

Town & County of Nantucket

Diversity, Equity, and Inclusion Strategic Plan

2023



Contents

1. Purpose
2. Strategic Planning Process
3. DEI Commitment Statement
4. DEI Goals
 - a. Communications (Internal & External)
 - b. Employee Training & Professional Development
 - c. Celebration & Appreciation
 - d. Harness (Local & Diverse) Talent



Purpose

This document serves to communicate the Town & County of Nantucket's newly formalized approach to diversity, equity, and inclusion (DEI). The DEI strategic initiatives summary is meant to be a living document that will evolve, taking different shapes as the Town & County of Nantucket continues to engage in meaningful organizational DEI work. This plan envisions that all Nantucket leadership, managers, supervisors, and employees will assume direct responsibility for its implementation with the DEI Director providing guidance, support, leadership, and expertise. We recognize that promoting diversity, equity, and inclusion and ensuring opportunity are both an individual and a collective responsibility that should be a prominent part of the Town & County of Nantucket's workplace culture.

Strategic Planning Process

While the Town & County of Nantucket has championed diversity, equity, and inclusion for a number of years, the DEI strategic planning efforts formally began in 2022 in partnership with the DEI firm [Tangible Development](#) (TD). Prior to working with TD, Nantucket committed to DEI in a number of ways, most notably hiring the Town & County's first DEI Director. The Town & County of Nantucket and TD began their work together in 2021 beginning with assessment, including the DEI Climate Assessment Tool (DEI CAT) survey, focus groups, and a community DEI survey. The results of these assessments informed the Town & County of Nantucket's DEI strategic planning.

In the fall of 2022, the Town & County of Nantucket formed a DEI Visioning Group to develop the DEI commitment statement and goals. The Working Group had representation from different departments and levels and engaged in three two-hour visioning and strategy sessions. Additionally, the Cabinet, the deputy directors, and members of the DEI Committee (DEIC) were offered the opportunity to provide feedback on the drafted commitment statement and goals. Feedback was collected, thematized, and incorporated into this document.

Through this process, TD supported these efforts by:

- Facilitating strategic visioning sessions to develop the Town & County of Nantucket DEI Commitment Statement
- Facilitated strategic goal setting conversations to guide the reflection, analysis, and decision-making process
- Engaged in iterative drafting of the DEI mission, vision, and goals and responding to and incorporating input and revisions
- Assisted in the development of the DEI strategic initiatives document and helped to identify organizational priorities



DEI Commitment Statement

Open shores; open doors. The Town & County of Nantucket works to promote, foster, and sustain equal access in an equitable and inclusive work environment where diversity is celebrated and valued in the workplace and the community. We are committed to engaging with the history and story of all who live, work, and play on our beautiful shores.



Town & County of Nantucket DEI Strategic Goals

Focus Area 1: Communications (Internal & External)

Goal 1.1: Close communication gap for all employees organizationally across departments

Tasks/Strategies:

- Explore/research strategies for reaching employees without work email, as well as strategies for increasing engagement with emails (esp. DEI related) for employees with emails
 - Implement one or more strategies to address this issue
 - Assess impact of strategies after a year or more of implementation

Responsible party/parties: Communications Division, Town Manager, Cabinet

Timeline: Research strategies in 2023. Implement in 2024. Assess in 2025.

Goal 1.2: Make more visible Town & County of Nantucket's diversity with the particular goal of showing that people of different backgrounds work for/are encouraged to work for Nantucket

Tasks/Strategies:

- Get more images of diverse workforce
 - Including video of employees working/having fun
 - Consider hiring photographer/videographer
 - Find different channels to make these images high visibility in the community
- Collect employees' stories/ testimonials
- Continue Meet NEET

Responsible party/parties: Communications Division with support from the DEI Office; photographer/videographer

Timeline: First new collection of diverse photos and video and employee testimonials by end of 2023 and then ongoing with regular additions to the image and story library

Goal 1.3: Keep employees and community members up-to-date on Nantucket's DEI work

Tasks/Strategies:

- Use existing channels and platforms to share about Nantucket's DEI work, both successes and challenges
- Explore if new methods or modes are needed to reach intended audience

Responsible party/parties: DEI Office/DEI Director with support from Communications Division

Timeline: Ongoing

Focus Area 2: Employee Training & Professional Development

Goal 2.1: Offer regular DEI training and professional development, both mandatory and optional, for all employees, particularly managers, supervisor, and leadership.

Tasks/Strategies:

- Review where knowledge gaps and education requests emerged in the assessment report.
- Offer workshops that allow employees in all roles and all levels expand their skills and knowledge, meeting employees where they are at in their interest and knowledge
- Add DEI training as part of employee onboarding
- Explore adding DEI training as a required annual (or other kind of cycle) training for some or all employees
 - Implement decision
- Explore ways to offer professional classes to the high school students or recent graduates in exchange for some amount of time working for the Town and County
- Mentor program for new employees
- Provide training and professional development opportunities at times and in formats that accommodate work schedules, child care, and second jobs so that those opportunities are open to individuals across the employee spectrum

Responsible party/parties: DEI Office/Director, Human Resources, Town Manager, Cabinet

Timeline: Workshops beginning immediately with Tangible Development and offered regularly ongoing. Exploration of new/added training completed by the end of 2023 with implementation to begin in 2024.

Focus Area 3: Celebration & Appreciation

Goal 3.1: Acknowledge individuals for their accomplishments

Tasks/Strategies:

- Identify what experiences and contributions to recognize
- Create a system of visible recognition of achievement and individual contributions (e.g., certificates, pins, newsletter acknowledgements)

Responsible party/parties: HR, Town Manager (creation); HR, Town Manager, individual supervisors (implementation)

Timeline: Created for October 2023 for implementation in January 2024

Goal 3.2: Acknowledge individuals and communities for their uniqueness and value

Tasks/Strategies:

- Cultural celebrations of a range of Nantucket communities with a focus on overlooked communities on island

Responsible party/parties: DEI Director/DEI Office taking lead in partnership with all departments and community partners

Timeline: 6 months to craft an initial calendar and then ongoing indefinitely

Focus Area 4: Harness (Local & Diverse) Talent

Goal 4.1: Proactively work to promote the idea that working for the Town & County is for many different people and expand outreach on job openings to diverse residents/populations

Tasks/Strategies:

- Advertise on job sites that diverse candidates use regularly
- (START) Town Government Needs You/Your Talents campaign, to make local and diverse candidates feel comfortable and welcome applying for town jobs
- Calling All Whalers initiative: images and videos of Nantucket High School graduates promoting the benefits/satisfaction of being town employees

Responsible party/parties: DEI Office/Director, HR, Communications Division

Timeline: Ongoing

Goal 4.2: Provide opportunities for tangible, resume-building professional development (like an accredited certificate/ license) and encourage or invite diverse employees to seek promotions

Tasks/Strategies:

- Create opportunities for constructive conversations on what employees want/need to develop leadership and managerial skills
- Invite employees with untapped potential (such as ‘a love of math’) to participate in paid opportunities for professional growth and encourage them to apply for openings
- Develop partnership/commitment with a local institution (Nantucket Community School or Cape Cod Community College) that offers opportunities only available to town employees such as CPR, Microsoft Excel, or typing courses
- Encourage employees (and consider how to incentivize) who have DEI options as part of their professional recertification programs to engage in those options, especially if funded by the Town & County

Responsible party/parties: Town Leadership, Cabinet

Timeline: TBD by DEI Director, HR Director, or Town Leadership

Goal 4.3: Cultivate an environment where belonging and inclusion are bedrocks for collaboration and innovation

Tasks/Strategies:

- Highlight workplace expectations upon hire using training that creates awareness around employees’ responsibilities to ensure that all feel welcome
- Role/level specific onboarding training to address personal and implicit bias to begin self (and team, if relevant) reflection, as part of microaggression mitigation
- Continuing education for managers/supervisors/leadership to support them in creating an inclusive culture and a culture of accountability
- Create and promote opportunities for feedback and reflections within departments and throughout town government, allowing employees a routine process for having their ideas and voices heard and valued

Responsible party/parties: Cabinet, HR, DEI Director

Timeline: Ongoing