

CITY OF MINNEAPOLIS

Strategic Workforce Planning

Making Equity and Inclusion Count

Staff Direction

Action Taken: Received and Filed, with the following staff directive.

Staff Directive by Glidden and A. Johnson, as amended by Warsame and Yang: In alignment with City goals and strategic direction, City Departments, in collaboration with the Human Resources Department, are directed to develop a workforce planning process that supports the enterprise.

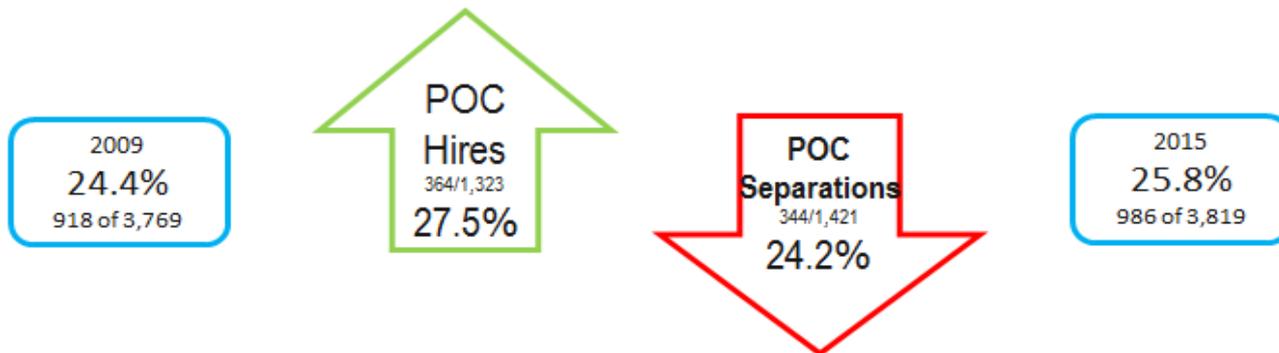
Plans will have specific goals and objectives designed to meet departmental workforce needs, factoring anticipated turnover rates and affirmative action plans and goals. In addition, the following information will be included:

- a) Assessment of workforce needs at a minimum of 3-5 years.
- b) Formal assessment of opportunities and challenges in diversifying their workforce.
- c) Engagement of Human Resources best practices in the assessment of position descriptions to:
 1. Remove unnecessary requirements, certifications, and education levels.
 2. Include fluency in the most commonly used languages in the city, as well as multicultural competency, as a desired/required skill, in particular on jobs that involve direct services.

<http://www.ci.minneapolis.mn.us/meetings/cow/WCMS1P-139788>

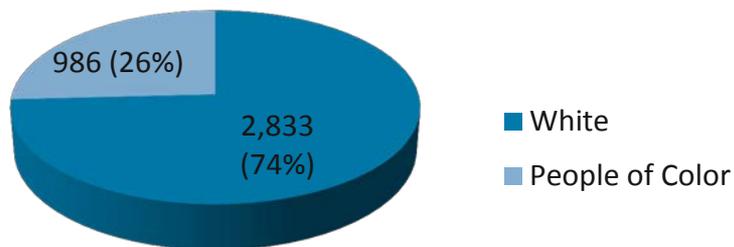
Reviewing Current State

Workforce Representation: People of Color (2009-2015)

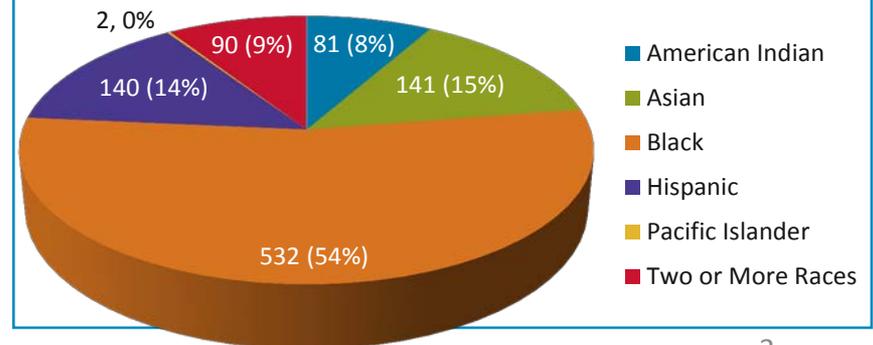


Over the last 6 years, representation of people of color increased by 1.4%. The increase in hiring was offset by separations.

1 in 4 employees are people of color

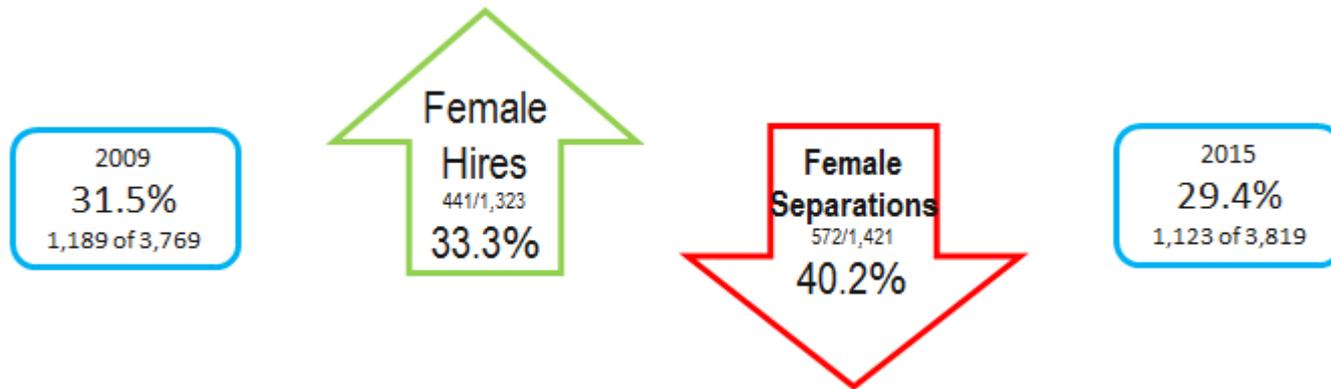


Of the 986 employees of color, 54% are Black/African American

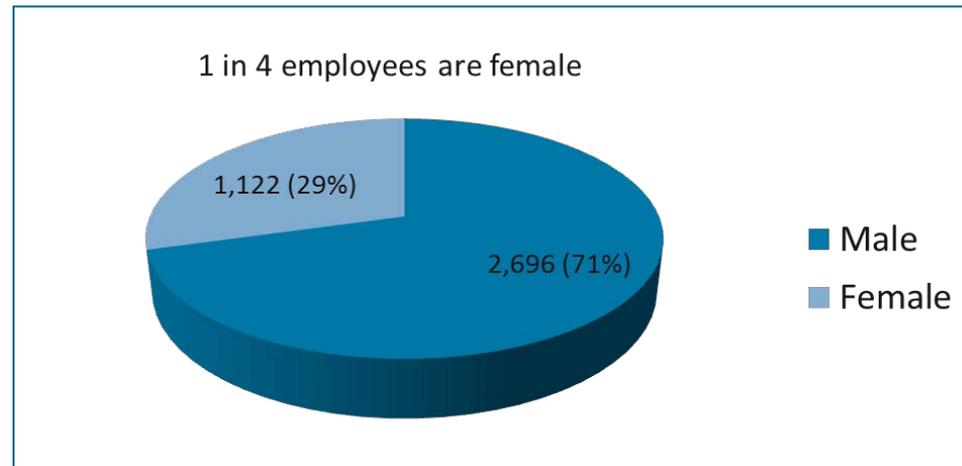


Reviewing Current State (cont.)

Workforce Representation: Females (2009-2015)

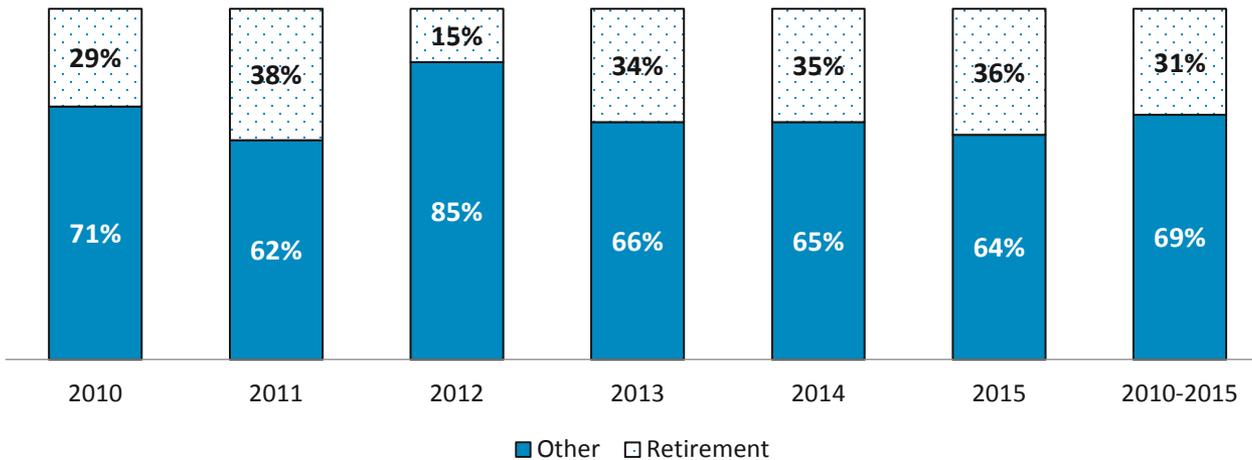


Over the last 6 years, representation of females decreased by 2.1%. Separations outweighed hiring.



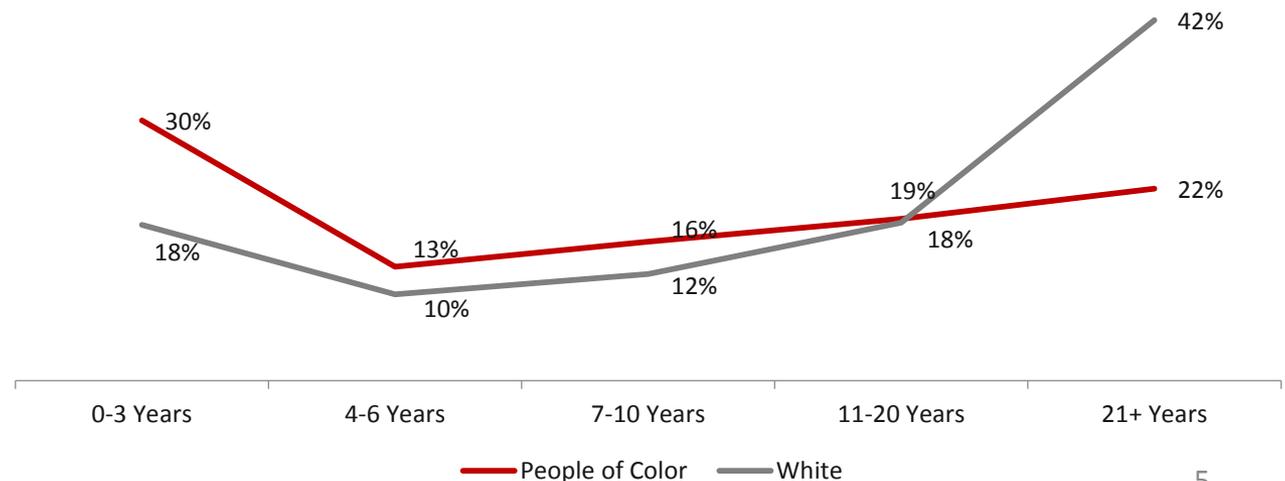
Reviewing Current State (cont.)

A closer look at separations for our employees of color revealed:



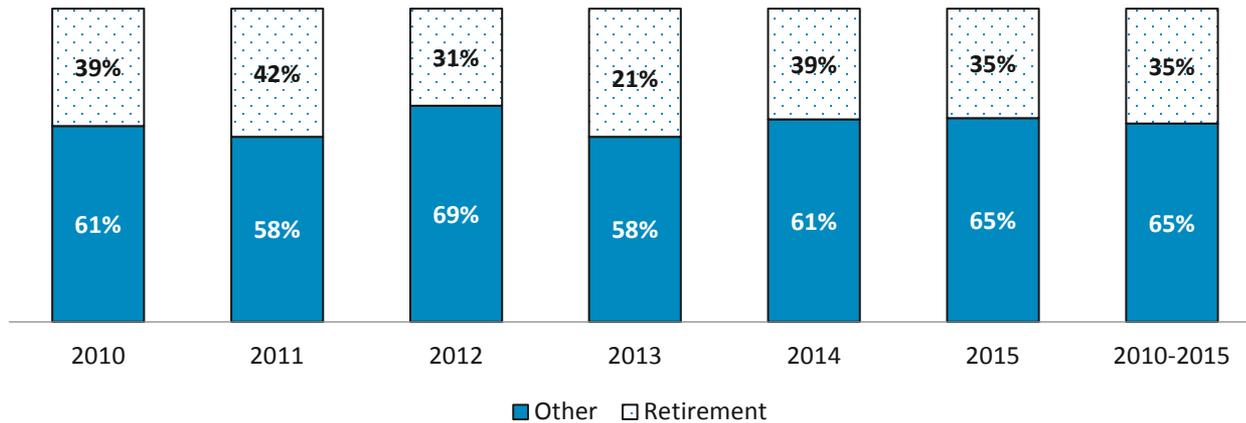
From 2010 to 2015, **69%** of People of Color separations were Non-Retirement related – compared to 49% for White employees

From 2010 to 2015, **30%** of People of Color separations were early in their organizational tenures



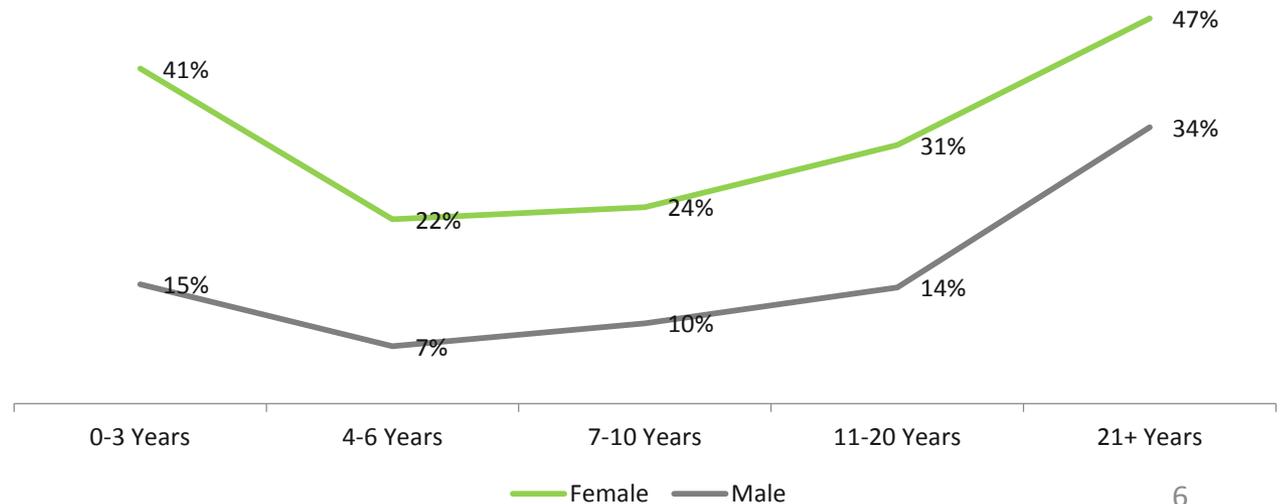
Reviewing Current State (cont.)

A closer look at separations for our females employees revealed:



From 2010 to 2015, **62%** of Female separations were Non-Retirement related – compared to 48% for Male employees

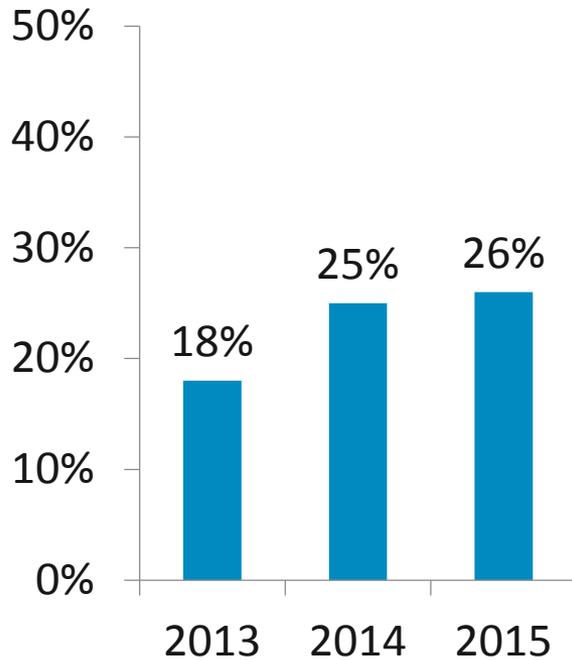
From 2010 to 2015, **41%** of Female separations were early in their organizational tenures



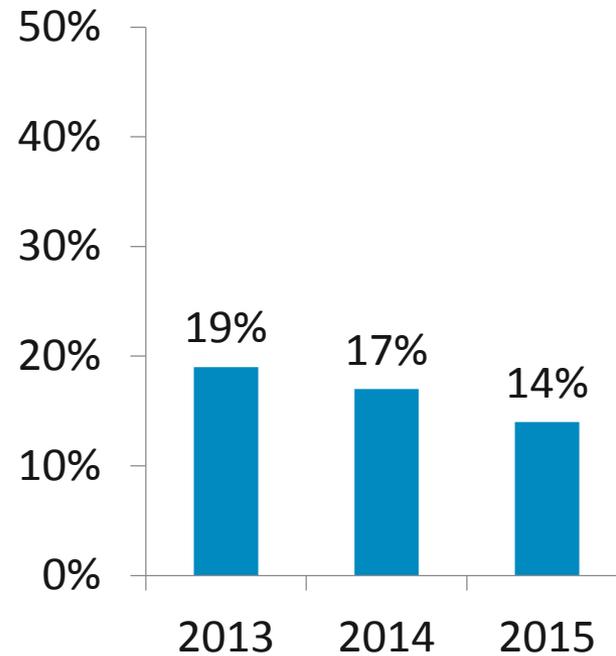
Reviewing Current State (cont.)

City Leaders – People of Color

**Department Heads
2013-2015**



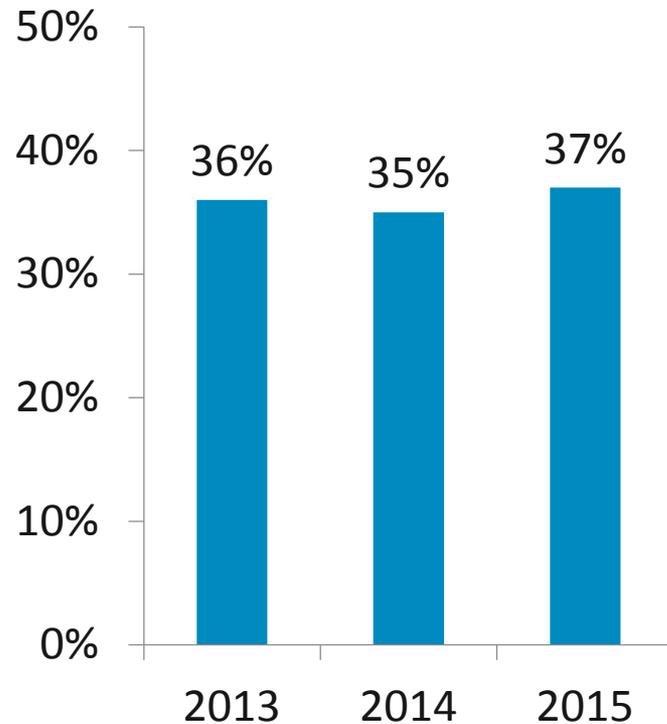
**Appointed Leaders
2013-2015**



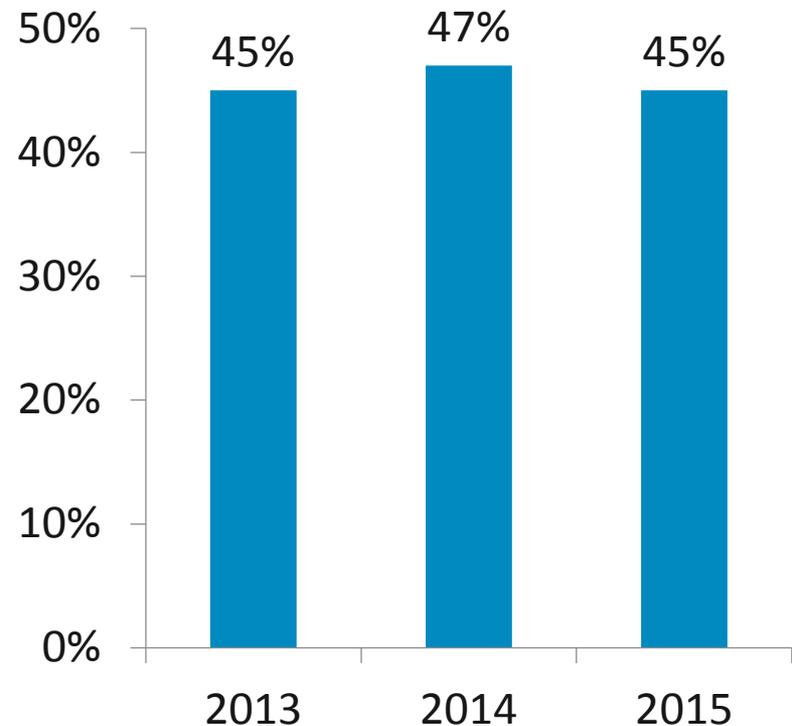
Reviewing Current State (cont.)

City Leaders – Females

**Department Heads
2013-2015**



**Appointed Leaders
2013-2015**



What we learned

- Based on Workforce Planning Pilot, we identified the need for:
 - EEO Planning – including current and projected data – to be the driving force for Workforce Planning and Succession Management.
 - A simplified and more aggressive approach and process for EEO and Workforce Planning.
 - A framework that is aligned to aggressive, if aspirational, goals.
- Importantly, data indicates we need to develop strategies to specifically address hiring and retention.

Moving Forward: EEO and Workforce Plans

EEO Planning drives Workforce and Succession Planning. EEO Planning starts with a current snapshot of our workforce based on Federal “availability” data and job category. It provides the equal opportunity lens through which to focus our future-oriented workforce and succession planning.

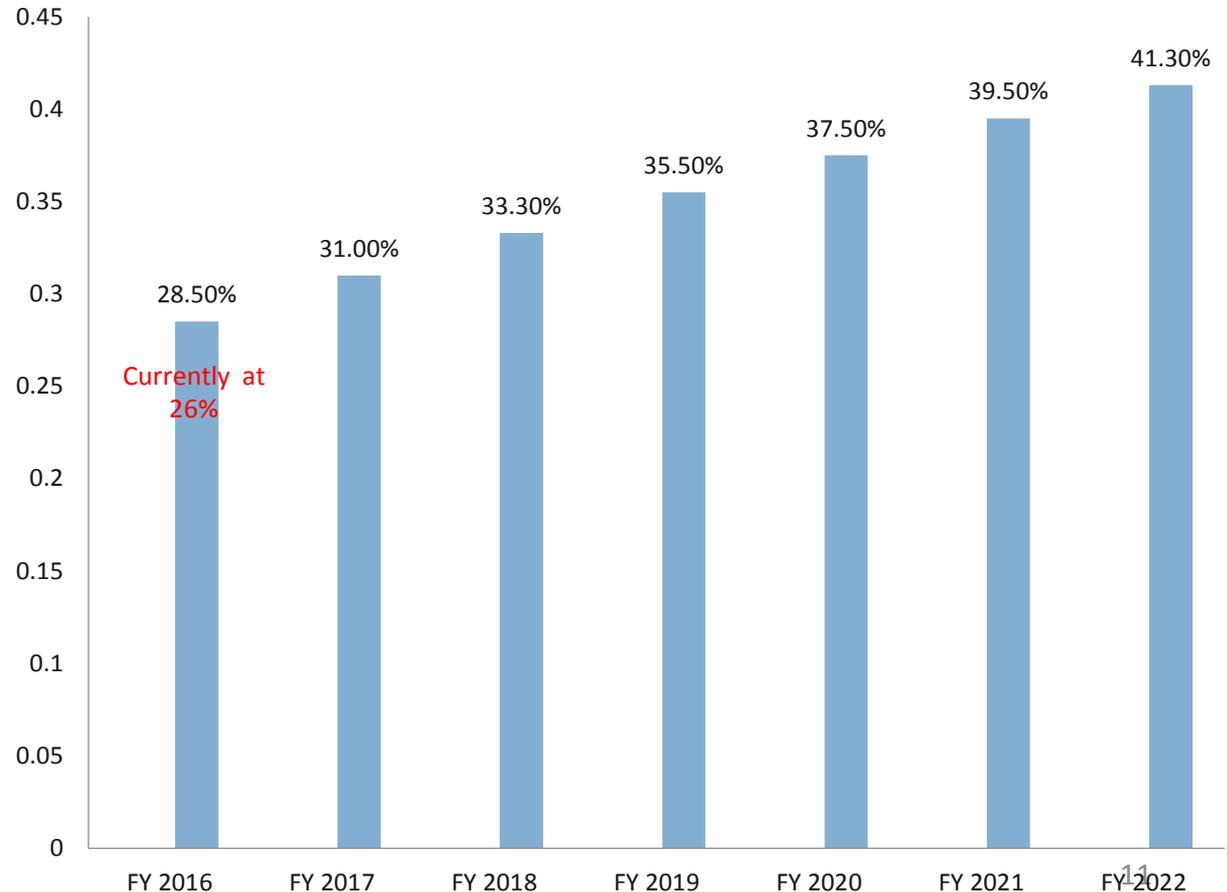


Goal setting: 2022

41% by 2022
representing a:

- 10% overall workforce vacancy rate
- An increase hiring of people of color to 40%
- A reduction on turnover of people of color to no higher than 6%
- Increase of 2% per year

Representation of People of Color in City Workforce

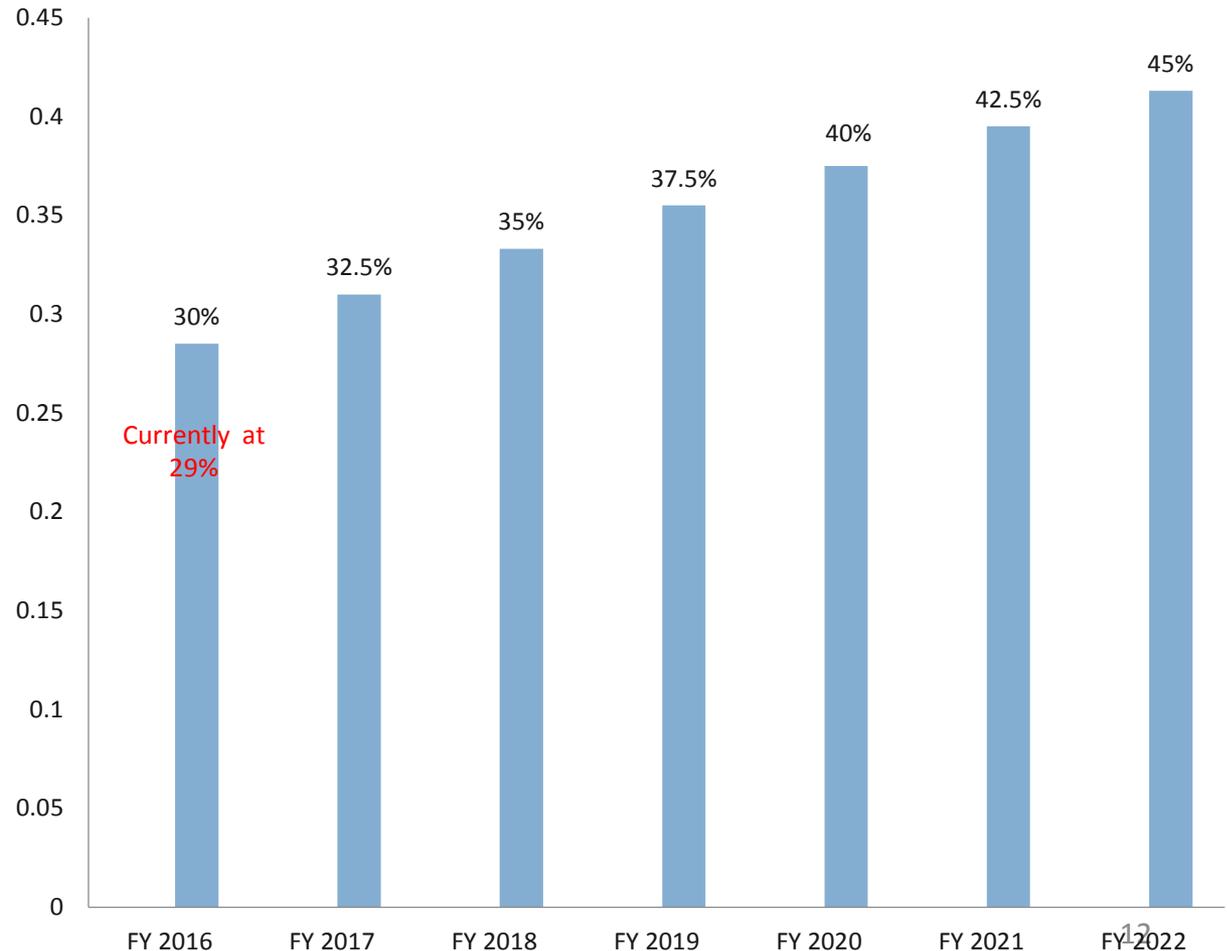


Goal setting: 2022

45% by 2022
representing a:

- 10% overall workforce vacancy rate
- An increase hiring of females to 45%
- A reduction on turnover of females to no higher than 7%
- Increase of 2.5% per year

Representation of Females in City Workforce



41/45 by 2022: What Will It Take?

Leadership

Recruitment and Selection

Engagement and Retention

Performance Management

Data Analysis and Metrics

Policy and Practices



41/45 by 2022: Leadership

Sponsorship | Participation | Accountability

- Focused sponsorship and communication of EEO and Workforce Plan results by the City Coordinator and Chief Human Resources Officer
- Lead by example: tone of urgency and importance set by department heads
- Development of tracking and quarterly reporting tools and expectations
- Annual Enterprise EEO Plan reporting



41/45 by 2022: Recruitment and Selection

Position Description Review

- 907 job titles: Best practice dictates review or position description at the time of vacancy or as part of the Annual Classification reviews. Review includes:
 - Checking for artificial barriers in experience, education, certification, equivalency etc. at time of vacancy.
 - Incorporation of equivalency statements into 100% of position descriptions when equivalency satisfies job qualifications.
 - Incorporation of cultural intelligence competency in 100% of position descriptions.
- Implement standardized review process for vacant positions as part of the recruitment process as of 4.30.2016
- Established “change count” function to track the number of position descriptions in which significant changes . Completed 7.01.2016

Performance Management

- Add “intercultural competence” success factor to all performance reviews for the 2017 performance appraisal cycle.
- Results of EEO Plans will be included as one aspect of each department head’s performance appraisal

Strategic Plans for Targeted Recruitment

- Pro-active review of EEO Plans with hiring managers, includes:
 - Review of departmental workforce profiles, applicant pool benchmarks and departmental goals.
 - Adding language, when required, on direct service positions to be standard operating procedure as part of the recruitment process as of 4.30.16.

41/45 by 2022: Training and Culture

Training

- Unconscious bias training in hiring and recruitment training for all hiring managers and those on hiring panel:
 - Training for HR staff completed in 2015. Future training to maintain high level proficiency.
 - Training for hiring managers: ongoing.
 - Mandatory training for hiring panel members to rollout by 9.30.2016.

Culture of Respect and Inclusion

- Robust Exit Interview Process by 11.03.2016
 - Remove barriers to timely reporting of employee separations
 - Track, analyze exit interview, grievance, and discrimination claims
 - Identify barriers to retention.
 - Create review process with Departments
 - Expand supervisor training and onboarding to include “Managing a Diverse Workforce.”
- Engagement
 - Institute robust reporting tools in My Minneapolis Engagement Survey. Utilized data to identify and implement strategies to engage employees by 11.15.2016.
 - Compare engagement data with exit interview data.
 - Create Cultural Competence Throughout the Employment Life Cycle training: Start with Department Heads then followed by other managers and supervisors. Launch by 11.1.2016

41/45 by 2022: Data Analysis and Metrics

- Metrics: Create department workforce dashboard to be reviewed quarterly
- Resources: HR will look to add dedicated resources to conduct data analytics and reporting in compliance with Minnesota Statute 13.02 subd.6



41/45 by 2022: Policy and Practices

Review and revise, where possible, policies and practices that inhibit building a diverse workforce, including legislative barriers

- ✓ Selection and Hiring Policies
- ✓ Performance Appraisal Policy
- ✓ Salary Administration Plan



Beyond EEO Plans

In addition to the EEO Plans, the data demonstrates the need to:

- Increase the new hire onboarding efforts Human Resources has already begun
- Implement Employee Resource Groups to support employees, particularly those in their early tenure with the city
- Develop a robust mentoring program prioritizing people of color and women to retain existing and new hires
- Continue existing data analytics efforts to increase Human Resources' ability to quickly identify trends and adapt to changing needs of the City's workforce

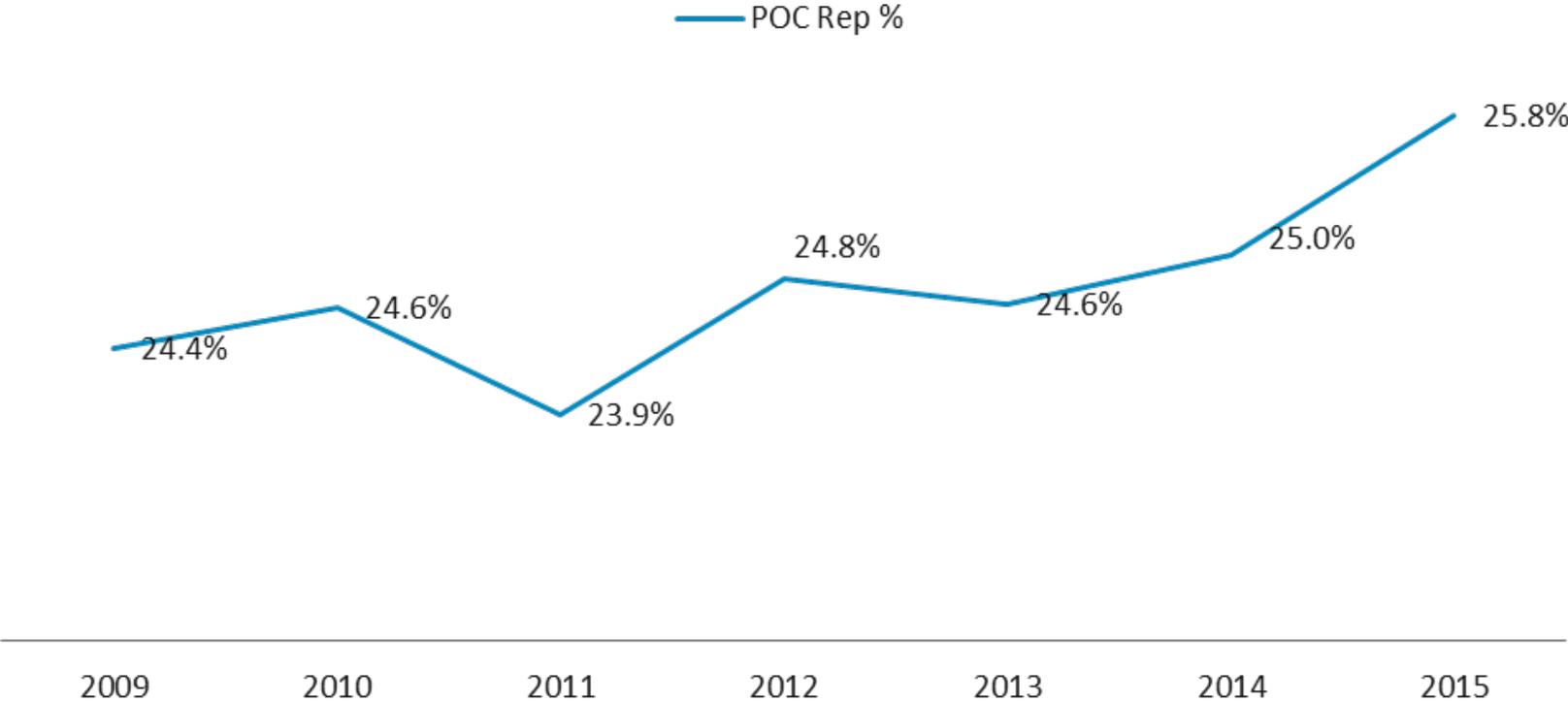
Requests

- Update *Code of Ordinances Title 7 (Civil Rights), Chapter 139, section 139.70.*
- *Approve 41/45 by 2022 Guiding Principle for Recruitment and Retention.*
- *Approve 2016 Minneapolis Equal Employment Opportunity Plan.*
- Implement a mechanism, such as *Results Minneapolis*, to report annual progress towards goals.

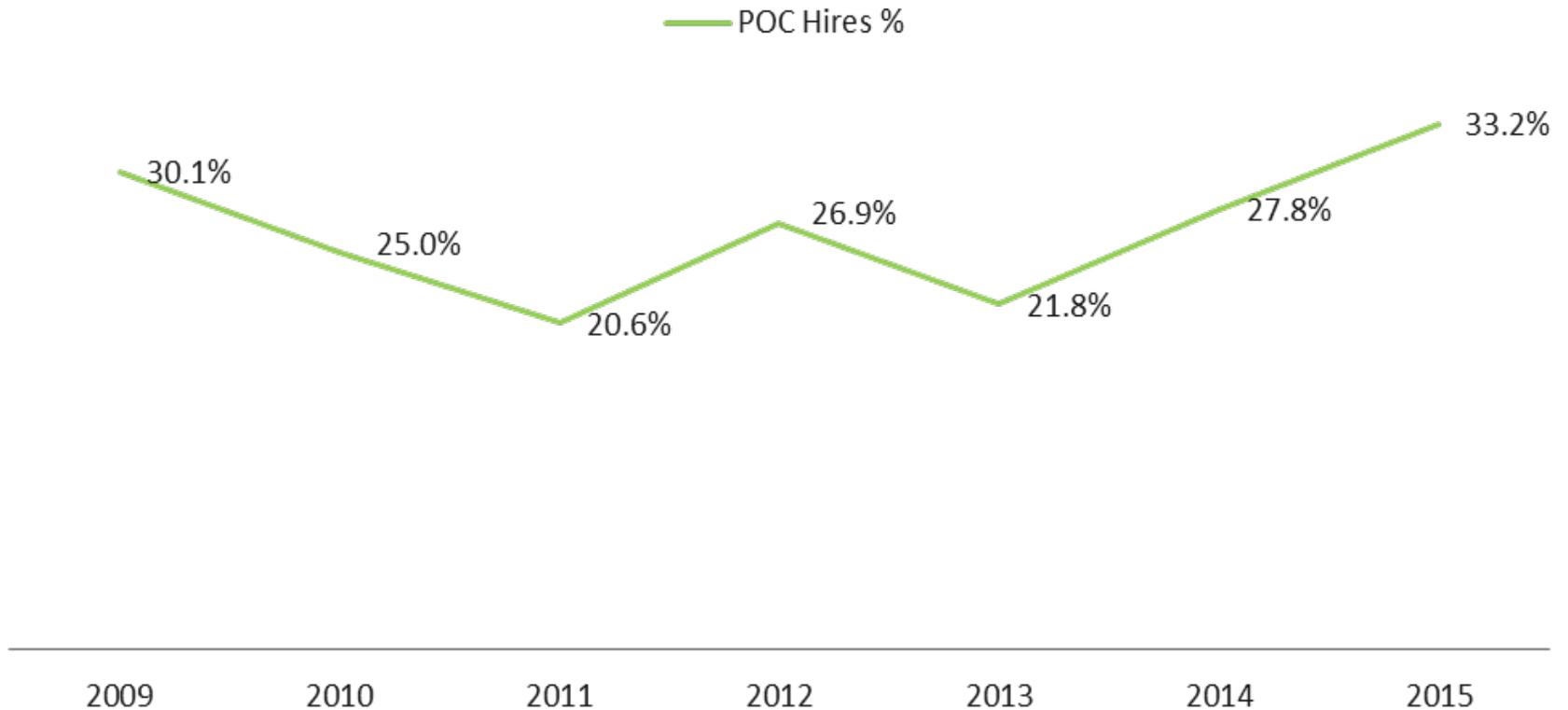
Appendix



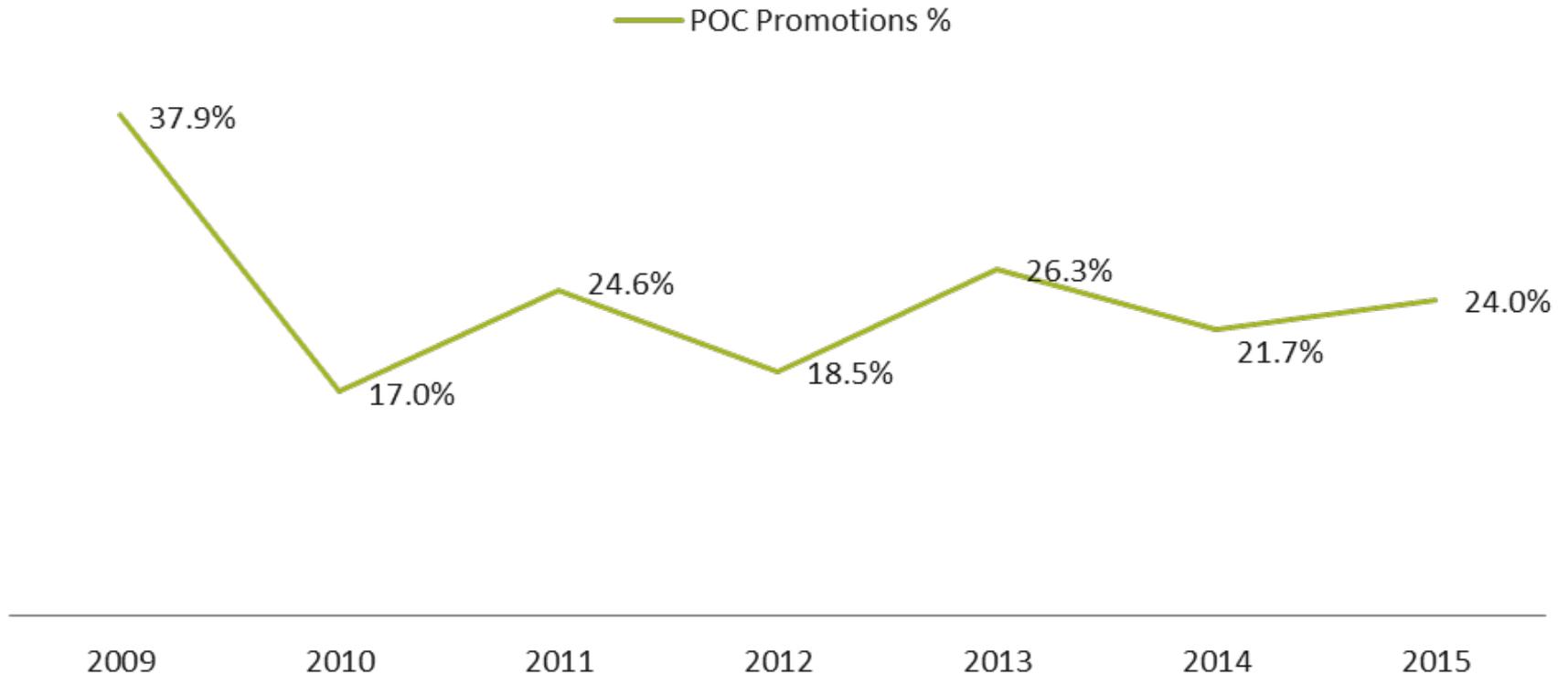
Workforce Representation: People of Color



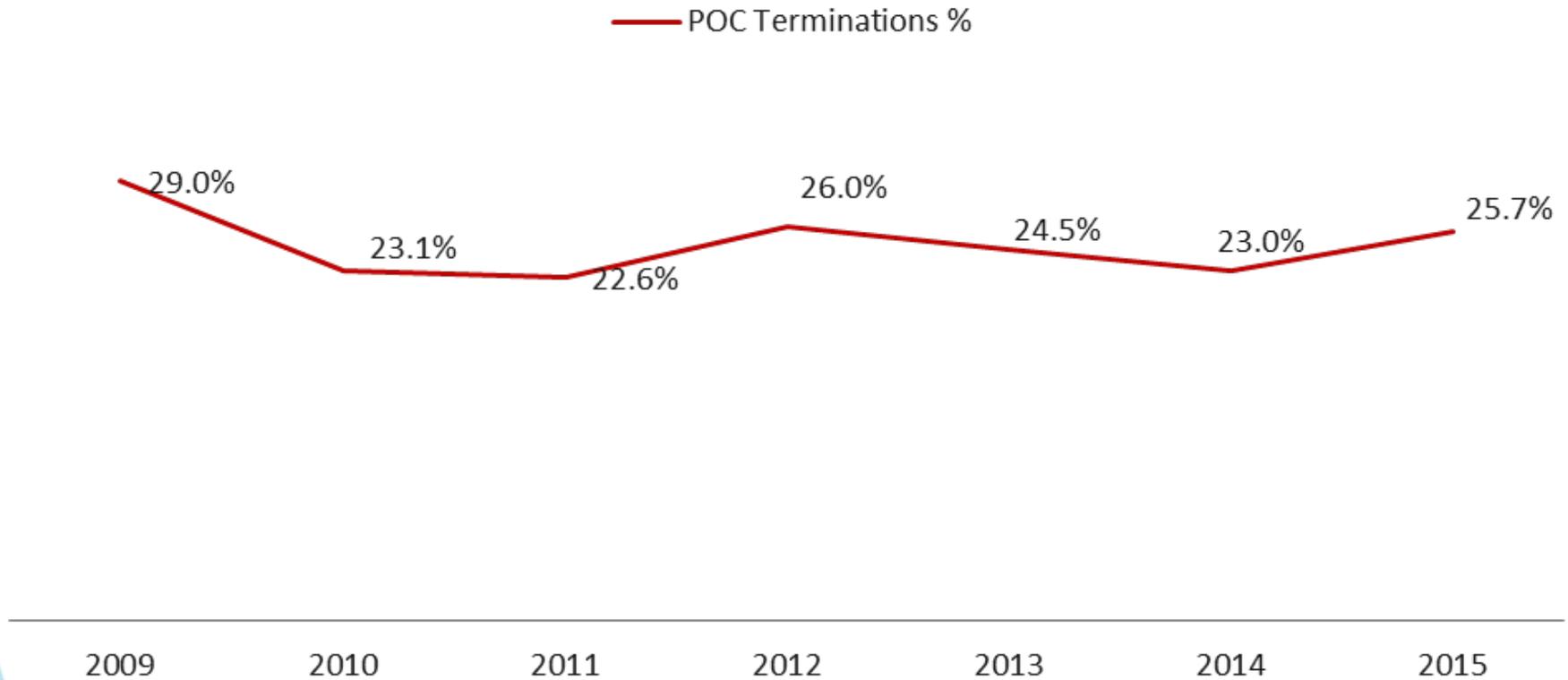
Hiring Trends: People of Color



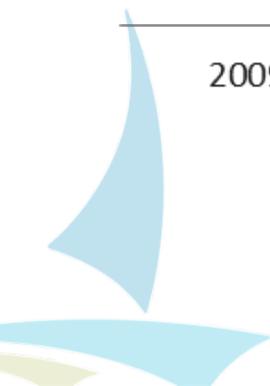
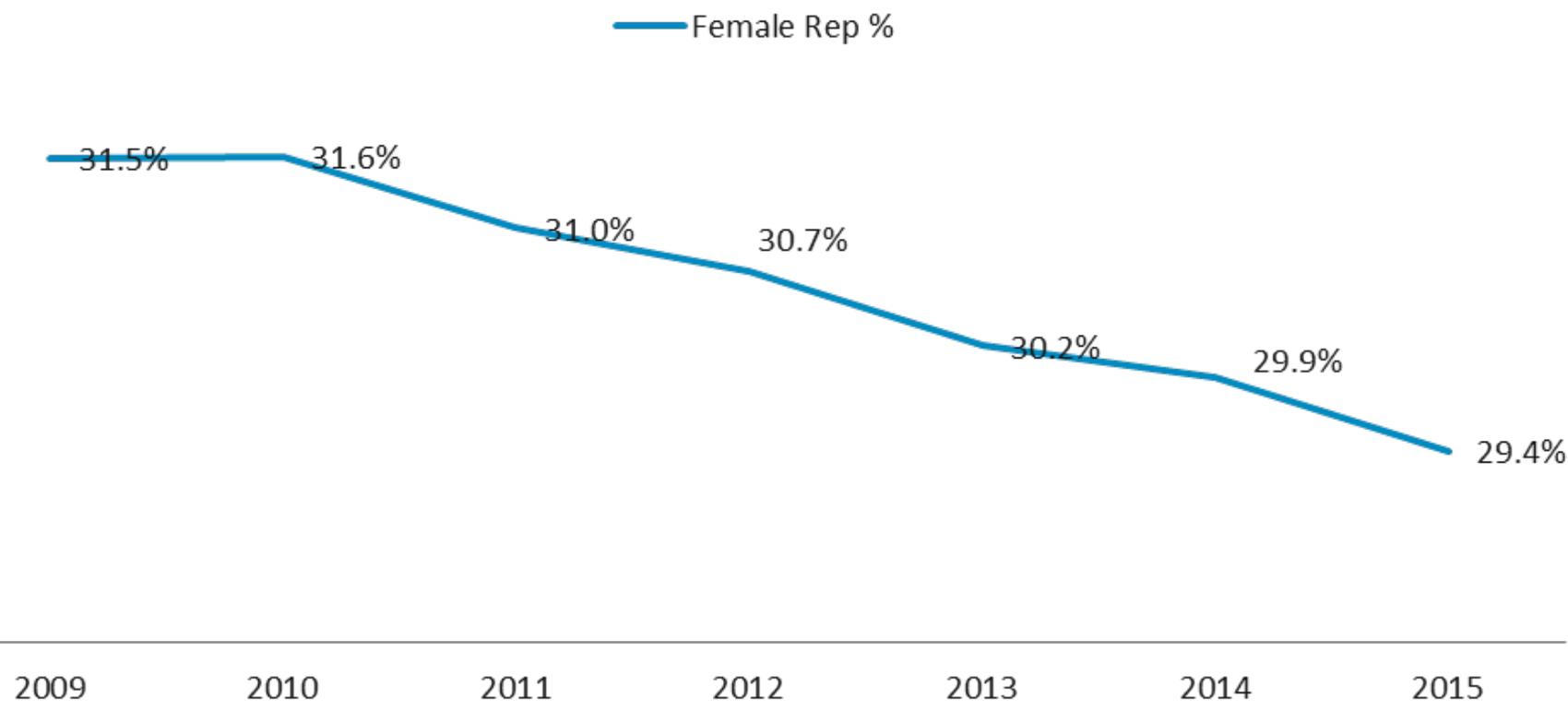
Promotion Trends: People of Color



Turnover: People of Color



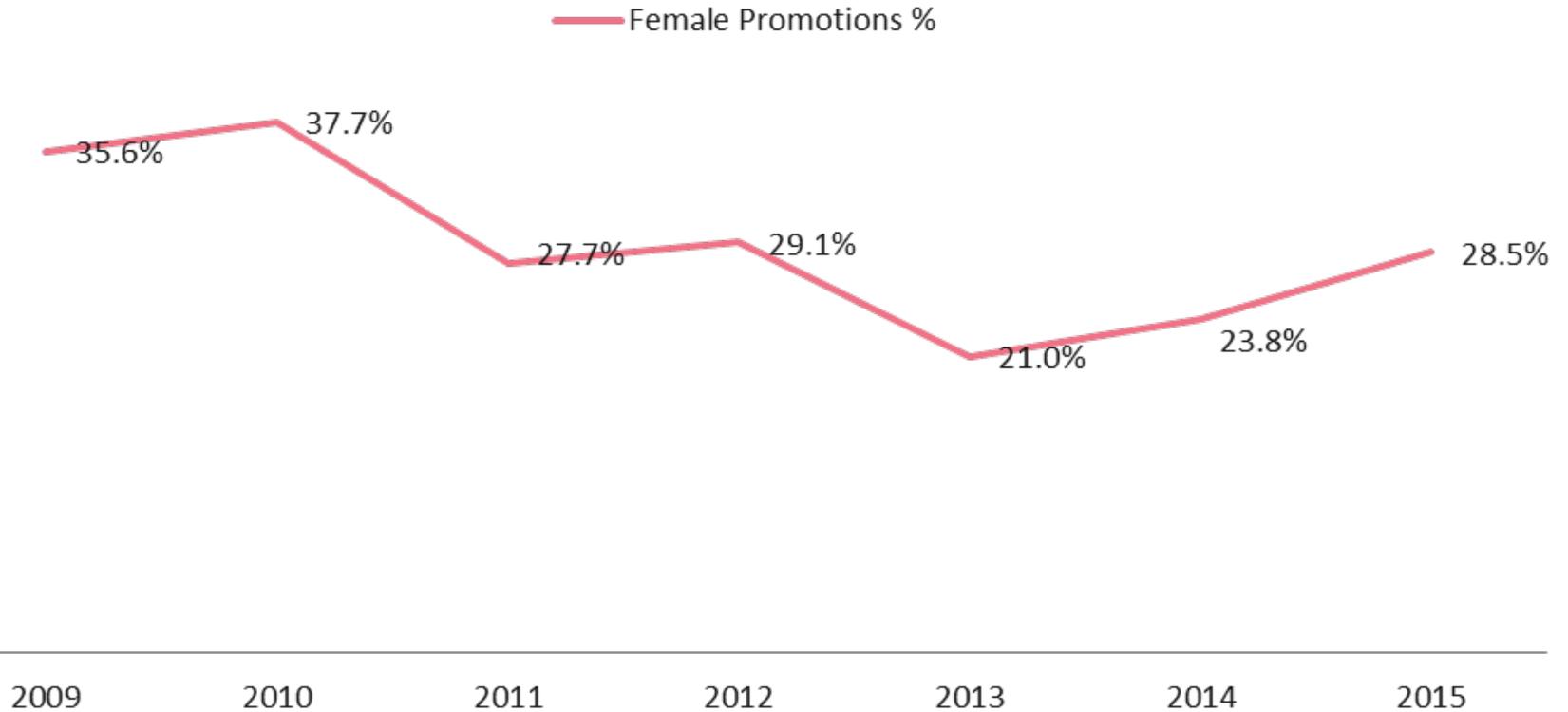
Workforce Representation: Females



Hiring Trends: Females



Promotion Trends: Females



Turnover: Females

