

CITY OF GROVE CITY, OHIO
G.C. COMMUNITY DIVERSITY ADVISORY TASK FORCE

February 13, 2023

MINUTES

Regular Meeting

1. The regular meeting of the Grove City Community Diversity Advisory Task Force was called to order by Chair Reynolds at 6:00 p.m., in the City Hall Council Chambers, 4035 Broadway. Roll was called and the following were present:

Missy Anderson, Caden Bauman, Shayne Downton, Chris Moscato, Miracle Reynolds, Jeffrey Tadlock, Dorothy Stewart, Danielle Williams, Dan Witterman.

Absent: Teresa Breckenridge, Viren Patel

Also present: Tami Kelly, Clerk of Council; Christine Houk, Council Member; Stephen Smith, Dir. of Law. Speakers – Chuck Boso, City Admin., & Bill Vedra, Asst. City Admin.

2. Chair Reynolds recognized the resignation of Teresa Breckenridge, due to family issues.
3. Chair Reynolds asked for a motion to approve the Minutes from 01/09/23. Ms. Williams moved to approved said minutes; seconded by Ms. Anderson. Motion unanimously approved.
4. Chair Reynolds explained that this evening's meeting was hear from City Staff about the policies and procedures that are currently in place for diversity, equity and inclusion.

Mr. Stephen Smith, Dir. of Law, Mr. Chuck Boso, City Administrator, and Mr. William Vedra, Asst. City Admin., provided information on the City's current policies and training program. Mr. Boso gave statistics on current staff: 171 total – 56 female, 115 male, 8 African American, 2 Hispanic, 1 Asian. It was explained that the majority of employees are hired through the Civil Service process. Mr. Smith explained how the testing and lists are done for Civil Service. It was shared that the Discrimination/Harassment Section of the City's Codified Ordinances were updated in 2022 to include LGBTQ+, etc. Mr. Smith said there is a very specific process to file a complaint and each one is investigated and processed accordingly and there is a strong anti-retaliation policy in place as well. The Annual city-wide training for all full-time employees was reviewed. Mr. Smith noted that the Police Division also receive a Bias-Based Policing training.

Mr. Downton asked if there was any culture-related data on how groups are feeling. Mr. Smith said not really. There is a staff meeting with Dept. Heads every two weeks and each department holds their own meetings. He said we really do things by department, no race. Ms. Williams said turnover is a good indicator. Mr. Smith agreed and said we really don't have turnover in the City. Mr. Downton asked how the city can broaden the pool. Mr. Smith said all communities struggle with this and getting quality people.

Mr. Moscato asked why part-time employees are not given the training. Mr. Vedra said logistically, it can be difficult to catch them all and they wanted to start with full-time training first to manage the program.

Mr. Downton commented that when hiring and the candidates are virtually equal, he looks at the gaps in his organization to select the person. He said if you are intentional about D.E.I, data/numbers tell the story. Mr. Smith said he understands the DEI desire, but struggles with the legalities and liabilities that cities must adhere to. If the committee has suggestions, they are willing to review them.

5. The Committee discussed their desire for the next meeting and their timeline for finalizing their report to Council.

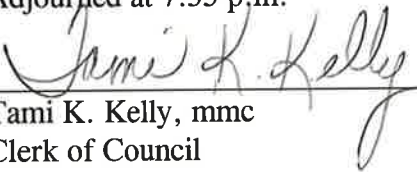
Mr. Tadlock said he would like to see the Committee ask for an extension of time so they can continue to hear from staff in order to identify any gaps and/or identify suggestions in order to present a good report to Council. Committee agreed.

It was decided to hear from the Business Relations and Development Dept. at their March meeting.

Ms. Kelly asked each member to send her a list of questions that she can share with staff members in preparation for the next meeting. Mr. Downton stated that he wants to know what they are doing to expand diverse businesses and housing.

6. There being no objection, Chair Reynolds adjourned the meeting by unanimous consent.

Adjourned at 7:33 p.m.


Tami K. Kelly, mmc
Clerk of Council


Miracle Reynolds
Chair

161.15 DISCRIMINATION AND HARASSMENT PROHIBITED.

(a) Discrimination and Harassment Prohibited. The City expressly prohibits any form of unlawful discrimination or harassment based on race, color, religion, sex, national origin, age, disability, military status, status as a veteran or special disabled veteran, ancestry, familial status, pregnancy, sexual orientation, gender identity, or gender expression or any other characteristic protected by applicable federal, state, or local laws.

(b) Policy. In compliance with Title VII of the Civil Rights Act of 1964 as amended, and Ohio Revised Code 4112.01 et seq., it is the policy of the City:

(1) To provide equality of opportunity in employment with the City for all persons.

(2) To carry out all programs and activities in such a manner that no person shall, on the grounds of race, color, religion, sex, national origin, age, disability, military status, status as a veteran or special disabled veteran, ancestry, familial status, pregnancy, sexual orientation, gender identity, or gender expression be excluded from participation in, be denied the benefits of, or be subjected to discrimination or harassment with respect to such programs or activities.

(c) Sexual Harassment. The City also prohibits sexual harassment of employees in any form. It is City policy to provide an employment and business environment free of unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct or communication of a sexual nature or based on one's sex constituting sexual harassment as defined and otherwise prohibited by federal and state law.

Specifically, no supervisor shall threaten or insinuate, either explicitly or implicitly, that an employee's refusal to submit to sexual advances will adversely affect the employee's employment, evaluation, wages, advancement, assigned duties, shifts, or any other condition of employment or career development.

Other sexually harassing conduct in the workplace, whether committed by supervisors or non-supervisory personnel, is impermissible and prohibited because it creates an intimidating, hostile, or offensive working environment and/or unreasonably interferes with an individual's work performance. This includes, but is not limited to, any harassing conduct based on one's sex or gender or conduct of a sexual nature, including verbal conduct, touching, solicitation or the display in the workplace of sexual objects or pictures, where there has been an indication that such conduct is unwelcome.

Any conduct, as described above, whether by supervisors or non-supervisory personnel, may result in disciplinary action, up to and including discharge.

(d) Guidelines-Reporting and Investigation. It is policy to investigate thoroughly and remedy any known incidents of discrimination and harassment. In order to accomplish this, however, harassment and discrimination must be brought to the attention of management. Accordingly, employees who feel aggrieved because of harassment or discrimination have an obligation to communicate their problem immediately. Employees who feel comfortable doing so should directly inform the person engaging in harassing or discriminatory conduct that such conduct is offensive and must stop; however, employees are not required to first directly address the person who is harassing or discriminating against them. The following steps should be taken by an employee who has a complaint of harassment or discrimination:

(1) Any individual that believes that he or she has been subjected to unlawful harassment or discrimination, or witnessed unlawful harassment or discrimination, should promptly file a written report of that fact to the department director or the individual's immediate supervisor/manager. If the individual alleges harassment or discrimination against the department director and the individual's immediate supervisor/manager, the individual need not report the incident to the alleged harassers or discriminators and instead, may report the incident to the City Administrator or Human Resource Coordinator. The written report should identify the alleged incidents of harassment and/or

discrimination, the alleged perpetrators of the harassment and/or discrimination (if known), and any witnesses to the harassment and/or discrimination. The report will be kept confidential to the extent possible consistent with a thorough investigation and any remedial action required.

(2) Upon receipt of a report of harassment and/or discrimination, the City will investigate the allegations. If the City determines that an individual has violated this policy, the City will take appropriate disciplinary action, up to and including termination.

The City encourages individuals who believe that they have been victims or witnesses of harassment and/or discrimination to come forward and report such harassment and/or discrimination. The City will not take any adverse action against an individual who in good faith comes forward to report harassment or discrimination, or provides assistance in an investigation, regardless of whether the allegation is substantiated. The City prohibits retaliation in all forms.

(Ord. C10-09. Passed 2-17-09; Ord. C15-18. Passed 3-20-18; Ord. C20-22. Passed 4-4-22.)

2018 – City Wide Training Overview and Schedule

All Associates

Date: February 8, 9, 12, 2018 **Time:** 8am - 12pm **Location:** Lower Level

Frost Brown Todd:

Discrimination and Harassment

Ethics

Working Partners:

Drug Free Workplace Education and Intervention

All Supervisors

Wednesday, March 7, 2018 **Time:** 8am - 4pm **Location:** Lower Level

Ohio University:

Day 1: - Reading assignment and master class discussion

The Outward Mindset – Arbinger Institute

How to change lives and transform organizations

The Leadership and Self-Deception - Arbinger Institute

How to consistently tap into an innate ability that dramatically improves both your results and your relationships.

Tuesday, March 13, 2018 **Time:** 8am - 12pm **Location:** Lower Level

Optimal Testing:

Day 1: Structured Interview Training-Development

Question and Score Criteria Development

Validity of Structured Interviews

Review of job analysis to determine key competencies

Question development

Focus on competencies

Building selection of scales

Tuesday, March 20, 2018 **Time:** 8am - 12pm **Location:** Lower Level

Optimal Testing Solutions:

Day 2: Structured Interview Training-Implementation

Question and Score Criteria Development

Review of questions and selection scales

Interview process/procedures

Evaluation Process

Rater errors

How to avoid rater errors

Interview and assessment practice and calibration

2018 – City Wide Training Overview and Schedule

Wednesday, March 28, 2018

Time: 8am - 4pm

Location: Lower Level

Ohio University:

Day 2: Reading assignment and master class discussion

The Outward Mindset – Arbinger Institute

How to change lives and transform organizations

The Leadership and Self-Deception - Arbinger Institute

How to consistently tap into an innate ability that dramatically improves both your results and your relationships.

All Supervisors

Wednesday, October 24, 2018

Time: 8am - 4pm

Location: Eagle Pavilion

Ohio University: John Nobles, Professor

The Speed of Trust, Covey

Trust isn't a quality you either have or you don't; it's a learnable skill. Teams and organizations that operate with high trust significantly **outperform** those who don't. Teams and organizations led by a high-trust leader are more energized and **engaged**. They innovate and collaborate more effectively, operate faster, and achieve sustainable results.

Thursday, November 1, 2018

Time: 9am - 4pm

Location: Eagle Pavilion

Frost Brown Todd: Catherine Burgett, Esq.

Supervisory Training

Case studies of ethical and legal missteps by supervisors.

Working Partners: Regina Bond

Substance Abuse Policy

City:

Stop the Bleed

EAP

TBD

Thursday, November 8, 2018

Time: 9am - 4pm

Location: Eagle Pavilion

Zoe Training and Consultation: David Aduddell, MBA

Perfect Timing/Time Management Essentials

Introduction: Herding Cats

The Myth of Time Management

Time Assessment

Reality Check

Effective Thinking

Strategy 2: Planning with Purpose

Discovering Your Purpose

Top 20 Goals

5 Year Resume

Purpose Statement

Strategy 3: Choosing Priorities

Crossing the Beam

4 Times Zones

Control the Controllable

Strategy 4: Practicing the Principles

SMART KASH

Outlook Planning

G.R.O.W. Calendar Worksheet

Goal Setting Worksheet

Project Notes

Avoiding Time Traps

Time Traps

Managing Your Tools

2019-2020 - City of Grove City - Inspired Leadership

David Aduddell – Zoe Training

Kickoff Session

Date: **September 24, 2019**
Time: 9:30AM - 90 Minutes (joint cohort session)
Location: Eagle Pavilion
Topic: *Program overview*
Launch 360 Process
Launch DISC Assessment

First Session(s)

Date: **October 24, 2019**
Time: 7AM-11PM / 12PM- 4PM - Four (4) hour (AM and PM cohort sessions)
Location: City Hall Lower Level
Topic: *Inspired Communication Day 1*

- 360 Review
- DISC Review

Date: **October 25, 2019**
Time: 7am-12PM - 4-6 hours (joint cohort session)
Location: Eagle Pavilion
Topic: *Inspired Communication Day 2*

- Trust Factor
- Leading Difficult Conversations

Start GROW Groups
Self-Discovery Content

Second Session

Date: **February 20, 2020**
Time: 7AM-11PM / 12PM- 4PM - Four (4) hour (AM and PM cohort sessions)
Lunch cross-over Workshop Session: Facing the Giants – 1 hour (12PM -1PM joint cohort session)
Location: Scioto Grove Metro Park
Topic: *Inspired Thinking*

- Developing the Leader Within
- 100/0

GROW Groups
Self-Discovery Content

Third Session

Date: **May 28, 2020**
Time: 7AM-11PM / 12PM- 4PM - Four (4) hour (AM and PM cohort sessions)
Location: City Hall Lower Level
Topic: *Inspired Planning*

- Perfect Timing
- Strategic Success
- Lunch Cross Over Workshop Session: The Power of Habit

GROW Groups
Self-Discovery Content

2019-2020 - City of Grove City - Inspired Leadership
David Aduddell – Zoe Training

Fourth Session

Date: August 27, 2020
Time: 7AM-11PM / 12PM- 4PM - Four (4) hour (AM and PM cohort sessions)
Location: City Hall Lower Level
Topic: *Inspired Coaching Day 1*

- *Breaking the Coaching Code*

Date: August 28, 2020
Time: 7AM-11PM / 12PM- 4PM - Four (4) hour (AM and PM cohort sessions)
Location: City Hall Lower Level
Topic: *Inspired Coaching Day 2*

- *Zone 1—Feedback*
- *Zone 2—Training*
- *Zone 3—Mentoring*
- *Zone 4—Collaborating*

Final 360

Post Session Webinar (60 minutes both sessions) September

2021 City of Grove City Inspired Leadership Program

All:

Thank you for your participation in the 2020 development program, *Inspired Leadership*.

We are beginning to plan the 2021 development program to include Grow Groups, Recommended Programs and Training Electives. David Aduddell of Zoe Training will lead a group of instructors who will deliver the Programs and Electives.

The 2021 training framework is,

1. 360 evaluations for Department and Division Leaders
2. DISC Assessment for New Participants
3. Grow Groups will continue and expand. In addition to the existing grow Groups, each member of a group will form and lead a Grow Group of associates to mentor as future leaders. Department and Division leaders will assist in identifying those emerging leaders.
4. Course Elements
 - a. Recommended Training Topics:
 - Expect the Extraordinary: *Tools to Optimize Managing Ourselves And Our Teams*
 - Managing Your Emotions: *EQ for Leaders*
 - Playing to Your Strengths: *Strengths-Based Leadership*
 - Strategic Success: *Developing Purpose Driven Teams*
 - Leading Change at Every Level
 - The Flexibility Factor: *Creating Resilience in Challenging Situations*
 - b. Elective Training Topics:
 - Coaching for Performance: *The RED Zone Model*
 - Better Together: *Influencing Others*
 - The Power of Habit: *Changing and Sustaining New Habits*
 - Going to Pieces: *Project Management Essentials for Non Project Managers*
 - Meeting Magic: *Meeting Techniques that Maximize Communication*
 - Presentation Skills for Leaders/Virtual Presentation Skills
 - Toxic Success: *Winning from the Inside-Out*
 - Innovation and Creativity
 - Fully Engaged: *Energizing Your Life and Work Recommended Programs*
 - c. Diversity and Ethics, Catherine Burgett, Esq. FBT

Beginning February of 2021, bi-monthly training will be identified. Recommended and elective training topics will be delivered online, in either four hour or eight-hour sessions.

All associates in the program will attend the recommended topics and select any or all of the elective's topics that will help in your development.

As you review the list of electives, please consider the following.

The Flexibility Factor: Creating Resilience in Challenging Situations

Difficult times come to us all in a variety of forms. It is not "if" life has setbacks; it is a question of "when." As the author James Allen put it in his book, *As a Man Thinketh*, "Circumstances does not make a man; it reveals him to himself." With each obstacle there is an opportunity to either resist and withdraw from living our best or growing through the circumstance to experience our best. Outside pressures have the power to crush us if we let them. However, these same uncontrollable obstacles can provide opportunities to develop and shape a better future in positive ways. "The Flexibility Factor" workshop provides tactical solutions to cultivate the art of resilience in challenging situations. This highly interactive session will help you get through whatever you are currently facing and come out on the other side stronger.

Recommended Elective Topics:

Coaching for Performance: The RED Zone Model

Cultures where managers use effective coaching programs see a 20 to 40 percent increase in productivity with their people. "The RED Zone" is designed to help leaders get more for themselves and their teams by using the coaching methods from the book "Breaking the Coaching Code." This material provides practical steps to help busy managers achieve greater results in less time by partnering with coachees through collaboration. This process empowers coachees to solve their own problems and create lasting solutions.

Better Together: Influencing Others

Organizations are facing more complexity than ever before. Technology has changed the way they communicate but has not necessarily made things easier. Although organizations have tried to create better communication methods, driving change and increasing performance continues to be an ongoing struggle for most teams. People are asked to do more with less. However, these critical efficiencies not only require approaching things differently, but better. Highly effective teams have incorporated new communication techniques that help elevate the way team members work together. The "Better Together" Model provides practical steps to help each person on the team apply win-win strategies as they work together.

The Power of Habit: Changing and Sustaining New Habits

From starting a new diet to adding time management skills, creating habits can be difficult to start and even harder to sustain. Most attempts at changing habits end before they ever get started. However, with new scientific discoveries, creating long-term change in your life is much easier than ever before. "The Power of Habit" work session provides proven tactics to help participants create positive and sustainable change.

Going to Pieces: Project Management Essentials for Non-Project Managers

Leaders are often asked to run projects, but in many cases, they lack the skills and training to do so effectively. "Going to Pieces" is an introductory course designed to familiarize participants with project management essentials based on the PMP (Project Management Professional) guidelines. This hands-on interactive program explores the five phases of the project lifecycle along with proven techniques to ensure project success. Participants will discover the benefits of managing projects through a structured approach with an emphasis on both hard and soft skills.

Meeting Magic: Meeting Techniques that Maximize Communication

As speed and accuracy become even more critical to meet the demands of every organization, the

2021 City of Grove City Inspired Leadership Program

ability to have efficient and effective meetings is more important today than any other time in our history. The stakes continue to increase as internal and external meetings become the core of our group communication methods. Being able to share and communicate effectively in meetings will reduce wasted time, increase productivity, and drive better team results.

Presentation Skills for Leaders/Virtual Presentation Skills

A great presentation, whether on the phone, hosting a webinar, or leading in person group, must connect with your audience in a meaningful way. Simply holding their attention is no longer enough; great presenters make people want to act on the information you have shared. In this dynamic program, you will not only learn presentation skills basics, but also the secrets to connecting with modern day listeners.

Toxic Success: *Winning from the Inside-Out*

Feeling overwhelmed by the pressures in our professional and personal life has become a normal part of our daily lives. We often wear the title “workaholic” like a badge of honor or a featured skill on a resume. Although we are filling our time with more “stuff” we are assuming that stuff is creating more meaning for us and the organization. There is a huge difference in an activity driven culture and a purpose driven culture. One of the biggest differences is the emotional state of our team members. Some feel by just changing jobs or better time management it will fix the emptiness many are facing. New research shows that most of these feelings come from “toxicity from a distracted mind, addiction to stress, and the emotional and spiritual detachment that comes with constant multitasking your life away.” This workshop will help you change your awareness, regain your attention, and reconnect to your best self at home and at work.

Innovation and Creativity

How to teach your employees to use innovation and creativity in the workplace may be the most important tool your organization has when it comes to staying competitive. With so many changes in the workplace, staying creative and innovative continues to get harder, innovation and creativity become key to staying relevant. Organizations and individuals who apply innovation move ahead. Those who do not, struggle and fall behind. In this interactive program, participants will learn how to access and develop creative skills. They will also learn how to use meaningful innovation to solve real world problems, improve processes, and leverage ideas that help organizations move ahead.

Fully Engaged: *Energizing Your Life and Work*

Imagine your workplace filled with creative, passionate, and committed people who felt they spent their time and energy doing meaningful and fulfilling work. A place where teams brought out the best in themselves and others through effective communication. At the end of the day, you go home feeling more energized and refreshed instead of drained and depressed. Through “Fully Engaged”, you will learn more about yourself and how you can energize your life and work to make these things possible. This highly interactive course focuses on tools and strategies to get the most from everyday experiences. When employees are fully engaged, organizations communicate better, experience optimized performance, and maximized results.

2022 City Wide Training Overview and Schedule

Playing to Your Strengths: Strengths-Based Leadership

March 22, 2022

7AM-11AM / 12PM- 4PM - Four (4) hour (AM and PM cohort sessions)

Grove City

Situational Communication

June 28, 2022

7AM-11AM

Grove City

15 Challenges Managers Face

September 27, 2022

7AM-11AM

Grove City

Mastering Your Message

December 6, 2022

7AM-11AM

Grove City

Managing for Performance Program Overview

March 21, 2022

7AM-11AM

Grove City

Grove City Managing for Performance Program:

- Small Group Discussion
- 360 Feedback
- Individual Executive Coaching
- Enneagram Assessments
- 15 to 17 participants

Managing for Performance Enneagram Debrief or small group discussions (Included)

June 27, 2022

7AM-11AM

Grove City

City of Grove City 2023 City Associate and Supervisor Training Overview and Schedule

Date	Time	Topic	Presenter	Audience	Location	Required
1/10/23	10a – 2p	*Diversity, Equity and Inclusion 40 Participants	Steve Francis, Esq/FDIS President	All FTE	Eagle Pavilion, Fyer Park	Y
2/14/23	10a – 2p	*Avoiding a Pileup" choosing healthy coping mechanisms! Ethics and Respectful Workplace 40 Participants	Regina Bond, SafeX Cat Burgett, Esq/GBT	All FTE	Eagle Pavilion, Fyer Park	Y
3/14/23	10a – 2p	Inspired Leadership	David Aduddell, ZOE	Supervisors	4444 Broadway BLDG #001	Y
4/11/23	10a – 2p	*Diversity, Equity and Inclusion 40 Participants	Steve Francis, Esq/FDIS President	All FTE	Eagle Pavilion, Fyer Park	Y
5/09/23	10a – 2p	*Avoiding a Pileup" choosing healthy coping mechanisms! Ethics and Respectful Workplace 40 Participants	Regina Bond, SafeX Cat Burgett, Esq/GBT	All FTE	Eagle Pavilion, Fyer Park	Y
6/13/23	10a – 2p	Inspired Leadership	David Aduddell, ZOE	Supervisors	Eagle Pavilion, Fyer Park	Y
7/11/23	10a – 2p	*Diversity, Equity and Inclusion 40 Participants	Steve Francis, Esq/FDIS President	All FTE	Eagle Pavilion, Fyer Park	Y
8/08/23	10a – 2p	*Avoiding a Pileup" choosing healthy coping mechanisms! Ethics and Respectful Workplace 40 Participants	Regina Bond, SafeX Cat Burgett, Esq/GBT	All FTE	Eagle Pavilion, Fyer Park	Y
9/12/23	10a – 2p	Inspired Leadership	David Aduddell, ZOE	Supervisors	Eagle Pavilion, Fyer Park	Y
10/10/23	10a – 2p	*Avoiding a Pileup" choosing healthy coping mechanisms! Ethics and Respectful Workplace 40 Participants	Regina Bond, SafeX Cat Burgett, Esq/GBT	All FTE	Eagle Pavilion, Fyer Park	Y
11/14/23	10a – 2p	*Diversity, Equity and Inclusion 40 Participants	Steve Francis, Esq/FDIS President	All FTE	Eagle Pavilion, Fyer Park	Y
12/12/23	10a – 2p	Inspired Leadership	David Aduddell, ZOE	Supervisors	Eagle Pavilion, Fyer Park	Y

*All FTE must attend one session of Ethics and DEI.

2023 Training Overview

Diversity, Equity and Inclusion Training – All Associates

City of Grove City 2023 City Associate and Supervisor Training Overview and Schedule

Presenter - Mr. Steve Francis, Esq. FDIS

- Discussion of Fundamental Concepts:
 - 'Diversity', 'Inclusion', 'Equity' & 'Race'
 - Understanding Implicit Bias
 - What Is Systemic Bias?
 - Stereotypes - Putting People in Boxes

Ethics and Respectful Workplace Training – All Associates

Presenter - Ms. Catherine Burgett, Esq. FBT

- Review Applicability of Ohio Ethics Law:
 - Overview of Ohio Ethics Law
 - Conflicts of Interest
 - Unlawful interests in Public Contracts
 - Misuse of Official Position
 - Improper Compensation
 - Disclosure of Confidential Information
 - Revolving Door Restrictions
 - Appearances of Impropriety
- Penalties of Violating the Ohio Ethics Law:
- Abusive Conduct:
- Respectful Workplace:

Choosing healthy coping mechanisms "Avoiding a Pile-up" - All Associates

Presenter – Regina Bond, SafeX

- What causes stress?
- Society's Messages about Stress and Coping
- Coping Strategies
- Use Alcohol and other Drugs to Cope
- Reaching Out for Help
- 10 Tools
- Policy Review
- 3 Action Items

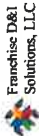
Inspired Leadership Series - Supervisors

Presenter – David Aduddell, Et al., Zoe International

- Service Driven Culture
- Situational Communication
- Bridging the Generation Gap
- Mastering your Message
- The Power of Active Listening
- Own Any Occasion
- Getting People to Read What You Write
- Compassion Fatigue
- Leading with Emotional Intelligence
-

Purpose Driven Priorities (5 Part Series)

- Part One: The Reality of Time
- Part Two: The Energy Effect: Managing Your Energy at Work
- Part Three: Living On Purpose: Purpose Driven Planning
- Part Four: Saying Yes to the Right Things: Establishing Boundaries and Minimizing
- Part Five: Effective Knowledge Management: Creating a Knowledge Management Toolbox

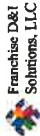


'Managing Implicit Bias & Racism'
City of Grove City, Ohio Employee Workshop - 2023



Stephen S. Francis, Esq.
President & Lead Strategist
Franchise D&I Solutions, LLC

*'Providing Diversity and Inclusion
Strategies to Advance Organizational
Missions and Goals'*

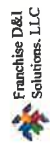


Get to know who is on your team!

Who Are You?

- Round 1: Who Are You? (Instructions)
- Round 2: Who Are You? (Instructions)

Discussion of Fundamental Concepts: 'Diversity', 'Inclusion', 'Equity' & 'Race'



- 'Diversity' is a Fact
- 'Inclusion' is an Act
- 'Equity' must be Exact
- 'Race' is a Social Construct

3

Discussion of Fundamental Concepts 'Race' is a Social Construct'



Race is a Social Construct

In the early 1800s, Dr. Samuel Morton conducted research to demonstrate biological differences between races. His flawed and biased findings have since been used to justify hundreds of years of horrors like slavery and genocide.

Race is a human-invented classification system. It was invented as a way to define physical differences between people, but has more often been used as a tool for oppression and violence. This paradox, where race is both not biologically real and yet incredibly socially and politically real, is what makes daily life challenging for all who desire to establish their own self-identity.

Religious assumptions (some races are 'divine' and 'pure,' / others are unholy, or soulless)

Scientific theory (natural order aka survival of the fittest - being 'unfit' or 'weak' is a result of being an inferior race versus it being a result of genocide)

Pseudo-scientific views (groups based on visible characteristics need to be 'civilized')

Eugenics, medical practices (reproducing 'good' genes and restricting reproduction of 'bad' genes)

Census 'Race Boxes' Example:

Are you 'White', or are you an Irish & Polish American?
Are you 'Black' or are you the American-born daughter of Asian and Jamaican American Immigrants?
Are you 'Hispanic', or are you of Bolivian and Cuban descent?

4



Franchise D&I
Solutions, LLC

George Floyd; Social Unrest; Jan. 6th; Shootings; Immigration; COVID; CRT, Etc.

How do you Feel?

What do you need (right now)?

What do you hope for (in the future)?

What does 'meaningful change' related to social justice look like?

5



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Discussion on Racism 'Expression Session' (cont.)

'It's no longer a choice between Violence and Non-Violence in this world, it's Non-Violence or Non-Existence. That is where we are today.'

Rev. Dr. Martin Luther King, Jr. 'Mountaintop Speech': 4/3/68

6

Discussion on Racism

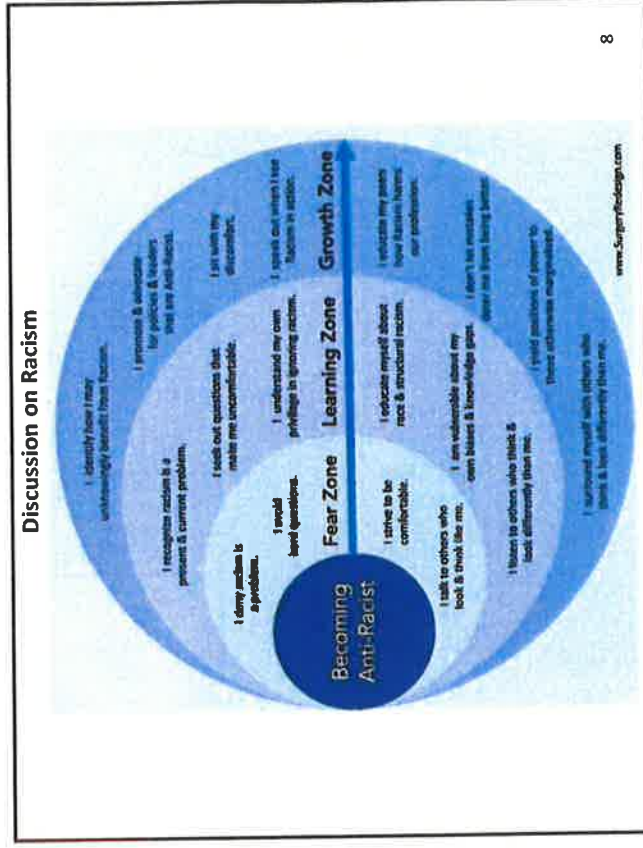
Let this sink in, and if it doesn't, read it over and over until it does.

A white woman, race educator Jane Elliott says to an auditorium full of people "I want every white person in this room who would be happy to be treated as this society, in general, treats our citizens - our black citizens - if you, as a white person, would be happy to receive the same treatment that our black citizens do in this society, please stand." Unsurprisingly, no one moves. She pauses. "You didn't understand the directions. If you white folks want to be treated the way blacks are, in this society, stand." More marked silence and lack of movement. She continues, "Nobody's standing here. That says very plainly that you know what's happening. You know you don't want it for you. I want to know why you're so willing to accept it or to allow it to happen for others."

"Prejudice is an emotional commitment to ignorance."

Reinhold Niebuhr

7



Discussion on Racism 'Flags'

<https://www.facebook.com/BIGTIGGERSHOW/videos/1174736789536709/?t=0>

9

9

Discussion on Racism 'Black Lives Matter'

'If my wife comes to me in obvious pain and asks "Do you love me?" , an answer of 'I love everyone' would be truthful, but also hurtful in the moment.

If a co-worker comes to me upset and says "My father just died", a response of 'Everyone's parents die' would be truthful, but hurtful and cruel in the moment.

So when a friend speaks out in a time of obvious pain and hurt and says "Black Lives Matter", a response of "All Lives Matter" (or "Blue Lives Matter"), is truthful. But it's also hurtful and cruel in the moment.' – Doug Williford

10

10



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Defining 'Diversity', 'Equity' & 'Inclusion'

Diversity:

- 'Value'
- Different backgrounds, experiences, thoughts, races, genders and gender identities, abilities, ages, religions, cultural environments, etc.
- **Proposed Diversity Definition:** Unique differences in thought, beliefs, values and life experiences, among many other human and cultural characteristics, based on who we are and where we come from

12

12



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BREAK

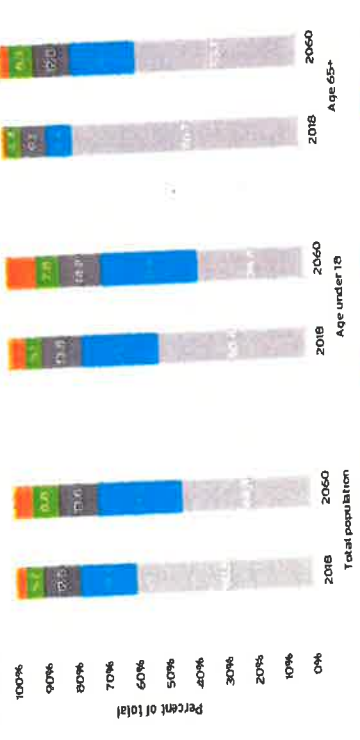
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Diversity Demographic Data

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FIGURE 4
U.S. race-ethnic profiles, 2018 and 2060



* Non-Hispanic members of race
Source: William H. Frey analysis of U.S. Census population profiles, released March 13, 2018 and revised September 6, 2019

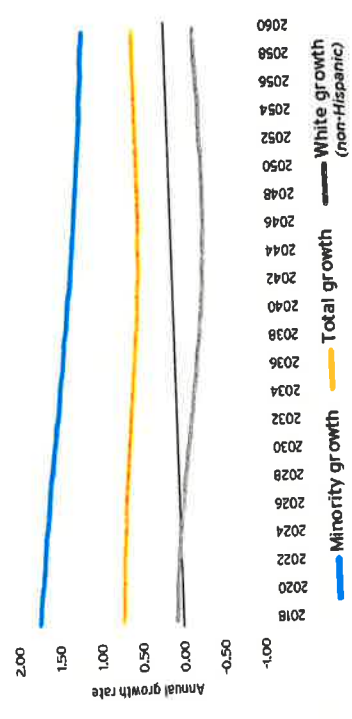
B Metropolitan Policy Program
at BROOKINGS

Diversity Demographic Trends

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Solutions, LLC

FIGURE 2

Annual growth of total, minority, and white populations
2018 - 2060



Source: William H. Frey analysis of U.S. Census population profiles, released March 13, 2018 and revised September 6, 2019

B Metropolitan Policy Program
at BROOKINGS

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2020 US Census Results**
(Source: US Census Bureau)

Race	2000	2010	2020
White	69.1%	63.7%	58.8%
Hispanic	12.5%	16.3%	18.7%
Black	12.1%	12.2%	12.1%
Asian	3.6%	4.7%	5.9%
American Indian & Alaskan Native	0.7%	0.7%	0.7%

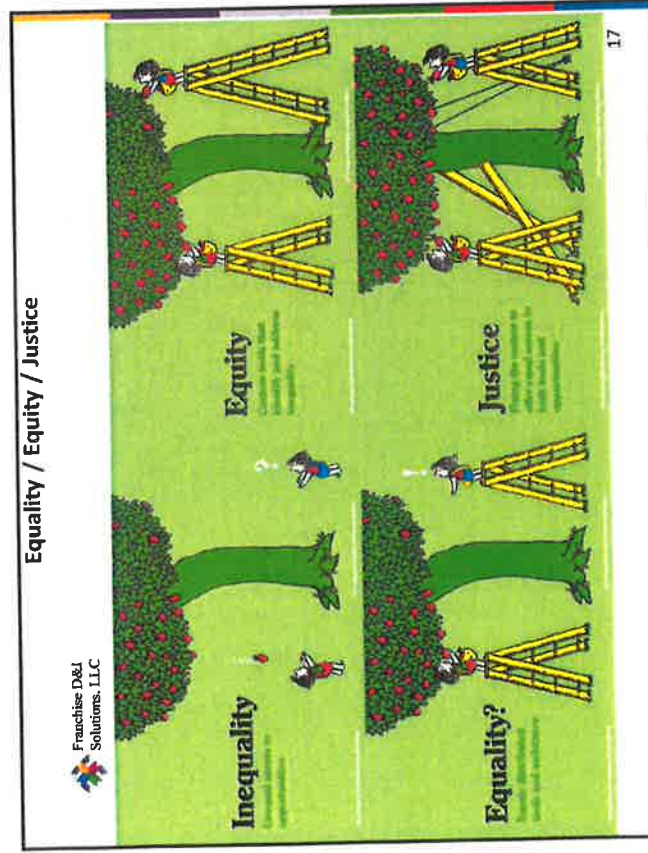
****NOTE: 2020 Data is likely UNDER reported due to proposed census questions related to citizenship status**

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Defining 'Diversity', 'Equity' & 'Inclusion'

Equity:

- 'Exact'
- Engaging people and circumstances with fairness, justice, impartiality, honesty, balance, compassion, decency, reasonableness and an open mind
- **Proposed Equity Definition:** Ensuring that people and circumstances are provided with exactly what they need to gain access to opportunity, be successful and live a full life through understanding that fair is not always equal, and that equity is not the same as equality



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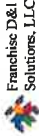
Franchise D&I
Solutions, LLC

Defining 'Diversity', 'Equity' & 'Inclusion'

Inclusion:

- 'Success'
- Engaging, valuing, involving, recognizing, utilizing, appreciating, connecting, mentoring, developing, our empowering diversity
- **Proposed Inclusion Definition:** Leveraging, engaging and valuing diverse human and cultural characteristics to help deliver the most creative, innovative and impactful public service outcomes for our employees, residents and our entire community

18



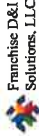
Daily 'Pledge' of Inclusiveness

We value each person's individuality. A person's ever-changing needs demands advocacy to support their civil rights and their full inclusion in our communities.

Their inclusion strengthens our communities and our world, and we are obligated to develop and implement innovative practices to ensure their inclusion and sense of community.

We must always **PLEDGE** to treat each person as an individual soul and to fully support him/her/them so that no matter their sex, race, age, disability, creed or religion, they feel like they belong.

19



BREAK

20

'Understanding Implicit Bias'

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- Everyone has Implicit Biases
- What we see on social media, the music we listen to, our conversations at the dinner table, our conversations in the break room at work, where we go to church, where we go to school, what side of town (or 'the railroad tracks') we live on, who our friends are, etc. all help shape and form our implicit biases
- Implicit biases develop from a human need to process an abundance of information quickly in order to make quick decisions. We receive 11 million bits of information every moment, but our brain can only consciously process 40 bits of them each moment
- To process that information more efficiently, the brain uses shortcuts to find connections between bits of information. Unfortunately, these shortcuts often lead to harmful stereotypes when applied to people
- Implicit Biases don't make us good people or bad people – BUT, how we act upon (or fail to act upon), what we do (or don't do) because of our biases can lead to disparate treatment, harm, injury, and yes, even death, to others
- Allowing implicit bias and negative stereotypes to run rampant in the workplace is harmful and very likely to reduce the diversity and inclusion with the workforce

21

'If you have a Brain, you have Bias'

Our brain constantly seeks what it recognizes as Comfort, Safety and the Path of Least Resistance

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```

graph LR
    TC[Time Constraints] --> S[Stress]
    U[Uncertainty] --> S
    U --> UB[Unconscious Bias]
    F[Fear] --> UB
    S --> F1[Fatigue]
    UB --> F1
  
```

Schemas

- Non-conscious expectations or biases associated with members of a group or with circumstances that guide perceptions and behaviors
- Action based on schemas is pervasive and inevitable. Schemas can be distorting and result in bad decisions and wrong or poor judgment

22

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Types of Implicit Bias

- Implicit Bias:** Unconsciously and involuntarily allowing our attitudes, feelings, stereotypes or beliefs to impact our judgment or understanding of people, things, circumstances, situations or actions.
 - Races, Age, Social Group, Sexual Orientation, Height, Weight, Marital Status, Children, Disability, Political Affiliations, College Attendance, Sports Teams, Hair Color, Accent/Slang/Vernacular, Dress, Income, Job Title, Car Model, House
- Affinity Bias:** A bias tending to be more receptive to people who resemble our lives in some way or remind us of ourselves or of those in our familiar surroundings (race/gender/age/geography)
- Confirmation Bias:** A bias that looks and searches for information to support a belief, view or position, and that in the process often ignores details, facts and clear evidence to the contrary
- Halo Effect Bias:** A bias that likes or admires something about a certain person, group or thing that causes one to assume that everything about that person, group or thing is better, great, wonderful or without fault
- Perception Bias:** A bias that stereotypes people, places or things based on what or who they belong to or associate with
- In Group Bias:** We tend to provide advantages to members of the groups we most identify with
- Bandwagon Bias:** A bias that causes one in a familiar group or association of people to believe something by default or on principle simply because others believe it in that group or association

23

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9 Common Thinking Biases and how to overcome them

By Brenner, David | www.brennerdavid.com

Confirmation Bias	Implicit Bias	Attribution Bias
What is it? Forming a view or opinion about an issue by only seeking out or accepting information that confirms your pre-existing beliefs or opinions. Overcoming it: Take a moment to consider the opposite of your current belief or opinion. What evidence do you have to support the opposite?	What is it? Your own unconscious attitudes and beliefs that influence your perceptions and actions. Overcoming it: Take a moment to consider the opposite of your current belief or opinion. What evidence do you have to support the opposite?	What is it? The tendency to attribute causes to internal factors (personality, traits, etc.) rather than external factors (situations, environment, etc.). Overcoming it: Take a moment to consider the opposite of your current belief or opinion. What evidence do you have to support the opposite?
Bandwagon Bias	Peer Pressure Bias	Groupthink Bias
What is it? The tendency to believe or do something because many other people are doing it. Overcoming it: Take a moment to consider the opposite of your current belief or opinion. What evidence do you have to support the opposite?	What is it? The tendency to conform to the behavior or beliefs of a group of people. Overcoming it: Take a moment to consider the opposite of your current belief or opinion. What evidence do you have to support the opposite?	What is it? The tendency to make decisions as a group without critically evaluating the ideas or arguments. Overcoming it: Take a moment to consider the opposite of your current belief or opinion. What evidence do you have to support the opposite?
Authority Bias	Appeal to Emotion Bias	Appeal to Fear Bias
What is it? The tendency to believe or do something because an authority figure says so. Overcoming it: Take a moment to consider the opposite of your current belief or opinion. What evidence do you have to support the opposite?	What is it? The tendency to believe or do something because it makes you feel good. Overcoming it: Take a moment to consider the opposite of your current belief or opinion. What evidence do you have to support the opposite?	What is it? The tendency to believe or do something because it makes you feel bad. Overcoming it: Take a moment to consider the opposite of your current belief or opinion. What evidence do you have to support the opposite?

24

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'Peanut Butter & _____'

<https://www.pbs.org/video/pov-implicit-bias-peanut-butter-jelly-and-racism/>

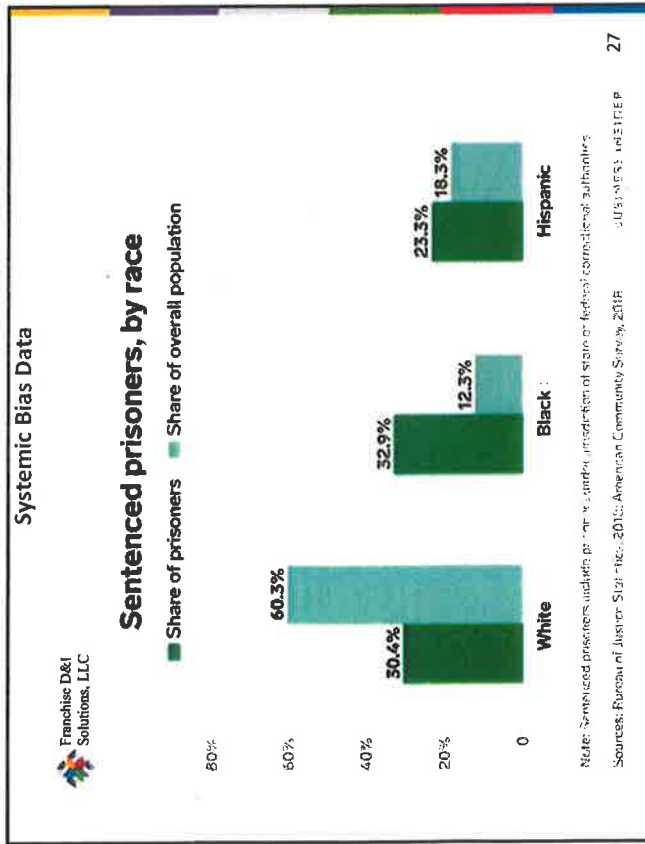
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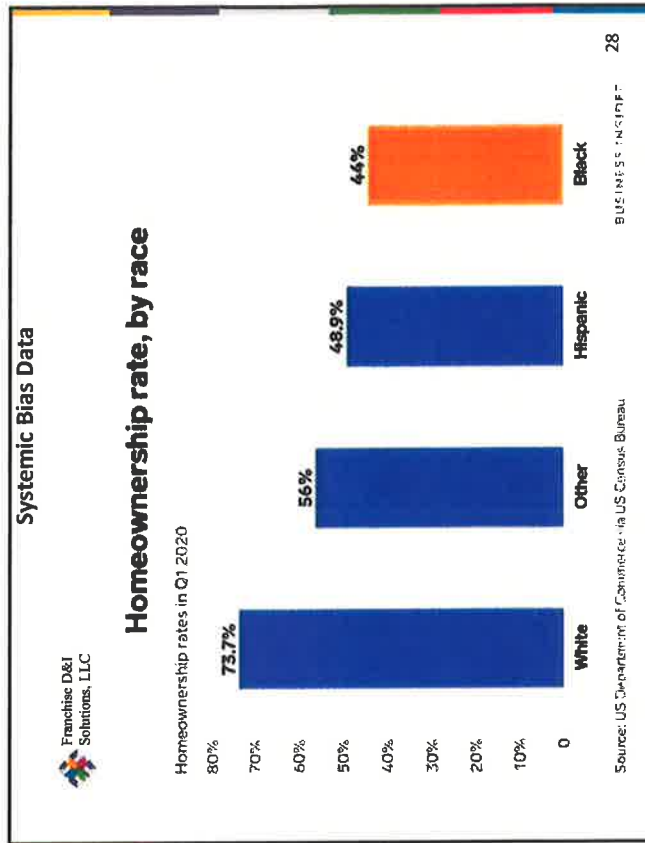
What Is Systemic Bias?

- Voting rights
- FHA Loans
- Residential Segregation
- Access to education, green spaces, resources, safety, healthcare, etc.
- Jobs, hiring, & advancement

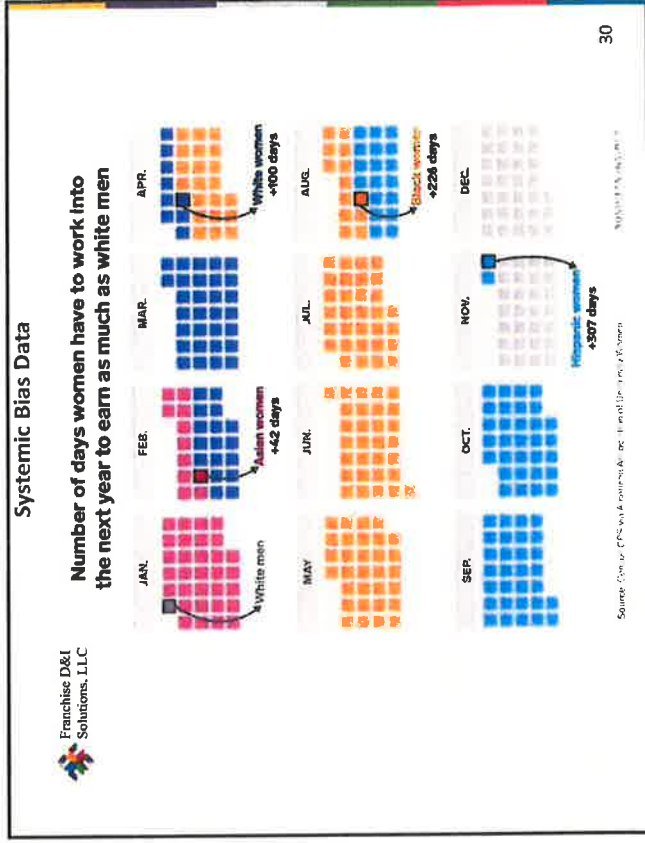
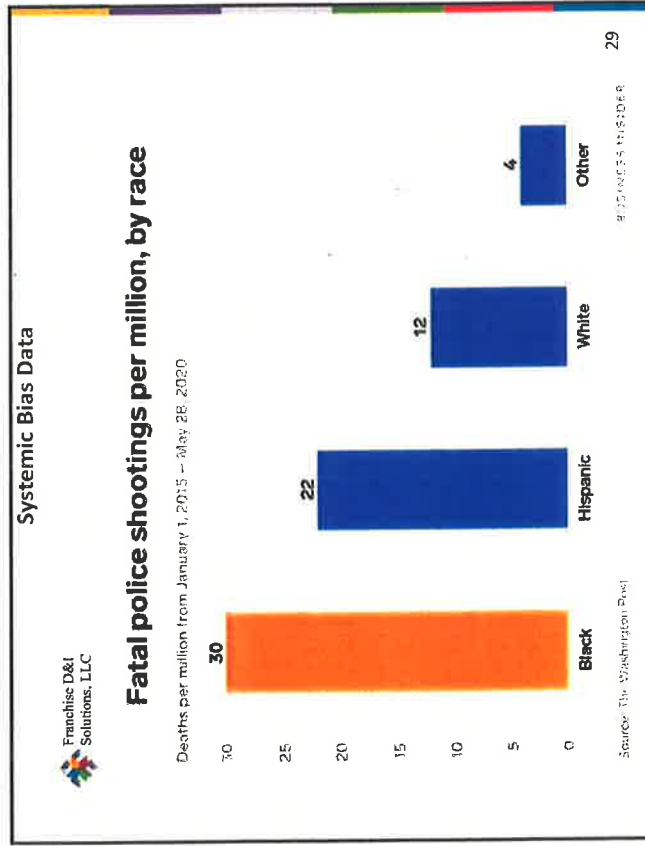
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'The Trusted Ten' Exercise

First Name									
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NOTE:									

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Stereotypes - Putting People in Boxes

<https://youtu.be/Wh-xdZzvTVI>

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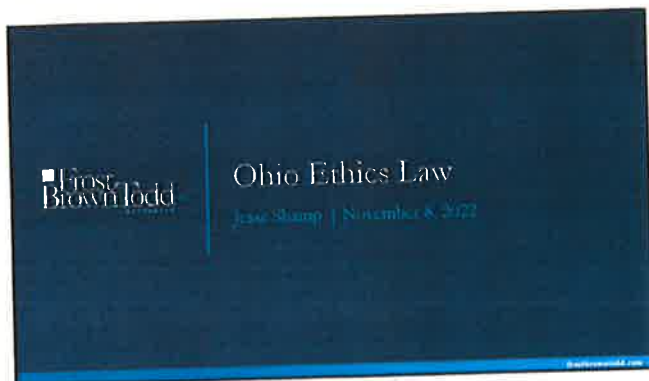


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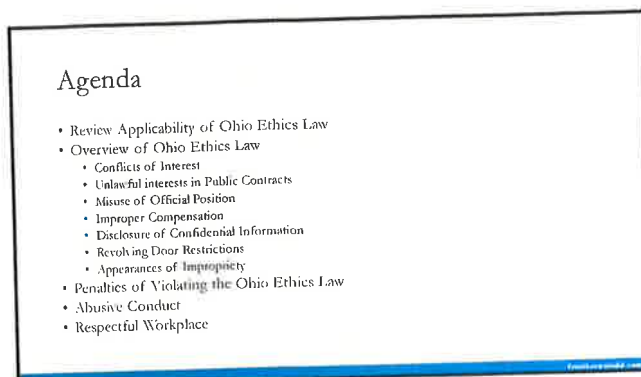
Questions / Discussion / Adjourn



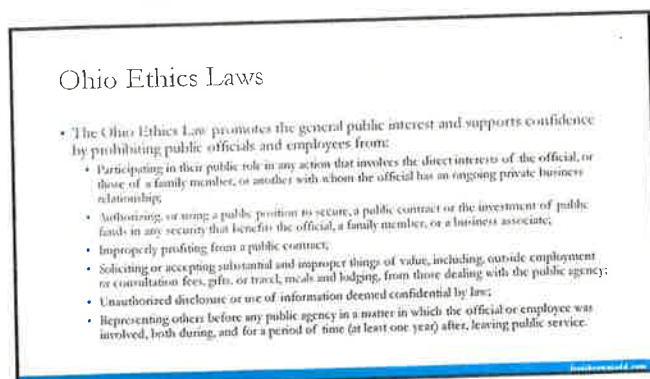
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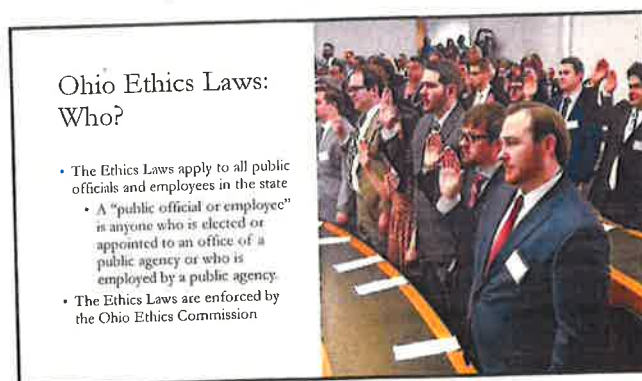
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Conflicts of Interest: O.R.C. 102.03(I)

- Public officials and employees may not solicit or accept anything of value that could have a "substantial and improper influence" on the official or employee's performance of their official duties.
 - "Anything of value" includes gifts, travel expenses, employment, meals, money, golf trips, etc.
- Two considerations:
 - Substantial value
 - Improper Source
 - Anyone regulated by, interested in, or seeking to do business with the public agency.

5



Misuse of Official Position/Public Contracts

- Public officials and employees may not:
 - Authorize a public contract in which they, a family member, or a business associate has an interest;
 - Authorize an investment of public funds in which they, a family member, or a business associate has an interest;
 - Profit from a public contract authorized by the official or by a board on which they sit, unless that contract was competitively bid and awarded to the lowest and best bidder; and
 - Have an interest in a public contract of any public agency with which they are connected.

6

Improper Compensation: ORC 2921.43

- Public officials and employees may not solicit or accept compensation from any source other than their public employer for the performance of their public duties.

7

Improper Compensation

- Public Officials and Employees may not accept:
 - "Honorariums" or payment for making a speech, writing an article, or attending a public or private event
 - "Travel Expenses," unless:
 - The official or employee is traveling to participate in a panel or give a speech or
 - It is to attend a meeting of a professional organization

8

Confidentiality: ORC 102.03(B)

- If a public official or employee has access to confidential information in their public job, they are prohibited from disclosing or using that information, in any way, unless authorized by the public agency.
- This obligation continues so long as the information is confidential (i.e. even after employment)

CONFIDENTIAL

9

Post Employment Restrictions (Revolving Door Law)

- For one year after employment with the public agency, a public official or employee is prohibited from representing any person before any public agency on matters in which the official or employee personally participated

10

Worst Case Scenario: Consequences for Violating the Rules

- All the provisions of the Ethics Law are criminal prohibitions.
 - Most are first-degree misdemeanors (Max fine of \$1,000 and/or six months jail)
 - Two of the public contract prohibitions are fourth-degree felonies (Max fine of \$5,000 and/or 18 months in jail)
- In addition to criminal penalties, a person who is convicted of receiving supplemental compensation is barred from holding public office or employment for seven years.



11

Real World Application

- Don't hesitate to ask if you have a question!
 - We can research past opinions, seek an informal opinion, or seek a formal opinion.
 - Each of these options take time and are better addressed before you get to the floor of an open meeting.
 - Don't hesitate to ask general counsel if you have a question or feel uneasy!
- Err on the side of caution when raising a potential issue.
 - It is far easier to address any potential issues before the fact, rather than after some action has been taken.

12

ABUSIVE CONDUCT

13

Abusive Conduct

- A 2017 survey by the Workplace Bullying Institute estimated that 61 percent of U.S. employees are aware of abusive conduct in the workplace, 19 percent have experienced it and another 19 percent have witnessed it.
- Male bullies target females 65% of the time.
- Female bullies target females 67% of the time.

14

Abusive Conduct

- Legislatures in over 29 states have introduced workplace anti-bullying bills in recent years, according to the Healthy Workplace Campaign.

15

Abusive Conduct -- Examples

- **Communication Tactics**
- Insulting or making offensive remarks
- Shouting, yelling, angry outbursts
- Bypassing the victim to avoid communicating with them
- Invasion of personal space, shoving, blocking the way, fingers and hands in face
- Staring at
- Giving the "look"
- Sending angry emails or other communications

16

Abusive Conduct – Examples

• Work Tactics

- Giving unmanageable workloads & impossible deadlines
- Arbitrarily changing tasks or deadlines
- Using employee evaluations to document supposed poor work quality without setting goals or providing the tools needed to improve
- Withholding information needed to do one's job effectively
- Taking away tasks
- Leaving employees out of communication
- Excessive micromanagement
- Failing to give credit or stealing credit for others' work
- Preventing access to opportunities like promotions or raises
- Sabotaging work

17

Abusive Conduct – Examples

• Humiliating Tactics

- Humiliating or ridiculing, excessive teasing
- Spreading rumors or gossip
- Ignoring peers when they walk by
- Playing practical jokes
- Using social media to tease
- Hinting that someone should quit, nobody likes them, or the boss thinks they are incompetent
- Consistently pointing out mistakes, however little or long ago they occurred

18

The most effective tool
against bullying and
harassment is community.

19

1. Believe it's a problem
2. Do something about it

20

Believing

- What does abusive conduct look like?
 - Who has the right to yell at you?
 - Who has the right to tell you, you are stupid?
 - Who has the right to tell others you are bad at your job?
 - Who has the right to gossip about you?
 - Who has the right to take credit for your work?
 - Who has the right to blame you for their mistakes?
 - Who has the right to tense you because of your age? Gender? Race? Disability?
 - Who has the right to mock you for your religion? Politics?
 - Who has the right to impede your ability to do your job?
 - Who has the right to belittle you?

21

How often have you seen
someone do any of those
things at work?

What did you do?

22

Bystander Effect

In 1964, a man attacked,
and ultimately killed, Kitty
Genovese in an attack that
lasted over half an hour.

None of over the dozen or
so people who heard the
attack called the police.

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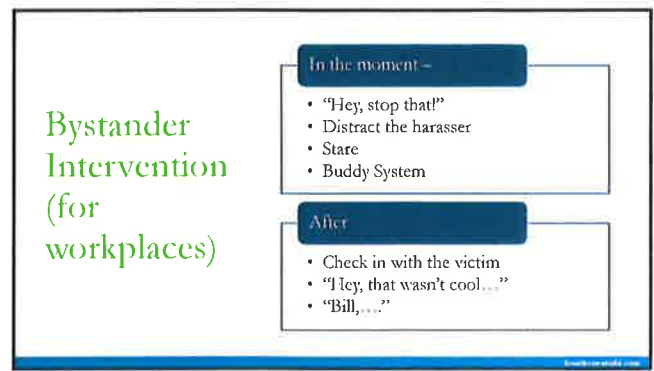
Bystander Effect

- The more people there are present to witness an event, the less each individual feels personally responsible for doing something.
- **Ambiguity:** the more ambiguous the situation the less likely people will intervene.
- **Group Cohesiveness:** people want to behave in correct and socially acceptable ways, so when other observers fail to react, individuals often take this as a signal that a response is not needed or not appropriate.
- **Diffusion of responsibility:** people believe that others are more qualified or capable to intervene.
- **Degree of Responsibility:** the degree of responsibility a bystander feels is dependent on three things:
 - Whether or not they feel the person is deserving of help
 - The competence of the bystander
 - The relationship between the bystander and the victim

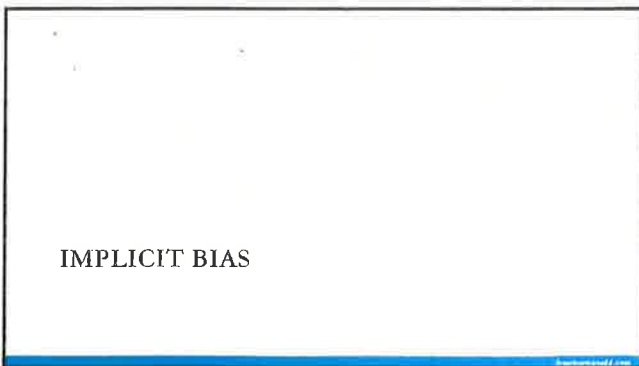
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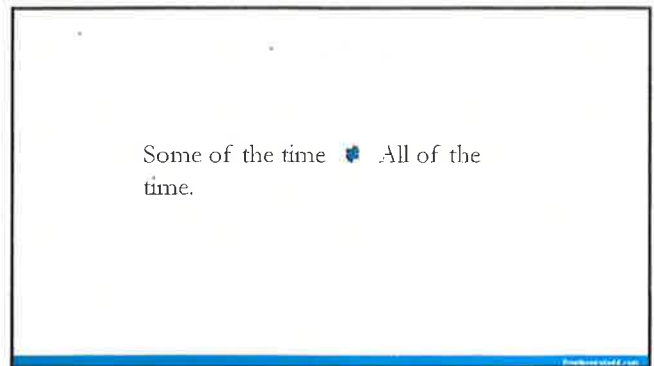
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Bless his heart.

33

DIFFERENT DOES NOT MEAN BAD

34

When we are different, we are not alone. We are part of a vast, beautiful, and diverse world. We are all here for a reason, and our differences are what make us who we are. We are all part of the same human family, and we should all be treated with the same respect and dignity. We are all here to learn, to grow, and to make a difference in the world. We are all here to love, to be loved, and to live our lives to the fullest. We are all here to make a difference, and we should all be proud of who we are.

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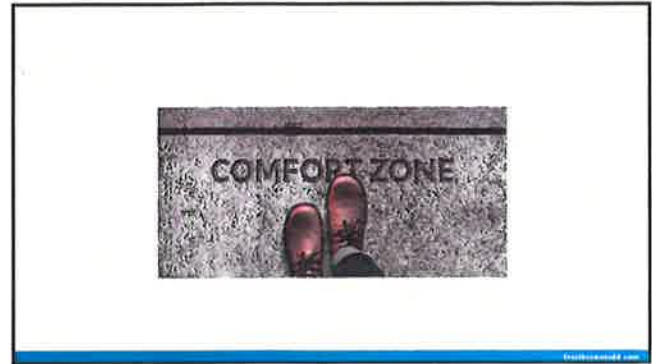
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- January 1863 – Emancipation Proclamation
- May 1958 – Separate but Equal
- April 1917 – First female elected to Congress
- April 1920 – Women get the right to vote
- April 1968 – Martin Luther King Jr. assassinated
- April 27, 1953 – DDE passed (banned from working in federal govt because of an injury)
- May 1951 – Military Racial Equality
- December 1954 – Brown v. Board of Education
- July 1963 – Racial became first state to desegregate its university
- July 1964 – Civil Rights Act signed into law
- January 1973 – Maryland became first state to ban same-sex marriage
- July 1981 – First female member of SCOTUS
- 1986 – SCOTUS heard first sexual harassment case
- March 1991 – LA Riot
- March 1993 – First female Attorney General
- 1989-1995 – Colin Powell was the Chairman of the Joint Chiefs
- 1993 – SCOTUS ruled out physical or psychological injury required for harassment claim
- September 1996 – Defense of Marriage Act
- June 2003 – SCOTUS strikes down "Don't Ask, Don't Tell" law
- 2008 – President Barack Obama
- 2015 – Obergefell decision
- June 2020 – LGBTQ+ rights and equality

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First Steps

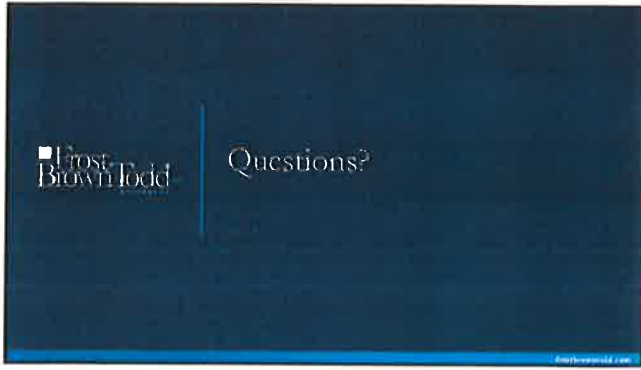
- Evaluate your beliefs
- Examine your reactions
- Look for exclusive/divisive behavior
- Talk less, listen more
- Be aware of your blessings

43

Following Up

- Connect with someone new
- Call out behavior
- Watch your language
- Seek to understand differences/Ask questions
- Search for the reason
- Argue it from the other side
- Challenge stereotypes
- Avoid assumptions
- Be open
- Be OK with mistakes (yours and others)

44



45



HANDOUT: THE 10 TOOLS

AVOIDING A PILEUP: HEALTHY COPING STRATEGIES FOR STRESSFUL TIMES

Mental Health America has provided 10 Tools to help you feel stronger and more hopeful even in times of stress. Below are excerpts from each of the 10 Tools. For additional information on each of these tools, please go to www.mhanational.org/ten-tools.

Connect with others

Who is in your "pit crew?" These are people you can rely on to rev you up. Ask yourself if you have at least a few friends or family members who:

- feel comfortable to be with
- give you a sense you could tell them anything
- can help you solve problems
- make you feel valued
- take your concerns seriously

Stay positive

This doesn't mean ignoring the uglier sides of life. It just means focusing on the positive as much as possible – and it gets easier with practice. Three ways to stay positive include:

1. Learn to interrupt negative thinking by avoiding dwelling on downers, changing unhealthy self-talk, examining the truth of the thought, and being aware of all-or-nothing thinking.
2. Foster optimism by writing about a positive future and actively searching for the silver lining in the situation.
3. Practice gratitude by sharing positive events with others or keeping a gratitude journal.

Get physically active

Exercise decreases stress, anger and tension; reduces anxiety and depression; offers a greater sense of well-being; relieves pent-up muscle tension; stimulates feel-good hormones; burns off stress hormones; and increases blood flow to the brain. Of course, fitting in 30 to 60 minutes of structured aerobic exercise three to five days a week is ideal. But you can also squeeze in exercise by breaking it into 10-minute chunks and upping your physical activity by playing actively with the kids, or cleaning energetically, taking a dance break or even just walking in place and punching the air or doing leg lifts while watching TV.

Help others

Studies show that helping others helps you, too! Research indicates that those who consistently help other people experience less depression, greater calm, fewer pains and better health. Helping a friend, volunteering or even just letting a car in front of you on the highway are ways of doing good which:

- Reminds you that you're relatively lucky
- Makes you feel connected to others
- Helps you feel needed and effective
- Takes your mind off your own worries for a while
- Makes you feel generous
- Adds a sense of purpose and meaning to your life

(Continued on next page)



Get enough sleep

Sleep combats some of the fallout of stress, and poor sleep has been linked to increased risk for depression, anxiety, heart disease, cancer, impaired memory, and accidents. Suggestions to sleep longer and better include:

- Set a regular bedtime
- De-caffeinate yourself six to eight hours before bed
- De-stress yourself with a hot bath or meditation before bed
- Exercise regularly to relieve muscle tension and sleep better. Just don't do it right before bed.
- Make your bed a sleep haven (no bills or work in bed!)

Create joy & satisfaction

Research indicates that the more often we laugh and experience joy or satisfaction the easier it will be to bounce back from stress, solve problems, think flexibly and fight disease. There are many ways to create more joy and satisfaction in our lives, including:

- Strengthening our funny bone with joke books, listening to comedy, or spending time with that really funny friend.
- Find some fun through activities you enjoy and doing them with people you enjoy.
- Do something you loved to do as a kid or something you have always wanted to do.
- Get creative!
- Indulge yourself.

Eat well

Do you put good, clean fuel in your car? What about in your body? Good food can:

- boost your energy
- lower the risk of developing certain diseases
- provide fuel to your brain
- counteract the impact of stress on your body
- affect mood-related body chemicals

Take care of your spirit

Spirituality is connecting to whatever you consider meaningful and holy. You can find it in God, in yourself, in other people, in nature, art or kindness. Whatever you focus on, spirituality offers many possible benefits, including better mood, less anxiety and depression-and even fewer aches and illnesses. In short, spirituality can cut stress. It can provide a sense of purpose and meaning, a focus on your own or universal wisdom, connection and a reminder of the good in the world.

Deal better with hard times

When we experience extra stressful times, research shows that we will cope better if we don't stew or blame, and instead tackle the problem. The more we practice problem-solving, the easier and more natural it feels. Of course, practicing problem-solving may take a shift in thinking as well as seeking support from others.

Get professional help if you need it

If the problems in your life are stopping you from functioning well or feeling good, professional help can make a big difference. And if you're having trouble, know that you are not alone: One in four adults in this country has a mental health problem in any given year. And remember -- you don't have to wait until you are in crisis. Just a sounding board and some objective brainstorming can go a long way to helping us out.

Excerpted from: www.mhanational.org/ten-tools with permission from Mental Health America (MHA), the nation's leading community-based nonprofit dedicated to addressing the needs of those living with mental illness and promoting the overall mental health of all.



City of Grove City Administrative Order of the City Administrator

Interview Process

Order #	1.1.9.3	Effective Date	08/22/2022	Email	cboso@grovecityohio.gov
Version	2.0	Contact	Charles W Boso Jr.	Phone	614-277-3000

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PURPOSE

The purpose of this order is to outline the job interview process. All steps in a hiring process are important. The interview is critical because it is typically the deciding factor in the final selection. Interview preparation and scoring are the two most important steps in conducting the interview.

POLICY

The process shall be used in all external and internal candidate interviews.

Definitions

Core Competencies: Core competencies are the required knowledge, skills, and abilities essential to the job.

Associates: Full time associate is defined in City Code 161.99.b, part time associate is defined in City Code 161.99.c and seasonal associate is defined in City Code 161.99.d.

Job Analysis: Job analysis is a process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job.

Position Description: A position description is primarily derived from a job analysis and its purpose is to establish and document the 'job relatedness' for employment procedures such as selection, compensation, training and performance appraisal.



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Abilities	
Ability to effectively orally communicate	3.
Ability to exercise independent judgment and discretion	3.
Ability to recognize unusual or threatening conditions and take appropriate	3.
Ability to understand, interpret, and apply laws, rules or regulations to specific	3.
Ability to deal with many variables and determine specific action	3.
Ability to subdue and/or restrain suspects	3.
Ability to maintain records according to established procedures	3.
Ability use proper research methods to gather data	3.
Ability instruct others	3.

2 = Somewhat Important: performance of the task is somewhat important but not vital to success on the job

3 = important: performance of the task is important but not critical to successful performance of the job

4 = essential: performance of the task is critical to successful performance of the job

Partial Sample Job Analysis for police officer;

Skills	
Skill in problem solving	3.
Skill in firearm operation	3.
Skill in firearm care	3.
Skill in restraint device operation	3.
Skill in motor vehicle operation	3.
Skill in police equipment operation	3.
Skill in computer operation	3.

Examples of Core Competencies;

Oral Communication: Effectively presents ideas to an individual or group; make one's thoughts or ideas understood by others; organizes and expresses thoughts in a clear and logical manner, speaking slowly and distinctly; effectively uses body language, gestures, vocal inflection to support message; demonstrates good listening skills by accurately noting key information and requesting clarification when appropriate; adjusts verbal communication style, tone, and language to situation at hand.

Written Communication: Organizes thoughts and expresses them in a clear and logical manner; quickly and accurately comprehends meaning of written materials; uses appropriate vocabulary, grammatical form, and spelling; organizes message to clearly present of ideas in writing.

Interpersonal Relations: Works with others in a cooperative and constructive manner; considers and respects the feelings, needs, and viewpoints of others; demonstrates sensitivity to others while maintaining a level of assertiveness necessary to address situations; gains and maintains the trust and confidence of others. effectively mediates disputes and conflicts; accurately



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cooperative and available when responding to work assignments. Follows through on commitments.

Interview Process

Interview Questions: Select five (5) core capabilities and develop a minimum of 10 job-related open-ended questions which cover specific skills or behaviors related to the capability. Create one experiential and one situational question that targets the selected competency.

Sample Effective Interview Questions

Open-ended Question: Require more than a simple answer. Applicant selects material for response.

Examples:

Why did you select your field of study?

What are your career goals?

Describe a project that you led that required you to delegate to others?

Advantages:	Disadvantages:
Brings out unexpected and valuable material not obtained in other ways Indicates how well the candidates can organize their thoughts Reveals attitudes and feelings Reveals depth of experience or knowledge	Answers may be trivial Answers lack desired detail Applicants may ramble Answers may be too detailed Answers are time-consuming

Relevant to Job: Elicits responses that are specific to job duties, job competencies, or job knowledge.

Examples:

Tell us about your experience conducting inspections for a previous employer?

Describe two projects you completed for a previous employer that required you use of Microsoft Excel?

When you were assigned to plow snow, describe a typical day?

Advantages:	Disadvantages:
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Gives others full attention when they speak Speaks slowly and distinctly, enunciating clearly. Uses vocal variety (tone, voice level, inflection) consistent spoken words.

Mumbles; Rambles; Excessive filler words (ah, so, you know) Contradicts self or previous statements. Lacks vocal variety (tone, voice level, inflection) or vocal variety distracts from spoken words. Fails to respond to questions/statements asked; fails to listen.

Select an interview panel

Select the interview panel, consider internal and external raters. Receive the eligible list or list of applicants, review applications and/or resumes and the scoring scale. Send a confirmation notice to panel members, include the date, time, and location.

Schedule the Candidates

Schedule the candidates for interview. Contact the candidates and confirm interest. Give directions to the interview location and a telephone number to call in the event that they have to cancel. (If a candidate indicates they have a special need in order to participate in the interview process, contact your department/division human resources section for further instructions on how to proceed.)

Conducting the Interview

Make sure the interview room is set-up in a way that is conducive to conversation and not intimidating or overpowering to candidates. Select an interview chair who will introduce the panel, start, and conduct the interviews. Decide who will ask each question. Each panel member should ask the same questions all day. Review the expectations of the interview panel, position requirements, interview questions, and the scoring scale.

Greet candidates waiting to interview, answer questions, and introduce the panel members.

Give applicants overview, structure, and time limits of interview. Describe the demands of the job. You can ask whether he/she can fulfill those requirements. If the applicant discloses unsolicited information regarding physical limitations, refer to job requirements. "These are the requirements for this job, can you fulfill these requirements?" Describe the next steps in the selection process.

On the interview notes worksheet, write down facts during and/or immediately following the interview. Do not rely on your memory. Be consistent with each candidate, asking the same questions and gathering the same information. Close the interview once questioning is completed. Do not make representations or promises that are inaccurate. Do give the applicant an approximate time line when they will hear from you.



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OWNERSHIP

Owner	Title	Date
Charles W Boso Jr.	City Administrator	08/22/2022

REVISION HISTORY

Version	Description	Revision Date	Review Date	Reviewer/Approver Name
1.0	Initial Version	05/25/2021	05/25/2021	Charles W Boso Jr.
2.0	Format Update	08/22/2022	08/22/2022	Charles W Boso Jr.