

Diversity Plan

**METRO
COUNCIL
LEADERSHIP
INITIATIVE**



METRO
PEOPLE PLACES

*Building workforce excellence –
demonstrating leadership through
diversity practices*

Metro's diversity program supports the Metro Council's critical success factor addressing workforce excellence by developing goals and objectives that align with the Council's stated objective to: "Provide leadership in the community through our diversity practices."

In addition, this program provides ancillary support to the critical success factor addressing communications and leadership excellence by enhancing diversity on Metro advisory committees in order to reflect the ethnicity and income distribution of the community we serve.

Principles

Metro strives to factor diversity and cultural competence into all we do. By doing so we improve the livability of the communities we serve, and enrich the quality of Metro's workforce. Metro respects and recognizes the significant benefits received from diversity such as may be expressed through racial, ethnic, religious, gender, cultural, disability, age, sexual orientation, gender identity and socioeconomic differences. The value of diversity is achieved through awareness, education and positive recognition of cultural differences within the workplace. These values are expressed in our cohesive relationships within the workplace and the community.

Performance measures

Metro's diversity efforts are most evident in three areas: 1) procurement; 2) membership on citizen advisory committees; 3) employee recruitment and retention. This program ensures Metro's success in identifying and achieving diversity initiatives in each of these areas. Performance measures for each of the three core areas are outlined in the annual budget document for this program.

Action team

In 2005, the Metro Council approved the convening of the Diversity Action Team (DAT), at the request of the Chief Operating Officer. The DAT is chaired by the Chief Operating Officer, and is made up of employee representatives from each of the three core areas outlined above, a department director to serve as liaison to senior management, and a Metro Councilor to serve as liaison to the Metro Council.

Diversity plan model elements

The plan model elements are outlined below. Metro's primary areas of focus are outlined in the current initiatives to ensure accountability and sustainability of the program, and compliance with applicable laws. Targeted initiatives will be incorporated over a five-year time line, paralleling the program's annual budget document.

Current initiatives, as of July 1, 2006

Chief Operating Officer (COO) accountability

Give the COO ultimate accountability for diversity and for ensuring that every department director makes diversity a personal priority. Ensure appropriate resources are made available, and assign diversity action team members with responsibility for carrying out diversity plan model elements.

Management performance evaluation

Integrate measurable diversity objectives into general business objectives, with a tie to management performance evaluations and compensation.

Diversity training

Establish ongoing diversity training programs (e.g., workforce culture, procurement practices) for the Metro Council, management and employees.

Recruitment programs

Implement recruitment, retention, coaching and/or mentoring programs for people of diverse backgrounds:

- Provide workplace internships focused on minority populations
- Work with professional organizations
- Identify internal organization champions
- Create partnerships with high schools, community colleges and universities.

Citizen committees

Ensure diverse representation on citizen committees.

Employment policies

Establish an inclusive and welcoming work environment. Develop policies that address racism and cultural insensitivity, affirmative action/equal employment opportunity (aa/eo), and diversity.

Procurement strategies

Implement strategies to increase opportunities for contracting for construction, goods and services, professional services, and public relations/community affairs:

- Establish a baseline of activity
- Develop a dialogue on this topic with vendors, suppliers and brokers who have demonstrated competence in diversity advancement
- Set targets and strategies to demonstrate advancement beyond the baseline
- Evaluate results and provide feedback.

Diversity Action Team

Michael Jordan
Chief Operating Officer

Susan McLain
Metro Councilor

Mike Hoglund
Solid Waste And Recycling
Department Director

Rachel Bertoni
MERC Human Resource
Manager

Pat Emmerson
Public Affairs and Government
Relations Public Involvement
Specialist

Karol Ford
Human Resource Recruitment
and Selection Manager

Cinna'Mon Williams
Contracts and Procurement
Analyst

Targeted initiatives: 5 Year Plan

Internal and external communication

- Ensure that Metro's vision, mission, values and diversity policy are clearly articulated both internally and externally.
- Ensure senior managers communicate regularly to internal and external stakeholders about diversity initiatives.

Community involvement

Stimulate community involvement.

- Increase opportunities for Metro Council and senior management to participate in diverse outreach activities.
- Increase Metro's sponsorship of diverse community activities (e.g., Say Hey, OAME events, Breakfast of Champions).
- Enhance youth involvement through collaborative venture with Worksystems, Inc. and Metro departments, by providing internships to underserved youth.

Employee survey

Conduct a regular cultural and attitude assessment of all employees

- Conduct employee satisfaction surveys
- Hold focus groups of employees