

MAC Recommendations & DCR Actions

The MAC Survey Report, published May 6, 2016, included the recommendations (pages 25-27) summarized in the table below. Actions taken by DCR to address and implement these recommendations are listed along with the dates of action/implementation.

MAC Recommendation	DCR Action(s)	Dates of action with status
Fear of reporting: A significant percentage of employees from all racial and ethnic backgrounds are afraid to report incidents of harassment and discrimination. Many employees are even reluctant to share their opinion about work-related matters at work.	APM 3-5: drafted recommendations for process changes to centralize investigations in DCR in an effort to create better consistency and accountability. This change is also intended to elicit greater confidence in the process.	Spring 2016 – in progress
Exclusivity: Many departments are not racially diverse. A significant percentage of employees of color, already marginalized due to this lack of diversity, also feel that they are treated differently because of their race.	Adoption of the Citywide Affirmative Action (Equitable Workforce) Plan and corresponding annual updates includes: job family goals, equitable hiring tool use tracking, and updates to the red flag process. HR and DCR staff also collaborated on developing Behavioral Interview training and a Balanced Panel Referral Directory .	Spring 2016 - ongoing Spring 2017 - ongoing Spring 2018 – ongoing Fall 2017 - completed
Limited opportunities for growth/professional mobility. Many of the unfavorable responses related to questions about professional growth, such as mentoring. This affects all employees, but according to the survey results employees of color have fewer opportunities.	HR and DCR staff collaborated on professional development offerings designed to promote Racial Equity and Social Justice . Many City agencies responded to updates in the Equitable Workforce Plan by accounting for promotions among employees of color and identifying future opportunities for professional development for these workers.	Spring 2018 – completed Fall 2016 – completed Fall 2017 – completed
Accountability/fairness. Employees across all cultures	A resolution was adopted by the Common Council, as	Winter/Spring 2018 – in progress

<p>showed weak signs of faith in their direct supervisors or departments to address problems, effectively implement policies furthering racial equity, or foster a culture of inclusion.</p>	<p>recommended by members of the Racial Equity and Social Justice Initiative, requiring all Mayor’s Office staff, elected officials, Department/Division Heads, and budget staff to take RESJI training between January 2018 and June 2018.</p>	
<p>Comprehensive Planning for Workplace Diversity and Inclusivity. The City of Madison needs a comprehensive, strategy for promoting workplace diversity and inclusivity.</p>	<p>HR and DCR staff collaborated to invite regional experts, members of the Government Alliance on Race and Equity, and City staff to conduct an analysis of HR practices and provide recommendations.</p> <p>With the support of the Mayor’s Office, Common Council, and City managers, the City has begun development of a Performance Excellence system designed to ensure engagement and inclusion for all employees.</p>	<p>Fall 2017 – completed</p> <p>Winter/Spring 2018 - ongoing</p>
<p>Communication, cooperation, and Synergy between leadership groups</p>	<p>With the support of the Mayor’s Office, Common Council, and City managers, the City has begun development of a Performance Excellence system designed to ensure engagement and inclusion for all employees.</p>	<p>Fall 2017 - ongoing Winter/Spring 2018 - ongoing</p>
<p>Training and Education: Comprehensive inclusion, cultural competency, and diversity education for all top-level managers, and eventually employees at all levels of the organization.</p>	<p>A resolution was adopted by the Common Council, as recommended by members of the Racial Equity and Social Justice Initiative, requiring all Mayor’s Office staff, elected officials, Department/Division Heads, and budget staff to take RESJI training between January 2018 and June 2018.</p>	<p>Fall 2017 - ongoing Winter/Spring 2018 - ongoing</p>
<p>Accountability Clear expectations and standards regarding cultural competency and inclusivity should be included in all Department/Division Head Contracts, position descriptions, job announcements, etc. All</p>	<p>Adoption of the Citywide Affirmative Action (Equitable Workforce) Plan and corresponding annual updates includes: job family goals, equitable hiring tool use tracking, and updates to the red flag process.</p>	<p>Spring 2016 - ongoing Spring 2017 - ongoing Spring 2018 - ongoing</p>

<p>employees should be held to the same standard and the City should be prepared to take action, including support, training, Performance Improvement Plans, and other available means, when these standards are not met.</p>	<p>APM 3-5: drafted recommendations for process changes to centralize investigations in DCR in an effort to create better consistency and accountability.</p>	
<p>Addressing harassment and discrimination Fostering trust and respect in the workplace should be a top priority. The current process should be reviewed to assess ways we can all promote a sense of safety, protect victims of harassment from retaliation when they report an incident, improve follow-through, and promote positive changes when a complaint is investigated.</p>	<p>DCR continues to provide required APM 3-5 training sessions to all employees. Most recently, making these trainings available in a webinar format to ensure proliferation of these policies.</p>	<p>Year round 2016 Year round 2017 Year round 2018</p>
<p>Opportunity and Professional Mobility (e.g. internal trainings and budgeting for external opportunities) Opportunities for growth and development benefit all employees and our organization as a whole by improving work quality and helping to attract and retain a diverse and engaged workforce.</p>	<p>RESJI provides monthly Core Team presentations, open to all City employees, featuring speakers with valuable expertise to assist employees looking to expand their professional development. RESJI also hosts an open house, GARE conference sponsorships, YWCA Racial Justice sponsorships, and a “Train The Trainers” workshop for those seeking advanced skills in racial equity and social justice efforts.</p>	<p>Year round 2017 Year round 2018</p>
<p>Structured Mentorship programs</p>	<p>Informed by the personal mentoring success experienced by the DCR Director, Mayor Soglin has appointed several mentors for new Department/Division Heads of color.</p> <p>DCR leverages relationships gained through membership in the Madison Network of Black Professionals to foster mentoring relationships for</p>	<p>Fall 2016 - ongoing Winter/Spring 2018 - ongoing</p> <p>Year round 2017</p>

	African-American employees.	
<p>Modeling Inclusive Behaviors: Although city leadership has a responsibility to develop inclusive workplace practices, every individual within the City of Madison can improve the culture through their own behavior.</p>	<p>RESJI Ground rules have been shared and adopted by partner agencies to establish best practices in communicating respectfully in groups and in the workplace, in general.</p>	<p>Year round 2017 Year round 2018</p>