

Public Works Equity & Human Rights Action Plan

Department Plans to Integrate Diversity
and Equity Strategic Plan Goals



City of Eugene
777 Pearl Street, Eugene, Oregon 97401
541-682-5010

Public Works

Department Mission and Guiding Principals

Public Works Mission Statement

The Eugene Public Works Department provides a wide range of services and programs related to parks and open space, transportation, stormwater and wastewater infrastructure and natural resource stewardship.

Our services and programs protect the safety and welfare of the public, balance community goals for livability and economic vitality, and fulfill local, state, and federal mandates.

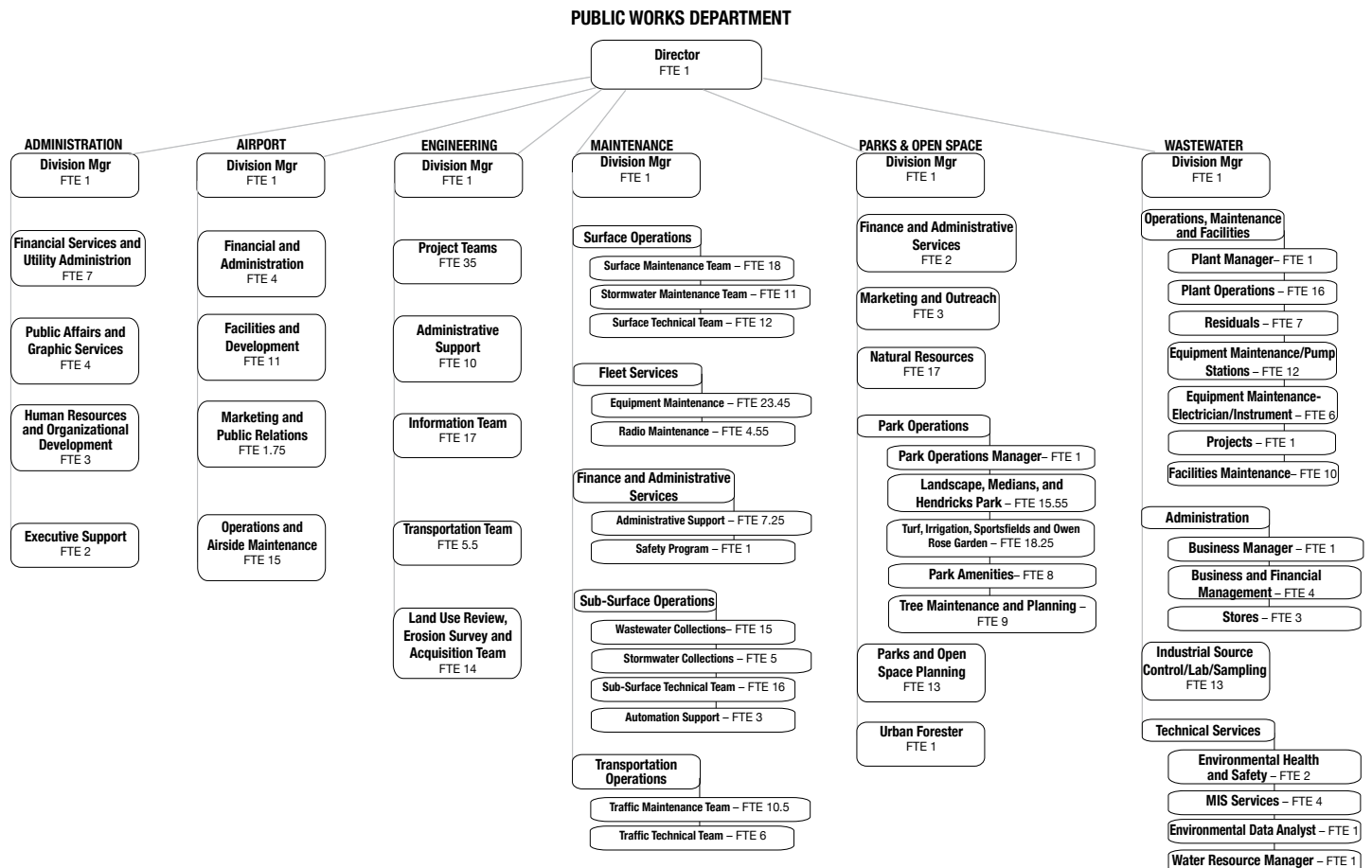
We deliver our services in a manner that is professional, environmentally and fiscally responsible, and convenient and understandable to the public.

As an organization, we take pride in our work, treat people respectfully, and value innovation and collaboration.

Public Works' Vision

Public Works envisions sustainable Public Works services meeting the needs of Eugene's citizens now and in the future.

Public Works Organizational Structure



Public Works

History of Diversity, Equity, and Human Rights Efforts in Public Works

Diversity is a core value of the City of Eugene. We are committed to working with our community to make Eugene a safe, dynamic and livable place, where all people are afforded dignity, respect and equity. We strive to make diversity an integral part of all city programs. In order to ensure equitable outcomes, we take seriously our responsibility to address differentials in power and privilege in our decision making, our policies and in our service delivery.

We are dedicated to social justice and human rights for everyone, across the breadth of human difference. This includes, but is not limited to, differences and similarities in race, color, ethnicity, age, national origin, dis/ability, sexual orientation, language, socioeconomic status, gender, religion, culture, veteran, marital or family status.

We understand that building an inclusive and respectful work environment fosters a flexible organization that supports and enables all employees to do their best work. Capitalizing on these strengths allows us to fulfill our mission by delivering culturally competent services to an increasingly diverse community.

Resources, Measurement and Accountability

The Public Works Diversity Committee (PWDC) is made up of Public Works (PW) employees. PWDC members are nominated by their peers or themselves, and then chosen by the Public Works Division Managers (PWDM). There are PWDC members from all PW divisions and the members are both represented and non-represented employees. These employees meet monthly in addition to performing duties related to the PWDC throughout the month, on work time when needed. This is supported by PW management and supervisors. The PWDC works with the PWDMs when needed.

Plan Development Process and Committee Description

This action planning committee consists of the Public Works Diversity Committee including represented and non-represented staff from all divisions within Public Works. Members of the PWDC volunteered their service and were approved by the division managers. PWDC members contributing to this action plan include:

Donna Adams, PWWW
Becky Carlson, PWA
Jim Dixon, PWM
Kevin Finney, POS
Becky Lubas, PWA

Tracy King, PWE
Tom Larsen, PWM
Carrie Martin, PW Airport
Wayne Masoner, PWM
Chuck Mueller, PWE

Lindsay Selser, PWE
Robert Tintle, PWA
Joanne White, POS
Jon Wilson, PWWW

Public Works

Division managers tasked the PWDC with writing this action plan and asked the PWDC to regularly check in with them during this process. PWDC members met with their respective divisions to compile input on the department action plan and have integrated the information into the PW Equity and Human Rights Action Plan.

Public Works Value Statement and Definition of Equity & Human Rights

Public Works values the Diversity and Equity Strategic Plan (DESP) as it provides a city-wide vision for equity and human rights, the ability to share resources, as well as a set of guidelines to meet the changing needs of the organization and the community. The DESP intersects with our mission and vision by creating guidelines for attaining our goals and measuring our success with respect to meeting the needs of the department, the City and the community.

Public Works maintains a commitment to diversity from all levels of the organization and recognizes the value and necessity of strong leadership, support and encouragement.

In order to increase our capacity and cultural competency, we take measures to provide an inclusive diversity program which is pivotal to reaching our individual and collective professional potential.

The goal of Public Works is to promote a workforce and work environment that are free from harassment, discrimination, and respects diverse viewpoints, cultures, and life experiences.

The department strives to deliver services equitably to all members of the community.

Public Works recognizes the importance of communication and engagement and utilizes a variety of methods to reach the community.

Please note: Goal 6 (Measurement & Accountability) is integrated into the other goals in this plan.

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 Public Works

Management challenges and leads the Public Works Department toward a more respectful work environment in which diversity, equity and human rights is a strength in providing services to the community.

What Public Works has Learned About This Focal Area

Public Works maintains a commitment to diversity from all levels of the organization and recognizes the value and necessity of strong leadership, support and encouragement.

Public Works' Strengths and Challenges in This Area

Management has shown strong leadership in this area as demonstrated by their participation in committees such as the Respectful Workplace Committee (PWM/POS divisions) and the Communication Committee (PWWW division).

Providing consistent leadership messages across a geographically diverse department is challenging. Public Works leadership is committed to strengthening communication between all levels of the department.

DESP Goal 1: Leadership			
Public Works Action	Measurement	Accountability	Timeline
Action 1: Diversity, equity and human rights issues are discussed at staff meetings (includes management team and work group meetings).	Standing agenda item	Meeting Convener	Create standing agenda item, at least once a month
Action 2: Management encourages and supports employees attending training sessions related to diversity, equity and human rights. Management models the value of diversity, equity and human rights efforts by attending related training and sharing experiences.	Track attendance through Education Learning and Development (ELDS) System	PW Supervisors, PWDM	Ongoing
Action 3: Support and participate in an annual "community listening" citywide outreach event. (See city-wide DESP Action Item 1.5)	Annual event followed by a report back to community	PWDC, PWDM	June 1, 2010 & Ongoing
Action 4: Assess and align, if necessary, the systems in place to track diversity, equity and human rights comments and complaints.	Ensure each division has an effective system in place	PW Supervisors, PWDM	End of FY11

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 Public Works

As a department we strive to continually improve our services. Public Works provides the resources for staff to participate in diversity trainings and committees in order to increase our capacity to serve our community. We believe that a successful, inclusive diversity program is pivotal to reaching our professional potential, both individually and collectively.

What Public Works has Learned About This Focal Area

Each division within Public Works provides unique services and has a distinct cultural style. Trainings for increasing capacity need to reflect the individual needs of each division and workgroup.

Public Works' Strengths and Challenges in This Area

Public Works is committed to employee development and is proactive in providing resources needed to adequately reach the needs of our community.

Obtaining broad participation across the department in the opportunities provided has proven to be a challenge. Public Works continues to seek ways to engage employees and encourage personal development.

Capacity

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

DESP Goal 2: Capacity			
Public Works Action	Measurement	Accountability	Timeline
Action 1: Management supports and allows adequate time for staff to serve on the Public Works Diversity Committee (PWDC).	Representatives serve on PWDC	PW Supervisors, PWDM	Ongoing
Action 2: The PWDC will facilitate opportunities for PW employees to enhance cultural competencies. (In support of PW Leadership Action Item #2.)	Communicate events appropriately and effectively by working with supervisors, sharing information during meetings, bulletin board postings and email notices	PWDC	Ongoing
Action 3: An active new employee mentorship program is in place in each division.	Assess current structures and delivery system Review enrollment documentation	PW Supervisors, PWDM	Ongoing
Action 4: Training opportunities related to diversity, equity and human rights are posted on bulletin boards.	Postings are current	PWDM, PW Office Managers	Ongoing
Action 5: Evaluate, update, and streamline employee development such as mentorship, career development, education (e.g. language training, etc).	Share best management practices for employee development Increased participation in committees and professional organizations Improved employee satisfaction reflected through surveys	PWDM, PW Supervisors, PW Human Resources	Best management practices - End of 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 Public Works

By drawing on our individual strengths, Public Works believes we can create an optimum and respectful workplace, one that can attract and retain a diverse workforce, allowing us to serve the community more effectively.

The goal of Public Works is to promote a workplace free of harassment and discrimination. We recognize and respect diverse viewpoints, cultures, and life experiences.

What Public Works has Learned About This Focal Area

Public Works has learned that a successful, inclusive workforce and work environment is pivotal to reaching our professional potential, both individually and collectively.

Public Works' Strengths and Challenges in This Area

Public Works' strength lies within the variety of jobs available related to the wide range of services we provide. This offers employment opportunities to individuals with a variety of professional and educational backgrounds.

Our workforce is strengthened by our commitment to a safe constructive work environment through the mentorship program, respectful workplace committee, and other department programs.

The challenge is to have a workforce that reflects the demographics of our community. We have found it difficult to reach individuals who do not have access to the traditional recruiting methods.

Workforce and Work Environment

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

DESP Goal 3: Workforce and Work Environment			
Public Works Action	Measurement	Accountability	Timeline
Action 1: Assess current PW recruitment methods to identify opportunities to diversify workforce and encourage nontraditional roles.	Proactive use of the PW Affirmative Action Plan to meet action goals Develop new tools and methods of outreach Implement new methods	PW Human Resources (lead), PWDC, PW Supervisors, PWDM	Proposal - End FY13 Implementation – End of FY14 Ongoing
Action 2: Evaluate and develop new conflict resolution skills training. Consider: tailoring classes to workgroups, peer mediation trainings, more practical and approachable conflict resolution trainings and resources, and trainings specifically for dealing with employee conflicts with management.	Develop new trainings and communication techniques (e.g. Dear Rosy)	PWDM, PW Human Resources	Evaluation - End of FY11 Develop new trainings – End of FY12
Action 3: Develop initiatives for encouraging communication, team building and information sharing between workgroups to increase knowledge of resources, share ideas and innovations, and reduce isolation.	Develop and implement a plan for workshops, networking, etc. Encourage employees to participate in Chataquas	PWDM, Subcommittee, a broad-ranged group who understands different workgroups	One networking event - End of FY12 Semiannual Chataquas

Service Delivery

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

Department Relevance

What This Focal Area Means to Public Works

Public Works strives to provide services equitably to all members of the community.

What Public Works has Learned About This Focal Area

We have learned that it is important to consider multiple perspectives and needs of community members during planning and delivery of services.

Public Works' Strengths and Challenges in This Area

Many of the services provided by Public Works are intrinsically operated and maintained with respect to accessibility, inclusiveness, and equity. Public Works has taken efforts to ensure our sanitation, transportation, parks, and roads reach all community members.

Our challenge is in identifying barriers that prevent us from providing our services consistently throughout the community.

Service Delivery

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

DESP Goal 4: Service Delivery			
Public Works Action	Measurement	Accountability	Timeline
<p>Action 1: Identify and inventory staff and resources internally and externally to communicate effectively with non-English speaking residents.</p> <p>Produce a toolkit for PW staff to use when working with non-English-speaking residents.</p>	<p>Policies and procedures in place for multilingual communications consistent with Citywide guidelines</p> <p>Policies and procedures are reviewed on an ongoing basis, at least annually</p>	<p>PW Public Information Team (lead), PWDC</p> <p>Report Back to: PWDM</p>	<p>Research applicable policies and procedures and, if necessary, draft policies - End of FY11</p> <p>Evaluate need and resources and develop implementation plan - End of FY11</p> <p>Produce toolkit, consider web sites, printed materials, signage, public meetings, field contacts, etc. – End of FY12</p>
<p>Action 2: Identify and inventory staff and resources internally and externally to communicate effectively with members of the public who have hearing and vision impairments.</p> <p>Produce a toolkit for PW staff to use when working with members of the public who have hearing and vision impairments.</p>	<p>Policies and procedures in place for accessible PW communications consistent with Citywide guidelines</p> <p>Policies and procedures are reviewed on an ongoing basis, at least annually</p>	<p>PW Public Information Team (lead), PWDC</p> <p>Report Back to: PWDM</p>	<p>Research applicable policies and procedures and, if necessary, draft policies by end of FY13.</p> <p>Evaluate need and resources and develop implementation plan by end of FY13.</p> <p>Produce toolkit by end of FY14. Consider web sites, printed materials, signage, public meetings, project planning and development, field contacts, etc.</p>
<p>Action 3: Participate in City led accessibility assessment (See city-wide DESP Action Item 4.4).</p>	<p>See city-wide DESP Action Item 4.4</p>	<p>PWDC, Division Safety Committees</p>	<p>See city-wide DESP Action Item 4.4</p>

Communication and Engagement

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

Department Relevance

What This Focal Area Means to Public Works

Public Works strives to openly communicate with the community concerning on-going services and the development of future projects.

As a department, we listen to the community and take comments into consideration during our decision making process.

What Public Works has Learned About This Focal Area

Public Works continually communicates with the public through formal and informal methods. Formal communications through focus groups, presentations, publications, and public comment periods, provides valuable feedback from the community. Just as valuable is the on-going communication through informal means, such as telephone conversations and face-to-face contact.

Public Works' Strengths and Challenges in This Area

Public Works has identified the importance of internal communication and engagement as illustrated by the creation of various committees and publications.

Recognizing there is not one simple method of reaching the entire community, Public Works uses multiple communication methods such as the City of Eugene website, informational mailings, and public forums to communicate our messages and engage community members.

The challenge is identifying the community groups that don't have access to our current avenues of communication and finding ways to reach them.

Communication and Engagement

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

DESP Goal 5: Communication and Engagement			
Public Works Action	Measurement	Accountability	Timeline
Action 1: Continue to evaluate accessibility and usability of website to stay current with technology and customer base.	Regularly evaluate functionality of website on a variety of computer systems	PW Public Information Team	Ongoing
Action 2: Ensure that websites use proper alt tags (alternative text for viewers who can't see web graphics) and other technology that maximizes accessibility. Ensure all PW communications are as accessible as possible.	Regularly evaluate functionality of website on a variety of computer systems	PW Public Information Team	Ongoing
Action 3: Continue to provide ongoing community education around Public Works (for example, Public Works Day, participating in Career Days in schools, Public Information Booths, etc.).	Monitor and track community involvement and education activities in the Public Works annual report	PW Public Information Team	Publish activities report yearly

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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