



Update on Systems Transformation

City of Tacoma | City Manager's Office
City Council Meeting
3/8/2022



Departmental Highlight

Human Resources Department



Transformation Highlight



Project or Highlight Area

Workforce Equity Study

Council Priority Area

Belief and Trust | Organizational Culture

Context: A [Workforce Equity Study](#) was conducted to determine inequities in the City’s people policies, procedures, and practices. It concluded in May 2021 with recommendations related to:

1. Recruitment and Hiring
2. Employee Retention
3. Training and Development (with emphasis on managers)



Transformation Highlight



Project or Highlight Area

Workforce Equity Study

Council Priority Area

Belief and Trust | Organizational Culture

Actions:

| Recruitment and Hiring | Employee Retention & Culture | Training and Development |
|--|--|--|
| <ul style="list-style-type: none"> • Piloting Equitable Hiring Practices guide • Reorganization to include Recruitment Manager | <ul style="list-style-type: none"> • Conducting employee satisfaction surveys • Launched “Core Conversations” performance tool | <ul style="list-style-type: none"> • Launched EEO LinkedIn Learning Path • Enhanced training options for managers • Overhaul of existing Supervisory Management Foundations program |



Transformation Highlight



Project or Highlight Area

Workforce Equity Study

Council Priority Area

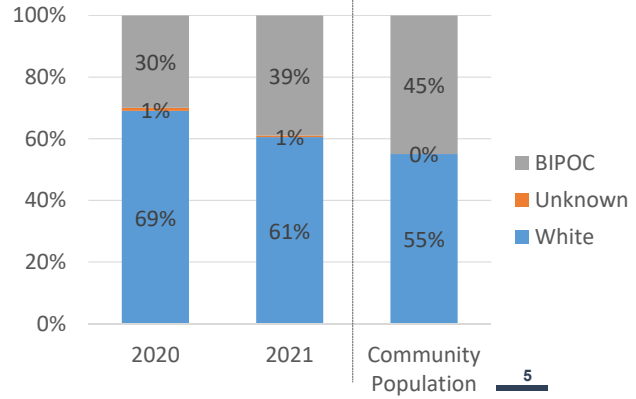
Belief and Trust | Organizational Culture

Results:

Citywide Hiring

The percent of BIPOC hires increased from 30% of the total hires to 39% between 2020 and 2021

- This is a 30% increase in the proportion of hires that identify as BIPOC
- Trending toward hiring that reflects the community we serve



Transformation Highlight



Project or Highlight Area

Workforce Equity Study

Council Priority Area

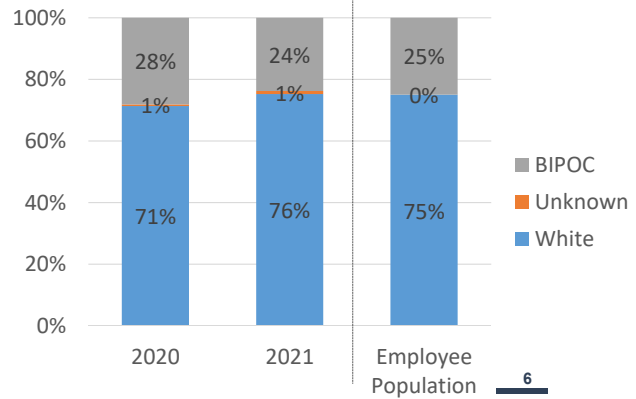
Belief and Trust | Organizational Culture

Results:

Citywide Separations

The percent of BIPOC employees who separated from the organization decreased from 28% of the total separations to 24% between 2020 and 2021

- This is a 14% decrease in the proportion of separated employees that identify as BIPOC
- Trending toward equitable separation rates



Transformation Highlight



Project or Highlight Area

Workforce Equity Study

Council Priority Area

Belief and Trust | Organizational Culture

Insight: The collective effort of small changes to the way we do business has helped to move us closer to the goal of reflecting the community we serve.

- Headcount in 2020-2021: **~3,600**
- 5 Year Average Separation Rate: **275/year (~7.7% turnover)**
- Average Tenure of the Workforce: **12 years**

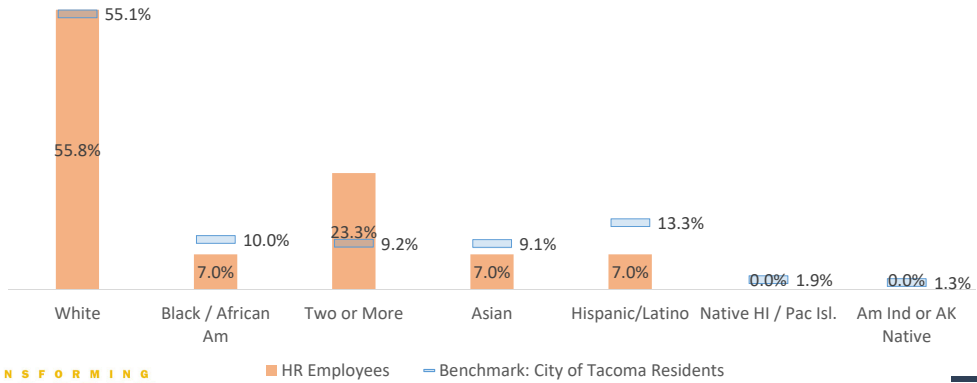
It takes time to make significant changes in the demographics of our workforce.



Workforce Reflects the Community



Employee Racial / Ethnic Diversity
HR Only
EOY 2021



●●● Workforce Reflects the Community



- Expansion of our Equal Employment Opportunity program
 - Providing greater education and support to supervisors and employees to create an environment that supports a diverse workforce
- Completion of Classification and Compensation Study for non-represented employees
 - Classifications that attract the broadest, most diverse pool of candidates
 - Creating opportunities for employees to grow and develop professionally
 - Strategically aligned with the City's Equity and Empowerment Framework

TRANSFORMING
TACOMA

9

●●● Equitable Service Delivery



- Launch of Tacoma U, our Employee Learning Portal that provides equitable access to learning and development for all employees
 - 1,099 employees have accessed TacomaU
 - 3,114 employees have activated LinkedIn Learning accounts



TRANSFORMING
TACOMA

10

Equitable Service Delivery



- Facilitation of citywide Anti-Racist Transformation efforts
 - Facilitating a portfolio of ~15 initiatives with dozens of related projects in housing and homelessness, jobs, safety, operational effectiveness, and organizational culture
 - **City of Tacoma Organizational Culture**
 - Employee Retention Strategy
 - Addressing Workforce Equity Study
 - Addressing Employee Survey
 - Equitable Hiring
 - **Policing Transformation**
 - Community Reconciliation
 - Use of Force Policies/ Practices
 - Alternative Response
 - 21st Century Policing
 - **Homelessness**
 - **Anti-Displacement**
 - **Livable Wage Jobs**
 - Equity in Contracting
 - **Community Engagement**
 - Language Access
 - Participatory Budgeting

TRANSFORMING
TACOMA

11

Departmental Look Forward



- EEO Community of Practice Pilot: A supervisor's guide to creating and maintaining an equitable workplace
 - 40 participants evaluating a self-led / group session model of learning
- Development of our Workforce Data Analytics team – data for informed decision-making
- Developing a diverse internal and external talent pipeline through employee development, aspiring leader programs, and an internship program

TRANSFORMING
TACOMA

12



City Manager Update



Recent Accomplishments



- Homeless Strategy, Systems and Services Manager begins in Neighborhood and Community Services (NCS) 2/28
- Language Access Coordinator begins in Media and Communications Office (MCO) 2/28
- Dashboard “Fleet 3” camera pilot successfully completed in mid-February – cameras to be deployed in late 2022/early 2023 due to supply chain constraints
- TPD Hiring
 - Most recent TPD recruitment posting closed on 3/4 with 138 applicants
 - A diverse pool with 55% of the candidate pool identify as BIPOC and 44% identifying as white
 - Council passed Ordinance 28806 allowing recruitment incentives for lateral police officers 3/1
- New Police Chief briefed on portfolio of transformation projects in response to consultant studies and new State laws 3/7

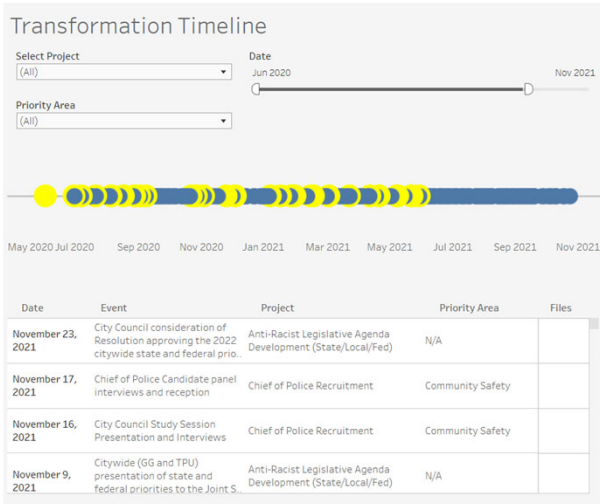
Upcoming Items



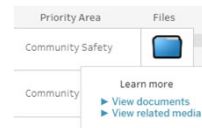
- Final 60 Body Worn Cameras to be assigned to non-patrol administrative officers to be shipped to TPD 3/14
- Vision Zero Action Plan will be brought before City Council for approval in summer 2022
 - Community Survey to inform Vision Zero was offered in 6 languages and was open to residents 1/24-3/4



Transformation Timeline & History



- <https://cityoftacoma.org/transform>
- Timeline of transformation activities since passing Resolution 40622:
 - Filter by:
 - Council Priority Area
 - Selected Projects
 - Time period
 - Click on the file icons to see related documents and meeting recordings





Update on Systems Transformation

City of Tacoma | City Manager's Office
City Council Meeting
3/8/2022



Standard operating Procedure



- **Timeline (needs to coordinate with REAP update process)**
 - Monthly form sent to departments to fill out all REAP updates and non-REAP transformational items
 - Updates due from Departments in the form the Tuesday prior to Council Presentation
 - CI pushes the updates into the cityoftacoma.org/transformation timeline on Wednesday
 - OEHR reviews timeline Wednesday afternoon to Populate Last 2 slides / CMO Update:
 - Filter cityoftacoma.org/transform timeline for the previous month
 - Note any **major accomplishments/results**/highlights NOT from the focus department
 - Populate the slide with relevant updates
 - Avoid items that have already had their own presentation to Council / Study Session
 - OEHR to identify future community engagement opportunities in the next 30 days (form will be programmed to help identify engagement opportunities)
 - Filter cityoftacoma.org/transform timeline for the next month
 - Filter for engagement opportunities
 - Populate the slide with relevant updates
- **Departmental Presentation**
 - OEHR to determine the monthly presentation schedule in alignment with REAP updates
 - Determine if it's one department or multiple in any given month
 - HR to provide data for the Reap Goal 1 Slide on department demographics
 - OEHR to inform department(s) with adequate notice to prepare their presentation
 - OEHR to send the PowerPoint template/link to the department
 - Department populates the monthly presentation
- **Final City Manager Presentation**
 - CMO/OEHR reviews the department's draft presentation
 - MCO uploads the PowerPoint to the cityoftacoma.org/transform website
 - Management Fellow provides update in Council Packet
 - Management Fellow "drives" presentation in the meeting

Workforce Equity Study

Recommendations



- **Workforce Equity Study** available on cityoftacoma.org/transform

- 01. The City should remove the City Charter provision that limits its hires to persons living within Tacoma city limits. Instead, the City should consider providing preferences to city residents or to job applicants living within economically disadvantaged neighborhoods (including outside city limits).
- 02. When examining diversity of its workforce, the City should not just focus on whether its employees look like city residents, it should consider whether its employees reflect the diversity of its local labor market, which encompasses all of Pierce County.
- 03. City outreach efforts appear to have a positive effect on the diversity of City hiring. The City should continue and strengthen these general activities.
- 04. There are some specialized entry level positions that traditionally have had little racial or gender diversity (women firefighters, for example), for which the City will need to continue to work with training partners to encourage diversity in job candidates.
- 05. The City should reevaluate its minimum qualifications and scoring of qualifications for its entry-level positions to avoid unnecessarily disadvantaging potential applicants with less formal education or experience. It should start with those entry-level jobs where it sees the least diversity in its applicants.
- 06. City Charter Section 6.3 requires citizenship for eligibility for employment with the City. City does not currently enforce this provision as it violates federal law and should consider removing it.
- 07. The City should reevaluate its use of tests for entry level positions to ensure that they are needed at all and accurately measure ability to perform the specific job.
- 08. The City should consider more flexibility in when it accepts applications for positions and better communicate its process.
- 09. City will need to build its own pipelines of diverse workers for certain jobs for which the labor pool is not diverse.
- 10. As with hiring for entry level positions, the City must ensure that the mandatory qualifications and testing for its advanced positions are non-discriminatory. This includes evaluating any written exams.
- 11. In each department, the City should proactively communicate and prepare employees for career advancement, including supervisory training for non-supervisors. That training should include tools to effectively manage a diverse team.
- 12. The City should notify and encourage individuals who meet the eligibility requirements for advancement to apply for those positions. The City should examine reasons for any underrepresentation of groups in applications.
- 13. The City should explore opportunities and work to remove barriers to advancement in jobs outside of one's department or bargaining unit.
- 14. Many current supervisors and managers appear to need more training and coaching on effective talent management. The City should invest in such training across all departments, including tools to effectively manage diverse teams.
- 15. Human Resources should further review and enforce consistency in hiring processes for advanced positions across departments. It should work to ensure understanding of proper promotion processes among managers and staff.
- 16. Employee Resource Groups and other cross-department employee groups can help connect people and increase a sense of belonging at the City, especially for those who are not the majority group in their workplace. These groups can be but do not need to be race-, ethnicity- or gender-specific.
- 17. Regular, consistent employee satisfaction surveys are needed at TPU and GenGov to monitor changes in perception of fairness of promotions and trust in leadership at the City. The City should also track differences in employee satisfaction based on race, ethnicity and gender.
- 18. The City should explore new ways for employees to bring discriminatory actions to light without fear of retribution.
- 19. The relatively high rate of separation of employees of color and women is a serious impediment to achieving a diverse and inclusive workplace for the City. Leadership should focus on eliminating disparities in retention of employees across departments. The City should consider developing accurate metrics of annual employee retention by race, ethnicity and gender that can be a part of annual senior leadership performance evaluations.

TRANSFORMING
TACOMA