

City of Chicago RACIAL EQUITY ACTION PLAN

Under the City of Chicago's Municipal Code (Ch. 2-4-100), all City of Chicago departments must create and maintain Racial Equity Action Plans (REAPs) "to articulate and guide strategy aimed at advancing equity and making it a permanent pillar in all departmental workstreams." Progress on all REAPs are accounted for annually as a part of the City of Chicago's budget process. This document outlines the components of the REAP and ensures that all strategies are aligned to Chicago's citywide vision: ***All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025)***



THE CITY OF CHICAGO'S DEFINITION OF EQUITY

Equity is both an outcome and a process:


As an **outcome** equity results in fair and just access to opportunity and resources that provide everyone the ability to thrive. Acknowledging the present and historical inequality that persist in our society, equity is a future state we strive to create where identity and social status no longer predestine life outcomes.

As a **process**, equity requires a new way of doing business: one that

- (1) Prioritizes access and opportunities for groups who have the greatest need.
- (2) Methodically evaluates benefits and burdens produced by seemingly neutral systems and practices.
- (3) Engages those most impacted by the problems we seek to address as experts in their own experiences, strategists in co-creating solutions, and evaluators of success.

Further, our focus is on evaluating our own strategies, interventions and resources in a way that prioritizes those who are most negatively impacted by current policies, procedures & practices.

Racial equity focuses on the social construction of race and how it has been used (historically and presently) to unjustly distribute opportunity and resources based on a person's skin color, heritage, ethnicity, and/or national origin. Advancing racial equity requires an analysis of systemic racism inclusive of the ways harm is created at the individual, interpersonal, institutional, and structural levels. It also requires a commitment to dismantling systems that perpetuate racialized outcomes and rebuild systems that produce systemic inclusion.



The coordination of the development and implementation of City of Chicago REAPs is led by the Office of Equity and Racial Justice. For more information about REAPs and/or the work of the office visit www.chicago.gov/equity.



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The City of Chicago's Vision: All people and all communities have power, are free from oppression, and are strengthened by equitable access to resources, environments, and opportunities that promote optimal health and well-being. (HC2025 Vision)

1. WORKFORCE DIVERSITY

Citywide Desired Result:

All Chicagoans are connected to employment, training, and advancement through the City of Chicago.

Community indicators:

What data can you examine to understand the status of the citywide desired result?

Unemployment Rates, Poverty and Economic Hardship, City Workforce diversity. Data showing the salary of City workers disaggregated by race.

Define the Problem

Identify the problem creating barriers to advancing the citywide goal.

Consider who is most negatively impacted and most marginalized on the issue. Be explicit about which populations or communities you need to focus on.

People of color and women in Chicago communities have had fewer opportunities to secure city employment. The Department of Human Resources (DHR) recognizes that historically there has been a lower representation of Hispanic and women employees in its workforce. In addition, there has also been a limited representation of people of color in leadership roles. For example, the City's workforce overall is 29% Hispanic, while the Hispanic workforce of the City of Chicago is only 24.3%. Similarly, Asian employees are represented in the City overall at 6.4%, while the representation among City workers is 3.3%

Identify Root Cause(s)

What is contributing to the problem?

How has systemic and structural racism shaped historical and current events related to the problem?

Systemic and structural racism has always had a negative impact on people of color and women. Some examples include higher unemployment rates in minority groups; limited access to education and employment; and earning lower wages as compared to white men who are doing the same type of work. We see the negative impact of systemic and structural racism on the overall health of people of color and women in the workforce as it translates to the amount of absenteeism related to both an employee's own health needs and/or the health needs of their family members, as well as the amount of absenteeism related to routine child care and bonding for new parents. Among City residents, Chicagoans who are Black, Asian or Pacific Islander, Hispanic, or Native American are less likely to hold good jobs, according to data found in the We Will Chicago draft plan. This demonstrates how structural racism has contributed to unfair outcomes.

Define the Opportunity

Identify opportunities for your department to advance the citywide goal.

Consider who is most negatively impacted and most marginalized on the issue. Be explicit about which populations or communities you need to focus on.

In order for this to change, the Department of Human Resources (DHR) must be intentional about creating a strategy that focuses on inclusion for all employees. DHR's strategy relies on leveraging its key responsibilities for hiring, and employee learning and development. By using the actions connected to each DHR strategy to create greater equity, we will develop a workforce that more fully mirrors the diversity of Chicago and includes more people with diverse backgrounds in decision-making roles.

Department Desired Result How will your department advance the citywide desired result? Actions What steps will the department take?	Timeline <i>By when will the department achieve this goal?</i>	Performance Measures <i>How will the department know if it achieved its goal? Identify metrics that indicate success. (e.g., staff composition and # of organizations served)</i>	Implementation Plan <i>What specific steps will the department take to carry out each action? Identify necessary stakeholders to advance this action, e.g., internal department divisions/bureaus, other government agencies, community organizations, etc.</i>	Status <i>Departments will report the status of each action annually at budget time.</i>
A. Department Strategy: Drive the implementation of the City's updated Employment Plan in a manner that aligns with the City's framework for diversity and fairness in hiring.				
Action #1 - Increase opportunities to make offers of employment at career events, such as job fairs, in communities of color or economically disadvantaged communities.	Fall 2023	Run hire report that displays eligible job title and race fields to capture EEO breakdown and compare to the prior year's data. Create a report following each job fair that tracks the number of candidates that expressed interest and/or applied.	Identify positions that would be eligible (i.e., Shakman Exempt/Senior Manager/Willing and Able). Update Employment Plan to include process. Develop a communication strategy for stakeholders. Identify job fair opportunities where offers can be piloted and evaluated for success. Host virtual recruiting fairs in partnership with departmental stakeholders.	
Action# 2 - Increase efforts to conduct outreach for a more diverse pool of candidates.	Summer 2023	Add sources to Taleo to identify hires that learned about the work opportunity through that specific source.	Work with the Office of Equity and Racial Justice to Identify funding to partner with Military/Disability/Diversity organizations to advertise city jobs and attract diverse talent. Standardize the outreach efforts around specific roles, such as Senior Manager positions. Increase the capacity of DHR and departmental staff to engage at events and job fairs.	
Action# 3 - Develop a data-driven decision-making evaluation tool to overcome unconscious bias in the selection process.	Spring 2025	Run and monitor hire reports to identify an increase in diversity efforts or any adverse impact.	Work with hiring managers and OIG to develop a new candidate assessment form on an electronic platform for non-union positions that automatically scores candidates on competencies displayed during the interview, to remove unconscious bias resulting from consensus meetings.	

B. Department Strategy: Expand and improve training and development programs that support diversity				
<p>Action #1</p> <p>Expand and enhance the Interview & Consensus training that is mandatory for all interviewers by highlighting the concepts that support diversity.</p>	<p>Early 2024</p>	<p>Conduct information gathering or surveys with department stakeholders to get feedback on the effectiveness of this additional training material. Achieve a rating of effective or highly effective by at least 60 % of training attendees.</p>	<p>DHR Training Division will develop content and collaborate with DHR's Employment Services Division to determine when and how to incorporate it. Areas of focus should be: 1) Selection of interviewers, specifically ensuring a diversity of experience, thought, background, etc., as well as race and gender balance. 2) Optional secondary screening process - training should ensure that diverse candidates are not disproportionately screened out at this stage. 3) Optional phone interviews - training should ensure fairness of this process. These enhancements to the I& C content should include scenarios and examples to drive the learning messages around diversity. Ensure that the City's Training function is appropriately staffed.</p>	
<p>Action #2</p> <p>DHR should develop a set of written procedures (SOPs) to guide Hiring Managers and Interviewers in relation to the concepts and procedures called out in Action #1 above.</p>	<p>Winter 2023</p>	<p>Require departments to submit reports to DHR on the makeup of the interview panel for a representative sample of interviews each year. Create an audit process to monitor how the optional secondary screening and optional phone interviews are being utilized. Meet with departmental HR Deputies to confirm that they are using the SOPs and gather feedback on how the SOPs can be improved.</p>	<p>DHR Training Division and Employment Services Division will collaborate to create the SOPs. For each topic area in Action 1 - Selecting Diverse Interviewers, Optional Secondary Screening, and Optional Phone Interviews - a list of steps will be created to explain how the hiring department can meet the objective and support diversity. For example, written guidance and suggestions advising the Hiring Manager on how to seek representation with respect to race, ethnicity, gender, and other characteristics when selecting interviewers.</p>	
<p>Action #3. - Acquire training on unconscious bias generally, and on how unconscious bias can impact the hiring process.</p>	<p>Spring 2023</p>	<p>Create an evaluation form to be completed by everyone who takes the unconscious bias training. Set a goal of 75 -90% of interviewers participating in the unconscious bias training. Achieve a rating of effective or highly effective by at least 60 % of training participants.</p>	<p>Research vendor-provided content on this topic and budget for purchase in 2023. This training should be mandatory for all interviewers</p>	

C. Department Strategy: Cultivate and attract diverse and female candidates				
<p>Action #1</p> <p>Establish a working group to develop relationships with external vendors and organizations with expertise in hiring and developing women, such as Women Employed or similar groups.</p>	Fall 2023	Create a matrix that shows which City positions have been positively impacted by relationships with these external partners. Establish a target group of job titles that are traditionally male-dominated and track improvement in hiring of women as these external relationships progress.	Identify key stakeholders and establish a working group. Identify external vendors with expertise in this area to review current practices against the market and identify/explore possible changes/opportunities to enhance. Develop and execute RFP. Select a vendor for this research. Review findings to identify areas that can be implemented. Develop a communication strategy to inform the community of changes. Implement changes and evaluate periodically to assess success.	
<p>Action #2</p> <p>Revamp leave of absence policies and processes</p>	Winter 2022	Department leave audits come back with majority positive results (DHR conducts these audits); routine employee surveys report overall positive experience with leave process while concerns and complaints are timely addressed within departments.	<ol style="list-style-type: none"> 1. Draft, review, and revise policies based on stakeholder feedback and industry best practices 2. Develop & implement training modules and resources for HR Liaisons, supervisors, dept. leaders, and employees 3. Explore options regarding centralization of Citywide FMLA/LOA functions within DHR, and electronic leave administration systems (would likely also require a new time & attendance system) 4. Develop and streamline the employee complaint 	
<p>Action #3</p> <p>Expanding and adapting paid parental leave</p>	Spring 2023	Department leave audits come back with majority positive results (DHR conducts these audits); routine employee surveys report overall positive experience with leave process; OBM reports an increase in leave utilization but no triggers for absenteeism action (abuse, fraud, or misuse)	<ol style="list-style-type: none"> 1. Research comparable paid leave plans (majority public and some private employers) 2. Review, and revise policies based on stakeholder feedback and best practices 3. Develop and implement training modules and resources for HR Liaisons, supervisors, dept. leaders, and employees 	
<p>Action #4</p> <p>Develop a marketing strategy and plan that highlights the attributes and positives of working for the City (particularly positive attributes for people of color and women)</p>	Summer/Fall 2023	Create an option in the online application system where applicants can note whether they learned of job opportunities through this marketing campaign.	Form a committee comprised of DHR recruiters and members of DHR senior leadership, and HR Deputies from 5 or 6 City departments.	

D. Department Strategy: Invest in diverse and equitable recruitment strategies				
Action #1 - Complete and implement the use of sourcing database.	Spring 2023	Create quarterly reports where departments and/or DHR indicate how many postings have utilized organizations listed in the database.	Database is currently a spreadsheet containing information on organizations that can support effective communication of City job opportunities to all residents and focused outreach to diverse and underrepresented applicants. Assign staff at DHR to complete the current draft database.	
Action #2 - Support departments in sourcing activities, by creating specific procedures during the intake process and a checklist to capture the sourcing discussion.	Spring 2023	Meet regularly with each department's Human Resources Deputy Commissioner to assess how the SOPs and checklist are working for their hires. Complete initial meetings with each department's HR Deputy or their designees by June 2023.	Establish a form to be used at the start of any hiring sequence that will list each organization or site where the position will be posted. DHR Recruiters will maintain documentation regarding where jobs are posted. Schedule regular meetings with departments, including with Equity Liaisons, beginning January 2023.	
Action #3 - Create and develop external partnerships with diverse entities, including advocacy groups, military or disability-focused websites and other organizations with strong connections to historically excluded communities. Maintain these partnerships by instituting a regular Status Report requirement to be completed by the Owner of each partnership or		Create a list of existing partnerships and put a plan in place to regularly engage with these partners. Create a list of potential partnerships. Achieve a 50% increase over the current number of entities where the City has such partnerships.	Current examples of such partnerships include <i>Inclusively</i> and Hispanic Alliance for Career Enhancement - <i>HACE</i> . Assign staff at DHR to own this task. Create an assessment form to gauge the value and return on investment from these partnerships.	
E. Department Strategy: Retain diverse City employees by implementing processes that support career advancement and job satisfaction				
Action #1 - Develop Succession Plan	Spring/Summer 2023	Track employee utilization of skill database, document dept. succession plans, track employee upward mobility and demographics.	<ol style="list-style-type: none"> 1. Create database of existing opportunities for skill growth within the City and outside partner orgs 2. Increase employee awareness of growth opportunities and related job opportunities 3. Promote cross-training where feasible 4. Create and implement performance evaluation process (citywide) with rubrics, timelines, deadlines 4. Create working group to develop department-specific succession plans (DHR, dept. leaders, OIG) 	

Action #2 - Develop employee satisfaction surveys	Fall/Winter 2022	Semi-annual or annual surveys go out and are collected again within a month; DHR reviews to monitor employee satisfaction and course-correct with departments. Surveys are conducted at least annually by the end of 2023, with a response rate of 50% or greater.	<ol style="list-style-type: none"> 1. research satisfaction survey strategies, options 2. draft and review survey questions, methods 3. disseminate to employees at all levels 4. assign personnel to review and process 5. review and document answers/trends 6. follow-up on concerning trends of dissatisfaction to find causes and compounding factors 7. create systems of accountability for trends of dissatisfaction at department level 	
Action #3 - Develop exit interview process	Winter 2022/Spring 2023	All departments are mandated to undergo the exit interview process with employees who retire or resign; exit interview documentation is provided to DHR same-day for review; DHR processes and reviews documentation monthly (or quarterly) to assess trends and monitor reasons employees leave the City.	<ol style="list-style-type: none"> 1. research and draft exit interview strategies 2. train HR Liaisons on exit interview process 3. collect exit interview documentation by department, assign storage space and personnel to review and process 4. follow-up on concerning trends of dissatisfaction to find causes and compounding factors 5. create systems of accountability for trends of dissatisfaction at department level 	

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2. Public Safety & Human Services

Citywide Desired Result:

All Chicagoans are safe across the City and have trusting relationships with law enforcement and first responders.

Community indicators:

What data can you examine to understand the status of the citywide desired result?

Information on CPD demographics overall, race and ethnicity of participants in CPD promotional examinations in recent years, and City demographics generally.

Define the Problem

Identify the problem creating barriers to advancing the citywide goal.

Consider who is most negatively impacted and most marginalized on the issue. Be explicit about which populations or communities you need to focus on.

One barrier to trusting relationships with law enforcement is the lack of police officers who represent the diversity of Chicago communities, specifically the underrepresentation of people of color within higher ranks at CPD. Increased representation of racial minorities has been shown to increase the legitimacy of law enforcement agencies among minority residents.

What is contributing to the problem?

How has systemic and structural racism shaped historical and current events related to the problem?

Because the pool of candidates for Sergeant and successively higher ranks is comprised of Police Officers, challenges with attracting and retaining entry-level officers have limited the opportunity for diversity at those higher levels. As a result of focused efforts by DHR in partnership with CPD in recent years to develop a comprehensive Police Officer recruitment program, diversity in classes entering the Police Academy has shown improvement in some areas. However, efforts to hire new City of Chicago Police Officers have been hampered by the same issues facing law enforcement agencies nationwide, which have seen a significant decline in the number of people who want to become police officers. This difficulty attracting police candidates is related to factors such as the pandemic, the unrest of 2020, and what some consider negative attitudes toward policing in general. DHR continues to explore new ways to respond to these challenges through expanded outreach and enhanced support throughout the hiring process.

Define the Opportunity

Identify opportunities for your department to advance the citywide goal.

Consider who is most negatively impacted and most marginalized on the issue. Be explicit about which populations or communities you need to focus on .

The Department of Human Resources has an opportunity to improve diversity in the ranks of Sergeant, Lieutenant and Captain, through DHR's role in the testing process and related steps in the promotional process.

Department Desired Result How will your department advance the citywide desired result? Actions What steps will the department take?	Timeline By when will the department achieve this goal?	Performance Measures <i>How will the department know if it achieved its goal? Identify metrics that indicate success. (e.g., staff composition and # of organizations served)</i>	Implementation Plan <i>What specific steps will the department take to carry out each action? Identify necessary stakeholders to advance this action, e.g. internal department divisions/bureaus, other government agencies, community organizations, etc.</i>	Status <i>Departments will report the status of each action annually at budget time.</i>
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A. Department Strategy: DHR will leverage the work of the Police Promotions Review Committee (PPRC) , comprised of stakeholders from DHR, Law, OPSA and CPD, to drive increased numbers in the ranks of African-American and Hispanic Sergeants.

Action #1 - Ensure that diverse viewpoints are represented on the PPRC by establishing the process for adding qualified members to the committee who represent the racial and ethnic makeup of the CPD workforce and the communities it serves.	Establish a process by the end of first the quarter of 2023.	Establish a metric that sets a goal of representation in comparison to the CPD workforce.	PPRC leadership will determine if the rules or SOPs in place allow for addressing diversity within the committee.	
Action #2 - Review the application process to find opportunities to make the application more user-friendly, including eliminating unnecessary wording, and creating more direct, simplified language.	Begin before the next Sergeant posting, expected in 2024.	Develop metrics that identify effectiveness of the process such as the percentage of applications completed, the number of times an applicant enters the system to complete the application, the number of requests for assistance, the length of time to complete, and the number of times data validation warnings appear.	Begin by having PPRC committee members expand upon their general statements and observations regarding issues with the user-friendliness of the test. Utilize tools that ensure readability level, clarity, conciseness, grammar, inclusivity, and voice (active). In addition, gather feedback from people involved with the process, such as committee members, applicants, recruiters, systems experts, test developers, and administrators. Devise a process to survey past test-takers to understand how their issues with the test presented barriers.	

<p>Action #3 - Conduct candidate experience surveys at two intervals during the process - at the close of the application period and after completion of the written examination.</p>	<p>Complete the surveys and review the results by the end of 2024.</p>	<p>The goal is a 25 percent response rate, which would indicate that we were able to engage our candidates. In addition, we would seek information on characteristics such as tenure with the City, race, ethnicity, and veteran status as voluntary disclosures.</p>	<p>Seek approval from OPSA and CPD, then present a draft survey document to the Monitor. If possible, the survey would be launched in connection with the Detective exam set for late September 2022. If the timing for the Detective process doesn't work, the launch of the survey would take place to coincide with the next Sergeant process and would launch by the end of 2024. DHR will review the survey results to identify trends and apply learning from the survey to minimize barriers to the application process and increase interest.</p>	
<p>B. Department Strategy: Increase transparency of the testing process to make applicants for promotional titles aware of what is taking place at each step and how they can improve their chances for success.</p>				
<p>Action #1 - Establish a project plan to guide the development of a dedicated web page for the Sergeant Promotional Process. DHR should identify project leads at CPD and any other departments (possibly AIS) and develop a meeting schedule based on a desired launch date for the web page.</p>	<p>The web page project plan should be in place by the end of the second quarter of 2023 to launch the page by the end of 2023.</p>	<p>The Metric for success should be the launch of the website. Once launched, metrics such as the number of unique visits to the site should be tracked.</p>	<p>DHR's Employment Services and Testing divisions should identify 1-2 staff persons to lead the project plan.</p>	
<p>Action #2 Develop procedures that will consistently provide updates to promotional candidates on where they are in the process. These updates should include information on the testing process overall, as well as status information to inform individual candidates of their progress.</p>	<p>At least one procedure will be implemented by the end of 2023.</p>	<p>Data can be gathered on the number of emails or other communications to individual candidates.</p>	<p>Assess the functionality of Taleo to provide simple status updates to candidates, such as confirmation of receipt of documents. Consider creation of email blasts using the candidate's contact information to provide more general updates, such as notification that the scoring phase of the process is underway.</p>	
<p>Action #3 - Create a post- test feedback report that will give candidates information about their performance on the test. This scoring and feedback will give candidates information that will help them improve their performance on future exams.</p>	<p>This is a longer-term goal; the target is implementation by early 2024</p>	<p>Once we have a consistent process for providing this post-report feedback, we can measure whether candidates who failed, but received this information, had better outcomes in their performance on subsequent exams.</p>	<p>Review the scoring system to identify data points we can share with candidates. Create a template report that can easily be replicated to offer a narrative that explains the data to the candidate.</p>	

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3. Lifelong Learning

Citywide Desired Result:

All Chicagoans gain meaningful knowledge and skills to thrive.

Community indicators:

What data can you examine to understand the status of the citywide desired result?

Demographics of City workforce (all levels of management and leadership, by pay grade and class)
Year-over-year internal mobility within City workforce (demographics)
Employee utilization rates for external learning partners, Knowledge City, etc.

Define the Problem

Identify the problem creating barriers to advancing the citywide goal.

Consider who is most negatively impacted and most marginalized on the issue. Be explicit about which populations or communities you need to focus on.

Lack of clear and identifiable ownership of apprenticeship programs for represented titles within the City workforce. Without access to apprenticeships, training programs, or opportunities for continued education/certification, higher-level (and higher-paying) positions are difficult to access and would even be unattainable for some individuals.

Seniority-based promotional process that perpetually excludes external candidates for positions as well as historically marginalized communities (Black, Hispanic, Asian, indigenous, women, and south/southeast and west side residents) Also, the City needs more frequent and consistent communication regarding opportunities for continuing education and career advancement within the City.

Identify Root Cause(s)

What is contributing to the problem?

How has systemic and structural racism shaped historical and current events related to the problem?

Historic underrepresentation and exclusion of marginalized communities within unions.
Historic underrepresentation and exclusion of marginalized communities within the wider City workforce.
Access to apprenticeships and training programs through unions and other organizations is based on individuals' social networks that give advantages to some while creating barriers for others.
Lack of access to higher education and continuing education opportunities in lower-income and immigrant communities.

Define the Opportunity

Identify opportunities for your department to advance the citywide goal.

Consider who is most negatively impacted and most marginalized on the issue. Be explicit about which populations or communities you need to focus on.

Make more frequent announcements of union apprenticeship programs to all sections of the City, increasing accountability for programs, measure employee retention from programs.
Actively recruit for open vacancies (career events and mixers, update City promotional materials where necessary)
Expand continuing education opportunities for current City workforce through current and potential partnerships

Department Desired Result <i>How will your department advance the citywide desired result?</i> Actions <i>What steps will the department take?</i>	Timeline <i>By when will the department achieve this goal?</i>	Performance Measures <i>How will the department know if it achieved its goal? Identify metrics that indicate success. (e.g., staff composition and # of organizations served)</i>	Implementation Plan <i>What specific steps will the department take to carry out each action?</i> <i>Identify necessary stakeholders to advance this action e.g. internal department divisions/bureaus, other government agencies, community organizations, etc.</i>	Status <i>Departments will report the status of each action annually at budget time.</i>
A. Department Strategy: DHR will partner with infrastructure departments to establish apprenticeship programs for trade positions in order to create job training opportunities for residents				
Action #1: Identify & form inter-departmental partnerships by designating a lead contact on apprenticeships at AIS, Aviation, Buildings, DSS, DWM, and CDOT.	Begin 2nd quarter of 2023.	Begin 2nd quarter of 2023.	"1. Identify departments & title codes where apprenticeships are applicable and feasible 2. Meet with departments to discuss job training program structure, current/future department needs"	
Action #2 Identify primary contacts within each of the relevant unions and establish a quarterly meeting schedule to understand the union process for finding apprentices, challenges faced in recruiting and retention	Begin 2nd quarter of 2023.	Meet quarterly	1. Set up a meeting schedule 2. Document the historic/traditional program process, what worked and what didn't work, challenges in recruiting and retention 3. Establish mutually agreeable recruitment and retention strategies 4. Establish mutually agreeable processes and best practices for training program structure"	
Action #3 Establish transparent and formal apprentice training program/s, ensuring equitable announcement/marketing to all potential applicants and focusing on communities that have historically been excluded or marginalized by these processes	By end of 2023.	Meet monthly with partners and DHR's employment services	1. Work with unions and other relevant organizations to create & disseminate clear apprenticeship opportunities announcements 2. Make each apprenticeship application-to-hire timeline clear & available at the time of application 3. Provide updates to applicants at each stage through final selection"	

B. Department Strategy: DHR will create meaningful opportunities for continuing education to assist City employees in their career development and growth				
<p>Action #1</p> <p>Review the department's current relationship with DePaul University to understand and leverage current educational opportunities for City employees (specifically continuing ed. and professional certification opportunities offered under the current partnership)</p>	<p>Complete by 1st quarter of 2023</p>	<p>FAQs about DePaul partnership available on DHR website, City intranet; DePaul announcements sent out on ad hoc basis; monitor engagement with DePaul each semester/trimester</p>	<ol style="list-style-type: none"> 1. Create lists of opportunities and FAQs about the program (ex: what may be eligible/ineligible for tuition reimbursement?) and roughly examine how they may be relevant to different career & promotional paths within the City (ex: PHR courses may help employees in certain HR roles; seminars in management soft skills may be interesting or relevant to employees who want to move into leadership roles) 2. Actively create routine updates for new opportunities (courses, seminars, panel discussions, etc.) as they come up and are announced by DePaul 3. Disseminate above materials to all employees via email blast and to department heads/HR Liaisons and unions for further engagement 	
<p>Action #2:</p> <p>Explore similar partnership opportunities within City Colleges and other local universities (UIC/UIUC, Chicago State, IIT, Northeastern, Dominican, Loyola, Northwestern, UChicago, Roosevelt, St. Xavier, etc.) and organizations (Digital Equity Council, Chicago Urban League) to expand into a network of continuing education opportunities</p>	<p>2nd quarter of 2023</p>	<p>FAQs and promotional materials available on DHR website and City intranet; updates sent periodically on an ad-hoc basis as they are announced by partner programs/orgs; monitor employee engagement with partners quarterly or twice yearly</p>	<ol style="list-style-type: none"> 1. Identify programs/organizations that offer similar opportunities for partnership 2. Reach out to initiate discussions and determine the feasibility of current/future partnerships (costs, overlap with existing content, availability of partners programs, relevancy to City workforce needs) 3. If feasible, work to create formal partnerships similar to DePaul partnership 4. As the network is established, routinely create and disseminate promotional materials (announcements of general partnerships, current and upcoming opportunities) 5. Provide materials in #4 to all employees via email blast, to all department heads/HR Liaisons, and to unions for further engagement from City workforce." 	

<p>Action #3 Continually measure utilization by the City workforce.</p>	<p>Quarterly beginning 4th quarter of 2022</p>	<ol style="list-style-type: none"> 1. # of current employees enrolled in at least 1 program year over year 2. upward trend of employee mobility within City workforce 3. employee feedback trends more positive and negative feedback is addressed wherever feasible 4. subject matter experts (SMEs) include diverse swath of City workforce, department leaders, union representation, and other outside consultants 	<ol style="list-style-type: none"> 1. set up quarterly utilization reports with each partner institution, compare to City employment records (ensure only current employees carried under partnerships, measure by department, title, home zip code, and aggregate demographics) 2. track annual employee career mobility 3. set up an employee feedback system (email blast, targeted surveys, or open contact form) 4. identify SMEs in various fields to annually review and assess available partner programs, discuss viable applications of programs (what can you do with x-certification?), and whether these are professionally necessary/recognized (is the potential professional development outcome worth the cost to employees?) 	
<p>Action #4 Complete purchase of off-the-shelf learning content initiated in the fall of 2022 from provider Knowledge City. Leverage this content by creating curricula for various job types and rolling out to limited employee group as a pilot.</p>	<p>Begin roll-out during 4th quarter of 2022 and complete by 1st quarter of 2023</p>	<p>Generate utilization reports from learning management system (goal of 50% in-progress or completion rate for enrolled learners)</p>	<ol style="list-style-type: none"> 1. Create evaluation and rating criteria and rubrics for curricula (how do we know what is most crucial and relevant to the City's needs?) 2. Each member of the testing team and any relevant SMEs review curricula and complete rubrics to evaluate and prioritize each set of curricula for City workforce needs 	
<p>Action #5 Measure and evaluate the success of the Knowledge City pilot project - its strengths or weaknesses and lessons to drive the selection process for additional off-the-shelf content.</p>	<p>Complete the first evaluation by the end of the 2nd quarter of 2023.</p>	<p>Obtain feedback from 25-40% of pilot participants</p>	<ol style="list-style-type: none"> 1. Measure and document utilization rate and gather any feedback on curricula content, roll out process, accessibility, and relevancy to role 2. Compare anticipated outcomes with actual outcomes by surveying pilot participants or seeking an evaluation of the course materials. if 3. Document successes, challenges, and observations. 	

C. Department Strategy: Create a school/program-to-City workforce pipeline for trades				
<p>Action #1</p> <p>Form a coalition between DHR, Labor Relations (Law), the Mayor's Office, and unions to further equity in represented fields within the City workforce.</p>	<p>Complete end of 2nd quarter of 2023.</p>	<p>Meet monthly or quarterly</p>	<ol style="list-style-type: none"> 1. Identify key participants 2. Identify major goals and outcomes 3. Establish timelines and accountability 4. Maintain transparency by engaging with relevant communities and proactively publishing information either as public record or for comment where applicable. 	
<p>Action #2</p> <p>Build both formal and informal partnerships with various trade programs, organizations, and networks to ensure equitable access and dissemination of information to prospective members, prioritizing communication with historically excluded or marginalized groups.</p>	<p>Complete structure for partnerships by the end of 2023.</p>	<p>Check-in quarterly; provide refreshed job announcements as they are made (review to ensure accurate & timely postings/ forwarding and timely removal after closings); attend or co-host recruiting events; monitor partner engagement through application questions ("how did you hear about us?") or potential reports</p>	<ol style="list-style-type: none"> 1. Identify key contacts within desired trade programs/organizations and other networks 2. Work with contacts to identify challenges facing their members in attaining City positions 3. Provide job announcements for relevant City positions for dissemination where feasible 4. Potentially work towards more active recruitment strategies at events hosted by partner organizations (job fairs, mixers, etc.) to promote the City as an employer, answer questions about job opportunities, and provide DHR contact information/application assistance information. 	
<p>Action #3</p> <p>Build sustainable working relationships with CPS and City Colleges, focusing on building up publicly available & accessible vocational programs to set participants up for success in the City workforce and the greater community.</p>	<p>Begin by mid-2023.</p>	<p>Set up meeting schedule; document ideas and implementation steps for solutions; attend or co-host recruiting events; monitor partner engagement through application questions ("how did you hear about us?") or potential reports</p>	<ol style="list-style-type: none"> 1. Identify and connect with contacts at CPS & City Colleges 2. Work with contacts to understand the current or upcoming vocational programs within these education systems and how such programs fit within the City workforce 3. Consider whether a CPS/City Colleges preference can be given to participants from these programs (where & how would these be verified?) 4. Work towards more active recruitment strategies at CPS/City Colleges career events (job fairs, mixers, etc.) to promote the City as an employer, answer questions about job opportunities, and provide DHR contact information/application assistance information 	