



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2015 OCT 29 PM 2:10

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Anil Comelo
Director, Human Resources
Management

SUBJECT: Informational Report
City Employee Demographic Study

DATE: October 19, 2015

City Administrator Approval

Date:

10/28/15

RECOMMENDATION

Staff Recommends That The City Council Accept An Informational Report From The Human Resources Management Department (HRM) On The Demographics Of City Staff, Including But Not Limited To Race, Ethnicity, Gender, Age, Residency By City, And Anticipated Retirement By Department

EXECUTIVE SUMMARY

On April 28, 2015, the Finance and Management Committee requested staff to return in six (6) months with additional information on the demographic data of the City of Oakland's workforce. This report is in response to that request and includes the following:

- a) Outreach efforts to increase the participation of underrepresented groups in City recruitments.
- b) Comparative statistics on applicants and those successfully hired by the City.
- c) Residency data from the 10 largest California cities.
- d) Findings from the Oakland Residency and Disability Demographics Survey.
- e) Status regarding the posting of demographic source data for public access.

Item: _____
Finance & Management Committee
November 10, 2015

BACKGROUND / LEGISLATIVE HISTORY

At the request of the Finance and Management Committee, HRM staff prepared an informational report to provide demographic data on race/ethnicity, gender, residency, and retirement eligibility of City of Oakland employees. The study was presented to the Finance and Management Committee on April 28, 2015, and included data analysis for the 3,271 regular full-time and permanent part-time employees, as well as separate data analysis for the City's 1,482 temporary part-time employees.

Data - Note that the analysis and graphs on the following pages are for full-time and permanent part-time employees. Also note that some of the data will have minor discrepancies because of source data variations and incomplete/inaccurate responses from applicants. For example, some applicants did not provide responses to questions regarding their gender. In such cases the percentages of the males or females will not be accurate because the total includes a number of applicants who are not counted in the sum of either gender.

ANALYSIS AND POLICY ALTERNATIVES

Recruitment Efforts

HRM is working with City departments, Oakland businesses, and nonprofit agencies to increase local outreach regarding job opportunities. As a standard practice for entry level positions, HRM staff advertises in the Oakland Tribune, El Mundo, and Tsing Tao newspapers. Every Monday, a bulletin listing the City's job opportunities is sent electronically to a broad network of local nonprofit agencies serving Oakland residents in a variety of communities. Depending on the specific recruitment, additional outreach may include providing flyers for community events, direct outreach to community group contacts, or attendance at community events.

Overwhelmingly, applicants learn about our job announcements through internet sources such as Indeed.com, Craigslist, and Idealist.com. HRM is researching other internet sources that may be targeted to underserved or minority communities in an effort to make outreach through electronic means more inclusive.

An example of where this approach was taken with positive results includes the recently completed Firefighter Trainee and Firefighter/Paramedic Trainee recruitment. In preparation for that recruitment, the Fire Department brought together representatives of various groups to form an ad hoc committee.

The Fire Department Recruitment Committee planned and conducted outreach to communities that have been historically underrepresented in the fire service including African Americans, Hispanic/Latino Americans, and Women. The activities of the committee included:

- Creation of an interest card and recruitment video marketed on social media as well as distributed to bay area organizations.
- Presentations conducted at emergency medical technician, paramedic, fire science programs, community centers, job fairs, etc. to establish ongoing relationships for future recruitment efforts.

Item: _____
Finance & Management Committee
November 10, 2015

- Creation of a Candidate Physical Ability Fitness Program hosted at the Oakland Fire Training Division, for Alameda County residents to increase the likelihood of successful completion of the physical ability portion of the exam.
- Targeting of underrepresented groups for preparation of the level exam and oral boards utilizing community-based organizations such as Bay EMT and the Oakland Black Firefighters Association.

The concerted efforts by the Fire department in collaboration with community based groups as described above demonstrates that those efforts have made a difference in the recruitment of firefighters. The following are the comparative results from the 2012 and 2015 applicant pool of the Firefighter classification. The percentage of African Americans applying increased from seven percent to 9.2 percent, Hispanics increased from 23.5 percent to 25.1 percent and women applicants increased from 4.5 percent to 5.8 percent. More will need to be done to attract Asian American applicants to the pool.

Table A: Firefighter Applicants 2012-2015 - by Ethnicity/Race

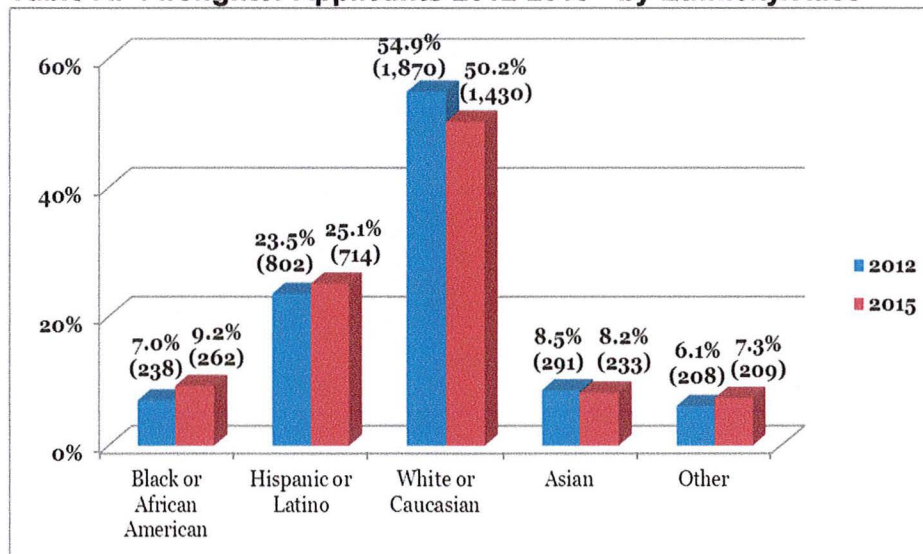


Table B: Firefighter Applicants 2012-2015 - by Gender

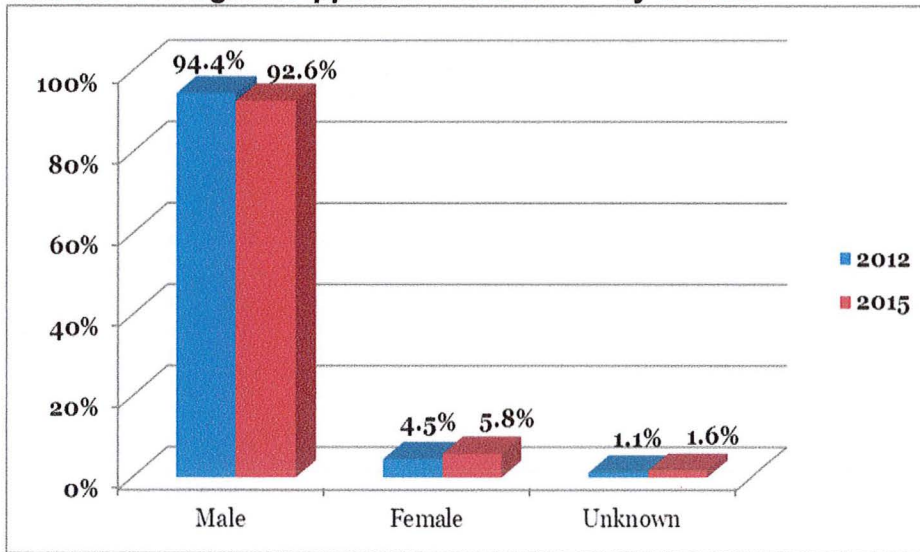
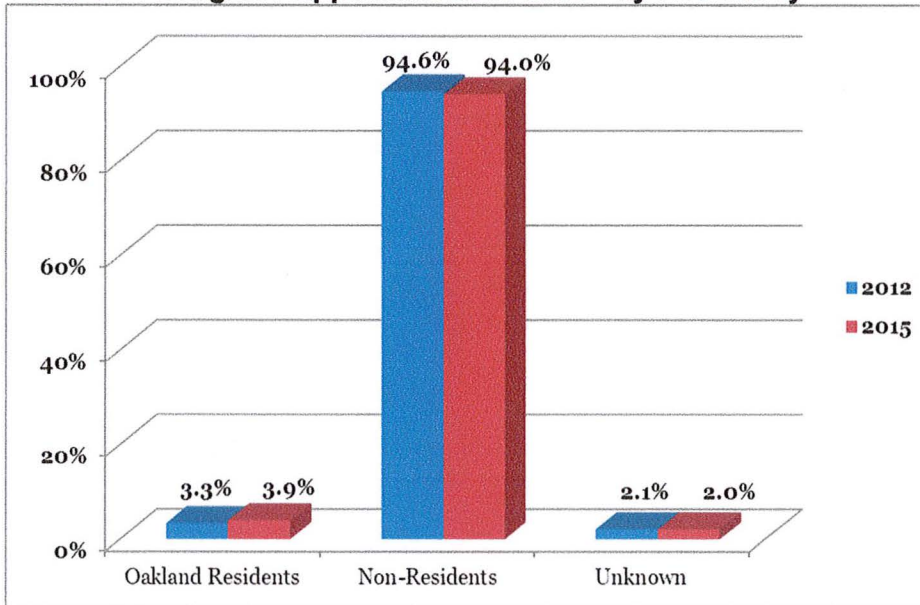


Table C: Firefighter Applicants 2012-2015 - by Residency



Comparative Study - Applicants vs. Hired

During the April 28 presentation of City employee demographics, questions arose about the percentage of candidates who were from Oakland and/or from minority groups. In response, the following is data on a sampling of classifications where the City conducted recent recruitments. They include: *Custodian, Public Works Maintenance Worker, Librarian I, Assistant Engineer II, and Firefighter Trainee.*

The Custodian classification and the Public Works Maintenance Worker classification were chosen because they are relative large entry-level classifications from which employees can promote to other City positions. The Librarian I and Assistant Engineer II classifications were selected as they represent professional level classifications that are potential promotional classifications for internal candidates. The Firefighter Trainee classification was included because these recruitments are historically very competitive, with large numbers of candidates vying for a relatively small number of positions. The classification was also included because many local and diverse candidates aspire to become firefighters.

All five classifications were chosen to show that candidates' "self-selection" into various professions also has an impact on the percentage of hires from various demographic groups. For instance, the candidates for the position of Firefighter are predominately male, whereas the candidates for the Librarian I class are predominately female. These patterns of occupational orientation by gender (and potentially ethnic groups) can create widely varying hiring patterns for different demographic groups.

The following is the applicant pool and hire data for the most recent recruitments of the sample classifications. Please note that because of the relative small number of hires, even one or two hires have a significant impact on the resulting percentages.

Table D: Sample Classifications - Ethnicity

Classification	African Am.		Latino		White		Asian		Other	
	Number	%	Number	%	Number	%	Number	%	Number	%
Firefighter Trainee - Appl.	238	7.0	802	23.5	1870	54.9	291	8.5	208	6.1
Firefighter Trainee - Hires	9	18.0	14	28.0	16	32.0	9	18.0	2	4.0
Custodian - Applicants	345	70.7	70	14.3	21	4.3	28	5.7	24	4.9
Custodian - Hires	5	83.3	0	0.0	0	0.0	1	16.7	0	0.0
PW Maint. Worker - Appl.	322	57.2	114	20.2	74	13.1	20	3.6	33	5.9
PW Maint. Worker - Hires	14	60.9	7	30.4	1	4.3	1	4.3	0	0.0

Classification	African Am.		Latino		White		Asian		Other	
	Number	%	Number	%	Number	%	Number	%	Number	%
Librarian I - Applicants	29	13.1	22	9.9	116	52.3	42	18.9	13	5.9
Librarian I - Hires	0	0.0	0	0.0	2	66.7	1	33.3	0	0.0
Asst. Engineer II - Applicants	6	9.0	7	10.4	20	29.9	31	46.3	3	4.5
Asst. Engineer II - Hires	1	16.7	1	16.7	0	0.0	4	66.7	0	0.0

The above table (**Table D**) showcases some interesting results from the varied classifications.

At 54 percent, the largest pool of applicants for the 2012 firefighter trainee recruitment were White; 24 percent were Latino, 8.5 percent were Asian, and seven percent were African-American. However, 32 percent of hires were White, 28 percent were Latino, and 18 percent were Asian and African-American respectively.

For the 2013 Custodian examination, 71 percent of the applicants were African Americans compared to 83 percent of the eventual hires.

Since the City hires a large number of employees into this classification, the Public Works Maintenance Worker position is a major entry level classification which feeds several other classifications in the Public Works Department. In the recent recruitments, African Americans were 57 percent of the applicant pool but made up 64 percent of the eventual hires. Similarly, Latinos were 20 percent of the applicant pool but were 32 percent of the hires. New language in the Memorandum of Understanding (MOU) with the Service Employees International Union, Local 1021 (SEIU 1021) requires that entry level positions be posted on a restricted basis as well as open to allow internal part time employees an opportunity to be considered first for future vacancies.

The Assistant Engineer II classification requires a bachelors degree and the Librarian I classification requires a Master's degree. The requirement to possess degrees for both these specialized positions is a hurdle for promotion of internal employees. At 52 percent of the applicant pool for Librarian I, Whites made up 67 percent of actual hires, while Asians made up 19 percent of the applicant pool and 33 percent of hires. African-Americans and Latinos comprised 13 percent and 10 percent of the applicants respectively; none were hired into the classification.

The highest percentage of applicants for the Assistant Engineer II classification was from Asian candidates at 46 percent, followed by White candidates at 30 percent, Latinos at 10 percent, and African-Americans at 9 percent. Of the six employees hired, four or 67 percent were Asian and 17 percent each were Latino and African-American.

Table E: Gender and Oakland Residency

Classification	Men	Women	Percentage of Women	Oakland Residents	Non-Oakland Residents	Percentage of Oakland Residents
Firefighter Trainee - Applicants	3218	152	4.5%	117	3449	3.3%
Firefighter Trainee - Hires	37	6	14.0%	9	34	20.9%
Custodian - Applicants	386	95	19.8%	295	202	59.4%
Custodian - Hires	2	1	33.3%	1	2	33.3%
PW Maint. Worker - Applicants	521	38	6.8%	282	287	49.6%
PW Maint. Worker - Hires	15	0	0.0%	8	7	53.3%
Librarian I - Applicants	74	143	65.9%	57	171	25.0%
Librarian I - Hires	0	4	100.0%	3	1	75.0%
Asst. Engineer II - Applicants	48	17	26.2%	7	68	9.3%
Asst. Engineer II - Hires	2	2	50.0%	1	3	25.0%

The following is a brief discussion on the statistics highlighted in **Table E** above:

Women and Oakland residents fared quite well in the selection process. While women were 4.5 percent of the 2012 firefighter trainee applicant pool, they were 14 percent of the hires; and while three percent of the applicants were local residents, 20.9 percent of the hires were from Oakland.

For the 2013 Custodian recruitment, a greater percentage (33 percent), of hires were women, while only 19.5 percent of the candidates were women. On the other hand, while 59 percent of the candidates were from Oakland, only 33 percent of the hires were from Oakland. New language in the MOU with SEIU 1021 requires that entry level positions be posted on a restricted basis to prioritize allowing internal part time employees an opportunity to compete for permanent positions.

For the 2013 Public Works Maintenance Worker recruitment, 6.7 percent of the applicant pool was women, yet none were hired. Fifty percent of the applicants were from Oakland and 53 percent of the hires were from Oakland.

While 64 percent of the candidates for the 2013 Librarian I recruitment were women, 100 percent of the hires were women. Although only 25 percent of the applicants were from Oakland, 75 percent of the hires were from Oakland. These percentages are dramatic because of the small number of hires. The total number of hires was three, so a single hire in any demographic category will affect the results significantly. It should be pointed out that two of the three incumbents were for selectively certified for Children's Services positions; in other words, they needed specialized skills.

For the 2013 Assistant Engineer II recruitment, 25 percent of the applicants were women, 50 percent of the hires were women and while 9 percent of the candidates were from Oakland, 25 percent of the hires were from Oakland.

Residency Study - 10 Largest California Cities

The April 2015 demographic report introduced data showing that approximately 33 percent of the City's employees lived in Oakland. The Finance and Management Committee requested that staff seek comparative residency data from the 10 largest California cities. The Committee also requested HRM to conduct a survey regarding residency and disability status of City employees.

Table F captures the findings from the residency survey conducted of the 10 largest cities in California. The data suggests smaller cities have a lower percentage of employees living within their borders while larger cities have more of their employees living within city limits. In almost every case, however, sworn Police and sworn Fire personnel have lower rates of residency in the cities where they worked. The three additional Bay Area cities surveyed also have similar residency profiles.

Table F: Residency Data for Comparable Cities

Rank	Cities			Percentage of Employees Who Live Within the City		
	City	Population	Number of Employees	Total City	Sworn Police	Sworn Fire
1	Anaheim	351,433	1,806	22.6%	16.6%	5.3%
2	Bakersfield	369,505	1,544	94.0%	99.0%	99.0%
3	Oakland	430,666	4,152	32.0%	8.1%	18.8%
4	Long Beach	472,779	6,000	45.5%	21.4%	24.0%
5	Sacramento	480,105	4,888	48.2%	18.3%	18.4%
6	Fresno	520,159	3,314	60.0%	47.0%	37.0%
7	San Francisco	845,602	29,638	42.2%	24.0%	31.6%
8	San Jose	1,015,785	6,949	52.0%	40.0%	19.0%
9	San Diego	1,368,061	11,004	51.0%	29.9%	45.5%
10	Los Angeles	3,957,022	54,858	Not Available		

Comparable Bay Area Cities

1	Vallejo	118,837	466	28.1%	11.5%	10.5%
2	Hayward	151,574	835	18.7%	3.9%	0.8%
3	Stockton	298,118	1,372	46.7%	28.2%	19.3%

Residency of City of Oakland Employees

Table G below presents residency data for current full-time and permanent part-time employees by department.

Table G: Residency Data of Oakland Employees by Department

Department	Oakland Residents		Non-Residents		Total
City Administrator's Office	39	57.4%	29	42.6%	68
City Clerk	4	44.4%	5	55.6%	9
City Attorney	31	47.0%	35	53.0%	66
Human Resources Management	15	36.6%	26	63.4%	41
City Auditor	6	66.7%	3	33.3%	9
Finance	39	30.5%	89	69.5%	128
Police Department	183	16.9%	903	83.1%	1,086
Fire Department	105	20.8%	399	79.2%	504
Public Works	277	44.5%	345	55.5%	622
Information Technology	13	22.0%	46	78.0%	59
Parks & Rec	51	59.3%	35	40.7%	86
Library	87	62.1%	53	37.9%	140
Human Services	109	50.2%	108	49.8%	217
Planning & Building	40	36.0%	71	64.0%	111
Economic & Workforce Development	23	52.3%	21	47.7%	44
Housing & Community Development	25	55.6%	20	44.4%	45
Totals	1,047	32%	2,188	68%	3,235

As the data shows, a majority of City's permanent employees live outside of Oakland. Individuals make long-term residence decisions based upon many factors including cost of housing, proximity to good schools and family, crime rates, and ease of commute. The City of Oakland has a wide range of housing options and has the advantage of good public transportation within the City. Therefore, the Finance and Management Committee expressed interest in understanding why a majority of the City's employees do not live in Oakland. Staff was requested to return with more detailed information regarding the residency choices of City's employees. To accomplish this, a brief survey was developed with the goal of obtaining a 10

percent rate of response from each City department. In all, a total of 481 employees responded to the “informal” survey based on a population of 3,300 permanent full-time and part-time employees, which included 1,400 non-office/field employees.

While the survey had a better than expected response rate of over 14 percent, the distribution of participants was uneven, as shown in **Table H**.

Table H: Residency & Disability Survey - Participation by Dept.

Participation by Department		
Public Works	14.6%	70
Parks & Rec	8.1%	39
Human Services	11.2%	54
Library	17.3%	83
Police	32.4%	156
Fire	4.4%	21
Planning & Building	7.1%	34
Economic Workforce Dev	3.5%	17
Finance (Controller's Office, Treasury/Payroll, Revenue)	0.2%	1
Human Resources/ IT	0.8%	4
Other	0.4%	2

Chart 1: Residency & Disability Survey - Participation by Sworn/ Non-Sworn Status

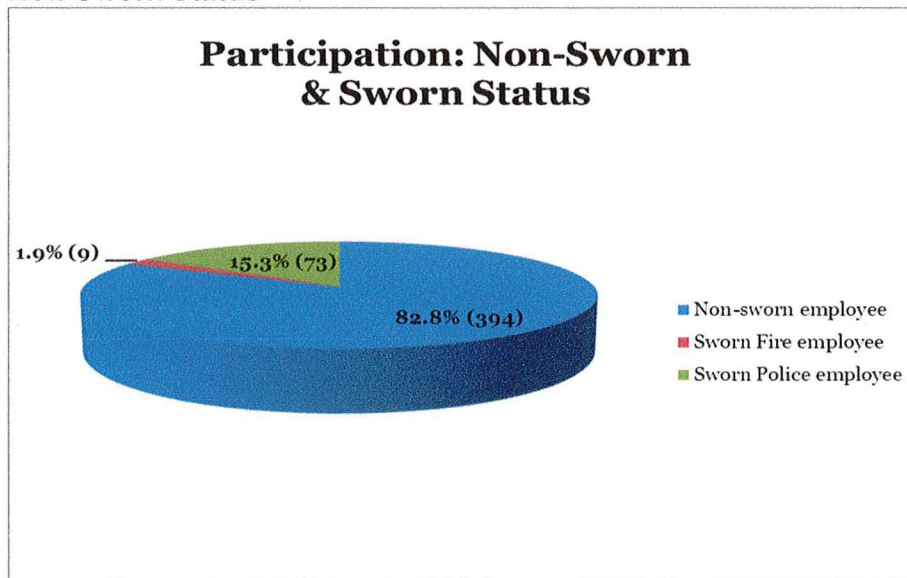
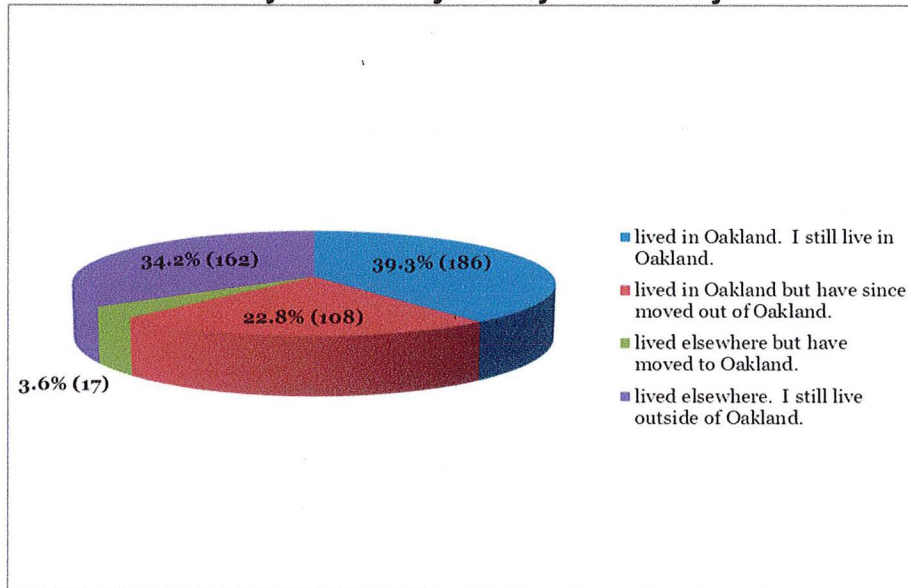


Chart 1 represents survey participation by non-sworn and sworn status. Note that HRM received nine responses from sworn Fire personnel, resulting in a sample size too small to draw meaningful conclusions. On the other hand, HRM received over 70 sworn Police responses, yielding a data set from which staff was able to formulate findings more representative of this subgroup.

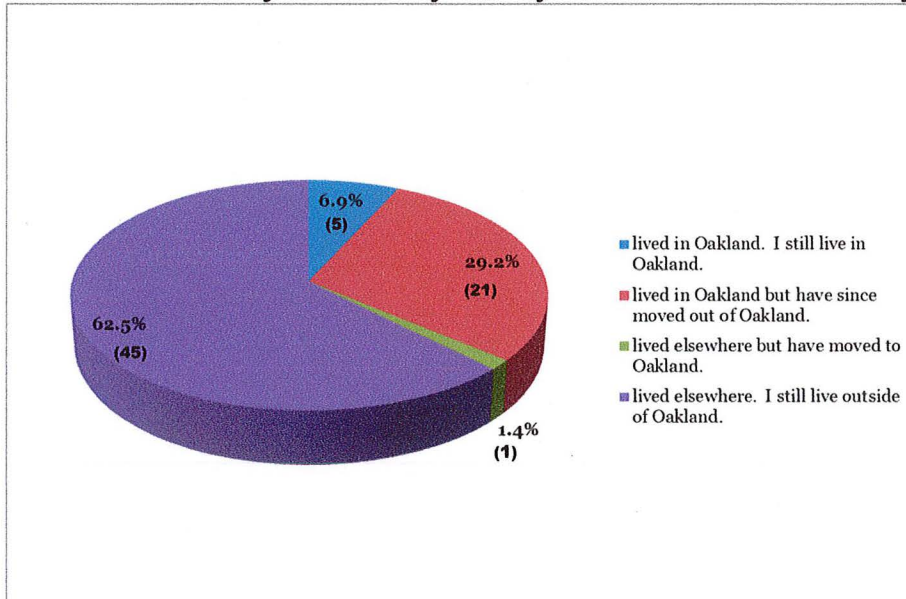
Chart 2 and **Chart 3** below represent City employees' residency choices, inclusive of those who moved into and out of the Oakland.

Chart 2: Residency & Disability Survey - Residency



Survey results show that nearly 40 percent of all respondents currently live in Oakland, and another 3.6 percent of respondents moved to Oakland from elsewhere (this contrasts with the actual percentage of employees who are Oakland residents – 33%). Of particular interest are the 108 respondents (approximately 23 percent) who indicated they previously lived in Oakland but have elected to move elsewhere. Collectively, 22 percent moved out of Oakland compared to four percent who moved into the City - a net outflow of 18 percent.

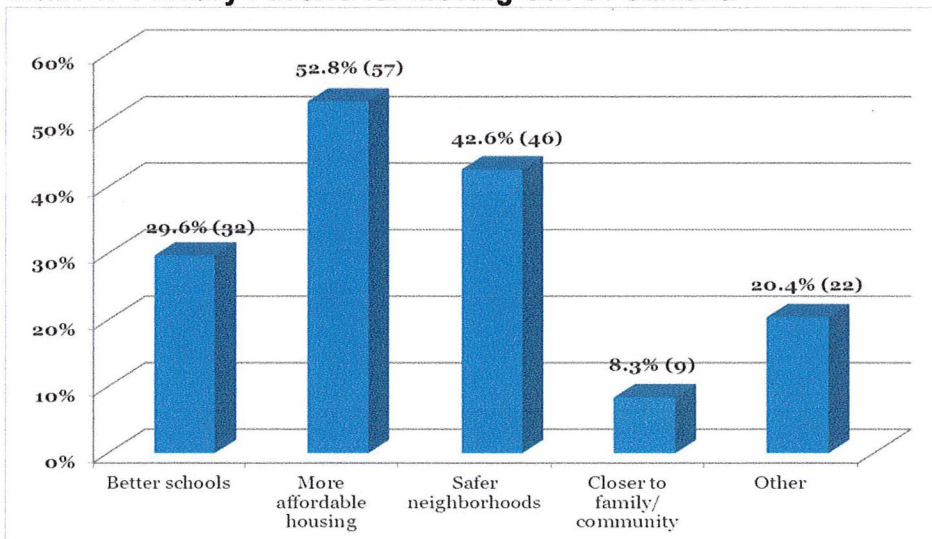
Chart 3: Residency & Disability Survey - Sworn Police Residency



For sworn Police, the net outflow of personnel is approximately 28 percent, where 29.2 percent moved out and 1.4 percent moved into the City.

Of the 108 respondents who moved out of Oakland, the primary factors for leaving are as shown in **Chart 4**:

Chart 4: Primary Factors for Moving Out Of Oakland

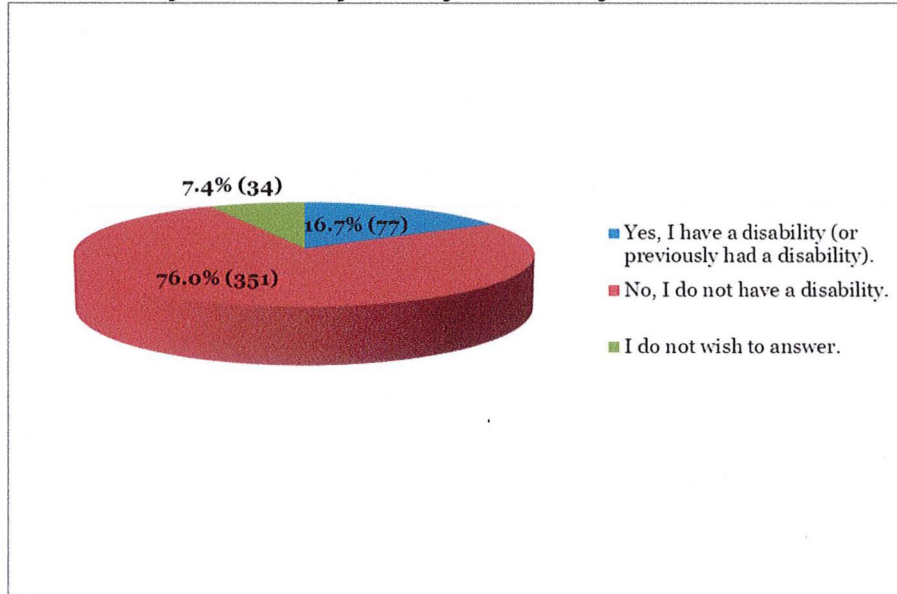


**Based on a sample of 108 respondents*

Responses suggest that finding more affordable housing and safer neighborhoods are the biggest reason for City employees to move out of Oakland, followed by better schools and proximity to family.

Lastly, HRM was asked to survey City employees to determine what segment of the employees self-identifies as “disabled.” Survey questions and appropriate language were developed in partnership with the Center for Independent Living (CIL).

Chart 5: Residency & Disability Survey - Disability Status



The survey determined that of the 481 survey respondents, 16.7 percent indicated they “have or previously had a disability.”

Posting Demographics data for Public Access

As requested by the Finance & Management Committee, staff engaged the Open Data/Open Government team in May 2015 to explore posting the raw demographics data. Open Data sought guidance from the City Attorney’s Office (OCA) to determine what portion of the data can be posted for public viewing.

The OCA confirmed that the source data cannot be posted for public view in its original state as certain fields (i.e. age, department, job title, race, etc.), when viewed collectively, can lead to the identity of specific employees. To protect the privacy of City employees, OCA recommends that staff post aggregate/summary data instead.

As the summary data was already presented in the HRM Director’s staff report and is accessible to the public via **Legistar InSite**, the City’s online portal to City Council and Council Committees Legislative documents, staff did not post any additional summary data to the Open Data/ Open Government sites.

FISCAL IMPACT

This item is for informational purposes only and does not have a direct fiscal impact or cost.

PUBLIC OUTREACH / INTEREST

Staff engaged the Center for Independent Living in the process that resulted in the questions used in the follow-up survey.

COORDINATION

Staff collaborated with the Center for Independent Living as a key stakeholder in formulating culturally sensitive questions for individuals with disabilities. This report has been reviewed by the City Administrator's Office and by staff in the Library, Fire, and Public Works departments.

SUSTAINABLE OPPORTUNITIES

Economic: There are no economic opportunities associated with this report.

Environmental: There are no environmental opportunities associated with this report.

Social Equity: There are no social equity opportunities associated with this report.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council accepts an informational report from the Human Resources Management Department (HRM) on the demographics of city staff, including but not limited to race, ethnicity, gender, age, residency by city, and anticipated retirement by department.

For questions regarding this report, please contact ANIL COMELO, DIRECTOR of HUMAN RESOURCES MANAGEMENT, at (510) 238-6450.

Respectfully submitted,



ANIL COMELO
Director, Human Resources Management

Prepared by: Anil Comelo
Director
Human Resources Management

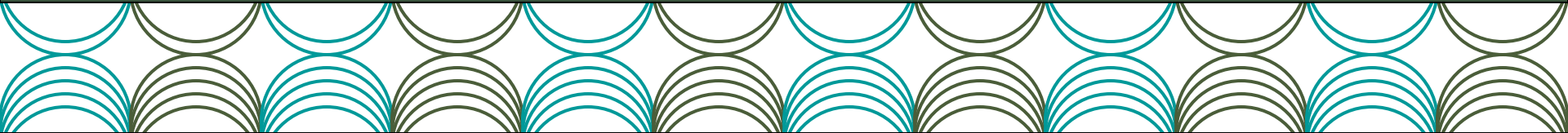


City of
OAKLAND
California

Human Resources Management

City Employee Demographics Study

Anil Comelo, HRM Director
November 10, 2015





Follow-Up Report covers:

- **Outreach efforts to underrepresented groups**
- **Comparative statistics on applicants and those hired**
- **Residency data from the 10 largest California cities**
- **Residency and Disability Demographics Survey Data**
- **Status regarding the posting of demographics source data for public access**

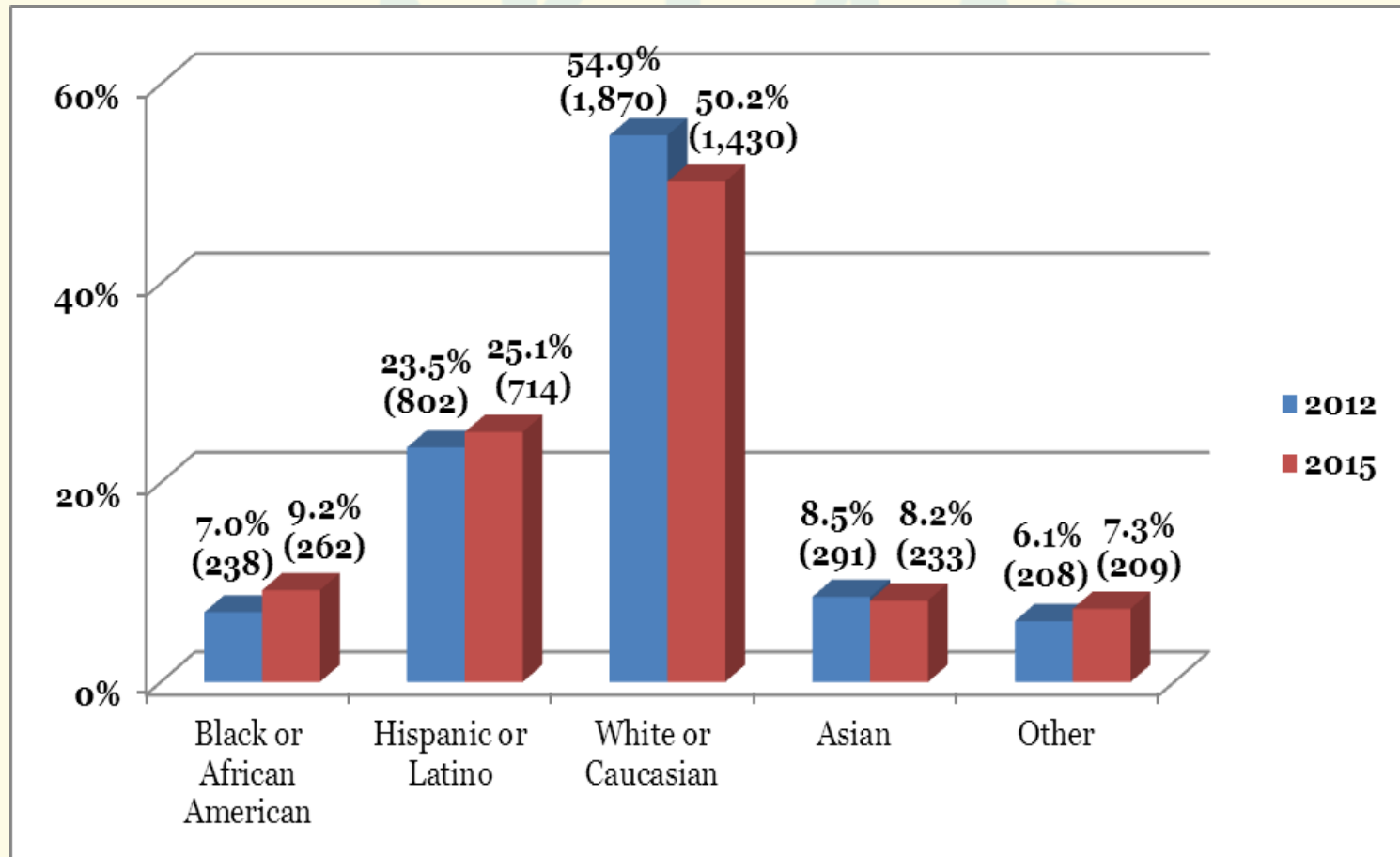


Outreach Efforts

- **Advertisements – Craigslist, Indeed, and industry-specific web sites**
- **Publications – Oakland Tribune, El Mundo, Tsing Tao**
- **Local non-profits, community events/ groups**
- **Job fairs**
- **Recruitment specific marketing efforts**

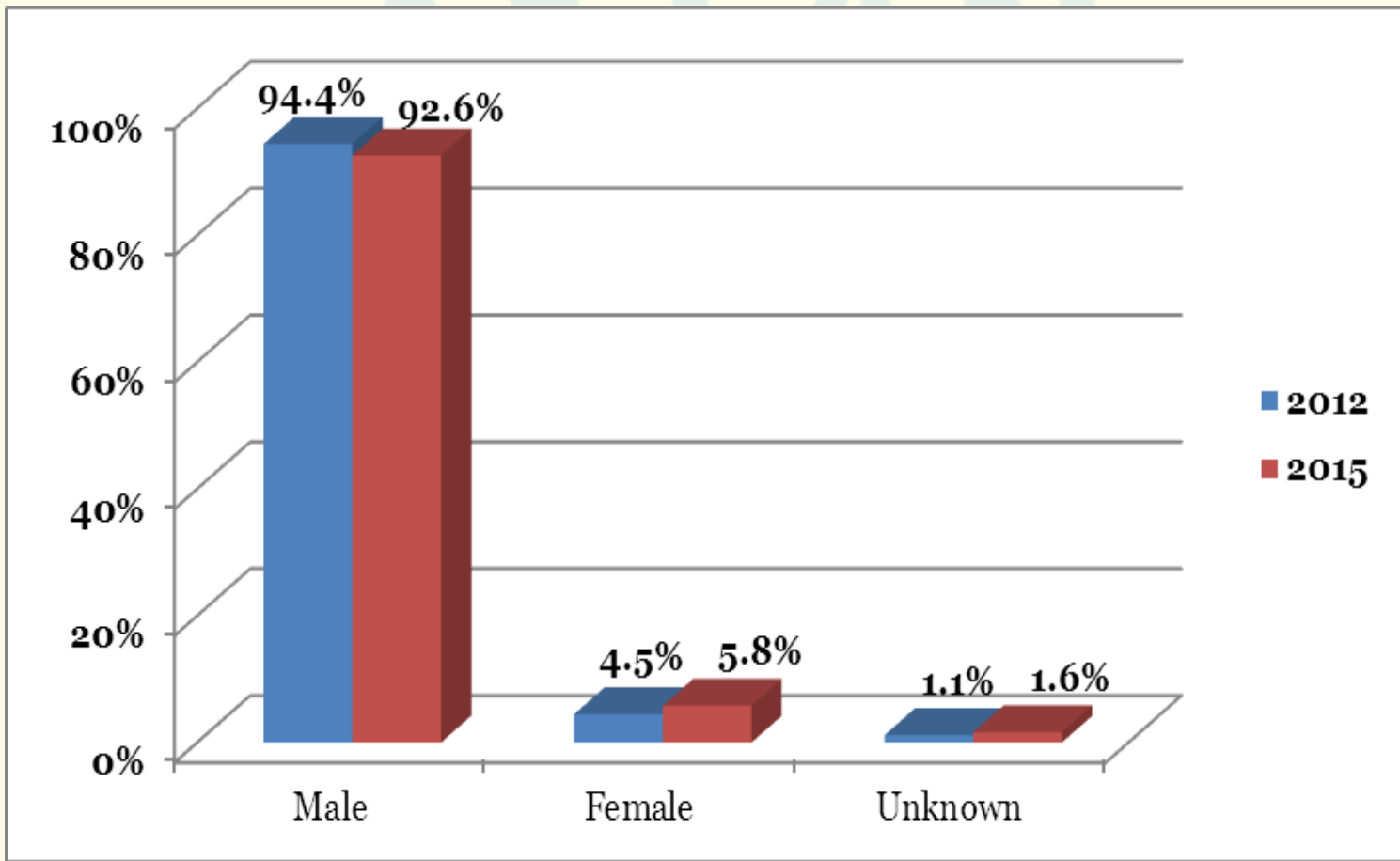


Firefighter Applicants by Ethnicity/Race (2012-2015)



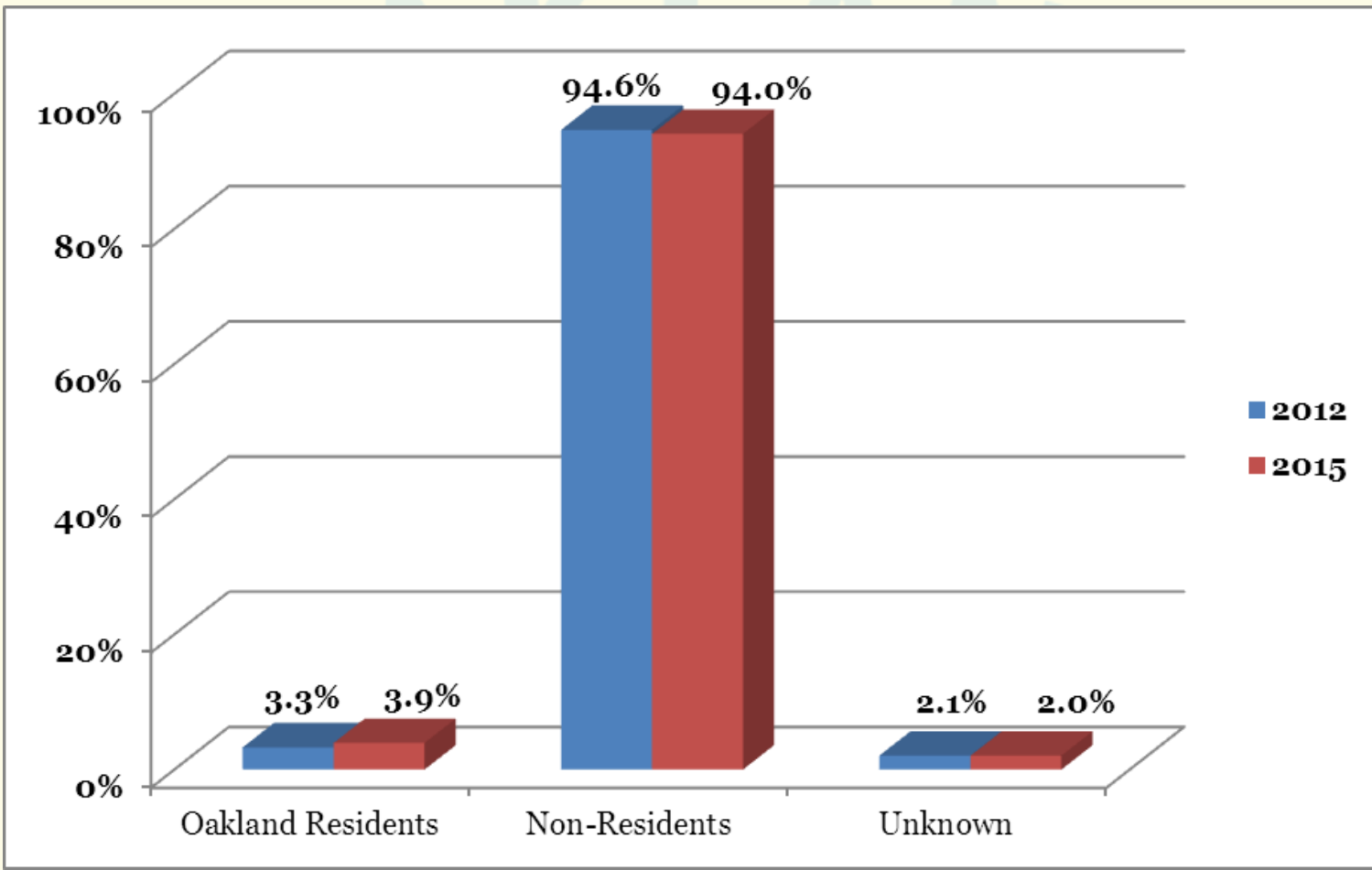


Firefighter Applicants by Gender (2012-2015)





Firefighter Applicants by Residency (2012-2015)





Ethnicity by Classification: Firefighter Trainee (2012)

Classification	African Am.		Latino		White		Asian		Other	
	Number	%	Number	%	Number	%	Number	%	Number	%
Firefighter Trainee - Appl.	238	7.0	802	23.5	1870	54.9	291	8.5	208	6.1
Firefighter Trainee - Hires	9	18.0	14	28.0	16	32.0	9	18.0	2	4.0

1852



Ethnicity by Classification: Custodian (2013)

Classification	African Am.		Latino		White		Asian		Other	
	Number	%	Number	%	Number	%	Number	%	Number	%
Custodian - Applicants	345	70.7	70	14.3	21	4.3	28	5.7	24	4.9
Custodian - Hires	5	83.3	0	0.0	0	0.0	1	16.7	0	0.0

1852



Ethnicity by Classification: Public Works Maint. Worker (2013)

Classification	African Am.		Latino		White		Asian		Other	
	Number	%	Number	%	Number	%	Number	%	Number	%
PW Maint. Worker - Applicants	322	57.2	114	20.2	74	13.1	20	3.6	33	5.9
PW Maint. Worker - Hires	14	60.9	7	30.4	1	4.3	1	4.3	0	0.0

1852



Ethnicity by Classification: Librarian I (2013)

Classification	African Am.		Latino		White		Asian		Other	
	Number	%	Number	%	Number	%	Number	%	Number	%
Librarian I - Applicants	29	13.1	22	9.9	116	52.3	42	18.9	13	5.9
Librarian I - Hires	0	0.0	0	0.0	2	66.7	1	33.3	0	0.0

1852



Ethnicity by Classification: Asst. Engineer II (2013)

Classification	African Am.		Latino		White		Asian		Other	
	Number	%	Number	%	Number	%	Number	%	Number	%
Asst. Engineer II - Applicants	6	9.0	7	10.4	20	29.9	31	46.3	3	4.5
Asst. Engineer II - Hires	1	16.7	1	16.7	0	0.0	4	66.7	0	0.0



Gender & Residency by Classification

Classification	Men	Women	Percentage of Women	Oakland Residents	Non-Oakland Residents	Percentage of Oakland Residents
Firefighter Trainee - Applicants	3218	152	4.5%	117	3449	3.3%
Firefighter Trainee - Hires	37	6	14.0%	9	34	20.9%
Custodian - Applicants	386	95	19.8%	295	202	59.4%
Custodian - Hires	2	1	33.3%	1	2	33.3%
PW Maint. Worker - Applicants	521	38	6.8%	282	287	49.6%
PW Maint. Worker - Hires	15	0	0.0%	8	7	53.3%
Librarian I - Applicants	74	143	65.9%	57	171	25.0%
Librarian I - Hires	0	4	100.0%	3	1	75.0%
Asst. Engineer II - Applicants	48	17	26.2%	7	68	9.3%
Asst. Engineer II - Hires	2	2	50.0%	1	3	25.0%

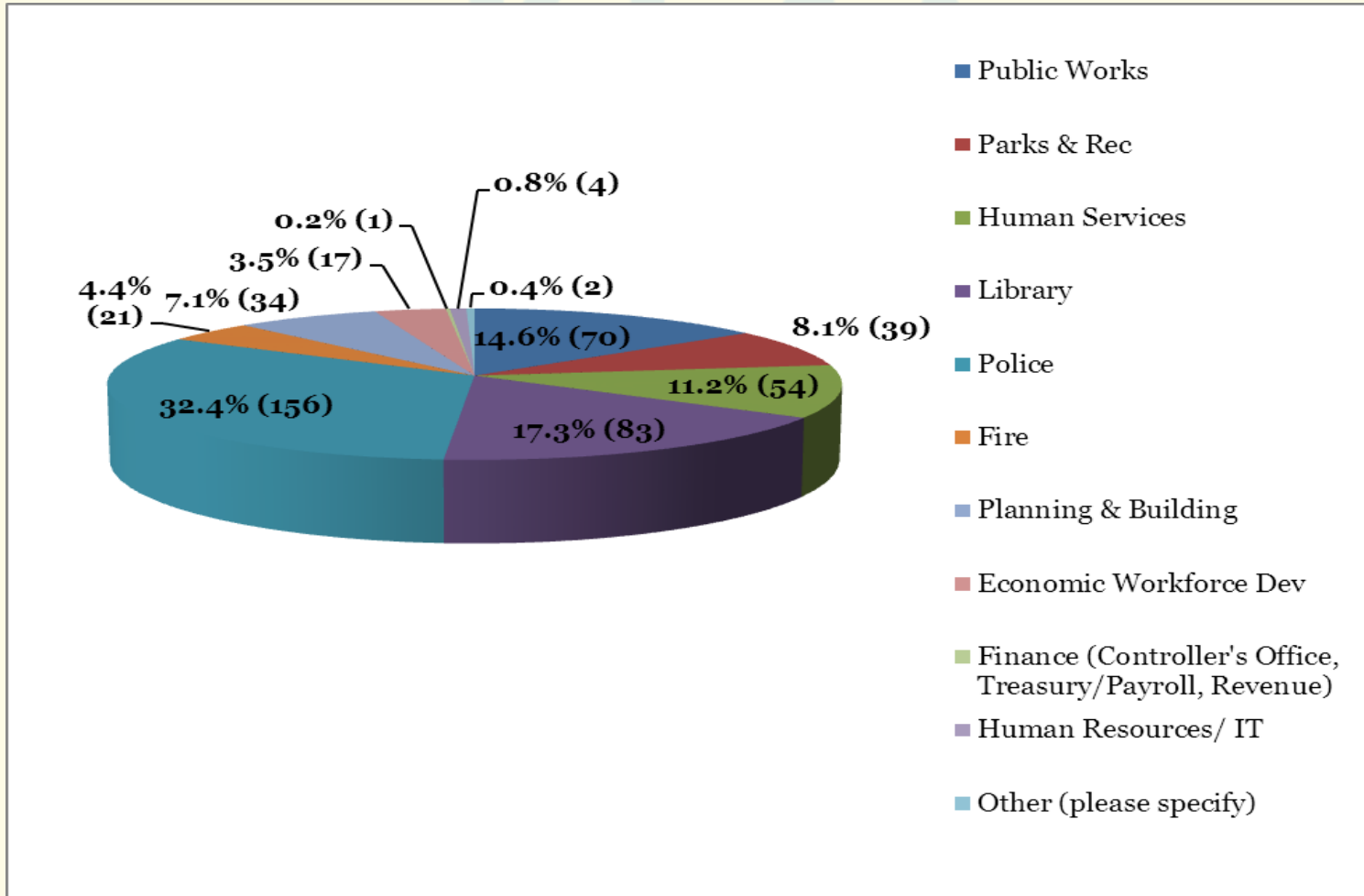


Gender & Residency by Classification

Department	Oakland Residents		Non-Residents		Total
City Administrator's Office	39	57.4%	29	42.6%	68
City Clerk	4	44.4%	5	55.6%	9
City Attorney	31	47.0%	35	53.0%	66
Human Resources Management	15	36.6%	26	63.4%	41
City Auditor	6	66.7%	3	33.3%	9
Finance	39	30.5%	89	69.5%	128
Police Department	183	16.9%	903	83.1%	1,086
Fire Department	105	20.8%	399	79.2%	504
Public Works	277	44.5%	345	55.5%	622
Information Technology	13	22.0%	46	78.0%	59
Parks & Rec	51	59.3%	35	40.7%	86
Library	87	62.1%	53	37.9%	140
Human Services	109	50.2%	108	49.8%	217
Planning & Building	40	36.0%	71	64.0%	111
Economic & Workforce Development	23	52.3%	21	47.7%	44
Housing & Community Development	25	55.6%	20	44.4%	45
Totals	1,047	32%	2,188	68%	3,235

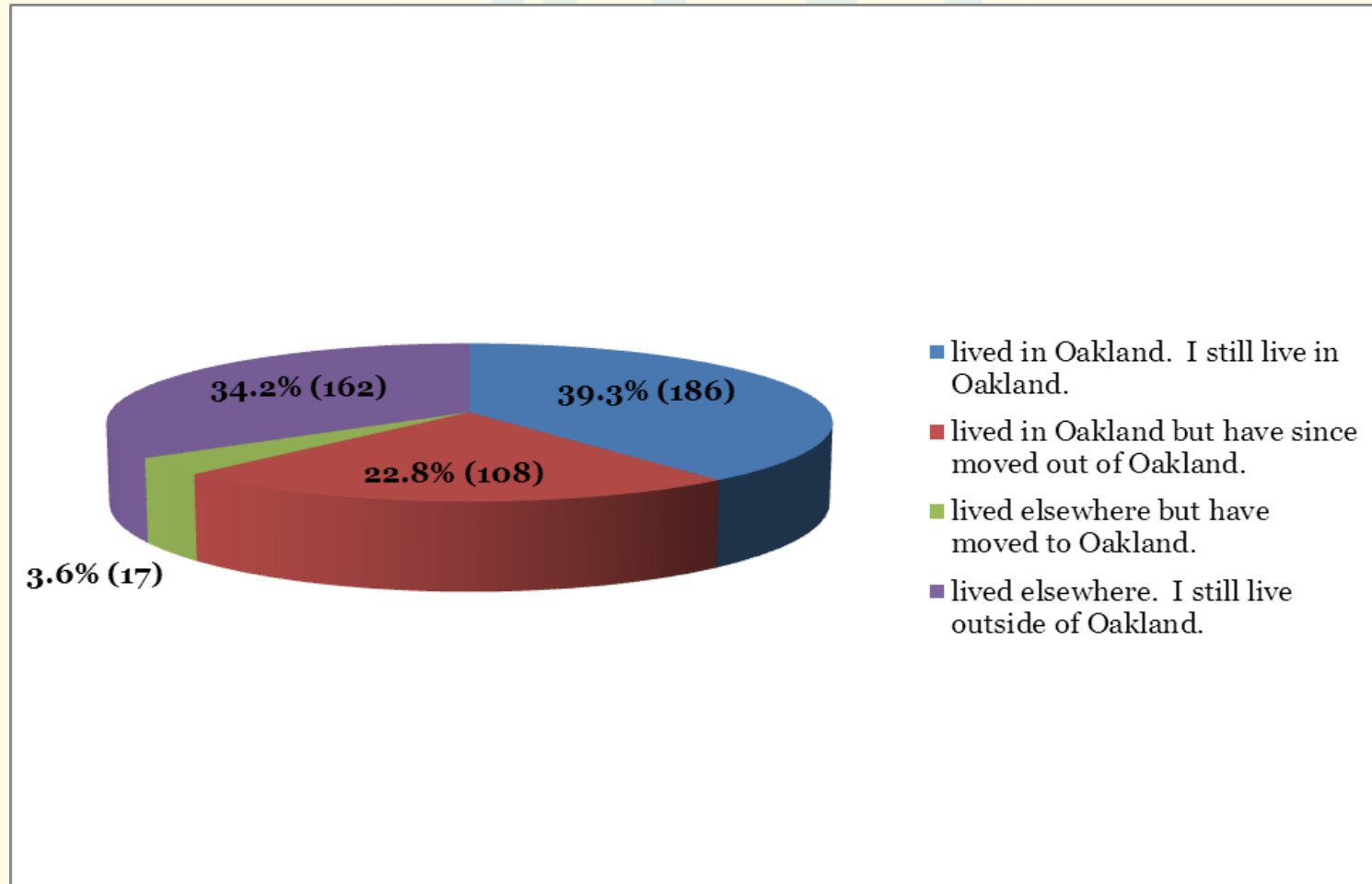


Residency & Disability Survey – Participation by Department



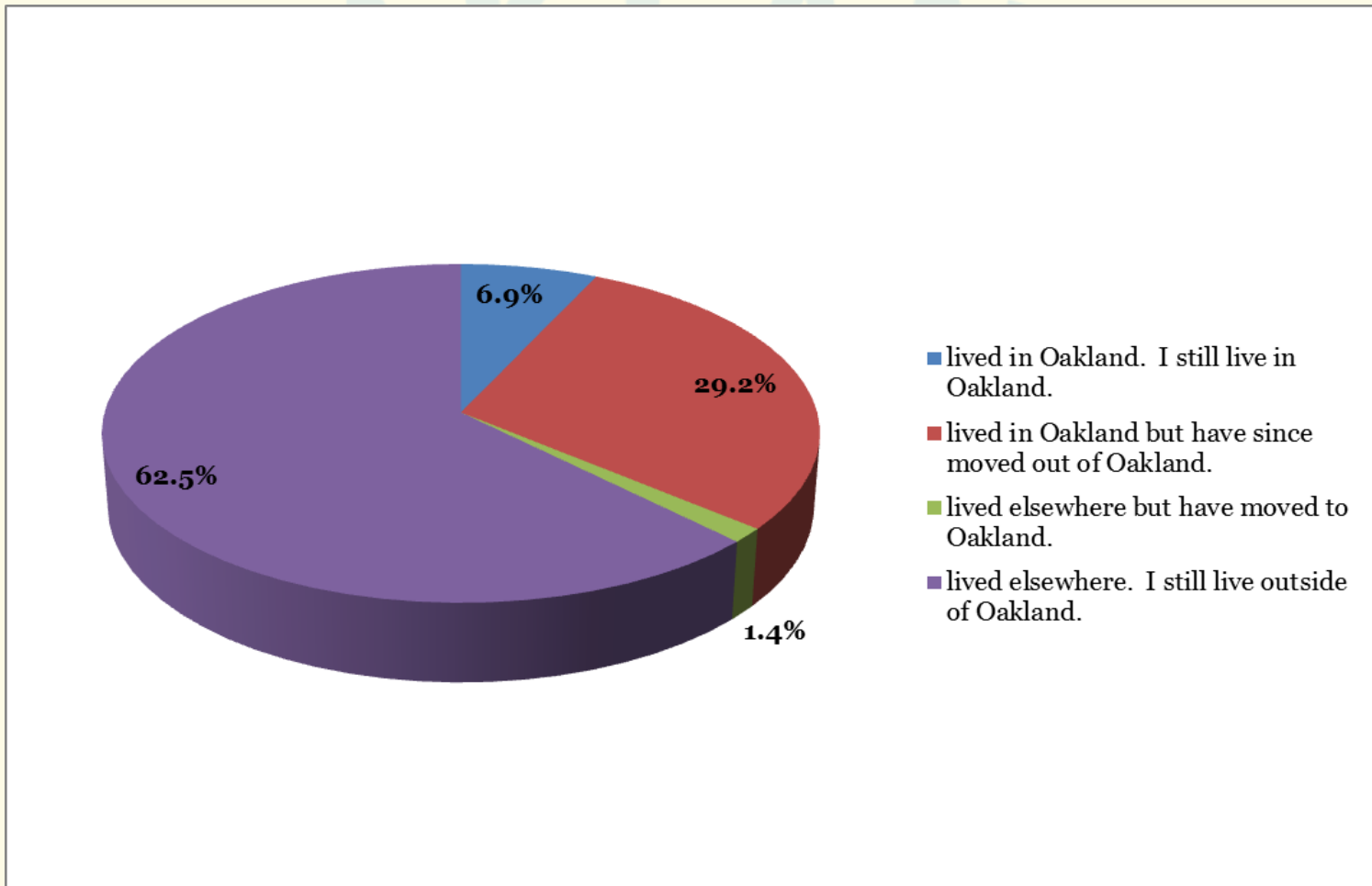


Residency & Disability Survey – Residency



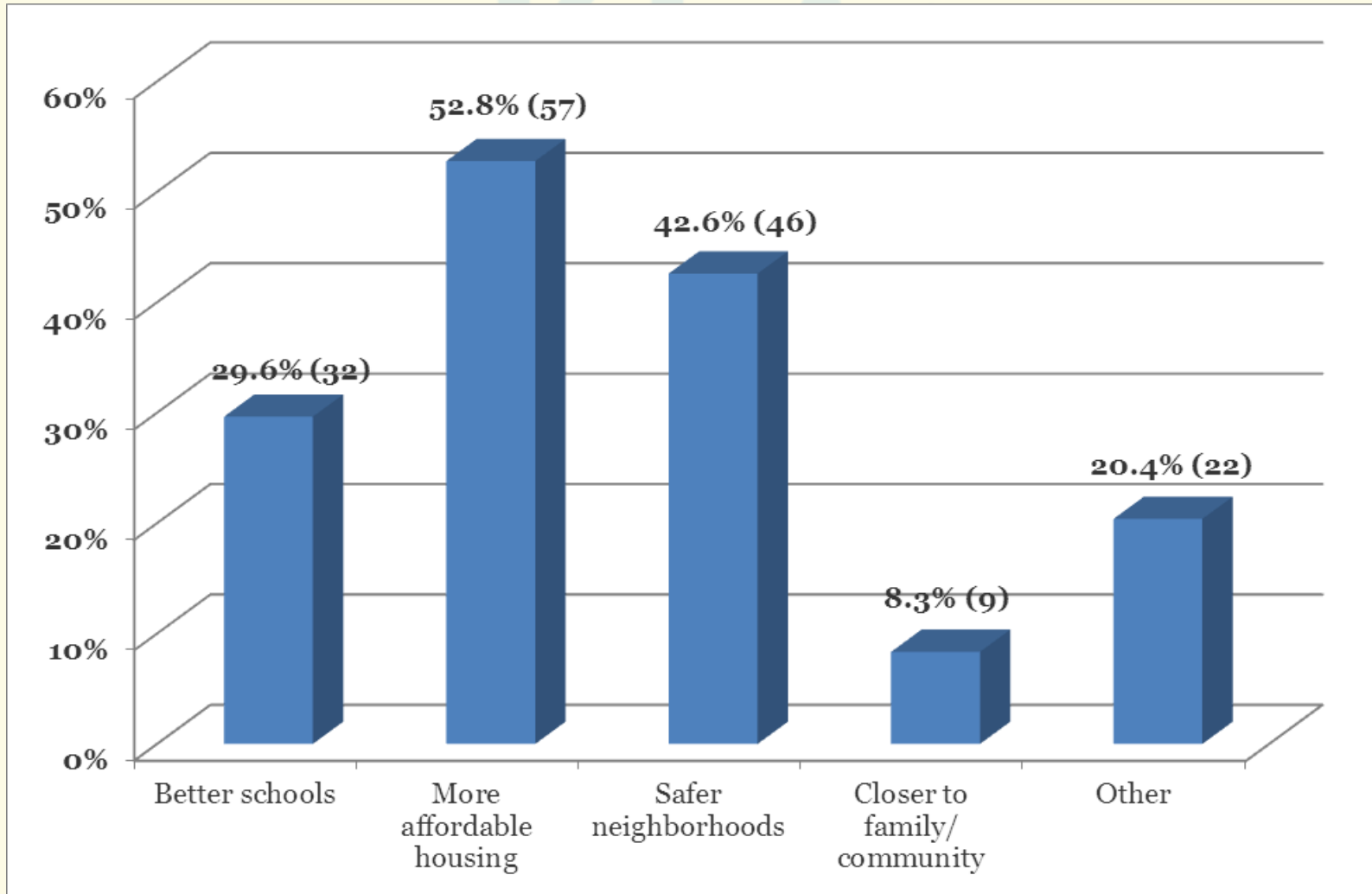


Residency & Disability Survey – Sworn Police Residency



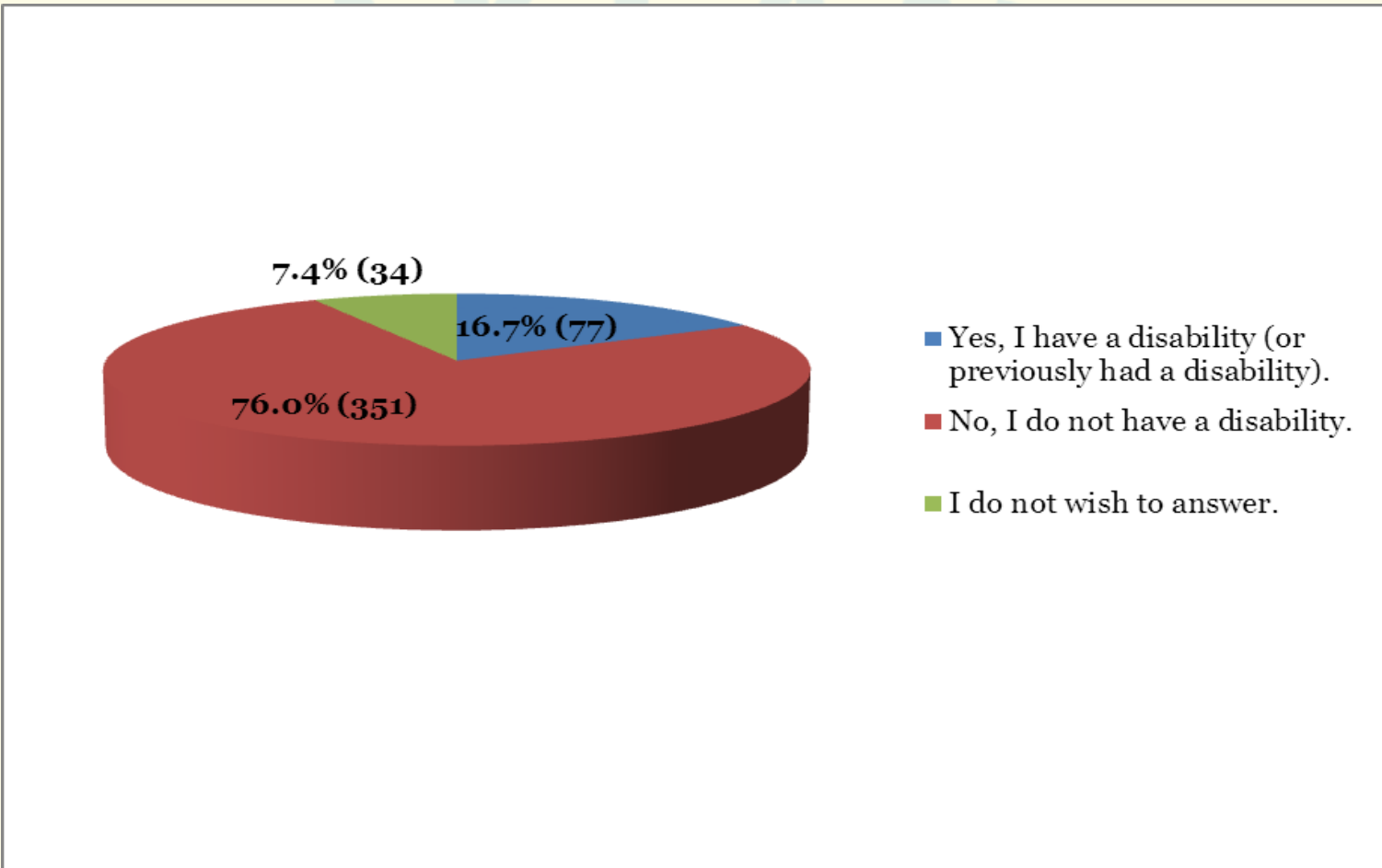


Residency & Disability Survey – Factors for Moving Out Of Oakland





Residency & Disability Survey – Disability Status





City Employee Demographics Study

OAKLAND

Questions?



1852