

**City of Roanoke
Diversity & Inclusion Report
2019**

I. Background

Historically, the organization reviews employee demographic data on an annual basis. This information is typically limited to measurement of gender and race among new hires, promotions and terminations within a 12-month period. As we now have accumulated data from 2008 to 2018, we were able to survey the current trajectory. This report contains a statistical review of the City's historical experience as well as a report of the current situation. It contains administrative activities such as recruitment efforts, training efforts, and efforts made by the City Manager's directorate. Overall, we have strived to evolve our diversity and inclusion efforts to being purposeful, and away from compliance and conventionalism.

II. Statistical Review

Minority Composition:

- A. Historical Data on City Workforce Composition shows the percentage of minority workers to total employment has remained steady since calendar year 2008 (20.19% - 22.00%). The actual number of minorities in the workforce has fluctuated between 317 and 360.

<u>Calendar Year</u>	<u>Percent Minority</u>	<u>Percent Majority</u>
2008	20.50	79.50
2009	20.19	79.81
2010	20.97	79.03
2011	21.06	78.94
2012	20.85	79.15
2013	20.32	79.68
2014	20.19	79.81
2015	20.60	79.40
2016	22.00	78.00
2017	22.00	78.00
2018	20.70	79.30

- B. The following tables reflect new hire and promotion activity with the percentage of minorities hired and promoted to total employee population between 2008 and 2018.

TABLE I
New Hire Activity (Race)
 2008 - 2018

CY	White	Minority
2008	79.10%	20.90%
2009	71.43%	28.57%
2010	78.51%	21.49%
2011	82.27%	17.73%
2012	77.65%	22.35%
2013	75.59%	24.41%
2014	79.90%	20.10%
2015	76.10%	23.90%
2016	72.70%	27.30%
2017	77.50%	22.50%
2018	79.70%	20.30%

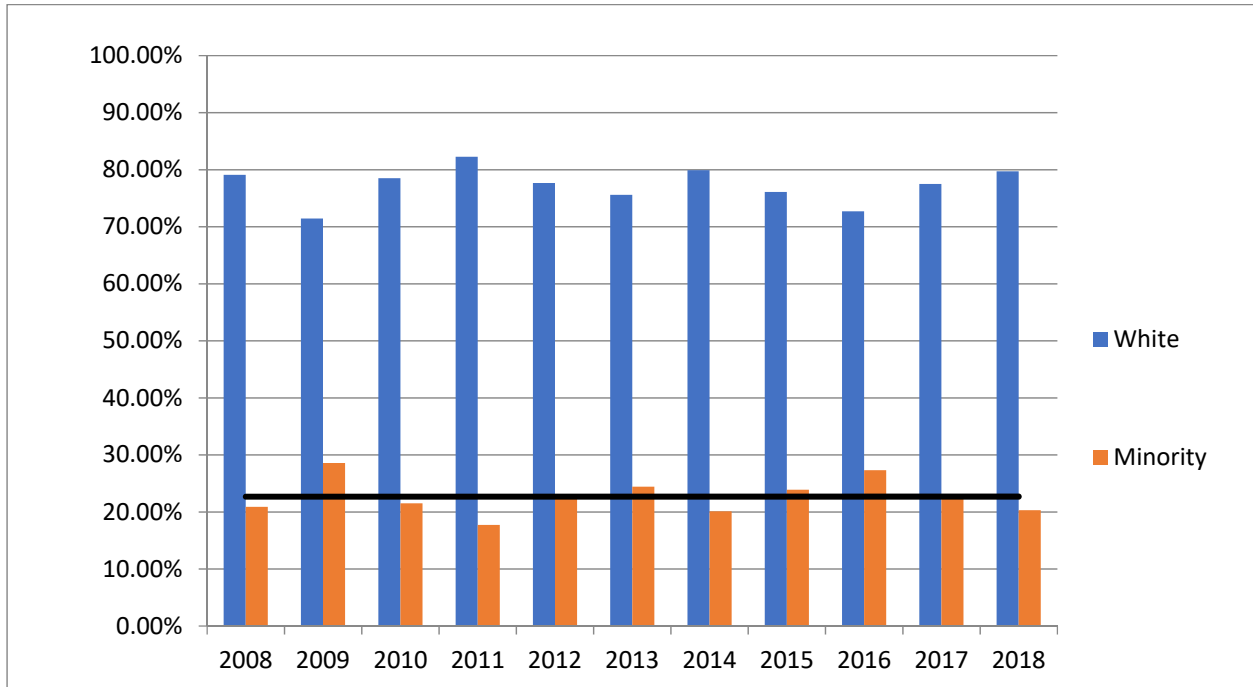
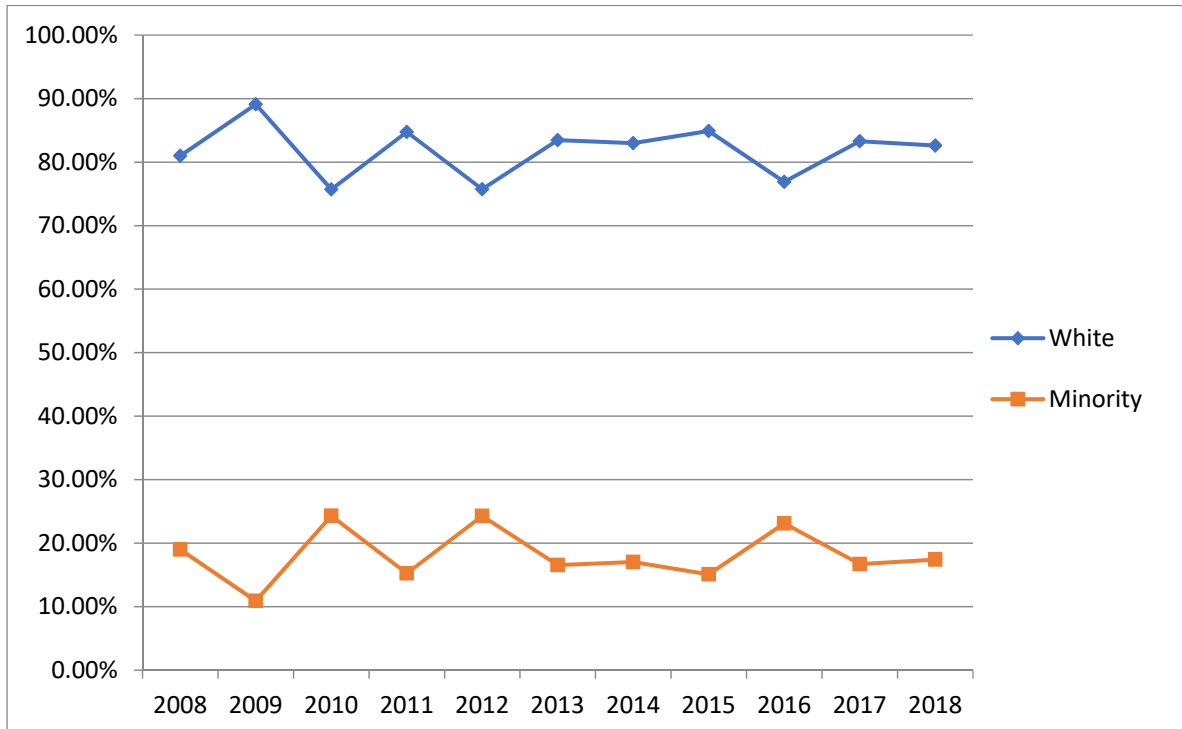


TABLE II
Promotion Activity (Race)
 2008 - 2018

CY	White	Minority
2008	81.00%	19.00%
2009	89.10%	10.90%
2010	75.70%	24.30%
2011	84.75%	15.25%
2012	75.72%	24.28%
2013	83.46%	16.54%
2014	82.98%	17.02%
2015	84.90%	15.10%
2016	76.90%	23.10%
2017	83.30%	16.70%
2018	82.60%	17.40%



- C. Current figures indicate there is substantial minority representation in some departments, some minority representation in other departments, and little minority representation in certain departments. Departments listed below include assigned divisions and functional areas.

Current Minority Composition of the City Workforce

Minority Percentage of Employment (Range)	Number of Departments	List of Departments
51% or more	2	City Clerk Human Resources
41-50%	0	
31-40%	0	
21-30%	12	Berglund Center City Manager Commissioner of Revenue Economic Development Finance General Services Social Services Libraries Planning, Building and Development Public Works Sheriff Treasurer
10-20%	5	Circuit Court City Attorney Fire-EMS Police Technology
Below 10%	4	Commonwealth's Attorney Municipal Auditing Parks & Recreation Registrar

Gender Composition:

The following tables reflect new hire and promotion activity with the percentage of women promoted and hired to total employee population between 2008 and 2018.

TABLE III
Promotion Activity (Gender)
 2008 - 2018

CY	Male	Female
2008	47.62%	52.38%
2009	50.91%	49.09%
2010	62.62%	37.38%
2011	59.32%	40.68%
2012	67.14%	32.86%
2013	61.65%	38.35%
2014	60.64%	39.36%
2015	56.60%	43.40%
2016	65.30%	34.70%
2017	64.00%	36.00%
2018	64.50%	35.50%

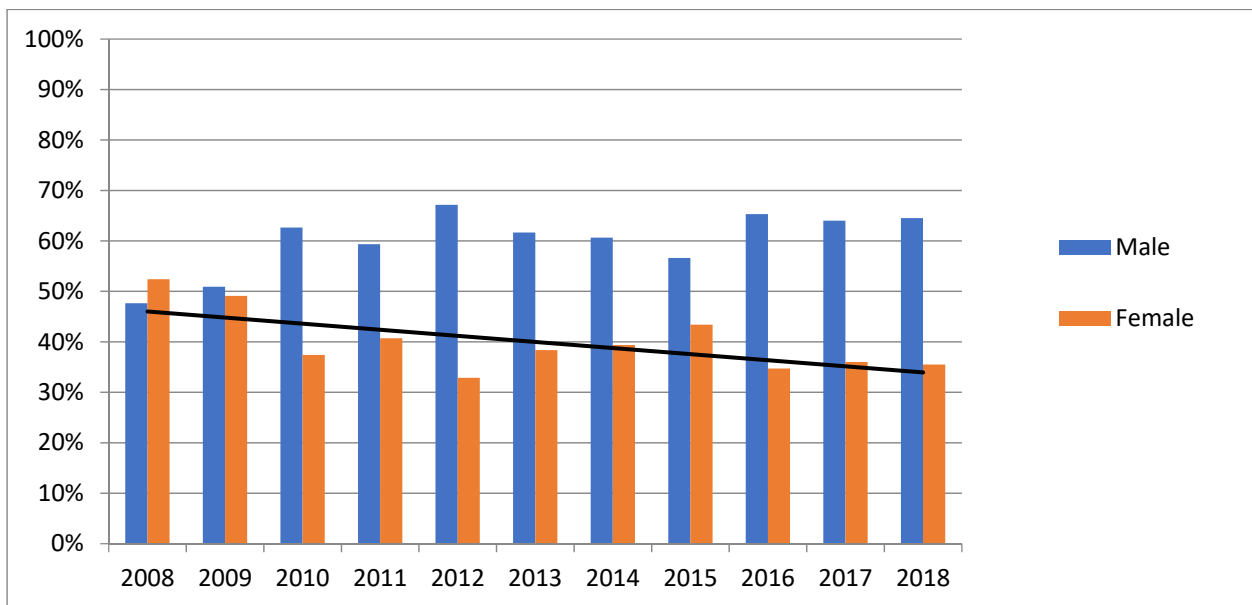
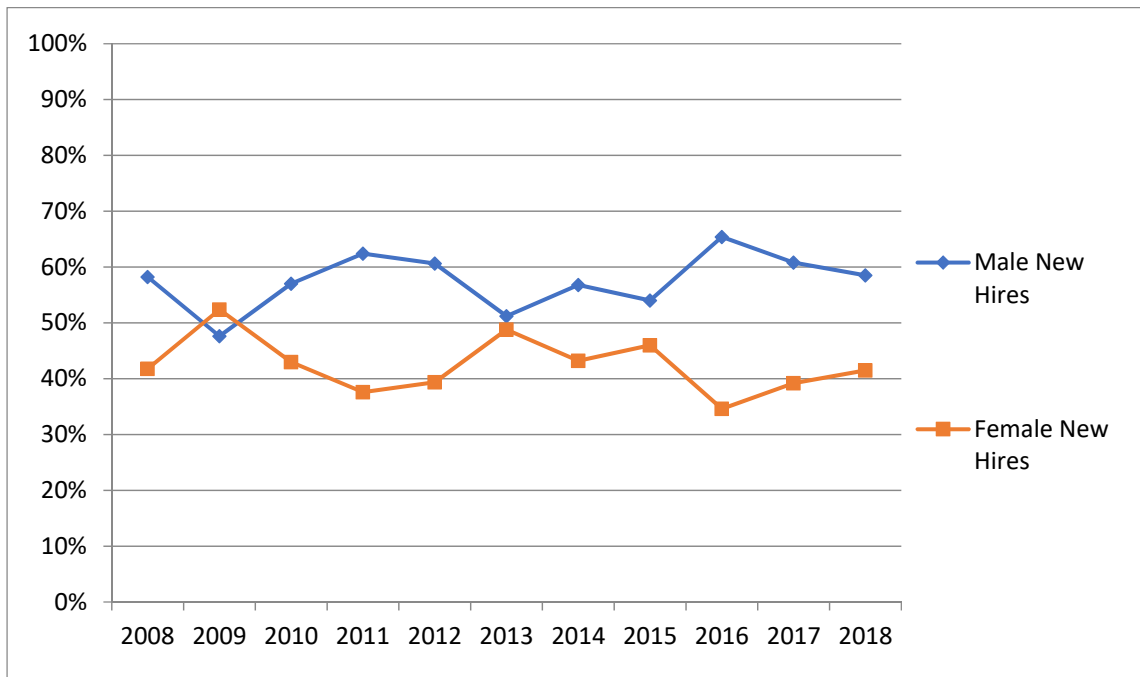


TABLE IV
New Hire Activity (Gender)
 2008 - 2018

CY	Male New Hires	Female New Hires
2008	58.23%	41.77%
2009	47.62%	52.38%
2010	57.02%	42.98%
2011	62.41%	37.59%
2012	60.63%	39.37%
2013	51.19%	48.81%
2014	56.78%	43.22%
2015	54.00%	46.00%
2016	65.40%	34.60%
2017	60.80%	39.20%
2018	58.50%	41.50%



Administrative Activities

A. Recruitment Efforts:

- Colleges and Universities events attended in 2018 include Virginia State University Internship and Career Fair as well as VSU's Graduate and Professional Fair, Ferrum College Human Services Fair, Virginia Commonwealth University Fair, and Radford University Fall Career and Internship Fair.
- Minority focused newspapers and periodicals were used to advertise job vacancies.
- Other efforts include attendance at workshops such as a local Hire Advantage Readiness Workshop and Division of Rehabilitative Services. Additionally, recruitment events were attended with Roanoke Lifestyle and Career Fair, and the Roanoke Inner City Athletic Association.
- The City of Roanoke hosted a job fair in the Municipal building during the fall of 2018.

B. Organizational Training and Development :

Diversity & Inclusion Training was offered in a series of workshops for employees. In 2018, 180 employees attended at least one workshop and 34 employees completed all 4 workshops in the series and received a certificate of completion.

- Series 1: Diversity in the Workplace, More than Race, Age and Gender
- Series 2: Introduction to Inclusion: What it means for you and our organization
- Series 3: Implicit Bias: Mine, Yours, and Ours!
- Series 4: OUCH! That Stereotype Hurts

C. Directorate Efforts:

Early in 2018 the demographic data was presented to the senior leadership team and support was garnered for a more strategic diversity plan, versus Human Resources reporting numbers annually. In developing this business case, several activities ensued among the directorate:

- A series of discussions, referred to as the "Directors' Diversity Dialogue" were held between February and June. These productive encounters allowed leaders:
 - To gauge their individual level of cultural competence (the Bennett Scale).
 - To discuss why our diversity efforts had stagnated and our lack of a strategy. We explored tools and formats from other organizations for diversity initiatives.
 - To critically review data about who was leaving the organization and with whom they were being replaced. We also reviewed gender and race among those employees who received promotions and pay increases in the past year.
- All team members read Dr. Derald Wing Sue's "Race Talk and the Conspiracy of Silence" and the dialogue continued in the form of a book club through November. This helped facilitate difficult conversations for some team members uncomfortable talking about race.
- The team went through an Interrelationship Digraph exercise in which the group analyzed links between the different aspects of diversity, having surfaced the values and priorities of our team.

- The directorate developed the following Leadership Team’s Diversity & Inclusion Statement:

Why?

We provide best in class services that influence the quality of life for a diverse community. It is our collective understanding that as leaders we are responsible for preparing City of Roanoke employees to respond to citizens’ needs. A diverse workforce allows for a better citizen impact and engagement. Drawing upon diverse talents, ideas and perspectives leads to better outcomes.

How?

Individually and collectively, directors must demonstrate a unified commitment to attracting, engaging and retaining a diverse workforce through their recruitment and selection decisions. We must then ensure throughout our employees’ contributions to the organization that their talents and experiences are fully leveraged, empowered and engaged. Further, we aspire for this workforce diversity to more closely reflect the diversity of the community that we serve.

What?

We will hold each other accountable to cultivate leadership skills that result in cultural proficiency. This is accomplished through active participation in educational awareness opportunities, continuing the diversity and inclusion conversation and personal commitment.

Conclusion

The composition of the workforce of the City of Roanoke indicates little change since 2008. Concentrations of minority and/or female candidates are found in some departments and few exist in other departments. This substantiates a need for management to continue to seize opportunities to hire fully qualified minorities and women. Quality minority candidates are frequently referred by Human Resources directly to hiring managers. A strengthened allied relationship is needed during this hand-off so candidates are exposed to job opportunities. Our greatest success is apparent in areas where hiring managers and directors have committed themselves to this cause.

Recommendation

Based on the described activities and subsequent conversations among the Roanoke City leadership team, a formal diversity plan is necessary. A plan with desired outcomes, activities and indicators linked to City Council’s strategic plan. A draft Diversity and Inclusion Plan follows.

2019 DIVERSITY AND INCLUSION PLAN

The City of Roanoke will want to maintain the public's confidence that our services meet the diverse needs of our citizenry. In order to do so we must remain an employer of choice, particularly in an increasingly competitive labor market. The following organizational objectives are directly related to our diversity and inclusion efforts as they can only be achieved through a diverse workforce; new ideas and approaches come from a variety of perspectives.

As an organization, we will achieve a culture where all employees are leaders oriented toward results and positive outcomes, where organization and community assets meet or exceed recognized standards and where the services provided are recognized as "best in class".

Among the City of Roanoke's priority areas, the "Good Government" priority identifies both effective leadership and high performing employees as outcomes of good government. Performance indicators of high performing employees include: excellent customer service, diverse and innovative environment, high employee morale and engagement, and a highly competent, well trained staff. Effective leadership performance indicators include broad vision, approachable and accessible, inspiring and results orientation and accountability.

We will build a culture around honesty, respect, responsibility, teamwork, diversity and inclusion that addresses the challenges and opportunities of the 21st century. Diversity and Inclusion is defined as respecting, celebrating and embracing the collective mixture of differences and similarities of our employees as a rich tapestry.

Goal #1: The City of Roanoke workforce will be reflective of the diverse community we serve.

Objective 1: Increase the number of underrepresented employees in areas where data reveals there is little or no representation.

Strategy 1: Be deliberate and intentional in hiring, promoting and retaining diverse talent.

Strategy 2: Actively prepare for the workforce of the future through employee engagement and succession planning. Understand generational differences.

Measure: Annual demographic reports.

Objective 2: Identify barriers and challenges that exist in our current processes that unintentionally exclude individuals.

Strategy 1: Seek out a variety of perspectives when reviewing policies, systems and processes.

Strategy 2: Seek out opportunities for innovation and essential change.

Strategy 3: Ensure our processes and policies provide equal access to meet diverse needs.

Measure: Quantify and report the innovations and changes.

2019 DIVERSITY AND INCLUSION PLAN (CONTINUED)

Goal #2: The City of Roanoke Leadership Team will demonstrate the value of inclusion in the workplace

Objective 1: Create a sustainable and inclusive work environment where all employees feel valued and supported to reach their highest capacity using their people skills, passion, values and knowledge.

Strategy: Demonstrate leadership participation in and support for diversity and inclusion efforts (not limited to resource groups and Diversity Advisory Councils, and the annual Employee Conference)

Measure: Results of employee engagement survey (recommend another survey in 2021)

Objective 2: Describe diversity as an asset with value and worth, as something to celebrate, not an issue to be dealt with or handled.

Strategy 1: Evaluate personal biases through professional coaching or assessment.

Strategy 2: Incorporate diversity and inclusion goals into own performance appraisals and development plans.

Measure: Leadership team holds one another accountable.

Objective 3: Develop comprehensive department/division diversity and inclusion plans with specific goals and timetables.

Strategy 1: Each plan, to include the scope of activities shall be submitted to the Department of Human Resources on an annual basis.

Strategy 2: Link plans to the organization's goals, which validates and benefits our efforts.

Strategy 3: Recognize and reward individuals and departments that successfully contribute to diversity and inclusion goals.

Measure: Incorporate in departmental performance measures