

Governor's Workforce on Equity & Diversity Council

2018 Winter Retreat

December 11, 2018

12-4pm at the Center for Achievement in Public Service
32 College St., Montpelier VT 05620-2801

Minutes taken by Rachel Allen, DHR designee

1. Introductions

- a. Cary Brown, Director of the Vermont Commission on Women, Co-chair
- b. Lori Valburn, Civil Rights and Labor Compliance Chief, Agency of Transportation, Co-chair
- c. Joe Nusbaum, Director of Adult Protective Services
- d. Karen Richards, Racial Advisory Panel
- e. Bor Yang, Director of the Human Rights Commission
- f. Thomas Waldman, General Counsel of DHR
- g. Diane Dalmasse, Director of Voc Rehab
- h. Hugh Bradshaw, Employment Services Manager, Workforce Solutions
- i. Valerie Nickel, HR Manager, DHR
- j. Aditeei Lagu, Labor Relations Manager, DHR
- k. Bill Meirs, Talent and Acquisition of Consultant, DHR
- l. Mark Hughes, Director of Justice for All
- m. Curtis Reed, Director of Vermont Partnerships for Fairness and Diversity
- n. Brad Ferland, Deputy Secretary of Administration
- o. Rachel Allen, Staff Attorney, DHR designee
- p. Jerome from Onion River Cable Access Media (recording)

2. Goal of today's retreat is to recap last year, set goals for 2019

3. Review of agenda

4. Reports from sub-committees

- a. Training sub-committee (Presenters: Joe & Lori)
 - i. End of year recap – landed on 3 big initiatives
 1. Review of ongoing State employee sexual harassment training
 - a. All members went to the PASH training and met to review notes.
 - b. Substantial feedback was created and provided to CAPS.
 - i. Original training appeared to be very liability focused.
 - ii. Recommendations made to CAPS, ideas seemed well received and incorporated in recent new employee training. Ongoing project.
 2. New employee pilot has been launched for 2019, AOT is providing training for their employees, AHS is providing training for their

employees. CAPS for all other employees. Goal will be to having members of our subcommittee to review and continue to be involved

3. Implicit bias training ongoing. State implicit bias training was originally provided to approx. 200 DMV employees in 5 different locations in 2017. An updated training has been provided to DHR and to ANR Leadership in 2018, it is now being rolled out to all of AOT starting with the Finance & Administration Division. Fairly well received – continuous improvement and expansion ongoing. Council members invited to attend December and January sessions.
 - a. Training now incorporates pre and post training homework assignments and resources. A workplace civility self-assessment and OUCH training video to be done prior to training. AOT high priority project.
4. Ongoing project: Statewide training list. Looking at creating a list of all training done within the State and related resources.

ii. Data subcommittee (Presenter: Cary)

1. Racial Equity Panel & looking at collecting data beyond race.
 - a. Discussion: why would it be beneficial to gather data on race and how can this be done? How to gather data on why people are leaving state services?
 - i. We are noticing that people of color are leaving state service at a higher rate, approx. 2 times more.
2. Online exit surveys for VT employees:
 - a. Chris McConnell of DHR was contacted and stated that exit surveys could be done. New CAPS software that allows for easier distribution of surveys – info disseminated to employees will be easier with new program.
 - b. An online survey will not be mandatory, but a new DHR exit survey may be helpful in beginning the process, gathering some data that we do not have.
 - i. AOT study – Lori
 1. AOT exit surveys are ongoing.
 2. As an employee is leaving, field office reaches out and invites the person to attend an exit interview (can also be done over the phone).
 3. In person interviews have the potential to encourage people to be more forthcoming, interviewer can tease out the issues as they come up in interview.
 4. Stay-interviews can be helpful, data to be gathered regarding why an employee may stay or leave.

- a. Regularly scheduled check-ins can be very helpful.
- b. People may be leaving due to lack of connection.
- c. Data collection could help to explain by people of color are leaving at a rate almost twice that of white employees.
- c. Generally, in person interviews are the first preferred mode, second option would then be an online survey - Valerie
 - i. Online anonymous survey may be helpful, accessible to those who cannot come in to the office.

iii. Recruitment and Retention Subcommittee (Presenter: Bill)

1. Looking at automated help for supervisors

- a. On boarding retention ideas – check-ins, work buddies, etc.
 - i. On boarding can be directly related to employee retention – people may feel that they aren't being valued from the beginning.
- b. Success Factor recruiting, new software capabilities
 - i. “Business beyond bias” included in success factor recruiting.
 - 1. Job analyzer function – may show if there is a history of bias in a position.
 - 2. AHS – working on job position language to help encourage people who may identify as a minority to apply.

c. State Branding

- i. Videos developed with the goal of portraying a realistic preview for new employees, edited and narrowed to specific jobs.
- ii. More emphasis on diversity and inclusion at work.
- iii. Working on providing links on the State page to other programs and resources.

d. Creative Workforce Solutions partnership - Hugh

- i. Helping hiring managers connect with CWS
 - 1. CWS offers many great programs helpful to recruitment, program developing aimed at helping mature workers (people are retiring and getting back into the workforce)
 - 2. Progressive employment can be offered to any hiring managers, this program has been successful. Ongoing ideas of expanding this to include people of more diverse populations.

3. Other CWS programs: offender reentry – working on employment preparation with people in a correctional facility (skype motivational interviews); facility trainings; seeing how the possible reinstatement of “good time” can be incorporated.

5. Racial Equity Panel

- a. Panel is now constituted. - Karen
- b. Recruitment of the Executive Director position
 - i. Posted on the HR recruitment, Idealist, Indeed, social media, 7 days, etc.
- c. Hoping to get national and diverse applicants.
- d. Deadlines: Jan 7, soft closing date; Jan 14, date to review resumes. Process of accepting applications ongoing.
 - i. Jan 1st was to be deadline to present candidates to the Governor, this is delayed because the panel was constituted about a month behind the deadline.
- e. How can we help to cast a broad net in advertising for the ideal candidate?
 - i. Possible places to post: National Bar Association, African Americans of Higher Education, and Vermont Bar Association
 - ii. How can the GWEDC best support the work of the panel and ED?
Developing connections with GWEDC and the panel working on reentry.
 1. Identifying issues in State govt. w/ ongoing working relationships and ensure that they happen.
 2. Secretary of Administration preparing the office for the ED. – Brad
 - iii. Getting the word out:
 1. Public information regarding the panel on social media could be posted.
 2. Casting a broader net to notify potential candidates about the ED job could be done through journal resources, pushing the job description to national media, such as News One, NYTimes. – Curtis.
 3. Perhaps it would be helpful to reach out to the Gov. communication director. - Bill
 4. Maybe a follow-up press release. - Lori
 5. There was a press release put out about the Panel members after they were constituted. This could be used or put out again for more coverage. – Tom
 6. Tourism and Marketing resources. – Curtis
 - a. There are some resources on websites for tourism and marketing, might be able send it out to through their networks and access approximately 250 minority networks.
 - iv. Discussion: when the ED starts – what does direction and supervision look like for this position? How can the GWEDC help the ED?
 1. Duties and responsibilities set out by the legislature, this position appears to have autonomy.

2. The ED is to report to the Gov., or Suzanne Young, Secretary of Administration, if the Gov decided. – Mark
 - a. Path needs to be smooth for this position.
 - i. How will we set the ED up for success? This person is coming in to a commissioner level position and likely new to Vt.
 - ii. This position may be the only ED that is to report to Gov.
 - b. This position is laid out in the statute, the more work we can do now to will be helpful. - Brad
 - i. Administration dedicated to the success of this position.
3. ED position, on boarding, and interaction with Panel:
 - a. Suggestions - perhaps set out deadlines and regular meeting between Panel and ED, set priorities, 6 months/1 year reports. - Bor
 - b. Statute says periodic reports, but we do not know when. - Karen
 - i. Reports to be public.
 - ii. DHR setting up Racial Equity website (Gov. has a board cite link).
 - iii. Rubric for interviews may be helpful. - Bor
 - iv. Council and the Panel could also meet and discuss on-board process. - Aditeei
 - c. In Feb. 2019, we could perhaps have a meeting with the Panel.
 - d. Public may be unaware of where the panel and ED process is at. More forward-facing information needed – Mark.
4. Information available to public about Vt Boards and Commissions. – Cary
 - a. The sunset advisory commission created last session is to look at creating a master list of all commissions, SOS may need to keep an inventory, but does not have the resources at this time. SOS of Minnesota has a model – all boards and commissions are listed, all membership, all demographic data, and staff to maintain this.
 - b. Resources would have to be allocated to create a list/site that contains all this information.
 - i. Gov. Shumlin’s website was partially created from looking at a Minnesota model. Current list of boards available online now only lists the governor’s appointees.
 1. Commission of Women does a gender analysis of boards.

6. 2019 Goals and Objectives

- a. Exit Interviews – work of data sub-committee to continue:
 - i. Perhaps look at VTrans exit interview as a model
 - ii. Looking at questions that may be included in survey to solicit data
 1. Discussion: what does DHR gather currently and maintain?
 - a. Concern: people are easily identifiable by demographics, how can this be truly anonymous?
 - b. VocRehab contracts an outside person do non-anonymous interviews that gets reported to only her
 - i. Can they/should they be anonymous?
 2. If exit interviews were done in a way that did not tie the info to the agency/dept, it may be better a better way to get demo info. - Cary
 3. AOE collects information on students that can personally identify the student, but the Districts do not receive this information. - Karen
 4. If we do not gather info on race for example, how will we get info on why people of color are leaving?
 5. Can we make some questions optional? - Bor
 - a. Goal here could be – who is leaving and why they are leaving throughout the State? Maybe we do not need dept specific info.
 6. AOT has done exit interviews of new Americans leaving the State. – Lori
 - a. 3 engineers left because they wished to live in a city, Montpelier just was not for them.
 - b. AOT UVM study showed that people were leaving because of favoritism and supervision, we do not know if bias was a factor.
 7. Exit interviews may show incomplete data. Might be helpful to gather info about people still in the workforce, such as stay interviews. - Hugh
 8. People leave for possibly more than one reason, we want to capture the inclusion piece. If favoritism is related to race, one must dig deeper. Issue in Vermont, people may not want to risk being identified in a survey and burn bridges. - Bor
 9. What the purpose of gathering this data? – Aditeei
 - a. Having the data across State government accessible to the ED may help this position analyze the issues of folks leaving.
 - b. This info could be reported back to dept as a trend.
 - c. Survey questions will be optional, some will fill it out, some not – we could put in desired info and see what we get. If we get info about employees who identify as a person of color that report feeling unsupported, maybe then we can help and suggest a mentor, a buddy, and we can use the data to improve in that way.

10. Why do we collect data? - Curtis.
 - a. To improve the delivery of services. If we cannot connect to the person or services, how can this be helpful?
 11. Multiple points of data for exit interviews needed. - Mark
 - a. An exit survey is a tool that is part of a data point process, an ongoing process with the purpose of gathering this info.
 12. Perhaps we should look at the employee engagement survey and a member of Invest EAP, a clinician, could be part of this discussion. – Diane
 13. Public Records component research needed. We need to know what may be public if gathered. – Karen
- b. Implicit Bias Training:
 - i. Pilot started of new employee onboarding training & PASH training
 1. Pilot includes the implicit bias training and PASH to 3-5 departments.
 - ii. CAPS preview training session to be set up.
 - iii. 2019 goal – council may have an opportunity to review training and curriculum.
 1. List of training and list of trainers being used across the workforce ongoing.
 2. AOT pilot to begin Friday.
 - c. Supporting the new Racial Equity Advisory Panel and Executive Director of Racial Equity:
 - i. CAPS director may be the person to touch base with about the Racial Equity training piece.
 - ii. To revisit at Feb. meeting.
 - d. Workforce report this year was postponed until this Spring.
 - e. Recruitment and Retention Subcommittee:
 - i. CWS great work and partnership
 - ii. Improving the diversity recruitment & improving systems
 1. New software is now ADA compliant
 - iii. Partnering with other departments and supporting their diverse and inclusion initiatives – people now working with managers to improve recruitment to help hiring managers
 - iv. Iamavermonter.org - Curtis
 1. This site is a prototype to help provide information to what Vermont may be like for people of color.
 2. Importance of civil engagement.
 3. Progress with the state police and restructuring their recruiting process. Up to 15% of their new recruits were of color or women
 4. Would be great to invite VSP members to our meetings – perhaps Steve Cook, Gary Scott, and/or Ingrid Jonas.
 - f. Other ideas of 2019
 - i. Pending legislation impute, can we provide advice to the commissioner or secretary on a bill? - Bor
 1. Can we take a position on a piece of legislation and advise?

2. When there is legislation, and it directly involves diversity and inclusion – can we advise and influence?
 - a. Public position v. advice?
 - b. We are a public entity, we are serving at the will of the governor, Commissioner may be open to our input. No bills at this time to discuss but may be a topic for further consideration. As an advisory committee, this may be something that we can provide input on, but not a formal bill review.
 - ii. Pending reports:
 1. Jan report
 2. April EEOC plan
7. Next Meetings – where/when/how often:
 - a. Are quarterly meetings too far apart?
 - b. Proposal: every other month, skipping the summer. 5 meetings a year and subcommittees can decide when they meet.
 - c. Next meetings:**
 - i. February, April, June, Sept, Nov
 - ii. Annual Retreat in Dec.
 - iii. 2nd Tuesdays for 2-4 (Rachel to send out invites and reserve room).
8. Electing Chairs and Co-Chairs: to occur at February meeting.
 - a. Seeking nominations, nominations will be considered and voted on at Feb. meeting.