

**City of Portland
Diversity
Development
Strategic Initiative
2003-2008**



Table of Contents

PREFACE.....	3
DIVERSITY VISION.....	3
CDDCC MISSION.....	4
DIVERSITY DEVELOPMENT GUIDING PRINCIPLES.....	4
INTRODUCTION.....	5
DIRECTIVES FOR CITY BUREAUS.....	5
GUIDELINES FOR DEVELOPING A BUREAU DIVERSITY DEVELOPMENT PROGRAM.....	6
DIAGRAM 1: WORKING TOWARD THE CITY’S DIVERSITY VISION.....	7
DIAGRAM 2: ROLES AND RELATIONSHIPS OF KEY DIVERSITY DEVELOPMENT PARTNERS.....	8
DIAGRAM 3: DIVERSITY GROWTH SPIRAL.....	9
ACTION STRATEGY EXAMPLES.....	10
I. ORGANIZATION DEVELOPMENT (FORMAL AND INFORMAL) ACTION EXAMPLES.....	10
II. MANAGEMENT PRACTICES ACTION EXAMPLES.....	12
III. EMPLOYEE DEVELOPMENT ACTION EXAMPLES.....	14
III. EMPLOYEE DEVELOPMENT ACTION EXAMPLES.....	14
IV. WORKFORCE DIVERSITY ACTION EXAMPLES.....	18
V. COMMUNITY RELATIONS ACTION EXAMPLES.....	20

Preface

The cultural diversity of the Portland community is increasing. People are learning to honor and celebrate their own unique cultural perspectives. People are beginning to offer their cultural perspectives to the general community with the expectation of acceptance. This represents a significant positive shift in the American aspiration to inclusion and pluralism.

To continue providing effective services, the City must steadily increase its capacity to understand and communicate with people from an ever-expanding variety of backgrounds. Employees must learn to identify common core connections that bridge cultural differences. These commonalities can provide the foundation for us to understand and value the unique aspects of other cultures. Understanding and communication require knowledge, skill, empathy, and effort. This includes building a culturally competent work force, creating a respectful work environment, and developing an inclusive organization culture.

On October 17, 2001, the Portland City Council adopted Resolution No. 36035. The resolution established the Diversity Development/Affirmative Action Office and charged the office with creating a Citywide Diversity Development Coordinating Committee (CDDCC). The purpose of the CDDCC is to design, support, and monitor implementation of a City of Portland Diversity Development Strategic Initiative. The purpose of the Initiative is to provide city bureaus guidance and a set of action steps they can implement to build effective programs of diversity development and achieve the City's diversity vision at the bureau level.

City Council and Bureau Directors are committed to supporting diversity development and affirmative action activities and strategies, including training and organization development. Under Resolution No. 36035 bureau directors will be held accountable for implementing diversity development at all levels in their organizations. Each bureau will establish a Diversity Development Committee that reports to the Bureau Director. Each bureau will create and implement a Diversity Development Program. The CDDCC, in conjunction with the Diversity Development/ Affirmative Action Office (D/AO), will facilitate this process.¹

Please direct any comments and/or questions regarding this Diversity Strategic Initiative to: Diversity Development/Affirmative Action Office, Bureau of Human Resources, 1120 SW Fifth Avenue, Room 404, Portland, Oregon 97204. You can also reach us by calling 503-823-4164 or by email.

Diversity Vision

The City of Portland is an effective multicultural organization. Its work environment is inclusive, embraces diversity, and supports cultural competency. Its workforce uses its diversity and cultural competency to serve the culturally diverse residents of Portland.

¹ See Diagram 1 on page 7.

CDDCC Mission

The mission of the City Diversity Development Coordinating Committee is to cultivate the development of a diverse, culturally competent workforce and the creation of an inclusive workplace culture through strategic initiative planning and implementation.

Diversity Development Guiding Principles

- 1) The primary purpose of diversity development is to increase the capacity of the City to succeed in its mission of serving the people of Portland. To better serve the people of Portland, the employees of the City must become increasingly culturally competent and work in an environment that is inclusive and promotes, develops, and supports cultural competency.
- 2) The existence of a comprehensive Diversity Development Strategic Initiative is a business necessity crucial to the continuing success of the City. Diversity development requires a commitment to a long-term effort that is carried out through specific actions with measurable results. The focus of the City's diversity development strategy is the creation of an organization culture that values diversity and supports cultural competency in its workforce. Diversity is one of the foundations upon which the City's goals for organization development, workforce development, service design and delivery are built.
- 3) Everyone associated with the City is a stakeholder in diversity development. The City will provide stakeholders with its diversity development vision. The City will provide its employees with methods to recognize, support and reward efforts and accomplishments in diversity development. The City will include community partners in strategic planning for diversity development.
- 4) All City employees are professionally accountable to assess how their beliefs, attitudes, and knowledge affect the City's capacity to serve our diverse community. This principle includes seeking self-understanding, gaining knowledge of other cultures, developing cross-cultural communication skills, providing leadership, and supporting appropriate culture change in the City.
- 5) Affirmative Action, Equal Employment Opportunity, the ADA, and City diversity rules and policies provide a foundation for diversity development. These laws, rules, and policies provide guidelines and measures for organization change, the reduction of bias and the increase of diversity and cultural competency in the City workforce.
- 6) Diversity development is an evolving endeavor. The knowledge and skills required to be effective in diversity development at organization and individual levels change as the community changes. The City will establish best practices and standards of performance and periodically update them to meet the changing needs of the organization.

Introduction

The City of Portland is committed to providing an inclusive respectful work place that offers employees the opportunity to work and contribute to their full potential. This Strategic Diversity Development Initiative is a key component of the City's ongoing organization development effort. The Initiative is linked to the values, culture, systems, policies, practices, and operations of the City.

Directives for City Bureaus

The City Council, in adopting the Diversity Development Resolution, set directives for all City bureaus. All City bureaus are expected to:

1. Create a Diversity Development Committee that reports to the bureau director;
2. Have a representative participate on the City Diversity Development Coordinating Committee.
3. Perform an organization assessment based on the bureau's internal structure and needs; and
4. Develop and implement a Bureau Diversity Development Program.

The CDDCC was established to support these bureau level efforts and to assess progress in Diversity Development citywide. The CDDCC will rely on assistance from the D/AO in monitoring bureaus' implementation of their diversity development programs. Bureaus will be asked to submit implementation reports every six months to the D/AO. These reports will be shared with each bureau's Commissioner to track overall progress toward the City's diversity development goals. Bureaus will be held accountable for prioritizing diversity development at all levels of the organization.

Elected officials will hold bureau directors accountable for implementing their diversity development programs through their performance evaluations. Likewise, bureau directors will include diversity development as a component in their criteria for evaluating the performance of bureau managers and supervisors.²

The following broad timeline is proposed as the means to establish a long-term comprehensive, coordinated citywide approach to diversity development. This strategic five-year developmental program³ includes the following components:

- Year 1- Assessment of organization and employees
- Year 2- Review of assessment/design diversity development program
- Year 3- Implement Organization development/ cultural competency program
- Year 4- Implement Organization development/ cultural competency program
- Year 5- Evaluation and revision

² See Diagram 2 on page 8.

³ See Diagram 3 on page 9.

Guidelines for Developing a Bureau Diversity Development Program

These Guidelines provide examples of actions City Bureaus can take to improve performance in diversity development, Affirmative Action/EEO, and ADA. Bureaus may elect to design their programs by choosing from and tailoring the actions listed in these Guidelines or they may develop other actions, consistent with those in this strategic initiative that will accomplish the same ends.

The Guidelines also provide a format for developing a bureau's Diversity Development Program that will maintain consistency citywide and allow for efficient and effective reporting and evaluation. Bureaus should provide detail in their plans including specific goals, action steps, timelines, accountabilities, outcome measures, and required resources. Bureaus will review their budgeting process to ensure that diversity development is included and that the impact of budget reductions on diversity development is considered.

Bureau assessments are the first step. The Diversity Development/ Affirmative Action Office has available several types of organizational assessment tools and can assist you in the selection or design of one appropriate to your bureau or office. Once an assessment is complete it can be used as a guide in developing a diversity development program.

Examples provided in these Guidelines are organized into three categories: Beginning, Intermediate and Advanced. The examples given in each category are generally more successful undertakings for an organization in that stage of development. Level Definitions:

Beginning Level Actions: This level is characterized by a focus on compliance, increased awareness of issues, and the early stages of valuing diversity. Typical actions include orientation level awareness and skills training for individuals and organization assessment/evaluation activities.

Intermediate Level Actions: The Intermediate level focuses on individual cultural competency skill building and organization development. Implementation of corrective and improvement strategies to eliminate barriers discovered through beginning level assessment activities begins at this level. Individual cultural competency, conflict resolution, and bias reduction will begin at this level.

Advanced Level Actions: Advanced Level actions embrace the acceptance of diversity development as crucial to the organization and incorporate this concept into the ongoing operations of the organization. The elimination of the effects of individual bias combined with multicultural team building is the key goal for employees. Effective diversity management is expected at this level.

Bureau diversity development programs will address the following components: Organization Development, Management Practices, Employee Development, Workforce Diversity and Community Relations

Diagram 1: Working Toward the City's Diversity Vision

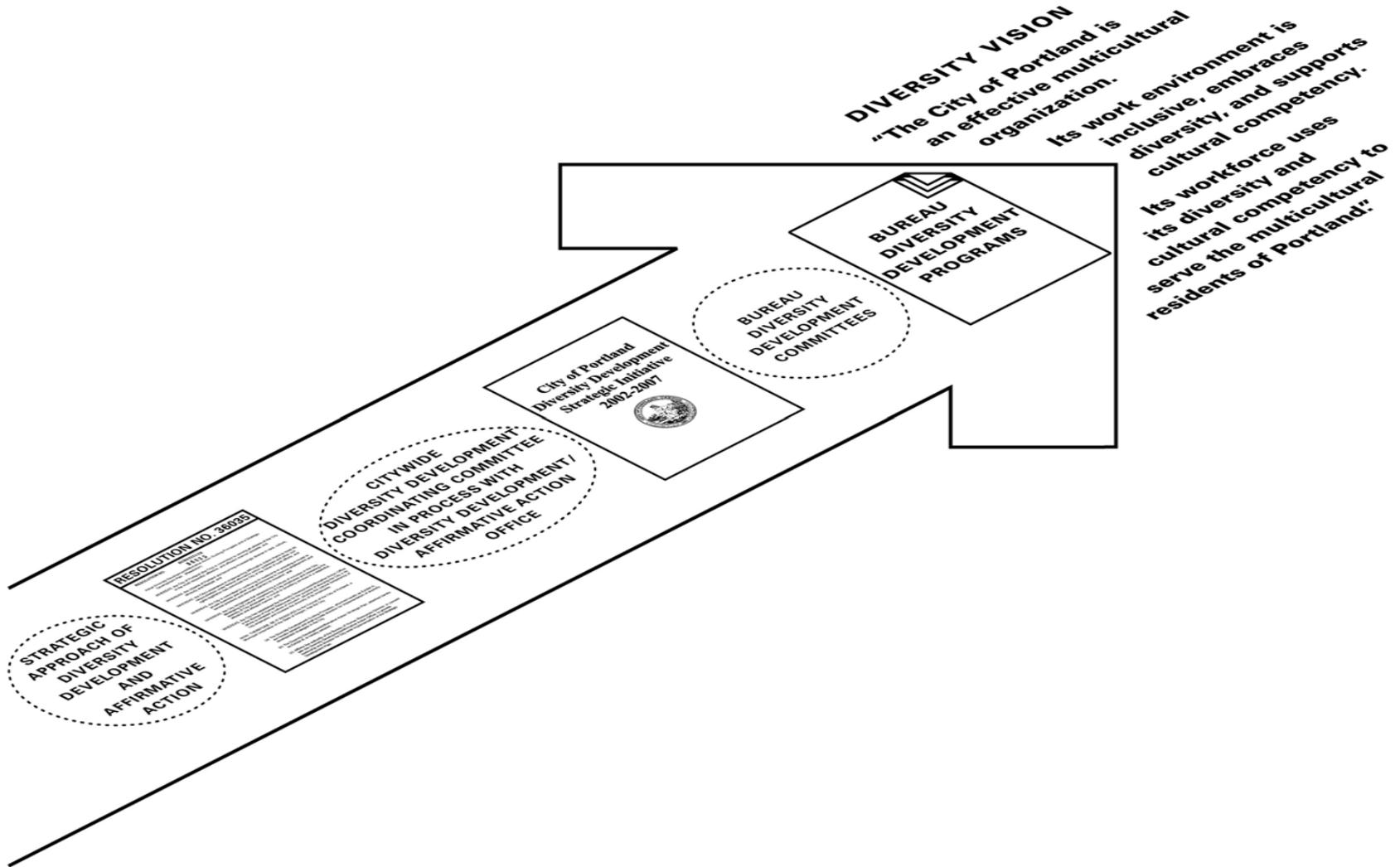


Diagram 2: Roles and Relationships of Key Diversity Development Partners

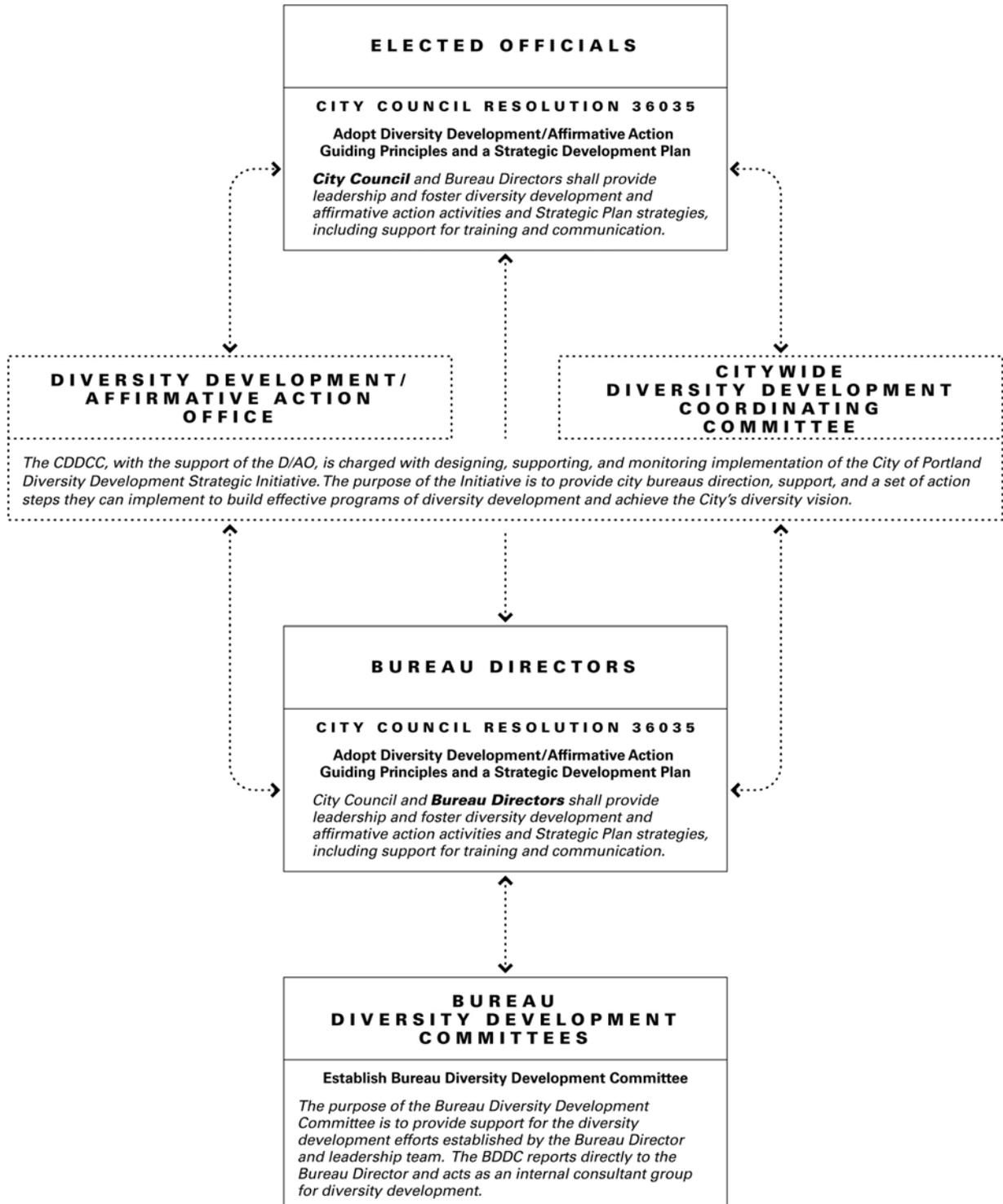
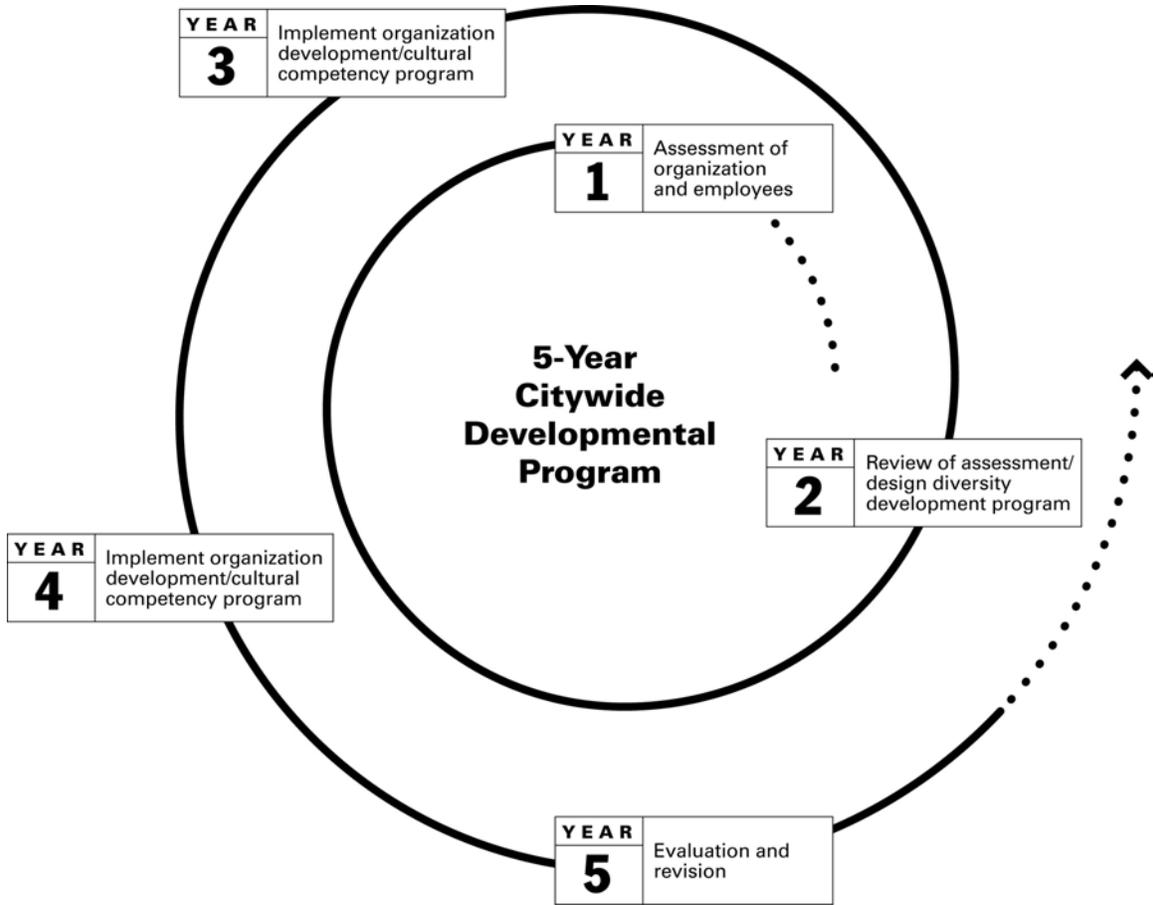


Diagram 3: Diversity Growth Spiral



Action Strategy Examples

I. ORGANIZATION DEVELOPMENT (FORMAL AND INFORMAL) ACTION EXAMPLES

Organizations have “formal” and “Informal” cultural norms, values and practices. The action strategies listed below are intended to address Organization development in both the formal and informal areas.

BEGINNING LEVEL ACTIONS:

Establish Bureau Diversity Development Committee

The purpose of the Bureau Diversity Development Committee (BDDC) is to provide support for the diversity development efforts established by the Bureau Director and leadership team. The BDDC reports directly to the Bureau Director and acts as an internal consultant group for diversity development.

Conduct a Bureau Level Organization Assessment

- Evaluate Bureau programs, events, budgets, services and employees in relation to the strategic goals of this strategic initiative.

Develop a Bureau Diversity Development Strategic Program

Each bureau is expected to develop, implement and evaluate a set of actions that will increase the cultural competency of its workforce and reduce/eliminate barriers to inclusion in the organization structure and culture.

Allocate Resources for Training Members of the Bureau Diversity Development Committee

The continuing success of bureau diversity development programs depends on having diversity development committees that are knowledgeable and skilled and which can provide the bureau director with effective support. This requires that the diversity development committee be involved in ongoing training to increase their knowledge and skill level.

Communication

- Proactively communicate and advertise contracting, hiring and other opportunities beyond mainstream print media, utilizing the diverse publications and other forms of media throughout the local community.
- Develop a policy citing preferred definitions and terminology bureau employees can use to ensure consistency and bias-free communications in the workplace and with the public.

INTERMEDIATE LEVEL ACTIONS:

Update Affirmative Action Plans

As activities set out in the Bureau Affirmative Action Plan are completed bureaus are expected to establish and implement new objectives and activities to meet the objectives. This can include establishing new objectives.

Barrier Reduction

- Review bureau policies, practices, labor agreements documents, codes, rules, etc. for language, processes, and/or requirements that reflect bias or present a barrier to creating a diverse work force. Make necessary changes to eliminate bias and/or barriers. Focus on:
 - Steps and processes that make working in or with the bureau difficult for non-dominant classes.
 - Steps and processes that make getting City services difficult for non-dominant classes.

Communication- Intranet

- Add a diversity development component to bureau's intranet site that focuses on what actions the bureau is taking to remove barriers to communication and services. The site acts as an interactive agent for employees to express ideas, allows an opportunity for comments/suggestions, and encourages volunteer involvement in activities or committees.

ADVANCED LEVEL ACTIONS:

Union Collaboration

- Involve unions in the establishing of diversity development objectives and programs.
- Utilize or create a labor management team to address diversity issues.

Community Involvement

- Establish an advisory group including diverse public members with relevant expertise or knowledge and bureau employee members to periodically review existing or new programs, processes, and policies for bias and recommend changes.
- Allocate partnership funds for involving community groups and members in bureau events focusing on cultural diversity. Set up a process for bureau employees to volunteer to work with events.

II. MANAGEMENT PRACTICES ACTION EXAMPLES

BEGINNING LEVEL ACTIONS:

OBJECTIVE: Management demonstrates an understanding and support for a diverse, cross-cultural work environment.

- Managers become well informed and trained regarding the importance of diversity development in the workplace.
- Managers recognize the value and need for a diverse workforce.
- Managers become champions for diversity
- Managers gain the skills necessary to improve communication and conflict resolution regarding issues of diversity and multi-culturalism.

Provide Basic Diversity Training to Managers and Supervisors

Training should include, at a minimum, diversity recruitment, managing diversity work groups, conflict resolution in multicultural teams, performance evaluation, cross-cultural communication, Windmills training, Networking, etcetera.

Work with bureau staff/committee to develop a plan and schedule for implementing the citywide diversity initiative within the bureau.

Update Employee Orientation Materials

Orientation materials should include updated policies, descriptions of diversity development efforts, behavioral expectations, training opportunities etc.

Integrate Diversity Development into Performance Planning & Evaluation

The level and type of performance expectation/evaluation will vary with position. Specific evaluation criteria may be developed in conjunction with the Diversity Development/Affirmative Action Office.

INTERMEDIATE LEVEL ACTIONS:

OBJECTIVE: Management models a positive attitude regarding diversity in general, and multi-culturalism in particular, by action and participation in the development of standards of acceptable staff behavior.

Share city policy with all staff.

Require all staff to attend city-sponsored training and require additional training for supervisors as necessary.

Provide time and resources for staff to participate in diversity training and multi-cultural events.

Hold staff accountable when they participate in offensive behaviors.

Communicate in actions and words that diversity is an asset that benefits all staff.

Assess employees' attitudes towards diversity and multi-culturalism along with skills and experience when making hiring decisions, especially at the supervisory level.

Establish an Employee Recognition Program for those who achieve diversity goals.

ADVANCED LEVEL ACTIONS:

OBJECTIVE: At this stage, the goal should be “institutionalized diversity development” and “enthusiastic multi-culturalism.” Failure to embrace these issues and to be an active participant should not be tolerated by the City at a management level.

Directors hold managers and supervisory personnel accountable for hiring, promoting and maintaining a diverse workforce through performance evaluations.

Directors hold managers accountable for creating and maintaining a work environment that is respectful and accepting of diversity and multi-culturalism.

Managers utilize the diversity within the workforce by incorporating the diverse perspectives into business decisions.

Managers hold staff accountable for behaviors that support diversity and multi-culturalism.

Continue to provide training for management and staff on diversity issues.

Managers continue to encourage participation by staff on committees, etc. dealing with multi-cultural and diversity issues.

Staff has permission and is expected to go above management when management does not model city values regarding diversity.

III. EMPLOYEE DEVELOPMENT ACTION EXAMPLES

BEGINNING LEVEL ACTIONS:

Communication and conflict resolution in cross-cultural workgroups

- Inform all employees of current activities and events that promote multi-culturalism within the City. This can be done through the use of e-mail, newsletter, brown bag seminars, circulation of printed and video material, or through any other available media.
- Encourage all employees to acquire skills in the area of multi-culturalism. This should be done in a manner that will promote the recognition, appreciation and value of multi-culturalism, thereby helping to develop trust and respect, enhance communication, increase comfort, and engender concern for the welfare of all employees within the City.
- Promote cooperation and teamwork among Staff. Encourage inclusion/mentoring activities that lead to the accomplishment of the City/Bureau mission.
- Encourage employees to treat co-workers as individuals (not based on stereotypes) in day-to-day interactions. Correct situations where cultural differences result in an employee being treated inappropriately.
- Increase staff awareness of disability issues and provide appropriate training to address issues.
- Promote appropriate representation of all cultures at all levels of the City workforce.
- Identify and remove barriers that inhibit the full utilization and inclusion of all employees.

Provide Bias Awareness and Reduction Training

Use the services of organizations such as the Understanding Racism Foundation, Oregon Uniting, Technical Assistance for Community Services (TACS) and others that have developed training programs to create awareness of bias and to reduce bias.

Cultural Competency Training

Provide the opportunity for employees to attend the diversity and cultural competency training offered by the Diversity Development/Affirmative Action Office or outside trainers.

Cultural Competency Orientation for Employees

The purpose of this training is to provide employees with an orientation to the City's approach to diversity development. Participants will receive information about the staff and functions of the Diversity Development/ Affirmative Action Office and the following topics will be covered: Understanding of the relationship between Affirmative Action, Valuing Difference and Managing Diversity, Diversity Definitions, and Guidelines for working in a diverse work group. Participants will have the opportunity to assess their own diversity awareness and the readiness of their organization for diversity development.

Cultural Competency Orientation for Managers

The purpose of this training is to provide managers with an orientation to the City's approach to diversity development. Participants will receive information about the staff and functions of the Diversity Development/Affirmative Action Office and the following topics will be covered: Understanding of the relationship between Affirmative Action, Valuing Difference and Managing Diversity, Diversity Definitions and Guidelines for working in a diverse work group, Tactics for Developing a Diverse Workforce, and Skills for Managing a Diverse Work Group. Participants will have the opportunity to assess their own diversity awareness and the readiness of their organization for diversity development.

INTERMEDIATE LEVEL ACTIONS:

Cultivate a responsive attitude to multi-culturalism by action and by perception, and by demonstrating concern for employee's welfare, morale and trust.

- Foster open and honest communication and build trust between management and employees.
- Include employees in communication and deliberation processes, so that employee's views are heard and considered.
- Provide honest and timely feedback to employees' concerns.
- As appropriate, management should include employees in management, decision-making discussions.
- Recognize differences in personalities and work styles. Provide City employees with the opportunity to explain unsatisfactory working relationships. If it is determined that an employee is being treated in a manner that unfairly restricts his or her productivity, management will intervene to stop the offending treatment.

Encourage cultural and social activities related to multi-culturalism.

- As appropriate dedicate and deem a priority, a specified amount of time per month, per employee for community outreach. Employees may volunteer for projects such as: Meals on Wheels, tutoring students who have English as second language, or a City Services Fair to educate a minority community as to what the City of Portland can do for them, or teaching seminars and working the City's booths at the annual Small Business Fair - educating the small business owner, often minority and women-owned businesses, as to the ins-and-outs of establishing their own business.
- Sponsor a monthly "Cultural Diversity Celebration". This may be accomplished through: a guest speaker (from the community, or from within the ranks); a potluck of the "celebrated" foods; a storyboard or wall display; a brown-bag session with a short video, or simply a topical discussion of the culture; informational emails being sent to all employees; monthly cultural diversity newsletter, etc.

Minority and women employees have historically been under-represented at upper levels of organizations, resulting in the so-called "glass ceiling." To address this issue of under-utilization of talent, a key area to focus on is the preparation for management and leadership positions.

- Managers should assess their own cultural competency and its impact on employee development efforts and address any barriers the assessment reveals.
- Make full use of the City talent pool by providing opportunities for all qualified employees regardless of manifestation of their cultural backgrounds (e.g. accent or shyness) that may appear to detract from their professional abilities.
- Encourage, endorse and actively seek talented participants among all members of workforce for City and Bureau-level boards and committees.
- Actively endorse the participation of all employees in selective City and Bureau training and development programs. Inform all employees of these opportunities.

Cultural Competency Skills Trainings

Provide the opportunity for employees to attend the diversity and cultural competency training offered by the Diversity Development/Affirmative Action Office or hire an outside person to provide training.

Cross-cultural Communication

This workshop will provide participants with the opportunity to learn techniques for improving their communication with people from different backgrounds than their own. The focus will be on reducing miscommunication, building effective communication skills and beginning to understand cross-cultural conflict resolution. This is an interactive class so please come prepared to discuss what you have done that has worked to improve cross-cultural communication in the workplace.

Cross-cultural Conflict Resolution

This training is designed to inform participants about the underlying cultural factors that affect communication between people who come from different cultural backgrounds. Common communication errors will be presented and alternative techniques explored. Participants will have the opportunity to apply the learning in class.

Working in Diverse Work Teams

Team building and participation techniques will be presented. Participants will have the opportunity to present actual work place situations, which will be used to illustrate the effectiveness of the techniques.

ADVANCED LEVEL ACTIONS:

Prepare and maintain a fiscal budget plan that fairly allocates training opportunities to employees in a manner consistent with the cultural diversity needs of the City/Bureau.

- Develop all employees, consistent with their abilities, interests, and Bureau/City requirements, and provide opportunities to develop and grow at all levels without barriers and discrimination.

- Establish a process for identifying employees with professional potential for development and advancement. Make resources (such as special development programs, training/mentoring, and conferences/workshops, etc) available to *all* employees to assist them in the management and development of their professional careers.
- Recognize the reticence of some cultures to promote themselves for growth opportunities, encourage all employees to participate in formal career development and training courses such as the City's Supervisory Series, etc, as well as informal career development, training courses, and seminars.
- Provide training and developmental assignments that encompass all phases of career advancement and development and provide avenues for a natural path from entry level through journeyman to all levels of management.
- Develop an in-house Spanish (or language of choice) class, through the utilization of any fluent employee volunteers, college-level Spanish majors, foreign exchange students or other resources. Management should support this training, and allow work time to be dedicated to employees acquiring this second language.
- Appoint a “Disability Coordinator” to be responsible for introduction and implementation of a range of policies and procedures that specifically address disability issues.

Institute awards to recognize employees and supervisors who promote multi-culturalism and increase the morale of the workforce in the City/Bureau.

- Awards should be used to promote multi-culturalism by demonstrating that all outstanding contributions are appropriately recognized and rewarded, and that each staff member is valued and can participate fully.
- Give full consideration to eligible individuals from all groups when considering nominations for awards and recognition.
- Award and recognize supervisors who utilize the talents of employees and assist employees to develop to their full professional potential through encouragement, guidance/mentoring, and assignment of responsibilities commensurate with the employee's abilities.
- Examine any existing Award System, and if necessary, recommend revisions to current procedures, policies and/or practices so that all employees are given the opportunity to be fairly and equitably considered for awards and recognition.

IV. WORKFORCE DIVERSITY ACTION EXAMPLES

(Link between diversity development and affirmative action)

BEGINNING LEVEL ACTIONS:

Include bureau EEO Representative on Diversity Committee and review job descriptions.

Establish core competencies related to diversity development.

Incorporate diversity expectations, knowledge, skills, abilities and standards into New Employee Orientation.

Provide training for Managers on how to recruit, hire, and maintain diversity.

Provide training for managers on conducting effective multicultural interviews.

Perform review of affirmative action parity.

Provide regular workforce communications to educate employees regarding diversity.

INTERMEDIATE LEVEL ACTIONS:

Include diversity development in bureau strategic plan and hold managers accountable.

Use the AA Plan to help with strategic planning.

Review interview process to ensure that it is inclusive- panel should be diverse.

Review interview questions to ensure that they address diversity.

Develop targeted outreach schools/internships- participate in coordinated citywide effort.

Engage managers in recruitment and selection process- mutual accountability.

Managers act as liaison with community, groups, individuals AND UTILIZE community contacts.

Offer opportunities for lead positions, project management, and other leadership opportunities to diverse range of people within bureau.

Factor in diversity and communication/personality differences when bestowing rewards and recognition on employees.

Promote attendance at Monthly Cultural Celebrations and events designed to increase cultural awareness.

ADVANCED LEVEL ACTIONS:

Assess applicant pools (seasonal, contract agencies) for diversity.

Identify networks, how people actually get jobs with the City/particular bureaus.

Develop long-term outreach/recruitment goals; design programs: job fairs/open houses.

Develop bureau-specific marketing strategies and coordinate with citywide efforts.

Include Diversity Development and Affirmative Action Goals in Succession Planning.

V. COMMUNITY RELATIONS ACTION EXAMPLES

BEGINNING LEVEL ACTIONS:

Assess bureau's community relations' practices:

- Participate in Public Involvement Task Force to develop minimum City standards
- Provide services in multiple languages: customer service & public involvement.
- Review ADA Accommodation Policies & Practices
- Review bureau strategy for building relationships with key diverse constituencies affected by bureau, "Communities Beyond Neighborhood Boundaries."

Publicize Bureau Diversity Goals and Principles:

- Use newsletters, Offices, Websites to inform employees and the community about bureau diversity goals.

Develop/maintain database of diverse range of community resources:

- Media contacts
- Community based organizations & leadership
- Non-profit, CDC and social service organizations
- Access City directory for language translation/interpretation resources

INTERMEDIATE LEVEL ACTIONS:

Incorporate culturally competent community relations strategy into business plan

- Seek Customer/Stakeholder/Citizen Feedback on Status of Bureau Diversity/AA Efforts
- Ensure compliance with minimum City standards for community involvement.
- Include commitment to culturally competent community relations in mission statement.
- Staff orientation to bureau community relations' policies, standards, practices.
- Develop regular communication strategy with diverse stakeholders.
- Incorporate success stories and highlights (for example in newsletters) of diverse staff and volunteer resources, community-based partners, etc.

Develop higher standards for community involvement, such as:

- Maintain and build contact with diverse community organizations and leaders.
- Design a media strategy that includes ethnic and other non-mainstream media.
- Ensure bureau brochures, web sites, and printed materials are ADA compliant.
- Ensure meeting facilities are accessible.
- Translate key bureau forms, web pages & brochures and applications into multiple languages: Russian, Vietnamese, Spanish, etc.
- Provide translation services at outreach events when requested.

- Public meeting accommodations that provide childcare or toys, near public transit, evening times, use of multiple processes for people to provide input, provision of food, etc.
- Strategies to hold citywide outreach events in locations other than downtown.
- Notification for geographic specific projects that includes posting notices and door-to-door.
- Access GIS community based assets mapping of diverse range of community resources

ADVANCED LEVEL ACTIONS:

Establish, or diversify an existing, Stakeholder Forum for Ongoing Feedback and Recommendations on Diversity Issues

- Review recruitment practices for Community, Customer and Stakeholder Groups.
- Set goals for recruiting individuals representing broad range of community demographics, and tracking mechanisms for collecting data on the outcome
- Organize focus groups for unique community constituencies to provide feedback.
- Review community relations' strategy on a regular time line.
- Develop and publicize criteria by which programs will be evaluated for meeting community relations' goals and objectives.

Hold ongoing staff workshops for customer service, public involvement, and public information

Provide training on:

- Surname syntax in multiple languages, database management, etc.
- City demographic trends for broad range of diverse constituencies.
- How public (immigrants and refugees) interacts with business and governmental practices in other countries.
- Culturally appropriate outreach strategies for immigrant refugee groups.
- Create list of City staff with training skills on these topics. Provide release time to train others.

Develop a plan of action for to increase community relations. Include:

- Policy for contracting that adds points in the RFP system for cultural competency experience and skills of private public involvement and information firms your bureau contracts with.
- Policy that provides for long-enough timelines in public involvement efforts to ensure diverse constituencies have the opportunity for involvement.
- Commit a percentage of budgets to targeted outreach to diverse constituencies.

Develop workforce diversity strategy that supports culturally competent community relations:

- Place a higher value on candidate's cross-cultural or inter-ethnic experiences and skills in hiring criteria and job descriptions.

- Develop workload policies for public involvement and info staff that acknowledge extra time required for building relationships with diverse constituencies.
- Support staff training on cultural competency skills building.