

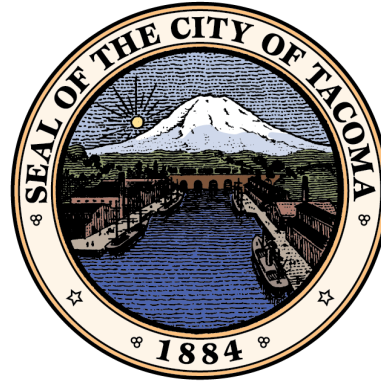
# Update on Systems Transformation

City of Tacoma | City Manager's Office

**City Council Meeting**

**3/8/2022**





# Departmental Highlight

Human Resources Department



# Transformation Highlight



Project or Highlight Area

**Workforce Equity Study**

Council Priority Area

**Belief and Trust | Organizational Culture**

**Context:** A [Workforce Equity Study](#) was conducted to determine inequities in the City's people policies, procedures, and practices. It concluded in May 2021 with recommendations related to:

1. Recruitment and Hiring
2. Employee Retention
3. Training and Development (with emphasis on managers)



# Transformation Highlight



Project or Highlight Area

**Workforce Equity Study**

Council Priority Area

**Belief and Trust | Organizational Culture**

## Actions:

Recruitment and Hiring	Employee Retention & Culture	Training and Development
<ul style="list-style-type: none"> <li>• Piloting Equitable Hiring Practices guide</li> <li>• Reorganization to include Recruitment Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting employee satisfaction surveys</li> <li>• Launched “Core Conversations” performance tool</li> </ul>	<ul style="list-style-type: none"> <li>• Launched EEO LinkedIn Learning Path</li> <li>• Enhanced training options for managers</li> <li>• Overhaul of existing Supervisory Management Foundations program</li> </ul>

# Transformation Highlight



Project or Highlight Area

Workforce Equity Study

Council Priority Area

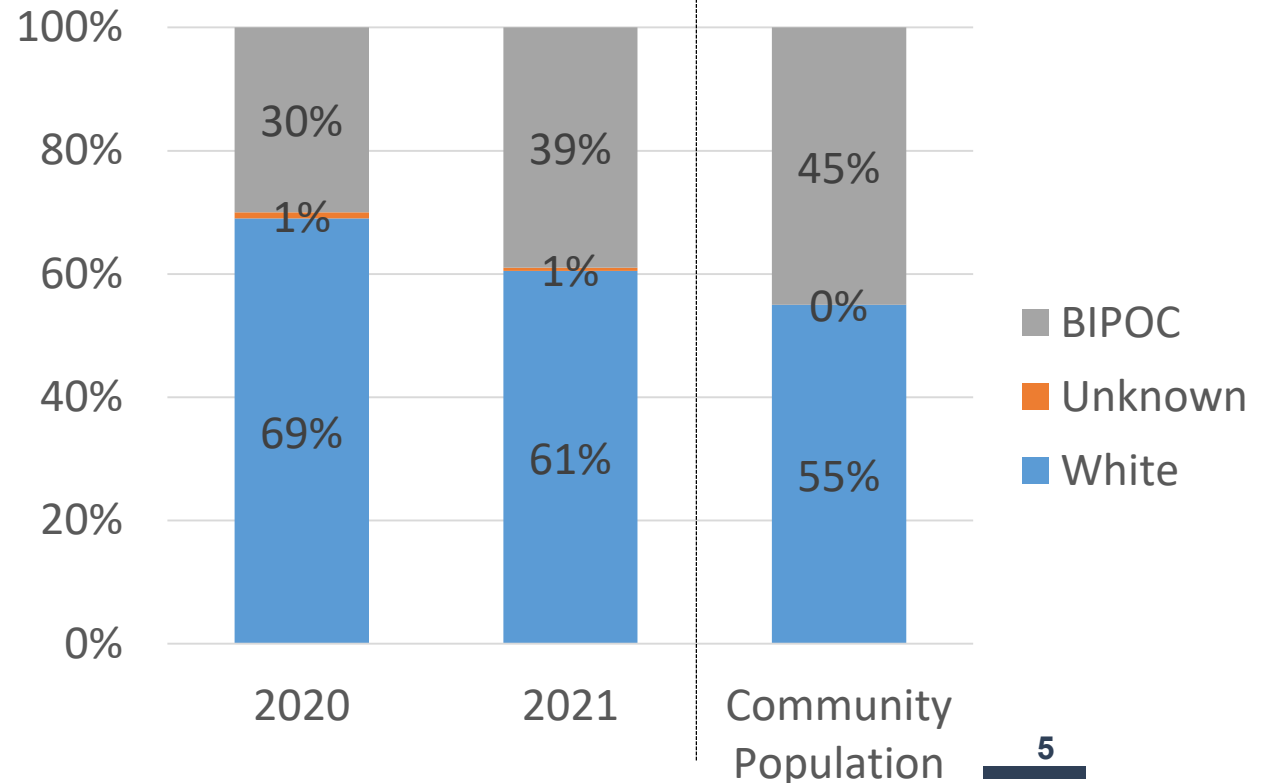
Belief and Trust | Organizational Culture

## Results:

### Citywide Hiring

The percent of BIPOC hires increased from 30% of the total hires to 39% between 2020 and 2021

- This is a 30% increase in the proportion of hires that identify as BIPOC
- Trending toward hiring that reflects the community we serve



# Transformation Highlight



Project or Highlight Area

**Workforce Equity Study**

Council Priority Area

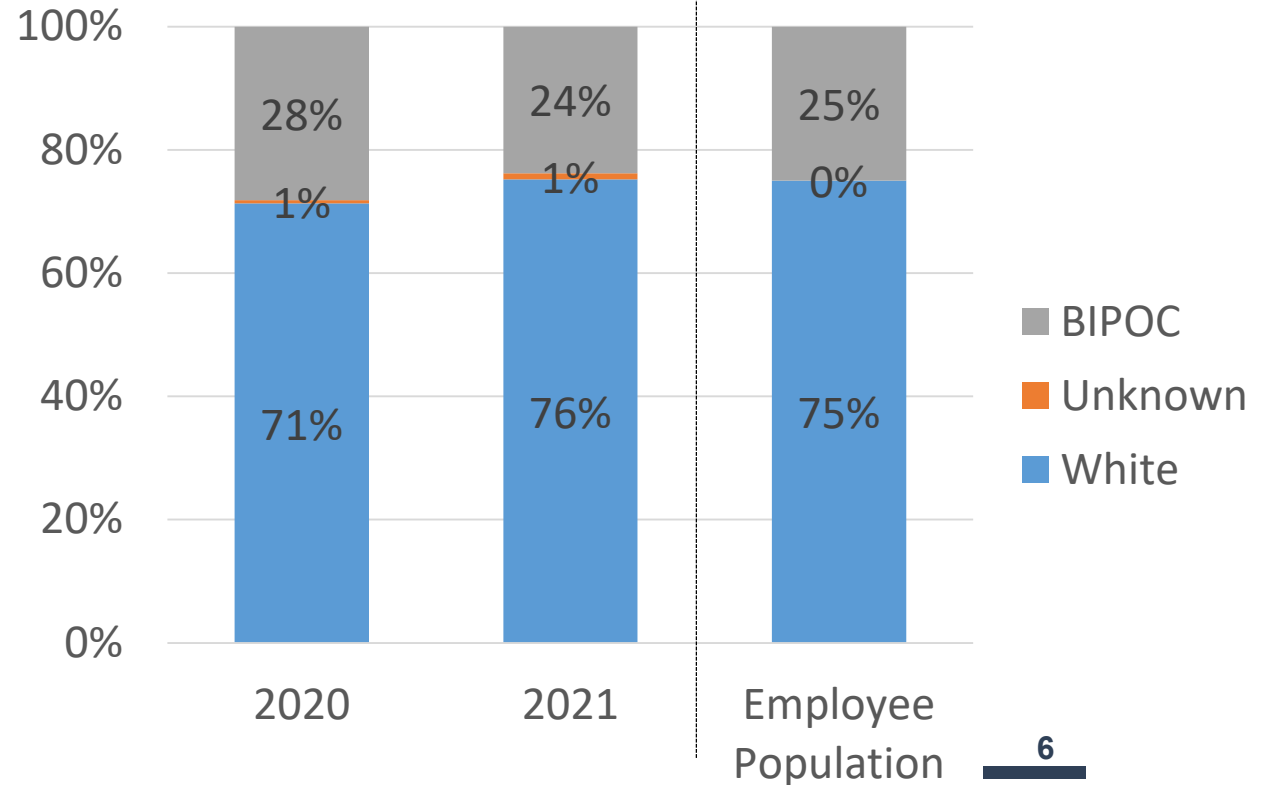
**Belief and Trust | Organizational Culture**

## Results:

### Citywide Separations

The percent of BIPOC employees who separated from the organization decreased from 28% of the total separations to 24% between 2020 and 2021

- This is a 14% decrease in the proportion of separated employees that identify as BIPOC
- Trending toward equitable separation rates



# Transformation Highlight



Project or Highlight Area

**Workforce Equity Study**

Council Priority Area

**Belief and Trust | Organizational Culture**

**Insight:** The collective effort of small changes to the way we do business has helped to move us closer to the goal of reflecting the community we serve.

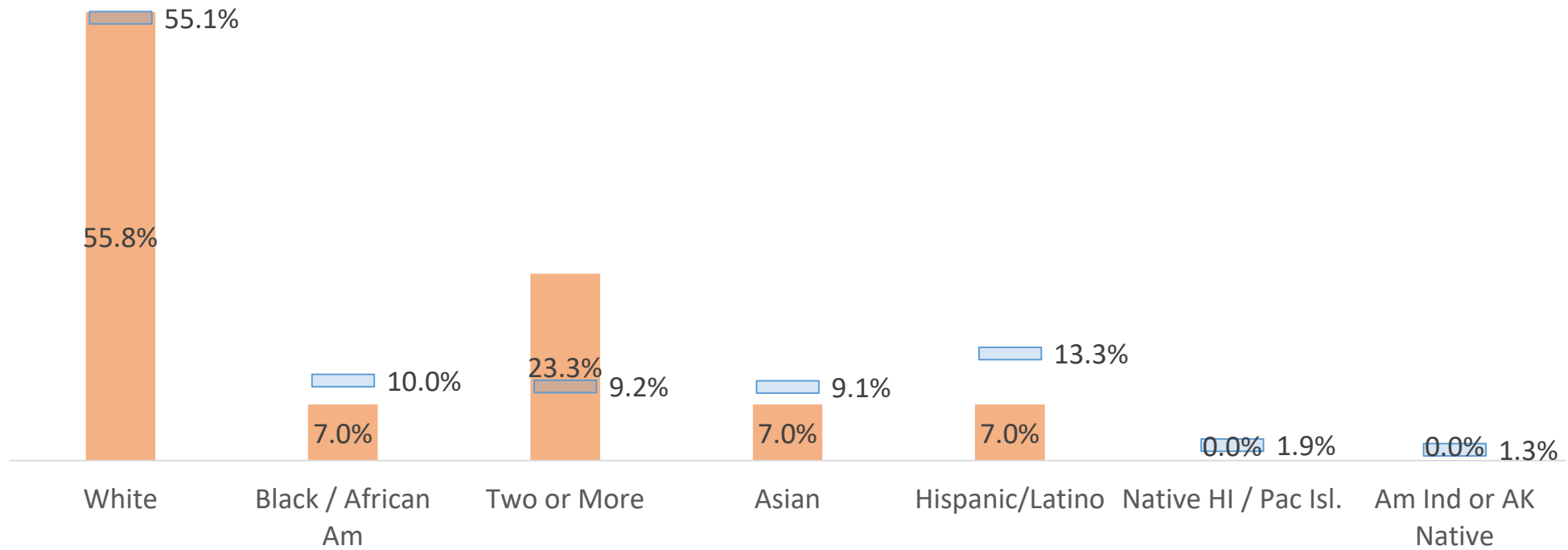
- Headcount in 2020-2021: **~3,600**
- 5 Year Average Separation Rate: **275/year (~7.7% turnover)**
- Average Tenure of the Workforce: **12 years**

It takes time to make significant changes in the demographics of our workforce.

# Workforce Reflects the Community



Employee Racial / Ethnic Diversity  
HR Only  
EOY 2021



HR Employees      Benchmark: City of Tacoma Residents



# ••• Workforce Reflects the Community



- Expansion of our Equal Employment Opportunity program
  - Providing greater education and support to supervisors and employees to create an environment that supports a diverse workforce
- Completion of Classification and Compensation Study for non-represented employees
  - Classifications that attract the broadest, most diverse pool of candidates
  - Creating opportunities for employees to grow and develop professionally
  - Strategically aligned with the City's Equity and Empowerment Framework

# ●●● Equitable Service Delivery



- Launch of Tacoma U, our Employee Learning Portal that provides equitable access to learning and development for all employees
  - 1,099 employees have accessed TacomaU
  - 3,114 employees have activated LinkedIn Learning accounts





# ••• Equitable Service Delivery

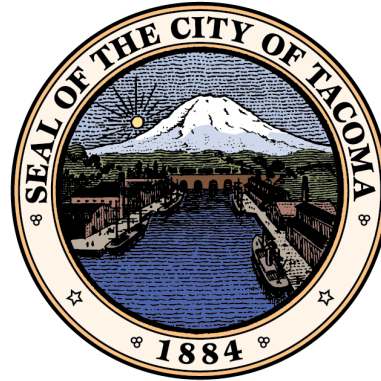
- Facilitation of citywide Anti-Racist Transformation efforts
  - Facilitating a portfolio of ~15 initiatives with dozens of related projects in housing and homelessness, jobs, safety, operational effectiveness, and organizational culture

- **City of Tacoma Organizational Culture**
  - Employee Retention Strategy
  - Addressing Workforce Equity Study
  - Addressing Employee Survey
  - Equitable Hiring
- **Policing Transformation**
  - Community Reconciliation
  - Use of Force Policies/ Practices
  - Alternative Response
  - 21st Century Policing
- **Homelessness**
- **Anti-Displacement**
- **Livable Wage Jobs**
  - Equity in Contracting
- **Community Engagement**
  - Language Access
  - Participatory Budgeting



# Departmental Look Forward

- EEO Community of Practice Pilot: A supervisor's guide to creating and maintaining an equitable workplace
  - 40 participants evaluating a self-led / group session model of learning
- Development of our Workforce Data Analytics team – data for informed decision-making
- Developing a diverse internal and external talent pipeline through employee development, aspiring leader programs, and an internship program



# City Manager Update





# Recent Accomplishments

- Homeless Strategy, Systems and Services Manager begins in Neighborhood and Community Services (NCS) 2/28
- Language Access Coordinator begins in Media and Communications Office (MCO) 2/28
- Dashboard “Fleet 3” camera pilot successfully completed in mid-February – cameras to be deployed in late 2022/early 2023 due to supply chain constraints
- TPD Hiring
  - Most recent TPD recruitment posting closed on 3/4 with 138 applicants
    - A diverse pool with 55% of the candidate pool identify as BIPOC and 44% identifying as white
  - Council passed Ordinance 28806 allowing recruitment incentives for lateral police officers 3/1
- New Police Chief briefed on portfolio of transformation projects in response to consultant studies and new State laws 3/7



# Upcoming Items



- Final 60 Body Worn Cameras to be assigned to non-patrol administrative officers to be shipped to TPD 3/14
- Vision Zero Action Plan will be brought before City Council for approval in summer 2022
  - Community Survey to inform Vision Zero was offered in 6 languages and was open to residents 1/24-3/4



# Transformation Timeline & History

Transformation Timeline

Select Project: (All) [v]

Date: Jun 2020 [slider] Nov 2021

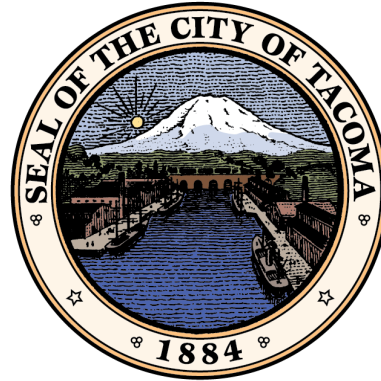
Priority Area: (All) [v]

Date	Event	Project	Priority Area	Files
November 23, 2021	City Council consideration of Resolution approving the 2022 citywide state and federal prio..	Anti-Racist Legislative Agenda Development (State/Local/Fed)	N/A	
November 17, 2021	Chief of Police Candidate panel interviews and reception	Chief of Police Recruitment	Community Safety	
November 16, 2021	City Council Study Session Presentation and Interviews	Chief of Police Recruitment	Community Safety	
November 9, 2021	Citywide (GG and TPU) presentation of state and federal priorities to the Joint S..	Anti-Racist Legislative Agenda Development (State/Local/Fed)	N/A	

- <https://cityoftacoma.org/transform>
- Timeline of transformation activities since passing Resolution 40622:
  - Filter by:
    - Council Priority Area
    - Selected Projects
    - Time period
  - Click on the file icons to see related documents and meeting recordings

Priority Area	Files
Community Safety	
Community	Learn more ▶ View documents ▶ View related media





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