



THE DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING

# ACTION PLAN / 2017-2018

## GOAL 1

### INCREASE ACCESS TO INFORMATION ABOUT RIGHTS AND RESPONSIBILITIES

**Strategy 1:** Improve the resources we make available and address specific identified areas of need

*Actions:*

- 1 Establish internal recordkeeping and procedures to analyze data gained through intake and investigation process to determine the kinds of discrimination that are occurring and the need for additional information among various populations and industries.
- 2 Develop a multi-year Strategic Outreach Plan based on tracking of outreach activities, inquiries received, kinds of discrimination occurring, data or studies about most effective forms of outreach, and other information.
- 3 Enclose educational materials with the letters and notices we send to complainants and respondents.
- 4 Develop a Departmental message around Fair Housing Month and determine what Fair Housing Month events to participate in to share that message.
- 5 Engage in targeted outreach to Homeowners Associations regarding new housing regulations and their responsibilities under the FEHA.
- 6 Conduct outreach to local governments regarding their obligations under the Americans with Disabilities Act.

**Strategy 2:** Improve outreach to people with limited English proficiency

*Action:*

- 1 Complete development of new culturally-sensitive materials related to housing discrimination through an interagency agreement with the UCLA Labor Center and work through a new agreement for development of additional materials.

**Strategy 3:** Improve outreach to people with disabilities

*Actions:*

- 1 Update outreach materials to provide most current information on reasonable accommodations for individuals with disabilities.
- 2 Once FEH Council has issued new regulations around assistance animals, issue an outreach document discussing the law's protections.
- 3 Work with the Department of Rehabilitation to ensure all of our outreach materials and publications are accessible to persons with disabilities.
- 4 Develop internal expertise related to making forms and publications accessible to persons with disabilities and put a process in place to ensure all forms and publications are internally reviewed for accessibility prior to being made public.

**Strategy 4:** Aim for the greatest impact for every dollar we spend

*Actions:*

- 1 Analyze our Speaking Engagement Calendar in terms of the types of requests we receive and identify opportunities to engage more staff in outreach efforts.
- 2 Develop a multi-year Strategic Outreach Plan based on tracking of outreach activities, inquiries received, kinds of discrimination occurring, data or studies about most effective forms of outreach, and other information.

**GOAL 2**

**PREVENT AND COMBAT DISCRIMINATION AND HATE VIOLENCE THROUGH PROACTIVE AND STRATEGIC EFFORTS**

**Strategy 1:** Integrate a sophisticated understanding of discrimination into our work and pursue cases and strategies that will have the greatest impact

*Actions:*

- 1 Proactively pursue cases for investigation and litigation based on statistical and other information suggesting a high likelihood that discrimination is taking place, and undertake at least one targeted enforcement effort to address an area(s) of concern.
- 2 Engage contemporary experts on implicit bias to gain a better understanding of specific steps the Department can take to address this issue at every stage of our education and enforcement efforts; develop a plan to implement these changes.
- 3 Consider the value of creating an ongoing forum for state civil rights entities to share information and potentially engage in joint efforts.

**Strategy 2:** Help to foster best practices within California State and Local Government

*Actions:*

- 1 Work with CalHR and the Department of General Services to determine how to incorporate best practices related to civil rights into relevant statewide guidance documents (e.g. Personnel Management Letters, State Administrative Manual).
- 2 Conduct outreach to local governments regarding their obligations under the Americans with Disabilities Act.
- 3 After FEH Council issues new 11135 regulations, develop a fact sheet related to eliminating discrimination in state-funded programs (Gov. Code Section 11135) and engage in outreach to state departments to educate them on what's required of them.
- 4 Reach out to CalHR regarding assisting with training on subjects such as CFRA and Reasonable Accommodation.
- 5 Identify forums that bring state entities together to discuss civil rights issues and determine the level of DFEH involvement that would best address knowledge gaps and needs for guidance.
- 6 Pursuant to Government Code Section 18720.2, work with CalHR to identify state forms used for employment and review them to ensure compliance with current laws and regulations.

**Strategy 3:** Model the way for best practices in civil rights

*Actions:*

- 1 Evaluate internal programs in the area of contracting against best practices, make any needed changes and provide model policies, processes and templates on our website and in our training.
- 2 Evaluate how we respond to requests for reasonable accommodation from the public (ADA Coordinator) against best practices and ensure processes and tools are in place to respond to all requests in an effective and timely manner.
- 3 Evaluate our EEO Program against all applicable laws and regulations and best practices and make any changes needed to make it a model program.

## GOAL 3

# PROVIDE EXCELLENT SERVICE TO THE INDIVIDUALS AND ENTITIES WHO INTERACT WITH US

### Strategy 1: Ensure our services are user-friendly, accessible and consistent across all platforms

#### Actions:

- 1 Analyze information regarding the inquiries we receive that do not fall within our jurisdiction and develop state agency and external referral lists so that staff can redirect people to the entity best able to assist them.
- 2 Provide additional customer service training to staff who interact with the public, including how to address the needs of various populations we serve such as persons with disabilities and people with limited English proficiency.
- 3 Develop a program that uses volunteer mediators to increase our capacity to provide dispute resolution services to parties interested in trying to resolve their case through this process.

### Strategy 2: Decrease complexity and improve timeliness of services by streamlining processes

#### Actions:

- 1 Finalize and implement our new procedural regulations, including establishing the capacity to handle appeals outside the Enforcement Division.
- 2 Explore processes and systems used by federal partners and others to assess their viability and potential to simplify the experiences of those who interact with multiple entities.
- 3 Provide people the ability to schedule their intake interview appointment at the time they submit their intake form when they submit it online or over the phone.

### Strategy 3: Improve the services we provide to persons with disabilities

#### Actions:

- 1 Work with the Department of Rehabilitation to ensure all of our customer-facing forms and publications are accessible to persons with disabilities.
- 2 Develop internal expertise related to making forms and publications accessible to persons with disabilities and put a process in place to ensure all forms and publications are internally reviewed for accessibility prior to being made public.
- 3 Ensure the public portal for our new case management system (Cal Civil Rights System) is fully accessible for people with disabilities.
- 4 Evaluate how we respond to requests for reasonable accommodation from the public (ADA Coordinator) against best practices and ensure processes and tools are in place to respond to all requests in an effective and timely manner.
- 5 Explore options to increase accessibility of FEH Council meetings.

### Strategy 4: Improve our ability to serve people with limited English proficiency

#### Actions:

- 1 Assess all of our forms and letter templates to determine the need to make more of them available in multiple languages and make needed changes.
- 2 Offer a Spanish-language version of the public portal for our new case management system (Cal Civil Rights System).
- 3 Make telephonic interpretation available to all staff who interact with the public, including developing underlying policies and procedures and training
- 4 Incorporate universal symbols into our building signage, i.e. pictograms for common signs, like "information," "Restroom," "emergency exit," "fire alarm," etc.
- 5 Change Spanish telephone tree for Communications Center to be more user friendly and add Spanish language option for main phone lines in field offices.

## GOAL 4

# ENSURE THAT OUR INTERNAL PROCESSES AND SYSTEMS EFFECTIVELY AND EFFICIENTLY MEET OUR BUSINESS NEEDS

### Strategy 1: Improve how we gather and manage information

#### Actions:

- 1 Implement a new Case Filing and Management System.
- 2 Implement Sharepoint as a tool for organizing and sharing information across the organization, including completing the reorganization and build-out of DFEH Connect.
- 3 Consolidate personal drives to the Cloud/One Drive and train staff on its uses and benefits.
- 4 Implement a process for documenting and sharing legal interpretations and developments.
- 5 Implement a Learning Management System to identify and track training needs across the organization.

### Strategy 2: Ensure that all of our policies and procedures are up-to-date and that we know where to find them and how to use them

#### Actions:

- 1 Complete a project to update all of the directives in Enforcement Division.
- 2 Determine what information should be included in the library of resource materials available to staff in the Enforcement Division and how it should be presented and organized.
- 3 Update/develop additional administrative policies, including workplace violence and bullying prevention.
- 4 Document all IT policies and procedures.
- 5 Provide training and conduct a tabletop exercise to ensure we are prepared to implement our Business Continuity Plan when needed.

### Strategy 3: Develop standards and tools for measuring our performance

#### Actions:

- 1 Develop departmental and divisional performance measures.
- 2 Develop internal service level agreements that define expectations for services provided to the rest of the Department by the Administration and Information Technology Divisions.

### Strategy 4: Continually evaluate and improve our internal processes and systems

#### Actions:

- 1 Survey staff to determine their level of satisfaction with IT and Admin services and identify areas for improvement.
- 2 Implement a process to allow for online filing of job applications.
- 3 Establish the Quality Assurance and Reporting Unit to collect and analyze feedback and data relative to performance and recommend improvements.

## GOAL 5

# GIVE OUR EMPLOYEES THE INFORMATION, TOOLS AND SUPPORT THEY NEED TO THRIVE

**Strategy 1:** Improve our ability to communicate clear expectations, provide actionable feedback and recognize excellence

*Actions:*

- 1 Develop and implement an employee recognition program for the department.
- 2 Complete project to develop quantitative and qualitative performance standards for investigators.
- 3 Develop standards for attorneys working within each attorney classification in terms of what's expected at each level.

**Strategy 2:** Provide everyone with the training they need to be effective in their jobs

*Actions:*

- 1 Determine competencies and training needs for each job function within the Department.
- 2 Implement a Learning Management System to identify and track training needs across the organization.
- 3 Develop the first in a series of annual training plans for the Enforcement Division.
- 4 Develop an e-learning program to provide effective and timely training and develop the first ten e-learning courses.
- 5 Provide additional leadership development training to executives, managers and supervisors using the Leadership Challenge curriculum.
- 6 Develop a Succession Plan.

**Strategy 3:** Improve information, tools and resources provided to staff

*Actions:*

- 1 Implement a process for documenting and sharing legal interpretations and developments.
- 2 Put protocols in place for how information is shared within the Enforcement Division including frequency of staff meetings.
- 3 Develop new case analysis tools and build them into the new Case Management System.
- 4 Determine what information should be included in the library of resource materials available to staff in the Enforcement Division and how it should be presented and organized.
- 5 Plan and implement an "OT Academy"; put a process in place to make relevant training provided to Comm Center OTs available to all OTs.
- 6 Develop an online resource center for managers and supervisors.

**Strategy 4:** Provide staff with more professional development resources

*Actions:*

- 1 Develop and implement a mentoring program.
- 2 Provide an opportunity for staff to engage in mock interviews in order to improve their interviewing skills.
- 3 Provide the tools and facilitation needed by managers/supervisors to conduct DISC assessments with their teams.