



State of Minnesota  
Diversity and Inclusion Council  
Chief Inclusion Officer Report  
October 11, 2016

James C. Burroughs II, Chief Inclusion Officer  
Veterans Service Bldg. - Fifth Floor Conference Room  
9:00 – 11:00am

# Agenda

- Welcome and Introduction
- Diversity and Inclusion Council Overview
- Employment Practices Committee Update
- Contracting Practices Committee Update
- Governor Mark Dayton
- Civic Engagement Committee Update
- Vision for the Future

# What is Success? Inclusion, Equity and Diversity

- What does success look and feel (culture/climate) like when we achieve Inclusion, Equity, and Diversity?
- How will our employees and stakeholders know we have achieved success?
- How do we sustain success after the Dayton-Smith administration?
- What are the possible barriers to success that will create obstacles if we do not address them?

# Diversity and Inclusion Council Executive Order 15-02

***“A government that serves the people of Minnesota should reflect the rich diversity of Minnesota. We must ensure that all Minnesotans have equitable opportunities to work for their state government, to do business with the state, and to participate fully in the development of policy within our democracy.”***

The Council seeks to improve:

Recruiting and Retention of State Employees from Diverse Backgrounds;

Contracting Practices for Businesses Owned by Minnesotans from Diverse Backgrounds;

Civic Engagement for all Minnesotans with a Focus on Minnesotans from Diverse Backgrounds

Legislative Policies that will Advance the Intended Outcomes of the Diversity and Inclusion Council

# Diversity and Inclusion Council

## Executive Order 14-14

*State agencies are to increase employment for people with disabilities to at least seven percent by August, 2018 and design a model for recruitment and hiring strategies to increase employment of people with disabilities.*

Implementation Strategies will include:

- Required Training Programs for Hiring Managers and Human Resources Personnel

- Clear Benchmarks and Performance Targets and Goals

- Promoting Employment Opportunities for Individuals with Disabilities

- Supported Worker and 700 Program

# Diversity and Inclusion Council History

2015

Establish Foundation/Core

Expand Members

2016

Expand Partnership and Outreach

Align and Expand Strategies

Strategic Internal and External Communications

# Inclusion, Equity and Diversity

## Measuring Our Success

### **What gets measured, gets done!**

- If you can measure it you can manage it!
- Measuring something gives you the information you need in order to make sure you actually achieve what you set out to do!
- The simple act of measurement increases motivation to perform!
- When we set goals and measure performance against that goal we have the ability to hold ourselves (and others) accountable for the resulting success or failure!

# Vision for the Future

- The First 120 Days
  - Connect with the Organization
  - Connect with Constituent Groups
  - Listen and Learn
    - Test Ideas and Shape Strategies
    - Bring Leadership Along for the Ride
    - Evaluate People, Strategy and Culture
  - Equity and Inclusion Framework – Vision for the Future
  - Go Tell It on the Mountain

# Vision for the Future

## Connect with the Organization

Minnesota Deaf and Blind Association

Minnesota Association of Deaf Citizens/National Association of the Deaf

Minnesota Registry of Interpreters for the Deaf

Commission on Deaf, Deaf/Blind and Hard of Hearing

Minnesota Management and Budget

Department of Revenue

Department of Human Services

Department of Human Rights

General Counsel's Office

Department of Administration

ELD/MADD,

National Guard

Children's Cabinet  
Development

Department of Employment and Economic

# Vision for the Future

## Connect with the Organization

Department of Natural Resources

Department of Public Safety

Department of Corrections

Department of Commerce

Department of Transportation

Governor's Council on Development  
Disabilities

Minnesota Association of Professional Employees

Civic Engagement Committee

MN Statewide Recruiters

Governing Association for Racial Equity  
(Cohort)

Star of the North Fellows

Urban Scholars

# Vision for the Future

## Connect with the Organization

Cabinet Meetings

Quarterly Leadership Meetings

Cultural and Ethnic Community Leadership  
Council (DHS)

Authentic Equity Managers Conference (DHS)

Legislative Liaison Meetings

Statewide Ethnic Councils

Diversity Leaders Lunch

Advocacy/Policy Team Meetings

# Vision for the Future

## Connect with Constituent Groups

Minnesota Black Chamber

African American Leadership Forum  
(AALF)

Latino Economic Development Council

Latino Chamber

Council on Asian American Leaders (CAAL)

Itasca Project

Black Ministerial Alliance

American Indian OIC

Minneapolis NAACP/St. Paul NAACP/National NAACP

US Bank, 3M, General Mills (D&I)

City of Minneapolis (Human Resources)

# Vision for the Future

## Connect with Constituent Groups

City of St. Paul (Diversity Recruiting)

Black Lives Matter

Freedom Schools

Minnesota Association of Black  
Lawyers

Dignitas (Professional Development)

Twin Cities Diversity Roundtable

Twin Cities Diversity Leaders

MAAC Commonwealth

UJAAMA Place

North at Work

# Vision for the Future

## Connect with Constituent Groups

MEDA Annual Meeting

North Central Minority Supplier  
Development Council Annual Meeting

Education Minnesota Annual Meeting

DEED Veteran Employee Career Fair

Minnesota State Intern Meet and Greet

African American Leadership Forum  
Annual Dinner

Twin Cities D & I Leadership Circle

White House Initiative on Asian and  
Pacific Islanders

Capella University

Public Careers Diversity Recruitment and  
Retention Group

# Vision for the Future

## Connect with Constituent Groups

American Indian OIC

Kente Circle

# Vision for the Future

## What Did I Learn?

Opportunity to create consistent definition of Inclusion, Equity and Diversity

Opportunity to Align Programs and Strategies

Opportunity to create Career Pathway Opportunities for Employees of Color

Opportunity to create Consistent Branding and Marketing Strategies

Opportunity to Better Connect Disability Diversity and Diversity for Communities of Color

Opportunity to Build Community Trust

# Vision for the Future

## What Did I Learn?

Opportunity to Increase Internal Communication

Opportunity to Leverage Internal Resources and Programs

Opportunity to Align and Enhance Professional Development

Opportunity to Increase Engagement of Current Employees

Opportunity to Engage Leadership

# Strategic Vision Equity Framework

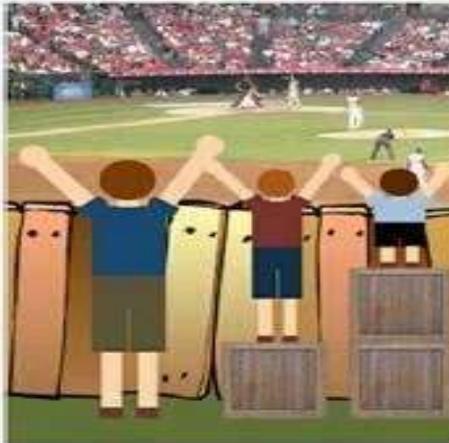


# Equity

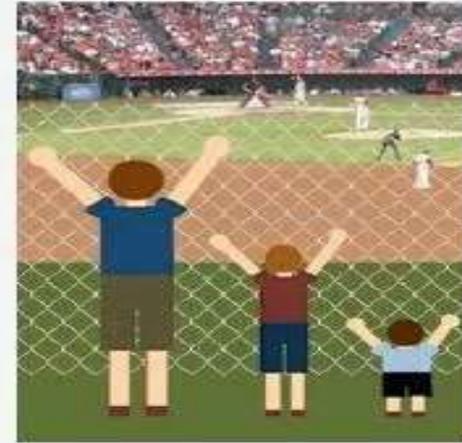
## EQUALITY VERSUS EQUITY



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.

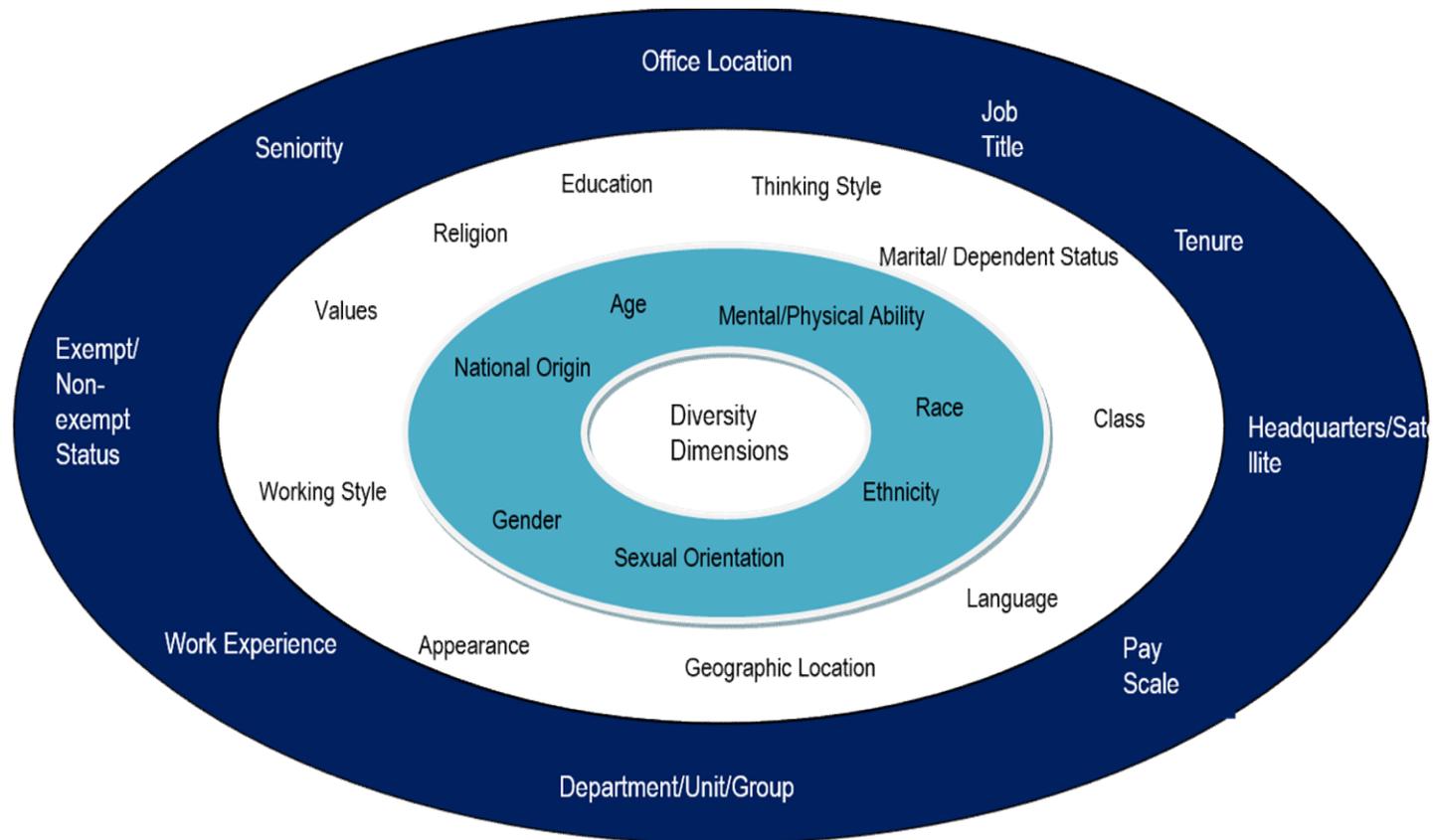


In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

# Inclusion

- Inclusion
  - I can bring my full self to work
  - I feel valued and appreciated
  - I have access to all opportunities
  - I feel respected
  - I feel supported
  - I can do my best work and not be afraid to fail
  - I know that my differences will not serve as barriers
  - I feel that I belong to a team

# Diversity



# Strategic Vision Equity Framework

- The Business Case for Inclusion
  - How will Inclusion and Equity assist in meeting department performance goals?
  - How will Inclusion and Equity positively impact the bottom line? (budget)
  - What resources are strategically invested in Inclusion and Equity? What % of your budget reflects spend on Inclusion and Equity Strategies?
  - What Inclusion and Equity questions do you ask to create an equity lens for decision making?
  - What are the departmental metrics for success? Are they inclusive of Inclusion and Equity?

# Strategic Vision Equity Framework

- The Business Case for Inclusion Strategies
  - Advocacy Team Equity Lens
  - Rulemaking Equity Lens
  - GARE Racial Equity Leader Support
  - Career Pathway Pipelines
  - Urban Scholars/Star of the North
  - 100 Strong Who Care

# Strategic Vision Equity Framework

- Professional Development
  - What professional development opportunities are offered to employees?
  - How does inclusion and equity professional development get measured and integrated into department goals?
  - How is the quality of professional development measured?
  - How are the internal resources of MAAD and ELD leveraged?
  - How does professional development increase retention for underrepresented populations?

# Strategic Vision Equity Framework

- Professional Development Strategies
  - D & I Inclusion RFP
  - Roy Wilkins Leadership Academy
  - Integrate Inclusion and Equity Professional Development into Leadership Development
    - MADD, ELD, ELI
  - Inclusion and Equity Internal Consultants
  - The State of Inclusion Annual Meeting
  - Workplace Forum (Equity and Inclusion Coaching)

# Strategic Vision Equity Framework

- Core Competencies and Self Assessment
  - What Leadership Competencies are Desired?
  - How are Leadership Competencies Measured?
  - How is Effective Leadership Measured?
  - What Types of Professional Development are Required for Leaders?
  - How is Effective Leadership Rewarded?
  - What Types of Self Assessment Tools are Utilized?

# Strategic Vision Equity Framework

- Core Competencies and Self Assessment Strategies
  - Intercultural Developmental Inventory
  - Intercultural Communications Inventory
  - Succession Planning and Senior Leadership Toolkit
  - Managing Diverse Teams Professional Development
  - Generational Differences Professional Development

# Strategic Vision Equity Framework

- Inclusion Council and Performance Metrics
  - Do you have regular participation on the Inclusion Council working committees?
  - Do you have an internal (department) Inclusion Council or Equity Team?
  - Are Inclusion and Equity metrics integrated into department goals?
  - Are Inclusion and Equity metrics measured monthly, quarterly and annually?
  - Are successes, celebrated and communicated internally and externally?
  - Are communities and external partners included in establishing department goals?

# Strategic Vision Equity Framework

- Inclusion Council and Performance Metrics
  - Workplace Goals
    - 20% employees of color
    - 7% employees with disability
    - Increase representation in LGBT and Veteran populations
  - Contracting Goals
    - Increase spend with underrepresented businesses
    - Increase use of Equity Select Program (Quarterly)
    - Utilize equity procurement scorecard
  - Civic Engagement Goals
    - Increase qualitative and quantitative outcomes

# Strategic Vision Equity Framework

- Inclusion Council and Performance Metrics Strategies
  - Employment Practices Committee
  - Contracting Practices Committee
  - Civic Engagement Committee

# Go Tell It On The Mountain!

- Tell the Story, Tell It Again and Tell It One More Time
  - Branding
  - Marketing
  - Community Relationships
  - Media Relations

# Go Tell It On The Mountain!

- Speaking Engagements
  - 2016 African American Leadership Forum Panels
  - 2016 Mid America Association of State Transportation Officials (Keynote)
  - 2016 People of Color Career Fair (Panel)
  - 2016 Equity and Inclusion Forum (Keynote)
  - 2016 United Negro College Fund – Empower Me Tour (Panel)
  - 2016 National Association of Black Accountants Executive Breakfast (Keynote)
  - 2016 Minnesota Association of Government Communicators (Keynote)

# Go Tell It On The Mountain!

- Branding and Media Relations
  - Insight News – State Employee Profiles (Monthly)
  - Spokesman Recorder – Minority Business Profiles (Monthly)
  - MinnPost – Chief Inclusion Officer Profile
  - Pioneer Press – State Commitment to Increased Diversity
  - KMOJ – Career Fair and Inclusion Office Interviews
  - Almanac (TPT) – Inclusion Office Interview
  - Capitol Report – People of Color Career Fair/Reception and State Offices Career Fair
  - St. Kate's News – Chief Inclusion Officer Meets with Disability Community

# Go Tell It On The Mountain!

- Community Relationships and Events
  - Council for Asian American Leaders Networking Event
  - African American Leadership Forum Panel Discussion
  - Indigenous People Day
  - Statewide Ethnic Councils Meetings
  - Black Ministerial Alliance
  - Minnesota NAACP
  - Latino LEAD
  - Council on American Islamic Relations

# Go Tell It On The Mountain!

- Career Fairs and Networking
- Professional Development on Inclusion and Diversity (ELD and ELI)
- Roy Wilkins Leadership Academy
- Career Pathway Development
- Law Enforcement and Community Relations Council (Civic Engagement)
- Equity and Advocacy/Policy Teams
- State of Inclusion Conference

# Resources

<http://racialequitytools.org/home>

The Importance of Diversity – Take a Looksie!

2016 People of Color Career Fair

<https://www.youtube.com/watch?v=8chcLloxGik>

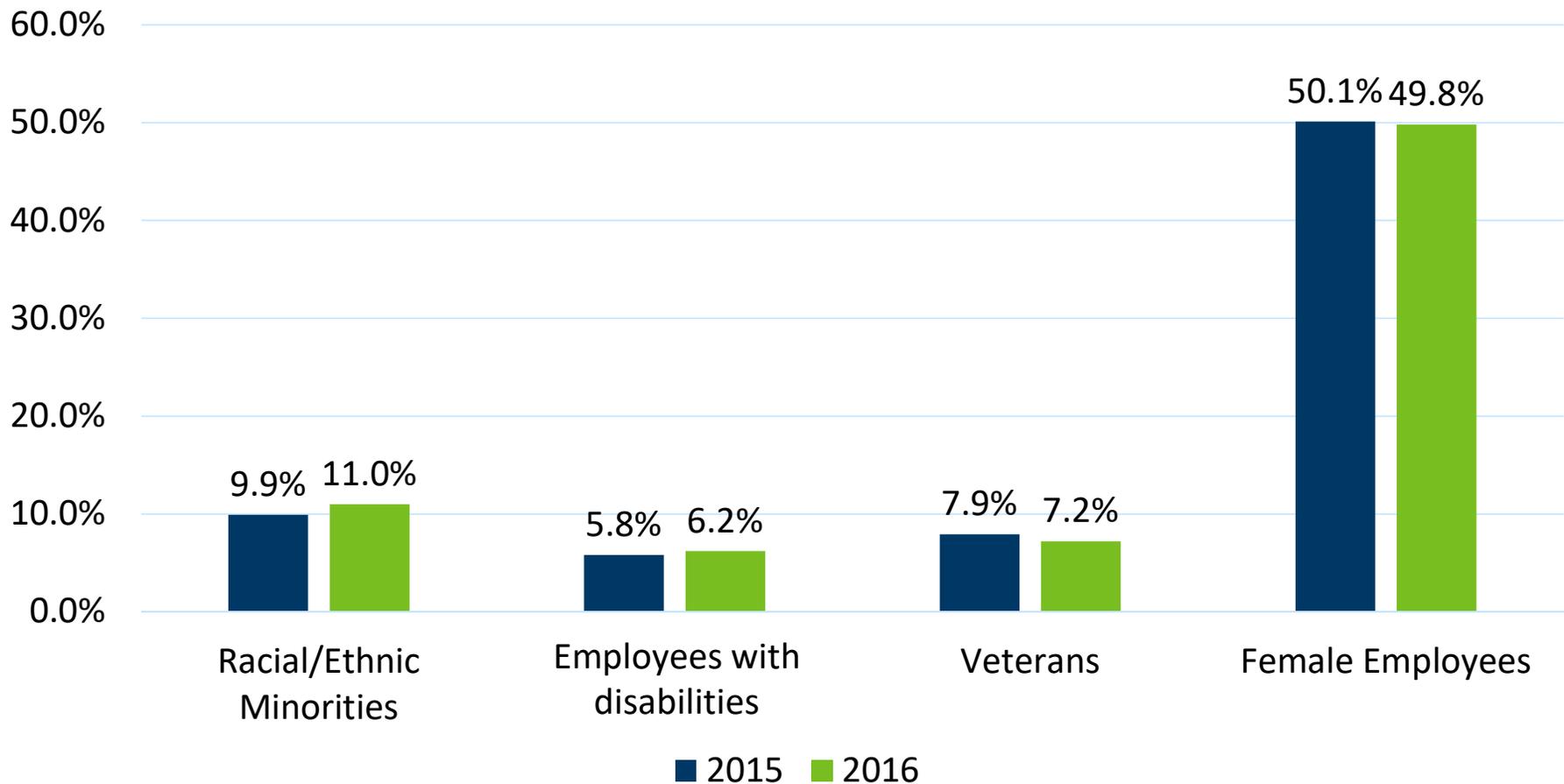
<https://www.youtube.com/watch?v=OHXrcvCsNbs>



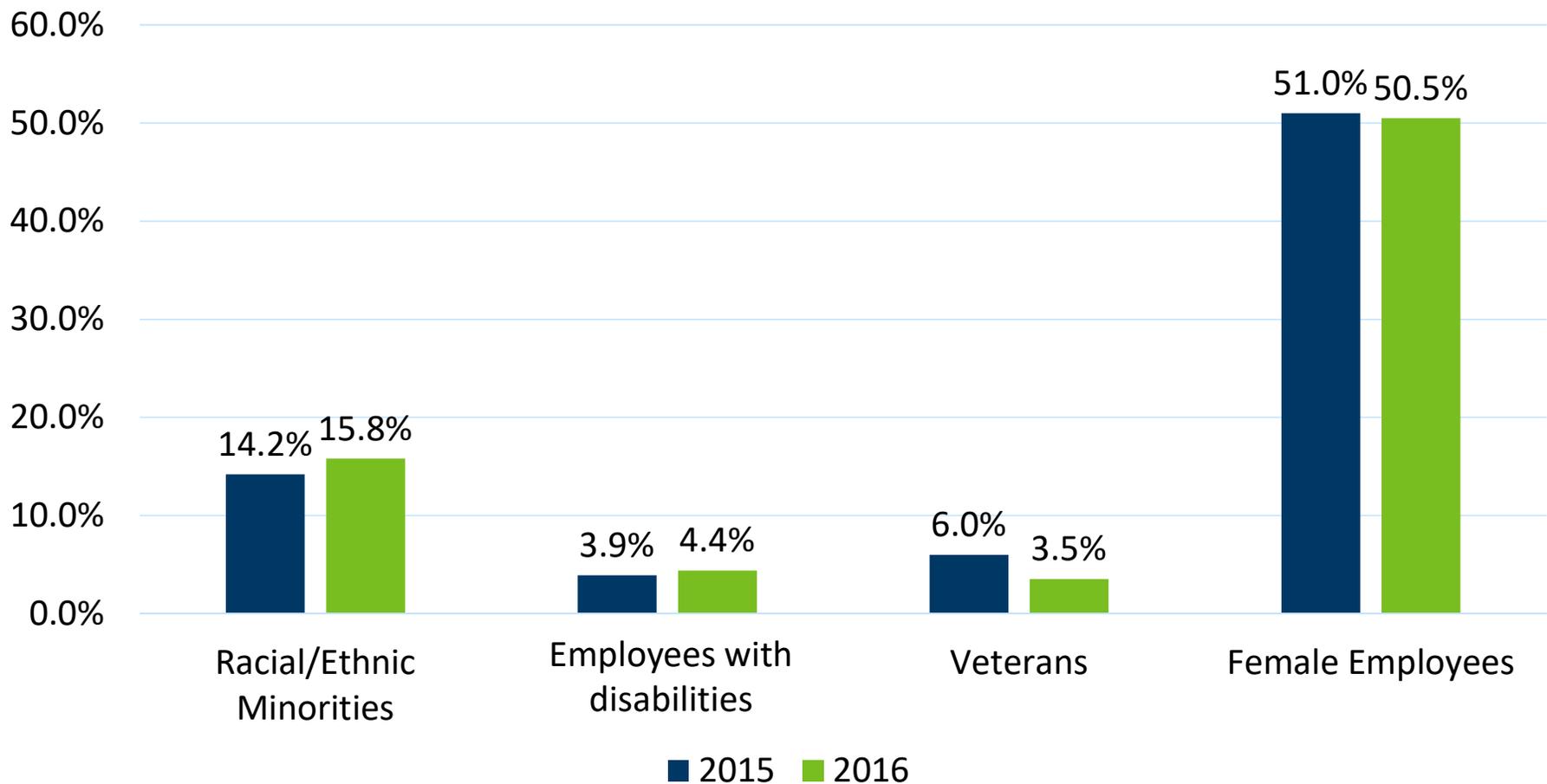
## Employment Practices Committee

Eric Hallstrom, Deputy Commissioner  
Minnesota Management and Budget  
Oct. 11, 2016

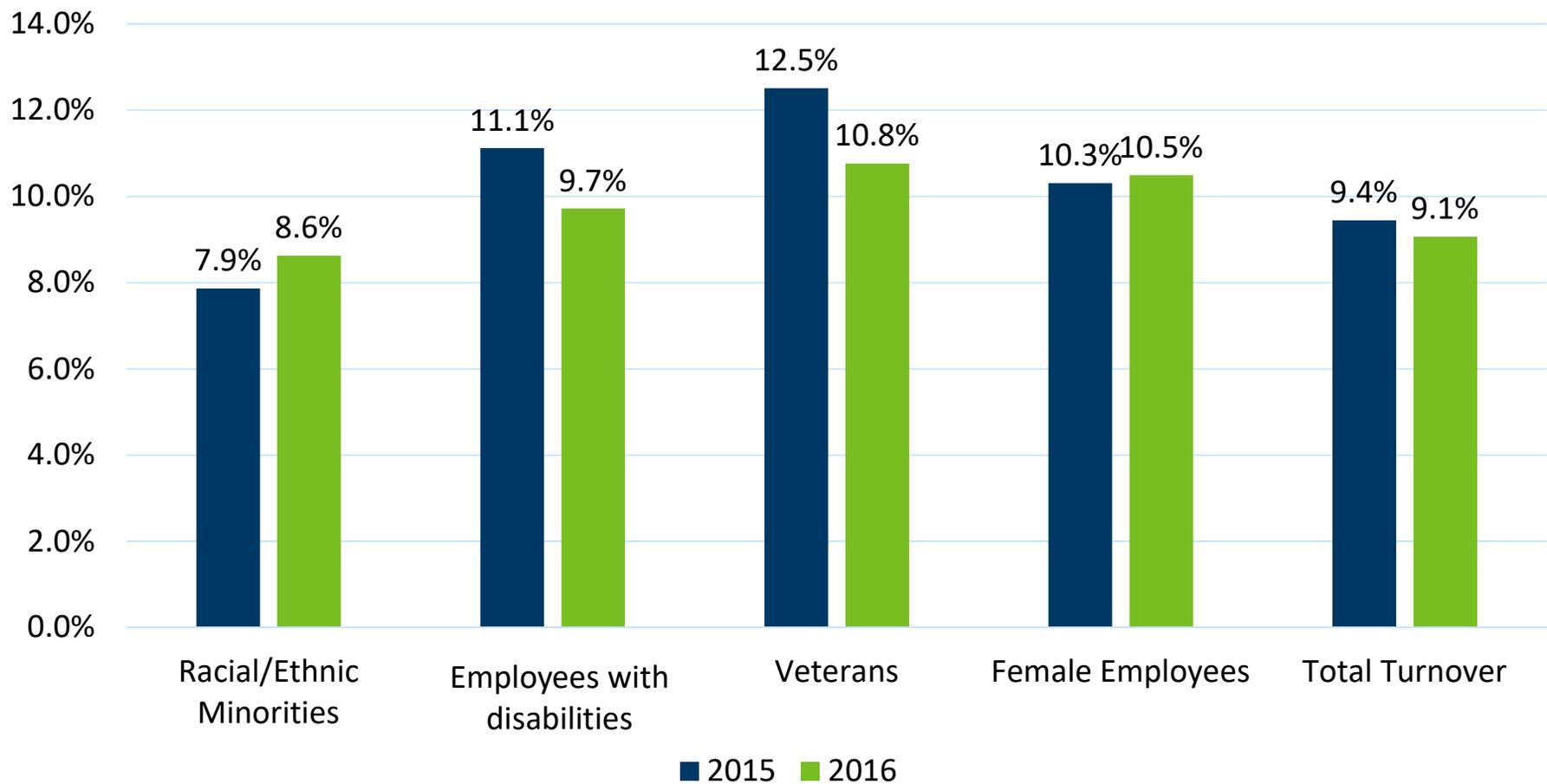
# Total Staff by Protected Group Status: Executive Branch FY 2015 and 2016



# Hiring Rate by Protected Group: Executive Branch, FY 2015 and 2016



# Turnover by Protected Group: Executive Branch FY 2015 and 2016



# Recruiting: State Executive Recruiting

- Engaged/connected with over 500 partners and individuals
- 40+ presentations at community events
- Started e-newsletter – sent to over 2,000 partners biweekly
- Hosted 15 networking activities with state executives to build connections
- 1 networking event (with state leaders and Coalition of Asian American Leaders)
- Introduced to over 100 executive job seekers through partners
- 20+ job placements with state agencies (includes 16 executive level placements)
- Since January 2015 the state hired approximately 140 executives. Of those new hires, 48% were female, 9.2% reported having a disability, and 21.1% reported a racial/ethnic minority.

# Recruiting: Internships

- Approximately 700 interns statewide last year
- Partnered with Step-Up (Minneapolis), Right Track (St. Paul), and Urban Scholars (Minneapolis)
- Star of the North Fellowship program more than doubled (14 participants in 2016); 60% have found permanent state positions



# Recruiting: The State as One Employer

## Promoting the state as one employer

- More enterprise activities to highlight all agencies
  - Careers booth at Minnesota State Fair
  - People of Color Career Fair – Oct. 18
  - State of Minnesota Career Fair – Oct. 29
- Coordinating outreach and communications
- Materials with a unified look and feel

**MINNESOTA CAREERS**

**STATE OF MINNESOTA CAREER FAIR**

**SAVE THE DATE!**  
Come learn about job opportunities in Minnesota State Government.

**Oct. 29, 2016**  
**10 a.m. - 4 p.m.**  
**Minnesota Senate Building**  
95 University Ave. W.  
Saint Paul, MN 55155

**FOLLOW US**  
f #MNCareers

Individuals with disabilities in need of reasonable accommodations should contact Human Resources at 651-299-7007 at least two weeks prior to the event. ASL interpreters will be available on-site.

A better Minnesota starts with you.  
[mn.gov/careers](http://mn.gov/careers)

**PEOPLE OF COLOR CAREER FAIR**

Minneapolis Convention Center • Room M101 • 9am

- Careers & Jobs
- Internships
- On-site Interviews

**FREE HEADSHOTS!**

**TUESDAY**  
**OCTOBER 18**

**REGISTER TODAY! IT'S FREE!**  
[PeopleOfColorCareerFair.com](http://PeopleOfColorCareerFair.com)

usbank MIDCO

43

# Affirmative Action

- Revised affirmative action plan templates for agencies
- Hired Affirmative Action Compliance Officer
- Developing affirmative action policy, audit, and compliance procedures
- Connect 700 – program allowing eligible individuals with disabilities the opportunity to demonstrate their ability to perform on the job, up to 700 hours

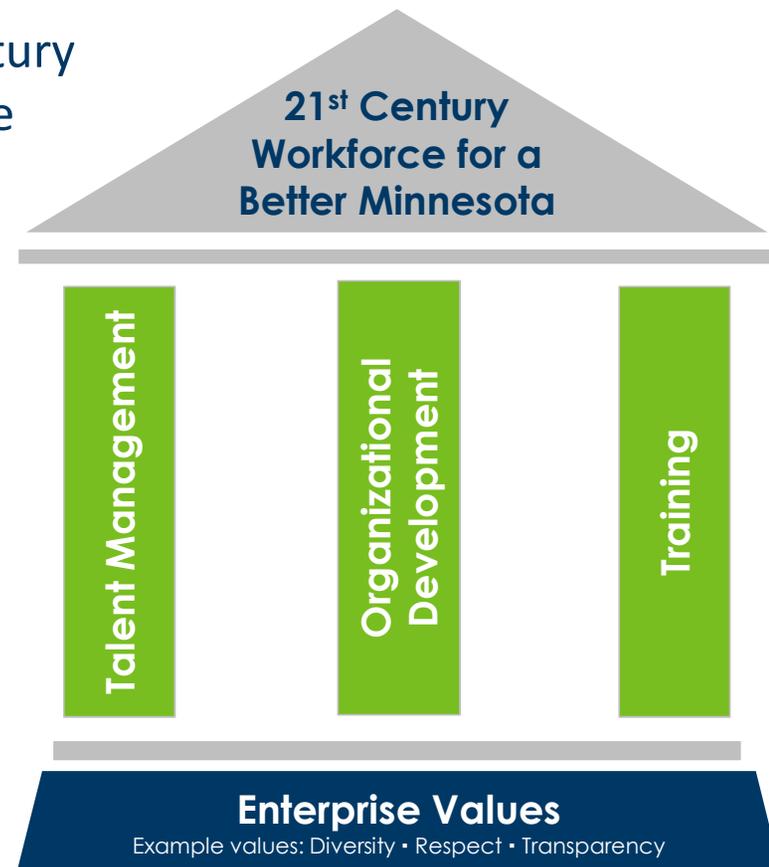
# A 21<sup>st</sup> Century Workforce

**Goal:** The people of Minnesota are served by a 21<sup>st</sup> century state workforce that represents the diversity of the state and provides services that exceed expectations.

**How we get there:** High quality, consistent training and development for all employees delivered by MMB

## Benefits

- Recruit and retain the very best
- More inclusive culture
- More engaged employees
- More productive employees
- Improved service to our customers
- Enhanced reputation



# Committee Activities

- March meeting – Prioritized work to get most value from group
- June meeting – Hosted by U of M; shared best practices on metrics
- Upcoming meetings – Review training and talent development, legislative, and affirmative action proposals
- MMB work
  - Expand on recommendations to improve retention (i.e. respectful workplace training)
  - Promote training and development
  - Expand State Executive Recruitment to provide additional support



Diversity and Inclusion Council  
*Civic Engagement Plan*

October 11, 2016

# Civic Engagement Steering Committee: *Overview*

State of Minnesota should move to the model of engagement known as “**meaningful engagement**” – *government leaders and organizations take an intentional effort to facilitate authentic reciprocal two-way dialog with all members of the public in its work in the development of policy.*

## **Why is meaningful engagement important?**

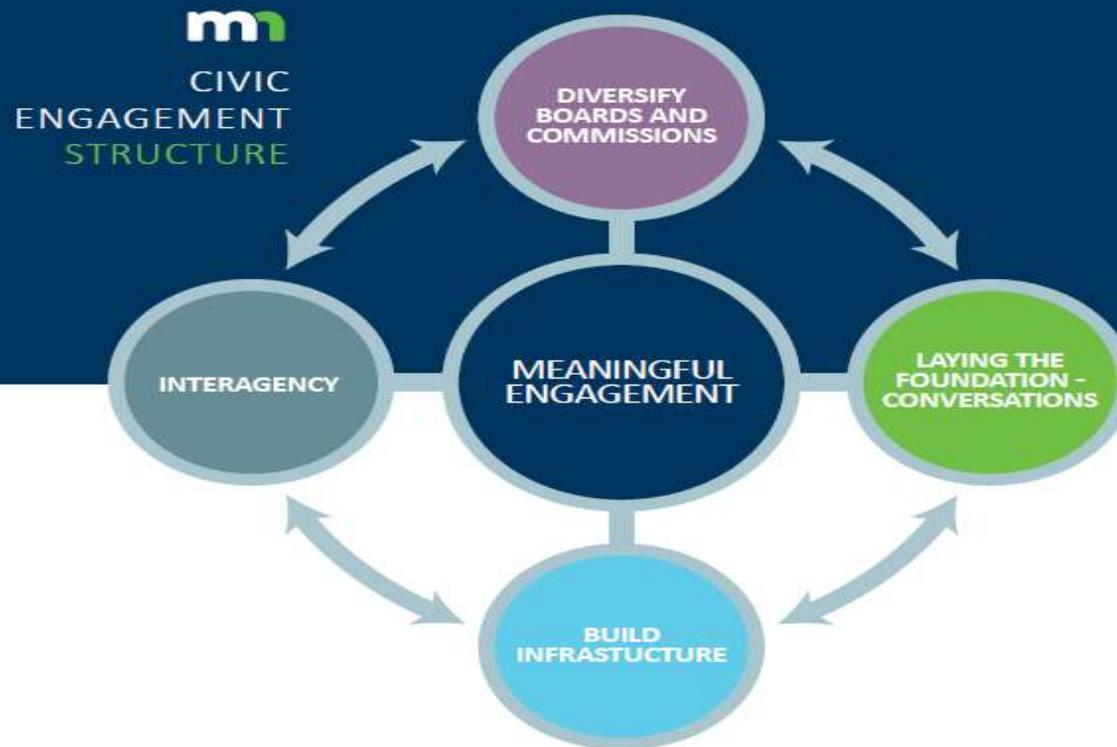
- Strengthens our democracy, confirms consent of the governed.
- Increases the efficiency of government as all ideas are considered.
- Builds trust with communities.
- Creates reciprocal and authentic relationships between government officials and people in Minnesota.

# Civic Engagement Steering Committee: *Overview*

## Key Takeaways:

- Lack of trust must be acknowledged and must be addressed.
- There is a genuine desire to work together in addressing disparities in Minnesota.
- The people are the experts of their own communities and often have the solutions.
- Government should maximize on the insights of collective problem solving.
- Government should establish and emulate models of best practices for meaningful engagement.

# Civic Engagement Steering Committee: *Strategic Plan*



*Failure to include all people in Minnesota in the development of policy is detrimental to the long-term interests of the State of Minnesota.*



Strategy 1:  
*Laying the Foundation for Meaningful Engagement*

## Goals: *Laying the Foundation for Meaningful Engagement*

**Goal 1:** Build trust through community engagement conversations

**Goal 2:** Build trust through all interactions with community



## Strategy 2: *Building Infrastructure*

## Goals: *Building Infrastructure*

**Goal 1:** Communities should be viewed as a valuable source for ideas, transformation and leadership by administrative agencies

**Goal 2:** Agency leadership, culture, policy and practice support meaningful engagement

**Goal 3:** Agencies should devote adequate resources to facilitate meaningful engagement with community

**Goal 4:** Agencies measure the effectiveness of meaningful engagement



**Strategy 3: *Diversify Boards and Commissions***

## Goals: *Diversify Boards and Commissions*

**Goal 1:** Boards should be reflective of the demographics of people of color, American Indian Communities, individuals with disabilities and individuals who identify as LGBTQ in the State of Minnesota

**Goal 2:** Appointing Authorities and Boards should expand recruiting and outreach efforts to communities of color, American Indian Communities, individuals with disabilities and individuals who identify as LGBTQ in the State of Minnesota

**Goal 3:** Improve data collection efforts concerning Board applicants



## Strategy 4: *Interagency Strategy*

## Goals: *Interagency Strategy*

**Goal 1:** Interagency efforts should play an active role in leveling the playing field of information with disenfranchised communities about policy, systems and process

**Goal 2:** Interagency efforts should be intentional in building trust with community at all stages. Trust is built through clear and transparent communication

**Goal 3:** Interagency efforts should be proactive, thoughtful and strategic in determining the role of senior agency leadership in meaningful engagement efforts



## Next Steps

# Implementation

- On the horizon:
  - Boards and Commissions rollout: October 14, 2016
  - Civic Engagement Steering Committee meeting: October 19, 2016
  - Create Implementation Committee of state workers: November 2016
    - Who from your agency should participate in this committee?
  - Begin community engagement conversations: November 2016
  - Begin civic engagement newsletter to state employees to share info and resources: November 2016
- Civic Engagement Plan implementation within agencies will be led by agencies and supported by Civic Engagement Director.

# Funding

- Civic Engagement Director is funded by MDHR.
- MDHR is seeking additional funding from various sources to support the civic engagement work.
- Civic Engagement Plan implementation within agencies will be budgeted accordingly by agencies.



Questions?