

DOVER HUMAN RELATIONS COMMISSION

The Dover Human Relations Commission (DHRC) met on July 18, 2019 at 6:00 p.m. with Chairman Gaddis presiding. Members present were Mr. Fleming, Mrs. Herbert, Ms. Paige, and Mr. Rocha. Ms. Mullen was absent.

ADOPTION OF AGENDA

Mr. Fleming moved for approval of the agenda, seconded by Mrs. Herbert and unanimously carried.

Review Ordinance #2013-15 Amending Chapter 58 - Human Relations

Mrs. Herbert reviewed Ordinance #2013-15, Section 58-31(5) - Intergroup conflict. She noted that she could see a large community, like the people with the Downtown Dover Partnership (DDP) and things like that, working to relieve the community tensions, but to her it speaks to maybe more than the Commission could actually do. Mr. Gaddis stated that it was what City Council wanted from the DHRC in 2013.

Mrs. Herbert stated that she believed it was too much, unless they had the police and medical people and everybody else helping the Commission anticipate conflict, which would be great, but it would be very easy for a group of four (4) or five (5) people to have difficulty with that.

Mr. Fleming noted that if City Council adopted some of the recommendations that the Commission was going to present based on their meetings over the last couple of weeks with Mr. Gaddis, then perhaps it would be easier for members to meet that obligation.

Mrs. Herbert asked where Mr. Fleming thought they needed to get the information to meet that obligation. Responding, Mr. Fleming stated that one of the things they were looking at was the intake form. He noted that if they were allowed to continue and approve intakes, they would normally get ahead of a problem.

Mrs. Herbert stated that she was not opposed to intake forms, but was opposed to starting out with the intake forms. She noted that she thought members needed to know who they are and what they are doing before they start passing out intake forms. She noted that if members get an intake form, the person at the other end of it expects members to do something with it and they have to be prepared.

Mr. Gaddis stated that one of the things that has bothered him since he became a Commissioner was the fact that all they do is meet and talk amongst themselves and do not seem to do anything. As Mr. Rocha mentioned, including the wording from Ordinance #2013-15, Section 58-31 - Purpose, would remind Council that they decided what they wanted members to do and members have not been either able to or allowed to do what Council charged them with. Mr. Gaddis stated that he got together with Mr. Fleming and they had a couple of ideas about getting together and figuring out intergroup conflict or at least finding out who the groups are. Mr. Gaddis stated that to him it is one of the biggest questions.

Ms. Paige stated that she shared Mr. Gaddis' frustration, noting that members come and meet and spin their wheels. She advised that they had Mr. Nicholas Rodriguez, City Solicitor, come in and she still does not understand what members are supposed to be doing with the intergroup conflict. Ms. Paige noted that if the City is looking for members to come to them or come to the police and say you know, such and such is going to be protesting tomorrow or something is about to happen, she stated she is not the one necessarily for that.

Mr. Fleming noted that he and Mr. Gaddis were going to put together a list, not of demands, of suggestions to send back to City Council for approval. He noted that if that is the case, then he thought members should do that because they came up with some pretty good ideas, but to put those in writing and submit them to City Council to get sort of a new start on the Commission.

Member Reports - Revisions to the DHRC Strategic Plan, Section IV - Long-Term Objectives

Mr. Gaddis stated that members were starting to talk about revisions to the City of Dover Human Relations Commission Strategic Plan 2015-2018 (**Attachment #1**) because it has not been done. He noted that the strategic plan was supposed to have expired in 2018 and it was time that members got to work on it. Mr. Gaddis noted that he was hoping over the next couple of meetings at least to try to come to some sort of consensus and synthesis as to a new or revised strategic plan that takes care of members' concerns and enables the DHRC to do things instead of just meeting once a month or four (4) or five (5) times a year.

Mission Component - Subsection A (Gerald Rocha and Alan Gaddis)

Mr. Rocha stated that he worked on shortening the mission statement with Mr. Gaddis quite a bit. He stated that the DHRC is to foster the philosophy of inclusion, intergroup cooperation and fair treatment in draft form. He stated that he broke out the five (5) goals that members will work towards and they came basically right off of the ordinance. Mr. Rocha stated that the DHRC works to promote and develop an environment of fairness, acceptance and mutual respect among its citizens; works to develop ways to measure and monitor community relations, particularly those that are sources of the intergroup conflict; works to involve all segments of the community and understanding and appreciating the benefits of positive and respectful intergroup relations, works to offer a range of programs and services that will help its residents and neighborhoods prevent and resolve issues of human relations. He stated that number five (5) of course is to develop ways of anticipating, preparing for and relieving community tensions arising from intergroup conflict.

Mr. Gaddis stated to get more specific, one of the things he looked at with Mr. Rocha was that the concept of long term objectives repeat each time and he stated that he and Mr. Rocha agreed to get rid of the words long term and restate their objectives in such a way that they are achievable things that members can do or feel they can do.

Mr. Gaddis reviewed a handout titled "Diversity Research Project Repeated," (**Attachment #2**). He stated that the diversity research project was available online and that the handout included the questions that were asked. Mr. Gaddis noted that, according to what he read, numbers one (1) through five (5) were online questions. He stated that in the study, it did not specify in the response

sections to whom questions six (6) through nine (9) were directed. Mr. Gaddis stated that questions 10 - 20 went to the Human Resources Director. He noted that once members get their strategic plan revised, he wants to rerun that questionnaire not every three (3) years but at least once.

Mr. Gaddis stated there are things that Council is going to have to allow members to do and enforce members to do when it comes to talking with people within City government and that could be a bit of a problem. Referring to IV. Long-Term Objectives, Mission Component A.2, he advised that when former member Theodore Henderson first broke members down into committee chairs, Mr. Gaddis was "Government chair," and he tried to get in touch with the Chief of Police. He stated that the Chief could not find time to get together with him and Mr. Gaddis' time was free. He stated that members need to have a little bit of reinforcement from City Council or perhaps eliminate A.2.

Mr. Rocha suggested having a meeting with Mrs. Donna Mitchell, City Manager, to have a discussion on how she can help the Commission. He stated that Mrs. Mitchell would be able to assist the Commission in particular to Mission Component - Subsection A. Mr. Rocha noted that the City Manager would be the conduit to helping members achieve what they are looking for.

Mission Component - Subsection B (Sarah Herbert, Wanda Mullen, and Rita Mishoe Paige)
Mrs. Herbert reviewed a handout titled "City of Dover Human Relation Commission Strategic Plan," (**Attachment #3**). She stated that Long-Term Objectives B.1 was the first thing members should do in order to be able to carry out the objectives of B. Mrs. Herbert stated that Mission Component - Long-term Objectives B.4 was removed because she and Ms. Mullen did not feel that was appropriate for a layman Commission to do. She noted that they felt that if somebody wanted an external education process, they really needed to look into getting people who actually did it for a living.

Mr. Rocha stated that he agreed with removing Mission Component - Long-term Objectives B.4. He noted that once the Commission is up and running and completes what they have already talked about and refreshes the strategic plan, they could add Mission Component - Subsection B.4 later, not as far as implementing it, but monitoring a program that maybe something happens within the City.

Mission Component - Subsection C (Gerald Rocha and Alan Gaddis)

Mr. Gaddis reviewed Mission Component - C. He stated that one of the malfunctions that members might have is defining when a diversity inclusion occurs. Mr. Gaddis noted that one of the things they discussed would be to reinstate and/or modify the intake form so that members are aware of when something happens. He stated it's the awareness that is the biggest problem with implementing C.1. and suggested combining C.1 and C.2. Mr. Gaddis suggested making sure in the strategic plan that members know what exactly the State Human Relations Commission responsibilities are. He noted that the DHRC was bypassed regarding recent issues, as far as trying to refer it to Council, to the City, or to the State Human Relations Commission. Mr. Gaddis stated that possibly because Council or the Mayor or whoever was the first one to get the four (4) letters of that situation did not know that they were supposed to refer it to DHRC members, for them to refer it to the State. He noted that it was a bypass.

Mrs. Herbert stated that she knew Ms. Nancy Maioff, State Human Relations Commission Liaison, would be willing to come and talk to DHRC members about what the State does at any time. Mr. Rocha stated that members know their limitations, then when something happens within the City, they should be able to determine whether or not it should be forwarded to the State because the DHRC was bypassed in the last situation. Mrs. Herbert noted that she knew the State only handled discrimination regarding accommodation and housing.

Mr. Gaddis reviewed Mission Component - Subsection C.3. He stated that looking at the City's ordinances from 2019 and back, it is a lot to look through and some of it may have nothing to do with discrimination or anything along that line. Mr. Gaddis suggested eliminating C.3. Ms. Paige stated that she would not want to eliminate C.3 because she believes that members being concerned with whether or not the City has a diversity plan is one of the most important areas. Members need to be concerned about the City's hiring practices, employment practices, employees rights in the grievance process, what happens if employees have a complaint within City employment, even beyond Human Resources and if they are not satisfied there. She noted that those are the things that she thinks that the DHRC needs to be concerned with. Ms. Paige stated that members also need to be able to hear complaints, which they have been told they cannot hear. She noted that if it is a matter of training, they could make a provision for members to get the training.

Responding to Mrs. Herbert, Ms. Paige stated she did not know why they are collecting information from people who wanted help if the Commission was unable to hear complaints.

Mr. Gaddis stated that members have been told they cannot hear complaints despite the fact that there is an ordinance that says they have certain authorities. Mr. Gaddis asked Ms. Paige to put her comments on paper to replace C.3. He noted that could be a big help, trying to get it down, of employer-employee relations and so on and instead of having one member or all of them collectively trying to go through all of the ordinances, to focus on something that focuses on discrimination.

Mr. Fleming stated that he thought that would come about if they have access, or they are allowed to talk with the different departments within the City to find out how they function, and what some of their procedures are to guarantee fair hiring practices and things like that. He noted that members have not been able to do that.

Responding to Mrs. Herbert, Mr. Gaddis stated that he did not think any of the members knew if the City had a lot of employees with the Unions or if most are non-Union. Mrs. Herbert noted that it would fit in with it, but she agreed with Ms. Paige that this was an area that should be looked into. She noted that she also agreed with Mr. Fleming, that people should start coming in and talking to members about what they do and how they do it. Mrs. Herbert reviewed Mission Statement - Subsection C.4 and noted that members have to identify, in particular, community organizations and that comes up under D. Mrs. Herbert noted that members have to come up with something that persuades City Council to say, "Yeah, you're allowed to do this."

Mr. Rocha reviewed Ordinance #2013-15, Section 58-36. Powers and duties. Mr. Rocha noted there are seven (7) of the powers and duties that members are able to do. Section 58-36 (4) - Complaints, sounds as though members may be able to do an intake of a complaint, and come to a determination, and then send it up to the State Commission for it to be heard.

Mr. Gaddis noted that attending mediation training and being exposed to People's Place was beneficial for him. He stated that People's Place has references from different sources and he was told that there are many ways to resolve conflict without putting somebody in jail or keeping somebody's dog off another person's property. Mr. Gaddis stated that it should be something members should include in Mission Component - Subsection C.4.

Competency Transparency and Accountability - Subsection D (Paul Fleming and Alan Gaddis)

Mr. Gaddis reviewed Competency Transparency and Accountability - Subsection D of the DHRC Strategic Plan 2015-2018. He stated that members cannot provide an update of the Commissions' activities because they cannot do anything.

Mr. Fleming stated that he worked with Mr. Gaddis about including or adding a statement saying that Council members will identify individuals in their district to serve on the DHRC. Mr. Fleming suggested having a chart with each district, including which Council members and DHRC Commissioner that serve in that area. He noted that members have been asking for a long time for Council to send them names. Mr. Fleming stated that it is the City Council's job to identify members in their community that they would like to serve. Mr. Fleming noted that changing or adding that sentence would put a little pressure to get their Commission filled. He noted that the Commission meets with two (2) or three (3) commissioners and that there are districts not represented.

Mr. Gaddis noted that the Second District is not represented and that he spoke with Mayor Christiansen at a get-together a few months ago to get the newly elected representative to find two (2) members, but it has not happened yet. Mr. Rocha stated that he spoke with Councilman Ralph L. Taylor, Jr. two (2) weeks ago and that he forwarded Mr. Taylor the City Ordinance on what the DHRC does so that Mr. Taylor could present it to his wife. Mr. Rocha stated she has it in her possession and he talked to her a little bit about what the Commission does. Mr. Rocha stated that he thought Mr. Taylor may be appointing his wife as a possible replacement for former member Theodore Henderson. Mr. Rocha noted that Mr. Taylor said he was going to actively look for his second individual.

Mr. Fleming stated that Competency Transparency and Accountability - Subsection D.2 would be contingent upon some of the requests that they are going to eventually make to City Council to redefine what the Commission does, how they do it, and what they are allowed to do. He noted that those things would become more self-evident.

Mr. Gaddis stated that members needed to get their flyer out once they know what they are doing. He noted that he was not sure how, but suggested having a mass mailing to every address in the City so that people in the City know that there is a Human Relations Commission. Mr. Gaddis stated that it is conceivable that the City gets a break on postage so it would not be as expensive. He also

suggested getting a public service announcement on the radio. Mr. Gaddis noted that it was not hard to do if they were dealing with a religious-based organization and they could send them a quick note. He stated that getting to the religious organizations was a start and that they also have other affiliations that they could use as a way to branch out and find out who they are talking about.

Mrs. Herbert stated that one of the suggestions for Subsection B would be finding out who would be appropriate for members to join with. She noted that one of Ms. Mullen's suggestions was to start inviting groups in to give them 15 minutes or so to tell members what they do, and what they can contribute. Mrs. Herbert noted that there are some groups that do not want to be involved, members won't ask to come.

Mr. Gaddis stated that he would like each pair or trio to come up with firm and ready to implement terms to fit what they would like the strategic plan to look like for the next DHRC meeting.

Discussion - Intake Form

Mr. Fleming moved to defer this item to the next scheduled DHRC meeting, due to time constraints, seconded by Mrs. Herbert and unanimously carried.

Proposed Revisions to DHRC Brochure - Mission Statement

Mr. Fleming moved to defer this item to the next scheduled DHRC meeting, due to time constraints, seconded by Mrs. Herbert and unanimously carried.

Mr. Fleming moved for adjournment, seconded by Mr. Rocha and unanimously carried.

Meeting adjourned at 6:58 p.m.

Alan P. Gaddis
Chair

APG/jt/tm

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Attachments

- Attachment #1 - City of Dover Human Relations Commission Strategic Plan 2015 - 2018
- Attachment #2 - Handout titled "Diversity Research Project Repeated"
- Attachment #3 - Handout titled "City of Dover Human Relation Commission Strategic Plan"

City of Dover Human Relations Commission Strategic Plan 2015-2018

I. INTRODUCTION

The establishment, purpose, powers and duties of the City of Dover Human Relations Commission (hereinafter, “the Commission”) are provided for in Part II of the Dover, Delaware Code of Ordinances, Chapter 58-Human Relations Article II Human Relations Commission.

Broadly representative of racial, religious, gender and ethnic groups residing in Dover the nine volunteer members of the Commission are all residents of the City of Dover. They are appointed by the president of the Dover City Council, based upon recommendations from and subject to confirmation by the Council.

The Commission has begun a strategic planning process to better define its strategy, focus, and direction over the next three years: 2015-2018.

In developing the first phase of this planning process the Commission has organized its three-year long- term strategic objectives around the components of its mission and its commitment to competency, transparency, and public accountability.

II. MISSION

Committed to a philosophy of inclusion, intergroup cooperation and fair treatment, the City of Dover Human Relations Commission works to ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversityⁱ, inclusionⁱⁱ and cultural competencyⁱⁱⁱ in its organization and services.

Additionally, by involving all segments of the community, the Commission promotes an understanding and appreciation of the benefits of diversity, inclusion, and positive intergroup relations among residents of varying backgrounds in the city; and, advocates for an environment of fairness and respect.

The Commission works with the City Council and the City Administration and other community organizations to strengthen inter-group relationships and to eliminate discrimination; and, to anticipate, prepare for and resolve incidents of intergroup conflicts and disputes within the city.

City of Dover Human Relations Commission Strategic Plan 2015-2018

III. VISION

The Commission's vision is a city whose government, organizations, groups and individual citizens value diversity, inclusion, respect and trust.

IV. LONG-TERM OBJECTIVES

Mission component:

- A. Work to ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity, inclusiveness and cultural competency in its organization and services.

Long-term Objectives

A.1 In cooperation with the City of Dover Manager and its Human Resources Department evaluate the current "state and climate of diversity and inclusion" and cultural competency within Dover's government organization, services and vendor relationships; and, make recommendations to the City Manager and the Dover City Council which identify policies and best organizational practices which support diversity, inclusion and cultural competency within city government, its services; and, vendor relationships.

A.2 Building on its partnership with the Dover Police Department, identify additional human relations approaches and lessons that can be integrated into the Dover Police Department's ongoing Community Relations strategy.

Mission Component:

- B. By involving all segments of the community, the Commission promotes an understanding and appreciation of the benefits of diversity, inclusion, and positive intergroup relations among residents of varying backgrounds in the city; and, advocates for an environment of fairness and respect.

City of Dover Human Relations Commission Strategic Plan 2015-2018

Long-term Objectives

B.1 Assess how the community of Dover is organized and identify organizations, churches, fraternities, sororities and other organizations with whom the DHRC should establish partnerships; and, to enter into agreements with these organizations to more effectively carry out its mission.

B.2 Provide a report to the Dover City Council and to the public which analyzes the current “state and climate of diversity and inclusion” and cultural competency within the Dover community and makes recommendations for programs, policies and practices that support diversity, inclusion and cultural competency.

B.3 Identify, support and participate in programs and events within the city of Dover which celebrate its diversity or promote greater understanding of the issues, concerns and needs of our diverse population. (e.g., the African American and Hispanic Festivals and the Dover Public Library’s Created Equal Project)

B.4 Create and implement an external education process and program that provides the public with a better understanding of diversity, inclusion; and, human relations issues; and, conflict management; and, that develops skills in effectively fostering greater understanding, inclusion and fairness in the city.

Mission Component

C. Works with the City Council and the City Administration and other community organizations to strengthen inter-group relationships and to eliminate discrimination; and, to anticipate, prepare for and resolve incidents of intergroup conflicts and disputes within the city

Long-term Objectives

C.1 Define when a diversity, inclusion and or a human relations issue^{iv} exists and specify the types of these issues that will be accepted by the Commission; and, identify and implement a process for receiving and responding to such issues by taking action to correct or improve the situation.

City of Dover Human Relations Commission Strategic Plan 2015-2018

C.2 Develop an understanding with the State Human Relations Commission that will delineate the roles and procedures of the two Commissions in the solution of alleged discrimination complaints which fall within the jurisdiction of the State Human Relations Commission and identify and maintain specific ways the two Commissions will work together.

C.3 Review the City of Dover's Code of Ordinances and make recommendations to the Dover City Council that will improve the city's efforts to eliminate discriminatory behavior.

C.4 In cooperation and partnership with city officials, law enforcement, clergy, community organizations and public and private mediation services, assist in developing plans for monitoring sources of intergroup conflict and for responding to and managing community conflicts and disruptions in Dover; and, participate in managing community conflicts in accordance with these plans.

COMPETENCY TRANSPARENCY and ACCOUNTABILITY

D. The Commission is committed to acting with a high degree of competency, and transparency and accountability both to the Dover City Council and to the community.

Long-term Objectives

D.1 Regularly provide an update on the Commission's activities, progress and accomplishments to the Dover City Council; and, provide opportunities for the Council to review and affirm the Commission's Strategic Plan, including a process which encourages Council members to identify specific diversity, inclusion and human relations issues that may be particularly critical or relevant within each City Council District.

D.2 Improve community awareness of the Commission and a better understanding of its role by developing, implementing; and, maintaining a comprehensive communications plan which creates a process for routine communications to the community, including supporting policies and procedures for managing communications and for using supporting tools, such as, a web-based hub of information and resources.

City of Dover Human Relations Commission Strategic Plan 2015-2018

D.3 Create and implement an internal education process and program that provides the Dover City Council, the City Administration and the members of the Commission with a better understanding of diversity, inclusion; and, human relations issues; and, conflict management; and, that strengthens their skills in effectively fostering greater understanding, inclusion and fairness in the city.

D.4 Provide due notice and access to the public by conducting all meetings in accordance with the Delaware Freedom of Information Act (FOIA) and City of Dover procedures.

D.5 Identify and seek funding from other governmental, philanthropic or private organizations to more effectively carry out its responsibilities.

V. IMPLEMENTATION AND ORGANIZATIONAL STRUCTURE

Once the Commission adopts these proposed long-term strategic objectives the Commission will develop and implement specific work plans for each long-term strategic objective within the assigned year or years. These work plans will include short-term goals/priorities/initiatives with specific performance measures and action items to be accomplished within shorter time periods.

The Dover Code of Ordinances centralizes decision making at the Commission level. However, it is suggested that a functional committee structure be utilized to move these long-term strategic objections into actual performance.

Each of these Committees shall consist of at least three members of the DHRC and may include outside advisors, citizens, and City staff members to more effectively develop and execute the work plans. Individual Commissioners may serve on one or more Committees.

These functional Committees are advisory, not decision-making. They are transparent and accountable to the Commission and the community at large. They will meet on a regular basis to develop, implement and monitor work plans for the specific long-term strategic objectives assigned to the committee. Their work plans will be presented to and adopted by the full Commission prior to implementation.

City of Dover Human Relations Commission Strategic Plan 2015-2018

The Commission may assign one or more long term strategic objectives to the Commission “acting as a whole”.

Additionally, in order to respond to an emergent human relations issue that may not be identified in this plan, the Commission may from time to time create an additional functional committee. Such committees are intended to convene, and make recommendations for action to the full Commission; and, then disband when they are no longer relevant or needed.

Based on the set of proposed long-term objectives identified in this strategic plan, it is suggested that the following functional committees be established:

Government Policy, Programs, and Practices Committee—to develop, implement and monitor work plans for Objectives A.1, A.2, C-3 and C.4

Community Engagement Committee—to develop, implement and monitor work plans for Objectives: B.1, B.2 and B.3.

Education Committee—to develop and implement plans for Objectives: B.4, D.3.

Communications Committee—to develop, implement and monitor work plans for Objectives D.1, and D.2.

The Commission as a “whole” to develop implement and monitor work plans for Objectives: C.1, C.2, D.4 and D.5.

Actions History

10/13/2014 - Approved by City Council

09/23/2014 - Introduced at Dover Human Relations Commission

09/08/2014 - Draft prepared by Eugene B. Ruane, City of Dover Human Relations Commissioner

ⁱ It is critical that the Commission agree on a definition of **diversity**. Howard J. Ross, one of the nation’s recognized leaders on diversity and organizational change notes that “diversity has generally represented an acceptance of difference, a lack of discrimination due to difference, and a presence of different kinds of people in organizations”. However, he argues that in this narrow view, diversity “has been related to as a means to erase or fix problems” rather than as a “way to create a new future vision”. The focus of this limited understanding is “the level of challenges (or “illness”)” that some people face: “bias, discrimination, lack of access, oppression, physical and emotional violence, and soon.” The response was then on “passing laws and then instituting compliance measures to make it illegal to continue these practices.” The goal was to “create a

City of Dover Human Relations Commission Strategic Plan 2015-2018

state of social diversity, where people were not denied their rights, were more appropriately represented in organizations, and were not actively discriminated against.” He calls this approach “the health-care metaphor” focused on efforts to “create organizations in which people are no longer “sick”. (Howard J. Ross, *ReInventing Diversity Transforming Organizational Community to Strengthen People, Purpose, and Performance* (Lanham, Maryland : Rowman & Littlefield Publishers, Inc. 2011, page 33)

Mr. Ross promotes a broader understanding that goes beyond simply prohibiting discrimination and getting people in the door. He states that a diversity focus or program “means creating opportunities for people to be a part of the fundamental fabric of the way the organization functions---decision-making, responsibility, leadership—and then creating organizations that are culturally competent, culturally intelligent, and culturally flexible.” We have to “really develop a sense of inclusion” and “a certain level of competence in understanding the needs of various people we are working with and serving”. This requires a “systematic approach to incorporating an awareness of diversity and skills related to diversity into everything an organization does.” (Ibid. 34)

(Author’s Comment: A brief internet search of diversity programs has revealed that many organizations have adopted the broader approach that Mr. Ross has formulated. These programs reframe the conversation to focus on fair treatment and respect, and away from discrimination and “protected classes”. An example from CUNY Queensborough Community College in New York City is attached. See: Definition for Diversity in Exhibit 1.)

ⁱⁱ **Inclusion** “is not simply a function of how fully involved people are in the structures of their organizations and societies”. It is “a function of connection”. “It is the ability of people to feel integrated into the cultural dynamics, leadership, and decision-making structures of the organization”. (Ibid., 38)

ⁱⁱⁱ **Cultural competency** is “the organizational ability to have and utilize the policies, appropriately trained and skilled employees, and specialized resources to systematically anticipate, recognize, and respond to the varying expectations (language, cultural, and religious) of customers, clients, patients, and co-workers of diverse backgrounds.” It requires a certain amount of “**cultural intelligence**” in that “people need to have knowledge of both distinctions of culture and of the specific traits of different cultures”. It requires a certain amount of “**cultural humility**” in that we need to be able to recognize that our cultural models may simply be different from , rather than better than, those of other people.” And, “people also require a degree of “**cultural flexibility**” “to facilitate interaction with others on their own terms.” (Ibid. 38)

^{iv} Queensborough Community College in New York has included a description of when “a diversity issue exists” in its Definition for Diversity. See Exhibit 1.)

Exhibit 1 City of Dover Human Relations Strategic Plan 2015-2018

Definition for Diversity CUNY Queensborough in New York City

Definition for Diversity

The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

Diversity is a reality created by individuals and groups from a broad spectrum of demographic and philosophical differences. It is extremely important to support and protect diversity because by valuing individuals and groups free from prejudice, and by fostering a climate where equity and mutual respect are intrinsic.

"Diversity" means more than just acknowledging and/or tolerating difference. Diversity is a set of conscious practices that involve:

- Understanding and appreciating interdependence of humanity, cultures, and the natural environment.
- Practicing mutual respect for qualities and experiences that are different from our own.
- Understanding that diversity includes not only ways of being but also ways of knowing;
- Recognizing that personal, cultural and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others;
- Building alliances across differences so that we can work together to eradicate all forms of discrimination.
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Diversity includes, therefore, knowing how to relate to those qualities and conditions that are different from our own and outside the groups to which we belong, yet are present in other individuals and groups. These include but are not limited to age, ethnicity, class, gender, physical abilities/qualities, race, sexual orientation, as well as religious status, gender expression, educational background, geographical location, income, marital status, parental status, and work experiences. Finally, we acknowledge that categories of difference are not always fixed but also can be fluid, we respect individual rights to self-identification, and we recognize that no one culture is intrinsically superior to another.

A diversity issue exists when

An issue (policy or business practice - formal, informal, internal, or external) has a different **impact** on a particular group (i.e., impact on men vs. women, black vs. white, American vs. foreign, urban vs. rural, married vs. single, etc.)

Exhibit 1 City of Dover Human Relations Strategic Plan 2015-2018

Definition for Diversity CUNY Queensborough in New York City

It happens more frequently to a particular group (i.e., different groups may have dramatically different "numbers" - turnover, terminations, promotions, discipline, few or no role models, etc.)

It is more difficult for one group to overcome (i.e., upward mobility for a particular group within an organization - "glass ceilings")

A diversity issue exists where the policy or business practice has an impact exclusive of difference (not inclusive of difference). Is there a trend or pattern (intentional or unintentional)?

Having a diversity issue is not necessarily a bad thing. Doing nothing about it given you have knowledge of the issue is where organizations go wrong (negligence). Being in denial about these issues do not make them go away. Ignorance is not bliss inside or outside the courtroom. The real question is why do we have this issue and can we take action to correct it or improve the situation.

Source: <http://www.qcc.cuny.edu/diversity/definition.html> Queensborough Community College in New York CUNY

DIVERSITY RESEARCH PROJECT REPEATED

The following questions were asked in staff interviews. Those marked with an asterisk (*) are questions included in an on-line survey.

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

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

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

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

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

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

(This was **not** a survey question.)

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

(This was **not** a survey question.)

Question 8 How does the City communicate with diverse populations?

(This was **not** a survey question.)

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

(This was **not** a survey question.)

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

Question 11 Are city services available in any language other than English? (This was **not** a survey question.)

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

(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?*

(Questions 14-20 were directed to the Human Resources Director.)

Question 14 Does the City track demographics of job applicants?

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

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

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

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

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

Question 20 Does the City use Employee Resource Groups?

CITY OF DOVER HUMAN RELATION COMMISSION STRATEGIC PLAN

Long-Term Objectives

B.1 Assess how the community of Dover is organized and identify organizations, churches, fraternities, sororities, and other organizations with whom the DHRC should establish partnerships.

B.2 Provide a report to the DHRC Chair to be incorporated in the Chair's Annual Report to the Dover City Council to include the current state of diversity and inclusion within the Dover communities.

B.3 Identify, support, and participate in programs and events within the City of Dover which celebrate its diversity and promote greater understanding of issues, concerns and needs of our diverse population.