COUNTY OF VENTURA – TRAINING AND DEVELOPMENT CEO-HR

Diversity and Inclusion Task Force Meeting

Date:	June 1, 2017	**Time:**	9:00-12:00	**Location:**	HOA Atlantic Conference Room
Facilitator:	Betsy Swanson Hollinger		**Note taker:**	Betsy Swanson Hollinger	

Attendees:	Shawn Atin, Claudia Bautista, Erik Cho, Tabin Cosio, Rosa Gonzalez, Melissa Livingston, Joseph Moore, Jennifer Orozco, Barry Parker, Ramon Tejada, Staff: Jim Dembowski, Betsy Swanson Hollinger, Matt Smith, Matt Escobedo
Not attended:	Jackie Griffin

Agenda Item	Discussion Summary and Agreements
Welcome and Introductions	Dr. Ramon Tejada welcomed everyone, and brief introductions of all. Highlights were the new Task Force Member, Rosa Gonzalez, the Senior Deputy Clerk of the Board and Community Liaison for the CEO office. She brings her expertise of community needs and perceptions to the Task Force. The new staff member, Matt Escobedo, introduced himself, he is a Manager in CEO HR and brings expertise of recruitment and hiring as well as EEO content to the Task Force. He is replacing Jim Dembowski in this role.
Prioritization Activity for Subgroups	It was a working meeting for the subgroups to prioritize their lists of current gap areas. Engagement group had a list of 7 and was asked to distill it to their top 3. Screening, Hiring and Promotion group had 35 items and was asked to distill it down to 6 priority areas. Melissa clarified the subgroup decided not to tackle recruitment so that category was removed from their list.
Reporting Back of Priority areas	**Engagement group:** 1. **Meaning and purpose in work**: People need to be connected to meaning and purpose in their work to be fully engaged. Examples were shared that if an employee works on spreadsheets all day, it's important for that employee to then go see the hospital that those spreadsheets managed the development of the construction process. This is an example of the direct impact of one's work on spreadsheets to the final product. Another contributor of meaning in one's work is pride in his/her work. Example: Public Works day hosted over 700 children and even more with the drop-ins on May 23rd. The tree trimmers where highlighted, a video was made of their work and the story printed in the VC Star, show casing their value. The pride in this contributed to incredible meaning in the work for the tree trimmers. An event like this takes risk and it took people away from their daily tasks, but the payoff was huge. The payoff having a proud, motivated Public Works Agency goes far in terms of engagement and being a part of something great. Also the event builds a pipeline for future Public Works employees but planting seeds in children of the diverse roles in Public Works.

| Reporting Back of Priority areas | 2. **Connectedness:** People genuinely connecting to other people is a key driver in employee engagement and one of the most essential foundations that allow for inclusion. Connectedness and inclusion can happen in a variety of ways. Examples: managers connecting with staff and encouraging them to see and meet the people at the end results, like the staff working on spread sheets who then go out and see the hospital or building their spreadsheets contributed to and then meeting the construction team building the structures based of the plans of the spreadsheets. There is an opportunity for a personal relationship to be developed along the path to building completion. This breaks down silos. Managers can increase opportunities for connection by having regular 1:1 meetings, team meetings, or staff can hold social events where meaningful connections can occur, not just show up for free food. Challenges to connection are cliques (because they are exclusive) and loyalty to one person (because this kind of loyalty can keep status quo and not be good for the organization overall- grudges can occur when a "loyal" employee leaves to work in another department) can be problematic.

3. **Accountability:** Managerial accountably is critical for engagement. When lower performers are not held accountable for their work and then the work is given to higher performers, resentment can set in. The lower level workers maintain an attitude of not fully engaged and the higher level worker can become burdened and less engaged. This can be exacerbated when mediocre employee and high performing employees both receive merit increases when their work has been so different. Marketing the work of the DITF across agencies could create countywide accountably for why this work is important (some think the County is fine and not needing D&I work), why we need this work, what the DITF is going to do and the impacts it will make. One thing could be to discuss D&I efforts in New Employee Orientation, so new employees immediately learn D&I is a core value of COV and a critical part of our culture. |
| **Reporting Back of Priority areas** | **Report Back of Priorities: Screening, Hiring and Promotional Group**

1. **Screening in alternative ways:** current practices screen people out when key words are missing. There may be 200 qualified applicants and only 2 that do well on the oral board. Something is not working here. Alternatives include: a) use technology tools to automate the screening of applications b) have subject matter experts partner with the analyst c) invest energy into a pre-interview process so only those qualitied after this step move on and d) don't exclude the resume in the screening process. There is a lot of useful information about someone in a resume like their volunteer work, social organizations they belong too, etc.

2. **Mangers need to know the process better.** Often the manager is too removed from the job to provide a meaningful job analysis then creates a job that is not accurate. More effort to develop managers skills around best practices for screening. Managers often hire someone just like them, and need to know that is a bias they have. If a manager knows who they want to hire in the selection interview it does not give those that did not get the job a chance to get quality feedback when no notes are provided. |

Reporting Back of Priority areas	3. **Onboarding:** When employees are not onboarded correctly they don't feel valued and question whether or not they should stay. Example: not having a computer for over a week. There are no standardized best practices for Onboarding across agencies and it's done differently for each. Examples: Having a robust Learning Management System (LMS) to equip them to be successful can support a new employee. Having standardized checklists, or have a new employee come a few days early to the work site with their family to be shown around, welcomed, and oriented 4. **Promotional Processes:** Employees need support, resources, training and development on how to successfully go for a promotion. Support in all aspects from tips in completing the application, preparing for the oral board and selection interviews. Some employees think time in grade is the equivalent of securing a promotion. The other big piece of this is that managers need to mentor and grow those seeking promotions, even if this means having an accountability conversation of why the person is not demonstrating readiness for the promotion. 5. **Mentoring and Succession Planning:** Mentoring programs have been done in the past but did not get traction. Shawn mentioned that overall our workforce mirrors the diversity of the communities we serve but as you rise in the organization there are less women and people of color. Succession planning in public service work is preparing candidates that could fill higher roles to be competitive in the process. This is what LEAP is doing; everyone in the first 3 tiers of an agency will have the opportunity to attend the executive leadership development program.
Voting on Priority Areas	Members cast their votes of one vote per subgroup. The winning areas are: 1. Connectedness- a brief discussion on what this is and how can it be measured. From increasing 1:1 meetings, team meeting, purposeful social functions to creating high trust work and healthy work cultures 2. Promotional Opportunities- this also includes looking into the diversity of succession planning
Next Steps:	Each member will do some fact finding of existing efforts and feasibly of new efforts on the 2 voted on areas: **Please send to Betsy by Friday June 23rd:** 1. 3 things currently happening that promote or foster connectedness 2. 3 things currently happening to prepare employees for promotions 3. 3 things the Task Force can develop to promote and foster more connectedness within and across our agencies 4. 3 things the Task Force can develop to prepare employees for promotions

Learning Opportunity	Betsy shared the following 2 points: 1. The development of the Task Force Share Point site is coming before our next meeting (thanks to Tabin who saw the need and provided the foundation for the collaborative intervention) This will be like a website station for all the materials and resources for the Task Force that only members and staff will have access to. 2. The upcoming voluntary learning opportunity, a Brown Bag Webinar viewing: **Do We Have Inclusion All Wrong?- Heidi Grant**, Senior Scientist at the Neuroleadership Institute *Inclusion is a high priority for many companies, but new research suggests initiatives to improve it tend to have the opposite effect. It reviews industry insights around the inclusion challenge. Participants will explore how exclusion debilitates productivity, how inclusion efforts can backfire, and where organizational missteps are common. It will outline a more effective science-based approach to inclusion, aimed at improving workplace interactions and navigating the pitfalls of cognitive bias.* **Monday, June 19 12:00-1:30 PM HOA Room 231**
Next Meeting:	Thursday, June 29th 2:30-4:30 PM HOA Room 231 Mike Powers is invited to our next meeting, however, he is not available till late July. He is invited to the July 27th meeting.