



Sacramento County  
Diversity, Equity, & Inclusion Services



## Nationally recognized public sector consultants

We are respected and experienced leaders in management consulting who equip our clients with innovative solutions so they can better serve their agency, stakeholders, and community.

**20,000+ projects**

**48+ years of service**

## Our DEI Solutions

- ✓ Organizational Assessment
- ✓ Community DEI Audit
- ✓ Facilitation of Internal DEI Task Force
- ✓ Talent Systems Redesign
- ✓ Pay Equity Analysis
- ✓ DEI Strategic Planning
- ✓ Leadership Coaching and Training

## Our DEI Clients

City of Riverside (CA) County of Sacramento (CA)

Housing Authority of the City of San Buenaventura (CA)

City of Shaker Heights (OH)

City & Police Department of Battle Creek (MI)

Arapahoe County (CO)

Maricopa Community College (AZ)

Gwinnett County Public Schools (GA)

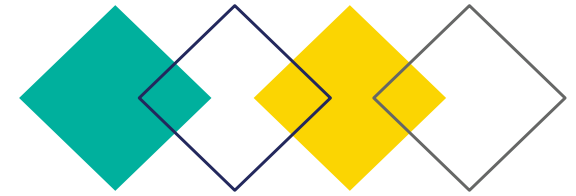
School District of Kansas City (MO)



# DEI Best Practices

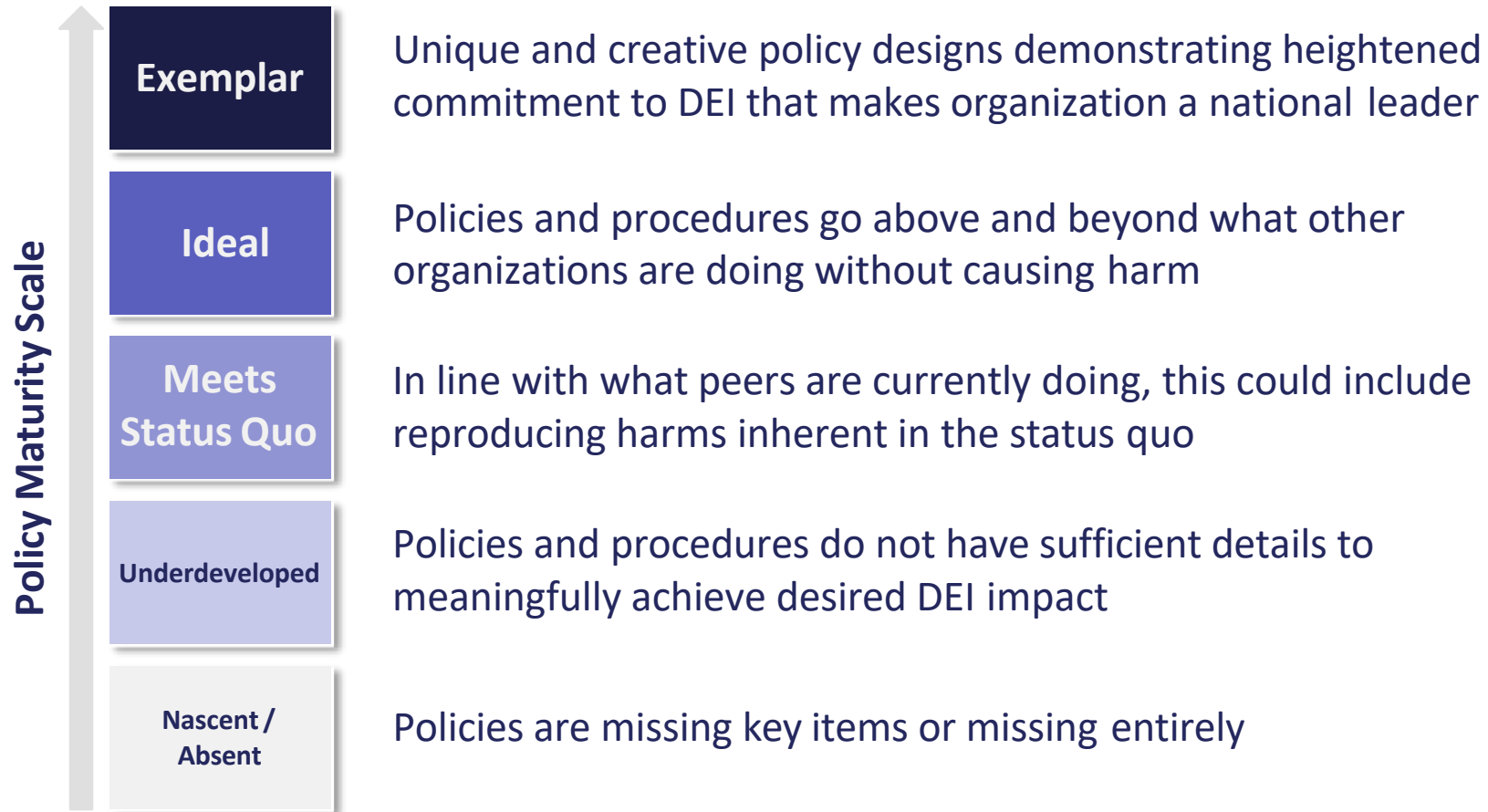
- **Strategy:** DEI Strategies need to be tailored to the needs and disparities in an organization supported by evidence
- **Employee Groups:** Support and empower employee resource groups or other employee run groups to help guide DEIB goals
- **Compensation:** Ensure equity in compensation addressing both gender and racial wage gaps
- **Communication & Accountability:** Consistent and clear communication related to DEI initiatives and goals allows for more alignment and commitment from the organization
- **Recruitment & Selection:** Increase diverse recruitment practices and expand recruitment pipeline
- **Partnerships:** Identify external allies to create and maintain relationships with to help in the achievement of DEI goals
- **Performance Evaluations:** Ensure leadership buy-in through 360 reviews and embed DEI metrics into performance reviews
- **Promote & Utilize Culturally-Inclusive Language:** Ensure all staff is trained in the use of culturally inclusive language and that the organization is committed to using the preferred language to describe historically marginalized communities.

# Community Based Organizations: Summary of Feedback



- **Systemic change or Performative:** CBO leaders are concerned about authenticity of the Equity Cabinet and wonder about its authority and budget.
- **Diversity:** Must reflect the County's demographic
- **Defining Equity:** The County needs to determine its definition of "equity" with community input
- **Transparency:** There is a strong desire for transparency in decision making
- **Community voice:** There must be community voice on the Cabinet or a parallel Community Taskforce with decision making authority
- **Lack of DEI Expertise:** Community leaders have a wondering about staff level of DEI expertise or understanding of the real needs of the community
- **Skepticism:** Community leaders gave a plethora of reasons for having a high degree of skepticism regarding the County's DEI efforts

# Sacramento County Policy Analysis: MGT's Policy Maturity Model Scale



\*Policy Analysis scores are based on MGT's national DEI practice research and curated 9-point scale.

# MGT's Policy Maturity Model Scale



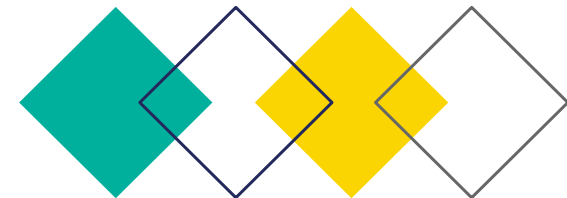
## Acknowledgments!

The County of Sacramento scored a 6.2 on MGT's 9-point Policy Maturity Scale.

This is by far the highest of any of MGT's clients, who typically score between 2 and 5 on the scale.

# Staff Engagement

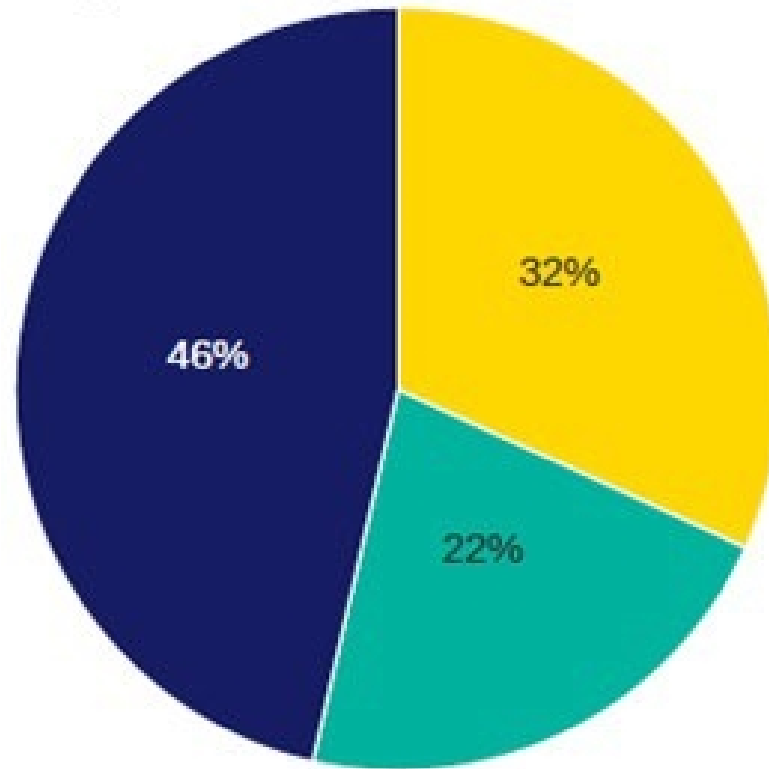
- ▶ Staff survey
  - ▶ 2,624 responses / 27.6% response rate
  - ▶ Statistically representative response
  - ▶ Voluntary responses
- ▶ Focus groups (Conducted Virtually) 8 focus
  - ▶ groups
  - ▶ 101 participants



# Survey Results: Likert Statements



I feel comfortable talking about issues regarding racism, sexism, disability, LGBTQ+, or gender identity with people at my job.



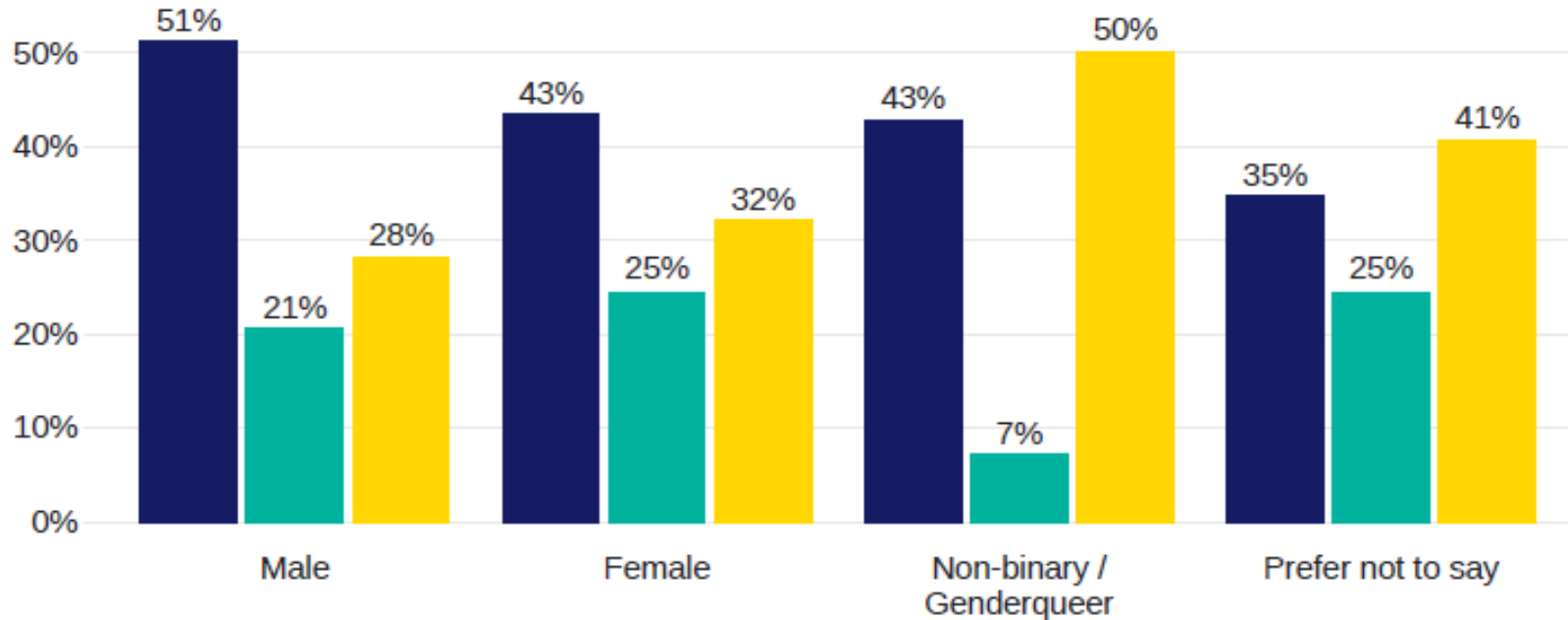
● Favorable ● Neutral ● Unfavorable



# Survey Results: Likert Statements

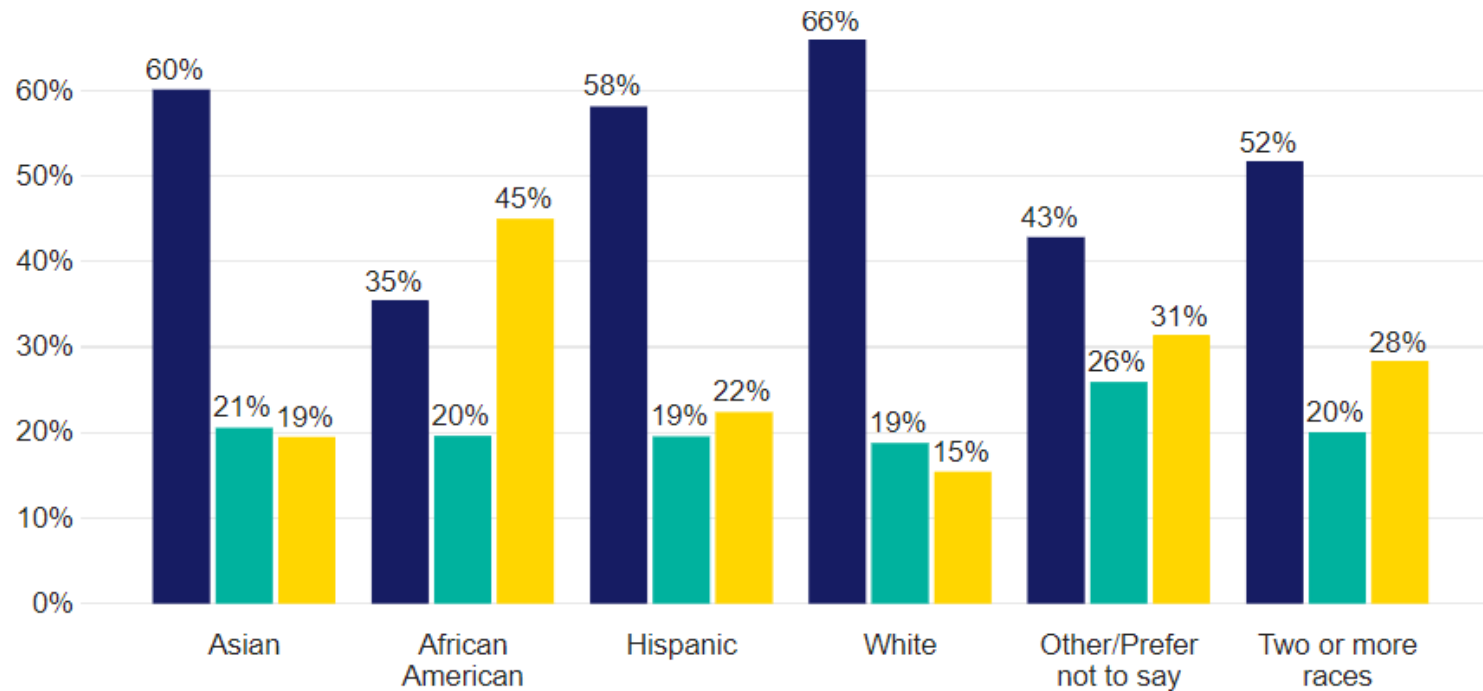


There is no difference in the employee experience or how people are treated due to their identity or background.




# Survey Results: Likert Statements

Employees of different backgrounds are valued equally by the County.



● Favorable ● Neutral ● Unfavorable

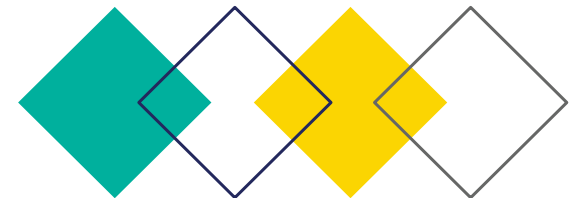
# Survey Results: Key Themes



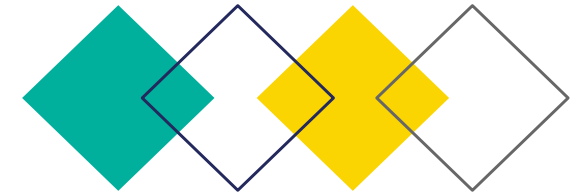
- ▶ **Employees have a desire to feel more comfortable at work.**
- ▶ **There is an appetite for more DEI training. Employees want more inclusive hiring.**
- ▶ **Employees identified nepotism/favoritism as a consistent issue.**
- ▶ **There is a need for consistency in the accountability & anonymous grievance process.**
- ▶

# Staff Focus Group Summary

- ▶ Experiences vary dramatically between different departments with respect to the efficacy of DEI.
- ▶ Employees from marginalized communities feel there is backlash for speaking out on DEI issues.
- ▶ The ‘Culture Cafés’ were viewed as positive, but employees felt let down by the lack of resulting impact.
- ▶ Generally, employees do not feel safe sharing their opinions related to the broader culture of Sacramento County.
- ▶ Employees expressed a noticeable lack of diversity within leadership.
- ▶ Longer tenured employees expressed very little change over multiple regime changes but there was a good deal of cautious optimism regarding the work of current County Administrator.



# Recommendations



## ❖ Establish a DEI office

- Hire a Chief DEI Officer responsible for overseeing the implementation of the forthcoming DEI Action Plan
- Require DEI training for staff and management upon hire and regularly throughout one's employment
- Foster organic and designed DEI-related discussions in which staff can engage
- Create a process that allows employees to escalate disputes between managers to HR and conduct change management process to help employees to identify when to report incidents to the EEO office

## ❖ Enhance staff and community voice in the County's work

- Create an Internal Equity Cabinet that focuses on ensuring DEI is embedded throughout the organization
- Create an Equity Commission that is made up of community members who work with County staff

## ❖ Focus efforts on community-facing DEI work

- Conduct an external facing assessment that includes input from residents and other key stakeholders
- Create an external DEI Action Plan based on external assessment findings

## ❖ Create separate DEI Action Plan, communication plan, and change management plan

- Clarify and communicate key terms and common language with staff and community members with input and ownership from representatives from historically marginalized communities
- Establish an accountability plan with deliverables, timelines, owners, goals, and performance metrics that is transparently communicated to key stakeholders

# Project Delivery | A Three+ Phase Approach

1

## Project Initiation and Data Collection

- Project Kickoff
- Client Engagement
- Best Practices Landscape Analysis

### Key Deliverables:

- ✓ *Peer Review and Best Practices Summary*
- ✓ *Best Practices Summary of Annual Review*

2

## Organizational Assessment

- Quantitative Data Analysis
- Internal Staff Engagement
- External Community Engagement

### Key Deliverables: *Data*

- ✓ *and Policy Analysis Staff*
- ✓ *Feedback Summary*
- ✓ *Community Feedback Summary*
- ✓ *Final Report and Recommendations*

3

## Develop DEI Action Plan

- DEI Action Plan (Internal)
- Design Annual Review Process with Performance Benchmarks

### Key Deliverables:

- ✂ *DEI Action Plan*
- ✂ *Plan for Progress Monitoring*
- ✂ *Community Task Force\**
- ✂ *Recommended Training Plan*



Thank You