



City of Arts & Innovation

City Council Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL DATE: DECEMBER 1, 2020

FROM: HUMAN RESOURCES DEPARTMENT WARDS: ALL

SUBJECT: CITYWIDE DIVERSITY, EQUITY AND INCLUSIVITY AND OTHER TRAINING PROGRAMS AND CREATION OF A DIVERSITY OFFICER POSITION - SUPPLEMENTAL APPROPRIATION

ISSUE:

Approve a supplemental appropriation for citywide training programs for diversity, equity and inclusion, performance-based learning, supervisor development, succession planning, and career advancement and authorize the consolidation of existing vacant positions for the creation of a Diversity Officer position.

RECOMMENDATIONS:

That the City Council:

1. Authorize a supplemental appropriation in the amount of \$115,000 in the General Fund, funded by a portion of an unanticipated refund from The Standard Insurance Company, for citywide training programs as outlined by the Human Resources' Learning and Development Division's Strategic Plan; and
2. Authorize the consolidation of existing, vacant positions to establish a new Diversity Officer position with the intent of recruiting the position no later than the first half of FY 2021/2022.

BACKGROUND:

In the fall of 2018, the City implemented its first, citywide employee engagement survey. Survey results identified two factors, "Leadership and Managing Change" and "Training and Development," as having the most potential to positively influence employee engagement. The survey results were informative and indicated that the City team is engaged when compared to other like agencies; however, there are always areas where the City could improve. Employees specifically identified training and development as areas of opportunity.

Throughout 2019, the Human Resources Department facilitated a series of additional learning sessions with multiple departments to better understand responses to the survey. Through these follow-on meetings with team members, expanded professional development opportunities were identified as a key need.

On March 9, 2020, the Human Resources Department received a refund from The Standard Insurance Company in the amount of \$300,483.20 in accordance with the Experience Rating Refund Agreement between the City and The Standard. This refund represents the City's Experience Rating Refund (ERR) for the Basic Term Life Insurance Plan. The ERR is given when the Basic term Life experience is better than expected due to underutilization and issuance of life insurance claims which results in excess positive experience paid as a cash refund to the City. In accordance with the City's pension funding policy 50% of this revenue has been allocated to the City's Section 115 Pension Trust while the remaining 50% is available for general fund purposes.

On March 10, 2020, the City Council directed staff to "repurpose" existing positions to develop and implement new sustainability policies, goals and actions. Sustainability was defined in terms of the "triple bottom line". One of the three elements of the triple bottom line was Social Responsibility, which includes diversity, equity and inclusivity.

Between April and September 2020, the Human Resources Department Learning and Development Division prepared a strategic plan directed at the responses to the citywide employee engagement survey in the realm of training and development.

On June 30, 2020, the City Council approved a Resolution declaring racism a public health crisis. The Resolution commits to identifying specific activities to further enhance diversity, enhance educational efforts aimed at understanding, addressing and dismantling racism, instituting mandatory racial equity training and implicit bias training and other measures, including periodic reports to the City Council.

On October 20, 2020, the City Council's strategic priorities were approved with a focus on high performing government, sustainability, diversity and equity:

Priority:	High Performing Government
Goal:	5.5 - Foster a culture of safety, well-being, resilience and sustainability across the City organization.
Cross-Cutting Measure:	Equity – Riverside is supportive of the City's racial, ethnic, religious, sexual orientation, identity and other attributes of diversity and is committed to advancing the fairness of treatment, recognition of rights, and equitable distribution of services to ensure every member of the community has equal access to share in the benefits of community progress.

On October 20, 2020, the City Council adopted an Anti-Racist Vision. The Vision provides that anti-racism invites individuals to rethink racism and inequity. City government is encouraged to continuously improve its policies and practices in order to eliminate inequities and encourages courageous conversations. Further, the vision invites people to learn continuously about racism and anti-racism. In conclusion, the vision commits that the City of Riverside will contribute to greater racial equity by using an anti-racism transformative lens to modify city policies, programs and practices.

DISCUSSION:

The employee training and development strategic plan highlights an inclusive and data-driven approach to employee, supervisor, and leadership development. Citing multiple data sources

beyond the employee engagement survey, the plan expands on current programs while proposing new approaches to engage a diverse and ever-changing workforce.

Key Strategic Objectives

The following strategic objectives are the driving force of the strategic plan.

1. *Align core learning programs to performance:* The organization's performance appraisal tool is used to monitor, evaluate, and reward performance. As such, it is the ideal content source to enhance employee performance.
2. *Align a dynamic suite of learning solutions to data:* The supervisor development program would provide foundational practices that new and existing supervisors need to effectively lead their teams. A focus on succession planning provides emerging department heads the opportunity to focus in on the leadership competencies that inspire engagement prior to assuming a department head role. The career advancement program seeks to engage employees who have successfully passed the interview phase for another city job yet were not selected. It will provide practice interview support and a framework for continued growth in their current role. The diversity, equity, and inclusion training program uphold our commitment to building our individual and organizational awareness about unconscious bias, microaggressions, and the benefit of an inclusive workplace culture.
3. *Build a learning infrastructure:* To ensure success, a foundation must be solidified to support strategic objectives #1 and #2. Divisional staffing (current and new roles/responsibilities), budget, and branding are key discussion points.
4. *Craft a suite of learning programs to align with the City Council policy direction:* The City Council approved Strategic Priorities and Cross Cutting Measures, including high performing government, sustainability and equity (October 20, 2020). In addition, the City Council directed staff to institute racial equity training and implicit bias training (June 30, 2020), committed to modifying programs and practices to contribute to greater racial equity and promoting anti-racism (October 20, 2020), as well as, other related measures.

Proposed Budget

Our existing programs create more than 2,500 learning opportunities. When combined with the proposed programs discussed above, we could create more than 7,700 learning opportunities, as one employee can take advantage of multiple programs. The subsequent table shows the funding plan for citywide employee training.

Program Type	Cost	Program	Learning Opportunities
Existing Programs	\$8k	Compliance Learning Program	2,500
	\$27k	Emerging Leaders Academy Cohort 3	25
Total	\$35k		2,525
Proposed Programs	\$3k	Supervisor Development*	50
	\$30k	Succession Planning	10
	\$2k	Career Advancement*	100+
	\$15k	Performance-based Learning Programs*	50+
	\$7k	Diversity, Equity, and Inclusion Training^	2,500
	\$3k	Learning Resources	-

	\$20k	New Mandated Compliance/Learning program to align with Council policy directive	2,500
Total	\$80k		5,210+
Total Investment	\$115k	All Programs - Total Learning Opportunities	7,735+

*These programs are scalable.

^Course titles are Workplace Diversity, Inclusion & Racial Sensitivity; Unconscious Bias; and Microaggressions in the Workplace.

Program Evaluation

A formative and summative evaluation process will be used to demonstrate individual and organizational value for each program.

New Challenge

With our organizational shift to virtual learning, we have unintentionally created a learner profile that requires digital literacy with access to technology equipment (laptops/workstations fitted with microphones and cameras). Noting that this profile is not inclusive, one of the aspirational goals included in the Learning and Development Strategic Plan Handout is to partner with the Innovation & Technology Department on actionable solutions.

Diversity Officer Position

The Office of Sustainability is coordinating presentations to Council subcommittees in December 2020 and January 2021 on the core areas of the triple bottom line: Economic Prosperity, Environmental Stewardship and Social Responsibility. In terms of Social Responsibility, a forthcoming report will focus on the City's efforts in diversity, equity and inclusivity (DEI) including engaging a third party to evaluate City practices, policies and opportunities for growth. One of the intended work products is to help frame and form the job duties and responsibilities of a Diversity Officer position. The presentation to the City Council on the triple bottom line will occur in March or April 2021 to coincide with the FY 2021/22 budget discussion.

Staff is currently evaluating existing positions that can be consolidated and repurposed into a Diversity Officer position.

FISCAL IMPACT:

The estimated cost of the Citywide diversity, equity and inclusivity and other training programs is \$115,000. The Experience Rating Refund (ERR) for the Basic Term Life Insurance Plan totaling \$300,483.20 has been deposited into the General Fund. The City's Pension Funding Policy states that "Unanticipated one-time revenues or settlements shall be prioritized at a rate of 50% of the revenue alongside other critical needs..." to pay down the City's unfunded pension liability. In accordance with the policy, approximately \$150,000 is available for critical needs. Upon City Council approval, \$115,000 of this amount will be appropriated to the City-Wide Training Fund account 2100000-452004.

The Diversity Officer position would be established by consolidating existing, vacant positions within the approved budget. The salary of this position has not yet been determined.

Prepared by: Rene Goldman, Human Resources Director
Certified as to
availability of funds: Edward Enriquez, Chief Financial Officer/City Treasurer
Approved by: Rafael Guzman, Assistant City Manager
Approved as to form: Kristi J. Smith, Interim City Attorney

Attachments:

1. Learning and Development Strategic Plan Handout
2. Presentation