



THE DEPARTMENT OF FAIR EMPLOYMENT AND HOUSING

# ACTION PLAN / 2018-2019

## 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 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.
- 2 Develop an Employer Resources page on our website to provide employers with easy access to guidelines, templates and other helpful materials.
- 3 Enclose educational materials with the letters and notices we send to complainants and respondents.
- 4 Engage in targeted outreach to Homeowners Associations regarding their responsibilities under the FEHA.
- 5 Conduct outreach to local governments regarding their obligations under the Americans with Disabilities Act.

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

*Actions:*

- 1 Contract with UCLA Labor Center to develop sexual harassment prevention brochure done in the pictorial style of our housing brochure.
- 2 Engage in targeted outreach to Community Groups that assist people with LEP, so that they can better refer their clients to us.

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

*Actions:*

- 1 Engage in targeted outreach to Community Groups that assist people with disabilities, so that they can better refer their clients to us.
- 2 Complete the review of all of our outreach materials to ensure they are accessible to people with disabilities.

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

*Actions:*

- 1 Solicit and train staff volunteers to engage in outreach to community groups in their areas.
- 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 Evaluate results of pilot employer survey on discrimination and harassment prevention and use findings to implement the full survey.

**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 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.
- 2 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 Conduct outreach to local governments regarding their obligations under the Americans with Disabilities Act.
- 2 Present information to the Respondent's Roundtable on compliance with Section 11135.
- 3 Work with the Business, Consumer Services and Housing Agency and the Government Operations Agency to bring Respectful Workplace training to managers and supervisors in state service.

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

*Actions:*

- 1 Complete an evaluation of 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 Contract out for another independent evaluation of how well CCRS and our website comply with ADA requirements.
- 3 Send IT staff to additional training on how to ensure public facing applications and websites are accessible to people with disabilities.

## 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 Conduct focus groups with community organizations to solicit recommendations on how to improve our website, CCRS Portal and other services.
- 2 Survey our customers to determine their level of satisfaction with our Communications Center and IT help desk services and our website.
- 3 Reassess the language in our forms and templates to make them understandable at an 8th grade reading level if possible.
- 4 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 Improve and automate appointment system for all law types.

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

*Actions:*

- 1 Determine best means of providing video remote interpretation services to people who are deaf and hard of hearing when they visit our offices and then implement it.
- 2 Install video remote interpretation software on DFEH mobile phones and train staff on how to use it.
- 3 Evaluate American Sign Language relay services to determine best means of providing this service to deaf and hard of hearing people and put the service in place.
- 4 Complete a project to ensure all of our customer-facing forms and publications are accessible to persons with disabilities.

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

*Actions:*

- 1 Incorporate universal symbols into our building signage, i.e. pictograms for common signs, like "information," "Restroom," "emergency exit," "fire alarm," etc.
- 2 Change Spanish telephone tree for Communications Center to be more user friendly.
- 3 Implement SharePoint as a tool for organizing and sharing information across the organization, including completing the reorganization and build-out of DFEH Connect.
- 4 Consolidate personal drives to the Cloud/One Drive and train staff on its uses and benefits.

## 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 process for documenting and sharing legal interpretations and developments.
- 2 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 our leave policy and guidelines for managers.
- 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 Complete a project to 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 Conduct another all employee survey to get staff input on additional issues that need to be addressed.
- 2 Develop tools and workflows in Sharepoint for onboarding and offboarding employees.
- 3 Develop tools and workflows in Sharepoint for forms review.

## 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 Implement an employee recognition program for the department.
- 2 Complete project to develop quantitative and qualitative performance standards for investigators.
- 3 Develop performance standards for attorneys and mediators within each classification.

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

*Actions:*

- 1 Develop a set of trainings and tools to onboard new investigators.
- 2 Implement a Learning Management System to identify and track training needs across the organization.
- 3 Re-administer the Learning Practices Inventory (360 Evaluation) and re-convene leadership team to develop personal action plans.
- 4 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 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.

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

*Actions:*

- 1 Develop and implement a mentoring program.