

Race Equity in Employment
City of Iowa City Outreach and Recruitment
Preliminary Study Report
May 6, 2014

Presentation by the University of Iowa Clinical Law Programs

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Law & Policy in Action Project

- **Project History:**
 - **Coalition for Racial Justice Report (2013)**
 - **Ad Hoc Diversity Committee Hearings Report and Recommendations**
 - **City Staff Diversity Implementation Form**
 - **Equity Director Appointed**
 - **City and Clinical Law Program Project**

Project Activities and Methodology

- Employment related documents
- Literature Review Human Resources, Race Equity
- Employee and Applicant Statistics
- Census and Statistics – Population, Race and Ethnicity
- Iowa City, Johnson County, Corridor, IWD Region
- Experts: Human Resource, Diversity and Race Equity
- Pilot Surveys and Self-Assessment Tools
- Governing for Racial Equity, Building An Inclusive Community conferences and webinars
- Community leaders and groups

Goals and Agenda

- **Project Goals**
 - Increase the number and diversity of job applicants
 - Increase the diversity of the city's workforce
 - Make more transparent city policies and procedures
 - Ensure fairness and non-discrimination in all phases of employment
 - Equity Lens -- race, color, ethnicity -- considered alone -- do not detract from or enhance opportunities or prospects for employment
- **Today's Agenda**
 - Exchange of Ideas and Information
 - Our Community
 - Our Workforce
 - Outreach to the community
 - Review of current recruitment efforts
 - Suggested outreach and recruitment strategies
 - Iowa City's commitment to diversity and equity
 - Next steps

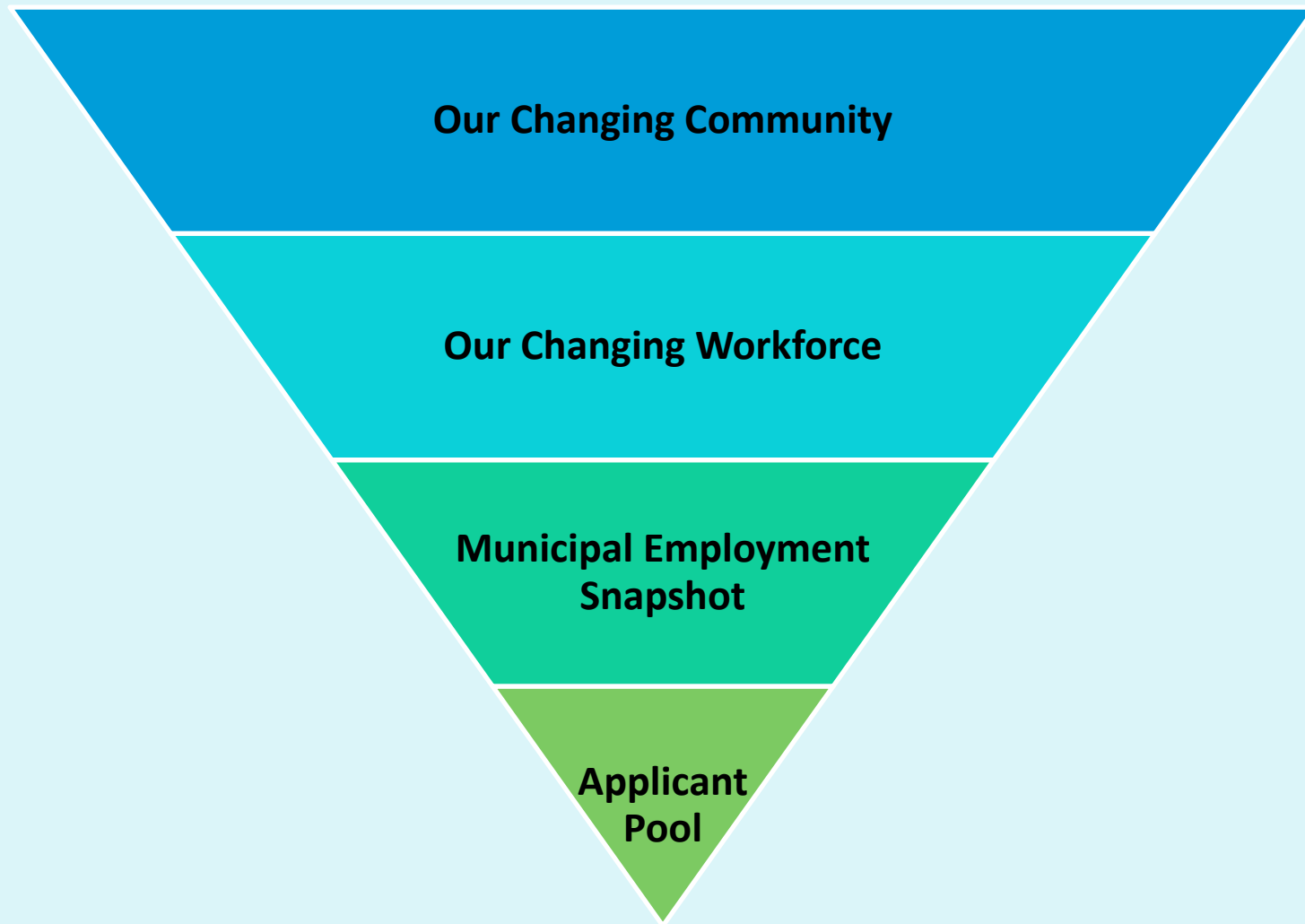
Concepts and Terminology

- **EEO Non-Discrimination**
- **Diversity and Inclusion**
- **Affirmative Action**
- **Equity and Empowerment Analysis (Race Equity)**
- **Implicit Association and Awareness**
- **Minority**

Drivers, Motivators and Barriers

- **Disparities and Diversity Gap and Quality of Life**
- **Community Interest and Involvement**
- **City Interest in Diversity Across All Departments**
- **Human Resources:**
 - City Workforce Demographics and Barriers to Inclusive Workforce
 - Great Place To Work and Excellent Benefits
 - Stable and long-term employment
 - Collective Bargaining Agreement and Internal Candidates
 - Civil Service, police and firefighters
 - Workforce nearing retirement age
- **Business and Economics**
- **Equity and Empowerment Movement and Toolkits**

Our Community



Our Changing Community

Iowa City Population by Race/Ethnicity (2000-2010)

Source: Census Viewer, Iowa City, IA Population—Census 2010 and 2000 Interactive Map.

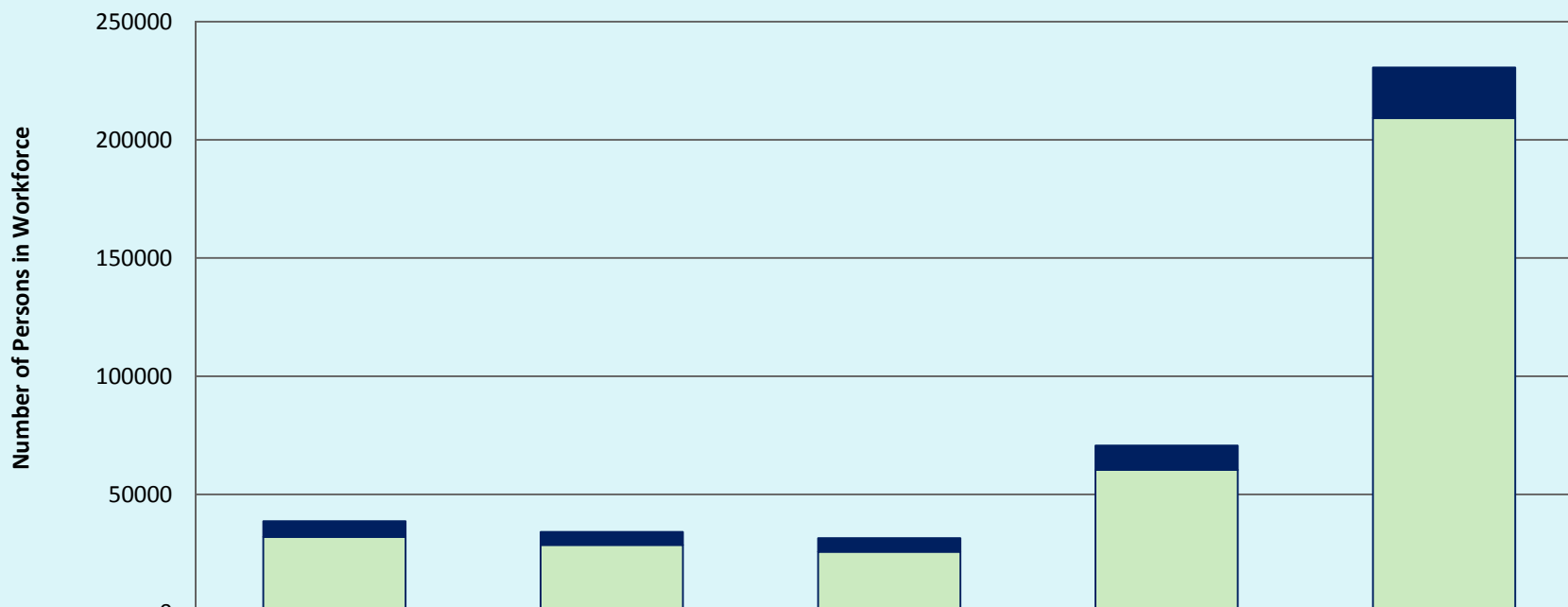
| | 2010 Census | | 2000 Census | | 2000-2010 Change | |
|----------------------------------|---------------|--------|---------------|--------|------------------|---------|
| | # | % | # | % | # | % |
| American Indian/Alaskan Native | 144 | .021% | 194 | .31% | -50 | -25.77% |
| Asian | 4,680 | 6.9% | 3,516 | 5.63% | 1,164 | 33.11% |
| Native Hawaiian/Pacific Islander | 28 | .04% | 27 | .04% | 1 | 3.70% |
| Black or African American | 3,912 | 5.76% | 2,333 | 3.73% | 1,579 | 67.68% |
| Hispanic or Latino (of any race) | 3,627 | 5.34% | 1,834 | 2.93% | 1,793 | 97.76% |
| White, Not Hispanic | 56,004 | 82.53% | 54,592 | 87.36% | 1,412 | 2.59% |
| Some other race alone | 1,395 | 2.06% | 778 | 1.24% | 617 | 79.31% |
| Two or More Races | 1,699 | 2.50% | 1,052 | 1.68% | 647 | 61.50% |
| Total Population | 67,862 | | 62,492 | | 5,370 | |

Our Changing Community

| County Population Breakdown by Race Percentage (2011) | | | | | | | | | | |
|--|--------|-------|------|------------------|----------------|-------|------|------------|------|------|
| Source: Workforce and Economic Development Regional Status Report (citing Census Bureau, 2011 ACS) | | | | | | | | | | |
| | Benton | Cedar | Iowa | <u>Iowa City</u> | <u>Johnson</u> | Jones | Linn | Washington | Iowa | U.S. |
| White Alone | 97.4 | 97.6 | 98 | 82.53 | 86.2 | 95.9 | 90.8 | 94.9 | 91.8 | 74.1 |
| Black | 0.2 | 0.1 | 0.5 | 5.76 | 4.3 | 1.8 | 3.9 | 0.6 | 2.8 | 12.5 |
| Asian/Pacific | 0.1 | 0.1 | 0.1 | 6.9 | 5.3 | 0.5 | 1.8 | 0.6 | 1.8 | 4.9 |
| Other | 2.3 | 2.2 | 1.4 | 4.81 | 4.2 | 1.8 | 3.5 | 3.9 | 3.6 | 8.5 |

Our Changing Community

Labor Force Estimates for Comparable and Local Municipalities by Race/Ethnicity



| | Iowa City | Ames, Iowa | Corvallis, OR | Johnson County | Creative Corridor |
|--------------------|-----------|------------|---------------|----------------|-------------------|
| ■ Total Minorities | 6699 | 5489 | 5789 | 10302 | 21357 |
| ■ White Alone | 32028 | 28671 | 25746 | 60,358 | 209228 |

Our Changing Workforce: Employed and Unemployed

Iowa City MSA Labor Force & Unemployment Rates by Race/Ethnicity

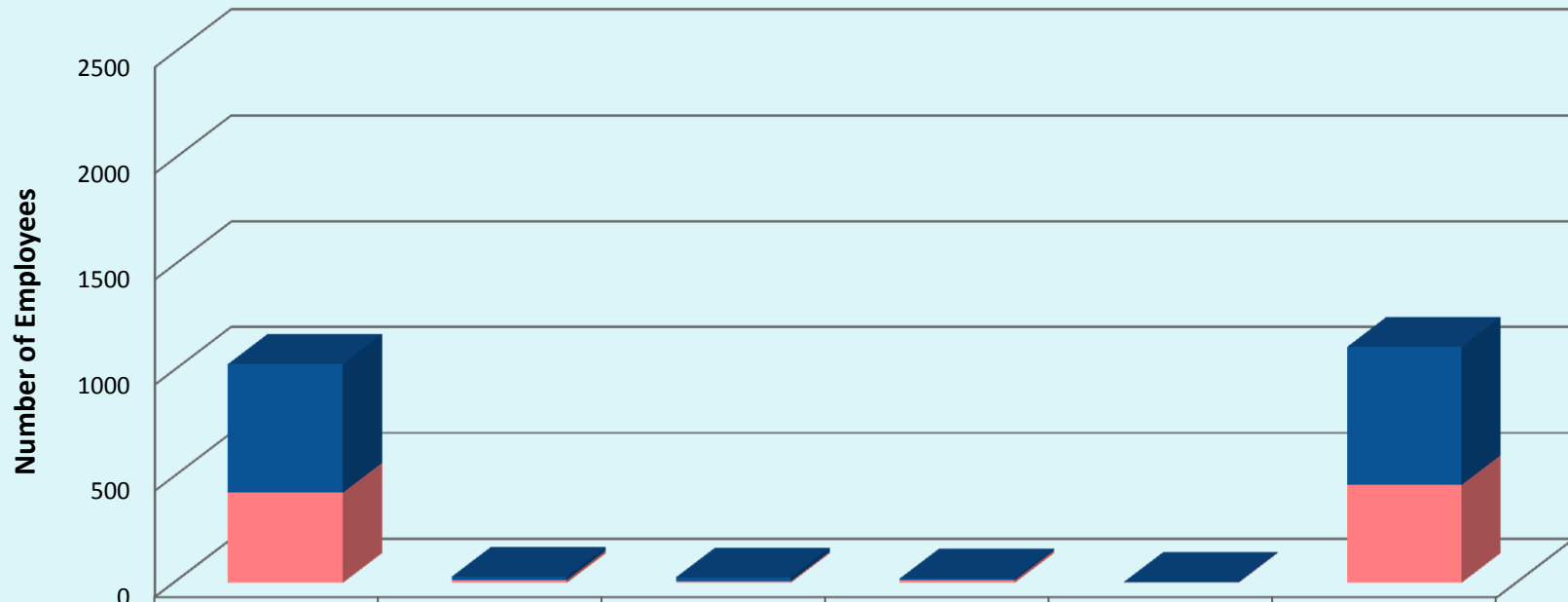
Source: Iowa Workforce Development 2013

| <u>Race/Ethnicity</u> | <u>Labor Force</u> | <u>Unemployment Rate</u> |
|-----------------------------------|--------------------|--------------------------|
| White and non-Hispanic | 79540 | 3.4% |
| White and Hispanic | 1910 | 4.7% |
| Non-White Hispanic | 1770 | 6.5% |
| Black | 2880 | 9.3% |
| American Indian or Alaska Native | 220 | 1.8% |
| Asian | 4270 | 5.6% |
| Native Hawaiian/Pacific Islander | 60 | N/A |
| Other Races | 1460 | 6.7% |
| Multiple Race Categories Reported | 1180 | 15.5% |
| Minority Race or Hispanic | 11970 | 7.3% |

Municipal Employment Snapshot

All Employees

Source: City of Iowa City Employee Statistics (Jan. 2014)

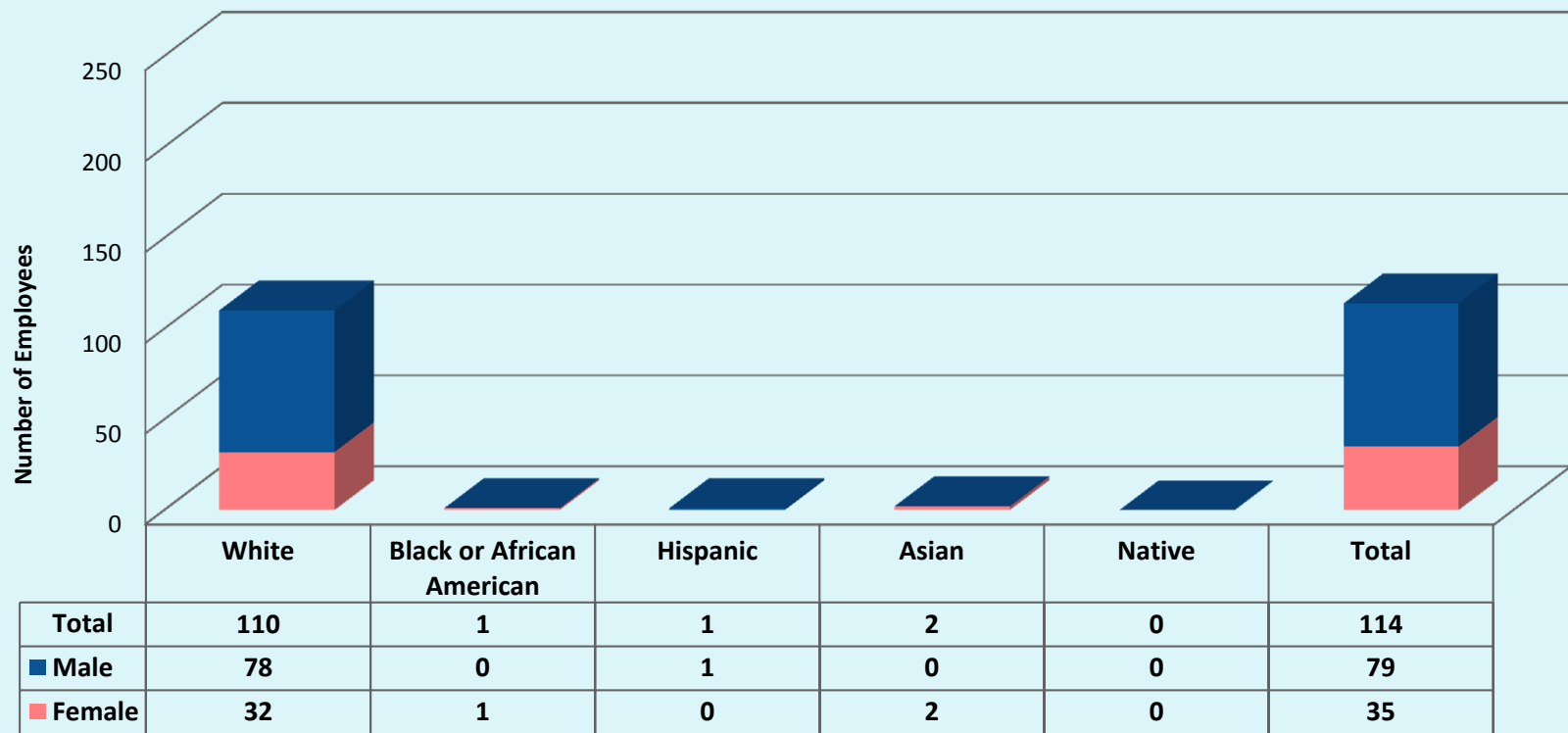


| | White | Black or African American | Hispanic | Asian | Native | Total |
|---------------|-------------|---------------------------|-----------|-----------|----------|-------------|
| Total | 1031 | 30 | 26 | 21 | 4 | 1112 |
| Male | 606 | 17 | 19 | 8 | 1 | 651 |
| Female | 425 | 13 | 7 | 13 | 3 | 461 |

Municipal Employment Snapshot

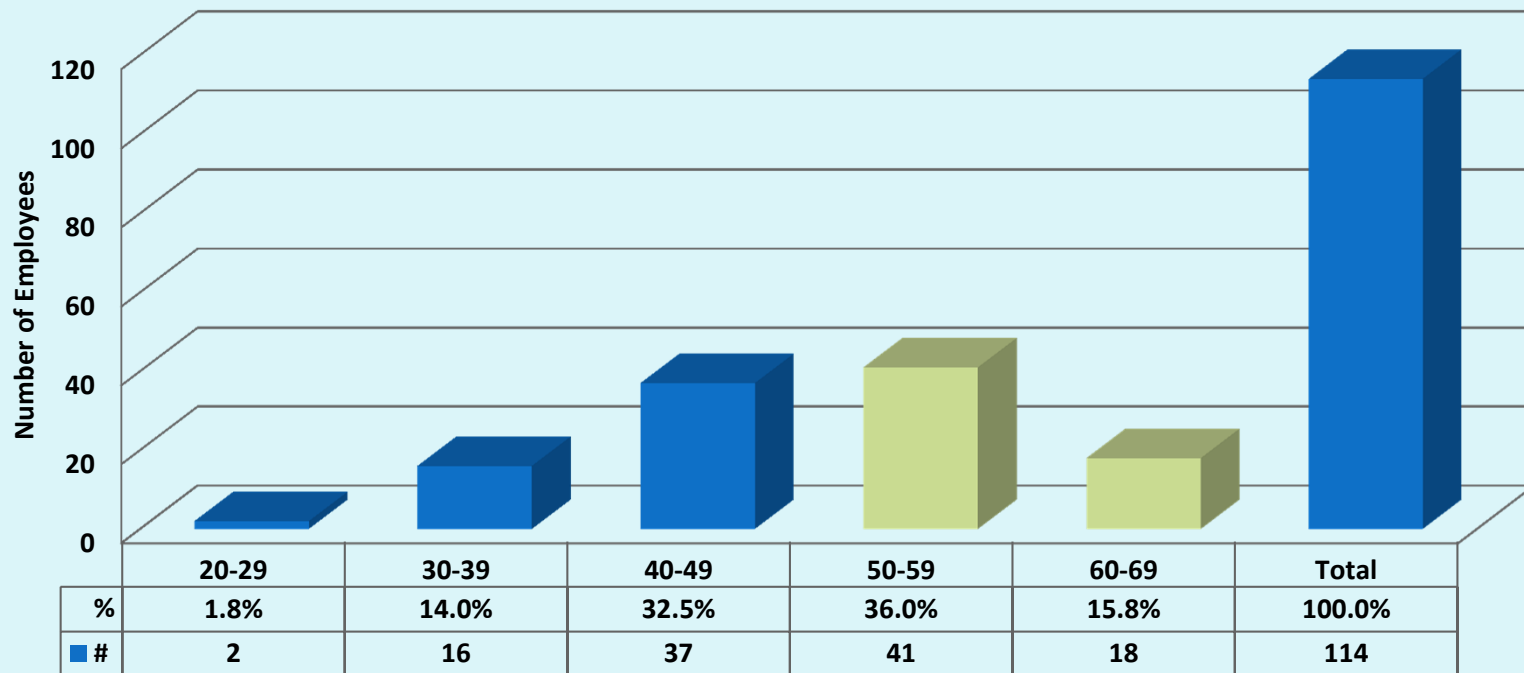
City of Iowa City Administrative Employees

Source: Iowa City Employment Statistics (Jan. 2014)



Municipal Employment Snapshot

Administrative Employees at or Near Retirement Age



Applicant Pool

External Applications All Job Openings (Non-Fire/Non-Police)

See: City of Iowa City

| | White | Black | Hispanic | Asian | Native | Unspecified | Total |
|------------------|-------|-------|----------|-------|--------|-------------|-------|
| Number | 2495 | 246 | 128 | 54 | 14 | 318 | 3255 |
| % | 76.7% | 7.6% | 3.9% | 1.7% | 0.4% | 9.8% | 100% |
| % of Labor Force | 86.9% | 3.1% | 4.0% | 4.7% | .02% | | |

Applicant Pool

Voluntary Disclosures

Temporary Job Applications (External)

| | White | Black | Hispanic | Asian | Native | Did Not Disclose | Total |
|--------|-------|-------|----------|-------|--------|------------------|-------|
| Number | 1690 | 192 | 104 | 33 | 11 | 188 | 2218 |
| % | 76% | 9% | 5% | 1% | 0% | 8% | 100% |

Permanent Job Applications (External)

| | White | Black | Hispanic | Asian | Native | Did Not Disclose | Total |
|--------|-------|-------|----------|-------|--------|------------------|-------|
| Number | 805 | 54 | 24 | 21 | 3 | 130 | 1037 |
| % | 78% | 5% | 2% | 2% | 0% | 13% | 100% |

All Administrative Positions (External)

| | White | Black | Hispanic | Asian | Native | Did Not Disclose | Total |
|--------|-------|-------|----------|-------|--------|------------------|-------|
| Number | 224 | 11 | 6 | 5 | 0 | 47 | 293 |
| % | 76.5% | 3.8% | 2.0% | 1.7% | 0.0% | 16.0% | 100% |

Applicant Pool

External Applications for Administrative Positions by Race/Ethnicity

| | White | Black | Hispanic | Asian | Native | Undisclosed | Total |
|---------------------------|-------|-------|----------|-------|--------|-------------|-------|
| Finance Director | 14 | 0 | 0 | 0 | 0 | 5 | 21 |
| Asst. to City Manager | 128 | 10 | 5 | 2 | 0 | 13 | 158 |
| Superintendent of Streets | 5 | 0 | 0 | 1 | 0 | 1 | 7 |
| Superintendent of Parks | 18 | 0 | 0 | 0 | 0 | 6 | 24 |
| Facilities Manager | 21 | 0 | 0 | 0 | 0 | 2 | 23 |
| Cemetery Supervisor | 50 | 1 | 2 | 0 | 0 | 6 | 59 |

Outreach and Recruitment Methods

- **Message**
- **Potential and Targeted Audiences**
- **Personnel, Research and Planning**
- **Real Connections, Feedback Loops & Follow Through**
- **Cost and Effectiveness**
- **Measurement and Metrics**
- **Community Input and Involvement**
- **Evaluation**
- **Rethinking and ongoing adjustments**
- **Job Seeker Perspective**

City Outreach and Recruitment

- Website
- Social Media
- Print Media
- City Channel
- City Hall
- Diversity Boards
- Jobline
- Email & Listserv
- Human Rights Commission
- Bilingual Posters/Flyers
 - Buses
 - City Facilities
 - Neighborhood Centers
 - Senior Center
 - Animal Shelter
 - Workforce Development
 - Other places
- Other methods?

Outreach and Recruitment Materials Review

- **Artifacts:**
 - Flyers/Posters
 - Applications
 - Job Descriptions
 - City Website, Jobs, HR and Diversity pages
 - Facebook and Twitter
 - Online job postings, searches and listservs
 - Policies and Practices
- **Primary Methods and Reviewers**
 - Compared with other cities and jurisdictions
 - Conducted Pilot Survey
 - HR, Diversity, Community, Equity, Student groups



CITY OF IOWA CITY



City of Iowa City Employment Opportunities

The City of Iowa City is an Equal Opportunity Employer, and we encourage females, minorities, and members of other protected classes to apply for open positions. To find out more about our job opportunities:

▶ stop by

City Hall — Human Resources office
410 E. Washington Street, Iowa City
Monday through Friday, 8 am to 5 pm

▶ follow us on social media

email: www.icgov.org/subscribe (for alerts)
or jobs@iowa-city.org

website: www.icgov.org/jobs
(Use the QR code below!)

facebook: City of Iowa City - Employment

twitter: @CityIowaCityHR

▶ ...or call us!

Office: 319.356.5020 Jobline: 319.356.5021



Outreach and Recruitment: Flyers/Posters

- English and Spanish
- Iowa City Logo
- Stock Photos Do Not Reflect Iowa City
- Emphasis on Service Jobs
- Location, Placement and Timing
- Busy and Small Print
- Protected Class/EEO Language
- Add Pictures and Bios of City Employees
- Incorporate into marketing, website and other media

Job Application

- Length, Format, Content and Uniformity
- Type of Information Requested
- Criminal Background
 - How far back do you go?
 - Types of offenses
 - Jargon
 - Transparency and disqualifying offenses
- Voluntary Survey Data Record
 - Positive Response Rate
 - How did you *first* learn about this opening?

Completing Applications

- Ways to submit an application
 - By hand
 - Online fillable form*
 - Mail
 - In person
 - Email
 - No automated online submission
- Potential Barriers
 - Technology
 - Education
 - Transportation
 - Income
- Tracking and Follow-Up Communications

* Firefox does not support the fillable form, potential issue for other browsers

City of Iowa City Website

The screenshot shows the City of Iowa City website homepage. At the top, there is a navigation bar with links for Citizen Service Center, Transit Routes, News, E-Subscriptions, Jobs, Calendar, and Store. A search bar is also present. Below the navigation bar is a large banner image of the city's downtown buildings. The main content area is divided into several sections: 'Contact Us' with a govXpress logo and social media links; 'Online Payments' with a list of services like Parking Tickets and Utility Bills; 'Latest News' with a list of recent updates; 'On The Calendar' with a list of upcoming events; and 'Community Spotlight' with a logo for the Iowa City Public Library. The footer contains a navigation menu, contact information, and copyright details.

Citizen Service Center | Transit Routes | News | E-Subscriptions | Jobs | Calendar | Store
Search ICgov.org: Search

City of Iowa City, Iowa
A-Z Index | Residents | Business | Government | Visitors

On The Calendar
Keep up with official City meetings and events scheduled on City property.

- MAY 1** Teen Center After School Tech Times 3:00 PM - Teen Area
- MAY 1** Wii Gaming for School-age Children 3:00 PM - Library Storytime Room
- MAY 1** Public Art Advisory Committee Meeting 3:30 PM - Helling Conference Room, City Hall
- MAY 1** Youth Ballet Performance 3:30 PM - Library Meeting Room A, Meeting Room B, Meeting Room C

[More »](#)
[View All Events »](#)

Community Spotlight

Contact Us
Have a question, suggestion or complaint? Click on the ICgovXpress logo below to submit a report or download the mobile app.

govXpress

Join us on Facebook and Twitter

JCENS
Johnson County Emergency Notification System
Sign up for emergency notifications

Online Payments

- » **Parking Tickets**
Look up and have the option to pay
Parking Ticket Appeals
- » **Recreation Activities**
Browse, register, and pay for recreational programs
- » **Utility Bills**
Look up and have the option to pay
Start Utility Service
Stop Utility Service
- » **Rental and Construction Permit Fees**
Look up and have the option to pay

Latest News

- » **Strategic Plan**
- » **New Tuesday Farmers Market Location**
- » **Registration Underway For Iowa City Parks And Recreation Summer Activities**
- » **Wow: Iowa City Public Library Celebrates Weber On Wednesday**
- » **ICPL Calendar: May 3 To May 16, 2014**
- » **Road Construction - Kirkwood Avenue**

A-Z Index
Residents
Business
Government
Visitors

Citizen Service Center
Transit Routes
News
E-Subscriptions
Jobs
Calendar
Store

Contact Information
Web Polls
City Employee Resources

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410 E Washington St., Iowa City, IA 52240 Phone (319)356-5000

City of Iowa City Website

- Face of the City
- Is Diversity, Inclusion, and Equity Front and Center?
 - Pictures & Video
 - Text and Message
 - Links
 - Job Alerts
 - [Facebook](#) and Twitter
- Access, Usability and Navigation
- Distinguish Between Human Rights and Equity
- Holistic Review of Design and Content
- Community or Consultant Input
- Other City Websites: [Ames](#), [Coralville](#), [Corvallis](#)

Suggested Outreach and Recruitment

Source: Recruitment and Selection: Department of Veterans Affairs, Best Practices Guide (April 2010)

- Contact and engage faith-based organizations and alliance groups and participate in their events
- Identify neighborhoods where targeted applicants live or visit and establish partnerships with business, firms, stores
- Host HR department or job information fairs at the Center for Worker Justice, houses of worship, Dream Center, the Spot, Recreation Center, Library, VA Center, Neighborhood Centers, DVIP, Shelter House, Four Oaks
- Link up with campus groups, organizations, and career development centers at the [University of Iowa](#), Kirkwood , Coe, Mt. Mercy, schools, host networking events and contact high school and guidance counselors

Suggested Outreach and Recruitment

- Establish partnerships with organizations from under-represented groups, visit them yearly, attend meetings and involve in HR outreach, web design and equity initiatives (LULAC, NAACP, Department of Human Rights, Cedar Rapids Civil Rights Commission, Black Law Student Association, Black Professional and Graduate Students, Engineers, Business)
- Expand mentoring, internship and job shadowing opportunities
- Network with Corridor HR professionals
- Update and provide monthly diversity metrics to departments
- Provide personnel with awareness training needed to understand and manage diversity and difference
- Conduct focus groups and exits surveys to assess pulse of the workforce and implement proactive recruitment steps
- Staff training on communications, interpersonal relations, team building, business and cultural dimensions of diversity

Race Equity Initiative

Multnomah County Equity and Empowerment Lens 2012 and Various Sources

- **Take the lead and not just react**
- **Expand race equity and diversity initiative beyond police and transit**
- **Determine Organizational Readiness and Capacity**
 - Assess current organizational capacity for equity work
 - Describe current direction and strategies
 - Identify inequities and injustices in employment or other current issues
 - Reflect upon and understand strengths and challenges
 - Enhance current efforts leading to equity
 - Eliminate current strategies leading to inequities
 - Celebrate and publicize successes and improvements
- **Review race equity toolkits and initiatives, network with other city officials**
- **Meet with Corridor community groups and officials**
- **Equity Director as the focal point for external and internal constituencies and initiatives**
- **Host conference on equity -- race, disability, gender, sexual orientation, ethnicity, etc.**
- **Organizational Culture**
 - Develop employee engagement survey and diversity awareness survey
 - Review and consider self-assessment and corporate culture surveys
 - Provide training on individual and institutional implicit bias and implicit association
 - Include diversity and equity in job descriptions, duties and performance reviews
- **Buy-in from the top, down**

Other Questions and Next Steps

- Discussion
- Possible Actions
- Timetable
- Individuals or Groups Involved
- Immediate and long-term goals
- Other?

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