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DTSC DIVERSITY AND INCLUSION WORK GROUP REPORT AND RECOMMENDATIONS – August 2017 2 | P a g e
EXECUTIVE SUMMARY

In early 2016, Director Barbara Lee invited a representative group of 16 DTSC staff members to participate in a cross-functional, multi-cultural, multi-level Work Group. The Work Group was charged with:

- Identifying opportunities for DTSC to embrace diversity, collaboration, and professionalism;
- Fostering intercultural and cross-cultural understanding throughout DTSC and in its interactions with and involvement in California’s communities; and
- Assessing strengths and weaknesses concerning attitudes and interpersonal engagement throughout DTSC and identifying opportunities for improvement.

The Diversity and Inclusion Work Group met monthly from September 2016 to June 2017 along with professional facilitators and with the support of its Executive Sponsors (Chief Deputy Director Negri, Deputy Director Williams, Deputy Director López Mendoza, and Assistant Director Mascareñas). The Work Group focused on assessing current attitudes and experiences, organizational policies and procedures, and formal and informal practices related to diversity and inclusion at DTSC, with the goal of recommending systemic and sustainable approaches to integrate diversity and inclusion throughout DTSC and to strengthen employee and leadership proficiency in diversity, inclusion, and equity.

In line with its charge, the Work Group recommends adoption and implementation of four key strategic goals for diversity and inclusion at DTSC. The strategic goals are accompanied by a set of recommended objectives and implementation strategies.

**Strategic Goal 1.** Establish Diversity & Inclusion as a fundamental and foundational framework for leadership development, employee engagement, and professional accountability.

**Strategic Goal 2.** Create an inclusive culture at the Department, where diverse internal and external stakeholders feel heard, supported, and valued.

**Strategic Goal 3.** Ensure that recruitment/retention and employee benefits are broad-based, inclusive, and reflective of California’s diverse communities.

**Strategic Goal 4.** Adopt a results-oriented approach that continually and systematically reviews, analyzes, and bolsters DTSC’s diversity and inclusion practices.

The proposed strategies are intended as initial drivers of an ongoing process to move DTSC toward inclusive excellence. Implementation will greatly benefit from formation of a Diversity and Inclusion Council comprised of DTSC staff members representing the whole organization and supported by executive staff, as well as allocation of appropriate resources and development and execution of action plans to further the process of incorporating diversity, inclusion, and equity throughout DTSC.
INTRODUCTION & BACKGROUND

DTSC’s employees in many ways reflect California’s culturally diverse society. As revealed in a review of past strategic plans, the Department has to some degree historically valued that diversity. From DTSC’s inception, some attention has been placed on having a diverse work force, for example. Yet, by and large the primary focus has been on compliance, with much less systematic attention to incorporating and embracing inclusion across DTSC. The Work Group sought to identify gaps between our stated values and current realities, to identify ways to close those gaps, and to recommend ways to strengthen both our values and the degree to which they are realized in our practices.

DTSC management and staff take very seriously our responsibility to protect each and every Californian and our environment from exposure to toxic substances. To be effective in our work, it is critical that we consider multiple and wide-ranging perspectives during all phases of problem analysis and resolution. Research and practice tell us that a highly diverse work force can be more innovative in solving problems than a more homogeneous one, but only with the right conditions for success and with skills for working with and across differences, preferably combined with an inclusive organizational culture. As an organization’s diversity increases, there is a greater need for awareness and acceptance of the variety of human expression, for practices and policies that help to prevent negative intergroup relations and to foster inclusion, and for intentional incorporation of practices that can help everyone work and contribute at their best. We believe that when each of us feels respected and valued at work—with our differences, trusts that the organization’s processes and structures are fair, supportive, and inclusive, and sees that our perspectives and contributions matter, we are better able to contribute to our full potential and to stay committed to helping DTSC succeed in its mission.

A 17-year employee of DTSC reflects on the importance of diversity and inclusion to her:

“DTSC has always been a caring and family-like department to work for. It hasn’t changed, but it has been stretched. To me, DTSC means MORE...more training, more patience, more tolerance, more caring, more sharing, more cooperation and definitely more teamwork.

We understand we have different cultures, nationalities, faiths and beliefs. However, first and foremost, we are here to work; with an important job to do serving our state and public. We are a team of state workers striving to reach one goal: environmental safety for our families, cities and state. We can accomplish that a lot better if we work together.”
Looking to the future, DTSC management is actively working to implement a strategic planning process that will result in policies and practices to make DTSC a progressive “employer of excellence.” This effort will have numerous benefits, including competitively attracting strong job applicants and retaining talented employees. As a state agency, it is also important that our workforce fairly represent the broad diversity of California’s communities. Further, the complex environmental health challenges facing Californians require that we strengthen DTSC’s resilience, so that we can fully respond to these demands.

Building and maintaining a sustainable culture of diversity and inclusion throughout DTSC will be fundamental in helping us to achieve these goals, and will help staff feel that they are important contributors to the success of the entire department. An inclusive work culture respectfully acknowledges our cultural differences along with our diverse identities and backgrounds and promotes engagement at all levels, providing a platform for excellence and success. This report provides an aspirational roadmap to help DTSC move in this direction.

WORK GROUP PROCESS

In February 2016, Director Barbara Lee sent an email to all staff inviting participation in a cross-functional, multicultural, multi-level Cultural Awareness Task Force with the following charge:

- To identify opportunities for DTSC to embrace diversity, collaboration, and professionalism;
- To foster intercultural and cross-cultural understanding throughout DTSC and in its interactions with and involvement in California’s communities; and
- To assess strengths and weaknesses concerning attitudes and interpersonal engagements throughout DTSC and to identify opportunities for improvement.

Interested staff members responded and identified specific strengths they would contribute to the group. On May 11, 2016, Director Lee announced the selection of sixteen staff from all DTSC regional offices and HQ to form the Cultural Awareness Task Force, with executive sponsorship from Chief Deputy Director Francesca Negri, Assistant Director Ana Mascareñas, and Deputy Director Meredith Williams. Deputy Director Jerilyn López Mendoza joined the Executive Sponsor group after assuming her position in early 2017. DTSC partnered with the Collaboration Center at UC Davis Extension to facilitate the process and to provide consultation and expert support; the UC Davis team comprised Bernardo Ferdman, Ph.D., Joel Brown, Esq., and Tara Zagofsky, Ph.D. In January 2017, the group changed its designation to DTSC Diversity and Inclusion Work Group.

The Work Group met monthly in person—usually at headquarters with one meeting at the Chatsworth Office—and also worked together via teleconferencing and in sub-groups as needed. Work Group representatives also met regularly to brief the Executive Sponsors. After engaging in workshops facilitated by the UC Davis consulting team to learn more about diversity and inclusion, the Work Group developed problem statements, a mission statement, a vision
statement, and core values for itself and identified opportunities to comprehensively promote diversity and inclusion throughout DTSC. Exhibit 1 lists the group’s mission, vision, values, and guiding goals, as well as our strategic implementation concept, all of which framed our subsequent work.

**Exhibit 1. DTSC Diversity and Inclusion Work Group Mission, Vision, and Values**

<table>
<thead>
<tr>
<th><strong>Mission</strong></th>
<th>To provide strategies and best practices to achieve a sustainable culture of inclusion and diversity throughout DTSC</th>
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</table>
| **Vision**  | • Diversity and inclusion are incorporated into DTSC’s Values.  
• Staff and management training includes diversity and inclusion.  
• Staff are aware of the importance of diversity and inclusion in the workplace.  
• Staff feel comfortable addressing workplace interpersonal problems. |
| **Core Values** | Leadership, Collaboration, Respect, Trust, and Growth |
| **Goals**    | • Inspire a workforce that is collaborative, inclusive, and innovative.  
• Build consistent policies and practices to achieve organizational excellence.  
• Grow into an organization that the people of California trust. |
| **Diversity and Inclusion Strategic Implementation Concept** | Create a systematic structure for developing and implementing programs related to diversity and inclusion, regularly evaluating their effectiveness, developing and promoting adherence to policies related to diversity and inclusion, and building employee and leadership proficiency in diversity, inclusion, and equity. |

The Work Group thoroughly reviewed and discussed experiences and perspectives on diversity and inclusivity at DTSC and identified the following key areas of concern:

- Staff do not feel management supports them
- Support staff feel undervalued
- Staff are unaware of their own biases and discriminatory language
- DTSC policies are not sufficient/not properly disseminated
- Supervisors do not feel respected

These initial findings, together with results from the 2016 Organizational Health Survey (discussed below), highlighted the areas where we needed to focus attention. In developing recommendations to address these needs, the Work Group studied best practices for diversity and inclusion (as reflected, for example, in the Global Diversity and Inclusion Benchmarks: ...
Standards for Organizations Around the World) and explored initiatives undertaken by other large employers to create a diverse and inclusive workplace culture, incorporating several of these into our final recommendations. Throughout all steps of the process, we sought to learn more about and to foster inclusion, within the Work Group and in our interactions with others.

PRINCIPLES AND ASSUMPTIONS
The Work Group was guided by several key principles and assumptions, as follows:

1. Diversity is a key asset for DTSC. Although vitally important, however, it is not sufficient. To gain diversity’s potential benefits, it is essential also to foster inclusion.

2. A positive and aspirational approach will be more beneficial than focusing solely on compliance or preventing mistakes. To achieve inclusive organizational excellence, we need to go well beyond minimum standards and consider what we need to do and how we need to be when we are at our best, individually and collectively.

3. It is everyone’s responsibility to foster diversity and inclusion. We must hold ourselves and each other individually and collectively accountable to learn about what is needed and what works, and to behave accordingly. We need to weave inclusion, equity, and diversity into everything we do at DTSC.

4. Change needs to be both strategic and systemic, incorporating attention to behavior, culture, and policies and practices, in mutually reinforcing ways. To embrace and infuse the values of diversity and inclusion in everything DTSC does and how it is done, these values need to be connected to the organization’s mission, vision, strategy, and core systems.

5. Inclusion involves ongoing and active learning, and must be co-created. As we work to build an inclusive culture, we must pay attention to doing so in an inclusive and participatory way, even as we discover what that looks like and lead the way for others to do so. Co-creating inclusion requires engagement, dialogue, patience, full presence, humility, comfort with discomfort, and trust. Inclusion involves an ongoing and enduring process and approach to engaging and working with others, rather than a final destination.

KEY TERMS
Throughout this document, we refer to diversity, inclusion, and equity. Here, we provide a brief overview of how we understand and what we mean by these terms, which refer to ideas that at first appear simple and straightforward, but which can be quite complex, and which can be and are often used in a variety of ways. We spent much time during our work together exploring our many perspectives on these concepts, deepening and expanding our understanding, and engaging in dialogue to find shared meaning. We encourage DTSC leaders and staff, and any reader of this report, to go beyond the definitions provided here and to explore the many nuances and complexities of diversity, inclusion, and equity. In the appendices to this report, we suggest several resources that we found to be helpful for this purpose. As diversity,
inclusion, and equity become core elements of DTSC’s culture and organization, it is likely that we will continue to refine these definitions, ensuring that they are further grounded in our collective experiences and aspirations.

**Diversity:** Diversity refers to representation in an organization or group of the many ways in which people differ, including race, ethnicity, culture, age, gender identity and expression, sexual orientation, ability and disability, religious and spiritual affiliations and beliefs, veteran or military status, socioeconomic background, appearance, and many others. Diversity is a feature of a collective (for example, of a group or organization), not of a person; individuals are not “diverse,” but rather may add to the diversity of a larger entity. For that reason, all of us can contribute in some way to the organization’s diversity. Diversity encompasses legally protected categories of people, as well as individual, interpersonal, organizational, and societal dimensions that define us as unique individuals. Often, diversity refers to group-based or social identities—some of which may involve historical patterns of societal or organizational exclusion or differential treatment—but can also comprise variations in working styles, strengths, and other individual features or attributes.

**Inclusion:** Inclusion involves “creating and embedding organizational, leadership, and interpersonal practices that result in a sense of safety, full belonging, participation, and voice across the range of diversity dimensions, without requiring assimilation or loss of valued identities.”

In an inclusive workplace culture, employees feel respected and valued for their diverse perspectives, life experiences, cultures, and contributions. Inclusion is fostered with policies and practices that support and empower employees to participate to their fullest potential, along with behavior on the part of leadership and staff that is aligned with these policies and practices. In an inclusive organization, all individuals—across a range of diversity dimensions—can contribute to the organization’s mission to their full potential.

**Equity:** Equity refers to fairness in how people are treated, rewarded, and have their needs met, such that both differences and similarities among people are considered. Equitable policies and practices result in fair treatment of everyone, equal access to opportunities, and fair assessment and recognition of everyone’s inputs, performance, and accomplishments. An equity perspective considers both justice and diversity, and considers the possibility that people may have different needs or that it may be necessary to correct for systemic exclusion and differential treatment. In the context of diversity and inclusion, an equity perspective considers both individual and group-based experiences, similarities, and differences.

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NEEDS ASSESSMENT AND DATA REVIEW

To complete its charge, the Work Group spent some time systematically assessing issues, challenges, and opportunities regarding diversity and inclusion at DTSC. As a representative group of DTSC employees, the Work Group members discussed collective and individual experiences in the agency. We identified the following key areas to focus on to increase the sense of inclusion among existing and future DTSC staff:

1. **Open communication**: Staff want/need more support from and improved communication with managers and supervisors.
2. **Inclusive team relationships**: Staff—across classifications, programs, and units—want better working relationships with management. Support staff and those in job classifications requiring less than a bachelor’s degree, in particular, can often feel undervalued.
3. **Respect for supervisors**: Supervisors need to feel more respect from staff.
4. **Mutual respect**: Staff should not feel discriminated against based on race, gender or gender identity, culture, sexual orientation, religion, age, disability, or other identities or individual characteristics. Staff deserve to be valued for their unique and diverse perspectives, job skills, strengths, and contributions to programmatic success.
5. **Inclusiveness training**: Staff are often unaware of their discriminatory language and implicit bias. Staff at all levels would benefit from multicultural awareness training that provides clarity and guidance regarding the value of workplace diversity and inclusion and how best to create a positive and culturally inclusive work environment.
6. **Strategic planning**: DTSC policies need to provide clear direction toward achieving a sustainable diverse and inclusive workplace culture. When compared to benchmarks for inclusive workplaces, all elements of inclusion at DTSC would benefit from improvement.

To support our assessment of the status of diversity and inclusion at DTSC and of the areas needing attention, the Work Group reviewed a range of available data sources, especially the results of the employee survey conducted in November 2016 as part of the Organizational Health Assessment. The Work Group had recommended various items focused on diversity and inclusion to be used in that survey, and focused on the results of analyses of those items. Work Group members also reviewed available data from prior employee surveys, including the 2007 Metadynamics Survey and the 2013 Annual DTSC All-Staff Survey.

The results of the 2007 and 2013 surveys indicate support for attending to the six key areas identified by Work Group members. For example, in the 2007 Metadynamics Survey, communication, inclusive team relationships, and strategic planning were areas of concern, as indicated by low employee agreement with the following items:

- “I am kept informed of the important decisions made that affect my job” (received the least agreement of all survey items; related to open communication)
• “Sufficient effort is made to utilize the opinions and ideas of people who work in my unit” (received the 3rd lowest amount of agreement of all survey items; related to inclusive team relationships)
• “I am encouraged to participate in planning the work of my unit” (received the 6th lowest amount agreement of all survey items; related to strategic planning)

In the 2013 all-staff survey, some of the relevant results were as follows:
• “My deputy director creates a work environment where all opinions are welcomed” : 37.8% disagreed or strongly disagreed (related to open communication)
• “I am aware of the direction that DTSC is headed”: 20.6% disagreed or strongly disagreed (related to strategic planning)

The most recent survey, conducted as part of the organizational health assessment, included 21 items related to inclusion. These items were divided into two separate scales, Experiences and Perceptions of Inclusion at DTSC (15 items), and Supervisor Inclusive Behavior (6 items).

Regarding experiences and perceptions of inclusion, a large majority of respondents (83%) said that they understood the value of diversity and inclusion at DTSC. Nevertheless, the survey indicated concerns regarding the following:
• merit-based promotions (only 28% agreed with “promotions at DTSC are based on merit”),
• having one’s voice and opinion matter (only 36% agreed with “my voice and opinion matter at DTSC”),
• cross-unit collaboration (only 43% agreed with “there is teamwork and collaboration across work units”), and
• the sense of community at DTSC (only 44% agreed with “there is a sense of community at DTSC”).

Although agreement with the other items was over 50%, it ranged from 56% to 73%, indicating an opportunity to greatly increase the experience of inclusion among DTSC staff. (Because demographic information was not collected, we could not assess whether experiences of inclusion varied as a function of respondent gender, ethnicity, or other identities.)

On items related to how respondents perceived their supervisor’s inclusive behavior and their own sense of being valued by the supervisor, agreement ranged from 63% to 77%, further indicating that there is much room for improvement.

From additional analyses, we learned that employees’ perceptions of inclusion were best predicted by how open and honest they experience communication at DTSC to be, how much they believe that their supervisor takes a genuine interest in their well-being, how much they believe they can do their best to build positive relationships with colleagues, how much they agree that DTSC retains high-quality employees.
These analyses, together with a review of summaries of relevant comments on the most recent employee survey, gave us confidence in the areas we had identified as needing attention. In developing our strategic goals, we sought to address these needs.
A DIVERSITY AND INCLUSION STRATEGY FOR DTSC

This section—the core product of our work—comprises the Work Group’s recommendations and aspirational goals for addressing diversity and inclusion at DTSC. We present broad strategic goals with more defined objectives for each, together with proposed strategies for accomplishing each objective. We also provide our specific implementation proposals or possibilities for some of the strategies. It is important to highlight that detailed action plans will need to be generated in the next phases of this process, as the Department evaluates and prioritizes the objectives listed here, evaluates the availability of suitable resources and intersections with related activities, and commits to specific strategies and assigns accountability for them.

These recommendations encompass the approaches that the Diversity and Inclusion Work Group believes DTSC can and ideally will embrace to systematically foster diversity and inclusion and improve cultural awareness throughout the organization; they were derived from discussions held over several months, grounded in background research by the Work Group members and in best practices across a range of organizations, and enhanced with feedback from Executive Sponsors and Executive Staff. The Work Group advises that DTSC executive staff, management, and all employees embrace and implement as many of these strategies as possible as a key step toward together embedding diversity and inclusion as core elements of DTSC’s workplace culture. We trust that implementation of this comprehensive plan will not only move DTSC toward becoming a leader in diversity and inclusion among state agencies, but will also constitute a central pillar of our collective work to more generally enhance our organizational excellence.

Executive Staff have committed to weaving diversity and inclusion into the current Strategic Planning Process. We believe that this will only serve to strengthen the overall strategic plan. Our recommendations also provide DTSC with a systematic approach and structure to implement policies and practices in support of diversity and inclusion, including regular evaluation of their effectiveness.

The Work Group does understand that budgetary, organizational, and other constraints may affect the speed, breadth, or other aspects of implementation of our proposed plan, and that in that process, specific details of the strategies may undergo revision. At the same time, truly embracing and embedding diversity and inclusion in an organization require new ways of thinking and working, along with much learning and adaptive work. For this reason, we founded our work and the resulting report on the belief that it was important for us to present as comprehensive and ambitious a plan as possible. We believe that the plan laid out here is realistic, but also aspirational, bold, and far-reaching. It is cognizant of organizational realities but also meant to push us to expand our ideas of what may be possible. This plan then, is not a technical roadmap, but rather provides DTSC with an aspirational template to inspire us to work together toward the best possible practices for diversity and inclusion; this will require us to
together review, discuss, re-evaluate, and we hope find new and creative ways to address actual or perceived barriers or to accomplish the goals and objectives proposed here. That process, if done inclusively and in the spirit of adaptive learning, can itself help us move along the path we have envisioned and proposed.

To support this endeavor, Executive Staff and the Work Group members have participated in workshops on diversity and inclusion, but staff and management throughout the programs and regions have not yet done so; development and implementation of a suitable training program to provide everyone with a background in diversity and inclusion will be very important in helping all DTSC staff better understand the importance of the diversity and inclusion initiatives and their key roles in executing them, as well as to help them become fully invested in the initiatives’ success. Embracing diversity and inclusion should also include understanding the needs and perceptions of outside stakeholders, through the enhancement of community partnerships.

At the end of our report, we include a section providing suggestions for implementation and initial steps. Part of this process will need to involve assessing the urgency, strategic priority, and resource requirements of the various recommended strategies, which will then help with translating strategies into specific timelines and action plans.
STRATEGIC GOAL 1

Establish Diversity & Inclusion as a fundamental and foundational framework for leadership development, employee engagement, and professional accountability.

OBJECTIVES FOR STRATEGIC GOAL 1:

<table>
<thead>
<tr>
<th>1.1. Develop, adopt, and thoroughly propagate leadership values and models that emphasize diversity and inclusion; incorporate diversity and inclusion as critical and foundational components of leadership at DTSC.</th>
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<tbody>
<tr>
<td>1.2. Infuse diversity and inclusion into DTSC’s strategic plan, policies, and training.</td>
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<tr>
<td>1.3. Establish key organizational structures and functions needed to develop, champion, sustain, and assess diversity and inclusion efforts—including a Diversity &amp; Inclusion Council and a Chief Diversity &amp; Inclusion Officer.</td>
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<tr>
<td>1.4. Emphasize the role of every employee as an essential agent of change in building an organization where there is a sense of belonging, respect, and value for all.</td>
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STRATEGIES FOR ACHIEVING GOAL 1 OBJECTIVES:

**Objective 1.1:** Develop, adopt, and thoroughly propagate shared leadership values and models that emphasize diversity and inclusion; incorporate diversity and inclusion as critical and foundational components of leadership at DTSC.

**Strategy 1.1.1:** Review and update DTSC leadership competency models to incorporate diversity and inclusion as core leadership skills.

**Strategy 1.1.2:** Incorporate inclusivity, diversity, and engagement as critical factors in the evaluation and promotion of managers and supervisors at all levels.

**Strategy 1.1.3:** Include coaching, mentoring, and (where appropriate) sponsorship as criteria in supervisor and manager performance appraisals.

**Strategy 1.1.4:** Establish a sustained and meaningful system for feedback between managers and employees, using performance evaluation surveys and similar tools.

- Include 360-degree evaluation surveys and similar tools, where feasible and appropriate.
- Tools used should incorporate assessment of diversity and inclusion items and metrics.
- Participants will need training or support in effective use of these methods.

**Strategy 1.1.5:** Modify the existing assessment system so that managers and supervisors with regular complaint patterns are suitably evaluated and pressing issues addressed.
**Strategy 1.1.6:** Encourage and provide opportunities for executive leadership, managers, and staff to share their stories of diversity and inclusion-related issues they faced during their careers, how they dealt with these issues, and how/where they have seen inclusion at work. These stories may be presented during all-staff meetings and/or during onboarding. Recordings can be made available on SharePoint.

**Objective 1.2:** Infuse diversity and inclusion into DTSC’s strategic plan, policies, and training.

**Strategy 1.2.1:** Make diversity and inclusion a core pillar of DTSC’s new strategic plan in 2018.

**Strategy 1.2.2:** Require all DTSC programs to formulate specific steps and measures to implement diversity and inclusion in their strategic operational plans.

**Strategy 1.2.3:** Develop a diversity, inclusion, and equity awareness and training plan for the Department. Training should be tiered to provide one level for managers, a second for supervisors, and a third for staff.

- Incorporate attention to inequities experienced by disadvantaged communities.

**Strategy 1.2.4:** Infuse attention to diversity and inclusion as critical components of development, delivery, and content (as appropriate) of all existing and future training. Address foundational topics of diversity, inclusion, bias, acceptance, and equity in leadership, management, supervisor, and succession management training, including through development of diversity and inclusion modules, components, and tools that can be incorporated into relevant existing and proposed future training.

- Review existing leadership programs and content to ensure that they incorporate appropriate attention to D&I throughout, and revise as needed.
- Develop and implement a process for reviewing and enhancing future training with perspectives, content, and delivery that consider and address diversity and inclusion.

**Objective 1.3:** Establish the key organizational structures and functions needed to strategically develop, champion, sustain, and assess organizational diversity and inclusion efforts—including a Diversity & Inclusion Council and a Chief Diversity & Inclusion Officer.

**Strategy 1.3.1:** Develop and institute a Diversity & Inclusion Office or Unit, led by a Chief Diversity and Inclusion Officer.

- Set up Office of Diversity and Inclusion to function as a “shared service” to other Offices/Units (such as HR and OCR). Suggested minimum of 3 FTE in Unit.
- Within Office of Diversity & Inclusion, create specialized units and positions where/if expertise is needed.
- DTSC Director appoints Chief Diversity and Inclusion Officer (CDIO), who leads the new Diversity and Inclusion Office or Unit. The position may be a Career
Executive Assignment (CEA) so that applicants could come externally or internally (internal applicants would have privileges to return to their regular position voluntarily or with a change in directorship).

- CDIO serves as Chair of DTSC-wide Diversity and Inclusion Council, and spearheads implementation and assessment of the diversity and inclusion strategic goals and further development of the diversity and inclusion initiative, including development of associated metrics. Reports regularly to Executive Staff.
- Office of Diversity and Inclusion coordinates closely with Office of Civil Rights, Human Resources, and other functions, to help define the Office’s responsibilities and to create opportunities to complement their work and avoid overlap.
- Office of Civil Rights, Human Resources, and related functions review operational plans to ensure they comport with “best practices” for diversity and inclusion in the industry.

**Strategy 1.3.2:** Establish a DTSC-wide Diversity & Inclusion Council, with membership representative of staff from throughout the Department (across Regions, Offices, Programs, and levels). The purpose of the Council will be to oversee and provide input on efforts and activities to achieve a sustainable culture of diversity and inclusion throughout DTSC.

- The Diversity and Inclusion Council functions as an independent, cross-sectional representative body that advises the CDIO and DTSC Executive Staff on D&I strategy and implementation, and monitors and promotes best practices for fostering diversity and inclusion.
- Council members assist in the coordination and may be lead facilitators of D&I-related programs, initiatives, and activities in their respective programs and offices.
- Council members also serve as liaisons to fellow staff and executive leadership on diversity and inclusion opportunities and challenges.
- Council members serve as Diversity and Inclusion Champions throughout DTSC, and support development of additional champions.
- Supporting committees can be created within regions, or across offices within a general area (e.g., Southern California), to allow for mutual learning, support, engagement, and dissemination. This will also allow for development of a critical mass of staff at each location directly engaged with diversity and inclusion.
- At least one and possibly two members of the Executive Staff serve as principal sponsors of the Diversity and Inclusion Council, with responsibility to provide additional leadership for and oversight of DTSC’s diversity and inclusion efforts.
Strategy 1.3.3: Create and implement ombuds services, to provide way for staff to confidentially address issues that cannot otherwise be resolved; coordinate with DTSC’s Alternative Dispute Resolution Program as necessary and appropriate.

Objective 1.4: Emphasize the role of every employee as an essential agent of change in building an organization where there is a sense of belonging, respect, and value for all.

Strategy 1.4.1: Develop and maintain a cadre of DTSC Diversity and Inclusion Ambassadors/Champions.

- D&I Council members and Diversity & Inclusion Work Group members constitute the initial group of D&I Ambassadors/Champions.
- Additional Ambassadors/Champions are developed over time.
- Provide in-house Diversity, Inclusion, and Equity Champion Certification and name newly-certified ambassadors/champions at All-Staff Meetings.
- Maintain running list of certified ambassadors/champions on DTSC intranet.

Strategy 1.4.2: Establish local mutual support systems for rank and file staff, supervisors, managers (e.g., accountability partners, mentors/role models, peer mentorship).

Strategy 1.4.3: To convey the sense of shared leadership across the organization, encourage managers and employees to regularly engage in interactive conversations to discuss mutual expectations and actions and commitments to promote an inclusive work environment.

- Provide dialogue guidelines and/or facilitators, especially initially.
- Provide a means to share insights and commitments more widely, especially regarding key inclusive behaviors, effective approaches for employee engagement, and opportunities for building everyday inclusion.
STRATEGIC GOAL 2

Create and sustain an inclusive culture at the Department, where diverse internal and external stakeholders feel heard, supported, and valued.

OBJECTIVES FOR STRATEGIC GOAL 2:

2.1 Ensure executive staff and management understand the importance and value of diversity and inclusion and clearly communicate their commitment to related initiatives at every DTSC venue.

2.2 Develop and implement a coherent, structured, and responsive communication strategy that provides timely, accurate, and detailed information to all stakeholders regarding DTSC’s diversity and inclusion policies.

2.3 Ensure that employees are fully apprised of their rights and responsibilities with respect to preventing and addressing workplace harassment, and that Human Resources and the Office of Civil Rights have the necessary resources to continue to fulfill and carry out their duties and responsibilities to staff, management, and the public.

2.4 Enhance strategic plans to remediate, improve, and expand relationships with external communities throughout California.

2.5 Establish employee resource groups (ERGs) to support the professional development and full engagement of underrepresented populations within DTSC and to support achievement of DTSC’s vision and strategic objectives.

STRATEGIES FOR ACHIEVING GOAL 2 OBJECTIVES

Objective 2.1: Ensure executive staff and management understand the importance and value of diversity and inclusion and clearly communicate their commitment to the diversity and inclusion initiatives, objectives, and strategies at every DTSC venue.

Strategy 2.1.1: The Director and Executive Staff regularly endorse and highlight diversity and inclusion at all-staff meetings and at all management meetings.

- Include a “Director’s Diversity, Inclusion and Equity Perspective” during most or all All-Staff meetings, in line with the overall diversity and inclusion communication plan. Include a similar segment in Program and Branch meetings.
- Incorporate the principles of diversity and inclusion in the design and process of meetings.
Strategy 2.1.2: Create and implement on-boarding training process that educates new hires on diversity and inclusion at DTSC.
   - Implement outreach and hiring process in which supervisors and managers encourage diversity and inclusion through public outreach, during the interview and hiring process, and during employee onboarding.
   - Create and implement a mentoring system for existing staff to mentor new hires.
   - Involve D&I Ambassadors/Champions in the on-boarding process.

Strategy 2.1.3: Promote and support “safe spaces” and affinity groups for employees and their allies who may experience workplace harassment, bullying, and micro-aggressions.

Strategy 2.1.4: Create cross-functional mentorships to improve relationships across positions and programs. (For example, people in administrative and technical positions can mentor each other.)

Objective 2.2: Develop and implement a coherent, structured, and responsive communication strategy that provides timely, accurate, and detailed information to all stakeholders regarding DTSC’s diversity and inclusion policies.

Strategy 2.2.1: Ensure that online materials can be easily found, are up-to-date, and are written in language that is easy to understand.

Objective 2.3: Ensure that employees are fully apprised of their rights and responsibilities with respect to preventing and addressing workplace harassment, and that Human Resources and the Office of Civil Rights have the necessary resources to continue to fulfill and carry out their duties and responsibilities to staff, management, and the public.

Strategy 2.3.1: More vigorously and consistently disseminate and emphasize enforcement of current policies regarding prevention of workplace harassment.

Strategy 2.3.2: Make recommendations to bolster the HR personnel liaison role. Advocate for improved accessibility for employees where appropriate (e.g., to meet in person or by phone), with HR statutes applied equally and using CalHR precedent in decision making.

Objective 2.4: Enhance strategic plans to remediate, improve, and expand relationships with external communities throughout California.

Strategy 2.4.1: Executive Staff regularly highlights the value of inclusion and social capital in partnering with impacted communities and in fostering internal/external communication.

Strategy 2.4.2: Sustain meaningful and visible support for Environmental Justice and Tribal communities with goal of building trust in DTSC as an inclusive and diverse organization and as an employer of choice.
Strategy 2.4.3: Support volunteer groups within DTSC to collaborate with underserved communities.

Strategy 2.4.4: Expand DTSC Upward Mobility Program to support mobility from administrative to technical positions.

Strategy 2.4.5: Maintain Regional Occupational Program (ROP) for underserved communities, to recruit and train entry-level technical staff.

Objective 2.5: Establish employee resource groups (ERGs) to support the professional development and full engagement of underrepresented populations within DTSC and to support achievement of DTSC’s vision and strategic objectives.

Strategy 2.5.1: Assess interest and identify possible initial leaders for new ERGs.

Strategy 2.5.2: Develop internal knowledge and capacity to support new ERGs, including providing opportunities for interested D&I Champions and D&I and/or HR staff to attend conferences and otherwise learn about ERGs and how to create and sustain them.
STRATEGIC GOAL 3

Ensure that recruitment/retention and employee benefits are broad-based, inclusive, and reflective of California’s diverse communities.

OBJECTIVES FOR STRATEGIC GOAL 3:

| 3.1 Build an equitable internal and external recruitment pipeline to ensure that DTSC taps into large and diverse talent pools. |
| 3.2 Create an on-boarding and interview process that highlights the importance of diversity and inclusion at DTSC. |
| 3.3 Enhance, create, and advertise retention programs to retain talented individuals of all groups. |
| 3.4 Review employee benefits to promote greater equity with respect to healthcare and wellness, accessibility, childcare, teleworking, and holiday observances, in line with best practices of other progressive employers. |

STRATEGIES FOR ACHIEVING GOAL 3 OBJECTIVES:

Objective 3.1: Build an equitable internal and external recruitment pipeline to ensure that DTSC taps into large and diverse talent pools.

Strategy 3.1.1. Implement DTSC’s 2017 Recruitment Plan, ensuring that it incorporates elements that highlight diversity and inclusion.

- Include key diversity elements such as those recommended in the Beyond Diversity report:
  - a message or foreword by DTSC leaders explaining the role and purpose of the diversity components in the plan and their relationship to DTSC’s mission and the connections of the recruitment plan with the overall diversity and inclusion strategy.
  - a statement on the importance of moving beyond compliance with State and Federal regulations and working to ensure that diversity is a key and effective resource for DTSC and for current and future employees of all backgrounds.

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a demographic overview of the current workforce and of turnover.
long- and short-term goals and strategies for accomplishing them.

**Strategy 3.1.2.** Enhance collaboration between HR and Programs to evaluate program needs, such as current and future classification vacancies, and to initiate recruitment mechanisms, such as advertising of eligibility list examinations in advance of vacancies to expand candidate pools.

**Strategy 3.1.3:** Network with California’s universities and community colleges, as well as professional organizations, to reach a broader range of candidates.

- Network directly with pre-professional and professional organizations focused on women and ethnic minorities, including American Indian Science and Engineering Society, National Society of Black Engineers, SACNAS (Society for Advancing Chicanos/Hispanics & Native Americans in Science), Society of Asian Scientists and Engineers, and Society of Women Engineers.
- Develop job opening newsletter and email for identified university/college and professional groups.
- Distribute DTSC employment flyer and emails to high school and university/college counseling offices.
- Attend university job fairs, advertise on job boards, and further enhance the existing employment interest web-page from a diversity and inclusion lens.

**Strategy 3.1.4:** Recruit DTSC employees in STEM classifications (e.g., scientists, engineers, geologists, chemists, toxicologists, hygienists, accountants, and analysts) and supervisors who identify with ethnic minority and other under-represented groups to represent DTSC at public outreach activities (for example, Earth Day and STEM Day at K-12 schools and universities/colleges).

**Strategy 3.1.5:** Highlight diversity efforts on all recruitment materials

- Create DTSC job profile webpages with narratives and videos highlighting contributions and personal stories of employees in STEM classifications (e.g., scientists, engineers, geologists, chemists, toxicologists, hygienists, accountants, and analysts) and of supervisors who identify with a range of diverse groups.
- Post FAQs, responses, and “how-tos” about the job application process on D&I webpage.

**Objective 3.2:** Create an on-boarding and interview process that highlights the importance of diversity and inclusion at DTSC.

**Strategy 3.2.1:** Incorporate attention to diversity and inclusion in all hiring interviews, including suitable standardized questions.
Strategy 3.2.2: Review process for forming and staffing interview panels, and ensure that panels are suitably diverse.

[Also, see Strategy 2.1.2]

Objective 3.3: Enhance, create, and advertise retention programs to retain talented individuals of all groups.

Strategy 3.3.1: Enhance and advertise the existing Training & Development (T&D) program.

Strategy 3.3.2: Implement job sharing, allowing two individuals in the same classification to share one position.

Strategy 3.3.3: Hold exit interviews and/or surveys for all outgoing employees (student interns, temps, resignees, retirees, transfers, etc.). Include specific questions regarding employee views about diversity and experiences of inclusion during their tenure.

• OCR has already developed an online exit survey and can implement the diversity and inclusion aspect into the survey.

Strategy 3.3.4: Evaluate increasing the number of part-time positions.

Strategy 3.3.5: Conduct a pilot study for a position rotation program to explore the feasibility of making alternate positions available for employees, as a way to improve retention.

• For example, consider establishing a pilot project to allow entry-level staff to rotate among different DTSC programs to learn more about the functions of the Department and professional growth opportunities.

Objective 3.4: Review employee benefits to enhance inclusion and promote greater equity with respect to healthcare and wellness, accessibility, childcare, teleworking, and holiday observances, in line with best practices of other preeminent employers.

Strategy 3.4.1: Systematize and allow for teleworking or flexible work arrangements in ways that are consistent, equitable, and supportive of diversity and inclusion goals, while ensuring the best and proper allocation of resources.

• Provide managers with the training, skills, and resources they need to manage teleworking employees.

• Continue to enforce the CalEPA policy for reviewing and approving teleworking applications, and to provide recourse for employees to complain or elevate the request in the event of delays.

• Maintain and share statistics regarding uses and benefits of teleworking and flexible work arrangements.
**Strategy 3.4.2:** Recognize and address needs of new parents, including workplace needs of lactating mothers.

- Remind managers that lactating mothers should have the break time they need to feed and/or pump.
- Ensure and emphasize the existence of easily accessible dedicated rooms at each location where mothers can pump breast milk.

**Strategy 3.4.3:** Increase organizational support for health and wellness.

- List and promote resources available to assist employees or supervisors who may be in acute distress.
- Ensure that availability and location of quiet rooms for meditation or prayer is well advertised among employees. Many DTSC employees have spiritual and/or religious practices that they take part in during the work day. Quiet rooms provide employees with a peaceful place to go to meet these needs. Providing such a space communicates that DTSC recognizes and affirms the religious/spiritual diversity of its staff. The quiet room also displays a caring attitude regarding employees’ emotional health.

**Strategy 3.4.4:** Clarify and disseminate an inclusive policy regarding observance of diverse religious holidays.

- Remind staff about DTSC’s religious accommodation policies, and the processes involved.
- Educate managers and supervisors about major religious or cultural holidays that are not paid State holidays (such as Eid Al-Fitr, Eid Al-Adha, Rosh Hashanah, Yom Kippur, Chinese New Year, or others), to improve their awareness and receptivity when employees who observe these holidays request leave to do so.

**Strategy 3.4.5:** Enhance inclusion of transgender or gender non-conforming staff, by ensuring that training programs address inclusion of people of all gender identities, and by providing for inclusive facilities at DTSC offices.

- Include the topic of transgender issues and awareness in diversity and inclusion training programs.
- Support the use by transgender and transitioning people of restrooms and locker rooms that match their gender identity and/or designate unisex or gender-neutral restrooms.
STRATEGIC GOAL 4

Adopt a results-oriented approach that continually and systematically reviews, analyzes, and bolsters DTSC’s diversity and inclusion practices.

OBJECTIVES FOR STRATEGIC GOAL 4:

4.1 Promote greater knowledge of and adherence to diversity and inclusion-related policies, including those related to preventing workplace harassment, with a focus on racism and sexual harassment.

4.2 Expand efforts to build employee/leadership proficiency in diversity and inclusion and to track results. Sponsor regular and multi-modal opportunities for continued education and dialogue regarding diversity and inclusion.

4.3 Develop and implement indicators and suitable metrics to assess progress on DTSC’s diversity and inclusion goals and objectives.

STRATEGIES FOR ACHIEVING GOAL 4 OBJECTIVES:

Objective 4.1: Promote greater knowledge of and adherence to diversity and inclusion-related policies, including those related to preventing workplace harassment, with a focus on racism and sexual harassment. (see also Objective 1.2)

Strategy 4.1.1: Sponsor open exchanges between impacted and/or disadvantaged communities and staff to provide both sides a better opportunity to understand roles, responsibilities and capabilities of the Department and the community.

- Diversity and Inclusion Council can sponsor and/or oversee.
- Engage Director and other executive staff to the extent possible.

Strategy 4.1.2: Make information about DTSC, its programs, and its employees easily accessible, and reflective of the Department’s diversity and its work to foster inclusion.

- Ensure that instructional information is easily understandable to reach a broader audience. Augment the multi-lingual capabilities of DTSC’s website. DTSC should translate “how-to” documents (e.g., Envirostore guidance) into Spanish and other in-demand languages, and provide short videos on how to use search tools or apply for common certificate/ID numbers.
- Update public website content so that general descriptions meet a Flesch-Kincaid reading ease score of 80-50 (9th grade reading level).
- Use employees in demonstration videos that highlight the diversity of DTSC’s rank and file employees.
• Develop videos for the Department’s webpage illustrating positive diversity and inclusion-related experiences by staff and management.

**Strategy 4.1.3: Integrate Diversity & Inclusion into the overall DTSC website.**

• Incorporate a range of diversity and inclusion resources into DTSC’s internal website.

• Develop and finalize an external-facing DTSC Diversity and Inclusion website/portal. This website should have readily available an e-library that includes academic/research on diversity and inclusion; tips and strategies on how diversity and inclusion are applicable in our daily lives; narratives and stories of staff sharing their experiences; to the extent possible include multi-media tools and resources; include the Department’s Diversity and Inclusion Strategy and Action Plan.

**Objective 4.2:** Expand efforts to build employee/leadership proficiency in diversity and inclusion and to track results. Sponsor regular and multi-modal opportunities for continued education and dialogue regarding diversity and inclusion. *(see also Objectives 1.1, 1.2, and 1.4)*

**Strategy 4.2.1:** Establish safe and effective avenues for employees to express feedback and constructive ideas about DTSC issues.

**Strategy 4.2.2:** Partner with the Office of Communication to develop, coordinate, and deliver timely and targeted messaging celebrating the department’s diversity and inclusion efforts.

**Strategy 4.2.3:** Use a wide-ranging approach and multiple channels to reach and engage DTSC staff in learning about diversity and inclusion.

• Hold facilitated discussion groups on diversity and inclusion and related topics that anyone can attend (e.g., at lunchtime). These may involve, for example, watching a TED talk or other short video on a given subject and discussing it afterward.

• Develop videos for the Department’s webpage illustrating positive diversity and inclusion-related experiences by staff and management.

• Develop and make available additional voluntary online or in-person training to promote discretionary involvement and expand beyond the mandatory suite of training (e.g., racism 101; implicit bias; common myths about gender identity).

• Develop and hold a Diversity and Inclusion conference or symposium on a biannual basis (e.g., culture of organizations, science, environmental justice, inspiring messages).
**Strategy 4.2.4:** Encourage regional offices to celebrate Federal special emphasis program observances (e.g., “Women’s History Month”) and additional diversity calendar events.

**Strategy 4.2.5:** Create a “We Are DTSC” photo-essay display. Have 15 to 20 employees submit a favorite picture, along with a short narrative about the picture and their role at DTSC. Display throughout DTSC and online.

**Strategy 4.2.6:** Create a Diversity Innovation Grant (DIG) Program to provide funding to support fresh, innovative programming ideas that foster diversity and inclusion among the kaleidoscope of communities at DTSC.

- Use or build upon existing channels and resources, such as the Employee Suggestion Program, the DTSC Superior Accomplishment Awards, and the Inspire Program.

**Objective 4.3:** Develop and implement indicators and suitable metrics to assess progress on DTSC’s diversity and inclusion goals and objectives.

**Strategy 4.3.1:** Generate indicators and metrics for each objective and strategy in the Diversity and Inclusion Plan, and review against currently available sources of data.

**Strategy 4.3.2:** Develop a system for tracking and reporting diversity and inclusion performance indicators, and assessing progress against goals, objectives, strategies, and action plans.
IMPLEMENTATION PRIORITIES AND RECOMMENDATIONS

The Work Group recognizes that strategic work on diversity and inclusion is developmental and ongoing. We further recognize that DTSC will experience notable transitions in staffing, management, and leadership as a large proportion of our staff retires. An early implementation stage involves the need to develop a shared understanding of diversity and inclusion in the workplace, as well as to support managers and staff in seeing the importance of the initiative and engage them in the process. Developing action plans for our recommended strategies will not happen immediately. Yet, it is critical to maintain momentum and to immediately build upon our work with concrete steps and “quick wins.” We have identified the following points as feasible and practical options to phase in the diversity and inclusion initiative while DTSC leadership evaluates a more comprehensive and systemic implementation of the diversity and inclusion strategic plan.

1. **Accountability.** Identify the executive staff member(s) with primary accountability to move this plan forward, on behalf of the executive staff as a whole.

2. **Implementation Team.** To build on our work and maintain momentum while our report is received by DTSC leadership, decisions are made regarding implementation priorities, and the DTSC strategic planning process incorporates our recommendations to the extent possible, we recommend that a Diversity and Inclusion Implementation Team be formed. This group will be comprised of interested members of the Work Group and potentially one or more Division-level managers, together with other stakeholders as determined by the Executive Sponsors and executive leadership, and will report to the executive staff member(s) identified as holding accountability for moving the diversity and inclusion initiative forward.

   Duties of the implementation team will be to begin to work with Executive Sponsors to determine immediate priorities, to develop action plans for those strategies that can be implemented in 2017 and/or early 2018, to formulate detailed plans for the creation of the D&I Council, and to support initial roll-out of the diversity and inclusion plan.

   Supervisors of implementation team members should incorporate their Diversity and Inclusion duties into the members’ Duty Statements. This could be described as diversity and inclusion program coordination, for example, and may entail up to 10% of their official duties, or similar.

3. **Dissemination and Outreach Workshops.** For DTSC’s diversity and inclusion initiative to take root and succeed, staff throughout the Department should be clearly aware of the content in this report, how it was developed, and why it is so important. The Work Group recommends that outreach workshops or presentations be conducted to provide staff with an overview of the Strategic Goals, Objectives, and Strategies in this report. Executive leadership, in partnership with Work Group members, should host outreach workshops throughout the Department’s regional offices and various programs. The purpose of these
outreach workshops will be to provide opportunities for DTSC staff to learn more about recommended actions, to ask questions and voice concerns, and to build engagement and interest in the initiatives. These workshops or presentations should occur in the very near future, if possible beginning in the 3rd quarter of 2017. (The Work Group has developed a more detailed communication plan that can be used by the Implementation Team.)

4. **Diversity and Inclusion Council.** Begin to plan for the creation, development, and implementation of the Council, with initial details developed by the Implementation Team. The Council, to be comprised of representatives from throughout DTSC, should be formed and begin to meet as soon as practicably possible. (We do understand and believe that it is preferable to do this properly, and that it can sometimes take more time than initially anticipated. The key will be to get the planning and formation process going soon.) The purpose of the Council will be to provide input and oversight on efforts and activities to achieve a sustainable culture of diversity and inclusion throughout DTSC. Council members would also serve as liaisons to fellow staff and executive leadership on diversity and inclusion opportunities and challenges.

The initial work of the Implementation Team and of the Diversity and Inclusion Council can include but not be limited to the following:

1. Creation of an online platform for diversity and inclusion resources and programs at DTSC that is readily accessible and routinely updated. The platform should be available via SharePoint for DTSC staff, with other general information available, as appropriate, via the DTSC public website.

2. Support for the incorporation of diversity and inclusion into DTSC’s overall strategic planning process, both Department-wide and by program.

APPENDICES
Introductory Memo from UC Davis Team

Date: September 12, 2016

To: DTSC Cultural Awareness Task Group

From: UC Davis Team – Bernardo Fordman, Joel Brown, Tara Zagofsky

We are very much looking forward to our kick-off workshop with you on Thursday from 10:30 am to 4 pm, in Sacramento. By now, one of us has spoken briefly with most of you. In this memo, we wanted to share a few more notes, an overview of our planned agenda, and a very short reading that we hope you can review before Thursday.

It would be most helpful if you can plan to be present on Thursday for the full time, without intervening phone calls, emails, or meetings. We plan to begin promptly at 10:30 am, and will end at 4 pm. Lunch will be provided.

Thanks much to those of you who have completed our brief questionnaire. Your responses are very helpful. If you have not had a chance to complete the questionnaire, we invite you to do so (preferably by tomorrow, September 13). It is available here: [LINK DELETED] (Individual responses will not be shared outside our facilitation/consulting team.)

As you know, DTSC Director Barbara Lee’s initial charge to the Task Group asks you to start the following:

- Identify opportunities for DTSC to embrace diversity, collaboration, and professionalism;
- Foster intercultural and cross-cultural understanding throughout DTSC and in its interactions with California’s communities; and
- Assess strengths and weaknesses concerning attitudes and interpersonal engagements throughout DTSC and identify opportunities for improvement.

On Thursday, we will hear from Director Lee at the start of our workshop, and will have an opportunity to begin to expand this charge into what the Task Group will do and how you will do it. Our goals for this kick-off meeting include the following:

- getting to know each other
- establishing a foundation for collaboration and effective work together
- working toward a cohesive definition of diversity and inclusion
- beginning to identify goals and strategies for the Task Group.

Our Approach: We approach diversity and inclusion (D&I) from a strategic perspective, grounded in the idea that, to truly make a difference, D&I should be integrated into every aspect of an organization. We view and address inclusion from a systemic, dynamic, and integrative perspective grounded in people’s everyday experiences and perspectives. For diversity and inclusion to be successful, ideally all employees should know from a practical standpoint: (1) what diversity and inclusion are in the context of the organization; (2) how diversity and inclusion relate to their role and to the mission of the organization; and (3) what specific behaviors each employee should exhibit each day to create a well-functioning, high-performing organization. We will experience and model our approach during the workshop.
Our Role: We are not here to do an assessment or to simply do training. We are here to partner with you and DTSC’s leadership to build capacity for strategic visioning, implementation, and execution. In other words, we view D&I as a fundamental component of organizational excellence.

Roadmap:
1st meeting (15 September): This meeting will prime and prepare the group to do the work ahead. For you to be successful, we need to make sure the group builds trust, rapport, and safety. We also want to introduce the group to innovative ideas about diversity, inclusion, and leadership. (We understand that given how quickly this was scheduled, a number of you unfortunately cannot attend. We are working to schedule a 1½-hour conference call or video meeting sometime next week or the following week, to fill you in on what we do this Thursday.)

2nd meeting: This meeting, which we hope to hold around mid-October, will build the infrastructure of the Task Group. This includes: a) defining norms; b) establishing roles and responsibilities; c) identifying the scope of the work; d) determining the frequency of meeting; and 3) setting both short- and long-term priorities and goals. We also anticipate continuing to deepen collective learning about inclusion and diversity, and their implications for and manifestations at DTSC.

3rd and subsequent meetings: These, together with the Task Group’s scope, will be determined by the members of the Task Group, with our guidance and facilitation. We imagine that in the subsequent meetings throughout the coming months, the Task Group will create sub-groups and delegate assignments to address core areas of need and/or concern.

Agenda for 15 September
10:30 am – 12:15 pm
• Welcome/Introductions (including remarks from Director Barbara Lee)
• Framing Our Work Together
  ○ Guiding principles
  ○ Getting to know each other

12:15-1:00 pm (approximately): Lunch (provided at meeting)
1:00 pm-4:00 pm
• Understanding Diversity & Inclusion
  (Break)
• Focusing and Aligning Our Work Together
• Getting for Success
• Closing Reflections

Pre-Work
Please read the attached brief article, “Toward Inclusion,” before we meet.

If you have questions or need to communicate with us, you can reach us via e-mail as follows:
• Bernardo Ferdman: bernardo@ferdmanconsulting.com
• Joel Brown: joel@pneumos.com
• Tara Zagofsky: tzagofsky@ucdavis.edu

We look forward to seeing most of you on Thursday!

cc: Barbara Lee, Francesca Negri, Ana Maseareñas, Meredith Williams, Erik Erreca
About the Diversity and Inclusion Work Group

DTSC is committed to building and maintaining a culture of diversity and inclusion throughout all programs. To achieve this goal, Director Barbara Lee issued a call for volunteers in Spring 2016 to serve on the Diversity & Inclusion Work Group. The purpose of the work group is to recommend strategies and best practices to support DTSC’s development as an employer of excellence. We are an independent group of 16 DTSC staff from offices statewide who bring a broad range of professional and life experiences, both in and out of state service.

Why focus on diversity at DTSC?
California is home to nearly 40 million people, each one unique. As a state department, DTSC employees should reflect and embrace the diversity of the state’s residents. Many people assume workplace diversity relates only to characteristics of “protected classes”, such as age, sex, race, and sexual orientation. It actually goes beyond these to include factors such as physical appearance, communication style, hidden disabilities, gender identification and intercultural and cultural differences. Research shows that highly diverse workplaces excel at innovation and problem-solving, which are important components of our work at DTSC.

How is DTSC Creating a Culture of Diversity and Inclusivity?

We started meeting in September 2016 by learning about issues related to diversity and inclusion in the workplace, including how other progressive employers are addressing these areas. We reviewed DTSC’s practices and policies, and are preparing recommendations to achieve a sustainable culture of inclusion and diversity throughout DTSC.

The recent organizational health survey also provided motivation for our work. The results revealed that, even though most of us believe in DTSC’s mission and feel proud about working for the department, we also want more opportunities to share ideas. An inclusive workplace supports our diversity and uniqueness and enables us to participate to our full potential.

This growth process isn’t always comfortable, but we believe the results are worth it.

Benefits of a Diverse and Inclusive Workplace

By expanding awareness and understanding of our differences and similarities, we can build a work community where people feel respected and valued, are more emotionally related and productive, and are more comfortable sharing ideas.

Our Executive Sponsors:

- Francisco Semp, Chief Deputy Director
- Marshall Williams, Deputy Director for Safety, Studies and Workforce Programs
- Ana Martinez, Assistant Director for Environmental Justice and Tribal Affairs
- Joanne C. Merchant, Deputy Director Public Policy

“We are all traveling on ONE highway to reach a certain destiny, no one can make it alone, we need each other.”

- Pamela Boyd, Management Services Administrator, Headquarters

“I think DTSC will achieve its full potential when we finally decide to give total attention to the human factor in everything we do - empathy, acceptance, engagement, consultation, consensus, feedback, accountability, ownership, communication, buy-in, collaboration, etc. - simple but powerful norms and practices that tend to bring out the best in ALL of us.”

- Fred Zimmetz, Supervisor, Bureau of Water Quality, Los Angeles
Our Experiences of D&I at DTSC

Agreed Statements

✓ I am comfortable expressing my ideas and opinions to my supervisor and co-workers.
✓ My supervisor acknowledges and respects my ideas and opinions.
✓ My co-workers value my ideas and opinions and treat me with respect.
✓ My workgroup includes a good mix of genders, ethnicities, and other types of diversity.
✓ Senior management at DTSC is highly committed to fostering a diverse and inclusive workplace.

Disagreed Statements

• I feel I can be fully myself at DTSC.
• At DTSC, people like me have ample opportunities to contribute and to advance.
• At DTSC, people get the recognition and opportunities they deserve, based on their merits and contributions.
• Promotions at DTSC are made based on merit and contributions.
• I am paid equitably, given my education, experience, and classification.

Dimensions of Diversity that Most Affect Experiences

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Demographics of D&I Work Group

Race/Ethnicity

Education (Highest Level)

Gender Identity

Office Location

Rank (Supervisor)

Sexual Orientation

Age

Disability

Number of Languages Spoken/Understood

Tenure with DTSC Years
Mean 10.5

Tenure in Position Years
Mean 8.68

Tenure in State Service Years
Mean 10.5
Diversity & Inclusion Work Group

DTSC All-Staff Meeting
March 20, 2017

DTSC Diversity & Inclusion Work Group

• Who We Are and Our Purpose

• Accomplishments

• DTSC Solutions
Work Group Progress

- Subgroups
- Barriers to Diversity & Inclusion
- Vision for DTSC
- Mission Statement/Values
- DTSC Solutions
Our Vision for DTSC

• D&I become incorporated into DTSC’s Values

• Staff feel comfortable addressing workplace interpersonal problems

Examples of Barriers

• Staff do not feel management is supporting them

• Support staff feel undervalued

• Staff are unaware of their own biases and discriminatory language

• DTSC policies are not sufficient/not properly disseminated
DTSC Diversity and Inclusion Work Group

Our Mission is: To provide strategies and best practices to achieve a sustainable culture of inclusion and diversity throughout DTSC.

Our Values are:
LEADERSHIP, COLLABORATION, RESPECT, TRUST and GROWTH.

Solutions for DTSC

• Global Diversity and Inclusion Benchmarks

• Formal Recommendations
  • Inclusive behavior
  • Inclusive culture
What’s Next

Independent and Self Sustainable

Revising Recommendations

D&I Final Goals and Recommendations
Photos – Diversity and Inclusion Work Group Meetings & Workshops

[Photo of a hand-drawn mission/charge board]

- Mission/Charge
- Name
- To broaden/enhance DTSC staff/mgmt/exec understanding/perception of D/I/S and mission of DTSC
- To prepare a set of recommendations to Exec Staff, the org, DUIJ, and D/IJ, for the Internal/External
- To prepare a set of recommendations to Exec Staff, the org, DUIJ, and D/IJ, for the Internal/External
- Applicability
- Reflection
- No Acronyms
- Good D/I
- Consolation to DTSC Mission
- DIVERSITY & INCLUSION TASK GROUP
- “D&I TG”
Diversity and Inclusion Work Group Timeline
Identity and Timeline Mapping Activity

EXPLORING YOUR WHOLE SELF

Step 1. Using the figure as a guide, make a map of your various strengths and identities, focusing on three different types: 1) personality and individual features, core values, strengths; 2) given identities; and 3) chosen/acquired/"external" identities.

- **Personality and individual features, core values, strengths** include your traits, behaviors, beliefs, attitudes, and skills that help to make you unique (this includes descriptors, such as “smart,” “assertive,” “loyal,” “expressive,” etc.), as well as your core values (those that are most important to you) and your key strengths and leadership competencies.

- **Given identities** are those that we that we typically do not have much choice about and that we receive by virtue of being part of certain social groups at birth or that come to us later. (Examples include dimensions such as gender, nationality, race, age, culture, ethnicity, sexual orientation, physical ability/disability, and family status and roles such as “oldest child,” “brother,” or “widow.”)

- **Chosen, acquired, or external identities and attributes** are those we choose or otherwise acquire relatively voluntarily. (They include, but are not limited to, aspects such as education level and background, marital and/or parental status, appearance, geographic location, occupation, work experience, political affiliation, hobbies, and in many cases religion.)

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1 This exercise is based in part on Multiple Identity Mapping Exercise, Center for Creative Leadership, 2005.
Personality and individual features, hopes, core values, key strengths & leadership competencies

Given identities

Chosen/ acquired/ “external” identities & attributes
Step 2. Now, answer the following questions:

1. Which of your identities, attributes, and characteristics are the most obvious and/or important to others at work?

2. Which of your identities and attributes, especially those that are important to you, are either relatively hidden or less known at work?

3. When you think of yourself at your best what do you see? What is most important to you?

4. What inhibits you from bringing out some of these more hidden or less known aspects of yourself? What makes it possible or invites you to do so?

5. What do you do/what do others do that helps you be your best self (one that incorporates your valued identities, attributes, and strengths) at work?

6. What conditions would help you or would have helped you share more of yourself?

7. How might bringing more of yourself to work create added value for you and others with whom you work, as well as for the work you do and for DTSC?

8. What can you do to bring more of yourself to work? What can you do to support others in bringing more of themselves to work?

9. When you think about being fully included and engaged at work, what does that look like? What behaviors from others and from yourself help you experience more inclusion? What behaviors do you believe help others around you experience more inclusion?
10. Think about your various identities, when and how you became aware of them, and what they mean to you. For each category listed, write down a few memorable events in each time period that were important or meaningful in some way—perhaps because they helped you become who you are or influenced you in some way, had particular significance for you or others who share one or more of your identities, or represent important milestones or turning points. What happened? Why was it important?

<table>
<thead>
<tr>
<th>Personal Events</th>
<th>Global Events</th>
<th>DTSC</th>
</tr>
</thead>
<tbody>
<tr>
<td>(what happened to you? Why is it important?)</td>
<td>(what happened in the world, in the U.S., in California? why is it important?)</td>
<td>(what happened in with DTSC? why is it important?)</td>
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<td>Before 1970</td>
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<td>1970s and 1980s</td>
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<td>1990-1999</td>
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<td>2000-2009</td>
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<td>2010 to now</td>
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Resources

This list is a collection of works that were provided, read, and referenced for the Diversity & Inclusion Work Group’s edification, consultation, and creation of presentations and this report. Many of these works are available online and can be accessed by clicking on or browsing to the links provided below.

Articles


Books & Book Chapters

Ferdman, Bernardo M. “If I’m Comfortable Does that Mean I’m Included? And if I’m Included, Will I Now Be Comfortable?” Positive Organizing in a Global Society – Understanding and Engaging Differences for Capacity Building and Inclusion, edited by Laura Morgan Roberts et al., Routledge, New York, NY, 2016, pp. 65-70, www.researchgate.net/publication/292608775_If_I%27m_Comfortable_Does_That_Mean_I%27m_Included_And_If_I%27m_Included_Will_I_Now_Be_Comfortable.


**Guides & Handouts**

10 Tips for Being a Successful Diversity & Inclusion Ambassador – All-Staff Edition. CalPERS Diversity Outreach Program.

10 Tips for Being a Successful Diversity & Inclusion (D&I) Ambassador – Manager’s Edition. CalPERS Diversity Outreach Program.


It’s the Little Things That Count – Micro-inequities and Micro-affirmations in the Workplace. CalPERS Diversity Outreach Program.


Stress and Unconscious Bias. CalPERS Diversity Outreach Program.

**Diversity & Inclusion Strategic Plans**


*Diversity, Equity & Inclusion Plan*. EarthJustice, 2016, earthjustice.org/about/dei-plan.


**Reports**


**Videos**


“DE&I keynote speaker Steve Robbins talks open-Mindedness during Oct. 6 address.” Diversity, Equity & Inclusion, University of Michigan, 27 October 2016, [diversity.umich.edu/?features=video-dei-keynote-speaker-steve-robins-talks-open-mindedness-during-oct-6-address](http://diversity.umich.edu/?features=video-dei-keynote-speaker-steve-robins-talks-open-mindedness-during-oct-6-address).


Websites

catalyst.org
ceoaction.com
diversegreen.org
diversitycollegium.org
earthjustice.org
betterworkingworld.ey.com
policylink.org
racialequityalliance.org