

Department of Human Services Diversity Strategic Plan 2007-08

Vision

- DHS welcomes and actively values the diversity of staff, customers and partners.
- DHS provides culturally and linguistically competent services to internal and external customers.
- DHS creates and sustains welcoming environments that are inclusive of and respectful of staff, customers and partners.

Outcomes

1. A diverse and culturally competent workforce at higher than labor market parity standards and reflective of our client populations.
2. Culturally and linguistically competent and accessible services that enable us to better understand and respond to our clients' needs in order to assist people to become independent, healthy and safe.
3. A system of accountability for achieving our vision of workforce diversity and cultural and linguistically competent service delivery.

Strategy 1

Enhance diversity through recruitment and selection.

- Ongoing** ► **1.1** Provide recruitment, interviewing, and hiring **Guidelines**, tools, and resources for managers.

Responsible parties: Office of Human Resources (OHR) and hiring managers.

Activity: Identify or develop culturally competent **Guidelines**, and resources for (1) promoting workforce diversity and (2) delivering culturally and linguistically competent services.

Activity: Develop and execute a dissemination plan that assures workforce selection and development tools are accessible and comprehensible to relevant DHS staff.

Performance indicator: Guidelines are developed and implemented by July 2008.

Performance indicator: Management surveys indicate that 100% of hiring managers can access these resources; 90% of hiring managers are using these resources; and 90% find these resources help in achieving department staff and work force development goals.

Ongoing ► 1.2 Perform recruitment outreach from Human Resources (OHR) and local offices or units to meet work force diversity needs as well as to provide culturally and linguistically competent services to our clients/customers.

Responsible parties: Office of Human Resources (OHR) and hiring managers.

Activity: Increase number of qualified under-represented applicants (e.g., people of color, people with disabilities, bilingual and bicultural persons) by conducting targeted recruitment within under-represented communities.

Activity: Increase the number of applicants with disabilities (via the HIRE program and other related programs).

Performance indicator: Analysis of Recruitment Reports indicates a 20% increase in each category of the number of bilingual applicants, people of color, and people with disabilities from 2007 to 2008.

Performance indicator: Yearly managers' surveys indicate 90% satisfaction with the diversity of applicants in hiring pools. Sub-analysis comparing different hiring classes indicates diverse availability.

Performance indicator: The number of applicants with disabilities (via the HIRE Program and other related programs) has increased by 15% from 2007 to 2008.

Strategy 2

Retain a culturally and linguistically competent workforce by:

- (a) creating and instituting welcoming and inclusive environment practices;
- (b) providing technical assistance and guidance to managers and others in hiring and retention situations; and
- (c) identifying opportunities for professional growth and career advancement for staff of under-represented populations.

Ongoing ► 2.1 Design and implement a mentorship program to help recruit, retain and promote diverse workers by June 2008.

Responsible parties: OHR

Activity: A mentorship program is established that includes DHS diversity participation goals.

Performance indicator: 100% of participants, mentors and mentees rate program valuable and effective.

Ongoing ► 2.2 Commit DHS Cabinet to increasing staff diversity in upper salary ranges (24+), particularly in the Equal Employment Opportunity (EEO) category of officials and administrators positions. Provide incentives for DHS Cabinet members who increase staff diversity in the form of official acknowledgement.

Responsible parties: Cabinet/Director's Office/OHR/Diversity Development Coordinating Council (DDCC)

Activity: OHR/DDCC provides consultation to Cabinet members in order to formulate plans to achieve increased representation. Cabinet members individually formulate a plan to achieve increased representation for their *division*. Cabinet members report on progress made every six months starting December 2007.

Performance indicator: Analysis of affirmative action numbers from 2007 to 2009 indicate an increase of people of color (15%) and people with disabilities (5%) in salary ranges 24 and above.

[Note: In December 2006 DHS had 490 people of color (12.65%) and 156 people with disabilities (4.0%) at SR+24 and above.]

Ongoing ► 2.3 Institute “welcoming and inclusive environment” practices throughout the department by June 2009 and ongoing.

Responsible parties: DHS managers/OHR/DDCC

Activity: “Welcoming and inclusive environment” practices are included in *division* plans in order to promote workforce inclusion and provide culturally and linguistically competent services.

Activity: Provide tools, resources, training and staff development activities to relevant managers and staff concerning the creation and maintenance of welcoming and inclusive environments.

Performance indicator: 90% of welcoming environment employee and client surveys indicate an accessible, open and culturally inclusive work and/or service environment.

Performance indicator: 90% have practices identified in their plans.

To Do ► 2.4 Review exit interview data provided by Department of Administrative Services (DAS) at least quarterly starting in September 2007.

Responsible parties: OHR and respective division staff

Activity: Review data for DHS trends. Identify recommendations.

Performance indicator: Information is used in preparing recommendations for improving retention by December 2008.

Ongoing ► 2.5 Provide professional development opportunities to assist in upward mobility of diverse staff.

Responsible parties: DHS managers

Activity: Increase (a) number of opportunities; (b) OHR and management support and; (c) employee access for professional development (developmentals, rotations, training, out of class, etc.).

Performance indicator: Retention rate reports indicate a 15% increase from 2007 to 2008 in the number of people of color and people with disabilities retained.

Strategy 3

Reduce employment barriers for people with disabilities.

- In Process** ► **3.1** Reasonable accommodation policy fits the needs of DHS employees.
- Responsible party:** OHR
- Activity:** Policy communicated to management and staff by June 30, 2007. Training on policy scheduled for fall 2007.
- Performance indicator:** Implement a tracking system for reasonable accommodations in 2007 to be used to increase retention of people with disabilities.
- Ongoing** ► **3.2** Revise Accessibility and Accommodation Guidebook for management and staff.
- Responsible party:** OHR
- Activity:** Complete Accessibility and Accommodation Guidebook and make it available to all staff.
- Performance indicator:** Use of guidebook and resulting knowledge and awareness leads to increased retention goal of 15% for people with disabilities in 2008.
- NEW** ► **3.3** Participate in procuring an outside consultant assessment of employment practices for people with disabilities using vendors recommended by the Governor's Affirmative Action Office and as outlined in the DHS 2007-09 Affirmative Action Plan.
- Responsible party:** OHR
- Activity:** Review and communicate recommendations.

Strategy 4

Provide services that are more culturally competent.

- In Process** ► **4.1** Deliver foundational Cultural Competency training for all staff.
Responsible party: OHR
Activity: Deliver Cultural Competency training for all staff.
Activity: Include relevant diversity materials in new employee packets and orientation training.
Performance indicator: Training of all staff will start by March 2007 and is scheduled to continue through 2008.
Performance indicator: One year after training, 90% of surveys indicate staff is applying on the job information learned in training.
Performance indicator: 90% of client satisfaction surveys indicate that services provided are delivered in a culturally competent and respectful manner.
- Completed** ► **4.2** Continue to provide management training titled *Cultivating a Diverse Workforce* and *Creating a Legal Environment*.
Responsible party: OHR
Activity: Train new managers within first year of hire.
Performance indicator: 90% of new managers receive training within first year of hire.
Performance indicator: 90% of manager surveys indicate retention of diversity information and application of it in the workplace.
Performance indicator: 90% of client satisfaction surveys indicate that services provided are delivered in a culturally competent and respectful manner.
- Ongoing** ► **4.3** Improve access to, awareness of, and contents of the DHS Diversity Web site.
Responsible parties: OHR and Office of Communications.

Activity: Maintain and communicate diversity information on the DHS Web site.

Activity: Make available a list of training resources that includes relevance to the multicultural and cultural specific populations served by DHS.

Activity: Market DHS Diversity Web site as an information and learning tool.

Performance indicator: 90% of staff surveys indicate that diversity information on the Web site is relevant to their jobs.

In Process ► **4.4** Improve compliance with federal requirements for Limited English Proficiency (LEP) services.

Responsible party: OHR and division administrators

Activity: Work with DAS and the Governor's Office in the adoption and implementation of work plans for providing and/or improving Limited English Proficiency (LEP) services.

Performance indicator: Review of plans meets Governor's expectations for LEP Services.

Completed ► **4.5** Improve compliance with DHS policy for non-discrimination on the basis of disability for programs, services and activities regarding alternate format and language assistance services.

Responsible parties: DHS managers

Activity: Monitor compliance by contacting the Governor's Advocacy Office regarding number of complaints received and their resolution.

Performance indicator: Establish baseline to be used to compare resolution of valid complaints received from 2007 to 2008.

Performance indicator: December 2008 analysis of compliance reports indicates a 15% decrease in the number of valid complaints received from previous year.

In Process ► **4.6** Provide DHS employees with additional opportunities to improve cultural and linguistic competence of services and practices conducive to workplace diversity.

Responsible parties: OHR, DDCC and DHS managers

Activity: Plan and implement an annual diversity conference and other training events with targeted offerings connected to DHS diversity outcomes.

Performance indicator: All of DHS's available spots are filled with DHS employees and partners.

Performance indicator: 90% of conference and event evaluations received indicate above-average or better ratings.

Ongoing ▶ 4.7 Review and implement an annual Diversity Marketing Plan

Responsible party: DDCC and Administrative Services Division

Activity: Review and update Diversity Marketing Plan annually in December.

Performance indicator: 90% of yearly surveys indicate increased awareness of diversity strategies and department commitment to culturally and linguistically competent service practices.

Ongoing ▶ 4.8 Collaborate with community partners, state agencies and private non-profit entities to promote cultural competency in statewide client service delivery and resource development.

Responsible parties: DHS managers

Activity: Increase partnerships with local programs and specific diverse communities to promote cultural competency in service delivery.

Activity: Collect information on type and number of collaborative diversity events and activities between community partners and DHS.

Performance indicator: By December 2008 establish a baseline for purposes of analyzing yearly progress.

Performance indicator: 90% of reports indicate the numbers of successful collaborations continue to increase from year to year.

Strategy 5

Create an infrastructure for performance accountability.

In Progress ▶ **5.1** Incorporate diversity expectations and duties in management position descriptions. Review diversity performance in annual management evaluations.

Responsible parties: DHS managers

Activity: Track percentage of updated management position descriptions reflecting diversity expectations.

Activity: Track number of annual management evaluations that include diversity and cultural competency indicators.

Performance indicator: DAS/Human Resource Management Division of DAS (HRMD) audits of management position descriptions and management evaluations indicate 100% compliance with these requirements.

Completed ▶ **5.2** Conduct voluntary self-identification surveys to update Equal Employment Opportunity (EEO) information. Next survey due in fall 2008.

Responsible party: OHR

Activity: EEO information is updated each biennium.

Activity: Each new hire will be invited to provide EEO information at the time of hire.

Performance indicator: EEO information indicates a 10% increase in percentages of people of color and people with disabilities from 2007 to 2009.

In Process ▶ **5.3** Improve use of Affirmative Action (AA) data and analysis methods.

Responsible parties: Senior OHR managers and division executive teams

Activity: Quarterly AA data is available to managers at division, office and unit level.

Performance indicator: 90% of management surveys indicate that AA information is reviewed regularly and used for planning recruitment and hiring processes in areas below parity.

Ongoing ▶ **5.4** Collect annual diversity and cultural competency strategy reports from each DHS division.

Responsible party: OHR senior managers, DHS managers and the DDCC

Activity: Information on progress made towards meeting diversity strategies is compiled, analyzed and made available.

Performance indicator: 90% of cultural competency satisfaction surveys indicate diversity efforts and related best practices information are shared across department lines.

Ongoing ▶ **5.5** Diversity Development Coordinating Council (DDCC) members to provide consultation and assistance on diversity and cultural competency issues, including activities related to local diversity committees.

Responsible party: DDCC

Activity: DDCC members market services available to management.

Activity: DDCC members report on activities related to diversity and cultural competency issues.

Activity: DDCC coordinates and supports division diversity efforts and responds to division inquiries and requests for assistance.

Performance indicator: 90% of surveys indicate DHS management is aware of services and those served are satisfied with assistance provided.

Revised: 09/13/2007

Accepted by Cabinet: 05/25/2007