

Mecklenburg County

DIVERSITY

Management Plan



Strategies and Measures
for Becoming
a Model Diverse Organization by 2015

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EXECUTIVE SUMMARY

Diversity management is a means to improve organizational performance. As a result, Mecklenburg County's Diversity Management Plan is intended to improve the County's performance in achieving the Board's vision for this community, and in fulfilling the vision and mission of the organization.

With the ultimate goal of improved organizational performance, this Diversity Management Plan focuses on an essential business need: Effectively managing a diverse workforce to serve a diverse community.

In the context of this Plan, diversity refers to the differences and similarities in people, and how this influences planning, designing, delivering and evaluating services. Essentially, diversity represents the uniqueness of individuals, groups and relationships. This uniqueness reflects the differences and similarities in human attributes, values, beliefs, behaviors, orientations, norms and experiences.

Diversity management refers to the strategies and tactics used to harness the value of these differences and similarities to improve the performance of the organization and its employees.

Diversity is an asset to Mecklenburg County because it provides numerous perspectives, ideas, beliefs and work styles that can lead to creativity and innovation. However, diversity also poses some challenges that must be managed effectively. Different perspectives, ideas, beliefs, and work styles can cause conflicts and tension. Therefore, harnessing the positive power and value of diversity requires us to understand the basis and nature of differences and similarities in people. Once we better understand ourselves and others, we can avoid or mitigate unproductive and dysfunctional conflict, while leveraging functional conflict and healthy tension that leads to innovation and improved performance. This is the essence of diversity management.

Based on its importance in improving performance, diversity management serves as a vital business process rather than a separate program or function. Therefore, diversity management must be integrated into the County's business policies and practices. In this way, diversity management must be regarded as a fundamental way of doing business, important to all employees.

DESIRED RESULTS AND STRATEGIES

The Mecklenburg Board of County Commissioners established the framework for the Diversity Management Plan. As part of adopting the Community and Corporate Scorecard, the Board established specific strategies and measures related to diversity management. These strategies and measures are reflected in the Board's vision that

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diversity management serves as a vital business process rather than as a separate program or function

Mecklenburg County be a “model diverse organization” by 2015. The following three measures serve to define a model diverse organization:

- no statistical disparity in customer satisfaction with County services,
- no statistical disparity in satisfaction among County employees,
- maintaining a qualified workforce representative of the community.

the organization must align itself with the needs of its customers as a means of increasing or retaining its customer base

This three-pronged measurement of a model diverse organization seeks to celebrate differences and recognizes key ways to demonstrate appreciation of these differences. Most notably, this paradigm manifests itself in how an organization views itself in relationship to its customers. The rationale here is that the organization must align itself with the needs of its customers as a means of increasing or retaining its customer base.

There is value in this model, particularly for a public sector organization whose mission it is to help people in fulfilling their needs. It is important that the County organization reflects, understands, embraces and cares about its residents. It also is important that the employees are highly motivated and satisfied with their roles and responsibilities as public servants.

Although this perspective offers one view of diversity as a way for the County to connect better with its customers, there is another, more pertinent perspective that is the basis for this Diversity Management Plan. This more sophisticated perspective says that while increasing diversity within the workforce has value, having a diverse workforce alone will not improve organizational performance. A critical driver to improved performance is how effective an organization leverages its diversity in accomplishing its business objectives. Therefore, diversity management is focused not just on connecting with customers but also on connecting people’s diverse abilities and capabilities.

A critical driver to improved performance is how effective an organization leverages its diversity in accomplishing its business objectives.

Therefore, this Plan expands on the Board’s three measures for a model diverse organization by seeking the following **seven strategic desired results**:

1. By 2015, Mecklenburg County’s customers and stakeholders, regardless of race, gender, age, sexual orientation, disabilities, religion, ethnicity, and/or national origin are satisfied with County services.
2. By 2007, County communications reflect a diverse workforce serving a diverse community.
3. By 2015, citizen advisory committees reflect Mecklenburg’s diverse population.
4. By 2015, Mecklenburg County has optimal organizational performance that eliminates or minimizes financial risk in human capital management.
5. By 2015, Mecklenburg County’s workforce is representative of the community it serves.
6. By 2015, Mecklenburg County employees are valued and respected for their contribution to the workforce.
7. By 2010, Mecklenburg County employees have the knowledge, skills and abilities to implement the organization’s diversity management plan.

To achieve these desired results, this Plan recommends the following **seven strategies**, which are supported by several tactics and performance measures identified on pages 22-27. Many of these strategies and tactics are being implemented, with some of the recommended performance targets already attained. Still, there are considerable opportunities for improvement. See Appendix A for Implementation Schedule.

- Strategy #1: Be a model diverse organization in customer service.
- Strategy #2: Develop and implement communications that emphasize Mecklenburg County's commitment to diversity management.
- Strategy #3: Proactively recruit advisory committee nominations at the department level.
- Strategy #4: Maintain zero tolerance for unlawful discrimination and harassment.
- Strategy #5: Internally and externally market Mecklenburg County as a compelling place to work, emphasizing diversity management principles and practices.
- Strategy #6: Value employees as our most important resources by providing market-rate compensation for market performance, providing flexibility for a balanced work/life, and providing opportunities for professional development.
- Strategy #7: Develop and implement comprehensive, sustainable and required cross-cultural competency for supervisors and employees in diversity management to include skills training, cultural dialogue sessions, diversity conferences, recognition, and diversity celebrations; and communicate Diversity Management Plan to organization.

To develop and increase in diversity management sophistication, Mecklenburg County must embrace the entire spectrum of differences and similarities in people.

Effectively managing a diverse workforce that serves a diverse community requires Mecklenburg County to change its organizational culture. Culture is defined as the inherent beliefs, values and behaviors that characterize an organization and its employees. Mecklenburg County embarked on this cultural change in 2000 by adopting a Managing for Results philosophy and use of the balanced scorecard as a performance management tool. The goal is to build and sustain service culture that results in a highly efficient, effective, accountable and inclusive local government.

Since 2000, many changes have taken place that are reshaping the County's culture. The approval and implementation of the Diversity Management Plan is the next critical step in building this new culture. It will be a culture defined by maximum levels of customer and stakeholder satisfaction with County services. It will be a culture characterized by robust employee satisfaction and motivation, driving increased productivity, creativity and innovation. It will be a culture that recognizes the value of diversity and the challenges of managing a diverse workforce. It will be a culture that serves as a model organization, one that fulfills its vision as the best local government service provider.

To develop and increase in diversity management sophistication, Mecklenburg County must reconsider its perspective on diversity and diversity management. Not only embracing ethnic and cultural differences, it must embrace the entire spectrum of differences and similarities in people.

Developing this level of cross-cultural competency will be the breakthrough that is required to help Mecklenburg County successfully become a model diverse organization.

Perhaps most importantly, Mecklenburg County must acknowledge that these differences and similarities create tensions that must be managed. Creative tensions offer great value in stimulating innovation. This must be embraced and cultivated. Dysfunctional tensions are destructive and therefore must be acknowledged and mitigated. It is important that Mecklenburg County employees not only be pleasant and respectful, but also deal with difficult matters of conflict and tension. To create this environment will require new knowledge, skills and abilities. Developing this level of cross-cultural competency will be the breakthrough that is required to help Mecklenburg County successfully become a model diverse organization. Finally, Mecklenburg County must realize that inevitable changes in its customers and in its employees require the organization to adapt. This adaptation is a business necessity. Diversity management is the means to achieve this imperative.

The construction of this Plan was made possible only through the active participation of numerous employees throughout the County. A special thank you goes to the Diversity Council members, John McGillicuddy, General Manager, and Brenda Anderson, external consultant, for their dedicated commitment and tremendous number of hours dedicated to developing this plan. The implementations of this plan will require continued support from the Diversity Council, the Effective and Efficient Government Focus Area Leadership Team (EEG FALT), and the entire organization.

INTRODUCTION

At its core, Mecklenburg County government is people serving people. Mecklenburg County employees serve the residents of the community. These residents come in all shapes, sizes, colors and types. They have many needs, attitudes and values. They speak different languages, earn income and revenue differently, come from different cultures and backgrounds, and live different lifestyles. They also have many similarities, including two major commonalities: They are all human beings, and they are all Mecklenburg County residents.

Mecklenburg County employees also have many differences and share many similarities. Again, they are all human beings. They also have chosen to work for Mecklenburg County.

All these differences and similarities are the reason why diversity management is vital to Mecklenburg County. This mosaic of differences and similarities creates significant opportunities and challenges for Mecklenburg County in its efforts to achieve its vision and to fulfill its mission.

Diversity management within Mecklenburg County is in the beginning stages of development.

Diversity management within Mecklenburg County is in the beginning stages of development. However, there is reason for optimism and hope that Mecklenburg County is positioned for rapid maturation and growth in diversity management. Mecklenburg County is practicing elements of a mature brand of diversity management on some levels. However Mecklenburg County's diversity management measures are currently lagging behind in some of its practices. The organization has yet to make or state the connection of diversity management to performance in a relevant way for all employees.

Interestingly, in some ways Mecklenburg County is walking the walk but not yet talking the talk. This is evidenced by great emphasis on the importance of employee motivation and satisfaction, and linking these to improved performance. There is strong recognition that people make a difference in organizational performance, and that employee motivation and satisfaction are key drivers of improved performance. Still, this recognition is only a first step toward creating a culture that allows all employees to achieve their full potential as part of attaining the organization's goals.

To accelerate the development of diversity management sophistication, Mecklenburg County must reconsider its perspective on diversity and diversity management. In addition to valuing and embracing more traditional cultural differences such as ethnic and racial differences, Mecklenburg County must also value and embrace the broad spectrum of differences and similarities in people.

Perhaps most importantly, Mecklenburg County must acknowledge that these differences and similarities create tensions that must be managed. Creative tensions offer great value in stimulating innovation. This must be embraced and cultivated. Dysfunctional tensions are destructive and therefore must be acknowledged and mitigated. It is important that Mecklenburg County employees not only be pleasant and respectful, but also deal with difficult matters of conflict and tension. To create this environment will require new knowledge, skills and abilities. Developing this level of cross-cultural competency will be the breakthrough that is required to help Mecklenburg County successfully become a model diverse organization.

Finally, Mecklenburg County must realize that inevitable changes in its customers and in its employees require the organization to adapt. This adaptation is a business necessity. Diversity management is the means to achieve this imperative.

Mecklenburg County cannot select or target its customers. As a result, it must be prepared to serve any and all residents.

SERVING A DIVERSE COMMUNITY

According to the Charlotte Chamber of Commerce, Mecklenburg County's population is projected to continue to grow by 3.6% per year for the foreseeable future, and will continue to become more culturally and ethnically diverse. This growth is likely to challenge the Board and staff as they work to address the changing needs of the community. Mecklenburg County cannot select or target its customers. As a result, it must be prepared to serve any and all residents.

In addition to serving more people, Mecklenburg County will be faced with meeting more diverse and complex needs. Mecklenburg County is likely to have more people emigrating from other countries as well as migrating from other parts of the United States. Some, perhaps many, will arrive with limited English proficiency.

As an example, the growth in Charlotte-Mecklenburg for the Latino population is projected to be nearly 1750% from 1990 to 2011.¹ These data project Charlotte-Mecklenburg County as having the largest growth in the Latino population of all metropolitan areas in the U.S. during this time, followed by Atlanta, Georgia, Nashville, Tennessee and Raleigh, N.C. In 2004, Mecklenburg County and nearby Union County had the fastest growing Latino populations in the country.² According to the 2004 US Census, the Latino/Hispanic and Asian populations represent more than 12% of the population in Mecklenburg County. In 2005, 60% of Charlotte Mecklenburg Schools students were either African American, Latino or multiracial.³

The growth and change in population also is driving similar changes in the private sector. The Mecklenburg region is experiencing growth in the number of foreign-owned companies and international small businesses. Latino- and Asian-owned start-up businesses reflect the most aggressive business growth in the region.⁴

This continued growth, specifically the growth in the Latino population, will have far-reaching consequences for North Carolina and Mecklenburg County. The impact will be especially significant for Mecklenburg County. To ensure that the organization is positioned to address the needs of the growing Latino population and other aspects of its diverse community, the organization's infrastructure, services and workforce will need to be strategically aligned and effectively and efficiently managed.

1 Geoscape® American Marketscape DataStream: 2006 Series and U.S. Census Bureau

2 2004 US Census Estimates

3 Charlotte Mecklenburg Schools

4 Charlotte Chamber of Commerce and Mayor's International Cabinet 2003

As the community grows and changes, so will the types of attitudes and skills of available workers.

In addition to becoming more ethnically diverse, Mecklenburg County also will see a shift in other community demographics. The aging baby boomers will lead to more senior citizen residents and customers. In addition, changing and evolving technology is altering the expectations of customers. Consistent with the private sector, the County's customers demand to interact with their local government on their own individual terms. This involves more self-service options, more customized services, and services provided beyond the typical 9 to 5 business hours. Local governments interested in satisfying their customers are no longer able to rely on a standardized, one-size-fits-all bureaucracy.

SERVING A DIVERSE WORKFORCE

Mecklenburg County also will continue to be challenged to meet the needs of its changing workforce. As the community grows and changes, so will the types of attitudes and skills of available workers.

In addition to the population growth and shifts being experienced in the United States and in Mecklenburg County, the U.S. Bureau of Labor Statistics reports that four out of every 10 people who enter the U.S. workforce from 1998 to 2008 will be members of a minority or a non-white group. As of 2006, one-third of the individuals in the United States population is either Asian, African American or Latino origin.⁵

In addition to the multi-ethnic growth in the population and the workforce, for the first time in the country's history four generations are in the workplace. The workplace now has the *Senior or Veteran cohort*, *Baby Boomers*, *Generation X* and *Y* or the *New Millennials* working side by side, each representing diverse ideas and perspectives about work.⁶ Senior or Veterans are people born between 1925-1942; Boomers are people born between 1943-1960; Generation X are people born between 1961-1980; and Generation Y or the New Millennials are people born between 1981-2000.

Some of the other factors impacting today's communities, workforce and workplaces include religion, sexual orientation and disabilities. Since September 11, 2001, U.S workers are increasingly revealing their faith in the workplace, making religion an important aspect of the workplace.⁷ In 2003, *Diversity Best Practices* reported that one out of every 10 people in the U.S is gay and 4% -10% of the U.S. workforce is gay, lesbian or bisexual. *InfoUse.com* reported in 2003 that more than 32.1 million people of working age have a defined (ADA) disability, and yet fewer than 10% are in the workplace.

Currently, the County workforce includes a plethora of senior managers nearing retirement eligibility. If even a small percentage of these leaders exit the organization within the next few years, there will be a considerable loss of institutional knowledge. In addition, they will be replaced in the organization by a different generation of workers, many with different views of the world and views of work.

It is inevitable that Mecklenburg County will become a more diverse workforce serving a more diverse community. Achieving the Board's goals within this scenario requires a strategic approach to diversity management. The purpose of this Diversity Management Plan is to identify why and how Mecklenburg County will proactively build and manage a diverse workforce, and why and how this will improve the County's ability and performance in serving a diverse community.

⁵ 2005 US Census Estimates and Geoscape® 2006 Series

⁶ Enterprising Museum 2003

⁷ DiversityInc. Nov/Dec 2005

CURRENT PERFORMANCE

Below is an assessment of the County's current performance in key indicators of diversity management.

CUSTOMER SATISFACTION

In the most recent Mecklenburg County Customer Satisfaction Survey, respondents' satisfaction with the County was high. Overall customer and stakeholder satisfaction measures on the County's Community and Corporate Scorecard for "becoming a model diverse organization" received a green light, having increased by more than 21 percentage points over the last three years. In addition, there is statistical parity of customer satisfaction based on race, gender or ethnicity.

Although these results are positive, it is important to note the context of the survey. The County's annual community survey of customer satisfaction is conducted at a community-wide level. As a result, the data represent a macro view of how residents regard a variety of services and facilities. To gauge satisfaction at the individual level, departments would be well-served to implement point-of-service evaluations of customer satisfaction. When combined with the annual community survey, the full realm of data will reveal even more about how well the County is serving all its customers

EMPLOYEE SATISFACTION

There is little evidence to indicate that discrimination exists in Mecklenburg County's policies and practices. On the contrary, the County has a no tolerance policy regarding illegal discrimination in employment and is an equal opportunity employer. There also is a significant effort made to seek input from employees about how they think and feel about the County's policies and practices. In addition to the annual Employee Climate Survey, the County convenes employee focus groups, task teams and other similar activities to involve employees in designing policies and practices that guide employment and other employee relations activities. Still there are some disparities in employee motivation and satisfaction, specifically between male and female employees, as well as between African American and all other employees. This suggests there is room for improvement in the County's ability to address the diverse concerns of employees.

Mecklenburg County has a green light overall for its index of employee motivation and satisfaction scores. These scores are tabulated from the Employee Climate Survey administered each year. Although there is a green light overall, statistical disparities are reflected in employee motivation and satisfaction results. These disparities exist most commonly when comparing front-line employees with supervisors and management. There also are examples of disparity when comparing African-American employees' results with the total employee population results. Fewer, but important, disparities also exist when comparing female employees' satisfaction results with the total employee population and when comparing older employees' satisfaction with the total population's satisfaction.

The Climate survey illustrates some statistical differences among gender and race. In the gender categories, female employees reported lower percentages of satisfaction among questions regarding diversity in the workplace and fair treatment by supervisors on the survey. In the racial categories, questions showed statistically significant differences. These questions addressed issues such as *how the county values the employee as an important resource* and *whether the County promotes diversity, whether the supervisor treats the employee with respect, whether an open*

female employees reported lower percentages of satisfaction among questions regarding diversity in the workplace and fair treatment by supervisors on the survey

exchange of ideas is encouraged and others. The most noticeable disparities in these items were among responses of employees listed as “other.” Mecklenburg County was rated very low in terms of satisfaction among these respondents. For example, when asked if they felt the County values employees as a most important resource, white and African American supervisors, who *strongly agreed* were 63.8% and 70.2% respectively. Only 33% of those classified as “other” agreed with that question. On questions related to professional growth and increased skills, white and African American supervisors reported 74.9% and 63.7% respectively. However, supervisors classified as “other” race/ethnicity reported 25.4%. When asked about “*increased skills,*” white and African American supervisors responded favorably at 77.1% and 81.3% respectively; “other” supervisors reported favorably only 44%. (See chart below for more details).

2005 ECS Response by Ethnicity and Job Level										
		% of White			% of African-American			% of Other		
		Exe	Sup	Fl	Exe	Sup	Fl	Exe	Sup	Fl
Q1	Overall, County is good place to work	93.4	96.2	94.2	100	97	96.2	NA	66.7	91
Q2	County values employees as most important resource	82.6	63.8	59	100	70.2	63.9	NA	33	56.9
Q3	Current policies promote diversity in the workplace	91.3	87.8	80.8	90	68.5	70	NA	66.7	66.3
Q12	Flexibility in work and personal life	91.3	83	79.4	100	76	77.6	NA	44.4	72.2
Q16	Supervisor treats me with respect	95.7	93.5	90.4	91.0	92.8	88.3	NA	55.5	86
Q17	Supervisor provides feedback on performance.	77.8	81.3	79.3	72.8	77.1	77.8	NA	44.4	75
Q18	Supervisor informs me about mgmt decisions	93.5	85.4	74.7	81.9	80.6	73.3	NA	66.6	70
Q19	Training needs are assessed on annual basis	73.3	74.3	75.5	44.4	74.7	70.3	NA	44.4	65.9
Q20	Open exchange of ideas is encouraged	97.8	86.1	77.8	100	84	73.6	NA	55.5	68.2
Q21	Supervisor recognizes outstanding employee achievement	93.5	77.4	74.8	90.9	73.7	70.4	NA	44.4	96.3
Q22	Supervisor gives me enough information to do my job well	91.3	88.1	93.9	63.7	80.6	81.5	NA	66.6	76.3
Q23	Supervisor treats me fairly	93.5	93.1	88	81.9	85.6	84.5	NA	77.8	83.3
Q24	My work environment is friendly	97.8	94.6	89.7	81.8	88.6	75.5	NA	77.7	80.6
Q25	My co-workers are willing to assist each other	97.8	93.6	86.9	100	87.9	85.4	NA	88.8	79.1
Q28	Most days I feel good about coming to work	93.5	89.1	82.4	100	86	82.4	NA	66.6	83.9
Q29	I have opportunities for professional growth	86.9	74.9	54.9	63.7	69.8	62.7	NA	25.4	59.4
Q30	I plan to be with Mecklenburg County in 2 years	86.7	90.7	87.6	100	93.1	86.3	NA	75	91.3
Q31	I am given opportunities to improve my skills	91.3	90.5	76.4	100	86.7	78.3	NA	55.5	70.7
Q32	I increased skills b/c County spent time/money on me	91.3	77.1	66.4	90.9	81.3	61.2	NA	44.4	60.9
Q33	I am paid fairly	69.6	62.4	52.8	81.8	46.9	38.1	NA	66.7	44.1

2005 ECS Response by Ethnicity and Job Level - continued						
Total Job Class Breakdown by ethnicity				*Number and Percentage of Responses based on Ethnicity		
	White	African – American	Other	Race	Total	% of Total
Senior Executive	46	11	0	White	1366	54.5
Manager	295	100	9	African American	851	33.9
Front Line	934	642	93	Other	119	4.7

RECRUITMENT AND RETENTION

Recruiting and retaining a qualified and diverse workforce is one of the key principles for managing the County's human capital.

In June 2006, the Board of County Commissioners adopted a standard for workforce representation. This standard calls for the County workforce to represent at least 80% of the community's population demographics. Using this standard, numerous methods can be used to evaluate the recruitment and retention of a qualified and diverse workforce. However, there are advantages and disadvantages to these various methods, which are described below.

A comparison of workforce and community demographics from the 2000 Census reveals representation is diverse in terms of race and gender. Females constitute 58% of the total workforce, which is well above the 80% target. African-Americans comprise just under half of the total workforce (45.6%) compared with 27.9% of the community. Non-Hispanic whites account for 50.7% of the County's total employee count, just over the 80% target. Hispanics appear under-represented in the County's workforce (1.8%) when compared with the 80% target of 5.2%. This is also the case with people of Asian and Native American descent, although those percentages are still relatively small in the community. (See the chart below).

A comparison of workforce and community demographics from the 2000 Census reveals representation is diverse in terms of race and gender.

	County Workforce 2005		Target (80%)	2000 Census*
	#	%		%
Male	1855	41.6%	39.2%	49.1%
Female	2606	58.4%	40.7%	50.9%
White (non Hispanic)	2262	50.7%	48.9%	61.1%
Black	2035	45.6%	22.3%	27.9%
Hispanic	80	1.8%	5.2%	6.5%
Asian	40	0.9%	2.5%	3.1%
American Indian	11	0.2%	0.3%	0.4%
Other	33	0.7%	2.4%	3.0%
* does not equal 100% due to choosing "other" plus another race				

It is important to recognize that this snapshot does not include any calculation or comparison of the selection rates for males and females, or for minorities and non-minorities. The EEOC's Uniform Guidelines say one indication that underutilization may exist is the 80% rule. This rule says the selection rate for minorities (or women when considering gender) should be at least 80% of the selection rate for non-minorities (or men when considering gender). The selection rate is calculated by dividing the number of applicants hired in a particular demographic (e.g., African Americans) for a particular job by the number of applicants within that same demographic. The groups identified under the guidelines for this analysis are blacks, Native Americans (including Alaskan natives), Asians, Hispanics, women and men.

For example, assume 400 people were hired for a particular job. Of this total 300 were white and 100 were black. There were 1,500 applicants for these jobs, of whom 1,000 were white and 500 were black. Using the 80% rule, we would find that the selection rate for blacks into this job is approximately 66.6% of the selection rate for whites into this same job (see chart to the right). This falls below 80% and indicates underutilization in selection based on the availability of applicants for this job.

CALCULATING SELECTION RATE BASED ON 80% RULE:

Selection Rate for blacks: $100/500 = .2$

Selection Rate for whites: $300/1,000 = .3$

Comparative Selection Rate: $.2/.3 = 66.67\%$

However, an employer may have a valid business reason for why its selection rate is below 80% (e.g., a significant lack of qualified minorities for a particular position).

females apply for Mecklenburg County jobs at a rate significantly higher than the percentage of females in the community

In assessing the aggregate applicant pool for the workforce, females apply for Mecklenburg County jobs at a rate significantly higher than the percentage of females in the community. This is also true for blacks. Conversely, the applicant pool for other demographics is lower than the percentage in the community.

	Applicant Population	County Population
Female	75.5%	50.9%
Male	24.5%	49.1%
Black Alone	68.8%	27.9%
White Alone	26.1%	61.1%
Hispanic or Latino	3.7%	6.5%
Asian, Native Hawaiian, Pacific Islander	0.9%	3.1%
American Indian/Native Alaskan	0.5%	0.4%
Some Other Race	N/A	3%

However, the data used in the chart above do not take into consideration the availability of workers in specific jobs. Therefore, it is difficult to base recruitment and retention decisions on these data alone.

One method that does consider the availability of workers uses data provided by the U.S. Department of Labor. These data of available labor pool are categorized into seven job groups. These groups comprise numerous and various jobs that fall into these broad categories.

Using these job groups, the County's workforce was compared with the labor pool information available for the 2000 U.S. Census. This analysis compared availability percentage estimates from the census data with the County's actual employment percentages to identify areas having fewer minorities or women in a particular job group than would be reasonably expected, given their availability. Workforce demographics are compared to Metropolitan Statistical Area (MSA) data using eight EEO job group definitions. Demographics of County employees, by race, gender and ethnicity, for each job group are compared with the availability of qualified employees available within those job groups in the Mecklenburg County job market.

It is important to note that the actual jobs in the County workforce could comprise a small portion of the job types in specific job groups defined by the U.S. Department of Labor. For example, most social workers in the job market are women. However, social worker positions may be placed in a job group that also includes numerous jobs predominately held by men. If this were true, the County's workforce data may indicate under-representation in this job group because most of its employees are women while the job group availability data in total reveal a significant weighting toward men.

As a result, these broad methods of analyzing and comparing workforce demographics and community demographics are subject to interpretation. Although these methods are inconclusive in definitively determining under-representation in the workforce in each job or job group, they are useful in shaping recruitment strategies and tactics intended to expand the pool of qualified applicants.

Using these job groups, the County’s Human Resources Department compares the County workforce demographics with the availability of workers in each job group. This comparison is provided to each department with recommendations for widening recruitment to increase the number of qualified applicants for all jobs, including those where there are indications of under-representation in job groups.

Data comparing the County’s workforce with available workers in Department of Labor job groups indicates opportunities for improvement in recruiting of Hispanic male and white female applicants. These and other comparisons are provided below:

Job Group	Demographic	County Employees in Demographic	% of Total Employees in Job Group (2005)	80% of Job Group
Officials/Managers	White Females	23	10.7%	24.7%
Professionals	White Males	393	28.3%	29.5%
Admin Support	White Males	124	8.1%	21.5%
	White Females	524	34.2%	39.6%
Technicians	White Females	41	25.8%	36.2%
Protective Service	White Males	256	30.4%	50.4%
	White Females	59	7.0%	8.9%
Skilled Craft	Hispanic Males	3	2.3%	8.2%
Service/Maintenance	White Males	40	20.2%	27.4%
	Hispanic Males	3	1.5%	5.1%
	White Females	4	2.0%	20.3

This table also indicates there is an opportunity to expand recruitment efforts to attract more Hispanic/ Latino applicants. This raises another question regarding the County’s capacity to serve customers with limited English proficiency.

Currently, Mecklenburg County provides premium pay for employees who are certified as bilingual and where this skill is required as a job necessity.

Several human resource professionals within County departments report a lack of qualified candidates with bilingual skills, particularly those who are competent in Spanish as well as English. Currently, Mecklenburg County provides premium pay for employees who are certified as bilingual and where this skill is required as a job necessity. As of March 2006, Mecklenburg County is providing premium pay to 33 employees throughout the workforce (See table). However, there are bilingual employees who do not qualify for the premium because either their position does not require bilingual skills or they have not been certified formally.

Number of Bilingual Employees Receiving Bilingual Premium	
Department	Number
DSS	22
AMH	4
TAX	1
SHF	2
HLT	1
LUE	2
CMO	1
Total	33

MULTICULTURAL TASK TEAM RECOMMENDATIONS

In 2005-2006, the County established a Multicultural Customer Task Team comprising County employees. This team's charge was to identify key business needs in serving customers with limited English proficiency, and to recommend strategies to address these business needs. Following is a summary of the Team's findings and recommendations:

BUSINESS NEEDS:

- More bilingual employee capacity, particularly to accommodate Spanish-speaking customers.
- Increased customer awareness of County services available to Limited English Proficiency (LEP) residents.
- Easier access to County service information by residents with LEP.

To address these business needs, the Task Team developed a set of recommended strategies. These strategies are based on the objective of making every reasonable effort to ensure Mecklenburg residents experience equally outstanding customer service at every interaction regardless of language proficiency.

STRATEGIES:

- Increase the public's awareness of the County's Limited English Proficiency (LEP) services.
- Train front-line employees to interact and provide services to customers of different cultural and linguistic backgrounds.
- Expand the number of bilingual employees.
- Compensate employees for language skills. This would include restructuring the language premium pay to include both employees in positions that require language certification and those positions requiring conversational language skills.
- Increase translation of County information in print and online, particularly in Spanish.
- Centralize contracting/administration of interpretation/translation services available to County departments.
- Develop an equitable standard for information accessibility to all citizens.

All Mecklenburg County employees should have an equal opportunity for promotions based on their qualifications for a particular position.

EMPLOYEE PROMOTIONS

All Mecklenburg County employees should have an equal opportunity for promotions based on their qualifications for a particular position. One of the best measures of equal opportunity in promotion would be to calculate the promotion rate based on the number of employees promoted from a specific demographic divided by the number of qualified employees applying for the position from the same demographic. Since these data are not available, a proxy calculation is provided. This proxy calculation compares the percentage of people promoted within a specific demographic against the prevalence of this demographic in the current County workforce.

Using the 80% rule as a target, one would conclude that, in general, County employees do have an equal opportunity for promotions regardless of race, gender or ethnicity. Two demographics fall slightly below the 80% threshold, with the male promotion rate at 74% and the black promotion rate at 78%.

The chart below provides the comparisons in five demographic categories.

Demographic	% of County Workforce	% Receiving Promotion	Promotions Compared with Workforce*
Females	58.4%	69.2%	118%
Males	41.6%	30.8%	74%
Whites	50.7%	46.7%	92%
Blacks	45.6%	35.7%	78%
Hispanic/Latino	1.8%	2.2%	122%

RESIGNATIONS

Mecklenburg County's overall resignation rate target is 6% or less. Currently, that rate is 7.5%. A review of exit interview data reveals the following five most common reasons stated for resignation:

- career advancement,
- relocation,
- personal reasons,
- family,
- dissatisfied with working conditions.

the County's elected officials, managers, customers and taxpayers have a stake in retaining qualified employees

Employees report career advancement as the reason for leaving at more than twice the rate of the second most common reason given. It is estimated that turnover costs the County approximately \$5.8 million for FY05. See Appendix B for more details. Clearly, employee turnover is costly and disruptive to productivity. As a result, the County's elected officials, managers, customers and taxpayers have a stake in retaining qualified and successful employees.

Given the desire to have a workforce representative of the community it serves, attention must be paid to the demographics of those employees retained and those lost to resignation. The chart below provides the resignation rate for County employees by demographic in 2005. This chart illustrates that in most demographic categories, the rate of resignation is relatively consistent with the percentage of employees in the workforce. The exceptions are for Hispanic/Latino employees and Asian employees.

Demographic	% of County Workforce	% Resigning	Resignation Compared with Workforce*
Females	58.4%	68%	116%
Males	41.6%	30.8%	76%
Whites	50.7%	46.7%	103%
Blacks	45.6%	35.7%	90%
Hispanic/Latino	1.8%	2.2%	185%
Asian	.9%	2.38%	264%

*This figure is calculated using the percentage resigning divided by the percentage of employees within that demographic in the workforce. Using the same premise as the 80% rule, a reasonable target for resignation would be less than 120%.

This phenomenon should not be surprising. Many area employers are casting their recruitment nets more widely to seek more Hispanic/Latino and Asian applicants. The implication for Mecklenburg County is that in addition to enhanced recruiting, greater efforts should be made to retain those employees in demographics with higher resignation rate than would be expected based on the current workforce composition.

An additional breakdown of turnover/resignation is provided below.

2005 Resignations by Demographic		
Demographic	Number of Resignations	Percentage of Resignations
White Male	73	17.38%
White Female	119	28.33%
Black Male	52	12.38%
Black Female	146	34.76%
Hispanic Male	3	.71%
Hispanic Female	11	2.62%
Asian Male	5	1.19%
Asian Female	5	1.19%
American Indian Male	0	0.00%
American Indian Female	0	0.00%
Other Male	1	.24%
Other Female	5	1.19%
Total	420	100.00%

LEADERSHIP DIVERSITY

The County’s executive team is diverse based on race and gender. The five-member executive leadership team includes three men and two women, three African Americans and two whites, four people over 40 years of age and one less than 40. There is somewhat less racial and gender diversity at the next level, (department directors). This group includes nine white males, three white females, two black males and one black female.

PURCHASING AND CONTRACTING

Mecklenburg County is not only a service provider. It also is a service consumer. To conduct the business of Mecklenburg residents, the County purchases goods and services in a variety of areas. This consumer practice establishes local businesses as stakeholders of the County. As a result, this Plan also considers the level of satisfaction with the County among these stakeholders regarding the County’s business practices in purchasing and contracting for goods and services. Specifically, this Plan contemplates the need to ensure the County is an equal opportunity consumer of goods and services. This means that local businesses should have an equal opportunity to obtain business from the County, based on cost and qualifications for providing goods and services.

Mecklenburg County has a service -- Minority, Women and Small Business Enterprise (MWSBE) -- that focuses exclusively on this issue. The MWSBE mission is to provide a good faith effort in contracting with minority-owned, women-owned and small businesses. Although a disparity study conducted by an outside firm acknowledged that there is room for improvement in certain contracting areas, Mecklenburg County’s experience significantly surpasses the record of local private sector employers in contracting with such firms.

Although specific performance measures and targets have been established for this service, this Plan includes recommendations for an additional measure. This measure would evaluate the extent to which Mecklenburg businesses are satisfied with their opportunity to contract with the County. In addition, the data collected for this measure will be analyzed to determine whether parity in satisfaction exists regardless of ownership or size of the business. Any lack of parity will indicate there is room for

The MWSBE mission is to provide a good faith effort in contracting with minority-owned, women-owned and small businesses.

improvement in providing equal opportunity to minority-owned, women-owned and small businesses interested in doing business with Mecklenburg County.

DIVERSITY COUNCIL

Mecklenburg County has had an employee Diversity Council for several years. In July 2005, County Manager Harry Jones provided additional direction to the Diversity Council, establishing it as a subcommittee of the Effective & Efficient Government Focus Area Leadership Team (EEG FALT). Later that year, the EEG FALT approved a charter for the Diversity Council, as follows:

DIVERSITY COUNCIL CHARTER

Purpose: To enable Mecklenburg County in being a model diverse organization.

Composition/Structure:

The Diversity Council reports to the Effective and Efficient Government Focus Area Leadership Team (EEG FALT). The EEG FALT chair serves as the sponsor of the Diversity Council. On an as needed basis, the Council will present recommendations to the Personnel Commission. Human Resources Diversity Administrator will chair the Diversity Council.

Roles/Responsibilities:

The Diversity Council is a standing subcommittee of the EEG FALT that takes action within its authority to enable Mecklenburg County in achieving its goals for being a model diverse organization.

The Diversity Council's primary responsibilities include:

- Develop and recommend diversity strategic plan to the EEG FALT
- Make recommendations on the employee training and education on diversity, including identifying knowledge, skills, and abilities employees should have to be cultural competent.
- Serve as a resource to the organization on matters related to being a model diverse organization. This includes recruitment and retention, employee network groups, etc.
- Sponsor and organize employee events in celebration of diversity (e.g., Diversity Awareness Month, Black History Month, and International Festival).
- Develop and recommend ongoing diversity measures and best practices

Membership

Members of the Council will be chosen through a formal selection process to identify their interest and commitment to diversity. They shall be recommended by the Council members with final approval by the EEG FALT. Members will serve two-year terms.

The current membership of the Diversity Council is listed below.

EMPLOYEE/DEPARTMENT

- Charles Brown, Public Library
- Karla Gray, Park & Recreation
- Laurette Hall, Land Use and Environmental Services
- Carlos Hernandez, Area Mental Health
- James Johnson, Social Services
- David Lari, Information Services & Technology
- Wynn Mabry, Public Health
- Kim McKessy, Social Services
- Leon Miller, General Services
- Gustavo Mibelli, Real Estate Services
- Lindelly Rajo, Women's Commission
- Wanda Reeves, Finance
- Angela Shannon, Public Service & Information
- Donnie Simmons, Human Resources
- Colleen Singleton, Register of Deeds
- Phin Xaypangna, Human Resources (chair)
- Hyong Yi, County Manager's Office

This Diversity Management Plan is created by the Diversity Council under the executive leadership of the County Manager's diversity champion, John McGillicuddy, general manager and chair of the EEG FALT.

As part of developing this Plan, the Diversity Council envisions its ongoing work will include monitoring the County's progress in implementing the provisions of the Plan and making additional recommendations to the EEG FALT based on the achievement of the Plan's desired results and/or changing business needs.

CONCLUSION

The nature of the County's mission requires the organization to adapt to the changing needs of its customers and its employees. The purpose of adapting is to maintain or improve the County's performance in achieving the Board's goals for this community.

Effectively managing a diverse workforce that serves a diverse community requires Mecklenburg County to change its organizational culture. Organizational culture is defined as the inherent beliefs, values and behaviors that characterize an organization and its employees. Mecklenburg County embarked on this cultural change in 2000 by adopting a Managing for Results philosophy and use of the balanced scorecard as a performance management tool. The goal is to build and sustain service culture that results in a highly efficient, effective, accountable and inclusive local government.

Mecklenburg County will be a culture that recognizes the value of diversity and the challenges of managing a diverse workforce.

Since 2000, many changes have taken place that are reshaping the County's culture. The approval and implementation of the Diversity Management Plan is the next critical step in building this new culture. It will be a culture defined by maximum levels of customer and stakeholder satisfaction with County services. It will be a culture characterized by robust employee satisfaction and motivation, driving increased productivity, creativity and innovation. It will be a culture that recognizes the value of diversity and the challenges of managing a diverse workforce. It will be a culture that serves as a model organization, one that fulfills its vision as the best local government service provider.

RECOMMENDATIONS

SCORECARD PERSPECTIVES

DIVERSITY DESIRED RESULTS, STRATEGIES AND TACTICS

Customer and Stakeholder Satisfaction

DESIRED RESULT #1: By 2015, Mecklenburg County's customers and stakeholders regardless of race, gender, age, sexual orientation, disabilities, religion, ethnicity, and/or national origin are satisfied with County services.

Strategy: Be a model diverse organization in customer service.

Tactics:

- Tailor services and service delivery to accommodate diverse needs of Mecklenburg residents, businesses and other customers and stakeholders (e.g., in-culture and in-language accessible services).
- Develop and implement comprehensive and sustainable diversity management training for County employees, beginning with front-line employees and first-line supervisors.
- Identify bilingual and multi-lingual service levels for each County service, and tailor employee competencies and recruitment to these levels (e.g., setting specific goals for number of certified bilingual employees based on desired service levels).
- Offer conversational Spanish and ADA training to front-line employees.
- Continue conducting at least bi-annual survey of customer and community satisfaction with County service locations/facilities, parks and land, regarding accessibility and consistency with residents' interests and needs.
- Implement point-of-service evaluations of customer satisfaction.
- Conduct at least bi-annual survey of local businesses and current County business vendors to determine satisfaction with fairness and equity of business opportunity with the County.

Performance Measures:

- Customer service satisfaction rating and parity
- Business/Vendor service satisfaction rating and parity



Internal Business Processes

Desired Result #2: By 2007, County communications reflect a diverse workforce serving a diverse community.

Strategy: Develop and implement communications that emphasize Mecklenburg County's commitment to diversity management.

Tactics:

- Develop standards for depicting workforce diversity serving diverse customers.
- Develop online content communicating the County's diversity management plan, goals, strategies, tactics, results, training, and other pertinent information.

Performance Measures:

- Employee satisfaction rating regarding access to information on diversity



Internal Business Processes



Desired Result #3: By 2015, citizen advisory committees reflect Mecklenburg's diverse population.

Strategy: Proactively recruit advisory committee nominations at the department level.

Tactics:

- Identify areas of under-representation on advisory committees based on 80% of Mecklenburg County census data.
- Proactively expand recruitment of advisory committee nominations to address under-represented areas.

Performance Measures:

- Advisory Committee Diversity

Financial Management



Desired Result #4: By 2015, Mecklenburg County has optimal organizational performance that eliminates or minimizes financial risk in human capital management.

Strategy: Maintain zero tolerance for unlawful discrimination and harassment.

Tactics:

- Provide supervisors training in managing a diverse workforce.
- Conduct annual risk assessment to identify major risk factors regarding hiring, promoting, supervising, training, rewarding, and other employee relations.
- Promote alternative dispute resolution such as mediation.

Performance Measures:

- Cost of risk in human capital management
- Percentage of complaints resolved without litigation

Employee and Organizational Capacity



Desired Result #5: By 2015, Mecklenburg County's workforce is representative of the community it serves.

Strategy: Internally and externally market Mecklenburg County as a compelling place to work, emphasizing diversity management principles and practices.

Tactics:

- Identify areas of under-representation based on 80% of Mecklenburg County census data.
- Proactively expand recruitment to include sources of qualified minorities, women, seniors and people with disabilities.
- Incorporate workforce diversity planning into overall workforce planning services.
- Monitor turnover among under-represented areas and use exit interview data to increase retention.

Performance Measures:

- Workforce representation
- Retention rate parity

Employee and Organizational Capacity



Desired Result #6: By 2015, Mecklenburg County employees are valued and respected for their contribution to the workforce.

Strategy: Value employees as our most important resources by providing market-rate compensation for market performance, providing flexibility for a balanced work/life, and providing opportunities for professional development.

Tactics:

- Establish market rate and market performance standards for each job classification.
- Establish and communicate career paths in each job group.
- Provide flexibility for a balanced work/life and opportunities for professional development.
- Ensure annual Employee Climate Survey instrument includes questions addressing diversity, management issues and/or conduct separate survey as appropriate.
- Consider feasibility of employee support network groups.

Performance Measures

- Employee Motivation and Satisfaction Parity Rating

Employee and Organizational Capacity



Desired Result #7: By 2010, Mecklenburg County employees have the knowledge, skills and abilities to implement the organization's diversity management plan

Strategy:

- Develop and implement comprehensive, sustainable and required cross-cultural competency for supervisors and employees in diversity management, based on necessary competencies to include skills training, cultural dialogue sessions, diversity conferences, recognition and diversity celebration; and communicate Diversity Management Plan to organization.

Tactics:

- Identify diversity management competencies for employees and supervisors, especially supervisor competencies in interpersonal communication skills, understanding and appreciating ethnic and cultural diversity, treating employees with respect, and encouraging an open exchange of ideas.
- Develop and Implement Employee & Organizational Development strategic plan, emphasizing individual development plans.
- Provide training consistent with development plans
- Establish and maintain a diversity management resource center for employees (e.g., library, online)
- Create Diversity Management Plan awareness campaign for employees.

Performance Measures

- Diversity Management training rate
- Diversity Management Plan awareness



RECOMMENDATIONS LINKED TO SCORECARD

FOCUS AREA: EFFECTIVE AND EFFICIENT GOVERNMENT

Community & Corporate Scorecard Desired Result: Increase Customer & Stakeholder Satisfaction

Community & Corporate Scorecard Strategy:

- Focus on customer satisfaction in design and delivery of County services
- Be a model diverse organization in customer service
- Develop and enhance partnerships and outsourcing that improve service delivery

DIVERSITY MANAGEMENT PLAN DESIRED RESULT #1:

By 2015, Mecklenburg County's customers and stakeholders regardless of race, gender, age, sexual orientation, disabilities, religion, ethnicity and/or national origin, are satisfied with County services.

Strategy:

Be a model diverse organization in customer service

Tactics:

- Tailor services and service delivery to accommodate diverse needs of Mecklenburg residents, businesses and other customers and stakeholders.
- Develop and implement comprehensive and sustainable diversity management training for County employees, beginning with front-line employees and first-line supervisors.
- Identify bilingual and multi-lingual service levels for each County service, and tailor employee competencies and recruitment to these levels (e.g., setting specific goals for number of certified bilingual employees based on desired service levels).
- Offer conversational Spanish and ADA training to front-line employees.
- Continue conducting at least bi-annual survey of customer and community satisfaction with County service locations/facilities, parks and land, regarding accessibility and consistency with residents' interests and needs.
- Implement point-of-service evaluations of customer satisfaction.
- Conduct at least bi-annual survey of local businesses and current County business vendors to determine satisfaction with fairness and equity of business opportunity with the County.

Performance Measures:

- Customer service satisfaction rating and parity
- Business/Vendor service satisfaction rating and parity

COMMUNITY & CORPORATE SCORECARD DESIRED RESULT: INCREASE EMPLOYEE ACCESS TO INFORMATION

Community & Corporate Scorecard Strategy:

- Ensure supervisors provide employees with information necessary to do their jobs well
- Streamline processes and/or maximize the use of technology to make job-relevant information easily accessible through self-service

DIVERSITY MANAGEMENT PLAN DESIRED RESULT #2:

By 2007, County communications reflect a diverse workforce serving a diverse community.

Strategy:

Develop and implement communications that emphasize Mecklenburg County's commitment to diversity management.

Tactics:

- Develop standards for depicting workforce diversity serving diverse customers.
- Develop online content communicating the County's diversity management plan, goals, strategies, tactics, results, training, and other pertinent information.

Performance Measures:

- Employee satisfaction rating regarding access to information on diversity

Community & Corporate Scorecard Desired Result: Enhanced Citizen Involvement

Community & Corporate Scorecard Strategy: Seek citizen participation in policy development and decision-making

DIVERSITY MANAGEMENT PLAN DESIRED RESULT #3:

By 2015, citizen advisory committees reflect the Mecklenburg's diverse population.

STRATEGY:

Proactively recruit advisory committee nominations at the department level.

TACTICS:

- Identify areas of under-representation on advisory committees based on 80% of Mecklenburg County census data.
- Proactively expand recruitment of advisory committee nominations to address under-represented areas.

PERFORMANCE MEASURES:

- Advisory Committee Diversity

COMMUNITY & CORPORATE SCORECARD DESIRED RESULT: IMPROVED FINANCIAL MANAGEMENT

Community & Corporate Scorecard Strategy: Use best practices to manage Mecklenburg County's operational and capital resources

DIVERSITY MANAGEMENT PLAN DESIRED RESULT #4:

By 2015, Mecklenburg County has optimal organizational performance that eliminates or minimizes financial risk in human capital management.

Strategy:

Maintain zero tolerance for unlawful discrimination and harassment.

Tactics:

- Provide supervisors training in managing a diverse workforce.
- Conduct annual risk assessment to identify major risk factors regarding hiring, promoting, supervising, training, rewarding, and other employee relations.
- Promote alternative dispute resolution such as mediation.

Performance Measures:

- Cost of risk in human capital management
- Percentage of complaints resolved without litigation

COMMUNITY & CORPORATE SCORECARD DESIRED RESULT: ENHANCE WORKFORCE RECRUITMENT AND RETENTION

Community & Corporate Scorecard Strategy:

- Offer market rate compensation (pay and benefits) for market performance
- Market Mecklenburg County as a great place to work
- Emphasize drivers that increase employee motivation and satisfaction
- Be a model diverse organization by having a workforce representative of the community it serves

DIVERSITY MANAGEMENT PLAN DESIRED RESULT #5:

By 2015, Mecklenburg County's workforce is representative of the community it serves.

Strategy:

Internally and externally market Mecklenburg County as a compelling place to work, emphasizing diversity management principles and practices.

Tactics:

- Identify underrepresented job groups based on 80% of Mecklenburg County census data.
- Proactively expand recruitment to include sources of qualified minorities, women, seniors and people with disabilities, particularly for job groups under represented.
- Incorporate workforce diversity planning into overall workforce planning services.
- Monitor turnover among underrepresented areas and use exit interview data to increase retention.
- Develop recruitment marketing materials depicting a diverse workplace serving a diverse community.

Performance Measures:

- Workforce representation
- Retention rate parity

Community & Corporate Scorecard Desired Result: Increase Employee Motivation & Satisfaction

Community & Corporate Scorecard Strategy: Be a model diverse organization by:

- Valuing employees as our most important resources, providing flexibility for a balanced work/life, and opportunities for professional development
- Developing supervisor competencies, especially interpersonal communication skills, understanding and appreciating ethnic and cultural diversity, treating employees with respect and encouraging an open exchange of ideas

DIVERSITY MANAGEMENT PLAN DESIRED RESULT #6:

By 2015, Mecklenburg County employees are valued and respected for their contribution to the workforce.

Strategy: Value employees as our most important resources by providing market-rate compensation for market performance, providing flexibility for a balanced work/life, and providing opportunities for professional development.

Tactics:

- Establish market rate and market performance standards for each job classification.
- Establish and communicate career paths in each job group.
- Provide flexibility for a balanced work/life and opportunities for professional development.
- Ensure annual Employee Climate Survey instrument includes questions addressing diversity management issues and/or conduct separate survey as appropriate.
- Consider feasibility of employee support network groups.

Performance Measures

- Employee Motivation and Satisfaction Parity Rating

COMMUNITY & CORPORATE SCORECARD DESIRED RESULT: INCREASE EMPLOYEE KNOWLEDGE, SKILLS AND ABILITIES

Community & Corporate Scorecard Strategy: Invest in training and skill opportunities to improve employee performance

DIVERSITY MANAGEMENT PLAN DESIRED RESULT #7:

By 2010, Mecklenburg County employees have the knowledge, skills and abilities to implement the organization's diversity management plan

STRATEGY:

Develop and implement comprehensive, sustainable and required cross- cultural competency for supervisors and employees in diversity management to include skills training, cultural dialogue sessions, diversity conferences, recognition and diversity celebration; and communicate Diversity Management Plan to organization

TACTICS:

- Identify diversity management competencies for employees and supervisors, especially supervisor competencies in interpersonal communication skills, understanding and appreciating ethnic and cultural diversity, treating employees with respect, and encouraging an open exchange of ideas.
- Develop and Implement Employee & Organizational Development strategic plan, emphasizing individual development plans.
- Provide training consistent with development plans.
- Establish and maintain a diversity management resource center for employees (e.g., library, online).
- Create Diversity Management Plan awareness campaign for employees.

PERFORMANCE MEASURES

- Diversity Management Training rate
- Diversity Management Plan awareness

ACCOUNTABILITIES AND TIMELINE

<p>Diversity Management Plan Desired Result #1: By 2015, Mecklenburg County's customers and stakeholders regardless of race, gender, age, sexual orientation, disabilities, religion, ethnicity and/or national origin, are satisfied with County services</p> <p>Strategy: Be a model diverse organization in customer service.</p>		
Tactics and Action Steps	Accountability	Timetable
Tailor services and service delivery to accommodate diverse needs of Mecklenburg residents, businesses and other customers and stakeholders.	Department Directors	Planning should begin immediately with implementation based on resources provided. Additional resource needs should be identified as part of the planning and budgeting process.
Develop and implement comprehensive and sustainable diversity management training for County employees, beginning with front-line employees and first-line supervisors.	EEG FALT Human Resources Department	Recommended budget for diversity management training in FY07 budget; HR Dept. recommend training modules by December 2006.
Identify bilingual and multi-lingual service levels for each County service, and tailor employee competencies and recruitment to these levels (e.g., setting specific goals for number of certified bilingual employees based on desired service levels).	Department Directors Human Resources Department	Establish baseline for bi-lingual service levels by June 2007.
Offer conversational Spanish and ADA training to front-line employees.	Human Resources Department Directors	Implement immediately at discretion of department directors within existing resources. Establish baseline for need throughout the County by June 2007.
Continue conducting at least bi-annual survey of customer and community satisfaction with County service locations/facilities, parks and land, regarding accessibility and consistency with residents' interests and needs.	Office of Strategic Organizational Improvement (SOI)	Incorporate as part of existing Customer Service survey.
Implement point-of-service evaluations of customer satisfaction.	Department directors, with guidance from SOI and the Customer Service Coordinating Council	Implement immediately based on available resources.
Conduct at least bi-annual survey of local businesses and current County business vendors to determine satisfaction with fairness and equity of business opportunity with the County.	MWSBE staff, supported by SOI	Identify methodology and funding needs by December 2006.
<p><u>Performance Measures:</u></p> <ul style="list-style-type: none"> Customer service satisfaction rating and parity Business/Vendor service satisfaction rating and parity 		
<p><u>Performance Targets:</u></p> <ul style="list-style-type: none"> By 2015, at least 80% customer satisfaction. Statistical parity among race, gender, age, ethnicity, national origin and primary language in customer satisfaction with County services. By 2015, at least 80% business/vendor satisfaction. Statistical parity among gender-owned, race/ethnicity-owned, and business size in customer satisfaction with County services. 		

<p>Diversity Management Plan Desired Result #2: By 2007, County communications reflect a diverse workforce serving a diverse community.</p> <p>Strategy: Develop and implement communications that emphasize Mecklenburg County's commitment to diversity management.</p>		
Tactics and Action Steps	Accountability	Timetable
Develop standards for depicting workforce diversity serving diverse customers.	Public Service & Information Department and Diversity Council	Completed by December 2006.
Develop online content communicating the County's diversity management plan, goals, strategies, tactics, results, training, and other pertinent information.	Public Service & Information Department & Human Resources	Conceptual Design by June 2006; implementation by October 2006, based on available resources.
<p>Performance Measures:</p> <ul style="list-style-type: none"> Employee satisfaction rating regarding access to information on diversity <p>Performance Targets:</p> <ul style="list-style-type: none"> By 2010, at least 80% employee satisfaction with access to information on diversity and diversity management. 		

<p>Diversity Management Plan Desired Result #3: By 2015, citizen advisory committees reflect the Mecklenburg's diverse population.</p> <p>Strategy: Proactively recruit advisory committee nominations at the department level.</p>		
Tactics and Action Steps	Accountability	Timetable
Identify areas of under representation on advisory committees based on 80% of Mecklenburg County census data.	Clerk to the Board Department Directors	Implementation Immediately.
Proactively expand recruitment of advisory committee nominations to address under-represented areas.	Clerk to the Board Department Directors Note: Partner with Human Resources and Public Services & Information on recruitment and marketing plan	Recruitment and marketing plan developed by December 2006.
<p>Performance Measures:</p> <ul style="list-style-type: none"> Advisory Committee Diversity <p>Performance Targets:</p> <ul style="list-style-type: none"> By 2015, representation on citizen advisory committees will be at least 80% of Mecklenburg population in race, ethnicity and gender, based on census data. 		

Diversity Management Plan Desired Result #4:

By 2015, Mecklenburg County has optimal organizational performance that eliminates or minimizes financial risk in human capital management.

Strategy: Maintain zero tolerance for unlawful discrimination and harassment.

Tactics and Action Steps	Accountability	Timetable
Provide supervisors training in managing a diverse workforce.	Human Resources	Recommended budget for diversity management training in FY07 budget; HR Dept. recommend training modules by June 2007.
Conduct annual risk assessment to identify major risk factors regarding hiring, promoting, supervising, training, rewarding, and other employee relations.	Risk Management Division under direction of County Attorney's Office	Risk assessment completed by December each year.
Promote alternative dispute resolution (ADR) such as mediation.	County Attorney's Office Human Resources Department Public Service & Information Department	Identify ADR options and develop recommended policy and procedures by October 2006. Once policy and procedures are approved, develop and implement communications plan.
<u>Performance Measures:</u>		
<ul style="list-style-type: none">• Cost of risk in human capital management• Percentage of complaints resolved without litigation		
<u>Performance Targets:</u>		
<ul style="list-style-type: none">• By 2015, cost of risk in human capital management is less than 1% of expenditures.• By 2015, 98% of complaints are resolved without litigation.		

Diversity Management Plan Desired Result #5:

By 2015, Mecklenburg County's workforce is representative of the community it serves.

Strategy: Internally and externally market Mecklenburg County as a compelling place to work, emphasizing diversity management principles and practices.

Tactics and Action Steps	Accountability	Timetable
Identify job groups underrepresented based on 80% of Mecklenburg County census data.	Human Resources	Assess current performance by September 2006.
Proactively expand recruitment to include sources of qualified minorities, women, seniors and people with disabilities, particularly for job groups underrepresented.	Department Directors Human Resources	HR Department generates EEO report annually and communicates recommended recruitment strategies to department directors by September 2006.
Incorporate workforce diversity planning into overall workforce planning services.	Human Resources Department Department Directors	Implement immediately.
Monitor turnover among underrepresented areas and identify significant trends.	Human Resources Department	Implement immediately.
Develop recruitment marketing materials depicting a diverse workplace serving a diverse community.	Human Resources Department and Public Services & Information Department	Complete materials by January 2008.
<p><u>Performance Measures:</u></p> <ul style="list-style-type: none"> ● Workforce representation ● Retention rate parity 		
<p><u>Performance Targets:</u></p> <ul style="list-style-type: none"> ● By 2015, selection rate for women and minorities is at least 80% of selection rate for men and whites. ● By 2015, retention rate for women and minorities is at least 80% of retention rate for men and whites. 		

Diversity Management Plan Desired Result #6:

By 2015, Mecklenburg County employees are valued and respected for their contribution to the workforce.

Strategy: Value employees as our most important resources by providing market-rate compensation for market performance, providing flexibility for a balanced work/life, and providing opportunities for professional development.

Tactics and Action Steps	Accountability	Timetable
Establish market rate and market performance standards for each job classification.	Executive Team Human Resources Department Directors	Initial market rate implemented. Human Resources Department survey market rate each year. Department directors revise, if needed, market performance for each job as part of annual performance evaluation.
Establish and communicate career paths in each job group.	Executive Team Human Resources Department Directors	Job group career paths established in January 2006. Human Resources Department monitors changes and/or requests for changes in classifications. Department directors identify possible changes in classifications within department-specific job groups.
Provide flexibility for a balanced work/life and opportunities for professional development.	Executive Team Human Resources Department Directors	Department directors recommend needed changes in County HR policy to Human Resources, with recommendations provided to Executive Team for final approval. Department directors implement policy (ongoing).
Ensure annual Employee Climate Survey instrument includes questions addressing key diversity management issues and/or conduct separate survey as appropriate.	EEG FALT Diversity Council Office of Strategic Organizational Improvement (SOI)	Diversity Council and SOI partner to recommend appropriate survey methodology to EEG FALT.
Consider feasibility of employee support network groups.	EEG FALT Diversity Council	Diversity Council develops recommended plan by December 2006.
Develop and implement Employee & Organizational Development strategic plan, emphasizing individual development plans.	Human Resources Department Department Directors	HR develops process for strategic plan by October 2006. Develop strategic plan by June 2007.

Performance Measures

- Employee motivation and satisfaction rating and parity

Performance Targets:

- By 2015, at least 90% of employees satisfaction. Parity among race, gender, age, ethnicity and national origin with employee satisfaction.

Diversity Management Plan Desired Result #7:

By 2010, Mecklenburg County employees have the knowledge, skills and abilities to implement the organization's diversity management plan

Strategy: Develop and implement comprehensive, sustainable and required cross cultural competency for supervisors and employees in diversity management to include skills training, cultural dialogue sessions, diversity conferences, recognition and diversity celebration; and communicate Diversity Management Plan to organization

Tactics and Action Steps	Accountability	Timetable
Identify diversity management competencies for employees and supervisors, especially supervisor competencies in interpersonal communication skills, understanding and appreciating ethnic and cultural diversity, treating employees with respect, and encouraging an open exchange of ideas.	Human Resources Diversity Council	Assess KSAs for employees and supervisors by December 2006.
Develop and Implement Employee & Organizational Development strategic plan, emphasizing individual development plans.	Human Resources Department Department Directors	HR develops process for strategic plan by October 2006. Develop strategic plan by June 2007.
Provide training consistent with development plans.	Human Resources Department	Recommended budget for diversity management training in FY07 budget; HR Dept. recommend training modules by December 2006.
Ensure annual Employee Climate Survey instrument includes questions addressing these issues.	Office of Strategic Organizational Improvement (SOI)	Implement immediately.
Establish and maintain a diversity management resource center for employees (e.g., library, online).	Human Resources Department and Public Services & Information Department	Develop recommended plan by June 2007.
Create Diversity Management Plan awareness campaign for employees.	EEG FALT Public Service & Information Department in partnership with Diversity Council and Human Resources Department	Communications Plan recommended to EEG FALT by August 2006; Implemented upon approval by EEG FALT.

Performance Measures

- Diversity Management Training rate
- Diversity Management Plan awareness

Performance Targets:

- By 2009, all supervisors have completed initial training on diversity management/managing a diverse workforce.
- By 2009, 95% of employees have completed initial training on diversity management/working in a diverse workforce.
- By 2010, 95% of employees will understand and support the organization's diversity management plan.

APPENDIX A

IMPLEMENTATION SCHEDULE

TACTICS AND ACTION STEPS	ACCOUNTABILITY	COMPLETED	TIMETABLE							
			<input checked="" type="checkbox"/> IMMEDIATE	<input checked="" type="checkbox"/> JULY-SEPT	<input checked="" type="checkbox"/> OCT-DEC	<input checked="" type="checkbox"/> JAN-MAR	<input checked="" type="checkbox"/> APR-JUN	<input checked="" type="checkbox"/> FY 07-08/Ongoing		
Tailor services and service delivery to accommodate diverse needs.	Department Directors	Planning has begun.								Additional resource needs should be identified.
Develop and implement diversity management training for County employees, beginning with front-line employees and supervisors.	EEG FALT Human Resources Department	Recommended budget for diversity training in FY07 budget				HR recommend training modules				
Identify bilingual and multi-lingual service levels for each County service, and tailor employee competencies and recruitment.	Department Directors Human Resources Department							Establish baseline for bilingual service levels.		
Offer conversational Spanish and ADA training to front-line employees.	Human Resources Department Directors		Implement immediately at department directors discretion with existing resources.					Establish baseline for need throughout county.		Implementation by 2010
Continue conducting at least bi-annual survey satisfaction with County regarding residents' interests and needs.	Office of Strategic Organizational Improvement (SOI)		Incorporate as part of existing Customer Service survey.							Complete incorporation into existing Customer Service survey.
Implement point-of-service evaluations of customer satisfaction.	Department directors, with guidance from SOI and the Customer Service Coordinating Council.		Implement immediately based on resources.							
Conduct at least bi-annual survey of local businesses and vendors to determine satisfaction with fairness and equity of business opportunity.	MWSBE staff, supported by SOI					Identify methodology and funding needs.				
Develop standards for depicting workforce diversity serving diverse customers.	Public Service & Information Department and Diversity Council					Complete by December.				
Develop online content communicating the County's diversity management information.	Public Service & Information Department & Human Resources		Conceptual design by June 2006			Implementation by October 2006				
Identify areas of under representation on committees based on 80% of County census data.	Clerk to the Board Department Directors	Implemented immediately.								
Proactively expand recruitment of advisory committee nominations to address under-represented areas.	Clerk to the Board Department Directors Note: Partner with HR & PS&I on recruitment and marketing plan							Recruitment and Marketing plan developed.		
Provide supervisors training in managing a diverse workforce.	Human Resources	Recommended budget for diversity management training in FY07 budget				HR recommend training modules.				
Conduct annual risk assessment to identify major risk factors regarding employee relations.	Risk Management Division under direction of County Attorney's Office					Risk assessment completed.				Risk assessment completed annually by December.
Promote alternative dispute resolution (ADR) such as mediation.	County Attorney's Office Human Resources Department Public Service & Information Department				Identify ADR options. Develop recommended policy and procedures.	Develop and implement communications plan.				
Identify job groups underrepresented based on 80% of Mecklenburg County census data.	Human Resources				Assess current performance.					

APPENDIX A

IMPLEMENTATION SCHEDULE													
TACTICS AND ACTION STEPS	ACCOUNTABILITY	COMPLETED	TIMETABLE										
			<input checked="" type="checkbox"/>	IMMEDIATE	<input checked="" type="checkbox"/>	JULY-SEPT	<input checked="" type="checkbox"/>	OCT-DEC	<input checked="" type="checkbox"/>	JAN-MAR	<input checked="" type="checkbox"/>	APR-JUN	<input checked="" type="checkbox"/>
Proactively expand recruitment to include sources of qualified minorities, women, seniors and people with disabilities.	Department Directors Human Resources					HR generates EEO report. Submit recommendations to department directors.							HR generates EEO report. Submit recommendations to department directors annually by September.
Incorporate workforce diversity planning into overall workforce planning services.	Human Resources Department Department Directors	Implemented immediately.											
Monitor turnover among underrepresented areas and identify significant trends.	Human Resources Department	Implemented immediately.											
Develop recruitment marketing materials depicting a diverse workplace serving a diverse community.	Human Resources Department and Public Services & Information Department												Complete materials by January 2008.
Establish market rate and market performance standards for each job classification.	Executive Team Human Resources Department Directors	Initial market rate implemented.											HR survey market annually. Department Directors revise market for each job as a part of ARDs.
Establish and communicate career paths in each job group.	Executive Team Human Resources Department Directors								Job group career paths.				HR monitor classification changes. Department Directors identify department-specific job group changes.
Provide flexibility for a balanced work/life and opportunities for professional development.	Executive Team Human Resources Department Directors			Department directors recommend needed changes in HR policy.					Recommend to Executive Team for approval.				Department Directors implement policy (ongoing).
Ensure annual Employee Climate Survey instrument includes questions addressing key diversity management issues and/or conduct separate survey as appropriate.	EEG FALT Diversity Council Office of Strategic Organizational Improvement (SOI)			Diversity Council and SOI recommend survey methodology.									
Consider feasibility of employee support network groups.	EEG FALT Diversity Council							Diversity Council develop recommended plan.					
Develop and implement Employee & Organizational Development strategic plan.	Human Resources Department Department Directors							HR develop process for strategic plan by October.			Develop strategic plan.		
Identify diversity management competencies for employees and supervisors, especially supervisor competencies.	Human Resources Diversity Council							Assess KSAs for employees and supervisors by December.					
Provide training consistent with development plans.	Human Resources Department	Recommended budget for diversity management training in FY07 budget						Recommend training modules by December.					Training provided over the next three years.
Ensure annual Employee Climate Survey instrument includes questions addressing these issues.	Office of Strategic Organizational Improvement (SOI)			Implement immediately.									

APPENDIX A

IMPLEMENTATION SCHEDULE													
TACTICS AND ACTION STEPS	ACCOUNTABILITY	COMPLETED	TIMETABLE										
			<input checked="" type="checkbox"/>	IMMEDIATE	<input checked="" type="checkbox"/>	JULY-SEPT	<input checked="" type="checkbox"/>	OCT-DEC	<input checked="" type="checkbox"/>	JAN-MAR	<input checked="" type="checkbox"/>	APR-JUN	<input checked="" type="checkbox"/>
Establish and maintain a diversity management resource center for employees (e.g., library, online).	Human Resources Department and Public Services & Information Department EEG FALT										Develop recommended plan.		
Create Diversity Management Plan awareness campaign for employees.	Public Service & Information Department in partnership with Diversity Council and Human Resources Department				Communications plan recommended to EEG FALT.		Implement upon approval.						

APPENDIX B
COST OF TURNOVER 2005

	TOTAL ANNUAL SALARY OF TERMINATED EMPLOYEES	SALARY PLUS BENEFITS	COST OF TURNOVER (25% OF SALARY PLUS BENEFITS)
FY05	\$17,457,882	\$23,393,562	\$5,848,390

While the County cannot calculate the cost of turnover in terms of lost profit as the private sector does, consider the following as costs of turnover.

- *Lost knowledge and skill of departing employee*
- *Lost productivity while position is vacant*
- *Lost productivity while new employee is in training mode*
- *Increased workload for other employees while position is vacant*
- *Increased workload for other employees while new employee is in training mode*
- *Cost of training--time and money*
- *Cost of advertising*
- *Cost of staff time to recruit*
- *Cost of staff time to conduct interviews*
- *Cost of background checks*
- *County and department orientation costs--time and materials*
- *Cost to change over equipment, nametags, security, etc.*

Formula from Kepner-Tregoe Inc.
Princeton, NJ