IV. INCREASE ORGANIZATIONAL CAPACITY

IV.3 Increase Workforce Diversity

<table>
<thead>
<tr>
<th>Lead Department and Lead Manager</th>
<th>Specific Division</th>
<th>Supporting Departments, Additional Stakeholders</th>
<th>Staff Assigned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>Workforce Planning</td>
<td>All Departments</td>
<td>Supervising Human Resources Analyst</td>
</tr>
</tbody>
</table>

**Description:**
Develop a recruitment program/plan that results in a workforce that is reflective of the diverse community that the Organization serves.

**How the project impacts the Council goal:**
Diversifying the workforce fosters an organization that is capable of looking through the “New Normal” lens. Having a diverse workforce allows us to have diverse talents and additional opportunities to connect with our community. It will be evident this has been accomplished by the demographics represented within City employment. The Organization currently has a significantly reduced workforce. The timing is right to put these efforts in place to positively impact our organization.

**Deliverables:**
- Report of trainings conducted
- Department Director Survey
- Departmental plans for increasing diversity
- New outreach plan and materials
- Internal training curriculum and materials
- Employee development plan to take advantage of existing workforce diversity
- Review of any policies or practices that may be barriers to diversity

**Milestones and Timeline leading to project completion:**

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide training to enhance skills of Human Resources staff to ensure City of Stockton has identified and established diversity issues with departments</td>
<td>Completed and Ongoing</td>
</tr>
<tr>
<td>Create a survey for department heads on diversity issues and ideas for creating a more diverse workforce. Surveyed through continual discussions and involvement in their department recruitments.</td>
<td>Ongoing Collaboration</td>
</tr>
<tr>
<td>Create a plan to increase diversity within each department (i.e. advertising within the community and more outreach to the community population as opposed to just placing ads)</td>
<td>Completed and Ongoing</td>
</tr>
<tr>
<td>Work with Subject Matter Experts to perform outreach that generates more diverse candidate pools through community involvement (i.e. attend job fairs within the community and develop a partnership with Economic Development Department/EDD to post positions)</td>
<td>Completed and Ongoing</td>
</tr>
<tr>
<td>Conduct internal training of any staff with hiring authority; including supervisors, managers, and department heads that results in a more diverse workforce. Offer incentives to the workforce that demonstrates new ideas, innovation, and creativity in the area of diversity hiring</td>
<td>Completed and Ongoing</td>
</tr>
<tr>
<td>Utilize workflow reports to see changes made to the workforce; continually share this report with departments and the Civil Service Commission and compare to</td>
<td>Completed and Ongoing</td>
</tr>
</tbody>
</table>
Milestone | Target Date
---|---
the overall population of the City | Ongoing
Develop Internship Program by partnering with diverse Community Organizations | Ongoing

**Risks:**
Without management support, no amount of outreach and training will increase our diversity, and the invested resources will have been wasted.

**Resources:**
Can this be accomplished within current budgeted resources? ☐ Yes ☐ No

Additional resources are required to provide the training curriculum for City employees to develop a formal workforce diversity program. In the interim, resources for outreach and training would be from a top-down approach and are ongoing. In order to provide outreach to the community, department representatives need to be actively involved in the recruitment process and be an advocate for the City. These representatives will be paired with Human Resources Analysts and prepared in advance to speak to students and the community regarding employment within the City.

**City Role:**
☑ Direct Service Delivery ☐ Convener ☐ Support/Advocacy

**Current Status:**
☐ On Schedule ☐ Behind Schedule ☑ Complete

If the project is behind schedule, please explain:

**Status Description:**
This project is now completed. However, the Human Resources Department will maintain this Initiatives continued efforts to improve diversity throughout the City's workforce.

**Next Steps:**
The Human Resources Department will continue to conduct internal training and educational efforts and take advantage of training consortium opportunities offered at no additional cost; continue to develop local contacts and outreach capabilities with various diverse Community Organizations to promote available positions, hiring, and internship opportunities throughout the City; collaborate with department heads to develop strategies and recruitment plans specific to the department needs to gain a workforce more reflective of our community, analyze the workforce statistics, and report on the status of diversity in future annual City-wide Equal Employment Opportunity Reports before Council.

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