

## **Human Resources Department (HR) Progress Report FY 2023/24**

### **Message from HR Director Shelley Banks-Robinson**

As a result of feedback gathered from an internal survey sent to HR staff in 2021, the HR Equity Team has concentrated its efforts on redefining the performance evaluation process for HR leadership to better address the needs and priorities identified by the department. As a result, we are working toward revising the evaluation process for executive leadership in Human Resources to incorporate a stronger focus on Diversity, Equity, and Inclusion. This shift emphasizes our commitment to fostering a more inclusive workplace where diverse perspectives are valued, and equity is prioritized in decision-making by HR leadership. By integrating DEI principles into performance evaluations, we aim to hold HR leadership accountable for creating an environment that supports diversity at all levels, promotes equitable opportunities for all employees, and ensures that our policies and practices reflect our values. This enhanced evaluation process will better align leadership performance with our organizational goals of cultivating a culture of inclusivity and belonging.

### **HR Equity Team**

During 2024 our project focused on the Performance Appraisal process for HR Leadership, which includes all managers and the department Director. It is currently in the review process with department leadership. The main alteration during this review period was the shift from a 3-step process (360-degree review) to a 2-step process (180-degree review), removing the skip-level evaluation. As the review process continues at the leadership level, the Equity Team is shifting to identifying appropriate training modules to go along with an Equity Toolkit our team has developed, to best prepare department leadership for success when the project enters the implementation phase.

To recap the work completed prior to FY2023/24:

Based on the survey results mentioned in the Director's statement above, it was determined the HR Equity Team's focus would be RGEAP Outcome Action #11, which states the "City of Sacramento demonstrates commitment to investing in professional development by utilizing performance review processes to collaboratively identify opportunities, resources, and pathways towards individual employee goals." The specific objective for the Human Resources Department was to "develop a tiered approach performance evaluation system that supports HR Leadership in providing developmental feedback that communicates standards of excellence, racial, and gender equity values, high expectations, and eliminates bias."

The three action areas that follow were identified to guide our project approach:

PERFORMANCE EVALUATION PROJECT ACTION #1 – Develop a performance evaluation process for HR Leadership to measure accountability for racial equity in their roles and responsibilities, where all managers are receiving feedback by both those they supervise and report to.

Identify race & gender equity, and inclusion competencies and skills to be included in performance evaluation forms and systems that accomplish the following.

- Incorporate racial equity values and cultural responsiveness in the performance evaluation process.
- Explicitly state the ability to identify and effectively address instances of interpersonal, institutional, and systemic racism and sexism.
- Provide managers with adequate education surrounding the topics, as well as being given the opportunity to discuss any challenges and/or concerns.

PERFORMANCE EVALUATION PROJECT ACTION #2 – Provide training and clear performance expectations for division managers.

- Research content and best practices.
- Identify the most appropriate platform for training.
- Identify timeline and frequency of trainings.

PERFORMANCE EVALUATION PROJECT ACTION #3 – Track performance evaluations at departmental, division, and program levels.

- Identify format and method for tracking evaluations.
- Identify who should receive the information.
- Identify a communication plan.

Action #1 draft items (instruments and Equity Toolkit) are currently in the review process with HR Leadership. The Equity Toolkit includes:

- RGEAP overview – What is it? Why does it exist?
- HR Equity Team - purpose and annual goals process
- Performance Evaluation – Why are evaluations important? What DEI competencies have been added?
- Roles and responsibilities of HR Leadership – Full performance evaluation process and orienting new employees: RGEAP, DEI competencies within evaluations, training opportunities, etc. (to be added to New Employee Checklist)
- Preparing leaders for change and success – Training opportunities (ex – DEI 101, Inclusive Conversations), performance evaluation best practices (useful phrases, providing feedback, tips, etc.)
- Definitions of terms included throughout process – racial equity, unconscious bias (and typical rater biases), microaggressions, cultural responsiveness, equity v. equality, dimensions of diversity, etc.

Action #2 is in the final stages of identifying/creating the necessary training resources for successful completion of the performance evaluation process.

### **HR Racial Equity Statement**

At the City of Sacramento, we champion a culture where every individual - whether an employee, applicant, or independent contractor - is honored with dignity and respect. Our Human Resources Department prioritizes diversity, equity, and inclusion above all else throughout every aspect of employment - from hiring and promotion to compensation, benefits, and beyond. Join us as we strive to create a workplace that celebrates the unique contributions and perspectives of each person, fostering a community where everyone can thrive.

Outcome Statement, Action and Objectives	Status/Progress to Date	Performance Measures	Careholders	Challenges & Lessons Learned	Successes
From the 14 Outcomes of the Race & Gender Equity Action Plan (RGEAP). Include any areas of the 43-Equity Point Assessment Roadmap Tool connected to this outcome, and any specific actions or objectives from the Outcome.	Share major steps your team has taken to move toward the stated objectives.	What indicators did you or will you use to measure success? (Quality and Quantity of Effort)		Document challenges faced and what lessons have been learned.	Provide a narrative of notable best practices and successes that have been achieved beyond just restating the performance measures achieved.
<p>GOAL #11:- City of Sacramento demonstrates commitment to investing in professional development by utilizing performance review processes to collaboratively identify opportunities, resources, and pathways towards individual employee goals.</p> <p>Develop tiered approach performance evaluation system that support division managers and supervisors in providing developmental feedback that communicates standards of excellence, racial and gender equity values, high expectations, and eliminating bias.</p> <p>Develop a performance appraisal process for HR Leadership to measure accountability for racial equity in their roles and responsibilities.</p> <p>Provide training and clear performance expectations for both supervisors and division managers.</p> <p>Performance evaluations (including the Skills Matrix) are tracked at departmental, division, and program levels.</p> <p>Identify racial and gender equity and inclusion as a competency and skill in performance management forms and systems that:</p> <p>i. Incorporate racial equity values and cultural responsiveness in performance evaluation process.</p> <p>ii. Explicitly states the ability to identify and effectively address instances of interpersonal, institutional, and systemic racism and sexism. iii. Hiring managers receive adequate education surrounding the topics as well as being given the opportunity to discuss any challenges and/or concerns.</p> <p>All managers are receiving professional feedback by those they report to.</p>	<p><u>HR leadership continues review process for the following:</u></p> <p>Draft performance appraisal process including the following:</p> <p>1. Self-evaluation</p> <p>2. Formal evaluation</p> <p>(**note: the "skip-level" review process was removed during review process with HR leadership**)</p> <p>Performance Management Toolkit including the following elements:</p> <p>*Definitions</p> <p>*HR Equity Team Overview</p> <p>*Performance Management 101</p> <p>*Preparing Leaders for Change</p> <p>*Roles and Responsibilities of HR Leadership</p> <p>*RGEAP Overview</p> <p><u>NEXT STEP:</u> HR Equity Team will meet over 5-6 sessions in the coming months to review identified training content options, to devise the appropriate training plan to set up HR leadership for success with new measured DEI competencies</p>	<p><b>Number</b> of unrepresented HR managers receiving performance evaluations.</p> <p><b>Percentage</b> of unrepresented HR managers able to affectively apply the DEI competencies to their work.</p> <p><b>Percentage</b> of managers who participate in trainings that enhance understanding of diversity and inclusion, psychological safety, and cultural competency.</p>	<p>Director of Human Resources</p> <p>HR Administration Division</p> <p>Unrepresented HR Managers</p> <p>Staff reporting to HR Managers</p> <p>Employment, Classification, and Development team</p> <p>Assistant City Manager over HR</p>	<p>Staff time to complete project varies from week to week/month to month</p> <p>Demands of new leadership role for one of our co-leads created challenges keeping certain tasks moving forward</p> <p>Lesson Learned:</p> <p>Rather than keeping weekly meetings (for momentum) that would be cancelled we have stretched out our schedule to create fewer sessions but with specific and achievable tasks when we do meet.</p>	<p>Presentation of project plan, current status, and future steps to HR Director, with full support to move forward post-review process</p> <p>Successfully onboarding new members with consistent process for smooth integration into the group</p> <p>Identifying 5-6 specific trainings to review as potential training content options, in order to devise the appropriate training plan to set up HR leadership for success with new measured DEI competencies</p>