

**Ventura County Medi-Cal Managed  
Care Commission (VCOMMCC) dba  
Gold Coast Health Plan (GCHP)  
Human Resources Cultural Diversity Committee Meeting**

**Matilija Conference Room at Gold Coast Health Plan  
711 E. Daily Drive, Suite 106, Camarillo, CA 93010**

**Friday, November 13, 2015  
3:00 p.m.**

**AGENDA**

**CALL TO ORDER / ROLL CALL**

**PUBLIC COMMENT** A Speaker Card must be completed and submitted to the Clerk of the Board by anyone wishing to comment:

- **Public Comment** - Comments regarding items not on the agenda but within the subject matter jurisdiction of the Committee.
- **Agenda Item Comment** - Comments within the subject matter jurisdiction of the Committee pertaining to a specific item on the agenda. The speaker is recognized and introduced by the Chair during the Committee's consideration of the item.

**1. APPROVAL OF MINUTES**

- a. Minutes of October 19, 2015
- b. Minutes of November 2, 2015

**2. APPROVAL ITEMS**

- a. Chief Diversity Officer Job Description
- b. Recruitment Firm
- c. Diversity Program Vendor

Meeting Agenda available at <http://www.goldcoasthealthplan.org>

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**ADMINISTRATIVE REPORTS RELATING TO THIS AGENDA AND MATERIALS RELATED TO AN AGENDA ITEM SUBMITTED TO THE COMMISSION AFTER DISTRIBUTION OF THE AGENDA PACKET ARE AVAILABLE FOR PUBLIC REVIEW DURING NORMAL BUSINESS HOURS AT THE OFFICE OF THE CLERK OF THE BOARD, 711 E. DAILY DRIVE, SUITE #106, CAMARILLO, CA 93010.**

**IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT TRACI MCGINLEY, CLERK OF THE BOARD, AT (805) 437-5509. REASONABLE ADVANCE NOTIFICATION OF THE NEED FOR ACCOMMODATION PRIOR TO THE MEETING (48 HOURS ADVANCE NOTICE IS PREFERABLE) WILL ENABLE US TO MAKE REASONABLE ARRANGEMENTS TO ENSURE ACCESSIBILITY TO THIS MEETING.**

**Ventura County Medi-Cal Managed Care Commission (VCMCC) dba Gold Coast Health Plan (GCHP)  
November 13, 2015 Human Resources Cultural Diversity Committee Meeting Agenda (*continued*)  
LOCATION: Matilija Conference Room, 711 E. Daily Drive, Suite 106, Camarillo, CA 93010  
TIME: 3:00 p.m.**

- 3. INFORMATIONAL ITEMS**
  - a. Legal Counsel Update

### **COMMENTS FROM COMMITTEE MEMBERS**

### **ADJOURNMENT**

Unless otherwise determined by the Committee, the next regular meeting of the Committee will be held on December 21, 2015 at 5:00 p.m. in the Matilija Conference Room at Gold Coast Health Plan, 711 E. Daily Drive, Suite 106, Camarillo, CA 93010.



**AGENDA ITEM 2a**

To: Gold Coast Health Plan – Diversity Subcommittee  
From: Joseph T. Ortiz, Best Best & Krieger LLP  
Vicki Hewlett, Hewlett Greene Consulting  
Date: November 13, 2015  
Re: Chief Diversity Officer Job Duties & Salary Survey

**SUMMARY:**

Ordinance No. 4481 at section 1382 provides that the Commission establish a "Cultural Diversity Program to insure that employees, contractors and recipients of health care services are treated with respect and without discrimination." In furtherance of that edict, the Commission "shall appoint a Chief Diversity Officer, who shall be responsible for implementation of the Cultural Diversity Program ..." (Ord. No. 4481, § 1982).

On October 19, 2015, staff provided a proposed job description focusing primarily on the implementation of the Diversity Program at Gold Coast Health Plan (the "Plan"). On November, 2, 2015, based on a request from honorary Subcommittee member Atin, the job description was revised to include ombudsman-type duties, solely responsible for all diversity, discrimination, or harassment investigations relevant to the Plan. (Exhibit A). Staff was thereafter asked to contact its recruiter and other resources to determine an appropriate pay range based on those duties.

That task was made difficult due to the unusual scope of job duties provided. A treatise on the duties related to a "Chief Diversity Officer" is included at Exhibit B.<sup>1</sup> Based on the traditional assessment of job duties related to a "Chief Diversity Officer," the salary average roughly ranges from \$73,500 to \$144,900. (Exhibit C). Additionally, attached for your review and assessment of typical job duties related to the position are exemplars of publically available job descriptions for "Chief Diversity Officer." (Exhibits D through F).

**FISCAL IMPACT:**

None at this time.

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<sup>1</sup> Plan staff has also indicated a strong reservation related to the scope of the currently proposed job description because, as currently stated, it would necessarily duplicate many of the duties provided by the Senior Human Resources Director

**RECOMMENDATION:**

Staff recommends that the current job description be revised to clarify that, while the Chief Diversity Officer will have general oversight and input related to discrimination and harassment investigations, Human Resources staff need not be excluded from the process.

**CONCURRENCE:**

N/A

**Attachments:**

Exhibits as indicated.

# **EXHIBIT A**

## **GOLD COAST HEALTH PLAN**

**TITLE: Job Description – Chief Diversity Officer**  
**Dated: November 2015**  
**Exempt, Contracted, At-Will**  
**Salary Range: TBD**

### **POSITION SUMMARY**

The Chief Diversity Officer (CDO) will be responsible for the design and implementation of diversity programs that support Gold Coast Health Plan's objectives. The ideal candidate will have extensive experience creating and managing diversity and inclusion programs, and will excel at developing both internal and external partnerships that drive our success. The incumbent will drive engagement, strategy, execution, and accountability for all diversity and inclusion initiatives across Gold Coast Health Plan (GCHP).

### **ESSENTIAL FUNCTIONS**

The CDO will actively promote dignity and professionalism in the workplace in a manner that protects the right of employees to be free from illegal discrimination, harassment, and retaliation due to any protected status. Discrimination, harassment, and retaliation are contrary to the values of the GCHP, and the GCHP will not tolerate unlawful discrimination on the basis of sex, race, color, ancestry, religion, national origin, ethnicity, age (40 and over), disability, sexual orientation, gender identity or expression, marital status, medical condition, veteran status or any other protected characteristic protected by state or federal employment law, nor will it tolerate related and thus unlawful, harassment/retaliation.

The CDO will collaborate with all stakeholders to create a workplace culture where all GCHP employees are responsible for conducting themselves in a manner consistent with the above-stated values; and where failure to do so will lead to prompt and appropriate administrative action including, but not limited to, counseling, training, written warning, written reprimand, suspension, demotion, or dismissal.

Working directly for, and at the will of only, the Commission overseeing the GCHP and doing so within the context of both Title VII of the Civil Rights Act (CRA) and the California Fair Employment and Housing Act (FEHA), the CDO will independently:

- Consult with GCHP staff, community members, and/or other interested parties to develop periodic recommendations for policy and procedural changes designed to improve GCHP operations within the context of Title VII of the CRA and the California FEHA.

- Investigate/review and evaluate allegations of employment-related, illegally discriminatory acts/statements/omissions in, or arising from, the GCHP workplace OR causes such to occur.
- Deem what employment-related audits of the GCHP workplace environment might need be conducted and either conducts such audit(s) or causes the same.
- Evaluate GCHP Management's response to employee complaints and/or directions given it by the CDO.
- Direct GCHP Management, Supervision, and/or line-staff on employment-related matters to avoid actual, or (if possible) perceived, illegality with respect to employment decisions and to thus limit GCHP's exposure to employment related lawsuits.
- Direct, as the CDO deems most appropriate, the GCHP response to inappropriate acts/statements/omissions by member of GCHP staff, up to and possibly including, dismissal from employment.
- Respond to employment-related inquiries/allegations from employees, the EEOC, the DFEH, or private attorneys representing active, past, or former employees.
- Efficiently direct the activities of assigned staff and/or contractors in support or pursuit of the foregoing activities.
- Provide periodic and/or special confidential, personnel/employment-related reports to the Commission on GCHP employment-related matters.
- Perform other related responsibilities/duties as deemed necessary by the Commission and/or the CDO.

### **ANCILLARY FUNCTIONS**

- Consult with management, human resources, and legal counsel regarding diversity issues.
- Create or update all policies necessary for the implementation of the GCHP's diversity program.
- Arrange diversity-related training classes, workshops, and conference trips.
- Attend Commission and Diversity Subcommittee meetings.
- Perform related duties and responsibilities as required.

## **QUALIFICATIONS**

- Bachelor's degree, along with 5-10 years of progressive diversity and inclusion experience with a health plan/business or experience managing strategic company-wide Diversity and Inclusion initiatives; managed care experience a plus.
- Ability to work independently and in groups, while managing multiple priorities in a fast paced, fluid environment.
- Excellent interpersonal and influencing skills, including the ability to effectively coach leaders, build relationships and leverage resources within the department and across the organization to advance GCHP's strategy.
- Experience with change management, organizational design, talent/performance management, and strategic planning.
- Strong internal customer relationship management skills.
- Understands the challenges of, and thrives in, a heavily regulated organization.
- Ability to work collaboratively and openly with cross-functional teams.
- Creative approach to problem solving with a humble, team-oriented and optimistic attitude.
- Superior communication and presentation skills.

## **PHYSICAL REQUIREMENTS**

Ability to communicate orally with the Commission, Plan management, staff, and the public in face-to-face, one-on-one and group settings. Regularly use a telephone for communication. Use office equipment such as a personal computer, copier and facsimile machines. Sit and/or stand for extended time periods. Hearing and vision required to be within normal ranges. Carry, push, pull, reach and lift up to 25 lbs. routinely. Read at, above, and below shoulder height. Occasionally stoop, kneel or crouch. Sufficient manual dexterity required to operate equipment.

## **CONDUCT STANDARD**

Interact with the Commission, Plan Staff, Plan employees, customers, and the public in a positive, cooperative, and supportive manner. Maintain the highest standards regarding diversity and inclusion.



## **EXHIBIT B**

## What Is a Chief Diversity Officer? By

Dr. Damon A. Williams & Dr. Katrina C. Wade-Golden

To meet the needs of increasingly diverse campuses, many institutions have developed executive positions to guide their diversity agendas. In many instances, these individuals and their units are the “face” of diversity efforts and carry formal administrative titles like vice provost, vice chancellor, associate provost, vice president, assistant provost, dean, or special assistant to the president for multicultural, international, equity, diversity, and inclusion — to cite only a few of the most frequently used titles.

Yet despite so many different monikers, if you ask most officers what they do, they often respond in a remarkably similar manner, noting that they are the institution’s “chief diversity officer” (or CDO, as many say), using the title more commonly found among their counterparts in the corporate world. We’ve just finished a national study of these positions: why these roles are emerging, their main characteristics, and the key knowledge, skills, and abilities that institutions should seek when searching for a new officer.

In the last five years, no fewer than 30 institutions have created these new roles. A review of recent higher education job listings illustrates the scope of this phenomenon, as institutions moving towards the CDO are swelling in number and differ by type, control, size, and geographic location. Institutions like the Berklee College of Music, Oklahoma State University, Harvard University, Xavier University, Miami University, Marquette University, Washington State University, and the University of Virginia, have recently hired inaugural officers. These roles have been constructed in an effort to build diversity capabilities similar to those found at institutions like the University of Michigan, University of Connecticut, Indiana University, the University of Washington, Brown University, the University of Denver, and Rensselaer Polytechnic Institute, to name a few of the places that have had these positions for some time.

The emergence of these offices in higher education is not without historical precedence, as some institutions had “vice president for minority affairs” roles in the 1970s, when the first large group of African Americans enrolled at what were nearly all-white colleges and universities. These early units were often criticized as a symbolic appeasement to protesting minority groups and others demanding infrastructure for newly admitted minority populations and campus change.

While these positions have been consistently mentioned in diversity plans, senior leadership and others were often resistant, falsely criticizing these roles as “ghettoizing diversity” by putting the full burden on the shoulders of one person, and creating a campus police officer who would “tell people what to do.” Additionally, many individuals believed that these officers would simply be “student development specialist” or “affirmative action officers” in new clothing.

What distinguishes the current executive diversity officer from its historical predecessors is the functional definition of diversity as a resource that can be leveraged to enhance the learning of all students and is fundamental to institutional excellence, in addition to its historic definition as the presence of individuals that differ by race, gender, or some other social identity characteristic.

The most influential of these officers is also distinguished by ability to infuse diversity into the most important academic issues of the institution. For example, the chief diversity officer may collaborate

with the academic senate to develop a general education diversity distribution requirement; lead international negotiations for establishing a sister campus in Dubai; or develop incentives to develop new programs and initiatives that infuse diversity into the curriculum and co curriculum. These types of initiatives are distinct from the traditional responsibilities of affirmative action officers, although chief diversity officers may play a key role in resolving sexual harassment and workplace discrimination complaints, or supervising the unit that performs this function.

#### Defining the CDO Role

Where others work on issues of diversity as a matter of second or third priority, chief diversity officers engage matters of diversity as a matter of first-priority. Although the structures and vertical portfolios of the CDO range from basic one-person offices, to more complex multi-unit configurations, a number of threads define this emerging administrative role across all areas of corporate, higher education, health administration, non-profit and other areas of organizational life.

**A Functional Approach:** Chief diversity officers have responsibility for guiding efforts to conceptualize, define, assess, nurture, and cultivate diversity as an institutional and educational resource. Although duties may include affirmative action/equal employment opportunity, or the constituent needs of minorities, women, and other bounded social identity groups, chief diversity officers define their mission as providing point and coordinating leadership for diversity issues institution-wide.

Building a robust chief diversity officer capability insures that the institution has expertise on diversity related matters and infusing this understanding throughout the campus environment. For instance, at the University of Connecticut, the Office of the Vice Provost for Multicultural & International Affairs leads the execution of a five-year board-sponsored strategic plan for diversity and provides key input and leadership to several committees focused on minority faculty mentoring, undergraduate student retention, and increasing the number of historically underrepresented students of color and women studying in the science, technology, engineering and mathematics areas. Moreover, members of the office's senior leadership team participate in many of the most substantive non-diversity centered committees at the university, ranging from information technology usage, to space allocations, to athletics.

**Collaboration:** Given complexities like infusing diversity into the curriculum, enhancing

the compositional diversity profile of students, faculty, and staff, and developing policies designed to improve the campus climate, the challenge of diversity is beyond the capabilities of any one individual, division, or team. Hence, chief diversity officers serve as powerful integrating forces for diversity issues, collaborating and working through the lateral networks of the institution no matter how large or small their staffs.

Like comparable roles in other administrative areas, such as the "chief financial officer" or "chief technology officer," the work of the chief diversity officer does not fit into a traditional administrative box. Like diversity, the role of the chief diversity officer spans the boundaries of the institution as officers and their units collaborate with areas like admissions, human resources, faculty development, marketing and communication, academic deans, and institutional advancement in an effort to enhance diversity up, down, and across the institution.

Collaboration is often achieved through consultative relationships. Many officers regularly co-author, write letters of support, and build relationships with community colleges and historically minority serving institutions to support and strengthen the grant writing efforts of faculty members interested in obtaining National Science Foundation and National Institute of Health awards that often emphasize diversity and collaborative relationships. Others work closely with their development offices, playing a key role in identifying prospective donors, cultivating new relationships, and securing resources to fund everything from scholarships, to study abroad opportunities in developing nations.

Because of the boundary spanning nature of the chief diversity officer role, the types of possible relationships is nearly endless. Consequently, these officers must be malleable, innovative, and committed to fluidly adding value in areas outside of their core area of expertise and experience.

**Leading Through Status and Influence:** Chief diversity officers generally have no formal authority to command, reward, or punish individuals outside of their formal span of control and leadership. As a result, their source of “power” is often grounded in status, persuasion, and symbols. For example, no chief diversity officer has the authority to hire faculty members without support of the academic department or dean, even if they have the resources to provide a portion or all of the salary necessary for the position. Nevertheless, some officers can persuade department chairs to pool resources and hire a potentially high caliber diversity candidate by offering these resources as a start-up incentive. This is one of the main reasons that it is important for chief diversity officers to have resources allowing them to encourage behavior that advances the diversity goals of the institution.

Another primary source of power for these officers is their location at the presidential or provost level of formal administrative hierarchy. Participation in the executive cabinet of the institution insures that the position has visibility, access, and symbolic impact. For that reason, chief diversity officers can infuse diversity into highly politicized discussions about budget allocations, new initiatives, and future priorities of the institution. If these officers were not present, these issues may not be mentioned, nor understand in a

manner consistent with diversity goals so often mentioned in institutional academic plans, websites, and marketing materials.

By titling officers at the vice or associate vice president, provost, or chancellor level, a powerful symbolic message is sent to the entire campus community regarding the important role of the CDO and diversity on campus. Some of the most influential officers often have a dual title like academic affairs, student development, international affairs, or faculty development, in addition to their “diversity” title. According to one officer that we interviewed, the presence of a title like “vice provost for diversity and academic affairs,” in combination with a portfolio of units and responsibilities in both areas, signals that the officer is “more than simply a resource on matters of diversity and suggests a fundamental connection between diversity and academic excellence.”

**Promoting Change:** Chief diversity officers are best defined as “change management specialists” because of the importance that they place on strategies designed to intentionally move the culture of their institutions. At least at the surface, no CDO is hired to maintain the status quo, although some institutions are not serious about change and extend only superficial support to the efforts of the officer.

Nevertheless, change is a fundamental aspect of the chief diversity officer role leading campus-wide diversity planning and implementation efforts, seeding new diversity initiatives to create bubble up energy and involve others in change projects, developing diversity training and educational strategies for executives, faculty, staff, and students to shift their mental models and skills regarding diversity, developing high profile and symbolic campus diversity events to suggest diversity's relationship to institutional excellence, and creating new systems to insure that faculty and staff search committees cast a broad hiring net. Although diversity is the targeted domain area, each of these initiatives and projects is intended to affect some type of intentional change in the systems, structure, and culture of the institution.

#### The Making of a Good Higher Education CDO

When a higher education institution specifically decides to hire a CDO and develop this new capability, great care must be given to finding the right candidate. This task can be difficult with applicant pools that regularly yield between 120 and 150 persons, and include faculty members with a diversity research agenda, lawyers well-versed in affirmative action law, student development specialists, individuals from the corporate community, and others.

In gearing up for a search, a number of tough issues are often bantered by senior administrators and others designing the position and thinking about the type of knowledge, skills, and abilities that define a qualified candidate. These issues include whether the individual should possess a Ph.D. or other terminal degree; qualify for tenure in an academic department; have a legal background and experience with federal and state compliance issues; and whether or not the person charged to do the work must be a member of an ethnic, racial, gender, or other minority group, to name a

few of the most common challenging topics for discussion.

While these issues remain the source of debate, the ultimate decision must be determined by the institutional context, and predicated on factors such as core job responsibilities, span of units and offices that the chief diversity officer may supervise, and the degree to which the officer intersects with issues such as tenure, promotion, faculty hiring, and curriculum development. To say that a person is qualified simply because he or she is an African American and a tenured member of the faculty in art history, for example, is as inaccurate as rendering an Irish American, with expertise in botany qualified to serve as the department chair for European Studies or as the vice president for information technology. The superordinate goals of providing leadership for diversity and guiding change must guide the selection of the candidate, or institutions run the risk of hiring individuals that are woefully under prepared for the demands of such a complex, high profile, and politically charged position.

Although the exact mixture of degrees, experiences, and qualifications is hard to define, we believe that the most successful officers will illustrate seven key attributes regardless of academic and administrative background:

Technical Mastery of Diversity Issues: The CDO should have an excellent command of all aspects of diversity issues in higher education, including faculty recruitment and retention issues, identity development, access and equity, diversifying the curriculum, assessing the educational impact of diversity, measuring the campus climate, and the policy and legal dynamics of affirmative action and diversity in higher education. Furthermore, a CDO must be comfortable leveraging the social justice,

educational benefits, and business case rationales for discussing diversity's importance. **Political Savvy:** The CDO must be particularly astute at navigating an institution's political landscape; responding well to politically charged or politically sensitive situations. He or she must possess an ability and willingness to find win-win solutions when contentious circumstances arise, and know how to build consensus, accrue buy-in, and work through competing interests. **Ability to Cultivate a Common Vision:** The CDO must be able to develop and cultivate a collaborative vision of diversity on campus. This requires resonating as authentic with students, faculty, staff, and administrators, and being committed to working collaboratively with other senior executives to build positive vision, direction, and results through strategic initiatives that holistically impact diversity. **In-Depth Perspective on Organizational Change:** The CDO should possess an outstanding command of the elements and dynamics of organizational change, and also have entrenched experiences having led or been involved with these efforts in the past. Change is rarely easy, and given the inherent difficulties embedded in this often politicized process, the CDO must have a commitment to see the change process through its challenges and rough spaces to effect deep structural change. They must exhibit passion and patience, realizing that change does not happen quickly, and

oversee the organizational change process from a holistic point of view — guiding the design, implementation, assessment, and evolution of key milestones over time.

**Sophisticated Relational Abilities:** The CDO must possess a high degree of emotional intelligence, charisma, and communication abilities. Given that much of the work will be accomplished through lateral coordination, a CDO must have ability to cross numerous organizational boundaries with a fluid ability to adapt language and styles to different audiences.

**Understanding of the Culture of Higher Education:** The CDO should possess in-depth knowledge and experience regarding the culture of the academy. Colleges and universities are different than any other type of organization, and to achieve success, the CDO must understand the culture of shared governance, tenure and promotion, multiple and competing goals, decentralized campus politics, and the unique needs of students, faculty, staff, and executives with respect to diversity.

**Results Orientation:** Although not singularly responsible for results, the CDO must be results oriented and committed to encouraging the change agenda along to achieve significant results. Consequently, it is fundamental that they illustrate how diversity is an integral component to the successful fulfillment of the institutional mission, and a fundamental aspect of academic excellence in the 21st century.

As more institutions grapple with the challenge of building diversity capacity, changing demographics and ever broadening definitions of diversity, these positions will become even more a part of the educational landscape in higher education. Understanding the role and skills necessary to accomplish the job can help higher education institutions insure that diversity units are populated by leaders that have the best chance of supporting the organization, and helping it to obtain its long range diversity goals.

Dr. Damon A. Williams is assistant vice provost for multicultural and international affairs at the University of Connecticut. Dr. Katrina C. Wade-Golden is a senior research specialist in the Office of Academic Multicultural Initiatives at the University of Michigan. They are co-principal investigators for the "Diversity Officer Study." An earlier version of this article appeared at [www.insidehighered.com](http://www.insidehighered.com). Please contact Dr. Damon A. Williams at [damon.Williams@uconn.edu](mailto:damon.Williams@uconn.edu) with questions or comments.

# **EXHIBIT C**

Job Title	Industry	Size	Geography	Currency	Effective Date	Base 10th%	Base 25th%	Base 50th%	Base 75th%	Base 90th%	Base Avg	TCC 25th%	TCC 50th%	TCC 75th%	TCC 90th%	TCC Avg
Diversity EEO Officer	Healthcare	100 - 200 (FTEs)	United States > ALL	US Dollars	11/01/2015	89.9	106.2	124.0	159.0	190.9	134.2	117.8	143.6	190.8	233.8	155.5
EEO Specialist	Healthcare	100 - 200 (FTEs)	United States > ALL	US Dollars	11/01/2015	52.5	62.0	72.4	84.3	95.1	73.5	63.0	74.7	87.1	98.3	75.8
Top Diversity Executive	Healthcare	100 - 200 (FTEs)	United States > ALL	US Dollars	11/01/2015	102.3	120.9	141.2	183.9	222.8	154.4	136.1	166.6	225.4	279.0	182.1
Diversity EEO Officer	Healthcare	100 - 200 (FTEs)	Ventura, CA (Metro)	US Dollars	11/01/2015	94.1	111.2	129.9	166.4	199.7	140.5	123.3	150.3	199.6	244.5	162.7
EEO Specialist	Healthcare	100 - 200 (FTEs)	Ventura, CA (Metro)	US Dollars	11/01/2015	56.9	67.1	78.4	91.3	103.1	79.6	68.3	80.9	94.3	106.5	82.1
Top Diversity Executive	Healthcare	100 - 200 (FTEs)	Ventura, CA (Metro)	US Dollars	11/01/2015	106.6	125.8	147.0	191.5	231.9	160.8	141.7	173.4	234.7	290.4	189.6
Diversity EEO Officer	Healthcare	100 - 200 (FTEs)	Orange County, CA (Metro)	US Dollars	11/01/2015	96.6	114.1	133.3	170.7	204.8	144.1	126.5	154.1	204.6	250.6	166.8
EEO Specialist	Healthcare	100 - 200 (FTEs)	Orange County, CA (Metro)	US Dollars	11/01/2015	59.4	70.1	81.9	95.4	107.6	83.1	71.3	84.5	98.5	111.2	85.7
Top Diversity Executive	Healthcare	100 - 200 (FTEs)	Orange County, CA (Metro)	US Dollars	11/01/2015	109.0	128.7	150.4	195.8	237.2	164.4	144.9	177.4	240.0	297.0	193.9



## **EXHIBIT D**

# Chief Diversity Officer

## Job Description

A diversity officer might be asked to assess an organization's current representation of minorities and make a plan to increase the amount of students or employees from protected classes. This might be done to meet federal affirmative action requirements or to satisfy an institutional policy.

The diversity officer also might work with members of an organization's minority population, addressing their concerns and meeting their specific needs. Sometimes, a diversity officer will be called on to coach the entire population of a business or college on inclusiveness. He or she also might work with small groups of students with diversity issues.

## Duties

Diversity officers are required to keep up on current equal opportunity and affirmative action regulations, as well as common non-discrimination policy. These officers are often expected to be versatile employees, functioning with skills in areas such as human resources, administration and management. Diversity officers might need to mitigate diversity-based disputes and accusations of discrimination against the organization or other employees.

Other duties could include the creation and promotion of diversity-oriented events, minority and protected class inclusion programs and cross-cultural workshops. Occasionally, these officers are called on to produce best practices in diversity material, promoting inclusiveness and ensuring continued compliance with government regulations.

## Requirements

In most cases, a diversity officer is required to hold at least a bachelor's degree. Possible undergraduate degree programs or classes include business administration, human resources and cultural diversity. Classes in cultural diversity might teach students to function within a diverse workforce and to promote cultural inclusion in a variety of professional environments.

Some schools offer postgraduate certificate programs in diversity. Students might learn about progressive diversity strategy and the use of inclusiveness to produce organizational growth and success.

# **EXHIBIT E**

# Chief Diversity Officer

Apply now

- - Posted: November 6, 2015
- Full-Time
  - - Philadelphia, PA, United States

**Status** Full-Time

**Location.** Philadelphia, PA

**Application Deadline:** 12/11/15

## Summary of Principal Responsibilities

The Chief Diversity Officer works with and through the senior leadership to ensure that AFSC develops and implements policies, strategies and practices in the U.S. & Internationally to build a culture and base of knowledge in which genuine inclusiveness is reflected in the workplace, the programs we carry out, and the relationships and partnerships we engage. Reporting to the Deputy General Secretary (DGS), the Chief Diversity Officer will consult and collaborate regularly with the Leadership Team, the Board Community Equality and Justice Committee (BCEJC), and the Council for Equity and Inclusion in order to facilitate an organization-wide shared vision and promote coordinated growth and change across the staff and governance of AFSC.

The Chief Diversity Officer will support implementation of the 2015-2018 BCEJC Comprehensive Strategy and develop proactive, integrative approaches to successfully achieve the internal goal on inclusion and diversity in AFSC's 2014-2018 Strategic Plan. .

The Chief Diversity Officer, in consultation with the Director of Human Resources will ensure that AFSC's employment policies and practices comply with all relevant Federal, State and local Affirmative Action/Equal Employment Opportunity requirements.

This position requires proven project management skills including research, planning, organizing, developing, and participating in and/or leading cross functional teams. This role requires collaboration, someone who is a team player who leads by example and builds credibility

**Essential Functions/Responsibilities:** The key responsibilities of the Chief Diversity Officer include the following:

### Strategy Development and Support:

1. Consult with AFSC senior staff and governance leadership in identifying, developing and integrating strategies and goals that seek to dismantle institutional discrimination that may be present in AFSC's processes, practices and programs.
2. Consult with regional leadership and staff, and travels regularly to regions to encourage and support regional strategies to foster diverse, inclusive and equitable environments for staff and programs

3. Consult with Development and Communications Departments to foster culturally competent publications, internet, and social media that engage a diverse community of donors and supporters.
4. Serve as the senior staff liaison to the BCEJC, providing consultative support and guidance in implementing the CEJ Strategic Plan.
5. Provide guidance and support to the Council for Equity and Inclusion in realizing its goals and in carrying out its role in the implementation of the CEJ strategic plan.
6. Translate strategy into specific actions with clear accountability, making decisions based on best available information, and communicate priorities clearly and concisely.

**Research and Evaluation:**

1. Provide research and benchmarking on best practices in diversity, inclusion, and equity.
2. Based on proven approaches, recommend new strategies and continuously improve existing initiatives so that AFSC is recognized as making significant progress across the Quaker community and the constituent communities AFSC serves.
3. In cooperation with Human Resources, participate in the bi-annual staff satisfaction survey measuring progress toward creating a workplace climate of unity and inclusiveness within AFSC and its programs.

**Organizational Learning:**

1. Partner with external organizations in identifying best practices, frameworks, and resources that will support AFSC's commitment and implementation of the 2015 – 2018 BCEJC Comprehensive Strategy.
2. Work with Human Resources to ensure that personal/development plans integrate diversity and inclusion learning.
3. Create and deliver learning and development opportunities for AFSC staff and volunteers around affirmative action, diversity, inclusion, and cultural competence that reflect the global footprint of AFSC's work.
4. Maintain an active and current resource library on diversity, inclusion, and cultural competence in Star Café.

**Monitoring and Reporting:**

1. Design, develop, and implement organizational dashboard reports, workforce metrics, organizational reporting and analysis to identify historical trends.
2. Prepare and disseminate organization wide annual Diversity, Inclusion and Equality progress report.
3. Provide regular progress updates to AFSC's Council for Equity and Inclusion and the Board Community, Equality and Justice Committee.

**Affirmative Action:**

1. In coordination with the DGS, will represent AFSC on matters of diversity and on issues involving compliance agencies.
2. In consultation with the DGS and Director of Human Resources, review and monitor AFSC'S Affirmative Action Plan to ensure that it conforms to new regulations and changing laws.
3. Participate in investigations of diversity related issues and complaints of discrimination across AFSC in coordination with the DGS and the Director of Human Resources.
4. Work with all of AFSC's U.S. and international regional offices to develop and maintain culturally appropriate diversity practices.

### **Relationship Management/Development:**

1. Actively participate in local and/or national peer networks on diversity and inclusion as a resource and learning opportunity.
2. Keep up with developments in the field through professional conferences and trainings

### **Minimum Qualifications**

**Education:** Baccalaureate degree in a related field or an equivalent combination of formal education and experience required.

### **Experience:**

1. A depth of understanding of the broad issues of diversity, inclusion and cultural competence and demonstrated experience with implementing organizational transformation activities
2. Demonstrated understanding of the issues, frameworks and strategies for dismantling institutional discrimination is essential.
3. Experience in working internationally on inclusion and cultural competence is strongly recommended.
4. Direct experience working with Equal Employment Opportunity and/or Affirmative Action issues. Working knowledge and understanding of all applicable EEO laws. Direct work experience with – issues of women, people of color, ethnicity, religious affiliation, race, age, sex, gender identity, sexual orientation and disability. Demonstrated sensitivity to these issues.

### **Other Required Skills and Abilities:**

1. Demonstrated ability to exercise discretion, set and maintains standards for confidentiality, apply policies with consistency, use creativity in problem solving, ability to integrate information and use sound judgment and retain a positive outlook under pressure.
2. Experience with and commitment to the principles of AFSC in regard to issues of race, class, age, nationality, religion, gender, sexual orientation, and disability. Commitment to implement AFSC's affirmative action policy and other policies relating to diversity and inclusion.
3. Commitment to working to dismantle all forms oppression as witness to the Quaker belief in the equal worth of all people. Experience working with a wide range of people from diverse racial, ethnic, cultural, economic, religious, and other backgrounds. Demonstrated ability to work and communicate with diverse staff and be sensitive to their personnel needs.
4. Demonstrated ability to clearly convey information and ideas both verbally and in writing. Resiliency, flexibility and capacity to be effective, maintain productivity, keep focus on results and use sound judgment are required attributes.
5. Demonstrated ability in assessing staff development needs and implementing training solutions as needed. Evaluate effectiveness and integrate lessons learned for future staff training.
6. Ability to work collaboratively, building relationships and teams across functions. Ability to negotiate influence and compromise. Ability to provide and receive feedback.
7. Requires sound judgment and decision making skills.
8. Computer proficiency in MS Word, Excel, PowerPoint and Outlook. Experience working with various types of software preferred.
9. Willingness and ability to travel, as needed, to attend evening and weekend meetings, and to be available for consultation within and outside office hours.
10. Commitment to Quaker values and testimonies. Understanding of and compatibility with the principles and philosophy of the American Friends Service Committee including non-violence and the belief in the intrinsic worth of every individual.
11. Understanding of and commitment to the principles, concerns, and considerations, of AFSC in regard to issues of race, class, nationality, religion, age, gender and sexual orientation, and

disabilities. Demonstrated ability to work and communicate with diverse staff; demonstrated experience in working and communicating with boards and/or committees is desirable

**Compensation:** Salary Range starts at \$88,434 – Exempt – Comprehensive medical and hospitalization plan; term life, accident and salary continuation insurances, defined benefit pension plan, plus fringe benefits; participation in unemployment and worker's compensation and social security.

# **EXHIBIT F**



University of Mississippi Medical Center

Req. no.

74574

Department

100-10000-001-SER-Office-Vice Chancellor

Job Title:

CHIEF DIVERSITY & INCL OFFICER

Job code:

H010025

New Job Code:

1019

Location:

UMMC Main Campus

Special instructions to Applicants:

Typing Test and/or Medical Terminology Test:

Message to Applicants

**CURRENT UMMC EMPLOYEES ON FULL FMLA ARE NOT ELIGIBLE FOR CONSIDERATION AND WILL BE DISQUALIFIED.**

Position Summary:

REPORTING TO THE OFFICE OF THE VICE CHANCELLOR, THE CHIEF DIVERSITY AND INCLUSION OFFICER PROVIDES VISION, LEADERSHIP, MANAGEMENT, AND STRATEGIC PLANNING FOR DIVERSITY AND INCLUSION INITIATIVES ACROSS UMMC. THE CDO ALIGNS OBJECTIVES AND STRATEGIC PLANS WITH THE MISSION OF THE MEDICAL CENTER AND ORGANIZATIONAL GOALS AND ENSURES THAT INITIATIVES ENHANCE THE MEDICAL CENTER'S REPUTATION IN THE COMMUNITY AND REGION. THE CHIEF DIVERSITY AND INCLUSION OFFICER IS RESPONSIBLE FOR FACILITATING THE UNIVERSITY OF MISSISSIPPI MEDICAL CENTER'S GOAL TO BECOME MORE DIVERSE AND INCLUSIVE. THIS POSITION, WORKING COLLABORATIVELY WITH THE CHIEF HUMAN RESOURCES OFFICER, DEPARTMENT CHAIRS, AND OTHER SENIOR ADMINISTRATIVE LEADERS ACROSS CAMPUS, PROVIDES LEADERSHIP GUIDANCE AND SUPPORT TO ALL CONSTITUENCIES OF UMMC, INCLUDING EFFORTS TO ATTRACT AND RETAIN A DIVERSE MIX OF TALENTED STUDENTS, FACULTY, AND STAFF.

Internal Open Date:

Internal Closing Date:

External Open Date:

10-08-2015

Posting Type

External

Education and Experience

MD, PHD, OR ED.D IN AN APPROPRIATE AREA OF SPECIALIZATION AND SIX (6) YEARS OF APPROPRIATE EXPERIENCE. EXPERIENCE SHOULD INCLUDE A RECORD OF SUCCESSFUL EXPERIENCE IN DIVERSITY AND INCLUSION AT AN ORGANIZATIONAL ENTERPRISE LEVEL FOR MORE THAN THREE (3) YEARS, WITH A RECORD OF INCREASINGLY PROGRESSIVE LEADERSHIP EXPERIENCE. PROVEN LEADERSHIP AND EXPERIENCE IN ADVANCING DIVERSITY, GARNERING THE RESPECT OF COLLEAGUES AND DEMONSTRATING AN UNDERSTANDING OF HOW TO FIND, DEVELOP, AND USE DATA TO DRIVE REAL CHANGE; EXPERIENCE WORKING WITH DIVERSE CULTURES AND BACKGROUNDS.

License(s) Required for Job:

Certification(s) Required for Job:

Registration(s) Required for Job:

Special Knowledge, Skills & Abilities:

TECHNICAL MASTERY OF DIVERSITY ISSUES IN A COMPLEX ORGANIZATIONAL SETTING, (E.G., EDUCATION, HEALTHCARE, PUBLIC SECTOR, OR CORPORATE) INCLUDING EXPERIENCE WITH SENIOR-LEVEL RECRUITMENT AND RETENTION, IDENTITY DEVELOPMENT, ACCESS AND EQUITY, CURRICULUM DIVERSIFICATION, TRAINING, ABILITY TO ASSESS THE EDUCATIONAL IMPACT OF DIVERSITY, ASSESSING CAMPUS CLIMATE ISSUES, POLICY AND LEGAL DYNAMICS OF AFFIRMATIVE ACTION, AND HR/EMPLOYMENT STRATEGIES DESIGNED TO FOSTER WORKPLACE AND WORKFORCE DIVERSITY. IN-DEPTH PERSPECTIVE ON ORGANIZATIONAL CHANGE WITH EXPERIENCE LEADING LARGE SCALE CHANGE PROJECTS IN A MULTIPLE-STAKEHOLDER ENVIRONMENT. SOPHISTICATED RELATIONAL ABILITIES AND INFLUENCING SKILLS, STRONG EMOTIONAL INTELLIGENCE, AND SUPERIOR COMMUNICATION SKILLS, BOTH VERBAL AND WRITTEN. TRACK RECORD OF FOSTERING RELATIONSHIPS AND BEING COMFORTABLE CROSSING ORGANIZATIONAL BOUNDARIES AND ADAPTING LANGUAGE AND DELIVERY TO DIFFERENT AUDIENCES. UNDERSTANDS THE CULTURE OF AN ACADEMIC HEALTH CENTER, PROMOTION AND TENURE, MULTIPLE AND COMPETING GOALS, THE NATURE OF ORGANIZATIONAL POLITICS, AND THE UNIQUE NEEDS OF DIFFERENT CONSTITUENCIES. PASSIONATE ABOUT CREATING A DIVERSE AND INCLUSIVE UNIVERSITY WITH WILLINGNESS TO CHALLENGE AND ENGAGE WITH ALL CONSTITUENCIES IN WEAVING A SUPPORT FOR ALL CONSTITUENTS. CREATIVITY, RESOURCEFULNESS, RESILIENCY, TRUSTWORTHINESS, AND A SENSE OF HUMOR ARE IMPORTANT PERSONAL QUALITIES.

Work Schedule

Full Time

Shift

1 - Day shift

Posting Department Description

Quicklink for Posting

[careers.umc.edu/applicants/Central?quickFind=89639](https://careers.umc.edu/applicants/Central?quickFind=89639)

# **EXHIBIT G**

## **Diversity and Inclusion Manager at Bridgestar**

Boston, MA, US

**Apply for this job**

Position

The Manager of Diversity and Inclusion is responsible for driving the strategic design, development, management and communication of diversity programs across the organization. The Manager will be responsible to ensure that the diversity strategy supports Talent priorities, the development of an inclusive work environment and is aligned with Bridgestar's overall strategy. The role will report directly to the Chief Operating Officer and will partner with the Director of Human Resources on various Talent initiatives.

Responsibilities

Diversity Strategy

Develop strategic vision for diversity that complements Bridgestar's strategic and long-range goals

Define metrics and accountability measures to ensure diversity vision is a priority and that goals are met throughout the firm

Create, sell and execute diversity programs that will impact results and bring about positive and innovative organizational change in the area of diversity/inclusion

Manage talent pipeline data from recruiting through retention, identify gaps and present recommendations for improvement opportunities

Recruiting

Partner with Talent team to develop a diversity recruiting strategy

Determine best sources and most effective marketing strategy to attract diversity candidates

Cultivate relationships with high potential candidates and remain resource for them through interview and closing.

Establish relationships with target schools and organizations focused on diversity

Represent Bridgestar at conferences and events to build awareness

Retention

Partner with Talent team to manage and improve retention of diverse staff

Involve key stakeholders in trouble shooting and addressing retention issues

Provide leadership, sponsorship and direction to Affinity Groups (BABS, LATBA and BGLAD)  
Develop diversity awareness and inclusion materials/content for use in coaching and training programs at all levels of the organization  
Manage the Diversity Dialogues program across all offices

Other

Provide support and engagement on other talent related initiatives as required

### Qualifications

Bachelor's degree required and advanced degree preferred  
Minimum 10 years of professional experience, preferably in a professional services firm  
A passion and experience supporting and leading diversity and inclusion programs  
Results-oriented self-starter with a passion for diversity/inclusion in the workplace  
Innovative and strategic thinker; ability to research, analyze, develop and implement best practices  
Ability to collaborate with other leaders and influence senior management on important strategic direction and initiatives  
Excellent project and program management skills and ability to prioritize and direct resources to drive results  
Ability to work productively, both independently and as part of a team with strong interpersonal and communication skills  
Ability to deal with highly confidential information in a professional/mature manner.  
Some travel is required

The Bridgespan Group is committed to delivering breakthrough results for its clients and at the same time honoring work life balance for its team members. Compensation, benefits and work environment make the Bridgespan group a very attractive opportunity. Bridgespan is committed to non-discrimination and to providing equal opportunities without regard to age, color, disability, gender, marital status, national origin, religion, sexual orientation, expression, gender identity or veteran's status. Bridgespan actively partners with organizations representing minority concerns and seeks to build high-performing teams that mirror the communities it serves.

Please note: The Bridgespan Group does not offer visa sponsorship aside from the TN and E3 visas (TN visa is for Canadian and Mexican citizen as a result of the NAFTA legislation, E3 is

for Australian citizens). We are also unable to support the OPT Training visa, as this visa will require eventual sponsorship from an employer.