

CITY OF OAKLAND

AGENDA REPORT

TO: Office of the City Administrator
ATTN: Dan Lindheim
FROM: Department of Human Resources Management
DATE: December 1, 2009

RE: **A Supplemental Report and Possible Action on the Findings and Recommendations from Phase II of a Race and Gender Disparity Study of the City's Workforce Diversity in Comparison to the Relevant Labor Pool**

SUMMARY

At the September 29, 2009 Finance and Management Committee meeting, staff was asked to come back with a supplemental report addressing the following information: 1) Updated disparity data, 2) The hiring process done by the Police and Fire Departments, 3) Strategies for gender equity, 4) Organization of a Task Force whose focus is to develop internship programs, 5) Concepts and ideas to increase recruitment of women, 6) How staff has worked with other agencies such as WIB to help individuals find employment, 7) Where are disparities in the City of Oakland, and how can we promote in house (women, minorities).

FISCAL IMPACT

Staff has contacted the consultant, Mason Tillman, to discuss assistance in updating the labor force availability data, and has been provided with an unofficial projected cost of approximately \$50,000. Staff is also looking at other alternatives to obtain the labor force availability data. There are no immediate fiscal impacts.

Discussion

Following the September 29, 2009 meeting, staff contacted the contractor Mason Tillman, the Equal Opportunity Programs Division (EOPD), the University of California at Berkeley, and the Department of Information Technology. These contacts were made in an effort to update the City workforce and the labor force availability data provided in the Mason Tillman Report, which is approximately two years old. Information contained in the current report may not be reflective of the City government workforce given the recent significant reductions in the budget, and the change in economic conditions.

Updated disparity data - Staff have been working with the IT Department to obtain updated information regarding the City workforce. The Equal Opportunity Programs Division has also reviewed the previous assignment of the classifications to the various job categories, and made suggestions to improve the accuracy of the report. We anticipate having updated data by December.

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The hiring process done by the Police and Fire Departments-A recent report by the City Auditor analyzed the hiring practices of the City, and made some recommendations to improve hiring practices which includes the Police and Fire Departments. The recommendations include ensuring that all hiring and appointment processes within the Police and Fire Departments comply with all provisions of the City's Charter, Civil Service Rules, and all applicable legal opinions of the City Attorney; ensuring that all selection decisions related to training academies are consistent with developed criteria and there are no deviations without adequate justification, and protocols are developed that require that all sworn selection processes and decisions be adequately documented.

Typically, the Department of Human Resources Management (DHRM) and the Police and Fire Department partner to conduct entry level and promotional recruitment. The DHRM will take the lead in drafting and posting the announcement, and facilitate recruitment of qualified candidates. The DHRM will assist the departments in screening applicants, and the departments provide individuals who serve on screening and oral panels to evaluate candidate's qualifications. Final evaluations of candidates which may include psychological examinations as well as background checks are usually done by the hiring departments.

Strategies for gender equity-Obstacles or barriers include lack of adequate child care, and the lack of policies and procedures that encourage job sharing, job rotation, and job shadowing. Strategies for overcoming the obstacles or barriers to upward mobility can include consideration of such policies as flexible scheduling, child care referral services, and the establishment of support groups. Additionally, contact with various groups such as social and service clubs, League of Women Voters, 9-5, professional and alumni organizations to increase efforts at outreach and networking will be made.

A proposal is being explored to encourage the creation of "resource" groups to improve morale and support City goals and objectives such as streamlining, reengineering and restructuring work processes, and creating more of an entrepreneurial approach to government. Development and implementation of mentoring programs and succession planning would also be considered as part of a global strategy to address gender equity.

Organization of a Task Force whose focus is to develop internship programs-A Task Force, whose focus is to develop internship programs, would include staff from the operating departments, union representatives, and representatives from local colleges and universities. The Director of Human Resources Management would convene the Task Force and involve staff from the Recruitment and Selection Division to support the Task Force. Internship programs are important in the context of addressing disparities for the following reasons: 1) Internship programs allow underutilized and underrepresented groups to be exposed to the underlying culture, values, and norms necessary to succeed in an organization. 2) They aid in the establishment of career tracks for individuals, and serve as a point of entry into the organization while completing education requirements.

Concepts and ideas to increase recruitment of women-Given the severe fiscal situation, concepts and ideas to increase recruitment would be limited. However, developing strategies to conduct more

effective outreach would be combined with some of the initiatives discussed above.

How staff has worked with other agencies such as WIB to help individuals find employment-The WIB is will be contacted by mid December to obtain information regarding workforce availability. Clarification is needed from the Committee regarding the notes that indicated “help individuals find employment”. Is the focus on outplacement of employees affected by layoff or some other group of employees?

Where are disparities in the City of Oakland, and how can we promote in house (women, minorities) In answer to the question of where are the disparities in the City of Oakland, we are awaiting an updated report regarding the City workforce from the Department of Information Technology. We anticipate the report and an updated analysis being available for review by the Committee in late January or early February.

Regarding how we can promote in house, the City will need to work with the unions to explore the expanded utilization of two existing programs, redeployment and flexible staffing. Implementation of a job sharing and job shadowing program, which is recommended in the report, would provide opportunities to transfer intellectual history and mitigate the loss of specialized managerial experience.

The recent staff reductions that eliminated the Department of Human Resources Management (DHRM) Manager position and that directed the employee training and organizational development function for the City need to be reassessed.

SUSTAINABLE OPPORTUNITIES

Economic:

The Charter requirement provides economic opportunities for the City’s relevant labor pool. Wherever possible, preference is given to hiring Oakland residents.

Environmental:

There are no environmental opportunities associated with this report.

Social Equity:

The Charter requirement provides social equity opportunities for the City’s relevant labor pool. The State Constitution limits the City’s ability to target specific groups. However, the Department of Human Resources Management will continue to expand its outreach efforts.

DISABILITY AND SENIOR CITIZEN ACCESS

There is no senior citizen access issues related to this report. Federal guidance requires affirmative action for veterans and disabled veterans.

RECOMMENDATIONS AND RATIONALE

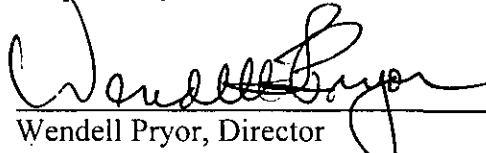
Staff recommends that Council accept this Supplemental Report on the Fairness in Hiring and Employment Disparity Study-Phase II Report findings. Staff anticipates having more current workforce data by early next year. Further, staff recommends the Council approve the following recommendations: 1) Updating the data regarding the City workforce, 2) Working with the Police and Fire Departments to implement agreed upon recommendations from the Hiring Practices Audit, as well as other priority recruitments such as the Dispatchers and Lateral recruitment incorporating some of the suggestions such as outreach recruitment contained in this report, 3) Organization of a Task Force to focus on the development of internship programs, and 4) Support the concept and ideas regarding establishment of mentoring programs and resource groups, redeployment and flexible staffing which would need to be discussed with the unions, and expanded outreach efforts.

The rationale for these recommendations is that they are consistent with the goals of the Study, and take into account the limited resources available. They also represent “best practices”, and will allow the City to take advantage of some of the successful programs and outcomes from other organizations that have been achieved in the public and private sectors.

ACTION REQUESTED OF THE CITY COUNCIL

Staff requests that the Council accept the Supplemental Report on Fairness in Hiring and Employment Disparity Study-Phase II Report findings, and accept staff recommendations. A follow up report will be provided by June 2010.

Respectfully submitted,



Wendell Pryor, Director
Department of Human Resources Management

APPROVED AND FORWARDED TO THE
FINANCE AND MANAGEMENT COMMITTEE:



Office of the City Administrator

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