

Department of Human Resources CY 2023 Equity Impact Plan



Leadership Sponsor: Cathy Schafrik, Director

Equity Lead(s): Shelley Scianna: DHR Deputy Director

Departmental Equity Guiding Statement:

DHR strives to demonstrate excellence and leadership by providing proactive, innovative, and efficient human resources solutions to ensure a high-performing workforce. DHR seeks to create diverse applicant pools in order to recruit the top talent, while ensuring fairness and equity in all human resources related process and procedures. Additionally, the department is committed to providing support and recommendations to help County departments reach their defined equity goals.

Context:

DHR is primarily an internal facing agency; our customers are county employees. Prior to the agency's 2020 Equity Impact Plan, the agency lacked demographic information for clients participating in the various aspects of our programs. Having demographic data allows staff to identify trends and potential drivers that might be affecting equity and access as well as service outcomes.

Long-term Outcome(s):

- | | |
|---|---|
| <input type="checkbox"/> Cultural and Recreational Opportunities | <input type="checkbox"/> Health |
| <input type="checkbox"/> Economic Opportunity | <input type="checkbox"/> Housing and Neighborhood Livability |
| <input checked="" type="checkbox"/> Efficient and Effective Government | <input checked="" type="checkbox"/> Lifelong Education and Learning |
| <input type="checkbox"/> Empowerment and Support for Residents Facing Vulnerability | <input type="checkbox"/> Mobility and Transportation |
| <input type="checkbox"/> Environment | <input type="checkbox"/> Safety and Security |

System-Level Infrastructure:

Working with Agency HR Managers to improve access awareness and services provided by DHR for all County employees. To be open and transparent in processes to eliminate perceived barriers regarding recruitment, compensation, discipline, and all other areas related to our business areas.

DEPARTMENT OF HUMAN RESOURCES CALENDAR YEAR 2023 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Enhance recruitment processes in order to eliminate potential biases	16, 17	1a. Remove personally identifiable information (PII) from applications before hiring manager reviews	DHR- Employment, Agency HR managers, Hiring Managers	In Progress	NeoGov	DHR- Employment & Agency HR Staff	Compare applicant pool by fiscal years and variance during 1 st round interviews
		1b. Continue to advertise employment and internship openings to expanded organizations that promote inclusion and diversity on culturally diverse employment websites.	DHR- Employment, Agency HR managers, Hiring Managers	Within 12 months	Hiring Managers & HR Managers	DHR- Employment & Agency HR Staff	
		1c. Create sample equity interview questions to help agencies incorporate into interview process	DHR Equity Leads	In progress	OneFairfax Policy Team	Equity Leads	
2. Provide access to training and development opportunities	16, 17	2a. Continued outreach efforts to ensure awareness of opportunities and participation at all levels of the organization	DHR-OD&T and Agency HR Managers	Within 12 months	DHR-OD&T, Agency HR Staff & Agency Leadership		Class data: program attendees disaggregated all levels of the organization
		2b. Continue to develop Professional Development and Employee Resource groups (i.e., YoPros & Women 2 Women, Women in Leadership, etc.)	DHR-OD&T	Within next 12 months	DHR-OD&T & Agency SMT	DHR-OD&T & Agency Leadership	

		2c. Work with Alternative Dispute Resolution, One Fairfax and the Office of Human Rights and Equity Programs to create in person and online countywide equity training	DHR-OD&T		DHR-OD&T, & Agency SMT	DHR-OD&T and Agency Leadership, ADR, One Fairfax, &OHREP	
3. Ensure fair and equitable practices in classification and compensation	16, 17	3a. Reviewing job descriptions and class specifications to remove unnecessary certifications and qualifications 3b.Setting the framework for Equal Pay Studies by Job Classifications, based on race, gender, education and experience	DHR-CWA & Agency HR Staff DHR-CWA & Agency HR Staff	Ongoing Over next 12 months	DHR-CWA & Employment, Agency HR Managers, and Supervisors DHR-CWA	DHR-CWA, Employment, Agency HR Managers, and Supervisors DHR-CWA	
4. Ensure fair and consistent practices in the administration and application of the County's performance management program and policies	16, 17	4a. Implement a system to calibrate performance appraisals to ensure equity in ratings by manager, division and department 4b. Review discipline to ensure one group is not impacted more than another	DHR-ER & Agency HR Managers DHR-ER & Agency HR Managers	Over next 12 months Over next 12 months	DHR-ER & Agency HR Managers DHR-ER & Agency HR Managers	DHR-ER & Agency HR Managers DHR-ER & Agency HR Managers	Data analyzed and disaggregated for performance appraisal ratings and for discipline
5. Proactively assist County staff in achieving equity goals in each department's One Fairfax Equity Impact Plan.	16, 17	5a. Work with OHREP to identify trends and areas of underutilization, as well as potential barriers to employment, throughout the County 5b. Continue to initiate conversations with agency staff to encourage ideas on how to incorporate equity into agency practice and procedure	OHREP, DHR-ER, and Agency HR Managers	Ongoing	OHREP, DHR-ER, and Agency HR Managers	OHREP, DHR-ER, and Agency HR Managers	When reviewing initiatives, changes in personnel regulations and policies, staff will ensure that equity and diversity were considered and discussed.



through office wide
discussions and
presentations.

Director's Signature: _____

A handwritten signature in black ink, written over a horizontal line. The signature is highly stylized and cursive, appearing to read "Alan Johnson".