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A Study In Diversity Management of Local Governments In: Mecklenburg County, NC; City of Atlanta; Cobb County; Fulton County; DeKalb County and Gwinnett County

Joyce Yung

Kennesaw State University, joycekyung@bellsouth.net

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**A Study In Diversity Management of Local Governments In: Mecklenburg
County, NC; City of Atlanta; Cobb County; Fulton County; DeKalb County
and Gwinnett County**

Kam Ping (Joyce) Yung

A Practicum Paper

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Executive Summary

This paper studies different diversity training programs and diversity policies employed in managing an increasingly diverse workforce of six jurisdictions that are comparable in size and in diversity. It asked what level of support do these public administrators receive from the leadership team in promoting diversity and inclusion and how do they evaluate and measure the diversity programs' performance? What are the challenges of public administrators in establishing and cultivating an equitable and supportive diverse workforce that is reflective of the diverse public that they serve? This paper also examines how well the employee demographic representing the public of each jurisdiction. Diversity includes a wide spread of attributes according to many scholars. For practical purposes, this research considers three diversity attributes which most organizations report to the Equal Employment Opportunity office annually: race and ethnicity, gender and disability. A two-step approach was employed in this study. First, it conducted an exploration of employment percentage of the attributes. Second, it conducted a structured interview with six questions. Findings are presented in matrix forms. Each of the six jurisdictions has some employee demographics do represent the public that they serve. For example, Fulton and Mecklenburg counties are the top two jurisdictions that best represent their citizens in terms of gender statistics. Most of the jurisdictions do not track any disability data. All six jurisdictions has no diversity policy and reaching out to a diverse applicant pool is the number one challenge that managers and administrators encounter in establishing and cultivating an equitable and supportive workplace.

Introduction

It is well-known that United States is a culturally diverse country. As an international student myself at Kennesaw State University, I see the school having a very large and very diverse population to accommodate. This diverse culture brings in many new challenges to the local governments.

State and local governments are closer to their citizens than is the federal government. Citizens can shape state and local policies by voting with their feet but few Americans ever think seriously about moving to other countries (Barbour & Wright, 2012). In addition, the federal government has failed to adopt any comprehensive immigration reform for years. As a result, local governments that are closer to the immigrants have to respond on their own. Department of Social Services, department of Health and Welfare, law enforcement agencies and local school districts are the front-line government organizations in serving the diverse immigrant population. First and foremost, it would be beneficial if these agencies employ workers who could communicate with the diverse population. A representative government serves as a symbol and a cause to cope with diversity in society (Krislov, 1992). When the deliveries of public services are performed by those who look like the citizens being served it will achieve both symbolic and practical ends. Citizens will feel that they have a personal stake in processes and outcomes when their local governments employ a representative public workforce. In addition, when citizens perceive the actions of government to be consistent with their values and reflective of their wishes, compliance is more readily forthcoming (Guy & Schumacher, 2009). However, demographic changes also pose a significant challenge to public sector organizations in managing an increasingly diverse workforce and in providing public services to a diverse population (Hand, 2010). For example, “as a jurisdiction’s population becomes more diverse,

local government managers are increasingly called upon to act as facilitators in the areas of resolving conflict, promoting participation, and developing community partnerships, while they have witnessed a rise in the diversity of councils with greater race and gender representation” (Hur & Strickland, 2012, p. 400). Diversity management requires commitment from leadership for funding and personnel resources (Heather & Kwame Badu, 2012). It is no easy task for public administrators to integrate diversity and inclusion into their organization culture but nevertheless, diversity is here to stay. It demands our utmost attention and asks us to cultivate a strong inclusive representation in local government.

We live in a more just and equal world because of the Civil Rights Act of 1964 and the American with Disabilities Act (Waterstone, 2015). The rapid growth of information technology has greatly empowered under-represented individuals and groups to have a voice in the society. Diversity is defined as a set of innate and social characteristics that differentiate and link individuals and groups together (Carrizales & Gaynor, 2013). The primary dimensions of diversity are factors that are unchangeable (e.g., race, ethnicity, gender, age) and secondary dimensions are described as "malleable factors," which may include marital status, parental status, educational background, socio-economic status, geographic location, and work experience (Heather & Kwame Badu, 2012). A diverse culture such as America creates many forms of inequality and reformers will continue to pursue equality for all.

“A fundamental reason for promoting diverse representation in public organizations is that a representative workforce is more reflective of the society it serves, making representation an intrinsic good. Additionally, a view of representative bureaucracy as an instrumental good may promote representation in the form of positive policy outcomes when active representation benefits the population it served” (Elias, 2013, p. 332). This paper studies different diversity

training programs and diversity policies employed in managing an increasingly diverse workforce of six jurisdictions that are comparable in size and in diversity. This paper asked what level of support do these public administrators receive from the leadership team in promoting diversity and inclusion and how do they evaluate and measure the diversity programs' performance? And what kind of challenges do public administrators encounter in establishing and cultivating an equitable and supportive diverse workforce that is reflective of the diverse public that they serve?

Literature Review

All through history, the issues of equality, merit, and reward are at the heart of mankind's ideological conflict (Krislov, 1992). Unequal treatments of people that can easily be identified with our naked eyes are based on race, gender and physical ability. Failure to embrace a diverse society compounded with lacking inclusion and respect of others causes many under privilege individuals and groups to be mistreated. The pursuit of justice by those being mistreated has moved the United States government to create laws to address inequality in the social issues that arise from a diverse society. The lack of diversity in public schools, government agencies and private companies has led to the passing of Equal Employment Opportunity Act and Americans with Disabilities Act, two significant social justice laws in the U.S. history designed to enforce equal treatment of all people, all diverse people. The earliest equal opportunity diversity reforms are in the issues related to race, gender and disability.

i. Race

From the establishment of the nation it was on the whole taken for granted that federal service was limited only to the whites. During the Revolutionary War, George Washington had been extremely reluctant to utilize Negro troops in spite of the shortage of men (Krislov, 1967). This is an example of conflict between blacks and whites in the early history of the United States. Before 1883 the spoils system based on race, sex and politics largely prevailed, with politicians dictating appointments. Consequently, civil servants had varied and irrelevant backgrounds (Hoogenboom, 1959, p. 301). Politicians were able to exert power over others that have different skin colors and those that were not inside their social circle. The Pendleton Act in 1883 followed by several of Civil Service Reforms was to pursue equal job opportunity for everyone.

ii. Gender

Under the nineteenth century common law, a husband was entitled to all the personal property of his wife and everything she might acquire during the marriage. Children were allocated to their father in case of divorce. Men were able to exert power over women through the legal system. After 1830, United States began to pass legislation to increase women's rights (Raquel, 2014). Later, "a presidential commission was established in 1960 to consider equal opportunities for women. Acts of Congress entitled them to equality in education, employment, and legal rights. In 1964 the Civil Rights Act, initially intended only for blacks, was extended to women" (Cosmeo, 2014).

iii. Disability

"Individuals who were born with a disability faced a life of institutionalization prior to WWII. There was a psychological belief that disabled persons were maladjusted. Eugenicists supported laws prohibiting the mentally "deficient" from marrying and lobbied for mandatory sterilization of the individuals who were mentally ill" (Mueller, 2008, p. 2). People without disability were privileged to exert power on those with disability. Through citizen activism and political efforts, the disability movement swept the nation in a similar fashion to the Civil Rights Movements and Women's Rights Movements. In 1990, the U.S. Congress passed The Americans with Disabilities Act.

The successive social justice movements have gone beyond the color of one's skin, the gender or the physical ability of a person. Every group that considers themselves to be part of a distinctive culture naturally wants to be equal stakeholders in society. It follows that culture is simply the set of values, attitudes, and beliefs shared by such a group. Culture sets the standards of behavior required for continued acceptance and successful participation in that group. Cultural

diversity includes, but is not limited to, nationality, ethnicity, geographic area, gender, spirituality, language, education level, religion, age and/or generation, physical ability, industry type, organizational, shared interests, shared status, and even departmental and/or professional differences (Cox Jr., 2011; Wilson, 2014). Patrick and Kumar (2012) stated that “diversity includes acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.”

The concept of representative bureaucracy was originally developed to argue for a less elite and a less class-biased civil service (Shafritz & Hyde, 1992). All American institutions are built on a foundation of the protection of minority rights. Diversity contributes a major defense against a coercive majority coalition (Ewoh, 2013). Organizations set up different affirmative action policies to be in compliance with the Equal Employment Opportunities law. “Affirmative Action, in U.S. law, is a good-faith effort to secure equal opportunity, especially in employment and education, for persons who have historically been targets of discrimination. Such an effort may involve, but is not limited to, the use of numerical goals and timetables to establish clear criteria by which compliance may be measured. Federal affirmative action guidelines are applicable to race, color, religion, sex, national origin, disability, and Vietnam-era veteran status” (Encyclopedia, 2014).

Although Civil Rights laws in the USA have grown in number and complexity over the years, difficulty enforcing laws related to Equal Employment Opportunities/Affirmative Action (EEO/AA) persist in the context of corporations (Andrews, Hopkins, & Persons, 2014). Many scholars agree that affirmative action had run its course because it fails to deal with the root

causes of prejudice and inequality and does little to develop the full potential of every man and woman. It needs to be replaced with managing diversity because managing diversity is to develop our capacity to accept, incorporate, and empower the diverse human talents. Although affirmative action has been successful in securing entry into organizations for women and ethnic minorities, but they are not being developed and are not progressing through the hierarchy. Ethnic minorities and women continue to occupy low paying jobs. Corporations consequently are missing out on a talent pool essential to remain competitive. Affirmative action is portrayed as old, tired, failing and reliant on regulation imposed by the government, while managing diversity is new, fresh and full of potential, with an emphasis on responsible self-regulation of organizations guided by the free market (Oswick, 2014; Roosevelt, 1990). On the other hand, Walter E. Williams (2013) has a different take on the evolution from affirmative action to diversity and inclusion. "Diversity wasn't the buzzword back in the 1970s, '80s and '90s. Diversity is the response by universities, as well as corporations, to various court decisions holding racial quotas, goals and timetables unconstitutional. Offices of diversity and inclusion are simply substitutes for yesterday's offices of equity or affirmative action. It's simply a matter of old wine in new bottles, but it is racism just the same."

There is a general perception that organizations seek to address underrepresentation and maintain compliance with the law through affirmative action plans. In contrast, organizations seek to increase productivity and performance through diversity management (Wyatt-Nichol & Badu Antiw-Boasiako, 2012). According to Hand (2010), diversity on the basis of equity improves organizational decision making, performance, and efficiency. When administrators welcome difference in culture and promote equity among their employees, service delivery will become more effective because individual needs will be taken into account. "Every president,

from Bill Clinton to Barack Obama, has promised that his administration "would look like America" during presidential campaigns. That is, their political appointees would be more diverse than the previous administrations" (Ewoh, 2013, p. 109).

In general, both affirmative action and diversity management use policies, plans, goal, performance review and training to manage diversity in the workforce. However, there are fundamental differences between affirmative action and diversity management. The implicit cultural value of affirmative action is to remedy past wrongs and that minority and women will be given equal employment opportunity and moved up in organization. Those who support affirmative action believes that targeted programs for recruitment, mentoring, and training will lead to minorities' and women's advancement (Ewoh, 2013). According to Herring and Henderson (2012, p. 631) "simply removing existing impediments is not sufficient for changing the relative positions of women and people of color." In the 1980s, recognizing the limitation of legal mandates in diversity management within organizations, many companies began to promote organizational cultures that would support more diverse workforces (Herring & Henderson, 2012). The implicit cultural value of diversity is inclusiveness and respect for differences. The supporters of diversity management believe that culture change efforts will remove systemic, institutional barriers blocking minorities' and women's advancement (Ewoh, 2013).

As diversity increases among citizens and employees, human resource practitioners in the public sector have come to view diversity management strategies as essential for the effective performance of organizations. In fact, there has been a wealth of information on diversity initiatives in the federal government (Wyatt-Nichol & Badu Antiw-Boasiako, 2012). Emily Paulson (2015) gave two reasons that diversity is especially important for government. First,

public servants have a duty to find the best solutions to the problems they are charged with solving. A diverse workforce can problem solve in dynamic ways that can allow the governments to explore better and better options. Second, it is the public officials' duty to pursue a representative government to the best of their ability. That public is incredibly diverse. Each individual from different backgrounds has a unique ability to understand and therefore serve others. The diverse workforce combined perspectives should reflect the combined perspective of the communities' members.

According to the Migration Policy Institute (MPI), between 1920 and 2013 more than 46 million immigrants were admitted to the United States. The vast majority came from eastern and western Africa, Central America and Eastern Europe. Immigrants brought their unique cultures into America as well. In the nineteenth century, William James made a metaphysical point that reality of the universe itself is pluralistic and the craving to see the universe as consisting of a single total unified system is misguided (Bernstein, 2015). Twentieth century sociologist Daniel Bell said, "Culture is the effort to provide a coherent set of answers to the existentialist situations that confront all human beings in the passage of their lives" (Zacharias, 2009, p. 19). It took decades for the United States to accept the idea that a diverse population was beneficial to the social and economic fabric of society (Hewins-Maroney & Williams, 2013). Every individual desires to be valued, respected and to be able to enjoy equal opportunity in life. To embrace diversity is to pursue equality.

In the next decades, the majority of the new workers will be people of color, immigrants, women, and the disabled. The new workforce will be filled with new entrants, many of whom will lack the professional savvy to negotiate in the active intergovernmental arenas (Hewins-Maroney & Williams, 2013). This creates many challenges to public administrators. Workplace

diversity refers to the variety of differences between people in an organization. Those differences involve not only how people perceive themselves but also how they perceive others. Those perceptions affect their interactions (Patrick & Kumar, 2012). Workforce diversity is also a response to the concern of social justice. Incentives to increased diversity include access to a larger talent pool, improvements in team creativity, innovation, problem-solving and greater connection to customers (O'Brien, Scheffer, van Nes, & van der Lee, 2015). Heather and Kwame Badu (2012) pointed out that workforce diversity has the potential to improve service delivery and performance by way of understanding the values and norms of target populations the organization serves, particularly for public employees in service delivery organizations. The challenge this poses for human resources managers is how to distinguish the concept of diversity from Affirmation Action as well as Equal Employment Opportunity (Ewoh, 2013). How to establish and retain a diverse workforce?

Recognizing the importance of workforce diversity, many organizations have developed policies and professional development initiatives to attract, retain, and develop employees. Such organizations have leadership teams that facilitate communication and understanding people with different points of view (Wyatt-Nichol & Badu Antiw-Boasiako, 2012). As a characteristic of diversified teams, diversity creates challenges and opportunities that are not present in homogeneous work groups (Cox T. J., 2011). How public managers handle the diversified workforce challenge will result in how responsive and effective governments become (Hewins-Maroney & Williams, 2013). Another reason for public administrators to promote inclusion in the workplace is that today's employees are no longer willing to deny their cultural identities. Rather, they will try to protect and nurture their ethnic and cultural traditions while receiving the respect of their peers (Ewoh, 2013). Therefore, for a wide assortment of employees to function

effectively as an organization, human resource professionals need to deal effectively with issues such as communication, adaptability, and change (Patrick & Kumar, 2012). This paper will check if these six local governments are a representative government in term of employee demographic.

“Managing diversity is not an entitlement or race conscious program. It is a process that involves creating a positive environment where employees' attitudes and behavior are altered through training and awareness (Ewoh, 2013, p. 109)”. Simply raising consciences of diversity may not yield on increase in equality or empathy. There is a Chinese saying, “Rivers and mountains may be changed but it's hard to alter a man's nature”. Organizational culture is like a man’s nature, it takes more than a few trainings or celebrating diversity functions to change a culture. Diversity training is essential to raise awareness and provide skills to improve organizational communication and performance, however, training itself will be unsuccessful if diversity is not valued and practiced within the organizational culture (Wyatt-Nichol & Badu Antiw-Boasiako, 2012). Some scholars defined managing diversity as planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while its potential disadvantages are minimized (Cox T. , 1994). Managing diversity was defined as acquiring the necessary knowledge and dynamic skills to manage differences appropriately and effectively. It is about developing a creative mind-set to see things from different angles without rigid prejudgment (Ting-Toomey & Chung, 2005). Others viewed diversity management as a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization’s strategic goals and objectives (Patrick & Kumar, 2012). Organizations may design diversity management programs

that will increase cultural sensitivity and recognition of issues relevant to diversity, reduce inequality among women and minorities, improve communication among various groups within an organization, and revise leadership practices and the culture of an organization (Heather & Kwame Badu, 2012). In addition, organizations may increase efforts to solicit employee input and participation because it provides legitimacy, ownership, and increases support for diversity management initiatives (Wyatt-Nichol & Badu Antiw-Boasiako, 2012).

President Obama attaining a diverse, qualified workforce is one of the cornerstones of the merit-based civil service. The federal government must continue to challenge itself to enhance its ability to recruit, hire, promote, and retain a more diverse workforce in order to involve the talents of all segments of society. Creating a culture that encourages collaboration, flexibility, and fairness to enable individuals to participate to their full potential. As the Nation's largest employer, the federal government has a special obligation to lead by example. On August 18, 2011, President Barack Obama signed Executive Order (EO) 13583 (Establishing a Coordinated Government-Wide Initiative to Diversity and Inclusion in the Federal Workforce). EO 13583 is desired to promote the federal workplace as a model of equal employment opportunity, diversity, and inclusion (Obama, 2011). Following the federal government, local governments could begin to cultivate a diverse workforce and an inclusive workplace.

Diversity includes a wide spread of attributes according to many scholars. For practical purposes, this research considers three diversity attributes which most organizations report to the Equal Employment Opportunity office annually. The three diversity attributes are race and ethnicity, gender and disability. This paper will study how local public managers and administrators cultivate, manage and retain a representative workforce in order to better serve the increasingly diverse communities.

Methodology

Six jurisdictions that are comparable in size and in diversity were chosen for this study. They are Mecklenburg County, NC; City of Atlanta; Cobb County; Fulton County; DeKalb County and Gwinnett County, GA. A two-step approach was employed in this study. First, it conducted an exploration of employment percentage of the attributes: race/ethnicity, gender and disability. Second, it conducted a structured interview. This research project was reviewed by the program director of the Master of Public Administration and has obtained approval from Kennesaw State University's The Institutional Review Board (IRB) before contacting the interviewees. IRB approval and consent form is appended. The interview questions are as follow:

- i. What polices exist to address diversity issues in your jurisdiction?
- ii. Which department (or staff member) is responsible for the diversity program and what level of support do we have in promoting diversity and inclusion in the workforce that is reflective of the public it serves?
- iii. Has the organization conducted a diversity assessment as a baseline data for performance measurement?
- iv. What reporting tools are used to evaluate and measure performance?
- v. What diversity learning opportunities are provided to employees?
- vi. What is the level of funding for implementation of the diversity program(s)?
- vii. What challenges are encountered in establishing and cultivating an equitable and supportive workplace?

The statistics data of the three diversity attributes (race/ethnicity, gender and disability) were collected from the U.S. Census Bureau 2015 website and from the participants' Human Resource departments. Participants were a combination of human resources directors, managers

or staffs. Participants will not be publicly identified. Human resources directors contact information was obtained from the local government websites and a request for meeting was emailed to him/her followed up by a phone call a few days later to set up interviews. The email stated who the principle investigator was and contact information, the purpose of the research, number of questions and approximate length of time for the interview. Interviewees were informed to expect a follow-up call within two to three days of receiving the request for meeting email. Among the six local governments, five of them have granted an in person interview at the participant's government complex and one granted a phone interview. Interviewees were provided with the set seven questions before the interview. Some jurisdictions were able to provide better suitable representatives to participate in the research after receiving the interview questions. Meetings were conducted at the interviewee's government facility where the interview was not overheard by others. The phone interview was provided per interviewee's requested. Interview answers were collected on the student's laptop computer during the interview. Some local governments required a multiple attempts to complete the interview because of the interviewees' busy work schedule. One time a bad accident happened as the principle investigator was on route to the interviewee's office causing the interview to be cancelled. Some local governments needed extra nudging to be convinced having a diversity department is not a requirement for participating in the research. It took one month (9/15/2015 – 10/15/2015) to conduct all six interviews and to collect the employee demographics data. A copy of the finished paper will be send to the office of Human Resources department of each of the jurisdictions.

Findings

According to the United States Census Bureau (2015), the percentage of foreign born persons based on five years sample data from 2009 to 2013 and the percentage of Black or African American alone based on 2014 sample data is presented in Table 1.

Table 1 Demographic Statistic from U.S. Census Bureau, 2015

	Cobb County	City of Atlanta	Fulton County	DeKalb County	Gwinnett County	Mecklenburg County, N.C.	Mean value (in term of percentage of the six jurisdictions)
Foreign born persons ¹	15.1%/103,899	7.7%/32,360	12.9%/118,755	16.3%/112,779	24.9%/200,526	13.9%/127,834	15.13%
Black or African American alone ²	27.3%/199,558	54.0%/246,241	44.3%/441,369	54.8%/395,744	27.0%/237,039	32.2%/326,038	40.0%

¹ Percentage of foreign born persons based on five years sample data from 2009 to 2013. Format: Percentage of population/actual population in rounding number

² Percentage of Black or African American alone base on sample data in 2014. Format: Percentage of population/actual population in rounding number

The statistical data for gender, race/ethnicity and disability are provided below.

Table 2 Gender

Gender Jurisdiction ³ Local government ⁴	Female ⁵	Male	Total
Cobb County	51.6%/370,595	48.4%/347,613	718,208
Cobb County Government	40.4%/2,215	59.6%/3,262	5,477
City of Atlanta	50.2%/225,101	49.8%/223,308	448,409
City of Atlanta government	33.6%/2,711	66.4%/5,367	8,078
Fulton County	51.3%/505,162	48.7%/479,559	984,721
Fulton County Government	59.6%/3,116	40.4%/2,110	5,226
DeKalb County	52.2%/373,196	47.8%/341,739	714,935
DeKalb County Government	38.7%/2,491	61.3%/3,951	6,442
Gwinnett County	50.9%/437,209	49.1%/421,747	858,956
Gwinnett County Government	36.3%/1,855	63.7%/3,254	5,109
Mecklenburg County	51.8%/514,122	48.2%/478,392	992,514
Mecklenburg County Government	61.5%/4,097	38.5%/2,564	6,661

Table 3 Gender population gap between the local government and citizens

	Gender population gap (%) ⁶
Cobb County	11.2
City of Atlanta	16.6
Fulton County	8.3
DeKalb County	13.5
Gwinnett County	14.6
Mecklenburg County	9.7

³ The population is from the US Census, July 1 2013

⁴ The population of government employee is from the local government

⁵ Percentage of population/Actual population in rounding number.

⁶ The percentage population gap is in absolute value

Table 4 Racial/Ethnic

Racial/ethnic Jurisdiction ⁷ Local government ⁸	Black or African American alone ⁹	Hispanic or Latino	White alone, not Hispanic or Latino	Asian alone	Total ¹⁰
Cobb County	26.7%/191,761	12.6%/90,494	54.8%/393,578	4.9%/35,192	711,025
Cobb County Government	21.7%/1,190	2.8%/152	74.0%/4,054	1.1%/60	5,456
City of Atlanta	54.0%/226,938	5.2%/21,853	36.3%/152,553	3.1%/13,028	414,372
City of Atlanta Government	76.1%/6,149	2.0%/162	20.3%/1,640	1.3%/101	8,052
Fulton County	44.4%/437,216	7.7%/75,824	40.7%/400,781	6.3%/62,037	975,858
Fulton County Government	82.1%/4,288	1.2%/65	14.9%/779	1.2%/65	5,216
DeKalb County	54.8%/391,784	9.1%/65,059	30.0%/214,480	5.6%/40,036	711,359
DeKalb County Government	74.0%/4,768	1.5%/97	22.2%/1,433	1.5%/95	6,393
Gwinnett County	26.3%/225,905	20.4%/175,227	41.6%/357,326	11.2%/96,203	854,661
Gwinnett County Government	18.7%/955	4.6%/235	74.0%/3,781	2.4%/123	5,094
Mecklenburg County	32.1%/318,597	12.6%/125,056	49.3%/489,309	5.2%/51,610	984,572
Mecklenburg County Gov.	48.3%/3,220	4.5%/297	44.7%/2,979	1.0%/68	6,564

Table 5 Racial/Ethnic population gap between the local government and citizens

	Black or African American alone population gap (%) ¹¹	Hispanic or Latino population gap (%)	White alone, not Hispanic or Latino population gap (%)	Asian alone population gap (%)
Cobb County	5	9.8	19.2	3.8
City of Atlanta	22.1	3.2	16.0	1.8
Fulton County	37.7	6.5	25.8	5.1
DeKalb County	19.2	7.6	7.8	4.1
Gwinnett County	7.6	15.8	32.4	8.8
Mecklenburg County	16.2	8.1	4.6	4.2

Table 6 Disability

Disability ¹²	Disability ¹³	Without a Disability	Total ¹⁴
Cobb County	8.6%/54,540	91.4%/577,380	631,920
City of Atlanta	22.3%/56,080	77.7%/195,619	251,699
Fulton County	10.6%/93,080	89.4%/781,300	874,380
DeKalb County	12.1%/80,050	87.9%/579,540	659,590
Gwinnett County	8.3%/58,120	91.7%/642,150	700,270
Mecklenburg County	8.7%/44,670	91.3%/471,420	516,090

⁷ The population for the county is from the US Census, July 1 2013. The population for the city of Atlanta is from the US Census, April 1, 2010

⁸ The number of government employee is from the respective local government.

⁹ Percentage of population/Actual population in rounding number.

¹⁰ Sum of the racial and ethnic population

¹¹ The percentage population gap is in absolute value

¹² The total population of ages 5+ for the county is from Local Disability Data for Planners (A Planning Resource for County and State Data) from Pooled 2005-2007 ACS PUMS Data. The total population between 21 to 64 years for the city of Atlanta is from infoplease—August 2015. The population of the government is obtained from the respective local government.

¹³ Percentage of population/Actual population in rounding number.

¹⁴ Total population of disability and without a disability

Table 6 shows only the total population of age five years and older for the Cobb, Fulton, DeKalb, Gwinnett and Mecklenburg counties and the total population between twenty one to sixty four years old for the city of Atlanta. Most of the jurisdictions do not track any disability data. The following are the responses on reasonable accommodation statistic from each of the jurisdiction.

- Cobb County does not track reasonable accommodations statistic for employees.
- City of Atlanta does not track reasonable accommodations statistic for employees.
- Fulton County has a total of two hundred and forty four employees out of five thousand and two hundred and twenty six employees have received reasonable accommodation in the past ten years. It is about five percent of total Fulton County employees have received reasonable accommodation in the past ten years.
- DeKalb County does not track reasonable accommodations statistic for employees.
- Mecklenburg County has provided twenty two reasonable accommodations for employees from June 12, 2015 to October 22, 2015. Reasonable accommodations request files have been maintained prior to the June date, but running numbers were not kept.
- Gwinnett County has no centralized records of reasonable accommodations. The county treats accommodations on a case by case basis and to some degree they would be referenced in an employee's confidential medical file. However, Gwinnett County has no central record keeping process listing accommodations or who received them.

The summary of structured interview report is presented in Table 7. Detail information of each question given by interviewees will be provided immediately after Table 7.

Table 7 Summary of Structured Interview Report

Jurisdiction Questions	Cobb County Government	City of Atlanta Government	Fulton County Government	DeKalb County Government	Gwinnett County Government	Mecklenburg County Government
What policies exist to address diversity issues in your jurisdiction?	No diversity policy	No diversity policy	No diversity policy	No diversity policy	No diversity policy	No diversity policy
Which department (or staff member) is responsible for the diversity program and what level of support do we have in promoting diversity and inclusion in the workforce that is reflective of the public it serves?	The Human Resources Department is responsible for the Cobb County workforce. An employee relation specialist oversees job announcement, employment hiring process and the annual mandatory online no harassment and no discrimination courses.	The Human Resources department is responsible for employee recruitment.	The Fulton County Office of Diversity and Civil Rights Compliance (DCRC) serves as the lead agency for civil rights, equal access and inclusion compliance and initiatives. DCRC has strong support from the leadership.	The Employee Relations department of Human Resources department ensures policy puts out by DeKalb CEO are being address, maintain and use properly.	Human Resources department is responsible for the diversity aspect of the county. A diversity and inclusive culture is supported by county administration and Board of Commissioners	The Learning and Development department under Human Resources department is responsible for the diversity program. The department has strong support from the leadership.
Has the organization conducted a diversity assessment as a baseline data for performance measurement?	No	No	No A work passion survey was conducted recently.	No	No	Yes
What reporting tools are used to evaluate and measure performance?	No measuring tool	No measuring tool	No measuring tool	No measuring tool	No measuring tool	County reviews the annual climate survey result against the diversity assessment baseline and determine if there is area of concerns.
What diversity learning opportunities are provided to employees?	A twelve days mandatory supervisor training program. Part of the course teaches about how to exercise fair performance evaluation. Two Annual	Diversity training is provided for all new employees during new employee training. A mandatory refresher	Anti-harassment training is provided at new employee orientation. Mandatory sexual harassment training and a refresher course	A three hours training course on sexual harassment presentation open to all employees as well as the training on complain,	Gwinnett county has an active training program. Some of the courses are “getting along in a diverse workplace”, “communication with fellow	New employees are required to take the foundation course within the first year of employment. Mecklenburg county encourage

	<p>mandatory review online courses: no Harassment and no discrimination and drug in workplace.</p> <p>Code of conduct policy is an employment conduct general behavior handbook; employees are encouraged to read it themselves.</p>	<p>training class for diversity will be administrated every three years.</p>	<p>every 3 years.</p> <p>A three hours supervisor training class on non-discrimination issue and a three hours training in reasonable accommodations process under Americans with Disabilities Act (ADA).</p>	<p>grievance and disciplinary process.</p> <p>Employees are required to take the annually refresh course on multi generations offered by Organization employment development.</p>	<p>employee”, “handling stress” and “Work with fellow employee”.</p> <p>The LEAD academy teaches being a supervisor in a diverse workplace. Excel program provides advance courses for more senior supervisors.</p>	<p>county employees to volunteer at the local communities which serve as diversity training as well.</p> <p>There are additional diversity learning opportunities for county employees.</p>
<p>Jurisdiction Questions</p>	<p>Cobb County Government</p>	<p>City of Atlanta Government</p>	<p>Fulton County Government</p>	<p>DeKalb County Government</p>	<p>Gwinnett County Government</p>	<p>Mecklenburg County Government</p>
<p>What is the level of funding for implementation of the diversity program(s)?</p>	<p>No funding</p>	<p>No direct funding. Diversity training is part of the overall trainings provided by Human Resources department</p>	<p>The Fulton County Office of Diversity and Civil Rights Compliance (DCRC) ’s entire FY 2015 budget slightly exceeded \$1 million dollars.</p>	<p>No direct funding. Diversity training class is part of the over training curriculum offered to different departments under Human Resources Department</p>	<p>Gwinnett county leadership supports and funds different county wide programs that promote diversity and inclusion. In addition, Human Resources department provides a full time employee dedicated to community outreach.</p>	<p>There is funding in Learning and Development budget for implementation of the diversity programs.</p>
<p>What challenges are encountered in establishing and cultivating an equitable and supportive workplace?</p>	<p>One of the challenges is that one third of employees work at elected official office and they are outside of Human Resources department.</p> <p>It is a challenge to grow the diversity of any department if no diverse applicant applies for the job because some jobs require examination and pass certain requirement like physical examination.</p>	<p>City of Atlanta has put in the effort in reaching out to a diverse pool of candidates and has established and cultivated an equitable and supportive workplace.</p>	<p>It is a challenge to educate county employees that diversity will help us bridging the gap between compliance and inclusion.</p> <p>Another challenge is the competing goals between public administrators and they do not always align their budget planning with the strategic planning to incorporate diversity goals</p>	<p>It is a challenge having all employees with different races and different backgrounds work together for specific goals for the county.</p> <p>The main challenge is not having a diverse applicant pool.</p>	<p>It is a challenge trying to accommodate various cultural prospective and yet still maintaining reasonable county policy.</p> <p>Language barrier is another challenge for a diverse workforce.</p>	<p>It is a challenge in recruiting and maintaining the county’s diversity workforce.</p> <p>Because of the language barrier, it is also a challenge being able to identify qualified applicant that is interested in working for the county.</p>

i. What policies exist to address diversity issues in your jurisdiction?

Each jurisdiction has some policies to ensure equal employment opportunity and to govern prohibited behaviors.

- Cobb County has an equal employment opportunity plan (EEOP) to ensure equal employment opportunity. The EEOP documents the employment process on how the job is being opened and how the job is being posted. For example, jobs are posted nationwide to reach a diverse applicant pool. Cobb County had gone into and reached out to communities of certain demographic population that lack representation in the government workforce in the past. Cobb County explains the county recruitment process to the communities so that they can get a job at the county. The county doesn't have the resources to reach out to the communities presently.
- City of Atlanta has equal employment opportunity (EEO) codes, ordinances and policies that prohibit any kind of discrimination for all departments to follow.
- Fulton County has a number of policies aimed at ensuring equal opportunity, access and inclusion to employment, programs, services, benefits and facilities for every person. For example: Anti-Harassment/Sexual Harassment policy and procedure, Prejudicial Acts policy and procedure, Standard Operating Procedures & Guidelines for implementing county program access policy for persons with disabilities, Title I-employment Americans with Disabilities Acts and Reasonable Accommodations policy and procedures, Discrimination complaint procedure, resolution for gender equality and Title VI non-discrimination policy.

- DeKalb County has the nondiscrimination policy and anti-harassment policy to address diversity issue. These two policies are also taught at new employee orientation so that new employees will know what is expected of them, what is tolerated and what avenues for complaints are. DeKalb also has a grievance policy to help address diversity issues and is in compliance with Title VII as well.
- Gwinnett County has an equal employment policy. Because of the change in population of Gwinnett County from 97% white twenty years ago to 52% white today, Gwinnett County understands the needs to do more to include all people. Gwinnett County is very sensitive to the change of the population and mindful to include all people. The county does practice diversity but does not have any diversity policy because diversity policy may bring in post legal concerns. The reason is if it would look too much like Affirmative Action policy, the government would be in danger for lawsuit for people may start counting numbers. Accusers may complain the agency doesn't have enough employee of this race or that race. Gwinnett County is proactive in promoting diversity and inclusiveness. The county embraces diversity starting from recruitment. Some twenty years ago Gwinnett County did not has a diverse recruitment pool and the county had to go out to other counties (e.g. Clayton County) to recruit diverse employees. Today, the Internet helps reaching a diverse application pool. However, Gwinnett County is sensitive not to take the internet for granted. Therefore, the county has also established internship programs at local and neighboring minority high schools and colleges (e.g. Spelman College) to nurture qualify candidates for future recruitment. Today, Gwinnett County has the most

diverse recruitment pool because it is the most diverse county in metro Atlanta. The county continues reaching out to Clayton County for recruitment as of today. In Gwinnett County, there are many celebrations within different ethnic groups. For example, the Hispanic group has the Cinco de Mayo celebration and Asian group has the Chinese New Year celebration. County attends and participates in the celebrations whenever they got invited. Gwinnett County sees that minority groups are also part of the community and participates in their activities can help building a relationship with them. The walk-in applicant pool is also diverse because the population of the County itself is very diverse. Citizens want to work locally and local government is a good choice for them.

- Mecklenburg County has an annual mandated anti-harassment class to address any prohibited behavior. The ethnic policy and equal employment policy are there to ensure equal treatment of each person.

ii. Which department (or staff member) is responsible for the diversity program and what level of support do we have in promoting diversity and inclusion in the workforce that is reflective of the public it serves?

- In Cobb County, Human Resources Department is responsible for the county workforce. An employee relation specialist oversees the job announcement and employment hiring process to make sure it is a fair process. In addition, the specialist also oversees the annual mandatory online no harassment and no discrimination course. Cobb County expects people treat each other with respect and most of the complaint is about disrespected. When a demographic group

comes forward and complains about lack of employment opportunity in Cobb County, Human Resources will deal with that then.

- In the City of Atlanta, Human Resources department is responsible for employee recruitment but the department heads make the final hiring decision. Human Resources department is able to provide qualified applicants from a diverse pool of candidates to different departments because City of Atlanta has a very diverse population.
- The Fulton County Office of Diversity and Civil Rights Compliance (DCRC) serves as the lead agency for civil rights, equal access and inclusion compliance and initiatives. The office is a division of the county manager's Office and has ten full time staffs. The mission of the Office of Diversity and Civil Rights Compliance is to ensure non-discrimination, equal access, equity, fairness and inclusion in Fulton County's terms and conditions of employment, as well as to County facilities, programs, services and business opportunities for employees, applicants, contractors, sub-contractors and citizens (as appropriate). Fulton County is responsible to ensure programs and facilities are accessible to the public. DCRC office reports through the chief strategy officer to the county manager and provides quarterly program reports to the Board of Commissioners. In addition, diversity and inclusion is Fulton county manager's initiative. In 2015, Fulton County has set a goal called "First in three". That is, Fulton County will become a leader in the state of Georgia in three years in diversity. It starts with a commitment to improve service, efficiency, and impact. County manager helped

promoting the First in three initiative thru conducting town hall meetings and encouraging county directors to participate in the vision.

- DeKalb CEO puts out policy for county employees to follow. The Employee Relations department (ERD) of Human Resources department ensures policy being addressed, maintain, and use properly. Department managers will make sure to resolve any grievance that has brought to their attention. In addition, ERD will investigate and ensure that there is no violation against any federal policy as well as DeKalb county policy.
- In Gwinnett County, Human Resources department is responsible for the diversity aspect of the county. A diversity and inclusive culture is supported by county administration and Board of Commissioners. Gwinnett County is very sensitive to the change of the county population and mindful to include all people. The county is proactive in promoting a diverse workforce. For example, the county sponsors internship programs at minority high schools and colleges in and around Gwinnett County to prepare for the future recruiting.
- In Mecklenburg County, the Learning and Development department under Human Resources department is responsible for the diversity program. The department has strong support from the leadership. The county had developed a diversity management plan back in 1997 and data was collected. An evaluation of the diversity management plan was done in 2012. New diversity goals were defined up to the year of 2015. The diversity management plan provides a clear map for the organizational development team to follow and to collect the appropriate data for future evaluation. From the results of diversity management plan evaluation in

2015, it was found that the county is meeting and exceeding the diversity goals.

There is not an updated diversity plan after the evaluation in 2015 as some of the directions of the county are changing. The county is not collecting new diversity data currently.

iii. Has the organization conducted a diversity assessment as a baseline data for performance measurement?

- Cobb County has not conducted a diversity assessment.
- City of Atlanta has not conducted a diversity assessment.
- Fulton County has not conducted a diversity assessment but has recently completed a work passion survey to establish employee engagement leadership themes as well as to serve as a baseline to measure future progress. The work passion survey tracks the trends of employee's engagement and will provide "Index" on employee's engagement. For example, the index shows from the employee point of view what participation level in the decision making that they have and what professional trainings that they need. Fulton County leadership will use the work passion survey result to develop three to five different goals to enhance employees' engagement. Fulton County leadership understands that an engaged workforce is the key to improve service and efficiency of the government and to make an impact to the diverse communities.
- DeKalb County has not conducted a diversity assessment.
- Gwinnett County has not conducted a diversity assessment. The county has never identified diversity or the lack of diversity as a problem. The county workforce just becomes a diverse workforce naturally. The equal employment opportunity (EEO)

statistic gives the county awareness of any diversity concerns. The EEO statistic shows which group may lack of representative and need extra effort in the future recruitment. Gwinnett County opposes any diversity assessment and the reason is that people tend to fill out survey when they are not happy. Instead, the county pays attention on what kind of complaints are getting from employees. When there is a trend of complaints, Gwinnett County will address that particular complaint.

According to the interviewee “survey is just an artificial snapshot”. Gwinnett County uses real life approach. The county pays attention to complaints in the day to day work environment which helps to find out where the problem is.

- Mecklenburg County has conducted a diversity assessment as a baseline data for performance measurement in 1997. From the diversity assessment, the county has also created the curriculum for the diversity 101 training and a diversity management plan. Mecklenburg County administers an annual climate survey which includes several diversity related questions. Every employee is encouraged to participate in the survey.

iv. What reporting tools are used to evaluate and measure performance?

- Cobb County does not have reporting tools. Cobb County does file the federal mandates equal employment opportunity (EEO) report.
- City of Atlanta does not have reporting tools. City of Atlanta does file the federal mandates equal employment opportunity (EEO) report. The designated Commissioner oversees the Human Resources department will look at the EEO report and track the diversity trends quarterly. Annually, the commissioner will report to the council members

during the budget hearing between April to June and provide the demographic employees overview to them.

- Fulton County has reporting tools to evaluate and measure performance. The Office of Diversity and Civil Rights Compliance (DCRC) collects and maintains data as well as established performance measures in 5 key activities including: Discrimination Complaint Resolution; Disability Affairs Programming and Compliance; Civil Rights Programming and Compliance; Training and Technical Assistance; and Workforce Diversity and Inclusion. The office prepares written reports to the county manager and Board of Commissioners quarterly.
- DeKalb County does not have reporting tools. DeKalb does file the federal mandates equal employment opportunity (EEO) report.
- Gwinnett County does not have reporting tools. The county utilizes the equal employment opportunity (EEO) report to check the diversity inside the county. The EEO statistics will show if any minority group is lacking representative in Gwinnett County.
- Mecklenburg County has reporting tools to evaluate and measure performance. The county reviews the annual climate survey result and determines if there is any area of concerns. There have been times the county needed to administer additional surveys to further understand the concerns. The organizational development Team will dig deeper to see if they are truly was diversity concern. If indeed there are some diversity concerns, the organizational development team may suggest learning opportunity to those involved parties.

- v. What diversity learning opportunities are provided to employees?
- Cobb County offers a twelve days mandatory supervisor training program. Part of the course teaches about how to exercise fair performance evaluation. The county administers two annual mandatory review online courses. One is on harassment and discrimination and the other one is on drug in workplace. The code of conduct policy is an employment conduct general behavior handbook and employees are encouraged to read it themselves. Cobb County expects everyone to treat others with respect. County employees are held at higher accountability and will receive greater disciplinary action when violated a policy under the zero tolerant policy.
 - City of Atlanta offers diversity training for all new employees during the new employee training. A mandatory refresher training class for diversity is administered every three years.
 - Fulton County offers an anti-harassment training at the new employee orientation. The sexual harassment training is mandatory for county employees. A refresher course is provided every 3 years. The county offers a three hours supervisor training class on non-discrimination issue and a three hours training in reasonable accommodations process under Americans with Disabilities Act (ADA) as well.
 - DeKalb County offers a three hours training course on sexual harassment presentation which is opened to all county employees as well as the training on complain, grievance and disciplinary process. In addition, the Employee Relations Division (ERD) will reach out to different departments to explain and train managers, supervisors and department heads on county's non-discrimination, anti-harassment and other policies. Administrators understand what to look for and making sure people aware of the county policies.

Sometimes, ERD will contact the administration operation manager directly of those departments do not respond to any training opportunity, especially departments not under DeKalb CEO, and encourage them to request a class for their employees. Sometimes, departments will come to ERD to request training classes for their employees. ERD goes to different departments and brings trainings to them. There has been low number of complaints which means people understand how to treat one another. Beginning in 2014, employees are required to take the annually refresher course on multi generations which is offered by Organization employment development. DeKalb CEO is planning to offer diversity class for all employees beginning in 2016 as well.

- Gwinnett County has an active training program. Some of the courses are “getting along in a diverse workplace”, “communication with fellow employee”, “handling stress” and “Work with fellow employee”. For supervisor training, there is a class teaching employment law in discrimination. Gwinnett County has also developed a Supervisory Development Program Academy called LEAD academy. LEAD stands for Leadership, Education and Development. LEAD academy teaches being a supervisor in a diverse workplace. There is another program called Excel which provides advance courses for more senior supervisors.
 - Mecklenburg County offers a foundation course for all new county employees to be taken within the first year of employment. The county encourages employees to volunteer at the local communities which serve as diversity training as well. There are additional diversity learning opportunities for county employees.
- vi. What is the level of funding for implementation of the diversity program(s)?
- Cobb County has no funding for implementation of any diversity program.

- City of Atlanta has no direct funding for implementation of diversity programs. However, diversity training is part of the overall trainings provided by Human Resources department. Citywide diversity training courses are developed in house for city employees. Special diversity training which costs around \$800,000 is provided for Atlanta police force. An independent vendor conducts the diversity training for the police. Police workforce needs to interact with diverse communities and they need special interpersonal skill to do that. Police department is very sensitive to diversity and how police officers interact with the public. Special diversity training which costs around \$100,000 is provided for executive and senior management of the entire city, all seventeen departments. City of Atlanta is working with the vendor to expand the diversity training program from the diversity training for executive and senior management only to all city employees. Creates a Citywide diversity training course.
- Fulton County has funding for implementation of the diversity program. The Office of Diversity and Civil Rights Compliance (DCRC) entire FY 2015 budget is slightly exceeded one million dollars. 83% of expenditures were associated with personnel costs and 17% of expenditures were associated with operating costs.
- DeKalb County has no direct funding for implementation of the diversity program. Diversity training class is part of the over training curriculum offered to different departments under Human Resources Department. Employee Relations Division (ERD) goes out and trains employees on what are the rules and what is expected from them at DeKalb County. Employees are educated on what can they do and where to go to file a complaint when they feel being mistreated. ERD let people know what is out there and what policy will help them.

- In Gwinnett County, diversity programs are funded by the Board of Commissioners, Volunteer Gwinnett is a countywide volunteer program designed to involve more residents in volunteer activities associated with county government. Volunteers in Gwinnett County have volunteered over a million man hours. Many volunteers are traditional minority and they are giving something back to the county. Volunteer Gwinnett is a very successful volunteer program. Human Resources department has a full time employee dedicated to community outreach. Citizens Academy is a program which allows citizens to learn about how government operates. The Gwinnett 101 Citizens Academy is a 10-week program offered twice a year. Participants will get a behind-the-scenes look at how the county government works and build a network with others who live, work, and learn in Gwinnett County. Citizen academy program help to remove mistrust from citizen and focus on the diverse culture within Gwinnett County.
- In Mecklenburg County, there is funding in Learning and Development budget for implementation of the diversity programs. The county offers diversity 101 training to all county employees. Diversity promotional items are giving away to help to promote diversity in the workplace. Consultants were hired to update the diversity 101 course periodically. Mecklenburg County also has a Diversity council to promote diversity.

vii. What challenges are encountered in establishing and cultivating an equitable and supportive workplace?

- Cobb County does encounter a few challenges in establishing and cultivating an equitable and supportive workplace. Human Resources department focused on employment process. One of the challenges is that one third of employees work at elected official office and they are outside of Human Resources department jurisdiction. This one third

workforce is part of the organization but they are not required to follow the county performance policy. Another challenge is that some jobs require examination and pass certain requirements like physical examination before hiring. For example, it is hard to diversify the police workforce if women do not apply for it even when diversified advertisement method is exercised to reach out to minority population. It is also a challenge to get Hispanic people to apply for a police job when they do not like police force in the first place. It is a challenge to grow the diversity of any department if no diverse applicant applies for the job. It is hard to grow a diverse department when the applicant pool is not diverse. Cobb County government leadership has not discussed diversity for the county and therefore, there is no plan to address diversity workforce or diversity management in the county presently. The Human Resources department needs direction from the leadership and will need additional staffs for implementing diversity programs.

- City of Atlanta does not consider it is a challenge for the city to establish and cultivate an equitable and supportive workplace. It is because city of Atlanta has put in the effort in reaching out to a diverse pool of candidates. A diverse applicant pool generates a diverse workforce. City of Atlanta is staying true to a diverse workforce. The city is very transparent and has no litigation risk because employees can voice their concerns in three different avenues: the Commissioner's office, the anonymous ethic hot line and employees can report to the law department as well. City of Atlanta makes every effort to resolve issue in short time frame.
- Fulton County has always been compliance driven with regard to the law (AA, EEO, ADA) in employee matter. The law said equal opportunity, but in reality the way that

works for one group may not work for other group. Diversity management goes beyond and well beyond compliance with the law. Diversity is a culture shift. It moves the agency from compliance to inclusiveness. It is a challenge to educate county employees that diversity will help bridging the gap between compliance and inclusion. When departments are developing programs, Diversity and Civil Rights Compliance (DCRC) will provide them with tools (e.g. trainings, best practices and books) to take various considerations into account in developing and providing services to different groups of people. Another challenge is the competing goals between public administrators.

Departments have difference bottom lines and different goals. Some departments weight heavily on efficiency while some departments weight heavily on generating revenue.

Therefore, they do not always align their budget planning with the strategic planning to incorporate diversity goals. It is a challenge to understand the unique need of customers because there is not one size fit all. For example, providing bilingual signage to assist citizen accessing government facilities. It is also a challenge to move from bare minimum mind set to inclusive mind set, toward the equality mindset. Another challenge is helping employees to understand that when we are not working at high level, we are in compliance mode. It is a challenge to educate employees that “Minimum doesn’t take you to number One”. Fulton County aims to be a leader in diversity in three years.

- DeKalb County has many different employees with different races and different backgrounds. It is a challenge having all employee works together for specific goals for the county. Inside DeKalb County workplace, we don’t have diversity issue. It is because within the county, any compliant and issue will be dealt with immediately. Employee relations division (ERD) will work on it until where the situation is resolved. Employees

understand their roles and they are happy. The main challenge is the applicant pool. The applicant pool is not diverse.

- Gwinnett County finds that it a challenge to blend everybody in together and work together with different cultures and worldviews. For example, in some cultures, their traditional clothing is long flowing robe. One cannot wears long flowing robe when working in the water laboratory. Some religions may ask the man to grow beard but one cannot have beard as a fireman as the facial hair has potential to break or not allow the breathing mask to seal properly! Some religions don't allow their followers to work 24x7 and therefore they may miss opportunity to work at some positions. It is a challenge to ask for compromise because the county has some uniformity. It is a challenge to have people learning to work together. Trying to accommodate various cultural prospective and yet still maintaining reasonable county policy is also a challenge. Language barrier is another challenge. Somebody may make some casual commands while others from different culture may find it offensive. Currently, in other jurisdiction, police officer doesn't want to arrest people because of conflicts between police and citizen. Gwinnett County doesn't have a lot of these problems because the county has a diverse police force. Gwinnett County is proactive in creating and retaining a diverse workforce.
- Mecklenburg County finds that it is a challenge to recruit and maintain the county's diverse workforce. One of the reasons is that the private industry is able to offer better pay scale. Because of the language barrier, it is also a challenge being able to identify qualified applicant that is interested in working for the county. The county does have a supportive workplace. For example, the county shows support to our employee by offering college tuition reimbursement. The county also values employees' language

skills. The county has developed an interpreter pay matrix. Employees received momentary reward depending upon the interpretation assistance frequency and their foreign language ability level.

i. Additional information provided by the local government.

- Cobb county employee demographic is better than years ago. Human Resource department is a pretty diverse department but not all departments in the county have a diverse workforce within the department.
- City of Atlanta commits to be a diverse local government.
- Fulton county leadership is working toward an equitable, transparent and effective government agency. Fulton County desires to be a good steward of dollars and have the services to do what it is supposed to do. In spring 2015, Board of commissioners has identified six priority areas and a road map for the future, to lead Fulton County to be a leader in the region, the nation, and the world. It starts with a commitment to improve service, efficiency and impact. The six priority areas are: people are healthy, people are safe, people are self-sufficient, people have economic opportunities, people's lives are culturally and recreationally enriched and people trust government is efficient, effective, and fiscally sound. These six priority areas are for "all people ". Therefore, it is natural for the county aligns diversity and inclusive to promote these 6 aspiration goals. Fulton county is shifting from fiction point (compliance) focus to aspirational (diversity and inclusive) focus. County leadership believes that diversity and inclusion when pairs with strategic planning will define what Fulton County will be. The six priority areas are pretty diverse and inclusive because they include "ALL", all people. The frame of business strategic planning for these six priority areas allow the strategic planning team

of DCRC better speaks to be included in the leadership strategic planning and helps working up strategic to target the six priority areas in order to achieve the “ALL”. DCRC helps promote equality and inclusion in the strategic planning and this is a very exciting time for Fulton County.

- DeKalb County is doing everything to make sure that everyone is comfortable in their workplace. County employees need to do their job but if it is situation causes the complaint, the county will deal with it immediately. DeKalb wants to get ahead of any problem by offering training on sexual harassment and etc. County employees seem to enjoy the trainings. DeKalb County wants to empower the county employees by helping them to understand the county polices.
- Gwinnett County has a diverse workforce in order to provide better services to the diverse Gwinnett communities. The county is an effective, transparency and services oriented government. Gwinnett county government is just the reflection of the Gwinnett communities, an inclusive community.
- Mecklenburg County has undergone leadership has changed the last couple of years this has led to some county direction changes. Recently, the county leadership is shifting back more focus on diversity and inclusion of the county government.

Conclusion

Table 1 Shows the average percentage of foreign born persons is around 15% and the average percentage of Black or African American is around 40%. These data gives us an idea that these six local governments serve quite a diverse population. Krislov stated in Representative Bureaucracy (1992) that a representative government serves as a symbol and a cause to cope with diversity in society. A public bureau should reflect the level of heterogeneity of the community it serves.

Governments have a daunting task of providing services to an increasingly diverse population. As they do so, they have to take into account many factors including cultural differences, biases, and the issues that arise from communication barriers. For example, foreign born residents may require additional assistance in communication when using government services. For example, a Chinese man comes to the vehicle registration office to pay the vehicle registration renewal fee. He needs to use the restroom while he is waiting for his turn. He asks the officer in the room if he could use the restroom and not lose his place when he comes back from using the restroom. The officer said “go ahead”. To an English speaking person, “go ahead” would mean “Yes, you can use the restroom and not lose your place in line.” All languages use “slang” or abbreviate the content of the message which is understood by those fluent in the language. But a person from another country may not understand the true meaning of such statements depending on his word by word interpretation as well as exactly what he/she thought the person said. In this example, as he was listening and trying to interpret the officer’s remarks, the Chinese man may have thought the officer said “go you a head” instead of “go ahead”. When translated into Chinese, the words “go you a head” now express disapproval of an idea or

statement. Thus, instead of thinking he had been given approval to use the restroom, the man now may think his request was not approved.

Each of the six jurisdictions has some employee demographics do represent the public that they serve. Table 3 shows Fulton and Mecklenburg counties are the top two jurisdictions that best represent their citizens in terms of gender statistics. In table 5, Cobb and Gwinnett counties are the top two jurisdictions that best represent their citizens in terms of Black or African American alone statistics. City of Atlanta and Fulton County are the top two jurisdictions that best represent their citizens in terms of Hispanic or Latino population. DeKalb and Mecklenburg counties are the top two jurisdictions that best represent their citizens in terms of White alone, not Hispanic or Latino. Cobb County and City of Atlanta are the top two jurisdictions that best represent their citizens in terms of Asian alone. Since a representative government serves as an outward acknowledgement of the diversity in society to the public, it may be worthwhile for the local governments to keep up with the changes inside of their jurisdictions' employee demographics the best they can. In addition, only Fulton County keeps years of statistic on reasonable accommodations for the employees. Maybe it would be beneficial for the other jurisdictions to have the same practice to keep track of the statistics of reasonable accommodations. With the modern day advance technology, more people will be able to reach their full potential if they were reasonably accommodated.

Police officers and customer services personnel are the front end workers of the government. In general, citizens have higher level of trust in the law of the land when they see some police officers look like them. This trust between the citizen and the police force will help a lot in keeping the community in order and citizen safe. Foreign born citizen may feel better receiving government provided services when they are served by someone who looks like them

and speaks their language. It is very possible that he will share his nice experience with his friends and family and they will tell their friends and families. The goodwill of the local government will spread. Again a representative government serves as a symbol and a cause to cope with diversity in society according to Krislov (1992). None of the six jurisdictions has established any diversity policy for various reasons. More research and study is recommended determining the pros and cons on putting together any diversity policies.

This research seeks to answer four questions. Here are the findings:

- i. What steps are local governments taking to cultivate and maintain a diversified workforce that is reflective of the public that they serve?

All six jurisdictions depend on reaching out to a large and diverse applicant pool as the first step to establish a diversified workforce. Jobs are posted nationwide to reach a diverse applicant pool at Cobb County. Gwinnett County has taken a step further to establish a diverse applicant pool by setting up internship programs at local and neighboring minority high schools and colleges to nurture a qualify diverse candidates pool for future recruitment. In addition, both the Volunteer Gwinnett program and the 101 Citizens Academy helps to enlarge the applicant pool by bringing the citizens and the local government together.

Policies and trainings are some of the tools to cultivate and maintain a diversified workforce. Fulton County has created the Office of Diversity and Civil Rights Compliance (DCRC) of the County Manager's Office to ensure non-discrimination, equal access, equity, fairness and inclusion in Fulton County's terms and conditions of employment. The DCRC has ten full time staff. Mecklenburg County has created the Learning and Development department under the Human Resources department to administrator the diversity program.

Classroom diversity training is the most common method to educate employees about diversity. To cultivate and maintain a diversified workforce is having a diverse group of employees that are able to value each other as human beings, respect and work together despite of their difference, and that they would want to stay with the organization and be passionate about their jobs. More research and study is needed to help public administrators to cultivate and maintain a diversified workforce that is reflective of the public that they serve.

- ii. What challenges do managers and administrators encounter in establishing and cultivating an equitable and supportive workplace?

Reaching out to a diverse applicant pool is the number one challenge that managers and administrators encounter in establishing and cultivating an equitable and supportive workplace. Lack of leadership support is another challenge that the public administrators have in promoting any diversity initiative. Fulton County pointed out that diversity is a culture shift and it is a challenge to move the agency from compliance mode into inclusiveness mode. There is a Chinese saying that three feet of ice is not formed in a single day. An equitable and supportive workplace does not happen overnight. Public administrators could check out other organizations' diversity leadership structure and their recruitment process in order to come up with the most workable format for their jurisdiction in establishing and cultivating an equitable and supportive workplace.

- iii. What are possible approaches to successfully further and strengthen the local government's efforts to achieve diversity in the workplace?

Each jurisdiction has a different approach to achieve diversity in the workplace. Cobb County offers a twelve day mandatory supervisor training program for the management team.

The training program educates supervisors to exercise fair performance evaluation. A just and fair performance evaluation system raises the morale of a diverse workforce because all of us yearn for justice. The city of Atlanta provides three avenues for employees to voice their concerns to help cultivating a supportive workplace. The three avenues are the Commissioner's office, the ethic hot line and the law department. The city of Atlanta also makes every effort to resolve issues in a short time frame which can help improve the diversified workplace morale. Mecklenburg County established an interpreter pay matrix to help reduce the language barrier between citizen and the government. Employees' language skill is being valued and it helps to increase the diversified workforce morale. DeKalb County uses knowledge to increase morale among the employees. The Employ Relations Division (ERD) in DeKalb goes out into different departments to provide diversity trainings to the employees. When employees understand the rules, they will be happier with their job. Fulton County suggested that aligning each department budget planning with the strategic planning to incorporate diversity goals could help achieving diversity in the workplace.

Gwinnett County received a lot of support from the leadership team to make Gwinnett County an inclusive county. The Gwinnett Board of Commissioners funds two countywide programs, Volunteer Gwinnett and the Gwinnett 101 Citizens Academy. These two programs help to bring residents from different cultures and the county government together to serve others and to close the gap between the two parties. In addition, since many county employees are also residents of the county or the neighboring counties, the external good relationship between the diverse citizens and the county could spill over into the internal diversified workplace. Gwinnett County also has an active training program for employees. The county developed a Supervisory Development Program Academy to teach supervisor

how to manage a diverse workplace. Gwinnett County also has another program called Excel which provides advance courses for more senior supervisors. These programs will generate a positive morale among the diversified workforce. It is because of this that the leadership is being perceived as making an effort to understand their employees and learn to manage them in a fair and respected manner.

iv. How can the efforts be measured to prove effectiveness of a diversity program?

It is important to establish some kind of measurement tools to quantify the effectiveness of a diversity program. These performance reports can help agency leadership team to set directions and provide necessary resources for the continued success of the diversity programs. In Fulton County, the Office of Diversity and Civil Rights Compliance (DCRC) measures performance in five key activities: Discrimination Complaint Resolution; Disability Affairs Programming and Compliance, Civil Rights Programming and Compliance, Training and Technical Assistance and Workforce Diversity and Inclusion. DCRC prepares written reports to the county manager and Board of Commissioners quarterly. Fulton County has also completed a countywide employee work passion assessment recently and the survey results could be used as the baseline for future performance measure. Mecklenburg County had performed a countywide diversity assessment survey and from it a diversity plan was developed. An annual climate survey is administered to capture how employees feel about different issues compare to last year. The county will use the survey results to determine if there is any area of concerns that warrant further investigations. More research and study is needed to develop tools for measuring the effectiveness of different diversity initiatives.

In conclusion, it is a step in the right direction to integrate diversity into the organization because the public is only getting increasingly diverse. A diverse workforce can help the

organizations better understand the citizens that they serve. Like any initiative, integrating diversity into the organization requires strong commitment from the top. To embrace diversity and inclusiveness is a huge cultural change for any organization and it is a process which demands long term efforts. It requires commitment from the leadership team for resources and directions to develop new strategies to help employees value each other as human beings no matter what color of skin he is or what ethnicity she is. Police, Fire and the Court system could be the first few agencies to start the integration of diversity inside the government as they are who the public interact on the daily basis. As the world is getting more connected, communities are getting more diverse. It is the duty of public servants to keep up with new ways to manage a diversified workforce and deliver services to the diverse citizens.

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Appendix

Institutional Review Board (IRB) approval form

Faculty Advisor Routing Sheet

(ONLY submit this page with student research applications)

All student research at KSU must be supervised by a faculty advisor. In order to ensure that the advisor has reviewed the IRB application materials and agrees to supervise a student's proposed human subject research project **this routing sheet, along with the application materials, must be submitted by the faculty advisor from their KSU email address to irb@kennesaw.edu.**

By checking the boxes below, the faculty advisor for this project attests the following:

I have personally reviewed each of my student's IRB application documents (approval request, exemption request, informed consent documents, child assent documents, survey instruments, etc.) for completeness, and all documents pertaining to the conduct of this study are enclosed (consents, assents, questionnaires, surveys, assessments, etc.)

I verify that the proposed methodology is appropriate to address the purpose of the research.

I have completed a CITI training course in the ethics of human subject research within the past three years as have all researchers named within this application.

I approve of this research and agree to supervise the student(s) as the study is conducted.

Faculty Advisor Name: William E. Baker

Date: 8/29/2015

Kennesaw State University

Institutional Review Board

Exemption Request for Research with Human Participants

(Prior to submission of this form, review the IRB Exemption Screening Checklist at

<http://www.kennesaw.edu/irb/decision-tree.html>.)

1. Project Identification

Project Title:	Diversity Management of Local Governments in Metro Atlanta: City of Atlanta, Cobb county, Fulton county, DeKalb county and Gwinnett county
Principal Investigator (PI):	Kam Ping Yung
PI Department:	Department of Political Science & International Affairs – Master of Public Administration
PI Phone:	404-987-9181
PI Email:	joycekyung@bellsouth.net
KSU Co-Investigators:	N/A
Non-KSU Affiliated Co-Investigators:	N/A
Faculty Advisor:	Dr. William Baker
Faculty Advisor Department:	Department of Political Science & International Affairs
Faculty Advisor Phone:	470-578-3234
Faculty Advisor Email:	wbaker@kennesaw.edu
Proposed Study Dates:	Fall 2015
Name of External Funding Agency:	N/A
Funding Agency's Deadline:	N/A

2. Mark each category describing the proposed research:

<input checked="" type="checkbox"/>	Category 1	Educational Purposes. Research conducted in established or commonly accepted educational settings, involving normal educational practices, such as (i) research on regular and special education instructional strategies, or (ii) research on the effectiveness of or the comparison among instructional techniques, curricula, or classroom management methods. Research is not FDA regulated and does not involve prisoners. Submit questionnaire(s), surveys and consent documents.
<input type="checkbox"/>	Category 2	Educational Tests, Surveys, Interviews, Public Observation. Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless: (i) information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects; and (ii) any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation. If research involves children as participants, procedures are limited to educational tests and observation of public behavior where investigators do not participate in the activities being observed. Research is not FDA regulated and does not involve prisoners. Submit questionnaire(s), surveys, and consent documents.

<input type="checkbox"/>	Category 3	Elected or Public Officials. Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures, or observation of public behavior that is not exempt under category (2), if: (i) the human subjects are elected or appointed public officials or candidates for public office; or (ii) federal statute(s) require(s) without exception that the confidentiality of the personally identifiable information will be maintained throughout the research and thereafter. Research is not FDA regulated and does not involve prisoners. Submit questionnaire(s), surveys and consent documents.
<input type="checkbox"/>	Category 4	Research with Existing Data. Research involving the collection or study of existing data, documents, records, pathological specimens, or diagnostic specimens, if these sources are publicly available or if information is recorded by the investigator in such a manner that subjects cannot be identified, directly or through identifiers linked to the subjects. Research is not FDA regulated and does not involve prisoners. No additional documentation needs to be submitted.
<input type="checkbox"/>	Category 5	Public Benefit or Service Programs. Research and demonstration projects which are conducted by or subject to the approval of federal department or agency heads, and which are designed to study, evaluate, or otherwise examine: (i) public benefit or service programs; (ii) procedures for obtaining benefits or services under those programs; (iii) possible changes in or alternatives to those programs or procedures; or (iv) possible changes in methods or levels of payment for benefits or services under those programs. (This category may be used for federal programs only.)
<input type="checkbox"/>	Category 6	Taste Tests. Taste and food quality evaluation and consumer acceptance studies, (i) if wholesome foods without additives are consumed or (ii) if a food is consumed that contains a food ingredient at or below the level and for a use found to be safe, or agricultural chemical or environmental contaminant at or below the level found to be safe by the FDA or approved by the EPA or the FSIS of the USDA. The research does not involve prisoners as participants. Submit consent documents.

3. Briefly describe the intent of the proposed research.

This paper studies different diversity programs and policies use in managing an increasingly diverse workforce of five local Governments in Metro Atlanta: City of Atlanta, Cobb county, Fulton county, DeKalb county and Gwinnett county

4. Describe how participants, data, and specimens will be selected.

Participants will be a combination of human resources directors, managers or staffs. We will acquire human recourse directors contact information from the local government websites and send a request for meeting email to him/her follows up by a phone call a few days later to set up interviews. Interested parties will grant an interview and non-interested parties will not.

A two parts approach will be employed in this study. First, an exploration of employment percentage of three diverse attributes: race/ethnicity, gender and disability. Second, conducts a structured interview.

5. Does the research involve deception? Yes No

6. Describe why research procedures will not cause a participant either physical or psychological discomfort or be perceived as harassment above and beyond what the person would experience in daily life.

Meetings will be conducted at the interviewee's government facility where the interview will not be overheard by others but safe. For example, an office with a large glass window.

7. Describe provisions to maintain the confidentiality and security of data both during and after study completion.

Data will be collected using pencil and paper and then transferred to the principal investigator's (Kam Ping Yung) computer.

8. Describe provisions to protect privacy of participants (e.g., interviews will be conducted in a private area of classroom; individuals will not be publicly identified, etc.).

Individuals will not be publicly identified

9. Will the research involve obtaining data through intervention or interaction with participants? (e.g., physical procedures, manipulations of participants or their environment, communication or interpersonal contact between researcher and participant, including interviews, surveys, focus groups, online surveys, etc.) Yes No

- a. What age groups will be included?

Aged 18 and over

- b. Describe the consent/assent process to be used.

Two copies of consent form on IRB site. Participant and investigator will both sign and date both copies. Participant keeps one copy of the signed consent form.

10. Will an online survey be utilized in this study? Yes * No

11. List all survey instruments to be used (pre-/post-tests, online surveys, interview questionnaires, focus group questionnaires, etc.). Submit these documents along with this form.

Interview questionnaires:

- viii. What policies exist to address diversity issues in your jurisdiction?
- ix. Which department (or staff member) is responsible for the diversity program and what level of support do we have in promoting diversity and inclusion in the workforce that is reflective of the public it serves?
- x. Has the organization conducted a diversity assessment as a baseline data for performance measurement?
- xi. What reporting tools are used to evaluate and measure performance?
- xii. What diversity learning opportunities are provided to employees?
- xiii. What is the level of funding for implementation of the diversity programs and what challenges are encountered in establishing and cultivating an equitable and supportive workplace?

Secondary statistics on employment percentage of three diverse attributes:

- Gender – Male and Female
- Racial/ethnic – Black or African American alone; Hispanic or Latino; White alone, not Hispanic or Latino; Asian alone
- Disability – Ages 5+ with a disability and Ages 5+ without a disability.

Submit all survey instruments, consent documentation, etc., with this form to irb@kennesaw.edu. Be advised that if your study cannot be granted an exemption by the IRB, you may be directed to submit the IRB Approval Request form to assist the board with further review of your study. This will require additional processing and review time. Direct all questions to the IRB at (470) 578-2268 or irb@kennesaw.edu.

Signed Consent Form

Title of Research Study: Diversity Management of Local Governments in Metro Atlanta: City of Atlanta, Cobb county, Fulton county, DeKalb county and Gwinnett county

Researcher's Contact Information: Kam Ping Yung, 404-987-9181,
joycekyung@bellsouth.net

Introduction

You are being invited to take part in a research study conducted by Kam Ping Yung of Kennesaw State University. Before you decide to participate in this study, you should read this form and ask questions about anything that you do not understand.

Description of Project

The purpose of the study is to study how public managers and administrators cultivate and manage a representative workforce in order to better serve the increasingly diverse communities?

Explanation of Procedures

Participant will answer the following questions to the best of their knowledge.

- i. What policies exist to address diversity issues in your jurisdiction?
- ii. Which department (or staff member) is responsible for the diversity program and what level of support do we have in promoting diversity and inclusion in the workforce that is reflective of the public it serves?
- iii. Has the organization conducted a diversity assessment as a baseline data for performance measurement?
- iv. What reporting tools are used to evaluate and measure performance?

- v. What diversity learning opportunities are provided to employees?
- vi. What is the level of funding for implementation of the diversity program(s)?
- vii. What challenges are encountered in establishing and cultivating an equitable and supportive workplace?

Time Required

Fifteen minutes.

Risks or Discomforts

No

Benefits

This paper studies different diversity programs and policies use in managing an increasingly diverse workforce of six jurisdictions that are comparable in size. The survey data is in reference to each of local government alone. The survey data as a whole will be used to understand the challenges administrators encounter in establishing and cultivating an equitable and supportive workplace. In addition, the challenges administrators encounter to cultivate and maintain a diversified workforce that is reflective of the public that they serve. The final course paper will be sent to the primary respondent of each jurisdiction that participated in the project. These local governments will benefit from gaining the knowledge of a comparative study regarding cultural diversity and diversity management.

Compensation

No

Confidentiality

The results of the participant will be anonymous

Inclusion Criteria for Participation

Aged 18 and over

Signed Consent

I agree and give my consent to participate in this research project. I understand that participation is voluntary and that I may withdraw my consent at any time without penalty.

Signature of Participant or Authorized Representative, Date

Signature of Investigator, Date

PLEASE SIGN BOTH COPIES OF THIS FORM, KEEP ONE AND RETURN THE OTHER TO THE INVESTIGATOR

Research at Kennesaw State University that involves human participants is carried out under the oversight of an Institutional Review Board. Questions or problems regarding these activities should be addressed to the Institutional Review Board, Kennesaw State University, 585 Cobb Avenue, KH3403, Kennesaw, GA 30144-5591, (470) 578-2268.