

HUMAN RESOURCES MEMORANDUM
#7-2022

DATE: July 25, 2022

TO: Honorable Mayor Meredith Leighty and City Council Members

THROUGH: Heather Geyer, City Manager *hmg*

FROM: Tamara Dixon, Human Resources Director & Chief Diversity Officer *TD*

SUBJECT: CPS HR Diversity, Equity, and Inclusion Organizational Assessment Update

PURPOSE

To provide Council with an update on the City's internal Diversity, Equity, and Inclusion Organizational Assessment, conducted by CPS HR Consulting.

BACKGROUND

In November 2020, the City initiated the RFP process for Diversity, Equity, and Inclusion (DEI) employee training. As noted in the RFP, to drive transformative change within the organization and to meet the needs of the community, residents, and businesses, the City was seeking a collaborative partner to advance its diversity, equity, and inclusivity goals and to meet the organization where it currently is rather than a one size fits all approach. Staff understands a commitment to diversity, equity, and inclusion is a long-term commitment, and to support that, the City has partnered with CPS HR on this journey. CPS HR has been assisting organizations with their talent management needs for 35 years. They have unique expertise in delivering human resources management and consulting services, employment testing, and assessment services to government agencies throughout North America.

CPS HR's approach to this partnership has been to conduct a two-step organizational assessment designed to provide a list of prioritized recommendations for the City. Step one was to provide a DEI assessment survey to all internal staff, and step two was to hold three focus groups with employees to drill down and obtain further clarity and practical understanding of the City's needs. This two-step assessment allowed CPS HR to develop targeted training for employees, beginning with Cultural Intelligence training in June of this year.

In addition to identified training for line staff, CPS HR will also provide targeted training to the Leadership Team to help them establish a DEI game plan.

BUDGET/TIME IMPLICATIONS

The total cost of the contract with CPS HR is not to exceed \$75,000. This is an ongoing process.

STAFF RECOMMENDATION

This item is for informational purposes only.

STAFF REFERENCE

If Council members have any questions, please contact Tamara Dixon, Human Resources Director & Chief Diversity Officer, at tdixon@northglenn.org or 303.450.8877.

ATTACHMENT

1. CPS HR presentation

DEI: The Journey of Organizational Transformation

We Meet You Where You Are



Greetings and Introductions

Listening with Open Hearts





Jacques Whitfield, J.D.

Project Leader

Principal Consultant
DEI Training Leader



Regina Romeo, M.P.A.

CPS DEI Program
Leader

Chief Human
Resources Officer



Deanna R. Heyn, SPHR (Colorado)

Colorado Regional Manager

Principal Consultant



Jeffrey T. Hoyer, M.B.A.

Project Manager

Senior Leader,
Organizational Strategy



Paula North, M.A.

DEI Survey Design
Specialist

Senior HR Consultant,
Organizational Strategy

Your CPS HR Team



Scope of Work

- A. Organizational DEI Assessment – Aug 2021
- B. All Employee Training
- C. Leadership Team Training
- D. Next Steps – Organize and Operationalize DEI Into Municipal Structure



- A. Organizational Assessment
 - 1 Customize the DEI Assessment
 - 2 Create the DEI Assessment
 - 3 Provide the survey
 - 4 Provide survey results
 - 5 Hold 3 focus groups
 - 6 Provide focus group results
 - 7 Provide final report: survey & focus group results

June	July	August
Build Assessment	Provide Survey	Hold Focus Groups

Scope of Work

- A. Organizational Assessment
- B. All Employee Training – May/June 2022**
- C. Leadership Team Training
- D. Next Steps – Organize and Operationalize DEI Into Municipal Structure



- B. All Employee Training**
 - 1 Customize training to sync with Org Assessment Results
 - 2 Collab on final version training plan
 - 3 Provide training sessions
 - 4 Provide final training summary report to be used as inputs into Leadership Team training and the DEI Board re: possible additional work

September	September	Oct - Dec
Customize Training	Collab on Final Training Plan	Provide Training

Scope of Work

- A. Organizational Assessment
- B. All Employee Training
- C. Leadership Team Training – June 2022**
- D. Next Steps – Organize and Operationalize DEI Into Municipal Structure



C. Leadership Team Training

- 1 Hold 1/2 day planning & prioritization session
- 2 Hold 1/2 day strategy session to create implementation strategy and staff involvement
- 3 Create a DEI communication strategy before and during actions taken

Dec - Jan	Dec - Jan	Dec - Jan
1/2 day Planning Session	1/2 day Implementation Session	DEI Communication Strategy

Scope of Work

- A. Organizational Assessment
- B. All Employee Training
- C. Leadership Team Training
- D. Next Steps – Organize and Operationalize DEI Into Municipal Structure**



T/B/D	T/B/D	T/B/D
Operational Planning - Internal	Operational Planning - External	Ongoing Consulting & Coaching

Recommended Next Steps



1. Develop a DEI Leadership Development Program for All Managers and Supervisors (Live Cohort Model)
2. Launch DEI Leadership Development Program
3. Provide Monthly and Quarterly Reports to CM/DHR
4. Re-Launch DEI Committee



Thank You!