

# Equity & Inclusion Plan

February 27, 2017

## ***The City of Napa is an Equal Opportunity Employer***

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*ensuring that all employees and job applicants for employment are protected by federal, state and local laws designed to protect employees and job applicants from discrimination on the bases of race/ethnicity, religion, color, sex (including pregnancy, gender identity, and sexual orientation), parental status, national origin, age, disability, family medical history or genetic information, political affiliation, military service, or other non-merit based factors. These protections extend to all management practices and decisions, including recruitment and hiring practices, appraisal systems, promotions, and training and career development programs.*

# Recruitment and the *City of Napa* Employment Brand

*Talented employees reflecting the community*



# Purpose

Attracting and retaining highly skilled employees is paramount to the City of Napa's success. The long-term success of the City is predicated on a workforce of highly competent, motivated people whose behavior exemplifies the stated values of the organization. In order to ensure the City attracts, hires and retains a high quality workforce, the City has developed equity and inclusion objectives outlined in this document.







## ***Objective 1***

**Develop a competency based recruitment and selection method to ensure quality hires based upon job requirements.**

HR will collaborate with hiring managers and other subject matter experts to develop and implement selection process steps based upon the following information needed to successfully perform job activities:

- *What people should know:* technical and/or professional knowledge
- *What people have done:* educational or work achievements
- *What people can do:* specific behaviors performed on a job
- *Who people are:* personal dispositions and motivations that relate to job satisfaction, job success or job failure according to what the City has many or few opportunities to provide.

## ***Objective 2***

**Establish and strengthen relationships with community partners.**

- Take an active role in the *Local and Regional Alliance on Race & Equity*.
- Partner with *Regional Alliance on Race & Equity* to develop strategic diversity initiatives.
- Collaborate with departments to recruit through local events and professional organizations.
- Utilize social media to reach qualified candidates.



**Equality**

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**Equity**

## ***Objective 3***

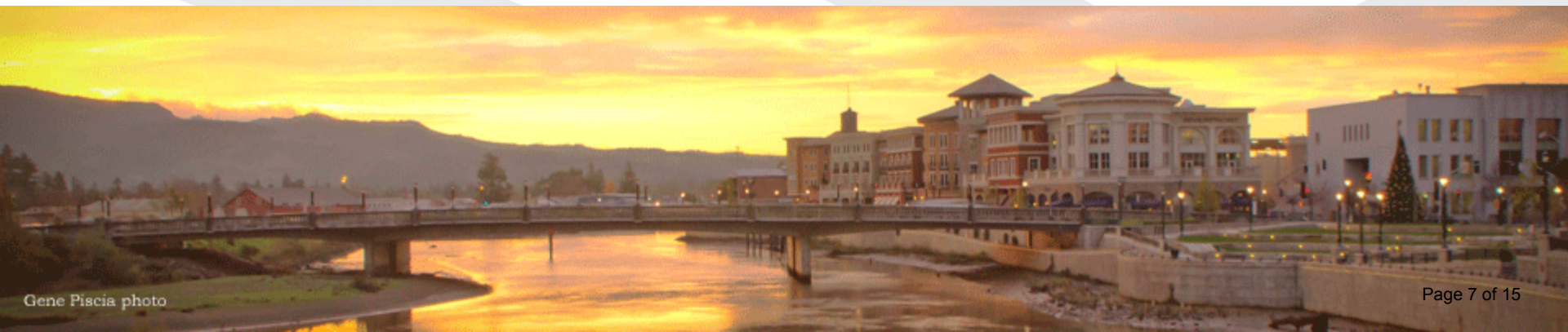
**Analyze job descriptions for intrinsic bias and collaborate with department managers and bargaining groups to update language and provide opportunities for a wider pool of qualified candidates.**

- Review and re-examine job descriptions, removing any possible written or implied biases.
- Collaborate with bargaining groups to revise job classifications.
- Revise Civil Service Rules regarding classification to align with industry best practices and diversity and inclusion goals.

## ***Objective 4***

**Develop and implement on-boarding practices to support new employees, promote inclusion and ensure job success.**

- Utilize competency data collected during the selection process to ensure new employees maximize competency strengths while ensuring adequate training and mentoring to develop competency gaps.
- Provide training to managers on employee development and performance management.



# Managing performance and developing people internally

*Improve communication between employees and managers to better create realistic performance expectations and to foster more staff development opportunities.*



# ***Objective 1***

**Define specific attributes or factors that will be assessed during performance review.**

- Collaborate with bargaining groups and management team to enhance the performance management process and forms to focus on strategies for career development.
- Inform employees of job expectations and competency growth.
- Implement workforce planning meetings prior to budget development.
- Conduct training for managers and employees once a new evaluation process is introduced.

## ***Objective 2***

**Create training and development opportunities and encourage staff participation.**

- Discuss skills training and leadership opportunities with staff.
- Set expectations for managers to create staff development plans aimed at helping employees achieve their goals.
- Help staff members evaluate opportunities in other departments when possible.
- Identify ways to celebrate successes.



Create a culture of inclusion – *where employees feel valued and appreciated*



## ***Objective 1***

**Enhance inclusion, communication, recognition and strive for continuous improvement.**

- Review policies, rules and Charter language to identify, examine and address institutional implicit bias.
- Conduct “stay interviews” to better understand the needs and values of employees and create an action plan to retain talent.
- Develop recognition programs to celebrate performance successes.

## ***Objective 2***

**Develop awareness on ethnicity and equity.**

- Provide training to management and employees regarding individual and institutional implicit/ explicit biases; implement tools to normalize, operationalize and organize the City’s culture/infrastructure to support inclusion.
- Solicit diversity champions to promote a culture of inclusion.
- Provide opportunities for ongoing dialogue to continuously address policies, practices and culture norms that are barriers to inclusivity. Focus on normalizing conversations regarding equity.

# Data Collection and Analysis



## ***Objective 1***

**Provide annual reports regarding recruitment and selection progress Citywide.**

- Review progress with each department manager and set goals for outreach and inclusion.
- Consistently evaluate recruitment and selection methods to mitigate adverse impact of under-represented groups.

## ***Objective 2***

**Develop multiple sources of data collection to monitor progress.**

- Applicant tracking system.
- Human Resource Information System (IFAS).
- Employee and candidate feedback.
- Number of trainings, meetings, policy and procedure changes that promote equity and inclusion.
- Track community data through the US Census and local economic development resources.
- Utilize community partnerships to measure progress on inclusion across the Region.



*Civil Service Rule 4 Part K* states that the Civil Service Commission shall submit an annual Equal Employment Opportunity report to the City Council.



*Please see the attached report to view the 2016 workplace statistics.*

# ***Moving Forward***

*The employees at the City of Napa are inspired to serve our community. As we harness the strength of our unique set of experiences, perspectives, skills and ideas, we will maximize opportunities to discover and leverage our talents to benefit the residents we serve.*

