CITY OF HARRISONBURG HUMAN RESOURCES
STRATEGIC PLAN
FY 2022-2026

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I am honored and pleased to present to you the City of Harrisonburg Human Resources Fiscal Year 2022—2026 Strategic Plan. In July 2021, our talented Human Resources Team joined together for a retreat to brainstorm ways that we can improve internal and external customer service experiences, abandon processes or programs that are no longer serving our organization, and most importantly, to meet the expectations of City Administration and our Executive Leadership Team related to the High Performance Organization (HPO) Framework and Human Resources best practices.

Key areas of focus for our Department for the next five years include the following:

- Employee Experience & Engagement

- Organizational Learning & Development

- Talent Attraction, Retention, & Succession + Total Rewards

- Performance Measurement, Program Innovation, Technological Utilization, and Policy Formulation

- Diversity, Equity, Inclusion, Accessibility, and Belonging

These focus areas are written as goal statements, with corresponding objectives and action items, outcomes and outputs, budgetary implications, and reasonable timeframes for completion.

These have been challenging times for human resources teams, and organizations in general. Turnover rates and desire for career changes are elevated as employees look for more workplace flexibility, organizational missions that provide a sense of purpose, inclusivity and belonging, ability to progress in professional knowledge and position, and equitable total rewards programs.

As the workplace continues to rapidly change and the ability to adapt is more important than ever, this plan will assist our team in being more strategic, deliberate, and innovative. It will allow us to be more proactive in supporting the vision of the organization, the goals of department directors, and the needs of employees and their families.

In Service,

Angela K. Clem, Director of Human Resources

October 27, 2021

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OUR TEAM

Our Human Resources Team has over 50 years of combined Human Resources experience. We carry human resources designations related to Society for Human Resources Management (SHRM) and International Public Management Association for Human Resources (IPMA-HR), and continue to build our expertise through human resources-related coursework, training, and other continuing education.

There are currently five members on our team, and the Fiscal Year 2022 Budget calls for an additional Human Resources Generalist to be added in January 2022.

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CITY OF HARRISONBURG
HUMAN RESOURCES

◎ OUR VISION

We are dedicated to being the most competitive employer, supporting a high-performance organization and its highly-skilled employees.

We will utilize creative strategies and technology to solve challenges related to employee recruitment, retention, training, development, and engagement, and will attract and maintain the most inclusive and innovative workforce in the region.

We will be recognized amongst our peers as being a leader in human resources best practices with a focus on equity, inclusion, and belonging, strong retention efforts through a competitive total rewards philosophy, a concentration on professional development, education, and succession planning, and a commitment to provide access to the best health and wellness resources.

OUR MISSION

We are a team dedicated to the attraction, retention, motivation, and engagement of a diverse group of employees in 18 City Departments responsible for providing government services to Harrisonburg citizens and visitors.

We serve over 800 employees, prospective applicants, and employee families by creating and implementing market-competitive total rewards, training and education, and equitable policies and programs consistent with the City's vision.

We strive to achieve internal and external customer service success, to be a valuable source of knowledge and information for past, present, and future team members, and to foster a culture of equity, inclusion, and belonging in all stages of employment.

OUR CITY VALUES

Progressive Innovation

We transform service delivery by seeking out and implementing new ideas and improvement opportunities

Productive Communication

We are highly effective due to willing and respectful exchange of ideas, opinions, and information

Winning Teamwork

We succeed by collaborating, actively participating, and putting the accomplishment of team goals before our own personal goals

Trusted Service

We demonstrate to our customers through our actions that we are friendly, dependable, and strive to meet their needs

Valued Employees

We celebrate each other for positive contributions and professionalism in public service

OUR GOALS

Employee Experience & Engagement

Through various engagement methods, we will determine the needs of our staff team members related to culture and environment, equity and inclusion, total rewards, workplace safety, and training needs in a psychologically safe manner.

Organizational Learning & Development

Through the development of a robust learning and development program for our employees, we will create positive organizational changes and a culture of continuous learning and education.

Talent Acquisition, Retention, & Succession + Total Rewards

By creating an equitable total rewards philosophy, we will attract and retain the brightest workforce in the region and plan for the succession of those with deep institutional knowledge.

Performance Measurement, Program Innovation, Technological Utilization, & Policy Formulation

Through the creation and maintenance of a performance measurement system, we will better understand human resources function efficiencies, program development needs, necessary technology, and important policy and procedure modifications to best serve our internal and external customers.

Diversity, Equity, Inclusion, Accessibility, & Belonging

Through workforce education, equitable opportunity practices, data collection and usage, and continuous conversations related to inclusivity, we will build a staff team that respects and values all backgrounds and perspectives; a workforce that more closely mirrors the diverse community we serve.

STRATEGIC GOAL ONE:

EMPLOYEE EXPERIENCE & ENGAGEMENT

Through various engagement methods, we will determine the needs of our staff team members related to culture and environment, equity and inclusion, total rewards, workplace safety, and training needs in a psychologically safe manner.

Objective A: Through survey methods (digital and traditional), gather employee input pertaining to communication preferences on various items related to employee engagement, total rewards, policy changes, etc. and implement the preferred methods.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create a survey to distribute digitally and in paper copy format; analyze current email, newsletter, communications "engagement" rate	Output: Information pertaining to communication preferences related to employee engagement activities, total rewards, policy changes, and other human resources-related communications Outcome: Enhanced understanding of how employees would like to receive human resources-related information to improve their HR experience Timeframe: Three weeks	November 2021 FY2022 Budgetary Impact: No significant budgetary impact/Survey Monkey subscription Resources Necessary: Staff time resources; Digital survey platform
Collect and analyze the data (enter paper copy answers into the digital survey platform); implement communication method(s)	Output: Survey data set with at least a 50% survey response rate Outcome: Enhanced understanding of how employees would like to receive human resources-	December 2021 FY2022

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
	related information to improve their HR experience; improved communication methods by the Human Resources Department Timeframe: One month	Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources to analyze survey results and present survey results

Objective B: Create an MVP award/recognition program in addition to existing service awards in order to emphasize the importance of adherence to values, work ethic, innovation, and organizational commitment.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Work with the City Ambassadors to formulate a process for criteria, nomination, and selection of an MVP (or like name) award to be presented during the tri-annual employee service awards banquet.	Output: Employee recognition and award (TBD) by the City Manager and Department Director Outcome: Recognition of employee characteristics that are most valued in the organization, namely those City values, excellent work ethic, program/process innovation, and commitment Timeframe: One month for program formulation	May – June 2022 FY2022 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective C: Through survey methods (digital), gather Executive Leadership Team input and employee input pertaining to the perception of Human Resources and what can be done to improve the internal customer service experience with the Human Resources Department.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create a digital survey to gather information from the Executive Leadership Team pertaining to improving Human Resources' support role in relation to reaching their department's organizational goals and objectives. Create a digital survey to gather information from the employee staff team pertaining to improving Human Resources' support role in relation to reaching their personal and professional needs.	Output: ELT and employee staff team survey related to ways to improve the Human Resources support function Outcome: Data that can be utilized in the Human Resources Budgetary Performance Measures to identify program/process service delivery effectiveness, efficiency, and satisfaction Timeframe: Three weeks	November 2021 FY2022 Budgetary Impact: No significant budgetary impact/Survey Monkey subscription Resources Necessary: Staff time resources; Digital survey platform
Collect and analyze the data	Output: Survey data set with at least a 50% response rate Outcome: Data that can be utilized in the Human Resources Budgetary Performance Measures to identify program/process service delivery effectiveness, efficiency, and satisfaction	November – December 2021 FY2022 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources to analyze survey results and present survey results

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
	Timeframe: One month	
Re-survey staff in FY2026 to evaluate the level of improvement in internal customer service experience with the Human Resources Department.	Output: Survey data set with at least a 50% response rate	November – December 2025 FY2026
	Outcome: Evaluate level of improvement and data that can be utilized in the Human Resources Budgetary Performance Measures to identify program/process service delivery effectiveness, efficiency, and satisfaction. Timeframe: One month.	Budgetary Impact: No significant budgetary impact. Resources Necessary: Staff time resources to analyze survey results and present survey results

Objective D: Through a brainstorming session and the commitment to continuous improvement, reinvigorate the employee service award program in order to recognize employee years of service in the way that employees would like to be recognized.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Hold a brainstorming session to receive team input related to how to improve and refresh the employee service award program.	Output: A reimagined employee service award program. Outcome: An employee service award program that recognizes an employee's dedication to the City in the way that they employee would like to be recognized. Timeframe: One week	October – November 2021 FY2022 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources
Implement team recommendations and program revision.	Output: A reimagined employee service award program. Outcome: An employee service award program that recognizes an employee's dedication to the	

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
	City in the way that they employee would like to be recognized. Timeframe: Three weeks	Budgetary Impact: No significant budgetary impact; potential impact of award/meal cost Resources Necessary: Staff time resources

Objective E: Through the creation of diverse employee focus groups, we will create listening sessions related to what employees would like to receive in relation to the future of benefits, and for future consideration related to employee health and wellness, recruitment, and retention.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Host several diverse groups of employees in the format of focus groups in order to receive input related to employee benefits. Create an existing benefits presentation and ask specific questions that will provide data to make future benefits decisions. *(Note: Special attention related to the creation of a presentation of benefits that currently exist; include cost of benefits.)*	Output: Data related to employee benefits needs Outcome: A better understanding of employee benefit needs to consider in the future for employee health and wellness, recruitment, and retention Timeframe: Two months	December 2021 – February 2022 FY2022
		Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Action Items	Output | Outcome & Timeframe for Completion	Target Due Date | Resources Necessary
Create an implementation plan based on the employee information (as part of this objective) and benefits benchmarking that will occur in Fiscal Year 2023.	Output: An implementation plan related to improved employee benefits if the result of the focus groups and benchmarking study requires it Outcome: A competitive benefits and perquisites package that will assist with employee recruitment, retention, and health and wellness Timeframe: One year	February 2022 – February 2023 FY2022 FY2023 Budgetary Impact: Potentially significant; TBD Resources Necessary: Financial resources, Finance and Human Resources Department staff time resources

Objective F: Gather input and reimagine the new employee orientation program to improve new employee engagement, therefore increasing new employee success and retention in the organization during the initial period of employment.

Action Items	Output | Outcome & Timeframe for Completion	Target Due Date | Resources Necessary
Create a digital survey to gather information from new employees attending orientation pertaining to improving new employee engagement during the orientation process.	Output: New employee survey related to ways to improve new employee orientation and new employee engagement Outcome: Data that can be utilized in the reimagination of the	November 2021 – November 2022 FY2022 FY2023

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
	new employee orientation program to identify program effectiveness, efficiency, and satisfaction. Timeframe: Three weeks	Budgetary Impact: No significant budgetary impact/Survey Monkey subscription Resources Necessary: Staff time resources; Digital survey platform
Provide a survey at the conclusion of new employee orientation to receive feedback on the orientation engagement level, length, presentation style, and overall experience.	Output: Survey feedback data related to employee orientation Outcome: A better understanding pertaining to the engagement experience of employee orientation Timeframe: One year	November 2022 FY2023
		Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources
Revise the new employee orientation program based on participant feedback.	Output: Revised employee orientation program	December 2022 – January 2023 FY2023

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
	Outcome: Improved benefits, perquisites, and organizational understanding; reduced turnover in the initial period of employment Timeframe: Two months and every two years thereafter	Budgetary Impact: Potentially some budgetary impact Resources Necessary: Staff time resources/orientation program improvement tools for engagement, transportation, etc.

Objective G: Review and revise open enrollment process to best communicate and educate all employees on benefits and perquisites offered by the City, so that all employees can make informed decisions about their health and wellness.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create a digital survey to gather information from benefits eligible employees pertaining to improving employee engagement and satisfaction during the open enrollment period.	Output: Employee survey related to ways to improve the open enrollment process and employee engagement during open enrollment Outcome: Data that can be utilized in the reimagination of the open enrollment period for benefits eligible employees to identity program effectiveness, efficiency, and satisfaction. Timeframe: Three weeks	December 2022 FY2023 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources; Survey Monkey subscription

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Provide a brief survey at the end of open enrollment (virtual and in-person sessions) to receive feedback on the open enrollment information delivery method (in-person/digital/hard copy), satisfaction of employee experience, and overall experience.	Output: Survey feedback data related to open enrollment Outcome: A better understanding of information delivery preference, HR's expertise related to benefits, and the overall employee experience related to benefit information Timeframe: One month and then every three years thereafter	January – February 2023 FY2023 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources; Survey Monkey subscription
Revise the open enrollment process, from materials delivery to information sessions (virtual and in-person sessions) in accordance with employee feedback.	Output: Revised open enrollment program format Outcome: Employees and families who are better informed about benefits offered by the City Timeframe: Three months and then every three years thereafter	February 2023 – April 2023 FY2023 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources; some material resources

Objective H: In order to better engage and support employees, and to create a values-focused culture, create a non-numerical performance feedback/performance appraisal system with the incorporation of essential position functions and the City-wide values.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Develop a focus group to evaluate a non-numerical performance feedback/performance appraisal system that incorporates an employee's essential position functions and the City-wide values. Create the form, feedback frequency, and policy/procedures for supervisors and employees.	Output: A non-numerical performance feedback system Outcome: More engaged employee teams, more frequent (quarterly at minimum) check-in discussions between supervisors and employees; supervisors who are more in tune with staff team needs Timeframe: Six months	May 2023 – October 2023 FY2023 FY2024 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources
Create and implement stay interview question(s) and process; train supervisors on the proper implementation of stay interviews	Output: Stay interview process and presentation for supervisors Outcome: More engaged employee teams, an ability to understand what would make a valued employee leave the organization and a measure to take prior to having to complete an exit interview after an	July 2023 – December 2023 FY2024 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
	employee submits his/her resignation Timeframe: Six months	

Objective I: Through additional education and communication with supervisors and staff members, as well as the development of a more comprehensive Employee Assistance Program (EAP), voluntary participation in the EAP will increase by 10 percent annually.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create and release the EAP Request for Proposal (RFP) and evaluate proposals based on scope and evaluation criteria. Once an offeror is selected, create and distribute more comprehensive information and education about the City's EAP, especially related to dealing with professional and personal crises, personal/family death or illness, professional death or illness, childcare/eldercare issues, etc.	Output: Comprehensive education and information pertaining to the City's EAP services. Outcome: Increased voluntary EAP usage in the amount of ten percent; generate an employee-wellness mindset Timeframe: Six months	December 2021 – May 2022 FY2022 Budgetary Impact: EAP contract increase/decrease depending on award Resources Necessary: Financial/Staff time resources

Objective J: Through the formation of a public safety focus group, brainstorm and create a more comprehensive public safety mental health and wellness assistance program for the Police Department, Fire Department, and Emergency Communications uniquely tailored to assisting public safety employees and their families with difficult professional and personal issues related to the public safety field.

Action Items	Output | Outcome & Timeframe for Completion	Target Due Date | Resources Necessary
Form a public safety focus group to discuss existing public safety mental health and wellness matters and programs. Brainstorm new ideas to create a more comprehensive program targeted at proactive mental health and wellness for public safety team members.	Output: A public safety mental health and wellness program Outcome: Proactive engagement of public safety employees to provide coping tools, mental health resources, and additional support networks Timeframe: Six months	August 2024 – January 2025 FY2025 Budgetary Impact: Additional mental healthcare professional resources Resources Necessary: Financial/Staff time resources

Objective K: Through an employee exit interview process, create an off-boarding program that will provide resignation data for future use in employee engagement processes, total rewards, benefits, and training program development.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create set exit interview questions and meaningful data points to provide to City leadership pertaining to an employee's reason(s) for resignation. Create an off-boarding program to better inform outgoing employees of related benefit coverage or discontinuance, as well as a professional impression of the City for rehire/return opportunities.	Output: An off-boarding program; exit interview data to share with City leadership Outcome: Outgoing employees who may be interested in rehire status in the future; information to lead to future employee engagement and retention efforts Timeframe: Three months	January 2022 – March 2022 FY2022 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

STRATEGIC GOAL TWO: ORGANIZATIONAL LEARNING & DEVELOPMENT

Through the development of a robust learning and development program for our employees, we will create positive organizational changes and a culture of continuous learning and education.

Objective A: In order to encourage communication, engagement, and succession planning, create an Assistant Director, Deputy Director, and Functional Leader Team and Cohort, modeled after the Executive Leadership Team, to discuss pertinent management and leadership topics.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create an Assistant Director, Deputy Director, and Functional Leader listing. Create a leadership team cohort to discuss management and leadership topics on a regular basis; similar to the Executive Leadership Team (ELT) model.	Output: A group of assistant/deputy department leaders who discuss management and leadership topics pertinent to the organization and local government trends	November 2021 – December 2021 FY2022
	Outcome: A more engaged, communicative, and involved group of leaders who can potentially succeed their department directors Timeframe: One month	Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources; classroom/meeting space resources

Objective B: Through the benchmarking and modification of the educational reimbursement program policy and procedures and the relationship-formation with nearby universities and colleges, we will improve the educational reimbursement program participation among employees by 20 percent of current utilization by end of FY2025.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Formalize partnerships with nearby university and college leadership – James Madison University, Bridgewater College, Eastern Mennonite University, Blue Ridge Community College, etc. Negotiate improved percentage reduction and rates for City employees.	Output: Formalized memorandum of agreements from each educational entity Outcome: Better employee access to continued higher education Timeframe: Three months	September 2021 – December 2021 FY2022
		Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources
Benchmark with other localities and competing employers the educational reimbursement programs available to employees. Based on the comparison and budgetary restraints, recommend a revised policy, procedure, and administrative review for educational reimbursement to City leadership.	Output: Benchmarked benefits for educational reimbursement; a new policy and procedure related to educational reimbursement Outcome: A 20 percent increase in employee utilization of the education reimbursement program and	September 2021 – March 2022 FY2022
		Budgetary Impact: Departmental budgetary impact to be planned for Resources Necessary: Financial/staff time resources

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
	continued higher education; benefits to the City

Timeframe: Six months | |

Objective C: In order to better prepare current and future leaders of the organization, create a leadership and management training program for supervisors.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create a management and leadership training program by utilizing the ADDIE training development process with interested ELT members and HR staff team members.

A = Analysis
D = Design
D= Development
I = Implementation
E = Evaluation | Output: A monthly training program for City supervisors alternating leadership and management topics

Outcome: Better informed and educated supervisors who are equipped to deal with employment and leadership matters; improved succession planning; improved supervisor engagement and tools

Timeframe: Six months | June 2022 – November 2022 FY2022 FY2023

Budgetary Impact: No significant budgetary impact

Resources Necessary: Staff time resources; classroom/meeting space resources |

Objective D: Through a charted Professional Development Plan (webinars, training programs, and certification programs), create a well-educated Human Resources Team equipped with compensation and total rewards knowledge, performance management knowledge, training delivery and presentation-providing skills, benefits compliance and other regulatory knowledge, and set benchmarks for necessary certifications.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create a Professional Career Development Plan for the Human Resources Staff Team, with certification and education timeframes and goals.	Output: A Professional Career Development Plan Outcome: A well-educated and credentialed HR staff team Timeframe: One month; Five-Year Professional Career Development Plan	April 2022 – May 2022 FY2022 Budgetary Impact: No significant budgetary impact; annual training and development budgetary allocations Resources Necessary: Staff time resources

Objective E: Create and implement a City of Harrisonburg Leadership Academy to encourage leadership development among potential or current City leaders and supervisors.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Form an ELT/Department Leadership focus group team to create a City Leadership Academy that will be held on an annual basis to teach management and leadership topics to potential and current City leaders and supervisors.	Output: Leadership Academy syllabus, schedule, and program Outcome: Stronger City leadership, equipped to handle leadership and management challenges Timeframe: Six months	November 2022 – April 2023 FY2023 Budgetary Impact: Defined budgetary impact to be budgeted on an annual basis Resources Necessary: Financial/Staff time resources; Classroom/meeting space resources

Objective F: In order to prepare employees at all career stages for a successful journey with the City, train supervisors on how to create a Professional Career Development Plan for staff team members.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Research and create a training presentation for supervisors; deliver training and assist in the creation of Career Development Plans, if necessary.	Output: Professional Career Development Plans for employees Outcome: A well-educated and well-trained workforce that is engaged and has progression opportunities with the City Timeframe: One month	October 2024 FY2025 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources; classroom/meeting space resources

STRATEGIC GOAL THREE: TALENT ATTRACTION & RETENTION + TOTAL REWARDS

By creating an equitable total rewards philosophy that matches the market, we will attract and retain the brightest workforce in the region and plan for the succession of those with deep institutional knowledge.

Objective A: In order to raise awareness about mental and physical health and wellness, launch "Employee Health & Wellness Days" where Human Resources highlights and communicates health and wellness information (e.g. heart health, immunization, diabetes awareness, exercise and diet, stress, etc.).

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create a health and wellness calendar and distribute it to employees, along with activities, incentives, and other programmatic events.	Output: Employee Health & Wellness Days Program Outcome: The creation of a healthier workforce with higher preventative health insurance usage and lower reactive, chronic care usage Timeframe: Ongoing; initial calendar and program creation, one month	March 2022 FY2022 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources; incentive resources

Objective B: Create an organization-wide employee professional development incentive schedule for all departments in order to better incentivize employees to receive professional certifications and specialized training and education for the use of the organization.

Action Items	Output | Outcome & Timeframe for Completion	Target Due Date | Resources Necessary
Gather education, certification, and licensure information from Department Directors. Specify the education, certification, and licensure level of difficulty, time to earn, potential market value, continuing education credits required to maintain, and value to the City.	Output: Comprehensive, comparable, and equitable incentive schedule Outcome: An ability for employees to gain additional credentials that benefit them and the organization in the execution of their duties; an ability for industry professional organizations to recognize City staff teams Timeframe: Four months	April 2022 – July 2022 FY2022 & FY2023 Budgetary Impact: No significant budgetary impact for incentive development; annual departmental impact that must be budgeted Resources Necessary: Staff time resources; industry-specific certifications and licensure resources

Objective C: In order to better attract qualified applicants to the City, create performance measures, goals, policies and procedures for Hiring Managers related to department openings.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create City-wide performance measures and goals (expectations) for Hiring Managers in order to attract qualified applicants and to provide a consistent applicant experience throughout the hiring process.	Output: Performance measures and Hiring Manager training Outcome: A more consistent applicant process and experience, resulting in more applicants and reduced time-to-hire metrics Timeframe: Two months	March 2022 – May 2022 FY2023 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective D: Identify and execute recruitment efforts that are unconventional, equitable, and legal in order to create recruitment lists and networks; have consistent recruitment and networking meetings with Hiring Managers and/or Department Directors; Increase *referred* applicant pool by ten percent.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create a networking list of professionals in a particular industry, professional organizations, and target recruitment efforts for potentially difficult to recruit positions. Implement the recruitment strategy and measure increase in referred applicants. Conduct consistent meetings with the networking list of professionals to discuss recruitment efforts.	Output: Direct recruitment efforts Outcome: A larger qualified applicant pool Timeframe: Three months initially; Ongoing thereafter	December 2021-February 2022 FY2022 Budgetary Impact: No significant budgetary impact; some additional advertisement costs Resources Necessary: Staff time resources; networking resources provided by departments

Objective E: Research, benchmark and re-envision benefits and perquisites packages in order to attract and retain a diverse workforce. Make a recommendation to City Administration related to attractive benefits packages that are fiscally responsible.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Research competing public sector employers' benefits and perquisite packages and compile the differences. (Potentially write benefits/perquisites study into Classification & Compensation RFP scope of work.) Recommend benefits and perquisites package modifications based on findings.	Output: Comparison of benefits and perquisites Outcome: Attraction and retention of employees based on benefits quality, diversity based on needs, and cost Timeframe: Six months; propose recommendations with class/comp study recommendations	February 2022 – July 2022 FY2022 FY2023 Budgetary Impact: With Class & Compensation Study ($80,000-100,000) Resources Necessary: Staff time resources; consultant time resources; financial resources

Objective F: Conduct a thorough classification and compensation study to benchmark with the market, recommend an effective way to move employees through compensation ranges, and to properly address pay compression issues in order to better attract and retain employees in all City positions.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create a scope of work in a Request for Proposals issued publicly to qualified firms. Create a focus group for the review of qualified offerors. Review offeror proposals and select the most qualified firm. Work with the firm to create solutions to pay equity, pay compression, difficult to recruit positions, and movement of existing employees through the compensation range.	Output: Class & Compensation study for recommendation and execution by the City Outcome: An equitable compensation system that rewards performance and retention and carries the market-matching compensation philosophy; Retention of qualified and high-performing staff team members Timeframe: Eight months	January 2022 – July 2022 FY 2022-2023 Budgetary Impact: With Class & Compensation Study ($80,000-100,000) Resources Necessary: Staff time resources; consultant time resources; financial resources

Objective G: In order to provide a more consistent applicant and recruitment experience, develop and deliver employment offers in concert with applicable department hiring managers, emphasizing employment culture, benefits and perquisites, and career progression.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
In concert with Hiring Managers, develop employment offers and offer delivery.	Output: Consistent recruitment efforts Outcome: A higher rate of applicant recruitment/position acceptance post-interview and pre-offer Timeframe: One month and then ongoing thereafter	May 2022 FY2022
		Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective H: Conduct referred applicant feedback surveys for all open positions with a positive (good or excellent rating) experience rating of 80 percent.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create referred applicant feedback survey on Survey Monkey or other applicable survey site. Send survey once each position is closed and the position is hired.	Output: Survey results related to application and recruitment process experience Outcome: Data related to time-to-fill, applicant experience, notification process, etc. in order to improve the applicant and recruitment process Timeframe: Three weeks for survey creation and analyze data on a quarterly basis	February 2022 FY 2022 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources; Survey Monkey subscription

Objective I: Create a Trades Academy with high school technical/vocational schools in order to train and attract those interested in public works/public utilities fields. Create a "signing day" for available openings with the City.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Meet with nearby technical and vocational school(s) leadership in order to create relationships. Express the benefits of a career in the public works fields, as well as certain programmatic creation feasibility.	Output: Relationships with technical and vocational school leadership Outcome: Programmatic development for public works-related fields; attraction of high school students to the public works fields Timeframe: Two months	April 2023 – May 2023 FY2023 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources
Create a Trades Academy in concert with nearby technical/vocational schools. Develop student interest, curriculum, and onsite/classroom programs. Create a signing day to congratulate/make offers to interested graduate applicants.	Output: Programmatic development for public works-related fields Outcome: Attraction of high school students to the public works fields Timeframe: Six months; ongoing annually	May 2023 – October 2023 FY2023 FY2024 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective J: Create and implement a digital marketing plan for a branded recruitment presence (i.e. video, social media, logo creation, gamification, realistic job previews, advertisements, etc.), therefore increasing applicant rate by ten percent.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create an RFP for professional branding services/digital media services related to the recruitment activities for Human Resources. Create a scope of work that includes digital video services, social media services, realistic job preview services, and graphic creation that is all consistent with the City's current branding.	Output: A digital marketing strategy and services to implement digital recruitment Outcome: Increased rate of referred applicants and increased rate of retention due to realistic job previews Timeframe: Six months	April 2022 – October 2022 FY2022 FY2023 Budgetary Impact: $20,000 Resources Necessary: Staff time resources; budgeted financial resources

Objective K: Create a formal employee referral incentive to encourage employees to be City recruiters, therefore increasing employee referrals by 5 percent.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Research best practices related to employee referral incentive programs. Recommend an employee referral incentive program to City Administration. Track the program effectiveness.	Output: Employee referral incentive program Outcome: More employee referrals; higher level of applicants to open positions Timeframe: One month; ongoing annually	February 2023 FY2023
		Budgetary Impact: Departmental budgetary impact; budgeted on an annual basis Resources Necessary: Staff time resources; financial resources related to recruitment

Objective L: Develop and implement a comprehensive Succession Plan with the Executive Leadership Team for key positions within departments.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Meet individually with ELT members related to key positions within their departments. Evaluate the education, certifications, and licensure requirements, in addition to the experience necessary for those positions. Develop an organization-wide plan in order to prepare existing employees with the necessary education, certifications, licensure, and experience to fulfill those position duties.	Output: Succession Plan Outcome: A path of development for existing departmental employees to fill key positions in the organization Timeframe: Six months	April 2024 – September 2024 FY2024 FY2025 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

STRATEGIC GOAL FOUR:

PERFORMANCE MEASUREMENT, PROGRAM INNOVATION, TECHNOLOGICAL UTILIZATION, & POLICY FORMULATION

Through the creation and maintenance of a performance measurement system, we will better understand human resources function efficiencies, program development needs, necessary technology, and important policy and procedure modifications to best serve our internal and external customers.

Objective A: Hire a Risk Manager within the Finance Department for the purposes of occupational safety and financial liability assurances, and in an effort prioritize safety and health, mitigate hazards, minimize employee lost time, ensure compliance and reduce preventable associated costs, without negative impact on employee rights and treatment.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Complete the position advertisement for the Risk Manager position. Hire the best applicant for the Risk Manager position; onboard the individual and create a training between the Finance Department and Human Resources Department.	Output: Recruitment and hiring of a Risk Manager Outcome: Reduced occupational injuries and reduced financial risk through liability claims Timeframe: Three months	November 2021 – January 2022 FY2022
		Budgetary Impact: $80,000 (approx.) Resources Necessary: Staff time resources

Objective B: Complete the hiring of a Human Resources Generalist and reorganize human resources team projects and tasks to include the new team member.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Complete the position advertisement for the Human Resources Generalist position. Hire the best applicant for the Human Resources Generalist position; onboard the individual and create a training with our department.	Output: Hiring of the Human Resources Generalist Outcome: Reduced workload measures of other HR team members; enhanced training and education program Timeframe: Three months	November 2021 – January 2022 FY2022 Budgetary Impact: $30,000 (half year) Resources Necessary: Staff time resources

Objective C: Create budgetary performance measures and collect data every fiscal year for the Human Resources Department. Utilize performance measures to identify needs and current workload of department, in addition to staff team performance.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Meet with the staff team during the appropriate fiscal year planning cycle (approx. November every year). Create meaningful performance measures based on Finance and Human Resources best practices. Update data on a yearly basis and create improvement goals and objectives or justify resources needed.	Output: Creation of performance measures Outcome: Better understanding of departmental performance and budgetary needs Timeframe: Two months and annually thereafter	October - November 2021 FY2022 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective D: Update the Acting Pay Request policy and form.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Update the Acting Pay Request policy and procedure memorandum to reflect current practice. Update the corresponding Acting Pay Request Form.	Output: Updated Acting Pay Request Policy and updated Acting Pay Request Form Outcome: Updated policy to reflect current practice of compensating employees for extra	November 2021 FY2022

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
	workload during a position vacancy Timeframe: Two weeks	Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective E: Utilize data-driven analytics in recruitment efforts to better understand important metrics like time-to-fill, applicant referrals to interview process, and success of marketing efforts. Integrate data into budgetary performance measurement system.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Benchmark recruitment data analytics by completing an abbreviated literature review and survey of recruitment professionals. Complete performance standards for data points. Begin collecting, measuring, and improving performance based on best practice.	Output: Recruitment data Outcome: Enhanced recruitment process driven by data Timeframe: One month to benchmark data; one month to complete performance standards; ongoing for collecting, measuring, and improving.	November 2021 FY2022 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources; NEOGOV Data Analytics resources; Survey Monkey subscription

Objective F: Create efficiencies within the pre-boarding process through the utilization of electronic resources, therefore reducing the time period between pre-boarding and on-boarding.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Implement electronic reference checks through NEOGOV by reviewing and updating current pre-employment reference check questions. Build, test, and improve pre-employment reference check process using NEOGOV. Implement pre-employment reference check process Citywide.	Output: Electronic employment screening system Outcome: Increase in number of responses from references and reduction in time between request for reference check and response from reference. Timeframe: One month	December 2021 FY2022 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources; NEOGOV resources
Create online pre-employment documents that are required for hire to include: self-identification form, background check authorization, credit check authorization, drug screen authorization, DMV check authorization, physical authorization, and other job-specific forms collected during pre-employment screening process.	Output: Digital pre-employment document process Outcome: Reduced pre-employment document submittal timeframe Timeframe: Three months	March 2022 – May 2022 FY2022

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
		<u>Budgetary Impact</u>: No significant budgetary impact <u>Resources Necessary</u>: Staff time resources; third party software

<u>Objective G</u>: Create consistent City branding on all Human Resources documents and ensure all documents are fillable forms in order to improve customer service experience.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Review all required Human Resources documents for brand and formatting consistency (same font, same typeface, consistent imagery, etc.). Create fillable PDF forms.	<u>Output</u>: Consistent documents <u>Outcome</u>: An improved customer service experience and reinforcement of City branding <u>Timeframe</u>: Three months	January 2022 – March 2022 FY2022
		<u>Budgetary Impact</u>: No significant budgetary impact <u>Resources Necessary</u>: Staff time resources

Objective H: Review and revise the Personnel Manual and the applicable Policy Memorandums in order to stay current with regulatory requirements and best practices in the human resources field. Make recommendations pertaining to the Manual changes to City Administration and ELT.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create a work group of staff team members at the ELT or Assistant/Deputy level to review the Manual and corresponding memorandums section by section. Research and present best practices related to policy and procedures format. Review aspirational community policies and procedures as needed. Revise and present an updated policy and procedures format. Send employees the policy and procedures in Vector Solutions. House the revised policies and procedures on City Central.	Output: Revised Personnel Manual and Procedure Memorandums Outcome: Adherence and implementation to best practices in the human resources industry Timeframe: One year (Initiate review and revision in FY 2023) (Complete revision and recommendation in FY 2024)	August 2022 – July 2023 FY2023 FY2024 Budgetary Impact: No significant budgetary impact Resources Necessary: Significant staff time resources

Objective I: Create department-wide Standard Operating Procedures (SOPs) for personnel record standards, digital file naming convention, recruitment processes, retirement processes, onboarding processes, off-boarding processes, stay interview processes, performance appraisal processes, filing processes, form processing, etc. in order to standardize human resources activities for succession planning and customer service consistency.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Identify the processes for which we need documentation and Standard Operating Procedures. Highlight areas for potential efficiency improvement if Goal Four Objective M (HRIS Contract) is met. Create the digital files, digital file naming convention, and necessary documents.	Output: Digital file of SOPs Outcome: Documented HR activities and processes for succession and customer service consistency Timeframe: One year	May 2022 – April 2023 FY2023
		Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective J: In order to reduce risk and enhance workplace safety, work with the new Risk Manager to revise and refresh Risk Management Programs, Safety Committee processes, and Accident Review Board processes based on OSHA, VOSH, and VRSA regulations and guidelines.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Review occupational safety industry best practices and policies with the Risk Manager and Safety Committee. Revise Risk Management Programs, Safety Committee processes, and Accident Review Board procedures as necessary, and in accordance with OSHA, VOSH, and VRSA regulations and guidelines.	Output: Revised Risk Management Manual Outcome: Reduced risk and enhanced workplace safety Timeframe: Eight months	February 2022 – July 2022 FY2022 FY2023
		Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective K: To ensure consistency across departments and divisions, revise payroll clerk position functions, processes, and accountability.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Initiate a work group of current payroll clerks to receive feedback about position duties. Discuss questions, challenges, requested training and education, and potential ways to improve the role. Discuss potential retitling options and modify title. Create performance measurements related to the role to be reviewed on an annual basis. Relay those metrics to Department Directors.	Output: Retitling of position; performance metrics for position Outcome: Improved payroll functions and increased efficiency Timeframe: Six months	April 2023 – September 2023 FY2023 FY2024
		Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective L: In order to realize increased efficiency, research options pertaining to a third-party benefits administrator for regulatory notices and other required notifications; create an online benefits module.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Understand the areas of efficiency that are needed related to benefits administration and required notifications to current and past employees. Research third party benefits administration services and costs. Potentially create a scope of services and create a Request for Proposals; release request and contract with a benefits administrator.	Output: Potential contract with third-party benefits admin Outcome: Efficient use of HR staff team time Timeframe: Three months	August 2023 – October 2023 FY2024
		Budgetary Impact: $10,000/year Resources Necessary: Staff time resources; financial resources if contracted
Research online benefits modules or work with the Information Technology Department to create an online benefits module. (May defer to the implementation of a HRIS, if selected HRIS will create this efficiency.) *(Note: Involve the Department of Information Technology immediately pertaining to this objective.)*	Output: Potential contract with third-party benefits admin Outcome: Efficient use of HR staff team time Timeframe: Three months	November 2023 – January 2024 FY2024
		Budgetary Impact: TBD Resources Necessary: Staff time resources; financial resources if contracted

Objective M: Research, evaluate the cost-benefit, and contract for a Human Resources Information System (HRIS) in order to streamline human resources functions in coordination with department on HR related matters.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Document needs related to a Human Resources Information System (e.g., performance metrics related to entering employee information, feasibility of running reports, accessing important demographic information, etc.). Evaluate the cost-benefit of an HRIS system before budget recommendation. If recommended, create a scope of services for procurement of a HRIS and contract with the most qualified offeror.	Output: Contract for an HRIS Outcome: Efficient use of HR staff team time; access to data and reports for decision-making purposes in an efficient manner Timeframe: Six months	June 2023 – November 2023 FY2023 FY2024 Budgetary Impact: $60,000-$100,000 Resources Necessary: Staff time resources; financial resources if contracted

Objective N: Create a cohesive system for City-wide timekeeping for an efficient and electronic (paperless) process; ability for Human Resources to monitor employee notification of benefits needs and leave-related matters (short-term disability, Family & Medical Leave Act, etc.)

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Determine department readiness and ability to implement NOVAtime timekeeping and leave request system, in addition to budget availability in those departments through meetings with departmental leadership. Develop implementation timeline including financial commitment/budgetary cost.	Output: City-wide timekeeping system Outcome: A cohesive and paperless system increasing departmental/HR efficiency	To Be Determined (Dependent on Departments)

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Project Managers from HR & Finance will lead each department workgroup through implementation with vendor.	Timeframe: One month to determine readiness; One month to develop timeline; Implementation timeline TBD based on department readiness.	Budgetary Impact: $69 Per Employee Per Year; $48 Per Supervisor Per Year (Supervisors pay Employee & Supervisor Fee) Resources Necessary: Staff time resources; financial resources

Objective O: Based on appropriate performance metrics as collected in the previous four years (e.g. time-to-fill period, department analysis request turnaround, regulatory deadline compliance, objective completion, project completion, etc.), evaluate the expansion of the Human Resources Team to determine if the Department is appropriately meeting City organization growth.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Evaluate progress related to budgetary performance measures. Prepare budgetary request for the appropriate personnel depending on the results.	Output: Information based on the need for additional HR staff team members Outcome: Continued evaluation of workload measures and objective completion; ability to continue strategic action Timeframe: Six months (budget process)	July 2025 – November 2025 FY2026 Budgetary Impact: Approx. $80,000 annually Resources Necessary: Financial resources; Staff time resources

Objective P: Update all class specifications, reviewing all essential position functions, position hazards, physical requirements/accommodation availability, functional capacity evaluations, telecommuting availability, education and experience required, necessary formatting, etc. in order to attract the highest level of qualified candidates and to maintain class specification consistency.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Meet with each department director to evaluate class specifications. Create a master template for formatting, and research template types if necessary. Divide responsibility among HR staff team members or evaluate contract; revise class specifications based on department input and best practices.	Output: Revised class specifications Outcome: Class specifications with necessary information related to qualifications and physical requirements; employees that are appropriately fulfilling position essential functions Timeframe: One year	July 2025 – June 2026 FY2026 Budgetary Impact: No significant budgetary impact Resources Necessary: Significant staff time resources

STRATEGIC GOAL FIVE:

DIVERSITY, EQUITY, INCLUSION, ACCESSIBILITY & BELONGING

Through workforce education, equitable opportunity practices, data collection and usage, and continuous conversations related to inclusivity, we will build a staff team that respects and values all backgrounds and perspectives; a workforce that more closely mirrors the diverse community we serve. We will build an Equity & Inclusion Committee, which is a group of employees who will work with Human Resources to recommend and implement DEIAB programs and strategies for the City's workforce.

Objective A: Gather a demographic and cognitive profile of existing City employees and applicants to the City in order to have a baseline of data related to race/color, religion, ethnicity, gender identity, sexual orientation, physical/mental disability, socioeconomic status, cognitive perspective, and age, in order to better understand and measure the effectiveness of future inclusivity and accessibility efforts.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Gather confidential demographic and cognitive information through the appropriate survey method and Human Resources document review. Gather demographic data for the City of Harrisonburg population. Determine the percentage gap.	Output: Demographic profile of the organization Outcome: Baseline data that is updated periodically to compare the success of future efforts Timeframe: Two months	February 2022 – March 2022 FY2023
		Budgetary Impact: No significant budgetary impact unless receiving consultant assistance Resources Necessary: Staff time resources; consultant assistance

Objective B: Create an Equity and Inclusion Committee comprised of voluntary employee participants to discuss shared experiences, enhance career development, discuss and recommend equity-focused trainings and events, and to contribute personal development recommendations for the workplace; work with the equity and inclusion committee on the development of a Diversity, Equity, and Inclusion Program and Strategy in order to create a more inclusive and accessible organization for all.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Survey employees to understand the level of interest in joining an equity and inclusion committee that will focus on equity and inclusion efforts internal to the City. Convene the equity and inclusion committee and set a schedule and focused action items on an annual basis. Include voluntary readings, videos, speakers, and other topics related to equity and inclusion. Create performance goals related to City diversity, equity, inclusion, accessibility, and belonging.	Output: An equity and inclusion committee with a focus on DEIAB Outcome: An increase in the level of opportunity and inclusivity in the organization Timeframe: Three months and annually thereafter	December 2022 – February 2023 FY2023 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective C: Create a voluntary DEIAB learning and development program (annually), open to all City employees, in order to raise awareness of inclusivity efforts and increase voluntary participation every year.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Work with the DEIAB/equity and inclusion committee to create an annual learning and development program (with monthly or bi-monthly) educational opportunities (readings, speakers, videos, etc.) that are voluntary for City employees.	Output: A voluntary learning and development program Outcome: Raised awareness pertaining to diversity, equity, inclusion, accessibility, and belonging Timeframe: Two months for initial creation; annual schedule published; ongoing	January 2023 – March 2023 FY2023 Budgetary Impact: Potential budgetary impact for publications and periodic speakers Resources Necessary: Staff time resources

Objective D: Create a mentorship program for new employees in order to make new team members feel included and valued, to have a person to turn to for questions, and to increase their success in the first several months of employment, in addition to future progression in leadership roles in the amount of ten percent (women and minority leaders in the organization).

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Work with the Equity and Inclusion Committee to create a mentorship program recommendation. Present the recommendation to City Administration and the Executive Leadership Team (ELT) for input on the mentorship program format and delivery. Measure the mentorship program effectiveness over time by evaluating turnover data.	Output: Mentorship Program Outcome: Advocates for employees throughout their years of service; an increase of 10% of women and minority leaders in the organization Timeframe: Three months	February 2024 – April 2024 FY2024 Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources

Objective E: Create targeted college recruitment efforts of women and minorities to increase the hiring rate; inviting hiring managers who are willing to voluntarily participate in targeted recruitment efforts.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Enroll in college job fairs with a high percentage of women and minority students. Measure recruitment efforts by applicants who have successfully applied and hired by City Hiring Managers.	Output: Participation in college job fairs Outcome: An increased rate of women and minority applicants and hires Timeframe: Four months and ongoing thereafter	August 2024 – December 2024 FY2025 Budgetary Impact: Meal and travel costs Resources Necessary: Staff time resources

Objective F: Implement a blind resume review pilot program/process in order to decrease bias during the hiring process; report the success of the pilot program after measuring pre- and post-hire equity rates.

Action Items	Output|Outcome & Timeframe for Completion	Target Due Date|Resources Necessary
Create and implement a blind resume pilot program parameters based on researched best practices. Blind resume reviews can occur in NEOGOV. Request a department(s) to volunteer for the pilot program and explain the program parameters. Measure the results and present to Administration, ELT, and the Equity and Inclusion Committee.	Output: Blind Resume Review Pilot Program Outcome: Reduced bias during the hiring process Timeframe: One year (make longer, if necessary)	June 2025 – May 2026 FY2025 FY2026
		Budgetary Impact: No significant budgetary impact Resources Necessary: Staff time resources