

2023

Unified Government of Athens-Clarke County Equal Employment Opportunity Plan



Human Resources Department & People &
Belonging Department
Unified Government of Athens Clarke County
6/20/2024

MISSION STATEMENT

The Unified Government of Athens-Clarke County, an open and responsive government, facilitating a positive environment for individuals to obtain a high quality of life and local organizations to achieve success by providing innovative, quality services and responsible stewardship of the community's resources, to benefit current and future generations.

IDE STATEMENT

The members within The Unified Government of Athens-Clarke County are committed to clear and consistent action on inclusion, diversity, equity, and belonging as we deliver services, administer programs, and steward public resources. To that end, we assess and evaluate our policies, processes, procedures, and resource allocations on an ongoing basis to ensure that our actions align with building an Athens-Clarke County where a person's identity is no longer a predictor of outcomes.

We recognize that making room for more voices, actively valuing and respecting our differences, identifying and addressing disparities, and closing gaps requires more than our good intentions. This work demands connection, active listening, communication, coordination, and collaboration, while we grapple with our history and remain responsive to needs that are present throughout our community and staff, in order to increase quality of life and positive outcomes for all.



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Introduction

This Equal Employment Opportunity Plan (EEOP) is established in accordance with 28 CFR 42.202. It upholds the commitment to prohibitions against discrimination in any program or activity. In adopting this Equal Employment Opportunity Plan, the Unified Government of Athens - Clarke County (ACCGov) reaffirms its commitment to the principles of equal opportunity and inclusion in employment and all other personnel practices.

ACCGov is committed to the principle that all residents and employees of Athens-Clarke County are entitled to equal employment opportunity. Employment and promotion based on merit are in the interest of all people of Athens-Clarke County, and will increase the effectiveness and efficiency of the local government. The General Assembly of the State of Georgia and the Congress of the United States of America have enacted legislation prohibiting discrimination in employment on the basis of race, religion, gender, age, disability, or national origin. This government intends to maintain employment practices and operate our facilities in such a manner that will serve as a model for business and labor in Athens-Clarke County.

To that end, it is the policy of ACCGov - in all of its decisions, programs and activities - to promote equal employment opportunity and to eliminate unlawful discrimination. All Constitutional Officers, Elected Officials, Department Directors and employees of the government shall be strictly accountable for adhering to this plan; and shall take action to ensure equality of opportunity in the internal affairs of this government and in its relationship with the general public.

It is further directed that no department or office shall, in the recruitment, appointment, assignment, promotion and discharge of personnel, discriminate unlawfully against any person on the basis of race, religion, gender identity, sexual orientation, veteran status, age, disability, or national origin. The ACCGov Manager shall be represented by the Director of Human Resources and their designee(s) in personnel matters relating to equal opportunity in recruitment, hiring and promotions. The ACCGov Attorney shall represent the Manager in legal matters pertaining to equal opportunity in the hiring and promotional practices of the government.

The Director of Human Resources shall be responsible for preparing or having prepared such plans and implementing such programs as necessary to ensure the government's compliance with federal and state laws, orders, and regulations prohibiting unlawful employment discrimination. An Equal Employment Opportunity Plan (EEOP) has been developed to help achieve the goal of equal employment opportunity for all. The People & Belonging Department (formerly Inclusion Office) was established in 2019. People & Belonging Department is responsible for the development,

implementation, and incorporation of proactive diversity, equity, and inclusion strategies throughout all aspects of the ACCGov. Through the use of disaggregated data analysis, fostering inclusive community engagement, and maintaining public accountability, the People & Belonging Department collaborates with ACCGov departments to implement equity measures that improve outcomes for Athens residents. To further support the goals and mission of an inclusive organization, the Mayor and Commission recently approved:

- the addition of an IDE HR Generalist within the Human Resources Department;
- a Community Business Procurement Coordinator in the Purchasing Division of Finance to generate increased awareness and understanding between ACCGov and the community;
- a Community Engagement Coordinator/Communications Department to provide information with a focus on citizen interaction and engagement initiatives; and
- a Public Safety Community Communications Liaison/Manager's Office to serve as a primary liaison between the Safety & Justice Committee, ACCGov Police Department (ACCPD), other judicial and public safety departments, as well as the general public.

EEO Policy Statement/Inclusive Workplace Statement

It is the policy of the Unified Government of Athens-Clarke County (ACCGov) to provide equal opportunity to any applicant or employee in all aspects of the ACCGov Personnel system, employment process, and training and development programs. Employment with ACCGov is based upon personal capabilities and qualifications without regard to race, color, sex, sexual orientation, gender identity, religion, national origin, citizenship, age, disability, or pregnancy. Exceptions may be made where a specific age, sex, or physical requirement constitutes a bona fide occupational qualification necessary to proper and efficient administration.

The Personnel System shall at all times be conducted in accordance with the guidelines of the U.S. Civil Service Commission and the regulatory provisions of the Civil Rights Acts. It is the intention of ACCGov to fully comply with all applicable federal laws. As such, ACCGov will not discriminate against qualified individuals on the basis of a disability in consideration of any terms and conditions of employment or in admission and access to programs, services, and activities. In achieving compliance, ACCGov may provide reasonable accommodations to enable an otherwise qualified employee to perform the essential requirements of his or her job.

In keeping with a dedication to equal rights and opportunities for all people, ACCGov commits to fostering an organizational culture where all people are treated fairly, valued for their differences, and given equal opportunities to maximize their success. ACCGov policies that achieve organizational EEO goals include:

- Discrimination & Harassment Sec 1-17-1;
- Non-Discrimination Ordinance;
- Code of Conduct;
- Family & Medical Leave Policy and Procedures;
- Compensation Review Policy;
- Wage and Hour Policy; and Promotion Review Panel Sec 1-9-6 (a)(2)(3) (all internal applicants must compete in the same EEO environment as external applicants; further, the promotion review panel process ensures decisions are legitimate and non-discriminatory).

Employees may file complaint regarding discrimination, harassment, or retaliation at any time per Section 1-17-1 of the ACCGov Personnel System. Per Section 1-17-1, retaliation against any employee who files a charge or complaint, participates in an employment discrimination or harassment investigation or proceeding, or who otherwise engages in protected activity is strictly prohibited. ACCGov will promptly and thoroughly investigate all such complaints and will take prompt and appropriate remedial action.

ACCGov offers a comprehensive range of training courses facilitated by both the Organizational Development Department and the People & Belonging Department, covering topics such as diversity and supervisory skills. With the addition of the Inclusion Program Coordinator, all employees now receive in-house training on inclusion, diversity, and equity. ACCGov evaluates the performance of department directors, supervisors, and others based upon the success of the EEO program as with other ACCGov programs. ACCGov provides legal and effective interview training for the selection of new employees and provides ongoing training on legal and effective interviewing that addresses the following:

- Legal considerations. Anyone involved in the ACCGov employment process is expected to be familiar with EEO laws. Unintentional violations due to a lack of knowledge are not excusable.
- Information on non-job-related factors; recognizing bias; equity, diversity and inclusion.
- Competency-based interviewing to determine the most suitable applicant.
- Documentation of the entire employment process.

It is also the policy of ACCGov to align all personnel processes and standards with its commitment to an inclusive organization in order to create and maintain a positive environment where the differences of all ACCGov employees are recognized, understood, and embraced. Through this process, ACCGov employees may fully participate in achieving their full potential to maximize their contribution to ACCGov and the community.

Niki Jones

Niki Jones, Acting ACCGov Manager

Lori Pollock

Digitally signed by Lori Pollock
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Lori Pollock, Interim Human Resources Director

Designation of Responsibility

To assure support and success of this Equal Employment Opportunity Plan (EEOP), and to meet the established objectives, the following persons have been assigned specific responsibilities:

Mayor and Commission

As the elected representatives of the Athens-Clarke County community, the Mayor and Commission establish policy, direction, and goals to be achieved by the organization. They establish levels of service and appropriate funds to meet the needs of the EEOP. By adopting ordinance and resolutions, pay and benefits programs, and other actions, the Mayor and Commission provide the basic tools for management to guide, motivate, attract, reward, and retain a productive and inclusive workforce.

Manager

The Manager plays a crucial role in ensuring the success of the EEOP. They are expected to effectively communicate and adhere to the requirements of this Plan and comply with federal and state law. Specifically, the Manager is responsible for providing executive leadership and oversight to ensure that department heads achieve and implement the County's goals, plans, and objectives relating to equal employment opportunity as well as diversity, equity and inclusion found within the 15 pages under the Chapter (Overall Agency EEO Goals and Objectives) by:

- A. Communicating and providing leadership support to reiterate the County's commitment to equal employment opportunities at all levels, and to create a diverse and inclusive workforce that reflects the community it serves'
- B. Ensuring Human Resources provides all departments and staff with the necessary resources to be aware of, understand, and comply with Federal and State laws, as well as County policies and procedures, related to equal employment opportunity.
- C. Requiring every Department head to incorporate equity in performance measures and goals that meet the needs of underrepresented and/or diverse groups within the community and workforce. These measures and goals will be determined by utilizing facts, data, and experiences generated from a comprehensive report created by the People & Belonging Department.

People and Belonging Director

The People and Belonging Director is responsible for the day- to-day management, supervision, and ongoing support of both short- and long-range strategies for the advancement of equity, diversity, and inclusion within ACCGov and throughout the Athens-Clarke County, Georgia community. Duties and responsibilities include:

- A. Developing and implementing strategic initiatives, including a strategic plan, to advance equity, diversity, inclusion, and outreach within ACCGov and the Athens-Clarke County community.
- B. Assessing existing programs, services, and initiatives that support equity; developing and recommending performance measures to ensure accountability; and collecting, analyzing, and presenting data measuring equity, diversity, and inclusion efforts on a regular basis. Coordinating with the ACCGov Manager, Attorney's Office, Housing and Community Development, and Human Resources Department to ensure compliance with Title VII of the Civil Rights Act; the Americans with Disabilities Act (Title II); Section 504 of the Rehabilitation Act; the Fair Housing Act; the ACCGov Personnel System; both federal and state Equal Employment Opportunity law (EEO); and other related federal, state, and local laws.
- C. Assisting in the development and implementation of programs, policies, and processes to achieve fair and equitable outcomes.
- D. Providing updates to equity, diversity, and inclusion initiatives, including all related data, to meet required federal EEO-4 and ACCGov Equal Employment Opportunity Plan reporting schedules.
- E. Developing, coordinating, and implementing organizational diversity, equity, and inclusion training efforts.
- F. Providing information, resource referrals, and processes for addressing discrimination complaints in Athens-Clarke County.

Organizational Development Director

The Organizational Development Director is responsible for creating opportunities for employee professional development, connecting the workforce with the changing local government landscape, and fostering leadership at all levels. Duties include:

- A. Developing and delivering training programs aimed at various leadership and management skill-based areas.
- B. Encouraging employee participation in support of the advancement of the ACCGov EEO Program goals through professional development.
- C. Provide professional coaching as it relates to professional growth for all staff levels.

Finance Director

As a key member of the leadership team, the Finance Director is entrusted with the critical responsibility of ensuring financial resources are strategically allocated to support ACCGov's commitment to diversity, equity, and inclusion. The Finance Director oversees the financial operations of ACCGov. Duties and responsibilities include, but are not limited to:

- A. Providing accounting, financial services, internal audit, purchasing, and budget management services to ACCGov.
- B. Serve as the lead point of contact for the Procurement Disparity Study, and provide oversight of the Community Business Procurement Coordinator position, who is responsible for generating increased awareness and understanding of the government's procurement processes by community-based businesses representing the diverse population of Athens-Clarke County.
- C. Report at least semiannually to the ACCGov Manager's Office on their department's progress in relation to ACCGov's EEO goals found under the Chapter (Overall Agency EEO Goals and Objectives) under Community Input & Outreach (p. 32) as it relates to implementing the recommendations of the Disparity Study as well as contractor and vendor compliance.

Human Resources Director

The Director of Human Resources is responsible for the general administration of the EEOP and will continually review all personnel policies, employment practices and procedures, and make recommendations on steps to achieve full equal employment opportunity. Duties and responsibilities include:

- A. Assisting ACCGov management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to achieve goals.
- B. Reviewing the ACCGov non-discrimination plan with managers and supervisors to ensure that the policy is understood.
- C. Ensuring fair practices and due process in the hiring, promotion, and discipline processes.

- D. Periodically reviewing employment practices, policies, as well as policies for complaints, reasonable accommodation, performance evaluation, and grievances.
- E. Periodically reporting to the Manager on Departmental progress in relation to ACCGov goals.
- F. Maintaining awareness of current EEO laws and regulations, and ensure the laws and regulations affecting nondiscrimination are disseminated to responsible officials.
- G. Providing EEO training for employees and managers.
- H. Working collaboratively with the Department of People & Belonging to provide updates for all equity, diversity, and inclusion related data, to meet required federal EEO-4 and ACCGov Equal Employment Opportunity Plan reporting schedules.
- I. Auditing postings of the EEO Policy Statement to ensure up to date posting.
- J. Serving as the ADA Transition Coordinator, or oversight of designated ADA Transition Coordinator and working with ACCGov departments to identify program service barriers for residents and employees with disabilities and develop feasible solutions to eradicate barriers to provide equitable opportunities for all constituents.
- K. Coordinating with ACCGov officials, supervisors and managers in:
 - a. Actively participating in periodic audits of all aspects of employment to identify and remove barriers obstructing the achievement of EEO goals and objectives.
 - b. Holding discussions with other department directors, supervisors, employees and affinity groups to ensure compliance with ACCGov policies and procedures.
 - c. Maintaining and updating the personnel database for the purposes of EEO reporting.
 - d. Encouraging employee participation in support of the advancement of the ACCGov EEO Program goals through posting of promotional opportunities, job shadowing, and mentoring.
- L. Providing professional assistance to departments and fulfill assigned tasks in meeting EEO goals and objectives, monitor progress, and keep management informed of progress and recommend remedial action.

Directors, Appointed and Elected Officials

Department Directors, Appointed and Elected Officials will adhere to the EEOP, in both spirit and intent, and are responsible for achieving progress toward all pages of ACCGov's EEO goals found under the Chapter (Overall Agency EEO Goals and Objectives) of the EEOP in their departments. Persons are responsible for ensuring that their departments adhere to equal employment opportunity principles and policies at all levels with respect to hiring, selection, and retention. They are expected to create objectives and actions to foster an inclusive work environment that is free of discrimination and harassment. They are responsible for achieving progress toward advancing equal employment opportunity and diversity, equity, and inclusion in the goals and objectives in their departments. Department Directors, and Appointed and Elected Officials will ensure that all employment decisions, including development of job knowledge and skill requirements, interviews, offers of employment and compensation commitments, assignment, training and evaluation, and employee relations are consistent with the ACCGov Personnel System and with equal employment opportunity principles. In addition, Department Directors, and Appointed and Elected Officials shall;

- a. Evaluate supervisory staff on their compliance with equal employment opportunity principles;
- b. Report at least annually to the ACCGov Manager's Office on their department's progress in relation to ACCGov's EEO goals.
- c. Take appropriate action to prevent or remedy unlawful employment discrimination or harassment;
- d. Immediately report discrimination or harassment (including sexual harassment) complaints to the Human Resources Director or Manager;
- e. Establish and make every effort to maintain a bias-free and productive work environment for all employees;
- f. Periodically review policies and procedures for their assigned area to determine if current policies, procedures, employment decisions, or any other factors may contribute to under-representation in recruiting, hiring, training, assignments, transfer, or promotions. If any barriers are found to exist that prevent equal advancement opportunities, coordinate with the People & Belonging Department and the Human Resources Director to determine what can be done to mitigate the situation.

Administrators/Supervisors

All Administrators/supervisors shall develop and maintain knowledge of the purpose of the City's Equal Employment Opportunity Plan and its implications within their divisions. Ensure satisfactory performance, enforces rules, and ensures compliance with regulations. An Administrator/Supervisor or higher-level manager gives positive guidance and corrects or responds to improper action or misconduct witnessed, ensuring that all staff understand and work within Federal and State laws, as well as ACCGov policies and procedures related to equal employment opportunity. An Administrator/Supervisor fosters and maintains a work climate that is conducive to achieving equal employment opportunities and a workplace free from discrimination or harassment. Each Administrator/ Supervisor shall;

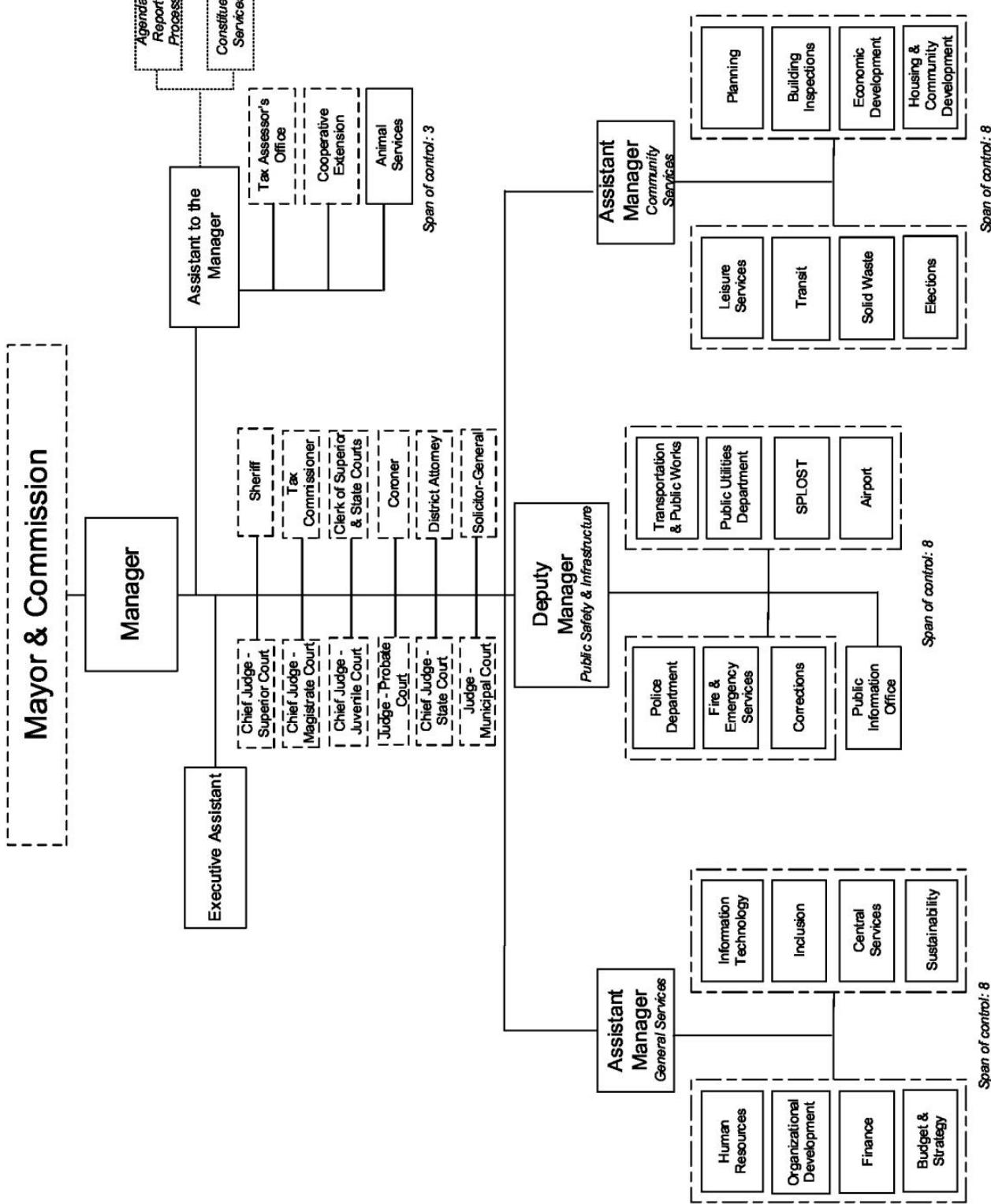
- a Periodically review the qualifications of all subordinate employees to ensure that every employee is being given equal opportunities for training, assignments, transfers, and promotions.
- b Provide advice and counsel all subordinate employees on training and promotional opportunities;
- c Take pro-active steps to prevent discrimination or harassment of any employee; and
- d Take immediate and strong disciplinary action to prevent acts of retaliation against any employee(s) involved in the filing or investigation of discrimination or harassment complaints

Employee

The employee's role is to perform assigned duties efficiently, effectively, and professionally, while supporting a work climate that is conducive to achieving equal employment opportunities and that is free of any form of discrimination or harassment. As representatives of ACCGov, employees are representatives of the local government and shall demonstrate sensitivity to and respect for other employees and members to the public. Each employee shall;

- a Treat all employees and the general public equally and with respect
- b Assist in the identification of equal opportunity problems or concerns; and
- c Refuse to engage in or tolerate discriminatory, offensive, intimidating, harassing, or retaliatory actions or comments in the workplace. Report any discriminatory, offensive, intimidating, harassing, or retaliatory actions or comments in the workplace to supervisors, directors, and the Human Resources Department.
- d Engage actively in training and professional development.

Mayor & Commission



Employee Complaint Procedure

Employees and applicants are encouraged to attempt resolution of complaints as quickly as possible at the lowest and least formal level. However, if deemed inappropriate in the judgment of the individual, then he or she is encouraged to pursue resolution at a higher level. The most important consideration should be resolution of the issue in a prompt and fair manner.

Guidelines for Resolution of Discrimination or Harassment

Any party may contact the ACCGov's Equal Employment Opportunity Officer for assistance and/or advice at (706) 613-3090.

Employees

Employees seeking resolution of any alleged act of discrimination or harassment should act immediately after determining that a problem exists. Consider resolving the issue at the lowest level possible. Notify your supervisor or administrator immediately, Human Resources, or contact ACCGov's EEO Manager, Lori Pollock at lori.pollock@accgov.com. Ask the supervisor, administrator, Human Resources, or 706-613-3090 for EEO Manager, Lori Pollock to explain the different options available to you. Choose a procedure with which you are comfortable and that you understand. Provide documentation and names of witnesses. Clearly state the alleged act in question and the remedy sought. Express any concerns about confidentiality and possible retaliation. Follow instructions about not sharing information with other employees. Allow the supervisor, administrator, Human Resources, or ACCGov Manager to follow through.

Directors, Appointed and Elected Officials, Administrators or Supervisors

When an employee chooses to approach the supervisor with a concern of discrimination or harassment, the supervisor should listen objectively to the concerns and remedy being sought by an employee and provide the employee with the option to speak with Human Resources directly. Allow the employee to fully express their concerns and determine what action the employee wants taken.

Determine what the issues are (date, time, place, witness, documentation records). Advise the employee of the impact of any confidentiality concerns such as the possibility that a guarantee of total confidentiality may not be possible based on the particulars of the resolution being sought or situation.

Assure the employee that any retaliation is prohibited. Contact the Human Resources Director, Assistant Director, Employment & Employee Relations Administrator, or Employee Relations Coordinator to report the concern of discrimination or harassment immediately. Handle all allegations in a confidential manner and share information only on a business need-to-know basis.

Department Directors, Appointed and Elected Officials, Administrators and supervisors are held to a higher level of responsibility and have a duty to be aware of the day-to-day behavior and conduct of the work unit and must take proactive measures to prevent or stop all forms of harassing behavior.

Applicants for Employment

Any applicant for employment who feels he/she has been discriminated against should contact the Human Resources Department.

Subject of Complaints

Once an allegation of discrimination has been filed, and an investigation initiated with the potential for adverse findings, the subject employee has the right to:

- An investigation that is thorough, objective and timely.
- Notification of and right to respond to and rebut the actual charges.
- Provide documents and witnesses to support his/her perspective.
- Assurance that all information will be handled confidentially on a business need-to-know basis.
- Results of the investigation and to have an opportunity to discuss any proposed action and any action taken should be commensurate with the level of infraction.

- Be advised of management's obligation to investigate those individuals if management reasonably suspects that those making such allegations did so maliciously and without a basis in truth; and take appropriate corrective action if they prove to have a basis in fact.
- Be informed that if allegations cannot be substantiated, or are proven to be false, that no record of such allegations shall be retained in any of the employee's personnel files.

The subject employee has a duty to:

- Meet with the investigator and answer all questions honestly.
- Be forthcoming with information and not be deceitful in any way.
- Keep all information confidential and not share it with fellow employees.
- Not retaliate against anyone who participated in the investigation or who filed a complaint.

External Agencies

In addition to the above, employees and applicants always have the option of filing a complaint with either, or both, state and federal external compliance agencies.

The address and phone numbers for each agency are listed below.

Georgia Commission on Equal Opportunity Employment Division
7 Martin Luther King, Jr. Drive,
S.E. 3rd Floor-Suite 351
Atlanta, Georgia 30334
404-651-6458

U.S. Equal Employment Opportunity Commission
Sam Nunn Atlanta Federal Center
100 Alabama Street, SW, 4R30 Atlanta, Georgia 30303
1-800-669-4000

Performance Improvement Plan

The purpose of the Performance Improvement Plan (PIP) is to define serious areas of concern, gaps in work performance, workplace behavior, and/or reiterate departmental expectations. The goal is to provide employees the opportunity to demonstrate improvement and commitment. Each plan outlines the following:

- Areas of Concern
- Observations, Previous Discussions or Counseling
- Improvement Goals
- Activity Goals
- Resources
- Expectations
- Progress Checkpoints

Performance Improvement Plans are designed for ninety (90) days but may be extended, if necessary.

Progressive Discipline and Appeals

When circumstances allow, supervisors are encouraged to pursue a philosophy of "progressive discipline" by administering gradually increasing disciplinary actions for each successive instance of employee misconduct. Thus, whenever an employee's performance, work habits, or personal conduct at any time falls below an acceptable level, supervisors are encouraged to use progressive disciplinary action. If improvements are not evident after a specified period, more progressive disciplinary action may be justified. A specific incident may justify immediate suspension and/or dismissal.

Progressive Disciplinary Action Process

The following are acceptable steps in the progressive disciplinary action process:

1. Additional instruction and a verbal reminder regarding the standards and expectations of the job.
2. Written reminder regarding a specific plan and steps toward improvement.

3. In situations where additional instructions and written plans have not resulted in agreed upon expectations and improvements, a written reprimand shall be initiated as disciplinary action. Copies of any written reprimands or written reminders must be provided to the employee. Written reprimands shall be forwarded to the Human Resources Department for placement in the employee's personnel file and shall remain in the file for two (2) years from the date of issue. After this time the written reprimand will be removed from the file and will no longer be used in determining personnel actions. In the event that additional disciplinary actions have been taken during the two-year period, the retention period for the initial reprimand will be extended to the expiration date of the most recent disciplinary action.
4. An employee may be suspended without pay by the Department Director as a form of progressive disciplinary action. The Department Director may suspend an employee for up to five (5) working days, which shall be reviewed by the Human Resources Director for compliance with procedural requirements. A written notice by the Department Director will advise the employee of the suspension and the reasons for the suspension.

When an employee has acted in a way that may require severe disciplinary action, the Department Director may recommend to the Human Resources Director for an extension of the five working day suspension without pay (not to exceed 15 calendar days). Upon recommendation by the Department Director to the Human Resources Director and with the concurrence of the ACCGov Manager, the suspension may be extended to 30 calendar days. An employee who is suspended for five working days or more shall not accrue any leave time, including vacation and/or sick leave, nor shall an employee use leave time while on suspension. Suspension notices shall remain in an employee's personnel file for five years. In the event that additional disciplinary actions have been taken during the five-year period, the retention period for the initial suspension will be extended to the expiration date of the most recent disciplinary action.

Dismissal

Disciplinary action need not precede dismissal. However, all personnel system dismissals will be preceded by an automatic three (3) working day suspension with pay, pending the completion of an investigation by the Human Resources Director. If the Human Resources Director decides that the dismissal is appropriate, such dismissal shall be effective at the end of the three (3) working

day suspension. If the dismissal is made at the end of the three-day suspension with pay, a written summary shall be prepared by the Human Resources Director giving the circumstances and facts leading to the dismissal.

A copy of the written summary and the appeal procedure shall be delivered to the employee by certified mail. A copy of the dismissal and written summary shall be filed in the employee's personnel file, and a copy of each shall be forwarded to the Department Director. The following causes relating to failure in performance of duties represent those actions considered adequate grounds for reprimand, suspension, demotion, or dismissal. The following cases are meant to be representative and not exhaustive reasons for discipline:

1. Inefficiency, negligence or incompetence in the performance of duties. This may be evidenced by an employee not responding favorably to progressive disciplinary action.
2. Willful abuse of or negligent use of government property or equipment.
3. Physical or mental incapacity to perform duties.
4. Absence without approved leave.
5. Failure to report for duty at the assigned time and place.
6. Fraud or misrepresentation in securing employment.
7. Conviction of a crime of moral turpitude, conviction of a felony or a misdemeanor that would adversely affect the performance of duties, or any entry of a plea of no contest to either.
8. Excessive and/or consecutive unauthorized absences.
9. Acceptance of money or other things of value in consideration for work-related favors.
10. Fighting on the job.
11. Gambling on the job
12. Violation of any lawful or official regulation or order, or failure to obey any lawful direction given him by superior personnel.
13. Illegal activities directed against the government.
14. Loss of certification required to perform duties.
15. Falsification of records.
16. Violation of the Drug and Alcohol-Free Workplace Policy.
17. Violation of the Discrimination and Harassment Policy as defined by ACCGov and federal law and regulations.
18. Violation of the government Nonsmoking Policy.
19. Unauthorized political activity as specified in the ACCGov ordinance.

An employee separated for any reason is entitled to receive notice in writing of his or her separation and the reasons therefore. All merit system terminations are preceded by Department Director recommendation for dismissal, due process meeting with the Department Director, a three (3) day suspension with pay pending Human Resources Director review of the recommendation, due process meeting with the Human Resources Director or his/her designee, and Human Resources concurrence with the recommendation for termination of employment

Utilization Analysis Table

Workforce Totals by Category	Males				Females				Totals
	White	Black	Asian	Other	White	Black	Asian	Other	
Officials/Administrators	52	9	1	2	31	6	0	0	101
ACCGov Workforce %	51.49%	8.91%	0.99%	1.98%	30.69%	5.94%	0.00%	0.00%	
Community %	33.20%	14.50%	2.60%	8.54%	37.10%	16.20%	2.90%	9.54%	
Utilization Rate	155.08%	61.45%	38.08%	23.19%	82.73%	36.67%	0.00%	0.00%	
Professionals	134	28	2	3	76	22	3	1	269
ACCGov Workforce %	49.81%	10.41%	0.74%	1.12%	28.25%	8.18%	1.12%	0.37%	
Community %	33.20%	14.50%	2.60%	8.54%	37.10%	16.20%	2.90%	9.54%	
Utilization Rate	150.04%	71.79%	28.60%	13.06%	76.15%	50.48%	38.46%	3.90%	
Technicians	56	4	1	2	3	3	0	1	70
ACCGov Workforce %	80.00%	5.71%	1.43%	2.86%	4.29%	4.29%	0.00%	1.43%	
Community %	33.20%	14.50%	2.60%	8.54%	37.10%	16.20%	2.90%	9.54%	
Utilization Rate	240.96%	39.41%	54.95%	33.46%	11.55%	26.46%	0.00%	14.97%	
Protective Services	248	60	3	10	43	53	0	9	426
ACCGov Workforce %	58.22%	14.08%	0.70%	2.35%	10.09%	12.44%	0.00%	2.11%	
Community %	33.20%	14.50%	2.60%	8.54%	37.10%	16.20%	2.90%	9.54%	
Utilization Rate	175.35%	97.13%	27.09%	27.49%	27.21%	76.80%	0.00%	22.15%	
Para Professionals	31	16	0	1	31	20	0	4	103
ACCGov Workforce %	30.10%	15.53%	0.00%	0.97%	30.10%	19.42%	0.00%	3.88%	
Community %	33.20%	14.50%	2.60%	8.54%	37.10%	16.20%	2.90%	9.54%	
Utilization Rate	90.65%	107.13%	0.00%	11.37%	81.12%	119.86%	0.00%	40.71%	
Administrative Support	46	8	0	0	175	99	3	5	336
ACCGov Workforce %	13.69%	2.38%	0.00%	0.00%	52.08%	29.46%	0.89%	1.49%	
Community %	33.20%	14.50%	2.60%	8.54%	37.10%	16.20%	2.90%	9.54%	
Utilization Rate	41.24%	16.42%	0.00%	0.00%	140.39%	181.88%	30.79%	15.60%	
Skilled Craft	93	32	1	6	4	5	1	0	142
ACCGov Workforce %	65.49%	22.54%	0.70%	4.23%	2.82%	3.52%	0.70%	0.00%	
Community %	33.20%	14.50%	2.60%	8.54%	37.10%	16.20%	2.90%	9.54%	
Utilization Rate	197.27%	155.42%	27.09%	49.48%	7.59%	21.74%	24.28%	0.00%	
Service/Maintenance	73	97	1	5	54	73	1	2	306
ACCGov Workforce %	23.86%	31.70%	0.33%	1.63%	17.65%	23.86%	0.33%	0.65%	
Community %	33.20%	14.50%	2.60%	8.54%	37.10%	16.20%	2.90%	4.46%	
Utilization Rate	71.86%	218.62%	12.57%	19.13%	47.57%	147.26%	11.27%	14.65%	
TOTAL WORKFORCE (ACCGov)	733	254	9	29	417	281	8	22	1753
ACCGov Workforce %	41.81%	14.49%	0.51%	1.65%	23.79%	16.03%	0.46%	1.25%	
Community %	33.20%	14.50%	2.60%	8.54%	37.10%	16.20%	2.90%	9.54%	
Total ACCGov Workforce Utilization Rate	125.95%	99.93%	19.75%	19.37%	64.12%	98.95%	15.74%	13.16%	

Source: 2022 American Community Survey 1-Year Estimates Detailed Tables: Sex by Age (White, Black or African American, Asian, Some other Race.) Data Based on comparison between ACCGov employees and community workforce between the ages of 16 and 74. Utilization Rate indicates proportion of workforce representation over community representation. Below 100% reflects underutilization and over 100% reflects overutilization.

Utilization Analysis Narrative

- In the function areas of Officials/Administrators and Professional employees, the government is underutilized with regard to all groups except for White males.
- In the area of Technicians, the government is underutilized with regard to all groups except for White males.
- In the Protective Services area, the government is underutilized with regard to all groups except for White males; and close to utilization with Black Males at 97.13%
- In the Paraprofessional Services area, the government is underutilized with regard to all groups except for Black males and Black females.
- In the Administrative Support area, the government is underutilized with regard to all groups except White females and Black females.
- In the Skilled Craft area, the government is underutilized with regard to all groups except Black males and White males.
- Finally, in the Service/Maintenance area, the government is underutilized with regard to all groups except Black males and Black females.

In general, ACCGov workforce is overrepresented by White males. The workforce is closely matched with the community in the categories of Black males (99.93%) and Black females (98.95). The ACCGov workforce is underrepresented by Asian males, other males, White females, Asian females and other females. The Technicians group and the Protective Services group contain the largest disparity between race and gender categories

Overall Agency EEO Goals and Objective

In response to the findings on workforce utilization provided by this report, ACCGov will implement action-oriented programs in the following areas. These programs support the ACCGov's policies and philosophical commitment to Equal Employment Opportunity. ACCGov is committed to making its workforce profiles more closely reflect published availability data to ensure equal opportunity.



Figure 1: ACCGov's EEO Goals

Goal 1: ACCGov Branding, Mission, Vision, and Values

1. Survey employees, Department Directors regarding current culture
2. Annual review of ACCGov Mission, Vision, and Values.
3. Support and Implement recommendations from ACCGov Core Values Team and Boards Authorities and Commissions
4. Support actions of the People & Belonging Department

Goal 2: Employment Process

1. Build connections with local and national minority organizations for access to college-age minority students and members who might be viable candidates for mid- and senior-level positions.
2. Revise recruitment strategy to engage diverse candidate pool by engaging community organizations at the grassroots level.
3. Include diverse representation on interviewing teams where practical.
4. Include diverse representation of Assessors for Assessment Centers used for promotional processes.
5. Include diverse representation on all ACCGov marketing material.
6. Legal and effective interviewing training is provided for all Department Directors, hiring managers and supervisors.
7. All vacant positions are posted for a minimum of five (5) days on the ACCGov Jobs website, internal posting via e-mail, on Government Jobs.com, pertinent agency and association sites, and organizations focused on underrepresented. Applications are subject to screening for minimum job qualifications and referred to hiring managers for interview selection where legitimate, nondiscriminatory selections are recorded in the ACCGov Applicant Tracking System.
8. Interviewers are certified by ACCGov Human Resources through its Legal and Effective Interviewing program or otherwise all interviews are attended by a Human Resources representative. Interview panels administer consistent, structured, and job-related

behavioral interview questions and document responses for the record, kept in the ACCGov Applicant Tracking System.

9. Hiring recommendations are sent electronically by the hiring manager to a Human Resources representative who reviews selection reasons, reference checks, interview notes, and approves the hire for conditional offer of employment. Conditional offer of employment is made by a Human Resources representative and documented through the ACCGov Applicant Tracking System. Such an offer includes a criminal background check; a motor vehicle background check; a pre-employment physical and/or drug test, and/or psychological evaluation; and/or a credit check as defined by the individual job classification's appropriate requirements. Upon successful completion of all pre- employment conditions, a final offer of employment may follow.

All employee testing is administered through the ACCGov Human Resources Department consistent with the Uniform Guidelines on Employment Section Procedures. ACCGov Human Resources utilizes compliant testing software using valid and defensible tests; Organizational Psychologists, subject matter experts (SMEs), and professional providers to ensure test validity (including item analysis for bias, job appropriateness, etc.); and qualified statistical analysis to establish statistically valid cut-off scores for tests.

ACCGov obtains legal review for testing changes in public safety, as well as Organizational Psychologist development and administration of valid and defensible assessment center policy, process, and procedure in public safety promotion for competitive ranks. Testing is generally considered to be a threshold for eligibility for selection. It is one factor among the entirety of job-related factors for selection of the most suitable candidate for a position. Test results are monitored for potential adverse impact using the 4/5 rule, and indication of adverse impact results in change in testing or even outright elimination of the test as appropriate.

Employee training is on the job, through various Department-level training opportunities across some 30 diverse Departments of local government, and through the ACCGov Organizational Development Department through the Learning Management System.

Goal 3: Employee Growth and Succession Planning

1. Ensure diverse representation on assignments and team projects where practical.
2. Through the Organizational Development Department & People and Belonging Department current and interim supervisors are provided training on diversity and inclusion in an effort to improve ACCGov's cultural competency.
3. ACCGov is an Equal Opportunity Employer and not subject to Affirmative Action requirements. As such, ACCGov provides professional development opportunities to all employees, including:
 - Organizational Development Department's Learning Management System affords access to training, both in person and e Learning, to all employees to support their career growth and personal development needs. This includes courses to prepare for supervisory roles and comprehensive supervisory training programs, Microsoft software suite content and other software trainings, team building and conflict management, and other interpersonal skills, etc., that enhance workplace experiences, including new hire on-boarding.
 - Supervisory Equivalency Program allowing those without supervisory opportunity in current classification to obtain up to one year of supervisory experience for qualification for promotional opportunities;
 - Intro to Leadership; Supervisor Management; etc.
 - Department-level certification programs per industry open to all;
 - CDL training and certification;
 - Webinars, conferences, seminars, and workshops per Departmental need and budget offered per job classification;
 - Tuition Reimbursement Program open to all employees for qualified degree program.

Innovation Ambassadors

This program is all about the process that helps expand the capacity of our employees to perform leadership roles within ACCGov. Leadership roles facilitate the execution of our organization's approach through building alignment, winning mind share, and growing the competencies of others.

Innovation Ambassadors is a 12-month blended learning program, where participants will learn via ACCGov's Take Aim Learning Management System (Online) and traditional face- to-face teaching. ACCGov Take Aim LMS is our latest web-based technology to plan, implement, create, deliver content, monitor learner participation, and assess performance. The Innovation Ambassador's program meets two days a month. Face-to-face classes start at 9:00 am. and end at 4:30 p.m. Online assignments are posted via the Take Aim Learning Management System. Online courses will meet for one hour to disseminate instructions on navigating to assignments and reiterating due dates found in the on-line calendar.

The activities in this program include leadership principles, situational judgment, self-awareness (Emergenetics Workshop), knowledge of principles, effective communications, management effectiveness, technology utilization, decision-making/problem-solving, prioritizing work, conducting research, budget development, other analyses, core values, and delivering high-quality, customer-focused service.

A partial graduation requirement includes the creation and completion of a service-learning project. Service-learning is a method of teaching through which learners apply their academic skills and knowledge to address real-life needs within ACCGov. Service-learning provides a compelling reason to learn, teaches civic participation skills, and develops an ethic of service and civic responsibility. Civic leadership is simply the means to address the many opportunities and challenges ACCGov has. It is a precious resource to be cultivated and nurtured.

Goal 4: Supervisory Training

1. Further develop supervisors' professional understanding, respect, and sensitivity for all types of differences.
2. Provide training on legal and effective interviewing skills.
3. Train supervisors on cultural competency in leadership, coaching, and employee development.

Stepping Up to Supervision

This is a twelve-week blended learning program, a collaborative training course, embracing the advantages of both traditional teaching in the classroom and online (E-learning). Participants spend 3 hours (9-12) in a face-to-face environment and one hour interfacing with ACCGov's Take Aim Learning Management System.

Stepping Up to Supervision is designed for local government supervisors, new and experienced, from the front line to the most senior manager. The curriculum explores leadership strategies focusing on pragmatic recommendations about the day-to-day duties of supervisors and addresses the most complex challenges. The role of today's supervisor increases engagement to close achievement gaps, implement quality customer service, communicate core values while modeling ethical behavior, and follow a roadmap that's inclusive for people from all walks of life.

From Interim to Executive Leader

Transformational leadership is demonstrated when leaders lead with cheerful hearts and minds. Our interactive session explores how to lead through challenging times using fundamental keys to leadership priorities, "Managing at the Speed of Change," while implementing "The Speed of Trust." The goal is to become the best ACCGov servant leaders we can be.

When we fail to implement top-quality leadership skills, fail to operate at the speed of change, and lack trust, our organization faces external and internal risks. Failing to implement these qualities can throw an organization into disarray, threaten high turnover, cause quiet quitting, and more. While predicting change is nearly impossible, we can take steps to prepare for, mitigate, and navigate the most likely risks.

Goal 5: Performance Appraisal

In 2023, the PerPro System has taken center stage in our efforts to revolutionize our approach to performance evaluations. It has been recognized as a critical step forward in our commitment to employee development and organizational growth. ACCGov has transitioned to electronic Performance management System, Performance Pro (PerPro) with the transition, the following changes have been made;

1. Supervisors are required to meet and converse with employees about performance in April (planning phase), October (mid-year evaluation), and March (end-of-year evaluation).
2. Changed evaluation terms. Some of the terminology we have all come to associate with the paper-PMP are changing for better clarification.:
 - i. Changed appraisal to evaluation / appraiser to evaluator
 - ii. Changed goals to SMART goals
 - iii. Changed task evaluation to core competencies evaluation
 - iv. Changed performance rating to performance descriptors
3. Evaluations are now semi-annual
4. No more numerical rating scales. There are better performance level descriptors.
5. Evaluating core values instead of the big three behaviors on the paper form.
6. Evaluating core competencies instead of tasks.
7. Performance histories is viewable.
8. Peer feedback tool for employees. Employees can now leave positive feedback for anyone in the government
9. Supervisors can print a variety of reports, including performance histories, journaled notes, peer feedback, etc.

To ensure the successful adoption of the PerPro System, extensive training programs were designed and implemented. This encompassed creating tailored training materials, conducting comprehensive workshops, and providing ongoing support to employees as they familiarized themselves with the system. The time invested in training was substantial but essential to empower our team with the skills needed to leverage the system effectively. In the coming years, the focus on performance management will be enhanced through the following objectives;

1. Include expectations for supervisors on performance evaluations for diversity and inclusion.
2. There are two evaluation periods:
 - i. April 1 - September 30
 - ii. October 1 - February 28/29: March is reserved for completing End-of-Year final evaluations
3. Mid-Year Evaluations: The mid-year evaluations (September), give us a chance to review progress, celebrate achievements, and align with the organization's objectives. This process is not only a vital part of our performance management but also a significant step towards personal and professional growth. We encourage all supervisors to actively engage in the evaluation process, fostering open communication with employees to make these evaluations truly insightful.
4. Evaluate supervisors on coaching, evaluating performance, motivation and recognition, providing growth/development opportunities for his/her individual team members.
4. Evaluate supervisors on delegation, employee discipline, and other key aspects of supervision.

Compensation and Benefits

Provide fair and equitable compensation and benefits to all employees:

1. Classification and Compensation Study completion in 2018 with implementation of recommendations in FY19 and FY20 to ensure internal equity and market competitiveness. Such study to be completed every five to seven years. Public Safety Step Plan study and implementation in FY21.
2. Personnel System 1-9 provides for equal access to benefits for active employees.
3. Retiree health and other retirement benefits offerings are subject to ACCGov local ordinance ensuring equitable treatment and equal access to all benefits.
4. ACCGov administers a classification system and an associated pay grade schedule and pay scale with ranges from minimum to midpoint to maximum.
5. ACCGov employees are hired at the annual entry rate of pay grade (minimum) unless approved per local ordinance by Human Resources and the ACCGov Manager (CEO) after analysis of internal equity for years of service, race, gender, age, etc., as well as proper justification of above minimum qualifications to ensure equitable pay for all. ACCGov follows all local, state and federal law governing pay practices.
6. Annual HR/Compensation and Payroll Division review of FLSA reporting to ensure internal pay equity across job classifications.
7. Annual Performance Management Program.

Goal 6: Community Input & Outreach

Procurement Disparity Study

In October 2021, the Mayor and Commission of ACCGov decided to engage MGT Consulting in a contract aimed at scrutinizing ACCGov's historical procurement practices. The primary objective of this study is to assess whether there are any discrepancies in contract awards based on racial factors to potentially enable a change in procurement practices with equity in mind, as per the dictates of case law. The examination will encompass both prime and sub-contractors. Additionally, MGT will create a pool of eligible minority-owned agencies interested in contracting with the ACCGov. As of 2023, MGT Consulting has successfully concluded the Disparity Study for ACCGov.

Employee Engagement Survey

During summer of 2023, ETC Institute administered an employee survey for ACCGov. The survey was designed to objectively assess overall satisfaction with employment at ACCGov and to gather input from employees about issues in the following major areas:

- Equipment and Resources
- Communication and Employee Engagement
- Rewards and Recognition
- Work Environment and Culture
- Compensation and Benefits
- Employee Empowerment
- Equity, Inclusion, and Belonging
- Professional Development

Core Values Team

The core values form the foundation for performing work and conducting ourselves. Each Other, Integrity, Collaboration, Competence, and Community are ACCGov's core values. We have an entire universe of values important to us throughout societal changes, government, politics, and technology. In an ever-changing world, core values are constant. Core values do not describe our work or strategies to accomplish our mission. Instead, the values underlie our work, how we interact, and which methods we employ to fulfill our mission. The core values are the essential elements of how we go about our work.

They are the practices we use (or should be using) daily in everything we do. The goal of implementing the five values throughout the organization and the community ACCGov's Values are relevant to every department, employee, and community. The goal of implementing the five values throughout the organization and the community is to establish ACCGov's "Core Values as standard operations. We operationalize core values through visibility, communication, recruitment, on-boarding, training, performance, rewards, incentives, employee engagement, recognition, and strategic planning. When we complete these goals, we implement measurable and meaningful activities that are beneficial and valuable to ACCGov and the community. The successful implementation of ACCGov's Core Values to have the following impact:

- Every employee learns the meaning behind each value and remembers them by connecting them to behaviors seen in their work.
- Core Values concepts are integrated into ACCGov's ongoing leadership programs, "Stepping Up to Supervision" and "Innovation Ambassadors."
- All customer-facing employees should have completed the customer service "Core Values" course.
- All full-time regular employees will have a comprehension understanding of Core Values via PerformancePro.
- 80% of all tracked participants will have met all prescribed goals while demonstrating core values factors per the rating scale.
- The demonstration of core values becomes muscle memory for all veteran employees.
- ACCGov's employees will define the organizational values through strategic planning, competence, and commitment to public service through documentation through Goal Teams' active work on department-level planning.

The impact of putting "Core Values" as guiding principles in place for both employees and residents is that we will see a shared vision. Our organizational values are the bedrock of defining behavioral norms and fulfilling our mission and vision. "63 percent of consumers say they want services from organizations with a purpose that resonates with their values and belief systems." We believe that we are that entity that can provide a positive impact within the community by displaying and demonstrating our "Core Values." "Core Values" are standards that create repeatable comportment. Core values create a repeatable, scalable system. Employees have the opportunity to make good decisions on their own by simply applying the values to new challenges that arrive. Momentum is foreseeable when all employees think about and perform the same goal excellently.

This does not happen overnight, but it definitely can and will be accomplished if we are consistent in our work. Employees can learn to apply these core values to their work and daily lives by sharing the vision with coworkers, family, friends, and the community. Leaders and employees should model our core values, beginning with integrity, understanding, and becoming self-aware that we represent ACCGov by our actions. Employees should never accept anything less than excellence in the workplace and their daily lives. We should remember that our differences are our most vital asset; it is the foundation of collaboration. As employees, we must understand that community is the cornerstone of our existence, and without “Each Other,” we have nothing.

Minority Recruitment

The first DEI Generalist was hired in FY22 to enhance the efforts aimed at minority recruitment at higher level positions within ACCGov per the FY22 Budget highlights. We have expanded this to include all levels of hiring. In an effort to reach more racially diverse candidates this position will begin to identify and work with community organizations, like the Northeast Georgia Black Chamber of Commerce and the Minority Business and Nonprofit Association. Recruitment efforts have been revamped to include a wider array of presence at job fairs, youth programs, and UGA events. In addition to increasing outreach to racially diverse candidates, the HR Department contributed to a culture of disability inclusion by adding language to all job postings to ensure prospective applicants are aware they can request a reasonable accommodation at any time during the hiring process.

Great Promise Partnership

ACCGov has a partnership with Great Promise Partnership (GPP). GPP is a part of the Work-Based Learning program at the Georgia Department of Education (GaDOE) in the Career, Technical and Agricultural Education Department (CTAE). GPP works to establish and grow public-private partnerships in communities across the state that empower and equip students in danger of not graduating complete high school while gaining real-world job skills and experience, creating a path to personal success and the workforce of the future. Engaging with GPP offers Georgia Employers an opportunity to address the critical need of recruiting and developing the next generation of workforce talent.

IDE Training

To ensure diversity, equity, and inclusion training will promote reflection and perspective change that aims to bring about a continual organizational shift in the workplace culture. The Inclusion Program Coordinator is responsible for designing and facilitating in-house DEI training for ACCGov staff. These in-house training sessions will be conducted in a group setting intended to help our workforce engage in open dialogue and inspire participants to present questions they may have without shame or fear of retribution. Opportunities to take part in other Diversity, Equity, and Inclusion trainings will be extended to members of ACCGov's Boards, Authorities, and Commissions.

The Community Education Coordinator is responsible for facilitating community education, generating trust-building community engagement, and mobilizing active community participation in the collaborative work of helping to embed diversity, equity, and inclusion in systems, processes, and relationship pipelines throughout the Athens-Clarke County community. This position is responsible for grassroots education throughout the community, developing and implementing diversity, equity, and inclusion (DEI)-focused community needs assessments, data analysis, sustained relationship-building, and providing direct DEI education and dialogue facilitation support.

Community Partnerships

The People & Belonging Department aims to create a culture of shared collaboration by identifying community partnership opportunities and cultivating channels for community voices that will impact policies, programs and internal practice.

Partnerships with local organizations will help address community-wide concerns, creating intentional spaces for data sharing and action planning. In partnership with ACCGov, Budget & Strategy Department and the Neighborhood Leaders program, the People & Belonging Department will work to use and highlight the NL data dashboard as a tool to create internal snapshots. These snapshots will be used to generate info-graphics, prioritize project outcomes, and inform staff of the community impact and localized community experiences when making programmatic decisions.

The People & Belonging Department has also recently embarked on the development of workforce dashboards to serve as an interface, offering a visual representation of the ACCGov diversity, equity, and inclusion practices and outcomes.

The primary objective of this dashboard is to enable ACCGov to monitor their DEI practices effectively, fostering the desired company culture. By utilizing DEI metrics, leaders can identify areas for improvement, maintaining a vigilant focus on diversity, equity, and inclusion. This proactive approach supports our organization in cultivating and engaging a diverse workforce, ensuring fair and transparent treatment of employees, and shaping the corporate culture in alignment with our values.

Community Business Procurement

The Community Business Procurement Coordinator position serves with the purpose to generate increased awareness and understanding of the ACCGov's procurement processes by community-based businesses representing the diverse population of Athens-Clarke County. The position is responsible for community outreach and relationship building among stakeholders, providing direct education and technical support, and collecting, analyzing, and reporting relevant data.

Public Remembering & Acknowledgement

The People & Belonging Department has utilized community knowledge to understand past experiences and address issues of racism, trauma, and harm within the Athens-Clarke County community. The Athens Justice and Memory Project (AJMP) is a groundbreaking initiative led by residents, focusing on acknowledging and addressing the history and consequences of Urban Renewal in Athens-Clarke County. On February 16, 2021, the Mayor and Commission unanimously supported a resolution recognizing and seeking redress for Linnentown, its descendants, and the Black communities in Athens-Clarke County affected by urban renewal.

The People & Belonging Department and Leisure Services Arts Division are actively supporting the AJMP in developing and installing the Linnentown Interpretative Art Piece. This project aims to establish a sense of place and reconciliation created through a participatory art process involving first descendants, AJMP members, and the community. The art piece will showcase history through interpretive, artistic, and informative signage installations, offering education and addressing past harms caused by urban renewal policies. This art piece will be situated along Linnentown Lane (established 2023), the former location of the Linnentown neighborhood.

On October 26, 2022, the Athens Justice & Memory Project committee voted unanimously to accept the economic losses report prepared by Dr. Jerry Shannon to formally recommend to the Mayor and Commission that \$1.25M be allocated to affordable housing preservation via home rehabilitation and down payment assistance. Soon after the M&C voted unanimously to accept the recommendation and designated \$1.25M of American Rescue Plan Act (ARPA) funds to affordable housing preservation via home repairs and down payment assistance. ACCGov staff issued a Request for Proposals from qualified organizations in June 2023 and received one proposal from Historic Athens for home repair projects. This proposal was approved by Mayor and Commission for funding in November 2023.

Human Relations Commission & Community Education

The Human Relations Commission (HRC) is an advisory board that provides policy recommendations regarding work on diversity, equity and inclusion of residents of all identities to the Mayor and Commission based on active relationship building, community dialogue, listening, data, and research and review of policies in other communities. The HRC works to educate the community about the local non-discrimination ordinance and how to file complaints. This Commission also seeks opportunities for community outreach and education that prioritizes diversity, inclusion, representation, and equity. The Department of People & Belonging continues to create educational materials and understandable infographics around the Unlawful Discrimination Ordinance (NDO), and small snippets of prevention media around discrimination, harassment, bullying, bystander intervention, interrupting micro-aggressions, unconscious bias, and others.

Dissemination

ACCGov recognizes that communication of these Equal Employment Opportunity policies and procedures is an integral part of consistent and effective implementation and vital to the success of the EEOP. Thus, ACCGov's equal employment opportunity policy shall be made known internally and externally. External communication is equally important since overall success greatly depends on the support of individuals, institutions, and organizations in the community, especially those within the immediate labor area that are likely to be resources for applicant referrals. Accordingly, broad steps are taken to ensure adequate dissemination of the policies and procedures.

Internal Dissemination

- ACCGov shall post the EEOP on the organization's intranet.
- ACCGov will notify all employees via email of EEOP availability and how to find
- Job postings and other publications shall include language that ACCGov is an Equal Employment Opportunity employer.
- ACCGov will periodically reaffirm commitment to the EEO policy using written communication or e-mail to employees
- Employees shall be made aware of the ACCGov's EEO policy during the new employee orientation session including how to obtain a copy, where complaints should be submitted.
- ACCGov employees participating in the employment process will receive additional training as part of the Legal and Effective interviewing training.
- Newly appointed first-line supervisors and managers shall be made aware of their responsibilities regarding EEO Plan as soon as possible upon assumption of their new duties.
- When there are publications, both minority and non-minority men and women will be featured
- EEO, ADA, ADEA, and related employment posters shall be displayed in a conspicuous location such as bulletin boards in ACCGov as required by federal and state laws.
- A copy of the EEOP Utilization Report is available on request in the recipient's Human Resources office.
- ACCGov Department Directors are to report at least annually to the ACCGov Manager's Office on their Department's progress in relation to ACCGov's EEO goals as well as contractor and vendor compliance.
- Selection and implementation of Diversity and Inclusion training into the LMS for both new hires and all ACCGov employees.

External Dissemination

- The EEO policy shall be posted on the internet website.
- Recruitment resources shall be informed in writing of ACCGov's EEO policy.
- Recruitment material shall include the ACCGov's EEO statement.
- Employment advertisements for ACCGov positions shall contain the phrase "Equal Employment Opportunity Employer."
- Publications shall feature both minority and non-minority individuals.