AGENDA REPORT

TO:	Edward D. Reiskin City Administrator	**FROM:**	Ian Appleyard Human Resources Director
SUBJECT:	Semi-Annual Staffing Report December 2022	**DATE:**	November 30, 2022

City Administrator Approval _[signature]_   Date: Dec 8, 2022

RECOMMENDATION

Staff Recommends That The City Council Receive A Semi-Annual Informational Report On City-Wide Staffing From The City Administrator Regarding (1) The Vacancy Rates Of All City Departments Through October 17, 2022, (2) The Vacancy Rates of Regional Local Public Entities, (3) The Status Of Human Resources And Workforce Development Partnerships With Non-Profits To Recruit Oakland Residents For City Of Oakland Jobs, (4) The Analysis Of The City Workforce And Recruitment Conditions, And (5) The Budgeted Vacancy Rate For The Fiscal Year 2022/23.

EXECUTIVE SUMMARY

This informational report provides an update on city-wide staffing as of October 17, 2022. There was a total of 5,004.84 Full-Time Equivalent (FTE) budgeted positions with 951.41 FTE positions vacant, resulting in a 19.00 percent vacancy rate. Significantly, 277.04 positions were added to the Position Control Report between May 2022 and October 2022, representing the largest increase in over 15 years.

This report analyzes the status of each full-time and permanent part-time vacancy by department **Attachment A** and a listing of positions that were frozen as of October 17, 2022, **Attachment B**. As of October 17, 2022, there were 144.20 frozen positions, which are unavailable to be filled. Removing the frozen positions reduces the vacancies to 807.21 FTE and the vacancy rate to 16.13 percent.

As of October 17, 2022, there were 951.41 FTE positions vacant citywide with 116.06 FTE encumbered as described below. Removing the encumbered positions reduces the vacancies to 835.35 FTE and the vacancy rate to 16.69 percent.

Removing both the encumbered and frozen positions reduce the vacancies to 691.15 and the vacancy rate to 13.81 percent.

The Department of Human Resources Management's (DHRM) recruitment priorities are coordinated with City departments and, on occasion, set by the City Administrator's Office. In

Finance and Management Committee
December 13, 2022

some instances, high-priority recruitments do not correlate to high-volume recruitments and may not reduce the overall vacancy rate.

BACKGROUND / LEGISLATIVE HISTORY

DHRM provides this semi-annual report to the Finance and Management Committee. This report examines full-time and permanent part-time vacancy data, as provided by departments, as of October 17, 2022. Additionally, this report analyzes several key organizational staffing elements, including recruitment process improvements, community recruitment efforts, unemployment rates, retention rates, and employee tenure.

ANALYSIS AND POLICY ALTERNATIVES

Vacancies

For the purposes of this report, vacancies are described as **non-encumbered** and **encumbered**. A non-encumbered position is available to be filled and not linked for any other purpose. An encumbered position is linked to other funding, such as overtime, temporary staffing, or acting assignments.

As of October 17, 2022, there were 951.41 FTE positions vacant citywide with 116.06 FTE encumbered as described above. Removing the encumbered positions reduces the vacancies to 835.35 FTE and the vacancy rate to 16.69 percent.

As of October 17, 2022, there were 144.20 frozen positions, which are also unavailable to be filled. In November 2021, the number of frozen positions was 149.80. Removing both the encumbered and frozen positions reduce the vacancies to 691.15 and a vacancy rate of 13.81 percent.

Budgeted Vacancy Rate for Fiscal Year 2022/23

The "budgetary vacancy factor," is distinct from the "vacancy rate." The "budgetary vacancy factor" is a negative percentage applied to all positions, which reduces the cost of each, to account for cost savings that are anticipated from vacant positions through the fiscal year. The "budgetary vacancy factor is fixed in the Adopted Budget and applied to the various departments. Historically, the budgeted vacancy factor has been 4.0% for most departments. In the 2022-23 Adopted Budget, however, the Citywide vacancy factor was set at 10.25% for most City Departments to account for the anticipated vacancies over the Fiscal Year.

Vacancy Rates of All City Departments

Table 1 below shows all vacant positions (encumbered and non-encumbered), which results in the current 19.00 percent vacancy rate. **Table 2** shows only non-encumbered positions, resulting in a 16.69 percent vacancy rate.

Table 1: Citywide Vacancy Summary			
Type	**All Positions**	**Vacant**	**% Vacant**
Total Sworn	1599.00	143.00	8.94%
Total Miscellaneous	3405.84	808.41	23.73%
Total	**5004.84**	**951.41**	**19.00%**

Table 2: Citywide Vacancy Summary (Non-Encumbered)			
Type	**All Positions**	**Vacant**	**% Vacant**
Total Sworn	1599.00	119.00	7.44%
Total Miscellaneous	3405.84	716.35	21.03%
Total	**5004.84**	**835.35**	**16.69%**

Table 3 shows the historical vacancy rates, for both all vacancies and non-encumbered vacancies since May 2012. Since 2013, the City has added an **average of 80.48 FTE every fiscal year**. For the **fiscal year 2022, 277.04 positions were added to the Position Control Report**. This large increase in budgeted positions has significantly impacted the current vacancy rate for all positions.

Table 3: Historical Vacancy Rates					
Report Date	# of budgeted positions	# non-encumbered vacancies	Non-encumbered % Vacant	All Vacancies	All Vacancies % Vacant
12/13/2022 Positions added:	5,004.84 +277.04	835.35	16.69%	951.41	19.00%
5/2/2022	4,727.80	736.14	15.57%	772.14	16.33%
11/2/2021 Positions added:	4,704.43 +118.42	566.05	12.03%	584.25	12.42%
5/4/2021	4,586.01	471.27	10.27%	542.92	11.83%
12/1/2020 Positions added:	4,589.43 +57.91	584.02	12.72%	686.52	14.96%
5/12/2020	4,531.52	496.16	10.95%	564.56	12.46%
11/12/2019 Positions added:	4,533.21 +78.04	535.73	11.82%	595.83	13.14%
5/14/2019	4,455.17	556.85	12.50%	645.66	14.49%
11/13/2018 Positions added:	4,447.67 +164.7	522.25	11.74%	742.37	16.69%
4/24/2018	4,282.97	419.50	9.79%	652.60	15.24%
11/14/2017 Positions added:	4,279.22 +92.38	406.70	9.50%	621.30	14.52%
10/24/2016 Positions added:	4,186.84 +35.06	377.07	9.00%	554.45	13.24%
10/5/2015 Positions added:	4,151.78 +214.52	432.72	10.42%	502.53	12.10%
9/22/2014 Positions added:	3,937.26 +123.87	341.01	8.66%	489.40	12.43%
5/20/2013 Positions added:	3,813.39 +16.86	295.88	7.75%	427.82	11.22%
5/14/2012	3,796.53	259.88	6.88%	366.40	9.65%

When departments submit vacancy information, standard descriptors are available from which to choose that identify the status of the vacancy. **Table 4** below is a summary of the vacancy status throughout all departments.

FTE	Vacancy Status
	**Table 4: Summary of Vacancy Status**
143.69	Dept. Interview Process (Eligible List Available)
25.00	Recruitment Open (Application intake)
171.21	Requisition Pending Approval
64.00	Eligible List Available
135.25	Recruitment Plan in Progress
47.00	Recruitment Closed (HRM screening apps/ HRM Assessment & Scoring)
116.06	Encumbered
87.20	Not Under Active Recruitment
20.00	On Hold (Job spec revisions)
9.00	On Hold (by Dept.)
39.00	Approved (pending HR assignment)
94.00	Pending Hire Approvals (Job offer extended)
951.41	**TOTAL**

Table 5 shows the total vacancy rate by department sorted from high to low percentage. As noted above, some vacancies are encumbered and may not translate into service delivery impacts.

Table 5 Vacancy Rates by Department			
City of Oakland Departments	**No. of Authorized positions (FTE)**	**No. of vacant positions (FTE)**	**Vacancy Rate**
Police Commission	26.00	17.00	65.38%
Violence Prevention	35.80	19.00	53.07%
DWES	20.00	10.00	50.00%
Race & Equity	5.00	2.00	40.00%
Transportation	409.15	131.50	32.14%
Human Services	246.11	75.46	30.66%
Economic & Workforce Dev	62.50	19.10	30.56%
Planning & Building	210.00	62.00	29.52%
Public Ethics Commission	7.00	2.00	28.57%
City Auditor	11.00	3.00	27.27%
Human Resources	58.00	15.00	25.86%
Housing & Community Dev	78.50	20.00	25.48%
City Administrator	69.10	16.60	24.02%
Fire	765.88	173.00	22.59%
Public Works	709.23	156.60	22.08%
Finance	162.80	33.00	20.27%
Information Technology	89.00	15.00	16.85%
Parks, Recreation & Youth Dev	232.24	32.25	13.89%
Animal Services	35.00	4.50	12.86%
City Attorney	85.00	9.00	10.59%
Library	266.61	27.40	10.28%
Mayor	12.00	1.00	8.33%
Police	1359.50	105.00	7.72%
City Clerk	17.50	1.00	5.71%
City Council	31.92	1.00	3.13%
Citywide Vacancy Rate	5,004.84	951.41	19.00%

Hiring Efforts

There were 430 full-time and permanent part-time hires during FY 2021-22, which is an 86% increase from FY 2020-21. Promoting existing City staff continues to be an organizational goal and 53.6% were filled with current City employees during the above timeframe. For comparison, in FY 2020-21, 58% of positions were filled with existing City staff. This means that over half of the City hires result in another vacancy. At the same time, during FY 2021-22, there was a 48% increase in separations of City employees (see **Figure B** below).

The Vacancy Rates of Regional Local Public Entities

Table 6 are surveys of regional comparator jurisdictions from May 2022 and December 2022. During that time, San Jose, Richmond, Berkeley, and Fremont experienced a similar vacancy rate increase to Oakland while Hayward, Concord, and Vallejo experienced a slight decrease in their vacancy rates. In terms of the percentage of vacancies, San Francisco and Richmond have a similar vacancy rate to Oakland.

	San Jose	SF	Berk	Concord	Hayward	Fremont	Richmond	Vallejo	Oakland
Table 6: Regional Vacancy Rates December 2022									
Overall Vacancy Rate	15.21%	18.32%	17.85%	11.63%	14.16%	12.56%	20.19%	26.75%	19.00%
Regional Rates May 2022									
Overall Vacancy Rate	13.20%	NA	16.21%	13.69%	14.80%	11.49%	16.15%	28.48%	16.33%

The Status Of Human Resources And Workforce Development Partnerships With Non-Profits To Recruit Oakland Residents For City Of Oakland Jobs

DHRM and the Economic and Workforce Development Department (EWDD) are working together to recruit and retain Oakland residents for City of Oakland jobs more effectively. The Workforce Development Division of EWDD has launched "Oakland Forward," a year-round youth and young adult employment program to increase employment and develop public service career pathways. While the program is not solely focused on City of Oakland jobs, this new, state-funded program will focus on the areas of public safety and climate resilience. Through the Oakland Forward program, Workforce Development staff are also working closely with the Department of Violence Prevention (DVP), Oakland Public Works (OPW), and the Oakland Police Department (OPD) to increase employment opportunities for young people ages 16-30. Funding support will go towards salary for 10 OPD cadets, a pilot training and employment program for OPW that supports new positions with their Safety and Training department, and an estimated 20 youth positions in DVP through their Career Exploration and Education programming. The success of these investments will support the expansion of these efforts to other City departments, including DHRM, in the upcoming year.

In addition to the above, Oakland Public Library (OPL) applies a Race and Equity lens when recruiting and hiring Temporary Part-Time Library Aides. This classification is the entry-level position for the library system and requires a High School Degree or equivalent. Temporary

Part-Time positions are not subject to the rigorous civil service hiring process, which enables greater flexibility in screening and placing applicants.

Library Aide recruitments are promoted online, at libraries in zip codes ranking high on equity indicators, and through social media networks. The screening process focuses on the following criteria:

- Cultural and Racial competency and diversity
- Bi-lingual language skills
- Recent OUSD graduates or other "youth intern" placements
- Reside in zip codes in Oakland scoring high on Equity Index
- Demonstrated community service, volunteerism, identification, or experience with disadvantaged or marginalized populations (foster youth, LGBTQ, formerly incarcerated, etc.)

These efforts create a pipeline of talent that reflect the Oakland community and the patrons served by OPL. Once hired into the Temporary Part-Time classification, these employees are eligible to apply for permanent city positions through "restricted" recruitments, which prioritizes current City employees. Over time, permanent positions are filled with individuals who have deep community ties, who racially and culturally reflect Oakland's diverse population, and who serve library patrons with a passion born from their knowledge and experience.

The Analysis Of The City Workforce And Recruitment Conditions

1. **DHRM Staffing Update**: In recent months, Human Resources hired two Human Resources Managers in Recruitment and Classification, which is a new organizational structure for the department. Although the department was successful in hiring two managers, Human Resources is not immune to the impacts of the difficult job market. There are currently fifteen (15) vacancies in the Recruitment Unit: Eleven (11) existing positions and four additional funded positions, including both recruitment supervisors (two), a Senior HR Analyst, and a HR Analyst since July 2022. It is anticipated these vacancies will be filled by March 2023, depending on the recruitment pool. The vacancies in the Human Resource Technician and Analyst classifications have a direct impact on the number of recruitments being conducted citywide.

2. **Strategies for Filling Positions:** With the hiring of the two new Human Resources Managers, a continuous improvement process has begun. DHRM and the City Administrator's Office are conducting stakeholder meetings with each department, which are expected to conclude in December 2022. These meetings are providing department heads, and their staff involved in hiring, the opportunity to provide input and insights into challenges and delays. Several process changes have been implemented, including:

   - Implementing a completely **revamped job announcement** that highlights the City of Oakland brand, the benefits of working for the City of Oakland, and reasons why candidates would be attracted to a particular position.
   - **Launching integrated testing software**, eliminating data entry, and reducing the number of administrative steps in scheduling, scoring, and analyzing Civil Service multiple-choice exams.
   - **Revising the Pre-Recruitment Checklist** to prompt departments with equity considerations in planning the hiring process.

- **Reducing and eliminating some redundant approvals** to speed up the review process for requisitions.
- **Expanding the use of video interviews** with the eventual use of one-way interview technology. This has preset questions that a candidate can answer at their convenience. It is also a more consistent interview process across the board to ensure equitable hiring practices.
- Clarifying requirements when using the same eligible list for additional vacancies on the same team to **avoid redundant interviews or duplicate requisition forms.**
- Implementation of **new project management software** to improve recruitment and classification analytics and metrics, which will include time-to-hire data.
- Multiple day training of DHRM and Department "Single Point of Contact" (SPOC) staff to improve recruitment coordination and processes.
- New Job Analysis training is planned for early 2023, which will improve examination efficiencies and reliability.

Further, DHRM is preparing to launch a request for proposal for software that enables interviews and other exam processes to be conducted online. The software will provide more flexibility in the process for both applicants and assessors, which DHRM anticipates will reduce no-show rates for applicants and address the challenges the City faces in finding qualified assessors in a timely fashion. Finally, DHRM and the City Administrator's office are planning to launch a comprehensive process mapping and LEAN-style process improvement initiative in 2023.

Ultimately, the goal is to improve hiring metrics (i.e., bench-marking), retain current talent, leverage available technology, including automating the employee performance management process, and advance the City of Oakland brand as an employer of choice.

3. **National and Regional Market Conditions**: According to the latest Bureau of Labor Statistics report, the nation's unemployment rate is 3.7% as of October 2022 and the Oakland-Hayward- Fremont regional unemployment rate is 3.2% as of August 2022. The California unemployment rate is 4% as of October 2022 according to the California Employment Development Department. While these rates have increased over the past year, the competitive labor market is a significant factor when recruiting qualified and diverse candidates. According to a recently published report from the Mission Square Research Institute, "State and Local Workforce 2022," from December 2021 – May 2022, state and local government job opening rates have remained at the highest level in over 20 years. Quit rates spiked to recent historic highs starting in mid-2021, and continuing through early 2022, while other separations (including retirements) reached a 20-year high in the summer of 2020, at almost twice the typical rate (see ***Attachment C***).

4. **Reduced Number of Applicants:** The trend of decreased applicants for public-sector positions locally, regionally and nationally has continued. In Oakland, DHRM received 17% fewer applications from Calendar Year (CY) 2020 to CY 2021. However, projections for CY 2022 applications appear to be on pace to return to pre-pandemic levels. It is also anticipated to increase as the economy and technology sector slow. The impacts of fewer applicants include:

- Extended job announcement periods
- Delayed testing
- Eligible lists with fewer candidates than the number of vacancies
- Recruitment announcements extended or posted continuously to allow for more applicants
- Newly created eligible lists exhausted before all vacancies can be filled

Overall, recruitments for certain classifications need to occur more frequently. **Table 7** shows the number of applicants received by regional county governments. This is further supported by the attached report "Top 10 Public Sector HR Trends for 2022" published by NEOGOV **Attachment D,** which states that "the number of applications per job has dropped 21% between 2015 and 2021."

Table 7: Regional Number of Applicants					
	2017	**2018**	**2019**	**2020**	**2021**
County of Alameda	21,709	25,579	22,502	15,132	10,800
County of Contra Costa			33,048	32,769	33,260
County of Santa Clara		112,923	101,232	97,000	86,164
County of San Mateo	17,025	19,538	18,117	13,510	13,198
City of Oakland	15,206	14,904	13,984	11,441	9,481
County of Napa	7,911	6,396	6,493	4,382	5,488

5. **Non-responsive Candidates:** In addition to an overall reduced number of applicants, there is a notable increase in candidates not responding to examination invitations, not attending scheduled examinations, not responding to requests for hiring interviews, or not attending interviews after confirming availability. This issue exacerbates the ability to produce robust eligible lists and fill vacancies.

6. **Difficult to Fill Classifications**: Some classifications remain difficult to fill despite combined efforts between Human Resources and the hiring department(s). Examples of these classifications and the number of current vacancies include Accountant III (8), Assistant Engineer II (17), Civil Engineer (9), Police Officer/Trainee, and Specialty Combination (Building) Inspector (12). Human Resources continues to coordinate with departments to increase the number of applicants for these important positions. DHRM and the departments are exploring new recruitment approaches that shorten the hiring timeline and reduce any unnecessary barriers to employment.

   On a positive note, as of November 28, 2022, 699 of 726 sworn positions are filled and 66 of 76 Police Communications Dispatchers are filled.

7. **Additional Recruitment Support:** The City's recruitment consultant, CPS HR Consulting (CPS), a self-supporting public agency, has been instrumental in assisting departments with both recruitment and classification projects. Since the beginning of FY 20/21, CPS has assisted with recruitments for approximately 52 classifications, which is over 100 recruitments because of the requirement to conduct internal, external, and, on occasion, bilingual recruitments. They are currently assigned several exams including

Tree Worker, Carpenter, Senior Hearing Officer, Crime Analyst, Real Estate Agent Supervising, and various other recruitments.

8. **Recruitment & Selection Process Overview:** There are many steps involved in hiring new employees. Many are required by Civil Service Rules, labor agreements, federal guidelines, and position/budget controls. DHRM continues to carefully analyze this process to seek improvements. In 2018, an evaluation process resulted in a reduction from 52 steps to 32 steps

   Below is a summary of the steps that Human Resources Management conducts for full recruitment:

   - Review of Job Specification
   - Personnel Requisition
   - Pre-Recruitment Checklist: Job Analysis
   - Exam Plan Meeting & Exam Development
   - Job Posting (Application Filing Period)
   - Review Application for Minimum Qualifications
   - Supplemental Questionnaire (SQ) Review or Exam
   - Competitive Examination
   - Preference Points
   - Eligible List Established
   - Notification to Candidates of Exam Results
   - Referrals & Departmental Interviews Initiated

9. DHRM continues to carefully analyze this process to seek improvements.
   The Great Resignation: In 2021, a record number of American workers (47 million) quit their jobs, according to data from the U.S. Bureau of Labor Statistics. Historically high levels of voluntary turnover have continued into 2022, with 4.5 million people leaving their job in the month of March alone. ***Attachment E***, "Retaining My Generation," is a comprehensive assessment of the state of public sector recruitment and retention.

   The article states, "Staff retention is a critical factor in the success of federal agencies and their ability to serve the public. Given the record-high attrition rates affecting the national labor force, now is an especially important time for leaders in the executive branch and Congress to consider how federal agencies can better retain high-quality staff to ensure uninterrupted mission delivery and avoid the high costs of hiring, onboarding and training new employees." This statement also applies to the City of Oakland. Retention of current employees is critical to organizational success.
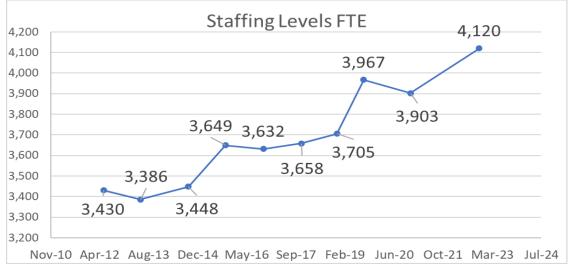
WORKFORCE ANALYSIS

1. **Oakland Staffing Levels:** In tracking full-time employees over time, the City of Oakland staffing as of November 2, 2022, was 4,120. This is represented in both **Table 8** and in **Figure A** below. This also represents the historic high of staffing levels in the last 10 years.

Table 8: FTE Staffing Levels

Date	Staffing Levels FTE
11/2/2022	4,120
12/1/2020	3,903
8/12/2019	3,967
11/13/2018	3,705
11/14/2017	3,658
10/24/2016	3,632
10/5/2015	3,649
9/22/2014	3,448
5/20/2013	3,386
5/14/2012	3,430

Figure A: FTE Staffing Levels

2. **Separations and Hires**: To reduce the overall vacancy rate, city hiring needs to outpace separations. As demonstrated in **Figure B** below, over the last four years, the number of separations has closely tracked the number of hires. It is expected the number of separations will decrease as the economy slows down and the number of eligible retirees decreases.
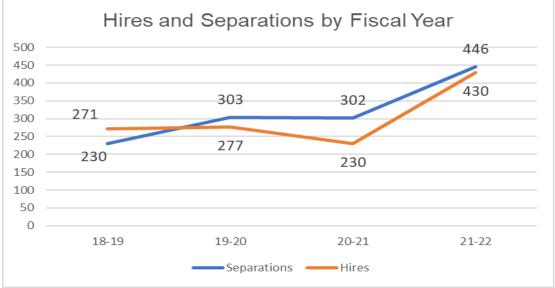
Figure B: Hires and Separations by Fiscal Year

Figure B: Hires and Separations by Fiscal Year

Table 9 shows the reasons for the separation of full-time City employees since the Fiscal Year 2013-14.

Table 9: Reasons for Separations			
FY	Resign	Retire	Other	Total
21-22	242	135	69	446
20-21	140	123	39	302
19-20	146	96	61	303
18-19	111	78	41	230
17-18	117	110	34	261
16-17	106	131	39	276
15-16	98	113	36	247
14-15	80	108	43	231
13-14	73	100	33	206

3. **Tenure of Separations**: According to the Bureau of Labor Statistics, the national rate of tenure with a public-sector employer is 6.5 years (the private sector is 3.7 years), which includes all separations. Over the last nine years, all separated full-time City of Oakland employees averages 12.84 years of service, far surpassing the national average. This is detailed in **Figure C** below.
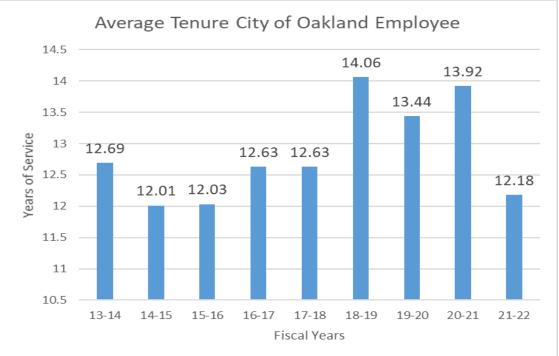
Figure C: Separations and Hires by Fiscal Year

4. **Separations by Department**: While the tenure of separating employees is above the national average, rates of separation vary by department. **Table 10** shows the number of separations, including retirements and resignations in six of the largest city departments. Of note, Oakland Police Department experienced 86 resignations in FY 2021-22 and 66 in FY 2020-21.

Table 10: Largest Department Separations, Retirements, and Resignations				
Department	**Total Department FTE FY 21-22**	**FY 21-22**		
		Total Separations	**Retirements**	**Resignations**
Police	1269.5	138 (10.9%)	34 (2.7%)	86 (6.8%)
Public Works	690.23	55 (8%)	25 (3.6%)	18 (2.6%)
Fire	696.08	41 (5.9%)	20 (2.9%)	19 (2.8%)
Transportation	382.15	31 (8.1%)	12 (3.1%)	10 (2.6%)
Library	265.11	32 (12%)	9 (3.4%)	23 (8.7%)
Human Services	234.67	27 (11.5%)	8 (3.4%)	18 (7.7%)
Planning & Building	201.5	12 (5.9%)	4 (2%)	8 (4%)

City-Wide Priorities

1. Holistic community safety
   This reports details hiring and staffing data for departments responsible for community safety.

2. Housing, economic, and cultural security
   This report details hiring and staffing data for departments responsible for housing, economic and cultural security.

3. Vibrant, sustainable infrastructure
   This report details hiring and staffing data for departments responsible for a vibrant, sustainable infrastructure.

4. Responsive, trustworthy government
   This report offers the latest data and efforts by the City of Oakland related to staffing, services and recruitment efforts and processes.

FISCAL IMPACT

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

PUBLIC OUTREACH / INTEREST

No outreach was deemed necessary for the proposed policy action beyond the standard City Council agenda noticing procedures, because the report presents the City's internal staffing and hiring efforts. Community programs that promote local job opportunities were considered indirectly through the Economic and Workforce Development Department's efforts to coordinate with those programs.

COORDINATION
This report was developed in coordination with all departments to obtain the status of all organizational vacancies. There was additional coordination with the departments of Finance and Economic Workforce Development in relation to staffing data, budgeted vacancy factor, and community job placement programs. Further, the report was reviewed by the Budget Bureau.

SUSTAINABLE OPPORTUNITIES

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

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

Race & Equity:
As described in early reports, the public sector is struggling to fill positions at the national, state, and local levels. The City of Oakland faces similar struggles coupled with a time-intensive merit-based process. In some areas of Oakland, the unemployment rate is triple that of the regional rate. HRM understands the need to fill positions with highly-qualified candidates but also carefully analyzes who is filling those positions.

The HRM Equity Change Team, in collaboration with the recruitment division, has developed Equity Goals to achieve more equitable outcomes for employees and make the City of Oakland an Employer of Choice. To date, the HRM Team has incorporated the Racial Equity in Recruitment and Selection Toolkit into recruitment efforts; race and equity performance standards into the Performance Management system; race and equity programs into the New Employee Orientation and Supervisory Academy; and mandatory participation in the Race and Equity Academy for all HRM staff.

The goals and desired outcomes of the HRM Equity Team include:
- Reducing and removing barriers to achieve more equitable results in the entire recruitment process, including updating job qualifications that are not necessary for a person to do the job on day one.
- Partnering with departments to prioritize recruitments for positions that provide critical services BIPOC Oakland communities.
- Eliminating disparities related to racial/ethnic identity, gender identity and expression, disabilities, and additional intersecting communities in hiring, promotion, retention, and development through the use of the Racial Equity in Recruitment and Selection Toolkit.
- Engaging in purposeful community outreach by partnering with City departments and community organizations to expand awareness of the City of Oakland job opportunities.

The work plan for the HRM Equity Team for 2023 includes:
- Developing a **Racial Equity Action Plan** to assess, update and implement policies and systems through a racial equity lens to adjust to the evolving and changing workplace.
- Creating a Digital Engagement Plan to increase exposure and interest in City of Oakland jobs throughout the Oakland community.
- Updating the Performance Appraisal process to include standards for racial equity competency at the staff and management levels.
- Developing an **Inclusive Engagement in Recruitment Guide** for departments to use as a tool during recruitments.
- **Identifying racial disparities in employee outcomes** impacted by HR processes to better understand how to remove barriers and establish successful career pathways for all employees throughout their employee life cycle with the City of Oakland.
- Requiring **Hiring Bias Reduction training** for all staff involved in the recruitment and selection of city employees.
- Creating a **career development series** of trainings to better attract and retain talent, which will include training on the City of Oakland job application process.
- Building a network of community, workforce development, and human resources partners to increase access and visibility to City of Oakland jobs. Outcomes will be measured by examining the application, candidate, and interview pools to determine impacts on people of color.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Receive A Semi-Annual Informational Report On City-Wide Staffing From The City Administrator Regarding (1) The Vacancy Rates Of All City Departments Through October 17, 2022, (2) The Vacancy Rates of Regional Local Public Entities, (3) The Status Of Human Resources And Workforce Development Partnerships With Non-Profits To Recruit Oakland Residents For City Of Oakland Jobs, (4) The Analysis Of The City Workforce And Recruitment Conditions, And (5) The Budgeted Vacancy Rate For The Fiscal Year 2022/23.

For questions regarding this report, please contact IAN APPLEYARD, HUMAN RESOURCES DIRECTOR, at (510) 238-6450.

Respectfully submitted,

IAN APPLEYARD
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Attachments (5)
      A: Citywide Vacancies by Department
      B: Frozen Vacancies by Department
      C: Mission Square Research
      D: NEOGOV 10 Trends 2022
      E: "Retaining My Generation"