THE KALEIDOSCOPE GROUP

DIVERSITY, EQUITY & INCLUSION INDEPENDENT ASSESSMENT FINDINGS CITY COUNCIL EXECUTIVE SUMMARY PRESENTATION

February 13, 2023
Presented by:

The Kaleidoscope Group, LLC
Christina Georgas, COO
Dr. Jessie Lee, Executive Consultant

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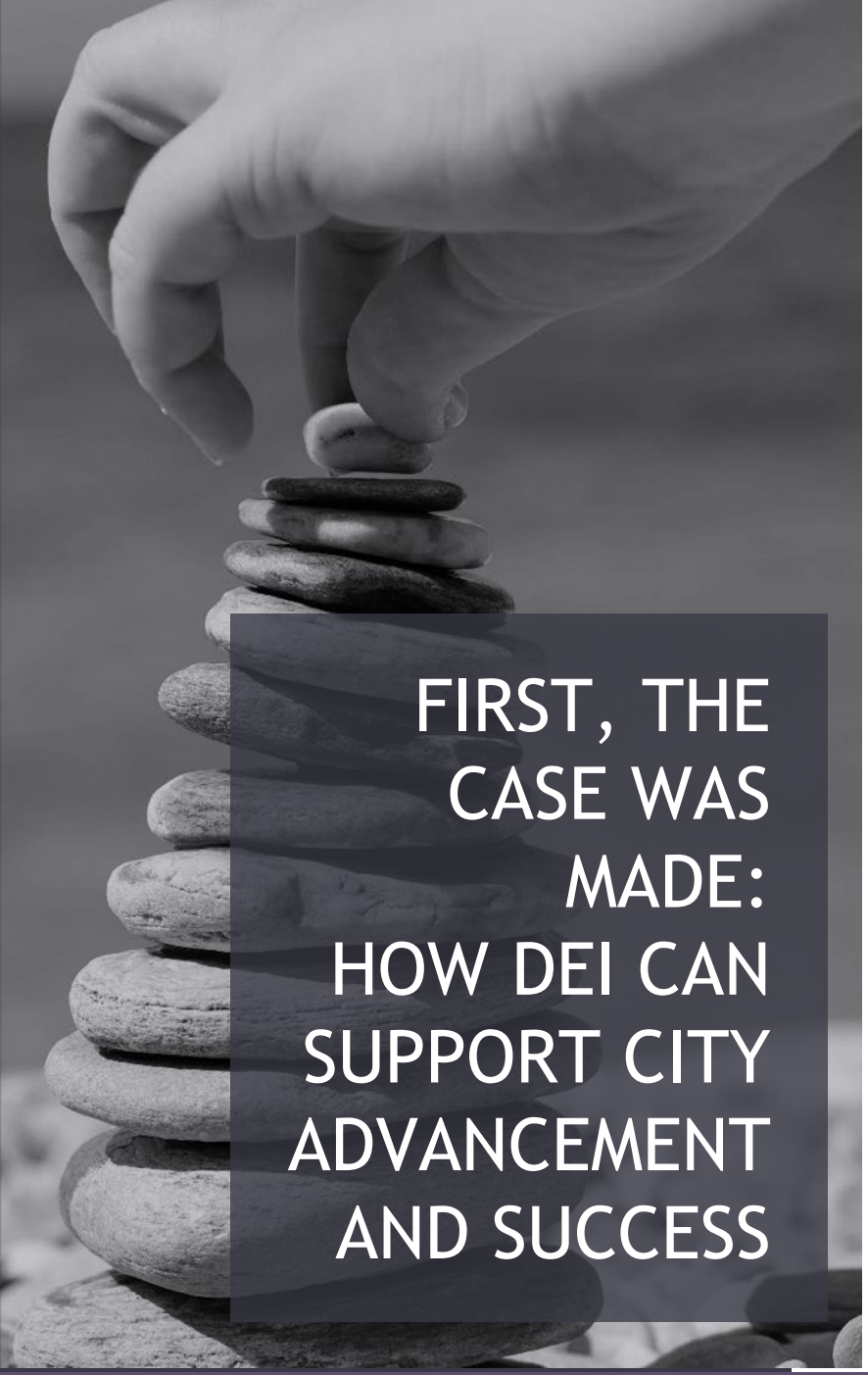

FIRST, THE CASE WAS MADE: HOW DEI CAN SUPPORT CITY ADVANCEMENT AND SUCCESS

Challenge how we think and operate to meet the changing needs and desires of our community, partners, and employees.

Better reflect the communities we serve today and tomorrow across all staffing levels and functions.

Provide exceptional service to all communities, specifically underserved populations.

Improve work products and ideas from a diverse workforce.

Reinvigorate a positive, supportive culture which minimizes risk from making mistakes and effectively manages conflict among employees and/or with the community.

Be a workplace destination for all staff to walk their path to success so the pipeline of talent is robust and engaged.

Leverage DEI as a competitive advantage to elevate the **brand, mission, and impact both internally and externally.**

Tell a compelling story that everyone can relate to and contribute.

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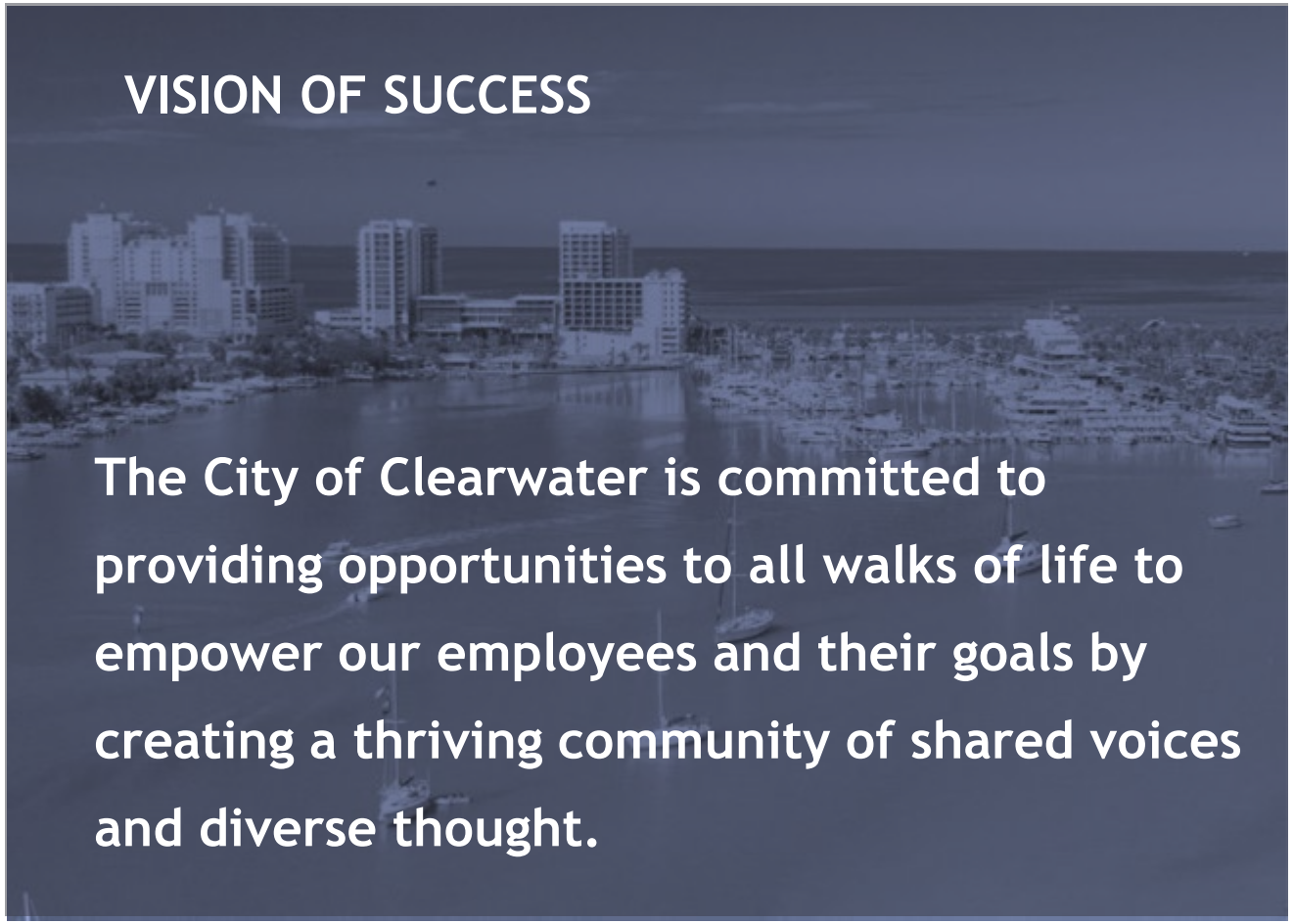
THEN A VISION OF SUCCESS WAS DEVELOPED

A DEI Vision of Success for the City of Clearwater serves as your **North Star**. It connects DEI to City values and mission and demonstrates clear commitment. And most importantly, your Vision of Success serves to **guide city leaders and employees** in decision making from smaller choices to your long-term strategic plan.

Note: The Vision of Success Session was held on May 3, 2022, with city Senior Leaders.



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DEI ASSESSMENT OBJECTIVES

The next step was to assess the culture, workforce representation, and people practices to connect the dots between the current challenges the city faces, your DEI Vision of Success, and how DEI can support positive impact.

Specifically, the assessment's OBJECTIVES were to identify strengths and opportunities that can be used to provide data-driven recommendations on actions that will…

- Ensure a safe space where all can feel respected and have a sense of belonging
- Promote an organizational culture which embraces diversity, equity, inclusion, and belonging
- Champion inclusive practices
- Make intentional decisions through equitable lenses regarding recruiting, hiring, and retention

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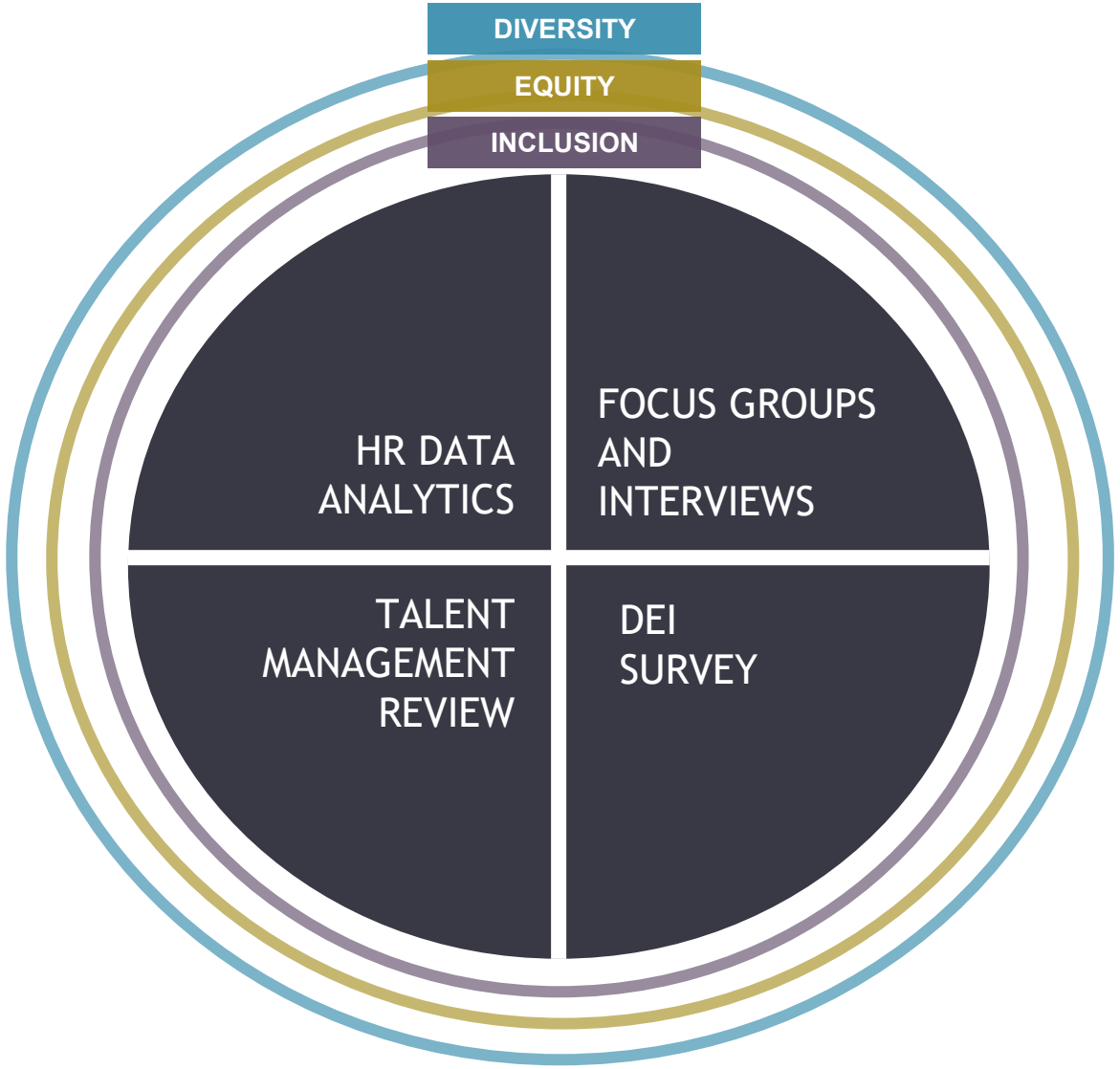
DEI ASSESSMENT AREAS OF FOCUS



KEY ACTIVITIES

(FEBRUARY – AUGUST 2022)

Over 32 Interviews with Leaders across 18 departments – align on priorities and needs, understand leadership perspective on current state of DEI

DEI Survey – **June 2022,** entire employee population with a 70% completion rate

Focus Groups - August 2022, conducted 22 focus groups including 100+ individuals from seven departments and demographic groups

Talent Management Review - review of approximately 40 documents, city website, and 6 interviews with HR stakeholders

EEO Investigations – a total of 174 were reviewed

HR Workforce Data Analytics – analyzed ATS and HRIS data to measure representation across the talent management cycle

Note: The city department structure has changed since the assessment was completed.

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THERE IS CONSIDERABLE DISPARITY IN SCORES FROM THE 2021 ENGAGEMENT SURVEY CONDUCTED BY THE UNIVERSITY OF SOUTH FLORIDA

No definition of morale was found in review of the University of South Florida report provided by Clearwater

Source: November 2021 Engagement Survey conducted by the University of South Florida. 671 responses were received.

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DEI SURVEY FINDINGS PROVIDE A MORE DETAILED PERSPECTIVE ON THE ORGANIZATIONAL CULTURE

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KEY STRENGTHS SUPPORTING DEI SUCCESS

- Connection and commitment to city mission and values
- Employees are proud to work at the City of Clearwater
- Most employees like their jobs
- Many employees appreciate the camaraderie and teamwork they share with coworkers from all different backgrounds
- DEI is intentionally considered within many key talent management practices
- DEI infrastructure in place represents the city's commitment to the work
- The City Manager and Leaders view DEI as a key driver for effectiveness, sustainability, and success
- Sponsored events and efforts across many areas of the city is a sign of the city's appreciation of its diverse talent and community

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KEY AREAS OF **OPPORTUNITY** FOR DEI IMPROVEMENT

REPRESENTATION
ODES SUPPORT
CULTURE
TRUST

- Lack of representation for key groups (e.g., women and Hispanic/Latinx) in many departments and some roles, as compared to local cohort* availability
- Limited Office of Diversity and Equity Services (ODES) resources with accountabilities for both EEOC complaints and DEI initiatives negatively impact the team themselves and outcomes
- Need consistent performance reviews for all with clear, fair measures and manager development
- Challenges related to equity and inclusion negatively impact organizational culture and create a pervasive lack of trust
- Senior Leaders and Management have perceptions of critical DEI issues at the city that differ considerably from Supervisors and Individual Contributors

*US Census Data 2020 for civilian labor force 16+ years of age. County cohort comprised of Hernando, Hillsborough, Manatee, Pasco, Pinellas, Polk, and Sarasota counties.

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OVERVIEW OF KEY FOCUS AREAS FOR IMPROVEMENT

REPRESENTATION

- Promote DEI
- Attract More Hispanic/Latinx, Asian, and Female Candidates
- Create Specific Additional Hiring Measures
- Increase Management and Senior Leadership Representation

ORGANIZATIONAL CULTURE

- Formally Recognize the Cultural Issues
- Increase Accountability for DEI
- Develop the Ability to Have a Voice
- Provide Additional Supports for Inclusion and Belonging

LEADERSHIP

- Reinforce Message about Commitment
- Establish Accountabilities and Ensure Transparency
- Develop Leader Awareness and Skills

PERFORMANCE FEEDBACK

- Develop Regular Performance Appraisal Process
- Provide Training For People Managers
- Establish Clear Communications For Performance Expectations
- Support Equitable Promotion

PEOPLE DATA

- Apply More Rigor to HR Data Management
- Leverage the Data You Have
- Increase Employee Voice with Data Insights

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OVERVIEW OF KEY FOCUS AREAS FOR IMPROVEMENT CONTINUED

OFFICE OF DIVERSITY & EQUITY SERVICES

- ODES Resourcing and Infrastructure
- ODES Strategic Responsibilities

DEI SUPPORT

- Inclusive Communication
- DEI Education
- Build DEI Brand
- Expand Support

DIVERSITY LEADERSHIP COMMITTEE

- Include All Five DEI Strategic Focus Areas Included In City DEI Strategic Blueprint
- DLC Reboot

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Clearwater Next Steps for DEI

- Share Assessment Findings with Leaders and Staff
- Complete the DEI Strategic Roadmap:
  - DEI Strategic Framework
  - Department DEI Action Plans developed by Leaders based on Assessment
  - DEI Education Roadmap
  - DEI Measurement Scorecard
- Integrate the DEI Strategy to Overall Strategic Plan
- Communication Plan
- Relaunch the Diversity Leadership Committee

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Q&A

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