SPECIAL DOVER HUMAN RELATIONS COMMISSION

AGENDA

JANUARY 19, 2017 - 6:00 P.M.

CITY HALL COUNCIL CHAMBERS
15 LOOCKERMAN PLAZA
DOVER, DELAWARE

PUBLIC COMMENTS ARE WELCOMED ON ANY ITEM AND WILL BE PERMITTED AT APPROPRIATE TIMES. WHEN POSSIBLE, PLEASE NOTIFY THE CITY CLERK (736-7008 OR E-MAIL AT CITYCLERK@DOVER.DE.US) SHOULD YOU WISH TO BE RECOGNIZED.

AGENDA ADDITIONS/DELETIONS

1. **ELECTION OF COMMITTEE CHAIR - GOVERNMENT POLICY, PROGRAMS, AND PRACTICES COMMITTEE**

2. **DHRC COMMITTEE UPDATES**
   - **A. COMMUNITY ENGAGEMENT COMMITTEE** (MULLEN)
   - **B. COMMUNICATIONS COMMITTEE** (PAIGE)
   - **C. EDUCATION COMMITTEE** (BOGLE)

3. **OLD BUSINESS**
   - **A. DHRC DIVERSITY RESEARCH PROJECT** (DURING THEIR MEETING OF NOVEMBER 17, 2016, MEMBERS AGREED THAT MRS. SADUSKY, MR. HENDERSON, AND MR. GADDIS WOULD GET TOGETHER BEFORE THE NEXT DHRC MEETING TO SUMMARIZE THE RECOMMENDATIONS AND OBSERVATIONS AND PUT THEM TOGETHER IN A CONCISE FORM)
   - **B. DEVELOPMENT OF CONCISE STATEMENT - MISSION AND FUNCTIONS OF DHRC**
   - **C. DHRC VACANCIES**

4. **FUTURE MEETING DATES**

5. **ADJOURNMENT BY 7:00 P.M.**

/JS
S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\MISC-AGENDAS\HUMAN RELATIONS\2017\01-19-2017 SPECIAL DHRC AGENDA.WPD

THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. PURSUANT TO 29 DEL. C. §10004(E)(2), THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSIONS, WHICH ARISE AT THE TIME OF THE MEETING.

THE DOVER HUMAN RELATIONS COMMISSION
DIVERSITY RESEARCH PROJECT

I. Introduction

Commissioner Gene Ruane (2014-2015), Chair of the Government Policy, Programs and Practices Committee, suggested to the Commission that an important first step in the development of the reconstituted Dover Human Relations Commission was a study to determine some fundamental facts about the City's approach to diversity issues. As a model for this project, he recommended the book, *Reinventing Diversity* by Howard J. Ross.

Upon Commissioner Ruane's departure from DHRC (and from Dover), the task fell to the successor Chair, Jim McGiffin, who drafted an interview instrument for use with senior staff and a second instrument for an on-line survey available to all employees with email addresses. The on-line survey was also made available in hard copy to those who preferred that format.

Commissioners McGiffin and Ted Henderson conducted the interviews with nine members of the senior staff on December 21, 2015 and January 11, 2016. The general staff survey was available on-line and in the City Clerk's office June 14 - July 1, 2016.

II. The Response

These are the questions asked in the staff interviews. Those marked with an asterisk (*) are questions included in the on-line survey. With each question is a summary of the responses.

Question 1 Are diversity and cultural competency articulated as values in any mission/vision/value statement developed by the City?*

Some interviewees and 60% of survey respondents correctly indicated that the values of diversity and cultural competency are found in some of the City's official documents (the Budget, the purchasing policy).

Question 2 Is the City's value regarding diversity and cultural competency communicated to departments, staff, employees?*

Some interviewees recognized that diversity and cultural competency values are communicated internally through the hiring/promotion process and through the actions of City professional leadership. There was one observation that these values are not communicated to staff from Council and another observation that the City does not generally communicate to staff about events that have diversity and cultural competency implications.

The Survey results indicate that 70% of respondents believed the City communicated these values internally. This question also inspired some responses criticizing any

attention to issues of diversity and cultural competency. The comment that, "the best person should get the job" surfaced a few times in the survey.

Question 3 Does the City promote diversity, cultural competency and inclusion in the community? Why and how? Or why not?*

Several interviewees mentioned the variety of festivals and cultural events that take place in Dover as examples of the City promoting diversity in the community. The Library programming was mentioned by some interviewees as well, as was the cadet program and the attention fostered upon the downtown area. The City Manager was recognized as someone who promotes diversity in the community.

The survey found that 78% of respondents thought the City promoted diversity and cultural competency, and individual responses recognized the Library, the festival and cultural events, partnering with minority groups, community meetings, and social media as examples of this promotion. Other survey respondents suggested Asian-themed events. Still others questioned the appropriateness of promoting diversity and cultural competency at all.

Question 4 Does the City promote diversity, cultural competency and inclusion in the workplace? Why and how? Or why not?*

Interviewees allowed that some of the City's managers promote diversity in the workplace, and some of those managers provide an outlet for staff with concerns. Other interviewees recognized the staff involved in clean-up day, the Youth Advisory Council, and the City Manager's town meetings as examples of promoting diversity.

Most survey respondents (78%) indicated that the City promotes diversity in the work place. Several made mention of the City's record of non-discrimination in hiring as an example of diversity promotion.

Question 5 Is there any history, event, symbol, figure that affects diversity and cultural competency in Dover?*

Several interviewees could think of no particular event that effected diversity in Dover. Others mention the Webster case. There was a report of negative feedback from some community members when the Library scheduled an event at the Schwartz Center for the Arts, suggesting that the history of that facility included some issues for people of color. One interviewee noted that police activity was a positive event.

The survey likewise indicated only 57% of the respondents thought there was any significant event that affected diversity. Individual responses mentioned the various festivals. Two survey respondents used the answer to this question to criticize attention to history and to diversity.

Question 6 Does the City have a diversity recruiting plan, goals, record?

Several interviewees indicated that they did not know the answer to this question, and a few indicated that it was "probably" the case that the City had a diversity plan, goal or record.

This was not a survey question.

Question 7 Does the City inquire about or measure employee satisfaction?

Some interviewees were not aware of such an effort and some were sure there was no such effort. Other interviewees suggested that some managers inquire about satisfaction with employees. The Human Relations Department has an open door policy. The Assistant City Manager meets with everyone to improve communication.

This was not a survey question.

Question 8 How does the City communicate with diverse populations?

According to interviewees, the City communicates with diverse populations through these media:

*Parks and Recreation Department listserv
*program flyers in schools
*Facebook and Twitter accounts
*Town Hall meetings
*Through the Procurement process
*Library newsletter
*mailings in utility bills
*TV in the customer service waiting area

This was not a survey question.

Question 9 Is citizen/customer satisfaction measured? Is it tracked with diversity as a factor?

According to interviewees, insurance claims are recorded and work orders are recorded, which provides some measure of customer satisfaction. One interviewee thought that the City once conducted a paper survey, and another believed there was a complaint collection process.

The Library does a survey of customers every 2 years.

This was not a survey question.

Question 10 Is there any request/demand/need from diverse groups for particular services?*

Interviewees identified these entities in responses to this question: Habitat for Humanity, Independent Resources (utility billing issues), and the Downtown Development Partnership forum. Interviewees also identified these issues: complaints about police, mentoring youth, meeting space for nonprofits, handicap parking spaces, and "ban the box."

Most of the survey respondents indicated that they were unaware of any such demand (61% to 39%), and added these comments: Employment opportunities, increase community policing, improve street lights, job assistance, budgeting assistance, housing assistance.

Question 11 Are City services available in any language other than English?

According to interviewees, the answer to this question is "no," although there is 1 Spanish speaking employee, the Library has an ESL collection and some items are available with subtitles.

This was not a survey question.

Question 12 Does the City have diversity policies applicable to dealings with vendors?

One interviewee identified a 3% preference for minority vendors and explained outreach efforts to minority vendors. Several other interviewees were unaware of these policies.

This was not a survey question.

Question 13 What does the City need to do more to promote diversity and cultural competency within the organization and in the community at large?*

Interviewees had several suggestions:

* stop sending the message that people with political connections get preference;
* get deeper into all communities;
* provide training for all staff;
* make salaries more competitive;
* develop media to promote diversity;
* continue these efforts - cadet program, positive police activity, mentoring, festivals.

Survey respondents had these ideas:

* work with Sankofa, Boys & Girls Clubs by providing mentors;

* treat everyone equally;
* find venues that teach the value of diversity;
* support diversity and cultural events in schools;
* provide training in diversity frequently;
* be more proactive with groups and meetings;
* re-institute the Police Athletic League.

There were several responses that questioned the value of attention on the diversity issue.

Questions 14 - 20 were answered by the Human Resources Director, Kim Hawkins

Question 14 Does the City track demographics of job applicants?

Yes, and this information is reported monthly.

Question 15 Does the City publish clear criteria for jobs prior to interviews?

Yes.

Question 16 Are interviewers trained about issues related to unconscious bias?

No. Ms. Hawkins is aware of the availability of such training.

Question 17 Is hiring done by hiring panels? Are the panels diverse?

There is some effort to make the panels diverse, but we could do more.

Question 18 Are hiring patterns tracked? Retention patterns? Attrition patterns?

Hiring patterns are not tracked. HR tracks turnover, but not by demographics. Some exit interviewing takes place.

Question 19 Are employee behavior expectations communicated to staff? Enforced?

Yes. The IT Department issues a document and an employee handbook exists.

Question 20 Does the City use Employee Resource Groups?

88% of the workforce is unionized. 12% is management.

III. Recommendations/Conclusions

1. The City Of Dover will provide stimulating, educational in-service training (about four hours) annually for all members of its staff, including leadership. This can include (but is not limited to) video presentations, (i.e. Cracking the Code), outside speakers,

discussion and the like. (1)

2. Dover's Human Resources Department will adopt a particular measure for employee and customer satisfaction feedback for regular use. (2)

3. The City of Dover leadership will strive to make its services accessible to people with limited English proficiency e.g. applications and regulations translated to other languages as needed. (3)

4. More activities that promote diversity and cultural competence education like Community Clean-up Day, the African-American Festival, and the disbanded Youth Advisory Council should be initiated and well advertised. Members of at least one Department should, on a rotating basis, be encouraged to attend these events. (4)

5. The Economic Development Department will develop a statement and goal that reflects the value of fair hiring practices by contractors, exemplifying the diversity of contractors in Dover, Kent County, and Delaware. (5)

6. The City of Dover's Mission and Vision Statements should be visible on the first page of the City of Dover's website so that they are the first thing one sees when looking up our fine city. (6)

7. Each Department's main page should reflect the City of Dover's Mission and Vision Statements within its first page that tells about its department. The pages of the City Clerk, the Human Resources Department and the City Clerk are fine examples. (6)

8. The Mayor's page will have at least one statement that shows that he/she values diversity within our city and strives to honor his/her part of the city's Vision and Mission statement. (6)

9. The city's Mission and Vision Statements are to be prominently posted in City Hall and within each department for all to read.

Footnotes:

(1) Reflects and includes observations 1, 2, and 5 and survey questions 13 and 16.
(2) Reflects questions 6 and 7
(3) Reflects question and observation 11
(4) Reflects question/observation 4
(5) Reflects question/observation 6
(6) (6-9) are procedural after input from the Mayor.

Stein, Jody

From: Rita Paige <ritapaige7@comcast.net>
Sent: Thursday, January 05, 2017 12:34 PM
To: Stein, Jody
Cc: City Clerks Office
Subject: Re: Agenda and Packet for the Compensation Commission Meeting - January 11, 2017 - 6:00 p.m.

Happy New Year Jody:
Here is my DHR Commission Statement.
The mission of the City of Dover Human Relations Commission is to make sure that the City of Dover ensures equal opportunity and fair treatment for all people in the City of Dover. The Commission will ensure that the City will not discriminate based on race, color, age, religion, marital status, familial status, sexual orientation, national origin, gender, Economic or persons with disabilities.
The Commission will investigate, negotiate and resolve discriminatory and unfair treatment complaints within the city.

Sent from my iPhone

On Jan 4, 2017, at 4:23 PM, Stein, Jody <jstein@dover.de.us> wrote:

> The agenda and packet for the Compensation Commission meeting scheduled for January 11, 2017 are available on the City of Dover website and may be accessed at the following link:
>
> https://www.cityofdover.com/meetings
>
> *Jody Stein*
> Administrative Assistant
> City Clerk's Office - City of Dover
> P.O. Box 475
> Dover, DE 19903
> (302) 736-7008
>
> **This email was sent to the Agendas and Notices Distribution list.**

Stein, Jody

From: agaddis448@comcast.net
Sent: Friday, January 06, 2017 5:18 PM
To: Stein, Jody
Subject: DHRC Mission Statement (revised)

Mr. Henderson and I met this afternoon as Mrs. Sadusky is in VA awaiting the imminent birth of a grandchild. We submit the following as a simplified version of the "elevator speech" version.

"The City of Dover Human Relations Commission works to sensitize all, employees and citizens alike, to the value of individuals whose cultures differ from their own due to ethnicity, gender, religion, origin, appearance, or abilities. It promotes acceptance of, respect for, and inclusion of all people utilizing varied means and methods. By espousing an environment of fairness and respect the Commission promotes an appreciation of the benefits of diversity, inclusion, and positive intergroup relations."

Mr. Henderson and I shall be meeting again this week to discuss other matters re: Questions/observations/recommendations for the DHRC.