

KENT COUNTY DIVERSITY, EQUITY & INCLUSION UPDATE



KENT COUNTY...WHERE DIVERSITY, EQUITY & INCLUSION MATTER

UPDATE HIGHLIGHTS

- History & Background
 - Kent County's Business Case
 - 2016 Strategic Plan
 - Diversity Report
 - #WeAreKentCounty
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HISTORY & BACKGROUND

- In 2000, County Administrator/Controller Daryl Delabbio, directed a Staff Insight Subcommittee “to study and make recommendations to the Board of Commissioners regarding the County’s interaction/relationships with people of color in employment, purchasing and otherwise.” After review, the subcommittee reached the following conclusions:
 - Kent County had made a significant effort to ensure that its employment and purchasing practices were open, competitive and offered equal opportunity;
 - The County had seen a commitment and steady increase in the number of minorities represented in its workforce; and
 - The County recognized there was room for improvement.
- As a result, the Cultural Insight Council (CIC) was formed in January of 2001.



KEY ACCOMPLISHMENTS

- Transforming the culture of Kent County...more accepting and welcoming of differences
 - Educational Brown Bag Luncheons
 - Reduced internal strife through education and awareness
 - Increased accountability through leadership and the performance evaluation process
 - Enhanced community perceptions and increased credibility in the diversity, (now equity) and inclusion space
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OUR BUSINESS CASE FOR D, E & I



It's Our Mission

Understanding and awareness of the various cultures within our community allows us to fulfill the mission of Kent County by delivering quality services to our diverse community.



Equitable Treatment

Fair treatment, access, opportunity, and advancement for all employees and community stakeholders, while at the same time striving to identify and eliminate barriers



Inclusion

Maximizes Kent County's operational effectiveness... team members are at their creative and productive best when they are valued for their contributions and are included in their organization's progress.



Cultural Understanding

Among a diverse workforce minimizes Kent County's exposure to costly and unnecessary lawsuits and reduces interpersonal conflicts.



2016 STRATEGIC PLAN



Cultural Intelligence (CQ) is the capability to relate and work effectively in culturally diverse situations.

PROCESS

- 11 planning sessions with the CIC and Executive Leadership Team
 - Community Stakeholder Input Session
 - CQ Assessment by leadership team
 - Employee Feedback
 - Employee Brown Bag Luncheon
 - Employee Survey (1,700 distributed, 549 completed, 32% response rate)
 - Internal Document Review - diversity plan, employee handbook, etc.
 - External Literature Review - best practices, models, etc.
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DIVERSITY, EQUITY AND INCLUSION STRATEGIC PLANNING TEAM

Executive Sponsor: Daryl Delabbio, County Administrator

Executive Group:

- Dar Baas, Public Works Director
- Timothy Beck, Deputy Director for Technology
- Christopher Becker, Prosecuting Attorney
- Teresa Branson, Deputy Administrative Health Officer
- Cal Brinks, Purchasing & Fleet Services Manager
- Wayman Britt, Assistant County Administrator
- Al Jano, Facilities Management Director
- Darius Quinn Human Resources Manager
- Huemartin Robinson, Assistant Superintendent of Detention
- Amy Rollston, Human Resources Director
- Mary Swanson, Assistant County Administrator
- Andrew Thalhammer, Circuit Court Administrator
- Michelle Young, Undersheriff

COMMUNITY STAKEHOLDERS

Disability Advocates of Kent County

Ferris State University School of Latino Business Studies

Grand Rapids Civil Service Commission

Grand Rapids Pride Center

Greater Grand Rapids Urban League

GVSU Office of Multi-Cultural Affairs

Hispanic Chamber of West Michigan

Michigan Works Veterans & Civilian Services

Partners for a Racism Free Community

The Nottawaseppi Huron Band of the Potawatomi

United Methodist Community House

West Michigan Asian American Association

West Michigan Refugee Education & Cultural Center

Women's Resources Center

Woodrick Diversity Learning Center

GUIDING FRAMEWORK

LEADERSHIP COMMITMENT

to commit to **intentional** and **planned change** that creates an institutional culture in which diversity is fundamental to ALL aspects of organizational life

ACCESS & EQUITY

to achieve **access and equity** within the organization (employees) and among county residents, particularly with **underrepresented** and **underserved** populations

MULTICULTURAL AND INCLUSIVE ORG. CLIMATE

to establish an **organizational climate** in which every member of the organization feels a sense of belonging and is able to participate fully in the life of the institution

LEARNING & DIVERSITY

to ensure that employees at every level of the organization have the **capabilities (cultural intelligence)** to effectively serve the diverse population of county residents and stakeholders

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

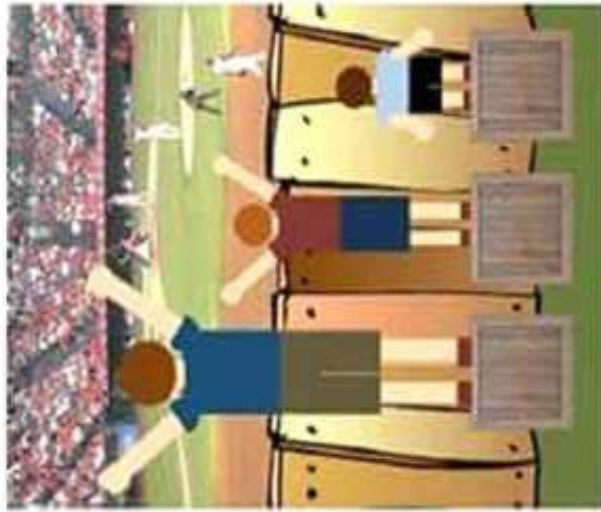
to develop **diverse, innovative and strategic community partnerships** that focus on **access and equity** for all county residents, particularly underrepresented and underserved populations



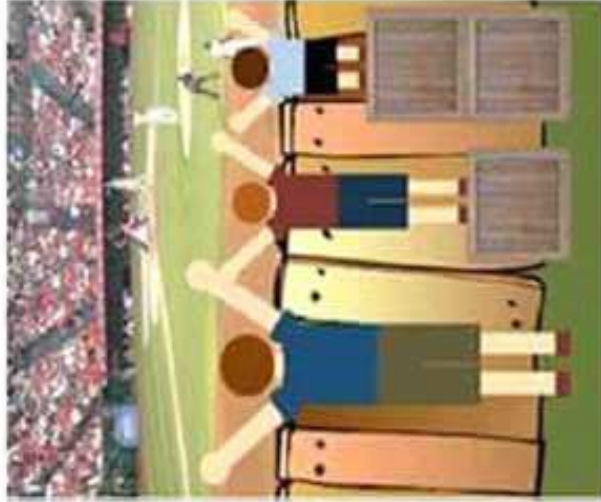
KEY OUTCOMES

- **Adopted Equity Framework:**
 - **Equity (and Access):** The guarantee of fair treatment, access, opportunity, and advancement for all employees and community stakeholders, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups, particularly historically underrepresented or underserved groups.
- **New Action Oriented Mission Statement:**
 - To advance a culture that demonstrates diversity, equity and inclusion.
- **Revised County Polices**

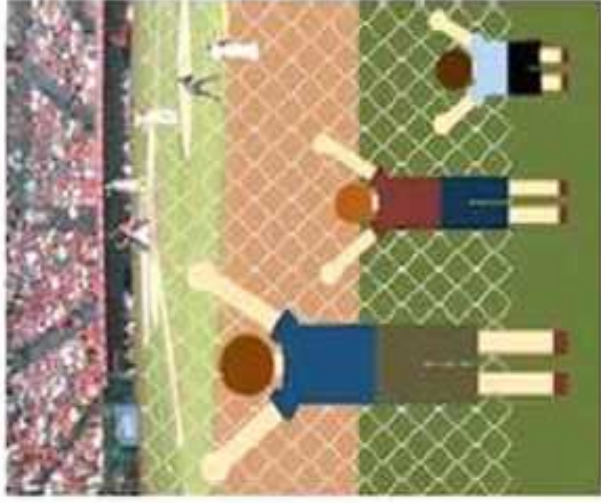
EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

5 YEAR STRATEGIC PRIORITIES

LEADERSHIP

- The County will address enhancing its diversity, equity and inclusion efforts through leadership by top leadership modeling the way and demonstrating a greater commitment to DEI, engaging the BoC and improving hiring practices to ensure a more diverse pool of talent

ORGANIZATIONAL CULTURE

- Kent County will continue working towards developing an inclusively excellent organizational culture through employee training, assessment and improved communications

ACCOUNTABILTY

- The County will develop and implement strategies to monitor efforts and progress

STRATEGIC PRIORITIES IN ACTION

- **Leadership**

- Cultural Intelligence Training for Executive Leadership Team and Union Leadership
- BoC engagement through Diversity, Equity & Inclusion Updates/Reports
- Community Engagement by BOC by establishing a sub-committee of the BoC to examine how to improve the inclusiveness of citizen boards and committees

- **Organizational Culture**

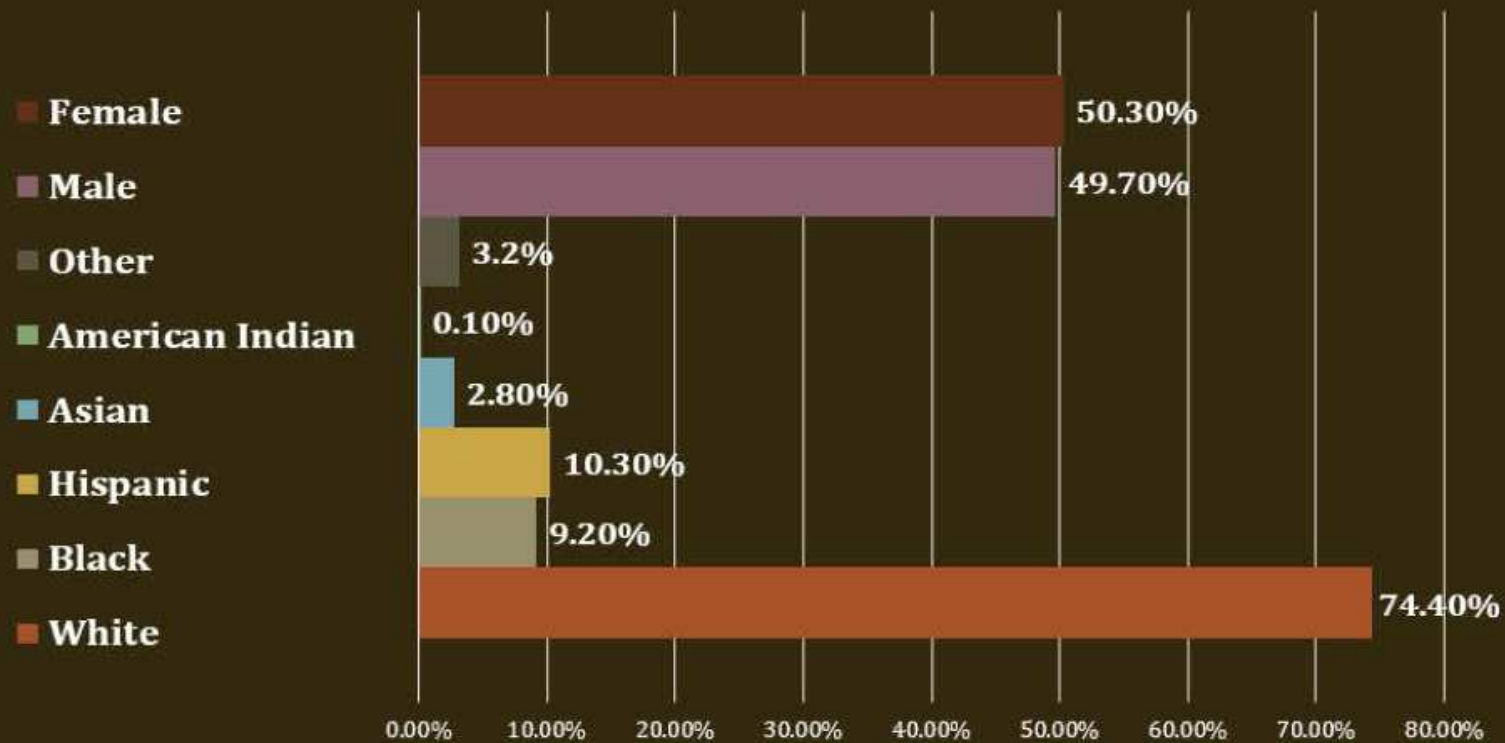
- Cultural Intelligence Training/Assessments for County Staff

- **Accountability**

- County departments/agencies will include relevant performance measures
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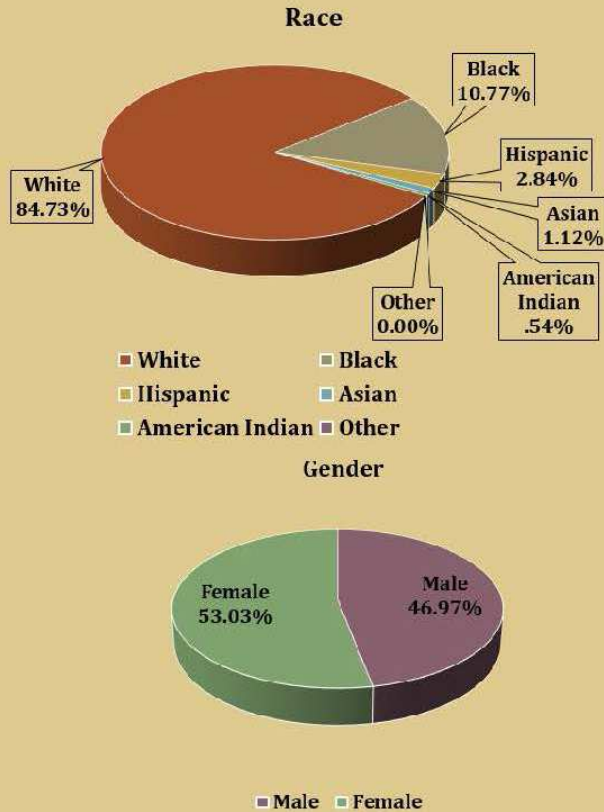
BY THE NUMBERS

KENT COUNTY TOTAL POPULATION

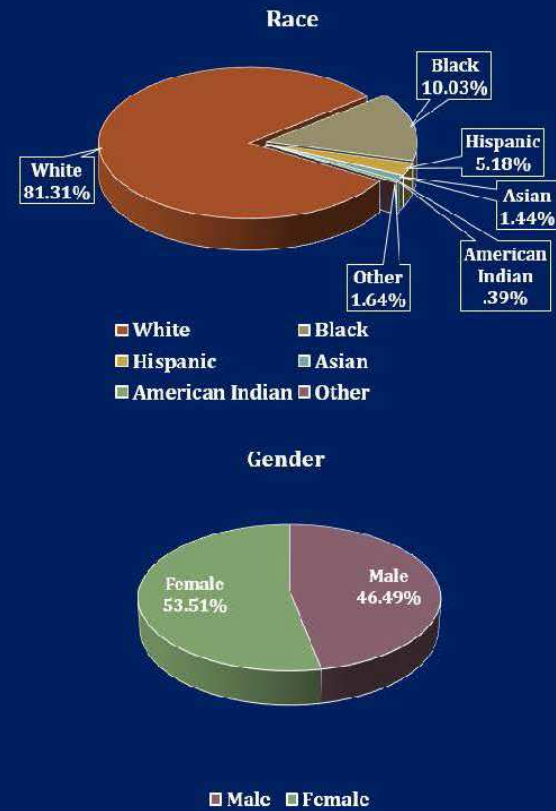


KENT COUNTY WORKFORCE

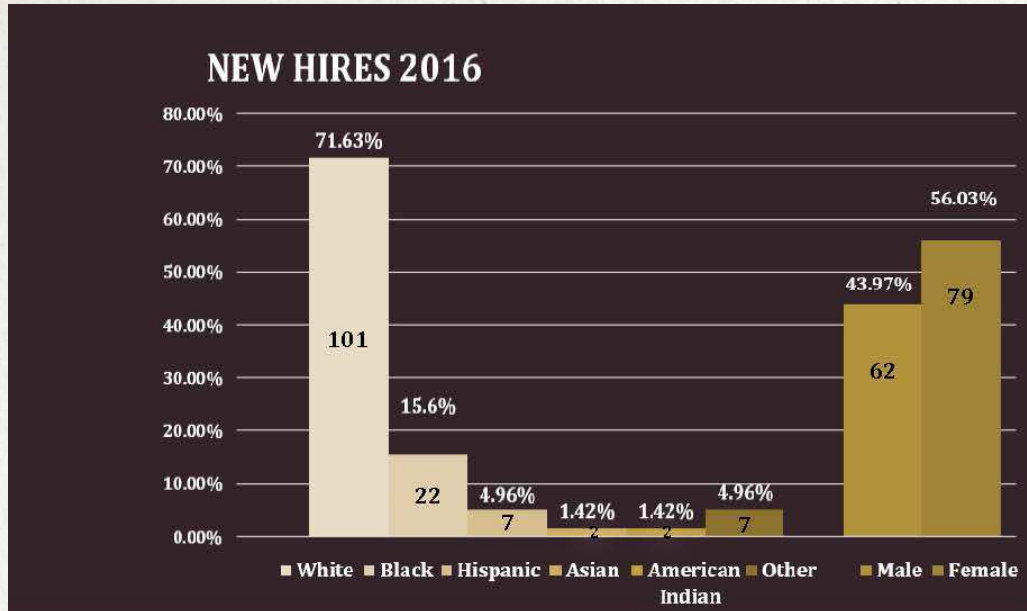
WORKFORCE - DECEMBER 2000



WORKFORCE - DECEMBER 2016

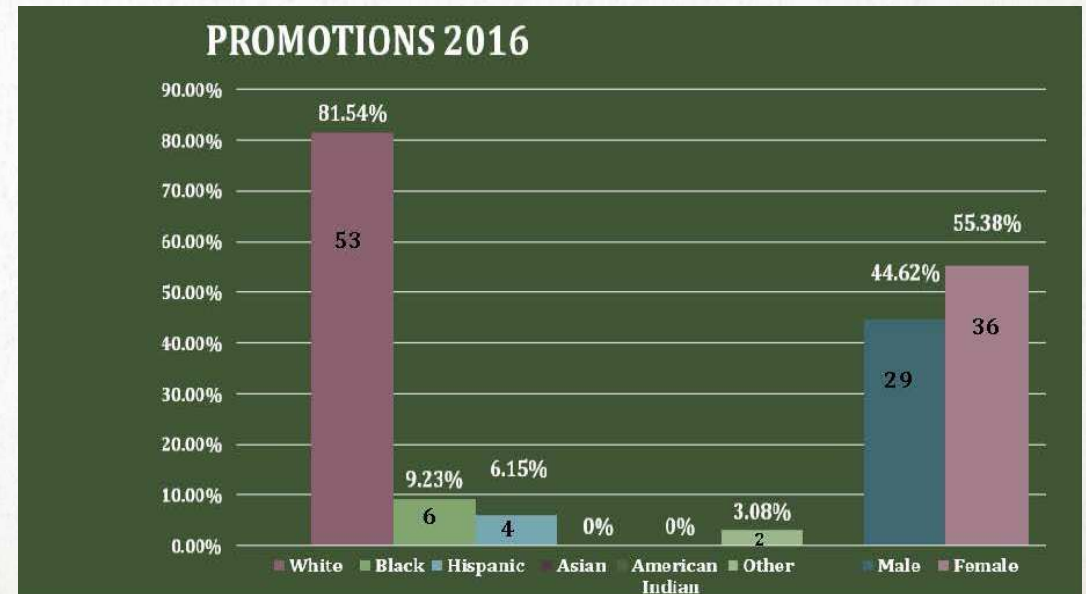


2016 AT-A-GLANCE



141 Total New Hires in 2016

65 Total New Promotions in 2016



WORKFORCE DISTRIBUTION

EEO-4 Categories



Administrative Support
328



Officials & Administrators
89



Para-professionals
130



Professionals
368



Protective Service Workers
359



Service Maintenance
33



Skilled Craft Workers
44



Technicians
174

White	268	75	70	316	294	27	42	148
Black	30	11	41	25	19	5	0	12
Hispanic	14	3	11	18	22	0	2	9
Asian	7	0	2	7	4	0	0	2
American Indian	3	0	0	0	2	1	0	0
Other	6	0	6	2	8	0	0	3



88

**Military
Veterans
Currently
Employed**



UPDATE/HIGHLIGHTS

- Minority representation has increased slightly by nearly 2% since formal efforts began in 2000.
- Overall, Kent County's workforce closely represents that of our community. However, there is room for progress.
- Recent hiring of minorities (23.4%) and promotions of ethnic minorities (15.38%) is trending positively.
- Women occupy 14 key director and deputy director positions within the County's 25 departments/agencies.
- Kent County continues to support and engage with a broad range of community partners from underrepresented groups (ex: Veterans, LGBT-Q groups, etc.).
- Efforts have resulted in reduced formal complaints.

KEY OPPORTUNITIES

- Kent County is working hard and doing a good job to achieve and sustain authentic diversity, equity and inclusion in our workplace, but there are opportunities to do better:
 - Leadership Engagement
 - Opportunities to prepare and hire more minorities (.92) into key leadership roles
 - Hiring from within the Hispanic/Latino community
- Enhance organizational Culture
- Build in Accountability (To employees and those we serve)

#WEAREKENTCOUNTY

Follow us on Social Media:

