

**ANNUAL REPORT  
January 15, 2014**

The Council had a productive year in 2013. Highlights include significant contributions to the Department of Human Resources' direction and goals for improvement in recruiting and training. In addition, the Council provided information to the Governor's office resulting in a new Executive Order, and worked with the Governor's office to fill two Council member positions and update member status. The Council has set goals for the coming year that will build on this foundation.

**ACCOMPLISHMENTS in 2013**

A. Limited English Proficiency

The Council took a deeper look at Limited English Proficiency (LEP) guidelines this year, comparing the best practices guidelines developed by the Council with LEP plans or statements that exist in other agencies or departments in state government. The LEP documents identified from other agencies/departments addressed those organizations' interactions/practices with external customers, while those developed by GWEDC address working internally with employees. The work group's research did not find LEP guidelines in agencies/departments that addressed LEP practices with employees. See *Attachment A* for a partial list of best practices.

B. 2003/2010 Vocational Rehabilitation Disability Employee Survey Results Analysis

This work group reviewed and compared results of these surveys extensively, resulting in:

1. Identification of discrepancies and/or improvements in the two survey instruments, with an eye to a potential follow-up survey in the future.
2. Identification of potential areas for improvements in practices, training, and/or awareness in state government.

Findings of the work group can be found in *Attachment B* of this report.

C. Consulting Project with Vermont Certified Public Manager® Program Team

The Council hosted a consulting project for a team of participants in the Vermont Certified Public Manager® Program (VCPM). The project explored ways to ensure access to the State on-line employment application system, especially for those who currently have no access, or are substantially challenged in their access to the system. The consulting team successfully completed their research and provided findings to the Council.

Recommendations are included in *Attachment C* of this report. It may be determined that in the coming year, one or more of these items becomes a priority focus for the Council and DHR.

D. Guest Presentation: Maximizing the Potential of an Aging Workforce

At the Council's annual planning retreat in December 2013, Will Rowe (DAIL) and Fred Satink (League of Cities and Towns) discussed the findings of the Governor's Commission on Successful Aging. They provided data and analyses for consideration as the Council sets 2014 priorities for supporting DHR's workforce equity and diversity efforts.

E. Council Operations

1. **Membership:** The Council filled the open Department of Labor position with Labor Commissioner's designee Jane Woodruff. Council recommended longtime Council guest Patricia Nelson to the Governor as a public member. This appointment was made. The Council now has 12 seats filled. It has the capacity for up to 15. (See *Attachment D* for a list of current members.)
2. **Structure:** The Council successfully created and used a "workgroup" structure to address its 2013 priorities, resulting in concrete products. The accomplishments of these groups are reflected above. (The 2013 list of workgroups is included as *Attachment E*.)
3. **Election of Officers:** The Council elected as co-chairs Cary Brown and Ruben Jennings for the 2014 calendar term.
4. **Meeting Schedule:** The meeting schedule, alternating months between full Council meetings one month and workgroup sessions the next, was a successful adaptation and will be continued in the coming year. See *Attachment F* for the meeting schedule (subject to change).

## PRIORITIES for 2014

The Council's work in 2013 has laid a solid foundation on which to build its work, and DHR's equity and diversity priorities, for 2014.

**1. Infuse cultural competence and diversity awareness content into existing and future training for HR Field Operations, Directors, and other key DHR staff, with ongoing follow-up and support for these individuals to facilitate further training of others.**

The key objective in this priority is to begin to build an infrastructure within DHR that can support the development of cultural competence throughout state government. The Department of Health has been using a model that maximizes diversity and cultural competence best practices by supporting an ongoing network among managers and employees.

The Council's role in this may include:

- Providing curriculum information, materials and resources; and

- Providing input to DHR staff regarding successful practices in creating this kind of culture shift and network-like infrastructure.

**2. Support DHR’s expansion of supervisor training programs for all State supervisors and managers, by providing curriculum resources in cultural competence and collaboration with DHR and across state agencies and departments.**

Current and new programs will incorporate cultural competence, equity and diversity awareness content. An expanded approach to supervisory training planned by DHR for the coming year will be designed with the most essential components of cultural competence, in order to support a long-term strategy to expand a culture of equity and diversity across state government.

The Council’s role in this may include:

- Assisting DHR in determining priorities for this training, in light of limited resources; and
- Providing curriculum information, materials and resources.
- Supporting DHR’s efforts to coordinate and collaborate across training groups in agencies.

**3. Explore two potential points of collaboration with Vocational Rehabilitation:**

- a. Link SOV job postings with VR’s “Salesforce” software, to allow VR’s employment teams to support their clients in SOV job applications;
- b. Explore VR’s “Progressive Employment” program and whether or not it may align with DHR’s recruitment program and/or internship program to enhance employment success. Policy, contract, and resource implications would likely weigh large in this exploration.

**4. Explore the feasibility of implementing one or more LEP best practices.** (See a limited list of possibilities in *Attachment A*.)

**5. Follow up on the 2010 Vocational Rehabilitation Employee Survey by identifying and prioritizing potential action items based on the results analysis.** (See *Attachment B*.)

**6. Meet with Recruitment Services to explore what may be done to address the key question raised in the VCPM consulting project results: *How does SOV continue to improve its ability to assist those who have difficulty applying, or simply cannot apply, on line?*** (See *Attachment C*.)

## **ATTACHMENT A**

### **Limited English Proficiency Best Practice Opportunities (not all-inclusive)**

- Including translators in trainings and in the workplace;
- Allowing LEP employees to take English classes during work hours;
- Providing mentoring to LEP employees;
- Asking LEP employees what they need to enhance safety and effectiveness on the job;
- Providing manager awareness training; and/or
- Hiring bilingual employees.

## ATTACHMENT B

### 2003/2010 Vocational Rehabilitation Disability Employee Survey Results Work Group Findings

Key findings of the Council's 2003/2010 Voc. Rehab. Disability Employee Survey Results Analysis Work Group included:

1. Of those who said they were disabled, two in five (43%) have asked for an accommodation due to a disability. Two in four of those (39%) said they had a problem getting the accommodation.
2. 68% of those not requesting job accommodations indicated there was no need, but 16% said they were afraid to reveal their disability.
3. About a third of employees (36%) said that they experienced negative or different treatment. Most often this was because of gender (13%) or age (11%).
4. Most often co-workers (49%) or supervisors (48%) were responsible for the negative treatment.
5. More than three quarters (79%) are aware of procedures for filing complaints about workplace discrimination and harassment.
6. Survey results include 29 suggestions, in order of frequency of response, the State could act on to create a more supportive or healthy environment for employees or encourage applicants from diverse backgrounds to apply for employment. The top 11 responses were:
  - Regular ADA, FMLA, diversity training for management, personnel
  - Morale boost; positive reinforcement, supportive atmosphere, valued
  - What Vermont is now doing is good, enough
  - Maintain adequate pay and benefits for state employees, retirees
  - Adequate training and staffing for departments
  - Greater management accountability
  - Actively recruit for diversity, advertise state positions
  - More work schedule flexibility, telecommuting, job-sharing
  - Want most qualified candidate hired, retained - let diversity take care of itself
  - Cease with the favoritism; a fair work environment for all
  - Respond to requests, listen to employees, better communication

The workgroup noted the 2010 survey revealed issues regarding age and gender as well, and would need to delve further in order to determine whether there is sufficient information in this survey on which to base recommended action, or whether additional information would be needed.

## ATTACHMENT C

### Vermont Certified Public Manager® Program Project Recommendations

- Making the online application less complicated (dependent on the limitations of the system itself).
- Promoting the availability of accommodation.
- Building new relationships with community organizations that may facilitate application access to diverse populations, combined with expanded availability of computer kiosks with assistive technologies in public buildings.
- Accepting paper applications (may not be practical/may have policy implications).
- Generally expanding recruitment and outreach efforts to diverse and disadvantaged populations.

**ATTACHMENT D**

**Governor's Workforce Equity and Diversity Council  
Membership Roster  
January 2014**

<b>Appointed by the Governor</b>					
<b>Last</b>	<b>First</b>	<b>City</b>	<b>Initial Appointment</b>	<b>End Date</b>	<b>Type of Member</b>
Nelson	Patricia	Colchester	10/9/2013	9/30/2015	Public
Renfrew	Virginia	Montpelier	10/11/2011	9/30/2014	Public
Scott	Judith	St. George	2/25/2009	9/30/2015	Public (Refugee Resettlement)
Valburn	Lori	Essex Junction	11/12/2002	9/30/2015	At-large Executive Branch Employee (AOT Civil Rights)
Van Tassel	A.J.	Northfield	5/26/2011	9/30/2015	At-large Executive Branch Employee (AGO)
Winham (Luna)	Vivian	Barre	10/11/2011	9/30/2014	Public, Norwich EEO
Hill	Roy	Fairfax	9/2/2008	9/30/2013	Public
<b>Appointed by Agency/Department specified in Executive Order</b>					
<b>Last</b>	<b>First</b>	<b>City</b>	<b>Position</b>		
Brown	Cary	Montpelier	Director, Commission on Women		
Dalmasse	Diane	Williston	Director, Vocational Rehabilitation (DAIL)		
Duffy	Kate	Montpelier	Commissioner, Human Resources		
Jennings	Rubin	Montpelier	VSEA Representative (Defender General's Office)		
Salem	Marie	Montpelier	Assistant Attorney General (Administrative Law)		
Woodruff	Jane	Montpelier	VT Department of Labor (EEO)		

## ATTACHMENT E

### **Governor's Workforce Equity and Diversity Council Workgroups 2013**

#### Cultural Competence and Field Staff Development Approaches

This group formed to support the collaboration between the Health Department and the Department of Human Resources as they develop training in cultural competence for managers and field staff. This may include vetting the proposals received from training consultants, and exploring additional training resources. It may also include reviewing proposed curricula for the pilot, and review/analysis of the results of the pilot.

#### Marketing Recommendations; Council Membership and Council Business

This group formed to help DHR develop its plans for marketing and branding jobs in State Government, especially with key groups in mind. It may use the annual Workforce Report as a resource, and may work with Recruitment Services on outreach and specific recruiting tools.

It will also take up activity to help DHR staff provide recommendations to the Governor to fill Council vacancies as needed, and to identify Council business.

#### Limited English Proficiency: Next Steps

This group formed to help DHR determine whether or not LEP is a high priority in the coming year, given all the possible diversity/equity priorities DHR might pursue. If so, the workgroups may then explore how to consider LEP policy and support efforts as a recruitment/retention tool, and if so, to help identify resources, and to identify focused efforts.

The group's first duty will be to make a recommendation regarding the level of priority for LEP in the coming year, by the March meeting.

#### Survey Analysis; VPM Results Recommendations

Analysis of the Vocational Rehabilitation disability satisfaction survey is nearly complete. A final report from the committee, with recommendations for any possible follow-up, would be welcomed by the March meeting. This group is also charged with taking the lead in receiving the results of the Vermont Public Manager Program consulting project, and providing its thoughts to DHR based on the results.

## ATTACHMENT F

### Governor's Workforce Equity and Diversity Council

#### Meeting Schedule 2014

Full meetings will be two hours long, with the start/finish time varying between 2:00 and 4:30 to accommodate the differing needs of members for travel and timing. Call-in numbers will be arranged as needed. Agendas will be prepared prior to the full meetings.

Full meetings of the Council occur on the third Tuesday of alternating months, according to the schedule below. Work group sessions may, but are not required to, occur during the same time period in the alternate months, but all work group members should be notified in advance by their leads as to meeting specifics.

Default location will be The Summit: Center for State Employee Development, 439 Industrial Lane, Berlin, VT. Location changes will be announced in advance.

The 2014 schedule, unless notified otherwise, will be:

**January 21:** Full Council

**February 18:** Work Groups

**March 18:** Full Council

**April 15:** Work Groups

**May 20:** Full Council

**June 16:** Work Groups

**July 15:** Full Council

**August 19:** Work Groups

**September 16:** Full Council

**October 21:** Work Groups

**November 18:** Full Council

**December 16:** Retreat