RECEIVE STRATEGIC INITIATIVE UPDATE ON INCREASING WORKFORCE DIVERSITY AND ADOPT BY MOTION THE CITY OF STOCKTON’S 2013 EQUAL EMPLOYMENT OPPORTUNITY PLAN

RECOMMENDATION

Receive strategic initiative update on Increasing Workforce Diversity and adopt by motion the attached 2013 Equal Employment Opportunity Plan (EEOP).

Summary

This report addresses the fourth Council goal of increasing organizational capacity through strategic initiative IV.3 Increase Workforce Diversity. Improving workforce diversity to more accurately reflect the City’s labor pool demographics increases organizational capacity by enabling the City to create a deeper connection to and sustainable impact on the community we serve, facilitating service delivery and improving the effectiveness of the services we provide. This report discusses the progress on the strategic initiative workplan, presents the roadmap for attaining the objective of a diverse workforce - which is the City’s updated EEO, and describes the collaborative efforts between the Council ad hoc committee on workforce diversity and staff.

DISCUSSION

Background

In May of 2011, the City Council adopted 38 Strategic Initiatives recommended by the City Manager which represent projects and detailed business plans for accomplishing the four City Council strategic goals. The fourth goal of increasing organizational capacity is supported by several strategic initiatives, one of which is increasing workforce diversity. Several concurrent efforts have been ongoing under the overarching umbrella of this strategic initiative including:

- Efforts to improve diversity awareness and outreach to underrepresented groups;
- Update of the City’s EEOP; and
- Collaborative efforts between the Council ad hoc committee on diversity in the workforce and the Police Department (PD) and Human Resources (HR) on police specific strategies.

This report represents the final update on the strategic initiative as future ongoing monitoring and reporting of progress on workforce diversity will occur through regular status updates under the EEOP, and through any departmental specific updates such as the efforts underway in the PD.

The last update to the EEOP occurred in 2007. The City of Stockton is a “recipient agency”, as defined by the U.S. Department of Justice and as such must have a current EEOP on file for possible
audit by the Office of Civil Rights, Office of Justice Programs, U.S. Department of Justice. It is the public policy of the City of Stockton that all persons are afforded equal access to positions of public service and ensure that the workforce is reflective of the diverse population we serve. The EEOP memorializes this policy and is intended to provide a roadmap for the City to measure, monitor, and assess progress in diversity management.

In addition to the update of the EEOP, efforts have been ongoing to improve recruitment and hiring processes to remove unintended barriers to equal employment opportunity. These efforts have been facilitated by the Council Ad Hoc Committee on Diversity in the Workforce, consisting of Council members Holman, Zapien, and Tubbs, resulting in City-wide process changes and the PD Recruitment Strategy.

Present Situation

Progress under the strategic initiative (Attachment A) has been significant, listed below are the specific plan components outlined in the strategic initiative and the progress to date:

**Training** - Because diversity training helps to increase awareness of unintended biases in our daily work environment and in our hiring processes, diversity training will continue to remain a priority on a city-wide basis with training offered regularly. Recent additions to the offering of City-wide training classes include:

- Embracing Diversity in the Workplace
- Generational Diversity and Succession Planning
- Preventing Workplace Harassment and Discrimination and Retaliation
- Lesbian Gay Bisexual Transgender (LGBT) Retention and Recruitment

Staff has requested our training vendors develop more specific training on the recruitment and retention of minority groups and women, and anticipate continued expansion of our training offerings in this area.

**Survey Department Heads** - The Executive Team has discussed and are actively participating in diversity improvement efforts within their respective departments. HR continues to engage the departments in diversity awareness efforts through consultation during recruitment planning.

**Update Community Contacts and Outreach** - HR solicited and incorporated additional community groups and organizations that serve diverse communities to the weekly employment mailing list. These include El Concilio, the Hispanic Chamber of Commerce, the African American Chamber of Commerce, and the Stockton Branch of the National Association for the Advancement of Colored People to name a few. Further local outreach has come from HR’s attendance at multiple job fairs and career days at local high schools and University of Pacific over the last year. The ability to provide our employment opportunities to these groups will help foster a more diverse applicant pool. One form of outreach, the City’s “Employment Opportunity” webpage, now offers a City-wide on-line interest card. An email is sent to those who request notification when the City is hiring for positions of interest. This allows our local diverse applicant pool, those most likely to utilize this feature due to local outreach efforts at job fairs and to community contacts, to be easily and promptly notified of available positions within the City.
Improved Recruitment Planning - HR is collaborating with all departments to define recruitment strategies for recruiting diverse employees at all levels. We do this through recruitment planning meetings and the development of recruitment plans incorporating focused advertising and outreach to underrepresented groups to result in a more diverse applicant pool.

Workforce Reports - HR has increased utilization of the EEO reports sent to the Civil Service Commission in comparing year-to-year changes in workforce ethnicity and gender. HR developed a standardized format for these reports to allow for ease in comparison. HR continues to refine and revise the reporting format to further improve the ability to capture and report pertinent statistics.

Civil Service Rules - HR and the Departments are collaborating to improve processes and systems. As the Charter Review process progresses, the City will be reviewing the Civil Service Rules for practices that create unintended barriers to diversity.

Concurrent with the strategic initiative efforts, staff has updated the City’s EEOP (discussed in more detail below) as a companion effort, and is recommending that future regular reporting on diversity efforts occur under the EEOP for the following reasons:

- Diversity efforts are not discrete in that you perform a task once and it is complete.
- The work to achieve diversity will continue for years as the City begins to see the results from comprehensive process change incorporated into our recruitment practices such as improved outreach, education and awareness, recruitment plan monitoring, and engagement with potential future applicants.
- This will avoid duplicate efforts of reporting under both the EEOP and the strategic initiative.

Therefore, staff recommends closing this strategic initiative and monitoring and reporting of diversity initiatives and progress through regular EEOP progress reports and updates.

Equal Opportunity Employment Plan (Attachment B)

Because the City of Stockton employs more than 50 persons, receives more than $25,000 in grants from the federal government, and has a service area that is made up of more than 3% minorities, the City is a “recipient agency,” as defined by the U.S. Department of Justice, and is required to develop an EEOP for review upon request by the federal government.

Equal Employment Opportunity (EEO) refers to a means by which hiring and promotion of all employees are promoted equally without regard to race, color, religion, gender, gender identification, sexual orientation, national origin, age, disability genetic information, marital status, amnesty, or status as a covered veteran to increase representation. In other words, the City’s EEOP describes specific efforts to recruit, hire, and retain underrepresented groups in our employee population. The EEOP is the City’s statement of policy regarding Equal Opportunity Employment, and sets forth the laws, City policies, legislative oversight, summary of workforce and labor pool demographics, and methods for dissemination of the City’s policy. The EEOP also discusses diversity efforts and plans for future activities related to diversity management.

Notwithstanding the efforts of the Equal Employment and Civil Service Commissions in seeking ways
to increase the diversity of the City’s workforce, the EEO/O reveals that the percentages of women and minorities continue to be under representative of the community labor force. The City still has work to do to achieve racial and gender diversity more reflective of the population we serve.

Since the development of the strategic initiative workplan, and our last EEO/O update in 2007, the main focus of effort has been in the areas of outreach and community contact, amending current recruiting practices, internal training, and reporting. Most recently, additional focus and attention has been expended with the PD to develop more robust diversity-oriented recruitment activities in preparation of the hiring of 120 additional officers to implement the Marshall Plan should voters approve Measure A. HR is continuing to engage in discussions with City departments, community leaders, our local leaders, and other municipalities and jurisdictions for ideas, recommendations and best practice improvements.

Updates to the EEO/O include:

- New and updated laws affecting equal employment opportunity;
- Updates to the Policy sections to include new and/or updated City policies regarding equal employment opportunity;
- Updated City workforce and City general demographic statistical information; and
- Discussion of improved recent and planned outreach and recruitment efforts.

Part III of the EEO/O, the Equal Employment Law, is a new section added to the updated EEO/O. This section provides the relevant legal authority such as sections of the Civil Rights Act, the Equal Pay Act, and California Prop 209 that the City is subject to with regard to its employment activities.

The Policy Section, Part IV has been updated to reflect changes in the various City policies affecting employment activity. For example many of our policies have been updated to reflect additional protected classes such as citizenship status and gender identification, to be more inclusive and align with changes in state and federal mandates.

Statistical information included in the EEO/O (please see pages 13 through 15 of the EEO/O) shows that the City’s workforce has lost ground with respect to reflecting the demographic makeup of the community. While the Black, Hispanic and Asian population ratios have all increased between the 2000 and 2010 Census, the corresponding ratios of these ethnic groups in the workforce have not kept up with the increase in population change. For example, the percentage of Hispanic employees has increased from 17.9% to 21.8%, an increase of nearly 4%, but the change in population has been from 27.9% to 40%, an increase of 12%.

Gender ratios have remained unchanged with 69% males and 31% females which is the same ratio as presented in the 2007 EEO/O. The County population gender ratio is 50/50 and the City’s is 51% female 49% male.

The EEO/O enumerates the responsibilities of all employees for making a good faith effort to achieve and maintain a diverse workforce; ensuring equal employment opportunity within their respective departments; and confirming that managers and supervisors and other employees understand and comply with the City’s EEO/O. Management and supervisory personnel share responsibility for ensuring full and equal treatment in all departmental employment decisions in accordance with the
requirements for the EEOP. Finally, every employee at every level of the City shall be responsible and held accountable for supporting a work environment that embraces diversity, is supportive of equal employment opportunities, and is free from any form of discrimination or harassment. Employees are responsible for reading and understating City policies and procedures that prohibit discrimination and harassment, and for attending related city-sponsored training.

Other Improvement Efforts

One of the City-wide process changes facilitated by the Council ad hoc committee is the “Ban the Box” initiative. This means that the criminal history question is removed from all employment applications and is referred to as “Ban the Box.” Some agencies have implemented or are considering this in an effort encourage candidates with prior criminal records that have successfully rehabilitated to apply, and is intended to remove any potential unfair barriers to employment. The City implemented this in May of this year and the question no longer appears on our employment applications.

In addition to the City-wide policy and process changes implemented under the strategic initiative and the updates to the EEOP described above, the PD has developed a specific Recruitment Strategy (Attachment C) facilitated by the Council ad hoc committee, and in collaboration with HR. This plan describes both short and long-term strategies for improving diversity within the PD. One example which has been immediately implemented through HR is the Police Officer Trainee Interest Card. Specific to the job of Police Officer Trainee, which is one of our largest recruitment efforts, this allows interested candidates a way to register and become engaged with the PD recruitment team even before a job opening is posted. The intent is to provide opportunities for these prospective employees to get to know the department and understand/prepare for the testing process in the hope they will become successful candidates. We have also improved the communication with applicants to better explain the hiring process and keep applicants better informed as the process progresses in an effort to reduce applicant attrition.

Other immediate strategies have been development of recruitment videos, investment in resources for a PD recruitment team, increased use of social media, increased interaction with community organizations and advisory boards, and increased uniformed presence at recruitment events.

Long-term PD specific strategies include expanding recruitment locations, expansion of mentoring programs, and working with local schools and youth to increase interest in public safety careers and understanding of what it takes to achieve a career in law enforcement.

Analysis of our police trainee applicant statistics shows that our applicant rates are reflective of the City’s labor workforce pool demographics, but that we are losing diverse applicants in part due to a combination of too frequent recruitments which prevent the timely processing of entire eligibility lists and the lack of engagement with the applicants during the long public safety hiring process. The intent of the process changes described above is to prevent the loss of diverse applicants historically due to these reasons. However, the majority of the diverse police trainee candidates’ failure rate is due to failure to appear for the testing process and failure to pass the California Commission on Peace Officer Standards and Training rigorous background process. As a result of compiling the statistical information, the PD and HR have collaborated on methods to both increase the diversity of the applicant pool and to deploy a recruitment team to engage with potential candidates early to assist in preparation for the testing process.
The methods described above have been implemented and will be relied upon during the next Police Trainee recruitment when the PD anticipates hiring 120 additional police officers beginning in the spring of 2014 to implement the Marshall Plan on crime reduction.

In summary, through the above-described focused efforts to review and improve recruitment processes, to collaborate more fully with all City departments in developing recruitment strategies, and regular monitoring and reporting under the EEOP, it is the intent and the responsibility of all staff to work to reflect the principles of diversity in the workplace and commit to practicing it through our hiring and staff development processes. In spite of the considerable progress in updating policies and practices, the City is still challenged with a workforce with significant under representation among certain minorities and women. As the strategies that have been implemented and which are planned begin to bear fruit in the form of diversity hiring, staff will keep Council apprised of the progress through regular EEOP progress reports from the Equal Employment Commission.

FINANCIAL SUMMARY

There is no financial impact of this report.

Attachment A - Strategic Initiative
Attachment B - 2013 Equal Employment Opportunity Plan
Attachment C - Police Department Recruitment Strategy Memo