

Roadblocks	Perceived Problems	Know How Apply	Have Applied Metro	Why Not Applied	Increase Diverse Candidates Suggestions	Best Practices Suggestions	Best Practices Observed	DOB	Race	Gender	Zip	Neighborhood	Added Date
The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
N/a	N/A	Yes	Yes		On the evaluation of application forms, more candidates from diverse population should be called for interview. At the same time, there should be representation from diverse population in Metro jobs. The evaluation of the candidature should be made through a scoring procedure. The scoring should be done on the basis of academic degrees and work experience.	For promotion and advancement of the Metro employees there should be a scoring policy. This scoring procedure should be implemented on the basis of academic degrees, work experience, and professional efficiency.	To increase the representation of diverse population in Metro jobs, there should be reservation or quota policy for the minorities and immigrants.	1/15/1965	Asian	Male	37211	Stone Creek Park	3/9/2015
Maybe Metro should have more on the job training programs that would give the organization a more diverse workforce. This would also give the organization just what they need in an employee.	Lack of training offered as a tool to get employees in. The program should be paid. At a ninety day trail period. This gives perspective employees a chance and maybe give the organization some prize candidates.	Yes	Yes		Recruit from the High Schools and Universities. Also recruit from the churches.	90 day evaluations. Embracing the employee. Not being critical but bringing out the employees gifts and talents. This would make an employee excited about being a part of the team. This would also make the organization thrive.	We all bring different gifts and talents to the table. We are different but we all need basically the same things, to be respected for what we do and can bring to the table. For our achievements and accomplishments. To be considered for these things, no matter what side of the tracts we are from.	6/19/1956	African American	Female	37115	Madison	3/10/2015
People do not see their own bias and do not want to change. The fact that the original advisory committee was almost completely white and mostly male belies the very problem which it was conceived to address.	My particular department of Metro government is rather diverse at the entry level. There are few advancement opportunities to those who are disadvantaged by their race, gender and socioeconomic background. People tend to hire those like themselves and those who already have connections. These connections are extremely difficult to make across barriers. For example, white people went to school with white people and to church with white people so those are the names they recognize and trust when reviewing applicants. I personally heard about my Metro job from a mutual acquaintance of someone already in the organization. People with certain types of privilege look better on an application to some hiring managers.	Yes	Yes		Advertise much more widely, work with Metro high schools for entry level candidates. Job fairs in various communities and schools. The most important issue, though, is advancement rather than initial recruitment.	Intentional mentoring of all non-supervisory employees. What are their strengths, long term goals? Create clear, advertised career advancement pathways with information on how to perform to be eligible for these opportunities. Mandatory intensive training for supervisors to recognize their implicit biases. Review of all departments with low numbers of women and minorities in upper level positions to determine if changes need to be made then create a written plan for long term reduction in bias.		6/9/1978	white	female	37214	Donelson	3/10/2015
Communicating job openings more widely in the community.	It seems like you have to know someone in Metro to get a job with Metro.	Yes	Yes		Job fairs within the different community areas with the ability to fill out an application at the job fair.	Isn't the civil service system supposed to achieve this goal?							3/11/2015
Language barriers, unwillingness to use civil service lists for hiring and the lack of knowledge about how to apply for a Metro job.	See above.	Yes	Yes		Make use of the civil service lists instead of nepotism. Stop hiring unqualified people because of friendships. Require language proficiency in 2 languages for certain positions.	Evaluations based on specific measurable goals rather than general, unmeasurable goals.	Requirement of specific skills (ability to speak a foreign language and understand the culture of a particular group.)		Black	Female	37209	Sylvan Heights	3/11/2015
Too many relatives already employed in KEY jobs with years of service that are White.	Top down Leaders need training and must be committed to making the necessary changes	Yes	No	I am retired from another State, but have lived in Nashville for some years.	Have Department Heads get outside assistance from Professional search firm to help locate and identify candidates.	Have Department heads create the same type of criteria that is across all Metro Departments and used for ALL promotions/advancements. Every Metro Department use one set of guidelines.	No	3/23/2045	Black	Male	37207	Haynes Heights Area	3/12/2015
policies excluding the formerly incarcerated (who return to Nashville by the thousands each year) from consideration for hire	limited solicitation of candidates for employ;	No	No	unfamiliar with process including position available	partner with local agencies serving the hard-to-employ and underemployed eliminate application questions pertaining to applicant's criminal background	internal posting of all positions; candidate screening and review by committee	express to community value of diversity and actively market to minority groups employment opportunities.	1/31/1981	white	male	37210	SoBro	3/13/2015
cronyism nepotism A lack of identity for Metro General Government	A lack of recruitment from area trade schools, colleges and universities	Yes	Yes		Be intentional about recruiting minorities Incentives for departments that create a diverse workforce Penalize those departments that don't have a diverse workforce	Create incentives for departments that have a diverse workforce in upper management Research other cities who have a diverse workforce		8/19/1956	black	male	37204	Antioch	3/13/2015
To achieve diversity and inclusion, Metro must be intentional about it. The Advisory Committee members and Metro employees are going to have to make a commitment to go beyond status quo. It could mean reallocation of some budget items, new ideas, no excuses. Change is difficult for some people.	I would like to see Metro identify, count, and measure other minority employees - LGBT, veterans, disability status.	Yes	Yes		Develop relationships with minority Chambers of Commerce in the area or other organizations that serve minority populations or have physical space. If you want more Hispanics in your candidate pool, work with the 2 Chambers to educate their communities, post Metro jobs on their websites, have Metro representatives attend their events. Put Metro applications, in Spanish, at Casa Azafran. Hold a job fair at Casa Azafran. Have a booth at a Cinco de Mayo Festival.	Cultural inclusion training for your leadership, so they understand the value of diversity when they are making hiring and promoting decisions. That cultural IQ training will also make it easier for leaders to mentor a diverse group of mentees. If white male leaders are only mentoring young white employees, then that will hurt diversity. However if mentors mentor someone who is different than them - race, religion, veteran status, etc - then the mentoring relationship will be reciprocal. The mentor becomes the mentee sometimes.	One thing I see being very effective at our larger employers is Employee Resource Groups. I work with LGBT ERG's at Nissan, Dollar General, 5/3 Bank, and others. Members of those ERG's are more engaged. Happy employees recruit more employees from their communities. ERG's can do the bulk of your community outreach. ERG's help senior leadership identify talent. For example, an ERG must have an executive sponsor. The executive might work on a project or communicate more with one of the ERG leaders, whose paths may have never crossed, otherwise. The employee might have a role at work where they would not be noticed, but their skills with the ERG make them stand out. Employee Resource Groups are very effective at raising awareness, educating fellow employees, and dismantling stereotypes. They do some of your cultural IQ training for you.	4/24/1969	White	Female	37206	East Nashville	3/14/2015
Not recruiting minorities.	The persons in charge are not minorities.	No	No	I would have better chance getting a job in other industries than with the government.	Recruit using minority publications	No	No		Black	Male	37027		3/14/2015
I have been told that some long entrenched department heads do not truly embrace diversity. Additionally, it is a serious problem that Metro department heads that are appointed by the Mayor are mostly white males. I don't think there are any black males.	Metro is not viewed as an employer that values diversity. Candidates are sometimes discouraged to apply by other minorities that are employed there. Externally, Metro is viewed as one that values nepotism and cronyism over qualifications. Metro is also not viewed as an employer that values its employees. There are few raises and little training and development is available. When training and development is made available, I have been told that it is only for a select few. This is a serious turn off for a young professional.	Yes	No		The Human Resources department appears to be weak on recruitment efforts and their outreach efforts need a complete overhaul. Strategies are dated and stale (e.g. college fairs). Get an outsider from a private company engaged to provide a fresh perspective and insight.	see above. Consult professionals who know how to get it right. Metro's existing strategies seem to be focused on tools from the 1980's.	Appointment of Chief Diversity Officer reporting directly to Mayor with power to implement change and hold people accountable would be great start. This person will not be successful if buried inside of a department.		Black	Male	37013		3/15/2015
Diversity is here in Nashville but does the diverse population have a strong desire to learn the English language and customs.	see above	Yes	Yes		More free English speaking classes offered at schools in the evenings in different areas of town	Monitoring of hiring practices by rotating other metro departments ex. Water Dept. would monitor NES, MAC would monitor Metro Action. The larger agencies would monitor the large agencies, the smaller agencies would monitor the smaller agencies. Also rotate the agencies to avoid collaborating.	Metro Departments need to mirror the population they serve. Therefore actively recruit potential employees by going where the potential candidates are mosques, churches, community centers and social clubs.						3/15/2015
Minorities have to be more educated than their white counterpart.	different rules for different players.	No	No	Retired Federal Government worker.	Make application easier to complete.	Don't have the person already picked before the job posting.	Hiring or promoting the best qualified person.	10/13/1938	Black	Male	37207		3/15/2015

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inferior education in public schools. a local and state prison system that continues to create poverty instead of educating offenders and allowing them to be employed in Metro government.	lack of qualified candidates, lack of value in ongoing learning lifelong as a cultural and city ethic and priority. rather than doing less doing more to achieve a higher status in one's life and community. roadblocks created by the Metro justice system to prevent juvenile delinquents and ex prisoners from getting identification, library cards, equal access to employment and advancement. The system creates second class citizens which burden our budget instead of create reliable talent for the future.	Yes	No	the positions and descriptions are too rigid, cookie cutter, cubby hole, for the talents I am able to offer.	a public awareness campaign targeted towards minority education for candidates you wish to attract. develop a metro mentorship program where public employees representing the minorities you wish to attract speak at public and private schools, and before local businesses, and in Metro county jails, to attract attention, innovation, for the top minority students, or prisoners to ensure them a solid education, & a job when they graduate, or are released with Metro -). I also recommend in-house continuing education classes to change departmental dead wood mentality, where people try to get by doing less, rather than more in their positions and Metro careers. maybe develop more of a career mentality with Metro rather than a cubbyhole Limited position.	continuing in-house education, developing a panel of Metro employees who are outstanding in their departments to mentor talent in their divisions, mentor the families of the employees who show promise, mentor their local schools, and specifically target minority populations for generations to come in metro' s future.	I see volunteers at Metro recreation centers and schools but do not know which best practices are currently employed.	1/1/1950	w	m	37210	woodbine	3/17/2015
Old habits, old ways of doing business.....	I don't see any problem with doing this, except it means doing something different	Yes	Yes		Have metro leadership (department heads) go public in the press about their commitment to increasing diversity in metro employment. Reach out to HBCU's, job fairs.	Anonymous applications for promotions Require ample time (at least 3 weeks) between posting a job and deadline for applications	After hiring, hiring officers explain the reasons for hiring a non-minority. At Vanderbilt this used to be done when there was a big effort to increase minority hiring. The manager who made the hiring decision completed a simple form, noting the number of minority candidates who were interviewed, and if none were hired, why not	5/21/1947	white	female	37210	Woodbine	3/17/2015
Unwillingness to consider those with a felony record for employment. A disproportionate number of blacks and Hispanics have a felony record as compared to their white counterparts.	Rejecting all who have a felony record has a disproportionate affect on minorities.	No	No	Did not know how to apply or how to find job openings.	Consider those with a criminal record on a case by case basis. Target recruiting toward those groups who qualify an employer for the Work Opportunity Tax Credit. The mayor should send the message to employers in the county that part of having safe neighborhoods is to employ even those with a criminal record. When an offender works they are much less likely to commit new crimes.	Promote on the basis of how well the person does the job.		5/19/1962	Caucasian	Male	37207	Bellshire	3/18/2015
none	for employees with a disability - unrealistic view by supervisor that enormous accommodations will be needed.	No	No	already have a job	recruitment, clear, efficient application process	Metro needs to hire an accessibility expert, on staff, perhaps in the planning department, to both facilitate hiring of employees with a disability, to facilitate city-wide accessibility for people with a disability and older Nashvillians and to consult with each of the city's special programs to facilitate accessibility. Please, please, please consider!!	* internships that target minorities, culturally diverse populations * job fairs *recruitment on local college campuses	1/1/1949	W	F	37206	East Nashville	3/19/2015
Attitudes towards diversity among some supervisors. The are some who do not think that transgender employees should serve in their agencies.	Lack of outreach to the transgender community. There are lots of talented people who would enjoy a job in Metro Government.	Yes	Yes		Outreach to the transgender community.	Make sure that all supervisors overseeing hiring and promotion are aware of the meaning of the 2009 non discrimination ordinance, as well as the significance of rulings regarding Title VII of the Civil Rights Act of 1964 for trans people from the U.S. 6th Circuit court of Appeals and the EEOC.		10/3/1958	African American	Female	37205	Hillwood	3/20/2015
None	none	Yes	Yes		None, the city should hire the most qualified regardless of race etc.	Promote the most qualified regardless of race etc.	hire the most qualified, and ignore race ð€" then you will truly be diverse		Does it matter?	does that matter either?	37209	West Nashville	3/24/2015
The most visible Offices don't seem open yo diverse candidates. Almost nepotistic. positions having a perception of no opportunity for advancement.	Metro, like any employer, has to encourage empower and lead a culture that values capable and knowledgeable candidates who don't always look like the current staff. I'm from a small town and Nashville's govt staff looks very similar: only older white men and women and young white men from prestigious institutions have high level positions and positions of influence.	Yes	No	I have a master's degree in public administration with N emphasis in public police and I haven't seen open positions that match my skills, interests or experience. And I am not willing to apply for lower paying positions that would offer me experience because there seems to be no opportunity for advancement	Change the culture. until that changes recruiting efforts will be fruitless	Benchmark corporate entities and partner with them on their diversity efforts. companies like Coca-Cola; Dell; Boeing and others.	Not at Metro. but companies who are good at it or are improving start and nurture affiliate groups; nurture and mentor up and coming strong candidates; top executives support the affiliate groups and lead by example	3/24/1965	African American	female	37207	village by the creek.	3/25/2015
Thank you for the opportunity to participate. I will take this chance to speak as frankly as possible. With all due respect, I see this survey itself is indicative of a roadblock to Metro employing a more diverse workforce..I imagine this survey will get very few meaningful responses due to the overview language and presentation. It screams, "help us comply with our new self-imposed requirements/regulations." It does not communicate well Metro's purpose, perceived value, or hopeful desire. All of this amounts to the roadblock of indifference and a sense of fixing something that doesn't seem to be broken. An alternative could be: Recently Metro began an initiative to improve its ability to serve its citizens. One of the ways we intend to do this is through diversity. We want to hire and develop all the citizens of Nashville, allowing all who are interested to serve in civic positions. Building a diverse team is one of our top priorities. Please help us accomplish our goal by taking 15 mins to respond to the questions below. Please be frank and honest in providing feedback	Unconscious biases exist in all people, it's a scientific proven fact. This is not a bad thing change. However, it is a thing to counteract once you are aware of it. Refusing to acknowledge or counteract your unconscious biases makes you culpable to the isolation and one-sidedness it creates. Nepotism - the ability to hire less than qualified persons for positions and then train them "after" they get the job. Hiring persons versus hiring committees - when a single person is responsible for selections, unconscious biases and isolation problems are drastically multiplied.	Yes	Yes	N/A	An employer as large and consistent as Metro must create its own training initiatives for diverse candidates. Here's why: Since the salaries associated with many Metro jobs seem to hover at or near the living wage range, Metro can't compete for the top 50% of diverse talent in or attracted to Nashville. Why? Simple, there are many other companies looking to build a healthy and diverse workforce, who can pay more for the more qualified candidates. Thus, very few minority candidates with college or graduate level education willing to take a lower salary in Metro when they are qualified to earn more elsewhere. This leaves the other 50% of educated and diverse candidates who are currently not attracted or attractive to Metro. Unless Metro's approach is creative and unique (setting it apart from the other jobs in the same salary ranges: medical admin, education, and corporate line management). An independent training or seminar approach by Metro can increase its visibility- making it more attractive.	I recommend reading "The Loudest Duck". In America - the squeaky wheel gets the grease. In Eastern Countries- the loudest duck gets shot! This book will identify how our unconscious biases impact our work and leadership style. How many ducks are being passed over for promotions because they aren't wheels?	Sincerity and Measurable objectives that are created and supported among the top level of leadership.	1/6/1981	African	Male	37208	Salemtown	3/26/2015
None	None	Yes	No	Fuck the government- that's why.	Give the best candidate the job. Period. Diversity isn't as important as getting the job done properly.	Yeah - treat employees like they matter, and they will.	I don't focus on BS at like diversity at work. I focus on work.	10/28/1987	-	-	37135	Green Hills	3/26/2015
The inability to identify qualified diversity leadership. Such qualifications should not be measured by degrees or income inasmuch passion for equality and an understanding of how diversity connects communities and the economic climate in Nashville.	The perceived problem is a lack of understanding and therefore care. How can one care if one does not know or perceive a "problem" exist? What is viewed as a problem to one group is often times viewed as "the ways things are or ought to be" by another.	No	No	I have not been made aware of any such job that would fit my life's purpose and passion. If there were such a position, existing or created, I would sincerely consider taking an active leadership role.	Make a serious investment in diversity and inclusion e.g. education (financial literacy), innovation, entrepreneurialism, etc., as well promote leaders who understand the importance and value of diversity.	I suggest setting 21st Century diversity goals that include equal promotion and advancement among minority workers. A "hand-out" goal oriented program or policy approach will not work or carry sustainability. However, a hand-up approach will foster leaders and an even playing field. Lastly, as best possible, insure such goals are monitored and measured, as well increase over time.	I suggest inviting diverse representatives from both the public and private sector to assist with the creation and implementation of best practices. Equally, I suggest Metro officials tour municipalities like the city of Atlanta whereby they may see how a municipality is governed by a predominately diverse workforce. Such persons are not relegated to service jobs, but jobs that emanate leadership there.	8/15/1966	African-American	Male	37075		3/26/2015

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Southern ways. People from outside the south are viewed as aggressive, too opinionated, too know it all. Too many old timers still in workforce who can't accept a younger person being in charge or a woman. When did public works, codes, water and sewer, finance, mdha, fire, etc have a woman dept head? Never. A woman 2nd in command, only finance, sort of. Women dept heads are general scvs - excellent and library. Not even education! Issue is not race, not gender even. It is all about power - and women and younger people are not embraced by the culture.	Old timers. Gays are very accepted in metro. Metro does need more Latinos who are bi-lingual. And more bi-lingual speakers. No dept division that directly serves the public should have no bi-lingual speakers.	Yes	Yes			Make it part of every director's perf evaluation that every employee shall have a performance evaluation completed each year. And if they don't, they lose pay. Their failure to manage means others are losing opportunities to improve and advance. If some get reviewed and others don't then some are going to get in trouble while others aren't on the radar screen because they were never evaluated. Require all depts to divide up training resources so every employee gets \$200 every other year to off-set training. Otherwise, training funds get sucked up by a few. Require a report from every dept head showing spent \$ on employee training, actual amount and for what growth.			White	Female	37215		3/27/2015
White male bottlenecks in most departments	Transparent application process d/not seem to exist	Yes	No	The qualifications of decision makers (low) keeps highly educated candidates from applying...	Demonstrate that there is inclusion at the top of Metro departments (decision-makers)	I suggest that the pipeline be thoroughly examined...	Shelby County Government reflects the demographics of the surrounding area		Black	male			3/27/2015
Education and experience	Inability to handle all the necessary work without adding additional staff while minority employees learn the skills to handle the work.	Yes	Yes		Free training programs at various days, hours, and locations to provide all those interested a convenient way to acquire basic skills such as basic writing (including handwriting), language and grammar, human relations, motivation, confidence and technical skills to succeed when hired.	First, lose the term "best practices", it sounds like a crutch for avoiding real solutions. Second, if they have the basic skills above, they will have the opportunity to succeed. There is no ensuring everyone the same opportunity to advance. Each case will depend on the circumstances and motivation. Better skills will give employees and their employer confidence and motivation.	A positive attitude by applicants and employers.	1/1/1950	white	female			3/27/2015
The problem is the same as it has always been, which is minorities do not have enough of a voice in the hiring/promotion decision making. Minorities under the current situation are forced to take the attitude of "I will just try to get myself into the highest position", because I have no real say so, when it comes to hiring/promotions in this Government.	From my point of view, there is no problem. The workforce should reflect the population as a whole.	Yes	Yes		A greater effort to publicize job openings, and to let minorities know that if they are qualified, they have a real chance of being hired. Even if they do not know someone of influence.			3/3/1961	Black	Male	37207	Nocturne Forest	3/27/2015
None.	Not enough qualified candidates.	Yes	Yes		None. Only the most qualified candidates should occupy these positions, regardless of race. The color of one's skin has no bearing on one's ability to perform the job.	Advertise the position and let the best candidates come forward.	No need to artificially increase diversity.	12/29/1978	White	Male	37013	Antioch	3/27/2015
Metro must recognize degrees from foreign colleges and universities. We have a growing number of foreign born people in our community who are well educated through foreign institutions.	As unemployment rates decline Metro must seek ways to streamline the entire HR hiring process. The current process is far too linear. Steps in the process should be more concurrent. With the improved economy, the Metro hiring freeze should be lifted. If the position is budgeted let department heads fill vacant positions according to Finance and HR guidelines. The Metro process of simply posting positions needs to expand into intentional recruitment of diversity applicants. We are losing good applicants who take other jobs while we are still stuck in lock-step processes that do not add value to the end result.	Yes	Yes		Recruit and fill positions more quickly.	For professional positions or positions require college or graduate degrees offer scholarships to "grow our own" diversity employees into higher level positions. Offer conditional advancement with timelines by which educational degrees must be achieved and/or recognize experience in lieu of formal education and degrees. Offer language improvement training for diversity hires. Accents are sometimes a reason public facing applicants may get overlooked.		3/30/1951	white	male	37013	Antioch	3/27/2015
Qualifications are important to having an efficient work force. Many of the minority communities don't have the same educational opportunities as largely white communities. It's slowly changing but not quickly enough.	One problem would be that the best candidate for a specific job might be passed over because they don't meet certain racial or gender criteria. Departments should always have the freedom to hire the most qualified candidate, but as a city we should build better opportunities for minorities so that they can have the same chance at being qualified.	Yes	Yes		Hosting a Metro sponsored job fair in minority communities.	Having a diverse impartial board of citizens review recommendations by departments for promotions or new hires to ensure there isn't any institutional discrimination coming from the hiring authority.	I have noticed that when metro departments are interviewing candidates for an open position, they are required to interview a certain amount of veterans. Perhaps the same type of requirement could be implemented for race and gender.	7/16/1982	White	Male	37115	Madison	3/27/2015
Language for one. If English would be the official language to work for a government in America it would be an easier transition and probably save funds.	Terminated and retired from Metro Government. I speak from inside knowledge of diversity! Those of color were required to do less due to the fear of management of lawsuits. The system of all being treated the same do not, and never work in government. Whether the thought is "sour grapes" is not true. I loved my position with Metro and performed the work with diligence and a work ethic. Now, looking back and happily retired I see the huge difference in the manner in which employees are treated and what the expectations are if that employee is diverse. Heads turn a blind eye to the inefficiency. Many are using Metro funds, equipment, and time to work on their personal endeavors. If Metro was interested in truly making the work force diverse, politics and fear would be taken away. There are even departments with no diversity, and that seems to be acceptable, especially if the Director is backed by the Mayor and flies under the radar. I am a firm believer in equal treatment and I accepted my failures. However, no one in Metro government that is in a top level position will ever make a level playing field!	Yes	Yes		For the most part, this would require lowering the standards, which is a sad state of affairs.	Take out the political fear, have the fortitude to "MANAGE" all equally. Have respect but not trembling fear of the phrase-"well, this came from the Council." What can they possibly know of the everyday workings in the rank and file.		1/17/1944	Caucasian	Male	37214	Donelson-Rivers Edge	3/27/2015

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The legitimate willingness to hire by those in charge. African-Americans are relegated to low end paying jobs, i.e., custodians, food workers, etc., to the extent those jobs have not been farmed out to private businesses. Given the number of universities with qualified graduates, a diverse workforce can easily be accomplished with a genuine effort.	Job opportunities are often governed by family and friends being hired by those in charge or employed by the agencies. Previous history of Nashville was often governed by the "good old boys network". Since many black citizens aren't in the above categories, prior knowledge of job availabilities and internal relationships, efforts at employment are stifled and positions filled before a real opportunity presents itself.	Yes	No	Likelihood of employment in positions of real opportunity slim.	Utilize the sources which have made Nashville unique and progressive in this state. Advise the career centers at the area universities and specifically at the African-American universities. Develop internships in various governmental departments with the universities to identify early candidates who will benefit from the exposure and a comfort level for possible future positions.	Take a realistic approach to the issue. If there are 50 employees in an area of government and all are white, there is a problem. Encourage management to diversify the department. Make this part of the annual evaluation of their position. Eliminate the horrible excuse: "I couldn't find any qualified minorities". Equally important is that diversity does not mean one out of 50 employees. Do not simply rest on the notion that we put an add in the black newspaper. That is only a start. Identify the professional black associations and organizations who have tremendous resources and information on potential candidates. Our churches have their place, however, there are black citizens who are skilled in numerous areas and possess the capacity as others are given to master areas if given the opportunity. Instead they are comforted by a legacy of exclusion and frustration.	Hire a professional who legitimately can rectify the problem. Not a friend, not a company who always does business with the city, not someone who can be held up as "see we hired somebody". Someone who will be intentional on rectifying the problem, as if it were a disease for which a cure must be developed and its symptoms eradicated. We have an opportunity to make Nashville the example for the state and the south. It is not a new role for our city; we have led before on issues of race.	9/10/1950	Black	male	37218	Bordeaux	3/27/2015
Hiring practices need to be redeveloped to interest a more diverse population. The good old boy network needs to be dissolved. It is also used for promotions and pay grades. White men generally earn more money. They also are promoted and advanced in terms of time. As a female employee with a graduate degree I earn according to your data base less than my white counter parts. The information's was posted on nashville.gov the pay is unequal. I have been a seasoned employee for 25 plus years. Many times I have been told by management "I should be thankful I have an job". Develop mentorship for promotional staff. Employees who want to be managers should have a process. It should not be your church member is looking for a job and he get hired over seasoned staff. I work at the Health Department with a EMT that is nearly all white men. Just recently the only minority was promoted and one of the white men told her he did want her to have the job. Staff with advanced education are picked over many times and it is ok. One person received there job because the person liked their father and he wanted to be sure his daughter was hired before he retired. Needless to say she is a white female. A Black male with a Master Degree in Public Health was overlooked needless to say a military background. This person had no experience in the job but was given the opportunity to learn on the job. The expectation is minorities need experience and are not given the learning curb nor the opportunity. We have a public relation coordinator with a degree exercise. Several staff members have degrees in mass communication did not have the opportunity of working with that department for a year. It is things like that makes Metro look like a non diverse work. Metro is very white privileged	The diverse workforce is just picked over and higher paying jobs are offered to whites males and lower paying jobs are offered to the minority groups. The good old boy system is still in place and until the network is dissolved there will be a problem in hiring. Also nepotism is rapid in the different departments. Traditional employees do not work well with younger work force millennium they are not going to wait 20 years for a promotions. Nor will they fit into the good old boy network they are the work force of Hip Hop and lack key kids.	Yes	Yes		Reduce some of the experience requirements all jobs have to have some training even a physician has to be an intern at some point and time. Treat your employees like humans with such a focus on animals what about humans. We pick up animals for anything who picks up people. The family on the side of the road with no where to go sleeps in the park. We take local dollars to house more animals than humans. Most of the funding is local dollars for Animal Control.	Have a diverse panel for interviews allow room for error. Remove the good old boy network. All applicants and employees should be under civil service as to employment rules. Have room for growth an applicant should be able to see a path not a dead end due to a birth of the person race. Level the ground.	HCA and Vanderbilt are diverse from a public viewing and it looks like the employees are happy. Look with in the pool of employees already working for Metro. Many times Metro seeks outside applicants for employment. Take employee complaints serious not just move it under the table. It it area looks all white and some diversity.	9/7/1958	Black	Female	37207	Clayville Station	3/27/2015
Why would there be roadblocks! You would think the community would have open arms in being able to learn from each other's backgrounds and what makes everyone embrace another person's race, creed, religion and ethnicity. It's like a huge pot of gumbo, the more variety, the better it makes Nashville, TN and prafully the surrounding communities.	Variety is the spice of life, even in the workforce.	Yes	No	I am gainfully employed, I might apply and see what happens. Wish me good luck on my new endeavor.	My suggestion would be to seek the most experience or eager to learn candidate, Someone that has awesome working skills, exceptional interpersonal stamina and superior work ethnics.	My dad, would always say that life wasn't always FAIR. So, let's try to have an open mind and be FAIR in the selection process. You do not have to know the individual personally to hire them. Keep favoritism, and the other ism's out of the selection process.	Yes, having an open door policy would help in communicating with all employees and keeping the environment HONEST.	8/20/1964	Black	Female	37243	Priest Lake	3/27/2015
none if hiring is for the most qualified person applying	many. It will always be impossible to hire fairly unless the job goes to the most qualified applicant	No	No	no one ever asked me	allow all Americans to apply and hire the most qualified available		diversity should only become a byproduct of hiring talented applicants	6/1/2036	Caucasian	male	37217	southeast Nashville	3/27/2015
None, I feel we have a diverse group of people that can fill the positions here in the Nashville area.	Cultural differences and language barriers.	Yes			Continue to maintain a diverse mix of employees, throughout government, so that others will feel that they should apply and can secure a Metro Government Job.	A panel to review why employees are not being promoted/advanced in their jobs. There has to be a way to ensure a level of fairness in hiring, promoting, etc.	Recruitment at schools with a great diverse population and at (HBCs)historically black colleges.	10/17/1958	Black	Female	37135	Nolensville	3/27/2015
Nashville demographics Perception about working for Metro government - need to assess rates of minorities in clerical/support against professionals as well as look at what departments where minorities Need to implement mandated annual supervisory and cultural training The top needs to deliver a compelling message about a diverse workforce. Make available cross training opportunities	perhaps a lack of inclusiveness practices lacking a true understanding of cultural competence	Yes	Yes		Bring in the diversity experts and develop relationships with minority associations	Attending a diversity workshop next month; may have some suggestions after the event.	To be honest, I am the only person of color in my department out of 40 employees and it has been this way for the past 8 years				37013	Summerfield	3/27/2015
Management reluctant to hire a diverse employees; Creating a diverse pool of qualified candidates;	There are no qualified candidates for available jobs.	Yes	No	Have a state job.	Seek qualified candidates within organizations and environments where they live or work.	All managerial positions must participate in diversity training.	Most Fortune 100 companies implement innovative diversity training and recruitment practices.	5/27/1961	African American	Male	37072	12 Stones	3/27/2015
Effective training is needed on our diversity that helps individuals become allies to one another and appreciative of our differences in race, ethnicity, religion, ability, class, age, gender identity and sexual orientation. For instance, Muslim employees need the ability to pray 5 times a day and ought to be accommodated.	No problems- it takes extra training but will improve our city in a multitude of ways. Some folks who are threatened by diversity will need supervision to support this shift.	No	No	Happy in my job with nonprofit.	When Oasis Center began to make concerted efforts in this direction we had key relationships with folks who knew our goal and represented diverse identities and communities. Whenever we had an opening we sent it to them with their shared understanding that we wanted to cast a wider net so that our staff better represented those we serve. We also worked with a consultant on this.	Be sure that supervisors are providing the conditions for all to advance. Supervisors that believe in their staff's potential and provide work assignments that help staff grow is essential. Feedback on how performance is meeting or exceeding expectations is needed as well as mentoring on how to advance in any particular organization.	Locating services in neighborhoods that make it accessible and safe for staff to be there may take some accommodations. Forming relationships with individuals that identify with different groups is essential so that the word gets out formally and informally when hiring. If you have two equal candidates but one represents a minority group, go with the latter.	3/24/1954	white	female	37208	Hope Gardens	3/28/2015
1- Accountability from the Mayor and Department Heads -Real commitment for leadership 2- Specific plan- Percentage of mayoral direct reports and wage goals for entire workforce population.	SPECIFIC Strategic recruitment and retention goals. Commitment and support after employment in the job. After getting in the job, there tends to be an expectation of failure, and game of "gotcha"	Yes	Yes		1- Performance Appraisals for department heads should include a review of diversity in the department 2- 360 survey of employee engagement	Employee surveys and LEADERSHIP of METRO government. I work in Metro Government. In 7 years, Karl Dean never came to our office.	1- Performance Appraisals of Managers and Directors that address diversity. 2- Employee surveys regarding perception 3- Target goals of wage and salary representation to mirror population	1/1/1955	Black	Male	37203	Madison	3/31/2015
Education requirements limit former refugees who usually do not have proof of education from their native countries or country of refuge prior to resettlement to the US.		Yes	Yes		Reviewing educational requirements; doing outreach specifically to community leaders with specific populations (i.e. Somali, Bhutanese, Burmese, etc.); working with resettlement agencies' employment staff to identify clients with transferable skills.		Willingness to invest more time and effort on the front end of employment in return for a stable and reliable work force.	9/15/1964	White	Female	37138	Old Hickory	3/31/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does in toto.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
N/a	N/A	Yes	Yes		On the evaluation of application forms, more candidates from diverse population should be called for interview. At the same time, there should be representation from diverse population in Metro jobs. The evaluation of the candidature should be made through a scoring procedure. The scoring should be done on the basis of academic degrees and work experience.	For promotion and advancement of the Metro employees there should be a scoring policy. This scoring procedure should be implemented on the basis of academic degrees, work experience, and professional efficiency.	To increase the representation of diverse population in Metro jobs, there should be reservation or quota policy for the minorities and immigrants.	1/15/1965	Asian	Male	37211	Stone Creek Park	3/9/2015
Maybe Metro should have more on the job training programs that would give the organization a more diverse workforce. This would also give the organization just what they need in an employee.	Lack of training offered as a tool to get employees in. The program should be paid. At a ninety day trail period. This gives perspective employees a chance and maybe give the organization some prize candidates.	Yes	Yes		Recruit from the High Schools and Universities. Also recruit from the churches.	90 day evaluations. Embracing the employee. Not being critical but bringing out the employees gifts and talents. This would make an employee excited about being a part of the team. This would also make the organization thrive.	We all bring different gifts and talents to the table. We are different but we all need basically the same things, to be respected for what we do and can bring to the table. For our achievements and accomplishments. To be considered for these things, no matter what side of the tracts we are from.	6/19/1956	African American	Female	37115	Madison	3/10/2015
People do not see their own bias and do not want to change. The fact that the original advisory committee was almost completely white and mostly male belies the very problem which it was conceived to address.	My particular department of Metro government is rather diverse at the entry level. There are few advancement opportunities to those who are disadvantaged by their race, gender and socioeconomic background. People tend to hire those like themselves and those who already have connections. These connections are extremely difficult to make across barriers. For example, white people went to school with white people and to church with white people so those are the names they recognize and trust when reviewing applicants. I personally heard about my Metro job from a mutual acquaintance of someone already in the organization. People with certain types of privilege look better on an application to some hiring managers.	Yes	Yes		Advertise much more widely, work with Metro high schools for entry level candidates. Job fairs in various communities and schools. The most important issue, though, is advancement rather than initial recruitment.	Intentional mentoring of all non-supervisory employees. What are their strengths, long term goals? Create clear, advertised career advancement pathways with information on how to perform to be eligible for these opportunities. Mandatory intensive training for supervisors to recognize their implicit biases. Review of all departments with low numbers of women and minorities in upper level positions to determine if changes need to be made then create a written plan for long term reduction in bias.		6/9/1978	white	female	37214	Donelson	3/10/2015
Communicating job openings more widely in the community.	It seems like you have to know someone in Metro to get a job with Metro.	Yes	Yes		Job fairs within the different community areas with the ability to fill out an application at the job fair.	Isn't the civil service system supposed to achieve this goal?							3/11/2015
Language barriers, unwillingness to use civil service lists for hiring and the lack of knowledge about how to apply for a Metro job.	See above.	Yes	Yes		Make use of the civil service lists instead of nepotism. Stop hiring unqualified people because of friendships. Require language proficiency in 2 languages for certain positions.	Evaluations based on specific measurable goals rather than general, unmeasurable goals.	Requirement of specific skills (ability to speak a foreign language and understand the culture of a particular group.)		Black	Female	37209	Sylvan Heights	3/11/2015
Too many relatives already employed in KEY jobs with years of service that are White.	Top down Leaders need training and must be committed to making the necessary changes	Yes	No	I am retired from another State, but have lived in Nashville for some years.	Have Department Heads get outside assistance from Professional search firm to help locate and identify candidates.	Have Department heads create the same type of criteria that is across all Metro Departments and used for ALL promotions/advancements. Every Metro Department use one set of guidelines.	No	3/23/2045	Black	Male	37207	Haynes Heights Area	3/12/2015
policies excluding the formerly incarcerated (who return to Nashville by the thousands each year) from consideration for hire	limited solicitation of candidates for employ;	No	No	unfamiliar with process including position available	partner with local agencies serving the hard-to-employ and underemployed eliminate application questions pertaining to applicant's criminal background	internal posting of all positions; candidate screening and review by committee	express to community value of diversity and actively market to minority groups employment opportunities.	1/31/1981	white	male	37210	SoBro	3/13/2015
cronyism nepotism A lack of identity for Metro General Government	A lack of recruitment from area trade schools, colleges and universities	Yes	Yes		Be intentional about recruiting minorities Incentives for departments that create a diverse workforce Penalize those departments that don't have a diverse workforce	Create incentives for departments that have a diverse workforce in upper management Research other cities who have a diverse workforce		8/19/1956	black	male	37204	Antioch	3/13/2015
To achieve diversity and inclusion, Metro must be intentional about it. The Advisory Committee members and Metro employees are going to have to make a commitment to go beyond status quo. It could mean reallocation of some budget items, new ideas, no excuses. Change is difficult for some people.	I would like to see Metro identify, count, and measure other minority employees - LGBT, veterans, disability status.	Yes	Yes		Develop relationships with minority Chambers of Commerce in the area or other organizations that serve minority populations or have physical space. If you want more Hispanics in your candidate pool, work with the 2 Chambers to educate their communities, post Metro jobs on their websites, have Metro representatives attend their events. Put Metro applications, in Spanish, at Casa Azafran. Hold a job fair at Casa Azafran. Have a booth at a Cinco de Mayo Festival.	Cultural inclusion training for your leadership, so they understand the value of diversity when they are making hiring and promoting decisions. That cultural IQ training will also make it easier for leaders to mentor a diverse group of mentees. If white male leaders are only mentoring young white employees, then that will hurt diversity. However if mentors mentor someone who is different than them - race, religion, veteran status, etc - then the mentoring relationship will be reciprocal. The mentor becomes the mentee sometimes.	One thing I see being very effective at our larger employers is Employee Resource Groups. I work with LGBT ERG's at Nissan, Dollar General, 5/3 Bank, and others. Members of those ERG's are more engaged. Happy employees recruit more employees from their communities. ERG's can do the bulk of your community outreach. ERG's help senior leadership identify talent. For example, an ERG must have an executive sponsor. The executive might work on a project or communicate more with one of the ERG leaders, whose paths may have never crossed, otherwise. The employee might have a role at work where they would not be noticed, but their skills with the ERG make them stand out. Employee Resource Groups are very effective at raising awareness, educating fellow employees, and dismantling stereotypes. They do some of your cultural IQ training for you.	4/24/1969	White	Female	37206	East Nashville	3/14/2015
Not recruiting minorities.	The persons in charge are not minorities.	No	No	I would have better chance getting a job in other industries than with the government.	Recruit using minority publications	No	No		Black	Male	37027		3/14/2015
I have been told that some long entrenched department heads do not truly embrace diversity. Additionally, it is a serious problem that Metro department heads that are appointed by the Mayor are mostly white males. I don't think there are any black males.	Metro is not viewed as an employer that values diversity. Candidates are sometimes discouraged to apply by other minorities that are employed there. Externally, Metro is viewed as one that values nepotism and cronyism over qualifications. Metro is also not viewed as an employer that values its employees. There are few raises and little training and development is available. When training and development is made available, I have been told that it is only for a select few. This is a serious turn off for a young professional.	Yes	No		The Human Resources department appears to be weak on recruitment efforts and their outreach efforts need a complete overhaul. Strategies are dated and stale (e.g. college fairs). Get an outsider from a private company engaged to provide a fresh perspective and insight.	see above. Consult professionals who know how to get it right. Metro's existing strategies seem to be focused on tools from the 1980's.	Appointment of Chief Diversity Officer reporting directly to Mayor with power to implement change and hold people accountable would be great start. This person will not be successful if buried inside of a department.		Black	Male	37013		3/15/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Diversity is here in Nashville but does the diverse population have a strong desire to learn the English language and customs.	see above	Yes	Yes		More free English speaking classes offered at schools in the evenings in different areas of town	Monitoring of hiring practices by rotating other metro departments ex. Water Dept. would monitor NES, MAC would monitor Metro Action. The larger agencies would monitor the large agencies, the smaller agencies would monitor the smaller agencies. Also rotate the agencies to avoid collaborating .	Metro Departments need to mirror the population they serve. Therefore actively recruit potential employees by going where the potential candidates are mosques, churches, community centers and social clubs .						3/15/2015
Minorities have to be more educated than their white counterpart.	different rules for different players.	No	No	Retired Federal Government worker.	Make application easier to complete.	Don't have the person already picked before the job posting.	Hiring or promoting the best qualified person.	10/13/1938	Black	Male	37207		3/15/2015
inferior education in public schools. a local and state prison system that continues to create poverty instead of educating offenders and allowing them to be employed in Metro government.	lack of qualified candidates, lack of value in ongoing learning lifelong as a cultural and city ethic and priority. rather than doing less doing more to achieve a higher status in one's life and community, roadblocks created by the Metro justice system to prevent juvenile delinquents and ex prisoners from getting identification, library cards, equal access to employment and advancement. The system creates second class citizens which burden our budget instead of create reliable talent for the future.	Yes	No	the positions and descriptions are too rigid, cookie cutter, cubby hole, for the talents I am able to offer.	a public awareness campaign targeted towards minority education for candidates you wish to attract. develop a metro mentorship program where public employees representing the minorities you wish to attract speak at public and private schools, and before local businesses, and in Metro county jails, to attract attention, innovation, for the top minority students, or prisoners to ensure them a solid education, & a job when they graduate, or are released with Metro :-). I also recommend in-house continuing education classes to change departmental dead wood mentality, where people try to get by doing less, rather than more in their positions and metro careers. maybe develop more of a career mentality with Metro rather than a cubbyhole Limited position.	continuing in-house education, developing a panel of Metro employees who are outstanding in their departments to mentor talent in their divisions, mentor the families of the employees who show promise, mentor their local schools, and specifically target minority populations for generations to come in metro' s future.	I see volunteers at Metro recreation centers and schools but do not know which best practices are currently employed.	1/1/1950	w	m	37210	woodbine	3/17/2015
Old habits, old ways of doing business.....	I don't see any problem with doing this, except it means doing something different	Yes	Yes		Have metro leadership (department heads) go public in the press about their commitment to increasing diversity in metro employment. Reach out to HBCU's, job fairs.	Anonymous applications for promotions Require ample time (at least 3 weeks) between posting a job and deadline for applications	After hiring, hiring officers explain the reasons for hiring a non-minority. At Vanderbilt this used to be done when there was a big effort to increase minority hiring. The manager who made the hiring decision completed a simple form, noting the number of minority candidates who were interviewed, and if none were hired, why not	5/21/1947	white	female	37210	Woodbine	3/17/2015
Unwillingness to consider those with a felony record for employment. A disproportionate number of blacks and Hispanics have a felony record as compared to their white counterparts.	Rejecting all who have a felony record has a disproportionate affect on minorities.	No	No	Did not know how to apply or how to find job openings.	Consider those with a criminal record on a case by case basis. Target recruiting toward those groups who qualify an employer for the Work Opportunity Tax Credit. The mayor should send the message to employers in the county that part of having safe neighborhoods is to employ even those with a criminal record. When an offender works they are much less likely to commit new crimes.	Promote on the basis of how well the person does the job.		5/19/1962	Caucasian	Male	37207	Bellshire	3/18/2015
none	for employees with a disability - unrealistic view by supervisor that enormous accommodations will be needed.	No	No	already have a job	recruitment, clear, efficient application process	Metro needs to hire an accessibility expert, on staff, perhaps in the planning department, to both facilitate hiring of employees with a disability, to facilitate city-wide accessibility for people with a disability and older Nashvillians and to consult with each of the city's special programs to facilitate accessibility. Please, please, please consider!!	* internships that target minorities, culturally diverse populations * job fairs *recruitment on local college campuses	1/1/1949	W	F	37206	East Nashville	3/19/2015
Attitudes towards diversity among some supervisors. The are some who do not think that transgender employees should serve in their agencies.	Lack of outreach to the transgender community. There are lots of talented people who would enjoy a job in Metro Government.	Yes	Yes		Outreach to the transgender community.	Make sure that all supervisors overseeing hiring and promotion are aware of the meaning of the 2009 non discrimination ordinance, as well as the significance of rulings regarding Title VII of the Civil Rights Act of 1964 for trans people from the U.S. 6th Circuit court of Appeals and the EEOC.	hire the most qualified, and ignore race &c" then you will truly be diverse	10/3/1958	African American	female does that matter either?	37205	Hillwood	3/20/2015
None	none	Yes	Yes		None, the city should hire the most qualified regardless of race etc.	Promote the most qualified regardless of race etc.			Does it matter?		37209	West Nashville	3/24/2015
The most visible Offices don't seem open yo diverse candidates. Almost nepotistic. positions having a perception of no opportunity for advancement.	Metro, like any employer, has to encourage empower and lead a culture that values capable and knowledgeable candidates who don't always look like the current staff. I'm from a small town and Nashville's govt staff looks very similar: only older white men and women and young white men from prestigious institutions have high level positions and positions of influence.	Yes	No	I have a master's degree in public administration with N emphasis in public police and I haven't seen open positions that match my skills, interests or experience. And I am not willing to apply for lower paying positions that would offer me experience because there seems to be no opportunity for advancement	Change the culture. until that changes recruiting efforts will be fruitless	Benchmark corporate entities and partner with them on their diversity efforts. companies like Coca-Cola; Dell; Boeing and others.	Not at Metro. but companies who are good at it or are improving start and nurture affiliate groups; nurture and mentor up and coming strong candidates; top executives support the affiliate groups and lead by example	3/24/1965	African American	female	37207	village by the creek.	3/25/2015
Thank you for the opportunity to participate. I will take this chance to speak as frankly as possible. With all due respect, I see this survey itself is indicative of a roadblock to Metro employing a more diverse workforce. I imagine this survey will get very few meaningful responses due to the overview language and presentation. It screams, "help us comply with our new self-imposed requirements/regulations." It does not communicate well Metro's purpose, perceived value, or hopeful desire. All of this amounts to the roadblock of indifference and a sense of fixing something that doesn't seem to be broken. An alternative could be: Recently Metro began an initiative to improve its ability to serve its citizens. One of the ways we intend to do this is through diversity. We want to hire and develop all the citizens of Nashville, allowing all who are interested to serve in civic positions. Building a diverse team is one of our top priorities. Please help us accomplish our goal by taking 15 mins to respond to the questions below. Please be frank and honest in providing feedback.	Unconscious biases exist in all people, it's a scientific, proven fact. This is not a bad thing change. However, it is a thing to counteract once you are aware of it. Refusing to acknowledge or counteract your unconscious biases makes you culpable to the isolation and one-sidedness it creates. Nepotism - the ability to hire less than qualified persons for positions and then train them "after" they get the job. Hiring persons versus hiring committees - when a single person is responsible for selections, unconscious biases and isolation problems are drastically multiplied.	Yes	Yes	N/A	An employer as large and consistent as Metro must create its own training initiatives for diverse candidates. Here's why: Since the salaries associated with many Metro jobs seem to hover at or near the living wage range, Metro can't compete for the top 50% of diverse talent in or attracted to Nashville. Why? Simple, there are many other companies looking to build a healthy and diverse workforce, who can pay more for the more qualified candidates. Thus, very few minority candidates with college or graduate level education willing to take a lower salary in Metro when they are qualified to earn more elsewhere. This leaves the other 50% of educated and diverse candidates who are currently not attracted or attractive to Metro. Unless Metro's approach is creative and unique (setting it apart from the other jobs in the same salary ranges: medical admin, education, and corporate line management). An independent training or seminar approach by Metro can increase its visibility- making it more attractive.	I recommend reading "The Loudest Duck". In America - the squeaky wheel gets the grease. In Eastern Countries- the loudest duck gets shot! This book will identify how our unconscious biases impact our work and leadership style. How many ducks are being passed over for promotions because they aren't wheels?	Sincerity and Measurable objectives that are created and supported among the top level of leadership.	1/6/1981	African	Male	37208	Salemtown	3/26/2015
None	None	Yes	No	Fuck the government- that's why.	Give the best candidate the job. Period. Diversity isn't as important as getting the job done properly.	Yeah - treat employees like they matter, and they will.	I don't focus on BS at like diversity at work. I focus on work.	10/28/1987	-	-	37135	Green Hills	3/26/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
The inability to identify qualified diversity leadership. Such qualifications should not be measured by degrees or income inasmuch as passion for equality and an understanding of how diversity connects communities and the economic climate in Nashville.	The perceived problem is a lack of understanding and therefore care. How can one care if one does not know or perceive a "problem" exist? What is viewed as a problem to one group is often times viewed as "the ways things are or ought to be" by another.	No	No	I have not been made aware of any such job that would fit my life's purpose and passion. If there were such a position, existing or created, I would sincerely consider taking an active leadership role.	Make a serious investment in diversity and inclusion e.g. education (financial literacy), innovation, entrepreneurialism, etc., as well promote leaders who understand the importance and value of diversity.	I suggest setting 21st Century diversity goals that include equal promotion and advancement among minority workers. A "hand-out" goal oriented program or policy approach will not work or carry sustainability. However, a hand-up approach will foster leaders and an even playing field. Lastly, as best possible, insure such goals are monitored and measured, as well increase over time.	I suggest inviting diverse representatives from both the public and private sector to assist with the creation and implementation of best practices. Equally, I suggest Metro officials tour municipalities like the city of Atlanta whereby they may see how a municipality is governed by a predominately diverse workforce. Such persons are not relegated to service jobs, but jobs that emanate leadership there.	8/15/1966	African-American	Male	37075		3/26/2015
Southern ways. People from outside the south are viewed as aggressive, too opinionated, too know it all. Too many old timers still in workforce who can't accept a younger person being in charge or a woman. When did public works, codes, water and sewer, finance, mdha, fire, etc have a woman dept head? Never. A woman 2nd in command, only finance, sort of. Women dept heads are general scvs - excellent and library. Not even education! Issue is not race, not gender even. It is all about power - and women and younger people are not embraced by the culture.	Old timers. Gays are very accepted in metro. Metro does need more Latinos who are bi-lingual. And more bi-lingual speakers. No dept division that directly serves the public should have no bi-lingual speakers.	Yes	Yes			Make it part of every director's perf evaluation that every employee shall have a performance evaluation completed each year. And if they don't, they lose pay. Their failure to manage means others are losing opportunities to improve and advance. If some get reviewed and others don't then some are going to get in trouble while others aren't on the radar screen because they were never evaluated. Require all depts to divide up training resources so every employee gets \$200 every other year to off-set training. Otherwise, training funds get sucked up by a few. Require a report from every dept head showing spent \$ on employee training, actual amount and for what growth.			White	Female	37215		3/27/2015
White male bottlenecks in most departments	Transparent application process d/not seem to exist	Yes	No	The qualifications of decision makers (low) keeps highly-educated candidates from applying...	Demonstrate that there is inclusion at the top of Metro departments (decision-makers)	I suggest that the pipeline be thoroughly examined...	Shelby County Government reflects the demographics of the surrounding area		Black	male			3/27/2015
Education and experience	Inability to handle all the necessary work without adding additional staff while minority employees learn the skills to handle the work.	Yes	Yes		Free training programs at various days, hours, and locations to provide all those interested a convenient way to acquire basic skills such as basic writing (including handwriting), language and grammar, human relations, motivation, confidence and technical skills to succeed when hired.	First, lose the term "best practices", it sounds like a crutch for avoiding real solutions. Second, if they have the basic skills above, they will have the opportunity to succeed. There is no ensuring everyone the same opportunity to advance. Each case will depend on the circumstances and motivation. Better skills will give employees and their employer confidence and motivation.	A positive attitude by applicants and employers.	1/1/1950	white	female			3/27/2015
The problem is the same as it has always been, which is minorities do not have enough of a voice in the hiring/promotion decision making. Minorities under the current situation are forced to take the attitude of "I will just try to get myself into the highest position", because I have no real say so, when it comes to hiring/promotions in this Government.	From my point of view, there is no problem. The workforce should reflect the population as a whole.	Yes	Yes		A greater effort to publicize job openings, and to let minorities know that if they are qualified, they have a real chance of being hired. Even if they do not know someone of influence.			3/3/1961	Black	Male	37207	Nocturne Forest	3/27/2015
None.	Not enough qualified candidates.	Yes	Yes		None. Only the most qualified candidates should occupy these positions, regardless of race. The color of one's skin has no bearing on one's ability to perform the job.	Advertise the position and let the best candidates come forward.	No need to artificially increase diversity.	12/29/1978	White	Male	37013	Antioch	3/27/2015
Metro must recognize degrees from foreign colleges and universities. We have a growing number of foreign born people in our community who are well educated through foreign institutions.	As unemployment rates decline Metro must seek ways to streamline the entire HR hiring process. The current process is far too linear. Steps in the process should be more concurrent. With the improved economy, the Metro hiring freeze should be lifted. If the position is budgeted let department heads fill vacant positions according to Finance and HR guidelines. The Metro process of simply posting positions needs to expand into intentional recruitment of diversity applicants. We are losing good applicants who take other jobs while we are still stuck in lock-step processes that do not add value to the end result.	Yes	Yes		Recruit and fill positions more quickly.	For professional positions or positions require college or graduate degrees offer scholarships to "grow our own" diversity employees into higher level positions. Offer conditional advancement with timelines by which educational degrees must be achieved and/or recognize experience in lieu of formal education and degrees. Offer language improvement training for diversity hires. Accents are sometimes a reason public facing applicants may get overlooked.		3/30/1951	white	male	37013	Antioch	3/27/2015
Qualifications are important to having an efficient work force. Many of the minority communities don't have the same educational opportunities as largely white communities. It's slowly changing but not quickly enough.	One problem would be that the best candidate for a specific job might be passed over because they don't meet certain racial or gender criteria. Departments should always have the freedom to hire the most qualified candidate, but as a city we should build better opportunities for minorities so that they can have the same chance at being qualified.	Yes	Yes		Hosting a Metro sponsored job fair in minority communities.	Having a diverse impartial board of citizens review recommendations by departments for promotions or new hires to ensure there isn't any institutional discrimination coming from the hiring authority.	I have noticed that when metro departments are interviewing candidates for an open position, they are required to interview a certain amount of veterans. Perhaps the same type of requirement could be implemented for race and gender.	7/16/1982	White	Male	37115	Madison	3/27/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Language for one. If English would be the official language to work for a government in America it would be an easier transition and probably save funds.	Terminated and retired from Metro Government. I speak from inside knowledge of diversity! Those of color were required to do less due to the fear of management of lawsuits. The system of all being treated the same do not, and never work in government. Whether the thought is "sour grapes" is not true. I loved my position with Metro and performed the work with diligence and a work ethic. Now, looking back and happily retired I see the huge difference in the manner in which employees are treated and what the expectations are if that employee is diverse. Heads turn a blind eye to the inefficiency. Many are using Metro funds, equipment, and time to work on their personal endeavors. If Metro was interested in truly making the work force diverse, politics and fear would be taken away. There are even departments with no diversity, and that seems to be acceptable, especially if the Director is backed by the Mayor and flies under the radar. I am a firm believer in equal treatment and I accepted my failures. However, no one in Metro government that is in a top level position will ever make a level playing field!	Yes	Yes		For the most part, this would require lowering the standards, which is a sad state of affairs.	Take out the political fear, have the fortitude to "MANAGE" all equally. Have respect but not trembling fear of the phrase-"well, this came from the Council." What can they possibly know of the everyday workings in the rank and file.		1/17/1944	Caucasian	Male	37214	Donekson-Rivers Edge	3/27/2015
The legitimate willingness to hire by those in charge. African-Americans are relegated to low end paying jobs, i.e., custodians, food workers, etc., to the extent those jobs have not been farmed out to private businesses. Given the number of universities with qualified graduates, a diverse workforce can easily be accomplished with a genuine effort.	Job opportunities are often governed by family and friends being hired by those in charge or employed by the agencies. Previous history of Nashville was often governed by the "good old boys network". Since many black citizens aren't in the above categories, prior knowledge of job availabilities and internal relationships, efforts at employment are stifled and positions filled before a real opportunity presents itself.	Yes	No	Likelihood of employment in positions of real opportunity slim.	Utilize the sources which have made Nashville unique and progressive in this state. Advise the career centers at the area universities and specifically at the African-American universities to identify early candidates who will benefit from the exposure and a comfort level for possible future positions.	Take a realistic approach to the issue. If there are 50 employees in an area of government and all are white, there is a problem. Encourage management to diversify the department. Make this part of the annual evaluation of their position. Eliminate the horrible excuse: "I couldn't find any qualified minorities". Equally important is that diversity does not mean one out of 50 employees. Do not simply rest on the notion that we put an add in the black newspaper. That is only a start. Identify the professional black associations and organizations who have tremendous resources and information on potential candidates. Our churches have their place, however, there are black citizens who are skilled in numerous areas and possess the capacity as others are given to master areas if given the opportunity. Instead they are comforted by a legacy of exclusion and frustration.	Hire a professional who legitimately can rectify the problem. Not a friend, not a company who always does business with the city, not someone who can be held up as "see we hired somebody". Someone who will be intentional on rectifying the problem, as if it were a disease for which a cure must be developed and its symptoms eradicated. We have an opportunity to make Nashville the example for the state and the south. It is not a new role for our city; we have led before on issues of race.	9/10/1950	Black	male	37218	Bordeaux	3/27/2015
Hiring practices need to be redeveloped to interest a more diverse population. The good old boy network needs to be dissolved. It is also used for promotions and pay grades. White men generally earn more money. They also are promoted and advanced in terms of time. As a female employee with a graduate degree I earn according to your data base less than my white counter parts. The information's was posted on nashville.gov the pay is unequal. I have been a seasoned employee for 25 plus years. Many times I have been told by management "I should be thankful I have an job". Develop mentorship for promotional staff. Employees who want to be managers should have a process. It should not be your church member is looking for a job and he get hired over seasoned staff. I work at the Health Department with a EMT that is nearly all white men. Just recently the only minority was promoted and one of the white men told her he did want her to have the job. Staff with advanced education are picked over many times and it is ok. One person received there job because the person liked their father and he wanted to be sure his daughter was hired before he retired. Needless to say she is a white female. A Black male with a Master Degree in Public Health was overlooked needless to say a military background. This person had no experience in the job but was given the opportunity to learn on the job. The expectation is minorities need experience and are not given the learning curb nor the opportunity. We have a public relation coordinator with a degree exercise. Several staff members have degrees in mass communication did not have the opportunity of working with that department for a year. It is things like that makes Metro look like a non diverse work. Metro is very white privileged	The diverse workforce is just picked over and higher paying jobs are offered to whites males and lower paying jobs are offered to the minority groups. The good old boy system is still in place and until the network is dissolved there will be a problem in hiring. Also nepotism is rapid in the different departments. Traditional employees do not work well with younger work force millennium they are not going to wait 20 years for a promotions. Nor will they fit into the good old boy network they are the work force of Hip Hop and lack key kids.	Yes	Yes		Reduce some of the experience requirements all jobs have to have some training even a physician has to be an intern at some point and time. Treat your employees like humans with such a focus on animals what about humans. We pick up animals for anything who picks up people. The family on the side of the road with no where to go sleeps in the park. We take local dollars to house more animals than humans. Most of the funding is local dollars for Animal Control.	Have a diverse panel for interviews allow room for error. Remove the good old boy network. All applicants and employees should be under civil service as to employment rules. Have room for growth an applicant should be able to see a path not a dead end due to a birth of the person race. Level the ground.	HCA and Vanderbilt are diverse from a public viewing and it looks like the employees are happy. Look with in the pool of employees already working for Metro. Many times Metro seeks outside applicants for employment. Take employee complaints serious not just move it under the table. It it area looks all white and some diversity.	9/7/1958	Black	Female	37207	Claymill Station	3/27/2015
Why would there be roadblocks! You would think the community would have open arms in being able to learn from each other's backgrounds and what makes everyone embrace another person's race, creed, religion and ethnicity. It's like a huge pot of gumbo, the more variety, the better it makes Nashville, TN and prafully the surrounding communities.	Variety is the spice of life, even in the workforce.	Yes	No	I am gainfully employed, I might apply and see what happens. Wish me good luck on my new endeavor.	My suggestion would be to seek the most experience or eager to learn candidate, Someone that has awesome working skills, exceptional interpersonal stamina and superior work ethnics.	My dad, would always say that life wasn't always FAIR. So, let's try to have an open mind and be FAIR in the selection process. You do not have to know the individual personally to hire them. Keep favoritism, and the other ism's out of the selection process.	Yes, having an open door policy would help in communicating with all employees and keeping the environment HONEST.	8/20/1964	Black	Female	37243	Priest Lake	3/27/2015
none if hiring is for the most qualified person applying	many. It will always be impossible to hire fairly unless the job goes to the most qualified applicant	No	No	no one ever asked me	allow all Americans to apply and hire the most qualified available		diversity should only become a byproduct of hiring talented applicants	6/1/2036	Caucasian	male	37217	southeast Nashville	3/27/2015
None, I feel we have a diverse group of people that can fill the positions here in the Nashville area.	Cultural differences and language barriers.	Yes			Continue to maintain a diverse mix of employees, throughout government, so that others will feel that they should apply and can secure a Metro Government Job.	A panel to review why employees are not being promoted/advanced in their jobs. There has to be a way to ensure a level of fairness in hiring, promoting, etc.	Recruitment at schools with a great diverse population and at (HBCs)historically black colleges.	10/17/1958	Black	Female	37135	Nolensville	3/27/2015
Nashville demographics Perception about working for Metro government - need to assess rates of minorities in clerical/support against professionals as well as look at what departments where minorities Need to implement mandated annual supervisory and cultural training The top needs to deliver a compelling message about a diverse workforce. Make available cross training opportunities	perhaps a lack of inclusiveness practices lacking a true understanding of cultural competence	Yes	Yes		Bring in the diversity experts and develop relationships with minority associations	Attending a diversity workshop next month; may have some suggestions after the event.	To be honest, I am the only person of color in my department out of 40 employees and it has been this way for the past 8 years				37013	Summerfield	3/27/2015

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Management reluctant to hire a diverse employees; Creating a diverse pool of qualified candidates;	There are no qualified candidates for available jobs.	Yes	No	Have a state job.	Seek qualified candidates within organizations and environments where they live or work.	All managerial positions must participate in diversity training.	Most Fortune 100 companies implement innovative diversity training and recruitment practices.	5/27/1961	African American	Male	37072	12 Stones	3/27/2015
Effective training is needed on our diversity that helps individuals become allies to one another and appreciative of our differences in race, ethnicity, religion, ability, class, age, gender identity and sexual orientation. For instance, Muslim employees need the ability to pray 5 times a day and ought to be accommodated.	No problems- it takes extra training but will improve our city in a multitude of ways. Some folks who are threatened by diversity will need supervision to support this shift.	No	No	Happy in my job with nonprofit.	When Oasis Center began to make concerted efforts in this direction we had key relationships with folks who knew our goal and represented diverse identities and communities. Whenever we had an opening we sent it to them with their shared understanding that we wanted to cast a wider net so that our staff better represented those we serve. We also worked with a consultant on this.	Be sure that supervisors are providing the conditions for all to advance. Supervisors that believe in their staff's potential and provide work assignments that help staff grow is essential. Feedback on how performance is meeting or exceeding expectations is needed as well as mentoring on how to advance in any particular organization.	Locating services in neighborhoods that make it accessible and safe for staff to be there may take some accommodations. Forming relationships with individuals that identify with different groups is essential so that the word gets out formally and informally when hiring. If you have two equal candidates but one represents a minority group, go with the latter.	3/24/1954	white	female	37208	Hope Gardens	3/28/2015
1- Accountability from the Mayor and Department Heads- Real commitment for leadership 2- Specific plan- Percentage of mayoral direct reports and wage goals for entire workforce population.	SPECIFIC Strategic recruitment and retention goals. Commitment and support after employed in the job. After getting in the job, there tends to be an expectation of failure, and game of "gotcha"	Yes	Yes		1- Performance Appraisals for department heads should include a review of diversity in the department 2- 360 survey of employee engagement	Employee surveys and LEADERSHIP of METRO government. I work in Metro Government. In 7 years, Karl Dean never came to our office.	1- Performance Appraisals of Managers and Directors that address diversity. 2- Employee surveys regarding perception 3- Target goals of wage and salary representation to mirror population	1/1/1955	Black	Male	37203	Madison	3/31/2015
Education requirements limit former refugees who usually do not have proof of education from their native countries or country of refuge prior to resettlement to the US.		Yes	Yes		Reviewing educational requirements; doing outreach specifically to community leaders with specific populations (i.e. Somali, Bhutanese, Burmese, etc); working with resettlement agencies' employment staff to identify clients with transferable skills.		Willingness to invest more time and effort on the front end of employment in return for a stable and reliable work force.	9/15/1964	White	Female	37138	Old Hickory	3/31/2015
A specific lack of outreach to people with disabilities and the representation of people with disabilities is not obvious in Metro leadership. Transportation could be a barrier to people with disabilities obtaining these jobs as well. Refer to the MTA APAC committee issues.	People with disabilities are still not visible in the community or workforce. It is perceived they are not valued to society. Working in Metro government would send a strong statement and message to the citizens of Nashville that they are valued.	Yes	No	A specific job related to my field and experience has not been open. I do look periodically.	People with disabilities face natural barriers in employment. Intentional efforts should be made in this workforce to reach out and find candidates. Working with disability programs and the Mayors Advisory Committee on People with Disabilities would create awareness that metro is welcoming and initiating this. The State Dept of Intellectual and Developmental Disabilities would also be a resource.	Connect with disability programs and promote the viability of people with disabilities working at metro. Use the resources in Metro such as the Mayors Advisory Committee for people with Disabilities to promote awareness.	Use photos of people with disabilities in your website and marketing materials. Increase the presence of people with disabilities at public events through intentional outreach and discussion with this population.	12/15/1968	Caucasian	Female	37214	Doneelson	4/7/2015
Yes when we have international BA or any other degree they don't care they don't give you a job in metro it is the references only they don't care about your coalification. I have been working with metro almost 9 years I do know alot more then I do now but when I do apply for job I think the HR people they don't care I think it look like they do not look at the resume or application they already have some of there friend they do hire them .it is not fair .when I find out they already hire some lower coalification than me .Just because he or she have references from another person they know him or her .	THE FLYERS THE JOB POSTING THEY DO ON WEBSIT MOST OF THE JOBS OR THE JOB FAIRS BUT THEY DONT SNEED THOSE FLYERS TO THE COMMUNITY ALLOT OF TIME THE COMMUNITY PEOPLE DONT KNOW HAW TO USE COMPUTER .WE STILL NEED APLICATION PAPER BECAUSE MOST THE NEW COMMER THEY DONT KNOW WHO TO USE THE COMPUTER AND HAW TO APPLY FOR JOBS ON LINE .	Yes	Yes	ME PERSONALY I AM A METRO EMPLOER BUT I HAVE ALLOT OF MY FRIEND THEY ARE NOT UNDERSTANDING AND DONT KNOW HAW TO APPLY FOR JOB.	GIVE A CHANSE TO EVREY ONE SEND THE FLYERS AND LET HR BE FAIR DONT HIRE JUST YOUR FRIEDS GIVE A JOB TO EVERY ONE .HAW ABOUT IF SOME ONE DONT HAVE ANY FRIND IN USA . IF THE PERSON ID FROM OUT OF USA AND HE HAVE BROKEN English THAT IS NOT MEEN THAT HE DONT KNOW ANY THINK .	YES LET ME HAVE AMEETING WITH YOU AND I WILL TELL YOU MORE ABOUT MY IDEAS.		3/19/1965	W	FM	37211	NASHVILLE TN	4/7/2015
Foreign qualifications often does not mean much in the USA. Immigrants have to "start over" with entry level jobs even if they have good qualifications/ job experience from another country. Language may be a barrier.	Language, cultural differences, foreign qualifications are sometimes perceived as sub-standard or not accepted at all in the US.	No	No		Be open-minded. Be willing to try a different approach.	Continued training and education.		3/12/1970	Caucasian	F	37205	West Meade	4/7/2015
The existing culture in Metro hiring practices that does not place an emphasis on the hiring, promotion, and retention of a diversified workforce more reflective of the community it serves. Past accepted cultural norms and attitudes need to be addressed and leadership needs to step up to the plate. If this was truly a goal of government, addressing and improving the situation would occur, albeit over time. The resolution to the problem at hand will be as much a testament to the will and intentionality of leadership as it will be the ability of our system to overcome difficult obstacles.	Change in attitudes from within government/lack of intentional efforts to address the problem. A lack of recruiting and internal training mechanisms that will help attract and advance a diverse workforce.	Yes	No	Am not in need of work.	Establish the creating of a diversified workforce as a priority from leadership and within government. Increased training of department leadership. Needed and aggressive improvements in city human resources practices that long ago should have been more responsive to the identified problem. Management training academies for employees interested in promotion. Expanded community outreach..		Commitment of leadership at the highest levels. Human Resource Department committed to promoting opportunities, developing leadership from within, and aggressive and intentional recruitment.	8/11/2044		M	37211	Nippers Corner	4/7/2015
Recruiting strategies Unconscious bias Managing and developing diverse talent Diversity still defined as black/white or male/female.	Business as usual. It's not a priority. Assumption that a foreign degree is less valuable.	Yes	No	self-employed	Strategic community partnerships Internship program Responsibility to build relationships in communities Increase diversity of boards and governance	Unconscious bias training in hiring and promotion Review of the system Transparency	First, create an inclusive environment and culture Put diversity and inclusion expectations in job descriptions and metrics in performance evaluations Build strategic relationships with professional community organizations						4/7/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
friends and relatives being hired	--Age is openly regarded as a negative, rather than as an asset of skills, abilities, and work-ethic --Being white is considered a negative --If a person has not been a friend or relative, it is difficult to not only get into Metro, but be promoted. --Often bias about having gone to school in TN, versus another state or country.	Yes	Yes		"Open Metro's eyes" to the skills-set and work-ethic, but "Be Blind" to age, race, sexual orientation, or "who someone knows."	There is the appearance that only "certain people" can be promoted, and if you are not a member of the "inside crowd" you will never have opportunities. Perhaps, have specific interview teams -- of various levels within a field, and working for Metro HR (not the hiring departments) -- for interviewing all positions-- based upon field of knowledge... (rather than the same set of managers always interviewing--with the intention/perception of "blocking" people.)	resumes prior to interview, so that the interview team does not have a preconceived notion of applicant-- Have more questions about "experience"...because simply asking questions that are "what is the definition of ___?" does not truly show the applicant's abilities, including reasoning, decision-making, etc. --Have fewer "right or wrong" answers, because the terminology that Metro might use, is not necessarily the same terminology used by other employers or localities. Often questions such as "How would you handle ___ situation/problem/etc." are more demonstrative of a person's ability/skills, than "How long were you employed at ___ company/department/etc." -- Recognize that often people of age, ethnic diversity, foreigners, etc. have had to work at other jobs for financial reasons, yet their education and strengths may be in another field. Recognizing the overlapping skills -- such as responsible, reliable, hard-working, educationally-curious, etc. -- are qualifiers in many types of positions, and should be considered. --If an applicant applies for a position at a level lower than they have held in the past should NOT be a disqualifier (with the preconceived idea "they are 'overqualified'.") There are many reasons (often economic) that an applicant truly WANTS to work, and would be an exemplary employee. It might be a win-win for applicant and employer (who gains a highly qualified individual!)	1/1/1960 12:00:00 AM	white	female			4/7/2015
Limited amount of job openings in Metro	Limited outreach when positions are available	Yes	Yes		Public and detailed process in how to register		Targeted postings on social media may help	6/8/1977	Caucasian	Male	37216	Inglewood	4/7/2015
Language barriers Lack of needed education of applicants for open positions	Communication issues	Yes	Yes		Use employment websites that are more popular with various ethnic groups	Hire the most qualified applicants based on published standards - leave out the politics.				male			4/7/2015
Metro's hiring process are fair and balance. We hire the most qualified candidates for the jobs. If the best person isn't diverse we don't hire them.	Qualified candidates are hard to find to begin with. Limiting who is considered for positions for any reason will make it harder to get the best candidate.	Yes	Yes		We need to reach out to local schools to tell them Metro has jobs and show them how to get them.	Monthly evaluations and guidance will help people know what to do better.	No						4/7/2015
There is a lot of anti-immigrant sentiment in Nashville.	Influx of immigrants who don't speak English proficiently, tendency to employ white males for leadership positions.	Yes	Yes		Reach out to women, people of color, and people from diverse backgrounds.								4/7/2015
-to learn everyone has a voice and it is important to learn each other	Some of the most simple problems are the culture in the workforce.	Yes	Yes	N/A	training shops to teach leadership and equality among employees	yes pay-for-performance The best choice will help employees to improve their skills and encourage them to have a better future with the company equal opportunities to attend school (general staff not only teachers)		5/29/1967	Hispanic	Female	37217	McGavock	4/7/2015
I do not see any roadblocks. I think the workforce is diverse	I do not see any problems		Yes		Remove glass ceiling for women in some departments.	Just treat everyone the same. No extra points for race, gender etc.	No	1/29/1960	black	male	37208	north Nashville	4/7/2015
I don't see any roadblocks - Metro Government is very diverse in my opinion and it appears to be open to all races, creeds, religions, etc.	Miscommunication Misunderstanding of cultures, habits, opinions	Yes	Yes	N/A	Don't have any - see answer to question #1 above	N/A	This is not needed						4/7/2015
Education requirements for the jobs...different groups have access to varying levels of education. The sad fact is that many times the education necessary for a particular position is not available to a diversified group.		Yes	Yes		Outreach to different communities to let people know that jobs are available. Job fairs, etc.	Cross-training people, even those who may not initially come in as "eligible" for a specific position.							4/7/2015
The largest roadblock that I am aware of is that many minorities do not have easy access to computers so that they can use them to apply online. Another problem would be unconscious bias by Metro staff making hiring decisions.		Yes	Yes		Have Metro government job fairs. Do more outreach at historically black universities and community organizations such as Conexio Americas.	Create a mentorship program for new hires. Train people who make hiring decisions about unconscious bias.	having diverse hiring committees.	2/9/1979	white	female	37216	Inglewood	4/7/2015
not enough attention paid to the situation	Sometimes it is the length of the hiring process	Yes	Yes		Ease the rather confusing application process			11/6/1948	white	male	37012	Antioch	4/7/2015
		Yes	Yes					9/21/1955	White	Female	37205	West End	4/7/2015
Finding adequately qualified candidates.	Finding adequately qualified candidates.	Yes	Yes		List jobs in different publications.	Keep the EPPR system in place.	Diversity Awareness classes, best done online.						4/7/2015
Lack of positions available, for all educational levels. Many times jobs are so specific it seems they are only set for people they already have in mind currently employed. Not new employees.	Having people with open minds about the difference of being employed in a public sector vs. a private sector. Private sectors can afford to pay more and with the growing number of younger people entering the work force, time off and pay are the most important things to do. Metro's policy of getting vacation and sick time would not appeal to the masses.	Yes	Yes	n/a	1. Offered more diverse roles and positions. 2. Do a better job of making sure that the employees you have are happy and thus put that positive energy out into the world.	1. If you say that Metro employees will get interviews no matter what, do a better job of screening all applicants and making sure that happens. 2. Do not make it seem as though job announcements are geared toward one person in a department that is already hand picked to get a position. 3. Make sure that when people receive promotions they do not have to wait months or even years to move into those positions.	1. Allowing a larger number of applications to interview for a position. And possibly hiring more than one person for positions. 2. Giving more incentives for people to want to apply. 3. Signing Bonuses. 4. Group Interviews allow you to get more of what a persons real attitude and perspectives are.	2/18/1982	African-American	Female	37013	Antioch	4/7/2015
I don't see a draw back in having a more diverse workforce.		Yes	Yes			Management should be more aware of what an employees job consists of as well as how much that employee does that is outside of their job responsibilities. Award those who work hard everyday.		11/6/1979	Pacific Islander and Caucasian	Female	37076	Hermitage	4/7/2015
language difference, unable to understand if they do know English.	language , unable to communicate.	Yes	Yes		I think we already have diversity in the workplace	n/a	n/a	11/9/1954	WHITE	female	37137	Green Acres	4/7/2015
There is not much turnover in Metro jobs. It seems that many employees stay in jobs for long periods of time. However, since baby boomers may be retiring soon, that may create additional jobs. Also, the total number of jobs has probably not increased in years.	People who make hiring decisions may not be familiar with people who are different. Some departments have racial diversity and others do not. Fewer departments have cultural/ethnic diversity. The intent to increase diversity must go from top down, beginning in the Mayor's Office and with buy-in from department heads.	Yes	Yes		Because of the numerous languages spoken in Davidson County and the requirement of Title VI that they receive services, it would be beneficial to have additional employees who are bilingual or multilingual (especially in languages common in Nashville). Including a statement on the job announcement of "bilingual preferred" or "multilingual preferred" could help. There could also be more effective and intentional recruitment of people from other countries.	Prevent discrimination against protected classes. Provide continuing opportunities for training and/or self-directed learning by employees.	Some organizations have very effective ways to recruit specific populations. Too often, Metro's preference just seems to be for someone from another state, although that has improved more recently.	2/17/1951	Caucasian	Female	37214	Donelson	4/7/2015
None	Employing people who are not qualified for their position just to fill a diversity quota.	Yes	Yes		Find better qualified candidates	No.	No.						4/7/2015
educated work force to draw from.	language barriers	Yes	Yes		Community outreach	performance management tools that really work.	A more open Administration						4/7/2015

Roadblocks	Perceived Problems	Know How Apply	Have Applied Metro	Why Not Applied	Increase Diverse Candidates Suggestions	Best Practices Suggestions	Best Practices Observed	DOB	Race	Gender	Zip	Neighborhood	Added Date
The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Lack of skills training and qualified applicants in the minority communities	Finding truly qualified persons to fill the vacancies	Yes	Yes		Encourage minority participation in technical and college level education	I believe Metro HR does a good job of leveling the field for all that are eligible							4/7/2015
No focusing on getting the information out to people of color, people with disabilities, or those of lower socio economic status.	No perceived problems. It can only make Nashville a better place to live.	Yes	Yes		Partner with Historically Black universities and make connections with the cultural centers of large universities to increase the instances of people of color being aware of the jobs available.	Diversity sensitivity training to make sure everyone is looking for the best possible applicant and not at their own personal biases.	An overall sense of community and belonging seems to have people more on board to work together than anything else I have witnessed.	8/7/1979	Black	Female	37209	Nashville West	4/7/2015
Giving people jobs based on their ethnic group and not because their best qualified.	Metro is so worried about how diverse they are they hire people that aren't even qualified. Stop worrying about being diverse and hire the best man or woman for the job.	Yes	Yes		Stop worrying about being diverse and hire the best man or woman for the job.	Stop worrying about being diverse and hire the best man or woman for the job.	Stop worrying about being diverse and hire the best man or woman for the job.						4/7/2015
Overall communication with the population and maintaining a dialog amongst all ethnicities.	To achieve quotas, by hiring people based on ethnicity is the determining factor. We do not gain people with proper skillsets. When someone with a low skillset is placed within a position, based on ethnicity, then the skilled personnel are affected tremendously.	Yes	Yes		We have to get involved with job fairs at the proper local colleges, and proper tech schools. In addition, host events for local high schools which communicate the need for qualified applicants. Let the communities know we need people with technical or beyond skillsets.	Install proper training and expectations for jobs. Then, goals can be set for people who want to advance roles within the local government.	Not that I can recall. The goal has been to increase skillsets and not about direct ethnicity.	9/7/1978		Male	37087		4/7/2015
Balancing the most qualified, best fit, and diverse. All are important.	Depending on the position and qualification, sometimes there is a lack of strong, diverse candidates.	Yes	Yes	I've applied, but I think that having only two weeks of vacation at certain levels and positions is a bunch of bunk.	Make the position descriptions more appealing. Better recruitment and promotion efforts. A greater emphasis and pride in a diverse workforce.		Diversity is more than skin color and languages spoken. It's also about abilities, sexual orientation, age, etc.						4/7/2015
Finding the qualified workforce for the particular positions. Often times potential employees have no education in this country, therefore they will only qualify for low wage positions and that is not what they like. The immigrant community is very entrepreneurship oriented because of that. They can make much more money without a formal education.	With diversity comes the need for education. As long as the education plan is in place the problems will be less. There also needs to be very clear policies and strong enforcement of them. Ethics failures or miss understandings are a common issue in south American countries for example.	Yes	Yes		possibly offering tuition reimbursement for employees to go to college	"equal opportunity" equals "equal efforts" I can say that from personal experience. I worked very hard to get to where I am. Nobody handed me anything extra, and all the opportunities I had were the same as an American born. Perhaps better since I was bilingual! but even that I had to work hard at.	Definitely education. Metro could have a career ladder. You could hire someone without a bachelors at a lower salary and establish certain goal for that person to achieve that goal. At that point they would reach a new step in salary. This can also be done with incentives for customer service training, or ethics, etc.	2/1/1972	Hispanic/white	Female	37172	I live in Springfield TN but work at Trial Courts	4/7/2015
Not posting jobs in places where diverse populations might see them.		Yes	No		Do outreach to the immigrant community to train them about how to apply for jobs; ask for partner organizations that work with immigrants to help advertise metro jobs in which diversity would be an asset.				White	Female	37205		4/7/2015
Long time Civil Service employees. Limited advertising. Job requirements often focus on what you have done, instead of what you can do.													4/7/2015
Current leadership administration.	None.	Yes	No	Do not agree with the statist agenda. Public servants need to be held accountable and learn how to respect the citizens they are supposed to serve.	Decrease amount of government jobs and dependence. Create a sustainable society that benefits the citizens not the employees. Politicians need to stop prostituting themselves. Stop passing the buck on to the citizens and make, corporations pay for their own desires. We need an independent of the state committee to hold public servants accountable.	Private committees not influenced by megalomaniac statist.	Maybe if we all recognized we are human and that governments classify and categorize us into groups to keep us separate and in conflict rather than united and powerful enough to recognize that the citizens are not property of the state and authority is imaginary. We are all authors of our own lives therefore the ultimate authority over ourselves.	4/1/1973	human	yes	37226	the hood	4/7/2015
My experience with metro seems like we are trying very hard to hire a diverse workforce, however in my area it is more male dominated, and women are having problems in the workforce.	A lot of people think that diversity just means skin color. However, there is a lot more to it than that. We need to have more people in powerful roles who are willing to be diverse and that are willing to accept diverse people in interviews.	Yes	Yes		Maybe get jobs listed on other sites so more people have access to them. Hold job fairs in the community and surrounding areas for people who may be interested	I don't think that all people have the same opportunity here. I feel like the male domination in this area prevents certain people getting to progress and advance in their careers.			white	female	37015		4/7/2015
absolutely none, other than anger by some of the more stubborn residents	absolutely none, other than anger by some of the more stubborn residents	Yes	Yes		I don't think anything needs to be done. I just think those doing the hiring need to be open to those who apply.	no	no	9/4/1958		female	37072	Goodlettsville	4/7/2015
not any	the problems include language, or lack of the English language, illegal entry into the country, criminal backgrounds, and unwillingness to assimilate into the culture.	Yes	Yes		Be sure candidate are legal residents, have speaking/writing knowledge of English, no criminal background and understand the culture of the country.	Age discrimination is a issue that I have experienced. Promotions are generally on the buddy system and not qualifications. I have been the most educated, experienced and qualified for position which was given to someone else even after being assured that I would be have the job by five persons.	not in Metro	1/9/1942	white	female	37217	Glengarry Heights	4/7/2015
Pay decent career paths are not very easy to find	Heavy seniority and pay. Career paths are almost non-existent	Yes	Yes		Show how Metro can be a real career not just a long term job Pay more competitively	Managers need to groom employees to grow. Metro depts need to communicate with each other about what they are looking for and how has people looking. Create a pool of people ready for the next level.							4/7/2015
Making sure each department HR team is open to candidates from different backgrounds. Making sure all staff are paid equally based on skill.	Not leaving anyone out. When you look at the issue of affirmative action, you do your best to hire as many different people: men and women, young and old, regardless of faith or sexual preference.	Yes	Yes		Showing more diversity when you walk in the front door. If I see someone that looks like me when I come into your place of business, I am more likely to want to work at such a place and more likely to apply.	Mentoring staff is a great tool. Open discussions about advancement opportunities and encouraging people to apply. Actually promoting staff when someone qualified in the department applies. People believe it when they see it demonstrated.	Encouraging staff to forward job opportunities to friends and family. Encouraging people to enjoy their work and to promote good customer service not just to visitors of your department but to internal staff as well.	11/15/1961	African American	Female	37211	Creive Hall	4/7/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Young people today are not locked into a 8 - 5 workday, 5 days a week, in an office. There needs to be more flexibility which means that the old supervisors that believe in the old ways need to change their approach or be phased out so newer supervisors can keep up. The days of staff staying 35 years, as I have done, are gone - my daughter has had 13 jobs and has just started a job that allows her the freedom to do things in her life - a job she thinks she can stay at because of their flexibility and pay. Jobs at the Health Department have been written for specific people - written in a way that no one else qualifies because whoever is hiring already knows who they want in that job. We have lost 15 employees in the last 12 months - staff that have been at the Health Department for years but can't take the way things have been lately. Years of experience just walks out the door. Some supervisors are OK with working from home, others won't consider it. Some supervisors allow flex time - working different hours while others are committed to the old 8-5. Some supervisors allow 10 hour days, 4 days a week while others insist on a 5 day week. Our supervisor doesn't allow any kind of personal chit-chat at our desk - we are there to work and that is all. If someone comes to our desk to ask how the weekend was or how the kids are, we are to take them to a break room and converse with them there, then cut one of our break times out of our lunch. So we are not allowed to socialize during work hours. What young person or new employee is going to want to work for a supervisor like that - totally unrealistic. It doesn't matter that our work is done or that we are caught up on our duties - work is for work only. People have left the Health Department because they aren't relying on a pension or Social Security to live - they are looking for more money now and they invest the way they want to for their future. Metro employees haven't had a decent raise in years - instead, it's cut, cut, cut. We might get a new young employee but they don't stay long - they see they can make more money and better benefits somewhere else.	A lot of current supervisors are older and they won't consider changing their ways to attract younger staff. We need for flexibility and the freedom to work from a coffee house or our home when we are on a big project and need to be away from the office but some supervisors refuse to honor those requests. Those are the supervisors with a constantly changing workforce and one that no one applies for a position because they don't want to work for that supervisor. We don't have enough interpreters for all of the Metro Health Department clients - instead, we rely on Language Line. We have to go to diversity training but it's not enforced.	Yes	Yes		Go to colleges and actively recruit - look for people that have the ability to speak other languages and pay them more for their accomplishments. When we get someone hired, don't expect them to be rigid in their thinking and working - allow them flexibility.			white	female	37115	Madison	4/7/2015	
That if you concentrate too hard on obtaining a diverse workforce that department will overlook the best qualified candidate.	That qualified well educated people will be overlooked to obtain the "diverse" workforce.	Yes	Yes		* Look at how you are doing your community outreach. Are you reaching out to all populations. Not everyone has computer access.			2/1/1976	White	Male	37210		4/7/2015
I don't observe there being a lack of diversity in Metro overall. There may be a perceived lack in certain departments, but I assume that to be relative to the overall fields or professions. I believe that the hiring practices are, for all intents and purposes, blind to color and creed. I'd prefer knowing that persons were considered on their qualifications rather than imposing quotas.	The workforce should reflect equality in proportion to the diversity of applicants, not to the diversity of the general citizenry. In other words, hire the best from the pool of resumes and you'll have the best workforce. If you want to encourage diversity, encourage minorities to apply, not skew the numbers of persons hired to reflect a diversity goal.	Yes	Yes		Reach out to local institutes, universities, and colleges. Establish liaisons between Metro Human Resources and their Career Advisors in order to encourage internships and intro-level job applicants.	Allow for more levels in the salary grade structure. The existing system has few steps but the steps are large; smaller steps but more of them would allow for incremental advancement as employees' skills grow, especially early in their careers.	Enable lower-level employees to comment on or participate in the review of supervisors.	3/25/1977	White	Male	37206	Edgefield	4/7/2015
Capt Chris Taylor, chief Anderson. MPD & MFD hates gays and treat women and minorities like second class citizens. Mann vs. Metro. Costing taxpayers lot of money for private attorneys to represent them.	Need more minorities and females in higher level positions, need to train employees about equality.	Yes	Yes	I presently work for metro. You should send the questionnaire to minorities and females and see what the responses of how they feel about unequal pay and treatment.	More minorities and females in positions of authority. Metro council should also look into the lawsuits the police department has to pay out when the budget comes around annually. They would be amazed. Metro legal should be able to help provide the data.	Fire people like Capt Chris Taylor in metro parks. Hold chief Anderson accountable for his men equally as the females and minorities. Hope the next mayor cares about equality and doesn't just give lip service.	Follow other Metro Governments from. Major cities like Atlanta, San Francisco and recruitment practices. Also hold Dept Heads (civil service) accountable when they try to destroy peoples careers.	10/9/1963			37138	Old Hickory	4/7/2015
Officers are only allowed to drug test offenders of the same gender. Officers should not supervise/monitor Offenders of another gender. Therefore, when an officer resigns, we want to replace them with one of the same gender.	I feel we should hire the best candidate for the position according to their skills, regardless of race, gender, religion, etc. I don't think we should hire someone to make the statistics look good. WE have to work with them. If they can not do their job, it makes it harder on the rest of the staff. However, if you see a department ONLY hiring applicants of the same race, gender, etc., that is when it should be looked into to see if there were qualified applicants of another race or gender that were not considered. Then find out why.	Yes	Yes		None. The jobs openings are posted online for the public to view. Anyone can apply.	All departments should look at their current staff first when filling a position. Whenever possible, promote within, then hire in from the bottom. No one likes to feel stuck in a job with no room for advancement. When a position is posted as a civil service promotional position, non-civil service employees are not allowed to apply.		9/10/1971	W	F	37221	Bellevue Community (West Nashville)	4/7/2015
Metro's goal is to be SO diverse that it neglects it's loyal hardworking Caucasian employees. Especially, female without political pull.		Yes	Yes		Allow Caucasian female employees gain jobs & promotions as well as African American, Hispanic, etc.	Be fair to all and don't respond only to people of color or other beliefs.	I have seen lists of people that have applied for positions and been told to go down the list and pick out female, Hispanic & African American applicants. While I myself have applied over and over for promotional positions and have yet to be promoted since 2001. I'm not the right person to ask about diversity.	12/2/1961	Caucasian	Female	37211	Woodbine	4/7/2015
Members of management not being educated on the importance of working to achieve a diverse workforce. Attitudes always start from the top down. So if upper management is not onboard with creating a diverse work group and culture, then it simply will stall.	The resistance to change archaic and unfair hiring practices that ultimately blocks the ideal of hiring individuals with different backgrounds and cultures. Again, education, frequent diversity training, and the creation & implementation of diversity initiatives are essential in order for Metro to achieve it's goal of employing a more diverse workforce.	Yes	Yes		Hosting job fairs and information sessions at easy to reach locations. Attending collegiate job fairs of difference colleges and universities. Publishing job opportunities in difference media sources like local ethnic newsletters and magazines.	By offering seminars to ensure that disadvantaged groups understand metro's application and hiring processes. It would also help to employ a panel that reviews applications submitted to ensure that applicants are not being passed over.	N/A	11/4/1984	African American	Female	37040		4/7/2015
State legislature	none that I am aware of	Yes	Yes		HR should have a table at targeted communities' events	Stop discouraging people at the lower pay levels by creating new jobs for administration when no one else is getting raises. This creates a great deal of animosity and sends the message that those lower pay scale jobs and the people who do them are not important.	no	5/12/1956	white	female	37075	Hendersonville	4/7/2015
						Of course - stop worrying that you're going to hurt someone's feelings and hire or promote the best candidate- even if that is a white male with the best qualifications; do you want what's best for the city, or do you want to kill hundreds of Nashville citizens when a less qualified engineer designs a faulty building and it collapses - but you hired him because of the "everyone gets a trophy" mentality.							4/7/2015
I do not see any roadblocks	I do not know of any particular perceived problem	Yes	Yes		consistently provide clear and helpful information to community centers and commercial establishments where diverse communities spend time and receive info	open communication as to what is expected and how (what skills) can an employee advance		2/19/1973	Hispanic/Latino	Male	37027	district 4	4/7/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Metro must do a better job of expanding its reach to more diverse groups of people by connecting with area universities, culturally based professional organizations and advocacy groups.	Lack of education on the cultural practices and lifestyles of disadvantaged groups. A short diversity course should be offered to all metro employees, like the defensive driving class.	Yes	Yes		Metro should make an extra effort to work with local universities and diversity organizations to target socially disadvantaged groups.	One person should not be in charge of the promotion/advancement process. There should be a board or group in place to take a vote.	Jacky Akbari is the board chair of the Council on Workforce Innovation. She is also the Employer Relations Director of NCAC. She often invites HR professionals around Nashville to talk about diversity and inclusion. Educating employee reps plays a major role in breaking down negative stereotypes that could lead to an "exclusive" workforce.	9/21/1991	Black	Female			4/7/2015
I feel that sometimes the same protocol is not used consistently throughout the system and some are allowed to hire whomever they like. Because of that I feel that is a barrier to Metro hiring more diverse employees.	There is favoritism in the hiring system.	Yes	Yes		Make more effort to go out and recruit and/or post jobs in more diverse areas.	Make sure new employees reflect all populations we serve that have the requirements for employment.	n/a						4/7/2015
Language barriers and cultural differences Transportation issues the political will is a roadblock	Communication and job training	Yes	Yes	not needed	Flexible work schedules Working remotely Offer 2nd language classes to interested current employees so that they can better communicate with new employees with language barriers.	A higher level of Diversity Training for Management Staff Leadership must come from the top	Diversity training is mandatory for all Metro Employees Self Evaluation Performance Reviews Metro already has a diverse population of employees and does not discriminate during their hiring process.	8/22/1956	White	Female	37128		4/7/2015
I believe we are on the right track to hire a more diverse workforce. Those employed should be able to read and speak English.	none	Yes	No										4/7/2015
I believe we are on the right track to hire a more diverse workforce. Those employed should be able to read and speak English.	none	Yes	Yes						African American				4/7/2015
to see more minority directors and assist directors in a department.	I been with Metro Government over 35 years and I have never seen a qualify minority in a director or assist director position.	Yes	No	I haven't lately because most of the jobs requires a degree	When a minority apply for a upper management, assist. director or director position please consider if qualify.	Be fair across the board regardless of race or creed if that person is experience and qualify.	Public Works Department should have more diversity in upper management and directors. There has never been a minority in directors or assist directors.	2/16/1956	black	female	37013	Preserve	4/7/2015
I have heard from people that have tried to use our web-site that it is not user friendly. In an age when most people get their information on-line - we miss a large segment of the population when the information is not easily available.	I would think that the Gov't should be the example to other employers - attracting and employing a wide variety of workers: making certain that everyone was represented in the workforce.	Yes	Yes		Metro should make sure that the Universities in the area are kept informed on employment opportunities. Metro should also be represented at local job fairs - to make sure that information about job opportunities is reaching all populations.	It would be helpful if the job descriptions had more clearly identifiable requirements - so that everyone could be clear when someone had met the criteria for advancement. So often, there is very little to go on in the formal job description - so the process becomes subjective. If to go from step 1 to step 2 - you had to achieve an additional degree, or 5 years of experience doing step 1 - the process might be less subjective.		9/18/1952	white	female	37214	Donelson	4/7/2015
Metro is too far along to start over, you have to be diverse in the leadership positions to welcome in diversity.	That they will not represent or perform as well but to me its more to do with the lack of support a person gets if your not a household name. Also a Trust factor	Yes	Yes		I think the pool is diverse they're just not getting the jobs.	Same one on one preparation and get rid of the group think explore other ideas	hands on assistance when applying for these positions,	9/9/1966	B	m	37207	Cleveland Park	4/7/2015
Possibility that until marriage equality becomes a law in Tennessee those LGBT persons with partners recognized in other states might be hesitant to move to Nashville or accept positions within Metro government despite the Mayor's executive orders and work for inclusion of domestic partners in the employee benefit program.	To be sure that someone of a minority race, ethnicity or sexual orientation will not face discrimination in the workplace by either management or fellow workers.	Yes	Yes		Consult the Human Rights Campaign to help determine Metro's score (if it has one) and review their suggestions.	Management should continue to be required to take diversity awareness and training courses.	It was a very big step for the benefits program to be extended to domestic partners.	2/22/1958	White	Male	37201	SoBro	4/7/2015
Transportation is the biggest one.	None	Yes	Yes		Make the application process more accessible. Instead of just using online registration use other options as well emailed resumes and faxed resumes.	Make sure all potential candidates receive the notification at the same time. Or make the announcement to everyone at the same time, so that their is fairness in applying.	See above mentioned response on Making announcements to everyone at the same time.	7/28/1982	Black/African American	Male	37076	Hermitage	4/7/2015
Cultural differences in understanding meanings, language barriers, more time spent in explanation to those who are diverse rather than working time I don't see any at this time.	A diverse workforce can communicate varying points of views along with challenges of resistance of change I don't see any at this time.	Yes	Yes		Diverse groups may not know how to apply on line. The steps for applying for a job need to be more plain and more simple for those learning to use the computer or uneducated computer users to utilize with efficiency. The steps are not clear to a first time user. Most ask questions and finally figure it out.	I think Metro does a great job posting in multi places to get the word out to Metro employees as well as those outside. I do think advancement should focus more on experience in order to promote.	Create new ways for people to connect by providing a venue for networking, mentoring, and socializing. These groups of employee will engage by demonstrating to individuals that people like themselves are not only finding success within Metro Government but are willing to help them succeed as well. With tools like these at their disposal, employees are far more likely to feel part of a diverse and inclusive workforce.	8/23/1960	White	Female	37206	East	4/7/2015
Hire the most qualified person for the job at the rate the market demands.	Hire the most qualified person for the job at the rate the market demands.	Yes	Yes		Hire the most qualified person for the job at the rate the market demands.	Hire the most qualified person for the job at the rate the market demands.	Hiring the most qualified person for the job at the rate the market demands.	1/3/1989	WHITE	MALE	37214	DONELSON	4/7/2015
Lack of diversity is systemic in nature and is imbedded in the work culture of all departments.	There will always be those who are resistant to change and refuse to accept a cultural and social change in organization makeup.	Yes	Yes		This has to be a mandated effort from the top down. Each department should be charged with increasing diversity within their departments, particularly in upper management in the next 2 to 3 years. There should also be increased effort to look within departments for promotional opportunities for existing minority personnel.	Leaders within organizations are primarily responsible for the success of any diversity and inclusion initiative/effort; and they should be charged with creating a culture that attracts and retains the best workforce that best represents the diverse communities we serve.	Change has to begin with our leadership first in order for it to translate across departments and organizations. Diversity and inclusion training should be mandatory on an annual basis to keep leaders and staff cognizant of this issue.	8/19/1965	Black	Female	37209	Nashville	4/7/2015
lack of skills by minorities, for example certain jobs need engineering degrees. It is not a matter of just wanting to hire minorities, you have to have the pool of qualified candidates.		Yes	Yes		post on Facebook		generic, unbiased, uniformed evaluation process.						4/7/2015
		Yes	Yes										4/7/2015
One major roadblock I have seen is some staff members don't accept that not everyone fits into a certain mold. For instance, some staff feel that because a person doesn't sound, look, or act like them then s/he isn't hirable.	Some perceived problems with employing a more diverse work force are: 1) More diversity equals more workplace distractions, 2) Less group cohesion/team work, 3) Fear of saying the wrong thing.	Yes	Yes		Have recruiters go into places that are predominately poor, and go to schools that have large amounts of ethnic minorities. Explain the process that a candidate will typically go through. Show the person how to sign up for jobs through Nashville.gov or governmentjobs.com	If the supervisory staff knows it wants to hire in-house, then just post it as a promotional opportunity and set perimeters.			Black	Female	37115		4/7/2015
None.	Only problems would be from the narrow minded.	Yes	Yes		Go to the schools and tell them what is available and the benefits of working for our local government.			10/3/1953	White	Male	37115	Madison/Inglewood	4/7/2015

Roadblocks	Perceived Problems	Know How Apply	Have Applied Metro	Why Not Applied	Increase Diverse Candidates Suggestions	Best Practices Suggestions	Best Practices Observed	DOB	Race	Gender	Zip	Neighborhood	Added Date
The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Aside from any potential/possible shortages in the available candidate pool, none.	Aside from any potential/possible shortages in the available candidate pool, none.	Yes	Yes		Successful diversity in the candidate pool cannot be artificially induced. Such diversity is statistical, not functional. True candidate diversity, ultimately workforce diversity, occurs naturally when education is encouraged, supported and reinforced. That can only be done by applying societal and systemic emphasis to expectation, accountability and consequence - not to dollars, departments and demographics - within the education system. When the only consequence to poor performance is support through social programs, students are not motivated. Poor school system turnout = poor workforce candidates.	Process 'blind' applications for in-house positions to prevent favoritism/politics. Ensure standardized evaluation practices to preclude inconsistencies in ratings through personnel changes. Establish a system of periodic review of clear mission/vision/goals for each position; assessing levels of success for each. Ensure supervisors have the background to accurately assess job performance in rated areas. Ensure interviewers have working knowledge of the position requirements, to aid in 'best fit' selection of applicants. Establish standardized interview processes within various sections/divisions, e.g., same questions for every applicant for a particular position. Advise non-selected personnel of the areas in which they could improve, to support their efforts to advance in the future. Review application of training funds per personnel, per mission need. Provide a method (online?) for existing employees to anonymously submit suggestions/questions to address any concerns they may have in this area - keep the doors of communication open.	See previous answer.						4/7/2015
Should not be any, but generally they would be the same roadblocks that any other employer would face: if essential functions of specific jobs required specific language and/or functional skills that a majority of candidates didn't have, that might limit some hiring. I would think, however, in a city as diverse as Nashville there are persons from all cultural, industrial, mental and physical abilities who would be able to fill skill-matched positions.	Employer perceptions: Having to pay for reasonable accommodations; potentially having to mediate between co-workers Existing Employee perceptions: adapting to working alongside persons who appear or sound or believe very differently from them (assimilation resistance)	Yes	Yes		1. Make language in the application process as easy to understand as possible. 2. Seek referrals from existing (good) employees who meet "diverse" criteria	Recommendations are already enforced at NCAC. 1. Performance expectations are well covered between manager and direct report(s) in the beginning of the work relationship 2. Tools are in place for achieving goals 3. (Good) Managers establish an open relationship with all employees and are accessible for feedback re. employees' goals as well as employer goals (must be realistic on both sides)	See above	12/26/1952	Caucasian	Female	37115	Madison	4/7/2015
I don't believe it has to be a roadblock as long as the people you are hiring are able to do the job and not getting hired just because they are diverse. I believe that you should get hired because you deserve it.	There is any as long as they are capable of working.	Yes	Yes		Nothing if someone is looking for a job they have to do just that look, it does not fall in your lap.	Make it available for all departments to see Metro jobs that are open.	Nothing, I think Metro does a great job at hiring diverse groups, the news can make anything look bad if they try.	9/26/1968	White	Female	37146	Pleasant View	4/7/2015
None.	Quality of education (watered down academic standards) from historic diverse universities. Background checks.	Yes	Yes		Improve the quality of education for all citizens. Encourage historic diverse universities to establish higher academic standards and promote diversity within their campuses.	Whenever possible use the pipeline approach to training, providing tools (software license) to employees, and work assignments (cross-training opportunities, etc). This allows the maximum number of employees the opportunity to develop skills that will qualify them for promotion/advancement.	Establish measurable diversity goals, and monitor and communicate progress to achieving goals.	3/13/1960	White	Male	37220		4/7/2015
Due to lack of a good public education system, skilled workers of any race/gender are in great demand. Many jobs within Metro require trades/crafts type knowledge. Also, the ability to read, write, and do basic math is hard to find. Additionally, salary is a big roadblock. Asian, Hispanic, Middle East and European cultures value hard work and education. There needs to be some incentive to bring one's talent to Metro. As it stands, a city entrance level job is poorly compensated.	Metro is perceived as a less than desirable workplace. Due to decreasing budgets, our equipment is dated, our facilities are old, and Metro's "persona" is not in tune with the new vibrant Nashville. Millennials (right or wrong) expect a fresh, modern workplace. Metro does not project that image to prospective employees	Yes	Yes		Start/expand apprenticeship programs in the trades and labor sectors. Create a framework for those less educated, but willing, to begin a career that will lead to a significant lifetime occupation. Greatly increase the dissemination of job opportunities by working in schools, on the internet and in the media.	Push on the job training and encourage self improvement.		10/16/1955	White	Male	37209		4/7/2015
none	none	Yes	Yes		working closely with refuge and displacement programs. Recruitment with colleges and universities, technical schools, etc. Job fairs in diverse neighborhoods and culture centers + training programs etc.								4/7/2015
Need for more "diverse", qualified applicants. We have a problem in finding qualified applicants. Slim pickins'	If diverse applicants do not apply, but more importantly diverse, and "qualified" applicants. Again, we can open a position and from the list we are usually able to find only 1 or 2 qualified applicants.	Yes	Yes					12/2/1949	White	M	37214	Donelson	4/7/2015
Pay scale, and perks .	lack of job promo and being advertised	Yes	Yes		more promotion of jobs.	no it is still who you know somewhat the good o boy system.	better training at outside vendors to meet people who work at other places . that way you could get folks interested in working for Metro.	7/10/1965	white	male	37216	Inglewood	4/7/2015
We need to make sure we are hiring the best people no matter what their cultural background is. I would love a more diverse setting in Metro. I feel we are doing great in that area though. I believe we are becoming more diverse all the time. We can't hire someone that doesn't apply. I feel the danger is if you simply want to increase diversity and someone who isn't considered a minority may be passed over because they are the wrong ethnicity.	Getting hired just because you are a minority. I see that causing a lot of issues with other Metro employees and applicants. If you score higher and are the best qualified, then great, but if you are getting hired just for the numbers in our diversity pool to look good...that could be a problem.	Yes	Yes	N/A	When advertising.....you need to point out that Metro is a very diverse place to work. You need to incorporate the word "diverse" or "diversity" in to our ad campaigns....Maybe somehow integrate it in to our mission statement.....any advertising! Everyone knows us as Music City, but we are so much more....let's incorporate our diverse culture and how wonderful it is to be a part of.	This is where things can get tricky. I wish I had a great answer for this one, but I'm honestly not sure. Any promotion/advancement should obviously be performance based, but there really should be something in place to make sure the possibilities for advancement within Metro should be the same no matter which department you work in.	I feel in Metro Water they do a good job. All of their applicants go through the same set of criteria when applying for a job. All of the interviews are done on a point system. They also use a panel when they interview. Each panelist scores the applicant on how they answered the question. Once the interview is over they total and average the scores. The applicant in the number one position is the first one to be offered the position and so on.....no matter how close it is. It seems fair.	1/26/1960	Caucasian	Female	37015	Cheatham County	4/7/2015
None, the more diverse we are, the more we as coworkers can learn from each other.	I don't foresee any problems, unless your narrow minded, and unwilling to accept change.	Yes	Yes		Including domestic partnerships in the benefits package is a start.	Offer educational opportunities to long term employees. Rewarding employees with consistently good evaluations.		7/30/1968	white	female	37076		4/7/2015
Education and qualifications.	Racism and sexism.	Yes	Yes					8/3/1965	White	Male			4/7/2015
getting people that qualify for the positions	Complaints for the reason why certain people got positions	Yes	Yes		education and knowledge	educate the ones that do the interviewing so that it will be a fair and equal playing field		12/14/1966	Black	male	37115	Madison	4/7/2015
Racial bias in Metro Human Resources Staff.	Bias from Metro employees and indifference. I have an advanced degree and am very experienced employee.	Yes	Yes			Stop using floating /sliding scale for " certain" friend or family to Metro Senior Management members and being strict following.	Include diversity factors in the evaluation of all levels of Management. Require all employees to complete the Harvard Implicit Bias Survey. Include more diverse employees in middle and senior management positions.			Female	37211	West Brewer	4/7/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Diversity in the workforce is not only optimum, it is absolutely necessary - specially in government where the employees serve the people of their community. But to talk about Diversity in just generalities to be political correct, in my opinion, is a waste of everyone's time. To answer this question, I think Metro needs to define diverse workforce. (Is it according to the population of Davidson County - what percentage male, female makes a Metro Government diverse? What percentage Black, White, Mexican, Other makes Metro Government diverse. Does workforce diversity include the age of the employees? Does a diverse workplace include employees who are not American who have work visas and does it include a certain percentage of employees who have a disability or handicap?) Next, based on those definitions and percentages that make Metro Government diverse, they need to be shared those with Metro Government offices so they can strive to meet those percentages. Once you have defined diverse workforce, when that balance of percentages within an office is unacceptable for that diverse classification, then certain job positions should only be applied for by that diverse classification. (see further suggestions on this below)	When a job is posted on the website and the Official is trying to hire an employee who brings diversity to the organization it is very frustrating for the other less diverse applicants who are more qualified to be turned down for the position. If based on the office's population, a more diverse candidate is most favorable for the position, then I think that diversity should be included in the job description. (See further suggestions on this below)	Yes	Yes		First, is the definition of diversity based on Davidson County's population? If so, then you should only hire those employees who live in Davidson County. Once you have identified those diversities that are lacking in Metro Government, Metro should beef up recruitment for applications for the best applicants who fit that diversity. Whether it be colleges, high schools, career centers, where you can recruit the best qualified applicants who fit that diverse description, etc. If based on the office's population, a more diverse candidate is most favorable, then shouldn't that diversity be included in the job description. Shouldn't the only time diversity not be listed in a job posting is when the employer is going to pick the applicant who can best fill the position without diversity being a heavy weighted portion of the hire. Understandingly, with this progressive type of thinking, posting jobs based on diverse classifications could cause dissention, so, if that is a deterrent then don't post those jobs - post a request for applications for Police, Clerical, Management, etc. and then send emails to those candidates who have applied for certain types of positions who fit that diverse classification.	If you are recruiting applications from institutions wherein you can receive qualified applicants for all genders, races, ages, etc. then diversity is less likely to be hampered in promotion and advancement.	I applaud your efforts to ensure Metro Government is a diverse workforce as it will continue to serve the community better and will continue to develop a community that has trust and pride in the people who work for them.						4/7/2015
I believe each year Metro is bringing in more diverse staff which will enhance our cooperation and duties to an ever-growing diverse population in this city.	Possibly a language barrier or at worse, cultural insensitivities.	Yes	Yes	Am already a government employee.	None	My experience is when dealing with human beings you will always have people in middle and upper management roles who will not trouble themselves when it comes to aiding a qualified candidate to excel with a promotion/advancement.	None	11/13/1956	w	female	37216	Portland	4/7/2015
Maybe people being scared of change.	Change. Maybe friends hiring friends to take their places.	Yes	Yes		provide diversity training.	No	No						4/7/2015
Current director's and administration hiring friends and rotating those friends among available management jobs.	That the current workforce will not be receptive to working along side or being managed by someone who doesn't look like them.	Yes	Yes		For hiring managers to hire based on merit and not on nepotism.								4/7/2015
teaching and training those that can't comprehend their job description.	At Times diversity is good because people are different and no one is the same. Everyone has different input, ideals, but at the same time everyone can't do the same job, same way.	Yes	Yes		being fair.	No matter some jobs got there favorites and pics. It's not always what you know, but who you no that get you into the door.	Less drummer when there is not a lot of African American together at a work place. Thy can keep you in the office.	11/28/1960	black	female	37207	east Nashville	4/7/2015
1) People who have a drug possession felony from when they were teenagers are automatically disqualified, even though they have had no legal problems for years since then. Research shows that this may disproportionately affect African American applicants. 2) There is a great need for skills training for high school drop-outs and also for HS grads who are not going to college. My HS in the 1960's had a diversified Cooperative Education program in which Seniors could work part-time for local businesses, to learn a trade while in school - many of them ended up owning the same or a similar small business.	1) Racism continues, especially in older Metro workers who tend to have greater authority due to longevity, including departmental directors and other top management personnel. There does not seem to be any significant ramifications for discrimination in the workplace for offenders, such as reduction in rank, transfer or dismissal. 2) High school drop-outs often just disappear into the community, and are difficult to locate and recruit for [paid] skills training.	Yes	Yes		1) Increase local funding to Nashville Career Advancement Center and other agencies for training for drop-outs and others, since local money is more flexible than Fed. or State funding. 2) Require diversity training such as Dialogues in Diversity for every Metro employee in a supervisory position, up to and including departmental directors. 3) Require departments to submit semi-annual reports about the actual numbers of employees of each race, ethnicity, gender and disability and make this issue part of Mayor's and Council's budget hearings.	1) Some person, entity, etc. must have this as its only priority, with some sort of rewards or sanctions that can be assessed. If there is no authority to enforce diversity, it will not happen as much as it should to reflect the demographics of our area. 2) Look at other cities: Boston (and others) created an entity such as a Diversity and Inclusion Team to look at current hiring, set benchmarks, identify community agencies for recruitment, etc. http://www.cityofboston.gov/news/default.aspx?id=17890 3) Look at academic research on increasing organizational diversity through enforceable policies.	I have observed local non-profits and some governmental commissions that keep statistics about demographics of board or commission make-up, e.g. number of each race, number of each gender, age, disability, area of skill/knowledge/interest, etc. and then recruit to keep the group diverse. This kind of data should be kept by all Metro agencies, boards and commissions and made transparently available to the public.	2/20/1947	white	male	37221	Bellevue	4/7/2015
The biggest roadblock will be getting upper management to diversify. If diversity isn't present in the decision making arena, real change will never occur.	One of the problems is that departments believe that simply employing people of color solve the diversity problem. In most instances these positions are entry level positions. Not positions that can truly effect change. Also, the engraved belief that an all white managerial team can make the best decisions for a diverse workforce.	Yes	Yes		Metro has to be aggressive in its recruitment. It is essential that Metro develop a plan that focuses on diverse recruitment. People need to see people that look like them in the workforce. Metro has to establish relationships with various groups/communities within Nashville to find out how to best reach the talent pool.	In order for people of color to be able to take advantage of promotional opportunities, they have to be afforded the same training, relationships, networking opportunities as their white counterparts. So often people of color are bypassed because we are not a part of the "group". We aren't asked to join or participate in areas that will benefit our skill base which will assist in us getting promoted. We are typically blocked from these circles.	I recently met a local businessman and he said that he made a conscious effort to recruit an administrative team that looked like his workforce. He was deliberate in his recruitment. That is powerful.	1/31/1966	African American	Female	37013	Antioch	4/7/2015
In our field diverse workers are highly sought after and have higher paying opportunities with private firms.	Our low pay scale does not allow us to compete for diverse workers.	Yes	Yes		Make sure new job positions requiring higher education and experience are posted to regional and national organizations who cater to those in the field.	Ensure that employees have a interactive and engaging annual review. I give the employee the written review in advance of our meeting and suggest they give me a list of the things they do well and those they need to improve upon. I also ask them for a similar list relating to the office work and culture. Finally, I share my notes from the prior year's review, so we can reflect on how things have or have not changed.			White	Male	37206	Lockeland Springs	4/7/2015
Nepotism.	Some perceptions are that diverse groups require "special handling", are not competent & unprofessional, and are thought to be trouble or problems.	Yes	Yes		Increase diversity within the hiring, management, and interview panels.	Send email notices to current employees to apply for new and promotional opportunities in order to advance in their careers.	No.	8/21/1960	Asiatic	female	37189	Whites Creek	4/7/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
The thought that only one group of people would work well in this area of town.	I think that the perception is that one group is only hiring like minded folks.	Yes	Yes		I think the important thing is to get the best candidate period, regardless of age, gender, ethnicity, or religion.	I think that it would be best for the downtown HR department to do all the promotions. It is just too easy for upper level management to promote folks they are friendly with or that have been working in the same location as them. Metro has far too many people who are unqualified for the position that they are in, but they got that position by being friends with a decision maker. Do not allow the Mayor's Office to fill vacancies in departments without the candidate being properly interviewed.	When a department or entity promotes or hires the best candidates or the most qualified candidates it promotes people of all backgrounds. I think we need to increase our requirements for degrees in areas that have the public trust involved.	3/31/1975	White	Male	37075		4/7/2015
The lack of English skills, educational credentials, literacy skills, transportation, expectations, and the ability to even know where to apply.	For international families English skills, educational credentials, literacy skills, transportation, and needs for job training and even legal status, and lacking skills to search and apply for jobs. For others, whatever diversity may translate to: lack of opportunity to know where jobs are available, unequal access to information, low literacy skills, lack of education, new jobs are taken internally and never really publicized, lacks of skills for job search.	Yes	No	It is not my field of passion and education.	First of all, after being told that my credentials were perfect for the job I had applied for, I was later told "they desired to hire a person of color instead." This too is discrimination. This organization felt frustrated that no one of color had applied to their pool. First and foremost, I think credentials, experiences, and education should supersede skin color or other discriminatory attribute such as sex, age, etc. We do not hire someone less qualified because we need a male, or black person. We hire the person who compliments the job description or is highly qualified. What is the purpose of work ethic and higher education if you are not hired because a diversity quota with a less qualified person is the ultimate criteria? To help increase the candidate pool reach out to social media. All should have equal access to information. If we want to impact candidate pools then we must start in our schools. We must help guide young people to trades, universities, and jobs. They must learn to market themselves, learn job search skills, and keep active resumes. We could have more service-learning where young people can be exposed to employment opportunities and career paths. Simply hiring people of color does not make us diverse. Our goal is for diversity should be inclusion for all; being valued, respected and supported. It's about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential. Inclusion should be reflected in our organization's culture, practices and relationships that are in place to support a diverse workplace/learning environment. In simple terms, diversity is the mix inclusion is getting the mix to work well together.	Rubric for Job performance (documented) Access to improve your quality of work (on job training) Constructive Feedback Mentor Clear expectations High priority on attendance, being prompt, and longevity Administrators with people skills Organizations with a mission and vision supporting diversity Diversity training	Creating support for those who need it to help people stand on their own two feet rather than giving services with little to no expectations from the participants. I believe people want to be successful at running their families and living a life of purpose. Therefore providing programs that raise a person to make change or create opportunity-- Adult English classes Literacy classes How to manage budgets Being involved in your child's education Learn a trade or apprentice skill				37211	Nippers Corner	4/7/2015
Existing or 'tenured' employees unable to adjust to the change..	Language Barrier and Culture Shock	Yes	Yes		Maybe increase and broaden the advertising and posting efforts to a new "market"	None.	None.	12/19/1990	B	F	37072		4/7/2015
The already culture of people set in Nashville although it has progressed there are still race barriers	The people put in some of the positions that do the hiring. There is still that good ole boy mentality in Metro in some landscapes.	Yes	Yes										4/7/2015
When Metro looks to the same "leaders" in the community time after time after time, the result will be the same. New people with different qualifications need to be given a chance to prove their leadership abilities. When most of the commissions, task forces, and dept heads are white and male, there is little room for other citizens to engage and prove their abilities.	As above, the perception is that the same group of mostly white, mostly male "leaders" in the community are asked to help steer all the decisions and planning for the city. Nashville Next was a great attempt at including a wider swath of Nashvillians. But perceptions (misperceptions?) persist about the education disparity, interest, commitment, financial success, etc., of people outside of that small leadership group.	Yes	Yes		Find a way to make all people feel comfortable, and confident that they will not be discriminated against. This includes providing support and professional development when appropriate, to ensure that people can do their best jobs, be promoted for good work, and recognized fairly. And show them examples - highlight those diverse employees who have earned recognition for good work, promotions, etc.	1. The task force needs to really hear the concerns. Sometimes a concern about a gov't issue can sound like a petty isolated complaint, but there are always others who feel the same who don't speak up for themselves. So if there is one complaint about discrimination or harassment, take it seriously and really try to see beyond the emotion. 2. Set up professional development that is available to all, and make sure that there is NO underlying resentment or workflow issues when someone actually wants to take advantage of options provided by Metro. (For example, we all know that the Mayor gives us the chance to volunteer in schools, but few do that. Is it because supervisors look down on it and make it hard for the volunteer to complete other work?) There are lots of opportunities at Nashville, but if you feel your immediate work will suffer, and your supervisor or coworkers frown up your participation, you probably won't take advantage.	I don't know if this has been done, but with all the Big Data, it seems that a study could be done to see how the current Metro employees are reviewed annually. How do different races fare in the review process? Is there a real disparity between the performance reviews of whites and nonwhites? If so, and nonwhites seem to be reviewed more poorly, find out why. Are they legitimate lower scores, or is there an underlying issue that needs to be resolved? Provide annual sensitivity training throughout Metro.	4/28/1971	White	Female	37216	Inglewood	4/7/2015
Recruiting practices is the major roadblock. Ditch the good old buddy system of hiring friends and relatives unless equally qualified for the position. This is the major problem in my opinion. Give qualified applicants a chance, this can sometimes be difficult to do if the positions are never posted.	Many jobs within Metro are not even posted that would enable the general public and good qualified applicants a chance to apply. There is way too much nepotism and favoritism in metro (especially fire dept. and depts. where there are elected officials etc). Everyone knows that it is almost impossible to get on with the fire dept. unless you know someone in high places, I sincerely hope that this practice has changed. Most often the public as well as other metro employees does not even know that there is a vacancy until the new hire shows up to work. Some depts. are notorious for this practice. In my opinion most minorities receive the lower paying jobs. It would be interesting to see the pay difference across metro based on race and gender. One solution would be to make it mandatory for all departments to post all vacant jobs within their department. Another would be to close the pay gap based on gender and race (if statistics prove this to be an issue). The good old buddy system is old and does not offer opportunities to those who are equally or better qualified. Nashville is certainly a city of diversity, due to the numerous higher learning facilities the city has and certainly the city employment needs to reflect that. Until Metro aggressively recruits for diversity and hold depts. accountable this will continue to be an issue that everyone within Metro knows has been an ongoing problem. There are many ways to reach out to the minority population, such as making sure employment postings are distributed equally to well known minority groups (Hispanic communities, urban League etc.) It is inspiring that this issue is no longer a pink elephant in a room but now has been surfaced, which is a great starting point. Thank you Mayor Dean.	Yes	Yes		diversity efforts define diversity broadly, beyond race and gender, to include all of its dimensions. This means that everyone is included in this thing we call diversity. It is important to help employees understand that diversity includes all characteristics and experiences that define each person as an individual. 2. Commitment to diversity starts at the top. Success in workforce diversity begins with an active and visible commitment by senior leaders. Diversity strategies are doomed or severely limited without a sincere commitment from the top. Enough said! 3. Align diversity goals and objectives with organizational mission and goals. Best-of-class organizations align diversity goals and objectives with the company's mission and goals. Diversity, thereby, becomes integrated as an organizational priority. Consider making diversity a core value or strategic objective of the organization. Diversity Helps Business: 7b) creating a larger talent pool, helping organizations to attract and retain the best available talent, which makes firms more competitive. 7b) enhancing marketing efforts. A diverse workforce better serves a diverse customer base, offers better insights into customer needs, and markets can be segmented along diversity group lines. 7b) increasing creativity in organizational processes. A diverse workforce possesses more innovative ideas, creative approaches and diverse strategies for dealing with organizational issues. 7b) improving problem solving. A diverse workforce offers new solutions, expanded critical analysis and higher quality decisions. 7b) creating organizational flexibility, with less tradition-bound and more divergent thinking. Accommodating diversity makes the organization more adaptable to other organizational issues. Source: "Hardcore" Measures that Support the Business Case for Diversity: A Balanced Scorecard Approach by Stephen B. Knouse, PhD, and James B. Stewart, PhD 4. Make the distinction between diversity and Affirmative Action/EEO. Designed to correct historical wrongs, Affirmative Action programs have been instrumental in opening doors of employment opportunity for women and minorities, and Equal Employment Opportunity (EEO) laws have prohibited discrimination in the workplace. While Affirmative Action and EEO help to complement a workforce diversity strategy, they are not synonymous with diversity, and it is important to make	Again the nepotism and favoritism must stop. Does the Human Resources dept. require all jobs to be posted for public viewing? Research similarly agencies and city governments with similarly demographics and racial make-up that have been successful in employment diversity. What does research say is best practices in hiring for diversity? What steps have metro failed to follow that others have not? I have addressed some of these possible solutions in my answer above. Recruit with diversity in mind. I believe maybe metro police dept. has done a decent job at this, but I have nothing to verify this. It's just from the outside looking in.	Recruit at colleges and university where minority enrollments are high. Do away with dated practices that no longer work. There is a new generation coming up in this city and across the country. "Today's organizations are beginning to understand the power of diversity, all the way down to the bottom line. Numerous research studies have shown how valuing diversity in the workplace has led to higher profits and greater business success. According to Overcoming Barriers to Opportunity by S.B. Knouse and J.B. Stewart, despite the current economic downturn, many organizations have kept their diversity programs intact or increased their funding, a clear sign that companies are experiencing direct payoffs from their investments in diversity." I would love an opportunity in assisting Metro with plan. I believe that there are many more financial opportunities for governmental agencies who's numbers show a diversity in their workforce.	6/25/1961	black	female	37115	Madison/Goodlettsville	4/7/2015

Roadblocks	Perceived Problems	Know How Apply	Have Applied Metro	Why Not Applied	Increase Diverse Candidates Suggestions	Best Practices Suggestions	Best Practices Observed	DOB	Race	Gender	Zip	Neighborhood	Added Date
The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
1 - Lack of enough skills to get a job done 2 - Lack of enough information about where qualified people are in different communities in the Metro area. 3 - Background issues.	Difficulty of Culture differences, language barriers & skill levels	Yes	Yes	n/a	You may make sure that the Diversity Advisory Committee is more diversity enough to distribute information's quickly & efficiently to the communities living here in Nashville. You may create a program that help people whom English is a second or third language.	Motivation & representation. motivate people to take challenges to grow & also use representation methods where necessary.	Representation & Motivation are the best ways to make Metro work force more diverse.	5/14/2015	Black	Male	37013	Antioch	4/7/2015
Finding qualified/interested applicants.	Lack of acceptance of diverse cultures or ideas.	Yes	Yes		1. Education of existing employees to assist with understanding different cultures and beliefs so that when a new employee is hired, the transition is easier. 2. Education with potential applicants to increase knowledge of job titles and responsibilities.	Encourage job satisfaction through empowerment and responsibility. When you are invested in your career, you are more likely to seek educational and promotional opportunities. Encourage interaction with all Metro Departments rather than a separatist mentality.	INCLUSION. Too often, the "different" or new employee is excluded. THIS IS WRONG. If you say "good morning" to one employee and leave out another - for any reason - you are creating a hostile work environment. Diversity starts with you and me.	10/13/1964	w	f	37129	Rutherford County	4/7/2015
Catering to certain groups instead of treating everyone fairly as they should.	One is that metro will overlook highly qualified candidates in an effort to promote diversity.	Yes	Yes		I believe metro is already diverse. I have worked for metro for 8 years and have seen more people of color along with women advance to positions of influence. My suggestion would be to continue doing whatever you are currently doing.	n/a	As in the corporate world, I believe the best way to increase diversity is to ONLY hire the Best & Most qualified individuals for any position. This will eliminate the good ole boy system of hiring those because they had connections, as well as trying to fill a position because a department is looking for a certain type of individual.				37203		4/7/2015
The fear of hiring/promoting into Senior and Executive Management qualified - ethnocentric men and women who are not afraid to hire and mentor their own people. This behavior must be encouraged rather than scorned. Diversity is not an intentional failing. Institutionalized racism is not an individual condition. At the higher levels, organizations have a tendency to look like those who run them. No problem. It's just that when the pie is being divided make sure everyone has a knife of equal size, length and conviction. Another roadblock is Metro's lack of diversity, equal authority, anonymity and empowerment of those on the interview selection panels.	Social and cultural norms that make us afraid of what and who we don't know. The net-sum-zero perception is a problem, i.e., for every one of "them" we put into a position of authority, one or more of "us" loses an opportunity. Promotional practices that rely too heavily on the opinion of a homogenous panel or team. Career profiling, i.e., there's a certain "fair-haired" look to Executive Management. Well news flash.... some folks' hair will never be fair unless it's bleached. Ageism is another roadblock. For some of diverse background the opportunity to gain requisite experience for Senior and Executive Management came later in their career.	Yes	Yes		Include Nashville MTA's employment unit (DTO) as eligible for Metro promotional opportunities. Make sure pre-interview applicant screening is conducted by a diverse team of equally empowered peers. Advertise at African American churches and community based organizations. Offer internships to attendees of historically black colleges and universities. Consistently advertise in the Tennessee Tribune.	Include Nashville MTA's employment unit (DTO) as eligible for Metro promotional opportunities. Conduct targeted succession planning. Require diversity on recruitment and selection panels made up of advocates.	Appoint an Employment and Advancement Diversity Advocate for each underrepresented class. Formalize and embrace the need to mentor and not look upon the need for such as an automatic disqualification. After all, those who have come before who were not people of color were mentored but we called it "getting up to speed".	6/10/1957	African American	Male	37115	Madison	4/7/2015
Lack of qualified minority workforce in Nashville Lack of statewide advertisement on open positions Cronyism Lack of workplace sensitivity	Adjustment issues Language differences Cultural differences	Yes	Yes		Increase advertisement efforts outside of Davidson County. Outreach efforts to minorities communities.	Compete based on merits and performance only and eliminate subjective performance reviews.	I have not observed any best practices that aim to increase the diversity in the workforce.						4/7/2015
REVISED: Metro's fear of hiring/promoting into Senior and Executive Management qualified - ethnocentric men and women who are not afraid to hire and mentor their own people. This behavior must be encouraged rather than scorned. Diversity is not an intentional failing. Institutionalized racism is not an individual condition. At the higher levels, organizations have a tendency to look like those who run them. No problem. It's just that when the pie is being divided make sure everyone has a knife of equal size, length and conviction. Another roadblock is Metro's lack of diversity, equal authority, anonymity and empowerment of those on the interview selection panels.	Social and cultural norms that make us afraid of what and who we don't know. The net-sum-zero perception is a problem, i.e., for every one of "them" we put into a position of authority, one or more of "us" loses an opportunity. Promotional practices that rely too heavily on the opinion of a homogenous panel or team. Career profiling, i.e., there's a certain "fair-haired" look to Executive Management. Well news flash.... some folks' hair will never be fair unless it's bleached. Ageism is another roadblock. For some of diverse background the opportunity to gain requisite experience for Senior and Executive Management came later in their career.	Yes	Yes		Include Nashville MTA's employment unit (DTO) as eligible for Metro promotional opportunities. Make sure pre-interview applicant screening is conducted by a diverse team of equally empowered peers. Advertise at African American churches and community based organizations. Offer internships to attendees of historically black colleges and universities. Consistently advertise in the Tennessee Tribune.	Include Nashville MTA's employment unit (DTO) as eligible for Metro promotional opportunities. Conduct targeted succession planning. Require diversity on recruitment and selection panels made up of advocates. Appoint an Employment and Advancement Diversity Advocate for each underrepresented class. Formalize and embrace the need to mentor and not look upon the need for such as an automatic disqualification. After all, those who have come before who were not people of color were mentored but we called it "getting up to speed".	REVISED: Make sure the hiring authority is an ethnocentric leader who is not afraid to hire and mentor their own people. Set goals (not quotas) based upon workforce utilization data for a specific job classification and integrate goal into appointing authority's evaluation/merit increase analysis. Peer position interview panels made up of empowered advocates from the underrepresented class for a particular position whose quantitative outcome can only be overridden by an appointing authority with the written and public justification approved by the Mayor or his/her designee. Implement a Supervisory and Management Training Academy focusing on legal/jurisdictional; public finance and budgeting; infrastructure management; public sector technology; strategic planning; employee relations; communications; public safety, and other areas that in a broad sense can take the unfounded mystery out of what it takes to manage at the highest levels.	6/10/1957	African American	Male	37115	Madison	4/7/2015
Perception that Metro jobs are policeman, fireman, teachers, or a city official.	Lack of knowledge of career opportunities with Metro and possibly a perception of low pay.	Yes	Yes		Use TV and social media to promote Metro careers.	NCAC communicates metro postings via email, which is a good method.	Partner with organizations and institutions to talk about careers with Metro. I.E. if you need certified IT staff maybe New Horizons is the place to recruit.		African American	Male	37128	Weston Park - Murfreesboro	4/7/2015
I feel one of the roadblocks are due to not having diversity in areas of management or people that do the hiring. People tend to hire people that look like themselves. If management is not willing or hedging to hire people of diverse backgrounds then diversity in the workforce will not take hold.	Language barriers could be a perceived as a problem as well as fear of working closely with some that is different than me could be a problem. Some people may feel uncomfortable in a work environment that is say 50% minorities. But these are more "perceived" conceptions, not factual.	Yes	Yes	N/A	Make sure jobs are open to all candidate, not just conveyed to certain groups. If you are willing to take a chance on hiring a white individual that may not be completely qualified, then do the same for a non-white individual. Non-whites are tax payers and deserve the same consideration for Metro jobs.	I can only speak for what I have seen. Management sometime tends to promote/advance the people they like or looks like them even though that individual may not be the best qualified. Non-whites may feel they will not be given an equal chance. (Playing field not level)	I feel Metro residents (provided they are qualified) should be given first shots and Metro jobs. I feel all Metro positions should reflect the white/minority percentages in Davidson county. For example if the percentage of minorities in Davidson county is 28%, then all Metro position should reflect that.			Male	37207	East Nashville	4/7/2015
		Yes	Yes		Just be welcoming to all.	Don't keep lists of applicants for longer than 6 months and be sure that all employees know about positions for which they may be qualified. I did not have the opportunity to apply for a higher position that finally opened in our new library because they did not open the lists for applicants. It is one thing to apply, interview and not be hired, it is quite another to not even have the opportunity even though you have kept looking for the opportunity (for a whole year). I could not submit an application for a higher position because the process was not open.	When I first applied for a position with Metro back in '01 I was surprised to be invited to interview. I interviewed and did not expect to get the job because I was older and usually older women don't stand a chance against someone young (and flirty). I was hired because the manager wanted someone with solid experience who could do a good job. That was wonderful.	3/10/2047	White	Female	37221	Bellevue	4/7/2015
None	There are not perceived problems that I am aware of.	Yes	Yes		None	Good luck...that is something that this government has strived to accomplish for a number of years. Perception is reality and you will never get everyone to agree that a promotional process is fair.	I think Metro does a great job at the current time. I'm not sure why all of a sudden this has become a big issue for an outgoing Mayor.						4/7/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Possible language and education barriers, people unaware that Metro is a good place to work.	Education requirements - some people may perceive that they don't have the necessary education for the position. Language barriers - they may not have the vocabulary necessary to obtain the job.	Yes	Yes		Reach out to high school and college students to encourage study in areas needed for employment. Encourage attendance at community college and trade schools. Send ethnically diverse people to do presentations.	Continued training in job-related classes - help in payment of tuition. Promote programs for training that are already in place.	Employ "FISH" practices in daily work environments. (See Pike Place Fish Market video.)	7/8/1967	white	female	37115	Madison	4/7/2015
finding qualified candidates	affordable housing	Yes	Yes		Recruits at HBCUs	Regular review of formal job descriptions versus what employees are actually doing; my experience has been that they seldom coincide, and the job descriptions are often outdated		1/1/1964	w	f	37211		4/7/2015
I don't see any roadblocks. I see more of an open playing field when it comes to employment. The government needs a more diverse outlook on things because we all come from different backgrounds and communities.	There are no problems to a more diverse workforce. I feel all companies are diverse these days. Just not so much when it comes to government based jobs. Especially when it comes to clerical or high ranking positions. I mean theirs no problem getting hired to be the trash man or maybe some one who picks up trash or some low level position but try to work in an office and see how far you get lol!	Yes	Yes		When trying to diversify the candidate pool I advise maybe you don't want to have all of one specific race that's doing the interviewing and making the hiring decisions.	Do not have all of the same race making all of the decisions for advancement. Make sure the people who are willing to promote someone being more than one have different ethnicity.	N/A	1/1/1979	Black	Male	37207	East Nashville	4/7/2015
Communication as to what opportunities are available to everyone who may be qualified. Not everyone understands how to find out about job vacancies.	Lack of understanding when different cultures are employed as to what needs may be different for the variety of citizens.	Yes	Yes		Communicate within the different communities of job opportunities within Metro. Build the trust that government is not out to get everyone or to use your private information against you.	Honesty and being open about what is going on within each department as far as the future is for the department and what that means to each staff member.		10/9/1960	Caucasian	female	37210		4/7/2015
Most of the applications are online, so people in poorer areas may not have access to these and that usually includes a large portion of minority groups. Many people also may not know how to apply to Metro jobs even if they have access to the internet, it is not easy to locate on the Nashville government website.	The idea that men get paid more than their female counterparts for the same job. There is also the idea that a more diverse workforce may have issues of working together and getting along.	Yes	Yes	N/A	Making it simpler for people to find out how to apply to government jobs and where they can find the openings. When reviewing applications, assign numbers or letters the applications instead of using the names so it does not have any influence on the decision making process.	Making the promotional/advancement processes fair would be the first big step. Family and friend connections are ok to have but they should not be used as criteria for a promotion or career advancement.	Having employees participating in group building activities, even just small exercises that can be completed while on the job are beneficial. If people feel comfortable to work with people who are different than them they are more welcoming of diversity.	12/27/1989	Caucasian	Female			4/7/2015
Unbalanced and unhealthy devotion to diversity over substance. Diversity for diversity's sake breeds resentment and makes people's arguments against it valid. Seeking out qualified people who also contribute to diversity silences the naysayers and gives you all the benefits of a diverse workforce with none of the negatives.	Resentment if the diversity takes the less qualified individual to maintain that diversity. That being said, there are bias issues still present in modern places of business. Hiring unqualified people to maintain this only gives those with prejudice in your organization more ammunition and feeds their ignorance. It's lose-lose.	Yes	Yes	wasn't able to continue due to sudden medical reasons. Based on what I've seen since, I am not sure it would have been a good fit anyway. So I'll answer as to why I think other people have not applied. (not really speaking to diversity, but as my other answers have suggested, diversity starts with having a great work environment to attract it in the first place) Officers are written up and chastised for the smallest infraction. It endears the dept. to the public for taking care of "problem officers", but it creates an atmosphere of fear and uncertainty for most officers. I haven't met one officer who was sure that they would have a job tomorrow. It is a source of real stress for most, an uneasy joke for others. I understand why the rules were implemented and enforced in the first place, but it seems that MNPD went from one extreme to the other during Serpas' tenure as chief. I've never seen a group of officers so stressed out exponentially more at the precinct than they were out on the street. They make a little mistake on a report and it's the end of the world, yet they are provided almost no training	Focus on making the institution a great place to work and they will come. Show the more qualified candidates of the community who also contribute to diversity that they can have a good job and actively pursue and hire those people. Diversity will take care of itself at that point. Those people exist, but businesses, especially government run "businesses" continue to hire substandard help for the sake of numbers.	There are no opportunities to shine. Promotions are strictly interview based and come down usually to who knows who. Thoughts and feelings outside of the candidates qualifications come into play more than they should. There should be classes and trainings that measure potential and weigh into promotion. Classes for those that want to pursue management, not just those that are already management. Tests are the only thing to put people on an even playing field. "I don't test well" is a tired excuse that has no basis in fact. Also a tired excuse is "I don't test well because I didn't grow up privileged." It's not wrong to have standards to live up to. How is anyone supposed to have any pride in their job otherwise?	Those companies that focus on "How can this person contribute to our organization?" instead of "How can this person make us look good on paper?" tend to be more successful at implementing diversity initiatives. Get rid of lazy hiring practices and take an active role in selecting people of substance. For example, don't just look for a woman to fill a role. Look for an exceptional woman who will not only do a great job, but be a beacon of success for other women. Do that and diversity will force its way in. Actively recruit diversity. Don't just wait for it to come to you to fill a quota. You'll never get the best representation of the community that way. And don't be a business that has to "nit pick" being respectful through write ups and punishment. Hire respectful people. Don't be lazy about hiring. Spend some time interviewing and hiring and this shouldn't be a problem. Make hiring an impersonal assembly line process and you'll never know what you're getting. Ever.					4/7/2015	
I think interview panels could be trained more effectively and I think job postings could be better distributed to more diverse candidates. Some education requirements on Metro postings may disqualify candidates who may have a different degree and have as much potential as a candidate who has the required degree.	I think candidates may possibly have the wrong perceptions that they may not be welcome due to age or possibly race. It may be possible some are discouraged from applying due to the current workforce not reflecting their own community back to them.	Yes	Yes		I don't know how much of this may already happen behind the scenes, but I suggest working with organizations already assisting diverse communities throughout Nashville. Maybe Fifty Forward or Casa Azafan or Community Centers and others who already have ties to communities diverse in age, economic, and racial backgrounds. Allow these organizations to assist with getting the word out on job postings to potential candidates.	I suggest training supervisors and training interview panels to ensure consistency and fairness across the board. Supervisors should also promote and cultivate constant growth and educational opportunities for all of their staff so that when opportunities become available employees are prepared to make a leap forward.	Unfortunately, I cannot think of anything specific. However, I believe that promoting a work culture that has open communication, acceptance, and potential for growth is imperative for attracting any new candidates.		white	Female	37203		4/7/2015
favoritism and politics	Favoritism, and politics	Yes	Yes	I have applied for promotion job bids inside Davidson county sheriff office, but was told, if you don't volunteer in the community, you will not get promoted.	Don't hire or promote individuals because they are related to, married to, friends with, someone whom is already working for metro, base it on the individuals' talents and qualifications.	no favoritism, Don't hire or promote individuals because they are related to, married to, friends with, someone whom is already working for metro, base it on the individuals' talents and qualifications.	Have set out guidelines, what to do, how to do it, and have everyone on the same page. Not one shift doing one thing and another shift doing another, just in case a person decides to go to another shift, everything shouldn't be totally different. Everyone that violates policies and rules should be disciplined the same way, not because you are friends with your boss, or someone higher up.	10/16/1970	black	female	37209	sylvan glen	4/7/2015
Metro ACTUALLY pushing to make Metro more diverse is the major roadblock.	Having the current leadership buy in to the idea. The only perceived problem is current long term directors not widening their scope when hiring.	Yes	Yes	Highly qualified however someone "slated" for the position got the job.	Advertise the opportunities on a more diverse platform.	Develop an interview team!!! And one of the members be from EEOC or an outside hiring firm.	Advertising in areas to reach a diverse population.		Black	Female	37209	North Nashville	4/7/2015
Lack of qualifications, cultural and language barriers.	The most common perception is the gender and color inequality in the work place which results in a less diverse workplace.	Yes	Yes		Genuine search for more qualified individuals who can bring more diversity in the work place. It's unfortunate to say that some high ranking government officials pretend to search rather than putting extra efforts to search.	Equal training and treatment with zero tolerance to work discrimination will go a long way to create the same opportunity for promotion and advancement.	I like what the mayor of Nashville is doing. He is more inclusive in his choices and programs. I would like to see more of the same. However, I suggest making better choices in the process of choosing individuals representing their communities. What could be perceived as a well known figure, might not be the right person to speak on behalf of his community. We need people who know how to represent and bring results at the same time.	7/12/1971	Arab American	Male	37217	Pike	4/7/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
The lack of individuals from those communities who WANT to do the job and meet the qualifications. Many times I spoke with people in immigrant communities who complained about not enough people like them on the Department. When I asked them about helping us recruit their adult children, nieces, nephews, etc. I got the same response very time. "My child is bilingual, educated, and has a good reputation. I don't want them doing that job. They can make more money doing something else and not be in danger or be treated the way police are treated." When I explained that my parent's felt the same way about ME doing this job as they felt about THEIR child doing this job, they understood but still wanted it to be someone else's child who made the sacrifice. In government you do make less money than in the private sector, the reward to this work is one that doesn't show up in a bank balance... It can be hard to communicate in a real way this can be more rewarding than the higher paying private sector job.	The perception that the qualified applicants aren't there. They are, but we are competing with professions in the private sector that pay considerably more. With low pay and high stress, it can be hard to compete. I think that the perception is wrong, the qualified applicants are there in the minority communities but our benefit package is not competing with the corporate benefit packages.	Yes	Yes		Increase the benefit package (pay, retirement, education assistance, etc.) and a long-term campaign to foster careers in public service.	I think the blind testing process that we do is fair.	Most companies provide pay for certified skill sets that include language. Many other government agencies that we compete with for candidates do as well, it's something that we should consider.						4/7/2015
there is no need to diversify the work force further. my workplace is all ready disproportionately minority	we already have a very diverse workforce.	Yes	Yes										4/7/2015
Management itself is the impediment. It neither recognizes or acts on behalf of employees of color where clear violations of the law are documented. Metro reflects and employs the institutional biases that have plagued America.	This is the problem this absurd question Mayor Dean formed this commission based upon statically report not perceived problems. There are actual documented problems that the chairman and perhaps others on this committee are fully aware of and have refused to act upon in the face of glaring rule violations; in some of the instances the chairman himself has facilitated the violations.	Yes	Yes		The first thing is that this committee itself is biased and completely prejudiced by the presence of members who are not capable of following Metro Human Resources own rules.	There needs to be a federal investigation of at least the last 10 years of employment practices throughout Metro. The only insurance is that those in leadership are committed to real diversity and the composition of this committee with respect to the stated goal of diversity is catastrophically undermined by certain members currently on this committee.	There are rules in place that are currently not being followed. A wholesale overhaul of the HR department would be a start with training and real accountability.	6/1/1960	African American/Black	Male	37013	Antioch	4/8/2015
Sometime biases.	People in their present position, perceiving they will lose their jobs.	Yes	Yes		Marketing the communities and increasing public awareness.	Training		11/20/1953	Black	Female	37115	Madison Community	4/8/2015
The media.	The MEDIA!	Yes	Yes		More recruiting should be done at the local HBCU's (historically black colleges/universities) in Davidson County. This is where you'll find a large number of qualified minorities that are willing to be officers. Not just qualified African Americans, but all minority groups. I also think Metro PD should consider doing PSA's on how to deal with police for a better understanding and so that safety can be guaranteed for the public as well as police.	None. It think everyone here already has the same opportunities.	Just what I've listed above about the HBCU recruitment. And maybe not just here in the county, but throughout the country. Nashville is a very diverse city and the police department is actually reflecting that. To maintain, the recruitment should be focused in the least likely of area to recruit.						4/8/2015
None	I see no problems as long as they as capable of doing their job and not just given a job.	Yes	Yes		None	No	No	1/30/1953	W	F	37216	Inglewood	4/8/2015
making know the reason for the hire	if he is hiring to enhance a ration he should be in big trouble.	Yes	Yes		I have no suggestions that should be up to the candidate and if he/she thinks they are qualified for the office.	all employees should have the same opportunity for a promotion or advancement and this should be based on his/her ability to perform the work required of the advancement. in Metro	in Metro--none, they do it by numbers not based on efficiency or abilities. The reason for a business, including Metro, is to increase the the profitability of either (Metro by reducing expenses) and not based on the number of gays/lesbian, black/white/ Latino/etc.	8/6/2033	What difference does this make	male	37214	mixed	4/8/2015
Educational requirements and qualification standards	Educational requirements and qualification standards	Yes	Yes		Advertise positions outside of the local community	Better notice of acquired skills and qualifications for higher positions in entry-level job descriptions. "This job prepares you for xxx position after 5 years..." etc.	Affirmative action	1/15/1978	white	male	37167	Smyrna	4/8/2015
In my opinion, the roadblocks are people stereotyping or discriminating against a race based on personal beliefs or thoughts is a hindrance. The assumption that women can't get along in the work place is a roadblock. I've heard conversations in which employers have stated they don't want to hire to many women of color because they are angry, have attitudes, and can't get along with people.	Discrimination	Yes	Yes		Suggestions for improving diversity is hiring individuals based on qualification and skills. More often than not, many people are hired based on who they know. I would also suggest considering hiring more women especially women of color whom meet and sometimes exceed criteria for employment.	Suggestions I would incorporate is a mark scale. Many times employees begin a job but some don't take advantage or are not offered opportunities for advancement given there is so much red tape. Employees should be given an expectation target for yearly improvement. For example, you have to have complete so many hours of training but in a specific area. Year two, you have to have complete so many hours of training and volunteer work opportunities. Year three, you have to have completed so many hours of training, volunteer opportunities, and lead a project or activity. In my opinion, this helps improve productivity, skills set, and leadership abilities.	Diversity practices I have noticed is the elimination of one race and one gender in every department. However, I would like to see an improvement from the one African American male or female stigma to satisfy diversity rule.						4/8/2015
Glass ceiling atmosphere and 'ole' boy mentality	lack of mentoring opportunities or a structured mentoring program		No	Previously employed with a federal government agency and did not have the need to change careers.	Again, the need for a structured and focused mentoring program and more wide spread diversity awareness training.	1. mentoring program 2. clear and defined career options 3. ability to work in other areas to gain awareness of other departments/managers and developmental opportunities	No	4/5/1953	B	Male	37122		4/8/2015
Provide applications in other languages perhaps.	It's a win win	Yes	Yes		job fairs. Other ways to apply for jobs other than just internet.	job fairs. Other ways to apply for jobs other than just internet	Treat others as you would like to be treated.	11/23/1965	white	Female	37214	Donelson	4/8/2015

Roadblocks	Perceived Problems	Know How Apply	Have Applied Metro	Why Not Applied	Increase Diverse Candidates Suggestions	Best Practices Suggestions	Best Practices Observed	DOB	Race	Gender	Zip	Neighborhood	Added Date
The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
A lack of cultural awareness. Nashville schools have over 100 languages and according to the Department of Social Services, Nashville has over 20 organizations that provide resources to specific ethnicities. In our government, we do not have a program that teaches the customs, artifacts, habits and manners of our residents from foreign countries. As a result, we have a series of assumptions on what these items or gestures mean resulting in misinformation being passed along to other employees. In order to create a more harmonious and inclusive workforce, we need to create a complete online training program that explains the mannerism and culture of the many communities we serve.	First, Nashville has to create a system of inclusion that allows the many races and ethnicities we want to assimilate into our communities have a voice in the decision process. Presently, our demographics reflect we have some diversity, but no inclusion. Second, we need to educate our personnel who are nearing retirement or can retire that new ideas are necessary if we as a city are to grow. I make this statement because last year at a conference, I heard a group of Millennials talking about "Old White Man". The whole topic focused on the baby boomers being told they have to retire, but were not ready to retire and the millennials saying they were going to push them out. This caused a series of discussions, with the most prevalent being diversity and inclusion was necessary in the workforce.	Yes	Yes		WE need to make sure that we speak with the organizations meeting the community needs. The purpose of meeting with the leaders of these communities is to explain Metro services to them and learn what we as a government can do for them to become more inclusive in government. WE also need to create a diversity program within each department that teaches employees about the different cultures within our community and how to access information from these communities in times of emergencies. This is necessary, because Metro is a service based organization and we need to make sure that we are meeting everyone's needs.	center. The center has to be separate from Human Resources. The purpose of the assessment center is to help employees learn how to prepare for a promotion. This is similar to a career center in college campus. This new department can offer courses on how to interview, create a CV or Resume, how to dress, and so on. Second, our present system of promotions is not standardized; therefore, when the announcement comes out personnel are scrambling to acquire the certifications or requirements for the test. We need to make sure that the standards are set one year in advance and that the test announced one year in advance. This process provides ALL persons who wish to apply for the promotional test the opportunity to qualify and prepare for the test. Third, we need to eliminate the practice that certain positions only use the Oral Interview to establish the candidate's score. In every capacity there needs to be three tests: 1) Written portion: includes testing the candidate on information relative to their position. 2) Skills assessment: includes testing on specifics for the position. As an example, an administrative position should test personnel on the In-Basket Test. 3) Panel Interview: Convene a panel of Subject Matter Experts from other departments AND cities to ask the candidate a series of	In my position, the best format for increasing Hispanics applying was to contact community leaders and scheduling several question and answer sessions in their communities to explain the process. In these sessions, I provided information on how to prepare for the entrance exam and how to prepare for the physical agility test.	12/15/1962	Hispanic	Male	37221	Bellevue	4/8/2015
Finding qualified people that are educated in the field they are applying for. I can only speak for the Department I work for and I think we have a diverse group of employees. When a Department is managed well and this one is, there shouldn't be any roadblocks.	As with any office there is always a concern when hiring people that they will be a good fit with your current employees and the job you are hiring them for, however in this Department everyone works together as a team and this makes it such a pleasant place to work.	Yes	Yes		The Departments that I have been to seems to have a diverse workforce. I think that employment should be based on qualifications and experience in the position applied for.	Everyone should be evaluated individually and should receive promotions or advancement based on their work ethic and quality of their work, attendance and reliability.	Take into consideration the years of experience in the field applied for to assure you are hiring people that are knowledgeable in the job they are applying for. College degrees are important but less emphasis on a degree and more weight given to potential employees that have experience.	11/18/2015	white	female	37072	North Davidson County Area 5	4/8/2015
None	None	Yes	Yes		Look carefully at the job qualifications and make sure they are appropriate. We could move away from a college degree requirement in many cases where experience might be just as good or better, for example.			6/8/1956	white	male		Belmont/Hillsboro	4/8/2015
Inflexibility in scheduling	tribal mentality	Yes	Yes		being more involved in secondary education	equal opportunities and incentives for continuing education	in the past there was tuition assistance but it was discontinued several years ago	2/4/1962	Caucasian	female	37080	Joelton	4/8/2015
		Yes	Yes			Ensure that there are no bias relationships within a department. If a supervisor is more favorable of one employee (which they knew before they started or got into a great relationship after they started) who doesn't work and wastes company time, they would be more likely to give a promotion or advancement to that employee. When in all actuality everyone sees that the promotion should go to an employee that is busting their behinds to get work finished, rather than carrying on non work related conversations with others and on the phone all day.							4/8/2015
		Yes	Yes			Ensure that there are no bias relationships within a department. If a supervisor is more favorable of one employee (which they knew before they started or got into a great relationship after they started) who doesn't work and wastes company time, they would be more likely to give a promotion or advancement to that employee. When in all actuality everyone sees that the promotion should go to an employee that is busting their behinds to get work finished, rather than carrying on non work related conversations with others and on the phone all day.					37201	Metro Nashville Davidson County Juvenile Court	4/8/2015
I think that one of the major roadblocks facing a more diverse workforce within Metro is often that Metro doesn't employ based off of qualifications they hire based off of color.	Currently to apply for a position with metro an applicant must apply online, some people may not have access to a computer. Another problem that I perceive is that Soldiers who are stationed abroad don't have the capability to interview in person. If Metro could have interview boards via webcam that could allow military personnel to apply and interview.	Yes	Yes		Webcam based interviews for those persons who can't appear in person.	My main suggestion for best practices when ensuring all employees have the same opportunity for promotion/advancement is that employers hire based off of experience and qualifications ONLY.	No.	1/11/1986	White	Male	37080	Springbrook	4/8/2015
narrow-minded, current employees; nepotism; recruitment methods; requirement to make application via the internet	people feel threatened by differences; current employees may feel they will loose power and influence; stereotypes cast diverse populations as lazy, stupid, slow, bad drivers, distracted by personal affairs, etc.	Yes	Yes		address the roadblocks... narrow-minded, current employees; nepotism; recruitment methods; accept applications in multiple ways including paper and address attitudes and faulty perceptions with additional training and actionable workplace guidelines pertaining to sexism and racism	post job openings in different places digitally and physically... many current employees representing the greatest diversity do not routinely use a computer in the workplace	celebrate and reward diversity and diverse units within Metro	10/21/1961	white	male	37027	Nashville part of Brentwood	4/8/2015
Religion	Religious practices that are not customary, perhaps.	Yes	Yes			Suggest reviewing current employee education required to for a position to ensure that employee is being fairly promoted and meets the requirement.							4/8/2015
Language. The citizens expect Metro Employees to be fluent in the English language.	Recruitment is hard. Attempts are made to attend job fairs in ethnically diverse sections of town, however the language barriers are hard to overcome. We almost need a translator for each event.	Yes	Yes		Beef up recruitment in various sections of town. Emphasize the importance of mastering the English language to the various non-English speaking groups.	This is not a problem in our agency. The best workers get promoted.		2/13/1972	white	female	37122	Mt. Juliet	4/8/2015
The failure of those in a position to make change to recognize the need for policy and practice change.	White management feeling most comfortable with a white workforce	Yes	Yes		Actively recruit qualified candidates of diverse backgrounds	no	no						4/8/2015
With the diverse population of Nashville, I don't see any roadblocks in employing a more diverse staff.	N/A	Yes	No	I have not applied because I'm waiting on a position in my field that is open to non-civil service employees. Most Metro positions will only allow you to apply if you are a civil service employee.	increase job announcements within the diverse communities	open up job announcements to non-civil service employees, especially those with 10+ years of experience.	n/a						4/8/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Providing all of the following: Free Child Care for working parents, Translation, Financial support for schooling/trainings- or families have no ideas about where to face to get them, Advertising, not appropriately looking at people holding diplomas from overseas	Lack of all of the following: English language training, Transportation, Education about American Culture, Child Care, Translation, Financial support for schooling/trainings- or no ideas about where to face to get them, A Center to gather at to get information, A website to get the information mentioned above, A Handbook to get the information above	Yes	Yes		To provide all of the services mentioned earlier in question 2	to look at their level of education, how hard they work, efforts, quality of work they produce, evaluations, ...	I think to get to know each other better, communication among cultures and celebrating what's common among us not focusing on what gets us away from each other as well as to have a media (probably) that brings all of us together would be the best practices to increase diversity.		Kurdish	Female	37211	Davidson County/Nashville	4/8/2015
In an area where there is a growing immigrant population comprised of people from different countries, the language and communication barriers that exist when trying to reach out to these communities are becoming greater. There still are not enough bridges being built and cultivated to reach these communities. There may be opportunities to employ people from these populations who are bilingual and can serve them better.	There will always be a need for diversity training in which people can learn more about other cultures and how to be respectful of their values and practices. Due to little or no exposure to these cultures, there is always the risk of treating them disrespectfully.	Yes	Yes		Advertise the available positions broadly and in various publications or forums that are tailored to specific diverse populations.	It is important to always be clear about the necessary steps and procedures involved with applying for a metro job. There has to be consistency and transparency throughout the process in order to help ensure fairness to all applicants.	Creating community events and partnerships with diverse populations increase awareness and builds bridges between all kinds of people.	8/28/1976	Asian	Male	37217	Donelson/Airport Area	4/8/2015
training maybe for the people that already work here and new hires	na	Yes	Yes	na	Their willingness to work in a diverse work place	outside agency testing	na	8/6/1959	WHITE	FEMALE	37218	Midtown	4/8/2015
I don't see a lot of recruitment being done in the areas we are lacking diversity.	Current employees may feel uncomfortable around those they don't understand. A different culture, religion, etc. may cause some frustrations to others. However wrong that is, I can see it happening.	Yes	Yes		Recruitment in all areas of Nashville to hit all diversity groups.	The same testing/promotional process for ALL employees is a must. Skipping an employee on an eligibility list can be seen as favoritism and/or a reason that is protected by law (racial, sex, religion, etc.).		1/1/1983	American Indian	F		Joelton	4/8/2015
department heads are mostly older white men who were raised in an era when diversity was not valued.	cultural clashes within departments	Yes	Yes		Do we actually know that there isn't an adequate pool of diverse candidates. For instance, if Davidson County's Hispanic population is 9%, are 9% of the applications received for any posted job from a Hispanic applicant? Or, is it more to the effect that while the comparable diverse populations apply, the diverse are not hired.	Ensure that promotion/advancement opportunities are actually posted/made aware to the employees.		4/21/1961	Caucasian and Hispanic	Female	37138	Southfork	4/8/2015
A few roadblocks I see to Metro employing a more diverse workforce are lack of education of applicants, language barriers between applicants and Metro, religious consideration of applicants, less pay for women as compared to men, and an unwillingness of male applicants to work in previously female-dominated areas, such as nursing.	One of the perceived problems to employing a more diverse workforce is the lack of understanding and tolerance of different cultures and religions. What do you think is the typical reaction of the general public to the Moslem community? Fear? Prejudice? Distrust? I can imagine that all those emotions come into play and the average person does not know how to appropriately address the feelings evoked upon seeing a woman dressed in a burka.	Yes	Yes		I think teaching diversity classes such as Metro is already doing is a great first step. I took a six week diversity class through Metro a few years back and I learned so much.			12/31/1953	White	Female	37148	South Fork	4/8/2015
none	none	Yes	Yes		Be more open and honest when interviewing. Tell others exactly what the job entails.	If you interview and don't get it, maybe they can tell you how you did or areas you need to work on, in the interviewing process.	none						4/8/2015
Recruiting diverse employees	Not looking for diverse employees	Yes	Yes		Actively look for a more diverse pool of applicants				black	female			4/8/2015
Hiring friends and relatives.	Hiring friends and relatives	Yes	Yes		??? Reach out to the diverse groups of folks you may want to hire.	Have the right politics...I probably shouldn't say it but it's the truth.	no, sorry	4/30/1960	Caucasian	f	37115	Madison	4/8/2015
When Metro recognizes the need to change .... my experience has been they change ... but slowly. Currently I see metro headed in a fresh direction which was fast tracked by the recent early retirement incentives for older employees.	There should be no problems .. that said there will always be groups of people that resent change, which inevitably leads to misplaced blame.	Yes	Yes		news and social media to advertise positions Create paid intern positions and college opportunities Recruitment fairs that get managers out into diverse communities	Managers should be encouraged to see employees talent whether or not job related .... which in turn should shop for better opportunities for employees. I think most (not all) places of employment should be open to flexible hours for employees. More focus on a job well done rather than watching the clock. Pay raises should reward good performance. .... incentive packages.	Anywhere you have incentives in place for employees to give their best, most people of all race/gender will respond in a positive way...people will move up...creating positions behind them.	9/22/1958	White	Female	37072	Goodlettsville	4/8/2015
Not any	Language	Yes	Yes		Make requirements a little less harder			3/6/1958	Black	Female	37208	Metro center Looby Heights	4/8/2015
There are no roadblocks. They just need to do it.	There could be difficulties with communication or cultural misunderstandings in some cases.	Yes	Yes		making the Metro Human Resources Department aware of the crucial necessity of hiring a diverse work force.			12/13/2015	Somali	Male	37217		4/8/2015
The Metropolitan government should receive more bilingual people with a reasonable wage to keep them in their different departments, due to the large population of immigrants arriving each day at Davidson County and the State language barriers	There are many obstacles on the administrative side, especially in human resources when they receive new staff, I think the experience in each work should take into consideration, rather than the requirements demanded. The good salary is important to keep new staff working in each department. lack of experience	Yes	No	Years ago I applied to the Metropolitan Government, but obstacles in the Department of Human Resources were so many that I decided to withdraw my application and interest in continuing to insist.	Consider the population of immigrants of different nationalities arriving at Davidson County, and require each day to have direct access to State information with the interpreters, helping their in your own languages at the various departments of community, public assistance, Courts etc.	The truth ?, yes, there are many employees of the State and County who have served their statutory pension time, and continue in their jobs without the opportunity for advancement or promotion of new employees in those departments.	Currently ye, from about 8 years ago, have seen changes in the aid of immigrants through the translators in different languages but still lacks enough, for the same circumstances explained above.						4/8/2015
Immigration laws for graduates who came in on F1-Visa	Lack of cultural inclusion programs in work environments	Yes	No	Because I feel private sector has a more dynamic work environment	Employ skilled foreign graduates and file H1-B visas			8/13/2015	Black	Male	37011	Harding Place	4/8/2015
Being considered of other cultures standards and way of life.	Making sure we have translators for every culture.	Yes	Yes			Should be based on your current job performances, attendance, customer service, compassion, and professionalism		6/28/1972	Black	female	37115	Madison	4/8/2015
Possible language barriers may be a roadblock.	Employees, management being able to communicate effectively with one another.	Yes	Yes		T.V. ads that promote diversity in a positive way.	Promotions should be based on performance instead of seniority	Diversity training to break down misconceptions						4/8/2015
Speed up the process to hire employees for Metro	Diversity or making Nashville "One City for all People."	Yes	Yes	N/A	Metro Human Relations Commission continue to recruit in colleges, universities, churches and diverse community organizations.	Don't neglect employees or candidates who are over 65 years of age. Stop the cronyism and nepotism. This is a lack of making Nashville "One City for All People."	Department supervisors need Title VI training as well as Universal Declaration of Human Rights training. Don't ignore employee complaints in your department. Learn to be kind and compassionate when dealing with employees.	3/3/1942	African-American	Male	37219	Whites Creek	4/8/2015
		Yes	Yes					3/18/1957	Caucasian	M	37212	Hillsboro/West End	4/8/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Truth, Justice, Right vs wrong, Preferential treatment of applications or efforts to recruit or hire based on any definition of "Diversity" requires someone to discriminate between the applicants based on subjective criteria -or something other than the applicants qualifications. Categorizing people into groups and favoring one group over another is wrong. Hiring should be based on the individual.	You should question the motives of whoever claims that we need more diversity. The fundamental problem with the premise is the assumption that diversity is something that must be imposed by law or some executive order. The city's workforce will evolve as the demographics of the pool of applicants changes. To artificially manipulate/accelerate the evolution requires the city to exclude some applicants in favor of others. This WILL create a perception that the city government lacks fairness and equality in hiring.	Yes	Yes		You could increase publicity across the all media about job openings; how to apply, and when to apply. Most city jobs are posted internally, and then on the city website. There is a large portion of the population that doesn't know how to monitor a website, or doesn't have the initiative to seek information, or lacks access to the internet. Anything beyond advertising jobs is discrimination. Advertising only to a targeted group of people is discrimination.	When you can find a way to make all employees equally productive, intelligent, ambitious, effective, stable, healthy, and educated, then all will have equal opportunity for promotion/advancement.	The most effective way to increase diversity is to categorize people using criteria that fit your preconceptions. Then count the employees in each category and determine which group has the most people in it. You label these people "the majority" and you label everyone else a poor victim of the majority. Then you create policy and propaganda to discriminate against the people in the category that you don't like (the majority).	2/5/1960	White	Male	37189	Whites Creek Community	4/8/2015
a perceived lack of opportunities for employees that are in qualified positions or divisive hiring policies.	most of the metro departments are headed by individuals that will hire only friends and family for openings that are created by a change in administration or internal job openings that are not available to those outside their immediate circle.	Yes	Yes		Job Announcements could be used in more diverse formats and listed in more locations, the under privileged may not have access to these jobs listing minus internet access.	Ensure that promotions are done without any nepotism or cronyism involved. Some positions are filled without even being posted, if there is an opening and an opportunity for promotion, all applicants should be given the same opportunity.	I like the panel interview style that is used at time, how ever, politics should play no role in the hiring of new employees. That reduces morale and diversity.	4/21/1979	Black	Male	37013	Antioch	4/8/2015
None	Making sure that all employees are qualified to perform the work for the specific job no matter who they are or where they come from, will prevent any potential problems. Also, religious customs may require a 'change' in the work environment that can often be met with opposition. This will mean educating employees on the different customs in there work place etc..	Yes	Yes		Marketing of jobs			12/18/1968	C	M	37211	Creive Hall	4/8/2015
Hiring competent minorities in the field of study	Inappropriate and inpatient staff providing poor customer service	Yes	Yes		Contact the people who already serve a diverse population such as Head Start and MNPS and reach out to the parents through the children.	Grow and develop leaders who are able to manage as well. Train and teach and allow them to grow your organizations just as Walmart and Apple executives. Provide creative incentives!	Cynthia Croom at MAC	8/9/1966	African African	Female	37206	Inglewood	4/8/2015
na	na	Yes	Yes		na	not not at this moment.	Not not at this moment.	12/19/1968	black	female	37218	North Nashville	4/8/2015
The roadblocks I see to Metro employing a more diverse workforce is breaking the constant ring of political connections and friendships where some individuals in upper management only hire friends and friends of friends. This type of system discourages and makes it hard for minorities to gain access to get hired because the jobs are already accounted for. I also feel that HR should do a better job of preventing this type of activity by being more involved in the hiring process for all departments. I feel that departments go through the motions of posting jobs just to make things look like people have a shot at a job, but in the back of their head, that department already knows who they plan to hire before interviews even take place. Taking me as an example, I have applied for several Metro Jobs that I was well qualified for, and never got a call for an interview. I really didn't understand that considering the fact that I have tons of experience, worked for Metro in the past, and possess a graduate level degree.	The perceived problems to hiring a more diverse workforce is the buddy, buddy system. Departments look over minorities when it comes to advancement and upper management positions, which discourages other minorities from applying to Metro. For example, Juvenile Court just elected a new Judge. Inside Juvenile court are a TON of hardworking minority individuals. However, when it came time to hire for upper management/administrator positions, internal minority employees were overlooked and outside individuals who are perceived to have friendships with the new judge were brought in from OUTSIDE the court! Talk about a slap in the face to current hardworking minority employees that seem to never get a fair chance. This is a big reason why I left Juvenile Court, the buddy buddy system. I feel like this system prevents minorities from trying to work for such an department, because that information travels and the community knows how things work there.	Yes	Yes	N/A	I suggest that Metro HR break up the political connections when it comes to hiring, target areas that contain diverse individuals and explain to them how to apply for metro jobs, and make each department create a diverse board that reviews all applicants and their information. This board can make sure no one is only hiring friends, and make sure that a diverse group of people are being hired. Furthermore, how to apply for Metro jobs should be communicated in the community better. Maybe Metro could place the process on billboards, radio stations, TV stations, etc. Lastly, I think the HR department should target local colleges that have minorities finishing up their senior year. Maybe there can be an internship for minorities between Metro and Local Universities where if that person successfully completes the internship, he/she could be hired by Metro.	The answer can be found in the questions I addressed above.	The answer can be found in the questions I addressed above.		Black	Male	37013		4/8/2015
Hesitance to change and back door politics, i.e., "good old boy network."	There does not seem to be any initiative or motivation at the higher levels of administration to become a more diverse workforce.	Yes	Yes		Accepting that your candidate pool is diverse to begin with and relatively equally qualified. Blind hiring. One group of people deals with the initial testing. If necessary, paperwork and applicants. They generate scores based upon a standardized methodology, and using those scores and information without demographics, another group makes the selections.	Yes. Competitive placement on promotional register/roster and promote in order from the list.		8/18/1979		Male			4/8/2015
To much political politics	The politics	Yes	Yes		Hire the right people not your friends, or the kiss ups	Hire the people who have really put in the work and work hard and do not demean them	Just be honest and show loyalty as the workers have shown it back to you...			Male			4/8/2015
Cumbersome process. Folks not thinking Metro is a 'sassy' employer.	Lack of welcoming environment Metro is GOVERNMENT, in immigrants' paradigm this carries a very negative stigma, connotation.	Yes	No	I love my job. Not looking to change.	Work with community stakeholders.								4/8/2015
		Yes	Yes										4/8/2015
the language proficiency of the immigrant and refugee population.	Language barrier Lack of knowledge of the jobs offered not knowing the workforce environment and if they will be accepted or not.	Yes	Yes		- advertise the jobs between the different communities. - publish the offices accepted for evaluations of foreign certificates	classes about work force environment in America. English classes with test at the end for candidates seeking employments opportunities.	- Enough time of professional development and training provided after hiring - Provide English classes for those with education background and experience from their countries. They have the knowledge but they miss the chance and the Language is hard to be acquired quickly.	11/24/1978	Coptic/Egyptian	female	37013	Antioch	4/8/2015
As a white Canadian I am only able to speak about Metro Action Commission and not Metro as a whole. I experience first hand the roadblocks of being an outsider. I speak in Origin and color. With the employee population being made up with the majority of African Americans, there is definitely discrimination (in my opinion) and favoritism. A more diverse workforce would definitely alleviate this situation.	None, it would be a good thing.	Yes	Yes		Let an outside unbiased organization do the hiring and follow an equal number of each race, nationality and language.	Again, an outside, unbiased group should choose a candidate by qualifications and not favoritism or colour.	NO GOOD PRACTICE AT METRO ACTION COMMISSION THAT I HAVE SEEN, I cannot speak for other dept. in Metro. Bridgestone Arena has every walk of life for employees from colour, race, disabled, etc and I commend them for their hiring ethics.	5/10/1962	White	female	37216	Inglewood	4/8/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Personally, I see no roadblocks that should keep Metro from hiring a diverse workforce.	I feel that race, age, sex, and gender should be the least important qualities when judging whether an individual would be a good worker or not.	Yes	Yes		There are hard workers from all walks of life. Hiring the most capable individuals should be the key to a successful organization.	It is the employees responsibility to show such excellence in ones work to acquire the opportunity for advancement. The employers only responsibility should be to give all employees the same tools necessary to do their jobs.	As long as those in charge of hiring are doing so without prejudice of race, age, or sex, I believe the results will, in fact, be a diverse workforce. There are hard workers within all communities, cultures, and nationalities.	1/3/1988	Caucasian	Male	37115	Madison	4/8/2015
A lot of the diverse are not educated or have high school diplomas to become employable.	Not qualified for the jobs needed.	Yes	Yes		One thing is better educated people and persons who speak good English!!!! I should not have to employ any individual who can not communicate with the population of America!								4/8/2015
everywhere..	Language	Yes	Yes		The job application may be in different languages.	I believe, all employees already have the the same opportunity.	I don't have any suggested.	7/13/1968	White	Female	37129	Murfreesboro	4/8/2015
This means we will have to have more trainings around helping fellow peers understand the benefits of diversity.	Forms will have to be interpreted or translated for convenience. Also, flexible work schedules to accommodate a diverse workforce may be essential to success.	Yes	Yes		To have recruitment events for Metro in communities, colleges, and or events that provide a diverse population.	Ensure that programs offer succession planning and cross training for current employees.	Network, Network, Network...Also, continue to use social media as a platform to share ideas and leverage resources.	8/13/1973	Black	Female	37217	Antioch	4/8/2015
Budget	Lack of positions	Yes	Yes		speaks 2 or more languages can do sign language different religious beliefs	nope never the same	nope						4/8/2015
The only problem I foresee any roadblocks for a more diverse workforce will be a language barrier and customs to understand for the individual employee.	Just the customs of the employee and language barrier, I'm in school and have a very diverse class that English is the second language, but there is more patience and understanding with the classmates	Yes	Yes		social media is a great recruiter for increase diversity	years of experience plus some schooling in higher educational, if not than a training period for the applicant to even the playing field		5/31/1971	black	male	37208	hadley park	4/8/2015
No one I see. Tennessee is an open arms state. We have a lot of people from different countries.	None.	Yes	Yes	Yes, I applied.	I think every opportunity is good to increase knowledge to attend different people.	I suppose the Performance Evaluation forms is a good point to get promotion or advancement.	Inviting to participate with new options and interchanging experiences could be good. Nashville is growing to fast and needs ideas.	4/22/1948	White Hispanic	Male	37013	The Preserve at Old Hickory	4/8/2015
None, as long as these employee's are professional and respectful to other's as other's should be to them.	In this day and age, I believe that religious and political affiliations may become evident in the workplace of the future.....careful screening should be done in the hiring process.	Yes	Yes		Advertisement and recruitment through the use of internet and mass media.	Of course, written test as well as oral review board.	Let all who apply for a position get the same opportunity to test and interview for the job, and have those who do the interviewing be professional and unbiased.	7/20/1957	White	Male	37076	Hermitage	4/8/2015
None that I see. My workforce of several hundred employees in the Metro one Telecommunications was very diverse even back in the nineties. The only requirement for being in the workforce was well spoken and a good understanding of the English language. Most of those jobs now have gone to outsourcing to the Indian Ocean with a far less ability to speak good English!	Perceived problems would be the ability to speak good English and a good understanding of the American way of doing business. Most of this does not apply but I could see why employers would be reluctant to hire someone. Usually not with good cause but a little reluctant because of the language, dress code etc..	Yes	No	I was well employed for many years but now retired.	Educating the Human Resources hiring folks to the advantage of having multiple languages ability of some of these folks especially in customer service positions.	It all goes back to management, supervisory roles and those are the folks that have to change the ideas of the workforce by example.	No sorry, have not seen a whole lot of Metro Govt. in daily operations to be able to make a statement.	7/8/1943	White	Female	37076	Hermitage Estates	4/8/2015
Educated and experienced personnel.	Reasonable accommodations.	Yes	Yes		Open evaluative hiring boards that properly represent Nashville's population			10/15/1955	white	male	37211	Paragon Mills	4/8/2015
Availability of jobs in workforce will be a roadblock for the local government. Majority of workforce is looking toward being vested than promotions and/or career changes. In addition dual/multi language will become a significant barrier. Whereby the individual maybe competent to do the job, but lack the communication, dialect, social and written skills to adapt to cultural and environment of local government.	The willingness and understanding of the undertaking, do we really want diverse workforce or just say or mirror one?	Yes	Yes		Establish a lottery pool that copulate equal candidates for selection and interview.	Not at this time, not sure of any system or method will ensure all employees have the same opportunity for promotion/advancement ; there's humans in the equation 50/50..	I would suggest that departments communicate and inform stakeholders, that promotion criteria are made known, and that job openings are communicated to all eligible employees attracts diverse cultures. Avoid posting jobs when intentions to hire from a selected group and/or you have already identified the person to succeed or hire. Embrace the EEO principles to guide, review and monitor recruiting, hiring, and promoting within organizations. This not only strengthen opportunities, it attracts others the desire of being on your team.	10/19/1958	African American	Female	37207	Haynes Manor	4/8/2015
We have a huge immigrant population. People want to learn English to get these jobs, but there is a shortage of English classes.	Lack of education and transportation	No	No	I'm not looking for a job right now but I know many people who are.	We have many immigrants in Nashville who are underemployed. They were professionals in their own countries and are working menial labor jobs until their English skills increase. You have a great pool of people who need to learn the language and may need some training.			2/6/1959	white	female	37221	Bellevue	4/8/2015
- Our metro departments don't find new ways of recruitment. Focus on recruitment areas where there is a network of diverse background.	- Metro departments are not friendly or welcoming of diverse folks. We need to create a welcoming, inclusive, and safe environment in the workforce - this is huge for pulling a more diverse applicant pool.	Yes	No	I know they will not hire me because of my religious background and ethnicity. Even though I'm a US citizen. Too many of people that I know have applied and have never called in event for an interview.	1. Cast the net widely and more broadly. Go beyond the traditional ways of recruitment. Collaborate with organizations and institutions that serve a diverse community. 2. Send employment opportunities to the community. 3. Create a culturally responsive hiring system 4. Give credit to work experience or education that is received outside of United States. Many new comers come to Nashville as professionals in their birth country but aren't given the credit for it. We need to utilize their knowledge and expertise better 5. We need to create a welcoming, inclusive, and safe environment in the workforce - this is huge for pulling a more diverse applicant pool.	We need to create a welcoming, inclusive, and safe environment in the workforce - this is huge for pulling a more diverse applicant pool.							4/8/2015
Complicated benefits for same sex. Not equal.	Discrimination and favoritism as well as sexism still exist in some departments.	Yes	Yes			Outside hiring agencies, no names included in the process everyone assigned a number during the process. You're hired on your ability not your name.	The city council is making progress to provide benefits for all; not enough	5/7/1969	White	F	37209	Croleywood	4/9/2015
Nepotism seems to be prevalent not only in Metro but in the State government as well.	They are less educated or less qualified.	Yes	Yes		Host job fairs in minority schools and universities.	Base promotions solely on credentials and merit, and not on who you know. Give minority candidates a chance to achieve a leadership position.	The Music City Center does have minorities in leadership and management positions. They could always do more but it is a step in the right direction	12/26/1988	African American	Male	37013	Antioch	4/9/2015
The current "Good Old Boy" system that is in place currently.	Same as prior answer Hiring family/friends over qualified candidates educating current employees on the correct definition of "diversity"	Yes	Yes		recruitment in under represented areas of the population	standardized exam procedures		6/12/1965	Black	Female	37076	Hermitage	4/9/2015
I think we are doing good	I think we are doing good	Yes	Yes		Department has minority recruitment section, Attends job fairs.	All employees in department receive all announcements for promotion/advancement.	No	6/11/1964	white	female	37072	Goodlettsville	4/9/2015
I DO NOT SEE ANYTHING TO PREVENT METRO EMPLOYING A MORE DIVERSE WORKFORCE.	I DO NOT KNOW OF ANY PROBLEMS REGARDING EMPLOYING A MORE DIVERSE WORKFORCE.	Yes	Yes		MARKETING THE NEEDS OF THE METROPOLITAN GOVERNMENT TO THE TARGETED GROUP METRO WANTS TO HIRE.	I DO NOT HAVE ANY SUGGESTIONS AT THIS TIME.	I HAVE NOT RESEARCHED WHAT BEST PRACTICE WOULD ACCOMPLISH THE HIRING GOALS OF THE METRO GOVERNMENT.	8/27/1955	WHITE	MALE	37013	ANTIOCH	4/9/2015
None	Incentives, pay and alternative work schedules (work from home options)	Yes	Yes		Increase Incentives, pay and alternative work schedules/flexibility (work from home options)	Often more trainings for skill development.	No	12/5/1980	Black	Female	37207		4/9/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
Due to stereotypes, hiring officials may not hire ethnic employees.	I don't see any problems. However, Metro Nashville should always hire the best employee for the job regardless of their race. It would be wrong if an African American was best qualified for a job and he/she did not get the job because of their race. It would be equally wrong if a white candidate did not get a job because the hiring official wanted to hire a less qualified minority because of the politically charged agenda of it's leadership.	Yes	Yes		Hire the best person and the workforce with be increasingly diverse just like the population of Metro Nashville is becoming increasingly diverse.	Ensure those in hiring positions are not racist and hire the best person based on education, experience, and team skills.	Focus energy on attracting and hiring educated, positive, and hard working employees and don't waste time with politically charged surveys about diversity.						4/9/2015
If people who are trying to get a job with Metro do not have friends or family to recommend them, there is almost no chance that they will get a job with Metro. These jobs will more than likely go to the friends and family members of the people who are already Metro employees. I believe they call this nepotism, cronyism, etc. Until this roadblock changes Metro will not have a more diverse workforce.	1. Comments like "We can't find any qualified minorities" continue to be used as an excuse. 2. Treatment of current minorities influence whether or not they will encourage their friends and family to apply for jobs in Metro. 3. Also since promotions are few are far between for minorities in Metro, friends and family are encouraged to look for employment elsewhere. Until these problems are corrected, the larger problem cannot be corrected.	Yes	Yes		The culture of the Metropolitan Government is purely the "Good Ol Boy System". Only those people associated with the "Good Ol Boys" will advance in Metro. Break this system and Metro will be able to increase diversity in the candidate pool. This needs to be INTENTIONAL. Nashville is growing in leaps and bounds in it's diversity and Metro Government needs to represent everyone and not just some.	Create a career preparation center for people wanting to get employment with Metro to be able to go to to learn the things they need to know to get gainful employment with Metro.	Study the diversity models of other businesses who are doing well in this area. They have people who do nothing but concentrate on increasing the diversity in their company. One company that comes to mind who is very successful at diversity is Cracker Barrel. I'm sure there are several others doing the same. There should be people employed in Metro Human Resources who's main job duties is to intentionally work on increasing the diversity in Metro. Otherwise it just won't happen.	3/22/1958	African American	Female	37206	Historic Lockland Springs	4/9/2015
Non-qualified people being brought into the fire dept, primarily EMS who do not have a "heart" for the job. Or people who are just not honestly interested in the job they are awarded.	There is not a problem with employing a more diverse workforce. "If you are looking to be offended; you probably will be". There are not enough women hired into the fire department. The last few classes have had very few women in them and some have had none. It is commonly understood that it is done intentional.	Yes	Yes		The only people I see not being hired are women into the fire service that are as qualified as the men but seem to be passed over time after time.	Make sure the testing is the same for all people groups and promote based on their testing performance from the top down. A cultural or racial difference does not qualify a person higher. Skill and ability is everything in leadership.	Not really. I believe that if a person wants a job then they will search it out. It is common knowledge that Nashville Govt. is a very good job.	7/29/1971					4/9/2015
Lack of targeted outreach to potential employees from underrepresented groups and lack of assertive outreach. Some lack of understanding of underrepresented groups. Need for more two-way communication. In some cases, there is a small pool of available workers who belong to underrepresented groups. Need to improve overrepresented groups' willingness to change their ways in terms of communication style and other cultural differences rather than expect employees or job candidates from underrepresented groups to change their styles to "fit in."	In some cases, employing a more diverse workforce will require members of overrepresented groups to make some changes in their own behavior and increase their level of understanding. Also, there may be cases where current employees feel that their job security or opportunities for advancement are somehow threatened when the workforce becomes more diverse.	Yes	Yes		Reach out to Historically Black Colleges and Universities, cultural organizations such as Casa Azafan, the Nashville Hispanic Chamber of Commerce, organizations that serve or advocate for people with disabilities (including "hidden disabilities", the LGBTQ community, etc. Also be mindful of ageism. This is becoming a major issue in the workplace - work with the AARP.	Mentoring programs. Continued improvement of Metro HR training for managers and employees - add a focus on this topic to current HR training.	Specifically targeting HBCUs in recruitment efforts.	12/27/1961	White	Female	37209		4/9/2015
Only looking for employees that live locally. Look outside the county of even the state.	Language and cultural barriers. Along with adapting religious holidays.	Yes	Yes			Let all promotional assessment centers be handled by an outside agency or company. That will take favoritism out of the promotional process.		11/7/1975	white	male	37076	Hermitage	4/9/2015
THE FACT THAT THE BETTER POSITIONS IN METRO ARE FILLED WITH "GOOD OLE BOYS"	THE HIRING OF BUDDIES AND FAMILY MEMBERS	Yes	Yes		MAKE THE DINOSAURS RETIRE AND BRING IN NEW BLOOD	LET EDUCATION AND JOB PERFORMANCE COUNT FOR SOMETHING	HIRE PEOPLE WHO LIVE IN COUNTY	10/8/1965	WHITE	MALE	37205	WARNER PARK VALLEY	4/9/2015
None	A lack of Jobs that someone may feel entitled too.	Yes	Yes		Open up the advertisement to a more diverse audience. Try different media outlets.	Have a diverse interview Panel.	N7A	5/1/1978	African American	Male	37218	Jordan Ride of Eaton's Creek	4/9/2015
Metro tends to hire employee through Networking system instead of qualifications from applications sent by job seekers. The process of hiring is dragging, therefore candidates with highly qualify experiences tend to seek another opportunity with another company. The salary range is not continuous. A lot of job seekers would have to take a pay cut to come work for Metro.	different culture, stereotypical comments that could lead to conflicting situation between workers and co-workers, manager and staff.	Yes	Yes		depending on the departments Metro is hiring, candidates that are qualify should be check thoroughly for their work history and experiences.	When it comes to promotional position, Metro should promote somebody with more experiences in their field of work and not just know how to answer questions from the interview, also work ethics has to be consider as well as good attendance records.	Increase starting salary, benefits,	1/26/1975	Asian	F	37208		4/9/2015
I do not see or foresee any roadblocks. The city is multi cultural and it's employment practices need to reflect that.		Yes	Yes			Promotion and or advancement should not be based on the "it's not what you know but who you know" practice.			American	Female	37207	North/East	4/9/2015
Getting people to apply to Metro from other states.	Everyone will not get along because of culture or religion.	Yes	Yes		Send recruiters to other state universities.	Leave it the way it is.	Recruiting from other universities.	5/12/1989	White	Male	37086	La Vergne	4/9/2015
I don't see any road blocks. I believe Metro is a diverse workforce.	When you hire someone or promote someone specifically to make it more "diverse" vs who is right for the job, you run the risk of having terrible supervisors and employees.	Yes	Yes		again, the more you try, the more you hire the wrong person simply to meet a quota of diversity, everyone qualified can interview, but hire or promote the best person, not because of race, gender, etc.	unless you can find a clear way to quantify answers instead of being left up to the determination of the interview panel, it will never be perfect and there will always be those who claim it was unfair.	see comment above.						4/9/2015
Compensation is inadequate to attract and retrain diverse talent.	The benefits outweigh the problems, although diversity communication training rather than diversity sensitivity training for employees would be a better direction to address those problems.	Yes	Yes		Provide adequate compensation to compete with the private sector that currently is 13% or more higher than Metro. This is according to the payroll study from last year which is even skewed to Metro's favor as the hiring freeze and no overtime policies have forced employees to have more work while not being paid for it. Also the study assumes the control point of all positions however the increment / % raises were frozen from 2008 to 2014. These have lowered the moral of existing employees and driven talented applicants away from public service.	Use merit based advancements rather than increments that are longevity based and foster laziness. Also use HR only people in interviews for promotions to cut down on favoritism. The department folks can read HR's notes about the responses and grade them blindly for the scores.	The aforementioned adequate compensation and training.	1/1/1976	Native American	m	37218	Bordeaux	4/9/2015
NONE	LANGUAGE,FOOD AND CUSTOMS	Yes	Yes		NONE	NO	NO	1/29/1955	BLACK	MALE	37013	CANE RIDGE	4/9/2015
Lack of education in regards to sensitivity training, reasonable accommodations and overall benefits.	Employers think their insurance premiums will increase; they don't know how to interact with a diverse population; they are fearful of increase workers compensation claims; etc..	No	No	Happy at my current position	Advertising; a dynamic and motivated Business Leadership Network	Education		5/21/1980	White	Female	37206	East Nashville	4/9/2015
No comment	Language barriers, culture differences	No	No	Seems hard to get on I work for (Metro Action) it seem to be a little easier.	Announce it more on TV make people feel like it is not hard to get hired on to a metro Job. minorities may not feel comfortable or think they are qualified enough for the positions	well in my job feel it's impossible to be promoted because you must have a BA degree and I only have ass degree so there is no where to move to. Therefore, I do not know what could change this.	No!	3/9/1954	African American	Female	37115	Madison	4/9/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
employee transportation to job sites in a timely manner and disciplinary actions because of trying to get to metro sites from many distances such as 20 to 50 miles out.	Language barriers	Yes	Yes		Offer language and cultural sensitivity training on a regular basis for all ethnic groups, male, female, age differences.	If staff are given adequate pay raises annually at least on the years served, employees would appreciate the positions they have. This program does not seem to have room for advancing staff due to outside hirers.	Allowing staff to celebrate share their ethnicity through creativity in food, fun, dance and spoken word. African American and Native American and Asian Americans as well as some undocumented citizen should be recognized for who they are in Metro gov.						4/9/2015
None as long as promotions etc are given to the most qualified candidate regardless of race, age, religion, etc	None as long as promotions etc are given to the most qualified candidate regardless of race, age, religion, etc	Yes	Yes		Broad advertisement throughout Nashville and surrounding areas // encourage minorities and females to apply for leadership roles	View education, experience, skills etc, testing							4/9/2015
I think its a great idea. It should make a stronger work force.	Quotas! Employees perceive people are hired simply because of there ethnicity.	Yes	Yes		Don't set quotas. Select employees based on qualifications and needs.	Promote/advance based on performance/qualifications.	N/A	8/18/1955	African American	Male	37015	Antioch.	4/10/2015
Connecting interested and qualified persons with job in metro they might know are available.	the perception that diverse workforce means changing the qualifications to getting a job. It has to be shown that isn't the case. It is as if the city must work harder at showing that it isn't the case. The perception isn't fair to the city or those employees but is a sad reality.	Yes	Yes		Public notice. Public awareness. Metro needs to be in the communities, in the media, in the news showing that there are jobs available and people are wanted of all types, sizes, and backgrounds.	set polices and testing that allow equal access to jobs. Open classes and training to ensure that all employees are up to par and able to work for advancement.	Search committees that are out looking to bring in diverse people. However, We have large communities of people here locally that we could go to for applicants. So, we could focus on local diversity, not going to other cities to bring people back.						4/10/2015
Education is not a priority in Tennessee and is not equally backed in some areas of the county. This also includes poor language skills by many.	You tell me! There shouldn't be any.	No	No	I'm retired.	Advertising by Advocacy Groups that will better reach their client base.	Treat all people equally.		8/13/1835 12:00:00 AM	Caucasian	Male	37076	Hermitage	4/10/2015
Education is not a priority in Tennessee and is not equally backed in some areas of the county. This also includes poor language skills by many.	You tell me! There shouldn't be any.	No	No	I'm retired.	Advertising by Advocacy Groups that will better reach their client base.	Treat all people equally.		8/13/1935	Caucasian	Male	37076	Hermitage	4/10/2015
Education is not a priority in Tennessee and is not equally backed in some areas of the county. This also includes poor language skills by many.	You tell me! There shouldn't be any.	No	No	I'm retired.	Advertising by Advocacy Groups that will better reach their client base.	Treat all people equally.	Same answer as above.	8/13/1935	Caucasian	Male	37076	Hermitage	4/10/2015
downtown	no answer	Yes	Yes		no answer	experienced and qualified employee should be eligible in all metro dept. not only their own dept.	no answer	9/24/1966	Asian Indian	female	37204	Greenhill's	4/10/2015
diversity is more than simply skin coloration, religion, sexual orientation. it is a mind set	Ability to establish a milieu that supports and allows diversity. It seems we are starting from the wrong end. It should start from the top and lead by example. I truly think the everyday worker is in a better place to accept change than leadership. Leadership wants new leadership to be like them. (Fear of losing control of project (s)he birthed or supervised. " It won't be the same." "They don't know how hard I've worked to get this program where it is" "what if this is the wrong idea?" Also, the inability to try something new and allow it to fail is missing. If it doesn't work...that is not failure. You simply know that doesn't work and try something else.	Yes	Yes		I don't know. Do not now how it is currently done!	ALL DEPARTMENTS should have a job announcement e- blast sent out to ALL EMPLOYEES (regardless of current departmental employment) when job is available.	Every department seems siloed. It would be good to have cross departmental meeting. Maybe even a coffee session??		w	female	37072	Goodlettsville	4/10/2015
just do it!!!	not doing it because you are use to old ways and won't let go.	Yes	Yes	already here	we a big pool we are using it	use time in service time on the job and not who you know	it is need and need to move that fast	10/30/1960		male			4/10/2015
None that I am aware of	None that I am aware of	Yes	Yes					3/7/1978		Female	37073	lower to middle class	4/10/2015
Lack of opportunity for promotional advancement.	Communication : emails, expressions, tone, etc. Silo- working alone Celebrating other cultures during holidays , retreats etc	Yes	Yes		Have more job fairs where the employees live. Referral system and more training about diversity to help and educate and empower everyone .								4/10/2015
	Barriers regarding advancement within departments.	Yes	Yes		Management Training Programs/Education...to include shadowing, mentoring, etc.	No	No	4/4/1960	Black	Female	37087	Wilson County	4/10/2015
The lack of skills needed to be implemented in school prior to start working independently. Community awareness and education in the abilities of persons with disabilities. Accessible trainings available for persons that have non or low literacy in multiple languages. Preferably at no cost and/or "accessible" to their needs (exc transportation, childcare, language, etc...)	See above.	No	No	I don't live in the Nashville area but if I did I wouldn't know what and if I am capable for it/them.	Community trainings in Job Skills, Cultural Awareness for New Immigrants as well as for local or native Americans. ESL classes	See above.	See above.	11/23/1976	Hispanic	Female	38134		4/10/2015
none	none	Yes	Yes	have a job	none	no	no						4/10/2015
Roadblocks -Extra training to diverse employees - Employee not comprehending or understand job description and how to implement or write reports	None once training is implemented	Yes	Yes			Hire employees regardless if they are Social services		5/2/1965	Black	Female	37115	Madison	4/10/2015
N/A	N/A	Yes	Yes	N/A	N/A	N/A	N/A	9/19/1990	African American	Male	37115	Madison	4/10/2015
Getting the information about job out to the public.	just different cultures concerning problems and duties.	Yes	Yes		Start at High School level for job fairs	Proper training for promotion and advancement.	just better communication with the general public concerning jobs in Metro.	4/28/1951	white	male	37210		4/10/2015
If we are not careful we will become a part of a numbers game whereby we hire based on gender or race to meet certain numbers or appear diverse without actually hiring the most qualified applicant for a job. Metro has to become more active in pay, benefits and attraction to work here rather than simply believing in itself as the place to work.	That metro is playing a race game with the numbers rather than selecting the most qualified and productive workforce. It shouldn't matter if the workforce doesn't match the community numbers if we are missing the opportunity to be the best city government in the country. We should be reaching out to the communities but not solely selecting a person due to perceived numbers in race, or gender.	Yes	Yes		Community reach out at schools that produce applicants for which Metro is seeking to hire, as well as reaching out to High Schools with more than job fairs where we expect or need students to come to us, we need to be reaching to them in order to attain the best applicants.	Yes, we should be basing it on years of service and commitment to the job they have been assigned as well as the skills required to perform the job in which they are reaching for, more emphasis should be placed on personal interviews and performance rather than who you know (politics) as well as written test as many of those are subjective in nature and flawed to a certain degree in attaining the BEST applicant for a job. Education is important but skill and experience is a much better teacher for some jobs.	OUTREACH and being present in the communities you wish to hire for, but to truly be diverse Metro should not send black police officers for instance into a majority black school to reach for more African American enrollees. Instead, to demonstrate true diversity send one African American officer with another officer of a different race such as white, oriental, Hispanic and this allows the students to see we are diverse in acceptance not just in race or gender. I see more black officers in predominantly black area's than I see white officers and that is the wrong message to send, same with the Hispanic neighborhoods. Yes, we need to have a certain presence for the community but we also must be diverse in the dealing with the community to inspire involvement and outreach in return.	7/9/1963	AMERICAN INDIAN	MALE	37055	Madison	4/11/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
educating the public	educating the public on the steps needed to employment	Yes	Yes		I can only speak for the fire department. But, we need to get a program that will allow us to go to the local schools and talk to the high school Juniors and seniors. We can let them know what it is like to work for the fire dept. and the steps they need to take in order to become a firefighter/ paramedic.	set a standard and then stick to it	public education	8/16/1967	white	male	37188	Robertson county	4/11/2015
A lack of creativity and will to make it happen. Too many Metro leadership positions are directed to insiders. There are people who have had leadership role in Parks, Public Works, and they rotate around rather than getting fresh new blood. Also some boards and commissions such as the MHRC are clearly ill-equipped to hire a new leader. The process has gone on for more than one year and possibly two years.		Yes	Yes		More effective outreach to underrepresented communities and groups; using diversity metrics in the evaluations or agency and department heads and top leaders; making this priority throughout Metro and holding leaders accountable for their performance. Having mostly Metro employees on the Diversity Advisory Committee is a prime example of why diversity is not happening. Citizens who have successfully diversified organizations are the ones that should also be on the Committee.	The same practice of insiders have an inside track to leadership positions and having internal advocates should be among the practices to hire and promote underrepresented groups to leadership positions within Metro.	No		African American	Female		Bellevue	4/11/2015
The biggest problem I see is if you hire people that really don't want the job no matter how diverse quality suffers.	Again if we are looking to hire people strictly on diversity and not hiring those that want the job you can't expect them to an excellent job.	Yes	Yes		It really needs to start in our High Schools with introducing young people to the jobs available, then going to Colleges about 3 months prior to graduation introducing the jobs available.	This is one of the most difficult areas to address simple because you have to look at each division and what is required for promotion. The first step would be to train our supervisors to be true leaders and hold them accountable.		6/23/1960	Caucasian	male	37115	Madison/Kemper Heights	4/11/2015
Paper applications should be excepted as well as online applications.		Yes	Yes					4/28/1953	white	male	37221	Bellevue	4/11/2015
0	0	0	0		0	0	0						4/11/2015
Lack of diversity in students in emergency medical training classes.	Not hiring the best people by qualification. But because of ethnicity	Yes	Yes										4/11/2015
	Challenges with those people are not culturally sensitive, tolerant or educated.	Yes	No		Recruit in locations that will foster more diverse applicants.	-cultural sensitivity and empowerment training - educate people on positive outcomes of diverse workplaces (look at educational models, for example- positive outcomes for students with diverse teachers.)							4/12/2015
Closed Mindedness	Unable to reach our diverse community	Yes	Yes		Utilize a selection process that focuses on what's best for the position and department to enhance diversity.			7/30/1962	African American	Female	37221	Bellevue	4/13/2015
		Yes	Yes							Female	37210		4/13/2015
Most of the employees who are in the hiring positions are not of a diverse background. Basically the management level in metro is all white. So naturally they hire white employees.	Those in charge tend to want to hire their friends, etc. They will be of the same background. So if the hiring group is not diverse do not expect them to hire diverse employees. It is basically like the saying "birds of a feather, flock together". Also the hiring requirements are usually drafted in such a way to only reach someone who the hiring party wants to have the job. So again you are back to birds of a feather...	Yes	Yes		Review the hiring practices, do not allow job descriptions to be written so that a specific person is the only one to meet all the reqs in the description. For example if someone with a bachelor's degree can do the job but the person who wants the job has a master's degree, usually the description will be written so that the minimum req is a master's degree. That needs to stop. The pool needs to be based on fair reqs. Most jobs within metro DO NOT need a master's degree.	yes, the civil service rules should be rewritten to protect promotions from within. the civil service rules are too weak. The State of TN has much stricter rules for promotional registers. The entire HR system needs to be revamped. There should be over arching HR rules for all employees and then specific civil service rules.	no						4/13/2015
Metro has a diverse workforce. They do a good job in making employment available to anyone who is interested.	The only problems we have are people thinking up perceived problems to justify their employment.	Yes	Yes		You do a good job right now with diversity. Nashville is one of the most diverse cities in the country. The city and its citizens do a good job making everyone feel welcome and wanted.	Yes, stop trying to tip the scales one way or the other. To be truly equal you need to help everyone learn their jobs and compete fairly for promotions.	Metro does a very good job in the way they treat their employees. They try to respect everyone and provide a work environment that does the same. It has been my experience that they are doing a good job.	1/1/1961			37217		4/13/2015
None	Possibly a language barrier if candidates cannot speak English.	Yes	Yes		Encourage and Invite all nationalities and races to apply.	Consider applicants that have positive attitudes, show initiative, honesty and willing to go over and above what it required. Allow them to apply whether they have the knowledge or not. The work associated with a promotion/advancement usually has to be taught.	The Chief of Police often reminds us we must treat all individuals like we want to be treated. This should be the practice of all departments.	5/6/1950	White	Female	37072	Lickton Pike	4/13/2015
Management at the Departments	unfair hiring practices in Metro Departments	Yes	Yes		Change the hiring practices in Metro Departments. Maybe have different people on panel other than having the supervisor's at that department interview	Have someone in the HR department that knows the process and shows up to work to help the employees instead of putting them down and trying to destroy their rep. A director who will inform HR they have to hire according to the Civil Service Rules other than by hiring people they are told to hire who don't even know the job and being pushed through the process	yes. I have a lot of suggestions that I have observed at Metro that could change a lot of practices that are being done in Metro.						4/13/2015
Nepotism is still a real problem in many Metro agencies.	None concerning diversity in of itself, it is a positive in the workforce. Hiring based on nepotism and the so-called "Good Ol' Boys Club" practice is still overtly present in many Metro agencies, it's an enemy to creating diversity, and a real issue that has not been addressed.	Yes	Yes	N/A	Enact real steps to eliminate nepotism by holding those who practice it within Metro accountable with disciplinary action.	Promotional decisions should be pre-screened by individuals from a related but unaffiliated agency to maintain impartiality, with the promoting agency then having to choose a candidate from those. Too often promotional decisions are made based subjectively on who those doing the promoting are friendly with or "like better" rather than "best man/woman for the job". For example, maybe Metro Human Resources prescreening promotional candidates based on fact and record to create a promotional pool for the Sheriff's Office.	Promotional decisions should be pre-screened by individuals from a related but unaffiliated agency to maintain impartiality, with the promoting agency then having to choose a candidate from those. Too often promotional decisions are made based subjectively on who those doing the promoting are friendly with or "like better" rather than "best man/woman for the job". For example, maybe Metro Human Resources prescreening promotional candidates based on fact and record to create a promotional pool for the Sheriff's Office.	8/9/1976	White	Male	37206	Edgefield, East Nashville	4/13/2015
		Yes	Yes		Recruit the best qualified.	Establish a career path with education, skills and abilities for all metro jobs, an employee that completes the process will qualify for promotion.		5/31/1958	Black	Male	37210		4/13/2015
At the moment it appears they are taking strides in making a more diverse workforce.	I have not heard of any at this current time.	Yes	Yes		HR should look at this when hiring more staff.	Provide all employees with what they need to advance instead of informing only some of the staff about promotion/advancement.	Not at this time.		Black	Male			4/13/2015
1) Leadership commitment 2) Enforcement of policies and strategy plan 3) Cultural training for all staff members 4) Review and changes to hiring policies and documents	1) Language issues 2) Cultural difference 3) Lack of communication	No	No	I already have a job right now.	Expand the methods with which you engage the community. Meet them where they are which might be out of the current comfort zones of people doing the hiring	Cultural dexterity training	1) Cultural training to help people learn to embrace our differences 2) Change language in hiring documents to ensure that people understand them		Black American	Male			4/13/2015

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
The roadblocks that I see to Metro employing a more diverse workforce comes from the issue of "gross nepotism" and cronyism that has infected that very fabric of Metro Government. The hiring system that is in-place have the same people making hiring decisions for many decades, and I believe that change should start with a more diverse human resource department who make "fair" hiring decisions at the top.	I do not believe there will be any more perceived problems with a diverse workforce compared with the presently predominant white workforce. Example: metro police department is 90% plus white, and the types of "socially inept" people that they have hired and fired, could not have been any more problematic.	Yes	Yes		I would suggest that you start by hiring a diverse human resource department that recognize "real" talent and competency instead of who your dad or mom is connected to in metro government.	I believe that a merit system should be put in place to ensure that all employees have the same opportunities for advancement/promotion. The merit system board should be made up of competent people from diverse academic backgrounds and no long-standing political ties in metro government.	The suggested best practices that I have observed that metro needs to use to increase diversity is fire all the department heads who are antiquated and bias in their hiring practices, and to overhaul the unfair system in place regarding testing, pay more attention to a candidates overall education and "clean" background rather than who they know in metro government.	6/5/1971	Black	Male	37204	12th South	4/13/2015
N/A	The only possible road box may be in the communication field. Sometimes, I would help if a person on staff spoke another language.	Yes	Yes	N/A	N/A	N/A	N/A	5/19/1988	African American	F			4/13/2015 4/14/2015
Hiring someone who is diverse and qualified has no roadblocks. Hiring someone who is just diverse but not qualified creates a roadblock as far as the employee not being able to do his/her job and other having to take up their slack.	If you are hiring someone to make our agency diverse, are they truly qualified or are they just being hired to make our agency diverse?	Yes	Yes		Increase pay across the board can attract more candidates. Those subjects in the population that are targeted for hiring are taking better paying jobs with companies that are in search of diversity.	Recruit in those areas you are seeking diversity. Increase the pay. Look closer at the subjects training, knowledge, and experience.	Recruit in those areas you are seeking diversity. Increase the pay. Look closer at the subjects training, knowledge, and experience	4/5/1969	W	M	37027	Brentwood	4/14/2015
Bad management not trained properly with their own agenda	There are none	Yes	Yes		Better Joby notification like social media	When you say a job is open and ask employees would they like to get on the list and work the job for 100 days, you should stick to that.							Active Employee Feedback
		Yes	Yes		Start over	It is not about skin color, sex, favorite of the boss. It's about what's best for the department. Time & time again this is not followed. People are being put in charge and has to ask questions to the people they are supposed to be leading.							Active Employee Feedback
Accepting equality in the workplace	Teasing and making fun of sexual preference.	Yes	Yes		Education that sexual preference is not a choice	Be open-minded							Active Employee Feedback
Not refreshing the candidate pool more often.	Prejudging	Yes	Yes		Having an open mind	Just making sure everyone is aware of promotion/advancement opportunity							Active Employee Feedback
The only people thy let work is who they pick	Give the blacks jobs	No	Yes		Be fair to everyone	Why? It won't help							Active Employee Feedback
None	None	Yes	Yes		None	No							Active Employee Feedback
I don't see that Metro has any roadblocks. I personally think that the problems lie in hiring the right people for the right job instead of worrying about their skin color or the sea of the employee.	As stated above I believe Metro is too worried about hiring minorities instead of qualifications of each individual.	Yes	Yes		Plenty diverse as is	See Question & answer to #1							Active Employee Feedback
Bilingual speakers	Language barrier	Yes	Yes		Remove race from applications								Active Employee Feedback
I do not see any.	Hiring lesser qualified candidates based on percentages rather than best person for the job.	Yes	Yes		N/A	Yes, take sex and race off all applications.							Active Employee Feedback
Access to public knowledge of job opportunities within Metro.	Limited amount of people actually knowing how to apply for employment with Metro	Yes	Yes		By allowing people to apply for jobs in places other than the website	Yes, one should be judge not only on there ability to do that particular job, but on their willingness to work and whether or not they are dependable and also on there attendance							Active Employee Feedback
None	Maybe work experience to have best quality work.	No	No	Did not know where or how to apply	Post more opportunities in move diverse areas	No							Active Employee Feedback
		Yes	Yes	When the job is posted you already have your person or persons picked seen it too many times	Interview everyone/ no phone interviews like we have had in the past.	Let the best employee at least get a chance for a better position- <u>not just the ones that you have already chosen before the interview process begins.</u> Last interview I had was a joke! How do you have supervisors from same department doing interviews. It's happened many times. You pick the ones you want.							Active Employee Feedback
They're not fair!	Being fair!	Yes	Yes		They don't have any!	Yes, I have a lot of suggestions but what good is it suggesting anything when you all know that you're not going to listen or change anything so don't present these surveys wasting people's time!							Active Employee Feedback
People in HR only hiring specific races because they are racist	You need the people hiring to be more open-minded and not look at only personal preferences	Yes	Yes		New people in HR.	Yes but too much to write							Active Employee Feedback
Don't see any roadblocks	Language barrier, cultural differences	Yes	Yes		Maybe print applications in other languages	No							Active Employee Feedback
None	None	Yes	Yes		None	None							Active Employee Feedback
Diversity is a scam; just like global warming, Santa Clause; Equal Opportunity Employer; Equal Rights	It is another excuse to overlook the current employee doing the job	Yes	Yes		Don't!	No.							Active Employee Feedback
If you are not of Anglo-Saxon decent and were born without a penis, you have no problem. If you don't possess those two qualifications, forget about it.	Hire the best person available! Why look at their skin color or gender?	Yes	Yes		I was taught to look at everybody as an American first. Sad how those with supposed open minds see the world in skin shades and genders. The soft bigotry of low expectations.	Have the Human Resources Department practice what they preach. Consists of one particular diverse entity and the entity is catered to in advancement. "It's good to be the King"							Active Employee Feedback
There are a few blocks such as if you're hired in on a job you should be able to cross train on the different jobs in your department	Not getting the training you need to do your job	Yes	Yes		Proper training	Again proper training stop the good old by ways							Active Employee Feedback
Research peoples back grounds. And how can someone that's never struggled or been held back for their color, understand where or how to relate to my life & improvement.	No fair chances for blacks to advance equally. It's in plain sight & our morale to work hard is at all time low because the race card is played daily	Yes	Yes		Hire more people of color "Blacks." And when someone does something unbecoming of employee, get suspended & then gets promoted.	There needs to be equal diversity so that all employees are treated equally. And there needs to be a annual check-up and racial equality.							Active Employee Feedback
More Spanish lessons	That people won't get along	Yes	Yes		Start a softball team	No							Active Employee Feedback

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The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbay Hall	3/9/2015
Language barriers	Don't know	Yes	No	Had other jobs	I have none	Nope							Active Employee Feedback
		Yes	Yes			Post jobs were accessible							Active Employee Feedback
I don't see any roadblocks	Some people think that the first thing Metro looks at is someone's ethnicity instead of qualifications	Yes	Yes		Don't know	The only thing that I see, and I think Metro is already doing this and that is posting opportunity so that everyone can see it posted. It's up to the individual to apply							Active Employee Feedback
	It's racist				Get NAACP	Hire more people that looks like the works. Make sure they are not a undercover racist.							Active Employee Feedback
I'd be more concerned with the employees you do have and supply them with the necessary tools and equipment to do their jobs correctly and efficiently	The perceived problem is that everyone thinks that a Metro job is very hard to obtain. Why is that?	Yes	Yes		None	More training for jobs that the current employees would like to pursue							Active Employee Feedback
Fair consideration for positions that are available	Not just perceived problems, maybe in your opinion but the obstacles to obtaining upper level positions are primarily based on favoritism	Yes	Yes		To be fair	Too many to think that any suggestion that I might have to believe anything would actually be unrealistic. Really not a good tool to access true and relevant information.							Active Employee Feedback
Management	Management Chooses people who they want for a position or who get to leave for another department for training	Yes	Yes		I think every job opening should be posted; however it is not posted at all. That Human Resources give the interviews and not just observe the interview process.	I think Human Resources should be total independent and do the hiring and not just screening for potential candidates for positions.							Active Employee Feedback
Putting the correct people with the knowledge not who upper management want	Had picked people who upper management want despite this had no qualification for the job.	Yes	Yes			Put a promotion board who will put the interview process in the c correct place and not be influenced by upper management							Active Employee Feedback
		Yes	No	Like job on eyes bad.	Help move up when can be fair	Just do a good job help that one move up							Active Employee Feedback
		Yes	Yes		Being fare with everyone								Active Employee Feedback
Stop hiring people based on color and hire based on qualification		Yes	Yes										Active Employee Feedback
Metro Gvt certain picks. When u fill out for a job, they already know who they want	Lot of problem. To me Metro need train people instead of hiring people who don't know what the hell is going on	Yes	Yes		I have none. Metro been doing the same thing for years. They ain't going to change.	No Metro has a good old boy system. Then fire everybody in HR starting with Ivan.							Active Employee Feedback
	Communication, honesty	Yes	Yes		Listen people, and give opportunity to expression								Active Employee Feedback
No fair treatment for everyone	Same treatment as everyone else in Metro	Yes	Yes		Everyone should be treated fairly. (Meaning all race and gender)	Treat everyone with respect is not followed							Active Employee Feedback
None	None	Yes	Yes		None	Quicker hiring							Active Employee Feedback
We are not hiring at Stormwater	No communication from upper management	Yes	Yes		Human Resources sucks at Metro Water	Get new people in Human Resources							Active Employee Feedback
Having a qualified applicant pool- take ones off the applicants to create diversity for us	We need to flip things around				High school candidates/internship program (paid) for youth.	Utilize college as feeder schools	Empowerment or support to apply for jobs						Committee Listening Session I
Fry pockets of cronyism (perception is actually reality)	Cronyism in the structure				Hire more interns; Train more college students on work skills; Target poor students & college to help the get real work experience; Recognize that money makes a difference	Evaluate existing programs to determine if they're working	Advertising in the community of choice						Committee Listening Session I
Lack of talent pool- Have we started upstream to teach early?	Immigrants- accreditation from overseas				Community Education/opportunities to give students early exposure	Find money to support social programs	High school to encourage young people- same as the army does with ROTC						Committee Listening Session I
Shrinking gov't workforce/ not booming- Limited # of opportunities; Recruitment practices must change- Some employees may not be effective after several years	Need more Black role models volunteering into the schools				Has to be a part of the management plan	MYLI- Mayor's Youth Leadership Institute • Start @ 14- come back to program every year • Paid to learn etiquette & soft work skills • Reprioritize resources o Evaluate existing social services programs	Training needed for individuals to quality						Committee Listening Session I
Civil Service Rules	Low turnout- turnaround: Reach out to activists in communities or folks in communities that residents will respond to				Need a plan and enforce that the next administration is on board	Surveys submitted to schools	Role of the person hiring has an impact						Committee Listening Session I
Gov't silos need to learn to work together- Link Metro departments w/ school system	Professionals can't get ahead in career choice due to bureaucracy				Need a reason to change the status quo		Bias exposure training or diversity training to learn about and better understand cultures						Committee Listening Session I
Baggage brought by residents of Nashville from other counties- Don't trust own gov't so why trust us; Understanding what they "bring" with them	Hand up vs hand out (money/support while working)				Do not vet the pool using key words (that's an insider trick)		Incorporating more youth programs such as the Mayor Youth Council which was in place under the previous Mayor						Committee Listening Session I
Do we recognize degrees from accredited universities in other countries?	Job application process intimidating				Recognize and figure out how to address biases		Look at initiatives to ensure culture competencies						Committee Listening Session I
Funding issue relative to access to accreditation in your career for which you were trained	The initial interview included so many people that it was intimidating				Be intentional in looking for candidates		Environment needs to be welcoming to other cultures						Committee Listening Session I
How can we motivate well-to-do retirees to connect w/ the community and students? o United for Hope- Operation Andrew Model o Put churches w/ resources into struggling schools	Perception is you have to know someone to get a job				Actively recruit minorities, i.e. African-Americans & Latinos		Job shadowing program to increase interest in government employment						Committee Listening Session I
Aging; Sage	Currently, 63 jobs open @ Metro				Recruit from places that have the best candidates strategically		Social Media outlets to help get the word out						Committee Listening Session I
Need more life skills training	Are all departments across the government recruiting personnel				Must be a priority/commitment		Cultural Competency on behalf of the hiring staff						Committee Listening Session I
Assess average age of Metro employees	No black males in on Diversity Committee (David Briley)				Cultural Competency		Look at the priorities of government toward funding the expansion of government diversity using a variety of resources						Committee Listening Session I

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Unfriendly atmosphere for minorities in some departments	Inclusion- none for minorities. No minorities are included in any decision-making roles and cannot advance				Be comfortable being uncomfortable		Cultural diversity event and what Metro departments are participating						Committee Listening Session I
White people at the top unwilling to hire minorities	Managers gaming system to keep from promoting employees who have achieved				More ads in Spanish- language papers & Tennessean		Question related to work with Veterans in government. Having a military liaison						Committee Listening Session I
Fine line between hiring structure that's needed & flexibility to bring in more diverse candidates					Job notification to Conexion Americas		Must have a specific goal toward transparency in recruitment process						Committee Listening Session I
Needs to be active pursuit of finding ineffective leaders					Intentionally target communities		Good 1st step in forming the DAC						Committee Listening Session I
Male dominated/skill sets o Do women want to work in extreme weather conditions/physical demands o Average age issues					Resumes differ from Country to Country; Help train to make resumes; MAC for jobs		Diversity of presentation in the way the staff and team new hires are portrayed- More diversity on web pages and recruitment						Committee Listening Session I
Should background checks be listed- up front- on the initial application process					Community members want to know, "What do we mean by candidate pool?"								Committee Listening Session I
How do African-Americans get promoted in the Nashville Fire Department?					Start w/ department heads...making sure your department is representative								Committee Listening Session I
How can African-Americans be included in the decision-making process at the Nashville Fire Department?					Grooming must happen								Committee Listening Session I
No black males in on Diversity Committee (David Briley)					Lack of hiring is a problem...people staying in the positions for long time								Committee Listening Session I
When people ask about coming to work for NFD they are advised not to come because it is not a fair place to work					Job title- don't hire w/in the department for entry level- hire outside								Committee Listening Session I
Inclusion- none for minorities. No minorities are included in any decision-making roles and cannot advance					Can't fix the problem through attrition alone. How to do it top down?								Committee Listening Session I
Managers gaming system to keep from promoting employees who have achieved					Double up positions to train (Have 2 people doing the same to learn the knowledge so when someone retires you have someone ready to take on the role)								Committee Listening Session I
					Promotion based on performance (Merit) "Don't hire all of your relatives"								Committee Listening Session I
					Need buy in from Department Heads								Committee Listening Session I
					Need buy in from Union Management								Committee Listening Session I
					Have to make people believe they are wanted								Committee Listening Session I
					Who recruits? Not clear that all departments are that all departments are affirmatively recruiting in the community.								Committee Listening Session I
					Be more thoughtful/strategic about where to recruit. "Intentional Recruitment"								Committee Listening Session I
					Let employees know where they stand- Employees are allowed to rate manager								Committee Listening Session I
					Consistent feedback and allow people to correct themselves- Not going to be fired but not advancement								Committee Listening Session I
					Diversity & Dialogue training								Committee Listening Session I
					Meaningful and objective oriented								Committee Listening Session I
					Management held accountable								Committee Listening Session I
					Diversity for Diversity sake- Qualified people must be in the role								Committee Listening Session I
					Accelerate career development								Committee Listening Session I
					Identify potential & cultivate the workforce								Committee Listening Session I
					Are the policies and procedures in the hiring process being properly followed?								Committee Listening Session I
					Are these external influences that adversely affect the applicant in relation to other candidates?								Committee Listening Session I
					Ensure the applicant thoroughly understands the hiring process?								Committee Listening Session I
					Are there equal opportunities for leadership opportunities so there is equal opportunity for advancement?								Committee Listening Session I
					Do I have an equal opportunity to participate?								Committee Listening Session I
					1. Transparency in process 2. Inclusive 3. Objective								Committee Listening Session I
					Community Meeting was not representative of entire community								Committee Listening Session I
					Patronage system needs to be completely dismantled								Committee Listening Session I

Roadblocks	Perceived Problems	Know How Apply	Have Applied Metro	Why Not Applied	Increase Diverse Candidates Suggestions	Best Practices Suggestions	Best Practices Observed	DOB	Race	Gender	Zip	Neighborhood	Added Date
The incredibly slow process Metro has in employing someone once they've posted a job.	I'm guessing that Metro will start to follow the corporate world more on those of us who are over 60 but still want to work. There are subtle ways now that HR departments are working to get rid of older employees, so that they don't get sued and still get rid of the folks they've targeted as older and make more. Don't do it Metro.	Yes	Yes		Have more ways to post jobs than are currently being used.	Be up to date on what employees actually do. Many times the job description used to hire someone changes and a supervisor may not really know what the employee does end too.	Let other employees be on interview teams to talk to potential new employees.	8/26/1952	Caucasian	F	37211	Caldwell-Abbey Hall	3/9/2015
					Key words in initial applicant screening process								Committee Listening Session I
					Government should be more willing to have specific social goals. We should have, as an example, people whose job it is to recruit minorities								Committee Listening Session I
					How do we make government attractive as a job?								Committee Listening Session I
					"Don't hire your relatives"								Committee Listening Session I
					Let employees know where they stand. No false pretenses								Committee Listening Session I
					"You're not being promoted because of ... " Be upfront and forthright								Committee Listening Session I
					Consistent feedback @ peer level and at the supervisor level								Committee Listening Session I
					Employee reviews provide objectivity								Committee Listening Session I
					Open, honest- what created this problem?								Committee Listening Session I
					DAC need to be diverse								Committee Listening Session I
					Public employees need to reflect the community								Committee Listening Session I
					Top down mentality needs to be eliminated								Committee Listening Session I
					Diversity in Dialogue- Scarritt Bennett did this with Health Department								Committee Listening Session I
					Employees that had the proper qualifications did not get promoted, Meaningful, objective								Committee Listening Session I
					Oversight needs to be appropriate								Committee Listening Session I
					External audit/reviews of promotions								Committee Listening Session I
					Consistent set of rules for promotion- needs to be the case								Committee Listening Session I
					People make a way to promote the people they want to promote								Committee Listening Session I
					Internships								Committee Listening Session I
					Establish- "These are the parameters"								Committee Listening Session I
					Disparity @ high grades- needs to be corrected								Committee Listening Session I
					Salary disparity. Compensation needs to reflect community								Committee Listening Session I
					External audit/analysis would help credibility								Committee Listening Session I
					Identify potential, cultivate the workforce								Committee Listening Session I
					Diversity Training- every 2 years Scarritt Bennett								Committee Listening Session I
					5 weeks/ hr. per week- Diversity group have diversity training								Committee Listening Session I
					Find a way to incentivize diversity/eliminate fear of engagement								Committee Listening Session I
					Merit based/ my hard work is appreciated								Committee Listening Session I
					Do listening sessions with Metro Depts								Committee Listening Session I
					Look at most despair dept., look @ applicant list o How many African Americans applied? o How many Latino applied?								Committee Listening Session I
					Check all departments to determine diversity								Committee Listening Session I
					Be strategic in recruitment efforts to target the employees you need/want								Committee Listening Session I
					Should we look at Neo Gov to determine if the lack of foreign language being applied excludes some candidates								Committee Listening Session I
					Going to hiring fairs and make intentional efforts to hire minorities								Committee Listening Session I
					Leadership has to create a culture								Committee Listening Session I

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					Sustainable- develop a culture								Committee Listening Session I
Lack of translation of job postings	People in Metro have a perception that immigrants are lazy					Mentoring/Internship Program							Committee Listening Session II
No recruitment in immigrant communities	Cultural incompetency; lack of outreach					Partnerships with universities							Committee Listening Session II
Some cultures are more oral; postings are inefficient	Disconnect between cultures					Purchasing rules clarification							Committee Listening Session II
Metro website is difficult to navigate	Information is not engaging the community				Just hiring practices will create a pipeline	Address name bias in screening applicants							Committee Listening Session II
How to understand job posting/where to find postings/jargon is used in postings; office assistant	Lack of two-way communication				Prioritize qualified candidates from other countries who lack experience but have the degree	Regardless of degree: lack of government experience is a barrier to employment							Committee Listening Session II
Young talent in immigrant communities have difficulties breaking into metro hiring	Should have more departments do 1st generation hiring				Reevaluating job description to make sure you are not creating bias	degrees from other countries not always translatable to metro jobs							Committee Listening Session II
Shrinking work force means limited opportunities	lacks of follow-up				Photos of diverse staff	Civil service rules keep from pre-selecting (e.g. recruiting minorities)							Committee Listening Session II
	Lack of cadet program for young people/paid internships					Use MONA for outreach to various populations							Committee Listening Session II
	Low morale					Should we be partnering with MNPS to recruit more high school students?							Committee Listening Session II
	Lack of connection between the government and licensing					Create a diversity office. Said NES has one.							Committee Listening Session II
	lack of workforce cultural competency					Know retention rate for misc. populations when they leave.							Committee Listening Session II
	Lack of translation					Adjust traditional outreach methods flyers & web emails won't work. Reach out to trusted leaders in the community, particularly non-profits.							Committee Listening Session II
	Perception that they need training to do jobs					HR staff need to be educated on diversity issues for recruitment & retention.							Committee Listening Session II
	Lack of translated news					Track demographic data							Committee Listening Session II
	Metro Website is clunky					Ask employees in exit interviews why they left.							Committee Listening Session II
	Titles are cumbersome					Conduct employee survey on diversity. What's your unconscious bias?							Committee Listening Session II
						Create special interest groups that connect (e.g. Latino, etc.)							Committee Listening Session II
						Must understand observe different religious backgrounds-must respect/recognize freedom to practice							Committee Listening Session II
						Important to have diverse interview panels							Committee Listening Session II
						Training curriculum on diversity and incorporate into various classes (e.g. interviewing class should offer suggestions on interview techniques							Committee Listening Session II
						Scary application process							Committee Listening Session II
						Offer a community class on how to get a job w/ metro, maybe quarterly							Committee Listening Session II
						Look at Metro application: at one time, it was not possible to select other countries in the app.							Committee Listening Session II
						Make application available in other languages.							Committee Listening Session II
						Take feedback from the people you're responsible for.							Committee Listening Session II
						Recognize asset-based community and oral community in order to have ambassadors within the community							Committee Listening Session II
						Connect with trusted faces within the community							Committee Listening Session II
						Utilize already existing community organization							Committee Listening Session II
						Make sure there is cultural and diversity training for managers and leaders to understand how different cultures respond (for example, some cultures don't look you in the eyes) should not be a reason to eliminate a candidate.							Committee Listening Session II
						Tell media to feature New Americans, in order to promote future hires.							Committee Listening Session II
The website is difficult to use	Outsourced departments in the recent past are majority underrepresented populations				Express to community a value for diversity in the metro workplace	Must come directly from the to, report directly to the mayor							Committee Listening Session III
No inside tips about jobs	Metro doesn't promote the jobs and why it's good to work for Metro				Actively market to minority groups to attract them to employment opportunities with Metro	Recruit young; internship programs							Committee Listening Session III
Interpreter access is difficult: deaf community	Lack of promotion of the value of working with Metro				Partner with local agencies serving minorities, hard-to-employ, and underemployed groups to increase diversity in the candidate pool	Tennessee Promise. . .educate HS graduates re: what to study to be prepared							Committee Listening Session III

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Criminal records	Lack of a Metro "Identity" as an employer				Eliminate application questions and employment restriction pertaining to criminal background	Financial priority							Committee Listening Session III
how do you target employees without violating civil service rules?	Myth of nepotism: 600 people apply for 1 or 2 spots with a very complex application process				Promote through churches, high schools, and open jobs to LPRs	Outsourcing the jobs is greatly reducing the pool (largely of color) who could be formed to leadership; social services, for example, is a huge threat to Metro							Committee Listening Session III
Stop making job requirements to fit the "picked" person	Having to know someone to get a job				Different recruitment strategies are needed	More training: an unconscious bias in addition to Title VI							Committee Listening Session III
Whose responsibility is diversity?	Need more training programs				Express to community a value for diversity in the metro workplace	Make people see that the public sector is a huge influence on our quality of life							Committee Listening Session III
	Diversity committee lacks diversity				reaching out to colleges and universities	HR need to be intentional about guidance to educate the workforce about how to seek and what is needed for promotion							Committee Listening Session III
					Have a diverse group pick candidates for advancement	Grooming "classes" across departments like and executive leadership institute" and if we do it already, no one knows about it.							Committee Listening Session III
						Chief Diversity Officer needs to be a civil service position, not a political thank you from the mayor.							Committee Listening Session III
						Facebook/Twitter announcements							Committee Listening Session III
						Reach out to non-profit organizations							Committee Listening Session III
						Educate people on how to qualify							Committee Listening Session III
						Training programs							Committee Listening Session III
						Empower employees to take the initiative to grow							Committee Listening Session III
						Superiors identify employees for more training							Committee Listening Session III
						Create new opportunities of employment in the budget process							Committee Listening Session III
						More objective tools on who is doing what work with statistics and measures							Committee Listening Session III
						Mechanism for demotion of leaders							Committee Listening Session III
						Work on improving morale within departments							Committee Listening Session III
						Open promotions within departments of training for promotion							Committee Listening Session III