



# City of Madison Engagement and Equity Continuum

The Engagement and Equity Continuum is intended as a tool for the agency or organization to create open dialogue about what it means to be an equitable community in which to live, learn, work, play, and prosper, and an organization where engagement and equity are visible core values. Indicators along this spectrum are focused in areas such as use of participatory decision making, alignment with values, value of diverse perspectives, and equitable access to processes and resources. This tool was developed through the City of Madison Culture and Engagement Team.

Stagnant System  
Unwelcoming, antiquated, homogeneous



Culture/Structure Change  
Progressive, welcoming, diverse

1. Disengaged and Exclusive	2. Passive and Intimidating	3. Symbolic but Uninspired	4. Identity Shifting	5. Invested in Culture Change	6. Engaged and Equitable
Vocally exclusive and intimidating culture	Intimidating culture which acknowledges issues of engagement and equity only on dominant culture's terms and within their comfort zone	Creates official policies regarding engagement and equity and allows engagement and equity efforts to occur as an afterthought or add-on to "normal" duties	Shifts focus from maintaining status quo to equitable service delivery and proactively puts resources into development and implementation of engagement and equity efforts	Actively staffs and supports employee and community engagement and equity initiatives, but fails to fully transform the culture	Shared vision of City as equitable community in which to live, learn, work, play, and prosper. Equity and engagement are visible core values of the organization
Secretive, authoritative, and individualistic planning and decision making which intentionally and publicly enforce status quo related to race, gender, ethnicity, class, age, etc.	Allows for some access to planning and decision making for employees or community, but only if it is in line with the dominant culture	Attempts to allow for various voices in decision making and addresses incidents of discrimination or harassment, but maintains voice of dominant culture creating marginalization and fear of repercussions	Actively attempts to include various voices in decision making, addresses incidents of harassment or discrimination, but fails to evaluate value systems, allowing for some individuals to be marginalized and fear repercussions	Proactively allows for community and employee voices to shape City without fear of repercussion and addresses issues of harassment, discrimination, and bias, but may not have fully aligned values, allowing some individuals to be marginalized	Full employee and community participation in decisions that shape the City, including all identity groups, and in alignment with City values. Utilizes an ongoing approach to prevent bias and promote social justice
Utilizes arbitrary work performance standards and discourages input. Punitive, non-communicative, and targets non-dominant culture workers	Traditional, punitive management and communication with little opportunity for input or feedback	Performance standards and expectations established by dominant culture. Traditional management, but with increasing opportunity for feedback methods	Performance standards and expectations established in alignment with organizational and development needs, but with continued use of traditional management methods	Performance standards and expectations established through consideration of defined work, position, development needs, and organizational values related to equity and engagement, but lacking in accountability	Aligned vision, values, and structures allow for evaluation, development, and accountability, while also recognizing and valuing diversity of cultural communication styles and viewpoints
Creates barriers and bureaucratic structures, policies, and procedures which limit access to City processes and resources	Maintains structures and barriers to limit access to City processes and resources; however, processes and procedures in line with legal requirements	Managers include engagement and equity impact in planning and processes, but structures have not been modified, leading to continued inequitable access distribution of resources	Agencies include engagement and equity impacts in planning and processes, but initiatives are "one-off" programs that do not get at systematic and structural causes of inequity or disengagement	Engagement and equity initiatives address power structures and planning, which provide equitable access to City processes, where workforce diversity is shared goal but still fails to provide equitable outcomes	Shared power structures and planning, with diverse and inclusive base, allowing for equitable access to City processes and community resources, leading to equitable outcomes
Creates hostile work environment for members of protected class, particularly those of specific race, gender, income, disability, or LGBT identification.	<p style="text-align: center;"><b>but...</b></p> Fails to actively communicate or promote access to resources, decision making, government, or structures and does not address issues of equity, racism, intimidation, and work culture	<p style="text-align: center;"><b>but...</b></p> Fails to institutionalize engagement and equity, fails to elevate traditionally marginalized voices, fails to evaluate structures and processes, fails to undo bias, and continues to allow for inequitable access and resource distribution	<p style="text-align: center;"><b>but...</b></p> Engagement and equity have not yet taken root in culture and structural barriers are still in place, allowing continuing marginalization of "different" voices and inequitable access and resource distribution	<p style="text-align: center;"><b>but...</b></p> Structures and processes are still not fully aligned with vision and values to ensure equitable access and resource distribution	<p style="text-align: center;"><b>but...</b></p> Leaders and members act on the organizational commitment to create a welcoming, diverse, and equitable workplace
	Leadership often states, "We don't have a problem," and "Don't question my authority."	Leadership often states, "We're already working on the problem."	Leadership often states, "We're ahead of most organizations."	Leadership often states, "We've got everything in place, but haven't transitioned our culture"	