

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Innovative/New Program

**Related Programs:** 72017A

**Program Characteristics:** Out of Target

**Executive Summary**

The Central Human Resources Strategic Plan includes Equitable and Empowering Practices and Workforce Development as two of the four primary goals identified and prioritized by county leaders and stakeholders. This scaled offer increases capacity to provide expanded management and supervisory development, and resources to partner with the Office of Diversity and Equity for the countywide implementation of the Equity and Empowerment Lens.

**Program Description**

The Equity and Empowerment Lens embodies social responsibility as a quality improvement process and tool. Implementation of the Lens provides a structured, rigorous evaluative focus on the organizational conditions, context and methods used to develop county policies and operations.

Increased capacity enables Talent Development to support the Office of Diversity and Equity with the implementation and adoption of the Equity and Empowerment Lens within all departments' policies, practices and programs. Supports and resources include:

- Orientation and continuous education for Equity Facilitators, cohorts of employees drawn from all departments who are charged with implementing the Equity and Empowerment Lens at the department level.
- Establish and support Community of Practice for Equity Facilitators group, to foster continuous social collaborative learning to effectively and courageously promote equity and eliminate institutional barriers and bias in county programs, policies, and practices.
- Increase number of training courses of "Leveraging our Diversity, Nurturing our Excellence," and expand diversity learning opportunities delving deeper into the challenges of equity and social justice for all employees.

Data from the last two County Employee Surveys indicate that over 30% of employees are dissatisfied with the quality of supervision they receive. They lack guidance, feedback, and developmental planning. In the last year Talent Development has implemented a successful classroom-based Supervisory Learning Series, but its scope is limited.

Increased capacity enables Talent Development to support Central Human Resources' focus and coordinated emphasis on workforce development and succession planning. Supports and resources for management and supervisory development include: evidence-based 360-degree assessment, customized developmental and professional growth planning, and ongoing performance consultation. Similar to the Multnomah County Leadership Academy for future leaders, additional resources for management and supervisory development will strengthen and build current expertise and skills.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY11-12)	Current Year Purchased (FY12-13)	Current Year Estimate (FY12-13)	Next Year Offer (FY13-14)
Output	Number of Equity Facilitators trained to implement Equity and Empowerment Lens	0	0	15	40
Outcome	% of managers and supervisors receiving assessment, growth plan, consultation.	0.0%	0.0%	0.0%	5.0%
Output		0	0	0	0

**Performance Measure - Description**

Train, coordinate, and oversee two cohorts of 20 employees each to facilitate and advance the Equity and Empowerment Lens.  
Provide evidence-based management and supervisor development to 30 front-line supervisors and mid-level managers selected by their departments.

### Legal/Contractual Obligation

Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Re-employment Rights Act, Health Insurance Portability & Accountability Act, and other employment related issues. Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

### Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
<b>Program Expenses</b>	2013	2013	2014	2014
Personnel	\$0	\$0	\$134,499	\$0
Total GF/non-GF:	<b>\$0</b>	<b>\$0</b>	<b>\$134,499</b>	<b>\$0</b>
Program Total:	<b>\$0</b>		<b>\$134,499</b>	
Program FTE	0.00	0.00	1.00	0.00
<b>Program Revenues</b>				
Total Revenue:	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Explanation of Revenues

This program is supported by General Fund revenues.

### Significant Program Changes

#### Last year this program was:

This is a scaled offer to #72017 Central HR Services