



# Inclusion, Diversity, Equity, Access

The WEBB Advisory Group LLC

INTRODUCTION OF THE WEBB ADVISORY GROUP

The Why of INCLUSION, DIVERSITY, EQUITY, ACCESS

Where We Are – Key Informant Report /  
Organizational Assessment

Next Steps – e-SAP

Agenda

# WHERE WE ARE...WHERE WE ARE GOING

**Key Informant Interviews  
& Report Results  
2022**

**PCCLD Organizational  
Assessment**

**E-SAP  
Equity Strategic Action Plan**



# YOUR ROLE

- As a Board Trustee of the PCCLD you serve as a steward of the public good. The public good can be seen in corporate, non-profit governance and government led organizations.
- As a board of trustee member, you should be aware of the board's role in IDEA:
  - Inclusivity** – do we encourage and support all board of trustee voices and perspectives?
  - Diversity** – does the management and the board of trustees reflect the diversity of the organization and the communities they serve?
  - Equity** – are PCCLD programs addressing all constituents equally in the communities they serve?
  - Access** – is the organization's work creating a more accessible world?

# WHERE WE ARE...The Key Informant Interview



The Key Informant Interview is one part of WEBB Advisory Group's overall Organizational Needs Assessment, designed to identify inclusion, diversity, equity, and access indicators, barriers, resources and strategies to consider within the Pueblo City-County Library District, through a comprehensive employee engagement process we call "Equity Strategic Action Planning or "E-SAP".



Of the four primary components of our key informant framework which included: organization, policies & procedures, leadership, and education, the key informant interviews were specifically targeted towards staff without first-hand knowledge of the Pueblo City-County Library District's current inclusion, diversity, equity, and access strategies.



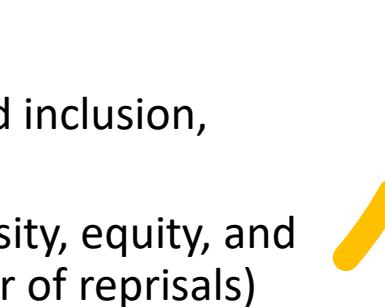
Input from key informants provides insight to the essential needs of the organization, and how certain issues can be best addressed for the inclusion of change, which will inform the organizations strategies to become inclusive, diverse, equitable and accessible for both staff and community stakeholders.



- **Results and Findings of the Key Informant Interviews**

- Overarching Themes and Frequencies

- The overarching and cross-library **themes** determined in the WEBB Advisory Group Key Informant Interviews were:

- 1. Overwhelming belief in the mission
  - 2. Policies procedures are believed to be unified but uncertainty as to if they are written through an equity lens
  - 3. A need for a consistent communication strategy from leadership
  - 4. Standard definitions of terms used in inclusion, diversity, equity, and access
  - 5. Define and clarify the role of the Social Justice committee
  - 6. Implementation of diverse hiring practices
  - 7. Create a strategic education/training plan around inclusion, diversity, equity, and access
  - 8. Significant barriers to addressing inclusion, diversity, equity, and access as people are afraid to have conversations (fear of reprisals)
- 



Where We Are...Organizational Assessment

# Overall Strengths of the Pueblo City-County Library District

**PCCLD staff.** Both senior leadership and other employees are people committed to a collective vision and mission.

Relatively low turnover and great retention. Many of those we spoke with had been at PCCLD for more than two years.

The development of the Social Justice committee is a step in the right direction.

# Opportunities / Barriers



# Organizational Assessment Recommendations...

**Social Justice Committee Team Function** - Clarify roles and functions. The job of this committee should be to design, implement, assess, and explain the Pueblo City-County Library District's Social Justice initiative. The committee should be able to identify key IDEA issues locally, regionally, both internally and externally, and tie them directly to the Pueblo City-County Library District's business and social outreach objectives. Empower this Committee or select a senior level CDO (Chief Diversity Officer) who can keep this momentum going.

**Work Process** - Pueblo City-County Library District should develop a shared team process. It is important for senior leadership to discuss and clarify expectations about how the Social Justice Committee members will work together, including approaches to meeting protocol, decision making, and feedback. Create a process flow chart on how information will be communicated/shared and follow up periodically on knowledge gaps that might exist. This committee does not know its actual function other than planning library activities – which is not consistent.

# Organizational Assessment Recommendations...

**Cultural Competency** - Create an environment that encourages employees to draw upon the diverse cultural backgrounds of its team members. Awareness of the diverse styles each employee brings to Pueblo City-County Library District is the first step; leveraging diversity for improved IDEA results requires steady attention and commitment from all employees. Create gender forums and other affinity groups to help lead the conversations on inclusion, diversity, equity and access.

**Conflict Resolution** – These are difficult conversations. Learning how to hold courageous conversations without fear of retaliation with inquiry and open-ended questions is the goal of understanding every employee's perspective. The process of discovering the reasons behind differing perspectives frequently leads to common ground and a new openness to solutions that could not have been reached without this common ground. This will require Pueblo City-County Library District Senior Leadership being on the ground in each library regularly in order to understand the impact of its own policies and practices.



# Organizational Assessment Recommendations...

---

**Information Exchange** – Pueblo City-County Library District must build a communication system for flowing information easily and frequently between senior leadership, and employees. While most teams meet internally in their own libraries, many felt there was a disconnect with the library system itself. It is imperative that Pueblo City-County Library District invest in at least one face-to-face IDEA meeting prior to the launch of IDEA initiatives. This work is about relationship and trust which can only be accomplished through human interaction.

# Where We Are Going...

## Organizational Assessment

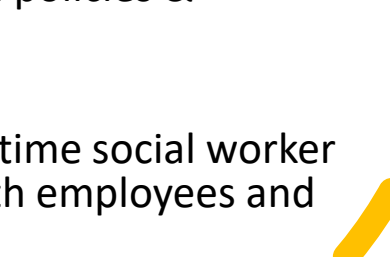


E-SAP  
Equity Strategic Action  
Plan





## The WEBB Advisory Group also recommends:

- Pueblo City-County Library District should examine its human resources systems, practices, requirements, and organizational culture and create strategies to reduce barriers to inclusion.
  - Pueblo City-County Library District and its Board of Trustees should develop a compelling inclusion, diversity, equity, access strategy, and business case to communicate to all employees, and the communities in which it resides.
  - Pueblo City-County Library District leaders and its Board should publicly communicate its support, both internally and externally on its inclusion, diversity, equity and access related support initiatives, even if they are perceived to be controversial in the communities they serve.
  - Pueblo City-County Library District should maintain or establish ongoing and regular HR audits of goals, strategies, and outcomes to ensure inclusion, diversity, equity and access is present in all policies & procedures.
  - Pueblo City-County Library District should hire a full-time social worker internal to the organization to assist and support both employees and patrons.
- 



## **The WEBB Advisory Group also recommends:**

---

- Pueblo City-County Library District should hire a senior level IDEA leader as an influential and equal partner to the senior leadership to ensure sustainability.
- To develop a diverse talent pipeline Pueblo City-County Library District must ensure that turnover of members of underrepresented groups is in parity with that of the majority group.
- Pueblo City-County Library District must present learning opportunities for both staff and patrons that are culturally competent and are developed in multiple languages if needed and offered in a variety of accessible formats.
- Pueblo City-County Library District should ensure that inclusion, diversity, equity and access topics are easily and quickly located on the Pueblo City-County Library District organization's internal and external websites for both patrons and employees.

**Leadership Strategy**

**Employee and Community Engagement Strategy**

**Policy and Program Strategy**

**Learning / Training Strategy**

# Next Steps

To help address inclusion and diversity gaps and opportunities based on the WEBB Advisory Group Organizational Assessment results, the WEBB Advisory Group provides an Equity Strategic Action Plan Template (E-SAP) with guidelines for how to use the template following the WEBB Advisory Group engagement. To address any gaps or opportunities we recommend you ask the following questions while following the E-SAP.

Equity Goal	Initiative	Business Unit / Department	Lead	Resources Needed	Timeline	Sustainability



## Finally

- The Pueblo City-County Library District should review its existing communication process policies, and procedures to determine how structural and systemic barriers conflict with its own position on inclusion, diversity, equity, and access.
- Focus on communications, educational cultural competency training, provide professional development programs, BIPOC hiring pipeline, and review its public relations and marketing to communities of color.



# QUESTIONS

---