



Clark County Diversity Strategic Plan 2011/2013

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



Clark County's Diversity journey began in December 2006 when the Clark County Commissioners adopted a Diversity Policy after hearing community input and concerns regarding our practices at the time. The Diversity Strategic Plan is one of many tools Clark County utilizes to turn the Diversity Policy into practice.

The 2011/2013 Diversity Strategic Plan is the second plan developed by Clark County. It has been developed based on successfully continued strategies from the 2009/2010 Diversity Strategic Plan, with recommendations from the 2011 Clark County Work Environment study, and also best practices according to literature review on diversity strategies.

For the original plan, Clark County completed a cultural assessment. Over 1,000 employees (65%) responded. Of the resulting plan recommendations, 21/24 of them were completed or continued as outlined. It is important to acknowledge the accomplishments from the original 2009/2010 plan in order to continuously build on our successes.

An employee cultural assessment was completed again in 2011. Notably, a total of 1,065 employees responded with a response rate of 67%. This data provides Clark County with baseline comparison data for internal diversity measurement.

In the area of Diversity Advancement an all-county diversity committee was developed. This committee wrote more than 40 diversity related articles in the county news letter (*Clark County FYI*). The committee also held more than 15 brown bag lunch presentations with various diversity topics including the offering of Spanish and sign language classes to Clark County employees. The committee also played an instrumental role in policy and practice decisions to improve customer service, and transparency in the hiring process. Changes made in the hiring and recruitment practices include a "How to Hire for Diversity" training for managers, and the development of the HR Hiring and Recruitment Toolkit. Interview panel members are now educated on the concerns of bias during the interview process and are asked to sign an agreement to rate applicants objectively.

A host of resources went into employee development and over 13 different training sessions were offered to employees and managers regarding diversity principles. Approximately 87% of managers and employees went through mandatory diversity training.



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A number of initiatives have been created to broaden community outreach and engagement:

- We added a language line service that offers language support for over 400 languages, available to every department.
- The diversity committee developed a database of over 280 culturally-specific community contacts used for outreach, announcements, and recruitment.
- A series of recruiting documents have been translated into Spanish, and various presentations on the recruitment process and how to apply as a vendor with Clark County have been held with culturally specific organizations.

The results of these changes have demonstrated positive impact:

- The County also saw its workforce increase from 8.4% minorities in 2006 to almost 10% in 2008.
- Clark County has been hiring at parity since 2008, demonstrating objectivity in our hiring practices.
- In 2008, during the height of hiring, Clark County saw the hiring rates of African Americans double and the hiring rates of Latinos triple. We did begin to see these numbers decline in 2009 and 2010, settling out 9.4% after experiencing a downward economy and layoffs.
- Clark County also saw a shift in diversity at the director level, and from 2007 through 2011 approximately 60% of the directors or department deputies are female or minority.

Significantly, when comparing survey results from 2008 to 2011 we saw a decrease in reports of harassing behavior to “almost never” in the 2011 report. We also saw a positive increase in employee understanding and value for diversity. Ultimately our employees see Clark County as a great place to work.

These are just a few of the highlights that have occurred over the past three years. We have a strong appreciation for the strides that have been made as an organization, but clearly we also recognize this is a continual process. Unfortunately, budget cuts beginning in 2009 negatively impacted some of the progress we made in previous years (see 2011/13 EEOP). The 2011/13 plan is the next phase of our organizational improvement.



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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 six 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. Recruitment, Hiring, and Promotions- Actions that specifically improve the transparency, equity, and access to our hiring and promotional system.
4. Employee Development- The development of employees to support diversity initiatives.
5. Community and Customer Service- Incorporating inclusion practice with community engagement and customer service.
6. 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 Cultural Work Environment Study 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.

There will be no new budget requests or impact for the implementation of this plan.



Inclusive Culture



Recommendation	Strategy/Task	Project Lead	Time Line
Develop a clear understanding of County's focus and direction. Increase employee understanding of how their role and function and how it aligns with focus.	-Create a mission and core value statement where staff has the opportunity to give input. -Departments may also develop mission/value statement and assist employees with understanding their role and work function with supporting department mission/purpose/values.	Clark County Administrator Deputy Administration Dept heads.	12 months
Disseminate Survey Results.	-Departments disseminate. -Share and make survey results available to all staff.	Diversity Coordinator County Administrator HR Director Department Heads	3 months
Each Department develops a plan to address most critical priorities from the Clark County Assessment Survey.	-Identify critical priorities, including input from all staff. -Develop departmental plan to address critical areas. -Incorporate plans into director performance measures.	County Administrator Department Heads Diversity Coordinator HR Director DAC	6 months
Reassessment in 24 months	-Evaluate improvement measures of success and re-survey.	Diversity Coordinator	24 months

Inclusive Culture Continued.

Recommendation	Strategy/Task	Project Lead	Time Line
<p>Increase two way communication effectiveness, frequency, clarity and transparency.</p> <p>Create an environment that is more inclusive of all staff.</p>	<p>-Evaluate the effectiveness of current information sharing processes.</p> <p>-Provide training, tools, and best practices to managers to improve communication to employees.</p> <p>- Offer increased opportunities for staff to give input (i.e. Brown bags with department leaders, suggestion boxes, shared drive to propose questions, etc).</p>	<p>County Administrator Department Heads Human Resources</p>	<p>Continuous</p>
<p>Cultivate an environment of zero tolerance.</p>	<p>-Annual reminder from leadership of the expectation of a zero tolerance environment.</p> <p>-Educate staff on how to effectively file a complaint of harassment.</p> <p>-Monitor work environments formally (complaint spread sheets), and informally (focus groups) for behaviors seen as harassing or discriminatory.</p>	<p>HR Department Heads Diversity coordinator</p>	<p>Continuous</p>

Inclusive Culture Continued.

Recommendation	Strategy/Task	Project Lead	Time Line
Continued support of the Diversity Advisory Committee.	<ul style="list-style-type: none"> -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 -Countywide participation in events. 	Department Heads DAC Diversity Coordinator	Continuous
Diversity clearly demonstrated as an organizational value.	<ul style="list-style-type: none"> -Incorporating Diversity language into: Mission/Purpose/Value statements Succession planning. Strategic plans Contracts 	County Administrator Deputy Administrator Department Heads	Continuous



Diversity Advancement



Recommendation	Strategy/Task	Project Lead	Time Line
Market HR services that support diversity goals and values.	<ul style="list-style-type: none"> - Hold Brown bag informational sessions of various HR services. -Attend staff meetings to discuss trainings, and HR services offered to employees. 	HR	Continuous
Continuing education to staff.	<ul style="list-style-type: none"> -Brown Bag trainings. -Diversity conference planned for late fall. -Internal diversity events promoted by DAC. -Written articles that increase education. -Continue to identify concerns of employees with disabilities and develop an action plan for improvements. 	Diversity Coordinator DAC	Continuous



Recruitment Hiring and Promotions



Recommendation	Strategy/Task	Project Lead	Time Line
Review HR processes for consistency and equity.	-Review and evaluate the effectiveness of HR practices and functions for inconsistency, and disparate or inequitable impact on any protected group.	Diversity Coordinator Recruitment Manager	6 months
Seek opportunities for equity improvement through (entry level) points of entry.	<ul style="list-style-type: none"> -Evaluate effectiveness of current rating standard (years of experience). -Increase opportunities for increased entry level positions. -Evaluate temp utilization. -Evaluate use of interns and volunteers. -Explore diversity requirements prior to interview process. -Add (language skills preferred) on some job descriptions, with criteria of how preferred will be measured. 	HR	12 months

Recruitment Hiring and Promotions Continued.

Recommendation	Strategy/Task	Project Lead	Time Line
<p>Create a clear transparent and fair process that works to address perceptions of bias or favoritism.</p>	<p>Recruitment/Outreach - Share with public how applications are rated. -Encourage a broader pool of talent by educating managers on current pools vs. demographics and underutilization. -Advertise job openings in newspapers, journals and electronic media and web sites that target specific diverse populations and provide copies of job openings to targeted outreach organizations. -Continue to examine applicant flow data for recent and upcoming vacancies at least quarterly -HR will evaluate advertising practices and encourage hiring managers to utilize industry specific advertising (e.g. listservs and publications) as well as outreach events that support diversity goals. -Partner with the Sheriff department to increase diversity in applicant pool. -Participation of managers and department heads in a set number of (Diversity recommended community events as a performance measure). -Establish personal contacts with key representatives of underrepresented populations in Clark County as a performance measure and leverage relationship to advance diversity initiatives. -Emphasize focused recruitment in areas of significant under utilization as outlined in EEOP.</p>	<p>HR</p>	<p>Continuous</p>

Recruitment Hiring and Promotions Continued.

Recommendation	Strategy/Task	Project Lead	Time Line
<p>Create a clear transparent and fair process that works to address perceptions of bias or favoritism.</p>	<p>Selection -Continuously assess hiring/selection processes to identify areas for improvement. -Create a list and training of additional panel resources both internally and externally (other similar organizations, community partners, providers, customers, etc.) Interview panels will include diverse members of the county’s workforce. - Interview panels will include diverse members of the county’s workforce and community for key positions. (i.e. line staff, community members, stake holders). -Clarify anchors and interpretation of diversity questions for interview panels -Provide training to interview panel members to increase understanding of bias and favoritism as well as clarification for the panel’s roles and responsibilities in the hiring process. -Continue incorporating one or more diversity-related questions in supplemental questionnaires and/or interviews for all positions.</p>		<p>Continuous</p>

Recruitment Hiring and Promotions Continued.

Recommendation	Strategy/Task	Project Lead	Time Line
<p>Create a clear transparent and fair process that works to address perceptions of bias or favoritism.</p>	<p>Review -Review applicant pools for areas of underutilization. -Continue to review employment organizational data related to job categories that show significant underutilization to identify issues that may pose barriers for any protected class, including but not limited to Women, Hispanics, Asians and Blacks -Track and evaluate applicant screening, hiring, promotion, termination, transfer and discipline rates using race, national origin, and gender data through the use of a standard monthly report which tracks EEO information for all applicants and hires. - Annual meetings will be held with all department heads, providing EEO standing and to ensure compliance with our EEO policy, to assist the managers in identifying problem areas, and in the formulation of effective solutions</p>	<p>HR</p>	<p>Continuous</p>



Employee Development



Recommendation	Strategy/Task	Project Lead	Time Line
Provide evaluation and consistent, meaningful, feedback mechanism for all employees.	<ul style="list-style-type: none"> - Re-evaluate current performance evaluation tool. -Improve or develop evaluation tool that considers employee and management input. -Train managers on how to effectively use the tool. 	HR	18 months
Develop a (mandatory management training program) for all managers and leads.	<ul style="list-style-type: none"> -Develop organizational expectations for managers. -Complete a needs assessment for management training. - Provide the most cost effective training. 	HR Department Heads	12 months
Offer equitable opportunities for employees to develop.	<ul style="list-style-type: none"> -Consider employee attendance to management training classes that are not full. -Offer workshops for employees regarding the path to promotion. -Increased utilization of employee development plans. 	HR Department Heads	12 months
Complete the following trainings.	<ul style="list-style-type: none"> -Harassment training for all managers. -Harassment training for all staff. -ADA training for all manager -Continue to offer Diversity Training for all managers. 	HR	Current



Community and Customer Service



Recommendation	Strategy/Task	Project Lead	Time Line
Include diversity consideration regarding board composition.	-Broaden out reach when board opportunities become available. -Include diversity question with measurement on board position applications.	County Administrators County staff who manage boards	6 months Continuous
Continue to increase -Language support for community and departments.	-Translation of most critical documents -Translation of signs -Develop techniques to support increased numbers of bi-lingual staff.	DAC sub comm. HR Department Heads	12 months
Continue dialogue with key external stakeholders 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
Identify and support a minimum of 15 community outreach events/meetings that will further our organization diversity goals.	-Encourage managers and staff to become involved with community outreach activities as a performance measure. (Minimum attendance goals may vary by department and staff allocation).	HR County Administrator Department Heads DAC All employees	Continuous 24 months



Public Contracting



Recommendation	Strategy/Task	Project Lead	Time Line
<p>Clark County will continue to expand its 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. - Attend events specifically geared towards MWSBE contractors. 	<p>Purchasing Manager</p>	<p>Continuous</p>