



**CLEVELAND PUBLIC LIBRARY  
(CPL)  
DIVERSITY, EQUITY & INCLUSION  
(DEI)**

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**Defining, Refining, Implementing  
April 2019**



# CPL-DEI

## Purpose

Review corporate and organizational notes

Identify opportunities for definition and strategy development for CPL

# CPL-DEI

## Expected Outcomes

- Policy Definition Agreement
- Potential Strategies
  - Internal
  - External
  - Supply Chain

# Chief Diversity Officer Meetings

- **Corporations**
  - Key Bank
- **Health Institutions**
  - Cleveland Clinic
  - MetroHealth
  - University Hospital
- **Academic Institutions**
  - Cleveland State
  - Cuyahoga Community College
  - Case Western Reserve
- **Service Organizations**
  - Cleveland Neighborhood Progress
  - GCP - Commission on Economic Inclusion
  - Cleveland Leadership Center
  - Jewish Federation
  - City of Cleveland
  - The Diversity Center



# Support Organizations

Cleveland Leadership Center

Commission on Economic Inclusion

Jewish Federation

City of Cleveland

The Diversity Center

# Interview Process

## 15-Question - Questionnaire

1. Describe your role.
2. Why is this work important to your organization?
3. How was it messaged throughout the organization?
4. What is the most challenging part of your role? Most rewarding?
5. How do you/your organization define:
  - Diversity
  - Inclusion
  - Equity
6. How does your definition/processes align with the needs of the community (education, workforce, health)?
7. In designing your program/processes, where did you begin?
1. What are some pitfalls we should look out for/avoid?
2. What processes were in place when you took on the role?
3. What new processes are needed?
4. What does employee training look like? How Often? Delivery Process?
5. How was the relevance of this work communicated? What is the ongoing communication to keep it relevant?
6. Was it – is it folded into all strategies across the organization? If so how? If not why?
7. How do you determine if your programs and services are free from inequities?
8. What advice would you give CPL in developing its definitions and closing equity gaps across the organization, both internal and external?

## Findings

**In all but one organization, the CDO is part of the senior leadership team**

1. The placement of this role has to be in alignment with its importance to the organization
2. Employees need to continuously hear from the CEO that DEI will be a part of who the organization is, what and how it does it
3. The message has to be consistent and clear from the CEO to establish relevance to overall significance to the success of the organization

## Findings

**DEI has become a key strategy for all organizations interviewed because of the diversity of the community being served and the expectations citizens are starting to communicate.**

1. All organizations interviewed showed documentation of how DEI is part of every communication, training and development for new and ongoing for existing employees.
2. To emphasize DEI as a key strategy, 100% of the organizations interviewed had ERG's (Employee Resource Groups), representing the diversity among employees.
3. ERGs identify equity gaps, provide feedback on how to close, assist with identifying training and development needs, recommend product improvement and development, add value to programs and events
4. All organizations produced an annual report/scorecard results and on pace towards DEI goal achievement

## Findings

**Cleveland Clinic's DEI strategy was developed to address what they consider 4 key areas, which could be considered best practices. While the goals are the same their approach/processes are different based on the audience.**

1. Workplace
2. Workforce
3. Market Place
4. Community

## Findings

**The message that DEI is important to the organization came from the CEO, to the senior leaders and each senior leader is held accountable for DEI through performance management.**

1. Every organization determined how to include DEI goals in the performance of its senior leaders.
2. Some organizations included this accountability throughout with each employee being held accountable to attend training, demonstrate learning and show levels of respect as indicated through DEI definition.
3. All organizations either had a Diversity Council or Diversity Task Force that assisted with the development and organizational accountability to achieve goals

## Findings

**While there were variations among the organizations in where the program development and delivery started, a few areas were consistent.**

1. All organizations included DEI training as part of the onboarding process for new hires.
2. All organizations started in-depth DEI training with senior leadership team and the board.
3. All organizations have ongoing training for existing employees.
4. All organizations have a recognition program for employees who demonstrate definition and meaning of DEI.
5. Two organizations have DEI as part of Human Resources with a specific division in HR devoted to the topic.

## Findings

**All organizations utilized both internal and external expertise for training and development.**

1. All organizations had a person dedicated to training DEI on their staff, in the DEI division or department.
2. That individual had some form of local or national certifications.
3. External trainers are used in areas where the local may not have expertise.
4. DEI training strategy is placed in the strategic plan of the organization with a calendar of training.
5. All organizations provided both online and face-to-face training providing options for existing employees.

## Findings

Definition of DEI ranged from broad to very specific. CDOs definition was slightly more specific than the organizations.

### Broad

#### *Cleveland State*

“We will be the strongest public university in the Region and be known for our scholarship and diversity in service to our students and community.” The mission statement also includes language to include “diversity.”

### Specific

#### *Cleveland Clinic*

Diversity encompasses qualities in three categories: **Human** (race, gender, sexual orientation, ethnicity, age) **Cultural** (language, religion, class, ethics, values) **Systems** (organizational role and function, geographic location, organizational culture)

## Findings

**Definition of DEI ranged from broad to very specific. CDOs definition was slightly more specific than the organizations.**

### Broad

#### ***Cuyahoga Community College***

Stands with the belief that diversity enriches not only the institution, but society as a whole, and is therefore committed to appreciating diverse perspectives and valuing the collective differences and similarities that make Tri-C a leading community organization.

### Specific

#### ***Case Western Reserve University***

The Office for Inclusion, Diversity and Equal Opportunity provides support, guidance and strategic leadership to promote equitable and fair treatment in employment, education and other aspects of campus life at CWRU. This includes the big 8: diversity of race, thought, pedagogy, religion, age sexual orientation, gender identity/expression, political affiliation and disability.

## Findings

Definition of DEI ranged from broad to very specific. CDOs definition was slightly more specific than the organizations.

### Broad

#### University Hospital

Office of Community Impact, Equity, Diversity, and Inclusion (CEDI) is responsible for supporting, promoting, and implementing programs that maintain an inclusive, equitable, and diverse environment that provides culturally relevant patient care. CEDI implements and coordinates programming, consistent with the UH mission and vision: “To Heal. To Teach. To Discover.”

### Specific

#### KeyBank

To create a dynamic and fulfilling professional environment, we embrace and celebrate diversity of: Age, Gender, Ethnicity, Background, Beliefs, Culture... and so much more.

## Findings

Definition of DEI ranged from broad to very specific. CDOs definition was slightly more specific than the organizations.

### Broad

#### **Commission on Economic Inclusion**

The Commission on Economic Inclusion has been working since 2001 to close the racial disparities in jobs, income and wealth, by growing businesses owned by people of color and increasing workforce diversity, equity and inclusion. Ultimately, this work is fueled by the belief that businesses and the region are stronger with greater racial equity.

### Specific

#### ***MetroHealth***

Any dimension that can be used to differentiate groups and people from one another; including their race, ethnicity, language, culture, religion, gender, sexual orientation, gender identity or expression, socio-economic status, physical or mental ability or disability, and others

## Findings

### American Library Association Definitions

**Diversity** - the sum of the ways that people are both alike and different. Visible diversity is generally those attributes or characteristics that are external. However, diversity goes beyond the external to internal characteristics that we choose to define as “invisible” diversity. Invisible diversity includes those characteristics and attributes that are not readily seen.

**Equity** - not the same as formal equality. Formal equality implies sameness. Equity, on the other hand, assumes difference and takes difference into account to ensure a fair process and, ultimately, a fair (or equitable) outcome. Equity recognizes that some groups were (and are) disadvantaged in accessing educational and employment opportunities and are, therefore, underrepresented or marginalized in many organizations and institutions.

**Inclusion** - an environment in which all individuals are treated fairly and respectfully; are valued for their distinctive skills, experiences, and perspectives; have equal access to resources and opportunities, and can contribute fully to the organization’s success.



## **Findings**

### **Public Library Association**

PLA advocates for equity, diversity, inclusion and social justice in order to enable every member, library and community group to fully and equally participate in a society mutually shaped to meet their needs

## Findings

Both Case and UH have very specific training that could be considered best practices

### Case Western Reserve

- **New Employee Orientation**
  - Pre work/Harvard Implicit Association Test
  - 4 hour training session
    - Micro-aggressions
    - Privilege
    - Implicit/Unconscious Bias
- **Change Agent Workshops**
  - In-depth
  - 8 hours
    - Micro-aggressions
    - Privilege
    - Empathy
    - Explicit/Implicit Biases
- **Lunch & Learns**
  - Monthly/bi-monthly
  - Intersectionality
- **Speaker Series**

### University Hospital

- **Senior Leadership Training**
  - Small sessions of no more than 10
  - Ongoing at least every two months
  - History of race and diversity
  - Disparities
  - Bias
  - Privilege
  - Blind spots
- **Speaker Series**

# Recommendations

**Position Placement** – Reporting directly to CEO to ensure clear message of importance to survival and thriving of organization

**Policy** – Inclusive of race, ethnicity, language, culture, religion, gender, sexual orientation, gender identity or expression, socio-economic status, military, physical or mental ability or disability

**Strategy** – Thread DEI throughout the organization, beginning with the strategic plan, with goals for each senior leader/department/division; in depth training for senior leadership, improving their ability to train others, include in performance management, onboard training and continuous training and development for all staff; organize Employee Resource groups to support goals; recognition program for goal attainment

# Policy Recommendation

## The Cleveland Public Library

***Embraces and supports*** the diversity of our workforce as well as our community to include differences in: race, ethnicity, language, culture, religion, gender, sexual orientation, gender identity or expression, socio-economic status, military, physical or mental ability or disability.

We will demonstrate our support by:

- ❑ ***Engaging our board, leadership and staff*** in ongoing inclusion training, education and professional development
- ❑ ***Creating a safe workplace environment*** in which employees' voices can be included, heard, valued, and treated with respect.
- ❑ ***Developing and implementing programs and services*** that incorporate the differences that make us a community, ensuring fair and equitable treatment with access to appropriate resources and opportunities.
- ❑ ***Developing a supplier diversity program*** that mirrors the patrons we serve.



# Supply Chain Diversity

# Supply Chain Interviews

- **Health Institutions**
  - Cleveland Clinic
  - MetroHealth
  - University Hospital
- **Academic Institutions**
  - Cleveland State
  - Cuyahoga Community College
  - Case Western Reserve

# Questions

1. Who manages supply chain diversity?
2. How is it managed? What are the processes?
3. How do you determine goals?
4. How do you get buy-in from organization?
5. How do you measure success?

# Findings

**All organizations have an individual dedicated to supply chain diversity.**

1. The person in this role has no other responsibility.
2. It is a stand-alone department/division
3. The individual reports directly to a senior leader or directly to the CEO

## Findings

**The person in this role has credentials that align with supply chain diversity and affiliated with Regional and National supply chain organizations.**

1. Supply Chain Director or Officer is a member of the National Minority Supplier Diversity Council
2. Attendance at Supplier Diversity Conferences include those among diverse communities (LBGTQ, Women, etc.)
3. Director has a Steering Committee made up of organizations that support small businesses with business development to ensure inclusivity of minorities across a spectrum of businesses (GCP, Urban League, Ohio Minority Council, Plexus etc.)
4. Director has an Advisory Council that assist with identification of small businesses to support work in specific geographic locations/neighborhoods, reviews strategy and on pace results/outcomes

## Findings

**Goals are developed based on the overall strategy of the organization to participate at a level commensurate with commitment to corporate social responsibility.**

1. Goals are a percent of total planned construction or procurement annual spend
2. Goals are a percent of a particular planned project spend
3. Goals are a percent of a particular planned spend per quarter

## Findings

**The expectation for supplier diversity is established by the CEO and is included as part of performance management for all senior leaders. Hiring of consultants and other vendors are included in the goals.**

1. A business award is presented annually for leaders who are able to include women, LBGT, Veteran and disabled in their supply chain.
2. An organization, Supplier Gateway is a third party portal system, that supports review and categorization of suppliers. Accounts Payable report is sent and various spreadsheets are produced to create a benchmark as to where an organization currently is in supplier diversity and an ongoing report of who, what, when, where and how minority vendors are engaged. Several of the organizations utilize this vendor.
3. A review of vendor usage is generated monthly and reviewed by senior leaders and CEO, produced by SDD or SDO.
4. All contracts are reviewed by SDD or SDO before signed to ensure supplier diversity is considered and aligns with goals

## Findings

**Buy-in and measurement are inclusive. The CEO establishes the relevance of supplier diversity as part of the overall diversity, equity and inclusion strategy.**

1. Supplier diversity is a report-out item at monthly leadership meeting. Those not on pace discuss plans to close gap with date expected.
2. It is included in leadership performance management.
3. Leadership and staff are recognized with an annual award
4. It is part of the public annual report produced for the community

# Findings

- CASE is committed to assist minority and women-owned business enterprises in gaining access to business opportunities at the University.
- To further expand business opportunities and enhance continued economic growth.
- CASE will expect our strategic suppliers to adopt similar strategies of inclusion.
- It is our objective to implement an innovative program which makes supplier diversity a specific objective campus-wide. This objective coincides with the expectation that all goods and services acquired from any business enterprise will meet the University's requirements relating to value, quality and timeliness.
- The University believes that through our supplier diversity initiative more diverse business enterprises will not only have greater opportunities but will increase their business presence at the University.

**Case/Broad**

Administration & Finance FY17-19 Strategic Service Priority: Develop innovative capital and procurement solutions that promote the student experience while emphasizing inclusive excellence.

- **Create a five-year plan to increase the College's relationships with diverse suppliers**
- **Increase touch points and connections with diverse suppliers and minority agencies**
- **Utilize benchmarking with other Ohio institutions to help develop additional strategies**
- **Develop a community outreach initiative to communicate contractual needs to qualified vendors**
- **Include environmental, social and economic factors in proposal requirements and purchasing consideration**

**Cuyahoga Community  
College/Specific**

# Findings

- Our Supplier Diversity strategy supports our commitment to care for the communities we serve. It allows us to leverage our purchasing to drive economic inclusion for qualified diverse suppliers. We strive to increase participation in Cleveland Clinic's procurement opportunities for businesses that are 51% owned and operated by:

- Minorities
- Women
- Veterans
- Service-disabled veterans
- LGBT
- or are HUB Zone certified

Cleveland Clinic/**Broad**

- University Hospitals is firmly committed to supporting minority; women; lesbian, gay, bisexual and transgender (LGBT) and local business enterprises, contracting with firms that share the same commitment and provide the best quality, value-added products and services at the most competitive cost.
- **We promote the participation of minority- and women-owned business enterprises as both Tier 1 (prime) and Tier 2 (sub-contractor and/or supplier vendor) vendors. Our suppliers make every effort to reach the diversity expectations of 15 percent minority business enterprise (MBE) utilization, 5 percent woman business enterprise (WBE) utilization and 20 percent local utilization with Tier 2 vendors where available and practical.**
- UH is a supporter of Plexus, the chamber of commerce for the LGBT communities and allies serving northeast Ohio. UH vendors include those certified by Plexus.

University Hospital/**Specific**

# Findings

- Our Supplier Diversity strategy supports our commitment to care for the communities we serve. It allows us to leverage our purchasing to drive economic inclusion for qualified diverse suppliers. We strive to increase participation in MetroHealth's procurement opportunities for businesses that are 51 percent owned and operated by U.S. citizens within the United States.

- Business Enterprises include:
  - Minority
  - Women
  - Veteran
  - Service-disabled veteran
  - LGBT
  - Small
  - Local and Regional

**MetroHealth/Broad**

- Our commitment to supplier diversity extends to supplier qualifications. To expand or deepen our diverse supplier base, we require that a company be at least 51% owned, operated and controlled by U.S. citizens who are:

- African-American
- Hispanic
- Native American
- Asian-Indian
- Asian-Pacific
- Women
- Veterans
- Lesbian, Gay, Bisexual and Transgender (LGBT)
- Individuals with a disability
- Service-disabled veterans
- Proof of ownership is required. We accept certification from local, regional, state and national certifying agencies.

**Key Bank/Broad**

# Recommendations

1. Determine our supplier diversity policy that will drive our strategy
2. Determine our supplier diversity goal (based on total projected spend in construction and other procurement opportunities)
3. Identify expert in supplier diversity field to support, direct:
  1. Policy development
  2. Program and process development
  3. Compliance
  4. Education
  5. Measurement
  6. Reporting

# Cassandra Johnson

- Experienced Principal with a demonstrated history of working in the hospital & health care industry and public entities
- Supported development of award-winning DEI program at UH
- Director of Construction at UH for 8 years
- Skilled in Budgeting, Construction, Strategic Planning, Contract Negotiation, and Submittals.
- Supported NEORSD supplier diversity program
- Graduate from Hathaway Brown School and Columbia University, NY



# CASSANDRA JOHNSON

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Supplier Diversity Consultant

# Possible Timeline

## Diversity Equity Inclusion

- Policy Approval April
- Committee Formed May
- Committee Meeting June
- Strategy Completed August
- Strategy Approved August
- Implementation Aug/Sept.

## Supplier Chain Diversity

- Potential Consultant April
- Determine to Engage May
- Engagement May/June
- Policy Development June/July
- Policy Approval July
- Committee Formed July
- Committee Meeting July/August



**QUESTIONS?**