

November 19, 2015

TO: CIVIL SERVICE/EQUAL EMPLOYMENT COMMISSION

FROM: GORDON A. MACKAY, Public Works Director

SUBJECT: **ANNUAL EQUAL EMPLOYMENT REPORT**

### **Introduction**

The Public Works Department provides a broad range of services to the entire community. The Department strives to create a more diverse workforce, while maintaining a high level of skill and professionalism. This report covers changes in the Public Works Department staffing between October 1, 2014, and September 30, 2015. The primary personnel challenge for the Department over the past year continues to be the prompt filling of positions vacated by retirements or separations. The challenge stems, in part, from limited availability of Human Resources staff due to conflicting hiring priorities for other departments, and difficulty finding suitable recruits that can pass a background check.

### **Organizational Structure and Responsibilities**

The Public Works Department consists of four major divisions: Engineering, Operations and Maintenance, Solid Waste/Recycling, and Administration/Fiscal. Staff generally provide services to build and improve the City's transportation and parks infrastructure, maintain our City facilities and fleet of vehicles, and manage the Solid Waste and Recycling program. Supporting activities include preparing and administering the Capital Improvement Program and Department budgets, seeking out and securing grants, and contract compliance. A comprehensive listing of the Department's activities can be seen in the attached functional organizational chart.

### **Workforce Composition**

The Public Works Department has 157 authorized positions. Currently, there are 140 filled positions, compared to 139 filled positions last year. For purposes of this report, San Joaquin Area Flood Control Agency staff are counted as Public Works employees, though they do not report to the Public Works Director. The Department saw an overall shift of 2% in total gender related employment with an increase in females and decrease in males. The table below shows the breakdown of the 140 employees by gender and race:

*Public Works Department Employee Breakdown by Race/Gender*

| <i>Public Works</i>     |        | White     | Black    | Hispanic  | Asian     | American Indian | Totals     |             |
|-------------------------|--------|-----------|----------|-----------|-----------|-----------------|------------|-------------|
|                         | Male   | 57        | 4        | 26        | 17        | 0               | 104        | 74%         |
|                         | Female | 19        | 3        | 9         | 5         | 0               | 36         | 26%         |
| <b>Department Total</b> |        | <b>76</b> | <b>7</b> | <b>35</b> | <b>22</b> | <b>0</b>        | <b>140</b> | <b>100%</b> |

The table below compares the Public Works Department's workforce to that of the Entire City Workforce, the City of Stockton, and San Joaquin County employable populations. The Public Works Department remained relatively unchanged from previous reporting cycles, with a slight (1%) increase in its ethnic breakdown of employees for White, Black and Hispanic, while experiencing a 3% decrease in its Asian employees compared to the last reporting cycle. The City of Stockton and San Joaquin County employable population percentages remained unchanged from the last reporting cycle, while the Entire City Workforce experienced increased diversity with a 11% reduction in White employees, 1% increase in Black, 7% increase in Hispanic, and 2% increase in Asian American employees.

*Public Works Department Workforce Compared to the City and San Joaquin County Populations*

| <b>Ethnicity</b>        | <b>Department Workforce</b> | <b>%</b>    | <b>Entire City Workforce</b> | <b>%</b>    | <b>City of Stockton (Employable Population)</b> | <b>%</b>    | <b>San Joaquin County (Employable Population)</b> | <b>%</b>    |
|-------------------------|-----------------------------|-------------|------------------------------|-------------|-------------------------------------------------|-------------|---------------------------------------------------|-------------|
| White                   | 76                          | 54%         | 826                          | 52%         | 66,836                                          | 23%         | 246,025                                           | 36%         |
| Black                   | 7                           | 5%          | 70                           | 6%          | 33,507                                          | 12%         | 48,657                                            | 7%          |
| Hispanic                | 35                          | 25%         | 325                          | 29%         | 117,590                                         | 40%         | 266,584                                           | 39%         |
| Asian                   | 22                          | 16%         | 135                          | 11%         | 61,945                                          | 21%         | 97,999                                            | 14%         |
| Native American         | 0                           | 0%          | 15                           | 1%          | 1,237                                           | 0%          | 3,427                                             | 1%          |
| Other                   | 0                           | 0%          | 0                            | 0%          | 10,592                                          | 4%          | 22,614                                            | 3%          |
| <b>TOTAL POPULATION</b> | <b>140</b>                  | <b>100%</b> | <b>1,371</b>                 | <b>100%</b> | <b>291,707</b>                                  | <b>100%</b> | <b>685,306</b>                                    | <b>100%</b> |

### **Personnel Changes in the Department**

Public Works has 157 positions, 17 of which are vacant. Seven of the vacant positions are due to retirements, deaths or resignations since October 1, 2014. Personnel actions are underway to fill five of these seven vacancies, including the Assistant City Traffic Engineer position. There are no plans to fill the remaining 12 vacancies at this time, due to funding limitations.

In the 2014 reporting period, Public Works set four staffing goals: 1) continue to fill selected vacancies, 2) continue to expand ethnic diversity of the Department's new hires and transfers, 3) work with Human Resources to explore ways to streamline the recruitment and hiring process, and 4) encourage staff to participate in leadership development and customer service training through the American Public Works Association (APWA) Leadership program. Public Works addressed these goals by hiring six new employees (three new hires, and three new transfers from other departments), and promoting eight employees. The ethnic and gender breakdown of

these 14 staffing changes are as follows: 57% White, 14% Hispanic, 7% Asian, and 21% Black, with 50% male and 50% female. Through encouragement for staff to participate in leadership development, 38 employees attended APWA leadership classes during this reporting period, one of whom graduated with a certificate of completion from the APWA Institute Leadership program.

The following two tables show the 14 new hires, transfers, and promotions by position, gender and race:

*New Hires/Transfers*

| <b>Position</b>      | <b>Race</b> | <b>Gender</b> |
|----------------------|-------------|---------------|
| Program Manager III  | H           | M             |
| Junior Engineer      | W           | M             |
| Project Manager I    | W           | F             |
| Project Manager I    | A           | F             |
| Recycling Specialist | W           | F             |
| Junior Engineer      | W           | M             |

*Promotions*

| <b>Previous Position</b>            | <b>New Position</b>        | <b>Race</b> | <b>Gender</b> |
|-------------------------------------|----------------------------|-------------|---------------|
| Project Manager I                   | Project Manager II         | W           | F             |
| Maintenance Repair Tech I           | Maintenance Repair Tech II | W           | M             |
| Sr. Engineering Technician          | Public Works Supervisor    | W           | M             |
| Program Specialist/Janitorial Maint | Facilities Maint Worker II | B           | M             |
| Program Specialist/PW Maint Wrkr II | Tree Surgeon               | B           | M             |
| Program Specialist/Ofc Asst II      | Office Assistant II        | B           | F             |
| Finance Assistant II                | Office Technician          | W           | F             |
| Office Assistant I                  | Office Assistant II        | H           | F             |

## **Professional and Diversity Training**

Staff development is essential to improving awareness and understanding of the challenges of a diverse workforce. Professional development provides improved or new knowledge, skills, and abilities for career advancement and assisting staff in making sound decisions in the workplace.

Public Works staff have received a total of 67 training courses and workshops during this EEC reporting period. The training courses ranged from professional to technical, and were attended by various staff either in person or via webinars. Training topics included harassment and substance abuse awareness, labor and contract compliance, development of supervisory skills, safety awareness, workshops for advanced leadership concepts, and stress management. Many of the classes offered such as training in operating software program, and Liebert Cassidy Whitmore courses in legal issues related to mandated reporting, performance management, and violence in the

work place were free of charge through the Human Resources Department or Information Technology.

### **Recruitment Efforts**

Recruitment outreach efforts are coordinated through the Human Resources Department and place emphasis on communication opportunities that reach a multitude of elements within the community. Opportunities are posted in publications and with agencies such as The Record, Modesto Bee, Public Sector Job Bulletin ANG, Black Careers, Hispanic Hotline, Asian-Pacific Careers, Central Valley Jobs website, EDD website, and newspapers in the Bay Area. The intent of this extensive outreach is to continue a climate of diversity while attracting the most qualified candidates.

The Human Resources Department also advertises to the community by participating in events such as Ag Expo, State of the City, Earth Day Festival, Cinco de Mayo, Black Family Day, National Pollution Prevention Week, Family Literacy Day in the Park, and Make a Difference Day. These opportunities frequently result in contacts with people of diverse backgrounds, experiences and cultures interested in pursuing a career in Public Works.

### **Summary**

The Public Works Department continues to strive to build a strong and diverse workforce, and provide exceptional customer service to our community. Ethnic and gender diversity remained relatively unchanged from the previous reporting period with slight (1%-3%) ethnic/gender splits. The Department is addressing the loss of key staff due to employee separations through hiring decisions based on the most qualified individuals without regard to race, religion, color, national origin, gender, sexual orientation, veteran status, age, disability, or political affiliation/influence. All hiring decisions are based solely on job related criteria and demonstrated ability to perform.

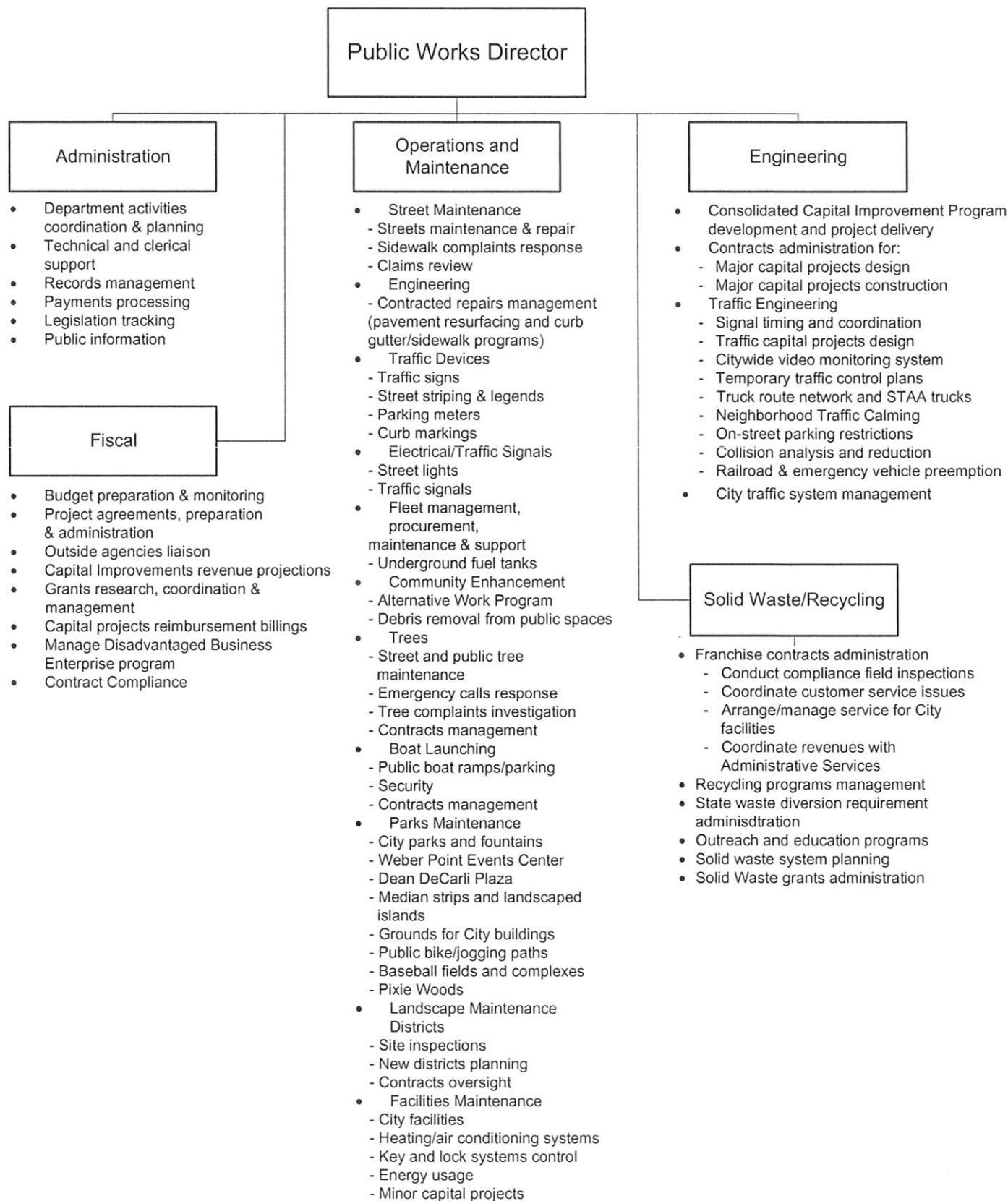
The Public Works Department met its objectives and goals set in the previous cycle to develop a qualified employee base while continuing to work toward filling our open positions. The following goals are continued for the ensuing year:

- 1) Fill selected vacancies;
- 2) Expand ethnic diversity of the Department's new hires and transfers;
- 3) Work with Human Resources to explore ways to streamline the recruitment and hiring process.



GORDON A. MACKAY, DIRECTOR  
PUBLIC WORKS DEPARTMENT





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