DRAFT

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Diversity and Inclusion Strategic Plan for the City of Dover

Introduction

This City of Dover's Diversity and Inclusion (D&I) Strategic Plan provides an actionable roadmap to implementing Recommendations for both the City and Police Department from the D&I Assessment. While there are correlations between the Recommendations and roadmap outlined in this document, this plan is intended to stand on its own as the longer-term plan for D&I at the City.

D&I Assessment and Strategic Plan Process Summary

Findings	Recommendations	Diversity Strategy
• The current state of systems, practices and behaviors and the barriers they present to further D&I at the City	• What the City should consider as it addresses the Findings	• **Implementation and mastery of the recommendations for long term impact**

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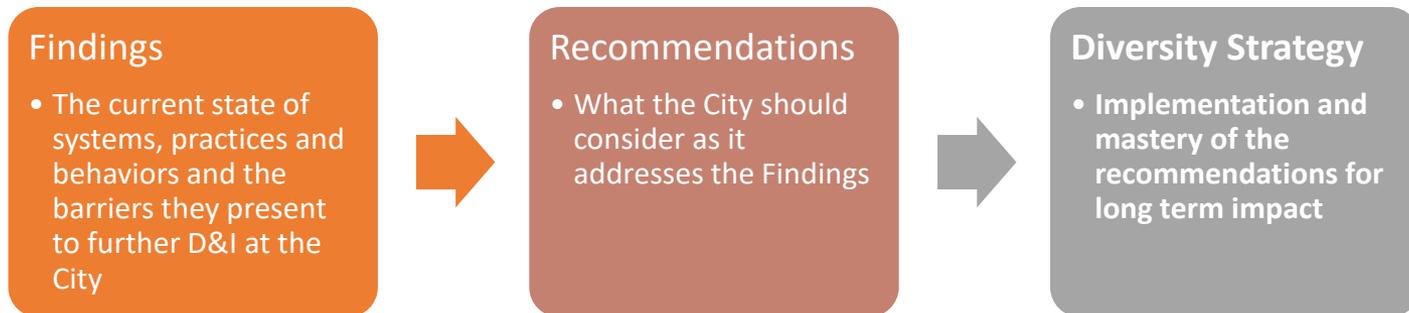
Mission Case for D&I at the City of Dover

The City of Dover is presented with an opportunity to be a catalyst for change for its residents and stakeholders. In order to do this, the City must acknowledge the plague of bias and racism that historically and in some cases currently resides in the City, yea the entire state of Delaware, and commit to implementing real changes that will enable all the City employees to bring their broad spectrum of experiences and backgrounds to achieving its mission. Success in its efforts will be a game changer for the entire City to attract, retain, and promote the best talent to serve the diverse population of the City of Dover.

Diversity & Inclusion Goals & Strategies (PD)

Goal 1

Improve workforce diversity by strengthening the pathways for hiring diverse talent

- Strategy 1 – Research and strategically partner with professional organizations that can increase diverse candidate pipelines
- Strategy 2 – Improve the interview processes for Police Department candidates
- Strategy 3 – Review and update online and print media to reflect the PD's commitment to D&I as a workforce, workplace and marketplace enabler

Goal 3 - Improve diverse talent sourcing and pipelines to enhance workforce diversity

Strategy	Tactics
Strategy 1 – Research and strategically partner with professional organizations that can increase diverse candidate pipelines	1.1 Develop partnerships with vocational, educational and non-profit professional organizations both regionally and nationally to target and attract diverse talent and close gaps as described in the D&I Assessment. Example organizations include the National Organization of Black Law Enforcement Executives (NOBLE), **Measurement/Deliverable:** • **# increase in partnerships** • **% increase in diverse candidate hires from these partnerships**
	1.2 Foster networking opportunities that build relationships with organizations that contain diverse talent and serve in the City of Dover. Sponsor meet and greets, lunch and learns, open houses, and attend career fairs at professional conferences to accelerate relationship building with diversity focused organizations and associations **Measurement/Deliverable:** • **# events and career fairs attended** • **# candidate hires from the organizational relationship**
	1.3 Conduct a 3-5 year projection analysis of the local diverse workforce to understand trends and devise a strategy to attract and retain diverse talent. Use learnings from tactics 1.1 and 1.2 to influence goals **Measurement/Deliverable:** • **Projection analysis results** • **Updated D&I goals**

Goal 3 - Improve diverse talent sourcing and pipelines to enhance workforce diversity

Strategy	Tactics
Strategy 2 – Improve the interview processes for Police Department candidates	2.1 Assess the applicant testing process to mitigate challenges with diverse applicants being rejected. Consider engaging with a consultant to review the test questions and scoring criteria and weight against the position requirements **Measurement/Deliverable:** • **Feedback from hired candidates and hiring officials** • **Survey rejected applicants and new hires to understand their experience and any barriers**
	2.2 Assess the applicant interview process (oral board participants and questions, police chief interview, hiring decisions, etc) and to understand barriers for diverse hiring decisions. Consider hiring a consultant to assist with uncovering any bias in the process **Measurement/Deliverable - Feedback from hiring managers, HR and diverse hires**
	2.3 Update Master Corporal and above test and/or interview questions to include one or more D&I based questions to assess leadership acumen at managing and valuing difference **Measurement/Deliverable:** • **Feedback from interview teams** • **% of improvement in diverse hires**
Strategy 3 – Review and update online and print media to reflect the PD's commitment to D&I as a workforce, workplace and marketplace enabler	3.1 Work with the City to provide input to a Diversity & Inclusion organizational vision statement that supports the goals to attract and retain top diverse talent, to grow with and serve the City's increasingly diverse community, and to achieve the City mission, vision, guiding principles, and comprehensive plan and budget plan goals **Measurement/Deliverable – D&I Organizational Vision**
	3.2 Incorporate D&I organizational vision statement and inclusive language on the PD's print media. Make certain the language and visuals resonates with internal and external stakeholders by incorporating diverse feedback **Measurement/Deliverable – Regularly solicit feedback and update as needed**

Diversity & Inclusion Goals & Strategies (City)

Goal 1

Achieve a workplace environment where every team member is nurtured and supported for their unique skills and perspectives

- Strategy 1 – Enhance internal employee communications to demonstrate greater commitment to inclusion
- Strategy 2 – Strengthen cultural awareness and competence through D&I learning opportunities

Goal 2

Demonstrate leadership commitment and accountability to advance diversity and inclusion

- Strategy 1 – Develop D&I organizational goals that cascade from leadership as the way to improve accountability and inclusion
- Strategy 2 – Create D&I measurements to track accomplishment of D&I goals
- Strategy 3 – Strengthen D&I expertise among all leaders through learning opportunities

Goal 3

Improve diverse talent sourcing and pipelines to enhance workforce diversity

- Strategy 1 – Establish strategic partnerships with professional organizations that can increase diverse candidate pipelines
- Strategy 2 – Improve the interview processes for City candidates
- Strategy 3 – Review and update online and print media to reflect the City's commitment to D&I as a workforce, workplace and marketplace enabler
- Strategy 4 – Incorporate succession planning for key roles that correlate with D&I goals

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Goal 1 - Achieve a workplace environment where every team member is nurtured and supported for their unique skills and perspectives

Strategy	Tactics
Strategy 1 – Enhance internal employee communications to demonstrate greater commitment to inclusion	1.1 Convene a facilitator-led meeting with all City Senior Leadership to action ways to integrate D&I consistently into daily communications ***Measurement/Deliverable – Actions that emerge from the meeting***
	1.2 Convene listening sessions with staff in all departments at all levels to brief the D&I Strategy and solicit feedback on the tactics and activities and any barriers to adoption ***Measurement/Deliverable – Document minutes from the sessions and incorporate into the D&I Strategy***
	1.3 Evaluate opportunities for departments to collaborate on activities that promote inclusion ***Measurement/Deliverable – Feedback from participants***

	1.4 Build awareness among the City workforce about the importance of the D&I assessment and Strategy and highlight the mission imperative for a diverse workforce and inclusive culture
	Measurement/Deliverable:
	   • ***Communications framework***
	   • ***X number of communications per year to all staff***

	1.5 Develop or enhance the communications editorial calendar to include original and curated articles that inform staff about D&I related topics, further the City's culture of inclusion and celebrate differences ***Measurement/Deliverable – Editorial Calendar***

Goal 1 - Achieve a workplace environment where every team member is nurtured and supported for their unique skills and perspectives (cont.)

Strategy	Tactics
Strategy 2 – Strengthen cultural awareness and competence through D&I learning opportunities	2.1 Convene series of cultural awareness conversations, intended to foster greater understanding of differences and building authentic relationships **Measurement/Deliverable – Employee Feedback** 2.2 Facilitate on-going staff and leader D&I discussions to assess progress and maintain feedback loop **Measurement/Deliverable:** • **X formal discussions completed per month** • **Solicit and track feedback from leaders, and people managers to access their increased comfort, ease, confidence, ambassadorship, knowledge, etc. in D&I**

Goal 2 - Demonstrate leadership commitment and accountability to advance diversity and inclusion

Strategy	Tactics
Strategy 1 – Develop D&I organizational goals that cascade from leadership as the way to improve accountability and inclusion	1.1 Develop leader and organizational goals to improve diversity at all levels within the City. **Measurement/Deliverable - % retention of diverse staff**
	1.2 Create reward and recognition systems for leaders who are modeling inclusion and meet/exceed D&I goals **Measurement/Deliverable – feedback from staff on effectiveness**
	1.3 Establish rigor in the advancement of diverse talent to the supervisor and above ranks per workforce standards **Measurement/Deliverable - % increase in supervisor and above promotions**
Strategy 2 – Create D&I measurements to track accomplishment of D&I goals	2.1 Develop staff D&I performance expectations and incorporate these into their annual goals (as appropriate by role/function) **Measurement/Deliverable:** • **Number and quality of performance expectations and goals** • **Track goal achievements**

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Goal 2 - Demonstrate leadership commitment and accountability to advance diversity and inclusion

Strategy	Tactics

Strategy 3 – Strengthen D&I expertise among all leaders through learning opportunities	3.1 Provide leaders with the opportunity to have strategic conversations and learning that move beyond diversity awareness to provide leaders with the skills they need to understand the D&I strategic and operational elements for their business, to anticipate and combat challenges and resistance to D&I, and offer tactics to help drive the D&I change management and implementation process in order to guarantee success.
	Measurement/Deliverable:
	   • **# of staff who participate**
	   • **Training Evaluations**
	
	Reference training courses beginning on slide 16

	3.2 Schedule and conduct recommended training courses to strengthen cultural competence and combat unconscious bias among all staff, especially those in people management roles (supervisors, HR, recruiting teams, communication team, D&I implementation team, etc.) as appropriate by role/function
	Measurement/Deliverable:
	   • **Evaluation from training participants**
	   • **# of participants**
	   • **% retention of diverse staff**

	3.3 Create activities and resources to help leaders better understand, develop, and role model inclusive leadership behaviors **Measurement/Deliverable – Evaluate effectiveness of activities**
	3.4 Evaluate learning after D&I training to best understand how the D&I program is progressing within the leadership ranks **Measurement/Deliverable – Evaluations from training participants**
	3.5 Conduct training on how to recruit, evaluate, and give substantive performance/development feedback thru a D&I lens **Measurement/Deliverable – Evaluations from training participants**

Goal 3 - Improve diverse talent sourcing and pipelines to enhance workforce diversity

Strategy	Tactics
Strategy 1 – Establish strategic partnerships with professional organizations that can increase diverse candidate pipelines	1.1 Develop partnerships with diverse educational and non-profit professional organizations both regionally and nationally **Measurement/Deliverable:** • **# increase in diverse partnerships** • **% increase in candidate hires from these partnerships**
	1.2 Develop goals for recruiters to measure success of attracting and hiring diverse talent **Measurement/Deliverable:** • **% increase in diverse talent hired** • **% increase in diverse talent retention**
	1.3 Foster networking opportunities that build relationships with organizations that contain diverse talent. Sponsor meet and greets, lunch and learns, open houses, and attend career fairs at professional conferences to accelerate relationship building with diversity focused organizations and associations **Measurement/Deliverable - # candidate hires from the organizational relationship**
	1.4 Leverage the human capital data analysis section of the D&I Assessment to prioritize the organizations to target to attract diverse talent and close gaps. Consider organizations like NSBE, SHP, Great Minds in STEM, Society of Asian Scientists/Engineers, Women of Color in Stem, Society of Women Engineers, NGLCC, SHRM and Grace Hopper as potential partners **Measurement/Deliverable - % of diverse applicants received through targeted partnerships**
	1.5 Conduct a 3-5 year projection analysis of the local diverse workforce to understand trends and devise a strategy to attract and retain diverse talent **Measurement/Deliverable:** • **Projection analysis results** • **Updated D&I goals**

Goal 3 - Improve diverse talent sourcing and pipelines to enhance workforce diversity

Strategy	Tactics
Strategy 2 – Improve the interview processes for City candidates	2.1 Assess the applicant testing process to mitigate challenges with diverse applicants being rejected. Consider reviewing the testing questions and scoring criteria for opportunity to weight against the position requirements **Measurement/Deliverable:** • **Feedback from hiring managers** • **Survey rejected applicants and new hires to understand their experience and any barriers**
	2.2 Assess the applicant interview process (interview panels, questions, hiring decisions, etc) and to understand barriers for diverse staffing decisions **Measurement/Deliverable - Feedback from hiring managers, HR and diverse hires**
	2.3 Establish guidelines for conducting panel interviews for all open positions to make interviews more transparent and equitable **Measurement/Deliverable:** • **Guidelines for interviews** • **Feedback from new hires on the interview process**
	2.4 Update supervisor and above interview questions to include one or more D&I based questions to assess leadership acumen at managing and valuing difference **Measurement/Deliverable:** • **Feedback from interview teams** • **% of improvement in diverse hires**

Goal 3 - Improve diverse talent sourcing and pipelines to enhance workforce diversity

Strategy	Tactics
Strategy 3 – Review and update online and print media to reflect the City's commitment to D&I as a workforce, workplace and marketplace enabler	3.1 Develop a Diversity & Inclusion organizational vision statement that supports the City's goals to attract and retain top diverse talent, to grow with and serve the City's increasingly diverse community, and to achieve the City mission, vision, guiding principles, and comprehensive plan and budget plan goals **Measurement/Deliverable – D&I Organizational Vision**
	3.2 Solicit input from all staff and external stakeholders on the vision statement **Measurement/Deliverable – Feedback results**
	3.3 Incorporate D&I language on the City print media. Make certain the language and visuals resonates with internal and external stakeholders by incorporating diverse feedback **Measurement/Deliverable – Regularly solicit feedback and update as needed**
	3.4 Develop a blog post for the City Manager to share the City's commitment to D&I with all constituents **Measurement/Deliverable – Blog post**
Strategy 4 – Incorporate succession planning for key roles that correlate with D&I goals	4.1 Ensure diversity and inclusion principles are essential foundations of a succession planning system, including a framework of assignments and experiences to expose a diverse pipeline to leadership positions **Measurement/Deliverable – Succession Planning Framework**
	4.2 Establish succession plans that establish race/ethnic diversity in the pipeline **Measurement/Deliverable – % increase in diversity in pipeline**

Appendix
Recommended IVY Training

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Recommended D&I Training

1. EXECUTIVE DIVERSITY ROUNDTABLE WORKSHOP

   - Executive commitment to diversity and inclusion (D&I) is integral to the effectiveness of the initiative. An important step to successfully implement an effective D&I initiative is to have leaders establish their commitment; satisfy themselves with the advantages of D&I and that D&I matter to the organization.

   - An Executive Roundtable provides the opportunity for leaders to have strategic conversations regarding leading the organization through a D&I change initiative. This session moves beyond diversity awareness to educate executives on strategic and operational elements for their business, anticipated benefits, challenges, and tactics to guarantee success.

   - The attendees will have an opportunity to further their own diversity learning and development while establishing the organizational answers to a series of "difficult" questions. The team will see for themselves the level of understanding that currently exists, while also determining the level of consensus regarding certain fundamental assumptions pertaining to D&I and how diversity is implemented. In many cases they will create the organization's "answer" that will guide how they wish all employees to approach D&I within the organization.

Recommended D&I Training

2. DIVERSITY AND INCLUSION WORKSHOP FOR HR LEADERS

- Human Resources Professionals play a critical role in leading and supporting diversity and inclusion in the workplace. They are often expected to be the expert, are asked the toughest questions, and are faced with challenges at all levels. This full day workshop is built to address the unique needs of Human Resources.

- Participants learn how diversity and inclusion impact the entire employee life cycle. As they discuss the challenges and opportunities of an increasingly diverse workforce and marketplace, they will come to understand their roles and responsibilities, and will practice the skills required to become effective and trusted consultants to their business managers and colleagues.

Recommended D&I Training

3. LEADING CHANGE THROUGH INCLUSION: APPLYING DIVERSITY FOR MANAGERS

   - This full day course, designed for managers and supervisors, offers the basics of diversity awareness and understanding and provides managers with exercises designed to engage them in making management decisions using a diversity filter. This session assists managers and supervisors in operationalizing diversity concepts and goals while enabling each participant to construct their own 'Manager's tool kit' for development and learning.

   - Participants explore the dimensions of diversity, defining diversity and inclusion. They learn how to construct the business case for diversity for their organization, and how to communicate it to stakeholders. Participants will gain an understanding of what diversity is, why it matters to them and their organizations, and what they are expected to do as leaders in support of diversity and inclusion.

4. RECRUITING THROUGH A DIVERSITY LENS™

   - The demographics of both the talent pool and customer base are changing. Attracting the best talent requires new skills and competencies. Hiring managers and recruiting staff need an awareness of where to find a diverse talent pool, how to effectively interact with candidates, and how to assess talent when it comes in a "different package."

   - Recruiting Through A Diversity Lens ™ provides insights based on Ivy's wealth of experience developing diversity recruiting strategies for Fortune 1000 and other organizations, interfacing with diverse executives and associates, and assessing what hiring managers and recruiters do both "right" and "wrong" during the recruiting, interviewing and hiring process.

Recommended D&I Training

5. HAVING DIFFICULT CONVERSATIONS IN A DIVERSE WORKPLACE

    - Discussing inappropriate workplace attire, providing feedback during a performance review, asking your cubicle neighbor to lower the volume when playing his favorite religious music . . . some discussions are difficult!

    - Introduce diversity to the discussion – gender, race, age, religion, etc. – and the conversations may seem even more difficult. But learning to have those conversations can actually lead to improved workplace relationships, more effective talent development and . . . your peace of mind.

    - Having Difficult Conversations in a Diverse Workplace is a half-day program designed to build skills that will improve workplace interactions.

6. AGEISM IN THE WORKPLACE: UNDERSTANDING, RESPECTING, AND APPRECIATING AGE DIFFERENCES FOR WORKPLACE AND PERFORMANCE IMPROVEMENT

    - It has become common for a twenty-something to work alongside a forty- or fifty-something in today's complex work environment. Although very familiar with people their own age, workers often enter the workforce with little appreciation or knowledge of those who are significantly older or younger than them.

    - This course highlights the ways in which this diverse mix of workers affords organizations many opportunities and challenges as they seek to boost the performance and levels of engagement of all of their workers.

Recommended D&I Training

7. WHO'S ON FIRST- PEOPLE VS. PROCESS?

- Today's workplace requires a balanced focus of the mission and the people required to carry it out. While most leaders understand the theory of "people as a business enabler", they often do not understand how to embed the practice into their daily work.

- In this hands-on workshop, leaders, managers and supervisors will learn ways to identify and change the systemic corporate processes and procedures that belie a people-centered culture. The participants will work in small groups to prioritize work tasks, motivate, recognize and reward employees, and present "out of the box" solutions to old problems.

- The Who's On First- People Vs. Process? workshop is tailored from existing content to meet the needs of the organization. Ivy will conduct conference calls and/or meetings with the project team to prepare for the session. Workshops will include up to 30 participants.

8. THE LANGUAGE OF INCLUSION

- African-American or Black? Latino or Hispanic? Asian or Oriental? As the workforce and marketplace have changed, questions have been raised regarding what are the "right" words to use. This course increases awareness of the power and use of language in an increasingly diverse workplace and marketplace.

- Participants will learn to examine the evolution of the "right" or "preferred" words, examples in which the "wrong" words were used and the subsequent impact, the importance of speaking for D&I and the implications of not doing so, the common myths and misconceptions about D&I, and practice speaking for D&I.