



ETHNICITY & GENDER DIVERSITY REPORT 2018

CITY OF SACRAMENTO APRIL 9, 2019



HOW THE 2018 REPORT IS SHAPED

Working definition of
“*Workforce Equity*”

Workforce Data
-Full-time
-Redefined
“management”

Finding from
2017 report on
compliance with EEO-
4 reporting

Role of eCAPS data
and Census Bureau

Initiate investigation of
workforce pay equity

2018 workforce hiring
data sets baseline for
strategic planning and
measurement

Recommendations for
future reports and staff
workplan

Highlights current and
future Strategies for
Workforce Equity

WORKFORCE EQUITY - DEFINED

“Workforce equity is when the workforce is inclusive of people of color and other marginalized or underrepresented groups at a rate representative of the {greater Sacramento} area at all levels of City employment; where institutional and structural barriers impacting employee attraction, selection, participation and retention have been eliminated, enabling opportunity for employment success and career growth.”

~adapted from the Workforce Equity Strategic Plan, City of Seattle, 2016

TOTAL EMPLOYEES = 4,253

- Full-time Employees = 3,777
- Part-time Employees = 476

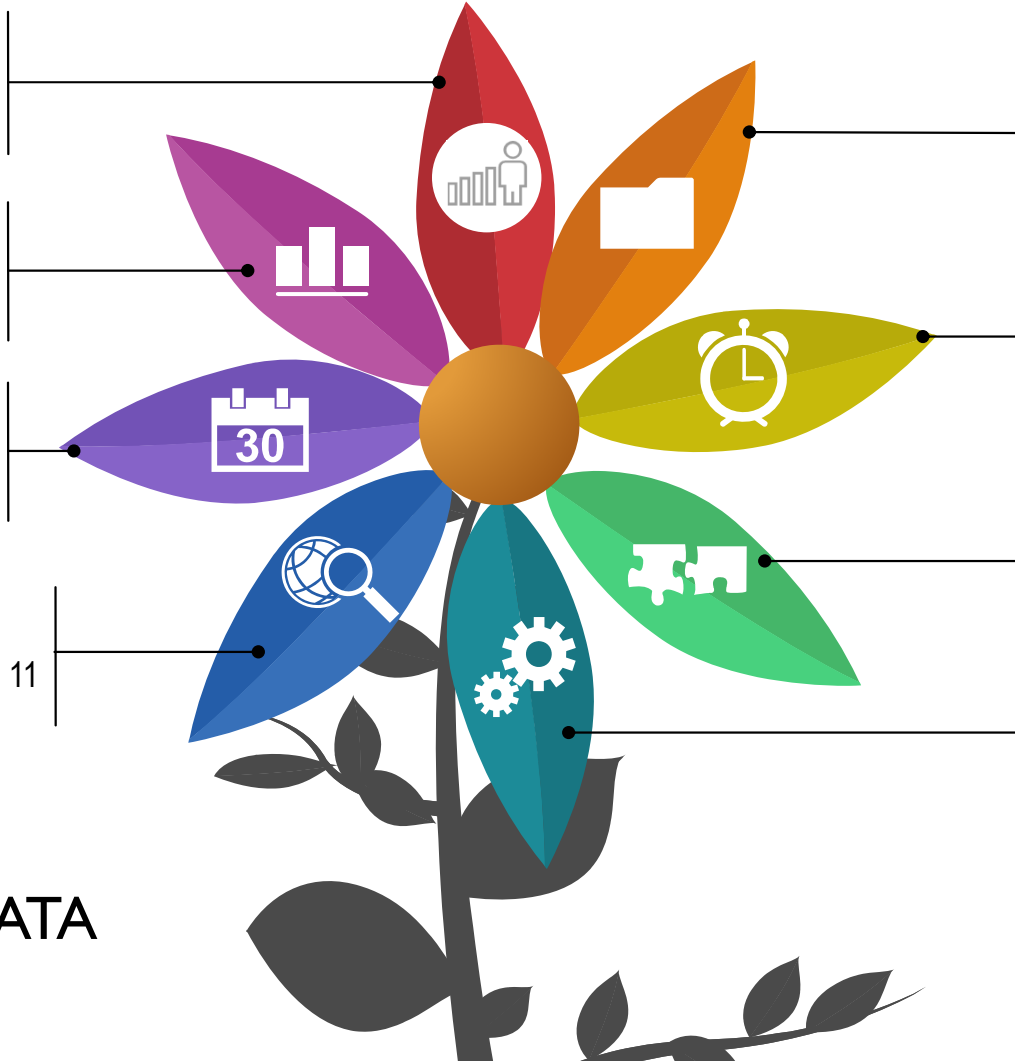
- EMPLOYEES OF COLOR = 42%
- FEMALE EMPLOYEES = 29.8%
- 4 DEPARTS PD, FIRE, PW & DOU EMPLOY 71% OF TOTAL WORKFORCE

GENERATIONS

- Traditionalists (before 1946) = 7
- Boomer (1946-1964) = 701
- Generation X (1965-1981) = 1905
- Generation Y (1982-1994) = 1090
- Generation Z (after 1994) = 74

- AVERAGE AGE = 43
- AVERAGE YEARS OF SERVICE = 11

CITY OF SACRAMENTO WORKFORCE DATA AT A GLANCE



TOTAL MANAGEMENT EMPLOYEES

- Employees of Color = 113 36%
- Female Employees = 119 38.2%

RETIREMENT ELIGIBILITY:

- Number of FT Staff Eligible To Retire = 976

LEADERSHIP PROGRAMS 2018

- The Leadership Challenge = 35
- Supervisor Training = START 2019
- EILS Pilot = START 2019

LABOR

- Union Representation of Workforce = 98.8%
- Bargaining Units = 9

2018 CITY DEPARTMENT HIRING EFFORTS



Advertising and recruitment efforts in veterans, trade and professional organizations, job fairs, sponsored events, internships, and K-12 as well as community colleges



Review of job descriptions for relevant qualifications, experience and inclusive language



Guidelines for determining starting salaries



Blind hiring process, standardized questions, and diverse panels to minimize bias in screening process



Department unconscious bias training for staff and interview panelists



Provide oral interview/exam training and resources for hiring process



Department meetings where diversity, equity, and inclusion are agenda topics



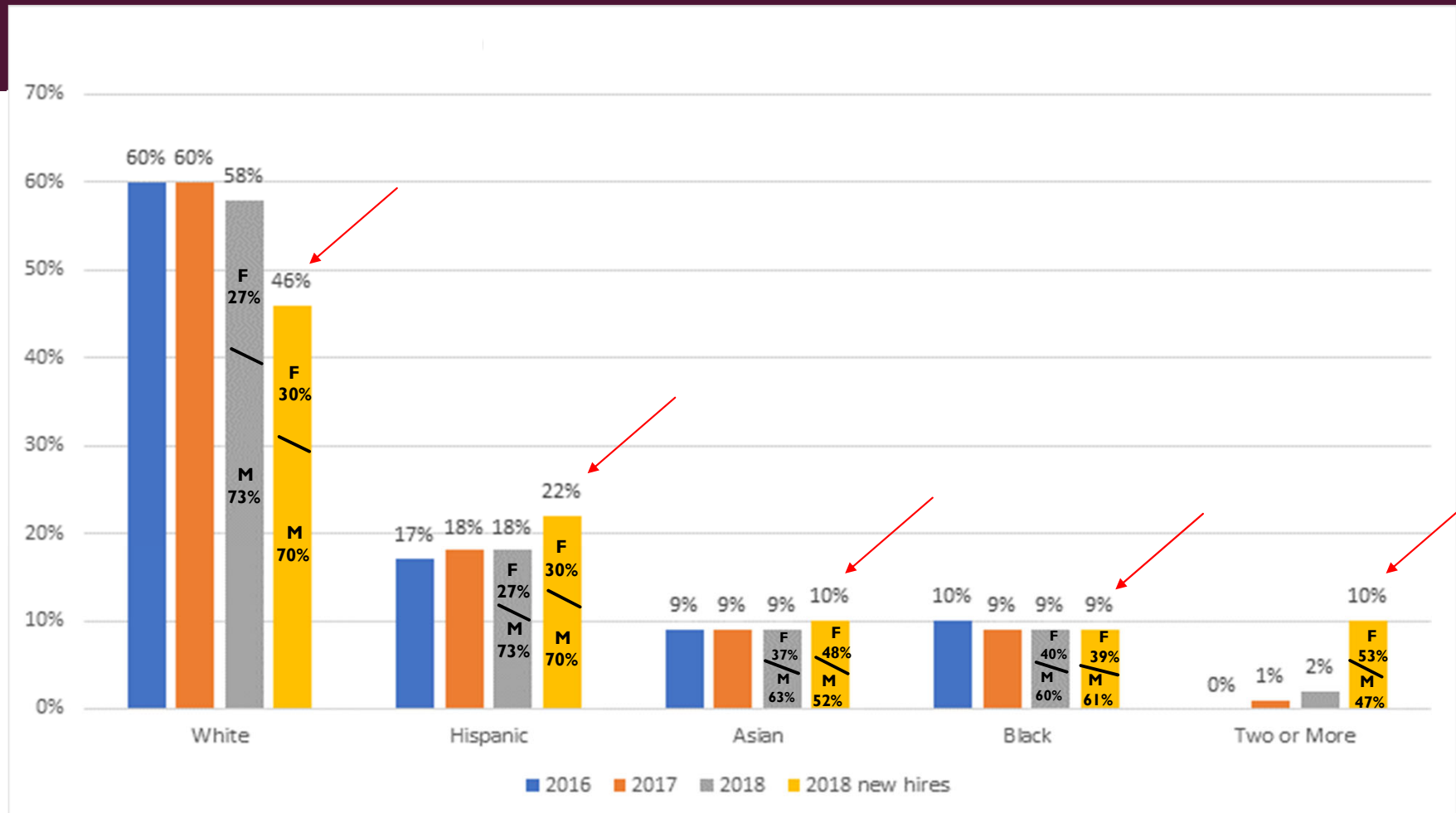
Onboarding process for new employees



WORKFORCE EQUITY

NEW HIRES 2018

COMPARISON OF EXISTING FT EMPLOYEES FROM 2016 – 2018 AND FT HIRED IN 2018



	Male	Female
City of Sacramento Residents	48.8%	51.2%
Existing City Employees (Nov 2018)	70.3%	29.7%
Employees Hired in 2018	65.2%	34.8%

Percentage of Gender of City Full Time Employees hired as of November 2018 compared with the City of Sacramento residents

Ethnicity & Gender Report 2018

FULL-TIME EMPLOYEES NEW HIRES IN 2018 BY DEPARTMENT

Department Name	White		Hispanic		HAWPACIF		Filipino		Black		Asian		American Indian		MENA		Two or More		Grand Total	Grand Total
	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	2018	Dept
M/CC	14%	1	43%	3	0%	0	0%	0	0%	0	29%	2	14%	1	0%	0	0%	0	7	48
CMO	50%	4	25%	2	0%	0	0%	0	0%	0	13%	1	0%	0	0%	0	13%	1	8	44
CAO	33%	2	67%	4	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	6	48
Clerk	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	100%	1	1	16
CTI	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0	11
Finance	20%	3	27%	4	0%	0	0%	0	20%	3	20%	3	0%	0	0%	0	13%	2	15	82
IT	54%	7	23%	3	0%	0	0%	0	0%	0	15%	2	0%	0	0%	0	8%	1	13	158
HR	29%	2	14%	1	0%	0	0%	0	29%	2	0%	0	0%	0	0%	0	29%	2	7	69
Police	57%	56	13%	13	1%	1	4%	4	7%	7	4%	4	0%	0	0%	0	14%	14	99	961
Fire	58%	14	25%	6	4%	1	0%	0	4%	1	0%	0	0%	0	8%	2	0%	0	24	621
Utilities	31%	19	30%	18	3%	2	0%	0	13%	8	8%	5	0%	0	3%	2	11%	7	61	484
Public Works	42%	23	25%	14	2%	1	2%	1	9%	5	15%	8	0%	0	0%	0	5%	3	55	644
CCS	75%	3	0%	0	0%	0	0%	0	0%	0	25%	1	0%	0	0%	0	0%	0	4	71
YPCE	29%	5	12%	2	6%	1	6%	1	18%	3	6%	1	6%	1	0%	0	18%	3	17	270
CDD	60%	28	21%	10	0%	0	4%	2	4%	2	4%	2	0%	0	0%	0	6%	3	47	250
Grand Total	46%	167	22%	80	2%	6	2%	8	9%	31	8%	29	1%	2	1%	4	10%	37	364	3777

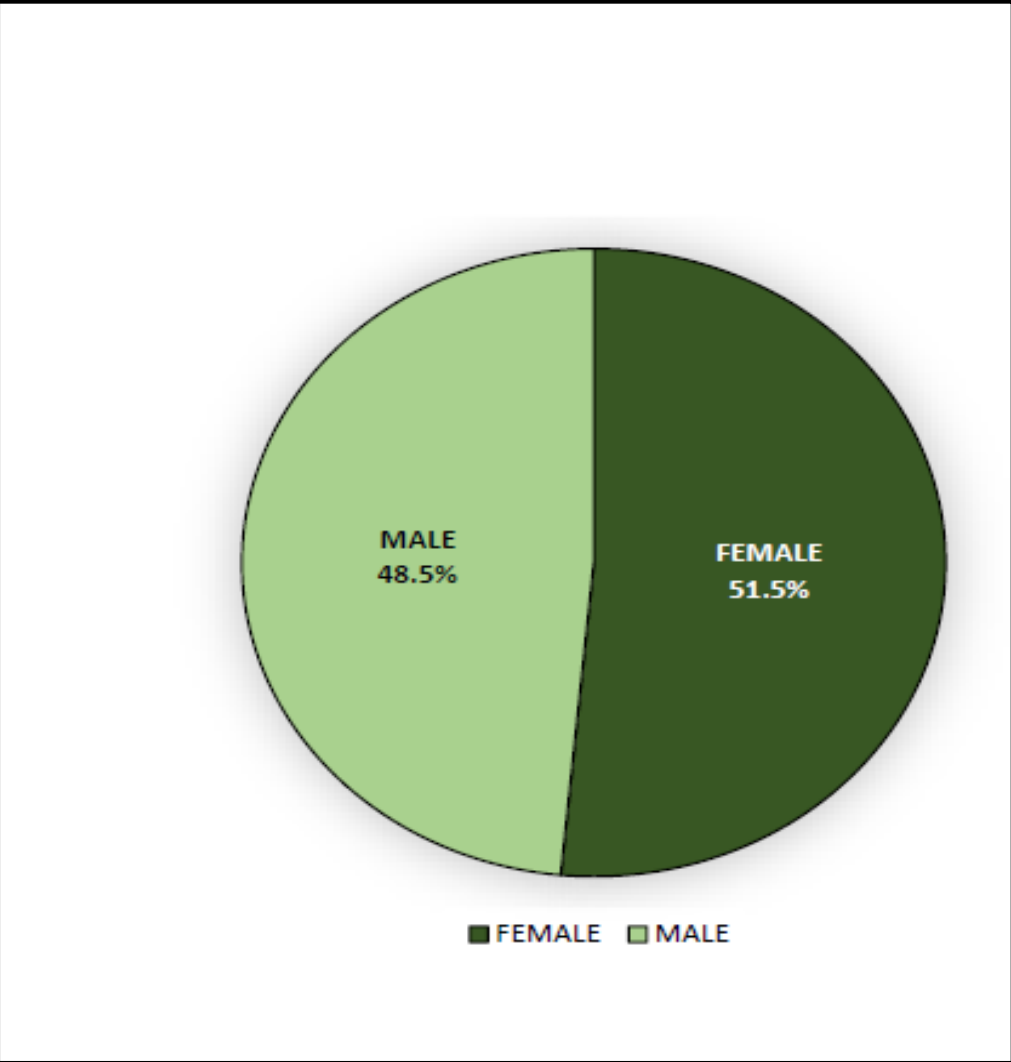
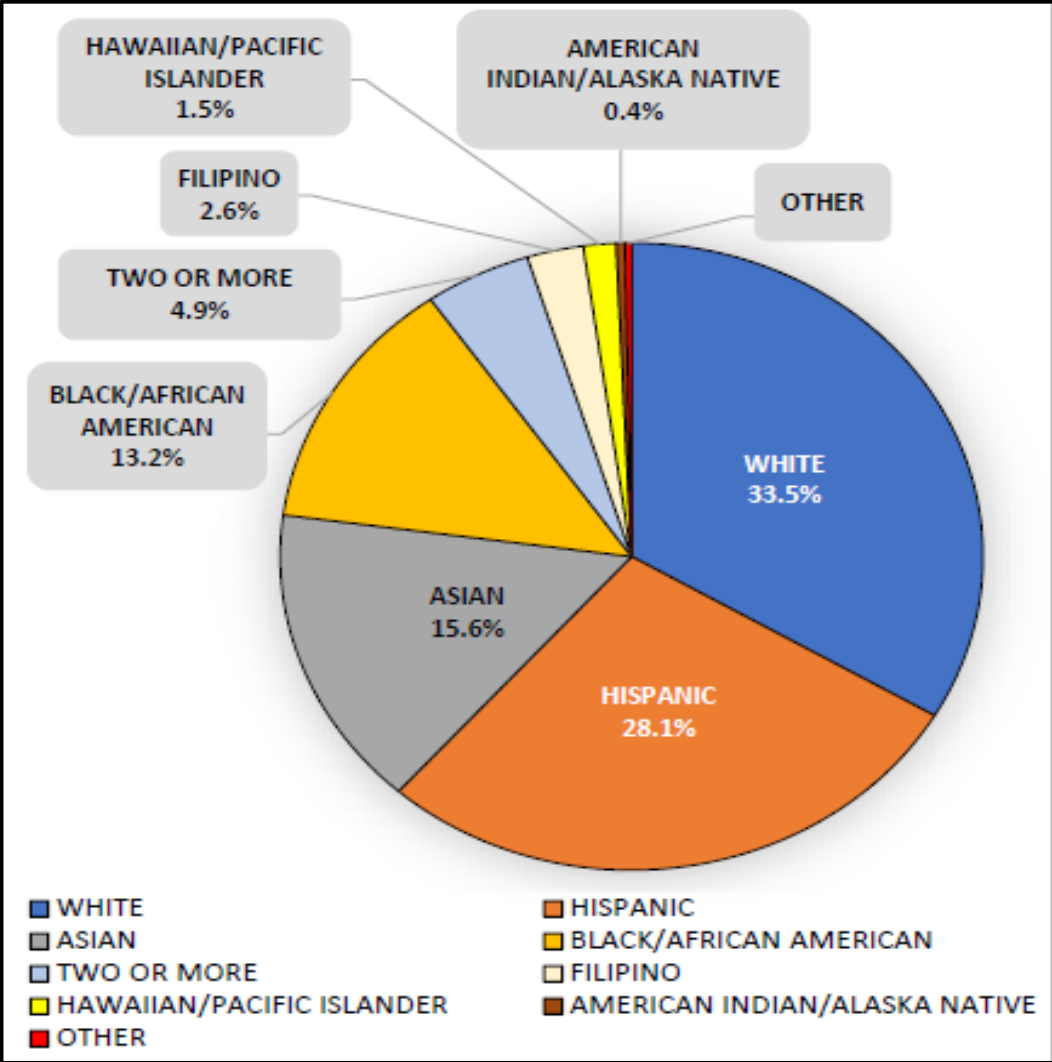
City of Sacramento Management Employee Ethnicity Break Down by Department, November 2018



WORKFORCE EQUITY

CURRENT WORKFORCE STATS

US Census – City of Sacramento



ALL FULL-TIME EMPLOYEES

Department Name	White	Hispanic	HAWPACIF	Filipino	Black	Asian	American Indian	MENA	Two or More	Grand Total
Mayor/Council	40%	31%	2%	0%	13%	13%	2%	0%	0%	48
City Manager	52%	23%	0%	0%	9%	14%	2%	0%	0%	44
City Attorney	73%	8%	0%	4%	6%	4%	0%	0%	4%	48
City Clerk	63%	19%	0%	0%	6%	6%	0%	0%	6%	16
City Treasurer	55%	0%	0%	9%	18%	18%	0%	0%	0%	11
Finance	37%	21%	2%	2%	15%	17%	1%	0%	5%	82
Information Technology (IT)	46%	17%	2%	2%	6%	23%	1%	1%	2%	158
Human Resources	51%	9%	0%	4%	16%	12%	1%	0%	7%	69
Police	67%	13%	0%	2%	6%	8%	1%	0%	3%	961
Fire	72%	14%	0%	2%	4%	5%	2%	0%	1%	621
Utilities	59%	20%	1%	2%	7%	6%	1%	0%	3%	484
Public Works	41%	28%	0%	3%	13%	10%	1%	0%	%	644
Convention & Cultural Services (CCS)	61%	14%	0%	1%	17%	6%	0%	0%	1%	71
Youth, Parks & Community Enrichment (YPCE)	42%	28%	1%	3%	16%	7%	1%	0%	2%	270
Community Development Department (CDD)	62%	14%	0%	1%	12%	9%	0%	0%	2%	250
Grand Total	58%	18%	1%	2%	9%	9%	1%	0%	2%	3,777

City of Sacramento FT Employee Ethnicity Break Down by Department, November 2018

ALL FULL-TIME EMPLOYEES

Department	White Pop 33.1	Hispanic Pop 28.3	Asian Pop 18.7	Black Pop 13.4	Two or More Pop 6.8	Filipino (Included in Asian)	Hawaiian/ Pacific Islander Pop 1.6	American Indian 0.7
Mayor/Council	6%	3%	-3%	-1%	-5%	-2%	0%	2%
City Manager	19%	-6%	-2%	-4%	-5%	-2%	-2%	2%
City Attorney	40%	-20%	-12%	-7%	-1%	2%	-2%	0%
City Clerk	29%	-10%	-10%	-7%	2%	-2%	-2%	0%
City Treasurer	21%	-28%	2%	5%	-5%	7%	-2%	0%
Finance	3%	-8%	1%	2%	0%	0%	1%	1%
IT	14%	-11%	7%	-7%	-3%	-1%	0%	1%
Human Resources	18%	-20%	-4%	3%	3%	2%	-2%	1%
Police	34%	-15%	-8%	-8%	-2%	-1%	-1%	0%
Fire	39%	-15%	-11%	-9%	-4%	-1%	-1%	2%
Utilities	27%	-8%	-10%	-6%	-2%	-1%	-1%	1%
Public Works	8%	0%	-6%	0%	-3%	0%	-1%	1%
CCS	27%	-14%	-10%	4%	-3%	-1%	-2%	0%
YPCE	9%	0%	-9%	3%	-3%	0%	0%	1%
CDD	29%	-15%	-7%	-1%	-3%	-1%	-2%	0%
Grand Total	25%	-10%	-7%	-4%	-2%	0%	-1%	1%

Scale	40%	30%	20%	10%	0%	-10%	-20%	-28%
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Percentage Point Difference between City Residents and Employees November 2018

Race & Ethnicity – Full Time Employees 3,777

MANAGEMENT EMPLOYEES

Department	White	Hispanic	Asian	Black	Two or More	Filipino	Pacific Islander	American Indian	MENA	Grand Total
City Attorney	43%	29%	14%	14%	0%	0%	0%	0%	0%	7
City Clerk	100%	0%	0%	0%	0%	0%	0%	0%	0%	3
City Manager	69%	6%	13%	13%	0%	0%	0%	0%	0%	16
City Treasurer	50%	0%	25%	25%	0%	0%	0%	0%	0%	4
Community Development	61%	12%	9%	15%	0%	3%	0%	0%	0%	33
Convention & Cultural Services	78%	6%	11%	6%	0%	0%	0%	0%	0%	18
Finance	75%	8%	8%	0%	8%	0%	0%	0%	0%	12
Fire	45%	9%	18%	18%	9%	0%	0%	0%	0%	11
Human Resources	55%	0%	18%	0%	9%	9%	0%	9%	0%	11
Information Technology	58%	8%	25%	4%	0%	0%	4%	0%	0%	24
Mayor/Council	45%	36%	0%	18%	0%	0%	0%	0%	0%	11
Police	71%	10%	7%	7%	0%	2%	0%	2%	0%	42
Public Works	56%	15%	9%	13%	4%	4%	0%	0%	0%	55
Utilities	74%	5%	14%	2%	2%	0%	0%	0%	2%	43
Youth, Parks & Community Enrichment	62%	14%	5%	10%	5%	5%	0%	0%	0%	21
Grand Total	64%	11%	11%	9%	2%	2%	0%	1%	0%	311

City of Sacramento Management Employee Ethnicity Break Down by Department, November 2018

MANAGEMENT EMPLOYEES

Department	White	Hispanic	Asian	Black	Two or More	Filipino	Pacific Islander	American Indian
City Attorney	10%	0%	-2%	1%	-5%	-2%	-2%	0%
City Clerk	67%	-28%	-16%	-13%	-5%	-2%	-2%	0%
City Manager	36%	-22%	-3%	-1%	-5%	-2%	-2%	0%
City Treasurer	17%	-28%	9%	12%	-5%	-2%	-2%	0%
Community Development	27%	-16%	-7%	2%	-5%	1%	-2%	0%
Convention & Cultural Services	45%	-23%	-5%	-8%	-5%	-2%	-2%	0%
Finance	42%	-20%	-8%	-13%	4%	-2%	-2%	0%
Fire	12%	-19%	2%	5%	4%	-2%	-2%	0%
Human Resources	21%	-28%	2%	-13%	4%	7%	-2%	9%
Information Technology	25%	-20%	9%	-9%	-5%	-2%	3%	0%
Mayor/Council	12%	8%	-16%	5%	-5%	-2%	-2%	0%
Parks (YPCE)	29%	-14%	-11%	-4%	0%	2%	-2%	0%
Police	38%	-19%	-9%	-6%	-5%	0%	-2%	2%
Public Works	23%	-14%	-7%	0%	-1%	1%	-2%	0%
Utilities	44%	-24%	-2%	-11%	-2%	-2%	-2%	0%
Grand Total	31%	-18%	-5%	-4%	-2%	-1%	-1%	0%
Scale	67%	30%	20%	10%	0%	-10%	-20%	-28%

Percentage Point Difference between City Residents and Management Employees November 2018

Race & Ethnicity – FT Management Employees = 311

FULL TIME EMPLOYEES BY GENDER IN EACH DEPARTMENT

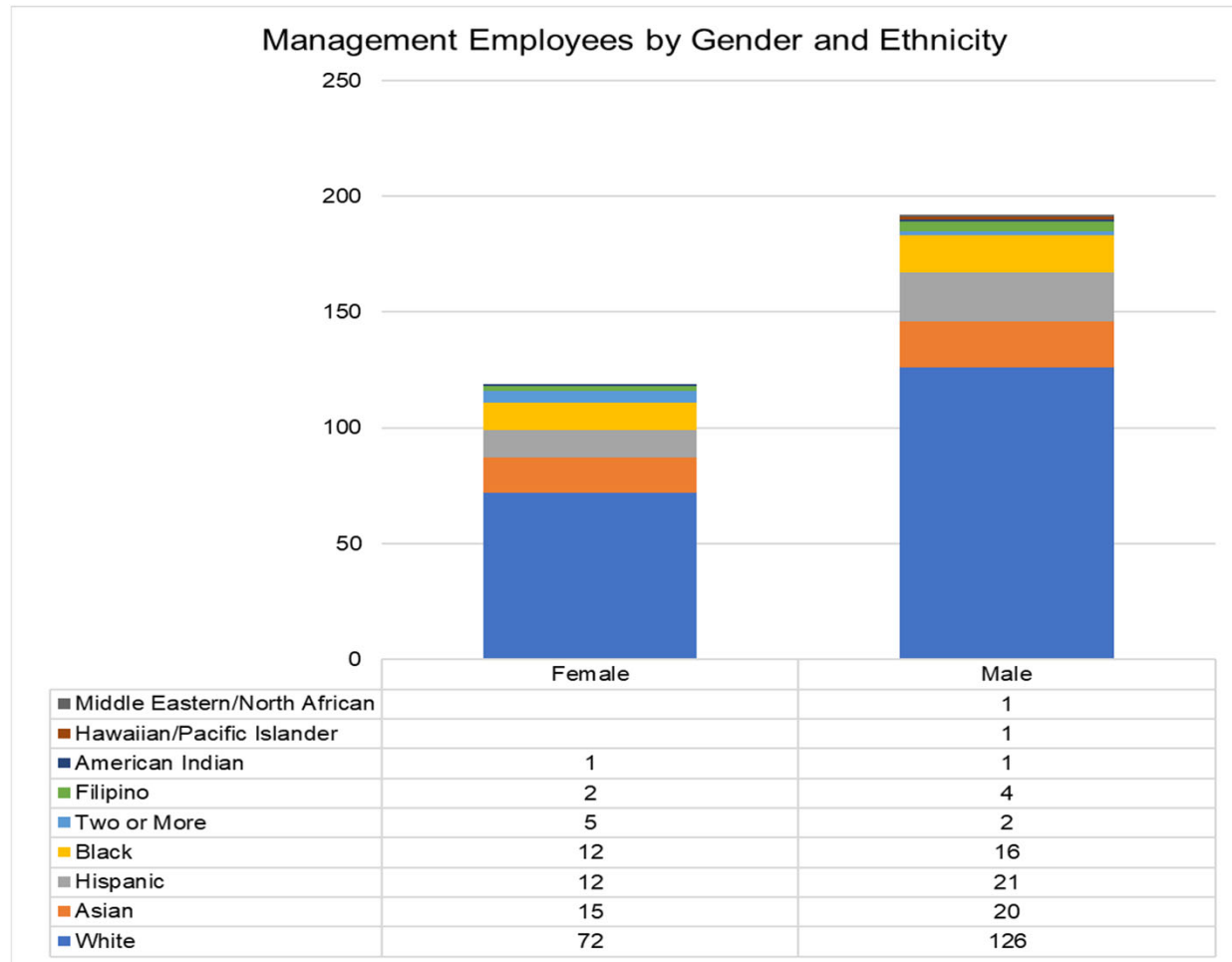
- November 2018
- City FT Workforce is 29.8% Women
- City Population is 51.2% Women

Department	Female		Male		Total #
	%	#	%	#	
City Attorney	52.1%	25	47.9%	23	48
City Clerk	93.8%	15	6.3%	1	16
City Manager	61.4%	27	38.6%	17	44
City Treasurer	54.5%	6	45.5%	5	11
Community Development	40.0%	100	60.0%	150	250
Convention & Cultural Services	46.5%	33	53.5%	38	71
Finance	72.0%	59	28.0%	23	82
Fire	9.3%	58	90.7%	563	621
Human Resources	78.3%	54	21.7%	15	69
Information Technology	31.6%	50	68.4%	108	158
Mayor/Council	62.5%	30	37.5%	18	48
Police	32.9%	316	67.1%	645	961
Public Works	18.2%	117	81.8%	527	644
Utilities	24.2%	117	75.8%	367	484
YPCE	43.3%	117	56.7%	153	270
Grand Total	29.8%	1,124	70.2%	2,653	3,777

Women are 38.2% of Management Employees

Of the 38.2%:

23.1% are White
 3.8% are Hispanic
 3.8 are Black
 4.8% Asian



MODELING WORKFORCE CHANGE

Assumptions:

- City staff will remain at 3,777 full time employees
- City staff attrition will be 10% annually (in 2018 the attrition rate was 9.6%)
- The demographic profile of city residents remains unchanged

Model 1: Hires staff in the same demographic proportion as 2018.

The 2018 new hires were: 50% White; 21% Hispanic; 1% Hawaii/Pacific Islander; 9% Black; 8% Asian; 7% Two or More.

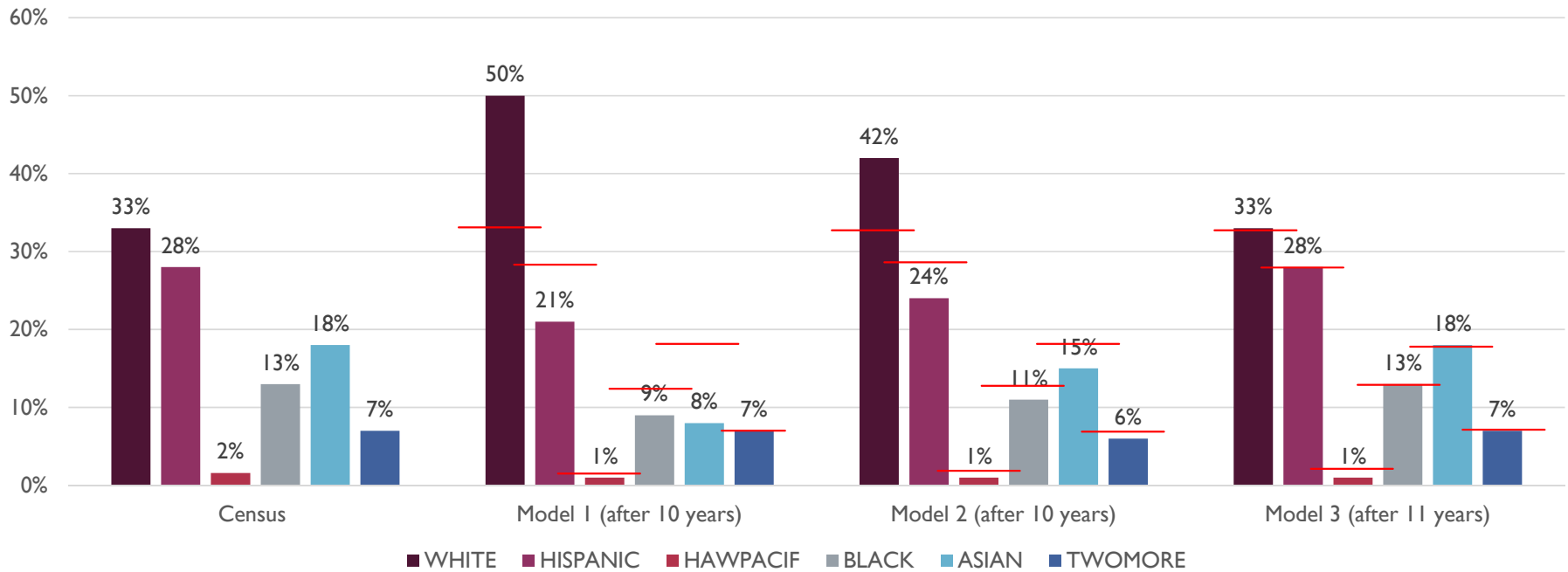
Model 2: Hires exactly reflect city residents, as stated in the Census

The city demographics were: 33% White; 28% Hispanic; 1.6% Hawaii/Pacific Islander; 13% Black; 18% Asian; 7% Two or More

Model 3: Aggressively hires new staff that have been disproportionately underrepresented among city employees at a higher rate than is reflected by the Census

This model assumes that the city hires: 20% White; 32% Hispanic; 1% Hawaii/Pacific Islander; 15% Black; 23% Asian; 9% Two or More

RESULTS - CHANGE WILL TAKE TIME



WORKFORCE PAY EQUITY – WHAT THE DATA SAYS:

Women earn on average \$11,501 less a year than men.

Women and men in the same classifications, with the same number of years in the organization, make within 10% salary in 98% of cases

The data is incomplete to statistically determine whether systematic or discriminatory bias in pay may be present due to factors of performance, tenure, job role, and education level data in the eCAPS data is incomplete. Currently approximately 36% of all city employee data does not indicate education attainment level.

RECOMMENDATIONS

1. MANAGEMENT EMPLOYEE CLASSIFICATION
2. CITYWIDE RECRUITMENT & HIRING MANUAL
3. DEFINE AND DETERMINE WORKFORCE PAY EQUITY

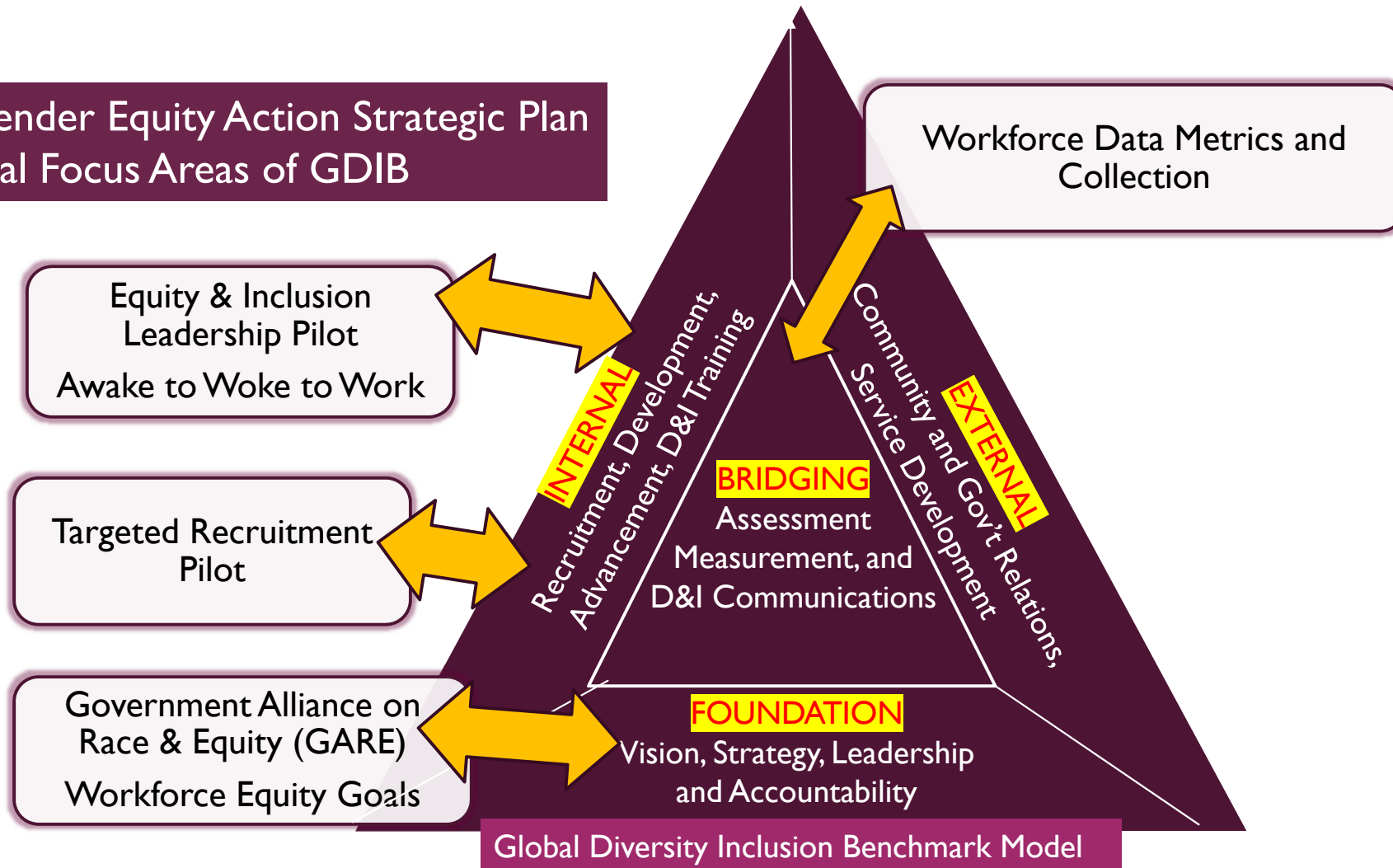
ACTION STRATEGIES 2018 - 2019

- **CITYWIDE TRAINING TO REDUCE BIAS IN EMPLOYMENT PRACTICES** – Implemented May / June 2018
- **DIVERSITY & EQUITY MANAGER**– Hired July 2018
- **“PERFORMANCE MANAGEMENT REDUCE BIAS – ADVANCE INCLUSION” PRESENTATION** Implemented October 2018
- **RFP EXECUTIVE RECRUITMENT** – Designed - Dec 2018 – Implemented February 2019.

ACTION STRATEGIES 2019-2020

- **IMPROVING WORKFORCE DATA METRICS SYSTEMS AND COLLECTION**
- **EQUITY & INCLUSION LEADERSHIP SERIES PILOT “AWAKE TO WOKE TO WORK”**
- **TARGETED RECRUITMENT PILOT**
- **GOVERNMENT ALLIANCE ON RACE & EQUITY (GARE)**
- **5 YEAR CITYWIDE RACE & GENDER EQUITY ACTION STRATEGIC PLAN – GLOBAL DIVERSITY INCLUSION BENCHMARK MODEL**

5YR Race & Gender Equity Action Strategic Plan
4 Organizational Focus Areas of GDIB



THANK YOU

Questions?