

City of Eugene

Diversity and Equity Strategic Plan

Evaluation



August, 2013

Final Report

Prepared for:
City of Eugene

Prepared by:
Community Planning Workshop
A Program of the
Community Service Center



UNIVERSITY OF OREGON



Community
Planning
Workshop

Special Thanks & Acknowledgements

Community Planning Workshop wishes to thank Jason Dedrick with the City of Eugene for partnering on the Diversity and Equity Strategic Plan Evaluation. We wish to thank Kristie Hammitt for her help and support throughout the evaluation. We also wish to thank the City of Eugene Equity and Human Rights Board members for their insight and guidance throughout the evaluation process.

Project Team

Dave Amos

Garrett Jensen

Jeff Kernen

Leigh Anne Michael

Bethany Steiner, Faculty Advisor

Table of Contents

EXECUTIVE SUMMARY	1
INTRODUCTION AND PURPOSE.....	2
METHODOLOGY	4
CURRENT DESP STRUCTURE	9
EQUITY AND HUMAN RIGHTS SUCCESSES	11
EVALUATION THEMES.....	14
PROMOTING EQUITY AND HUMAN RIGHTS	14
EMPLOYEE EXPERIENCE	21
EMPLOYEE EMPOWERMENT AND EDUCATION	26
CUSTOMER SERVICE.....	33
NEXT STEPS	37
CORE VALUES	37
FUTURE STRUCTURE TO GUIDE WORK ON EQUITY AND HUMAN RIGHTS	38
Option I	38
Option II	41

EXECUTIVE SUMMARY

In 2013, the City of Eugene partnered with a Community Planning Workshop (CPW) team from the University of Oregon to evaluate the City's Diversity and Equity Strategic Plan. The purpose of the project was to evaluate the plan's impacts on the organization since implementation and provide guidance for future equity and human rights efforts. The strategic plan includes a series of six goals and 32 action items; and each year City staff work to implement a subset of these action items. Each department created its own internal structure to promote equity and human rights and to specifically complete the actions items it was assigned in the DESP. The CPW team evaluated the DESP by administering an organization-wide survey, interviewing City staff, holding group conversations, and reviewing secondary outreach data from the City.

The results of the evaluation paint a picture of a successful plan and an organization dedicated to advancing equity and human rights. This report contains a list of activities and data that highlight successes within the organization. Recognizing that there is always more work to be done to increase an organization's capacity to become more inclusive and promote human rights, the evaluation focused on identifying future equity and human rights efforts. The team identified 10 equity and human rights themes to evaluate the organization's equity and human rights efforts. Within each of the themes, CPW has identified key issues and provides considerations for future changes.

Through survey results, interviews, and group conversations, City staff expressed a need for core values to guide any future equity and human rights work. The CPW team created seven core values that the City could embrace when developing future equity and human rights work following the DESP in 2014. Finally, the report offers two possible scenarios for an organizational structure to promote equity and human rights moving forward. Each possible structure contains suggestions for creation of the structure, accountability and measurement, and the structure pros and cons.

INTRODUCTION AND PURPOSE

In 2013, the City of Eugene partnered the Community Planning Workshop (CPW) from the University of Oregon to evaluate progress of the City's Diversity and Equity Strategic Plan (DESP). The purpose of the project was to recognize the plan's impacts on the organization, specifically if any changes in the culture, behavior, and mentality of the organization occurred since the plan implementation.

The purpose of the DESP was to guide the organization's efforts from 2009 - 2014 to ensure that the City provides access, removes barriers, and is inclusive of all community members and employees. The strategic plan includes a series of six goals and 32 action items that were assigned to 'leads' responsible for implementation and reporting.

Each department created its own internal structure to promote equity and human rights and to specifically complete the actions items it was assigned in the DESP.

The plan goals include the following:

1. **Leadership:** demonstrate strong leadership and organizational commitment to diversity and equity.
2. **Capacity:** increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.
3. **Workforce and Work Environment:** achieve and maintain a workforce reflecting our community and create a work environment to support all employees.
4. **Service Delivery:** ensure that City services are accessible, inclusive and equitably provided.
5. **Communication and Engagement:** communicate openly, respectfully and effectively with the community.
6. **Measurement and Accountability:** measure our performance to ensure our efforts effectively lead toward established goals.

To meet the Measurement and Accountability Goal, the City produces annual reports to share the plan's progress. As of January 2013, the City had completed 28 out of the 32 action items. Currently, the City is in the process of implementing the fourth year of the DESP that includes a plan evaluation.

The purpose of this report is to identify key issues and themes within the organization related to equity and human rights and identify successes the City accomplished over the past four years. Recognizing that there is always more work to be done to increase an organizations capacity to become more inclusive and promote human rights, we provide considerations for future changes within the organization to address the key issues and themes. Finally, the report offers possible scenarios for an

organizational structure to promote equity and human rights moving forward.

METHODOLOGY

CPW divided the evaluation into the following components:

- (1) Organization-wide survey;
- (2) Interviews with City staff;
- (3) Group conversations;
- (4) Review of secondary outreach data from City.

Survey

DESIGN

The DESP evaluation team developed and administered an organization-wide survey in February 2013. The survey consisted of 18 questions that included multiple choice, long-answer, and optional demographic questions. The purpose of the survey was to understand the employee experience in the organization regarding certain equity and human rights components.

City employees could complete the survey online or on paper and remained anonymous. City Manager Jon Ruiz sent an email to all staff email addresses with the link to the survey and encouraged staff to complete the survey in the two-week time period. The City Manager sent a reminder email a week after the first email to encourage staff to turn in their surveys. Employees without access to the internet at work could request a paper survey from their supervisor and return it to their supervisor.

ANALYSIS

After all surveys were received and compiled, data analysis began with examining the descriptive features of each variable. The focus of this analysis was basic data characteristics such as percentage frequencies and average scores. Taking into consideration the descriptive statistics for each variable, the team then performed cross-tabulations to look at the associations between variables using the chi-square goodness of fit test and the test of column proportions to look for statistically significant relationships. The chi-square test is used to test the difference between survey respondents and City of Eugene employees on the whole, while the column proportions test is used to find which pairs of values contribute to significant chi-square findings. All demographic variables (e.g., gender, department, age group, tenure at the City) were analyzed to examine their relationships with the experience questions. Finally, a small number of demographic variables were analyzed together to examine their interactive effects on the experience questions.

Survey respondents had the opportunity to provide an explanatory long-answer response. Each response was qualitatively coded for key words and/or phrases. The coded responses were aggregated into the key words/phrases to form quantitative results.

SURVEY DEMOGRAPHICS

CPW felt the response rate for the survey was excellent, with 639 staff or 45 percent of the organization submitting a survey. Nearly all respondents answered the multiple choice questions, but the response rates on the long-answer questions varied from 20 percent to 72 percent. The demographic questions saw response rates of 81 to 88 percent.

The respondents were:

- 50 percent female, 48 percent male, 8 percent purposefully declined
- 82 percent white, 13 percent persons of color, 5 percent purposefully declined
- 62 percent non-supervisors
- 59 percent represented by a union
- Average tenure of 11.2 years

The following tables highlight the difference between the demographic make-up of the DESP survey sample compared to the actual demographics of the City organization base. Table 1 highlights gender and race variables while Table 2 highlights the age variable. The survey under-sampled males and staff over 55 years old. The survey also oversampled females and staff under 44 years old.

Table 1. City employees by race and gender compared to survey sample

Variable	City	DESP Sample
Gender		
Male	62%	48%
Female	39%	50%
Race		
Persons of Color	11%	13%
White	89%	82%

Source: City of Eugene DESP Survey 2013;
City of Eugene Human Resources

Table 2. City employees by age compared to survey sample

Age	City	DESP Sample
< 18	0%	0.5%
18-24	0.2%	16%
25-34	16%	25%
35-44	28%	31%
45-54	29%	26%
44-64	25%	2%
> 65	3%	0%

Source: City of Eugene DESP Survey 2013;
City of Eugene Human Resources

Interviews

CPW conducted interviews with the City Manager and the six department executives in February of 2013. The purpose of these interviews was to understand how the executives interact with the DESP and the department diversity committees. In addition, the interviews aimed to understand the executives' views on the cultural shift of the organization and on the organization's future equity and human rights structure.

Group Conversations

CPW also conducted interviews with the department diversity committees to hear their views on the DESP and on any shifts in the organizational culture. The team conducted meetings with staff from Human Resources and former members of the Equity and Human Rights Board (EHRB). The two Human Resources meetings aided in the interpretation of survey results. The meeting with former board members increased the team's understanding of the implementation of the original DESP in 2009. In addition, the team attended five EHRB meetings. The EHRB helped guide the team throughout the evaluation process and provided insight into the creation and implementation of the DESP. The EHRB also helped the team develop the future equity and human rights structure options.

Secondary Outreach Data

CPW reviewed City outreach reports to see if any information existed about how community members felt about interacting with the City and accessing City services

Although information existed prior to the DESP evaluation, we did not receive the reports before administering the 2013 DESP Survey. We were unable to compare the results from the two reports with the DESP survey due to differences in survey questions. It is important to have a longitudinal evaluation to understand the change in employee experience overtime. We suggest the City use the DESP survey and other City reports as a starting point for future evaluations.

Even though we could not make a comparison between secondary City outreach data and the DESP survey, select City outreach reports contained information relevant to the DESP evaluation. We gathered the key findings from the reports related to the DESP goals of Communication and Engagement, Service Delivery, and Leadership.

In particular, the team evaluated the following documents:

- (1) City of Eugene Employee Survey Report, June 2005
- (2) Limited English Proficiency Population Outreach Report, November 2012

City of Eugene Employee Survey Report, June 2005

In June 2005, the City of Eugene conducted a survey of employees to gain insight into their experiences and to help inform the development of new strategies to improve effectiveness and satisfaction in the workplace. A total of 770 employees participated. Although this survey did not focus specifically on equity and human rights issues, many of the questions asked in the survey relate to questions asked in the 2013 DESP Evaluation survey. The following are the key findings from the report:

- Thirty eight percent of respondents agreed that the City employees are given growth and development opportunities in a fair and equitable manner.
- Thirty five percent of respondents agreed that interdepartmental communication was effective.

Limited English Proficiency Population Outreach Report, November 2012

The City of Eugene Equity and Human Rights staff conducted outreach to limited English Proficient (LEP) populations in 2012. The outreach was multifaceted and included stakeholder interviews, focus group discussions, class visits, and surveys. The surveys were translated into Spanish, Chinese (simplified), Korean, and Arabic (modern standard) based on the demographic information. In addition to collecting information, efforts were made to provide basic civics education and answer questions to increase knowledge on how to access City services and the distinction between other governmental agencies in service provision. Approximately 200 people participated in this process. The following are the key findings from the report:

- Accessing the City without the basic understanding of city government is challenging and almost impossible when compounded by linguistic and cultural barriers.
- The community requested a more prominent, centralized entry point for inquiries, preferably staffed by bilingual employees.
- The navigation buttons on the City's website do not translate with the Google Translate function making navigation for LEP populations extremely difficult.

Evaluation Limitations

The CPW team was able to extensively explore the City of Eugene's experience with the DESP, but as with any evaluation, there are limitations. Due to methodological and budget constraints, we did not complete all of the analysis that a robust evaluation might have included. To better understand employee experience, more qualitative work needs to be done, especially with staff in non-supervisory positions. Another piece of the project that the evaluation team was not able to complete

was community outreach. We do not have any data that shows if the community believes the City is becoming more accessible to and inclusive of community members. We suggest that the City continue to develop ways to understand the user experience.

When creating the survey and deciding which demographic questions to ask City employees, we did not include a sexual orientation question. CPW feels that not having this demographic data severely limited the possibility of understanding this facet of the employee experience.

CURRENT DIVERSITY AND EQUITY STRUCTURE

Throughout the interviews and group conversations, the CPW team discovered that each department in the City already had department diversity committees or acting equity and human rights representatives and an equity and human rights goal prior to the DESP. Once the City created the DESP, each department diversity committee helped coordinate and implement the goals and action items. Each department organized its department diversity committees differently to meet their goals and align with their department structure and culture. Throughout the interview process, the CPW team documented the differences in these committees.

Library, Recreation, and Cultural Services (LRCS)

LRCS diversity committee's structure mirrors the Equity and Human Rights Board and DESP structure. LRCS has a core department diversity committee and four sub-committees. The five committees echo five of the six DESP goals. The sixth goal, Measurement and Accountability, is represented by members in each of the five committees to ensure each committee is moving forward. Members of the committees come from all levels of the department. The five committees have a combined 18 to 22 members. The core committee meets bimonthly and the sub-committees meet monthly or as needed to complete action items. LRCS created a stand-alone document with measures similar to the DESP to complete its assigned action items.

Public Works (PW)

The PW diversity committee comprises of 12 members, two from each of the six PW divisions. Any regular PW employee may be a member of the PW diversity committee. Each division selects two representatives, usually selected by the division manager or the division management team. The PW diversity committee maintains a CESHARE site accessible to all PW staff. PW diversity committee meets every fourth Tuesday. The goal of the PW diversity committee is to promote a workplace free of harassment and discrimination. Public Works created its own stand-alone plan to implement its assigned action items. The PW Work Plan includes measurements for each action item that are reviewed annually.

Planning and Development (PDD)

The leadership team comprised of division managers functions as the diversity committee in PDD. Periodically, equity and human rights issues make the agenda and are discussed by the leadership team. PDD tries to include all members of the department in modeling the DESP and related equity and human rights goals. PDD does not have an internal plan to achieve its assigned action items and does not have a way to measure progress. However, PDD is

starting the practice of applying the Triple Bottom Line to new initiatives and programs.

Central Services

The leadership team comprised of division managers functions as the diversity committee in CS. The leadership team meets biweekly and discusses equity and human rights topics as well as other department topics. The leadership team is tasked with insuring the department's action items are completed.

Fire & Emergency Medical Services (EMS)

The Fire & EMS diversity committee is open to staff members from any level. Currently, there is only one member on the committee. This member focuses on integrating equity and human rights topics into department trainings as well as into new hire trainings. Fire integrates the DESP goals and action items into its Strategic Work Plan.

Police

The Police department does not have a diversity committee due to the nature of police work. Instead, the department has two lead equity and human rights police officers who are charged with strategically keeping open communication lines throughout the department and creating opportunities for community conversations. The two representatives work on creating engaging and beneficial training opportunities and local community events focused on equity and human rights.

EQUITY AND HUMAN RIGHTS SUCCESSES

The results of the survey, interviews with executives and department diversity committees, and meetings with key staff all paint a picture of a successful DESP and an organization dedicated to advancing equity and human rights. Participants all had suggestions for improvement and places where the DESP fell short of expectations; but in general, they felt the DESP provided the structure needed to make real strides in creating a more inclusive, welcoming workplace. We have gathered a list of activities and data that highlight successes within the organization:

International Recognition

- The City of Eugene’s equity and human rights efforts are nationally and internationally recognized.
- Many organizations across the nation look at the City of Eugene’s equity and human rights efforts with the DESP as an example of best practice. This is one indication that the DESP is considered a progressive equity and human rights efforts.
- The City of Eugene participated in the 2011 World Human Rights Cities Forum held in Gwangju, South Korea. Eugene was one of only 15 municipalities invited to participate outside of South Korea.

Department Activities

- The Public Works staff is proud of the department’s successful “Dear Rosie” program. The program allows staff to submit a question or concern about a situation. The comment is generalized and answered in the Public Works newsletter to advise staff on the best way to respond to the situation or person.
- The Eugene Police Department is committed to recruiting, retaining, and developing a highly capable and professional work force. The Police Department created the Women in Blue course to maximize the opportunity for qualified women to enter the police force. The 2013 course attracted 20 qualified participants.
- The Eugene Fire and EMS Department is committed to educating high school students about joining the Fire and EMS Department. The department holds a summer camp for high school students, male and female, to learn about what it is like to be a Firefighter/Paramedic.

Cultural Shift

Nearly one-third of survey respondents believe a positive shift occurred in the culture of the organization in the last four years, while only 8 percent believe the culture took a step backward. Culture can mean different things to different people. It is unclear how respondents interpreted the meaning of culture when answering the survey question.

Figure 1: Cultural Shift in Equity and Human Rights



Source: City of Eugene DESP Survey 2013

Note: Question 6 “Do you believe there has been a shift in the organization’s culture around equity and human rights within the last four years?”

Awareness

- The survey results show that 81 percent of respondents are aware of the DESP on some level. Thirty-five percent of survey respondents know a lot about the DESP and 46 percent have heard of the DESP but do not know what is in it. Fourteen percent of respondents felt a general trend toward more awareness and respect of differences. When answering a long-answer question, one survey respondent stated:

“I believe that the level of awareness within the organization has increased through our work on the DESP and outreach into the community.”

Communication

- Seventy-five percent of survey respondents had a conversation about equity and human rights in the last year.
- Sixteen percent of respondents that believe there has been positive shift in the culture of the organization stated the shift is a result of increased communication and discussion. Says one respondent:

“I have just seen much more conversation and integration of equity and human rights principles into our daily work ever since we began implementing the DESP.”

Training and Professional Development

- Eighty percent of survey respondents attended trainings focused on equity and human rights in the past four years.
- Sixteen percent of respondents that believe there has been a positive shift in the culture of the organization attribute the shift to improved trainings.

Conflicts and Complaint Process

- Eighty-one percent of respondents know where to get information on how to address employee conflicts and complaints.

Employment Process

- In the long answer portion of the survey, some respondents indicated that new hires were improving the overall culture of the organization.

“... Newer employees in the workplace seem more in tune to the concepts of diversity, equity and human rights.”

- Another staff member felt the organization’s hiring practices are having a positive effect:

“The City has taken more steps to focus on affirmative action in hiring and with encouraging employees of all backgrounds to advance.”

Customer Service

- Almost 86 percent of survey respondents felt their work group or division delivers high-quality customer service

Employee Benefits

- Some respondents and interviewees pointed to the City adding transgender benefits as an example of the organization’s increased inclusiveness.

The City should take pride in successes like those listed above. Work on equity and human rights is never completely finished, but it is clear that the effort the organization spent on improving access and removing barriers resulted in some solid results over the past four years.

EVALUATION THEMES

The CPW team developed 10 themes through the analysis of the survey, interview questions, and group conversations. Each theme identifies areas where the City can focus equity and human rights efforts in the future. Many of the themes contain similar issues and are grouped together. Each group includes considerations that address the issues identified within each theme. We then grouped the themes into four categories:

- 1. Promoting Equity and Human Rights**
 - a. City Leadership
 - b. Communication
 - c. Awareness
- 2. Employee Experience**
 - a. Conflicts and complaints process
 - b. Employee relations
 - c. Recruitment and retention
- 3. Employee Empowerment and Training**
 - a. Training and professional development
 - b. Advancement
 - c. Staff empowerment
- 4. Customer Service**

I. Promoting Equity and Human Rights

Promoting equity and human rights efforts is a crucial component of achieving an organization-wide cultural change. Throughout the DESP evaluation, the CPW team identified three themes essential to the City of Eugene's promotion of equity and human rights: city leadership, communication, and awareness. The three themes are not mutually exclusive from one another, but rather build upon each other to create a culture of equity and human rights. Organization-wide communications originate from city leadership and its commitment to make equity and human rights a priority. Frequent communications keep staff informed and serve as a reminder of the City's overall equity and human rights goals. One way the City promotes staff awareness of equity and human rights is through the organization-wide communications. When answering long-answer questions on the survey, respondents frequently used city leadership, communication, and awareness in the same sentence or paragraph. The three themes intertwine and provide information on the City's successes, issues, and areas for improvement around promoting equity and human rights. This section provides the survey and interview findings for city leadership, communication, and awareness as well as the

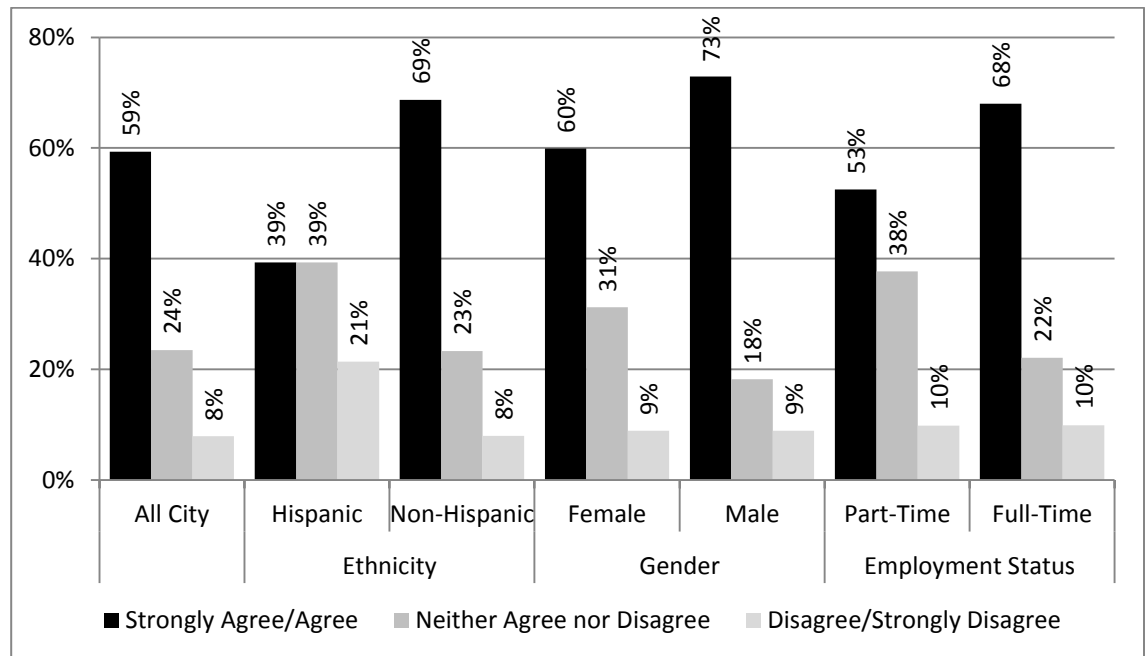
considerations for the City of Eugene on how to further promote equity and human rights. Because the three themes work in partnership, the considerations provide opportunities for the three themes together.

City Leadership

Commitment from city leadership is a key component of promoting equity and human rights within the City of Eugene. The executive leadership strives to set a positive example for staff by showing its commitment to achieving organization-wide goals on equity and human rights. Sixty-four percent of survey respondents believe the Executive Team/City Leadership communicates their commitment to equity and human rights to their employees and 58 percent believe they communicate that commitment to the community.

Although 64 percent of survey respondents felt the Executive Team/City Leadership clearly communicates to the public or community its commitment to equity and human rights, specific demographics—such as Hispanic, female, and part-time employees—felt less favorably as compared to their counterparts and the organization as a whole (Figure 2). More work needs to be done to understand why this is the case.

Figure 2: The Executive Team/City Leadership Clearly Communicates its Commitment to the Public



Source: City of Eugene DESP Survey 2013

Note: Question 6 “The Executive Team/City Leadership clearly communicates to the public or community its commitment to equity and human rights.”

*In the case of part-time staff and Hispanic staff, small sample sizes reduce the confidence in each result, especially compared to the sample sizes of female staff.

When asked on the long-answer portion of the survey, “Do you believe there has been a shift in the organization’s culture around equity and human rights within the last four years?”, 35 percent of respondents answered “no, levels have stayed the same”. Five percent of those respondents attributed the lack of cultural shift to city leadership not being effective. A few survey respondents said:

“Ineffective leadership”

“I do not see a consistent clear message/vision in support of diversity efforts from the JEDM Team or other portions of the org leadership. General emails to the employees are simply not enough.”

However, some survey respondents felt city leadership is responsible for “yes, a positive shift”. One survey respondent answered:

“City Manager and supporting leadership have been very supportive from the top down of EHR implementation, and this is where it needs to come from. “

When answering, “What actions would most positively improve equity and human rights among staff?”, nine percent of respondents said effective leadership. Survey respondents replied:

“Continued Executive leadership and advocacy.”

“Encourage strong leadership around the issues of equity and human rights.”

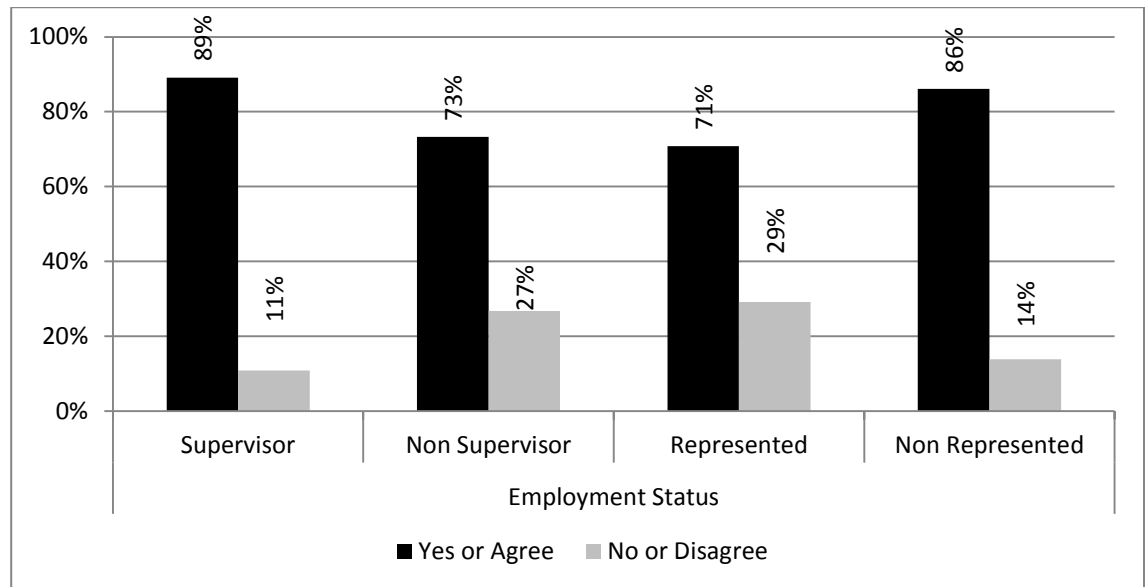
“Continue to promote the DESP plan from top down across the organization. It will only work if all Execs and their department leadership teams continue to see these initiatives as core to our jobs and service delivery.”

Communication

Another main component of promoting equity and human rights within the City of Eugene is communication. Over the past four years, the City of Eugene has made an effort to place equity and human rights at the forefront of City conversations through the DESP.

Almost 75 percent of survey respondents strongly agree/agree that they have had a conversation about equity and human rights in the last year. However, supervisory and represented status affected how people answered this question, with a higher percentage of supervisors and non-represented personnel having had conversations than non-supervisors and represented staff (Figure 3).

Figure 3: Employees have had a Conversation about Equity and Human Rights



Source: City of Eugene DESP Survey 2013

Note: Question 1D “I have had a conversation about equity and human rights in my workplace in the last year.”

Even though a majority of survey respondents had equity and human rights conversations in the workplace, the organization has opportunities for improving equity and human rights communications. When asked on the survey, “What actions would most positively improve equity and human rights among staff?”, eight percent of respondents suggested improved communication. Survey respondents stated:

“Address the need for better communication.”

“More frequent reminders of our policies.”

“Again, having clearly stated expectations is paramount.”

In addition, when answering, “Do you believe there has been a shift in the organization’s culture around equity and human rights within the last four years?”, 35 percent of survey respondents attributed not enough communication to “no, levels have stayed the same.” Some survey respondents answered:

“I have seen no significant changes in the organization's culture around equity and human rights beyond superficial communication.”

“Inconsistent communication.”

“Less diversity communication.”

“Equity and human rights not regularly discussed.”

Throughout the interviews, many staff stated that general communications about the DESP or equity and human rights were sporadic and inconsistent, sometimes non-existent. For example, many of the previous Equity and Human Rights Board (EHRB) members have not received communications about their department's diversity committee since leaving the EHRB. Many previous Board members also have not received communications regarding the EHRB or its activities since leaving their position.

According to interviewees, the organization also experiences issues with some employees unable to receive communications due to lack of computer access. Interviewees also stated that communications between departments and department diversity committees is limited, leading to no collaboration or idea sharing between departments and/or department diversity committees.

In addition, many interviewees explained that the wording of the DESP action items were unclear and hard to understand. The wording for a few action items, as explained by staff, did not state clear actionable steps or expectations causing some departments and divisions to change their action items or to not complete them.

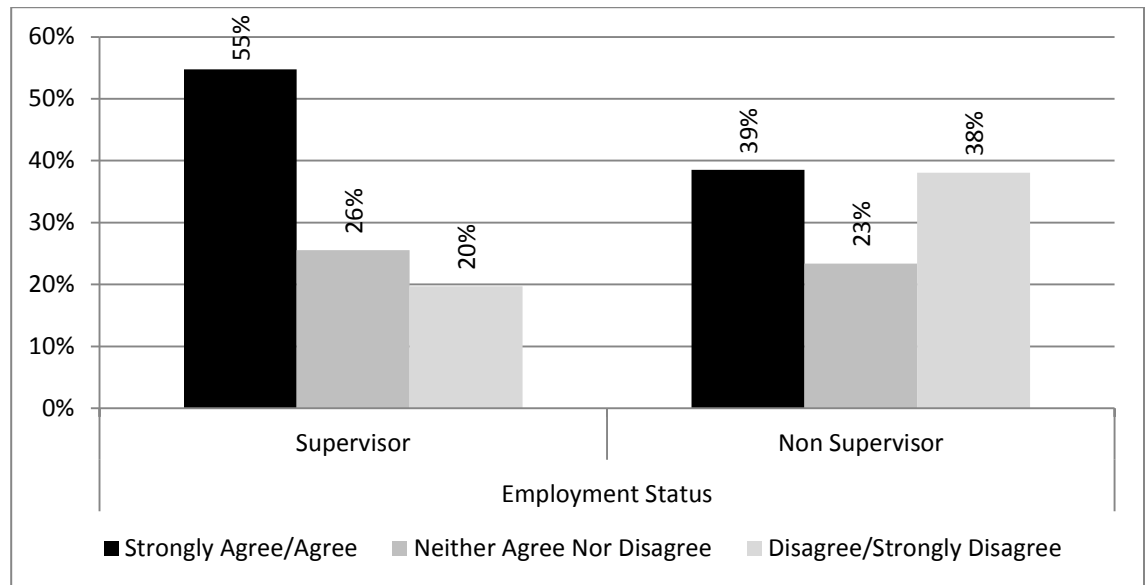
Awareness

City leadership and equity and human rights communications play an important role in creating awareness within the organization. City leadership's open commitment raises awareness on the importance of equity and human rights. In conjunction, the availability of equity and human rights communications increases staff awareness of organization-wide efforts.

A few of the survey questions intended to uncover how aware City employees are of equity and human rights issues. Overall, 81 percent of respondents have heard of the DESP, and 35 percent of respondents know a lot about it. However, 19 percent of survey respondents have never heard of the DESP.

Although over three-quarters of respondents have heard of the DESP, many respondents are not aware of other departments and divisions equity and human rights efforts. Only 40 percent of survey respondents agree that their awareness of what other departments and divisions are doing around equity and human rights has increased in the past four years. Thirty percent of respondents disagree that their awareness has increased over the past four years. In addition, supervisor respondents are more aware of what other departments and divisions are doing with regard to equity and human rights than non-supervisor respondents (Figure 4).

Figure 4: Employee Awareness of Other Departments/Divisions Actions Regarding Equity and Human Rights has Increased



Source: City of Eugene DESP Survey, February 2013

Note: Question 2G “My awareness about what other departments/divisions are doing with regard to equity and human rights has increased over the past four years.”

Even though some survey respondents have never heard of the DESP or are unaware of what other departments and divisions are doing, they are still aware of equity and human rights within the organization. When survey respondents said they had seen a positive shift in the culture of the organization, 14 percent of respondents attributed the positive shift to increased awareness. Survey respondents wrote:

“I believe the overall awareness of the organization has improved and that our efforts are slowly creeping into the work culture.”

“People’s conscious and awareness has risen to a level of discussion which helps to start addressing and recognizing issues.”

“I have noticed an increase in awareness concerning equity and human rights amongst the general City work population.”

City leadership, communication, and awareness work together to promote equity and human rights in the City of Eugene. Without one component, the promotion of equity and human rights may decrease within the organization. A survey respondent sums up the relationship between the three themes:

“Continued or increased communication from management to reinforce awareness surrounding equity and human rights.”

Key Issues

The following are the key issues surrounding the promotion of equity and human rights:

- Certain demographics feel city leadership does not communicate its commitment to equity and human rights to the public.
- Some staff felt city leadership is not committed to equity and human rights and that it does not promote the DESP.
- Some staff felt there is not enough equity and human rights communications. Other staff felt that the equity and human rights communications are inconsistent.
- Many employees without access to a computer are not receiving equity and human rights communications.
- Non-supervisor and non-represented employees are having fewer conversations about equity and human rights than supervisor and represented employees.
- Nineteen percent of survey respondents have never heard of the DESP.
- Many staff are unaware of other departments' and divisions' equity and human rights efforts.
- There is limited communication or collaboration between departments and department diversity committees.

Considerations

The following considerations aim to further promote equity and human rights efforts across the organization.

- Develop a deliberate strategy for the Executive Team to highlight its commitment to equity and human rights.

Examples may include:

- Ensuring the organization has a communication strategy in place for equity and human rights.
 - Including equity and human rights questions on all City surveys.
 - Including equity and human rights as an agenda topic at Executive, JEDM, and department meetings.
- Create an equity and human rights communication structure and strategy to increase awareness for all employees.

Examples of topics may include:

- Informing staff of the City's equity and human rights vision.
- Updating staff on the future equity and human rights structure.
- Educating staff on equity and human rights best practices.

- Updating staff on current organization equity and human rights efforts.
- Highlighting equity and human rights successes.

Examples of communication techniques may include:

- Sending quarterly emails to employees with computer access.
- Posting equity and human rights information on CESHARE.
- Distributing quarterly paper newsletters to employees without access to computers.
- Including equity and human rights topics in weekly division meetings.

- Develop opportunities for the deliberate sharing of best practices, opportunities for improvement, and success stories across the organization to increase staff capacity for equity and human rights efforts.

Examples may include:

- Leveraging the Equity and Human Rights Board as an idea-sharing forum.
- Sending one representative from each department diversity committee to a different department's diversity committee meeting on a rotating basis.
- Holding cross-departmental equity and human rights activities twice a year for all staff.

- Reach out to the community to gather their views on the City's commitment to equity and human rights.

Examples may include:

- Including questions on community surveys about the City's commitment to equity and human rights.
- Including equity and human rights into already existing community conversations.
- Looking for public engagement opportunities that already exist within the organization.

2. Employee Experience

Beginning with recruitment and retention, continuing with how some employees felt they are treated during the conflicts and complaints process, and culminating with equitable treatment – City employees have a range of experience throughout their course of employment. During our

evaluation, we uncovered statistics and anecdotes that give a more in depth idea of how employees experience their employment with the City.

Recruitment and Retention

Recruiting and retaining a diverse group of employees has continually been a focus for the City. From the survey, a majority (70 percent) of respondents strongly agree/agree that the City recruits a diverse group of employee candidates, while just over half (55 percent) of respondents think the City retains those employees. The retention of employees is a complex issue and can be impacted by how much support a staff person feels in the organization as well as how that person “fits” within the community. While the City can do little to impact the demographics of the community, it can continue to promote inclusivity within the organization.

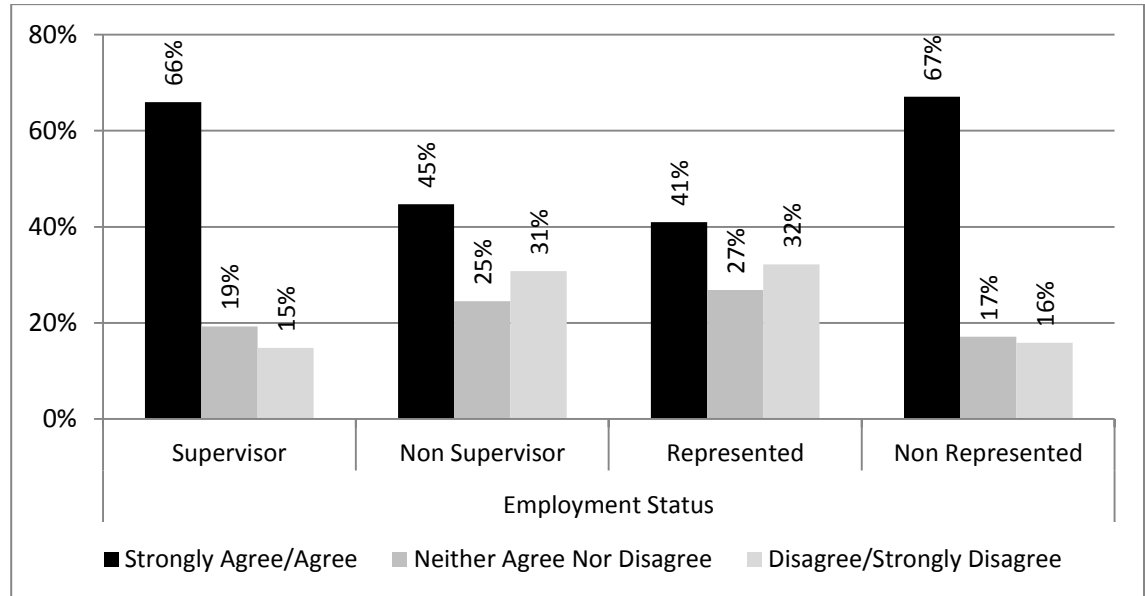
For example, there are recruiting efforts in both EPD and Fire & EMS that aim to attract a diverse group of employees to the City. In both departments, the executives and functioning department diversity committees are proud of their efforts to attract a diverse group of people to the workforce because they have seen a difference in the employees over time. Specifically, EPD has rolled out a new program aimed to attract more women to the police force. The efforts by Fire & EMS have been to expose high school students, both male and female, to what working for Fire & EMS is like. Both of these department efforts are successful, according to the executives, and will continue in the future.

Conflicts and Complaints Process

The survey asked respondents two questions regarding the conflicts and complaint process within the City. The first question aimed to understand if employees knew where to get information to address conflicts and complaints. Eighty-one percent of respondents strongly agree/agree they know where to get information on how to address employee conflicts and complaints.

The survey also asked City employees to evaluate the effectiveness of how the organization addresses internal employee conflicts and complaints. Overall, 45 percent of the respondents strongly agree/agree that the organization effectively addresses internal employee conflicts and complaints while 24 percent disagree/strongly disagree. However, employment status, specifically supervisory/non-supervisory and represented/non-represented status significantly influence how City employees responded to the survey question. Figure 5 highlights the employment status of respondents and how they felt about the employee conflicts and complaints process.

Figure 5: Does the Organization Effectively Address Conflicts and Complaints?



Source: City of Eugene DESP Survey, February 2013

Note: Survey Question 2A “The City organization effectively addresses internal employee conflicts and complaints.”

The percent of respondents that strongly agree/agree that the organization effectively addresses internal conflicts and complaints is lower than some responses to other survey questions. It is unclear why this is the case, and if it is higher or lower than in years past. Some staff in the long answer section of the survey wrote comments related to the conflict process. For example:

“There are times when it appears the organization has ‘solved’ conflicts by separating work groups. This furthers the divide and doesn’t really ‘solve’ anything.”

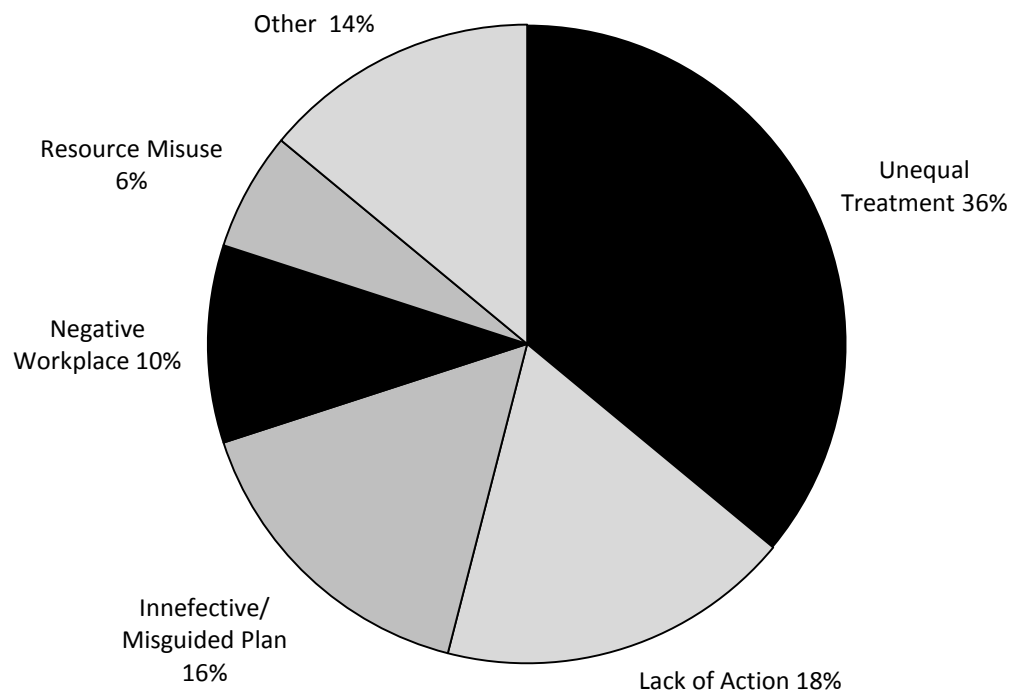
“Temporary employees have not been treated equitably when conflicts arise. The HR approach has been to take more stock in a regular employee’s report of a problem situation. We are not going to spend time investigating problems between regular and temporary employees so the solution in practice has been to discharge the temporary employee without an equal opportunity for them to explain their side of the situation. “

“If an employee is consistently required to use the Employee Assistance Program to mediate conflict with co-workers, at some point the organization should recognize that they are a source of problems.”

Equitable Treatment

Many of the survey questions gauge the employee experience relating to equity and human rights. Respondents were asked whether they thought there had been a shift in the culture of the organization. Of the eight percent of survey respondents who believe there has been a negative shift in the culture of the organization in the last four years, 36 percent of those responses attributed the negative shift to unequal treatment (Figure 6). Unequal treatment is an important topic; however, 18 responses is a very small number as compared to other long-answer questions with 349 responses.

Figure 6: Indicators of a Negative Shift in Culture



Source: City of Eugene DESP Survey 2013

Note: Question 6 "Do you believe there has been a shift in the organization's culture around equity and human rights within the last four years?"

The survey revealed that a few employees believe the organization does not treat all groups equally:

"Our diversity plan is frustrating because everyone is diverse except for select groups of people. Minority groups are diverse, majority groups are not diverse, seems to be the theme."

"Everyone should be treated equal but it is only pointed out that minority groups are diverse and therefore should be treated with respect."

"Religious beliefs treated unfairly."

Lastly, a few survey respondents also attributed unequal treatment to special treatment of management and management treating certain staff differently.

“When complaints are brought forward, management circles the wagons and protects ineffective and offensive manager behavior.”

“It seems like only a select group of cultures are recognized, and only management is allowed to embrace the efforts.”

Key Issues

The following are the key issues surrounding employee experience:

- Only 45% of survey respondents strongly agree/agree the City effectively addresses internal conflicts and complaints.
- The employment status of survey respondents significantly influenced how employees responded to their experiences related to the conflicts and complaints process.
- Some staff expressed feelings of unequal treatment from coworkers.
- A few staff expressed feelings of unequal treatment by management.
- A few staff felt they are treated differently because they are not a minority and feel they are not considered “diverse” by the City.
- Some staff felt the City does not retain diverse employees.
- Some staff felt the City does not “support” different cultures very well.
- The city as a whole is not racially diverse.

Considerations

The following considerations aim to improve the employee experience in the workplace with respect to equity and human rights factors.

- Continue to communicate with staff about their experiences in the organization. Find ways to use the experiences and ideas as a resource to learn from. Use different techniques to reach out to people to gather their experiences.

Examples may include:

- Creating a “Share Your City Experience Day” where employees can sign up to talk with a staff member from Human Resources about their experiences working for the City.
- Continue to work with people to understand the various conflict and complaints processes and what to expect out of each process. Distinguish between the legal ‘grievance’ process and a non-legal conflict process.

- Better understand the differences between supervisors and non-supervisors in their experience of the conflicts and complaints process to address these discrepancies.
- Continue to work with supervisors to build on techniques promoting equitable and consistent treatment of staff.
- Continue to look for ways to support ideas, needs, and differences of all employees, while recognizing the retention of employees is extremely complex.

Examples may include:

- Conducting “stay” interviews in addition to “exit” interviews.
- Continue to bring in a talented and diverse workforce.

Examples may include:

- Continuing to increase cross-department sharing about recruitment. For example, EPD Women in Blue, Fire & EMS high school days, and LRCS pipeline strategy.

3. Employee Empowerment and Training

The City of Eugene values every employee and is committed to empowering and educating each employee on issues related to equity and human rights. Throughout the DESP evaluation, the CPW team identified three themes essential to the City of Eugene’s commitment to empowering and training employees: training and professional development, advancement, and staff empowerment. The three themes are not mutually exclusive from one another, but rather build upon each other to create a culture of equity and human rights.

This section provides the survey and interview findings for training and professional development, advancement, and staff empowerment, as well as the considerations for the City of Eugene on how to further promote employee empowerment and training. Because the three themes work in partnership, the considerations provide opportunities for the three themes together.

Training and Professional Development

The City of Eugene provides training and professional development opportunities for its employees. Throughout the interviews and group conversations, staff said they liked the interactive trainings the City provided the past few years. Survey respondents also mentioned trainings during the long-answer questions. Of the survey respondents that believe the culture of the organization experienced a positive shift,

16 percent attribute the positive shift to improved trainings. Some survey respondents said:

“Trainings encourage more discussion and interaction with different people.”

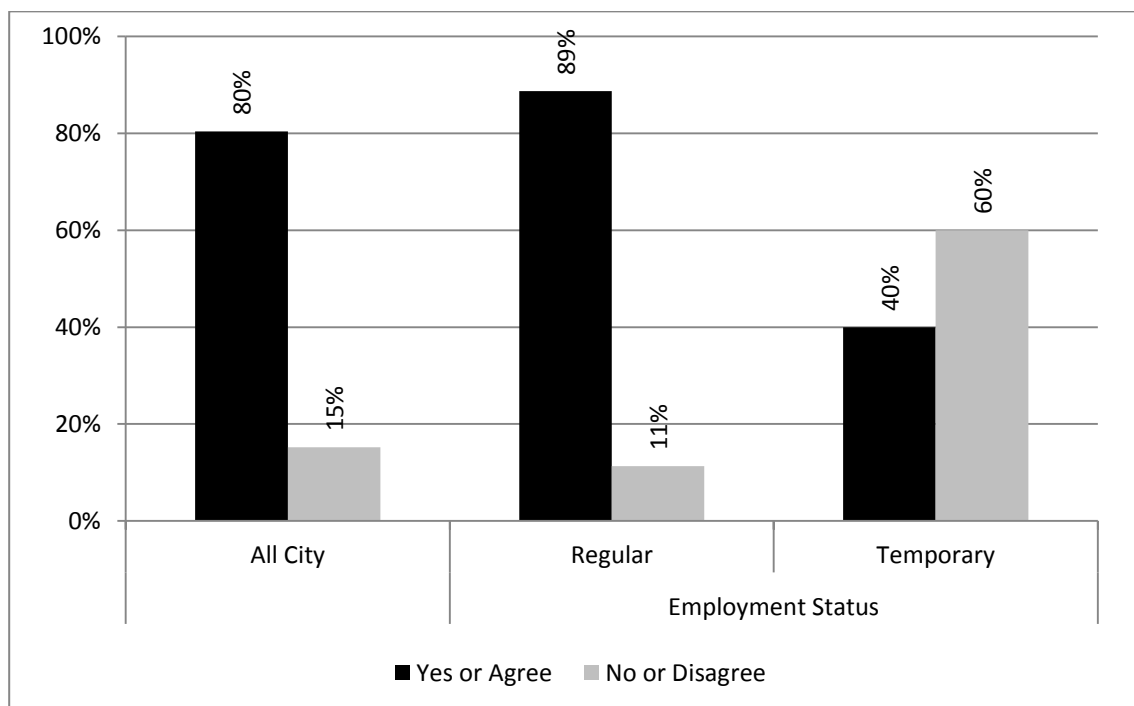
“The Working Betting Together class was a good exercise.”

“[There are] more interactive trainings that meet staff at their level, open conversations with different cultures and populations, enhanced awareness, and guidelines for public meetings and interactions. “

“The diversity and equity trainings are much much better - more inclusive, more fun”

In addition, a majority of survey respondents attended trainings in the last four years. In fact, 80 percent of respondents attended equity and human rights trainings while 71 percent received trainings on ways to successfully engage with the community. However, 15 percent of respondents have not attended equity and human rights trainings and 14 percent of respondents have not attended trainings on ways to successfully engage with the community. Specifically, over half of temporary respondents have not attended City sponsored trainings focused on equity and human rights (Figure 7). The City still has room to improve attendance at training and professional development activities.

Figure 7. Staff’s Attendance of City Sponsored Trainings



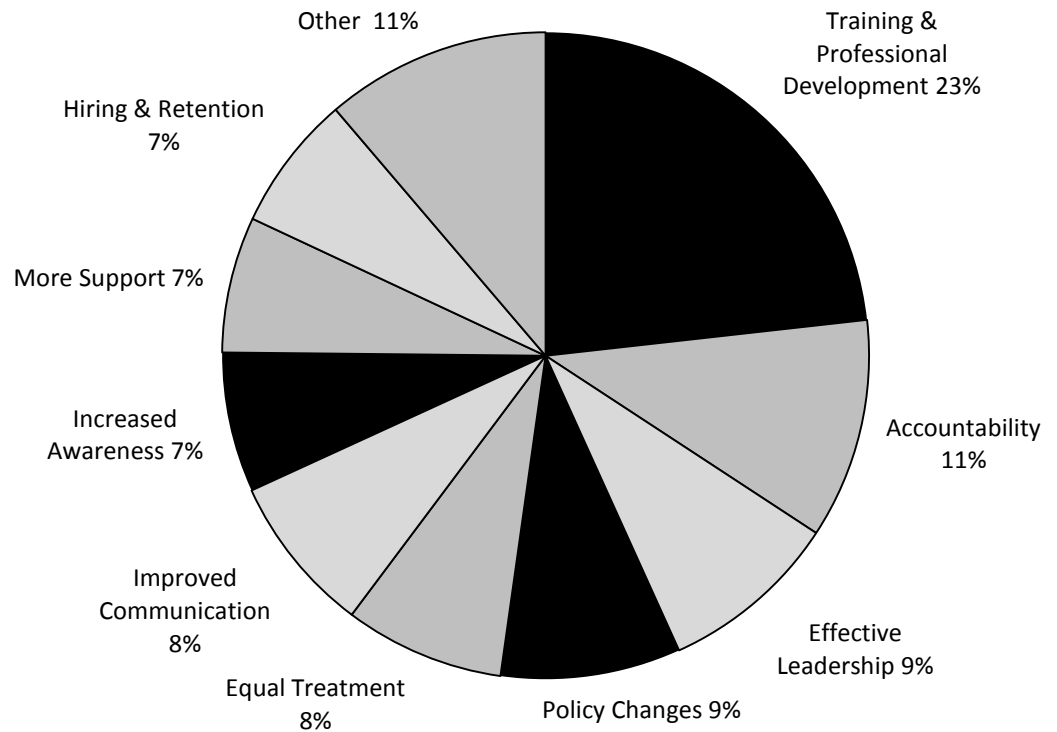
Source: City of Eugene DESP Survey 2013

Note: Question 1A “I have attended City sponsored trainings focused on equity and human rights in the past four years.”

One question within the survey asked staff, “What actions would most positively improve equity and human rights among staff?”. Twenty three percent of the people that answered this question indicated that training and professional development would most positively improve equity and human rights among staff (Figure 8). For example, a survey respondent answered:

“The interactive trainings such as Working Better Together, Learning to Connect Connecting to Learn, Rehearsals for Life, and some of the open forum equity and human rights conversations will positively improve equity and human rights among staff moving forward.”

Figure 8. Actions that Could Improve Equity and Human Rights among Staff



Source: City of Eugene DESP Survey 2013

Note: Question 5 “What actions would most positively improve equity and human rights among staff?”

Through the long-answer question on the survey, a respondent stated that training sessions are too long:

“Two hour and 1/2 day trainings are overkill”

A few survey respondents felt that trainings are ineffective:

“Classes are ineffective.”

“Mandatory trainings are not always effective with ensuring that the message has been received or will be applied by those attending. In other words, in one ear out the other.”

“After attending several of the human rights trainings through the years I felt that they were a waste of time.”

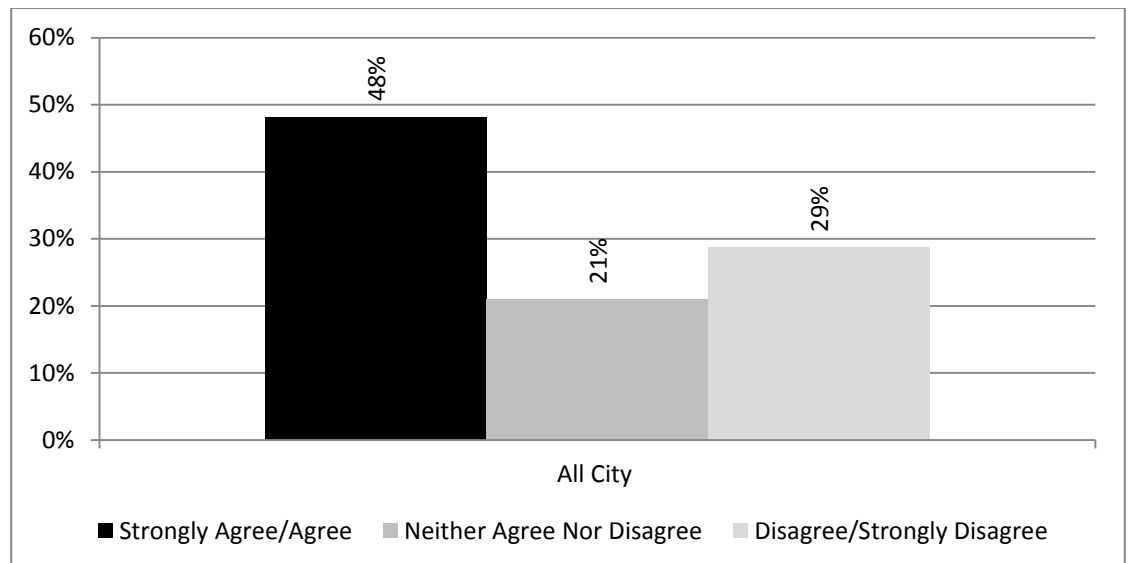
“Training classes are sporadic and not specific enough to be useful.”

During the interviews, the department diversity committees stated that obstacles exist for some employees to attend trainings and professional development activities. Shift work and job requirements in departments cause barriers to scheduling and attending trainings. Other interviewees explained some staff experience issues with getting approval from supervisors to attend equity and human rights trainings and other professional development activities.

Advancement

The City promotes professional development, and this practice continues to be vital to employee growth. The professional development process can be different than advancement in the organization. Forty-eight percent of survey respondents felt they have an opportunity for advancement within the organization (Figure 9). Less than half the survey respondents felt they have opportunities for advancement within the City organization. This result varied by 30 percent depending on department.

Figure 9. Staff felt they have Opportunities for Advancement.



Source: City of Eugene DESP Survey, February 2013

Note: Q3G: “I felt that I have opportunities for advancement within the City organization.”

Departments and divisions have a different process of advancement. Some departments and divisions have more opportunities for advancement, whereas some have fewer opportunities. These varying situations lead to different experiences with advancement.

Discussions around advancement are particularly appropriate for the Human Resources division. After discussing advancement with Human Resources staff, and revealing the responses from the survey regarding opportunities for advancement, we better understood the response rate. The City as an organization may not have as many opportunities for advancement since many employees have long tenure and since there is not a lot of turnover within the organization. In addition, since there may not be many positions for employees to be promoted to, advancement is that much harder to come by.

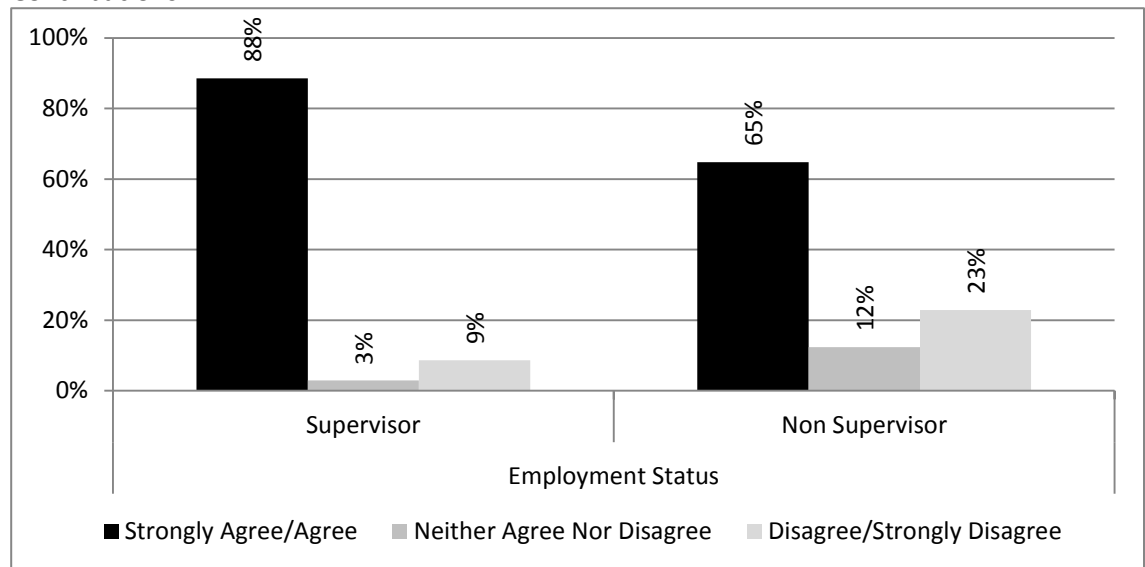
Staff Empowerment

According to the survey, 67 percent of respondents felt that they have the opportunity to make meaningful contributions to decision-making in their work group. Additionally, 68 percent of survey respondents felt that their division values their unique skills and contributions. Many employees felt they are valued, but there are still areas where the City can improve to make employees feel more involved and valued even though many in the City felt empowered to make a difference.

Through interviews, some staff indicated that more employees should be involved in the development of a strategic plan or any other process related to equity and human rights. These interviewees felt the DESP was prescriptive and did not allow for employee input. Involving staff in the creation process of any future efforts will provide staff with a sense of ownership and empowerment.

One of the biggest differences in staff empowerment, according to survey respondents, is employment status. Specifically, when asked if they felt they have opportunities to make meaningful contributions to decision making, non-supervisor respondents answered the question differently than supervisor respondents. Figure 10 shows that 88 percent of supervisors felt that they have opportunities to make meaningful contributions to decision making as compared to 65 percent of non-supervisors.

Figure 10. Staff felt they have Opportunities to Make Meaningful Contributions



Source: City of Eugene DESP Survey, February 2013

Note: Q3F: "I felt that I have opportunities to make meaningful contributions to decision making in my workgroup."

Although there are differences in empowerment between supervisors and non-supervisors, City staff felt strongly that they are championing equity and human rights issues in the workplace. Approximately 87 percent of survey respondents believe they foster equity and human rights in the workplace and only two percent of respondents disagree.

Key Issues

The following are the key issues surrounding employee empowerment and training:

- Temporary employees are less likely to attend City sponsored trainings related to equity and human rights.
- Some survey respondents felt that the current trainings are ineffective.
- Obstacles, such as workload, the nature of their work, or gaining approval, exist that prevent some employees from attending trainings.
- Some City employees have not attended City sponsored trainings related to equity and human rights during the last four years.
- Some employees felt that the staff charged with implementing action items should be more involved in developing the action items related to equity and human rights.
- Non-supervisors felt that their contributions to the decision making in their workgroup is less valued than supervisors.

- Twenty-nine percent of survey respondents disagree/strongly disagree that they have opportunities for advancement within the organization.

Considerations

The following considerations aim to further promote employee training and professional development and empowerment across the organization:

- Incorporate equity and human rights trainings into existing trainings for temporary employees.

Examples may include:

- Providing trainings and professional development activities on a variety of topics. Examples of topics include customer service, inclusion of people with disabilities, conflict resolution, communication, sign language, racism, gender equity, teens, and cultural competency.
- Evaluate feedback from web based trainings and interactive trainings, such as Learning to Connect, to gauge the effectiveness.
- Evaluate when and how trainings are offered to maximize attendance.

Examples may include:

- Improving scheduling and accessibility of trainings activities for all staff.
- Encourage opportunities for cross training for employees who are interested in learning about other specialties in the organization. This may be valuable for both the employee and the organization.
- Build cultural competency through other avenues besides trainings.

Examples may include:

- Adding activities in team meetings.
- Sending department newsletters.
- Creating programs similar to the “Park Watch Program,” which is a shared system of sharing stories, ideas, seek advice about issues related to work. Facilities, Parks & Open Space, and Police all participate in this program.
- Encourage leadership to allow staff to attend equity and human rights trainings.
- Continue and expand programs for professional development. That way current staff can become better positioned to take advantage of advancement opportunities.
- Educate employees about the advancement process and if any potential opportunities for advancement might exist in the future.

Examples may include:

- Discussing employee’s potential “professional path” and how the employee plans to achieve these goals during yearly performance reviews.
- Empower staff members to contribute ideas to the future equity and human rights structure.

Examples may include:

- Challenging staff to champion equity and human rights by encouraging them to step into leadership roles around those issues.
- Promote awareness about what the organization is doing regarding equity and human rights and how employees can get involved.

Examples may include:

- Encouraging supervisors to support employees participating in equity and human rights activities outside of their normal workload.
- Further explore the differences in experience in decision making between supervisors and non-supervisors and represented and non-represented.

Examples may include:

- Holding targeted conversations with non-supervisors.
- Including deliberate questions on staff evaluations.
- Celebrate and spotlight employees who exhibit strong commitments to equity and human rights in the organization.

Examples may include:

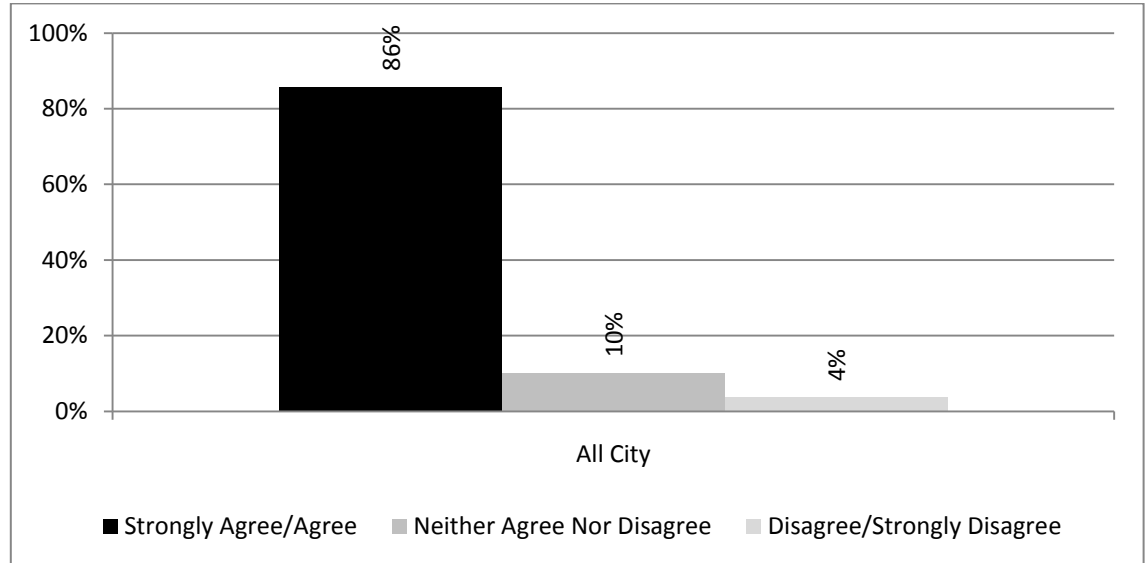
- Conducting a “spotlight employee” program. This program highlights an employee’s unique contributions, attributes, interests, etc. in each department each month. Publish these “spotlight employees” in monthly mail outs or newsletters.

4. Customer Service

Customer service is an important aspect of equity and human rights. The City of Eugene strives to provide excellent customer service to community members using City services. In an effort to understand City staff’s views, the survey asked respondents two questions about customer service.

Eighty six percent of respondents strongly agree/agree that their work group or division provides high quality customer service to members of the community making it one of the highest instances of “agree” and “strongly agree” in the entire survey (Figure 11).

Figure 11. Staff Agreement about Providing Quality Customer Service

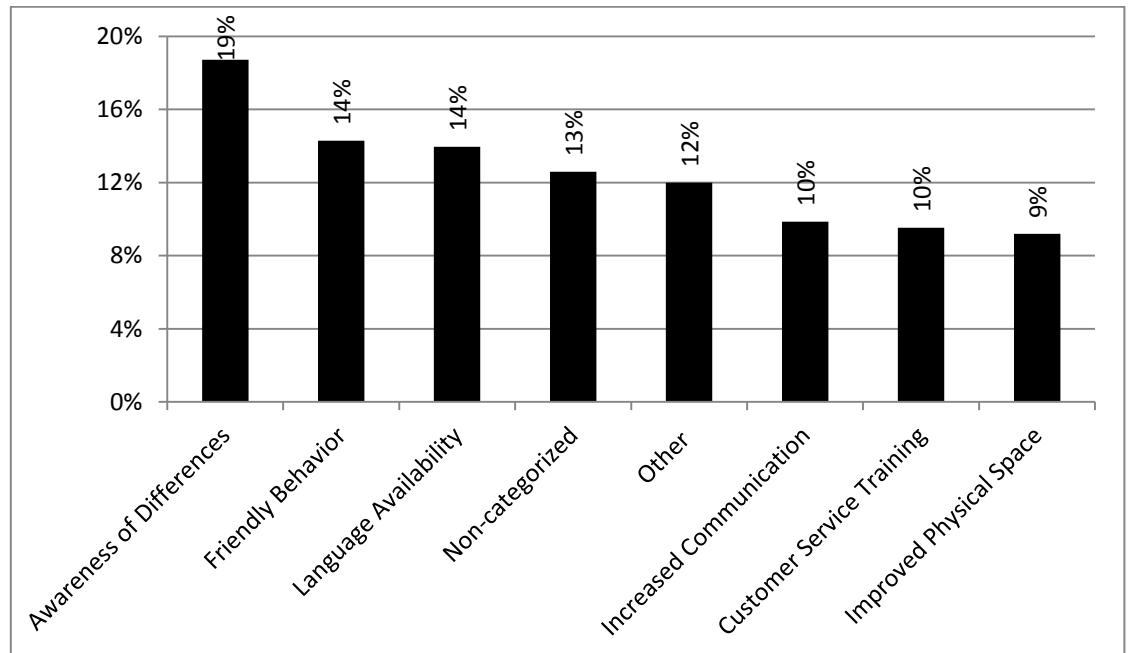


Source: City of Eugene DESP Survey 2013

Note: Question 3E “My work group/division provides high quality customer service to community members.”

While customer service is core strength of the organization, the City continues its efforts to improve customer service. The survey asked respondents, “What actions could make the biggest positive impact on customer service from an equity and human rights perspective?”(Figure 12).The top three answers from respondents are awareness of difference, friendly behavior, and language availability.

Figure 12: Actions to Improve Customer Service from an Equity and Human Rights Perspective



Source: City of Eugene DESP Survey 2013

Note: Question 4 "What actions could make the biggest positive impact on customer service from an equity and human rights perspective?"

The most respondents felt an awareness of difference would make the biggest positive impact on customer service. A few survey respondents said:

"An awareness of class differences."

"Be aware, know your audience, plan for the unexpected, listen to what customers need, exceed expectations."

"Bringing all our perspectives in order to open our awareness of different paths to equal treatment."

"Offer training that focuses on equity and human rights to increase awareness and understanding."

Many survey respondents also felt friendly behavior would make the biggest positive impact in customer service. Survey respondents replied:

"The people. When the first person a customer encounters is welcoming and friendly and engaging, this can make the whole experience positive."

"Be nice, be respectful, be an active listener."

"Treating every customer with equal respect regardless of their status."

"Promoting kindness and respect in every interaction with the public."

Many survey respondents mentioned language availability as a way to impact customer service. Specific ideas included:

"Language access - greater access and resources for non-English speakers."

"More Spanish language access - written and verbal."

"Making signage accessible for multiple languages as well as advertising all of our services to the public in a clear manner."

"Providing better informational signs at the front of the buildings. Atrium Building for example, the only signage in Spanish is negative signage, what not to do."

Key Findings

The following are the key findings for customer service:

- Nineteen percent of survey respondents believe awareness of differences would make the biggest positive impact on customer service.
- Fourteen percent of survey respondents believe friendly behavior would make the biggest positive impact on customer service.

- Fourteen percent of survey respondents believe language availability would make the biggest positive impact on customer service.

Considerations

The following considerations aim to further improve customer service across the organization.

- Increase the City's ability to provide high quality customer service to non-English speakers or English as a second language community members.

Examples may include:

- Hiring multi-lingual, multi-cultural staff.
- Providing City documents in a variety of languages.
- Offering translation services upon request.

- Increase staff's awareness of differences.

Examples may include:

- Adding an awareness of differences component to training and professional development classes.
- Sending quarterly customer service newsletters to employees
- Adding a customer service item to meeting agendas.

- Encourage staff to provide high quality customer service. .

Examples may include supervisors:

- Leading by example by using friendly behavior when interacting with customers.
- Recognizing employees for providing high quality customer service.
- Identify the quality of customer service at point of contact through secret shoppers or other methods and provide direct feedback to contact person.

NEXT STEPS

In the interviews and meetings throughout the evaluation process, CPW team members asked City staff about the structure they would like to see in place to support equity and human rights after the City completes the DESP in 2014. CPW has created seven core values and two possible structures to guide the City's work on equity and human rights beyond 2014.

Core Values

City staff expressed a need for core values to guide any future equity and human rights work. This section describes core values that the City could embrace when developing future equity and human rights work following the DESP in 2014.

Clarity

Some City staff felt the DESP action items were unclear and vague, leaving them unsure of the intentions and/or unable to complete the action items as originally designed. Other staff felt the City did not provide clear equity and human rights definitions and used too many acronyms when discussing equity and human rights. We suggest:

- Involving those individuals assigned to equity and human rights actions in the development of those actions.
- Providing clear equity and human rights definitions while avoiding acronym fatigue.

Concise

Many departments felt overwhelmed by the DESP structure of six goals with 32 associated action items. We suggest:

- Including a smaller scope of work to any future equity and human rights structure. A possible future structure could be a smaller strategic plan with less goals and action items.

Priority

City staff identified lack of time and resources as the main barrier to completing goals and actions set forth in the DESP. Due to lack of resources, many staff felt the City is not making equity and human rights an organizational priority. We suggest:

- Developing ways to further spotlight equity and human rights as a priority.

Collaboration

Many department diversity committees are unaware of other departments' activities related to equity and human rights. We suggest:

- Creating more opportunities for department diversity committees and other interested staff to interact and share equity and human rights experiences with each other.

Flexibility

Many departments and staff felt the DESP action items were prescriptive. Some staff did not feel they could modify action item implementation to meet the action item's purpose. We suggest:

- Creating a future equity and human rights structure that allows some flexibility in completing equity and human rights goals and actions.

Integration

While some staff felt that the DESP was integrated into the organization, other staff felt more work exists to integrate equity and human rights into all aspects of the organization. We suggest:

- Continuing to integrate equity and human rights into the everyday functioning of the organization. For example, Fire & EMS integrated equity and human rights goals into their trainings and department strategic plan.

Accountability

Some staff felt the DESP did not hold departments or divisions accountable for implementing and completing action items. We suggest:

- Developing a deliberate strategy for accountability of equity and human rights efforts.

Future Structure to Guide Work on Equity and Human Rights

During the interviews, the CPW team asked staff about the strengths and weaknesses of the current DESP structure. Interviewees identified too many action items, unclear goals and action items, and lack of organization-wide collaboration as weaknesses of the DESP structure. However, many interviewees felt the overall structure of the DESP made equity and human rights an organization-wide focus and the action items led to greater accountability than with previous equity and human rights efforts. We have developed two options the City could consider when moving forward with equity and human rights work.

Option I: Organization-Wide Priorities (Goals) and Organization-Wide Actions

In this option, the City would create another organization-wide equity and human rights strategic plan after 2014. This plan would contain

priorities (or goals) and action items similar to the DESP, but at a smaller scale. Like the previous DESP, the document will set the priorities for the entire organization. Unlike the DESP, the new strategic plan will have less action items and no expectation for departments to create a stand-alone equity and human rights strategic plan. In addition, assigned leads will be included in the creation of action items to ensure they are clear and achievable. Specifically, those charged with implementing the action items will be involved in creating them and deciding on measures.

CREATION OF PRIORITIES (GOALS) AND ACTION ITEMS

Equity and Human Rights Board (EHRB): The EHRB will have the following responsibilities:

- Collaborate with appropriate parties to create the organization-wide equity and human rights priorities, actions, and measures.
- Assign leads to action items.
- Collaborate with assigned leads and other interested parties when creating action items so that leads fully understand the intent of the action item.
- After the creation of the DESP 2.0, the EHRB will act as forum for departments to share ideas and best practices. The EHRB members are accountable to their department to share the knowledge learned from each meeting.

Executive Team: The Executive Team will endorse the priorities, actions, measures, and leads created by the EHRB.

Departments: Departments will create their own ways to achieve priorities and action items. This could be in the form of a stand-alone plan or a series of action items that get folded into their annual work plan.

ACCOUNTABILITY & MEASUREMENT

Accountability: The Executive Team is responsible for holding the organization accountable to the organization-wide equity and human rights priorities and the action items. Each department executive will check the status of action items in their own department and report to the Executive Team.

Measurement: The ERHB is responsible for creating measures for each action item. The department/assigned lead is responsible for reporting progress and measures to the department executive.

Implementation: Each department has the flexibility to create its own implementation plan. Departments can choose to incorporate its assigned action items and equity and human rights goals into existing

department work plans or create department specific equity and human rights strategic plans with action items.

PROS AND CONS

The following are the identified pros and cons of this option:

Pros:

- The structure is similar to the DESP; and the organization will be familiar with the structure.
- The structure provides opportunities for involvement from action item leads.
- The structure contains less action items and priorities than 2009-2014 DESP.
- The Executive Team endorses the organization wide priorities, action items and measurement giving this structure more involvement of the leadership team.
- The structure allows the departments to create and implement action items in alignment with their department culture.

Cons:

- The structure could felt prescriptive to departments because like the previous DESP, departments are still required to work toward implementing certain action items.
- The Executive Team is involved with the action items, leads, and measures.

Option II: Organization-Wide Priorities (Goals) and No Organization-Wide Actions

In this structure, the City would provide overarching equity and human rights priorities (or goals) with metrics. This structure does not have organization-wide action items. The departments will be accountable to create their own action items within their department to achieve the organization-wide priorities. Departments will have the flexibility to incorporate City priorities into existing department work plans or create department specific equity and human rights strategic plans with action items.

CREATION OF PRIORITIES (GOALS) AND ACTION ITEMS

Equity and Human Rights Board (EHRB): Through consultation with appropriate parties, the EHRB will create the organization-wide equity and human rights priorities and metrics. In addition, EHRB will act as forum for departments to share ideas and best practices. The EHRB members are accountable to their department to share the knowledge learned from each meeting.

Executive Team: The Executive Team will endorse the priorities and metrics created by the EHRB.

Departments: Each department will create its own action items, measures, and leads to achieve the organization's equity and human rights goals.

Individual Executives: Each department executive will endorse their department's actions, measures, and leads.

ACCOUNTABILITY & MEASUREMENT

Accountability: The Executive Team is responsible for holding the organization accountable to the equity and human rights priorities. Each department is responsible for creating its own accountability system for action items. The departments will report to its Executive who will report to the Executive Team.

Measurement: Each department is responsible for creating ways to measure action items. The department is responsible for reporting progress and measures to its Executive.

Implementation: Each department has the flexibility to create its own implementation plan. Departments can choose to incorporate its action items and equity and human rights goals into existing department work

plans or create department specific equity and human rights strategic plans with action items.

PROS AND CONS

The following are the identified pros and cons of this option:

Pros:

- The structure is more flexible, recognizing the type of work different departments do and the differences in department culture.
- The structure allows for participation by departments in the creation stages, building more buy-in from departments and staff.

Cons:

- The structure may cause more silos between departments because it does not promote interdepartmental collaboration.
- The structure requires time and commitment from departments.

Table 3. Future Structure Matrix

	Option 1: Organization-Wide Priorities and Organization-Wide Actions	Option 2: Organization-Wide Priorities and No Organization-Wide Actions
Creation	<p>Executive Team: endorses priorities, actions, measures, and leads.</p> <p>Departments: create methods to achieve action items.</p> <p>EHRB: creates priorities, actions, measures and assigns leads.</p>	<p>Executive Team: endorse priorities.</p> <p>Individual Executives: endorse department’s actions, measures, and leads.</p> <p>Departments: create action items, measures, and leads.</p> <p>EHRB: creates priorities.</p>
Accountability	<p>Executive Team: holds organization accountable.</p>	<p>Executive Team: holds organization accountable for priorities.</p> <p>Individual Executives: hold their departments accountable to their actions, measures, and leads.</p>
Measurement	<p>EHRB creates measures.</p>	<p>Departments create their own measures.</p>
Implementation	<p>Departments have flexibility on how to implement assigned action items.</p>	<p>Departments have flexibility on how to implement their action items.</p>
Pros	<ul style="list-style-type: none"> • Similar to current DESP structure • Less action items than the DESP • Leads involved in action item creation • Strong leadership focus • Implementation flexibility 	<ul style="list-style-type: none"> • Recognizes different cultures in departments • Participation by departments in creation stage
Cons	<ul style="list-style-type: none"> • Could still felt prescriptive • Strong leadership focus 	<ul style="list-style-type: none"> • May create more departmental silos • Requires time and commitment from departments