

Welcome.

## Andover's Progress: Diversity, Equity and Inclusion

Introductions

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History

Strategic Plan

Community Involvement



## Land Acknowledgement

We open by respectfully acknowledging that we collectively gather on the territory of many Indigenous peoples, who have stewarded this land for hundreds of generations. With gratitude to the Andover Center for History & Culture for their guidance, we acknowledge the harmful effect colonization and violent systemic and cultural inequities have had on our understanding of Indigenous identity and terminology. Andover was home to the Pennacook people as early as 6000 BCE, and we honor their past, present, and emerging leaders.

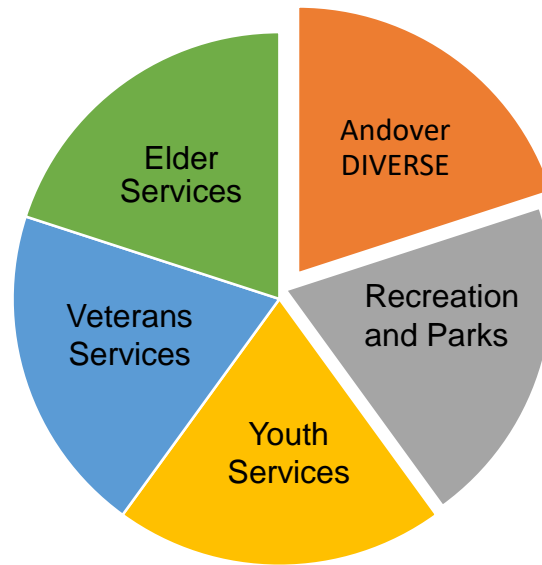
As members of the Town of Andover's Diversity, Equity, and Inclusion Commission, we will continue to learn, respect, and reconcile the histories, legacies, and ongoing experiences of Indigenous injustice. Land Acknowledgments are a small, but essential, step towards building a culture of respect, truth, and accountability. To learn more about the land we are on, visit: <https://native-land.ca/>.

## Community Commitments

1. **Put Relationships First** - Work to build community and trust with an awareness and understanding of power dynamics. Relationships are built off shared experiences. Speak your own truth while also knowing that there are multiple truths. Honor and respect one another.
2. **Be Kind and Brave** - Treat others how they wish to be treated. Expect to be uncomfortable and work to be explicit with your language about race, class, gender, immigration, etc.
3. **Be self-aware** - Speak for yourself – use “I” or “me” statements and share your own story, not that of others. Acknowledge your privilege, be courageously honest and vulnerable yet mindful of your words and actions. Regardless of intent, take responsibility for potential harm as your words may impact others in ways you did not expect. Embrace a willingness to “get it right” rather than “to be right”.
4. **Understand Power Dynamics** - We live in a world that advantages particular social identity groups over others. Be aware of your own privileged identities and how you might use your privilege: from taking up too much emotional and airtime space or disengaging. Acknowledge that everyone has a right to be at the table, *especially* when their experience and style is different from your own so that we are able to allow, celebrate, and respect diversity.
5. **Strive to be anti-racist and know that it is a process** - Show what you’re learning, not what you already know and accept that much of this may be about challenging your own assumptions and biases. Commit to being inclusive, “see” who is harmed by particular policies and practices, challenge those systems and eliminate barriers to create an equitable and just Andover.

## Andover DIVERSE

Andover DIVERSE (Diversity, Inclusion, Values, Respect, Support and Education) is focused on advancing community-driven initiatives and engagement with the goal of building a more inclusive Andover.



Community Services Department

## Timeline/Accomplishments

### 2020

- Andover DIVERSE Division Created
- Diversity Audit Consultant hired, Public Forum held
- Andover DIVERSE Working Group assembled, Survey/Focus Groups designed
- Proposed Commission on DEI structure developed
- Select Board approves creation of Commission on DEI
- Diversity in Programming working group created, evolution of offerings, language, images on-going

### 2021

- Commission on DEI members appointed, meetings begin, founding documents created
- Diversity Audit completed, findings presented
- Town Meeting approves funding for Director of DEI position
- Strategic Plan drafted
- Strategic Plan socialized
- Working groups populated
- Director of DEI hired
- Strategic goal completion underway, short-term goals completed

Town of Andover

## Commission on Diversity, Equity and Inclusion

Work to combat racism and discrimination in Andover by supporting programs, initiatives, education, outreach, policies and institutional change which contribute to an inclusive Andover.



Town of Andover

## **Diversity Audit**

### *Anonymous Survey*

1,500 participants

% reflective of Town demographics

## **Focus Groups**

23 sessions

77 participants

Visions Consulting, Richard Pinderhughes



## Diversity Audit Recommendations

1. Hire a more diverse workforce
2. Increase training/cultural competence for all employees
3. Ensure institutional support for DEI work
4. Support improvements in school curriculum and culture
5. Empower youth to participate in making cultural change
6. Improve residents' sense of belonging through programming
7. Communication: Actively work to improve frequency of communications in/around matters of DEI
8. Establish a robust, legitimate, respectful process for reporting incidents of discrimination
9. Commit to regular, on-going racial climate monitoring





- Does the strategic plan resonate with you?
- Are there elements missing?
- Are the timelines (ongoing, short term, long term) reasonable?

## Strategic Plan Goals

Undertake data collection, analysis and updates as necessary to inform decisions

Proactively diversify the Town of Andover's Workforce

Create lasting culture change through on-going training and conversation with municipal staff

Engage citizens through cross-cultural programming

Foster support for and partnership between Commission on DEI and municipal leadership

Foster and improve communications with community members

# Strategic Plan Actions

Undertake data collection, analysis and updates as necessary to inform decisions

1. (OG) Create process to monitor and assess progress
2. (OG) Identify knowledge gaps and gather additional data when necessary
3. (OG) Conduct regular surveys to assess current climate

OG= On-going

# Strategic Plan Actions

## Proactively diversify the Town of Andover's Workforce

4. (ST) Research and adopt best practices related to diversifying workforces.
5. (ST) Examine and change language in postings and job descriptions to increase inclusivity.
6. (LT) Diversify recruitment pipelines
7. (OG) Disrupt bias in the interview process by confronting implicit biases and diversifying interview team.
8. (ST) Ensure for the success of new hires by creating a robust, inclusive onboarding and retention processes
9. (LT) Explore police and fire departments withdrawal from the civil service system to positively impact the Town's ability to diversify their workforces.

ST=short-term    LT = Long -term    OG = On-going

## Strategic Plan Actions

Create lasting culture change through on-going training and conversation with municipal staff

10. (ST) Establish affinity groups that are institutionally supported
11. (ST) Creation of a training series on a variety of topics identified by relevant DEI /HR staff
12. (ST) Provide coaching and mentorship for municipal leadership on a variety of topics identified as priorities

ST= Short-Term

# Strategic Plan Actions

## Engage citizens through cross-cultural programming

13. (ST) Support and expand town sponsored cultural celebrations
14. (OG) Enhance town sponsored programming which reflects the diversity that is Andover
15. (ST) Partner with community organizations working with underrepresented communities
16. (OG) Engage citizens, business owners, the faith community, etc. in planning, programming and decision-making to become a more inclusive community.

ST = Short-term    OG = On-going

# Strategic Plan Actions

Foster support for and partnership between Commission on DEI and municipal leadership

- 17. (ST) Develop and institutionalize communication with municipal leaders through regular updates and recommendations
- 18. (ST) Voice the Commission's support of the DEI work in the schools
- 19. (OG) Engage and actively support the strength of Andover's youth
- 20. (ST) Actively work to increase the participation of Andover's youth in the work

ST = Short-term    OG = On-going

# Strategic Plan Actions

## Foster and improve communications with community members

21. (ST) Identify community-based groups and stakeholders and establish relationships with them.
22. (ST/OG) Create a confidential, effective and efficient process for reporting incidents of concern to municipal leaders which ensure these concerns are heard and responded to in a timely and respectful manner. Ensure for regular communication regarding the importance of reporting incidents
23. (ST) Create a communication strategy
24. (OG) Proactively plan and respond to instances of harassment

ST = Short-term

LT = Long-term

OG = On-going



- Does the strategic plan resonate with you?
- Are there elements missing?
- Are the timelines (ongoing, short term, long term) reasonable?

## Working Groups

Creating lasting change in Andover requires community participation.

The Working Groups, comprised of municipal staff, Commission on DEI members and community volunteers will, together, ensure progress is made.

We invite you to consider participating.

Please visit: [Andover DIVERSE | Andover, MA \(andoverma.gov\)](https://www.andoverma.gov/diverse)

# Working Groups



# Strategic Plan Actions by Working Group

## Data Gathering / Engagement

1. (OG) Create process to monitor and assess progress
2. (OG) Identify knowledge gaps and gather add'l. data
3. (OG) Conduct regular data collection to assess current climate

## Supporting Youth

18. (OG) Voice support of DEI happening in schools
19. (OG) Engage and actively support the strength of Andover's youth
20. (ST) Work to increase the participation of youth in DEI Efforts

## Diversity in Hiring

4. (ST) Research and adapt best practices re: diversifying workforces
5. (ST) Examine and change language in job postings
6. (LT) Diversity recruitment pipelines
7. (OG) Disrupt bias in the hiring process
8. (ST) Ensure the success of BIPOC employees
9. Support Police/Fire in diversification of workforce
10. (ST) Establish affinity groups that are institutionally supported

## Racial Climate / Reporting

1. (OG) Create process to monitor and assess progress
3. (OG) Conduct regular data collection to assess current climate
22. (ST/OG) Work with the Town to create a confidential reporting process
23. (OG) Raise Community Awareness of reporting process

## Leadership Development

3. (OG) Conduct regular data collection to assess current climate
8. (ST) Ensure the success of BIPOC employees via onboarding, retention, advancement
9. Support Police/Fire in diversification of workforce
11. (ST) Create training series on topic ID'd by DEI/HR staff
12. (ST) Provide coaching/mentoring for leadership

## Community Activities

1. (OG) Create process to monitor and assess progress
10. (ST) Establish affinity groups that are institutionally supported
13. (ST) Expand cultural celebrations
14. (OG) Supt. Prgmng the reflect the community
15. (ST) Partner with org. wkg with underrepresented communities
16. (OG) Engage woder community in programing

## Communications

17. (ST) Develop and institutionalize comms with municipal leaders through regular communication
18. (OG) Voice support of DEI happening in schools
23. (OG) Raise Community Awareness of reporting process
24. (ST) Create a communication strategy

## Working Groups

We invite you to participate in a working group.

Please contact Jemma Lambert, Director of Community Services at:

[Jemma.lambert@andoverma.us](mailto:Jemma.lambert@andoverma.us)

[Andover DIVERSE | Andover, MA \(andoverma.gov\)](#)

[Volunteer | Andover, MA \(andoverma.gov\)](#)