City of El Segundo
Diversity Equity and Inclusion Committee
Citywide Organization Report
January 18, 2022

City Strategic Plan

The DEI Citywide Organization Subcommittee evaluated several opportunities to improve diversity, equity, and inclusion efforts within the City of El Segundo organization. The subcommittee identified multiple action items to support and advance Goal 1 of the City of El Segundo's Strategic Plan:

Strategic Plan – Goal 1
Enhance Customer Service, Engagement, and Communications; Embrace Diversity, Equity, and Inclusion

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Overview

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2. El Segundo Citywide DEI Status, Progress & Recommendations

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3. Other Progress and Notable Research Initiatives

    a. Government Alliance on Race and Equity (GARE) Membership
    b. Insights from DEI Programs in Neighboring Los Angeles Cities

4. Conclusion and Next Steps

Citywide Organization Subcommittee: 2021 Overview and Takeaways

The Citywide Organization Subcommittee was formed in November 2020 to review municipal policies, practices, training & workforce diversity; and to provide recommendations to City leaders that encompass best practices for improving diversity, equity & inclusion efforts for City personnel.

This report includes the results, actions, and recommendations from our review over the past year.

2021 Areas of Focus

1. City Staff & Volunteer DEI Training
2. DEI Statement
3. Municipal Diversity, Recruitment, Hiring & Retention
4. Employee Culture Building
5. Government Alliance on Race & Equity (GARE) Membership
6. Future Internships – Connecting to Other Organizations

Key Takeaways

- **Improve Data Gathering**

  Exploring and gathering key employee data and insights are critical to understanding endemic issues and advancing the City's internal DEI initiatives. The Citywide organization can continue to take advantage of its GARE membership to create an informal DEI consortium with and learn from other cities.

- **Sponsor Immersive Cultural Experiences**

  Consider budgeting for DEI-specific, internal programs (e.g. training/professional development, affinity groups and employee engagement activities, cultural celebrations, etc.) in the next City budgeting cycle.

- **Implement Routine Workplace Surveys**

  Add relevant DEI-related questions to the upcoming employee engagement survey to gauge workplace appreciation, quality and suggested areas of improvement. Evaluate if optional self-identification metrics can be included: race/ethnicity, gender, disability status, military status to evaluate wellness across different groups.

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For this report, 12 actionable items have been explored. The items are in various phases of completion which have been highlighted below:

	Item	Progress	Relevant Information
1.	Review 2021 Employee & Resident Demographics	Completed	An initial review has been included in this report.
2.	Secure a GARE Membership	Completed	A membership within GARE has been secured by the City of El Segundo.
3.	Hire a HR Manager with DEI Experience	Completed	The new HR Dept. Manager has greatly benefited DEI efforts, serving as a liaison and assisting reporting efforts.
4.	Develop a DEI Statement	Completed	A DEI statement has been developed and shared with the public to reaffirm the City's commitment to diversity, equity & inclusion (see attachment A).
5.	Review Employee Handbook	Ongoing	A review of the employee handbook is ongoing.
6.	DEI Related Hiring & Retention Practices	Ongoing	A review of the City's DEI related hiring & retention practices remain ongoing.
7.	Recruitment: Advertising & Marketing Services	Completed	A review of the City's recruitment: advertising & marketing services practices is complete.
8.	Employment Policy on Harassment	Ongoing	A review of the City's employment policy on harassment is ongoing.
9.	Future Internship Collaborations	Ongoing	The Subcommittee is currently reviewing a non-profit partner who sponsors internships for neurodiverse young adults as they prepare for life beyond high school.
10.	Internal Diversity Training for City Personnel	Ongoing	Rollout of a mandatory Microaggressions Training began in Q4 2021

	Item	Progress	Relevant Information
11.	Implementation of Routine Employee Surveys	Initial Planning	An employee engagement survey is in development, and the City is evaluating incorporating DEI-specific questions in the survey.
12.	Develop Employee Culture Building Mechanisms	In Discussion	This item is currently under evaluation with action expected in 2022.

El Segundo Citywide DEI Status, Progress & Recommendations

The El Segundo DEI status report is included here to highlight progress that can be taken by the City without external partner engagement. Four of six of the subcommittee's 2021 Areas of Focus fit this criterion, and those factors have been evaluated below in partnership with the City's Human Resources Department.

The City of El Segundo was evaluated on five factors that represent how Diversity, Equity and Inclusion is institutionalized within an organization:

1. Diversity and Representation
2. Recruiting Talent
3. Employee DEI Training
4. Workplace Culture
5. Employee Retention

Diversity and Representation

Demographic Data: City Employees & Residents

The DEI Citywide Organization Subcommittee completed a review in partnership with the Human Resources Department comparing the demographics of City Employees with the City's residential population. Evaluated were the race and gender (male/female) compositions of 249 full-time employees, 309 part-time employees, and a residential population of 17,272. The subcommittee also reviewed the demographics of the Police Department, Fire Department, and the Executive Leadership Team. A more detailed report on public safety (Police and Fire) demographics will be provided to City Council in February 2022.

Citywide Organization (All Employees) and El Segundo Residents

DEMOGRAPHIC	All Employees						Residents	
	Full-Time City Employees (of 249 FT Employees)	Male Full-Time City Employees (of 249 FT Employees)	Female Full-Time City Employees (of 249 FT Employees)	Part-Time City Employees (of 309 Total PT Employees)	Male Part-Time City Employees (of 309 Total PT Employees)	Female Part-City Employees (of 309 Total PT Employees)	Resident Population (% of 17,271)	Full-Time City Employee Under/Over Resident Population
White/ Caucasian	133 (53.4%)	104 (41.7%)	29 (11.6%)	165 (53.4%)	95 (30.7%)	70 (22.6%)	62%	-8.6%
Black/African-American	14 (5.6%)	7 (2.8%)	7 (2.8%)	28 (9%)	19 (6.1%)	9 (2.9%)	2%	3.6%
Asian	23 (9.2%)	14 (5.6%)	9 (3.6%)	28 (9%)	16 (5.1%)	12 (3.8%)	10%	-0.8%
Hispanic/ LatinX	78 (31.3%)	54 (21.6%)	24 (9.6%)	50 (16.1%)	25 (8%)	25 (8%)	17%	14.3%
American Indian or Alaska Native	0	0	0	0	0	0	0.3%	-0.3%
Native Hawaiian or Pacific Islander	0	0	0	0	0	0	0.4%	-0.4%
Two or More Races	0	0	0	2 (.6%)	2 (.6%)	0	7%	-7.0%
Other	1 (.4%)	1 (.4%)	0	36 (11.6%)	22 (7.1%)	14 (4.5%)	0.5%	-0.1%
Total	249 (100%)	180 (72.3%)	69 (27.7%)	309 (100%)	179 (57.9%)	130 (42.1%)		

All Non-Sworn Employees

DEMOGRAPHIC	All Non-Sworn Employees		
	Full-Time City Employees (% of 147) 147	Male Full-Time City Employees (% of 147) 147	Female Full-Time City Employees (% of 147) 147
White/ Caucasian	65 (44.2%)	46 (31.2%)	19 (12.9%)
Black/ African-American	11 (7.4%)	4 (2.7%)	7 (4.7%)
Asian	18 (12.2%)	9 (6.1%)	9 (6.1%)
Hispanic/ LatinX	52 (35.3%)	37 (25.1%)	15 (10.2%)
American Indian or Alaska Native	0	0	0
Native Hawaiian or Pacific Islander	0	0	0
Two Or More Races	0	0	0
Other	1 (.6%)	1 (.6%)	0
Total	147 (100%)	97 (66%)	50 (34%)

Sworn Police Department Employees

Police Employees			
	Full-Time Police Employees	**Male Full-Time Police Employees**	**Female Full-Time Police Employees**
DEMOGRAPHIC			
White/ Caucasian	39 (65%)	36 (60%)	3 (5%)
Black/ African-American	3 (5%)	3 (5%)	0
Asian	2 (3.3%)	2 (3.3%)	0
Hispanic/ LatinX	16 (26.6%)	13 (21.6%)	3 (5%)
American Indian or Alaska Native	0	0	0
Native Hawaiian or Pacific Islander	0	0	0
Two Or More Races	0	0	0
Other	0	0	0
Total	**60 (100%)**	**54 (90%)**	**6 (10%)**

Sworn Fire Department Employees

Fire Employees			
	Full-Time Fire Employees	**Male Full-Time Fire Employees**	**Female Full-Time Fire Employees**
DEMOGRAPHIC			
White/ Caucasian	36 (85.7%)	33 (78.5%)	3 (7.1%)
Black/ African-American	0	0	0
Asian	2 (4.7%)	2 (4.7%)	0
Hispanic/ LatinX	4 (9.5%)	4 (9.5%)	0
American Indian or Alaska Native	0	0	0
Native Hawaiian or Pacific Islander	0	0	0
Two Or More Races	0	0	0
Other	0	0	0
Total	**42 (100%)**	**39 (92.9%)**	**3 (7.1%)**

Executive Leadership Team

Executive Leadership Team			
DEMOGRAPHIC	**Full-Time Executive Employees**	**Male Full-Time Executive Employees**	**Female Full-Time Executive Employees**
White/ Caucasian	7 (70%)	3 (30%)	4 (40%)
Black/ African-American	1 (10%)	1 (10%)	0
Asian	0	0	0
Hispanic/ LatinX	1 (10%)	1 (10%)	0
American Indian or Alaska Native	0	0	0
Native Hawaiian or Pacific Islander	0	0	0
Two Or More Races	0	0	0
Other	1 (10%)	1 (10%)	0
Total	**10 (100%)**	**6 (60%)**	**4 (40%)**

*Includes: City Manager, Deputy City Manager, and department heads.
*Elected officials are not included.

Key findings include:

- The City's overall residential population is 38% minority/non-white.

- The overall City workforce, for all departments, is more diverse than the community it serves, with 46.6% of all full-time and part-time employees falling into the minority/non-white demographic categories.

- When separating out sworn public safety (police and fire) employees, the overall City workforce is notably more diverse than the community it serves, with 55.8% of the full-time employees falling into the minority/non-white demographic categories.

- The Police Department sworn employee workforce is almost as diverse as the community it serves, with 35% of all full-time employees falling into the minority/non-white demographic categories.

- The Fire Department sworn employee workforce is less diverse than the community it serves, with only 14.3% of all full-time employees falling into the minority/non-white demographic categories.

- The Executive Leadership Team (City Manager, Deputy City Manager, and eight appointed Department Heads) is slightly less diverse as the community it serves, with three of its ten members (30%) falling into the minority/non-white demographic categories. Four members (40%) of the Executive Team are female.

- The Department Heads (Police Chief, Fire Chief, Chief Financial Officer, Development Services Director, Public Works Director, Human Resources Director, Community Services Director, and Information Technology Director) are reflective of the community they serve, with three of the eight of the Department Heads (38%) falling into the minority/non-white demographic categories. Three of the eight Department Heads (38%) are female.

- 31.3% (one in three) of the City's full-time workforce, and 16.1% (one in six) of the City's part-time workforce identifies as "Hispanic/LatinX."

- 9.2% of the City's full-time and 9.1% of the part-time workforce identifies as "Asian."

- 5.6% of the City's full-time workforce, and 9.1% of the part-time workforce, identifies as "African American."

Recommendation

Internally evaluate diversity among leadership roles to ensure different perspectives are considered in top down decision making.

Importance of Diversity and Representation in the Citywide Organization

Diverse teams are 87% better at making decisions.[1] Organizations with above-average diversity on their management teams also reported innovation revenue that was 19 percentage points higher than that of companies with below-average leadership diversity.[2]

Recruiting Talent

The City of El Segundo has an annual membership to Careers in Government that places the City's recruitment postings automatically on several diversity websites. Every posted vacancy receives maximum exposure in the following places:

- The Careers in Government Job Board receives more than 700k job seekers per month.

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[1] Cloverpop Study, Hacking Diversity With Inclusive Decision Making, 2017
[2] Boston Consulting Group, How Diverse Leadership Teams Boost Innovation, January 2018.

- Targeted Social Media network reaches 15-million+ users per month. (Twitter, Facebook, LinkedIn, Instagram)

- Partnerships with private-sector job boards (constantly vary to maximize the value and reach throughout the year - cost per click) reaches an additional 31- million users per month.

- Automatic posting on top 8 Diversity websites: africanamericanjobnetwork.com, asianjobnetwork.com, disabilityjobnetwork.com, latinojobnetwork.com, lgbtjobnetwork.com, retirementjobnetwork.com, veteranjobnetwork.net, womensjobnetwork.com, findacaliforniajob.com.

Recommendations

- Work with the City's Human Resources Department to explore and recommend DEI competencies for leadership and other roles. Develop relevant DEI-related interview questions accordingly.

- Evaluate industry best practices for equitable hiring, such as:

    o Blinding personally identifiable information on job applications

    o Using standardized interview rubric & scoring

Why DEI in Talent Recruitment is Important

Organizations with greater gender diversity are 25% more likely to outperform their counterparts. Similarly, companies with greater ethnic and cultural diversity are 36% more likely to outperform their counterparts.[3]

Employee DEI Training

The El Segundo Human Resources Department launched a three-part introductory training series on Microaggressions to all City Employees in December 2021. The on-line trainings are mandatory for all employees and must be completed by January 14, 2022. As of January 4, 2022; 37% of the general employee population has completed all three modules; 58% of the supervisor population has completed all three modules; and 100% of department heads have completed all three modules.

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[3] McKinsey & Company, Diversity wins: How inclusion matters, May 2020

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The Human Resources Department has been working closely with the City's DEI Committee to provide diversity, equity, and inclusion training to promote a work environment that encompasses the following:

- Respectful communication and cooperation between employees and those contacted in the course of work including our community members, businesses, and visitors;

- Teamwork and collaboration, encouraging and embracing the representation of all groups and perspectives;

- Work/life balance through established flexible work schedules; and

- Employer and employee contributions to the communities we serve to promote a greater understanding and respect for diversity.

Employees will be provided a link to access the following three trainings:

1. Microaggressions: Introduction - 8 minutes

2. Microaggressions: Taking Action - 10 minutes

3. Microaggressions: Taking Responsibility - 10 minutes

Recommendations

- Survey City employees to gain an understanding of areas of interest/concern related to DEI topics. From there, evaluate offering additional short, digestible DEI-related training that would be relevant for ES employees, e.g. "Unconscious Bias."

- Use the City's GARE resource portal to gain access to equity tools and ideas from GARE and other cities.

Why DEI Training is Important

Hiring diverse talent is not enough—it's the workplace experience that shapes whether people remain and thrive.

Training employees on relevant issues can raise awareness of different lived experiences and foster inclusion and mutual respect within the organization.[4]

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[4] McKinsey & Company, Diversity wins: How inclusion matters, May 2020

Investing in learning and development allows employees and managers alike to gain a deeper understanding of key issues and how to address them. Plus, it can also show employees that your workplace is committed to being a part of the solution by actively making space for these conversations.[5]

Workplace Culture

Currently there is not a systematic way to gauge overall employee sentiment on workplace culture, though the El Segundo Human Resources Department is planning to roll out an upcoming Wellbeing Survey to Citywide employees.

Recommendations

- Start gathering insights via an employee survey to gauge overall employee sentiment on topics such as: culture, belonging, wellbeing and equity within the City organization.

- Based on survey results, identify areas of strength and areas that need improvement in order to take actions that foster a sense of belonging within the City organization.

- Based on survey results, consider popular DEI-boosting initiatives like Employee Resource Groups (ERGs) or an internal mentorship program.

Why DEI in Workplace Culture is Important

Employees who feel a sense of belonging at work are 5.3 times more likely to feel empowered to perform their best work.[6]

Employee Retention

Currently there is not a systematic way to track retention and attrition trends.

Recommendations

- Retention and belonging are interrelated, and the subcommittee recommends that the City evaluate and develop retention and attrition metrics (e.g. an annual employee survey can shed light on retention and attrition).

- Consider implementing formal exit interviews which may help the City better understand larger trends and why employees leave.

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[5] NeoGov, How to Create a Welcoming Environment for Diversity, October 2021.

[6] Salesforce Research's Impact of Equality and Values Driven Business Report, 2017

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Why a DEI Lens on Employee Retention is Important

Employees are 47% more likely to stay with an organization—and seven times more likely to describe their organization as high performing—if it was inclusive.[7]

It costs employers 33% of a worker's annual salary to hire a replacement if that worker leaves, and 75% of the causes of employee turnover are preventable. [8]

Other Progress and Notable Research Initiatives

Government Alliance on Race and Equity (GARE) Membership

In Q1 through mid-Q2, the Citywide Subcommittee thoroughly vetted the GARE membership opportunity in collaboration with HR and the City Management teams. In May of 2021 City Council approved El Segundo's annual membership for the Government Alliance on Race and Equity (GARE), a national network of government organizations working to achieve racial equity and advance opportunities for all.

EL Segundo's GARE membership provides ongoing access to racial equity tools and resources as well as a portal to collaborate with and learn from other cities' policy and institutional strategies. https://www.racialequityalliance.org/

Insights from DEI Programs in Neighboring Los Angeles Cities

The El Segundo Human Resources Department researched DEI initiatives in other South Bay cities, including Manhattan Beach, Redondo Beach, Inglewood, Hawthorne, Gardena, but did not find internal DEI programs in those cities.

The Citywide Subcommittee conducted outreach to other local municipalities with known DEI programs, including Culver City, Santa Monica, Beverly Hills and LA County. We conducted extensive interviews with staff from Santa Monica and Beverly Hills. A summary is included below.

These learnings helped influence our Citywide DEI initiative evaluation and recommendations outlined above that we believe make the most sense for the El Segundo Citywide organization to evaluate or pursue.

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[7] McKinsey & Company, Diversity wins: How inclusion matters, May 2020
[8] Employee Benefit News, Avoidable turnover costing employers big, 2017

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Santa Monica and Beverly Hills' DEI Internal Program Learnings Summary

While Beverly Hills is currently focused on elevating Diversity, Inclusion and Belonging (DIB) within the Citywide org, Santa Monica is investing in Diversity, Equity and Inclusion (DEI) initiatives both internally and externally.

DEI Program Commonalities across Santa Monica and Beverly Hills

- Both have internal, cross-departmental committees focused on DIB/DEI work. However, while BH committee members are taking on the work on top of their regular jobs, Santa Monica also has staff members whose roles are fully dedicated to DEI work (eg Equity Coordinator).

- Both cities conduct internal listening sessions with staff to discuss DIB/DEI topics, learn from other perspectives and gain employee feedback.

Employee feedback from these sessions informs internal resources, training, and expanding hiring practices.

Both contacts advised that DEI initiatives within a City take time to progress. Frequent, small updates to stakeholders (internal or external) help to demonstrate and communicate commitment.

Additional Learnings from Santa Monica

As a large and diverse city, Santa Monica's DEI processes, programming and strategy are years long, robust and evolving. Additional highlights include:

Training

- Santa Monica has been a member of GARE since 2017.

- Staff were trained on DEI topics like implicit bias, language justice and housing policy with GARE. GARE cohort attendees then modified the training for the rest of the organization.

- Santa Monica set a goal to train all staff on race & equity by the end of 2021.

Hiring

- The City of Santa Monica Human Resources Department has started to incorporate DEI-related interview questions in all senior leadership recruitment cycles.

- HR crafts the DEI-related interview questions based on research from universities and other agencies and organizations.

- HR evaluates how job posting descriptions may be perpetuating inequities with unnecessary maximum qualifications. They evaluate if the maximum qualifications are really required for the level of work required or if there is equivalent experience that can be included.

  - Some private sector organizations have started doing this as well. For example, instead of a bachelor's degree requirement, some companies will ask for "bachelor's degree *or* equivalent *experience*."

<u>Organization & Policies</u>

Every department has an Equity Inclusion Officer as part of the Racial Equity Committee to collaborate on the following goals:

- Equity Plan
- Equity Toolkit
- Hiring Process
- Implicit Bias and Cultural Competency Training
- Informal Mentoring Program
- Performance Evaluations

Santa Monica created a Language Access Fund for public facing citywide reports to be translated into different languages for community members

<u>Employee Culture and Retention</u>

- Santa Monica incorporates DEI into high level department and city goals

- Department Directors have annual DEI goal(s) they are accountable for and that can be included in their performance evaluation.

- DEI initiatives are also part of the annual city plan; for example the "Equitable & Inclusive Economic recovery" pillar for 2021.

- Santa Monica has "Affinity" aka "Employee Resource" groups, e.g. BIPOC employees, "White Anti-Racists," etc.

- The affinity groups exist to provide support and help in personal or career development and to create a safe space where employees can bring their whole selves to the table. Allies may also be invited to join the Affinity groups to support their colleagues.

- Affinity groups have budgets for special events and celebrations throughout the year.

- City staff partnered with the local library on a social justice book series for city employees.

Santa Monica offers a mentorship program between senior and junior employees to encourage connection, inclusion, and development opportunities.

Conclusion and Next Steps

The City of El Segundo has made marked progress over the past 18+ months in establishing Diversity, Equity, and Inclusion as a foundational pillar within the organization, notably by:

- City Council direction to create the Diversity, Equity, and Inclusion Committee

- Hiring both internal Human Resources personnel and external consultants with DEI expertise in 2020 and 2021

- Joining the Government Alliance on Race and Equity (GARE) in May 2021

- Developing a Citywide Diversity, Equity, and Inclusion Statement in May 2021

- Introducing a new Microaggressions Training to City Staff as of December 2021

The City follows standard local government DEI practices and policies, including:

- Recruiting for talent across diverse job sites

- Maintaining and enforcing an anti-harassment policy

- Operating as an Equal Opportunity Employer

Continuing to incorporate an effective DEI strategy within the Citywide organization requires a thoughtful, data-driven process. In 2022 we will need to be laser-focused on a) defining the problems the City is trying to solve with a DEI strategy within the Citywide Organization, b) determining what "good" looks like for El Segundo and c) identifying shared metrics for measuring progress.

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As immediate next steps in Q1 2022 the subcommittee is working with the Human Resources Department to:

- Incorporate DEI-related questions to better gauge overall employee sentiment in the upcoming employee engagement survey

- Map out a calendar for cultural, religious, and other immersive events that can be used to acknowledge different cultural experiences across the organization

- Meet with Tranzitions Consulting, an El Segundo-based non-profit, to discuss future Citywide internship opportunities for neurodiverse teens and young adults. The organization already has a success story with a young adult who interned at El Segundo Public Library last year.