



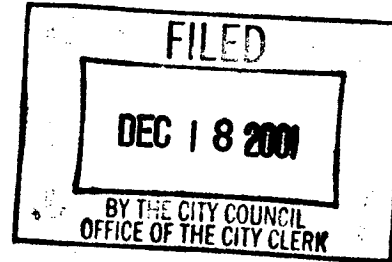
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DEPARTMENT OF
HUMAN RESOURCES

CITY OF SACRAMENTO
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December 5, 2001

City Council
Sacramento, California

Honorable Members in Session

SUBJECT: INCLUSION COMMITMENT UPDATE

LOCATION AND COUNCIL DISTRICT: Citywide

RECOMMENDATION: For City Council information.

CONTACT PERSONS: Terrence Woods, Human Resource Director 264-7728
Dafna Gauthier, Inclusion Commitment Coordinator 264-7800

FOR COUNCIL MEETING OF: December 18, 2001

SUMMARY:

In 1998 the City of Sacramento implemented the Inclusion Commitment. This report provides an update on the progress of implementation and the Inclusion Commitment work plan (attached).

COMMITTEE/COMMISSION ACTION: None

BACKGROUND:

In 1998, the City of Sacramento began a citywide effort to promote a more inclusive work environment. Key action steps were taken, one of which was the implementation of an "Inclusion Commitment". The Inclusion Commitment is the "key to a better Sacramento". The Business Imperatives of the Inclusion Commitment include:

- Strengthen and enhance collaborations and communications among individuals across race, gender, age, and other diverse backgrounds and across departments, positions and tenure.
- Create a more supportive work environment that allow individuals to contribute their full potential, and allow the City of Sacramento to more fully utilize the unique experiences and skills of its workforce.
- Attract and retain the best workforce that will help us succeed in the 21st century, and to continually reward the staff who are already members of the organization.
- Create the "best practices", procedures and policies that promote a respectful, high-performing, diverse and inclusive organization.

In 1999, one of the primary outcomes was the formation of the Inclusion Council. The Council consists of fifteen employees representing various departments throughout the organization. The role of the Inclusion Council is to support and guide the implementation of the Inclusion Commitment, and to serve as champions, advisors, and advocates and model the behavior. The responsibilities of the Council are to:

- Develop a vision, mission, and motto of the Inclusion Commitment
- Develop an Inclusion Business Imperative
- Create an Inclusion Work plan
- Act as an advisory committee to provide guidance on the assessment and resolution of inclusion initiatives.

Since its inception, the Inclusion Council has been working diligently to move the Inclusion Commitment forward. We are now in the phase of implementing the work plan (attached). Some of the key initiatives from the work plan include:

- Developing and promoting a city inclusion philosophy
- Defining, implementing and monitoring a progression plan for creating a more inclusive and high performing work culture
- Building and strengthening collaborations and communications among our diverse workforce to create a more supportive work environment and;
- Identifying, developing and promoting policies and practices that support diversity and inclusion.

FINANCIAL CONSIDERATIONS:

The Inclusion Commitment is funded in the operating budget of the Human Resources Department.

ENVIRONMENTAL CONSIDERATIONS:

This activity does not constitute a "project" and is therefore exempt from the California Environmental Quality Act (CEQA), CEQA Guidelines Sections 15061(b) and 15378(b)(3).

POLICY CONSIDERATIONS:

The Inclusion Commitment is responsive to the City Of Sacramento Strategic Plan Goals: "Retain, attract and develop a highly qualified and diverse City workforce and implement organizational improvements, and to strengthen and support the City's Inclusion Commitment."


ESBD CONSIDERATIONS:

Goods and services purchased for the Inclusion Commitment will be made in accordance with the Emerging and Small Business Development program requirements.

Respectfully submitted:


DAFNA GAUTHIER
Inclusion Commitment Coordinator

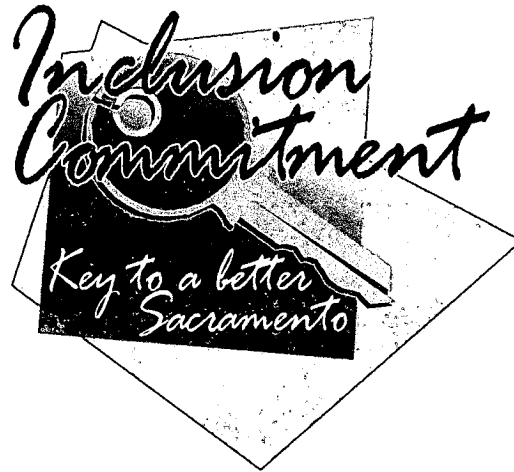
CONCURRENCE:


TERRENCE L. WOODS
Human Resource Director


ROBERT P. THOMAS
City Manager

TW:dpg
Attachment

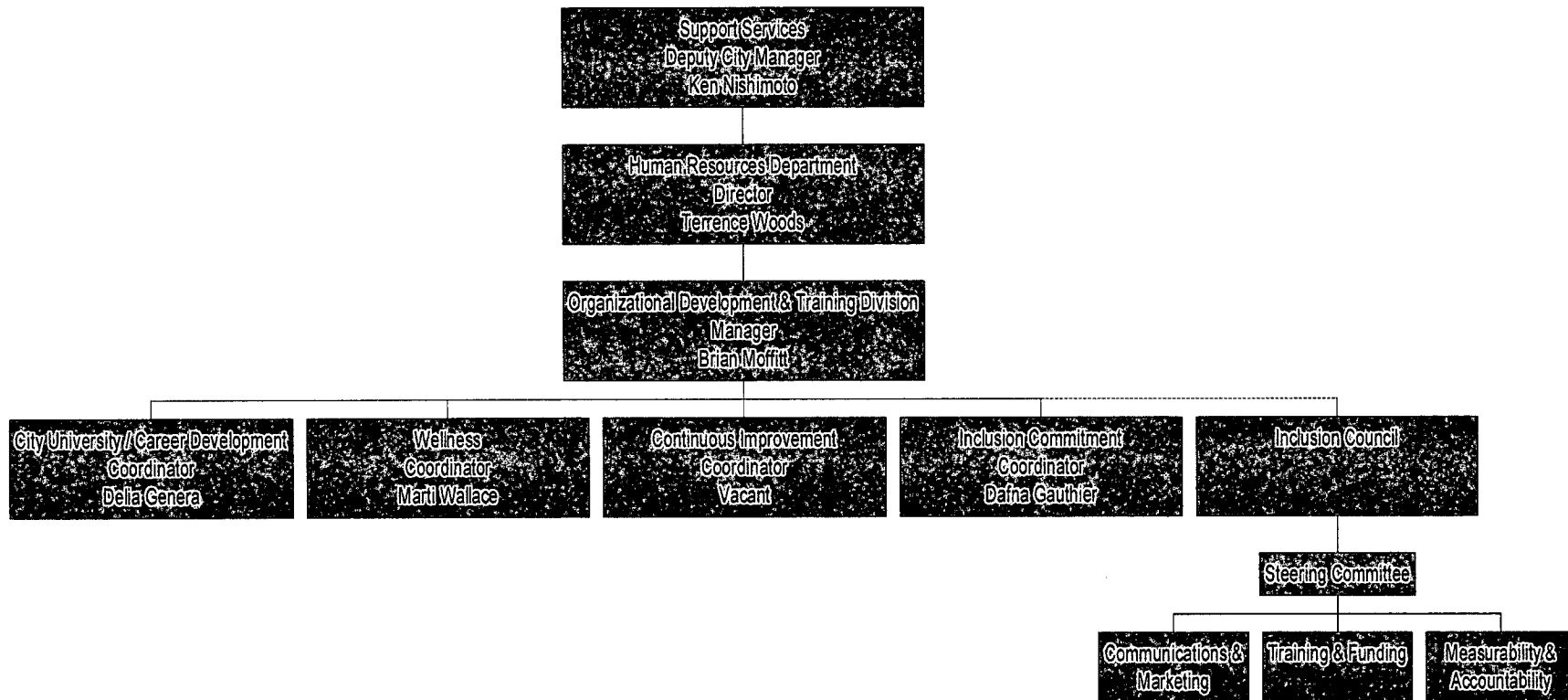
City of Sacramento Inclusion Commitment



Work Plan Draft

Inclusion Commitment Organization Chart

Inclusion Office 264-7800



2001-2003 INCLUSION COMMITMENT WORK PLAN

GOAL: 1 Develop and Promote a City Inclusion Philosophy

	Due Date	Responsibility	INITIATIVE	Milestone Status			COMMENTS
				On Target	Revision	Done	
Lead Responsibility:		Steering Committee					
1	Done	Steering Committee	Identify the goals and benefits of an inclusive organization.			xx	See the Inclusion Commitment Business Imperatives
2	Sept 2001	ICC	Organize two focus groups of Exempt and Non-exempt employees to help develop the Inclusion Philosophy.			Xx	Focus groups completed on 11/02/01
2a	Done	Brian, Alan, Sylvia, Don, Dafna	Identify the focus group questions and method used			Xx	
2b	Nov 2001	Dafna, Brian, Sylvia	Conduct focus groups			xx	
3	Nov 2001	Steering Committee	Define the philosophy, & definitions of inclusion & diversity	Xx			
4	Ongoing	Marketing Committee	Market the philosophy	xx			
5	ongoing	Inclusion Council	Model leadership behavior at all levels of the organization, starting at the top.			xx	
5a	Ongoing	Inclusion Council	Publicly support reference to Inclusion Commitment in presentations and meetings	xx			

2001-2003 INCLUSION COMMITMENT WORK PLAN

5b	ongoing	Inclusion Council	Support staff attending inclusion training.	Xx			
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2001-2003 INCLUSION COMMITMENT WORK PLAN

GOAL: 2 Define, Implement and Monitor a Progression Plan for Creating a More Inclusive and High-performing Work Culture

	DATE DUE	Responsibility	INITIATIVE	Milestone Status			COMMENTS
				On Target	Revision	Done	
Lead Responsibility		Training & Funding Committee (T & F)					
1	Dec 2001	T & F	Identify the different levels of training needs(levels of staff, types of training, i.e., management, supervisors, staff)		xx		Will solicit the help of City University Training Manager and OD Manager
1a	Dec 2001	ODT (Dafna, Brian, Delia)	Develop the training curriculum	xx			
1b	Feb 2002	(T& F) & ODT	Identify training instructors	Xx			
1c	Feb 2002	T & F	Develop budget	xx			Cost of each training, how many participants throughout the year, how many sessions per year, etc
1d	Feb 2002	(T & F) & ODT	Training time table to expand training throughout the organization	xx			2002-2005 to train all city employees
1e	Mar 2002	T & F	Secure ongoing funding for citywide employee training	xx			
2	Done	ICC	Incorporate Inclusion as part of New Employee Orientation program.			xx	
3	2/02	ICC	Define and determine benchmarks with comparable agencies.	xx			Working with measurability committee also

*ODT-Organizational Development & Training Dept

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2001-2003 INCLUSION COMMITMENT WORK PLAN

GOAL: 3 Build and Strengthen Collaborations and Communications Among our Diverse Workforce to Create a More Supportive Work Environment.

	DATE DUE	Responsibility	INITIATIVE	Milestone Status			COMMENTS
				On Target	Revision	Done	
Lead Responsibility		Communication & Marketing Committee					
1	Dec 2001	C & M	Develop Communication Plan (Internal & External)	Xx			External-outside resource network (Capitol Unity Council)
1a	2002	C&M	Utilize payroll 2 line sentences for unique announcements.	Xx			
1b	2002	C&M	Post flyers that are e-mailed to depts.	xx			
1c	Jan 2002	C&M	Report in City Newsletter a) list of inclusion graduates b) special features of city employees	xx			special features of city employees (is the city of Sacramento Inclusive? Ask (who ever featured)
1c	Done	C&M	Develop Inclusion web page			xx	
1e	Jan 2002	C & M	Market Inclusion Web page	xx			Utilize payroll 2 line sentences, quarterly exempt management forum, City newsletters
1f	2003	(C & M) ODT	Develop inclusion commitment quarterly newsletter or contribute to & assist in the development of the ODT newsletter	XX			
1g	ongoing	ICC or assigned	Communicate announcements on group wise bulletin board	xx			
1h	Dec 2001	ICC	Develop outline for dept staff meetings for speakers bureau	xx			

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2001-2003 INCLUSION COMMITMENT WORK PLAN

1i	Dec 2001	Don C.	Announce to Cabinet team speakers bureau is available for dept staff meetings starting Jan 2002	xx			
1j	Jan 2002	ICC & speakers bureau	Attend dept staff meetings to promote & discuss inclusion	xx			
2	Oct 2002	C & M	Showcase Diversity at City Hall glass case for community awareness. Include inclusion memorabilia, workshops, & cultural events	xx			
2a	2002	C&M	Work with other cultures who have existing space in City Hall showcase	xx			Contact Kathy for the contact persons of existing space
3	Ongoing	Inclusion Council	Support cultural networks within the organization to promote inclusion	Xx			Gay & lesbian culture, single or parenting cultures, etc
4	ongoing	Inclusion Council	Advocate cultural diversity events that recognize the diversity represented within our workforce and community	Xx			Ex. African-American luncheon, Cinco de Mayo picnic, etc
5	2002-2003	C&M	Develop feedback mechanisms (communications to go both ways)	xx			
5a	2002-2003	C&M	Build on & integrate existing programs into one comprehensive citywide employee communication system	xx			
5b	2002	C&M	Promote the ask Bob voicemail hotline 264-1900	xx			
5c	2002-2003	C&M	Employee suggestions -have Q &A page for employees	Xx			Employees Q&A on the web page

2001-2003 INCLUSION COMMITMENT WORK PLAN

5d	2002-2003	C&M	Develop a dialogue forum dealing with real issues that people are afraid to talk or ask about	Xx			Employees "ask a question you were always afraid to ask", or questions of the month column dealing with difficult issues

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2001-2003 INCLUSION COMMITMENT WORK PLAN

GOAL: 4 Identify, develop and promote policies and practices that support diversity and inclusion.

	DATE DUE	Responsibility	INITIATIVE	Milestone Status			COMMENTS
				On Target	Revision	Done	
Lead Responsibility:		Measurability & Accountability Committee (M&A)		On Target	Revision	Done	
1	Nov 2001	M&A	Benchmark private & public sector diversity performance measures and training	xx			
2	Dec 2001	M & A	Develop Citywide "Best Practice" guidelines	xx			
2a	Dec 2001	M & A	Present "Best Practice" guidelines to Inclusion Council	xx			
2b	Jan 2002	M & A	Present "Best Practice" guidelines to Executive Team	xx			
2c	Feb 2002	C & M	Market Best Practice guidelines	xx			
3	June 2002	M & A	Develop Citywide Employee Development Policy	xx			
4	June 2002	ODT & M & A	Identify existing data & reports regarding current citywide practices pertaining to key HR practices (hiring, promotions, terminations, transfers, training, etc)	Xx			Trends used to measure and monitor progress

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