

# *Operations & Outreach*

**On Hiring, Training, Managing,  
Marketing, & Funding Your Agency**

A Conversation with

**Sunila Thomas George, Chairwoman**

**MA Commission Against Discrimination (MCAD)**

**Indiana Region V Fair Housing Policy & Law Conference  
October 10, 2018**

# Overview

- ✓ Common Problems to Overcome
- ✓ See the Big Picture
- ✓ Do What Works
- ✓ Build Your Foundation
- ✓ Sell Your Goods
- ✓ Q&A (If there's time)

# About the MCAD



- \* MCAD has 100 employees
- \* Investigate, Prosecute and Adjudicate
- \* 3,000+ complaints a year
- \* Employment, Housing, Public Places, Credit and School Admissions
- \* State anti-discrimination laws in all protected classes including Parental Leave, Service Animals, Pregnancy Fairness, Criminal Records

# *FHIP/FHAP Common Issues*

- Lack of funding!
- “Substantial Equivalency” with laws and procedure
- Retaining Good Workers on low salaries
- Power Imbalance between parties
- Harder to prove discrimination these days
- Leadership changes – no consistency
- Backlog of Cases / Aging cases
- Lack of internal training
- Staff not held to management expectations
- Negative public perception

# *Build A Strong Foundation*

- ✓ Raising Internal Standards
- ✓ Targeted Recruitment / Qualified Hiring
- ✓ Creating Retained Revenue Accounts for Budget
- ✓ Retaining Funds from Training
- ✓ Fed Contract Cases Completed = \$\$\$\$
- ✓ Formal Summer Internship Program
- ✓ Leadership Needs Continuity
- ✓ Process Improvements

# *Strengthen Your Enforcement Power*

- ✓ Strong Procedural Regulations
- ✓ Make Precedent Setting Case Law
- ✓ The Legal Community should be citing your decisions
- ✓ Make yourself the authority
- ✓ Investigative Findings should be based on law
- ✓ Order Anti-Discrimination Training (YOUR TRAINING – you are the law!)

# Training, Education & Outreach

## Selling Your Goods

- \* Training
- \* Annual Report
- \* Website
- \* Conferences
- \* Handouts
- \* Newsletter
- \* At-A-Glance

Volume 4, Issue 1 Summer 2018

## CIVIL WRITES

The Massachusetts Commission Against Discrimination Employee Newsletter



### WELCOME COMMISSIONER QUINONES

**O**n the morning of October 2nd, 2017, family, friends, and guests gathered in the ceremonial office of Governor Charlie Baker for the swearing-in ceremony of Monserate ("Moni") Quinones, the newest Commissioner appointed by Gov. Baker to the Massachusetts Commission Against Discrimination (MCAD). Commissioner Sheila A. Hubbard and Chairwoman Sunila Thomas George were also in attendance to welcome Commissioner Quinones.

Commissioner Quinones has spent much of her lengthy career in public service "advocating for inclusion in the workplace and for small minority-owned businesses to compete in the state contracting process," said Governor Baker. "Together with Commissioner Sheila Hubbard and under the guidance of long-time member and now Chairwoman Sunila Thomas George, I am confident the Massachusetts Commission Against Discrimination will continue to have the leadership necessary to promote equality and to protect the Commonwealth's citizens from all forms of discrimination."

Prior to her appointment, Commissioner Quinones served as the Director of the Office of Diversity and Equal Opportunity at the Massachusetts Department of Correction beginning in 2008. Quinones was appointed as a Special Assistant to Governor Paul Cellucci in July, 2000, a role in which she chaired the Governor's Latino-American Advisory Commission. She has also served as Executive Director of the Commonwealth Affirmative Market Program (now State Supplier Diversity Program) in the Operational Services Division (OSD). A resident of Sutton and licensed social worker, Quinones obtained her Bachelor of Science in Education with a concentration in Human Services from the University of Massachusetts Amherst and a Master of Science in Non-Profit Management from Worcester State. We are all delighted to have her on our team! ☺

#### IN THIS ISSUE

- Welcome Commissioner Monserate Quinones
- Comm. George Appointed Chairwoman
- #MeToo Movement in MA
- Training Unit Update
- 2018 Fair Housing and Civil Rights Conference
- Employee Spotlight
- Farewell Shirley Lee
- Shout Outs!

#### SUMMER 2018 EVENTS

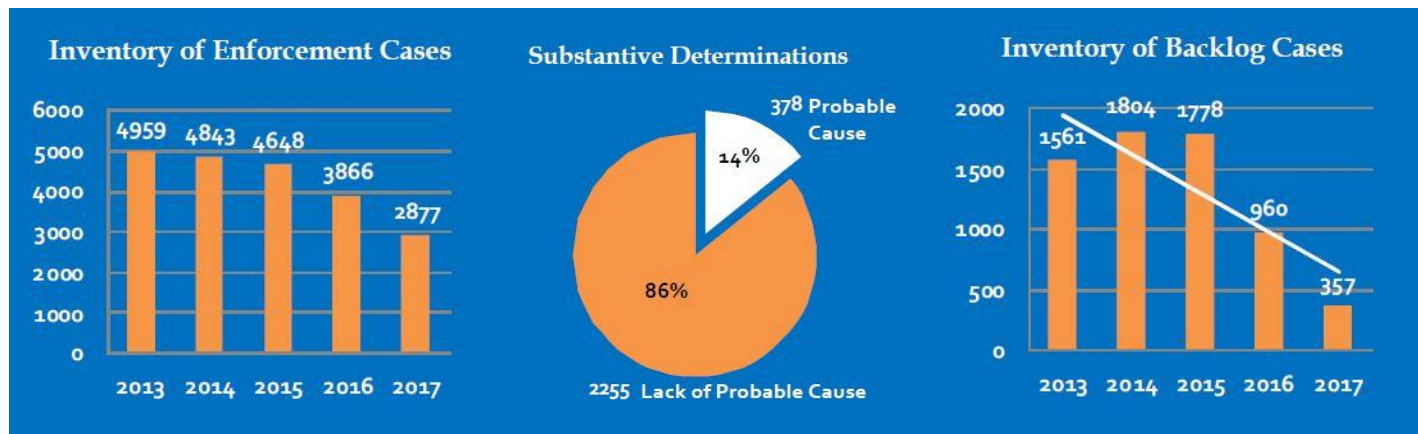
- June 19 All Staff Meeting
- June 20 Brown Bag Lunch  
Deirdre Hooley, Deputy GC
- June 21 Yoga with H (BYO gear!)
- June 27 Brown Bag Lunch  
Interviewing Techniques  
Pamela Myers, COII
- July 11 Brown Bag Lunch  
Bystander Intervention  
Jeremy Scheiner, Dir. of Training
- July 13 Interns State House Tour
- July 18 Brown Bag Lunch  
Civic Engagement  
Charlotta Gohar Richie, Former  
MCAD Commissioner
- July 25 Brown Bag Lunch  
Chairwoman Sunila George
- July 27 Interns Duck Tour
- July 31 Intern Appreciation Lunch

#### COMMISSIONER SUNILA THOMAS GEORGE APPOINTED CHAIRWOMAN

On September 12, 2017 Governor Charlie D. Baker appointed Commissioner Sunila Thomas George to serve as the Chair of the MCAD. Chairwoman George has served as a Commissioner since 2007 and this is her third reappointment. "I am honored to be the first Asian-American Chair in the history of the MCAD," George said. "After nearly 20 years at the Commission, from my start as a legal intern to the day I first became a Commissioner, I am honored to receive this appointment. I look forward to partnering with Commissioners Sheila Hubbard and Monserate Quinones to advance civil rights across the Commonwealth. We are committed to ensuring that the people who work, live, and learn in Massachusetts have the same opportunity to flourish that my parents had when they immigrated here from India." ☺

# Advocating For Your Budget

- \* Explain why funding is in Legislature's best interest
- \* Show your progress!
- \* Framing is key





# Sample Handout

## Massachusetts



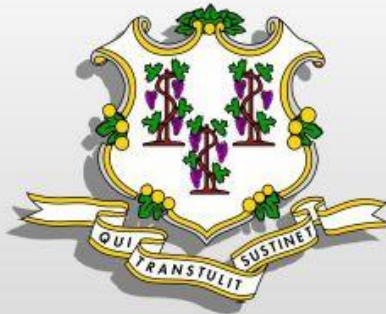
**\$2.90 Million**

FY16 State Appropriation

6.79 Million Residents Served\*  
3,000 New Cases Filed Annually  
\$5.66 Million Agency Budget  
235 Cases Per Investigator  
66 Authorized FTEs  
22 Months Average Investigation

\* U.S. Census Bureau; 2015 Population Estimates  
Generated Using [American Fact Finder](#) 1/28/16

## Connecticut



**\$7.04 Million**

FY16 State Appropriation

3.59 Million Residents Served\*  
2,200 New Cases Filed Annually  
\$7.28 Million Agency Budget  
50 Cases Per Investigator  
85 Authorized FTEs  
12 Months Average Investigation

Source: [Connecticut State Budget FY16 & FY 17](#)  
CHRO [2014-2015 Case Processing Report](#)

## New York



**\$12.01 Million**

FY16 State Appropriation

11.44 Million Residents Served\*†  
6,200 New Cases Filed Annually  
\$18.01 Million Agency Budget  
45 Cases Per Investigator  
164 Authorized FTEs  
6 Months Average Investigation

Source: [NY State Open Budget Website](#)  
NY DHR [Division Performance Website](#)

# *Internal Management*

- \* Document Poor Performance
- \* Issues to General Counsel & HR
- \* Know the CBA; Talk to Union First
- \* Be Fair; Lead by example
- \* Create Reports that track productivity
- \* Hold people accountable
- \* Communicate with staff often

# *Final Thoughts*

- \* Complete your investigations timely (100 days for HUD; before your SOL runs in court)
- \* Bang for Your Buck: 1 \$HUD case = 7 \$EEOC cases
- \* Create a paid training program
- \* Use your resources to get rid of the low hanging fruit (dicey cases)
- \* Be prepared for the long haul

*Thank You!*

Questions?

