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**LANE COUNTY PHASE II DIVERSITY UPDATE  
REPORT  
MAY 7, 2003**

INTRODUCTION

The overarching goal of the County's diversity efforts is that diversity be integrated throughout all levels of county operations and services such that decisions at all levels are based on diversity and cultural competency considerations and practices. The County continues to strive towards this goal, based on the belief that it cannot continue to provide high quality services without recognizing and addressing the differences that exist among the population it serves and ensuring that services are aligned with those differences. Diversity is about becoming a higher performing organization that produces outcomes that directly address the needs of the community it serves. Steps towards this goal are many and varied, but must include a culturally competent and diverse workforce and a work environment that is inclusive rather than exclusive.

DIVERSITY IMPLEMENTATION PLAN...MOVING INTO PHASE II DIVERSITY

In the past year, Lane County's diversity efforts have included a wide variety of activities stemming from the County's Diversity Implementation Plan outlining 20 action initiatives in the areas of 1) Assessment, 2) Awareness and Training, 3) Access, 4) Affirmative Action, and 5) Accountability. The Plan provided the primary direction for the County's diversity efforts since its inception in October 1995, with its main goal being to initiate diversity measures that directly responded to Lane County organization's diversity issues.

The 20 initiatives in the County's Diversity Plan have been addressed and/or are ongoing. The County is now ready to move into the next level of its diversity planning:

Phase II. The initiatives in the Phase II Diversity Plan will focus on integrating diversity into the County's Strategic Plan and making diversity simply good business at the County (*see Attachment One*). Good diversity practice must be understood as an ongoing process, rather than a short-term program, and of necessity, it incorporates three major areas of emphasis: recruitment/selection/retention, work environment, and delivery of services. These are the areas of focus for the Phase II Diversity Plan, with the theme of the Phase II Diversity Plan being a "Framework for Inclusion."

#### DIVERSITY ACTION COMMITTEE (DAC)

The Diversity Action Committee is the countywide diversity group consisting of representatives from each county department (*see Attachment Two*). In October of last year, the Board of County Commissioners renamed the countywide diversity group from the *Diversity Education Committee* to the *Diversity Action Committee*. At the same time, monitoring responsibility for the Diversity Implementation Plan was transferred to the DAC from the Human Rights Advisory Committee (HRAC), along with the assignment of a liaison from the HRAC to the DAC. Additionally, the Board assigned the DAC with the development and oversight of the County's Phase II Diversity Plan.

#### STEPS TOWARDS PHASE II DIVERSITY PLAN

This update report outlines what steps the DAC has taken to date, along with a proposed plan for development of the Phase II Diversity Plan:

##### September 2002:

- Preliminary overview of Phase II Diversity was presented to Department Directors, along with a request for an additional commitment of time by their department

representative to the DAC for planning of Phase II Diversity. Department Directors were in accord with this request and agreed to provide representatives who could commit two to three additional hours each month.

February 2003:

- DAC members participated in a half-day facilitated planning retreat to clarify the DAC's new role, develop a new purpose statement (*see Attachment Three*), and to brainstorm ideas for the planning and development of Phase II Diversity.
- In keeping with the Board of County Commissioners' interest regarding community involvement in Phase II development, the DAC determined that a Diversity Task Team with broad and diverse representation, modeled after the DIP Task Force, would be created to develop the County's Phase II Diversity Plan.
- The DAC proposes the following makeup for the Diversity Task Team: DAC members (5-6), community members (5-6), union representatives (2-3), County leaders (2-3) and management (2-3), HRAC members (2-3), support staff (1).

March 2003:

- A presentation on the Cultural Competency Consultation Group's (CCCG) Analysis of Lane County's SB555 Coordinated Plan for Children and Families was made to the DAC by Serafina Clarke, with preliminary discussion on if and how the Analysis might fit into the County's Phase II Diversity Plan.

April 2003:

- The DAC, after further discussion, determined that the SB555 Cultural Competency Analysis was directly in line with one of the major components of the Phase II Plan,

that of service delivery. They also determined that further examination was warranted on how best the recommendations might be incorporated into the Phase II Diversity Plan. This Analysis, with its emphasis on data collection, access to services, and service delivery and outreach to underserved populations, was seen as extremely comprehensive and well worth integrating into the Phase II Plan.

- The DAC outlined a preliminary structure of reporting by the Diversity Task Team to the DAC and the BCC on a quarterly basis. The Task Team and its subcommittees would each meet monthly.
- County Administrator, Bill VanVactor, has pledged his leadership towards continuing Lane County's diversity efforts through his commitment to participate in the Task Team.

May 2003:

- Report to the BCC on steps taken to date, on the Phase II Diversity Plan.
- Diversity Task Team members that were identified will be contacted and a letter of invitation will be sent out to prospective community members to participate on the Task Team.
- Members of the SB555 Cultural Competency Analysis Group will also be invited to participate on the Diversity Task Team.
- The DAC will establish a timeline for Phase II planning and development.

June 2003:

- Proposed date for initial Diversity Task Team meeting.

## PHASE II DIVERSITY PLAN CONSIDERATIONS

The DAC has identified several components for further consideration in the Phase II Diversity Plan that include the following:

### Strategic Plan and Leadership

- Ensure Diversity Plan is in line with County Strategic Plan (SP); integrate SP throughout Phase II.
- Utilize departmental strategic plans to incorporate diversity and cultural competency goals that are tailored to meet specific departmental needs, and that are centered on delivery of services.
- Provide support necessary for commitment from County leaders in actively supporting diversity and cultural competency throughout all levels of county government.

### Workforce Diversity/Workplace Environment

- Further incorporate diversity and cultural competency considerations into recruitment, selection, and retention of employees of color.
- Increase people of color and women in executive and managerial level positions.
- Develop handbook for managers that includes guidelines for recruiting and retaining a diverse and culturally competent workforce and for creating culturally competent departments.
- Ensure equitable career track and promotional opportunities for all county employees.
- Provide additional experiential and employment opportunities to those interested in county employment through the extra help recruitment process, internships and volunteer programs.
- Expand diversity rating factor on performance evaluations to include all employees, in addition to managers and supervisors.
- Conduct workplace environment employee survey.

- Utilize exit interview information in looking at improvements to workplace culture and environment.

### Services to Community

- Provide fully accessible and culturally appropriate services to all community members.
- Utilize strategies such as targeted outreach that reaches the traditionally under-served and under-represented groups.

### Training

- Provide for continuous education, training, and support to county employees.
- Expand Lane County's diversity training options and include training on Cultural Competency.

## SUMMARY

In light of the gains that have already been made from Lane County's Diversity Implementation Plan, it becomes critical to maintain the momentum and continue the work. The vision for Lane County's diversity plan is that diversity and cultural competency would become such integral parts of all county operations and decision-making that they would simply become "business as usual." At this "next level," diversity would be understood as an absolute necessity to the provision of high quality services, without which the County could not perform its many functions so well.

## LANE COUNTY'S STRATEGIC PLAN SAYS...

- ***We will treat people with dignity and respect.***
  - Culturally appropriate services
  - Services to broad range of community members
  - Outreach to all cultural groups; e.g. communities of color, individuals with disabilities, etc.
  
- ***We will demonstrate through our actions an understanding and appreciation for cultural diversity and individual differences.***
  - Recruitment
  - Screening
  - Selection
  - Retention
  - Internships
  - Extra Help Recruitment
  - Culturally competent employees
  - Training:
    - Diversity and Cultural Competency
    - Communication
  - Conflict Resolution...etc.
  
- ***We absolutely will not tolerate sexual, religious, or racial harassment and discrimination.***
  - Harassment Awareness Training
  - Harassment Protocol
  - Harassment Protocol Training
  
- ***Lane County will strive to foster a work environment in which an employee's diverse character and talents are recognized, supported, and applied to maximizing the County's ability to attain its goals.***
  - Affinity Groups
  - Mentoring
  - Career Development
  - Succession Planning

**LANE COUNTY  
DIVERSITY ACTION COMMITTEE  
MEMBER LISTING**

NAME	DEPARTMENT & DIVISION	EXTENSION
1. Susan Kerr	AFSCME Rep., H&HS, Mental Health	7536
2. Cinda Taylor	Assessment & Taxation, Property Records	6798
3. Arlene Marshall	County Administration, Board of Commissioners	4203
4. Zoe Gilstrap	County Administration	3690
5. Marc Kardell	County Counsel	3301
6. Serafina Clarke	Children & Families, Administration	3020
7. John Woodie	Health & Human Services, Developmental Dis.	4492
8. Leona McKnight	Health & Human Services, Mental Health	3272
9. Rochelle Jones	Information Services, Administration	3997
10. Peggy Good	Management Services, Deeds & Records	3654
11. Laura Yergan	Management Services, Human Resources	3153
12. Jan Sandusky	Public Works, Support Services	6925
13. Rick Daughtery	626 Rep., Public Works, Engineering	6939
14. Jana Sorenson	Regional Information Systems	6550
15. Christine Ashley	Sheriff's Office, Admin, Personnel	3802
16. Eileen Marcroft-George	Workforce Partnership, Administration	687-7373 x266
17. Maria Thomas	Youth Services, Intake Division	4788
18. Linda Wagner	Youth Services, Administration	4792

Alternates

Ted Bushek	626 Rep., Public Works, Support Services	6922
Faith Morales	Health & Human Services, Developmental Dis.	3084
Beth McAllister	Sheriff's Office, Admin., Personnel	4069
Susan Norris	Workforce Partnership, McKenzie Center	687-7373 x310

Vacancies

District Attorney's Office



**LANE COUNTY  
DIVERSITY ACTION COMMITTEE  
PURPOSE STATEMENT**

The purpose of the Diversity Action Committee (DAC) is to assist and support departments in developing and implementing diversity goals in a culturally competent manner to ensure all community members access to Lane County services and employment opportunities.