

Kent County – Diversity, Equity and Inclusion Strategic Planning

Working Document

(Updated 10.14.16)

Revised November 15, 2016

MISSION STATEMENT

To advance a culture that demonstrates diversity, equity and inclusion.

Five (5) Key Perspectives:

- Leadership Commitment
- Access & Equity
- Multicultural & Inclusive Organizational Climate
- Learning & Diversity
- Community Engagement & Partnerships



Areas of Priority (next 1-5 years)

Based on feedback from Kent County employees, community leaders and a review of internal practices the following are the three areas that will receive the most attention over the next 1-5 years.

- 1) Leadership
- 2) Organizational Culture
- 3) Accountability

LEADERSHIP - The County will address enhancing its diversity, equity and inclusion efforts through leadership by top leadership modeling the way and demonstrating a greater commitment to DEI, engaging the BoC and improving hiring practices to ensure a more diverse pool of talent

Improvements to Processes/Capabilities	Timeline	Metrics for Tracking Progress	CQC Recommendations/Leading Practices	Perspective(s) Impacted
Leadership Training & Development				
1. CQ Training for Executive Leadership Team and Union Leadership (format of Manager’s Speaker Series)	Y1 Fall of 2017	*Attendance/Participation 85% *CQ Assessment Scores/Results Y2 or Y3 *Development Plans Y2 for Leaders	*Leadership team develops CQ (models the way) *Must build in development opportunities and support systems *Allocation of adequate resources to efforts	*Leadership Commitment *Learning & Diversity
2. E-Learning Modules/Training for 24/7 environments	Y2 Discuss with Sandra, Michelle & Hue	*Training Program Developed		*Leadership Commitment *Learning & Diversity
3. Incorporate CQ training in LEAD programs	Y2 Discuss Module with Sandra	*Attendance/Participation *CQ Assessment Scores/Results *Development Plans		*Leadership Commitment *Learning & Diversity
4. Develop Post-Training Resources	Y1 Recommendations?	*Resources Developed and Available		*Leadership Commitment *Learning & Diversity
BOC Engagement				
5. BoC engagement through DEI Updates/Reports (data, CIC activity, Community	Y1 Darius establish a committee to assist with report format	*BOC participation/involvement	*BOC CQ training	*Leadership Commitment

Engagement, D, E, I Strategic Planning Metrics)				*Community Engagement & Partnerships
6. Community Engagement by BOC by establishing a sub-committee of the BoC to examine how to improve the inclusiveness of citizen boards and committees. (Orientation or Citizens Academy)	Y1 Daryl Present to Saalfeld	*Percentage of underrepresented groups on citizen boards.		*Access & Equity
7. BoC CQ Leadership Training	Y2 Recommendation	*BoC participation		*Leadership Commitment
Intentional Hiring Practices				
8. Diverse Search Committees incorporate training in Frontline program required for all hiring managers (managing unconscious bias/EEO & Civil Rights) 4-5 Required sessions.	Y1-Y3 Discuss Training Costs Rollout in Y2 Completion in Y3	*Review of current hiring process *Training/Resources for hiring teams/staff	(Managing unconscious biases; hiring decisions can be defended)	*Leadership Commitment *Access & Equity *Learning & Development *Community Engagement & Partnerships
9. Establish an annual outreach plan to assist departments with attracting & recruiting diverse candidates. This may include speaking engagements in high schools, trade schools, colleges/universities, attending career fairs and participating in diverse community engagement initiatives.	Y3	* Percentage of underrepresented groups hired /promoted into leadership. * Identify members of underrepresented groups that were hired as a result of the County's outreach efforts (short & long term).		*Access & Equity

ORGANIZATIONAL CULTURE - Kent County will continue working towards developing an inclusively excellent organizational culture through employee training, assessment and improved communications

Improvements to Processes/Capabilities	Timeline	Metrics for Tracking Progress	CQC Recommendations/Leading Practices	Perspective (s) Impacted
Staff Training & Development				
1. Train all County employees in Equity dialogue (revamp/pre-requisite to CQ training)	Y1-Y2 Need to discuss with Sandra (unsure of the root of this)	*Training Completed for groups identified to be trained that year		*Learning & Diversity
2. CQ Training/Assessments for County Staff	Y1-Y5 Start Y1 in CAM for ee's hired after 7/1? Start in Y2 for all other ee's after leadership training	**Training Completed for group(s) identified to be trained that year *Assessment Results *Individual development plans created/accountability built in (performance reviews)	*Clear strategy, expectations and support that come from top *Leadership go through training first and/or concurrently *Build in development opportunities	*Leadership Commitment *Multicultural & Inclusive Organizational Climate
3. Develop Post-Training Resources for non-management employees?	Y2	*Resources Developed and Available		*Learning & Diversity
4. New County hires take CQ Assessment	Y2 Need to develop training Go live 7/1	*Assessment results (pre/post when possible) *individual development plans created and accountability built in (performance reviews)		*Learning & Diversity
Communication				
5. Develop Proactive, structured DEI communication plan and process developed (Rollout plan including revised mission, SP process and priorities)	Y1, ongoing	*Communication plan developed/implemented	*Language consistently promotes potential vs punitive	*Multicultural & Inclusive Org. Climate *Community Engagement & Partnerships

6. Town Hall Meetings/Community Work Groups/Safe spaces (Pilot in 2017 with CIC assistance)	Y1, ongoing	*Employee and Community Feedback (survey/Survey Monkey)		*Multicultural & Inclusive Org. Climate *Community Engagement & Partnerships
7. Pilot w/ Board and Citizens' Commissions	Y3	*Pilot approved		*Community Engagement & Partnerships

ACCOUNTABILITY – The County will develop and implement strategies to monitor efforts and progress

Improvements to Processes/Capabilities	Timeline	Metrics for Tracking Progress	CQC Recommendations/Leading Practices	Perspective (s) Impacted
Onboarding				
1. All new County employees take CQ Assessment; new employees will receive training during orientation (combine CQ & elements of Equity Dialogue)	Y2	*Process in place by 10/31/17 *Budgeted in 2018	*Accountability built into the entire employee life cycle – onboarding, performance review, leadership development, exit interviews *CQ Assessment	*Access & Equity *Learning & Diversity *Multicultural & Inclusive Organizational Climate
Policy & Performance				
2. All policies will be reviewed to ensure alignment with DEI efforts	Y3-Y5 Communicate to directors now	*Policy Review started and/or complete	*Roll out in phases - start w/ review of HR Policies and pilot in one other department	*Access & Equity
3. Performance Review. Employee reviews will include discussion on CQ plans and Improvement strategies (Start with MPP employees and discuss with each union)	Begin Y2 Others Y3	*Development Plans created	*Roll out in phases – start with managers *Encourage employees to seek opportunities to improve CQ (managers must provide support and resources)	*Multicultural & Inclusive Organizational Climate *Learning & Diversity
4. County departments/agencies will include relevant performance measures	Y3 Wayman requested examples from Dr. Upton	*CQ Leadership Training completed *Customized department strategies developed *PRMT reviews PMs with Departments	*Roll out in phases	*Multicultural & Inclusive Organizational Climate *Learning & Diversity

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