

Chesterfield County



Diversity Plan (Including Equal Opportunity Initiatives)

An Equal Opportunity Employer Committed to Workforce Diversity

Chesterfield County Diversity Plan

(Including Equal Opportunity Initiatives)

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Message from the County Administrator

Dear County Employees:

As County Administrator, allow me to reaffirm that it is the policy of Chesterfield County to provide equal opportunities to all employees and citizens without regard to race, color, creed, religion, sex, age, national origin, disability or political affiliation.

Our commitment to equal opportunity is longstanding. The county will actively promote equal employment opportunity for all persons in our workforce and ensure that there are no real or artificial barriers that may limit opportunities. In standing with our reputation for excellence we want to be viewed as a model workplace where everyone has an equal opportunity to be included and to make a difference.

In addition, I am committed to using equal opportunity to recruit and maintain a workforce reflecting the diversity of our great county. The entire workforce benefits when we recognize and utilize the unique qualities employees of different backgrounds and cultures bring to the workplace. All county managers are expected to embrace the responsibility of nurturing and capitalizing on the very best that each employee has to offer. This is important to our mission of providing a FIRST CHOICE community for all Chesterfield County citizens.

We are no different than other private and public employees in trying to recruit and retain a high performing workforce. We take seriously the need to be competitive, strategic, and innovative to ensure that all possible candidates are aware of our career opportunities, and related quality of life and the benefits of working for Chesterfield County.

One of the county's guiding principles states that "county employees and citizens are shareholders in our progress and serve as trustees for those values held dear; fairness, integrity, diversity and harmony, lifelong learning, appreciation of history and culture, and steadfastness in long range commitments." As a result of a better understanding and a greater appreciation of others, our employees will have a greater capacity to work together for our common goal of providing quality service to our customers.

D. Joseph P. Casey,
County Administrator

Equal Employment Opportunity

The county's commitment to providing equal employment opportunities complements organizational values such as teamwork, leadership, ethical behavior, employee involvement and customer focus. It encompasses the way we work, the work environment, and our respect for people and ideas. The concept of equal employment opportunity extends to work history, education, personality, geographic origin, length of service and level of position within the organization. In addition, providing equal employment opportunity takes into consideration diverse thought processes, leadership abilities, viewpoints, management styles and the manner in which services are delivered.

All employees, regardless of their diverse origins or experiences, are expected to demonstrate their commitment to the county's organizational philosophies, ethics and values. Equal employment opportunity recognizes and respects the individual differences employees bring to the workplace. Further, in providing equal employment opportunity, Chesterfield County strives to reflect the diverse community we serve. In an effort to fully recognize and appreciate the diversity of county employees and residents, the county is committed to ensuring that employees have an equal opportunity to serve on its various teams and committees.

Equal employment opportunity also means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees recognize that they are valued and appreciated.

The following is a list of guidelines and benefits for affirming equal employment opportunity.

Guidelines for Equal Employment Opportunity

- ◆ Establish top-level support for the organization's equal employment opportunity initiatives and hold managers and employees accountable for supporting equal employment opportunity.
- ◆ Recognize equal employment opportunity as an asset and offer reward systems that allows all employees to know they are valued.
- ◆ Recognize the diverse continuum of individuals within Chesterfield County and provide qualified employees with equal opportunities to assume leadership roles.
- ◆ Recognize that all employees, regardless of individual differences, share a common work culture and have the responsibility to demonstrate honesty, integrity, teamwork and ethics.
- ◆ Assist employees with their fit in the workplace, without compromising their individual values, while recognizing the county's work culture and understanding that some behaviors may not be acceptable in the workplace.

Benefits of Equal Employment Opportunity

- ◆ Increased creativity and innovation in county programs and services
- ◆ Wide-ranging skills and ideas among employees
- ◆ Informed and expansive input on the development and implementation of county policies
- ◆ Enhanced public relations and services to all customers
- ◆ Positive impact on overall productivity

Policy on Equal Employment Opportunity

Discrimination on the basis of race, color, creed, religion, sex, age, national origin, disability or political affiliation is illegal. However, some factors, in certain defined instances, may be lawfully considered when there is a bonafide occupational qualification for a position.

Chesterfield County is committed to building and maintaining a diverse workforce by providing equal opportunities for employment and advancement. The county values and respects the differences and abilities of all employees and

residents and will work with employees to provide the opportunities, tools and support to help them achieve their maximum potential.

Chesterfield County is an equal employment opportunity employer committed to maintaining and promoting the policy of non-discrimination in recruitment, selection, pay, promotion, and every other personnel action affecting all employees.

This Diversity Plan (Plan) is designed to provide guidance to all employees of Chesterfield County regarding the county's commitment to full implementation of its equal employment opportunity program. This Plan ensures, without limitation, the following:

- ◆ Equal treatment of all persons by continuing to recruit, hire, train, promote and compensate persons in all jobs without regard to race, color, creed, religion, sex, age, national origin, disability or political affiliation.
- ◆ All personnel procedures, policies and actions, such as compensation, benefits, transfers, lay-offs, rehires, training programs and social and recreational programs are administered without regard to race, color, creed, religion, sex, age, national origin, disability or political affiliation.
- ◆ A workplace free from all forms of discrimination and harassment, a prompt and impartial investigation process, and resolution for complainants of discrimination and harassment.
- ◆ Workforce education surrounding demographic changes and culturally competent practices through equal employment opportunity and diversity training opportunities.
- ◆ Educational programs incorporate concepts of equal employment opportunity, diversity and inclusion.

Responsibilities for the Plan

Each employee of Chesterfield County is responsible for complying with this Plan. Actions to implement this Plan include, but are not limited to, the following:

County Administrator

- ◆ Proclaim, support and endorse Chesterfield County's commitment to equal employment opportunity.
- ◆ Delegate responsibilities as deemed necessary to guarantee the successful implementation of this Plan.
- ◆ Hold deputy county administrators and department directors accountable, in the performance appraisal process, for their contributions to providing equal employment opportunity.
- ◆ Meet periodically with and solicit suggestions from the Diversity Advisory Committee.

Deputy County Administrators

- ◆ Require active, consistent and effective contributions from department managers, supervisors and employees in implementing the Plan.
- ◆ Include compliance with and support of equal employment opportunity as a part of the formal performance appraisal process for all management personnel.
- ◆ Assist the county administrator in promoting and supporting equal employment opportunity.
- ◆ Meet with the Diversity Advisory Committee to assist with division goals.

Director of Human Resources (HR)

- ◆ Assume responsibility for the design, implementation, administration and success of the equal employment opportunity program for Chesterfield County.
- ◆ Provide for the dissemination of the EEO Policy and this Plan to the county administrator and department heads and keep them informed of the latest developments in the area of equal employment opportunity.
- ◆ Serve as a liaison between Chesterfield County and external government agencies and organizations that serve individuals of diverse backgrounds and/or other community groups.
- ◆ Provide county leaders and employees with assistance, training, information and other counseling in matters concerning equal employment opportunity.

Department Directors

- ◆ Supervise the daily execution of the Plan within the department and encourage employees to participate in equal employment opportunity programs.
- ◆ Maintain a non-discriminatory environment.
- ◆ Ensure that objectives and practices of the department comply with the Plan and remain informed of developments in this area.
- ◆ On an annual basis, inform the county administrator, in writing, of departmental contributions in the area of equal employment opportunity.

Human Resources Staff

- ◆ Conduct research to determine needs, recommend realistic goals and establish training requirements that will enhance the success of the Plan.
- ◆ Provide guidance on equal employment opportunity issues and conduct periodic workforce analysis reports to management, so departmental progress can be monitored.
- ◆ Investigate complaints of discrimination by applicants and employees, and maintain records of all complaints, along with corresponding resolution of those complaints.
- ◆ Coordinate recruitment and outreach efforts at colleges, universities and civic organizations, utilizing employees from county departments, as appropriate.

Middle Managers and Supervisors

- ◆ Ensure support of the Plan, remain informed of laws, rules and regulations affecting equal employment opportunity.
- ◆ Ensure that a non-discriminatory atmosphere exists in the work environment.
- ◆ Report instances of discrimination or harassment to immediate supervisor or department director, with specific recommendations for resolution.
- ◆ Comply with all county and departmental work rules and policies.

Diversity Advisory Committee

- ◆ Serve as an advisory body to the county administrator, through the director of HR on issues relating to equal employment opportunity, diversity and inclusion.
- ◆ Promote and provide equal employment opportunity and diversity education awareness activities and events for county employees.
- ◆ Provide information to HR regarding departmental diversity needs and compliance or non-compliance with the Plan.

All County Employees

- ◆ Ensure that any violation of this Plan is reported to the department director or the director of HR.
- ◆ Treat all customers, residents and coworkers with dignity, fairness and respect.
- ◆ Actively participate in county-sponsored equal employment opportunity/diversity activities and events.

Equal Employment Opportunity Practices

Recruitment

Recruitment is the process Chesterfield County utilizes to develop an applicant pool from which employees are selected to fill vacant positions. Recruiting efforts for all county vacancies will include an attempt to locate a diverse applicant pool with the necessary qualifications and potential for success. To ensure that non-discriminatory personnel recruitment occurs, the following policies/practices will be enforced:

- ◆ All references to position vacancies will state that Chesterfield County is "An Equal Employment Opportunity Employer."
- ◆ HR will serve as the official information center to inform applicants of employment opportunities.
- ◆ HR will utilize the Diversity Advisory Committee and community/civic organizations as resources to identify and recruit qualified applicants.
- ◆ All recruitment literature containing photographs will include photographs representing a diverse group of people.

- ◆ All pre-employment testing and exercises will be reviewed by HR.

Selection

In order to accomplish the objectives of the Plan, it is recognized that, after the establishment of a qualified and diverse applicant pool, the process of selection from that pool must ensure equal employment opportunity for Chesterfield County adheres to the following:

- ◆ Hiring shall be accomplished without regard to race, color, creed, religion, sex, age, national origin, disability or political affiliation, unless otherwise permitted by county policy. Applicants hired by the county must be citizens of the United States or legally authorized to work in the United States.
- ◆ When hiring and promoting employees consistent with county policy, county managers will place the most suitable candidates in all levels of the workforce and make every reasonable attempt to ensure that people are provided an equal opportunity to compete for positions.
- ◆ Employment forms and applications shall not include references to race, color, creed, religion, sex, age, national origin, disability or political affiliation, unless required to meet Equal Employment Opportunity Commission (EEOC) or other legal requirements or unless such factors are bonafide occupational qualifications.
- ◆ Applicants will be required to grant a release of criminal records for those positions which require a background investigation due to the nature of the position. Records of criminal convictions may be used to bar employment if they indicate, given the nature of the crime, and the nature of the job, that employment of the individual in a particular job could compromise the health, security or safety of Chesterfield County, its employees or residents.
- ◆ In order to limit the potential occurrence of discrimination in job interviews, Chesterfield County limits the focus of employment interviews to legally permitted, job-related questions and adheres to the process identified in the Employment Administrative Procedure 6-7.

Training and Development

The Learning and Performance Center (LPC) shall inform all employees of training opportunities that will increase job effectiveness by posting the county's six-month training catalog. Chesterfield County will:

- ◆ Offer equal employment opportunity training to all county employees.
- ◆ Include equal employment opportunity and diversity information in all applicable training opportunities.
- ◆ Provide an orientation program for all new employees, which will include equal employment opportunity information.
- ◆ Encourage all employees who exhibit potential management or supervisory abilities to complete appropriate training to qualify them for promotional opportunities without regard to race, color, creed, religion, sex, age, national origin, disability or political affiliation.
- ◆ Award tuition assistance based on eligibility criteria, objectivity and timeliness of application.

Compensation and Benefits Administration

Compensation shall be paid without regard to race, color, creed, religion, sex, age, national origin, disability or political affiliation. In accordance with this policy, the following will be implemented:

- ◆ Criteria for determining salary ranges for each classification shall be objective and based on job content.
- ◆ In all cases, the pay grade and/or salary at the time of hire will be determined on the basis of job requirements and assigned duties.
- ◆ Benefits shall be offered to all regular full-time and eligible part-time employees without regard to race, color, creed, religion, sex, age, national origin, disability or political affiliation.

County Policies, Procedures, and Practices Affecting the Plan

Employment Conditions

Chesterfield County recognizes the importance of ensuring that terms and conditions of employment within the county are established in an equitable manner. All work assignments, wage payments, work schedules, promotions, leave of absence, approvals of discipline, and other actions affecting the conditions of employment with the county shall be made without regard to race, color, creed, religion, sex, age, national origin, disability or political affiliation.

Benefits

Unless otherwise permitted or required by law, benefits shall apply equally to all regular full-time and eligible part-time employees regardless of race, color, creed, religion, sex, age, national origin, disability or political affiliation.

Disciplinary Action Procedures

Any employee found to be harassing or unfairly treating any person because of his/her race, color, creed, religion, sex, age, national origin, disability or political affiliation will be subject to disciplinary action up to and including termination.

All disciplinary actions will be conducted on a non-discriminatory basis. In the event that formal disciplinary action becomes necessary, the person initiating the formal action must first consult with HR.

Any employee who feels that he/she has been discriminated against on the basis of his/her race, color, creed, religion, sex, age, national origin, disability or political affiliation shall have the right to seek remedy through the county's grievance process or the discrimination complaint process.

Employee Performance Evaluations

When administering performance evaluations, all county management personnel, including supervisors, shall consider whether an employee is adhering to equal employment opportunity guidelines. Failure to comply will negatively impact performance ratings and may result in disciplinary action. All employee performance evaluations shall be based on consistent job-related criteria, including factors related to equal employment opportunity. In the event that an employee disagrees with an evaluation, he/she shall have the right to utilize the administrative review process.

Upward Mobility

When promoting employees, all county management personnel, including supervisors, will place the most qualified candidate, consistent with county policy, into all levels of its workforce and make every reasonable attempt to ensure that employees are provided an equal opportunity to compete for promotions. All notices concerning promotional opportunities will be posted in accordance with established guidelines for the posting of job opportunities. All county employees aspiring to pursue promotional opportunities should make their aspirations known to their supervisor. All employees will be equally afforded training opportunities that may assist them in qualifying for promotions, when such training can reasonably be provided by Chesterfield County.

Sexual Harassment

Sexual harassment is a violation of Title VII of the Civil Rights Act of 1964, as amended, and will not be tolerated in Chesterfield County (See County Administrative Procedure 6-13).

Americans with Disabilities Act and ADA Amendments Act

Chesterfield County fully supports the policies and guidelines enacted by the American's with Disabilities Act of 1990 and the ADA Amendments Act of 2008. The Americans with Disabilities Act provides clear, comprehensive and enforceable prohibitions banning discrimination on the basis of disability. Chesterfield County will provide individuals with disabilities equal opportunities in employment, programs and services, and provide reasonable accommodations whenever possible. (See County Administrative Procedure 6-18).

EEO Discrimination/Workplace Harassment Complaint Process

The purpose of the EEO Discrimination/Workplace Harassment Complaint Process, administered by HR, is to promote equal employment opportunity for Chesterfield County employees by providing a means for internal resolution of sexual harassment and/or discrimination complaints based on race, color, creed, religion, sex, age, national origin, disability or political affiliation. The EEO Discrimination/ Workplace Harassment Complaint Process has been established to afford employees an alternative method of grieving complaints related to equal employment opportunity. Employees may elect to use this method or the employee grievance procedure for internal resolution of complaints. Use of the EEO Discrimination/Workplace Harassment Complaint Process does not prohibit employees from utilizing the employee grievance procedure or filing a complaint with the EEOC.

Employee Grievance Procedure

Chesterfield County's grievance procedure, administered by HR, was established to provide eligible county employees with an efficient and effective means to objectively resolve disputes or problems through open discussion with supervisory staff and/or management (See County Administrative Procedure 6-9).

Equal Employment Opportunity Plan

An Equal Employment Opportunity Plan (EEOP) is a comprehensive document, required by the Department of Justice, that analyzes the county's relevant labor market data, as well as the county's employment practices, to identify possible barriers to the participation of women and minorities in all levels of the workforce. Its purpose is to ensure the opportunity for full and equal participation of men and women in the workplace, regardless of race, color, creed, religion, sex, age, national origin, disability or political affiliation. The Diversity Plan (including Equal Opportunity Initiatives) and EEOP for Chesterfield County are both on file in the Chesterfield County Department of Human Resources, and are available for viewing upon request. Both plans are also available for viewing at www.chesterfield.gov.

Contact Information

Comments or questions concerning Chesterfield County's Diversity Plan (including Equal Opportunity Initiatives) or the Equal Employment Opportunity Plan may be directed to:

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