Inclusion and Diversity Study Session

February 27, 2020
Background of I&D

- Spring 2016: E-Team approval of I&D Initiative
- Fall 2016: Completion of IDI
- Spring 2017: I&D Strategic Plan Completed
- January 2020: Reassessment of IDI
- Fall 2018: Outcome Measures Established
Just as we work to respect every drop of water, we also work to respect every employee. When each person is valued, we perform at our best and our workplace is strengthened.

At Madison Metropolitan Sewerage District, Inclusion is the connection we experience when our differences are acknowledged and valued. Diversity is the variety of differences we each bring to the workplace.

When we enter the workplace with positive intent, Inclusion and Diversity help to channel this intent to make the District an even better organization.
Why is I&D Important?

Leaders ignore and suppress cultural differences. They become an obstacle.

Leaders acknowledge and support cultural differences. They become an asset.

## Outcome Measures

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<tr>
<th>Goals</th>
<th>Major Activities</th>
<th>Metric</th>
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| Create a culture of inclusion where difference is valued and respected. | • Partner with the YWCA  
• Implement inclusion and diversity strategic plan | Districtwide results on the Intercultural Development Inventory (IDI)  |
| Attract and retain the best and brightest from all walks of life and backgrounds. | • Build community relationships  
• Evaluate hiring practices to reduce bias and improve equity | Representation of applicant pool from standard application reports  |
| Develop and leverage a diverse and inclusive workplace by building cultural competency, leadership capability and organizational capacity. | • Organizational, supervisory and individual training | Total annual number of inclusion and diversity training hours taken by executive team, supervisors and staff |
What is the IDI?

• Leading assessment used globally to measure intercultural competence.

• Intercultural competence is the ability to shift perspective and appropriately adapt behavior to cultural differences and commonalities.

• It is a skill that is developed over time.
What does the IDI Measure?
MMSD 2016 Results

Polarization characterized by:
- “Us vs. Them” mindset
- “We” know what is best
- Overly critical of differences
- See differences as threat or obstacle
  - Familiar is positive
  - Unfamiliar viewed negatively
- Create common ground and safety
MMSD 2020 Results

Minimization characterized by:
- Assumption that we all operate the same way
  - “I don’t see color.”
  - Golden Rule
- Organizational pressure to “fit in” and conform
- Lack appreciation for diversity as a strength
- Goal: Start to recognize how culture affects behavior, decisions and policies
710 Training Hours in 2019

- Racial Justice Series
- Deep Diversity Institute
- Step Up
- YWCA Racial Justice Conference
- City of Madison
- MMSD Supervisory Series
What’s Happening?

Partnership with the YWCA

✓ Focused on long term culture change
✓ Leadership and organizational training and support
✓ Build internal capacity for long-term sustainability

Continue with IDI every 2-3 years

Increased interest and voluntary training

Hiring Analysis

Community outreach and relationship building

Cultural and Physical Audit

Policy Review
Questions?
Thank you!