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## Key Team



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**MGT**

**Nationally recognized public sector consultants**

We are respected and experienced leaders in management consulting who equip our clients with innovative solutions so they can better serve their agency, stakeholders, and community.

**20,000+ projects**      **48+ years of service**

**Our DEI Solutions**

- ✓ Organizational Assessment
- ✓ Community DEI Audit
- ✓ Facilitation of Internal DEI Task Force
- ✓ Talent Systems Redesign
- ✓ Pay Equity Analysis
- ✓ DEI Strategic Planning
- ✓ Leadership Coaching and Training

**Our DEI Clients**

- County of Sacramento (CA)
- Housing Authority of the City of San Buenaventura (CA)
- City of Shaker Heights (OH)
- City & Police Department of Battle Creek (MI)
- Arapahoe County (CO)
- Maricopa Community College (AZ)
- Gwinnett County Public Schools (GA)
- School District of Kansas City (MO)

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## Overview of project goals

1. Conduct an analysis and develop a baseline assessment report for the City of Riverside organizational practices
2. Provide knowledge of DEI best practices in similar local government agencies
3. Develop a framework that may include an organizational statement regarding DEI, that may later become a mission statement that may guide the practices, operations, and direction of future efforts
4. Develop recommendations for initial strategies and long-term efforts. The recommendations must be presented on a priority basis and must be achievable in the short-term. Recommendations for long-term efforts should include a timeline and indicate strategies or deliverables for each recommendation
5. Create a Strategic Plan that is specific, measurable, attainable, relevant with timebound initiatives that are meaningful to DEI and includes a vision and mission statement and reflects the aspirational DEI goals for the City

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## Overview of project goals (cont'd.)

6. Identify key benchmark metrics that can assist the City in monitoring progress, identify risk areas, and measure overall initiative goal attainment. Develop corresponding reporting structure.
7. Conduct an analysis on the creation of a new classification of Chief Diversity Officer for the City that would focus on both City staff and community initiatives, define roles and responsibilities, appropriate placement under a City department and a salary recommendation based on comparable classification in other governmental agencies.
8. Recommend strategies and develop a roadmap that is aligned with the City's DEI organization Strategic Plan and values and City's Strategic Plan Goals and values to advance efforts to remove barriers and foster DEI initiatives communitywide.
9. Develop a comprehensive toolkit that can be used communitywide by partners, contractors, and other stakeholders. The toolkit may include recommendations for training and communication.
10. Identify key benchmark metrics that can assist the City in monitoring progress, identify risk areas, and measure overall initiative goal attainment. Develop corresponding reporting structure.

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## Project Delivery | A Four Phase Approach



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# Overview of Policy Analysis

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## MGT's Policy Maturity Model Scale



<b>Exemplar</b>	Unique and creative policy designs demonstrating heightened commitment to DEI that makes organization a national leader
<b>Ideal</b>	Policies and procedures go above and beyond what other organizations are doing without causing harm
<b>Meets Status Quo</b>	In line with what peers are currently doing, this could include reproducing harms inherent in the status quo
<b>Underdeveloped</b>	Policies and procedures do not have sufficient details to meaningfully achieve desired DEI impact
<b>Nascent / Absent</b>	Policies are missing key items or missing entirely

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## Policy Analysis

Policy Maturity Scale

- Exemplar
- Ideal
- Meets Status Quo
- Underdeveloped
- Nascent / Absent

### Hiring & Development

**Key Analysis Areas**

- Job Descriptions
- Professional Development
- Development for Temporary Employees

**Evaluation Metrics**

- Bias removed from job description
- Blind resume reviews
- Job descriptions communicate clear pay bands
- Professional development opportunities

**Overall Insights**

- Strong policies which standardized hiring and commits to local talent sourcing
- Neo Gov ATS allows for blind resume screening and objective review of candidates
- Testing requirements appropriate, but can create inequities

Rating: **Ideal**

### Pay & Promotion

**Key Analysis Areas**

- Pay Scale Transparency
- Standardized Performance Assessments

**Evaluation Metrics**

- Transparent seniority and promotion requirements
- Uniform or standardized performance evaluations
- Published compensation and pay-bands

**Overall Insights**

- Standardized framework for performance evaluations which is a DEI best practice
- Part of the performance review, the supervisorial appraisal could benefit from similar standardization to the overall performance evaluation
- Policy manual enumerates class and compensation schedule
- Salary Schedule is published and accessible for employees

Rating: **Meets Status Quo**

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## Policy Analysis

Policy Maturity Scale

- Exemplar
- Ideal
- Meets Status Quo
- Underdeveloped
- Nascent / Absent

### Anti-Discrimination

**Key Analysis Areas**

- LGBTQIA+
- Veterans
- Disability

**Evaluation Metrics**

- Practices and policies ensure anti-discrimination and resources for LGBTQIA+ people
- Practices and policies ensure anti-discrimination for veterans
- Practices and policies protect disabled people

**Overall Insights**

- LGBT Liaison Program is strong, but could be developed further
- Veteran protections implemented
- Would benefit from more specific definition of 'reasonable' accommodations

Rating: **Meets Status Quo**

### Benefits

**Analysis Areas**

- Gender Affirming Care
- Specialty Care for Women
- Broad Spectrum Paid Leave

**Evaluation Metrics**

- Parental leave for new children
- Provide childcare and eldercare subsidies or coverage
- Gender affirming care offered
- Child-bearer specific needs including family planning, lactation breaks, etc.

**Overall Insights**

- Employee Assistance Program is a best practice and affords additional buffer for employees and their families
- Parental leave is unpaid and runs exclusively on FMLA. MGT recommends a minimum of 12 weeks time off.

Rating: **Meets Status Quo**

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## Policy Analysis

### Harassment & Retaliation

**Key Analysis Areas**

- Reporting Process
- Whistleblower Protections
- Claimant Separation
- Reporting Standards

**Evaluation Metrics**

- ‘Sexual Harassment’ clearly defined within policies
- Whistleblower/anti-retaliation established and defined
- Transparent reporting process which encourages employee input/feedback
- Claimant and alleged perpetrator separation

**Overall Insights**

- Strong policies coupled with specific examples
- Investigative procedure is very strong
- Recommend expanding anti-retaliation policies
- Lack of separate remedy for potential victims of harassment

**Rating: Meets Status Quo**

### Good Faith Efforts

**Key Analysis Areas**

- Minimal Jargon
- Non-gendered Language
- Additional policies establish DEI supports like ERGs

**Evaluation Metrics**

- HR programs and policies show many attempts to make good faith efforts to be free of jargon
- Wherever possible, policies and procedures use non-gendered language
- Additional policies and procedures that demonstrate good faith efforts

**Overall Insights**

- Accessible language used throughout
- Riverside uses “his/her” language which is not best practice

**Rating: Meets Status Quo**

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## Staff Engagement

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## DEI Survey

### What was the Purpose of the Survey?

- ▶ Assess and identify employee’s feedback on DEI in the workplace
- ▶ An opportunity for employees to provide feedback on the City’s culture and strategies as it relates to DEI
- ▶ All feedback will be categorized into general themes that will drive future improvement efforts
- ▶ Tied to Envision Riverside 2025 Strategic Plan (Equity as Cross-Cutting Thread)

- ▶ Open June 6 to June 24
- ▶ 685 employees responded, 33% response rate
- ▶ Statistical significance at 95% confidence level, 5% margin of error
- ▶ Voluntary responses

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## Survey Results: Likert Statements

The City fosters a safe workplace that allows employees to be themselves without fear.

Response	Percentage
Favorable	59%
Neutral	18%
Unfavorable	23%

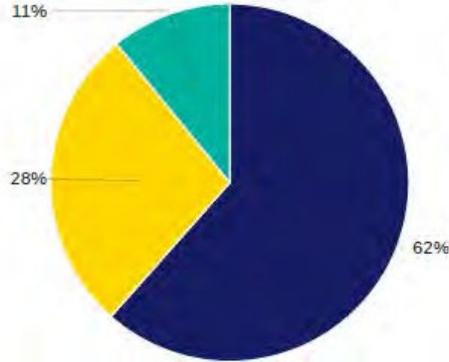
Legend: Favorable (dark blue), Neutral (yellow), Unfavorable (teal)

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### Survey Results: Likert Statements



The City's Human Resources policies and/or procedures encourage diversity, equity and inclusion.



Favorable Neutral Unfavorable

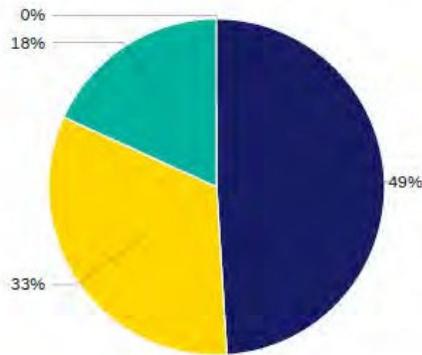
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### Survey Results: Likert Statements



The City takes active measures to seek a diverse candidate pool when hiring.



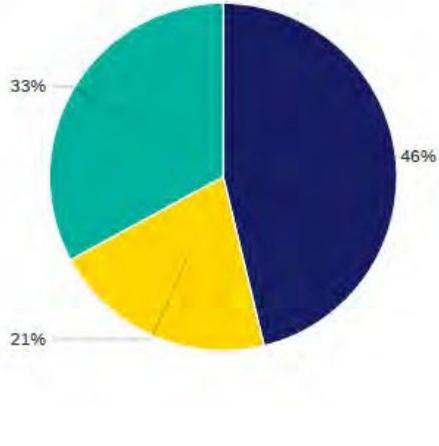
Favorable Neutral Unfavorable

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### Survey Results: Likert Statements

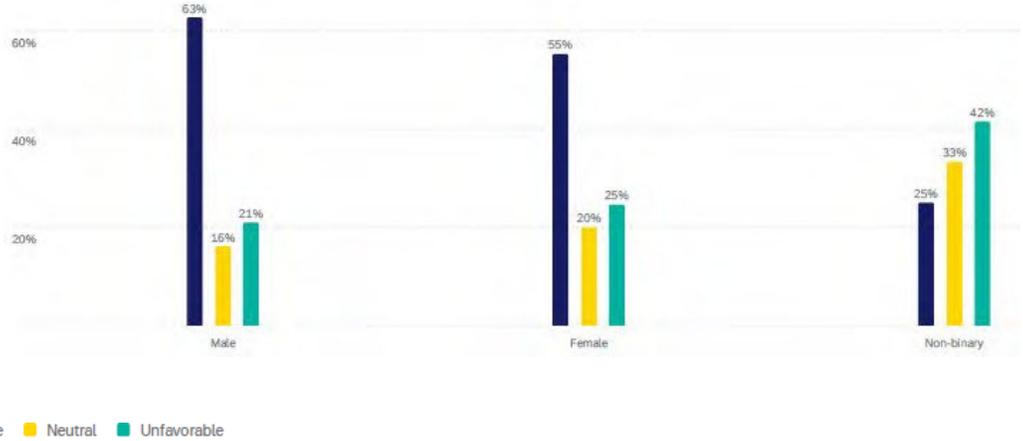
City leadership treats all employees equitably.



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### Survey Results: Likert Statements

I believe the City will take appropriate action in response to incidents of discrimination or bias.



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## Survey Results: Open Ended Responses

Open Ended Questions	Thematic Codes
Comments or suggestions for improving: Overall Diversity, Equity, and Inclusion Culture	<ul style="list-style-type: none"> <li>Anti-Retaliation</li> <li>Authenticity of Policies</li> <li>Avoid "Flavor of the Month" DEI</li> <li>Equitable Work Assignments</li> <li>Inclusive Programming</li> </ul>
Comments or suggestions for improving: Hiring and Recruitment	<ul style="list-style-type: none"> <li>"Blind Interviews"</li> <li>Bilingual Preference</li> <li>Diversity Interview Panels</li> <li>Diversity in Leadership</li> </ul>
Comments or suggestions for improving: Career Development	<ul style="list-style-type: none"> <li>Cross Training</li> <li>Equitable Pay for Different Positions</li> <li>Improve/Implement Specialized Training</li> <li>Maintain Status Quo</li> </ul>
Comments or Suggestions for improving: Personal Experiences	<ul style="list-style-type: none"> <li>Maintain Things Going Well</li> <li>Neutral, non-political attire + Etiquette</li> </ul>
Comments or suggestions for improving: Policies and Procedures	<ul style="list-style-type: none"> <li>"Good Old Boys" Club</li> <li>Discipline/Accountability</li> </ul>
Comments or Suggestions for improving: Inclusion	<ul style="list-style-type: none"> <li>Allow for self-expression</li> <li>Implement Employee Feedback</li> </ul>
Comments or Suggestions for improving: Your immediate supervisor	<ul style="list-style-type: none"> <li>Add Open Door Policy</li> <li>My Supervisor is Great</li> <li>Weak Supervisor</li> </ul>
Comments or suggestions for improving: Diversity Training	<ul style="list-style-type: none"> <li>Allow Employee Participation</li> <li>Raise awareness of Provided Programs</li> </ul>
Dog Whistles	
What improvements can be made to citywide DEI efforts	<ul style="list-style-type: none"> <li>Continue/Increase DEI Training</li> <li>Discipline/Accountability</li> <li>Diversity Interview Panels</li> <li>Division-Specific Surveys</li> <li>Ease Political Divide</li> <li>Employee Social Gatherings/Team Building</li> <li>End Favoritism/Nepotism</li> </ul>
What is the city doing well in terms of building a diverse equitable and inclusive workforce	<ul style="list-style-type: none"> <li>Continue/Increase DEI Training</li> <li>Emphasizing Equality/equity</li> <li>Hiring Diverse Employees</li> </ul>

### Our Approach

- ▶ Our Parent Codes map directly onto the open-ended questions of our survey.
- ▶ Child Codes were developed based on participant feedback and common answers to questions coupled with DEI best practices. Minimum responses to be included were 3 responses with the exception of experiences of exclusion which were all included.
- ▶ **MGT identified five overarching survey themes:**
  - ▶ Clearly Define Advancement Policies
  - ▶ Increase Accountability and Reinforce Harassment Policies
  - ▶ Offer More Inclusive Programming & DEI Training
  - ▶ Employees Appreciate Current DEI Efforts

## Survey Results: Key Themes

### Clearly Define Advancement Policies

*Training and Skill Expansion opportunities have not been offered equally to employees which impacts career development paths for those not offered the same opportunities.*

*Nepotism is common and should have no place in a public agency.*

*There is always talk of the need for succession planning, but it seems like nothing ever happens with it.*

*HR used to have a pretty decent internal training program, but it seems like that has either gone away or just isn't advertised well anymore. In their defense, they likely don't have enough people to develop let alone implement and maintain such a program.*

*The City has many individuals with years of experience that are unable to even apply for positions because they do not have a college degree or unit credit. I think a review of college unit requirements for all SEIU positions should be conducted.*

### Increase Accountability and Reinforce Harassment Policies

*I understand that there are channels for this. But I have seen employees follow those channels and then end up with no help and in an awkward work situation. If there's a process for reporting incidents, there also needs to be a process to resolve them.*

## Survey Results: Key Themes

### Offer More Inclusive Programming & DEI Training

*[We need] more conversations with staff so we feel comfortable talking about DEI and have the language to express ourselves and communicate with community members.*

*All new City staff should have to complete DEI training and sexual harassment training in the workplace.*

*Share more of the examples of the video in our diversity training that included more actual City staff in the video. This part of our training was the most effective because it gave you a more real example. Obviously, many negative examples might not work with City staff due to privacy but real examples that were mitigated within the City might be good examples.*

### Employees Appreciate Current DEI Efforts

*The City is doing their part by providing awareness. An example would be the upcoming webinar, Cultural Diversity & Gender Differences by TCTI.*

*Translations and making the city more accessible has been great for the city overall, however, that comes at the price of overworking and underappreciating the current workforce*

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## Recommendations

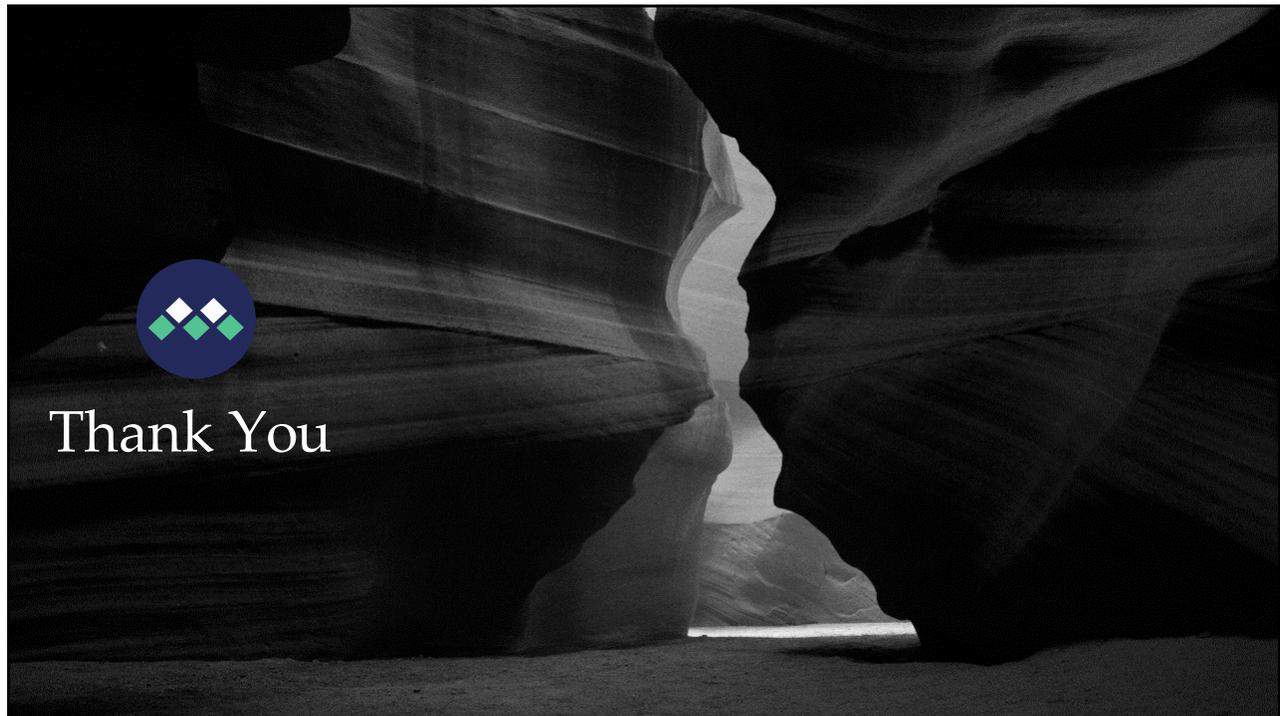
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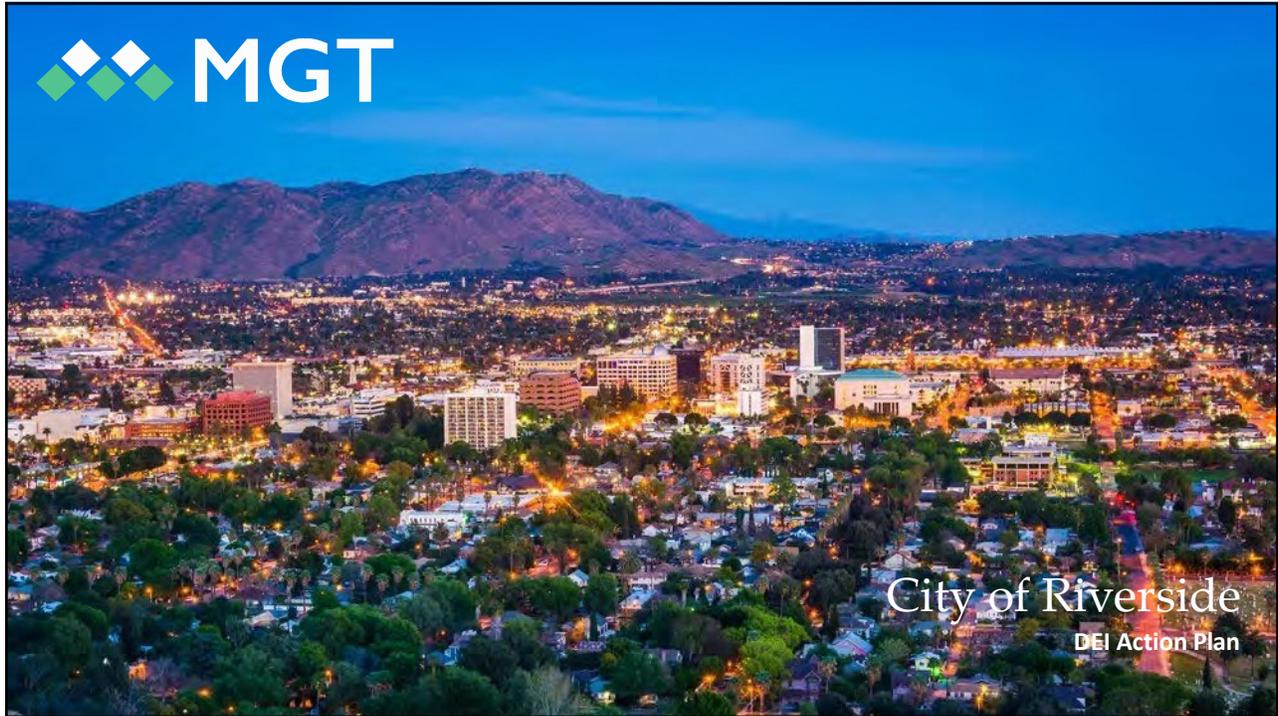
## Recommendations

- ❖ Conduct an external DEI assessment with community input based upon the communitywide roadmap
- ❖ Establish and implement a progress monitoring tool to assess implementation and impact of DEI Action Plan
- ❖ Clarify the roles and authority of the DEI Committee in relation to the City's DEI initiatives and the role of the DEI Officer
- ❖ Clearly define promotion and advancement criteria and processes as well as provide employee-wide communications to establish transparency
- ❖ Implement training plan to ensure continued DEI training opportunities for all employees

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**DEI Action Plan (Draft)**

<b>Strategic Priority #1</b>	<b>Invest sufficient time and resources to ensure all City of Riverside staff practice DEI principles.</b>
<b>Initiative A</b>	<b>Ensure the DEI Officer has the authority, autonomy, and resources to successfully execute the role.</b>
<b>Initiative B</b>	<b>Establish a permanent DEI committee that works in collaboration with the DEI Officer to execute the DEI Action Plan, highlight areas of success and development, and uplift all employee voices.</b>
<b>Initiative C</b>	<b>Identify a DEI ambassador within each City department to support the work of the DEI committee and Officer.</b>
<b>Initiative D</b>	<b>Align focus of City Manager, leadership team, and people managers with DEI initiatives.</b>

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## DEI Action Plan (Draft)

<b>Strategic Priority #2</b>	<b>Embed a culture of diversity, equity, and inclusion into the fabric of all City of Riverside departments.</b>
Initiative A	Provide opportunities for all staff to participate and engage in the development and implementation of the City's DEI initiatives.
Initiative B	Promote inclusion by identifying and celebrating all cultures represented within the City.
Initiative C	Foster an environment that encourages change, flexibility, authentic conversation, and psychological safety.
Initiative D	Ensure compensation equity for all employees based on the results and recommendations of a valid and reliable compensation study.
Initiative E	Strengthen hiring efforts by aligning job titles with professional expectations and ensuring job qualifications match each role.
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## DEI Action Plan (Draft)

<b>Strategic Priority #3</b>	<b>Demonstrate City-wide commitment to DEI through communication, training, and accountability for Riverside staff.</b>
Initiative A	Establish a DEI mission statement, values, and goals.
Initiative B	Clarify DEI terminology, definitions, and expectations for use of common language.
Initiative C	Broadly communicate the City's DEI focus, mission, and strategy to all staff members,
Initiative D	Create and implement a comprehensive DEI training plan that includes in-person facilitation and opportunities for self-reflection for all staff.
Initiative E	Hold leaders and people managers accountable to practicing and promoting DEI principles through 360 performance evaluations and emotional awareness.
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 <h2 style="margin-left: 20px;">DEI Action Plan (Draft)</h2> 	
<b>Strategic Priority #4</b>	<b>Align external-facing work with the DEI mission and goals of the City of Riverside.</b>
<b>Initiative A</b>	Conduct an external facing assessment that includes input from residents, community-based organizations, and other key stakeholders.
<b>Initiative B</b>	Create and implement an external DEI Action Plan based on external assessment findings.
<b>Initiative C</b>	Establish and publicly communicate community-facing mission and goals.
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