

A confidential survey was sent to all Park District employees, who could complete the survey anytime between May 7, 2021 through May 21, 2021. The survey gathers information regarding the following topics:

- Category 1: Vision, Strategy and Business Impact
- Category 2: Leadership and Accountability
- Category 3: DEI Structure and Implementation
- Category 4: Recruitment, Advancement, Retention
- Category 5: Work, Life Integration, Flexibility and Benefits

Below is a summary of where the Park District is at in each category (Inactive, Reactive, Proactive, or Progressive), and some recommendations BCT Partners provided to improve in each category.

Category 1, DEI Vision, Strategy and Business Case Recommendations

... the Park District can be considered at a Level 1: Inactive Stage in its process of incorporating DEI tenets into its work. This indicates that initial groundwork still needs to be laid for DEI-related policies and practices to inform and underscore its overall vision and strategy moving forward.

Top Recommendations

(In order of importance)

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- ✓ **Discontinue limiting DEI strategies only to human resource functions.**
 - ✓ **Broaden the organization's definition of DEI referring to more than just underrepresented groups. Go beyond the limitations of focusing only on numbers of people from various groups represented at different organizational levels.**
 - ✓ **Further adopt and develop diversity-related policies that serve more than just meeting compliance requirements, preventing legal action or publicity.**

Category 2: Leadership and Accountability

the Park District can be considered at a Level 2: Reactive stage in its development with respect to understanding, modeling, and implementing DEI tenets and DEI-informed practices in the workplace.

Top Recommendations

(In order of importance)

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- ✓ Increase leader knowledge about DEI and their acceptance of managing DEI as one of their responsibilities.
 - ✓ Increase leader willingness to write and speak internally and publically about the organization's DEI efforts.

Category 3: DEI Structure and Implementation

Park District can be considered at a Level 2: Reactive Stage in its process of expanding the reach and influence of DEI committees and resources.

Top Recommendations

(In order of importance)

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- ✓ Expand diversity networks with budget and resources.
 - ✓ Establish and support a DEI champion/leader and staff with responsibility for DEI.
 - ✓ Establish and support an organization-wide DEI council/committee that is given visible support by leaders, represents internal stakeholders, and impacts efforts.

Category 4: Recruitment, Retention, Development, and Advancement

Level 4: Progressive Stage in its development with respect to implementing organizational systems to support successful rates of recruitment, retention, development, and advancement of employees of all backgrounds

Top Recommendations

(In order of importance)

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- ✓ Grow the organization's workforce representation for all labor markets across all levels and functions.
 - ✓ Increase the equitable and accessible recruitment, retention, and advancement of employees, including ensuring a pervasive feeling of inclusion.
 - ✓ Expand the organization's DEI efforts to attract and retain employees who contribute to outstanding organizational results.

Category 5: Benefits, Work-life, and Flexibility

Level 3: Proactive Stage in its development with respect to ensuring that all employees, regardless of background, have access to substantive benefits and flexibility.

Top Recommendations

(In order of importance)

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- ✓ Provide family-friendly services like subsidized childcare and eldercare (on-site or outsourced), lactation rooms, and emergency care.
 - ✓ Ensure that policies and practices guard against favoritism and are applied equitably across the organization in a culturally sensitive way.

OVERALL RECOMMENDATIONS

Based on the conclusions of the East Bay Regional Park District DEI Workplace Assessment, BCT makes the following high-priority recommendations, in order of importance:

1. Diversify employees and leadership – EBRPD needs to promote and/or recruit a more diverse set of employees, team leaders and managers. Additionally, EBRPD needs to recruit or promote many more BIPOC employees to all levels of the organization including at executive and senior management ranks. This process should be prioritized organizationally.

2. Establish standardized systems of promotion, advancement, and retention – There is a perception among employees that EBRPD is struggling to retain BIPOC employees, and employees are voicing not experiencing equity in promotion and advancement opportunities. Employees, labor partners, and organizational leaders should collaborate to design standardized systems for promotion, advancement, and retention that are free of favoritism and preferential treatment, and that are targeted toward building diversity at all levels of the Park District's workforce.

3. Address issues of bullying and incivility – EBRPD employees reported in surveys and focus groups that they experience rates of bullying and incivility that are approaching national benchmarks, and they believe these instances are not only often on the part of leadership (e.g., executive leadership, managers, and supervisors) but are also in their view not adequately addressed by leadership/other appropriate channels. (BCT did not inquire whether these stated instances of bullying and incivility were reported to Human Resources for action.) Implementing or improving Park District-wide trainings and anti-bullying/anti-harassment initiatives with the help of a third party may be greatly beneficial to building a diverse workforce of excellence at the Park District and at all levels of the organization.

4. Facilitate a culture of inclusion – EBRPD employees expressed that they do not always experience high levels of inclusion across the Park District, with BIPOC employees, LGBTQ and female employees experiencing exclusion. Designing trainings in conjunction with labor partners or other employee-based DEI networks to identify solutions and action steps to proactively include all employees will be a helpful next step, which Park District leadership should initiate.