

Case Study Presentation Application
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***Value Based Service Delivery:
Creating a culture of service through Inclusion and Diversity***
(Building internal infrastructure...responding to a community call for action)

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@Work

Promoting an environment that is welcoming and inclusive of all.

CITY OF BOULDER, COLORADO

Creating a culture of service through Inclusion and Diversity

(Building internal infrastructure...responding to a community call for action)

SYNOPSIS

Background

In the early morning of July 3, 2005 a 22-year-old African American University of Colorado student was walking home with a friend when a man yelled a racial epithet at him, then got out of his vehicle and punched the young man twice in the face, breaking his jaw.

The public outcry following this event caused the city council to consider and adopt several measures, two of which will be mentioned here. The city had an Anti-bias Ordinance, which was strengthened through the passage of enhanced sentencing.

Secondly, the heightened awareness in the community raised the question of the need for a higher level of understanding and tolerance of diversity in order to more effectively serve the Boulder community. And in order to better serve our community we needed to ensure the highest level of inclusiveness and diversity within our own organization. The outcome of these discussions was Council-directed training for City of Boulder staff.

In staff discussions about ways to be effective with our budget and our training and to ensure this initiative was far reaching and long lasting, we concluded that without the infrastructure and supporting mechanisms for creating a real culture change about the value of diversity, the efforts would fail.

As a result, we decided to slowly build a foundation that would be sustainable for a welcoming and inclusive workplace and community and build our efforts through a multi-year plan. As we convened a multi-department team to begin our efforts, we heard personal stories, which reaffirmed the city's commitment to inclusion and diversity as it now had a face. Click this link to hear an employee's story:

<http://www.youtube.com/watch?v=wO3ny4w0q6g>

Our multi-departmental team of committed employees has been focusing on creating and delivering tools, training and other components of the initiative for on-going change within the organization.

A goal of the team – Inclusiveness and Diversity Team or IDT – was to create a grass roots initiative and build the involvement and skills of employees from all levels of the organization; from maintenance workers, to police officers, to administrative specialists, to department directors. Time and energy was invested in this team to create advocates and ambassadors to spread the message and value of inclusiveness and diversity. The involvement of such a wide spectrum of employees also insured that the messages and materials the IDT produced would “speak” to all employees in such a fashion as to demystify what could be considered overwhelmingly broad topics, such as diversity, into real life, day to day experience. We worked to create a common language and create the need for the initiative by outlining the benefits. (Appendix A)

We are transitioning into our next phase of work, which involves more effort on diversity recruiting and screening as well as investigating pay differential for those who use languages other than English on their job.

Presentation objectives and outcomes

Statistics show that by 2050, our nation will change so that the minority population will become the majority at 54%.

The private sector and much of government has long known that if its workforce does not understand, and in some cases mirror its customer base, customers will go elsewhere.

Our intent is to share our business case, our design, goals, metrics and our toolkit. In addition to sharing our training design and taking the audience through some exercises, we will also share our missteps, lessons learned and the resistance we have faced.

We will also share that our definition of diversity is broader (Appendix B) than the typical race and ethnic diversity (e.g. perspective and experience) and in this environment with an unstable economy and changing workforce, employee engagement and involvement is more critical than ever.

We have created a training design that includes no external costs, is required for all employees and delivered by employees who have been trained in effective facilitation skills and who also have a passion for inclusiveness and diversity. This network of trainers represents a city investment in our employees and serves both as an individual employee development effort as well as a collective city effort to build on a core competency.

We have also developed a catalog of training opportunities (Appendix C) based on levels of complexity and introspection for those who want to more fully evolve their skills to address inclusiveness and diversity.

Surveys detailing reasons for turnover frequently show “how one is treated” as being top of the list. We believe that by creating a more respectful environment and through inclusion, we will produce quicker and richer outcomes and we will reduce turnover, which can cost several times an employee’s annual salary.

PRESENTATION COMPONENTS

1. Innovation/Creativity

We knew there were many things we were already doing well in the community and we began with a survey of current efforts. We wanted to:

- Use whole systems thinking
- Make it sustainable
- Build on best practices
- Shore up areas of weakness
- Get employees to think beyond their own area in terms of service
- Hold employees accountable for unacceptable behavior
- Reward employees who went over and above to be more inclusive

Building on what's working

We already had the most important criterion needed for success and that's support from the top. Through this, we were able to create a committee of two representatives from each department and begin with a roadmap (Appendix D) and framework for our efforts.

We already had some policies on Anti-discrimination/harassment and workplace conflict. And our police had been training their new officers on anti-bias service. We identified informal leaders in the organization to train to become a participant in a training network and *we believe that using and adapting this police-accepted model is innovative and sustainable.* (Appendix E)

Resources

We have developed a toolkit (Appendix F) with resources for each department including its individual surveys and a specialized "Favorability Rating" (Appendix G) so each year the department can track how well it is meeting its inclusiveness and diversity goals. We have tools and courses online including a "diversity website".

We have a communications committee that provides "talking points" as well as education to the departments. An email newsletter is sent to employees every other week in a format that is brief and engaging and shares pertinent information on trainings, etc. and comments from other employees, as well as contests and giveaways.

Holding the organization accountable

We completed an employee opinion survey and created a scale for "Diversity Favorability" and "Inclusiveness Favorability". Each year the survey will be repeated and department directors will be accountable for making progress.

Ways in which we will hold others accountable:

- Each department will have an Inclusiveness and Diversity Plan and make progress each year. This progress will be monitored by annual department surveys and positive movement on the "Favorability Rating".

- All employees will go through training.
- All employees will have a performance measure for inclusiveness and diversity on their performance plan. An example may be for an employee who is exposed to a large homeless population (i.e. in the Library) to spend time interviewing the director of a shelter and even volunteering at the shelter.

2. Citizen Outcomes

We have had citizen outreach efforts prior to these efforts. To name a few, we have had immigrant outreach from both the Library and Housing and Human Services and from the Police Department, a Spanish speaking police officer who builds relations with the Spanish speaking community.

We also have created “Meetings in a Box”, which is a kit that allow groups to meet in a self-facilitated fashion and go deep on a variety of subjects to encourage community involvement through engagement. This concept has also been adopted for the city employees to begin the “diversity and inclusion” dialogue.

This internal effort has helped employees to become more involved in the community, with the benefit of thinking and serving in areas outside their normal job duties. For example, when you plow the street and don’t pay attention to the sidewalk, it disadvantages the public who may have difficulty navigating sidewalks, boarding buses when a snow mound is in their way.

3. Applicable Results and Real World Practicality

Several departments have taken the effort deeper within their department and created their own committees. In one department, these efforts have resulted in an employee designed all-staff meeting that focused on the role of communication in fostering an environment of inclusion and diversity, and initiated new employee outreach to ensure they feel an integral part of the development. In another department, we have inventive and small reward program that in one case led an employee to take a trip to serve an impoverished area of another country, learn their language and bring back changes to her home, workplace and community. There are many stories like these to share, but the one we would like to showcase would be the efforts we have taken to recruit diverse firefighters especially as a recent Supreme Court case ruled against a city’s effort.

4. Case Study Presentation

We plan the following:

- A. Presenting the need: (begin with the video clip on page 2 of this proposal). This sets the stage for the tie between the community and the need for more inclusive service from employees.
- B. Building infrastructure and design: (the blueprint we used--Powerpoint) Jean
- C. Toolkit, goals, metrics-favorability ratings--Powerpoint: Molly
- D. Application: Linda (impacts from the diversity training and diversity recruiting for the fire department)
- E. Exercises throughout the session to make it interactive: Clay

APPENDIX A

Definitions

The first step in understanding the need to embark on this journey is to understand what it is we're talking about when we say "Inclusiveness and Diversity." Following are definitions that were adapted from the Denver Foundation's "Inclusiveness at Work" workbook. These definitions are intended to help provide a foundation for the individual department blueprints and should be used consistently throughout the organization.

Diversity (who we are) includes everyone. Diversity spans culture, ethnic origin, race, age, gender, gender identity, physical ability, thought, experiences, and mental capacity, and includes religion, sexual orientation, marital status, political viewpoints, language abilities, and socioeconomic status.

Diversity describes one aspect of inclusiveness: the extent to which an organization has people from diverse backgrounds or communities involved as staff, volunteers, board and commission members, or elected officials.

Inclusiveness (how we operate) is the extent to which people are an important part of the organization; they are supported, respected, and welcomed; their participation and perspectives are included and valued in the design and implementation of programs and services and policy development.

Benefits of an Inclusive Organization

Given the broad range of work done at the city of Boulder, the specific benefits of becoming a more diverse and inclusive organization may differ amongst work groups. The benefits as a whole, however, can have lasting impacts on the entire organization and the community we serve. Following are a variety of benefits the IDT has identified as possible outcomes of this work along with some specific results experienced at other organizations that have already developed and implemented inclusiveness plans.

Business benefits to the city

- Better employee recruitment and retention rates result in reduced turnover and training costs
- Reduced use of sick time and absenteeism
- Greater breadth and depth of skills and human capital
- Expanded ability to better serve the community and organization
- Increased potential for creative problem-solving
- Can foster economic vitality, increased tax revenue, grants, and contracts
- Expanded business opportunities and access to new customers
- Increase in diverse products, markets, and services
- Enhanced resident confidence in the city's ability to serve the whole community
- Expanded view of the city of Boulder as being a welcoming place for local, state, national, and international visitors
- Expanded participation on boards and commissions



Example 1: Dublin Ireland Bus Company

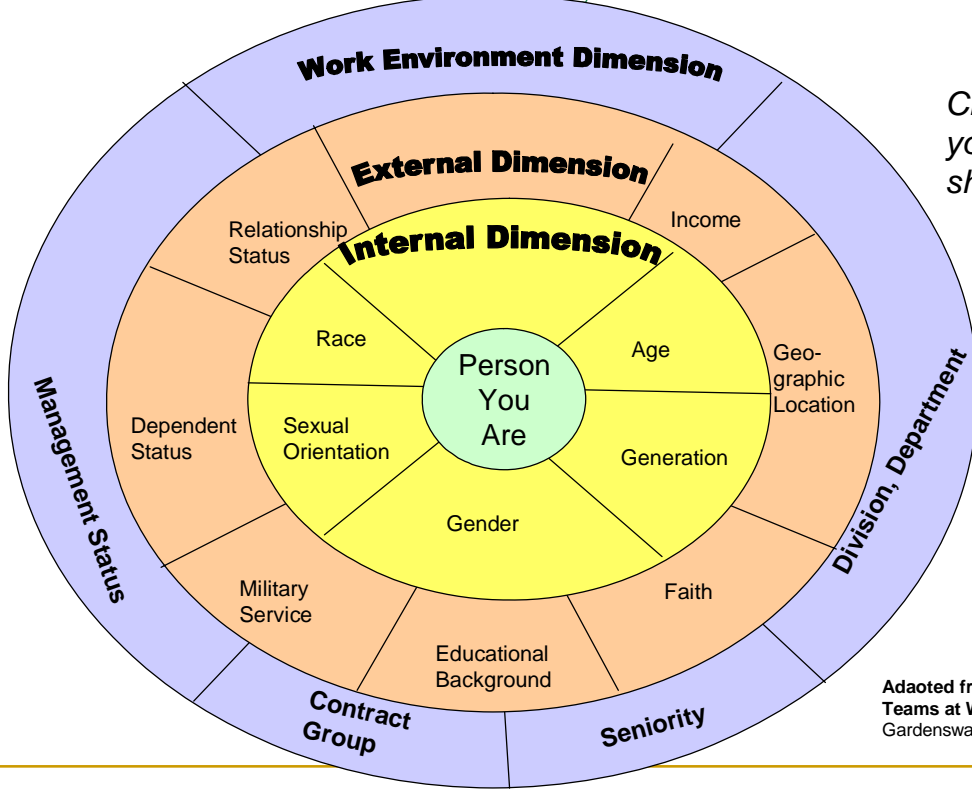
After implementing a diversity management plan, labor turnover dropped to 3%, resulting in lower training costs and fewer accidents. Absenteeism also declined steadily. The diversity management program also became an alternative venue for conflict resolution, thus resulting in fewer grievances.

Source: European Monitoring Center on Change

Given that turnover costs at the city of Boulder average from 1.5 to 1.75 times annual salary, decreased turnover can result in reduced personnel expenses.

APPENDIX B

Three Circles of Personal Diversity



Choose what you want to share!

Adapted from: *Diverse Teams at Work*,
Gardenswartz and Rowe

APPENDIX C



“Diversity of inputs makes for stronger outputs. Diversity has become a term for race and gender, but it also applies to career experience and background.

-Lee Epstein, Northwestern University law professor and authority on the Supreme Court”

There are three Levels of Training:

Level 101: *To ensure people display proper behavior (required for standard and seasonal employees)*

Purpose:

To ensure people display respectful behavior

- How to serve residents without bias or injustice
- How to be a positive influence in own work group
- Know what is acceptable behavior and what is not

Training includes: (select link to read course description)

- New Employee Orientation segment on Inclusion and Diversity
 - ♦ Receive brochure, Web site address, contacts
 - ♦ City manager or lead facilitator goes over 2-3 slides – Purpose and Expectations, Boulder resident demographics and information
- Inclusion and Diversity-Based Employee Service
- Inclusion and Diversity Leadership (for managers of people) - TBD

There is no charge for any required training.

Level 201: *To create understanding and empathy (standard employees)*

Purpose:

To ensure people have empathy for coworkers and residents of the Boulder community

- Creates an enriched understanding of the diversity of the Boulder community
- Provides a range of experiences to help create empathy

To create excitement about diversity, our own and others

Training includes: (see intraweb for full description)

- Meeting in a Box
 - ♦ Work with IDT department team member to develop the meeting content
- Generational Training
- Katherine Pease Workshop
- European Americans—Culture, Privilege, and Partnership
- Action Learning: Exploration with various community members/groups who give their perspective of living in Boulder, to build relations, understand each other, and invest time in connecting

Level 301: *Inclusion and Diversity are part of everything we do – it's a way of life.*

Purpose:

To encourage a respectful approach to one another and one's life
To provide coaching or a mentor for interested persons

Training includes: (select link to read course description)

- Emotional Intelligence and Diversity Institute – Four Booklet-Based Workshops
- “Passport” idea – develop and complete (see Human Resource model and Training Opportunities, below)
- Action Learning focus – a specific learning process that is outlined on the Action Learning Form

Web-site Training Opportunities:

- This section of the Web site has announcements of Inclusion and Diversity opportunities (e.g., Ghada Elturk's activities). An employee may choose to attend one or a combination of these activities.
- **Examples:**
 - ♦ Boulder YMCA ongoing discussions Roots and Race Book Club
 - ♦ Reading to End Racism
 - ♦ Dialogues on Immigrant Integration
 - ♦ Bias Incident hotline

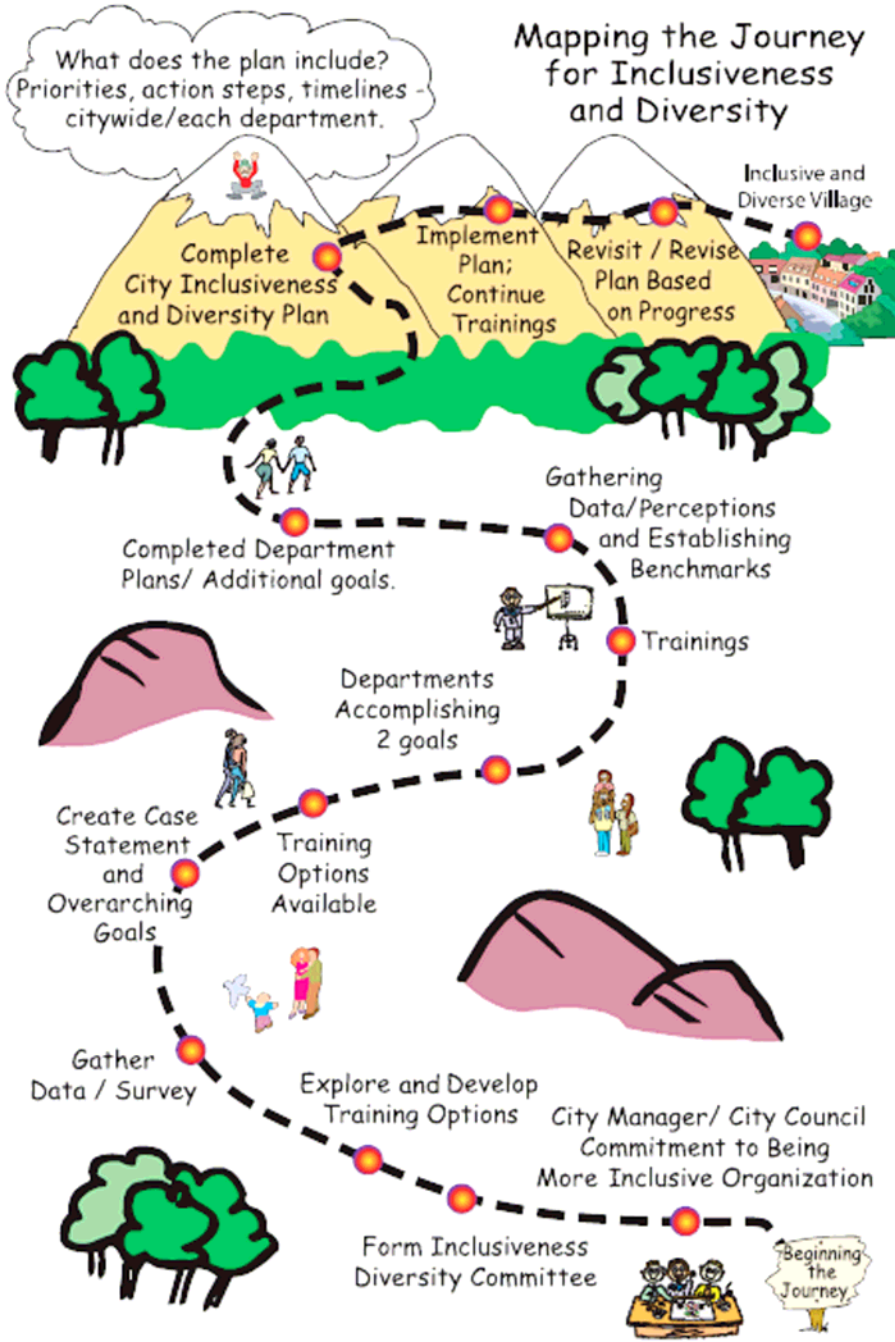


"Differences challenge
assumptions."
-Anne Wilson Schaeff

APPENDIX D

Road Map

The journey toward becoming a more inclusive and diverse organization does not come with a specific predetermined destination per se, but will lead us, rather, to a new realm of understanding and appreciation of the importance of the journey itself. As we reach major milestones along the way it will be important to consistently reevaluate our approach and measure its outcomes. Our quest to become a more inclusive and diverse organization will ultimately lead the ever-changing and evolving city organization to new, uncharted, horizons. Following is a “road map” of our current leg of this constant journey. It highlights specific milestones we’ve reached along with upcoming accomplishments we are working to achieve.



APPENDIX E

Main Themes of the Inclusion and Diversity Training



- To share city-wide common language definitions and concepts
- To explore the concept of Bias
 - Perception
 - Culture
 - Bias - Relationship to Employee Service
- **MODULE 1: PERSPECTIVES**
 - Why we do what we do, culture, isolation and solidarity, inclusion and diversity
- **MODULE 2: DEFINITIONS**
 - Vocabulary definitions
 - Policy review
- **MODULE 3: CASE STUDIES**
 - Employee based case studies
 - How to respect diversity, how to be inclusive
- **MODULE 4: INCLUSIVE EMPLOYEE AND CUSTOMER SERVICE**
 - Summary of Inclusion and Diversity in relationship to customer service

APPENDIX F



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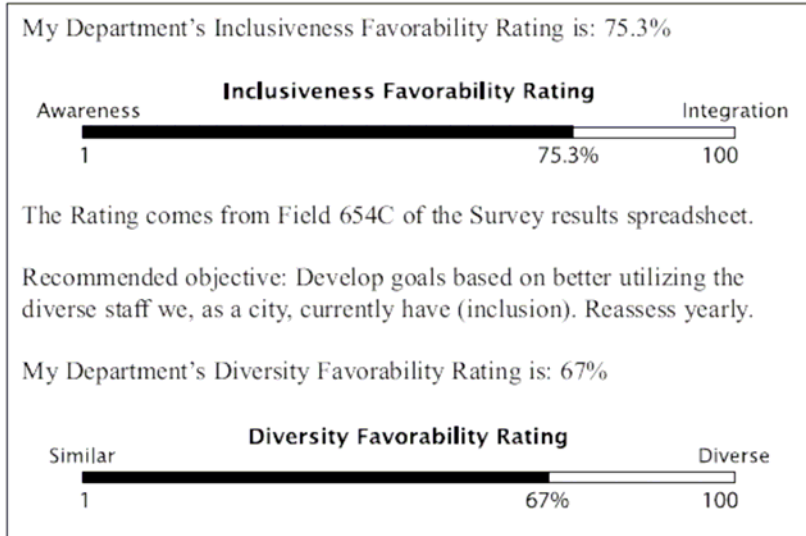
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Attachments:

- A. Demographic Comparative Data
- B. 2007 Community Dialogue Results
- C. 2009 Citywide Survey Results
- D. Performance Review Template
- E. 2009 Departmental Survey Results

APPENDIX G

The following is an example of a the favorability rating tool for a particular department:



Each department's favorability rating can be found in Attachment E.



"We all live with the objective
of being happy; our lives are all
different and yet the same."

-Anne Frank