Central Services Equity & Human Rights Action Plan

Department Plans to Integrate Diversity and Equity Strategic Plan Goals

City of Eugene
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Central Services

Department Mission and Guiding Principals

Central Services Mission Statement

We are examining our adopted mission and values statement to ensure they reflect the breadth and commitment of Central Services employees and work programs. We anticipate revising these in the coming months. What follows has been in place since 2007.

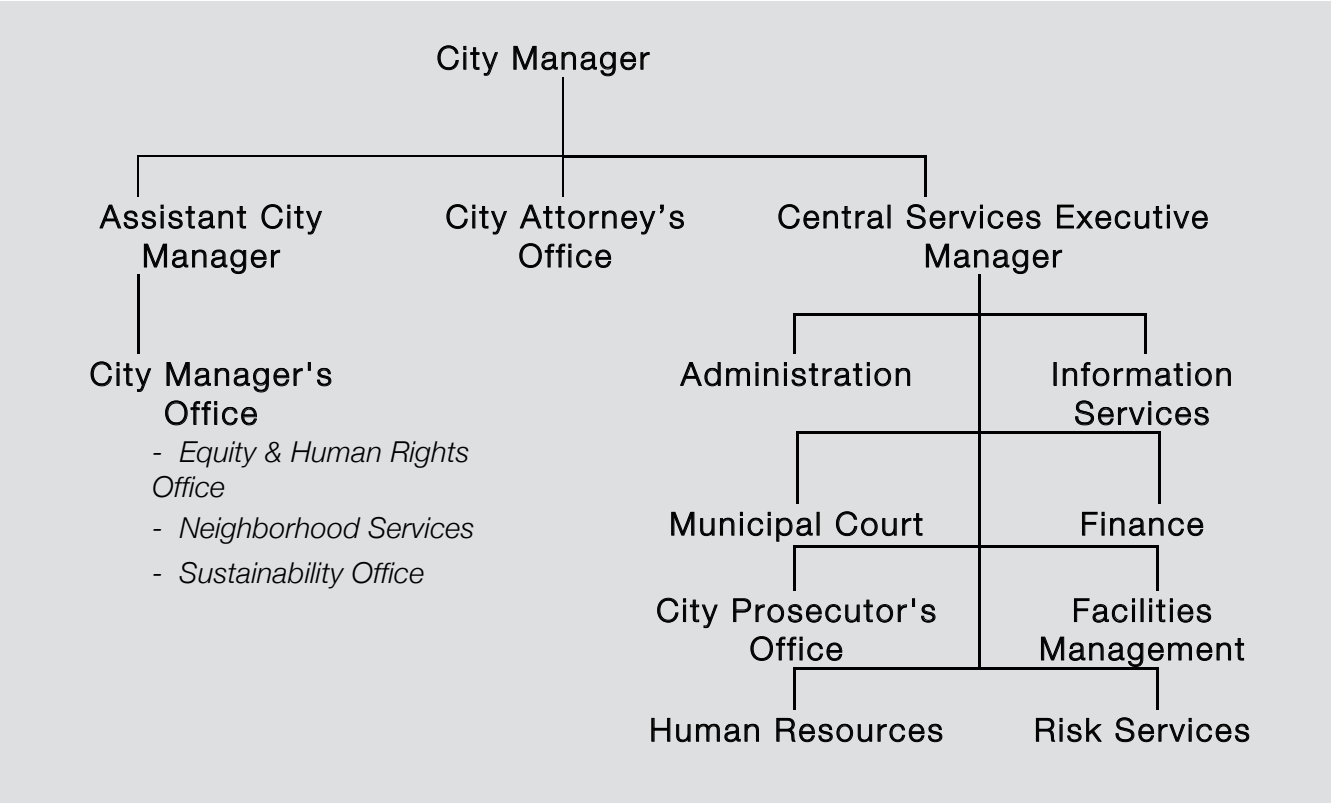
"We partner with other City departments to enhance the delivery of valued services to the community."

Central Services provides centralized business management and support services to the Mayor, City Council, the public and City departments. It is Central Services' charge to provide information management, financial management and operations, council and intergovernmental support, facilities management, human resources services, risk management, municipal court services, in-house legal services, police auditor oversight and prosecution services.

In addition, Central Services' vision and core values statements include references to a healthy work environment, showing respect for the rights and contributions of others, and that "we refuse to tolerate harassment or discrimination in our workplace."

Central Services Organizational Structure

Centralized service and support is provided to the organization and community through the following structure:



Central Services

History of Diversity, Equity, and Human Rights Efforts in Central Services

Equity and Human Rights Office Activities, Expansion, and Integration

Centralized support and leadership for diversity, equity and human rights resides in Central Services. The Equity and Human Rights team is responsible for leading implementation of the Diversity and Equity Strategic Plan throughout the organization. In the fall of 2009, the City Manager's Office was restructured to create a team of staff that includes Neighborhood Services, Sustainability and Equity & Human Rights. Staff were co-located in the Atrium Building as a strategy to highlight core values of the organization and increase integration of these efforts throughout the organization and in policy making and service delivery. The creation of this team was purposeful for a number of reasons: better public access; a more open, inclusive and inviting place for community dialog, to connect a human rights framework to a sustainability framework, which strives to address social, environmental and economic balance and to unite City Manager's Office staff on this core team near downtown amenities such as the Library and the LTD bus station.

In addition, the City Manager's team recently built a very robust intern program. Students from local colleges and universities complete required class hours in our offices. Having interns work side-by-side with staff offers a chance to share information, engage in community based efforts to raise awareness and bring about change. It also provides a mechanism for leadership development of our emerging leaders. It's truly a win-win for both agencies and the students.

Central Services Department Diversity Committee

Central Services' support for diversity, equity and human rights issues included staff and management involvement in a monthly committee, with annual training opportunities and other promotional communications and participation. In 2008, the Central Services Management Team shifted focus from the committee structure to a division manager and staff-level approach. Each manager met with staff in their division, facilitated several formal and informal discussions, and then as a department, solicited feedback regarding current efforts, ideas for the future, and potential gaps. They re-grouped to determine how the department could best address these issues in the future. In 2009, 18 full-time equivalent employees from Central Services became involved in the implementation of the Diversity & Equity Strategic Plan (DESP), including participation in resource groups, plan evaluations, feedback assessment and planning.

Throughout this process, Central Services continues to support and promote issues, internal and external training opportunities and community events, through communication electronically and on division bulletin boards. In addition, department and division statements in support of equity and human rights efforts are articulated throughout the annual Budget Document.

Resources, Measurement and Accountability

Training

The City provides training in diversity, equity and human rights to increase knowledge and understanding of critical issues, improve job-related skills, develop leadership, and ensure responsive, sensitive support for individuals. Resources include varied media, experiential learning, and speakers, and the City works collaboratively with Lane County, Lane Community College and other agencies to expand capacity and build partnerships. The broad range of development opportunities makes it possible to more successfully serve diverse employee needs.

Regulatory Compliance

The following Central Services' divisions provide organization-wide support for the following:

- Human Resources – responsible for providing information and recommendations about local, state and federal laws pertaining to equity and human rights, including the City's Affirmative Action Plan
- Finance – provides information and recommendations for equal access and consideration for bids on contracts, as well as compliance with other state provisions regarding public contracting
- ISD – Website compliance for sight and hearing impaired computer users
- Facilities – Building and workplace accessibility

Surveys

The following Central Services' divisions regularly survey internal and external customers to solicit performance feedback, assess community priorities, and measure service satisfaction:

- Information Services, Risk Services and Human Resources – Annual Customer Service Survey
- Municipal Court – Judicial Evaluation Survey, Court Customer Satisfaction Survey
- City Prosecutor's Office – Customer Satisfaction Survey through Victim Assistance Program
- Neighborhood Services – Eugene Neighborhood Survey
- City Manager's Office – Community Survey, Eugene Counts, Organizational Culture Survey, and Victory Garden
- Finance – Budget Survey

Periodic surveys are also done to assess organizational culture and other issues at the department, division and individual level.

Central Services

Plan Development Process and Committee Description

In 2010, the Central Services Management Team decided to modify and expand the previous committee structure, communications and training requirement to include the following areas:

- Diversity, Equity & Human Rights
- Sustainability
- Department Communication
- Employee Involvement
- Constructive Organizational Culture
- Employee Recognition

The focus for fiscal year 2011 is to establish a department team which will be chaired by a division manager. Central Services Management Team will outline the goals and purpose of the team and will ask the committee to develop a two-year work plan. The group will provide an avenue for meaningful employee involvement in identifying assets, gaps and options for the department's communication and education around diversity and equity.

Central Services Value Statement and Definition of Equity and Human Rights

With a goal of providing high quality and valued services to the community, we partner with other City departments and engage the community to:

- Support the development and implementation of the organization's diversity, equity and human rights infrastructure
- Ensure the fiscal and professional integrity of employees, programs, performance measurement, recruitment and retention, and training and development through best practices.
- Be inclusive of a diverse set of employees, community members, ideas and philosophies

Our definition of an equity and human rights framework includes increasing awareness, providing and seeking advice and guidance on key issues, and seeking respectful communication styles and associations.

Central Services also endorses the City of Eugene's Diversity and Equity Strategic Plan goals, and has created the following five-year plan to move our department toward these goals.

Diversity and Equity Strategic Plan Goals

The DESP contains specific Action Items, Assigned Leads (City groups who are responsible for handling and reporting on specific Action Items) and Measurements to address the following six Goals:

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

Workforce and Work Environment

Achieve and maintain a workforce reflecting our community and create a work environment to support all employees.

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

Communication and Engagement

Communicate openly, respectfully and effectively with the community.

Measurement and Accountability

Measure our performance to ensure our efforts effectively lead toward established goals.

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

Department Relevance

What This Focal Area Means to Central Services

Deepen skills of department staff for improved interactions with the public and each other for high quality products, innovation in services, and satisfaction of internal and external customers.

What Central Services has Learned About This Focal Area

There is a spectrum in the way values and priorities are conveyed throughout Central Services, and management recognizes the value of example, unified messages, understanding of expectations and how to move staff in a positive direction.

Central Services' Strengths and Challenges in This Area

Strengths:
There are core supporters that can be counted on to provide feedback, participation and support in efforts to move ideas forward. Our commitment also has resulted in extensive involvement in organizational equity and human rights efforts. The staff makeup – skills, backgrounds, demographics – are also a strength.

Challenges:
Limitations of time and money, efficiencies and perceived value of training. Communication is also a challenge. Better communication about Central Services staff involvement in the implementation of the DESP across the organization improves awareness of the breadth of work being done. Second, the shift to communicate through intranet (SharePoint) and internet sites has created a gap for people who are used to receiving information in other ways. Central Services Management Team continues to inform staff of where to access information pertaining to the DESP and training opportunities, and is developing a protocol to provide support and promotion at the division level.

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

DESP Goal 1: Leadership			
Central Services Action	Measurement	Accountability	Timeline
Action 1: Create a Central Services committee to support: • Diversity, Equity & Human Rights • Sustainability • Department Communication • Employee Involvement • Constructive Organizational Culture • Employee Recognition	To be set by the committee	CS Mgmt Team	FY11
Action 2: Meet with each division to share consolidated department feedback and next steps	To be set by the committee	CS Mgmt Team	FY11
Action 3: Create a department (SharePoint) website to share information and to reinforce organizational values	After completion, review data from existing reports (Ex: how many "hits")	Heidi Dotson	FY12
Action 4: Create mechanisms so that each division gets information about upcoming department events and trainings (actual or virtual bulletin board, depending on work unit). *Note: City-wide mechanisms currently exist to promote organization-wide events and opportunities.*	To be set by the committee	CS Mgmt Team	FY13

Capacity

Increase our capacity to become a more culturally competent organization and community. Respect and empower employees in developing programs and setting policies.

Department Relevance

What This Focal Area Means to Central Services

It is important that training opportunities be relevant to work areas with the goals of improving customer service, unifying staff, and fostering an attitude that encourages strong organizational commitment. Staff have expressed interest in sharing training resources with other Central Services' divisions, as well as activities that increase engagement with and understanding across divisions.

What Central Services has Learned About This Focal Area

The Central Services Management Team is committed to increasing cultural competency for individual staff and within teams because this will improve service delivery and decision making – as well as employee and customer satisfaction. Employee engagement through a department committee, ongoing communication and education, and integration with other department work is planned. We will support accountability through reporting and performance management.

Central Services' Strengths and Challenges in This Area

Strengths:

- Many people with ideas and willingness to participate
- Proactive leadership, and core people that support department efforts
- Staff have a variety of capacities which help them do their work and interact with other divisions and departments to create better products and services

Challenges:

We have limited time, staff, and financial resources to facilitate the creative processes that promote active participation and engagement.

DESP Goal 2: Capacity			
Central Services Action	Measurement	Accountability	Timeline
Action 1: Communicate ongoing volunteer opportunities to Central Services employees and highlight the many ways in which Central Services staff contribute to the community	To be set by the committee	CS Mgmt Team	FY12
Action 2: Survey employees for positive examples of ways in which they have helped contribute to program development and setting policies	To be set by the committee	CS Mgmt Team	FY13

Workforce and Work Environment

Achieve and maintain a workforce that reflects our community, and create a work environment that supports all employees.

Department Relevance

What This Focal Area Means to Central Services

It is a shared goal to foster a respectful work environment for all employees and community members. We strive to develop and retain a workforce that is reflective of our community's demographics and to develop the skills of our workforce to provide culturally appropriate services.

What Central Services has Learned About This Focal Area

Today's workforce is challenged to do an excellent job with limited and diminishing resources. When people enjoy being around those they work with, many aspects of their work moves towards more positive outcomes, despite challenges.

Central Services' Strengths and Challenges in This Area

Strengths:
We have a competent workforce from diverse backgrounds who have a great deal of respect for each other and allow room in the work environment for celebrations of inclusiveness and individuality.

Even in these challenging economic times, staff is committed, hard-working and open to engaging each other in creative processes.

In the past few years, the organization experienced a shift towards empowering employees to resolve certain workplace differences at a peer-to-peer level, and has provided valuable training resources towards progressive problem solving (Ex: Crucial Conversations curriculum).

Challenges:
Staff members want training, tools and guidance on effective, innovative, culturally competent engagement processes and methods. Challenges include potentially insufficient funding and other resources to match needs, as well as the sheer number of initiatives and projects which must be coordinated effectively. Broadening the scope of the employee committee on equity and human rights will strengthen linkages.

DESP Goal 3: Workforce and Work Environment			
Central Services Action	Measurement	Accountability	Timeline
Action 1: Update employees with results from biannual Affirmative Action plan results	Completion	Human Resources	FY12
Action 2: Review results of the City-wide organizational culture survey, and develop recommendations	Communicate recommendations	CS Mgmt Team	FY13
Action 3: Facilitate training workshop to examine 2010 Census data	Completion	CS Mgmt Team	FY12

Service Delivery

Ensure that City services are accessible, inclusive and equitably provided.

Department Relevance

What This Focal Area Means to Central Services

Several Central Services' divisions are involved in organizational compliance with legal requirements that address accessibility and inclusion for employees and external customers. We also recognize that other barriers can exist that prevent external customers from interacting with and accessing City services. We continue to evaluate current practices to be more inclusive and have a positive impact on vulnerable or under-represented populations.

What Central Services has Learned About This Focal Area

Some Central Services divisions have ongoing programs that express equity and human rights values, and are recognized in the community for their work, such as Municipal Court's participation with the Sheldon High School Life Skills Program.

Central Services' Strengths and Challenges in This Area

Strengths:
Due to the nature of the work, some divisions are primarily focused on supporting internal customers, interacting with other employees, work groups and organizational projects, while others interact with the public and vendors, serving as a gateway and "face" to City services. The broad range of people that Central Services interacts with necessitates that employees have a strong foundation of cultural competency.

We continue to define expectations and standards for employee behavior and integrate them with service delivery models, as well as weave equity and human rights support into customer expectations.

Challenges:
Current use of technologies like social networking decreases face-to-face and voice-to-voice contact. The challenge is to maintain a balance between both types of interactions, continue to provide a high level of customer service, and make sure that we are being as inclusive as possible.

DESP Goal 4: Service Delivery			
Central Services Action	Measurement	Accountability	Timeline
Action 1: Define process for new "Inclusion Environments Assessment Team." The team visits each division's work environment to see if customers would have any difficulties in relation to physical access, hearing, sight, language, literacy, and/or cultural sensitivity, and report their findings and recommendations	Communicate recommendations	CS Mgmt Team	FY12
Action 2: Assess current format of division surveys and feedback methods for internal/external customers to determine if they need to be modified or if a specific department-wide standard should be created	Completion	CS Mgmt Team	FY12
Action 3: Communicate highlights of ongoing committee work	Completion	CS Mgmt Team	FY11

Communication and Engagement

Communicate and engage openly, respectfully and effectively with the community.

Department Relevance

What This Focal Area Means to Central Services

Central Services engages diverse populations in complex ways and recognizes the benefit of including community partners in discussions. Examples include Municipal Court's judicial evaluation process, Finance's budget process and Information Services' focus groups.

Existing resources include the City's public website, which is utilized to provide information and updates on current issues, promotion of specific events, and decision-making processes.

What Central Services has Learned About This Focal Area

Our community and customer base places a high value on engagement, transparency, communication, and access to services.

Central Services' Strengths and Challenges in This Area

Strengths:
In addition to providing services throughout the organization, many people in Central Services serve on boards and commissions within the organization and the community.

Challenges:
Central Services includes Municipal Court, the City Prosecutor, Finance, the City Manager's Office, Risk Services, Human Resources, Facilities Management, and Information Services, which means the department's customer base is incredibly diverse. Communication methods must be diverse, as well. Those who are affected by a decision have a right to be involved in the decision-making process, and seeking and facilitating their involvement to assure appropriate, meaningful, timely, and effective involvement takes incisive consideration. It will be necessary to increase staff understanding and expertise, and there are likely to be some bumps as staff experiment with different methods.

DESP Goal 5: Communication and Engagement			
Central Services Action	Measurement	Accountability	Timeline
Action 1: Promote existing formal/ informal training and info share (Ex: Crucial Conversations, customer service training)	To be set by the committee	CS Mgmt Team	FY11
Action 2: Assess effectiveness of current methods for collecting community feedback (Ex: online and card surveys with vendors, advisory group members, court clients, etc.)	Communicate recommendations	CS Mgmt Team	FY13

Measurement and Accountability

Measure our performance to ensure our efforts effectively lead toward established goals.

Department Relevance

What This Focal Area Means to Central Services

Central Services has used this process to understand and clarify priorities and to focus on managing processes to reach achievable benchmarks. It is recognized that there is a need to be transparent about where we are, realistic about what we can become, and have a reference point to engage others in where we want to be as a department.

What Central Services has Learned About This Focal Area

Careful evaluation of specific projects and processes is needed so that achieving outcomes is successful.

Central Services' Strengths and Challenges in This Area

Strengths:
Existing measurement resources and benchmarks are in place and we are recognized for our leadership and efforts in the areas of diversity, equity and human rights.

Challenges:
One challenge is identifying broader reporting methods to increase awareness and understanding about what is already being measured and monitored. Another challenge is inclusion and thoughtful consideration of desired outcomes and goals in assessing additions or improvements to existing mechanisms.

Note: Measurements for progress on Central Services goals have been incorporated throughout this document, and so have not been listed here as a separate item.

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Equity and Human Rights Action Plan

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Central Services

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