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COUNTY CLERK
BY Pam DeWille

IN THE BOARD OF COMMISSIONERS OF LANE COUNTY
STATE OF OREGON

ORDER NO. 95-12- 12-1

) IN THE MATTER OF ACCEPTING THE
) REPORT FROM THE DIVERSITY IM-
) PLEMENTATION TASK FORCE,
) ADOPTING IMPLEMENTATION PRIORI-
) TIES AND MONITORING STRATEGY,
) AND CREATING A 1.0 FTE PERSONNEL
) ANALYST POSITION

WHEREAS, after a meeting with the communities of color on September 28, 1993, the Board of Commissioners created a Diversity Task Force to respond to reported problems associated with access to and the availability of Lane County services to communities of color, and

WHEREAS, the Board of Commissioners accepted Diversity Task Force's report, including 31 recommended action initiatives, during June, 1994, and adopted the Diversity Policy into Lane Manual, and

WHEREAS, the Board appointed a Diversity Implementation Task Force and charged it with developing specific implementation action proposals to achieve the desired results of the Diversity Task Force's recommended initiatives, and

WHEREAS, the Diversity Implementation Task Force delivered its Report and Diversity Implementation Plan, including recommended Implementation Priorities and a Monitoring Strategy to the Board on October 17, 1995, and

WHEREAS, the Board has now carefully reviewed the Report and Plan and evaluated those Priorities and the Monitoring Strategy, now, therefore it is hereby

ORDERED that the Board of Commissioners accepts the Report and the Diversity Implementation Plan delivered by the Diversity Implementation Task Force, with much appreciation for all of its efforts, and it is further

ORDERED that the Implementation Priorities and the Monitoring Strategy, (pages 11-17 of the Diversity Implementation Plan) attached hereto as Exhibit A and incorporated by this reference are adopted in the order of importance as shown on the Exhibit A, and it is further

ORDERED that the Department of Human Resources and Management Services create a 1.0 FTE personnel analyst position within that Department to focus on implementation of the Implementation Priorities and the Monitoring Strategy contained

in the Diversity Implementation Task Force Report and Plan in a manner consistent with this Order, and it is further

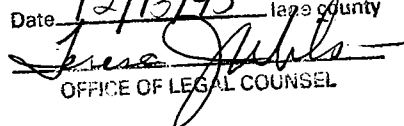
ORDERED that the Lane County Human Rights and Affirmative Action Advisory Committee shall prepare a report of the County's progress towards accomplishments of the Implementation Priorities, and deliver it to the Board of Commissioners within six months of hiring a new position to implement, and annually thereafter, and it is further

ORDERED that the Implementation Priorities and Monitoring Strategy are subject to appropriation and to future refinement or revision to respond to the evolving nature of the Plan. The Plan and Report and the discussion, exhibits, and appendices in it are to be used as background and an aid in interpretation of the Priorities and Monitoring Strategy, and as an expression of intent and aspiration on the part of the Lane County Board in an effort to guide the County government in benefiting from and being responsive to the changing population that provides both the County's workforce and its customer base. None of these documents, the Implementation Priorities or the Monitoring Strategy are intended to be, nor shall they be used as a basis for anyone demanding a right or making a claim against Lane County or its employees.

DATED this 12th day of December, 1995.



 Chair Lane County Board of
 Commissioners

APPROVED AS TO FORM
 Date 12/13/95 lane county

 OFFICE OF LEGAL COUNSEL

Implementation Priorities & Monitoring Strategy

This section of the report displays the integrated proposal for implementation which the Task Force has developed. There are two primary parts to this section -- Implementation Priorities and Monitoring Strategy. Both are key aspects to each proposal.

The implementation priorities table includes information on the following items:

Action Item	Item proposed for implementation						
Group	Reference Number between Implementation Action Proposals (outlined on Pages 5 - 10) and this table						
Responsible Party	Entity responsible for ensuring that action is implemented						
When	Proposed Time Frame for implementation of action item						
Frequency	Displays frequency of action item						
Cost	Displays estimated cost range for implementation of the action item						
	<table> <tr> <td>Low</td> <td>< \$1000</td> </tr> <tr> <td>Moderate</td> <td>\$1000 - \$5000</td> </tr> <tr> <td>High</td> <td>> \$5000</td> </tr> </table>	Low	< \$1000	Moderate	\$1000 - \$5000	High	> \$5000
Low	< \$1000						
Moderate	\$1000 - \$5000						
High	> \$5000						

The implementation priorities are divided into three categories for the purpose of this report. It is important to note that the task force feels that all of the items warrant implementation. However, we recognize that the sequencing of implementation and the amount of resources committed to each action item may vary. The categories are presented in order to assist the Board of County Commissioners in assessing priority should resources be limited.

Category I - These are items that the task force feels must happen. It is of utmost importance that the BCC and County Administrator ensure that these action items are implemented.

Category II - These items need to occur. However, it is important to ensure that the items in Category I will happen prior to moving forward on these items if resources are limited.

Category III - These items need to occur. However, it is important to ensure that the items in Category I and Category II will happen prior to moving forward on these items if resources are limited.

We also want to point out that there are items included in Category II and Category III which it would be possible to implement with minimal expenditures of effort or dollars. The Board of County Commissioners and County Administrator should proceed with those actions which do not compete with implementation of action items in Category I.

The Monitoring Strategy outlines a proposed monitoring activity for each action item. This is outlined on the page following the Implementation Priorities.

IMPLEMENTATION PRIORITIES

CATEGORY I

ACTION ITEM	GROUP	RESPONSIBLE PARTY	WHEN	FREQUENCY	COST
Conduct an Organizational Climate Assessment of Lane County as a service provider and employer.	ASMT 1	County Administrator	Complete within 9 months	Every 5 years	\$8500- \$15000
Adopt the Work Force Diversity Plan	AA 1	County Administrator	January 1, 1996	Annual	Low - Moderate
Implement the Access Subcommittee Proposed Policy for Contracting / Purchasing Activities	ACC 1	BCC and County Administrator	Policy -- ASAP Implementing Guides - - W/in 6 mo. after policy	Ongoing	Low - Moderate
Adopt the diversity / cultural competency "essential functions" framework for use with all postings and require use of a supplemental question for front line positions, supervisory positions, and department directors	AA 2	Human Resources & Management Services Director	Draft procedures w/in 3 mo. of adoption. Implement framework w/in next 3 mo. Implement use of supplemental questions w/in 1 month following procedures	Ongoing	Low - Moderate
Provide adequate and appropriate access to services for all persons	ACC 2	Cty Administrator, Facilities Manager, Risk Manager	January 1, 1996	One time primary effort. Ongoing activities	Moderate
Make a policy decision to develop a local concept of Disadvantaged Business Enterprises which includes people with disabilities.	ACC 3C	County Administrator	Within 6 months	Ongoing	Low

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MONITORING STRATEGY

CATEGORY I

ACTION ITEM	MONITORING ACTIVITIES
Conduct an Organizational Climate Assessment of Lane County as a service provider and employer.	Reassess every 5 years
Adopt the Work Force Diversity Plan	Each department will submit semi-annual reports for review by the Lane County Human Rights and Affirmative Action Advisory Committee (LCHRAAAC) and the County Administrator. These parties will jointly report on progress to the BCC on an annual basis.
Implement the Access Subcommittee Proposed Policy for Contracting / Purchasing Activities	County Administrator shall establish implementing procedures within 6 months of policy adoption. Department heads will establish appropriate requirements, will share those with County Administrator. An annual report on application of the procedures and the outcomes should be prepared for review by the LCHRAAAC.
Adopt the diversity / cultural competency "essential functions" framework for use with all postings and require use of a supplemental question for front line positions, supervisory positions, and department directors	LCHRAAAC should review and provide input as appropriate to the implementation guidelines. HRMS will provide a quarterly report which summarizes the number of postings advertised, the number advertised including each cultural competency "essential function", the number of postings using a supplemental question, and the results in filling positions should be provided to the LCHRAAAC. This committee should review and comment on findings to the County Administrator and the BCC as a part of their annual report.
Provide adequate and appropriate access to services for all persons	County Administrator's Office shall ensure that all activities are implemented. Provide a semi-annual report to LCHRAAAC.
Make a policy decision to develop a local concept of Disadvantaged Business Enterprises which includes people with disabilities.	Draft concept should be developed within 6 months and reviewed with groups representing people with disabilities. Implementation and results should be monitored on a semi-annual basis as part of the DBE program in total.

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IMPLEMENTATION PRIORITIES

CATEGORY E

ACTION ITEM	GROUP	RESPONSIBLE PARTY	WHEN	FREQUENCY	COST
Provide training that is sensitive to diverse needs of participants. Hire trainers who are sensitive to cultural differences and learning styles, & who use a variety of teaching techniques.	AWT 1	County Training Manager	Within 1 year	Ongoing	Low
Ensure intervention and prevention services are culturally sensitive. Stabilize Minority Diversion Program.	ASMT 4	Directors of DYS and CCF	By FY96-97	Ongoing	High
Implement the recommended adjustments to the affirmative action and the performance evaluation system	AA 4	County Administrator	1/96 -- Notice to supervisors about expectations 7/96 -- Fully implement for next performance cycle	Ongoing	Low - Moderate
Provide employee training to ensure performance evaluations take into account diversity issues and cultural competency.	AWT 2	HRMS Director and Training Manager	Before using evaluation tools.	Ongoing	Low
Review the findings of the Federal Glass Ceiling Commission Report to assess their applicability to local County situations. Develop strategies to implement appropriate actions and recommendations.	AA 3	County Administrator & HRMS Director	Within 12 months	One time primary effort	Low
Ensure broader access to information about services and Board of County Commissioner activities.	ACC 4	County Administrator	W/in 2 months; LCOG - w/in 1 yr	Ongoing	Low
Take affirmative efforts to have more firms in the Disadvantaged Business Enterprise (DBE) system. Actions focused toward increasing awareness, knowledge, information, availability, & capacity building.	ACC 3A, B, 3D, E	Cty Administrator, HRMS Director, Purchasing Mgr.	Within 6 months	One time primary effort	Low - Moderate

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MONITORING STRATEGY

CATEGORY II

ACTION ITEM

MONITORING ACTIVITIES

Provide training that is sensitive to diverse needs of participants. Hire trainers who are sensitive to cultural differences and learning styles, & who use a variety of teaching techniques.	Training manager should monitor courses and provide input to Human Resources & Management Services Director annually or more frequently as needed.
Ensure intervention and prevention services are culturally sensitive. Stabilize Minority Diversion Program.	County Administrator shall ensure that the Minority Diversion Program funding is stabilized for FY96-97. Recommend that the Diversity Committee at DYS and the CCF monitor services. An annual report should be provided to LCHRAAAC.
Implement the recommended adjustments to the affirmative action and the performance evaluation system	County Administrator shall provide a semi-annual report to LCHRAAAC which demonstrates progress in implementation. This committee can provide assistance.
Provide employee training to ensure performance evaluations take into account diversity issues and cultural competency.	Human Resources & Management Services Director shall report to the County Administrator by 7/1/96 regarding progress in implementation.
Review the findings of the Federal Glass Ceiling Commission Report to assess their applicability to local County situations. Develop strategies to implement appropriate actions and recommendations.	Human Resources & Management Services Director shall report to LCHRAAAC regarding review, findings, and appropriate actions to be implemented. Group shall discuss strategy with County Administrator.
Ensure broader access to information about services and Board of County Commissioner activities.	County Administrator's Office shall ensure that all activities are implemented. Provide a semi-annual report to LCHRAAAC
Take affirmative efforts to have more firms included in the Disadvantaged Business Enterprise (DBE) system with actions focused toward increasing awareness, knowledge, information, availability, and capacity building.	An annual report on findings shall be shared with LCHRAAAC. This group will review findings and report their perspectives on accomplishment to the Board of County Commissioners.

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IMPLEMENTATION PRIORITIES

CATEGORY III

ACTION ITEM	GROUP	RESPONSIBLE PARTY	WHEN	FREQUENCY	COST
Provide post training evaluations that solicit participants perception of the training's cultural relevancy, competency, and sensitivity and request constructive suggestions for improvement..	AWT 3	County Training Manager	Complete within 9 months	Ongoing	Low
Assign a County representative to get culturally relevant community activity announcements and schedules from appropriate groups. Periodically provide a calendar of events to employees.	AWT 4	County Administrator, Training Manager	Within 1 year	Annual	Low - Moderate
Provide information resources regarding diversity awareness and training.	AWT 5	Training Manager	Within 2 months	Ongoing	Low
Design, develop, and implement a more comprehensive and effective data collection system to track internal and external complaints of discrimination and bias. Use an advisory committee to assist in the development of the system. Simplify the filing process and ensure that people are educated about the process(es).	ASMT 2	Human Resources & Management Services Director	Within 1 year	Ongoing	Moderate - High
Develop a resource guide to Lane County Boards, Commissions, and Councils.	ASMT 3	County Administrator's Office	6 months to develop	Update every biennium	Low

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MONITORING STRATEGY

CATEGORY III

ACTION ITEM	MONITORING ACTIVITIES
Provide post training evaluations that solicit participants perception of the training's cultural relevancy, competency, and sensitivity and request constructive suggestions for improvement..	County Training Manager shall report on findings to the Human Resources & Management Services Director on a quarterly basis. They will review as needed with the County Administrator on an annual basis.
Assign a County representative to get culturally relevant community activity announcements and schedules from appropriate groups. Periodically provide a calendar of events to employees.	Training Manager shall share a copy of the calendar of events with the HRMS Director, and with LCHRAAAC. As appropriate, County Administrator will share with Board of County Commissioners.
Provide information resources regarding diversity awareness and training.	Training Manager shall share activities with Human Resources & Management Services Director and with LCHRAAAC on an annual basis.
Design, develop, and implement a more comprehensive and effective data collection system to track internal and external complaints of discrimination and bias. Use an advisory committee to assist in the development of the system. Simplify the filing process and ensure that people are educated about the process(es).	Quarterly reports will be provided to the Board of County Commissioners, Department Managers, LCHRAAAC, and other interested persons. After the system has been in place for one year, a Lane County performance audit will occur to conduct data analysis, reliability check and consultation. Modifications as needed and appropriate and as data analysis indicates will occur.
Develop a resource guide to Lane County Boards, Commissions, and Councils.	Update Resource Guide every biennium.

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