



## INFORMATION REPORT

COUNCIL MEETING

APR 14, 2015

DATE: March 17, 2015

TO: City Manager

DEPARTMENT: Human Resources

SUBJECT: Equal Employment Opportunity Committee Annual Report  
for Calendar Year 2014 (HR FYI 017)

RECEIVED  
MAR 23 2015  
HUMAN RESOURCES

APPROVED:

DATE:

3/19/15

The City of Santa Cruz Equal Employment Opportunity Committee's Annual Report for Calendar Year 2014 is attached.

The Committee's focus in 2014 continued to be directed at increasing awareness of its activities among City employees, including:

- Embarking on a multi-year analysis of gender pay equity;
- Further deepening the analysis and understanding of City workforce demographics; and
- Strengthening the City's commitment to support a respectful work environment

In addition to the continued strong commitment and participation of its employee members, this year the Committee was especially fortunate to benefit from the professional experience and expertise of its two newest Council-appointed members:

- Valerie Simmons: former Equal Employment Opportunity/Affirmative Action Director at UCSC where she prepared the University's annual affirmative action plan; provided training for faculty and staff on fair hiring, sexual harassment, and diversity issues; investigated and resolved complaints; and supported career development programs. Her career included improving the institutional climate for gay, lesbian, bisexual, and transgendered students and employees. After retiring, she worked for UCLA as Director of Affirmative Action Research; and
- Adam Spickler: as senior district staff member for former State Assembly member John Laird, he was involved with successful legislation that updated the California State Civil Code relating to civil rights and prohibiting workplace discrimination. He was the former Director of a local non-profit where he developed enhanced non-discrimination policies for staff, program families, and volunteers. Additionally, Mr. Spickler is a trained Triangle Speaker, having led numerous workshops and trainings structured to reduce bias, stereotypes, prejudice, and discrimination.

### Human Resources Director's Supplemental Comments

With Regard to Section 4.2, *Report of the Outreach Ad-Hoc Sub-Committee*:

Achieving pay equity – providing equal pay for work of equal or comparable value – is key to improving equality between women and men. Pay equity is not only a moral and legal imperative; countless studies show that gender equality leads to improved organizational performance and productivity.

Gender pay equity is about ensuring women and men performing the same role are paid the same amount, and women and men performing different work of equal or comparable value are paid equitably. This requires a valuing of skills, responsibilities and working conditions in a non-discriminatory way.

Essentially, there are two different types of gender pay gap studies: 1) "Like for Like" and 2) "Industry Occupation." A "Like for Like" study analyzes a single classification that is occupied by both men and

women, such as two Planners in the same organization. The following is the type of data typically used: 1) salary, 2) time in position, 3) education, 4) experience.

An "Industry Occupation" study compares a female dominated industry to a male dominated industry. This type of study analyzes whether the groups are performing comparable value work to determine if there are any gender-based pay differences. These studies are very complicated and should be conducted with the assistance of a professional to achieve reliable results. In their most simplistic form, to determine if jobs held by women are paid less than they are worth, a direct comparison is made between a female-dominated job and an equivalent male-dominated job. Then, the two job classifications are analyzed using a job evaluation system. Job evaluation systems examine the duties and responsibilities that are assigned to a job. Here are the four basic job evaluation factors and their definitions:

Skill: the experience, training, education and ability required to do a job.

Effort: the physical or mental exertion needed to perform a job.

Responsibility: the extent to which employees are accountable for the work they do.

Working Conditions: the physical surroundings and hazards of a job.

The goal of an Industry Occupation pay equity study is to develop a statistical regression model that provides an understanding of an organization's pay structure and can explain differences in pay among otherwise comparable employees.

Any pay equity study is only as reliable as the information it uses. The study conducted by the EEOC sub-committee used unreliable information. Basing a gender pay equity finding on which labor organization individuals belong to is not statistically valid. The efforts by the committee are commendable and should be pursued to valid completion. Otherwise, without valid and reliable data, there is no statistically valid basis for the sub-committee's findings.

Submitted by:



Lisa Murphy  
Human Resources Director



Joe McMullen, Staff Liaison  
Principal Human Resources Analyst

Attachments: Equal Employment Opportunity Committee Annual Report for Calendar Year 2014



Equal Employment Opportunity Committee

2014 Annual Report

February 12, 2015



# City of Santa Cruz Equal Employment Opportunity Committee 2014 Annual Report

February 12, 2015

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## EEO Committee Members and Staff – 2014

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Katherine Donovan, 3/27/12  
Management Association Appointment



J Guevara, 8/9/13  
City Manager's Appointment



Adam Spickler, 7/22/14  
City Council Appointment



Jonna Hubling, 1/25/10  
SEIU Local #521 Appointment



Rachel Kaufmann, 8/9/13  
Non-Management Association Appointment



Teresa Landers, 7/1/12  
City Manager's Appointment (Director)



Heather Sawyer, 8/9/13  
City Manager's Appointment



Valerie Simmons, 9/10/13  
City Council Appointment



Filipina Warren, 8/17/12  
City Manager's Appointment



Joe McMullen  
Staff Liaison

### Not pictured

Giordana Arellano, Human Resources Administrative Assistant II  
Janice Lum, Human Resources Analyst II/Training Manager

Staff Support  
Staff Support



**City of Santa Cruz Equal Employment Opportunity Committee**  
**2014 Annual Report**  
February 12, 2015

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The 2014 Equal Employment Opportunity Committee Annual Report was created by  
Valerie Simmons, Heather Sawyer, and Joe McMullen  
Photo credits, J Guevara © 2013-2015





# City of Santa Cruz Equal Employment Opportunity Committee 2014 Annual Report

February 12, 2015

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## **Section 1:** Overview of Committee and 2014 Activities

Heather Sawyer

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The purpose of the EEO Committee is to serve as a communication channel between City employees, the community, the City Manager, the City Council and the EEO Coordinator on equal employment opportunity concerns. The EEO Committee meets quarterly on the second Thursday of February, May, September, and November at 1:30pm in the City Council Chambers. The EEO Committee consists of nine members. The City Council appoints two members of the public; the City Manager appoints one executive and three employee representatives; the service employees bargaining unit (SEIU Local 521) appoints one member; and the other bargaining units take turns appointing two members.

During 2014, the EEO Committee continued to review and discuss activities to support the Goals and Objectives of the Committee. In particular, the Committee has taken on the important topic of Gender Equality in the Workplace, which led to the creation of a sub-committee. The sub-committee provided an oral presentation on Gender Pay Differences at the Supervisors/Managers Quarterly meeting on February 20, 2014. The sub-committee continues to collect data and look at how the City of Santa Cruz measures up in its support of Gender Equality and updates the EEO committee on its findings. This endeavor has also led to the creation of a book club, which the same sub-committee oversees. The first book was *Brag! The Art Of Tooting Your Own Horn Without Blowing It* by Peggy Klaus. This book is about finding ways to feel comfortable in your workplace regardless of your gender identification.

Other activities by the Committee included the creation of a sub-committee to work on a Respectful Workplace policy to recommend to City Council. The policy could be a future tool Supervisors and Managers could use to help set the standards of workplace conduct and cultivate a climate of respect.

In conclusion, the EEO Committee would like to thank the Human Resources Department for the administrative and logistical support they have provided.

### City Contact and EEO Committee Coordinator:

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Human Resources Department – City of Santa Cruz

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# City of Santa Cruz Equal Employment Opportunity Committee 2014 Annual Report

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## **Section 2:** Statement of EEO Committee Goals & Objectives

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**Goal #1:** Be more vigilant and committed to a non-discriminatory and respectful work environment

**Objective(s):**

- Review and make recommendations from City's Discrimination/Harassment Complaint logs to address recurring issues
- Maintain a full membership and attendance of the Committee
- Remain current in knowing EEO-related city, state, and federal laws and policies
- Complete implementation of the new Respectful Workplace Conduct policy

**Goal #2:** Be visible and raise awareness about the Committee in the City of Santa Cruz workplace

**Objective(s):**

- Be creative and innovative about using the City's Intranet, social media, and the Internet
- Reach out to departments at departmental staff meetings and at quarterly Supervisors/Managers meetings
- Provide workshops, speakers, and other media at Committee meetings and other City events
- Send out periodic announcements and content changes made to the EEOC web page

**Goal #3:** Be more proactive in Committee's outreach

**Objective(s):**

- Take opportunities to build relationships with the public (community outreach)
- Be a resource to the community as a whole
- Work more intentionally with vendors and partnering agencies to ensure they support the City's Equal Employment Opportunity policies

**Goal #4:** Help the City achieve pay equity

**Objective(s):**

- Continue to refine the analysis of, and develop a research methodology for, pay equity data including the additional factors of sex, age, and ethnicity, and accounting for starting pay and length of time in position
- Make recommendations to the City Council on addressing pay equity issues
- Continue to monitor Federal legislation on Pay Equity

## **Activities Planned in Support of Goals & Objectives**

Updated February 12, 2015

<b>ACTIONS</b>	<b>WHO</b>	<b>TIMELINE</b>
E-mail complaint logs to Committee members with Agendas ( <u>Goal #1</u> )	Staff	2 weeks prior to regular Committee meetings
Discuss issues on Complaint Logs ( <u>Goal #1</u> )	All	At regular Committee meetings
Meet deadline to fill any Committee vacancy ( <u>Goal #1</u> )	All	By subsequent meeting held
Provide EEOC update at Supervisors/Managers quarterly meeting ( <u>Goal #2</u> )	Rotating	At least once a year
Select Subcommittee members and develop Annual Report ( <u>Goal #2</u> )	Annual Report Ad Hoc Subcommittee	Draft to Committee in November; Final approval by Committee in February; FYI to City Council in March
Support October <i>Access to Employment</i> Job Fair ( <u>Goal #3</u> )	All	Select new Job Fair Committee City Representative at the prior November meeting annually
Offer resources to present at EEOC meetings ( <u>Goal #2</u> )	All	Ongoing
Inform members of updated EEO laws ( <u>Goal #1</u> )	Staff	Ongoing
Review Committee's Goals and Action Items ( <u>Goals #1, #2, &amp; #3</u> )	All	September and November meetings
Recommend adoption of changes to Council Policy 25.2 about Respectful Workplace Conduct (Goal #1)	All	Target 4/14/15 Council meeting
Explore methods of educating vendors and City staff about new policies (Goals 3 & 4)	All	Following final approval of new Respectful Workplace Conduct policy
Update vendor contract as needed to reflect new Respectful Workplace Conduct policy.	All	Following final approval of new Respectful Workplace Conduct policy
Review contents of Respectful Workplace Conduct policy	All	May 2016 meeting

# City of Santa Cruz Equal Employment Opportunity Committee 2014 Annual Report

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## **Section 3:** Training and Employee Development

Janice Lum

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In order to comply with City requirements and State mandates, the City continues to provide Harassment Prevention and Cultural Diversity trainings to employees, including elected officials (Councilmembers). Both of these trainings are provided twice a year in classroom format, and Harassment Prevention training is also offered in webinar format.

### Harassment Prevention Training

Employees who are new hires or have never met their initial Harassment Prevention Training requirements are provided with three-hour ‘live’ classroom training. The curriculum is designed to satisfy the requirements of AB1825 (supervisory training) and is presented by a certified attorney. In June 2014, the City provided two ‘live’ sessions of Harassment Prevent Training presented by Denise Top of Liebert Cassidy Whitmore. There were 52 employees in attendance.

We also offer refresher training to supervisory and management employees (except for the groups mentioned above) in an online format presented by TargetSolutions as an alternative option to ‘live’ classroom training. Their two-hour online course, ‘Sexual Harassment for Supervisors’ meets the State mandate for a two-year refresher course for regular managers and supervisors and all other employees with ongoing supervisory responsibilities. Their one-hour online course, ‘Sexual Harassment,’ is offered to temporary employees who do not have supervisory responsibilities. The Human Resources Department also provides another option for seasonal temporary employees in the Parks and Recreation Department—a one-hour ‘live’ large group presentation training. In June 2014, two sessions of Harassment Prevention training were offered to temporary beach lifeguards and summer day camp employees.

Our ongoing efforts to provide Harassment Prevention refresher training to non-supervisory employees who are temporarily working out of class as supervisors or managers resulted in greatly improved compliance.

Starting in 2015, based on an updated interpretation by our legal advisors, we will begin to include Councilmembers in the two-year refresher training programs.

### Cultural Diversity Training

In January and July 2014, the City provided two ‘live’ sessions of Cultural Diversity Training presented by Wally Anderson of WPA Consulting for a total of four sessions this year. In general, the training received high evaluation ratings, and there were 60 employees in attendance.

### Learning Lunch Workshops

During 2014, several Learning Lunch workshops were offered as enrichment opportunities for City employees as listed below:

- September 11, 2014: “Maximizing Your Brain’s Potential” presented by Andrea Spence, Optum consultant.
- October 15, 2014: “Well-Being” presented by Susan Vogt, Blue Shield representative.
- October 23, 2014: “Financial Boot Camp” presented by Evor Vattuone, Optum consultant and financial planner.
- November 13, 2014: “Managing Eldercare Issues” presented by Anita Khan, Optum consultant.

### Employee Training Program

The Human Resources Department provided a Fall 2014 Training Calendar to all City employees with a variety of training opportunities in several categories, including Mandatory Training for New Employees (Harassment Prevention and Cultural Diversity), Professional Development, In the Workplace, Communication Skills, and Technical Training. The calendar also incorporated courses offered by the Monterey Bay Employment Relations Consortium (ERC), which are listed in the section below. The calendar covered the period from September 2014 through February 2015. The next training calendar to be released will be annual covering the period from February 2015 through December 2015. Below is a list of the non-mandatory courses that were offered to City employees in 2014:

- September 4, 2014: “Office 2010” presented by Janice Lum, Employee Training and Development Manager.
- September 24, 2014: “Career Development Strategies” presented by Elaine Henderson, Optum consultant.
- September 25, 2014: “Media Relations and Communications” presented by Keith Sterling, Community Relations Manager.
- October 1, 2014: “Effective Presentations and Public Speaking” presented Elaine Henderson, Optum consultant.
- October 16, 2014: “Intermediate Excel” presented by Justin Burks, Water Conservation Representative.
- October 22, 2014: “Leadership 101” presented by Elaine Henderson, Optum consultant.

- October 29, 2014: “Maximizing Your Day” presented by Andrea Spence, Optum consultant.
- November 5, 2014: “Creating Positive Work Environments” presented by Elaine Henderson, Optum consultant.
- November 6, 2014: “Intermediate PowerPoint” presented by Janice Lum, Employee Training and Development Manager.
- November 19, 2014: “Health and Well-Being in the Workplace” presented by Andrea Spence, Optum consultant.
- December 4, 2014: “Increasing Your Productivity with the Secret Weapon” presented by J Guevara, Economic Development Manager.
- December 10, 2015: “Improving Communication Skills” presented by Elaine Henderson, Optum consultant.
- December 11, 2015: “Effective Visual Communication – Graphic Design 101” presented by Janice Lum, Employee Training and Development Manager, and Aaron Becker, Engineering Associate (Public Works).

The 2013 Annual Report included information regarding the Employee and Leadership Development (EL&D) Program, one of the major components of the City’s Succession Planning Program. As designed, the EL&D Program was comprised of eight class modules designed to develop participants’ leadership skills and job competencies. This program is being evaluated by HR staff and the Department Head team to determine if it should continue in its current structure and format and if course content should be modified and/or refreshed.

### Mentoring Program

The City’s Mentoring Program is a component of our Succession Planning initiative and provides a professional development opportunity for participating Mentors and Mentees. In the September 2013 – June 2014 round, seven Mentor/Mentee pairs participated in a 1:1 mentoring relationship. Matches were based on Mentee’s desired skills and competencies and Mentor self-described strengths.

The Program requires commitment and dedication from both parties who sign an Agreement and together develop the Mentee’s ‘Individual Development Plan’ and goals based on the City’s identified Leadership Competencies. All Mentors and Mentees complete Mid-Point and Final Questionnaires in order to improve future Mentoring Programs.

Our goal for the next round of the mentoring program is to develop and deliver an initial training on how to be an effective mentor and mentee. The program guidelines will also be revised to provide more structure to the mentoring relationship and process.

Monterey Bay Employment Relations Consortium (ERC) workshops presented by Liebert Cassidy Whitmore attorneys

The City is a member of the ERC which annually provides up to ten different workshops chosen by its members. All employees of the member agencies are eligible to attend free of charge.

The 2014 workshops were:

- February 13, 2014: “FLSA: An Introduction and Discussion about Hot Topics and New Developments” Webinar.
- April 10, 2014: “Front Line Defense” and “Sick and Disabled Employees” hosted by the City of Hollister.
- May 15, 2014: “Disability Discrimination/Family and Medical Care Leave/Workers’ Compensation/Disability Retirement: Administering Overlapping Laws” hosted by the City of Hollister.
- June 12, 2014: “Exercising Your Management Rights” and “Performance Management: Evaluation, Documentation and Discipline” hosted by the City of Watsonville.
- September 17, 2014: “Social Media” Webinar.
- October 16, 2014: “Leaves, Leaves, and More Leaves” and “Managing the Marginal Employee” hosted by the City of Watsonville.



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**Section 4:** Sub-Committee Reports

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**4.1** Access to Employment Job Fair Representative

**4.2** Outreach Ad Hoc Sub-Committee

**4.3** Respectful Workplace Policy Development Ad Hoc Sub-Committee



# City of Santa Cruz Equal Employment Opportunity Committee 2014 Annual Report

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## **4.1: Report of the Access to Employment Job Fair Representative**

Lori Fukuda, Human Resources Analyst II - Recruiting

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The City of Santa Cruz supports the annual Access to Employment Job Fair with a representative from the EEO Committee or HR Department (<http://www.access2employment.com/>).

The mission of the Job Fair is “to inform the public about local employers, job opportunities and community resources; and to facilitate access to community resources for both job seekers and employers to achieve a diverse workforce.” The representative from the City of Santa Cruz for the current year was the Human Resources Analyst for Recruitment Lori Fukuda.

The Job Fair committee consisted of representatives from various agencies from around the County, including University of California at Santa Cruz, the County of Santa Cruz, Hope Services, Cabrillo College, the California State Department of Rehabilitation, Shoreline/Goodwill Industries and Profile. Committee members worked during the year to find sponsors, employers and agencies to participate in the October Fair. The registration fee for employers was \$150. Of the 335 private employers contacted, 40 registered to attend; of the 33 agencies contacted, 19 registered to attend.

The Job Fair took place at the Cocoanut Grove on Wednesday October 22 from 3:30 pm to 7:00 pm. 320 job seekers attended the fair. This year there was a guest speaker for employers and agencies – Ram Nidumolu, Ph.D., who is an author and Fortune 500 business consultant. Two representatives from Human Resources staffed the City of Santa Cruz table – Principal HR Analyst Cathy Bonino and HR Technician Elysa Jauregui.

From the evaluations received from job seekers, employers and agencies, the survey results were overwhelmingly positive. The comment from City staff was that job seeker attendance was half of what was experienced in past years. This was probably due to the fact that the job market is much more competitive than in the recent past.

The Job Fair committee is now working on a first-ever Spring Job Fair, proposed to take place on Wednesday March 22, 2015. The aim is to attract more of the student population - high school and college - and seasonal companies such as hotels.



# City of Santa Cruz Equal Employment Opportunity Committee

## 2014 Annual Report

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### 4.2: Report of the Outreach Ad Hoc Sub-Committee

J Guevara

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In February 2014, the Outreach Ad-Hoc Subcommittee (originally the Goals & Objectives Sub-Committee) had its genesis as a vehicle to promote two of the EEO Committee's 2014 Goals, "Be visible and raise awareness about the Committee in the City of Santa Cruz Workplace" and "Be more proactive in the Committee's outreach." Members Guevara, Donovan & Sawyer were the original sub-committee members; Donovan and Sawyer were replaced by Members Warren and Kaufmann at the September Regular meeting.

One of the first ideas put forward by the sub-committee was to form a City-wide book club with the first assigned reading to be Peggy Klaus's book *Brag!: The Art of Tooting Your Own Horn Without Blowing It*. Member Guevara would send emails to all City employees inviting interest in forming the book club and also considered the possibility of holding a workshop or inviting the author to come speak, perhaps collaborating with Bookshop Santa Cruz.

Shortly after the Outreach Sub-Committee's formation, in support of the Committee's 'raise awareness' and 'proactive outreach' goals, at the February 2014 City Managers and Supervisors Quarterly Meeting Member Guevara spoke on the topic of pay negotiations (referencing content from 'Brag!' and other research data aired on National Public Radio on April 8, 2014 *Why Women Don't Ask for More Money*: <http://www.npr.org/blogs/money/2014/04/08/300290240/why-women-dont-ask-for-more-money?sc=17&f=1001> showing that women generally negotiate lower starting salaries than men). He also spoke about the sub-committee's related project of analyzing City-employee pay data related to gender. These are two ways the Equal Employment and Opportunity Committee is trying to make a positive difference at the City of Santa Cruz.

In his 2014 State of the Union Address, President Obama reported that the national average wage of women compared to men was that women were making 77 cents to the male dollar. In April 2014, the White House itself reported that women working in the Executive Branch make 88 cents to the male dollar.

At its May 2014 meeting, the EEO Committee received a presentation from the Outreach Sub-Committee of its analysis of the City-wide pay and gender data it had received from Human Resources. The primary data points analyzed were position, sex, and true hourly rate. The data show that female employees at the City of Santa Cruz overall are paid 82 cents to the male dollar. When the male-dominated public safety positions in Fire and Police are removed, the data show that female employees are paid 93 cents to the male dollar. The data also show that at the level of individual job classifications, the step system appears to be working to provide a spread of pay scales to men and women alike because several instances of women at top step were readily apparent in a variety of classifications.

Analyzed at the level of individual bargaining unit, the data show differences in pay between females and males ranging from 3% to 19% less for females, as illustrated in the attached infographic (which is also

available online at: <http://magic.piktochart.com/output/3464285-female-vs-male-wages-city-sc>). In the example showing the greatest difference, the Mid Managers unit is 55% female but women overall earn 19% less pay.

The EEOC plans to continue monitoring this data, including ways of adding data points such as “starting step,” and “time in position” to add possible explanations and context for the gender pay gaps observed. The Committee also requested that the sub-committee add an ethnicity data point to see if any other patterns arise (for additional related information please also see Appendix 5.2 *‘Fiscal Year 2014 City Workforce & Census Demographics Analysis’*).

While this data was surprising, it provided the Committee with some benchmarks to assess making improvements in the analysis of gender pay with the goal of improving equity, as well as performing stronger outreach at the City of Santa Cruz workplace and the community at large.

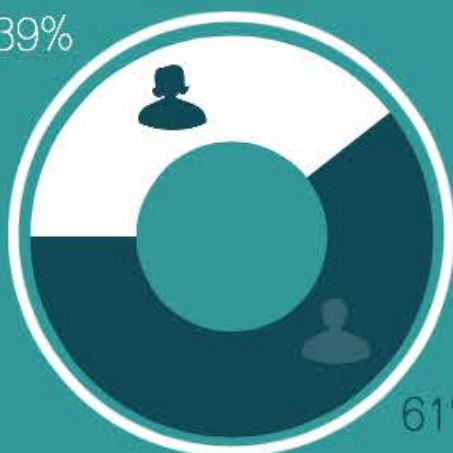


# Female vs Male Wages at The City of Santa Cruz



## Citywide Workforce

39%



61%

Includes Mayor, Councilmembers, and temporary workers.

## 18% Less Pay



\$ 23.48

\$ 28.48

Average True Hourly Rate

## Excluding Public Safety



43% of the non-public safety workforce

## 7% Less Pay



\$ 23.08

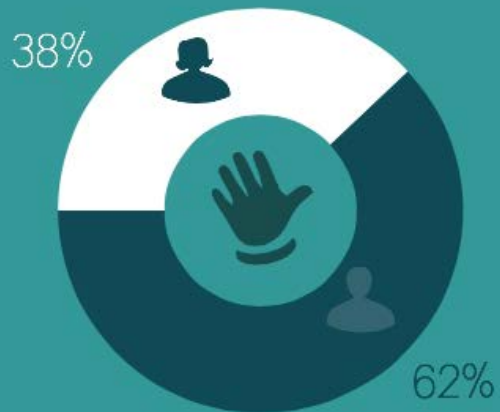
\$ 24.79

Average True Hourly Rate

## Service Unit

## 5% Less Pay

## Service Unit



5% Less Pay

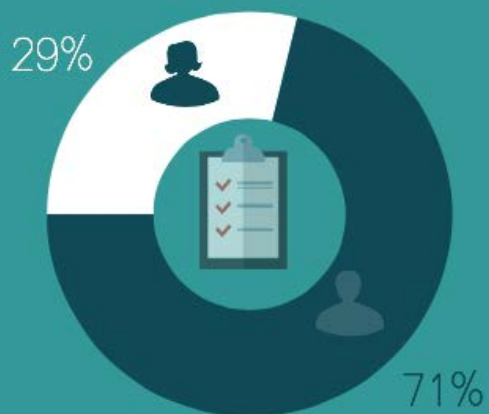


\$ 24.30

\$ 25.49

Average True Hourly Rate

## Supervisor Unit



12% Less Pay



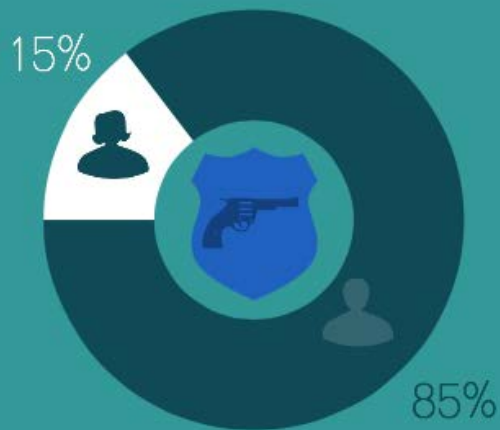
\$ 32.07

\$ 36.35

Average True Hourly Rate



## Police Unit



13 Females in Total

## 22% Less Pay



\$ 36.57

\$ 47.08

Average True Hourly Rate

## Police Management

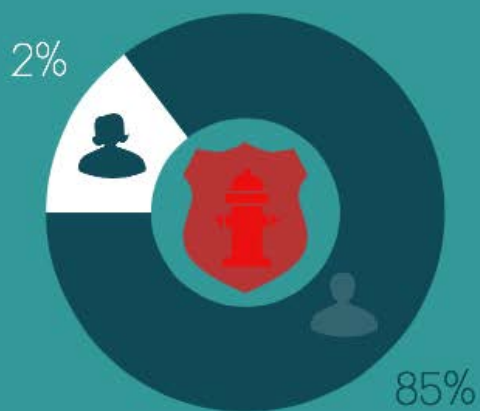


6 Males in Total

\$ 72.96

Average True Hourly Rate

## Fire Unit



 1 Female in Total

## 0.5% Less Pay



\$ 36.57

\$ 47.08

Average True Hourly Rate

## Fire Management

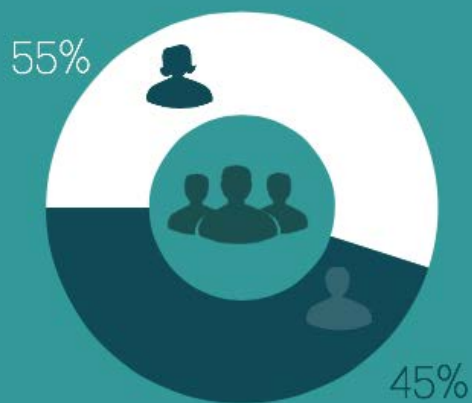


6 Males in Total

\$ 66.38

Average True Hourly Rate

## Management Unit



11 more females  
than males

### 19% Less Pay

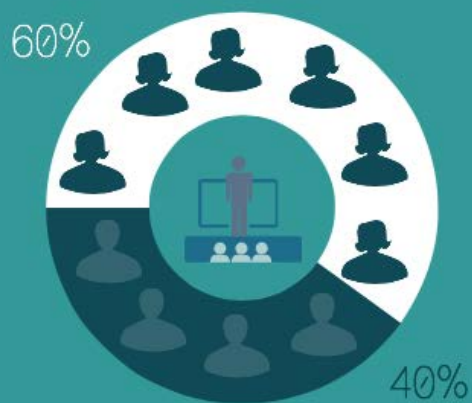


\$ 40.71

\$ 50.45

Average True Hourly Rate

## Executive



### 11% Less Pay



\$ 40.71

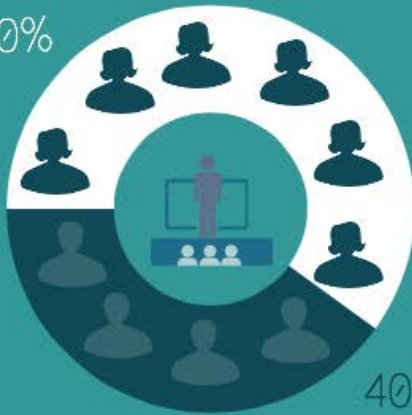
\$ 50.45

Average True Hourly Rate

Excludes Mayor and Councilmembers

## Executive

60%



40%

Excludes Mayor and Councilmembers

## 11% Less Pay



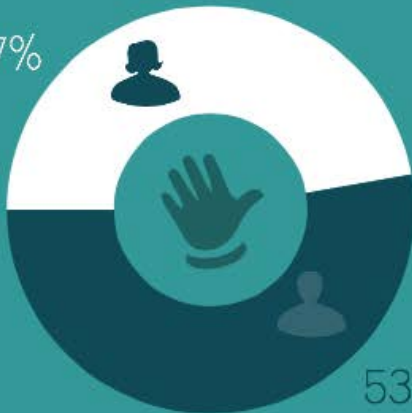
\$ 40.71

\$ 50.45

Average True Hourly Rate

## Temporary Workers

47%



53%

Includes Temporary SEIU and  
Unrepresented Temporary Positions

## 3% Less Pay



\$ 14.96

\$ 15.46

Average True Hourly Rate

Source:

May 2014 data provided by Human Resources Department  
to the Equal Employment and Opportunity Committee.

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**4.3: Report of the *Respectful Workplace Policy Development***  
**Ad Hoc Sub-Committee**

Teresa Landers

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The Respectful Workplace subcommittee was formed at the September 2014 EEOC meeting in response to an employee concern that we have very specific procedures in place to handle complaints related to the many protected classes. However, there are situations that involve a workplace being uncomfortable due to behaviors that have no relationship to a protected class.

The subcommittee met twice- November and January. The members are Teresa Landers, J Guevara, Katherine Donovan and Adam Spickler with Joe McMullen serving as staff. Teresa presented a policy that she helped develop while working in Corvallis, OR. Everyone agreed that policy provided a very solid foundation on which to build a Santa Cruz specific, Respectful Workplace Policy.

The subcommittee is currently fine tuning the policy with plans to present a draft to the full EEOC in February 2014. It will then be recommended for adoption by the City Manager as an Administrative Procedure Order with possible approval by City Council as well. The next step is to promulgate the new policy to all staff and make sure everyone understands their right to work in an environment in which respect for each other is valued and required.



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**Section 5:** Appendices

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**5.1** Calendar Year 2014 Harassment/Discrimination Complaints

**5.2** Fiscal Year 2014 City Workforce & Census Demographics Analysis

**5.3** United States Department of Labor Contractor Program Veterans' Employment Report ("VETS-100 Report")





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**5.1: Calendar Year 2014 Harassment/Discrimination Complaints**

Valerie Simmons

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The EEO Committee Annual Report for 2013 presented a detailed analysis of five years of complaints (2009-2013), an average of just over 7 per year. There were no obvious patterns found in the types of complaints.

City employees filed fewer complaints in 2014 than in most previous years. One complaint was received through DFEH (CA Dept. of Fair Employment and Housing) and the EEOC (Equal Employment Opportunity Commission), which have not yet made a finding. Two complaints are still under investigation; two were resolved, one with disciplinary action. Although gender differences continue to be difficult to handle in some work settings, there is no indication that a pattern exists, but the committee will continue reviewing complaints as they are filed. The committee attributes the low number of complaints to ongoing training (see Section 3).

<b>Table 1</b> <b>Discrimination/Harassment/Retaliation Complaints, 2014</b>				
Date	Basis	Type	Department	Findings
2/7/2014	Disability	Discrimination (applicant denied employment)	N/A	City's response sent to DFEH; awaiting update.
4/8/2014	National Origin	Harassment & Discrimination	Public Works	Investigated; disciplinary action.
6/25/2014	Sex, national origin, organizational affiliation, marital status	Harassment (hostile work environment); discrimination	Human Resources	Interviews conducted by outside investigator; still in process.
7/1/2014	Sex	Harassment (hostile work environment)	Public Works - Planning	Investigation underway.
7/22/2014	Sex	Discrimination	Parks & Recreation	Investigated and resolved.



# City of Santa Cruz Equal Employment Opportunity Committee

## 2014 Annual Report

February 12, 2015

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### **5.2: Fiscal Year 2014 City Workforce & Census Demographics Analysis**

Valerie Simmons

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**Staff Note:** City Council Policy 25.2 *Discrimination and Harassment Policy* charges Human Resources with "...coordinating the annual EEO report, to include data on the make-up of the City workforce and the representation of protected classes..." Following is the most in-depth analysis of the City's workforce demographics ever presented in an EEO Committee Annual Report.

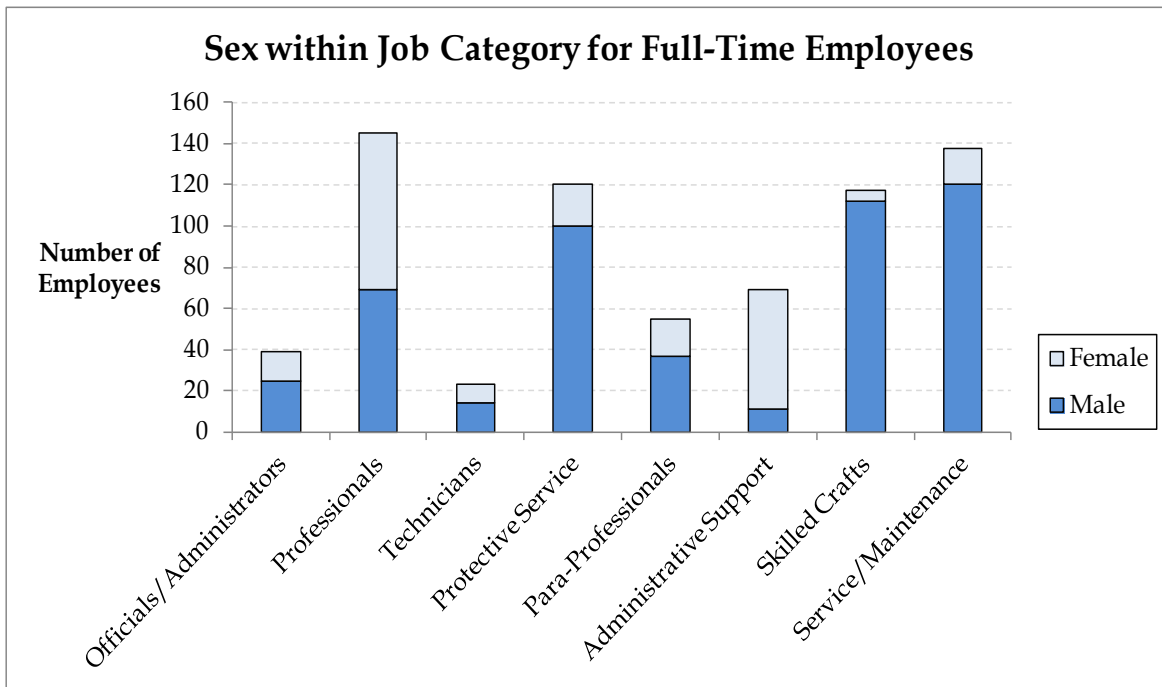
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The diversity of the full-time city workforce varies considerably by job category, with men and women clustering mostly in traditional job categories. Men are the majority of Maintenance (87.0%), Skilled Crafts (95.7%), and Protective Service (83.3%) positions; only Professionals (52.4%) and Administrative Support (84.1%) are majority female.

Table 2

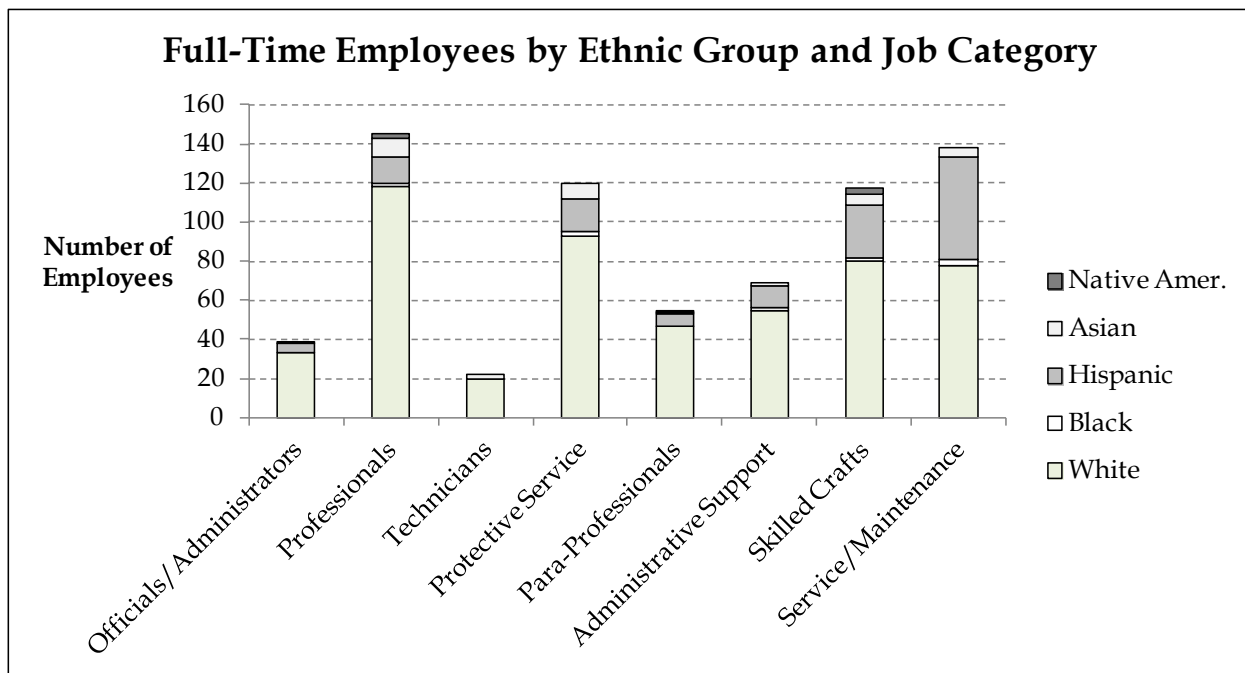
Full-Time Employees by Sex and Job Category

	Total		Male		Female	
Officials/ Administrators	39	5.5%	25	64.1%	14	35.9%
Professionals	145	20.6%	69	47.6%	76	52.4%
Technicians	23	3.1%	14	63.6%	9	40.9%
Protective Service	120	17.0%	100	83.3%	20	16.7%
Para-Professionals	55	7.8%	37	67.3%	18	32.7%
Administrative Support	69	9.8%	11	15.9%	58	84.1%
Skilled Crafts	117	16.6%	112	95.7%	5	4.3%
Service/Maintenance	138	19.6%	120	87.0%	18	13.0%
			487	69.1%	218	30.9%



Employees in all job categories are majority white. The greatest numbers of Hispanics are in Service/Maintenance and Skilled Crafts.

Table 3



Nearly half of all full-time employees are white males.

Table 4  
Full-time Employees by Sex, Ethnicity, and Job Category

	Total	Male					Female				
		Non-Hispanic		Hispanic	Asian	Native Am.	Non-Hispanic		Hispanic	Asian	Native Am.
		White	Black				White	Black			
Officials/ Administrators	39	20		4	1		13		1		
Professionals	145	54	1	9	5		64	1	4	5	2
Technicians	22	11			2		9				
Protective Service	120	75	2	15	8		18		2		
Para-Professionals	55	31		4	1	1	16		2		
Administrative Support	69	9		1	1		46	1	10	1	
Skilled Crafts	117	76	2	26	5	3	4		1		
Service/Maintenance	138	64	3	48	5		14		4		
Total	705	340	8	107	28	4	184	2	24	6	2
		48.2%	1.1%	15.2%	4.0%	0.6%	26.1%	0.3%	3.4%	0.9%	0.3%

The diversity of other than full-time employees (including temporary employees) with respect to ethnicity is approximately the same as full-time employees. The proportion of women among temporary and part-time employees (49%) is larger, almost half of the total.

Table 5  
Other than Full-time Employees (includes temporary employees)

	Total	Male					Female				
		Non-Hispanic		Hispanic	Asian	Nat Am	Non-Hispanic		Hispanic	Asian	Nat Am
		White	Black				White	Black			
Officials/Administrators	8	3				1	4				
Professionals	33	13					16		2	2	
Technicians	10	6			2		1		1		
Protective Service	12	6		1		1	4				
Para-Professionals	130	53	1	9	3		53	3	5	2	1
Administrative Support	85	25	1	2	1		45		10	1	
Skilled Crafts	2	2									
Service/Maintenance	93	38		20	2	2	20	1	8	1	1
Total	373	146	2	32	8	4	143	4	25	7	2
		39%	1%	9%	2%	1%	38%	1%	7%	2%	1%

During the year ended 7/4/14, there were 48 new permanent, full-time employees hired. Of the new hires, 83% were white and 69% were male.

Table 6  
New Hires, Permanent Full-time Only, Year ending 7/4/14

	Total	Male					Female				
		Non-Hispanic		Hispanic	Asian	Nat Am	Non-Hispanic		Hispanic	Asian	Nat Am
		White	Black				White	Black			
Officials/Administrators	4	2					2				
Professionals	8	4					4				
Technicians	2	1			1						
Protective Service	18	10		2			6				
Para-Professionals	2	2									
Administrative Support	3						3				
Skilled Crafts	4	2		1	1						
Service/Maintenance	7	4	1	2							
Total	48	25	1	5	2		15				
		52.1%	2.1%	10.4%	4.2%		31.3%				

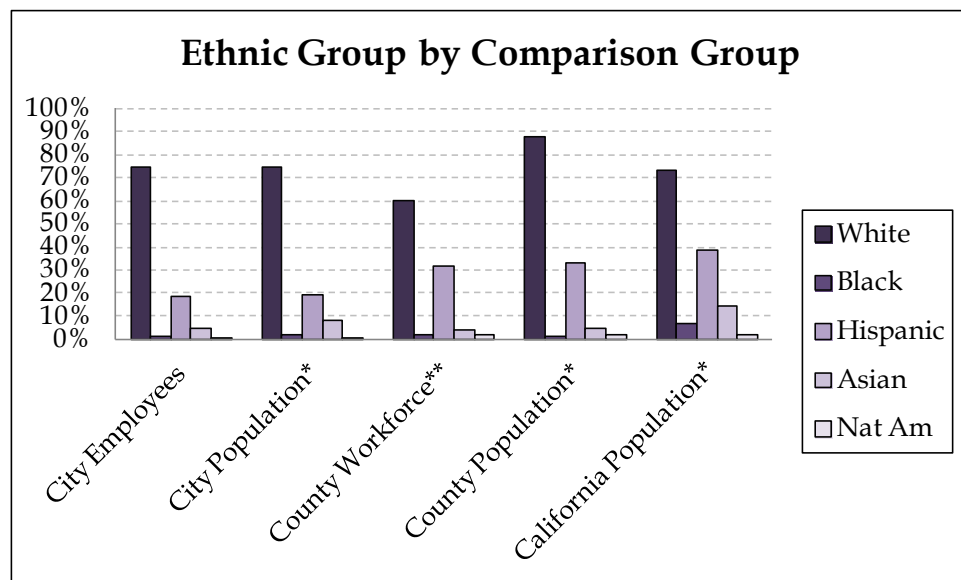
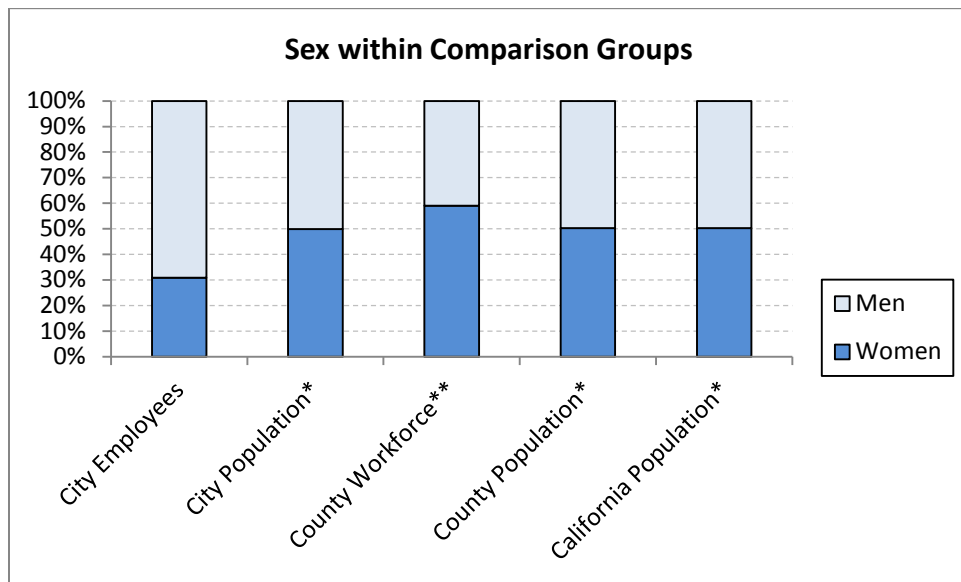
To better understand the city's hiring patterns, the committee is discussing looking at data on the sex and ethnicity of applicants for jobs in each category. Comparing applicants to new hires should show any inequality in opportunities by sex and ethnic group.

To further evaluate city EEO efforts, the diversity of the workforce should be compared to meaningful reference groups. The diversity of full-time city employees compared to the population of the City of Santa Cruz, the population of the County of Santa Cruz, the County workforce, and the population of the State of California\* shows that the city employees are about as diverse as the city population but lower in Hispanic employees than the county workforce or population. The city has a smaller percentage of Hispanic and Asian employees than the population of the state.

City employees include a greater percentage of men than the city, county, and state as a whole.

Table 7  
Diversity of Reference Groups

Group	Women	Men	White	Black	Hispanic	Asian	Nat Am
City Employees	30.9%	69.1%	74.3%	1.4%	18.6%	4.8%	0.9%
City Population*	49.9%	50.1%	74.5%	1.8%	19.4%	7.9%	0.7%
County Workforce**	59%	41%	60%	2%	32%	4%	2%
County Population*	50.3%	49.7%	87.9%	1.4%	32.9%	5.0%	1.8%
California Population	50.3%	49.7%	73.5%	6.6%	38.4%	14.6%	1.7%
* U.S. Census QuickFacts, 2013							
**Santa Cruz County EEO Report, 2013							



A more appropriate standard for evaluating the city's EEO efforts would be the diversity of the available workforce from which the city draws employees. To determine whether the city workforce mirrors the availability of qualified candidates in the recruiting area, the committee would need to get estimates of the availability of women and ethnic minorities for each job category from census data. Data on city applicant pools can be compared to estimates from census data.

## Salaries

In Section 4.2, the Outreach Ad Hoc Sub-Committee described a study of city salaries by sex, finding that women are paid less than men in nearly all job categories. These tables show salary categories in each job category by sex and ethnicity. The EEO Committee will be exploring this topic in more depth during the coming year.

Table 8  
Salary Ranges by Sex and Ethnic Group

Job Category	Salary Range	Men	Women	Non-Hispanic				
				White	Black	Hispanic	Asian	Native Amer.
Officials/ Administrators	\$33,000 - \$42,900							
	\$43,000 - \$54,900							
	\$55,000 - \$69,900	1	1	1		1		
	\$70,000+	24	13	32		4	1	
Professionals	\$33,000 - \$42,900	1	4	4	1			
	\$43,000 - \$54,900	2	4	6				
	\$55,000 - \$69,900	11	32	36		2	4	1
	\$70,000+	55	36	72	1	11	6	1
Technicians	\$33,000 - \$42,900							
	\$43,000 - \$54,900	2	3	4			1	
	\$55,000 - \$69,900	5	2	6			1	
	\$70,000+	6	4	10				
Protective Service	\$33,000 - \$42,900	2	1	3				
	\$43,000 - \$54,900	3	2	5				
	\$55,000 - \$69,900	2	9	10		1		
	\$70,000+	93	8	75	2	16	8	
Para-professional	\$25,000 - \$32,999		1	1				
	\$33,000 - \$42,900		1			1		
	\$43,000 - \$54,900	4	13	15		2		
	\$55,000 - \$69,900	2	2	3			1	
	\$70,000+	31	1	28		3		1
Administrative support	\$33,000 - \$42,900	3	6	7		1	1	
	\$43,000 - \$54,900	8	34	35		6	1	
	\$55,000 - \$69,900		13	8	1	4		
	\$70,000+		5	5				
Skilled Craft	\$33,000 - \$42,900	2		1		1		
	\$43,000 - \$54,900	12		11		1		
	\$55,000 - \$69,900	59	2	40		17	2	2
	\$70,000+	39	3	28	2	8	3	1
Service/Maintenance	\$25,000 - \$32,999	3		1	1	1		
	\$33,000 - \$42,900	24	4	18	1	6	3	
	\$43,000 - \$54,900	60	11	39	1	29	2	
	\$55,000 - \$69,900	28	2	15		15		
	\$70,000+	5	1	5		1		
Total		487	218	524	10	131	34	6

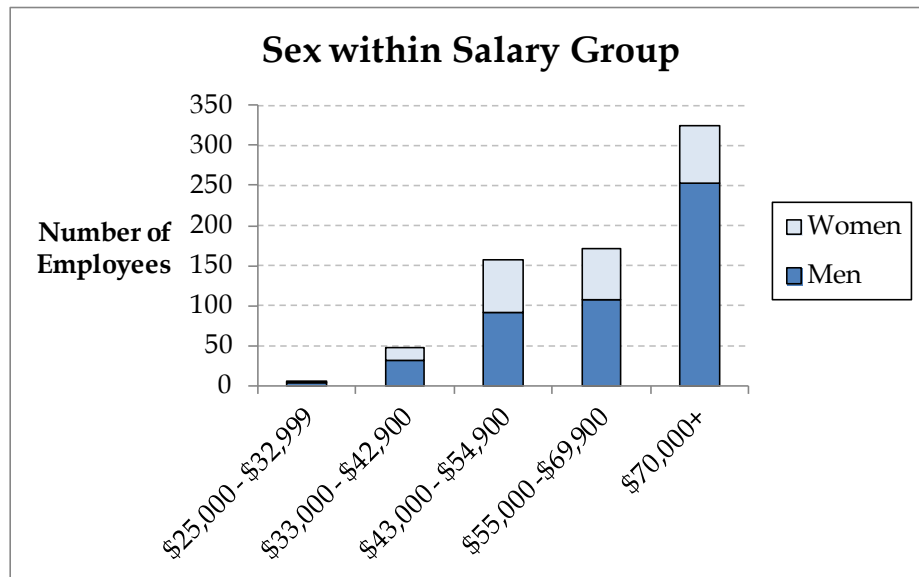


Men earned 78% of the salaries over \$70,000.

Table 9

Salary Ranges by Sex

Salary Range	Men		Women		Total
\$25,000 - \$32,999	3	75.0%	1	25.0%	4
\$33,000 - \$42,900	32	66.7%	16	33.3%	48
\$43,000 - \$54,900	91	57.6%	67	42.4%	158
\$55,000 - \$69,900	108	63.2%	63	36.8%	171
\$70,000+	253	78.1%	71	21.9%	324
Total	487	69.1%	218	30.9%	705

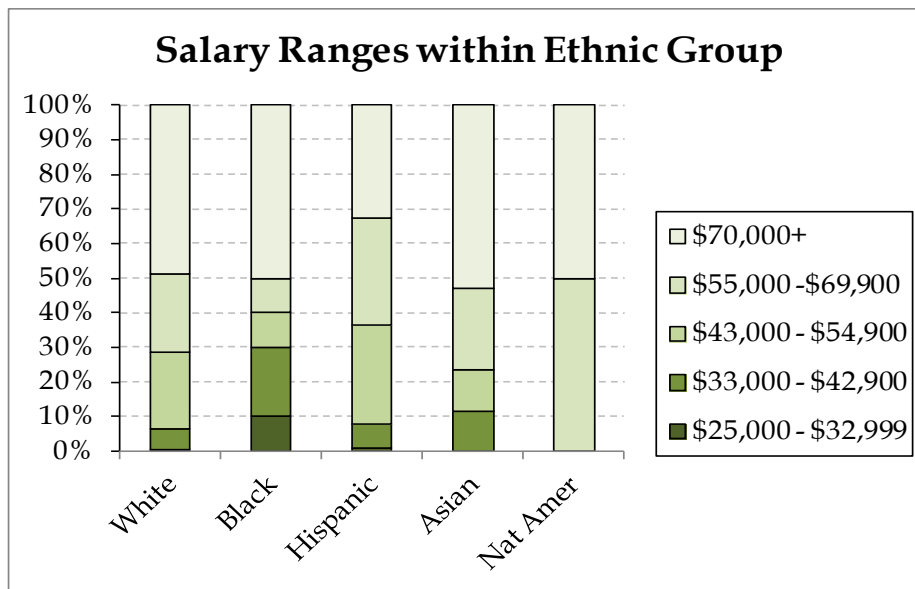
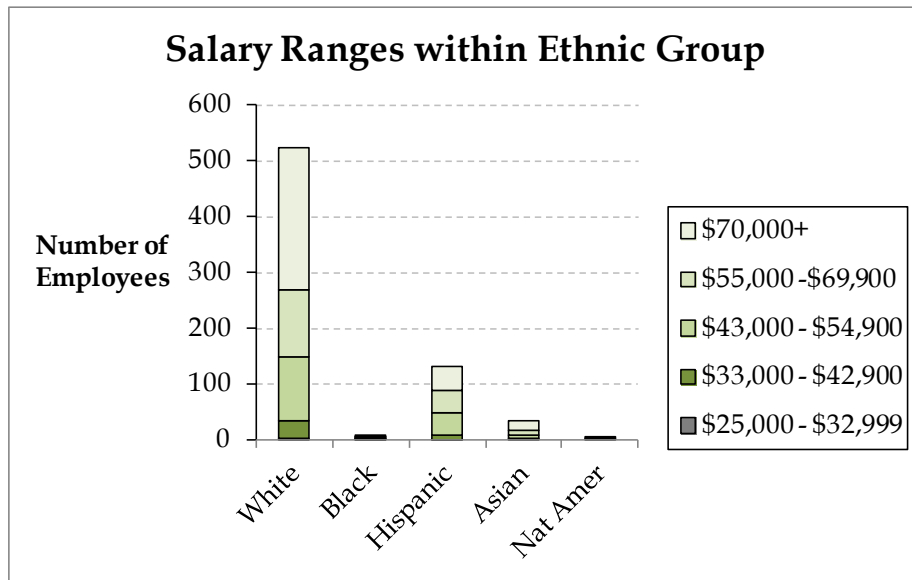


White employees earned 79% of salaries over \$70,000.

Table 10

Salary Ranges by Ethnic Group

Salary Range	Non-Hispanic				Hispanic	Asian	Nat Amer	Total
	White	Black						
\$25,000 - \$32,999	2 50.0%	1 25.0%			1 25.0%	0 0.0%	0 0.0%	4
\$33,000 - \$42,900	33 68.8%	2 4.2%			9 18.8%	4 8.3%	0 0.0%	48
\$43,000 - \$54,900	115 72.8%	1 0.6%			38 24.1%	4 2.5%	0 0.0%	158
\$55,000 - \$69,900	119 69.6%	1 0.6%			40 23.4%	8 4.7%	3 1.8%	171
\$70,000+	255 78.7%	5 1.5%			43 13.3%	18 5.6%	3 0.9%	324
Total	524	10			131	34	6	705



The city's workforce is much more majority male than any of the comparison groups; white employees are the majority in all city job categories. New hires in 2014 (83% white 69% male) will not increase the diversity of the city's employees.

## FEDERAL CONTRACTOR VETERANS' EMPLOYMENT REPORT VETS-100

## RETURN COMPLETED REPORT TO:

U.S. DEPARTMENT OF LABOR  
 VETERANS' EMPLOYMENT AND TRAINING SERVICE  
 VETS-100 REPORTING OFFICE  
 4200 FORBES BLVD., SUITE 202  
 LANHAM, MARYLAND 20706

<b>TYPE OF REPORTING ORGANIZATION</b> (Check one or both, as applicable)  <input checked="" type="checkbox"/> Prime Contractor  <input type="checkbox"/> Subcontractor	<b>TYPE OF FORM</b> (Check only one)  <input checked="" type="checkbox"/> Single Establishment <input type="checkbox"/> Multiple Establishment-Headquarters <input type="checkbox"/> Multiple Establishment-Hiring Location <input type="checkbox"/> Multiple Establishment-State Consolidated (specify number of locations) _____ (MSC)
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## COMPANY IDENTIFICATION INFORMATION

(Omit if items preprinted above)

COMPANY NO: V041555	TWELVE MONTH PERIOD ENDING: 8/29/2014		
NAME OF PARENT COMPANY: CITY OF SANTA CRUZ	ADDRESS (NUMBER AND STREET): 809 CENTER ST ROOM 101		
CITY: SANTA CRUZ	COUNTY:	STATE: CA	ZIP CODE: 95060

NAME OF HIRING LOCATION: Same	ADDRESS (NUMBER AND STREET):		
CITY:	COUNTY:	STATE:	ZIP CODE:

NAICS: 921110	DUNS: 050515881	EMPLOYER ID: (IRS TAX No.) 946000427
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## INFORMATION ON VETERANS

REPORT ALL PERMANENT FULL-TIME OR PART-TIME EMPLOYEES AND NEW HIRES WHO ARE VETERANS, AS DEFINED ON REVERSE. DATA ON NUMBER OF EMPLOYEES ARE TO BE ENTERED IN COLUMN L, M, AND N, LINES 1-9. DATA ON NEW HIRES ARE TO BE ENTERED IN COLUMNS O, P, Q, R, AND S. ENTRIES IN COLUMNS O, P, Q, R, AND S, LINES 1 THROUGH 9, AND COLUMNS L, M, AND N, LINE 10 (GREY SHADED AREAS) ARE OPTIONAL. ENTRIES IN COLUMN Q, LINE 10 (AREA SHADED LIGHT GREY) ARE OPTIONAL FOR 2002 AND EXPECTED TO BE REQUIRED FOR THE 2003 REPORTING CYCLE.

JOB CATEGORIES		NUMBER OF EMPLOYEES			NEW HIRES (PREVIOUS 12 MONTHS)				
		SPECIAL DISABLED VETERANS (L)	VIETNAM ERA VETERANS (M)	OTHER PROTECTED VETERANS (N)	SPECIAL DISABLED VETERANS (O)	VIETNAM ERA VETERANS (P)	NEWLY SEPARATED VETERANS (Q)	OTHER PROTECTED VETERANS (R)	TOTAL NEW HIRES BOTH VETERANS AND NON-VETERANS
Officials and Managers	1	1	1	1	0	0	0	0	4
Professionals	2	0	0	0	0	0	0	0	5
Technicians	3	0	0	0	0	0	0	0	3
Sales Workers	4	0	0	0	0	0	0	0	0
Office and Clerical	5	1	0	2	0	0	0	0	4
Craft Workers (skilled)	6	0	5	2	0	0	0	0	0
Operative (semi-skilled)	7	0	1	0	0	0	0	0	0
Laborers (unskilled)	8	0	1	0	0	0	0	0	0
Service Workers	9	0	0	1	0	0	0	0	0
Total	10	2	6	6	0	0	0	0	16

Report the maximum and minimum number of permanent employees on board during the period covered by this report.

Maximum Number	Minimum Number
1,169	930