

The Metro Arts Commission hereby adopts the following actions in a commitment to the betterment of the workplace culture and equity practices within Metro Arts:

- The hiring of an outside additional consultant experienced in DEI to work with the staff of the agency to lead the path to reconciliation within the staff and with the community. We will begin the process by reviewing current Metro contractors in this space and if there is not a suitable choice for the agency, then we will work to RFP as needed. We will make this selection in consultation with our CARE group and with our manager of Equity and Restorative Practices, HR equity staff and Ms. Blackman;
- Continuing the collaboration with Metro HR equity personnel and with Ms. Andrea Blackman, Chief Diversity and Inclusion Officer for Metro, to lead the internal conversations within the staff of the agency toward healing the workplace. It is important to note that from the start of this complaint process and through the after-effects of the reports they have been engaging with us in this effort. See the additional documentation for the ongoing course of their work;
- Reviewing and recommending additional management and leadership training for all management level employees, both through Metro's current opportunities, and if needed, specific outside training. Metro HR has provided Metro Arts Commission leadership with a list of current offerings. See additional documents;
- Conducting a specific review with Metro HR of the utilization of Performance Improvement Plans (PIPs) to ensure they are utilized appropriately-- including specific items that need addressing, measurable goals to end the PIP, and clear communication to the purpose and goals of the improvement tool with employees. We request a representative of CARE to be a part of this process; and
- Utilizing the upcoming strategic planning process for the agency to better define and craft our racial equity and antiracism work for the future to ensure that the community needs are being met. Our selected consultant for that process has specific experience with other local government's planning for this work.
- Institute a review in 3 months of the progress made on these recommendations, including a report from HR/ DEI consultant on their viewpoints of the efforts of the staff to implement these improvements.

Summary of Departmental Engagement (Metro Arts) 2/2/22

Metro DEI-focused staff: Andrea Blackman, Chief Diversity, Equity, and Inclusion Officer and/or Razel Jones, Human Resources Workforce Diversity Manager have been directly engaged with Metro Arts related to Diversity and Inclusion functionality beginning in May 2021.

May 2021:

- The newly formed Office of Diversity, Equity and Inclusion began leading the effort with the primary focus to *provide leadership, guidance, and oversight of the City's equity, inclusion, and anti-racism framework*
- Andrea began meeting with department heads for initial DEI assessment and methodology; she began setting the strategic vision for the City's DEI efforts.
- Razel joined the Metro HR team and shortly thereafter became involved with Metro Arts.

June 2021:

- Razel and Metro HR Employee Relations team member, Keven Palmissano met with two Arts leaders and facilitated a conversation between the two.
- Razel conducted follow up 1-1 conversations with both leaders with thoughts from the initial meeting and suggestions for moving forward.

August 2021:

- Razel and Andrea laid out a series of engagements with Arts staff which included multiple engagements with the staff which entailed topics including, but not limited to, identifying the perceptual and psychological processes that impact the way the department interacts pre and post *Scene* articles; analyzing processes that impact decision-making within the organization; examining and dissecting key relational constructs and departmental functionality; an examination of the effectiveness and authenticity of the department's external and internal alignment/nonalignment; and we invested significant time in conversations and thinking surrounding DEI framework, visioning, and functionality in Metro Arts.
 - Conducted multiple conversations with Metro Arts leaders.
- Metro HR Director engaged Andrea and Razel to work with Metro Arts to increase unity in DEI vision and functionality.

September 2021:

- Andrea and Razel (and HR's Employee Relations Manager, Stephen Cain) attended CARE meeting to introduce ourselves and our work and engaged questions about HR processes, organizational DEI work, and what impact both have on the department and CARE's concerns (this meeting took place the evening after the first *Nashville Scene* article was released).
- Razel had additional individual meetings with Metro Arts leadership.
- Andrea and Razel attended Arts Commission meeting to introduce ourselves and our work and answer any questions about said work in relation to Metro Arts.
- Continued meeting with Metro Arts staff of color to gain more context on feelings concerning DEI work internally and externally at Metro Arts.

October 2021:

- Continued meeting with Metro Arts staff of color.
- Discerned frustration throughout the team because they had not had an opportunity to talk together, as a team, about the *Scene* articles and the concerns leading to articles.

- In response to this consistent feedback, Andrea and Razel scheduled a meeting with all staff, (minus Executive Director), to create an opportunity for the team to process these concerns together. This conversation happened on October 8.
- Follow up communication was received from multiple staff members about the facilitated conversation and actions that happened directly after the conversation, which caused many team members to feel like steps backwards were taken after the group conversation.

November 2021:

- Andrea and Razel met with Metro Arts Executive Director to convey adjusted strategy after October team conversation.
- Andrea and Razel proceeded with smaller group/team conversations with leaders and their teams observing perceptions of Metro Arts' vision of DEI internally and externally, and what role they play in the larger DEI vision of the department. Engagement and observations, analysis, and recommendations continued with these groups:
 - Andrea and Razel met with the Metro Arts' Public Art Team.
 - Andrea and Razel met with Metro Arts' Finance, Operations, and Communications Team
 - Andrea and Razel met with Metro Arts Strategic Funding & Initiatives Team.

December 2021:

- The November team meetings led to additional individual follow up conversations with several team members.

January 2022:

- These individual meetings as well as analysis of conversations with others on the team led to more fully exploring the overall team's stylistic differences and diversity, diversity of style, potential complementary partnerships and synergies within the group. Razel designed two, 90-minute blocks:
 - Razel delivered a Gallup Strengths full team (including Executive Director) introductory professional development session with team's assessment results on January 24.
 - Scheduled a 2nd Gallup Strengths full team professional development session, which was postponed – rescheduled date TBD.
- Andrea identified consultant(s) to co-lead facilitated dialogue with the Executive Director and the leadership team centered on trust-building, connecting on a personal level, and consciously humanizing one another, especially during conversations that are deeply personal, uncomfortable, and fraught with racialized mistrust.
 - Andrea and the consultant(s) guided the leadership team in an exploration of the DEI impacts of power, communication, and leadership.

Andrea and Razel are engaged in a continuum roadmap of equity for the department and the City, and these efforts have been expedited for Metro Arts. Many additional conversations and emails have taken place between Andrea, Razel, Metro Arts leadership and various staff members, CARE members, Commission members, Metro leadership, and various entities throughout Metro with hope to steer Metro Arts in the right direction for healing, unity, and progress. It is the hope of Andrea and Razel to complete the Gallup Strengths work and to continue to move forward with the selected consultants to resolve existing issues and move the department toward healing and growth. At the conclusion of these efforts, Andrea and Razel will collaboratively submit Analysis and Recommendations for DEI success moving forward based on this extensive work with Metro Arts.

Training Summary for Metro Arts Commission – January 2022

Preliminarily, we believe the 4 SDI courses listed below are at the core of the issues raised in the reports and address the recommendations made.

Supervisor Development Institute (SDI) - SDI is a blended learning: four courses online and four related virtual workshops.

SDI 2022 is a series of four courses that provide supervisors with the foundational skills needed to be effective and successful in their jobs.

The four courses are “Principles of Leadership”, “Effective Leadership Communication”, “Accomplishing Results through Effective Leadership”, and “Performance Management”. The first class focuses mainly on the supervisor, while the following three courses focus more on the supervisor within the context of their team.

The objective of the first course, “**Principles of Leadership**”, is that supervisors learn to transition into their roles, understand their team and their leadership skills, and apply that knowledge using the Action-Centered Leadership (ACL) Model. The first topic of this course is transitioning into leadership, which covers the five strategies of transitioning. The second topic considers how supervisors lead their teams to success using the DART model. DART stands for Direction, Appreciation, Respect, and Tools. In the third topic, supervisors assess their own leadership skills through identifying the various skills of a leader, completing a SWOT analysis, and learning how to further develop these skills. The final topic in this course explores utilizing the Action Centered Leadership Model to achieve project success.

The objective of the second course, “**Effective Leadership Communication**”, is that supervisors understand the aspects of communication and effectively communicate within their team. The first topic of this course addresses how we learn to communicate, the elements of communication and the consequences of ineffective versus effective communication. The second topic considers how the supervisor communicates and its impact on their team. The third topic explores how supervisors adapt their communication style to accommodate the team while building shared language to communicate more effectively. The final topic covers communicating as a team using the GLIDE method, an active communication technique. GLIDE stands for the steps of the method, Go to your team, learn the project or process, Inquire to gain feedback, and Determine the perspectives and issues to address. This technique was developed by the HR Training Team. It borrows from other techniques which promote internal communication, encourages feedback, and is initiated by the supervisor.

The objective of the third course, “**Accomplishing Results through Effective Leadership**”, is that the supervisors learn different management tools and techniques to achieve the desired results. The first topic covers defining work and how that is measured. The second topic explores time management and how it positively impacts team results. The third topic explains delegation and when and how it is effective. The fourth topic delves into the components of effective meetings and meeting alternatives while focusing on results.

The objective of the fourth and final course, “**Performance Management**”, is that the supervisors understand the Performance Management model and tools used by Metro. The

first topic of this course discusses the impact and benefits of performance management. The next topic is the employee performance evaluation and documentation process, including completion of the forms as well as how to construct and execute difficult conversations. The third topic covered is corrective action, which includes a discussion on chapter six of the Civil Service Rules, the types of corrective action and the Performance Improvement Plan. The final topic of this course covers the types of and grounds for Disciplinary Actions.

Metro Human Resources can work the Arts Department to schedule a special session when all leadership employees are available to attend, noting that the director is currently on leave. If additional training opportunities are needed beyond this session through our Metro Management Institute, we can work with management employees to schedule their attendance in fall 2022.