



# CITY OF SACRAMENTO

## DEPARTMENT OF PERSONNEL

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ADMINISTRATION  
EMPLOYEE SERVICES DIVISION  
PERSONNEL MANAGEMENT SERVICES  
WORKERS' COMPENSATION DIVISION

August 28, 1985

Personnel and Public Employees Committee  
Sacramento, California

Honorable Members in Session:

**SUBJECT:     OPTIONS FOR STRUCTURING AN AFFIRMATIVE ACTION ADVISORY COMMITTEE**

### SUMMARY

At the July 3, 1985 meeting of the Personnel and Public Employees Committee, a request was made for staff to provide options for the Committee to consider regarding the structure and membership for a proposed Affirmative Action Advisory Committee.

The following report contains three possible options to consider. Staff recommends that, in the event an Affirmative Action Advisory Committee is created, it should be structured as a 7-member committee, with one member selected from a Black organization, one from an Hispanic organization, one from either an Asian, American Indian, or Filipino organization, and four selected from female organizations (with at least one female selected from a minority/female organization).

### BACKGROUND

There have been a variety of opinions presented to the Personnel and Public Employees Committee regarding options for structuring an Affirmative Action Advisory Committee. In a report to the P. & P.E. Committee dated June 6, 1985, staff stated that in its opinion, the best structure for an advisory committee is one which reflects the goals of the Affirmative Action Plan. "It would mean that there would be an almost equal representation of minorities and females with a good cross-section of ethnicities.

Mr. Alan Clayton, a representative of several Hispanic organizations, advocates for the creation of a City Affirmative Action Advisory Committee using a structure similar to Sacramento County's Affirmative Action Advisory Committee. In addition to the traditional minority and female representation, Mr. Clayton suggests that department heads, union representatives and individuals representing the disabled also serve on the Committee. The Committee would consist of six or seven members.

Mr. Richard Lucero, President of the Sacramento Police Officers Association, speaking on his own behalf, also favors the creation of an Affirmative Action Advisory Committee based on the County model. Mr. Lucero, however, advocates for a larger committee, one which has 11 to 15 members.

**OPTION #1 BASED ON MINORITY/FEMALE UNDERUTILIZATION**

At a previous P. & P.E. Committee meeting it was recommended that the structure and membership of an Advisory Committee mirror the ratio of minority and female underutilization. If the underutilization of minorities and females is the only consideration, the structure of an Advisory Committee would be as follows:

**AFFIRMATIVE ACTION ADVISORY COMMITTEE STRUCTURE**

**Based on Underutilization of Sex/Ethnic Groups  
August 9, 1985 Reporting Date**

| <u>Ethnicity/Sex</u>                   | <u># Underutilized</u> | <u>% Of An Advisory Group Membership If Based On Underutilization</u> |
|----------------------------------------|------------------------|-----------------------------------------------------------------------|
| White Female                           | 336                    | 53.93                                                                 |
| Hispanic Female                        | 85                     | 13.64                                                                 |
| Black Female                           | 76                     | 12.20                                                                 |
| Asian Female                           | 53                     | 8.51                                                                  |
| Asian Male                             | 30                     | 4.82                                                                  |
| Other Male                             | 16                     | 2.57                                                                  |
| Other Female                           | 12                     | 1.93                                                                  |
| American Indian Female                 | 6                      | 0.96                                                                  |
| Filipino Female                        | 5                      | 0.80                                                                  |
| Filipino Male                          | 4                      | 0.64                                                                  |
| Total Minorities<br>(without "others") | 259                    | 41.57                                                                 |
| Total Females                          | 573                    | 91.97                                                                 |

As one can see, a committee based solely on minority/female underutilization would be statistically dominated by individuals representing white females. This is due to the fact that white females are numerically the most underutilized group.

Judging from the testimony and comments made at previous P. & P.E. Committee meetings, it is unlikely that an advisory committee structured using the above underutilization chart as a guide would win much acceptance from the minority community.

## OPTION #2 THE COUNTY MODEL

As reported in the June 6, 1985 report "Staff Report On The Proposal To Create an Affirmative Action Advisory Committee", Sacramento County has a 15-member advisory committee appointed by the Board of Supervisors. Four members represent department heads, 4 members are union representatives and 7 are public members.

County employment practices differ dramatically from the City's. The County's personnel system is decentralized in many ways with the 32 departments having significant responsibility in the area of recruitment.

In addition, County departments, following Board of Supervisors directives, adopt individual affirmative action plans including goals and timetables.

The City is more centralized with the Personnel Department bearing almost full responsibility for all recruitment and testing activities. Furthermore, each City department is under the same Council adopted Affirmative Action Plan and hiring goals.

From staff's perspective, department and union representatives participating on a City affirmative action advisory committee will not have the same impact on the City's Affirmative Action Program as they have on the County's because of the differences in the two systems.

Therefore, staff does not recommend that the City mirror the County's Affirmative Action Advisory Committee structure.

## OPTION #3 BASED ON AFFIRMATIVE ACTION GOALS

Staff has previously suggested a structure for an Advisory Committee which is primarily based on the affirmative action goals for the City. Under this concept, there would be representation from Black and Hispanic organizations, and a representative from either the Asian, Filipino or American Indian community as well as representatives from women organizations.

At the July 3, 1985 P. & P.E. Committee meeting, staff was instructed to suggest a structure for an advisory committee of no less than five (5) members and no more than nine (9) members. Using those instructions to develop a seven (7) member committee, staff recommends the above having three minority representatives and four representatives from female organizations. This coincides with the fact that the affirmative action goals are focused towards the employment of women. (It should be noted that at least one representative from a women's organization be from a minority female organization.)

Of the three options presented, this option is consistent with the Affirmative Action needs of the City. In addition, it also provides balance and is of a workable size.

## MEMBERSHIP

There is an unresolved question on whether membership should be determined by individual appointments or by organization nominations. In other words, should the Mayor and/or the City Council make appointments to an advisory committee open to all who apply, or should the appointments be made only from a list of names submitted by community-based organizations.

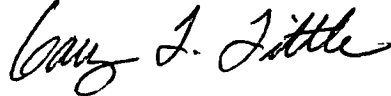
Staff recommends the latter. Announcements should be disseminated to the public requesting organizations who represent minority and/or female interests to submit one to three names for nomination. Appointments would be made by the Mayor and Council in accordance with whatever structure is adopted.

## RECOMMENDATION

If the Council approves the creation of an Advisory Committee, staff recommends that the Committee consist of representatives as follows:

- 1 member from a Black organization
- 1 member from a Hispanic organization
- 1 member from either an Asian, American Indian or Filipino organization
- 4 members from female organizations (with one from a minority-female organization)

Staff further recommends that appointments be made from among applicants submitted from organizations rather than open to all individuals.



GARY L. LITTLE  
Affirmative Action Officer

Recommendation Approved:



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