

Ad-hoc Diversity Committee Report

June 3, 2016

To: Sun Prairie City Council
From: Ad-hoc Diversity Steering Committee
Subject: 6-Month Progress Report

BACKGROUND

At the August 4th, 2015 meeting, the City Council adopted a resolution creating an ad-hoc committee focused on enhancing the diversity of the City of Sun Prairie's workforce and ensuring that all City residents are able to participate in and benefit from City services. Per the resolution, the City Council directed the steering committee to provide a progress report approximately six months into the committee's tenure. This progress report provides preliminary findings and outlines the direction of the committee's work.

Overview of the committee's charge:

1. City's workforce: The Committee is to provide recommendations that will enhance the City's capabilities to locate, recruit and hire qualified candidates with diverse backgrounds.
2. City services: The Committee is to identify and provide a better understanding of the unique needs of different individuals and communities within Sun Prairie.

The steering committee's first meeting was on October 7, 2015 and has met 10 times since then. The meetings last approximately two hours with robust discussion from all members. The committee received information from various City staff members and analyzed data from the human resources department on the City's recruitment processes, including the department's successes and possible enhancements.

DISCUSSION

Recruitment

The committee devoted several meetings to reviewing the City's recruitment processes. The focus of this review was to determine two key priorities:

1. How the City could expand the candidate pool to attract a greater choice of candidates with diverse backgrounds.
2. Does the City's hiring processes inadvertently result in less diverse candidates being selected?

Findings:

The Committee determined that there are a number of important steps the City could take to expand the candidate pool. Those steps are outlined in the items under consideration section below. Additionally, the committee determined that the City's hiring processes does not adversely affect those with diverse backgrounds.

The following items are pending consideration before the committee:*Charge 1: City's Workforce - Policy/Budgetary Impact*

- A. Provide a competitive compensation and benefit package to be considered an employer of choice. This includes providing a pay structure that leads the market.
- B. Consider contracting with a professional search firm to recruit specialized positions and/or department head level employees.
- C. Provide domestic partner benefits (i.e. Health insurance coverage, use of sick and bereavements, etc.).
- D. Create a communications manager position to highlight the benefits of living and working in the Sun Prairie Area. The position would also be responsible for communicating the attributes of working for the City of Sun Prairie. This position would also be responsible for internal communication (i.e. employee newsletter, intranet, etc.)
- E. Invest resources to enhance public transportation. This includes bicycle and pedestrian facilities as well as shuttle and/or mass transit service.
- F. Create a recruitment pipeline of individuals interested in potential careers in public service. This can be accomplished by providing individuals the opportunity to work in the City through internships, job shadowing and mentor programs.
- G. Establish a budget to pay travel and relocation expenses to reduce or eliminate the current bias toward local candidates.

Charge 1: City's Workforce - Administrative

- A. Review all job descriptions to determine if the educational (e.g. Bachelor's Degree) and other requirements are essential to meet the job responsibilities.
- B. Highlight the benefits of living/working in the Sun Prairie area in recruitment materials and initiatives. This includes providing information on area amenities, educational system, entertainment and overall quality of life.
- C. Increase use of municipal assets in the recruitment process to include expanded use of public access television and the radio station.
- D. Establish partnerships with Madison College, University of Wisconsin, and other institutions of higher learning. These partnership will provide access to students as well as course offerings leading to certifications and/or degrees.
- E. Post openings on multiple online recruiting platforms, such as Indeed, LinkedIn, etc.
- F. Facilitate or provide workshops on drafting cover letters and resumes to help candidates become more competitive in the recruitment process.

- G. Develop a Citizens Academy to raise awareness and educate individuals about the different career opportunities within local government.
- H. Encourage all staff members to assist in the recruitment process by connecting with area agencies to assist with applicant identification/connection.
- I. Provide diversity, implicit bias and inclusion training for current employees to create/maintain a welcoming and supportive work environment.
- J. Develop and implement an employee mentor program along with a comprehensive employee onboarding system.
- K. Facilitate community forums for discussing diversity and inclusion within the community.
- L. Create a tab/page on the City's website that highlight the efforts made by the City and other community partners (i.e. Sun Prairie Area Schools) regarding diversity and inclusion. This area of the website would have employee profiles, updates on the Diversity Steering Committee, Community events, stories, etc.
- M. Enhance the Human Resource Division's webpage to better highlight progress regarding diversity and the City's efforts to attract and retain employees.
- N. Encourage local community organizations to host special events that celebrate diversity within the community.
- O. Build partnerships with minority groups and network with entities that serve minorities (Urban League, Madison 365, etc.).
- P. Create a strategic plan to continue efforts into creating a more diverse workforce.

Charge 2: City Services - Policy/Budgetary Impact

- A. Ensure that all official documents, public notices, etc. distributed by the City offer the opportunity for residents to connect w/ translation services.
- B. Enhancements to the public transportation system. This includes providing connections to the Greater Madison Area as well as moving people around the City.
- C. Develop and distribute a citizen survey to solicit information for the purpose of understanding the diverse needs of our community.
- D. The City should be open to Incentivizing economic activity that would be beneficial for people of diverse backgrounds. Examples of economic activity include private investments in the transportation system and the provision of workforce housing. Incentives could include tax credits, revolving loan funding and tax increment financing.

Charge 2: City Services - Administrative

- A. City departments should strive to provide culturally relevant programs. This includes the library, recreation department, etc.
- B. Ensure that materials distributed by the City include pictures reflecting the diversity of our community. This includes displaying pictures at municipal buildings.
- C. Select representatives from various segments of the City to serve as community ombudsmen. Community ombudsmen would serve as a conduit to disseminate public information and provide feedback to municipal administrators and elected officials.
- D. Create a job bank to connect interested individuals with employment opportunities in the community.
- E. City staff should coordinate with various civic groups to determine service overlaps, service opportunities and develop economies of scale.

- F. City staff should be educated on the various human service programs throughout Dane County and serve as a resource to residents who are looking to connect to these program offerings.

Conclusion

The members of the steering committee have worked together to meet the charge of the City Council. Members have fully participated by vetting data, performing their own analysis of the information provided, asking thought provoking questions and offering their ideas on how to make improvements in this area. With the completion of this progress report, the Committee respectfully requests your feedback regarding the items under consideration. Your feedback will be valuable as we begin working to finalize our recommendations for your review and consideration. We look forward to receiving any comments the City Council may have on the Committee's work thus far.

Respectfully, submitted on behalf of the members of the Steering Committee:

Paul T. Esser, Mayor
Steering Committee – Chairperson

Cc: Diversity Steering Committee Members
Aaron Oppenheimer, City Administrator
City Department/Division Heads