

Planning & Development Department Equity & Human Rights Action Plan

Department Plans to Integrate Diversity
and Equity Strategic Plan Goals



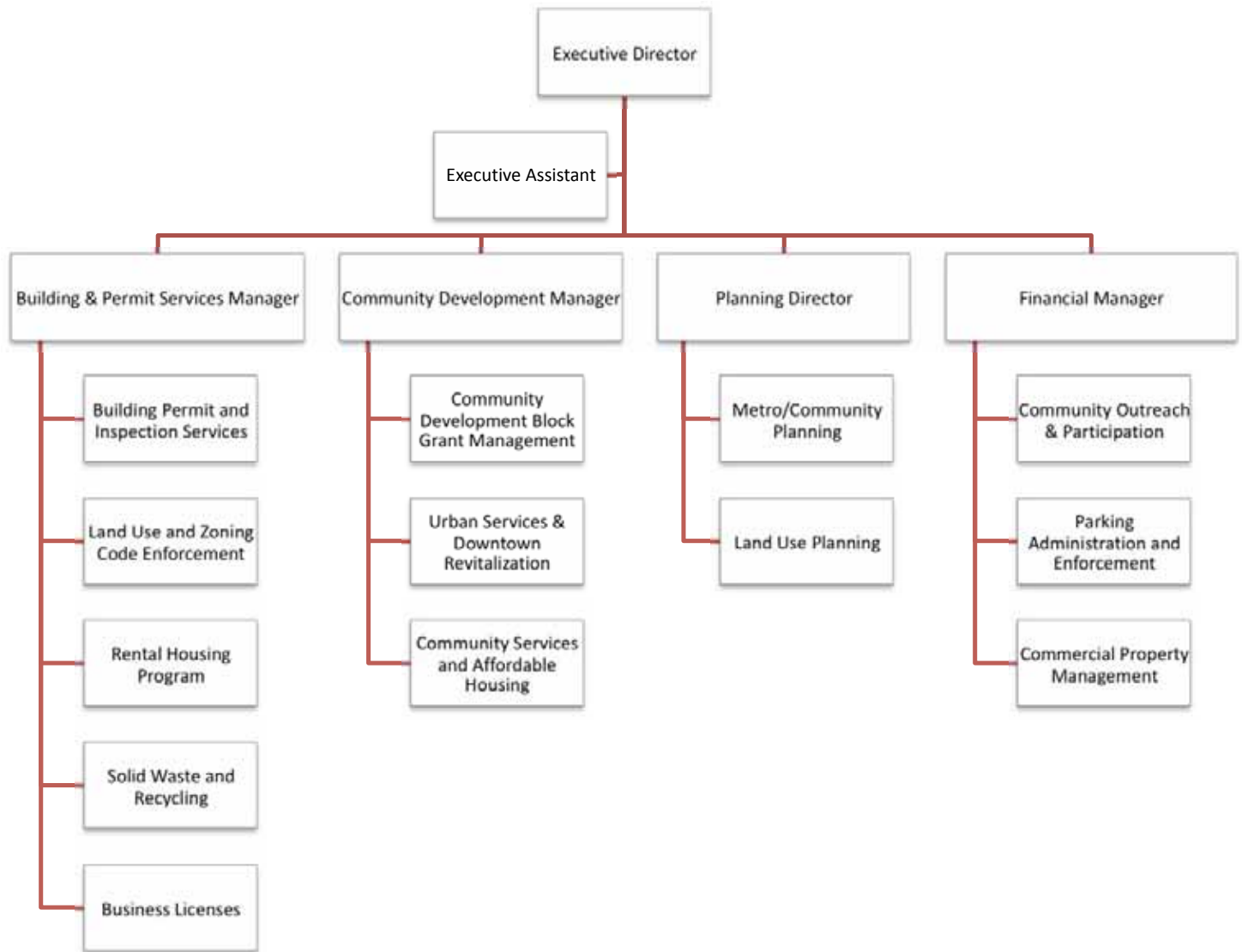
City of Eugene
777 Pearl Street, Eugene, Oregon 97401
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Planning & Development Department

Department Mission and Guiding Principals

PDD Mission: We work as a team toward a more sustainable, livable community by guiding the City's built, natural and social environments to promote a better quality of life for all residents.

PDD Organizational Structure



History of Diversity, Equity, and Human Rights Efforts in PDD

Efforts in communication, training, education, recruitment and accountability have been included in the Planning & Development Diversity Committee's work plan since inception. The committee has helped to define and expand the definition of diversity, equity and human rights throughout the years. It has created more awareness, found ways to integrate city values into the work it does while interacting with each other and with the community, and continued to help create an environment that promotes safety for all employees and patrons.

Planning & Development Department

The Diversity Committee continually sponsors events such as monthly “sack lunches” on a wide range of topics and actively maintains, updates and makes available to all in the department lists of community events. Helping inform PDD’s employees demonstrates the committee’s commitment to honoring diversity and reinforces the notion that equity and human rights remains important in everyday operations of the city. Effectiveness of such efforts can only be measured on an individual basis. A current Diversity Committee member put it best as, “I don’t think we’ve had unsuccessful efforts because we learn from all of them.”

PDD Value Statement and Definition of Equity and Human Rights

PDD values a sustainable, livable community and strives to equitably guide the City’s built, natural and social environments to promote a better quality of life for all residents.

Equity: Social equity or social wellbeing is about equal opportunities for everyone. Resources are made available to the whole community - a safe and healthy place where human rights are upheld and people can earn wages they can live on.

Human rights: Human Rights refer to the “basic rights and freedoms to which all humans are entitled.” Examples of rights and freedoms which have come to be commonly thought of as human rights include civil and political rights, such as the right to life and liberty, freedom of expression, and equality before the law; and social, cultural and economic rights, including the right to participate in culture, the right to food, the right to work, and the right to education.

“All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.”
Article 1 of the United Nations’ Universal Declaration of Human Rights (UDHR)

The DESP provides guidance to our Department in implementing our mission by clarifying the City’s goals around diversity, equity and human rights and by providing specific strategies and resources.

The DESP clearly aligns with our department’s mission:

- PDD’s mission incorporates concepts that address diversity, equity and human rights (e.g., “livable community”, “better quality of life for all residents”).
- The goals in the DESP will help PDD implement its mission by providing focus and accountability.

Meaning of Equity & Human Rights in PDD’s work:

- Support a healthy economy that supports new businesses, jobs & economic opportunity
- Support an equitable social system with access to employment, food, housing, clothing, recreational opportunities, a safe and healthy environment, and social services
- Promote growth and development patterns that provide access to services for all residents (e.g., food, public transportation, education)
- Provide program information and opportunities for engagement in PDD programs for all residents

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

Diversity, equity and human rights is not just a program in PDD – it is a core value; it is integrated into our everyday work and planning tools. Diversity, equity and human rights are demonstrated in the active participation of the diversity committee, leaders & employees.

PDD is aware that the commitment to equity and human rights must start with strong leadership, be maintained by dedicated and trained staff at all levels, and be evaluated by the community we serve and their experience with us.

Strengths of PDD include a history of participation at all levels. Challenges faced among PDD include measurement along with the time and cost to really understand the full breadth of diversity, equity and human rights in the community.

DESP Goal 1: Leadership			
PDD Action	Measurement	Accountability	Timeline
Action 1: Continue PDD Director presence on Diversity Committee.	PDD Director monthly attendance	PDD Management Team	Ongoing
	By-laws updated to reflect presence	PDD Diversity Committee	December 2011
Action 2: Strengthen management presence at events and activities that promote equity and human rights.	System or procedure created to announce events	Community Outreach/ Participation Coordinator and representative from PDD Diversity Committee	December 2010
Action 3: PDD leadership is present and actively promotes departmental and city-wide equity and human rights related events.	Leadership presence at events recorded	PDD Management Team	Ongoing
	Adjust staff and Department meeting agendas to include equity and human rights related items	PDD Management Team	

Leadership

Demonstrate strong leadership and organizational commitment to diversity and equity.

DESP Goal 1: Leadership			
PDD Action	Measurement	Accountability	Timeline
Action 4: Continue to review department policy and procedures in relation to equity, and human rights (i.e. PDD Mission Statement).	Identify guiding policies	PDD Management Team	End of FY11
	Assess and make recommendations for change	PDD DC	Middle of FY12
	Acceptance and implementation	PDD Management Team	End of FY12
	Periodic review	PDD Management Team	Ongoing
Action 5: Commit to use triple bottom line tool as an analysis for department level decisions.	Sponsor a Triple Bottom Line (TBL) training to build staff capacity	CMO and PDD Diversity Committee	July 2010
	Include TBL analysis in an AIS	PDD Management Team	July 2010
Action 6: Management continues to improve and nurture relationships with diverse communities to broaden and diversify department committees, commissions, and stakeholder/focus group membership.	Diverse applicant pool	PDD Management Team	Next available recruitment
Action 7: Continue to improve communication regarding importance of broadening and diversifying department committees, commissions, and stakeholder/focus group membership. (See DESP Action Item 1.3)	Improve system for Planning Commission and department board(s) member selection	PDD Management Team	Ongoing
Action 8: Continue and strengthen department committee role in implementing equity and human rights related work.	PDD Director serves on committee.	PDD Management Team and Diversity Committee	Ongoing
	Committee name is changed to align with other internal committees and/or boards		
	Provide leadership for monitoring DESP Action Item 6.1		

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

Capacity building has been a function of the department’s diversity committee which continually works to represent and engage divisions. PDD strives to build cultural competence by using the DESP as a lens for our work.

Increasing the capacity for cultural competence begins with the growth of the individual person. It is challenging to meet the needs of each individual staff in the pursuit of their growth.

PDD’s strengths in increasing capacity include a high level of competency throughout the department, motivated staff, and a commitment to learning and serving the whole community. A major challenge faced by PDD includes the public impact/impression that expending time on “diversity” has.

DESP Goal 2: Capacity			
PDD Action	Measurement	Accountability	Timeline
Action 1: Create and maintain department level ability to be linguistically available. <ul style="list-style-type: none"> Focus and improve skills of current advanced bilingual staff Include bilingual work as part of their workload 	Resources are pooled Incorporate skill use into workload	Division Managers	August 2010
Action 2: Create PDD-wide system to identify and track approved equity and human rights trainings.	Criteria created for approving events sponsored by PDD Diversity Committee	PDD Diversity Committee	End of FY12
Continue PDD equity and human rights programming. <ul style="list-style-type: none"> Sack lunch program 2nd floor displays 	Keep running list of ideas from staff and community Hold 4 sack lunches each year		Ongoing Yearly

Workforce and Work Environment

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

Department Relevance

Maintaining a respectful work environment is a core value within PDD.

The department's diversity committee strengthens this base by supporting involvement by all employees in diversity, equity and human rights activities.

PDD is challenged by the fact that the people we serve & interact with most do not necessarily reflect the community as a whole.

DESP Goal 3: Workforce and Work Environment			
PDD Action	Measurement	Accountability	Timeline
Action 1: Assess and strengthen department level mentoring program.	Assessment completed Recommendations created	PDD Management Team and Diversity Committee	FY12-FY14
Action 2: Develop in concurrence with DESP Action Item 3.2, short, medium and long term plans at the department and division levels for developing internal and external "pipelines" for representative applicant pools that will lead to a well-rounded, qualified workforce. Continued development will parallel affirmative action strategies and goals.	Align with measurements of DESP Action Item 3.2 List created with contacts for current and future opportunities.	PDD Management Team and Diversity Committee Community Outreach/ Participation Coordinator	End of FY12 End of FY11
Continue to provide opportunities for all school age youth (especially from underrepresented identity groups) to interact with staff and learn about PDD work.			

Service Delivery

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

Department Relevance

PDD is proud to be accessible and innovative. We strive to make information available in accessible ways to ensure a broad representation.

Certain divisions within PDD are not inherently inclusive – customers have to have the time and means to engage with us. PDD also tends to use a lot of “jargon” and “lingo” that may be intimidating to customers unfamiliar with the department.

DESP Goal 4: Service Delivery			
PDD Action	Measurement	Accountability	Timeline
Action 1: Create department resources to increase equitable service delivery.	Bilingual forms provided. Equitable service delivery guidelines reviewed.	PDD Management	End of FY12
Action 2: Evaluate physical environment for full range of inclusion and access.	Physical environment evaluation completed with provided tool (see DESP Action Item 4.4)	Representatives from PDD Diversity Committee and Building Operations and Procedures Staff	End of FY12
Action 3: Continue to support Fair Housing guidelines.	Fund Fair Housing Council	Division & Project Managers	Ongoing
Action 4: Reception Team will continue to evaluate processes and procedures while looking for opportunities to enhance service delivery.	Trainings identified in quarterly work plan	Permit Services Financial Manager	Ongoing
	Relationship between Reception Team and Equity and Human Rights staff is strengthened	Permit Services Financial Manager	

Measurement and Accountability

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

Department Action Plans have integrated DESP goal number six, Measurement and Accountability, into each of the other goals.



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