

Meeting Date: 9/6/2016

Report Type: Staff/Discussion

Report ID: 2016-00944

Title: Diverse and Inclusive City Workforce

Location: Citywide

Recommendation: Pass a Resolution 1) authorizing the City Manager to add one Full-Time Equivalent Diversity Manager and increase the expense budget to cover the costs associated with this position (\$180,000) with a transfer from General Fund fund balance; 2) directing City Manager to develop a Diversity Inclusion Plan with the input of interested community groups, city staff, and the City Council; and 3) continuing to use Budget and Audit Committee to monitor and assess all diversity and inclusion issues, including Council Workshops as needed.

Contact: Melissa Chaney, Director, (916)808-7173, Department of Human Resources

Presenter: Melissa Chaney, Director, (916)808-7173, Department of Human Resources

Department: Human Resources

Division: HR Administration

Dept ID: 08001011

Attachments:

1-Description/Analysis

2-Resolution

Approvals/Acknowledgements

Department Director or Designee: Melissa D. Chaney - 9/1/2016 4:33:31 PM

Description/Analysis

Issue/Detail:

The City Council believes that the City's workforce and operations should be inclusive and reflective of the City's diversity. This includes staffing, contracting and procurement, Board and Commissions, and other city functions. To this end, Council, on May 10, requested a formal audit of the City's workforce diversity. The City Auditor's Gender and Ethnic Diversity Audit was reviewed by the City Council on August 4. The Audit produced 4 key findings:

1. Employment Gaps for Minorities and Women: There is a disproportionate number of minorities and women in City positions. The City's workforce does not adequately reflect City demographics
2. Lack of Diversity in Management: Significant inequities exist at the management and executive levels for minorities and women
3. Lack of Diversity in Public Safety: Minorities and women are significantly underrepresented in the Police and Fire Departments, especially within command staff
4. Pay Equity Issues: Minorities and women tend to be in fewer well-paid positions

For immediate next steps, City staff is recommending that the City Council approve the following actions:

1. Hire a Diversity Manager
 - Develop an overall framework for Diversity and Inclusion in all City departments
2. Direct the City Manager to work with the Council, City staff and the community to develop a Diversity and Inclusion Action Plan that includes:
 - Fairness in hiring and compensation
 - e.g. Hiring, promotions, and attrition
 - Improving City employee's skills
 - e.g. Mentorship, training, and discipline
 - Fairness in procurement and contracting
 - e.g. Utilizing minority and female small businesses that have inclusive workforce representation
 - Equity in boards and commissions
 - e.g. Creating inclusive public forums that reflect City demographics
3. Utilize the Budget & Audit Committee as lead to continue monitoring diversity and inclusion issues
 - Establish clear goals, benchmarks and timelines in Diversity and Inclusion Plan

- Encourage ongoing participation from City staff and community groups
- Utilize Council Workshops as needed to engage full Council

In regards to workforce, the City of Sacramento is committed to ensuring equal opportunity in employment for applicants and existing employees, promoting diversity and inclusion in the workplace, and resolving workplace conflict in a constructive manner in order to maintain a high-functioning and efficient workforce. The City's Human Resources Department plays a critical role, as well as all City departments, in ensuring that the City meets this pledge and is committed to making the changes associated with this report.

The following are specific recommendations regarding changes that the City could make to increase diversity in employment and opportunity in its workforce, and to convey to the community the career opportunities available. Some of the recommendations require additional funding, but several require changes to processes or an awareness of opportunities to increase diversity. This is not intended to be a final report, but rather to serve as a starting point for ongoing discussions and additional actions.

Opportunity areas that eventually may be a part of the City's adopted Diversity and Inclusion Plan include, but are not limited to, the following:

- Managing Unconscious Bias
- Ensuring Diversity on Hiring Panels
- Refining Job Descriptions
- Increasing Advertising of Employment Opportunities
- Improving Recruitment Flyers
- Enhancing the City's Web Site/Branding
- Improving Recruitment Testing
- Establishing Restorative Processes
- Expanding City Staff Training
- Enhancing Employee Input
- Developing School Pipeline/Outreach Programs
- Providing Internships and Expanded Volunteer Programs
- Improving Promotional Opportunities
- Increasing the Amount of City Employment Workshops
- Promoting the City of Sacramento
- Monitoring the Progress of the City's Diversity Efforts Annually

Policy Considerations: Establishing a diversity policy is consistent with City Council's direction to address diversity in the City's workforce. Ensuring that the proper policies, outreach and training opportunities are in place will result in the City being a more diverse and high performing workforce.

Economic Impacts: None

Environmental Considerations: None

California Environmental Quality Act (CEQA): The recommendations contained in this report do not constitute a “project” as defined by Section 21065 of the California Public Resources Code and therefore are not subject to the requirements of CEQA.

Sustainability: None

Commission/Committee Action: The Budget and Audit Committee will consider the actions contained in this report on September 6, 2016. Staff will provide an update to the City Council on the direction provided by the Committee.

Rationale for Recommendation: On May 10, 2016, the City Council directed the City Auditor, with assistance from the Independent Budget Analyst, to conduct an assessment of the diversity of City of Sacramento employees compared to the demographics of the residents of Sacramento. The City Auditor presented the findings to the City Council on August 4, 2016. Based on the report, the City Council directed staff to present options for achieving a more inclusive City workforce.

Financial Considerations: The addition of a position to serve as the City’s Diversity Manager will be funded with a transfer from General Fund fund balance (\$180,000). As the program is developed and approved by the City Council additional funding for planned outreach, advertising and training may be needed. Future funding will be included in the midyear and/or annual budget development process based on Council direction.

Local Business Enterprise (LBE): Not Applicable

RESOLUTION NO.

Adopted by the Sacramento City Council

Add a Manager to Develop, Implement, and Monitor the City's Diversity Inclusion Plan

BACKGROUND

- A. On May 10, 2016, the City Council directed the City Auditor, with assistance from the Independent Budget Analyst, to conduct an assessment of the diversity of City of Sacramento employees compared to the demographics of the residents of Sacramento.
- B. The City Auditor presented the findings to the City Council on August 4, 2016. Based on the report, the City Council directed staff to present options for achieving a more inclusive City workforce.
- C. The City of Sacramento is committed to ensuring equal opportunity in employment for applicants and existing employees, promoting diversity and inclusion in the workplace, and resolving workplace conflict in a constructive manner in order to maintain a high-functioning and efficient workforce.
- D. In order to ensure a cohesive program that coordinates the efforts of all City departments toward the goal of a diverse workforce, the City should hire a Diversity Manager to focus on diversity and outreach.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

- Section 1. Authorize the City Manager to add one Full-Time Equivalent Diversity Manager and increase the expense budget to cover the costs associated with this position (\$180,000) with a transfer from General Fund fund balance.
- Section 2. Direct the City Manager to develop a Diversity and Inclusion Plan with the input of interested community groups, city staff, and the City Council.
- Section 3. Continue to use Budget and Audit Committee to monitor and assess all diversity and inclusion issues, including Council Workshops as needed.