

**Diversity, Equity & Inclusion (DEI) Initiative Report to WMSWCD Board of Directors
For October 2018 Board of Directors Meeting (covers August & September 2018 activity)**

<p>Diversity, Equity & Inclusion (DEI) Committee</p>	<ul style="list-style-type: none"> ● September 28th DEI Committee was held w/ all committee members in attendance. Topics covered included: accountability, hiring debrief and workplan. ● Randi Razalenti presented her review of the Racial Equity-Centered Results-based Accountability Training offered gratis through Portland’s Office of Equity & Inclusion. The DEI Committee affirmed need for additional assistance to develop meaningful and culturally sensitive demographic data collection to ensure that we offer our services to all who live in our District. <ul style="list-style-type: none"> ○ Additional training materials shared through this are available upon request. ● Randi provided a hiring debrief with overall lessons learned that was discussed by the DEI committee (see equity lens, below, and attached debrief, for details). ● The DEI Committee continued to refine this year’s work plan, and is setting completion dates and determining leads for workplan items. ● The next DEI Committee meeting is scheduled for November 30th 2018, 11:30 am – 1:30 pm, at the WMSWCD Office Conference Room.
<p>Equity Lens</p>	<ul style="list-style-type: none"> ● Staff used the equity lens to review the process of selecting the final candidates to interview for the recent Communications and Outreach Manager hire. This review found there was a need to further improve hiring processes to better achieve equity outcomes. A debrief on the Communication Position hiring process and related data provided by Randi is attached to this email. ● Michelle incorporated the equity lens into the hiring practices and processes for the Weedwise/CWMA Coordinator.
<p>Staff Activity Highlights</p>	<ul style="list-style-type: none"> ● Reminder: All staff are now including DEI work in their individual staff reports. ● Michael led a staff review team to review and provide feedback on internship requirements. Results were reported out and discussed at a tech staff meeting. ● Laura organized review and continuation of partner funding support for organizations that strongly emphasize DEI work in the education realm. ● Scott organized a World Forest Institute International Fellows tour with staff sharing sites with fellows from around the world. Some staff and participating landowners also attended follow-up “lightning talks” given by the fellows. ● Jim, Mary and Michael participated in a facilitated Collaborative Restoration Partnership Agreement planning meeting with Verde, Forest Park Conservancy and Portland Parks staff. ● Mary presented written testimony signed by Terri in support of the Office of Equity and Human Rights before City Council and Mayor Ted Wheeler. ● Renee provided final edits on an article written by Mary, with staff edits incorporated, focused on equity work for the Intertwine Outside Voice Blog.
<p>Board Activity</p>	<ul style="list-style-type: none"> ● Terri and Susan are planning an Equity Lens training for the Board. ● Susan attended a White Ally Tool Kit training and then provided a condensed training on the same to staff at over a “learning lunch” session.

Prepared by Mary Logalbo and Susan Weedall, Co-Chairs, Diversity, Equity and Inclusion Committee, 10/2/18.



Debrief of Communications & Outreach Manager Hiring Process Meeting Summary

Monday, August 27, 2018; 1:00pm – 3:00 pm

Attendees: Michael Ahr, Jim Cathcart, Michele Levis, Mary Logalbo, Carolyn Myers Lindberg, Laura Taylor

Recruitment: The recruitment took place between June 11-15th and the job closed on July 6th at 5:00pm. The District's recruitment list was used and announcements went out to all on the list with additional recruitment due to this being a permanent position and a communications (vs. tech) position. Carolyn consulted with a friend that is an African American communications professional on where to post as well as the announcement itself. There weren't any suggestions for significant changes to the announcement itself, but Carolyn was given a list of places to post to that were not on the District's list. Some of the organizations were not posted to due to either having a requirement of having more time of the announcement being posted than we were able to allot for, or the expense being over \$250 per posting. Carolyn's friend did not think The Skanner (a local African American newspaper) was worthwhile for a posting, but we posted regardless of this suggestion, as well as in the Asian Reporter. The District should only post to these newspapers for permanent positions due to the high cost coupled with the limited time it is posted (Asian Reporter = \$110; The Skanner = \$213). The total expense for recruitment was approximately \$740. Having more time for partner input prior to posting the announcement, and more time for the announcement to be available to the public would be ideal.

Demographic Survey Highlights: See 'Communications & Outreach Manager Recruitment Demographic survey Results' for details. Areas to improve upon were technical issues with the minimum requirements form, and needing to simplify the job announcement. Randi and Renee will investigate with the District's web developer/host on options to submit this form through the internet rather than a fillable PDF for future use when hiring.

Resume Review Process: The team to score resumes had a meeting to calibrate the rubric, help define criteria, and get on the same page with how the scoring process works. The team found this to be helpful, and tech staff found this particularly helpful for reviewing non-tech resumes. The meeting was followed by scoring two different resumes to practice using the rubric. A follow-up meeting after this exercise took place, and it helped determine items that should be taken off of the rubric or weighted differently.

The scoring team felt it was helpful to have two reviewers on each application. If time or amount of applications do not allow for two reviewers, having meeting calibration will be even more critical. The selection process for those to interview was made by everyone giving their top choices, and where we saw more than one selected for a top interview they immediately went into the interview pool. There were other top picks that were discussed and some were added to the interview pool. Some of the team felt that they may have had more qualified candidates in their stack to review than those that made it to the final interview pool. In the future, build into the schedule to have each reviewer's top candidates' resumes reviewed by all other reviewers prior to meeting about who to select for interview.



Interview Process Rounds 1 & 2: Round 1 interviews were taxing (14 interviewees). Jane Hartline's input was that the marginal interviews were a waste of time and energy of all of those involved, especially the candidates. Jim felt it was important to not limit our candidate pool, but rather, when we are aware there will be two rounds of interviews, to make the first interview shorter and very specific on what we want to find out to screen the candidates. In the planning phase, the structure of the questions should be crafted around how many rounds of interviews there will be. We will also need to be clearer from the beginning about the time commitment with all parties involved, particularly with partners or volunteers involved.

Open Discussion: This item was moved up on the agenda to ensure there was enough time for it. Having Jane on the team was extremely helpful with her background in communications and her Board member perspective. Mixing up the interview panel from round 1 and round 2 interviews was valuable for diverse perspectives, but with the caveat of keeping at least two people participating in both rounds.

One candidate stood out amongst the rest to the group after round 1 interviews in terms of their diversity, equity and inclusion background. The candidate was a person of color and was well aware of the challenges and opportunities to connect to more diverse audiences. Their communications and writing samples were not as strong as those that made it to round 2 interviews. The selection process for round 2 interviews was made amongst exhaustion from the group, trying to stick to only three to four interviewees, and getting a decision made before the end of the day in order to stick to the schedule. It would have been ideal to slow down and use the equity lens in making this decision, and particularly, deciding on whether the candidate that stood out for diversity, equity and inclusion should have made it to round two interviews.

A corrective action for future hiring is that anyone on hiring teams has a refresher training on the equity lens and uses it and grounds themselves in it at key steps in the process. If this creates a timing problem with the hiring schedule, we should explore the options of keeping the position filled temporarily before hiring the permanent candidate. The internship program is a yearly hire that we always know when it is coming and can more easily create the space for this.

In the future for permanent hires, we should look to bring consultants and/or partners on the hiring team that are well-versed in diversity, equity and inclusion. Having a person of color on the interview panel would be ideal for diversifying perspective and creating a more diverse panel for the candidates to connect with.

Developing a 'hiring practice playbook' would be helpful for future hires. Having this in place prior to any future permanent hires is ideal.

Post Interview Survey: See 'Communications & Outreach Manager Recruitment Post-Interview Survey Results'.

Follow-up Equity Lens Meeting: Jim, Michael and Randi to recreate the round 2 interview selection meeting using the Equity Lens to explore how our results may have differed.



Next Steps:

- Leadership Team discuss who should be involved in the development of the hiring practices playbook.
- Randi and Renee work together with the District's web developer/host to create an online system for candidates to submit a minimum requirements form.
- Be clear about the time commitment at the beginning of hiring process with all involved, particularly with partners and volunteers.
- Ground hiring teams in the equity lens and utilize the equity lens at key steps of the process. Create space for this in the hiring schedule.
- Bring in to the hiring team for permanent hires: consultants and/or partners that are well-versed in diversity, equity and inclusion.
- Build into future hiring schedules to have top candidates' resumes from each reviewer looked at by all other reviewers prior to meeting to discuss who to bring in for interview.
- Build interview questions around how many rounds of interviews there will be (shorter interviews for first round to 'screen' candidates than the second round).



Communications & Outreach Manager Recruitment Demographic Survey Results

- 42 out of 55 applicants participated in the anonymous, voluntary survey (76%)

Question 1: How did you find this job opportunity?

- 42 out of 42 participants responded

Mac’s list - 17

Idealist-4

Indeed-4

Unspecified ‘online’ posting – 3

Staff-2

Facebook -2

PDX pipeline-2

Craigslist – 2

District website-1

Conservation job board – 1

Urban-ERC Listserv – 1

Handshake - 1

Immigrant & Refugee Community Organization

(IRCO)- 1

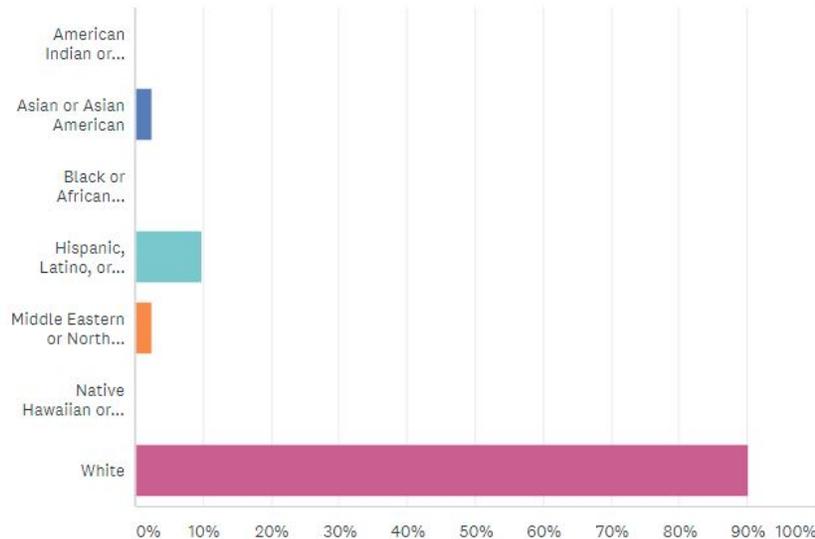
Friend – 1

Question 2:

- 41 out of 42 participants responded

Please select the identity/identities that best represent your racial or ethnic identity/identities. You can check more than one.

Answered: 41 Skipped: 1



Asian or Asian American = 1 (2.44%)

Hispanic, Latino, or Spanish origin = 4 (9.76%)

Middle Eastern or North African = 1 (2.44%)

White = 37

Question 3: What language(s) are you fluent in?

- 40 out of 42 participants responded

Dutch, English, German = 1

English, Hungarian = 1

English = 31

English, Italian = 1

English, Farsi = 1

English, Spanish = 2

English, French = 2

English, Spanish, French = 1

Question 4: What was your experience with the application process and how could it have been improved?

- 39 out of 42 participants responded
- Answers were copied directly from the survey for those that had more substance than 'no suggestions', 'good', 'straightforward', etc.

Areas to Consider for Improvement:

- Technically challenging
- The minimum requirements form was not optimal; it could have been removed from the process, as the information is in one's resume.
- great. however, the fillable app would not save once filled out.
- Do not use fillable pdf forms
- Improved instructions on submitting forms. It was a little confusing, but I was still able to do it.
- The naming directions for the files was not wholly clear, nor were the saving and completing instructions for the MRF.

What Went Well:

- I thought it seemed fair and I like that the timeline was described.
- I really appreciated that the application process was not redundant. In so many cases, the applicant has to upload a resume then enter all the same information in to a separate form. It is encouraging to find a efficient application process.
- It outlined the position well, and had clear and simple instructions to submit the application.
- The application process was really smooth & easy overall! The job posting was very clear about the responsibilities and expectations for the application package. There's not much about it I would change!
- I appreciated the detailed outline of the job position listed on the WMSWCD website. I also valued the email communication upon receipt of my application. So far, this initial stage of the application process has been smooth and clearly articulated. Thank you!
- I got a human response which is always appreciated.

A Bit of Both / Miscellaneous:

- It has been good so far -- I really appreciate the staffer following up on applications. I also found the job posting to be very thorough which is appreciated. The only criticism I would have is to streamline the compiling of docs because not everyone has Adobe Creative Suite at home.
- www.governmentjobs.com (this was the only thing written in the answer field and came from the respondent that found the job through IRCO)

Individual Responses to all questions from those that responded with data other than selecting only 'White' for question 2:

- Hispanic, Latino, or Spanish origin AND White = 2 respondents
 - Respondent 'a': 1.Mac's list, 3.English, 4.no suggestions
 - Respondent 'b': 1.Craigslist; 3.English; 4. I felt it was very traditional, took no time at all.

- Asian or Asian American = 1 respondent
 - 1.Mac's list, 3.English, 4. Skipped

- Middle Eastern or North African = 1 respondent
 - 1.PDX Pipeline; 3. English and Farsi; 4. My experience was positive! The only thing that was different about the process was submitting my information via email. It's not necessarily negative, just different.

- Hispanic, Latino, or Spanish origin = 2 respondents
 - Respondent 'a': 1.FaceBook; 3.English, Spanish; 4. Good
 - Respondent 'b': 1.Conservation job Board; 3.English, Spanish, French (conversational); 4. Improved instructions on submitting forms. It was a little confusing, but I was still able to do it.



Communications & Outreach Manager Recruitment Post-Interview Survey Results

- The survey was sent out to candidates who interviewed for first round interviews only. The survey was voluntary and anonymous.
- 11 out of 14 Candidates who interviewed for the first round completed the survey.

Question 1: What did you think of the minimum qualifications form, and did it cause any hesitation in your applying?

11 out of 11 participants responded; responses with more substance than 'no hesitation' are below and are copied directly from the survey.

- No hesitation, but I was confused by the qualifications requirements. My eyes went straight to the table, and at first I didn't see the note about being able to answer yes to one of the first two requirements.
- It could have been further optimized for input.
- The qualifications form appeared appropriate for the position. It did not cause any hesitation in my applying. It was a great match for my background and skills.
- I thought it was helpful.
- It seemed fair.

Question 2: Did you fill out the demographics survey after submitting your application? Why or Why not?

11 out of 11 participants responded

All but one participant said yes – the one that did not say yes said 'I believe so.'; highlights from responses below.

- Yes, because I know this information helps an office improve outreach for future hiring.
- Yes, I believe this information is important in future efforts to establish equity in the workplace.
- I did. They're pretty standard these days and I'm glad to see more effort going into understanding your reach and potential candidates.
- Yes, I did. I thought it could help the employer and I wasn't worried my responses would be held against me.

Question 3: How welcoming was the interview environment?

9 out of 11 participants responded.

5-Star rating was given with a comment box option.

- 1 person gave 4 out of 5 stars
- 8 people gave 5 out of 5 stars.

Highlights from comments box:

- Mary Logalbo greeted me at the front desk and she was very upbeat, welcoming and chatty. The interview team was also pleasant and welcoming.
- I felt like I had the job already because random staff were kind to me. Such a great environment.
- Interviews can be nerve-racking and awkward. It was comfortable for the most part. I seemed to connect to some interviewers more than others.

- The interview environment was very welcoming. I was greeted promptly and offered a beverage. Staff were eager to introduce themselves and make me feel welcomed.
- Four interviewers at once can at first seem a little intimidating but everyone was very welcoming. [This was the response from the participant that gave a four-star rating]

Question 4: What did you like and/or dislike about receiving the interview questions the day before the interview?

11 out of 11 participants responded. All responses are listed below.

- I liked that I was able to think of a response before coming to the interview rather than trying to think up a response offhand in person.
- I felt like it really helped me keep my answers succinct.
- I'm a writer and like to consider things before speaking. So for me it was a refreshing, welcome approach.
- I liked having the chance to gather my thoughts, though I think it also risks being a less authentic discussion if questions are practiced in advance of the interview.
- I did like having the opportunity to prepare a bit for the interview, though it does force candidates into a Q/A pattern, rather than a more natural rhyme and flow of conversation which I think can give more insight on a candidate.
- Made the process much more relaxing and easier
- I very much appreciated receiving the questions before the interview as it allowed me time to reflect and provide the most thoughtful accurate answers possible, and helped me be more relaxed and natural during the interview. I believe it also aids in your equity goals, as different people respond to or are challenged differently by interviews.
- It helped me understand the direction of the interview and interested of the office.
- It was very helpful so that I could give my most honest and accurate answers
- I liked the opportunity to be well prepared for the interview. I feel that having the questions in advance provides both the interviewer and interviewee the best opportunity for important information to be exchanged during a brief encounter. It also gives insight into the values and culture of the organization.
- They're helpful yet the outline can also limit the flow of the interview discussions. It felt more like a presentation on the candidate's part than a dialogue.

Question 5: Do you have any other feedback for us related to the application or interview process?

11 out of 11 participants responded. Responses with more than 'no' or 'n/a' are listed below.

- I don't know how the finalists were selected, and I know that everyone was qualified. But I was surprised that I did not move forward. I met all of the required and preferred qualifications and think I would've been a great fit for the organization. I was told that "I would be happier at a larger organization." I felt pigeon holed since most of my previous work has been at a large organization. If that was a concern, I could've addressed it directly because I actually am seeking employment at smaller organizations purposefully. I would've liked a better reason why I wasn't selected, especially given my education and professional experience in outreach, communications, management, DEI strategic planning, and conservation.
- Sometimes the amount of information was overwhelming. So many details were covered in the description and all communications. Maybe it was all necessary, but if not, it would be great to reduce the amount of information.
- The start of my interview was delayed by five minutes, but Jim Cathcart was apologetic, explained the reason and made a point of asking me if I still had time to go the planned 45 minutes. The interview was very well planned and Jim stuck to schedule. All in all, the impression was of a professional, gracious work atmosphere.
- I appreciate that the timeline and process were transparent and conducted so smoothly. I'd suggest having some questions in advance but not all in future interviews.

- The interview could have been scheduled for an entire hour.
- The process was very well organized. It was great to have an in-person interview instead of a phone screening. I believe most applicants would be happy to talk in person - even if it's a short 20 minute interview.