Update on Systems Transformation
City of Tacoma | City Manager’s Office
City Council Meeting
3/8/2022
Departmental Highlight

Human Resources Department
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:**

<table>
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<tr>
<th>Recruitment and Hiring</th>
<th>Employee Retention &amp; Culture</th>
<th>Training and Development</th>
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| • Piloting Equitable Hiring Practices guide  
  • Reorganization to include Recruitment Manager | • Conducting employee satisfaction surveys  
  • Launched “Core Conversations” performance tool | • Launched EEO LinkedIn Learning Path  
  • Enhanced training options for managers  
  • Overhaul of existing Supervisory Management Foundations program |
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
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.
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

- White: 55.1%
- Black / African Am: 10.0%
- Two or More: 23.3%
- Asian: 9.1%
- Hispanic/Latino: 13.3%
- Native HI / Pac Isl.: 0.0%
- Am Ind or AK Native: 1.9%

Benchmark: City of Tacoma Residents

HR Employees
• 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

- [https://cityoftacoma.org/transform](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