Recruiting for a Diverse Workforce

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Paul Williams
David Hall
What is diversity?

• **Diversity** – *noun* \də-ˈvər-sə-ˈtē, 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


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

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

<table>
<thead>
<tr>
<th>Year</th>
<th>1950</th>
<th>1975</th>
<th>2000</th>
<th>2025</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>152,272</td>
<td>215,972</td>
<td>282,171</td>
<td>357,452</td>
<td>439,010</td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>Year/Age Range</th>
<th>1950</th>
<th>1975</th>
<th>2000</th>
<th>2025</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-19</td>
<td>33.9</td>
<td>35.0</td>
<td>28.6</td>
<td>26.4</td>
<td>25.7</td>
</tr>
<tr>
<td>20-64</td>
<td>57.9</td>
<td>54.5</td>
<td>59.0</td>
<td>55.8</td>
<td>54.1</td>
</tr>
<tr>
<td>65-65+</td>
<td>8.1</td>
<td>10.5</td>
<td>12.4</td>
<td>17.9</td>
<td>20.2</td>
</tr>
</tbody>
</table>

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

### Projected Percent of U.S. Population, by Race

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2010</th>
<th>2020</th>
<th>2030</th>
<th>2040</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>White alone</td>
<td>81</td>
<td>79.5</td>
<td>78</td>
<td>76.6</td>
<td>75.2</td>
<td>74</td>
</tr>
<tr>
<td>Black alone</td>
<td>12.7</td>
<td>12.9</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Asian alone</td>
<td>3.8</td>
<td>4.6</td>
<td>5.5</td>
<td>6.3</td>
<td>7.1</td>
<td>7.8</td>
</tr>
<tr>
<td>All other races</td>
<td>2.5</td>
<td>3</td>
<td>3.5</td>
<td>4</td>
<td>4.6</td>
<td>5.2</td>
</tr>
</tbody>
</table>

**Source:**
The U.S. is becoming more racially and ethnically diverse

<table>
<thead>
<tr>
<th>Year</th>
<th>2010</th>
<th>2020</th>
<th>2030</th>
<th>2040</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic</td>
<td>16.03</td>
<td>19.44</td>
<td>23.01</td>
<td>26.68</td>
<td>30.25</td>
</tr>
<tr>
<td>Non-Hispanic</td>
<td>83.97</td>
<td>80.56</td>
<td>76.99</td>
<td>73.32</td>
<td>69.75</td>
</tr>
</tbody>
</table>

## Springfield MSA Demographics

<table>
<thead>
<tr>
<th></th>
<th>Springfield MSA</th>
<th>Missouri</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>93.0</td>
<td>84.2</td>
<td>72.4</td>
</tr>
<tr>
<td>Black</td>
<td>2.0</td>
<td>11.1</td>
<td>12.6</td>
</tr>
<tr>
<td>Native American</td>
<td>0.7</td>
<td>0.4</td>
<td>0.9</td>
</tr>
<tr>
<td>Asian</td>
<td>1.2</td>
<td>1.4</td>
<td>4.8</td>
</tr>
<tr>
<td>Other</td>
<td>0.8</td>
<td>1.0</td>
<td>6.2</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>2.3</td>
<td>2.0</td>
<td>2.9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Springfield MSA</th>
<th>Missouri</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Hispanic/Latino</td>
<td>97.3</td>
<td>96.8</td>
<td>83.7</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>2.7</td>
<td>3.2</td>
<td>16.3</td>
</tr>
</tbody>
</table>

Source: USDC, Bureau of the Census, 2010
### Springfield MSA Demographics

<table>
<thead>
<tr>
<th>Percent Change in Population by Race/Ethnicity (2000-2009)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic</td>
<td>76.7%</td>
</tr>
<tr>
<td>Non-Hispanic American Indian</td>
<td>15.8%</td>
</tr>
<tr>
<td>Non-Hispanic Asian</td>
<td>30.9%</td>
</tr>
<tr>
<td>Non-Hispanic Black</td>
<td>49.1%</td>
</tr>
<tr>
<td>Non-Hispanic Multi-Racial</td>
<td>41.2%</td>
</tr>
<tr>
<td>Non-Hispanic White</td>
<td>14.4%</td>
</tr>
</tbody>
</table>

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

Projected Percentage Change in Population by Age

- 19 and under
- 20 to 39
- 40 to 65
- Over 65

Year
- 2010
- 2015
- 2020
- 2025
- 2030

Percentage Change
- 0%
- 5%
- 10%
- 15%
- 20%
- 25%
- 30%
- 35%

SFD Standards of Cover  Source: U.S. Census Bureau.
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

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Officers</th>
<th>White</th>
<th>Hispanic</th>
<th>Black</th>
<th>Asian</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>286</td>
<td>274</td>
<td>8</td>
<td>0</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>255</td>
<td>19</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2013</td>
<td>312</td>
<td>293</td>
<td>10</td>
<td>2</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>274</td>
<td>21</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Springfield</td>
<td></td>
<td>SPD</td>
<td></td>
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</tr>
<tr>
<td>----------------</td>
<td>-------------</td>
<td>-------</td>
<td>----------</td>
<td>-------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>88%</td>
<td></td>
<td>White</td>
<td>94%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>3.4%</td>
<td></td>
<td>Hispanic</td>
<td>3.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black</td>
<td>3.7%</td>
<td></td>
<td>Black</td>
<td>0.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>1.6%</td>
<td></td>
<td>Asian</td>
<td>1.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Native American</td>
<td>.5%</td>
<td></td>
<td>Native American</td>
<td>.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>.2%</td>
<td></td>
<td>Pacific Islander</td>
<td>.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female*</td>
<td>13%</td>
<td></td>
<td>Female</td>
<td>7.7%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*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?