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DEPARTMENT OF
PERSONNEL

PERSONNEL MANAGEMENT
SERVICES DIVISION

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DONNA L. GILES
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May 16, 1990

Budget and Finance Committee
Sacramento, California

Honorable Members in Session:

SUBJECT: MINORITY AND WOMEN RECRUITMENT POSITION

SUMMARY

This report explains the need for a position which would be responsible for recruiting minorities and women for City jobs.

BACKGROUND AND ANALYSIS

The Personnel and Public Employee Committee met in March and took testimony regarding the Mayor's Affirmative Action Advisory Committee's proposals. At that meeting, Kim Mueller asked the Personnel Department to recommend as part of its 90/91 budget a recruitment program for minorities and women.

Currently, the Personnel Services Division does a limited amount of recruitment. We focus our efforts where they are likely to have the biggest payoff. For example, for entry Police and Fire jobs we organize affirmative action outreach teams from the Police and Fire departments. The teams consist of minority and female employees who go out into the community recruiting minorities and women in the weeks preceding the exams. We also use local minority media for all exams. We work closely with groups to identify women who might be interested in our non-traditional jobs for women program. However, these are very minimal efforts. Our priority has been to conduct as many exams as possible in order to meet City departments' hiring needs. This will continue to be our priority with the new positions which were added as part of the Mid-year Review. As we explained in the Council memos and presentation on these positions, the need for the positions was to reduce the sizeable backlog of exams in the Police, Public Works, and Parks and Community Services Departments.

To do effective recruitment requires that one or more staff be assigned solely recruitment duties. Although an existing position could be "carved out" to do recruitment, it would be at the expense of the new positions which, as mentioned above, were added to reduce our exam backlog. The best approach would be to add

a Recruitment Officer position. This would preserve existing positions to work on reducing the exam backlog. Having a recruitment Analyst would also be more efficient than having recruitment spread out among other staff, since what is learned in one exam could easily be applied to the next. Recruitment advocacy groups would also have one, visible contact. The duties of the position would be:

- o In conjunction with the Affirmative Action Officer, develop annually a list of projected exams in which underrepresentation of minorities and/or women exists.
- o Prepare for each of these exams a recruitment plan. The plan would include outreach efforts, department coordination, advertising, community group involvement, coordination with the Personnel Analyst responsible for the exam and the Affirmative Action Officer; pre-exam workshop if appropriate, etc. Consideration would also be given to whether the classification lent itself to the Career Development Trainee or Apprentice programs.
- o Recruit targeted groups for each exam. This would include publicizing exams through community groups, going to schools and colleges, organizing department recruitment teams, preparing ads, public service announcements, etc.
- o Conduct pre-exam workshops where appropriate. This would include resume preparation, how to take written and oral tests, and assistance in development of specific knowledges, skills, and abilities for the exam involved.
- o Develop and operate an Intern program. This is something we now lack and which could have a significant impact on affirmative action.
- o Develop, maintain, and use an Exam Interest Notification Bank. Names gained through recruitment efforts would be entered into our exam computer system. Potential candidates' names would be maintained for particular exams. When an exam were conducted, the candidates would be notified to file applications.
- o Establish relationships with community groups to identify affirmative action candidates and ways to improve representation in the City.
- o Develop materials for presentations at job and career fairs. Most large companies have polished videos, promotional brochures, and slide shows. Our current limited materials don't have near the impact that these other companies' materials have.
- o Develop lists of women qualified for Career Development Trainee and Apprentice programs.
- o Identify and centralize affirmative action recruitment media resources.
- o Be a liaison with vocational rehabilitation counselors who want to refer clients to City jobs.
- o Represent the City at job and career fairs, high school and college employment information programs, and related offerings.

The proposed budget contains funding for two additional positions. One position will coordinate a career development program. The second will be a management intern position which will be a "floating" position used to fill vacant administrative positions as they become available throughout the City. The incumbent will gain valuable experience and training with the intent of being placed in a career position if successful. This position would be an integral part of a minority and women recruitment program.

A third additional position which is not in the proposed budget but which is needed is for the recruitment program described in this report. The position is not included in the City Manager's Proposed Budget "Unmet Needs" list because the position was still in the development stage at the time the budget document was released.

FISCAL IMPACT

The first year cost of the third additional position discussed in this report would be approximately \$65,300. This is based on \$50,300 for a Recruitment Officer position, \$5,000 for a workstation and computer equipment, and \$10,000 for advertising, printing, and travel costs.

POLICY CONSIDERATIONS

Adding a position devoted to recruitment would make a strong statement of commitment to affirmative action hiring.

MBE/WBE IMPACT

None.

RECOMMENDATION


This report is only for the Committee's information.

Respectfully submitted,



Donna L. Giles
Director of Personnel

Recommendation Approved:



Jack R. Crist
Deputy City Manager

All Districts