

Equity Strategic Action Plan 2024

City of Hopkins
Hopkins, Minnesota

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I. FRAMEWORK

Mission

Inspire, Educate, Involve, Communicate

Vision

Creating a spirit of community where...

- All people feel safe and respected, and diversity is celebrated.
- Business growth is supported, and a vibrant downtown is maintained.
- People enjoy exceptional government services, neighborhoods, and outstanding schools.

Equity Statement

The City of Hopkins believes that our community and staff deserve to be treated with dignity and respect, that everyone should feel welcome, and all voices should be heard. To do this the City is actively and continually working to evaluate our practices and policies of how we provide services and the diversity of our employees.

In 2023, the City Council has adopted the following vision statement related to equity:

- The City of Hopkins is reflective and inclusive of our diverse community in all roles across the organization.
- The City of Hopkins makes decisions informed by equitable and authentic community engagement, genuine partnerships and relationships with the community.
- The City of Hopkins is committed to equity, diversity, and inclusion in the development and evaluation of services and programs.

Background

The City of Hopkins has a long history of actively working to evaluate our practices and policies to ensure that all communities feel welcome and engaged, both in the way we provide services and in the diversity of our employees.

A major goal of the Hopkins City Council is to “Take it to Them,” a key strategy to involve our community with intentional emphasis on diverse populations and engaging the rental community of Hopkins. By making diversity, equity, and inclusion a part of our key goals, the City Council has set a clear expectation for accountability to the community.

Our activities have included:

- Since 2008, the Multicultural Advisory Committee (MAC) provides advice, suggestions, and assistance to the Hopkins Police Department to aid them in better serving, communicating with, and understanding the many cultures that reside in, work in, or visit the Hopkins area.
- The Hopkins Public School District, City Administration, the City’s Police Department, and members of the faith community collectively meet quarterly in a partnership known

as the Hopkins Race and Equity Initiative (HREI). Formed in early 2016, the group meets to advise and support member organizations and staff on reducing racial disparities, educate the community on issues of race and equity, provide resources, and connect and build capacity around eliminating racial disparities.

- In 2017, the City was one of the first in Minnesota to participate in the Government Alliance on Racial Equity (GARE)
- In 2018, all City employees completed two credits of diversity training as part of our commitment to improving and providing high quality services and creating an inclusive environment.
- Through the Joint Community Policing Partnership (JCPP) the police department participates in an award-winning, collaborative effort in the west metro to enhance communication and understanding between law enforcement and multicultural residents.
- In 2021, we hired a special projects and initiatives manager to continue to advance our work on Diversity Equity and Inclusion within the organization and the work we do as an organization.
- In 2022, the City Council allocated funds for an Equity Strategic Action Plan, the City consulted with CultureBrokers® and has resulted in the creation of this document.
- Also in 2022, City leadership participated in the Intercultural Development Inventory (IDI) profile and are working individually and collectively on development plans.
- In 2023, completed its first Equity Strategic Action Plan which is built upon in this document.

Our Commitments

The City of Hopkins fully commits to the long-term work of becoming culturally competent, welcoming, and inclusive of all people both within and outside our organization, as well as in the range of issues and challenges that we engage in. This includes (but is not limited to):

- Supporting, engaging, and including people with different racial, cultural, economic, housing choices, ages, and religious backgrounds as well as those with varying physical abilities, gender identities and sexual orientations.
- Reaching beyond our traditional allies, engaged communities, and constituencies.
- Entering intercultural relationships with humility, prepared to listen, learn, follow their lead, and adapt our methods and practices to achieve mutual benefit.
- Recruiting, hiring, retaining, and developing a culturally competent staff whose demographics more closely mirror our Hopkins community.
- Recruiting, retaining, and developing culturally competent board members and other volunteers whose demographics more closely mirror that of our Hopkins community.

Definitions¹

Bias

A tendency or preference that inhibits impartial judgment, such as a bias toward or against a person or group. A concentration on or interest in one area or subject, such as a bias toward action. Bias occurs unconsciously (implicit) and consciously (explicit).

BIPOC (or other collective term, if used (See “People of Color”))

BIPOC is the acronym for Black, Indigenous, and People of Color. It is used to undo Native invisibility, and anti-Blackness with the intention of dismantling white supremacy and advancing racial justice.

“Pronounced "bye-pock," this is a term specific to the United States, intended to center the experiences of Black and Indigenous groups and demonstrate solidarity between communities of color.”²

The term may be used by CultureBrokers as shorthand to describe people who identify as member(s) of at least one of the following racial and ethnic census categories: Black or African American, Asian, American Indian, and Alaska Native, Native Hawaiian, and Other Pacific Islander, Some Other Race³, and Hispanic or Latino⁴. **We recognize the problems inherent in using such a broad term. However, we use it to increase document readability.**

BIPOC may be used interchangeably with “People of Color”.

Many resources are available on the internet for additional insights, including The BIPOC Project⁵ and the YWCA⁶.

Culture

Culture is a social system. It includes such things as a group’s shared language, customs, beliefs, values, and institutions. It is passed down from generation to generation.

Culture affects our thoughts and actions, often without us even being aware.

Customer (or other term for the same group of people)

An actual or potential user of an organization’s products, programs, services, or efforts. They are who must be satisfied by the organization; they are the ultimate judges of performance – if they leave or we stop getting new ones, the organization will end.

¹ These definitions are used by CultureBrokers in the Diamond Inclusiveness System. They are adapted from multiple sources.

² <https://www.ywcaworks.org/blogs/ywca/fri-01152021-1332/why-we-use-bipoc>

³ U.S. Census. <https://bit.ly/3D2GOIX>

⁴ <https://www.census.gov/topics/population/hispanic-origin/about.html>

⁵ <https://www.thebipocproject.org/>

⁶ <https://www.ywcaworks.org/blogs/ywca/fri-01152021-1332/why-we-use-bipoc>

This includes our residents, staff, visitors, vendors, business owners, partners, contractors, and consultants who currently, or potentially, interact with our organization.

Disparity

A condition of inequality in which services to one segment of the community, relative to other segments, are presumptively allocated, poorly provided or inadequate in addressing underlying needs; it also means that these differences are not justifiable based on identified need, available agency resources or other objective criteria. The effect is that differences may appear unnecessary, avoidable, unfair or unjust. The issue of disparity in society warrants great concern because individuals, their families and their institutions that do not get the help they need are at increased risk of experiencing negative childhood, youth and family outcomes which ripple through the rest of society in the form of increased social and economic costs.

Disparities are often social, political, economic and attitudinal in nature. Disparities are often interconnected in a way that produces a ripple effect and may cause individuals and groups to experience disparate treatment at multiple points throughout their relationships with the broader society.

Diversity

The presence of variety in one place. For humans, variety is often measured quantitatively as differences in age, communication style, class, culture, disability, education, ethnicity, familial status, gender, intelligence, language, learning style, marital status, national origin, occupation, physical appearance, physical & mental health, politics, race, regional origin, religion, sexual orientation, socio-economic status, thinking style, viewpoints, etc. The benefit of diversity is in providing the components for adapting or constructing novel combinations; the value of diversity is that major innovations might be generated.

It is common to find people using the word “diversity” to also describe a set of actions geared to accommodating variety (i.e., acknowledging, understanding, accepting, valuing, and celebrating differences). As the pool of knowledge and experience of diversity work continues to evolve, professionals are increasingly differentiating between activities that increase variety (diversity) and behaviors that leverage variety to create belonging (inclusion).

Effective

How well a process or a measure addresses its intended purpose. Determining effectiveness requires (1) evaluating how well the process is aligned with the organization’s needs and how well it is deployed, or (2) evaluating the outcome of the measure as an indicator of process or product performance.⁷

Equity

Performance results that do not vary across meaningful socio-economic differences, particularly across racial/ethnic groups. Results are described by data around: opportunity, accessibility, quality, fairness, outcomes, impact, repair, and restoration.

⁷ 2021-2022 Baldrige Excellence Framework

Freedom from systemic bias or favoritism. Parity across differences.

ESAP

Acronym for Equity Strategic Action Plan, a CultureBrokers deliverable. It lists the fewest, most impactful improvements and the actions your organization will take to achieve them. It follows a specific format that has been proven effective in helping clients get measurable results.

Ethnicity

Describes a group of people who share a distinct culture, religion, language or place of origin. It is a category independent of Race. Therefore, in the U.S., people of the same *ethnicity* may be members of different *races*, such as Black Hispanics (such as people from Cuba, Brazil, or Dominican Republic).

Inclusion

Interactions among diverse people and objects that create opportunities for diversity, mutual learning, benefit and growth. The benefit of inclusion is reciprocity; the value of inclusion is increased trust, cooperation and effectiveness. Inclusion has generally been measured through surveys asking subjective questions about an individual's feelings of belonging, respect, support and engagement. But inclusion can also be measured more objectively by observing the patterns of interaction and their results.

Network

Interconnected relationships among people and/or organizations.

Formal Network: Interconnected relationships among people and/or organizations that is centralized, managed, and involves a process for engagement.

People of Color (or other collective term, if used (See "BIPOC"))

The term used in this plan as shorthand to describe a person who identifies as a member of at least one of the following racial census categories: Black or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, Some other race, and Hispanic. **We recognize the problems inherent in using such a broad term.** However, we use it only to increase plan readability.

Race

In the U.S., race is a construct that established various categories of people and a hierarchy of their value to society. In that worldview, people have, according to their physical characteristics, innate qualities that define them as different. Race has the express purpose of establishing and perpetuating caste (superiority and dominance for the group at the top of the hierarchy. In the U.S. that group is the collection of people determined to be White).

The U.S. Office of Management and Budget (OMB) sets the standards on race which guide the Census Bureau in classifying written responses to the race question. The main race categories are:

White – A person having origins in any of the original peoples of Europe, the Middle East, or North Africa. It includes people who report race entries such as Irish, German, Italian, Lebanese, Arab, Moroccan, or Caucasian.

Black or African American – A person having origins in any of the Black racial groups of Africa. It includes people who report entries such as Negro, African American, Kenyan, Nigerian, or Haitian.

American Indian or Alaska Native – A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment. This category includes people who report entries such as Navajo, Blackfeet, Inupiat, Yupik, or Central American Indian groups or South American Indian groups.

Asian – A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent. It includes people who report other detailed Asian responses.

Native Hawaiian or Other Pacific Islander – A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands. It includes people who report entries such as Chamorro and other detailed responses.

Some Other Race - Includes all other responses not covered above.

Racism is any act, practice, process or policy that reinforces and maintains this dominance, whether or not the result is intentional.

Results

Outputs and outcomes achieved. Results should be evaluated based on current performance; performance relative to appropriate comparisons; the rate, breadth, and importance of performance improvements; and the relationship of results measures to key organizational performance requirements.

Senior Leaders

List of titles of all executives and anyone else considered to be a senior most leader.

Stakeholder

A person or group who is (or could be) affected by the organization's actions, goals, and policies.

Workforce (or other term for this group of people)

All people actively supervised by our organization and involved in accomplishing our work, including paid employees, volunteers, and interns (paid or unpaid).

Principles

The following principles must be front and center when executing this Equity Plan.

Use Disaggregated Data and Information

One of the drivers of disparity is the inability or unwillingness to examine results of policies and activities for segmented racial, ethnic or cultural groups. To achieve equity, therefore, we must collect and analyze quantitative and qualitative information in this way. Collect data segmented (at minimum) by census-based racial and ethnic categories and use that data to create options and make decisions.

Make Data-Driven Decisions

Another driver of disparity is the unwillingness to use segmented data to make decisions that ensure parity. Consider racial and ethnic information as we work. Compare results for each group against their presence in our service areas and against results of the other groups. Provide these analyses when making recommendations.

Leverage Existing Assets

We have valuable assets at our fingertips: knowledgeable staff, board members, partners, community members, technical experts and professional services, state agencies and more. Tap into these institutional resources at all phases of your work.

Use Existing Authority

Senior leaders, supervisors, other staff members and the Board of Directors have individual powers within their jobs and roles. Explore and utilize these authorities as necessary to deliver on this Equity Plan.

Make Policy Changes

We have dozens of policies – those with an external focus and those with an internal focus. While delivering on this Equity Plan, uphold or strengthen policies that will deliver strong equity results. Be ready to change policies that create barriers.

Use Equity to Balance Decisions

When making decisions, give equity sufficient weight. Use segmented data, historical information, and quality comparisons. Develop a method for considering equity results balanced against financial and other business results, such as a decision matrix⁸ or balanced scorecard⁹. This will ensure People of Color get due consideration, and that their interests are respected.

⁸ <http://asq.org/learn-about-quality/decision-making-tools/overview/decision-matrix.html>

⁹ <http://asq.org/learn-about-quality/balanced-scorecard/overview/overview.html>

Improvement Plan Purpose

We Will Deliver Results

The City of Hopkins serves 19,079 residents in addition to our 184 employees, and innumerable visitors, vendors, business owners, partners, contractors, and consultants each year. Almost 38% of our residents¹⁰ and 11% of our employees identify as People of Color. Hopkins is also made up of 65% residents who rent, and 90% of our residents of color live in rental housing. The largest non-White group is Black or African America, and within that group residents predominately come from Somalia and parts of East Africa. Twenty-two percent our residents speak a language other than English at home¹¹. Compared to our nearest neighbors, Hopkins is a significantly more diverse community and not as applicable to neighboring communities for direct comparisons. The City recognizes the expectation and urgency to deliver results to our community due to our demographics and location. The City recognizes our diversities put us in the position to be a model or motivator for other less diverse communities.

We must ensure every group is receiving full consideration, quality service, and positive results from our activities.

The main purpose of this Equity Strategic Action Plan is to help us measure and significantly improve our results with culturally diverse customers, employees, and other key stakeholders. Such results include, but are not limited to, improvements in:

- Understanding staff satisfaction across all identities to make future change
- HR processes which prioritize inclusion and equity
- Budgeting and work planning for diversity, inclusion, and equity results

We have chosen two high-impact areas in which to make measurable improvements over the next year. By January 1, 2025, we will know what we are doing to achieve our goals, why we are doing those things, what the results should be, and how well we are doing compared to our own past results and the results of others. We will have processes in place to ensure our resources are sufficient and being appropriately applied to get results. Finally, we will analyze our new results and revise our plan as needed.

¹⁰ <https://www.census.gov/quickfacts/hopkinscityminnesota>

¹¹ Metropolitan Council, U.S. Census Data, Twin Cities Region (7 county)

https://stats.metc.state.mn.us/data_download/DD_Years.aspx?datasource=cen&comms=&subjects=%27POPRACEETH%27&level=region

Improvement Plan Development

This Equity Strategic Action Plan is the next logical step toward operationalizing our commitment to diversity, inclusion, and equity. It is based on results from the Diamond Inclusiveness Assessment, feedback and lessons learned over the last few years, as well as efforts of other organizations seeking to improve diversity, cultural inclusiveness and racial equity.

We believe this plan shows careful consideration of high-impact actions, understanding of individual and organizational capacities, a desire to authentically engage people from culturally diverse backgrounds as key assets, and a commitment to getting measurable results from our chosen activities.

Other Diversity, Equity, and Inclusion Activities

Diversity and inclusion work are happening in many ways throughout the organization. This plan is not intended to restrict that work, but rather identify our required minimum efforts necessary to achieve key diversity and inclusion goals over the next year. Leaders and managers are welcome to provide additional opportunities to deliver equity results as their resources allow if the enclosed strategic improvements are on accomplished on time.

Main Audience

This plan is written specifically to guide staff and City Council in:

- Deciding how to allocate organizational resources;
- Supervising others to ensure our plans are executed; and/or
- Supporting our equity work.

The target audience for this plan are senior leaders, supervisors, program managers and special teams. If we fall into these groups, we will refer to this Equity Plan as we make decisions about where and how to assign people, money, materials, time, energy, and attention. We will also help hold our direct reports accountable to achieving these equity goals.

Other Audiences

For general transparency, this plan will be easily accessible to all staff, City Council, boards, volunteers, vendors, partners, and other key stakeholders so they are knowledgeable about our path forward.

Plan Management

Plan Coordination

The Senior Leadership Team is responsible for managing this Equity Strategic Action Plan. They will model desirable behaviors, assure consistent application of this plan and its principles, and manage for equity results. They will also coordinate with special teams and functional units. Their roles are to provide excellent leadership and support to others as they execute the plan.

Responsibilities include:

- Track work plan progress regularly.
- Brief staff, City Council, and other key stakeholders regularly on work plan progress.
- Coordinate regular meetings with designated individuals and teams who are responsible for certain activities.
- Collectively make Equity Plan decisions.
- Provide regular internal communications to introduce this Plan to the staff and report its results.
- Identify and address resource gaps in the plan, including working with those responsible to put forward proposals for additional organizational resources, where needed.
- Track and celebrate accomplishments.

Plan Oversight

The City Manager is responsible for ensuring governance and workforce accountability to this Equity Strategic Action Plan.

It is to be noted that this plan is intended to be fluid and timelines may be changed or updated to accommodate staff capacity or new information.

II. ACTION PLAN

Strategic Improvements

1. This organization follows an annual plan to improve the satisfaction of people involved in or affected by the organization. (Spiritual Capital Dimension)

Guidance:

This improvement should be focused both on employee satisfaction. In future years, this should be expanded more broadly to the entire community of Hopkins, including boards, commissions and other volunteers.

It is important to understand what satisfaction is or looks like before creating a strategy to improve this for people involved in the organization. It is also a goal to figure out how to understand this without creating survey fatigue. Data collected needs to be actionable and repeatable.

Data in this area should be disaggregated and thought about specifically in terms of race, ethnicity, gender, and ability to understand how these diverse perspectives interact with the organization.

Data gathered as a part of this improvement will be used to be able to develop an annual plan for improvement in the future.

Criteria/Definitions:

- **Annual Plan:** a repeatable strategy which can be shaped and remade each year based on new information.
- **People involved in or affected by the organization:**
 - o *Employees:* those paid for their labor by the city of Hopkins. This includes full and part-time staff, the City Council, and paid board and commission members.
 - o *Volunteers:* those who participate in City led events and operations unpaid, such as board task force members, event volunteers and non-paid board and commission members.
 - o *Community:* residents, business owners, visitors and anyone who engages with City services.
- **Satisfaction:**
 - o *People involved in the organization:* the factors that contribute to feelings of being heard, valued and meaningfully engaged in the work or volunteerism done within the organization.
 - o *People affected by the organization:* the factors that positively influence your experience with organization through the provision of high level of services, cultural competency of employees and volunteers and a clear understanding of the organization's efforts on diversity, equity and inclusion.

SMART¹² Goal:

By 2025, the City of Hopkins will have a repeatable process for measuring the drivers of satisfaction, the level of satisfaction for employees and if levels of satisfaction are consistent among all groups of people.

Benefits of achieving this goal:

- Employees are happier because their voices and opinions are heard and valued
- Community members receive higher quality experiences from more satisfied employees and feel overall more satisfied with City interactions.
- City culture is improved through higher satisfaction amongst staff and volunteers
- Retention of staff and volunteers is improved through higher levels of satisfaction
- Employees feel more invested in their daily work which improves productivity
- The City’s commitment to action around satisfaction is understood and clear
- There is consistency in the monitoring of satisfaction
- Understanding of how different races and cultures are impacted by/satisfied with the City / Understanding disparities in satisfaction

Oversight for the Improvement: Assistant City Manager

Responsible for the Improvement: Special Projects and Initiatives Manager

Milestones	Responsible	Deadline	Resources Required
<u>PLAN: Measure and Plan</u>			
Determine high level themes of satisfaction through a preliminary focus group of diverse employees	SPI Manager	August 2024	ACM HR Analyst Employees Food/Snacks Focus Group Questions

¹² Specific, Measurable, Achievable, Relevant, Time-bound

Milestones	Responsible	Deadline	Resources Required
Develop a list of questions regarding satisfaction from the focus group and review previous EES questions	SPI Manager	August 2024	ACM HR Analyst ESAP Working Group Feedback Focus Group Themes + Feedback Survey Monkey Previous EES Questions
Bring EES Questions to Department Head Meeting	SPI Manager	September 2024	EES Questions Dept Heads
Purchase gift cards to incentivize participation	SPI Manager	October 2024	Equity Budget
<u>DO: Execute Work Plan(s) and Measure Results</u>			
All Staff Meeting Kickoff to discuss why ESAP goal was selected, how it will be used and what we're doing	SPI Manager	September 11, 2024	All Staff Meeting Timeline for EES Survey Monkey
Gather data through EES	SPI Manager	October 1, 2024	Survey Monkey Employee Participation
Analyze and disaggregate data + prepare a report to be reviewed	SPI Manager	November 2024	Culture Brokers Survey Data

Milestones	Responsible	Deadline	Resources Required
Communicate results of survey to all staff	SPI Manager	December 2024	Communications Manager Survey Report
<u>CHECK: Learn and Improve</u>			
Evaluate validity of data + and if there is missing data	SPI Manager	October 2024	ACM HR Analyst Culture Brokers ESAP Working Group
Evaluate what changes can/cannot be made from information learned in data gathering step	ACM	November 2024	Senior Leadership and Department Heads
Determine if we need to create new areas for measurement of satisfaction (wellness events, all staff meetings, performance reviews)	ACM	January 2025	HR Analyst Employee Wellness Committee
<u>ACT: Make it Habit</u>			
Report findings to Employee Wellness Committee	HR Analyst	December 2024	Survey Results Changes, if any, made by ACM
Implement personnel policy changes, if any	ACM	December 2024	Survey Results Department Heads

Milestones	Responsible	Deadline	Resources Required
In 2025, develop an annual plan for improvements that is strategic and not reactive to satisfaction of employees and ensures satisfaction is consistent amongst all groups of people	SPI Manager	January 2025	2024 Outcomes 2025 ESAP Senior Leaders and Department Heads

2. This organization has an objective process for finding, hiring, and retaining people of different cultures and views for roles across the organization. (Human Development Dimension)

Guidance

While the first year of this goal was focused on internal operations with the hope that a similar process should happen in the future related to Boards and Commissions, and advisory/volunteer roles, staff will once again focus internally.

Work in this goal area should focus more heavily on hiring and retention, rather than finding outside of existing trainee programs. Retention will be addressed both in the annual employee survey, and through the work of the Spiritual Capital team.

This plan should recognize that departments are all dealing with different challenges, and that strategies need to be customized to address all issues within the finding, hiring and retention cycle.

Criteria/Definitions:

- **Finding** – Processes associated with outreach and increasing the candidate pool, sharing job opportunities, job fairs, recruitment incentives, trainee programs, and where the City shares job postings. Succession planning can cross over with finding opportunities.
- **Hiring** – Processes associated with the job posting through completion of the probationary period, including the posting of positions with qualifications/minimum requirements, compensation and benefits, application system, scoring and qualifications, employee on-boarding, training and feedback given throughout the probationary period (there is cross over between hiring and retaining related to the on-boarding, supervisor training and compensation and benefit processes).
- **Retaining** - Starting at the point of on-boarding the processes and systems associated setting employees up to navigate and be successful, employee engagement, feedback/coaching, and reviews. Includes items like maintaining competitive compensation and benefits, recognition, supervisor and employee training and opportunities for career growth and expansion, including succession planning.

- **Different Cultures and Views** – Recognition of the diverse identities, cultures, race, abilities, and perspectives, in our community and working to mirror those same factors back into our formalized roles in our organization at all levels.
- **Roles** – Employee positions, City Council and HRA Board, Commissions including Planning, Park and Charter, and established on-going committees (MAC, Friends of the HCA, Hopkins Public Art Advisory Committee, Partners in Energy Committee).

SMART¹³ Goal:

By 2025, the City will have audited and documented current processes related to hiring while monitoring finding and retention efforts. Using these baselines, the City will develop a strategy to create a clear and repeatable hiring process which can be utilized by all departments to fill positions with those from different cultures and views for roles across the organization. This will be clearly communicated across the organization.

Benefits of achieving this goal:

- Allow us to be appropriately staffed which reduces organizational stress from staffing shortages.
- More qualified candidates/employees to meet organizational/and community needs who better reflect the community we serve.
- Increase efficiencies with the documented processes to filling vacancies.
- Increase diverse perspectives in the organization.
- Reduces turnover creates cost savings and builds/maintains organizational capacity.
- Better communication, collaboration, transparency, and accountability to the organization.
- Easier access to processes and information for employees and supervisors.
- Increase willingness to refer friends/family/former colleagues.
- Increased engagement and happiness, optimism, and commitment for employees
- Able to provide a higher, better level of service to the community.
- Better training for new and existing employees leading to predictability in the process.
- Better work life balance for employees, leading to better family lives and relationships, and reduced PTSD.
- Better guidance and communication about process - reducing HR, Department heads and supervisor questions.
- Formalization can allow for review and process improvement/adaptation.
- Increased creative thought.

Oversight for the Improvement: Assistant City Manager

Responsible for the Improvement: HR Analyst

¹³ Specific, Measurable, Achievable, Relevant, Time-bound

Milestones	Responsible	Deadline	Resources Required
<u>PLAN: Measure and Plan</u>			
Hire a consultant for an Inclusive Hiring Audit	SPI Manager	March 2024	Equity Budget HR Analyst Deputy City Clerk
Review Questions on EES	SPI Manager	August 2024	Survey Monkey HR Analyst ACM
Review submitted documented processes from 2023	HR Analyst	Fall 2024	Deputy City Clerk HR Analyst ACM
Gather data (qualitative/quantitative) related to trainee/cadet/ACE programs and other hiring strategies	HR Analyst	Fall 2024	Hiring/retention data from NEOGOV Interviews with participants Youth Program Specialist SPI Manager Dept Heads
<u>DO: Execute Plan; Measure Results</u>			

Milestones	Responsible	Deadline	Resources Required
All Staff Meeting Kickoff to discuss why ESAP goal was selected, how it will be used and what we're doing			
Conduct IHA	SPI Manager	July 2024	Equity Budget HR Analyst Deputy City Clerk
Collect Responses to Employee Engagement Survey	SPI Manager	September 2024	Survey Monkey
Create Implementation Plan for IHA	SPI Manager	Fall 2024	Process Forms IHA Results HR Analyst SPI Manager
Report out data related to efficacy of trainee/cadet/ACE Programs	HR Analyst	December 2024	Hiring/retention data from NEOGOV Interviews with participants Youth Program Specialist SPI Manager Dept. Heads
Evaluate efficacy of the NEOGOV Attract Module	HR Analyst	December 2024	NEOGOVS Deputy City Clerk

Milestones	Responsible	Deadline	Resources Required
<u>CHECK: Learn and Improve</u>			
Review Results of Employee Engagement Survey	SPI Manager	Fall 2024	Survey Monkey HR Analyst ACM
Determine if there are changes needed to be made to trainee/cadet/ACE Programs	HR Analyst	Fall 2024	Dept Heads Results from program evaluation ACM
<u>ACT: Make it Habit</u>			
Create a standardized finding and hiring process based on dept. submitted forms and the IHA	ACM	December 2024	Process Forms
Make any initial/available changes based on EES	HR Analyst	Fall 2024	ACM
Updating intranet + Communications with new finding/hiring process	HR Analyst	December 2024	ACM IHA Results Process Forms
Communicate Results of EES to all staff	ACM	December 2024	Survey Monkey Summary
Update the City Website with Results of 2024 HD ESAP Goal	SPI Manager	December 2024	Communications Manager IHA Results EES Results

Milestones	Responsible	Deadline	Resources Required
Determine if additional budget is needed for trainee/cadet/ACE Programs	HR Analyst	Fall 2024	Finance Director ACM
Develop communications (internal and external) regarding trainee/cadet/ace program efficacy	HR Analyst	Fall 2024	Communications Coordinator Program evaluations
Budget for NEOGOV Attract Module in 2025	HR Analyst	July 2025	Finance Director ACM

Appendix I

Diamond Inclusiveness Assessment™ (DIA)

To get to our destination, we must first know where we are in relation to it. This requires us to know at the individual, team and enterprise levels just what our current capacity is to engage in the level of intercultural knowledge and experience required to excel with culturally diverse stakeholders.

We used the Diamond Inclusiveness Assessment (DIA) to get a baseline understanding of how well our organization policies, practices and situations support cultural inclusiveness, as perceived by a culturally diverse set of respondents. It identified our organizational strengths and opportunities for improvement. While not yet independently validated, the tool has proven useful to more than 24 organizations and helped them make measurable improvements in their results with culturally diverse employees and customers.

A culturally diverse group of internal and external stakeholders participated in the City of Hopkins 2022 DIA assessment and feedback sessions. A group that included the senior leadership team, and staff and board equity teams, analyzed this information, selected two focus areas for improvement, and developed this Equity Strategic Action Plan.

The City of Hopkins 2022 DIA Gap Analysis Report is available at <https://www.hopkinsmn.com/581/Race-Equity>