



DIA

GAP REPORT

City of Hopkins, MN
NOVEMBER 2022
FINAL

CultureBrokers® LLC

www.culturebrokers.com

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TIPS FOR ANALYZING YOUR DIA GAP REPORT

Share the DIA Gap Report Results

- With those who completed the assessment.
- With organizational leaders (e.g. management, board).
- With a broad or targeted group of other stakeholders.

Explore and Learn

If many respondents answered, “Don’t Know” to a DIA statement, consider why. For instance, consider or ask whether that issue is:

- Part of their knowledge base.
- Part of their experience.
- Part of their responsibilities.

If many respondents disagreed with a DIA statement, consider further exploration:

- What is the source of the disagreement?
- Is the disagreement organization-wide, or more specific?
- Has this area been addressed previously? If so, how?

Even if many respondents agreed with a DIA statement, there is still opportunity to learn. Explore the various ways the organization demonstrates behaviors to gain insight into individual and organizational strengths. Investigate the level of institutionalization of the position or behavior to ensure sustainability.

Identify the Level of Significance

For each DIA dimension / statement, consider the significance of the issue for your organization:

- Does the issue matter to the organization? To what extent?
- Does it make strategic sense to focus on this area now?
- Does it make sense to increase communication or transparency in any area?
- Is it feasible to have an impact on this issue now? (Consider both internal and external factors).

Decide

Based on the above considerations, decide whether you want to further explore or address this aspect of your organization now. If so, IMMEDIATELY ACT ON IT.

Act

Investigate

If there are issues to explore or address, create a team* to research, audit or assess the situation. If knowledge in this area is closely held, inquiry with those ‘in the know’ will be needed.

Plan and Implement

If the issue warrants a change to policy, practice or procedure, create a team* to research and plan for the implementation of the changes.

Communicate

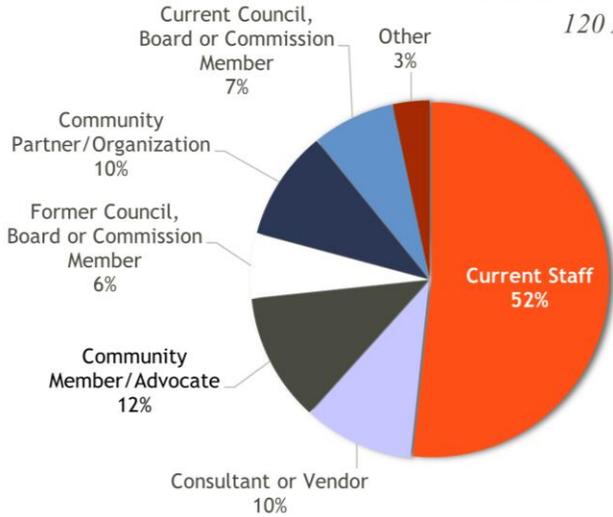
Identify who needs more information and why. Create key messages around the issue and engage a variety of mechanisms to communicate this information to the target audiences.

*When forming teams, always consider which stakeholders can or should be included (e.g., management, direct service staff, board members, volunteers, clients / program participants or even vendors).

ABOUT CITY OF HOPKINS DIA PARTICIPANTS

Stakeholder Groups

120 Respondents



Spiritual or Religious Group

57 Respondents



Race, Ethnicity, and/or Cultural Group

64 Respondents



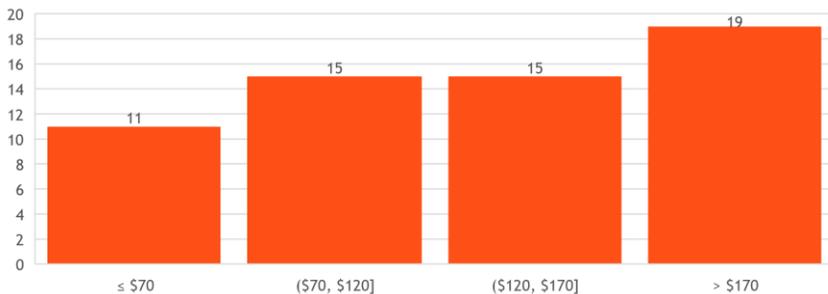
Primary Language

69 Respondents



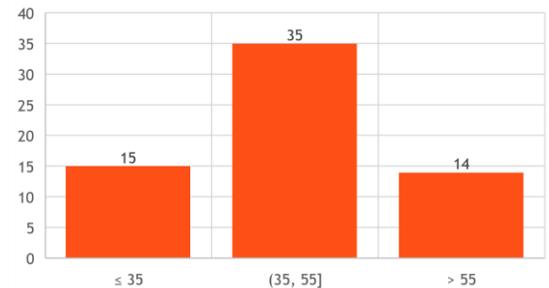
Household Income (Thousands of Dollars)

60 Respondents



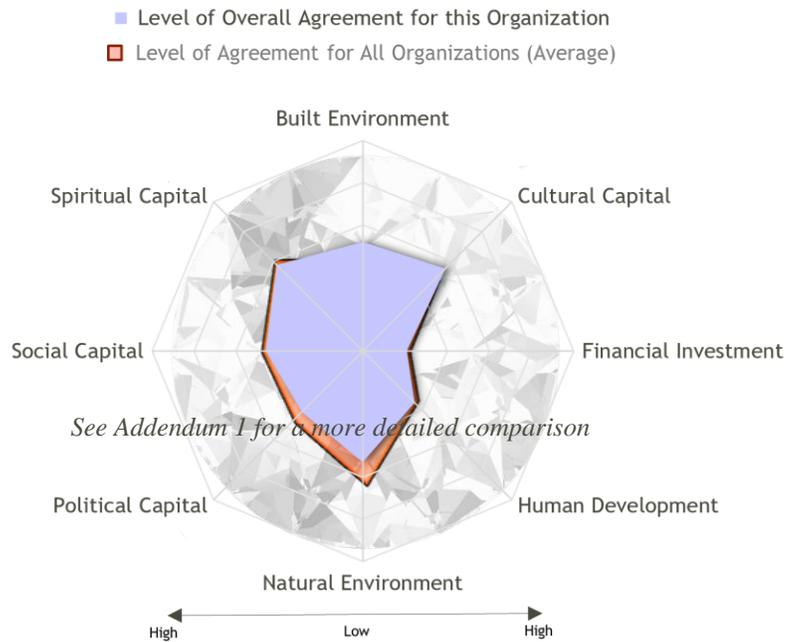
Age (Years)

64 Respondents

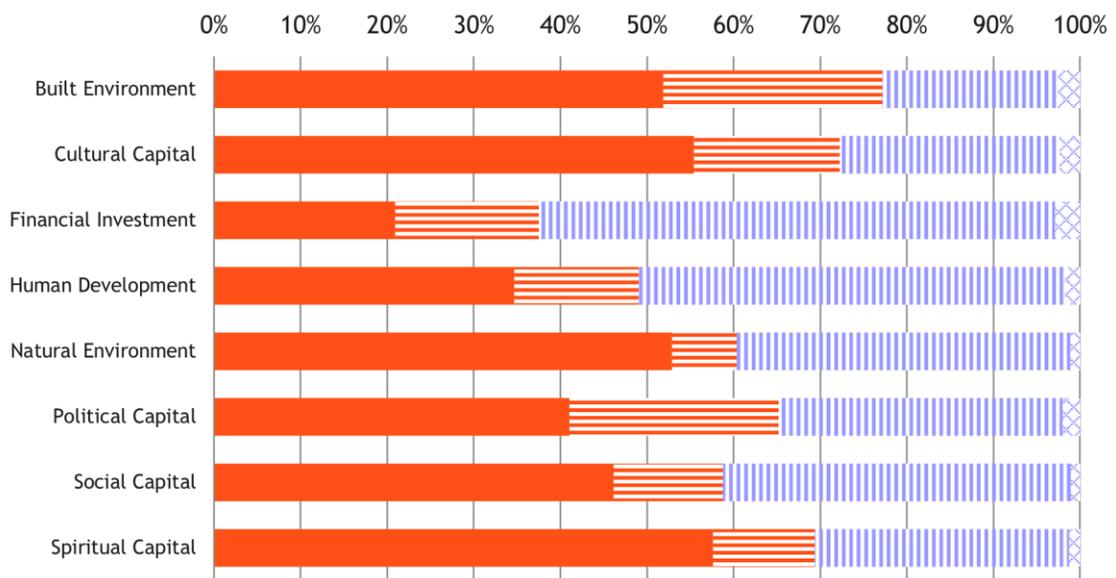


CITY OF HOPKINS DIA GAP REPORT

DIAMOND INCLUSIVENESS PICTURE



GAP BY DIMENSION



■ Agree & Strongly Agree
 ▨ Disagree & Strongly Disagree
 ▨ Don't know
 ⊗ Does not apply

CITY OF HOPKINS DIA GAP REPORT

SUGGESTED STRATEGIC IMPROVEMENT FOCUS AREAS

Relative
**DIMENSION OF
STRENGTH**
According to the DIA results



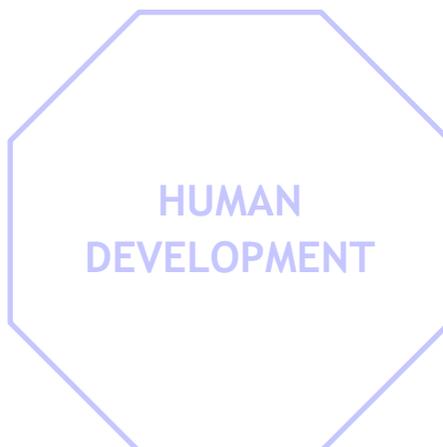
- Overall:
- ✓ Highest Agreement
 - ✓ Low Disagreement
 - ✓ Low Don't Know

Relative
**DIMENSION OF
WEAKNESS**
According to the DIA results



- Overall:
- ✓ Lowest Agreement
 - ✓ Highest Don't Know
 - ✓ Some Disagreement

Chosen
**DIMENSION OF
OPPORTUNITY**
According to Leadership

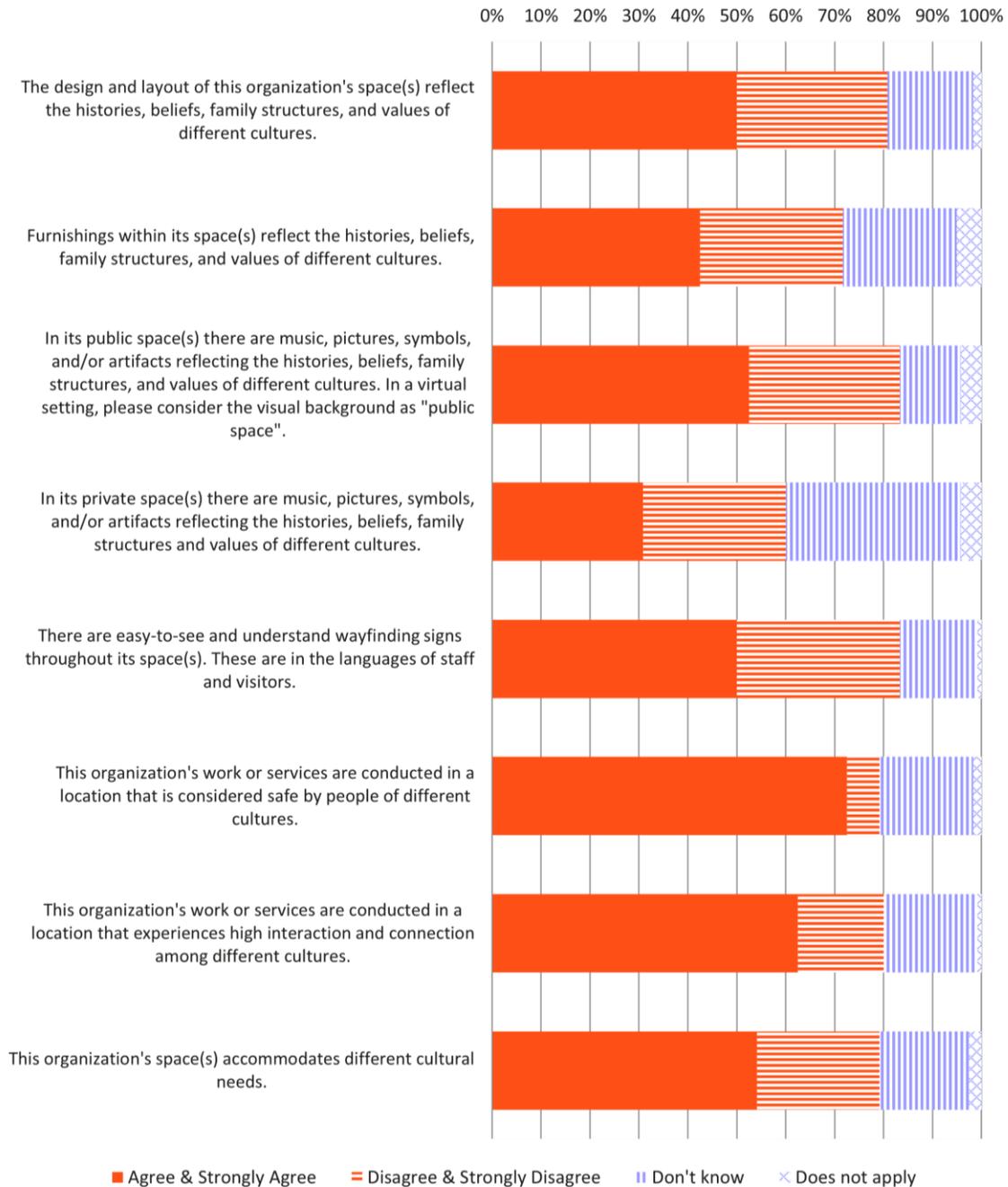


- Overall:
- ✓ Leverages Assets
 - ✓ Addresses Trends
 - ✓ Supports Existing Strategies
 - ✓ Importance to the Organization

CITY OF HOPKINS DIA GAP REPORT

BUILT ENVIRONMENT

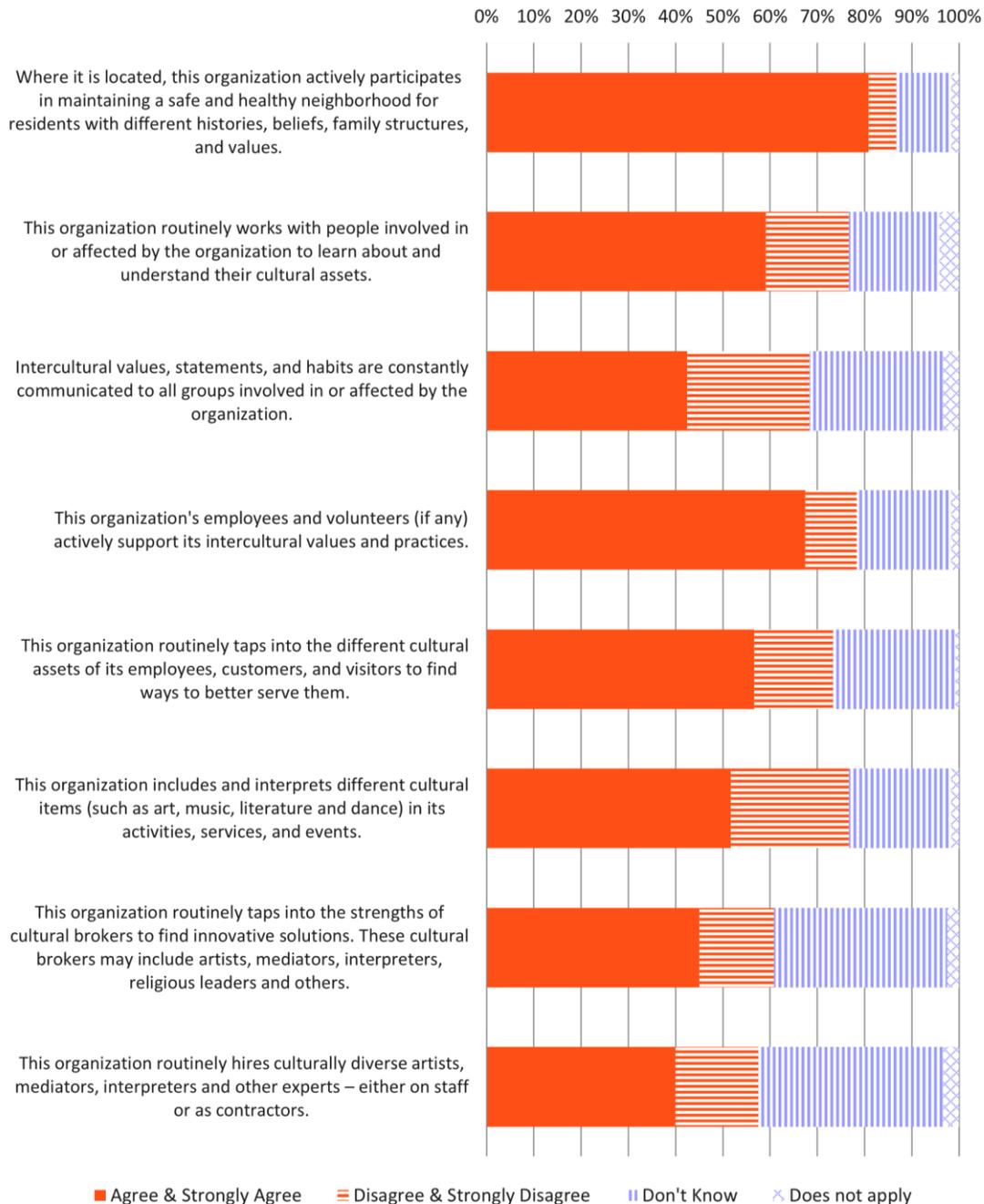
Eight DIA statements address aspects of a welcoming and culturally inclusive built environment. This includes all human-made items, such as the building, offices, signage, machines, furnishings, and technology. It also reflects choices made, such as location.



CITY OF HOPKINS DIA GAP REPORT

CULTURAL CAPITAL

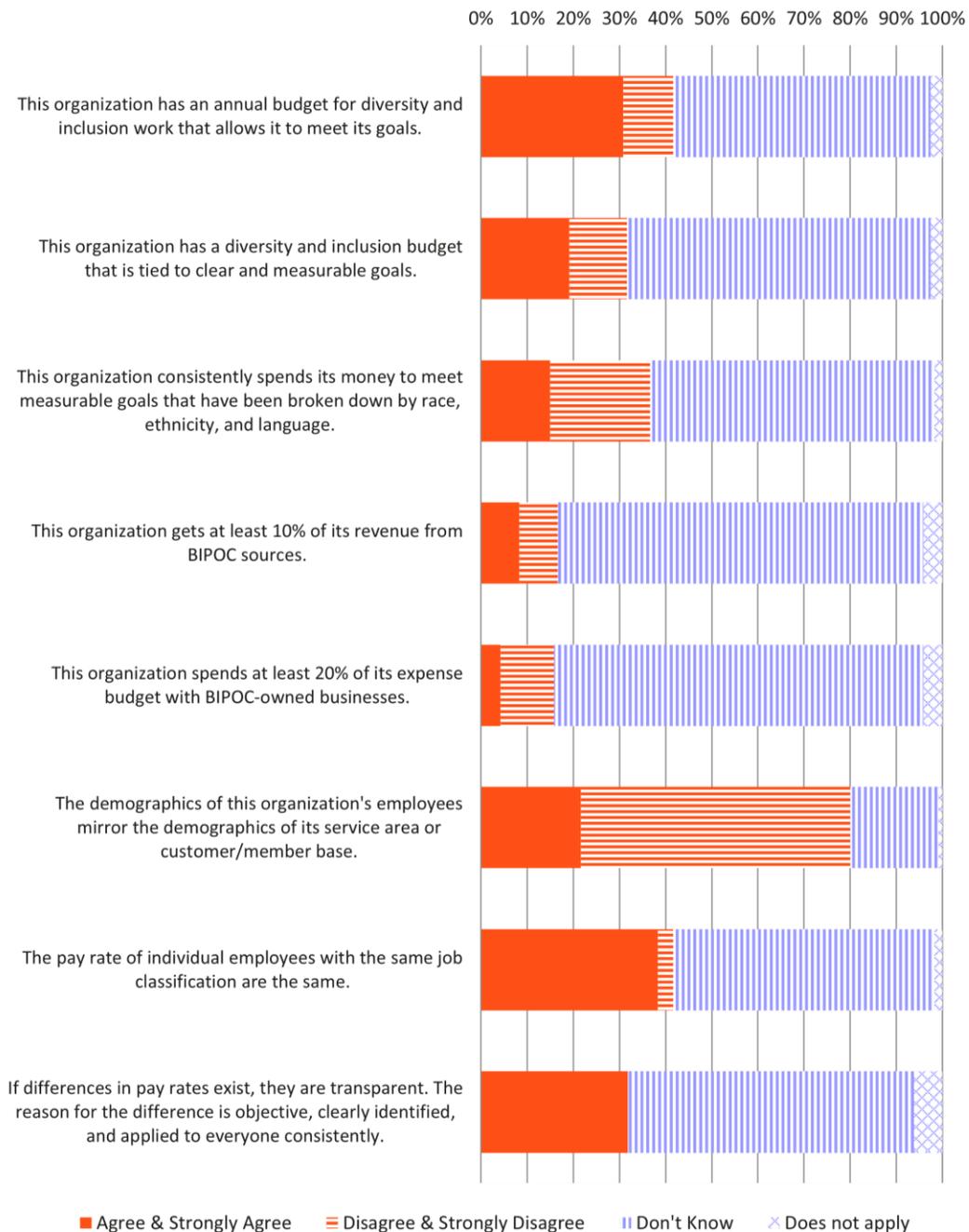
Eight DIA statements describe aspects of your organization’s ability to create a shared intercultural identity and community. It may do this through its symbols and language, celebrations, events and relationships.



CITY OF HOPKINS DIA GAP REPORT

FINANCIAL INVESTMENT

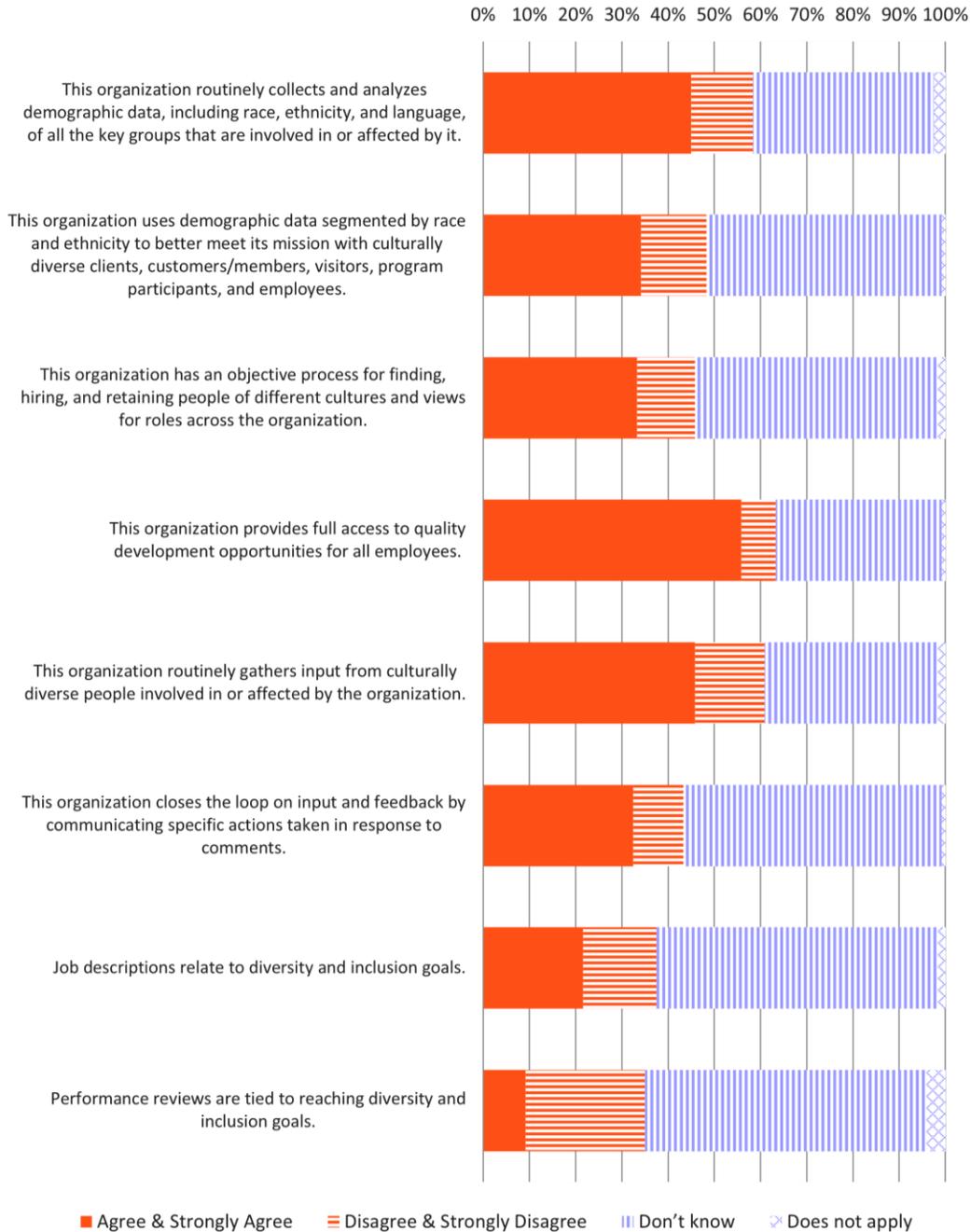
Eight DIA statements describe aspects of a culturally inclusive financial program, including from whom money is acquired, to whom it goes, and where it is invested.



CITY OF HOPKINS DIA GAP REPORT

HUMAN DEVELOPMENT

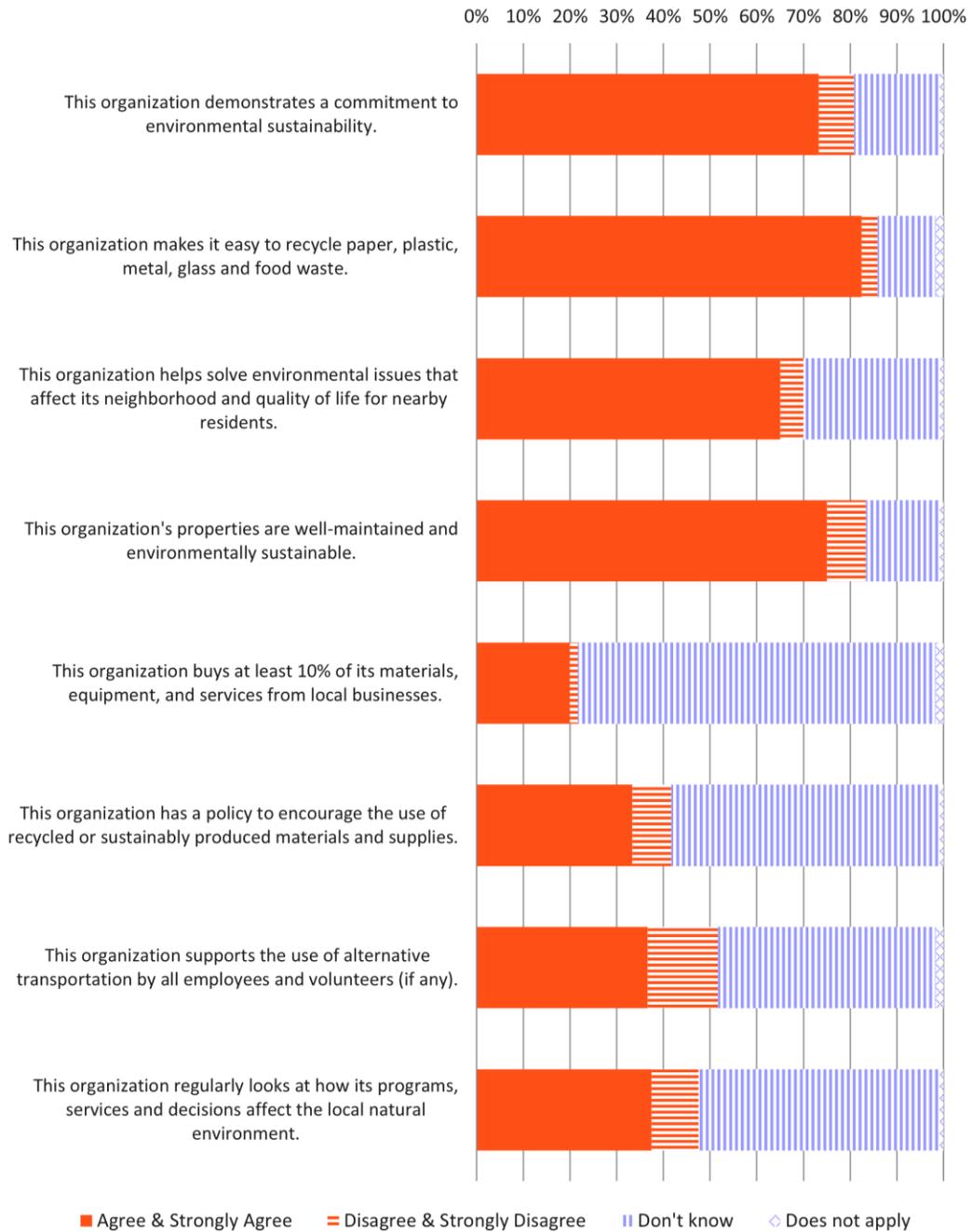
Eight DIA statements describe aspects of a culturally inclusive human development program, including hiring, development, promotion and engagement.



CITY OF HOPKINS DIA GAP REPORT

NATURAL ENVIRONMENT

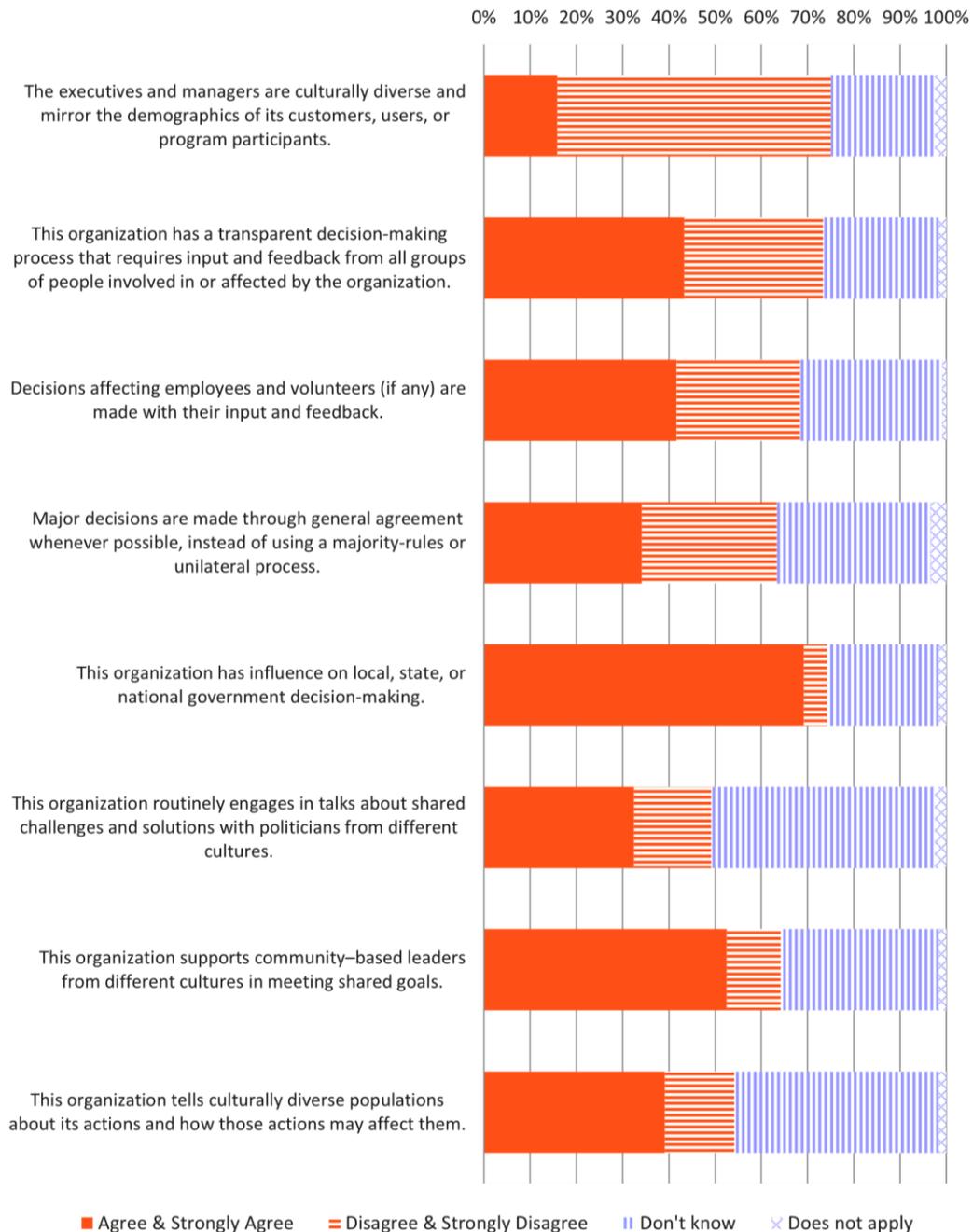
Eight DIA statements describe aspects of your organization’s approach to environmental health and sustainability.



CITY OF HOPKINS DIA GAP REPORT

POLITICAL CAPITAL

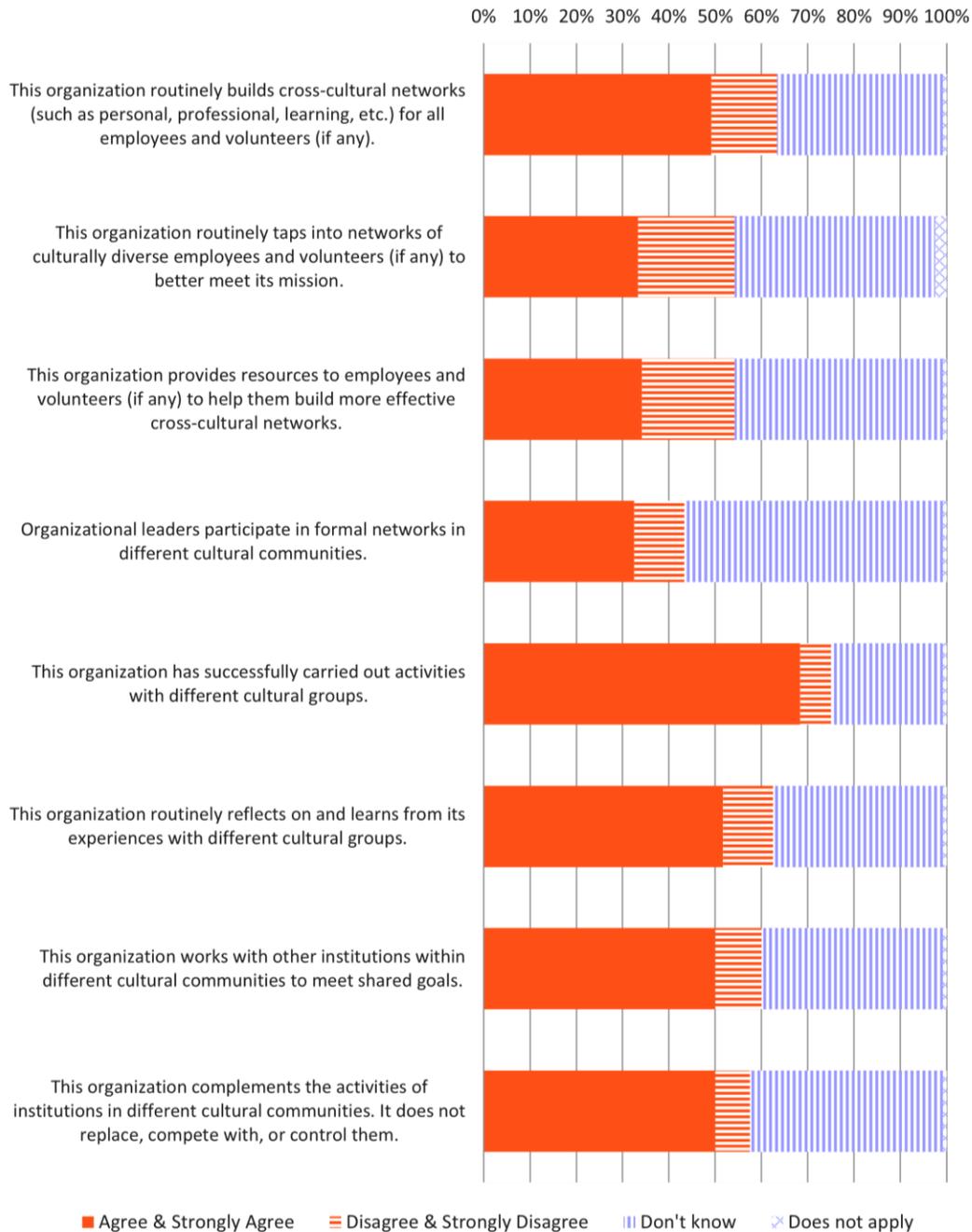
Eight DIA statements describe aspects of an organization that makes decisions in a culturally inclusive manner and has strong ties to diverse external leaders.



CITY OF HOPKINS DIA GAP REPORT

SOCIAL CAPITAL

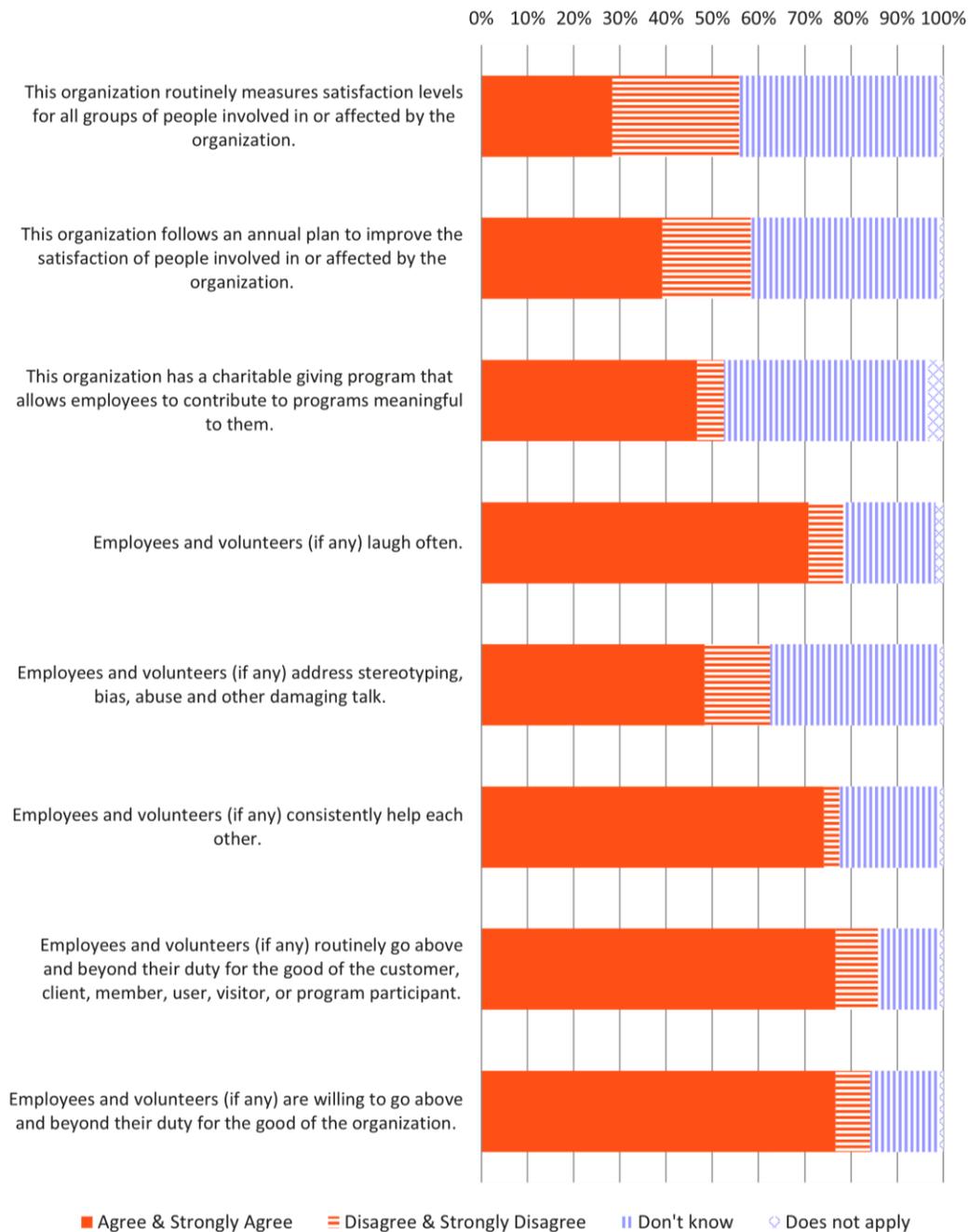
Eight DIA statements describe aspects of your organization’s ability to shape social interactions across cultures, especially with external groups.



CITY OF HOPKINS DIA GAP REPORT

SPIRITUAL CAPITAL

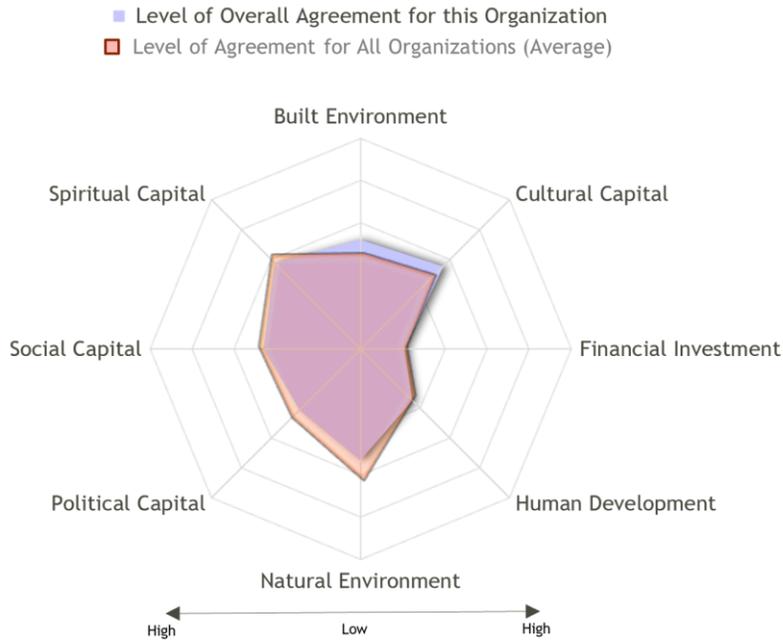
Eight DIA statements describe aspects of your organization’s ability to deliver inclusive moral behavior, trust, sharing and motivation.



ADDENDUM

Diamond Inclusiveness Picture - Comparison in greater detail

DIAMOND INCLUSIVENESS PICTURE



Percent of Overall Agreement (Agree & Strongly Agree)		
Dimension	City of Hopkins	Average for All Other Organizations
Built Environment	52%	49%
Cultural Capital	55%	51%
Financial Investment	21%	19%
Human Development	35%	37%
Natural Environment	53%	62%
Political Capital	41%	49%
Social Capital	46%	52%
Spiritual Capital	58%	62%

CONTEXT

CultureBrokers hosted two facilitated debriefing sessions for DIA invitees on 12/6 and 12/7 to gain context and insight into the DIA data. The total number of participants attending was 54. Participants were asked to identify any statement they wanted to discuss and were then asked to provide answers to the questions below for each statement they selected.

1. *Why might people have agreed with this statement? What specific policy, practice, or situation might they know of or have witnessed?*
2. *Why might people have disagreed with this statement?*

SPIRITUAL CAPITAL - DIMENSION OF STRENGTH

1.) Routinely measures satisfaction levels for all groups of people involved in or affected by the organization.

Agree:

- Included in Council Packet or seen other information from other agencies perceived connection to other groups.
- We are good sharing stories of specific instances where customers were satisfied with an employee or interaction.
- Renters are not connected to the city - are rarely if ever communicated with as a targeted population, much less asked about their satisfaction. There does not seem to be a relationship with this bloc of residents.
- Public works sends residents (and property owners?) comment cards after every interaction asking for feedback.

Disagree:

- We don't have a specific tool to measure to satisfaction broadly.
- Because the specific issue they are interested in are not being addressed to their level of satisfaction.
- The city does not survey employees for satisfaction or engagement.
- There are ways the city and some departments collect feedback but they are irregular, general, but occasionally targeted (such as with project-specific issues). Example is requesting public comment to inform key decisions by city council. However, usually satisfaction is not a specific question. Satisfaction levels may be shared only if the respondent offers it or can be interpreted as satisfaction or dissatisfaction by the person receiving the feedback.
- Sometimes the very nature of the interaction is negative or stressful, leading to low satisfaction on the part of one or all participants. This might result in complaints.
- There are no processes in place around measuring the quantity or quality of feedback interpreted as satisfaction or dissatisfaction.
- Lots of ways the Police Department are trying to understand what satisfaction is, but there is not a specific process in place or routine and consistent.

3.) Has a charitable giving program that allows employees to contribute to programs meaningful to them.

Agree:

- That it exists, but it's not very robust or many options. It would be nice to have more choices during the open enrollment period.
- The Police Department sets an annual strategic plan that focuses on how it affects people.

Disagree:

- The city sets an annual plan, but it is not explicit about, nor has special focus on, the satisfaction of people.

4.) Employees and volunteers (if any) laugh often.

Agree:

- As a volunteer, in City Council and Board meetings there is an environment of camaraderie and a way of processing/working together that includes laughter. You can see it in the meetings.
- In my workplace, we are encouraged and supported to collaborate, take a break from the computer screen, and chat about fun stuff with our colleagues - especially when we are under a lot of stress.
- When Mike Morton first started with the city. He said, we should have fun at work. So we do.

Disagree:

- Some may have either had a negative interaction with the city, or witnessed one. For instance, recently when a diseased tree was removed from a property, the owner had a very strong negative reaction.

- There are inherently negative and stressful situations that occur in the course of jobs that are not at all conducive to laughter.

General:

Are people assuming laughter is a good thing? Can laughter ever be interpreted as a negative? Should we be more clear about how respondents judged laughter?

8.) Employees and volunteers (if any) are willing to go above and beyond their duty for the good of the organization.

Agree:

- The police department has a positive culture that encourages employees to do more for the community. This is an expectation that is sometimes explicitly communicated by leaders, but also routinely modeled by those leaders; this is felt externally by the community. Leaders often demonstrate their appreciation of employees who go above and beyond.
- The police department has the Cops and Kids Shopping program as one example volunteer program promoting partnership and positive interaction with the community as a top priority.

Disagree:

- Because the city does not routinely measure satisfaction for stakeholders, it may be difficult for the staff to know and understand what really consists of “above and beyond” their job duties.
- Community members - hard to go above and beyond if you don’t have an accurate understanding of residents’ needs. Tying the disagreement in this category to statement number one. If you don’t know where you’re falling short, it’s hard not to miss the mark on where needs are.

HUMAN DEVELOPMENT - DIMENSION OF OPPORTUNITY

1.) Routinely collects and analyzes demographic data, including race, ethnicity, and language, of all the key groups that are involved in or affected by it.

Agree:

- People agree because it has been included in the City Council Packet.
- Probably also might because reports from the Met Council or other organization include this information (they might associate all governments as one).
- Staff or people sharing stories of good interactions with customers and employees.
- Collection of data may be a central part of the person’s role with the City.

Disagree:

- I worked places where we did community surveys and satisfaction measurements that are not done in Hopkins. Easy area to improve. We don’t really have a good tool to measure the outcomes.
- We don’t do surveys that have an outcome component.
- Don’t feel like they or the groups they represent are being heard. Groups may not feel like they have been heard. A specific interest or special interest group doesn’t feel heard or get their way and answers disagree.
- Respondents may think that some groups are left out of the collection and analysis of demographic data.

2.) Uses demographic data segmented by race and ethnicity to better meet its mission with culturally different clients, customers, visitors, program participants, and employees.

Agree:

- May be a reflection of the respondents’ involvement in application of data to meet the organization’s mission.

Disagree:

- Respondents may not be aware of how data is applied.

3.) Has an objective process for finding, hiring and keeping people of different cultures and views for roles across the organization.

Agree:

- A hiring supervisor who believes that this is true.
- Respondent may agree because they see and hear diversity among City staff directly.
- City has been generous and flexible with [my] vacation time, allowing me to take a big block of time at once based on my particular need. That contributes to retention.
- People might see strong diversity in certain departments or jobs which would better represent the diversity of the city.
- Majority of the employees are not involved in the hiring process, so they may not know what the City is doing in this area. Employees might assume there is not a process.

- Where we post our job opportunities may not be where people from different cultural views are looking.
- Employees are supported in taking time off which helps with retention. Work to say yes in this area as much as possible.
- People might look at demographics and see that we are not as diverse, but that doesn't mean the intention isn't there.
- Community feels that there is a disconnect between intention and outcome.

Disagree:

- Maybe believe a lack of a relative or political connection prevented someone from getting hired/promoted.
- Prescriptive hiring processes in some parts of the organization may be focused on evaluation criteria other than culture and views.
- Perhaps some people who truly don't know might have assumed the city does not have an objective process, or does not trust the city's process is objective and therefore disagreed.
- While the city can be generally flexible with vacation time, there are some departments or jobs where generosity is not applied equally, such as police department and public works. This can be because of the nature of the job and/or because of the low staffing levels.
- There is an outcome measure here, and people may not be seeing that based on staff demographics. We are a mostly white organization if you look across the board, or at certain departments or levels.

Don't Know:

- Majority of employees are not involved in the hiring process

4.) Provides full access to quality development opportunities for all employees.

Agree:

- Training budgets, conferences, seminars available to this respondent.
- We have a lot of quality offerings for training and lots of money available to staff for conferences.
- City provides tuition reimbursement, money in the budget for conferences and trainings, there are funds to advance education that could result in more pay.

Disagree:

- Maybe everyone wasn't offered the same opportunities.
- People might not feel like they have as much funding available to take opportunities.
- People might feel like they don't have the time to do training.
- Depends on stage of life - You may have children so it might be difficult for staff to take advantage of opportunities. (overnight learning, travel, additional work). Could be caring for aging parents.

5.) Routinely gathers input from culturally diverse people involved in or affected by the organization.

Agree:

- The city takes this into consideration when doing their jobs; who: police, city staff, rental inspections; when: during their work, complaints, etc.; Process/setting: on a case-by-case basis, justice is blind.
- Variances allowed, and administrative authority to allow cultural differences.
- Comprehensive planning process, expanded outreach to neighbors for development project feedback, etc.

Disagree:

- Lack intentional or strategic processes for gaining diverse feedback; monocultural/monolingual feedback tools; emphasis on written feedback vs. other kinds of culturally-specific forms of feedback.
- Preserving historic Hopkins might be taken as non-inclusive; emphasizing our historic preservation could be perceived as excluding new or different kinds of projects.

6.) Closes the loop on input and feedback by communicating specific actions taken in response to comments.

Agree:

- The water main project; Mailing to each residents, onsite person to provide contact information on the day to day, many closed loop.
- In other projects, we have public meetings, have a future meeting to update. For example the Artery projected we had public meeting in brewery.
- Personal experience, in (their) department and in other departments.
- A lot of closed loops for projects.
- The Communications Coordinator is constantly getting input and managing responses to comments and questions on the city's social media platforms.
- Racist comments ("N-word") on police departments' social media feed were removed when a member of the community asked that to be done.

Disagree:

- While Racist comments on police departments' social media feed were removed when a member of the community asked that to be done, that had not been done proactively.
- Racist comments on social media seems to bring out racism from community members.
- Personal experience: no call back, for example.
- Didn't get answered, It is on the person to follow up.

Don't Know:

- It is not their role in the organization.

7.) Job descriptions relate to diversity and inclusion goals.

Agree:

- Anyone can do any job based on their skills, willingness to hire anyone who can work with a commitment to hiring diverse peoples.

Disagree:

- Lack of language in job descriptions for training, or commitments to working in a culturally-competent ways; effectiveness in listening to and meaningfully changing work in relation to cultural differences.

8.) Performance reviews are tied to reaching diversity and inclusiveness goals.

Agree:

- Maybe their direct supervisor has set those goals, individually. Not citywide. Diversity can be more than just race. If there was an issue, it would be addressed.
- There are connections to D&I goals in the city's mission around community engagement and involvement. So, these are tied to performance reviews for people operating in those capacities.
- External customer service and showing values of org as a way this shows up.

Disagree:

- Have not seen diversity and inclusion as part of the performance review process. Not addressed at all.
- We are supportive, but this does not exist.
- Disagree if D and I goals were not a part of their job.
- Some staff do not get performance reviews on a regular basis.
- Performance reviews are based on job duties and some people do not have duties related to D&I.
- D&I goals do not exist all across the organization.
- Leaders don't know how to codify D&I into performance standards or goal; or how to handle that in this environment.
- There are people who don't even get performance reviews on a regular basis.
- There is inconsistency on what is included/ talked about.
- There are not formalized diversity and equity goals.

FINANCIAL INVESTMENT - DIMENSION OF WEAKNESS

1.) Has an annual budget for diversity and inclusion work that allows it to meet its goals.

Budget: an estimate of income and expenditure for a set period of time.

Agree:

- If a person has seen that line item on the annual budget.
- Have access to budgets and are aware of goals.
- Generally, the city provides financial information.

Disagree:

- If it's not listed, and a person couldn't find it.
- Have access to budget, but are not reaching goals or are do not include. Might not see progress in inclusion so assume the budget isn't aligned.
- Generally, the city does not make it easy for laypeople to get and understand financial information. It is buried within dozens of pages of agendas and reports and can be challenging to interpret.

Don't know

- Not aware of budget details or the city is not communicating well.

2.) Diversity and inclusion budget is tied to clear and measurable goals.

Agree:

- PD or other departments might say they spend a lot of money on this work.

Disagree:

- We do not have a citywide budget for this work and we don't yet have measurable goals (yet). Even if money is spent in these areas is it tied to goals that can be measured?

3.) Consistently spends its money to meet measurable goals that have been broken down by race, ethnicity and language.

Agree:

- City has a lot of programs broken down by race/language/ethnicity (e.g., Art Center Thai Food and Culture)
- Goals of reaching in multiple languages to communicate about things.
- Demographics alone, the city prioritizes/forces the City to invest to be successful. Residents prioritize.
- We have HREI and the MAC, so people may feel this was enough to agree with this. Plus, the money we spent on this work with CultureBrokers. Some money focused on translation and inclusion of different languages. Do pay for interpreters at events.

Disagree:

- Lack of enough resources towards programs like this, or even affordable housing, or other actions leading to diversity in the city; lack of structural mechanisms.
- Someone whose needs aren't being met, from a specific group. Not aware of the connection between the measurable goals and how the City spends money or doesn't have measurable goals.
- Consistently is also a big clarifier. Or not aware of how the measurable goals link to money.
- Money is tight and choices are hard to make prioritizing equity.
- No formal policies/practices, if you did we would lose flexibility.
- There are not any measurable goals. We are not disaggregating data. we think about renters vs non renters and use non renters as synonymous with BIPOC but that is not true.

5.) Spends at least 20% of its expense budget with minority-owned businesses.

Agree:

- Agreement likely comes from those who are doing purchasing and others may not know' for instance if you were in the Finance Dept, Purchasing.
- Maybe City Council asks for this information.
- The few people who agreed seem to have access to that information as procurement specialists, or might have their own personal goals and resources to achieve that level of spend within their control.

Disagree:

- BIPOC vendors may have been denied bidding access.
- We do not have enough BIPOC vendors on our lists to do that level of purchasing, especially for some products or services.
- We might use a lot of big-box vendors whose ownership and even staff are probably not very diverse.
- There is no policy in parks and rec to encourage the hiring of BIPOC vendors.
- We do not collect data or information about vendor diversity; not measuring BIPOC vendor usage.
- Convenience factor of big box stores/ amazon makes it so that people don't think about other options.
- There are not a lot of rules/ regulations around who we use or vendor contracts.

6.) The demographics of organization's employees mirror the demographics of its service area or customer base.

Agree:

- Diversity of the employees, a lot of diversity in fire and public works, and inspections, and police, Hopkins hires the best person for the job which hires the natural diversity of constituents.
- Someone in HR and hiring would know if this was true.
- There may be a general perception of diversity that motivates an "agree" response that isn't based on quantitative data.
- Divisions may have more diversity than the whole of the organization / you may not see other departments so you think the org is more diverse.
- People might have considered other groups besides residents as customers, such as non-resident property owners, businesses, developers, policy advocates, etc. In these cases the "customer" base likely skews white, looking more like our overall staff profile.
- Some people may not be aware of how diverse our city is.
- Staff may be interacting with more white residents.

Disagree:

- Planning staff make-up do not reflect the demographics of the community.
- Lack of staff from certain identities, e.g., religious, gender/trans-gender, immigrant.
- As an employee you look at your department and see only white faces.

- Hopkins is very diverse and staff may only be somewhat diverse.
- We are a mostly white organization if you look across the board, or in certain departments or at some levels.
- We do know via data that overall, the race/ethnicity of staff does not mirror our residents.

7.) The pay rate of individual employees with the same job classification are the same.

Pay Rate: the amount of money workers are paid per hour, week, etc.

Agree:

- The City has a transparent pay system. Public knowledge and information. Has to be transparent, state statute requirements. Work to keep employees. Can be a detriment, because it doesn't measure pay for performance.
- There may be a general perception of consistency and/or fairness that motivates an "agree" response that isn't based on quantitative data.

Disagree:

- Very little disagreement, reading more into it than what the classification actually means. Larger sense. Positions are unique.
- Employees in the same job classification may be dissimilar because there is a diversity in knowledge and experience within the same job classification.

8.) If differences in pay rates exist, they are transparent. The reason for the difference is objective, clearly identified, and applied to everyone consistently.

Agree:

- Public employee compensation is public knowledge i.e. transparent and freely available.