



# Recruiting for a Diverse Workforce

Sheila Maerz

Paul Williams

David Hall



# What is diversity?

- **Di·ver·si·ty** – *noun* \də-ˈvər-sə-tē, dī-\
  - ❖ The quality or state of having many different forms, types, ideas, etc.
  - ❖ The state of having people who are different races or who have different cultures in a group or organization
  - ❖ An instance of being composed of differing elements or qualities

**Source:** "Diversity." *Merriam-Webster.com*. Merriam-Webster, n.d. Web. 21 Apr. 2014. <<http://www.merriam-webster.com/dictionary/diversity>>.



# What is workplace diversity?

- A variety of differences between people in the workplace, such as
  - Race
  - Gender
  - Ethnic group
  - Age
  - Personality
  - Cognitive style
  - Tenure
  - Education
  - Background



# Benefits of Workforce Diversity

- Increased adaptability
  - Greater variety of solutions to problems
- Broader service range
  - Diverse collection of skills/experiences (languages, cultural understanding)
- Variety of viewpoints
  - Openness to communicating varying points of view
- More effective execution
  - Respect inspires all employees to maximum performance

**Source:** Greenberg, J. (January 24, 2005). Diversity in the Workplace: Benefits, Challenges and Solutions. Retrieved April 2, 2014. <http://ezinearticles.com/?Diversity-in-the-Workplace:-Benefits,-Challenges-and-Solutions&id=11053>.



# Diversity and Inclusion

- “To gain the maximum benefit from our increasingly diverse workforce, we must make every employee feel welcome and motivated to work their hardest and rise through the ranks. We must affirm that we work better together because of our differences, not despite them.”

U.S. Office of Personnel Management

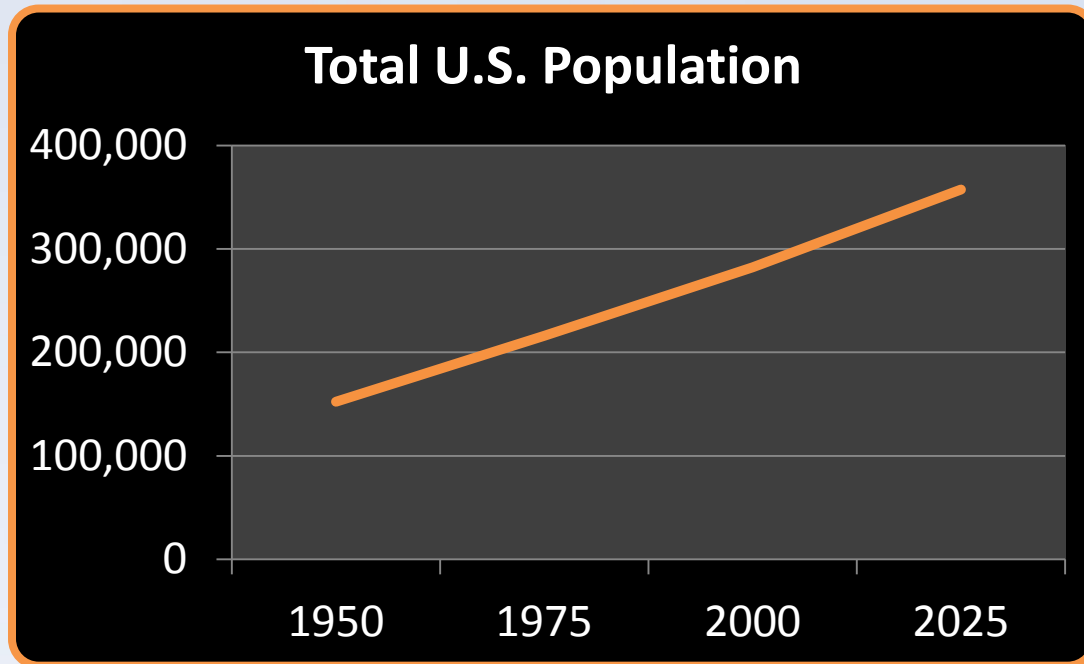


# Why is it important?

- The U.S. is getting
  - bigger
  - older
  - more racially and ethnically diverse



# The U.S. is getting bigger

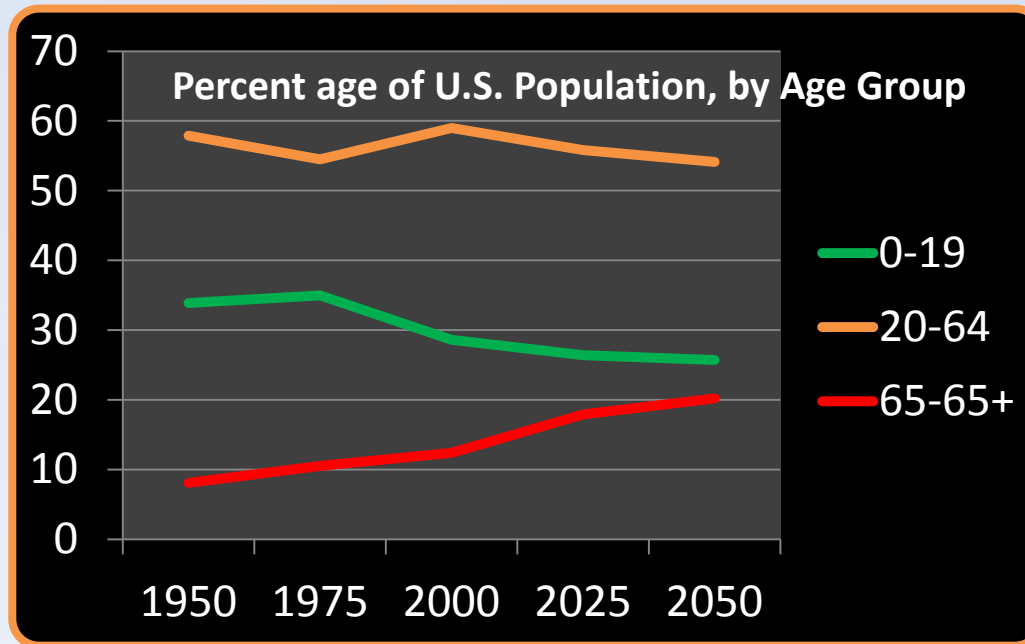


Year	1950	1975	2000	2025	2050
Total Population	152,272	215,972	282,171	357,452	439,010

**Source:** Congressional Research Services (CRS) computations based on data in the U.S. January 21, 2011 based on the Census Bureau's December 2010 data release. These data do not include results from the 2010 census.



# The U.S. is getting older



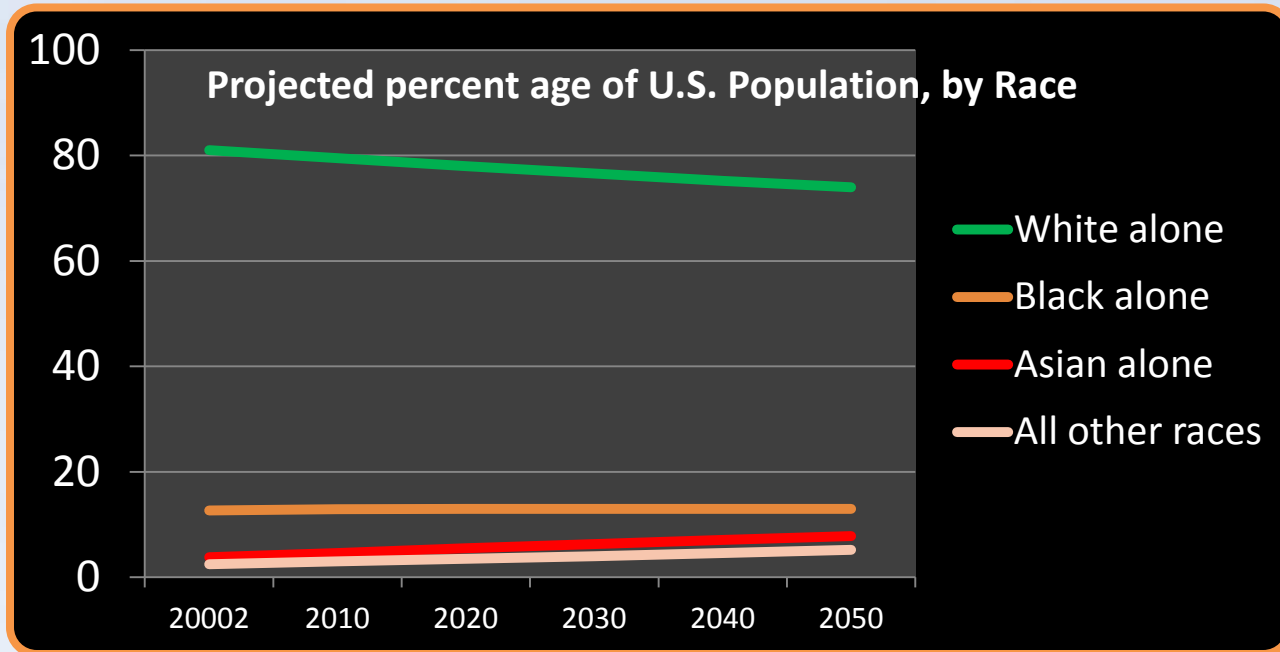
Year/Age Range	1950	1975	2000	2025	2050
0-19	33.9	35.0	28.6	26.4	25.7
20-64	57.9	54.5	59.0	55.8	54.1
65-65+	8.1	10.5	12.4	17.9	20.2

**Source:** CRS computations based on data in the U.S. January 21, 2011 based on the Census Bureau's December 2010 data release. These data do not include results from the 2010 census.





## The U.S. is becoming more racially and ethnically diverse

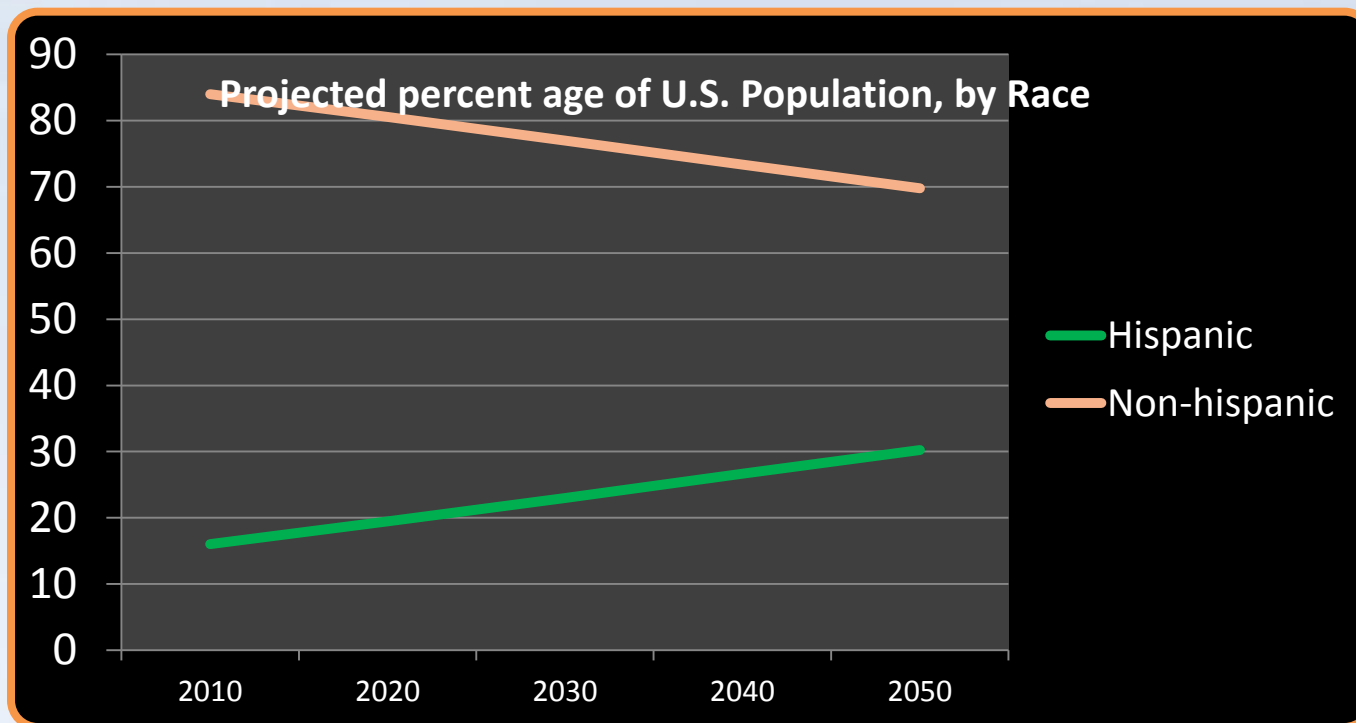


Year	2000	2010	2020	2030	2040	2050
White alone	81	79.5	78	76.6	75.2	74
Black alone	12.7	12.9	13	13	13	13
Asian alone	3.8	4.6	5.5	6.3	7.1	7.8
All other races	2.5	3	3.5	4	4.6	5.2

**Source:** For years 2010-2050: U.S. Census Bureau, Population Division. "Table 4. Projections of the Population by Sex, Race, and Hispanic Origin for the United States: 2010 to 2050." (NP2008-T4). Release date: August 14, 2008. For year 2000: U.S. Census Bureau, "U.S. Interim Projections by Age, Sex, Race, and Hispanic Origin," Internet release data: March 18, 2004, at <http://www.census.gov/ipc/www/usinterimproj/>.



## The U.S. is becoming more racially and ethnically diverse



Year	2010	2020	2030	2040	2050
Hispanic	16.03	19.44	23.01	26.68	30.25
Non-Hispanic	83.97	80.56	76.99	73.32	69.75

**Source:** For years 2010-2050: U.S. Census Bureau, Population Division. Table 6. Percent of the Projected Population by Race and Hispanic Origin for the United States: 2010 to 2050. (NP2008-T6). Release Date: August 14, 2008.



# Springfield MSA Demographics

	Springfield MSA	Missouri	United States
White	93.0	84.2	72.4
Black	2.0	11.1	12.6
Native American	0.7	0.4	0.9
Asian	1.2	1.4	4.8
Other	0.8	1.0	6.2
Two or More Races	2.3	2.0	2.9

	Springfield MSA	Missouri	United States
Non-Hispanic/Latino	97.3	96.8	83.7
Hispanic/Latino	2.7	3.2	16.3

Source: USDC, Bureau of the Census, 2010



# Springfield MSA Demographics

Percent Change in Population by Race/Ethnicity (2000-2009)	
Hispanic	76.7%
Non-Hispanic American Indian	15.8%
Non-Hispanic Asian	30.9%
Non-Hispanic Black	49.1%
Non-Hispanic Multi-Racial	41.2%
Non-Hispanic White	14.4%

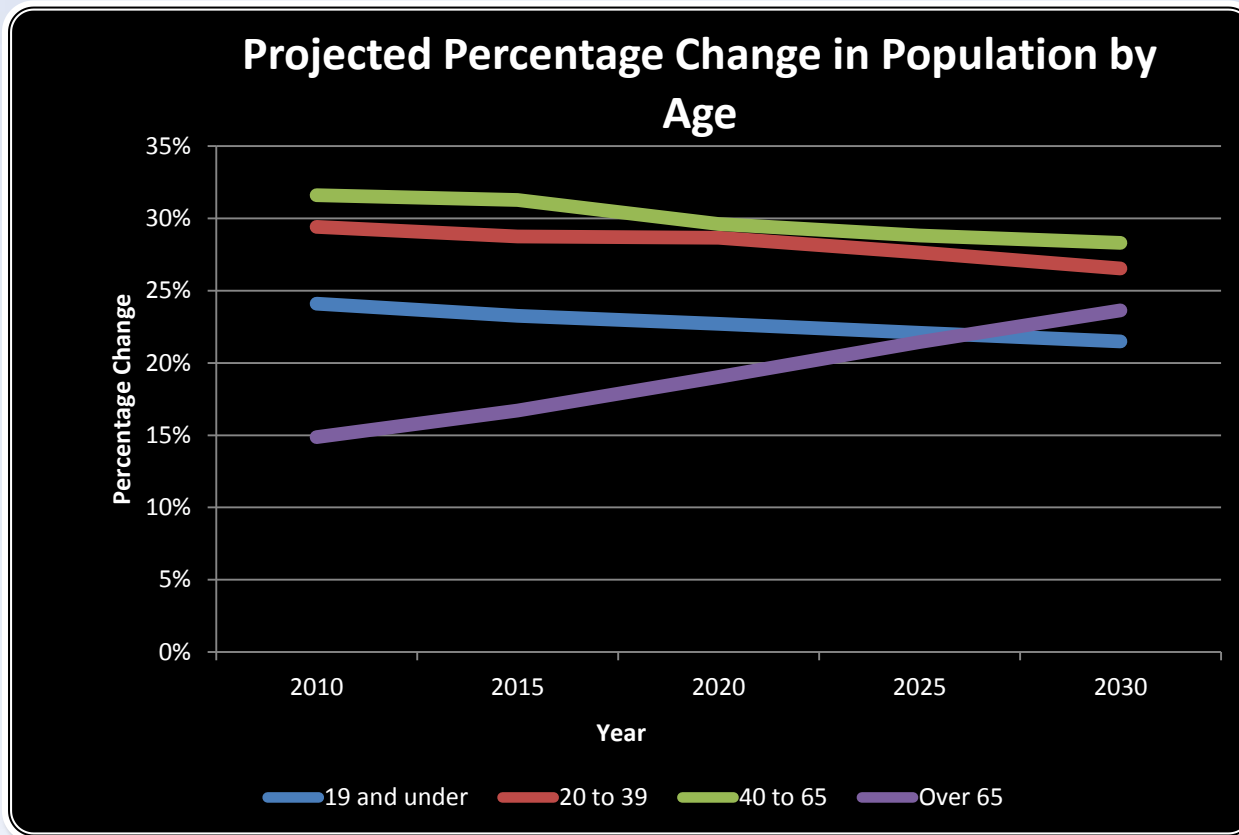
6% of the population speaks a language other than English while at home.

**Field Guide 2030 Source:** U.S. Census Bureau. Annual Estimates of the Resident Population by Age, Sex, Race, and Hispanic Origin for Counties: April 1, 2000 to July 1, 2009. **Definition:** Percent change in the population.

**Notes:** Estimates as of July 1 and summed from Census Bureau county estimates.



# Springfield Demographics





# Springfield Community

- Field Guide 2030 Goals
  - To pass a resolution of intent that emphasizes and promotes inclusion for the City of Springfield and Greene County
  - Create an environment that retains college graduates and young professionals
  - Conduct a community assessment throughout the City of Springfield to identify existing multicultural activities, coordinate, and bring awareness to diverse activities in the community



# Springfield Community

- Field Guide 2030 Goals
  - Bring cohesiveness and some additional resources to the many ongoing, but fragmented, efforts aiming to promote the attractiveness and hospitality of Springfield to present and potential residents of diverse backgrounds
  - Have a major event that promotes diversity in Springfield that attracts Springfieldians and people outside of the community to Springfield



# City Wide Initiatives

- Human Resources has.....
  - Updated all City job descriptions to emphasize diversity and inclusion
  - Interview processes includes element to ensure applicants can embrace diversity and inclusion
  - Mandatory diversity training incorporated into Employee Orientation sessions and emphasized in Customer Service training sessions
  - Performance Management Program includes diversity elements





# Communication & Outreach

- Human Resources...
  - Disseminates vacancies to multiple organizations that embrace diversity recruiting
    - Workforce Development
    - Unite of Southwest Missouri
    - Diversity Community Group
  - Publishes articles in “*Diversity @ Work*” segment in the City’s newsletter
  - Participates in external training sessions
    - Facing Racism
    - SHRM Diversity Conference
    - Various training and conferences such as MSU’s Diversity Conference



# City Diversity Internship Program

- Human Resources established the paid internship program in February 2013
- Goal is to increase diversity within applicant pools
- Creates a pipeline for candidates to view government as a career opportunity
- Program successful in both the short term and long term
- Additional information regarding the City's Diversity Internship Program is available



# Police Department

- **SPD Goals and Objectives 2011-2013**

- **Goal 3: Recruitment and Retention**

- *Objective 3-1: Diversity in Employees/Mirror the Community*

- Diversity in the department should reflect the ethnic and gender diversity in the community.....



# Police Department

- Targeted recruitment efforts
  - Social Media
  - National Publications
  - Job fairs
  - Personal Contacts
  - Lateral Hires
- Review testing process
  - Written test score
  - Physical agility testing



# Police Department

- Performance Measures
  - Annual report
    - Race and ethnicity: SPD vs. Springfield
    - Gender: SPD vs. national average



# Police Department

**2010**

- 286 officers
  - 274 White
    - 255 male
    - 19 female
  - 8 Hispanic
  - 0 Black
  - 4 Asian

**2013**

- 312 officers
  - 293 White
    - 274 male
    - 21 female
  - 10 Hispanic
  - 2 Black
  - 5 Asian
  - 1 Indian
  - 1 Pacific islander



# Police Department

## Springfield

- White 88%
- Hispanic 3.4%
- Black 3.7%
- Asian 1.6%
- Native American .5%
- Pacific Islander .2%
  
- Female\* 13%

## SPD

- White 94%
- Hispanic 3.1%
- Black 0.6%
- Asian 1.5%
- Native American .3%
- Pacific Islander .3%
  
- Female 7.7%

\*National Average Women in Policing



# Fire Department

- FD Strategic Plan 2013-2018
  - Community Expectations
    - Composition is reflective of the community
  - Goal – Develop and conduct a workforce planning process that ensures current and future quality staffing
    - Critical Task – Increase the number of candidates from underrepresented groups





# Fire Department

- Conversations
  - Supervisor's meetings
  - Station visits
  - Labor/management retreat
  - Command staff retreat
- Training
  - Facing Racism
  - Conferences (Labor and Management)
  - National speakers



# Fire Department

- Custom fit turnout gear
- Facility design
- Policy and Procedures



# Fire Department

- Modified entrance requirements
  - Previously – all of the following
    - FF I & II
    - EMT
  - Now – any of the following
    - FF I & II
    - EMT
    - 36 hours college credit
    - 2 years active military



# Fire Department

- Recruitment
  - Outreach on a personal basis
  - Job fairs targeted job audiences
  - Flyers for targeted audiences
    - Colleges and University
    - Gyms and exercise facilities
  - Recruitment video
  - Elementary schools



# Fire Department

- Candidate preparation
  - Springfield-Greene County Parks – Physical Ability Prep course
  - Posting samples on SFD social media
- Recruit Academies



**QUESTIONS?**