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2015 APR 26 AM 12:46

AGENDA REPORT

TO: John A. Flores
INTERIM CITY ADMINISTRATOR

FROM: Anil Comelo

SUBJECT: City Employee Demographic Data

DATE: March 26, 2015

City Administrator
Approval

A

Date

4/14/15

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

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**

OUTCOME

This staff report is to provide information to the City Council on the demographics of the City of Oakland (the City) staff.

EXECUTIVE SUMMARY

The data analysis shows, the City's workforce is generally very diverse and representative of the City's population. This is true even at the highest levels of the organization, where the City's leadership team, which includes the Department Heads and other senior staff, is 69 percent female, is ethnically diverse, and is mostly (nearly 70 percent) living in Oakland. The data also shows that 5.84 percent of the City's workforce is eligible to retire when the historical average tenure and age at retirement is considered. At 33 percent, Oakland also had a relatively high percentage of its employees living within the city.

The analysis also shows that the City does not appear to have a systemic barrier to employment of minorities or women. The data in this regard suggests minorities and women are well represented throughout the organization. However, there is a substantial discrepancy in the workforce participation rates of Latinos relative to the market, which may require further examination.

Item: _____
Finance & Management Committee
April 28, 2015

BACKGROUND/LEGISLATIVE HISTORY

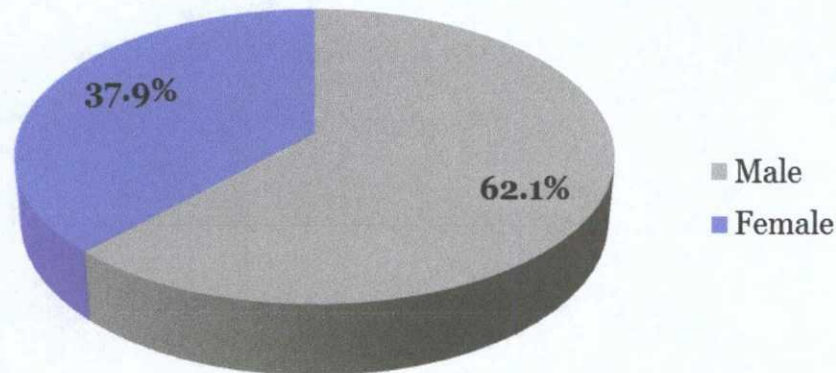
At the direction of the City Council, Human Resources Management (HRM) staff prepared the following informational report to provide demographic data on race/ethnicity, gender, residency, and eligibility for retirement of City of Oakland employee. This study is divided into two parts. The first part includes data for all 3,271 regular full-time and permanent part-time employees, and a second part that includes data for the City's 1,482 temporary part-time employees. The analysis and graphs on the following pages are for full-time and permanent part-time employees unless specifically identified as those containing data for temporary part-time employees. Data for this study was extracted as of December 31, 2014.

ANALYSIS

In the course of researching for this report, HRM staff was unable to obtain credible labor participation data for Oakland residents. Therefore, in several comparison charts below, data for labor participation rates for Alameda County or general residential population percentages for the City of Oakland was used for comparison purposes. While this methodology is helpful, it does not provide an accurate comparative picture. This is because the demographics for Alameda County are quite different from Oakland which has a much larger minority population. Similarly, using the general population data for Oakland is problematic since labor participation rates for minorities are usually lower than their percentages in the population.

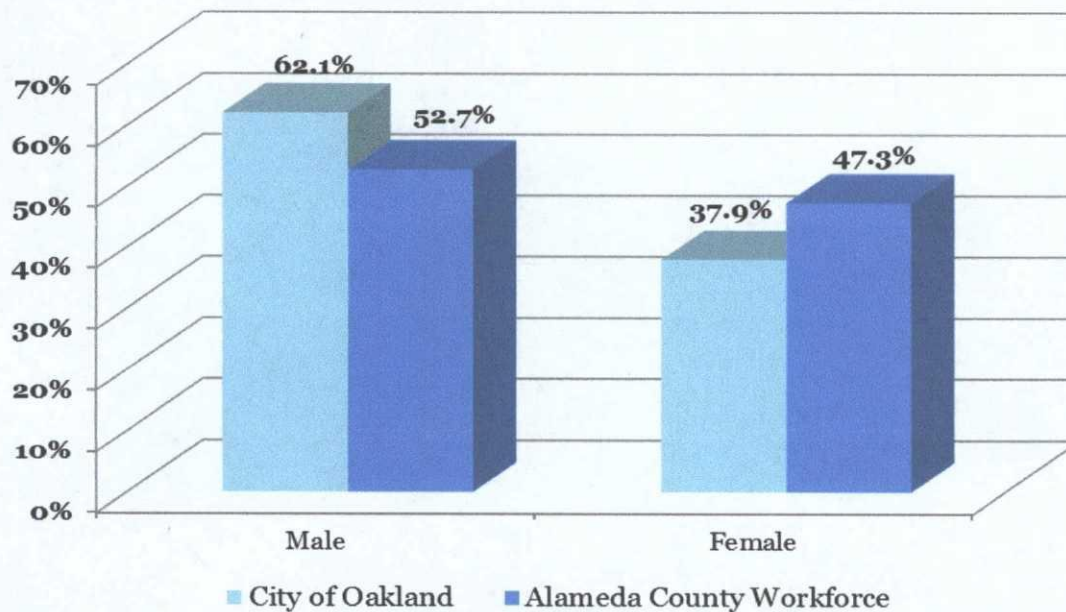
The following key data points provide a broad overview of the City's current workforce.

Chart 1: Gender Distribution of City of Oakland Employees



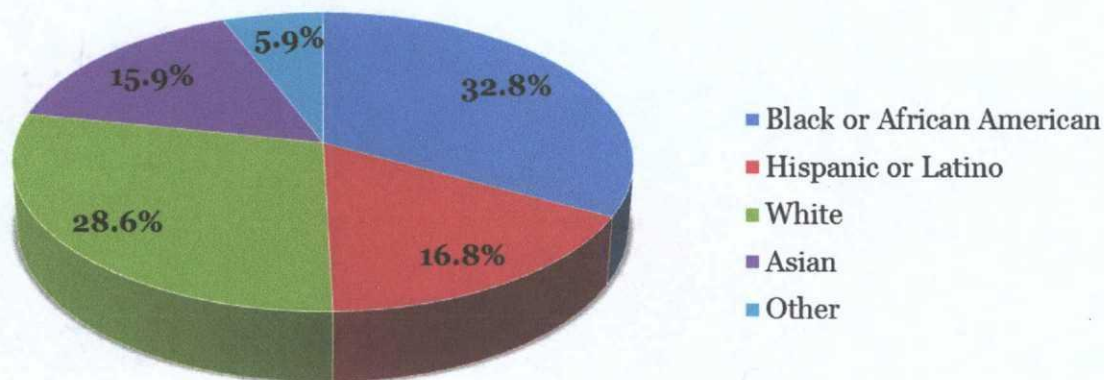
As Chart 1 shows, 2,030 or 62.1 percent of City employees are male and 1,241 or 37.9 percent are female.

Chart 2: Gender Comparison with Labor Market in Alameda County



In Alameda County, women constitute 47.3 percent of the labor market. When compared with the workforce data for Alameda County¹, the percentage of females in the City's workforce is about 10 percent lower. This is likely because the City's three largest departments, Police, Fire and Public Works have jobs that are dominated by males.

Chart 3: Race and Ethnicity Distribution of City of Oakland Employees

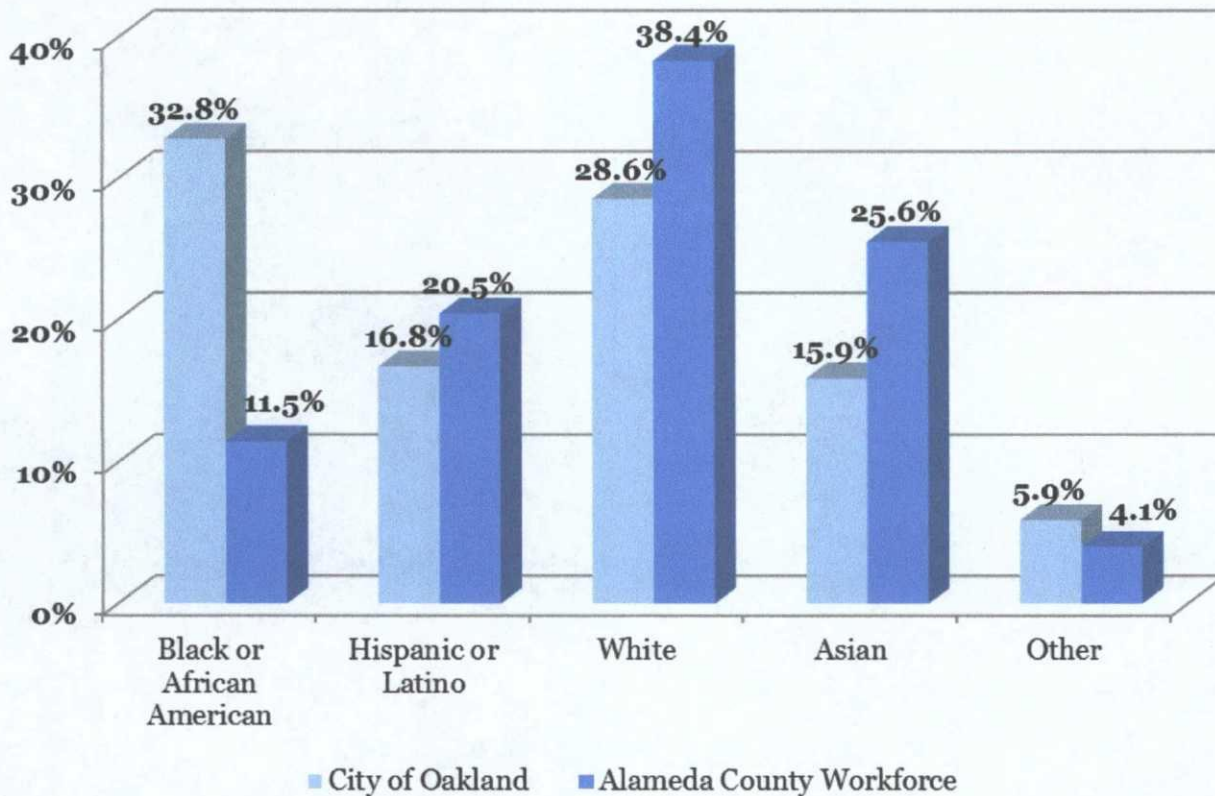


Race/ethnicity data for City of Oakland employees reflects how the employee identifies her/himself as one of the following categories: Asian, American Indian/Alaska Native, Black/African American, Hispanic/Latino, Native Hawaiian/Pacific Islander, White, or Other. Based on payroll data as of December 31, 2014, the majority of City employees are African

¹ Source: 2013 American Community Survey (US Census) www.factfinder.census.gov

American at 32.8 percent; followed by Whites at 28.6 percent; Latinos are at 16.8 percent, Asians at 15.9 percent, and the group “Other” who include Native Americans, Pacific Islanders, and those who declined to state represent 5.9 percent of the City’s permanent workers.

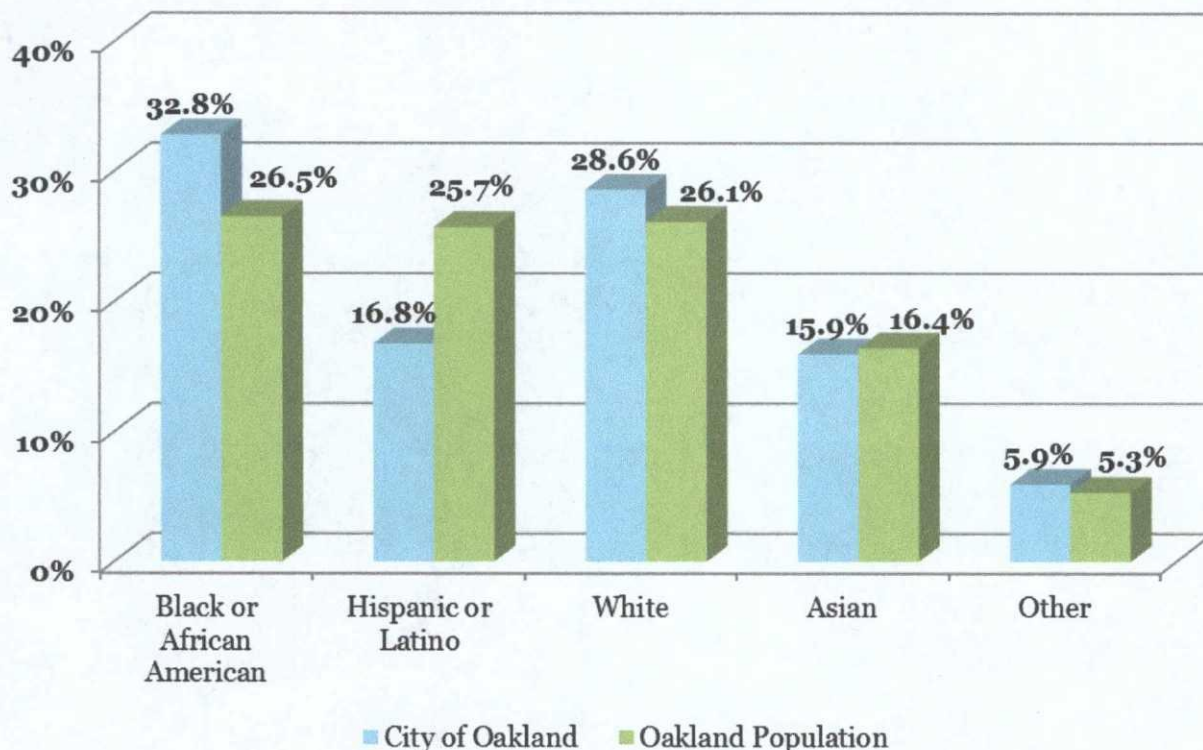
Chart 4: Ethnic Groups - City of Oakland Employees/Workforce As Compared to Alameda County Workforce



The above chart compares the City’s workforce with that of the general workforce in Alameda County². Significant differences are evident when comparing workers in Alameda County of African American descent (11.5 percent of the county’s overall workforce), with that of the City’s African-American workforce (32.8 percent of the City’s overall workforce). This variance is a statistical difference of 21.30 percent. The only other demographic category where the City’s workforce outnumbered that of the general workforce in Alameda County is in the “Other” category. City employees in the Latino, White, and Asian categories are underrepresented relative to the general workforce in Alameda County.

² State of California Employment Development Department | Labor Force and Occupation Data by Race, Ethnicity, and Sex | <http://www.labormarketinfo.edd.ca.gov/geography/demoaa.html>

Chart 5: Ethnic Groups - City of Oakland Employees/Workforce As Compared to Oakland Residents



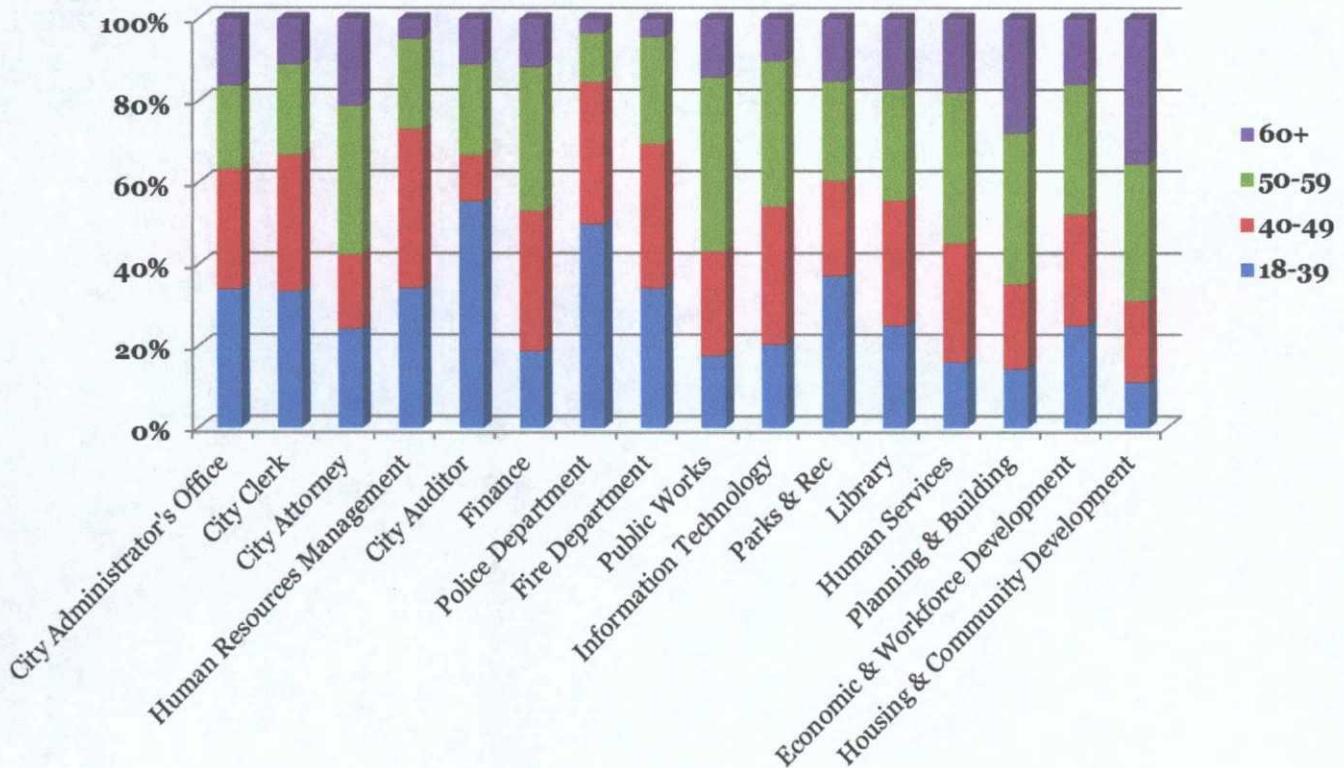
The above chart compares the City’s workforce with data of the general residential population¹ as credible labor participation data for Oakland was not readily available. The largest segment of Oakland’s residential population is African-American at 26.5 percent, while 32.8 percent of the City’s workforce is African-American. The City’s African-American workforce is thus 6.3 percent greater than their representation in the general Oakland residential population. In contrast, the data suggests a clear under-representation of Hispanic or Latino employees in the City’s workforce in relation to the city’s Hispanic or Latino population (16.8 percent vs. 25.4 percent). According to the U.S. Department of Labor’s April 2012 study³, “Latinos are more likely than either Whites or African Americans to be employed in the private sector, with more than eight in 10 employed Latinos working in the private sector, not including the unincorporated self-employed. Conversely, Latinos are less likely to work for government than are either Whites or African Americans.”

The two remaining ethnic groups in the study reflect general parity between the City’s workforce and its population. White residents constitute 25.9 percent of the city’s population and 28.6

³ “The Latino Labor Force at a glance” April 2012, US Department of Labor

percent of the City's workforce. Asians are 16.7 percent of Oakland's residents and make up 15.9 percent of the City's workforce.

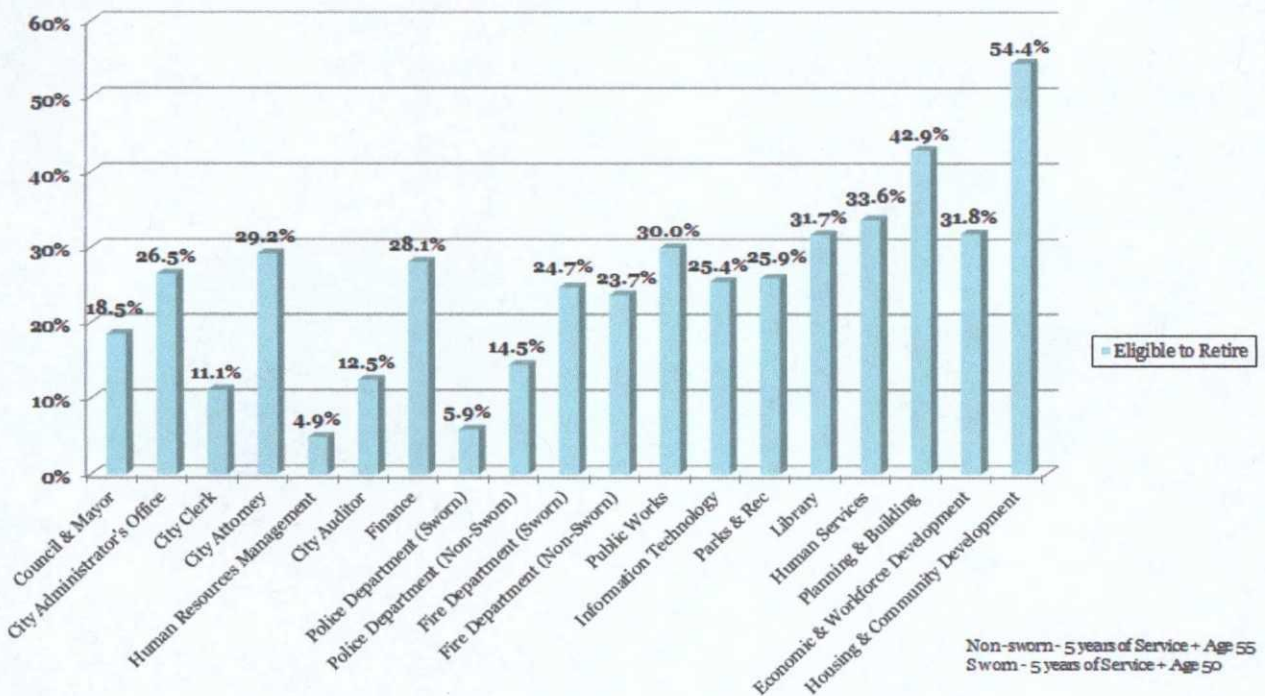
Chart 6: Age Distribution of City of Oakland Employees



Age distribution of City employees is divided into four categories as shown in Chart 6 above. The data shows that 32.7 percent of the City's workforce is under 40. Some 30.8 percent are between the ages of 40 and 49; 26.3 percent are between the ages of 50 and 60, and 10.2 percent is over 60 years of age. This means that about 36.5 percent of the City's permanent, full-time workforce is over 50 years of age. In contrast, Alameda County's labor participation rate for individuals over 50 is 30.5 percent. Hence, the City's workforce is older than the general workforce in Alameda County. This is a notable finding since sworn employees comprise a large segment (34 percent) of the City's workforce, and the average retirement age for sworn police and sworn fire employees are 47 and 55 years of age respectively.

The following two charts (Charts 7 & 8) provide additional information on the percentage of City employees that are eligible to retire by department.

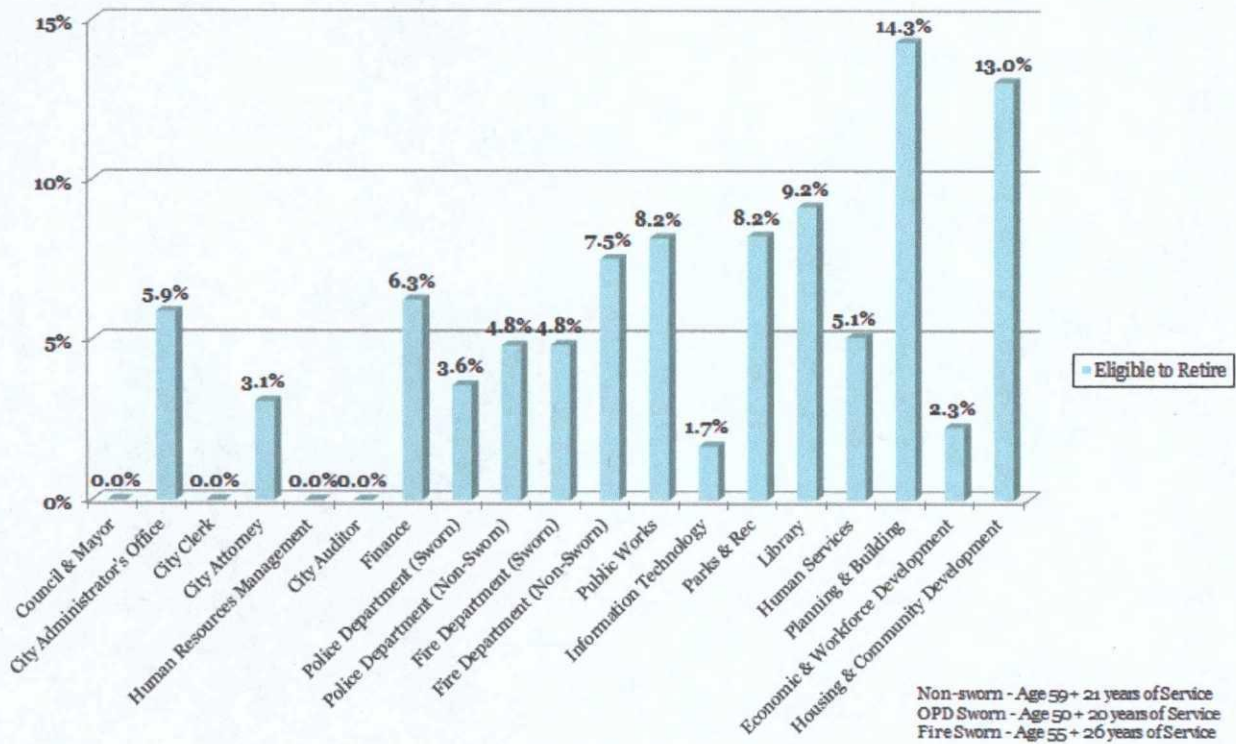
Chart 7: City Employees Eligible to Retire (Based upon minimum retirement eligibility)



Based on the minimum retirement criteria at the City of Oakland (i.e. 50 years of age + 5 years of service for sworn employees, and 55 years of age + 5 years of service for non-sworn employees), the following are some important observations:

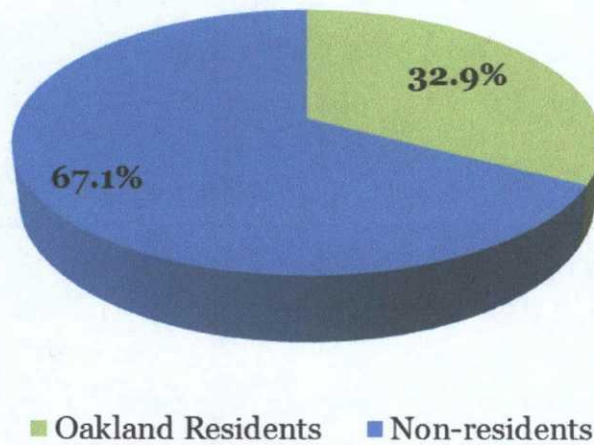
- **22.40 percent** of all City employees became retirement-eligible as of January 1, 2015. However, when the historical average tenure and age at retirement is considered, only **5.84 percent** of City employees are eligible to retire.
- An alarmingly high percentage of employees are eligible to retire in two Departments: Housing & Community Development with **54.35 percent** and Planning & Building with **42.86 percent** of employees qualified to retire.
- Many other departments have significant percentages of their employees eligible for retirement including Human Services (33.64 percent), Economic and Workforce Development (31.82 percent), Library (31.69 percent), Public Works (29.97 percent), and the City Attorney's Office (29.23 percent).
- In contrast, only **5.87 percent** of sworn employees in the Police Department are eligible to retire. This is most likely because the department hired a large number of police officers in recent years (216 since September 2012).

Chart 8: City Employees Eligible to Retire (Based upon historical retirement data)



As stated earlier, if one measures the potential population of retirement-eligible employees based on historical retirement age and tenure of City employees for the past 10 years, the percentage of employees eligible to retire falls to **5.84 percent**. This sizable drop may be attributed to the actual average tenure of City employees at retirement rather than the five years used in the first calculation. For example, the average tenure at retirement for a non-sworn employee is 21 years; the average tenure at retirement for a firefighter is 26 years; and the average tenure at retirement of a police officer is 20 years.

Chart 9: City of Oakland Employees Residency



Overall, 32.9 percent of the City's workforce lives in Oakland. This figure suggests Oakland is within the range of experience of nearby cities according to an informal survey of local municipalities. Below is data showing the percentage of employees who reside in the cities where they work.

	Percent of employees who live within the city
City of Emeryville	2 percent
City of Hayward	18 percent
City of Walnut Creek	21 percent
City of Pleasanton	23 percent
City of San Rafael	26 percent
City of Richmond	27 percent
City of Oakland	33 percent
City of San Jose	52 percent

Individuals make their long-term residence decision 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 options within the city. These factors may explain the relatively high percentage of employees who call Oakland home.

While nearly 33 percent of City employees live in Oakland, 26 percent of the City's workforce lives elsewhere in Alameda County, with another 21 percent living in Contra Costa County. Employees who lived outside of Oakland are distributed widely. The most popular non-Oakland cities of residence are: San Leandro with 162 employees or 5.08 percent of the workforce, Alameda with 124 employees (3.88 percent), Hayward with 121 employees (3.79 percent), Castro Valley with 96 employees (3.01 percent), and Antioch with 69 employees (2.16 percent).

Chart 10: City of Oakland Leadership Team Race/Ethnicity

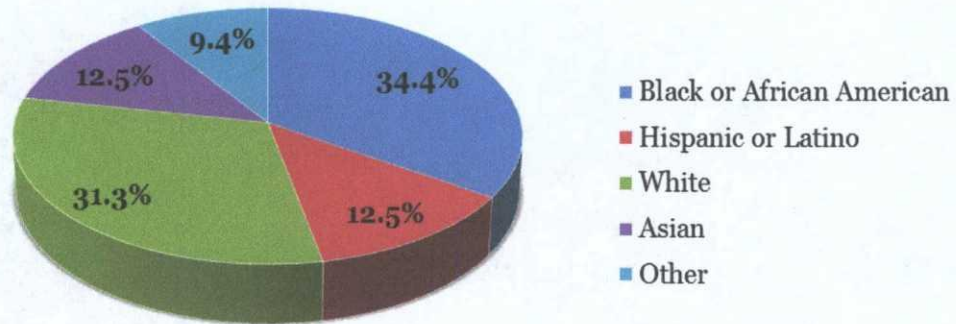


Chart 11: City of Oakland Leadership Team Residency

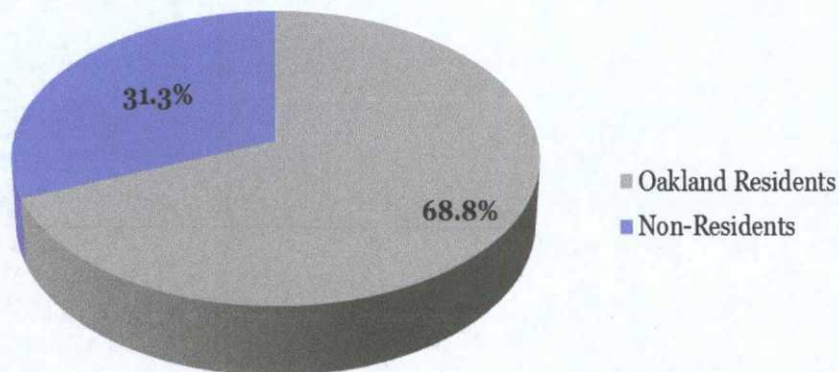
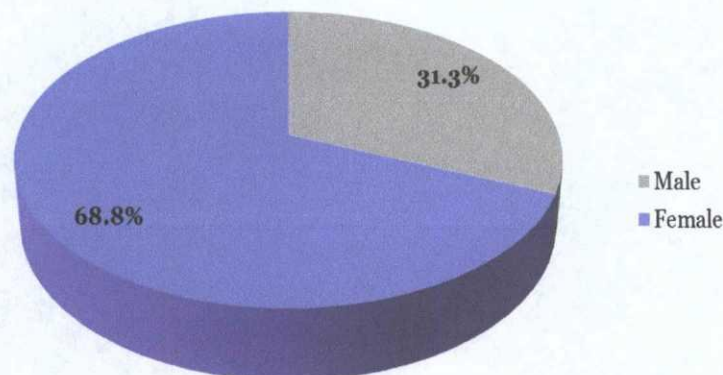
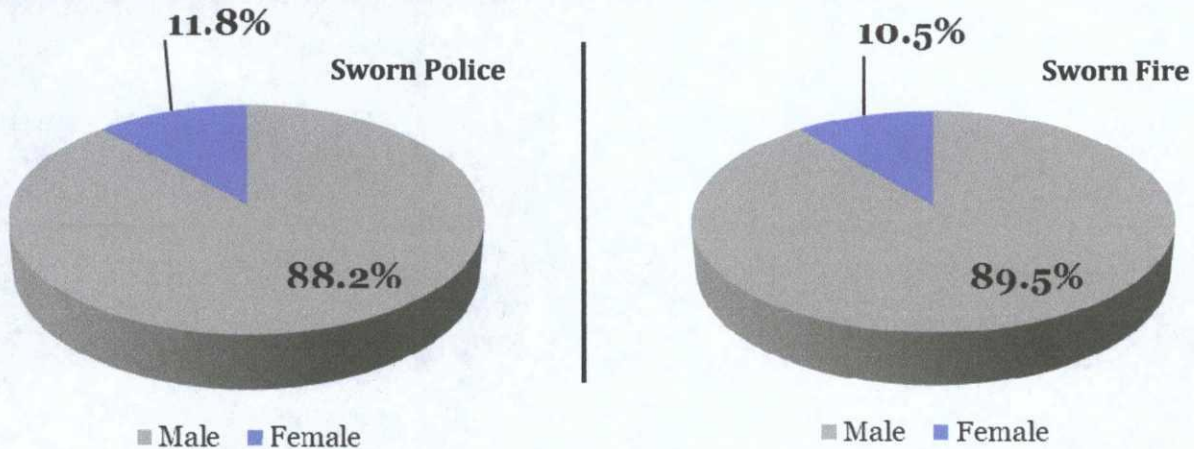


Chart 12: City of Oakland Leadership Team Gender



Of the City's top 32 managers, nearly 70 percent currently reside within the city. The City's senior staff, which includes the executive team of Department Heads is very diverse. Over 34.4 percent of the City's executive team is African-American, 31.3 percent is White, Latinos and Asians are at 12.5 percent each, with 9.4 percent falling under the "Other" category.

Chart 13: City of Oakland Sworn Employees Gender



In Alameda County, women constitute 47.3 percent of the labor market. In contrast, the percentage of females in the ranks of Sworn Police and Sworn Fire, at 11.8 percent and 10.5 percent, is significantly lower and is generally consistent with the composition of the industry.

Chart 14: City of Oakland Sworn Employees Race/Ethnicity

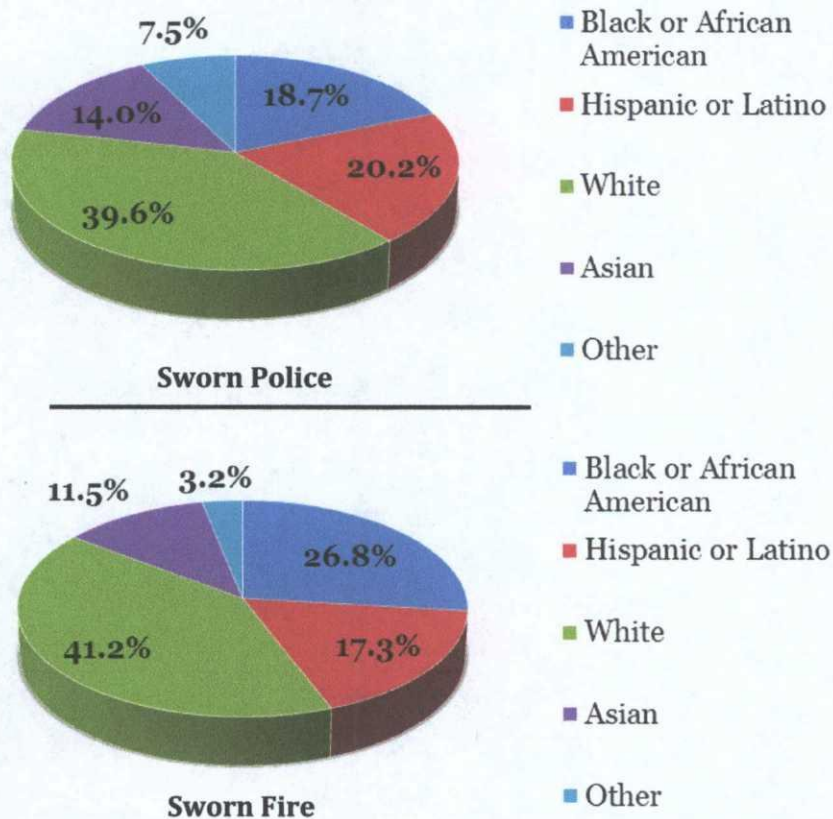
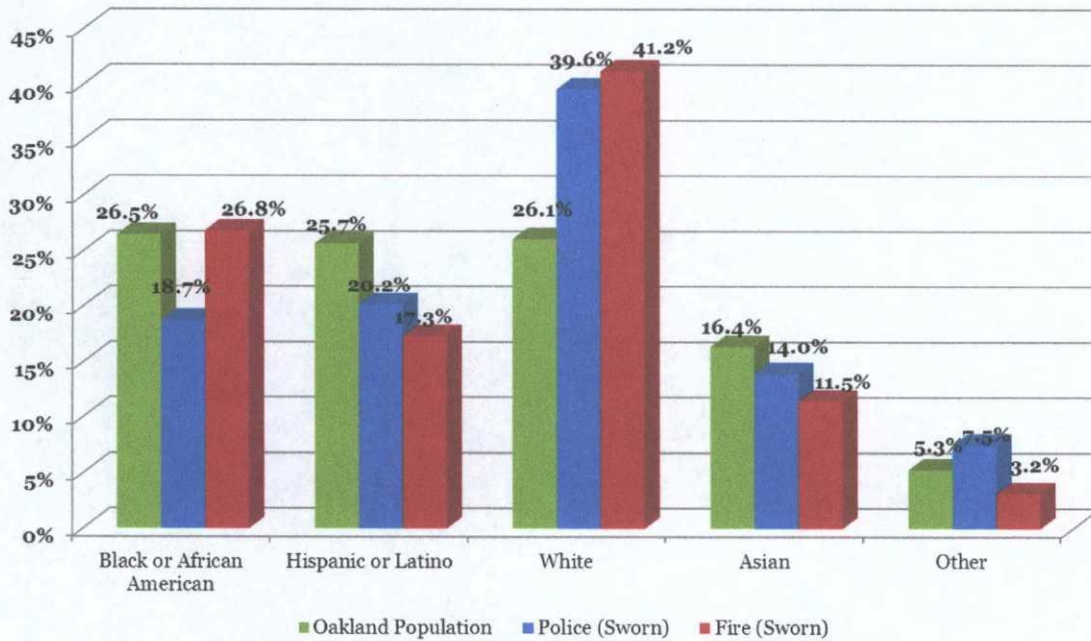


Chart 15: Ethnic Groups - City of Oakland Sworn Employees As Compared to Oakland Residents

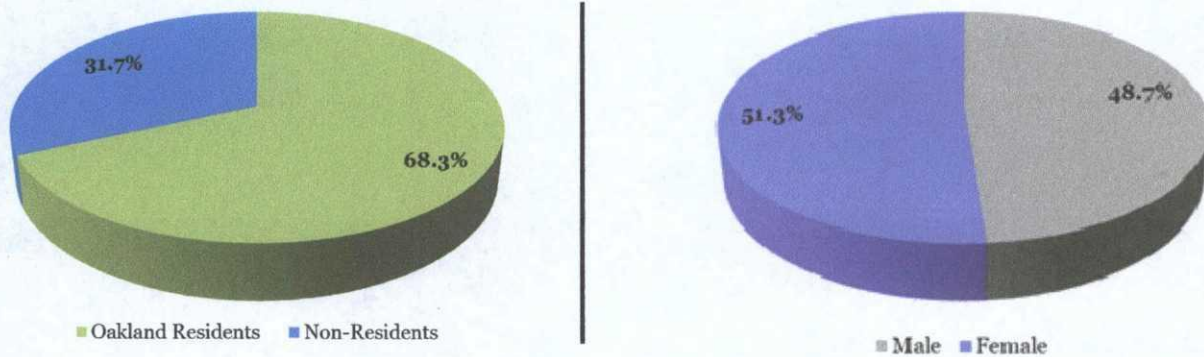


Charts 14 and 15 provide data on the City’s composition of the Sworn Police and Sworn Fire personnel. Chart 15 above compares the City’s Sworn Police and Sworn Fire data with that of the general residential population¹ in Oakland.

The largest segment of Oakland’s residential population is African-American at 26.5 percent. While African-Americans comprise 26.8 percent of the Sworn Fire personnel, African-Americans comprise only 18.7 percent of the Sworn Police force. Thus, the Sworn African-American Police staff is 7.8 percent less, and the Sworn African-American Fire staff is 0.3 percent more than the 26.5 percent in the general Oakland residential population. In contrast, Whites constitute 39.6 percent of Sworn Police and 41.2 percent of Sworn Fire personnel, compared to the 26.1 percent in the general population. As with the citywide workforce, Latinos are under-represented by 8.4 percent in Sworn Fire and by 5.5 percent in Sworn Police.

As stated earlier, a relatively high percentage (33 percent) of Oakland’s employees reside within the city. However, only 8.1 percent of Sworn Police personnel and 18.8 percent of Sworn Fire personnel live in Oakland.

Chart 16: City of Oakland Temporary Part-Time Employees Residency and Gender



Data for the City's temporary part-time workforce is strikingly different in some respects. For example, while about 33 percent of the full-time and permanent employees resided in Oakland, over 68 percent of temporary part-time employees live in Oakland. Also, while approximately 38 percent of the City's permanent full-time employees are female, about 51 percent of temporary part-time employees are female.

Chart 17: City of Oakland Temporary Part-Time Employees Race/Ethnicity

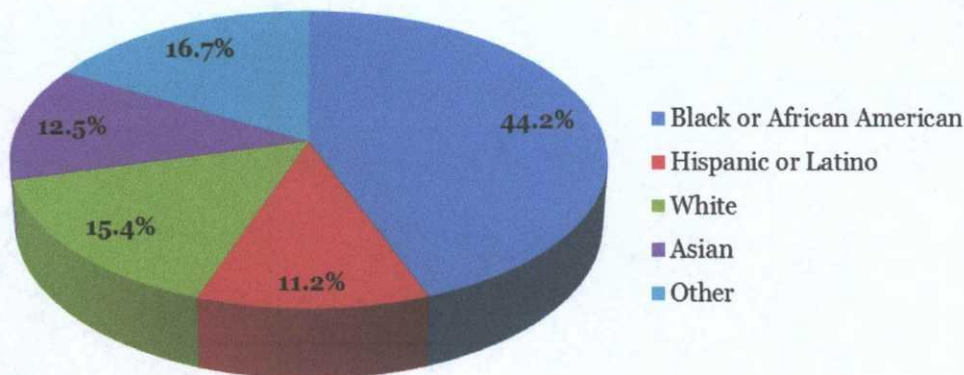


Chart 18: Ethnic Groups - City of Oakland Temporary Part-Time Employees As Compared to Oakland Residents

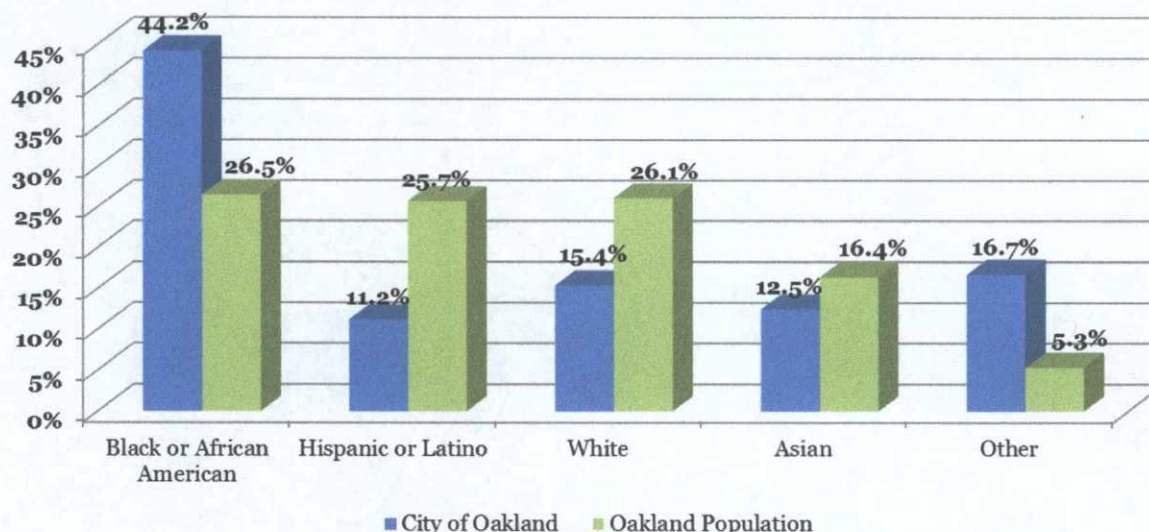


Chart 18 compares the City's workforce with its general residential population¹. The largest segment of the city's residential population is African-American at 26.5 percent; while 44.2 percent of the City's temporary part-time workforce is African-American. White residents constitute 26.1 percent of the city's population, followed by Latinos at 25.7 percent. Their representation in the City's temporary part-time workforce is 15.4 percent and 11.2 percent respectively. Whites and Latinos are thus significantly underrepresented in the City's temporary part-time workforce relative to the city's general population. Asians are 16.4 percent of Oakland's residents and make up 12.5 percent of the City's temporary part-time workforce.

SUMMARY

The accompanying PowerPoint presentation (*Attachment A*) provides more details regarding the City's demographics. While there are differences in the workforce participation rates within certain departments/disciplines, these differences are prevalent in those disciplines in the general labor market.

Departments are encouraged to periodically review their workforce demographics, particularly the retirement demographics. HRM staff can assist with analyzing workgroup specific data and with developing training programs and other responses to prepare for a highly productive and effective workforce. Where desired, HRM can assist with the development of formal succession plans to ensure critical knowledge is documented and passed on for mission-critical positions. It is recommended that the development of formal succession plans be carefully targeted to key positions and be based upon operational needs and contemporary skills. Departments should also cross-train staff in key positions for the purposes of retaining an organization's core knowledge and skill sets that are essential to efficient and effective City operations. Implementation of such

efforts, if done correctly, can be helpful in engendering trust and confidence in the City's commitment to its employees' growth.

PUBLIC OUTREACH/INTEREST

No public outreach was required beyond the posting of this report on the City's website.

COORDINATION

Preparation of this report required coordination with the staff the City Administrator's Office.

COST SUMMARY/IMPLICATIONS

This report is informational only and therefore has no fiscal impact.

SUSTAINABLE OPPORTUNITIES

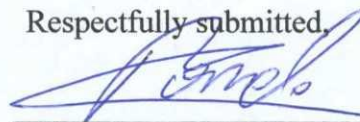
Economic: There are no economic opportunities associated with this report.

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

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

For questions, please contact Anil Comelo, Director of Human Resources Management, at (510) 238-6450.

Respectfully submitted,



ANIL COMELO
Director, Human Resources Management

Attachments: *A- HRM Workforce Analysis (PowerPoint Presentation)*

HRM staff who collaborated to analyze the data and produce this report included Preston Treichel, Erika Turner, Gladys Flores, Victoria Chak, Deb Grant, and Kip Walsh.

Sources for this report included:

1. Association of Bay Area Governments.
2. International Public Management Association-Human Resources (IPMA-HR)
3. Bureau of Labor Statistics (BLS)
4. State of California Employment Development Department (EDD)
5. American Community Survey Public use microdata files,
http://www.census.gov/acs/www/data_documentation/pums_documentation/
6. "The Latino Labor Force at a glance" April 2012, US Department of Labor

Item: _____
Finance & Management Committee
April 28, 2015



City of
OAKLAND
California

City Workforce Analysis

Human Resources Management

Anil Comelo, Human Resources Director
April 28, 2015



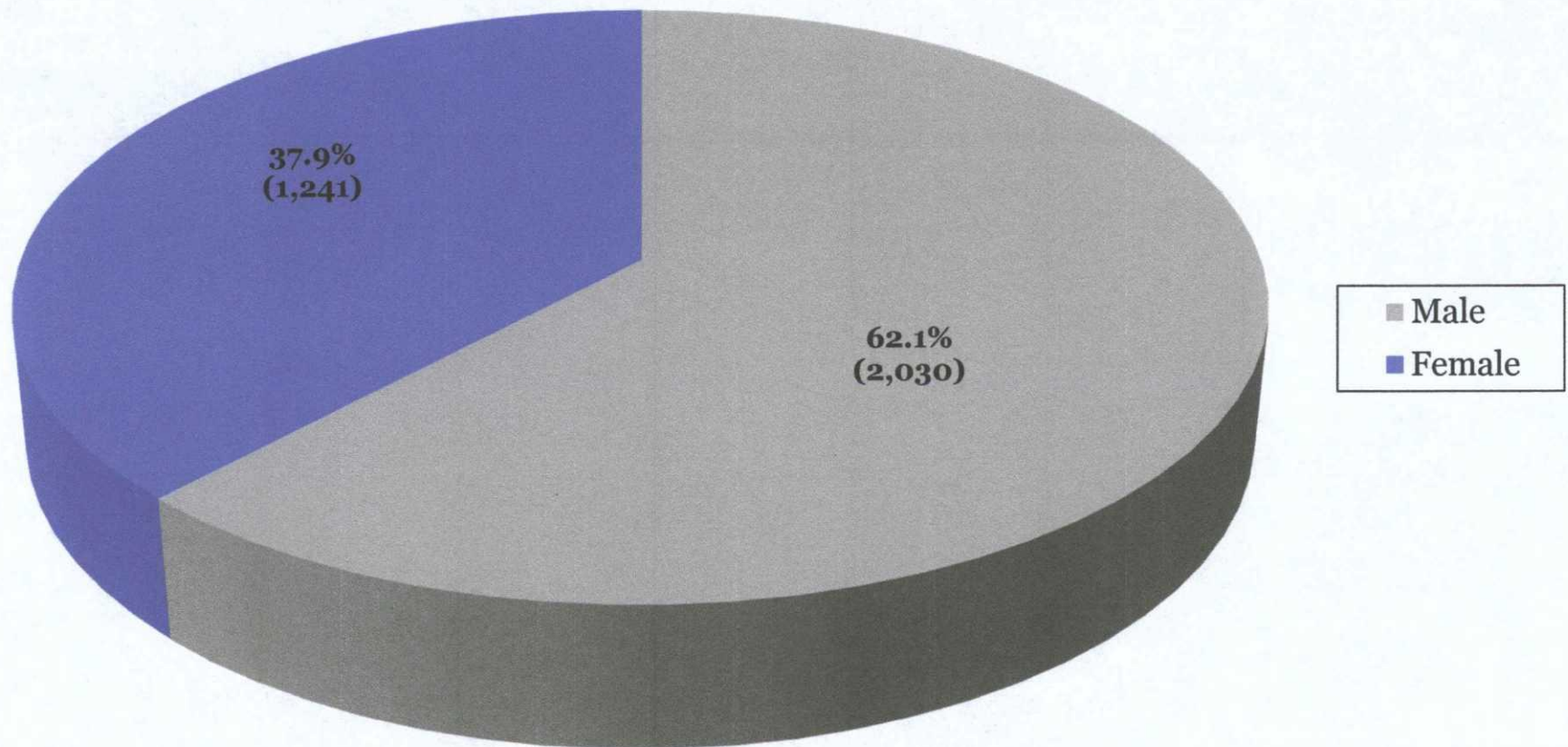
Presentation Goals

- To provide demographic data on the City's workforce as it relates to gender, race/ethnicity, age, tenure, and residence.
- To help departments consider implications for staffing, recruitment, training, and succession planning.
- To provide context for policy formulation and strategic planning.

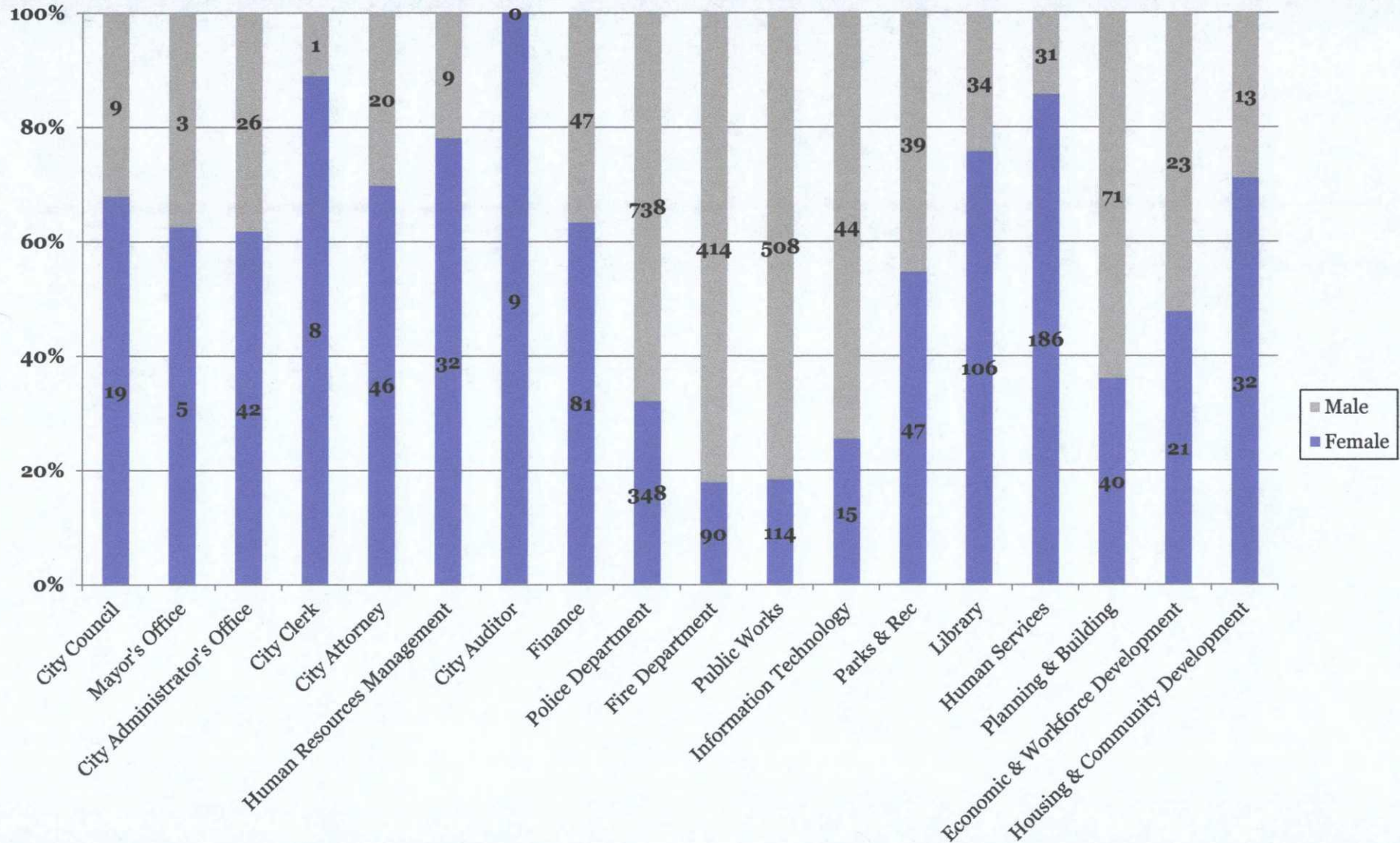
Data Basics

- Data used for this analysis is as of December 31, 2014
- Analysis included data for 3,271 full-time & permanent part-time employees and 1,482 temporary part-time employees
- Comparisons to the Oakland labor market could not be made due to the lack of credible data

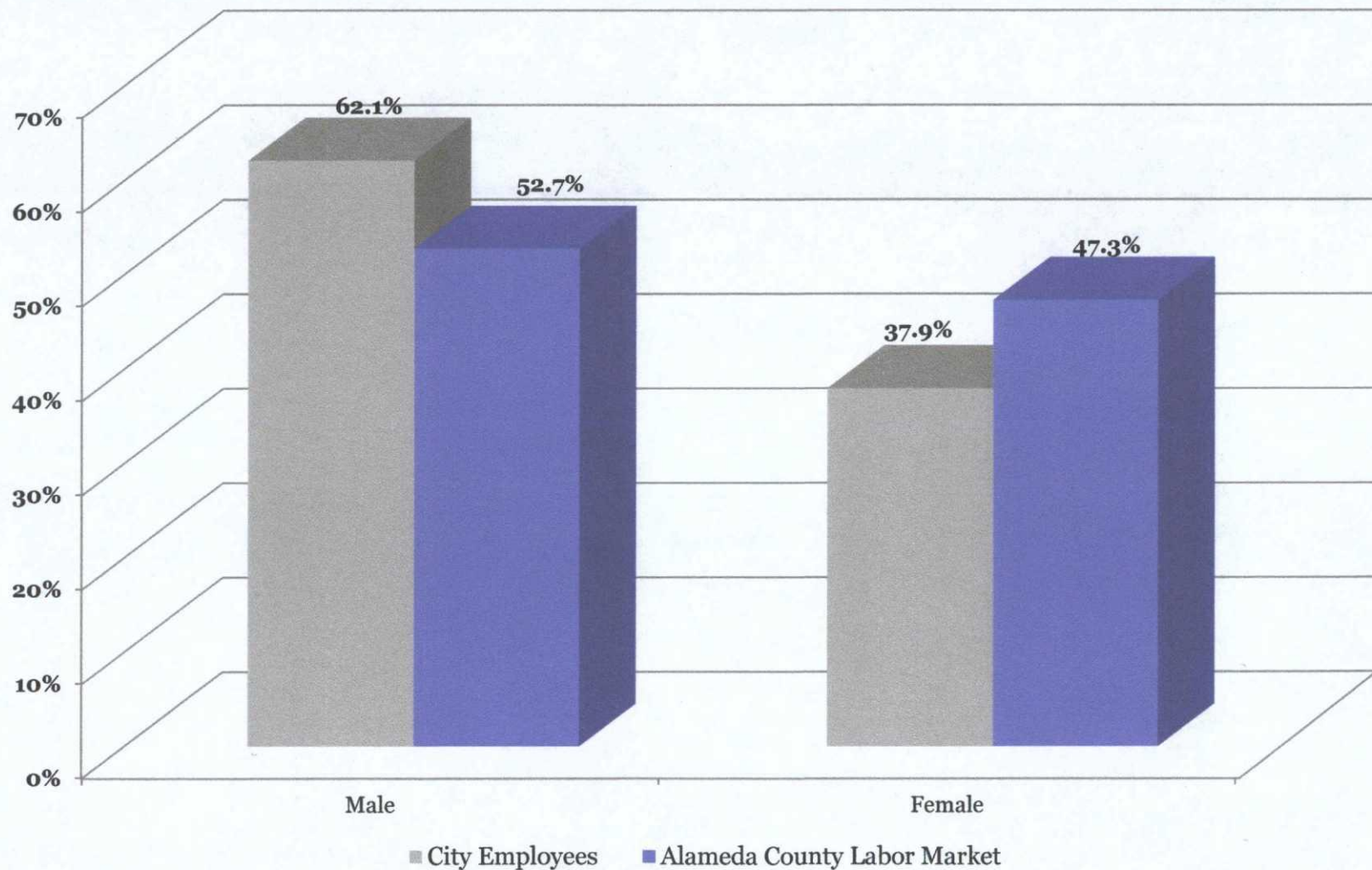
Gender of City Workforce



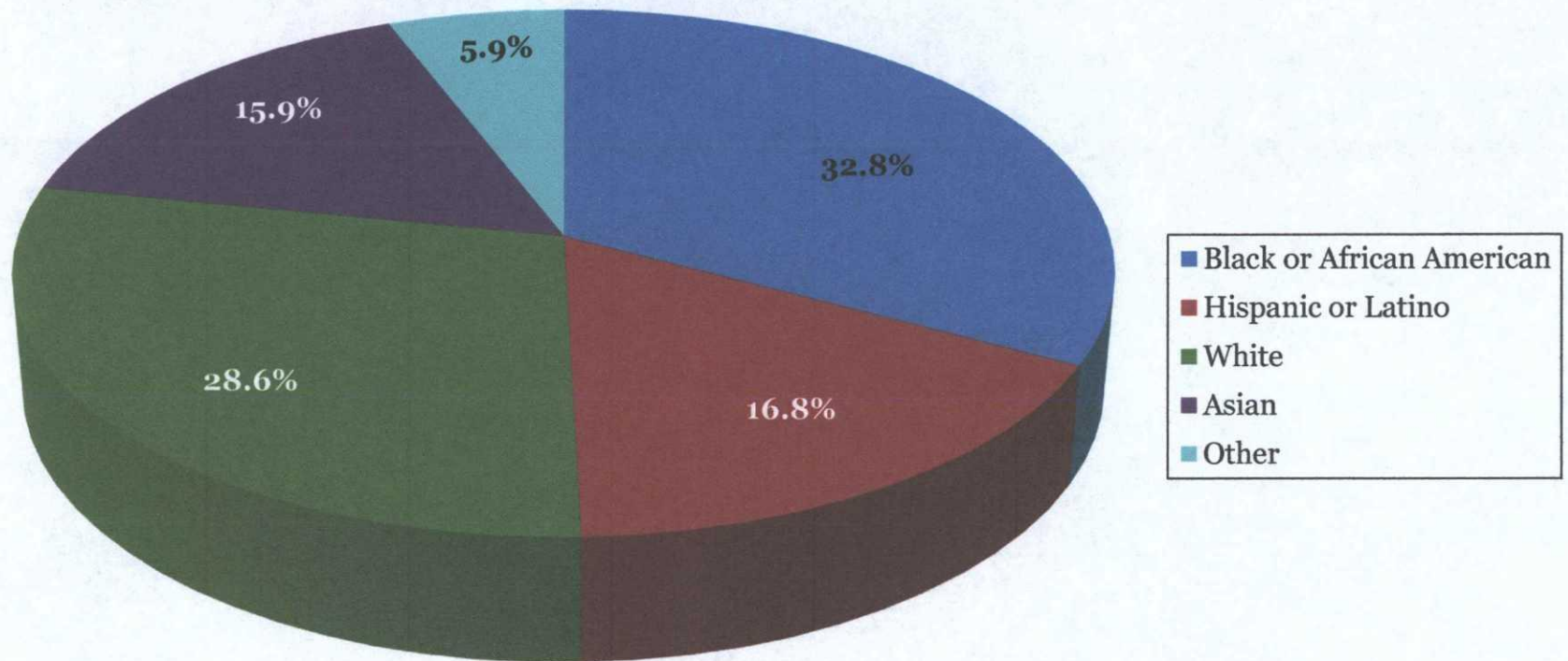
Workforce Gender by Department



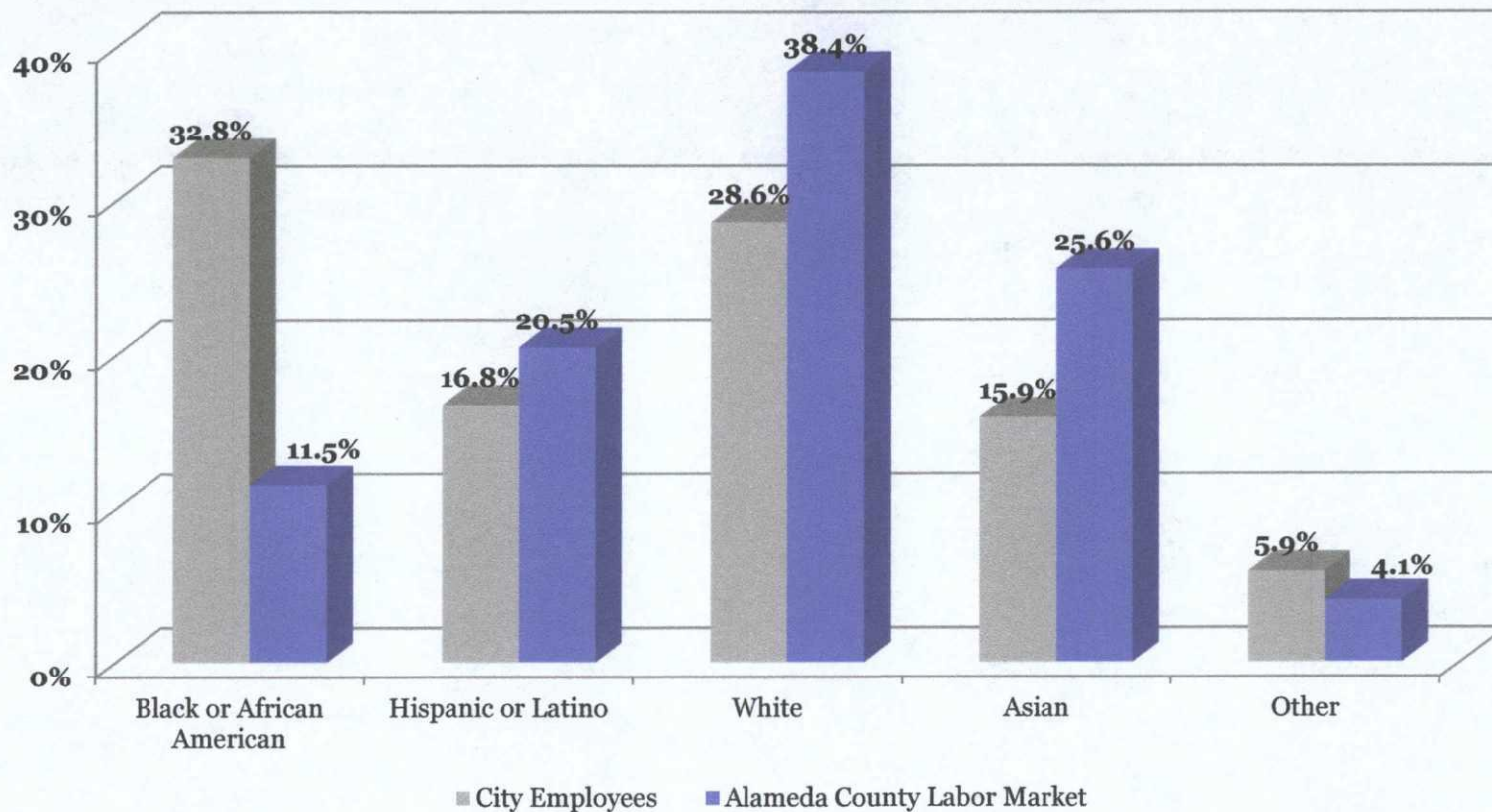
Gender Comparison with Labor Market in Alameda County



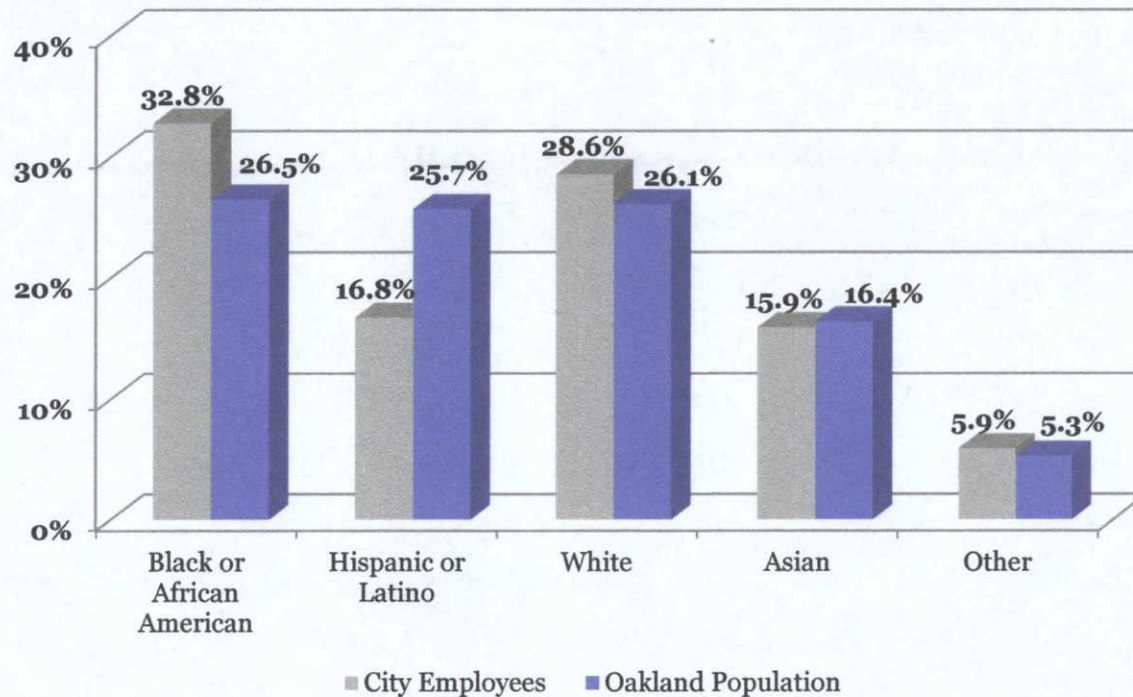
Race/Ethnicity of City Workforce



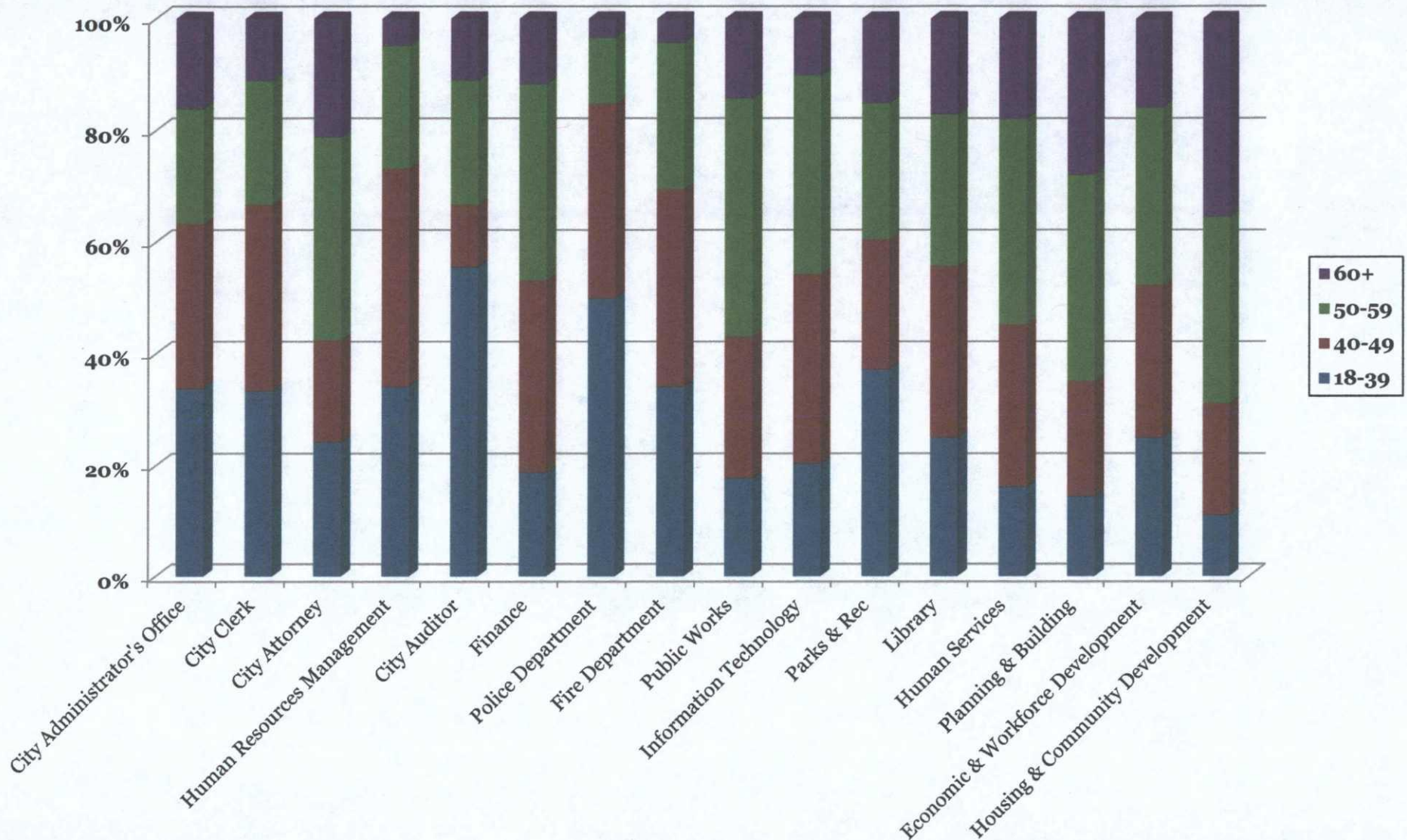
Comparison with Labor Market in Alameda County



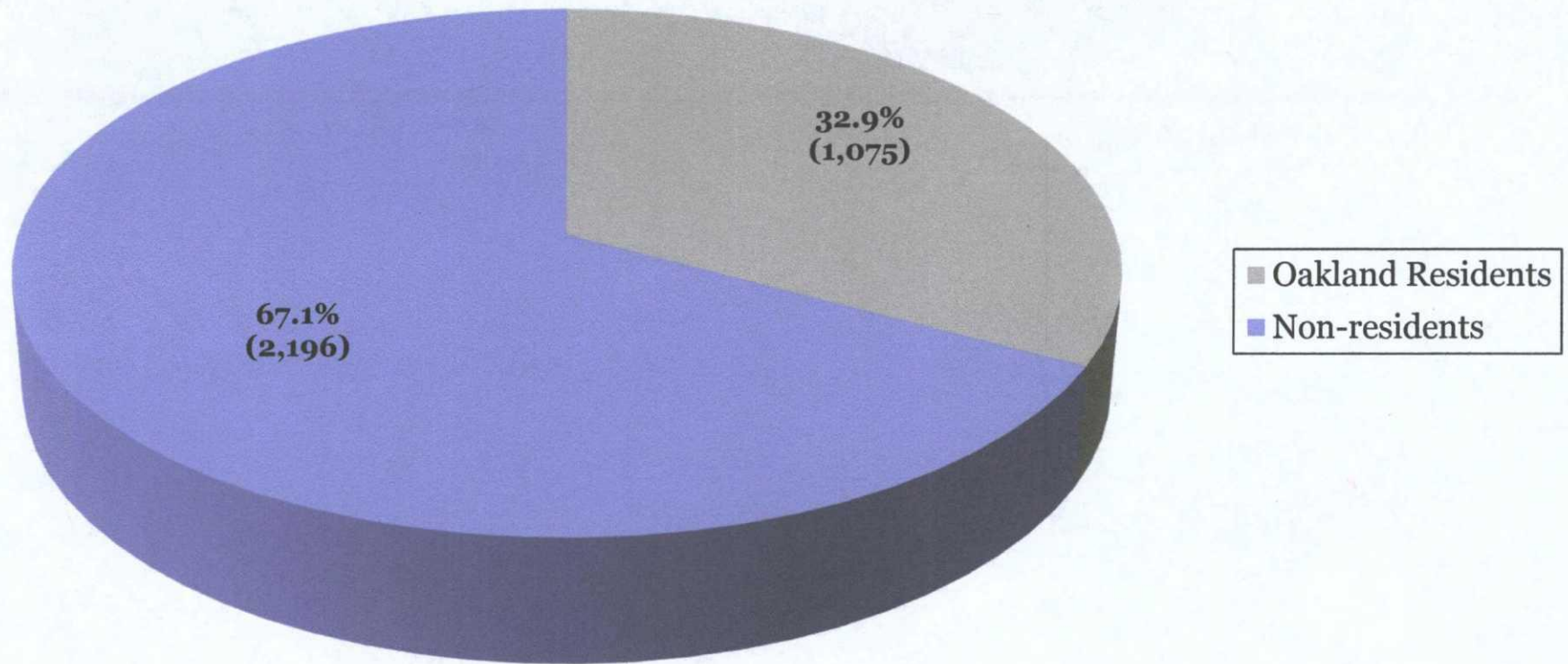
Comparison with Oakland Population



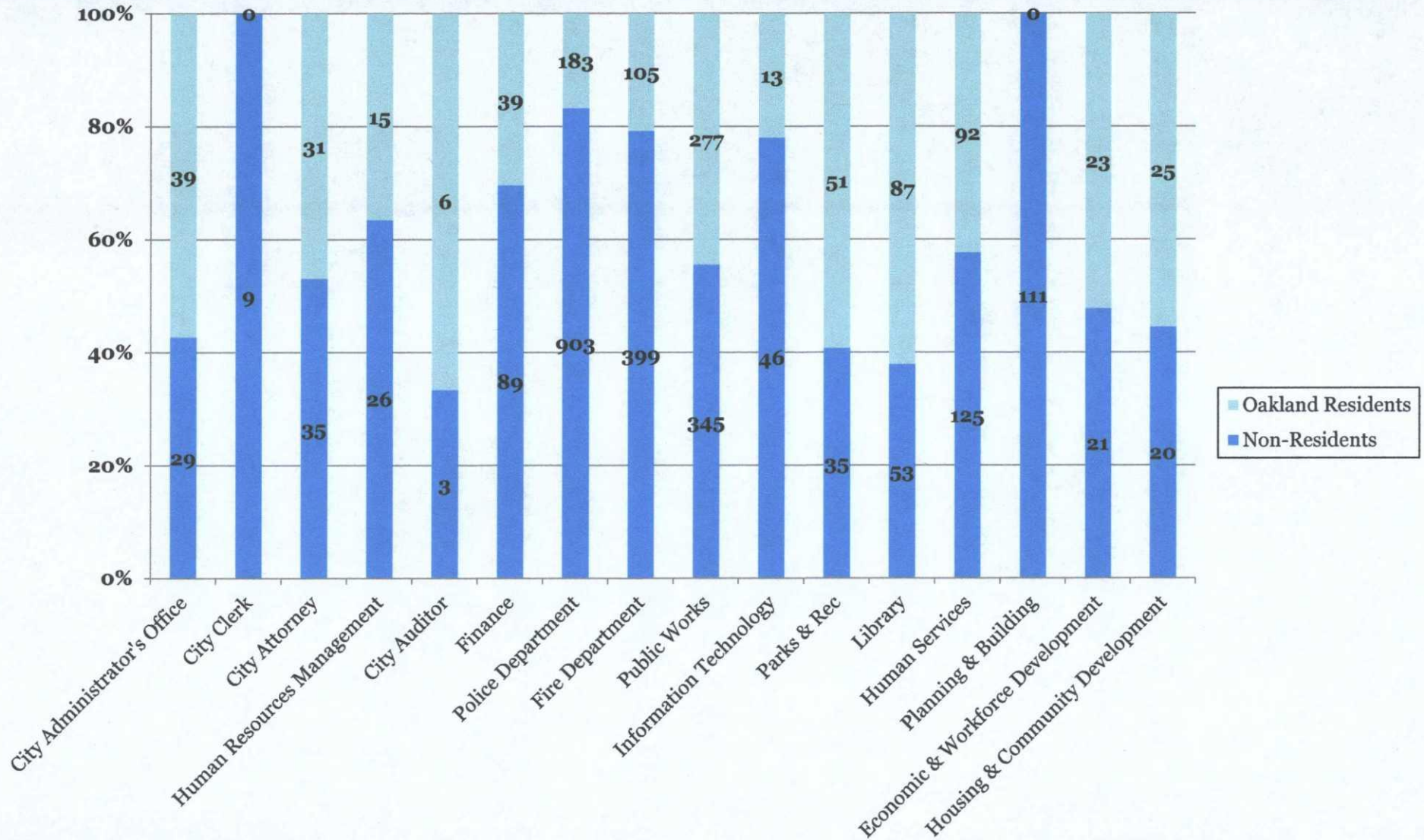
Workforce Age Grouping by Department



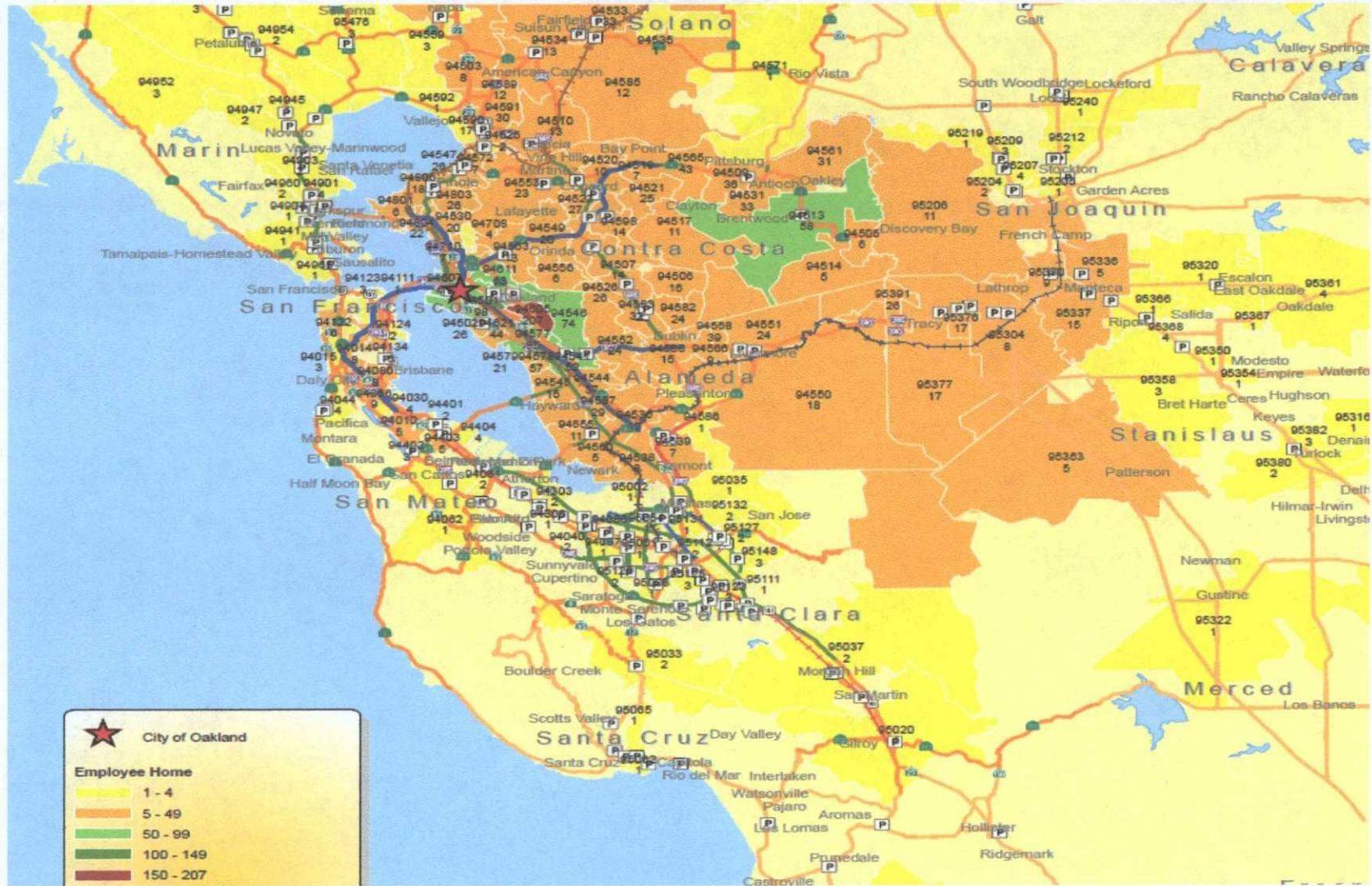
Residency of City Employees



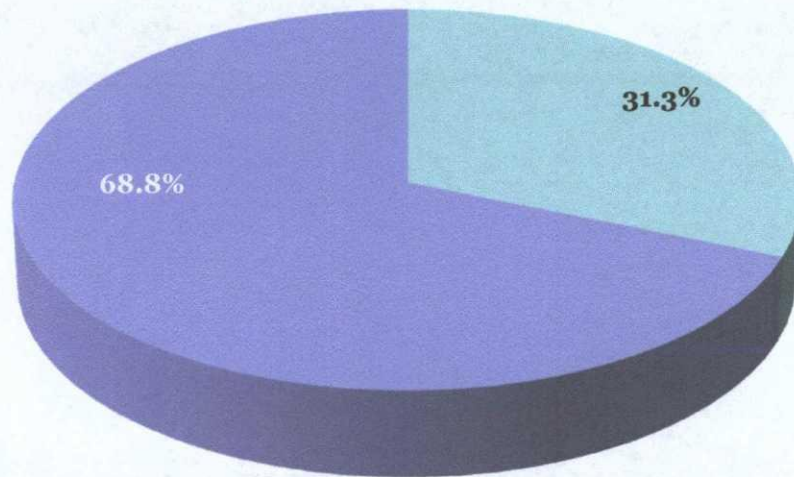
Workforce Residency by Department



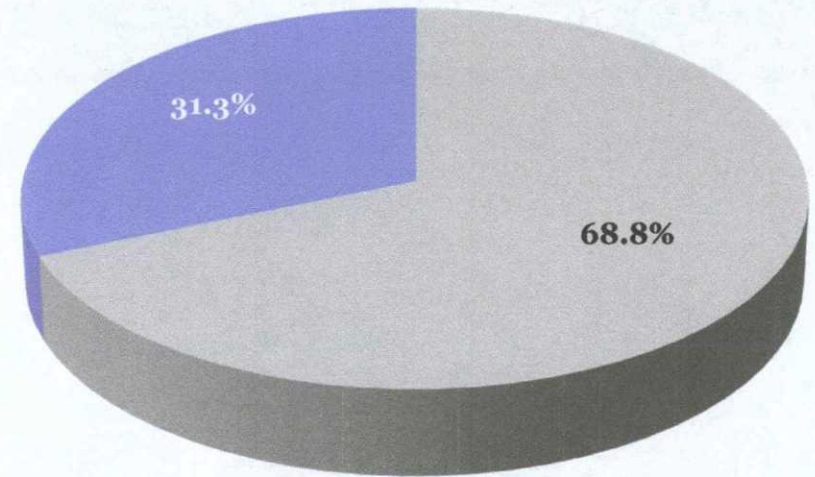
2015 Employee Density Map



Executive Team Data

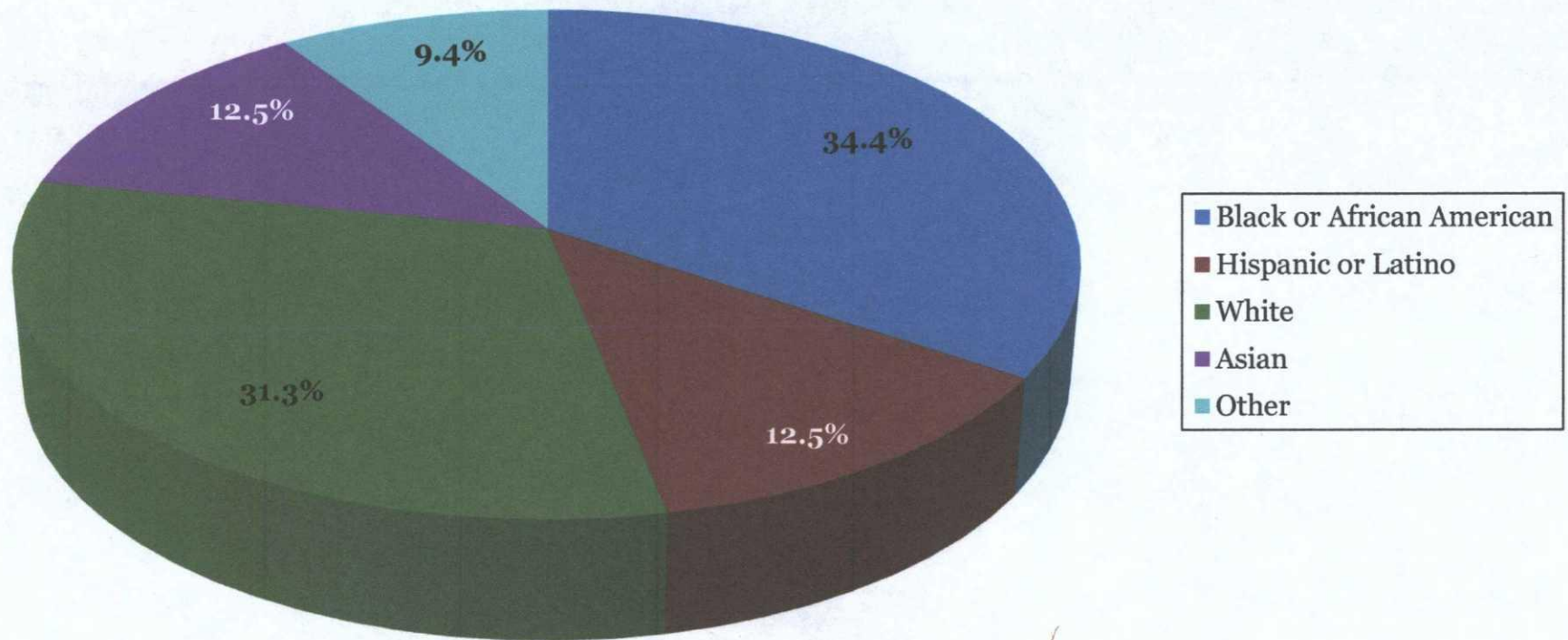


■ Male ■ Female

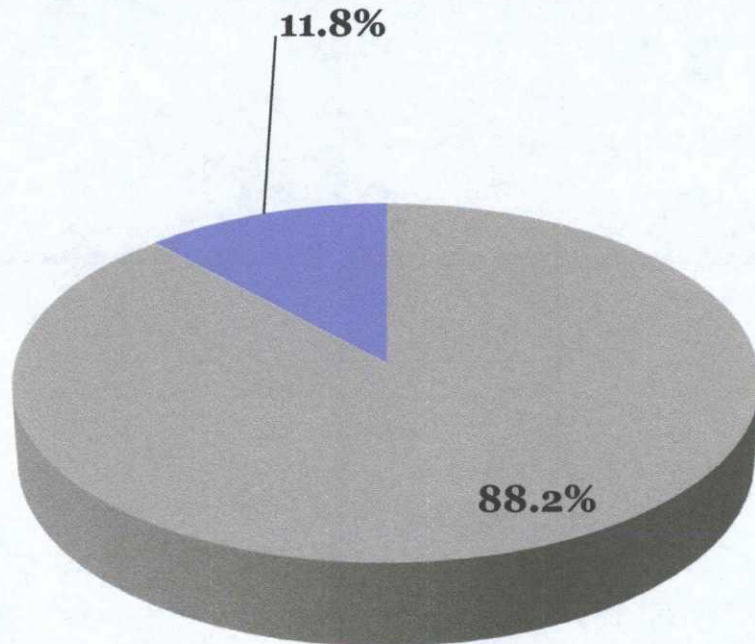


■ Oakland Residents ■ Non-residents

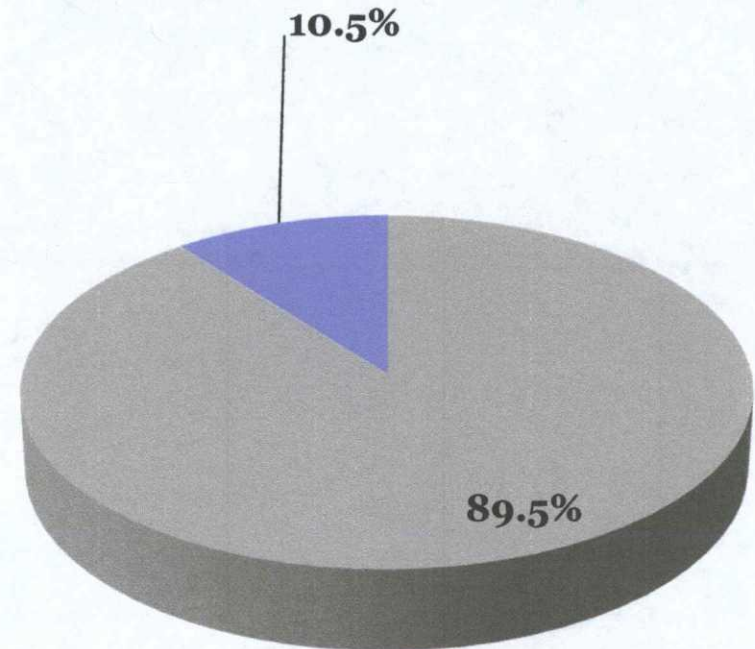
Race/Ethnicity of Executive Team



Sworn Police/ Fire Gender Comparison

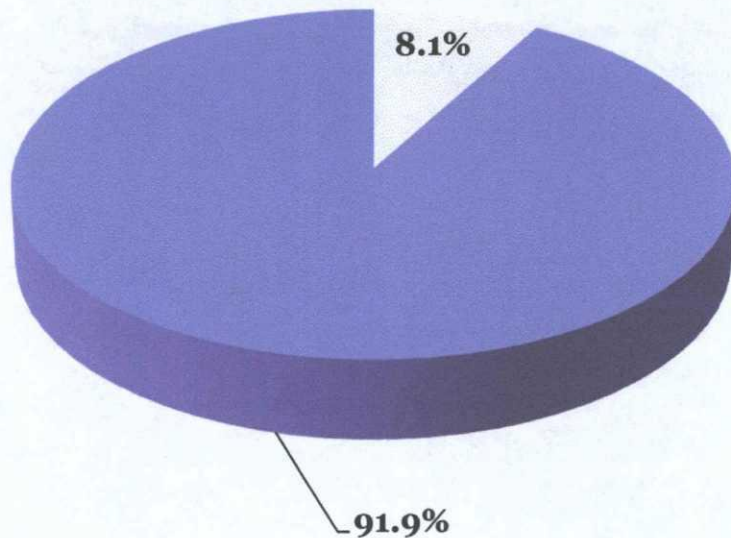


■ Male ■ Female
Police Sworn Employees

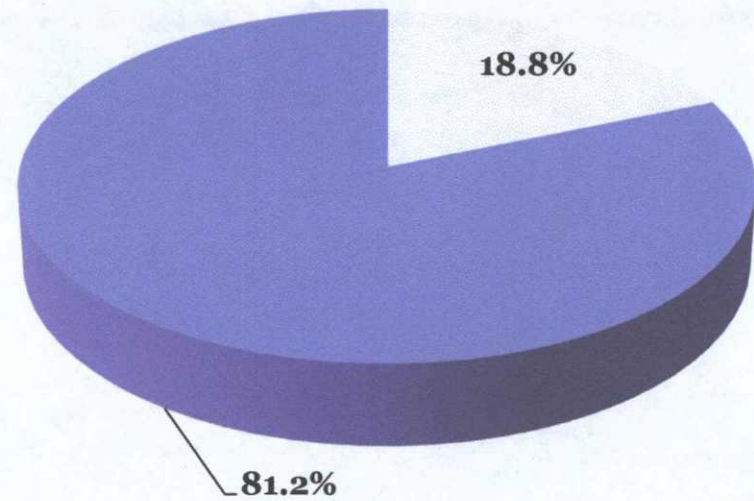


■ Male ■ Female
Fire Sworn Employees

Sworn Police/Fire Residency

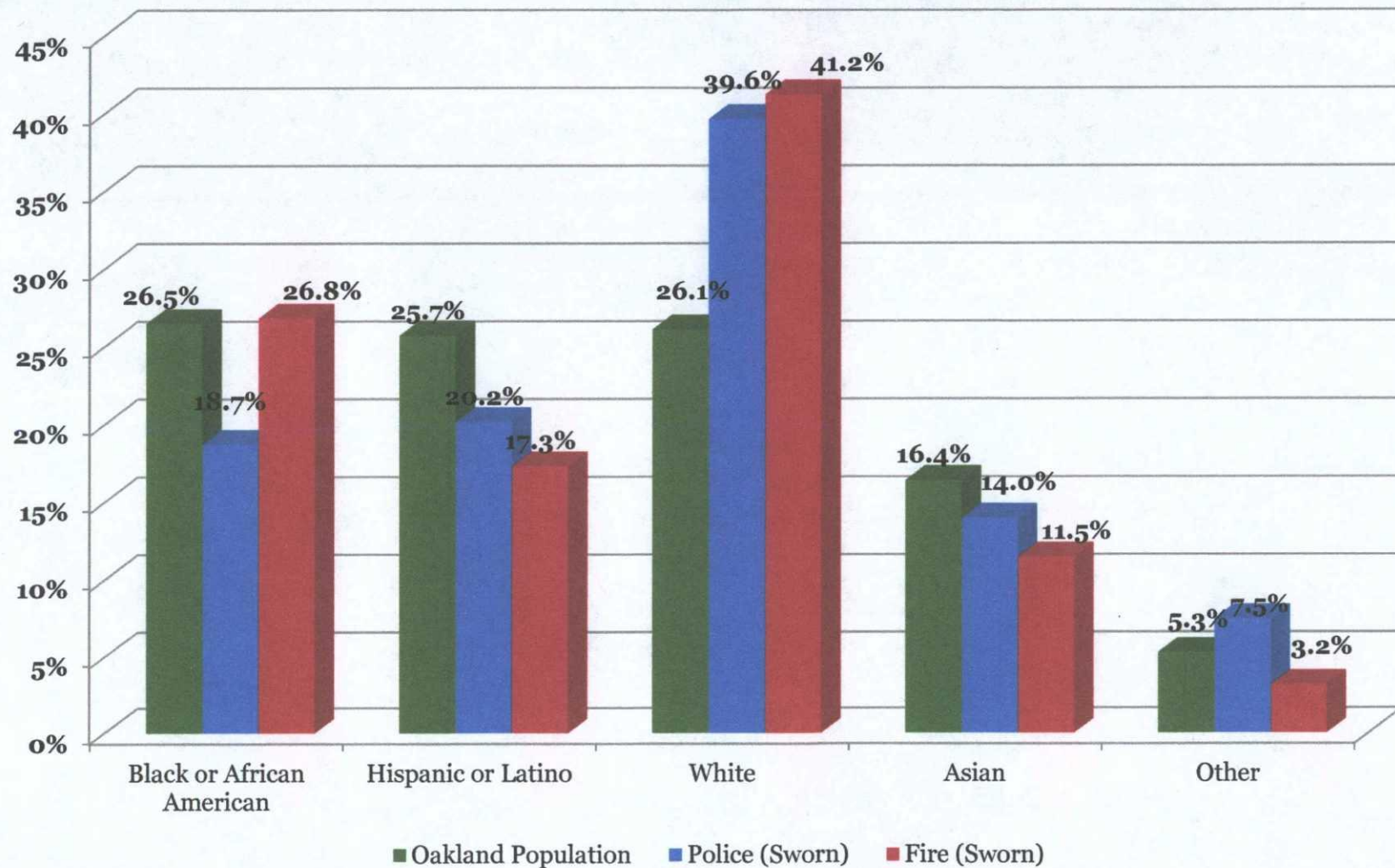


Oakland Residents
■ Non-Residents
Police Sworn Employees

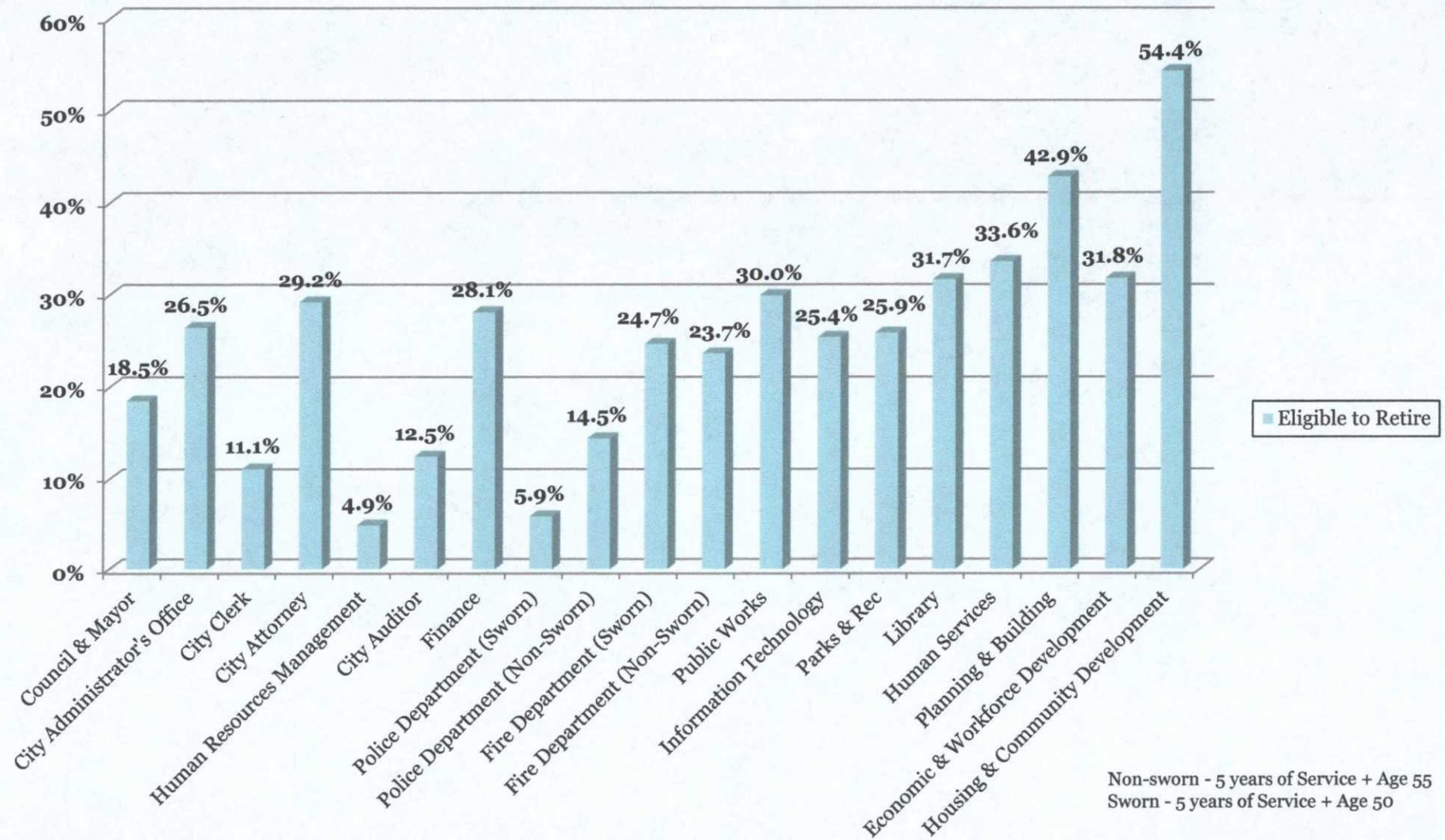


Oakland Residents
■ Non-Residents
Fire Sworn Employees

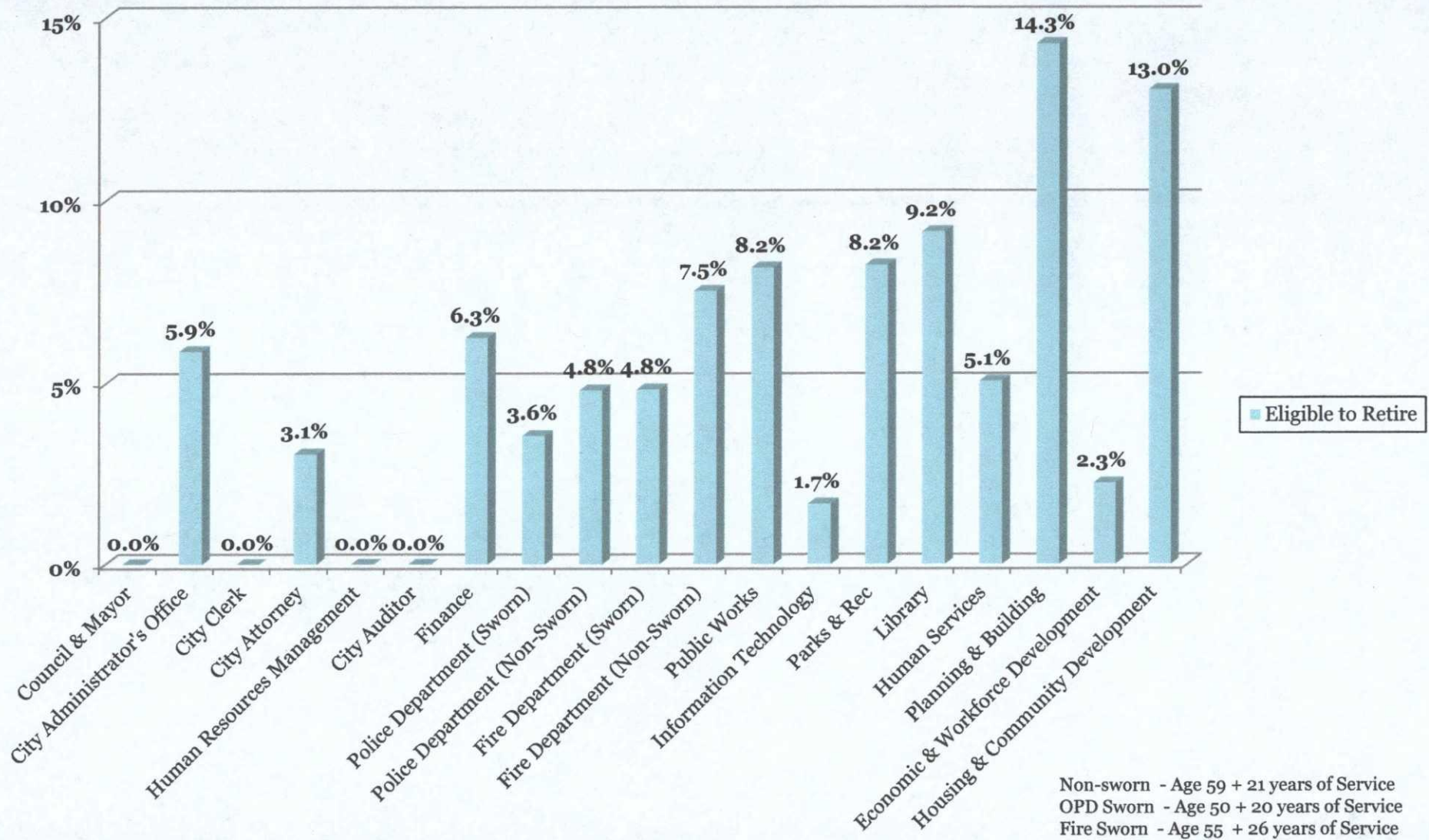
Sworn Ethnic Comparison



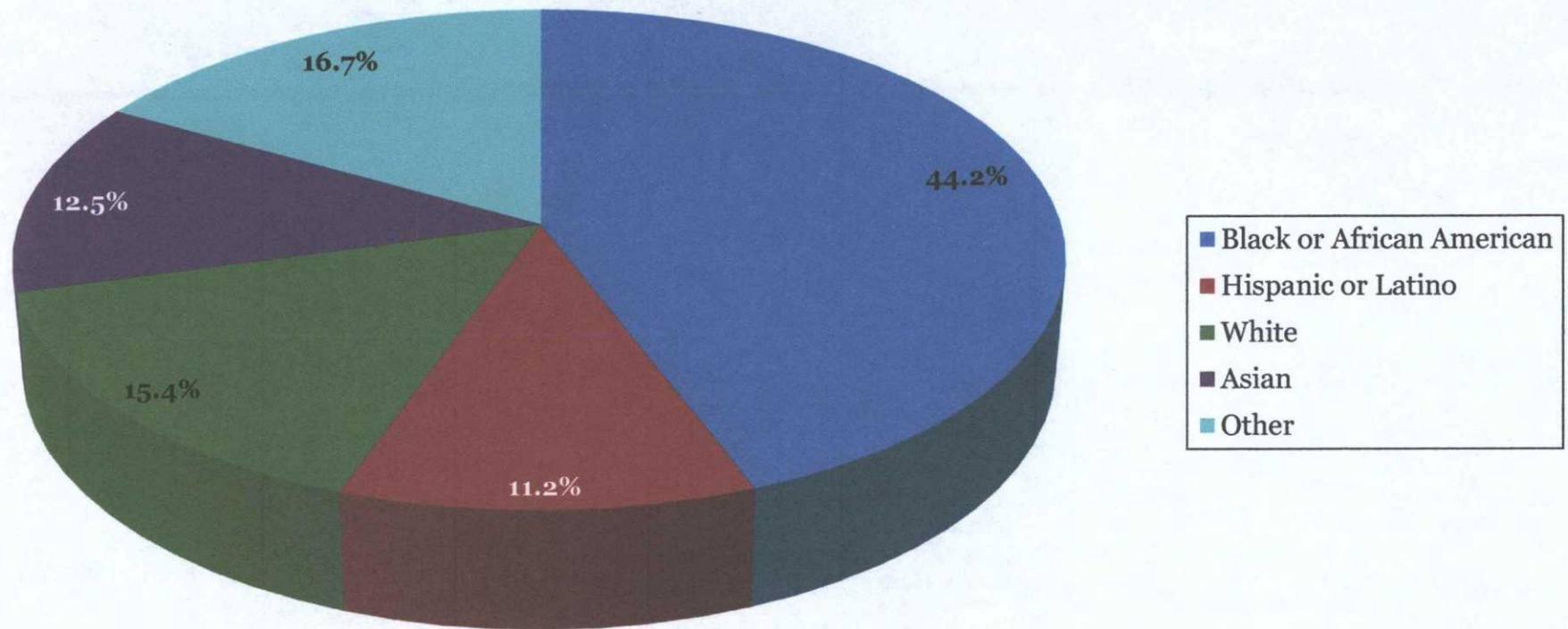
Anticipated Retirement by Department/ Workgroup (Based on Minimum Retirement Criteria)



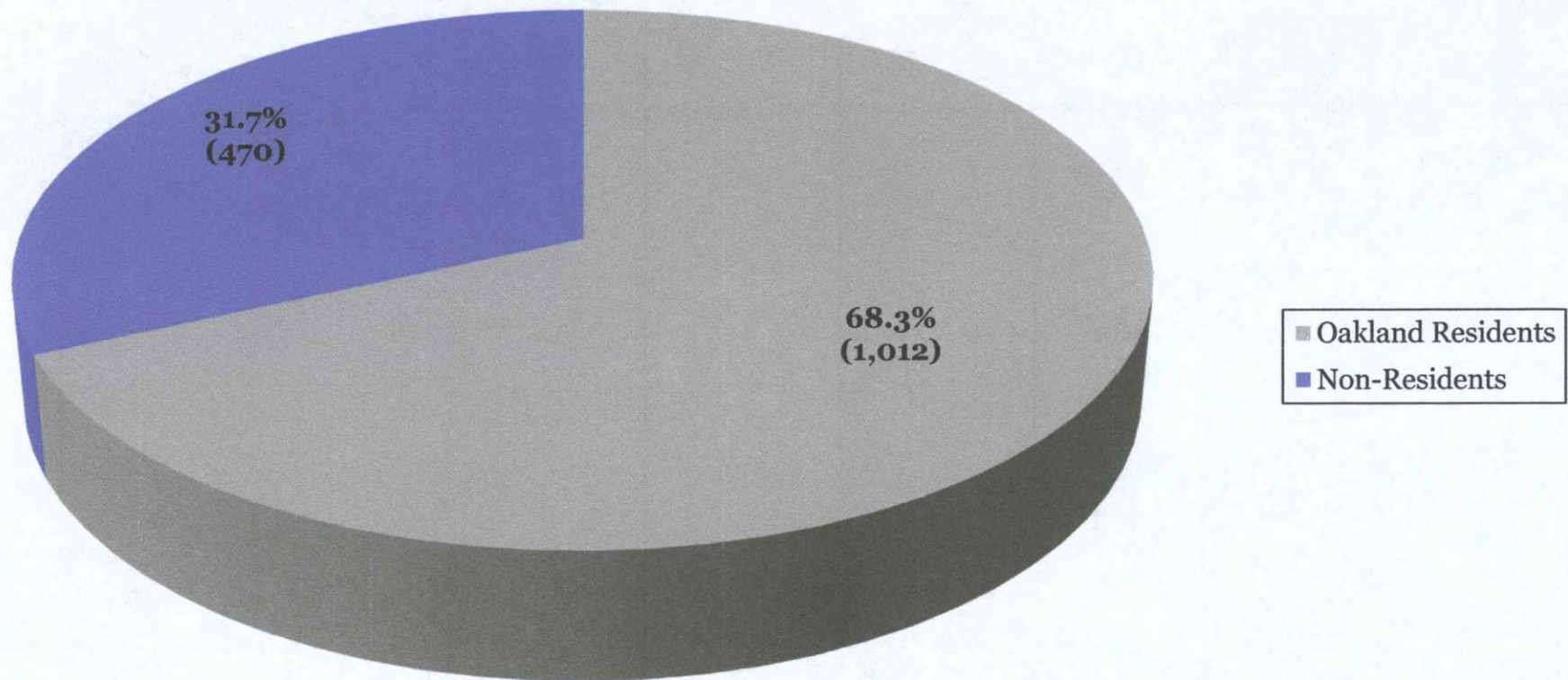
Anticipated Retirement by Department/ Workgroup (Based on Historical Retirement Data)



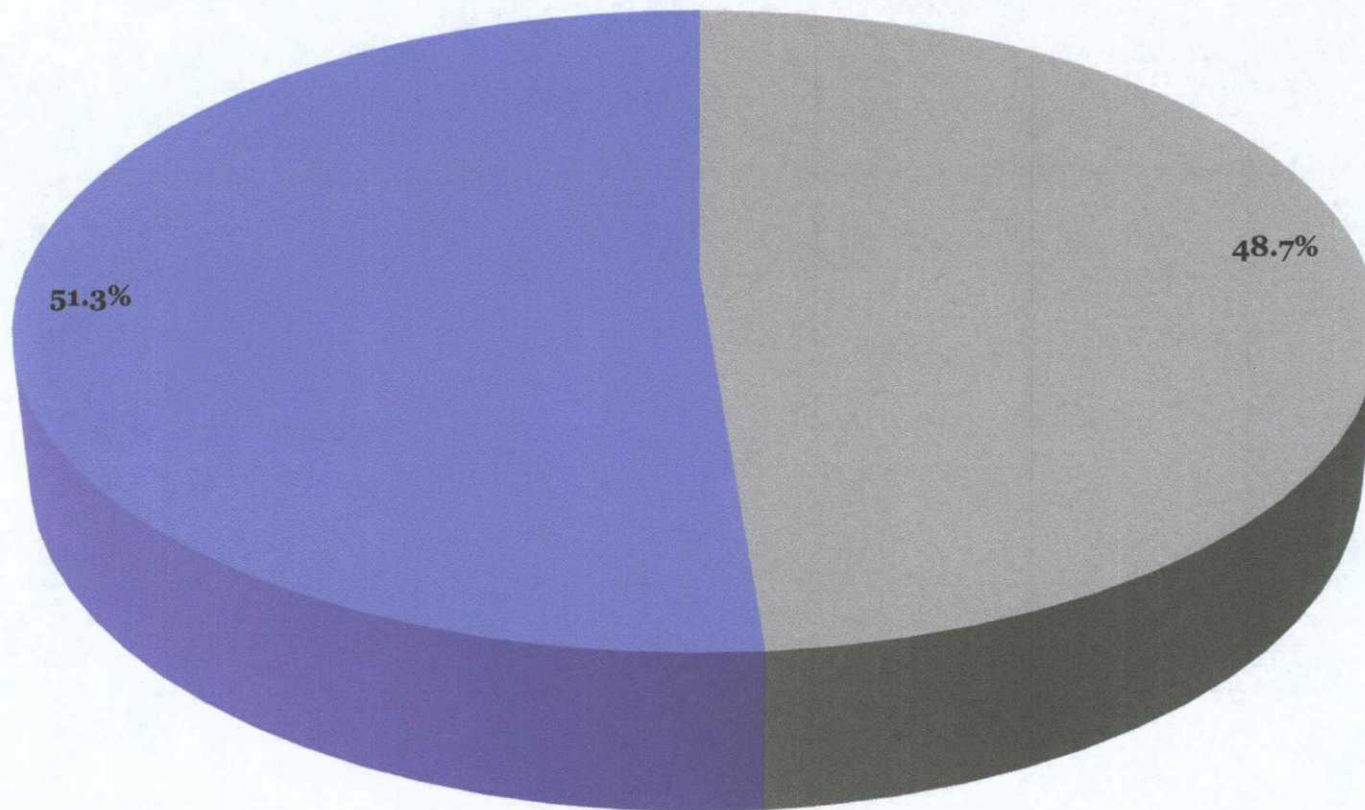
Race/Ethnicity of TPT Employees



Residency of TPT Employees

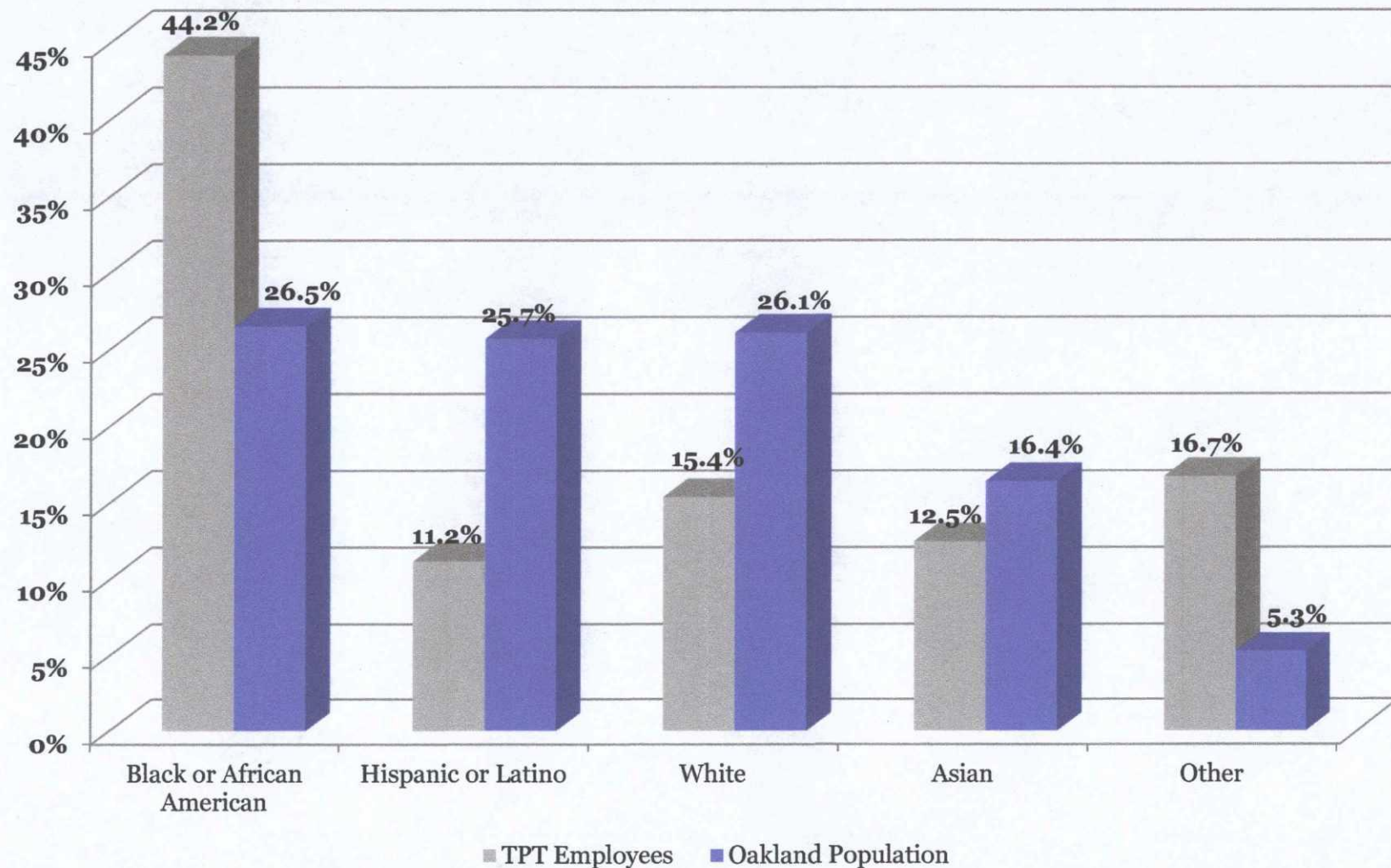


Gender of TPT Employees



■ Male ■ Female

Comparison of Race/Ethnicity of City TPT Employees and City Population



Key Observations

- City's workforce is very diverse (over 70% minority)
- City's workforce is generally representative of the diversity of the Oakland community
- A significant portion of employees (33%) live within the city
- Executive staff is very diverse, has a high percentage of women and are overwhelmingly Oaklanders

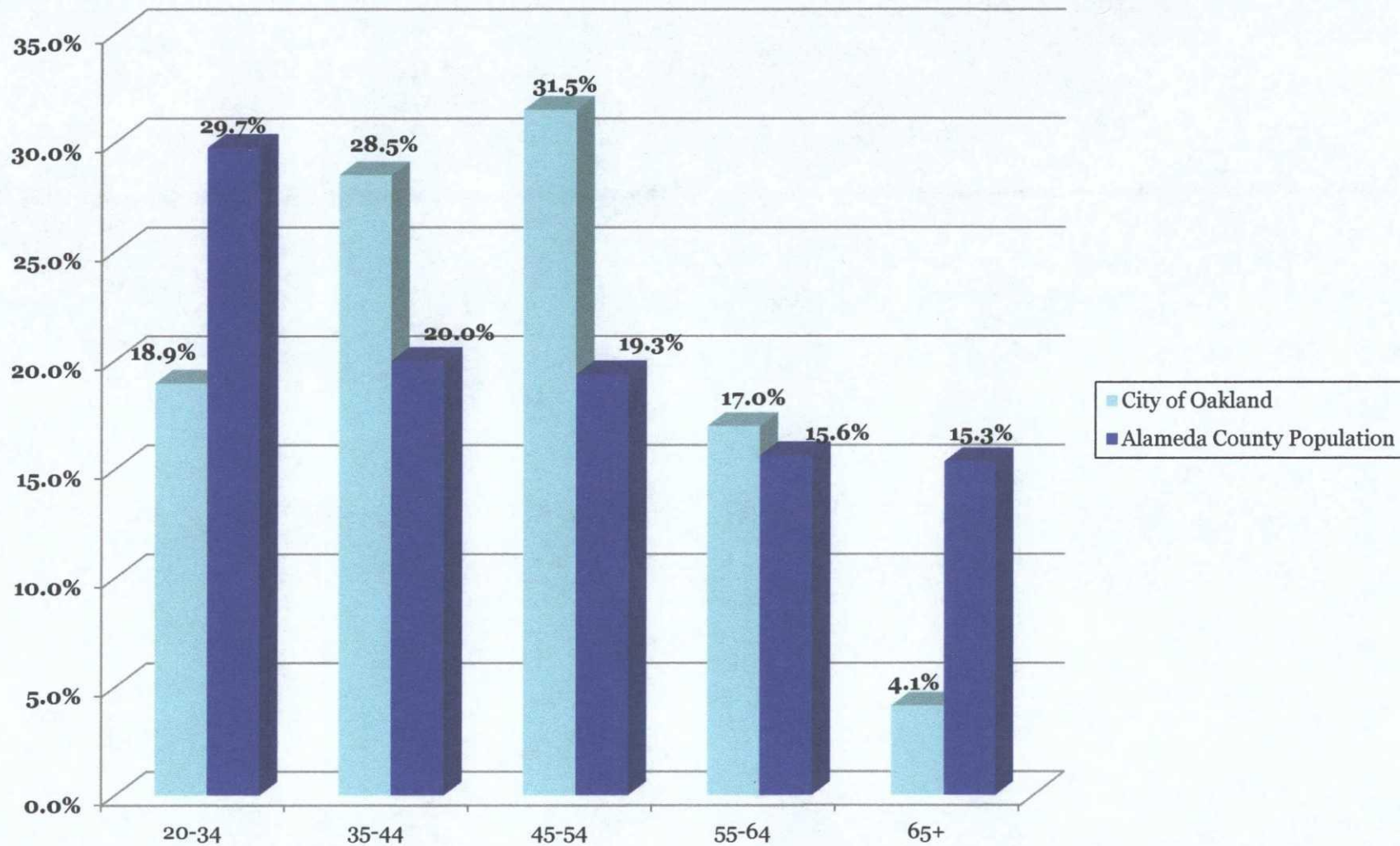
Key Observations (continued)

- Over 36% of employees are over 50 years of age.
- About 22% are eligible to retire based upon minimum retirement criteria.
- Approximately 6% are eligible to retire based upon historical retirement data.

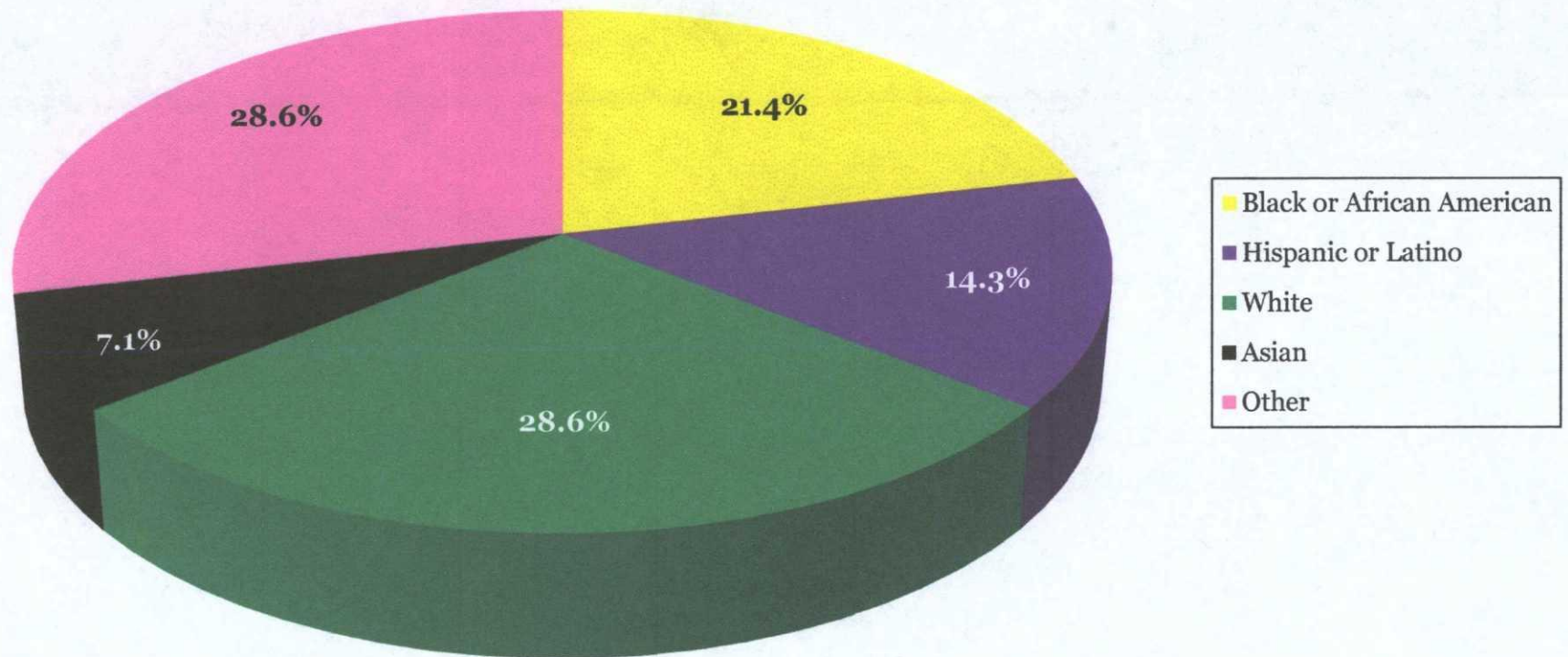


Questions?

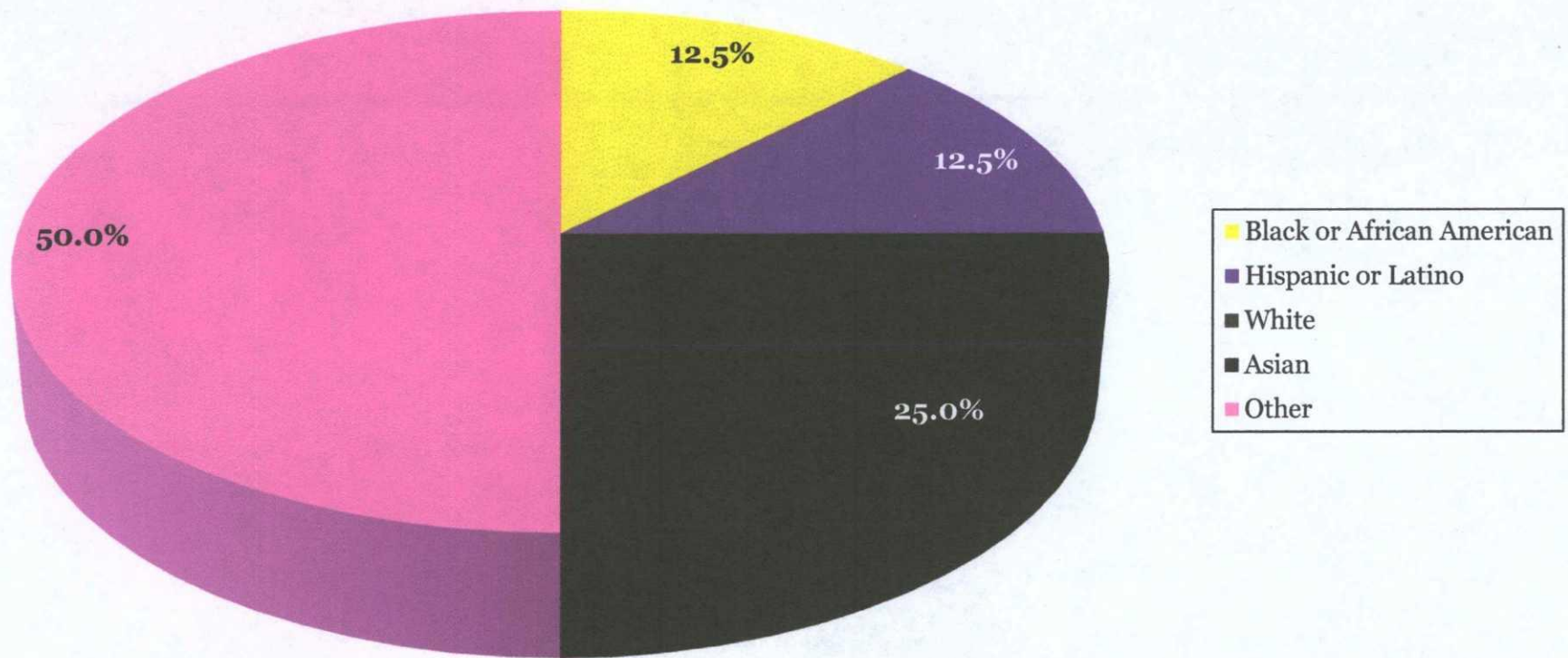
Comparison with Alameda County Population by Age



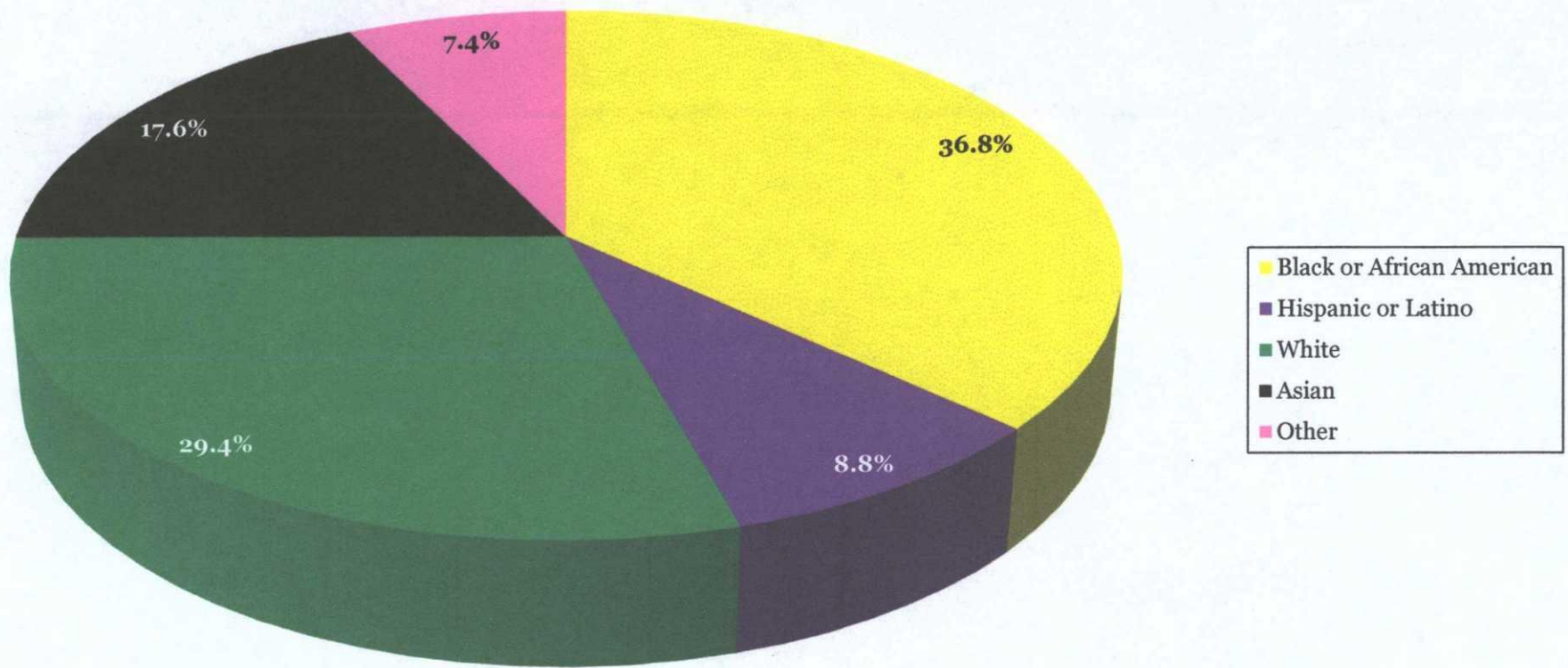
City Council



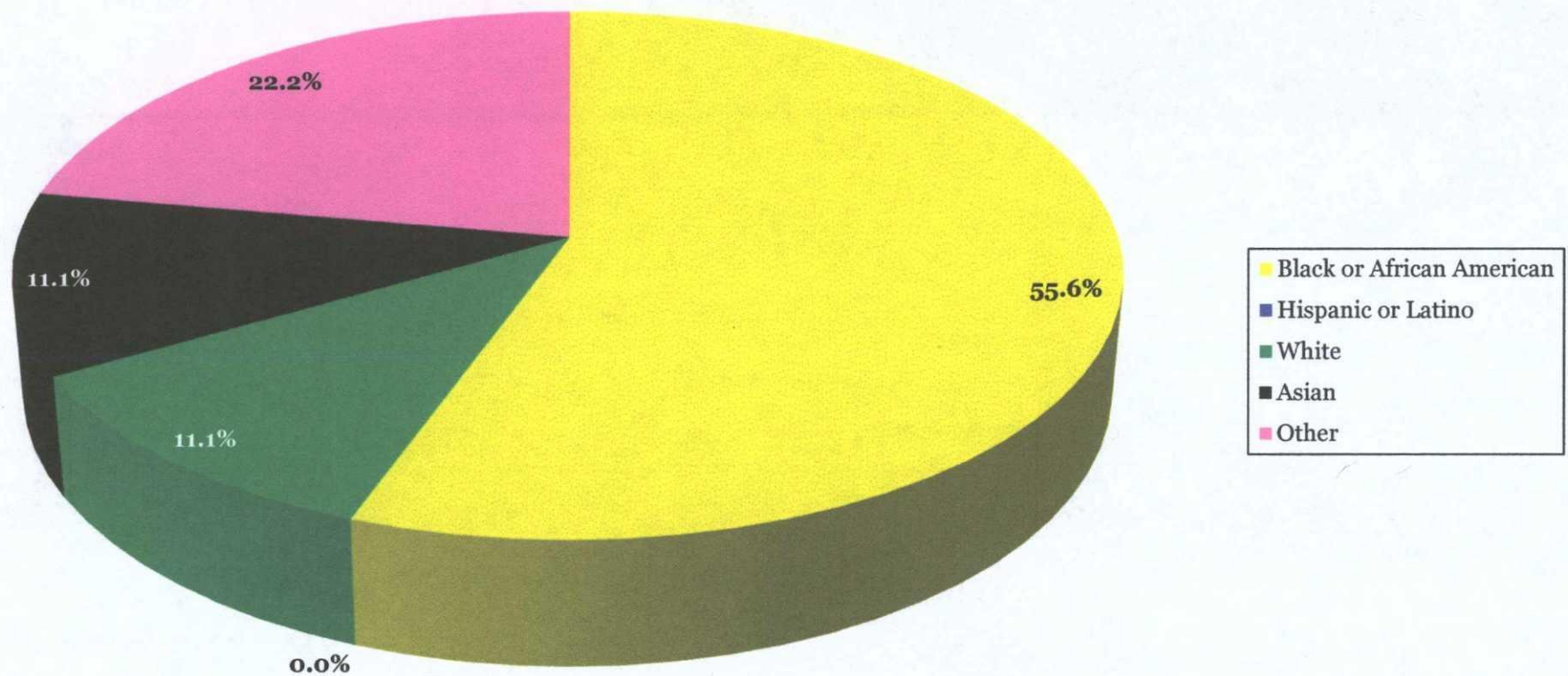
Mayor's Office



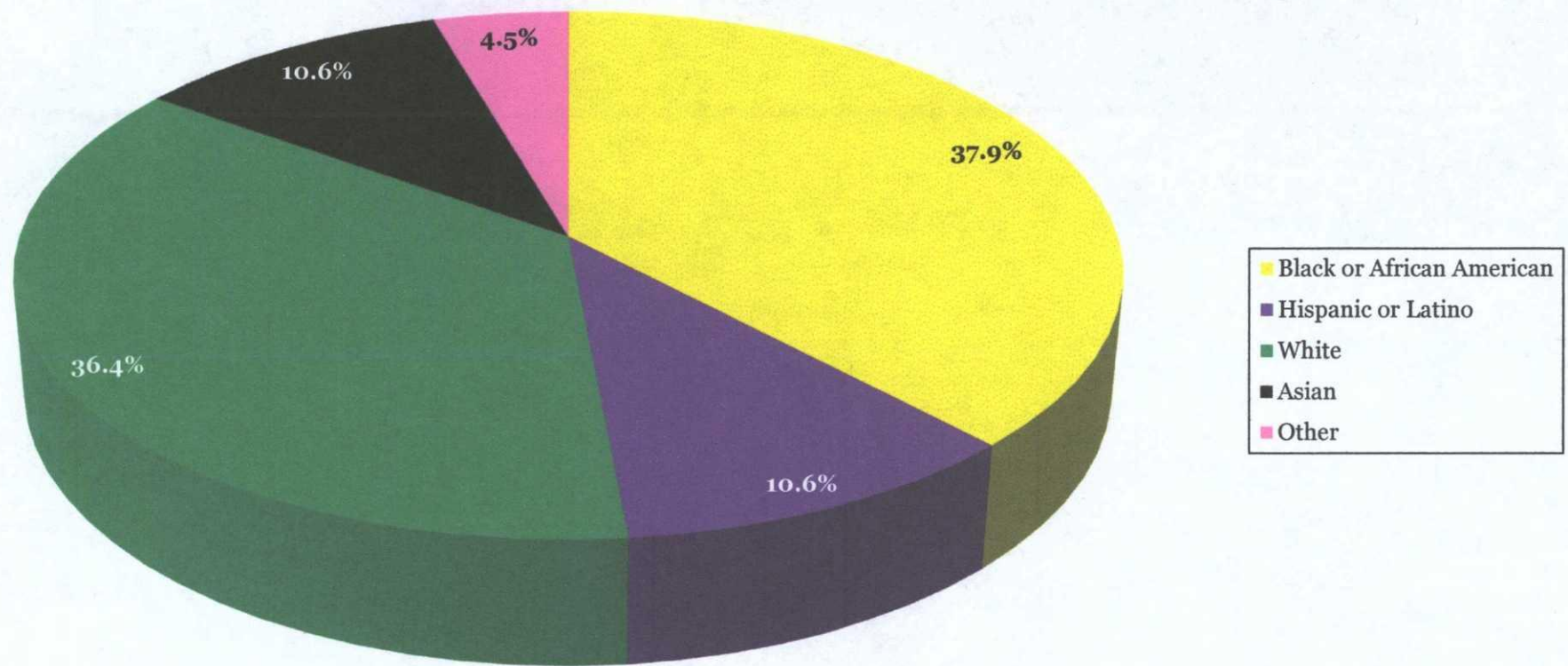
City Administrator's Office



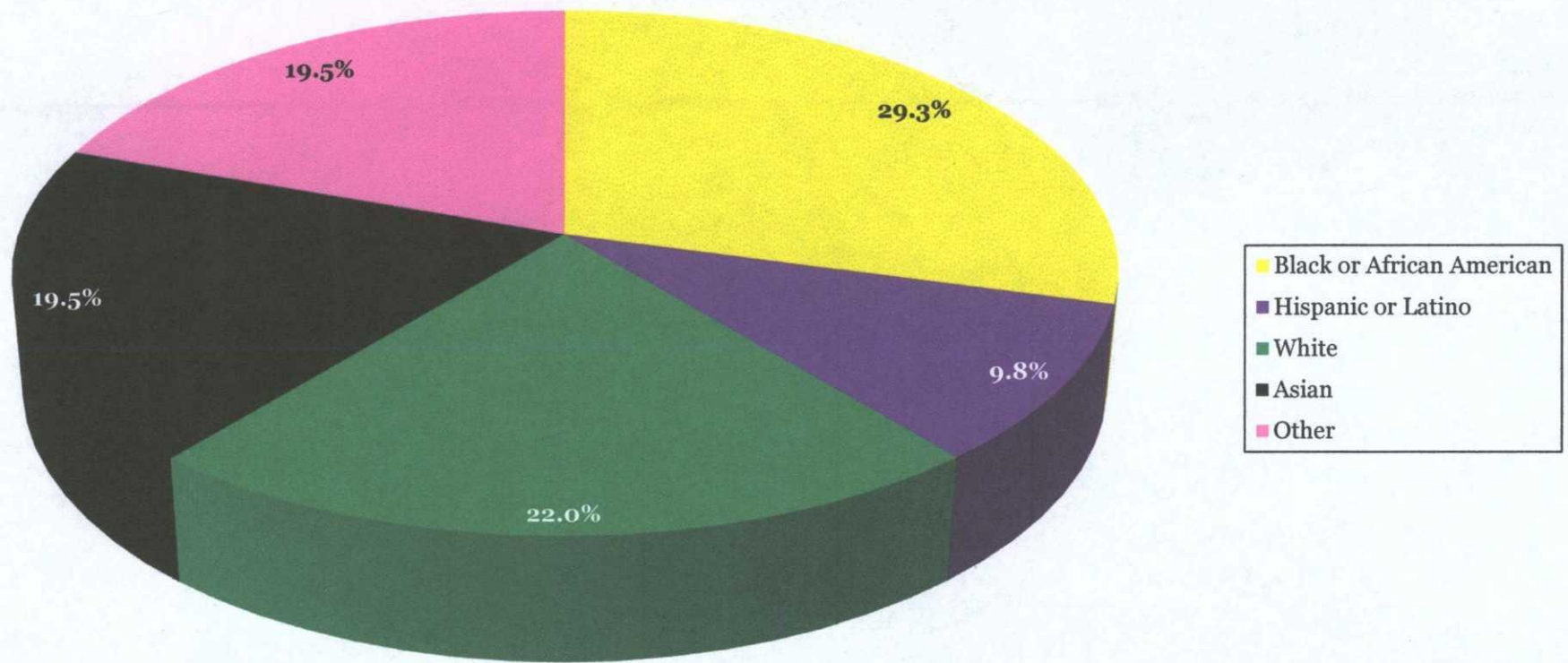
City Clerk



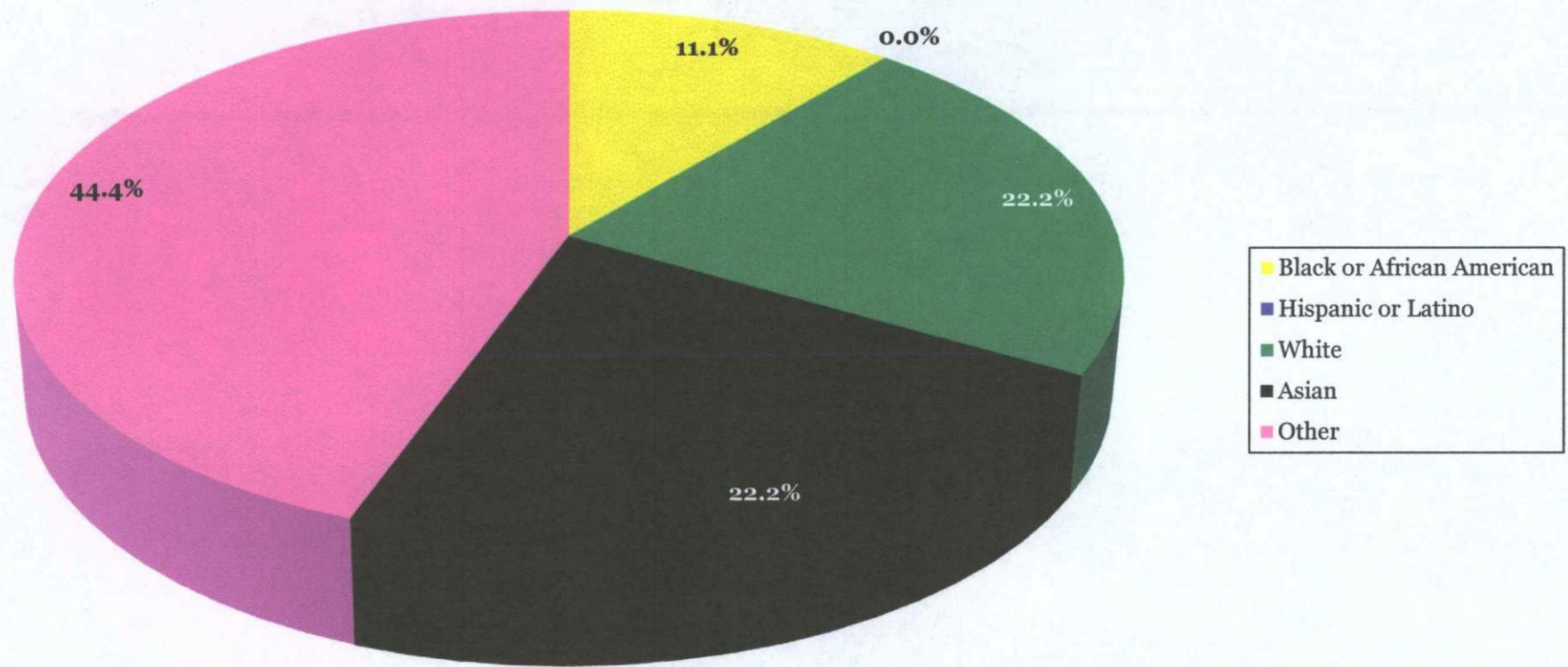
City Attorney



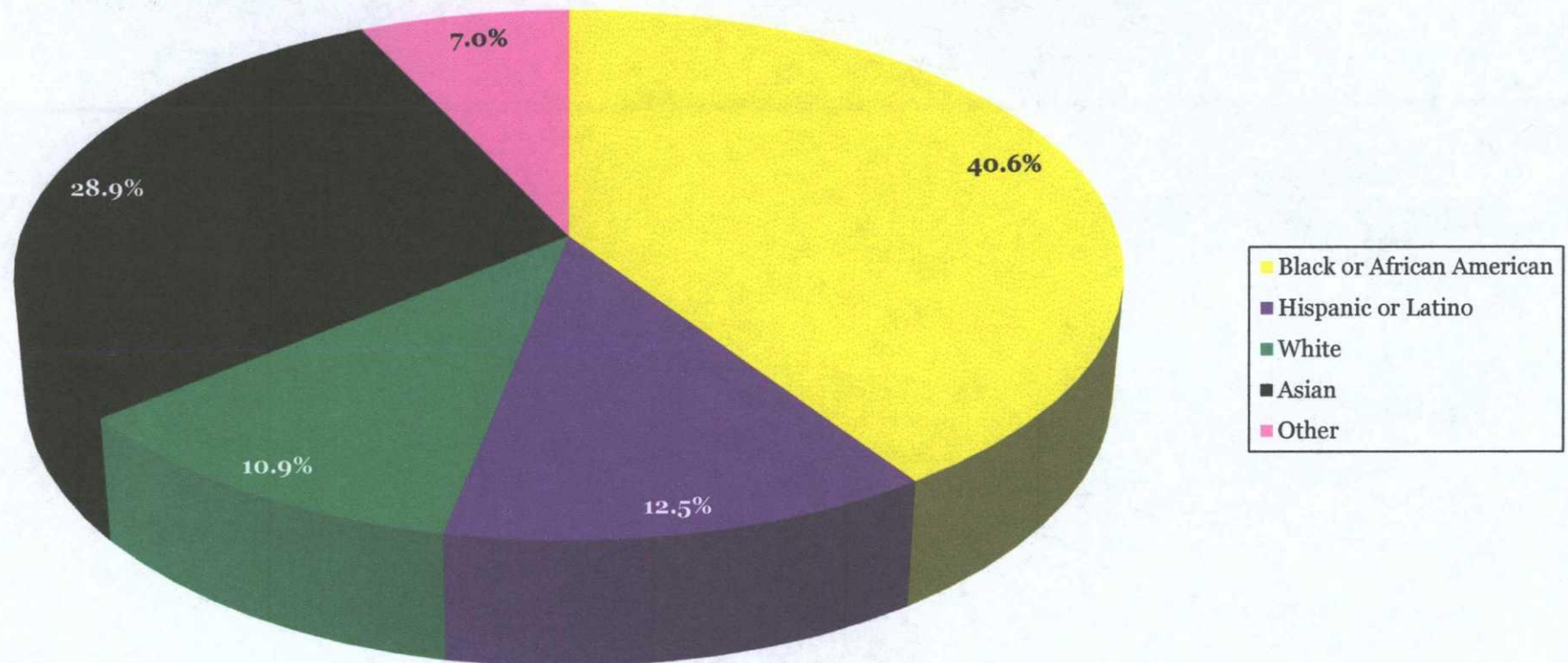
Human Resources Management



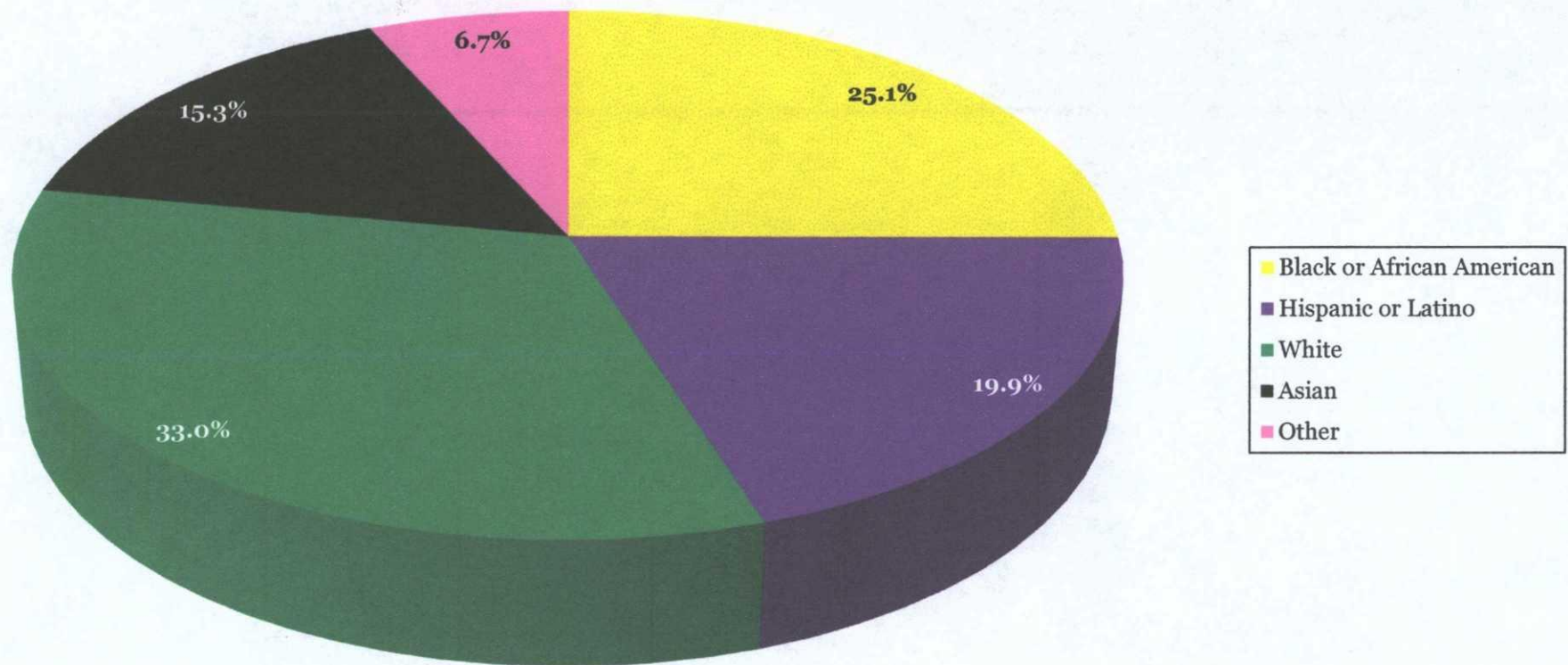
City Auditor



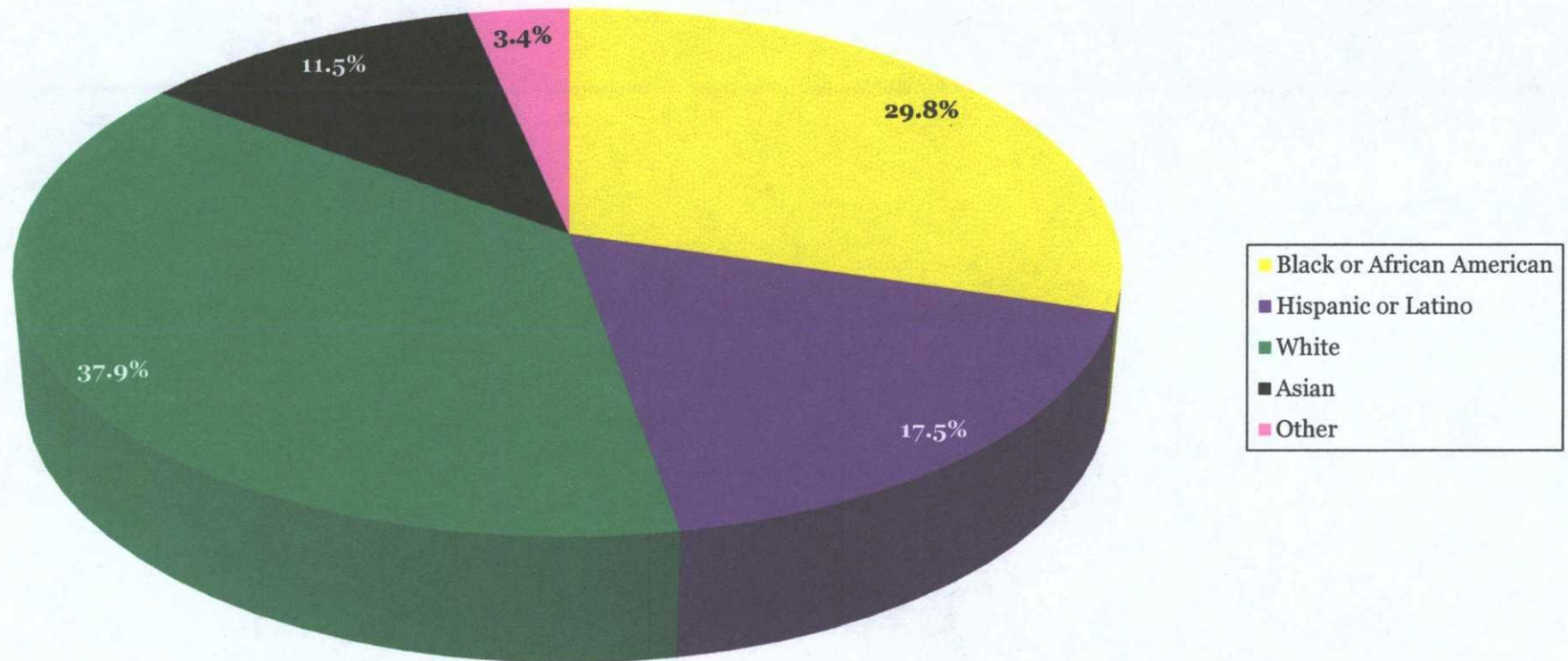
Finance



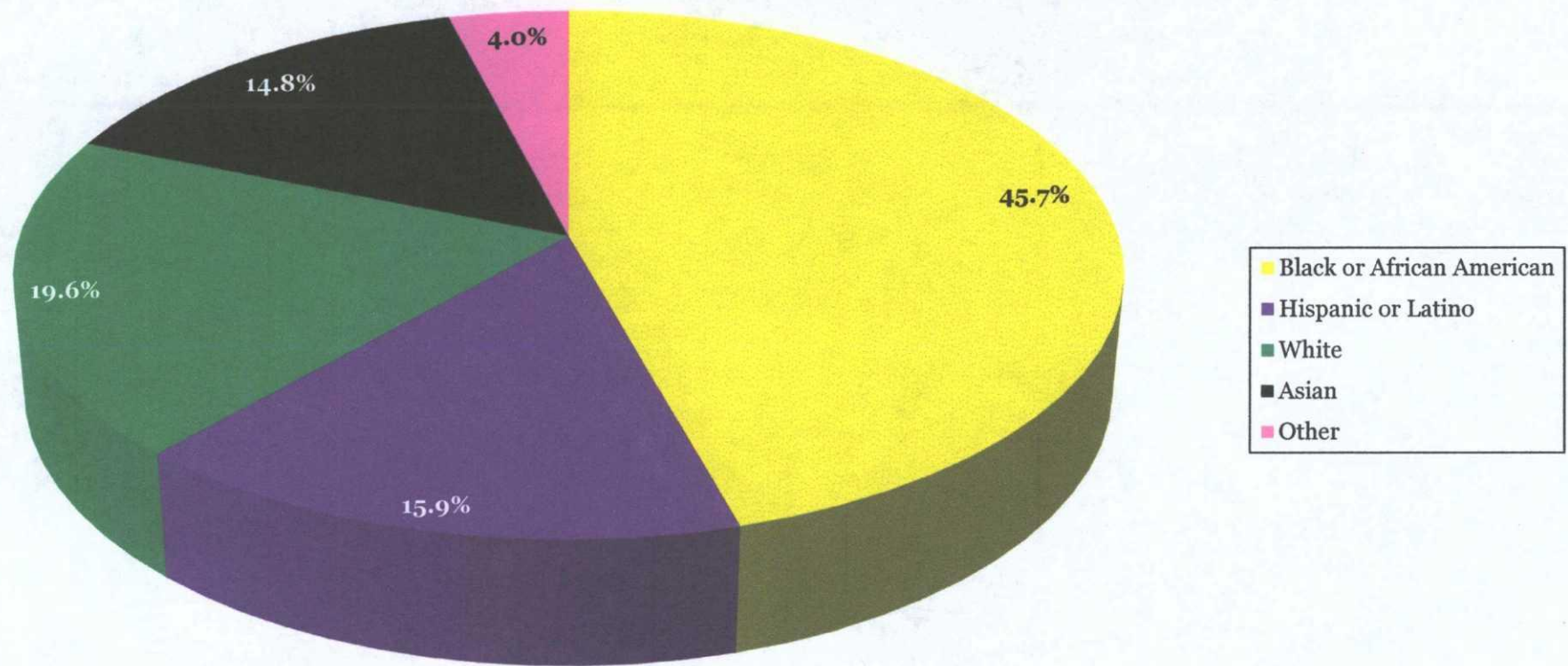
Police Department



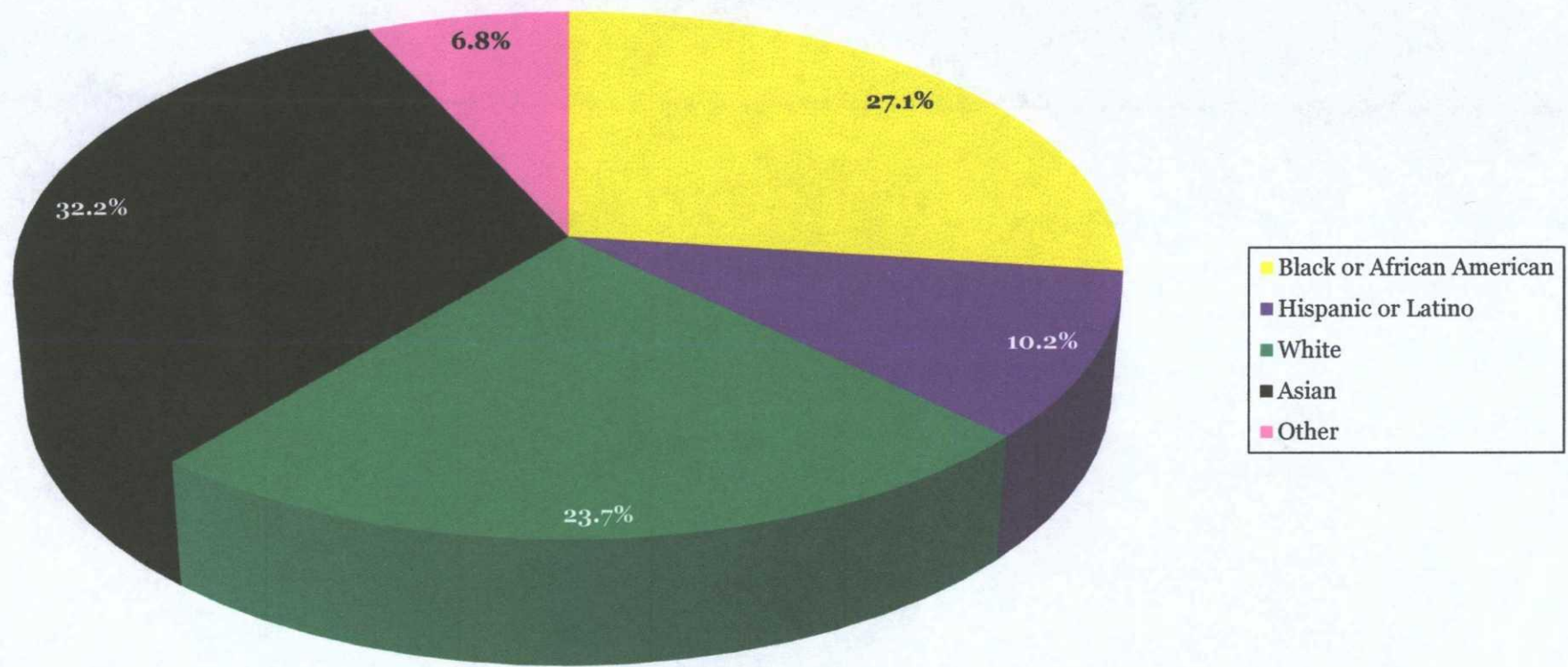
Fire Department



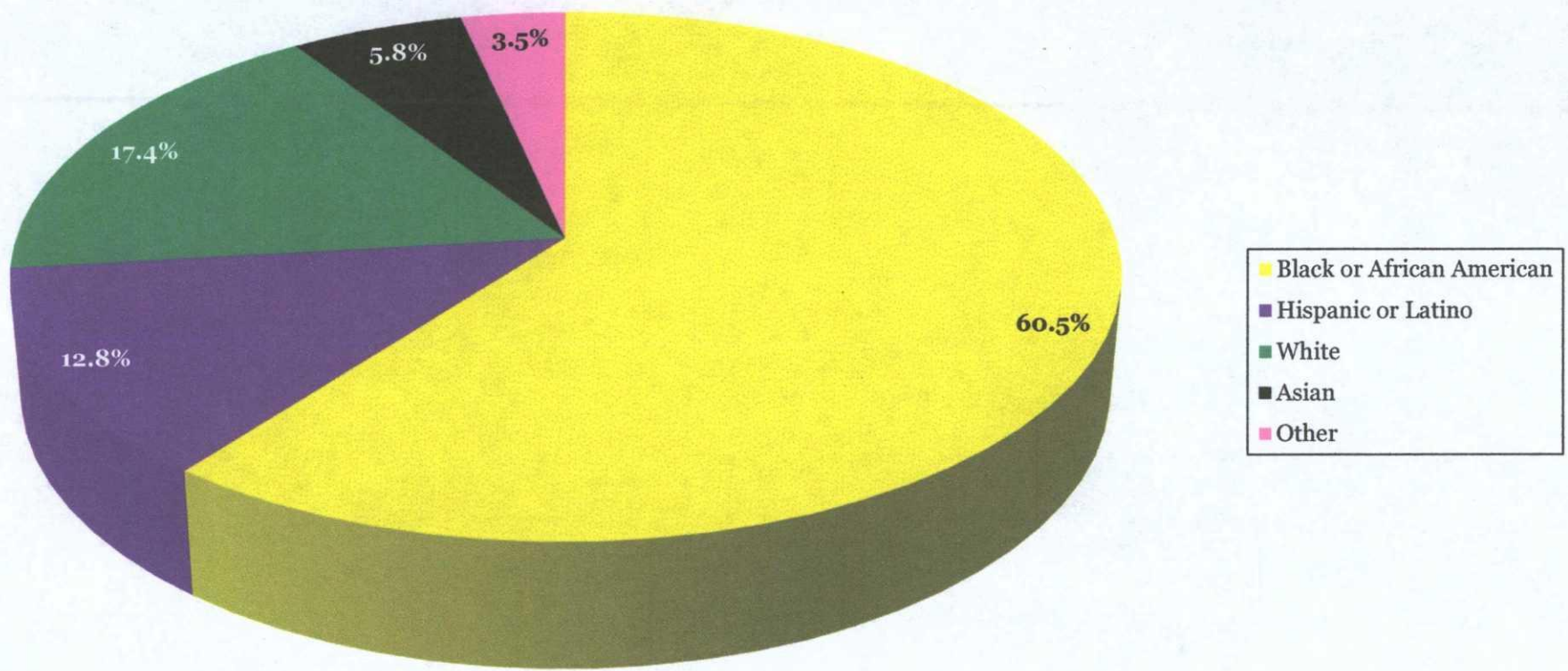
Public Works



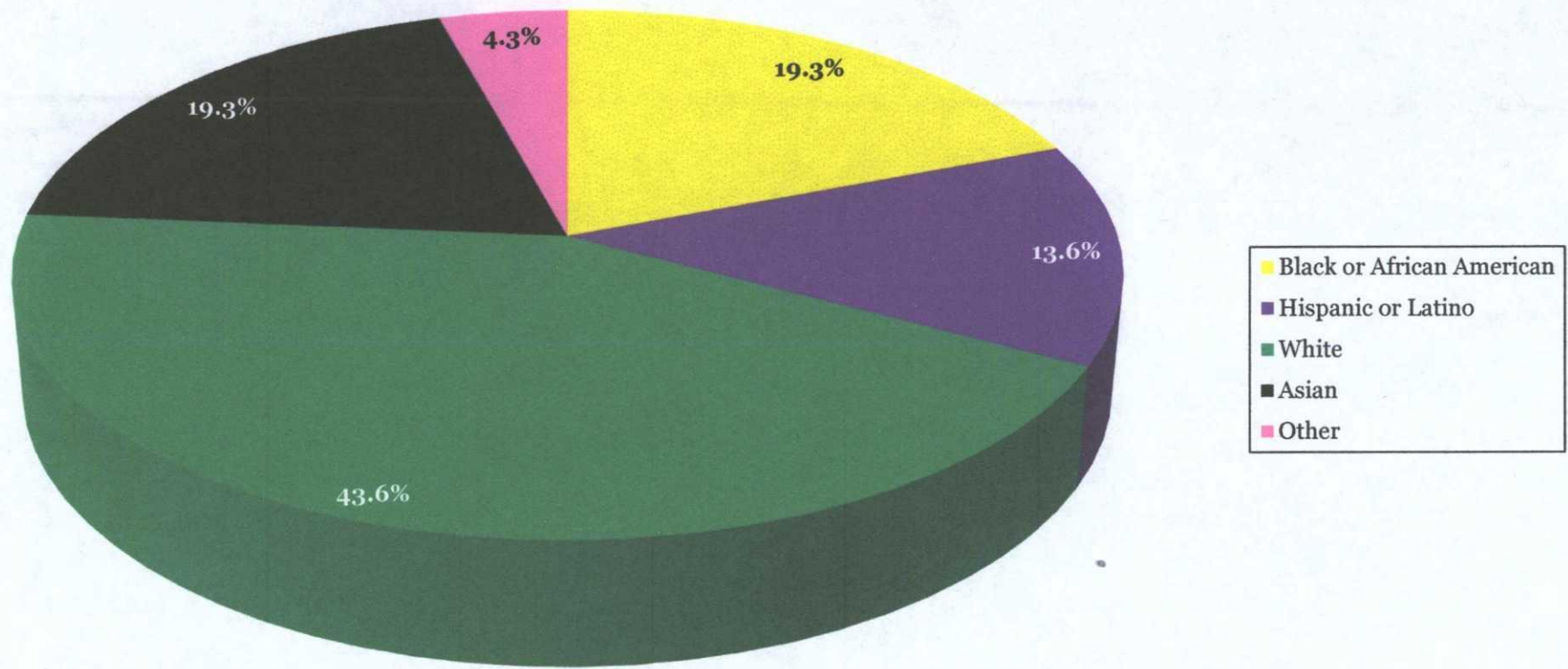
Information Technology



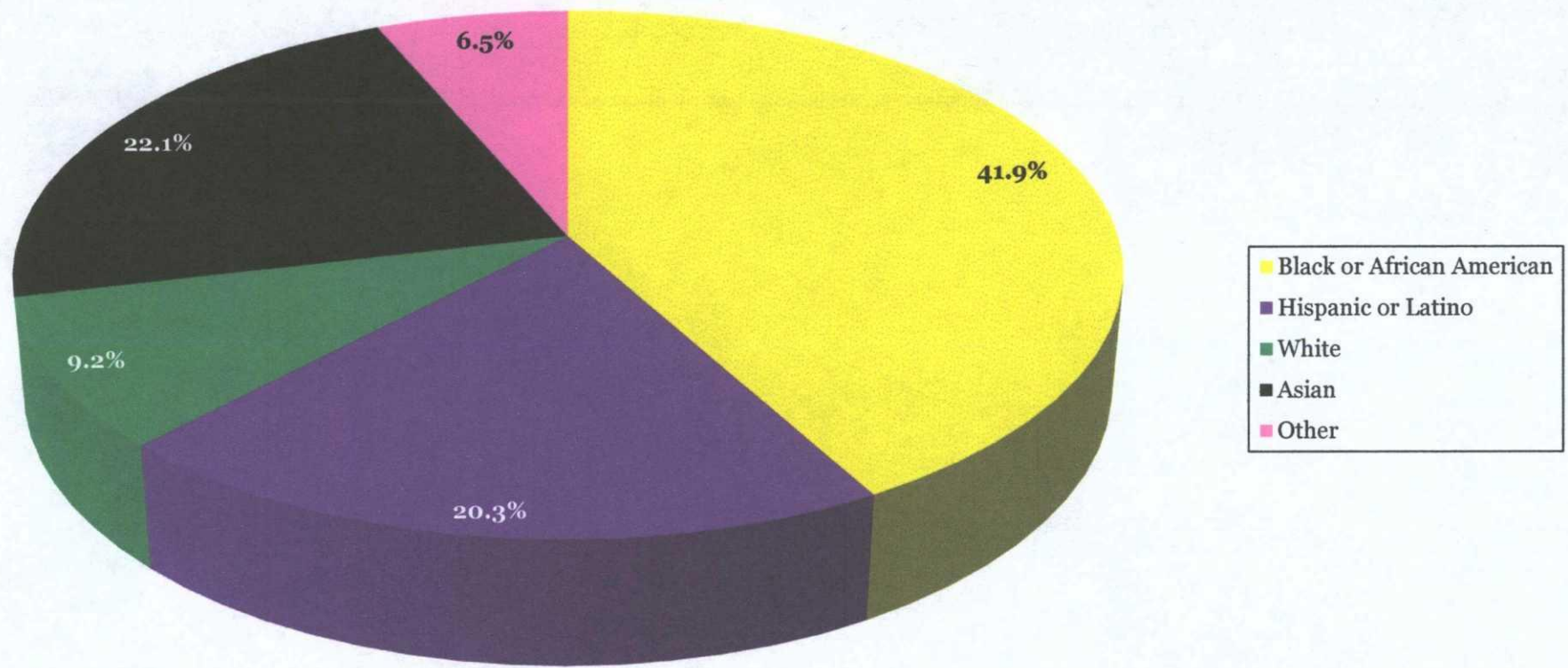
Parks & Rec



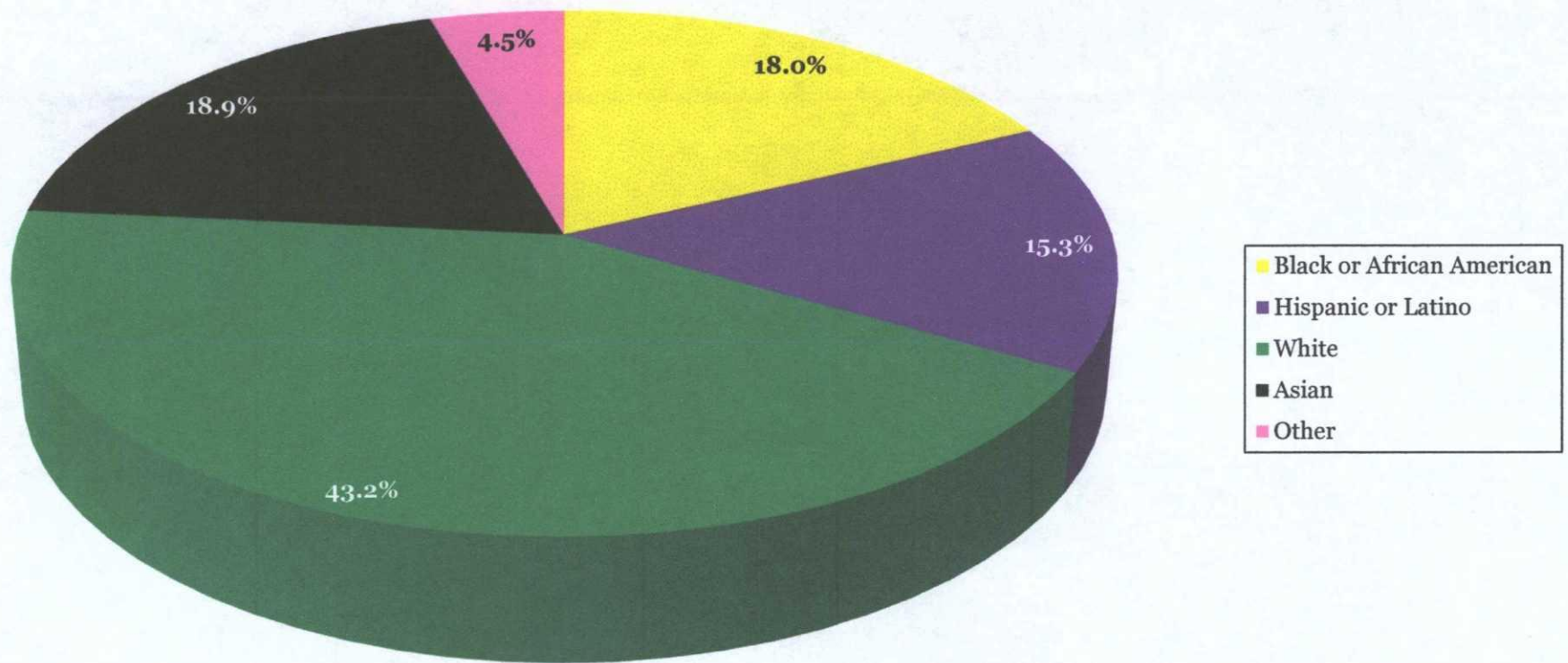
Library



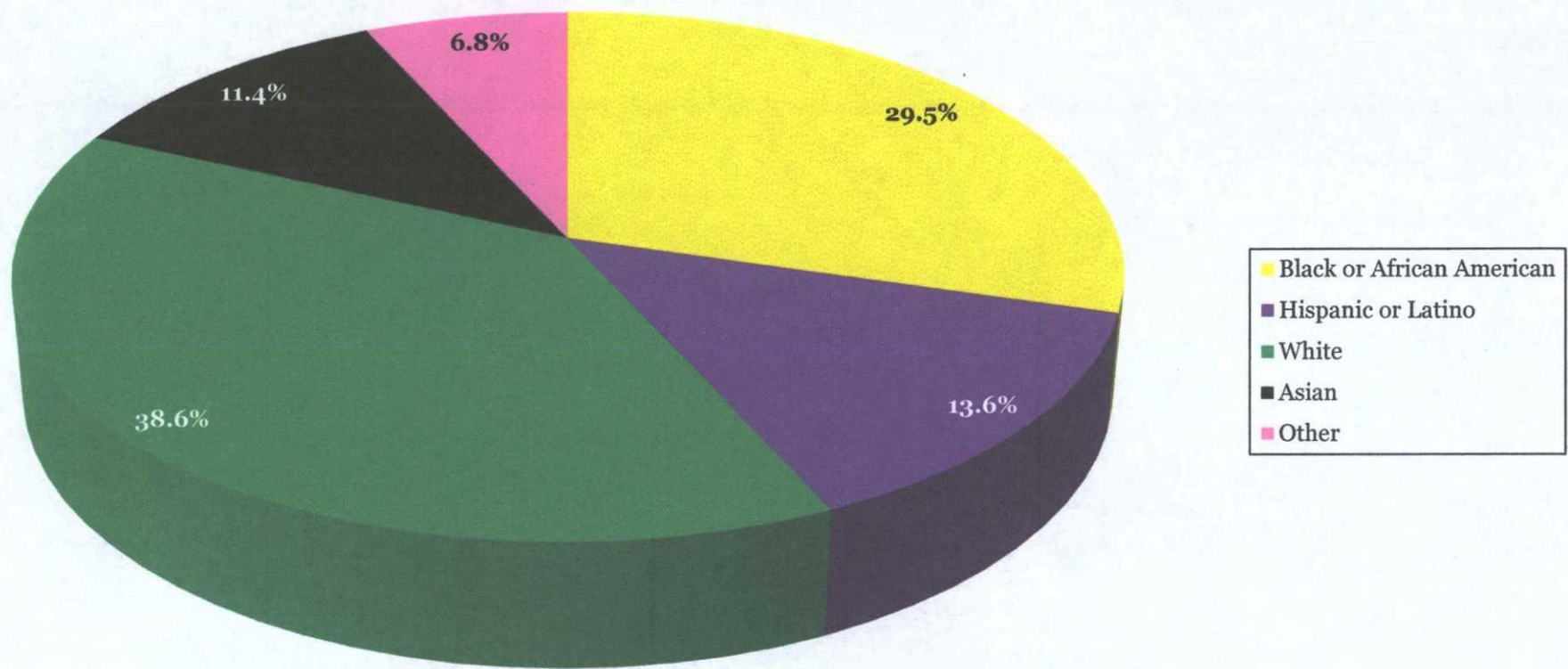
Human Services



Building/Planning



Economic & Workforce Development



Housing & Community Development

