



Clark County Diversity Strategic Plan 2009/2010

*To increase talents and broaden our perspectives;
to better serve the public*



The purpose of the Clark County Diversity Strategic plan is to identify strategies that create a climate at Clark County that is Inclusive and Diverse. Our diversity initiatives originally developed from the Clark County EEO plan. We identified areas for inclusion that expanded beyond the EEO plan and developed the Diversity Strategic Plan to encapsulate those areas. We're committed to and value diversity as an organization and recognize the value inclusion brings to our organization.

We view these strategies as a way to improve our organization through broadening our talents, perspectives, and relationships resulting in better service to our public.

The Clark County Diversity Strategic Plan is divided into seven categories:

1. Inclusive Culture-Cultivating an environment that has a strong value for inclusion for our workforce and customers.
2. Diversity Advancement- Activities that will advance all of the facets of diversity in our organization.
3. Hiring and Promotion- Actions that specifically improve the transparency, equity, and access to our hiring and promotional system.
4. Consistency-Maintaining consistent organizational diversity practices.
5. Employee Development- The development of employees to support diversity initiatives.
6. Community and Customer Services- Incorporating inclusion practice with community engagement and customer service.
7. Public Contracting-Expanding outreach of public contracts.



Diversity Policy



To be an organization that is committed to increasing the ethnic, cultural and social diversity of its workforce and ensuring that diversity is a key priority of our organization. Our goals are to:

- Create, establish and maintain an inclusive culture that allows each employee the opportunity to excel;
- Embrace the rich diversity of our organization and the growing diversity of our community; and
- Provide services that are responsive to the needs of the public in a culturally competent manner.

We believe every Clark County employee has an active role and responsibility to carry out this policy.

It is all of our responsibility to ensure that our actions align with the adopted Diversity Policy of Clark County.



Clark County Definition



Diversity

The unique characteristics or differences that each of us have.

What we are.

Inclusion

Welcoming and embracing the strengths of our differences, encouraging involvement, and providing equal access to opportunities and information.

What we do with what we are.



Opportunity Statement



Clark County the organization is at a critical point, with challenges and tremendous opportunity. Some of the challenges outlined by the community and as a result of the employee cultural assessment include:

Creating an overall environment of inclusiveness.

Clearer and more transparent promotion and hiring processes.

Internal information sharing and increased avenues for staff to effectively express concerns.

The County, both in the community and the workforce is changing. If this change is acknowledged, understood, built upon, and directed, it will benefit the employees and our constituents. There is a strong base of goodwill and positive feelings among the workforce to enable Clark County to take charge of this change and deal with diversity effectively. Doing so can improve service to the increasingly diverse community. It can improve satisfaction, teamwork and effectiveness of the workforce, for both majority and minority employees. In addition, creating more equitable, transparent, fair systems and processes that encourage trust and minimize apprehension, can increase retention, broaden our talent pool and perspectives, and improve performance for the benefit of all in the County.



Inclusive Culture Improvement



Recommendation	Strategy/Task	Project Lead	Time Line	Budget impact
Disseminate Survey and Results	-Departments Disseminate	Diversity Coordinator County Administrator HR Director Diversity Advisory Committee (DAC) Department Heads	2-3 months	None
Develop a plan to address barriers and deficiencies	-Identify critical priorities -Develop Departmental Plans in 50% of departments. 100% by one year.	Department Heads Diversity Coordinator HR Director DAC	6 months	None
Increase two way communication effectiveness, frequency and transparency	-Evaluate the effectiveness of sharing certain information pros vs. cons and create effective communication processes	Department Heads Human Resources (HR)	Continuous	None
Reassessment in 18 months	-Evaluate improvement measures	Diversity Coordinator	Continuous	\$60,000
Continued support of the Diversity Advisory Committee.	-Continued evaluation of role and influence -Integration into staff and management meetings -Creating an effective system where information and action items are disseminated to all staff -Participation in events	Department Heads DAC Diversity Coordinator	Continuous	None

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Diversity Advancement



Recommendation	Strategy/Task	Project Lead	Time Line	Budget impact
<p>Broaden Recruitment Strategies - Include a wider range of community groups</p> <p>Identify 10 new partnerships per year.</p>	<p>-Continue to increase relationships in various ethnically and socially diverse communities</p> <p>-Partnering with community partners and organizations (see HR for full list).</p> <p>-Combine EEOP goals and with Strategic plan action items</p>	<p>HR Department Heads All employees</p>	<p>Continuous</p>	<p>\$8,000</p>
<p>Diversity Training for all staff.</p> <p>Complete training for a minimum of 65% first year and 100% of staff by year two.</p>	<p>-Diversity training for all staff</p> <p>-Schedule training for all staff through ----</p> <p>-Clark College beginning in August; series of ½ day training</p>	<p>Diversity Coordinator All staff</p>	<p>Continuous</p>	<p>\$200,,000 or \$128,000 just general funds</p>
<p>Intensive Diversity Training for all managers</p> <p>Train 65% of managers by year one and 100% of managers by year two.</p>	<p>-Diversity training for all managers</p> <p>-Management training with Gardenswartz & Rowe and Diversity Inc.</p> <p>-Participation in all staff training</p>	<p>Diversity Coordinator HR Managers</p>	<p>Management training 3-6 months</p> <p>All staff 12 months</p>	<p>See above</p>
<p>EEO Training for mangers supervisors and leads</p>	<p>-Conduct EEO training for managers and leads</p>	<p>Diversity Coordinator Hr Director Training Manager</p>		

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Diversity Advancement continued...

<p>Continuing education to educate staff over the long term</p>	<ul style="list-style-type: none"> -All employees continued formal training -Brown Bag trainings -Diversity Conference planned for late fall -Internal diversity events promoted by DAC -Identify concerns of employees with disabilities and develop an action plan for improvements 	<p>Diversity Coordinator Training Managers DAC All Employees</p>	<p>Continuous</p>	<p>\$16,400</p>
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Hiring and Promotions



Recommendation	Strategy/Task	Project Lead	Time Line	Budget Impact
Create a clear transparent and fair process -that works to address perceptions of bias or favoritism	-Review hiring/selection processes to identify areas of improvement	DAC sub committees HR	Continuous	None
Use diverse hiring panels -including resources outside of departments and the county organization	-Create a list and training of additional panel resources both internally and externally (other similar organizations, community partners, providers, customers, etc.) -Clarify anchors and interpretation of diversity questions for interview panels	HR	Continues	None
Diverse Applicant Pool- provide managers with a diverse slate of applicants to choose from before making a hiring decision	-Review applicant pools for areas of underutilization -Encourage a broader pool of talent by educating managers on current pools vs. demographics and underutilization -Develop protocols that increase diversity of pools -Explore areas of underutilization -Assess I-recruit for disparate impact	HR	Continuous	None

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Consistency



Recommendation	Strategy/Task	Project Lead	Time Line	Budget impact
Review HR policies for equity - then communicate them effectively	-Continue to evaluate all policies and contracts for language or functions that may have disparate or inequitable impact on any protected group	HR	Continuous	None

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Employee Development



Recommendation	Strategy/Task	Project Lead	Time Line	Budget impact
Determine priority list of trainings - for managers, and leads, require them to complete the training	-Create a management training system and process	Training Manager HR	3-6 months	None
Create an employee development process – to increase employees awareness in opportunities for career development and growth.	-Review current succession plan -Develop guidelines and opportunities for mentorship, and cross training opportunities	HR	6-9 months	None
Develop an equitable way to maximize the use of training budgets	-Develop a ad hoc committee to view current process and make recommendations -Evaluate how we budget for training with improvement measures	HR	12-18 months	None
Use performance evaluations to increase employee development and improving diversity goals	-The assurance of annual appraisals for every employee -Adding a diversity component to performance appraisals (with training on how to measure effectively) -Evaluate the effectiveness of 360 degrees performance evaluations and reverse performance evaluations	HR	12-18 months	None

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Community and Customer Service



Recommendation	Strategy/Task	Project Lead	Time Line	Budget impact
Continue to increase -Language support for community and departments	-Translation of most critical documents -Translation of signs -Conduct basic Spanish and Russian classes -Develop techniques to support increased numbers of bi-lingual staff	DAC sub comm. HR Department Heads General services	6-12 months	
Continue dialogue with key stake holders for recommendations	-Continued meetings with community members to further develop programs -Open board sessions and forums -Develop ways to fully utilize the expertise of advisory committees	Department Heads Diversity Coordinator Compliance Specialist HR	Continuous	None
Identify and support at minimum 15 community outreach events that will further our diversity goals	-Encourage managers and staff to become involved with community outreach activities -Events calendar in For Your Information (FYI)	DAC FYI Comm. Department Heads All employees	Continuous	8,200
Review Americans with Disability Act Requirements-and make reasonable accommodations		Benefits Manager ADA Coordinator	Continuous	Continuous

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Public Contracting



Recommendation	Strategy/Task	Project Lead	Time Line	Budget impact
<p>Clark County will continue to expand it's outreach efforts in order to increase the diversity of our contractual base.</p>	<ul style="list-style-type: none"> -Advertise contracting opportunities with Oregon Association of Minority Entrepreneurs. -Research best practices regarding diversity outreach in contracting and procurement. -Identify community resources to assist with expansion of outreach. -Participation in the reverse vendor trade show. 	<p>Mike Westerman</p>	<p>Continuous</p>	

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