

Civil Rights



# Department Business Results

January 1, 2014 – December 31, 2015

April 7, 2016

## Introduction

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The department chose to present its Business Results by theme. They are: Eliminate discrimination; Meet Stakeholder Needs; and Engage Employees. We chose these themes because our work primarily falls in these “buckets” and having these foci, we are guaranteed the greatest likelihood of success. These themes are also our Beacons for Success and can be found in the updated Business Plan.

### ELIMINATE DISCRIMINATION

Discrimination can occur in many different settings in a variety of forms. It adversely affects the health, welfare, peace and safety of our community. Illegal discrimination degrades individuals, fosters intolerance and hate, and creates and intensifies unemployment, substandard housing, under-education, ill health, lawlessness and poverty. It injures the public welfare. To eliminate discrimination, its existence must first be acknowledged and then the barriers that prevent equality of access to opportunity must be dismantled. The department’s success depends on our ability to remove barriers to programs, systems and resources to create conditions for all people, regardless of circumstance, to have opportunities for success at every stage of life.

### MEET STAKEHOLDER NEEDS

Effective relationships with other government entities, departments and service providers are integral to the success of our department. The public demands that we are able to demonstrate responsible use of public monies, and that we are efficient, responsive, flexible, transparent, accountable and accessible. In order to meet the needs of our stakeholders we must understand what their needs are. We do this by asking with regularity, then listening with purpose.

### ENGAGE EMPLOYEES

We know that if we are to meet the needs of our stakeholders *and* eliminate discrimination, our employees at every level must be credible, consistent, share our values and be committed to the business objectives. Engaged employees give of their best each day. The department’s success depends on our ability to sustain a culture of trust, integrity, commitment and communication that will motivate employees to contribute to overall success through individual performance, productivity and well-being.

## Department Facts & Summary of Accomplishments: 2014-2015

# Employees (full & part time):	26
Average year in current classification:	4 years 3 months
Average age of workforce:	40.9
Gender:	Male: 33% Female: 67%
Race and Ethnicity:	People of color: 52% White: 48%
Annual Budget:	\$3.56 million
Eligible to retire in four years:	2
Cases handled:	OPCR: 742 CID: 196
ADR Settlements collected in 2015:	\$258,000
Projects > \$100k monitored in \$\$:	\$310.3 million
Urban Scholars placed	92
*Unpaid wages recovered:	\$187,973

\* No centralized recordkeeping in 2014

### Why were these measures chosen?

The measures on page 5 were chosen because they are representative of the City's goal that discrimination is to be eliminated in Minneapolis. The department's work to end discrimination can help ensure that residents, businesses and government entities are successful.

The department chose to include this data from the 2012 resident survey because it is the most recent, comprehensive picture we have of general overall perception of the racial health of the City. Many residents continue to believe that barriers exist to full inclusion in the City's prosperity.

### What the data shows:

The *2012 City of Minneapolis Residents Survey* states that 16 percent of Minneapolitans surveyed reported experiencing discrimination in the 12 months prior to the survey. Figure 2 shows that 64 percent of the residents who reported experiencing discrimination, believed it was based on their race or color. It is also important to note that the survey results indicated that the top two areas of discrimination occurred while dealing with the City of Minneapolis or getting a job or at work (see Figure 1).

The results from the *2012 City of Minneapolis Residents Survey* support the Division's data where race and color have been cited as the most common bases of discrimination since 2012 (see Figure 4). The data in figure 4 represents case data from the department's Complaint Investigations Division.

Case file data (Figure 4), *Minneapolis Residents Survey (Figures 1 and 2)*, and unemployment data (Figure 3) tell the story that: (1) discrimination is still a prevalent issue in the City of Minneapolis, (2) a significant number of alleged acts of discrimination occur in the workplace and are race related and (3) when viewed together, many more people of color are unemployed than white people and more people of color reported discrimination.

The survey showed that one quarter of those surveyed indicated "other" as the situation in which they experienced discrimination and more detail is necessary to ascertain the exact reasons for discrimination.

Note: Figure 3 shows unemployment rate by race as percent of labor force population (not total population).

### Looking forward:

- Revise resident survey to glean more detailed information on situations in which residents believed they were discriminated against.
- Provide opportunity for people to provide their perspective on the experience of discrimination at various community events and outreach events.
- Use results from the survey that are not shown here (police interaction) to help focus outreach and awareness effort.

Figure 1

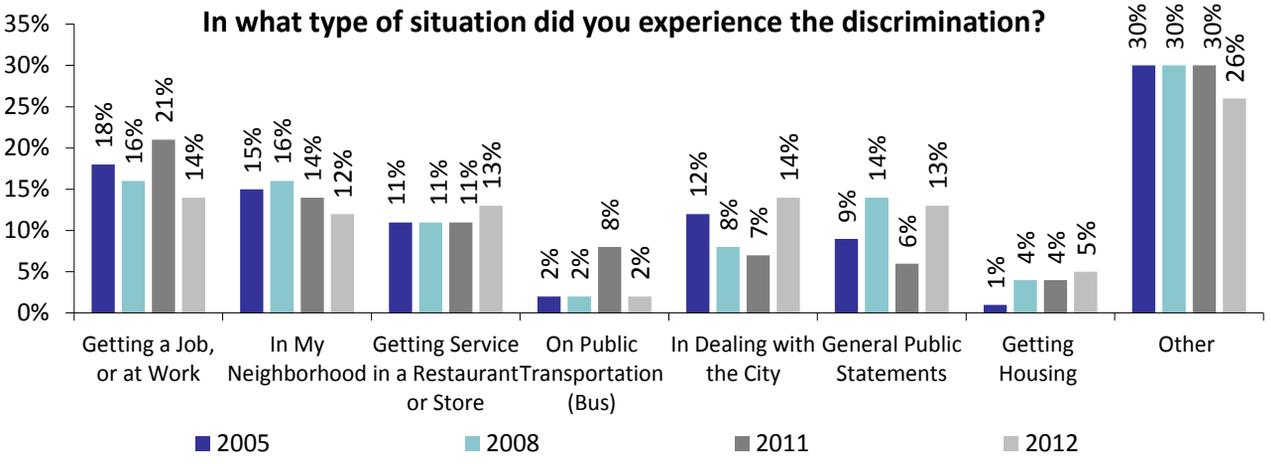


Figure 2

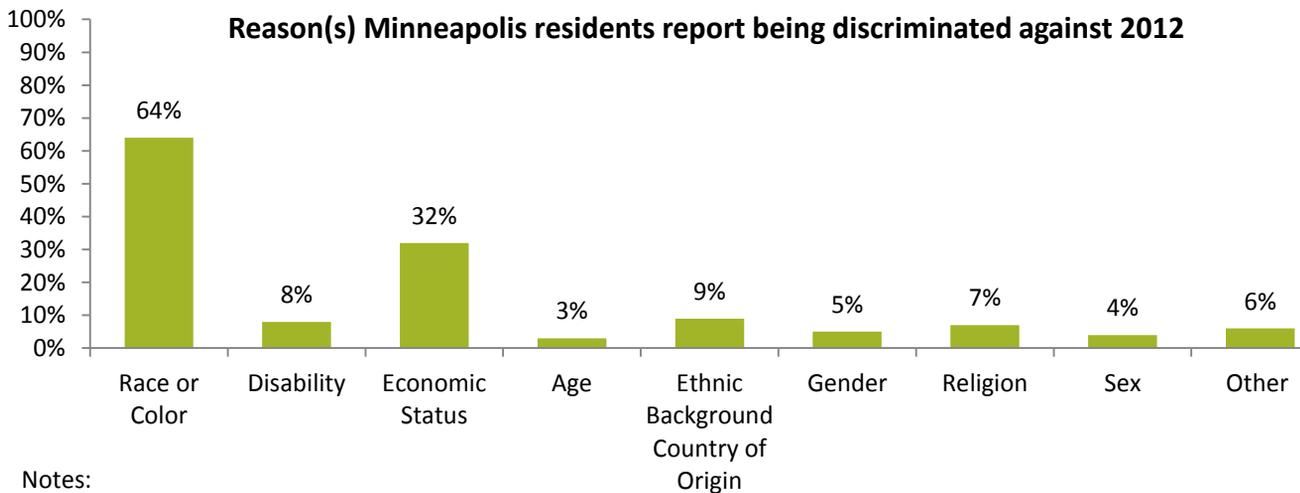
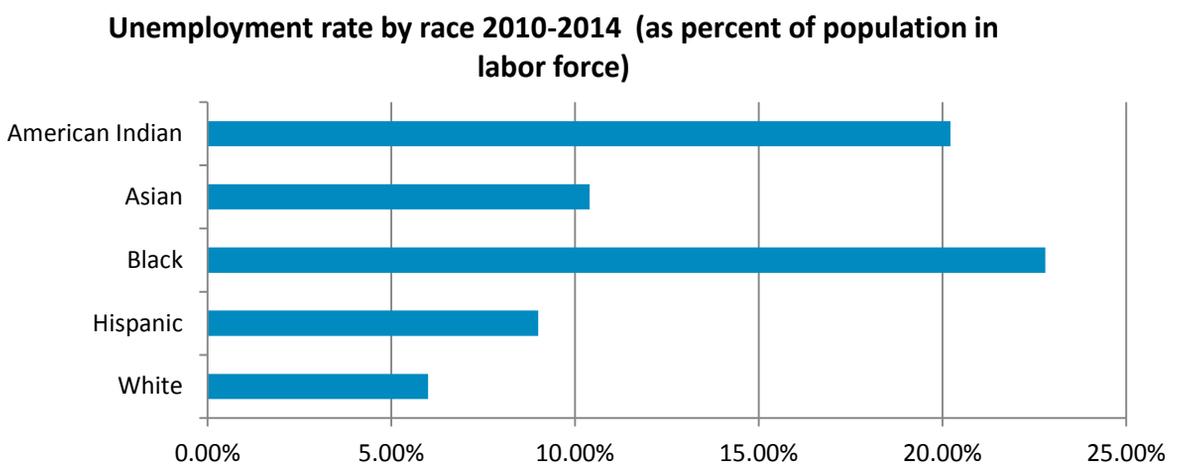


Figure 3



### Why were these measures chosen?

The measures on page 7 were chosen because they provide the best information on complaint activity in the Civil Rights Department. The data provides a general picture of whether or not the City is creating and sustaining an illegal-discrimination-free community. A complaint is a person's expression of grief, pain, perception of unfairness or legality, or discontent with their employer, school or public service, etc. An effective complaint process also may be a signal that people have confidence in the complaint process and view complaints as a way to engage with their government. Complaints provide an opportunity to repair a relationship or to restore justice and a sense of fairness to an aggrieved party.

These measures also support the City's goal to eliminate discrimination so that all businesses and residents and government entities are protected from illegal discrimination.

### What the data shows:

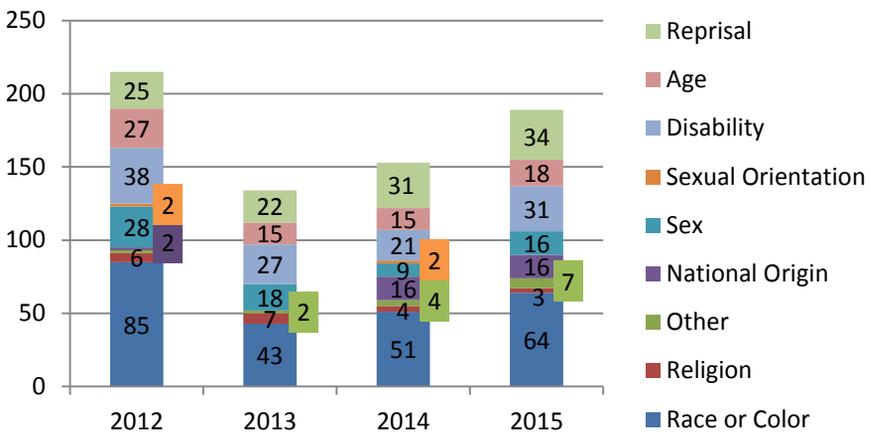
The data is consistent with the resident survey in that race and color are the most frequent basis for filing a complaint AND the data shows that complaints based on race/color/national origin increased approximately 20% in 2015. The majority of complaints were filed in the area of employment/jobs.

### Looking forward:

- Amend Civil Rights ordinance to provide additional protections (housing, jobs) and for readability and ease of use.
- Use data to focus outreach to potential respondents and potential complainants.
- Increase outreach to landlords and the business community to make them aware of their requirements to prevent discrimination.
- Map complaint data to determine where complaints are originating.

Figure 4

Case Basis Filed with Complaint Investigation Division, by Year



Note:

1. "Other" includes cases related to Ancestry, Creed, Familial Status, and Public Assistance.
2. Some years there were two or fewer cases in the following categories: Age, Disability, National Origin, Religion, Sexual Orientation and "Other."

Source: CID Data

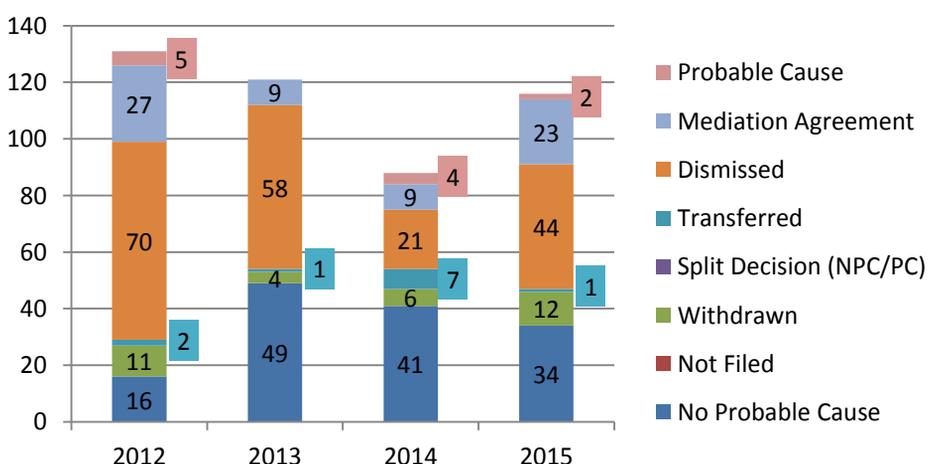
Figure 5

2014-2015 Areas of Complaints

	Labor Organization	Employment	Employment Agency	Furnishing Employment Info. & Employment Advertising	Real Estate	Real Estate Broker/Sales Person	Professional Organization	Lending	Public Accommodations	Public Service	Educational Institutions	Business	Aiding, Abetting, Facilitating	Coercion in Housing
Race		86			2				12	6	2			
Color		3			2					2				
Creed														
Religion		4			2									
Ancestry					1									
National Origin		15			6				6	5				
Sex		25												
Sexual Orientation		2												
Gender Identity														
Disability	2	37			5				5	4				
Age	4	25			2				2					
Familial Status														
Reprisal		34												
Public Assistance		3			2									

Figure 6

Breakdown of Case Resolution



Source: CID Data

### Why were these measures chosen?

The measures on page 9 were chosen because they support the City's goals and values to eliminate discrimination and to ensure fair and equitable access to employment opportunities are provided to minorities and women on City construction projects.

In 2012, the City Council adopted aspirational goals set by the Minnesota Department of Human Rights for female and minority inclusion on all City construction and development projects over \$50,000. The goals are 6% of total project hours to be performed by females and 32% of total project hours to be performed by minorities. The Division monitors these projects to ensure contractors commit to use female and minority workers, adhere to their commitments, and make efforts to recruit, hire, and train females and minorities.

The department has facilitated improvement in the workforce inclusion numbers by using a collaborative approach with contractors – which generally works with contractors who want to retain the designation of “responsible.”

### What the data shows:

The data shows steady improvement in each year. Civil Rights data in 2013 showed an approximate 22 percent result for women and minority inclusion on projects on 265,335 project hours worked. By 2015, the results showed a 25 percent participation rate of women and minority workers on 570,937 project hours worked. This increase represents a substantial improvement in the socio-economic outcomes for people in our city.

### Looking forward:

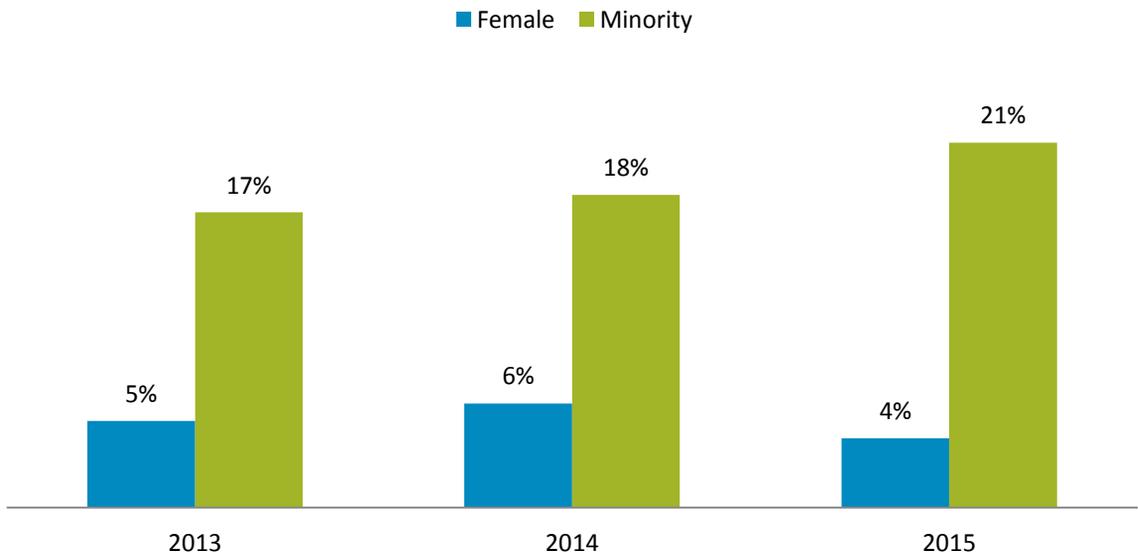
- Continue to work with Minneapolis Employment and Training and others to build capacity in the construction workforce.
- Continue collaborative approach to improving compliance.
- Finalize and implement a compliance audit process.

Three -Year Comparison of Female and Minority Workforce Inclusion on Closed Construction and Development Projects

	# of Projects	Total Project Hours	Final Participation	
			Female	Minority
<b>2013</b>	37	265,335	13,767 (5%)	46,385 (17%)
<b>2014</b>	60	1,352,400	77,140 (6%)	249,151 (18%)
<b>2015</b>	72	570,937	23,010 (4%)	119,096 (21%)
<b>Total</b>	169	2,188,672	113,917 (5%)	414,632 (19%)

Source: 2015 CCD 4<sup>th</sup> Quarter Report

Three Year Comparison of Female and Minority Workforce Inclusion on Closed Projects



Source: 2015 CCD 4<sup>th</sup> Quarter Report

Figure 7

Figure 8

## Why were these measures chosen?

The measures on page 11 were chosen because they support the City's goals and values to eliminate discrimination and to ensure fair and equitable access to opportunities for women and minorities. The measures show the results for women and minority business inclusion on City construction projects. The City's Disparity Study indicated that approximately 25% of the spend on projects and contracts in excess of \$100 Thousand should go to woman-owned and minority owned businesses.

There are several factors that must be considered when looking at the data: the numbers of MWBE firms in the relevant NAICS codes to perform City work; and M/WBE firms ready, willing, and able to perform the work on City projects.

## What the Data Shows

The inclusion performance decreased in 2015 to 14% (combined MWBE) of \$82.1 million from 20% of \$228.2 million in 2014, a difference of approximately \$35 million. HOWEVER, at the same time, other large projects in this region are experiencing success, which boosts the economic impact.

## Looking Forward

- Complete disparity study to determine extent to which small women-owned and minority-owned firms are represented in the marketplace, thereby informing the goal for MWBE inclusion on City contracts.
- Continuously improve planning, monitoring, and compliance for MWBE inclusion on City contracts.
- Continue to partner with BTAP, the City of Minneapolis Supplier Diversity Team, the Best Practices Roundtable, and others to improve access and capacity of M/WBEs.
- Identify and certify firms to participate in the City's Supplier Diversity efforts.
- Continue to provide training and tools for general contractors, developers, and subcontractors to assist them in meeting business inclusion goals.
- Continue to provide training and tools for City staff so processes are streamlined and effective.

### Three-Year Comparison of MBE and WBE Business Inclusion on Closed Construction and Development Projects

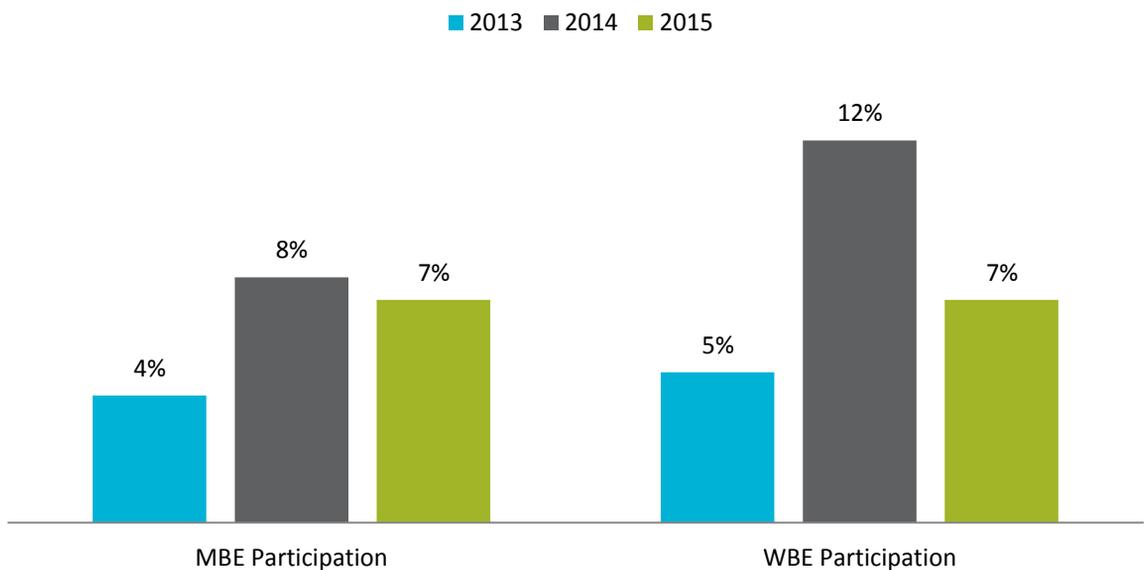
	# of Projects	Total Contract Amount	Participation	
			MBE	WBE
<b>2013</b>	28	\$51,357,531	\$1,855,220 (4%)	\$2,664,627 (5%)
<b>2014</b>	43	\$228,256,622	\$17,270,260 (8%)	\$27,548,728 (12%)
<b>2015</b>	56	\$82,131,480	\$5,433,751 (7%)	\$5,410,505 (7%)
<b>Total</b>	127	\$361,745,633	\$24,559,231 (7%)	\$35,623,860 (10%)

For 2013, 2014, and 2015, MBE and WBE total participation on closed construction and development projects was 7% MBE (\$24,559,231) and 10% WBE (\$35,623,860).

Source: 2015 CCD 4<sup>th</sup> Quarter Report

Figure 9

### Three-Year Comparison of MBE and WBE Business Inclusion on Closed Projects



Source: 2015 CCD 4<sup>th</sup> Quarter Report

Figure 10

### Why were these measures chosen?

In 2010, the Economic Policy Institute (EPI) released “Uneven Pain.” This report indicated that the Minneapolis/St. Paul Metro experienced the worst disparity in employment between Whites and African Americans in the country. The economist who conducted the study proffered the reasons: African Americans were “recent” entrants in the Twin Cities labor market therefore there is a lack of experience with a growing portion of this population; the gap in high school graduation rates; the lack of professional network for young people of color and hiring bias.

The EPI study attributes much of the disparity in employment to high school graduation rates. But college graduation rates show similar results. According to the National Center for Education Statistics in 2010, four-year degrees conferred to U.S. minority residents generally increased, the proof is in the numbers: 72% to White students; 10.3% to Black students; 8.8 to Hispanic students; 7.3% to Asian Pacific Islander; and 0.8% to American Indian/Alaska Native. Programs such as Step-Up and Urban Scholars provide more than a summer job – they provide students with a goal of future employment and entice students to stay in school.

The City saw this as an opportunity to address the issue head-on and undertook several initiatives to tackle the problem. At the same time the study was being discussed, the City analyzed its workforce and knew the imminent wave of retiring baby boomers and the influx of millennials into the workforce presented an ideal opportunity and Urban Scholars was created.

Urban Scholars mission is to provide students from diverse racial and ethnic backgrounds a distinctive professional experience focused on gaining essential leadership and skills and creating a resume-building career pathway. It aims to be the most innovative and effective leadership and professional development program in which students from diverse racial and ethnic backgrounds are inspired to participate in an exemplary professional experience.

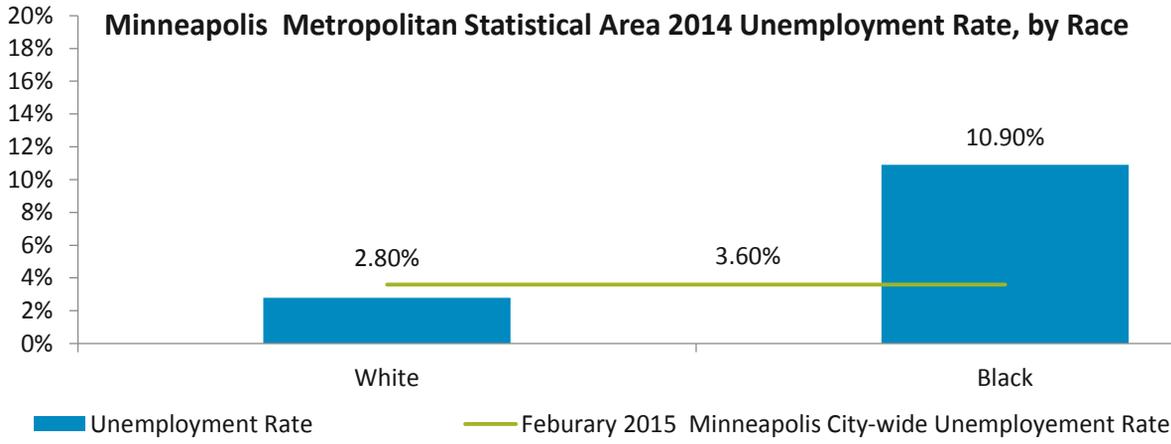
### What the data shows:

Since the release of the EPI report in 2010, there has been little progress made in the closing of the employment gap across the metro and the City’s workforce does not yet reflect the community it serves.

### Looking forward:

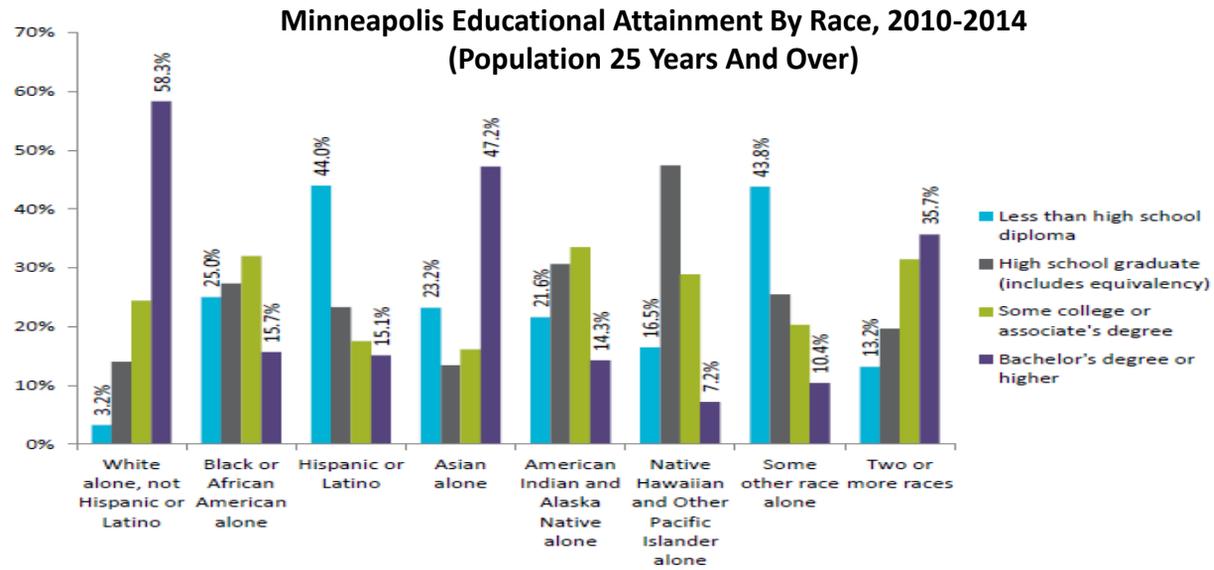
- The Civil Rights department is committed to eliminating this disparity across the metro and within our workforce.
- Expansion and growth of the Urban Scholars program will be discussed in the following pages.

Figure 11



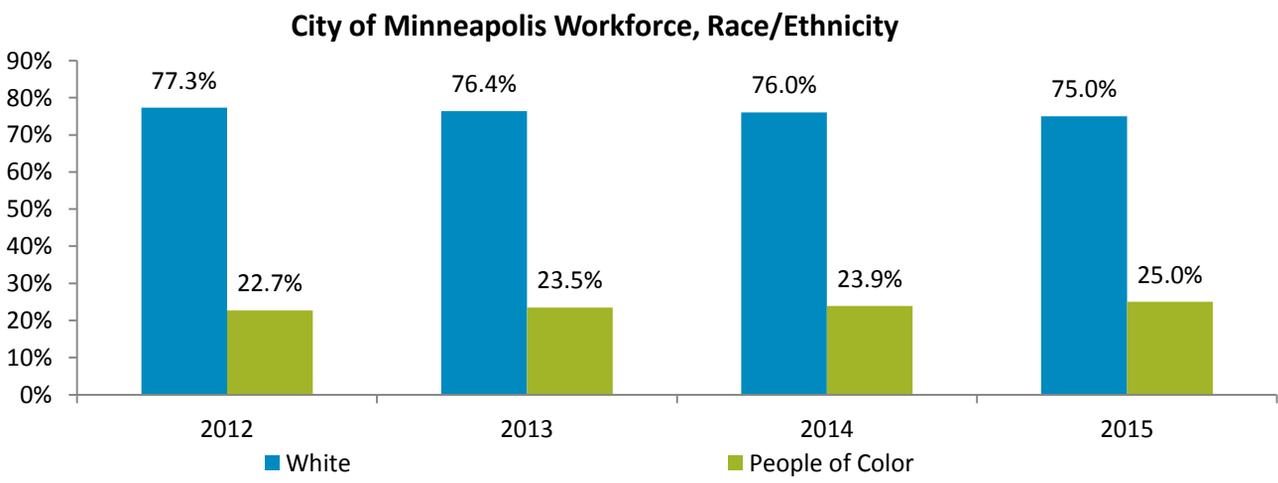
Source: Economic Policy Institute and Bureau of Labor Statistics

Figure 12



Source: City Goal Results Minneapolis Economic Security January 27, 2016

Figure 13



Source: HRIS Snapshot 12/31 of each year

Why were these measures chosen?

Urban Scholars is a leadership and professional development program which provides evidence based programing and summer internships to post-secondary students from diverse racial and ethnic backgrounds. Focused on pairing scholars with meaningful – resume building experiences creating a pipeline of qualified, well trained candidates for work in the public and private sectors.

The measures provided aim to show the progress being made at addressing the employment disparities identified by the EPI.

What the data shows:

Each year since the first Urban Scholars interned at the City in 2012, the number of Urban Scholars placements, applications, and organizations interested in the program has steadily increased. The majority of postsecondary interns reported in past years has been white and the same is true in 2015. The Urban Scholars continues to bring a diversity of students into the City, with 97% of the City’s Urban Scholar participants identifying as a person of color.

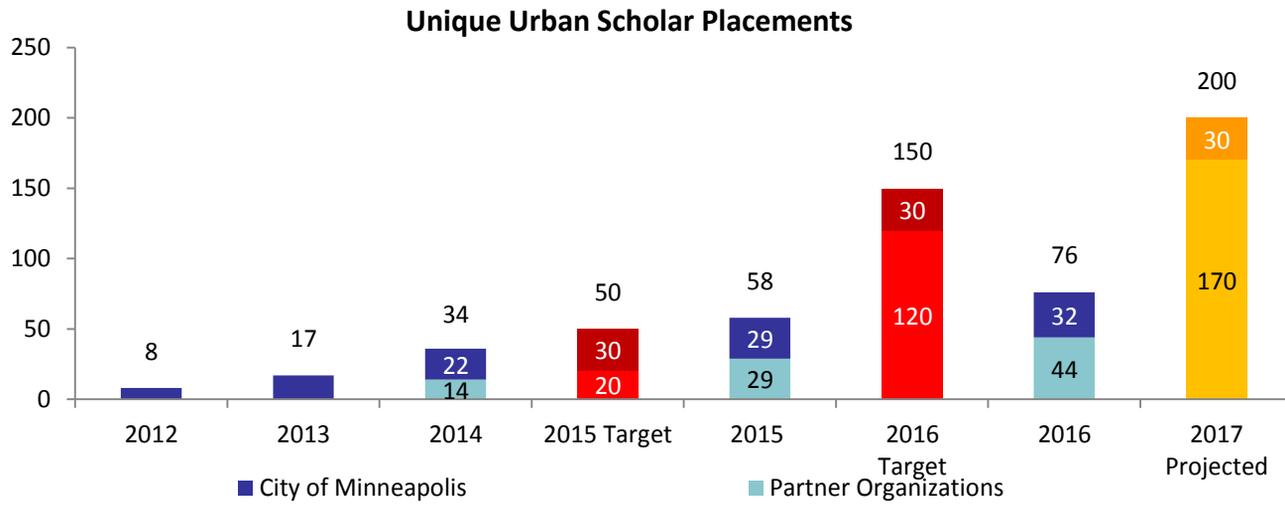
Since 2012, there have been 68 individual students placed in 76 individual Urban Scholars positions throughout the City of Minneapolis in all 19 departments. In that time, 31% of City of Minneapolis Scholars have received full or part-time employment with departments after completing the Urban Scholars Program (21 individuals in 26 positions). This does not include any of the Urban Scholar Partner Organizations.

In order to have a measurable impact on the employment disparities, the Urban Scholars program has needed to expand to beyond placements at City Hall. The projections included represent placements at the City of Minneapolis at placements across the Metropolitan area, where other organizations host scholars in summer internships.

Looking forward:

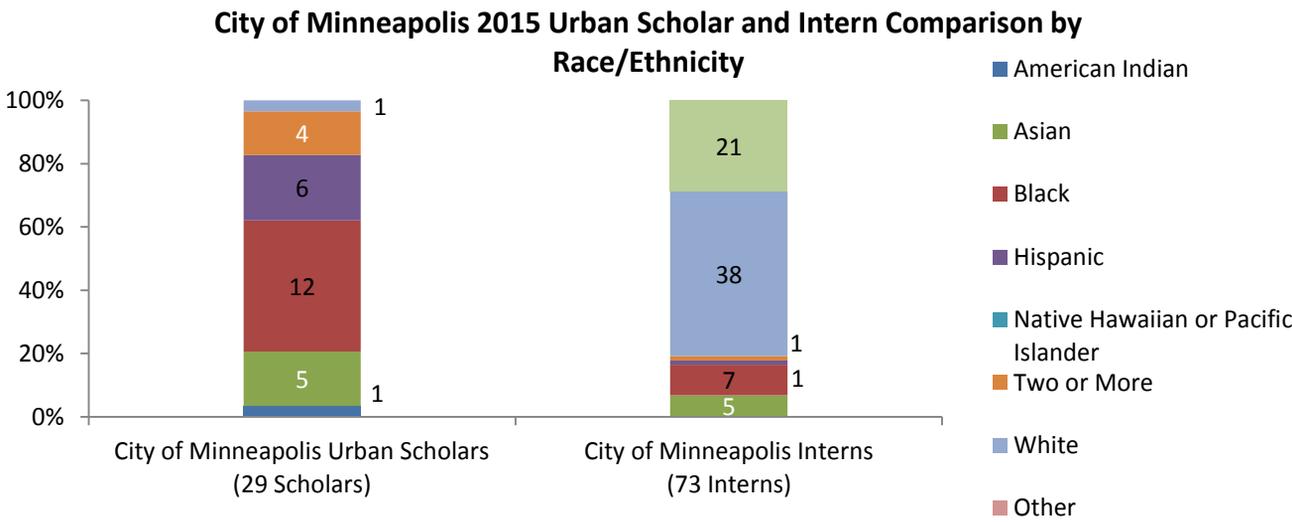
- Grow and expand Urban Scholars to find summer placements for 200 scholars by 2017.
- Continue working with Urban Scholar supervisors to equip them with the necessary skills to effectively manage and grow our future workforce.
- Continue sharing our stories of success and grow the program to more partner organizations.
- Provide innovative, responsive, and evidenced-based programming to increase employable skills through leadership and professional development components of the programming.
- Work with the Human Resources Department to make Urban Scholars part of every department’s workforce planning.

Figure 14



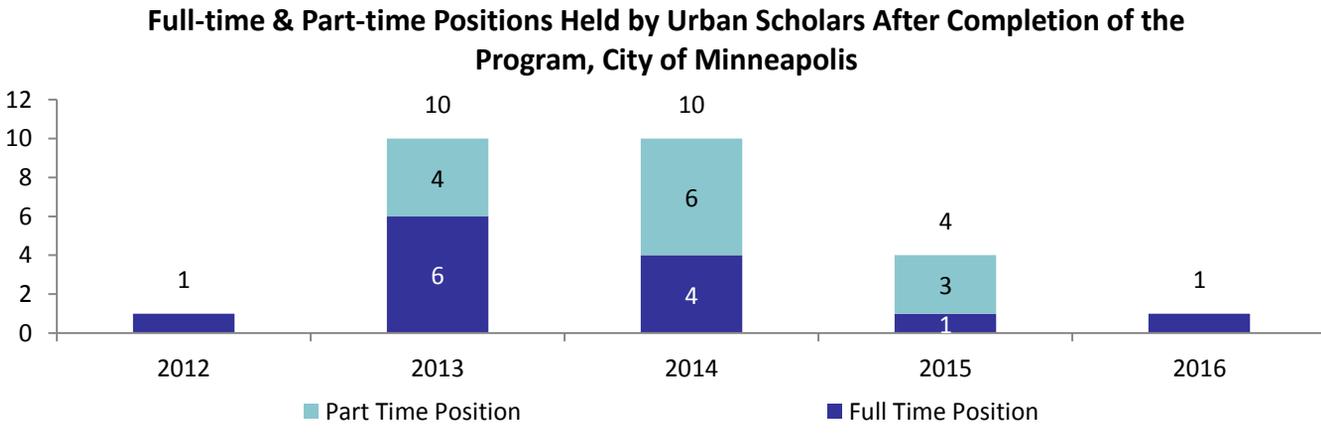
Source: Civil Rights Equity Division

Figure 15



Source: NeoGov and HRIS

Figure 16



Note: There have been 68 individual students placed in 76 individual Urban Scholars positions throughout the City. Since 2012, 31% of City of Minneapolis Scholars have received full or part-time employment with departments after completing the Urban Scholars Program (21 individuals in 26 positions). This does not include any of the Urban Scholar Partner Organizations.

### Why were these measures chosen?

The data on page 17 support the City's goal to build public trust and to work in an open, ethical, and transparent manner. Mediation also provides an efficient option to a case investigation. Mediation is a voluntary process and is available at any time during the complaint process. It allows parties to resolve their conflict prior to responding to a charge and avoids submittal of unnecessary documentation. As a result, cases can be resolved faster and avoid a more costly and lengthy investigation process. The Division's alternative dispute resolution (ADR) program consists of early mediation, mediation, conciliation and commission mediation. Parties can also close their case through an outside settlement agreement.

### What the data shows:

#### **Figure 14: Mediations held 2013-2015**

This graph shows an increase from 2014-2015, but a decrease in the number of mediations held from 2013-2014. It is important to note, however, that the average award amount is higher in 2014 compared to 2013, even with having two less mediations.

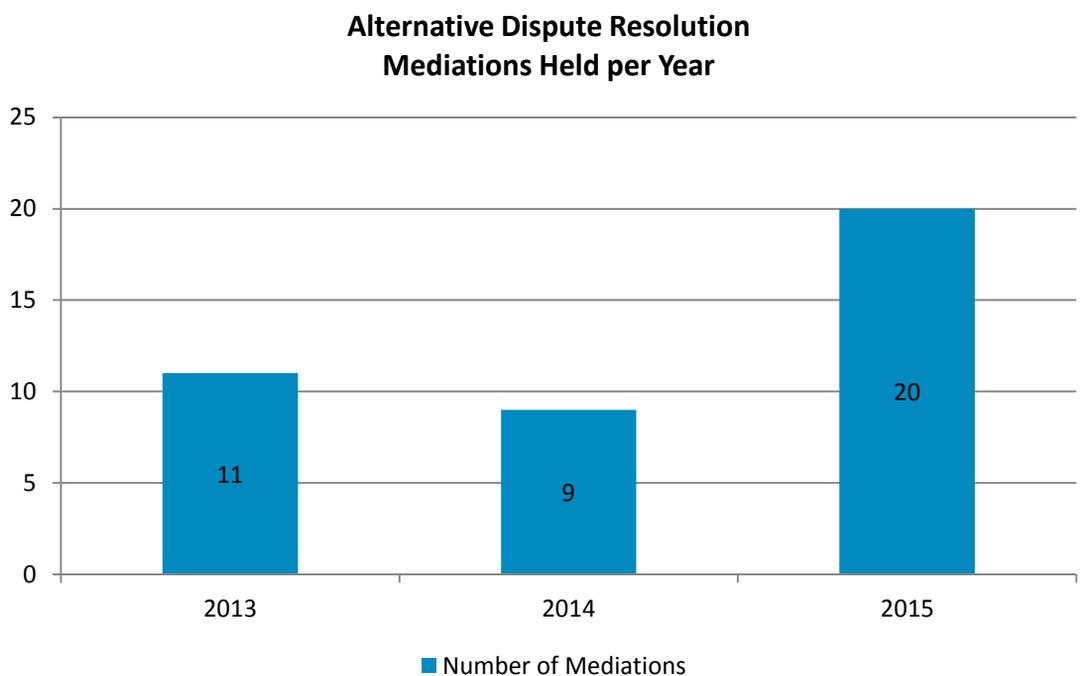
#### **Figure 15: Cases Resolved through ADR**

The Division held 20 mediations, which resulted in 16 cases reaching a settlement agreement (80% success rate). An additional two cases were settled outside of the Division's ADR program. The ADR program settled over \$200,000 that was awarded to Complainants, in addition to travel vouchers, letters of apology, sensitivity and cultural trainings, policy amendments and position reference letters.

### Looking Forward

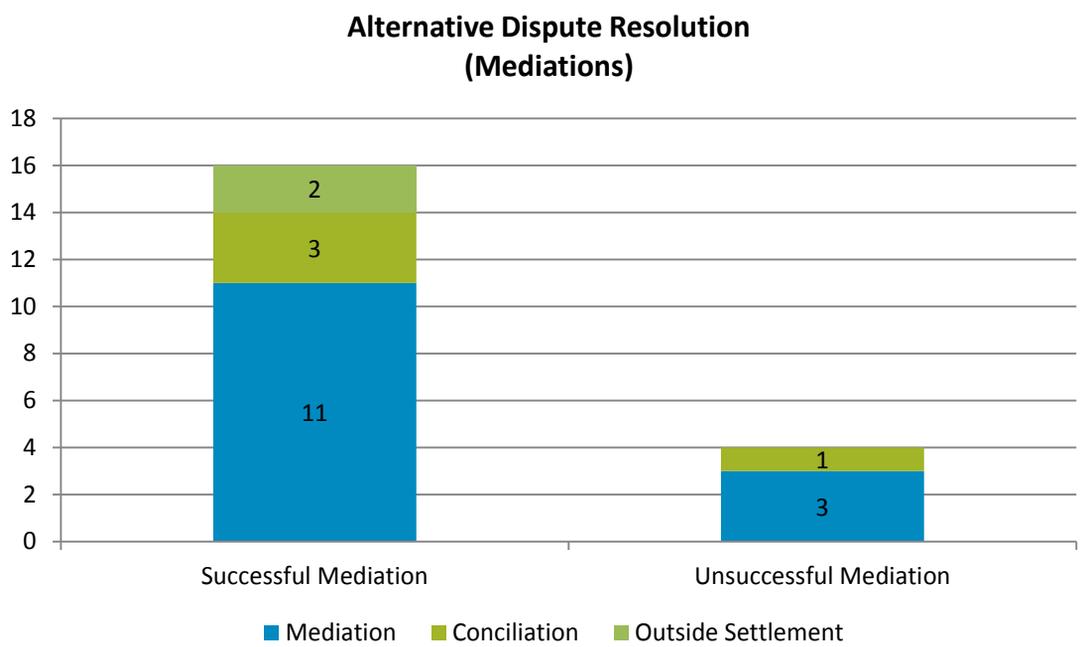
- Increase the number of qualified mediators to participate in the department's ADR program.
- Host regular ADR training sessions for commissioners, staff, and other City employees as appropriate.

Figure 14



Source: CID Data

Figure 15



Source: CID Data

### Why were these measures chosen?

The measures were chosen to convey the department's case processing efficiency. All regional and most national fair employment practice agencies identify their cases as "old" or "backlogged" if the case has not been resolved within a year. In 2012, the department adopted a 270-day deadline as its target for case processing.

### What the data shows:

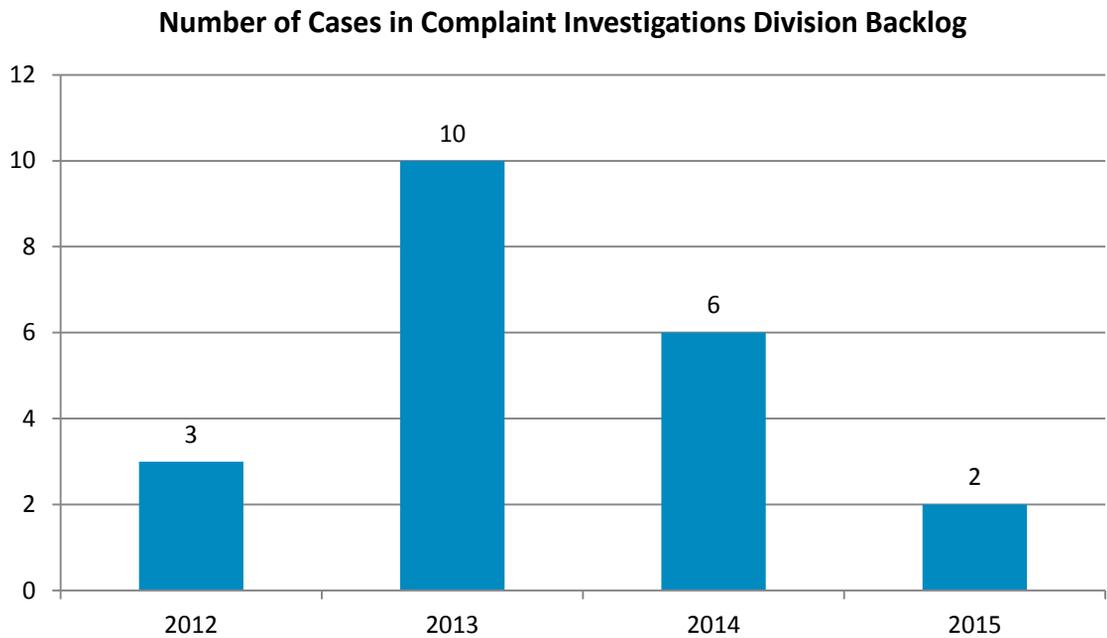
- Completed case investigations were below the one-year timeframe used by other agencies and had two cases over the department self-imposed timeline in 2015 and six in 2014.
- The department continued to efficiently process cases well before the deadlines.

Note: Each Title VII, ADA, ADEA case submitted to the US EEOC generated \$700 per contract.

### Looking forward:

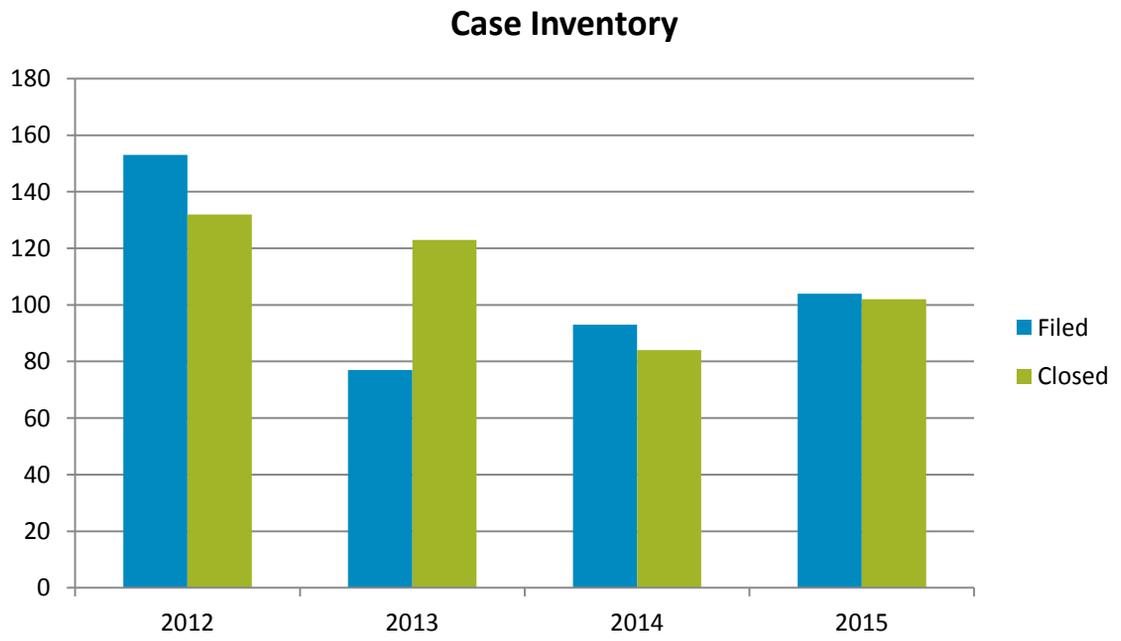
- Investigate cases within 270 days
- Ensure cases completed in Commission process within 60 days.

Figure 16



Source: CID Data

Figure 17



Source: CID Data

## Why were these measures chosen?

The majority of cases resulting in discipline began with complaints filed by community members. However, several resulted from internal complaints initiated by the joint supervisors.

Many complaints submitted to the Office of Police Conduct Review (OPCR), regardless of their merits, cannot result in discipline due to the nature of the allegations. They can, however, result in corrective action through the coaching process. Coaching consists of sending a complaint and supporting evidence to the focus officer's supervisor to address the allegations contained within. Coaching is used only for lower level violations, and if a more significant violation is discovered during the coaching process, the complaint is referred back to the OPCR. Supervisors will determine whether a policy violation has occurred based upon conversations with the Complainant and a review of supporting evidence.

Supervisors may also take corrective action to train the officer on how to improve performance and customer service regardless of whether a policy violation occurred. This may involve coaching, counseling, training, or other corrective actions. Throughout, supervisors document their actions, and multiple instances of same or similar policy violations can result in enhanced discipline.

## What the data shows:

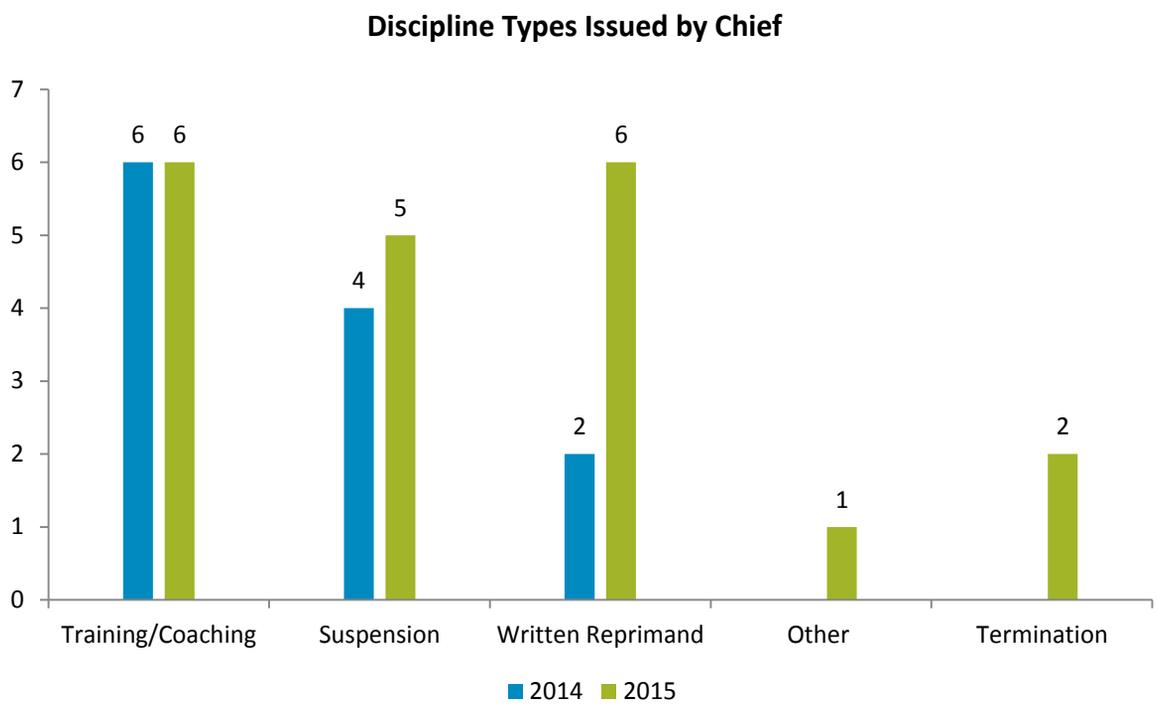
**Figure 18:** Six officers were provided additional training as a result of sustained A-level violations. Suspensions ranged from 10 to 40 hours for violations of the use of force policy, failing to enforce an order for protection, and noncompliance with force reporting standards. The chief issued letters of reprimand for violations of the language policy, property inventory requirements, and improper use of discretion. The "other" discipline imposed consisted of a three month restriction on off-duty employment. Two officers were discharged as a result of sustained D-level violations, one resulting from inappropriate language based on a protected class and the other for an enhanced violation of use of force policy and requirements for reporting use of force. The majority of cases resulting in discipline began with complaints filed by community members. However, several resulted from internal complaints initiated by the joint supervisors.

During 2015, 31 cases resulted in corrective action, well over half the cases that were sent to supervisors to review. This indicates a willingness on behalf of supervisors to provide performance mentoring to their subordinates and buy-in to the OPCR coaching system.

## Looking forward:

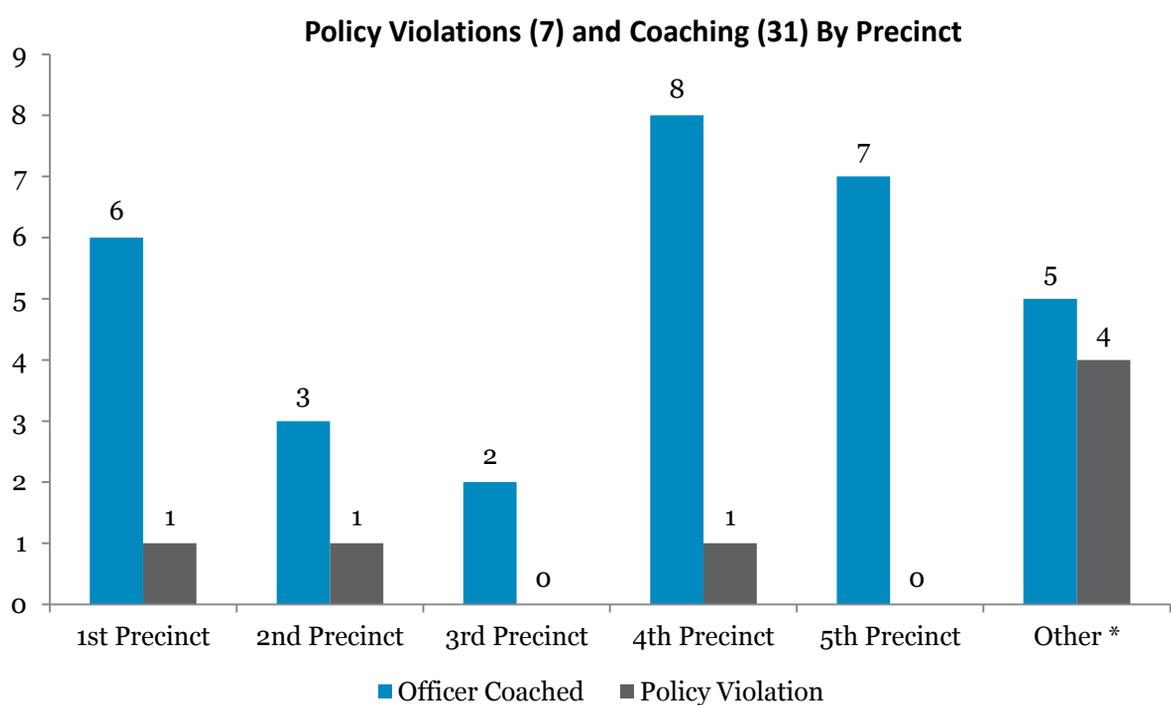
- Continue to improve coaching process.
- Continue to report results of OPCR work to counter the inaccuracies reported to leadership and the media.

Figure 18



Source: 2015 OPCR Annual Report

Figure 19



\* Other includes the Special Operations Division, Violent Crimes Investigation Division, and the Special Crimes Investigation Division.

Source: 2015 OPCR Annual Report

## Why were these measures chosen?

To ensure all instances of misconduct are addressed, the OPCR adopts a broad definition of a complaint. The OPCR defines a complaint as a signed police conduct incident report form (PCIR), an online complaint filed through the City of Minneapolis website, or an email received from a complainant’s personal email address. The OPCR also accepts anonymous complaints that provide sufficient information to proceed without the complainant’s participation, and the joint supervisors may initiate a complaint when necessary (see page 23).

As such, some complaints received by the office do not allege misconduct by a Minneapolis police officer (e.g. misconduct by a Metro Transit officer), and some do not allege violations of the Minneapolis Police Department’s Policy and Procedure Manual. The OPCR can take no action to investigate these complaints but does refer them to appropriate agencies when necessary. Unlike prior years, these are represented by the grey portion of the bar. They represent nearly 30% of complaints filed. Hence, 253 alleged instances of misconduct by officers of the Minneapolis Police Department more accurately defines the scope of the OPCR’s work.

## What the data shows:

Complaints where the OPCR was not able to take action are represented by the grey portion of the bar (**Figure 20**). They represent nearly 30% of complaints filed. Hence, 253 alleged instances of misconduct by officers of the Minneapolis Police Department more accurately defines the scope of the OPCR’s work.

**Figure 21:** Similar to prior years, the general catch-all category “Violation of the Policy and Procedure Manual” and allegations of inappropriate language or attitude were by far the most frequent. Both can range from A-D level violations. Some of the alleged violations P&P Manual included:

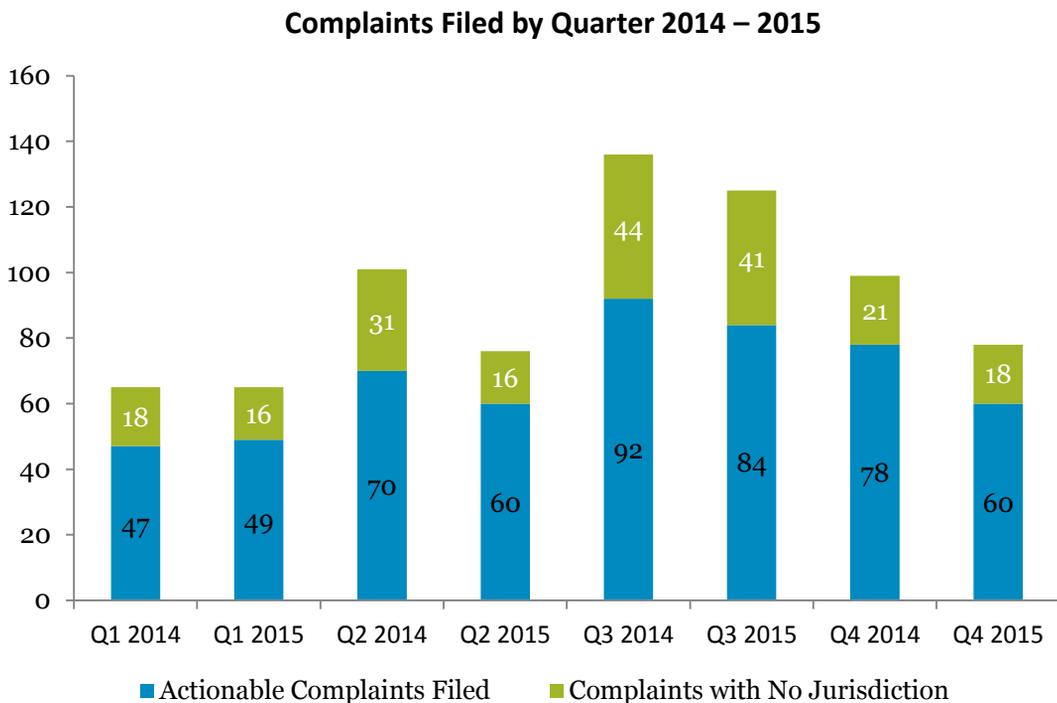
- 5-103 Use of Discretion
- 5-105(2) Professional Code Of Conduct
- 7-401 Normal Vehicle Operation
- 5-105(3) Professional Code of Conduct
- 7-701 Impounding Vehicles
- 10-407 Inventory of Coin and Currency
- 9-200(III)(C) Search and Seizure
- 2-106 Complaint Investigations – Garrity Decision

It should be noted that the MPD finalized significant changes to § 5-105 Professional Code of Conduct on January 5, 2016. Subsection C, now titled “Language”, condensed the three overlapping language policies into two discrete policies.

## Looking forward:

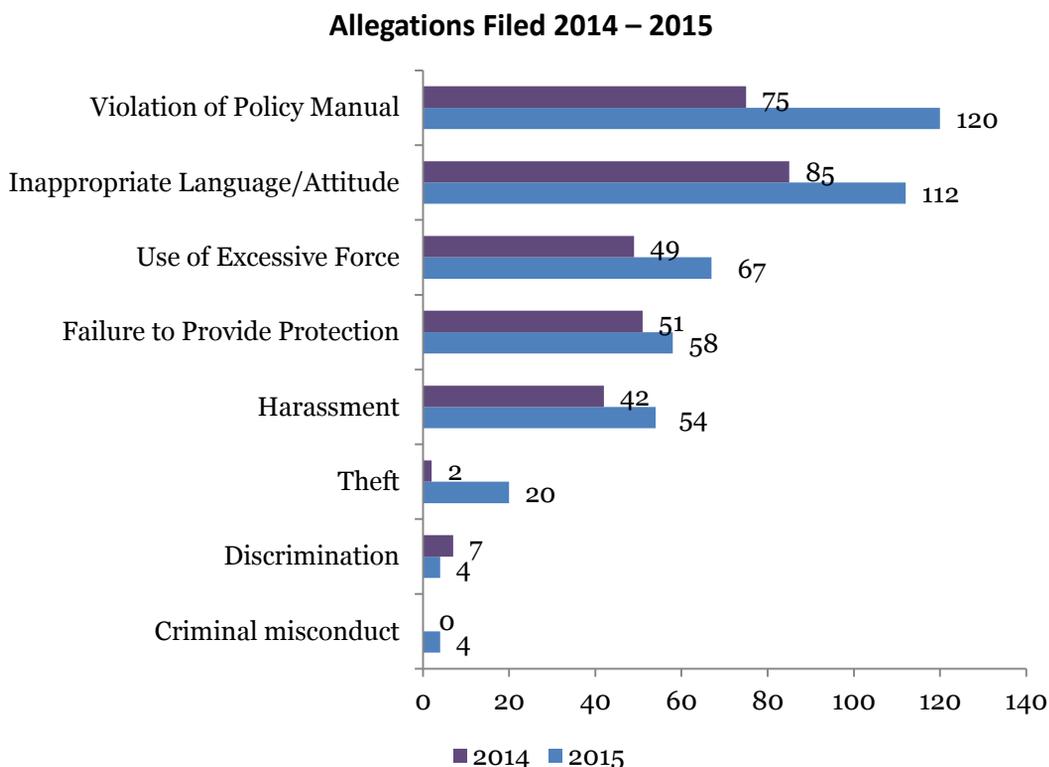
- Continue efficient case processing.
- Accurately report data.

Figure 20



Source: 2015 OPCR Annual Report

Figure 21



Source: 2015 OPCR Annual Report

## Why were these measures chosen?

Upon receiving a complaint and the completion of the initial investigation, the OPCR joint supervisors have four options: (1) dismiss it, (2) send it through the coaching process, (3) mandate mediation between the officer and complainant, or (4) send the complaint to an investigation involving a civilian or sworn investigator. The joint supervisor assessment is based on the seriousness of the allegations, the likelihood of a successful mediation, and evidence available for investigation.

The Police Conduct Review Panel (PCRP) issues recommendations to the Chief of Police on the merits of allegations against Minneapolis Police Officers. Two civilians and two sworn officers at the rank of lieutenant or higher meet to discuss the investigative file. The panel may vote that a preponderance of the evidence supports the allegations (the allegations have merit), that the allegations have no merit, or that the case should be remanded to the OPCR for further investigation. If a case does not receive a majority vote, the case proceeds to the chief for a final determination without a recommendation. Since the Police Conduct Review Panel began reviewing cases in February of 2013,

## What the data shows:

**Figure 22:** As discussed in the “Complaints Filed” (**Figure 20**), the OPCR could take no action except referral to an outside agency on 29% of complaints filed. In cases where the OPCR had jurisdiction, 70% were sent to investigation, mediation, or coaching, a strong indication that the office is actively addressing all allegations of misconduct reported that are supported by some evidence. Those dismissed lacked any basis to proceed, were duplicate complaints of those already filed, or were withdrawn.

only one allegation out of 222 reviewed has been forwarded to the chief with a split recommendation.

**Figure 23:** The PCRP issued recommendations on 80 allegations in 2015, 41% of which were merit. The members of the PCRP are often called on to review challenging cases, and in 2015, they issued merit recommended on significant allegations including unauthorized use of force, truthfulness, discrimination based on a protected class, and failure to notify IAD/OPCR of misconduct. To date, the Office of the Chief has not contested a merit recommendation.

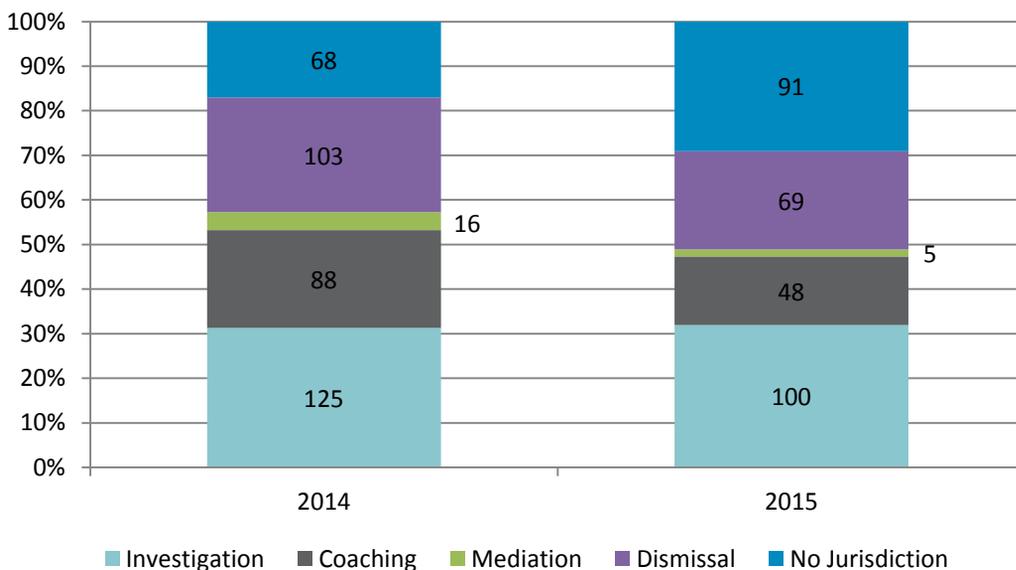
## Looking forward:

- Continue to report accurate data to build public trust.
- Map the origins of complaints to focus outreach and awareness.

Figure 22

### OPCR Intake Resolution in 2014 and 2015

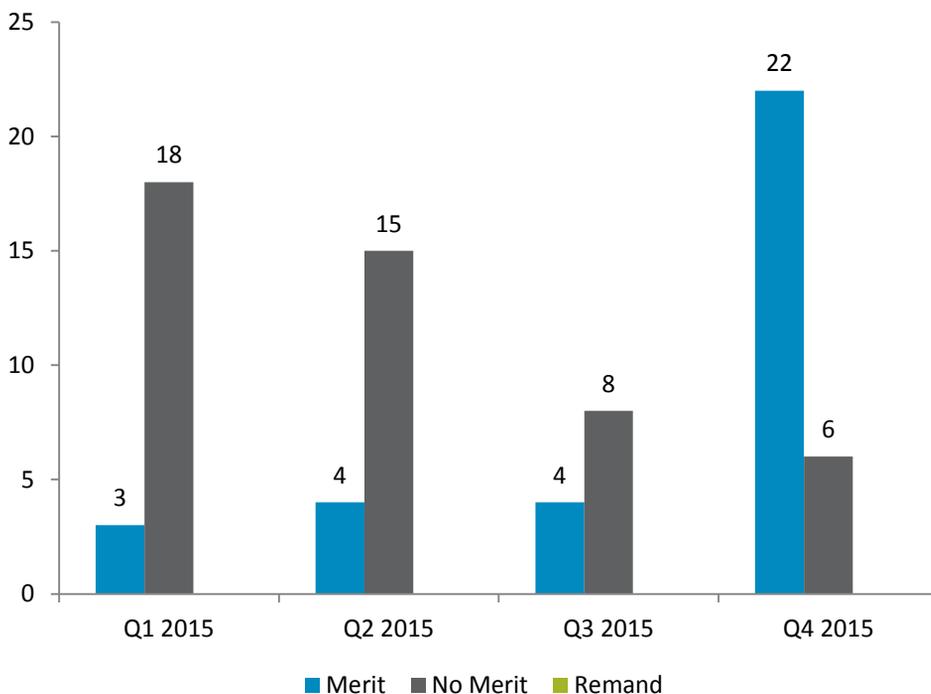
It should be noted that at the end of 2015, 31 complaints filed were pending assignment or undergoing intake investigation.



Source: 2015 OPCR Annual Report

Figure 23

### Review Panel Recommendations on Allegations



Source: 2015 OPCR Annual Report

### Why were these measures chosen?

In order to have a measurable impact on the employment disparities beyond the City's workforce, the Urban Scholars program has needed to expand to beyond placements at City Hall. Many local and regional partners have similar concerns about the disparities across the region. They also share in our forecast of an aging workforce, a need to diversify their existing workforce, and to attract young talent of color. The need for innovative programming extends beyond the City of Minneapolis, and many of MDCR's partners across the region expressed interest in placing Urban Scholars in their organizations. By 2017, a minimum of 200 Urban Scholars will be placed throughout the City and the region.

To date, 19 City departments, and six separate organizations have hosted Urban Scholars, but because each year more than 600 students of color graduate from Minneapolis Public Schools and continue on to postsecondary education, the placement of Urban Scholars continues to outpace the City's capacity to host.

In 2014, the City expanded Urban Scholars and now manages the program for seven other organizations.

### What the data shows:

Each year since the first Urban Scholars interned at the City in 2012 the number of Urban Scholars has risen from 8 in 2012, to 17 in 2013, 34 in 2014, 58 in 2015 and a projected 76 in 2016.

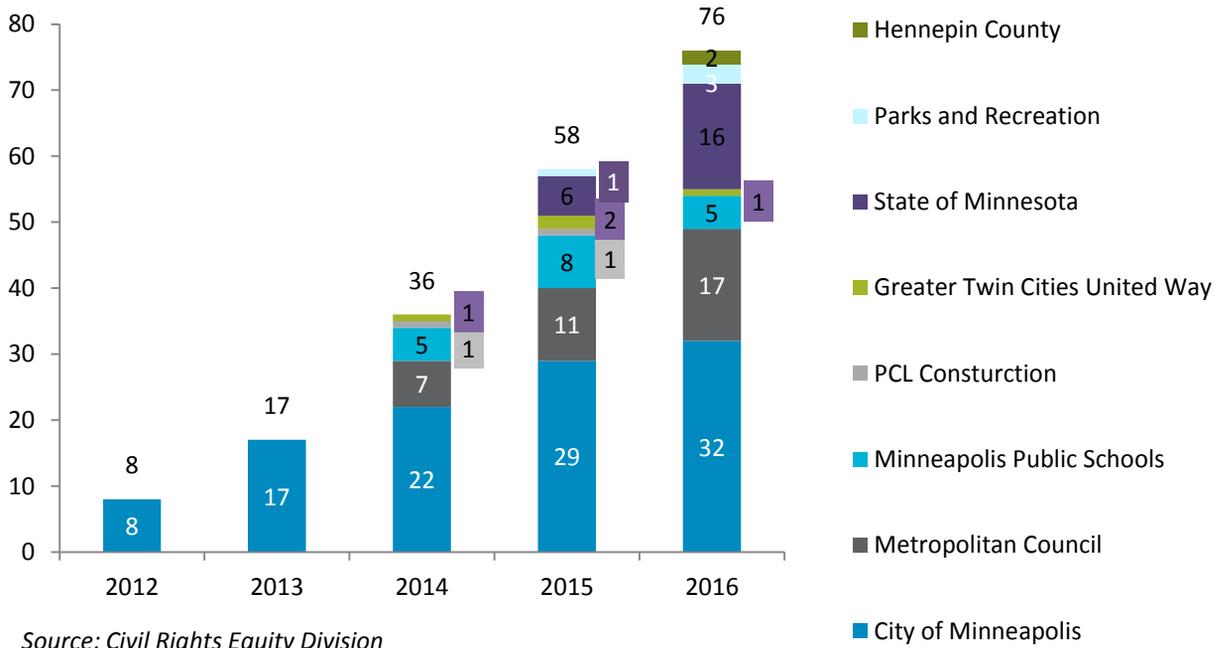
The data also shows an increase in partner organizations' and the number of scholars placed at individual organizations. To address placement capacity, Urban Scholars were placed in partner agencies including Minneapolis Public Schools, the Metropolitan Council, Greater Twin Cities United Way, PCL Construction., Minneapolis Parks and Recreation, and The State of Minnesota at six separate agencies.

### Looking forward:

- Expanding partner organizations to include 15 State Agencies and placements at Hennepin County in 2016.
- Urban Scholars will continue building relationships and partnership with organizations. This includes working with Metropolitan State University and the Institute for Professional Development in order to create an evidence based curriculum for the Leadership Institute.

Figure 24

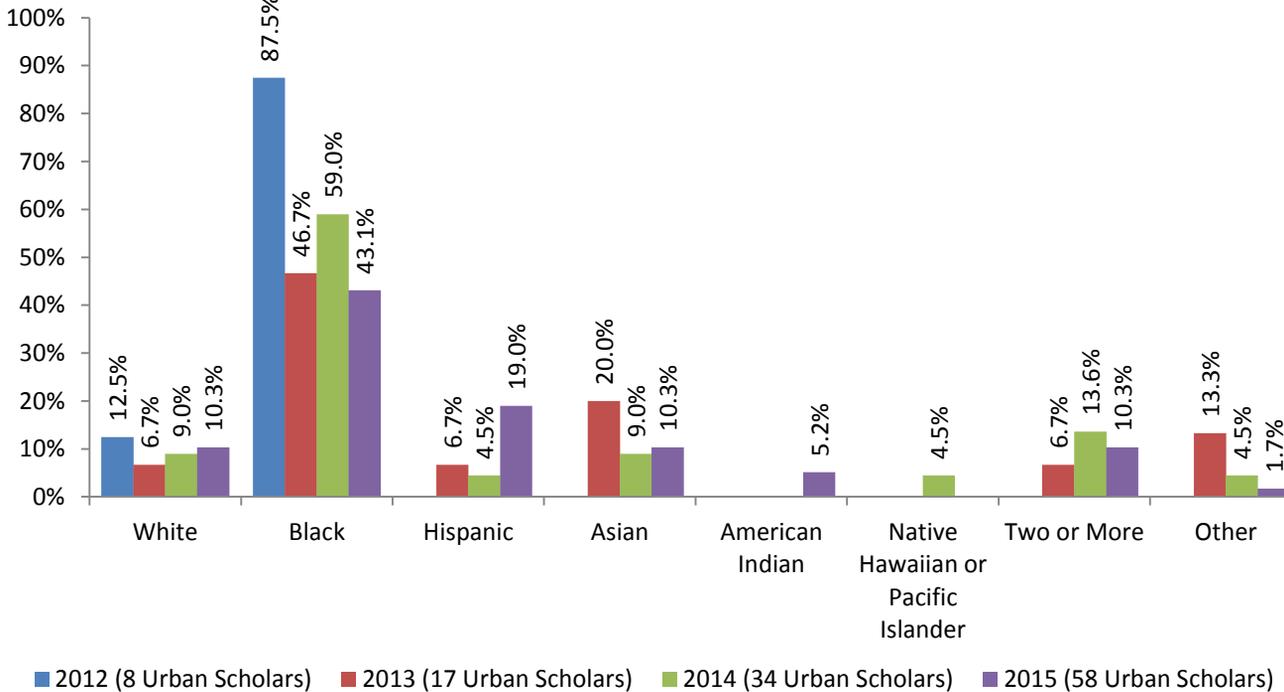
**Total Number of Urban Scholar Placements, by Organization**



Source: Civil Rights Equity Division

Figure 25

**Racial Make-up of Urban Scholar Program at all Partner Organizations, by Percentage**



Source: HRIS and NeoGov

### Why were these measures chosen?

Improvement in these measures will support the City goals that employees are supported and takes pride in public resources. A Gallup poll showed only 30% of American workers are engaged. Engagement improves productivity and retention; culture and job satisfaction.

Additionally, engaged employees tend to stay; and this may reduce turnover costs.

In 2014, the department created a Culture and Engagement Committee (CEC). The CEC provides advice and recommendations on how to increase awareness and competencies related to engagement for all employees -- but, especially, front-line managers.

The Culture and Engagement Committee: initiates training programs, guest speaker programs, book clubs, and other forms of communication; provides coordination and engagement information with other organizational teams including safety, technology, training, and recognition; researches and advises department leaders on new, innovative, and best practices for engagement; solicits ideas and feedback from employees on how to increase engagement; drafts and circulates an annual Engagement Action Plan that details current levels of engagement, performance against prior year initiatives, and plans for activities, events, and resources required for the following year; and acts as the liaison to the City's engagement team.

Activities that the committee has recommended, which have been implemented, include: StrengthsFinder assessment and training for all employees; training on "Communicating with Tact and Professionalism"; an annual climate survey; and Flex-Out (an opportunity to engage with stakeholders on a variety of levels that allow employees to learn more about the community as well as allows the community to learn about the services provided by the department).

### What the data shows:

The data shows that department employees were generally not engaged. While there is some variation from 2011, results still require improvement. The ratings are also well-off the City's most engaged units.

### Looking forward:

- Continue Department's Culture and Engagement Committee (CEC).
- Provide advice and recommendations on methodology required to measure current and future levels of engagement throughout the organization.
- Utilize the City's Workforce Planning as a basis to hire and develop employees.
- Maintain employee Individual Development Plans
- Institutionalize StrengthsFinders

MOST UNFAVORABLE ITEMS	2014 % Fav	2014 % Unfav	2011 % Fav	City's Most Engaged Units %	Kenexa US World Norm %
1. I rarely think about looking for a new job with another organization (If retiring or going on leave within the next 12 months, please do not answer this question).	43	57	30	63	58
1. Where I work, we have enough people to get the work done.	32	55	5	52	52
1. There is open and honest two-way communication at the City.	33	48	--	59	59
1. I receive the training I need to perform my current job effectively.	41	45	45	81	76
1. Where I work, ethical issues can be discussed without negative consequences.	42	42	50	75	69
1. I am satisfied with my opportunity for career development in the City.	32	41	15	57	60
1. My Department Leadership demonstrates that employees are important to the success of the City.	45	41	55	81	68
1. In my department, all employees have equal opportunity for advancement.	39	39	22	56	75
1. My Department Leadership has the ability to deal with the challenges we face.	57	38	50	80	73
1. Where I work, employees are getting the training and development needed to keep up with customer demands.	50	36	26	69	63

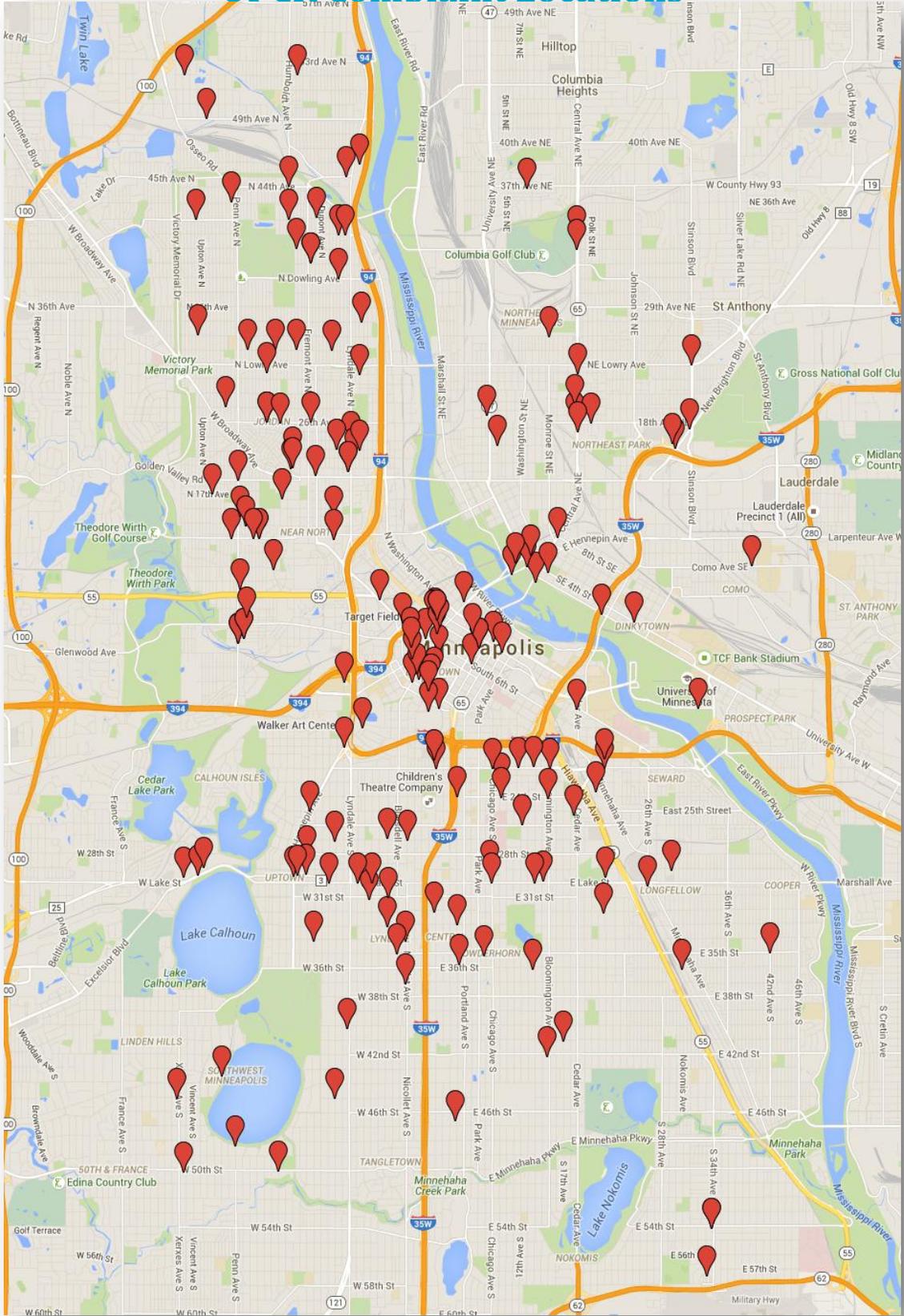
Source: 2014 *MyMinneapolis* Employee Engagement Survey – Civil Rights – p.33

<p><b>City Goals</b></p> <p>Equity: Discrimination is eliminated in the City of Minneapolis</p> <p>Safety: People feel safe and are safe</p> <p>Connectedness: People are connected with their community and all parts of the City</p>	
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<p><b>City Values</b></p> <p>Continuously improve:</p> <ul style="list-style-type: none"> <li>• Drive for results</li> <li>• Collaborate integrity</li> <li>• Respect</li> <li>• Value employees</li> <li>• Accountability</li> <li>• Courage</li> <li>• Build trust</li> <li>• Honesty</li> <li>• Quality</li> </ul>		
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Eliminate Discrimination	Meet Stakeholder Needs	Engage Employees
<ul style="list-style-type: none"> <li>• Increase civil rights protections by improving ordinance</li> <li>• Expand marketplace for greater number of businesses</li> <li>• Create/recommend programs that open up opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce barriers and provide greater access to services</li> <li>• Meet communities where they are</li> <li>• Improve tools and processes</li> <li>• Panels and commissions reflective of community</li> <li>• Enhance Collaboration</li> <li>• Improve communications</li> <li>• Provide options</li> </ul>	<ul style="list-style-type: none"> <li>• Hire the best</li> <li>• Develop employees to make them better</li> <li>• Communicate with employees</li> <li>• Allow space for every employee to be their authentic self</li> <li>• Acknowledge them appropriately</li> </ul>

# OPCR Complaint Locations



# Urban Scholars 2015



A City  
at Work

# Urban Scholars 2015

