

Michigan Association of Counties
Michigan Counties Legislative Conference

Dispelling the Myths of Diversity, Equity and Inclusion (DEI) in County Work

Presenters:

Roger Bergman- Ottawa County BOC Chair
Robyn Afrik (she, her/s)- Director, Ottawa County
DEI



Ottawa County
Where You Belong[®]





Agenda

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Introductions:

- Roger Bergman
- Robyn Afrik

2

Purpose of Diversity, Equity & Inclusion (DEI)

3

Leadership Lessons

- Relationships
- Competencies
- Commissioner Role
- Q & A



First Impressions



BELONGING in Ottawa County

The Ottawa County Board of Commissioners has established the following VISION statement:

“Where You
Belong”

Key Definitions



Diversity

- Diversity is the representation
- Measured through numbers
- Tracked by race, gender, sexual identity, age, education, or economic background.



Belonging

- Belonging is the *ongoing* culture created to have all people feel welcome across difference.
- Manifested in the relationships, in conversations, physical space, and written word.
- Belonging is the *emotional outcome* that people want in their organization - Christianne Garofalo



Inclusion

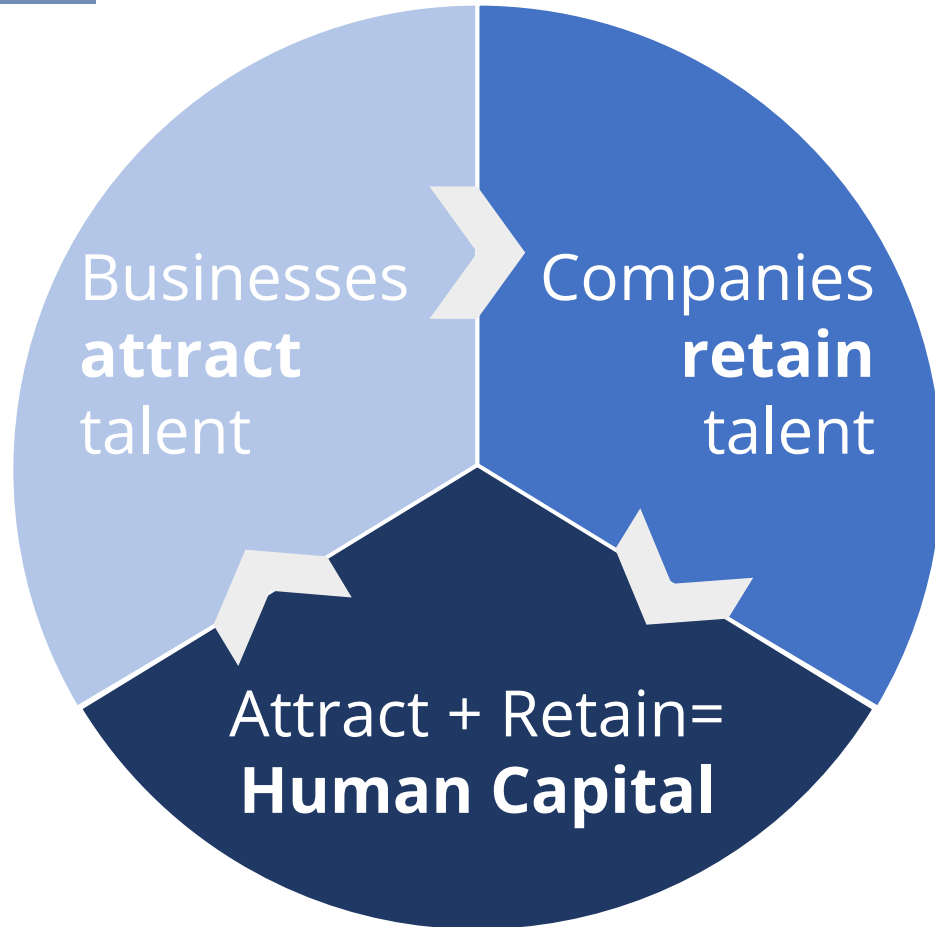
- Inclusion is the participation, a *behavior*.
- Achieved when diverse populations are involved in decision-making that impacts the policies and practices of the organization.



Equity

- Equity requires the examination of structures & systems that have traditionally impacted disparities of historically underrepresented groups.
- Equity *prioritizes* D&I.
- Equity is different from Equality.

Business & Community = Talent



Litmus Test: *How do you know?*



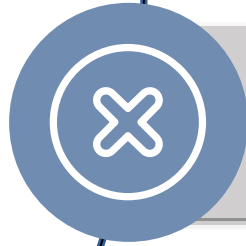
Focus for DEI



Shift from Blame – Shame – Guilt



To Future Prosperity

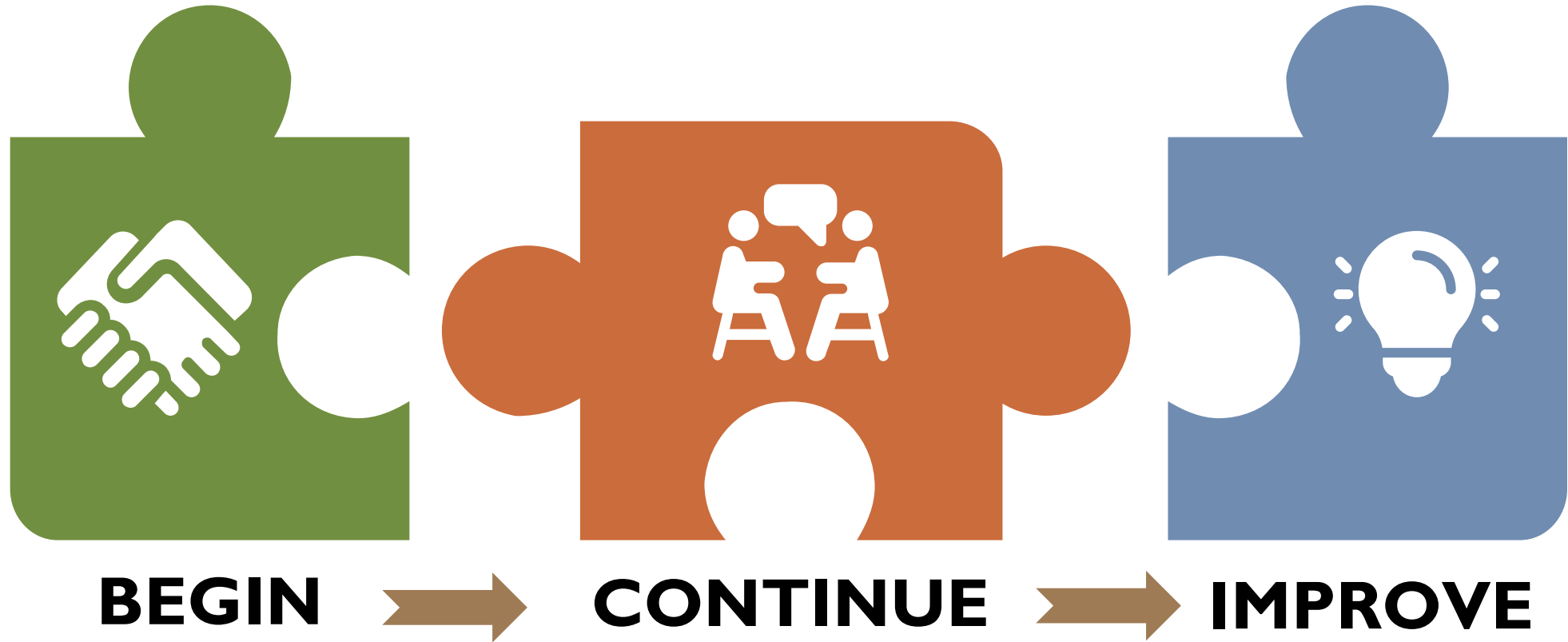


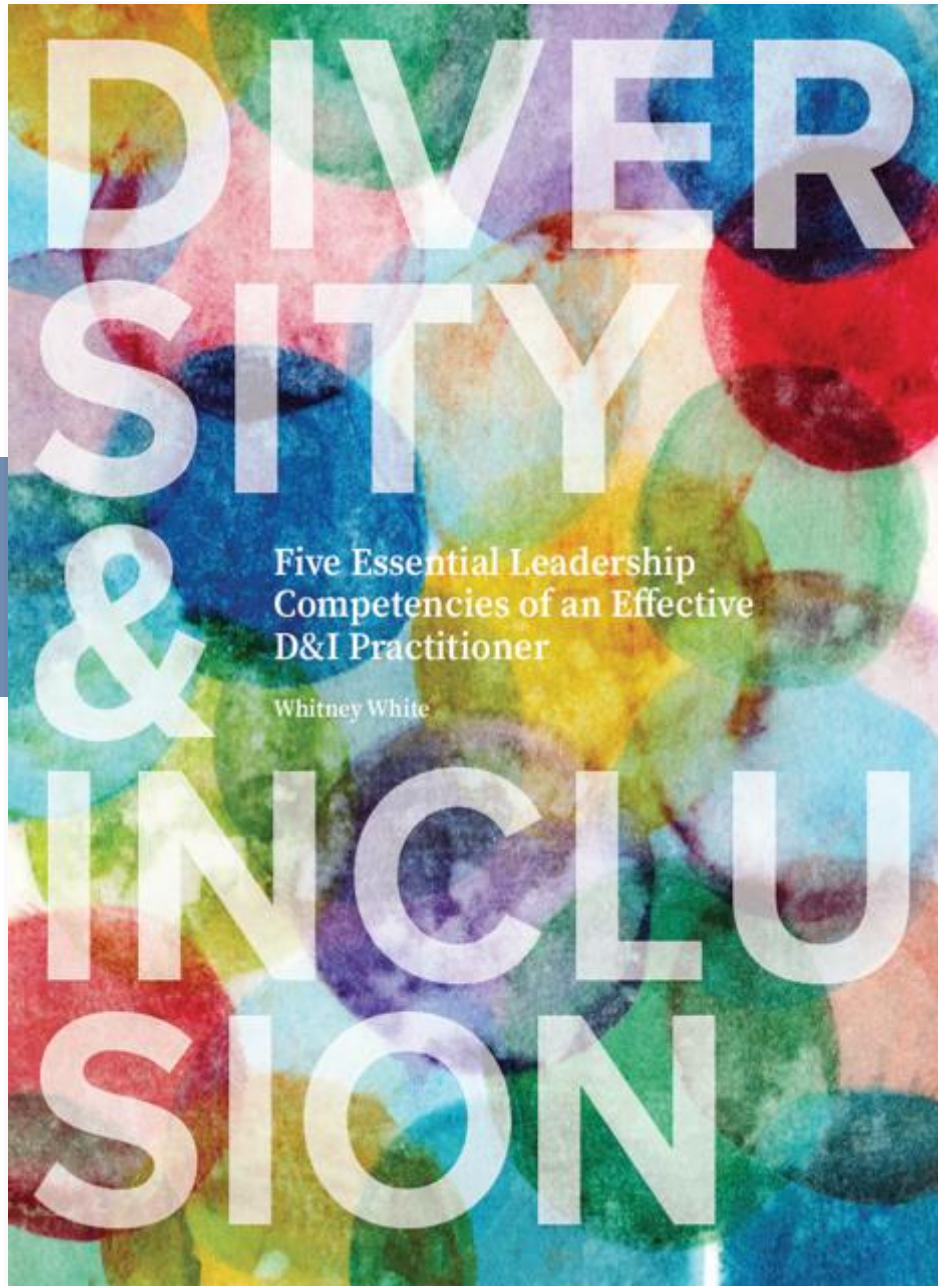
It's not just the "Right Thing to Do"



Safe & Healthy Communities

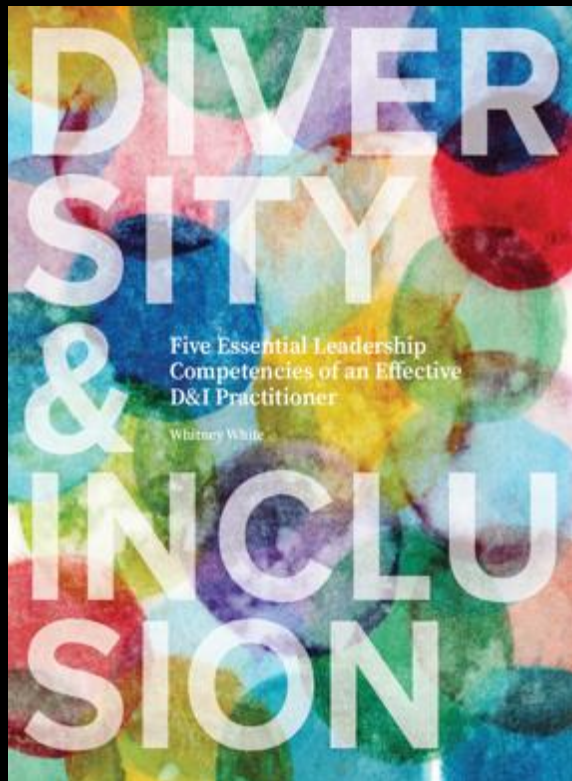
Relationship Lessons





D&I Guidebook

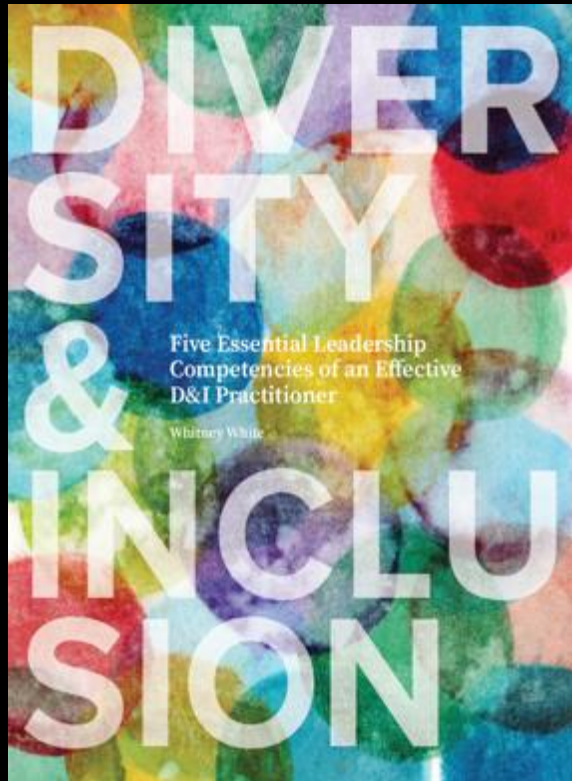
Leadership Responsibilities



CEO Checklist / D&I Officer Assessment

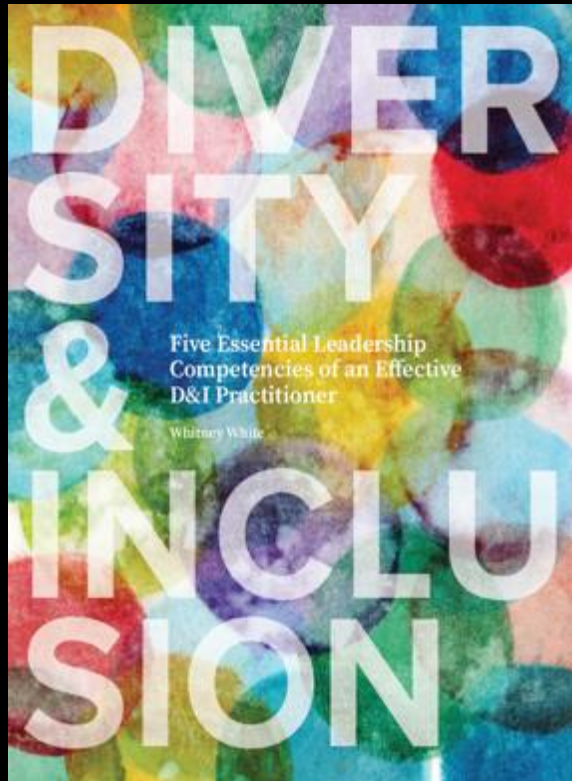
- Determine and document your "Why." Why is D&I important to you and the organization you lead?
- Position D&I as a business imperative driven by the CEO.
- Ensure the executive team and middle level management are also D&I champions leading the efforts. Top-down leadership is key.
- Understand D&I efforts take time and persistence.
- Invest appropriate resources (financial, personnel, software, and other systems) to allow assessment, program development, and change.
- Ensure the D&I officer reports directly to the CEO and has access to and support from other C-Suite leaders.
- Offer "cover" and visible support to the D&I officer when they face resistance.
- Allow the D&I officer to lead and not just manage.
- Understand a D&I officer must have access to work collaboratively with other leaders and departments to facilitate conversations and change.
- Create shared accountability and expectations for various leaders and departments throughout the organization.
- Understand and articulate to others that the success of D&I programs, strategies, and change efforts don't solely fall on the D&I officer.
- D&I is not the responsibility of any one person or department. It involves every person in the organization. Influencers are needed at every level.
- Understand that simply hiring a D&I officer is not enough to change an entire organization.
- Approach D&I with a growth mindset and believe your abilities can be developed through dedication and hard work.
- Embed D&I into the organization's mission, values, and strategic plan.
- Embed D&I into organizational practices, processes, policies, and procedures.
- Assess the current state of the organization from a mindset, culture and data perspective.
- Determine if the organization is ready to bring in more diversity or change. If it is not, determine what needs to change.
- Help create a culture of inclusion by developing D&I definitions and standards.
- Model the behavior you wish to see replicated in your organization.

Infrastructure for Success

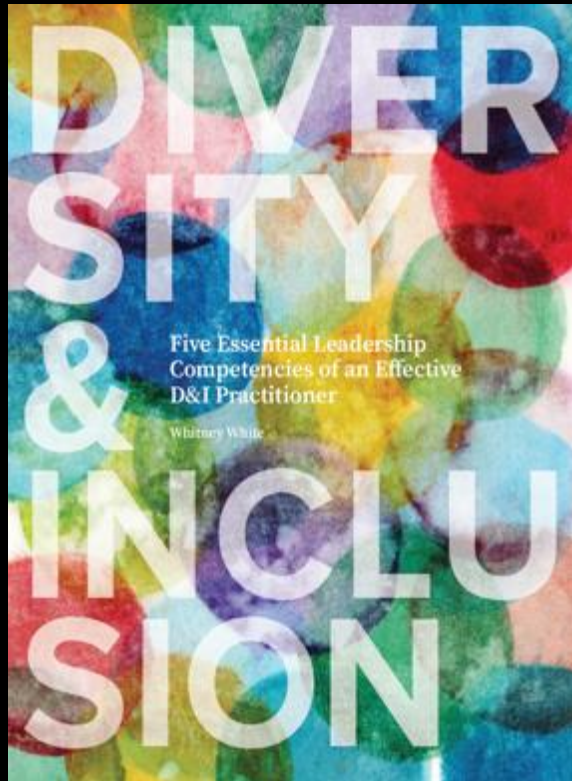


Chief Diversity Officer Archetypes			
Archetypes	Key Characteristics	Strengths	Weaknesses
Collaborative Officer Model	Limited staff support. Requires high-ranking title, personal leadership and ability to leverage limited resources	<ul style="list-style-type: none"> • Maintains current organizational structure • Flexibility to redefine role • Dedicated advisory role • Symbolic, public commitment 	<ul style="list-style-type: none"> • More symbolic than material commitment • Emphasizes thought leadership over initiatives • Limits ability to collaborate • Unequal footing with other senior roles
Unit-Based Model	Requires same leadership as Collaborative Officer Model but adds staff of support, programming and research professionals, and diversity officers	<ul style="list-style-type: none"> • Moderate integration with organizational structure • Dedicated advisory role • Symbolic, public commitment • Enhances capacity to engage in collaborative relationships • More structure for engaging in diversity issues as strategic priority 	<ul style="list-style-type: none"> • Potential conflict with diversity and general units outside the diversity leader's portfolio • More cost-intensive than Collaborative Officer Model
Portfolio Divisional Model	Distinguished by collaboration and presence of several direct reporting units in a vertically integrated portfolio, creating a dedicated divisional infrastructure	<ul style="list-style-type: none"> • Dedicated advisory role • Enhanced capacity to create new diversity deliverables and engage in collaborative relationships • Ability to leverage current diversity infrastructure • Creates economies of scale • Sends powerful message about organization's diversity agenda • Most vertically structured and professional archetype 	<ul style="list-style-type: none"> • Integrated into traditional structure, may generate organizational conflict • Potential dissonance with dedicated diversity units not in leader's portfolio • Most cost-intensive model • Alignment of diversity units in common portfolio may be perceived as "ghettoizing diversity"

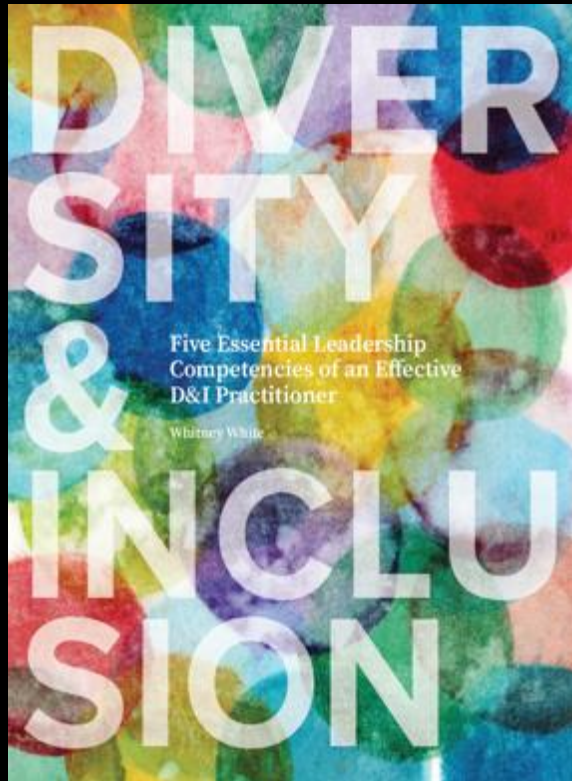
5 Key Competencies of a D&I Practitioner



Aligning the Big 5 to D&I

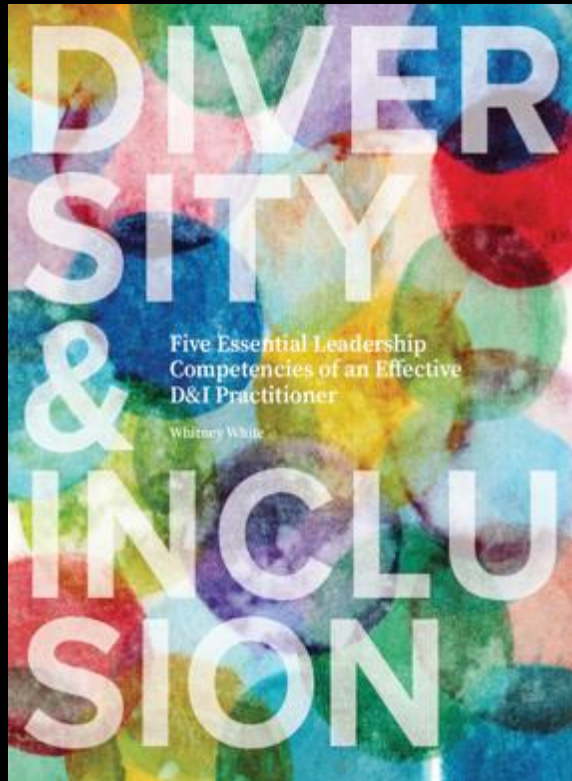


Types of Bias



Common Cognitive Biases				
Affinity	Clustering Illusion	In-group	Outcome	Saliency
Anchoring	Competence vs. Likeability	Information	Performance Attribution	Selective Perception
Authority	Confirmation	Loss Aversion	Performance	Self-enhancement (or overconfidence)
Availability Heuristic	Conservatism	Maternal	Placebo Effect	Stereotyping
Bandwagon Effect	Default Effect	Negativity	Pro Innovation	Survivorship
Blind-spot	Distance	Ostrich Effect	Recency Illusion	Zero-risk
Choice Supportive	Halo/Horn Effect			

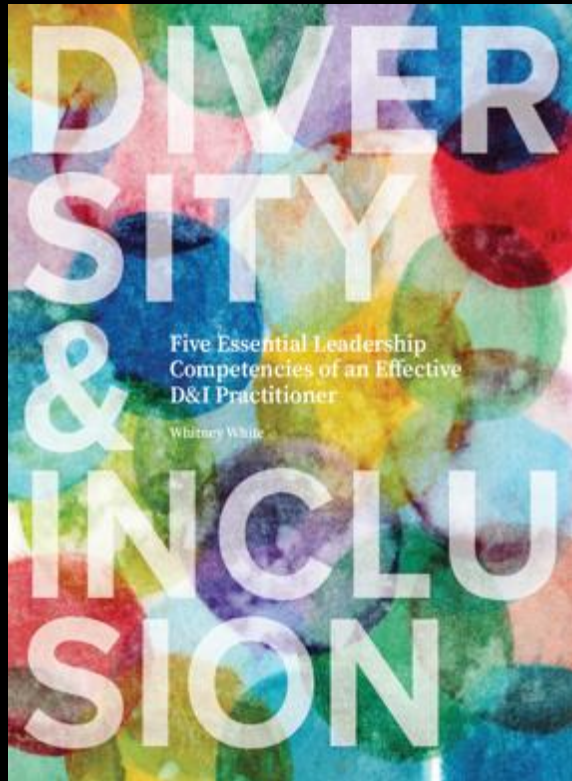
D&I Self-Assessment



Self-Assessment: Personal Characteristics

Competency Statements – I am:	Self-Rating: In each row below (numbered 1-5), circle the number that most accurately describes your skill set.				
	Definitely Untrue	Not Very True	Somewhat True	Mostly True	Definitely True
1 Self-aware. I understand my own cultural influences, values, identities, triggers, dimensions of diversity and how I am situated within the organization, community and world.	1	2	3	4	5
2 Resilient. I continuously move forward while encountering obstacles and lack of support.	1	2	3	4	5
3 Authentic. I offer genuine and trustworthy leadership.	1	2	3	4	5
4 A catalyst. I spark or accelerate change within my organization.	1	2	3	4	5
5 Relationship-oriented. I foster meaningful partnerships with colleagues and community stakeholders.	1	2	3	4	5
Total Add together all the numbers circled in rows 1-5 and place the sum in the box to the right.					

Action Plan



Mark which of the five competencies you would like to improve:

- Personal Characteristics Knowledge Planning Leading Communication

Personal Objective:

Timeline: Start date _____ Frequency to review plan: Weekly? Monthly? Quarterly?

Who will be your ally and accountability partner?

Name/title: _____ Organization: _____

Actions Necessary to Achieve Objective:

- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

Stakeholders Needed to Engage:

- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

Expected Outcomes:

- | |
|----------|
| 1. _____ |
| 2. _____ |
| 3. _____ |

The Commissioner Role

“Diversity, Equity, and Inclusion work would not be possible without a supportive group of Commissioners. Through their involvement, dedication to learn, and leadership, we have been able to successfully begin the process of operationalizing DEI work within the County.”



Chair
Roger Bergman
District 10



Vice Chair
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District 3



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District 6



Philip D. Kuyers
District 4



Ottawa County
Diversity, Equity & Inclusion Office

#BelongingStartsWithMe



Question and Answer

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