“The many ways we differ, the different dimensions that define us as unique individuals.

“We feel respected, valued, supported, and empowered to contribute to our full potential as individuals in a diverse group”.

Both elements of Diversity and Inclusion help and support staff in carrying out the mission of DTSC
Why Diversity and Inclusion?

• Diverse workplaces are **more innovative** at problem-solving.
• Inclusivity promotes **information sharing** and a **sense of belonging**.
• Foster **confidence, equity, fairness, and innovation**.
The Genesis of Diversity and Inclusion Work Group

• February 2016 call for volunteers by Director Lee

• Purpose of Work Group:
  • Assess areas of strength and weakness regarding diversity and inclusion at DTSC
  • Develop recommendations to improve and support these areas
  • Foster intercultural understanding at DTSC
Composition of Diversity and Inclusion Work Group

Executive Sponsorship
• Chief Deputy Director Francesca Negri
• Assistant Director Ana Mascareñas
• Deputy Director Meredith Williams
• Deputy Director Jerilyn López Mendoza
• Legislative Director David Johnson

UC Davis Extension Team
• Tara Zagofsky
  Subcontracted
• Bernardo Ferdman-Ferdman Consulting
• Joel Brown-Pneumoc LLP
Mission: To provide strategies and best practices to achieve a sustainable culture of inclusion and diversity throughout DTSC.

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 workplace diversity and inclusion.
• Staff feel comfortable addressing workplace interpersonal problems.
What did the Work Group accomplish from 9/16 – 11/17?

• Met monthly in facilitated meetings
• Analyzed DTCS policies and practices
• Looked at other organizations
• Completed D&I Report
• Beginning implementation of recommendations
Process of formulating recommendations

• Compared DTSC policies and practices with those in the Global Diversity and Inclusion Benchmarks (GDIB) identified as “best practices”

• Reviewed results from prior employee surveys and 2016 Organizational Health Survey

• Gathered input from other employees via in-depth interviews

• Identified strategies to promote inclusive behaviors, inclusive cultural norms and formal policies and practices to advance Diversity and Inclusion at DTSC
4 Strategic Goals of the Report

• Establish D&I as a fundamental framework at DTSC
• Create an inclusive culture at DTSC and in relationships with communities
• Incorporate D&I in recruitment/retention of employees
• Strive for transparency and sustainability in all changes
Areas of focus to enhance **Inclusion** at DTSC

- Promote open communication
- Implement inclusive practices across all programs
- Improve relationships with Supervisors
- Promote mutual respect
- Evaluate training to reinforce benefits of D&I
- Incorporate into Strategic Planning
Strategies to support Diversity and Inclusion

• Shared leadership opportunities
• Sharing stories, acknowledging our diversity
• Celebratory events
• Interactive training workshops
• Diversity & Inclusion Council
Diversity and Inclusion Council

• Independent and representative body
• Advises DTSC staff on D&I-related issues
• Promotes implementation of Report recommendations and other “best practices”
• Fosters Diversity and Inclusion across all programs
• Serve as liaisons to fellow staff and executive leadership
Prioritization of strategies for early implementation

• Visible to staff
• Awareness building
• Meaningful movement towards reaching Strategic Goals
• Achievable
  • Financial needs to implement successfully
  • Time needed to create and fully implement
Prioritized recommendations

1. **Strategy 1.3.2**: Establish a DTSC-wide D&I Council.

2. **Strategy 1.1.6**: Encourage and provide opportunities for executive leadership, managers, and staff to share their stories.

3. **Strategy 4.2.4**: Encourage regional offices to celebrate Federal special observances (e.g. “Women’s History Month”) and additional diversity calendar events.
3. **Strategy 1.2.1**: Make diversity and inclusion a core pillar of DTSC’s new strategic plan in 2018.

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

5. **Strategy 1.2.3**: Develop a multilevel D&I and equity awareness and training plan for the Department for managers, supervisors and staff.
6. **Strategy 1.1.4**: Establish a sustained and meaningful system for feedback between managers and employees, using performance evaluation surveys and similar tools.

7. **Strategy 2.1.2**: Create and implement on-boarding training that educates new hires on D&I at DTSC.

8. **Strategy 1.4.3**: Encourage managers and employees to regularly engage in interactive conversations to discuss mutual expectations, actions and commitments to promote inclusive work environment.
Next Steps - Transition Overview

Obj. 1: Implement Recs
Obj. 2: Outline Transition Team/Exec Relationship

Obj. 3: Integrate New Exec. Sponsors
Obj. 4: Assemble and Launch D&I Council

Obj. 5: Create Conceptual D&I Implementation Plan
Obj. 6: Prepare Transition Communication Plan
Thank you, IRP!

Questions?
Agenda

• Purpose and Scope of Organizational Health Assessment (OHA) Project
• OHA Assessment Framework
• Summary of OHA Findings
• Next Steps for OHA Project and Organizational Excellence initiative
• Update on recommendations from the Diversity and Inclusion Report
Purpose and Scope of OHA Project

• Position DTSC for long-term success:
  • Identify and understand strengths/weaknesses in organizational health and culture;
  • Document staff’s ideas and priorities to create a culture of excellence, with respect for diversity and inclusion;
  • Define improvement initiatives and compose a multi-year strategic plan;
  • Create a framework to implement initiatives and evaluate progress and outcomes, with reporting and communication;
  • Develop Action Plans and begin implementing year-one initiatives.
Inputs

• **SURVEY**
  • 76% completion rate – 789 staff responses
  • 3,118 comments to open-ended questions

• **INTERVIEWS**
  • 20+ senior staff
  • 15+ program staff

• **FOCUS GROUPS**
  • 12 sessions, 100+ staff participated
Examples of Survey Findings tied to the Organizational Health Assessment Framework
• **Q:** I’m able to do my best to be fully engaged.

• **Q:** I am proud to work for DTSC.
• **Q:** I have a personal stake in the future of DTSC.

• **Q:** My voice and opinion matter to DTSC.
Employee Engagement & Development Findings

DTSC employees suggest
- A better onboarding experience
- More training and development opportunities
- Annual performance reviews
- To be acknowledged for a job well done
- Managers and supervisors to receive training
Leadership Findings

DTSC employees suggest

- More frequent, consistent, and candid communication from and with leadership
- Management to consistently exhibit leadership behaviors
- Leadership opportunities and leadership training
- Retention and succession planning to address the concerns of continuity and consistency when changes occur in the executive leadership team.
Organization & Operations Findings

DTSC employees suggest
- Updated policies and procedures
- A documented decision-making methodology
- Standard, streamlined, and automated metric tracking
- Better integration between core and support programs
Stakeholder & Public Engagement Findings

DTSC employees suggest

- More proactive public education and outreach
- Documented processes on how to communicate and correspond with the public
- Project managers to be the main point of contact with the public, with support by other programs
- Clarity in roles and responsibilities about engaging the public and how and when to engage the Public Participation Program
- More training on how to communicate the science to the public
Tools & Technology Findings

DTSC employees suggest

- Electronic submission and digital review of documents
- Better integration with OEIM to support programs, processes, and projects
- A better internal DTSC site, with search capabilities
- Higher quality data to make it easier to find the information you need
Next Steps for OHA Project

- Action and Implementation Plans are developed to implement year-one recommendations
Status of Action Plans

• Initiative 1: Create a DTSC Training and Development Training Plan
• Initiative 2: Support Annual Performance Reviews and Individual Development Plans
• Initiative 3: DTSC Recruitment Plan
• Initiative 4: Improve Employee Recognition Program
• Initiative 5: Improve Peer Mentoring Program
• Initiative 6: Develop Best Practices for Project Planning and Initiation Checklist
Initiative 1: Create a DTSC Training and Development Plan

- Developed and implemented a DTSC Leadership Academy
- Developed and implemented a DTSC Aspiring Leadership Program
- Conducted training surveys with manager and supervisors
- Executive leadership training and coaching
Initiative 2: 
Support Annual Performance Reviews and Individual Development Plans

Goal of completing 100% of Annual Performance Reviews and Individual Development Plans by the end of FY 2017/18
DTSC Recruitment Plan

• DTSC’s draft Recruitment Plan is ready for executive review.
• The Plan will provide strategies for hard-to-fill classifications.
DTSC’s Office of Civil Rights is on track to implement updated Employee Recognition program by the end of 2017.
Initiative 5:

**Improve Peer Mentoring Program**

- DTSC’s Office of Civil Rights is on track to implement updated Peer Mentoring Program by the end of 2017.
Initiative 6: Develop Best Practices for Project Planning and Initiation Checklist

- DTSC is identifying the development of a checklist as a process improvement recommendation for the Voluntary Cleanup Program review.
- DTSC is developing best practices for a Project Planning and Initiation Checklist.
Status of Diversity and Inclusion

Recommended Strategies

• Incorporated Diversity and Inclusion training in supervisor/manager state-mandated 40-hour training (10/2017)

• Updated performance appraisals for managers and supervisors to emphasize EEO principles (9/2017)

• Updated onboarding guidance for managers and staff (9/2017)

• Finalizing online New Employee Orientation training (1/2018)
Status of Diversity and Inclusion
Recommended Strategies

• Creating off-boarding processes with exit interviews (6/2018)
• Updating harassment/EEO policies and workplace guidelines (6/2018)
• Automating annual policy notification and acknowledgement (6/2018)
• Providing Personnel Liaison training on onboarding (6/2018)
• Draft DTSC Recruitment and Succession Plans (11/2017)
Status of Diversity and Inclusion
Recommended Strategies

- Incorporated Training and Development (T&D) language in all advertisements (2017)
- Developing Administrative Procedures Memo on T&Ds (6/2018)
- Incorporated links in employee separation email encouraging exit interviews (2017)
- Incorporated electronic telework process (9/2017)
Next Steps: Strategic Planning

- Plan
- Design
- Implement
- Review
- Incorporate

Strategic Planning Process

- Mission, Vision, Core Values
- Goals
- Objectives, Strategies, Metrics
- Implementation and Management
- Measurement

Ongoing Initiatives

- Diversity & Inclusion Workgroup Report
- Organizational Risk Assessments
- IRP Input & Feedback
- Stakeholder Input & Feedback
- DTSC Staff, Supervisor, Manager Input & Feedback
- Program Strategic Plans
- Organizational Health Assessment
Aspiring Leaders, DTSC Leadership Graduation
Comments from Aspiring Leaders Participants

• I've decided my motto is to make a difference.

• I want to focus on change, inspiring people and motivating them; we are all leaders.

• Leadership comes into play at every level, every day, in every project.

• We really came together as a team and I will be using these skills starting tomorrow.

• I've set a goal for myself to be a better communicator and listener.
Comments from Aspiring Leaders Participants

• I've learned you have to prepare people for change: teach, prepare, convince, cope. And that was good to learn because I hate change!

• Communication is the most important aspect of the class. You need to communicate in order to deliver.

• You don't motivate others. You provide the opportunity for them to motivate themselves.

• Look for opportunities in change and embrace it with a positive attitude.

• You can't change a person; you can only change yourself.