

Department of Human Resources (HRD) Calendar Year (CY) 2022 Equity Impact Plan



Leadership Sponsor: Cathy Spage, DHR Director

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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:

Some of the observed trends include: 1. Enhance Recruitment Processes in order to eliminate potential biases; 2. Working to provide equal access to training and development opportunities; 3. Ensuring fair and equitable practices in Classification and Compensation; and 4. Ensuring fair & consistent practices in the administration and application of the County's performance management program & policies.

Long Term Outcomes:

Cultural and Recreational Opportunities

Fairfax County is a place where all residents, businesses and visitors are able to participate in world class arts, sports, recreation and culturally relevant activities.

Economic Opportunity

Fairfax County is a community where all people, businesses and places are thriving economically.

Education and Lifelong Learning

Fairfax County fosters education that promotes a responsive, caring and inclusive culture where all feel valued and that all are reached, challenged and prepared for success in school and life.

Efficient and Effective Government

Fairfax County is a place where all residents trust that their government responsibly manages resources, provides exceptional services and equitably represents the community.

Health and Environment

Fairfax County responsibly stewards environmental resources, advances sustainability and promotes optimal health and wellbeing for all.

Housing and Neighborhood Livability

Fairfax County is a place that fosters an enjoyable, affordable living experience for all people.

Mobility and Transportation

Fairfax County is a community where residents, businesses, visitors and goods can move efficiently, affordably and safely throughout the County and beyond via our well-maintained network of roads, sidewalks, trails and transit options.

Safety and Security

Fairfax County is a place where all people feel safe at home, school, work and in the community.

Self-Sufficiency for People with Vulnerabilities

Fairfax County is a place where all residents with vulnerabilities are supported and empowered to live independent lives to their fullest potential.

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 2020 EQUITY IMPACT PLAN

Short-Term 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. Ensure Diversity of Interview panels	DHR-Employment, Agency HR managers, Hiring Managers	Now	DHR-Employment Analysts; OHREP; HR Managers	Agency HR Managers & Hiring managers	
		1c. Creating a shared Countywide resource with Targeted outreach resources/events for future recruitment needs	DHR-Employment, Agency HR managers, Hiring Managers, Employee Groups	Updating as needed		DHR-Employment Agency HR Staff, Employee Groups	
		1d. Work with Agency HR Managers to partner and track outreach efforts	DHR-Employment, Agency HR managers, Hiring Managers	Within 12 months	Hiring Managers & HR Managers	DHR-Employment & Agency HR Staff	
		1e. Create sample Equity interview questions to help Agencies incorporate into interview process	DHR Equity Leads	In progress		Equity Leads	
2. Working to provide equal access to training	16, 17	2a. Continued outreach efforts to ensure awareness of	DHR-OD&T and Agency HR Managers	Within 12 months	DHR-OD&T, Agency HR Staff & Agency Leadership		Reviewing data of class & program attendees to ensure

and development opportunities		opportunities & participation at all levels of the organization					balanced participation at 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 ADR, OneFairfax and OHREP 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	
		2d.					
		2e.					
3. Ensuring fair and equitable practices in Classification and Compensation	16,17	3a. Reviewing Job Descriptions and Class Specification to remove unnecessary certifications & qualifications	DHR-CWA & Agency HR Staff	Ongoing	DHR-CWA & Employment, Agency HR Managers, and Supervisors	DHR-CWA, Employment, Agency HR Managers, and Supervisors	Alignment of staff salaries by class specifications
		3b. Setting the framework for Equal Pay Studies by Job Classifications, based on Race, Gender, Education and Experience	DHR-CWA & Agency HR Staff	Over next 12 months	DHR-CWA	DHR-CWA	
		3c. Review the Equivalency Statement	DHR-CWA & Employment	Complete	DHR-CWA & Employment	DHR-CWA & Employment	

		3d. Reviewing the Within-Grade and Above Mid-point salary requests utilizing an equity lens, which will include Race, Gender, and Age demographics to monitor and prevent pay inequities	DHR-CWA & Payroll	Ongoing	DHR-CWA & Payroll	DHR-CWA & Payroll	
		3e.					
4. Ensuring fair & consistent practices in the administration and application of the County's performance management program & policies.	16, 17	4a. Implementing a system to calibrate performance appraisals to ensure equity in ratings by Manager, Division & Department	DHR-ER & Agency HR Managers	Over next 12 months	DHR-ER & Agency HR Managers	DHR-ER & Agency HR Managers	Reviewing data & trends to ensure fair and consistent practices in performance management as well as administration of conduct & discipline
		4b. Reviewing discipline to ensure one group is not impacted more than another	DHR-ER & Agency HR Managers	Over next 12 months	DHR-ER & Agency HR Managers	DHR-ER & Agency HR Managers	
5. Collaborate with OHREP to identify areas of opportunity	16,17	5a. Work with OHREP to identify trends and areas of underutilization, as well as potential barriers to employment, throughout the County	OHREP, DHR-ER, and Agency HR Managers	Ongoing	OHREP, DHR-ER, and Agency HR Managers	OHREP, DHR-ER, and Agency HR Managers	Review use of targeted outreach and the diversity of applicant pools

Director's Signature:

