing the efforts put in by the County; however, they also noted that the outcome of the effort is not yet visible. A major challenge that was highlighted in both qualitative and quantitative survey responses was that the Clackamas County's public image inhibits its ability to recruit diverse applicants.

Maintaining and strengthening outreach, to educational institutions such as high school, community college, universities and the diverse communities, is important. By reaching out to existing qualified applicants in a variety of settings and locations, as well as cultivating future applicants with diverse background, the County not only may be able to increase the number of diverse employees, but also improve its image and establish itself as a "diversity-friendly" organization.

Making sure to advertise job openings in a way that will be seen and accessible to a broad audience such as making information available in multiple languages may be one of the specific approaches that needs to be further expanded. Another idea that was put forth by the survey respondents was to renovate the Clackamas County website to be more user-friendly to diverse applicants. For example, the Human Resources page of the website could have a special section that provides resources to applicants from a range of backgrounds and clearly states how the County is engaging with a wide variety of persons. Also suggested was making materials available to applicants who may not have access to a computer or the internet.

2. Provide trainings and informal occasions to build a welcoming and respectful community

The survey result suggested a varied ideas and assessment with regards to the extent of the County's work environment being welcoming and respectful to diversity. Some noted that they feel members of the cultural minority groups are not treated with equal respect as those from the dominant culture. On the other hand, several comments were provided noting that they felt the members of dominant culture were being treated unfairly as a result of the County's focus on diversity.

This varied opinion on the work environment suggests the importance of reviewing and clarifying the County's vision and philosophy on diversity and inclusion to the County employees and the clientele. Communicating and establishing a clear understanding of how diversity is integrated into the workplace is important for each of the four goals.

One of the ways to develop better shared understanding of the County's vision and philosophy on diversity is to use traiings and other informal opportunities to communicate to employees and other clientele. The survey comments indicate that the trainings and brown bags have been generally well liked by those who attended. Expanding these opportunities may facilitate promoting better understanding of the County's vision and philosophy on diversity.

With voluntary attendance to the trainings and brown bags, however, there is a tendency for people to self-select, and those who are already interested in promoting diversity and inclusion attending these sessions. It may be useful to devise the trainings and brownbag sessions as a way to develop "champions" in diversity and inclusion. In that way, those who attend the trainings may be further empowered to lead and champion attaining the County's diversity goals and visions, putting their ideas into action. Also, some respondents suggested reaching the broadest audience possible, perhaps by including part-time and temporary workers.

A desire to explore diversity more broadly to include age issues in the workplace, how to better engage with economic diversity, and better serve the LGBTQ employees and citizens, were expressed in the survey. Providing trainings on these topics could also help fill the desire of employees to learn about these topics, and expand their understanding of diversity and inclusion.

More opportunities to engage with diversity issues outside of the trainings may also help engage a broader audience. The brown bags as well as visits from the Diversity Director have helped in this regard. Getting managers and administration more involved in this process and ensuring these employees have a strong understanding of the diversity goals of the County is important. Further, informal interactions with different cultures and groups through less structured venues such as book clubs or book exchange as well as celebrations can raise awareness and understanding in the County.

3. Better information sharing on retention and development strategies

The perception of retention and development of diverse employees was low compared to the other goals. Interestingly, the respondents gave a higher rating in their assessment of how they see the county's outcome in attaining diversity retention and development, in comparison to their rating of the County's efforts. This gap in the rating could be due to the fact that the County employees are not aware of many of the efforts puy in place by the County to promote diversity retention and development. More information sharing on the efforts of the County's diversity and development strategies could help resolve this discrepancy.

Holding informal information sharing sessions such as brown-bags to discuss the ways in which the County has engaged with its diverse workforce in the areas of retention and development can be an effective ways to share information on the County's vision, philosophy and strategies. These informal session can also be tied to a discussion on how being a culturally competent is related to being effective as a County employee. It may also be helpful to explicitly clarify how diversity is managed at the County and what retention and development

efforts are being made to maintain a diverse workforce. Also, it is important to make clear how the dominant culture interacts with these efforts.

In particular, due to the role managers play in the retention and development of employees, it is critical to work with managers to clarify the retention and development practices at Clackamas County. Implementing mentoring programs and providing management trainings can be effective. Ensuring managers understand how they can foster diversity and inclusion in a variety of settings could be a useful approach in achieving a higher level of diversity and inclusion in the workplace.

4. Look for success stories and build off of those experiences

The comparisons in the survey responses seem to suggest that Emergency Services and C-Com departments have a higher ratings in the attainment of each of the four goals. Discussions with these groups may help shed light on practices that have led to these relatively high scores. By clarifying where the successes occur the County can have a better understanding of which practices work in the particular organizational climate of Clackamas County.

Additionally, it would be useful to communicate these successful practices to other departments of Clackamas County. Creating an easily accessible resource of successful practices for managers and employees can aid in the communication process to share ideas among employees as well as provide a set of ideas for managers to draw from while trying to increase their own skills in the area of diversity and inclusion.

Additionally, some concrete ideas on how to put diversity and inclusion efforts into action without alienating other employees could be a useful tool. So, having a mechanism to identify and record successful practices, followed by a communication tool and action steps may help managers who would like to encourage diversity and inclusion in their own work unit take action to implement change.

Limitations and Further Discussion

There are two important limitations to discuss in regards to this survey. First, the software used to deliver the survey was initially not set up in such a way to allow a valid answer for the first two sections (cultural competence and recruiting and hiring). The issue was resolved about one half hour after the survey was launched but those who attempted to complete the survey during that time were unable to complete the first two sections in a satisfactory manner. The responses were used for the remainder of the survey questions.

Second, some employees at Clackamas County may not have access to a computer. Thus, the delivery of the survey via email has made it difficult for those individuals to take the survey. In the future, paper surveys should be delivered to employees who do not have access to a computer for the purpose of work.

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Appendix A – Emails Announcing Survey

Email to Executive Team from Emmett Wheatfall, May 15, 2013:

Good morning.

In brief, I want to make you are aware of the forthcoming electronic (for some employees, paper) survey you and your employees will be asked to complete. This survey represents Phase-II of the diversity assessment Clackamas County is conducting to examine its diversity and inclusion awareness, culture, and employee satisfaction.

The survey will be conducted by Masami Nishishiba PhD with the Center for Public Service, Mark O. Hatfield School of Government at Portland State University. Dr. Nishishiba was instrumental in conducting the 4-day Workweek assessment which Clackamas County instituted in 2008.

An email communication about the survey will be sent to all employees May 16, 2013. A subsequent email with the link to the survey will be sent May 22, 2013. The survey period is scheduled for May 22 through June 7. Employee responses to survey questions will be voluntary and anonymous. All responses will be assessed by Dr. Nishishiba and her team. Nobody from Clackamas County will have a direct access to the original survey responses.

If you have any question about the forthcoming diversity assessment, please let me know.

(Office hours Monday - Thursday 7am -6pm, closed Fridays)

Emmett Wheatfall | Director, Diversity & Inclusion

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2051 Kaen Rd. Oregon City, Oregon 97045 | Ofc. 503.655.8291 | Cel. 503.501.6140 | Fax 503.742.5919

<u>Email to all Employees, May 16, 2013:</u>

Good morning.

Clackamas County's Diversity and Inclusion Program is conducting an assessment of the County's diversity and inclusion awareness, culture, and employee satisfaction. Beginning on May 22, many of you will receive an email link linking you to a diversity assessment. You will be asked to complete the survey in order to assist the County in its assessment.

Your participation in this survey is <u>voluntary</u>, and responses to survey questions will be kept <u>anonymous</u>. Your survey response will be assessed by Masami Nishishiba PhD of Portland State University, Mark O. Hatfield School of Government, and Center for Public Service. Nobody from Clackamas County will have a direct access to the original survey responses.

Thank you for taking time to complete the assessment.

If you have any questions about the forthcoming survey, please email Emmett Wheatfall, Director for Diversity and Inclusion at <u>ewheatfall@co.clackamas.or.us</u>.

(Office hours Monday - Thursday 7am -6pm, closed Fridays)

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Appendix B – Survey Form

Clackamas County Phase II Survey

To All Clackamas County Employees: Clackamas County is conducting a Diversity Assessment survey and is asking all employees to participate in this survey. Please take a few minutes of your time to respond to the following survey. It should take no more than 30 minutes to complete. Please complete the survey by June 7, 2013.   This survey seeks your perspective about the County's diversity efforts and organizational culture pertaining to four areas of diversity goals: 1) recruiting and hiring diverse staff, 2) welcoming and respectful work culture, 3) retention and development of diverse staff, and 4) cultural competence.   This survey uses terms such as 'diversity' and 'culture' in the broadest sense. The County decided to conduct this survey in order to assess its diversity efforts to date, as well as establish a baseline of organizational culture to measure future efforts against.In order to get an accurate picture of the County's culture, it is very important that all of you provide inputs. However, there will be no penalty involved if you decide not to participate in it. Your participation in this survey is entirely voluntary and will have no impact whatsoever with your relationship to Clackamas County.We guarantee that your name and answers will not be identified by any means, including your departmental affiliation. Your responses will be gathered and analyzed by Portland State University, and no employee at the County will have access to your individual responses. The information will be reported to the County only in aggregate terms.   If you have any concerns or problems about this survey, please contact Masami Nishishiba (nishism@pdx.edu).

First, we would like to ask you about your perceptions of cultural awareness in Clackamas County. Using the scale below, please rate how much you personally agree or disagree with these statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Clackamas County encourages employees to engage effectively with diverse co-workers and communities.	○	○	○	○	○	○
Clackamas County promotes cross-cultural learning among employees.	○	○	○	○	○	○
Management attempts to model culturally competent	○	○	○	○	○	○

behavior.						
Management encourages education regarding cultural competence.	○	○	○	○	○	○
Employees feel comfortable working with diverse clients.	○	○	○	○	○	○
Employees are oblivious to cultural differences in the workplace.	○	○	○	○	○	○
I can recognize and question the biases that affect my own thinking.	○	○	○	○	○	○
I actively seek to understand why people think the way they do when they act differently than me.	○	○	○	○	○	○
I avoid interacting and communicating with individuals who have different perspectives than my own.	○	○	○	○	○	○
I make an effort to learn about other cultural backgrounds, traditions, and points of view.	○	○	○	○	○	○
Managers work well with employees of different	○	○	○	○	○	○

backgrounds.						
In general, managers in Clackamas County are insensitive to cultural differences.	○	○	○	○	○	○

Next, we would like to ask you about Clackamas County's recruiting and hiring practices. Using the scale below, please rate how much you personally agree or disagree with these statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Clackamas County makes an effort to promote itself as a welcoming and inclusive workplace.	○	○	○	○	○	○
The County makes an effort to remove barriers impeding diverse applicants.	○	○	○	○	○	○
The County's application process is a barrier to promoting workforce diversity.	○	○	○	○	○	○
Hiring a diverse workforce is a priority of the County.	○	○	○	○	○	○
Managers make an effort to hire diverse	○	○	○	○	○	○

applicants.						
Managers make an effort to recruit diverse applicants.	○	○	○	○	○	○
Managers have successfully hired diverse people.	○	○	○	○	○	○
Managers have successfully recruited diverse applicants.	○	○	○	○	○	○
Managers are committed to a workforce reflective of all segments of society.	○	○	○	○	○	○
My work group is reflective of all segments of society	○	○	○	○	○	○
The public image of Clackamas County is often a barrier in recruiting diverse employees	○	○	○	○	○	○
The County workforce reflects all segments of society.	○	○	○	○	○	○

Next, we would like to ask you about Clackamas County's retention and development practices. Using the scale below, please rate how much you personally agree or disagree with these statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Clackamas County has a clear vision for retaining and developing diverse employees.	❍	❍	❍	❍	❍	❍
Clackamas County supports the retention and development of diverse employees.	❍	❍	❍	❍	❍	❍
Managers encourage and support employment development for all employees	❍	❍	❍	❍	❍	❍
Managers tend to be more favorable toward employees who look like themselves, regardless of the employees' actual performance.	❍	❍	❍	❍	❍	❍
All employees are treated fairly in terms of professional development opportunities.	❍	❍	❍	❍	❍	❍
It is difficult for my work group to	❍	❍	❍	❍	❍	❍

retain minority staff members.						
I have the same opportunities here as others of my skill level, experience, and education	○	○	○	○	○	○
Performance assessment is a fair reflection of my performance.	○	○	○	○	○	○

Next, we would like to ask you about the organizational climate at Clackamas County. Using the scale below, please rate how much you personally agree or disagree with these statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Clackamas County is indifferent toward creating an inclusive workplace.	○	○	○	○	○	○
Creating a welcoming and respectful workplace is a priority of Clackamas County.	○	○	○	○	○	○
Managers create a work environment where employees feel welcome and respected.	○	○	○	○	○	○
My manager will step in when someone is being	○	○	○	○	○	○

treated disrespectfully.						
Employees in my department make an attempt to help people feel welcomed and respected.	○	○	○	○	○	○
Employees in my department are indifferent toward creating an inclusive work place.	○	○	○	○	○	○
Employees of different generations work well together.	○	○	○	○	○	○
I feel welcomed and respected among my peers.	○	○	○	○	○	○

You are more than half way through the survey. There are just a few more questions. Thank you for the time you are taking.

Using the scale below, please rate how much you personally agree or disagree with these statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
I feel that certain groups of people are not treated with respect in the workplace.	○	○	○	○	○	○

Please Explain:

Using the scale below, please rate how much you personally agree or disagree with these statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
In my work group, some people are consistently excluded from certain activities.	❍	❍	❍	❍	❍	❍

Please Explain:

In general, how do you feel about your own work?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Dissatisfied:Satisfied (1)	❍	❍	❍	❍	❍	❍	❍
Not Productive:Productive (2)	❍	❍	❍	❍	❍	❍	❍
I provide a low level of service quality:I provide a high level of service quality (3)	❍	❍	❍	❍	❍	❍	❍
Not Committed:Committed (4)	❍	❍	❍	❍	❍	❍	❍

In general, employees at Clackamas County are:

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Dissatisfied with their job:Satisfied with their job (1)	❍	❍	❍	❍	❍	❍	❍
Not productive at work:Productive at work (2)	❍	❍	❍	❍	❍	❍	❍

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Providing a low level of service quality:Providing a high level of service quality (3)	❍	❍	❍	❍	❍	❍	❍
Not committed to their work:Committed to their work (4)	❍	❍	❍	❍	❍	❍	❍

In general, managers at Clackamas County are:

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Dissatisfied with their job:Satisfied with their job (1)	❍	❍	❍	❍	❍	❍	❍
Not productive at work:Productive at work (2)	❍	❍	❍	❍	❍	❍	❍
Providing a low level of service quality:Providing a high level of service quality (3)	❍	❍	❍	❍	❍	❍	❍
Not committed to their work:Committed to their work (4)	❍	❍	❍	❍	❍	❍	❍

Lastly, please provide some background information about yourself.

What is your current age? _____

What is the highest level of education you have completed?
❍ Less than High School (1)
❍ High School / GED (2)
❍ Some College (3)
❍ 2-year College Degree (4)
❍ 4-year College Degree (5)
❍ Masters Degree (6)
❍ Doctoral Degree (7)
❍ Professional Degree (JD, MD) (8)

How many years have you worked at Clackamas County? _____

Which department in the County do you work for?
○ Assessment and Taxation (1)
○ Board of County Commissioners (2)
○ Business and Community Services (3)
○ C-Com (4)
○ Community and Legal Affairs (5)
○ County Administration (6)
○ County Clerk (7)
○ County Counsel (8)
○ Courts (9)
○ Employee Services (DES) (10)
○ District Attorney (11)
○ Department of Human Services (H3S) (12)
○ Department of Transportation & Development (13)
○ Emergency Management (14)
○ Finance (15)
○ Justice Court (16)
○ Juvenile (17)
○ Law Library (18)
○ Public & Government Affairs (19)
○ Resolution Services (20)
○ Sheriff (21)
○ Social Services (22)
○ Tourism and Cultural Affairs (23)
○ Treasurer (24)
○ Vector Control (25)
○ Water Environment Services (26)
○ Other (27) _____

What is your gender?
○ Male (1)
○ Female (2)
○ Other (3)
○ Prefer not to answer (4)

Do you identify as LGBTQ?
○ Yes (1)
○ No (2)

Are you of Hispanic, Latino, or Spanish origin?
○ No, not of Hispanic, Latino, or Spanish origin (1)
○ Yes, of Hispanic, Latino, or Spanish origin (2)

What is your ethnicity?
❑ Caucasian (1)

- ❑ African American (2)
- ❑ Hispanic (3)
- ❑ Asian (4)
- ❑ Native American (5)
- ❑ Pacific Islander (6)
- ❑ Other (7)
- ❑ Two or More (8)

Are you currently participating in the 4-day work week?
- ○ Yes (1)
- ○ No (2)

Do you work full-time, part-time, or on a temporary basis?
- ○ Full-Time (1)
- ○ Part-Time (2)
- ○ Temporary (3)

Do you hold a management position at Clackamas County?
- ○ Yes (1)
- ○ No (2)

How many diversity trainings have you attended during the last year? _____

Any other experiences with diversity and inclusion activities you would like to share? Please describe.

In the next 3 years, what do you want Clackamas County to address in the area of diversity and inclusion?

Appendix C – Frequency of Responses for 4 Goal Areas

	Goal 1: Recruiting and Hiring - Frequency of Responses						
	Strongly Disagree	Disagree	Some-what Disagree	Some what Agree	Agree	Strongly Agree	Total Number of Responses
My work group is reflective of all segments of society. (Employees)	26	43	65	67	52	18	271
Managers make an effort to hire diverse applicants. (Management)	8	11	40	85	99	23	266
Managers make an effort to recruit diverse applicants. (Management)	11	11	41	87	85	28	263
Managers have successfully hired diverse people. (Management)	7	14	37	90	93	28	269
Managers have successfully recruited diverse applicants. (Management)	8	15	44	87	85	26	265
Managers are committed to a workforce reflective of all segments of society. (Management)	13	22	40	90	82	23	270
Hiring a diverse workforce is a priority of the County. (County)	7	17	31	81	93	43	272

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Total Number of Responses
Clackamas County makes an effort to promote itself as a welcoming and inclusive workplace. (County)	9	10	12	52	132	60	275
The County makes an effort to remove barriers impeding diverse applicants. (County)	4	14	20	70	116	46	270
The County's application process is [not] a barrier to promoting workforce diversity. (County)	8	26	45	53	91	42	265
The public image of Clackamas County is [not] often a barrier in recruiting diverse employees. (County)	34	43	55	48	57	28	265
The County workforce reflects all segments of society. (County)	23	39	57	68	63	17	267
Total Number of Responses	158	265	487	878	1048	382	

Goal 2: Welcoming and Respectful - Frequency of Responses							
	Strongly Disagree	Disagree	Some-what Disagree	Some what Agree	Agree	Strongly Agree	Total Number of Responses
I feel welcomed and respected among my peers. (Self)	8	14	17	47	151	84	321
I [do not] feel that certain groups of people are not treated with respect in the workplace. (Self)	19	35	60	35	115	54	318

Employees of different generations work well together. (Employees)	4	14	27	75	141	61	322
In my work group, some people are [not] consistently excluded from certain activities. (Employees)	20	25	28	34	112	90	309
Employees in my department make an attempt to help people feel welcomed and respected. (Employees)	5	16	15	63	136	89	324
Employees in my department are [not] indifferent toward creating an inclusive work place. (Employees)	13	33	48	60	110	53	317
Managers create a work environment where employees feel welcome and respected. (Management)	20	29	24	79	132	38	322
My manager will step in when someone is being treated disrespectfully. (Management)	27	25	20	48	121	80	321
Clackamas County is [not] indifferent toward creating an inclusive workplace. (County)	7	19	41	73	115	60	315
Creating a welcoming and respectful workplace is a priority of Clackamas County. (County)	12	23	22	77	130	56	320
Total Number of Responses	135	233	302	591	1263	665	

Goal 3: Retention and Development - Frequency of Responses							
	Strongly Disagree	Disagree	Some-what Disagree	Some what Agree	Agree	Strongly Agree	Total Number of Responses
I have the same opportunities here as others of my skill level, experience, and education. (Self)	23	27	28	53	136	56	323
Performance assessment is a fair reflection of my performance. (Self)	18	24	28	57	151	44	322
All employees are treated fairly in terms of professional development opportunities. (Employees)	39	26	37	58	120	45	325
It is [not] difficult for my work group to retain minority staff members. (Employees)	12	20	43	71	128	41	315
Managers encourage and support employment development for all employees. (Management)	22	30	30	87	107	49	325
Managers [do not] tend to be more favorable toward employees who look like themselves, regardless of the employees' actual performance. (Management)	19	32	38	65	108	59	321
Clackamas County has a clear vision for retaining and developing diverse	18	40	42	117	77	26	320

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree		Total
employees. (County)								
Clackamas County supports the retention and development of diverse employees. (County)	18	24	30	113	101	30		316
Total Number of Responses	169	223	276	621	928	350		

Goal 4: Cultural Competence - Frequency of Responses							
	Strongly Disagree	Disagree	Some-what Disagree	Some what Agree	Agree	Strongly Agree	Total Number of Responses
I can recognize and question the biases that affect my own thinking. (Self)	2	4	6	67	149	62	290
I actively seek to understand why people think the way they do when they act differently than me. (Self)	5	10	13	68	110	79	285
I [do not] avoid interacting and communicating with individuals who have different perspectives than my own. (Self)	2	8	20	30	120	111	291
I make an effort to learn about other cultural backgrounds, traditions, and points of view. (Self)	6	18	10	59	129	69	291
Employees feel comfortable working	4	11	16	68	133	59	291

with diverse clients. (Employees)							
Employees are [not] oblivious to cultural differences in the workplace. (Employees)	15	49	59	64	80	25	292
Managers work well with employees of different backgrounds. (Management)	10	11	26	74	121	47	289
In general, managers in Clackamas County are [not] insensitive to cultural differences. (Management)	10	22	29	47	126	50	284
Management attempts to model culturally competent behavior. (Management)	12	20	23	81	109	42	287
Management encourages education regarding cultural competence. (Management)	16	21	24	80	103	45	289
Clackamas County encourages employees to engage effectively with diverse co-workers and communities. (County)	7	14	15	54	140	59	289
Clackamas County promotes cross-cultural learning among employees. (County)	11	11	29	82	110	45	288
Total Number of Responses	100	199	270	774	1430	693	