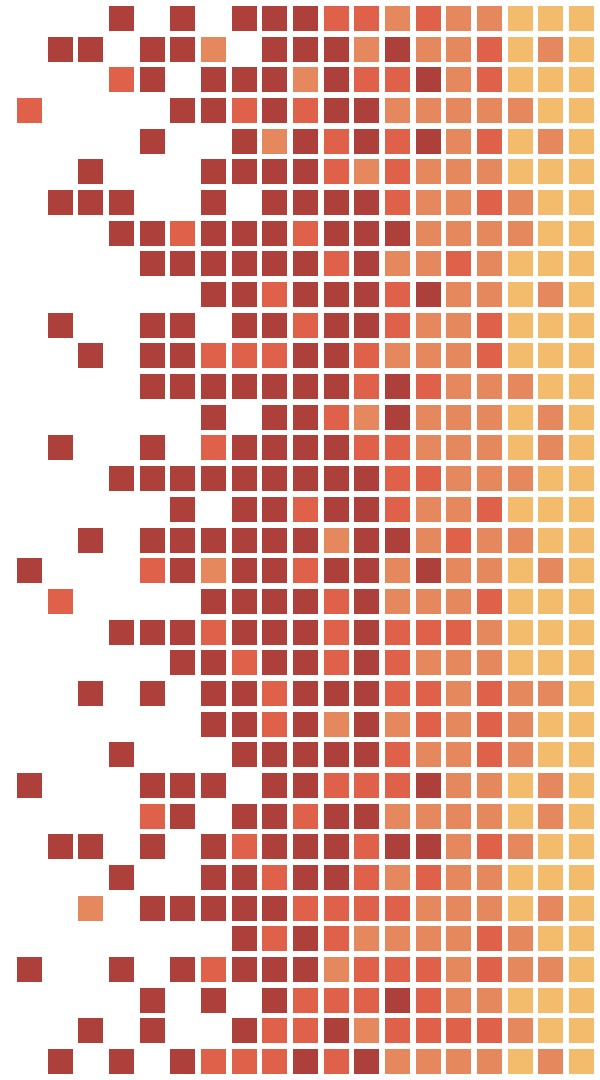




IDEA Assessment Report Out

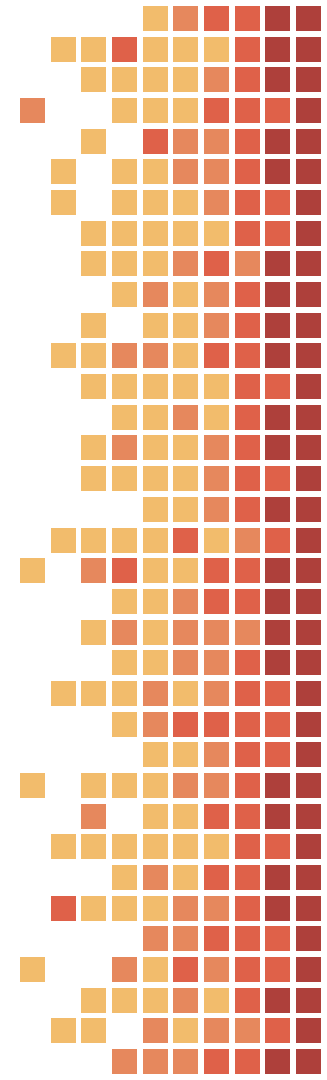
Monday, May 9, 2022





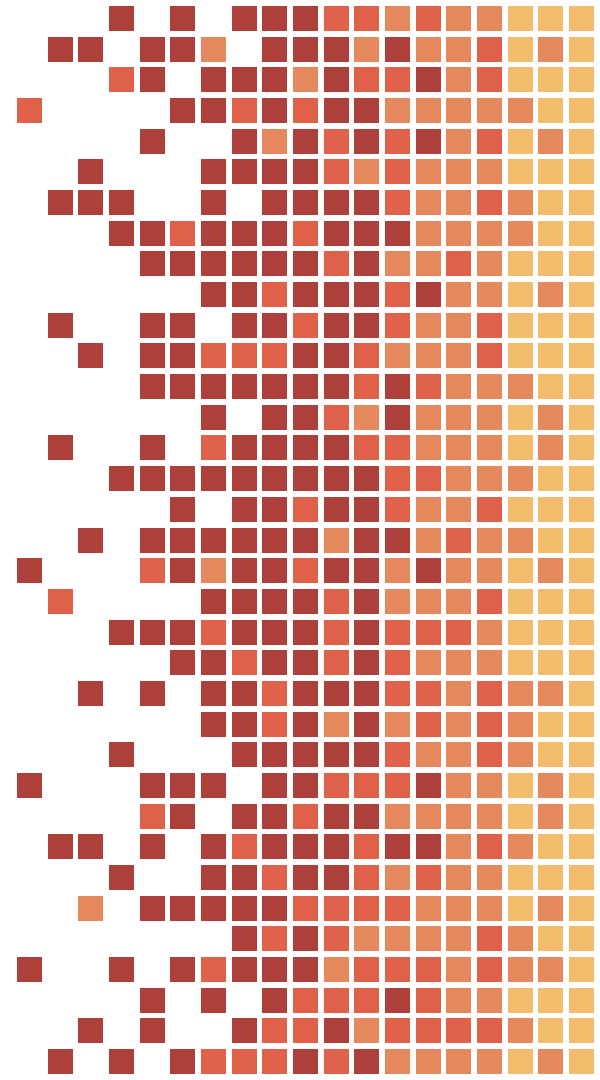
In This Presentation

- Key Definitions
- Overview of IDEA Assessment
 - Key Findings & Global Recommendations
- Board & Committee Assessment
- Strategic Considerations for Success





Key Definitions



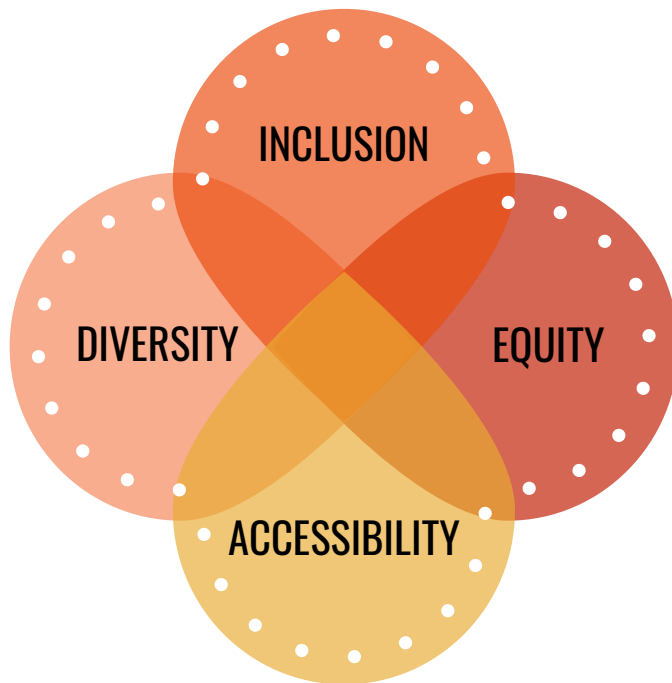


INCLUSION

The ongoing behaviors and actions that **1) make people feel they are being heard, are respected, and are valued** for their perspectives and experiences, and **2) provide ample opportunities for people to inform the decisions** that impact them.

ACCESSIBILITY

The **structures and systems** that enable and empower any individual to use resources, spaces, processes, etc. with a similar amount of effort or time **regardless of their ability status or identity**.



DIVERSITY

The **varying and unique characteristics** or traits that tie individuals to a particular group or group(s).

EQUITY

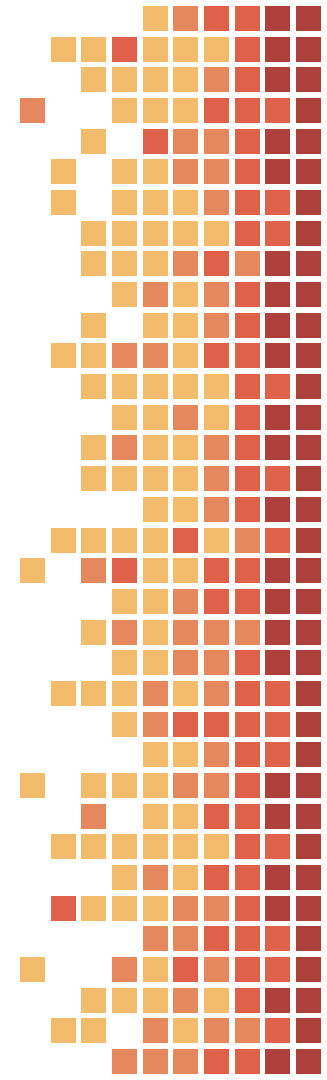
The **process** to make policies, procedures and resources **available to all**, especially those that are underrepresented or marginalized, and the **outcomes** that result in equality.



Workplace Climate

“Workplace Climate” consists of...

- Understanding how employees *perceive* their workplace environment across different levels
- Understanding how the environment *influences* or *impacts* employees through an IDEA lens



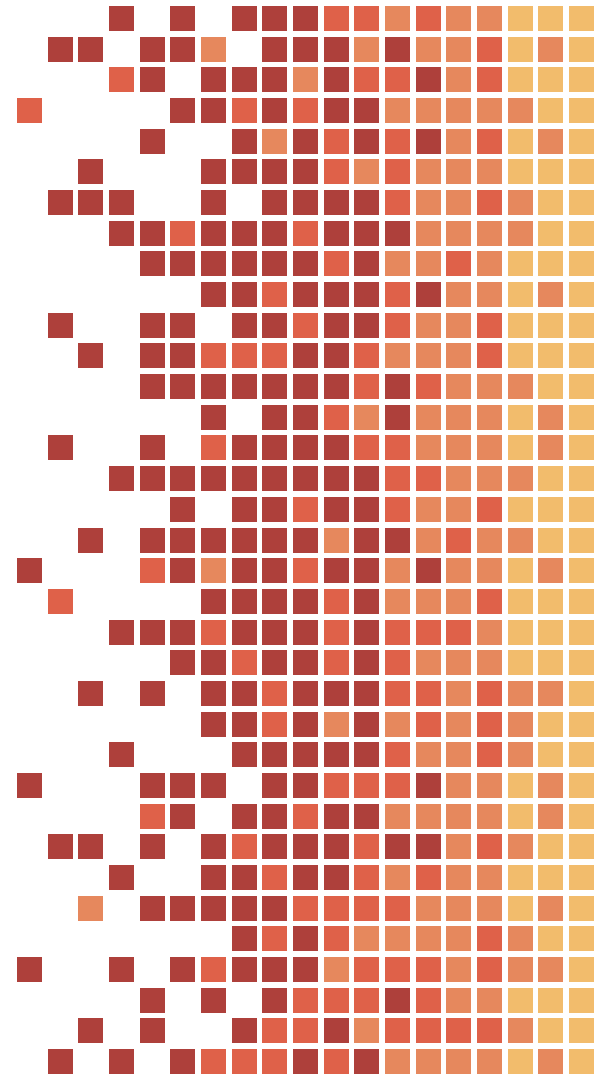


Continuum of Employee Experience





Assessment Overview & Methodology

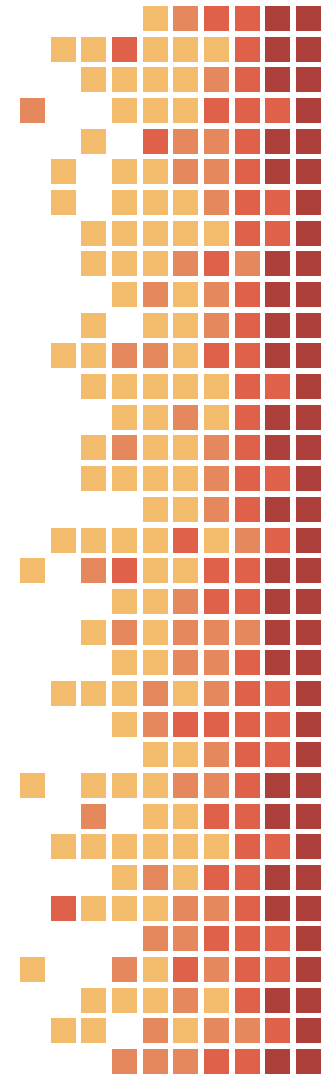




Assessment Objectives

To examine...

- The City's current continuum of hiring and employment practices, policies, procedures, etc.
- The City's current workplace climate, competencies, and physical environment through an IDEA lens
- The City's volunteer opportunity processes (board, committees, and commissions)
- Inform the development of a draft organizational IDEA policy statement





Methodology



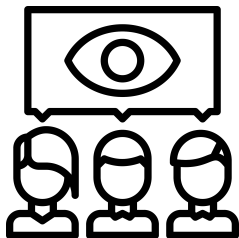
Document Audit

(180+ documents reviewed)



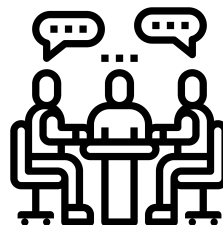
Online Surveys

(380+ internal & external responses)



Focus Groups

(12 focus groups conducted)



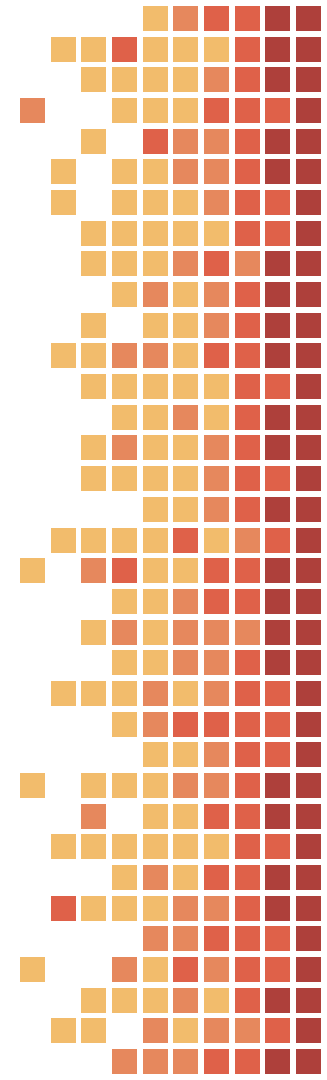
Site Visits & Staff Discussions

(8 site visits & dozens of meetings with City staff)



Rationale

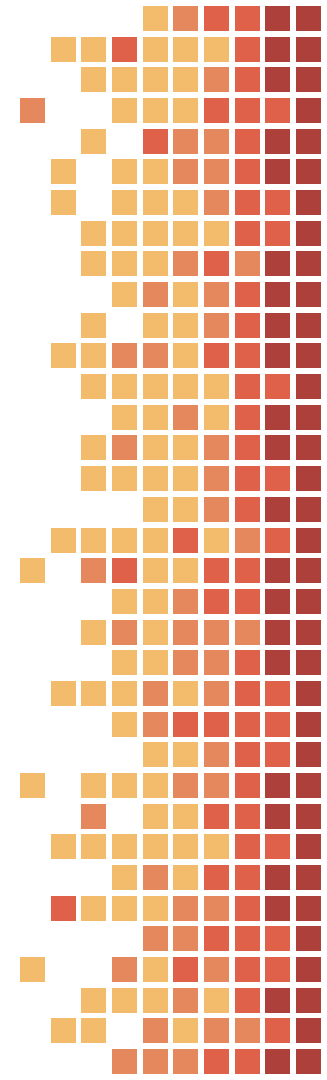
- Centers stakeholder voices and perspectives
- Helps to identify consistencies and inconsistencies across employee experience
- Clarifies existing strengths to leverage and opportunities to address





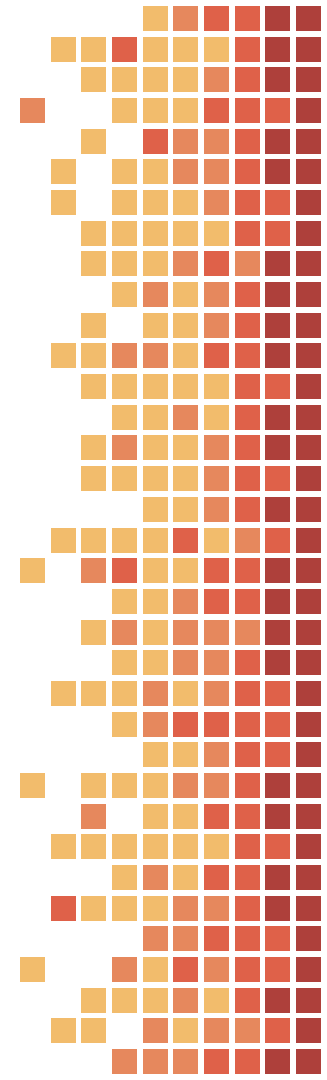
Key Considerations

- Findings are **aggregated** in order to maintain confidentiality
- Report is structured as a **tool/resource** to reference and explore
- Recommendations focus on **organizational structures** that can be generally implemented and adapted across departments





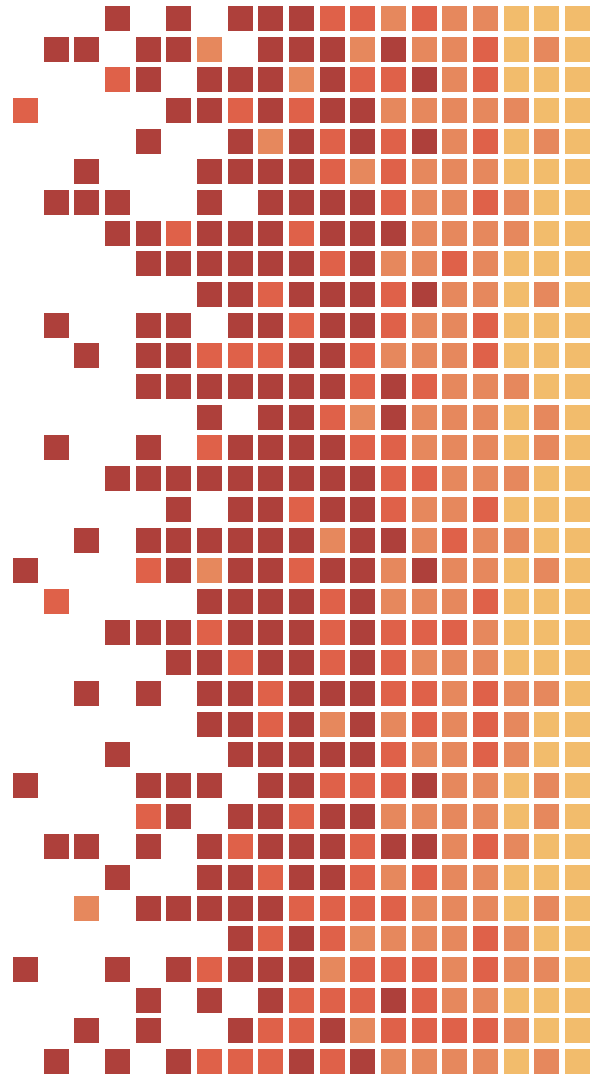
Thank you to all City of Kentwood employees...





Key Findings

IDEA Areas of Focus





IDEA Areas of Focus

Internal Communications

How internal practices influence transparency, engagement, awareness, and promote healthy working relationships

Equitable Employment Practices

The City's capacity to provide consistent resources and opportunities in an accessible and equitable manner

Equipping Staff

How the City supports overall employee development *and* equips them to support an IDEA-centered workplace

Pre-Employment Practices

Key interactions between the City and prospective candidates to build a diverse and talented workforce

Organizational Values & Leadership

How leaders (formal and informal) support a strong leadership culture centered around IDEA



IDEA Areas of Focus

Internal Communications

How internal practices influence transparency, engagement, awareness and promote healthy working relationships

Prevalent Themes

- Department-level Communications
- Communication between Elected Leadership & Employees



IDEA Areas of Focus

Equitable Employment Practices

The City's capacity to provide consistent resources and opportunities in an accessible and equitable manner

Prevalent Themes

- Position Descriptions
- Processes & Procedure Documentation
- Employee Development Plans
- Onboarding Consistency
- Facilitating Human Resources Functions



IDEA Areas of Focus

Equipping Staff

How the City supports overall employee development *and* equips them to support an IDEA-centered workplace

Prevalent Themes

- Performance Reviews & Evaluations
- Promotions
- Perceptions of Pay Equity
- Exit Interviews
- Perceptions of Disciplinary Action
- Parental Leave
- Retirement



IDEA Areas of Focus

Pre-Employment Practices

Key interactions between the City and prospective candidates to build a diverse and talented workforce

Prevalent Themes

- Pipeline Cultivation
- Candidate Selection



IDEA Areas of Focus

Organizational Values & Leadership

How leaders (formal and informal) support a strong leadership culture centered around IDEA

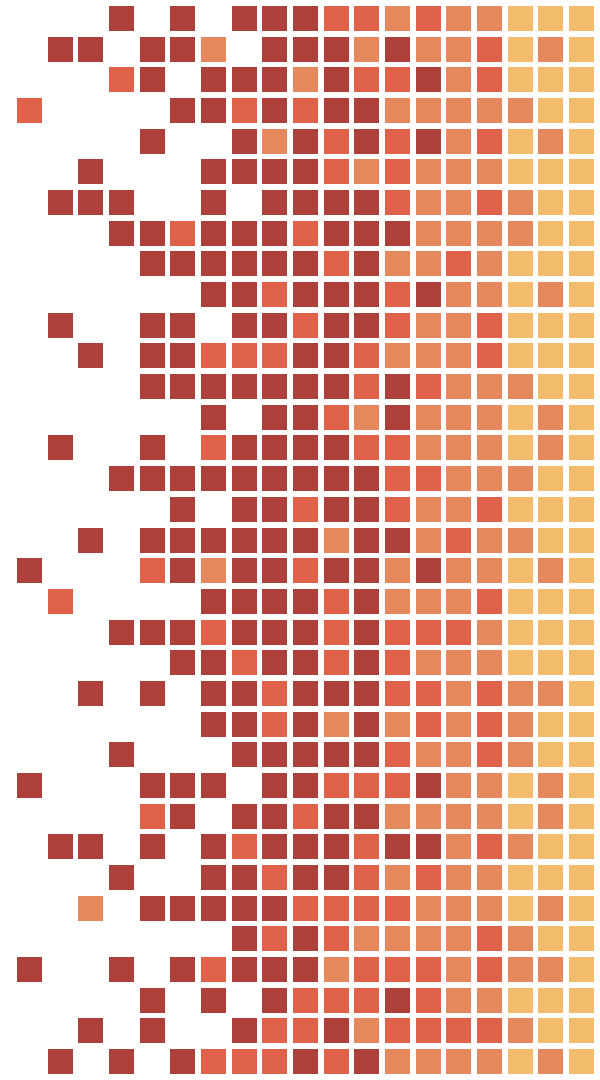
Prevalent Themes

- IDEA Knowledge
- Communication & Demonstration of IDEA Values
- Leadership Accountability for IDEA
- Leadership Culture



Key Findings

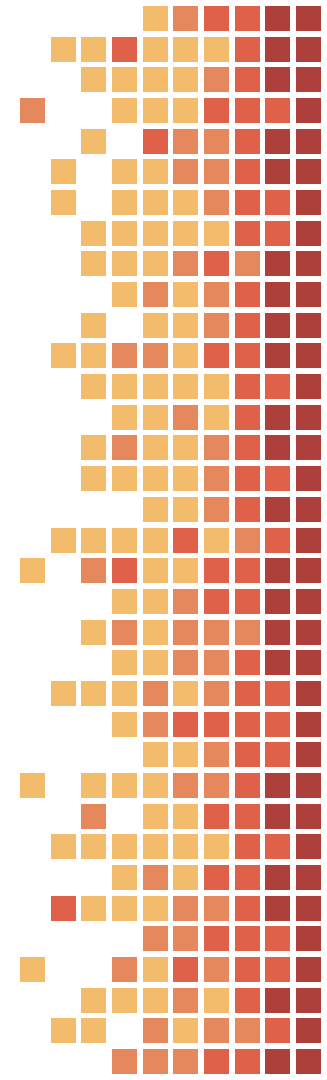
Overall Findings & Insights





Key Findings

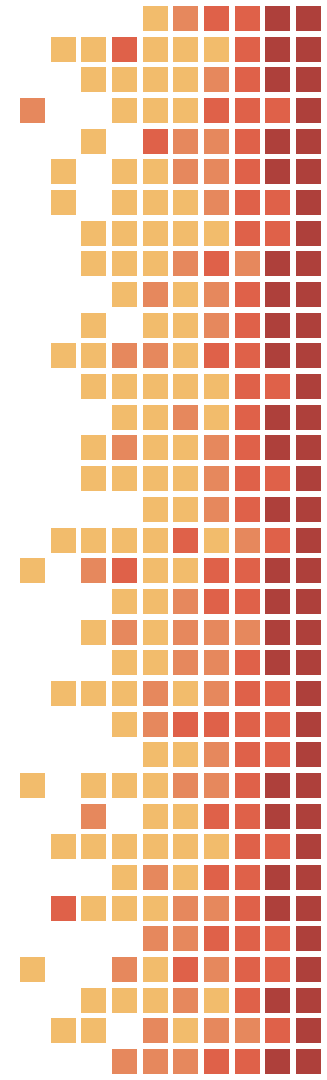
- The City is **deeply committed to IDEA** and ensuring its workplace climate and employee experience center those values.
- This **commitment is at the center of the City's strategic perspectives and priorities** and is increasingly reflected within its strategic planning.
- City staff demonstrate **genuine interest** in and a **desire for greater clarity** in IDEA (commitment, strategies, etc.)





Key Findings

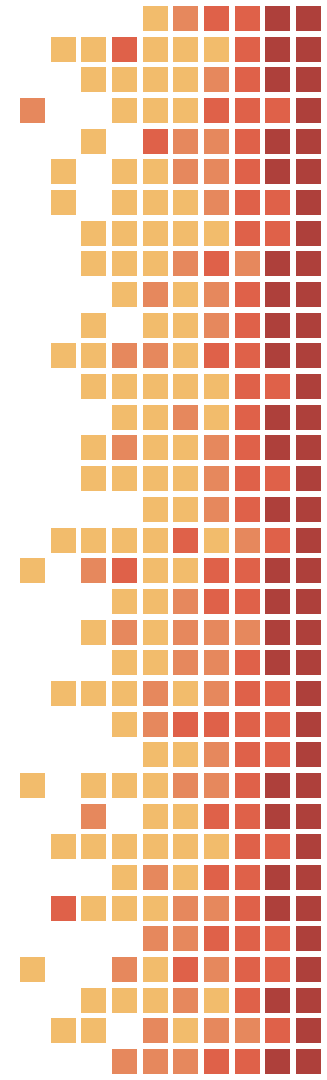
- Due to the complex scope of jobs and facilities across the City, **there is significant variance in how each department supports IDEA.**
- The City's **decentralized structure both encourages autonomy** (which can foster a stronger sense of ownership of IDEA responsibilities at the departmental level) and **can contribute to inconsistency** across employee experiences.





Key Findings

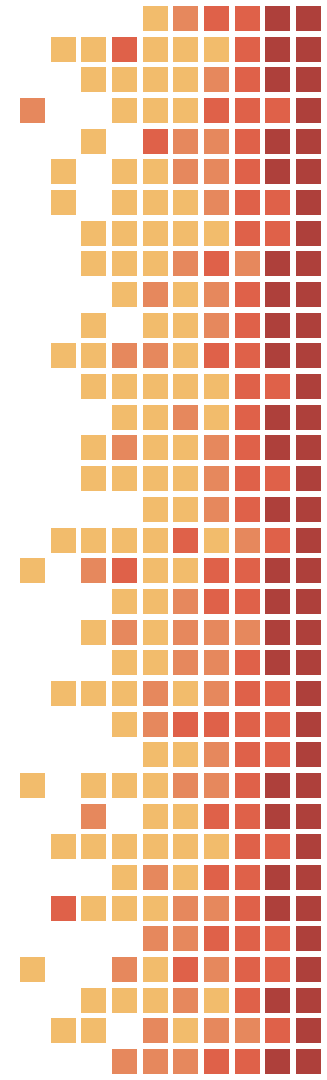
- The City has the opportunity to establish or adapt **standardized structures that would increase consistency of IDEA performance** across departments.
- There is an **opportunity to immediately clarify the meaning of IDEA**, ensuring all staff members have a shared understanding of the value proposition for IDEA.





Key Findings

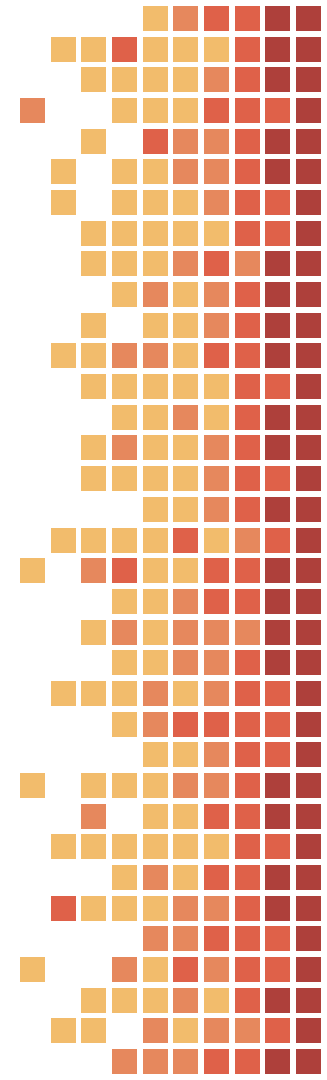
- The City's **unions will serve an important and influential role in ensuring that IDEA goals are understood** and that staff are equipped to support the work to meet them.
- **Equipping staff members at all levels and across all departments is vital** to sustaining the City's commitment.





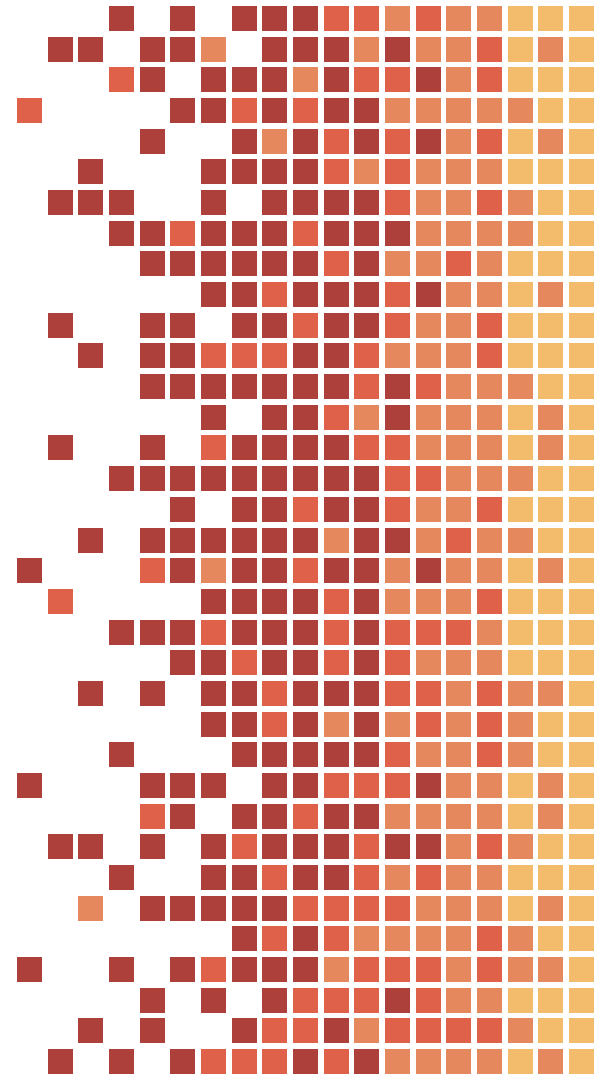
Key Findings

- **Communication practices** (both formal and informal) **are highly influential** in shaping employee perceptions of inclusion, trust, and transparency (and vary greatly across departments).





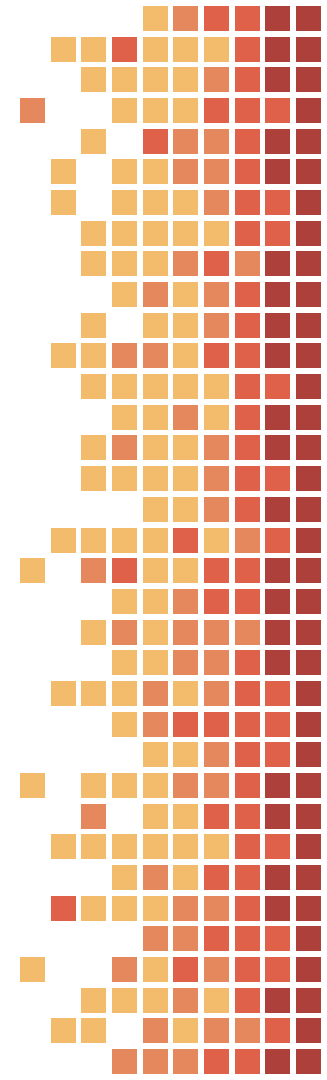
Global Recommendations





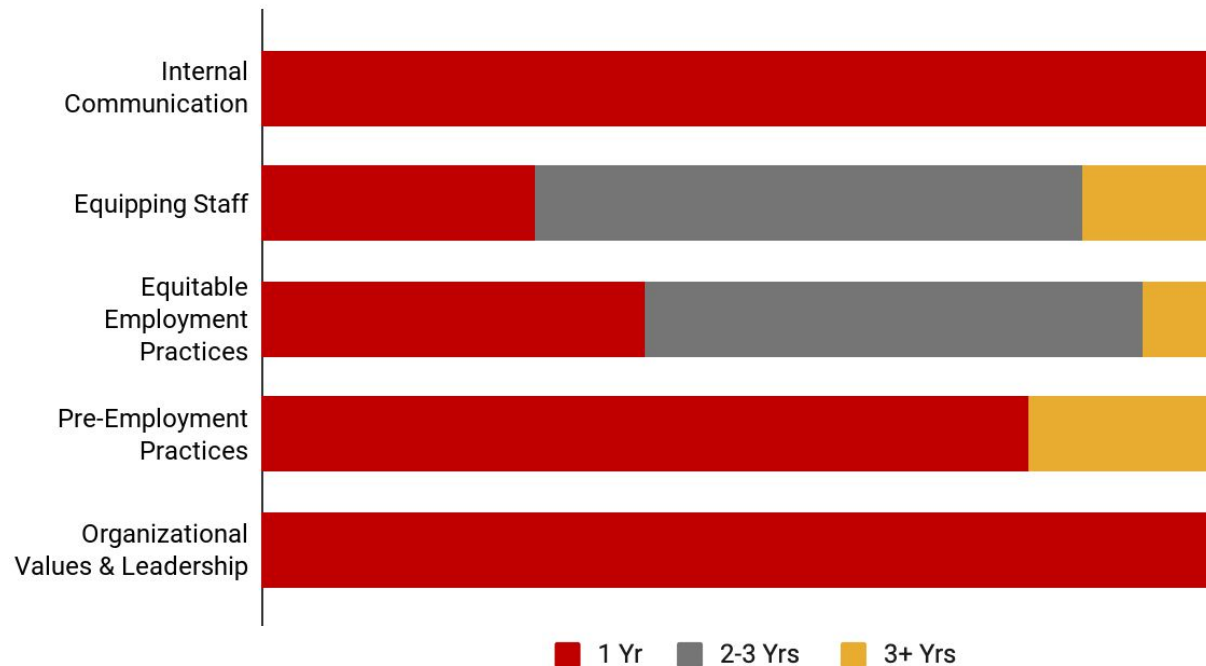
Global Recommendations

- **Develop an IDEA strategic framework** that clearly outlines specific goals and objectives
- Establish an **internal cross-departmental IDEA committee** or advisory council
- **Increase human resource staffing** to support the implementation of IDEA strategies



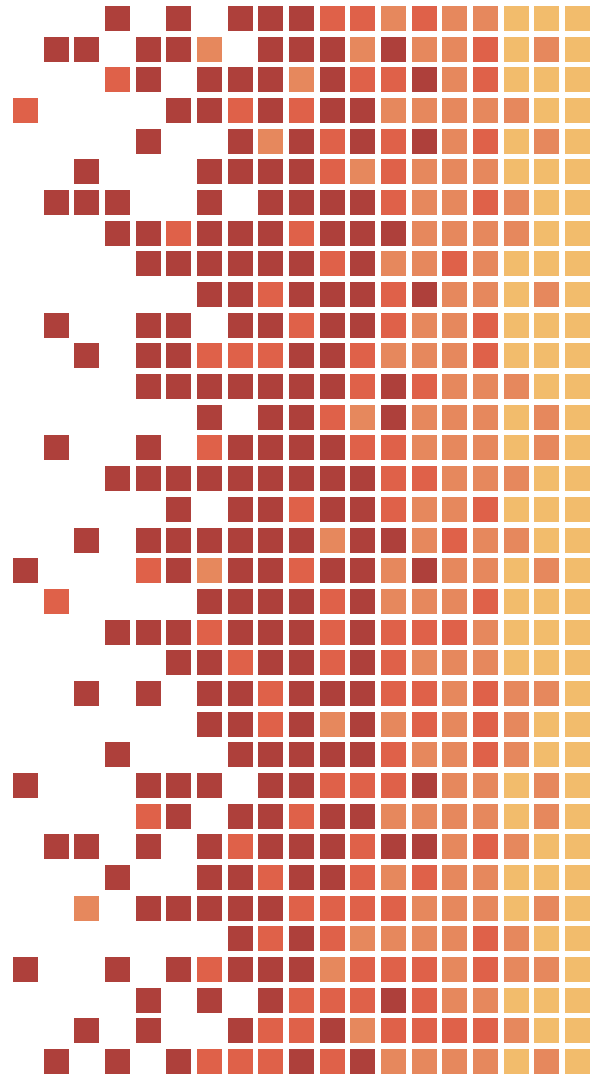


Recommendations By Focus Area





Board & Committee Assessment

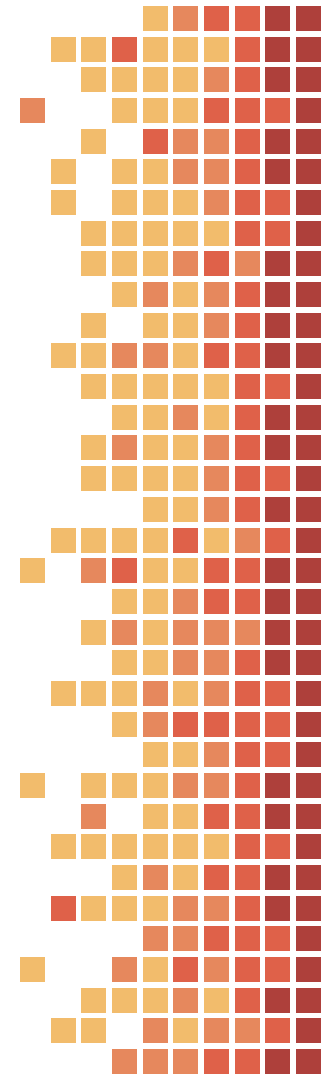




Board & Committee Findings

Overall Strengths

- Positive Service Experience
- Collaboration with City Employees
- Opportunity to Make a Difference
- Diverse Interest in Board/Committee Service
- Compensation

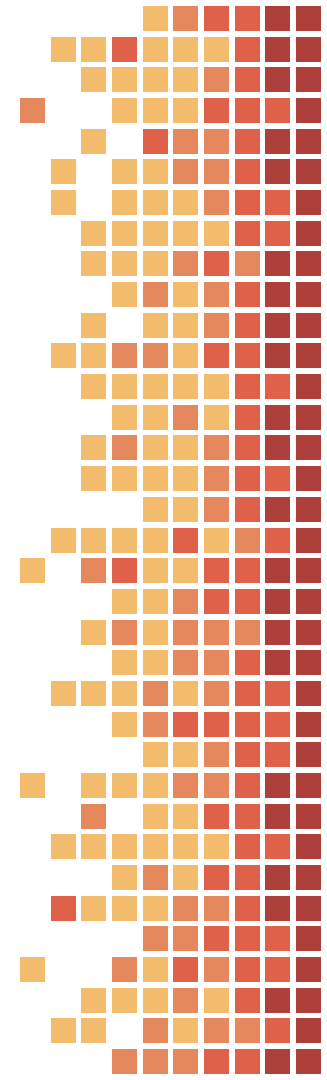




Board & Committee Findings

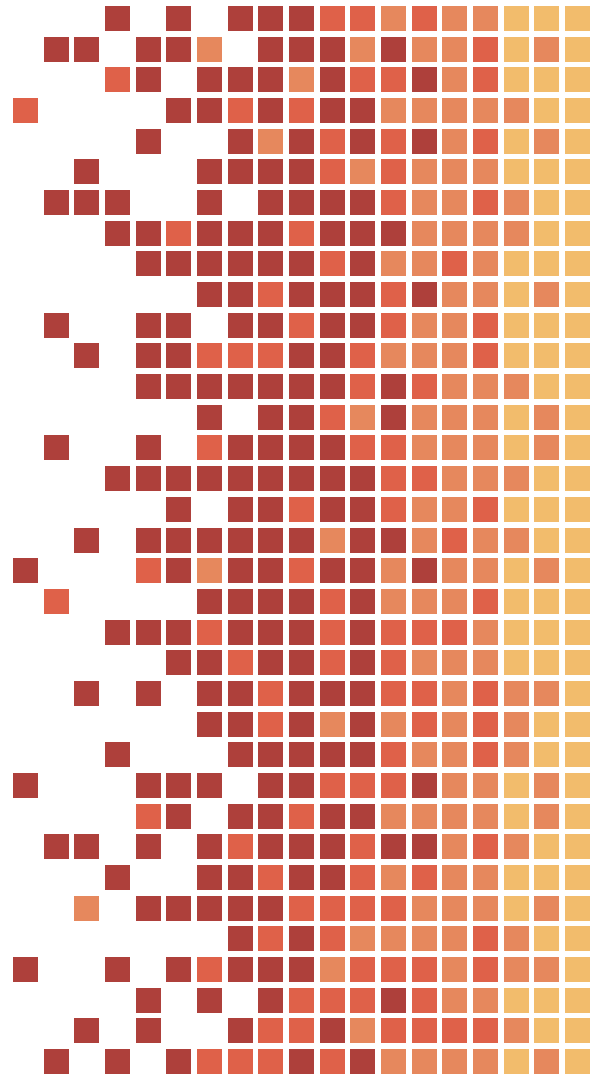
Potential Opportunities for Growth

- More Proactive Recruitment Strategies
- Clarifying Service Expectations
- Increasing Community Awareness
- Application & Onboarding Process





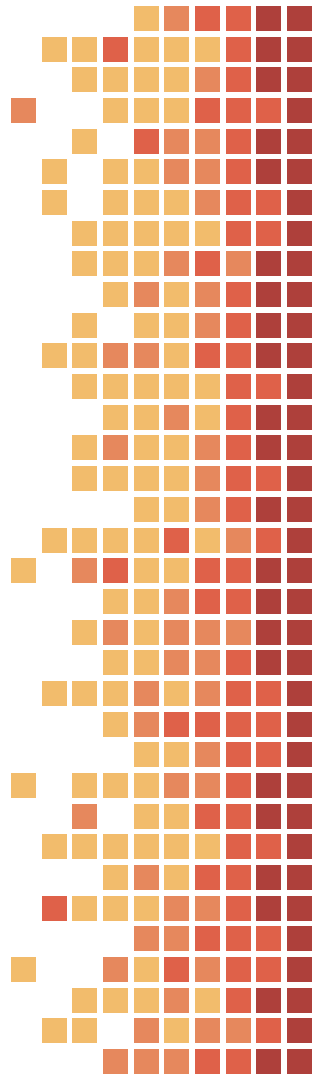
Strategic Considerations for Successful Implementation





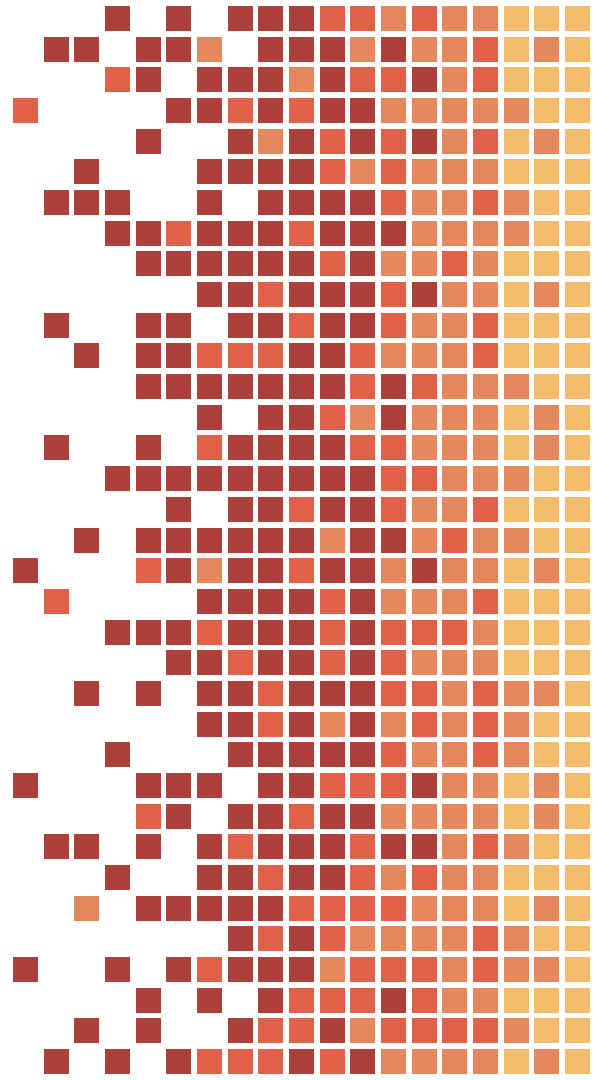
Strategic Considerations

- **Building capacity to support framework development & implementation**
- **Timing to appropriately and adequately** plan and monitor progress
- Determining the **appropriate allocation of resources** (budget & personnel)
- **Clarifying IDEA roles** throughout the City





The City of Kentwood has the opportunity to be a model for municipal IDEA commitment and performance.





End of Slides