

PERSONNEL AND PUBLIC EMPLOYEES COMMITTEE AGENDA

APRIL 10, 1990

1:00 p.m.

**City Council Chambers
915 I Street
Sacramento, CA**

- 1. Affirmative Action Issues
(D-A11)**

RECOMMENDATION OF STAFF:

FOR COMMITTEE INFORMATION

COMMITTEE MEMBERS: Ferris (Chair), Kastanis, Mueller, Fargo



DEPARTMENT OF
PERSONNEL

DONNA L. GILES
DIRECTOR

CITY OF SACRAMENTO
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DIVISION:
ADMINISTRATION
PERSONNEL SERVICES
OCCUPATIONAL HEALTH
SAFETY & RETIREMENT

April 4, 1990

Personnel & Public Employees Committee
Sacramento, California

Honorable Members in Session:

SUBJECT: UPDATE OF THE ISSUES RAISED AND RECOMMENDATIONS MADE BY THE
AFFIRMATIVE ACTION ADVISORY COMMITTEE

SUMMARY

The Affirmative Action Advisory Committee has raised a number of issues and made recommendations which they feel must be addressed to support the City's Affirmative Action Plan. These issues are outlined in the attached May 9, 1989 report. This support is required to assure that the City of Sacramento maintains an affirmative posture as an equal employment opportunity employer. These issues, recommendations and the staff responses are outlined below:

BACKGROUND

1. Immediate Priorities

A. Seek Amendment to the Rule of Three Persons:

The rule of three is a definite obstacle to affirmative action hiring. A Charter amendment is needed and could take one of two forms. First, the proposed consolidated Charter would let us abandon the rule of three. Second, if consolidation is unsuccessful, we will pursue changing the City Charter. Unfortunately, three previous attempts have been rejected by the voters. However, the last attempt was over seven years ago, so the timing may be better.

B. Set a Goal for Affirmative Action Hiring in the Exempt Classifications:

The members of this Committee have met with the City Manager on this issue. The City Manager expressed his continued commitment to Affirmative Action. He also discussed problems he has encountered in the recruitment of target groups members.

More recently, the City Manager has met with concerned members of the minority community in a reaffirmation of his commitment to the recruitment and appointment of minorities to exempt positions.

C. Increase Utilization of Entry Level Classifications:

The Personnel Department encourages departments to use entry level classes as a means of bringing in affirmative action hires. We also have established sub-entry level classes targeted at women and minorities. For example, the Career Development Trainee is used in a variety of underrepresented areas. Also, we recently established a generic Apprenticeship class and hired our first Apprentice Water and Sewer Serviceworker - a woman.

D. Foster Understanding of and Appreciation for EEO Throughout the City's Work Force:

1. Recognize EEO Achievement

Within the last year, performance appraisals have been developed for both civil service and management classes. Both appraisal models have affirmative action as a rating factor. For example, the management appraisal, under "Management of Human Resources", assesses the extent to which a manager "demonstrates sensitivity to and support for affirmative action".

2. Provide EEO Awareness Training

The Department has developed a cultural diversity sensitivity program which covers the basic affirmative action and equal employment opportunity issues. The Department also conducts, on a regular basis, sexual harassment awareness and prevention training for City employees.

3. Develop an EEO Orientation Program

The City does not have an orientation program in place at this time. Should the program be reinstated, provisions will be made for an equal employment opportunity and affirmative action issues orientation.

II. On-going Activities

A. Continue to Expand Recruiting Efforts

As the Affirmative Action Advisory Committee report notes, we have expanded our mailing list and are continuing to advertise in specialized publications targeted at minorities.

B. Ensure that Recruitment Teams are Culturally Sensitive

We continue to use recruitment teams who are reflective of the affirmative action groups we target. For example, for Police and Fire entry recruitments, we use minorities and women in outreach efforts.

C. Conduct Pre-Application Workshops

We continue to use these workshops where they can pay off. For example, we use them for Police and Fire entry recruitments.

D. List Certified Candidates Alphabetically

We made this change at the request of the Affirmative Action Advisory Committee. We cannot really monitor the effect of the change, since we don't have a baseline to which to compare; however, the change can only help.

E. Utilize the Career Development Training Program

As mentioned above, we established this program to make affirmative action hires. The program has been used particularly to bring in women into non-traditional jobs such as Street Construction Laborer, Plant Operator, Water and Sewer Serviceworker, Vehicle Service Attendant, etc. We are proud of and enthusiastic about this program, and will continue to use it.

F. Increase the Availability of Upward Mobility Counseling

We are pursuing a Management Career Opportunity Development Program to promote increased upward mobility, part of which would include upward mobility counseling.

G. Develop Employee Materials Concerning EEO Issues

Material on equal employment opportunity, sexual harassment and the discrimination process already exist and have been distributed in the past. It is acknowledged that a re-issue of this information/material will be appropriate.

H. Publicize the Activities of the Affirmative Action Advisory Committee

The staff will assist the Affirmative Action Advisory Committee in its efforts.

III. Long-range Goals

A. Eliminate Adverse Impact in Testing

We use content-valid test and will continue to seek ways to reduce adverse impact.

B. Develop a Retention Counseling Program

Although the issue has been raised before, there are no plans to implement a retention counseling program at this time. However, the Employee Assistance Program provides counseling and mediation services to employees having conflicts on the job and it is anticipated that this service will help meet the objectives of this recommendation.

C. Implement an Internship Program

The City currently uses interns in various departments. The Personnel Department helps recruit for intern positions with emphasis on minorities. In addition, the Department is exploring the expansion of the internship program to include a management intern program.

IV. Funding Issues

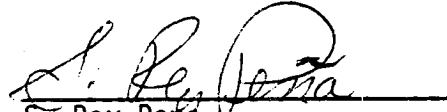
Significant backlogs exist in conducting examinations to fill positions in some areas, particularly Public Works, Police and Parks and Community Services. The City Council just approved additional positions to reduce this backlog. Although the additional positions will free up a small amount of time to do more outreach, the main use of them will be to meet the needs of City departments to fill positions which have in some cases been vacant for years.

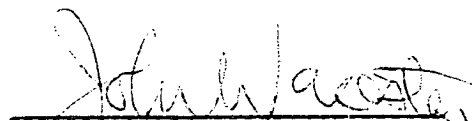
This concludes the update of the issues raised and recommendations made by the Affirmative Action Committee and the City's response. They are offered for your review, discussion and appropriate action.

RECOMMENDATION

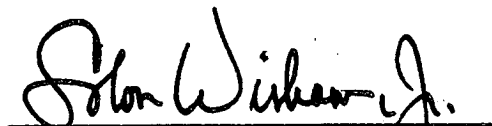
This information is offered for your review, discussion and appropriate action.

Respectfully submitted,


S. Rey Peña
Affirmative Action Officer


John Worcester
Personnel Services Manager

Approved for Transmittal:


Solon Wisham, Jr.
Assistant City Manager

May 9, 1989

Personnel and Public Employees Committee
Council of the City of Sacramento
Sacramento, California

Honorable Members in Session:

The Affirmative Action Advisory Committee has recently completed a thorough review of the City's Affirmative Action/Equal Employment Opportunity Program Status Report for 1987. We now submit our comments and recommendations to assist you in your efforts to increase affirmative action hiring for minorities and women and to increase equal employment opportunities.

The 1987 Status Report reveals a particular need to recruit, select, hire, and promote Asian men and minority women in all ethnic categories. We are also deeply concerned about the high termination rate of minority females, the adverse impact of testing on all minority groups, the drop in the percentage of minorities (especially Hispanics) on certification lists, adverse impact on women at the selection and promotion stages, and the disproportionate discipline and discharge of blacks.

Our recommendations -- categorized below as immediate priorities, on-going activities, and long-range goals -- cover a broad range of personnel activities. We believe that these strategies can help the City meet its affirmative action goals.

I. Immediate Priorities

A. Seek Amendment to the Rule of Three Persons

We recommend that the City place an amendment before the voters at the next appropriate election to eliminate the Rule of Three Persons. We offer our assistance to the City in devising alternatives to the Rule of Three Persons, should such assistance be desired.

B. Set a Goal for Affirmative Action Hiring in the Exempt Classifications

We recommend that the City establish a goal of filling 30% of vacancies in exempt positions with minority men and minority women. Aggressive recruitment of minorities and women for non-traditional exempt positions is especially important.

We commend the City for contracting with the International City Management Association for use of its minority/female resume

brief bank. This action will no doubt assist in the recruitment of minorities for positions in the exempt classifications.

C. Increase Utilization of Entry Level Classifications

We recommend that the City insure the most effective use of entry level classifications by adopting a policy of encouraging or requiring all departments to hire persons in entry level classifications, rather than in more experienced classifications, whenever possible.

We commend the City for recently establishing the entry-level position of Traffic Worker I, thus increasing employment opportunities for persons with limited work experience.

D. Foster Understanding of and Appreciation for Equal Employment Opportunity Throughout the City's Work Force

We recommend that the City foster understanding of and appreciation for equal employment opportunity in these ways:

1. Recognize EEO Achievement

We recommend the development of an evaluation instrument and a recognition procedure, so that departments with good records of affirmative action hiring can be recognized and rewarded. A new appraisal form for managers, currently in the development stage, will include an EEO component and can be used toward this end.

When the new form is in use, we recommend that data be gathered and made available to the Personnel and Public Employees Committee for review, so that appropriate commendations can be made by the City Council. We offer our assistance in developing the recognition procedure, should such assistance be desired.

2. Provide EEO Awareness Training

The Personnel Department, in response to one of our earlier recommendations, is currently developing a cultural diversity sensitivity training that will provide EEO awareness training to City employees. We recommend that this program be required for all employees, including managers at all levels.

We also recommend that the Department continue to conduct sexual harassment awareness and prevention training at appropriate intervals.

3. Develop an EEO Orientation Program

Since the City does not currently offer a general employee orientation, we recommend that an orientation on EEO issues be developed and conducted quarterly for all new employees.

G. Develop Employee Materials Concerning EEO Issues

We recommend that the Personnel Department develop written materials on sexual harassment and other equal employment opportunity issues and disseminate those materials to all employees. The materials should include information about the discrimination complaint process.

H. Publicize the Activities of the Affirmative Action Advisory Committee

We previously recommended the issuance of a press release regarding the formation and purpose of the Affirmative Action Advisory Committee, to express to the community the City's commitment to equal employment opportunity, and to encourage more minorities and women to apply for City jobs. Such a press release was issued in January 1989.

We recommend that further press releases be issued, to keep the public informed and to serve as a continuing stimulus to encourage women and minorities to apply. We would be happy to prepare periodic summaries of our activities in order to facilitate the preparation of regular press releases.

III. Long-Range Goals

A. Eliminate Adverse Impact in Testing

Of the 64 open examinations conducted by the City in 1987, there were only 9 in which blacks were not adversely impacted. Other minorities and women were adversely impacted to a significant degree, as well. During 1989, we will review selected City examinations, with the assistance of Personnel Department staff. Following that review, further recommendations will be made, as appropriate.

B. Develop a Retention Counseling Program

We recommend that the Personnel Department gather statistical data concerning voluntary terminations and provide information to us for further analysis so that we can make recommendations regarding development of a retention counseling program.

C. Establish an Intern Program

We recommend that the Personnel Department study and explore the possibility of establishing an intern program that can be utilized as an affirmative action tool, and report the results of that study to us by the end of 1989.

II. On-going Activities

A. Continue to Expand Recruiting Efforts

We previously recommended that the Personnel Department expand its mailing list, in order to reach more minority recruitment sources, and advertise job information in special publications geared to minorities. The Department has expanded its mailing list and is advertising in various specialized publications, but is willing to expand the mailing list further. We will review the current list and suggest additions as appropriate.

B. Ensure that Recruitment Teams Are Culturally Sensitive

We recommend that the City continue to select recruitment teams reflective of the minority groups the City hopes to hire, wherever possible.

C. Conduct Pre-Application Workshops

Pre-application workshops are regularly conducted during recruitment for Police Cadet, Community Service Officer, and Firefighter positions. We recommend that the Personnel Department evaluate other positions for which affirmative action goals have not been attained and determine whether additional pre-application workshops would be feasible and cost-effective. We offer our assistance in this effort.

D. List Certified Candidates Alphabetically

In 1988, the Personnel Department adopted our recommendation that certified candidates be listed in alphabetical order rather than rank order, after testing, except with regard to promotional sworn police and fire positions. We recommend that the Department monitor the impact of the change, in order to determine whether there is a positive effect on affirmative action, and report its findings to us for further consideration.

E. Utilize the Career Development Training Program

We recommend that the Personnel Department analyze the Career Development Training Program to determine how the 10 to 15 positions filled annually through this program break down by ethnicity and gender. We will review the statistics gathered and make further recommendations as appropriate.

F. Increase the Availability of Upward Mobility Counseling

The Personnel Department presently promotes upward mobility in a number of ways, but we recommend a more systematic approach to this effort, as well as increased use of the employee newsletter to publicize the availability of upward mobility counseling.

IV. Funding Issues

As we have noted in previous recommendations, inadequate funding is a barrier to the City's reaching its affirmative action goals in a timely manner. Additional funding for affirmative action activities is clearly critical if the City is to attain equal employment opportunity with all due speed. If no additional funds are allocated, the City is unlikely to make appreciable gains in minority hiring in the near future.

We understand the difficulties the City faces in allocating scarce resources, and we have carefully crafted our recommendations so that, in most cases, they can be implemented, at least to some degree, without additional funds.

In conclusion, we thank Gary L. Little, Affirmative Action Officer, and John Worcester, Personnel Services Manager, for their invaluable assistance to the Affirmative Action Advisory Committee. We offer our continued support and assistance to the City in its effort to implement effective affirmative action programs and activities.

Respectfully submitted,

Karen A. Wells

Karen A. Wells
Chairperson
Affirmative Action Advisory Committee