

## Case Study #1

The Department of Education employs 1800 people. This agency has an HR policy, which states, “The Department of Education does not discriminate on the basis of race, color, creed, religion, gender, national origin, age, mental or physical disability, marital status, sexual orientation, or any other status protected by law in the educational programs or activities which it operates. Numerous federal, state, and local laws, including but not limited to the following federal laws, prohibit discrimination in educational programs, activities, admission to, and employment at DUE: Title IX of the Education Amendments of 1972, Title VI, and Title VII of the Civil Rights Act of 1964, and Section 504 of the Rehabilitation Act of 1973.”

They included this statement in all of their recruitment posting on internet job banks.

This policy has been in effect for several years and the Director of HR and other Administrators feel that this policy adequately complies with all of the stated regulations. There have never been any complaints filed regarding unfair hiring practices; however, a recent HR assessment has revealed that:

- 19% of the agency are management classifications. Of these positions, 5% are female, 6% are people of color.
- 81% are non-management. Of these positions 12% are female and 19% are people of color.
- 82% of employees are married.
- Median employee age is 34. Nobody is over 53.

The agency is located in a region where the population is breakdown is 62% White (white only, non-Hispanic), 13% Black or African American, 5% Asian, 16% Hispanic, 2% American Indian/Alaska Native, 1% Pacific Islander and 1% more than two races.

From the comments of this confidential employee survey, the theme emerged that “it is really hard to get promoted around here if you’re not the right type”.

Management insists they follow their policy and that there is simply a lack of good candidates for the positions available. They can’t imagine what they could do to better implement Civil Rights and CLAS standards—they always hire the candidate who is the best fit for the job.

*Discuss and list possible strategies for the Department to improve CLAS standards at their organization.*

## #1 Key--Strategies

- Consider where positions are being advertised, what language they are being posted in, is it necessary to only allow online applications
- Review minimum qualifications of positions—are they necessary and appropriate
- Assess if there are internal training opportunities to develop staff and allow for advancement
- Develop an internal diversity committee
- Provide cultural competency training to staff, especially hiring managers
- Create incentives for multi- or bi-lingual staff
- Create a diversity plan utilizing strategies to recruit, retain and promote diverse staff
- Diversify interview panels

## Case Study #2

The Commission on Pansies and Petunias (CPP) employs 2100 people. Their work involves providing licenses for pansy and petunia growers and information to consumers on appropriate pansy and petunia purchases. Additionally, they serve a regulatory role in compliance checks, investigate complaints, and conduct annual audits regarding the sale and distribution of pansies and petunias.

The mission statement of the CPP is to serve the Petunia Community with integrity and commitment. Their values include transparency and equity.

Many of the growers, distributors, and purchasers of pansies and petunias are limited English proficient (approximately 36%). Last year this became a hot button political issue. The Pansy and Petunia Growers were having difficulty with obtaining their licenses and responding to corrective action requirements. It was clear that language differences were creating significant barriers. The Commission didn't offer any interpretation or translation services. Additionally, none of the staff who do compliance checks or investigations speak a language other than English.

*The leadership team is going to meet to discuss potential interventions. What do recommend they consider? What will be the benefits of these interventions?*

## #2 Key Considerations

- Create a policy
- Contract with translation and interpretation services
- Assess what language are most needed
- Train managers and staff on how to use contract
- Increase hiring of bi-lingual employees
- Advertise future jobs on more diverse job posting sites
- Incorporate language skills into job descriptions

