



COUNTY OF VENTURA – TRAINING AND DEVELOPMENT CEO-HR

# Diversity and Inclusion Task Force Meeting

<b>Date:</b>	April 5, 2018	<b>Time:</b>	1:00-4:30 PM	<b>Location:</b>	HOA Room 231
<b>Facilitator:</b>	Betsy Swanson Hollinger		<b>Note taker:</b>	Betsy Swanson Hollinger	
<b>Attendees:</b>	Shawn Atin, Claudia Bautista, Erik Cho, Melissa Livingston, Marcus Mitchell, Barry Parker Staff: Betsy Swanson Hollinger, Matt Escobedo,				
<b>Not attended:</b>	Tabin Cosio, Rosa Gonzalez, Joseph Moore, Jennifer Orozco, Matt Smith				
<b>Agenda Item</b>	<b>Discussion Summary and Agreements</b>				
<b>Welcome, Agenda Review</b>	<ol style="list-style-type: none"> <li>1. Betsy welcomed everyone, and did a review of the agenda</li> <li>2. Betsy asked for comments or feedback on the meeting minutes from 3/8/18</li> <li>3. Round of Introductions for Lee Gardenswartz and Anita Rowe, the Diversity and Inclusion consultants from the Emotional Intelligence and Diversity Institute</li> </ol>				
<b>Managing Diversity a Strategic Approach</b>	<p>This portion was led by Lee and Anita:</p> <p><b><u>Task Force Accomplishments:</u></b></p> <ul style="list-style-type: none"> <li>• Mentor Program</li> <li>• Commitment to D&amp;I as an organization</li> <li>• Task Force is vulnerable to learning and development</li> <li>• Charter</li> <li>• Not starting with a prescription, much discussion regarding goals</li> <li>• Created a platform for Agencies to join in the conversation</li> <li>• Aware of landmines and potential for hurt, meaningless work</li> <li>• Training: Instructor led and online</li> <li>• Website, newsletter presence</li> <li>• Generated great ideas to use later</li> <li>• Have support of HR and CEO</li> </ul>				



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<p><b>Managing Diversity a Strategic Approach</b></p>	<p><b>Needs:</b></p> <ul style="list-style-type: none"> <li>• More input from the workforce</li> <li>• Planning for spreading of program (Mentor)</li> <li>• Refining how to reach agencies, getting their input</li> <li>• Get data to influence approaches and measure accomplishments (survey, qualitative, short and long term)</li> <li>• Help people understand the broad definition of D&amp;I, clarity, communicate, celebrate, catch people doing good</li> <li>• Get a handle on how we know when we reach success and end state (criteria-eg. Change in demographics, comfort in talking about, less grudges/conflicts, how to work through them)</li> <li>• Know how healthy or unhealthy we are as an organization</li> <li>• Get into root causes of issues, contributing factors, deep roots (are we gardening or woodworking)</li> </ul>
<p><b>7 Steps to Leverage Diversity</b></p>	<p>Lee and Anita covered the 7 steps to leverage diversity and building inclusion</p> <ol style="list-style-type: none"> <li>1. <b>Executive support-</b> gain it</li> <li>2. <b>Assessment-</b> more than demographics, how to find out the reasons for the demographics, locate sources of data to mine. Discussion on engagement surveys: how to ask the right questions that lead to positive change initiatives. Action item: look at engagement surveys done inside and outside COV.</li> <li>3. <b>Diversity Council-</b>and self-awareness, have we done our own inner work</li> <li>4. <b>Systems change-</b> like the Mentor Program</li> <li>5. <b>Training-</b> but it isn't the only answer</li> <li>6. <b>Measurement and Evaluation</b></li> <li>7. <b>Integration-</b> this is who we are, like breathing</li> </ol> <p>A brief discussion on assessment occurred. Impact assessment on learning and training, assess if the mentor program is working, increasing candidates for promotions, what question to we want to answer and how do we ask it. "I know I made it when...." Assessment on diversity could be from Gallup's Q12 employee engagement survey questions.</p> <p>A brief discussion on examples of data to mine: Promotions by department, look at why employees are unhappy, link it back to the supervisor, look at absenteeism, workers comp, exit interviews</p> <p>Then ask "Who has gone to D&amp;I training?" and break down the results</p>



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**Utilizing Structure to Change Culture**

We participated in a group activity on brainstorming on how to integrate Diversity into the existing structure: identify obstacles and suggestions for 6 structural elements that can change culture. The summary is in the following table:

Structural Element	Obstacles	Suggestions
Communication Patterns	<ul style="list-style-type: none"> <li>Communication to some but not all</li> <li>Communication methods, styles</li> <li>Lack of transparency and lack of communication</li> <li>Not communicating to all levels</li> </ul>	<ul style="list-style-type: none"> <li>Use standardized widespread communication standard/protocols</li> <li>Utilize all methods electronic, face to face, written and telephonic</li> <li>Trust based and include people who are impacted by the decision</li> <li>Managers communicating with all levels/persons</li> </ul>
Decision Making	<ul style="list-style-type: none"> <li>Manager makes a decision and it does not fit me</li> <li>Lack of data based decision making</li> </ul>	<ul style="list-style-type: none"> <li>They do their own schedule and work amongst themselves</li> <li>Develop and utilize data for decision-making</li> </ul>
Norms	<ul style="list-style-type: none"> <li>Varied location and groups</li> <li>No official rule to affect</li> <li>Unwritten rules for new employees</li> <li>Identify unhealthy and healthy norms</li> </ul>	<ul style="list-style-type: none"> <li>Carpooling/communication methods</li> <li>Take stock of what's a problem, try to unify expectations</li> <li>Onboarding program and communicate the "unwritten rules"</li> <li>Assess what should be retained or changed</li> <li>Best practice and Identify learning opportunities</li> </ul>
Accountability Systems	<ul style="list-style-type: none"> <li>Lack of courage for honest PRs and holding employees accountable</li> <li>Lack of leaders holding managers accountable</li> <li>Not developing staff/leaders and doing "work arounds" instead</li> <li>Honest self-assessments</li> </ul>	<ul style="list-style-type: none"> <li>Develop courage and skills related to deliver accurate feedback</li> <li>Leaders holding managers accountable and identifying skills needed for managers to be successful</li> <li>Develop staff, don't "work around" them</li> <li>Ownership of gaps and responsibility for closure</li> </ul>
Reward Systems	<ul style="list-style-type: none"> <li>Lack of career progression (promotions)</li> <li>Favoritism</li> <li>Lack of opportunity to gain skills, gain visibility, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Prep guidance:               <ul style="list-style-type: none"> <li>- by recruiter 1:1/class</li> <li>-online</li> </ul> </li> <li>Diverse panels:               <ul style="list-style-type: none"> <li>-lack of opportunity for training</li> <li>-for assignments</li> </ul> </li> <li>Recognition</li> <li>Project based skills development program</li> </ul>
Reporting Relationships	<ul style="list-style-type: none"> <li>Lack of Diversity at the top</li> <li>Rigid hierarchy</li> </ul>	<ul style="list-style-type: none"> <li>Diverse panels</li> <li>Competitive recruitment</li> <li>Robust outreach</li> <li>External and internal panelists</li> <li>Move more toward a horizontal model</li> </ul>



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### Idea Form Presentation follow up

A quick summary of the 2 presentations were given and next steps discussed. See attached summaries. Matt and Betsy will meet with the idea form authors to provide recommendations on next steps. See attached Idea Form Summary document

#### **Ron Solorzano- Library**

Cultivating partnerships with relevant institutions through which we can coordinate career pipelines to lead such individuals toward county employment (e.g., working with UCLA's MLIS program to identify candidates for library employment).

Their ask and TF follow up:

Ask: A need for recruiting diverse backgrounds for management staff and Spanish speaking staff for front line positions.

Status of Follow up: The Librarians can go out to schools and present to students, encouraging them to apply (this program can be adopted to any COV Agency wanting to target specific learning tracts in local universities as a way to build the pipeline to their discipline)

#### **Victor Espinoza and Dina Ontiveras- AAA**

Diversity and inclusion are often represented as a matter of individual bias and culture, where bias is viewed as equally distributed among individual attitudes. Despite well intentioned efforts, awareness of individual bias and broad cultural competency inadequately addresses the historical and systemic problems of institutional discrimination, within an organization and toward clientele. This workshop will address historical and systemic understandings of race, culture, and diversity.

Their asks and the TF follow up:

- 1) Do a comparative study; status: COV already has a comparative study, presented at the first kick off meeting
- 2) Solicit feedback from community groups; status: Solicit feedback from community groups is next phase of Task Force (but recently met with NAACP and Gold Coast)
- 3) Encourage under-represented groups to apply; status: Current recruiting efforts encourage protected classes and under-represented groups to apply
- 4) Offer county wide training on "Beyond Diversity": Task Force developed 3 hour Nuts and Bolts as well as online workshop on Developing Cultural Competency and Inclusion. This workshop focuses on awareness of individual cultural identifiers for self and others so we understand each other better. It also builds skills for employees who unintentionally offend another. (COV is not necessarily the place for learning sociological/ historical/ environmental reasons for racism/sexism, or teaching social justice to the whole workforce, etc)
- 5) Host a Diversity library; Status: Draft library created



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	<p>Lee and Anita gave the Task Force suggestions for new wording for the Idea Form:</p> <p>Step I:</p> <ul style="list-style-type: none"><li>• Do you know what the county currently has in place?</li><li>• What barriers to inclusion do you want to remove?</li><li>• What do you see as the underlying causes of these barriers?</li><li>• What other perspective exist in the organization about these barriers?</li></ul> <p>Step II:</p> <ul style="list-style-type: none"><li>• What is your overall goal?</li><li>• What do you want to achieve specifically?</li><li>• How do these objectives mesh with the goals of others?</li><li>• How would achieving these goals foster inclusion?</li></ul> <p>Step III:</p> <ul style="list-style-type: none"><li>• What suggestions/actions, solutions would meet the needs of all and create an inclusive environment?</li><li>• What are the upsides and downsides of this change?</li><li>• What resources (time, money) are required?</li><li>• Who would need to be involved?</li><li>• What resistance needs to be considered?</li><li>• What if nothing happens?</li><li>• What do you want this process to avoid?</li></ul>
<b>Next Meeting:</b>	TBD