2017 Equity Impact Analysis on City of Madison Human Resources Practices

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Contents

Executive Summary

Background

On October 4 and 5, 2017 the City of Madison Human Resources Department convened a group of people to conduct an equity impact analysis of human resources practices at the City of Madison.

Over forty people, comprised of policy makers, city employees, city managers, community members, and experts from the Government Alliance on Race and Equity convened to examine the City of Madison's hiring practices and work culture using a racial equity analysis. Recommendations were developed in small teams, and the teams prioritized the recommendations based on cost and potential impact. The goal was for the recommendations to be analyzed and a report prepared for a permanent Human Resources Director when that person was hired.

Since then, Human Resources Director Harper Donahue was officially confirmed on February 27, 2018. This executive summary highlights the themes learned from the day and a half long convening. The recommendations made by the teams are summarized below. First, there are key recommendations that were identified for Human Resources to implement. Next, there is a review of suggestions from the analysis that HR has already implemented. Finally, there were some recommendations that did not fall within the responsibility of Human Resources. The key recommendations below will be prioritized by Director Donahue and incorporated into subsequent Strategic Planning for Human Resources.

The Department of Human Resources sincerely thanks all who participated in the analysis, especially to the facilitators:

- Hanif Nu'Man, Executive Director, Catalytic Community Consulting, Inc.
- Jordan Bingham, Health Equity Coordinator, Public Health Madison Dane County
- Janine Anzalota, Executive Director, City of Boston Office of Fair Housing and Equity; GARE Co-Chair
- Angie Nalezny, Human Resources Director, St. Paul, MN

Recommendations

Key Recommendations

There were several themes and key improvements recommended, which are highlighted below:

1. **Hiring and recruitment.** Clarify and strengthen the role of HR in the hiring and recruitment process citywide through:
   a. Increased communication related to the strategic function of HR Analysts and EDOE Specialists, as well as improved hiring process training for Hiring Managers
   b. Increased use of HR Analysts and EDOE Specialists in review of interview questions and benchmarks, and interview panels.
   c. Increased HR staffing and capacity to allow for more direct support through the hiring process for managers with little experience hiring, as well as in better preparation of hiring panels.

2. **Inclusion.** Develop consistent vision, values, and messaging of the meaning of and need for inclusive workplace and inclusive management practices. Ensure leadership is trained and well versed in both effective human resource practices and inclusive work culture elements. Measure each agency regularly for inclusionary leadership practices and inclusionary work culture.

3. **Talent Management.** Develop a formal talent management process (some items specifically mentioned included a Learning Management System, tuition reimbursement and updating the training APM by an interdisciplinary team). Ensure the talent management process supports and encourages continuous learning, allows for succession planning, and develops consistent expectations for managers and supervisors related to the need for learning and development opportunities allocated in an equitable way.

4. **Partnerships.** Develop more effective strategic partnerships within communities of color with two goals. First, to aid in sustained targeted recruitment and advertising to under-represented groups. Second, to encourage feedback and accountability on inclusive work culture challenges and needs.

5. **Data and changes to hiring process.** Increase use of data and develop recommendations for civil service hiring practices at the City of Madison, including changes to the seniority points, expanded certification needs, need for posting in alternate languages, the use of ongoing recruitments and number of candidates referred.

6. **Core competencies.** Use core competencies more prevalently early on in the hiring process, for preparation of interview panels, and then ensure core competencies are carried out through the hiring and employee evaluation process.

In addition to the areas above, there were several recommendations made that fall under the purview of the different work units in Human Resources, as can be seen below.

EDOE	HR Services	All/ELR

• Develop peer mentoring program and training.
• Encourage and develop more affinity groups (safe space, networking)
• Ensure training meets regional standards, and improve training to include:
  • More learning tracks
  • Advanced level courses
  • Supervisor courses related to importance of professional development
	• Create regular feedback for "Did Not Appear" candidates for written exams
	• Use more comparative evaluations and rely less on written exams
	• Complete cultural competency review of job postings
	• Consider reuse of all candidate's test scores for designated amount of time for all candidates
	• Consider increased flexibility of exams in evening, weekends, at non-city facilities and use of computer-based testing at the interview
		• Utilize professional development of staff as an outcome for supervisors and encourage professional development in position descriptions.
		• Highlighting professional development and strengths upon hiring
		• Work with departments to develop internal & cross department career ladders equitably and provide
		• More remote and job share opportunities

Recommendations in Process

Several of the recommendations were able to be implemented and/or completed prior to this report. This recommendations had either been identified as a need through another process, had been identified as part of an HR Strategic plan, or was identified as necessary completion by the Interim HR Director at the time.

Recommendations already completed or in the process of implementation include:

High Importance – In Process

1. Consistent HR practices for on-boarding are developed and communicated and people are held accountable

2. Strengthen on-boarding process for Agency-Heads

3. Use text boxes for supplemental essay questions instead of requiring attached responses

4. Develop, implement, and ensure success and attendance of Interview Certification Training

5. Develop methodology for obtaining more effective workforce data (Hiring Data Analyst Spring, 2018)
- Develop dataset related to barriers and dissatisfaction rate for people of color
- Develop dataset related to the use of the words "text" and "exam" from test instructions, and develop alternate verbiage if necessary
- Develop dataset related to impacts of the use of seniority points on demographics of interview pools
- Development of qualitative employee experience dataset
- Annual reports by Department

Medium Importance – In Process

1. Provide application assistance and training to targeted groups.

2. Shorter more reader friendly job posting – one page – versus longer job description.

3. Adapt posting to target audience – use attractive language to bring in more applicants

4. Partnership building with other educational institutions

5. Increased use of Equitable Hiring tool

6. Employee Recognition and celebration of accomplishments - committee created through Performance Excellence, 4/18

Low Importance – In Process

1. Develop process improvements related to inclusion of over-looked groups which are traditionally marginalized (LGBTQ):
- New LGBTQ Training implemented
- LGBTQ review and revision of New Employee Training
- Review of WLS through LGBTQ inclusive lens

2. Residency for Departments and Division Heads

Recommended Improvements Outside of Human Resources

Several of the recommendations fell within the purview of other agencies, most prominentaly the Department of Civil Rights. These recommendations would need to be completed either at the organizational level or under the direction of another agency.

Other Agency Initiatives	Department of Civil Rights
IT: Greater access to public computers citywide, including increased access to online hiring portal in City County Building or Municipal building. Priority: High	Create a DCR rep for agency similar to HR Analyst to ensure red-flag process is being completed Priority: High
Mayor's Office: Hold supervisors responsible for instituting performance evaluations and link them to career paths. Priority: High	Training for Dept. Heads and hiring managers on following the red-flag process and hiring, including how they are being evaluated. Priority: High
Mayor's Office: Increase accountability for red-flag hires and responsibility for coaching and mentoring through Dept. and Div. Head contracts. Priority: High	Develop survey for those on interview panels to develop understanding of effectiveness of red flag process, what was beneficial in the process, and interview process improvements. Priority: Medium
Mayor's Office: Create more opportunities to engage in all levels of the city: involvement, consulting, decision making, through Performance Excellence. Priority: High	Make APM 3-5 more pro-active rather than reactive, and include ability for more anonymous reporting of harassment. Priority: High
Mayor's Office: Increase communication across the organization related to organizational issues, create City branding for recruitment and other purposes, and potentially create City Communication or Public Information position. Priority: Low-High	

Appendix A: Full List of Recommendations

Hiring Process

Recommendations for the application process include:

	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
1	HR staffing capacity	High	High	
2	Work station for applications at HR and other satellite City / non-library locations	Medium	Med	
3	Greater access to public computers citywide –	High	High	
4	Shorter more reader friendly job posting – one page – versus longer job description. Adapt posting to target audience – use attractive language to bring in more applicants	Low	High	
5	Posting in alternate languages	-Med-High	Med	
6	Cultural competency review of job postings	Low? Who would be doing this?	Med	
7	More effective strategic partners within communities of color. Targeted and sustained recruitment/advertising to underrepresented groups.	Med-High— Depends on how done	High	
8	Application assistance as needed. / Training	High	Med	
9	Notifications – text, email, phone	Low-High	High	
10	Branding Campaign – City of Madison employment	High	Low - Med	
11	*Hold posting open until candidate pool is reflective of the goals for the agency and/or begin interviewing before posting closes	Low	Low	Risk if losing viable candidates
12	Ongoing recruitments for under-represented classifications – no closing dates	Med	High	For certain job groups

13	Increased use of Equitable Hiring tool	Med-High	Med	
17	Easier way to get workforce demographic data updated – more efficient	Med-High		
18	Dig into the barriers and dissatisfaction rate for black and other POC	Med-High		
19	Expanded certification for all recruitments	Low		
20	Residency requirement for CG 21 positions	Low		
21	Public Information office for the City to manage information flow.	High		

Recommendations for the testing and referral process include:

	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
1	Use text boxes for supplemental essay questions instead of requiring attached responses	Low	High	Used at St. Paul; Inquire w/ Neogov about timed out sessions & page limitations; review data in a year
2	Research removing "test/exam" from supplemental question instructions and use alternate verbiage	Low	Medium	
3	Reuse test scores for designated amount of time for all candidates	Low	Medium	
4	Consider using computer-based testing at the interview process; use prescreen off-site testing	High	Medium	Used by St. Paul
5	Have HR provide data on effects of seniority points (i.e., hourly employees, elimination)	Low	High	Staff time
6	Create regular feedback practice for "Did Not Appear" candidates for written exams	Low	High	Create SurveyMonkey
7	Consider offering exams in evening, weekends, at non-city facilities	Med	Medium to High	Staff time; facility cost
8	Focus more on comparative evaluations and less on written exams	Low	Low	Staff time; Inconsistencies
9	Change Personnel Rules regarding referrals/ranks	Low	Medium	Further discussion
10	Consider banding scores (broader scoring criteria)	Low	Low	

Recommendations for the interview and red flag process include:

	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
1	Preparing the panel ahead of time by discussing core competencies, providing applications, questions and info. about whether the position is red-flagged or not). Spell it out in a procedure guideline.	Low	High	Create a guideline as a reference, (especially helpful for infrequent interviewers).
2	Identify the core competencies at the beginning of the process and carry that throughout the process	Low	High	
3	Increase HR participation on interview panels	Med	High	
4	Backup HR on their certification training and support them on the tools they will need on that (bias training and ensuring a holistic program)	Low	High	Managers should encourage staff to attend. This is good for anyone.
5	DCR rep for agency similar to HR Analyst to ensure red-flag process is being completed	Low	High	A transfer of some duties to existing employees
6	Accountability for red-flag hires –make it part of the Dept. Head's evaluation including how much interaction they had with DCR and number of diverse hires and using this to renew 5 year contract	Low	High	RESJ commitment is now being added to those signing now
7	Training for Dept. Heads and hiring managers on following the red-flag procedure and hiring that they are now being evaluated on	Low	High	
8	More handholding for recruitment processes especially for those who don't recruit very much and those Managers who have challenges with hiring (insert yourself in their process)	Low	High	HR needs to be invited though too (and given support and an opportunity for authority)
9	Have HR review interview questions and benchmarks	Low	High	Added staff time
10	A separate survey for those who sat on panels to ask them what was done, if input	Low	Medium	

		Cost (High, Medium, Low)	Priority (High, Medium, Low)	
	was valuable? We need to be transparent and be sure to let everyone know.			

Work Culture

Recommendations for the onboarding process include:

	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
1	HR controls/manages the overall hiring process	Lo	High	HR seen as business partner with agencies, strengthen HR Analyst role, OD role
2	Consistent HR practices for on-boarding are developed and communicated and people are held accountable	Lo	High	Checklists, standards of behavior, PD, connect to organization/agency/unit services and outcomes
3	Consistent City work culture elements are built into HR practices and procedures	Lo	High	Reduce fear in organization, Intentional relationship building, inclusion, clear behavior expectations
4	Training is continuous and reinforces HR practices that support positive work culture elements	Lo	High	Service philosophy, specific job skills, inclusive behaviors, dealing with diverse populations
5	Strengthen on-boarding process for Agency Heads	Lo	High	Expectations, culture elements, operational issues-budget, staffing, outcome measures.

Recommendations related to workplace inclusion include:

	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
1	Citywide statement/communication of "Inclusion"	LOW	HIGH	
2	Training of management (Inclusion)	MED	HIGH	
3	Language Review (organization wide)	LOW	MED	Women/racial
4	Infuse language to all practices	LOW	MED	
5	Collaboration/clarification of roles	LOW	HIGH	
6	Survey/Measurement of Inclusion	MED	HIGH	

7	APM 3-5 (Proactive, not reactive)	LOW	HIGH	
8	Provide anonymous reporting (Harassment)	MED	MED	
9	Overlooked groups (LGBTQ)-Inclusivity	MED	LOW	
10	Afinity groups (safe space, group networking)	LOW	MED	
11	Missing data (disability and transgender, etc.)	MED	MED	
12	Gathering data/analysis software	HIGH	LOW	
13	Employee recognition-celebrations	MED	MED	
14	Space for employees to bring whole self	LOW	MED	
15	Outside training consultants to kick off program	HIGH	MED	
16	Focus groups/qualitative data	MED	MED	
17	Using City Channel to make videos supporting/communicating values/accomplishments	MED	LOW	

Recommendations related to Professional Development include:

1	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
2	HR staff attend departmental/department division head meetings to promote trainings	Low	Medium	
3	Supervisors are responsible for instituting Performance evaluations and linking it career paths	Low	High	Primarily a time investment
4	Better defining supervisor's role in division head contracts that specifies their role in coaching and mentoring-	Low	High	
5	Partnership building with other educational institutions	Low	Medium	
6	Light duty professional development	Low	High	Can create equity issues-folks can have better access to a career path then folks who don't have access to this experience

7	Create more opportunities to engage in all levels of the city: involvement, consulting, decision making	Low	High	
8	Peer mentoring- state/nonprofit/county partnerships-identity Mentor Training -Implicit Bias -How to be a good member	High	High	*Need staff time to coordinate *Can this be done electronically *Can be done informally at low cost, if you want a more formal low cost *WIC/MAC/RESJI/LCET-Council members- possible allies/mentors *Mentor training
9	Draw on the experts that we have	Low	High	
10	Mandatory Supervisor Development Program- coaching, teach about the importance of professional development	High	High	
11	Better data/repeat mac data	Low	High	
12	Reaching out and finding what employees want through focus group	Low	High	
13	Offering advanced level courses	High	Medium	
14	Learning Management System	High	High	
15	Creating transparency/Eliminating Silo's-Work with other-communication/sharing	Low	Medium	
16	Mandatory budgetary commitment for each department to receive professional development-and then fairly allocated fairly within the departments	High	High	
17	Departmental secession planning for every person in their department.	Low	High	
18	Ensure our training meets regional standards	Low	Medium	
19	Update existing APM related to training/professional	Low	High	

	development (training as an expectation) using an interdisciplinary team-requirement of # of training hours			
20	Tie professional development to position description % take that % of work load away MAC, RESJI, WIC, LCET	Low	High	
21	Put in managers and supervisors position descriptions that they need to develop employees %	Low	High	
22	Highlighting professional development and strengths upon hiring	Medium	Medium	
23	Advertise trainings as tracks-how can I get to the next level	Low	Medium	
24	Have top leaders encourage department heads to prioritize professional development	Low	High	
25	Work with departments to develop internal & cross department career ladders equitably and provide	Low/Medium	Medium	Cost depends on the program created
26	Bring back Tuition reimbursement	High	High	

Appendix B: Full Process Notes:

Hiring

Application Process
Note taker name: Emaan Abdel-Halim

WHO
Who could be impacted by application process.
- Applicants who need assistance with process.
- Those who are simply not computer savvy/digitally literate.
- Those who prefer paper applications.
- ESL candidates or those with limited literacy
- People who walk into the office

Who benefits?
- Educated, computer savvy applicants
- Those who already know the process
- People who have family/relatives who work for the city

Who is burdened?
- Public/potential applicants who have no awareness of job availability. Where do they hear about jobs?
- Those without internet (connectivity) or computer access (hardware). May not receive email notices in timely fashion.
- Those who are simply not computer savvy/digitally literate.
- Visually impaired may be impacted if screen readers don't work with software. Other disabled people without assistance.
- Limited hours/access to libraries or other public access computers.
- Limited access to transportation to get to computer or to get to work
- ESL candidates who prefer non-English applications. Those with limited literacy.
- Those who prefer paper applications.
- Time burden for applicants who are required to submit essay responses.
- Folks who have questions about the process and need help.
- Job postings are long and not available in other languages.
- Internal candidates – have to go through the same process.
- International students.
- Residency requirement for Department heads.

WHY
What are the root causes or factors creating any racial or social inequities associated with application process?

- Too long, length – high level of reading requirement. Needs to be readable at 5-8 grade level. Don't use Acronyms.
- Language barriers
- Computer Access & Literacy
- How positions are recruited and advertised
- Consistent recruitment with strategic partners – educating schools on application process.
- Limited outreach capacity to educate partners on the process. Recruiter training.
- Wealth gap within our community
- Civil service system – the requirements of the system

Other notes, what other data is required?

- Why are POC dissatisfied with the application process
- How to hourly/seasonal staff get into permanent positions?
- What is included in the 'Other' category of how did you hear about this job opening?
- Department head recruitment process. Influenced by commissioned
- More data on why applicants are not following up on interview notification. How many candidates call in within the first 24 hours?
- No representation at our table of black population.

HOW

Describe recommended strategies:

	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
1	HR staffing capacity	High	High	
2	Work station for applications at HR and other satellite City / non-library locations	Medium	Med	
3	Greater access to public computers citywide –	High	High	
4	Shorter more reader friendly job posting – one page – versus longer job description. Adapt posting to target audience – use attractive language to bring in more applicants	Low	High	
5	Posting in alternate languages	-Med-High	Med	
6	Cultural competency review of job postings	Low? Who would be doing this?	Med	

7	More effective strategic partners within communities of color. Targeted and sustained recruitment/advertising to underrepresented groups.	Med-High— Depends on how done	High	
8	Application assistance as needed. / Training	High	Med	
9	Notifications – text, email, phone	Low-High	High	
10	Branding Campaign – City of Madison employment	High	Low - Med	
11	*Hold posting open until candidate pool is reflective of the goals for the agency and/or begin interviewing before posting closes	Low	Low	Risk if losing viable candidates
12	Ongoing recruitments for under-represented classifications – no closing dates	Med	High	For certain job groups
13	Increased use of Equitable Hiring tool	Med-High	Med	
17	Easier way to get workforce demographic data updated – more efficient	Med-High		
18	Dig into the barriers and dissatisfaction rate for black and other POC	Med-High		
19	Expanded certification for all recruitments	Low		
20	Residency requirement for CG 21 positions	Low		
21	Public Information office for the City to manage information flow.	High		

Testing & Referral

Note taker name: Julie Trimbell

WHO
Who could be impacted by _____?
1. Test methodology – Written Test, OPAC
2. Use of supplemental questions
3. Veteran and seniority points

Who benefits?
1. 1.Those w/ flexible work arrangements, child care arrangements
2. 2.Those who are detail-oriented; Those who use computers for job (i.e., professionals); Those familiar with similar (City) processes;

3. Military Veterans, Permanent City Employers in select Comp Groups, White Males/Females based

Who is burdened?
1. Those w/ inflexible work schedules, child care arrangements, fear tests, no transportation, need accommodations
2. Those not detail-oriented; Those who do not use computers regularly; Those not familiar with similar (City) processes; Poor writers; Fear tests; Procrastinators, Time constraints; ESL
3. Hourly City employees, External Candidates, People of color, Women

Are there potential disproportionate impacts on communities of color or low-income communities?
1. 1.Yes
2. 2.Yes
3. 3.Yes; no seniority for hourly employees

WHY
What are the root causes or factors creating any racial or social inequities associated with _____?

1. lack of ability/access to participate in onsite testing requirement; unawareness of off-site options;
2.
3. lack of diversity with City staff

What are the unintended consequences? What are the benefits or burdens that may result?
1.
2. Negatively affects low income applicants
3.

HOW

Describe recommended strategies:

	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
1	Use text boxes for supplemental essay questions instead of requiring attached responses	Low	High	Used at St. Paul; Inquire w/ Neogov about timed out sessions & page

				limitations; review data in a year
2	Research removing "test/exam" from supplemental question instructions and use alternate verbiage	Low	Medium	
3	Reuse test scores for designated amount of time for all candidates	Low	Medium	
4	Consider using computer-based testing at the interview process; use prescreen off-site testing	High	Medium	Used by St. Paul
5	Have HR provide data on effects of seniority points (i.e., hourly employees, elimination)	Low	High	Staff time
6	Create regular feedback practice for "Did Not Appear" candidates for written exams	Low	High	Create SurveyMonkey
7	Consider offering exams in evening, weekends, at non-city facilities	Med	Medium to High	Staff time; facility cost
8	Focus more on comparative evaluations and less on written exams	Low	Low	Staff time; Inconsistencies
9	Change Personnel Rules regarding referrals/ranks	Low	Medium	Further discussion
10	Consider banding scores (broader scoring criteria)	Low	Low	

Interview Process

Note taker name: Sarah Olson

WHO
Who could be impacted by Interviewing?

Who benefits?
- Individuals that know City government (who understand how to navigate the system, exposure, existing relationships).
- Someone with more education and who has had more opportunities is more likely to get selected
- Someone with a higher economic background because they have more access
- The community at large benefits
- City employees can benefit, (especially as it relates to internal City only postings).
- People who have flexibility to schedule interviews (those who don't have childcare issues, those who can't take off due to job)
- Agencies have autonomy and flexibility
- HR because they don't have to have their hands in it

Who is burdened?

- Five business days notice can be a barrier (they may not have seen the email, schedule on the 5th day, some departments call).
- The people that sit on interview panels if they aren't trained or prepped properly but aren't always given the tools to do that
- When complaints occur on negligent hiring, who does that burden? How does that feedback circle back around to those who should know so they can share that info?
- Those who haven't been trained on what is ok and not ok to do in an interview. Training on protocol-we need mandatory attendance.
- HR and DCR staff. Because there is not consistency, there's a burden between both on who needs to do what.
- Every single person is burdened because of all of the criteria involved. We spend so much time because there isn't any standardization. Burdened by lack of clarity, confusion and causing more time. Applicants are burdened depending on the position they apply for and the department they interview for.
- Morale of organization can be burdened.
- An agency who has to start over due to process issues.
- Departments that don't hire frequently.
- Police and Fire love their HR. Others suggested the exact type of support they are looking for. That is:
  - A clear timeline developed by HR (HR should not create this in a silo). Don't tell, include people in the decision making process.
  - To tell them when something is wrong (interviewing, evaluations, the way you ask questions, etc.)
  - Best practices in hiring. We have some trainings and guides out there but there's no accountability in requiring people to read and/or attend these.

Biggest issue: there isn't a strict interview process in place. No standardization. City HR was more involved in another municipality (St. Paul) that ensured consistency.

- Why aren't people using the materials?
- We need to talk to each other. Get feedback. Talk to your Analyst if they aren't helping you. Communication.
- The line between what HR should do and the hiring manager
- There needs to be some consistency in HR involvement
- We need direction from the Mayor and Council to Dept. Heads that this level of involvement from HR is needed

WHY
What are the root causes or factors creating any racial or social inequities associated with Interviewing?

- Location of interviewing
- Type of interviews

- Education emphasis and even though it's not required, education is still emphasized
- HR Analyst –what to do if they aren't committed to RESJ
- Bias in the interview panel
- Interview questions
- Culture
- Not prepping the panel
- The City has not been intentional in prescribing protocol to address it. Lip service. Not in action.

Deeper level –why are things the way they are?
- We have racial biases –dominant culture is prevalent
- Structural racism –I know you, you would be good…
- Lack of best practice guidance
- The City does not have mandatory training on race and should be reoccurring for all City employees, (this wouldn't only effect hiring but all decision making on City processes). Even elected officials.
- We allow people to feel comfortable
- People need help with hiring. They know the outcome, the problem is how to get there and how to get through the steps. How we get there is the issue.
- People are afraid to hold others accountable
- People are afraid of becoming more diverse for a multitude of reasons related to personal bias and racism

What are the unintended consequences? What are the benefits or burdens that may result?

HOW

Describe recommended strategies:

	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
1	Preparing the panel ahead of time by discussing core competencies, providing applications, questions and info. about whether the position is red-flagged or not). Spell it out in a procedure guideline.	Low	High	Create a guideline as a reference, (especially helpful for those who don't interview frequently).
2	Identify the core competencies at the beginning of the process and carry that throughout the process	Low	High	

3	Increase HR participation on interview panels	Med	High	
4	Backup HR on their certification training and support them on the tools they will need on that (bias training and ensuring a holistic program)	Low	High	Managers should encourage staff to attend. This is good for anyone.
5	DCR rep for agency similar to HR Analyst to ensure red-flag process is being completed	High	High	A transfer of some duties to existing employees
6	Accountability for red-flag hires –make it part of the Dept. Head's evaluation including how much interaction they had with DCR and number of diverse hires and using this to renew 5 year contract	Low	High	RESJ commitment is now being added to those signing now
7	Training for Dept. Heads and hiring managers on following the red-flag procedure and hiring that they are now being evaluated on	Low	High	
8	More handholding for recruitment processes especially for those who don't recruit very much and those Managers who have challenges with hiring (insert yourself in their process)	Low	High	HR needs to be invited though too (and be given support and an opportunity for authority)
9	Have HR review interview questions and benchmarks	Med	High	
10	A separate survey for those who sat on panels and ask them what was done, if input was valuable? We need to be transparent and be sure to let everyone know.	Low	Medium	

Work Culture

Onboarding

Note taker name: Karl van Lith

WHO
Who could be impacted by On-boarding?
Employees, supervisors/managers, other co-workers/employees, residents served by City, people of color, women and applicants.

Who benefits?
Employees, supervisors/managers, other co-workers/employees, residents served by City, people of color, women and applicants

Who is burdened?
Employees, supervisors/managers, other co-workers/employees, residents (community) served by City, staff/people of color, women and applicants, city budget-(impacts from absenteeism, employee stress, re-hiring, OD interventions, etc.), families, Office of City Attorney, non-office staff (operational staff.)

WHY
What are the root causes or factors creating any racial or social inequities associated with On-boarding?
- Disconnect between mission/values of organization and staff.
- Bias to type of work/schedules/ job families/income levels
- Lack of continuous training and application of training
- Lack of accountability and follow-up on issues / problems with leadership
- Seniority system
- No cross training or coverage training process organizationally
- A central factor includes that there are enough serious underlying issues that would or could make suggestions about onboarding fail. There is a lack of consistency across departments and even units within departments, an idea that managers don't need training and are not accountable, and a lack of SOP for HR procedures in general as well as little ability for HR to enforce any standards

What are the unintended consequences? What are the benefits or burdens that may result?
- Disconnect from City goals and community outcomes
- City reputation as a good place to work is negative for People of Color
- Negative perceptions of City within community
- Not valuing people across the organization
- Employees not realizing their impact on organization/community
- Law suits
- Limitations on productivity and support of other workers efforts

- More white men in leadership roles-internal promotional process promotes a limited demographic
- Constant state of fear in organization
- Benefit---people of color see people like them in organization
- Benefit---All employees feel empowered
- Benefit---Less fear in organization

Onboarding trainings:
- create a culture where all employees feel valued and connected to the overall City mission. Employees from receptionist to director feel valued and part of the mission.
- hold managers/directors accountable for ensuring onboarding happens, onboarding tools and training happens.
- make on-boarding something that a person or team of people take responsibility for. Make this a standard across the entire City (Day 1: ID, email, orientation, benefits...)
- City wide orientation on mission, values, and service expectations for City workers.
- Special care during on boarding when staff is only woman or POC to match them during on boarding w someone of like identity.
- review data for what departments are using onboarding tools, have good retention, diversity. Is there anything that can be learned and used in onboarding from these departments?
- mandate training on use of onboarding tools (Metro Transit does not use them because they have both been trained.)

HOW

Describe recommended strategies:

	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
1	HR controls/manages the overall hiring process	Lo	High	HR seen as business partner with agencies, strengthen HR Analyst role, OD role
2	Consistent HR practices for on-boarding are developed and communicated and people are held accountable	Lo	High	Checklists, standards of behavior, PD, connect to organization/agency/unit services and outcomes
3	Consistent City work culture elements are built into HR practices and procedures	Lo	High	Reduce fear in organization, Intentional relationship building, inclusion, clear behavior expectations

4	Training is continuous and reinforces HR practices that support positive work culture elements	Lo	High	Service philosophy, specific job skills, inclusive behaviors, dealing with diverse populations
5	Strengthen on-boarding process for Agency Heads	Lo	High	Expectations, culture elements, operational issues-budget, staffing, outcome measures.

Inclusion

Note taker name: Susan J. Gafner

WHO
Who could be impacted by Inclusion initiatives?
- supervisors
- management
- people of color
- females
- passionate people that just want to be heard
- future applicant employees

Who benefits?
- marginalized employees
- staff that are already engaged with each other, but not as a department
- females/females of color
- all ages and demographic
- entire organization

Who is burdened?
- supervisors/dept. heads
- human resources staff (not enough staff for initiatives)
- organization (Depts. and City as a whole)
- Current status quo
- employees of color and other groups
- employees tasked with implementing changes
- shifting burdens to other people in the organization

WHY
What are the root causes or factors creating any racial or social inequities associated with Inclusion?
- institutional culture (imbedded bias, attitudes)

- closed loop cycle (long term employees)
- manifestation of American Culture-white as the norm, other groups, etc.
- no trust outside the department (affected trust and cognitive trust)
- risk adverse (open to public open records)

What are the unintended consequences? What are the benefits or burdens that may result?
- tokenism
- budget (more staff or other dept)
- resources (financial impact)
- labor group push back
- HR push back
- health, stress
- soft skills training
- key influences-others not in leadership, but creating rumors
- impacts of a new program (worse before better)
- people with "old thoughts", retiring or getting out

HOW

Describe recommended strategies:

	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
1	Citywide statement/communication of "Inclusion"	LOW	HIGH	
2	Training of management (Inclusion)	MED	HIGH	
3	Language Review (organization wide)	LOW	MED	Women/racial
4	Infuse language to all practices	LOW	MED	
5	Collaboration/clarification of roles	LOW	HIGH	
6	Survey/Measurement of Inclusion	MED	HIGH	
7	APM 3-5 (Proactive, not reactive)	LOW	HIGH	
8	Provide anonymous reporting (Harassment)	MED	MED	
9	Overlooked groups (LGBTQ)-Inclusivity	MED	LOW	
10	Afinity groups (safe space, group networking)	LOW	MED	
11	Missing data (disability and transgender, etc.)	MED	MED	

12	Gathering data/analysis software	HIGH	LOW	
13	Employee recognition-celebrations	MED	MED	
14	Space for employees to bring whole self	LOW	MED	
15	Outside training consultants to kick off program	HIGH	MED	
16	Focus groups/qualitative data	MED	MED	
17	Using City Channel to make videos supporting/communicating values/accomplishments	MED	LOW	

Professional Development
Note taker name: Tory Larson

WHO
Who could be impacted by?
2nd, 3rd shift folks (don't have access) folks that don't have access to computers, front desk staff, field staff, limited term, hourlys, job family, supervisor's, folks not in the "in", light duty workers, women & employees of color

Who benefits?
People who have informal relationships with leaders, folks who are naturally positioned to attend meetings/trainings and other opportunities

Who is burdened?
Hidden talents, going to the same people, everyone is burden if we don't have a vision, folks that are not getting a chance, 2nd, 3rd shift folks (don't have access) folks that don't have access to computers, front desk staff, field staff, limited term, hourlys, job family, supervisor's, folks not in the "in", light duty workers, employees with leadership potential, women and employees of color including management levels

WHY
What are the root causes or factors creating any racial or social inequities associated with?
- Leadership needs to place this as important (from the top)
- Bias about people regarding race/gender/job type
- Not having a defined priority
- Supervisor's needing to be good leaders/coaching
- Lack of a system/and a document regarding professional development/lack of conversation/lack of data/standard
- No system using expertise

What are the unintended consequences? What are the benefits or burdens that may result?
- People who need the professional development the most are not getting it.
- Exclusion/employee satisfaction level, increase sick leave

- Benefits-workforce that are invested in continuous improvement
- Benefits/Burdens-Be able to maintain employees/keep good image in community/ reduced/wellness
- Will it put more on HR, cost more, will people still be excluded, work culture, creating a hostile work environment, budget, disengagement that leads to poor service to the community
- Employees don't know what expectations are from managers to all employees
- Lack of succession planning impacts agencies-loss of institutional
- Can effect younger generation and the potential to attract diverse folks to city employment
- Promotion process in some departments
- No follow-up with why never hired
- Loss of perspective
- No transparency in process-agency silos and don't share
- Increasing equity/professional development will increase productivity
- It's optional
- Nepotism
- Position description knowledge-what is it how do you develop

HOW

Describe recommended strategies:

1	Recommendation	Cost (High, Medium, Low)	Priority (High, Medium, Low)	Notes
2	HR staff attend departmental/department division head meetings to promote trainings	Low	Medium	
3	Supervisors are responsible for instituting Performance evaluations and linking it career paths	Low	High	Primarily a time investment
4	Better defining supervisor's role in division head contracts that specifies their role in coaching and mentoring-	Low	High	
5	Partnership building with other educational institutions	Low	Medium	
6	Light duty professional development	Low	High	Can create equity issues-folks can have better access to a career path then folks

				who don't have access to this experience
7	Create more opportunities to engage in all levels of the city: involvement, consulting, decision making	Low	High	
8	Peer mentoring-state/nonprofit/county partnerships-identity Mentor Training -Implicit Bias -How to be a good member	High	High	*Need staff time to coordinate *Can this be done electronically *Can be done informally at low cost, if you want a more formal low cost *WIC/MAC/RESJI/LCET-Council members-possible allies/mentors *Mentor training
9	Draw on the experts that we have	Low	High	
10	Mandatory Supervisor Development Program- coaching, teach about the importance of professional development	High	High	
11	Better data/repeat mac data	Low	High	
12	Reaching out and finding what employees want through focus group	Low	High	
13	Offering advanced level courses	High	Medium	
14	Learning Management System	High	High	
15	Creating transparency/Eliminating Silo's-Work with other-communication/sharing	Low	Medium	
16	Mandatory budgetary commitment for each department to receive professional development-and then fairly allocated fairly within the departments	High	High	
17	Departmental secession planning for every person in their department.	Low	High	
18	Ensure our training meets regional standards	Low	Medium	
19	Update existing APM related to training/professional development	Low	High	

	(training as an expectation) using an interdisciplinary team-requirement of # of training hours			
20	Tie professional development to position description % take that % of work load away MAC, RESJI, WIC, LCET	Low	High	
21	Put in managers and supervisors position descriptions that they need to develop employees %	Low	High	
22	Highlighting professional development and strengths upon hiring	Medium	Medium	
23	Advertise trainings as tracks-how can I get to the next level	Low	Medium	
24	Have top leaders encourage department heads to prioritize professional development	Low	High	
25	Work with departments to develop internal & cross department career ladders equitably and provide	Low/Medium	Medium	Cost depends on the program created
26	Bring back Tuition reimbursement	High	High	

Notes for Additional Consideration
Other items discussed during the analysis, which were listed

- Agency retention rates
- Good data, LTE, full time
- Promotional opportunities (internal recruitments, incentives)
- Performance management & labor relations
- Expanded certification
- Public Info position
- More part-time or job share options
- Remote & flexible work options
- "Would you like to be considered for this other job?"
- Eliminate ranks (all pass/fail for each step)
- Revise personnel rules
- In the application process, valuing education vs. experience is creating barriers
- Flexible testing hours for all positions
- Feedback loop on negligent hiring claims
- Lack of performance evaluations allows bias in the workplace
- Reclassification (fair?)
- Review of job family availability goals
- Core competencies, use in employee evals
- Review core competencies and training managers to identify those core competencies for every job
- Regular update of re-flagged positions
- Mandatory unconscious bias training with APM 3-5
- Survey hiring managers to determine what support is needed & what process they use
- Silo issues
- Issues vs. job functions
- Lack of alignment
- Awareness/appreciation for racial equity across the organization
- Encouragement for all to attend RESJI trainings
- Day to day integration of RESJI tools
- Use of the equitable hiring tool creating an expectation/policy/accountability
- Widespread participation within HR
- Regular collection of survey data including demographics
- Qualitative data
- Operationalize results from survey & create action steps
- Annual reports by department of demographic data
- Have a training budget
- Weekly Equity moment/warm ups
- Hour long monthly presentation/readings
- Pipeline programs-screening criteria
- Department narratives around equity work
- Book clubs
- Need to work on spreading diversity through all levels of the organization
- Collaborative relationship & support from HR & DCR
- Identify bottlenecks/build on success
- Hiring managers understand their role

- Redesign process
- Diverse review panels
- Rewrite position descriptions
- Using advisory committees
- Support staff going to/participate in resource groups
- Small office can be easier to hold conversations/training/brave spaces
- Explicit recognition
- Annual goal setting
- Better defining the supervisor role and employee development
- Professional development via informal opportunities
- Mandatory supervisor development
- What does inclusion mean for all city departments, making effective inclusion recommendations across all departments, inclusion cannot an initiative
- Onboarding-training, onboarding tools, culture change of onboarding, standards for service, intentional relationship development
- Discrimination complaints