



City of South Bend  
2016 Diversity & Inclusion Program,  
Practice and Policy Review

May 16, 2016



## Overview and Purpose

On January 15, 2016 Mayor Pete Buttigieg signed Executive Order No. 01-2016, establishing a City-wide diversity and inclusion initiative.

Section 1 of E.O. No. 01-2016 instituted a statement of policy for the City of South Bend regarding our aspirations and intentional focus on issues of inclusivity and diversity in our workplace and procurement of goods and services as well as our broader community.

Section 2 of E.O. No. 01-2016, called for the Chief of Staff to the Mayor, the Diversity Compliance/Inclusion Officer, and the Director of Human Rights in coordination with the heads of the City Departments and other appropriate City officials to review existing City programs, practices and policies which promote diversity and inclusion and identify areas of strength and needed improvement, with a report within 120 days of the order.

The newly appointed Diversity Compliance/Inclusion Officer joined the Mayor's office Monday May 2, 2016. The following initial review serves as the report specified in E.O. No. 01-2016.



# Initial Review Method

## Executed Strategy

**Initial one on one discussions** with department leadership regarding existing programs, practices and policy areas of strength and areas of opportunity for improvement.

**Initial review of existing policy manuals** rules and regulation guidebooks.

**Initial review of existing programs,** and initiatives that promote diversity and inclusion.

**Initial review of existing practices and processes** that may impact workplace environment, climate, recruitment, hiring, promotions, transfers, and overall retention.

**Initial review of existing available diversity and inclusion data reports.**



# Initial Review Findings

## Areas of Strength: Positive Findings

**INCLUSION**-Senior leaders across City departments are open to expanding their knowledge of diversity and inclusion issues in the workplace.

**EXCELLENCE**-Several City departments have existing “best practice” diverse community outreach programs that are well-known in the City and surrounding areas.

**ACCOUNTABILITY**-Some City departments have identified areas of opportunity and are ready to collaboratively move forward once a plan of action is established.

**INNOVATION**-Some City departments have adopted new software to increase the efficiency and accuracy of diversity data collection.

**EMPOWERMENT**-Senior leaders across City departments are actively engaging their staff for ideas on how to improve the representation of diverse staff and create more inclusive workplace environments.



# Initial Review Findings

## **Areas of Opportunity: Constructive Findings**

**INCLUSION**-There is a need to add inclusive language and processes in all City policy manuals, rules and regulation guidebooks.

**EXCELLENCE**-There is a need for cultural competency experiential learning, education, and training for all exempt and non-exempt City personnel.

**ACCOUNTABILITY**-There is a need to improve and in some cases create a flexible, consistent, and centralized compliant hiring, promotion, transfer and overall retention processes.

**INNOVATION**-There is a need to more fully utilize technology and newly compiled data sets for more strategic decision making, compliance reporting, communication and resource allocation.

**EMPOWERMENT**-There is a need to provide City staff with the tools, resources and experiences necessary to progressively improve career potential and add value to the City as an aspirational employer of choice.



## Next Steps

The Chief of Staff for the Office of the Mayor, The Diversity Compliance/Inclusion Officer, the Director of Human Rights, City Department leadership and other appropriate City officials will collaboratively create the Diversity and Inclusion Strategic Plan for the City of South Bend based on the information compiled in this report as well as any additional data that may be necessary.

The foundation of the new City of South Bend Diversity and Inclusion Strategic Plan rest on our statement of policy set forth in Section 1 of E.O. No. 01-2016. It will be manifest in our core competencies of inclusion, innovation, excellence, empowerment and accountability.



# Appendix

# Appendix A: City Purchasing



## Areas of Strength

- Outreach and engagement (How to do business with the city)
- Diverse organization membership—Mid-States Minority Supplier Development Council (MSMSDC), Women’s Business Enterprise National Council (WEBNC)

## Areas of Opportunity

- Provide cultural competency experiential learning, education and training opportunities for all staff
- Review existing corresponding Ordinance, policies and processes for compliance and recommend possible amendments
- Create an inclusive online video guiding prospective contractors through the bidding application process
- Utilize data tracking software for targeted decision making and reporting
- Review staff capacity for Ordinance, policy and process compliance
- Review SBA/DBE/MBE/WBE State Certification process
- Conduct a feasibility study on staff bandwidth for establishing local SBA/DBE/MBE/WBE Certification program



# Appendix B: City Personnel



## Areas of Strength

- New Applicant Tracking System (ATS)
- New initiatives (Women Leadership Conference, Veterans Appreciation Luncheon, JAG, Goodwill Placement Program)
- New employee handbook

## Areas of Opportunity

- Provide cultural competency experiential learning, education and training opportunities for all staff
- Develop inclusive employment policies
- Expand experiential learning, education and training to create more inclusive environments and increase cultural competency for all staff
- Review government compliance program data collection and reporting
- Create online easy access toolkits for hiring managers, new hires and current staff
- Design a robust online career (performance) management system tied to merit-based compensation
- Create an open door culture



## Appendix C: City Outreach

### Areas of Strength

- Youth outreach (PAL, Dia De Los Reyes, Youth Police Academy)
- Donations and volunteer opportunities (school reading program, La Casa De Amistad, VIP/TEO)
- Community collaboration and outreach (Roving roll calls, Cops, Coffee and Conversation, Crossing Guards, Pastoral Round Tables)
- Community education and training (SRO's, Violence Intervention Initiatives, CAN)

### Areas of Opportunity

- Provide cultural competency experiential learning, education and training opportunities for all outward facing City volunteers
- Conduct an environment/climate survey
- Conduct a barrier analysis for efficient process planning
- Proactive review of existing policy, duty manuals for inclusive language and process development
- Build on the Open City brand