



Workforce Stabilization: The Road Ahead

JOHS Provider
Conference
November 13, 2024

Session Road Map

Our shared goal is to collaborate on strategies to improve employee recruitment and retention, in support of workforce stability and equity.

- Review of Wage Study
Recommendations and Next Steps
- 2024 Workforce Equity Survey
- Workforce Stabilization Grants:
Progress and Challenges
- Discussion: Breakout Groups

Wage Study Recommendations: Short-Term

1

Listening sessions with agencies after study completion

- Sessions held at inaugural Provider Conference and today's conference

3

Assess impact of FY23 8 percent targeted contract increase (for compensation)

- Analysis in progress

2

Technical assistance to develop agency-specific class/comp/benefits strategies

- TA available to new and expanding providers

4

Requirement to include class/comp/benefits equity goals in equity work plans

- Work plans include workforce diversity and training goals

Wage Study Recommendations: Long-Term

5

Recommended role-specific wage benchmarks provided in the contracting process

- Contract Rebasing provides staffing (but not wage) recommendations

6

Contract incentives to agencies that meet benchmarks

7

Collaborating with other County departments and Metro Supportive Housing Services (MSHS) partners to share lessons learned

- JOHS is a member of Metro's Tri-County Employee Recruitment and Retention Workgroup, and is contributing to Metro's recommendations for providing livable wages to contracted staff

FY 2024 Workforce Equity Survey

Required analysis of wage rates and staff demographics to assess pay equity, livable wages and workforce diversity

49 agencies provided the following information:

- Employees and positions fully/partially funded by SHS
- Average pay for 8 job classifications (including 5 direct service roles)
- Employees identifying with selected racial/ethnic identities, gender identities, sexual orientations, and generations
- Employees identifying as veterans, with disabilities, or with lived experience of homelessness or housing instability
- Languages spoken by staff

Workforce Compensation

Average Pay Rates by Position Category		
	Number of Employees	Average Pay
Case Managers	546	\$54,822
Housing Navigators	237	\$54,704
Outreach Workers	156	\$53,460
Facilities Staff	208	\$57,464
Other Direct Service/ Client-Facing Roles	2,758	\$54,978
Administration	772	\$65,878
Management	929	\$77,358
Executive Leadership	196	\$120,282

Workforce Compensation

	<i>Median Wage, 2022 (JOHS Wage Study)</i>	<i>Median Wage, 2024 (Workforce Survey)</i>
Case Managers	\$42,848	\$54,080
Housing/Services Navigators	\$43,680	\$52,395
Outreach Workers	\$43,680	\$50,024
Facilities Staff	\$39,250	\$49,398
Associate-Level Staff/ Other Direct Service/Client-Facing Roles	\$42,795	\$55,494

Workforce Demographics



33% of staff
have lived
experience

18% of staff
identify as
LGBTQIA2S+



14% of staff
have disabilities

Workforce Demographics

<i>Employee Race and Ethnicity</i>	<i>2022 (JOHS Wage Study)</i>	<i>2024 (Workforce Survey)</i>
American Indian and Alaska Native	1.7%	4.0%
Asian	3.7%	5.0%
Black or African American	14.4%	15.8%
Hispanic origin of any race	9.6%	14.5%
Middle Eastern	*	0.7%
Native Hawaiian or Pacific Islander	0.6%	1.3%
Other race	1.1%	0.5%
Two or more races	6.1%	3.8%
White	62.6%	45.3%

** Indicates rows with insufficient data (fewer than 5 employees or fewer than 3 organizations)*

Workforce Demographics

<i>Employee Gender Identity</i>	<i>2022 (JOHS Wage Study)</i>	<i>2024 (Workforce Survey)</i>
Cisgender Woman	59.6%	51.4%
Cisgender Man	37.8%	26.4%
Nonbinary or Nonconforming	1.8%	2.2%
Transgender Man	0.5%	
Transgender Woman	0.3%	
Transgender Person		1.4%
Two-Spirit or Third Gender		0.2%
Other Gender		0.3%
<i>Not all employees reported gender identity, so percentages sum to less than 100%.</i>		

Workforce Demographics

<i>Employee Sexual Orientation</i>	<i>2024 (Workforce Survey)</i>
Heterosexual	24.4%
Lesbian	1.1%
Gay	2.3%
Bisexual	3.3%
Queer	1.6%
Pansexual	0.3%
Asexual	0.6%
Other Sexual Orientation	3.5%

Not all employees reported sexual orientation, so percentages sum to less than 100%.

Local and Regional Workforce Stabilization Initiatives

Multnomah County and Metro are working to support livable wages in the human services sector

Multnomah County – Service Provider Contract Rebasing Work

- October 29 Board briefing by Commissioner Beason (District 2) and Office of the COO
- Landscape scan of regional workforce stabilization initiatives and MultCo strategies

Metro – Supportive Housing Services Measure Employee Recruitment and Retention Workgroup

- 2023 Tri-County Planning Body Goal:
"County contracts for SHS funded agencies and providers will establish standards throughout the region to achieve livable wages for direct service staff."

Workforce Stabilization Grants

- In partnership with the United Way, the JOHS kept the grants intentionally flexible
- Grants could be spent in support of workforce with the ultimate goals of
 - Decreasing vacancy rates
 - Increasing retention rates
- Themes from year 1
- Considerations for year 2 (calendar year 2025)

FY 2024
Workforce
Stabilization
Grants:
**\$10M to 61
providers**

Workforce Stabilization Grants

- Increased pay rates for retention
- Better starting pay for employees
- Bonus for staff, staff trainings, percentage of new database and tablets to aid in data collection
- Staff retreats for team-building
- Trainings
- Professional development opportunities (conferences, leadership development, system navigation)

FY 2024
Workforce
Stabilization
Grants:
**\$10M to 61
providers**

Discussion: Breakout Groups

1

What next steps should JOHS prioritize in workforce support/stabilization for year 2 of the workforce stabilization grants?

2

What are other initiatives or efforts – state, national, etc. that we should be thinking about or aligning with?

3

Lessons learned from the workforce stabilization grants – successes and challenges?

4

What are other non-compensation priorities we should be thinking about?



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