

# HR INCLUSION TACTICAL PLAN

## *Improving Access to City Employment*

June 2017

### INTRODUCTION

#### Background

The City of Renton Business Plan has five strategic goals. Inclusion is one of them: *Building an inclusive informed city with opportunities for all*. The first Inclusion strategy in the 2018-2023 Business Plan is: “Improve access to city services, programs and employment, and make residents and businesses aware of opportunities to be involved with their community.”

In 2014 the City hired a consultant to provide technical assistance as the City enhanced work toward the goal of inclusion by addressing systemic issues that historically created barriers to inclusion. The consultant also worked with city staff to actively engage an increasingly diverse community in partnering with the City and influencing City policies.

Initially the Inclusion and Equity Consultant conducted an internal and external assessment to determine perceptions of progress toward this goal both in strengths as well as opportunities. One of the opportunities that surfaced across all departments was that despite various outreach strategies, the City workforce does not reflect the community (*Figures 1 and 2*). The Senior HR Analyst and the Inclusion and Equity Consultant were charged with conducting an analysis of the current outreach and hiring process to determine opportunities to enhance inclusion.

The methodology used in this report included interviews with subject matter experts both within the City of Renton, in the greater Renton community and in other cities. Research was conducted to find promising practices whose outcomes aligned with Renton’s goals, and to review case studies that contained promising actions as well as research summaries. The

methodology also includes data from NeoGov that provides an analysis of applicant sources, the applicant pool and hiring to determine what strategies would best address this opportunity.

### **What Improving Access to City Employment Means for the Community**

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The City will have an organizational culture that makes all staff feel welcome and included. The workforce will reflect the diversity of the Renton community. Ultimately this diversity will be visible throughout all positions and leadership levels. Such a workforce will enhance creativity in serving the public by strengthening its ability to provide effective and appropriate services that will support equitable and inclusive access to City services. A more diverse workforce will strengthen community connections with the City of Renton and increase involvement in and awareness of City programs, services and policy decisions.

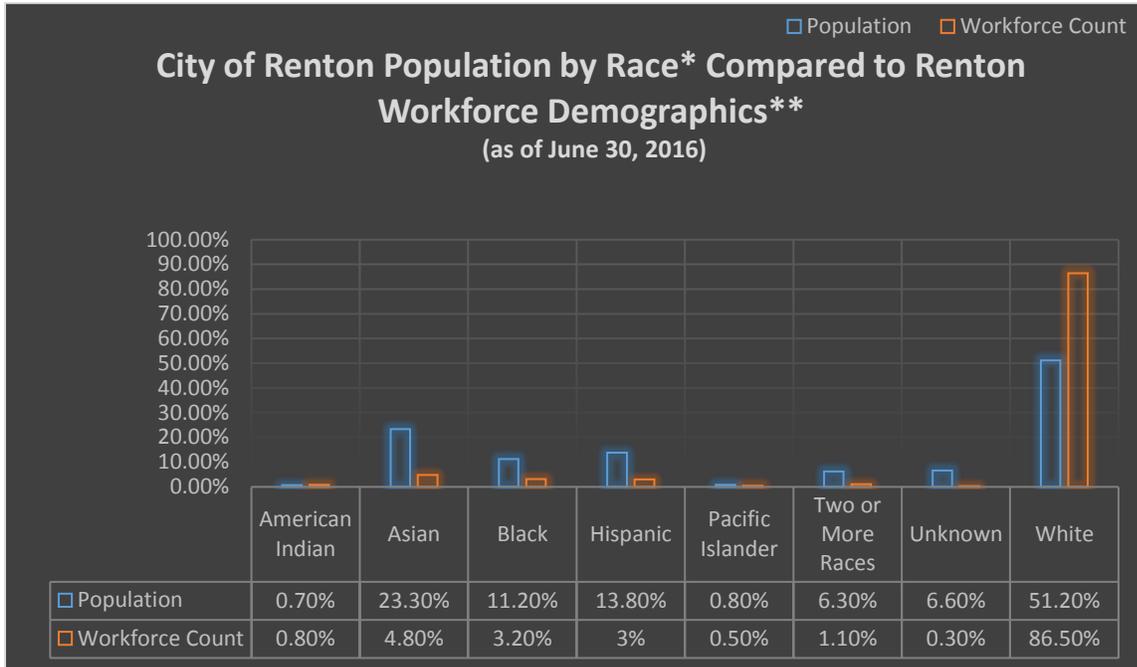
### **What Improving Access to City Employment Means for Renton Staff and Leaders**

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A more inclusive culture and hiring practices will result in an environment that enhances and supports diverse opinions and increased connection with community. It will support a culture that encourages staff to actively identify and break down barriers and be leading advocates for inclusion, diversity and equity. This culture will foster safe and authentic conversations around inclusion and equity and will equip staff with the tools to more inclusively support the community and fellow staff members. Additionally clear and intentional investments will be made to engage with community institutions and partners to establish ongoing pipelines that attract diverse talent into public services careers.

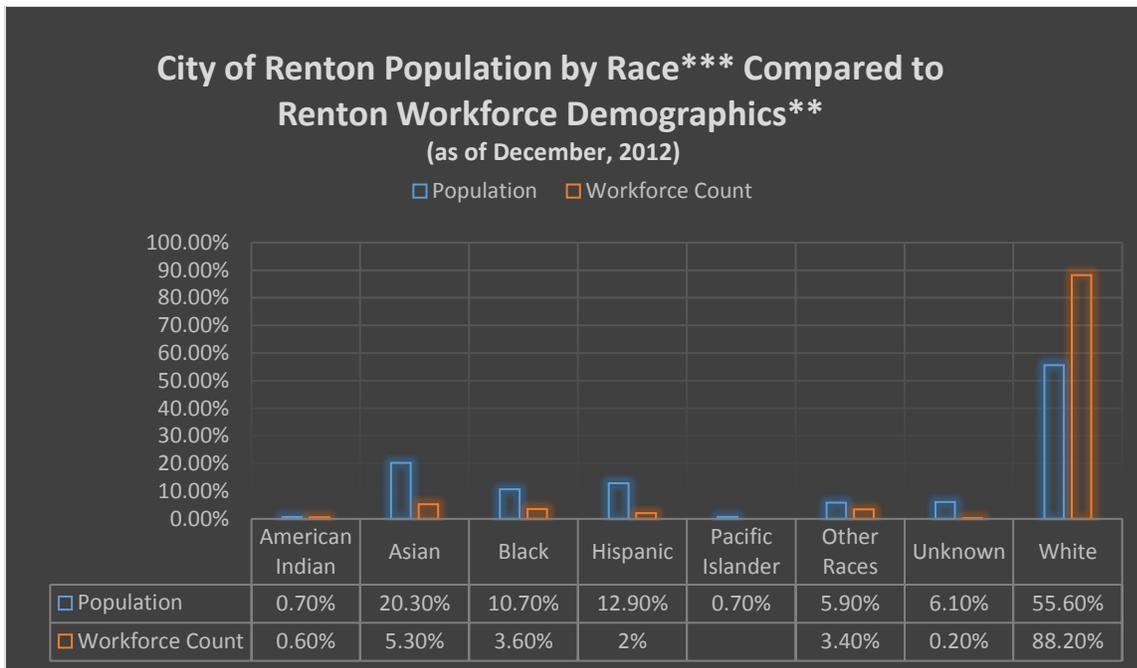
## **RESEARCH AND FINDINGS**

The City utilizes NeoGov, an on-line applicant tracking system which allows applicants to apply for positions on-line and allows the City to analyze the hiring process in detail. According to the data gathered from NeoGov during the 2<sup>nd</sup> quarter of 2016, the number of applicants submitting online applications for regular, benefited positions, closely mirrored the racial/ethnic demographics of the City population as a whole. This was true for the following populations; African American, American Indian or Alaskan Native, Two or More Races, and White. The percentage of candidates that identified as Asian and Hispanic have a more substantial deviation from the racial / ethnic demographic make-up of Renton (*Figure 3*).



**\*2016 ESRI Forecast**

**Figure 1**



**\*2010 ESRI Forecast**

**Figure 2**

**\*\*City or Renton changed categories data due to change in EEOC requirements**

Recruitment data from the 2<sup>nd</sup> quarter of 2016 indicates that the percentage of White applicants that progressed to the interview phase of the recruitment increased from 56% applying to 79% receiving an interview. Hispanic applicants were 5% of those who applied and

7% of those receiving an interview; American Indian or Alaskan Native candidates made up 1% of applicants and 2% of those invited to an interview. The remaining ethnic groups experienced an inverse effect. 10% percent of applicants were African Americans, but only 2% progressed to an interview. 12% of applicants were Asian, but only 5% were selected to be interviewed. 2% percent of the applicants were Native Hawaiian or Pacific Islander and 1% of this population were selected to be interviewed. People who identified as two or more races made up 7% percent of applicants, but only 3% percent moved on in the selection process. (Figure 3).

### EEO - Summary Applicant Pool by Recruitment Step/2016 Recruitment Data - 2nd Quarter

Includes Data Only For Positions That Were Hired During Quarter

	African American	Asian	Native Hawaiian or Other Pacific Islander	Hispanic or Latino	American Indian or Alaskan Native	Two or More Races	White	Unknown/ No Response	Total
Total Number of Applicants:	58	71	12	30	5	40	322	36	574
Percentage of Applicants by Ethnicity:	10%	12%	2%	5%	1%	7%	56%	6%	
<b>Candidates Invited to Interview</b>									
*Number of Candidates By Ethnicity Qualified to Interview:	2	4	1	6	2	3	68	0	86
Percentage of All Candidates Qualified to Interview By Ethnicity:	2%	5%	1%	7%	2%	3%	79%	0%	
Percentage of Candidates by Ethnicity Based on Total Number of Applicants in Ethnicity Category:	3%	6%	8%	20%	40%	8%	21%	0%	
**Total Hired and Promoted:	0	2	0	6	0	0	26	0	34

**Figure 3**

"Total Number of Applicants" and "Number of Candidates by Ethnicity Qualified to Interview" does not include Commissioned Police or Fire recruitments and promotions. (Police Officer and Firefighter)

\* Includes candidates qualified to participate in a written exam, phone interview screening and/or structured interview.

\*\*Total Hired and Promoted totals includes Commissioned Police or Fire recruitments and promotions.

*This Tactical Plan is intended to address the current disparity in outcomes. Human Resources will work with all departments to review the methods used by hiring managers to screen and hire applicants. This plan includes recommendations intended to support the City and hiring managers in improving access to city employment for everyone. It is recommended that effective practices already underway continue and that additional practices of note be deployed to further advance inclusion.*

### HR INCLUSION TACTICAL PLAN STRATEGIES

	STRATEGY	UNDERWAY (0-12 months)	SHORT TERM (12 months to 2 years)	LONG-TERM (2-3 years)
<b>RECRUITING</b>	Continue to use NeoGov to analyze applicant flow by race and gender and provide periodic reports to departments to share with hiring managers.			
	Continue to nurture strategic partnerships with agencies and organizations that can assist in outreach to applicants particularly in communities with a history of overlooking public sector jobs.			
	Work with the Communications division to enhance marketing of the City as a desirable place to work.			
	Utilize NeoGov Online Application feature that allows candidates to be anonymous during the applicant screening phase.			
	Explore with departments the opportunity to designate a number of internships annually that provide an ongoing pipeline for candidates new to public sector jobs.			
	Identify one to three divisions in the City that would benefit from utilizing employees who receive the support of the job coach provided by Highline College.			
	Develop and incorporate “inclusion principles” into job announcements and recruitment materials.			
<b>HIRING</b>	Provide training on using an equity lens to develop and edit job classifications.			
	Update online resources and expand to provide tools for hiring managers.			
	Work with departments to more clearly define the competencies included in job postings.			
	Develop training on using behavioral-based and competency-based interview questions for hiring managers and interview panel members.			
	Provide training / tools on reducing implicit bias in interviews and hiring.			
	Establish and maintain a database of potential external panel members who are willing to receive training and serve on interview panels.			
	Require diversity of hiring panel in terms of race/ethnicity, gender, profession and age.			
	Require orientation for internal and external interview and hiring panels.			
<b>OTHER</b>	Conduct regular self-assessments to determine areas of improvement, successful strategies and new opportunities.			
	Develop protocols for search firms that consistently insure a diverse applicant pool.			

## CONCLUSION

In conclusion it should be noted that over the past years, the City of Renton has strategically focused time, attention, resources and creative approaches toward its Mission and Goal of Inclusion in outreach and hiring. These endeavors are reflected in the charts in *Appendix A* as they show some improvement in 2015 and 2016 over 2014.

It is the intention of this Tactical Plan to build on what has worked, and to identify additional opportunities toward achieving this goal. We believe this will occur on implementation of the Strategies included in this Plan. To insure desired outcomes are achieved, it would be prudent to set a date, perhaps a year out, from the implementation of each recommendation to evaluate the impact of implementation and make any necessary changes. We see this as ongoing work and are confident we are moving in a sound direction.

## APPENDICES

### Appendix A

### Vacancies Filled - Quarterly Trends

#### New Hires and Promotions

(Fully Benefited Only)

	2014								Totals	
	1 QTR		2 QTR		3 QTR		4 QTR			
Male	21	87.5%	19	68%	17	74%	15	68%	72	74%
Female	3	12.5%	9	32%	6	26%	7	32%	25	26%
Non-Min	21	87.5%	24	86%	20	87%	20	91%	85	88%
Minority	3	12.5%	4	14%	3	13%	2	9%	12	12%
<b>Total</b>	<b>24</b>		<b>28</b>		<b>23</b>		<b>22</b>		<b>97</b>	

	2015								Totals	
	1 QTR		2 QTR		3 QTR		4 QTR			
Male	15	62.5%	25	83%	10	53%	18	82%	68	72%
Female	9	37.5%	5	17%	9	47%	4	18%	27	28%
Non-Min	19	79%	21	70%	11	58%	19	86%	70	74%
Minority	5	21%	9	30%	8	42%	3	14%	25	26%
<b>Total</b>	<b>24</b>		<b>30</b>		<b>19</b>		<b>22</b>		<b>95</b>	

	2016								Totals	
	1 QTR		2 QTR		3 QTR		4 QTR			
Male	9	45%	27	79%	11	55%	7	54%	54	62%
Female	11	55%	7	21%	9	45%	6	46%	33	38%
Non-Min	19	95%	26	76%	16	75%	12	92%	73	84%
Minority	1	5%	8	24%	4	25%	1	8%	14	16%
<b>Total</b>	<b>20</b>		<b>34</b>		<b>20</b>		<b>13</b>		<b>87</b>	