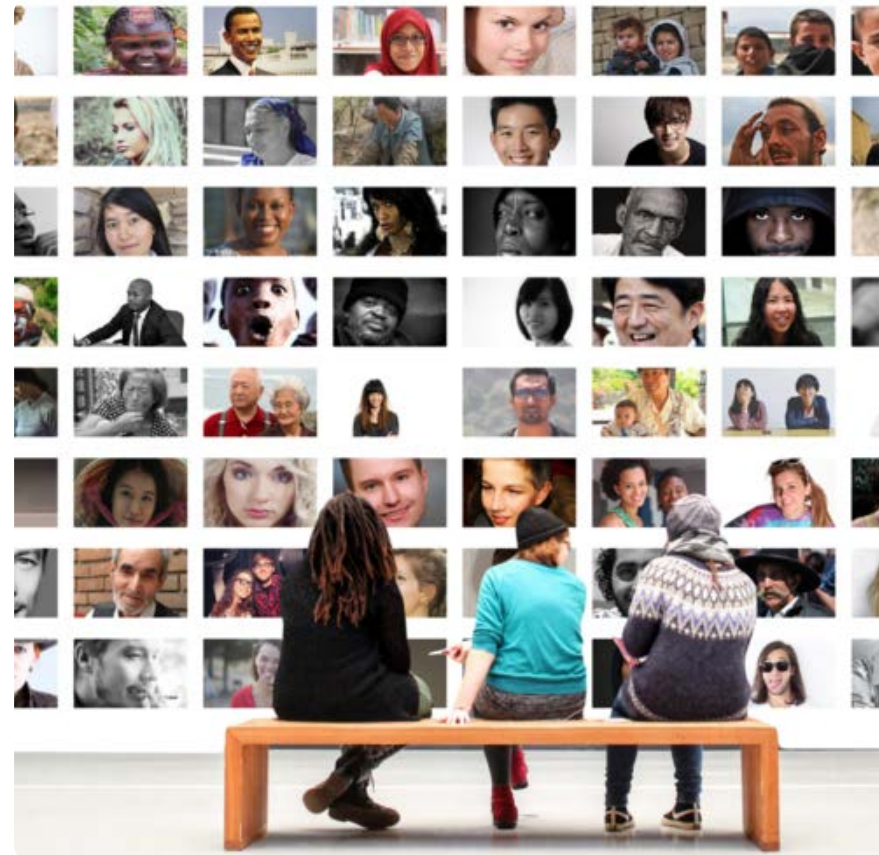


Yolo County's
DEI Leadership
Work Group
Update

Mark Fink
August 30, 2022



Progress to Date



TANGIBLE DEVELOPMENT

In April 2022, Gerardo Altamirano, an Inclusion Strategist with Tangible Development, shared the next steps for our DEI work with the Board:

- Form a DEI Leadership Work Group
- Develop a DEI Strategic Plan that Establishes Long Term DEI Goals, Actions, and Timelines
- Assign DEI Strategic Goals to County Departments/Work Groups
- Offer DEI Training for County Employees designed by Tangible Development

This presentation will provide an update and overview of Yolo County's DEI Strategic Plan that focuses on four areas:

- DEI Infrastructure
- Employee Engagement
- Organizational Learning and Development
- Employee Recruitment



DEI Strategic Plan Development

DEI Leadership Work Group:

- Natalie Dillon, Child Support Services
- Taro Echiburu, Community Services
- Mark Fink, Library
- Dan Fruchtenicht, Probation
- Lee Gerney, Information Technology
- Alberto Lara, Human Resources
- Tracie Olson, Public Defender
- Jill Perez, CAO
- Philip Pogledich, County Counsel
- Nolan Sullivan, Health and Human Services

DEI Commitment Statement:

Yolo County recognizes that a high performing organization is one that cultivates a culture where everyone feels like they belong. As employees and stewards of public resources, we are accountable to each other and the community we serve.

We recognize that structural inequities, biases, and injustices create barriers to inclusion and opportunity. We are committed to critically examining all aspects of our organization and addressing these barriers through continued education, advocacy, and policy change.

We will weave principles of diversity, equity, and inclusion into our everyday work so that Yolo County is a place where our differences are celebrated and everyone can succeed.

Focus Area: *Building DEI Infrastructure Options*

Option 1: Hire a full-time Manager, Organizational DEI Initiatives

Rationale:

- Hiring a full-time manager with the skills and abilities to lead DEI initiatives will enable the County to start on this work immediately.
- Hiring a full-time manager will provide the capacity for the County to implement Tangible Development's DEI Recommendations.
- Other large organizations have experienced a favorable return on investment in funding a dedicated full-time DEI manager, including improving employee recruitment and retention rates, and providing more inclusive work environments for front line staff.

Option 2: Use existing staff and consultants to build DEI infrastructure.

Rationale:

- Assigning this work to an analyst allows the County to start to build this infrastructure. In the short term, the County saves money by using existing resources.
- Hiring consultants, like Tangible Development, to advise on this initiative and train staff, would provide needed expertise for the County.

Limitations of this Approach:

- This solution provides a bridge to begin phasing in this important work while developing a long-term solution.
- Staff would revisit this approach after one year to assess its effectiveness.

Focus Area: *Employee Engagement*

Goal: Incorporate DEI questions to existing exit interview for County employees.

Rationale:

- Assessing why staff leave the organization will reveal causes for attrition.
- Including questions regarding DEI can specifically reveal insights about why historically marginalized groups are leaving the organization.

Responsible Parties: Human Resources and Department Heads

Action Items:

- Human Resources to design exit interview process.

Measures of Success:

- Implementation of exit interview process.
- Evidence of utilizing data to inform operational practices.

Timeline:

- Summer 2022: Development and implementation of the exit interview process to include DEI questions has been completed.
- Fall 2022: Promote updated exit interview process to departments.

Focus Area: *Employee Engagement*

Goal: Develop Employee/Affinity Resource Groups (ERGs) to support engagement and connection opportunities for historically marginalized staff.

Rationale: According to the 2021 DEI Assessment Report, staff want opportunities to connect with others that share or recognize their unique social identities.

Responsible Parties: Human Resources, CAO

Action Items:

- Create strategy for developing ERGs that include requests for funding and staffing support.
- Determine structure of groups.
- Assess type of ERGs needed based on staff interest and EEO data.
- Identify possible leaders of ERGs to assist with member recruitment.

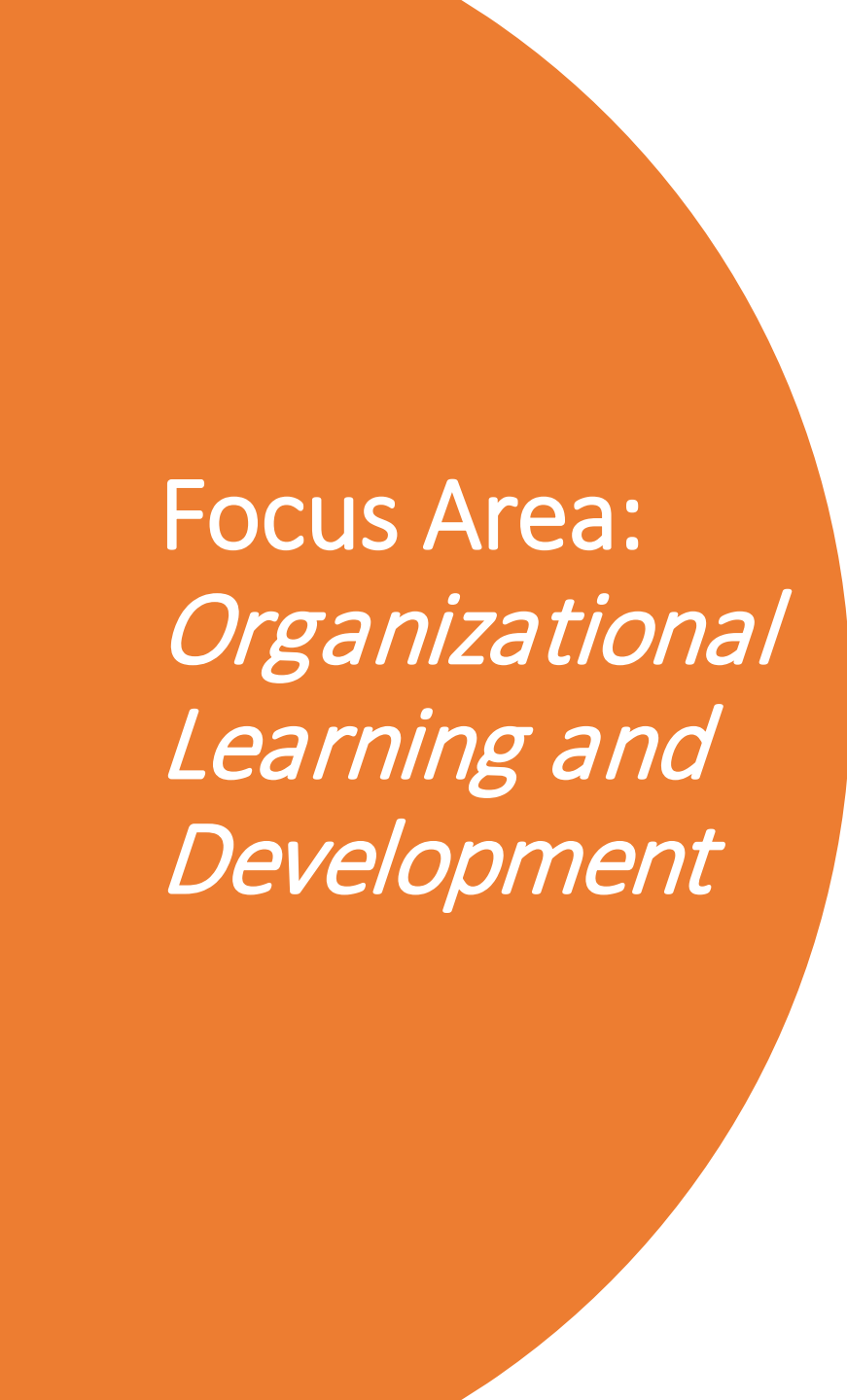
Measures of Success:

- Evidence of ERG implementation.
- Evidence of staff interest and participation.

Timeline:

- Spring 2023: develop strategy and structure for ERGs.
- Fall 2023: recruitment for ERGs.
- Spring 2024: implementation of ERGs.





Focus Area:
*Organizational
Learning and
Development*

Goal: Create and implement a DEI education plan for all Yolo County employees.

Rationale: DEI competencies for staff are necessary for effectively serving constituents from diverse backgrounds and for building a positive and inclusive workplace culture.

Responsible Parties: Human Resources, Department Heads, CAO


Action Items:

- Develop infrastructure to support implementation of the DEI education plan.
- Develop the training plan.
- Create curriculum.

Measures of Success:

- 100% staff completion of training.
- Learning outcomes report from vendor demonstrating knowledge and skill development.
- Incorporating DEI knowledge in job roles.

Timeline:

- Summer 2024: Develop training plan.
 - Fall 2024: Select vendor to lead training.
 - Spring 2025: Implement training.
- 

Focus Area: *Employee Recruitment*

Goal: Develop targeted recruitment goals and metrics that support the DEI initiative; leverage technology to create and host virtual hiring events and career fairs targeted towards specific groups.

Rationale: Effective recruitment strategies aimed at hiring talented staff requires identifying metrics for candidate pools. Tracking candidates from diverse backgrounds can help organizations diversify various levels of leadership.

Responsible Parties: Human Resources, CAO

Action Items:

- Assess existing recruitment efforts.
- Create templates for tracking goals.

Measures of Success:

- Evidence of diverse hires and diverse candidate pools, evidence of effective recruitment outcomes.

Timeline:

- Summer 2022: HR is creating a DEI recruitment strategy. As a first step, current County recruitments include DEI-affirming language.
- Spring 2023: HR will implement a tracking system for DEI outreach.

Focus Area: *Employee Recruitment*

Goal: Research and identify new sourcing strategies and diversity networks to facilitate recruitment of diverse candidate pools.

Rationale: Intentional recruitment efforts are necessary for sourcing candidates from diverse backgrounds. This includes establishing partnerships with diverse networks such as Historically Black Colleges and Universities as well as LGBTQ+ chambers of commerce.

Responsible Parties: Human Resources, DEI Committee, Employee Resource Groups

Action Items:

- Collaborate with DEI committee to identify diversity networks.
- Assign staff responsible for outreach to these networks.
- Develop cadence of regular meetings with representatives of networks and Yolo HR team.

Measures of Success:

- Evidence of diversity networks and established partnerships.

Timeline:

- Spring 2023: Assign goal to DEI committee to begin researching networks.
- Fall 2023: Invite partners to kick off meeting to communicate DEI commitment.
- Spring 2024: Establish process for sharing job openings with networks.

Focus Area: *Employee Recruitment*

Goal: Review job descriptions/requirements to ensure DEI commitment is listed, address the qualifications (i.e., education) listed that create barriers for employment for historically marginalized groups; and develop standardized DEI interview questions for county-wide use.

Rationale: Reducing barriers for recruiting diverse staff begins with transforming job descriptions and requirements through a DEI lens.

Responsible Parties: Human Resources, CAO

Action Items:

- Gather examples of job descriptions with DEI lens.
- Develop template for job descriptions that include DEI commitment statement.
- Implement new descriptions.
- Train staff/leaders on new job description.

Measures of Success: Evidence of updated job descriptions, evidence of diverse candidate hires and applicants.

Timeline:

- Spring 2024: Develop training plan to create DEI-informed job descriptions.
- Fall 2024: Implement training for HR staff.
- Spring 2025: Develop new job description templates.



Coming Soon

- **Development and dissemination of a DEI Communications Plan**
 - **12 Inclusive Leadership Training Sessions offered starting in September**
 - For directors, managers and supervisors
 - Two-hour sessions taught by Tangible Development via Zoom
 - Up to 360 County employees will participate in the training
 - Training schedule will be distributed soon.
 - **Board may review a class specification for one full-time Manager, Organizational DEI Initiatives position**
 - **Rollout of updated DEI-informed exit interview process.**
 - **Rollout of standardized DEI language in County job recruitment postings**
 - **Questions?**
- 