

2009 – 2010 DHS Diversity Strategic Plan

Vision

- **DHS welcomes and actively values the diversity of staff, customers and partners.**
- **DHS provides culturally and linguistically competent services to internal and external customers.**
- **DHS creates and sustains welcoming environments that are inclusive of and respectful of staff, customers, and partners.**

Outcomes

- 1. A diverse and culturally competent workforce at higher than labor market parity standards and reflective of our client populations.**
- 2. Culturally and linguistically competent and accessible services that enable us to better understand and respond to our clients' needs in order to assist people to become independent, healthy and safe.**
- 3. A system of accountability for achieving our vision of workforce diversity and cultural and linguistically competent service delivery.**

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PRIMARY STRATEGY						STRATEGY OUTCOME		TRANSFORMATION INITIATIVE ROADMAP	
1. Enhance diversity through recruitment and selection.						Increase by 15% in the number of new hires who represent a diverse and culturally competent workforce through DHS			
KEY INITIATIVES						PERSON RESPONSIBLE			
1.1 Provide recruitment, interviewing, and hiring guidelines, tools, and resources for managers.						Consult with Louise & Cheri			
TASKS		TIMELINE				PROGRESS TO DATE	PERFORMANCE INDICATOR		
		Initiate	Complete						
A. Identify or develop culturally competent guidelines, and resources for (1) promoting workforce diversity and (2) delivering culturally and linguistically competent		01/09	Dependent on Lenssen & Portillo Assessment (EEO/AA) Recommendations & Transformation Initiative			N/A	<i>100% completion of culturally competent guidelines.</i>	Transformation Initiative - Succession Planning Roadmap	

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services.					
B. Develop and execute a dissemination plan that assures workforce selection and development tools are accessible and comprehensible to relevant DHS staff.	05/07	Dependent on Lenssen & Portillo Assessment Recommendations & Transformation Initiative	N/A	<i>Development of surveys that indicate (a) 100% of hiring managers can access the resources; (b) 90% of hiring managers are using the resources; (c) 90% of hiring managers are finding these resources as helpful in achieving Department staff and workforce development goals.</i>	Transformation Initiative - Succession Planning Roadmap
KEY INITIATIVES			PERSON RESPONSIBLE		
1.2 Perform recruitment outreach from HR and local offices or units to meet workforce diversity needs as well as to provide culturally and linguistically competent services to our clients/customers.			Consult with Louise & Cheri		
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Increase the number of qualified under represented applicants (i.e. people of color, people with	05/07	Dependent on Lenssen & Portillo Assessment Recommendations & Transformation Initiative	N/A	<i>Development of analyses of recruitment reports that indicate a 20% increase in each</i>	Transformation Initiative - Succession Planning Roadmap

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<p>disabilities, and bilingual/bicultural staff) by conducting targeted recruitment within under represented communities.</p>				<p><i>category of the # of bilingual applicants, people of color, and people with disabilities – baseline by 12/09; development of annual managers’ survey that indicate 90% satisfaction with the diversity of applicant pools.</i></p>	
<p>B. Increase the number of applicants with disabilities (i.e., via the HIRE program and other related programs).</p>	<p>05/07</p>	<p>Dependent on Lenssen & Portillo Assessment Recommendations & Transformation Initiative</p>	<p>N/A</p>	<p><i>Development of analyses of recruitment reports that indicate a 20% increase in each category of the # of bilingual applicants, people of color, and people with disabilities – baseline by 12/09; development of annual managers’ survey that indicate 90% satisfaction</i></p>	<p>Transformation Initiative - Succession Planning Roadmap</p>

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				<i>with the diversity of applicant pools; increase the number of applicants with disabilities (via the HIRE program and other related programs) by 15% - baseline by 12/09.</i>	
KEY INITIATIVES			PERSON RESPONSIBLE		
1.3 Participate in procuring an outside consultant assessment of employment practices for people with disabilities and people of color using vendors recommended by the Governor’s Affirmative Action Office and as outlined in the DHS 07-09 Affirmative Action Plan.			OHR		
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Review and communicate recommendations.	05/07	07/09: Need to follow-up on deadline.	07/08: Outside consultant has been retained. Already started the assessment in Nov. 08.	Implement recommendations by outside consultant to reduce employment barriers for people with disabilities and people of color –	

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				baseline will be set according to recommendations.	
PRIMARY STRATEGY			WORKPLAN OUTCOME		TRANSFORMATION INITIATIVE ROADMAP
<p>2. Retain a culturally and linguistically competent workforce by: (a) creating and instituting welcoming and inclusive environment practices; (b) providing technical assistance and guidance to managers and others in hiring and retention situations; and (c) by identifying opportunities for professional growth and career advancement for staff or under represented populations.</p>			<p>15% retention of a culturally and linguistically competent workforce through HR from a baseline to be established by 12/09.</p>		<p>Transformation Initiative – Cultural Competency Roadmap; Succession Planning Roadmap</p>
KEY INITIATIVES			PERSON RESPONSIBLE		
<p>2.1 Design and implement a mentorship program to help recruit, retain, and promote diverse workers.</p>			<p>Consult with Louise & Cheri</p>		
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Establish a mentorship program that includes DHS diversity participation goals.	01/09	Dependent on Lenssen & Portillo Assessment Recommendations and on Succession Planning	N/A	<i>Development of a survey that indicate 100% of participants,</i>	Transformation Initiative - Succession Planning Roadmap

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		workgroup assessment		<i>mentors and mentees, rate program as valuable and effective.</i>	
KEY INITIATIVES			PERSON RESPONSIBLE		
2.2 Commit DHS Cabinet to increasing staff diversity in upper salary ranges (24+) particularly in the EEO category of Officials and Administrators positions. Provide incentives for DHS Cabinet members who increase staff diversity in the form of official acknowledgement.			Cabinet/Director's Office/OHR/DDCC		Transformation Initiative – Cultural Competency Roadmap; Succession Planning Roadmap
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. OHR/DDCC provides consultation to Cabinet members in order to formulate plans to achieve increased representation. Cabinet members individually formulate a plan to achieve increased representation for their division. Cabinet members report on progress made	12/07	Dependent on Lenssen & Portillo Assessment Recommendations	07/08: Need to check with Cabinet/Director's Office/OHR/DDCC	<i>Increase of people of color by 15% (from a baseline of 561, June 08) to 645 and people with disabilities by 5% (from a baseline of 151, June 08) to 159, in salary range 24 and above through</i>	

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every six months.				<i>analysis of affirmative action numbers.</i>	
KEY INITIATIVES			PERSON RESPONSIBLE		
2.3 Institute “welcoming and inclusive environment” practices throughout DHS.			DHS Managers/OHR/DDCC & Transformation Initiative		Transformation Initiative – Cultural Competency Roadmap
TASKS	TIMELINE		PROGRESS TO DATE	PROJECTED OUTCOME	
	Initiate	Complete			
A. Include “welcoming and inclusive environment” practices in department division plans in order to promote workforce inclusion and provide culturally and linguistically competent services.	05/07	Completion of outcome dependent on Lenssen & Portillo Assessment & Cultural Competency Initiative.	07/08: Already finished a tool for Managers on how to create a Welcoming Environment	<i>Development of a welcoming environment survey that shows 90% of employees and clients indicate an accessible, open and culturally inclusive work and/or service environment.</i>	
B. Provide tools, resources, training, and staff development activities to relevant managers and staff	05/07	Completion of outcome dependent on Lenssen & Portillo Assessment Recommendations &	07/08: Already finished a tool for Managers on how to create a Welcoming	<i>Survey of management plans that indicate 90% of practices identified</i>	

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concerning the creation and maintenance of welcoming and inclusive environments.		Cultural Competency Initiative.	Environment	<i>are included (in management evaluations).</i>	
KEY INITIATIVES			PERSON RESPONSIBLE		
2.4 Review exit interview data provided by DAS at least quarterly.			OHR and respective division staff		
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Review data for DHS trends and identify recommendations.	09/07	Dependent on Lentsen & Portillo Assessment Recommendations	07/08: Need to check with OHR	<i>100% of data can be accessed and reviewed.</i>	
KEY INITIATIVES			PERSON RESPONSIBLE		
2.5 Provide professional development opportunities to assist in upward mobility of diverse staff.			DHS Managers & Transformation Initiative		Transformation Initiative - Succession Planning Roadmap
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Increase (a) # of professional development opportunities; (b) HR and management support; and (c) employee access for professional development (developmentals, rotations, training, out of class, etc.).	05/07	Dependent on Lentsen & Portillo Assessment & Successive Planning Recommendations	N/A	<i>15% retention in the number of people of color and people with disabilities – baseline by 12/09.</i>	
PRIMARY STRATEGY			WORKPLAN OUTCOME		TRANSFORMATION

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					INITIATIVE ROADMAP
3. Reduce employment barriers for people with disabilities			Implement recommendations by outside consultant to reduce employment barriers for people with disabilities.		
KEY INITIATIVES			PERSON RESPONSIBLE		
3.1 Reasonable accommodation policy fits the needs of DHS employees.			OHR		
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Policy communicated to management and staff. Implement training on policy and ADA updates. Also, need to develop effective tracking system.	05/07	01/10	07/08: Check with Louise, HR 07/08: Policy communicated but need to implement training. Also, tracking system needs to be improved.	100% implementation of a tracking system for reasonable accommodations to be used to increase retention of people with disabilities.	
KEY INITIATIVES			PERSON RESPONSIBLE		
3.2 Establish DHS as a “severely disabled” model employer.			OHR		
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			

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<p>A. Review and improve existing policies that can facilitate and lead the way in expanding employment opportunities, adopting better employment practices, and promoting the results to other employers, DHS can lead the way in expanding employment opportunities and building a stronger workforce.</p>	<p>07/09</p>	<p>Language and timeline of indicator dependent on Lenssen & Portillo Assessment Recommendations</p>	<p>Language and timeline of indicator dependent on Lenssen & Portillo Assessment Recommendations</p>	<p>100% implementation of a DHS specific severely disabled hiring program. Private-sector and other State agencies will view DHS as a resource for furthering their own goals to successfully hire and retain a severely disabled workforce.</p>	
<p>B. Develop a training curriculum for managers and staff that draw from “best practices” and existing rules regarding the employment of the severely disabled.</p>	<p>07/09</p>	<p>Language and timeline of indicator dependent on Lenssen & Portillo Assessment Recommendations</p>	<p>Language and timeline of indicator dependent on Lenssen & Portillo Assessment Recommendations</p>	<p>80% of DHS line management trained on recruitment and retention of the severely disabled. Survey that indicates 100% of DHS staff have recognized and adjusted attitudinal barriers towards the severely disabled.</p>	
PRIMARY STRATEGY			WORKPLAN OUTCOME		TRANSFORMATION

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				INITIATIVE ROADMAP
4. Provide services that are more culturally competent.		Development of a survey that indicates 90% client satisfaction of services provided are delivered in a culturally competent and respectful manner; development of an annual survey that indicated 90% of DHS staff have increased their awareness of diversity strategies and the department commitment to culturally and linguistically competent service practices.		
KEY INITIATIVES		PERSON RESPONSIBLE		
4.1 Improve access to, awareness of, and contents of the DHS Diversity Website.		OHR and Office of Public Affairs		
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR
	Initiate	Complete		
A. Maintain and communicate	2005	Ongoing	Work in progress	Development of a

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diversity information on the DHS website. Make available a list of training resources that includes relevance to the multicultural and cultural specific populations served by DHS. Market DHS Diversity Website as an information & learning tool.			and maintenance	survey that shows 90% of staff indicates that diversity information on the website is relevant to their jobs.	
KEY INITIATIVES			PERSON RESPONSIBLE		
4.2 Improve compliance with federal requirements for Limited English Proficiency (LEP) services.			Transformation Team & Cultural Competency Initiatives Recommendations		
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			

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A. Work with DAS and the Governor’s Office in the adoption and implementation of work plans for providing and/or improving Limited English Proficiency (LEP) services.	05/07	Dependent on CC Roadmap	Check with Gloria	<i>Need to establish a baseline based on review of plans to meet Governor’s expectations for LEP services.</i>	Transformation Initiative – Cultural Competency Roadmap
KEY INITIATIVES			PERSON RESPONSIBLE		
4.3 Improve compliance with DHS policy for non-discrimination on the basis of a systemic approach that integrates diversity efforts into specific standards, policies, practices and attitudes producing better outcomes appropriate and responsible to staff and service recipients.			Transformation Team & Cultural Competency Initiatives Recommendations		Transformation Initiative – Cultural Competency Roadmap
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Monitor compliance by contacting the Governor’s Advocacy Office regarding	05/07	Dependent on CC Roadmap	Ongoing	<i>Need to establish a baseline to be used to compare</i>	

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number of complaints received and their resolutions (only one way to monitor – there will be other ways to develop).				<i>resolution of valid complaints by 12/09; decrease by 15% in the number of valid complaints received from previous year from baseline from analysis of compliance reports.</i>	
B. Measurement of welcoming environments for DHS staff ?	05/07	Dependent on CC Roadmap	Ongoing	TBD	
KEY INITIATIVES			PERSON RESPONSIBLE		
4.4 Review and implement an annual Diversity Communication Plan.			DDCC, Administrative Services & Transformation Initiative		
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Review and update expectations of Diversity & Cultural Competency Communication Plan.	05/07	Annually	07/08: Needs more work; not yet updated	Development of annual survey that shows 90% of staff indicates increased awareness and application.	
KEY INITIATIVES			PERSON RESPONSIBLE		
4.5 Collaborate with community partners, state agencies and private non-profit entities to promote			Transformation Team & Cultural Competency Initiatives		Transformation Initiative –

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cultural competency in statewide client service delivery and resource development.			Recommendations/Division Administrators		Cultural Competency Roadmap
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Increase partnerships with local programs and specific diverse communities to promote cultural competency in service delivery.	05/07	Dependent on CC Roadmap	07/08: Need to follow up; data issue	<i>Need to establish a baseline by 12/09; 90% of reports indicate the numbers of successful collaborations continue to increase from year to year.</i>	
B. Collect information on type and number of collaborative diversity events/activities between community partners and DHS.	05/07	Dependent on CC Roadmap	07/08: Need to follow up; data issue	<i>Need to establish a baseline by 12/09; 90% of reports indicate the numbers of successful collaborations continue to increase from year to year.</i>	
PRIMARY STRATEGY			WORKPLAN OUTCOME		TRANSFORMATION INITIATIVE ROADMAP

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5. Create an infrastructure for performance accountability.		100% of management performance appraisals incorporate diversity language and take into account culturally competent workplace practices/diversity indicators.			
KEY INITIATIVES		PERSON RESPONSIBLE			
5.1 Incorporate diversity expectations and duties in management position descriptions. Review diversity performance in annual management evaluations.		Transformation Team – Workforce Development & Cultural Competency Initiatives Recommendations		Transformation Initiative – Cultural Competency & Workforce Development Roadmap	
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Track percentage of updated management position descriptions reflecting diversity expectations.	05/07	Dependent on CC & Workforce Development Roadmap	Met 70% goal; on track to get 100%	<i>DAS/HRMD audits of management position descriptions and management evaluations indicate 100% compliance</i>	

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				<i>with these requirements.</i>	
B. Track number of annual management evaluations that include diversity and cultural competency indicators.	05/07	Dependent on CC & Workforce Development Roadmap	Met 70% goal; on track to get 100%	<i>DAS/HRMD audits of management position descriptions and management evaluations indicate 100% compliance with these requirements.</i>	
KEY INITIATIVES			PERSON RESPONSIBLE		
5.2 Improve use of Affirmative Action (AA) data and analysis methods.			Senior HR Managers & Division Executive Teams		
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Quarterly AA data is available to managers at division, office, and unit level.	05/07	Dependent on Lenssen & Portillo Assessment Recommendations	07/08: Need to follow up; information needs to be shared at all levels of management; may need to develop survey	<i>90% of management surveys indicate that AA information is reviewed regularly and used for planning recruitment and hiring processes in areas below parity.</i>	
KEY INITIATIVES			PERSON RESPONSIBLE		
5.3 Collect annual diversity and cultural competency			OHR Senior Managers, DHS		Transformation

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strategic plans that align with the DHS Diversity Plan from each DHS division.			Managers and the DDCC; Transformation Team & Cultural Competency Initiatives Recommendations	Initiative – Cultural Competency Roadmap	
TASKS	TIMELINE		PROGRESS TO DATE	PERFORMANCE INDICATOR	
	Initiate	Complete			
A. Work with Divisions to develop strategic plans that meet diversity and cultural competency goals relevant to their specific program initiatives.	05/07	Dependent on CC Roadmap	TBD	90% of culturally competency satisfaction surveys indicate diversity efforts and related best practices information is shared across department lines and clients equally.	