

***CITY OF TACOMA***

***EQUAL EMPLOYMENT OPPORTUNITY  
AND  
RECRUITMENT PLAN***

***Revised 5/20/04***

# **EQUAL EMPLOYMENT OPPORTUNITY AND RECRUITMENT PLAN**

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# EQUAL EMPLOYMENT OPPORTUNITY AND RECRUITMENT PLAN

## Introduction

The City of Tacoma's Vision Statement focuses on Tacoma as a livable and progressive international city well regarded for the richness of its multi-cultural population and natural setting. The City's Mission Statement has at its core the goal of providing high-quality, innovative and cost-effective municipal services that enhance the lives of its residents.

Additionally, the City's 2005-2010 Strategic Plan includes a strategic initiative to develop and implement an Equal Employment Opportunity and Recruitment Plan that targets for improvement key areas of diversity under-representation. With that in mind, determining ways to attract and maintain a well-qualified and diverse work force and a work environment free of discrimination and bias are primary motivators behind this plan.

Implementation of the Equal Employment Opportunity and Recruitment Plan will allow us to attract and retain a qualified work force that is a reasonable representation of the relevant labor market as determined by business conditions and number of placement opportunities that may occur, while still meeting federal and state requirements. Placement goals are viewed as objectives reasonably attainable by means of applying good-faith effort to make all aspects of the affirmative action program work. These goals are also used to measure our progress toward achieving equal employment opportunity.

The City of Tacoma's Equal Employment Opportunity and Recruitment Plan is designed to meet the requirements of Executive Order 11246 and the Department of Labor's Federal Contractor's affirmative action requirements and state law. Accordingly, annual percentage placement goals have been established according to the availability figure for women or minorities, as appropriate, for the work force in each City department. These goals are not to be misconstrued as rigid and inflexible quotas that must be met, nor as either a ceiling or a floor for the employment of particular groups.

The City's success in meeting federal and state requirements will not be solely on whether goals are attained, but upon whether good-faith efforts have been made. Therefore, the City is moving forward with this Equal Opportunity and Recruitment Plan with an emphasis placed on ensuring that its employment processes are non-discriminatory and that every good-faith effort is made to address any problem areas through outreach and action-oriented programs.

## **Summary**

The Equal Employment Opportunity and Recruitment Plan declares the City of Tacoma's commitment to diversity and to the goal of creating and maintaining a work environment free of all forms of discrimination and bias. This plan reaffirms the City's recognition that proactive and planned measures must be undertaken for the following purposes:

- To recruit, hire, develop and retain qualified and diverse individuals for City employment;
- to remedy the effects of possible past discrimination that may manifest themselves in under-representation of certain groups in the work force, and
- to foster a work environment where employees from diverse backgrounds can and do reach their potential.

This plan proposes the following general strategies to attain the above goals:

- Identify and maximize recruitment, hiring and retention methods that have yielded success, and eliminate or minimize barriers in all of these areas over which the City or its agents have control.
- Compare the City's current work force demographics to the relevant and qualified labor market to accurately determine areas of significant under-representation.
- Review department and overall City performance in attaining goals on an annual basis and hold directors and managers responsible for a good faith effort to meet the goals established.
- Update and implement a management training program for prevention and early resolution of EEO concerns.

## **Business Rationale**

**The plan supports the City's Strategic Plan in the following ways:**

- The plan supports the City's goal for a safe, healthy, livable community by increasing, emphasizing and strengthening partnerships with community organizations, neighborhood groups and business associations.
- The plan supports the City's goal for a balanced, vibrant economy by enhancing the City's ability to take full advantage of the diverse labor market and attract diverse investors and businesses.

- The plan supports the City's goal for a results-oriented government by implementing strategies that increase cultural diversity in the City's work force, by promoting effective interactions with ethnic populations and by enhancing policies and programs that assure equality of opportunity and prevention of discrimination.
- The plan supports the City's goal for a results-oriented government by facilitating the City's adaptation to the changing composition of the work force.

**The plan supports the City's ability to compete for and retain government funding:**

- The plan satisfies Department of Defense affirmative action requirements for Tacoma Public Utilities.
- The plan satisfies Department of Economic Development affirmative action requirements for grants to the Tacoma Economic Development Department.
- The plan satisfies Department of Justice Affirmative Action/Equal Employment Opportunity Program requirements for grants to the Tacoma Police and other City departments.
- The plan satisfies federal Affirmative Action/Equal Employment Opportunity Program requirements for future potential projects grants and other activities in which the City of Tacoma chooses to participate.

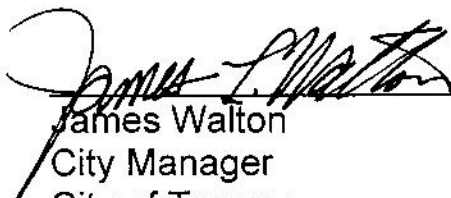
**EEO Policy Statement**

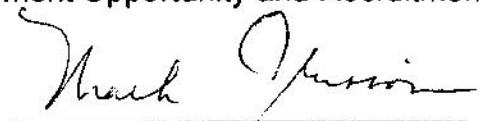
The City of Tacoma is an Equal Employment Opportunity employer. It is our policy that qualified people will be considered for employment, promotion, training and retention, without regard to race, religion, color, national origin or ancestry, sex, gender identity, sexual orientation, age, marital status, familial status (including pregnancy and/or adopting or having custody of a child under the age of 18) or the presence or perceived presence of any sensory, mental or physical disability. This policy also applies to any veteran honorably discharged from any branch of the armed forces of the United States.

The overall goal of the City's Equal Employment Opportunity policy is to promote the recruitment and eliminate barriers to hiring, promotion, training and retention of qualified individuals in under-represented or under-used groups.

The City Manager and the Director of Public Utilities assume responsibility for implementing this policy and specifically the City's Equal Employment Opportunity and Recruitment Plan. Department and division directors, managers and supervisors are responsible for enforcing this policy and the City's anti-discrimination policies. All employees are expected to comply with the provisions of the City's policies against discrimination. Periodic review of each department's progress is required under this policy.

As appointing authorities, we hereby direct that this plan be implemented in accordance with the City's Equal Employment Opportunity and Recruitment policy.

  
\_\_\_\_\_  
James Walton  
City Manager  
City of Tacoma  
Date: 7/21/04

  
\_\_\_\_\_  
Mark Crisson  
Director of Public Utilities  
City of Tacoma  
Date: 7-30-04

## **Plan Objectives and Strategies**

The plan has multiple strategies and techniques that are to be implemented. The following major objectives provide the framework for the plan:

### **Objectives**

- (1) Conduct ongoing statistical analysis of the City's work force to determine groups that may be under-used. Take steps to remedy under-utilization to promote full participation at all levels of employment.
- (2) Take proactive measures to ensure that applicants are considered for employment and employees are considered for promotion, transfer and training without regard to race, religion, color, national origin or ancestry, sex, gender identity, sexual orientation, age, marital status, familial status or the presence of any sensory, mental or physical disability.
- (3) Take proactive measures to ensure that people with disabilities are considered for employment, promotion, transfer and training without regard to physical, mental or sensory disability, and continue to provide an interactive process to evaluate requests for reasonable accommodation.
- (4) Take proactive measures to ensure that qualified veterans and special disabled veterans are considered for employment, promotion, transfer and training with due regard for their veteran status.
- (5) Take proactive measures to eradicate the present effects of past discrimination, if any, and prevent all forms of illegal discrimination against any employee of the City.
- (6) Develop positive and productive relations with community groups, social service agencies, educational institutions and cultural organizations that serve racial minorities, women, persons with disabilities and veterans to facilitate targeted recruitment.

## **Strategies and Techniques**

### **Strategy 1**

Identify successful recruitment strategies and develop effective strategies in departments where under-utilization is identified:

- (1) Evaluate present recruitment methods to determine whether they yield qualified applicants from under-represented groups or whether corrective measures are needed.
- (2) Develop recruitment priorities by department based on projected job openings and level of under-utilization.
- (3) Evaluate and revise the job posting distribution lists and recruitment strategies as needed, based on the identified under-utilized groups for targeted recruitment efforts.

### **Strategy 2**

Reduce barriers to recruitment of qualified applicants where the presence of such barriers is within the City's control:

- (1) Evaluate options for recruitment in the City's civil service environment.
- (2) Identify personnel rules or practices that may be barriers to hiring individuals from under-represented groups.
- (3) Develop proposals for revising or removing rules or contractual provisions that impede hiring and promoting underrepresented groups.
- (4) Identify barriers to the training and upward mobility of under-represented groups.
- (5) Develop strategies to address identified barriers.

### **Strategy 3**

Use technology to accurately track effectiveness of recruitment, hiring, retention and promotional strategies.

- (1) Revise parity data for specific jobs based on changing job requirements and current census data.



- (2) Evaluate progress on compliance with requirements of the Vietnam Era Veterans' Readjustment Assistance Act of 1972.
- (3) Develop, gather and analyze feedback from stakeholders.
- (4) Conduct annual internal audits of the EEO and Recruitment Plan to measure effectiveness.
- (5) Revise and update the EEO and Recruitment Plan as necessary.
- (6) Provide summary report of the annual review to department heads, Quality Council, Executive Forum, Management Forum and other interested City officials.
- (7) Conduct annual review of departmental progress and report the status to the City Manager, the Director of Public Utilities, department directors and the Human Rights Commission.

#### **Strategy 4**

Review EEO policies and training, and develop programs and practices as necessary to promote a bias-free work environment:

- (1) Disseminate the City's Equal Employment Opportunity and Recruitment Plan policy statement.
- (2) Maintain a comprehensive EEO management training program to improve skills in preventing and responding to EEO complaints.
- (3) Provide refresher courses and training as applicable laws or policies change or as needed.
- (4) When possible, conduct exit interviews to track reasons for employee separation from employment.
- (5) Ensure understanding of the EEO and Recruitment Plan by managers and supervisors.
- (6) Provide EEO training at orientation sessions for new employees.
- (7) Implement continuing EEO training that can be tailored to meet specific needs of City departments or divisions, as needed.

- (8) Train all managers and supervisory staff in the proper response to complaints and enforcement of the City's policies against discrimination and retaliation.

## **Strategy 5**

Enhance community awareness of opportunities for employment with the City of Tacoma:

- (1) Partner with apprenticeship programs and community volunteer opportunities.
- (2) Provide training opportunities that could lead to opportunities for permanent employment with the City.
- (3) Develop long-term outreach programs with the community's educational system that encourage development of a pool of qualified potential employees.

## **UTILIZATION ANALYSIS**

The City of Tacoma produces a semi-annual Utilization Analysis report which includes the following quantitative analysis elements:

- (1) **Organizational profile** – Depicts the staffing pattern (Workforce Utilization report) within the City to determine whether barriers to equal employment opportunity exist in the organization. The profile provides an overview of the workforce that may assist in identifying organizational units where women or minorities are underrepresented or concentrated.
- (2) **Job group analysis** -Combines job titles within the City's organization. In the job group analysis, jobs at the establishment with similar content, wage rates, and opportunities, must be combined to form job groups. Similarity of content refers to the duties and responsibilities of the job titles which make up the job group. Similarity of opportunities refers to training, transfers, promotions, pay, mobility, and other career enhancement opportunities offered by the jobs within the job group. The job group analysis includes a list of the job titles that comprise each job group.
- (3) **Placement of incumbents in job groups** – Separately states the percentage of minorities and the percentage of women the City employs in each job group established by the Office of Federal Contract Compliance Programs (OFCCP).

- (4) **Determining availability** – Estimates the number of qualified minorities or women available for employment in a given job group, expressed as a percentage of all qualified persons available for employment in the job group.
- (5) **Comparing incumbency to availability** - Compares the percentage of minorities and women in each job group with the availability for those job groups as determined by OFCCP. When the percentage of minorities or women employed in a particular job group is less than reasonably expected given their availability percentage in that particular job group, the EEO Office will establish a placement goal in accordance with the OFCCP.
- (6) **Placement goals** – These goals serve as objectives or targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work. Placement goals are also used to measure progress toward achieving equal employment opportunity. The City's determination that a placement goal is required does not constitute a finding or an admission of discrimination.

Placement goals may not be rigid and inflexible quotas, which must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups. Quotas are expressly forbidden.

In all employment decisions, the City must make selections in a nondiscriminatory manner. Placement goals do not provide the City with a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that person's race, color, religion, sex, or national origin.

Additionally, placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results. These goals may not be used to supersede merit selection principles. Affirmative action programs prescribed by the OFCCP regulations do not require the City to hire a person who lacks qualifications to perform the job successfully, or hire a less qualified person in preference to a more qualified one.

## **MANAGEMENT ACCOUNTABILITY ASSIGNMENTS**

### **The Role of the Tacoma City Council:**

- (1) Review and adopt the basic policy under the City's Equal Employment Opportunity and Recruitment Plan.
- (2) Enact legislation as necessary to support implementation and enforcement of the plan.

- (3) Consider a diverse candidate pool when considering City Council appointees to City commissions, boards and other government positions and entities.
- (4) Consider the recommendations of the City Manager for further actions as needed.
- (5) Monitor City compliance with the plan on an annual basis.
- (6) Refer public comments about the plan to the City Manager for review and comment.

### **The Role of the Public Utility Board:**

- (1) Monitor Tacoma Public Utilities compliance with the plan on an annual basis.
- (2) Consider recommendations of the Director of Utilities in support of the plan.
- (3) Refer public comments about the plan to the Director of Utilities for review and comment.
- (4) Consider a diverse candidate pool when considering Public Utility Board appointees to committees, boards and other government positions and entities.

### **The Role of the City Manager and the Director of Public Utilities:**

- (1) Implement and be accountable for the Equal Employment Opportunity and Recruitment Plan for the City.
- (2) Act as chief administrators for implementing the plan within General Government departments and Public Utilities' divisions respectively.
- (3) Review the progress of each General Government department and Public Utilities division in implementing the strategies outlined in the plan.
- (4) Hold department directors and superintendents accountable through an annual performance review process for compliance with this plan including recording and as necessary reporting their efforts to seek a diverse applicant pool for classified and appointive openings.
- (5) Support efforts to seek a diverse candidate pool when recruiting for directors, superintendents and other management positions.

- (6) Consider recommendations made by the City's Human Resources director.
- (7) Direct the Human Resources director to monitor the EEO office on progress and outcome of training for managers and supervisors in ways to increase effectiveness of their hiring processes to provide for a more diverse work force.

### **The Role of Department Directors and Superintendents:**

- (1) Act as chief administrators for implementing the plan within their specific departments/divisions.
- (2) Review the progress of each manager and supervisor in implementing the strategies outlined in the plan.
- (3) Hold managers and supervisors accountable for implementing the plan within their departments, divisions or work groups through an annual performance review process. Schedule periodic staff meetings to review the department or division's progress and responsibilities under the plan.
- (4) Hold managers and supervisors accountable for disseminating and posting the plan and the City's anti-discrimination policies where they may be easily reviewed and read by all employees within their work groups.
- (5) Hold managers and supervisors accountable for demonstrating reasonable efforts to recruit a diverse candidate pool for appointive openings and for classified openings to the extent allowed by civil service rules or union contract.
- (6) Hold managers and supervisors accountable for enforcing anti-discrimination policies and for taking appropriate remedial action to address complaints of discrimination.
- (7) Hold managers and supervisors accountable for preventing retaliation against people who bring forward complaints of discrimination.
- (8) Participate in and take responsibility for disciplinary decisions involving employees found engaging in discriminatory conduct or retaliation.
- (9) Hold managers and supervisors accountable for cooperating with the Human Resources Department to make reasonable accommodations to employ and retain people with disabilities.

- (10) Require new managers and supervisors to attend and complete training in EEO, diversity and sexual harassment prevention. Refresher training may be required as necessary.
- (11) Designate one or more department or division representatives to manage and assist the Human Resources EEO Office with implementing the plan.
- (12) Consider recommendations of the Human Resources EEO Office when recruiting.

### **The Role of Managers and Supervisors:**

- (1) Disseminate and post the EEO/Recruitment Plan policy statement in locations where it may be reviewed and read by all employees in the division, section or work group.
- (2) Enforce and follow the City's anti-discrimination and retaliation policies and procedures.
- (3) Take appropriate action to address complaints of discrimination and/or retaliation.
- (4) Attend training in EEO, diversity, and sexual harassment prevention.
- (5) Hold lead workers or all employees designated to supervise the work of any other employees accountable for enforcing and following anti-discrimination and sexual harassment policies and procedures and for properly documenting and reporting complaints of discrimination, harassment and retaliation.
- (6) Require all employees to complete training in EEO, diversity, and sexual harassment prevention. Refresher training may be required as necessary.
- (7) Actively seek a diverse candidate pool for positions within their work group, to the extent allowed by union contract and civil service rules.
- (8) Take steps to diversify interviewing panels for job openings within their work group.

### **The Role of the Human Resources Director:**

- (1) Provide Human Resources Department support to General Government and Tacoma Public Utilities for their efforts to recruit, promote, train and retain under-represented groups in accordance with the City's plan.

- (2) Encourage the support of labor unions in approving and promoting the acceptance of the plan among their members.
- (3) Direct Human Resources Department staff to maintain accurate and complete statistical information on applicants, new hires, promotions, transfers and termination of City employees as required by this plan.
- (4) Follow through on findings and recommendations of an EEO investigation.
- (5) Direct Human Resources Department staff to develop and provide periodic reports of the City's progress in meeting the objectives of the plan to City departments and divisions.
- (6) Assign Human Resources Department staff to ensure that the objectives of the plan remain relevant and are supported with adequate research and that progress is appropriately monitored.
- (7) Direct Human Resources Department staff to periodically evaluate its recruitment and screening processes, certification and selection processes, testing methods and promotional practices to ensure that potential artificial barriers to recruiting, hiring and promoting under-represented groups are identified and eliminated as appropriate.
- (8) Provide oversight, support and direction to the City EEO Office.
- (9) Direct Human Resources Department training staff and City EEO staff to provide updated training for diversity, EEO, sexual harassment prevention, and EEO investigation suitable for managers, supervisors and other employees as appropriate.

### **The Role of the Civil Service Board:**

Work with City management to reduce or eliminate barriers that are identified.

### **The Role of the Tacoma Human Rights Commission:**

Offer recommendations to the City Manager and Director of Utilities on improvements or revisions to the plan that promote accomplishment of the objectives.

## **The Role of the City EEO Office:**

- (1) Offer recommendations on recruitment methods, management training, personnel rule changes and policy revisions that support the objectives of the plan.
- (2) Serve as an advisor to department directors, managers and supervisors as they implement the plan.
- (3) Provide input and direction to Human Resources staff charged with gathering and revising parity reports and statistical information on the City's work force and applicant pools.
- (4) Periodically evaluate screening and hiring practices, including interviewing questions, job classification descriptions and job postings, to ensure compliance with equal employment opportunity laws and disability law. Recommend changes as needed to meet the objectives of the plan.
- (5) In conjunction with training staff, develop, revise or contract as appropriate, for training for diversity, sexual harassment prevention, disability and discrimination law and EEO investigation for various audiences as required.
- (6) Coach and advise managers and supervisors on appropriate methods of promptly and fairly addressing complaints of discrimination, sexual harassment and retaliation.
- (7) Serve as the City's primary community liaison to under-represented groups seeking information on the plan.
- (8) Review all summaries of EEO complaint investigations.
- (9) In conjunction with the Human Resources Training Division and individual departments, provide EEO and diversity orientation training to all new employees within the first year of hire.
- (10) Ensure the investigation and/or response to complaints of discrimination that may be filed by applicants or employees.
- (11) Investigate and respond to complaints of discrimination filed by employees or applicants with the City's Human Rights and Human Services Department and other external federal and state agencies.
- (12) Monitor the implementation of the plan and provide periodic reports to the City Manager, the Director of Public Utilities, the Human Resources Director, department directors and division managers on the City's progress in meeting the plan's objectives and timelines.



- (13) Act as the primary spokesperson for explaining the objectives of the plan to City officials or other interested parties.
- (14) Monitor changes in the local labor market and recommend periodic updates to the plan to reflect changes in work force statistics.

### **The Role of the Human Rights and Human Services Department:**

- (1) Assist the City EEO Officer with developing and maintaining liaisons with community groups that can assist with City's recruitment efforts.
- (2) Provide recommendations for revisions or improvements to the plan.
- (3) Designate staff as necessary to assist the City EEO Officer or other Human Resources staff in developing targeted recruitment programs, curriculum development and specific training designed to increase awareness of work force issues facing under-represented groups; training may include such topics as sexual harassment, equal pay, pregnancy discrimination and women in non-traditional jobs.

### **MEASUREMENT STRATEGIES**

The City plans to use the following tools and reports to measure progress on the Initiative:

- (1) The City EEO Office will produce quarterly reports of EEO complaints by department and division for information to the City Manager and Director of Public Utilities.
- (2) The City EEO Office will produce reports by department and division on recruitment, hiring, promotions and turnover in all positions.
- (3) The City EEO Office will provide quarterly reports on current appointive openings, offers made and refused, resignations, terminations, retirements and temporary hires (such as hires to accommodate medical leaves).
- (4) The City EEO Officer will analyze data and provide updates to interested employees and to the general public on the City's progress under the plan as requested.

## **PLAN REVIEW AND REVISION**

- (1) The Human Resources Department will track the effectiveness of recruitment strategies and make recommendations as necessary.
- (2) The City EEO Office will report progress on plan compliance to City Manager and Director of Public Utilities, and to senior management on a semi-annual basis.
- (3) The Human Resources Department will be responsible for revising this plan as needed to address unanticipated budgetary conditions, labor market fluctuations, hiring opportunities or legal compliance.

## **DISSEMINATION**

The successful implementation of the City's EEO and Recruitment Plan depends in large measure on the extent to which applicants, employees and Tacoma residents understand and embrace the objectives of the plan. Therefore, the plan provides for disseminating the Equal Employment Opportunity Policy Statement and plan objectives using the following methods:

- A. Internal dissemination by the Human Resources Department.
  - (1) Posting the Equal Employment Opportunity Policy Statement and Plan Objectives and EEO notice poster in conspicuous locations throughout City facilities where employees may read and review the policy at their leisure.
  - (2) Disseminating the Equal Employment Opportunity and Recruitment Plan to all City employees.
  - (3) Providing a copy of the Equal Employment Opportunity and Recruitment Plan to all new employees and explaining their responsibilities during new employee orientation.
  - (4) Incorporating the plan into the City's Personnel Policy Manual, Administrative Policy Manual and other management handbooks or procedure manuals.
  - (5) Notifying employees of the existence of the City's Equal Employment Opportunity and Recruitment Plan and anti-discrimination policy during staff and management meetings.
  - (6) Posting the policy statement, plan objectives and EEO notice poster in the Human Resources Department where applicants may read and review the policy.

- (7) Discussing the EEO policy statement and the plan during employee diversity and EEO training.


B. External Dissemination by the Human Resources Department

- (1) Mailing the policy statement and plan objectives to organizations, agencies, educational institutions and community groups identified through recruitment processes.
- (2) Providing a copy of the EEO policy statement and plan to federal agencies, grantors, contractors and any other entity or party requesting a copy.
- (3) Providing a copy of the EEO policy statement and plan to the Civil Service Board and Human Rights Commission.
- (4) Providing a copy of the EEO policy statement and plan to all collective bargaining units and all contractors with the City.
- (5) Including the words "Equal Employment Opportunity Employer" in classified advertisements, job announcements and on the City's Human Resources Web site.
- (6) Posting a copy of the plan on CityWeb, the City's intranet.

The Equal Employment Opportunity and Recruitment Plan together with its appendices is hereby approved and adopted, pursuant to the authority contained in Council Resolution No: 36220.

Signed and approved this 29 day of June, 2004

  
James Walton  
City Manager

  
Mark Crisson  
Director of Public Utilities