

# City of Sacramento

## Legislation Text

---

**File #:** 2019-00196, **Version:** 1

---

**Title:**  
**2018 Ethnicity & Gender Diversity Report**

File ID: 2019-00196

**Location:** Citywide

**Recommendation:**

Pass a Motion approving the 2018 Ethnicity & Gender Diversity Report.

**Contact:** Aimée Z. Barnes, Diversity & Equity Manager, (916) 808-1174, Office of Diversity & Equity

**Presenter:** Aimée Z. Barnes, Diversity & Equity Manager, (916) 808-1174, Office of Diversity & Equity

**Attachments:**

- 1-Description Analysis
- 2-2018 Ethnicity & Gender Diversity Report
- 3-Letter from the Office of the City Auditor

### Description/Analysis

**Issue Detail:** The City Council and staff are committed to creating and supporting a workforce that is inclusive and reflective of the City's diversity. To meet this challenge, the City of Sacramento conducts an annual Ethnicity and Gender Diversity Report (report), included as Attachment 2, to ensure workforce equity where:

- 1) the diversity of the community served is reflected across the functions and organizational hierarchy;
- 2) determinants of gender, ethnicity, and race are influencing equal pay for equal work;  
and
- 3) the City works to eliminate institutional and structural barriers through capacity building and developing policies and procedures to ensure opportunities for employment.

The benefits of workforce equity include, but are not limited to the following:

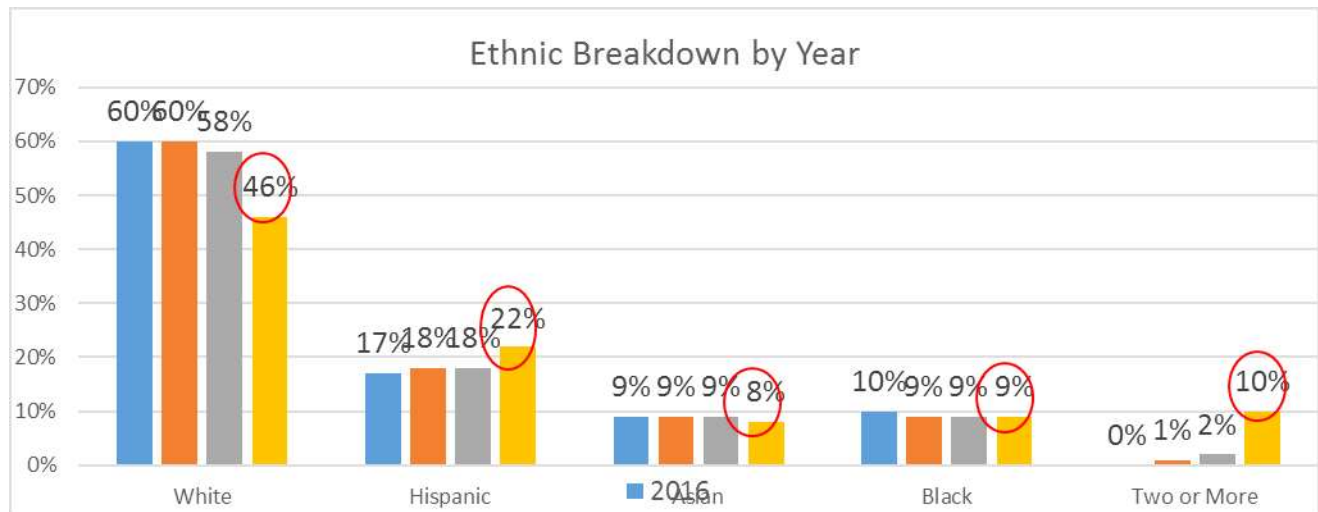
- High level of productivity
- Effective service delivery and communication
- Diverse experience to problem-solve and adapt to changes
- Fosters innovation
- Creates an inclusive work culture
- Fairness and respect in the workplace
- Reputational capital - becoming an employer of choice
- Attracting and retaining talent
- Fulfilling legal obligations and requirements
- Inspiring community confidence
- Attracting contract opportunities

The 2018 report produced the following key findings:

1. People of color represent 42% of the City's full-time workforce and 77% of the City population.
2. People of color represent 36% of management employees and 30.5% of the top wage earners.
3. Hispanics represent 18% of the City's full-time workforce and 28% of City population.
4. Women represent 29.7% of the City's full-time workforce and 51.2% of City population.
5. Women represent 38.2% of management employees and 22.9% of the top wage earners.
6. Women who work full-time the City earn on average \$11,501 less a year than men who work for the City. Women and men in the same classifications, with the same number of years in the organization, make within 10% salary in 98% of cases (Appendix 3).
7. The current data set is incomplete in order to statistically determine whether systematic or discriminatory bias in pay may be present due to factors of performance, tenure, job role, and education level.

The 2018 report produced the following key findings for 2018 New Hire City Employees:

1. Full-time employees hired in calendar year 2018 are on average more racially and ethnically diverse when compared to existing City employees as demonstrated in the following chart:
-



2. Full-time employees hired in calendar year 2018 are on average more gender diverse when compared to existing City employees:

- a. Percentage of existing Female City employees in 2018 was 29.7%
- b. Percentage of newly hired Female employees in 2018 was 34.8%

The recommendations included in the report include foundational and systemic accountability to advance and inform a diverse change management strategy that drives workplace inclusion and representative parity to the community served. For immediate next steps, City staff will assess, develop and implement over the next 12-24 months:

- Define and document Management Employee Classification
- Citywide Recruitment & Hiring Manual
- Define and determine Workforce Pay Equity Approach

The following are specific recommendations regarding changes that the City is currently working on to sustainably increase diversity in employment and opportunity in its workforce, and to convey to the community the career opportunities available. Aspects of these recommendations require systemic changes to current processes and historical practices as well as a competency-based awareness of opportunities to increase diversity. This report will serve as a catalyst for ongoing discussions and additional actions in further developing and implementing the below recommendations and strategic actions through 2020.

## Action Strategies - 2018

**Department Efforts** - City departments were asked to identify any systemic or stand-alone diversity and inclusion efforts related to outreach, recruitment, hiring, and onboarding implemented or set to begin during the time frame of November 2017 to November 2018. The following efforts include, but are not limited to, the following:

- Advertising and recruitment efforts in veterans, trade and professional organizations, job fairs, sponsored events, internships, and K-12 as well as community colleges;
- Review of job descriptions for relevant qualifications/experience and inclusive language;

- Guidelines for determining starting salaries
- Blind hiring processes, standardized questions, and diverse panels to minimize bias in the screening process
- Department unconscious bias training for staff and interview panelists
- Provide oral interview/exam training and resources for hiring process
- Department meetings where diversity, equity, and inclusion are agenda topics
- Onboarding process for new employees

**Citywide Training to Reduce Bias in Employment Practices** - The American Leadership Forum was hired in March 2018 to develop a bias training event with Dr. John A. Powell from the Haas Institute for a Fair and Inclusive Society at the University of California, Berkeley. All Executive Team employees and over 375 SCXEA staff participated, in May and June, respectively.

**Diversity and Equity Manager** - This position was filled July 2018 to create, drive, and coordinate implementation of a Race & Gender Strategic Plan for the City's workforce. This position will serve as a liaison to community stakeholders including coordinating presentations and responses to requests for information and are responsible for the creation of data collection and analytics, training and development, creation of this update report, and day-to-day information and reporting.

**Reduce Bias/Advance Inclusion Training Presentation** - The Diversity and Equity Manager, Human Resources (HR) Recruitment and Organizational Development Manager along with the HR Director conducted a follow up training (October 2018) for all Executive Team members on strategies to reduce bias in performance evaluations. The trainings, conducted by the Office of Diversity and Equity and HR, were given primarily to the senior leadership of the exempt workforce because this is the group most likely and able to bring change to the inclusiveness of the city. Trainings for all staff in the organization began in January 2019 as part of the Equity & Inclusion Leadership Series Pilot.

**Request for Proposals (RFP) Executive Recruitment** - To advance our workforce equity goal specific language was included in the RFP scope of work and criteria for Executive recruitments to increase accountability for our vendors in the areas of diversity as it relates to development of a diverse applicant pool and the firm's commitment to a diverse workforce. The language calls for vendors to demonstrate in their bids:

- Specific program(s) & experience to reach diverse candidates
- Identifying a candidate pool that represents the diversity of the city
- Provide an organization statement, mission, and/or strategic plan that demonstrates commitment to diversity

### **Action Strategies - 2019-2020**

The following strategic interventions and specific investments in the city workforce are intended to be combined and build upon one another to remove structural and institutional barriers. Updates on each of these will be included in subsequent reports and the Race & Gender Equity Action Plan 2019-2024 currently under development. All of the strategies undertaken have been developed, or will

be, using citywide teams and the Global Diversity Inclusion Benchmark (GDIB) model explained below, and/or will have a racial equity toolkit applied.

### **Improving Workforce Data Metrics Systems and Collection**

This ongoing work will include developing a framework to analyze employee inclusion at the City, and the following data collection capabilities:

- Connect the NEOGOV application system to the employee data in eCAPS by creating a field in the latter to capture the Applicant ID without personal information for screening purposes;
- Improve disposition code use in the NEOGOV hiring system to capture reasons for disqualification of candidates, from initial application to final hire, to assess hiring trends along the workforce continuum;
- Improve tracking of educational attainment, performance evaluations, experience, type of job role, and other factors that affect pay in order to better measure adjusted pay equity.
- Address the disparity between minimum qualifications on job postings and desired qualifications.
- Develop strategy and instrumentation to:
  - Pilot data collection on sexual orientation, and expansion of intersecting identities and expressions.
  - Standardize City workforce survey questionnaires for consistency of information being asked (i.e. Employee satisfaction survey, Upstand survey).

### **Equity & Inclusion Leadership Series Pilot “Awake to Woke to Work”**

A curriculum of trainings offered in varied formats for the City workforce on diversity, equity, and inclusion have been developed and offered beginning January 2019.

- As a pilot, the City workforce is able to provide feedback and help shape the curriculum for ongoing implementation in providing supplementary and mandatory courses to expand upon and sustain the information learned in the first year.
- The focus will emphasize the role that inclusive best practices play in having an efficient, mission focused workforce in advancing inclusionary excellence.
- In direct collaboration with HR Organizational Development to help ensure systemic integration and change.
- Future investment in workforce development will be needed for capacity building and ensuring workforce are trained on diversity and inclusion as operational, day to day practice.

### **Targeted Recruitment Pilot**

Initial initiative and metrics for tracking progress on the implementation of the targeted recruitment plan that is to generate a well-populated, diverse pool of qualified applicants (including women, racial/ethnic minorities, veterans, LGBTQ+, and persons with disabilities) that:

- Promote and foster reciprocal partnerships between the communities of Sacramento.
- Collaborate closely with communities, nonprofit organizations, universities, and colleges on engagement strategies.
- Improve our ability to share information more effectively and efficiently with our community stakeholders.
- Increase talent pipelines and employment pathways.
- Identify target percentage goals for diverse candidate pools for measurement and workforce goal attainment.
- Identify and provide diverse talent pipelines and multi-agency employment opportunities as a resource to all City departments.
- Identify and use culturally appropriate data analysis tools that recognize and utilize community cultural assets and knowledge.

These objectives are currently be articulated as workforce equity plans of action developed from the capacity building work completed by the Governmental Alliance on Race & Equity (GARE) and directly informed by the data of this report.

### **Government Alliance on Race and Equity (GARE) Cohort**

For six months beginning in December 2018, a 12-member City staff team is engaged in trainings and group meetings facilitated by the Government on Alliance on Race and Equity to:

- 1) Build our capacity to understand how government at the local level plays a role in creating and maintaining racial inequity through laws and policies that impacted voting rights, housing rights, educational equity, and other sectors of rights, and
- 2) Learn and apply GARE's racial equity tool and Theory of Change designed to integrate explicit and deliberate consideration of racial equity in decisions, including policies, practices, programs, and budgets.

The end result is to have a workforce equity strategy for the City of Sacramento with the following intended results:

- The City's workforce reflects the City demographics
- Improve relatable service delivery
- Provide accessible, inclusive, barrier free job/employment opportunities for all

### **Develop 5-Year Citywide Race & Gender Equity Action Strategic Plan - Global diversity**

**inclusion benchmark model** - To continue implementation of recommendations, identification of organizational characteristics and best practices that are accessible and documented are needed. These organizational characteristics and best practices provide a transparent measure for which assessment to identify gaps of inequity, lack of consistency, and unaccountability may exist. As these gaps are identified, a continuous, clear, and dynamic plan of action can be designed to simultaneously build organizational capacity and workforce competency that moves the City of

Sacramento steadily from implementing and transactional to sustaining and structurally transformative in advancing diversity and equity. To begin this ongoing endeavor, a multi-year strategic plan will prioritize progress toward workforce equity in identifying, assessing, and measuring ongoing diversity & inclusion efforts whether they are systemic or stand alone. This strategic plan will build off the workforce equity goals developed by the GARE cohort and utilize the Global Diversity Index Benchmark Model Framework to build departmental capacity, strategy, and impact.

The GDIB Framework provides 14 capacity building assessment tools to develop a Diversity & Inclusion Systemic Approach using four major organizational areas that identify 266 benchmarks describing best practices:

- **Foundational:** vision, strategy, and leadership and accountability
- **Internal:** recruitment development and advancement, job design, classification/compensation, and diversity and inclusion training
- **Bridging:** assessment, measurement, and research along with diversity and inclusion communications.
- **External:** community and government relations, program and service development, and supplier diversity

**Policy Considerations:** City Council has provided direction to staff to pursue strategic pathways to advance diversity, equity, and workplace inclusion in the City's workforce by ensuring that proper policies, resources, and practices are developed, adhered, and integrated into all City workforce development functions.

**Economic Impacts:** None.

**Environmental Considerations:** This action is not a project that is subject to CEQA because it is an administrative activity that will not result in direct or indirect physical changes in the environment. (CEQA Guidelines §15378(b)(5).)

**Sustainability:** None.

**Commission/Committee Action:** None.

**Rationale for Recommendation:** This staff report provides the City Council with information that may be used to meet its responsibility to provide direction and guidance to the City Manager.

**Financial Considerations:** None.

**Local Business Enterprise (LBE):** Not applicable.