Recruitment and Retention of BIPOC Millennial Workforce in Local Government

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Prepared by

Students enrolled in
*HRIR 5222: Creating and Managing
Diversity and Inclusion*

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CITY OF BLOOMINGTON MINNESOTA

Resilient Communities Project
UNIVERSITY OF MINNESOTA
Building Community-University Partnerships for Resilience

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Introduction

At the core of pay transparency is the intention to provide a way for an organization to show employees and prospective employees that they are committed to sharing information on pay including for what individuals are eligible, and the decisions that go into setting compensation. The City of Bloomington has requested assistance from our group in increasing pay transparency for City employees. In order to do this the City wanted a review of comparable municipalities as well as private and nonprofit organizations of similar size with the goal of getting ideas of best practices from them so that Bloomington could make adaptations and stay up-to-date on any trends. Behind this goal is the idea that through careful adjustment, hiring and retention practices can be improved to better target BIPOC Millennials.

Pursuant to the initial request, our goal was to research pay transparency as it relates to equity for BIPOC millennials. Unfortunately, this data is not as publicly available as we had initially hoped. So many organizations are hesitant to even collect this data, because as we learned through our data-driven DEI discussion and assignment the act of collecting data on this in itself opens up the risk of legal exposure. Moreover, those organizations which do collect this data are not likely to share it with individuals who claim to be students of a business school or anyone else. We started by reaching out to several organizations, including ones for which we work, and either did not receive a response or were met with resounding answers of "no" for not having a business need. After having conversations with an HR representative from the City as well as with Pa Dao and Faith, we chose to instead focus the scope of our research on what best practices and industrial trends we could ascertain from more broad and generalized data. While we did include compensation information from comparable organizations, it cannot be

considered complete per the City's request because it does not include information on equity. With the aforementioned in mind, the following research and subsequent recommendation will be centered around our findings related to reducing bias in compensation plans and performance evaluations, and pay-for-performance as a tool for influencing true meritocracy that is blind to bias. These, we believe, will lead to recommendations for the City of Bloomington that–while not directly what it had asked for–can be implemented as a way to improve organizational transparency, build trust among relevant stakeholders, and improve recruitment and retention for BIPOC millennials and other traditionally underrepresented groups.

Trends in Comparable Organizations

Before a comprehensive in-depth research on transparency and performance-based pay, a cross-referencing was conducted in regards to the overall pay structure in the City of Bloomington compared with different types of organizations.

<u>Other Municipalities</u>

The City of Bloomington has been operating on the 6-step advancement pay grade system with eligibility to a range of performance-based pay after getting to the max step, with a rate of roughly advancing a step every year for the non-represented and full-time employees. For the most part, other municipalities are operating under very similar systems aside from some minor differences. Ramsey county is also operating under job code index classification with step systems and associated salary grades & advancement via increment service time, but it has a wider range of steps all the way from 5 to 15 as opposed to the City of Bloomington with 6-steps. Most Ramsey county employees also transition across job titles for better pay, as opposed to have eligibility to performance-based pay after getting to the max step, however, there's one specific classification called "Professional – Technical - Administrative" that's

performance-based having salary step advancement based on a performance appraisal rating of "proficient" or higher, instead of increment service time. Another example for comparison would be the City of Duluth, where there's also pay steps and job classification used based on code & index (pay grade 1-50), however, unlike Ramsey county with a bunch of, the City of Duluth operates its transition between job titles with a relatively strict protocol based on its pay, as the employees will transition to the steps of their new job title that's closest to their original pay rate in their steps when they are either promoted or demoted. In addition, the City of Duluth also contains merit-based pay such as the department heads pay, extra duty pay, and longevity award that are somewhat similar to the City of Bloomington that operates through employer's or supervisor's writing evaluation and approval.

Public Schools

The two public school systems we looked at, the Bloomington public school and the Duluth public school, also shared similar pay structures with the City of Bloomington. While the scope of job titles and employees are significantly smaller in school systems, the basic job classification and salary schedule (similar to steps pay grade) are quite similar, the public schools offer slightly more flexibility when it comes to their pay structure. For instance, the Bloomington public school system offers opportunities for negotiation of pay by the employees, which the employees can also be eligible for being in the starting pay salary system, as they would weigh on individual experiences and expertise to decide if they would hire this personnel starting beyond step 1. Also, the Duluth public school system offers a more clear instruction of job promotion and reclassification, which would evaluate workloads and duties on employees' current job title, in order to determine their job reclassification, promotion, and their pay level.

<u>Private Organizations</u>

When comparing the City of Bloomington to a private organization, the pay structure is significantly different based on the essence of the organization, the financial systems, the constraints and issues, etc. Using Company A as a frame of reference in this research, a private organization uses a more complex salary structure that consists of basic salary, short-term incentives, and long-term incentives, with the basic pay grade determined by the hierarchy of the job level as well as the negotiation process of the job type. The job level, referring to the amount of decision-making and the employees under supervision, is determined by a data-driven framework that consists of job cataloging, job evaluation/leveling, and compensation elements referencing market data. This is used to ensure that the pay grade is accurately determined with fairness and equity between titles and responsibilities, in order to distinguish pays across different positions. The job level determined based on the framework arranged in descending order are vice president, director, manager, professionals/supervisors, and non-exempts.

The private organization also utilizes data-driven practices when evaluating performance-based pay to ensure transparency and accountability for all employees. The organization uses 4 main metrics when determining awards: performance, total compensation, differentiation, managing bonus pools, which are all data-driven and takes into account the current status of the employees as well as their expected status using business multipliers. Aside from data-driven practices, the organization also ensures employees well-being alongside development & accelerating programs. One of the commonly used frameworks is "Employee Conversation", which is a regularly-updated semi-annual action that focuses on establishing a compensation profile and assists the employees to target better compensation packages based on their performance and status. This is used alongside data-driven practices to ensure that both qualitative and quantitative traits are considered before HR pushes compensation decisions.

<u>Short Conclusion</u>

While some notable differences in pay structure might not be relatively feasible, these are still some potential changes that the City of Bloomington can tailor towards in order for better subsequent outlook, attraction, and retention. First, the evaluation procedure can be multi-facets with more than just employer/supervisor written evaluations based on some constructs. Not only there can be multiple sources of evaluation, a potential data-driven framework alongside carefully defined metrics can possibly benefit a more fair and transparent evaluation process. Secondly, the pay grades and structures can tailor towards a more flexible compensation structure with negotiation, starting above step 1 (which the City of Bloomington is current conducting), and also having a clear boundaries from steps advancement with both job "position" and "level", as one key observation of some municipalities is the issue of lacking one of the other. Lastly, the advancement process can also potentially be data-driven, flexible, and considered performance and merits instead of increment service time, with merit-based pay can even be combined with the steps advancement to create a more fair and appealing process to employees in all steps.

Reducing Bias in Performance-Based Pay

Performance-based pay is a pretty fair and effective way to reward and recognize your employees for their contributions. However, if bias influences the process in any sense, it can lead to unequal pay and missed opportunities which then will lead to a decrease in morale and productivity among everyone. Hence why reducing bias in performance-based pay is extremely crucial for creating an equitable and supportive work environment for all employees. It's important to be clear and objective and establish measurable performance criteria that are tied directly to job responsibilities and aligned with the goals of Bloomington. Performance criteria

should be communicated to employees in advance and should be based on factors that are within an employee's control and can be objectively measured. Further, another good practice for organizations is to implement a standardized and consistent performance evaluation process that is applied to all employees. Communicating exactly how performance-based pay decisions are made, what factors are considered, and how the outcomes are determined is super important and helps to build trust and reduce perceptions of bias.

Now knowing what practices are best to utilize, how can compensation be made more equitable and fair for all? One place to start is establishing clear and transparent compensation policies. Developing clear policies that outline how pay decisions are made and the factors that are considered used to determine compensation will make things more equitable and again, help to build trust. However, it's important to communicate policies to all employees. Additionally, removing bias from compensation decisions by training managers on unconscious bias and how it can impact compensation decisions. When organizations take the initiative to raise awareness about common biases that may influence pay decisions, such as gender bias or racial bias, and provide strategies, it helps to mitigate them and push the organization forward. Further, making data-driven compensation decisions is another way to make things equitable. Compensation decisions should be based on objective data, such as market data and industry benchmarks, to make sure that pay is based on job-related factors and can be measured in a way that doesn't take into account the employees' personal factors. Finally, being transparent about pay allows for open communication about compensation practices, pay ranges, and opportunities for advancement. However, it can be a double-edged sword if not implemented properly. While pay transparency can be great for making things equitable and fair, increases employee trust and

engagement, and improves overall morale and productivity, it can also lead to employee dissatisfaction, difficult negotiations, and can lead to privacy concerns.

Performance Pay

Pay-for-performance compensation has been a longstanding compensation practice. It is the type of compensation that is used to reward higher-performing employees with additional pay. It typically involves giving employees base pay increases or bonuses, either annually or throughout the year. According to a Harvard Business Review study, 81% of top-performing companies use some form of pay-for-performance. A merit raise is a permanent addition to an employee's base pay, with the average merit raise increase for 2023 being between 4-5%. Furthermore, it is estimated that 80% of companies plan to give base pay increases in 2023 (Estrada, 2023). A merit bonus is a monetary reward given to an employee in addition to their fixed compensation and must be re-earned each performance period, and surveys report that bonus pay popularity is increasing. Companies like the idea of individual-based performance bonuses because these one-time cash rewards don't increase fixed labor costs, yet link pay to performance. Because merit pay isn't a standardized compensation practice, it is crucial for employers to prioritize equity and fairness in evaluating employees for merit-based pay to avoid bias and decreased employee morale.

Merit pay offers a wide range of benefits for a company. For starters, it encourages high performance standards. Employee productivity and motivation will likely increase when employees see the opportunity to earn additional compensation by going the "extra mile." Additionally, performance-based pay draws and holds superior performers, as this kind of pay rewards skill and effort. Without the recognition of high-performing employees, companies risk the loss of highly competent and well-motivated people. So, merit pay can work to reduce

turnover, as employees won't see their salaries as "capped," and consequently will be less likely to find a job elsewhere. People today are less likely to stay with one company for an extended period of time. Job-hopping has become an increasingly popular practice, especially with Millenials, so it is imperative for companies to provide competitive compensation packages, which includes performance pay, to ensure that compensation isn't a reason employees are leaving the company (Smith, 2023). An additional reason to adopt a performance-based pay system is that it incentivizes employees to take on additional responsibilities. So, for all the reasons mentioned above, companies can reap significant benefits if they choose to incorporate performance-based pay into their compensation system.

  With performance pay, comes the need for performance evaluations. In order to have unbiased performance pay practices, performance reviews themselves need to be unbiased in order to ensure merit based pay is achieved. Some of the best practices for unbiased performance reviews are the use of 360 degree performance reviews and joint evaluations. A 360 degree performance review is a cumulative evaluation of an employee's performance and workplace contributions from different sources surrounding an employee such as coworkers, supervisors, reporting staff, and others that work adjacent (Heathfield, 2022). The key idea is to get feedback from all around this employee, getting a circular view of what this employee is like. It is a way to fully assess an employee's performance in different settings. Having multiple sources of feedback and insight into this employee provides a way to eliminate individual biases that can come from relying on a single source, such as a supervisor or by the individual themself (deBara, 2022). The most effective application of the 360 performance review is to conduct this review every 6-12 months so evaluations are frequently updated as employees remain in the position. 360 degree performance reviews are a tried and tested method for providing holistic

performance evaluations as more than 85% of Fortune 500 companies perform 360 degree

reviews to give balanced feedback to their employees (Zenger, 2016). Another beneficial practice

for unbiased performance reviews is joint evaluations. Joint Evaluations are where people are

evaluated jointly and options are examined jointly rather than separately. In the article presented

in class, "When Performance Trumps Gender Bias: Joint vs. Separate Evaluation", it states

"Evaluators are more likely to base their decisions on individual performance in joint than in

separate evaluation and on group stereotypes in separate than in joint evaluation, making joint

evaluation the profit-maximizing evaluation procedure" (Bohnet, van Geen, Bazerman, 2016).

This shows how evaluating jointly reduces bias as it encourages judgments based on people's

performance rather than their demographic characteristics. In the article, it was found that during

joint evaluations, evaluators were more likely to choose the higher performing candidate

regardless of any demographic differences, whereas in a separate evaluation, evaluators'

decisions were heavily influenced by gender, although this does not correlate at all to

performance. While this study focuses on gender discrepancies, this practice can be implemented

in many contexts to evaluate performance outcomes rather than demographic characteristics.

Both 360 degree performance reviews and joint evaluations are ways to fully assess an

employee's performance while reducing bias that can occur in decision making processes.

Conducting these reviews and evaluations are essential not only for unbiased merit based pay,

but also for making any employee-related decisions well informed.

Currently the City of Bloomington's current Pay Grade Compensation Plan consists of

various pay grades where employees typically advance to the next step of the pay grade annually.

There are typically six steps that employees advance through, and then a maximum can be

reached. Once the maximum step is reached, employees are then eligible for performance pay.

The goal of the step program is to eventually get every employee to the midpoint range of the market salary. Also within Bloomington's compensation plan is the exceptional service pay program. This is a performance based bonus that is based on requests for exceptional service pay made by the employee, another City employee, or supervisor. With this request, it should detail the achievement of the performance criteria of the employee being considered for exceptional service pay, which will be sent to the employee's supervisor. This exceptional serviced pay is a one time payment in an amount not to exceed $2,000 and one employee cannot receive more than $4,000 of it in a year. While having this merit based pay is a good starting step, there are several key issues with this current practice. There is room for bias within this compensation plan as only people in the top pay range are available for this merit pay, which means employees must be within the company for a long period of time before they are even eligible for performance pay. The exceptional service pay is something all employees can be eligible for, however they must be recommended and evaluated for it. Since it is a single recommendation and evaluation process, there is room for bias within this program. It is also unclear how common it is for this kind of pay to be awarded. There is room for improvement within the compensation plan for merit based pay and performance evaluation methods regarding performance pay after reaching the maximum pay step and with the application of exceptional service pay.

Recommendations and Conclusion

The City of Bloomington kindly provided us a report that showed, among other things, the current step on which each employee resides and corresponding demographic information. This allowed us to review organizational trends in wages and retention. We assume that an individual has, on average, been with the City for approximately a number of years equal to their

current step minus one, because an employee moves up a step on their anniversary. This assumption is imperfect because it does not include individuals who have been promoted and moved down to another step, but our belief is that trends should still be predictive of organizational seniority despite not being provided that information. Appendix 1 shows the average step of each employee at each age. We expect the data to generally trend upwards as employees have longer career length and are able to stay with the organization longer, with a trend downwards towards retirement age. Because we want to focus our attention on millennials, we focus on the part of the chart from the mid 20s to early 40s in age, where we do find this trend reflected for the most part despite a downturn in the early 40s. Based on this trend we do recommend targeting millennials with retention initiatives as it appears that there may be a gap for individuals from 41-44. Appendix 2 shows the average step level of employees filtered using demographic data to include white employees and BIPOC employees. Here we noted that there is a contrast between these two groups and the following recommendations are made with that in mind.

First, we recommend that no matter what changes are or are not made, there needs to be transparency from upper management. This involves rewriting and updating the current compensation plan policy which includes outdated language that may confuse current or prospective employees, and communicating what changes are being made and the reasons for why with current employees. Pay ranges need to be clearly defined with standards set for where new hires are eligible to start, when they can move up a step, and what moving up a step entails. Currently there are many employees who are considered "off-step;" we recommend clearing up communications around when an employee can be either on or off step and what that means for their salary.

Second, we recommend utilizing metrics in the review process where applicable. Current performance evaluation involves a supervisor determining whether an employee has been successful or not and allowing them to move up a pay step if they were. As established, many organizations are incorporating additional measures such as feedback from stakeholders (co-workers, peers, one-up supervisors, etc.) and self-evaluations. This would allow the City to get a better understanding of the true success level of an employee and can help to reduce bias. Use of objective evidence to review employees can additionally reduce bias. When evaluating specific job classifications to determine salary ranges, market data on the position should be used to determine applicable range.

Finally, we recommend implementing merit-based pay. Though most comparable municipalities found have not yet implemented this measure, we believe that successful implementation of pay-for-performance measures will help the City of Bloomington to attract and retain BIPOC millennials who are high performers. Millennials leave jobs on average earlier than other generations, so paying for performance rather than seniority is the recommended measure for retaining top talent. Additionally, well-implemented merit pay can reduce bias in decision making and can lead to better organizational metrics related to equity. We recommend considering merit bonuses rather than or in addition to salary increases.

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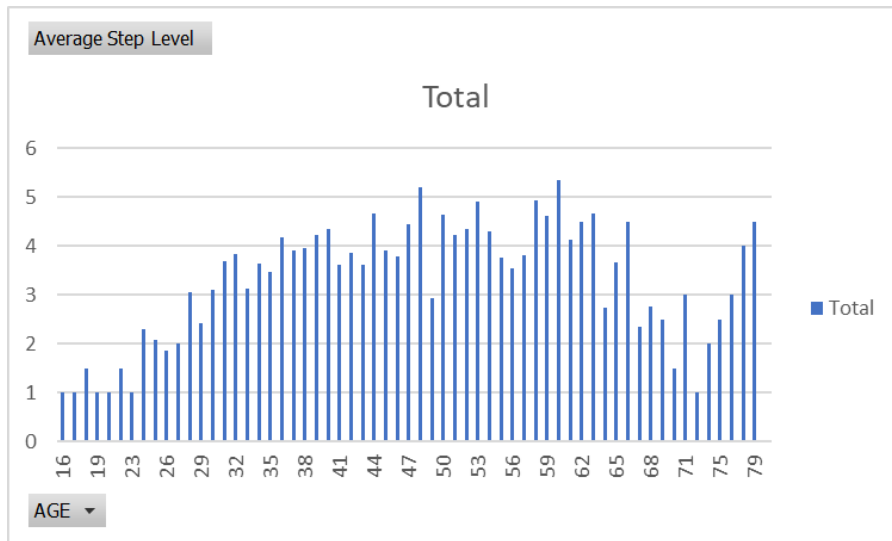
Appendix 1

Appendix 2

	Average Step Level
White	3.758160237
BIPOC	2.885245902

Performance-Based Pay in the City of Bloomington

Team 1
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The Request

The City of Bloomington has asked our class to recommend improvements to the pay plan that are targeted towards improving recruitment and retention for BIPOC Millennials.

Currently, Bloomington's compensation plan is a list of pay grades with corresponding steps. Employees move up steps annually until the 6th step, after which they become eligible for merit increases. Most new hires start at step 1.

Other Municipalities

Ramsey County:

- Job Classification: Job code index with its associated salary grades & rates.
- Specific classification: "Professional – Technical - Administrative" are Performance Based, using Salary Step Advancement based on a performance appraisal rating of 'proficient' or higher.
- Salary progression ≠ Years Worked (longevity)
- Most advance to the next job title rather than merit-based pay.

City of Duluth:

- Job Classification: Pay grade 1-50
- When promoted to a new classification/title, the pay should move to the next highest pay range unless with the approval of the chief administrative officer otherwise; when demoted to a new classification/title with a lower pay range, the pay should move to the new pay range should maintain abt the same.
- Merit-based Pay:
  - Department Heads Pay
  - Extra Duty Pay (be described in writing by the Employer)
  - Longevity award

Schools

Bloomington Public Schools:

- Job classification: Clerical, Food & health service, custodial, maintenance, etc
- Negotiation of pay, salary schedule are determined each year (Approved vs. Starting Pay).
- Longevity Pay, Overtime Pay, Compensatory Pay. (paper evaluation across jobs)
- Steps of advancement: Qualifying period & classification period.

Duluth Public Schools:

- Job classification: Clerical, Food & health service, teachers, etc.
- Using a set salary schedule (increment by service time).
- Job reclassification: a position reevaluation based on workload and duties.
- Promotion: transition to a new position with new pay grade.

Private Organization

Using Company A as a frame of reference...

- Pay grade: determined by positions
- Total compensation = Base salary + short term incentive & long term incentive
- Annual Performance Bonus Plan
- Long-term incentive plan
- Evaluation of the merits: Performance, Total compensation, Differentiation, Managing bonus pools (data-driven)
- "Employee Conversation"
- Business multipliers as a support

Base Salary *	Short-Term Incentives	Long-Term Incentives
Merit Budget	Annual Performance Bonus	Stock Options
		Units

Pay For Performance: All components of compensation are tied to individual, business and leadership goals

Receive individual employee GCF profiles (US/PR/CA/+14 only)*	Conduct GCF Conversations with Employees (US/PR/CA/+14 only)*	Year-End Planning Training and Conversations 4 & 5

Notable Discrepancies and Potential Directions

Evaluation Procedure

- Employee's supervisor evaluation & decision.
- Workload & duty based
- Paper evaluation w/different committees.
- Framework of steps to achieve meaning conversation with the employees.

Pay Grade & Structure

- Pay grade steps → eligible for merit-based pay.
- Employees agency of pay negotiations.
- Clear bounds of pay grade (occupation and/or level)
- Different merit-based pay packages

Advancement

- Annual step advancement
- Increment time service.
- Flexible & data-driven starting hiring practices across steps.
- Use performance-based evaluation as an indicator for faster advancement as well as demotion if possible.

Best Practices to Reduce Bias in Performance Based Pay

Be Clear & Objective

↳ Establish measurable performance criteria that are tied to job responsibilities and aligned with goals of Bloomington.

Standardizing Performance

↳ Implement a consistent performance evaluation process that is applied for all employees.

Communication & Transparency

↳ Be transparent about how performance-based pay decisions are made, what factors are considered, and how the outcomes are determined.

Making Compensation More Equitable

Establish clear compensation policies

Develop clear and transparent compensation policies that outline how pay decisions are made, the factors that are considered used to determine compensation.

Remove Bias from Compensation Decisions

Train managers on unconscious bias and how it can impact compensation decisions.

Making Compensation More Equitable

Use Data

Base compensation decisions on objective data, such as market data and industry benchmarks, to ensure that pay is based on job-related factors

Be Transparent

openly communicating about compensation practices, pay ranges, and opportunities for advancement.

Can be a double edged sword...

Pay Transparency – The Good & Bad

The Good

↳ Equity and Fairness

↳ Increases employee trust & engagement

↳ Improves morale & productivity

The Bad

↳ Can lead to employee dissatisfaction

↳ Can make negotiations difficult

↳ Can lead to privacy concerns

Overview of Performance-Based Pay

- The type of compensation a company uses to reward higher-performing employees

- Involves giving employees base pay increases or bonuses based on their performance
  - Merit raise vs. merit bonus

- According to an HBR study, 81% of top-performing companies use some form of pay-for-performance (2015)

- Draws & holds superior performers
  - As this kind of pay rewards skill and effort
- Encourages high performance standards
  - Motivates employees
  - Increases worker productivity
  - Without recognition of high-performing employees, companies risk the loss of highly competent and well-motivated people
    - Can decrease turnover

Why Performance-Based Pay?

Performance Evaluations Best Practices

- **360 Performance Review:** A cumulative evaluation of an employee's performance and workplace contributions from different sources surrounding an employee such as coworkers, supervisors, reporting staff, and others that work adjacent
  - Fully assess an employee's performance in different settings
  - Less room for individual personal bias
- **Joint Evaluations:**
  - Decisions made based on people's performance rather than characteristics.
  - Takes individual performance into account rather than outside bias

City of Bloomington's Performance Pay

- **Pay Grade Compensation Plan:** employees advance to the next step of the pay grade annually. There are typically six steps, and then a maximum can be reached, which is where employees are then eligible for performance pay increases.

- **Exceptional Service Pay:** Requests for exceptional service pay may be made by the employee, another City employee, or supervisor. The written request should detail the achievement of the performance criteria, and then be sent to the employee's supervisor
  - Only top people available for merit pay
  - Employee has to be recommended for exceptional service pay

Retention within City of Bloomington

Average Step Level

Total

AGE ▼

Total
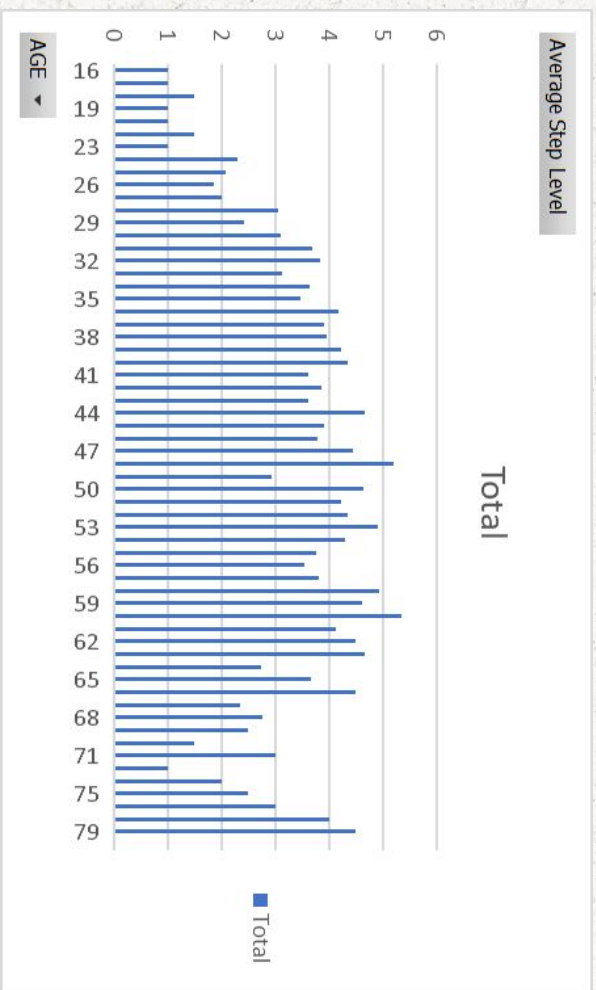
	Average Step Level ▼
White	3.758160237
BIPOC	2.885245902

	Average Step Level ▼
Female	3.44951401
Male	3.734151329

Recommendations

Improve transparency		Utilize metrics	
X	Rewrite and update policy	X	Define review structure
X	Communicate changes and their reasons	X	Tie in metrics and market data when possible
X	Clearly define pay ranges	X	Use objective evidence
Merit pay		**Consider more perspectives**	
X	Award merit pay to deserving workers	X	Incorporate 360 feedback
X	Consider merit bonuses rather than salary increases	X	Tie into exceptional service policy
X	Rewrite and update policy	X	Conduct reviews for everyone
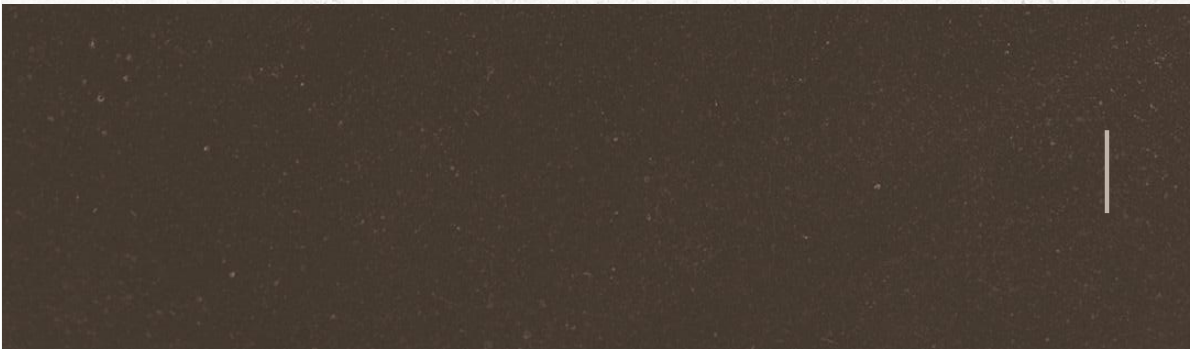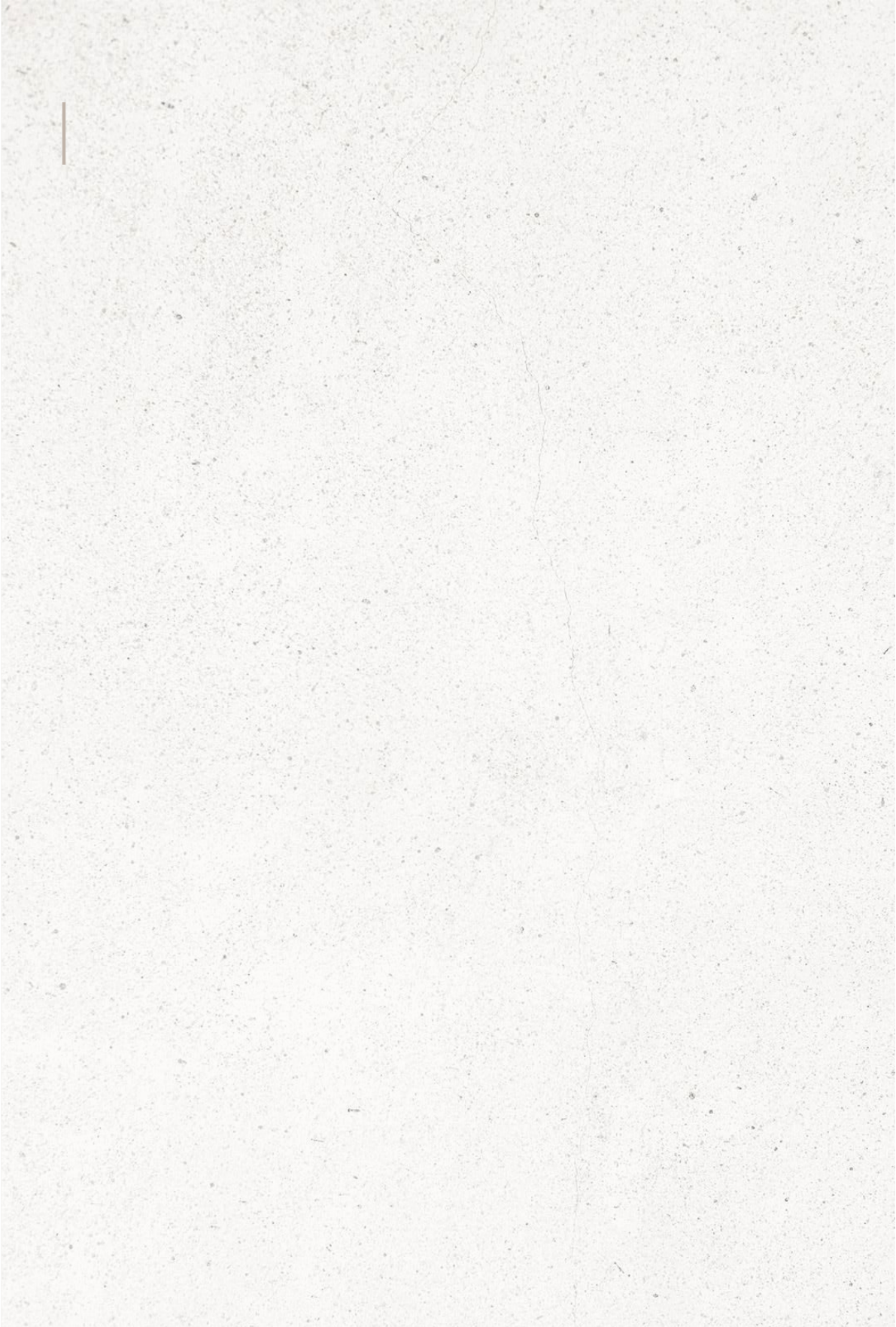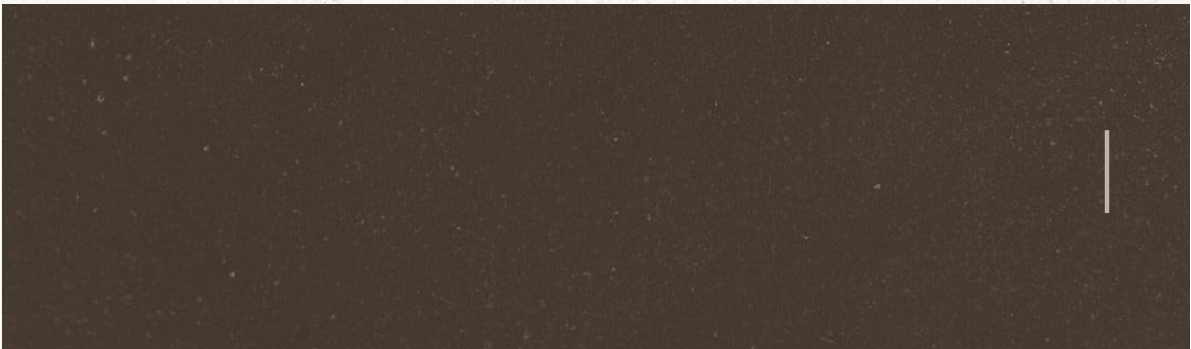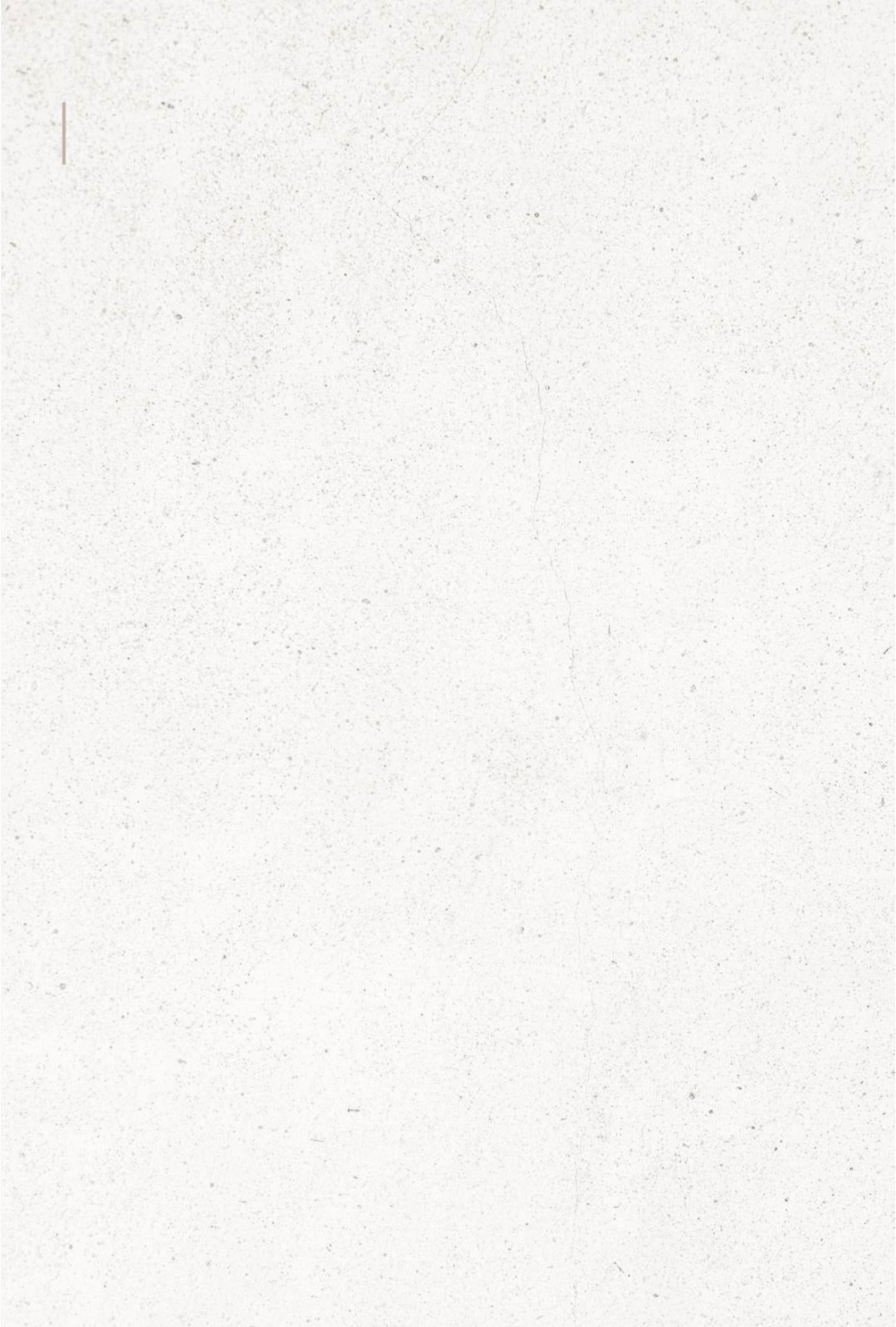
Team 2: Peer Exchange Programs

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Mission and Purpose of Peer Exchange Programs

The United States Department of Justice defines peer exchange programs as "learning opportunities that enable participants to visit locations that engage in promising practices in a particular area" (*A Guide to Peer Exchanges*). They also describe that the goal of peer exchange programs should be to increase the knowledge and skills of organizations through the sharing of processes, best practices, and beneficial information. Many cities, states, and organizations have expanded peer exchange programs to serve a greater purpose than described by the government. When researching these programs, it is seen that many of these groups use peer exchange programs not only as a learning tool for organizations but also as a tool of professional development where employees can learn and grow their knowledge in an area outside of their field. And while groups have taken the concept of peer exchange program and modified the modality to fit their needs, the same underlying themes of collaboration, development, and continuous improvement are woven throughout each program. The city of Bloomington, MN has many options when it comes to implementing a peer exchange program. With this report, it is the hope that Bloomington officials will leave more knowledgeable in these options and understand the direction that is recommended for them in order to achieve their desired goals for their organization.

Key Stakeholders

For the stakeholders of the program the first target would be the BIPOC professionals that work for Bloomington that would benefit from this opportunity. Ideally these professionals that would be in the program would have to have been working for the City of Bloomington for about a year, and Bloomington has a 6 month trial period before they can join the City of Bloomington's activities. Then they will be identified as star performers and be eligible for the peer exchange program. The second target would be the racial and equity teams at the City of Bloomington. The third target would be the employee resource groups of the City of Bloomington. These two groups would be a great place to tap into this talent. This program would not be for executives and the goal would be for it to be for middle management and those who want a development opportunity

The second stakeholder area we would like to look at is the cities that Bloomington would be having an exchange with. Neighboring cities in the Twin Cities metro would be ideal

for the program. The second area to look at would be cities outside the state, like Santa Clara. These host cities outside the state would be a bit more complicated logistically, so for the pilot program we recommend staying in-state.

SWOT Analysis

Internal Assessment

Strengths

- Represent another internal development opportunity both for the participant and the person backfilling them
- Increase knowledge exchange throughout the organization
- Expand collaboration and innovation by allowing employees to think outside the box
- Provide employees with the opportunity to learn something outside their area of expertise
- Allow space for strategic thinking
- Key factor in attracting, motivating, and retaining talent

Weaknesses

- Resources required to design and execute the peer exchange program (e.g., time, effort, investment, and employees to temporarily backfill participants)
- Possible frustration of employees who do not get selected
- Considerable amount of logistical effort
- Need to be careful with reverse discrimination allegations if only including BIPOC participants

External Assessment

Opportunities

- External knowledge acquisition from other cities
- Networking opportunities with other entities
- By providing talent and knowledge exchange initiatives, City of Bloomington would contribute to the region's/county's sustainable economic growth
- Exposure from partnerships/external relationships building
- Improve the quality and effectiveness of research processes

- Knowledge gain enhances participants' employability, potentially making them more attractive for other companies
- Networking could lead to other companies and cities to become interested in Bloomington's employees
- In the idea and knowledge exchange process, other cities could replicate Bloomington's suggestions

Santa Clara Management Talent Exchange Program

About the program

Every year, the county of Santa Clara, California hosts a peer exchange program, the Management Talent Exchange Program (MTEP), that runs for a three month period. Selected participants have the opportunity to be matched with a city in local counties and work in that organization; gaining new skills, expanding their network, and breaking down silos by learning about new business units. Host agencies are expected to provide projects for participants to complete within their time at the agency, networking and support resources, and learning opportunities to gain knowledge. Participants are expected to work full time at their host agency, participate in the learning forums, and share their learnings with their home organization after the program ends. These programs can be great opportunities for agencies to learn from others in their area. For participants it can be a great way to "supercharge" their career and get coaching from other agency leaders.

Logistics

Many logistics go into a program such as the MTEP program. Both hosts and participants are required to apply for the program. Home agency managers identify "star performers" in their organization that they recommend. They submit an online application, are required to get two letters of recommendation (one from their manager and an executive sponsor), and go through an interview process before being selected and placed into an assignment. In the Santa Clara program the home agency of the participant is required to pay a $1000 fee to send the participant. This fee covers the three program forums that are hosted throughout as well as the graduation ceremony that is at the end of the program.

Hosting a participant involves a number of requirements. The process requires the host agency to describe the projects the participant will be involved with. Host agencies are expected to provide a "buddy" to support the participant and also attend an orientation about mentoring and developing participants. Feedback from past participants recommends that host agencies have open-door policies where the participant can ask questions to their manager so they can be the most successful in the three month period. Finally, host agencies are required to pay a $1000 fee for accepting a participant.

Before home agencies think about sending a participant to another agency they need to think about how they are going to back-fill the position while the participant is away for the duration of the program. One option, but is not a requirement, that MTEP offers for home agencies is to become a host agency and receive an exchange participant. If a home agency does not want to receive a participant they can also provide a developmental opportunity for an employee in their own organization to step up and take on the responsibilities of the participant. Additionally, the work of the participant can be divided up and be distributed to others in the participants' department. The ultimate goal for the home agency should be that the participants' responsibilities are taken care of so they can fully immerse themselves in their new host agency work.

Participant Experience

There are many benefits to the Santa Clara Exchange Program to both the prospective candidates and the prospective agencies. The star performers who participate in this program will gain a massive amount of experience. During the program, they will also have networking opportunities at the new government agency they are working at and receive coaching and mentoring from high level professionals. It is also beneficial for the candidate because it keeps them up to date with trends from the local government.

For the hosts of these candidates there are many benefits to these agencies. The first benefit would be that the candidate will get those critical projects completed for the agency. The second benefit will be that the agency will get an outside perspective on the work. The third benefit will be that this is a way to foster regional talent from the area. The fourth benefit to hosting talent will be to be recognized and praised as an agency that values leadership and development opportunities. This will be beneficial because it shows not only other agencies, but candidates and employees that you value employees. Overall, hosting an employee shows that

the agency is progressive in its employee experience and it benefits the agency by getting that workers' insights.

The last benefits will be to the agency sending a participant. The first benefit to this will be used as a succession planning initiative. These candidates will be able to grow and develop further to get them prepared for a new role. The second benefit to this will be providing the staff of the agency development opportunities via backfilling for the three-month vacancy. When the candidate has left for the program, this leaves room for other employees to take a shot at these amazing development opportunities in-house. The third benefit would be to promote employee engagement. This program will not only promote employee engagement to the candidate that is leaving, but also the employees that will be backfilling that position. The last benefit will be that the agency will be recognized as a place that values leadership and development opportunities.

Testimonials and Employee Feedback

The MTEP program has got a lot of feedback from participants of the program. One participant said "MTEP has provided not only a great training opportunity for the aspiring manager who goes to another agency but also for those employees in our organization who fill in behind the MTEP participant. Learning opportunities are thus provided for up to three or four people to get new experiences." Another said "I would recommend MTEP to a colleague who wants to obtain a great deal of experience in a 3-month period of time." Another said "Participation in MTEP provides hands-on experience with your fellow government colleagues that you can't get elsewhere. The projects you work on are not only valuable to the agency, but to you as a great skill building opportunity." Another said, "I would recommend this program to someone who has specific career goals and needs exposure to an organization or experience that they cannot get in their own organization in order to achieve those goals." Another said "MTEP is especially helpful to those preparing for division head, department head, or assistant department head positions. In these roles we need to be flexible, think long term, and be sensitive to perception and impact beyond a single work area." Overall, the employee feedback has been just fantastic. MTEP has been proven as a valuable opportunity for both the candidates and host agencies of the program.

Other Examples of Programs

State Programs

In the State-supported network p2p exchange, leaders from national educational institutions and districts come together to share their experiences, and based on each other's successes and challenges, they try to achieve collective and sustained growth in the educational field. This platform provides an opportunity for people involved in the educational industry to request similar support, know what other States are doing, their challenges, their successes, and if they once encountered the same challenges, they can share or build a partnership to address shared challenges (Office of Elementary & Secondary Education). The objective of this p2p exchange is to improve education through communication to implement the best practice. There are three structures of p2p exchange, including virtual, one-to-one, and peer-hosted. The virtual form is the most common one and typically, each session is one to two hours in the form of a virtual meeting. The one-to-one form is more informal and flexible. Peer-hosted happens in the roundtable format and discusses issues presented by all participants. The main topics in this exchange are related to school improvement and implementation and support and the participants in this exchange must be State and district leaders who are interested in actively engaging in communications and discussions with peers and experts to address problems (Office of Elementary & Secondary Education). These participants should be self-motivated and prepare to use what they have learned to deal with their specific challenges. If you are qualified and interested in this exchange, you can contact the State Support Network at statesupportnetwork@air.org. for detailed information.

To examine and evaluate State Departments of Transportation (DOT) research, development, and technology (RD&T) programs, this peer exchange program invites the collaborative team of experts, peers, and people involved in this process to exchange visions, ideas, and best available practices to benefit the programs. There are three types of per exchange formants in each State, including onsite at the host State, Multistate peer exchange, and virtual peer exchange (Federal Highway Administration,). Onsite at the host State is the traditional style that requires the participants to be at the host state's location for 2-3 days. The number of States in multistate peer exchange should not exceed 3 to ensure the full discussion of the topic. Virtual peer exchange is feasible in rare instances because it is unable to give the same advantages brought by face-to-face communication. Based on relevant regulations, the peer exchange should be convened periodically at least every 5 years. There are several typical procedures, such as the host State should provide the necessary information, and each peer team should include 4-5

people including 1-2 members who previously engaged in the peer exchange panel, the report by the team, the close-out meeting by the host State, and before the next peer exchange, the State director of research should give a summary of the previous exchanges (Federal Highway Administration,). With periodic peer exchange, the research programs would remain to be vibrant, viable, and productive through finding means to re-design or fine the current research process.

City-level Peer Programs

Supported by funding from the California Office of Traffic Safety, SCAG's Go Human campaign tries to bring practitioners from NGOs (non-governmental organizations) and jurisdictions together to discuss traffic safety. This exchange takes the form of online knowledge lectures, intending to help people with limited English proficiency have the access to basic public information and services at the agency ("Traffic Safety Peer Exchange Events"). Generally, each session of the exchange will be divided into several parts with different sub-topics. For example, a session in 2021 has 12 parts and the time of duration is from June 9 to August 10, including subtopics: using data to craft a safety narrative: high injury networks, making traffic safety a reality, funding strategies, more than a checkbox, better community engagement, and etc. ("Traffic Safety Peer Exchange Events"). In each part, SCAG's Go Human campaign will provide the participants with a summary of each part's content, the speakers and their brief introductions, and the video link of the online lecture. If participating in traffic Safety Peer Exchange and listening to professional lectures' online speaking, those people who have limited English proficiency will understand traffic issues in their locations better so that their personal safety could also receive better protection.

Corporate

For this, we will use the Big Four company PwC as a referent due to their corporate exchange program service offering. It consists of a mobility initiative called PwC's International Mobility offering. Their goal is to help organizations increase the number of employees they have working outside their main location. Some of the approaches towards exchange programs they help clients with are: extended business travelers, short term assignments, project based assignments, rotational assignments and most recently, global nomads (those employees who move from location to location and have no real home location). PwC got to develop this

offering because they acknowledge that exchange programs represent a key factor in attracting, motivating, developing and retaining talent within their own and clients' organizations (PwC, 2013). PwC asked 1,330 CEO's worldwide about the decisions they are taking to develop their employees and 61% of them said they are using global mobility - exchange programs to attain this, while 83% considered these programs are effective at developing employees (PwC, 2023).

PwC walks the talk because they practice what they offer to their clients as well, they provide employees with the opportunity to expand their personal experiences, and traditional career paths, by strengthening their mobile, global and/or field mindset through their internal PwC Global Mobility program. They do this by having a clear PwC Professional leadership framework designed to help its employees build and track their career path. Managers, career coaches/mentors are familiarized with this path throughout the performance evaluation process and look for exchange opportunities for their employees/mentees, acting as a sponsor for the program. Therefore, the Mobility Development Program (MDP) is aligned with employee's performance. Besides all the benefits this exchange program provides to employees, it also helps PwC to create a pipeline of mobile-ready talent.

Recommendations

The City of Bloomington, Minnesota recognizes the importance of diversity, equity, and inclusion (DEI) in creating a welcoming and inclusive workplace culture. To enhance its DEI initiatives and promote collaboration and learning, we recommend that the city should move forward with creating a top-performing employee peer exchange program that emphasizes the inclusion of BIPOC minorities. To achieve this goal, we recommend that Bloomington use Santa Clara's peer exchange program as a template and pair with similar cities, including Rochester, Minnesota, Richardson, Texas, Schaumburg, Illinois, and Reston, Virginia.

Santa Clara, California is an excellent model for Bloomington's peer exchange program. Santa Clara's program is designed to promote innovation, collaboration, and learning among its employees, with a strong emphasis on DEI initiatives. Santa Clara's demographic makeup is like Bloomington's, with a somewhat higher median household income than Bloomington, at $140,258, according to the U.S. Census Bureau. Bloomington can learn from Santa Clara's successful program and tailor it to its own unique needs and goals. In the initial stages we recommend making a connection with Santa Clara and trying to set up a pilot program with

them. This will allow for the City of Bloomington to gather information from the Santa Clara experts with hands-on experience, while also learning what potential opportunities Bloomington may take to tailor a peer exchange program to their specific community. We would expect this to take roughly three to six months to complete, but it will bring in valuable knowledge for successful implementation.

After a pilot program, the DEI Team of Bloomington should look to build enthusiasm both internally and externally to bring awareness to the new program. It will be important to factor in scope and budgetary constraints that may impact the initial stages of the program's success. If budget constraints may be an issue, Rochester, Minnesota is another city that shares similarities with Bloomington, that could be a great local city to partner with to get the program in motion. According to the U.S. Census Bureau (2021), Rochester's population is approximately 77.7% White, 9.1% Black or African American, 7.2% Asian, and 5.8% Hispanic, while 17.8% of households speak a language other than English. Rochester's median household income is also similar to Bloomington's, at $76,159. Rochester is home to the world-renowned Mayo Clinic, which has made significant strides in promoting diversity and inclusion in healthcare. By pairing with a local city, Bloomington could leverage in-state issues that both cities may be dealing with to enhance the knowledge gained from each peer exchange experience. This will also offer an opportunity to continue to adjust the peer exchange experience that can then be applied when reaching out and partnering with out-of-state cities.

Depending on the budgetary constraints, Bloomington can then look to branch out to different cities to partner with. We have identified 25 potential cities to reach out to in the later stages of the peer exchange program. Those cities can be found in the appendix, but we will only highlight three cities we have deemed as high potential partner cities.

The first city we identified was Richardson, Texas. Richardson shares similarities with Bloomington both demographically and economically. According to the U.S. Census Bureau (2021), Richardson's population is approximately 62.9% White, 11.3% Black or African American, 14.6% Asian, and 18.2% Hispanic, while 33.9% of households speak a language other than English. Richardson's median household income is also

like Bloomington's, at $87,720 (U.S. Census Bureau, 2021). Richardson is home to many corporate headquarters such as GEICO, Tsp, and MetroPCS.

The second city we identified was Schaumburg, Illinois. According to the U.S. Census Bureau, Schaumburg's population is approximately 58.7% White, 5.8% Black or African American, 24.4% Asian, and 10.9% Hispanic, while 38.9% of households speak a language other than English (U.S. Census Bureau). Schaumburg's median household income is slightly higher than Bloomington's, at $85,147. Schaumburg is home to many technology companies and has a strong commitment to promoting diversity and inclusion in the workplace. Bloomington can learn from Schaumburg's technology community and apply those best practices to its own workforce. Some corporate headquarters in Schaumburg are Zurich North America, Motorola Solutions, and Perdoceo Education Corporation.

The third city we identified was Reston, Virginia. According to the U.S. Census Bureau (2021), Reston's population is approximately 66.6% White, 9.1% Black or African American, 11.8% Asian, and 13.6% Hispanic, while 29.6% of households speak a language other than English. Reston's median household income is higher than Bloomington's, at $126,571. Reston is home to many technology and government contractors and has a strong commitment to promoting diversity and inclusion in the workplace. A few company headquarters located in Reston are SAIC, AdRem Systems Corporation, and Peraton.

In conclusion, we strongly recommend that the City of Bloomington, Minnesota establish a top-performing employee peer exchange program that emphasizes the inclusion of BIPOC minorities and DEI initiatives. By using Santa Clara's program as a template and pairing with similar cities, including Rochester, Minnesota, Richardson, Texas, Schaumburg, Illinois, and Reston, Virginia, Bloomington can learn from their experiences and offer career development opportunities for high performing employees.

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Appendix 1: Other Potential Cities to Partner With

Naperville, Illinois

Cary, North Carolina

Plano, Texas

Frisco, Texas

Irvine, California

Troy, Michigan

Alpharetta, Georgia

Parsippany-Troy Hills, New Jersey

Redondo Beach, California

Newton, Massachusetts

Reston, Virginia

Cherry Hill, New Jersey

Allen, Texas

Marlborough, Massachusetts

Andover, Massachusetts

Naperville, Illinois

Plymouth, Massachusetts

Lake Oswego, Oregon

San Ramon, California

Oak Park, Illinois

Sammamish, Washington

West Des Moines, Iowa

Evanston, Illinois

Waltham, Massachusetts

South Windsor, Connecticut

Peer Exchange Programs

Team 2: Elise Crow, Mariela Erak, Selah Jacobs, Yiyang Sun, Matthew Week

Mission and Purpose of Peer Exchange Programs

- U.S. Department of Justice definition: "learning opportunities that enable participants to visit locations that engage in promising practices in a particular area"

- Used by cities, counties, private organizations, and government agencies

- Used as a learning tool, opportunity for professional development, find ways of continuous improvement

SWOT Analysis

Strengths

- Represent another internal development opportunity
- Increase knowledge exchange
- Expand collaboration and innovation
- Let employees learn something outside their area of expertise
- Allow space for strategic thinking
- Key factor in attracting, motivating, and retaining talent

Weaknesses

- Resources required to design and execute the program (e.g., employees to temporarily backfill participants)
- Possible frustration of employees who do not get selected
- Considerable amount of logistical effort
- Need to be careful with reverse discrimination allegations if only including BIPOC participants

Opportunities

- External knowledge acquisition from other cities
- Networking opportunities with other entities
- Contribute to the region's/county's sustainable economic growth
- Exposure from partnerships/external relationships building
- Improve the quality and effectiveness of research processes

Threats

- Enhanced participant's employability, making them more attractive for competitors
- Networking could also lead to other companies and cities to become interested in Bloomington's employees
- Other cities could replicate Bloomington's suggestions

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Santa Clara County: Management Talent Exchange Program

Logistics of the Program

Timeline

Participant: Application → Interviews → Placement → Participate in exchange **(3 Months)** → Graduation

Hosts: Application → Select manager for applicant → Orientation for hosts → Host participant **(3 Months)**

Previous Project Examples

- Help with employee engagement
- Create and administer customer surveys
- Develop marketing content
- Learn accounts payable and receivable processes
- Assist and learn with payroll

How to backfill the participants' position

- Host an exchange participant
- Divide work between current employees at organization
- Provide developmental opportunity by promoting another star performer to participants' position
- **Ultimate goal should be to let participant engage in program at full time capacity**

Participant Experience

Benefits Of Program

Applicants

- Experience
- Networking
- Mentoring from high level positions
- Trends from other local governments

Hosts

- Projects get completed
- Outside perspective on work
- Foster regional talent
- Recognized for valuing leadership and development opportunities

Sending a Participant

- Succession planning initiative
- Provide staff with development opportunities via backfilling the three month vacancy
- Promote employee engagement
- Recognized as valuing leadership and development opportunities

Testimonials From Santa Clara

"Great deal of experience"

"Helpful for those preparing for division and department head positions"

"Great training opportunity for the aspiring manager"

"Hands on experience with government colleagues"

State-Level Peer Exchange Programs

OFFICE OF
Elementary & Secondary Education

What does a P2P exchange look like?

- Virtual
- One-to-one
- Peer-hosted

What topics are covered?

- School improvement implementation and support.
- Developing comprehensive needs assessments, long-term goals for state accountability systems, and implementing evidence-based practices.
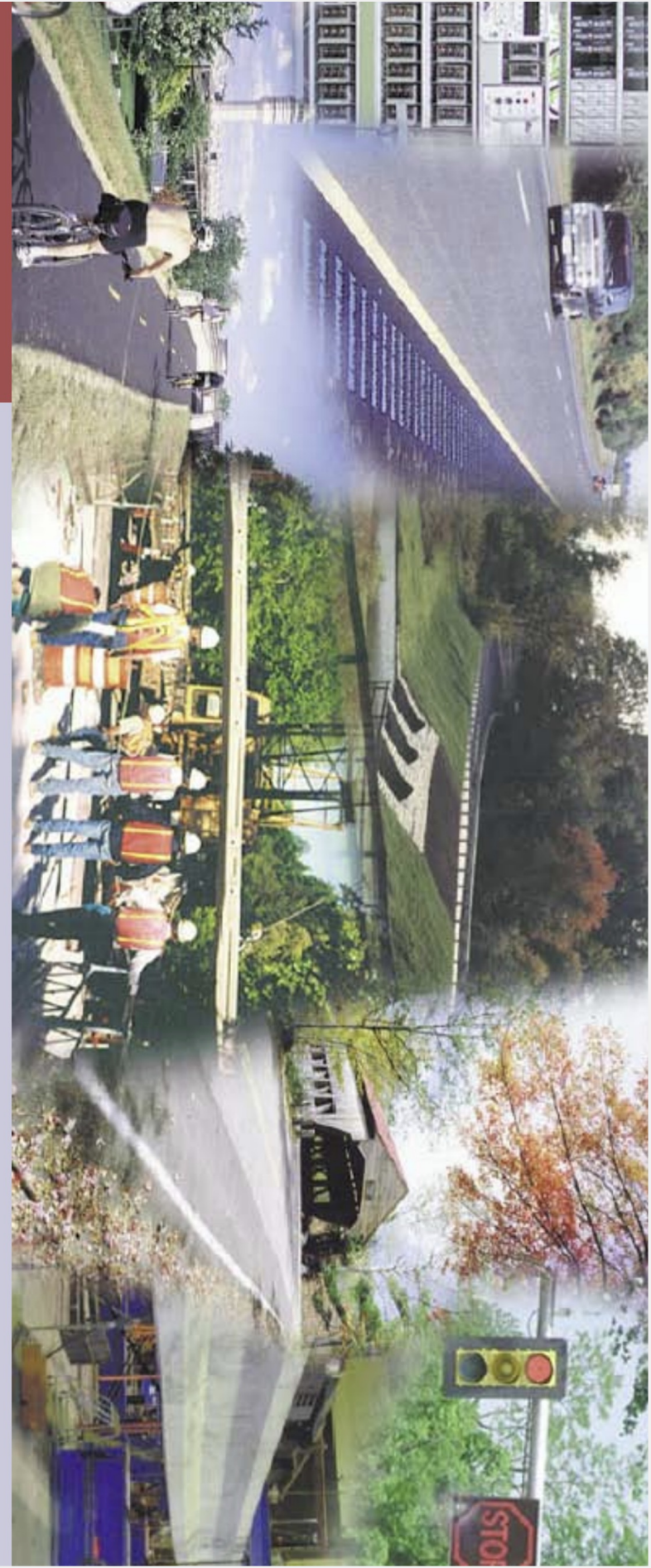
Federal Highway Administration Peer Exchange Program

What does this exchange program look like?

- Onsite at the host State
- Multistate peer exchange
- Virtual peer exchange

What topics are covered?

- Examine and evaluate State Departments of Transportation (DOT) research, development, and technology (RD&T) programs
- Exchange visions, ideas, and best available practices to benefit the programs.

City-Level Peer Exchange Programs

Traffic Safety Peer Exchange Events

- California Office of Traffic Safety, SCAG's Go Human campaign tries to bring practitioners from NGOs (non-governmental organizations) and jurisdictions together to discuss traffic safety

- Course form: Online knowledge lectures

Corporate Exchange Programs

PwC

PwC's International Mobility Service Offering

- Help clients increase the number of employees they have working outside their main location
- Approaches towards exchange programs: extended business travelers, short term assignments, project based assignments, rotational assignments and global nomads
- Exchange programs as a key factor in attracting, motivating, developing and retaining talent within their own and clients' organizations
  - PwC CEO survey:
- 61% of them said they are using exchange programs to develop their employees
- 83% considered these programs are effective at developing employees

PwC

PwC's own Global Mobility program

- Provide employees with the opportunity to expand their personal experiences, and traditional career paths, by strengthening their mobile, global and/or field mindset through their own program

- Clearly defined PwC Professional leadership framework

- Managers, career coaches/mentors are familiarized with employee's career path throughout the performance evaluation process and look for exchange opportunities for their employees/mentees, acting as a sponsor for the program

- Exchange program is aligned with employee's performance

- Besides all the employees' benefits, it also helps PwC to create a pipeline of mobile-ready talent

Recommendations

Bloomington's Peer Exchange Process

Connect with Santa Clara

- Pilot peer exchange
  - Gain information
  - Make adjustments

Identify Key Stakeholders in-house

- Build enthusiasm
- Loop in Marketing
  - Create awareness

Identify Potential Partner Cities

- Starting Point: Santa Clara
- Go Local: Rochester, MN
- Branch out

Exchange Cities Suggestions

- **Richardson, Texas**
  - Population: 116,382
    - 62.9% White
    - 11.3 % Black
    - 14.6% Asian
    - 18.2% Hispanic

- **Schaumburg, Illinois**
  - Population: 77,082
    - 58.7% White
    - 5.8% Black
    - 24.4% Asian
    - 10.9% Hispanic

- **Reston, Virginia**
  - Population: 63,226
    - 66.6% White
    - 9.1% Black
    - 11.8% Asian
    - 13.6% Hispanic

Team 3: Marketing to BIPOC Next Generation Workforce

Rahma Abass Becky
Galstad Brighton
Magnuson Eli Roe

Introduction

  In this report, we provide recommendations for the City of Bloomington to craft a marketing strategy for BIPOC Millennials where they see Bloomington as a place where you can work, play, eat, and live. We base our recommendations on research on the target demographic, what other organizations and municipalities are doing to attract diverse talent, the effectiveness of current messaging and recruitment strategies, and best practices in inclusive marketing. As we have learned in this class, signaling theory suggests that applicants have incomplete information about jobs, therefore what is shared with them during the recruitment process has an impact on their perceptions of an organization and their likelihood to seek employment with that organization. We hope to offer strategies for the City of Bloomington to increasingly become a place where BIPOC and younger-generation employees can see themselves working.

Research Findings

  A good marketing strategy includes understanding the target demographic. We found that this specific combined demographic of BIPOC and Millennials was unique. For this reason, we wanted to understand both populations and identify areas of intersectionality. Through conversations with Pa Dao Yang and Faith Jackson, we received clarification on how overt the marketing strategy should be in specifically targeting millennials. We brought to their attention the concern that the oldest millennials are roughly 40 years old and that is the same age that the protected class for age begins. They informed us that the average tenure at the City of Bloomington is 20-25 years and that the main goal was to target emerging and next-generation talent. We believe that this strengthens the marketing strategy as it supports developing a talent pipeline that will have a greater return on investment. Our research indicated that some of the things that are important to both BIPOC employees and younger employees are work-life

balance, flexibility, meaningful work, authenticity, career growth and development opportunities, and diversity.

One municipality that stood out in terms of its marketing strategy for reaching a diverse workforce is the City of Colorado Springs. On their website, they have an extensive offering of resources available within the Human Resources section to help inform and connect with future employees. They offer a video series called "Mic'd Up with City Employees" in which they have short and engaging videos showcasing different city jobs and the impact that they make. They consistently highlight why working for the City of Colorado Springs is rewarding and meaningful, why living in Colorado Springs offers culture and adventure, and what unique benefits employees receive in their total rewards. These messages are also integrated into their job postings. They showcase diversity in their videos and images and include metrics such as highlighting that they have over 700 diverse police officers. We were not able to access information on where they all post for their positions and what the return on investment is, but they seem to be integrating much of the research that we found on what BIPOC and next-generation employees and have an innovative strategy that appeals to a wider demographic.

We researched what the City of Bloomington is currently doing to market to diverse talent and assessed how it aligned with the research that we found for what BIPOC and younger generations desire in the workplace. The City of Bloomington has established the importance of increasing diversity, equity, and inclusion and this value is fully integrated into the five-year strategic plan: *Bloomington. Tomorrow. Together.* which aims to cultivate an enduring and remarkable community where people want to be. Additionally, the City of Bloomington has established strong community partnerships with the BIPOC community, and local schools. We

identify strengths and opportunities for improvement to the current marketing strategy in our following recommendations.

Recommendation 1: Upgrade Job Postings

Our first recommendation is for the City of Bloomington to upgrade its job postings in order to attract a more diverse pool of candidates. Job postings are the best way for the City of Bloomington to showcase its brand and attract top talent through language that conveys its values and culture. One of the key recommendations for updating job postings is to highlight the city's commitment to diversity, equity, and inclusion in the job postings. This can be done by sharing information about the company's diversity and inclusion initiatives, employee resource groups, and any other relevant programs. This will help potential BIPOC candidates see that the City of Bloomington is committed to creating an inclusive workplace and could encourage them to apply for the position. Another key recommendation is to showcase career development opportunities available to potential employees. This is especially important since studies indicate that BIPOC individuals often do not receive the same career development opportunities as their white peers. For example, research shows that only 31% of black employees have access to a senior leader in the workplace compared to 41% of white employees (Center for Talent Innovation, 2020.). Additionally, 67% of black professionals do not have access to sponsors or allies to support their career growth(McKinsey & Company, 2020). Despite being qualified or overqualified like their white colleagues, 65% of employees of color feel they are less likely to attain top positions in their company, compared to only 3% of white employees (Center for Talent Innovation, 2020.). To attract BIPOC next-generation workforce professionals the City of Bloomington can highlight their career development opportunities in their job postings. This strategy can be particularly effective in attracting millennials, as a Gallup report found that 59%

of millennials consider opportunities to learn and grow crucial when applying for jobs. A third

key recommendation is to run job postings through an AI-powered platform like Textio. This

platform analyzes and improves the language used in job postings and other business

communications to make them more inclusive and avoid biased language(Textio, n.d.). This can

help the City of Bloomington create more engaging and inclusive job postings that are more

likely to attract diverse candidates. It's worth noting that other big and small companies have

used Textio to create more engaging job posts and reach more diverse talent pools (Textio n.d.).

Nevada County is an example of a local government using Textio to engage with possible

applicants and reach a more diverse pool of candidates (Textio n.d.).

Recommendation 2: Continue to Build Partnerships in Bloomington and Beyond

Our second recommendation is for the city to build its partnerships in Bloomington and

beyond. Bloomington should continue to partner with local organizations, institutions, and

associations to build a pipeline of diverse talent. This can be done in many ways, but we will

focus specifically on a BIPOC community you told us that you feel is underrepresented in your

workforce, Indigenous Groups. Today, according to the Indian Health Service, approximately 70

percent of indigenous individuals live in urban areas (Urban Indian Health Program | Fact Sheets,

2018). That being said, Little Earth in Minneapolis is a residential housing area home to around

1,000 people. A majority of this population is Indigenous. The community has 38 different Tribal

Affiliations and its goal is to create a united Indigenous community in Minneapolis (Little Earth,

n.d.). Being involved in Little Earth's many programs and the overall community is a big first

step to creating this pipeline of talent. Furthermore, advertising and encouraging all individuals

from the community to apply for positions will create a strong pipeline for years to come.

The City of Bloomington should continue to post jobs in a wide variety of places including colleges with high representation of diversity. Bloomington uses Handshake and College Central to recruit at many colleges, but there is room to widen this funnel to include more colleges. There are many Tribal Colleges and Universities that the City of Bloomington should reach out to to get their job postings sent out to graduating students, as well as their alumni groups. In North Dakota, South Dakota, and Wisconsin alone, we found ten Tribal Colleges and Universities that the City of Bloomington should connect with to continue to widen its funnel to recruit an underrepresented group in their workplace. This process of widening the recruitment funnel to achieve the diverse workforce Bloomington is striving for, may involve expanding your recruitment efforts outside of the Midwest.

Expanding your marketing beyond the Midwest is a necessary step to creating a more diverse workforce. According to the U.S. Census, in 2022 the states of Minnesota, Wisconsin, Iowa, North Dakota, and South Dakota had an average of 81.28% of individuals identify as white, while the United States as a whole had 59.3% of individuals identify as white (U.S. Census Bureau QuickFacts, n.d.). These statistics represent the lack of diversity that can be seen around Minnesota, and therefore, the lack of diversity in your talent pool. We strongly recommend that the City of Bloomington looks to create a nationwide marketing effort. One of the best ways you can potentially expand your marketing towards BIPOC's next-generation workforce outside of just the Midwest is to take advantage of job boards as they are popular among younger generations and more specifically market using BIPOC-targeted job boards to reach your target market. We created a list of job boards that can be useful for this expanded marketing effort, and we recommend the City of Bloomington take advantage of the job board's ability to overcome geographic barriers.

Job Boards List

https://www.blackcareernetwork.com/   https://www.blackjobs.com/

https://www.diversityjobs.com/   https://www.hlpa.com/

https://noirefy.com/   https://www.pdnrecruits.com/

https://www.ihispano.com/   https://workplacediversity.com/

https://apresgroup.com/hire/   https://powertofly.com/

https://www.careercontessa.com/jobs/   https://hbcuconnect.com/

https://www.pocitjobs.com/remote   https://www.jopwell.com/jobs

https://www.acareers.net/   https://www.prodivnet.com/

https://www.nativehire.org/   https://www.nativepeoplesrecruit.com/

https://www.indigenouscareers.org/   https://naisa.org/postings/job-postings/

https://careers.indigenous.link/

Nearby Tribal Colleges and Universities List

North Dakota:

- United Tribes Technical College

- Cankdeska Cikana Community College

- Sitting Bull College

- Turtle Mountain Community College

- Nueta, Hidatsa, Sahnish NHS (Fort Berthold) Community College

Wisconsin:

- College of Menominee Nation

- Lac Courte Oreilles Ojibwe University

South Dakota:

- Oglala Lakota College

- Sinte Gleska University

- Sisseton Wahpeton College

Recommendation 3: Highlight Benefits and Work Environment

Identifying with BIPOC individuals is important, which has already been noted in the consumer space. "Black consumers want to see people experiencing life similar to the way that they do." (Rominiyi, 2023) draws attention to marketed individuals identifying with lived experiences. Experiences that people envision themselves being in. This is important in the context of benefits and work environments.

First off, it is essential to recognize the benefits to be highlighted and to be intentional. "Current research suggests that the surging volume of available information—and its interruption of people's work—can adversely affect not only personal well-being but also decision making, innovation, and productivity." (Hemp, 2009) Some information, like free employee parking, is not necessary because the focus should be on memorable benefits. Highlight benefits like Paid Leave, Down Payment Assistance, and Career Growth and Development. These align with the interests of the emerging generations who seek home ownership, better work-life balance, and wish to develop themselves in meaningful ways.

These emerging Job Seekers are being bombarded with information in their search. It can take a lot of work to leave memorable impressions on them. What catches people's attention are the stories others share. Especially when they can see themselves becoming the storyteller because they have shared backgrounds or identities. It is essential to share the story of

Bloomington's key benefits and the general work environment employees can expect to experience. Having a showcase of videos will help with this.

Storytelling, at its essence, is about showing the audience the details of your story, instead of telling them flat-out what is occurring. For thousands of years, humans have shared stories; our brains adapted to receiving information in this manner. Likewise, the most effective marketing campaigns tell a story. By showcasing the Bloomington Experience, Bloomington can share the story of what it means to live, work, and play in Bloomington.

This looks like a collection of videos highlighting what it means to be in Bloomington. Endeavor Air, a subsidiary of Delta, is an excellent example of what this looks like. Recently at the HR Tomorrow Conference Endeavor Air's VP of HR, Jodie Douglas, shared insights into how they generate interest in their roles. They utilize testimonials from their Captains, which are marketed toward college recruits to show what their career development will look like. They have yearly videos highlighting company events and other milestones, like when employees become parents. We also see this in the Municipal space with Colorado Springs, their Mic'd Up with City Employees initiative, and videos highlighting Firefighter and Police Officer jobs.

These are two great examples from both municipal and business organizations. Videos like these can be spendy, ranging from $1,000 to $5,000 per minute of video (Forte, 2021) Thus, it is paramount to be intentional in creating these. The most important factor is receiving testimonies from employees. This should be at the core of Bloomington's video marketing. Their stories sell the experience working in Bloomington far greater than any description overviews of a position ever will. Emerging generations will then better understand what it means to be a part

of the city. They can see that role's impact on the community and thus their own influence on the world.

Another type of video that expands on these testimonials is highlighting departments to build awareness beyond what individual employees contribute. You can showcase what each department stands for and the goals they might have, showcasing how that fits into the operations of the city. This extends further into celebrating community achievements. Conducting successful and important events is something to celebrate and share with the community to drum up awareness that these are occurring. A yearly video highlighting these key events does this. What is important ultimately is being consistent in this messaging and being aware of how each video fits into the wider narrative being communicated.

Recommendation 4: Develop a Consistent and Inclusive Branding Message

Through marketing, Bloomington can not only attract a more diverse workforce but also change the culture of the city (Gill, 2021). This can be done when the marketing strategy is intentional with what it is communicating through words, images, and messages. According to Deloitte, it's not enough to just market inclusiveness or diversity. People are looking for brands, companies, and organizations that commit to addressing social inequities in their actions (Brodzik et al., 2021). Authenticity is important to BIPOC and next-generation employees. Consistency through the city's marketing strategies is a key way to communicate authenticity. For this reason, we recommend that you connect your marketing strategy with The City of Bloomington Strategic Plan: *Bloomington. Tomorrow. Together.* to create cohesion.

Our research also suggests that images are a way that BIPOC and Next Generation employees connect with content that they engage with (Gill, 2021). Therefore we suggest incorporating images that reflect a diverse workforce on the City of Bloomington Human

Resources landing page and other advertisements. BIPOC and younger generations expect their workplace to be personalized (Kislik, 2022). This means that it is important to connect with them through images and language that are reflective of their identities, interests, and preferences. We noticed that many of the images that are currently being used are generic stock images. We really like the way that the BTT Strategic Plan document uses a wide range of images that reflect diversity and personality. We recommend using similar images combined with a tagline to personalize the Human Resources landing page and other advertisements. One word of caution is to make sure that a realistic job preview is being given through marketing. It will be counterproductive if images and messages attract people to the job but they discover that it does not align with the actual experience that they have as an employee. It is important to find the balance between inspiring a vision for the future and reflecting the current reality to continue to enhance authenticity in the marketing strategy. Based on guidance from a Deloitte report on inclusive marketing, we recommend testing a variety of taglines and images with your target population to better gauge effectiveness (Brodzik et al., 2021).

Another marketing strategy that we recommend is to develop a tagline such as "You Belong Here" to consistently communicate an inclusive employment environment. Our research revealed that BIPOC and Next Generation employees care deeply about meaning. They don't just want to be headcount. They want to believe in the value of their work and the values of the organizations they work for (Kislik, 2022). Using keywords that appeal to the target group's desire for purpose and meaning in their work will make the City of Bloomington stand out as a place where they could envision themselves working. We believe the language in the BTT Strategic Plan is a good example of language that inspires purpose and meaning. By using

similar language around values and mission the inclusive brand is reinforced and communicates that Bloomington is a place they can see themselves live, play and work.

Conclusion

After implementing some or all of these marketing strategies we strongly encourage a continuous evaluation process to optimize the strategy. It will be important to collect data and solicit feedback to finetune the marketing strategy. Unfortunately, we had scheduling difficulties and were unable to meet with an HR representative to find out if current data is available to identify which posting sources are yielding the highest return on investment but this will be valuable information moving forward. We also had a difficult time finding any information on the ROI for different DEI marketing strategies. It takes a long time to see change and have data, but as you collect more of your own data through this process and as other organizations begin sharing their data hopefully we will see a strong return on investment.

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Project 4

Marketing to BIPOC and Next Generation Workforce

Rahma Abass, Becky Galstad, Brighton Magnuson, Eli Roe

Objectives

- Research the creative and innovative ways other municipalities and industries have recruited BIPOC Millennials and diverse talent into their workforce.

- Research the current Bloomington marketing and messaging to recruit BIPOC Millennials and identify ways to change or improve the process and practices.

Recommendation 1:
Upgrade Job Postings

Strategies:

- Simplify job postings
- Showcase all the career development opportunities available to potential employees.
- Run job postings through AI bias tool such as Textico.
- Use language that appeals to both BIPOC and Next Generation workforce.
- Use language conversion tool

Recommendation 2:
Build Partnerships in Bloomington and Beyond

Strategies:

- Continue to partner with local organizations, institutions, and associations to build a pipeline of of diverse talent

- Continue to post jobs in a wide variety of places including colleges with high representation of diversity

- Create a wider "funnel" by expanding your job postings to more websites, colleges, and potentially look beyond the midwest

NACDI
NATIVE AMERICAN COMMUNITY
DEVELOPMENT INSTITUTE

Additional Places to Market and Post

Potential websites to post jobs on:

https://www.blackcareernetwork.com/
https://www.blackjobs.com/
https://www.diversityjobs.com/
https://www.hlpa.com/
https://noirefy.com/
https://www.pdnrecruits.com/
https://www.ihispano.com/
https://workplacediversity.com/
https://apresgroup.com/hire/
https://powertofly.com/
https://www.careercontessa.com/jobs/
https://hbcuconnect.com/
https://www.pocitjobs.com/remote
https://www.iopwell.com/jobs
https://www.acareers.net/
https://www.prodivnet.com/
https://www.nativehire.org/
https://www.nativepeoplesrecruit.com/
https://www.indigenouscareers.org/
https://naisa.org/postings/job-postings/
https://careers.indigenous.link/

Potential Indigenous Colleges to Expand Job Postings:

North Dakota:
- United Tribes Technical College
- Cankdeska Cikana Community College
- Sitting Bull College
- Turtle Mountain Community College
- Nueta, Hidatsa, Sahnish NHS (Fort Berthold) Community College

Wisconsin:
- College of Menominee Nation
- Lac Courte Oreilles Ojibwe University

South Dakota
- Oglala Lakota College
- Sinte Gleska University
- Sisseton Wahpeton College

Recommendation 3:
Highlight Benefits and Work Environment

Strategies:

- Focus on intersectionality of what BIPOC employees and next generation employees desire

- Highlight benefits that align with those desires

- Use video marketing to highlight overall work culture rather than specific jobs
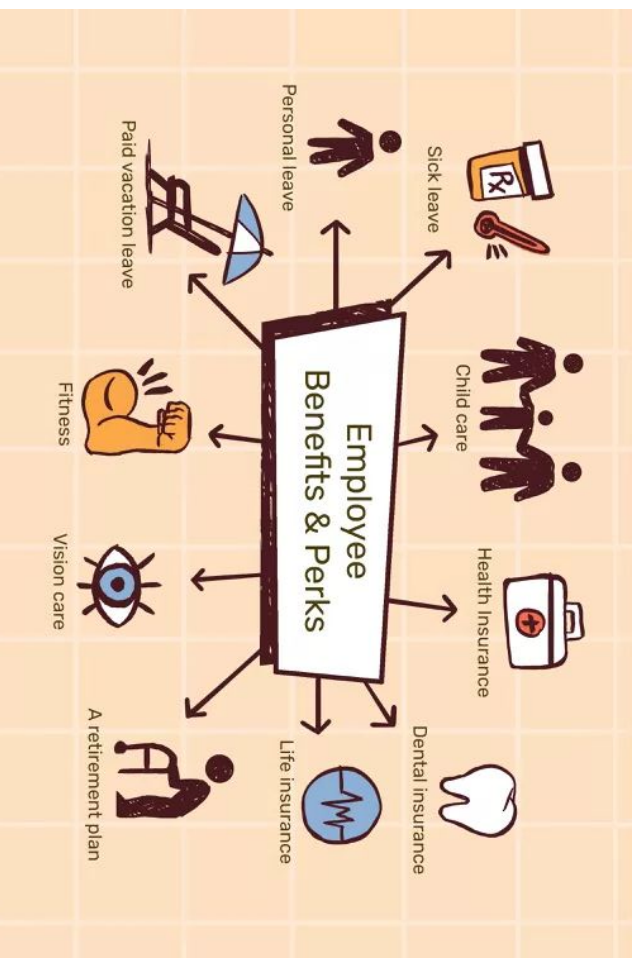
Highlight Benefits

Full-time Benefits to highlight:

- 10 days paid vacation per year
- 13 days paid personal leave per year
- 13 paid holidays per year
- 12 weeks paid parental leave
- Health & Dental Insurance
- Life & Disability Insurance
- Pension
- Tuition assistance
- Health club reimbursement
- Flexible spending
- Employee assistance
  - Downpayment Assistance

Examples of benefits to highlight:

Paid Leave

Down Payment assistance

Career growth and development

Examples of what not to highlight:

- Great suburban location, on bus line
- Free employee parking

Showcasing the Bloomington Experience

What Videos?

- Videos showcasing sub-departmental experience
  - Can dive into the Job level
- Testimonies from employees
  - Expand this to the community
- A yearly video highlighting events the city hosted & partnered for

Key Logistics

- $1,000 - $5,000 each minute
- **Show**, don't tell
- Determine how a video fits

Recommendation 4:
Create a Consistent & Inclusive Branding Message

- Connect marketing strategy with The City of Bloomington Strategic Plan: *Bloomington. Bloomington. Tomorrow. Together.* to create cohesion and consistency

- Incorporate images that reflect a diverse workforce on the City of Bloomington HR landing page and other advertisements

- Develop a tagline such as "You Belong Here" to consistently communicate an inclusive employment environment

Use Images to Communicate Inclusion

Human Resources

You Belong Here

Bloomington. Tomorrow. Together.

Vs.

Use Language to Inspire Purpose

Vision. Mission. and Values.

Cultivating an Enduring and Remarkable Community Where People Want to Be.

🔧 Build trusting relationships that acknowledge diversity.

👥 Partner with the community so they contribute.

◉ Identify and align efforts to achieve outcomes.

➤ Make changes and take risks as we live our values.

Sharing Responsibility **|** Collective Courage **|** Embracing Diversity **|** Equitable Access **|** Safety and Security

CITY VALUES & EXPECTATIONS

- Models and contributes to a positive work environment, culture of communication, engagement and safety
- Communicates effectively and respectfully with employees and the general public, including but not limited to those of diverse racial, ethnic, religious and socioeconomic backgrounds
- Works cooperatively as a member of a team; develops and maintains effective working relationships with diverse coworkers and community members; consistently brings a high level of self-awareness and empathy to all personal interactions
- Embraces the City's shared values and contributes towards accomplishing the City's vision and goals by being creative, innovative, continuously learning, and communicating clearly

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Language from
BTT
Dashboard

Language from
LinkedIn Post

Goal:
Use consist language
to describe values
throughout the City
of Bloomington's
marketing strategies
that inspires purpose

Thank you!

Questions?

Team 4: Career Ladder Roadmap

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Career Ladders—Formation and Types

In designing and implementing career ladders, the organization's focus should be on meeting the needs of employers and workers (Prince & Mills, 2003). At the same time, organizations should ensure that career ladders effectively support employees' career development and define standards for workforce development (Prince & Mills, 2003). Based on these purposes, the development and implementation of career ladders can be divided into three stages. The first phase is the competency assessment and planning phase, which focuses on the potential benefits to the organization of building career ladders and preparing the planning needed for an initial career ladder development plan (Prince & Mills, 2003). The second phase focuses on partnership building and project development. The purpose of this stage is to involve others in the task of developing the career ladder, reaching agreement on a mature project, and starting operations. The third stage is the operation and expansion of the career ladder to ensure the healthy operation of the career ladder and continuous improvement (Prince & Mills, 2003).

There are three key types of career ladders in terms of how determined and standardized they can be (UNM, 2023). Pre-Defined Vertical Career Ladders are designed to lay out the vertical path from an entry-level role to the most-senior role that can be achieved. It is a straightforward type of career ladder that has rigid skills that are sought after. An Individualized Vertical Career Ladder is catered to employees who are looking to pursue a higher position in a different family of classification or into the same family, but there is no pre-defined hierarchy. This type of ladder is offered when there isn't a vertical straightforward method to higher positions (UNM, 2023). In-Range Career Ladders offers a way for individuals who want to take

on more responsibilities in the organization, but are unable to achieve any vertical movement up a career ladder. This type of ladder is planned in conjunction with human resources and upper management to see if there are opportunities within the company to pursue this career path (UMN, 2023).

Horizontal career lattices are an alternative approach if there are few upward-moving positions open, the organization is not seeing much growth, and/or the budget is too tight to support a promotion (Babcock, 2008). This option allows employees to gain experience and develop skills in a different part of the company without losing their current pay. It requires a formalized process just like career ladders, and can implement career coaching, mentorships, and access to degree or other learning programs to help employees transition across departments and also grow in their career (Babcock, 2008) . The most successful organizations using this approach have development as part of their culture, do not decrease compensation with lateral movement, and department budgets can accommodate development assignments (Babcock, 2008). Horizontal career lattices should also include plans for upward movement as a result of skill and career development. Senior positions in the organization should have clear competency models, and manager evaluations should factor in how they have helped put employees on the path to senior roles (Babcock, 2008).

Dual career ladders are a type of career ladder that help prevent turnover for employees who wish to avoid becoming a manager but still receive an increase in pay and progression in their career. Dual career ladders aim to provide more skills and responsibilities for individuals who are not looking for management positions (SHRM, 2023). These are more commonly found in specialized fields where employees have a high level of expertise and retaining them is significantly important to the organization's success (Career Development: What is a "dual

career ladder"?, n.d.). Both sides of a dual career ladder need to have internal equity to avoid potential resentment. The knowledge, skills, and abilities, salaries, and job descriptions need to be clearly defined. To further increase retention, employees should be allowed to move between the ladder options if desired (Career Development: What is a "dual career ladder"?, n.d.).

Employee Growth

A report from The Adecco Group found that 44% of employed people who do not want to leave their company are interested in opportunities to improve their skills in order to progress into a new position (Gurchiek, 2022). They also found that 31% of employed people cite a lack of growth and skill opportunities as their reason for leaving a company (Gurchiek, 2022). Career ladders provide information on jobs, requirements, and training and certification needed to qualify for them. Alongside career ladders, career development programs can train and test employees, and also provide guidance for goal setting and career planning (Employment Development Department, 2003).

The relationship between employee growth and career ladder advancement is symbiotic. Employees who are committed to growth and development are more likely to move up the career ladder (Prince & Mills, 2003). This is because growth and development often involve acquiring the knowledge, skills and experience needed to take on new, more challenging roles within an organization. And progress up the career ladder can also provide new opportunities for growth and development, which includes training programs, mentoring, leadership opportunities, and more (Prince & Mills, 2003).

The career ladder provides employees with a structured career development framework. By providing employees with opportunities to acquire new skills and take on more challenging roles, the career ladder helps them progress up the career ladder and achieve their career goals

(Prince & Mills, 2003). When employees feel they are progressing and growing in their careers, they tend to be more satisfied with their jobs. A career ladder can provide a sense of direction and purpose, which can help employees be more engaged and proactive at work. In addition, a career ladder can encourage employees to develop new skills and abilities, which can make them more valuable to the organization. This helps employees stay current and relevant in their field and increases their potential for career growth (Prince & Mills, 2003).

A report from the State of California's Employment Development Department (2003) describes how skill standards are fundamental to career ladders. These standards lay out the precise competencies required for a role and also lay out the process to gain and assess those competencies. They have to be objectively certifiable and quantifiable, and they provide a roadmap for employee development. The report specifically mentioned that skill standards help public agencies make training more valuable and transferable (Employment Development Department, 2003). The report emphasized that employee growth factors are the supports for career ladders, and both are best developed in tandem.

In a book advising on human resources practices for public managers, Valcik and Benavides (2011) advised that when developing career ladders, employers need to have a clear sense of the knowledge, skills, and abilities (KSAs) for each role in their organization. This can then be used to determine gaps in the KSAs of current employees so that they can be supported with training. Training should also be provided over time as KSAs evolve and to help employees keep their KSAs current (Valcik & Benavides, 2011). Soft skills become increasingly important as employees move up the ladder, especially if they become managers, so those skills should also be integrated into the KSAs (Valcik & Benavides, 2011).

Benefits Related to Career Ladders

Career ladders can provide employees and employers with a variety of benefits related to career development and business growth. On an individual level, a career ladder could provide a structured career path for employees that allows employees to have a clear understanding of where they want to go in their careers, so they can establish goals for learning, development and effort and a strong motivation to achieve them (Sokolowsky, 2022). It also provides a better understanding of the organization's requirements for employees at different stages of their careers and the requirements for moving to the next rung of the career ladder (Roberts, 2019). The career ladder also provides more opportunities for employees to receive continuing education or special training courses that empower them to work and learn new skills. Some organizations provide tuition reimbursement programs for employees on different levels of the ladder (Roberts, 2019). For example, the City of Los Angeles provides Tuition Reimbursement Benefit for employees if the training needs comply with their criteria (*Sec. 4.315. Reimbursement For Tuition.*, n.d.). Through the career ladder, employees receive personal development assistance, investment and attention from the organization thus increasing their job motivation and satisfaction (Roberts, 2019).

On an organizational level, a well-defined career ladder offers opportunities for growth and development, which helps retain top talent. This not only creates a more stable workforce but also leads to a better distribution of talent within the organization. At the same time, career ladders provide clear progression paths, which can attract more talented individuals to join the organization (*Developing Employee Career Paths and Ladders*, n.d.). This ensures that the organization has a pool of skilled employees to distribute across various positions. Career ladders also encourage employees to invest in their own professional development by providing them with access to resources, training, and mentorship. This results in employees being better

prepared for advanced roles, which in turn, creates a better-trained workforce for the organization (Roberts, 2019).

Employee perceptions of jobs and growth opportunities vary by generation. A large percentage of Generation X place more emphasis on personal growth paths, whereas Generation Y workers place more emphasis on career paths than any other generation (*Developing Employee Career Paths and Ladders*, n.d.). Generation Z are a fresh force in today's workplace and are looking for more guidance and mentorship from their employers. According to research, Generation Z follows a trend of disconnection from mentors in life during their growing process and has a high stress level. That's why they are more eager and need the guidance and active input and interest of employers to show them the direction of their career path. A career ladder could satisfy all the elements they are looking for (Deichler, 2021). Additionally, by outlining the requirements for career progression, career ladders promote internal promotions. This helps in matching the right talent to the right positions and also reduces the time and cost involved in external hiring (Roberts, 2019).

Recommendations

Traditionally, employees have advanced their careers via promotions, such as going from entry-level workers to senior-level and managerial roles (Nexton, 2022). However, we are seeing a rise in the independent contributor population, where employees still get to explore more opportunities in their careers while having more autonomy and freedom in their job (Hardison & Warfel, 2018). Our recommendations focus on merging these two career growth models by focusing on the individual and helping them explore their interests and preferred trajectory.

Recommendation 1: Personalized Roadmap

When looking at the goals of the City of Bloomington, we wanted to create a roadmap that catered to younger generations. We focused on this demographic because according to Purdue Global, Generation Y will occupy 75% of the global workforce by 2025 (2023). In the next decade, Generation Z will also enter the workforce in large numbers–making these generations a significant portion of the total workforce.

Understanding what these employees value is critical to their hiring and retention. For example, Generation Z employees seek guidance from their employers. Approximately 50% of this generation felt stressed all or almost all the time, and according to a Deloitte study, "nearly 40 percent of [Generation Y and Generation Z] said their employers had not taken adequate actions to support their mental well-being" (Deichlier, 2021). Both of these generations value their employer getting to know their goals and their character. These generations of people will leave if they don't feel valued in their work environment.

Taking this into consideration, we have chosen to recommend a career roadmap for the City, emphasizing a people first approach. The City of Bloomington should begin by asking employees about their career goals. For current employees, this should be done during the annual performance review. For incoming employees, managers should broach this topic during the interview or during the onboarding process. Based on the employee's goals, the manager, with support from HR, can develop a roadmap through a vertical or horizontal lens. If the individual is looking to grow into a higher position, the City can offer them a vertical roadmap. If the employee is not looking to grow into a leadership position or is looking to explore other careers, the City could offer them a horizontal road map.

In addition to providing a personalized roadmap, we recommend developing a coinciding mentorship program which would provide young employees with the guidance they need to

successfully follow their path. This program should begin with an individual's developed roadmap and partner them with mentors who can share their experience, career progression, and provide advice on how to approach their goals. Regular meetings between mentors and mentees would ensure progression of employees along the map. The City's culture should be one that celebrates the success of employees' achievements towards their goals.

Personalized roadmaps allow the City of Bloomington to retain its younger workforce by showcasing its dedication to the success and growth of its employees. The mentorship program would provide employees with someone at the organization whom they can approach about work/life-related problems, and coach from personal experience at the organization. It will ease transition into the organization and usher employees into higher leadership roles.

Recommendation 2: Implementing Individual Development Plans (IDPs)

To have a successful personalized roadmap program, the City of Bloomington should implement detailed individualized development plans (IDPs) as part of their annual review process. An IDP is a "tool to assist employees in career and personal development" (Training and development policy wiki*,* n.d.). While we recommend creating and reviewing IDPs during the annual review process, it needs to be clear to managers and employees that this document is *not* an evaluation of performance in their current role. Instead, they are a part of an organization's learning and development strategy (What are individual development plans and how do they work?, 2022). In the City of Bloomington, we hope these documents will help guide employees, managers, and mentors in career roadmap development.

An IDP contains several key components. First, the employee would need to establish their strengths and talents. This can be done by referencing their performance reviews or listing their core competencies. Stating these at the beginning of the process can build confidence and

readiness for new challenges (Individual development plan (with template and example) - indeed. n.d.). Once these have been identified, the next step would be to formulate goals for their development plan. These goals should state career direction (vertical, lateral, realignment, exploratory research, job enrichment, relocation, etc.), have a time range associated with each one (short range, medium range, long range, etc), and have assigned development opportunities (Training and development policy wiki, n.d.). Development opportunities should be assigned through the research based "70-20-10" model. This model states that 70% of your growth should come from your on-the-job experiences, 20% should come from your interactions with others (mentoring and coaching), and 10% should come from formal training and education (Effron, 2022). Using a matrix that states the goal, its direction, its time range, and an associated development opportunity will allow for detailed accountability across stakeholders.

The final component of an IDP is its action plan. A successful plan contains all the above components, along with appropriately allocated resources, an established feedback process, and a timeline for review and revision. This should be completed with the employee, their manager, and their mentor to ensure the plan is properly supported. It is recommended that the City of Bloomington's HR department collects signed copies of these documents annually as an accountability measure and to signal to employees and managers that this is as important as annual performance reviews.

Recommendation 3: Comprehensive Employee Growth and Engagement Strategy

To cater to the unique needs of younger generations and promote their development, the City of Bloomington should implement a comprehensive employee growth and engagement

strategy. This holistic approach combines various elements to ensure the organization's continued success in attracting, retaining, and developing young talent.

First, they should develop a robust change management plan to smoothly integrate new employee growth and engagement strategies into the organization's culture. This plan should foster ongoing communication, comprehensive training, and continuous support for both employees and managers throughout the implementation process. Regular evaluations should be conducted to assess the effectiveness of these strategies and whether they meet employees' needs. Second, the City should consistently conduct employee surveys to gauge their needs, satisfaction with growth opportunities, and overall engagement levels. This information will help the organization understand if new roles align with employees' expectations and interests. Use this valuable feedback to continuously refine and enhance the organization's employee growth and engagement strategy, ensuring it remains relevant and effective. Finally, the City should develop systems of accountability. Employees choosing horizontal lattices may transition into new roles that did not previously exist, which could lead to confusion and uncertainty regarding performance expectations and alignment with the organization's overall vision. To address this, establish clear boundaries and accountability for these new roles. Regular reporting and assessment will ensure the organization remains committed to employee growth and engagement, fostering a culture that values and supports the development of its younger workforce.

By implementing this comprehensive strategy, the City of Bloomington can effectively support the growth and development of its younger employees. This approach not only caters to the unique needs and values of Generation Z and Generation Y but also fosters a culture of engagement and success throughout the organization.

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Team 4

Liz Cardwell
Leann Chen
Chris Cirne Ventura
Sully Feng
Terri Grimlund
Jinxuan Li

Career Ladder Formation – Liz

- Stage 1: Capacity Assessment and Planning

- Stage 2: Partnership Building and Program Development

- Stage 3: Operation and Expansion

Career Ladder Types

- Pre-determined
- Individualized
- In-Range

Internship
- Practical experience

Minimum of three months

Staff
- On-site project work
- Early responsibility

One year

Advanced Staff
- On-site project work
- Complex tasks
- Early leadership

One year

Senior
- On-site project management
- Training Assistants
- Drawing up reports and expert opinions

Three years

Manager
- Client management
- Coordinating multiple projects
- Project responsibility
- Client acquisition

Three years

Senior Manager
- Managing large, complex clients, and projects
- Coordinating multiple projects
- Product responsibility
- Client acquisition

Three years

Partner
- Client management
- Strategy development
- Corporate governance
- Client acquisition

Horizontal Career Lattices

Dual Career Ladders

Team Lead / Supervisor

Junior Management

Senior Management

Executive Management

Individual Contributor – Junior

Individual Contributor

Individual Contributor – Senior

Professional

Senior Professional

Lead Professional

Expert Professional
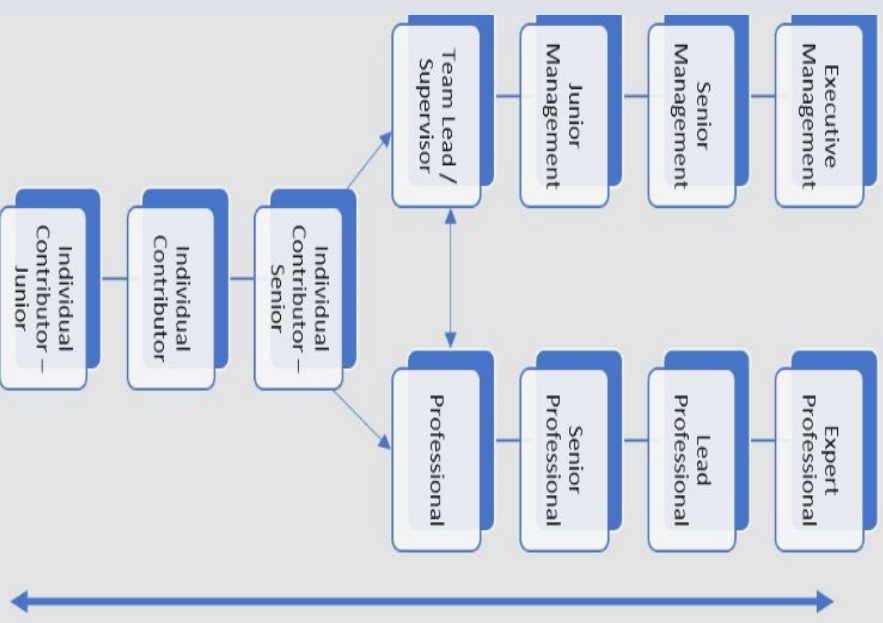
Career Families – Terri

Administration Job Family – FY23

General

Job Family Level		Min	Mid	Max	EE Group	FLSA
Administrative Director 2 (9341D2)		$213,255	$284,340	P & A	Exempt	
Administrative Director 1 (9341D1)		$118,494	$177,741	$236,988	P & A	Exempt
Admin Mgr 3 (9341M3)	Admin Cons/Anlst 3 (9341A3)	$94,818	$142,227	$189,636	P & A	Exempt
Admin Mgr 2 (9341M2)	Admin Cons/Anlst 2 (9341A2)	$80,978	$121,468	$161,957	P & A	Exempt
Admin Mgr 1 (9341M1)	Admin Cons/Anlst 1 (9341A1)	$69,198	$103,797	$138,395	P & A	Exempt
N/A for Supervisory	Admin Associate 3 (8208A3)	$56,139	$75,837	$95,514	CS	Exempt
Office/Admin Svcs Supr, Sr (7208S2)	Admin Associate 2 (8208A2)	$48,027	$64,854	$81,682	CS	Non Exempt
Office/Admin Svcs Supr (7208S1)	Admin Associate 1 (8208A1)	$41,059	$57,054	$73,029	CS	Non Exempt

ADMINISTRATION & CENTRAL SERVICES JOB FAMILY
Human Resources Sub-Family

Job Descriptions

Key:

Represents a single class title within a job family.

Represents another job family that can be used as a bridge for moving into another job family.

Represents a logical career ladder. Additional experiences, licenses, certifications, and/or education may be necessary. See job description for details.

Movement into "Starred" classes is not allowed.

Bachelor's degree required.

Please note:

Revised: 01/28/2022

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Employee growth

Career ladder

- Providing opportunities for advancement
- Enhancing job satisfaction
- Encouraging skill development
- Retaining top talent

Employee Growth

Designing Career Ladders Through Employee Growth

- Define job roles

- Determine skill requirements

- Communicate career paths

- Develop training and development plans

Benefits – Sully

On Individual Level

- Provides a structured career path for employees
- Opportunity to receive continuing education or special training courses (Tuition Reimbursement Benefits)
- Increase job motivation and satisfaction

On Organizational Level

- Higher retention rate
- Attract talent
- Better trained workforce
- Keep younger workers
- More reasonable position/talent distribution

Recommendation 1: Personal Roadmap

Initiative's Goal

- Retain Millennial and Gen Z Employees
- Add a *Mentorship Program* that Coincides with the Roadmap
- Offer a *Flexible Roadmap*

Millennials and Generation Z seek an Employer that Values them

- Millennials will encompass 75% of the global workforce by 2025 (*Purdue Global, 2023*)
- About 50% of Gen Z feels stressed all or almost all the time (*SHRM, 2023*)
  - Due to financial insecurity, COVID-19, career endeavours
- 40% of Millennials & Gen Z said that their employers haven't taken steps to support their well being (*SHRM, 2023*)

Current U.S. Workforce Numbers by Generation

Traditionalists 1925–1945	Baby Boomers 1946–1964	Generation X 1965–1980	Millennials 1981–2000	Gen Z 2001–2020
2%	25%	33%	35%	5%

Source: "Labor Force Composition by Generation," Pew Research Center (2015)
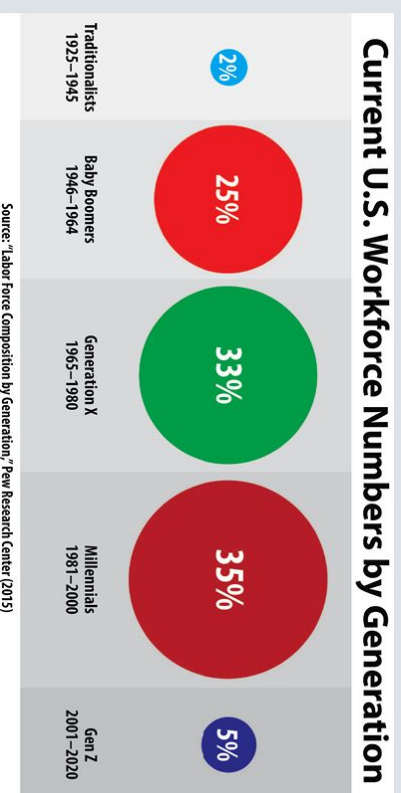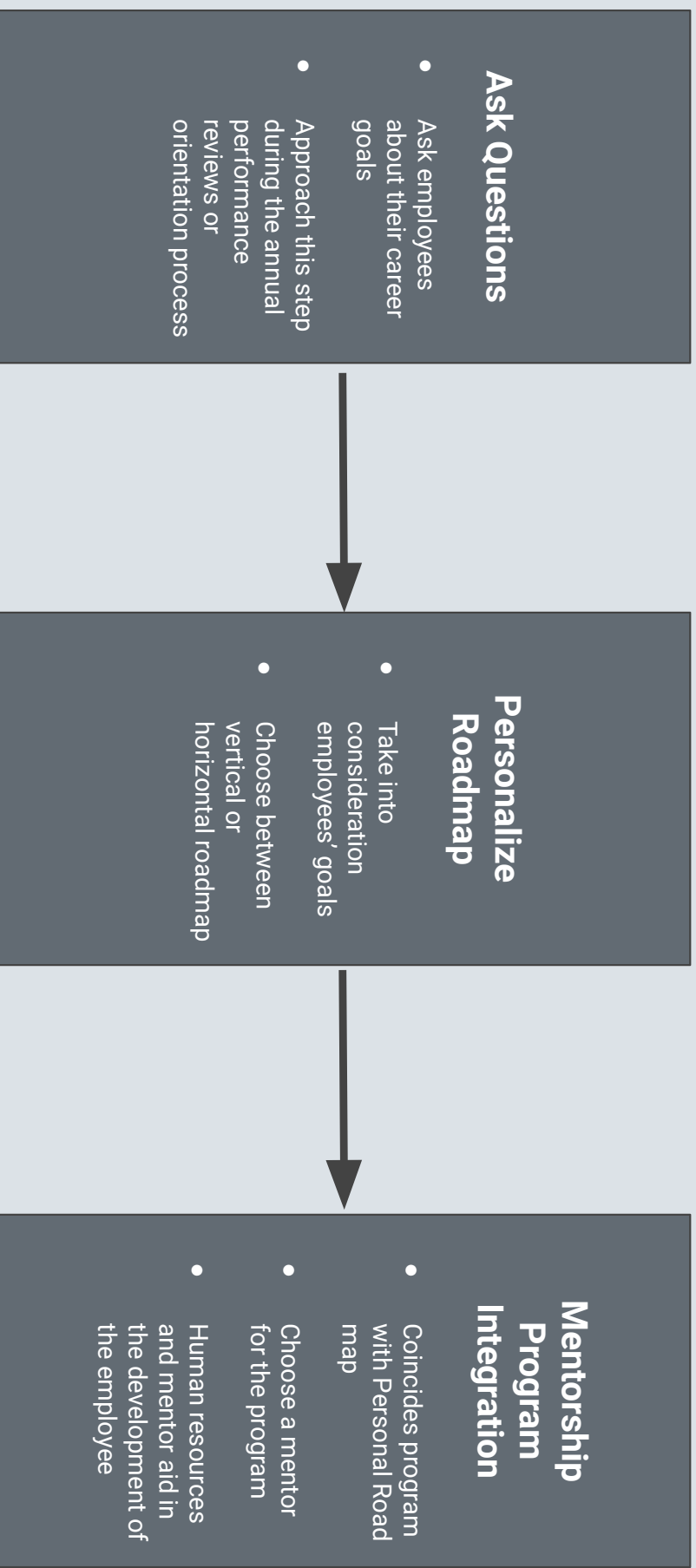
Steps for Implementing the Personal Roadmap

Ask Questions

- Ask employees about their career goals

- Approach this step during the annual performance reviews or orientation process

Personalize Roadmap

- Take into consideration employees' goals

- Choose between vertical or horizontal roadmap

Mentorship Program Integration

- Coincides program with Personal Road map

- Choose a mentor for the program

- Human resources and mentor aid in the development of the employee

Recommendation 2: Focusing on Individual Employees

Competence — What am I great at?

What is important to learn or get better at?

Organizational Needs — What does the organization need?

Where do I want to be?

Passion — What do I love doing? What energizes me?
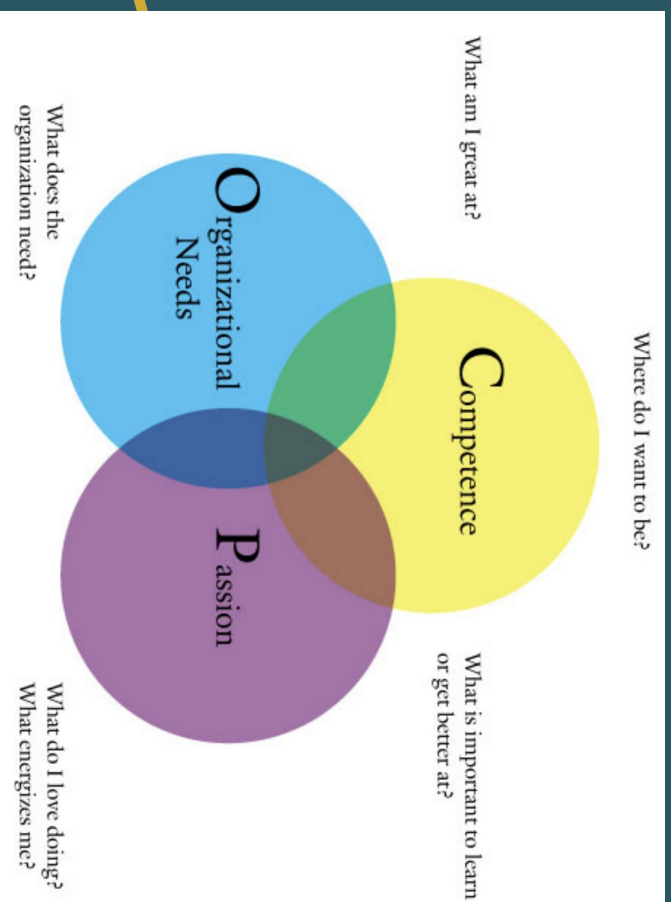
- **Individual Development Plans (IDPs)**
- **Key components:**
  - *Strengths/talents*
  - *Goals* (SMART- Specific, Measurable, Achievable, Realistic, Timebound) and "from/to statements"
    - Vertical - next higher position
    - Lateral - across functions
    - Realignment - lesser position in the org.
    - Exploratory Research - investigating other options
    - Job Enrichment - creating challenge within current role
    - Relocation - moving to other org.
  - *Goal Ranges*
    - Mini (1 day - 1 month)
    - Short Range (1 month - 1 year)
    - Medium Range (1 - 3 years)
    - Long Range (3 - 5 years)
  - *Development Opportunities*
  - *Action Plan: Resources, Feedback, Revision*
  - **70-20-10 Model for Professional Growth**
    - 70% on-the-job
    - 20% coaching & mentoring
    - 10% formal training/learning

Recommendations 3: Comprehensive Employee Growth and Engagement Strategy

Change Management Plan:

- Smooth integration of new strategies
- Ongoing communication, training, and support
- Regular evaluations to assess effectiveness

Employee Surveys and Feedback:

- Consistent surveys to gauge needs and satisfaction
- Assess alignment with employees' expectations
- Refine and enhance growth strategies based on feedback

Systems of Accountability:

- Clear boundaries and accountability for new roles
- Regularly assess progress and commitment

Questions?

Team 5: Hiring BIPOC Millennials

Andrew Hanson
Alissa Levinick
McKenzie Duwenhoegger
Yi-Shian Chen

Introduction

       Bloomington is aiming to hire more BIPOC millennials. They must follow best practices in all aspects of their recruitment and hiring process to achieve their goal. In the following, we will detail how to do so generally and then specifically apply our findings to Bloomington from what we have learned through their HR representative and our meeting with their diversity team. The areas we will speak to our candidate sourcing, interview experience, search committee, application review, decision making, job offers, and negotiation.

Candidate Sourcing

       Sourcing for candidates is an important phase in the recruitment process but is also one of the most likely to be overlooked. When looking for BIPOC talent, it is not enough to rely on standard advertisement measures such as your company's job board, standard external sites, etc. It's essential to meet these candidates where they are in the community, which may be outside of the traditional white spaces in which positions are frequently advertised.

       The first part of sourcing candidates is to post the position. Posting to all regular locations is a start, but to reach BIPOC candidates, the recruiter should consider posting to other, more specific locations for those communities. These could be things like BIPOC-specific newsletters, different associations targeting specific communities, physical posting in different community centers, etc. This is still a passive form of sourcing but is a good first step to get the word out.

       Moving onto a more active side of sourcing, networking effectively within the community is invaluable. One example of this provided by the University of Minnesota Foundation's DEI Consultant, Margretta Getaweh, was to utilize the organizations the company is already working with for other types of programming, such as churches, non-profits, etc. Since

the relationship has already been established with these organizations, it's easier to start building those relationships and discussing open or upcoming positions. Generally speaking, it's a good practice to leverage the existing resources that are in place and expand outwards from there. Part of sourcing is also about building pipelines for the future—it will always be easier to find diverse talent for more entry-level or front-facing positions. Still, higher-level roles are also essential to diversify. Building these connections around these communities increases access to potential talent for these positions and allows growing and retaining these candidates into more prominent long-term roles.

Based upon the interview with the City of Bloomington HR, they are already doing a good job advertising their positions. During the search committee kickoff meeting, HR asks about any specific associations that the committee members are a part of and then posts to those locations in addition to their standard locations. This is a good practice that allows positions to be marketed intentionally to reach specific groups based on the position's needs. An example is if they hire a police officer, they may decide to post on the Somali Police Association to reach that specific subgroup.

Where the City of Bloomington could expand its sourcing is on the active side discussed above. Focusing on intentional networking within the community to find the best places to reach BIPOC candidates is an easy and inexpensive tactic that they can use to help diversify future candidate pools. Community members may never have considered a career in city government, so getting out into the community to build awareness will be crucial to converting BIPOC community members into full-time city staff.

Interview Experience

Job Interviews are one of the most common selection and hiring practices. It is also the most visible to the candidate. Job interviews are usually partially standardized conversations designed to extract information about the candidate's abilities, skills, knowledge, and other job-relevant competencies crucial to assessing the candidate's viability in the role. Job interviews allow the organization to assess candidates in real-world scenarios and observe their communication skills live. However, this high level of interaction also means more room for bias to be introduced to the process. The interviewer can observe demographic information explicitly prohibited for organizations to asses a candidate like those protected by Title VII. Even within an organization that discourages outward displays of discrimination, there may still be an unconscious bias that can be difficult to identify that will undoubtedly affect the decision process. Despite that, there are many practices that an organization can take on to ensure unconscious bias does not significantly affect how a candidate is assessed during their interview experience.

The standardization of job interviews ensures that candidates are assessed in a highly structured environment, leaving no uncertainties for unconscious bias to become the deciding factor. One of the best ways to structure an interview is to design the interview around the job description and utilize behavioral interview questions assessed with Behaviorally Anchored Rating Scales. This ensures that all information exchanged throughout the interview is highly job relevant and devoid of personal characteristics and a high level of transparency of what the interview intends to asses. The standardization of the interview assessment process creates a rubric for the hiring manager, allowing them to operate with more straightforward guidelines and make more equitable hiring decisions with receiving hundreds of hours of diversity and sensitivity training that they may not see as relevant to their roles.

The City of Bloomington has conducted research into the subject of Diversity, Equity, and Inclusion. Many guidelines and information packets have been created to provide resources and recommendations for hiring managers and search committee members. Interview processes involve the hiring manager and the search committee asking for job-relevant answers from candidates, assessing their responses, and discussing those responses within the search committee. The City of Bloomington has already put a lot of structure into the interviewing process. However, much of the content revolves around "What not to do." Shifting the messaging from a negative tone to a positive one may provide more precise guidelines and standardization to the interview process. Instead of keeping a list of questions in mind not to ask, the interviewer may be provided a set of interview questions specifically designed to fit the job competencies of the role, along with carefully crafted Behaviorally Anchored Rating Scales to ensure the assessment of the candidate's response is highly job relevant and devoid of contamination from unconscious bias.

Creating Behaviorally Anchored Rating scales is a daunting task. However, the Society for Human Resource Management has luckily collaborated with a team of industry experts to produce Interviewing guides for both Early Career Candidates and Senior Candidates. "A Guide to Conducting Behavioral Interviews with Early Career Candidates" can be a powerful tool to standardize creating and assessing job interviews. The hiring manager can extract the most important job competencies from the job description, search through the guide for the corresponding interview question, and craft a standardized list of questions that are highly specific to the role but provide the search committee with a structured way to assess the candidates' job competencies.

Implementation of new processes can often be met with resistance. From our conversations, some standardized processes, especially concerning search committees and the assessment of interviewees, often needed to be followed. The use of Behaviorally Anchored Rating Scales seeks to simplify and increase the efficiency of the interviewing experience. This may result in better buy-in from hiring managers as a whole. Standardizing the interview question for each job competency also allows the search committee to compare a candidate's capabilities with other candidates of the same role and across the organization as a whole. This also allows search committee members to better assess the quality of a candidate for a role they are unfamiliar with.

Search Committees

Search Committees are a common feature in many searches and can be a great way to offer additional perspectives to inform the hiring manager's decision of who to hire. While common, they are not always administered correctly, which can lead to additional bias entering the search. The first thing to remember when creating a search committee is why it is being used in the first place. The goal is to provide additional perspectives to help the hiring manager with their decision, so the committee should have a diverse representation of backgrounds, perspectives, and expertise–in addition to racial diversity whenever possible. Diversity of this kind could be found in others within the organization that will interact with the role being hired, those that possess important competencies that this role will need, etc. If the manager identifies a committee that is not diverse in this way, HR's job is to push back and encourage rethinking the selected members.

Once a committee has been established, HR must educate the committee on best practices to avoid bias and maintain standardization. This could come through mandating some form of

unconscious bias training before interviews begin, guiding the importance of standardization, etc. Talking about the dangers of cultural fit right at the beginning is also a good standard practice. Culture fit is often thrown around as a reason to hire one candidate instead of another because the manager wants the new employee to "fit" into the culture of their team and the organization. While personalities meshing together is undoubtedly essential, culture fit as a concept is dangerous as it unconsciously favors those that are most like ourselves. This can often mean favoring white candidates over people of color in a predominantly white organization. Instead of culture fit, it should be framed as culture add, focusing on what this new employee could bring to the team or organization. This addresses the concept of cultural fit without the danger of introducing that bias immediately.

As the search gets started, the best practice is for HR to stay engaged and attend search committee meetings. This allows HR to course correct if the committee veers away from the best practices established at the beginning of the process and ensures all committee members have their voices heard. Positional power can come into play in search committees when employees of different levels are asked to participate. This can lead to lower-level employees needing to have their voices and opinions heard, even though they were selected to participate for a reason. Having HR present can help level the playing field and make sure everyone has the opportunity to share their opinions and impact the final decision.

From the interview with Nancy Steele from the City of Bloomington HR, all the bones of the best practices for search committees are in place. They are already ensuring committees are diverse, reviewing resources, discussing unconscious bias, etc. However, when talking to Faith and Pa Dao, this rosy image of the process was questioned. While HR had the best intentions with the search committee and interview process, it sounded like the members and managers

needed to follow that guidance. With this in mind, the most significant opportunity area for the City of Bloomington is to keep HR actively engaged as the search committee continues to meet throughout the process. Having HR present and able to challenge committee members and provide opportunities for everyone to share their perspectives can help ensure those best practices are followed. To do this, the City of Bloomington would need to empower its HR team to have these tough conversations and provide training and resources about the most effective way to do it. If they were to do this, their current processes could be successful without making any other significant changes.

Application Review and Decision Making

The following are best practices that can be implemented to ensure a fair, equitable selection of candidates throughout the hiring process. The selection process should be completely standardized. There need to be clear, specific criteria and job requirements set before review. These criteria should be communicated in a context that has been decoded to eliminate initial gender bias. This ensures that all candidates are evaluated equally. Another tool that can be utilized is blind screening. Removing identifying information from resumes and cover letters will eliminate biases or inconsistencies in the screening process. Multiple people should be required to review each applicant's materials. After each individual reviews them, they can discuss who should move forward. This forces reviewers to be held accountable for their decisions; this has been shown to limit bias. Lastly, all reviewers should be trained to identify and avoid bias. Another beneficial practice in all aspects of diversity is encouraging people to question processes continuously. When employees assume there is no bias, bias creeps in. By introducing all of these aspects into the hiring process, bias will be minimized.

After applicants are selected for interviews, similar methods as the initial section can be used to limit bias. Questions need to be standardized so all applicants have the same opportunities. There should be a premade evaluation rubric with a Likert scale, and each question should address one specific skill/requirement needed for the job. There should be multiple diverse interviewers so people have to justify their answers, limiting bias. When the panel is saying opinions about candidates, the person with the most power in the process (likely the manager) should speak last so their opinions don't influence others in the panel. After all interviews are conducted, all hires need to be determined the same way, relying primarily on the ranked answers.

Based on our interview with a Bloomington HR representative, it seems that Bloomington understands what best practices are. However, problems are ensuring that all practices are followed the same way in each interview. There is also an issue with having managers listen to the input of the diverse hiring panel because they have the final say in hiring decisions, so they don't need to listen to the panel if they disagree with what's being said. It sounds like managers are unaware of their biases and don't care.

To fix these issues facing Bloomington, management should fully document the justification of any hiring decisions. By forcing managers to fully reflect on why they made their decisions, it should eliminate the "she reminds me of a younger me" type of interpersonal biases and hopefully force managers to be more objective about the selection. Talent and acquisition could have a stronger influence on final decisions, so someone with broader diversity training and understanding has a space to speak up.

It can be challenging to incentivize people to want to promote best practices in any aspect of work. One way to boost morale is to appreciate the employees doing a good job. In this

specific example, HR can show the hiring panel how much they appreciate their work and emphasize thanking them for trying to be the least biased possible throughout the interview process.

Job Offers and Negotiations

Job offers and negotiations may not seem to affect the hiring of BIPOC individuals, but many inequities can be created in this process. BIPOC individuals are often paid less than their white counterparts, even when they have the same qualifications and experience. By ensuring that job and salary offers are given based on the candidate's experience and qualifications, the organization can create greater equity among its employees.

BIPOC millennials may have unique needs and circumstances that require more flexibility in their job offer. Be open to negotiation and willing to discuss different options that can accommodate their needs. Additional benefits can also be considered when trying to hire BIPOC millennials. They may be looking for flexible work arrangements, paid time off for cultural holidays, or access to mental health resources. Additional benefits that may not be a part of a standard offer may help drive equity in the workplace. Also, transparency is a vital part of the job offer stage. It is essential to be transparent about the salary and benefits offered. Organizations should be willing to answer any questions and provide individuals with the information about how the salary and benefits were determined. This can set up a productive conversation for negotiation and what other peers are being compensated for.

During our meeting with a Bloomington HR representative, we learned that there is currently a rigid job offer and negotiation process. Job offers are sent to candidates with the start date, pay, benefits if they are eligible for health insurance, and other conditions. If multiple roles are filled, the offers are sent out based on seniority for the start date decision.

The starting pay range for a particular position is listed in the job description. There is little room for negotiation for a candidate due to the established compensation plan that leaves little discretion. The HR representative had said there is likely to be no higher negotiations for a position since it is so rigid and the desired qualifications are listed and scored. She had said there would need to be a significant reason or a challenging role to fill to get a higher negotiated pay. Also, many positions are union contracts, leaving even less room for negotiation.

We recommend that Bloomington adjust its job offer and negotiation practices to attract BIPOC Millennials by creating a transparent process. Allow individuals to ask questions and answer them when talking about peers' and coworkers' current salaries and benefits. We also recommend that Bloomington think and be willing to negotiate additional or non-typical benefits. Adjusting to what each needs can help them create a better workplace and attract more individuals. Lastly, we recommend that Bloomington offer negotiation classes or mentorship for its employees so that BIPOC individuals can feel confident negotiating as much as their white male counterparts.

Conclusion

Overall, the City of Bloomington's current policies were not significantly different from the best practices uncovered during our research. Best practices were often incorporated and However, there were concerns brought up about the practices and implementation of the policies of the City of Bloomington currently enacts. To ensure the recommendations outlined in this project do not fall on deaf ears, stakeholder buy-in is paramount. Changes made in the sourcing, interview, search committee selection, application review, and negotiation practices of the City of Bloomington must be presented to the key stakeholders of these processes as not only effective in advancing the mission of the City of Bloomington, but also the performance of their tasks.

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Best Practices to Hire BIPOC Millennials

Team 5

GRADUATE VOLUNTEER CONSULTANTS

Meet the Team!

Alissa Levenick

Andrew Hanson

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Agenda

- ○ Candidate Sourcing
- ○ Interview Experience
- ○ Search Committees
- ○ Application Review & Decision Making
- ○ Job Offers and Negotiations
- ○ Q&A

Candidate Sourcing

Best Practices:

○ Meet candidates where they are–don't just rely on traditional job posting methods.

  ○ BIPOC specific job boards

  ○ Associations targeting specific groups

  ○ Physical posting in community centers

○ Intentionally network in the community–use the connections your organization already has and expand from there

○ Focus on the future, not just the present and build a pipeline of talent

Interview Experience

Best Practices:

○ Standardized Interview Questions and Review
  ○ "What-to-do" instead of "What not to do"
  ○ Behaviorally Anchored Rating Scales
    ○ SHRM Behavioral Interviewing Guides
  ○ Elimination of Personal Characteristics.

○ Work-Sample Focus

○ Job Descriptions that feed into Interviews
  ○ Transparency
  ○ Tie-In with Authorization to Fill

Search Committee

Best Practices:

○ Ensure committee has diverse representation of backgrounds, perspectives, and expertise (in addition to racial diversity when possible).

○ HR should educate search committee on best practices and stay in touch throughout the interview process.

   ○ Unconscious bias training

   ○ De-emphasize culture fit

○ Be mindful of positional power within the committee

Application Review & Decision Making

Best Practices

○ Diverse hiring panel

○ Training for panel

  ○ Make people aware of own biases

  ○ Have person with most authority (probably manager) voice opinions last

○ Standardization

  ○ Pre-made ranking systems and questions

○ After selection have documentation/justification

Implications for Bloomington

Problems:

◦ Not all HR liaisons behave the same in interviews

◦ Managers don't listen to input of panel

Suggestions:

◦ Specific training for HR

◦ Talent and acquisition could have stronger influence in final decisions

◦ Emphasize reason for panel to managers

   ◦ They are there for a reason - listen to their input

◦ Have managers document / justify final hiring decisions

Job Offers and Negotiations

Best Practices:

○ Ensure that job and salary offers are given based on the candidate's experience and qualifications

○ Open negotiation

  ○ Willing to discuss different options that can accommodate different needs

○ Consider additional benefits

○ Transparency

  ○ Conversations and questions can be had about current employees salaries and benefits

Implications for Bloomington

Suggestions:

- Offer mentoring or classes on negotiation
- Transparency when giving job offers and negotiating
- Out of the box or additional thinking to offer benefits that could attract
  - BIPOC Millennials