

Office of Management & Finance

Organizational Diversity Development Program 2005-2010



Introduction

Citywide 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.

OMF Diversity Value Statement

We practice inclusiveness, respecting diversity at all times.

OMF Diversity Development Team

The Diversity Development Team plays a critical role in ensuring that the culture and workplaces of the Office of Management & Finance embrace diversity and OMF employees have the tools available to celebrate the differences among us.

Deliverables for the OMF Diversity Development Team

- Completion of an organizational assessment.
- Development and implementation of a Diversity Development Program. The Program will be an OMF-wide Program and will satisfy requirements that all OMF bureaus have such a Program.
- Coordination/collaboration with the Citywide Diversity Development Coordinating Committee on outreach, awareness, training, and organizational development activities.

Definitions

Culture: Learned and shared values, beliefs, and behaviors of a group of interacting people.

Cultural Competence: Sensitivity, awareness, knowledge, understanding, and skills to communicate and work effectively in a variety of cultural contexts with individuals and groups from diverse backgrounds.

Cultural Diversity: Characteristics we use to put ourselves and others into groups.

Diversity: Similarities and differences in human characteristics and cultures that act as barriers and bridges to understanding and communicating with others.

Diversity Development: Building institutional capacity to attract and support a diverse workforce and utilize the perspectives, knowledge, and skills offered by that diverse workforce.

Methodology

To determine appropriate actions for a Diversity Development Program in the Office of Management & Finance (OMF), the organization's Diversity Development Team (DDT) conducted a baseline assessment of employee perceptions in all its bureaus and divisions. The assessment tool was developed in collaboration with the City Diversity Development/Affirmative Action Office which also provided the scoring matrix. Results of the baseline assessment are discussed below and in each of the five sections of this Program. Overall, the organization scored at 161 of a possible 225 points or, on the Likert scale used, at an average level of 3.6 across all responses. On the Likert scale, 5 indicated the most positive perception of the culture of OMF and its bureaus and divisions. The DDT identified those statements scored at 3.6 or less on average. The DDT also identified any statements where 25% or more responded *Do Not Know* to a given statement.

Taking into account the items that scored below average as well as the areas of pronounced lack of knowledge, the DDT was able to identify the actions presented in this Program for increasing awareness and cultural competency given the current state of the organization. To evaluate the success of this Program, the DDT plans an updated assessment at the halfway and end points of the Program (e.g., 2.5 and 5 years).

The assessment tool was used to assess current trends across OMF, essentially a snapshot in time. Results should be used for qualitative rather than quantitative analysis only. Further, this was a baseline assessment meant to indicate potential areas for improvement and for future use in measuring progress in key areas identified for improvement.

Baseline Assessment Results

The following table indicates participation rates across OMF bureaus and across characteristics.

Table 1: Respondent Characteristics

Bureau	Employees 2004-05	% bureau response	
General Services	171	30%	
Technology Services	184	33%	
Financial Services	58	60%	
Purchases	30	77%	
Business Operations	27	81%	
Human Resources	60	53%	
CIS	23	22%	
ALL MANAGEMENT & FINANCE	553	41%	
Demographic Summary - All OMF Responses (N=263)			
RACE	% Resp.¹	% in OMF²	% in City of Portland
Asian	5.7%	7.7%	7%
Black/African American	9.1%	9.6%	7%
Native American	0.8%	1.6%	1%
Hispanic	3.0%	2.2%	7%
Caucasian/White/Other	81.4%	78.8%	78%
Total	100%	100%	100%
GENDER	% Resp.	% in OMF	% in City of Portland
Female	49.8%	38.5%	50.9%
Male	50.2%	61.5%	49.1%
Total	100%	100%	100%
REP/NON-REP	% Resp.	% in OMF	
Non-Represented	59%	44%	
Represented	41%	56%	
Total	100%	100%	

1. Refers to the percentage of total respondents to the assessment.

2. Refers to the percentage of representation across OMF

Overall, the organization scored 161 of 225 possible points on the assessment. According to the scoring sheet, this level falls toward the higher end of the level four range. Level four characteristics were defined as:

Your bureau has many of the elements needed for an effective diversity development initiative. Build on your strengths by focusing on any area in the assessment in which you scored your agency at three or below. Create a Diversity Development Committee, develop a strategic initiative, set priorities, allocate resources, and get to work.

The DDT also performed some analysis across gender and race characteristics. Though generally responses were slightly lower in non-dominant classes, there was a great deal of consistency in responses. The DDT concluded that, overall, OMF employees perceive the organization to be fairly responsive to diversity issues. However, in each of the five categories of the survey, some items scored below the average both in the organization-wide and bureau-specific statements. Additionally, several items in the survey received “Don’t Know” responses indicating that awareness of diversity development efforts across the organization is lower than desired. More detailed results are outlined in each of the five areas of the following Program.

I. ORGANIZATIONAL DEVELOPMENT

Assessment Results:

Employees rated the vision of OMF as a diverse organization and both OMF and their individual bureaus' openness to and inclusiveness of differences as high. However, over half of the questions in the organization assessment section of the survey received a below average rating.

Top level leadership and recognition of diversity leadership were rated lower than average both across the organization and at the bureau level. Additionally, employees rated the communication of expectations around diversity and consistency between what is said about diversity and how individuals behave as lower than average.

SECTION ONE - ORGANIZATION ASSESSMENT	Average Score*
OMF-wide Questions	
13. The Chief Administrative Officer and OMF Leadership Team champion diversity through words, deeds and behavior and are models for the rest of the organization.	3.45
14. OMF recognizes and supports the formal and informal leaders in the organization who promote positive diversity development.	3.36
SECTION ONE - ORGANIZATION ASSESSMENT	Average Score*
Bureau/Division Questions	
1. Diversity development is a key issue for my bureau/division and is routinely communicated by management.	3.39
3. I know who my bureau's OMF Diversity Development Committee representative is.	3.53
4. My bureau/division Manager champions diversity through words, deeds and behavior and is a model for the rest of us.	3.59
5. My bureau/division recognizes and supports people in the organization who promote positive diversity development.	3.49
7. Expectations about diversity in the workplace are explained to bureau/division employees.	3.25
8. What the bureau/division says about diversity and how we actually behave toward people are consistent.	3.52

Employees indicated a lack of awareness of the Diversity Development activities and Team in OMF with a full 1/3 of respondents reporting they do not know who their DDT representative is. Additionally, results indicated a lack of knowledge about the organization's leadership commitment, recognition, and support of diversity development.

SECTION ONE - ORGANIZATION ASSESSMENT	Don't Know
OMF-wide Questions	
10. Diversity development is a key issue for OMF's Chief Administrative Officer and Leadership Team.	28%
12. OMF has a Diversity Development Committee and a program for implementing diversity development.	28%
13. The Chief Administrative Officer and OMF Leadership Team champion diversity through words, deeds and behavior and are models for the rest of the organization.	28%
14. OMF recognizes and supports the formal and informal leaders in the organization who promote positive diversity development.	37%
SECTION ONE - ORGANIZATION ASSESSMENT	Don't Know
Bureau/Division Questions	
2. My bureau/division participates in OMF's Diversity Development Committee.	32%
3. I know who my bureau's OMF Diversity Development Committee representative is.	33%

Conclusions/Recommendations:

While employees generally feel that OMF and their bureaus and divisions adhere to a vision of OMF as a diverse organization and that the organization is open to and inclusive of diversity, there is a lack of awareness about current efforts or the commitment of organizational leaders in relation to diversity development. Further, employees perceive a discrepancy between what is said about diversity and how people actually behave in the organization. Actions to educate and inform employees about diversity development as well as to encourage management to communicate their commitment to it are needed.

Completed to date:

- Establish Bureau Diversity Development Committee.
- Conduct a Bureau Level Organization Assessment.
- Develop a Bureau Diversity Development Strategic Program.
- Update Affirmative Action Plans.
- Add a diversity development component to bureau's intranet site.

Recommended Action Items:

- Increase visible involvement and engagement of the OMF Leadership Team in Diversity Development activities.
- Further formalize the role of OMF Diversity Team members organization-wide and in their bureaus and divisions.
- Allocate resources for training members of the OMF Diversity Development Team.
- 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.
- Invite diverse public members with relevant expertise or knowledge to periodically review existing or new programs, processes, and policies for bias and recommend changes.
- Set up a process for bureau employees to volunteer to work with cultural events and services and establish a Recognition Program for those who champion and promote diversity development.
- Repeat Organization assessment every 2-3 years and use results to:
 - Identify progress;
 - Identify opportunities for improvement; and
 - Update the OMF Organizational Diversity Development Program
- Ensure ongoing coordination between OMF's Diversity Team and EEO Committee.
- Ensure ongoing coordination and collaboration with focused diversity efforts across OMF bureaus and divisions.

II. MANAGEMENT PRACTICES

Assessment Results:

Employees agreed that OMF and its managers and supervisors are open to hiring people from diverse cultures and backgrounds. However, employees overall only somewhat agreed that management reflects the diversity of our community. They also generally disagreed that managers routinely discuss diversity issues at staff meetings.

SECTION TWO - MANAGEMENT PRACTICES OMF-wide Questions	Average Score*
23. OMF managers and supervisors reflect the current diversity of the community.	3.18
SECTION TWO - MANAGEMENT PRACTICES Bureau/Division Questions	Average Score*
18. Managers/supervisors in my bureau/division routinely discuss diversity issues at staff meetings.	2.78

Consistent with the ratings findings, about 1/4 of employees stated they don't know whether OMF management reflects the diversity of our community. Additionally, 1/3 of employees did not know whether managers and supervisors are responding quickly, skillfully, and effectively to incidents of harassment and discrimination. In written comments, many employees noted that disciplinary actions related to harassment and discrimination are personnel matters and, therefore, would and should not be made known to staff.

SECTION TWO - MANAGEMENT PRACTICES Bureau/Division Questions	Don't Know
23. OMF managers and supervisors reflect the current diversity of the community.	25%
SECTION TWO - MANAGEMENT PRACTICES Bureau/Division Questions	Don't Know
21. Managers/supervisors respond quickly, skillfully and effectively to incidents of harassment and discrimination.	33%

Conclusions/Recommendations:

Again, the results indicate employees feel that the organization and its management are open to and welcoming of a diverse workforce. Employees' lack of knowledge about and agreement that current management reflects our diverse community indicates an opportunity to increase awareness of our community's diversity and how our workforce does or does not reflect it. There is a need to raise awareness and increase dialogue about diversity issues in our current meetings and work activities.

Completed to date:

- Require all staff to attend city-sponsored training and require additional training for supervisors as necessary (completed for Rule 2.2).
- Provide new employees information and require that they read materials on workplace expectations related to harassment and discrimination policies and expectations.
- Includes one or more articles related to diversity development in each OMF newsletter issue.

Recommended Action Items:

- Update employee orientation materials to include policies, descriptions of diversity development efforts, behavioral expectations, training opportunities etc.
- Establish core competencies related to diversity development by ensuring managers complete Cultural Competency certification by the end of FY 2005/06.
- Integrate diversity development into performance planning & evaluation.
- Once established, utilize Managers' Quarterly Networking Meetings to increase awareness and inspire leadership of diversity development issues and activities.

III. EMPLOYEE DEVELOPMENT

Assessment Results:

Employees rated OMF high on welcoming and accepting new employees at all organizational levels. This was coupled by 28% responding they do not know if employees in OMF (as opposed to their own bureau or division) are welcoming and accepting. They also rated as high the willingness and comfort levels of fellow employees to work with people of different cultural backgrounds. Regarding training around cultural diversity and training and empowerment to respond to demeaning language and behavior, OMF rated below average. This was supported by almost 40% of respondents reporting they did not know if employees in OMF have received these trainings.

SECTION FOUR - EMPLOYEE DEVELOPMENT	
Bureau/Division Questions	Average Score*
33. Employees at all levels in my bureau/division receive training on cultural diversity.	3.48
34. Employees are trained to recognize demeaning language and behavior.	3.47
35. Employees are empowered to respond to demeaning language and behavior.	3.51

SECTION FOUR - EMPLOYEE DEVELOPMENT	
OMF-wide Questions	Don't Know
37. Employees at all levels of OMF receive training on cultural diversity.	38%
38. Employees in OMF are welcoming and accepting of new employees.	28%

Conclusions/Recommendations:

The results here are somewhat disturbing, given the fact that all City employees, managers, and supervisors received Rule 2.2 training over the past three years. This may indicate a need for greater communication and engagement by managers and supervisors with their own workgroups as the majority of communications for those trainings were relayed through that stratum of the organization. The findings also point to an opportunity for increasing cross-bureau/division activities so employees can become more aware of the experiences and workplace cultures of staff in other OMF work teams.

Completed to date:

- Require all staff to attend city-sponsored training and require additional training for supervisors as necessary (completed for Rule 2.2).

Recommended Action Items:

- Inform all employees of current activities and events that promote multi-cultural awareness within the City using various media and encourage their participation.
- Provide cultural competency orientation for all managers and employees.
- Continue to sponsor regular "Cultural Diversity Celebrations."
- Ensure strong OMF participation in annual City/County Diversity Conference.
- Work with OMF AA/EEO committee to encourage the inclusion of cultural competency and diversity awareness concepts in the OMF Career Development Program.

IV. WORKFORCE DIVERSITY

Assessment Results:

Employees rated OMF and its bureaus and divisions high on having a diverse workforce and agreed that employees value and support having a diverse workforce. There was less agreement on whether all employees are able to advance based on qualifications rather than other factors. Employees only somewhat agreed that their bureau or division is able to attract and retain staff from a wide variety of backgrounds. A large number of employees – 49% – stated they don’t know whether hiring panels are trained in cross-cultural interviewing techniques, also reflected in the lower rating for this statement.

SECTION THREE - WORKFORCE DIVERSITY OMF-wide Questions	Average Score*
31. All employees in OMF have the same opportunity for advancement based on qualifications, regardless of race, gender, sexual orientation, age, disability or other such factors.	3.43
SECTION THREE - WORKFORCE DIVERSITY Bureau/Division Questions	Average Score*
26. Hiring panels in my bureau/division are trained in cross-cultural interviewing techniques.	2.88
27. My bureau/division is able to attract, hire and retain employees from a wide variety of cultural backgrounds.	3.58
28. All bureau/division employees have the same opportunity for advancement based on qualifications, regardless of race, gender, sexual orientation, age, disability or other such factors.	3.50

SECTION THREE - WORKFORCE DIVERSITY Bureau/Division Questions	Don't Know
26. Hiring panels in my bureau/division are trained in cross-cultural interviewing techniques.	49%

Conclusions/Recommendations:

Again, OMF employees perceive they are members of a diverse workforce and believe that the OMF culture values and supports diversity. However, their assessment of OMF’s ability to attract, retain, and promote all employees, regardless of their diversity, is less certain. This may be a symptom of lack of knowledge or of actual disparity. Education and tracking would assist the organization to stay abreast of its actual composition and treatment of the workforce.

Completed to date:

- Include bureau EEO Representative on Diversity Committee.
- Include diversity development in bureau values and strategic plan.

Recommended Action Items:

- Provide regular workforce communications to educate employees regarding diversity.
- Partner with OMF EEO Committee to diversify hiring practices in OMF by:
 - Establishing a database of OMF minority interviewers;
 - Develop guidelines for culturally competent interviewing practices;
 - Providing culturally competent interview orientation and guidance for managers, supervisors and minority interviewers;
 - Developing methods for assessing applicant pools for diversity throughout the hiring process; and
 - Integrating diversity development and affirmative action goals in succession planning.

V. COMMUNITY RELATIONS/SERVICE DELIVERY

Assessment Results:

Employees rated their bureaus high on being welcoming to public from diverse backgrounds. They also rated OMF higher than average for its cultural celebrations and for its services being appropriate to diverse customers. Bureaus were rated well below average and received the highest numbers of “don’t know” responses in response to whether they provided information in multiple languages. Also rating below average were bureau-level cultural events and employee knowledge about local cultural groups and how they use the bureau’s services.

SECTION FIVE - SERVICE DELIVERY Bureau/Division Questions	Average Score*
39. My bureau/division celebrates the important events of cultural groups in the community.	3.07
41. Information about my bureau’s services and how to access the services is provided in multiple languages.	2.49
42. Bureau/division employees are knowledgeable about the various cultural groups in the community and how their customs affect their use of our services.	2.85

SECTION FIVE - SERVICE DELIVERY OMF-wide Questions	Don't Know
45. The services OMF provides are appropriate to the needs of diverse customers.	30%
SECTION FIVE - SERVICE DELIVERY Bureau/Division Questions	Don't Know
41. Information about my bureau’s services and how to access the services is provided in multiple languages.	44%
42. Bureau/division employees are knowledgeable about the various cultural groups in the community and how their customs affect their use of our services.	27%

Conclusions/Recommendations:

Though employees feel that OMF is welcoming of diversity, there is less agreement and knowledge about cultural groups in the community and whether the services of OMF or its individual bureaus and divisions are appropriate and accessible to them.

Completed to date:

- OMF sponsors 1-3 cultural celebrations per year in partnership with other City bureaus.

Recommended Action Items:

- Review ADA accommodation policies and practices (including website accessibility).
- Provide translation services at outreach events when requested.
- Hold staff workshops on:
 - Surname syntax in multiple languages;
 - City demographic trends and comparison with OMF demographics; and
 - How public interacts with business and governmental practices in other countries
- Proactively communicate and advertise beyond mainstream print media, including through diverse publications and other types of contacts throughout the local community.
- Diversify interview panels for management openings with stakeholders from other City bureaus and, where appropriate, the community.

APPENDIX A – OMF 2006-2010 Diversity Development Program (see Appendix B for Year 1 completed actions)

Key: DDT = OMF Diversity Development Team; LT = OMF Leadership Team

Section & Action Item	Purpose/Goal	Staff Responsible	Projected Completion Date	Resources Required
ORGANIZATIONAL DEVELOPMENT				
Increase involvement of LT in diversity activities	Provide active leadership for diversity development	OMF LT; CAO	Continuous Goal: 3-5 events in '06	Staff time
Further formalize the role of DDT members in OMF and in their bureaus and divisions	Formalize team & continue development	DDT; CAO	7/1/06	Staff time
Provide training for members of the DDT	Team development	DDT; CAO	12/30/06	Training costs?
Develop preferred definitions and terminology	Consistent, bias-free communications	DDT	7/1/07 (Year 2)	Staff time
Invite diverse public members with relevant expertise or knowledge to review existing or new programs and policies for bias	Inclusive process & external review	DDT	7/1/09 (Year 4)	Staff time
Encourage OMF employees to volunteer assistance for cultural activities	Ongoing awareness & recruitment	DDT	Continuous New DDT members – 7/1/07 (Year 2)	Staff time
Establish a Recognition Program for those who champion and promote diversity development	Recognition & increased awareness	DDT	12/30/07 (Year 3)	Staff time, incidental expenses
Repeat Organization assessment every 2-3 years and update Diversity Development Program	Gather trend data	DDT	Next round 12/30/06 (Year 2)	Staff time
Establish periodic joint meetings with OMF EEO Committee	Ensure ongoing coordination between DDT and EEO	DDT; EEO	7/1/06	Staff time
Provide opportunities for bureau/division reports in regular DDT meetings; invite participation of bureaus in DDT activities	Ensure ongoing coordination and collaboration with diversity efforts across OMF bureaus and divisions	DDT; Bureaus	Continuous Goal: Sharing at all meetings of DDT	Staff time
MANAGEMENT PRACTICES				
Update employee orientation materials to reflect diversity development policies and requirements	Consistency and education for new OMF employees	OMF Site Team; DDT	7/1/07 (Year 2)	Staff time, printing costs
Ensure managers complete Cultural Competency certification by the end of FY 2005/06	Management core competencies	OMF LT; CAO	In compliance with HR, goal end of FY 05/06	Staff time
Integrate diversity development into performance planning & evaluation	Management cultural competency tracking	HR; OMF LT; CAO; DDT	7/1/07 (Year 2)	Staff time, possible training

Section & Action Item	Purpose/Goal	Staff Responsible	Projected Completion Date	Resources Required
MANAGEMENT PRACTICES, continued				
Utilize existing meetings to increase awareness and inspire diversity development leadership	Ongoing education and inspiration	DDT	Continuous	Staff time
Include one or more articles related to diversity development in each OMF newsletter issue	Ongoing education	DDT; Editor	Continuous	Staff time
EMPLOYEE DEVELOPMENT				
Inform employees of diversity development activities and events, encourage participation	Ongoing awareness	DDT; OMF LT	Continuous	Staff time
Provide cultural competency orientation for employees	Employee development	HR; Managers; OMF LT; DDT	Continuous	Staff time
Continue to sponsor Cultural Celebrations	Ongoing education	DDT	Continuous: Goal, 2-3 per year	Staff time; expenses
Ensure strong OMF participation in annual City/County Diversity Conference	Ongoing education	OMF LT; Managers; DDT	Goal: fill annual slots	Staff time; possible expenses
Work with OMF AA/EEO committee to encourage the inclusion of cultural competency and diversity awareness concepts in the OMF Career Development Program	Education and awareness toward a workplace cultural of diversity	DDT:OMF LT	7/1/07 (Year 2)	Staff time
WORKFORCE DIVERSITY				
Provide regular communications to educate employees regarding diversity	Ongoing awareness	DDT	Quarterly starting FY 06/07	Staff time
Establish a database of OMF minority interviewers	Diversify hiring practices	Partner with OMF EEO Committee	7/1/07 (Year 2)	Staff time; support from leadership
Develop guidelines for culturally competent interviewing practices	Diversify hiring practices	Partner with OMF EEO Committee	7/1/07 (Year 2)	Staff time; support from leadership
Provide culturally competent interview orientation and guidance for managers, supervisors and minority interviewers	Diversify hiring practices	Partner with OMF EEO Committee	7/1/08 (Year 3)	Staff time; support from leadership
Develop methods for assessing applicant pools for diversity throughout the hiring process	Diversify hiring practices	Partner with OMF EEO Committee	7/1/08 (Year 3)	Staff time; support from leadership
Integrate diversity development and affirmative action goals in succession planning.	Diversify hiring practices	Partner with OMF EEO Committee	7/1/08 (Year 3)	Staff time; support from leadership

Section & Action Item	Purpose/Goal	Staff Responsible	Projected Completion Date	Resources Required
COMMUNITY RELATIONS/SERVICE DELIVERY				
Review ADA accommodation policies and practices (including website accessibility)	Improve service delivery	DDT; other staff as needed	7/1/07 (Year 2)	Staff time
Provide translation services at outreach events when requested	Improve service delivery	Outreach staff	7/1/07 (Year 2)	Staff time; expense budget
Hold staff workshops on: <ul style="list-style-type: none"> o Surname syntax in multiple languages; o City demographic trends and comparison with OMF demographics; o How public interacts with business and governmental practices in other countries 	Improve cultural competence and service delivery	DDT	Starting 1/07 (Year 2) Goal: 2-3 per year	Staff time; expenses
Provide guidelines for communicating and advertising beyond mainstream print media, including through diverse publications and other types of contacts throughout the local community	Improve service delivery	DDT	7/1/07 (Year 2)	Staff time
Diversify interview panels for management openings with stakeholders from other City bureaus and, where appropriate, the community	Improve service delivery	Partner with OMF EEO Committee	7/1/07 (Year 2)	Staff time; support from leadership

APPENDIX B – *COMPLETED* Year 1 Actions – Diversity Development Program

Section & Action Item	Purpose/Goal	Staff Responsible	Projected Completion Date	Resources Required
ORGANIZATIONAL DEVELOPMENT				
Establish Diversity Development Team	Establish program	Business Operations	<input checked="" type="checkbox"/> 2003	Staff time
Conduct Organization Assessment	Establish a baseline	DDT	<input checked="" type="checkbox"/> 2004	Staff time
Develop a Diversity Development Program	Plan actions for future	DDT	<input checked="" type="checkbox"/> 2005	Staff time
Update Affirmative Action Plans	Synch up DD & AA plans	EEO Committee	<input checked="" type="checkbox"/> 2005	Staff time
Add a diversity development component to bureau's intranet site	Increase communication & awareness	OMF webmaster	<input checked="" type="checkbox"/> 2004	Staff time
MANAGEMENT PRACTICES				
Require all managers to attend city-sponsored training and require additional training for supervisors as necessary (Rule 2.2)	Increase awareness about workplace discrimination	BHR & trainers	<input checked="" type="checkbox"/> 2004	Staff time
Require new employees to read orientation materials on workplace expectations regarding harassment and discrimination	Increase awareness & establish protocols about workplace discrimination	OMF Managers & supervisors	<input checked="" type="checkbox"/> 2004	Staff time
Include one or more articles related to diversity development in each OMF newsletter issue	Increase communication & awareness	Newsletter editor	<input checked="" type="checkbox"/> 2004	Staff time
EMPLOYEE DEVELOPMENT				
Require all staff to attend city-sponsored training (Rule 2.2)	Increase awareness about workplace discrimination	OMF LT	<input checked="" type="checkbox"/> 2004	Staff time
WORKFORCE DIVERSITY				
Include bureau EEO Representative on Diversity Committee	Ensure coordination & collaboration in these areas	DDT/EEO	<input checked="" type="checkbox"/> 2004	Staff time
Include diversity development in bureau values and strategic plan	Establish a culture of diversity stewardship	OMF LT	<input checked="" type="checkbox"/> 2002	Staff time
COMMUNITY RELATIONS/SERVICE DELIVERY				
OMF sponsors 1-3 cultural celebrations per year in partnership with other City bureaus	Increase awareness & networking re diversity	DDT	<input checked="" type="checkbox"/> to date	Staff time, minor materials/rent costs