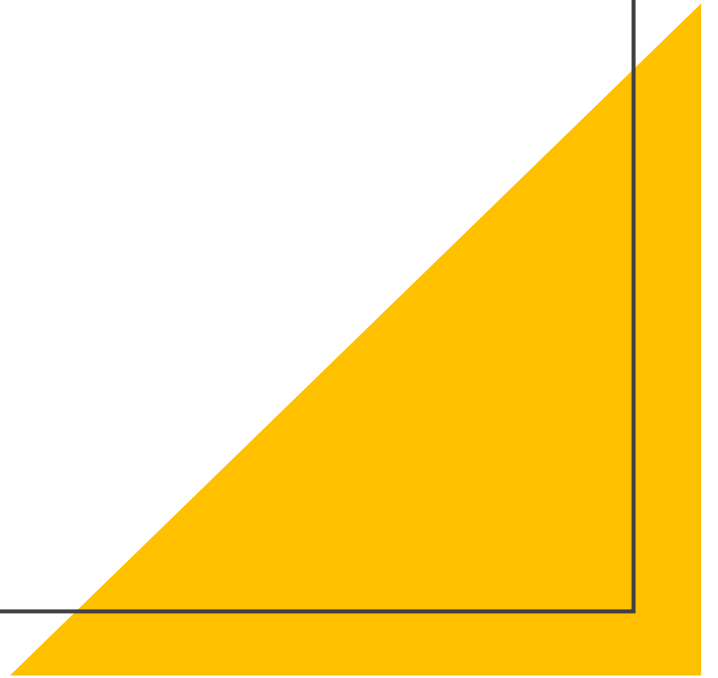


Leadership Accountability and Buy-In

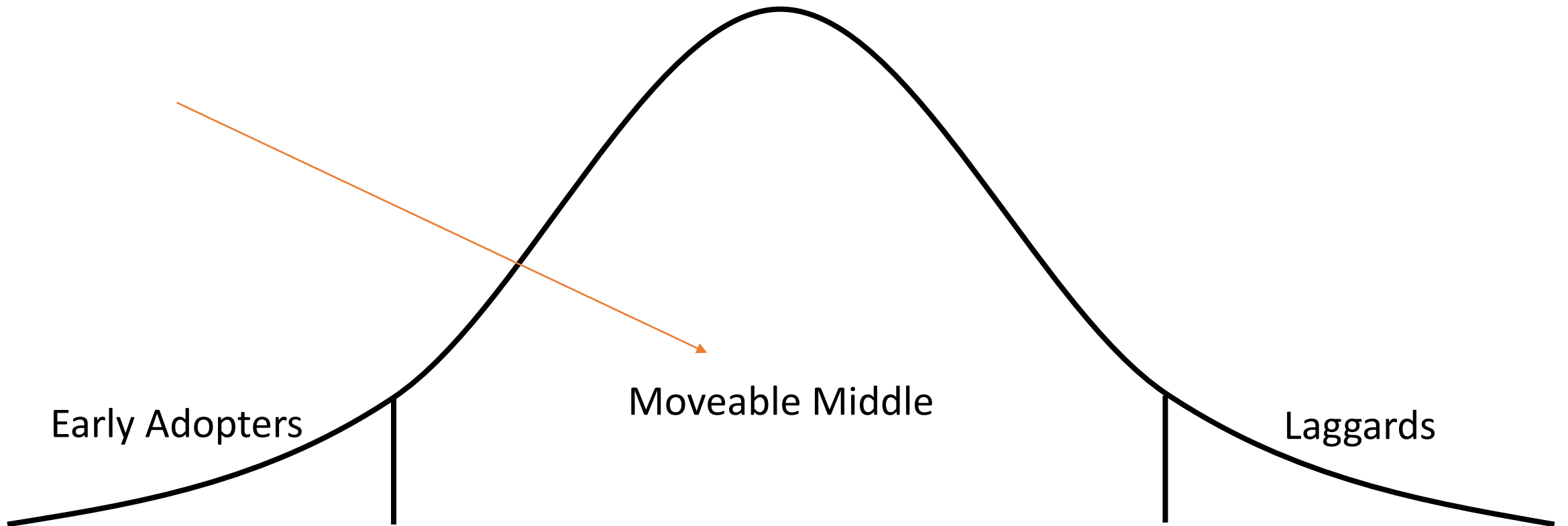
Shalynne Jackson



Yes, I&D is everyone's
responsibility...

...but it starts at the top.

First, Buy-In...



Challenges to Achieving Buy-In

Lack of
Awareness and
Understanding

Resistance to
Change

Perceived
Threat to Power
and Influence

Bias and
Stereotypes

Perceived
Competing
Priorities

Lack of Inclusive
Leadership
Skills

Concerns about
Backlash

Organizational
Culture

Resource
Constraints

Measurement
and
Accountability

Overcoming
Skepticism

Organizational
Siloes

Prioritize Relationships.

Build trust and remember, leaders are human, too.

Educate.

“Before telling people
what to do, you have to
tell them why.”



Mentor Circles

Group mentoring that enables employees across various departments at all levels to connect, enhance soft skills and increase exposure to new departments and leaders throughout the City.



Equity Council



Inaugural Equity Council

Executive Committee

City Manager

CIDO

Municipal Counselor

Human Resources

I&D ACM

PIM

Jul 2022 - Jun 2025

Municipal Courts (VC)

Fire (VCE)

Utilities

Public Works

Transportation

Jul 2023 - Jun 2026

Finance

Police

Parks & Rec

General Services

Development Services

Jul 2024 - Jun 2027

City Clerk

Zoo

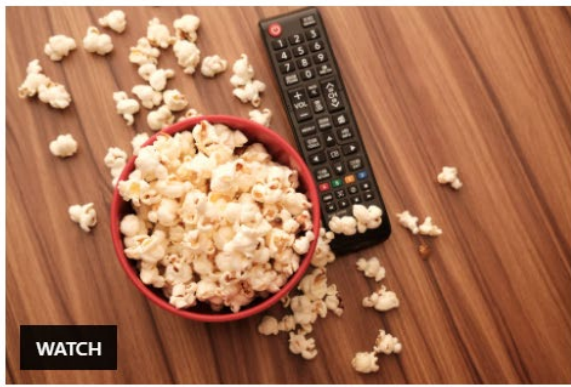
Planning

Airports

IT



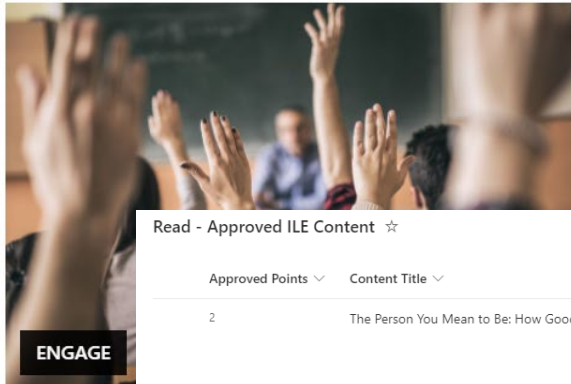
READ



WATCH



LISTEN



ENGAGE

TRACK ENGAGEMENT

✕ New Training ✓

* Employee Name
 ▼

Employee ID #

* Department
 ▼

* Date of Training
 📅

* I & D Training Category
 ▼

* Training
 ▼

Training Hours

Inclusion & Diversity Lessons Learned

CATALOG

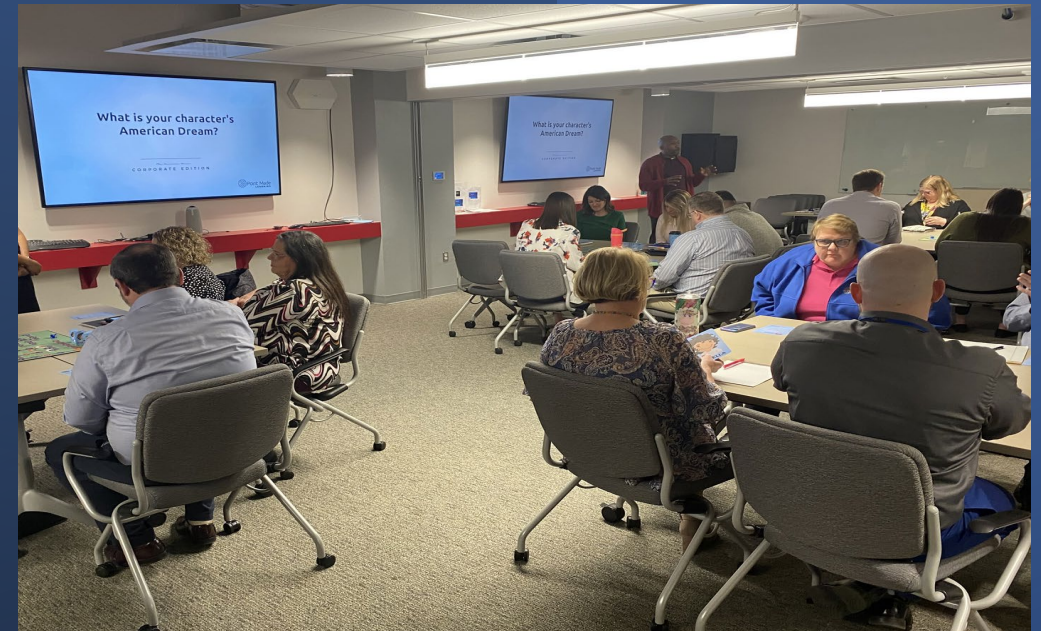
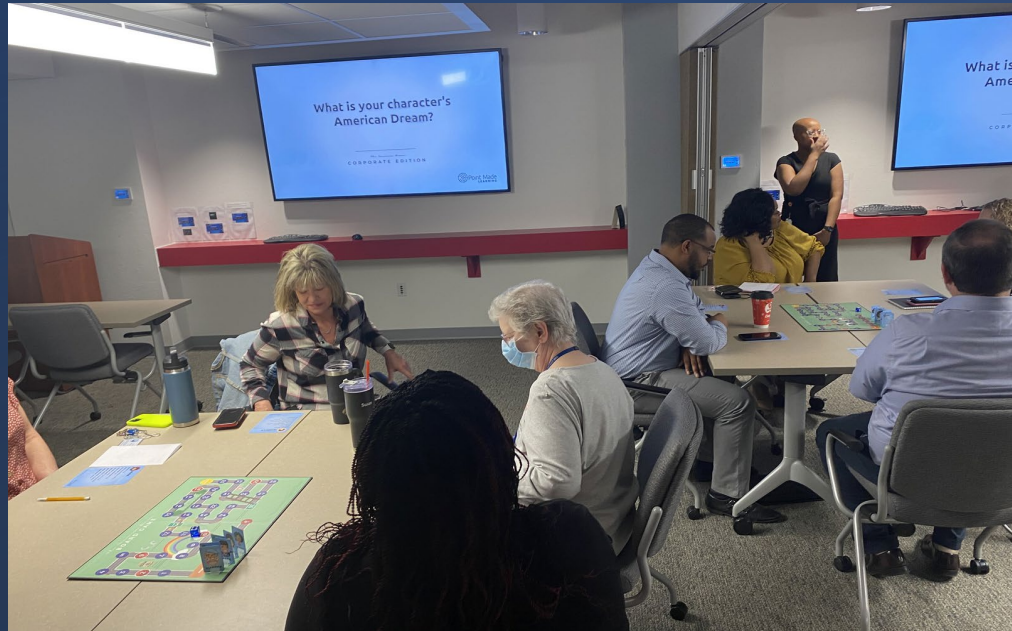
Read - Approved ILE Content ☆

Approved Points	Content Title	Author	Description	Content type	Category	Published link	Publish Date
2	The Person You Mean to Be: How Good Peo...	Dolly Chugh	An inspiring and accessible guide from an award-winning social psychologist on how to confront difficult issues,	Book	General	https://www.amazon.c...	September 4, 2018
2	Inclusion: Diversity, The New Workplace & ...	Jennifer Brown	Embrace Diversity and thrive as an organization in the rapidly changing business landscape,	Book	General	https://www.amazon.c...	June 1, 2017
2	Moving Diversity Forward: How to Go From...	Vernâ Myers		Book	General	https://www.amazon.c...	
2	The Fearless Organization: Creating Psychol...	Amy C. Edmondson	Conquer the most essential adaptation to the knowledge economy,	Book	Psychological Saf...	https://www.amazon.c...	November 20, 2018
2	The Loudest Duck: Moving Beyond Diversit...	Laura A. Liswood	Diversity in the workplace is a wonderful thing—but it also challenges many of today's business	Book	General	https://www.amazon.c...	November 16, 2009
2	Allies and Advocates: Creating an Inclusive ...	Amber Cabral	If done right, inclusion positively impacts every part of society. Creating a diverse, inclusive, and equitable culture isn't	Book	Allyship	https://www.amazon.c...	November 17, 2020

REPORT

Various Trainings

Inclusion Reimagined
American Dream Experience
New Supervisor “Nut & Bolts”
Interviewer Training
Departmental Collaborations



Radical Team Success

Conflict Resolution

Trust

Culture

Communication

IMPACT THROUGH INCLUSION

Inclusive Leadership Training





Roadshow

Partnership with...
City Manager
Assistant City Manager
Office of I&D
Human Resources
Department Leadership



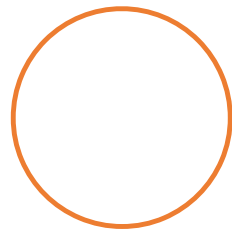
Listen.

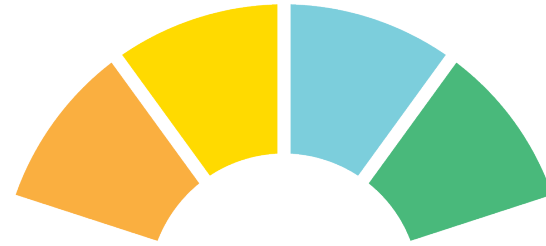
Invite feedback –
and really listen to it.

DIVERSITY AND INCLUSION

OR

INCLUSION AND DIVERSITY





GAUGE

EMPLOYEE VOICES

Survey Says...

Nothing will change

Recognition

Pay/Staffing

Professional Development

Accountability

Performance Management

Communication

Flexibility

Q12 Mean: LY vs TY

July 2022

MEAN PERCENTILE RANK



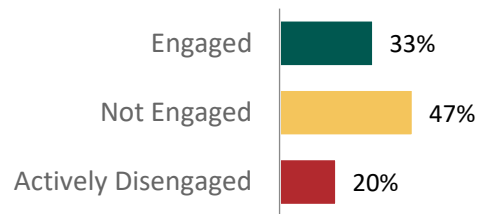
RESPONDENTS

3,454

Database: Gallup Overall
ENGAGEMENT MEAN



ENGAGEMENT INDEX



August 2023

MEAN PERCENTILE RANK



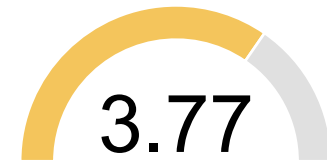
RESPONDENTS

3,566

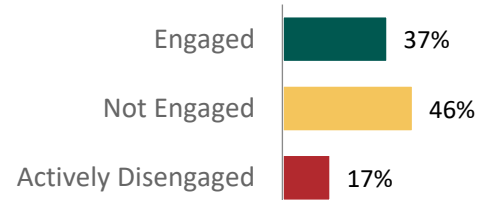
Database: Gallup Overall
ENGAGEMENT MEAN

TRENDED MEAN

Change From Last Mean: **0.09**
3.68 | 3.77



ENGAGEMENT INDEX



*All text analytics are machine generated. Because we use machine learning to generate sentiments, results may not be 100% accurate.

*Percent Engaged available when n ≥ 30. All categories available when n ≥ 100.

* - Scores are not available due to data suppression. Respondents can select multiple responses for multi-select questions.

Percentile Rank in Gallup Overall Database

■ < 25th Percentile
 ■ 25-49th Percentile
 ■ 50-74th Percentile
 ■ 75-89th Percentile
 ■ ≥ 90th Percentile

ACCOUNTABILITY TO OUR WORKFORCE

HOW WE RESPONDED TO YOUR FEEDBACK

Your answers to the Gauge helped make us aware of the strengths and weaknesses in our workplace. We remain committed to listening to you and finding ways to ensure a better, more productive and equitable culture for everyone.

Are we where we want to be? Not yet. But check out what we've accomplished together so far!

We believe we are on the right track and hope you do too. As we continue this journey, remember that change takes time. Culture is always evolving, and we can only evolve with your feedback. We hope you will continue providing it when the Gauge returns August 14-31.

Tell us what
you think

AUG
14-31

Be heard



<http://survey.gallup.com/okc2023>
For questions, email inclusion@okc.gov.



Example Departmental Action Plan

ACTION PLAN

2022 - 2023

Culture is instrumental:
It either facilitates and supports organizational success or undermines and inhibits it.




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Field Services Shift Flexibility Plan

Superintendent







Goal
Enhance employee's productivity and flexibility through department's Take-Home Vehicle Policy and alternate work schedules.

Description

- Implement Take-Home Vehicle Policy allowing field operations employees to conduct work in an efficient and timely manner.
- Provide work schedule flexibility to the division's work groups to enhance productivity and morale.

Strategy

- Draft and implement a Take-Home Vehicle Policy to enhance field inspection services, on-call emergency response, and employee performance.
- Review work groups to determine possible alternate work schedules.

Due	Tasks	Outcome	Q Guide	Status
01.31.23	Take-Home Vehicle Policy	<ul style="list-style-type: none"> Implemented policy in January 2023 Achieved 94% employee participation (30 of 32) 	Q02. Materials and Equipment Q05. Cares About Me	  
06.30.23	Enhance Take-Home Vehicle Policy with flexible work schedules	<ul style="list-style-type: none"> For productivity, implemented flexible work schedules for employees taking vehicles home 	Q02. Materials and Equipment Q05. Cares About Me	
06.30.23	Provide flexible work schedules to work groups	<ul style="list-style-type: none"> Implement 4, 9-hour days and 1, 4-hour day for inspectors Temporary shift for seasonal changes and reduction of heat related illness 	Q02. Materials and Equipment Q05. Cares About Me	 

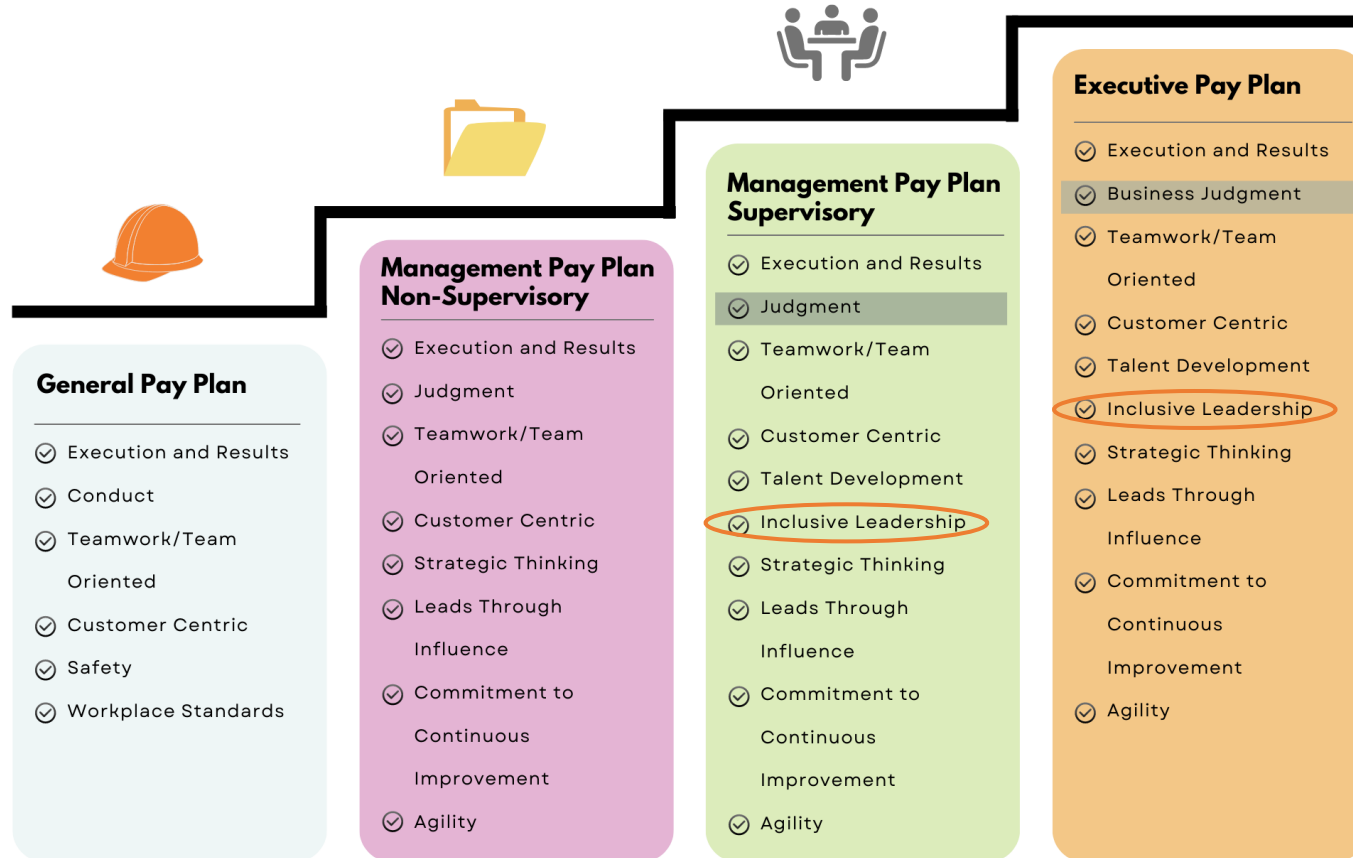
Topics addressed in Action Plan – Performance and Productivity

Public Works Communications Plan

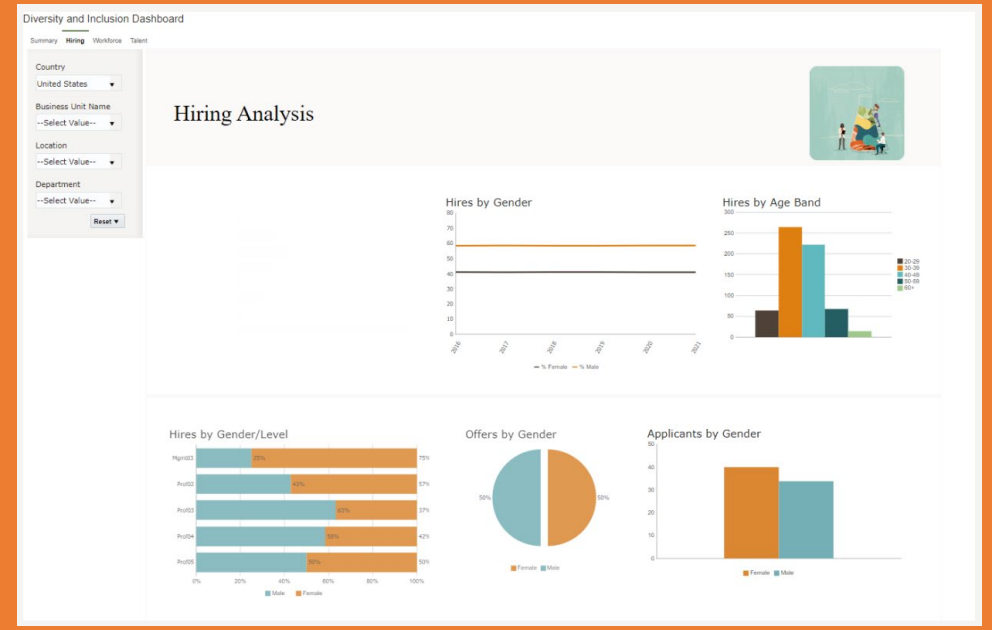
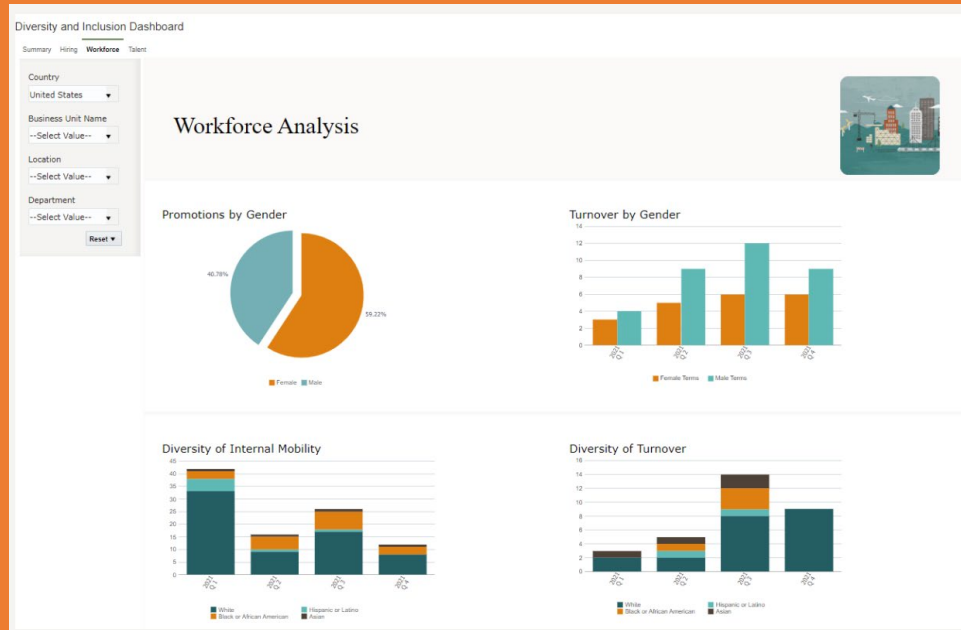
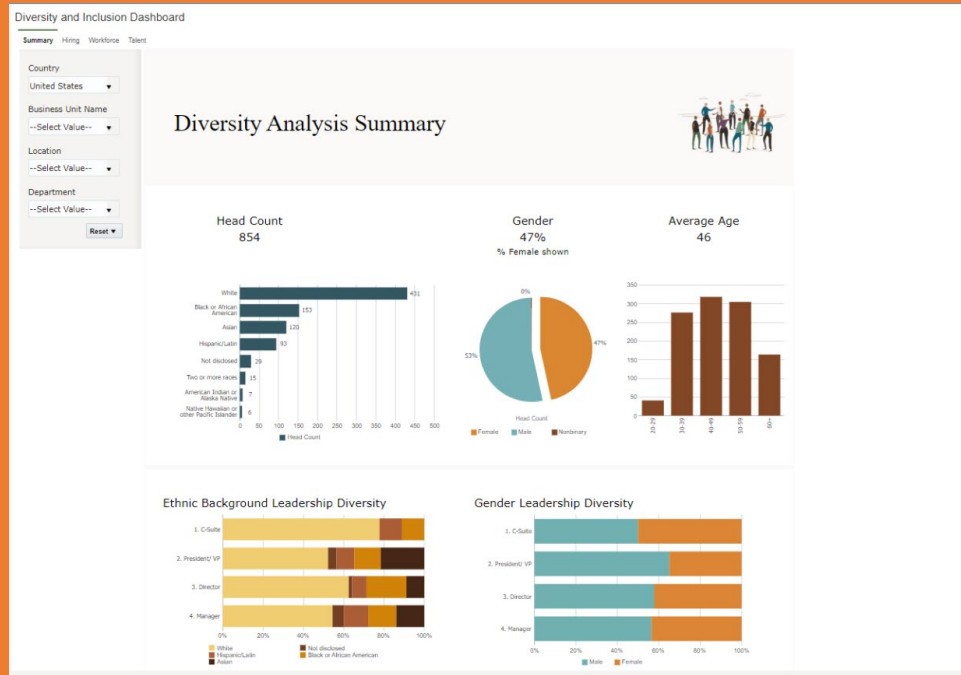
Media Director



Performance Management Competencies



ERP Diversity Dashboard Example



Let's Connect!

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LinkedIn: Shalynne Jackson, MHR, SHRM-SCP

Email: Shalynne.Jackson@okc.gov

