

Kent County
Diversity, Equity &
Inclusion Update 2018



2018 Update Highlights

- History & Background
- DEI Strategic Planning Process
- Cultural Intelligence
- Diversity Report

Strategic Planning History & Background

- In 2000, a Staff Insight Subcommittee was formed “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.

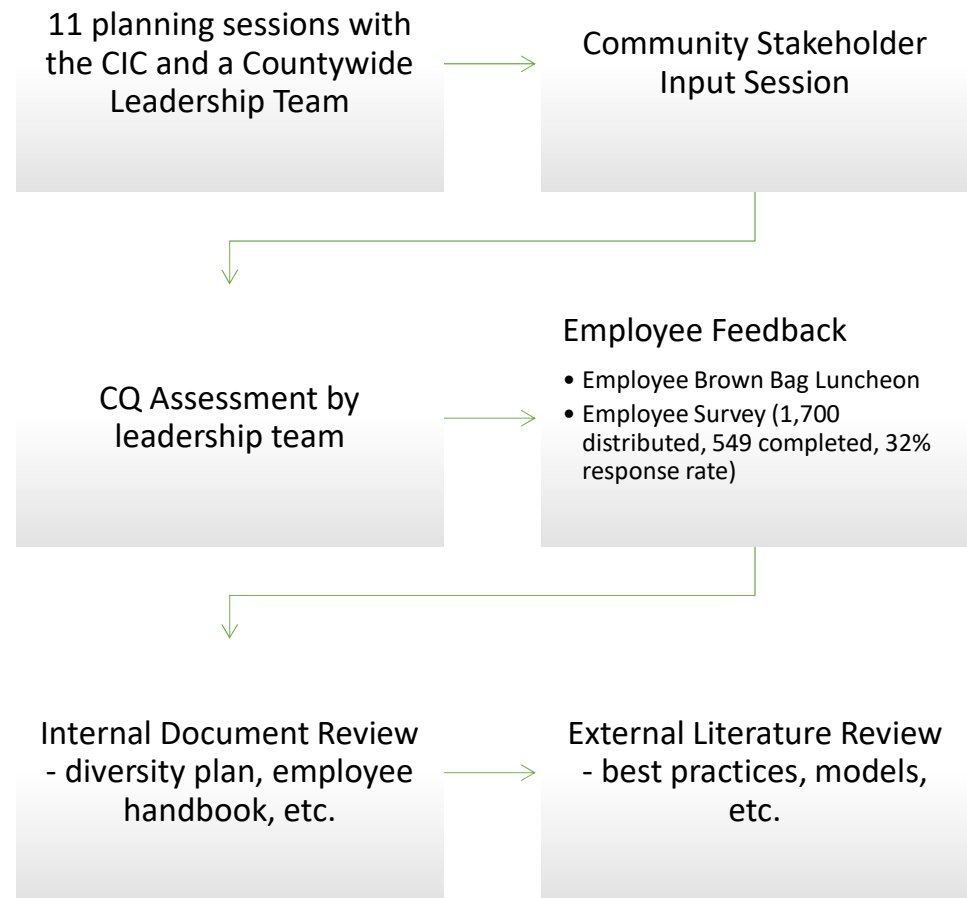


2016 Strategic Plan



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

The Planning Process



- Gerard Akkerhuis
- Hilary Arthur
- Chris Becker
- Teresa Branson
- Matthew Budd
- Natasha Burke
- Michelle Burt
- Rita Caruth
- Kyla Colombel
- Santiago Estrada
- Kara Dalziel
- Chuck Dewitt
- Angela Dolan
- Sangeeta Ghosh
- Kenisha Harris
- Michelle Lajoie-Young

Circuit Court - Case Management
 63rd District Court
 Prosecuting Attorney's Office
 Health Department
 Juvenile Detention
 Friend of the Court
 Fiscal Services
 Prosecuting Attorney's Office
 Health Department
 Veteran's Services
 63rd District Court
 Sheriff's Office
 Circuit Court Services
 Administrator's Office
 63rd District Court
 Sheriff's Office

- Michael Loxterman
- Stacy McGinnis
- Marcela Morales-Morris
- Lynette Pearson
- Darius Quinn
- Micheal Remo
- Cynthia Robinson
- Huemartin Robinson
- Juan Rosario
- Darrell Singleton Jr.
- Julie Taylor
- Julie Vredeveld
- LaSchelle Walton

Information Technology
 Juvenile Detention
 Circuit Court - Family Division
 Circuit Court - Family Division
 Human Resources
 Circuit Court - Family Division
 Information Technology
 Juvenile Detention
 Friend of the Court
 Kent County Community Action Agency
 Health Department
 Friend of the Court
 Friend of the Court

Kent County Cultural Insight Council Members

Diversity, Equity and Inclusion Strategic Planning Team

Strategic Planning Leadership Team:

- 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, County Administrator/Controller
- 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 Stakeholder Organizations

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

**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

Guiding Framework

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

ACCOUNTABILITY

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

KEY OUTCOMES

- **New Action Oriented Mission Statement:**
 - To advance a culture that demonstrates diversity, equity and inclusion.
- **Review & Revision of County Polices**
- **Begin Reporting Back 1-2 Times Annually to County Board of Commissioners**
- **Hundreds of County Staff Trained in CQ to Date**
- **Strengthened Community Outreach Efforts**

COMMUNITY ENGAGEMENT INITIATIVES AND PARTNERSHIPS

- Dr. Martin Luther King Jr. Corporate Breakfast
- Giants Awards & Banquet
- Legacy Luncheon
- The FORUM 2018
- Cesar E. Chavez Unity Luncheon
- **Remembering the Dream Tribute**
- WMHCC Annual Awards Banquet
- Institute for Healing Racism
- Asian Gala 2018
- Rock the Block Street Festival
- Grand Rapids African American Health Institute Gala
- 30th Annual Grand Rapids Pride Festival
- Freedom Fund Banquet
- Invest in Ability Dinner
- YWCA TRIBUTE! Awards

Urban League of West Michigan

Grand Rapids Community College

Grand Rapids Legacy Luncheon Committee

Partners for a Racism Free Community

The Committee to Honor Cesar E. Chavez

Kent County Board of Commissioners & County Staff

West Michigan Hispanic Chamber of Commerce

Woodrick Diversity Learning Center - GRCC

The West Michigan Asian American Association, Inc.

LINC Community Revitalization, Inc.

Grand Rapids African American Health Institute

Grand Rapids Pride Center

NAACP - Grand Rapids Branch

Disability Advocates of Kent County

YWCA - West Central Michigan



Kent County event to honor memory of MLK on anniversary of his death

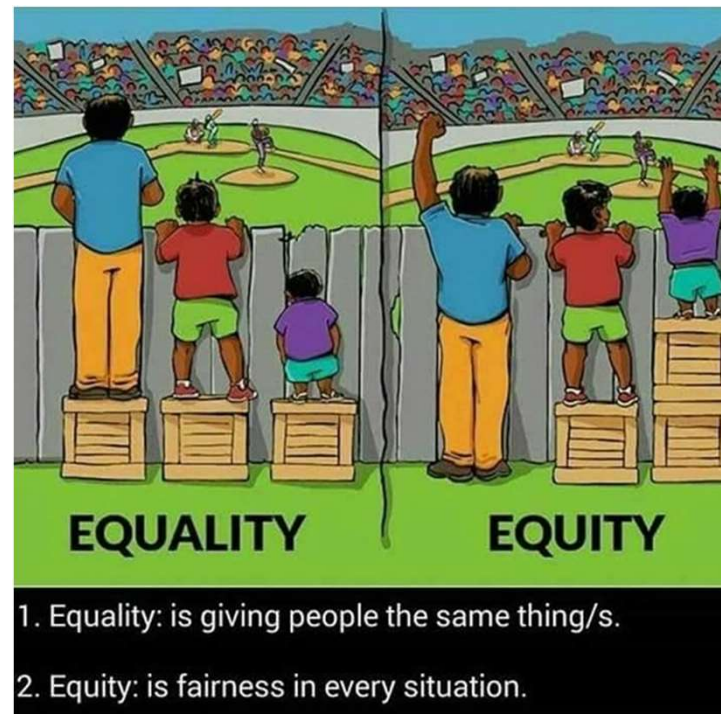
Updated Mar 29; Posted Mar 29



In this April 3, 1968, file photo, Dr. Martin Luther King Jr. makes his last public appearance at the Mason Temple in Memphis, Tenn. The following day King was assassinated on his motel balcony. (AP Photo/Charles Kelly, File)

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.



KEY OUTCOMES

Adopted the Cultural Intelligence (CQ) Model



What is CQ?

Cultural Intelligence (CQ) is a person's capability to function effectively in a variety of cultural contexts - both internationally and domestically.

In our own cultures, we usually have an idea of what's going on around us because we have a wealth of information, most of which is subconscious, that helps us make sense of what we experience and observe. When we interact with individuals who have a different cultural background, the same cues may mean something entirely different.



CQ CAPABILITIES

CQ includes four capabilities:

CQ Drive

Your interest, drive and confidence to adapt to multicultural situations.

CQ Knowledge

Your understanding about how cultures are similar and different.

CQ Action

Your ability to adapt when relating and working interculturally.

CQ Strategy

Your awareness and ability to plan for multicultural interactions.



Strategic Priorities In Action

- **Leadership**

- Cultural Intelligence Training for Executive Leadership Team and Union Leadership
- E-Learning Training Modules for 24/7 Operations
- BoC engagement through Diversity, Equity & Inclusion Updates/Reports
- Examine Search Committee Process
- Community Engagement by BOC

- **Organizational Culture**

- 10 Certified CQ Trainers to Deliver Cultural Intelligence Training/Assessments for County Staff (Existing & New Hires)
- Added Excellence in Diversity, Equity and Inclusion Award during Public Service Recognition Week
- MPP Performance Reviews Include Discussions on Improving CQ
- Enhanced Structured DEI communications

- **Accountability**

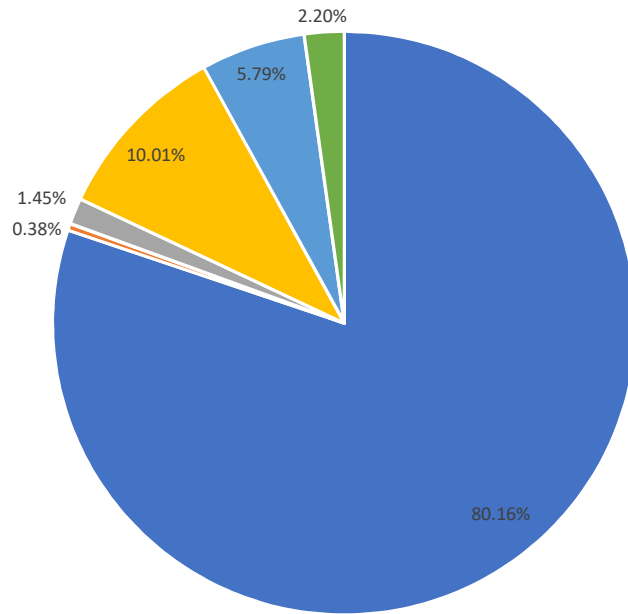
- County departments/agencies will include relevant performance measures

Diversity Report

Kent County Workforce

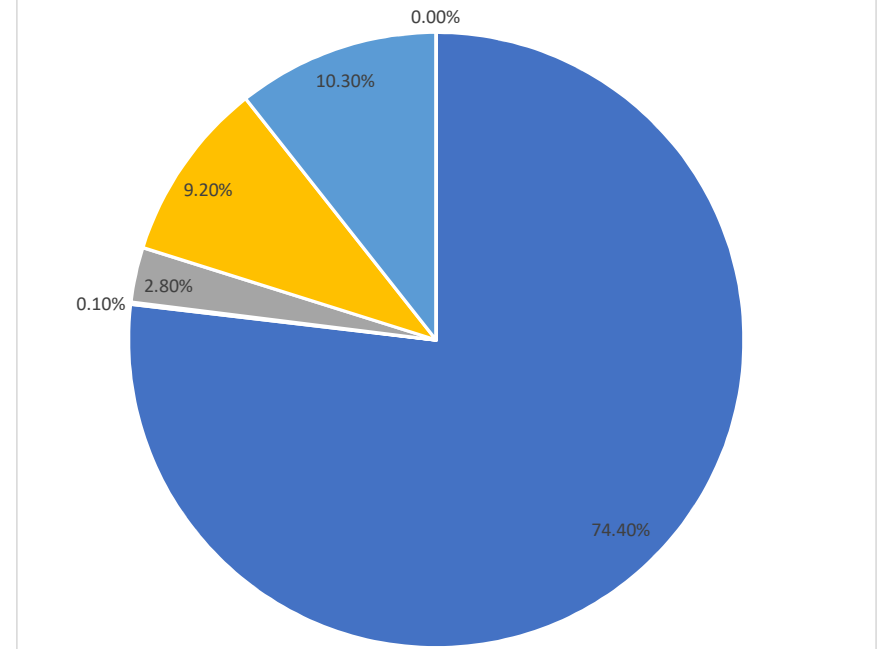
17.63 Minority
53.02 Female

Kent County Employment



■ White ■ American Indian ■ Asian ■ Black ■ Hispanic ■ Other

Kent County Total Population

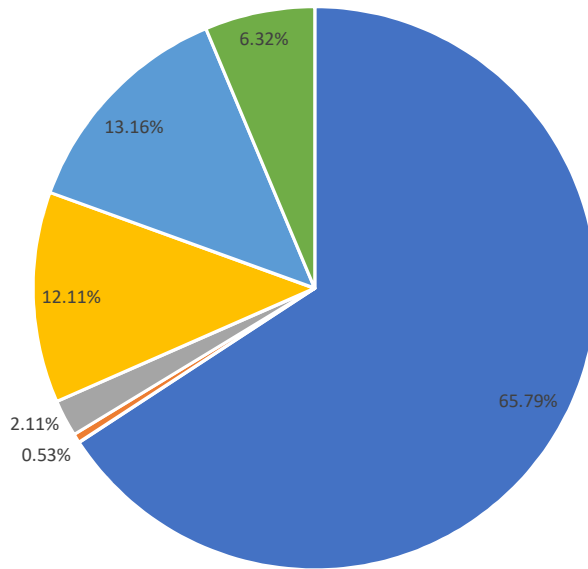


■ White ■ American Indian ■ Asian ■ Black ■ Hispanic ■ Other

New Hires

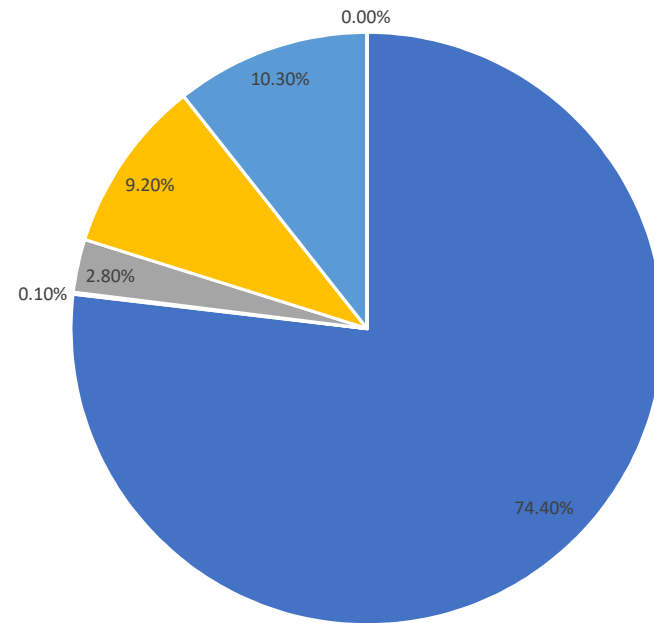
27.89 Minority
50.53 Female

2017 New Hires



■ White ■ American Indian ■ Asian ■ Black ■ Hispanic ■ Other

Kent County Total Population

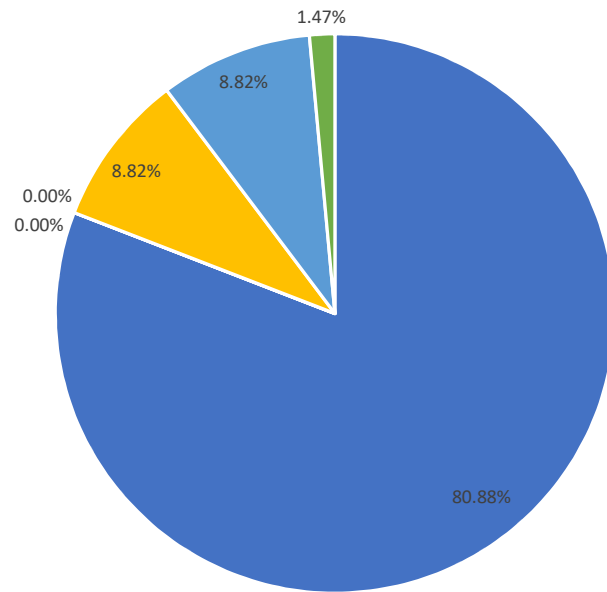


■ White ■ American Indian ■ Asian ■ Black ■ Hispanic ■ Other

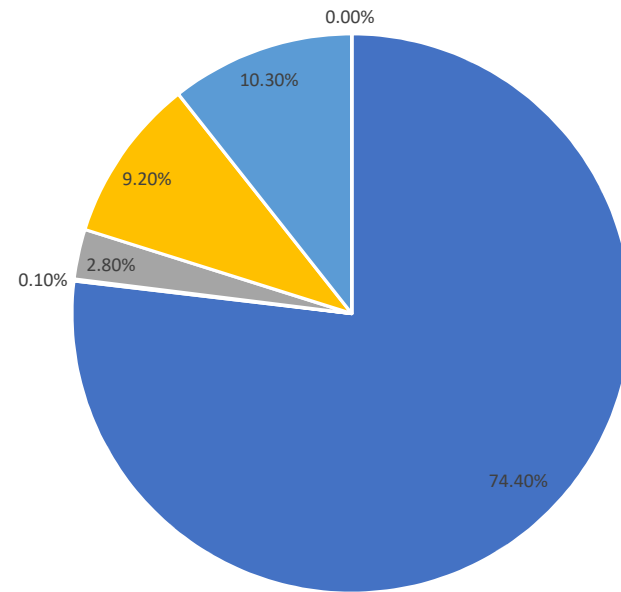
Promotions

17.65 Minority
60.29 Female

2017 Promotions



Kent County Total Population



■ White ■ American Indian ■ Asian ■ Black ■ Hispanic ■ Other

■ White ■ American Indian ■ Asian ■ Black ■ Hispanic ■ Other



Veterans

87 Military Veterans Currently Employed

5.5% of Total Workforce

Hispanic/Latino Engagement

- Continued partnership with Ferris State University's Latino Talent Initiative
- Hosted a Discussion for County Employees by the Hispanic/Latino Commission of Michigan - *Opportunities and Issues in Western Michigan Latino Communities.*
- Resulted in the Formation of an Internal Latino Engagement Task Force to examine unique issues.
- Continue Community Engagement within the Latino Community and Organizations (Hispanic Chamber, Hispanic Center, Committee to Honor Cesar Chavez Initiatives).
- Discussions Surrounding Hispanic Media Outreach.



Latino Talent Initiative
Class of 2025





The Kent County Cultural Insight Council's
2017 Brown Bag Luncheon Series Presents:

The Hispanic/Latino Commission of Michigan
Opportunities and Issues in Western Michigan Latino Communities



Sonya Hernandez



Felipe Lopez Sustaita



Carlos Pava

Wednesday, December 13, 2017
Kent County Courthouse
Employee Conference Center - 5th Floor
12:00 PM - 1:15 PM

Improve CQ Knowledge
Your understanding about

Improve CQ Strategy
Your awareness and ability



DIVERSITY HIGHLIGHTS

- Overall, Kent County's workforce closely represents that of our community. However, there is room for progress
- Recent hiring of minorities (27.89%) and promotions of ethnic minorities (17.65%) is trending positively
- Women occupy 12 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 into key leadership roles
 - Listening to issues and concerns from the Latino Engagement Task Force
- Build in Accountability (To employees and those we serve)

Thank You
