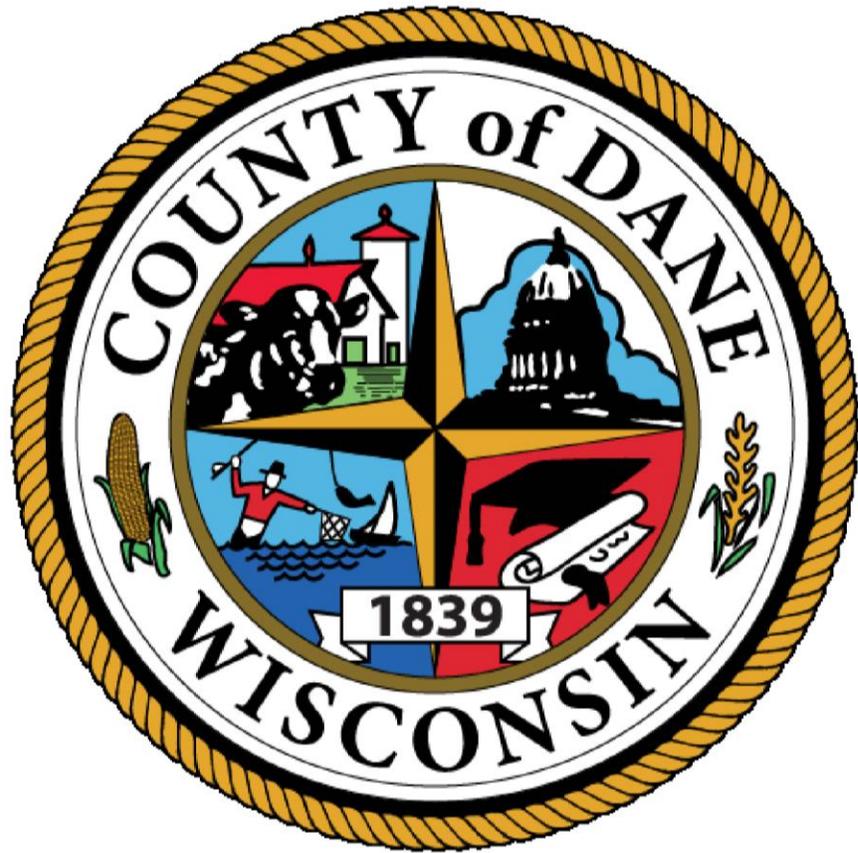


Dane County Workplace Climate Assessment — Report Overview



Presented by:

Annette Humm Keen, Principal

Dave Keen, Principal

Dr. Nicole Yates, Senior Consultant

Keen Independent Research LLC

100 Fillmore St., 5th Floor

Denver CO 80206

701 N. 1st St., 2nd Floor

Phoenix AZ 85004

303-385-8515

303-522-7269 (mobile)

hummkeen@keenindependent.com

www.keenindependent.com

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Dane County Board Executive Committee Meeting



Presentation Overview



1. Introduction and philosophy
2. Study results
 - Workforce
 - Impressions of workplace climate
 - Complaints
 - Training
 - Communications
3. Recommendations
4. Implementation overview

Study Introduction

Assessment of Dane County Government workplace climate

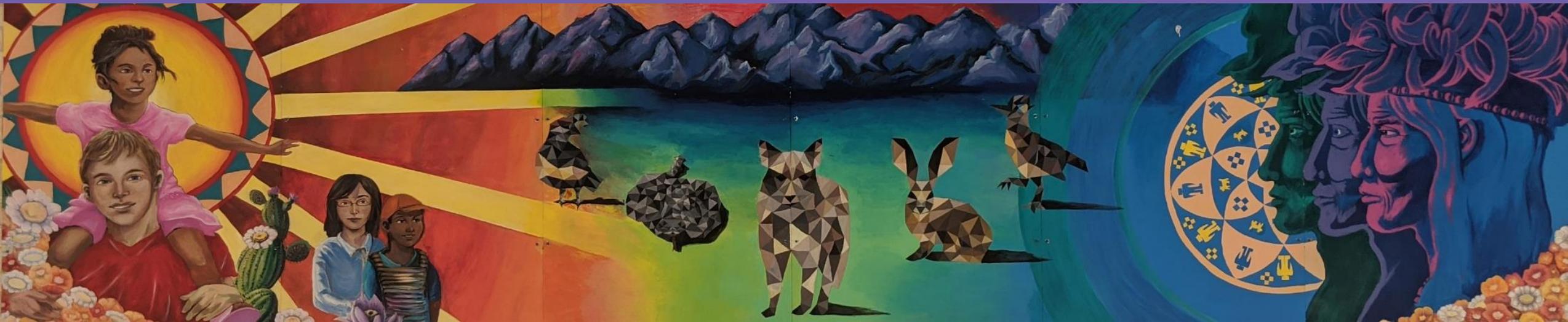
- Examination of Dane County operations, policies and practices
- Recommendations to advance positive workplace climate

Methods:

- Document analysis
- Literature review
- Case study research
- Virtual workshop
- Interviews



Philosophy: Everyone matters

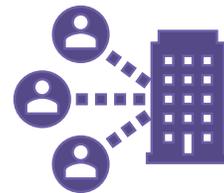
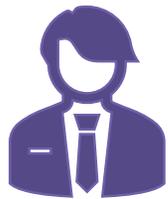


- Race
- Ethnicity
- Gender
- Immigration status
- Sexual identity
- Communication style
- Sexual orientation
- Age
- Physical and mental ability
- Religious affiliation
- Lived experience
- More

Results — Workforce

Reviewed policy and procedure documents

- Governing ordinances
- Hiring and separations policies
- Workplace conduct policies
- Accommodation and leave policies
- Equity and Inclusion Plans (EIPs)



Assessment

- Most documents provide rationales for their contents
- Some employees feel they have “no rights” during the probationary period
- Current EIPs vary in their level of detail

Dane County full-time workers, 2023, and available workforce

	(a)	(b)	(c)	(d)
All EEO Groups	Employees	Percent of employees	Availability of workers in MSA	Disparity index 100*(b/c)
Race/ethnicity				
African American	161	6.5 %	5.7 %	113
Asian American	130	5.3	3.2	166
American Indian, Alaska Native, Native Hawaiian or other ^{1/}	21	0.8	0.5	175
Hispanic American	178	7.2	6.1	118
Two or more races	43	1.7	3.2	53
Total people of color	533	21.5 %	18.7 %	115
Non-Hispanic white	1,943	78.5	81.3	97
Total	2,476	100.0 %	100.0 %	
Gender				
Women	1,322	53.4 %	52.1 %	102
Men	1,154	46.6	47.9	97
Total	2,476	100.0 %	100.0 %	

Note: 1/ Includes Other Pacific Islander.

Source: Dane County employee data, Census 2021 ACS data for availability analysis.

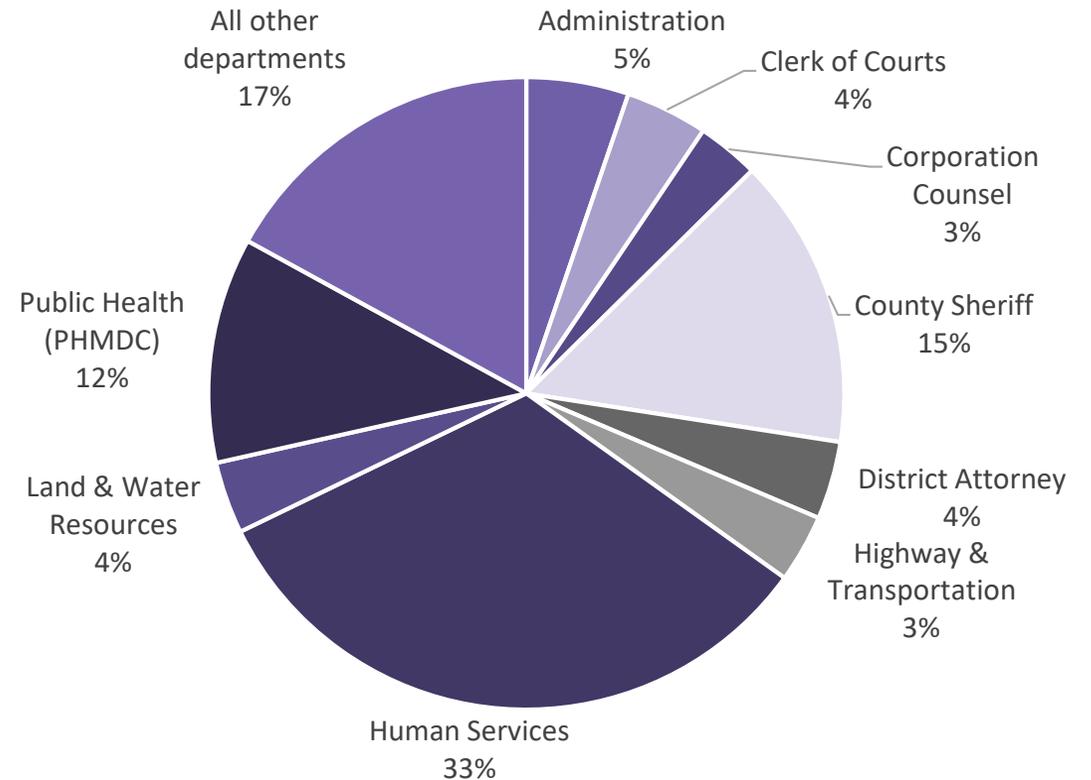
Results — Impression of workplace climate from virtual workshop

Logistics

- Open from August 1 to August 29, 2023
- Responses collected anonymously
- Quality assurance checks performed

Participants

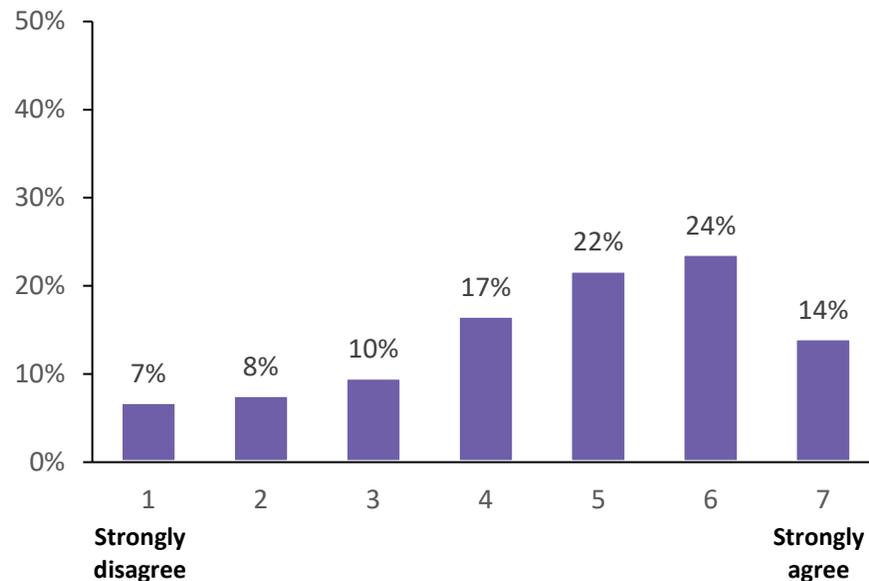
- 1,453 total responses (47% response rate)
- Representation across departments (see pie chart)
- Demographics (voluntary)
 - 58% female
 - 11% people of color
 - 9% identifying as having a disability



Results — Impression of workplace climate from virtual workshop

At Dane County government, people you work with accept a variety of ideas, perspectives and working styles

- Lower scores from participants who identify as having a disability



Cultural differences can still be scrutinized and not accepted, particularly in departments that are traditionally more homogeneous.

Male employee of color

I appreciate the steps Dane County has taken to support workers who [are] diverse, but in the mission statement and vision, it does not discuss workers who have a disability or older workers. I do have a disability, and although they have made most of the accommodations I have requested, the 'official' process is cumbersome.

Female employee

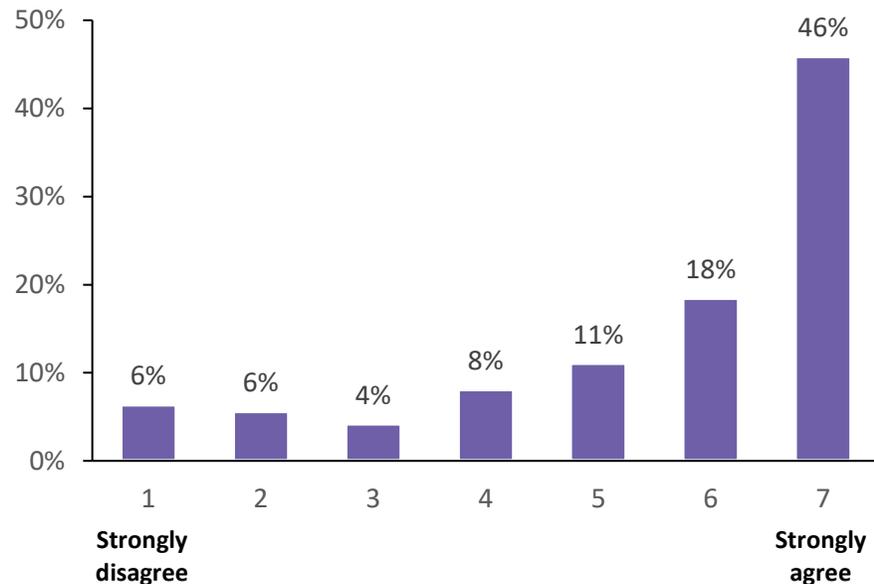
In our work group we are always open to new ideas and better ways of doing things. We specifically look for different perspectives during discussions.

White male employee

Results — Impression of workplace climate from virtual workshop

My manager treats me with respect and dignity

- Lower scores from participants who identify as having a disability



Luckily, I have a great direct manager

Multiracial male employee

The actions of my manager and Department Head have led myself and several coworkers in my department to need long-term FMLA to address mental health issues

White male employee

My direct supervisor, I feel, does treat me with respect and dignity I don't feel that the head of my division does.

White female employee

Management generally treats me with respect, but I've seen others not treated the same way.

County employee

Results — Complaints analysis

Assessment

- Process as practiced in Dane County is not fully outlined in the policy
- Employees identifying as female and as having a disability reported lower levels of comfort with reporting an incident
- Comments from employees indicated concerns with being taken seriously and fear of retaliation
- County offers mediation and other informal options for complaints and can promote those

I have reported workplace discrimination and without any investigation, my Department Head blamed me for being harassed. My direct manager ... takes no action when I continue to report specific acts of discrimination against my protected status.

Employee of color

I've witnessed discrimination by our [manager] on several occasions. Fear of guaranteed retaliation kept me from reporting it.

County employee

Results — Training

Assessment

- Employees expressed inconsistent experiences with managers and suggested uniform training
- Employees want additional training at all levels and for a variety of topics (e.g., job skills, equity issues)
- Benchmark counties have training programs and divisions (e.g., Milwaukee County)
- Best practice research indicates that regular training supports employee perceptions of a positive workplace environment

Any time I have asked my supervisor about trainings ... or advancing ... answers are not known or given, and I don't feel supported.

County employee

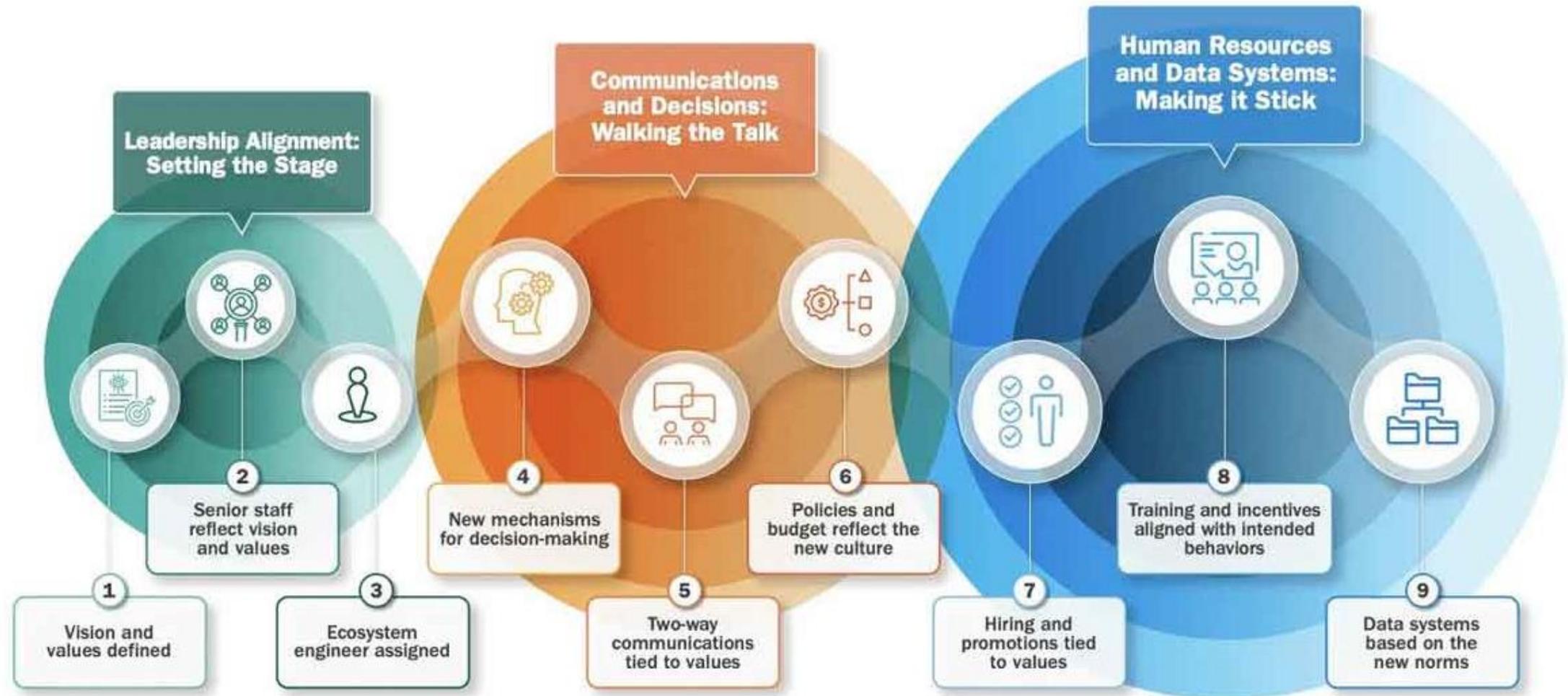
My department is making active coordinated effort for training and programming for DEI (yay!) but don't know if others are (boo!).

Multiracial male employee

Training and development is extremely needed

Female employee of color

Recommendations — Cultural cascade framework



Source: Kleiman, N., & Shermansong, A. (2022). City Leader Guide on Organizational Culture Change: Creating Conditions for Innovation, Collaboration, and High Performance in City Hall.

Recommendations



Leadership alignment

- Reaffirm leadership commitment to vision and values
- Ensure managers receive continual training
- Leverage an internal committee to serve as positive workplace culture champions



Communications and decisions

- Provide training on how to create and maintain consistent equity and inclusion plans
- Clearly document and articulate the internal complaints process
- Ensure that internal communications provide a rationale for decisions made



Human resources and data systems

- Increase transparency around hiring and promotions
- Align training with organizational values
- Set benchmarks for employee satisfaction
- Offer more direct support to employees who identify as having disabilities

Recommendation	Resources required	Responsible party/role	Tasks	Tracking progress
1-1. Reaffirm leadership commitment to vision and values	<p>Leadership time</p> <p>Staff meetings</p> <p>Internal communications channels</p> <p>Existing vision and values statements</p> <p>Staff with strategic planning experience</p> <p>Budget for outside strategic planning consultants</p> <p>Project management software/tools</p>	<p>Managers and supervisors communicate vision and values with staff often</p> <p>Department heads ensure consistency in communication of vision and values and direct efforts to develop or improve visions and values</p>	<p>Low effort:</p> <ul style="list-style-type: none"> ■ Affirm existing vision and values in meetings and other communications ■ List vision and values on department website <p>Medium effort:</p> <ul style="list-style-type: none"> ■ Solicit input on vision and values from employees ■ Regularly revisit vision and values and revise as needed <p>High effort:</p> <ul style="list-style-type: none"> ■ Engage in strategic planning processes at the department level to define vision and values with internal and external input 	<p>Assess visibility of vision and values (e.g., on internal communications, department website)</p> <p>Assess strategic planning task progress (percent complete)</p>

Recommendation	Resources required	Responsible party/role	Tasks	Tracking progress
<p>2-1. Provide training on how to create a consistent Equity and Inclusion Plan (EIP) using the template</p>	<p>Employee Relations time</p> <p>Office for Equity and Inclusion time</p> <p>Leadership time</p> <p>EIP template</p> <p>Training budget</p>	<p>Employee Relations and the Office for Equity and Inclusion collaborate on training content</p> <p>Employee Relations manages internal training materials</p>	<p>Low effort:</p> <ul style="list-style-type: none"> ■ Set County-wide schedule for updating EIPs <p>Medium effort:</p> <ul style="list-style-type: none"> ■ Have leaders from departments with detailed EIPs meet with departments with underdeveloped EIPs to discuss strategies for improvement <p>High effort:</p> <ul style="list-style-type: none"> ■ Seek outside trainers to facilitate equity and inclusion training ■ Develop a robust training module for drafting an EIP (e.g., that includes written and video materials to support different learning preferences) 	<p>Track how often EIPs are updated in each department</p> <p>Track how often EIP training is accessed</p> <p>Assess EIPs for completion on a biannual schedule</p>

Recommendation	Resources required	Responsible party/role	Tasks	Tracking progress
3-1. Increase transparency around hiring and promotions	<p>Employee Relations time</p> <p>Office for Equity and Inclusion time</p> <p>Leadership time</p> <p>Staff time</p>	<p>Employee Relations owns policies and procedures related to hiring and promotion</p> <p>Department leaders take responsibility for the development of their staff members</p>	<p>Low effort:</p> <ul style="list-style-type: none"> ■ Communicate existing policies around hiring and promotions ■ Acknowledge barriers groups have faced to employment and promotion <p>Medium effort:</p> <ul style="list-style-type: none"> ■ Develop a checklist of competencies needed to attain promotions by department <p>High effort:</p> <ul style="list-style-type: none"> ■ Create personalized growth plans with all employees that set standards for promotions ■ Expand recruitment efforts to ensure County positions continue to attract diverse candidates 	<p>Track demographics of new hires and promotions</p> <p>Measure employee attitudes toward hiring and promotions</p> <p>Measure employee perceptions of support of and investment in their professional growth</p>

Questions and discussion