



COUNTY OF SAN DIEGO
DIVERSITY & INCLUSION
ANNUAL REPORT
2016



COUNTY OF SAN DIEGO
DIVERSITY & INCLUSION



A MESSAGE FROM OUR CAO

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CHIEF ADMINISTRATIVE OFFICER

As we turn the page on another year of embodying a culture of diversity and inclusion within the County of San Diego, we can reflect on our success and accomplishments. Authenticity and respect are the foundation to building a culture of inclusion where our employees feel valued and appreciated. The implementation of the County's Diversity and Inclusion (D&I) Strategic Plan continues to strengthen and complement the diversity and inclusion practices

already in place at the County. The Resource Team for Diversity & Inclusion has been at the forefront of operational implementation throughout our first year and continues to be our guiding light.

As noted in our strategic plan the 4 desired outcomes are:

Exceptional
Services to Our
Diverse Customers

Inclusion for All
Employees &
Customers

A Motivated &
Engaged Workforce

Organizational
Effectiveness &
Innovation

The following report highlights and represents the achievements of the first phase of a five year strategic plan which strengthens and sustains the County's commitment to ensuring a diverse and inclusive environment for our employees and the customers we serve.

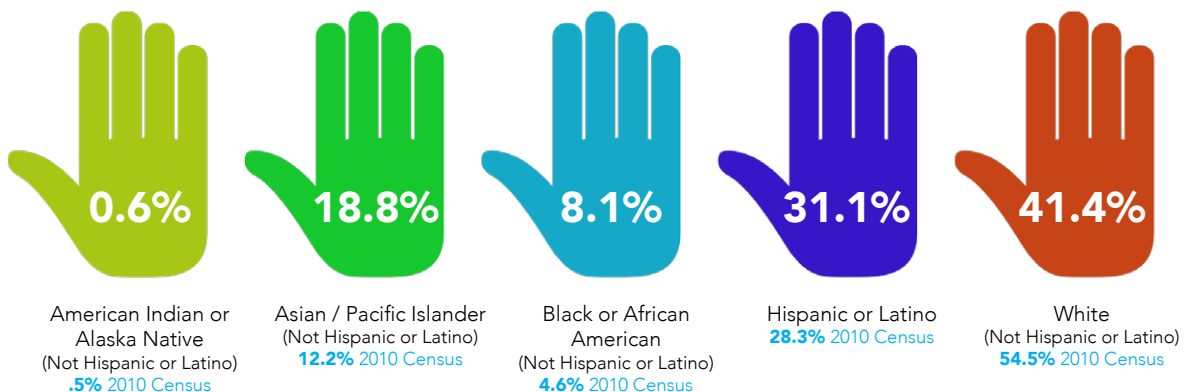


WE ARE THE COUNTY



The County of San Diego promotes and honors the diverse culture and history of our great region. From world-class beaches to majestic mountains and deserts to the east, our geography is as diverse as the population that calls the County of San Diego home.

Our goal is to have our workforce diversity directly reflect the ethnic diversity of the community we serve thus strengthening our customer experience focus, as compared to the available workforce in San Diego County as determined by the 2010 Census. You can see, our workforce is as diverse as the community we serve.



COUNTY OF SAN DIEGO **WORKFORCE DIVERSITY STATISTICS**
2010 CENSUS COMPARISON

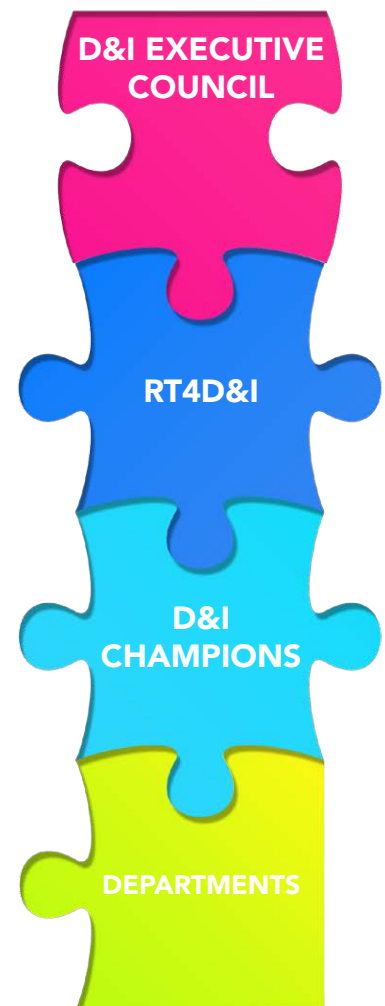


COUNTY OF SAN DIEGO
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I. FORMAL STRUCTURE

CREATION OF A FORMAL STRUCTURE TO SUPPORT D&I

A formalized D&I organizational structure ensures a focused vision and provides a Countywide mechanism for guidance, accountability, performance measurement, and communication. Each level of the D&I structure has specific responsibilities that support and complement each other. **The Executive Council** is charged with assisting in implementation, providing ongoing guidance and ensuring the resources necessary to support the initiative. **The Resource Team for Diversity and Inclusion** is charged with supporting the Council by creating the tangible tools and various materials to educate and spread the D&I culture. **D&I Champions** serve as the direct link with the **Department Directors** and employees Countywide and promote diversity and inclusion concepts at the department level, offering practical measures to reinforce the D&I strategic plan.



D&I CHAMPIONS



To spread the D&I message throughout the organization, a total of 110 Champions were selected from each department to be leaders to help guide and demonstrate the essence of diversity and inclusion at a departmental level. D&I Champions are essential as they understand and appreciate the different ways others think, act, believe, behave, and are willing and open to learn and change their perceptions and behaviors for the greater good of the organization. To support the Champions, a D&I Champion Training Program was developed and comprised of a foundational workshop, classroom trainings and diversity dialogue opportunities to prepare champions to meet the needs of their departments on their D&I journey.

D&I PRESENTATIONS

OVER 2000 EMPLOYEES were recipients of D&I presentations that provided an overview of the D&I Strategic Plan and D&I concepts.

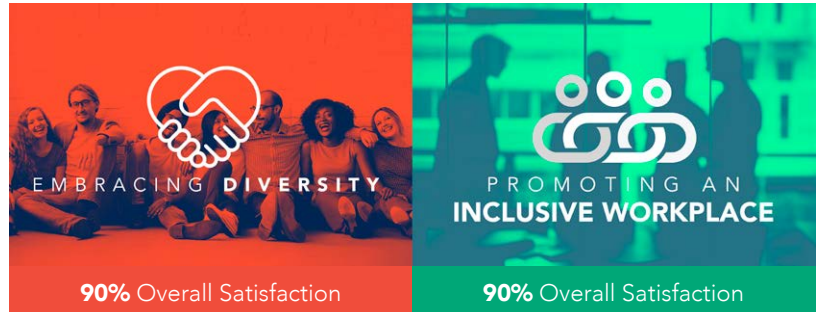
Executive teams from all five business groups, the human resources community, and numerous departments and divisions were provided a list of D&I action items to guide employees at every level of the organization, emphasizing the significant role they have in promoting inclusion and providing culturally competent customer service.



II. INCREASED EDUCATION AND AWARENESS

D&I EDUCATION

The Department of Human Resources' Talent Development Division enhanced its core diversity class, Embracing Diversity & Inclusion, and designed a new class, Promoting an Inclusive Workplace, to reflect the D&I strategy.



Promoting an Inclusive Workplace highlights how employees can promote an inclusive workplace by defining, practicing and demonstrating cultural competence and communication through: curiosity, self-awareness, flexibility, collaboration, leadership, and relationship building.

To highlight the value of diversity and inclusion to newly hired employees, Embracing Diversity and Inclusion is now a key component of the New Employee Orientation as we onboard staff. It is designed to empower and help employees understand that everyone is responsible for creating a County culture that values diversity and promotes inclusion, covering the four concepts of diversity, inclusion, cultural competence and equity.

- Classroom 28
- Video 3
- Online 4

15,479
TRAINING HOURS

6,664
EMPLOYEES PARTICIPATED
IN D&I RELATED TRAININGS

D&I TRAININGS
AVAILABLE FOR COSD EMPLOYEES

- **92%** of new employees reported that they understood the County's diversity vision and goals
- **93%** of new employees reported valuing diversity is an integral part of the County's mission and strategy
- **89%** of trainees reported that the examples, materials and content of training reflect the County's commitment to a diverse workforce.

Current Countywide Classroom Trainings:

- Generations in the Workplace
- Promoting an Inclusive Workplace
- Embracing Diversity & Inclusion
- Serving Diverse Customers
- Championing D&I
- The Art of Inclusive Communication (NCRC)
- Unconscious Bias Ted Talk



II. INCREASED EDUCATION AND AWARENESS

D&I EDUCATION



The Resource Team for Diversity and Inclusion hosted three educational events designed to increase awareness of inclusion in the dimension of disability called “Exploring Unconscious Bias and Disability in the Workplace”. The event was a panel discussion featuring County employees living with disabilities. This format allowed panelists to share their personal stories and answer questions from the audience, creating a very engaging and captivating experience for all in attendance. This event directly aligned with the desired outcomes of the strategic plan by encouraging authentic dialogue and inclusion for all.

OUTREACH & EVENTS



A member of the Resource Team for D&I was invited to be on a panel at the County’s Customer Service Summit, which focused on providing culturally competent customer service. This cross-functional threading and sharing of ideas across County Initiatives promotes strategic alignment and naturally entwines D&I and customer service to strengthen the customer experience focus.

Resource Team members for Diversity and Inclusion also participated in the Spring Valley Fiesta, hosted at a County Library in partnership with the San Diego County Latino Association ERG. As they celebrated Latino Heritage Month, D&I members shared the D&I initiative concepts with community members, provided written materials and even provided face painting.



Outreach Event

These types of activities throughout all levels of the organization will continue into the next year and provide opportunities for employees to engage, develop and maintain stronger, trusting, inclusive relationships among staff and with our customers.



II. INCREASED EDUCATION AND AWARENESS

EMPLOYEE RESOURCE GROUPS (ERG)

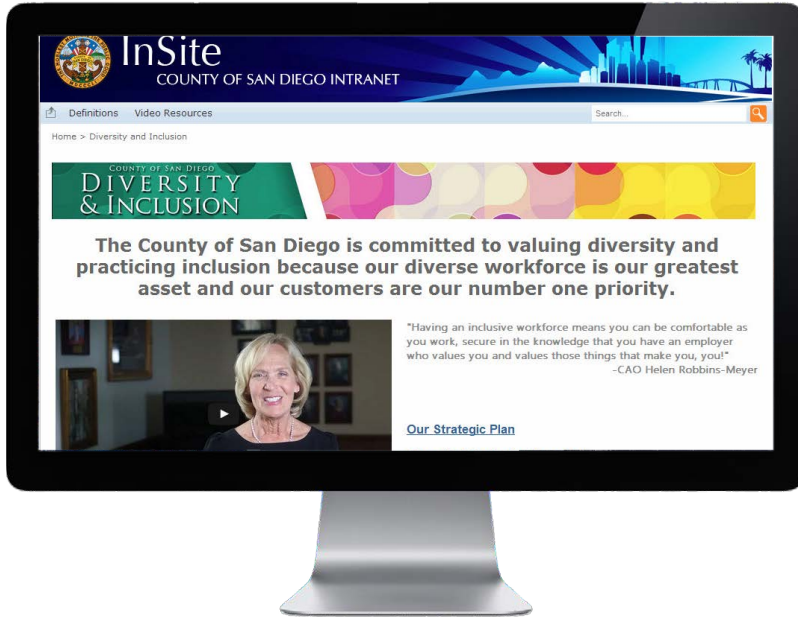


The County's Employee Resource Group (ERG) leaders have long promoted diversity and inclusion, so a partnership seemed natural between the Resource Team for Diversity and Inclusion and leaders from the County's 9 ERGs.

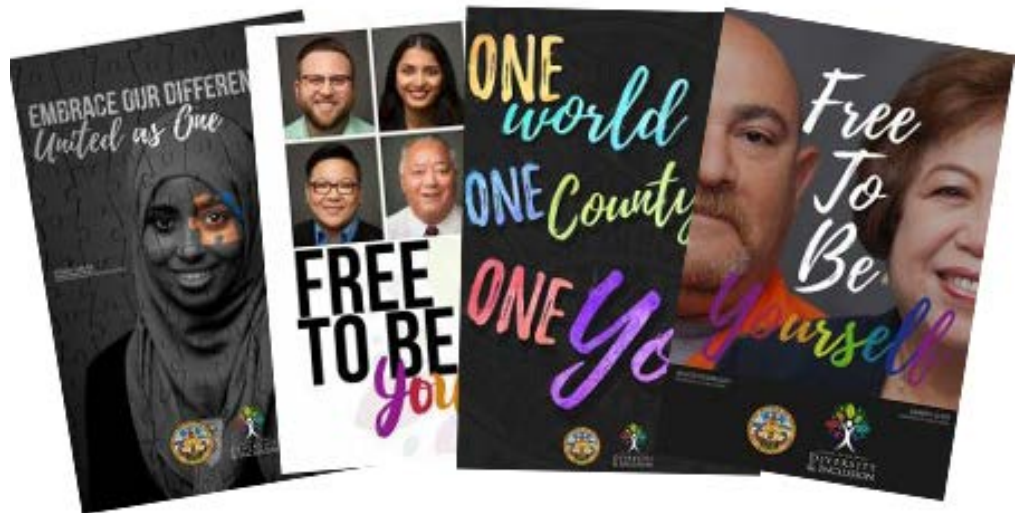
The Resource Team for Diversity and Inclusion was invited to participate in the Second Annual ERG Leadership Summit. The theme of the Summit was Journey to Inclusion: Maximizing ERG Impact on D&I Success. Outcomes of the summit included: alignment of the ERGs with the County's Strategic Plan for Diversity and Inclusion; development of a collective perspective on what it means to effectively develop D&I Champions; and collaborative efforts to promote and foster inclusion at the County.



MARKETING



The Resource Team for Diversity and Inclusion, in partnership with County Communications Office, launched a D&I web-page accessible to all County employees. This site serves as a repository for D&I information and resources. Items available include 5 informational videos, introductions to the D&I mission and vision and D&I concepts, ERG contact information and activities for supervisors and managers to share with staff to assist in the dissemination of D&I principles and concepts throughout the County.



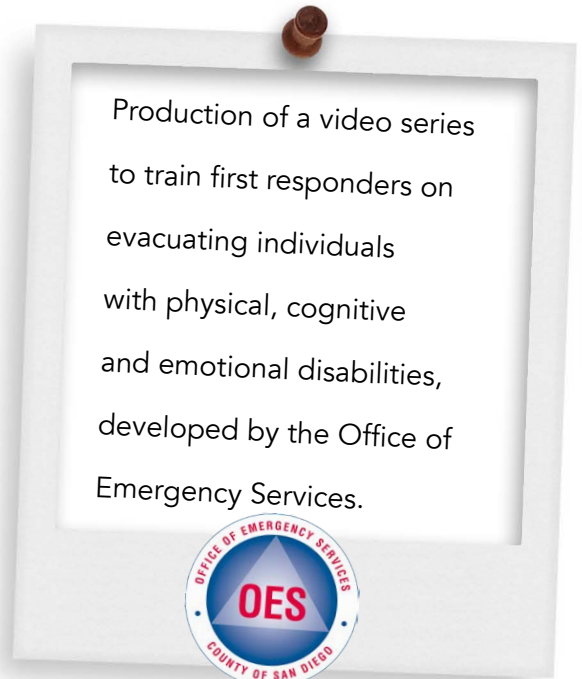
You can also find a variety of D&I materials including posters, banners and promotional items showcased with the newly developed logo and branding featuring County employees. These items are available for purchase by departments to generate enthusiasm in their teams and to show their commitment to D&I.




IV. EXCEPTIONAL CUSTOMER SERVICE

EXCEPTIONAL EXPERIENCES FOR OUR DIVERSE CUSTOMERS

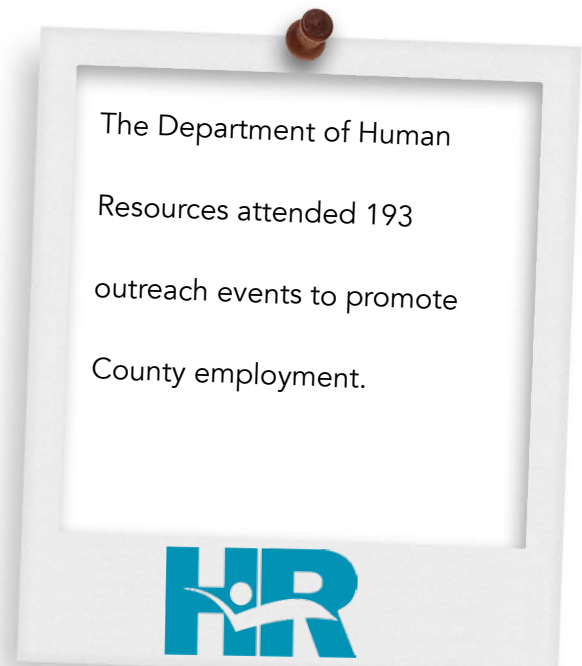
The County's top priority is to provide exceptional experiences for our customers. The symbiotic relationship between diversity and inclusion and customer service creates a natural blending to best meet the needs of our customers. By advocating a County culture that has a diverse and inclusive workforce that reflects the communities we serve, we celebrate our strengths and empower our employees to express cultural competence in their interactions with our customers. Some of the accomplishments from 2016 that reflect the strengthening of our customer service focus include:




Production of a video series to train first responders on evacuating individuals with physical, cognitive and emotional disabilities, developed by the Office of Emergency Services.



Production of Spanish, Filipino, Vietnamese and Chinese language voting videos, the result of a collaboration between the Registrar of Voters and media arts.



The Department of Human Resources attended 193 outreach events to promote County employment.



The Departments of Environmental Health and Agriculture Weights and Measures invited gas station owners, operators and contractors to discuss what good customer service means to them.



Analysis of customer demographic data, to ensure staff are trained to provide culturally competent customer service, completed by the Health and Human Services Agency (HHSA).



Messages about the County's values of diversity and inclusion have been integrated on job announcements for prospective employees, so that applicants get the message that we value D&I from the moment they begin contemplating County employment.



Spanish and Arabic language DMV workshops were held to help the community prepare for driver's license exams, hosted by the County library.

2017 THE YEAR AHEAD

For 2017, we will continue to meet the goals as set forth in the D&I Strategic Plan by expanding outreach to attract under-represented suppliers and informing new and established suppliers of additional County business opportunities. We plan to achieve this goal by ensuring those involved in the supplier selection are knowledgeable about D&I.

Additionally, we will continue to work to create a more inclusive and accessible climate where employees can be proud of their identity and use it as a source to channel their skills for the benefit of the County. We will achieve this goal by promoting accessibility and accommodations for employees and customers with disabilities at the County and ensure that areas where people work and socialize are accessible. Finally, we will continue to foster a culture of teamwork and inclusion throughout the County.



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& INCLUSION