County of San Diego

Strategic Plan for Diversity & Inclusion 2015-2020

Diversity and Inclusion for a World-Class Organization

County of San Diego
Diversity & Inclusion

Message from the CAO

The County of San Diego's commitment to valuing diversity and practicing inclusion advances our vision of a region that is Building Better Health, Living Safely and Thriving... *Live Well San Diego*. This commitment is reflected in the County's Strategic Initiative of *Operational Excellence* as well as our values of *Integrity*, *Stewardship* and a *Commitment to Excellence*; practicing inclusion exemplifies these values on many levels. In our quest to become the best County in the nation, we have amplified our Diversity & Inclusion (D&I) efforts by forming a D&I Task Force that was charged with crafting this D&I Strategic Plan.

Our commitment to D&I comes from the understanding that our diverse workforce is our greatest asset and our customers, the residents of San Diego County, are our number one priority. In order to provide our customers with exceptional service, we strive to attract the best and brightest employees who are a reflection of the diversity of our region. Fostering an inclusive workplace enables our employees to share their unique identities and perspectives, which in turn increases employee engagement, morale and productivity. As one of the region's largest employers, we uphold the highest standards of equal opportunity and non-discriminatory practices in all County activities. Ultimately, we would like to serve as a role model in the nation for our ability to recruit and retain a diverse workforce that feels valued and fully engaged in our vision of a community that is healthy, safe and thriving.

At the County of San Diego, diversity and inclusion is a journey, not a program. On this journey, we have had many accomplishments which are highlighted on pages 8-13 of this plan. We also recognize that there is more work to be done. The County of San Diego is committed to this journey because our customers are our number one priority and our diverse workforce is our greatest asset in providing our customers with exceptional service. Successful D&I efforts have been shown to have measurable outcomes in a number of areas such as: increased customer satisfaction, employee morale and innovation. On this journey, we strive to weave diversity and inclusion, and cultural competence throughout our daily operations. They enhance the effectiveness and quality of everything we do, and are essential to the County of San Diego becoming a world-class public-service organization.

HELEN ROBBINS MEYER
Chief Administrative Officer

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I. Diversity & Inclusion (D&I) Framework

Having a dynamic strategy for diversity and inclusion gives the County of San Diego an advantage in the market for talent. According to a study by McKinsey & Company, a leading consulting firm in the U.S., the most important organizational asset in the future won't be technology, but rather talented people; human capital that is smart, sophisticated, globally astute and operationally agile. Sustaining our focus on workforce diversity and continually seeking ways to foster an inclusive culture helps make the County of San Diego the best place to work in the nation.

Vision

The County of San Diego is a world-class, public-service organization inspired and driven by a diverse and thriving workforce.

Mission

The County of San Diego continually seeks ways to create an inclusive culture that embraces diversity so our employees feel valued and fully engaged to support a workplace and community that is healthy, safe and thriving.

Definitions

> **Diversity** is the range of human differences -- recognizing that each person has layers of diversity, which together make his or her perspective unique and essential to the success of the organization. Human differences include, but are not limited to personality, age, life experience, race/ethnicity, socio-economic class, gender, sexual orientation, national origin, ability and religion.
>
> **Inclusion** is actively and intentionally valuing multiple layers of human differences and viewing such differences as strengths. Inclusion is the degree to which employees and customers of all identities—whether visible or not—are able to be authentic and feel safe and respected.

Purpose

The County is proud to serve our diverse customers who are from a range of cultural groups and identities. We're also committed to attracting, retaining and maintaining a workforce that reflects this regional diversity. Inclusion is a fundamental approach to reap the benefits of diversity. Ensuring that our employees and customers are able to be authentic, and feel valued and respected is paramount to building a culture of inclusion. Implementing this Strategic Plan strengthens diversity and inclusion efforts and further integrates these values into County operations. As a result of a comprehensive review of best D&I practices in corporate, government and university organizations, the D&I Task Force identified eight dimensions of successful D&I plans: *Customer Service & Community Relations; Leadership Responsibility;*

Workplace Culture and Retention; Continuous Education & Skill Development; Recruitment, Hiring & Talent Development; Infrastructure & Implementation; Supplier Diversity; and *Performance Metrics*. Goals have been identified for each of these eight elements and support four desired outcomes.

Successful D&I efforts have been shown to have measurable outcomes in a number of areas such as: increased customer satisfaction, employee morale and innovation. The County of San Diego has identified four outcomes we intend to achieve from implementing this Strategic Plan for Diversity and Inclusion which are listed below:

Desired Outcomes

1. Exceptional Services to Our Diverse Customers
2. Inclusion for All Employees & Customers
3. A Motivated & Engaged Workforce
4. Organizational Effectiveness & Innovation

Strategic enterprise-wide initiatives have been identified by the D&I Task Force to be implemented over the next five years (Fiscal Years 2015-2020). The Executive Summary of the D&I Strategic Plan is **Attachment A** and further detail is outlined in **Attachment B**.

The Task Force is also recommending the creation of an *Executive Diversity & Inclusion Council* to oversee implementation of this Strategic Plan and guide the County's D&I strategy. The purpose, responsibilities and membership of this Executive Council are detailed in **Attachment C.**

The Executive D&I Council will be responsible for identifying new and existing metrics that can be used to measure the impact of these goals and the overall success of this plan. The Task Force also recommends that the County conduct a survey, as an element of the ongoing employee engagement survey, specifically related to perceptions of inclusion by our workforce to identify any barriers or trends that need to be addressed. The County has developed this Diversity & Inclusion Strategic Plan as a critical step to achieve our vision of becoming world class.

II. Why Diversity & Inclusion Matters

Strategic Alignment

The County of San Diego has a vision of *a region that is Building Better Health, Living Safely and Thriving.* To achieve this vision we have set our sights on becoming a world-class organization that is the best in the nation.

How can we take a highly successful organization to the status of world class? Qualities of a world-class organization include: *high performance; continuous improvement; engaged customers, employees, and vendors; outstanding leadership; a focus on innovation; and operational excellence*. Diversity, inclusion and cultural competence are critical components to developing these qualities. Research is clear that robust D&I efforts lead to more effective and innovative organizations. Diversity has a significant impact on organizational performance because it:

- Strengthens the customer service focus of an organization
- Enables organizations to attract the best talent
- Increases employee satisfaction and engagement
- Leads to smarter decisions
- Fosters innovation and creativity
- Leads to greater financial success

Organizations that are successful in leveraging the diversity of their employees are also better able to adapt to changes in the external environment. Diverse teams bring different information, opinions, and perspectives which result in more effective problem-solving, broader thinking and innovative solutions.

Serving Current & Future Residents

The County of San Diego is committed to using a positive approach to provide customers with a positive experience. A component of that positive approach is providing services in a culturally competent manner. Cultural competence is the ability to honor and respect the beliefs, backgrounds, and behaviors of our customers and this requires greater knowledge and understanding of our region's population.

San Diego County's changing demographics are among the most significant societal changes to impact our region. This includes increased racial and ethnic diversity as well as other identity groups such as veterans; disabled; lesbian, gay, bisexual, transgender (LGBT); religious; age; and socio-economic status to name a few. More than 100 languages are spoken in our county, ranking us second out of 58 counties in the State of California, for the most languages spoken.

According to the *American Community Survey* from the United States Census Bureau population estimates (2009-2013) here are some important statistics about our customers in the County of San Diego:

Identity Groups	% of Local Population
Veterans	% of total population 7.26 %
Males	50.20%
Females	49.80%
Disabled	9.38%
Foreign-born	23.38%
0-19 years old	26.10%
20-34 years old	24.20%
35-54 years old	27.10%
55-64 years old	11%
65-84 years old	9.90%
85 years and older	1.80%
Income less than $9,999	5.90%
Income between $10,000-34,999	21.90%
Income between $35,000-49,999	12.50%
Income between $50,000-74,999	17.20%
Income between $75,000-99,000	13.10%
Income between $100,000-149,000	15.60%
Income between $150,000-199,999	7.10%
Income above $200,000	6.70%

Also, according to a *Gallup* phone survey of more than 374,000 nationwide phone interviews conducted between 2012 and 2014, 3.9% of the San Diego population self-identify as LGBT. Although this is the largest ongoing study of the distribution of the LGBT population in the U.S. on record, these estimates may still be low due to reluctance of this population to self-identify.

These changing demographics also represent a need for the County of San Diego to continue transforming our service-delivery system to continue to meet the evolving needs of our customers. A workforce that reflects the County's changing demographics and represents the top talent from our region is a priority for our organization and will increase our capacity to provide exceptional services to all residents of San Diego County.

While all of these reasons create a compelling business case for diversity and inclusion, the County of San Diego is inspired by a higher ideal. As our motto states: ***The Noblest Motive is the Public Good*** and this inspires us to pursue equity and inclusion for all.

III. County's D&I Accomplishments to Date

As a reflection of our longstanding commitment to the values of diversity and inclusion, we are proud of many accomplishments in the areas of exceptional customer service, promoting equity, workforce diversity and promoting an inclusive workplace culture. Here are some selected highlights that exemplify the County's commitment to D&I.

Providing Exceptional Customer Service

- The County has an ***Americans with Disability Act (ADA) Coordinator*** and ***Persons with Disabilities Committee*** that handles questions, complaints, and concerns regarding program or facility accessibility and requests for additional information regarding the ADA.

- The County offers ***bilingual pay premiums*** to 2,900 certified bilingual employees in certain classifications to improve access for limited-English speaking customers.

- The ***Language Services Initiative team*** conducted a comprehensive assessment of language services being provided across the enterprise so that departments can leverage existing resources to provide better services to the public and in the event of an emergency.

- As an ongoing effort to provide all people of San Diego County with the highest standards in their living, working and leisure environment, the County of San Diego Department of General Services (DGS) conducts ***a survey of County-owned and operated facilities in accordance with the ADA*** to address any issues through maintenance and new construction.

- The Department of Human Resources offers ***classes on Serving Diverse Customers*** and ***Multiple Generations*** to all County employees and many County departments offer ***cultural competency training*** to enhance staff knowledge and capacity to provide exceptional service to our diverse customers.

- The Health & Human Services Agency (HHSA) offers ***cultural competency classes*** to all employees and a ***Cultural Competency Academy*** for contractors who provide services to the public on behalf of the County. Behavioral Health Services requires all employees who have public contact to participate in four hours of cultural competency training annually.

- The Registrar of Voters has a ***Voters Accessibility Advisory Committee*** and a ***Community Language Advisory Group*** to remove barriers and improve physical and language access for all voters. Additionally, the Registrar of Voters provides election services in Spanish, Filipino, Vietnamese, and Chinese.

- The Treasurer-Tax Collector has a ***diverse and talented work force that speaks 17 languages*** including: Arabic, Aramaic, Armenian, Chinese, Dutch, French, German, Hindi, Filipino/Tagalog, Russian, Samoan, Spanish, Taiwanese, Thai, Tigrigna, Ukrainian, and Vietnamese.

- The Sheriff's Department has established the ***Veterans Moving Forward Program***, which is dedicated to assisting incarcerated veterans by providing tailored, in-custody treatment and services, links to community programs and re-entry assistance to veteran inmates. In June 2015, this program was awarded a National Association of Counties Achievement Award for significantly reducing the rate of recidivism within this population.

- The Parks and Recreation Department has expanded ***programs and play structures*** to make them ***accessible to children with disabilities at three County Parks***: *Collier, Don Dussault, and Felicita.*

- The Department of Purchasing and Contracting maintains contract agreements for departments to provide ***translation and interpreter services for our customers in person, in writing, over the phone, and for the hearing impaired.***

- To ensure that all individuals have ***equal access to goods and services provided during an emergency***, the County proactively acquired a cache of shelter supplies, including temporary ramps, privacy screens, shower stools and accessible cots, to enhance our ability to meet the needs of the whole community. This equipment will ensure that ***shelter facilities are physically accessible to all members of our community and will enable individuals to maintain their independence while in a shelter.***

Promoting Equity

- The County Board of Supervisors approved the County of San Diego Consortium, ***Fiscal Year 2015-19 Consolidated Plan,*** which identifies supportive housing and service needs for the following special needs populations: military, veterans and loved ones; at-risk youth; domestic violence survivors/victims; persons with behavioral health disabilities/mental illness; seniors; persons with substance abuse issues; persons with HIV/AIDS; persons with disabilities; and persons at risk of being homeless. The Plan was prepared by the Department of Housing and Community Development, serving as the lead entity for the regional Consortium, which is comprised of the County unincorporated area and the cities of Carlsbad, Coronado, Del Mar, Encinitas, Imperial Beach, La Mesa, Lemon Grove, Poway, San Marcos, Santee, Solana Beach, and Vista.

- The Board of Supervisors approved the use of $1.9 million in HOME funding for the ***Eastgate affordable housing development in San Marcos***, which will include three units accessible to individuals with mobility impairments and one unit to be accessible to individuals with sensory impairments. The Department of Housing and Community Development is the lead for this effort.

- HHSA's Division of Behavioral Health Services has a ***Cultural Competency Resource Team*** that makes recommendations to the BHS Director on the integration of cultural competencies in the systems of care. The systems of care include mental health and alcohol or other drug services for children, youth, families, adults, and older adults.

- The Department of Purchasing and Contracting is building ***proactive outreach efforts for supplier and contractor diversity,*** including outreach to disabled veterans.

- The Office of Emergency Services has developed a ***plan to get the word out to vulnerable populations*** (e.g., people who are disabled, elderly, linguistically isolated or socially disconnected in some way, etc.) ***in case of a disaster*** by working in collaboration with community groups, Employee Resource Groups, and Public Health Services.

- The Office of Emergency Services has ***Spanish language versions of its websites:*** ReadySanDiego (ListoSanDiego), SDCountyEmergency (Emergencia), and SDCountyRecovery (Recuperación). These websites offer the same preparedness tips, and response and recovery resources as the English-language sites.

- To ensure individuals who speak a language other than English have access to the tools necessary to develop a family disaster plan, the Office of Emergency Services provides the ***Family Disaster Plan and Personal Survival Guide template in five Languages*** – Spanish, Tagalog, Vietnamese, Japanese, and Chinese. These are available at ReadySanDiego.org/make-a-plan.

- The Office of Emergency Services also developed the ***SD Emergency mobile app*** which can be downloaded from the Apple or Google Play stores at no cost. The app is available in both English and Spanish. The SD Emergency App contains disaster preparedness information, interactive checklists to help residents create your emergency plan, build an emergency supplies kit, and when disaster strikes, the SD Emergency App will keep individuals and families informed with emergency updates, interactive emergency maps, and shelter locations.

- The Probation Department and District Attorney's Office are currently ***expanding the availability and presence of services*** within communities with high levels of justice system-involved individuals, by placing their officers and programs directly in these communities.

- The Department of Housing and Community Development ***implemented a review process to evaluate all program modification requests*** (due to disability), which supports accessibility of rental assistance programs.

- In support of federal and State Fair Housing laws that were created to protect people from being discriminated against when renting or buying a home, the Department of Housing and Community Development operates the ***San Diego Urban County Fair Housing Program,*** which includes fair housing education and outreach, a fair housing marketing program, fair housing testing, fair housing counseling, and maintenance of a hotline for fair housing complaints.

- The Department of Housing and Community Development (HCD) released a ***Notice of Funding Availability (NOFA) for disbursement of approximately $2.3 million in available HOME Program funds for affordable housing developments***. Priority will be given to proposals serving veterans and/or providing for aging-in-place to serve disabled or elderly populations. The department expects to fund proposals received in response to the NOFA in FY 2015-16.

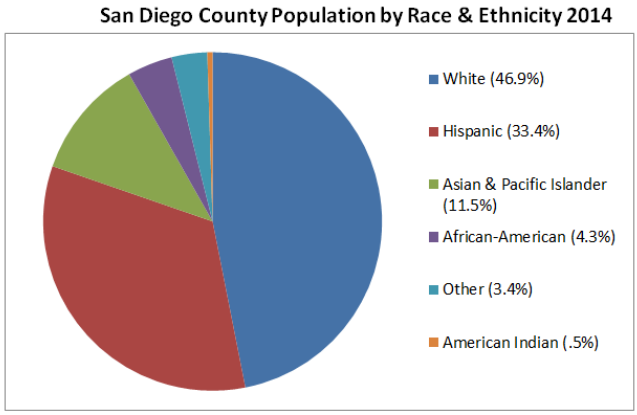
- County Library hosts a ***Human Library*** as part of its annual Pride Celebration. The event, which is a concept developed in Denmark as a friendly way to build bridges among diverse populations, featured "Living Books" (people who represent different groups of people) who were available for customers to "check-out" for 15-minute conversations. Approximately 40 customers attended the event and engaged in 70 conversations with 10 "Living Books." "Living Book titles" included Transgender and HIV+, Living with Mental Illness, and an Internment Camp Survivor.

- County Library hosted a staff ***training on serving the LGBTQ homeless youth population, aimed at promoting inclusiveness*** and expanding customer service to this underserved, at-risk demographic and also hosted a public LGBTQ homeless youth panel presentation with community partners and public advocates at the Encinitas Branch that encouraged community conversation and awareness.

- County Library participated in ***California Reads***, a grant-funded series that involved a community reading of *What It Is Like to Go to War* by Karl Marlantes, as well as various veterans-based programs.

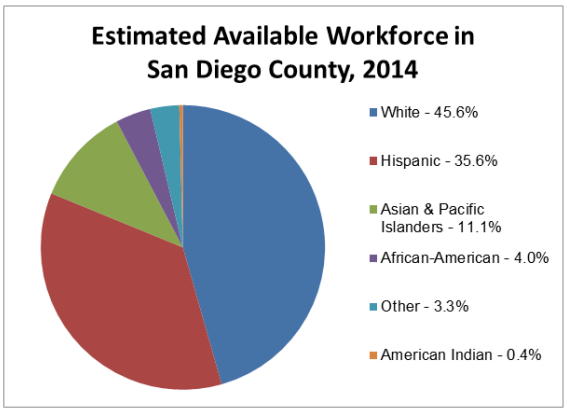
Workforce Diversity

Our greatest asset is our dedicated, talented and diverse workforce. We are committed to recruiting and hiring ***a workforce that reflects the diversity of San Diego County***.

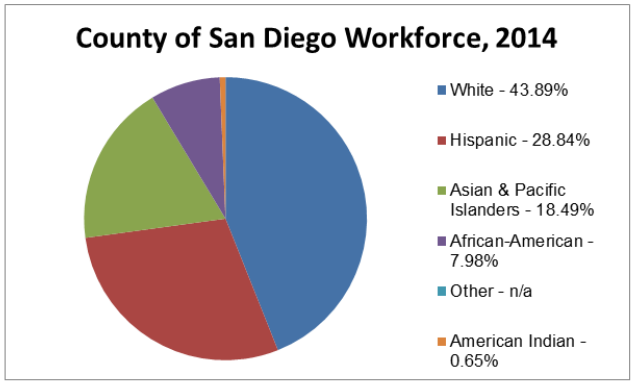


Source: San Diego Association of Governments 2014 Demographic & Socio Economic Estimates, SANDAG

Hiring staff is an ongoing process. We continually monitor our recruitment and hiring and adjust these efforts as our population changes to ensure that our workforce reflects the available workforce in the community we serve. The charts below are a snapshot in time at December 31, 2014.



Source: SANDAG, Bureau of Labor Statistics



Source: County Department of Human Resources

- The Department of Human Resources uses community outreach and recruitment strategies to find the best talent that reflects our diverse region and to serve our diverse clients and customers. One example is the ***Veterans' Outreach Program,*** which provides veterans with the resources and tools necessary to maximize their employment

opportunities with the County and assist them with their transition to civilian life. In fiscal year 2014-2015, 12.1% of all new hires at the County were Veterans.

- In addition to the approximately 2,900 certified bilingual employees, the County's workforce has another 1,600 employees who self-identify as bilingual for a total of ***43 languages spoken in County workplaces across the region***.

- The Office of County Counsel continued its efforts to ***enhance diversity by participating in outreach programs***, such as the San Diego County Bar Association Diversity Fellowship Program.

Promoting an Inclusive Workplace Culture

- The County has eight ***Employee Resource Groups*** (ERGs): *African American Association of County Employees; Asian Pacific Alliance of County Employees; County of San Diego Filipino-American Employees' Association; Emerging Workforce Association; Lesbian, Gay, Bisexual, Transgender and Allied Association; San Diego County Middle Eastern Employee Resource Group; San Diego County Latino Association; and County of San Diego Veterans Employee Resource Group.* With roughly 800 members, our ERGs make important contributions to increasing workforce diversity, promoting an inclusive culture, educating the workforce about cultural awareness, and supporting County strategic initiatives. These ERGs sponsor more than 100 events annually, including programs focusing on training and education, social, health and wellness, and job preparation.

- All County employees are required to take a two-hour class called ***Embracing Diversity, Encouraging Respect*** at New Employee Orientation.

- The County demonstrates its commitment to D&I through ***policies and procedures regarding non-discrimination and equal opportunity in the workplace***, which can be found online at Office of Ethics and Compliance.

IV. How to Practice Inclusion

Enhancing diversity and inclusion in organizational culture is a shared responsibility that involves individual accountability. It is dependent upon each employee, at every level of the organization, fulfilling his or her role. In addition, the leadership must continue to provide guidance, resources and support to ensure D&I is integrated and evolves throughout the organization. Practicing inclusion involves a mind-set, a skill-set and an open heart.

Here are the steps we can each take to create an inclusive workplace culture at the County that embraces diversity:

MIND-SET

Curiosity

- Be curious about who people are and what matters to them
- View conflicts as opportunities to gain more insight about different perspectives

Self-Awareness

- Reflect on your own reactions when someone has different opinions or behaviors
- Be mindful of unconscious bias and challenge assumptions
- Increase knowledge and self-awareness of your own culture, as well as other cultural groups

SKILL-SET

Flexibility

- Develop a flexible communication style to effectively interact with others
- Be open to different values, communication styles and behaviors

Collaboration

- Share your ideas and seek out opinions that are different than your own
- Develop techniques to conduct inclusive meetings to increase collaborative problem-solving and decision-making

Leadership

- Adapt your communication style in order to create a safe space for others to be authentic
- Hold yourself and others accountable for their behaviors related to diversity, inclusion and cultural competence
- Communicate the values of diversity, inclusion and cultural competence and how they align with organizational goals
- Support opportunities for employees from underrepresented groups and create leadership teams that are reflective of the community

Relationship Building

- Genuinely connect with others to build rapport and trust
- Treat people in ways that signify respect to them and their differences
- Demonstrate empathy for others
- Serve our customers with HEART

OPEN HEART

V. Acknowledgements

D&I Task Force

The D&I Task Force was comprised of diverse employees from all five County business groups: *Cecilia Rincon* (Community Services Group); *Michele Crichlow, Tim Mathues, Sarah Panfil, Amber Tarrac* (Finance & General Government); *Jennifer Cooke, Patrick Loose* (Health & Human Services Agency); *Ramin Abidi, Andrew Strong* (Land Use and Environmental Group); *Royce Abalos, Marie Girulat, Miwa Pumpelly* (Public Safety Group); and facilitator *Karen Harris* (Finance & General Government). These employees have deepened their commitment and understanding of D&I efforts and will continue to champion these efforts throughout the County.

Executive Sponsors:

- David Estrella, Deputy Chief Administrative Officer, Community Services Group
- Susan Brazeau, Director, Human Resources, Finance & General Government
- Joe Cordero, Director, Office of Ethics and Compliance, Finance & General Government

ATTACHMENT A

County of San Diego

Strategic Plan for Diversity & Inclusion 2015-2020

The County of San Diego is committed to valuing diversity and practicing inclusion because our diverse workforce is our greatest asset and our customers are our number one priority.

Vision

The County of San Diego is a world-class, public-service organization inspired and driven by a diverse and thriving workforce.

Desired Outcomes

1. Exceptional Service to Our Diverse Customers
2. Inclusion for All Employees & Customers
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4. Organizational Effectiveness and Innovation

Mission

The County of San Diego continually seeks ways to create an inclusive culture that embraces diversity so our employees feel valued and fully engaged to support a workplace and community that is healthy, safe and thriving.

D&I Definitions

Diversity is the range of human differences—recognizing that each person has layers of diversity, which together make his or her perspective unique and essential to the success of the organization. Human differences include, but are not limited to personality, age, life experience, race/ethnicity, socio-economic class, gender, sexual orientation, national origin, ability and religion.

Inclusion is actively and intentionally valuing multiple layers of human differences and viewing such differences as strengths. Inclusion is the degree to which employees and customers of all identities—whether visible or not—are able to be authentic and feel safe and respected.

Cultural Competence is the ability to honor and respect the beliefs, backgrounds, inter-personal styles, attitudes and behaviors of both customers and employees in order to work effectively in cross-cultural situations. A culturally competent organization incorporates these values in its policies, administration and practices. (Adapted from Roberts et al, 1990)

Equity is fair treatment, access, opportunity, and advancement for all, while striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are underserved and under-represented populations, and equity means increasing diversity by improving conditions of disadvantaged groups. Equity acknowledges and considers differences, disparities, and disproportionality to ensure a fair process and outcome.

D&I Goals & Timeline

2015-2017

1. Develop infrastructure to implement and sustain the D&I Strategic plan

2. Declare the County's commitment to D&I internally and externally

3. Cultivate diversity and inclusion champions to drive D&I efforts throughout the enterprise

4. Develop measurements to track outcomes of D&I Strategic Plan

5. Develop a national reputation for innovative and effective HR practices on D&I to attract and retain a workforce that reflects the diversity of San Diego County

6. Provide educational opportunities so that all employees and leaders increase their commitment and practice the behaviors needed for D&I transformation

7. Address any barriers, disproportionality or inequities that limit residents from leading healthy, safe and thriving lives

2017-2020

8. Expand outreach to attract under-represented suppliers and inform new and established suppliers of additional opportunities to do business with the County

9. Create a more inclusive and accessible climate at the County where employees can be proud of their identity and use it as a source to channel their ideas and skills for benefit of the County

10. Provide world-class public service by utilizing cultural and linguistic competence

11. Define the County's reputation as a leader on D&I through our actions and results

County of San Diego
Diversity & Inclusion

WHO WILL MAKE IT HAPPEN?

County Leaders, Employee Resource Groups and YOU are vital to the success of this plan. We all make it happen when we value diversity and practice inclusion.

Executive D&I Council

The Executive D&I Council will guide and monitor the implementation of this strategic plan, serve as a resource for the enterprise and be comprised of County executives. The Executive D&I Council will create subcommittees to implement the goals set by the Executive D&I Council.

D&I Task Force

This Strategic Plan was developed by a D&I Task Force comprised of diverse employees from all five County business groups who share a commitment to championing D&I at the County and can serve as a resource to the organization.

Sustaining our focus on workforce diversity and continually seeking ways to foster an inclusive culture will help to make the County of San Diego the best place to work in the nation.

We can all be D&I Champions...

People who understand and appreciate the differences in the ways others think, act, believe and behave; and are willing and open to learn and change their perceptions and behaviors for the greater good of the organization. Practicing inclusion is dependent upon each employee, at every level of the organization, expanding their capacity for communications in three areas:

MIND-SET

Curiosity:

- Be curious about who people are and what matters to them
- View conflicts as opportunities to gain more insight about different perspectives

Self-Awareness:

- Reflect on your own reactions when someone has different opinions or behaviors
- Be mindful of unconscious bias and challenge assumptions
- Increase knowledge and self-awareness of your own culture, as well as other cultural groups

SKILL-SET

Flexibility:

- Develop a flexible communication style to effectively interact with others
- Be open to different values, communication styles and behaviors

Collaboration:

- Share your ideas and seek out opinions that are different than your own
- Develop techniques to conduct inclusive meetings to increase collaborative problem-solving and decision-making

OPEN HEART

Relationship Building:

- Genuinely connect with others to build rapport and trust
- Treat people in ways that signify respect to them and their differences
- Demonstrate empathy for others
- Serve our customers with HEART

Leadership:

- Adapt your communication style in order to create a safe space for others to be authentic
- Hold yourself and others accountable for their behaviors related to diversity, inclusion and cultural competence
- Communicate the values of diversity, inclusion and cultural competence and how they align with organizational goals
- Support opportunities for employees from underrepresented groups and create an executive leadership team that is reflective of the community

More information about Diversity and Inclusion is available on InSite.

County of San Diego
Diversity & Inclusion

Attachment B Enterprise-Wide Initiatives (2015-2020)

Diversity and Inclusion Desired Outcomes

1. Exceptional Service to Our Diverse Customers
2. Inclusion for All Employees & Customers
3. A Motivated & Engaged Workforce
4. Organizational Effectiveness & Innovation

STRATEGIC INITIATIVE LEGEND:

HF SC SE OE

○ - Audacious Vision
● - Enterprise Wide Goal
□ - *Cross-Departmental Objective*
■ - Department Objective
◆ - Objective Sub-Bullet Level 1

Goals *(Cross-Departmental Objective Sub-Bullet Level 1)*	Time-frame	Actions	Outcome
1. ***Develop*** infrastructure to implement and sustain the D&I Strategic Plan (OE6)	**2015-2016**	◊ *Create* an executive level D&I Council to implement and provide ongoing vision and monitoring for D&I strategic plan ◊ *Devote* leadership and resources needed to sustain and enhance D&I at the County ◊ *Thread* D&I into our General Management System in order to embed the values and principles of D&I throughout the enterprise and keep the values at the forefront of everything we do	1, 2, 3, 4
2. ***Declare*** the County's commitment to D&I internally and externally (OE6)	**2015-2016**	◊ *Develop* an internal and external website to inform customers, the community, as well as current and potential employees about the County's commitment to D&I ◊ *Promote* and highlight current D&I practices throughout the enterprise	1, 2, 3
3. ***Cultivate*** diversity and inclusion champions to drive D&I efforts throughout the enterprise (OE6)	**2015-2016**	◊ *Educate* and *motivate* additional cohorts of D&I champions ◊ *Enable* all D&I champions to come together and deepen their capacity to promote D&I and support the Strategic Plan	2, 3, 4
4. ***Develop*** measurements to track outcomes of D&I Strategic Plan (OE6)	**2015-2016**	◊ *Thread* D&I goals into County's General Management System and Strategic Plan ◊ *Acquire* data through employee engagement survey on organizational climate and perceptions of inclusion among different identity groups to identify trends ◊ *Expand* upon current diversity metrics gathered by Human Resources and provide relevant data to leaders so that departments can be more successful at enhancing D&I efforts ◊ *Adopt* and *utilize* the Global Diversity and Inclusion Benchmarks to take the County to the next level on D&I*	1, 2, 3, 4

**Source: Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World, by J. O'Mara and A. Richter, 2011, p. 31. Copyright 2011 by Julie O'Mara and Alan Richter.*

Attachment B Enterprise-Wide Initiatives (2015-2020)

5. ***Develop*** a national reputation for innovative and effective HR practices on D&I to attract and retain a workforce that reflects the diversity of San Diego County (OE6)	**2016-2017**	◊ *Develop, attract* and *maintain* a diverse workforce that is reflective of the community by attracting the best qualified candidates from diverse groups ◊ *Provide* education and targeted skill development to increase the competitiveness of candidates in the recruitment and selection process	1, 2, 3, 4
6. ***Provide*** educational opportunities so that all employees and leaders increase their commitment and practice the behaviors needed for D&I transformation (OE5)	**2016-2017**	◊ *Promote* awareness and education through a variety of learning methods to increase commitment and skillset needed to practice the behaviors needed to respect diversity, promote inclusion, and provide culturally competent customer service	1, 2, 3, 4
7. ***Address*** any barriers, disproportionality or inequities that limit residents from leading healthy, safe and thriving lives (EWG3, HF2, SC2, SC7)	**2016-2017**	◊ *Identify* communities or groups that may have limited access to County services and address the barriers, disproportionality and inequities that exist ◊ *Continue* efforts to ensure equal access to County programs and services and timely service for all customers with disabilities and limited-English abilities	2, 3, 4
8. ***Expand*** outreach to attract under-represented suppliers and inform new and established suppliers of additional opportunities to do business with County (SE1)	**2017-2018**	◊ *Ensure* that all those involved in the supplier selection process are knowledgeable about D&I	1, 2
9. ***Create*** a more inclusive and accessible climate at the County where employees can be proud of their identity and use it as a source to channel their skills for benefit of the County (OE3, OE6)	**2017-2018**	◊ *Promote* accessibility and accommodations for employees and customers with disabilities at the County and ensure that areas where people work and socialize are accessible ◊ *Foster* a culture of teamwork and inclusion throughout the County	1, 2
10. ***Provide*** world-class public service by utilizing cultural and linguistic competence (OE4, OE5)	**2018-2020**	◊ *Build* upon HEART initiative to discover the cultural and language backgrounds of our customers in order to develop the cultural and linguistic competence of our workforce ◊ *Identify* the gaps or barriers that exist to providing language services to our customers so that we can promote awareness, expectations and skills required for culturally and linguistically competent customer service	1, 2, 4
11. ***Define*** the County's reputation as a leader on D&I through our actions and results (EWG17)	**2018-2020**	◊ *Demonstrate* progress towards D&I desired outcomes through key metrics and organizational transformation	1, 2, 3, 4

Attachment C: *Role of Executive D&I Council*

Purpose

The purpose of the Executive Diversity & Inclusion (D&I) Council is to create a culture that keeps diversity and inclusion at the forefront for leaders throughout the enterprise by guiding the County's diversity and inclusion strategy. An ancillary purpose of the Executive Diversity & Inclusion Council (Council) is to educate and raise awareness among Council members themselves, so they may serve as role models and champion diverse perspectives and inclusive behaviors within their own work environment. To fulfill this purpose, the Council will be charged with three key areas:

Role-Model & Champion

- **Embed** D&I vision, mission and values into the culture of our organization
- **Partner** with County business groups to develop plans to further integrate D&I into the culture and day-to-day practices of the organization
- **Provide** guidance for and feedback on enterprise-wide D&I efforts
- **Support** alignment and linkages with Employee Resource Groups
- **Serve as role models and champions of** diversity and inclusion-related behaviors as the "work of all" versus the "work of a few"

Establish Priorities

- **Set** the future strategic direction and goals for the enterprise based upon progress
- **Ensure** the supporting infrastructure and measurements are in place to drive results across the enterprise
- **Create** a change management plan to eventually integrate D&I strategic goals into County-wide instruments and our General Management System

Measure Progress & Reward Results

- **Review** data annually to measure progress and establish new goals and priorities
- **Implement** and **monitor** the D&I Strategic Plan and re-evaluate annually to track and revise goals

Membership

The Executive D&I Council will guide and monitor the implementation of this strategic plan, serve as a resource for the enterprise and be comprised of County executives. The Executive D&I Council will create subcommittees to implement the goals set by the Executive D&I Council.

Attachment D: *Role of D&I Champions*

Description of D&I Champions

We can ALL be D&I Champions…. people who understand and appreciate the differences in the ways others think, act, believe and behave; and are willing and open to learn and change their perceptions and behaviors for the greater good of the organization. A D&I Champion practices inclusion by being: curious, self-aware, flexible, collaborative, relationship builder and leader on D&I. Here is some additional information about the attributes and role of a D&I Champion at the County of San Diego:

Attributes of a D&I Champion:

- Demonstrates **COURAGE** and **TACT** when addressing difficult issues
- Takes the **INITIATIVE** to include others
- Garners **RESPECT** by embracing diversity and promoting inclusion
- Works collaboratively to achieve the highest standards of **TEAMWORK**
- **SELF-REFLECTIVE** and willing to take an active role in undoing their own biases
- **AUTHENTIC** with others; strives to bring true self to work
- **DEDICATED** to addressing any organizational barriers that exist for others

Role of a D&I Champion:

- **Actively support** the County's strategy for diversity and inclusion
- **Serve** as a D&I resource in department/business group
- **Stay current** on the County's D&I activities, the work of ERGs, and D&I in the larger culture and organizational context
- **Look for opportunities** to provide others with educational and learning opportunities about diversity, inclusion and cultural competence
- **Encourage** all staff to play a role in addressing behavior that is not supportive of diversity and inclusion
- **Recognize** and **reward** staff who make D&I a part of the County culture
- **Cultivate** and **mentor** other staff members to be D&I champions

I. Background

The following document provides a strategic overview of how efforts related to the ***Strategic Plan for Diversity and Inclusion (SPDI)*** should be communicated to staff, stakeholders, County partners, and the public to further the goals of making the County of San Diego the best place to work in the nation and providing exceptional customer service to the public.

II. Objectives

The objectives of the communications plan are as follows:

A. Communicate the vision and mission of the SPDI internally and externally. (*SPDI, p. 4)*
B. Highlight what the County is currently doing to promote diversity, inclusion and cultural competence. (*SPDI, pp. 8-13)*
C. Help employees understand what we hope to achieve and where we are headed. (*SPDI, Desired Outcomes, p. 5).*
D. Help employees understand how they contribute to achieving the goals in the SPDI.
E. Help staff discuss questions related to D&I that might arise. *(Attachment F)*
F. Customize the D&I message to various stakeholders. (*see section V of this document)*
G. Highlight how the SPDI is aligned with the County's Strategic Plan and Framework.
H. Highlight how our Employee Resource Groups (ERGs) are aligned with the vision, mission and initiatives of the SPDI.

III. Communication Theme & Key Messages

A. D&I includes everyone and everyone plays an important role in creating an inclusive culture that embraces diversity. (*SPDI, p. 4)*
B. D&I helps the County of San Diego become the "**best place to work in the nation**" by increasing employee engagement and attracting top talent. (*SPDI, p. 4)*
C. Cultural competence helps the County of San Diego become the **"best in the nation for providing exceptional customer service**" by enhancing our ability to meet the needs of our customers.
D. Diversity, inclusion and cultural competence help the County achieve its vision of a "**region that is building better health, living safely, and thriving,**" because inclusion fosters innovation and leads to better outcomes for our customers.

IV. Communication Strategy & Campaigns

The purpose of this communications plan is to increase understanding and awareness among our workforce and customers about the value of D&I and how they contribute to our success.

The plan builds upon the County's strengths and current best practices in the areas of diversity, inclusion and culturally competent programs and services. Publicizing these activities throughout the enterprise will educate and inspire others and create a ripple effect.

It is also important to make D&I understandable and accessible to everyone. To that end, it is essential to avoid buzzwords, jargon, clichés and overly academic concepts. We want employees and the public to understand the authenticity of our efforts and all communications about D&I should reflect this.

A. <u>Communication Campaigns</u>

What follows are several suggestions identified by the D&I Task Force:

- **I am the County of San Diego:** a campaign featuring a variety of employees talking about their backgrounds, layers of identity, and experience at the County. This educates the workforce and public about the breadth and quality of work we are doing and creates a personal connection with the people doing that work. (Example: see Deloitte's video series called *Share your Story* - http://www2.deloitte.com/us/en/pages/about-deloitte/articles/deloitte-inclusion.html
- **Defining Diversity:** a campaign to educate County employees and customers about our broad definition of diversity. (Example: see *Fresno State Diversity Matters* video - https://www.youtube.com/watch?v=sMvg2RiZnTc#t=78
- **Celebrating the Diversity of San Diego County:** a campaign to educate the public and our workforce about the diversity of cultures and languages in the region and highlight important facts about our county. (Example: see the *Fresno Language Project* video - https://www.youtube.com/watch?v=ithsATdBkvs#t=115
- **Best Practices for Diversity & Inclusion at the County:** Select a best practice to highlight, document, interview or showcase. (*SPDI, pp. 8-13)*

B. <u>Communication Tools</u>

- Leadership Team meetings
- Department All-Hands meetings
- InSite (create internal D&I website)
- Personal testimonials
- Printed materials
- Employee Resource Groups
- Events that highlight D&I
- County News Center
- Website (Create external D&I website)
- Social Media: E-mail, Facebook, Twitter
- Media

In addition to initiating new campaigns to promote D&I, the County should be mindful to ensure that all current communications reflect our commitment to D&I and the public that we serve.

V. Stakeholders

There are many stakeholders in the County's D&I strategy and the communications plan must consider all stakeholders and identify their interests, questions and potential barriers. The stakeholders include all employees at the County from front-line staff to executive-level staff plus:

- Board of Supervisors
- Customers
- Volunteers
- Residents and general public
- Prospective employees
- Media
- Community partners
- Employee Resource Groups

VI. Additional Considerations/Recommendations

A. The communications plan should be mindful to model diversity and inclusion that we are trying to promote:
   - For example, all communications should be ADA compliant and accessible to people from different backgrounds and languages.
   - Selecting inclusive activities that engage employees at all levels.
   - Photos that represent the diversity of the region and the County's workforce.

B. There are many existing D&I resources that can support our communications efforts such as *Diversity Inc*. These resources could be included on the D&I webpage.

C. In order to customize our message to a variety of stakeholders, the County of San Diego could develop a one-page summary for each audience: current and prospective employees, volunteers and contractors, public/customers, and County partners.

1. **What's the difference between diversity and inclusion?**

   Diversity refers to the representation of people from a range of cultural groups and identities within an organization or society at large. **Inclusion** is a fundamental approach to reap the benefits of diversity. More specifically, "inclusion involves creating, fostering and sustaining practices and conditions that encourage and allow each of us to be fully ourselves—with our differences from and similarities to those around us—as we work together." (Diversity at Work; *The Practice of Inclusion*, p xxii) In other words, **diversity** counts, but **inclusion** is making sure everyone counts.

2. **Aren't we beyond differences at this point?**

   We all desire a society where people are treated equally. As a result of this desire we assume that if we downplay our differences then we will create more equality. While there is certainly some truth to that, downplaying differences all together can result in discounting the realities of people's experiences. We have accomplished a lot as a democratic society, but people still experience unequal treatment which results in disparities and disproportionality for certain groups. Research indicates that disparities can lead to disproportionate involvement in special education, child welfare, adult protection and criminal justice systems for some of the populations we serve, impacting their long-term health, education and economic outcomes. If these disparities are not addressed, this leads to underrepresentation for these groups in particular professions or positions. At the County of San Diego we recognize the continuing challenges faced by our society and are working proactively to prevent this internally and externally through our commitment to diversity, inclusion and equity.

3. **Shouldn't I just treat people the way I want to be treated?**

   We have all heard of the "golden rule"—treat others as you want to be treated—and everything should be fine, right? That is certainly a well-intentioned approach, but it is not always the most effective. People have different ideas of what respect looks like and this is based upon their communication styles, needs, and perspectives. For example, some people have a more direct communication style and some people are more indirect. For some, it might feel more respectful to be direct and others might feel that a direct approach is disrespectful. The point of diversity and inclusion is to recognize and honor the differences by respecting them and adapting to them in order to improve communication and customer service. This is called the "platinum rule"—treating others as they want to be treated.

4. Doesn't focusing on cultural differences create more divisions?

While it is true that human beings are more alike than they are different, the reality is that it is the differences that make us unique and add real value to an organization or society. We've all heard that the United States is a "melting pot" and on the surface this sounds good. Unfortunately, this sometimes results in people feeling that they have to give up their unique identity in order to fit in or be accepted by their workgroups or society. Acknowledging and honoring cultural differences are important on a personal and organizational level. On a personal level, we can look to the research in the field of cultural identity development. Cultural identity is the extent to which someone feels a sense of solidarity with his or her cultural or ethnic group. The research is clear that a higher degree of cultural identity is associated with increased self-esteem and personal well-being. On an organizational level, we can look to the field of diversity and inclusion. Here, the research is clear that when people feel comfortable sharing their unique identity and perspectives at work the organization reaps many benefits, including higher levels of engagement, creativity and productivity. So while focusing on cultural differences can be uncomfortable or difficult at times, it is well worth the effort. Instead of seeing the United States as "melting pot" we can look at it as a "salad bowl" where each individual can retain their unique identity and still contribute to the larger whole.

5. How does Diversity and Inclusion produce such positive outcomes?

We know that when diverse people are brought together they bring different information, opinions, and perspectives. But in addition to that, the mere presence of social diversity in a group causes people to be willing to consider more options and ideas. Studies show that in the presence of diversity, people become more diligent, open-minded and spend more time preparing. This is partly because when people work in a diverse group they anticipate disagreement more often and come better prepared to discuss diverse opinions. By contrast, when people are preparing for a meeting with a homogenous group they aren't as well prepared because they anticipate agreement. When groups become this comfortable this can sometimes lead to "groupthink" which leads to suppressing dissenting viewpoints resulting in a loss of creativity and independent thinking. This helps explain how diverse teams lead to better outcomes for teams and organizations by encouraging people to change, grow and innovate.

6. **How is Diversity & Inclusion different from Affirmative Action?**

Affirmative Action is a legal concept that was introduced in the 1960s to factor race, color, religion, sex or national origin in employment, education and business to improve representation of underrepresented groups. This practice often resulted in quotas that

needed to be met by universities or businesses. By comparison, diversity and inclusion does not involve quotas. Instead, D&I is a business practice that focuses on engaging and valuing ALL employees to become a world-class public service organization. To this end, we must ensure equal access for underrepresented groups, for both employees and the customers that we serve.

7. How are Employee Resource Groups (ERGs) connected to Diversity and Inclusion?

ERGs are an example of a best practice for diversity and inclusion because they provide a safe and empowering space for employees from various identity groups to gather as well as those interested in being allies and learning more about these groups. ERGs are open to all County employees and welcome your participation to promote diversity and inclusion. ERGs have existed in the public and private sectors for the past 20 years, but only recently have been utilized as key drivers for organizational success. At the County of San Diego, ERGs add value by enhancing cultural awareness, supporting workforce and community outreach, recruitment and retention, promoting County initiatives through community-based partnerships, and providing professional development and networking opportunities for their members.

8. What should I do if I witness or experience harassment or discrimination?

The County is committed to a work environment free from unlawful discrimination and harassment, including sexual, racial, religious, age, disability, or any other form of discrimination or harassment. If County employees become aware of any form of discrimination or harassment occurring in the workplace, they must report it immediately to their manager, supervisor, or Departmental Human Resources Officer (DHRO). All credible reported incidents must be investigated promptly and management must take any appropriate action, which may include removal from County service. Employees may contact the Office of Ethics and Compliance (OEC) to report violations of workplace conduct if they are uncomfortable making a report with their respective department.

9. What can I do to respect diversity and build an inclusive workplace for myself, coworkers and customers?

Every employee plays an important part in fostering an inclusive culture that embraces diversity. It starts with being open-minded and curious about differences instead of being judgmental. This requires self-awareness and continued effort since we all have a natural tendency to judge. However, if we are willing to pay attention to our judgments and examine our biases, then we can consciously try to undo them. Undoing bias requires controlling our assumptions about others and challenging ourselves to learn more about cultures and groups, including our own. In fact, understanding our own cultural norms and

communication patterns helps us understand the lens through which we view others. Once we have this self-awareness we can challenge our own assumptions as well as the assumptions of others. The best way to challenge assumptions is by sticking to the facts and learning more about the facts. Sometimes practicing inclusion requires us to be an advocate for ourselves or others. An example of this is being willing to speak up if we feel a team could benefit from increased diversity or being willing to address any assumptions that are being made within our teams. Another example of when advocacy is important is challenging "groupthink" which can happen when teams are unwilling to consider dissenting views or opinions and creativity is being stifled. Additional strategies for practicing inclusion are listed on pages 14-15 of the D&I Strategic Plan.

10. How can I learn more about Diversity & Inclusion?

The County of San Diego has a long-standing commitment to diversity and inclusion and recognizes that this journey takes place on both an individual and organizational level. There is a lot to learn on the journey to cultural competence and there are many resources to help us develop our knowledge and skills in this area. As indicated in Attachment B – Enterprise-Wide Initiatives, the County of San Diego will be developing an internal and external-facing website about D&I. Additionally, Attachment G of this Strategic Plan identifies some of the current research and resources available on D&I to continue learning and growing together on this journey.

This Strategic Plan for Diversity & Inclusion (D&I) was developed by the D&I Task Force at the County of San Diego which utilized current research and best practices in the field of Diversity and Inclusion. This research and additional resources are listed here:

- Borrego, Espiridion & Johnson III, Richard Greggory (2012) **Cultural Competence for Public Managers:** *Managing Diversity in Today's World*. Boca Raton: CRC Press, Taylor & Francis Group
- Citkin, Fiona & Spielman, Lynda (2011) **Transformational Diversity:** *Why and How Intercultural Competencies Can Help Organizations Survive and Thrive.* Alexandria, Va: Society for Human Resource Management
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- Hubbard, Edward E. (2004) **The Diversity Scorecard:** Evaluating the Impact of Diversity on Organizational Performance. Burlington: Elsevier Inc
- Hunt, Vivian & Layton, Dennis & Prince, Sara (Nov, 2014). ***The Diversity Matters Project****.* McKinsey & Company
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- Steward, B. (2010) **Cultural Leadership**: *The New Chemistry of Leading Differently.* San Bernardino