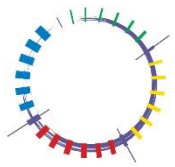
Metro Nashville Diversity & Inclusion Assessment and Recommendations Report

January 31, 2018



THE KALEIDOSCOPE GROUP

Real People • Real Conversations • Real Issues • Real Change

Table of Contents

- PURPOSE
- OVERALL SWOT ANALYSIS
- DETAILED FINDINGS
- TRAINING ASSESSMENT & RECOMMENDATIONS
- INFRASTRUCTURE
- MEASUREMENT
- SWOT RECOMMENDATIONS
- STRATEGIC D&I ROADMAP
- APPENDIX

This report is based largely on the July-August 2017 Workplace Survey and employee interviews rather than an exhaustive analysis of employment practices of the Metropolitan Government of Nashville & Davidson County. Any identified areas where the Metropolitan Government may have room for improvement with respect to D&I do not indicate employment discrimination or any other violation of federal, state or local law.

PURPOSE

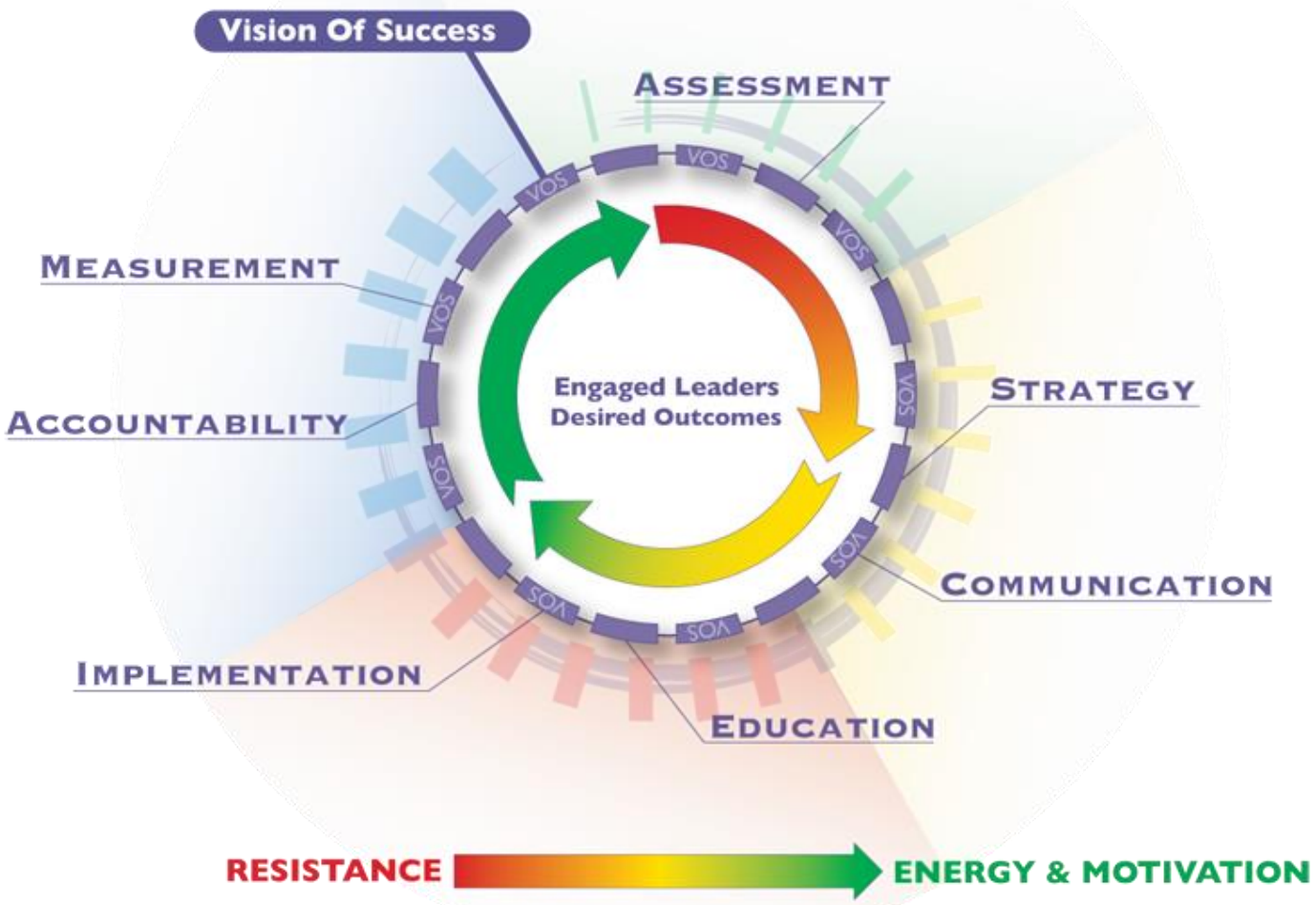
PURPOSE

- OVERALL SWOT ANALYSIS
- DETAILED FINDINGS
- TRAINING ASSESSMENT & RECOMMENDATIONS
- INFRASTRUCTURE
- MEASUREMENT
- SWOT RECOMMENDATIONS
- STRATEGIC D&I ROADMAP

PURPOSE

- D&I Journey
- Metro Nashville D&I Mission & Vision
- Purpose of Engagement

D&I JOURNEY


Vision Of Success
Assessment
Strategy
Communication
Education
Implementation
Accountability
Measurement
VOS
Engaged Leaders
Desired Outcomes
RESISTANCE
ENERGY & MOTIVATION

Metro Nashville D&I Mission & Vision

- *Mission:* Metro Government strives to reflect the diversity of the Nashville community in its hiring practices, contracting and economic development opportunities, and through the delivery of equitable programs, services, and policies by engaging best practice equity and inclusion techniques.

- *Vision:* Metro Government is an inclusive organization that leverages diversity and fosters equity and inclusion in all aspects of how it functions, engages the community, and delivers services to residents.

Case for Change
Why Diversity, Equity & Inclusion at Metro Nashville?

- The rapid growth and diverse make up of Nashville as a city
- Metro can build a healthy, thriving community if D&I is an intentional focus directly tied to the legacy of the city
- Metro can become the most powerful economic engine in the country
  - The more diverse our government is the more diverse corporations and opportunities will be attracted to our city
  - Our openness to D&I and innovation attracts and retains the best and brightest talent and keeps us relevant
  - Economic opportunity and quality of life

Purpose of Engagement

- Workplace/Workforce Assessment & Recommendations
- Benchmarking Study
- Training Assessment & D&I Education Roadmap
- Strategic D&I Roadmap

What took place?

- Inclusion & Employee Engagement Survey
- Workforce Interviews
- Information Review
- Benchmarking Study

OVERALL SWOT ANALYSIS

- PURPOSE

OVERALL SWOT ANALYSIS

- DETAILED FINDINGS
- TRAINING ASSESSMENT & RECOMMENDATIONS
- INFRASTRUCTURE
- MEASUREMENT
- SWOT RECOMMENDATIONS
- STRATEGIC D&I ROADMAP

OVERALL SWOT ANALYSIS

- SWOT Description
- Overall SWOT Analysis

Overall SWOT Analysis

SWOT Description

- Strength = What we do well
- Weakness = What we don’t do well
- Opportunity = What can be leveraged
- Threat = What might have a negative impact

Overall SWOT Analysis

Strengths	Weaknesses
• Employee Benefits & Employer Brand • Leadership Commitment to D&I • Employee Commitment to City Service • Respect among employees is strong overall	• Lack of Fairness & Equity appears in African-American, Native American, transgender, disabled, and 5-20+ year tenured groups • Growth & Development Opportunities • Manager Feedback & Skills across lines of differences • Overall Representation of Women & People of Color is low compared to other gender and racial groups within Metro Nashville • Retention of Women & People of Color • Accountability
Opportunities	**Threats**
• Community Partnerships • Fast growing diverse market • Department successes across Metro • Achievement of the Mayor's D&I Vision	• Attraction of the best future talent • Current employees not able to serve a rapidly growing diverse Nashvillian population • Risk of Reputation • National climate impacting the Police departments ability to recruit diverse talent locally

DETAILED FINDINGS

- PURPOSE
- OVERALL SWOT ANALYSIS

DETAILED FINDINGS

- TRAINING ASSESSMENT & RECOMMENDATIONS
- INFRASTRUCTURE
- MEASUREMENT
- SWOT RECOMMENDATIONS
- STRATEGIC D&I ROADMAP

WORKPLACE

- Purpose
- Inclusion Survey
- Survey Highlights
- Engagement
- Demographics
- Department Analysis
- Workplace Summary

WORKFORCE

- Purpose
- Inputs
- Documents Reviewed
- Highlights
- Demographics
- Verbatim Comments
- Summary

WORKPLACE
Inclusive Environment Purpose

Inclusive Environment

- **Understanding Inclusive Environment**
  - Inclusive environment is the extent to which employees are valued and leveraged
  - Inclusive environment leads to quality solutions, higher performance and innovation
  - An inclusive environment has also been linked to higher retention, increased customer satisfaction and profitability

- **Measurement of an Inclusive Environment**
  - The factors that are assessed for inclusive environment are:
    - Culturally Competent Managers
    - Culturally Competent Staff
    - Fair Environment
    - Inclusive Team
    - Inclusive Processes
    - Respect

Inclusive Environment Factor Descriptions

Workplace Factors	Description
Culturally Competent Managers	Leaders who understand and appreciate others' differences and are self-aware regarding their worldview.
Culturally Competent Staff	Employees who actively engage in working with others and encourage others to include diverse perspectives.
Fair Environment	Operating a workplace that is equitable.
Inclusive Team	Working groups that are committed to including diverse perspectives.
Inclusive Processes	Organizational systems and norms that support inclusive work environments.
Respect	The level of consideration that employees show for themselves, coworkers, and the organization.

Inclusive Environment Survey

Inclusive Workplace Factor Survey Questions

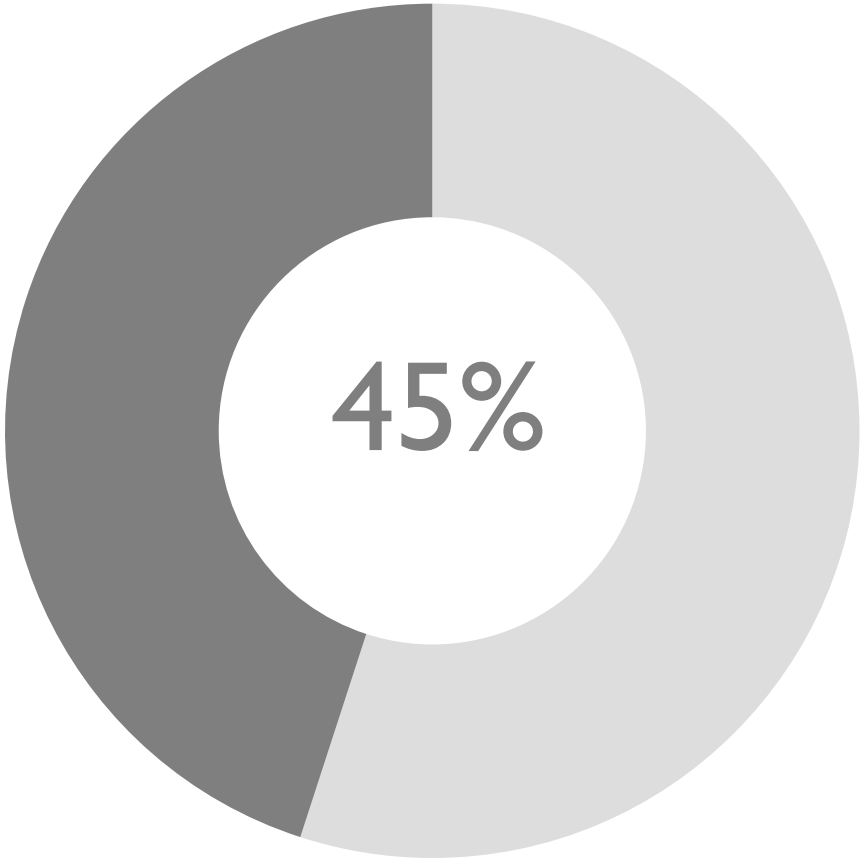
Workplace Factors	Survey Questions
Culturally Competent Managers	My manager is committed to creating an inclusive work environment. My manager builds a diverse team. My manager values the different perspectives and ideas from employees when making decisions.
Culturally Competent Staff	Employees are authentic in their interactions with one another. Employees from different backgrounds regularly share their knowledge. Employees feel comfortable with other cultures.
Fair Environment	People are promoted based on knowledge/ability and not favoritism. Everyone is given equal opportunity for growth and development. Everyone is treated fairly in our organization regardless of their background.
Inclusive Team	My team actively seeks different opinions and perspectives. We have good relationships on my team. In my team, we work to eliminate any bias that may exist.
Inclusive Processes	People are given projects and assignments for growth and development. Everyone has a chance to participate and be heard in meetings. People are chosen for project teams and task forces in an inclusive manner.
Respect	My colleagues treat me with respect at Nashville Metro. Managers show respect in their interactions with employees.
Engagement	Overall, I am satisfied with my job. I would recommend Metro Nashville as a great place to work. I have a clear understanding of my organization's strategic goals. My manager always makes sure I am informed about decisions or changes that will affect me. I receive useful and constructive feedback from my manager. I have the resources I need to do my job well. My manager plays an active role in my professional development and advancement. I am paid fairly for the work I do.

© The Kaleidoscope Group, LLC. All rights reserved. No duplication without written permission.

Inclusive Environment Survey Details

- 25 questions included in the survey
  - Rated on a 5-point Likert-type scale
    - Strongly disagree, disagree, neither agree nor disagree, agree, strongly agree
- Survey Administration Dates: July 31st – August 14th
- Online and paper versions
- Benchmark data available for Engagement questions only (Global and Industry)
- Employees not included in the survey process: Contractors, Pensioned from active payroll, Terminated, Work Test, Temporary, Provisional and Part-time employees

Overall Survey Response Rate



Response Rate Details:

- 8,461 employees were invited to take the survey
- Of the 8,461 invitees, 3,789 completed the survey (3,738 online and 51 paper), returning a 45% response rate

Survey Response Factors

- There are many factors impacting survey response
- This report is not concluding on the reasons for the varying levels of survey responses
- It would be of value to have departments explore what were the key factors impacting their response level
- The following graphs indicate the survey responses in 2 ways:
  - One alphabetically
  - One in descending order

Inclusive Environment Survey Response Rates in Alphabetical Order

Department	n	Response Rate	Department	n	Response Rate
Arts Commission	11	100%	Juvenile Court	71	61%
Assessor of Property	47	69%	Juvenile Court Clerk	11	35%
Circuit Court Clerk	29	74%	Legal	20	43%
Clerk and Master	10	63%	Mayor's Office	28	97%
Codes	58	57%	Metro Action Commission	69	24%
County Clerk	33	56%	MNPD	755	42%
Criminal Court Clerk	8	9%	Nashville Convention Center	69	48%
DCSO	311	38%	NCAC	25	74%
District Attorney	29	35%	Office of Emergency Management	8	89%
Election Commission	21	64%	Office of Family Safety	11	65%
Emergency Communication Center	62	35%	Parks	168	48%
Finance	79	84%	Planning Commission	41	80%
Fire	422	35%	Public Defender	38	47%
Fleet Management	50	63%	Public Library	225	69%
General Services	44	90%	Public Works	64	17%
General Sessions Court	43	41%	Social Services	42	71%
Health	209	54%	State Fair and Flea Market	9	38%
Historical Commission	9	90%	State Trial Courts	41	30%
Human Resources	38	76%	Trustee	16	84%
Information Technology Service	98	71%	Water Services	366	49%
Justice Integration Services	9	47%			

Inclusive Environment Survey Response Rates in Descending Order

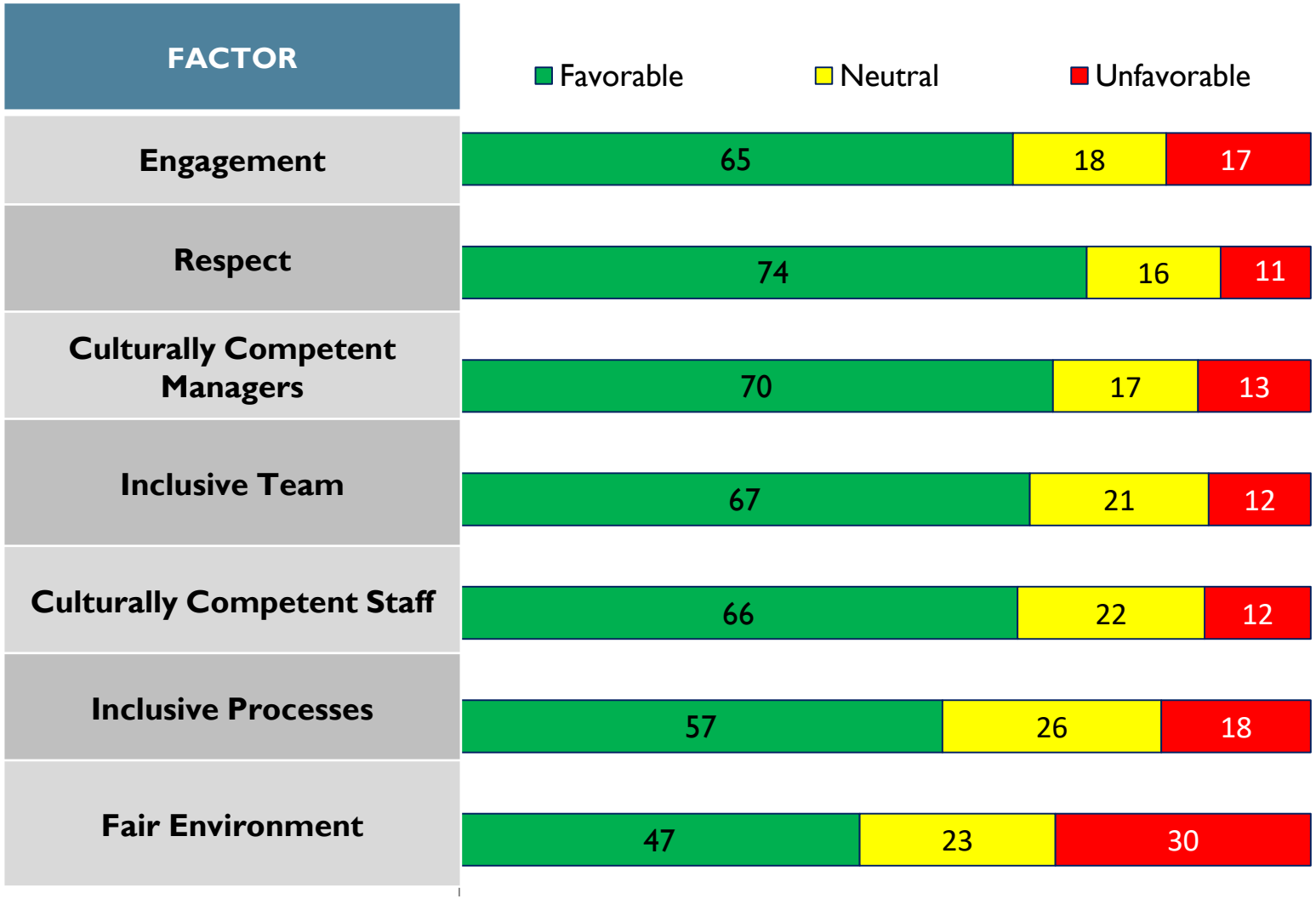
Department	n	Response Rate	Department	n	Response Rate
Arts Commission	11	100%	County Clerk	33	56%
Mayor's Office	28	97%	Health	209	54%
Historical Commission	9	90%	Water Services	366	49%
General Services	44	90%	Nashville Convention Center	69	48%
Office of Emergency Management	8	89%	Parks	168	48%
Trustee	16	84%	Justice Integration Services	9	47%
Finance	79	84%	Public Defender	38	47%
Planning Commission	41	80%	Legal	20	43%
Human Resources	38	76%	MNPD	755	42%
Circuit Court Clerk	29	74%	General Sessions Court	43	41%
NCAC	25	74%	DCSO	311	38%
Social Services	42	71%	State Fair and Flea Market	9	38%
Information Technology Service	98	71%	Juvenile Court Clerk	11	35%
Assessor of Property	47	69%	Emergency Communication Center	62	35%
Public Library	225	69%	District Attorney	29	35%
Office of Family Safety	11	65%	Fire	422	35%
Election Commission	21	64%	State Trial Courts	41	30%
Fleet Management	50	63%	Metro Action Commission	69	24%
Clerk and Master	10	63%	Public Works	64	17%
Juvenile Court	71	61%	Criminal Court Clerk	8	9%
Codes	58	57%			

Inclusive Environment Survey Highlights

Survey Factor Scoring

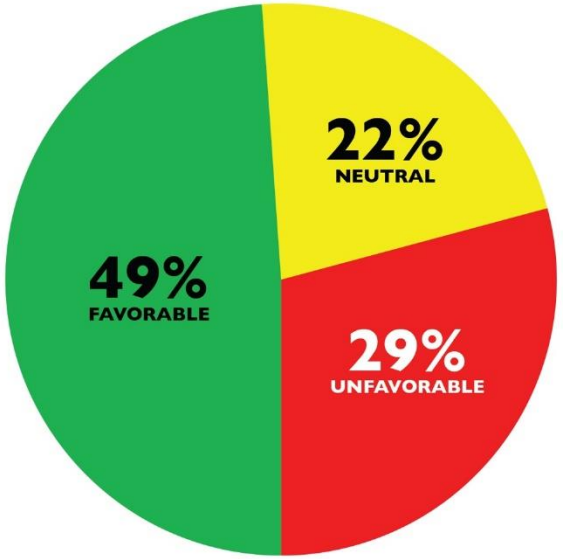
- Responses with a score of “1” or “2” were coded as favorable
- Responses with a score of “3” were coded as neutral
- Responses with a score of “4” or “5” were coded as unfavorable
- Percentage of each group was calculated for each question
- Green indicates percentage of favorable responses
- Yellow indicates percentage of neutral responses
- Red indicates percentage of unfavorable responses
- Factor Scores reflect an average of favorable scores received by each item within said factor

Workplace Results by Factor

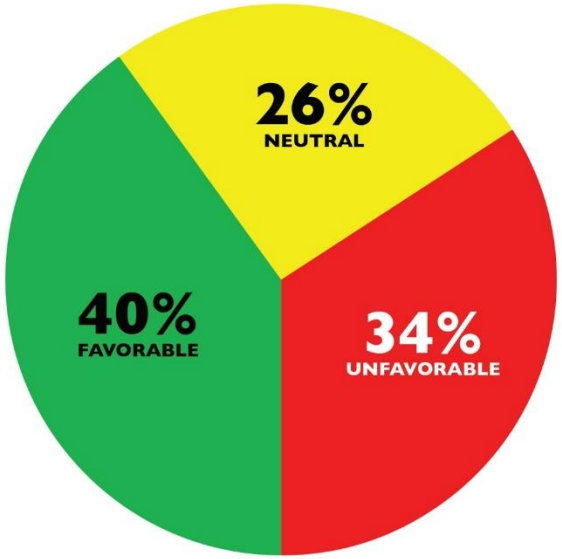


Fair Environment Key Questions

The following questions were the keys to driving the lower scores for fair environment



Everyone is given equal opportunity for growth and development.



People are promoted based on knowledge/ ability and not favoritism.

Demographic Findings

Demographic Highlights

- African Americans and Native Americans score much lower compared to other racial groups across all Workplace factors.
- The perception of fair environment drops nearly 20 points starting at a tenure of 5 or more years.
- Employees with disabilities score much lower in fair environment and inclusive processes.
- Transgender employees score much lower compared to non-transgender employees for the culturally competent managers, fair environment, inclusive processes, respect and engagement factors.

Demographic Data

- The following slides show the group comparisons within a demographic category with only two groups.

We have highlighted items with more than a 5 point difference.

Factor Results by Gender

Factor	Female (n=1,496)	Male (n=1,951)
Culturally Competent Manager	70	72
Culturally Competent Staff	64	**69**
Fair Environment	48	49
Inclusive Teams	57	58
Inclusive Processes	76	78
Respect	72	**77**
Engagement	67	67

Indicates difference of 5 points or more

© The Kaleidoscope Group, LLC. All rights reserved. No duplication without written permission.

Factor Results by Disability

Factor	Not Disabled (n=3,351)	Disabled (n=131)
Culturally Competent Manager	71	67
Culturally Competent Staff	**67**	61
Fair Environment	**49**	37
Inclusive Teams	**69**	62
Inclusive Processes	**58**	48
Respect	75	71
Engagement	**67**	62

Indicates difference of 5 points or more

Factor Results by Transgender Identity

Factor	Not Transgender (n=3,442)	Transgender (n=24)
Culturally Competent Manager	**71**	54
Culturally Competent Staff	**66**	60
Fair Environment	**49**	35
Inclusive Teams	**68**	56
Inclusive Processes	**58**	43
Respect	**75**	52
Engagement	**67**	52

Indicates difference of 5 points or more

© The Kaleidoscope Group, LLC. All rights reserved. No duplication without written permission.

Demographic Data

- The following slides show the group comparisons within each demographic category that has more than two options.

- Green scores indicate the highest scoring group within a category and red scores indicate the lowest scoring group within a category.

Factor Results by Race

Factor	White (n=2,252)	Hispanic (n=78)	African-American (n=784)	Native American (n=15)	Asian (n=34)	Two or More Races (n=127)
Culturally Competent Manager	73	**81**	66	**60**	77	77
Culturally Competent Staff	69	72	**60**	73	**76**	66
Fair Environment	53	57	**41**	42	**63**	46
Inclusive Teams	71	71	**62**	**62**	**74**	**74**
Inclusive Processes	59	66	55	**42**	**69**	59
Respect	69	79	73	**53**	**87**	75
Engagement	68	71	66	**63**	**74**	68

Indicates highest scoring group

Indicates lowest scoring group

Factor Results by Tenure

Factor	Less than one year (n=218)	1-4 years (n=787)	5-9 years (n=509)	10-14 years (n=529)	15-19 years (n=502)	20+ years (n=905)
Culturally Competent Manager	83	74	72	69	70	69
Culturally Competent Staff	77	69	68	66	67	64
Fair Environment	65	56	46	45	46	45
Inclusive Teams	76	67	68	66	69	70
Inclusive Processes	70	60	57	57	57	56
Respect	86	78	76	73	76	72
Engagement	79	69	64	65	68	66

Indicates highest scoring group

Indicates lowest scoring group

Factor Results by Age

Factor	21-29 years (n=367)	30-39 years (n=830)	40-49 years (n=969)	50-59 years (n=931)	60+ years (n=338)
Culturally Competent Manager	**76**	**70**	71	71	72
Culturally Competent Staff	**71**	69	68	**64**	**64**
Fair Environment	**56**	49	**48**	**48**	52
Inclusive Teams	**70**	68	**70**	**67**	69
Inclusive Processes	**61**	58	58	**56**	61
Respect	**78**	**78**	76	**72**	75
Engagement	69	**65**	67	68	**70**

Indicates highest scoring group

Indicates lowest scoring group

Factor Results by Sexual Orientation

Factor	Heterosexual (n=3,213)	Gay/Lesbian (n=113)	Bisexual (n=45)
Culturally Competent Manager	71	68	82
Culturally Competent Staff	67	66	64
Fair Environment	49	50	43
Inclusive Teams	68	65	73
Inclusive Processes	58	51	59
Respect	75	70	79
Engagement	67	63	66

Indicates highest scoring group

Indicates lowest scoring group

Department Analysis

Overall Rating Scale
(This scale is in comparison to overall effectiveness)

- Factors overall ratings
  - 85-100 Outstanding
  - 70-84 Good
  - 69-50 Average
  - Below 50 Below Average

Overall Effectiveness Comparison Graph

The following graph compares Metro to overall effectiveness.

The first column identifies how the overall Metro average compares to overall effectiveness.

The subsequent columns identify how many departments fall into each overall effectiveness category.

Overall Rating Comparisons by Departments

Item	Metro Overall	Outstanding (85-100) # of depts.	Good (84-70) # of depts.	Average (69-50) # of depts.	Below Average (below 50) # of depts.
Engagement	65	2	13	23	3
Culturally Competent Managers	70	4	21	15	1
Culturally Competent Staff	66	3	13	23	2
Fair Environment	47	2	4	17	18
Inclusive Team	67	2	14	24	1
Inclusive Processes	57	2	4	25	10
Respect	74	7	23	11	

85 – 100 - Outstanding

84- 70 Good

69 – 50 Average

Below 50 – Below Average

Curved Rating Scale
(This scale is in comparison to the Overall Metro Average)

- Factors overall ratings
  - 10+ points above — Outstanding
  - 5-9 points above — Above Average
  - 0-4 points above/below — Average
  - 5-9 points below — Below Average
  - -10+ below — Threat

Curved Rating Scale Graph

The following graph compares each department to the overall Metro average.

The first column identifies the overall Metro average.

The subsequent columns identify how many departments compare to the overall Metro average.

Factor Scores by Departments

Item	Metro Overall	Outstanding (10+ above average)	Above Average (5-9 above average)	Average (0-4 above/below average)	Below Average (5-9 below average)	Threat (-10+ below average
Engagement	65	6	9	14	8	4
Culturally Competent Managers	70	8	4	18	7	4
Culturally Competent Staff	66	8	6	16	5	6
Fair Environment	47	14	8	11	5	3
Inclusive Team	67	7	6	17	4	7
Inclusive Processes	57	12	4	13	4	8
Respect	74	8	5	18	5	5

10+ points - Outstanding | 5-9 points - Above Average | 0-4 points - Average | 5-9 points - Below Average | -10+ points - Threat

Inclusive Environment Assessment Summary

Metro Nashville Inclusive Environment Summary

- Respect emerges as the strongest factor followed by culturally competent managers
- Managers appear to be committed to building an inclusive environment based on employees' positive feedback
- Low response rate and employee feedback indicate lack of trust within Metro (there is a "conspiracy theorist" culture permeating throughout)
- **Fairness and Equity** appear to be challenges (this is in line with the workforce interview and roundtable data)
  - **Favoritism and nepotism** need to be addressed
  - **Promotion and advancement** are perceived as unfair and unclear
- **Manager investment** in employees' growth is low

Verbatim Comments: Qualitative Context

Verbatim Comments from Survey

- **Favoritism**
  - *Favoritism is the rule, not the exception.*
  - *This is sad to say, but I see favoritism throughout this department as to who gets promoted, transferred to other divisions, treatment, and even the way job assignments are distributed.*
  - *Favoritism is BIG here.*
- **Growth and Development**
  - *There is a bias in the growth and development in many organizations within Metro government.*
  - *Opportunities for growth do not seem possible where I work, even if we are qualified for another position and apply for other positions.*
  - *There isn't enough growth for civilians.*
- **Manager Investment / Feedback**
  - *I don't feel my concerns about personal growth are important to anyone in a supervisory position who could positively affect the goals I have for myself.*
  - *I feel that too often individual feedback is only given when it is negative. It is also possible to go the majority of the year without any feedback whatsoever only to be told all the negative things during your yearly evaluation.*
  - *My manager rarely talks to me or has any input into my job.*
  - *My manager's supervisor is who really discusses my job performance, gives me feedback, and seeks my input.*
- **Resources**
  - *I feel for the job that we, field officers do, we are under paid, under appreciated, and not provided with the resources we need to properly do our jobs (reliable trucks, etc.).*
  - *It's hard to get the equipment and resources we need on a daily basis.*
  - *Resources are almost impossible to get or take forever due to Metro's purchasing requirements.*

WORKFORCE
Diverse Representation Purpose

Diverse Representation

- **Understanding Diverse Representation**
  - Diverse Workforce is a representative organization that consists of people from all backgrounds in the available workforce.
  - Diverse Workforce also represents the customers and communities you serve.
  - A Diverse Workforce has also been linked to innovative thinking, quality solutions and a stronger reputation in the community.

- **Measurement of an Diverse Workforce**
  - The factors that are assessed for inclusive workplace are:
    - Employer Brand
    - External Partnerships
    - Fair Hiring
    - Development
    - Advancement

Diverse Representation Factor Descriptions

Workforce Factors	Description
Employer/Company Brand ***(Attract)***	Evaluation of how the employer and/or company brand is being articulated, experienced and perceived today.
External Partnerships ***(Find)***	Assessment of current external partnerships and sourcing strategies to build the talent pipeline.
Fair Hiring ***(Select)***	Assess the current state hiring processes and how the organization attracts, recruits, selects and brings talent into the organization.
Development ***(Develop)***	Review of how the organization develops talent.
Advancement ***(Retain)***	Review of how the organization advances and retains talent.

Diverse Representation Data Inputs

- **Quantitative Data**
  - Workforce Data
    - ❑ Representation
    - ❑ Hires
    - ❑ Turnover
    - ❑ Salary
- **Qualitative Interviews**
  - DAC (15) – *data used for both Workforce & Workplace*
  - Central HR (9)
  - HR Coordinators (10)
  - Hiring Manager or SME (11)
- **3 P's Assessment *(People Processes, Policies & Practices)***
  - ❑ Attraction, Recruitment, Selection processes
  - ❑ Training & Development Programs
  - ❑ Policies & Guidelines: EEO/Discrimination, Executive Orders, etc.

Note: Promotion data not available at time of analysis

© The Kaleidoscope Group, LLC. All rights reserved. Confidential. No duplication or dissemination without written permission.

Documents Reviewed

CITY BRAND

- Organizational Chart
- D&I Strategic Framework
- Strategic Blueprint
- D&I Visioning
- Inclucivics Data Update, 2015
- Executive Order No. 009
- Workforce/HR Information

RETENTION

- Terminations by Race/Ethnicity 5/15/17
- Promotional Process
- Succession Planning Framework Document

WORKFORCE EXTERNAL PARTNERSHIPS *(identified as part of interviews)*

- High Schools
- Colleges & Universities (locally & regionally)
- Chambers of Commerce
- Diverse Business & Veterans Associations
- Faith Based Organizations

FAIR HIRING

- Letter Re: Employee Candidate Process
- EEOC Claims
- Recruitment Process, Open Competitive
- Metro Employee Pay Schedule and Race/Ethnicity
- New Hires by Department May 2015-2017
- New Hires by Race/Ethnicity May 2015-2017
- Salary by Gender
- Gender by Department
- Salary by Race/Ethnicity
- Race/Ethnicity by Department

DEVELOPMENT

- Employee Performance Evaluation
- Diversity Training
- Performance Management Manual
- Performance Management Key Points
- Initial D&I Questions/Metro Nashville Responses

KEY DIVERSE REPRESENTATION DEFINITIONS

- Representation - % of employees from that group
- Hiring Rates - number of people hired by group
- Term Rates - number of people terminated by group
- Higher than Represented - higher than % of employees
- Lower than Represented - lower than % of employees

Quantitative Workforce Highlights

OVERALL

- Metro is losing talent (women and people of color) at a rate that is higher than they are represented in the organization.
- Hiring rates for women and people of color are in line with the workforce representation or higher.
- Maintaining diverse representation at its current level is being impeded due to the turnover of women and people of color.

GENDER ANALYSIS

- Hiring rates for women are slightly over 10% points higher than they are represented.
    - Women represent 37.4% of the workforce and are being hired at rate of 47.6%
- Women are experiencing term rates higher than their representation.
    - Women: Workforce – 37.4% vs. Term – 47.3%

RACE ANALYSIS

- Although Metro hiring rates overall for people of color are at or above their representation, several minority groups are experiencing term rates higher than their representation:
    - Asians: Workforce – 1.1% vs. Term – 1.9%
    - Black: Workforce – 27.0% vs. Term – 31.4%
    - Hispanic: Workforce – 2.2% vs. Term 3.4%
    - Undesignated/Other: Workforce – 0.9% vs. Term 3.2%
    - White: Workforce: - 68.7 % vs Term 60.1%

Davidson vs. Nashville Demographics

- **Population**
  - Davidson County: 18 – 64 age population (454,855 – 67% of total population)
  - Nashville MSA: 18 – 64 age population (1,201,074 – 67% of total population)

- **Gender**
  - Davidson: Female (52%), Male (48%)
  - Nashville MSA: Female (51%), Male (49%)

- **Race & Ethnicity**
  - Davidson: White (57%), Black (27%), Native (0%), Asian (3%), Hispanic (10%), Two or More (3%), Other (1%)
  - Nashville MSA: White (74%), Black (15%), Native (0%), Asian (2%), Hispanic (7%), Two or More (2%), Other (0%)
- **Income**
  - Per capita income: $31,480
  - Nashville MSA: $50,635

U.S. Census Bureau (2016). American Community Survey 1-year estimates

© The Kaleidoscope Group, LLC. All rights reserved. No duplication without written permission.

Workforce Highlights: People Processes

Summary from data review and interviews

- **Attraction & Sourcing**
  - Metro is a great employer but this is not well known in the community
  - Lack of effective sourcing for candidates; same pool of candidates apply each time a job is open
  - Opportunity to leverage New Americans currently employed to reach out to their respective communities
  - Clear Pay disparity; Possibly driven by the fact that entry level jobs tend to be lower paying

- **Lack of Fairness**
  - Nepotism (intended or otherwise) is of concern in some departments. Yet, "referrals" can be an effective strategy. Key is to balance.
  - Perception (and perhaps reality) that there is a double standard: some employees have an advantage by informal coaching etc. while others must work within the established process but don't have that "extra nudge"

- **Hiring & Selection Process**
  - Rigid hiring and selection process and a lack of awareness or support to navigate for both internal & external candidates
  - There is a need to understand the hiring and selection process and the algorithms of where people fall out in the process. Pipeline analysis (macro and specific) ensures that Talent Acquisition is solving the right problem.

- **Development & Retention**
  - Development and training is minimal or sporadic. It can vary based upon your manager/supervisor as well as departmental budgets
  - Women and People of Color have high turnover compared to their representation in the organization

Benchmarking

External Benchmarking Process

Cities selected for the benchmarking by Metro Nashville

✓Louisville, Kentucky

✓Raleigh, North Carolina

✓Portland, Oregon

Our Approach

- What is current?
- What is working? Or not?
- What is relevant to the objectives set forth by the City of Nashville?

External Benchmarking Highlights

Most comparable city: **City of Portland**. City grew at a rate of 111 additional persons per day between 2014 and 2015.

Portland City Ordinance

"Achieving equity requires the intentional examination of policies and practices that, even if they have the appearance of fairness, may marginalize individuals or groups and perpetuate disparities or injustices."

Overview

- Responding to a growing need for equity tools and resources, the Office of Equity & Human Rights (OEHR) partnered with the Office of Neighborhood Involvement to produce the City's *Racial Equity Toolkit*, which helps City staff incorporate new decision-making and participation processes that build community capacity and foster meaningful engagement.
- The demand for Equity 101 Training increased by 60% last year and over 90% of participants agreed or strongly agreed that the mandatory training was worthwhile.
- The restructured Portland Commission on Disability is working with Council and several bureaus on disability equity measures.
- Black Male Achievement (BMA) Portland produced another successful summer youth jobs and personal development program.
- This office is a national leader in the governing for racial equity movement, has served as a model for similar offices in Tacoma, Washington and Oakland, California, and regularly consults with such diverse cities as Austin, Texas and New Orleans, Louisiana.

Benchmarking "Promising Practices" Summary

These practices were identified through all of the Benchmarking Cities

ACCOUNTABILITY

- *Department Autonomy & Accountability*
- *Quantifiable Measures*
- *5 year Racial Equity Plans for Departments*

INFRASTRASTRUCTURE

- *D&I Infrastructure and Resources*

INCLUSION

- *D&I Education & Tools*
- *Engagement of Diverse Teams*
- *Annual Engagement Survey with D&I/Equity Index*

INTEGRATION

- *Process & Service Integration*
- *D&I Integration into Performance Management*

COMMUNITY ENGAGEMENT

- *Community Involvement – Community Engagement Teams*
- *Focused Outreach Program*
- *Unique Programs - to address diverse community gaps & needs*

See Metro Nashville Benchmarking Study reference document for full report.

TRAINING ASSESSMENT & RECOMMENDATIONS

Table of Contents

- PURPOSE
- OVERALL SWOT ANALYSIS
- DETAILED FINDINGS

TRAINING ASSESSMENT & RECOMMENDATIONS

- INFRASTRUCTURE
- MEASUREMENT
- SWOT RECOMMENDATIONS
- STRATEGIC D&I ROADMAP

TRAINING ASSESSMENT & RECOMMENDATIONS

- D&I Training Assessment
- D&I Education Roadmap

Metro Training Completed To Date

Education Offered by Central HR to Date

According to the information received in Kaleidoscope's *D&I Education Data Request* checklist, the following D&I education programs have been offered by Metro Nashville's Central HR Department. Additional D&I education, that has taken place in pockets throughout the organization, is not reflected here. The Kaleidoscope Group also designed and delivered a facilitator led session for Department Heads/Appointing Officials in May 2017 which is reflected in the recap below.

Title	Key Content	Length	Audience	Timing	Delivery Method	Attendance Rate
1. Diversity Awareness	Education focused on understanding EEO and Affirmative actions, laws & compliance.	1.5	Mandatory for all employees	2005-2017	Facilitator Led	20-30% of employees per year
2. Diversity & Inclusion	Explore key concepts including: • Mayor Megan Barry's Executive Order No. 006 • Diversity Month Overview • Title VII Overview • Definitions of D&I • Inclusion • Implicit bias • Practical diversity • Culture differences and customs • Davidson County & Nashville Demographics • Appreciative communication	2.5 hours	New Hires Weekly, Current Employees Every 4 years.	Began 7/1/17	Facilitator Led	20-25 people weekly
3. Metro Nashville *Executive Commitment to Diversity & Inclusion* offered by Kaleidoscope	Agenda Embracing the Role of Leadership Best Talent: Must/Wants Unconscious Bias: Types, Sizing, Privilege Next Steps	5.5 hours	Department Heads/ Appointing Authorities (53)	May 2017	Facilitator Led	53
4. Specialized programs upon request.	Varies	Varies	Varies	Varies	Facilitator Led	*Unknown*

See Training Assessment & Recommendations Reference Document for a detailed report of findings and recommendations.

Recommended D&I Education Roadmap
Mayor's Office, Dept. Heads & Appointing Officials

Year 1 Offerings	Year 1 Offerings	Year 2 Offerings	Year 3 Offerings
Mayor's Office			
Embracing the Role of Leadership (2h) (C)	Unlocking the Bias Box (3h) (C)	Skills for Leading Inclusively (Leaders) (3h) (C)	Prepare to Lead Inclusive Team in Action (Leaders) (1h) (V)
Unconscious Bias (3h) (C)		Skills for Building Relationships (Employees) (3h) (C)	Lead: Inclusive Team in Action (Leaders) (4h) (L)
		Getting the Best Talent (Leaders) (4h) (C)	Participate: Inclusive Team in Action (Employees) (4h) (L)
Department Heads & Appointing Officials			
Embracing the Role of Leadership (2h) DONE	Climbing the Cultural Competence Continuum Part 1: Intercultural Development Inventory (IDI) (30m) (S)	Musts & Wants (30m) (T)	Prepare to Lead Inclusive Team in Action (1h) (V)
Unconscious Bias (3h) DONE	Climbing the Cultural Competence Continuum Part 2: Workshop (2h) (C)	Getting the Best Talent (2h) (C)	Lead: Inclusive Team in Action (4h) (L)
	Climbing the Cultural Competence Continuum Part 3: IDI one-on-one feedback/draft IDP (1h) (V)	Modeling Inclusion (2h) (C)	Executive Modules (1-2h) (C)
	Communicating the Message (2h) (C)	Managing Power, Privilege and Bias (2h) (C)	

Legend: The following legend is used in the roadmap. (C): In person, classroom delivery (L): Leader Led learning (T) Technology-based learning (V) Live Virtual (S) Self-directed. Length of learning experience is indicated after each title. E.g. 2h = 2 hours

See D&I Education Roadmap Reference Document for more details.

Recommended D&I Education Roadmap

Managers, Supervisors & Employees

Year 1 Offerings	Year 1 Offerings	Year 2 Offerings	Year 3 Offerings
Managers			
Diversity & Inclusion* BEGIN (4h) (C)	Diversity & Inclusion* CONTINUE (4h) (C)	Skills for Leading Inclusively (3h) (C)	Participate: Inclusive Team in Action (4h) (Led by Dept. Head)
	Unlocking the Bias Box (3h) (V)	Musts & Wants (30m) (T)	Prepare to Lead Inclusive Team in Action (1h) (V)
	Lead: Huddle Guides (Two 30m) (L)	Getting the Best Talent (4h) (C)	Lead: Inclusive Team in Action (4h) (L)
		Lead: Huddle Guides (Two 30m) (L)	
Supervisors			
Diversity & Inclusion* BEGIN (4h) (C)	Diversity & Inclusion* CONTINUE (4h) (C)	Skills for Building Relationships (3h) (C)	Getting the Best Talent (4h) (C)
	Unlocking the Bias Box (3h) (V)	Skills for Leading Inclusively (3h) (C)	
	Participate: Huddle Guides (Tow 30m) (Led by Mgr.)	Participate: Huddle Guides (Tow 30m) (Led by Mgr.)	Participate: Inclusive Team in Action (4h) (Led by Mgr.)
Employees			
Diversity & Inclusion* BEGIN (4h) (C)	Diversity & Inclusion* CONTINUE (4h) (C)	Skills for Building Relationships (3h) (C)	Managing Micro-behaviors (5h) (C and S)
	Unlocking the Bias Box (3h) (V)		
	Participate: Huddle Guides (Tow 30m) (Led by Mgr.)	Participate: Huddle Guides (Tow 30m) (Led by Mgr.)	Participate: Inclusive Team in Action (4h) (Led by Mgr.)

Legend: The following legend is used in the roadmap. (C): In person, classroom delivery (L): Leader Led learning (T) Technology-based learning (V) Live Virtual (S) Self-directed. Length of learning experience is indicated after each title. E.g. 2h = 2 hours

See D&I Education Roadmap Reference Document for more details.

Recommended D&I Education Roadmap

AUDIENCE	Phase 1				
MAYOR'S OFFICE	Embracing the Role of Leadership		Unlocking the Bias Box		
DEPARTMENT HEADS	*Embracing the Role of Leadership & Unconscious Bias* ***(COMPLETED)***	Climbing the Cultural Competence Continuum Part 1	Climbing the Cultural Competence Continuum Part 2	Climbing the Cultural Competence Continuum Part 3	Communicating the Message
APPOINTED OFFICIALS	*Embracing the Role of Leadership & Unconscious Bias* ***(COMPLETED)***	Climbing the Cultural Competence Continuum Part 1	Climbing the Cultural Competence Continuum Part 2	Climbing the Cultural Competence Continuum Part 3	Communicating the Message
MANAGERS	D&I Foundational		D&I Skills		
SUPERVISORS	D&I Foundational		D&I Skills		
EMPLOYEES	D&I Foundational				

See D&I Education Roadmap Reference Document for more details.

INFRASTRUCTURE

Table of Contents

- PURPOSE
- OVERALL SWOT ANALYSIS
- DETAILED FINDINGS
- TRAINING ASSESSMENT & RECOMMENDATIONS

INFRASTRUCTURE

- MEASUREMENT
- SWOT RECOMMENDATIONS
- STRATEGIC D&I ROADMAP

INFRASTRUCTURE

- Infrastructure Definition
- Infrastructure Recommendations

INFRASTRUCTURE
Definition

- The aligned collection of individuals, committees and teams needed to manage, strategically guide, and support D&I success.

- *Different structures and roles are needed at different stages of the D&I effort.*

D&I Infrastructure Recommendations Workforce Diversity Manager

- The RFQ/RFP requested that a functional job description be developed for a "Workforce Diversity Coordinator Position" - responsible for long-term recruitment, development and diversity training"

Recommended Job Title: Workforce Diversity Manager

Summary of the Opportunity:

- Metro Government seeks a creative, strategic, and results-oriented leader to assume the new position of Workforce Diversity Manager (WDM). With the strong support of the Metro Government's Senior Leadership, the WDM will promote a culture that values and supports diversity throughout the organization. The WDM will be dedicated to the diversity mission and vision statements of Metro Government, and will assist with the development of recruiting and retention initiatives aimed at attracting and sustaining a diverse workforce. This individual will have a strong track record in managing change and in building and supporting initiatives that promote diversity, equity, access, and inclusion.
- The WDM will preferably possess an advanced degree; a track record of and a heavy commitment to developing effective diversity and inclusion initiatives; excellent interpersonal and communications skills, along with the ability to inspire and influence others. The successful candidate will need to demonstrate cultural awareness and agility, exercise emotional intelligence, build trust and credibility, as well as collaborate with a wide variety of stakeholders.

The Position

- The Workforce Diversity Manager designs, develops, implements and delivers strategic recruiting and training programs focused on diversity and inclusion. The WDM will follow hiring best practices and outreach methodologies to market Metro Government as an employer of choice. The WDM will report directly to the Chief Diversity, Equity & Inclusion Officer and the HR Director, this individual will champion initiatives consistent with Metro Nashville's D&I and Equity Strategy.

Workforce Diversity Manager
Specific Job Responsibilities

- Provides vision, leadership, management, and strategic planning for diversity and inclusion initiatives across Metro Government. Aligns objectives and strategic plans with the diversity mission, vision and goals of the organization.
- Develops diversity-related programs, education plans, training and communications directly, as well as engaging outside expertise.
- Creates comprehensive recruitment strategies including advertising plans, outreach, trainings and tracking.
- Designs, develops and implements innovative outreach programs using diversity and inclusion best practices in support of Metro Government's strategic initiatives.
- Researches best practices for full life cycle recruitment programs, with a focus on diversity and inclusion.
- Creates and maintains a qualified candidate pool through frequent contact and notifications of positions.
- Develops social media strategies to position Metro Government as an employer of choice.
- External Metrics: In conjunction with the HR Director, tracks talent acquisition metrics and provides data on a regular basis. Monitors and evaluates effectiveness of programs, and adjusts as needed.
- Internal Metrics: Supports providing monthly and quarterly metrics for the organization's D&I and Equity Dashboard to ensure accountability, tracking, and monitoring of efforts. Ensures ongoing attention to departmental support, benchmarking and best practices with respect to diversity and inclusion based upon the priorities outlined by the Chief Diversity, Equity & Inclusion Officer and HR Director. Periodically assesses, both qualitatively and quantitatively, productivity and success of programs, policies, and services. Prepares periodic reports for presentation to senior leadership. Monitors and evaluates effectiveness of programs, adjusts as needed.
- Collaborates with hiring departments to create diversity and inclusion plans for recruitments as well as ongoing outreach programs. Provides guidance and acts as the subject matter expert.
- Provides training and support to hiring managers or SME's, and search committee members on strategies regarding diversity and inclusion, including inclusion advocacy.
- Ensures compliance with federal, state and local requirements.
- Performs other duties as assigned.

Workforce Diversity Manager
Key Selection Criteria

- The WDM will preferably possess an advanced degree and will have an in-depth knowledge of organizational diversity and inclusion, human development, training and change management; an excellent track record in managing change, and proven experience as an organizational leader and program builder, particularly around initiatives that promote diversity, equity, access, inclusion, and dialogue around social justice. The successful candidate will demonstrate cultural flexibility, be comfortable building relationships of trust with the various communities and constituencies that comprise Metro Government.

- 8 or more years of related experience.

- Strong ability to facilitate training related to cultural competencies and equitable practices.

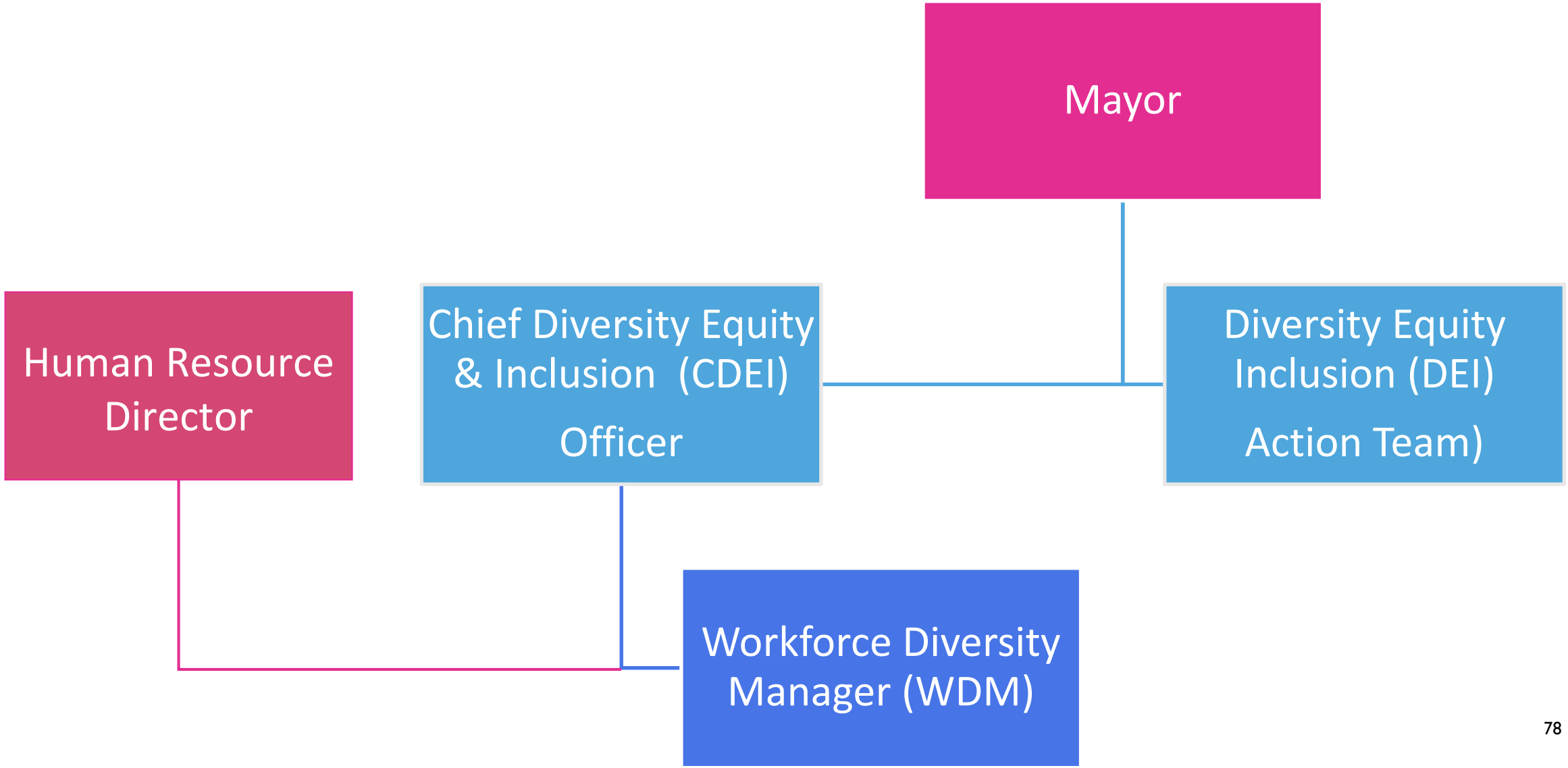
D&I Infrastructure Recommendations

- **Identify and hire new Chief Diversity, Equity & Inclusion Officer.**

- **Identify and hire new Workforce Diversity Manager.**

- **Adopt and execute a change management framework.**
  - **Objective:** Adopt the **GARE** change management framework adopted by all three cities in the Kaleidoscope Group's Benchmarking Study and leveraged in the work of ***Resilient Cities***. (see GARE description below and reference the Benchmarking Study for more details)
    - ❑ **Actions:**
      - Review the Government Alliance Racial Equity **(GARE)** change model.
      - Adjust and align on Metro's specific change management model.
      - Implement change management model internally to executive workforce and workplace goals.
  - **GARE Description:** The GARE framework is an approach that is designed to bring true transformation to the space of racial equity and/or diversity and inclusion. It is a well-developed collaborative product of the highly respected Government Alliance on Race and Equity (GARE) and the Center for Social Inclusion (CSI). GARE is **a "national network of government working to achieve racial equity and advance opportunities for all."** CSI is committed to "dismantling structural racism." In many instances the framework is embedded in the work being done by Organization for Economic and Co-operative Development through its Resilient Cities Process. Metro Nashville is now a part of this groundbreaking group.

Recommended Diversity, Equity & Inclusion Infrastructure



(GARE) Framework Summary
Six Critical Strategies

1. **Use a racial equity framework:** Jurisdictions use a racial equity framework that clearly articulates racial equity, implicit and explicit bias, and individual, institutional and structural racism.
2. **Build organizational capacity:** Jurisdictions need to be committed to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of elected and top officials is critical, changes take place on the ground, and infrastructure that creates racial equity experts and teams throughout local and regional government is necessary.
3. **Implement racial equity tools:** Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. Tools must be used to change the policies, programs and practices that are perpetuating inequities. New policies and programs must also be developed with a racial equity tool.
4. **Be data-driven:** Measurement must take place at two levels – first, to measure the success of specific programmatic and policy changes, and second, to develop baselines, set goals and measure progress towards goals. Use of data in this manner is necessary for accountability.
5. **Partner with other institutions and communities:** The work of local and regional government on racial equity is necessary, but it is not sufficient. To achieve racial equity in the community, local and regional government needs to work in partnership with communities and other institutions to achieve meaningful results.
6. **Operate with urgency and accountability:** While there is often a belief that change is hard and takes time, we have seen repeatedly, that when change is a priority and urgency is felt, change is embraced and can take place quickly. Building in institutional accountability mechanisms via a clear plan of action will allow accountability. Collectively, we must create greater urgency and public will to achieve racial equity.

Source: http://www.racialequityalliance.org/about/our-approach/

Diversity Equity Inclusion (DEI) Action Team *Suggested* Role/Purpose

- Provide operational overlay that governs and guides the execution of DEI Action Team process.
- Promote equity and disparity reduction within City government.
- Provide guidance to all departments as they develop sustainable methods to build capacity in achieving fairness and equity.
- Work with community partners to promote equity and inclusion within Nashville, producing measurable improvements.

INFRASTRUCTURE NEXT STEPS

ACTION	WHO
Replace/Hire Chief Diversity Equity and Inclusion Officer (CDEIO)	Mayor
Approve Workforce Diversity Manager Description (WDM)	CDEI
Hire Workforce Diversity Manager (WDM)	CDEI
Create a *Diversity Equity Inclusion* Action Team for Strategy Implementation • Primary Purpose: *To provide an operational overlay that governs and guides the execution of the DEI Action Team process; Promote equity and disparity reduction within City government.*	CDEI
Meet with Community Action Leader to develop a coordinated Advisor Community Network	WDM

MEASUREMENT

Table of Contents

- PURPOSE
- OVERALL SWOT ANALYSIS
- DETAILED FINDINGS
- TRAINING ASSESSMENT & RECOMMENDATIONS
- INFRASTRUCTURE
- **MEASUREMENT**
- SWOT RECOMMENDATIONS
- STRATEGIC D&I ROADMAP

MEASUREMENT

- Measures & Reports
- KaleidoTrack Understanding
- Baseline Summary

KaleidoScore Measurement System

Reports	Measures
KaleidoScore	D&I Outcomes Improvement or decrease in the outcome measures
KaleidoDash	Annual Performance Achievement against annual goals
KALEIDOTRACK	***PROGRESS*** ***Movement against Best Practice Continuum***
Organizational Outcomes	

KaleidoTrack©

	Infrastructure		Competency		Outcomes
Level 0 Sub-par	Level 1 Foundation	Level 2 Random	Level 3 Embrace	Level 4 Integrate	Level 5 Best Practice
Unaware of D&I Current state/ activities unconsciously producing negative results.	**Baseline Understanding of Status** Basic elements and building blocks established.	**Sporadic Activities Underway** Some activities taking place in the organization.	**Clear Understanding Throughout** Wide involvement, new skills, processes & systems being applied.	**Integral Part of Processes & Systems** All business areas using D&I as a conscious & deliberate catalyst for continued success.	**Achieves Goals** Seen as leader & called upon as an expert on how to get it done.

METRO Baseline Summary

KaleidoTrack©

Stage ICO		Infrastructure		Competency		Outcomes
	Level 0 Sub-par	Level 1 Foundation	Level 2 Random	Level 3 Embrace	Level 4 Integrate	Level 5 Best Practice
Diverse Workforce			X			
Inclusive Workplace			X			

SWOT RECOMMENDATIONS

Table of Contents

- PURPOSE
- OVERALL SWOT ANALYSIS
- DETAILED FINDINGS
- TRAINING ASSESSMENT & RECOMMENDATIONS
- INFRASTRUCTURE
- MEASUREMENT

SWOT RECOMMENDATIONS

- STRATEGIC D&I ROADMAP

SWOT RECOMMENDATIONS

- SWOT & Recommend Actions

Strengths & Weaknesses Recommended Actions

		Strengths	Weaknesses		
Leverage	**Abbreviated Recommended Actions** ❑ Integrated D&I communications plan to internal/external stakeholders in all dimensions associated with Workforce & Workplace (e.g. Employer Brand Campaign, Tour of City Hall Day, internal D&I efforts) ❑ Engage employees in diversity attraction, recruitment & on-boarding, mentoring efforts (e.g. leverage Law Enforcement, New Americans, People of Color & Women) ❑ Integrate respect into the formal values of Metro Nashville	• Employee Benefits & Employer Brand • Leadership Commitment to D&I • Employee Commitment to City Service • Respect among employees is strong overall	• Lack of Fairness & Equity appears in African-American, Native American, transgender, disabled, and 5-20+ year tenured groups • Growth & Development Opportunities • Manager Feedback & Skills across lines of differences • Overall Representation of Women & People of Color is low compared to other gender and racial groups within Metro Nashville • Retention of Women & People of Color • Accountability	**Abbreviated Recommended Actions** ❑ Eliminate disparities and inequities (perceived and real) in all elements associated with Workforce & Workplace ❑ Drive ownership & accountability for results at the department head level ❑ Manager/Supervisor Skill Development (e.g. D&I integrated into Performance Management, Feedback successfully across lines of difference) ❑ Develop a diverse candidate sourcing strategy ❑ Involve and engage employees in improving the culture (e.g. Survey Action Teams) ❑ Leverage external partnerships for development opportunities	Build

Opportunities & Threats Recommended Actions

		Opportunities	Threats		
Capitalize	**Abbreviated Recommended Actions** ❑ Community Engagement Sourcing Strategy ❑ Strategic outcome based partnerships ❑ Utilize Boards & Sponsorships to create interest and enhance awareness of Metro as a place of employment	• Community Partnerships • Fast growing diverse market • Department successes across Metro • Achievement of the Mayor's D&I Vision	• Attraction of the best future talent • Current employees not able to serve a rapidly growing diverse Nashvillian population • Risk of Reputation • National climate impacting the Police departments ability to recruit diverse talent locally	**Abbreviated Recommended Actions** ❑ Conduct a thorough pipeline analysis to understand where candidates are falling out of the hiring and selection process; HRIS ❑ Redefine how Hiring Managers/SMEs/Supervisors interact with the hiring & selection process. ❑ Enhance website usability and access ❑ D&I Awareness & Skills Education and Managing Bias in Talent Decisions ❑ Develop a strategy to address pay disparities and improve wage equity ❑ Collect Exit Interview Data ❑ Equity review of departmental resources (e.g. equipment, training budgets)	Defend

STRATEGIC D&I ROADMAP

Table of Contents

- PURPOSE
- OVERALL SWOT ANALYSIS
- DETAILED FINDINGS
- TRAINING ASSESSMENT & RECOMMENDATIONS
- INFRASTRUCTURE
- MEASUREMENT
- SWOT RECOMMENDATIONS

STRATEGIC D&I ROADMAP

STRATEGIC D&I ROADMAP

- Strategic Framework
- 3 Year Implementation Plan

Strategic Framework

Kaleidoscope Group (KG) Recommends adding the word **"Equity"** to the D&I Mission

D&I and EQUITY MISSION:
Metro Government strives to reflect the diversity of the Nashville community in its hiring practices, contracting and economic development opportunities, and through the delivery of equitable programs, services, and policies by engaging best practice equity and inclusion techniques.

Metro's RFP asks for a recommended "Workforce Diversity Vision" however KG recommends alignment to overall existing D&I Mission & Vision.

How does D&I help drive organization success?

D&I and EQUITY VISION: **Metro Government is an inclusive organization that leverages diversity and fosters equity and inclusion in all aspects of how it functions, engages the community, and delivers services to residents.**

Strategic Areas of Focus

Where will the D&I effort be focused?

Workforce	Workplace
Attract, recruit, develop, promote and retain a diverse government workforce at all levels from all backgrounds	Create an inclusive work culture in Metro Government that encourages and celebrates collaboration, fairness and open contribution thereby positively enhancing individual experiences.

3 Year Strategies

What are you looking to achieve?

1. 2. 3.	1. 2. 3.

KG recommends the enhancements (seen in yellow font) to the existing objectives of workforce and workplace that already existed in Metro's D&I Strategic Blueprint.

Measures of Success

How will we measure success?

What are the keys to sustainable change?

Communication	Education	Accountability

3 Year D&I and Equity Strategy

D&I Equity Mission & Vision

Mission: Metro Government strives to reflect the diversity of the Nashville community in its hiring practices, contracting and economic development opportunities, and through the delivery of equitable programs, services, and policies by engaging best practice equity and inclusion techniques.

Vision: Metro Government is an inclusive organization that leverages diversity and fosters equity and inclusion in all aspects of how it functions, engages the community, and delivers services to residents.

Definitions

Diversity: All of the differences that humans bring to relationships which create the effect of making each perspective unique and individual.

Inclusion: The intentional process of involving those human differences in a way that recognizes their strength and value.

Equity: TBD *(Recommended)*

Case for Change

- The rapid growth and diverse make up of Nashville as a city
- Metro can build a healthy, thriving community if D&I is an intentional focus directly tied to the legacy of the city
- Metro can become the most powerful economic engine in the country
  - The more diverse our government is the more diverse corporations and opportunities will be attracted to our city
  - Our openness to D&I and innovation attracts and retains the best and brightest talent and keeps us relevant
  - Economic opportunity and quality of life

Strategic Areas of Focus

Workforce	Workplace	Community
3 Year Strategies		
1. Enhance community awareness of Metro as a place of employment to attract talent from *all* backgrounds. 2. Establish workforce goals with a focus on growing diversity at the leadership levels. 3. Improve retention of Women and People of Color across Metro	1. Create an advancement infrastructure that ensures equity in promotion opportunities. 2. Increase opportunities and exposure for growth and development. 3. Ensure that employees have the resources they need to perform well in their role	1. TBD 2. TBD 3. TBD Recommended as a Strategic Focus Area to integrate by 2019.
Measures		
• Overall Workforce demographics • Demographics by level • Retention by demographic	• Workforce Engagement by demographic • Fair & Equitable People Processes • Inclusive Leadership	TBD
Communication	**Education**	**Accountability**
2018	**2019**	**2020**

3 Year Implementation Plan

INCLUSIVE ENVIRONMENT

DIVERSE REPRESENTATION

WORKPLACE – INCLUSIVE ENVIRONMENT

Objective: Create an inclusive work culture in Metro Government that encourages and celebrates collaboration, fairness and open contribution thereby positively enhancing individual experiences.

Strategy WP1: Create an advancement infrastructure that ensures equity in promotion opportunities.

Actions	Tactics	Resp.	Involved	Annual Goals
Action WP 1.1: Establish Workplace Inclusion Brand	• Create a workplace mission/vision that explicitly details a culture/working environment that is fair and equitable to all employees regardless of background	Mayor's Office	HR, PIO, Communica-tions, Others TBD	**Done/Not Done** **Done/Not Done** **Red (0-2 emails)** **Yellow (3-5 emails)** **Green (6 emails)**
	• Create an annual communication plan where employees hear the Mayor's thoughts about the work Metro is doing and the progress being made regarding Inclusion	Mayor's Office	HR, PIO, Communica-tions, Others TBD	
	• Send 6 emails from the Mayor per year	Mayor's Office	Press Secretary	
Action WP 1.2: Build an infrastructure that ensures and supports equity in advancement opportunities for employees	• Create 3 clear performance metrics for each department	Dept. Leader	Supervisors	**Red (0)**, **Yellow (1-2)**, **Green 3** **Red - <50%** **Yellow – 50-84%** **Green – 85% - 100%** **Red - <50%** **Yellow – 50-84%** **Green – 85% - 100%** **Done/Not Done**
	Send one monthly email detailing open positions and advancement opportunities (for each department)	Human Resources	Supervisors	
	Create a list of high potential employees that are ready for advancement (each Department)	Dept. Leader	Supervisors	
	HR to review the percentage of diverse candidates meeting the civil service requirements for hiring and promotion	Human Resources	Dept. Leader	
	Develop formalized mentoring program with cross-section minority talent participation	Human Resources & Dept. Leader	Dept. Leader, Middle Manager	

WORKPLACE – INCLUSIVE ENVIRONMENT				
Objective: Create an inclusive work culture in Metro Government that encourages and celebrates collaboration, fairness and open contribution thereby positively enhancing individual experiences.				
Strategy WP2: Increase opportunities and exposure for growth and development.				
Actions	**Tactics**	**Resp.**	**Involved**	**Annual Goals**
Action WP 2.1: Increase growth and development opportunities for employee population	• Create 2 developmental mandates for each department for all employees	Dept. Leader	Human Resources	**Done/Not Done** **Red - <50%** **Yellow – 50-84%** **Green – 85% - 100%**
	• Create and submit an annual professional development plan for each employee	Middle Manager	Human Resources	
	• Create clear descriptions of high and low performers for each role	Middle Manager	Human Resources	
	• Review a set of leadership roles within each department and identify standard skills needed to hold these roles. Then target minority talent with training options that help develop these skills	Human Resources	Department Leader	

WORKPLACE – INCLUSIVE ENVIRONMENT				
Objective: Create an inclusive work culture in Metro Government that encourages and celebrates collaboration, fairness and open contribution thereby positively enhancing individual experiences.				
Strategy WP3: Ensure that employees have the resources they need to perform well in their role.				
Actions	**Tactics**	**Resp.**	**Involved**	**Annual Goal**
Action WP 3.1: Review and enhance resources for optimal productivity	• Perform inventory of current resources available for each Department and submit to Department leader	Middle Manager	Dept. Leader	**Done/Not Done**
	• Take vote on which resources are priority	Middle Manager	Dept. Leader	
	• Select a resource to add and create a budget plan	Middle Manager	Human Resources	

WORKFORCE – DIVERSE REPRESENTATION

Objective: Attract, recruit, develop, promote and retain a diverse government workforce at all levels from all backgrounds.

Strategy WF1: Enhance community awareness of Metro as a place of employment to attract talent from all backgrounds.

Actions	Tactics	Resp.	Involved	Annual Goals
Action WF 1.1: Develop an Employer Brand and leverage it to attract talent from all backgrounds	• Create an Employer Brand Task-force to develop the employer Brand for Metro	HR	TBD	**Done/Not Done** **Red - <5 places/orgs** **Yellow – 5-7 places/orgs** **Green – 8-10 places/orgs** **Red - 0 new hires** **Yellow – 1-2 hires** **Green – 3 or more hires**
	• Engage diverse employee groups to share the new Employer Brand and solicit feedback to enhance.	HR	TBD	
	• Communicate the new Employer Brand internally with leaders (of all levels) and employees.	HR	TBD	
	• Place final Employer Brand on new/enhanced on Metro website (including career/job postings section).	HR	TBD	
	• Place new Employer Brand on all job postings.	HR	TBD	
	• Articulate the final Employer Brand to identified key community partnership organizations.	HR & WDM	TBD	
	• Place new Employer Brand on all Press Releases, invoices, and other relevant material that is used externally.	PIO, Procurement Ldr.	TBD	
Action WF 1.2: Identify key community outcome based partnerships that are diverse in their make-up.	• Establish criteria for selecting strategic outcome based community partnerships. (e.g. establish partnerships with organization representing a demographic gap at Metro)	TBD	TBD	**Red – 0 community partnership** **Yellow – 1 community partnership** **Green – 2 or more community partnerships** **Red – 1-5%** **Yellow – 6-9%** **Green – 10% or more** **Red - 0 new hires** **Yellow – 1-2 hires** **Green – 3 or more hires**
	• Identify key community partnership organizations based on the established criteria.	TBD	TBD	
	• Identify an internal Metro Leader and/or employee to be an Ambassador with the community organization.	TBD	TBD	
	• Develop relationships with the community organizations.	TBD	TBD	
	• Engage the community organizations to articulate the Employer Brand for the City, the type roles/positions needed currently or most frequently and engage the community partners in developing an effective diverse candidate sourcing strategy.	TBD	TBD	

101

WORKFORCE – DIVERSE REPRESENTATION				
Objective: Attract, recruit, develop, promote and retain a diverse government workforce at all levels from all backgrounds.				
Strategy WF2: Establish workforce goals with a focus on growing diversity at the leadership levels.				
Actions	**Tactics**	**Resp.**	**Involved**	**Annual Goals**
Action WF 2.1: Conduct a thorough talent pipeline analysis	• Use HRIS system or work with an outside expert to provide employee data analyzation of workforce gaps/needs to understand and identify where candidates (by demographic groups) are falling out of the hiring and selection process.	HR	TBD	**Done/ Not Done**
	• Map out the current hiring and selection process to better understand overall Metro gaps, challenges and specific departments or positions.	HR	TBD	
Action WF 2.2: Develop an effective diversity recruiting & sourcing strategy.	• Develop a Community Engagement Sourcing Strategy utilizing the identified key community partnerships.	WDM	Mgrs, HR	**Done/Not Done** **Red – 0-2 steps complete** **Yellow – 3-7 steps complete** **Green – 8 steps complete**
	• Engage diverse employee groups to understand how to appropriately attract, recruit and on-board talent. (Leverage Affinity/Employee Resource Groups once established or create a Diversity Recruiting Employee Task-force or solicit employee input on solutions.)	WDM	Mgrs.	
	• Launch an Annual City-wide Career Fair	HR	Dept. Leader	**Done/Not Done**
	• Execute and implement the **8 Stage Workforce Plan** (**Forecast** to understand current state, establish a departmental **Brand**, select specific **Recruitment** and **Retention Strategies**, identify national and local **External Partnerships**, determine specific **Marketing Outreach** efforts, understand **Recruitment Process** and ensure **Training & Development** for staff).	HR	TBD	
Action WF 2.3: Leverage key stakeholders and enhance fairness in the attraction, recruitment, selection and hiring process.	• Identify Metro leaders to become external spokespersons for the Employer Brand. Determine which Departments are at the greatest need to have Ambassadors or Spokespersons based on hiring needs/gaps, talent pipeline analysis and retention data.	WDM	TBD	**Red – <15** **Yellow – 15-39** **Green – 40 or more**
	• Redefine how key stakeholders (Department Heads, SMEs, Managers, Supervisors, HR) interact with the hiring and selection process to ensure fairness and expand internal employee support for open positions/roles.	HR	Dept. Leader SMEs, Mgrs.	***Done/Not Done*** **Red – <30% of open roles** **Yellow – 30-69%** **Green – 70% or more**
	• Establish multiple vehicles to communicate open positions broadly; both within departments and across Metro (for relevant roles/positions).	HR	Mgrs	

WORKFORCE – DIVERSE REPRESENTATION				
Objective: Attract, recruit, develop, promote and retain a diverse government workforce at all levels from all backgrounds.				
Strategy WF3: Improve retention of Women and People of Color across Metro.				
Actions	**Tactics**	**Resp.**	**Involved**	**Annual Goals**
Action WF 3.1: Develop a Metro Retention Strategy for at risk employee demographic groups.	Validate the key demographic groups and departments of focus. (e.g. Women, People of Color and Police Department) as a result of the D&I report, Workforce demographics and talent pipeline analysis.	HR	TBD	**Retention analysis completed** **Launch of Retention Strategy** **# of employees with a development plan.** **Retention employees identified**
	Engage the validated diverse employee groups to understand how to appropriately attract, recruit, on-board and retain talent.	WDM	TBD	
	Launch Affinity or Employee Resource Groups for each demographic group identified.	WDM	TBD	
	Conduct a brief succession planning analysis that identifies all organizational high potentials and assess the demographic diversity of those individuals and ensure all have a development plans.	HR	Dept. Heads	
	Establish a budget and other resources as needed to support the development plans.	HR	Mayors Office	
Action WF 3.2: Eliminate disparities and inequities (perceived and real)	Develop a strategy to address pay disparities and improve wage equity.	TBD	TBD	**Completed Implementation of Employee Survey**
	Conduct an equity review of departmental resources (e.g. equipment, training and leadership development budgets)			

Additional Recommended Strategies

- Establish a D&I and Equity "Community" Strategic Focus Area.
- Determine the specific objective, strategy, actions and tactics for Community; as well as owners, involvement and timeline.
- Develop a mentorship and sponsorship program.
- Expand retention program *(once established)*.
- Improve diverse representation at the leadership level – specific measures and initiatives TBD.
- Improve engagement and perceptions of Inclusion - Conduct another engagement/D&I survey.

THE KALEIDOSCOPE GROUP

Your Full Service Diversity & Inclusion Partner

Thank You!

416 W. Ontario Street
Chicago, IL 60654
312-274-9000
www.kgdiversity.com

APPENDIX

Table of Contents

- PURPOSE
- OVERALL SWOT ANALYSIS
- DETAILED FINDINGS
- TRAINING ASSESSMENT & RECOMMENDATIONS
- INFRASTRUCTURE
- MEASUREMENT
- SWOT RECOMMENDATIONS
- STRATEGIC D&I ROADMAP

APPENDIX

APPENDIX

- Metro Nashville Scorecard

Metro Nashville Scorecard

METRO WORKPLACE BASELINE

KaleidoScore ©

Stage ICO		Infrastructure		Competency		Outcomes
	Level 0 Sub-par	Level 1 Foundation	Level 2 Random	Level 3 Embrace	Level 4 Integrate	Level 5 Best Practice
Workplace Outcome Measures	Workplace Engagement by demographic Fair & Equitable People Processes Inclusive Leadership					
Workplace engagement by demographics	No understanding of engagement by demographics	Baseline understanding of engagement by demographics	Engagement by demographic activities in certain business units	Engagement by demographics plan for all Directors	Engagement by demographics for all Directors in Perf Plan	Engagement by demographics in parity with mainstream organization
Fair and Equitable People Processes	No understanding of pp fairness level	Baseline understanding of pp fairness level	PP fairness activities in certain business units	PP equity plan for all Directors	PP equity plan for all Directors in Perf Plan	PP equity rated outstanding for all populations
Inclusive Leadership	No understanding of the level of Inclusive Leadership	Baseline understanding of the level of Inclusive Leadership	Inclusive Leadership development in certain business units	Inclusive Leadership development plan for all people leaders	Inclusive Leadership development in performance plan for all people leaders	Inclusive Leadership index rated in high percentile across the organization

METRO WORKPLACE BASELINE

KaleidoScore ©

Stage ICO		Infrastructure		Competency		Outcomes
	Level 0 Sub-par	Level 1 Foundation	Level 2 Random	Level 3 Embrace	Level 4 Integrate	Level 5 Best Practice
Workplace Outcome Measures	Workplace Engagement by demographic Fair & Equitable People Processes Inclusive Leadership					
Workplace engagement by demographics		X				
Fair and Equitable People Processes			X			
Inclusive Leadership		X				

METRO WORKFORCE BASELINE

KaleidoScore ©

Stage ICO		Infrastructure		Competency		Outcomes
	Level 0 Sub-par	Level 1 Foundation	Level 2 Random	Level 3 Embrace	Level 4 Integrate	Level 5 Best Practice
Workforce Outcome Measures	Create Overall Workforce demographics Create Demographics by level Retain by demographic					
Overall Workforce demographics	No understanding of workforce demographics	Baseline understanding of workforce demographics	Diverse workforce activities in certain business units	Diverse workforce objective for all Directors	Diverse Workforce Plan for all Directors in Perf Plan	Diverse workforce throughout the organization
Demographics by level	No understanding of workforce demographics by level	Baseline understanding of workforce demographics by level	Diverse workforce activities in certain business units for leadership levels	Diverse workforce Senior Level objective for all Vice Presidents	Diverse workforce Senior Level objective for all Vice Presidents in Perf Plan	Diverse workforce throughout the organization at all levels
Retention by demographic	No understanding of workforce retention	Baseline understanding of workforce retention	Diverse workforce activities in certain business units for workforce retention	Diverse workforce objective for all Directors for workforce retention	Diverse Workforce Retention Plan for all Directors in Perf Plan	Diverse workforce retention in parity with mainstream \organization

METRO WORKFORCE BASELINE

KaleidoScore ©

Stage ICO		Infrastructure		Competency		Outcomes
	Level 0 Sub-par	Level 1 Foundation	Level 2 Random	Level 3 Embrace	Level 4 Integrate	Level 5 Best Practice
Workforce Outcome Measures	Create Overall Workforce demographics Create Demographics by level Retain by demographic					
Overall Workforce demographics			X			
Demographics by level		X				
Retention by demographic		X				