



REPORT TO COUNCIL

City of Sacramento

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STAFF REPORT
January 31, 2006

Honorable Mayor and
Members of the City Council

Subject: Department Of Utilities Diversity Program

Location/Council District: Citywide

Recommendation:

This is an informational report regarding:

- The Department of Utilities commitment to hiring and retaining a diverse workforce.
- The current status of the Department of Utilities staff diversity.

Contact: Gary A. Reents, Director of Utilities, 808-1433
Terrance Davis, Organizational Development Specialist, 808-4929

Presenters: Gary A. Reents, Director of Utilities
Terrance Davis, Organizational Development Specialist

Department: Utilities

Division: Office of the Director

Organization No: 3311

Summary:

At City Councils request, this report back outlines the Department's current recruitment, retention, and career development efforts, and also details future activities planned for implementation to ensure that the City's diversity goals are realized within the Department of Utilities. The Department of Utilities is committed to recruiting and hiring a highly qualified and diverse work force. The Department's goal is to ensure that its staff represents the City of Sacramento's diversity.

Committee/Commission Action: None.

Background Information:

In August 2005, the Director of Utilities requested staff to review Department recruiting, retention, and career development policies to ensure that the Department was adhering to the strategic goal of the City Council of recruiting and retaining a diverse workforce.

The Department of Utilities initiated a Department-wide organizational self-assessment to examine the following:

1. The current level of Department of Utilities staff diversity, as compared to City of Sacramento and Sacramento County workforce demographics.
2. A review of the Department's current career development, mentoring, succession planning, and recruiting performance in relation to the City's goal of recruiting and retaining a diverse workforce.

A. Department Workforce Analysis

The Department of Utilities, with data provided by the City's Equal Opportunity Office, conducted a review of its current workforce diversity. The Department of Utilities reviewed its current workforce demographics (Attachment I) relative to the City of Sacramento community, as represented in 2000 Census data (Attachment II). Upon this examination, the Department of Utilities analyzed its overall existing workforce diversification (Attachment III) to measure whether Department personnel are representative of the City of Sacramento community.

The Department of Utilities utilized Sacramento County Labor Force demographics as a key measure of its diversity performance. 2000 Census data was used as a secondary source of measuring Sacramento area demographics. Based on this criteria, the Department of Utilities workforce analysis does indicate that the Department is meeting its overall diversity goals. Given the future initiatives outlined in section B through D below, the Department of Utilities will continue to seek opportunities to forward the City of Sacramento's goal of maintaining a diverse workforce.

B. Existing Career Development Programs

As a component of long range recruitment planning, the Department of Utilities has partnered with California State University Sacramento (CSUS) and the Community College Foundation to provide career development programs and job skills development opportunities to students engaged in Engineering, Plant Management, Crafts and Trades, and Public Administration training.

The Department's Engineering Services Division has participated in the Math Engineering Science Achievement Multicultural Engineering Program (MEP) located at CSUS since 1992. MEP is an academic and career development program that supports educationally disadvantaged students to attain four-year degrees in engineering or

computer science. Each fiscal year, the Department of Utilities provides internship and mentoring training opportunities for four CSUS MEP participants.

The Department's Plant Services Division uses six 0.25 FTE Utility Worker positions per calendar year to recruit high school age students for craft and trades skills training. The participants get first hand knowledge on filling out applications, job selection processes, and learn other important everyday work ethics. The Department of Utilities strives to recruit non-traditional personnel for these positions. Participants work under the direction of Mechanical or Electrical Supervisors, who supervise their work within the scope of the Utility Worker classification. Unlike other traditional career development programs, the Department of Utilities has created this program approach as a voluntary training opportunity. This approach eliminates many of the barriers that occur in traditional career development programs where trainees are mandated to participate, and enhances the success of program participants.

The Department's Field Services Division has established an apprentice program in collaboration with the local Plumbers and Pipefitters Union. Candidates apply through the City's standard job application process. Applications are screened, and qualified candidates are required to take a basic Math and English skills test administered by the union. The program runs for two years, with a starting salary of \$2302 per month, reaching to \$2792 per month at the 18-month step. Four (4) candidates are recruited every two years. There are future plans to market the program through local high schools and other community organizations.

Finally, through participation in the Community College Foundation Program, the Department of Utilities provides 2-3 student training opportunities during traditional summer breaks (July/August). These positions are utilized to fill multiple support services staffing needs, in entry-level classifications that require basic skill sets. Through the establishment of these career development paths, the Department of Utilities hopes to provide future employment opportunities and enhance the success of program participants.

C. Recruitment, Hiring, and Retention

Following the guidelines and procedures set forth by the City's Department of Human Resources, the Department of Utilities utilizes inclusive hiring practices in recruiting personnel. These practices include the utilization of diverse and cross-functional hiring panels, in effort to provide accurate representation of the City's workforce.

The Department currently recruits entry-level positions (Utility Services Worker and Sanitation Worker I) through the open and continuous process to facilitate a diverse pool of entry-level applicants. These positions allow applicants entry-level opportunities into craft, machinist, and equipment operation classifications within the City of Sacramento.

E. Future Activities

As a component of the Department of Utilities' diversity and succession planning, the department is expanding its existing staff development efforts. In support of this objective, the Department of Utilities has recently recruited a full-time (1.0 FTE) Program Specialist (Organizational Development). Under the direction of the Director of Utilities, this position will be responsible for the development and implementation of Department-wide organizational initiatives, and will serve as a liaison to the City's Inclusion Council and City University.

Additionally, the Department of Utilities is currently in the process of expanding its pilot supervisor's training program. This program, titled the "Supervisor's Academy", was designed by the Solid Waste Division in partnership with the City's Human Resources Department, Organizational Development Division, as a front line supervisor training program. It provides front line supervisors with tools and resources to increase their effectiveness and prepare them for future promotional opportunities. This program received S.M.A.R.T. (Supervisor and Manager Required Training) accreditation from the Human Resources Department's City University, and in 2005, all pilot program participants received City University credits towards the S.M.A.R.T. certification. Of the twelve (12) initial pilot program participants, all successfully completed the training course (Attachment IV).

The Department of Utilities is currently collaborating with the Machinist and Aerospace Workers Local 2182, to develop a craftsman apprenticeship program. Current workforce trend analysis indicates a future deficit of trained skilled craftsman for the machinist trades. The Department of Utilities is also exploring additional expansion of this program to include curriculum development with the Los Rios Community College District.

In June 2005, the Sacramento City Council adopted a resolution, which approved the consolidation of the Solid Waste Division within the Department of Utilities. This reorganization added 210 FTE and eight field service classifications to the Department. The Department of Utilities will continue to provide cross training and out-of-class opportunities for staff, where possible, to create additional outlets for employees to develop skills and tools for future promotional opportunities.

The Department of Utilities will continue to partner with internal and external agencies to seek new opportunities to support the City's goal of recruiting and maintaining a diverse workforce.

Financial Considerations:

This report back has no financial impacts.

Environmental Considerations:

This report does not constitute a "project" and is therefore exempt from the California Environmental Quality Act (CEQA) according to CEQA guidelines Section 15061 (b) (1) and 15378 (b)(3).

Policy Considerations:

This report meets one of the objectives identified by the City Council in their strategic plan.

Emerging Small Business Development (ESBD): N/A

Respectfully Submitted by: 

Gary A. Reents
Director of Utilities

Recommendation Approved:



RAY KERRIDGE
Interim City Manager

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City of Sacramento
City Information System (CityInfo)

DEMOGRAPHICS OF THE WORK FORCE
ALL ACTIVE EMPLOYEES AS OF 01/13/06

AGENCY_DESCRIPTION	JOB CLASS	ASIAN	%	BLACK	%	FILIPINO	%	HISPANIC	%	NATIVE AMER.	%	WHITE	%
DEPARTMENT OF UTILITIES	ACCOUNTING TECHNICIAN	1	50.0	0	0	0	0	0	0	0	0	1	50.0
	ACCT CLERK II	1	50.0	1	0	0	0	0	0	0	0	0	0
	ADMINISTRATIVE ANALYST	1	20.0	2	0	0	0	0	0	0	0	2	40.0
	ADMINISTRATIVE ASSISTANT	1	0	0	0	0	0	1	100.0	0	0	0	0
	ADMINISTRATIVE TECHNICIAN	0	0	0	0	0	0	0	100.0	0	0	0	0
	APPLICATIONS DEVELOPER	0	0	0	0	0	0	0	0	0	0	1	100.0
	ASSISTANT FIELD SERVICES MGR	0	0	0	0	0	0	0	0	0	0	1	100.0
	ASSOC CIVIL ENGINEER	1	10.0	0	0	0	0	4	40.0	0	0	5	50.0
	ASST CIVIL ENGINEER	1	25.0	0	0	0	0	0	0	0	0	3	75.0
	BLACKSMITH-WELDER	0	0	0	0	0	0	0	0	0	0	1	100.0
	BUSINESS SERVICES MANAGER	0	0	1	0	0	0	0	0	0	0	0	0
	CLERK II	1	50.0	0	0	0	0	0	0	0	0	0	0
	CONSTR INSP I	0	0	0	0	0	0	0	50.0	0	0	0	0
	CONSTR INSP II	0	0	0	0	0	0	0	0	0	0	1	100.0
	CUSTOMER SERVICE REP	0	0	0	0	0	0	0	0	0	0	3	100.0
	CUSTOMER SERVICE TRAINEE	0	0	0	0	0	0	2	25.0	0	0	2	25.0
	DATA ENTRY TECHNICIAN	1	16.7	1	0	0	12.5	0	0	16.7	0	3	50.0
	DEPT SYSTEMS SPECIALIST I	0	0	0	0	0	0	0	100.0	0	0	0	0
	DIRECTOR OF UTILITIES	0	0	0	0	0	0	1	0	0	0	0	0
	ELECTRICIAN	0	0	0	0	0	0	0	0	0	0	1	100.0
	ELECTRICIAN R2	0	0	0	0	0	0	0	0	0	0	1	100.0
	ELECTRICIAN SUPVR	0	0	0	0	0	0	0	0	0	0	12	92.3
	ENG TECHNICIAN III	0	0	0	0	0	0	0	0	0	0	2	100.0
	ENGINEERING MANAGER	1	14.3	1	0	0	0	0	14.3	0	0	4	57.1
	EX DIR SAC CCOMW	0	0	0	0	0	0	0	0	0	0	1	100.0
	FIELD SERVICES MANAGER	1	100.0	0	0	0	0	0	0	0	0	0	0
	GENERAL HELPER	0	0	2	0	0	0	0	0	0	0	0	0
	GEO INFO SYSTEMS SPECIALIST I	0	0	0	0	0	0	0	0	0	0	1	100.0
	GEO INFO SYSTEMS SPECIALIST II	0	0	0	0	0	0	0	0	0	0	1	100.0
	INFO TECHNOLOGY SUPV I	1	33.3	0	0	0	0	0	0	0	0	2	66.7
	INFO TECHNOLOGY SUPV II	1	50.0	0	0	0	0	0	0	50.0	0	1	50.0
	INFORMATION TECHNOLOGY SUPV	0	0	0	0	0	0	0	0	0	0	5	62.5
	INSTRUMENT TECH II	0	0	1	0	0	0	2	25.0	0	0	0	0
	INSTRUMENTATION SUPV	0	0	0	0	0	0	0	0	0	0	0	0
INTEGR WASTE COLLECTIONS SUPT	0	0	1	0	0	0	0	0	0	0	0	0	
INTEGR WASTE GENERAL MANAGER	0	0	0	0	0	0	0	0	0	0	0	0	
INTEGR WASTE GENERAL SUPV	0	0	0	0	0	0	1	100.0	0	0	0	0	
INTEGR WASTE PLANNING SUPT	0	0	0	0	0	0	0	0	0	0	2	100.0	
INTEGR WASTE PLANNING SUPT	1	6.7	0	0	0	0	0	6.7	0	0	12	80.0	
JUNIOR PLANT OPERATOR	1	6.3	0	0	0	0	0	6.7	0	0	15	93.8	
MACHINIST	0	0	0	0	0	0	2	18.2	0	0	9	81.8	
MACHINIST HELPER	0	0	0	0	0	0	0	0	0	0	4	80.0	
MACHINIST SUPVR	0	0	0	0	0	0	0	0	20.0	0	1	16.7	
MAINTENANCE WORKER	0	0	3	0	0	0	0	0	0	0	1	100.0	
MEDIA & COMMS SPECIALIST	1	25.0	0	0	0	0	0	0	0	0	1	25.0	
METER READER	0	0	0	0	0	0	2	50.0	0	0	1	100.0	
METER READING SUPERVISOR	0	0	0	0	0	0	0	0	0	0	3	60.0	
MOTOR SWEEPER OPR	0	0	1	0	0	0	0	0	0	0	3	100.0	
NOTOR SUPERVISOR	0	0	0	0	0	0	0	0	0	0	0	0	
OFFICE SUPERVISOR	0	0	0	0	0	0	0	0	0	0	0	0	
PERSONNEL TRANS COORD	0	0	3	0	0	0	0	0	0	0	18	66.7	
PLANT OPERATOR	1	3.7	0	0	0	0	0	3.7	0	0	0	0	
PLANT SERVICES MANAGER	1	100.0	0	0	0	0	0	0	0	0	5	100.0	
PROGRAM ANALYST	0	0	0	0	0	0	0	0	0	0	3	100.0	
PROGRAM MANAGER	0	0	0	0	0	0	0	0	0	0	3	33.3	
PROGRAM SPECIALIST	1	33.3	0	0	0	0	0	0	0	0	1	100.0	
REVENUE SUPERVISOR	0	0	0	0	0	0	0	0	0	0	1	100.0	
SAPCA COUNSEL	0	0	0	0	0	0	0	0	0	0	1	25.0	
SANITATION WORKER I	0	0	1	0	0	0	0	0	0	0	28	22.0	
SANITATION WORKER II	8	6.3	53	2	2	11.6	35	27.6	0	0	1	11.1	
SANITATION WORKER III	0	0	6	1	1	11.1	1	66.7	0	0	3	100.0	
SECRETARY	0	0	0	0	0	0	0	0	0	0	0	0	
SECURITY GUARD	0	0	1	0	0	0	0	0	0	0	0	0	

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City Information System (CityInfo)

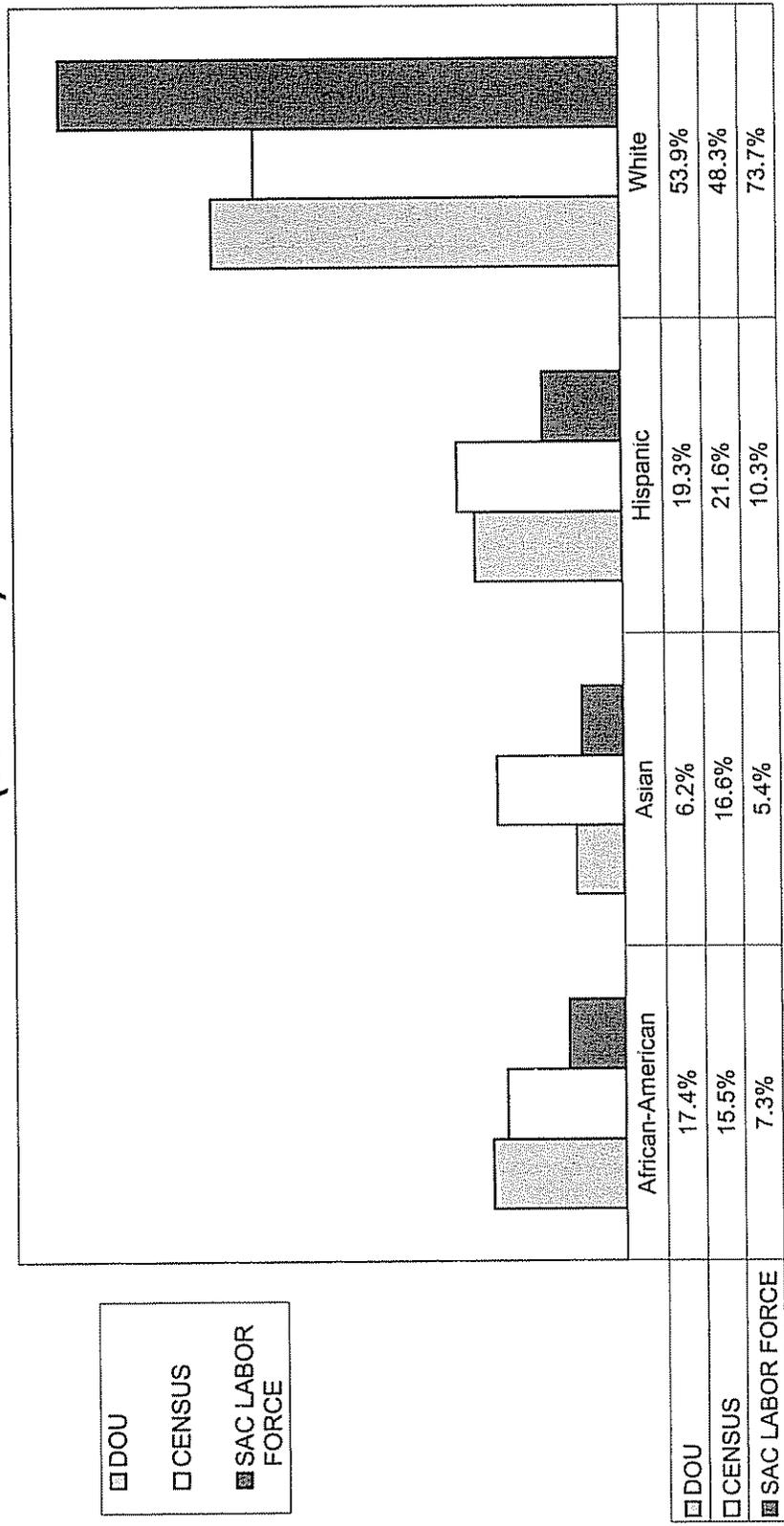
DEMOGRAPHICS OF THE WORK FORCE
ALL ACTIVE EMPLOYEES AS OF 01/13/06

AGENCY_DESCRIPTION	JOB CLASS	ASIAN	% BLACK	% FILIPINO	HISPANIC	% NATIVE AMER.	WHITE	%
DEPARTMENT OF UTILITIES								
	SENIOR ENGINEER	3	18.8	0	0	0	12	75.0
	SENIOR PLANT OPERATOR	1	7.1	0	0	0	12	85.7
	SENIOR STAFF ASSISTANT	1	100.0	0	0	0	0	0
	SERVICE CONTRACT INSP	0	0	0	0	0	0	100.0
	SOLID WASTE MAINT SUPV	0	0	0	0	0	4	36.4
	SOLID WASTE SUPV	0	4	36.4	0	0	1	100.0
	SPECIAL PROJECTS ENGINEER	0	0	0	0	0	1	100.0
	SR ACCOUNTING TECH	0	0	0	0	0	1	50.0
	SR ADMIN SVCS OFF	0	1	50.0	0	0	0	0
	SR CUSTOMER SERVICE REP	0	0	0	2	100.0	0	0
	SR DATA ENTRY TECHNICIAN	0	0	0	0	0	0	50.0
	SR ENGINEERING TECH	1	50.0	0	0	0	0	0
	SR INFO TECHNOLOGY SUP SP I	1	100.0	0	0	0	0	100.0
	SR LANDFILL ENGINEERING TECH	0	0	0	0	0	11	78.6
	SR MAINTENANCE WORKER	1	7.1	2	0	0	1	100.0
	SR PERSONNEL TRANS COOR	0	0	0	0	0	2	66.7
	STOREKEEPER	0	0	0	1	33.3	0	50.0
	STORES CLERK II	0	0	0	0	0	3	23.1
	STUDENT TRAINER (ENG.COMPUTER)	0	1	50.0	5	38.5	0	0
	STUDENT TRAINER (R2)	0	4	30.8	0	0	0	0
	SUPERVISING ENGINEER	0	0	0	0	0	7	100.0
	SUPV CONST INSPECTOR	0	0	0	0	0	0	100.0
	SUPV PLANT OPR	0	0	0	0	0	7	100.0
	SUPV WATER QUALITY CHEM	0	0	0	0	0	0	0
	SYSTEMS ENGINEER	0	0	0	1	100.0	0	100.0
	SYSTEMS ENGINEER	2	11.1	2	2	11.1	12	66.7
	TYPIST CLERK I	0	0	0	0	0	4	100.0
	TYPIST CLERK II	0	0	0	0	0	15	88.2
	TYPIST CLERK III	0	0	0	1	5.9	1	50.0
	UTIL FIELD SVCS SUPV	0	0	0	0	0	0	0
	UTIL FIELD SVCS SVC MGR (APP)	0	0	0	0	0	1	50.0
	UTIL FIELD SVCS SVC WRKR	0	8	8.1	24	24.2	64	64.6
	UTILITIES FIELD SVCS L WRKR	2	2.6	1	18	23.1	55	70.5
	UTILITY CONSTRUCTION COORD	0	0	0	0	0	0	100.0
	UTILITY CUSTOMER SVC SUPV	1	100.0	0	0	0	0	0
	UTILITY CUSTOMER SVC TECH I	1	25.0	0	0	0	2	66.7
	UTILITY CUSTOMER SVC TECH II	0	0	0	1	33.3	1	50.0
	UTILITY CUSTOMER SVC TECH III	0	0	0	0	0	2	100.0
	UTILITY SVCS INSP	0	0	0	0	0	1	100.0
	UTILITY SVCS INSP (UNPY)	0	0	0	0	0	2	40.0
	WATER & SEWER SUPT (FIELD)	0	0	0	0	0	2	66.7
	WATER & SEWER SUPT (PLANT)	2	40.0	0	0	0	2	50.0
	WATER QUALITY CHEMIST	1	33.3	0	0	0	2	66.7
	WATER QUALITY LAB TECH	1	25.0	0	0	0	3	100.0
	WATER WASTE INSPECTOR	0	0	0	0	0	0	0
TOTAL CITY: 330		43	6.0	112	15.7	12	17.4	17.4
						9	1.3	1.3
						124	41.4	41.4

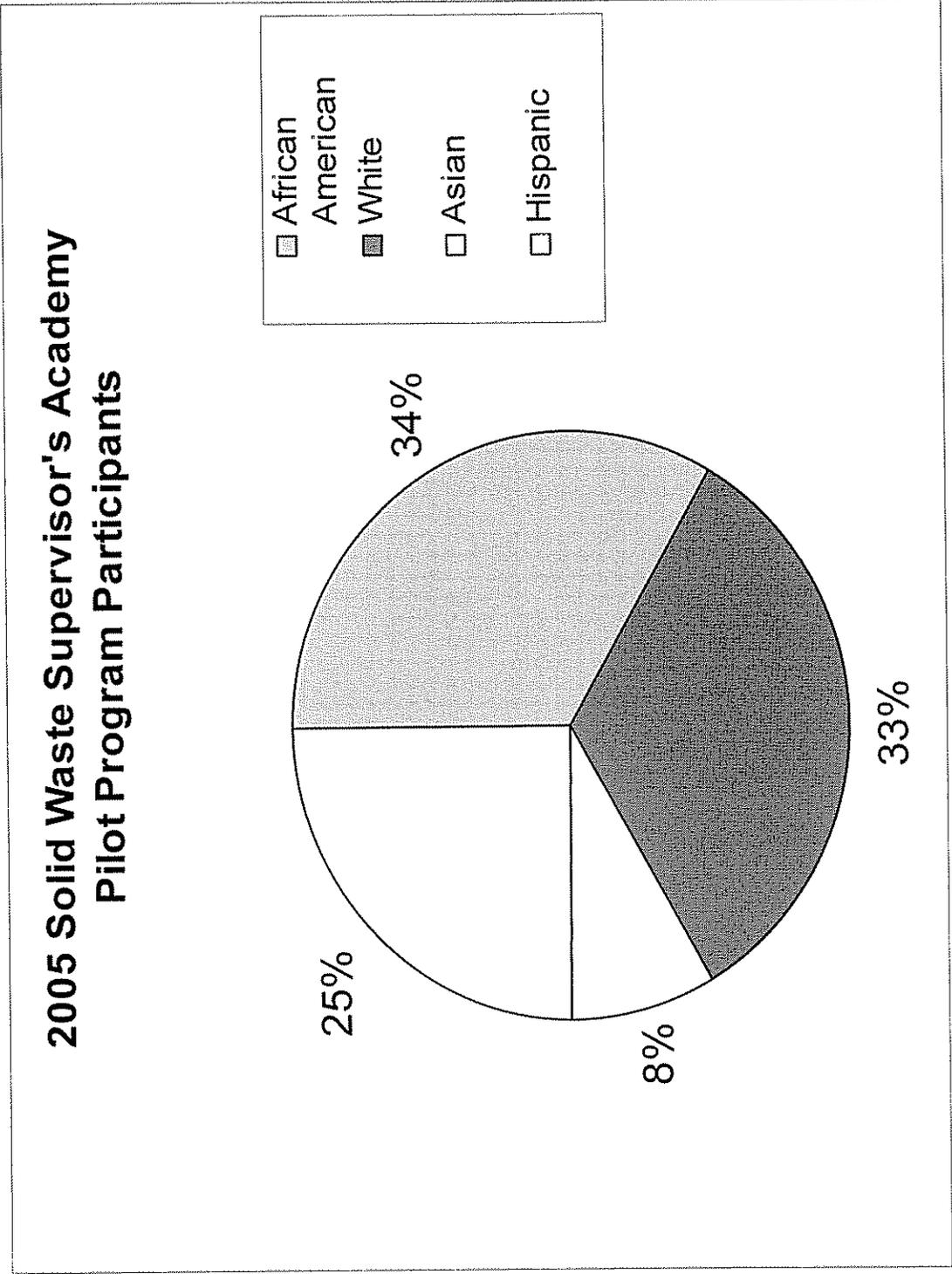
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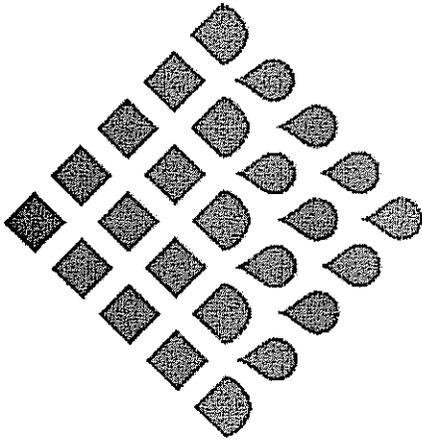
<u>General Characteristics - show more >></u>	Number	Percent	U.S.		
Total population	407,018			map	brief
Male	197,784	48.6	49.10%	map	brief
Female	209,234	51.4	50.90%	map	brief
<u>Median age (years)</u>	32.8	(X)	35.3	map	brief
Under 5 years	29,066	7.1	6.80%	map	
18 years and over	295,728	72.7	74.30%		
65 years and over	46,443	11.4	12.40%	map	brief
<u>One race</u>	380,940	93.6	97.60%		
White	196,549	48.3	75.10%	map	brief
Black or African American	62,968	15.5	12.30%	map	brief
American Indian and Alaska Native	5,300	1.3	0.90%	map	brief
Asian	67,635	16.6	3.60%	map	brief
Native Hawaiian and Other Pacific Islander	3,861	0.9	0.10%	map	brief
Some other race	44,627	11	5.50%	map	
Two or more races	26,078	6.4	2.40%	map	brief
Hispanic or Latino (of any race)	87,974	21.6	12.50%	map	brief
Household population	398,016	97.8	97.20%	map	brief
Group quarters population	9,002	2.2	2.80%	map	
<u>Average household size</u>	2.57	(X)	2.59	map	brief
<u>Average family size</u>	3.35	(X)	3.14	map	
Total housing units	163,957			map	
Occupied housing units	154,581	94.3	91.00%		brief
Owner-occupied housing units	77,514	50.1	66.20%	map	
Renter-occupied housing units	77,067	49.9	33.80%	map	brief
Vacant housing units	9,376	5.7	9.00%	map	
<u>Social Characteristics - show more >></u>	Number	Percent	U.S.		
Population 25 years and over	254,921				
High school graduate or higher	197,067	77.3	80.40%	map	brief
Bachelor's degree or higher	61,042	23.9	24.40%	map	
<u>Civilian veterans (civilian population 18 years and over)</u>	34,764	11.7	12.70%	map	brief
Disability status (population 5 years and over)	84,630	22.7	19.30%	map	brief
Foreign born	82,616	20.3	11.10%	map	brief
Male, Now married, except separated (population 15 years and over)	70,533	47.1	56.70%		brief
Female, Now married, except separated (population 15 years and over)	68,990	42.2	52.10%		brief
Speak a language other than English at home (population 5 years and over)	123,505	32.6	17.90%	map	brief

DEPARTMENT OF UTILITIES Workforce Diversification Analysis (Jan 2006)



Based on 2000 Census data for City of Sacramento. Total DOU FY06 workforce is comprised of 722.0 FTE





CITY OF SACRAMENTO
**DEPARTMENT
OF UTILITIES**

Workforce Diversification Status

January 31, 2005



Overview

- **Background – How the Department conducted analysis?**
- **Department Workforce Analysis**
- **Recruitment and Retention Strategies**
- **Current Career Development Programs and Succession Planning Efforts**
- **Future Activities**



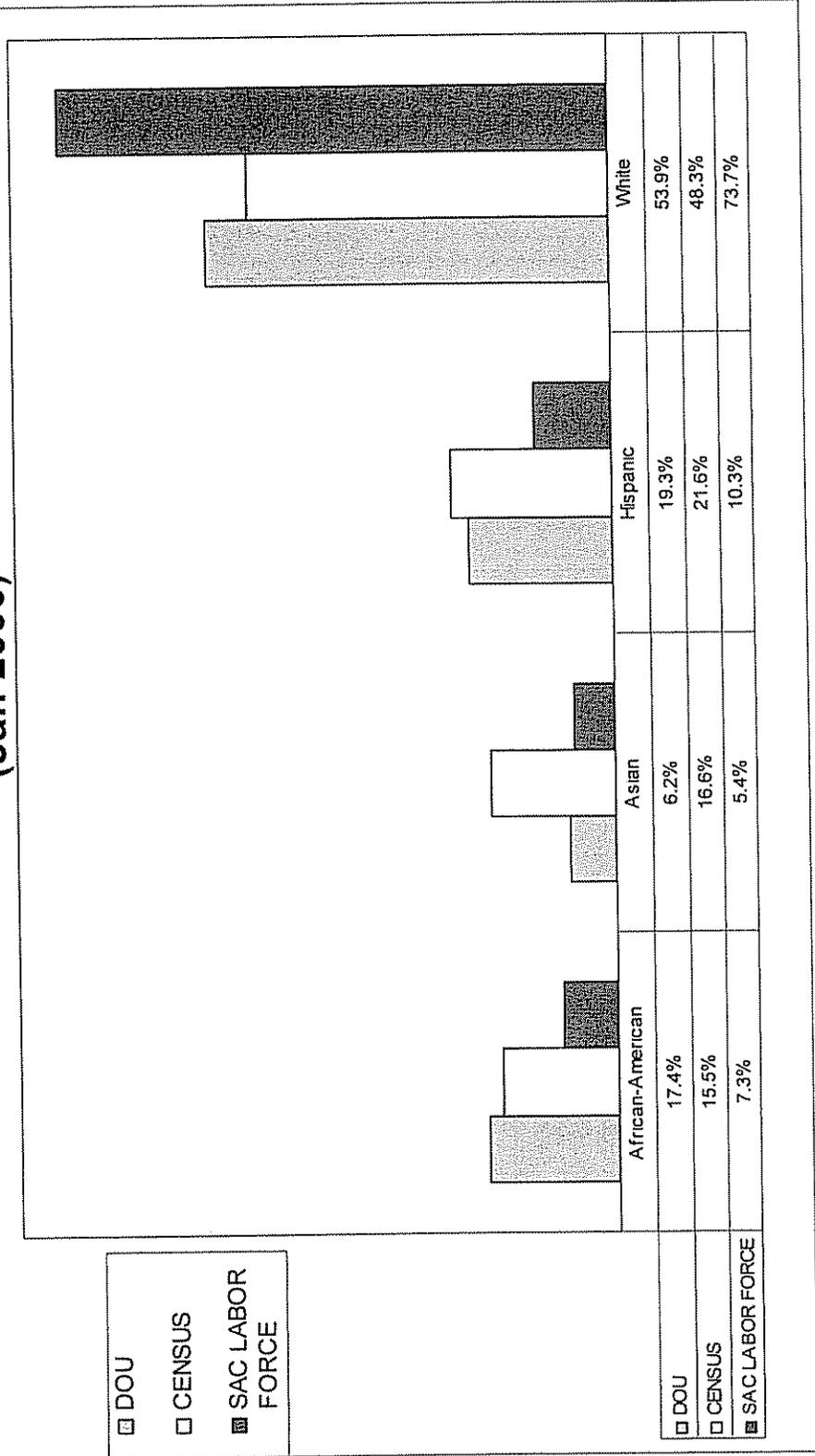
Background

- **In August 2005, the Department initiated a review to measure adherence to City goals of maintaining a diverse workforce**
- **Staff conducted diversity workforce analysis and measured current Department employee demographics**
- **Based upon analysis, staff outlined new and existing programs to meet the City's goal of maintaining a diverse workforce**



Workforce Analysis

DEPARTMENT OF UTILITIES Workforce Diversification Analysis (Jan 2006)





Recruitment & Retention

- **DOU utilizes an open and continuous recruitment process for entry-level classifications to promote a diverse pool of applicants**
- **Department currently uses cross section of diverse employees (by classification and ethnicity) for hiring panels and selection processes**



Career Development Programs

Existing Department Programs

- **California State University Sacramento M.E.S.A. Minority Engineers Program (MEP)**
 - Four (4) Engineering externships utilized each fiscal year for minority students
- **Community College Foundation Program**
 - Six 0.25 FTE Utility Service Worker positions utilized each fiscal year
 - Provides entry-level crafts and skills training to high school students of diverse backgrounds



Career Development Programs

Existing Department Programs

- **Field Services Division Apprenticeship Program**
 - Collaboration with Plumbers and Pipefitters Union that provides paid skills training opportunities



Future Activities

Planned Activities/Programs

- **Full-time (1.0 FTE) Organizational Development Specialist**
 - Design and implement key Department diversity, training, and succession planning initiatives
 - Act as Department liaison to City’s Inclusion Council
- **Development of New Programs**
 - Additional apprenticeship training programs are under development



Future Activities

Planned Activities/Programs

- **Department's Succession Planning**
 - Additional cross-training opportunities via out-of-class and acting position rotations
 - Participation in development of City-wide Mentoring Program
- **Expansion of Supervisor's Academy (developed by the Solid Waste Division and Organizational Development Division) to include front line employees who seek promotion**



STATE OF MASSACHUSETTS
DEPARTMENT
OF UTILITIES

Summary

- **Existing career development programs have been successful**
- **New staff development and apprenticeship training programs are currently under development**
- **New Program Specialist position has been created to implement key organizational initiatives, expand existing programs, and monitor effectiveness**
- **Department will report back with ongoing results**