



# ORGANIZATIONAL EQUITY AUDIT

Presentation of the Final Report



**01.**

**PURPOSE OF THE EQUITY AUDIT**

*Our “Why”*

**02.**

**PART ONE – INTERNAL KEY FINDINGS**

*Significant Findings*

**03.**

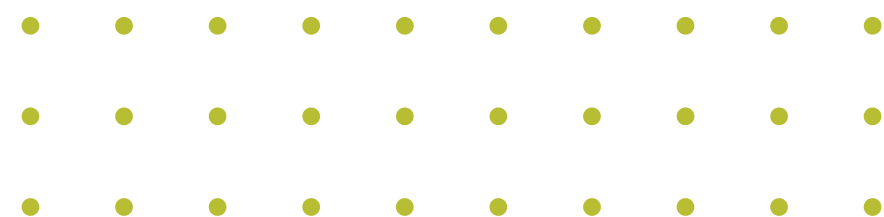
**PART TWO – EXTERNAL KEY FINDINGS**

*Significant Findings*

**04.**

**IMPACT TO OUR ORGANIZATION AND COMMUNITY**

*Education and Implementation*

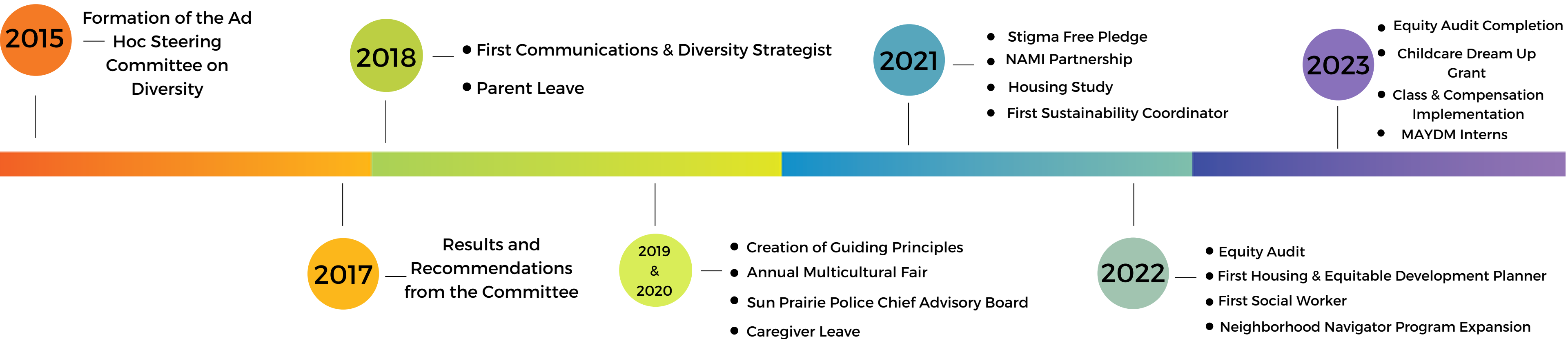




# THE WHY



# Action Steps



# Action Steps

Metro Transit Service



Cultural History



## Proclamations, Ordinances, and Resolutions

-  Creation of Communications
-  Annual reporting by HR division to employee/applicant demographics & retain staff.
-  Proclamations recognizing and honoring
-  Proclamation honoring and celebrating 100th suffrage.
-  Resolution opposing the deportation of Hmo Community Members.
-  National Hispanic Heritage Month Proclamation
-  Resolution Supporting AAPI Community members against racism and discrimination.
-  Recognition of Pride Month & social media engagement



Employee Engagement



Sun Prairie Police Chief Advisory Board



Annual Cultural Events

Saturday, June 2  
12-4pm  
Wetmore Park

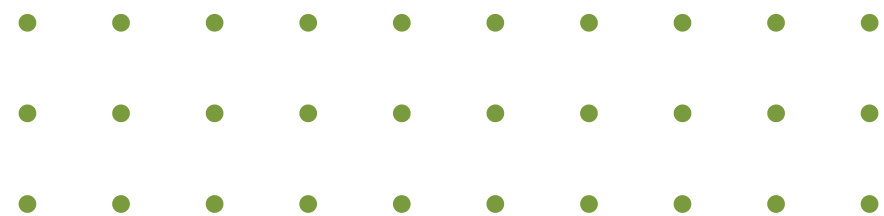


Housing Committee



# ITS PURPOSE

To guide our organization and city services in enhancing Diversity, Equity, and Inclusion.



# THE PROCESS



RFP #21-HR24  
Organizational Equity Audit in  
Two Parts

Submitted by:





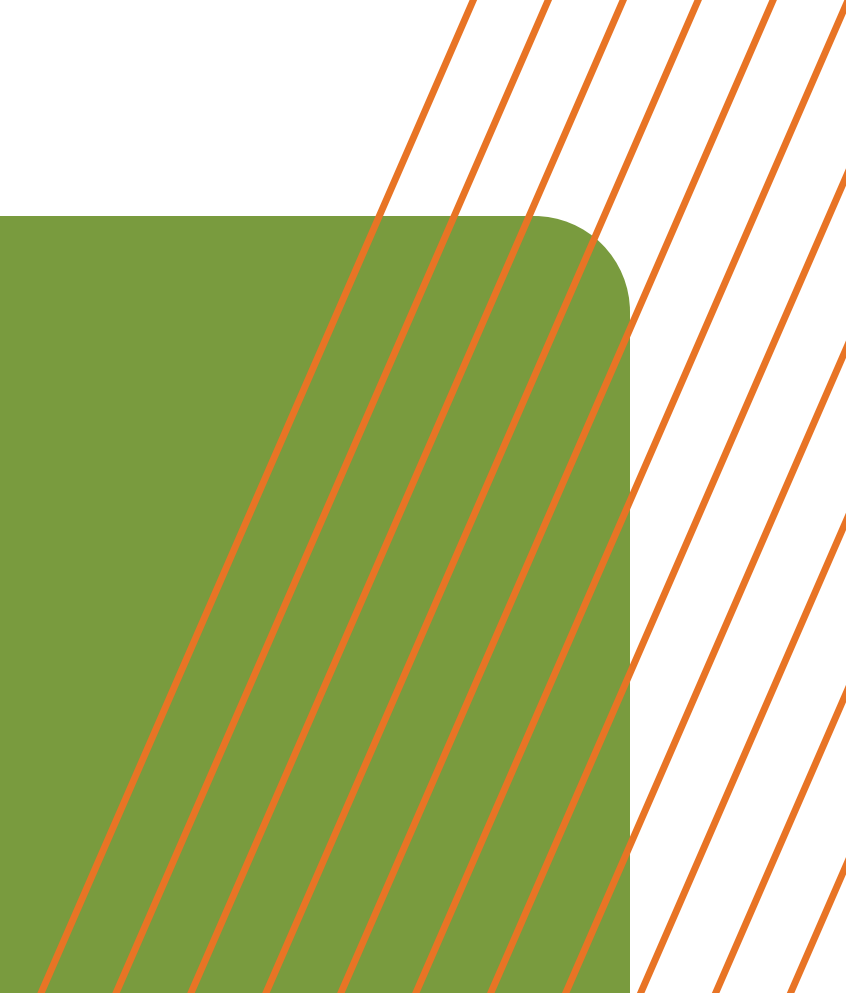
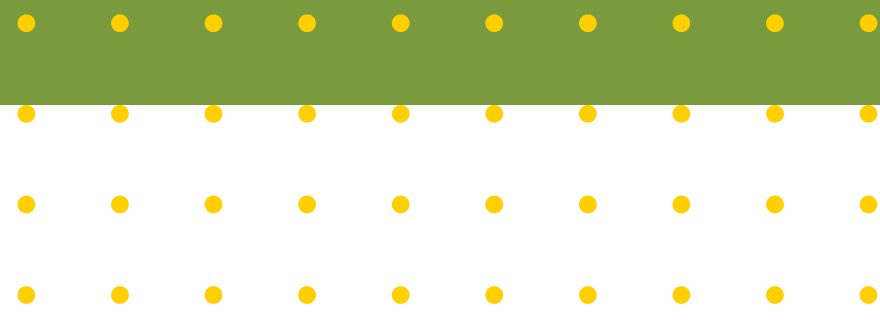
# PART ONE

## (INTERNAL)



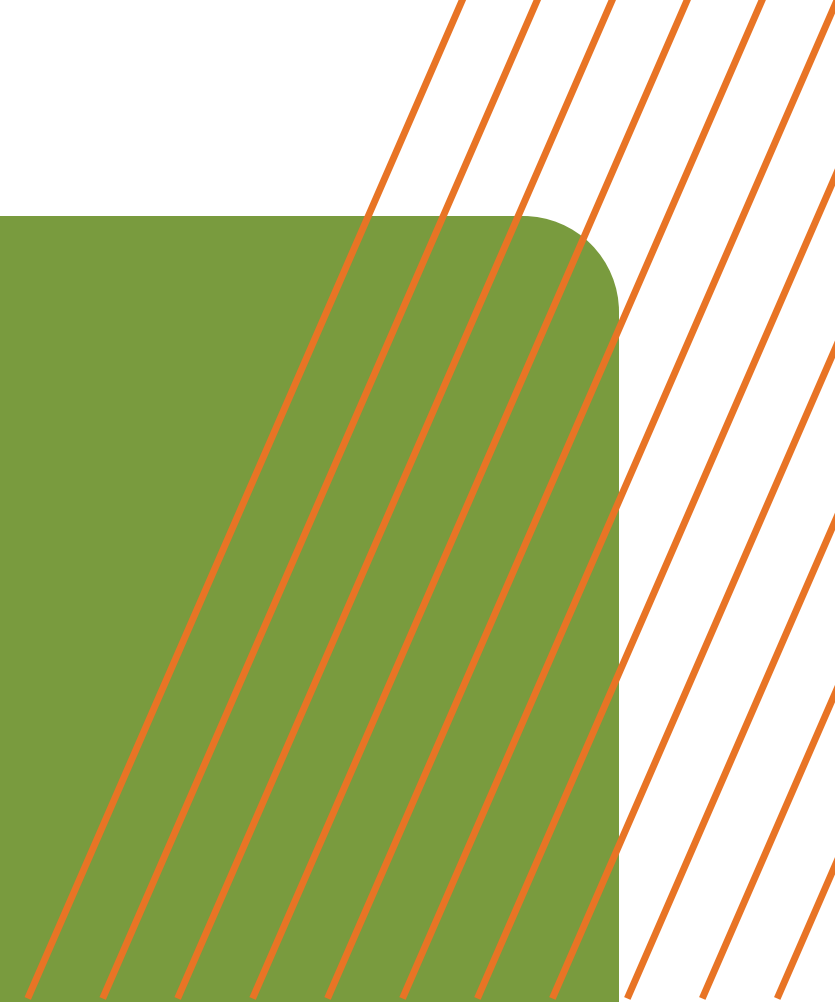
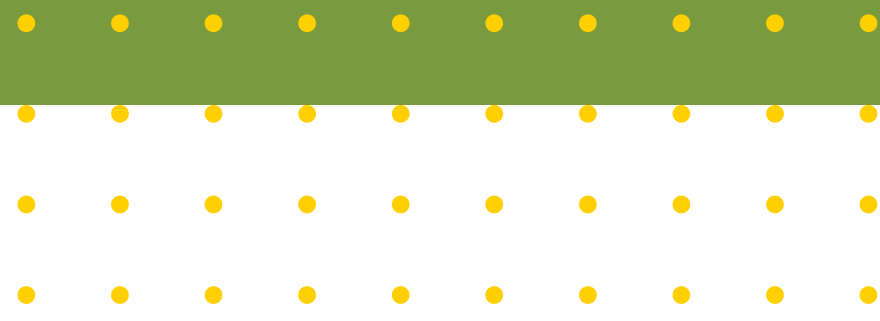
# KEY FINDING ①

NEED FOR SHARED  
UNDERSTANDING OF  
DEI



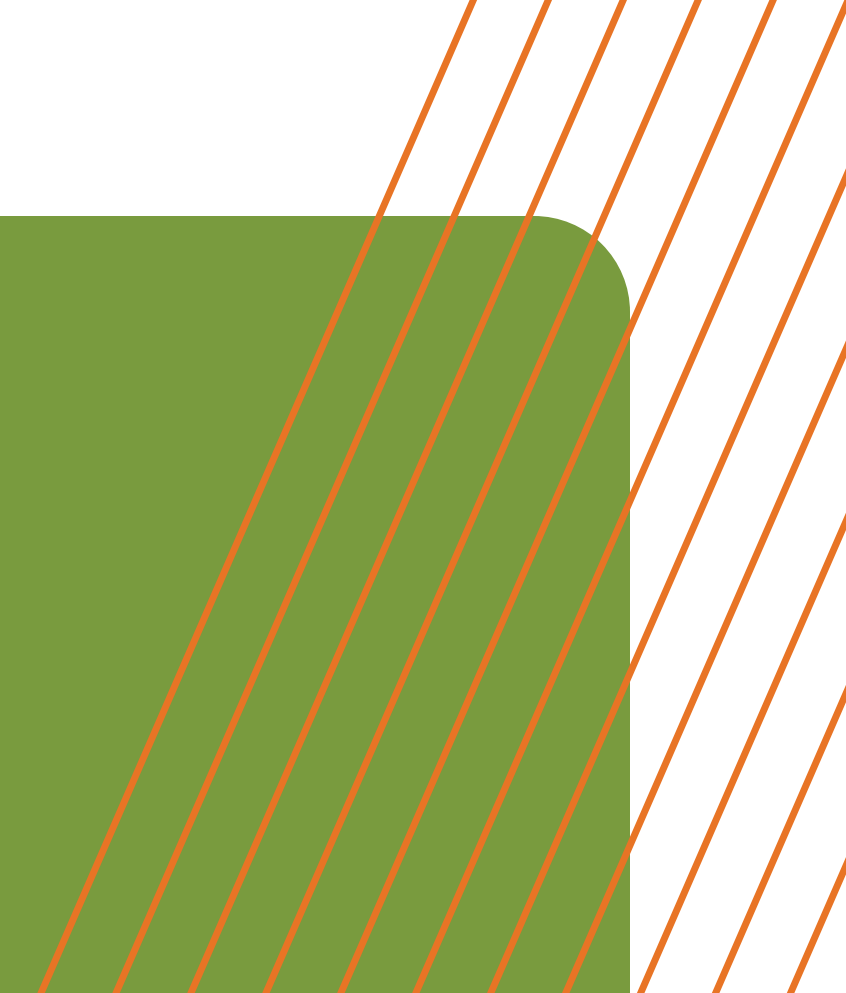
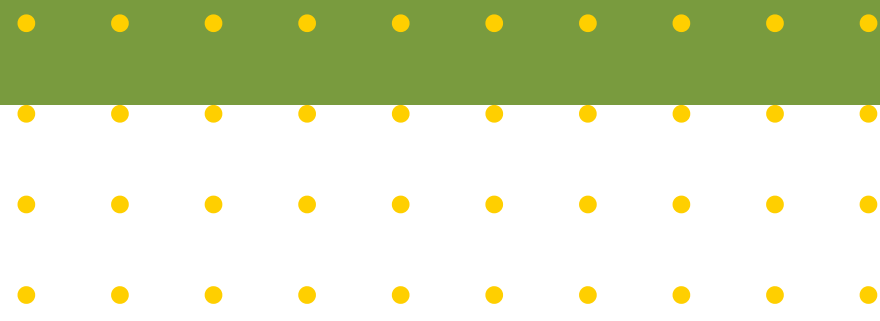
# KEY FINDING 2

NEED FOR CLARITY AND  
CONNECTION TO MISSION,  
VISION, AND VALUES



# KEY FINDING ③

## DATA AND WHAT IT MEANS



# Three Categories of Values & Norms

Language and measurement for culture

## Constructive

Cultures promote effective goal setting, growth and learning, creativity, and collaboration.

*Examples: take on challenging tasks, plan ahead, cooperate with others, encourage others*

## Aggressive/Defensive

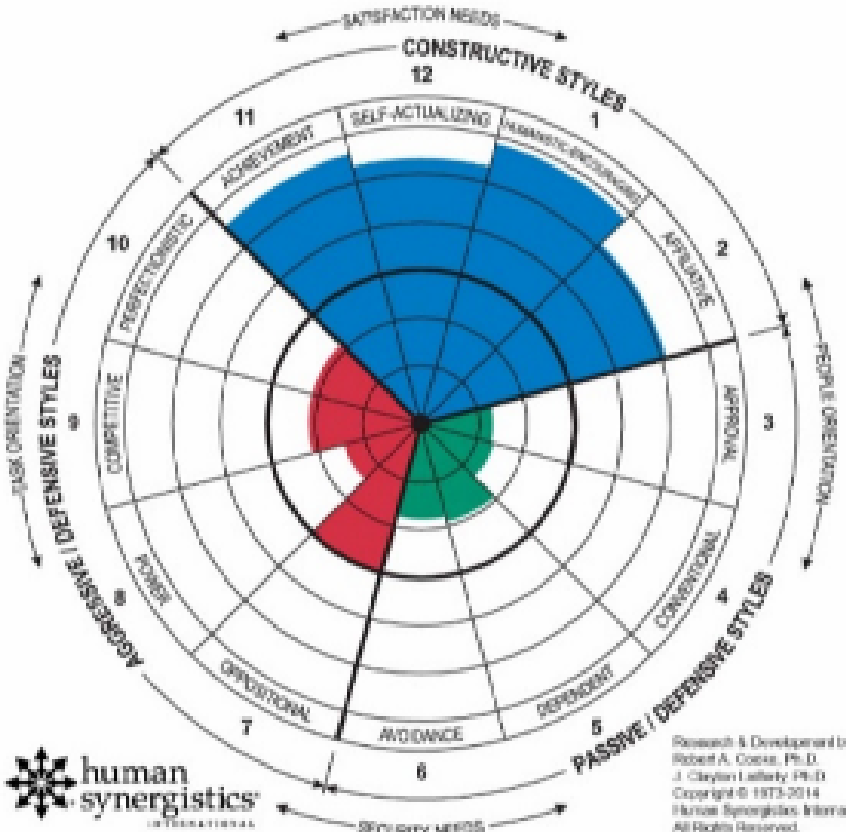
Cultures lead to internal competition, the use of force, and setting unrealistically high goals.

*Examples: compete rather than cooperate, oppose new ideas, use authority of one's position, never make a mistake*

## Passive/Defensive

Cultures lead to conformity and rigidity and curtail initiative and accountability.

*Examples: accept the status quo, make popular rather than necessary decisions, never challenge superiors, don't rock the boat*



human synergistics INTERNATIONAL

Research & Development by Robert A. Cooke, Ph.D. J. Clayton Lafferty, Ph.D. Copyright © 1973-2014 Human Synergistics International All Rights Reserved.

Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D. Copyright © 2020 by Human Synergistics International. All Rights Reserved.



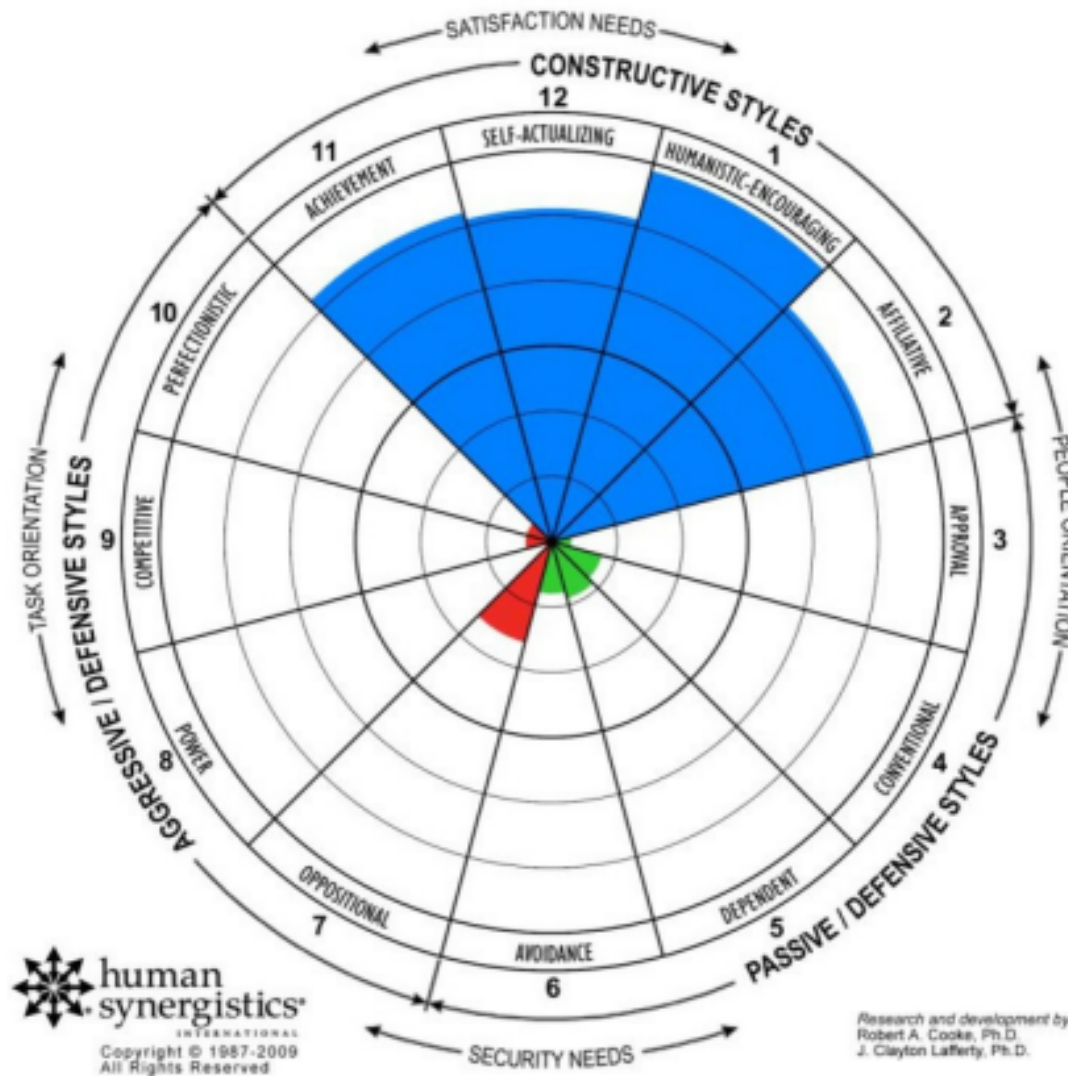
Changing the World – One Organization at a Time

# DATA

## IDEAL

What leadership says the ideal employee experience should be

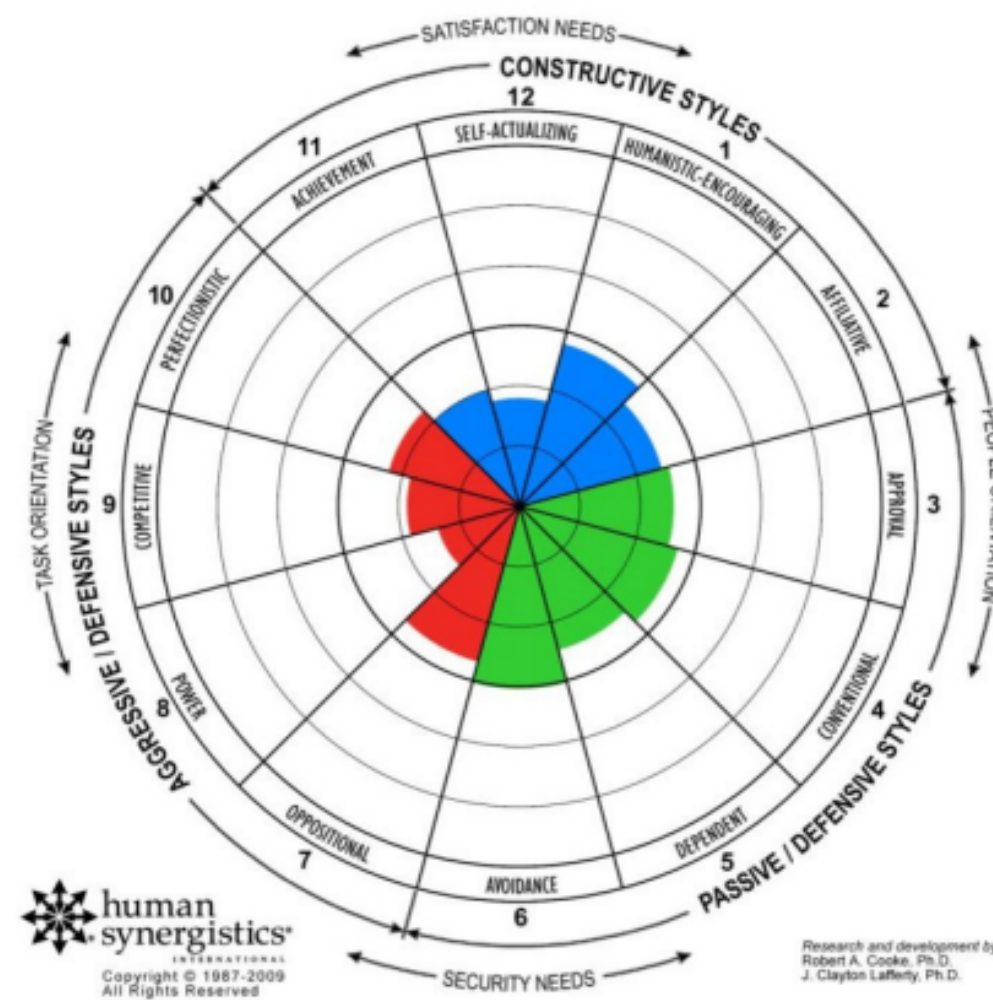
Figure 2: Ideal culture: N=12



## OCI

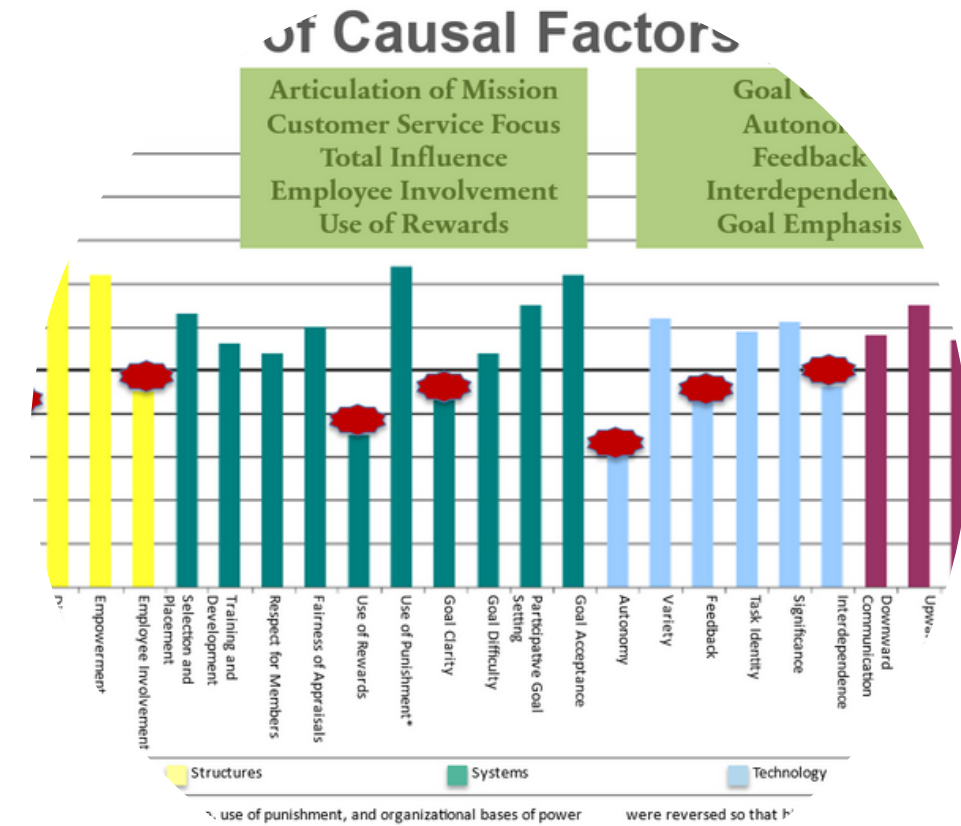
Reflects collective perspective of 173 respondents of actual behaviors

Figure 3: Current culture: N=173



## OEI

Measures specific outcomes related to culture



# DATA

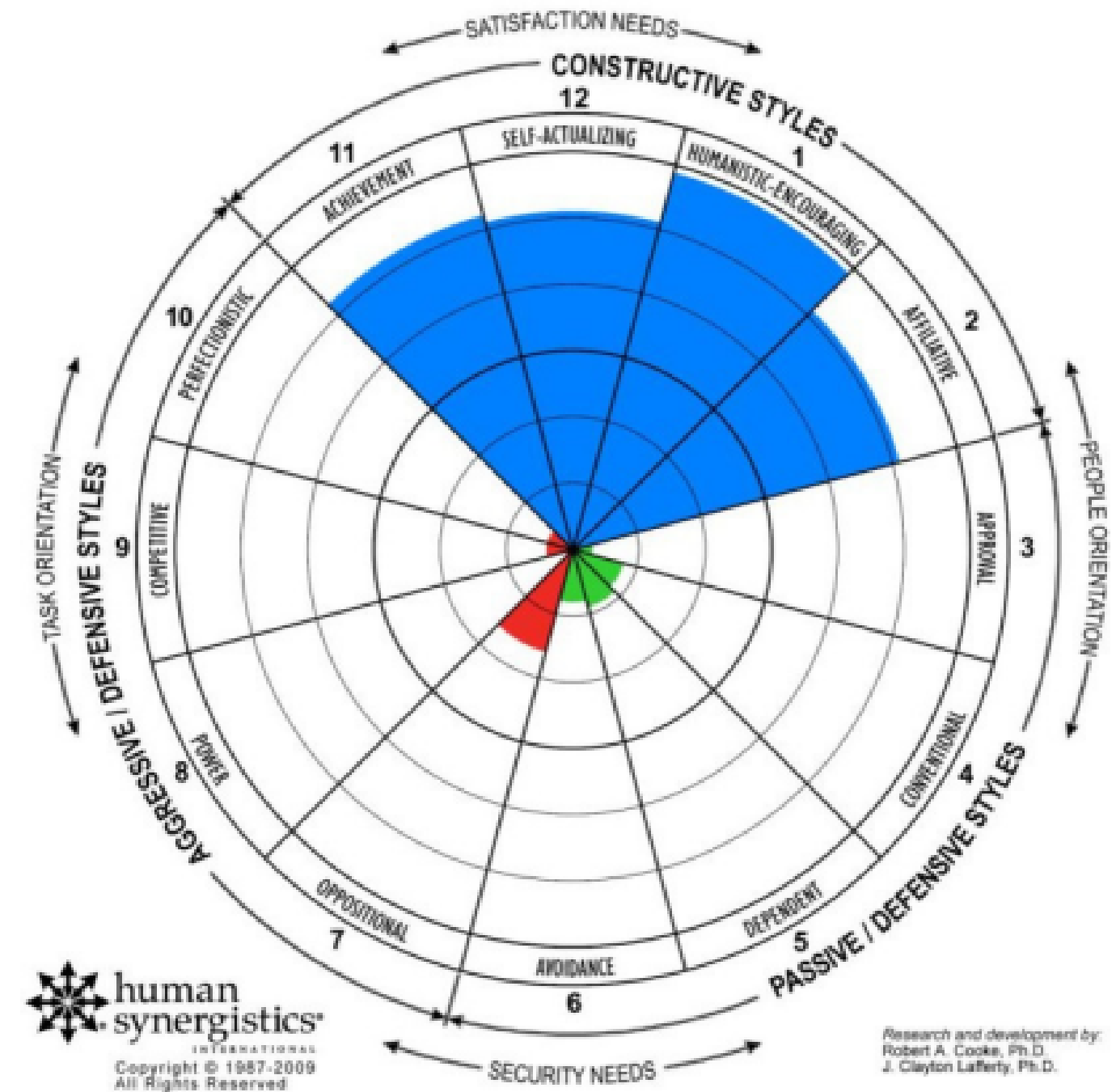
## IDEAL

How leadership envisions the employee experience

Behaviors of this style typically include:

- Help others grow and develop
- Be a good listener
- Think ahead and plan
- Encourage others
- Communicate ideas
- Inclusivity
- Pursue a standard of excellence
- and more...

Figure 2: Ideal culture: N=12



# DATA

## Organizational Culture Inventory (OCI)

The current culture

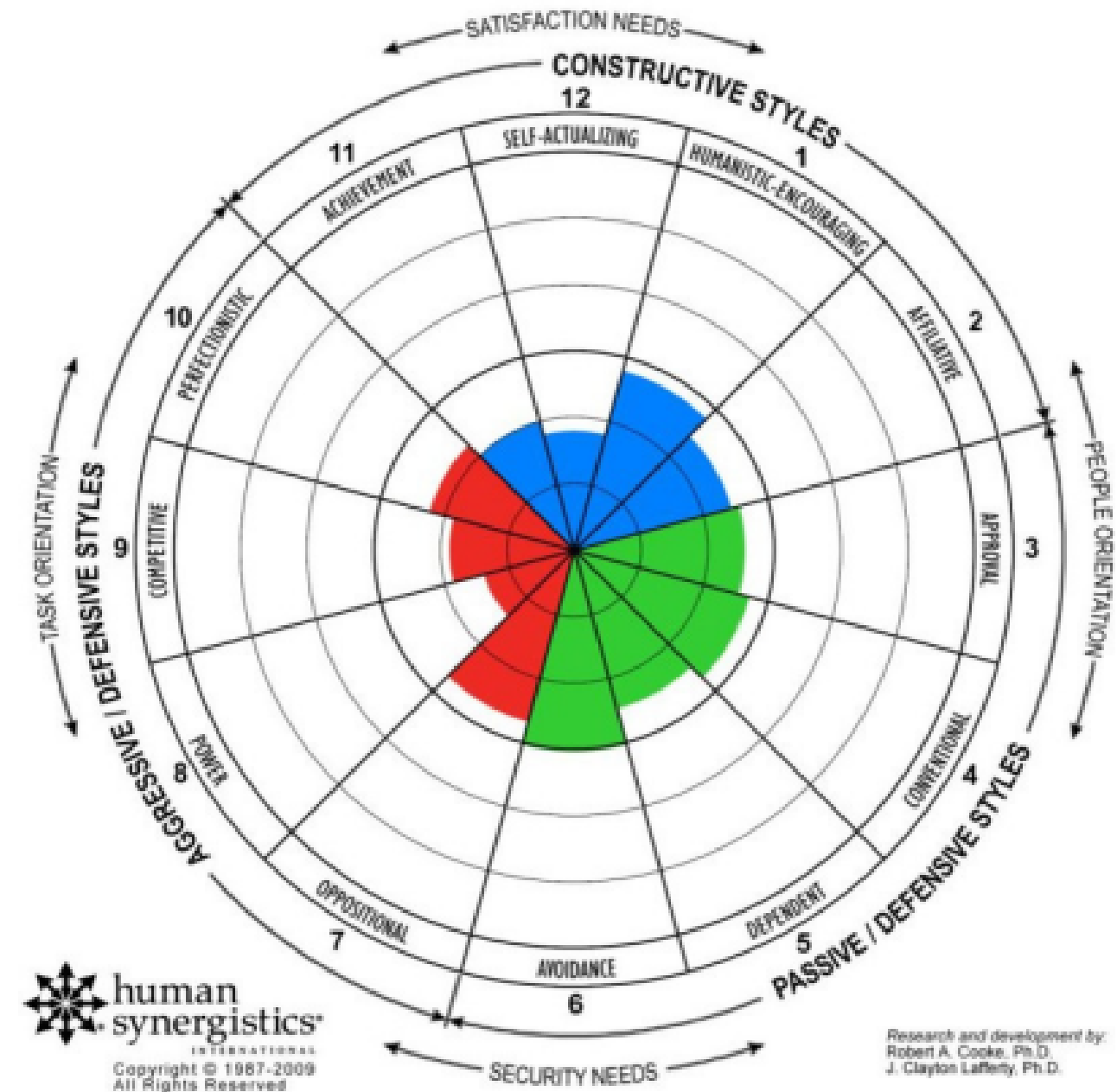
A mixture of behaviors in all three behavior styles of:

- Constructive
- Passive/Defensive
- Aggressive/Defensive

The prevailing cluster we are in is the **Passive/Defensive (green)** with the norm/behavior style achieving the highest score.

This suggest that employees are inclined to elevate decisions upward, limit risks, and prioritize popular decisions over necessary ones in some situations.

Figure 3: Current culture: N=173



# DATA

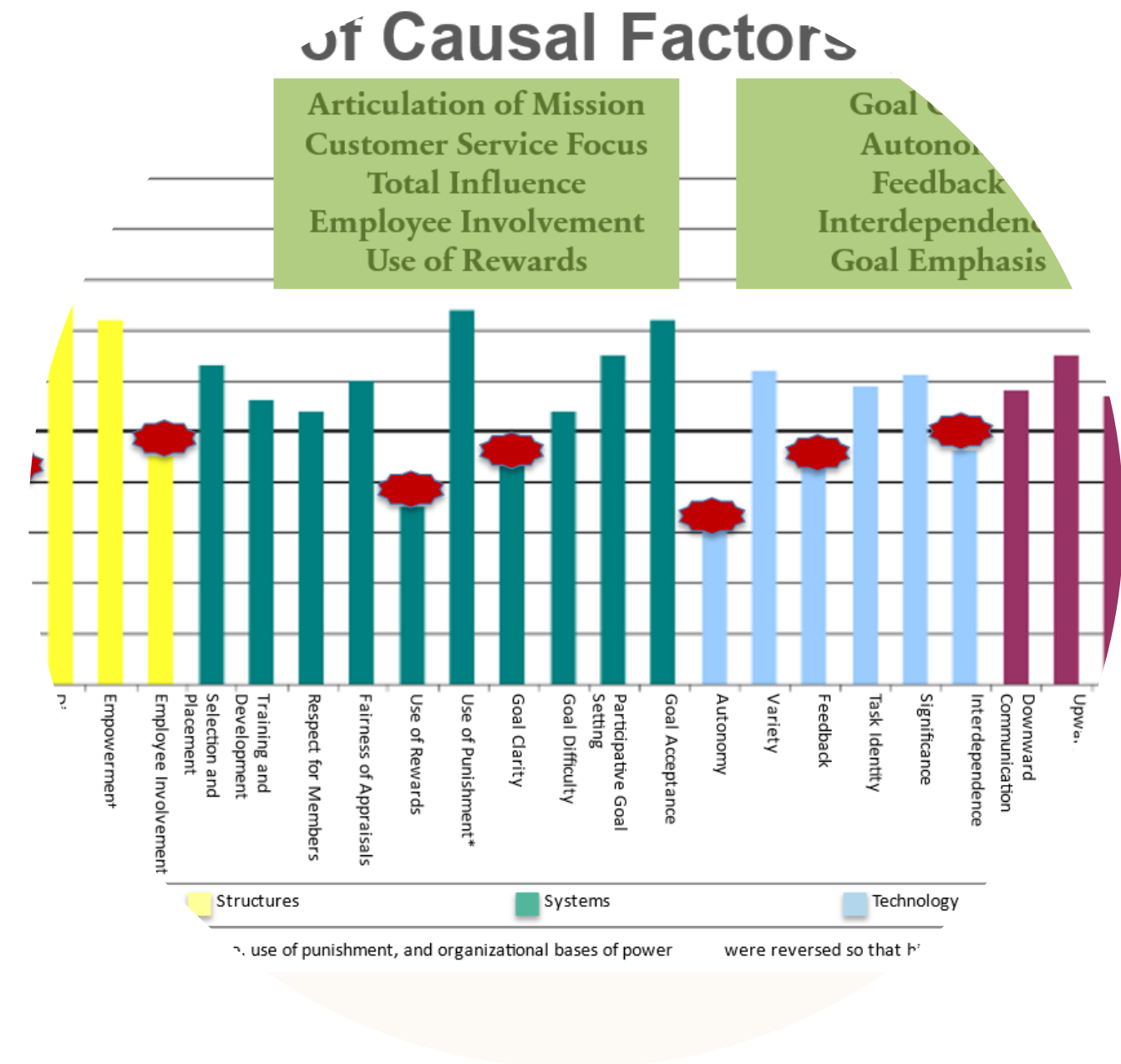
## Organizational Effectiveness Inventory (OEI)

The Organizational Effectiveness Inventory (OEI) evaluates our organization's culture and its impact. The OEI examines 31 factors that influence our current culture at individual, group, and organizational levels.

These factors fall into five categories:

- Mission and Philosophy
- Structures
- Systems
- Technology
- Skills/Qualities

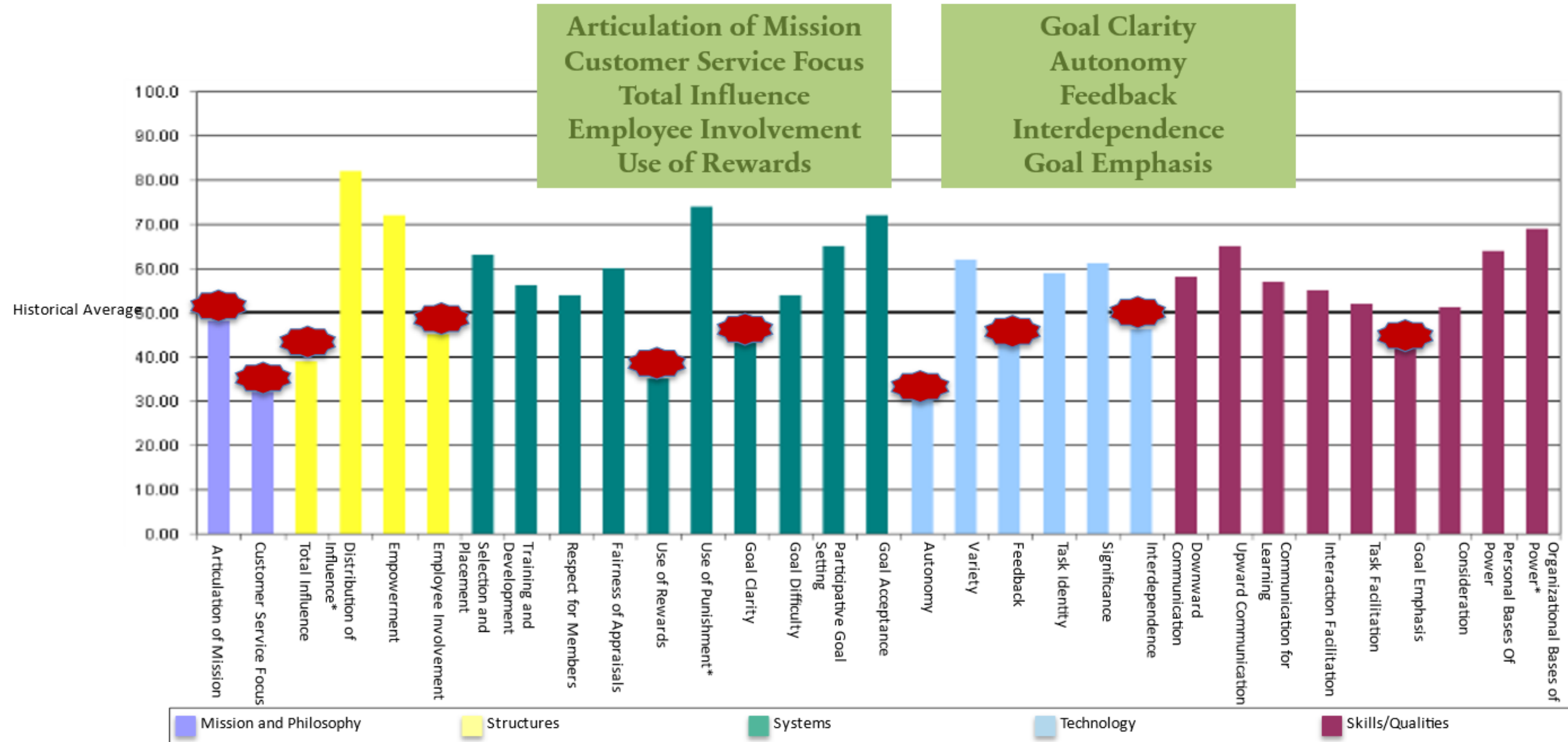
These categories are potential areas for change to address any culture misalignments.



# Organizational Effectiveness Inventory (OEI)

City of Sun Prairie Organizational Audit

## Summary Barchart of Causal Factors (Percentile Scores)




\* In the barchart shown above, the scores for distribution of influence, use of punishment, and organizational bases of power were reversed so that higher percentile scores signify more desirable results.




# WHAT DOES ALL THIS DATA MEAN?

We now have extensive data about how employees experience the City of Sun Prairie as an employer



There are special insights as to what parts of the organization need assistance

We can use data when implementing recommendations





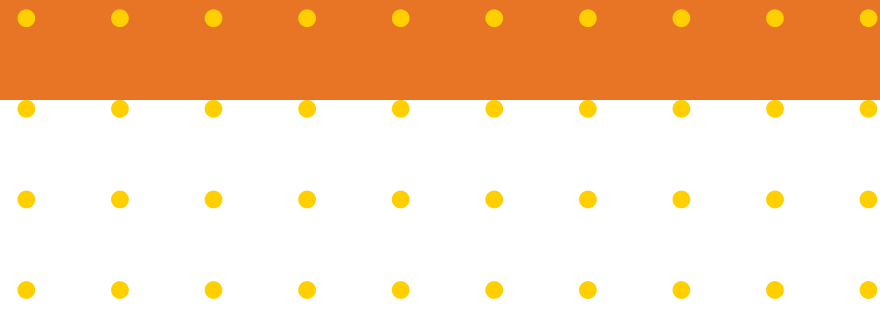
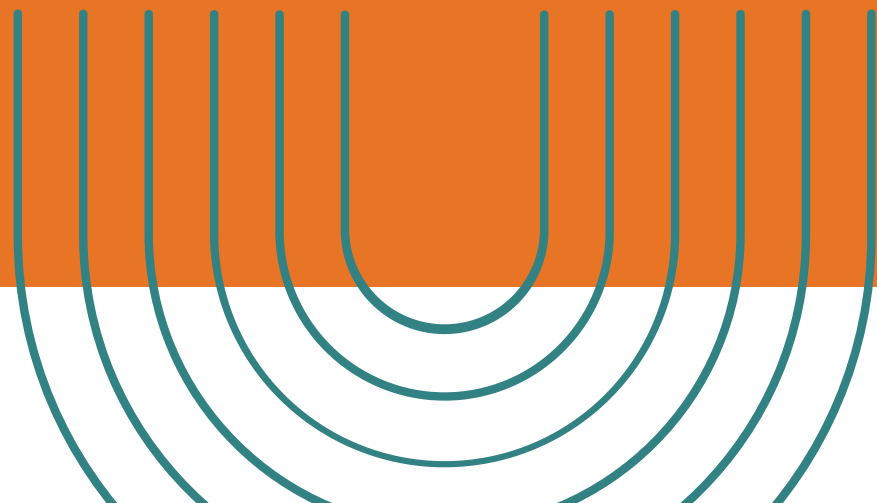
# PART TWO

## (EXTERNAL)



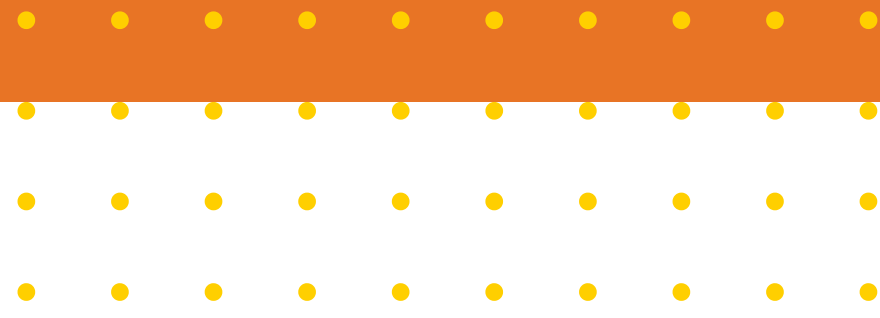
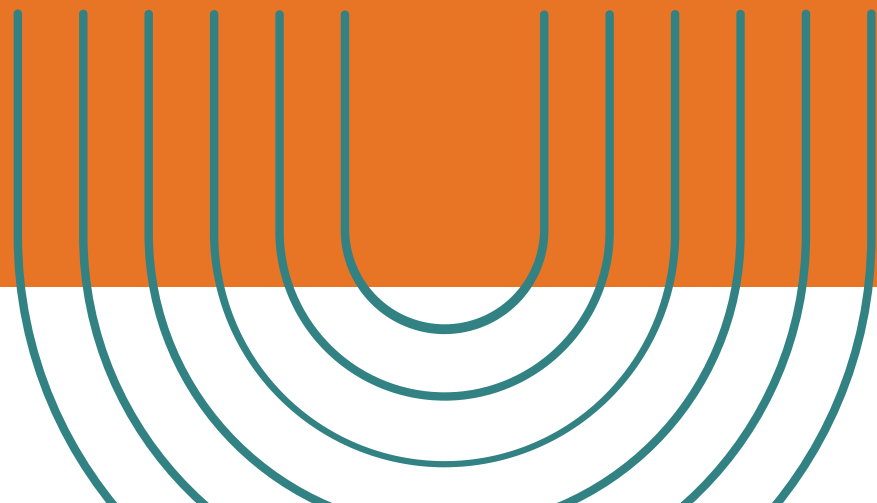
# KEY FINDING ①

NEED FOR EDUCATION  
AROUND WHAT CITY  
SERVICES ARE



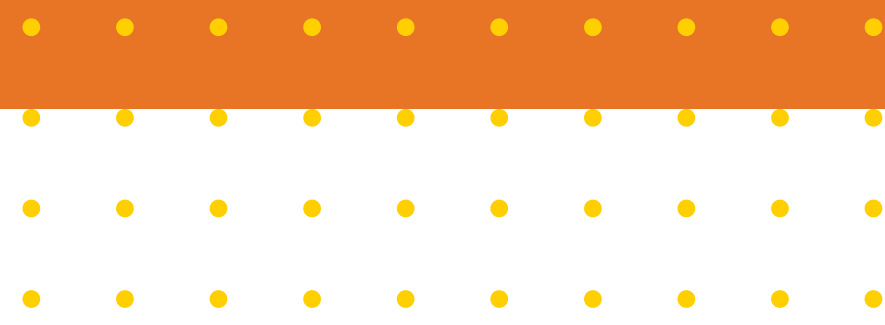
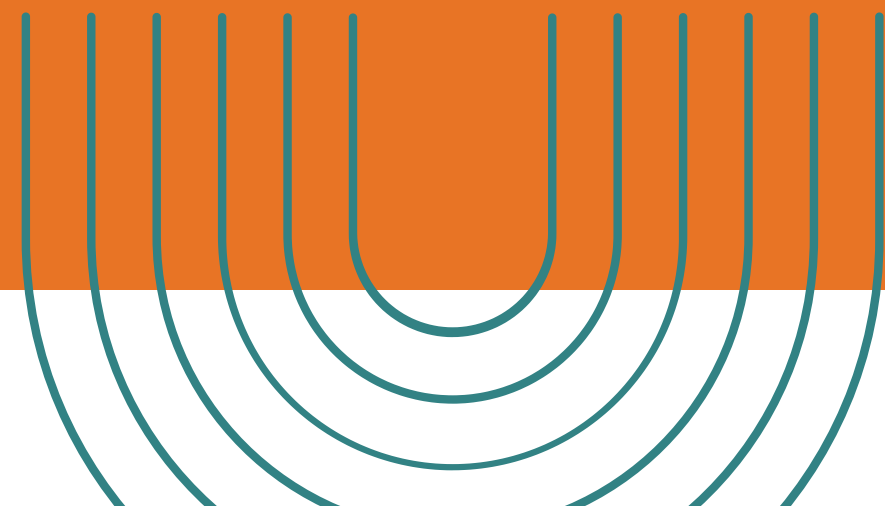
## KEY FINDING ②

ENHANCED INCLUSION  
OF DIVERSITY IN PLANS,  
PROJECTS, INITIATIVES,  
ETC.



# KEY FINDING 3

## DATA AND WHAT IT MEANS



# COMMUNITY ENGAGEMENT & SURVEY

- Survey open from March – April 2023
- Needed sample size of 374 responses and received 571

- Stakeholder Meetings – 20
- Focus Groups – 11
- Community Events – 6

Satisfaction with  
City Efforts to  
Make  
Improvements

Satisfaction with  
Neighborhood  
Characteristics

Safety of  
Neighborhood  
Areas

Popular Modes of  
Transportation

Barriers to  
Transportation

Equity in City  
Services

Communication

Quality of Life

Satisfaction with  
Sun Prairie  
Departments &  
Divisions

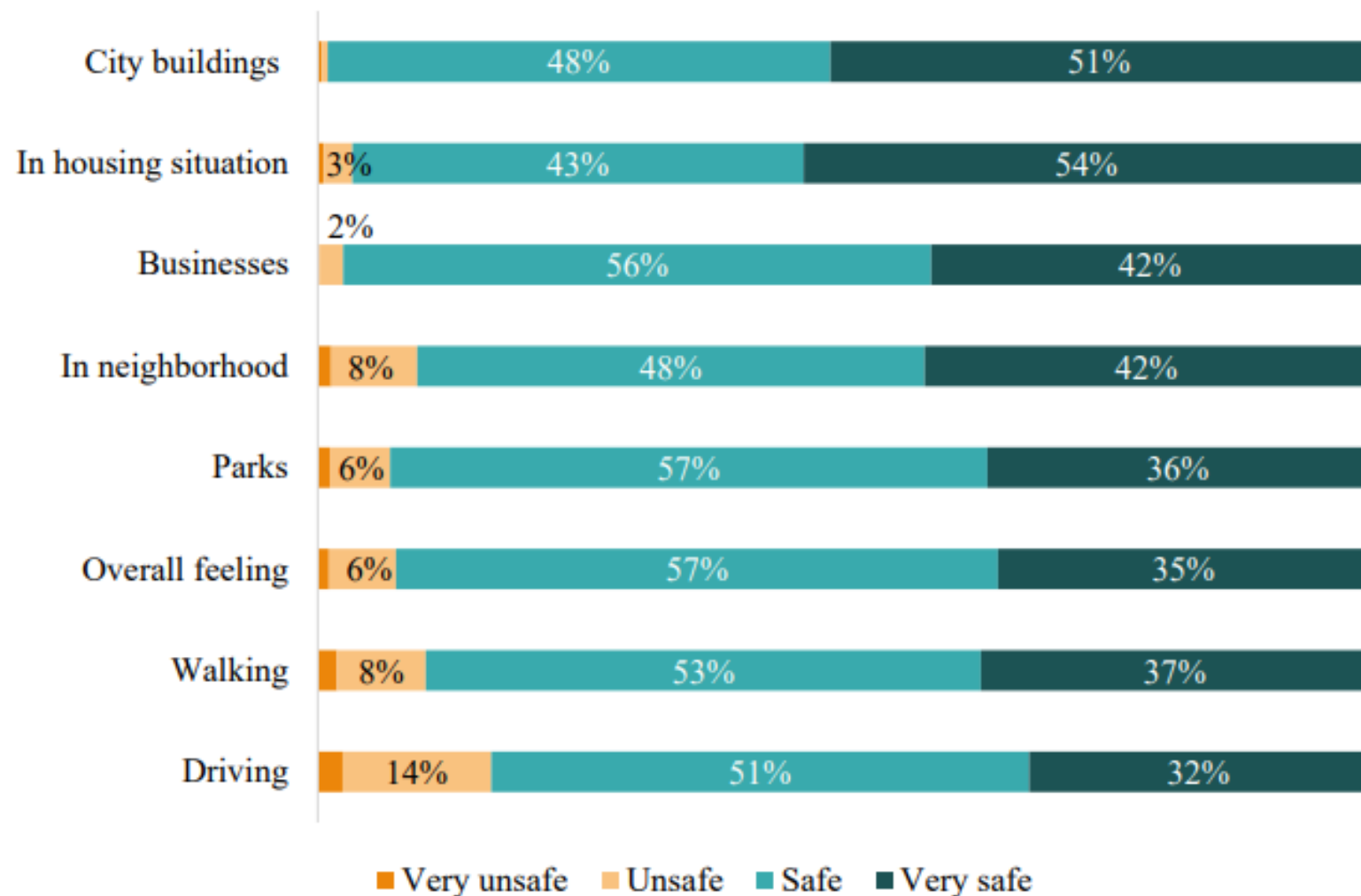
How Well City  
Employees Serve  
the Needs of  
Various  
Populations

# Safety of Neighborhood Areas

## SURVEY DATA

Community members were asked to indicate how safe they felt in various neighborhood areas. **The ranking ranged from “very unsafe” to “very safe.”**

**Figure 5. Level of Safety of Neighborhood Areas**



## COMMUNITY ENGAGEMENT

### LGBTQ+

- Alluded to some places being “off-limits”
- Emphasized need for more focus on safety and inclusion for the LGBTQ+ community, both for adults and youth.
- Discussed safe places that include signage, flags, and signals which demonstrate being welcome.

### YOUTH

- Some youth of diverse backgrounds expressed concerns that they have not always felt a sense of inclusion and being welcomed in certain neighborhoods

### SENIORS

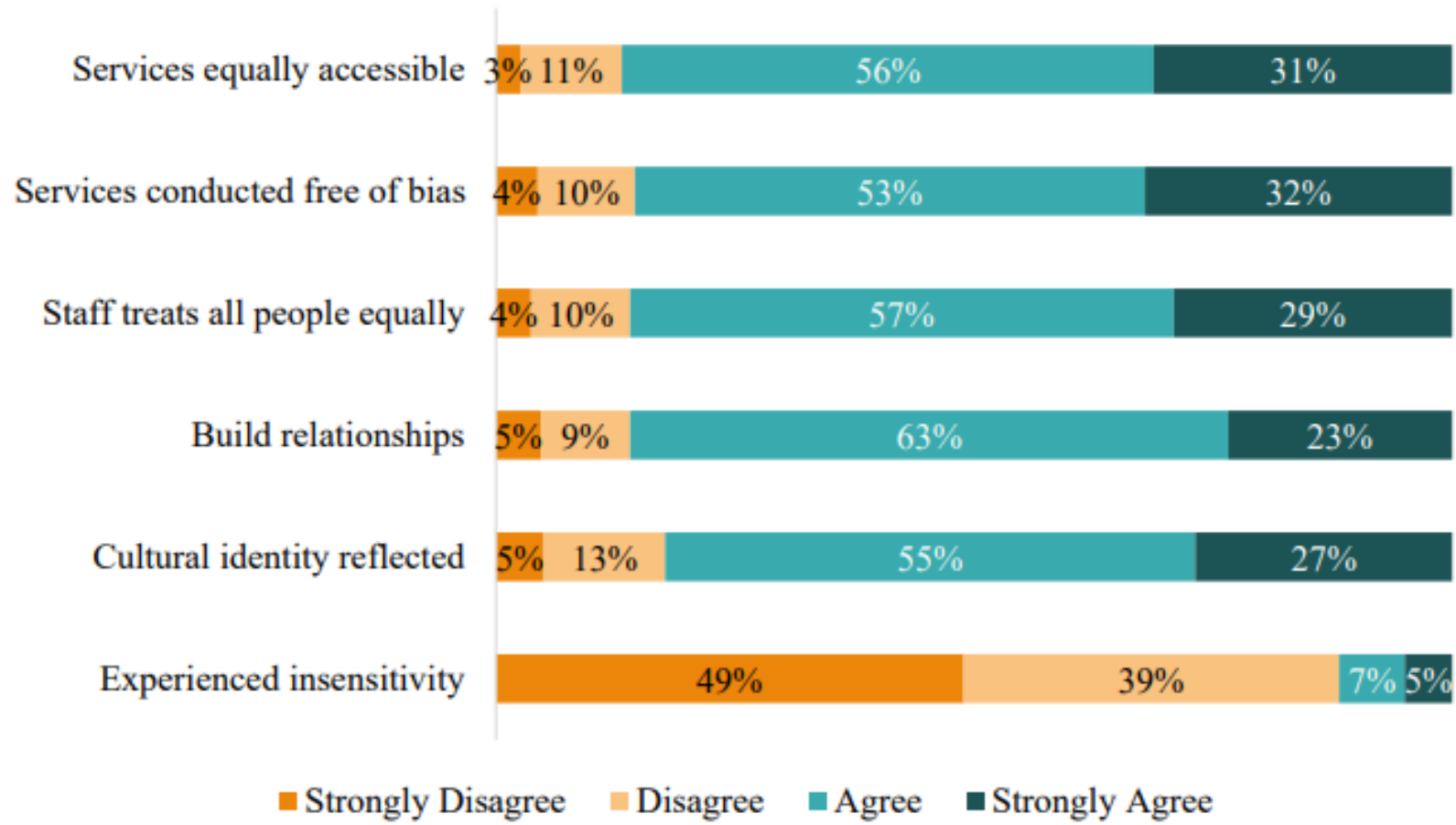
- Expressed positive interaction and service delivery when engaging with Sun Prairie Police Department

# Equity in City Services

## SURVEY DATA

Community members were asked to indicate their level of agreement with equity statements regarding city services. The ranking ranged from “strongly disagree” to “strongly agree”.

**Figure 8. Level of Agreement with Equity Statements Regarding City Services**



## COMMUNITY ENGAGEMENT

### FOCUS GROUPS

- General feedback about being unclear about what city services are available

### PARENTS OF CHILDREN WITH SPECIAL NEEDS

- Expressed desire to see more programming from Parks, Recreation, and Forestry for children with special needs

### BLACK AND AFRICAN AMERICAN

- Desires for the City to continue seeking out employees and elected officials of diverse backgrounds who understand the community’s specific needs

### SPANISH-SPEAKING

- Communication about the city and its services should be in Spanish

### SENIORS

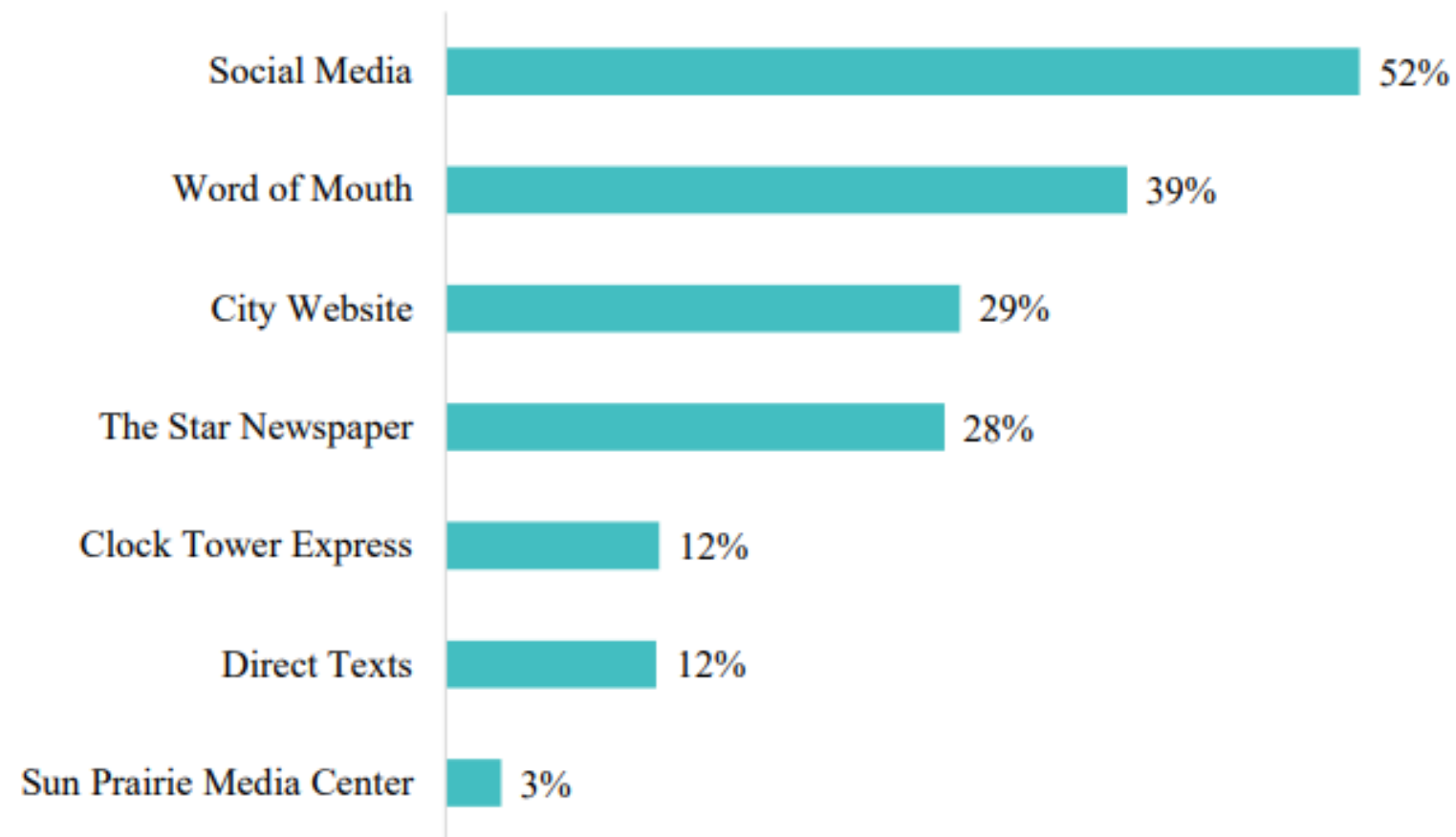
- Greater inclusion on tasks forces, committees, boards, etc. to be able to ensure that their perspective is being included

# Communication

## SURVEY DATA

Community members were asked to select the two methods they rely on most to stay informed about their community from a list of options.

**Figure 9. Communication Methods Community members Use to Stay Informed About Their Community**



## COMMUNITY ENGAGEMENT

### SPANISH-SPEAKING

- In posting publicly, content should be offered in multiple languages

### HMONG

- When communicating and reaching out to diverse groups, recognize there is a difference. Recommended to avoid lumping all Asians under a single label
- One of the main forms of sharing information in the Hmong community is through oral communication. Establish relationship and trust with Hmong community members who can serve as liaisons.

### FOCUS GROUPS

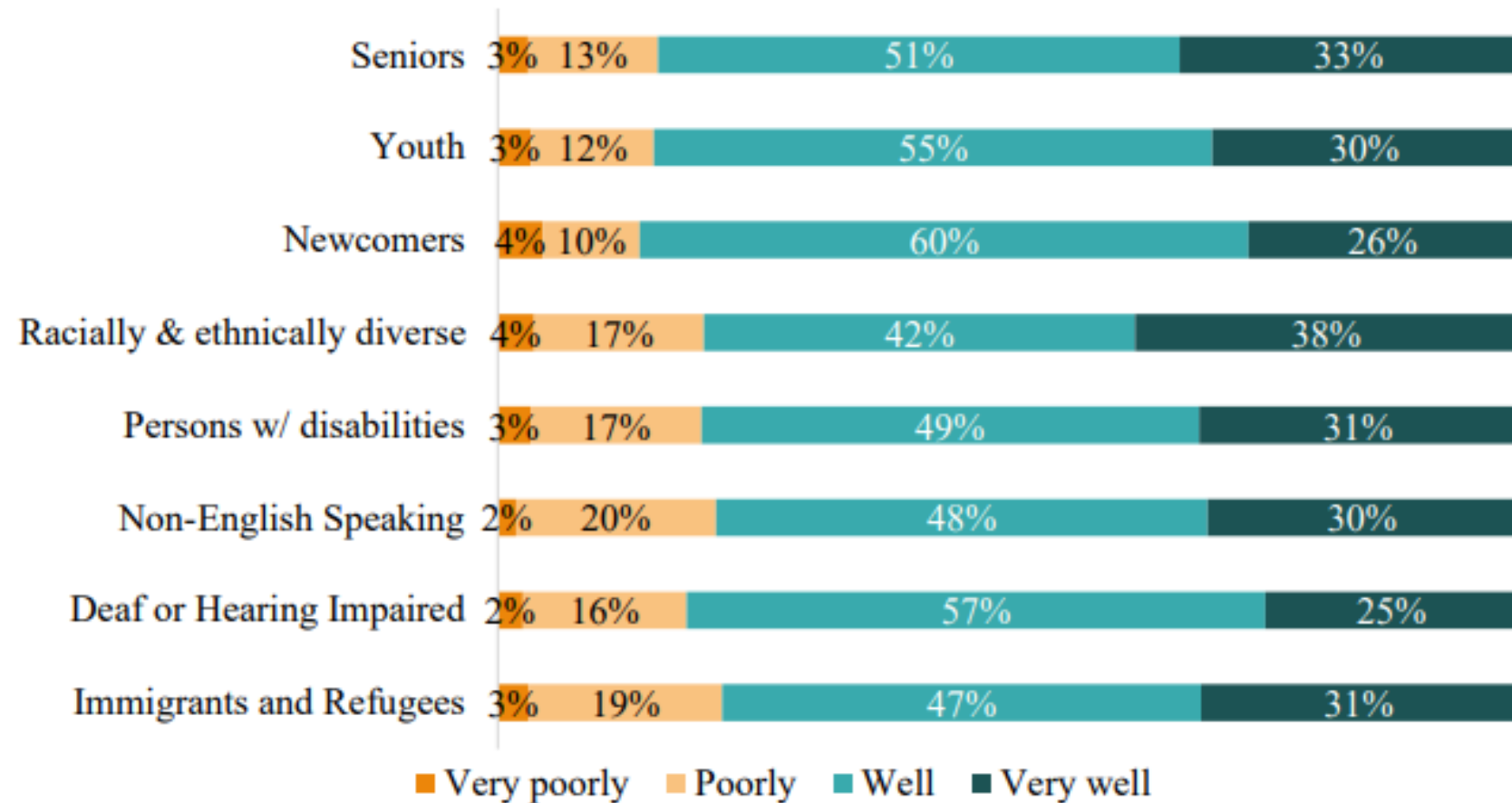
- Education about what city services are available as well as community resources that benefit people in need

# How Well City Employees Serve the Needs of Various Populations

## SURVEY DATA

Community members were asked to indicate how well the employees of the City of Sun Prairie serve the needs of various populations in the community. The ranking ranged from “very poorly” to “very well.”

Figure 2. How Well City Employees Serve the Needs of Various Populations



## COMMUNITY ENGAGEMENT

### SOUTH ASIAN

- Members of the South Asian community communicated a positive sentiment regarding how Sun Prairie has embraced their community and allowed them to be celebrated in schools, events, and other aspects of community life.

### SPANISH-SPEAKING

- Shared struggles and concerns around issues such as employment and wants to know how the City can support in addressing barriers for this area.

### FOCUS GROUPS

- There was a shared sentiment that city services contribute to a high quality of life but there are specific areas of improvement that can be made to address diverse needs



# RECOMMENDATIONS & NEXT STEPS



# NEXT STEPS

## ASSESS

Assess and strategize implementation of recommendations

## EDUCATE

Educate and communicate about the Equity Audit's purpose, completion, and impact

## IMPLEMENT

Make change with the insights gained paired with precision

# WORK PLAN

## PHASE #1 – EDUCATION AND CONNECTION

**Recommendation #3** – Clearly define and articulate a “one enterprise” mission and vision statement and set of core values for the City of Sun Prairie organization.

**Recommendation #4** – Align your people systems with your mission and values and expend greater effort to reward and reinforce behaviors that are consistent with those values which will communicate a strong message to employees that the organization leadership is serious about behavior expectations (values).

**Recommendation #8** – Educate employees organization-wide on DEI, supervisors/managers specifically on how to implement and support efforts.

**Recommendation #10** – Continue the current efforts to solidify a Sun Prairie “Employee Service and Recognition Program” and infuse individual and department performance measures for DEI goal(s).

**Recommendation #11** – Help all city departments develop a clear presentation (connect the dots) on what they are doing to address Diversity Equity Inclusion.

**Recommendation #15** – Re-evaluate and upgrade all current communications mechanisms from the city to residents to help ensure equitable distribution and access to information and services for all residents.

**Recommendation #17** – Create a city-wide campaign to identify city services and where they can be found and ensure that information is continuously pushed out in the community through different online and offline channels.

**Recommendation #22** – Distribute the full Audit report to the City of Sun Prairie. Create a public response to honor the input of city employees and community residents.

# WORK PLAN

## PHASE #2 – STRUCTURAL ASSESSMENT & CHANGE

**Recommendation #1** – Leverage the structure of the executive leadership team, already in place, to be the core team/vehicle for planning and implementing the recommendations for internal strategies across the organization and external initiatives connected to partners.

**Recommendation #2** – Institute annual department and organization-wide coaching, and trainings to address the lowest OEI scored levers of change (customer service focus, autonomy, use of rewards) and the lowest OEI scored individual, group and organizational outcomes (role clarity, motivation, satisfaction)

**Recommendation #12** – Continue to create a pathway for diversification of elected officials (city council, school board), appointed committee members (youth & family commission)

**Recommendation #16** – Initiate practices, activities, and communications to support a city-wide DEI initiative. Outreach and connect to the residents of Sun Prairie, through multiple channels of communication, initiatives, partnerships, and activities, to educate, inform, and engage.

**Recommendation #20** – Continue to build upon the momentum of departments such as the Parks, Recreation and Forestry and Sun Prairie Public Library regarding efforts to create positive and equitable opportunities in the Sun Prairie community.

**Recommendation #21** – Involve youth in planning for change to make Sun Prairie more youth friendly and fun – include all levels of youth and involve parents with children with special needs in the planning.



**THANK YOU TO  
ALL WHO  
PARTICIPATED**





**ANY QUESTIONS**

