



CITY OF SACRAMENTO

DEPARTMENT OF PERSONNEL

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January 10, 1985

Personnel and Public Employees Committee
Sacramento, CA

Honorable Members in Session:

SUBJECT: Response to Recommendations Presented by the Mayor's Hispanic
Advisory Committee Regarding Affirmative Action

On November 15, 1984, the Personnel and Public Employees Committee reviewed the 1984 Mid-Year Affirmative Action/Equal Employment Opportunity Status Report. During the meeting, members of the Mayor's Hispanic Advisory Committee presented written and verbal testimony regarding the Affirmative Action Program. This report is in response to the concerns, questions and recommendations issued by the Mayor's Hispanic Advisory Committee.

THE CREATION OF AN AFFIRMATIVE ACTION ADVISORY COMMITTEE

The Mayor's Hispanic Advisory Committee recommends that an affirmative action advisory committee comprised of community representatives be developed to help monitor the affirmative action program. Staff is in opposition to this recommendation due to the fact that there are currently unlimited opportunities for community representatives to provide input into the process.

The basic components of the affirmative action program (i.e. recruitment, testing and selection decisions) are monitored on a regular basis by the Civil Service Board in meetings open to the public. On occasion, the Board makes changes in the employment process; specifically, to improve the affirmative action program.

In addition to the above, the Personnel and Public Employee's Committee holds bi-annual hearings on the status of the affirmative action program. These meetings are also open to the public. Community organizations throughout the Sacramento area are invited to participate.

As a result of the monitoring conducted by the Civil Service Board and the Personnel and Public Employees Committee, coupled with the fact that City staff regularly requests comments and assistance from the public, the creation of a formal advisory committee is not recommended.

DEVELOPMENT OF BRIDGING CLASSIFICATIONS

The Mayor's Hispanic Advisory Committee is recommending that bridging classifications be developed as a means to provide incentives for upward mobility. Staff is in concurrence with this recommendation.

The City currently utilizes the "bridging classification" concept. Although the number of bridging classifications is not sufficient to meet all of the upward mobility needs, some minorities and women have utilized the classifications to move from entry level traditional jobs into higher paying non-traditional occupations. The following is a listing of the bridging classifications:

Bridging Classifications

- Administrative Trainee
- Community Service Officer
- Electronic Maintenance Technician Trainee
- Engineering Aide
- Junior Engineer
- Junior Planner
- Meter Reader Trainee
- Plant Operator Trainee
- Programmer Trainee
- Street Construction Laborer Trainee
- Water & Sewer Serviceworker Trainee

Additional bridging classifications will be developed where feasible.

EMPLOYING A HISPANIC PROFESSIONAL FOR RECRUITMENT ASSISTANCE

The Mayor's Hispanic Advisory Committee recommends that the City hire a Hispanic individual to assist in the recruitment efforts. Staff does not believe that the employment of a hispanic recruiter is necessary in order to get positive results. What is important is the committment to affirmative action and the direction of appropriate resources.

Although a Hispanic individual did not provide recruitment assistance on a full-time basis in 1984, the Personnel Department was able to successfully recruit Hispanic candidates for various examinations in 1984 (although not at the 14.20% parity rate in all occupational categories or positions). Out of 5,656 candidates recruited for examinations in which eligible lists were established in 1984, Hispanics were 873 (15.43%) of the total. By occupational category, Hispanic candidates were recruited in the following numbers and percentages:

Hispanic Recruitment - 1984

<u>Category</u>	<u>Hispanics</u>	<u>Total Candidates</u>
Supervisory Police	9 6.38% N/A	141 N/A*

Hispanic Recruitment - 1984 (Cont.)

<u>Category</u>	<u>Hispanics</u>		<u>Total Candidates</u>
Fire	512	18.06%	2,835
Professional	28	4.93%	568
Skilled Crafts	16	11.51%	139
Service Maintenance	106	22.22%	477
Technicians	45	13.97	322
Clerical	157	13.37%	1174

*N/A = No examinations given in 1984

REVIEW OF THE CURRENT RECRUITMENT PROGRAM

The Mayor's Hispanic Advisory Committee recommends that the current recruitment program be reviewed and that appropriate actions be adopted to improve the program.

As indicated in the above chart, there were two occupational categories where the recruitment of Hispanics was significantly below parity (Supervisory and Professional). In the Supervisory category, a majority of positions are promotional first-level or second-level supervisor jobs. Hispanic recruitment is limited by the number of Hispanics in the lower level positions. In the Professional category, a majority of the positions are "Specialist" jobs for which extensive recruitment efforts were conducted. The problem is that most of the positions require previous experience in the same speciality. This reduces the probability of recruiting large numbers of Hispanics because these specialized feeder positions are traditionally underutilized.

The following are the "Professional" classifications for which eligible lists were established in 1984.

- Accountant - Auditor I
- Assistant Engineer (Electrical)
- Assistant Planner
- Associate Planner
- Buyer I/II
- Junior Engineer
- Personnel Analyst I
- Personnel Analyst II
- Programmer II
- Water Quality Chemist

MEASURES TO MONITOR RECRUITMENT AND HIRING IN EXEMPT POSITIONS

The Mayor's Hispanic Advisory Committee recommends that the Personnel and Public Employees Committee adopt measures to monitor the recruitment and hiring in exempt positions.

A report on exempt employment will be part of the 1984 Affirmative Action/Equal Employment Opportunity Status Report. As in 1983, the report

will provide the Personnel and Public Employee Committee with information on the status of minorities and women in exempt positions.

COMMITMENT TO AFFIRMATIVE ACTION

The final recommendataion of the Mayor's Hispanic Advisory Committee is that a formal commitment must be stated and enacted. They state that it does not suffice to adopt a system/process without the stated commitment to ensure that the process has a chance to work.

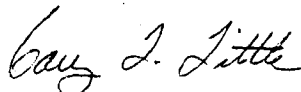
Staff agrees that an affirmative action/equal employment opportunity program must be more than mere written words. There must be results. Not just changes in numbers and percentages, but modifications of policies, procedures and attitudes.

The City Council formally committed the City to the principles of affirmative action/equal employment opportunity when the Affirmative Action Plan was adopted in 1981. Since that action, the Council has reaffirmed the City's commitment through amendments which establish new goals which are higher and more demanding then most government agencies in the immediate area. All indications are that the City will continue to operate as an affirmative action employer until all of the goals are acheived.

RECOMMENDATION

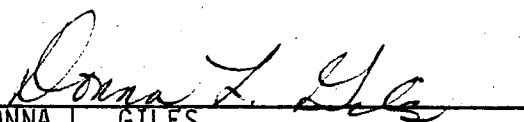
Based on the above, no additional action is recommended.

Respectfully submitted,



GARY L. LITTLE
Affirmative Action Officer

For Transmittal to P&PE Committee;



DONNA L. GILES
Director of Personnel

Attachment/

PRESENTATION ON AFFIRMATIVE ACTION

NOVEMBER 15, 1984

TO: PERSONEL and PUBLIC EMPLOYEES COMMITTEE OF THE CITY COUNCIL

FROM: MAYOR'S HISPANIC ADVISORY COMMITTEE
(M.A.P.A., L.U.L.A.C., LPOA., CALIFORNIA COALITION OF HISPANIC ORGANIZATIONS, LA RAZA LAWYERS, ETC., MUJER, INC.)

INTRODUCTIONS:

To preface this presentation, I would like to state that because of our active participation in the Mayor's Hispanic Advisory Committee, we were invited to share our reactions on the Report dated October 15, 1984
Subject: Affirmative Action/Equal Employment Opportunity Program 1984 Mid-Year Report.

To start off with, I would like to take this opportunity to ask the Members of this committee, whether you have read this report? If so, what are some of your observations and opinions on this report?

After careful review of this report, the general observation made by our group is that not much progress has been made in terms of Hispanics actually hired or promoted with the ranks of city employed. However, I would like to focus on two specific areas, then I would like to share a series of recommendations that our committee developed with the hope that you would extend serious consideration to them.

The first area of major concern is directed toward of EXEMPT APPOINTMENTS.

STATS: Total City Manager Exempt Appointments total = 142

Of which Hispanics only total: 9, (8 Hispanic men/1 Hispanic woman)

QUESTIONS:

1. Does affirmative action apply to the Exempt Positions?
If so, why isn't it reflected in the actual "hired"?
2. What is the process used to identified candidates?
3. How is the actual interview handled?

OVERVIEW:

The Hispanic community is quite alarmed over the large disparity over the lack of Hispanics hires in the Exempt position catagory. It can be safely assumed that the system used in the civil service which has been the excused for not being able to recruit and hire Hispanics can not apply in this catagory. Recognizing this, the community fails to see any rationale for the actual lack of representation in this class. Again, we find Hispanics are severely under-represented. The ramifications clearly demonstrate the lack of Hispanics in both Middle and Upper Management positions, which denies the Hispanic voter and tax payer the opportunity of holding or competing for these positions.

The second negative ramification clearly demonstrates the lack of sensitivity and commitment toward focus and recruitment of Hispanic candidates. This attitude seems to prevail from dept. to dept.

The second major area of concern involves the Recruitment Program itself.

This report clearly states that there were no changes to the City's recruitment program (page 2, Section 1) of the Six month report. By reviewing the statistics on those Hispanics actually hired, it is apparent that the recruitment program must be changed and improved.

For example, on October 18, 1984, The Hispanic Advisory Committee met, where Mr. Little and Ms. Giles were present. At that time they were questioned as to what lists were actually used to identify and recruit Hispanics. One of the lists cited was the State Personnel Board Directory of Community Organizations. The information contained in that list was both useless and completely outdated. Therefore the committee took it upon themselves to submit a updated roster to Mr. Little which also contained a directory of the Hispanic media. We feel that responsibility of such endeavors clearly belongs in the realm of the staff, it is an important and necessary step in an effective recruitment effort. This is only an example of that type of weakness we have observed in the current recruitment program.

RECOMMENDATIONS

1. We, as the members of the Mayor's Hispanic Advisory committee, as well as other representatives would like to suggest that you establish an Affirmative Action Committee composed of Community people, to serve in an advisory capacity to assist you in the timely review of the affirmative action gains for the City of Sacramento.
2. Because of the high turnover in the entry level positions, and because we understand that the city does not provide incentives in these classifications; we strongly urge the development of a bridging class, that would provide an incentive and access for upward mobility.
3. The community recommends the hiring of a full-time Hispanic (in the professional level) to assist in the development and participate in the recruitment efforts in an attempt to improve the current statistics.
4. The committee would also urge, the review of the current recruitment program and immediately adopt the appropriate actions needed for the improvement of this program.
5. We urge this committee to identify and adopt measures to monitor the recruitment and hiring in the exempt positions in an attempt to keep in line with a positive affirmative action goals.
6. As a final recommendation, we request that a formal commitment must be stated and enacted to ensure the effectiveness of the above recommendations. It does not suffice to adopt a system/process without the stated commitment to ensure that the process has a chance to work.

In conclusion, I would like to state that the Six Month report does not reflect positive advancement for the Hispanic "Hires". We urge you to take the necessary steps forward in the improvement of Affirmative Action in general. Our organizations offer our assistance in those endeavors that would be appropriate.