Diversity, Equity and Inclusion Strategic Plan

2023 -- 2025

City of Hendersonville, North Carolina

Ahkirah

legal & diversity consultants

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Message from

Ahkirah
legal & diversity consultants

AHKIRAH Legal and Diversity Consultants is extremely honored to submit this Strategic Plan to improve diversity, equity and inclusion for the leaders, residents and community members of The City of Hendersonville. Through many months of challenging discourse, dissection and discovery, our team has fostered interpersonal dialogue, introspection and critical examination of organizational process.

"How we stand before the critical reflection of self-awareness mirrors how we stand before the world"

--- Bahiyyah Greer

This successive plan is formed with a lens that is sensitive to the profound experiences of Hendersonville's early record while acknowledging the legitimately pressing aspirations of a developing future. This plan also dynamically supports our proposed strategy to increase diversity, equity and inclusion through a three-prong foundation of education, training, and outreach.

Acclaimed Western North Carolinian novelist, Thomas Wolfe once wrote, "Perhaps this is our strange and haunting paradox here in America -- that we are fixed and certain only when we are in movement." On behalf of our firm, and for the leaders and residents of Hendersonville, we are engendering that movement. Our direction is fixed and our intention is certain.

Now let's move forward.

Ahkirah
legal & diversity consultants

Introduction of Work

TIMELINE (August 2022 -- March 2023)

- Engagement Launch/ Initial Communication
- Strategic Plan Ideation
- Strategic IDI Assessments/ Individual Conferences
- Strategic Plan Information Gathering and Synthesis
- Strategic Plan Information Synthesis
- Strategic Plan Formation

CONSULTANT HOURS

552

STAKEHOLDERS CONTACTED

95+

"Equity – we talk about it as equality but realizing that we have different starting points, and it looks different for everyone. What is success? Equity is looking at each individual – what do they need for each person to succeed."

--- HENDERSONVILLE COMMUNITY MEMBER, October 2022

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Hendersonville Stakeholder Engagement Meetings

These meetings gave voice and critical insight into the specific challenges, community-facing objectives, and forthcoming endeavors around issues of EQUITY. Both city administrative departments and community-based agencies, non-profits and organizations which serve Hendersonville residents were interviewed. As the first data capturing interview, these meetings presented an excellent opportunity for stakeholders to directly inform and influence the scope and direction of Hendersonville's Strategic Diversity, Equity and Inclusion Plan.

STAKEHOLDER THEME TOUCHPOINTS

Each touch point reflects the instance a theme was raised by a member of each stakeholder community
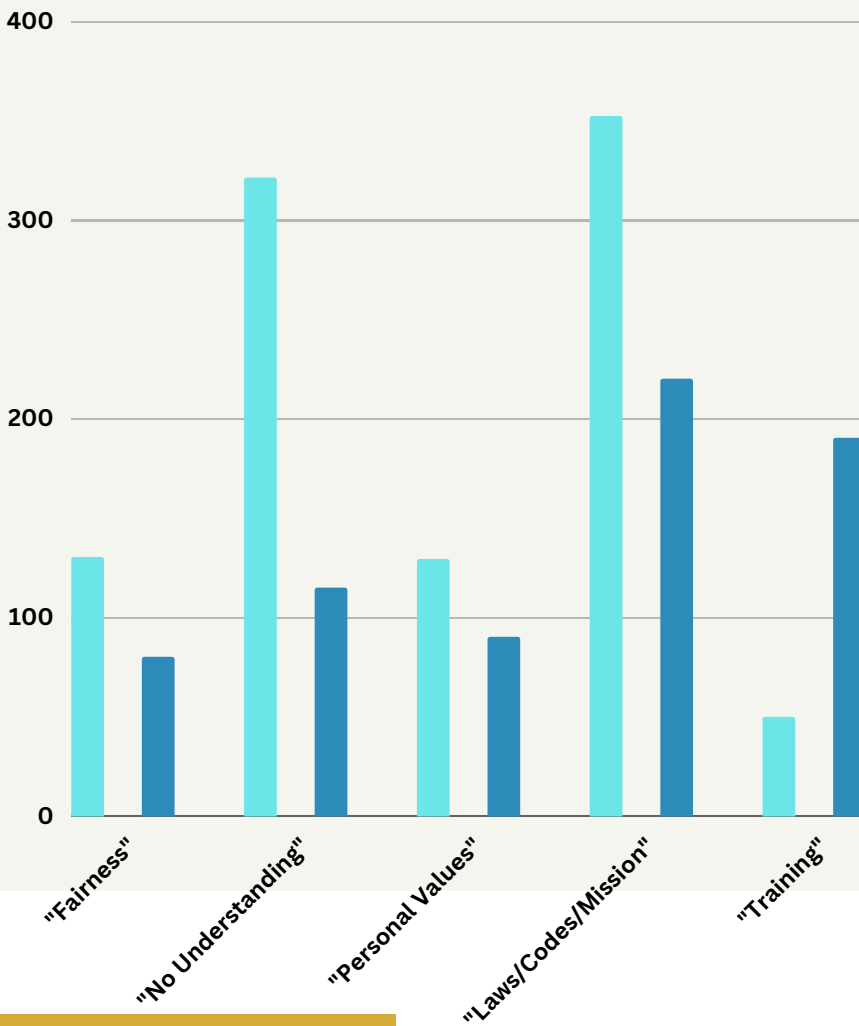
Administrative Stakeholders — 300+ responses

Public Works
Human Resources
Police Department
Communications
Administration
Water and Sewer
Fire Department
Planning Department
Engineering
Finance

Community Stakeholders — 510+ responses

MountainTrue
Pisgah Legal
Blue Ridge Community College
United Way of Henderson County
TrueRidge
Thrive
Henderson County Education Foundation
Henderson County DSS
Hendersonville Rescue Mission
Henderson County Habitat for Humanity

STAKEHOLDER THEMES

Most departments don't know if they have a definition of equity and if so, they don't know what it is.

Most departments refer to The Hendersonville City Council and or the Human Resources Department for a definition of equity.

Most stakeholders agree with equity and inclusion but have not formulated a definition of what it would look like.

Most Administrative and Community Stakeholders feel that the city is headed in the right direction and is serious about Diversity, Equity and Inclusion initiatives.

Both groups feel job recruitment should become more inclusive.

Both stakeholder groups see Hendersonville as a destination location in North Carolina and wish to increase diversity and inclusion practices for all people to feel welcome.

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Community Listening Sessions

These sessions were personal community conversations aimed to amplify and support the experiences and identities of Hendersonville community-members. Sessions and content questions were framed to capture the experiences and sentiments of Hendersonville community members who held various identities.

IDENTITIES	THEMES RAISED	
LATINX	• store owners need cultural sensitivity, especially Uptown • invest in those who have been traditionally marginalized	• care and community safety are important • outreach is important
FAITH/RELIGIOUS	• Hendersonville is more political than religious • a quality standard of living is important.	• MLK day is the only time different religious groups come together • religious affiliation is oftentimes conflated with political affiliation
AFRICAN-AMERICAN	• Hendersonville needs more organizations that represent people of color • opportunities for children to express themselves/afterschool programs	• affordable housing, and equal job opportunity for all citizens • community gentrification • recognition of implicit bias by city administration, teachers, etc.
LGBTQ	• recognition and acknowledgement is difficult • physical/social safety is a consistent concern	• unsure if Hendersonville is ready to accept all people • inclusivity, fairness, equal treatment and justice for all people

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DEI Environmental Survey

An environmental audit that allowed **City of Hendersonville Administrative Departments** to provide information and perspectives on each Department's programmatic practices, cultural perspectives, organizational support and other human considerations.

Survey Category: Work Environment

Pick three words to describe the WORST THING about your work environment

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Survey Category: Work Environment

In my humble opinion, this is more important in my work environment... (Ranked choice responses as weighted average)

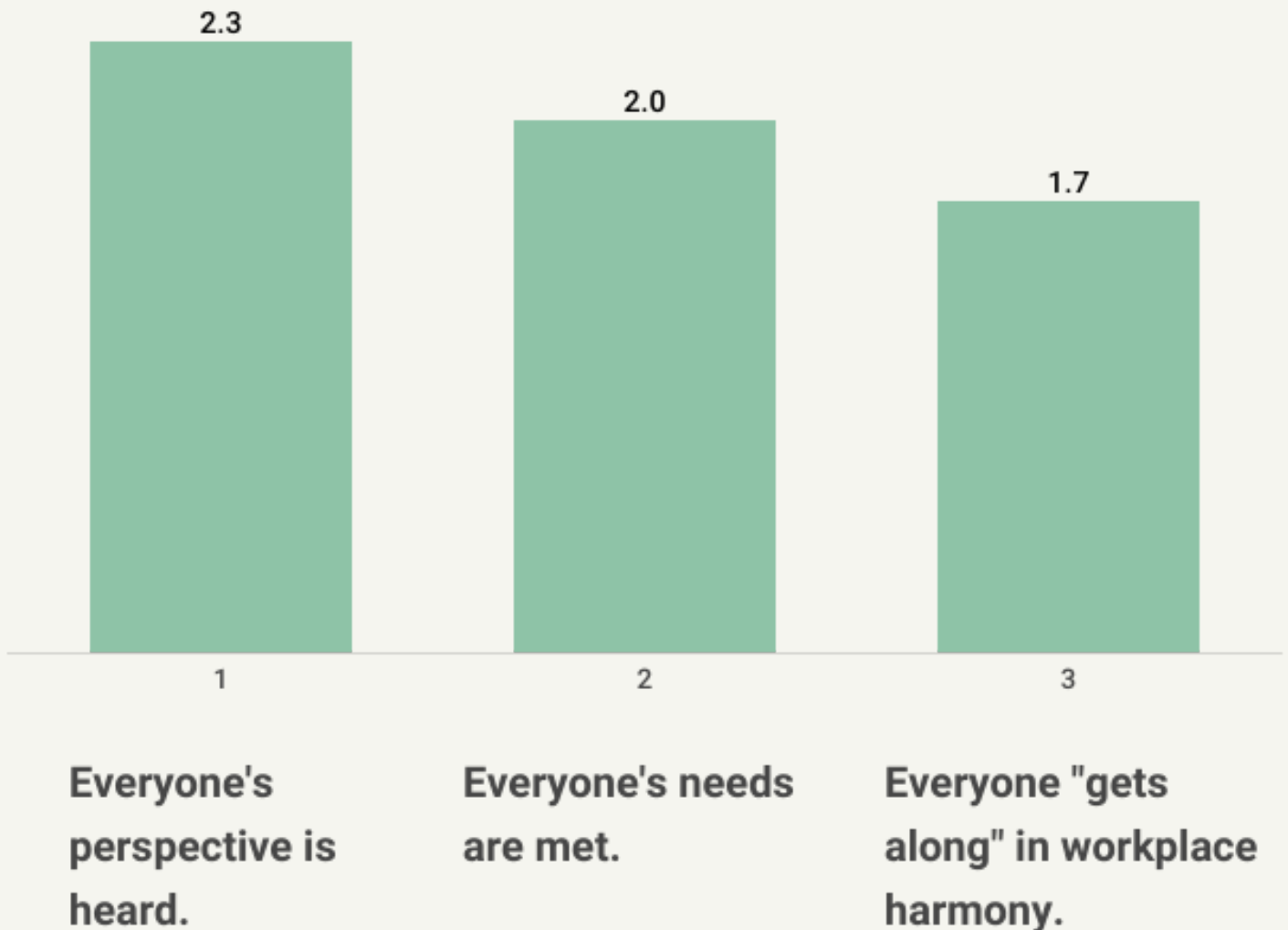|		
2.3	2.0	1.7
1	2	3
Everyone's perspective is heard.	Everyone's needs are met.	Everyone "gets along" in workplace harmony.

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Survey Category: Work Environment

Pick three words to describe the BEST THING about your work environment.

Key Findings

Words like "positive environment", a "good team", "flexibility" and "openness" were most often used.

Pick three words to describe the WORST THING about your work environment.

Key Findings

Interpersonal problems and work conditions were the most common responses, along with stress and dullness of the work.

Key Summary

Hendersonville employees value positivity and openness at work. Unsurprisingly, the biggest concern is the interpersonal problems that can break up their good team dynamics. Emphasis is on hearing everyone's perspective over harmony.

In my humble opinion, this is more important in my work environment..

Key Findings

The order of rankings from most important to least important: Everyone's perspective is heard > Everyone's needs are met > Everyone "gets along" in workplace harmony.

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Survey Category: Work Culture

Pick three words to describe the office/department culture when you FIRST started your role.

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Survey Category: Work Culture

Pick three words to describe your office/department culture NOW.

professional cohesive structured Open friendly supportive Encouraging Respectful Accepting Team Knowledge Motivating growing independent efficient Compassion caring Young learning separated Family development regulated Enthusiastic busy challenging Community competent fast-paced under-resourced over-worked qualified excellence well-educated stressed forward-facing impressionable understanding welcoming

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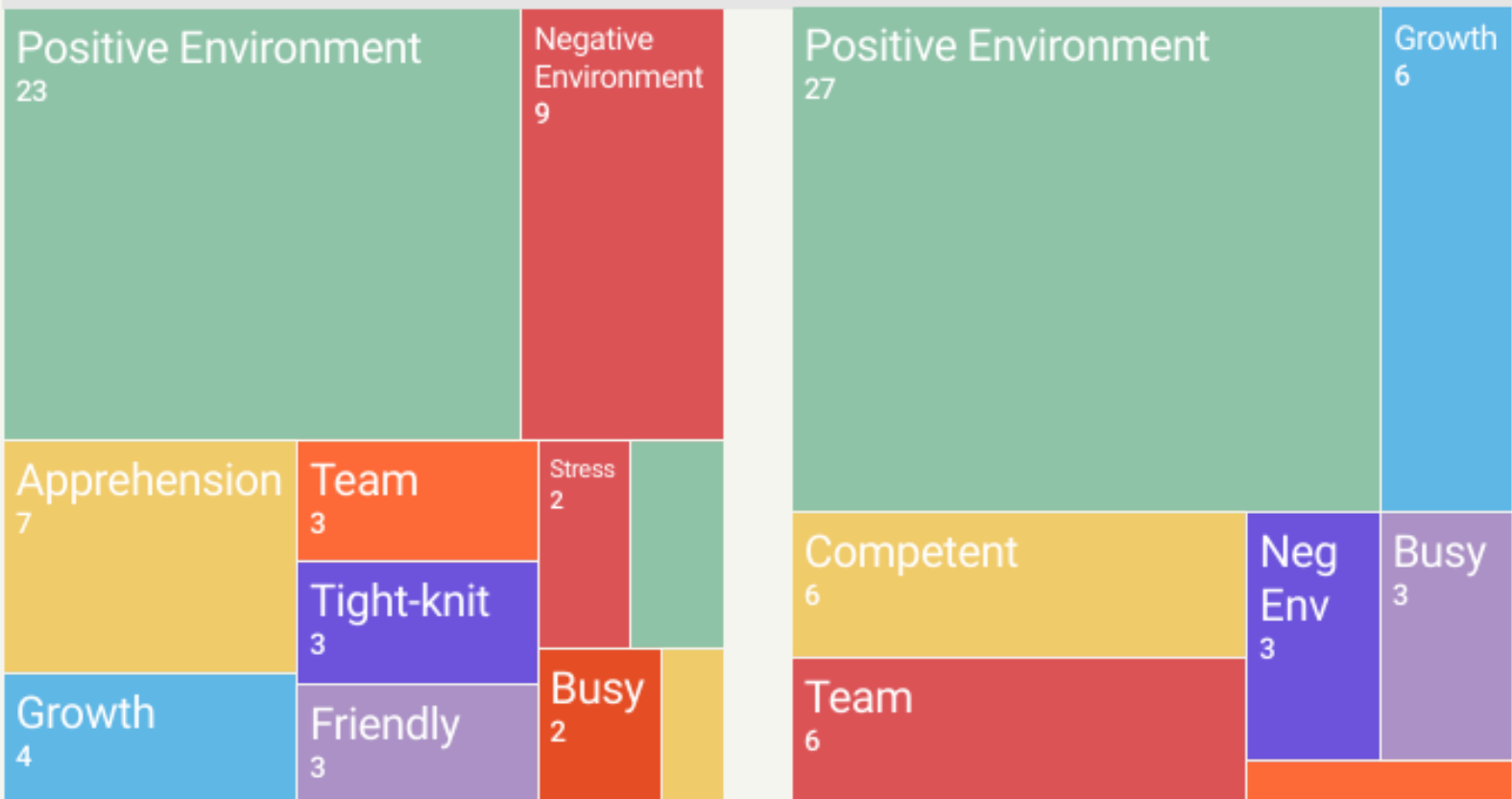
Survey Category: Work Culture

Pick three words to describe the office/department culture NOW and when you FIRST started your role.

Respondents highlight positive work environment as a feature of office/department culture when they started, and that has grown over time. There are fewer mentions of apprehension/confusion and negative work environment now.

First Started

Positive Environment 23	Negative Environment 9
Apprehension 7 / Team 3 / Tight-knit 3	Stress 2
Growth 4 / Friendly 3	Busy 2

Now

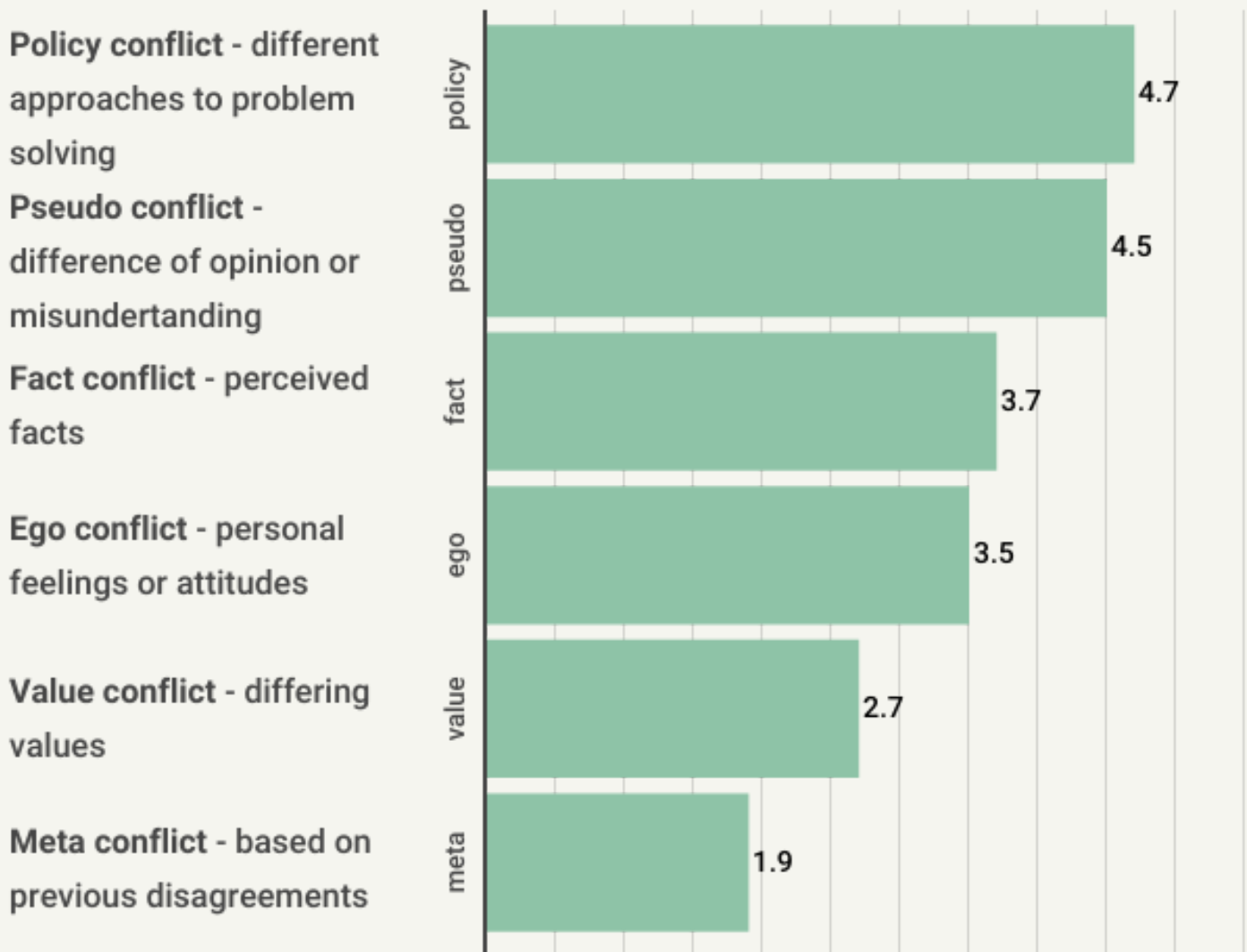|	
Positive Environment 27	Growth 6
Competent 6 / Team 6	Neg Env 3 / Busy 3

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Survey Category: Work Culture

Based upon your personal experience, please rank the following types of INTERPERSONAL CONFLICT according to what you have most often seen within your workplace.

Conflict type		Rating
Policy conflict - different approaches to problem solving	policy	4.7
Pseudo conflict - difference of opinion or misundertanding	pseudo	4.5
Fact conflict - perceived facts	fact	3.7
Ego conflict - personal feelings or attitudes	ego	3.5
Value conflict - differing values	value	2.7
Meta conflict - based on previous disagreements	meta	1.9

*Ranked choice responses presented as weighted averages from most popular to least popular

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Survey Category: Work Culture

Based upon your personal experience, please rank the following types of CONFLICT AVOIDANCE according to what you have most often seen within your workplace.

Serial conflict - round and round with no resolution

serial — 4.4

Cross-complaint - responding with different complaint

cross — 4.2

Withdrawal - disengage when difficult or adversarial topics arise

withdrawal — 3.4

Sidestepping - Diversion from topic at hand

sidestepping — 3.1

Kitchen Sink - bring up every problem with no eye toward resolution

kitchensink — 3.0

Denial - denying problems or different opinions exist

denial — 2.8

*Ranked choice responses presented as weighted averages from most popular to least popular

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Survey Category: Work Culture

If you were trying to hire a person with the right "cultural fit" for your office/department, what kind of person would they be?

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Survey Category: Work Culture

If you were trying to hire a person with the right "cultural fit" for your office/department, what kind of person would they be?

Motivated 14	Competent 11	Openness 10
Positive Attitude 12	Work Ethic 8	Willing to Learn 4 / Good Listener 3

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Survey Category: Work Culture

Can you pick three words to describe the office/department culture you experienced when you FIRST started your role?

Key Findings

By far the most common response was "positive environment," followed by "negative environment" and "apprehension".

How would you describe your CURRENT office/department culture?

Key Findings

Encouragingly, "a positive environment" was an even more common descriptor of the current culture, and "growth" increased as well.

Key Summary

Again, city employees clearly value a positive work environment, and colleagues that bring a positive attitude to work. More people cite positive culture as a characteristic of work culture now than when they started. When conflict arises, it's not likely to be swept under the rug. The risk is that conflict won't resolve because of serial conflicts and cross-complaints. Conflict is less likely to be based on previous disagreements, differing values or ego than on differences of opinion and differences in problem solving approaches.

If you were trying to hire a person with the right "cultural fit" for your office/department, what kind of person would they be?

Key Findings

City employees think new colleagues will fit in if they're "motivated", "competent", "open", and "have a positive attitude".
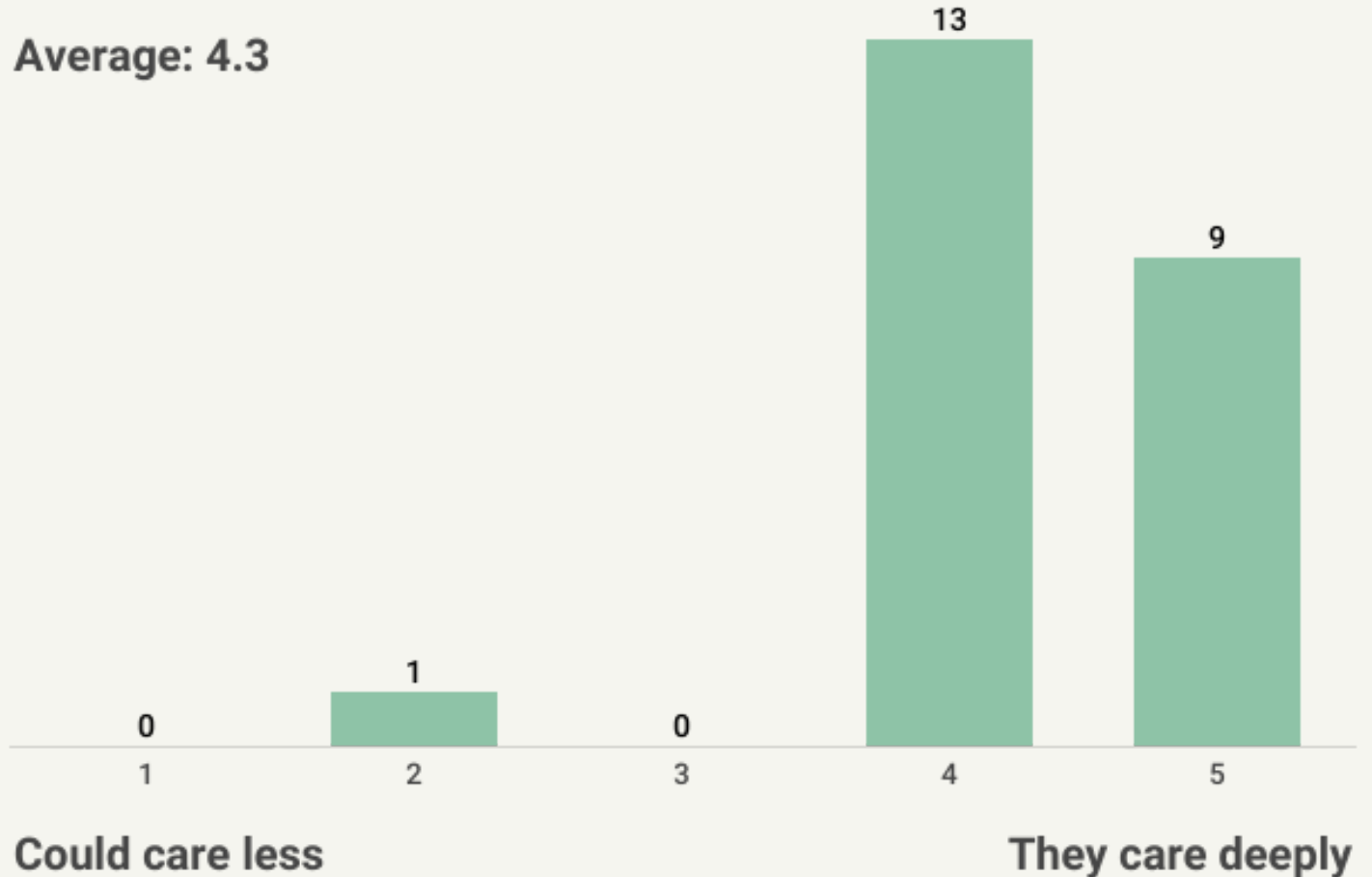
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Survey Category: Work Relationships

I believe that folks I work with genuinely care about me as a person.

Average: 4.3

0	1	0	13	9
1	2	3	4	5

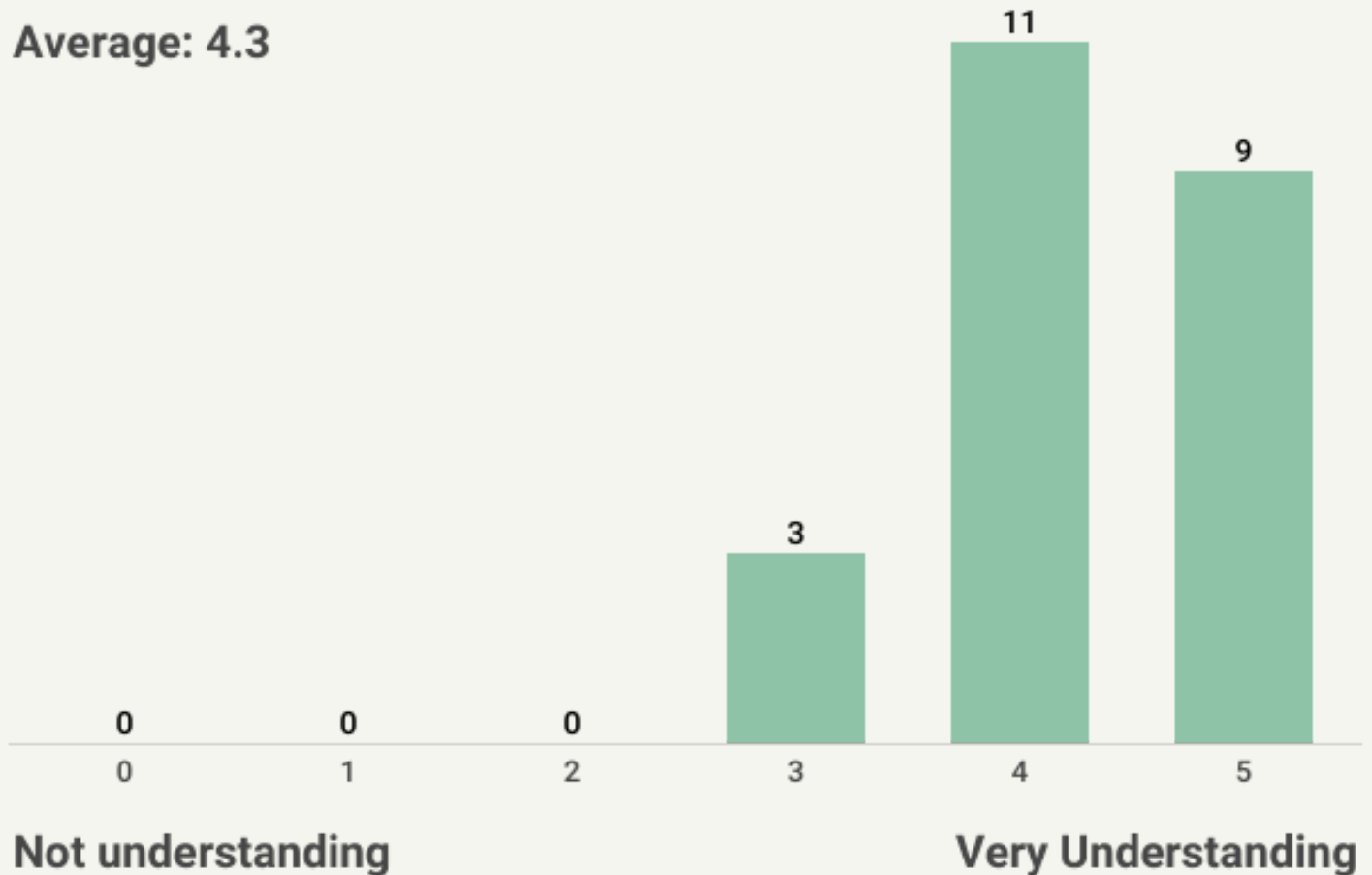**Could care less** .... **They care deeply**

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Survey Category: Work Relationships

I work in an environment where differences of opinion are valued and welcomed.

Average: 3.9
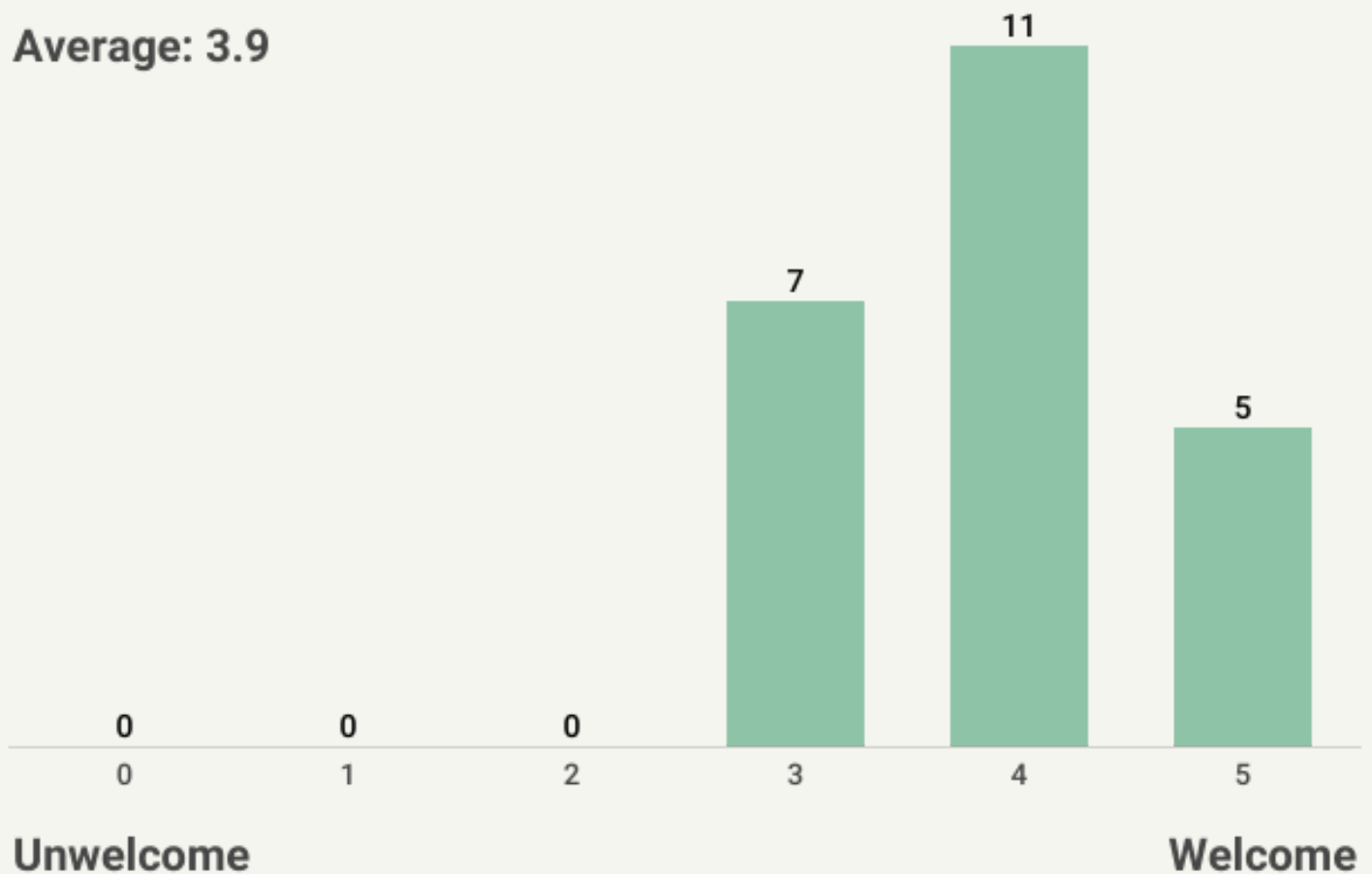
0	0	0	7	11	5
0	1	2	3	4	5

Unwelcome   Welcome

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Survey Category: Work Relationships

I work in an environment that is understanding of errors and mistakes.

Average: 4.3

0	0	0	3	11	9
0	1	2	3	4	5

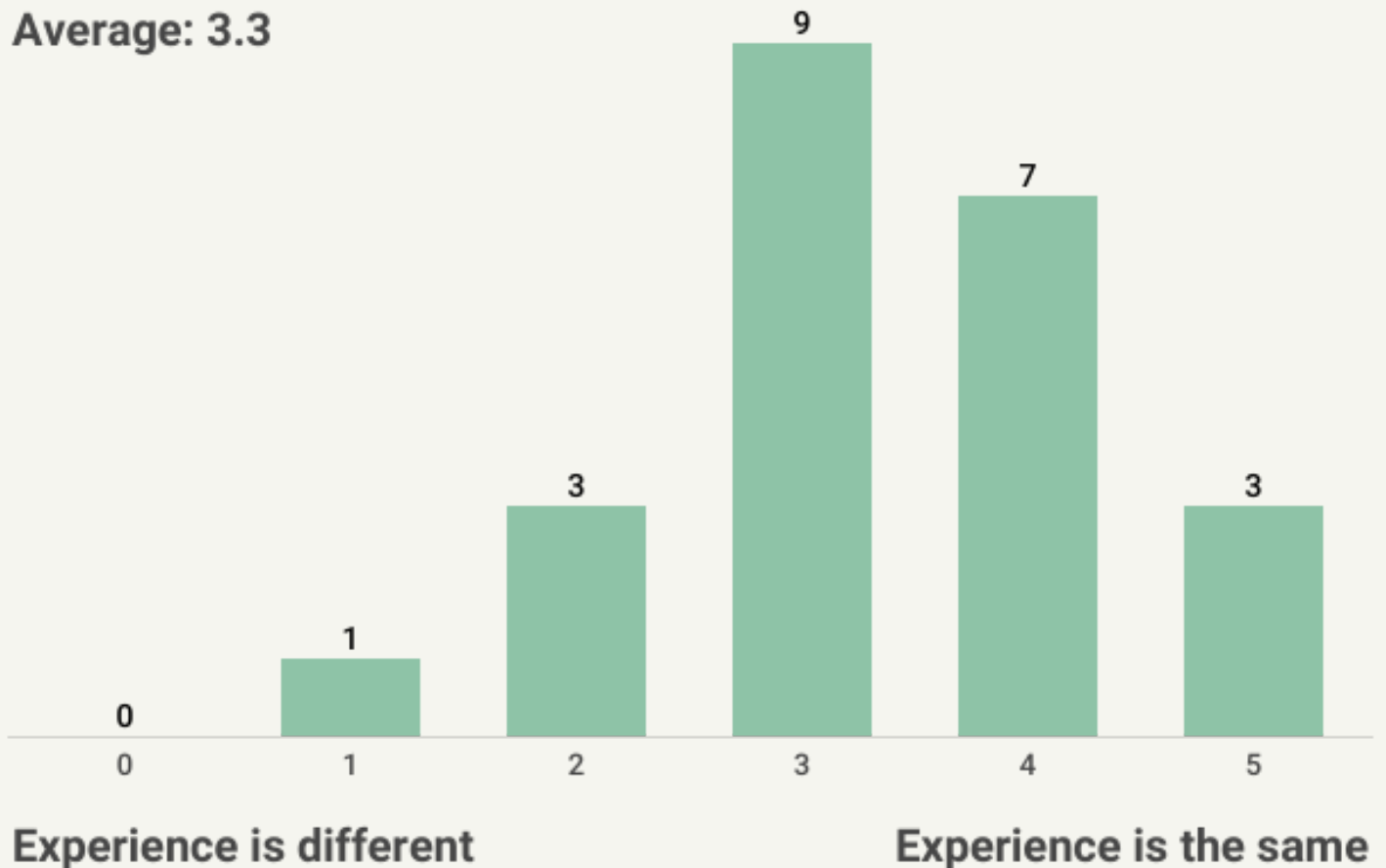Not understanding   Very Understanding

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Survey Category: Work Relationships

I work in an environment where everyone shares hardships and successes in the same way.

Average: 3.3

Experience is different   Experience is the same

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Survey Category: Work Relationships

4.3 average rating

I believe that the folks I work with genuinely care about me as a person.

| 0 | 1 | 0 | 13 | 9 |

4.3 average rating

I work in an environment that is understanding of errors and mistakes.

| 0 | 0 | 0 | 3 | 11 | 9 |

3.3 average rating

I work in an environment where everyone shares hardships and successes in the same way.

| 0 | 1 | 3 | 9 | 7 | 3 |

3.9 average rating

I work in an environment where differences of opinion are valued and welcomed

| 0 | 0 | 0 | 7 | 11 | 5 |

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Survey Category: Work Relationships

How many people did you know before your employment with the City?

● 1　● 2-9　● 10+

More than half of respondents only knew 1 person working for the City before being hired.

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Survey Category: Work Relationships

I work in an environment where everyone shares hardships and successes in the same way.

Key Findings

Several respondents disagreed with this statement, and the answers clustered around the low end of the agreement part of the scale.

I work in an environment where differences of opinion are valued and welcomed.

Key Findings

All respondents reported at least some level of agreement that differences of opinion are valued in their environment.

Key Summary

Although not a prerequisite, a prior relationship with a city employee is an extremely common position for job applicants, as over half of respondents knew at least one city employee at time of hire. Employees overall agree that others care about them and are understanding of errors, mistakes, and differences of opinion. There's slightly less agreement with the notion that everyone shares hardships and successes the same way.

BEFORE accepting your current position, about how many people did you know who worked for the City of Hendersonville?

Key Findings

More than half of respondents knew at least one city employee before being hired. The second most common response acknowledged knowing "ten or more" people before being hired.
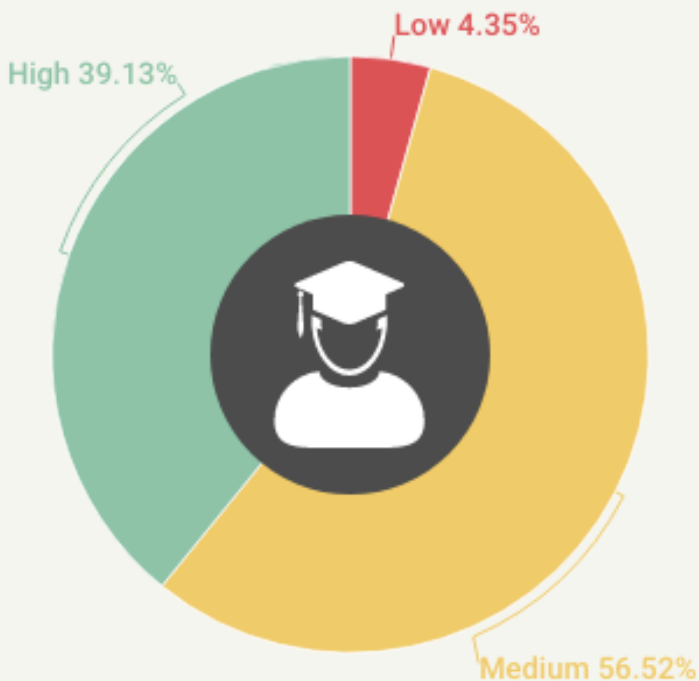
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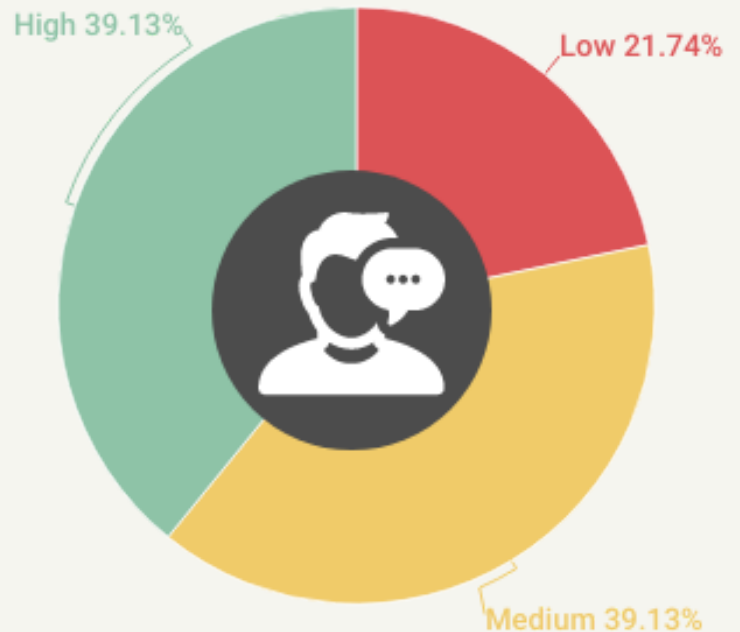
Survey Category: **Work Support**

Training and Counseling/Coaching

High 39.13%   Low 4.35%

Medium 56.52%

High 39.13%   Low 21.74%

Medium 39.13%

To what degree have you received the TRAINING needed to perform your job well?

To what degree have you received the COUNSELING and COACHING needed to perform your job well?

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Survey Category:

Work Support

On a ten-star scale, to what degree have you received the TRAINING needed to perform your job well? To be conservative, 1-4 is Low, 5-8 is Medium, 9-10 is High.

Key Findings

Only one respondent rated training support as "low" (with a 4 out of 10). The majority of respondents cited medium support, and over a third found a high-level of training support.

On a ten-heart scale, to what degree have you received the COUNSELING and COACHING needed to perform your job well? To be conservative, 1-4 is Low, 5-8 is Medium, 9-10 is High.

Key Findings

Again, just over a third of respondents scored coaching support as high, but about a fifth of employees said there is a low degree of the counseling and coaching they need to perform their job well.

Key Summary

Job training is a strength in city government, with the vast majority of respondents citing a medium or high degree of training support. Counseling or coaching is a potential area of improvement, with many respondents citing a low degree of the coaching they need to perform well.

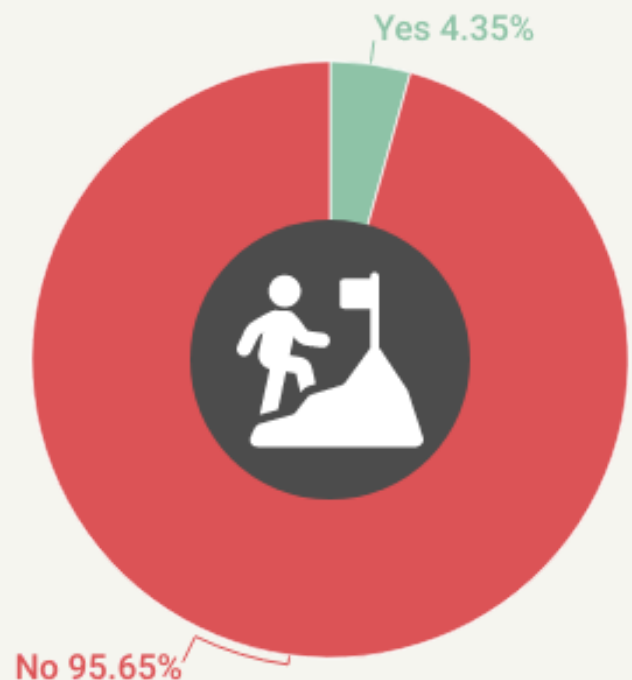Ahkirah

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Survey Category: Public Engagement

Do you think that most city residents understand the role and responsibilities of your office/department?
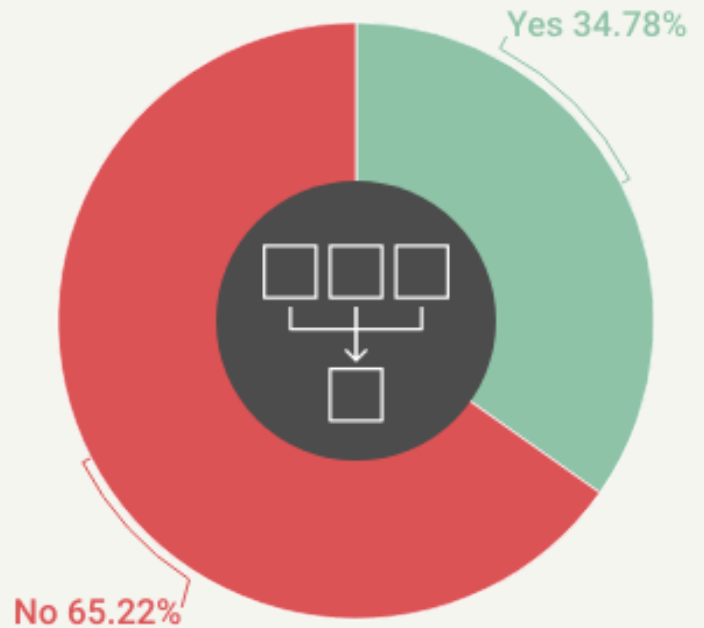
Yes 34.78%

No 65.22%

Do you think that most city residents understand the specific challenges faced by your office/department?

Yes 4.35%

No 95.65%

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Survey Category: Public Engagement

Yes 26.09%

No 73.91%
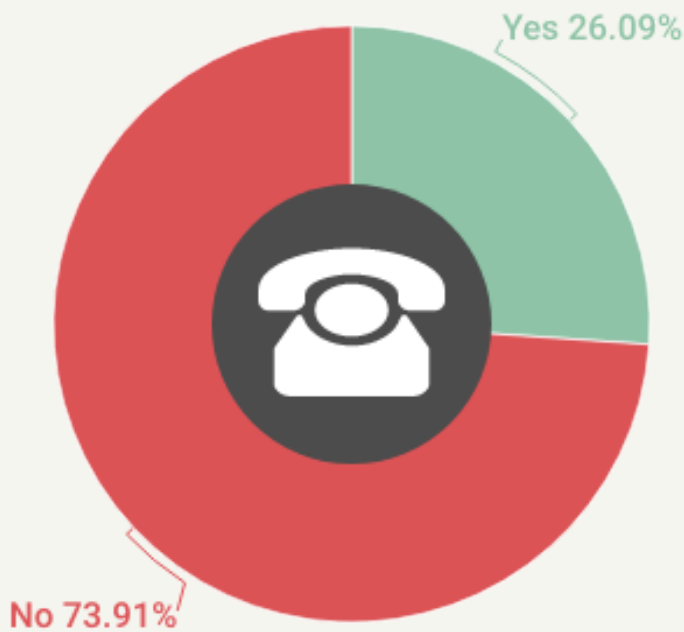
Does your office/department offer opportunities for city residents to personally observe some of the daily workforce responsibilities of your office/department?

Approximately how many times a week do you PERSONALLY engage with city residents (non-employees) through direct, in-person communication?

0 times/wk — 5

1-2 times/wk — 10

3-5 times/wk — 8

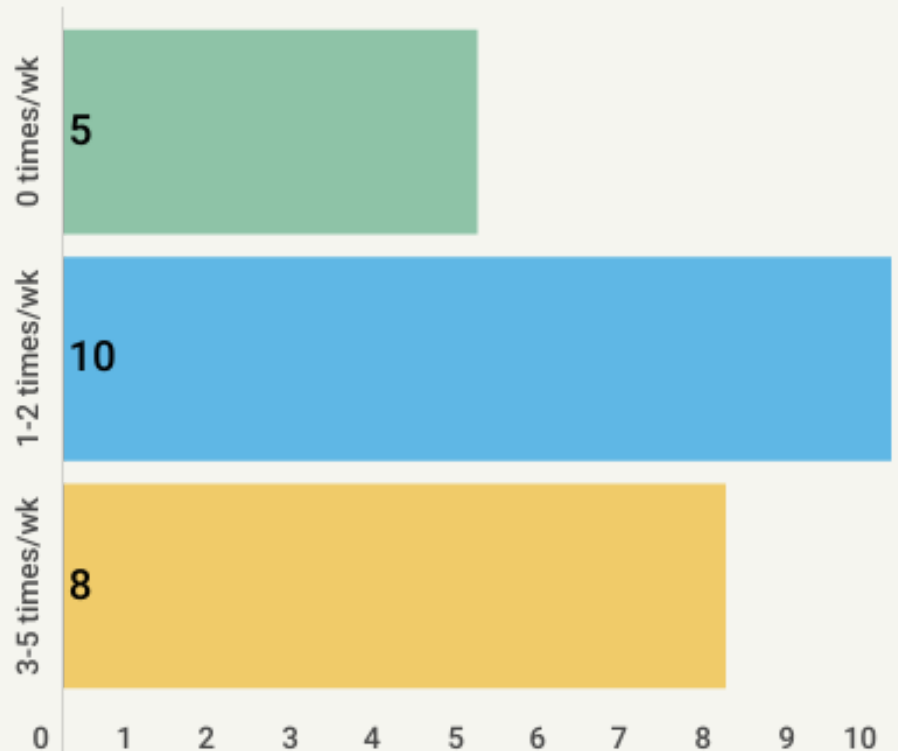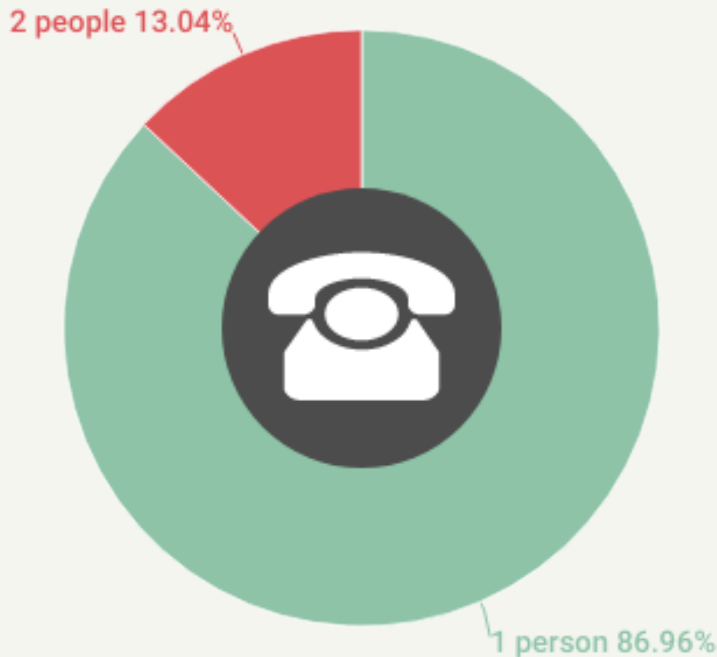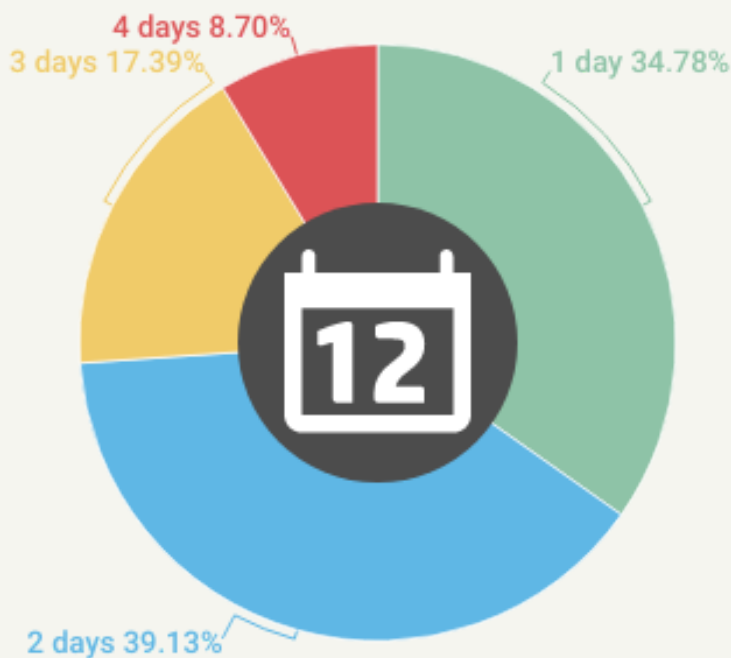0 1 2 3 4 5 6 7 8 9 10

5v

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Survey Category: Public Engagement

2 people 13.04%

1 person 86.96%

If a city resident wished to meet with you today IN-PERSON, how many people would that resident first need to communicate with before a face-to-face meeting was held?

4 days 8.70%

3 days 17.39%

1 day 34.78%

2 days 39.13%

If a city resident wished to meet with you this week IN-PERSON, how much time would it take before a face-to-face meeting was held?

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Survey Category: Public Engagement

Do you think that most city residents understand the specific challenges faced by your office/department?

Key Findings

Almost no respondent believes that city residents understand the specific challenges faced by their office or department.

If a city resident wished to meet with you today IN-PERSON, how many people would that resident first need to communicate with before a face-to-face meeting was held?

Key Findings

The vast majority of employees are accessible directly or with a single intermediary step. Only a few require two people as intermediaries before an in-person meeting.

Key Summary

There is a low level of visibility for residents to see many city employees' work. Unsurprisingly then, employees feel that residents don't know much about what they do, and still less about their struggles and difficulties. On a positive note, respondents note a high-level of proximity, as city employees are fairly accessible to residents fairly quickly.

If a city resident wished to meet with you this week IN-PERSON, how much time would it take before a face-to-face meeting was held?

Key Findings

About a third of employees are accessible within a day, another third within two days, and everyone within four days.

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DEI Change/Growth Questionnaire

A conversation-based analysis that allowed **City of Hendersonville Administrative Departments** to identify internal and external factors which influence and effect departmental performance. This questionnaire was used as an analysis tool to assist The City of Hendersonville with establishing DEI metrics and the Strategic Plan.

Questionnaire Summary

Strengths	Weaknesses	Opportunities	Threats

City employees are proud to provide high quality services to constituents. They believe people are the City's greatest strength, citing their competence, teamwork, creativity, and responsiveness. Above all, they seek to help and serve others. **S**

W Residents want better, faster service. A key area of improvement is handling information better, from documentation of institutional knowledge to better communication. Breaking down silos will help. The common thread throughout: more staffing.

Some departments report opportunities to provide more and better service with increased staffing. Current staff will benefit from additional training, especially in leadership and people skills. Extra productivity can be unlocked with streamlined processes and communication. **O**

T Growing population with growing needs have some worried about service quality, budget, staffing, and employee retention. Regulatory demands are an increasing burden in some areas. Technological change may leave some employees behind and hamper department effectiveness.

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Questionnaire Category: Strengths and Achievements

Please share one thing that your department does very well.

Key Findings

Customer Service and Teamwork stand out. Respondents take pride in their department's commitment to helping and serving others.

What advantages does your department have?

Key Findings

The overwhelming theme more than three quarters of respondents identified was that people are the big advantage their department has. Creativity, skill, and experience were all identified as strengths.

Key Summary

City employees are proud to provide high quality services to constituents. They believe people are the City's greatest strength, citing their competence, teamwork, creativity, and responsiveness. Above all, they seek to help and serve others.

What do city residents say that your department does well?

Key Findings

A few departments don't know what city residents would say they do well, but most emphasize communication, responsiveness, and service.

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Questionnaire Category:

Current Weaknesses

What do city residents say that your department does not do well?

Key Findings

Some residents complain about service provision, particularly speed of service. The most common theme was communication, both hearing from the community and communicating quickly with others. It is possibly concerning to see a few "unknown" responses.

If a resident did complain about your department's service, what would they likely say?

Key Findings

Residents are most likely to complain about poor communication (didn't hear, no follow up) or service issues, especially speed of service.

Key Summary

Residents want better, faster service. A key area of improvement is handling information better, from documentation of institutional knowledge to better communication. Breaking down silos will help. The common thread throughout: more staffing.

If you could take a moment and reflect. What *obstacles* are currently faced by your department?

Key Findings

Staffing (and to a lesser extent budget) are the key obstacles faced by stakeholders. Difficulty working across silos is presenting an obstacle to some.

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Questionnaire Category: Opportunities and Areas for Improvement

In what areas do you feel your department could use additional training?

Key Findings

A common theme was People Skills like dealing with inclusion, conflict, change, and stress. The most common was Leadership and Management Training.

Is there a need within your department that no one is meeting?

Key Findings

Staffing is the leading need, including training existing staff, followed by outreach. On a positive note, it's nice to see a number of "No" or "Not Sure" answers.

Key Summary

Some departments report opportunities to provide more and better service with increased staffing. Current staff will benefit from additional training, especially in leadership and people skills. Extra productivity can be unlocked with streamlined processes and communication.

How have you noticed your department changing over the years?

Key Findings

By far the most common theme is growing staff to meet growing needs of a growing population. Some departments have steady or increased workloads with reported staffing shortfalls.

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Questionnaire Category:

Potential Threats

What do you think may cause your department problems in the future?

Key Findings

Staffing and budget top the list of potential future problem areas. Several respondents indicate concerns about growth beyond capacity, while others are concerned about retention.

Are there any changes to departmental standards, policies, or legislation that may negatively impact your department?

Key Findings

About half of respondents did not identify a change to standards, policies, or regulations with negative impacts. Three respondents mentioned external state, federal, or other regulations and standards. Two mentioned internal practices they'd like to streamline.

Key Summary

A growing population with growing needs have some worried about service quality, budget, staffing, and employee retention. Regulatory demands are an increasing burden in some areas. Technological change may leave some employees behind and hamper department effectiveness.

Are there any technological changes in your field that could threaten your department's success?

Key Findings

About half of respondents did not identify any threat from technological changes. Others mentioned the need for training and adapting to keep up.

6d

Ahkirah

ADMINISTRATION

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

ADMINISTRATION

Codified Practices

Hiring

- City administrators conduct interviews
- HR conducts onboarding
- Anyone may make employment referrals. Must apply online

Interpersonal Interaction

- HR guides interpersonal interaction
- City Manager and two department heads resolve interoffice issues
- Policies are located on city's website

Resident Issues/Transparency

- No codified process to address resident complaints
- Complaints to Mayor's office routed through to City Manager
- Residents receive information about City Administration through city website

Customary Practices

Hiring

- All jobs are posted and applications are accepted by a deadline.

Interpersonal Interaction

- Ignoring interpersonal problems is viewed as difficult
- It is hoped supervisors will work out problems
- HR will resolve issues beyond mangers resolution

Resident Issues/Transparency

- Residents not privy to outcome of complaints against city employees
- Administration responds to resident complaints in-kind
- Work-flow chart illustrating department accountability not easily accessible

Ahkirah

Internal Beliefs
Administration

PURPOSE

Administration is most concerned with providing high quality service to residents.

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments

VISION

Administration desires to see the City continue to grow. In light of the city's growth in recent years the City provides great service and high quality amenities for all residents.

GOALS

Administration hopes to increase green space (more parks and recreation areas). Also conservation is important to areas of the city that need to build resiliency. Since Hendersonville is a mountain community there needs to be balance regarding density zoning, remaining an affordable place to live, while still paying particular attention to the environment.

VISION

One of the challenges is a change in demographics that indicate an older population moving into the area, while many younger people have chosen to leave for better employment opportunities elsewhere.

"Growth brings challenges but there is consensus that overall Hendersonville is a great town for residents who live there and for tourists to visit."

--Administration

PURPOSE

Hendersonville should be a place where people want to live, work and visit

VALUES

Building a successful organization that doesn't rely on one person to carry forward but with a quality team that can create a positive environment both at City Hall and in the community.

7b

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ADMINISTRATION
Key Performance Indicators

Strategic Goals

Provide City Council and residents with accurate, timely information regarding city policies and procedures, including city budgets, finances and administrative activities.

Respond to residents concerns

Audience

The city residents are the audience for this indicator and should have access to the latest city information via the website or in written communication and if needed, by phone or email

Key Performance Indicator Goals

Do current Hendersonville City Administration's practices and policies provide City Council and residents with accurate, timely information regarding city policies and procedures, including city budgets, finances and administrative activities?

Do current Hendersonville City Administration's practices and policies provide timely responses to resident's concerns?

How will this indicator be used?

The KPI Indicator will be used to:
Provide City Council and residents with accurate, timely information regarding city policies and procedures, including city budgets, finances and administrative activities and to provide timely responses to residents concerns

Indicator Name

Hendersonville City Administration Initiative

7c

Ahkirah

Key Performance Indicators

Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

Sample Assessment Survey

Please answer using the following scale:
1-Strongly Disagree 2-Somewhat Disagree   3-Neutral
4-Somewhat Agree   5-Strongly Agree

| 1 | 2 | 3 | 4 | 5 |

The Hendersonville City Administration provides City Council and residents with accurate, timely information regarding city policies and procedures, including city budgets, finances and administrative activities.

| 1 | 2 | 3 | 4 | 5 |

The Hendersonville City Administration provides timely responses to residents' concerns

Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

7d

Ahkirah

Administration

Hiring

- A panel led by the City Manager conducts interviews
- HR and the individual supervisor onboard employees
- Referrals come from City Council members and other word-of-mouth

Marketing

Administration has no specific marketing policy. Rather, it defers to the city policy, and communicates through the communications team. Information goes out through social media, website, press releases, and newspapers as needed, at least weekly.

Guide to Interpersonal Interactions

HR Personnel Policy guides interactions in the City Manager's Office

HR created this document and it can be found online

EVERYONE is beholden to this document

Conflict Resolution

01 Supervisors attempt solution

02 City Manager and department heads

03 Take it to HR; utilize Employee Network

Complaint Resolution

- Complaints are addressed in kind
- City Manager or Department responds directly
- Personnel policies are available online

For Further Consideration

Are there any opportunities missed by not having a formal complaint process?

What are other avenues of recruitment besides City Council and employee referrals?

7e

Ahkirah

WATER & SEWER

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

WATER & SEWER

Codified Practices

Customary Practices

Hiring

- The Utility Director conducts the hiring
- HR conducts onboarding
- Interviews follow guidelines established by The Human Resources Department.

- Personal or word-of-mouth referrals are common.
- Very few applicants are "walk-in" applicants

Interpersonal Interaction

- The City of Hendersonville Personnel Policy guides interpersonal interaction
- Document is located on the City of Hendersonville Internal web portal
- The policy is created and maintained by The Human Resources Department

- Not discussing an issue is viewed as the hardest way to deal with a conflict
- Informal resolution as recommended in The City of Hendersonville Grievance Procedure and Adverse Action Appeal Process is highly recommended

Resident Issues/Transparency

- When a resident calls in a complaint to the operations center or the after-hours treatment plant, the request or complaint is assigned to management for investigation
- The resident is informed via phone, or in-kind, that their complaint is being handled

- The Department of Water & Sewer Operations manager responds personally to resident complaints and other grievance issues.
- All responds to resident complaints are made in-kind

Ahkirah

Internal Beliefs
Water & Sewer

PURPOSE
The Water and Sewer Department is 100% dependent on its employees to perform quality work, sometimes beyond expectation

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

VISION
In ten years or less, the Water and Sewer Department envisions improving maintenance shortfalls from an operational perspective much better than presently done.

GOALS
Water and Sewer expects to increase their recruitment and hiring by no less than 50% in ten years. They expect to implement more effective processes to help identify applicants with skills sets to replace retirees. The Department expects to implement a more effective career path that rewards employees for their achievements.

VISION
The Water & Sewer Department believes that information showcasing its mission and values can be located at

www.hendersonvillenc.gov/water-sewer/about-us/policy

"Regarding the mission, goals and values that are communicated to Hendersonville residents, the Water & Sewer Department would not change a thing"

--- Water & Sewer Department

PURPOSE
Hendersonville should be a place where people want to live, work and visit

VALUES
An overwhelming show of concern for Hendersonville residents is what aspires Water and Sewer to keep going.

8b

Ahkirah

WATER & SEWER
Key Performance Indicators

Strategic Goals

Manage oversight of capital improvements planning, grant writing, upkeep and
maintenance of departmental GIS data, budgeting and purchasing oversight.

Efficient resident response policy

Creation of a proper accountability policy

Assessment of the department's transparency in hiring

Audience

The key audiences for this indicator are Hendersonville residents and
the Water and Sewer Department

Key Performance Indicator Goals

Do current Hendersonville Water and Sewer Department practices and policies properly manage oversight of capital improvements planning?

Does the current Hendersonville Water and Sewer Department properly manage grant writing and upkeep maintenance of departmental GIS data?

Does the Hendersonville Water and Sewer Department properly manage oversight of budgeting and purchasing oversight?

Do the current Hendersonville Water and Sewer Department practices and policies provide efficient resident response?

Do the current Hendersonville Water and Sewer practices and policies offer proper accountability?

Do current Hendersonville Water and Sewer Department practices and policies assess the department's transparency in hiring?

How will this indicator be used?

The KPI indicator will be used to:
Manage oversight of capital improvements planning, grant writing, upkeep and
maintenance of departmental GIS data, budgeting and purchasing oversight, provide efficient resident response policy, maintain an accountability policy and
establish an assessment of the department's transparency in hiring.

Indicator Name

Hendersonville Water and Sewer Department Initiative

8c

Ahkirah

WATER & SEWER
Key Performance Indicators

Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

Sample Assessment Survey

Please answer using the following scale:
1-Strongly Disagree 2-Somewhat Disagree 3-Neutral
4-Somewhat Agree   5-Strongly Agree

| 1 | 2 | 3 | 4 | 5 |

Do current Hendersonville Water and Sewer Department practices and policies properly manage oversight of capital improvements planning?

| 1 | 2 | 3 | 4 | 5 |

Does the Hendersonville Water and Sewer Department properly manage grant writing and upkeep maintenance of departmental GIS data?

| 1 | 2 | 3 | 4 | 5 |

Does the Hendersonville Water and Sewer Department properly manage oversight of budgeting and purchasing oversight?

| 1 | 2 | 3 | 4 | 5 |

Do current Hendersonville Water and Sewer Department practices and policies provide efficient resident response?

| 1 | 2 | 3 | 4 | 5 |

Do current Hendersonville Water and Sewer practices and policies offer proper accountability?

| 1 | 2 | 3 | 4 | 5 |

Do current Hendersonville Water and Sewer Department practices and policies properly assess the department's transparency in hiring?

Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

8d

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Water & Sewer

Hiring

- The Utility Director does the hiring for Water & Sewer
- Depending on position, HR does the onboarding
- Referrals come from word-of-mouth

Marketing

Water & Sewer has no specific marketing policy or established schedule for disseminating information. The Department communicates with residents through HR as issues arise or policies change.

Guide to Interpersonal Interactions

HR Personnel Policy guides Water & Sewer interpersonal interactions

HR created this document and it can be found online

EVERYONE is beholden to this document

Conflict Resolution

01 Informal Resolution is preferred

02 Escalate according to Personnel Policy

Complaint Resolution

Complaints are assigned to management

The operations manager responds in-kind

Accountability structure is on website, though could be clearer

For Further Consideration

How is Informal conflict resolution taught, modeled, and managed?

What are other avenues of recruitment besides word-of-mouth referrals?

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COMMUNICATIONS

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

COMMUNICATIONS

Codified Practices

Customary Practices

Hiring

- The Communication Director conducts the hiring
- The Communication Director conducts onboarding
- Interested applicants must follow guidelines established by The Human Resources Department.

- Call-in referrals are directed to city website
- Any employee can refer a friend or family member for a position

Interpersonal Interaction

- The City of Hendersonville Personnel Policy guides interpersonal interaction
- Document is located on the City of Hendersonville Internal web portal
- If there is a conflict between employees the Communication Director will attempt to remedy the problem

- Based upon the nature of the complaint, information is gathered from the complainant and given to the department head
- If the complaint is sent to Communications but involves another department, then Communications will secure basic information and send it to the appropriate department.

Resident Issues/Transparency

- Social Media complaints go to the Communications Director, complaints regarding City Council are sent to elected officials.
- Social Media policy is delineated on the website
- All social media posts are in English and there are parts of the city website where a language can be selected.

- If residents have a grievance or unpleasant experience they can comment on social media, and they may or may not receive a response- it depends upon the issue

Ahkirah

Internal Beliefs
Communications

PURPOSE
The Communications Department is intimately involved in connecting to residents and takes pride in the city it represents

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

VISION
The Communications Department wishes to continue to develop how and where messaging is produced and to meet and reach the community where they are. In the future there might be a need to have an ASL signer at City Council and other community-wide meetings. On a case by case basis, it would be helpful to have someone from the NC Division of Services for the Deaf and Hard of Hearing to provide training for city staff.

GOALS
The Communications Department hopes to increase the amount of information it disseminates, and to offer that information in several languages. Additionally, the Department would like to add an additional position within the Department in the next five years.

VISION
The Communications Department feels that it would be ideal to add another staff member to be in charge of video content creation. It would also be a good idea to add a bi-lingual staff member for departmental outreach.

"The Communications Department needs to increase content and collaboration with other departments."

--- Communications Department

PURPOSE
The Communications Department interacts with virtually all other city departments

VALUES
The Communication Department cares about The City and desires to see it grow. The Department enjoys observing city employees address the needs of city residents, and finds other city employees supportive and encouraging.

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COMMUNICATIONS
Key Performance Indicators

Strategic Goals

Provide communications within and among city departments

Provide city residents updated and concise information from city departments

Serve as a conduit between the city and outside constituencies such
as the media and other state agencies

Audience

The key audiences for this indicator are city residents and city departments.

Key Performance Indicator Goals

Do current Hendersonville Communications Department practices and policies provide communications within and among city departments?

Do current Hendersonville Communications Department practices and policies provide city residents updated and concise information from city departments?

Do current Hendersonville Communications Department practices and policies serve as a conduit between the city and outside constituencies such as the media and other state agencies?

How will this indicator be used?

The KPI indicator will be used to:
Provide excellent communications within city departments, provide city residents with updated and concise information from city departments and serve as a conduit between the city and outside constituencies such as the media and other state agencies.

Indicator Name

The Hendersonville Communications Department Initiative

9c

Ahkirah

COMMUNICATIONS
Key Performance Indicators

Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

Sample Assessment Survey

Please answer using the following scale:
1-Strongly Disagree   2-Somewhat Disagree   3-Neutral
4-Somewhat Agree   5-Strongly Agree

| 1 | 2 | 3 | 4 | 5 |

The Hendersonville Communications Department provides excellent communications within city departments.

| 1 | 2 | 3 | 4 | 5 |

The Hendersonville Communications Department provides city residents with updated and concise information from City departments.

| 1 | 2 | 3 | 4 | 5 |

The Hendersonville Communications Department serves as an excellent conduit between the city and outside constituencies such as the media and other state agencies

Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

9d

Ahkirah

Communications

Hiring

- Department Manager alongside HR hries employees
- The Department Manager onboard employees
- All referrals are directed to the City's website (Join Our Team page)

Marketing

The department utilizes Facebook profanity filters and has a social media policy currently being updated in consultation with Legal Counsel. Communications engages on many social platforms and apps regularly and issues traditional press releases.

Guide to Interpersonal Interactions

- Guidance comes from HR (including internal Grievance Policy)
- HR created this document and it can be found online or accessed internally
- EVERYONE is beholden to this document

Conflict Resolution

01	Manager attempts solution
02	Transfer to HR Department
*	note: this is a two-person Department

Complaint Resolution

- Not all complaints need to be addressed
- Communications responds to or refers service queries and other particular issues
- Policies are available online

For Further Consideration

How will the marketing company be replaced? In-house? New vendor?

Are there communities underserved by the high-tech communications (social media, apps, etc)?

Ahkirah

POLICE DEPARTMENT

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

POLICE DEPARTMENT

Codified Practices

Hiring

- Administrative/civilian candidates apply on City's Oracle platform, HR conducts phone interviews, applicant testing and then application goes to the Oral Board which is composed of police personnel and HR personnel
- Law enforcement applicants are sent to the Lieutenant after the Chief has reviewed
- Candidate referrals from the community are directed the City's webpage
- City employees applicants can request a transfer and then go through the application process online.
- The Police Department conducts onboarding for officers
- The Communication Director handles onboarding for civilian employee applicants
- HR conducts the onboarding process for all other applicants
- City employees are eligible for a $1,000 referral bonus
- Successful candidates are eligible for a $4,000 employment bonus

Customary Practices

- The Communications Department posts job openings on Social Media and on the City's website.
- Candidates are advised to go to the website where the job is posted to submit an application

Interpersonal Interaction

- General Orders are rules and regulations that are specific to police officers and civilians. General order guide interpersonal interaction within The Department
- General Orders were created by past police chiefs and recently updated by Chief Myhand
- Documents relating to interpersonal interactions within the office are located on the The Department's website

- The Department views the easiest way to deal with interpersonal conflict is through direct communication
- If resolution is unsuccessful, then an employee may contact a supervisor and then the city's Human Resources Department
- Interpersonal conflicts may also be addressed to a Counselor who visits the Police Department at least once a week

Resident Issues/Transparency

- If the complaint is against an officer, the resident can file a complaint at the police station. The Support Services Bureau Captain takes the complaint, assigns it a number, it then goes to the Chief for review who assigns an investigative officer, then the complaint goes back to the Bureau Captain. The Bureau Captain sends a letter to the complainant and the file goes to the Communications Director who stores it. The investigation commences at that point.
- The Police Department Citizen's Advisory Group stays abreast of current information and policy changes

- If a resident communicates an encounter with a police officer by posting it online, the Communications Department will transfer the complaint to the Police Chief -- who will respond accordingly
- Residents are personally made aware to bring concerns to the Police Department Citizen's Advisory Group

Ahkirah

Internal Beliefs
Police Department

PURPOSE
The Hendersonville Police Department strives to provide professional, courteous law enforcement services to our community and visitors

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

VISION
The Police Department is in the process of securing CALEA (Commission on Accreditation for Law Enforcement Agencies) Accreditation, which will aid in setting clear policies and directives. This accreditation will improve the department's integrity, professionalism and credibility.

GOALS
The Police Department has a goal of increasing community advisory group activity and better relations with the wider Hendersonville community. The Department has been awarded and continues to seek numerous community-based grants, while prioritizing the employment of mental health counselors for its officers.

VISION
As The City grows, so does the need for additional Law Enforcement Officers to serve the needs of the community. Additionally, The Department seeks more matching grant programs to aid in outreach in the community.

"The City's growth and all that it entails is important, but it presents challenges such as hiring and expanding The Department while continuing to foster good relations between the Police and the community"

--- Police Department

PURPOSE
As The City is fortunate to experience growth in the past few years, The Department requests additional funds to hire more police officers in order to fulfil its purpose.

VALUES
Chief Myhand has raised professionalism as a high priority and wants the police department to be regarded as a premier professional department. Positive engagement within the officer/employee levels is strongly supported

10b

Ahkirah

POLICE DEPARTMENT
Key Performance Indicators

Strategic Goals

Transparency in hiring

Creation of an efficient resident response policy

Creation of a robust accountability policy

Audience

The key audience for these indicators are all Hendersonville city residents and employees of The Police Department

Key Performance Indicator Goals

Do current Hendersonville Police Department practices and policies provide
efficient responses to resident queries?

Do current Hendersonville Police Department practices and policies provide accountability to city residents?

Do current Hendersonville Police Department practices and policies provide transparency in hiring?

How will this indicator be used?

This KPI indicator will be used to:
Create excellent service by providing efficient responses to resident queries, provide accountability to city residents and provide transparency in hiring.

Indicator Name

Hendersonville Police Department Initiative

10c

Ahkirah

POLICE DEPARTMENT
Key Performance Indicators

Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

Sample Assessment Survey

Please answer using the following scale:
1-Strongly Disagree   2-Somewhat Disagree   3-Neutral
4-Somewhat Agree   5-Strongly Agree

1   2   3   4   5

The Hendersonville Police Department provides efficient responses to resident queries

1   2   3   4   5

The Hendersonville Police Department provides accountability to city residents

1   2   3   4   5

The Hendersonville Police Department provides transparency in hiring

Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

10d

Ahkirah

Police

Hiring

- Hiring is collaboration between HR and PD
- Onboarding is handled by HR: all. PD: officers. Ms. Justus: civilians.
- Referrals come from word-of-mouth, trade magazines, other departments

Marketing

Hendersonville PD has no specific marketing policy or established schedule for disseminating information. Communications handles PD marketing through HPD app, Facebook, and the website. Information is disseminated as needed.

Guide to Interpersonal Interactions

General Orders are created by police chiefs and updated by the current chief

These policies are available on city and PD website

EVERYONE is beholden to this document, with specific rules for different types of employees

Conflict Resolution

- 01 Attempt one-on-one resolution
- 02 Supervisor gets involved
- 03 Take it to HR; utilize counseling

Complaint Resolution

- There is a formal complaint process
- Support Services Bureau Captain responds directly
- Policies are communicated online and in the Citizen's Advisory Group

For Further Consideration

Are there any informal barriers to residents filing complaints?

How does Hendersonville PD present a positive public image as part of outreach and recruitment?

Ahkirah

FINANCE

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

FINANCE

Codified Practices

Customary Practices

Hiring

- The Department Supervisor conducts the hiring
- The Department Supervisor conducts onboarding with HR assistance
- Referrals originate in the Finance Department by word of mouth and from job announcements generated by Human Resources

- Only qualified applicants screened by Human Resources can receive an interview
- Everyone has to follow the application process and the nepotism policy within City Government.
- The application process for Finance positions is the same for everyone.

Interpersonal Interaction

- The City of Hendersonville Personnel Policy guides interpersonal interaction within the Finance Department.
- This policy is located on the City's Intranet site (available to employees only)
- Human Resources is responsible for maintaining the document. All City employees are beholden to this document

- The easiest way to deal with a conflict within the Finance Department is to talk with your immediate supervisor who will try to resolve the conflict with the parties involved.
- If no resolution is found, the Department Director becomes involved
- If the two steps listed fail, Human Resources becomes involved

Resident Issues/Transparency

- The Finance Department has no established process for handling resident complaints. Usually, if a complaint arises, the area supervisor will handle the complaint by responding directly to the complaint, in-kind
- If the complaint is not resolved at this level, the complaint is sent to the City Manager.
- If no resolution is achieved at this level, the complaint is sent to the City Council for final resolution.

- If a resident encounters an issue related to Billing or Utility the Finance Director will respond personally
- If the issue is related to another matter, the issue will be handled by the supervisor in the relevant department.
- Responses to all issues from residents are communicated in-kind by the relevant department supervisor

Ahkirah

Internal Beliefs

Finance

PURPOSE

The mission, vision statement for the City of Hendersonville Finance Department is on the City's website at www.hendersonvillenc.gov/finance

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

VISION

Succession planning becoming a major part of the future in an attempt to provide for employees' upward mobility as others leave or retire from government service

GOALS

A major goal for The Finance Department over the next few years is to help establish a Customer Service department or area, to handle the challenges and volume of service that customers will require in the future.

VISION

The Finance Department envisions the Customer Service area as a separate entity with its own Department

"The Finance Department would like to help establish a separate Customer Service department, or area, that has its own mission, values and goals statement."

--- Finance Department

PURPOSE

The mission, vision statement for the City of Hendersonville Finance Department is on the City's website at www.hendersonvillenc.gov/finance

VALUES

The mission, vision statement for the City of Hendersonville Finance Department is on the City's website at www.hendersonvillenc.gov/finance

11b

Ahkirah

FINANCE
Key Performance Indicators

Strategic Goals

Provide financial management oversight, monitoring and reporting functions of the City's financial resources

Provide accurate and timely accounting to City Administration

Provide quality service for internal and external customers

Audience

The audiences for these indicators are members of The Finance Department, city residents and members of city management.

Key Performance Indicator Goals

Do current Hendersonville Finance Department practices and policies provide excellent financial management oversight, monitoring and reporting functions of the City's financial resources?

Do current Hendersonville Finance Department practices and policies provide accurate and timely accounting to City Administration?

Do Hendersonville Finance Department practices and policies provide quality service for internal and external customers?

How will this indicator be used?

This KPI indicator will be used to: Provide financial management oversight, monitoring and reporting functions for the City's financial resources, provide accurate and timely accounting to City administration and provide quality service for internal and external customers

Indicator Name

Hendersonville Finance Department Initiative

11c

Ahkirah

FINANCE
Key Performance Indicators

Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

Sample Assessment Survey

Please answer using the following scale:
1-Strongly Disagree   2-Somewhat Disagree   3-Neutral
4-Somewhat Agree   5-Strongly Agree

1   2   3   4   5

The Hendersonville Finance Department provides excellent financial management oversight, monitoring and reporting functions of the City's financial resources.

1   2   3   4   5

The Hendersonville Finance Department provides accurate and timely accounting to City administration.

1   2   3   4   5

The Hendersonville Finance Department provides quality service for internal and external customers.

Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

11d

Ahkirah

Finance

Hiring

A finance supervisor does their own hiring

The Finance Department onboards new employees with HR help

Referrals come from word-of-mouth and official postings

Marketing

Finance has no specific marketing policy or established schedule for disseminating information. The Department communicates with residents through the website and other means as needed, at least quarterly.

Guide to Interpersonal Interactions

HR Personnel Policy guides interactions among Finance employees

HR created this document and it can be found online

EVERYONE is beholden to this document

Conflict Resolution

01 Supervisors attempt solution

02 City Manager and department heads

03 Take it to HR; utilize Employee Network

Complaint Resolution

Finance attempts same-day complaint response

Supervisor responds directly, and might escalate to City Manager or City Council

Policies are available online

For Further Consideration

How might the supervisor benefit from more direct collaboration in hiring?

What are other avenues of recruitment besides word-of-mouth and official announcements?

Ahkirah

COMMUNITY DEVELOPMENT

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

COMMUNITY DEVELOPMENT

Codified Practices

Hiring

- The Community Development Director and the Planning Division Manager (and occasionally staff) comprise the hiring committee for this department
- At least one member of the Human Resources Department is included in interviews, and creates candidate questions
- Onboarding is conducted by the Human Resources Department

Interpersonal Interaction

- Interpersonal interactions are handled through standardized Human Resource policy
- If there is an interpersonal conflict, the Planning Division Manager will attempt to resolve the issue and if it is not resolved, then it is referred to The City's Human Resources department.
- If an employee has a conflict with a manager, that employee can go directly to The City's Human Resources Department to file a complaint via the Employee Hub

Resident Issues/Transparency

- Complaints are handled on a case-by-case basis. The complaint process for a Code Enforcement complaint begins with a resident filing a complaint through the GIS software program. The complaints are reviewed and sent to the appropriate employee. The resident will receive an email or phone call from the employee responsible for that particular issue after the complaint has been evaluated.
- Residents receive information regarding department policies only in English
- There is no formal policy regarding how residents receive information regarding departmental rules or policies

Customary Practices

Hiring

- Sometimes there are internal postings available to current employees and if no one is qualified for that position, the vacancy will be communicated to the general public.
- Vacancies are available once they are posted online by the HR department
- Referrals are very informal within the department

Interpersonal Interaction

- There is no easy way to resolve interpersonal conflict, but the most "logical" way is to go to the department head to figure out how to make the relationship work
- Department Administrators request that employees work together to diffuse conflicts
- The Human Resource Department is expected to intercede if interpersonal conflicts are unresolved

Resident Issues/Transparency

- Residents can learn about the department accountability via FAQs located on the webpage
- Departmental staff responds to resident's questions and sometimes transfers questions to the proper department or to the City Manager, if need be.
- If a complaint comes in by email it is responded to via email, or sometimes the resident is called over the telephone in-person

12a

Ahkirah

Internal Beliefs
Community Development

PURPOSE
The Community Development Department recognizes the need to move into the digital age. The real benefit to the community will be that all departments move to an updated, efficient process.

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

VISION
The Community Development Department envisions more efficiency in the data management area. Its first initiative will be one of process development and expansion for The Department, specifically in the area of educating residents on department regulations (i.e. the permitting process). The department will create documents and a process that is easier for residents to understand.

GOALS
The Community Development Department desires to be clear and specific about what is needed while still realistic regarding potential resident outcomes. It desires to make changes that are understandable and acceptable to both residents, city management and employees.

VISION
A large vision is to become proactively engaged with community functions. For example, The Community Development Department would like to create a new zoning compliance permit. It is imperative for The Department to not only to create efficient documentation, but also to assist the community in learning how to use these new tools.

"Representing the city to achieve the best possible outcomes for our residents and visitors that shapes a vibrant community with long-term outcomes are the heart of our efforts."

--- Community Development

PURPOSE
The Community Development Department believes that bureaucracies must work collectively (where possible) to provide better city services to residents. This is important because a good local government makes a community better and stronger.

VALUES
Empathy must be part of community engagement – what residents need versus what the process demands can be confusing to the residents.

12b

Ahkirah

Strategic Goals

To provide staff support and technical assistance to various city boards and committees tasked with planning that sustains and enhances the quality of life in The City

Work with and assist County departments, governmental agencies, public officials and the general public.

Community Development is tasked with providing communities with the tools they need to grow and develop while enhancing the quality of life of residents.

Audience

Members of the community, including business owners, residents and concerned stakeholders are the key audience for this indicator.

Key Performance Indicator Goals

Do current Hendersonville Planning and Community Development Department practices and policies provide staff support and technical assistance to the various city boards and committees tasked with planning that sustains and enhances the quality of life in the city?

Do current Hendersonville Planning and Community Development Department current practices and policies work with and assist County departments, governmental agencies, public officials and the general public?

Do current Hendersonville Planning and Community Development Department practices and policies provide communities with the tools they need to grow and develop while enhancing the quality of life of residents?

How will this indicator be used?

This KPI indicator will be used to:
To provide staff support and technical assistance to the various city boards and committees tasked with planning that sustains and enhances the quality of life in The City. To assist County departments, governmental agencies, public officials and the general public. To provide communities with the tools they need to grow and develop while enhancing the quality of life of residents.

Indicator Name

Hendersonville Planning & Community Development Initiative

12c

Ahkirah

COMMUNITY DEVELOPMENT
Key Performance Indicators

Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.
Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

Sample Assessment Survey

Please answer using the following scale:
1-Strongly Disagree   2-Somewhat Disagree   3-Neutral
4-Somewhat Agree   5-Strongly Agree

| 1 | 2 | 3 | 4 | 5 |

The Hendersonville Planning & Code Enforcement Office provides excellent staff support and technical assistance to the various city boards and committees tasked with planning that sustains and enhances the quality of life in the city.

| 1 | 2 | 3 | 4 | 5 |

The Hendersonville Planning & Code Enforcement Office works with and assists County departments, governmental agencies, public officials and the general public

| 1 | 2 | 3 | 4 | 5 |

The Hendersonville Community Development Department provides communities with excellent tools they need to grow and develop while enhancing the quality of life of residents.

Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

12d

Ahkirah

Planning

Hiring

A panel of leaders and an HR representative hire in Planning

Onboarding is conducted by HR, including New Hire Day

Referrals are informal from City employees, sometimes internal first

Marketing

The Department has no specific marketing policy. Downtown markets events through radio, social media, email, and in-person outreach. Planning uses a listserv as well.

Guide to Interpersonal Interactions

HR Personnel Policy guides interactions in Planning

HR created this document and it can be found online

EVERYONE is beholden to this document

Conflict Resolution

01	Attempt to make relationship work
02	Take it to the department head
03	Involve HR

Complaint Resolution

Complaints are addressed in kind or through code enforcement process

Responsible employee responds accordingly

Policies are available online (FAQ) and by request

For Further Consideration

How do you identify and encourage internal candidates in a fair and equitable manner?

How will you get resident and developer buy-in for your new vision and mission?

Ahkirah

FIRE DEPARTMENT

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

FIRE DEPARTMENT

Codified Practices

Hiring

- Hiring in the Fire Department is a joint effort between The Human Resources Department and Fire Department Administration
- Human Resources and the Fire Department Administration conducts onboarding
- Referrals originate within The Department by word of mouth, through Facebook, and other social media outlets

Interpersonal Interaction

- Interpersonal office interaction within the Fire Department is guided by the Administrative Chain of Command as identified in the City of Hendersonville Fire Department's Organizational Chart.
- A standard operating guide is located on The City's web-based portal. A policy/procedures book is available and accessible 24/7 at each fire station.
- These documents are presently maintained by the Deputy Chief and all Fire Department employees are beholden to these documents

Resident Issues/Transparency

- Residents can receive information regarding Fire Department rules and policies, in-person, in-kind, in English or Spanish
- When the Fire Department receives a complaint, they attempt to follow up within a week
- Information is gathered from the complainant and sent to the Fire Marshall or Deputy Department Chief who follows up with the complainant, in kind

Customary Practices

Hiring

- The most common way for an individual to hear about a job opportunity with the City is by word of mouth, networking events, Fire Fighters Association Conferences, or The City of Hendersonville Human Resources Department job vacancies
- A person can receive an interview through a virtual platform or by phone
- To refer a vacant position to a relative or friend or refer a relative or friend for a vacant position, the Fire Department requires the relative or friend to submit an employment application.

Interpersonal Interaction

- The Fire Department maintains that emotional communication between people who have conflict is the most difficult to resolve; however, the parties must talk to each other
- One-on-one direct communication between employees who have a conflict has proven very effective in the Fire Department
- If this process proves ineffective, then the matter is referred to the respective Department Supervisor. If all previous attempts to resolve the conflict fail, the matter is referred to Human Resources

Resident Issues/Transparency

- Within the Fire Department, each level of accountability is represented by a different color of shirt, helmet and insignia; such as, white shirt for Commander or gray shirt for Officers. This can be confusing for residents
- Residents can contact the local fire station in their area 24/7 for information via phone
- Complaints received are responded to directly from The Department as efficiently as possible

Ahkirah

Internal Beliefs
Fire Department

PURPOSE

The Fire Department believes its role as a crisis responder underscores its purpose and fuels the aspirations to keep it going.

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

VISION

The Fire Department envisions establishing a citizens academy for community outreach that will help foster a better understanding of the Fire Department's goals, function and community responsibility. The Fire Department envisions giving greater appreciation to employees who go above and beyond the call of duty, while focusing more on the mental health of firefighters.

GOALS

Over the next ten years, the Fire Department believes it is possible to increase its staff by employing additional firefighters, developing a hiring academy to train new staff members and recruiting more diverse employees at all levels, including administrative.

VISION
If Hendersonville's population growth continues, The Fire Department envisions adding four new fire stations, and a staff increase of twelve to fourteen new employees within ten years.

"The Fire Department aspires to help people everyday who are in distress or facing a major disaster."

-- The Fire Department

PURPOSE

The mission statement for the Fire Department can be found on the City's website www.hendersonvillenc.gov/fire-department.

VALUES

Usually, The Fire Department is the first responder to a disaster, and it strives to take all calls seriously.

13b

Ahkirah

Strategic Goals

Excellent customer service by minimizing risk to life, property and the environment

Create a strong bond with the community through public education

Audience

The key audiences for these indicators are all Hendersonville city residents and The Fire Department.

Key Performance Indicator Goals

Do current Hendersonville Fire Department practices and policies provide excellent customer service by minimizing risk to life, property and the environment?

Do current Hendersonville Fire Department practices and policies create a strong bond with community members through public education?

How will this indicator be used?

This KPI indicator will be used to:
Create excellent customer service by minimizing risk to life, property and the environment and to create a strong bond with the community through public education

Indicator Name

Hendersonville Fire Department Initiative

13c

Ahkirah

FIRE DEPARTMENT
Key Performance Indicators

Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

Sample Assessment Survey

Please answer using the following scale:
1-Strongly Disagree   2-Somewhat Disagree   3-Neutral
4-Somewhat Agree   5-Strongly Agree

1   2   3   4   5

The Hendersonville Fire Department creates excellent customer service by minimizing risk to life, property and the environment.

1   2   3   4   5

The Hendersonville Fire Department creates a strong bond with the community through public education.

Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

13d

Ahkirah

Fire Department

Hiring

- Joint effort between HR and Fire Department Administration
- HR and Fire Department Administration onboard employees
- Referrals come from postings, word of mouth, conferences, and social media

Marketing

The department has no specific marketing policy. Rather, it defers to the city policy, and communicates through the communications team. The emphasis is on Facebook and flyers to share events and Fire Prevention Messages as needed, at least monthly.

Guide to Interpersonal Interactions

The Administrative Chain of Command is maintained by the Deputy Chief

It can be found online and in print at each station

EVERYONE is beholden to this document

Conflict Resolution

01 One-on-One Conversation

02 Involve Department Supervisor

03 If all else fails, take it to HR

Complaint Resolution

- Complaints are addressed within one week
- Fire Marshall or Deputy Chief responds directly
- Department vision, mission and values are online

For Further Consideration

How to communicate about policies, personnel, and decision-making online

How to ensure as diverse a pool of applicants as possible in networking, word-of-mouth, and at conferences

13e

Ahkirah

ENGINEERING

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

ENGINEERING

Codified Practices

Hiring

- Human Resources advertises all Engineering Department vacancies, screens applications for minimal qualifications and schedules interviews
- Qualified applicant's resumes are sent to a four member department management team that conducts interviews and makes hiring decision
- Referrals can originate by word of mouth or from other departments. All referrals must apply for vacancies through the City of Hendersonville job application process.

Interpersonal Interaction

- The City of Hendersonville Personnel Policy, created by Human Resources and located on the City's web-based portal, guides interpersonal interaction within the Engineering Department
- The Personnel Policy is located on the City's web-based portal.
- Human Resources is responsible for creating and maintaining the document. All City employees are beholden to this document

Resident Issues/Transparency

- When Engineering receives a complaint it is directed to the appropriate Administrator based upon the nature of the complaint. Technical information is collected, if appropriate, and sent to the appropriate administrator for resolution. The complainant is contacted in-kind
- Residents who request information regarding Engineering Departmental policies or rules have to inquire directly.
- If the complaint is not resolved at this level, the complaint is sent to the City Manager.
- The Department responds to inquiries, in-kind, in various languages with the help of the Communication Department. Various maps and images in different languages are used to communicate with city residents.

Customary Practices

Hiring

- The Engineering Department posts job vacancies in trade magazines that have large circulation. Therefore, it is possible for a person to hear about a job opportunity with the City outside of the ways mentioned earlier
- All applicants must be qualified to receive an interview and follow the City's application process.

Interpersonal Interaction

- Engineering encourages employees to try to work out interpersonal office conflicts through direct one-on-one communication, "talk it out". This is the easiest way to deal with their conflict.
- If the above proves ineffective, department supervisors from the Engineering Department and/or The Human Resources Department become involved
- The Engineering Department believes that this can be the hardest way to deal with an interpersonal conflict

Resident Issues/Transparency

- Residents are made aware of the accountability structure of the Engineering Department via email, verbally, or directed to the Departmental website
- The Engineering Department responds in-kind and directly to residents who communicate to them unpleasant experiences, issues, grievances or complaints. An internal Service Excellence Committee, made up of employees, assists in responding to resident's complaints if needed.

Ahkirah

Internal Beliefs

Engineering

PURPOSE

Many of The Department staff could make more money working in the private sector however, they find great satisfaction providing good service to the community and choose to continue serving residents of the City of Hendersonville.

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

VISION

The Engineering Department envisions growing moderately from thirteen to twenty employees in ten years or less.

GOALS

The Engineering Department aspires to provide more services, such as Consultant Operations, to other internal departments.

VISION

A more ethnically and gender diverse workforce is desired and increased technology efficiency in The Department's internal operations

"The Engineering Department believes that speaking as a collective, one voice, is more important for producing outcomes and establishing more cohesion within The Department."

-- Engineering Department

PURPOSE

The Engineering Department has a mission statement posted on their website, www.hendersonvillenc.gov/engineering.

VALUES

Staff commitment to the job is the greatest aspiration that keeps the Engineering Department going

14b

Ahkirah

ENGINEERING
Key Performance Indicators

Strategic Goals

To provide the highest quality engineering and information services to Hendersonville residents

To provide consultant operations to other internal departments and those served by the city's infrastructure.

Audience

The key audience for these indicators are Engineering Department personnel and Hendersonville residents.

Key Performance Indicator Goals

Do current Hendersonville Engineering Department practices and policies provide the highest quality engineering and information services to Hendersonville residents?

Do current Hendersonville Engineering Department practices and policies provide consultant operations to other internal departments and those served by the city's infrastructure?

How will this indicator be used?

This KPI indicator will be used to:
Provide the highest quality engineering and information services and provide consultant operations to other internal departments and those served by the city's infrastructure.

Indicator Name

Hendersonville Engineering Department Initiative

14c

Ahkirah

ENGINEERING
Key Performance Indicators

Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.
Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

Sample Assessment Survey

Please answer using the following scale:
1-Strongly Disagree 2-Somewhat Disagree 3-Neutral
4-Somewhat Agree   5-Strongly Agree

1   2   3   4   5

The Hendersonville Engineering Department provides the highest quality engineering and information services to Hendersonville residents.

1   2   3   4   5

The Hendersonville Engineering Department provides consultant operations to other internal departments and those served by the city's infrastructure.

Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

14d

Ahkirah

Engineering

Hiring

- A panel of four department leaders conduct interviews and hire
- The Engineering Department onboards new employees
- Referrals come from word-of-mouth, trade magazines, other departments

Marketing

Engineering has no specific marketing policy or established schedule for disseminating information. The Department communicates with residents via phone, email, and the website.

Guide to Interpersonal Interactions

HR Personnel Policy guides interactions in the Engineering Department

HR created this document and it can be found online

EVERYONE is beholden to this document

Conflict Resolution

01 Start one-on-one

02 Involve department supervisors and/or...

03 Take it to HR

Complaint Resolution

Complaints are addressed in kind after info collection

Engineering responds through Service Excellence Committee or Communications team

Personnel policies are available upon request

For Further Consideration

Would residents benefit from an established pattern of communication?

Are there stable, commonly-requested policies that could be published?

Ahkirah

PUBLIC WORKS

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

PUBLIC WORKS

Codified Practices

Customary Practices

Hiring

- The Director of Public Works conducts high-level interviews, Department supervisors and HR representatives interview entry-level positions
- Human Resources crafts interview questions and scoring rubric
- Employees and staff can refer a potential candidate if there is an open position. All candidates are directed to apply through the employment portal on the City's website

- The only way a person can know about an official job opening is to visit our website and fill out the application form.
- It is not possible for a person to receive an interview outside of the ways mentioned

Interpersonal Interaction

- The City Personnel Policy is the primary tool The Department uses if there is a conflict between co-workers
- The City Personnel Policy is the primary tool we use if there is a conflict between co-workers. The conflict resolution begins with a crew leader, then it goes to a supervisor, then the superintendent and if still no resolution it is handled by the Director of Public Works
- The document was created by HR and is periodically updated by each department.

- Interpersonal issues and complaints first go to the crew leader, then a supervisor. If there is no resolution then it goes to the superintendent. There are two superintendents - one handles street, environmental and traffic departments. Another superintendent handles parks, building and fleet maintenance.
- If the issue remains unresolved then it will go to the Director of Public Works.

Resident Issues/Transparency

- If a resident issues a complaint via the telephone or email, it is assigned to the designated employee who will return the call or email ASAP.
- If the resident is not satisfied, The Director of Public Works will respond in-kind.

- If a resident is not satisfied with an action taken by The Department, that resident can contact a Department Supervisor and/or the Department Director for resolution.
- A resident can also come into the office to speak with a staff member or supervisor directly.

Ahkirah

Internal Beliefs
Public Works

PURPOSE

Due to budget constraints it is very difficult to hire additional staff and efficiently satisfy the Department's purpose for the benefit of all Hendersonville residents.

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

VISION

Given the growth in new residents, there is a dire need to hire more staff. The Public Works Department continuously examines The City's struggle to run garbage truck routes, vehicle repair, fill potholes, and repair sidewalks.

GOALS

There needs to be major investment in improving parks throughout The City. There are several ongoing Public Works projects that require additional staff for adequate maintenance and oversight.

VISION

Due to budget constraints it is very difficult to hire additional staff. This problem will continue as The City's population increases in the foreseeable future. The Department would like to hire a Project Manager and an Assistant Director.

"How can The City provide quality services to its residents while addressing the needs of a growing population? That is the challenge facing The City."

-- Public Works Department

PURPOSE

The Department's responsibilities continue to grow and that's a good thing but the department cannot achieve goals and provide service without additional staff lines.

VALUES

There is a clear and pressing need for staffing concerns to be addressed and for additional monies to be allocated for city services.

15b

Ahkirah

PUBLIC WORKS
Key Performance Indicators

Strategic Goals

Public Works Community Maintenance & Emergencies

Notification of Environmental Concerns for Residents

Audience

The key audiences for this indicator are the departmental employees who will communicate news and notices to the community and city residents.

Key Performance Indicator Goals

Do current Hendersonville Public Works Department's practices and policies provide adequate and timely notice to residents regarding community maintenance?

Do current Hendersonville Public Works Department's practices and policies provide adequate and timely notice to residents concerning emergencies?

Do current Hendersonville Public Works Department's practices and policies provide adequate and timely notification of environmental concerns to residents?

How will this indicator be used?

This KPI Indicator will be used to:
Provide better adequate and timely notifications to residents regarding community maintenance, emergencies and environmental concerns.

Indicator Name

Hendersonville Public Works Initiative

15c

Ahkirah

Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

Sample Assessment Survey

Please answer using the following scale:
1-Strongly Disagree   2-Somewhat Disagree   3-Neutral
4-Somewhat Agree   5-Strongly Agree

| 1 | 2 | 3 | 4 | 5 |

The current Hendersonville Public Works Department provides adequate and timely notice regarding community maintenance

| 1 | 2 | 3 | 4 | 5 |

The current Hendersonville Public Works Department provides adequate and timely notice of emergencies to residents

| 1 | 2 | 3 | 4 | 5 |

The current Hendersonville Public Works Department provides adequate and timely notification of environmental concerns to residents

Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

15d

Ahkirah

Public Works

Hiring

Department leaders and HR hire together

Onboarding proceeds from HR to job-specific onboarding

Referrals come from Public Works and other City staff

Marketing

Public Works has no specific marketing policy or established schedule for disseminating information. The Department communicates with residents through the Public Information Officer, utilizing social media, press releases, and the website.

Guide to Interpersonal Interactions

HR Personnel Policy guides interactions in Public Works

HR created this document with department input. It can be found online

EVERYONE is beholden to this document

Conflict Resolution

01 Starts with crew leader

02 Supervisor and possibly superintendent

03 Department Head gets involved

Complaint Resolution

Complaints are addressed in timely fashion

Responsible staff are assigned specific complaints

Policies and updates are available on website, RAVE, and by request

For Further Consideration

What have you learned about hiring as you've collaborated with HR? Would other departments benefit from those leassons?

What are other avenues of recruitment besides City Council and employee referrals?

Ahkirah

HUMAN RESOURCES

In order to illustrate the posture and capacity of each governmental department, the following section relates to department-specific processes, initiatives, practices, values, indicators and other considerations based upon resident feedback and workforce evaluation.

HUMAN RESOURCES

Codified Practices

Hiring

- The City's Recruitment and Retention Officer conducts the hiring for the Human Resources Department
- The City's Recruitment and Retention Officer and other department personnel conduct onboarding
- Referrals originate within the Human Resources Department through word-of-mouth

Interpersonal Interaction

- Human Resource personnel policy guides interpersonal interaction for the Human Resources Office
- Open communication between employees is encouraged including once-a-month staff meetings with the Assistant City Manager
- The Department's Retention Officer keeps records of these meetings

Resident Issues/Transparency

- The Human Resources Director is unaware of any resident complaints. When and if complaints occur, the Department will follow up in the most appropriate manner.
- Policies and procedures for The City of Hendersonville are listed in thirty different languages on the City's website. www.hendersonvillenc.gov/human-resources/employee-benefits.

Customary Practices

Hiring

- The Human Resources Department uses many outlets to post its jobs, various diversity ad sources, professional organizations, association publications, visual aids, communication networks, billboards, local government websites , paid ads with social media-Facebook, Twitter, Instagram, LinkedIn, and many more
- The Human Resource Department does not actively recruit from Historically Black Colleges and Universities (HBCU), and is not aware of other Departments that do recruit from HBCUs.

Interpersonal Interaction

- The Human Resources Department deals with interpersonal office interaction through open dialogue between employees and deals with issues as they arise.
- The Department is careful to follow the grievance procedure in the City of Hendersonville Personnel Policy, Article IX, Sec. 4-5 as located on the intra-city website.

Resident Issues/Transparency

- The Human Resources Department is not sure how residents are made aware of the accountability structure of their department.
- The Human Resources Department is not sure what efforts are underway to ensure residents understand day-to-day decision making that impact them.
- The Human Resources Department responds to all complaints, or grievances, directly.

Ahkirah

Internal Beliefs
Human Resources

PURPOSE

The Human Resources staff aspires to continue providing high quality service as demand for its services increases in the future

The strength of the City's mission statement lies in the continued growth and development of the city and periodically revisiting mission, goals and vision of its respective departments.

VISION

With the help of a new Recruitment and Retention Officer that was hired a year ago, The Department anticipates an increase in diversity recruitment and hiring.

GOALS

Within the next ten years, the Department hopes to provide more services to the various departments that pertain to other Human Resources issues, such as safety, supervisors training, new employee engagement, increase employee retention, provide OSHA training to city employees, and be a service to other jurisdictions.

VISION

The Human Resources Department looks forward to increasing their service to the other departments especially in training and advising in other areas beyond employment.

"The Department finds the many expressions of appreciation from the customers they serve to be inspiring and motivating, whether at the Annual Employee Appreciation dinner/lunch, or phone calls of thanks. These acts of kindness are very motivating and inspiring."

--- Human Resources Department

PURPOSE

Within Human Resources, the delivery of efficient and effective customer service is central to its work

VALUES

The Department feels the mission, goals, values and vision for the Department of Human Resources are clearly expressed and implemented daily throughout its service delivery.

16b

Ahkirah

HUMAN RESOURCES
Key Performance Indicators

Strategic Goals

To invest in a growing workforce

To advocate for employee empowerment

To ensure diversity

To stimulate open communication among employees

To create a safe environment

To promote workplace wellness

Audience

The audience for these indicators are all Hendersonville employees and city applicants.

Key Performance Indicator Goals

Do current Hendersonville Human Resources Department practices and policies
promote investment which grows the workforce?

Do current Hendersonville Human Resources practices and policies advocate for employee empowerment?

Do Hendersonville Human Resources Department practices and policies promote efforts to ensure diversity?

Do current Hendersonville Human Resources Department practices and policies encourage open communication among employees?

Do current Hendersonville Human Resources practices and policies create a safe environment for all employees and job applicants?

Do current Hendersonville Human Resources Department practices and policies actively promote workplace wellness?

How will this indicator be used?

This KPI Indicator will be used to:
Promote investment in growing the workforce, advocate for employee empowerment, promote efforts to ensure diversity, encourage open communication among employees, create a safe environment for all employees and actively promote workplace wellness.

Indicator Name

The Hendersonville Human Resources Initiative

16c

Ahkirah

Data Collection Method

Data will be collected through interviews with key department personnel and Hendersonville residents. In the future, the DEI Leadership Committee will be tasked to conduct an annual survey to collect and analyze data.

Assessment Scale

Performance levels will be assessed from an evaluative instrument using a Likert scale which will be available from the DEI Leadership Committee. Data can be broken down by demographic group to better understand resident satisfaction.

Performance levels will be assessed from an evaluative instrument using a Likert scale. This annual survey should include a 10 point scale (Strongly Disagree being 1 to Strongly Agree being 10)

Sample Assessment Survey

Please answer using the following scale:
1-Strongly Disagree   2-Somewhat Disagree   3-Neutral
4-Somewhat Agree   5-Strongly Agree

1   2   3   4   5

The Hendersonville Human Resources Department invests in a growing workforce.

1   2   3   4   5

The Hendersonville Human Resources Department advocates for employee empowerment.

1   2   3   4   5

The Hendersonville Human Resources Department ensures diversity.

1   2   3   4   5

The Hendersonville Human Resources Department creates a safe environment.

1   2   3   4   5

The Hendersonville Human Resources Department stimulates open communication among employees.

1   2   3   4   5

The Hendersonville Human Resources Department promotes workplace wellness.

Source of Data

The data will be collected from departmental representatives and the public and will be reviewed annually by the DEI Leadership Committee

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Human Resources

Hiring

- Jessica Pomerleau, Retention Officer, does the hiring
- Ms. Pomerleau and other department personnel onboard
- Referrals come primarily from word-of-mouth

Marketing

Neither the City nor the Human Resources Department have a stated marketing policy. Marketing is handled by a consultant company in Greenville. HR disseminates information as needed, and advertises jobs widely in diverse venues

Guide to Interpersonal Interactions

HR Personnel Policy guides interactions in the City Manager's Office

HR created this document and it can be found online

EVERYONE is beholden to this document

Conflict Resolution

01 Resolve through open dialogue

02 Continue following grievance policy

* Note: this is HR, so no escalation to HR

Complaint Resolution

- No complaints on radar at this time
- HR responds directly and appropriately
- Policies are available online

For Further Consideration

Are there opportunities for recruiting and partnership with Historically Black Colleges and Universities and other Minority-Serving Institutions?

Absent complaints, how can HR proactively identify opportunities to improve?

16e

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SYSTEMIC RECOMMENDATIONS

Procedural focus on diversity, equity and inclusion

Recommended scope and objectives for diversity, equity and inclusion efforts

Recommendations for future leadership efforts and resource allocation

Procedural focus on diversity, equity and inclusion

Considerations for why a procedural focus on diversity, equity and inclusion is important for The City of Hendersonville

For The City of Hendersonville, overarching government priorities include maintaining responsiveness to expanded growth and changing demographics, budgetary challenges to increased hiring, the creation of clear and efficient processes for resident-impacted mandates, and bolstering community outreach and engagement

There is extensive indication from the information provided in the preceding section that procedures and policies which support diversity, inclusion and equity-based perspectives intersect with each of these overarching government priorities.

Accordingly, AHKIRAH Legal and Diversity Consultants has identified several top DEI organizational priorities as determined by detailed assessments of leadership perspectives and department summaries.

These priorities can also be broken down into five key categories, which we have articulated as the **moral and ethical case**, the **business case**, the **recognition case**, **regulatory case**, and the **identity case**

The **moral and ethical case** is predicated on the belief that The City of Hendersonville has a responsibility to care for its people, including a specific duty to protect them from social, systemic and existential harm -- perceived or apparent.

The **business case** is related to the effects of employee attrition and reticence on the behalf of prospective job applicants and evidence supporting the financial costs of subsequent on-boarding, lawsuits and employee/resident dissatisfaction

The **recognition case** relates to the desire to be recognized as a top-tier governmental entity, a popular municipality and a sought-after tourist destination

The **regulatory case** relates to the legal imperative and desire to remain cognizant of prevailing Federal, State and Local statutes prohibiting limitation, segregation, classification or other forms of discrimination to all persons. The regulatory case recognizes that anti-discrimination legislation often focuses on the impact of policies and associated behaviors, and rarely on the intent.
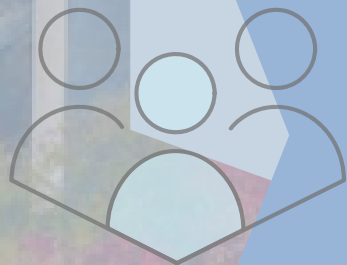
The **identity case** relates to the desire to create a community of shared commonalities, celebrated variety and boundless potential. The identity case recognizes the correlation between how Hendersonville sees itself and what type of community Hendersonville creates for itself.
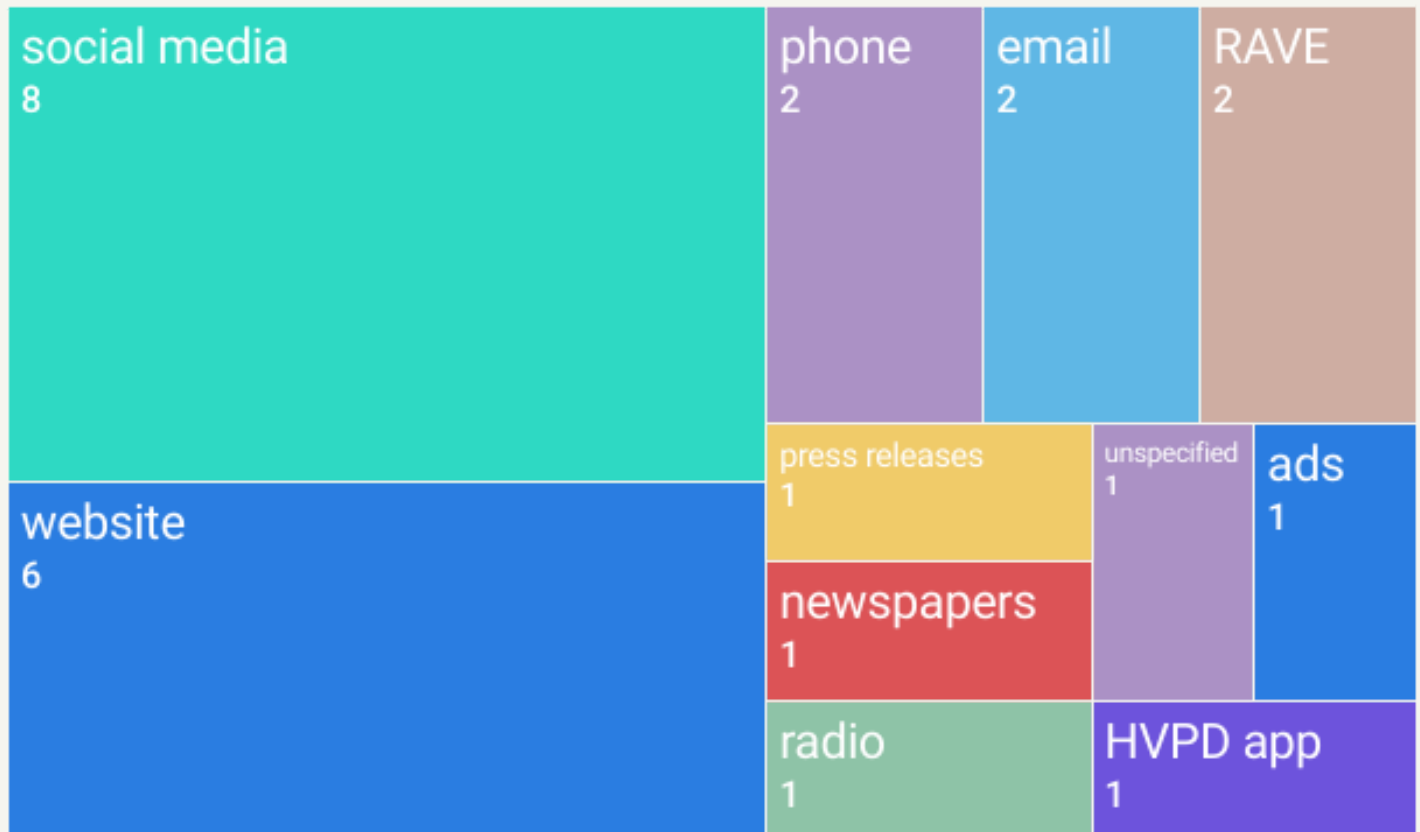
17b

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Accountability

How are residents made aware of the accountability structure and decision-making of your department?

website 6		phone 2	email 1
unsure 3		verbal 1	
		in-person 1	
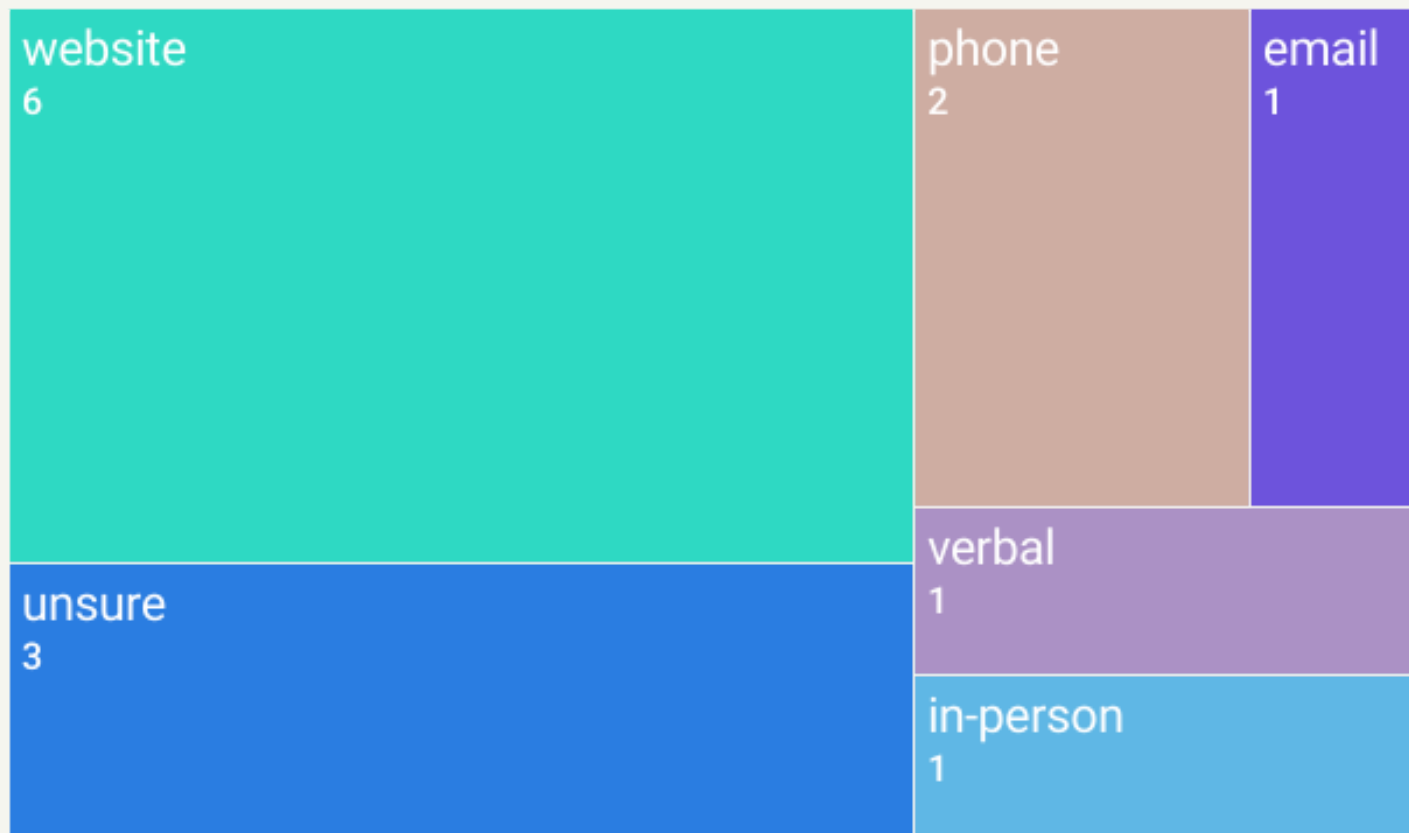
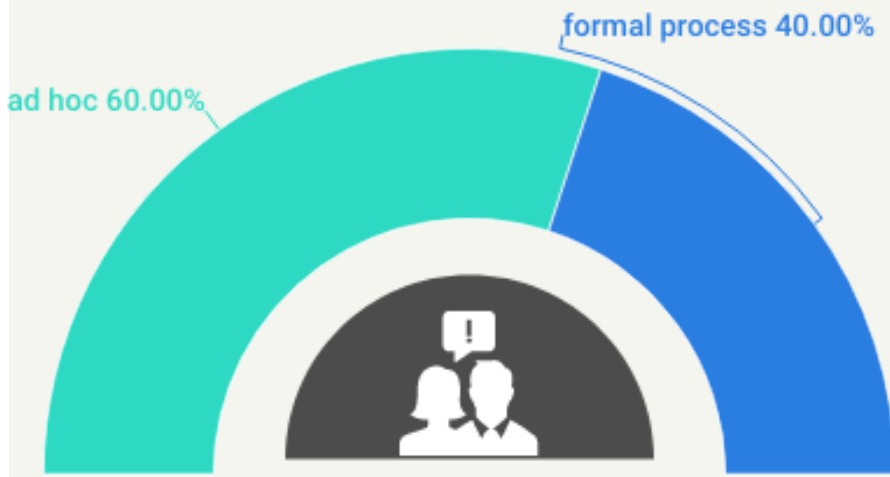### Recommended scope and objectives for diversity, equity and inclusion efforts

Equity
- Consideration should be given to the steps required to locate information on departmental websites. Is the information accessible with minimal website exploration? Does the website information rely heavily on written English text instead of visual imagery (icons, pictures, etc.) to direct users?

Diversity
- For departments that have no formal structure to inform residents on accountability and decision-making within the department, consider creation of visual organizational charts and prominently feature them in departmental messaging

Inclusion
- For all forms of verbal communication, consider interoffice practices that inform residents of an employee's title (and role), and explain the responsibility that employee has to address a particular issue/question/grievance.

Equity
- Consideration should be given to expand departmental communication beyond written and spoken American English.

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How does your department communicate information to city residents? What platform(s) do you use? (List as many as you like.)

social media 8		phone 2	email 2	RAVE 2
website 6		press releases 1	unspecified 1	ads 1
		newspapers 1		
		radio 1	HVPD app 1	

Recommended scope and objectives for diversity, equity and inclusion efforts

Inclusion
- For Social Media communication, consider prioritizing the use of imagery that showcases various presenting identities, abilities and statuses (diverse ages, races, gender identities, etc.)

Equity
- For website communication, consideration should be given to the steps required to locate information on departmental websites. Is the information accessible with minimal website exploration? Does the website information rely heavily on written English text instead of visual imagery (icons, pictures, etc.) to direct users?

Diversity
- For all forms of communication, consider the identities, values and needs of the residents who engage with the department on each platform. Look for indications of homogeneity and groupthink within respondent populations. Examine ways to reframe messaging or platform to engage with currently unengaged residents.

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ad hoc 60.00%

formal process 40.00%

Complaint Process

What process does your office follow to receive and respond to resident complaints?

Leader 4		Unclear 2
Who responds to complaints?		
direct or refer to department 2		Internal Service Excellence Committee 1

Recommended scope and objectives for diversity, equity and inclusion efforts

Diversity
- Regarding ad hoc and other informal processes to receive resident complaints, consider creating a formalized system to receive, track, manage and store resident complaints. Before a response is provided, check for **affinity bias** (the tendency to favor people who share similar interests, backgrounds, and experiences with us), **attribution bias** (perceptual errors that lead to biased interpretations of one's social world) or **confirmation bias** (the tendency to pay attention to information that confirms an individual's beliefs) in how the complaint is received and recorded.

Diversity
- Regarding responses to resident complaints, responses made directly from departmental leadership is commendable if consideration of power and privilege dynamics are acknowledged within the communication. Acknowledgement of leadership's ability to wield force, authority, or influence over any resident response or resolution, and the impact that has on how a response is received, should be top of mind.

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If I worked with you in your department, and I really didn't get along with you, what's the easiest way to deal with our conflict?

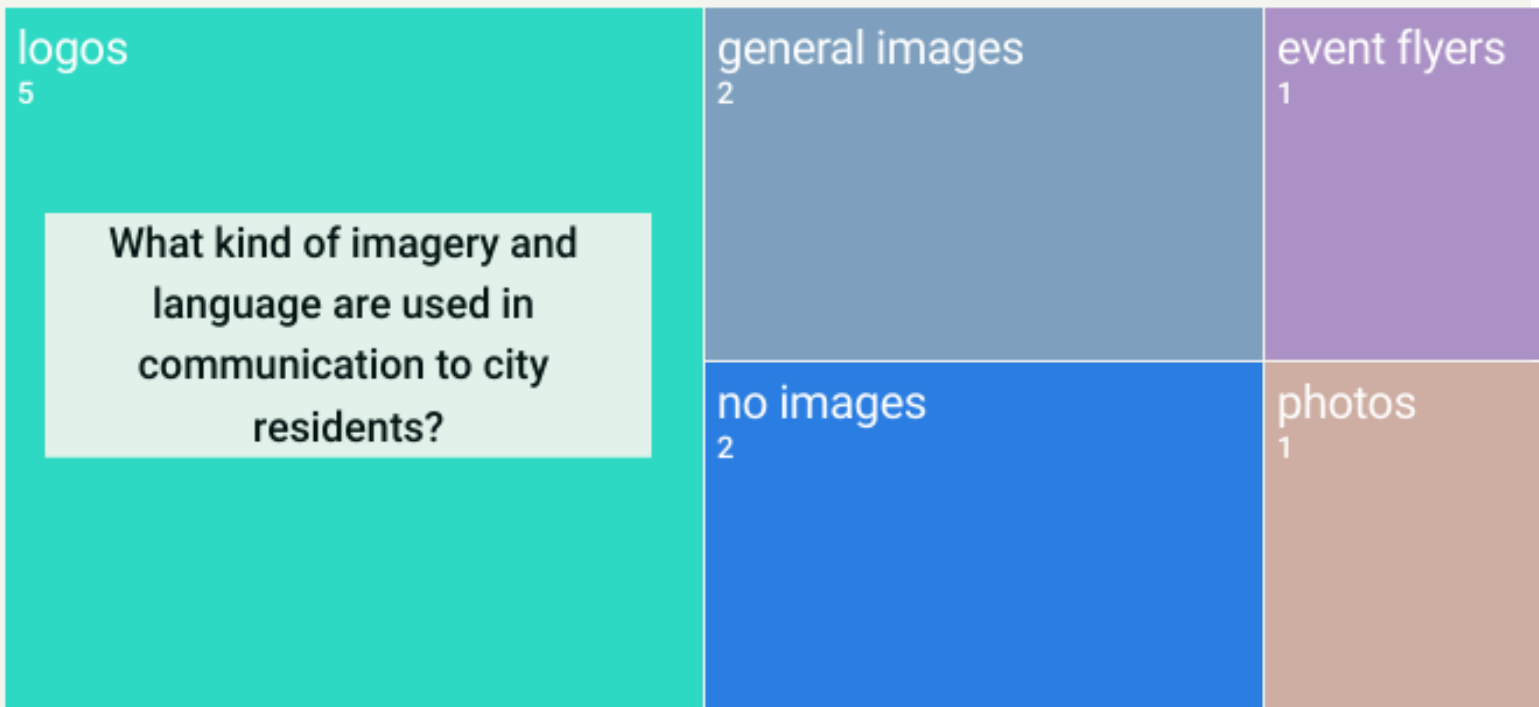|	
4	**Supervisor then HR**
3	**One-on-one then supervisor then HR**
1	**Supervisor**
1	**HR**
1	**Informal**

Recommended scope and objectives for diversity, equity and inclusion efforts

Equity
- Regarding interdepartmental conflict, it is important to consider and understand that cognitive bias is the basis for most conflict. **Cognitive bias** is a condition in which humans make a systematic error in judgment due to their failure to interpret information correctly. It is an error in reasoning that occurs when an individual misinterprets information about the world (and people) around them. This significantly influences their decision-making abilities and perceived options for resolution.

Inclusion
- When attempting to resolve a conflict, consider the pervasiveness of **actor-observer bias**, which is a type of cognitive bias which involves understanding the difference between how we explain other's actions and how we explain our own actions.

Inclusion
- When attempting to resolve inter-departmental conflicts, consider the pervasiveness of **the false consensus effect**, which is a tendency to overestimate how much other people agree with one's own beliefs, attitudes or values.

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Department 50.00%   **City 40.00%**
Unclear 10.00%
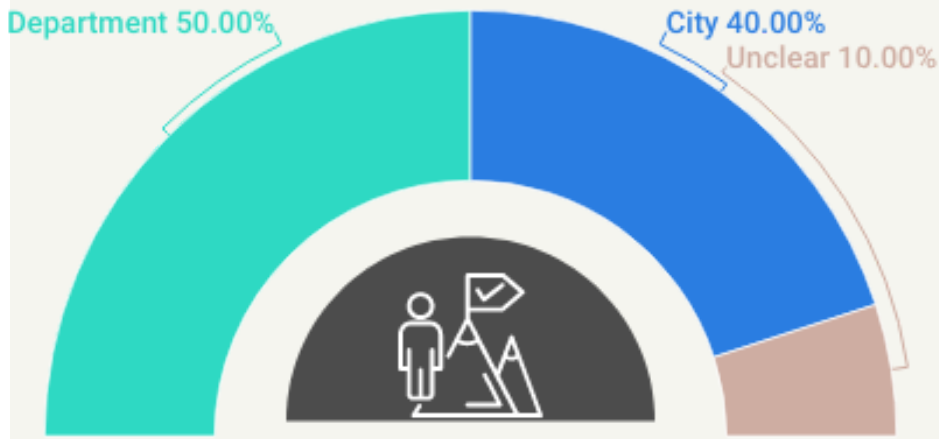
Departmental mission, vision, values

Does your department have any documentation related to its purpose, mission, vision or core values?

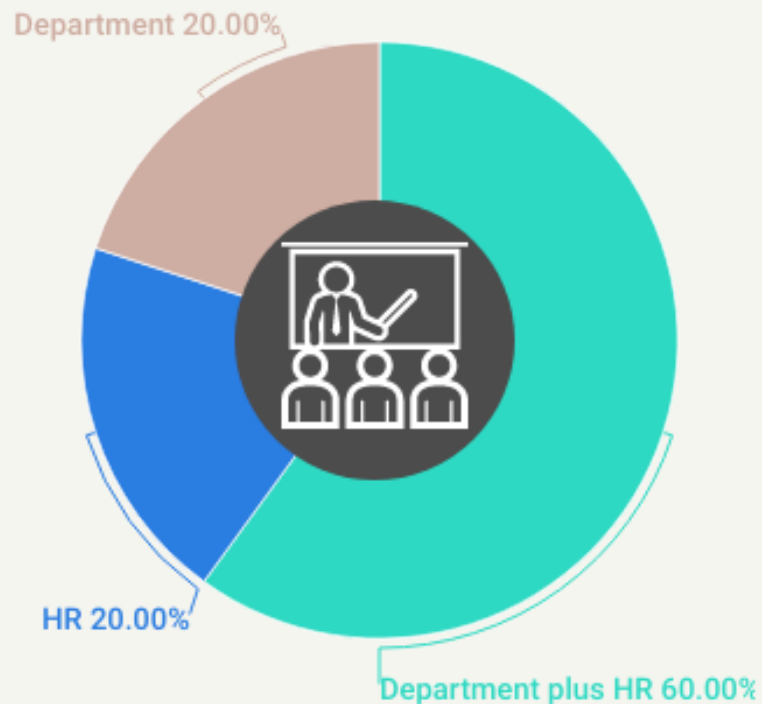| logos 5	general images 2	event flyers 1
What kind of imagery and language are used in communication to city residents?	no images 2	photos 1

Recommended scope and objectives for diversity, equity and inclusion efforts

Diversity
- Regarding established and codified purpose, mission, vision and value statements for each department, consider framing each statement to acknowledge and support underrepresented groups the department is committed to serving.

Diversity
- Each statement should acknowledge underrepresented populations both within the department (employees) and externally (the Hendersonville community). Every department will have a different mix of groups depending on its level of community engagement, particular specialty/service, and goals.

Inclusion
- Regarding the use of imagery in photo, flyer and general communication to residents, consider prioritizing the use of imagery that showcases various presenting identities, abilities and statuses (diverse ages, races, gender identities, etc.)

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Hiring and Onboarding

Department plus HR 50.00%

Panel 20.00%

Leader 30.00%
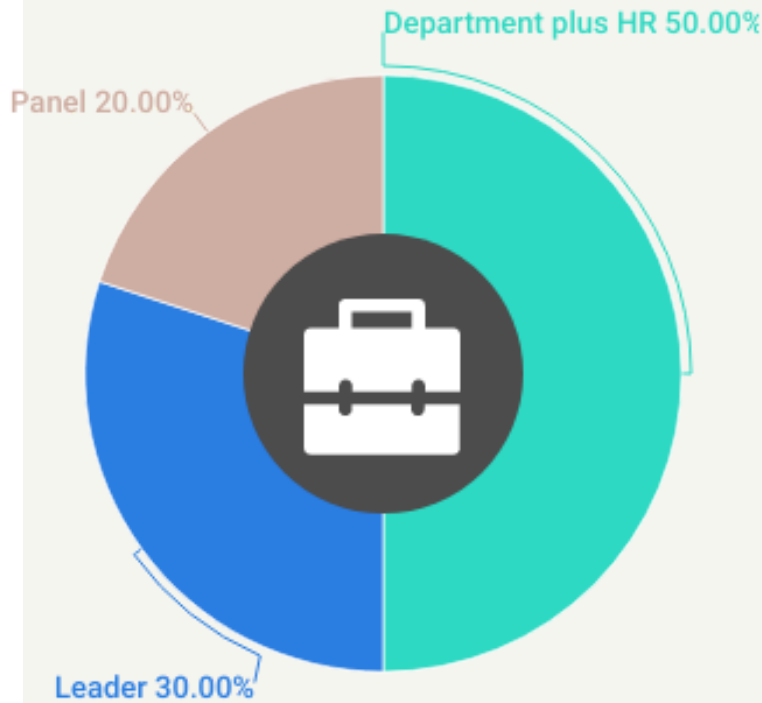
Who in your office does the hiring?

Department 20.00%

HR 20.00%

Department plus HR 60.00%

Who does the onboarding?

Recommended scope and objectives for diversity, equity and inclusion efforts

Inclusion
- To assist in the process of hiring from an inclusive framework, when reviewing job applications, consider the pervasiveness of **attentional bias**, which occurs when an individual's perception is influenced by selective factors. This is the tendency to focus on a particular piece of information (i.e. familiarity, college major) while ignoring additional information contained within an application.

Inclusion
- To assist in the process of hiring from an inclusive framework, when interviewing new job applicants, consider the pervasiveness of **the halo effect**, which is a tendency to be influenced by one's initial impression or the external features of another. Initial impressions can be established from superficial presentation and from reputational information.

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Departmental Policy 20.00%
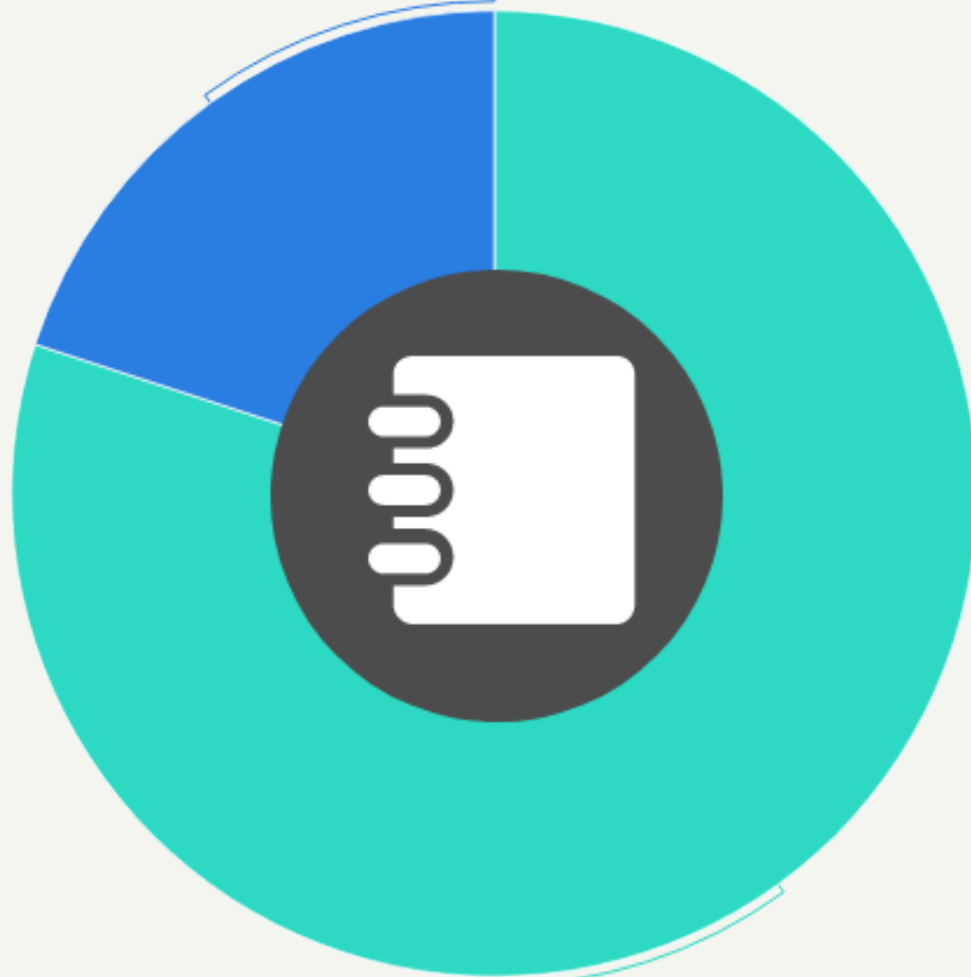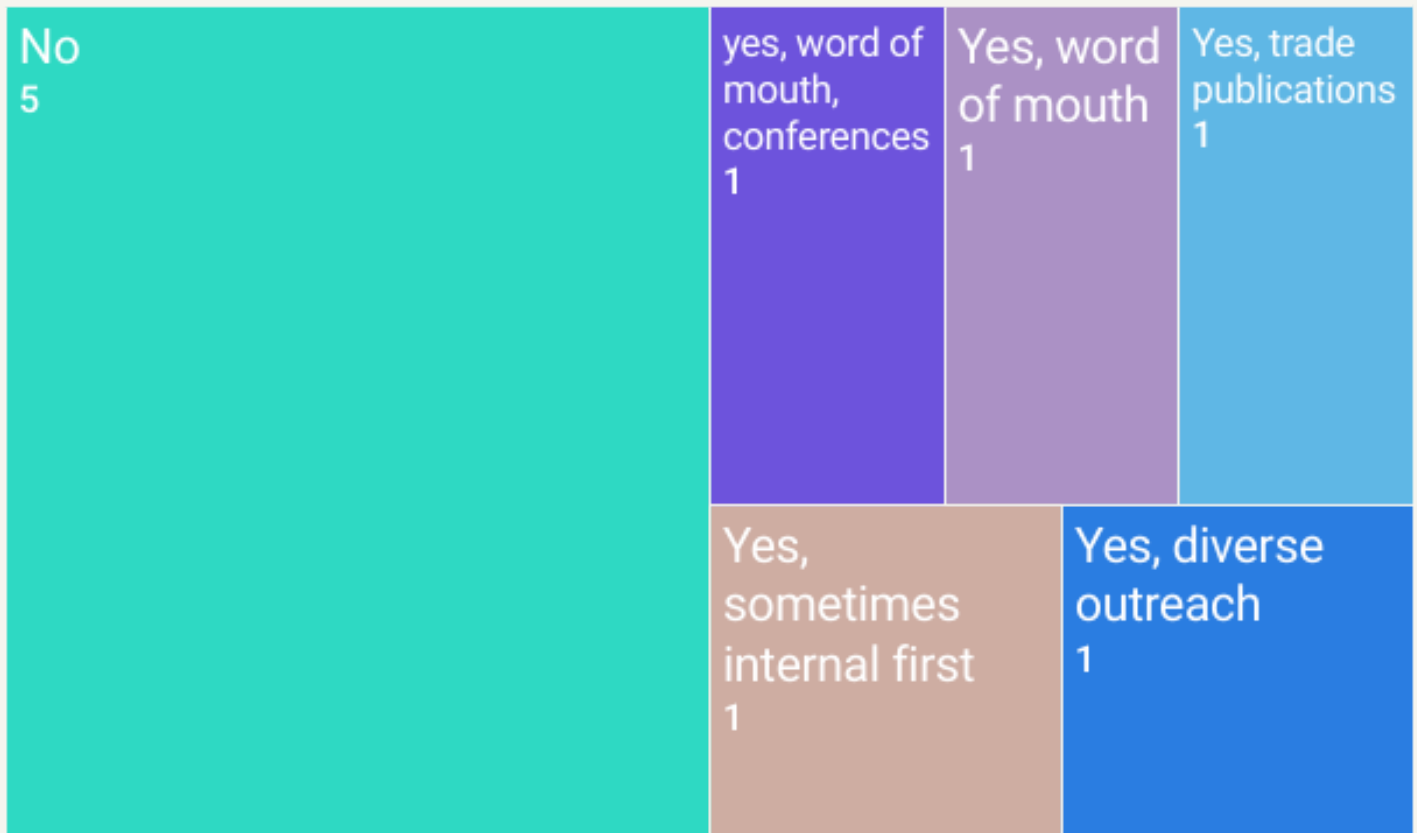
HR Personnel Policy 80.00%

What document guides interpersonal interaction in your office?

Recommended scope and objectives for diversity, equity and inclusion efforts

Diversity
- Regarding a diversity, equity and inclusion (DEI) policy contained within the HR Personnel Policy, consider an actionable policy instead of an inactive statement of acknowledgement.

Diversity
- The DEI policy should be its own separate, inviolable, standalone policy that employees understand to represent the priority that The City of Hendersonville places on engineering behaviors that support diversity, equity and inclusion -- and not simply as statements of belief.

Inclusion
- To ensure consistent interpretation of the DEI policy's language, consider including additional dimensions of diversity that reflect the values of The City of Hendersonville, such as sexual orientation, familial status, political affiliation, socioeconomic status and veteran status.

Diversity
- DEI policies are of great interest to external stakeholders, such as job applicants, job transferees and corporate developers. For these audiences, their first impression of The City is often via its website. For this reason, consider conspicuously placing the actionable DEI policy on The City's Human Resources website and "Employment Opportunities" page.

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Outreach

Is it possible for a person to hear about a job opportunity with the City outside of the ways mentioned earlier?

No
5

yes, word of mouth, conferences
1

Yes, word of mouth
1

Yes, trade publications
1

Yes, sometimes internal first
1

Yes, diverse outreach
1

Recommended scope and objectives for diversity, equity and inclusion efforts

Diversity

- Local government-based practices that foster increased diversity, equity and inclusion-based behaviors are dependent upon robust community engagement and outreach. Another way of examining this critical challenge is by asking, "How can we create a community that values individuals of intellectual, social and cultural variety with limited opportunity to connect with these people?" Simply stated, community outreach is vitality important.

Inclusion

- Considerations for fostering community engagement through outreach include establishing mentorship programs for underrepresented groups, developing a pipeline of diverse talent – starting with entry-level and junior employees, and sponsorship and support by identity-based Employee Resource Groups (ERG)

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online
8

How do residents receive information regarding your departmental policies or departmental rules?

from department
3

in-person
1

email
2

RAVE
1

online
9

In what form can a resident receive information regarding your departmental policies or departmental rules?

in-person
3

phone
1

visual
1

Recommended scope and objectives for diversity, equity and inclusion efforts

Equity

- Regarding the mechanism and platform by which residents receive information, consideration should be given to the technological accessibility and capabilities of residents. Is the information provided accessible to residents with assistive technology needs? How many steps are required to locate information on departmental websites. Is the information accessible with minimal website exploration? Does the website information rely heavily on written English text instead of visual imagery (icons, pictures, etc.) to direct users?
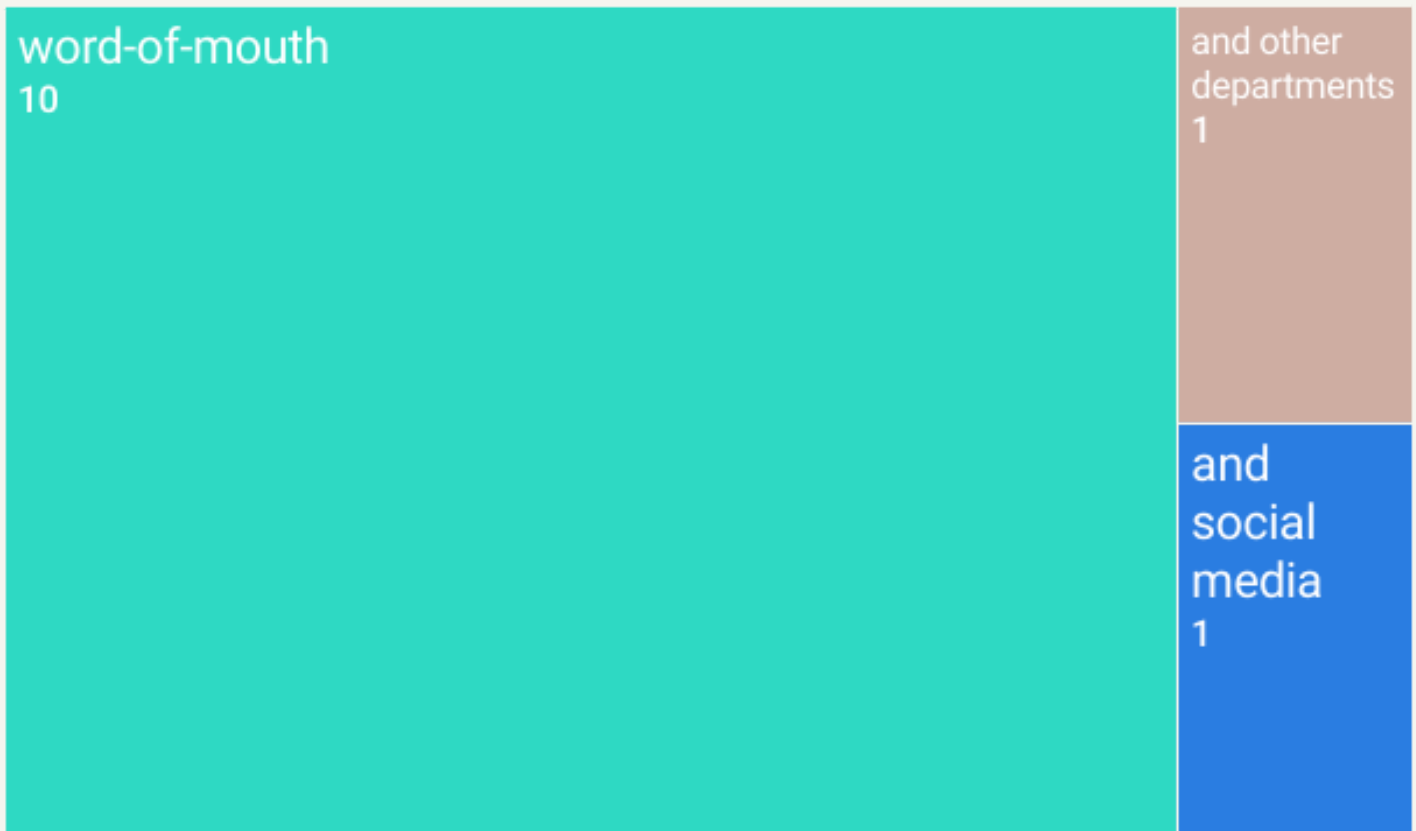
Equity

- Consideration should be given to expand departmental communication beyond written and spoken American English.

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Referrals

How do referrals originate within your office?

word-of-mouth 10	and other departments 1
	and social media 1

Recommended scope and objectives for diversity, equity and inclusion efforts

Inclusion
- As the data indicates that the vast majority of employment referrals originate from established circles of familiarity, consideration should be given to how common **affinity biases**, or the tendency to favor people who share similar interests, backgrounds and experiences, underlie each referral, and how that may ultimately contribute to entrenched homogeneity within the workforce.

Diversity
- Consideration should be given to how **confirmation bias**, which is the tendency to pay attention to information that confirms an individual's beliefs while ignoring any information to the contrary, may inform a candidate's initial and ultimate decision to apply, and subsequently influence job expectations and workforce culture.

Equity
- Although word-of-mouth referrals are not ill-advised, to create an intellectually, racially, experientially and culturally diverse workforce, examination should be given to assigning unmerited value to candidates based upon established circles of familiarity.

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Recommendations for future leadership efforts and resource allocation

The City of Hendersonville Employee-Led DEI Leadership Committee

Diversity:

refers to acceptance of and respect for the variety of similarities and differences among people. This incorporates how we are alike and how we are different from each other, including but not limited to gender, gender identity, gender expression, ethnicity, race, Native or Indigenous origin, age, generation, sexual orientation, romantic orientation, religion belief system, marital status, parental status, other family status, socio-economic difference, political affiliation, appearance, language and accent, ability and disability, mental health, substance abuse disorders, education, geography, nationality, work style, work experience, job role and function, veteran status, thinking style, and personality type

Equity:

ensures that everyone has support and access to the resources needed to be successful, by identifying and eliminating barriers that have prevented the full participation of all employees.

Equity differs from equality. Equality refers to treating everyone the same but does not necessarily lead to equitable outcomes. This is because diverse communities have diverse needs and have historically faced varying obstacles and systemic inequities.

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Recommendations for future leadership efforts and resource allocation

The City of Hendersonville Employee-Led DEI Leadership Committee

Inclusion:

is a dynamic state of operating in which diversity is leveraged and power is shared to create a fair, healthy and high-performing organization. An inclusive environment ensures equitable access to resources and equitable opportunities for all. It promotes a sense of belonging. It also enables individuals and groups to feel safe, respected, engaged, motivated and valued for who they are and for their contributions towards organizational and societal goals.

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Recommendations for future leadership efforts and resource allocation

The City of Hendersonville Employee-Led DEI Leadership Committee

Purpose

The purpose of the Hendersonville Employee-Led DEI Leadership Committee is to promote a safe, equitable, diverse and inclusive environment where all differences and identities are respected, valued and included and where representation is celebrated and encouraged. The committee will foster organizational change, establish a focused-framework towards issues of diversity and inclusion and the promotion of The City of Hendersonville DEI Strategic Plan.

Membership

The inaugural committee will be composed of twelve members. Six department heads will be advanced from the following departments: Police, Water and Sewer, Human Resources, Planning & Community Development & Communications and Finance, and six staff members will be advanced from Fire, Administration, Legal, Parks, Public Works & Engineering.

Members shall serve a minimum term of one year and a maximum of three years. The committee will seek to maintain a balance of department heads and staff members (50/50 ratio) which will be reviewed on an annual basis. To ensure that the committee is representative of all who work for the city of Hendersonville, city employees who are non-members will be invited to attend meetings, though they will not participate in committee voting.

The DEI Committee will have two co-chairs elected from its members: one department head and one staff person.

Recommendations for future leadership efforts and resource allocation

The City of Hendersonville Employee-Led DEI Leadership Committee

Goals

The Committee's goals are the following:

To protect and celebrate diversity, equity and inclusion through a variety of mechanisms including workshops, social gatherings, cultural events and training.

To create a work environment that fosters respectful and inclusive communications among all employees of The City of Hendersonville and promote best practice engagement in welcoming and supporting members of diverse communities.

To make suggestions to city administration that support, educate and discuss issues and topics related to DEI, including guest presentations and educational resources.

To facilitate communications between and among all staff to share ideas and recommendations and to assist in finding consensus when it comes to DEI goals and needs.

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Recommendations for future leadership efforts and resource allocation

The City of Hendersonville Employee-Led DEI Leadership Committee

Responsibilities

To act as DEI ambassadors across the city government, and co-coordinate the overall DEI program.

To set and review measurable DEI objectives and actively monitor progress against DEI Key Performance Indicators on an annual basis (see attached)

To assist in the review and commitment of DEI commitments, purpose and goals.

To create opportunities for employees to have meaningful engagements with co-workers and to promote cultural inclusivity and equity in the workplace. For example, "First Fridays with DEI", cross-department lunch and learn sessions.

To provide feedback to city administration on issues of culture, inclusivity and diversity in the workplace. Including recommendations and support for short- and long-term strategies to meet The City's current and future workforce needs. For example, providing feedback on effective recruitment, hiring and retention practices.

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Recommendations for future leadership efforts and resource allocation

The City of Hendersonville Employee-Led DEI Leadership Committee

Responsibilities

To formulate recommendations for the development of new policies and practice initiatives to support DEI efforts or modification of policies that may be negatively impacting diversity, inclusivity and equity efforts.

To identify opportunities for the city to engage with the broader community to promote DEI efforts. For example, community volunteer activities.

To serve as a communications vehicle across city government by helping to develop the tone and method of internal messaging to staff on committee activities and efforts. For example, the dissemination of a DEI-focused internal newsletter.

To conduct a self-assessment each year of committee effectiveness that describes accomplishments relative to developed goals, including identifying challenges and barriers encountered and recommendations for solutions.

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THEORY OF ACTION

What is a "Theory of Action"?

A theory of action is a hypothesis about what will happen when a set of strategies is implemented. Developing a theory of action requires using critical judgment about which strategic actions will lead to what desired results. It is the process of connecting what we **plan** to do with what we **hope** to get.

Why Create a Theory of Action?

Many local governments face an overwhelming number of challenges and limited resources, including limited time. As a result, we often generate lists of strategies and responses to a problem, but we don't often develop a **core approach to hold these strategies together.**

Developing a theory of action pushes us to **prioritize** and **go deep** with a few intentional strategies which are usually more productive than simply doing a whole bunch of things.

A theory of action helps us become intentional. In the process of creation, we're pushed to articulate **why** we're taking a set of actions and to name the results and impact we expect.

IF we desire to appreciate the rich and varied history of our city;

And IF we wish to champion opportunities for all residents to thrive;

And IF we also value the lived experiences of community members and the perspectives of our neighbors;

THEN we must support initiatives that lead to a high quality of life for all community members;

WHICH RESULTS in a community-government collaboration that retains generations of residents and welcomes new ones;

WHICH THEN RESULTS in a city that people take ownership of and are proud to call home.

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Acknowledgements

AHKIRAH Legal and Diversity Consultants would like to humbly conclude by acknowledging the contributions of the people, departments and leaders who worked tirelessly and contributed graciously to this document. To fully recognize and honor you, we extend our warm appreciation to:

Those responsible for **concept and coordination**

Our **group of researchers**

The **analysts** behind the data

The **writers** of this plan

All employees of The City of Hendersonville

The Mayor, Mayor Pro Tempore, and all City Council Members

We thank you for your time and support in creating this successful project!

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