



## City Council Report

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Sacramento, CA 95814

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**File ID:** 2019-00196

April 9, 2019

**Discussion Item 15**

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**Title:** 2018 Ethnicity & Gender Diversity Report

**Location:** Citywide

**Recommendation:** Pass a Motion approving the 2018 Ethnicity & Gender Diversity Report.

**Contact:** Aimée Z. Barnes, Diversity & Equity Manager, (916) 808-1174, Office of Diversity & Equity

**Presenter:** Aimée Z. Barnes, Diversity & Equity Manager, (916) 808-1174, Office of Diversity & Equity

**Attachments:**

1-Description Analysis

2-2018 Ethnicity & Gender Diversity Report

3-Letter from the Office of the City Auditor

## Description/Analysis

**Issue Detail:** The City Council and staff are committed to creating and supporting a workforce that is inclusive and reflective of the City's diversity. To meet this challenge, the City of Sacramento conducts an annual Ethnicity and Gender Diversity Report (report), included as Attachment 2, to ensure workforce equity where:

- 1) the diversity of the community served is reflected across the functions and organizational hierarchy;
- 2) determinants of gender, ethnicity, and race are influencing equal pay for equal work; and
- 3) the City works to eliminate institutional and structural barriers through capacity building and developing policies and procedures to ensure opportunities for employment.

The benefits of workforce equity include, but are not limited to the following:

- High level of productivity
- Effective service delivery and communication
- Diverse experience to problem-solve and adapt to changes
- Fosters innovation
- Creates an inclusive work culture
- Fairness and respect in the workplace
- Reputational capital – becoming an employer of choice
- Attracting and retaining talent
- Fulfilling legal obligations and requirements
- Inspiring community confidence
- Attracting contract opportunities

The 2018 report produced the following key findings<sup>1</sup>:

1. People of color represent 42% of the City's full-time workforce and 77% of the City population.
2. People of color represent 36% of management employees and 30.5% of the top wage earners.

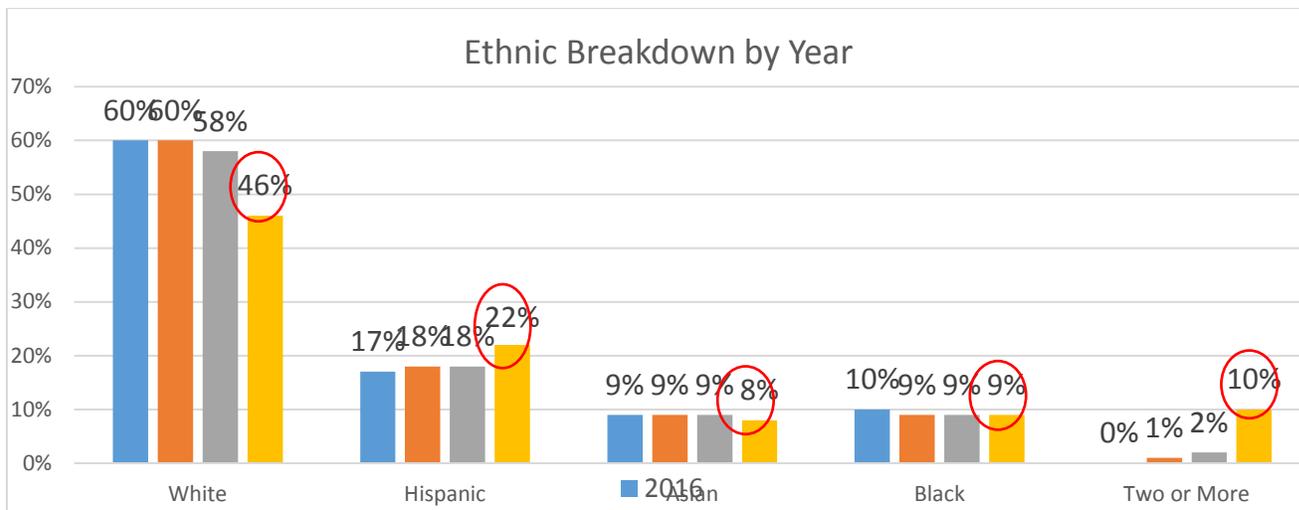
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<sup>1</sup> The 2018 report reflects statistics for full-time employees and an updated definition of "management". These changes in methodology are detailed in Attachment 2. Prior year data has been adjusted to ensure trend analysis based on comparable data.

3. Hispanics represent 18% of the City’s full-time workforce and 28% of City population.
4. Women represent 29.7% of the City’s full-time workforce and 51.2% of City population.
5. Women represent 38.2% of management employees and 22.9% of the top wage earners.
6. Women who work full-time the City earn on average \$11,501 less a year than men who work for the City. Women and men in the same classifications, with the same number of years in the organization, make within 10% salary in 98% of cases (Appendix 3).
7. The current data set is incomplete in order to statistically determine whether systematic or discriminatory bias in pay may be present due to factors of performance, tenure, job role, and education level.

The 2018 report produced the following key findings for 2018 New Hire City Employees:

1. Full-time employees hired in calendar year 2018 are on average more racially and ethnically diverse when compared to existing City employees as demonstrated in the following chart:



2. Full-time employees hired in calendar year 2018 are on average more gender diverse when compared to existing City employees:

- a. Percentage of existing Female City employees in 2018 was 29.7%
- b. Percentage of newly hired Female employees in 2018 was 34.8%

The recommendations included in the report include foundational and systemic accountability to advance and inform a diverse change management strategy that drives workplace inclusion and representative parity to the community served. For immediate next steps, City staff will assess, develop and implement over the next 12-24 months:

- Define and document Management Employee Classification
- Citywide Recruitment & Hiring Manual
- Define and determine Workforce Pay Equity Approach

The following are specific recommendations regarding changes that the City is currently working on to sustainably increase diversity in employment and opportunity in its workforce, and to convey to the community the career opportunities available. Aspects of these recommendations require systemic changes to current processes and historical practices as well as a competency-based awareness of opportunities to increase diversity. This report will serve as a catalyst for ongoing discussions and additional actions in further developing and implementing the below recommendations and strategic actions through 2020.

### **ACTION STRATEGIES - 2018**

**Department Efforts** - City departments were asked to identify any systemic or stand-alone diversity and inclusion efforts related to outreach, recruitment, hiring, and onboarding implemented or set to begin during the time frame of November 2017 to November 2018. The following efforts include, but are not limited to, the following:

- Advertising and recruitment efforts in veterans, trade and professional organizations, job fairs, sponsored events, internships, and K-12 as well as community colleges;
- Review of job descriptions for relevant qualifications/experience and inclusive language;
- Guidelines for determining starting salaries
- Blind hiring processes, standardized questions, and diverse panels to minimize bias in the screening process
- Department unconscious bias training for staff and interview panelists
- Provide oral interview/exam training and resources for hiring process
- Department meetings where diversity, equity, and inclusion are agenda topics
- Onboarding process for new employees

**Citywide Training to Reduce Bias in Employment Practices** – The American Leadership Forum was hired in March 2018 to develop a bias training event with Dr. John A. Powell<sup>2</sup> from the Haas Institute for a Fair and Inclusive Society at the University of California, Berkeley. All Executive Team employees and over 375 SCXEA staff participated, in May and June, respectively.

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<sup>2</sup> Lower case is personal preference of Dr. Powell.

**Diversity and Equity Manager** – This position was filled July 2018 to create, drive, and coordinate implementation of a Race & Gender Strategic Plan for the City’s workforce. This position will serve as a liaison to community stakeholders including coordinating presentations and responses to requests for information and are responsible for the creation of data collection and analytics, training and development, creation of this update report, and day-to-day information and reporting.

**Reduce Bias/Advance Inclusion Training Presentation** – The Diversity and Equity Manager, Human Resources (HR) Recruitment and Organizational Development Manager along with the HR Director conducted a follow up training (October 2018) for all Executive Team members on strategies to reduce bias in performance evaluations. The trainings, conducted by the Office of Diversity and Equity and HR, were given primarily to the senior leadership of the exempt workforce because this is the group most likely and able to bring change to the inclusiveness of the city. Trainings for all staff in the organization began in January 2019 as part of the Equity & Inclusion Leadership Series Pilot.

**Request for Proposals (RFP) Executive Recruitment** – *To advance our workforce equity goal specific language was included in the RFP scope of work and criteria for Executive recruitments to increase accountability for our vendors in the areas of diversity as it relates to development of a diverse applicant pool and the firm’s commitment to a diverse workforce. The language calls for vendors to demonstrate in their bids:*

- *Specific program(s) & experience to reach diverse candidates*
- *Identifying a candidate pool that represents the diversity of the city*
- *Provide an organization statement, mission, and/or strategic plan that demonstrates commitment to diversity*

### **ACTION STRATEGIES – 2019-2020**

The following strategic interventions and specific investments in the city workforce are intended to be combined and build upon one another to remove structural and institutional barriers. Updates on each of these will be included in subsequent reports and the Race & Gender Equity Action Plan 2019-2024 currently under development. All of the strategies undertaken have been developed, or will be, using citywide teams and the Global Diversity Inclusion Benchmark (GDIB) model explained below, and/or will have a racial equity toolkit applied.

### **IMPROVING WORKFORCE DATA METRICS SYSTEMS AND COLLECTION**

This ongoing work will include developing a framework to analyze employee inclusion at the City, and the following data collection capabilities:

- Connect the NEOGOV application system to the employee data in eCAPS by creating a field in the latter to capture the Applicant ID without personal information for screening purposes;
- Improve disposition code use in the NEOGOV hiring system to capture reasons for disqualification of candidates, from initial application to final hire, to assess hiring trends along the workforce continuum;
- Improve tracking of educational attainment, performance evaluations, experience, type of job role, and other factors that affect pay in order to better measure adjusted pay equity.
- Address the disparity between minimum qualifications on job postings and desired qualifications.
- Develop strategy and instrumentation to:
  - Pilot data collection on sexual orientation, and expansion of intersecting identities and expressions.
  - Standardize City workforce survey questionnaires for consistency of information being asked (i.e. Employee satisfaction survey, Upstand survey).

#### **EQUITY & INCLUSION LEADERSHIP SERIES PILOT “AWAKE TO WOKE TO WORK”**

A curriculum of trainings offered in varied formats for the City workforce on diversity, equity, and inclusion have been developed and offered beginning January 2019.

- As a pilot, the City workforce is able to provide feedback and help shape the curriculum for ongoing implementation in providing supplementary and mandatory courses to expand upon and sustain the information learned in the first year.
- The focus will emphasize the role that inclusive best practices play in having an efficient, mission focused workforce in advancing inclusionary excellence.
- In direct collaboration with HR Organizational Development to help ensure systemic integration and change.
- Future investment in workforce development will be needed for capacity building and ensuring workforce are trained on diversity and inclusion as operational, day to day practice.

#### **TARGETED RECRUITMENT PILOT**

Initial initiative and metrics for tracking progress on the implementation of the targeted recruitment plan that is to generate a well-populated, diverse pool of qualified applicants (including women, racial/ethnic minorities, veterans, LGBTQ+, and persons with disabilities) that:

- Promote and foster reciprocal partnerships between the communities of Sacramento.

- Collaborate closely with communities, nonprofit organizations, universities, and colleges on engagement strategies.
- Improve our ability to share information more effectively and efficiently with our community stakeholders.
- Increase talent pipelines and employment pathways.
- Identify target percentage goals for diverse candidate pools for measurement and workforce goal attainment.
- Identify and provide diverse talent pipelines and multi-agency employment opportunities as a resource to all City departments.
- Identify and use culturally appropriate data analysis tools that recognize and utilize community cultural assets and knowledge.

These objectives are currently be articulated as workforce equity plans of action developed from the capacity building work completed by the Governmental Alliance on Race & Equity (GARE) and directly informed by the data of this report.

#### **GOVERNMENT ALLIANCE ON RACE AND EQUITY (GARE) COHORT**

For six months beginning in December 2018, a 12-member City staff team is engaged in trainings and group meetings facilitated by the Government on Alliance on Race and Equity to:

- 1) Build our capacity to understand how government at the local level plays a role in creating and maintaining racial inequity through laws and policies that impacted voting rights, housing rights, educational equity, and other sectors of rights, and
- 2) Learn and apply GARE's racial equity tool and Theory of Change designed to integrate explicit and deliberate consideration of racial equity in decisions, including policies, practices, programs, and budgets.

The end result is to have a workforce equity strategy for the City of Sacramento with the following intended results:

- The City's workforce reflects the City demographics
- Improve relatable service delivery
- Provide accessible, inclusive, barrier free job/employment opportunities for all

**DEVELOP 5-YEAR CITYWIDE RACE & GENDER EQUITY ACTION STRATEGIC PLAN - GLOBAL DIVERSITY INCLUSION BENCHMARK MODEL** – To continue implementation of recommendations, identification of organizational characteristics and best practices that are accessible and documented are needed. These organizational characteristics and best practices provide a transparent measure for which assessment to identify gaps of inequity, lack of consistency, and unaccountability may exist. As these gaps are identified, a continuous, clear, and dynamic plan of action can be designed to simultaneously build organizational capacity and workforce competency that moves the City of Sacramento steadily from implementing and transactional

to sustaining and structurally transformative in advancing diversity and equity. To begin this ongoing endeavor, a multi-year strategic plan will prioritize progress toward workforce equity in identifying, assessing, and measuring ongoing diversity & inclusion efforts whether they are systemic or stand alone. This strategic plan will build off the workforce equity goals developed by the GARE cohort and utilize the Global Diversity Index Benchmark Model Framework to build departmental capacity, strategy, and impact.

The GDIB Framework provides 14 capacity building assessment tools to develop a Diversity & Inclusion Systemic Approach using four major organizational areas that identify 266 benchmarks describing best practices:

- **Foundational:** vision, strategy, and leadership and accountability
- **Internal:** recruitment development and advancement, job design, classification/compensation, and diversity and inclusion training
- **Bridging:** assessment, measurement, and research along with diversity and inclusion communications.
- **External:** community and government relations, program and service development, and supplier diversity

**Policy Considerations:** City Council has provided direction to staff to pursue strategic pathways to advance diversity, equity, and workplace inclusion in the City's workforce by ensuring that proper policies, resources, and practices are developed, adhered, and integrated into all City workforce development functions.

**Economic Impacts:** None.

**Environmental Considerations:** This action is not a project that is subject to CEQA because it is an administrative activity that will not result in direct or indirect physical changes in the environment. (CEQA Guidelines §15378(b)(5).)

**Sustainability:** None.

**Commission/Committee Action:** None.

**Rationale for Recommendation:** This staff report provides the City Council with information that may be used to meet its responsibility to provide direction and guidance to the City Manager.

**Financial Considerations:** None.

**Local Business Enterprise (LBE):** Not applicable.

# City of Sacramento

## Ethnicity & Gender Diversity Report, 2018

April 2019

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Special thanks to the Department of Finance and Department of Human Resources which provided the data and assisted in the analysis that make this report possible.

## I. Introduction

The City Manager's office with the support of the Department of Finance and the Department of Human Resources (HR) has produced an updated City Ethnicity & Gender Diversity report. The report is intended to be an annual work product to provide City staff, elected officials and community members a snap shot of the City's workforce and efforts to diversify the organization.

The City Manager's Office would like to thank the HR Department, the Finance Department and each City department that provided input. Creating a workforce that is more reflective of Sacramento residents is an objective of the City Council. The Diversity and Equity Manager is charged with helping to achieve this goal.

The City of Sacramento is required by federal law to maintain employee demographic information and report it every other year to the United States Equal Employment Opportunity Commission (EEOC). This requirement is codified in Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, which requires all state and local governments with 15 or more employees to keep records and report to the EEOC. If an employee declines to self-identify an ethnicity, employers may acquire the race or ethnicity information necessary to comply with federal reporting requirements by visual surveys of the work force or from post-employment records; the EEOC also allows direct inquiry under some circumstances. Because visual surveys are permitted, when an employee does not list an ethnicity, the employer is not exempted from providing that information to the federal government.

The EEOC requires government to report all employees (full time, part-time, temporary and permanent), except the following:

- State and local elected officials
- Such official's immediate secretary, administrative, legislative or other immediate or first-line aid;
- Such official's legal advisory; and
- Appointed cabinet officials in the case of a governor or heads of executive departments in the case of a mayor or county council.

The Definitions of the EEO race and ethnicity categories are as follows:

Hispanic or Latino - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

White (Not Hispanic or Latino) - A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Black or African American (Not Hispanic or Latino) - A person having origins in any of the black racial groups of Africa.

Native Hawaiian or Pacific Islander (Not Hispanic or Latino) - A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

Asian (Not Hispanic or Latino) - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

American Indian or Alaska Native (Not Hispanic or Latino) - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

Two or More Races (Not Hispanic or Latino) - All persons who identify with more than one of the above five races.

To fulfill EEOC reporting requirements, the City's Human Resource Department uses demographic information from the electronic Citywide Accounting and Personnel System (eCAPS) to populate the required EEOC reports.

When completing an employment application for the City of Sacramento, prospective employees are asked to disclose their ethnicity. Once hired, the Human Resources Department inputs the new employee's ethnic information into eCAPS. Since the selection of an ethnic category on the application is voluntary, some applicants may choose to not select an ethnicity, resulting in "NOTSPEC" to be entered in eCAPS. The City of Sacramento uses the following ethnic categories in eCAPS.

- AMINDIAN: Abbreviation for American Indian or Alaska Native – A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- ASIAN: A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including for example: Cambodia, China, Japan, Korea, Malaysia, Pakistan, Thailand, and Vietnam. Asian does not include Filipino in this definition.
- BLACK: a person having origins in any of the Black racial groups of Africa.
- FILIPINO: All persons having origins from the Philippine Islands.
- HAWPACIF: Abbreviation for Native Hawaiian or other Pacific Islander – A person having origins in any of the people of Hawaii, Guam Samoa, or other Pacific Island.
- HISPANIC: a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
- WHITE: All persons having origins in the original peoples of Europe.
- MENA: Abbreviation for Middle Eastern or North African – All persons having origins in any of the original peoples of the Middle East or North Africa.
- NOTSPEC: Abbreviation for Not Specified – Employee declined to answer.
- TWOMORE: Persons who identify with two or more racial categories names above.

The City Human Resource Department reports to the EEOC FILIPINO as ASIAN, and MENA as WHITE.

The data used in this report was downloaded from eCAPS in November 2018. Within that report 36 full-time employees did not have an ethnicity assigned to them. After the 2016 Audit of the City's Gender and Ethnic Diversity, the Human Resources Department runs a report monthly on new employees that did not provide ethnicity information. The HR Department works with staff in each department who conduct a visual survey of employees without an assigned ethnicity. This process occurs each month. Furthermore, the HR Department allows new staff to report their ethnicity during their new hire orientation.

According to the HR Department, the previous report that was submitted to the EEOC had several hundred individuals missing ethnicity data. The HR Department has since provided the EEOC updated data and the latest report provided to the EEOC is compliant with all EEOC requirements. The City provides an EEO report once every two years. The next report is due in late 2019.

The City uses the following gender categories within eCAPS:

- F – Female
- M – Male
- U – Unknown

Within the data set, one active full-time employee had a gender listed as “Unknown.” The EEOC reporting does not allow non-binary or unknown gender reporting. The HR Department does not report those employees to the EEOC.

## II. EXECUTIVE SUMMARY: CONCLUSIONS AND RECOMMENDATIONS

These findings ground the purpose of this annual report and help drive the work ahead.

### CONCLUSIONS - WORKFORCE EQUITY

“Workforce equity is when the workforce is inclusive of people of color and other marginalized or underrepresented groups at a rate representative of the {greater Sacramento} area at all levels of City employment; where institutional and structural barriers impacting employee attraction, selection, participation and retention have been eliminated, enabling opportunity for employment success and career growth.”

-adapted from the Workforce Equity Strategic Plan, City of Seattle, 2016

The 2018 Diversity Report provides percentage point comparison between residents of Sacramento racial/ethnic and gender representation to that of the City workforce including management and rank and file. Absent a current strategic plan, the working definition of “workforce equity”, found above, is both aspirational and operational, describing an environment of full representation and inclusion in the workplace. This is combined with a call for removing structural and institutional barriers that impede this vision and specific investments in the workforce. All will serve as platform strategies which are fundamental to workplace culture change and workforce investment strategies which support employee opportunity, career advancement, and growth. Additionally, this report outlines previous, current citywide diversity and inclusion efforts and future workforce equity programs and initiatives. Because many of these strategies were developed in the last year, this report will detail our efforts to date as opposed to outcomes – many of which will take several years to manifest.

It is important to note that the 2016 and 2017 Diversity Reports included part-time staff and categorized management staff based on those employees holding a position designated as “Executive Management”, “Management Employee”, “Management Support”, or “Mayor/Council Support” in eCAPS all of which comprise the membership of the Sacramento City Exempt Employees Association (SCXEA) bargaining unit as well as unrepresented employees. This year the analysis included in this report is focused on full-time staff, however, information on part-time staff is provided in Appendix 1. This report identifies management employees that are more representative of personnel that do the following job functions: 1) hiring and supervising authority and/or 2) coordinate and provide oversight over programs.

Based on the data presented:

- Full-time City workforce is somewhat under-representative of people of color collectively (42% of the City's Full-time workforce versus 77% of the city population).
- People of color are underrepresented in management. They make up 36% percent of management employees (Figure 11) and approximately 30.5% percent of the top wage earners (Figure 12, \$150K+). Hispanics are underrepresented at all levels of City employment (18% percent of the City's Full-time workforce vs 28% percent of the city population).
- Women are 29.7% of the City workforce (51.2% percent of the city population) and at the management level, they make up 38.2% (Figures 16-17). In the top level of salary earners (\$150K+), women make up 22.9% of employees (Figures 15).

## RECOMMENDATIONS – WORKFORCE EQUITY

#1 Recruitment & Hiring Manual - Developing an equipped, capable, and diverse workforce requires clear policies, guidelines, and procedures on effective hiring and recruitment best practices. A written hiring manual brings organization to the hiring process, accountability in decision making and data to understand trends, outcomes and areas that require intervention. Designing and formalizing consistent citywide best practices for outreach, recruitment, and hiring that advances diversity and inclusion will build the capacity of each department to:

- Effectively publicize open positions
- Standardize best practices around career development and promotion
- Develop inclusive and relevant employee characteristics and position requirements
- Document reasons to hire/reject a candidate
- Update forms and plans for contacting candidate's professional references
- Clearly list unethical hiring practices and minimizes bias to the greatest extent possible

In December 2018, a citywide work group was formed to draft a Recruitment & Hiring Manual that will provide consistent policy interpretation, accountability, and implementation of practices and policies that relate to the entire workforce development continuum in recruitment, hiring, and onboarding employees. The manual is anticipated to be completed in June/July and departments are projected to be trained by Fall 2019. The manual will include, but is not limited to the following major areas:

- Attracting Diverse Candidates
- Hiring Diverse Employees
- Retaining Diverse Employees
- Developing & Onboarding New Talent
- Performance Management

#2 Management Employee Classification – Currently there are no defined parameters or definition that account for hiring/supervisory authority, job roles, education, experience, employee performance, and other factors that define management employees. Management employees include: Senior, Executive, and Middle management. This will serve as a basis when measuring and planning for both representation within management and pay equity and pay parity. It is important to have clear guidelines as to the classification of Management employees given the income earning power, decision making authority, and the current racial/gender diversity makeup of this employee classification. The recommendation is to develop for the next annual report clear, objective criteria that defines management that may include, but not limited to managing employees, level of responsibility, and salary range.

## CONCLUSION - WORKFORCE PAY EQUITY

“Pay equity, or paying employees fairly and consistently, without discrimination on the basis of gender, race or other protected categories but taking into account job-related factors such as education, work experience and tenure.”

“Pay parity which requires that employers show there is no pay gap across the entire workforce between men and women and between whites and racial or ethnic minorities.”

~Society of Human Resource Management  
March 19, 2018

The 2018 Diversity Report includes data that provides the median analysis, or mid-point calculation, of actual annual yearly base pay levels comparing Female to Male, as well as underrepresented minorities (URM) to non-underrepresented minorities (non-URM). The report does not take into account differences in education, experience, job roles, employee performance, and other factors aside from gender that affect pay<sup>1</sup>. Although such median data does not control for any known contributing factors, it is often used in national and regional pay equity analysis citing general dollar to dollar differences.

Based on the data presented for full-time employees:

- Women earn on average \$11,501 less a year than men. (Figure 14)
- Women and men in the same classifications, with the same number of years in the organization, make within 10% salary in 98% of cases (Appendix 3)
- 85.7% of Hispanic women earn less than \$90K/year with 55.2% earning between \$30K-\$60K/year (Figure 18).
- 80.1% of Black women earn less than \$90K/year with 56.4% earning between \$30-\$60K/year (Figure 18).
- 63.6% of White women earn less than \$90K/year with 29.2% earning between \$30-\$60K/year (Figure 18).
- 46.2% of White men earn less than \$90K/year with 13.2% earning between \$30-60K/year (Figure 19).
- Of the Female management employees 60.5% are White, 12.6% are Asian, 10.1% are Hispanic and 10.1% are Black (Figure 17).

#### RECOMMENDATIONS – WORKFORCE PAY EQUITY

The most important thing to know about gender pay equity is that there's not one best way to measure it. Instead, there are different ways to measure for pay disparities, each with their own pros and cons. According to research done by Glassdoor, it is important to understand how the "equal pay for equal work approach" may not tell the whole story. For example, men and women may work in different job roles inside organizations. For example, in the City of Sacramento, men and women may not be represented equally among administrative assistants, software engineers, and public safety. These different pay scales will cause a difference in average earnings as well as hourly wage earnings. While this approach is most commonly used, a simple comparison of all women with all men doesn't account for important differences like this. For this reason, we should call this the "unadjusted" gender pay gap.

A more accurate way to look at the gender pay gap is to compare similarly situated Male and Female employees. This provides an "apples-to-apples" comparison. In addition to gender, this comparison will ultimately ensure we've accounted for pay differences by updating and ensuring eCAPS data accurately reflects education, performance evaluation, experience, type of job role and other factors that affect pay. The goal is to make a fair comparison between similar workers, to see what gender pay gap remains and course correct. This is what we call the "adjusted" gender pay gap.

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<sup>1</sup> Currently approximately 36% of all full-time City employee data does not indicate education attainment level. Staff will work on a strategy to update eCAPS data in the future for not only educational attainment but job performance and other factors that can affect pay.

It is important to keep in mind that both of these measures are useful. By looking at both “unadjusted” and “adjusted” gender pay, the city will gain a robust view of what may be causing pay differences between men and women, which focuses efforts and resources to yield greatest impact. This exercise will reveal whether pay gaps are due to years of experience, education, performance evaluations, job roles or other factors to ensure:

- Men and women performing the same work are paid the same amount taking into consideration variations based on the factors outlined above.
- Wages, classifications, and conditions of jobs are assessed by valuing skills, responsibilities, working conditions in each job or job type and then remunerating employees accordingly.
- Organizational structures and processes do not impede Female employee’s access to work-based training, promotions, or flexible working arrangements.

#### STRATEGIES RESOURCED IN 2018-2019

Department Efforts - City departments were asked to provide any systemic or stand-alone diversity and inclusion efforts related to outreach, recruitment, hiring, and onboarding implemented or set to begin during the time frame of November 2017 to November 2018. The following efforts include, but are not limited to the following:

- Advertising and recruitment efforts in veterans, trade and professional organizations, job fairs, sponsored events, internships, and K-12 as well as community colleges;
- Review of job descriptions for relevant qualifications/experience and inclusive language;
- Guidelines for determining starting salaries
- Blind hiring process, standardized questions, and diverse panels to minimize bias in screening process
- Department unconscious bias training for staff and interview panelists
- Provide oral interview/exam training and resources for hiring process
- Department meetings where diversity, equity, and inclusion are agenda topics
- Onboarding process for new employees

Citywide Training to Reduce Bias in Employment Practices – The American Leadership Forum was hired in March 2018 to create the bias training event with Dr. John A. Powell<sup>2</sup> from the Haas Institute for a Fair and Inclusive Society at the University of California, Berkeley. All Executive Team employees and over 375 SCXEA staff participated, in May and June, respectively.

Diversity & Equity Manager – This position was filled July 2018 to create, drive, and coordinate implementation of a Race & Gender Strategic Plan for the City’s workforce. This position will serve as a liaison to community stakeholders including coordinating presentations and responses to requests for information and is responsible for the creation of data collection and analytics, training and development, creation of this update report, and day-to-day information and reporting.

Reduce Bias/Advance Inclusion Training Presentation – The Diversity & Equity Manager, in coordination with the HR Recruitment & Organizational Development Manager and the HR Director conducted a follow-up training (October 2018) to all Executive Team members on strategies to reduce bias in performance evaluations. This training was provided initially to the senior leadership as this is

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<sup>2</sup> Lower case is personal preference of Dr. Powell.

the group most likely and able to bring change to the inclusiveness of the city. Trainings for Managers began in January 2019.

RFP Executive Recruitment (Dec 2018 – Jan 2019) – To advance our workforce equity goal specific language was included in the RFP scope of work and criteria for Executive recruitments to increase accountability for our vendors in the areas of diversity as it relates to development of a diverse applicant pool and the firm’s commitment to a diverse workforce. The language calls for vendors to demonstrate in their bids:

- Specific program(s) and experience to reach diverse candidates
- Identifying candidate pool that is representative of the City
- Provide organization statement, mission, and/or strategic plan that demonstrates commitment to diversity

## WHAT LIES AHEAD?

The following strategic interventions and specific investments in the city workforce are intended to be combined and build upon one another to remove structural and institutional barriers to the development of a diverse and inclusive workforce. Updates on each of the initiatives outlined below will be included in subsequent reports and the Race & Gender Equity Action Plan 2019-2024. All of the strategies undertaken have been, or will be, developed using citywide teams and the Global Diversity Inclusion Benchmark (GDIB) model<sup>3</sup>, and/or will have a racial equity toolkit applied for ongoing assessment on a citywide and departmental level.

Completion of the Government Alliance on Race and Equity (GARE) Cohort – The sessions served to build the capacity of City leaders in understanding how government at the local level plays a role in creating and maintaining racial inequity. Through the training, City leaders will be trained on GARE’s Theory of Change model that is designed to integrate explicit consideration of racial equity in decision making, including policies, practices, programs, and budgets. The 12-member Citywide GARE cohort has identified workforce equity as their focused priority to articulate strategic goals for implementation.

Creating data metrics, collecting and analytics – Leverage the current systematized framework to enhance workforce data collection capabilities to better inform our workforce equity efforts that:

- Connects the NEOGOV job application system to eCAPS by creating a field in the latter to capture the Applicant ID without personal information for screening purposes;
- Captures additional employee data that includes, but not limited to gender identity/expression, veteran, LGBTQ+, and persons with disabilities.
- Improve disposition code use in the NEOGOV hiring system to capture reasons for disqualification of candidates, from initial application to final hire, to assess hiring trends;
- Standardize Step Exception form utilization for all requests, including denials;
- Improve tracking of educational attainment, performance evaluation, etc.
- Fix the disparity between minimum qualifications on job postings and desired qualifications.

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<sup>3</sup> The Global Diversity & Inclusion Benchmark (GDIB) is the framework to develop, operationalize, and determine strategy and measure progress in managing diversity and fostering inclusion. The following is a link to the Centre for Global Inclusion website: <http://centreforglobalinclusion.org/>

Pilot Targeted Recruitments Efforts – Provide each City department with outreach and recruitment best practices that can be immediately implemented to:

- Promote and foster reciprocal partnerships between the communities of Sacramento.
- Collaborate closely with communities, nonprofit organizations, universities, and colleges on engagement strategies.
- Improve our ability to share information more effectively and efficiently with our community stakeholders.
- Increase talent pipelines and employment pathways.
- Identify and provide as a resource to all City departments diverse talent pipelines and multi-agency employment opportunities.
- Identify and use culturally appropriate data analysis tools that recognize and utilize community cultural assets and knowledge.

Develop a Citywide Race & Gender Equity Action Plan 2019-2024 - Assessment & Measurement of Progress – A Diversity & Inclusion Strategic 5-Year Plan will utilize assessment measures based on the GDIB Framework to build departmental capacity. The GDIB Framework provides a systemic approach to Diversity & Inclusion through four major organizational areas using 266 benchmarks:

- 1) Foundational - vision, strategy, and leadership and accountability
- 2) Internal - recruitment development and advancement, job design, classification/compensation, and diversity and inclusion training
- 3) Bridging - assessment, measurement, and research along with diversity and inclusion communications
- 4) External - community and government relations, programs and service development, and supplier diversity

#### Develop Citywide Leadership Capabilities and Workplace Inclusion

Equity & Inclusion Leadership Series Pilot - Trainings on bias have continued into 2019 and we look forward to expanding to a larger group of the workforce, offering supplementary and mandatory courses to expand upon and sustain the information learned in the first year of pilot. The focus will emphasize the role that inclusive best practices play in having an efficient, mission focused workforce in advancing inclusionary excellence. In direct collaboration with HR Organizational Development, trainings will be offered throughout 2019. The trainings will emphasize the importance of diversity and how it must be normalized as necessary principles of workplace inclusion to build an adaptable, innovative, and efficient department or office. The trainings also build upon the capacity of leaders in the government for operationalizing inclusion in their departments and offices. Additional time is devoted to various forms of bias and how it can be a barrier to an inclusive department.

Employee Performance Management – training all managers/supervisors with hiring authority on effective unbiased performance management best practices by December 2021.

Leadership Development Programs – City Leadership Academy Training will be refreshed and launched in Fall 2019. HR Organizational Development will continue to support the Leadership Challenge training.

#### REFERENCES:

Article: “Why Pay Equity Keeps Getting More Complicated” by Stephen Miller, CEBS. March 19, 2018. Retrieved December 14, 2018 at <https://www.shrm.org/resourcesandtools/hr-topics/compensation/pages/pay-equity-gets-more-complicated.aspx>.

### III. Objective

Addressing the issues of workforce and pay equity matters to the City of Sacramento. According to the 2018 Policy Link equity profile study<sup>4</sup>, between 2010 and 2014 Sacramento County population grew by 19% overall, yet the growth of communities of color grew by 48%. It is estimated that the Sacramento metro area is projected to become majority people of color by the early 2020s and by 2050 nearly two in three residents will be people of color. Local government jobs serve as critical leverage points for addressing structural racial and gender equity by serving as one of the largest employers for communities of color, and historically providing access to middle class jobs that provide benefits. To meet this dynamic challenge, the City of Sacramento conducts this report to ensure a workforce equity goal that:

- 1) reflects the diversity of the community served across the functions and hierarchy, and
- 2) eliminates institutional and structural barriers through ongoing capacity building and policy and procedure development to ensure opportunities for employment.

The benefits of workforce equity include, but are not limited to the following:

- High level of productivity
- Effective service delivery and communication
- Diverse experience to problem-solve and adapt to changes
- Fosters innovation and policy enhancement
- Creates an inclusive work culture

With regard to pay equity, according to the 2018 National Women’s Law Center Wage Gap Rankings State by State<sup>5</sup>, women in California typically earn 89 cents on the male’s dollar, slightly better than the national average of 80 cents. It is estimated that based on today’s wage gap, women could lose \$403,440 over the course of a 40-year career. For women of color that loss can be as high as \$1,145,440<sup>6</sup>. With women representing half of the City of Sacramento population, this lifetime wage gap undercuts the ability of women along with minority wage earners to be a significant component of the local economy. To meet this dynamic challenge, the City of Sacramento conducts this report to ensure a pay equity goal to determine if gender, ethnicity, and race are factors influencing equal pay for equal work. The benefits of pay equity include, but is not limited to the following:

- Fairness and respect in the workplace
- Reputational capital – becoming an employer of choice
- Attracting and retaining talent
- Fulfilling legal obligations and requirements
- Inspiring community confidence
- Attracting contract opportunities

The City of Sacramento’s executive leadership have embraced the responsibility of advancing and leveraging the diversity of the workforce to respond to opportunities and changes in the communities served. This report is intended to inform a diverse management strategy that drives fairness and opportunity for the City of Sacramento to be attractive to diverse talent emerging from our local

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<sup>4</sup> <http://www.policylink.org/resources-tools/an-equity-profile-of-sacramento-region>

<sup>5</sup> <https://nwlc.org/state/california/>

<sup>6</sup> <https://nwlc.org/issue/equal-pay-and-the-wage-gap/>

community and other growth regions to foster new ideas, attract business, and support local innovation. Unlike the past, when diversity was confined to the equality of opportunity for individual employees, diversity is now centrally vital to the City's efforts to increase competitiveness, improve service delivery, succession planning, and economic and technological innovation to Sacramento for generations to come.

#### IV. Methodology

The primary data sources for this report are the 2017 US Census Bureau American Community Survey (US Census) and the City's internal eCAPS system. US Census data was used to determine the demographics, approximate household incomes and education of residents of the City of Sacramento. eCAPS was used to analyze the salaries, demographics and education of City employees.

There are three primary analytic efforts of this report: 1) Show the demographics of the City of Sacramento residents using US Census data; 2) Show the demographics of the City of Sacramento employees by race and gender using eCAPS data; and 3) Show the connections between race, gender and pay and why those disparities may exist using eCAPS data. The third analytic effort is the most challenging. This is discussed further in Appendix 3.

There are two common methods of reporting the connection between race, gender and pay. The method currently used for this report takes the average salary for Female and compare this to the average salary for Male; or compare the average salary for White to the average salary for Black. Similarly, this method could also include the average salaries for employees by years of service and gender, or ethnicity.

While this method of reporting the data is correct, it does not include nuance that would be achieved by comparing employees with characteristics as similar as possible, except for race or gender. This is ideally done using the statistical method of regression. Unfortunately, due to data limitations, we are not able to complete this type of analysis. A complete data set, including accurate data on level of education is something that we hope to achieve in the future in order to determine (with as much comparative detail as possible) whether there is systematic bias in pay present. This means comparing employees with the same level of education, years of experience, years within the organization and the same classification (job) type. The reasons for this analytic approach is that employees with nearly identical profiles, except for race or gender, should be paid the same. The best statistical tool to use to determine which factors (such as race, gender, education level, years in the organization) are statically significant determinates of pay, is a regression.

City employee data is slightly complicated by ambiguities between full-time and part-time definitions. The report primarily uses full-time employee data as full-time employees represent career employees, while part-time employees are often seasonal or partly retired. The eCAPS data has seventeen active employees counted as full-time but work fewer than forty hours per week and sixty-seven employees listed as part-time but work forty hours per week (these employees are mostly non-career employees). Fortunately, there are not enough of these employees to significantly bias the data.

The eCAPS data and the Census Bureau count White in different manners. This report relied on the HR Director and City Manager's Office evaluation of which specific classifications were management and which were not (see Appendix 2). Finally, since only full-time employees were considered management, elected officials were not included.

## V. Sacramento Residents' Demographics

Figure 1: Sacramento Residents Income by Type

Income 2017 Estimate	Households	Families	Married-Couple Families	Non-family Households
	Estimate	Estimate	Estimate	Estimate
Total	181,690	107,047	68,715	74,643
Less than \$10,000	7.00%	5.60%	2.30%	10.30%
\$10,000 to \$14,999	6.60%	4.00%	2.00%	10.90%
\$15,000 to \$24,999	10.10%	9.00%	6.30%	12.30%
\$25,000 to \$34,999	9.20%	8.80%	6.80%	9.70%
\$35,000 to \$49,999	13.10%	12.80%	10.60%	13.80%
\$50,000 to \$74,999	17.70%	17.00%	17.10%	18.10%
\$75,000 to \$99,999	12.40%	13.10%	14.90%	10.40%
\$100,000 to \$149,999	13.50%	16.20%	20.80%	9.20%
\$150,000 to \$199,999	5.60%	6.80%	9.70%	3.30%
\$200,000 or more	4.90%	6.70%	9.70%	2.00%
Median income (dollars)	54,615	62,934	82,580	41,878
Mean income (dollars)	74,469	85,081	104,097	56,103

Source: US Census Bureau: American Community Survey 5-Year Estimate 2013-2017

Depending on the definition used, the average income for residents of Sacramento ranges from \$104,097 for a married family to \$56,103 for nonfamily households.<sup>7</sup> The average income for full-time City employees is \$84,155. On average, our employees have a higher annual income than city residents. City employees may be paid more than city residents in part because employees have, on average, higher levels of education. Thirty-nine percent of employees have a bachelor's degree or higher, while thirty one percent of city residents have a bachelor's degree or higher.

Figure 2: Sacramento Ethnicity by Type

Population Estimate, 2017	489,650
White alone, percent	48.5
Black or African American alone	13.4
American Indian and Alaska Native alone	0.7
Asian alone	18.7
Native Hawaiian and other Pacific Islander alone	1.6
Two or more races	6.8
Hispanic or Latino	28.3
White alone, not Hispanic or Latino	33.1

Source: US Census Bureau: American Community Survey 5-Year Estimate 2013-2017. This data is in the order that the US Census Bureau reported the data.

<sup>7</sup> A Nonfamily household: people who live alone or who share their residence with unrelated individuals.

The largest ethnic group among City of Sacramento residents is non-Hispanic White (33.1), followed by Hispanic or Latino (28.3%). The Asian-alone population, which includes Filipino, is the third largest ethnic group at 18.7%. Black or African American is the fourth largest ethnic group at 13.4%.

Figure 3: Sacramento Gender by Type

Gender Estimate, 2017	Percent
Female	51.2
Male	48.8

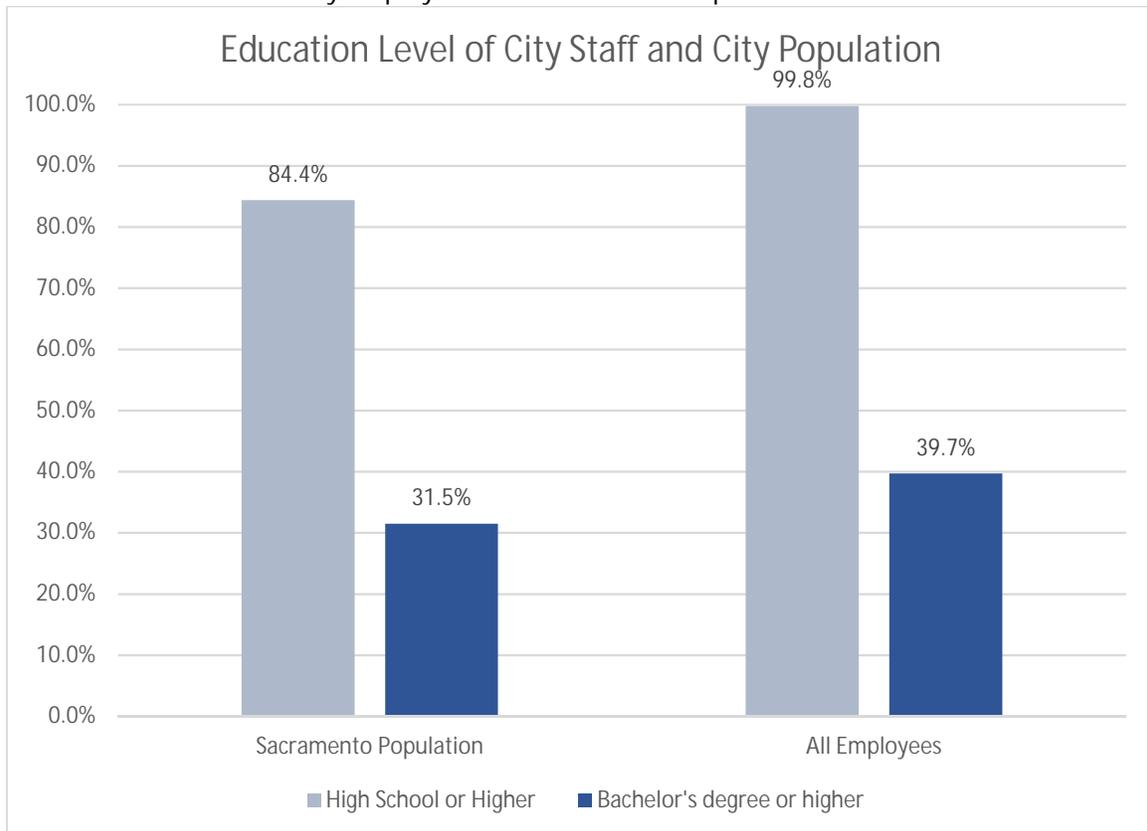
Source: US Census Bureau: American Community Survey 5-Year Estimate 2013-2017

Figure 4: Sacramento Resident Highest Level of Educational Attainment

Education Estimate, 2017	Percent of Sacramento Residents	Percent of Sacramento City Employees
Higher school graduate or higher, age 25 or over	84.40%	99.80%
Bachelor's degree or higher, age 25 or over	31.50%	39.70%

Source: US Census Bureau: American Community Survey 5-Year Estimate 2013-2017

Figure 5: Education Level of City Employees and Sacramento Population



Source: US Census Bureau: American Community Survey 5-Year Estimate 2013-2017

## VI. Sacramento Employee Demographics

Figure 6: City of Sacramento Employee Ethnicity Break Down by Department

Department Name	White	Hispanic	Asian	Black	Two or More	Filipino	Hawaiian/ Pacific Islander	American Indian	MENA	Grand Total
City Attorney	73%	8%	4%	6%	4%	4%	0%	0%	0%	48
City Clerk	63%	19%	6%	6%	6%	0%	0%	0%	0%	16
City Manager	52%	23%	14%	9%	0%	0%	0%	2%	0%	44
City Treasurer	55%	0%	18%	18%	0%	9%	0%	0%	0%	11
Community Development	62%	14%	9%	12%	2%	1%	0%	0%	0%	250
Convention & Cultural Services	61%	14%	6%	17%	1%	1%	0%	0%	0%	71
Finance	37%	21%	17%	15%	5%	2%	2%	1%	0%	82
Fire	72%	14%	5%	4%	1%	2%	0%	2%	0%	621
Human Resources	51%	9%	12%	16%	7%	4%	0%	1%	0%	69
Information Technology	46%	17%	23%	6%	2%	2%	2%	1%	1%	158
Mayor/Council	40%	31%	13%	13%	0%	0%	2%	2%	0%	48
Police	67%	13%	8%	6%	3%	2%	0%	1%	0%	961
Public Works	41%	28%	10%	13%	2%	3%	0%	1%	0%	644
Utilities	59%	20%	6%	7%	3%	2%	1%	1%	0%	484
Youth, Parks & Community Enrichment	42%	28%	7%	16%	2%	3%	1%	1%	0%	270
<b>Grand Total</b>	<b>58%</b>	<b>18%</b>	<b>9%</b>	<b>9%</b>	<b>2%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>0%</b>	<b>3,777</b>

Figure 6 lists all City Departments and details the percent of employees within their respective ethnic groups. Based on this information, the four largest ethnic groups among City employees are White (58 percent), Hispanic (18 percent), Black (9 percent) and Asian (9 percent).

Figure 7: Percentage Point Difference between City Residents and Employees

Department	White	Hispanic	Asian	Black	Two or More	Filipino	Hawaiian/ Pacific Islander	American Indian
City Attorney	40%	-20%	-12%	-7%	-1%	2%	-2%	0%
City Clerk	29%	-10%	-10%	-7%	2%	-2%	-2%	0%
City Manager	19%	-6%	-2%	-4%	-5%	-2%	-2%	2%
City Treasurer	21%	-28%	2%	5%	-5%	7%	-2%	0%
Community Development	29%	-15%	-7%	-1%	-3%	-1%	-2%	0%
Convention & Cultural Services	27%	-14%	-10%	4%	-3%	-1%	-2%	0%
Finance	3%	-8%	1%	2%	0%	0%	1%	1%
Fire	39%	-15%	-11%	-9%	-4%	-1%	-1%	2%
Human Resources	18%	-20%	-4%	3%	3%	2%	-2%	1%
Information Technology	14%	-11%	7%	-7%	-3%	-1%	0%	1%
Mayor/Council	6%	3%	-3%	-1%	-5%	-2%	0%	2%
Parks (YPCE)	9%	0%	-9%	3%	-3%	0%	0%	1%
Police	34%	-15%	-8%	-8%	-2%	-1%	-1%	0%
Public Works	8%	0%	-6%	0%	-3%	0%	-1%	1%
Utilities	27%	-8%	-10%	-6%	-2%	-1%	-1%	1%
<b>Grand Total</b>	<b>25%</b>	<b>-10%</b>	<b>-7%</b>	<b>-4%</b>	<b>-2%</b>	<b>0%</b>	<b>-1%</b>	<b>1%</b>
<b>Scale</b>	<b>40%</b>	<b>30%</b>	<b>20%</b>	<b>10%</b>	<b>0%</b>	<b>-10%</b>	<b>-20%</b>	<b>-28%</b>

Figure 7 lists all City Departments and details the percentage point difference between the Department employees and city residents. For example, if the ethnic composition of city residents for the White ethnicity is 33 percent and a department has 50 percent of their employees identify as White, the number reflected in the table will be 17 percentage points (50% - 33% = 17 percentage point difference).

### Breakdown of City of Sacramento Full-Time Employees by Ethnicity

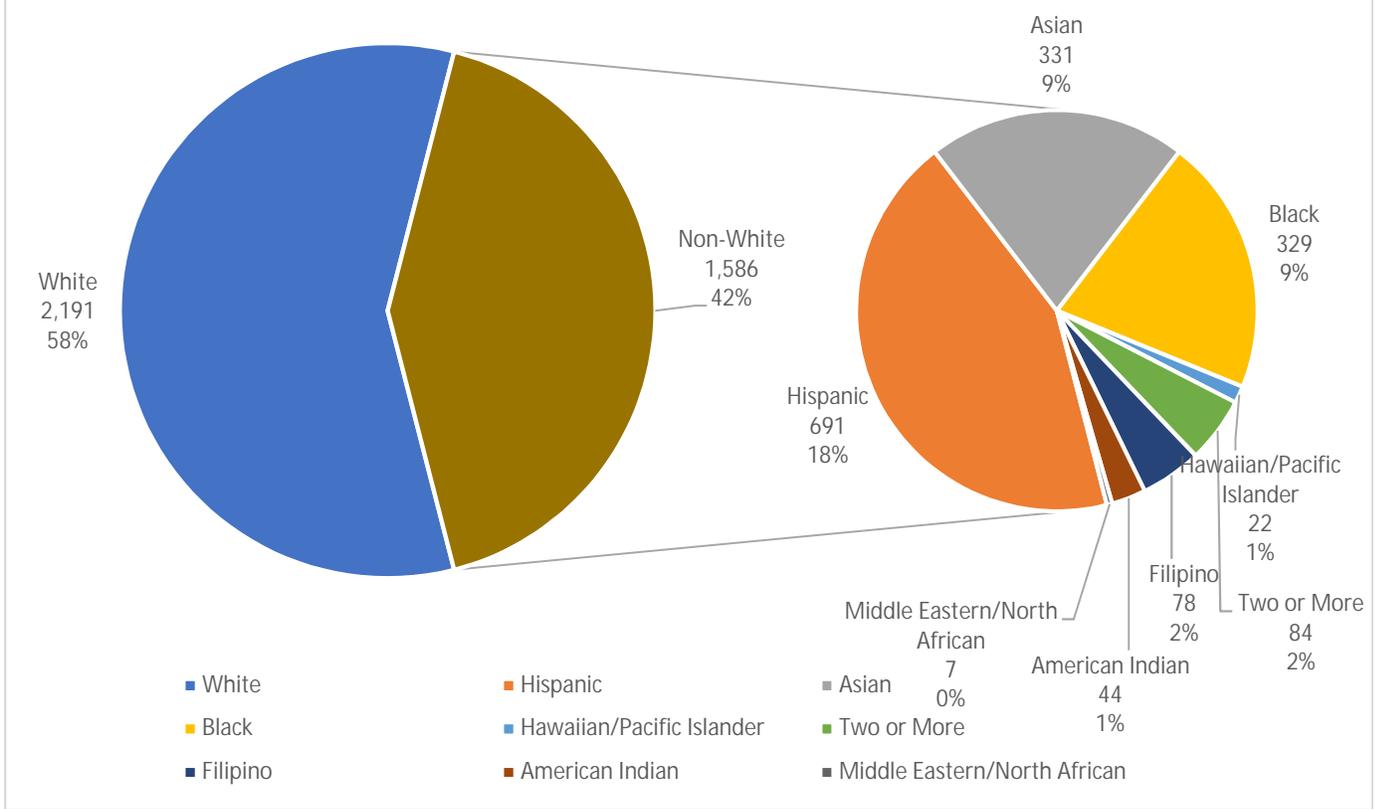


Figure 8 identifies the number of City employees in each ethnic group. As shown in the left pie chart, approximately 58 percent of City employees are White, 42 percent are non-White. The pie chart on the right provides a breakdown of City employees who are non-White.

Figure 9: City of Sacramento Management Employee Ethnicity Breakdown by Department

Department	White	Hispanic	Asian	Black	Two or More	Filipino	Pacific Islander	American Indian	MENA	Grand Total
City Attorney	43%	29%	14%	14%	0%	0%	0%	0%	0%	7
City Clerk	100%	0%	0%	0%	0%	0%	0%	0%	0%	3
City Manager	69%	6%	13%	13%	0%	0%	0%	0%	0%	16
City Treasurer	50%	0%	25%	25%	0%	0%	0%	0%	0%	4
Community Development	61%	12%	9%	15%	0%	3%	0%	0%	0%	33
Convention & Cultural Services	78%	6%	11%	6%	0%	0%	0%	0%	0%	18
Finance	75%	8%	8%	0%	8%	0%	0%	0%	0%	12
Fire	45%	9%	18%	18%	9%	0%	0%	0%	0%	11
Human Resources	55%	0%	18%	0%	9%	9%	0%	9%	0%	11
Information Technology	58%	8%	25%	4%	0%	0%	4%	0%	0%	24
Mayor/Council	45%	36%	0%	18%	0%	0%	0%	0%	0%	11
Police	71%	10%	7%	7%	0%	2%	0%	2%	0%	42
Public Works	56%	15%	9%	13%	4%	4%	0%	0%	0%	55
Utilities	74%	5%	14%	2%	2%	0%	0%	0%	2%	43
Youth, Parks & Community Enrichment	62%	14%	5%	10%	5%	5%	0%	0%	0%	21
<b>Grand Total</b>	<b>64%</b>	<b>11%</b>	<b>11%</b>	<b>9%</b>	<b>2%</b>	<b>2%</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>	<b>311</b>

Figure 9 lists the 311 management employees by ethnicity. Management employees were identified as those in Management Category: Middle Management, Senior Management, Executive Management, as well as certain classifications designated in Appendix 2.

Figure 10: Percentage Point Difference between City Residents and Management Employees

Department	White	Hispanic	Asian	Black	Two or More	Filipino	Pacific Islander	American Indian
City Attorney	10%	0%	-2%	1%	-5%	-2%	-2%	0%
City Clerk	67%	-28%	-16%	-13%	-5%	-2%	-2%	0%
City Manager	36%	-22%	-3%	-1%	-5%	-2%	-2%	0%
City Treasurer	17%	-28%	9%	12%	-5%	-2%	-2%	0%
Community Development	27%	-16%	-7%	2%	-5%	1%	-2%	0%
Convention & Cultural Services	45%	-23%	-5%	-8%	-5%	-2%	-2%	0%
Finance	42%	-20%	-8%	-13%	4%	-2%	-2%	0%
Fire	12%	-19%	2%	5%	4%	-2%	-2%	0%
Human Resources	21%	-28%	2%	-13%	4%	7%	-2%	9%
Information Technology	25%	-20%	9%	-9%	-5%	-2%	3%	0%
Mayor/Council	12%	8%	-16%	5%	-5%	-2%	-2%	0%
Parks (YPCE)	29%	-14%	-11%	-4%	0%	2%	-2%	0%
Police	38%	-19%	-9%	-6%	-5%	0%	-2%	2%
Public Works	23%	-14%	-7%	0%	-1%	1%	-2%	0%
Utilities	44%	-24%	-2%	-11%	-2%	-2%	-2%	0%
<b>Grand Total</b>	<b>31%</b>	<b>-18%</b>	<b>-5%</b>	<b>-4%</b>	<b>-2%</b>	<b>-1%</b>	<b>-1%</b>	<b>0%</b>
<b>Scale</b>	<b>67%</b>	<b>30%</b>	<b>20%</b>	<b>10%</b>	<b>0%</b>	<b>-10%</b>	<b>-20%</b>	<b>-28%</b>

Figure 10 lists all City Departments and details the percentage point difference between management employees and city residents. For example, if the ethnic composition of city residents for the White ethnicity is 33 percent and a department has 50 percent of their employees identified as White, the number reflected in the table below will be 17 percentage points (50% - 33% = 17 percentage point difference).

City of Sacramento Management Employees by Ethnicity

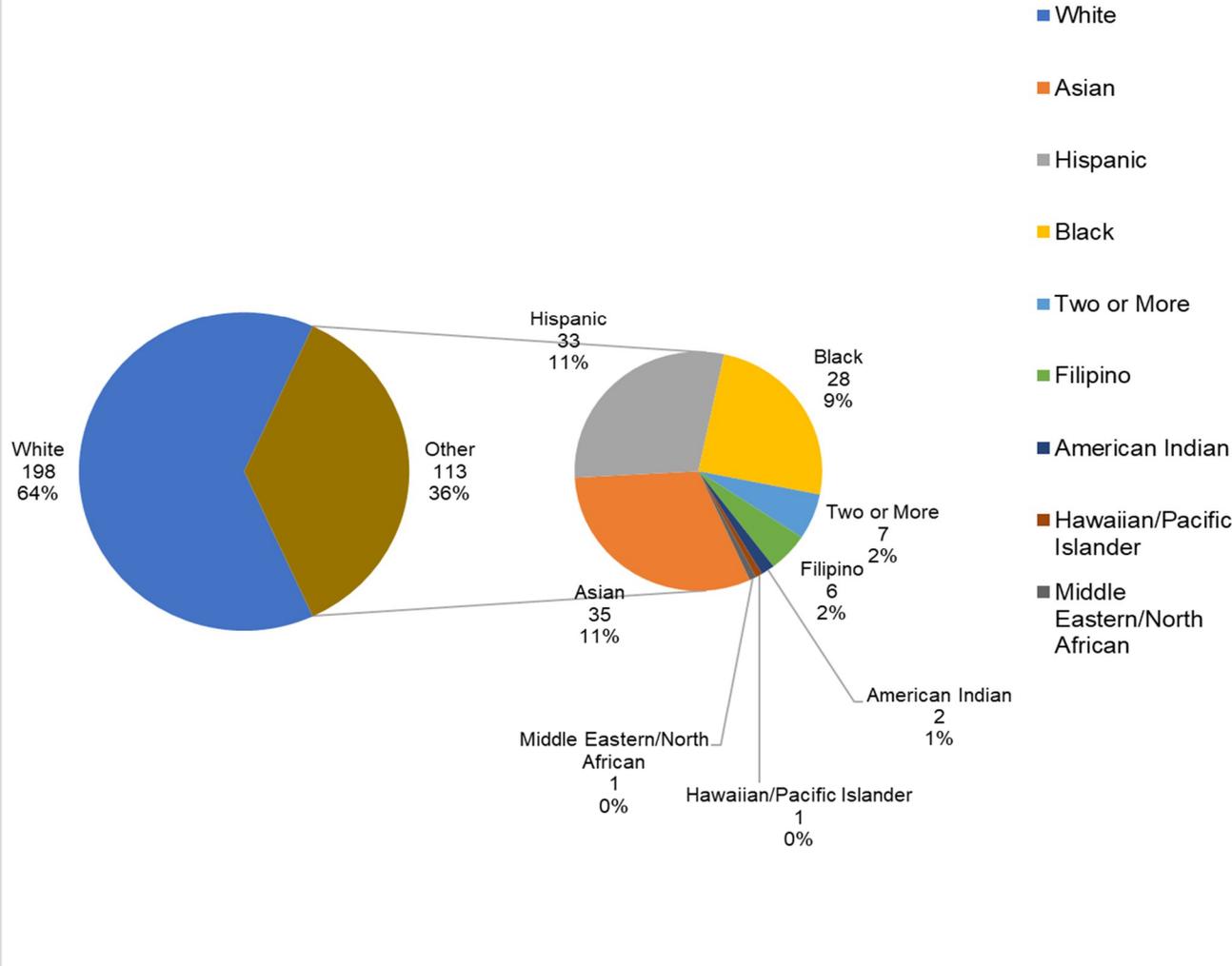
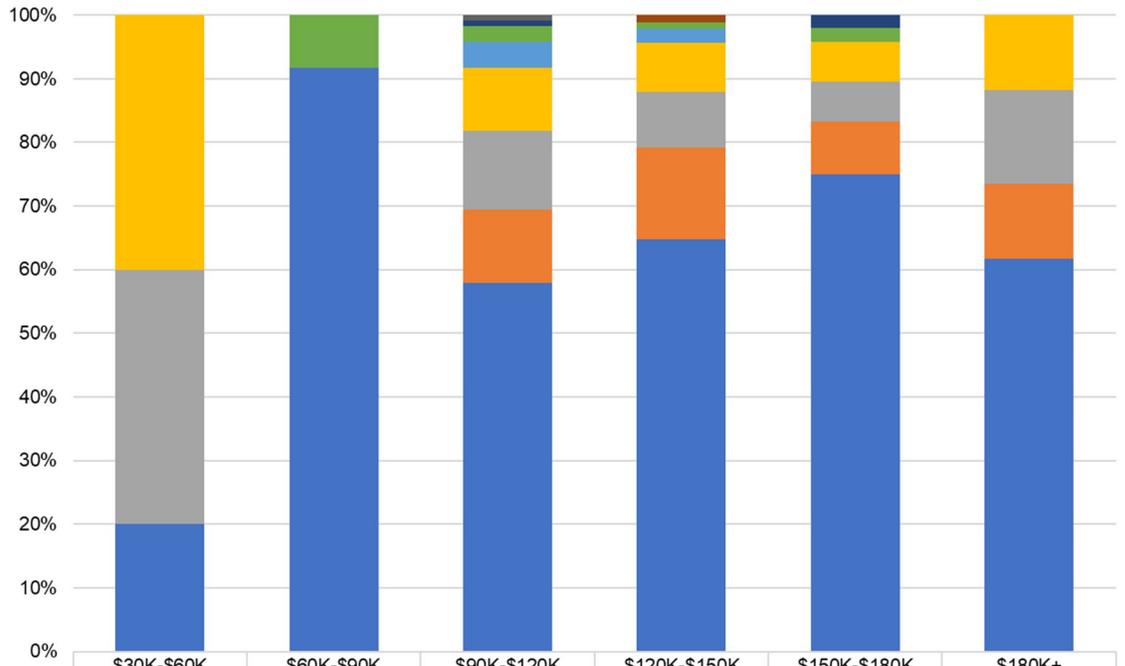


Figure 11 lists the 311 management employees by ethnicity.

City of Sacramento Management Employees by Ethnicity and Salary



	\$30K-\$60K	\$60K-\$90K	\$90K-\$120K	\$120K-\$150K	\$150K-\$180K	\$180K+
■ Middle Eastern/North African			1			
■ Hawaiian/Pacific Islander				1		
■ American Indian			1		1	
■ Filipino		1	3	1	1	
■ Two or More			5	2		
■ Black	2		12	7	3	4
■ Hispanic	2		15	8	3	5
■ Asian			14	13	4	4
■ White	1	11	70	59	36	21

Figure 12 lists the 311 management employees by salary/ethnicity.

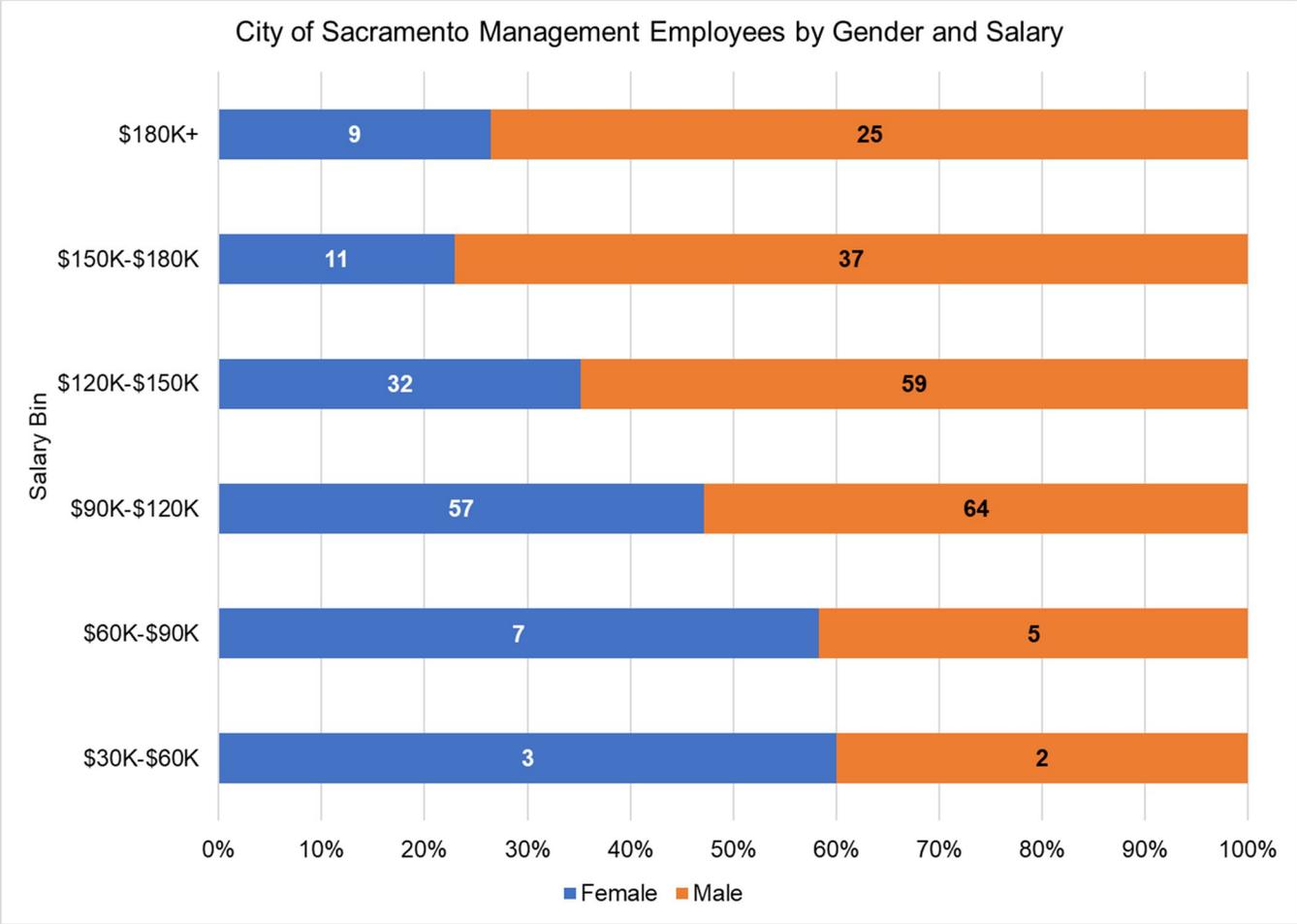


Figure 13 lists the 311 management employees by gender/salary.

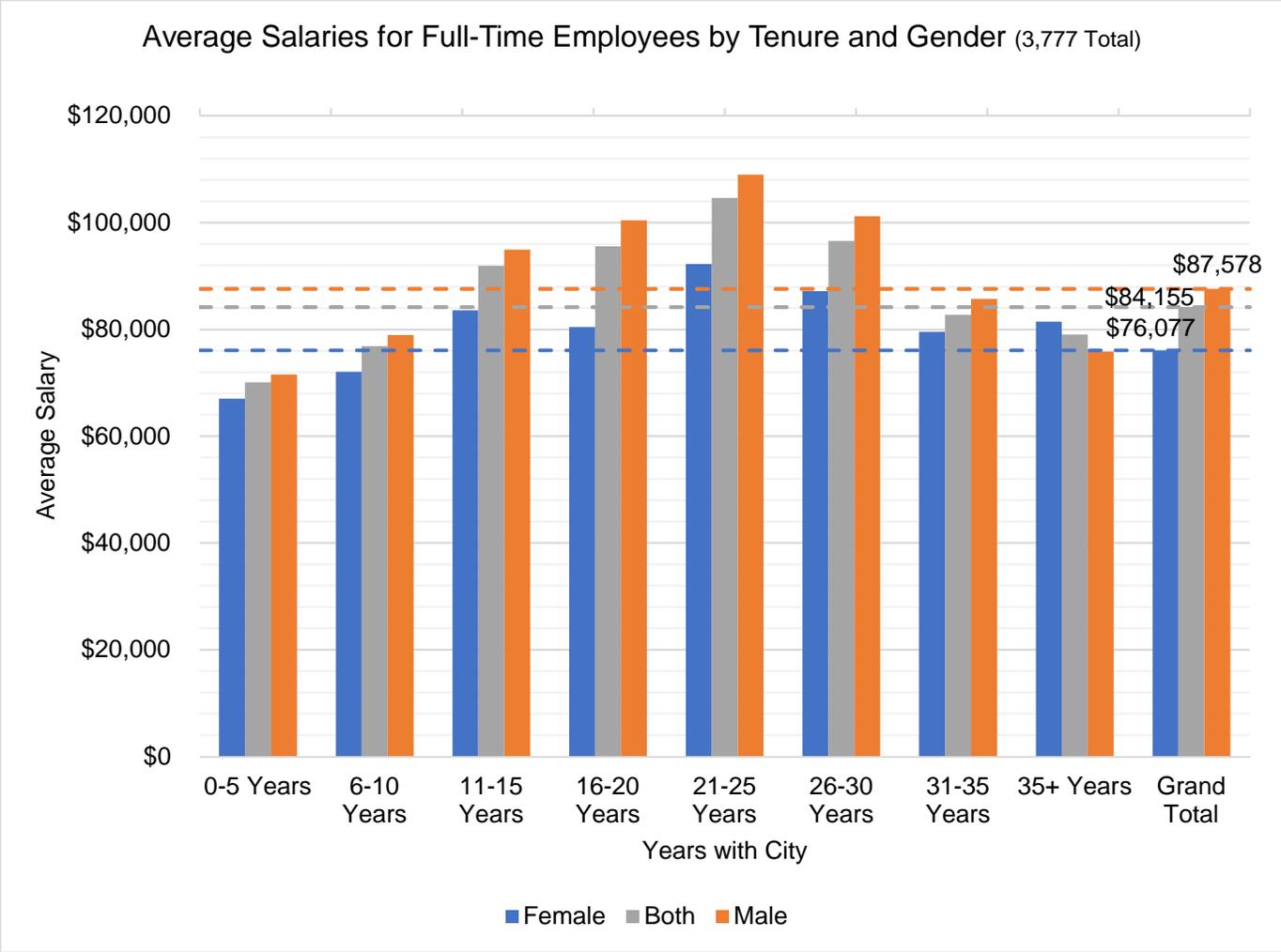


Figure 14 above shows the average salary of gender by 5-year tenure increments, along with overall average for all employees (grey).

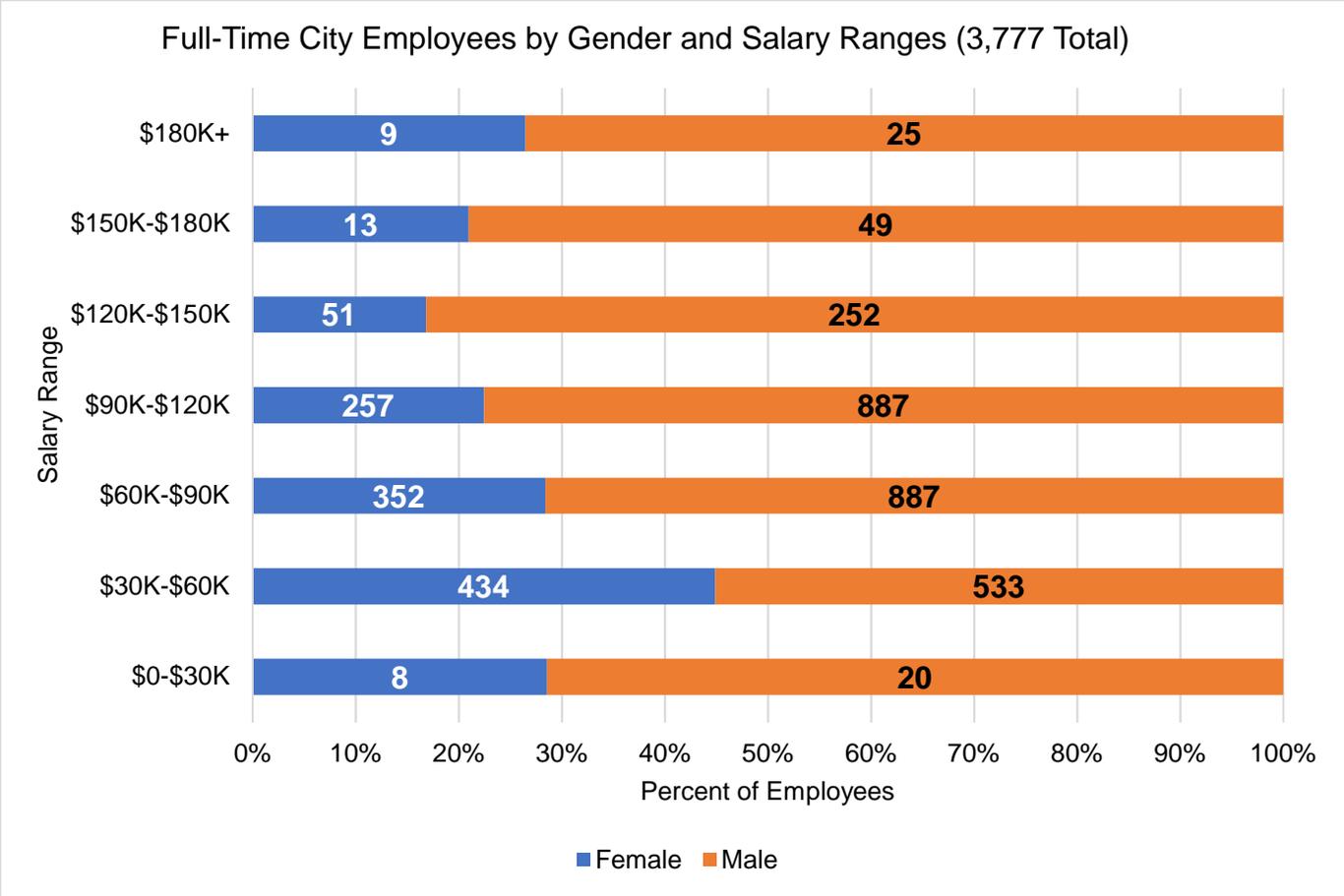


Figure 15 above shows the number of all female (blue) and male (orange) employees in salary ranges of \$30,000 increments.

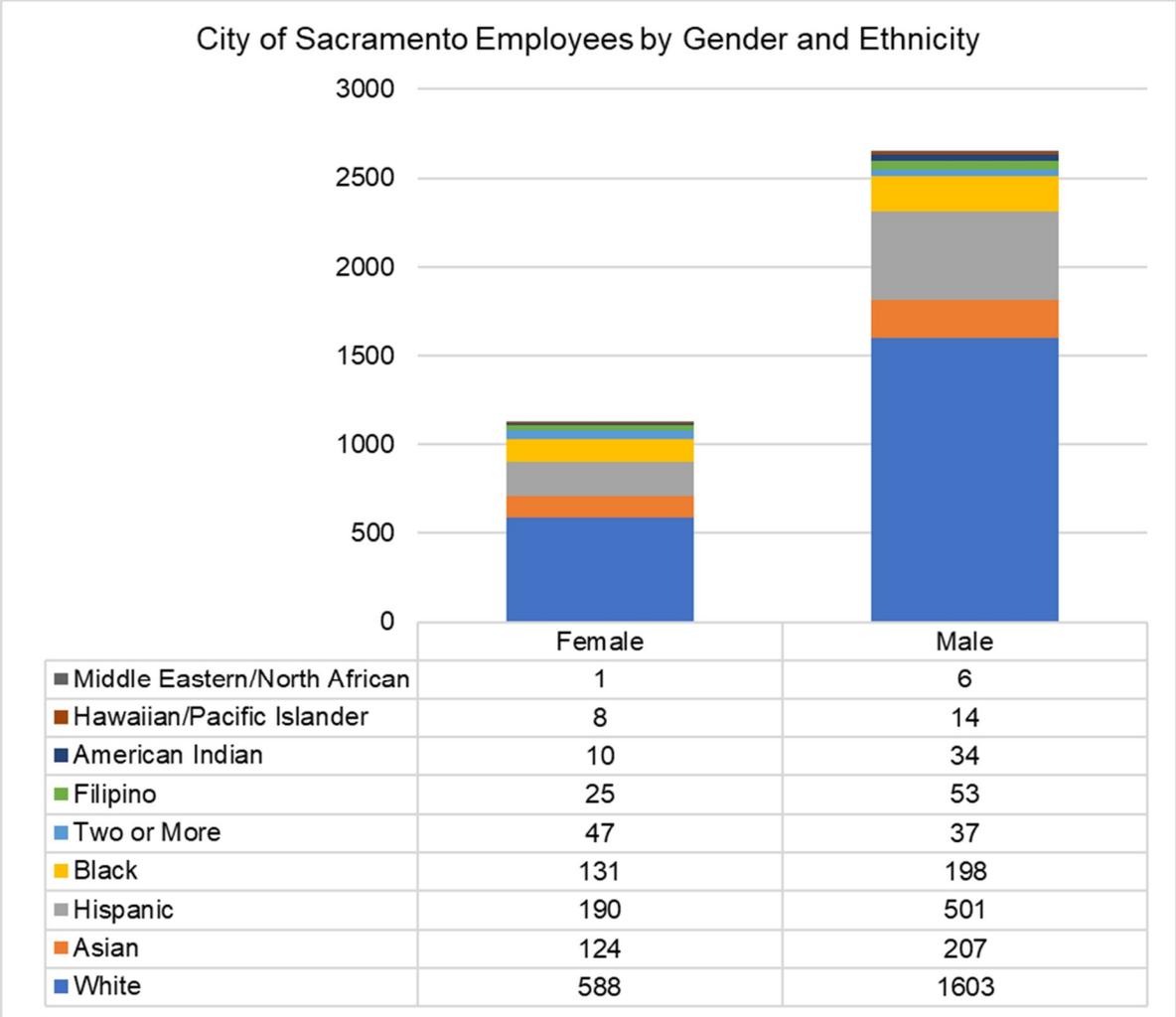


Figure 16 above shows the number of full-time City employees by gender and ethnic group. This chart includes both management and non-management.

### Management Employees by Gender and Ethnicity

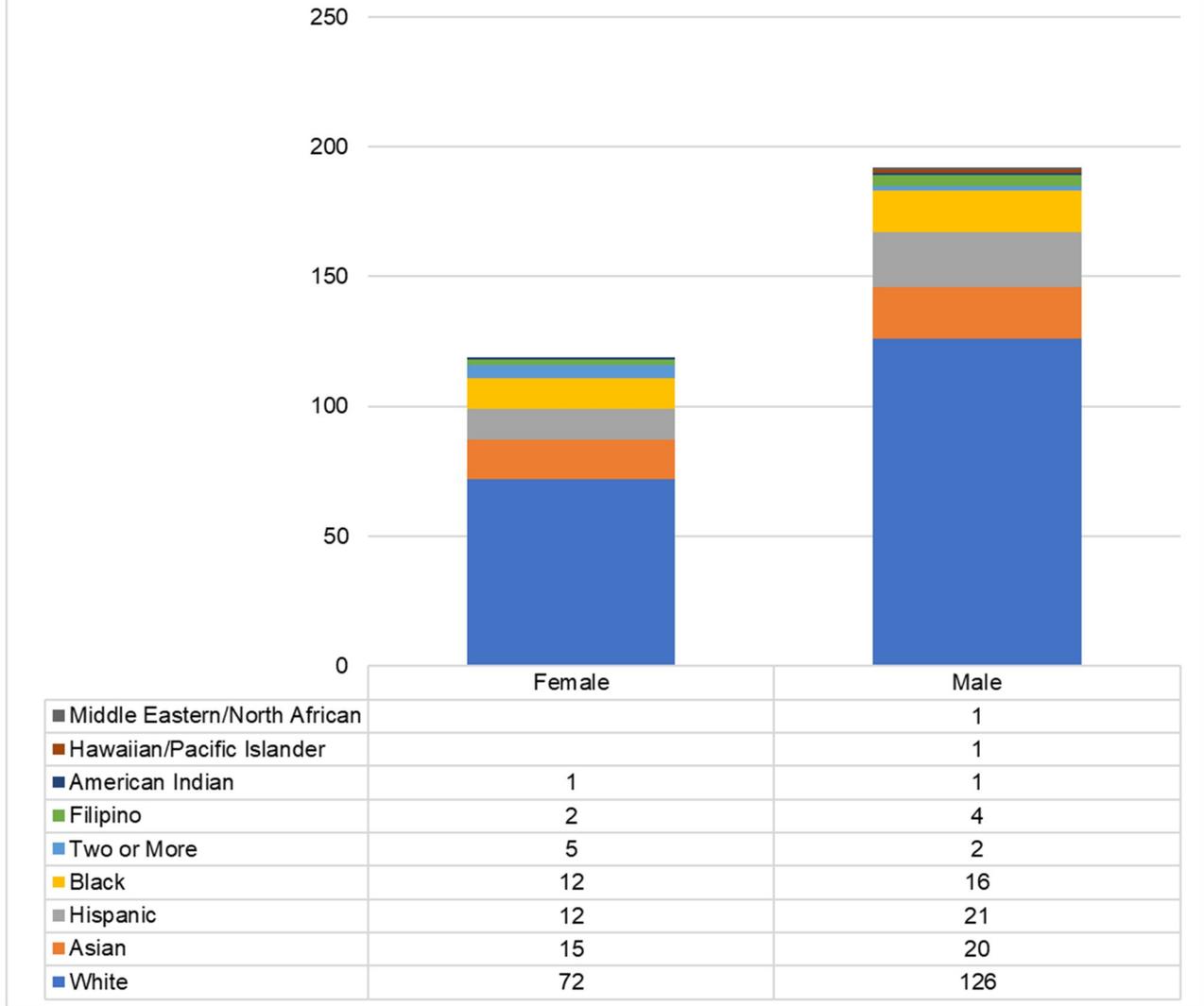


Figure 17 above shows the number of full-time city employees by gender and ethnic group for only management employees.

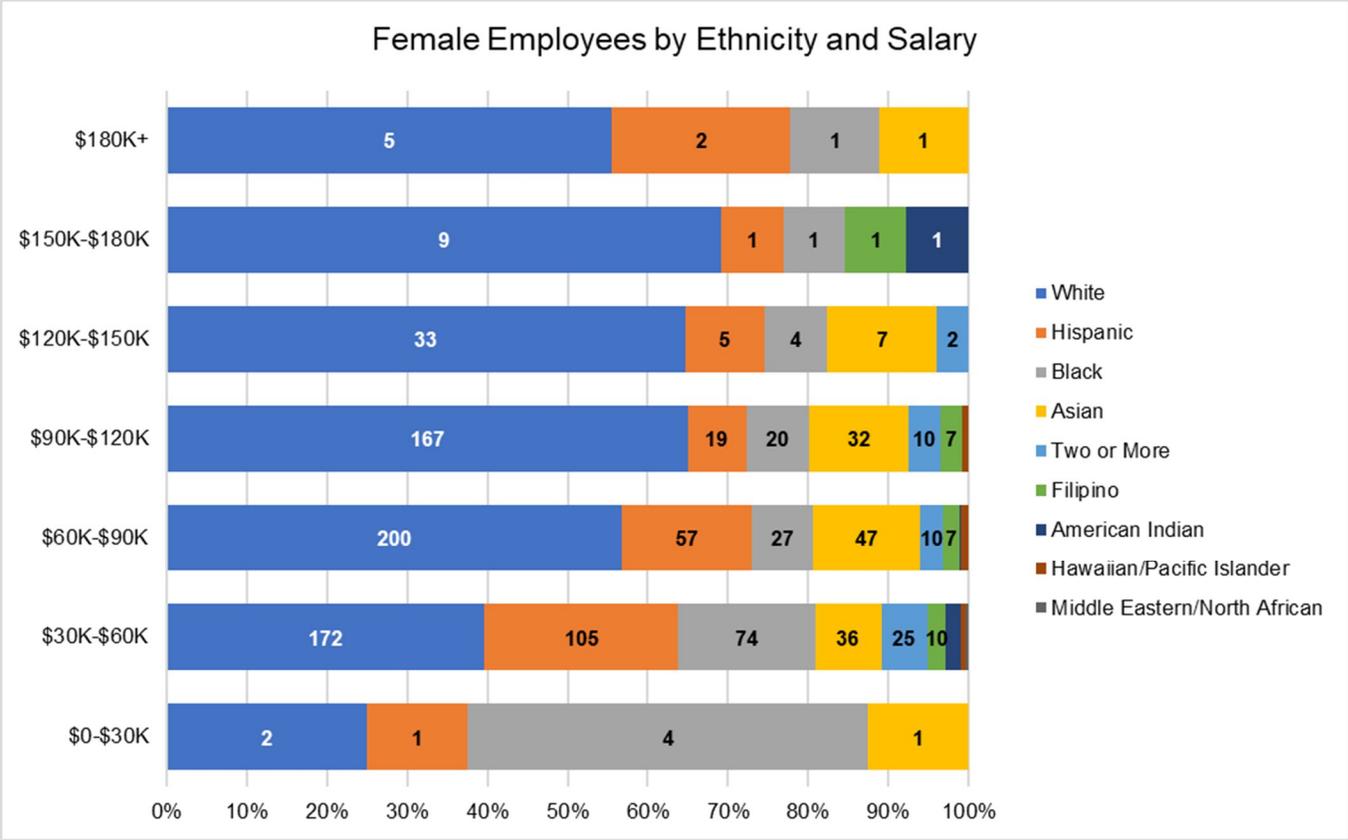


Figure 18 above shows the number of female City employees citywide, by ethnicity within seven salary buckets.

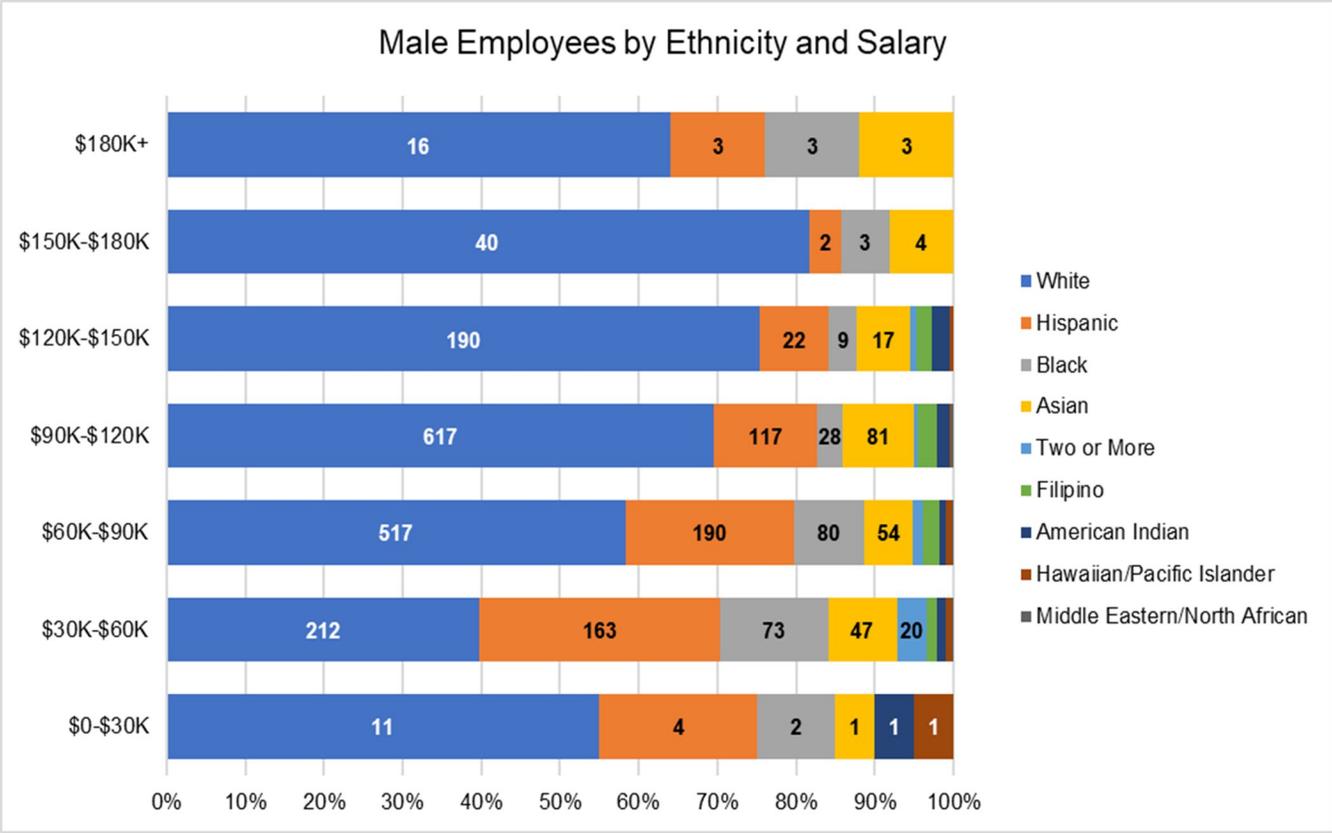


Figure 19 above shows the number of male City employees citywide, by ethnicity within seven salary buckets.

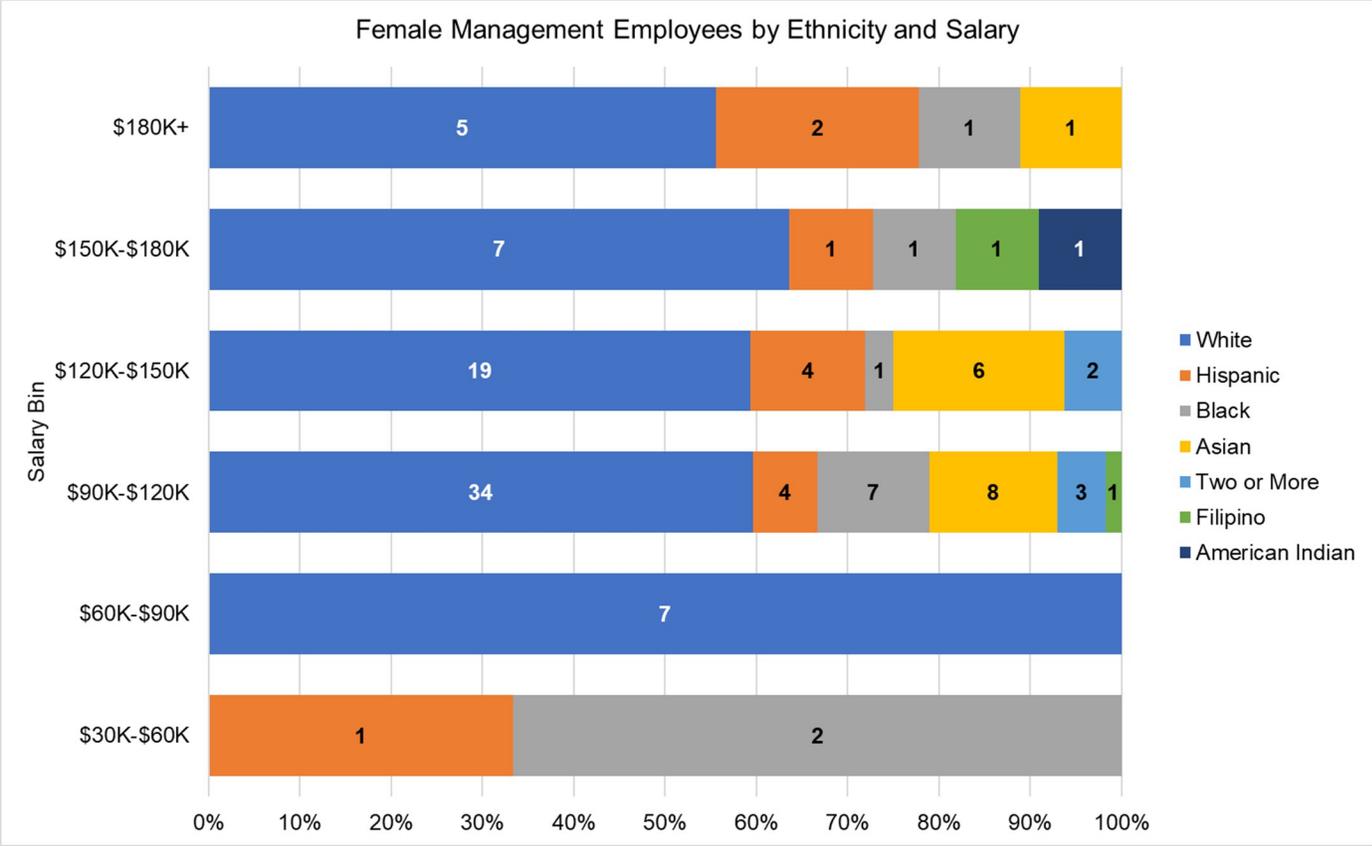


Figure 20 above shows the number of female management employees citywide, by ethnicity within six salary buckets.

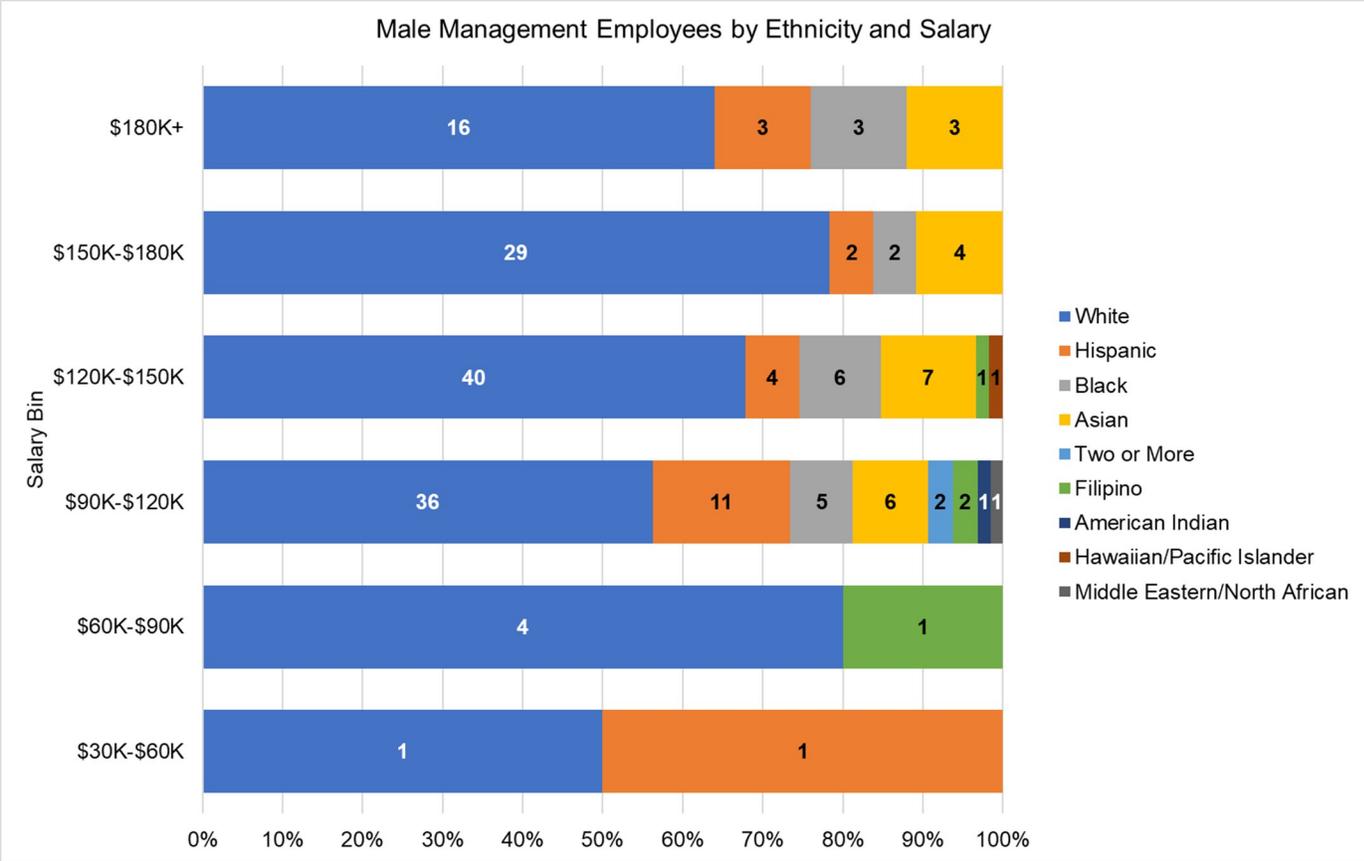


Figure 21 above shows the number of male management employees citywide, by ethnicity within six salary buckets.

VII. Sacramento Employee Demographics, by Department and Charter Office

Mayor and Council Offices

Figure 16: Mayor/Council Employee Ethnic Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Mayor/Council Employees	40%	31%	13%	13%	0%	0%	0%	2%
Mayor/Council Management Employees	45%	36%	0%	18%	0%	0%	0%	0%

Figure 17: Mayor/Council Employees by Ethnicity and Salary

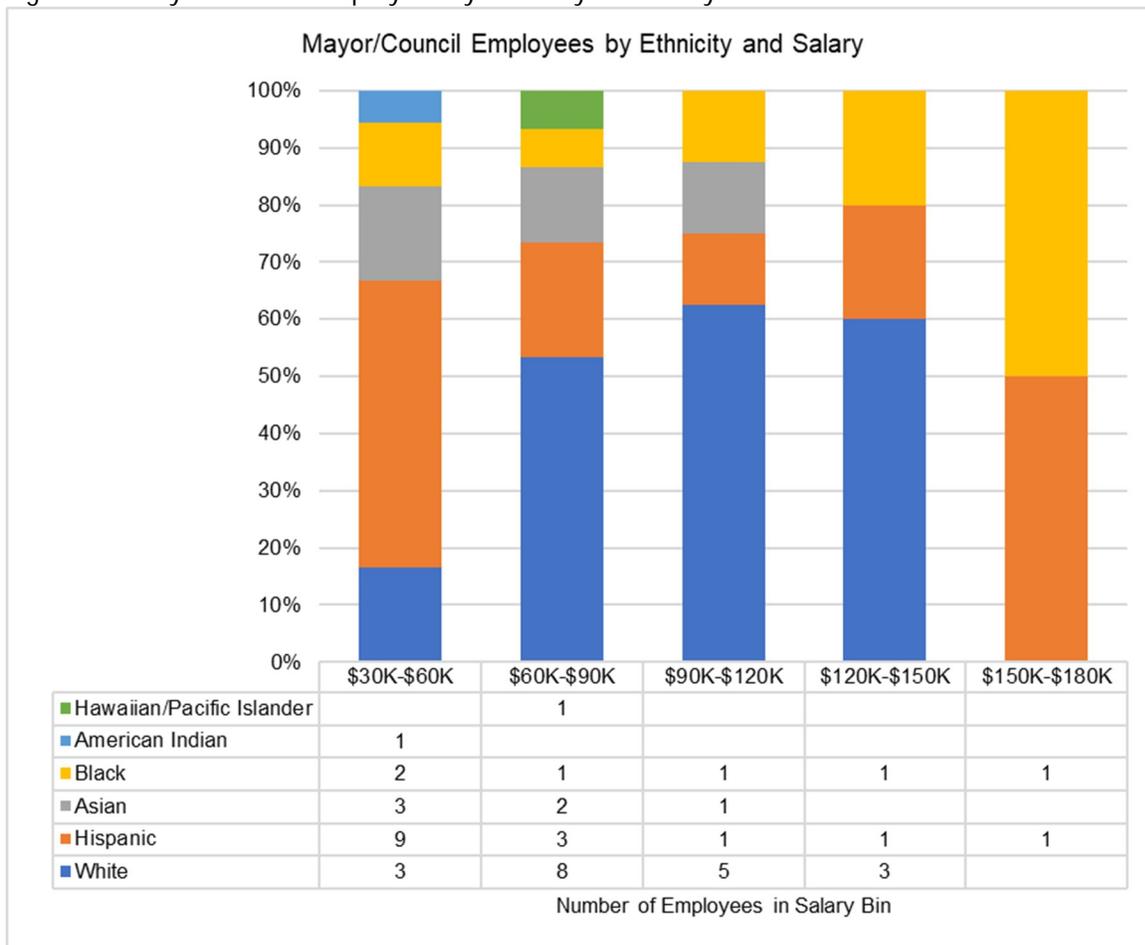
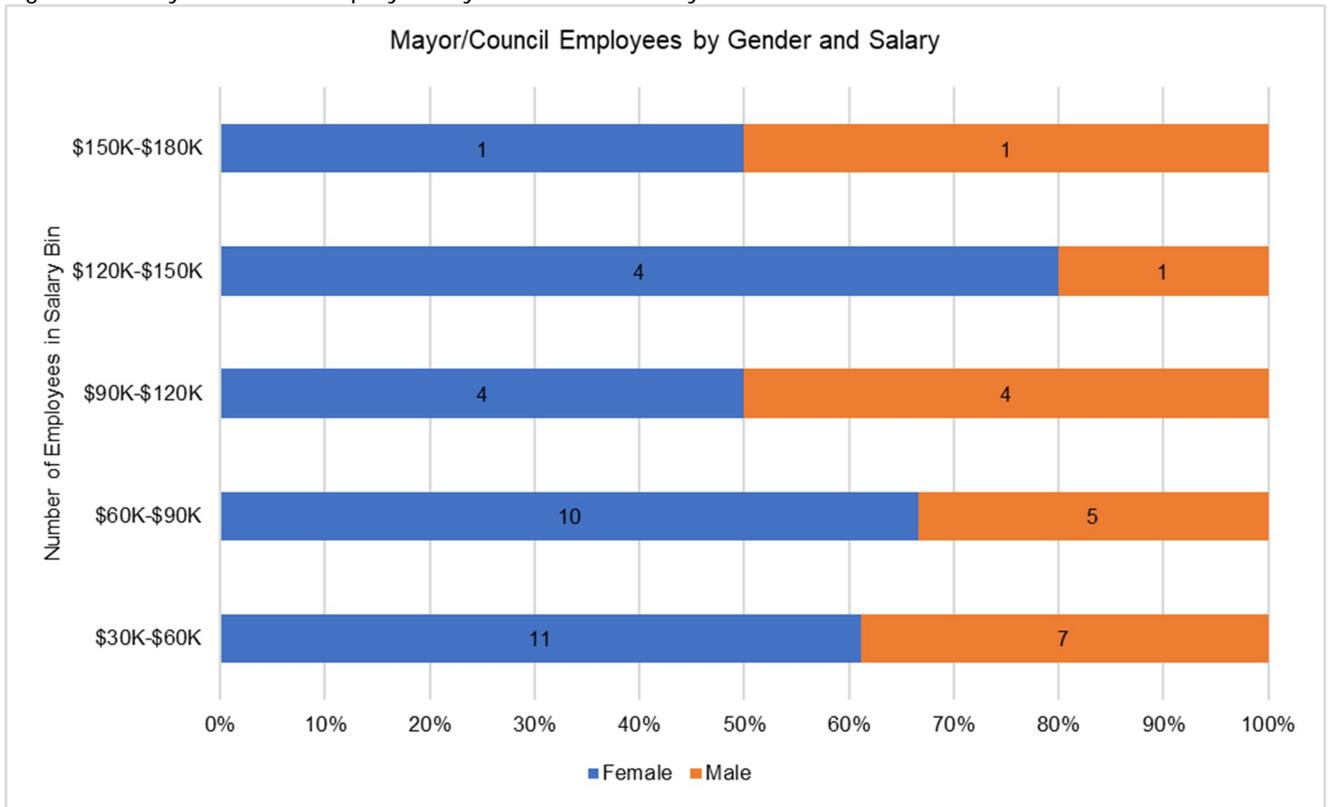


Figure 18: Mayor/Council Employees by Gender and Salary



City Manager's Office

Figure 19: City Manager Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
City Manager Employees	52%	23%	14%	9%	0%	0%	2%	0%
City Manager Management Employees	69%	6%	13%	13%	0%	0%	0%	0%

Figure 20: City Manager Employee by Ethnicity and Salary

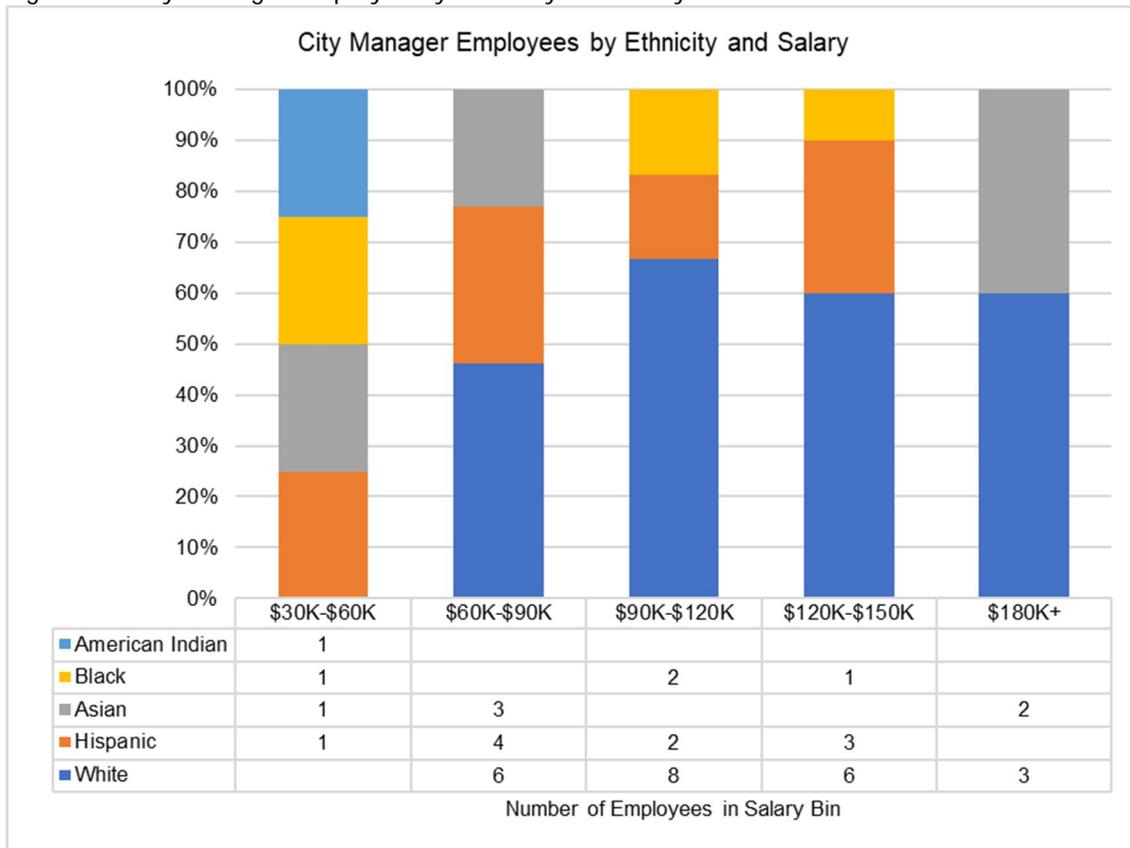
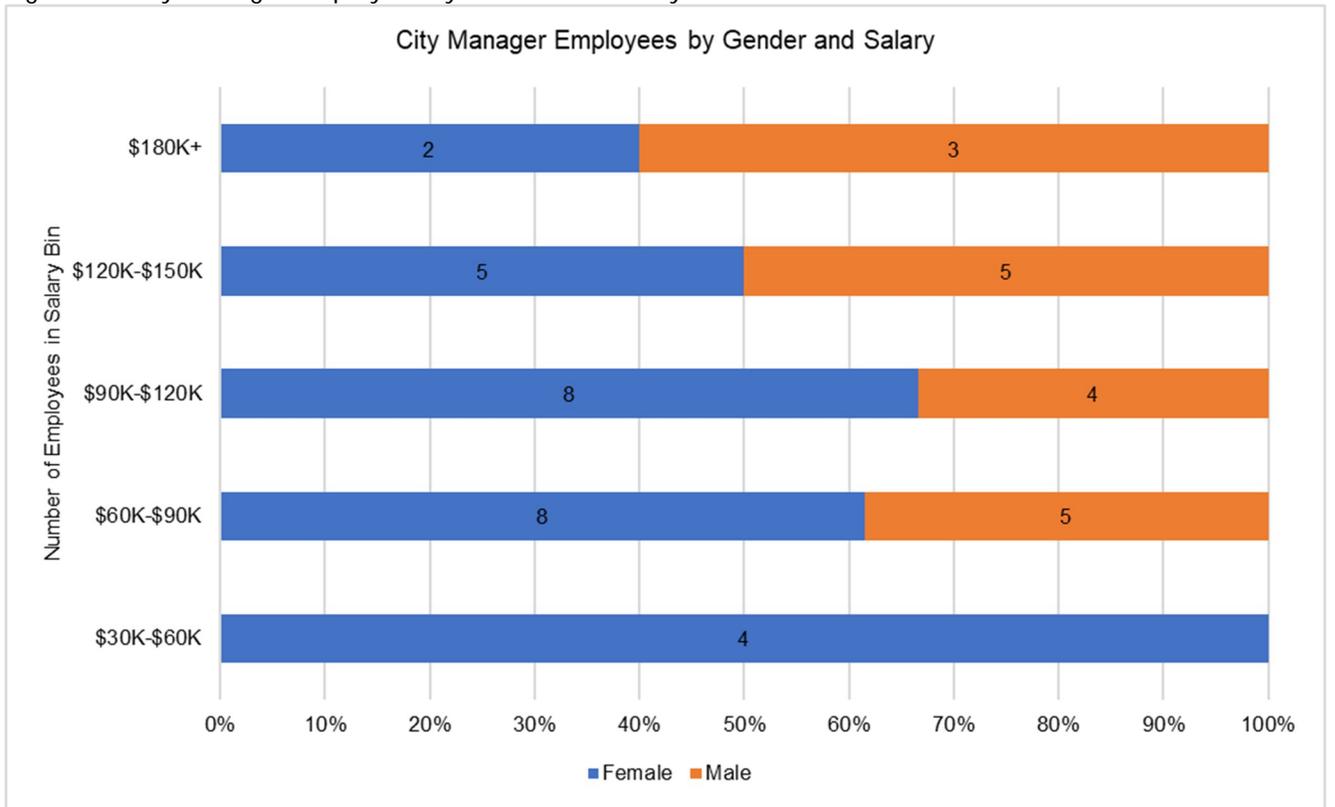


Figure 21: City Manager Employees by Gender and Salary



City Attorney

Figure 22: City Attorney Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
City Attorney Employees	73%	8%	4%	6%	4%	4%	0%	0%
City Attorney Management Employees	43%	29%	14%	14%	0%	0%	0%	0%

Figure 23: City Attorney Employee by Ethnicity and Salary

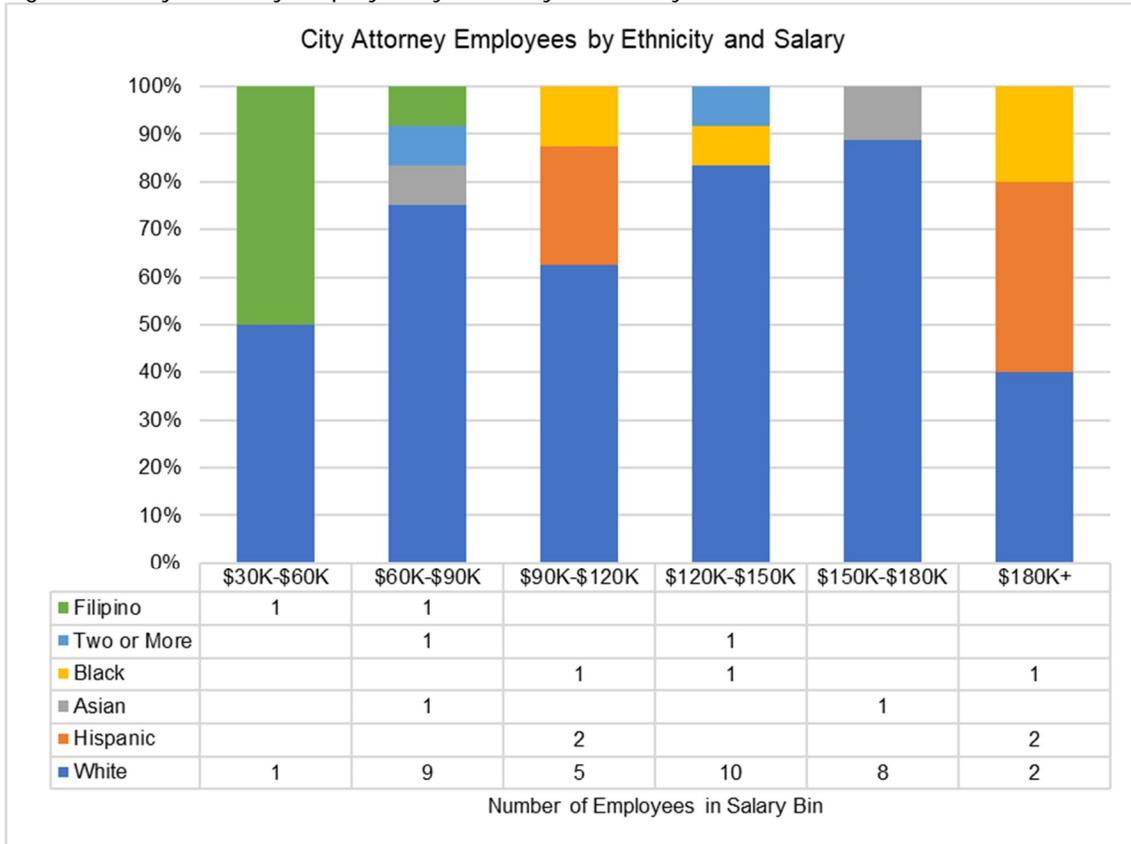
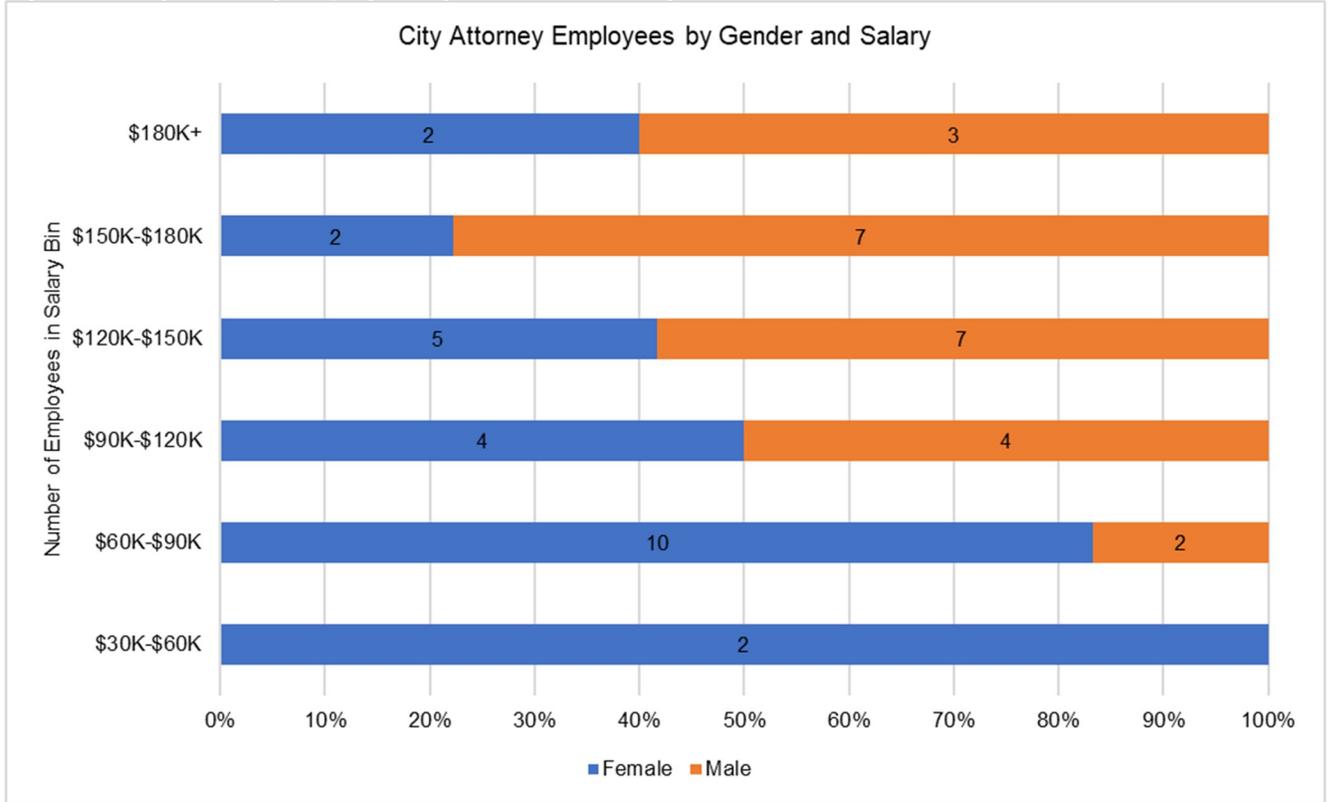


Figure 24: City Attorney Employees by Gender and Salary



City Clerk

Figure 25: City Clerk Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
City Clerk Employees	63%	19%	6%	6%	6%	0%	0%	0%
City Clerk Management Employees	100%	0%	0%	0%	0%	0%	0%	0%

Figure 26: City Clerk Employee by Ethnicity and Salary

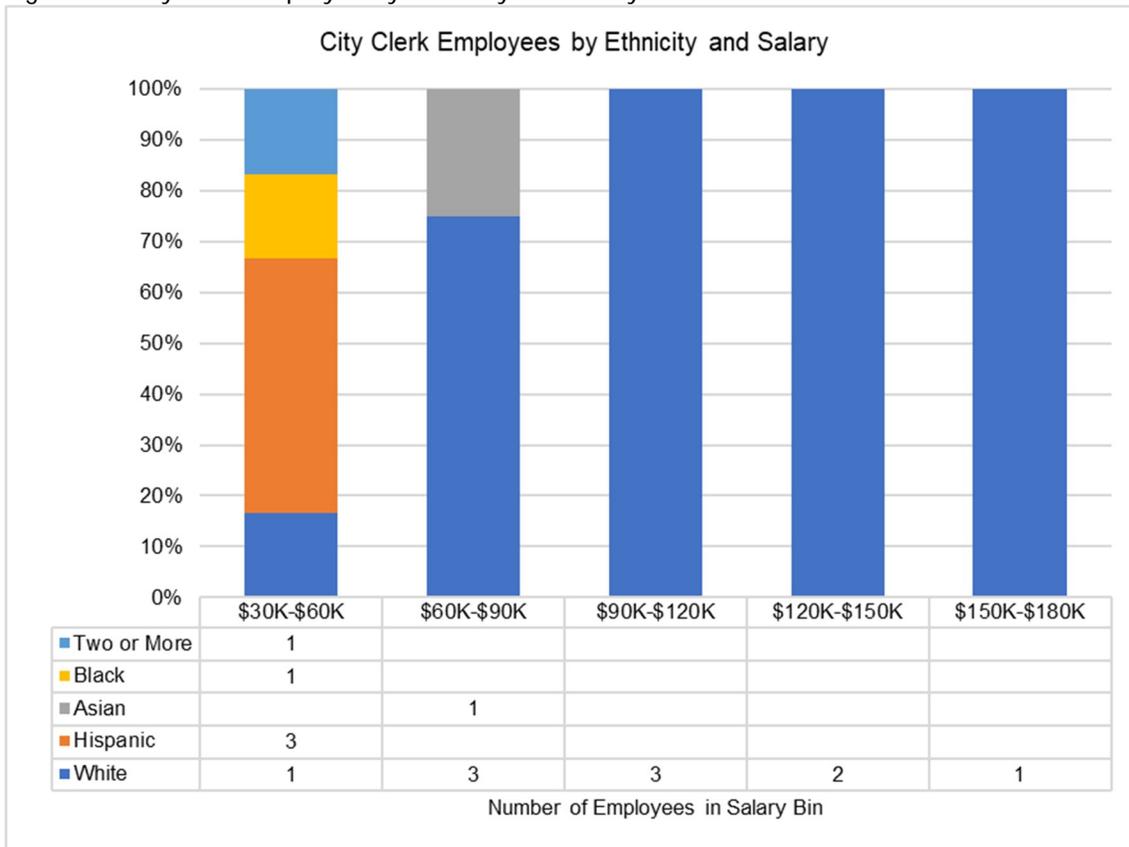
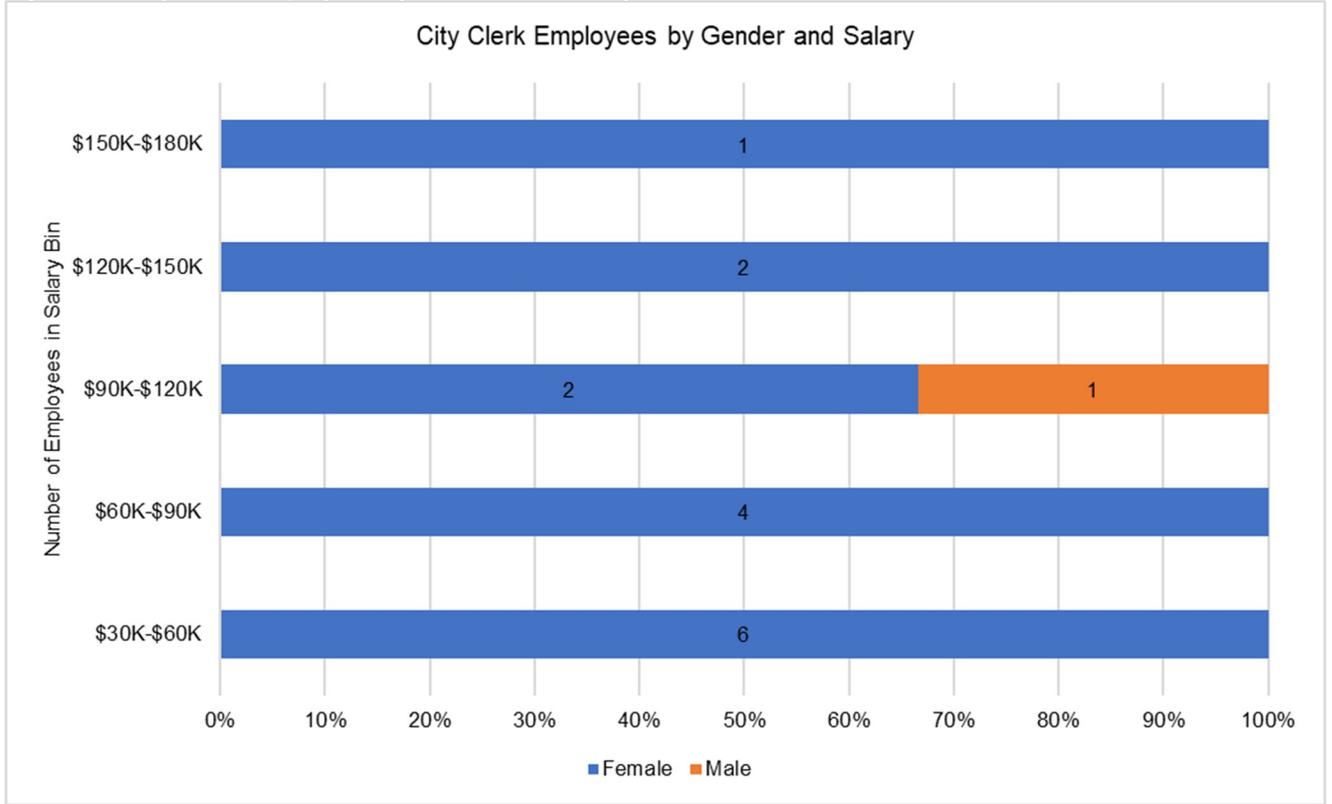


Figure 27: City Clerk Employees by Gender and Salary



Treasurer

Figure 28: City Treasurer Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
City Treasurer Employees	55%	0%	18%	18%	0%	9%	0%	0%
City Treasurer Management Employees	50%	0%	25%	25%	0%	0%	0%	0%

Figure 29: City Treasurer Employee by Ethnicity and Salary

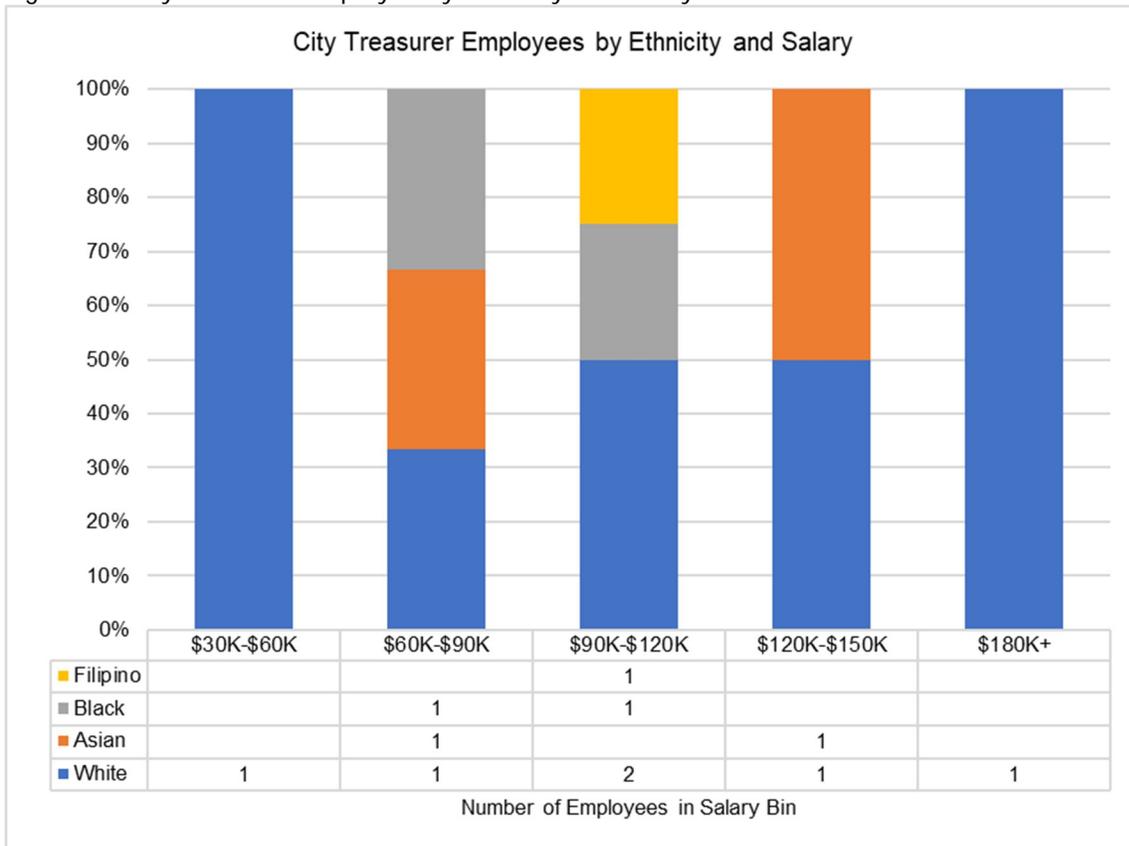
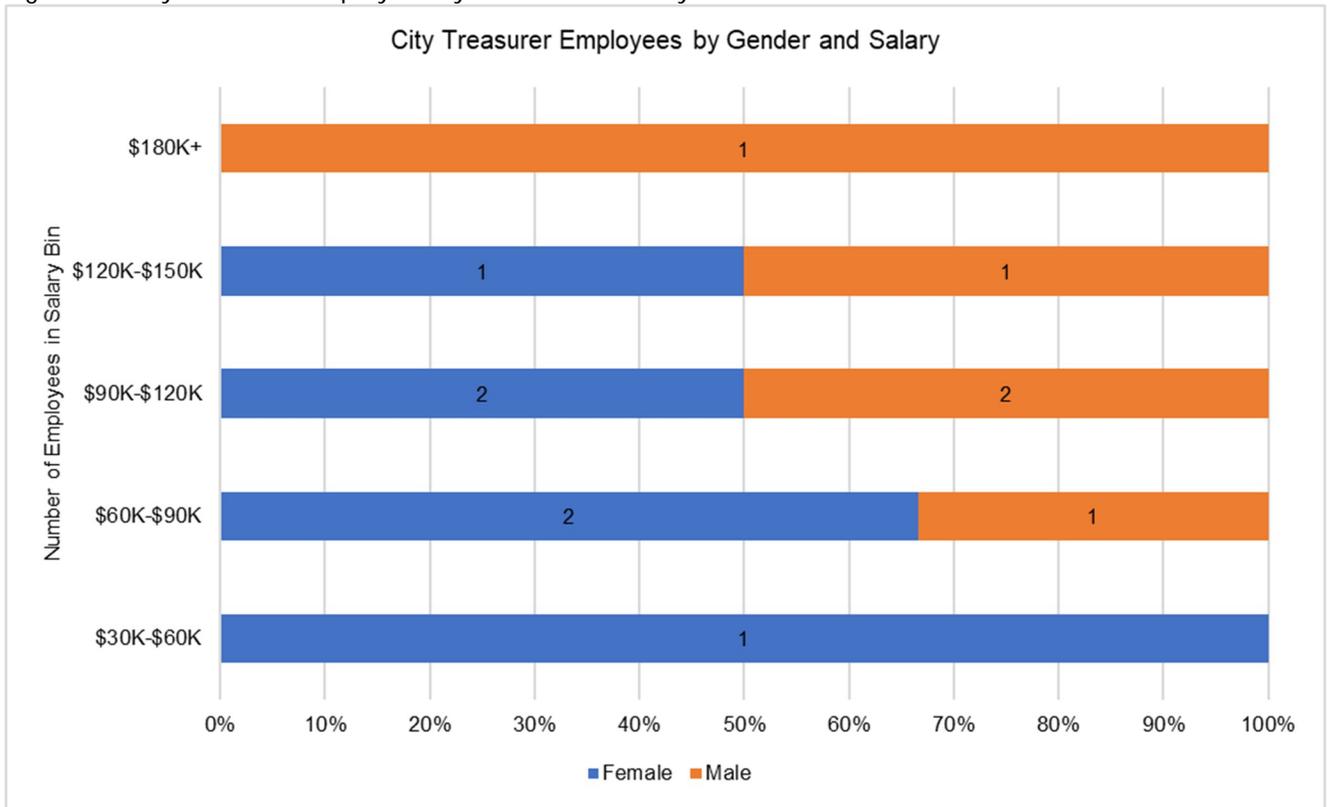


Figure 30: City Treasurer Employees by Gender and Salary



Finance

Figure 31: Finance Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Finance Employees	37%	21%	17%	15%	5%	2%	1%	2%
Finance Management Employees	75%	8%	8%	0%	8%	0%	0%	0%

Figure 32: Finance Employee by Ethnicity and Salary

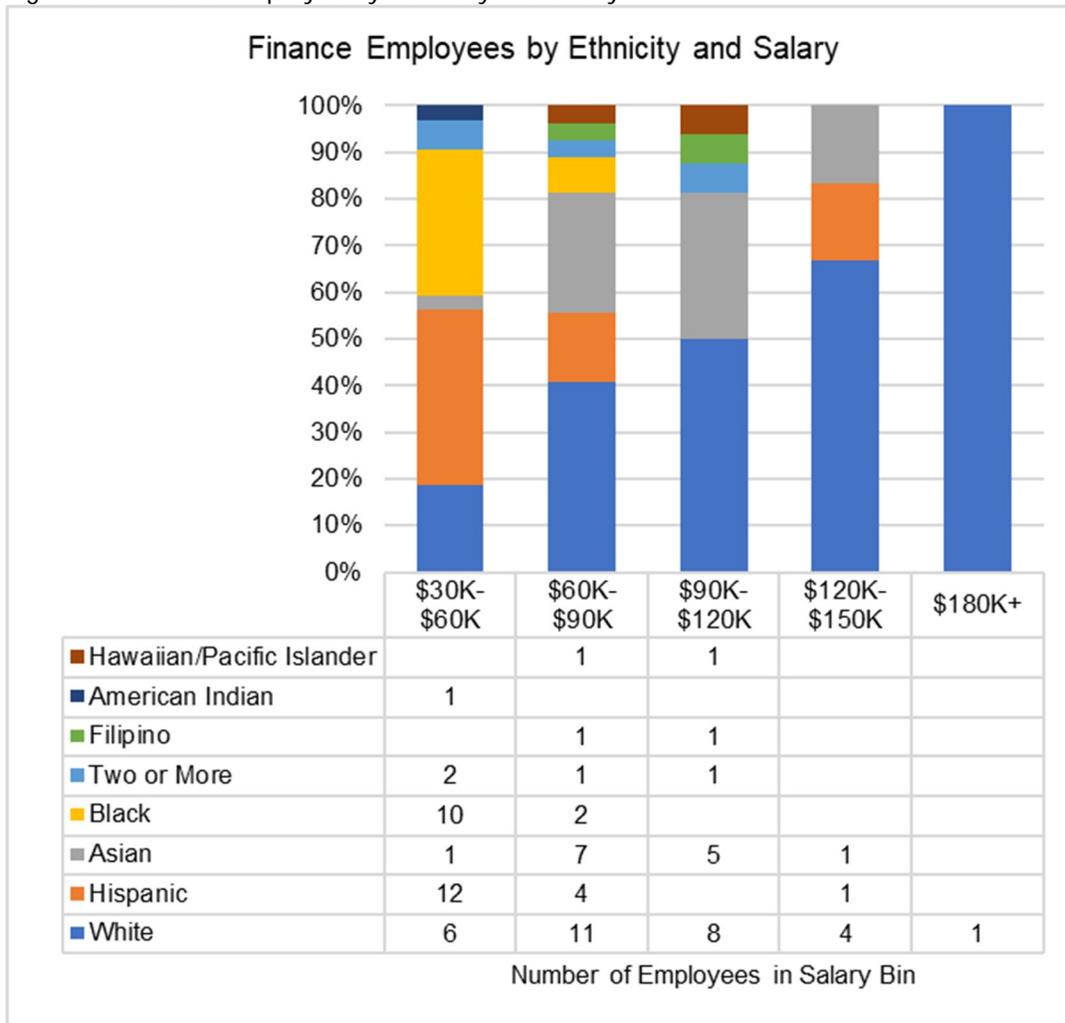
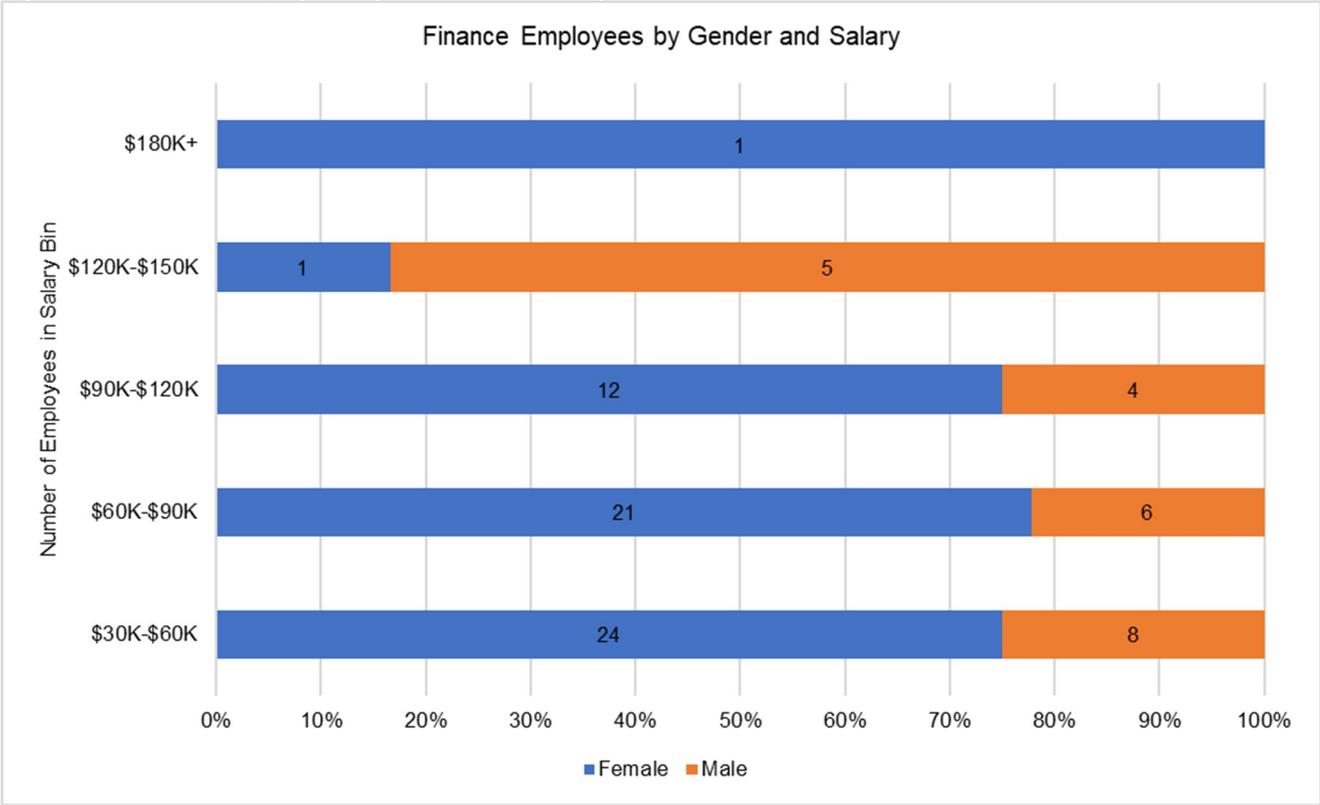


Figure 33: Finance Employees by Gender and Salary



## Information Technology

Figure 34: Information Technology Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Information Technology Employees	47%	17%	23%	6%	2%	2%	1%	2%
Information Technology Management Employees	58%	8%	25%	4%	0%	0%	0%	4%

Figure 35: Information Technology by Ethnicity and Salary

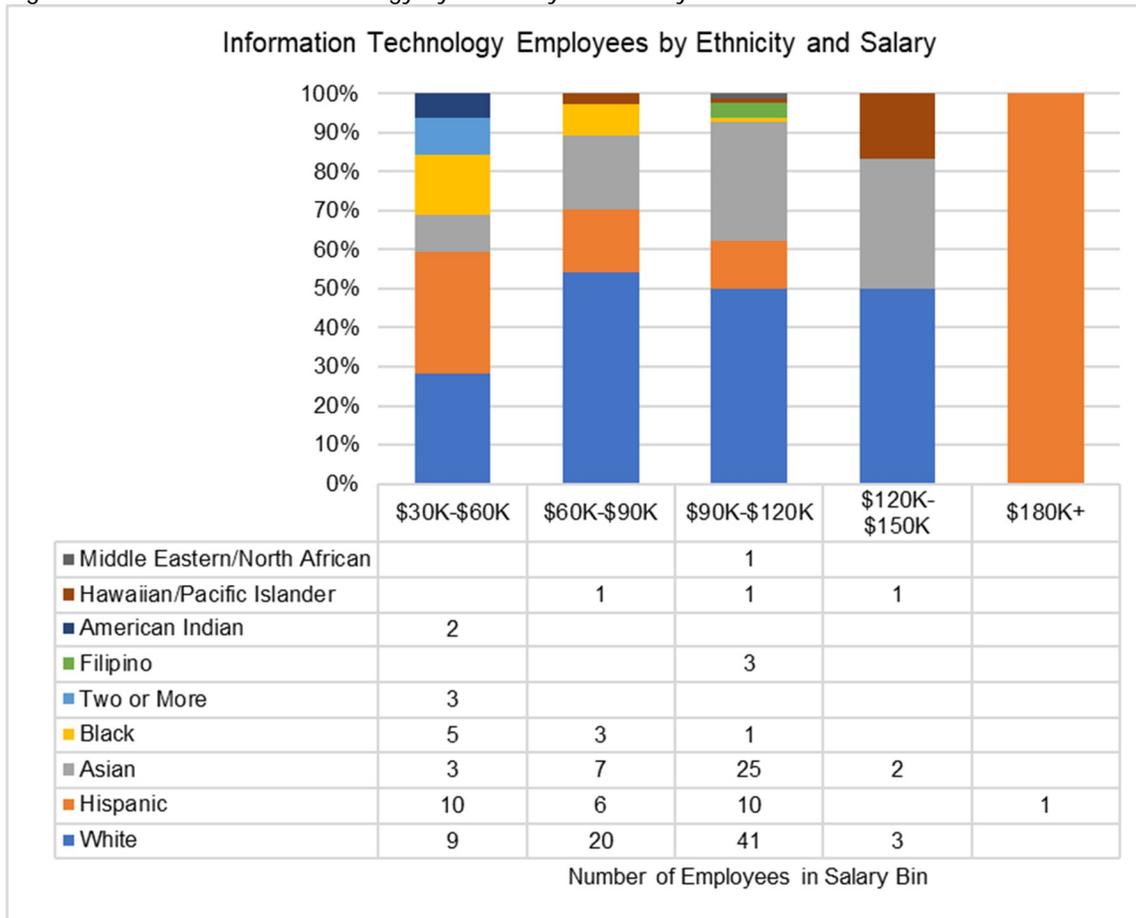
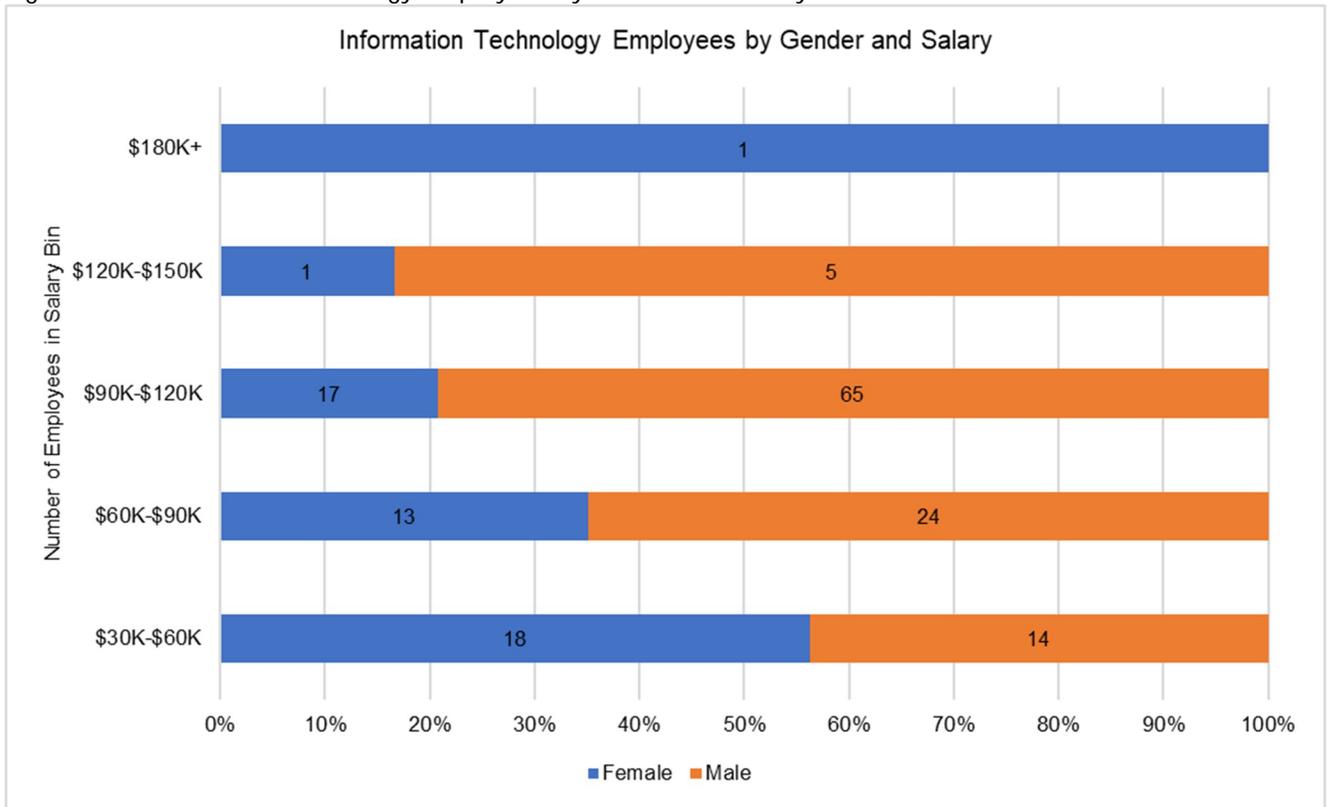


Figure 36: Information Technology Employees by Gender and Salary



Human Resources

Figure 37: Human Resources Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Human Resources Employees	51%	9%	12%	16%	7%	4%	1%	0%
Human Resources Management Employees	55%	0%	18%	0%	9%	9%	9%	0%

Figure 38: Human Resources by Ethnicity and Salary

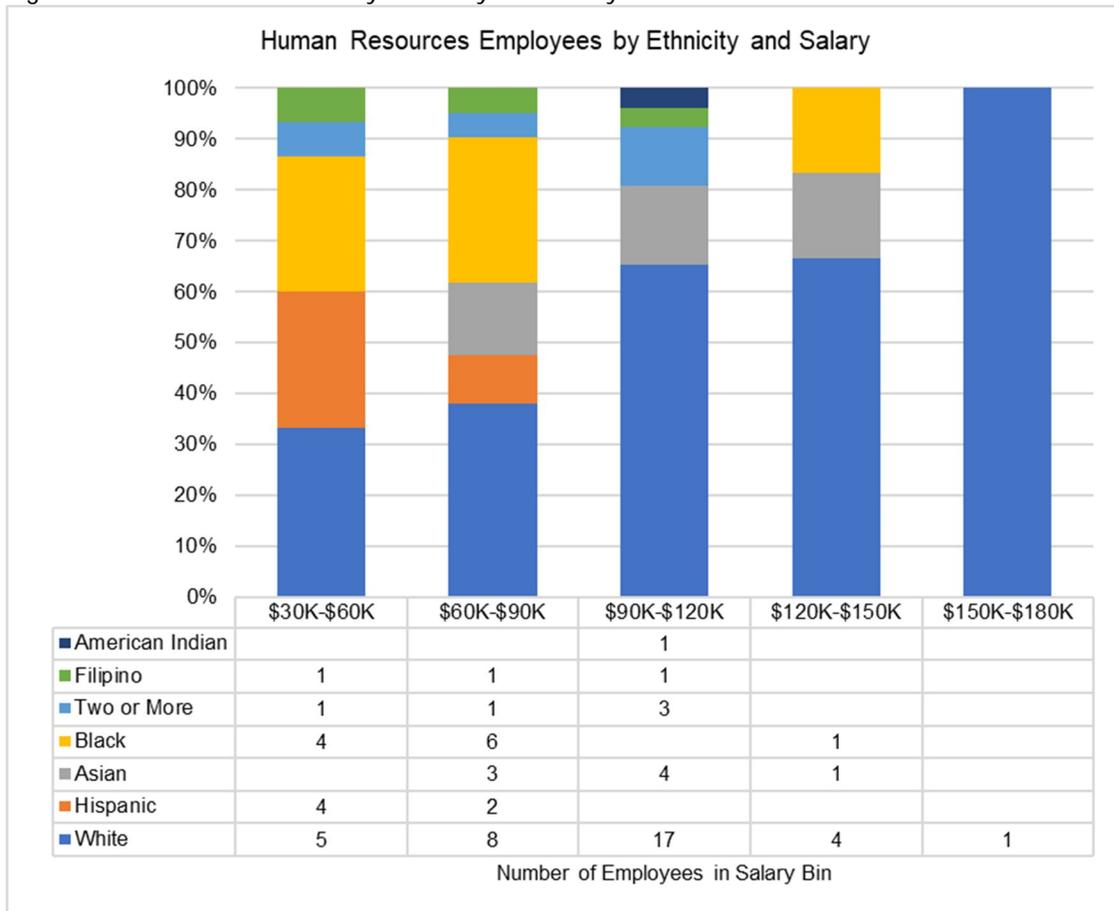
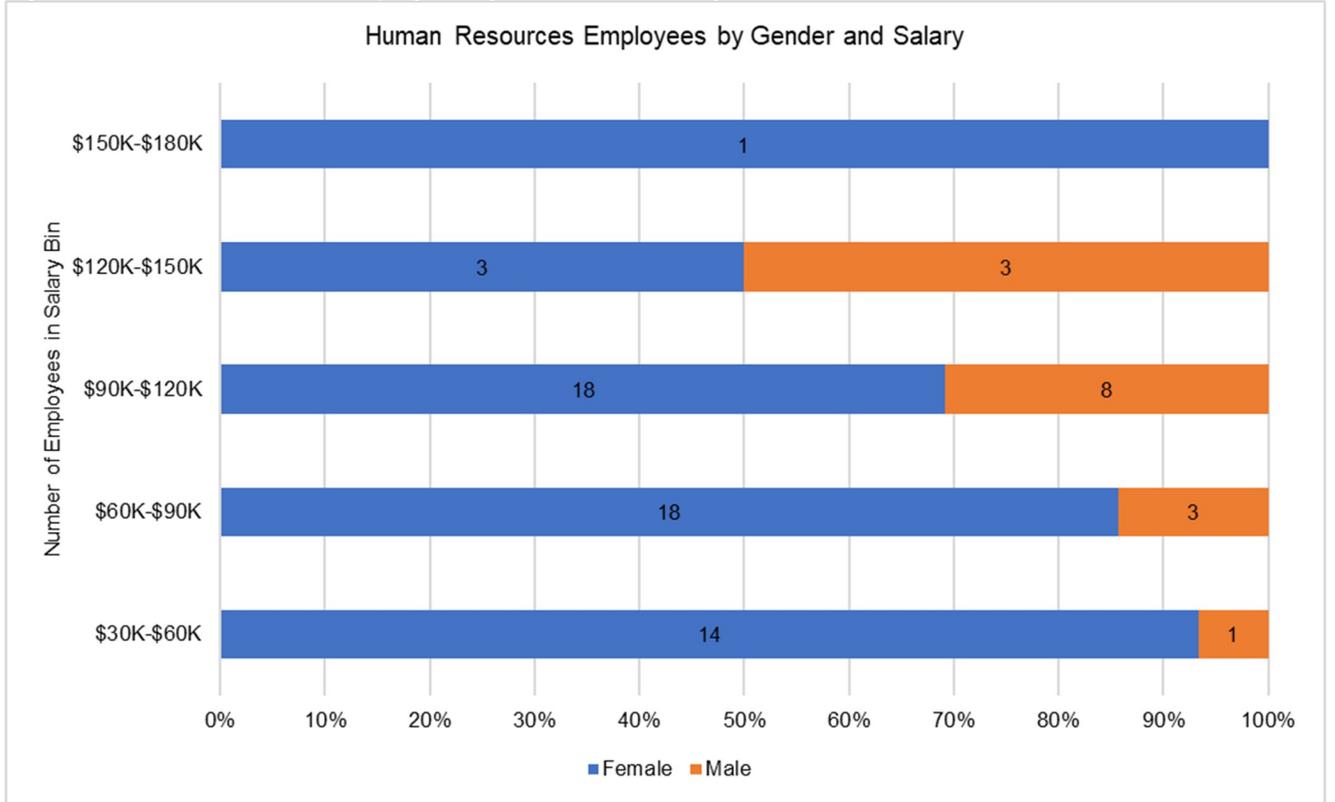


Figure 39: Human Resource Employees by Gender and Salary



Police

Figure 40: Police Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Police Employees	68%	13%	8%	6%	3%	2%	1%	0%
Police Management Employees	71%	10%	7%	7%	0%	2%	2%	0%

Figure 41: Police by Ethnicity and Salary

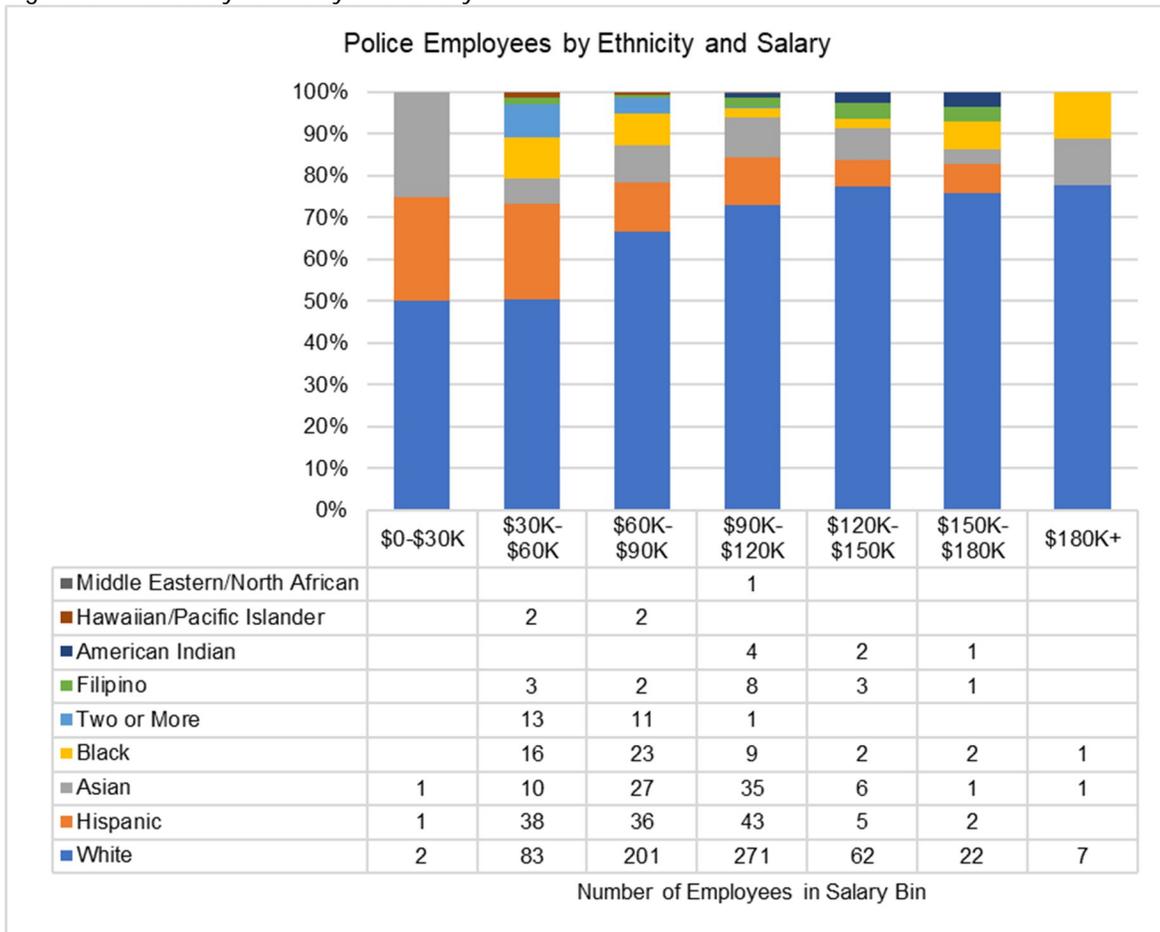
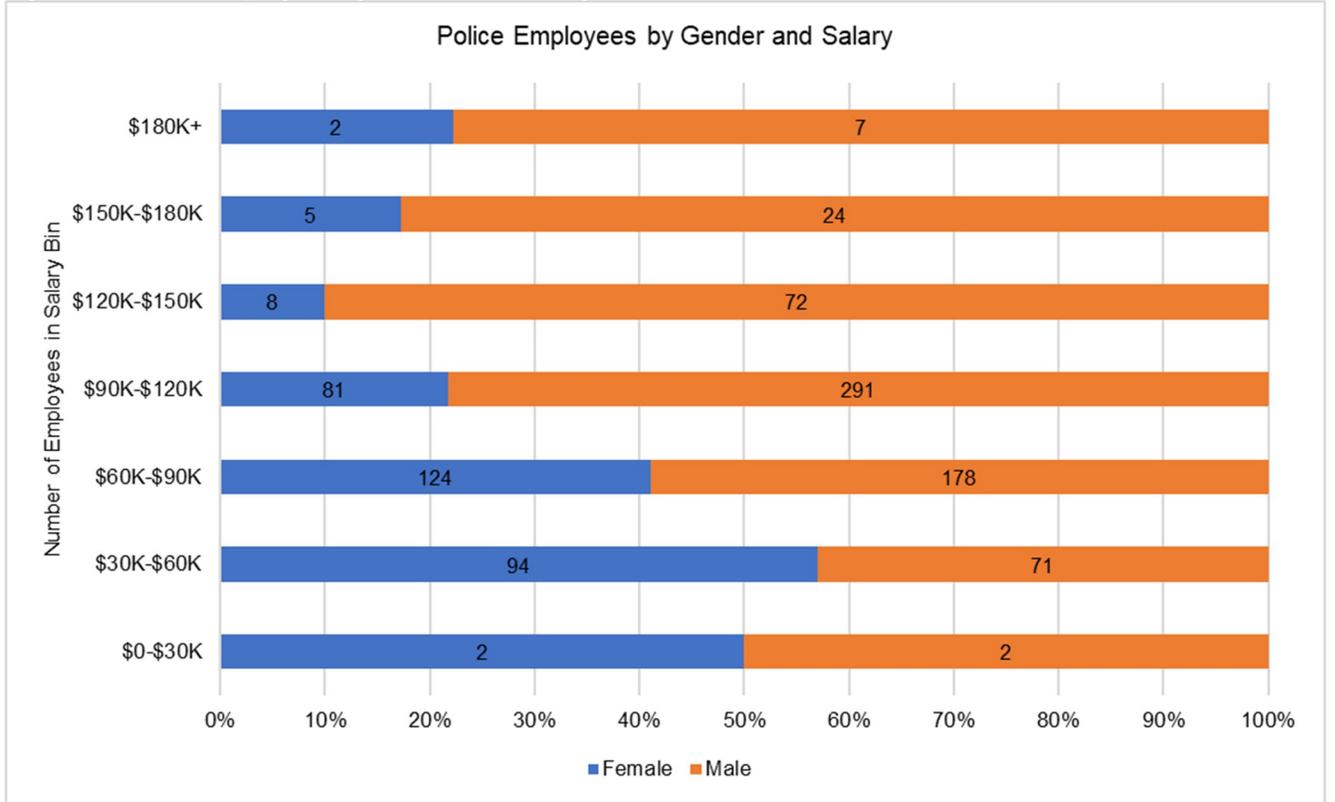


Figure 42: Police Employees by Gender and Salary



Fire

Figure 43: Fire Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Fire Employees	72%	14%	5%	4%	1%	2%	2%	0%
Fire Management Employees	45%	9%	18%	18%	9%	0%	0%	0%

Figure 44: Fire by Ethnicity and Salary

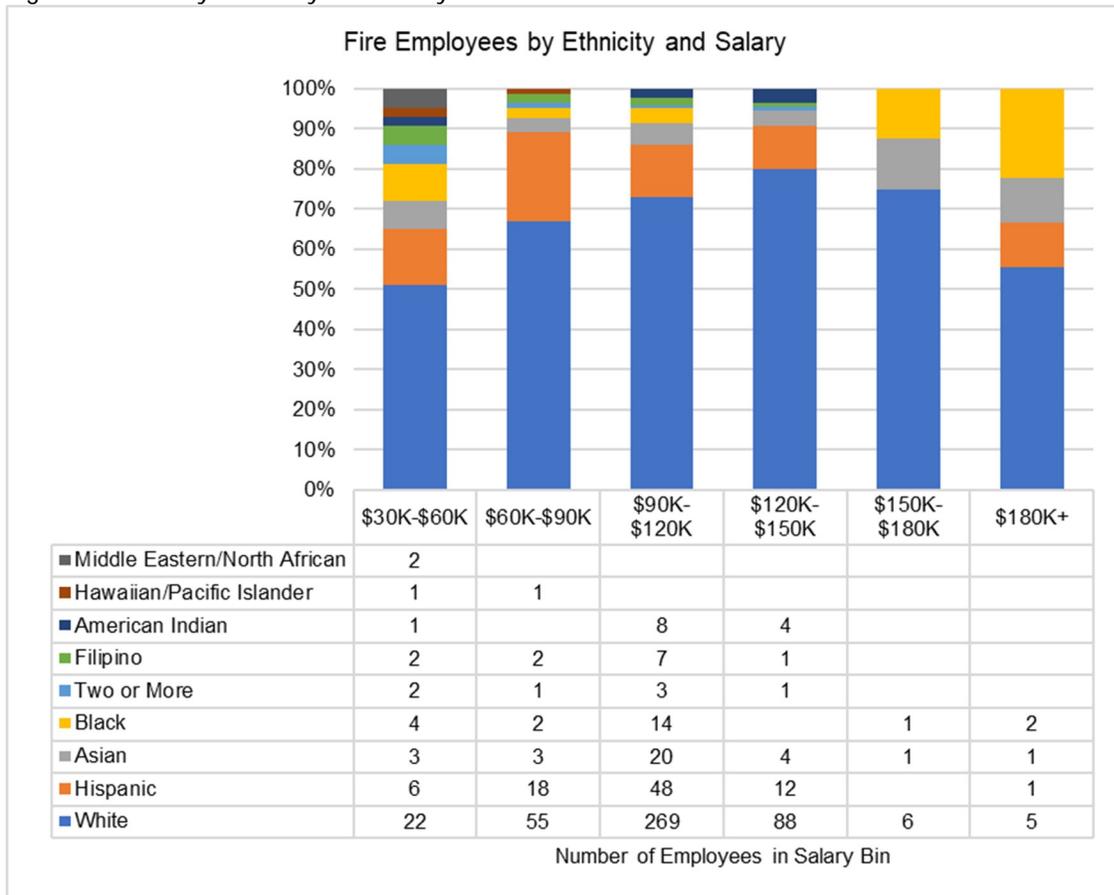
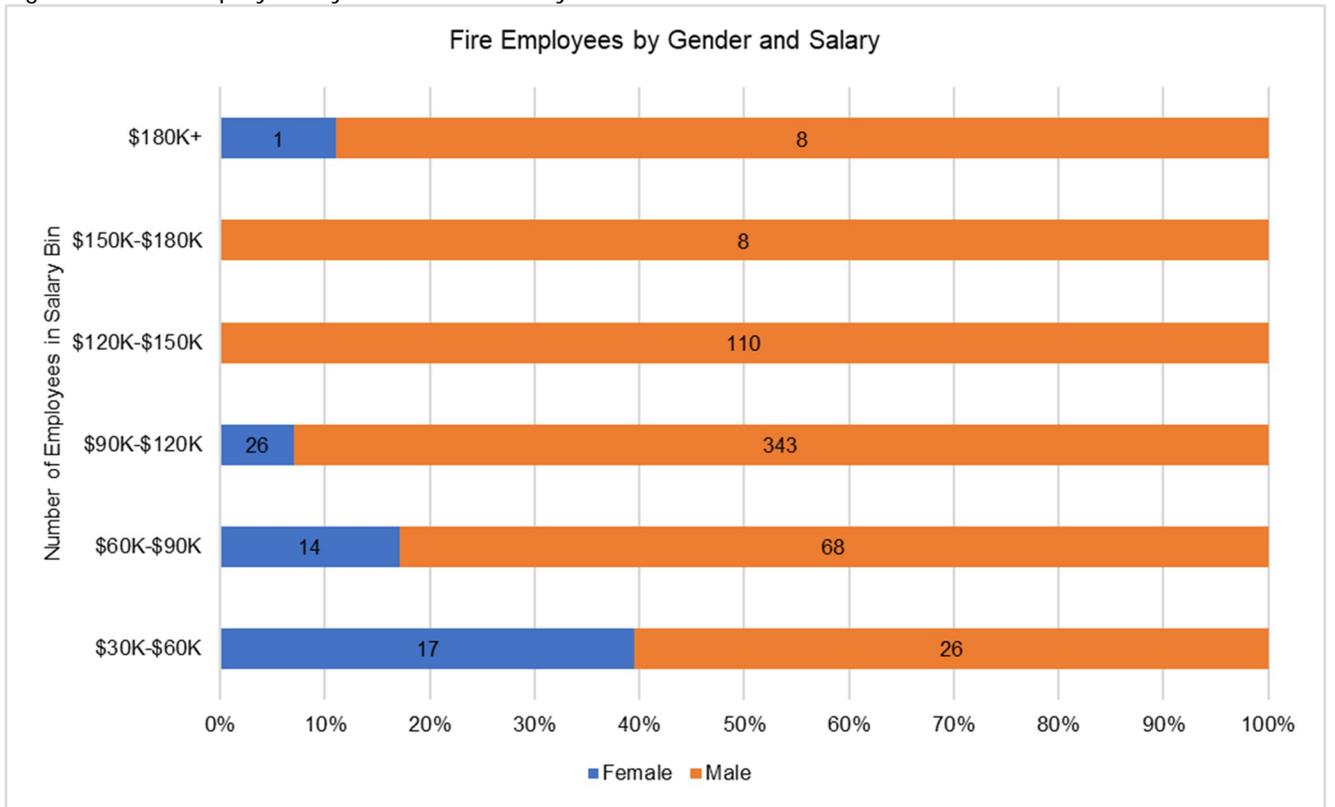


Figure 45: Fire Employees by Gender and Salary



Utilities

Figure 46: Utilities Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Utilities Employees	60%	20%	6%	7%	3%	2%	1%	1%
Utilities Management Employees	77%	5%	14%	2%	2%	0%	0%	0%

Figure 47: Utilities by Ethnicity and Salary

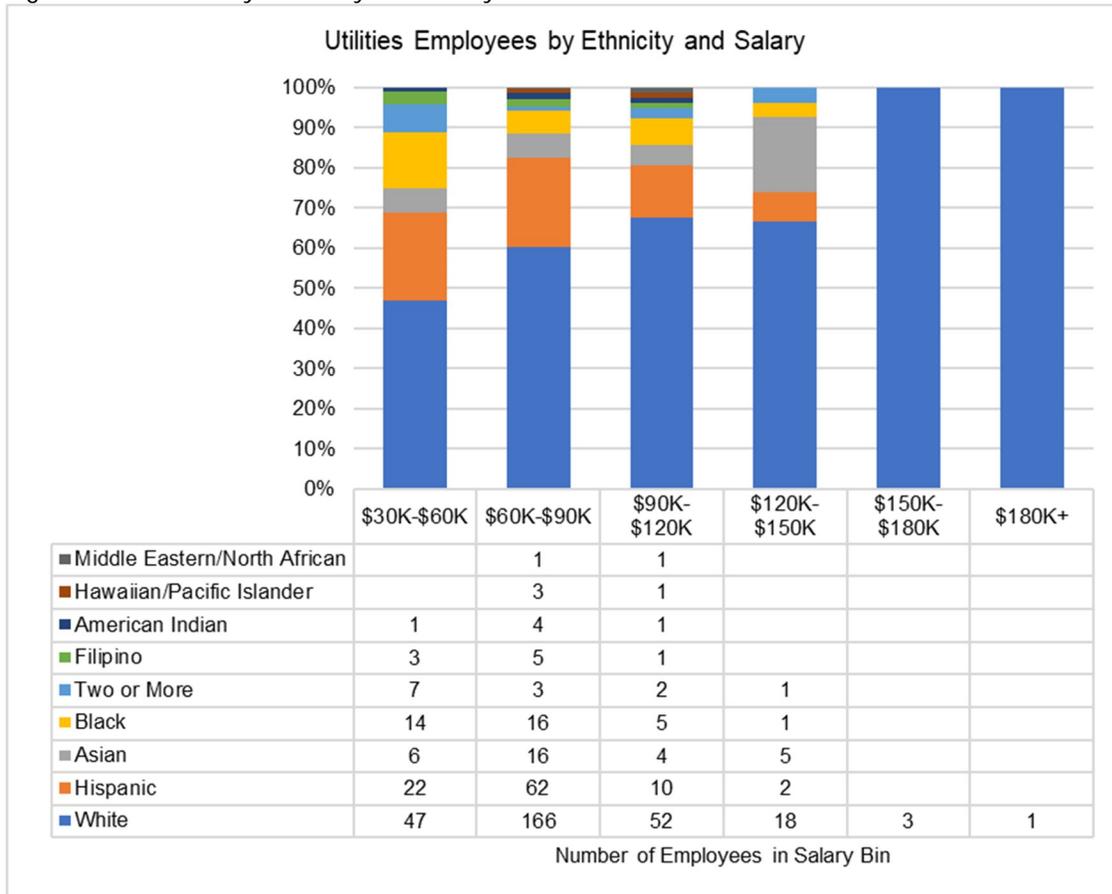
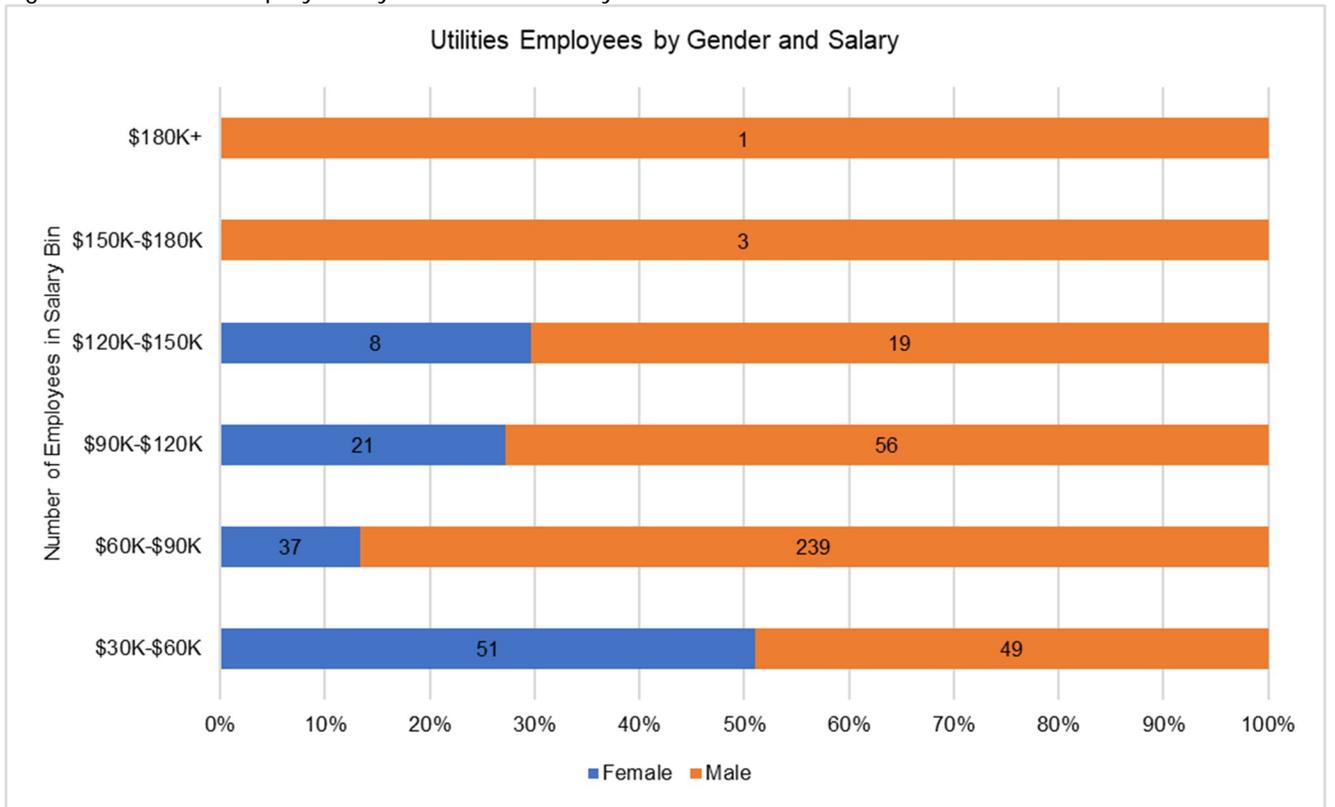


Figure 48: Utilities Employees by Gender and Salary



Public Works

Figure 49: Public Works Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Public Works Employees	42%	28%	10%	13%	2%	3%	1%	0%
Public Works Management Employees	56%	15%	9%	13%	4%	4%	0%	0%

Figure 50: Public Works by Ethnicity and Salary

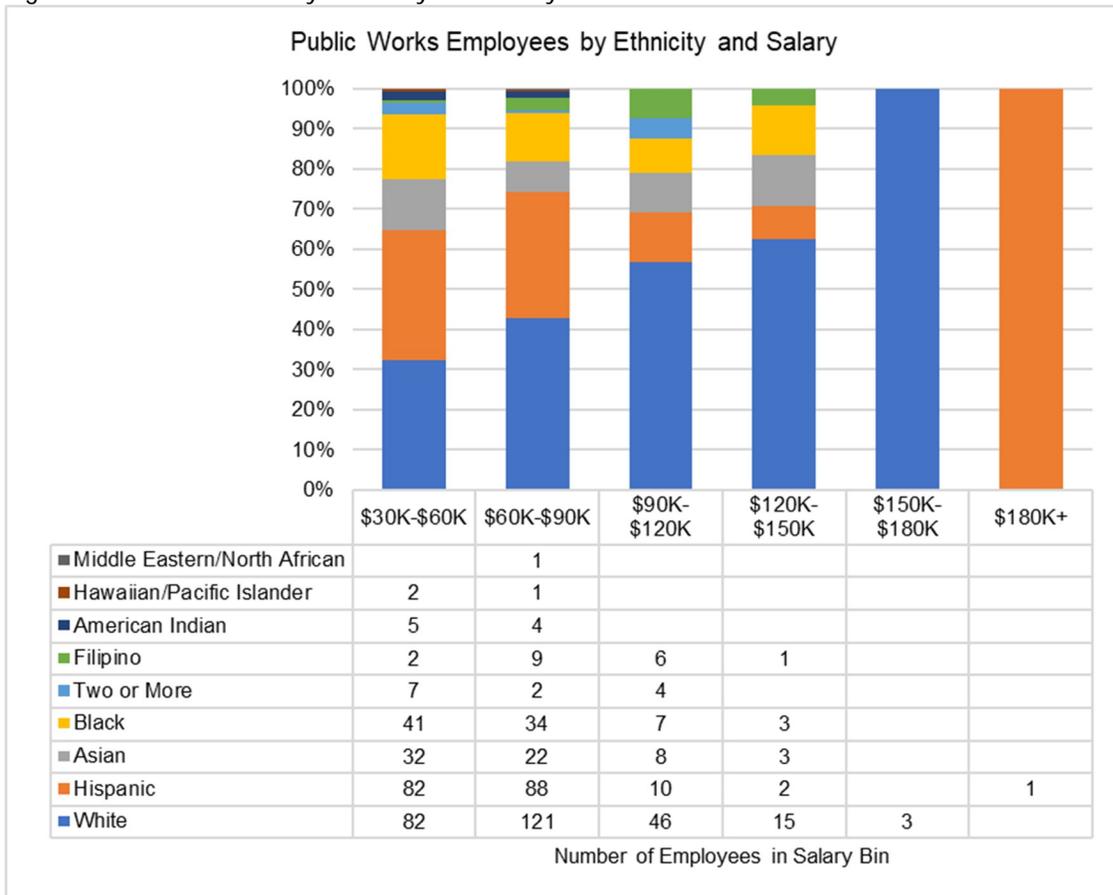
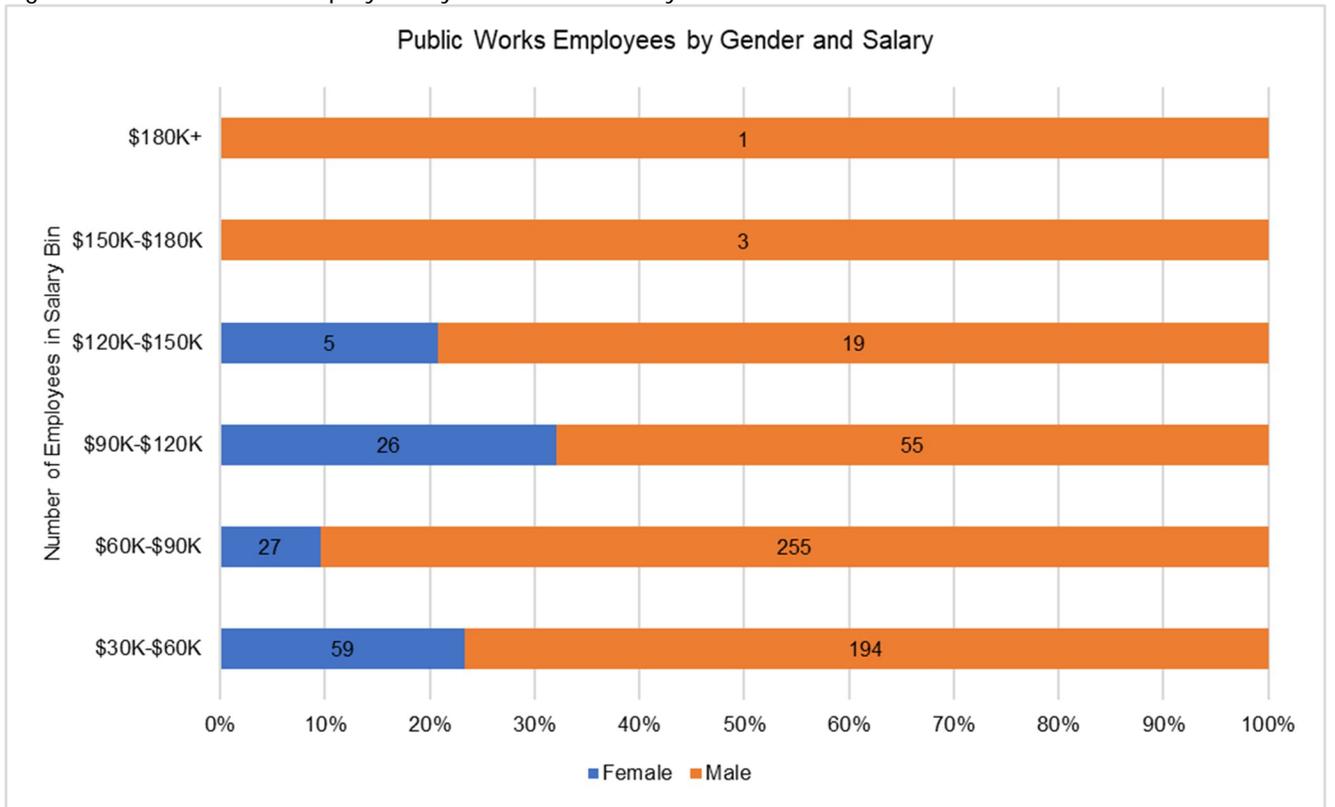


Figure 51: Public Works Employees by Gender and Salary



Convention and Cultural Services

Figure 52: Convention and Cultural Services Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Convention & Cultural Services Employees	61%	14%	6%	17%	1%	1%	0%	0%
Convention & Cultural Services Management Employees	78%	6%	11%	6%	0%	0%	0%	0%

Figure 53: Convention and Cultural Services by Ethnicity and Salary

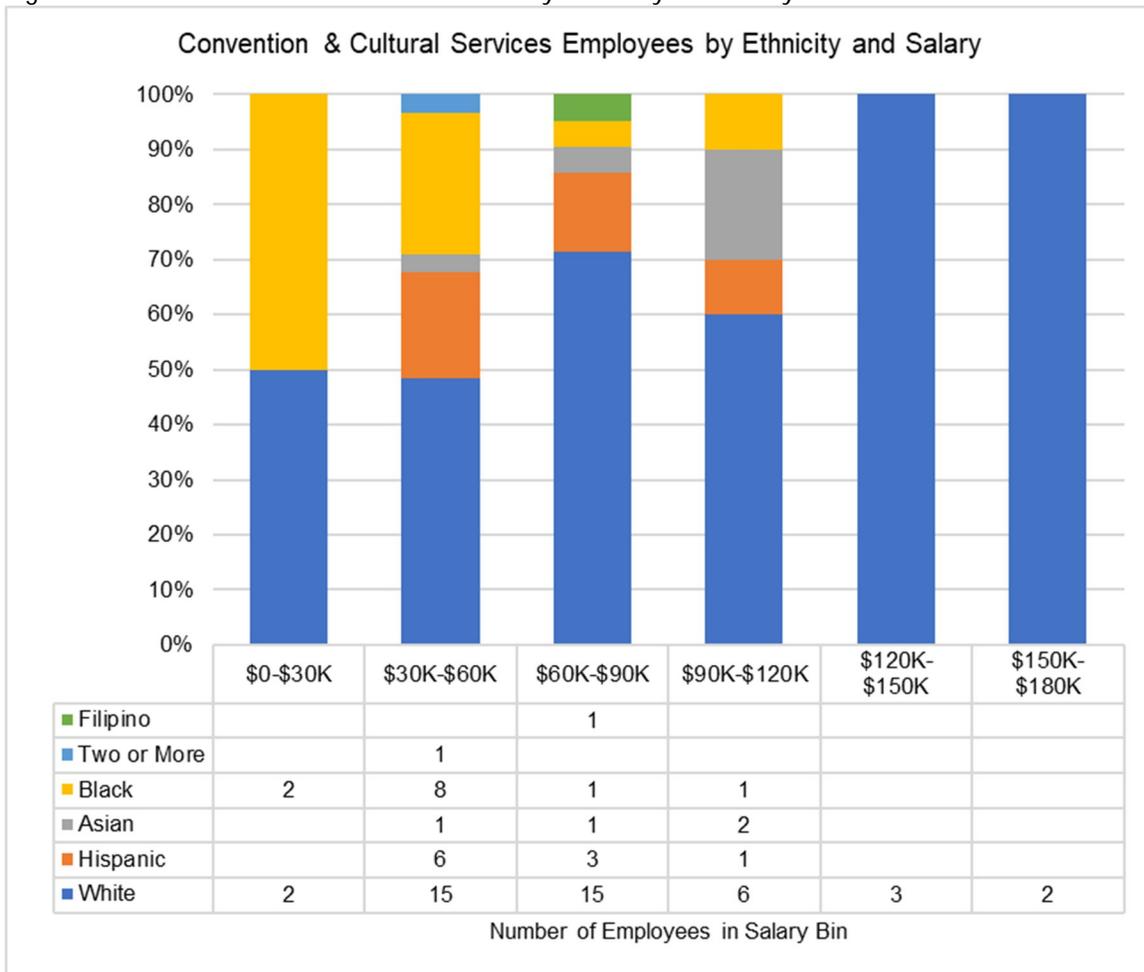
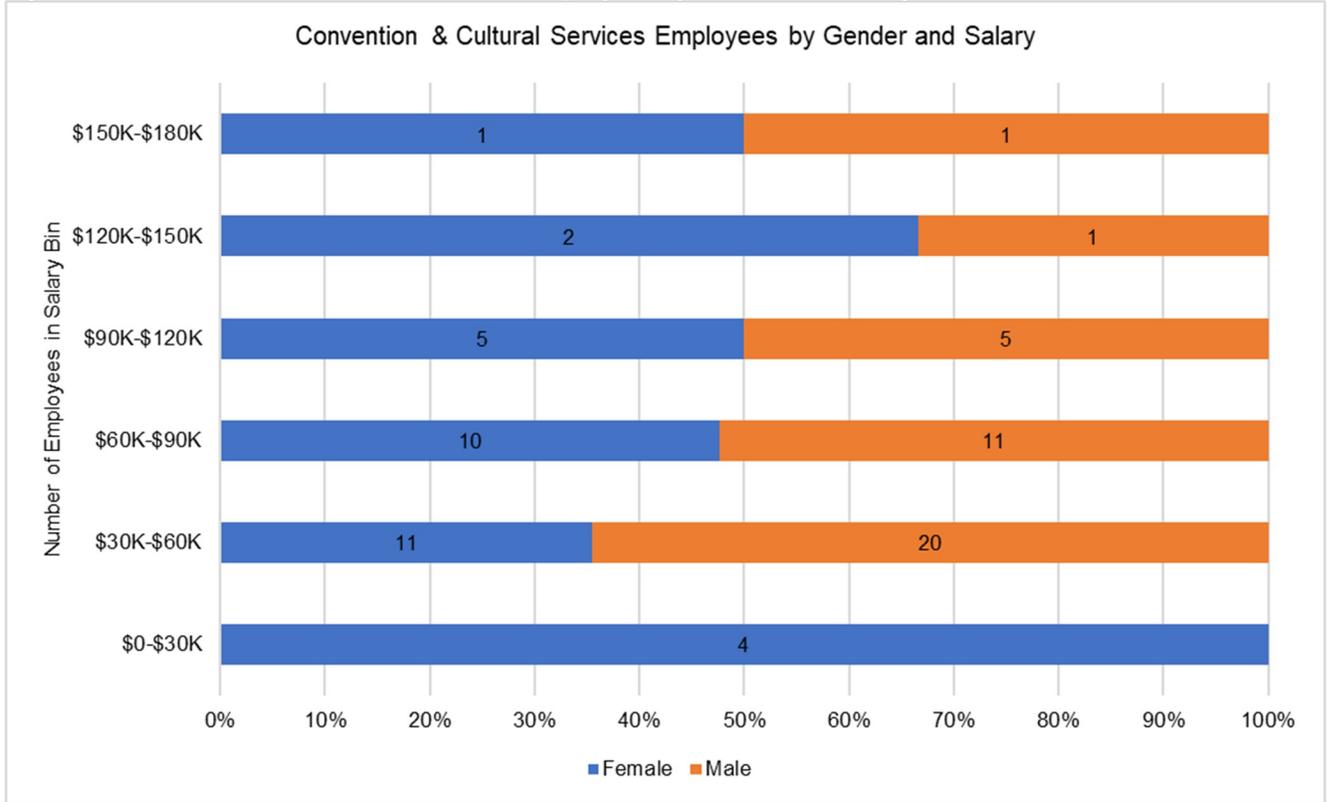


Figure 54: Convention and Cultural Services Employees by Gender and Salary



Youth Parks and Community Enrichment

Figure 55: Youth Parks and Community Enrichment Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Youth, Parks & Community Enrichment Employees	42%	28%	7%	16%	2%	3%	1%	1%
Youth, Parks & Community Enrichment Management Employees	62%	14%	5%	10%	5%	5%	0%	0%

Figure 56: Youth Parks and Community Enrichment by Ethnicity and Salary

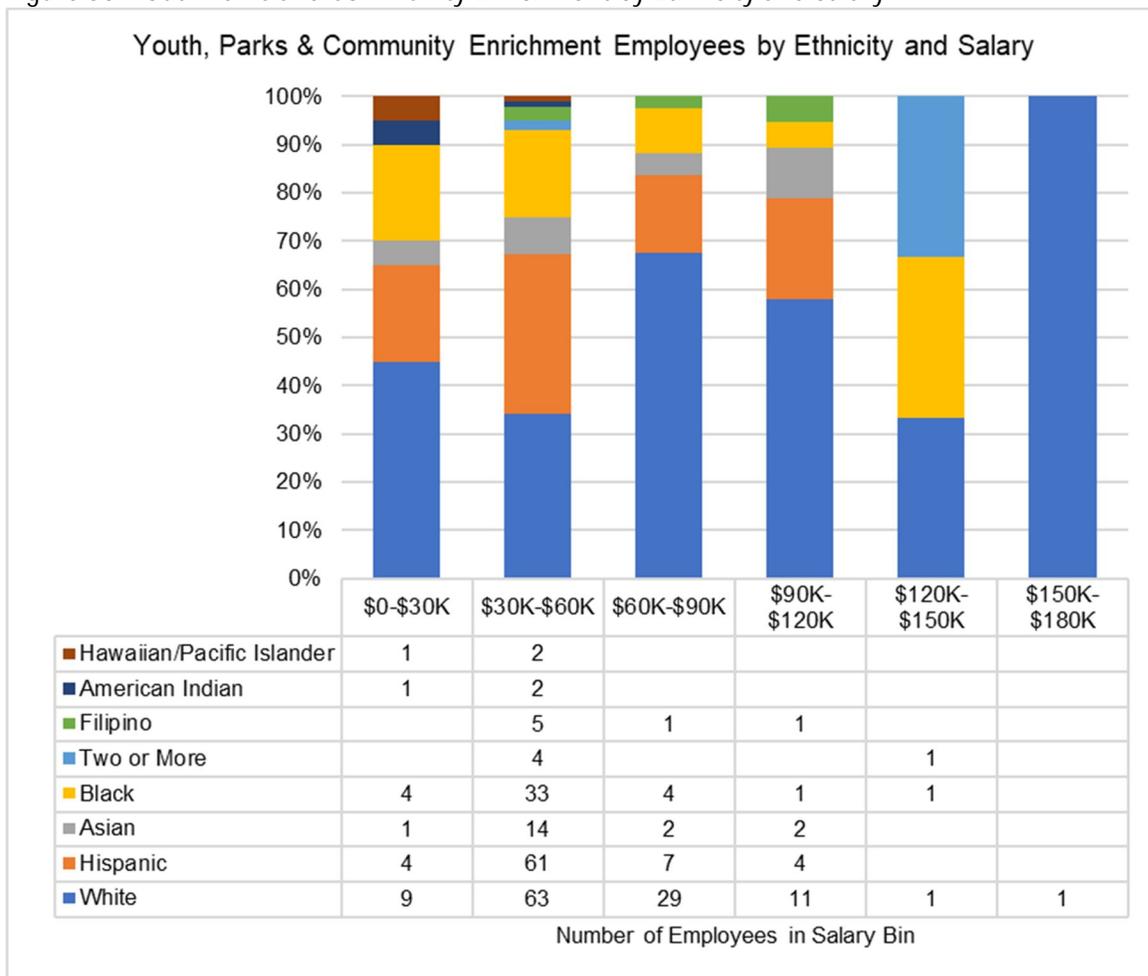
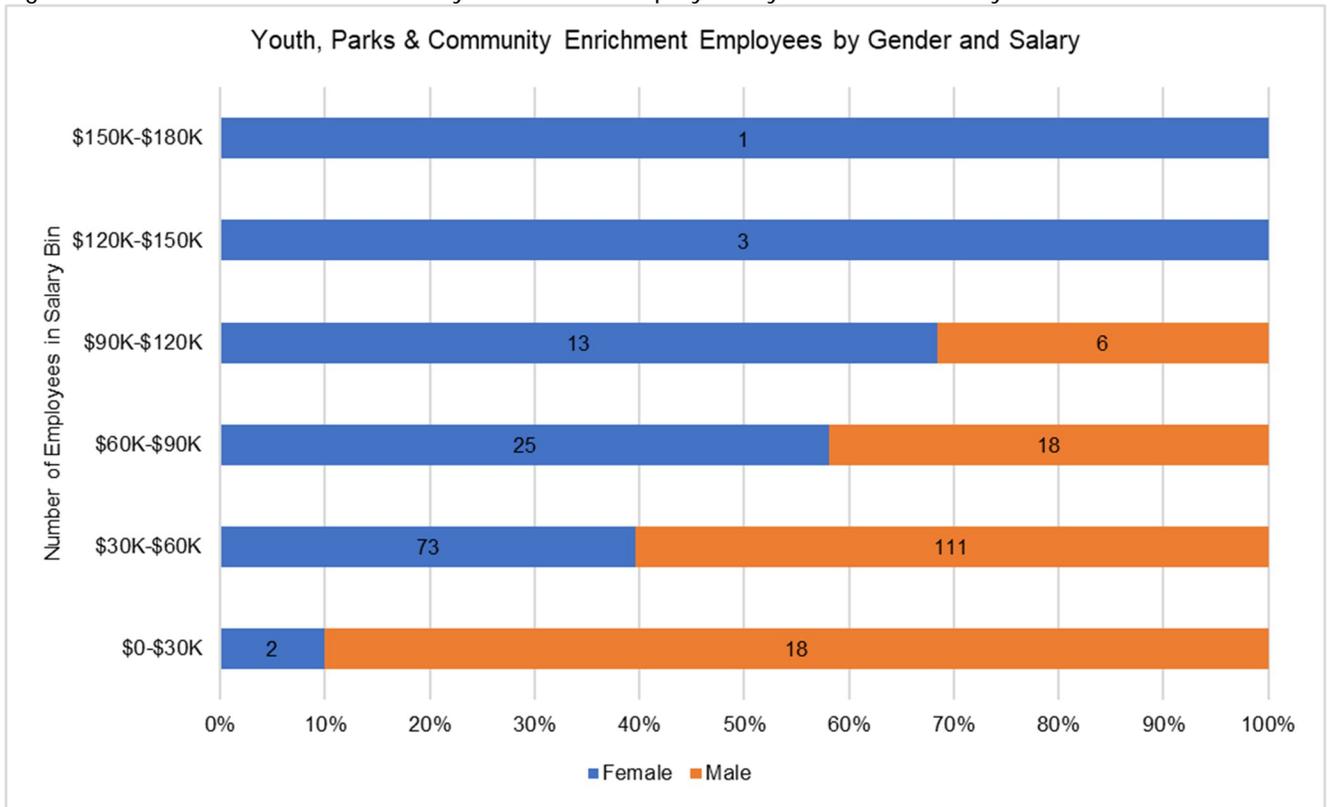


Figure 57: Youth Parks and Community Enrichment Employees by Gender and Salary



Community Development

Figure 58: Community Development Employee Ethnicity Breakdown

Group	White	Hispanic	Asian	Black	Two or More	Filipino	American Indian	Hawaiian/Pacific Islander
City of Sacramento Residents (2017)	33%	28%	16%	13%	5%	2%	0%	2%
Community Development Employees	62%	14%	9%	12%	2%	1%	0%	0%
Community Development Management Employees	61%	12%	9%	15%	0%	3%	0%	0%

Figure 59: Community Development by Ethnicity and Salary

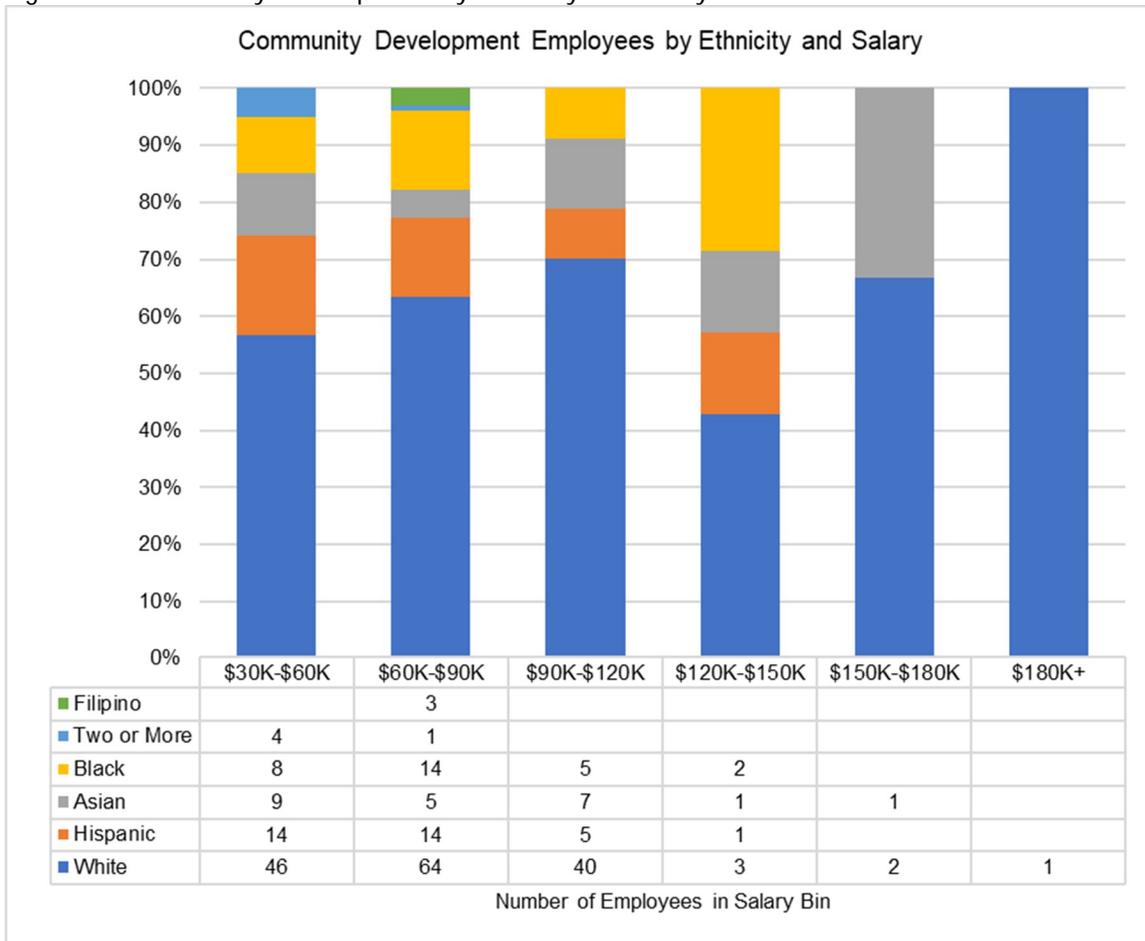
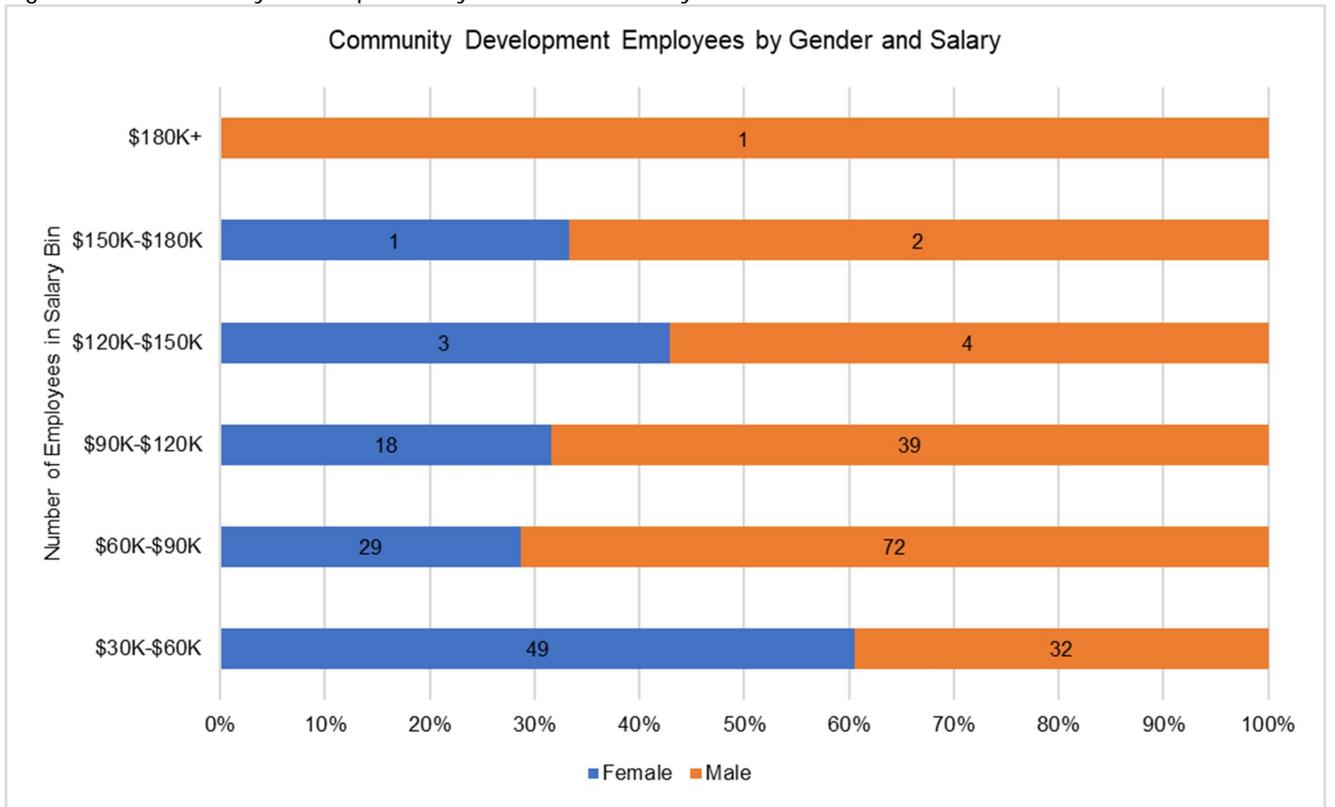


Figure 60: Community Development by Gender and Salary



## VIII. Appendix

### Appendix 1

Gender and Ethnic Identity of Part time City employees hired in 2018, for those employees whose ethnicity and gender are identified.

Part Time City Employees by Gender by Department:

By Number

Department	Female	Male	Grand Total
Community Development	1	1	2
Convention and Culture	15	6	21
Mayor Council	2	1	3
Police	11	2	13
Public Works	2	11	13
Utilities	1	1	2
YPCE	238	184	422
Grand Total	270	206	476

By Percent

Department	Female	Male	Grand Total
Community Development	50%	50%	100%
Convention and Culture	71%	29%	100%
Mayor Council	67%	33%	100%
Police	85%	15%	100%
Public Works	15%	85%	100%
Utilities	50%	50%	100%
YPCE	56%	44%	100%
Grand Total	57%	43%	100%

Part Time City Employees by Ethnicity by Department:

By Number

Department	AMINDIAN	ASIAN	BLACK	FILIPINO	HISPANIC	MENA	TWOMORE	WHITE	Grand Total
Community Development	0	2	0	0	0	0	0	0	2
Convention and Culture	0	1	5	0	2	0	4	9	21
Mayor Council	0	0	1	0	0	0	0	2	3
Police	0	1	2	0	2	0	1	7	13
Public Works	0	1	2	0	6	0	1	3	13
Utilities	0	0	0	0	0	1	0	1	2
YPCE	2	47	118	7	104	0	48	96	422
Grand Total	2	52	128	7	114	1	54	118	476

By Percent

Departments	AMINDIAN	ASIAN	BLACK	FILIPINO	HISPANIC	MENA	TWOMORE	WHITE	Grand Total
Community Development	0%	100%	0%	0%	0%	0%	0%	0%	100%
Convention and Culture	0%	5%	24%	0%	10%	0%	19%	43%	100%
Mayor Council	0%	0%	33%	0%	0%	0%	0%	67%	100%
Police	0%	8%	15%	0%	15%	0%	8%	54%	100%
Public Works	0%	8%	15%	0%	46%	0%	8%	23%	100%
Utilities	0%	0%	0%	0%	0%	50%	0%	50%	100%
YPCE	0%	11%	28%	2%	25%	0%	11%	23%	100%
Grand Total	0%	11%	27%	1%	24%	0%	11%	25%	100%

Average Annual Pay for Part Time City Employees Hired in 2018: \$7515

Gender and Ethnic Identity of Part time City employees from 2016, for those employees whose ethnicity and gender is identified.

Part Time Employees by Gender by Department:

By Number

Department	Female	Male	Grand Total
Community Development	3	5	8
Convention & Cultural Services	91	35	126
Human Resources	0	2	2
Information Technology	1	0	1
Mayor/Council	6	10	16
Parks & Recreation	349	283	632
Police	30	100	130
Public Works	4	8	12
Utilities		5	5
Grand Total	484	448	932

By Percent

Department	Female	Male	Grand Total
Community Development	38%	63%	100%
Convention & Cultural Services	72%	28%	100%
Human Resources	0%	100%	100%
Information Technology	100%	0%	100%
Mayor/Council	38%	63%	100%
Parks & Recreation	55%	45%	100%
Police	23%	77%	100%
Public Works	33%	67%	100%
Utilities	0%	100%	100%
Grand Total	52%	48%	100%

Part Time City Employees by Ethnicity by Department:

By Number

Department	AMINDIAN	ASIAN	BLACK	FILIPINO	HAWPACIF	HISPANIC	WHITE	Grand Total
Community Development	0	1	2	0		4	1	8
Convention & Cultural Services	0	11	12	0	2	15	86	126
Human Resources	0	0	0	0	0	0	2	2
Information Technology	0	1	0	0	0	0		1
Mayor/Council	0	0	5	0	0	4	7	16
Parks & Recreation	8	84	159	9	8	133	231	632
Police	1	12	7	1	0	17	92	130
Public Works	1	1	3	0	0	3	4	12
Utilities	0	1	1	0	0	2	1	5
Grand Total	10	111	189	10	10	178	424	932

By Percent

Department	AMINDIAN	ASIAN	BLACK	FILIPINO	HAWPACIF	HISPANIC	WHITE	Grand Total
Community Development	0%	13%	25%	0%	0%	50%	13%	100%
Convention & Cultural Services	0%	9%	10%	0%	2%	12%	68%	100%
Human Resources	0%	0%	0%	0%	0%	0%	100%	100%
Information Technology	0%	100%	0%	0%	0%	0%	0%	100%
Mayor/Council	0%	0%	31%	0%	0%	25%	44%	100%
Parks & Recreation	1%	13%	25%	1%	1%	21%	37%	100%
Police	1%	9%	5%	1%	0%	13%	71%	100%
Public Works	8%	8%	25%	0%	0%	25%	33%	100%
Utilities	0%	20%	20%	0%	0%	40%	20%	100%
Grand Total	1%	12%	20%	1%	1%	19%	45%	100%

Average annual salary: \$11,560. Note: This includes elected officials who are considered Part Time.

Gender and Ethnic Identity of Part time City employees from 2017, for those employees whose ethnicity and gender is identified.

Part Time Employees by Gender by Department:

By Number

Department	Female	Male	Grand Total
City Clerk	1	0	1
City Treasurer	0	1	1
Community Development	1	6	7
Convention & Cultural Services	79	25	104
Finance	0	1	1
Fire	0	1	1
Human Resources	0	2	2
Information Technology	1	0	1
Mayor/Council	4	6	10
Parks & Recreation	247	207	454
Police	46	122	168
Public Works	4	10	14
Utilities	0	4	4
Grand Total	383	385	768

By Percent

Department	Female	Male	Grand Total
City Clerk	100%	0%	100%
City Treasurer	0%	100%	100%
Community Development	14%	86%	100%
Convention & Cultural Services	76%	24%	100%
Finance	0%	100%	100%
Fire	0%	100%	100%
Human Resources	0%	100%	100%
Information Technology	100%	0%	100%
Mayor/Council	40%	60%	100%
Parks & Recreation	54%	46%	100%
Police	27%	73%	100%
Public Works	29%	71%	100%
Utilities	0%	100%	100%
Grand Total	50%	50%	100%

Part Time Employees by Ethnicity by Department:

By Number

Department	AMINDIAN	ASIAN	BLACK	FILIPINO	HAWPACIF	HISPANIC	MENA	TWOMORE	WHITE	Grand Total
City Clerk	0	0	0	0	0	0	0	0	1	1
City Treasurer	0	1	0	0	0	0	0	0	0	1
Community Development	0	1	3	0	0	2	0	0	1	7
Convention & Cultural Services	0	8	14	1	1	14	0	1	65	104
Finance	0	0	0	0	0	0	0	0	1	1
Fire	0	0	1	0	0	0	0	0	0	1
Human Resources	0	0	0	0	0	0	0	0	2	2
Information Technology	0	1	0	0	0	0	0	0	0	1
Mayor/Council	0	1	2	0	0	1	0	1	5	10
Parks & Recreation	2	45	127	11	3	115	1	12	138	454
Police	0	15	10	2	1	26	0	1	113	168
Public Works	0	0	4	0	0	4	0	1	5	14
Utilities	0	0	0	0	0	2	0	0	2	4
Grand Total	2	72	161	14	5	164	1	16	333	768

By Percent

Department	AMINDIAN	ASIAN	BLACK	FILIPINO	HAWPACIF	HISPANIC	MENA	TWOMORE	WHITE	Grand Total
City Clerk	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%
City Treasurer	0%	100%	0%	0%	0%	0%	0%	0%	0%	100%
Community Development	0%	14%	43%	0%	0%	29%	0%	0%	14%	100%
Convention & Cultural Services	0%	8%	13%	1%	1%	13%	0%	1%	63%	100%
Finance	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%
Fire	0%	0%	100%	0%	0%	0%	0%	0%	0%	100%
Human Resources	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%
Information Technology	0%	100%	0%	0%	0%	0%	0%	0%	0%	100%
Mayor/Council	0%	10%	20%	0%	0%	10%	0%	10%	50%	100%
Parks & Recreation	0%	10%	28%	2%	1%	25%	0%	3%	30%	100%
Police	0%	9%	6%	1%	1%	15%	0%	1%	67%	100%
Public Works	0%	0%	29%	0%	0%	29%	0%	7%	36%	100%
Utilities	0%	0%	0%	0%	0%	50%	0%	0%	50%	100%
Grand Total	0%	9%	21%	2%	1%	21%	0%	2%	43%	100%

Average annual salary: \$12,478. Note: this includes elected officials who are considered part time.

Gender and Ethnic Identity of Part time City employees from 2018, for those employees whose ethnicity and gender is identified.

Part Time Employees by Gender by Department:

By Number

Department	Female	Male	Grand Total
Community Development	4	3	7
Convention & Cultural Services	74	29	103
Finance	1	0	1
Human Resources	0	2	2
Information Technology	2	0	2
Mayor/Council	5	8	13
Police	47	104	151
Public Works	5	13	18
Utilities	1	5	6
Youth, Parks & Community Enrichment	332	254	586
Grand Total	471	418	889

By Percent

Department	Female	Male	Grand Total
Community Development	57%	43%	100%
Convention & Cultural Services	72%	28%	100%
Finance	100%	0%	100%
Human Resources	0%	100%	100%
Information Technology	100%	0%	100%
Mayor/Council	38%	62%	100%
Police	31%	69%	100%
Public Works	28%	72%	100%
Utilities	17%	83%	100%
Youth, Parks & Community Enrichment	57%	43%	100%
Grand Total	53%	47%	100%

## Part Time Employees by Ethnicity

### By Number

Department	AMINDIAN	ASIAN	BLACK	FILIPINO	HAWPACIF	HISPANIC	MENA	TWOMORE	WHITE	Grand Total
Community Development	0	2	3	0		1	0		1	7
Convention & Cultural Services	0	8	17	0	1	12	0	6	59	103
Finance	0	0	0	0	0	0	0	0	1	1
Human Resources	0	0	0	0	0	0	0	0	2	2
Information Technology	0	0	0	0	0	0	0	0	2	2
Mayor/Council	0	0	4	0	0	1	0	0	8	13
Police	0	12	9	1	1	21	0	2	105	151
Public Works	0	1	3	0	0	6	0	1	7	18
Utilities	0	0		0	0	2	1		3	6
Youth, Parks & Community Enrichment	1	64	120	13	3	124	1	71	189	586
Grand Total	1	87	156	14	5	167	2	80	377	889

## Part Time Employees by Ethnicity

### By Percent

Department	AMINDIAN	ASIAN	BLACK	FILIPINO	HAWPACIF	HISPANIC	MENA	TWOMORE	WHITE	Grand Total
Community Development	0%	29%	43%	0%	0%	14%	0%	0%	14%	100%
Convention & Cultural Services	0%	8%	17%	0%	1%	12%	0%	6%	57%	100%
Finance	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%
Human Resources	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%
Information Technology	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%
Mayor/Council	0%	0%	31%	0%	0%	8%	0%	0%	62%	100%
Police	0%	8%	6%	1%	1%	14%	0%	1%	70%	100%
Public Works	0%	6%	17%	0%	0%	33%	0%	6%	39%	100%
Utilities	0%	0%	0%	0%	0%	33%	17%	0%	50%	100%
Youth, Parks & Community Enrichment	0%	11%	20%	2%	1%	21%	0%	12%	32%	100%
Grand Total	0%	10%	18%	2%	1%	19%	0%	9%	42%	100%

Average annual salary: \$12,704. Note: this includes elected officials who are considered part time.

## Appendix 2: List of Management Classifications

This document was a reference that was used by staff to help determine which classifications were counted as management. Since there is no clear definition of what management is, in certain cases staff determined on a case-by-case basis which positions were management and which were not.

Authorized Position Title	Administrative Confidential	Management Support	Individual Contributors	Middle Management	Senior Management	Charter (I)	Mayor/Council	
Accountant Auditor			2.00					Individual Contributors
Accounting Manager					1.00			Senior Management
Administrative Analyst		49.00						Management Support
Administrative Assistant	12.00					1.00		Multiple Categories Assigned
Administrative Asst (Conf/Ex)	3.00					1.00		Multiple Categories Assigned
Administrative Officer				17.00				Middle Management
Administrative Technician	24.00						1.00	Multiple Categories Assigned
Animal Care Services Manager					1.00			Senior Management
Applications Developer	3.00							Administrative Confidential
Arts Administrator				1.00				Middle Management
Arts in Public Places Spec				2.00				Middle Management
Assistant City Attorney						2.00		Charter
Assistant City Clerk						2.00		Charter
Assistant City Manager					3.00			Senior Management
Auditor							3.00	Mayor/ Council
Business Services Manager					1.00			Senior Management
Camp Sacramento Supervisor					1.00			Senior Management
Chief Building Inspector				1.00				Middle Management
Chief Building Official					1.00			Senior Management
Chief Information Officer					1.00			Senior Management
Chief Investment Officer						1.00		Charter
Chief of Housing & Dngr Bldgs				2.00				Middle Management
Chief of Staff to the Mayor							1.00	Mayor/ Council
City Attorney						1.00		Charter
City Auditor							1.00	Mayor/ Council
City Clerk						1.00		Charter
City Council							4.00	Mayor/ Council
City Manager					1.00			Senior Management
City Treasurer						1.00		Charter
Code Enforcement Manager					2.00			Senior Management
Contract and Compliance Spclst			2.00					Individual Contributors
Convention Center General Mgr					1.00			Senior Management
Council Operations Manager							1.00	Mayor/ Council
Curator of Art				1.00				Middle Management
Curator of Education				1.00				Middle Management
Curator of History				1.00				Middle Management
Deputy City Attorney II						2.00		Charter
Deputy City Clerk						4.00		Charter
Deputy Convntr Ctr General Mgr				1.00				Middle Management
Deputy Police Chief					2.00			Senior Management
Director of ConvntrCult&Leis					1.00			Senior Management
Director of Development Svcs					1.00			Senior Management
Director of Economic Develpmnt					1.00			Senior Management
Director of Finance					1.00			Senior Management
Director of General Services					1.00			Senior Management
Director of Human Resources					1.00			Senior Management
Director of Parks & Recreation					1.00			Senior Management
Director of PubSafety Acctblty			1.00					Individual Contributors
Director of Transportation					1.00			Senior Management
Director of Utilities					1.00			Senior Management
District Director							8.00	Mayor/ Council
Economic Development Manager					2.00			Senior Management
E-Government Manager			1.00					Individual Contributors
Engineering Manager					3.00			Senior Management
Envtl Health & Safety Officer				1.00				Middle Management
Envtl Health & Safety Spclst			6.00					Individual Contributors
Equal Employment Specialist			1.00					Individual Contributors
Events Services Manager					2.00			Senior Management
Events Services Supervisor				6.00				Middle Management

Executive Assistant (Ex)							10.50	Mayor/ Council
Facilities & Real Prop Supt			2.00					Middle Management
Field Services Manager					1.00			Senior Management
Fire Assistant Chief			5.00					Middle Management
Fire Chief					1.00			Senior Management
Fire Deputy Chief					2.00			Senior Management
Fleet Manager					1.00			Senior Management
Golf Manager					1.00			Senior Management
Golf Superintendent			3.00					Middle Management
Historic District Manager					1.00			Senior Management
Human Resources Manager					5.00			Senior Management
Independent Budget Analyst							1.00	Mayor/ Council
Integrated Waste Collectns Supt			3.00					Middle Management
Integrated Waste General Mgr					1.00			Senior Management
Integrated Waste Planning Supt			1.00					Middle Management
Investigator						1.00		Charter
Investment & Operations Mgr						1.00		Charter
Investment Operations Analyst						1.00		Charter
IT Manager						4.00		Senior Management
IT Supervisor			11.00					Middle Management
Junior Developmnt Project Mgr		2.00						Individual Contributors
Labor Relations Analyst		1.00						Individual Contributors
Labor Relations Manager					1.00			Senior Management
Labor Relations Officer		3.00						Individual Contributors
LAN Administrator						2.00		Charter
Law Office Administrator						1.00		Charter
Legal Secretary (Ex)						9.00		Charter
Legal Staff Assistant (Ex)						1.00		Charter
Management Analyst							1.00	Mayor/ Council
Mayor							1.00	Mayor/ Council
Media & Communications Ofcr		1.00						Individual Contributors
Media & Communications Spclst		3.00						Individual Contributors
Metropolitan Arts Manager					1.00			Senior Management
Neighborhood Services Area Mgr					1.00			Senior Management
New Growth Manager					1.00			Senior Management
Operations General Supervisor			9.00					Middle Management
Operations Manager					2.00			Senior Management
Paralegal (Ex)						3.00		Charter
Park Maintenance Manager					1.00			Senior Management
Park Maintenance Superintndt			1.00					Middle Management
Park Plan Design & Devlpmt Mgr					1.00			Senior Management
Parking Manager					1.00			Senior Management
Payroll Technician	4.00							Administrative Confidential
Personnel Analyst			2.00					Individual Contributors
Personnel Technician	15.00							Administrative Confidential
Planning Director					1.00			Senior Management
Plant Services Manager					1.00			Senior Management
Police Administrative Manager					2.00			Senior Management
Police Captain			12.00					Middle Management
Police Chief					1.00			Senior Management
Police Lieutenant			22.00					Middle Management
Principal Accountant			3.00					Middle Management
Principal Applications Develpr		7.00						Individual Contributors
Principal Management Analyst			2.00					Middle Management
Principal Planner			5.00					Middle Management
Principal Systems Engineer			6.00					Middle Management
Program Analyst		43.50						Management Support
Program Manager					18.00	1.00		Multiple Categories Assigned
Program Specialist			29.60					Individual Contributors
Recreation General Supervisor			2.00					Middle Management

Recreation Manager					2.00			Senior Management
Recreation Superintendent				5.00				Middle Management
Revenue Manager					1.00			Senior Management
Risk Manager					1.00			Senior Management
Senior Accountant Auditor			13.60					Individual Contributors
Senior Applications Developer			10.00					Individual Contributors
Senior Architect				3.00				Middle Management
Senior Debt Analyst						2.00		Charter
Senior Deputy City Attorney						20.00		Charter
Senior Deputy City Clerk						1.00		Charter
Senior Development Project Mgr			7.00					Individual Contributors
Senior Engineer				26.00				Middle Management
Senior Investment Officer						1.00		Charter
Senior Legal Staff Asst (Ex)						1.00		Charter
Senior Management Analyst			5.00				1.00	Multiple Categories Assigned
Senior Personnel Analyst			3.00					Individual Contributors
Senior Planner				9.00				Middle Management
Senior Staff Assistant	6.00							Administrative Confidential
Senior Systems Engineer			6.00					Individual Contributors
Special Assistant to City Atty						1.00		Charter
Special Assistant to the Mayor							2.00	Mayor/ Council
Special Projects Engineer			1.00					Individual Contributors
Special Projects Manager			2.00					Individual Contributors
Staff Aide	3.00							Administrative Confidential
Staff Aide (Management)			4.00					Individual Contributors
Staff Assistant	3.00							Administrative Confidential
Staff Assistant (Ex)							1.00	Mayor/ Council
Staff Services Administrator				1.00				Middle Management
Stores Administrator		2.00						Management Support
Streets Manager					1.00			Senior Management
Supervising Animal Care Ofcr				1.00				Middle Management
Supervising Architect				1.00				Middle Management
Supervising Deputy City Atty						3.00		Charter
Supervising Engineer				15.00				Middle Management
Supervising Financial Analyst				4.00				Middle Management
Supervising Landscape Architct				1.00				Middle Management
Supervising Legal Secretary						2.00		Charter
Supervising Real Prop Agent				1.00				Middle Management
Support Services Manager						7.00		Senior Management
Systems Engineer	6.00							Administrative Confidential
Treasury Analyst						2.00		Charter
Treasury Manager						1.00		Charter
Urban Design Manager					1.00			Senior Management
Urban Forestry Manager					1.00			Senior Management
Utility Construction Coord			1.00					Individual Contributors
Veterinarian				1.00				Middle Management
Water & Sewer Supt (Field)				3.00				Middle Management
Water & Sewer Supt (Plant)				5.00				Middle Management
Workers' Compensatn Claims Rep			8.00					Management Support
<b>Grand Total</b>	<b>79.00</b>	<b>102.50</b>	<b>114.20</b>	<b>197.00</b>	<b>94.00</b>	<b>70.00</b>	<b>36.50</b>	
(1) Charter represents City Attorney, City Clerk and City Treasurer FTE								

This document was a reference that was used by staff to help determine which classifications were counted as management. Since there is no clear definition of what management is, in certain cases staff determined on a case-by-case basis which positions were management and which were not.

Op Unit	(Multiple Items)		
Full/Part	F		
Pay Status	(Multiple Items)		
Sex2	(Multiple Items)		
Racial Group	(Multiple Items)		
Rep Unit	(Multiple Items)		
<b>Row Labels</b>		<b>Sum of FTE</b>	
<b>Not Applicable</b>		<b>62.0</b>	
Administrative Analyst (Rep20)	1.0	Conf/Admin	
Assistant to the City Manager	1.0	?	
Budget Analyst	2.0	Individual Contributor	
Budget Manager	1.0	Senior Management	
Building Services Manager	2.0	Senior Management	
Chief Animal Control Officer	1.0	Middle Management	
Code&Housing Enforcement Chief	1.0	Middle Management	
Deputy Chief Building Official	1.0	Middle Management	
Deputy Fire Chief	3.0	Senior Management	
Director of Community Developmt	1.0	Executive Management	
Director of Convntion&Culture	1.0	Executive Management	
Director of Emergency Mgmt	1.0	?	
Director of Govtal Affairs	1.0	Individual Contributor	
Director of Public Works	1.0	Executive Management	
Emergency Communications Mgr	1.0	Senior Management	
EMS Coordinator	1.0	?	
Equal Employment Manager	1.0	Middle Management	
Executive Assistant (CMO)	2.0	Conf/Admin	
Executive Director SAC CCOMWP	1.0	Should this be included? If so, Executive Management	
Facilities Manager	1.0	Senior Management	
Financial Services Manager	3.0	Senior Management	
Fire Marshal	1.0	Senior Management	
Graphic Designer	1.0	Individual Contributor	
HR Manager (Rep20)	3.0	Senior Management	
Integrated Waste General Supv	2.0	Middle Management	
Loss Prevention Manager	1.0	Middle Management	
Marijuana Policy and Enf Mgr	1.0	Senior Management	
Marina Manager	1.0	Senior Management	
Media & Communications Officer	1.0	Individual Contributor	
Permit Services Manager	1.0	Senior Management	
Prin Management Analyst Rep20	1.0	Individual Contributor	
Principal Budget Analyst	1.0	Individual Contributor	
Principal Building Inspector	2.0	Middle Management	
Principal Engineer	1.0	Middle Management	
Procurement Services Manager	1.0	Senior Management	
Senior Budget Analyst	1.0	Individual Contributor	
Special Districts Manager	1.0	?	
Staff Aide (MCSA)	1.0		
Staff Aide (MCSB)	1.0		
Staff Aide (Min/Max)	1.0		
Util Operations & Maint Supt	7.0	Middle Management	
Utilities Ops and Maint Mgr	2.0	Senior Management	
Website Administrator	1.0	?	
Workers Comp Claims Mgr	1.0	Middle Management	
<b>Grand Total</b>	<b>62.0</b>		

### Appendix 3:

This report found that on average male and white employees receive a higher salary than female or non-white employees. This is not necessarily due to pay inequality. The reason is due to different employees being over or underrepresented in different positions. Male employees are more likely to enter Science, Technology, Engineering and Mathematics fields as well as public safety fields. These fields tend to pay higher than average. Female employees are more likely to enter human resources and social service fields. These fields tend to pay lower than average. In the City of Sacramento, Public Works, Utilities and Information Technology (STEM fields) and Police and Fire (public safety fields) have a higher proportion of male employees. The Human Resources Department and the Office of the City Clerk pay less than average, have a higher proportion of female employees and have less employees.

In nearly every instance, when two employees in the City of Sacramento are in the same job, in the same classification, they are paid the same. The issue is that women and non-white employees are underrepresented in the highest paying positions, and the highest paying departments. The equity challenge in the City of Sacramento is one of representation, not one of direct pay inequity.

In this latest report there were 3,777 full time employees. In only 19 instances, female employees received a salary of at least 10% less than male employees of the same classification. Since there were 1,067 classifications, this represents 1.7% of cases. These 19 cases of salary discrepancies do not account for potential differences in education or performance. In these 19 instances, the City has examined each classification on a case-by-case basis and determined the reason for these differences in pay.

The eCAPS data could be improved. The City of Sacramento's eCAPS data is currently incomplete because it does not have a fully accurate picture on each employees' level of education. Without better data it is not possible to conduct more advanced statistical techniques to determine whether race or gender is a statistically significant determinant of pay in the City of Sacramento. With better data, a report could create a statistically valid predictive regression model that would show which factor (gender, race, education, years of experience) was relevant in determining pay.

Completing a useful regression is challenging with the available data because the eCAPS data is incomplete. Currently, when a City employee applies, they list their level of education, which is captured in eCAPS. When that employee goes on to receive further education, that data is not captured within eCAPS. This is especially a problem in public safety (police and fire) where employees often have an incentive to continue pursuing higher education. Because the data undercounts the level of education of City employees, particularly public safety employees, this impacts the data's integrity. Education is often a determining factor in pay, but the influence of education may be under stated by the eCAPS data, because it is incomplete for all employees, particularly public safety. In statistics, this problem is called Omitted Variable Bias.

Nearly one third of employees in eCAPS are without information on their level of education. For analytic purposes, having employees with missing education levels is not a problem, if those the employees without education listed are identical to employees with their education listed. However, this is not the case. Employees with education listed in eCAPS, on average have more years with the City (12 versus 10 years) and are paid more (\$86,000 versus \$78,000 annually). Because of these differences, if we eliminate employees without their education listed, we are systematically biasing the data. Showing a true connection between employee's race, gender and pay, is therefore not possible using regressions

with the current data. Despite this, the report will compare employees with as similar profiles as possible.

City employee data is slightly complicated by ambiguities between Full time and Part time definitions. The report primarily uses Full time employee's data. The reason is that Full time employees represent career employees, while Part time employees are often seasonal or partly retired. The eCAPS data has seventeen active employees who are counted as Full time but work fewer than forty hours per week. Furthermore, there are sixty-seven employees who are listed as Part time but work forty hours per week; these employees are mostly non-career employees. eCAPS system allows an employee to be listed as Hispanic or White, but not both. The US Census Bureau allows a person to self-designate as White and Hispanic. When this report compares the percent of the city's population that is White, the number can be considered inflated, because it includes Hispanics who also listed White in the US Census.

There is currently no objective method to determine which employees are "management" and which are not. Not all high level, high paying position manage employees. Not all employees who manage other employees are high paying. Not all employees within the same management classification are the same level of pay and responsibility. Some employees with a management classification are budget analysts, which is not management position. Some employees with a management classification are Assistant City Managers or the City Manager.



CITY OF SACRAMENTO  
CALIFORNIA

Office of the City Auditor  
Jorge Oseguera, City Auditor

To the Honorable Mayor and  
Members of the City Council  
915 I Street - Fifth Floor, New City Hall  
Sacramento, CA 95814-2604

April 3, 2019

At the request of the City Council, the Office of the City Auditor assessed the gender and ethnic diversity of City employees in FY 2016/17 and FY 2017/18. For FY 2018/19, this task was transferred to the City Manager's Office so the newly-hired Diversity and Equity Manager could oversee the results and offer recommendations on improving the City's gender and ethnic diversity. As we had previously performed this analysis, the City Manager's Office requested we provide some feedback on their report. To this end, we provided the City Manager's office with our feedback as drafts of the report were received. As this review was not an "audit", we did not perform this review in accordance with Generally Accepted Government Auditing Standards.

The City Manager's Office retains responsibility for the preparation and presentation of their report; this includes the data analysis, interpretation of the analysis, and resulting recommendations and conclusions. Our review of their work focused on validating the data and methodology. The Office of the City Auditor does not express an opinion on the recommendations and conclusions made by the City Manager's Office.

Based on our review, we have confirmed that the City Manager's Office used the same query the Auditor's Office used to extract employee gender and ethnicity data from the City's human resources system. As we had previously validated this query during our reviews in FY 2016/17 and FY 2017/18, we did not conduct additional data reliability testing.

We should also note that, in some instances, the City Manager's Office took a different approach in how the data was evaluated and presented. The most significant deviation from our methodology was the City Manager's method of identifying "management" employees. In our previous analysis, the Human Resources (HR) Director identified management positions for the City Auditor's Analysis based on their labor classification in eCAPS. Those labor classifications were "Executive Management", "Management Employee", "Management Support", and "Mayor/Council Support". In our previous reports, we acknowledged that some

of the employees in these labor classifications may not be management, and likewise, some of the management employees may not be captured by this methodology.

In the City Manager's analysis, they worked with the HR Director to identify management positions based on the HR Director's experience and knowledge of the various City positions by reviewing only those positions the Auditor's Office had previously identified as management. As a result, there may still be some management employees that were not captured in their analysis. As the City Manager's approach relied on the judgement of the HR Director, we were unable to validate it based on measurable criteria.

We also noted the following instances where their approach varied from ours, where additional context may be helpful to the reader, or where additional analysis could be considered for future iterations:

- More than 900 part-time City employees (such as City Council Members, recreation aides, reserve police officers, and events associates) were excluded from the main analysis. However, a brief analysis of part-time employees is included in Appendix 1.
- The analysis excluded 36 employees that did not have an ethnicity listed and one full-time employee that did not have a gender specified in the human resources software system.
- Specific to the gender gap analysis:
  - The gender gap analysis identifies instances where *more* than a 10% wage gap exists between male and female employees in the same position within the same five-year tenure groups. Wage gaps of *less* than ten percent are not scrutinized but could still result in a substantial pay gap.
  - The gender gap analysis does not account for positions filled exclusively by one gender. As many classifications are staffed by only male (1,298 FTEs) or only female (468 FTEs) employees, 81 percent of classifications and 46.3 percent of employees were not scrutinized.
  - The gender gap analysis only compares employees within the same exact classification and does not account for employees in similar or comparable positions. For example, there are four different classifications of "superintendent" across various departments in the City. Many of these classifications are filled exclusively by one gender (which, as mentioned above, were not examined).
  - Future gender gap analyses could consider including part-time positions and controlling for part-time and full-time equivalent pay by normalizing the part-time positions to full-time equivalent positions.
  - Future gender gap studies may want to address the degree to which women are underrepresented as a proportion of City staff. As mentioned in the report,

women comprise more than half of the City of Sacramento's resident population, but only make up about 30 percent of the City's full-time employees.

As previously stated, although the approach in conducting this analysis differed from the reports issued by our office, the analysis conducted by the City Manager's Office did not appear to contain material computational errors and provides useful information to continue to move the City forward towards developing a workforce that is more reflective of the community.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "Jorge Oseguera", with a long horizontal flourish extending to the right.

Jorge Oseguera