



Staff Reports

File #: 720-2017, **Version:** 1

To: Honorable Mayor and Members of City Council

From: Darlene Colaso, Human Resources Director

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TITLE:

2016 Equal Employment Opportunity Annual Report, and 2017 Equity and Inclusion Plan

RECOMMENDED ACTION:

Adopt a resolution approving the 2016 Equal Employment Opportunity Annual Report, and approving the 2017 Equity and Inclusion Plan

DISCUSSION:

Civil Service Rule 4 Part K states that the Civil Service Commission shall submit an annual Equal Employment Opportunity report to the City Council. This report addresses recruiting activity for calendar year 2016 and presents a utilization analysis of the City workforce as of December 31, 2016.

The Human Resources Department conducted 80 recruitments, for 137 openings, in 2016, as opposed to 69 recruitments for 201 openings in 2015. Sixty-one of these recruitments were for classified positions, up from 50 in 2015. Department staff also coordinated recruitment activities for 19 part-time recruitments (21 in 2015).

In 2016, the Human Resources Department introduced Competency-Based Behavioral Selection methods to department staff, the Executive Team and bargaining group representatives which included job analyses to more accurately identify technical competencies as well as knowledge, skills, abilities, behaviors and culture fit through assessment techniques to maximize testing predictors for job success as well as minimize the risk of adverse impact, ensure cost-effectiveness and better meet the hiring department's workforce needs.

In the calendar year 2016, 3,882 employment applications were filed, up from 3,652 in 2015. 58.8% of the applicants were male, as opposed to 55.1% in 2015, 39.4% were female, as opposed to 43.3% in 2015 and 1.8% did not identify their gender, compared to 1.6% in 2015. 48.89% of applicants identified themselves as White, as opposed to 47.5% in 2015, 20% as Hispanic, as opposed to 21% in 2015, 8% as Black, up from 7.3% in 2015, 7.6% as Asian, down from 8.2% in 2015, 1.34% as Pacific Islander, up slightly from 1.1% in 2015, 0.98% as Native American, up from the 0.7% in 2015, and 6.62% as Two or More Races, up from 6.3% in 2015. 6.62% of applicants chose not to provide information on their race, as opposed to 6.7% in 2015.

54% of the candidates placed on eligibility lists in 2016 were male, down from 59.3% in 2015 and

45.56% were female up from 39.6% in 2015. 58.69% identified themselves as White, as opposed to 54.5% in 2015. 22% as Hispanic, up from 20.8% in 2014, 3.86% as Black, down from 5.3% in 2015, 3% as Asian, down from 6.6% in 2015, 1.1% as Pacific Islander, essentially unchanged from 1.1% in 2015, 0.4% as Native American, down from 0.6% in 2015, and 6.95% as Two or More Races, up from 4.9% in 2015. 3.8% chose not to disclose information on their race, down from 6.2% in 2015.

The Uniform Guidelines on Employee Selection Procedures under the Equal Employment Opportunity Commission indicates that the 4/5ths rule is the preferred method for determining adverse impact unless samples are very small or very large.

Adverse impact is determined by a four step process. (
www.eeoc.gov/policy/docs/qanda_clarify_procedures.html
<http://www.eeoc.gov/policy/docs/qanda_clarify_procedures.html>)

- Calculate the rate of selection for each group (divide the number of persons selected from a group by the number of applicants from that group).
- Observe which group has the highest selection rate.
- Calculate the impact ratios, by comparing the selection rate for each group with that of the highest group (divide the selection rate for a group by the selection rate for the highest group).
- Observe whether the selection rate for any group is substantially less (i.e., usually less than 4/5ths or 80%) than the selection rate for the highest group. If it is adverse impact is indicated in most circumstances.

The determination of adverse impact may be determined by a variety of factors. It is important for the City of Napa to evaluate adverse impact and mitigate factors which may imply the cause to be related to employee selection methods.

The relationship between applicants and those being placed on eligibility lists indicates that the selection processes developed and utilized in 2016 were consistent with our goal of minimizing adverse impact.

Utilization Analysis

The utilization analysis for the City was based on the 2016 employee base and the 2010 census data.

The utilization analysis compared the number of individuals in each gender and race/ethnicity group employed by the City on December 31, 2016, in specific job groups, with the numbers of their counterparts who are available in the relevant labor market. The labor markets which were identified and defined for the 2015 report were used again for 2016. The different labor markets for the Availability Analysis are local counties, weighted by the percentage of the workforce living in each county; California; National; and Internal Feeders. The local labor market was weighted 75.53% Napa County, 19.27% Solano County and 5.2% Sonoma County. The town of residence at time of hire for hires during 2014 and 2015 was used to determine the relative weights between Local, California and National groups. The weight to the Feeder groups was based on classes from which an employee would promote into a different group. For example, the feeder group percentage for

Professionals is based on the classes in Professionals which are potentially filled by employees in the Technicians group.

Underutilization was identified if the percentage of individuals employed was lower than the percent available. The underutilization number indicates the whole number of employees in that group which would be needed for our workforce to reflect the labor market.

The data in the 2016 Utilization Analysis has been consolidated by EEO Job Group. Under-utilization was identified in 2016 in the following job groups: Officials and Administrators (1 Female, 1 Black, 2 Hispanic, 1 Asian); Professionals (3 Black, 4 Asian, 1 Two or More/Other); Technicians (2 Black, 3 Asian, 1 Two or More); Protective Service Workers (1 Female, 6 Black, 4 Hispanic, 5 Asian, 1 Two or More); Para-Professionals (1 Asian); Administrative Support (8 Male, 2 Black, 2 Asian, 2 Native Hawaiian/Pacific Islander); Skilled Craft Workers (3 Female, 2 Black, 5 Hispanic, 1 Asian); Service/Maintenance (5 Female, 3 Black) This data documents an decrease in underutilization from 2015. The Placement Goals report for 2016 and 2017 are attached as Attachment 1.

At the end of 2016 there was underutilization of Females in four out of eight categories. In 2015 there was underutilization in three categories. The underutilization in Officials and Administrators (from 0 in 2015 to 1 in 2016), Protective Service (from 0 to 1); Skilled Craft (unchanged at 2) and Service Maintenance (from 3 to 5); can be attributed to high availability rates coupled with low participation rates across all of the groups identified and studied within this report. In this past year, the underutilization of Females decreased in the Para-Professional Job Group.

There was underutilization of Hispanics in three of eight categories, down from five categories in 2015; Officials and Administrators (from 3 in 2015 to 2 in 2016), Protective Services (from 8 to 4) and Skilled Craft (from 4 to 5). As with the Female group, this can be attributed to high availability rates coupled with low participation rates across all of the groups identified and studied within this report.

There was an increase in the underutilization of Blacks in 2016. There was underutilization in seven of eight groups, up from six in 2015. However, due to a decrease in staffing, the number of employees available have decreased the underutilization of Blacks from 21 to 19.

The job group with the highest underutilization is Protective Services (decreasing from 22 in 2015 to 17 in 2016). Increasing the diversity in this group is a priority for the City. The Fire Department has included increasing diversity as one of their strategic goals. The Human Resources Department continues to work with both the Fire and Police Departments to increase diversity, including targeted outreach for entry level recruitments and development of reserve and volunteer programs.

The City plans to continue outreach efforts throughout the community, including recruitment utilizing social media, wide distribution of job announcements through direct mailings and emails to a variety of community organizations and groups, as well as continued outreach at high school and college job fairs, internships, informational interviewing, job shadowing, and presentations in classrooms and at various community forums. Additionally, we strive to build a workforce which is reflective of the relevant labor market within the community it serves.

Beyond our efforts of recruiting diverse talent, it is a priority for the City to examine equity and

inclusion. Attachment 2 demonstrates objective measures we will focus on in 2017 to determine and address race and gender equity throughout the City.

We have established a partnership with the *Government Alliance on Race and Equity* to learn and apply strategies as well as utilize local and nationwide resources to address the City of Napa's desire to promote a culture of inclusion.

FINANCIAL IMPACTS:

None.

CEQA:

The Human Resources Director has determined that the Recommended Action described in this Agenda Report is not subject to CEQA, pursuant to CEQA Guidelines Section 15060.

DOCUMENTS ATTACHED:

Attachment 1: Resolution Adopting a resolution approving the 2016 Equal Employment Opportunity Annual Report, and approving the 2017 Equity and Inclusion Plan

Exhibit A: 2016 Equal Employment Opportunity Report

Exhibit B: Equity & Inclusion Plan - 2017

NOTIFICATION:

Department Directors and Managers.