

Larimer County Inclusion Advisory Council Charter

Name:	Larimer County Inclusion Advisory Council
Executive Sponsor:	Assistant County Manager
Responsible Official:	Human Resources Director
Council Liaison:	Inclusion Administrator
Council Co-Chairs:	3 Co-Chairs elected by council members
Date:	December 1, 2021

PURPOSE AND SCOPE OF WORK

Working through the Inclusion Administrator, the Inclusion Advisory Council (IAC), composed of active County employees, provides guidance and recommendations to County Leadership (County Manager, Assistant County Manager, Department and Division Heads, Elected Officials, Service Area Directors, Chief Deputies, and Supervisors) in the development of measurable action plans designed intentionally to expand the prevalence of inclusion in the workplace and foster an inclusive workplace culture.

Responsibilities of the Council:

1. Working through the Inclusion Administrator, serves as an advisory group to Larimer County Leadership on matters related to inclusion initiatives.
2. Act as a change agent for Larimer County as an employer. Being a change agent can happen in multiple ways such as being a forum for learning and feedback, by providing recommendations, and acting as facilitators as items are identified. The IAC acts as a body and not as individuals and works to support the organization through the Inclusion Administrator.
3. Assist and advise on creation of inclusion initiatives and key milestones in an Inclusion Plan.
4. Coordinate and communicate with County Leadership inclusion objectives developed in the Inclusion Plan.
5. Research and provide recommendations on techniques, tools, and resources on innovative and leading practices for an inclusive workplace.
6. Advise on how to implement and integrate inclusion initiatives with Larimer County's mission, operations, strategies, and objectives.
7. Provide advice and recommendations on identifying county-wide and cross-cutting barriers or challenges to recruitment, retention, engagement, inclusion, and advancement of all employees, especially those in non-dominant/underrepresented groups, and on development of programs or initiatives to address these barriers and challenges.
8. Provide advice and recommendations for how to increase awareness and competency of all staff in the area of inclusion and leveraging diversity. These might include training events, speaker forums, and brown bag lunch sessions, etc.
9. Provide advice and recommendations on measuring and evaluating progress, quality, and adequacy in planning, developing, and implementing inclusion goals, strategies, projects, and programs, including increasing the characteristic of inclusiveness among Larimer County employees.

10. Review and make recommendations regarding inclusion goals, strategies, and measures of progress across departments, divisions, and elected offices to help identify ways these can be leveraged to ensure maximum effectiveness.
11. Strengthen connections and coordination of inter-departmental inclusion efforts and plans. Provide a vehicle for departments to report on goals and measures of progress of their inclusion initiatives.
12. Serve as sponsoring agent through which inclusion activities and best practices can be shared across all areas (e.g. Relevant recognition and awards, on-line communication forums, performance evaluation forms) that highlight, communicate and recognize inclusion progress.
13. Promote, encourage, and provide modeling as needed to employee resource groups. (Note: Employee resource groups are groups usually formed around a shared interest, shared concern, or common goal. In engagement, inclusion, and diversity initiatives employee resource groups tend to form around dimensions of social identity.)
 - a. Provide assistance to leaders and employees who want to start an employee resource group when requested
 - b. Provide strategic guidance and lived-experience knowledge to employee resource group sponsor, chair and committee chairs when requested
 - c. Share industry research when requested
 - d. Assist employee resource groups with developing a consistent strategy when requested
 - e. Share and create awareness and education around employee resource groups

Authority and Accountability:

Working through the Inclusion Administrator, the IAC advises and makes recommendations to Larimer County Leadership. The IAC provides advice to the Inclusion Administrator on the development of an annual Inclusion Plan. The IAC acts as an advisory group to Larimer County Leadership to ensure success with the implementation of the Inclusion Plan. The IAC will review the Inclusion Plan at least annually and recommend adjustments to the Inclusion Administrator as needed.

The IAC Council is ultimately accountable to the Assistant County Manager, as its Executive Sponsor, who is responsible for supporting the success of the IAC Council. This is accomplished through the Human Resources Director acting as the Responsible Official and the Inclusion Administrator acting as the Council Liaison.

Role of the Executive Sponsor:

To provide executive level leadership and support for the success of the IAC.

- Coordinate with Larimer County Leadership to provide the Council feedback on what the IAC may want to focus on accomplishing each year and what indicators are used to measure success.
- Provide support, as needed, for implementing the Inclusion Plan.
- Provide recommendations on coordinating communications.

Role of the Responsible Official:

- Along with the Executive Sponsor, coordinate with Larimer County Leadership to provide the Council feedback on what the IAC may want to focus on accomplishing each year and what indicators are used to measure success.
- Remove barriers and create opportunities for alignment of the IAC's work with County and Leadership efforts and initiatives.
- Provide tools and resources to support the ongoing development of the Inclusion Administrator and the IAC.
- Provide feedback and support regarding the metrics, measures, and content of an Inclusion Plan.
- Provide support to the Inclusion Administrator as needed.
- Make final decisions regarding any recommendations to remove a Council member.

Role of the Council Liaison:

- Work directly with the IAC to develop and implement an annual Inclusion Plan.
- Present information to County Leadership regarding IAC initiatives, efforts, and metrics as needed.
- Provide feedback and support to the IAC and Co-Chairs as needed.
- Monitor and track membership to ensure the IAC Charter is followed.
- Make recommendations to the Human Resources director regarding removal of Council members.

STRUCTURE

The IAC:

- will report to the Inclusion Administrator as the Council Liaison
- will consist of no more than 35 members, and will include diverse representation
- will have 3 co-chairs elected by IAC members
- will meet monthly
- may establish subcommittees as needed to perform the work of the council
- may promote, encourage, and provide influence for Employee Resource Groups (ERGs)
- may choose to use a facilitator for its meetings
- advises and makes recommendations to County Leadership

Responsibilities of the Co-chairs:

- In coordination with the Inclusion Administrator, assist in planning and organizing the work of the Council.
- Conduct monthly meetings.
- Inspire and support members to action.
- Ensure accurate records and timely communication with key stakeholders.

- Continuously improve the effectiveness of the IAC.
- Working through the Inclusion Administrator, provide advice and recommendations to County Leadership as requested by the IAC.
- Communicate and seek support from their supervisor for the extra time commitment this role will take.

Criteria for identifying Co-chairs:

The Co-chairs will be elected by members of the Council. Ideally, the co-chairs possess:

- a commitment to and understanding of issues of engagement, inclusion and diversity and their relationship to the IAC
- project management skills and the ability to delegate
- strong listening and facilitation skills
- sensitivity to managing change and working collaboratively across a large, complex organization
- the respect of their peers
- commitment to act as a change agent in solution-oriented, constructive ways
- 4 hours per year of ongoing learning (may be formal or informal) on inclusion based on a learning plan developed by the co-chair (The Inclusion Administrator, Responsible Official, or Executive Sponsor may provide options and ideas for ongoing learning.)
- attend 10 out of 12 meetings a year

Criteria for identifying Council members:

All members have

- a commitment to and understanding of issues of inclusion and diversity and their relationship to the IAC purpose and scope of work
- an ability to work well in teams (good listening skills, organized, effectively deal with conflict, differing opinions, or thoughts, etc.)
- the respect of their peers
- an openness to new ideas and diverse perspectives
- willingness to provide solutions and recommendations, knowing that not all solutions and recommendations will be accepted or implemented
- commitment to act as a change agent in solution-oriented, constructive ways
- 2 hours per year of ongoing learning (may be formal or informal) on inclusion (The Inclusion Administrator, Co-Chairs, Responsible Official, or Executive Sponsor may provide options and ideas for ongoing learning.)
- attend 8 out of 12 meetings a year

Collectively, the Council should have:

- skills in measurement and data collection, display and analysis
- skills in group facilitation

- planning skills
- project management skills
- a balance of big picture thinking and detail orientation

MEMBERSHIP

The Inclusion Administrator will work with the IAC Co-chairs, Human Resources Director, and County Leadership to develop a process for identifying, screening, and selecting Council members, with feedback from existing Council members. The Inclusion Administrator will make the final decision about membership.

The overall membership must represent a maximum mixture of diversity, including demographic, functional, and organizational. Council members will not exceed 3 hours a month on IAC work. Co-chairs will not exceed more than 6 hours a month on inclusion work. If it is needed to exceed these hours, then the Inclusion Administrator will discuss this need with the Council member and their supervisor. Because of the time commitment of membership, it is important that members communicate to their supervisor that they are choosing to participate in the IAC. This is not to ask for or seek permission. It is so their supervisor can plan scheduling within the team or department accordingly. If a potential Council member is uncomfortable or unsure of how to approach their supervisor about their interest, then they may contact the Inclusion Administrator or their HR Generalist for support.

Council members will serve two-year terms. Members may choose to serve a second term by notifying the Inclusion Administrator. Initially, to establish staggered terms, one half of the current membership at the time this charter is adopted will be appointed to serve two years and the other half will be appointed to serve three years.

Co-chairs will serve two-year terms. Co-chairs may choose to serve a second term by notifying the Inclusion Administrator and with election by the IAC. Initially, to establish staggered terms, one co-chair will be appointed for a one-year term and the other two will be appointed for a two-year term. Co-chair terms are served separately from Council member terms, meaning that if someone serves one year as a Council member and is elected to become a Co-chair, their term starts over as a Co-chair.

Council members shall be collaborative, be respectful of other members and different points of view, and consider Larimer County as an organization and employer in making decisions. Discussions will be based on relative data, research, and information. Within the Council, decision-making methods appropriate for the task will be used, including consensus, respectful majority, and delegated by and to the Co-chairs.

If a Council member's behavior doesn't align with the expectations outlined in this charter, then they may be removed from the Council. A consideration of removal should be brought to the attention of either a Co-chair or the Inclusion Administrator. An inquiry will be conducted by the Inclusion Administrator and then a recommendation made to the Responsible Official. The Responsible Official will make the final decision on whether the Council member is removed.

Changes to this charter may be proposed by any Council member to the Co-chairs and Inclusion Administrator. Proposed changes will be brought back to the entire Council for review and discussion. If the majority of the Council supports the proposed change(s), then those changes will be reviewed by the Responsible Official and recommended to the Executive Sponsor. The Executive Sponsor will make the final decision on whether to accept or decline the proposed changes.

SIGNATURES:

Laurie M Kadrich

[Laurie M Kadrich \(Nov 16, 2022 11:00 MST\)](#)

Executive Sponsor, Assistant County Manager

Nov 16, 2022

Date

Bridget L Paris

[Bridget L Paris \(Nov 16, 2022 11:09 MST\)](#)

Responsible Official, Human Resource Director

Nov 16, 2022

Date

Nicole Berg

[Nicole Berg \(Nov 16, 2022 11:32 MST\)](#)

Council Liaison, Inclusion Administrator

Nov 16, 2022

Date

Sergio A Torres

[Sergio A Torres \(Nov 20, 2022 20:37 MST\)](#)

Inclusion Advisory Council Co-Chair, Title

Nov 20, 2022

Date

Lonie Loy

Inclusion Advisory Council Co-Chair, Title

Nov 21, 2022

Date

Becky Smith

[Becky Smith \(Nov 21, 2022 09:00 MST\)](#)

Inclusion Advisory Council Co-Chair, Title

Nov 21, 2022

Date











Larimer County Inclusion Advisory Council Charter


Final Audit Report


2022-11-21


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