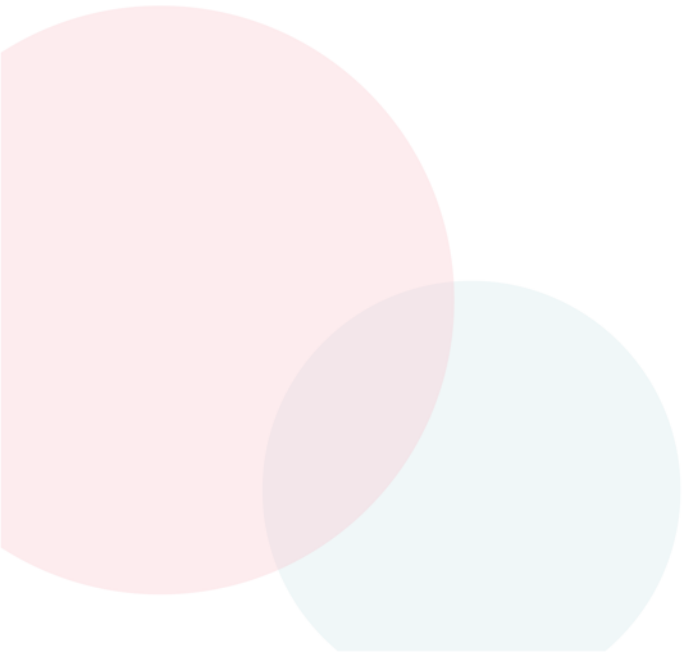


Crosswalk of Goals and DEIA Council Planning

February 28, 2023

Massachusetts Rehabilitation Commission



Agenda

- 12:00 – 1:00PM: DEIA Council & ERG Co-Chairs
 - Diversity Plan Goals
 - SWOT Priorities
 - Return to Mission
 - What is working/not working?
 - ERG Charter Template
 - Next Steps
- 1:00 – 1:30PM: DEIA Council only
 - Million Dollar Questions
 - Next Steps



MRC's Diversity Plan Goals

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- a) Prioritize and incorporate the DEI lens and strategies within all aspects of internal and external engagement, service delivery, and workplace interactions.
- b) Ensure MRC workplaces and technologies are fully accessible to all staff
- c) Recruiting and retaining a workforce that reflects the diversity of our population and in the citizens the agency serves, with a focus on veterans as it is a population MRC has not hit the benchmark for in recent years.
- d) Ensuring that the voice and choice of individuals we serve, as well as their family members, are front and center in the design, development and delivery of MRC services and supports.
- e) Advance equity in the workplace for individuals with disabilities by ensuring that individuals with disabilities have equal opportunities to lead at every level

*MRC's 2-year plan will be revisited this July with the DEIA Council and ERGs' involvement

What has been done already?

- a) Prioritize and incorporate the DEI lens and strategies within all aspects of internal and external engagement, service delivery, and workplace interactions.
 - 1. Creation of the DEIA Council
 - 2. DEI is an MRC Roadmap Priority
 - 3. Consumer Experience Survey
 - 4. Hiring practices that ensure interviews include DEI questions and have diverse interviewing teams

What has been done already?

b) Ensure MRC workplaces and technologies are fully accessible to all staff

1. MRC is working with identified Vendor Level Access to develop a systemic approach and infrastructure that promote universal design and accessibility. Level Access will deliver accessibility training, document remediation and real time-technical assistance to ensure agency systems and practices are developed with a lens of accessibility.
2. Consumer communications are translated into 10 languages and we are increasing the number of VLOGs
3. Improving reasonable accommodations process with EOHHS

What has been done already?

- c) Recruiting and retaining a workforce that reflects the diversity of our population and in the citizens the agency serves
1. DEIA Learning Series – Bias Habit-Breaking Training was available to all staff
 2. Monthly MRC Career Lunch and Learn
 3. Partner with ERGs to promote positions within their networks
 4. Partner with EOHHS to promote across networks in Massachusetts
 5. Monthly events to honor/acknowledge diverse populations (BHM, AAPI, NDEAM, etc.)
 6. In the works – information is forthcoming:
 - i. **Recruitment pipeline:** Internship programming
 - ii. **Retention and professional development:** Mentorship programming
 - iii. Follow-up to DEIA Learning Series
 - iv. Staff Orientation Revamp

What has been done already?

d) Ensuring that the voice and choice of individuals we serve, as well as their family members, are front and center in the design, development and delivery of MRC services and supports.

1. Office of Learning and Community Engagement has hosted nine forums to engage individuals that we serve and their family members
2. MRC hired 10 Disability Inclusion Leaders and 10 Family Inclusion Ambassadors to infuse disability and family voice and input into all decision-making spaces at MRC.
3. Two consumers and one Statewide Rehabilitation Council member have seats on our DEIA Council

What has been done already?

e) Advance equity in the workplace for individuals with disabilities by ensuring that individuals with disabilities have equal opportunities to lead at every level

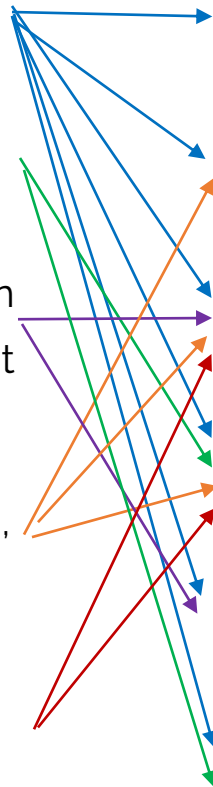
1. Disability Voices ERG, pending EOHHS approval
2. Deaf and Hard of Hearing ERG in development
3. Career Business Briefings that connect MRC consumers to job openings across MRC
4. Collaboration between Job Placement Team and the Human Resources Department "Disability Employment Project" that connect MRC consumers to jobs across the Commonwealth



SWOT Priorities

Diversity Goals & SWOT Priorities

- a) Prioritize and incorporate the DEI lens and strategies within all aspects of internal and external engagement, service delivery, and workplace interactions.
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- c) Recruiting and retaining a workforce that reflects the diversity of our population and in the citizens the agency serves, with a focus on veterans as it is a population MRC has not hit the benchmark for in recent years.
- d) Ensuring that the voice and choice of individuals we serve, as well as their family members, are front and center in the design, development and delivery of MRC services and supports.
- e) Advance equity in the workplace for individuals with disabilities by ensuring that individuals with disabilities have equal opportunities to lead at every level



- a) Create a tracking and measuring system for diversity stats
- b) Establish a communication process for anti-racism efforts
- c) Targeted recruitment practices/processes
- d) Transform culture to advance opportunity
- e) Revise Performance Evaluation System process for managers
- f) Create DEI resources

The background of the slide is a solid orange color. On the right side, there is a large, abstract graphic composed of several overlapping circles and semi-circles. The colors of these shapes include a darker orange, a vibrant red, a bright pink, and a clean white. The shapes overlap in a way that creates a sense of depth and movement, with some shapes appearing to be in front of others.

Return to Purpose

Purpose

DEIA Council

- An executive body as it relates to the DEIA strategy and implementation plan. It will serve as a space for problem solving, prioritization, collaboration, idea generation, and peer support.

Employee Resource Groups (ERGs)

- ERGs provide the opportunity for increased participation of members engaged in focused activities that foster a diverse, equitable, and inclusive workplace.
 - Professional Development & Retention Efforts
 - Recruitment Efforts
 - Client Outreach & Engagement Activities

Defining Roles

What is the role of the DEIA Council?

- Provide updates from ERGs and identify opportunities for cross-ERG collaboration
- Provide support and advice when there are barriers or challenges from all ERG and consumer perspectives
- Ensure the success of the ERGs and the achievement of workplan goals
- Others?

What is the role of a Council member?

- Bring back items from Council meeting and discuss with your respective groups to solicit feedback.
- Be an active collaborator across groups and DEIA priorities
- Make connections? Be a resource? Others?

What is the role of the ERG?

- Support workforce and consumers needs within specific special interest groups
- Develop and operationalize workplans with concrete strategies and goals towards DEI efforts with timelines, metrics, and expected meaningful outcomes/impact.

What is the role of the ERG Co-Chair?

- Provide leadership and strategy in collaboration with their respective ERG membership
- Partner with Executive Sponsors to ensure progress on ERG workplans

How do the ERG Co-Chairs and DEIA Council member work together?

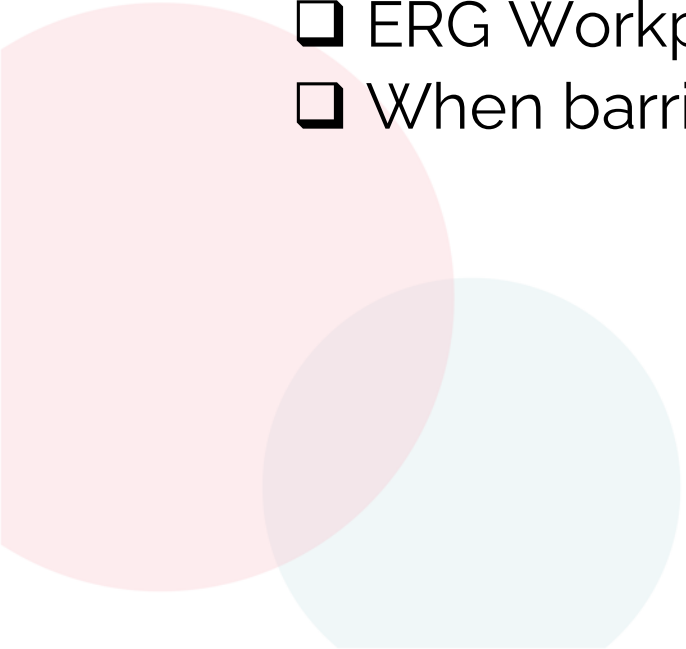
Example of Workplan Activities

DEI Area of Focus	Activities	Measures
Professional Development & Retention	Host networking events intended to increase diversity awareness and inclusion (indicate of these are affinity, inter-cultural, or both.)	<ul style="list-style-type: none">• Number of events held• Number of participants• Demographics of participants that attend



Feedback Loop

What is working and not working?

- Wins?
 - Barriers?
 - Resources Needed?
 - What are the measures of success for the DEIA Council?
 - ☐ Engagement (people coming to meetings)?
 - ☐ ERG Workplan success?
 - ☐ When barriers are lifted, what is the percentage of those resolved?
- 

ERG Activities Workplan Tracker

ERG Name:

Goals List the current goals on the charter	Activities List the activities that supported achieving the goal	Measures How did you measure success of reaching the goal?	Goal Status Was the goal Met, Partially Met, or Not Met	Wins List any positive outcomes from this activity within the year	Constraints List the barriers that occurred from achieving your goal this year	Next Step(s) and/or Remediation Plan(s) List next steps for this goal (will you adopt it for the new year, will you change the goal, etc.)

ERG Executive Sponsor(s)

ERG Members

Member's role, if any

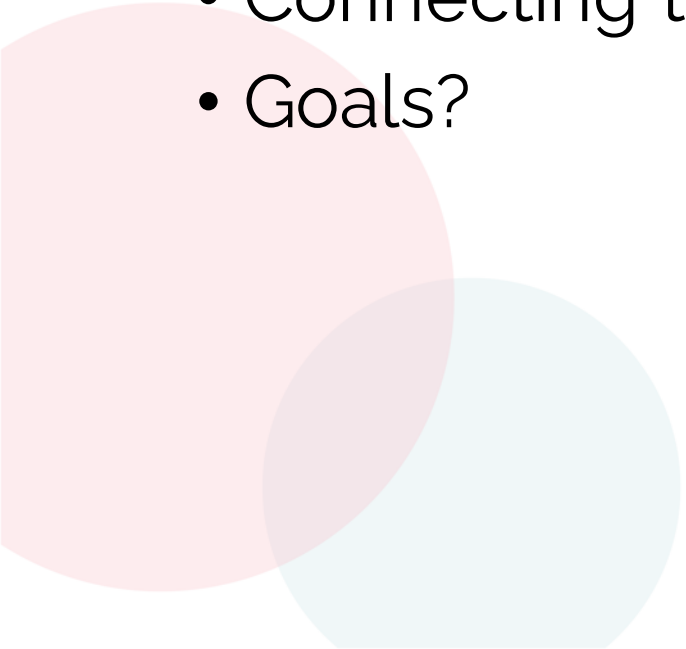
Next Steps

- Complete ERG Activities Workplan Tracker if not done so already
 - Finalize goals and activities
 - Send revised ERG charters and workplans by 3/7/23 to Robert, Vivian, and Cassandra.
- DEIA Council Upcoming Meetings
 - **March:** Recruiting and retaining a workforce that reflects the diversity of our population and in the citizens the agency serves
 - **April:** Ensure MRC workplaces and technologies are fully accessible to all staff
 - **May:** Ensuring that the voice and choice of individuals we serve, as well as their family members, are front and center in the design, development and delivery of MRC services and supports.
 - **June:** Advance equity in the workplace for individuals with disabilities by ensuring that individuals with disabilities have equal opportunities to lead at every level
- Robert will send a prep document to Council members so they can be prepared at the next Council meeting. Examples of preparation questions:
 - What are current activities that are tied to this priority? What is the status?
 - What are the wins thus far and what have been the barriers?
 - What resources are needed to remove barriers? MRC leadership, EOHHS leadership, collaboration with other ERGs?



DEIA Council Million Dollar Questions

Doug's Questions

- Divided into three different buckets:
 - Possible Goals
 - MRC as a Service Provider
 - Outside Our Scope
 - Connecting the dots
 - Goals?
- 



Possible Goals

As an employer, has MRC performed a thorough review of the internal recruiting and hiring practices in order to determine if there are policies and procedures in place that negatively affect diversity, equity and inclusion? What corrective steps have been taken to fix this problem?

Diversity Plan-C

- Recruiting and retaining a workforce that reflects the diversity of our population and in the citizens the agency serves, with a focus on veterans as it is a population MRC has not hit the benchmark for in recent years.

SWOT-C

- Targeted recruitment practices/processes

Activities?

- Create a plan that would review practices; create best practices for hiring managers; creating a strategy for targeted recruitment for one or various underrepresented groups; working with the Policy team; etc.
- Create a repository for hiring process
- Revamp public facing site focused on recruitment
- Changing the MERS?

As an employer, what policies and procedures (if any) have been put in place to evaluate the practices employed when recruiting and hiring future employees as they relate to diversity, equity and inclusion?

Diversity Plan-C

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SWOT-C

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- Revamp public facing site focused on recruitment
- Changing the MERS?

As an employer, what has been done (and what still needs to be done) to ensure that MRC staff are properly trained in the areas of diversity, equity and inclusion?

Diversity Plan-A

- Prioritize and incorporate the DEI lens and strategies within all aspects of internal and external engagement, service delivery, and workplace interactions..

S-B and F

- Establish a communication process for anti-racism efforts
- Create DEI resources

Activities?

- Creating a plan to review current trainings offered; identify gaps in training for specific positions, offices, or divisions; expanding on the anti-bias training that was offered; etc.

Are policies and procedures in place to document problems and weaknesses found along with the recommendations necessary for corrective action?

Diversity Plan-A

- Prioritize and incorporate the DEI lens and strategies within all aspects of internal and external engagement, service delivery, and workplace interactions..

SWOT

- None

Activities?

- What are the current policies? What are the gaps in the policies? Do we need to create policies?



MRC as a Service Provider

As a service provider, do we have sufficient data as a result of the survey to address deficiencies which may exist between MRC staff and the individuals to whom we are providing services? If not, what efforts are being undertaken to obtain the necessary data?

Diversity Plan-A and D

- Prioritize and incorporate the DEI lens and strategies within all aspects of internal and external engagement, service delivery, and workplace interactions.
- Ensuring that the voice and choice of individuals we serve, as well as their family members, are front and center in the design, development and delivery of MRC services and supports.

SWOT-F

- Create DEI resources

As a service provider, have we fully documented our efforts to reach out to underserved communities? Have we documented additional steps necessary to continue that outreach?

Diversity Plan-A and D

- Prioritize and incorporate the DEI lens and strategies within all aspects of internal and external engagement, service delivery, and workplace interactions.
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SWOT-A and D

- Create a tracking and measuring system for diversity stats
- Transform culture to advance opportunity



Outside of Scope

Why are these out of scope?

- **Are policies and procedures in place to address individual cases related to alleged discrimination, racism or any other action that is inconsistent with diversity, equity and inclusion?**
 - The process involves entities that are outside of our control at the agency level.
 - Center of Expertise (COE)
 - Human Resources Business Partner (HRBP), Labor Relations, General Counsel
 - Diversity Officer
- **Can we be sure that employees of the MRC feel safe in reporting and resolving alleged instances of discrimination and racism?**
 - We can't be sure BUT, we can work on changing the work environment/narrative around the Self-ID campaign
- **The ERGs were given the task of working on the goals and priorities of the MRC as spelled out in the report from the Bijoux Consulting Group. What are the results of their work thus far? What recommendations for corrective action have they made? What is the status of their work? And, what are their plans going forward?**
 - We are restructuring the DEIA Council meetings to allow for status updates and opportunities for future collaboration across ERGs
 - There are no specific corrective action plans recommended from the SWOT

Next Steps

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