

November 29, 2018

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 and 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, 2017, and October 15, 2018. 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 other City-wide priorities, competition for skilled staff due to the robust construction market, 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.

MISSION STATEMENT

"Plan, design, build, and maintain public works for residents, businesses, and departments of the City of Stockton to meet their needs and expectations with pride and professionalism in a cost-effective manner."

The Public Works Department is comprised of four divisions, namely:

1. Engineering – Oversee traffic engineering, traffic system management, and delivery of the City's Capital Improvement Program.
2. Solid Waste and Recycling – Manage the City's recycling program and oversee the City's franchise agreements.
3. Operations and Maintenance – Maintain transportation infrastructure, parks, trees, Landscape and Lighting Assessment Districts, City Facilities, and City fleet.

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4. Fiscal and Administration - Provide management support for the Department, which includes office administration and finance.

Workforce Composition

The Public Works Department has 163 authorized positions, 24 of which are vacant. Currently, there are 139 filled positions compared to 144 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.

Five of the vacant positions are due to retirements, deaths or resignations since October 1, 2017. Personnel actions are underway to fill these 24 vacancies.

Position	Number of Vacancies
Administrative Analyst I	1
Assistant Engineer	1
Associate Civil Engineer	3
Associate Civil Engineer (SJAFCA)	1
Craft Maintenance Worker II	1
Engineering Services Manager	1
Engineering Services Manager	1
Engineering Services Manager (SJAFCA)	1
Facilities Maintenance Worker I	1
Facilities Maintenance Worker II	1
Facilities Maintenance Worker II	1
Maintenance Repair Tech I	1
Maintenance Repair Tech I	4
Office Specialist	1
Office Technician	1
Project Manager I	2
Senior Civil Engineer	1
Traffic Signal Electrician	1
Total Vacancies	24

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The Department saw an overall shift of 0% in total gender-related employment. The table below shows the breakdown of the 139 employees by gender and race:

Public Works Department Employee Breakdown by Race/Gender

Gender	Department		City Employees		City of Stockton (Figures Reflect Employable Population Only) Taken from the 2010 U.S. Census Bureau		San Joaquin County (Figures Reflect Employable Population Only) Taken from the 2010 U.S. Census Bureau	
Male	106	76%	1063	69%	142,925	49%	341,230	50%
Female	33	24%	487	31%	148,782	51%	344,076	50%
Total	139	100%	1,550	100%	291,707	100%	685,306	100%

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 1% decrease in its Asian and Hispanic employees compared to the last reporting cycle, while experiencing a 1% increase in the Other and Two or More categories. 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 1% increase in Hispanic employees, 1% increase in Asian, and 2% decrease in White employees.

The Department is comprised primarily of male employees, 76%, as compared to 69% within Stockton, and 49.2% within San Joaquin County. A breakdown of Ethnicity for the Department as it compares to City Employees, Stockton residents, and San Joaquin County residents is as follows:

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

Ethnicity	Public Works Department		City Employees		City of Stockton (Figures Reflect Employable Population Only) Taken from the 2010 U.S. Census Bureau		San Joaquin County (Figures Reflect Employable Population Only) Taken from the 2010 U.S. Census Bureau	
White	71	51%	869	56%	66,836	23%	246,025	36%
Black	6	4%	88	6%	33,507	12%	48,657	7%
Hispanic	36	26%	391	25%	117,590	40%	266,584	39%
Asian	24	17%	163	11%	61,945	21%	97,999	14%
Native American	0	0%	16	1%	1,237	0%	3,427	1%
Two or More Races	1	1%	19	1%				
Other	1	1%	4	0%	10,592	4%	22,614	3%
TOTAL POPULATION	139	100%	1,550	100%	291,707	100%	685,306	100%

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The Public Works Department continually seeks to recruit and retain employees of all genders and races. The Department strives to create a better workforce by improving recruitment efforts, providing adequate training, and by hiring qualified, educated staff.

Personnel Changes in the Department

In the 2018 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. Public Works addressed these goals by hiring 10 new employees (seven new hires and three new transfers from another department) and promoting 10 employees. The ethnic and gender breakdown of these 20 staffing changes are as follows: 55% White, 15% Hispanic, 25% Asian, and 5% Two or More, with 60% male and 40% female.

The following two tables show the 20 new hires, transfers, and promotions by position, race, and gender:

New Hires/Transfers

Position	Race	Gender
City Traffic Engineer	W	F
Facilities Manager	W	M
Craft Maintenance Worker II	A	M
Maintenance Repair Technician I	A	M
Office Technician	Two or More	F
Program Manager III	W	M
Project Manager I	W	F
Project Manager I	H	F
Public Works Inspector	W	M
Tree Worker	H	M

Promotions

Previous Position	New Position	Race	Gender
Administrative Analyst I	Administrative Analyst II	A	M
Assistant Engineer	Associate Civil Engineer	W	M
Junior Engineer	Assistant Engineer	A	M
Maintenance Repair Technician I	Maintenance Repair Technician II	W	M
Maintenance Repair Technician II	Heavy Equipment Operator	W	M
Office Technician	Supervising Office Assistant	W	F
Project Manager I	Project Manager II	A	F
Project Manager II	Project Manager III	W	F
Recycling Specialist	Project Manager II	W	F
Tree Surgeon	Senior Tree Surgeon	H	M

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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 66 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. The full list of training classes is listed below:

A&E Contracts Training	Administrative Assistants Conference	APWA – Public Works Institute, 2 of 4 modules
APWA Support Staff Seminar	Awarding Bodies- Informal session with CA Dept. of Industrial Relations	Bicycle Transportation: An Introduction to Planning and Design
Bloodborne Pathogen Training	CFMA Allison Transmission Training	CFMA Ambulance Service and Maintenance
CFMA Basic Electrical Systems Training	Commercial Driver Training	Contingency Plan & Diesel Spill Training
CPR, First Aid, AED Training	Crane Certification Training	Crane Rigging & Signaling Training/Certification
Critical Perspectives & Recent Research on the Travel Behavior Implications of Disruptive Trends & Autonomous Vehicles	EFFER Crane Training	Emotional Intelligence
Fire Mechanics Training	Forklift Recertification Training	Fundamentals of Traffic Engineering
Hazardous Waste and SPCC Training	Hazardous/Universal Waste Training	Hazcom Training
Hazcom, Stormwater, Hazwaste, FPPP, & SPCC Training	Hearing Conservation and Testing	Heat Illness Prevention Training
Highway Bridge Program Training	How to Conduct Effective Performance Evaluations	Labor Compliance

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Laptop Computer Training	Leave Benefits	Managing the Marginal Employee
Managing Your Time, Life & Priorities	Maximizing Supervisory Skills	Pavement Maintenance Training
Pavement Preservation Training	Pedestrian and Traffic Safety Training	PEMA Class: Single Module & DPF/SCR Training
PEMA-Wheelen Lighting Systems Training	Performance Management: Evaluation, Documentation & Discipline	Playground Safety Inspector Training & Certification
Preventing Workplace Harassment, Discrimination & Retaliation (General Workforce)	Preventing Workplace Harassment, Discrimination & Retaliation (Supervisors/Managers)	Principles of Constructing Quality Asphalt Pavements
Public Works Guidelines for Dust Masks	Resident Engineer Academy	Respiratory Protection Program Training
Safety for Supervisors	Safety Incentive Program Training	SB 1383 Local Government Summit: Developing Your Community's State Compliant Organics Recycling Program
SharePoint Essentials	Signal Technician Training	Site Safety Inspection Training
Smog Procedures for Fleet Training	Spill Kit and Spill Control Training	Stormwater Pollution Prevention Training
Stress Management	Substance Abuse Awareness for Supervisors	Supervisor's Role in Workers Compensation
Supervisory Skills for the First Line Supervisor	Transition Staff to Supervisor Training	Visio Essentials
Western Regional Symposium- A Changing Landscape	Workplace Violence Prevention Training	Zero Waste Certification

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, EDD website, APWA 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.

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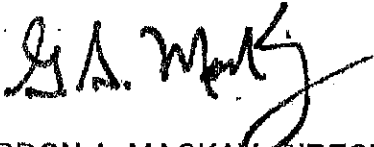
The Human Resources Department also advertises to the community by participating in events such as State of the City, Earth Day Festival, Cinco de Mayo, Black Family Day, National Pollution Prevention Week, Family Literacy Day in the Park, and Make a Difference Day. These opportunities frequently result 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 will continue to meet 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