



Ottawa County
Cultural Intelligence Committee
(CIC)

Principles & Procedures



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About the Ottawa County CIC

The CIC is an employee-led group and was formed around commonalities such as but not limited to; demographics, characteristics or shared interests. The CIC, partnered with the DEI department, functions similar to employee resource groups, business resource groups, employee diversity councils or employee affinity networks. Research shows The CIC is successful when they leverage the strength of their diversity to help the organization grow.

The CIC can have a powerful impact on the County by:

- Attracting diverse talent and new County residents
- Playing a key role in supporting County or DEI initiatives
- Acting as a sound board for strategic inclusion initiatives across County
- Assisting with identifying areas of opportunities specific to the needs of a diverse community, both internally and externally
- Providing insight to a multicultural marketing, while enhancing the County's reputation in the community
- Aiding in the professional development and growth of employees serving to foster an inclusive organizational culture

Alignment

The CIC is purposefully aligned with Ottawa County’s vision, mission, 4Cs (culture, career, community, and commerce) and the Strategic Plan of the Office of Diversity, Equity, & Inclusion. The CIC is supported and guided by the Diversity, Equity and Inclusion Council and the Diversity, Equity & Inclusion Director through continued assessments which reinforce the organizational alignment.

The CIC is most effective when they focus on the 4Cs Model established by Dr. Robert Rodriguez’s:



By focusing on **culture**, the CIC fosters a more inclusive work environment at Ottawa County. Examples of culture goals:

- Offer employees social networking opportunities
- Hold cultural education and awareness events
- Partner with other CIC’s in the area to co-host events
- Support human resources with recruitment efforts



By focusing on **commerce**, the CIC advances Ottawa County's Diversity, Equity & Inclusion strategic objectives. Examples of commerce goals:

- Connect with governmental units and departments to educate them on the CIC's purpose, goals and membership
- Provide strategic *recommendations* to increase diverse market share (customers)
- Help improve the customer experience
- Participate in consumer focus groups
- Provide input into product/service development, testing and marketing
- Participate in marketing or business expos

By focusing on **career**, the CIC provides professional development opportunities for members. Examples of career goals:

- Provide informal mentoring opportunities for members
- Offer events focused on the development of Diversity, Equity & Inclusion strategy and career networking
- Build external partnerships with leadership networks
- Hold professional development sessions
- Build relationships with senior executives

By focusing on **community**, the CIC strengthens Ottawa County brand reputation. Examples of community goals:

- Support volunteer efforts in the community (i.e. Martin Luther King JR. Day, Veterans Day, Cinco De Mayo, LGBT Pride)
- Partner with the marketing or community relations teams for community initiatives
- Collaborate with external CICs to further OC's reach into the community and build connections
- Join boards of community organizations (i.e. West Michigan Chamber of Commerce, Hispanic Chamber of Commerce, Industry Associations)

Structure

The CIC is jointly guided by a representative from the DEI Council and the DEI Director. The DEI Director is the primary point-of-contact for guidance and approvals for the CIC Chairs. Approvals for budgets, events, communication pieces, requests for guidance/input, etc. are to be directed to the DEI Director.

The DEI Director is available to provide input and guidance on group initiatives and strategic plan, and to help champion the group's initiatives throughout the organization. Specific details of the relationship between a CIC and the Director (frequency of meeting, preferred method of communication, etc.) is the result of an agreement between the CIC Chair and the DEI Council/Director.

Membership

All employees (hourly and salaried) are eligible to apply for CIC membership. Managers may use discretion when allowing participation on the committee and time away from work to attend CIC meetings or events. It is strongly encouraged that members be allowed to participate in CIC-related programs without using their paid-time-off.

Member Responsibilities:

- Each member is expected to attend at least 10 meetings per year and participate in sub-committees and additional activities
 - Attendance includes both in-person or call-in presence
 - If a meeting is missed it is the member's responsibility to follow up with a fellow member to read the minutes in order to be caught up by the next meeting
- Each member is expected to study the issues/problems which come before the committee in order to contribute to the resolution process
- Each member may additionally be requested to participate in non-work hours activities
- Each member must read and become familiar with the CIC Principles & Procedures

Membership Process

- Continuing Members
 - An annual e-mail will be sent out to all active members requesting a CIC Current Member Form (see page 20) be completed and returned to the CIC Chair to acknowledge the desire to continue their commitment to the committee or their withdrawal from the committee by the provided deadline
 - Any members wishing to discontinue their membership will do so by sending an e-mail to the current Chair, informing them of this decision
 - Membership commitment is typically a 12-month term
- Membership Recruitment
 - Applications for membership on the Cultural Intelligence Committee are accepted in December of each year, and enacted in January at the first CIC Meeting of the new year. Number of members will not exceed 15 unless deemed necessary and agreed upon by all current members.
 - It is recommended that employees interested in being considered as a member obtain approval from their supervisor prior to applying for membership
 - The employee will complete and submit the CIC New Member Application (see page 21)
 - Membership commitment is typically a 12-month term
 - All New Member Applications will be reviewed by all members of the current CIC and a decision made in a timely matter

Leadership

CIC is required to have the following roles:

- Chair: organizes/facilitates meetings and manages overall group (Co-chair strongly recommended)
- Co-Chair: serves to assist or fill in for the Chair when needed
- Treasurer: maintains the budget, records expenses, and request payments
- Secretary: records and distributes meeting minutes and maintains the Dropbox

Leadership Term-Length

The term for chair (and vice chair or co-chair if applicable) is two years. These roles are to have a staggered conclusion in order to avoid a gap in leadership. This approach helps to maintain direction and aids the incoming chair. An outgoing chair can take on the role of chair-emeritus (advisor) for a one-year term in order to assist with the transition of the new leadership team member.

Voting Processes

Leadership Selection

- At the end of the two-year term, members of the CIC may choose to run for an opening position. The previous holder of the position may also run if desired. Once each candidate has announced their interest an election will be held at the following CIC meeting. For any members not present at the meeting when votes are cast, their vote will be received beforehand by a designated member of the committee who is not running for any positions. This same designated member will tally the votes and announce the winner for each position.
- If a position is to open before a two-year term is up, then an interim holder of the position will be nominated by the committee. If the interim desires to maintain the position, they will run for the seat at the following election when all other terms are up for the remaining position.

Decision Making During Meetings

- All decisions which are decided during a Cultural Intelligence Committee meeting will be voted on by present members by raising their hands, with a hand raise signifying support for the proposition. Call-in members will convey their vote verbally. In order to avoid bias, if a decision is being made about an organization that a member is currently a part of and/or also a member of, then that member will refrain from voting on the decision. Results of the decision will be given to the majority vote.

Role Responsibilities

Role of the Chair

- Leadership
 - Convene the CIC monthly
 - Check in with the Diversity, Equity & Inclusion Director bi-weekly, or as needed
 - May, at the discretion of the Diversity, Equity & Inclusion Director, present to or sit on the Diversity, Equity & Inclusion Council
 - May be requested to attend both internal and external events
 - Ensure all Standard Operating Procedures are followed as agreed upon by all committee members
 - Ensure the views of all committee members are considered when the governing body is making decisions
 - Retain an overview of the skills of individual committee members and ensure the governing body functions well
 - Work with other committee members to ensure the Role Responsibilities of the governing body are effective, clear, and regularly reviewed
- Meetings
 - Presides over and facilitates CIC meetings
 - Books meeting room and conference phone for committee meetings
 - Creates an agenda to ensure relevant matters are discussed
 - Receive agenda items for meetings from members, the County Administrator, and the Diversity, Equity & Inclusion Director
 - Distributes the agenda to all members prior to the meeting through e-mail.
 - Facilitates meetings to ensure that they are run competently
 - Ensure discussion and decision making is democratic and all members are given an opportunity to participate fully

Role of the Co-Chair

- Leadership
 - Performs the duties of the Chair in their absence
 - May be required to sit in for the chair in meetings with the Diversity, Equity & Inclusion Director in instances where the Chair is unavailable
- Administrative Functions
 - Assists with projects upon the request of the Chair or the Diversity, Equity & Inclusion Director
 - Responsible for formalizing all agreed upon procedures and policies relating to the CIC
 - Ensure that all Dropbox data is correct and current

- Create all formalized forms and manuals for committee use

Role of the Treasurer

- Financials
 - Advise the committee on financial matters, both positive and negative
 - Monitor and review the financial position of the committee
 - Run payments and invoices past the Diversity, Equity & Inclusion Director Prior to payment
 - Process invoices
 - Update budget throughout the year as payments are made and keep the committee updated on any over- or under-budget costs
 -
 - Ensure that all fees incurred by committee members are paid for and issue receipts as needed
 - Contact organizations as needed to ensure the payment process has been completed

Role of the Secretary

- Meetings
 - Take meeting minutes at CIC meetings and transcribe into a Microsoft Word Document, following the general formatting for meeting minutes (the 'Master Minutes' document can be found in the 'forms' folder within the CIC Dropbox)
 - Take attendance and include the results at the beginning of the minutes
 - Upload minutes as a .docx file (not a .pdf) to the Dropbox within the two weeks following the meeting
 - Convene the meeting ensuring that all additional documentation and comments for the minutes has been obtained and recorded
- Administrative Functions
 - Provide clerical support as needed



Measurement and Accountability

The CIC are expected to continually monitor the effectiveness and alignment of their goals and initiatives.

To do this effectively:

- CIC will maintain a strategic plan outlining their work. The plan will include quantitative and qualitative metrics that will be reviewed by the Diversity, Equity & Inclusion Director and Diversity, Equity & Inclusion Council
- CIC leadership will report out progress toward its strategic plans bi-annually (TBD) at the CIC operational review session coordinated by the Diversity, Equity & Inclusion Council. The audience of these reviews will include leaders from throughout the County, executive inclusion champions, Commissioners, Administrator, Directors of Departments, and supervisors of acting leads
- INSERT POLICY HERE ABOUT CONFLICT OF INTEREST WITH OTHER ORGANIZATIONS.

Do's and Do Not's

Do

Promote education, professional development, and career planning

Provide training and development programs that build forums for cross-organization collaboration and innovation

Promote cross-cultural dialogue on issues related to inclusion

Help members address work/life balance

Support business opportunities

Bring voice to issues of systematic concern and brainstorm solutions

Serve as a resource to leadership

Strengthen community connections

Provide different perspectives

Create connections between employees to make measurable contribution towards creating/sustaining a culture of inclusion

Partner with the Diversity, Equity & Inclusion Council to create action plans that reflect and support the purpose and strategic plan of Ottawa County

Commit resources to achieving tangible results aligned with the Diversity, Equity & Inclusion strategic plan

Deliver value by leveraging relationships with community and professional organizations

Do Not

Negotiate with management

Advocate for individuals

Make policy or changes to policy

Operate outside organizational context

Exclude employees applying to the CIC

Become media spokespeople for official policies

Make political endorsements or become involved with political activities on behalf of Ottawa County or the Diversity, Equity & Inclusion Department

Create a culture of insiders vs. outsiders

Make decisions independent of appropriate organizational or committee approval

Requirements to start a CIC Group

Questions to consider if you would like to establish a CIC:

- How will this CIC help drive the Diversity, Equity & Inclusion Strategy, 4C's of Ottawa County?
- How will this CIC increase employee productivity?
- What is needed for this CIC to help employees feel engaged?
- How can this CIC help the organization understand the needs of individuals in your group?

Checklist to establish a CIC:

- Draft a CIC Charter (see page 13) that includes:
 - Needs statement
 - Purpose statement
 - Strategic fit
 - Benefits of the CIC
 - Name
 - Structure
- Submit CIC Charter to Diversity, Equity & Inclusion Director and Diversity, Equity & Inclusion Council
 - CIC must complete a charter and receive approval of the Diversity, Equity & Inclusion Director and Diversity, Equity & Inclusion Council before implementing programs and qualifying for funding.
- Post approval, checklist to establish The CIC first year priorities:
 - Draft a Strategic Plan (see page 15)
 - Create a communication plan
 - Develop and submit a proposed Budget Plan (see page 18)
 - Funding is at the discretion of Ottawa County Administrator, Diversity, Equity & Inclusion Director, with approval from the Diversity, Equity & Inclusion Council. Budgets will be reviewed on an annual basis and may be adjusted at any time. Tracking of all expenses is required by the CIC.

Sample Charter Template

Needs Statement

Provide a brief paragraph summarizing the need of the CIC within Ottawa County

Example: Given the reality of the rapidly growing Hispanic/Latino population in the Ottawa County service area, this group will serve as a connection between OC and the many Hispanic/Latino communities; acting as an educational resource to current employees and strategically positioning OC as the best place to live among Hispanics/Latinos in the communities.

Purpose statement

Provide a brief statement outlining the CIC purpose and how the purpose aligns with the mission of Diversity, Equity & Inclusion, Ottawa County and the 4Cs

Example: To provide tools, services and education that foster growth and development to current employees enabling all OC teams to fulfill the mission of being a place where you belong.

Strategic Fit Statement

Provide a brief statement outlining the CIC strategic fit and how the CIC aligns with the vision of Diversity, Equity & Inclusion and Ottawa County

Example: To provide tools and services that better position OC to be recognized as a welcoming and diverse community for all.

Benefits of the CIC

Provide at least two benefits of the CIC to Ottawa County and members of the CIC



Example: To serve as a cultural bridge for OC to engage the Hispanic/Latino communities. This group will position the organization to improve customer satisfaction, provide cultural competence in service delivery and become the community of choice among Hispanic/Latinos living in OC.

The CIC provides its members opportunities for professional development, increased engagement and collaboration as well as opportunities to assist OC in providing innovative and non-traditional solutions.

Proposed Group Name

List the CIC Name

Structure and Membership

Refer to Leadership section (see page 7) for suggestions on developing the CIC structure and membership

Sample Strategic Plan

A strategic plan is required to outline the purpose of the group in the form of a mission statement. It should also include agreed upon goals and action steps to achieve the goals.

Mission Statement

Goal 1

- Action Step 1
- Action Step 2
- Action Step 3

Goal 2

- Action Step 1
- Action Step 2
- Action Step 3

Goal 3

- Action Step 1
- Action Step 2
- Action Step 3

Sample Communications Plan

Overview

Basic history/purpose of the project and communications need, may include:

- What is to be accomplished? Why is this change/project occurring?
- Who is the governing/planning team?
- What historical information exists for consideration?

Objectives

Communications/project goals.

- What do we want to achieve with our audiences?

Audience(s)

Primary

- Who is directly affected by the project/change?

Secondary

- Who needs to be aware of the project/change but will not be directly affected?

Timeline

- What are the key milestones/deadlines? What needs to be communicated when? Are there project phases?

Communications Approach

The overall communications strategy for evaluating and reaching identified audiences.

- Without getting into tactics, looking broadly at when/how communications will occur based on timeline.
- What other system/project considerations need to be evaluated with respect to this project/change?
- What are we asking audiences to do? Is there a call to action?
- Are the communications: Informational, transactional, educational or promotional?

- What other system partners need to be included?

Challenges/Open Issues

- What are the “unknowns” and/or expected/perceived resistance from audience?
Contingencies/risks?

Metrics/Feedback

- What mechanisms need to be implemented to encourage feedback from audiences and encourage active listening?
- How will we know what we’ve reached our audiences?

Key Messages

Broad themes, big ideas, key talking points developed to ensure messages are used appropriate and consistently in communications.

- What do we want audiences to know/do/feel?
- Promotes reinforcement of concept/understanding, engagement/alignment with change/project.

Tactical Plan

Sample Budget Planning/Tracking Log

Event	Organization	Place and Ticket Price	Number Attending	Total Price	Actual Expenditures	Budget Difference
Giants Awards & Banquet	Grand Rapids Community College	Saturday, February 6:00 p.m. DeVos Place 303 Monroe Ave, NW \$75 each	2	\$150	\$0	\$150
West Michigan Hispanic Chamber of Commerce Annual Awards Banquet	West Michigan Hispanic Chamber of Commerce	Thursday, March 5:30 p.m. - 8:00 p.m. JW Marriot \$100 each	4	\$400	\$400	\$0
Asian Gala	The West Michigan Asian American Association, Inc.	May The GOEI Center 818 Butterworth St SW Grand Rapids, MI 49504 \$75	2	\$150	\$75	\$75
Summit on Race and Inclusion	Lakeshore Ethnic Diversity Alliance	May Hope College \$75	\$1,000 Sponsorship (2 free tickets)	\$1,750		
Diversity in Business Awards	West Coast Chamber of Commerce	April Midtown Center Holland, MI \$40/ticket above 4 free tickets	\$1,000 Sponsorship (includes 4 tickets)	\$1,160	\$1,430	-\$270
Membership	Alliance for Cultural and Ethnic Harmony (ACEH)	N/A	N/A	\$75	\$45	\$30
LAUP Gala	Latin Americans United for Progress	October \$500/table	8	\$500	\$600	-\$100

New Americans Appreciation Gala	Michigan Office of New Americans (MONA)	October	4	\$400	\$400?	\$0
Migrant Worker Appreciation Fiesta	Migrant Resource Council	June or July	Sponsorship	\$300		
Ottawa County Diversity Forum	Ottawa County Cultural Intelligence Committee	November	Includes food and speakers fees	\$2,000	\$1,400 and subtract revenue of (\$377?)	\$977
LGBTQ Training	Ottawa County Cultural Intelligence Committee	TBD	Will include food and speakers fees	\$3,000		
Non-budgeted		Meet and Greet food			\$67	-\$67
TOTAL				\$9,885	\$	\$795



Sample Current Member Form

Please submit this application, regardless of continuation or cancellation of membership, to the Chair, Judy Kettring, at jkettring@miottawa.org or courier to Public Health: 2658-2210 (Courier Code) no later than November 14 2019. We value your contributions and commitment to the Cultural Intelligence Committee.

Name: _____ Title: _____

Department: _____

Email: _____ Phone: _____

Continuing Member Application

It is recommended that supervisor permission is obtained prior to submitting your application.

By signing below, you are acknowledging that the Cultural Intelligence Committee is a working team, so please keep in mind that minimum attendance is 10 meetings a year and additional events/projects may require out-of-office or after-hours attendance. The meetings are the 2nd Thursday of each month from 3-5pm at the Fillmore Administration Complex or other locations, as decided by the committee.

Applicant Signature: _____ Date: _____

Membership Cancellation

If you are no longer interested in maintaining your status as a member of the Cultural Intelligence Committee at this time please complete this section and return to the Chair, as listed above.

By signing below you are confirming the cancellation of your membership with the Cultural Intelligence Committee.

Applicant Signature: _____ Date: _____

New Member Application

Ottawa County's Cultural Intelligence Committee began meeting October 11, 2013 and is now housed under the Diversity, Equity & Inclusion Office of Ottawa County, aligning with the office's strategic plan. Our mission is: Promoting an environment where all employees, residents and visitors are valued and welcomed. More information about the CIC and its goals can be found at www.miottawa.org/CI.

If you are interested in becoming a member of the Ottawa County Cultural Intelligence Committee and are willing to help take on projects and bring your input, please complete the following information and return it to committee Chair, Judy Kettring, at jketting@miottawa.org or courier to Public Health: 2658-2210 (Courier Code) no later than December 11, 2019. We welcome applicants of diverse backgrounds and look forward to hearing how your voice and experience can benefit this committee.

The Cultural Intelligence Committee is a working team, so please keep in mind that minimum attendance is 10 meetings a year (whether by phone or in person), and additional events/projects may require out-of-office or after-hours attendance. The meetings are the 2nd Thursday of each month from 3-5pm at the Fillmore Administration Complex or other locations, as decided by the committee. Annual membership runs from January to December

It is recommended that supervisor permission is obtained prior to submitting your application.

The first meeting/orientation will be January 9 2020 from 2:00 – 5:00 at Fillmore Complex. Attendance is mandatory for this meeting.

Name: _____ Pronoun: _____

Department: _____ Title: _____

Email: _____ Phone: _____

What does diversity and inclusion mean to you?

Why are you interested in serving on the Ottawa County Cultural Intelligence Committee?

Applicant Signature: _____ Date: _____

Sample Ballot

(Date)

Chair

- | | |
|-----------------------------------|-----------------------------------|
| <input type="radio"/> Candidate 1 | <input type="radio"/> Candidate 2 |
| <input type="radio"/> Candidate 3 | <input type="radio"/> Candidate 4 |

Co-Chair

- | | |
|-----------------------------------|-----------------------------------|
| <input type="radio"/> Candidate 1 | <input type="radio"/> Candidate 2 |
| <input type="radio"/> Candidate 3 | <input type="radio"/> Candidate 4 |

Secretary

- | | |
|-----------------------------------|-----------------------------------|
| <input type="radio"/> Candidate 1 | <input type="radio"/> Candidate 2 |
| <input type="radio"/> Candidate 3 | <input type="radio"/> Candidate 4 |

Treasurer

- | | |
|-----------------------------------|-----------------------------------|
| <input type="radio"/> Candidate 1 | <input type="radio"/> Candidate 2 |
| <input type="radio"/> Candidate 3 | <input type="radio"/> Candidate 4 |

Thank you for voting!