

Employment Demographic Data Analysis

By

The Office of Diversity & Equity Services



CLEARWATER
BRIGHT AND BEAUTIFUL • BAY TO BEACH

100 S. Myrtle Ave. | Clearwater, FL 33756
www.myclearwater.com

City of Clearwater Demographics

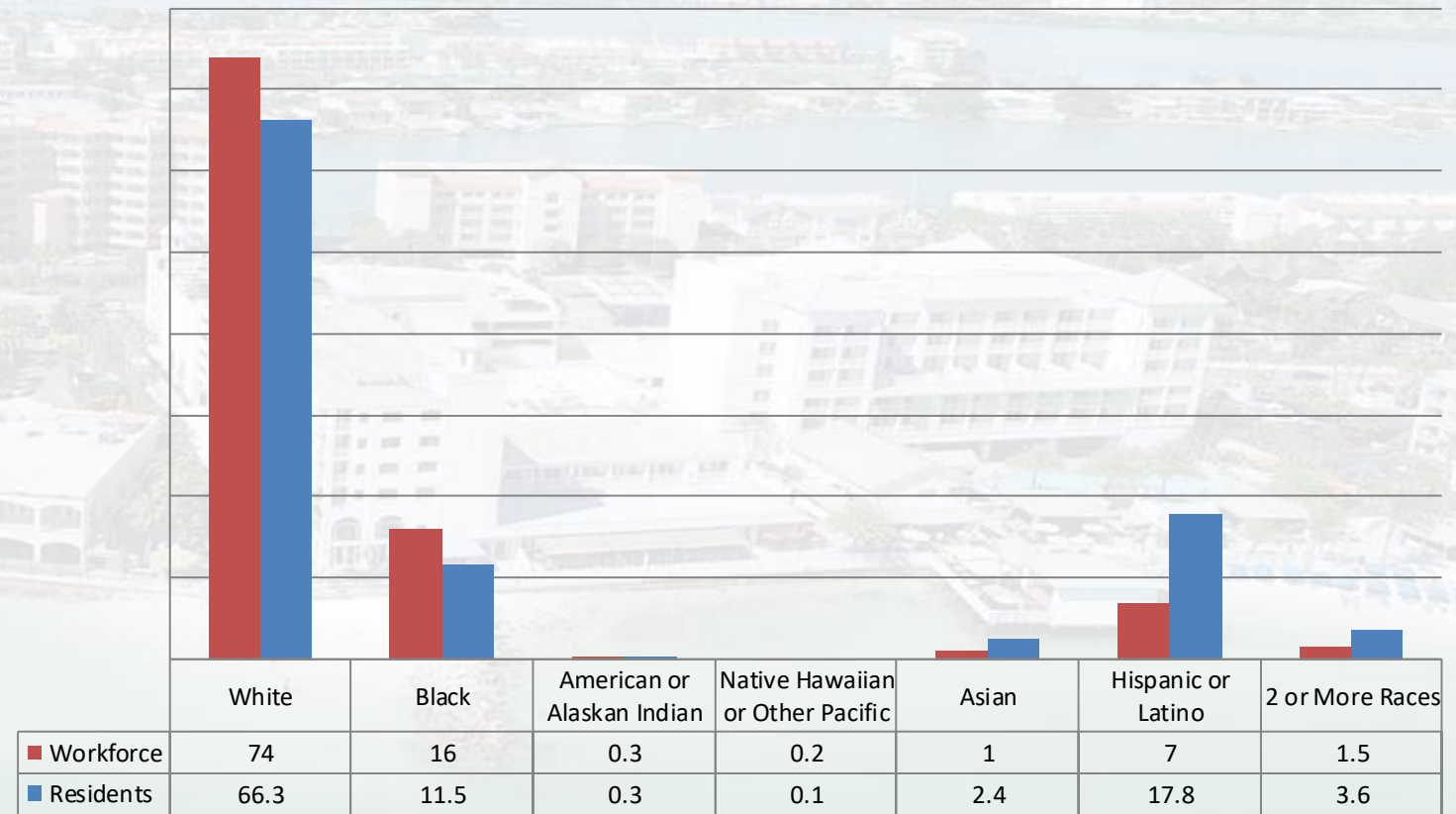
When it comes to workplace diversity, best practices are for organizations to mirror the communities in which they serve or consumers they sell or provide services to. The illustrations will be comprised of US Census' data of the city's resident demographics compared to our workforce.

City of Clearwater Demographics

Resident and Workforce

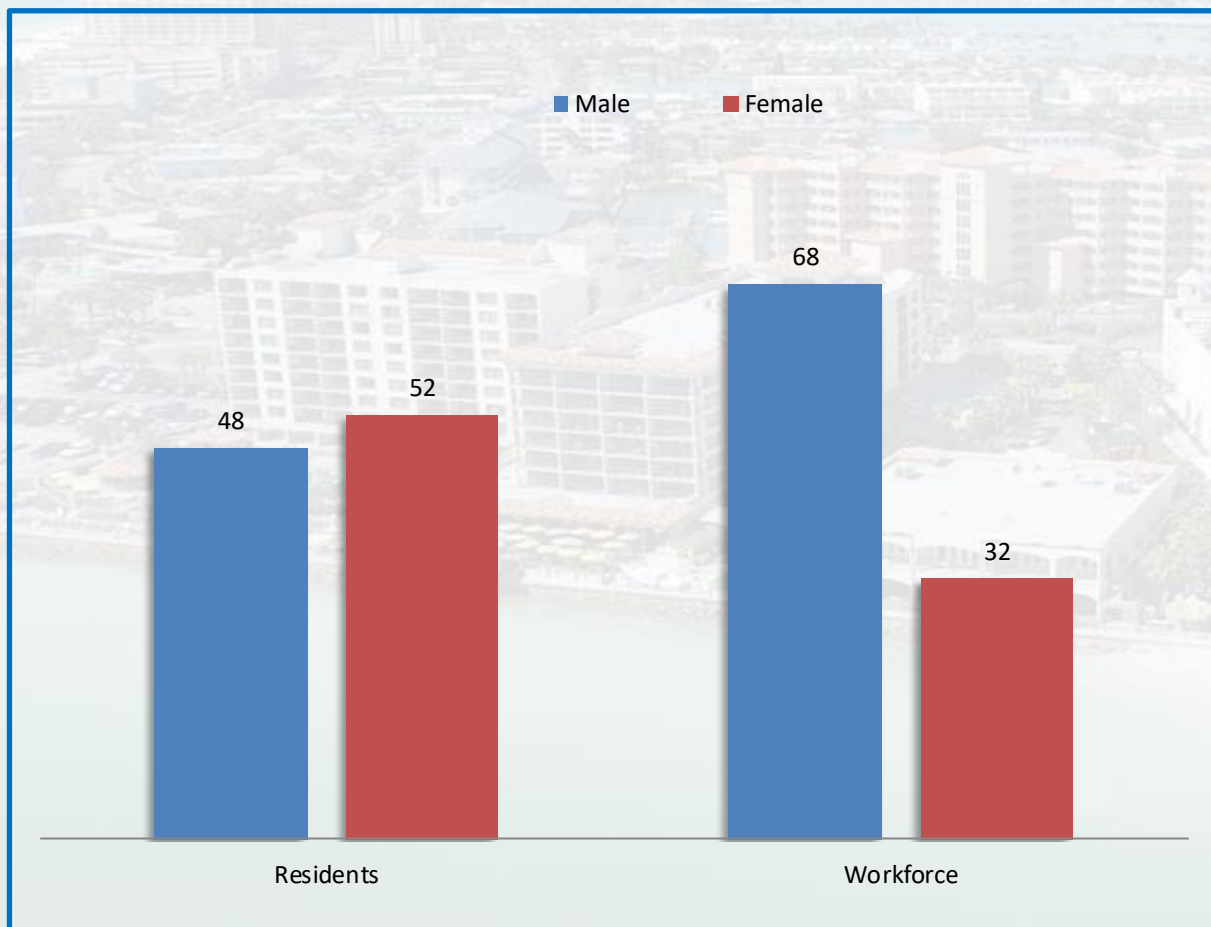
Overall, the city is doing well mirroring the ethnic and racial diversity of the community. However, the city is significantly underrepresented in the Hispanic/Latino community.

2016 workplace figures: White (76%); Black (15%); American/Alaskan Indian (.3%); Native Hawaiian (.1); Asian (1%); Hispanic/Latino (6%); 2 or more (.9%) and Not specified (.2%)



City of Clearwater Demographics

Resident and Workforce



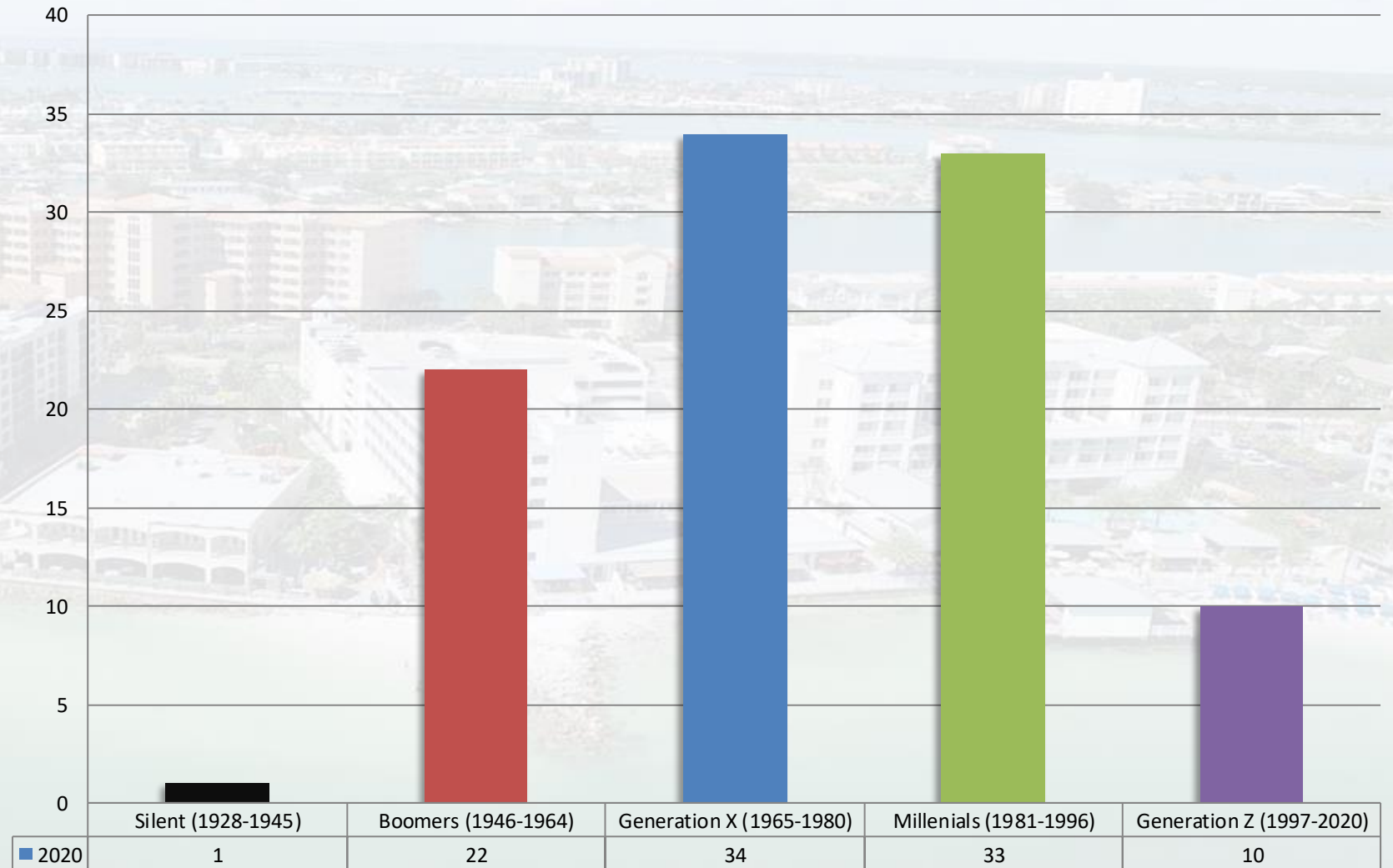
By having targeted DEI training and programming, we have increased the representation of women within our workforce from 30% (2016) to 32% 2020.

However, 33% of the women employed are not permanent employees (seasonal/variable/ESS). This would bring the overall women percentage down to 27% when it comes to FT/PT permanent positions.

Workforce by Generations

The median age for the city is 44 compared to 43 for the workforce.

The breakdown closely aligns with the makeup of the US workforce.

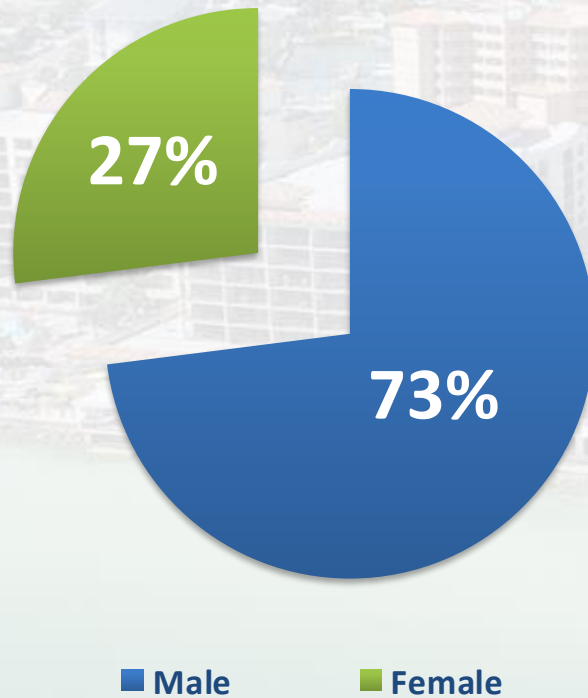


Employee Demographics

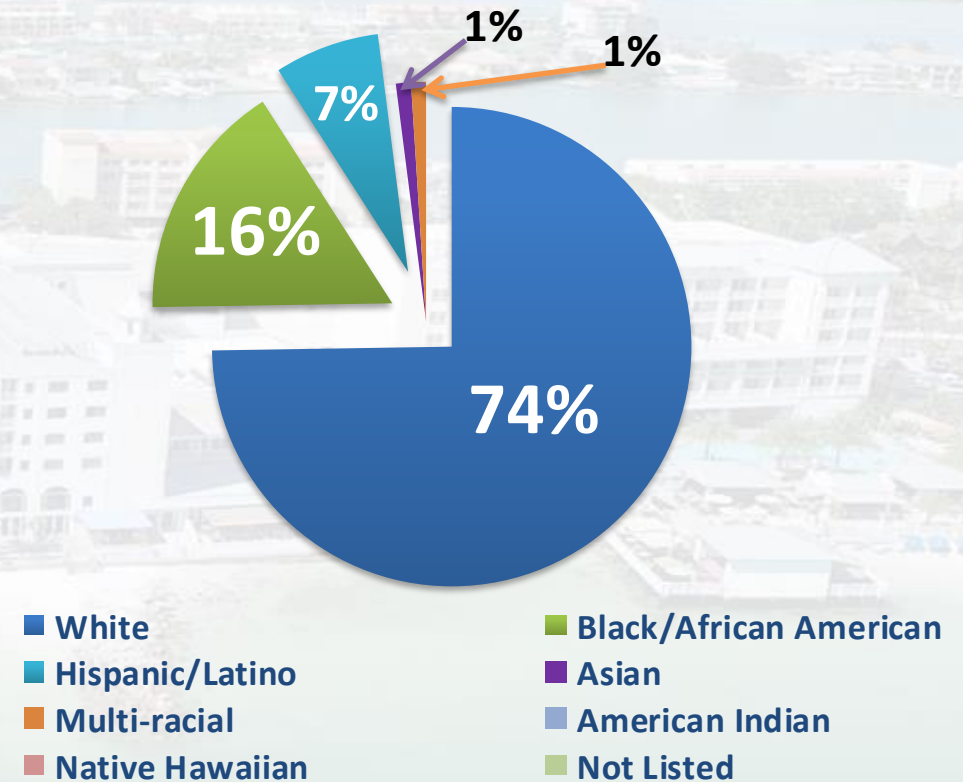
The data analyzed from here on out would be reflective of Permanent FT & PT employees (FY '19-'20).

Employee Demographics

Gender Breakdown

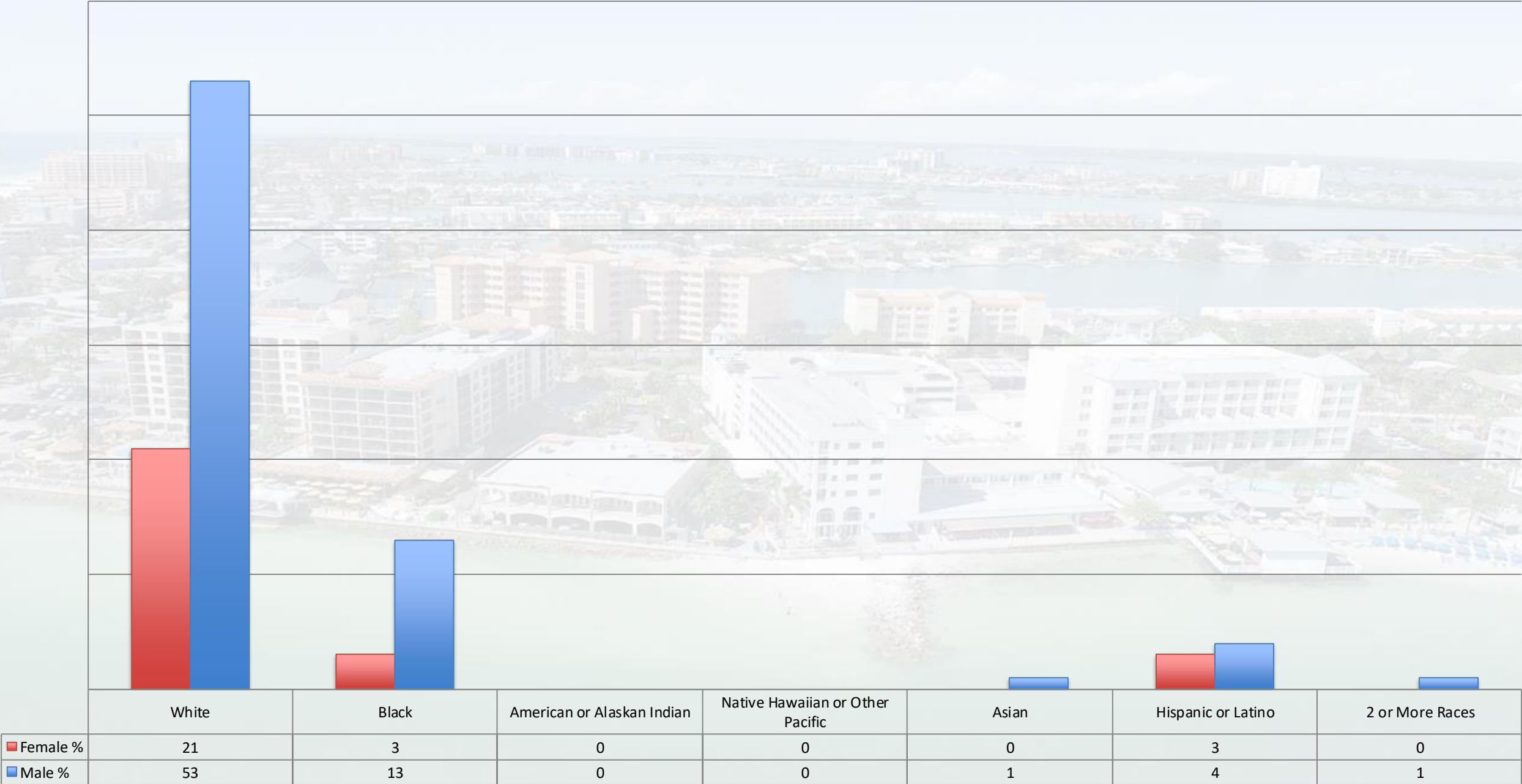


Race/Ethnic Breakdown



70% of Black/AA are employed in SW, PU, P&R & Engineering

Overall Racial % by Gender



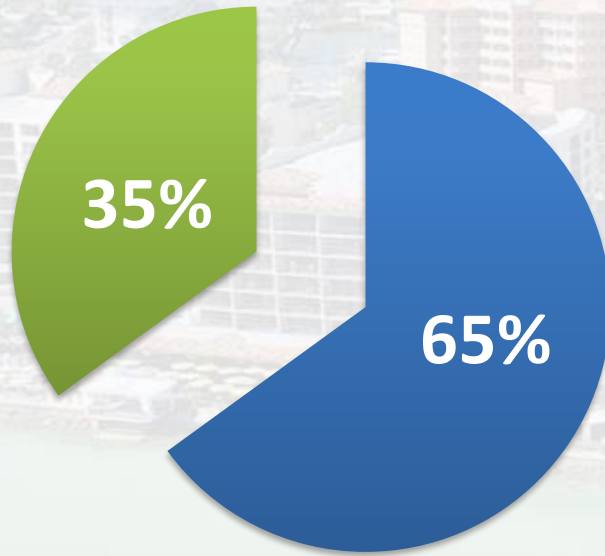
Employee Demographics

Hires and Rehires vs. Applications Received Permanent FT & PT (FY '19-'20)

Hires and Rehires

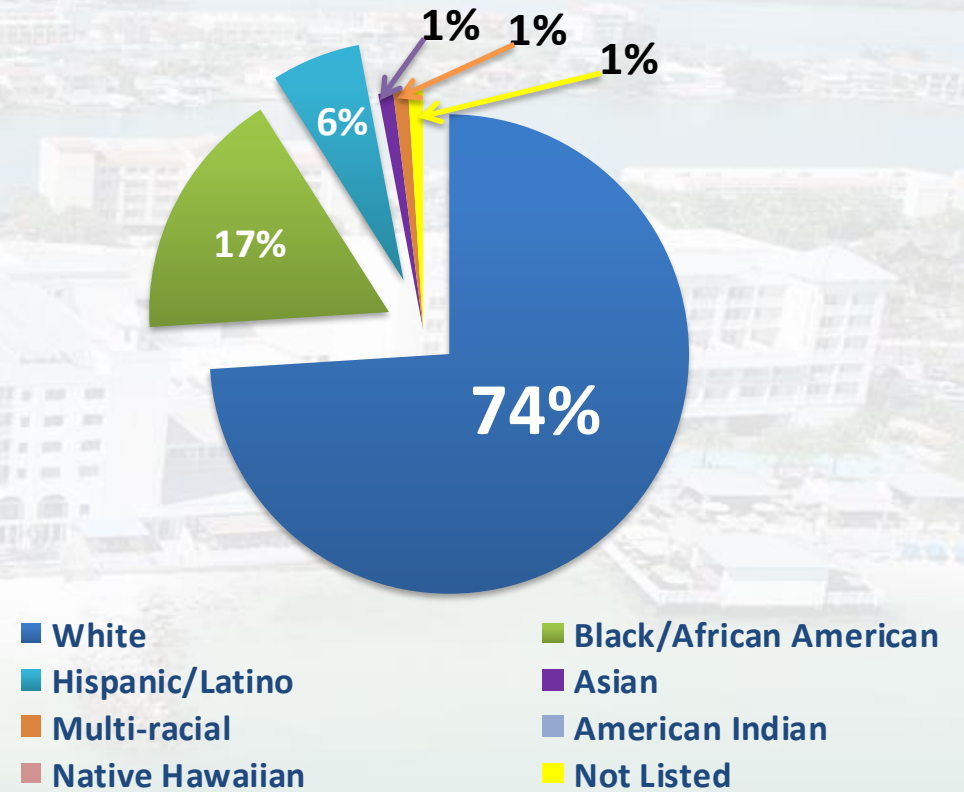
Permanent FT & PT (FY '19-'20)

Gender Breakdown



■ Male ■ Female

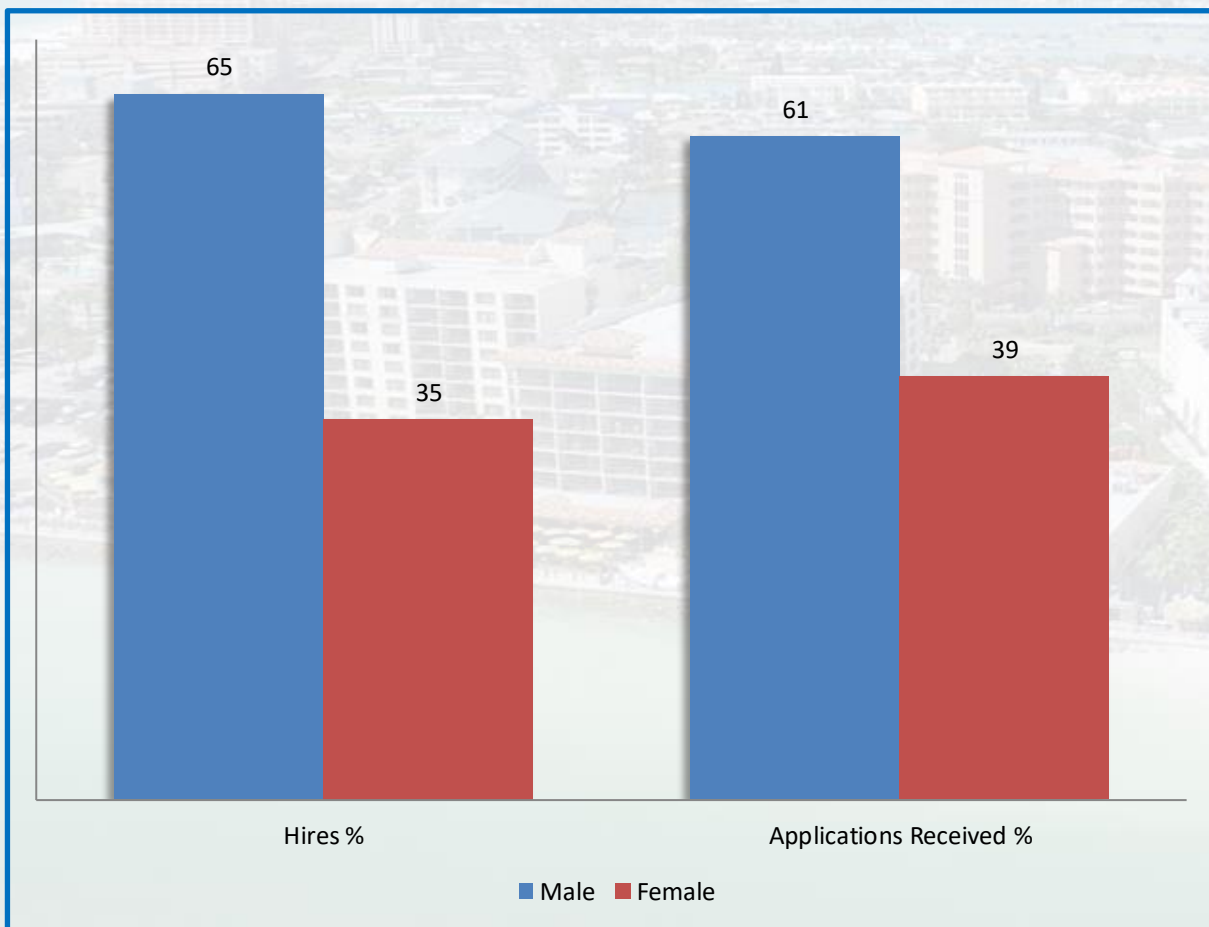
Race/Ethnic Breakdown



■ White ■ Black/African American
■ Hispanic/Latino ■ Asian
■ Multi-racial ■ American Indian
■ Native Hawaiian ■ Not Listed

Hires and Applications Received

Gender Breakdown Comparison



Total percentage of applications received by women and those hired were increases from the current workforce percentage (27%).

75% of the women employed are White. Hispanic/Latino and Black/AA women made up 22% respectively (11% each).

61% of the female applications received were from White candidates.

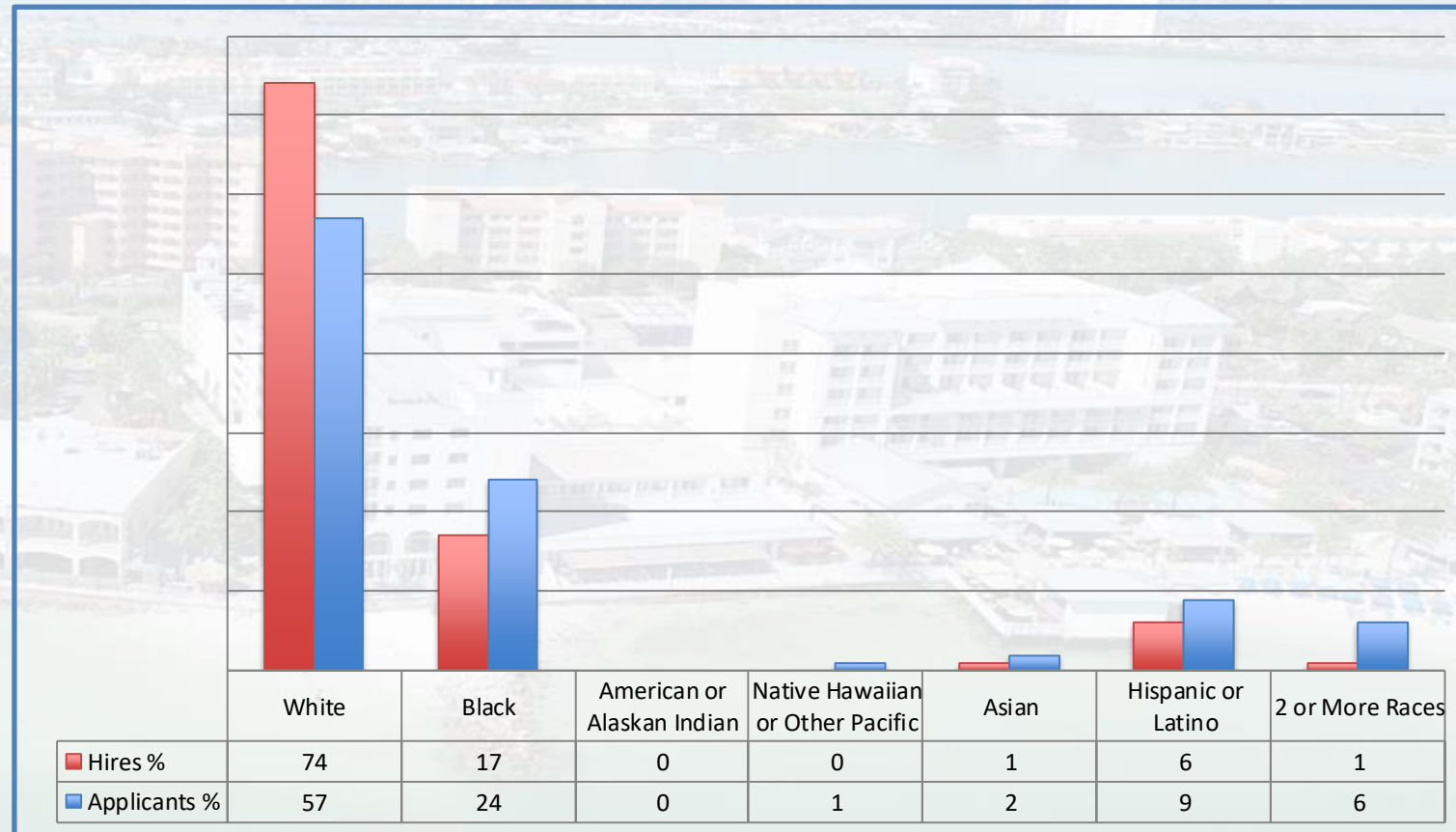
Hires and Applications Received

Race and Ethnicity Breakdown Comparison

The percentages of applicants for Black/AA and Hispanic/Latino communities were greater than the percentage of the current workforce (16% and 7%).

The percentage of White applicants was drastically lower than the percentage of the current workforce (74%). However, the percentage of hires was higher than the percentage of those that applied, thus matching the current workforce percentage.

This leads to the possibility that either the city is not recruiting quality diverse candidates or that there may be bias in the selection process. Further analysis is needed to identify the cause in order to properly strategize to implement a remedy.



Employee Demographics

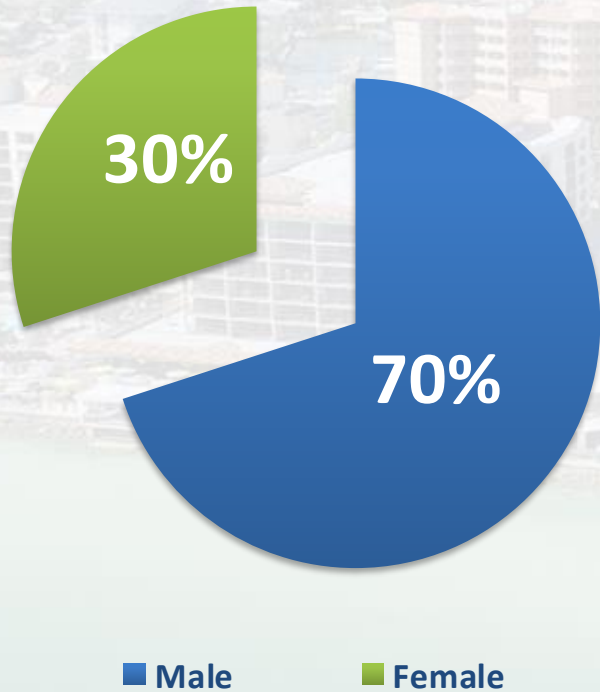
Promotions

Permanent FT & PT (FY '19-'20)

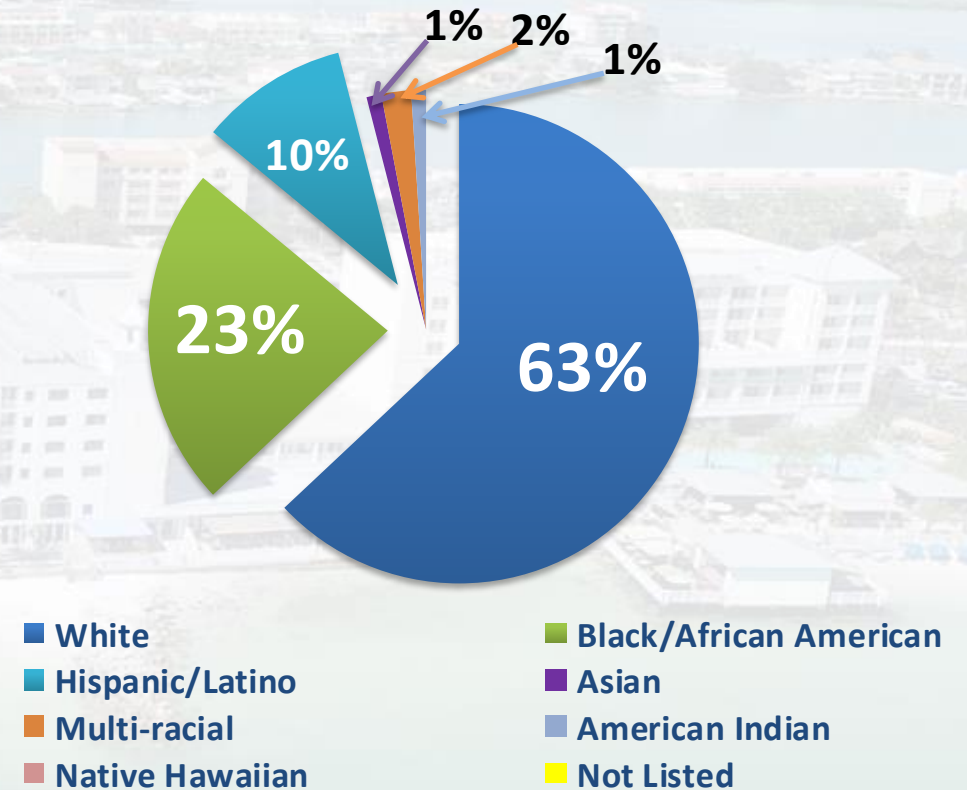
Promotions

Permanent FT & PT (FY '19-'20)

Gender Breakdown



Race/Ethnic Breakdown



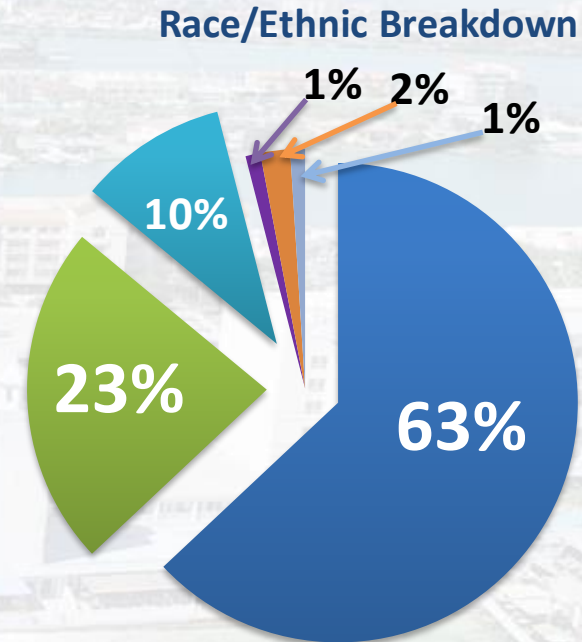
Promotions

Permanent FT & PT (FY '19-'20)

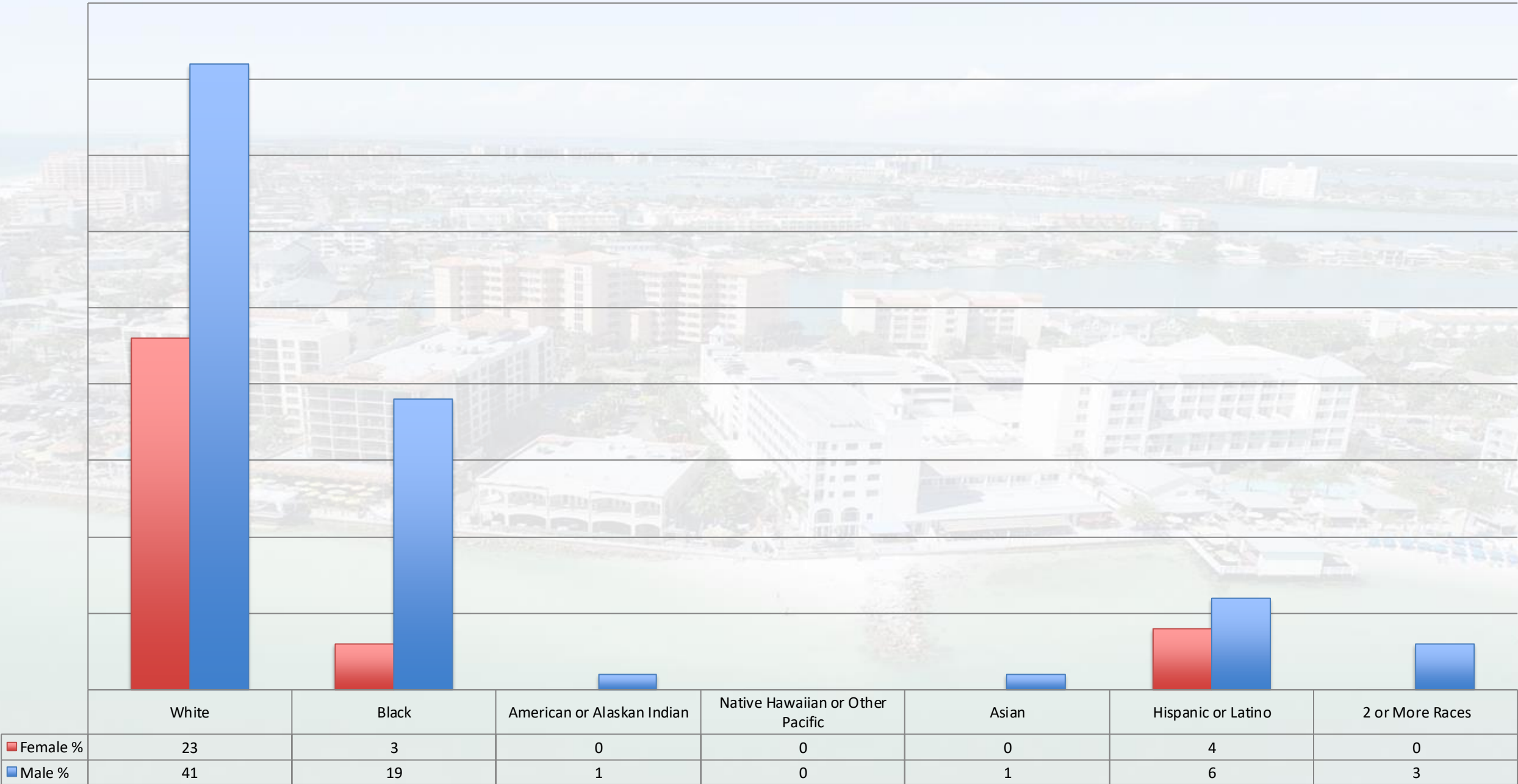
85% of the Black promotions were in Parks and Rec. (33%), Public Utilities (26%), Solid Waste (15%) and Engineering (15%).

- Most of these are apprenticeships rather than promotions to a different/higher level position.

Black employees will continue to have limited opportunities for promotions if they are not properly represented throughout the organization.



Overall Racial % by Gender (Promotions)

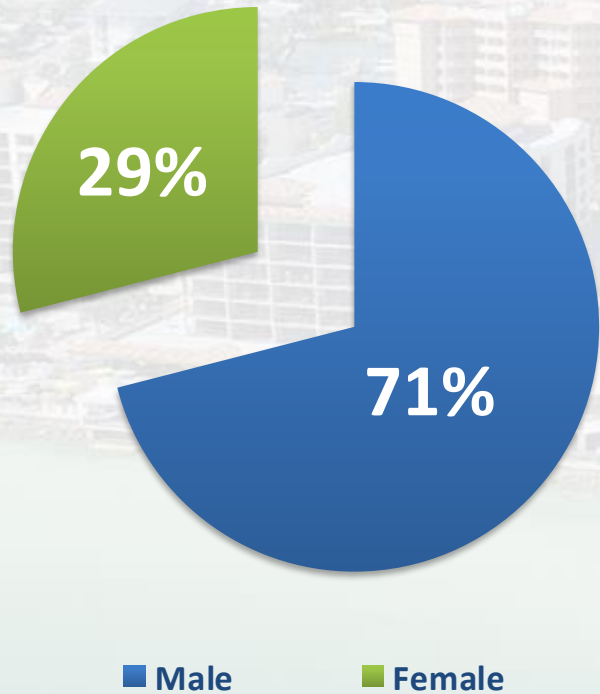


Management (All Unclassified) Demographics

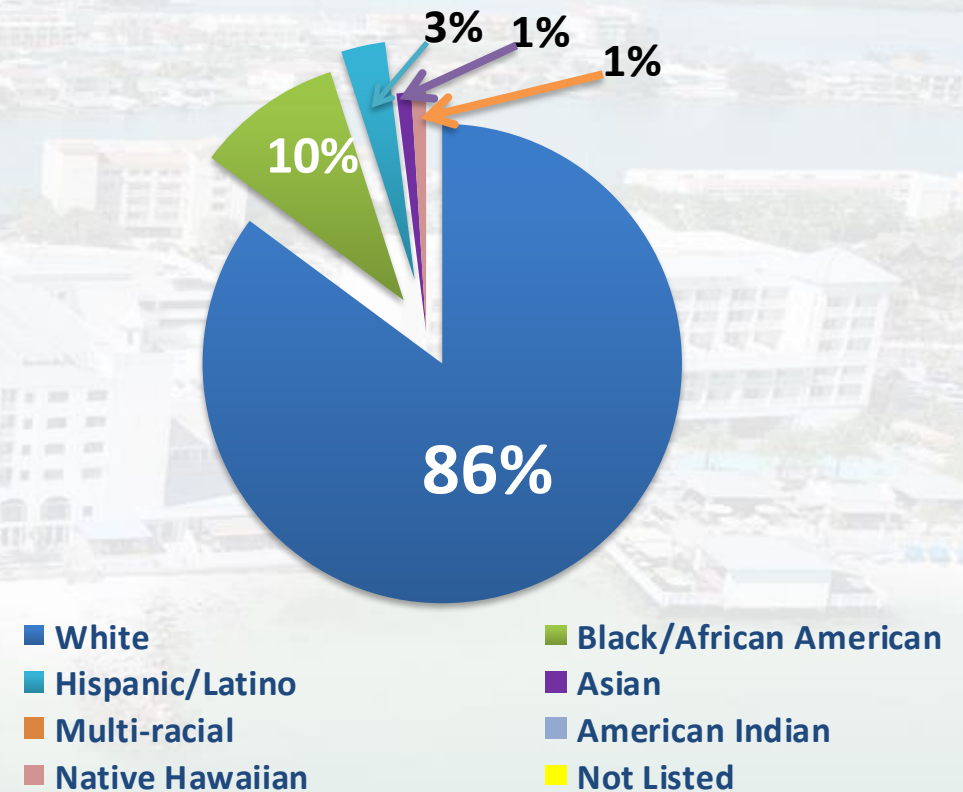
Gender, Race/Ethnicity and Generations
Permanent FT & PT (FY '19-'20)

Management (All Unclassified) (FY '19-'20)

Gender Breakdown



Race Breakdown



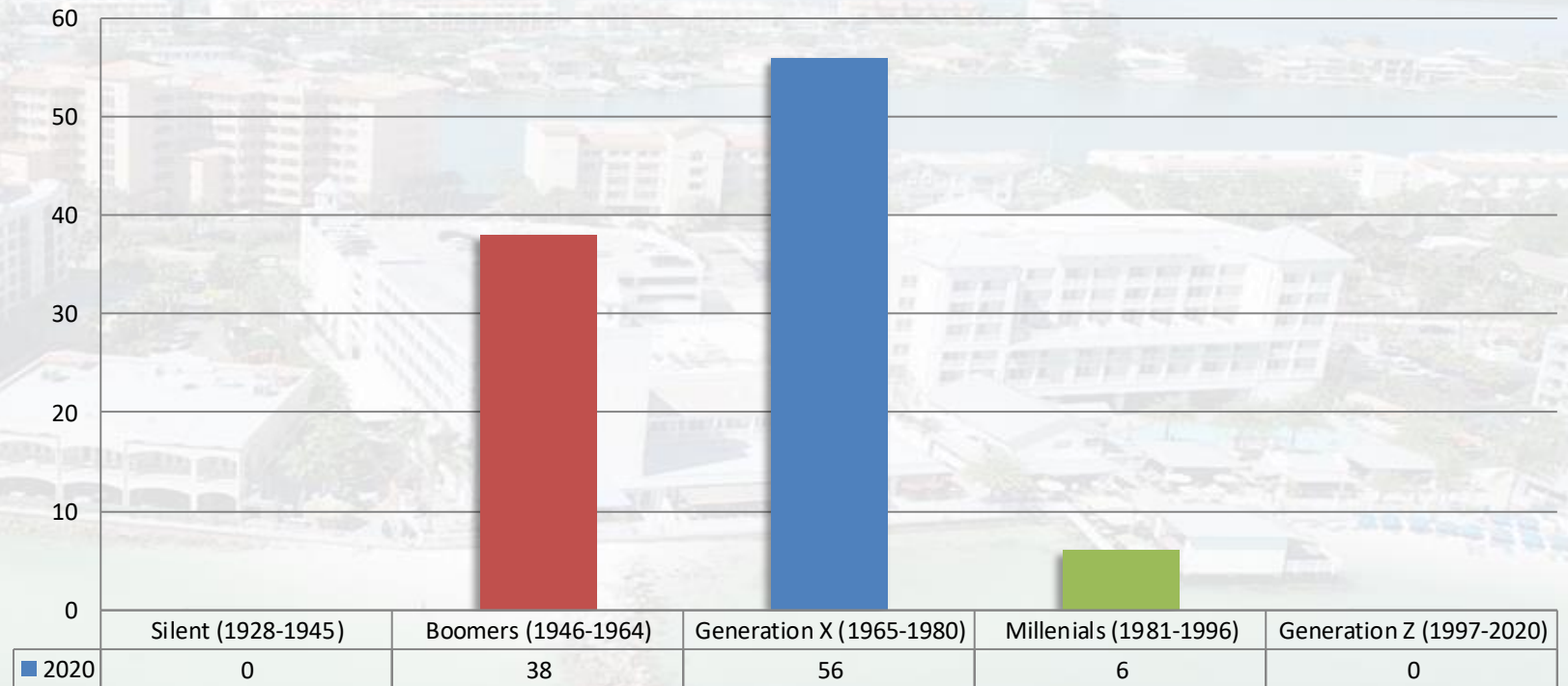
SET 42% Female

Management by Generations (FY '19-'20)

Millennials are underrepresented compared to the makeup of city staff (33%)

65% of the Boomers are either at or within two years from being retirement eligible

It is important that succession planning and recruitment of leaders be intentional to incorporate diversity at all levels to better serve the workforce and community.



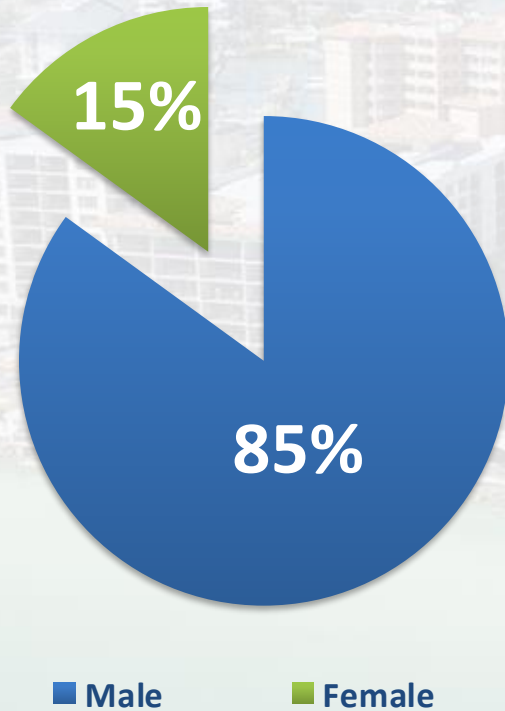
Employee Demographics

Discipline

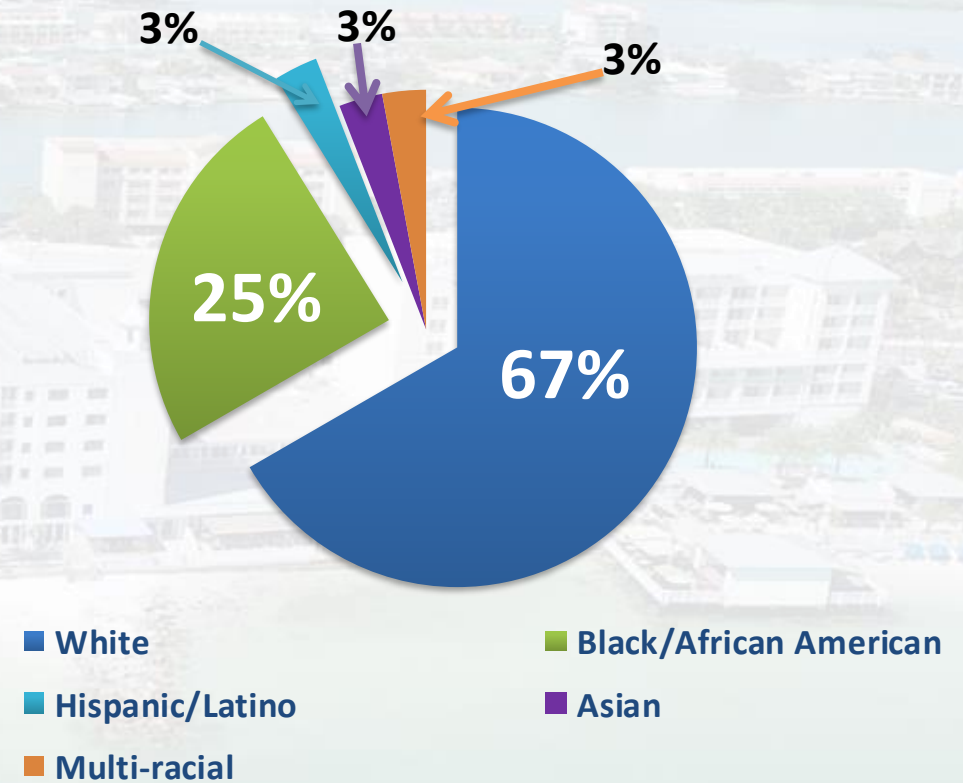
Permanent FT & PT (FY '19-'20)

Decision Making Leave (Suspensions) Permanent FT & PT (FY '19-'20)

Gender Breakdown



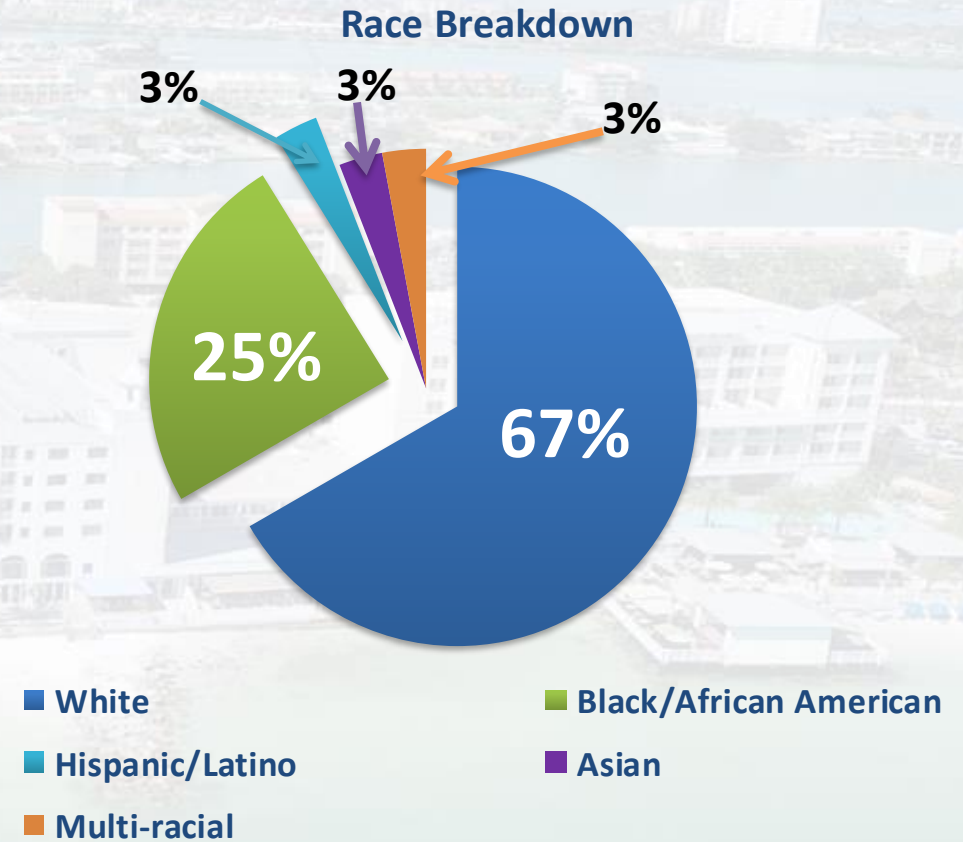
Race Breakdown



Decision Making Leave (Suspensions) Permanent FT & PT (FY '19-'20)

AA/Black employees' suspension rate is 9 percentage points higher than their overall representation (16%) within the organization.

PU and SW accounted for 80% of the Black DMLDs citywide.



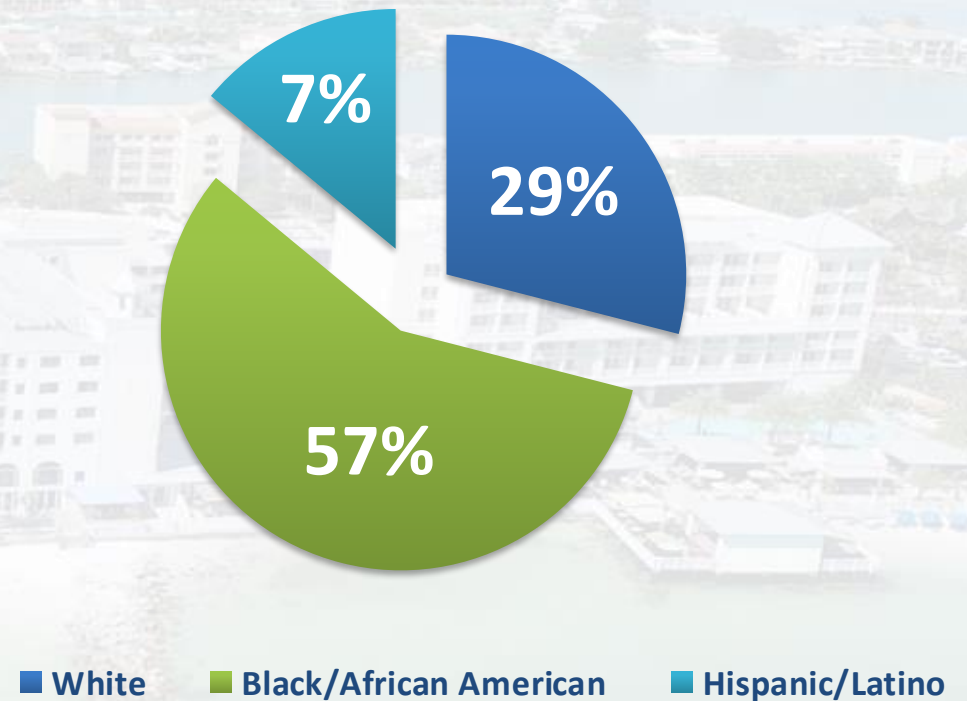
Involuntary Demotions

Permanent FT & PT (FY '19-'20)

No women were demoted during this past FY.

While a small sample size, Black demotions came from CFR (Sworn), UCS, PU and SW.

Race/Ethnic Breakdown



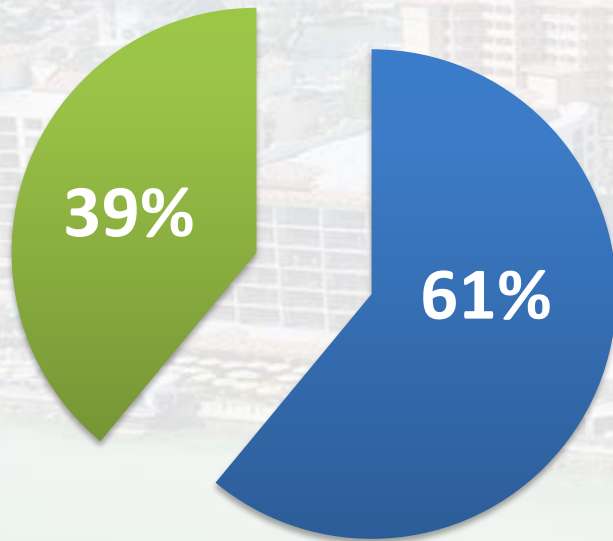
Employee Demographics

Terminations/Turnover
Permanent FT & PT (FY '19-'20)

Turnover

Permanent FT & PT (FY '19-'20)

Gender Breakdown



■ Male

■ Female

Women left the city by 12 percentage points higher compared to their overall representation (27%). The turnover of women was also 4 percentage points higher compared to the number of women hired (35%).

Parks and Rec. (24%), CPD (20%) & HR (9%) – Top 3 dept. turnover for women.

61% of the turnover in CPD were women (44% non-sworn)

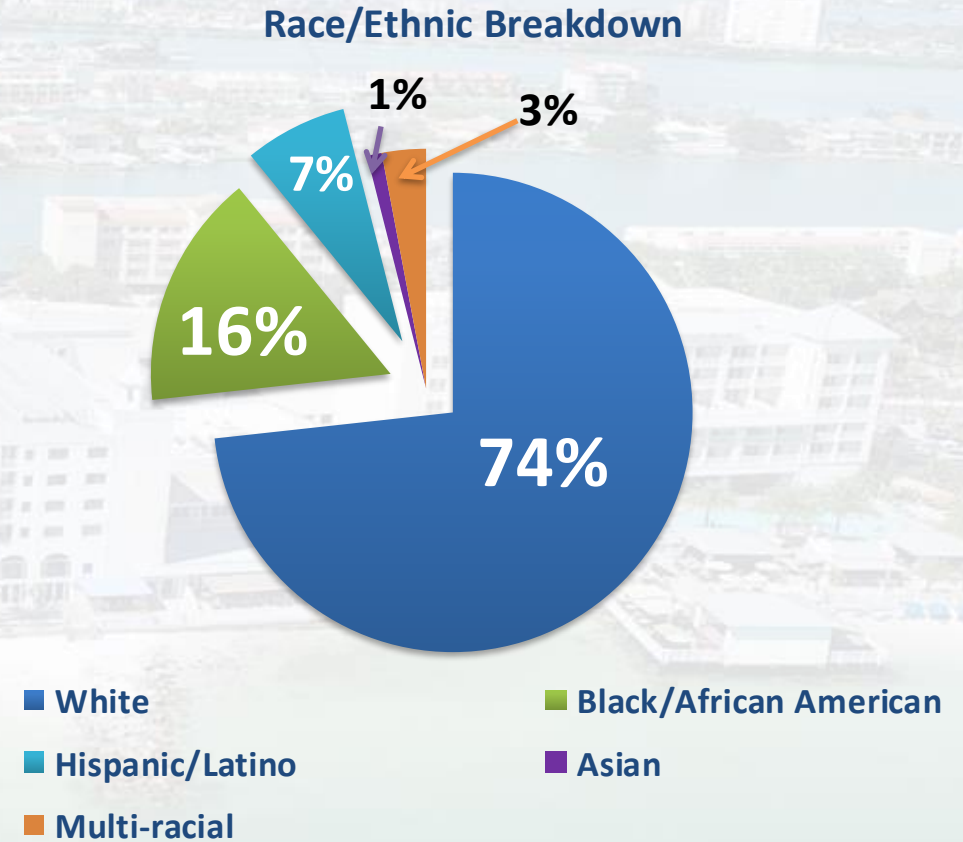
Turnover

Permanent FT & PT (FY '19-'20)

Parks and Rec. (28%), Public Utilities (14%) and CPD (13%) – Top 3 dept. for overall turnover.

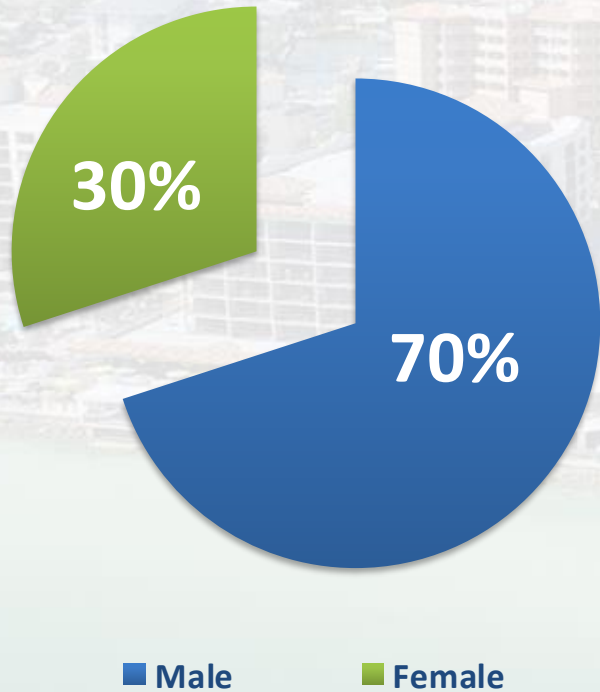
Parks and Rec. (36%), Public Utilities (18%) and Solid Waste (18%) accounted for **72% of the turnover of Blacks.**

Parks and Rec, CPD, Public Utilities and Solid Waste accounted for **69% of the turnover for people of color.**

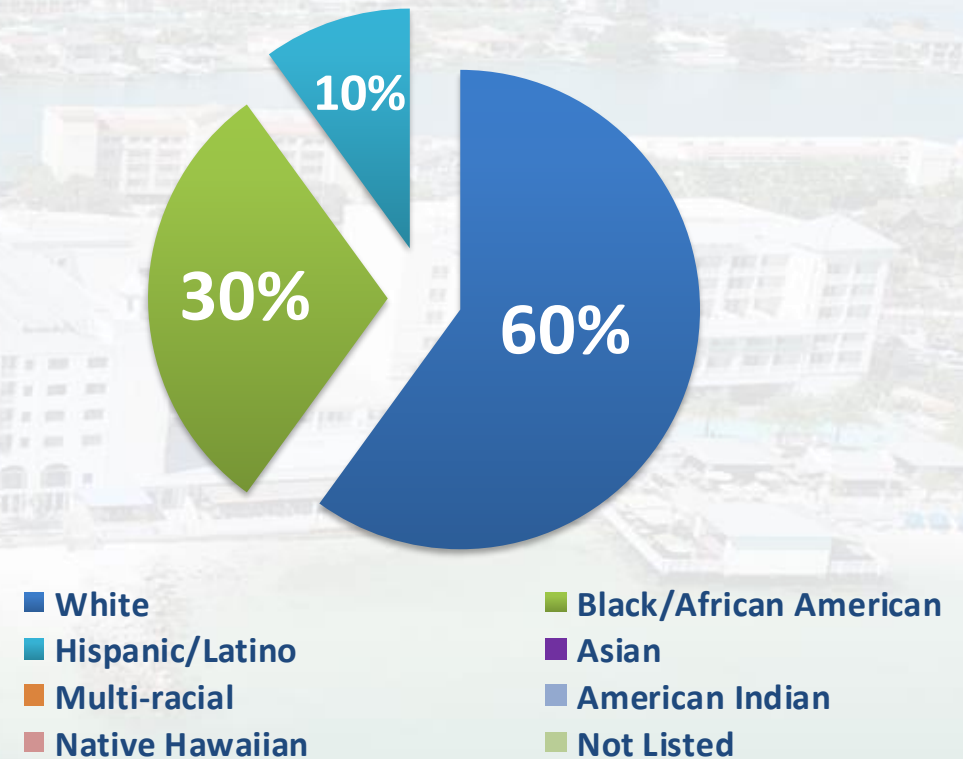


Failure to Complete Probation Permanent FT & PT (FY '19-'20)

Gender Breakdown



Race/Ethnic Breakdown

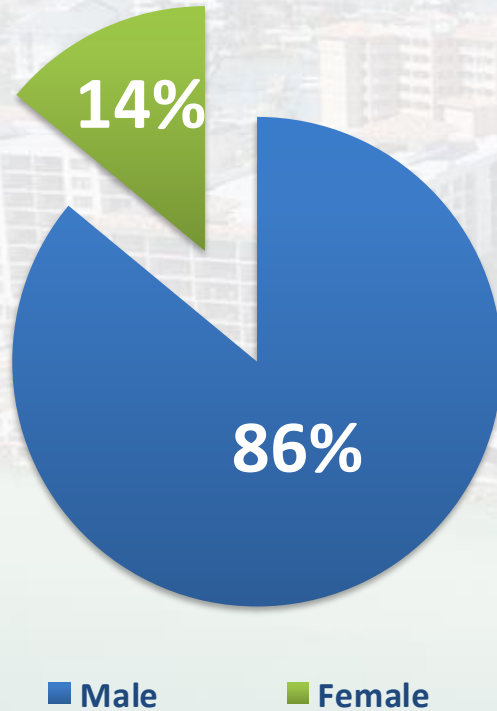


100% of Black/AA were in P&R and SW

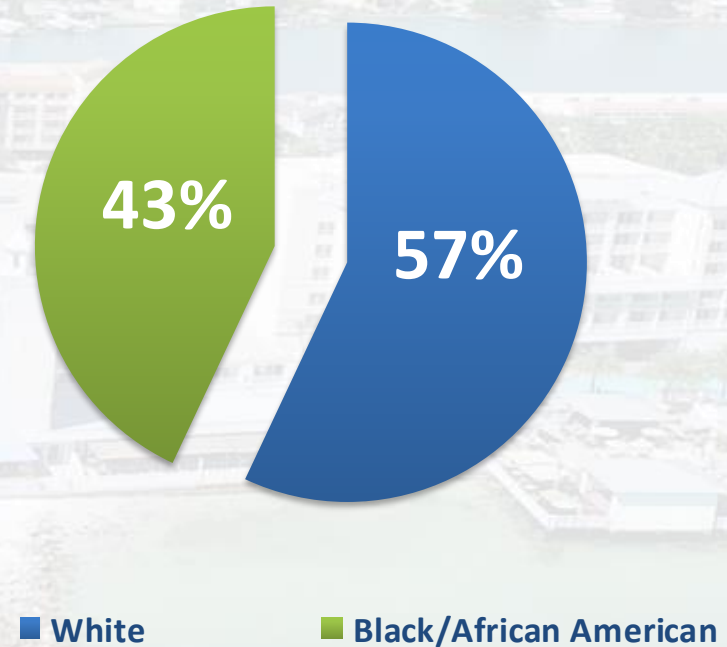
Violation of Rules

Permanent FT & PT (FY '19-'20)

Gender Breakdown



Race/Ethnic Breakdown



100% of Black/AA were in P&R and SW

Equity Services

Compliance
Permanent FT & PT (FY '19-'20)

ADA Accommodations

Since 2016:

- 43% were granted
- 23% denied
- 23% did not respond during interactive process
- 11% either did not qualify or no longer needed

82% were Employment (Title I) 18% were Public (Title II)

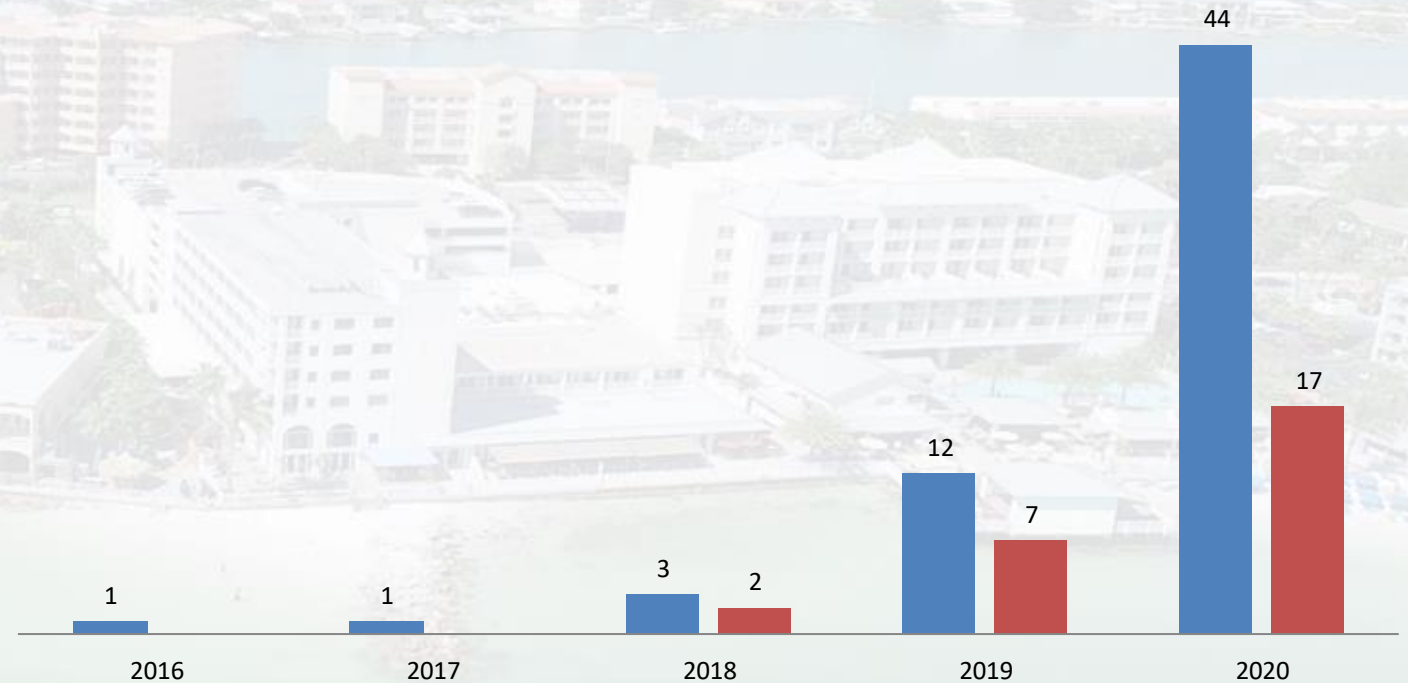
- Both may have been more but not reported by departments

72% of all ADA requests came in 2020

- 43% came from IT, Library, PU and SW/GS

ADA Accommodations

■ Requests ■ Granted

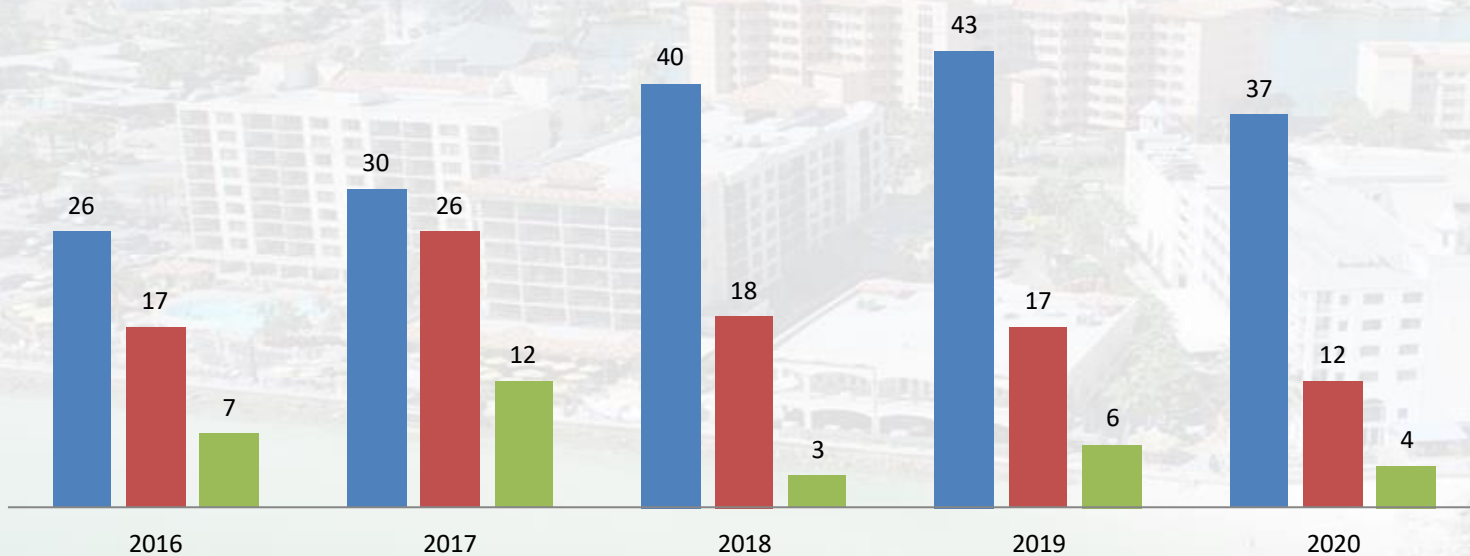


With commencing the ADA Evaluation and Transition Plan Project: Accessibility Complaints and Requests pertaining to public access **will increase exponentially**, due to federal and state guidelines.

EEO Activity

EEO Complaints & Investigations

■ Complaints ■ Investigations ■ External Agency



Settlements: Since 2016, the city has had a total of 5 settlements, that I am aware of, related to EEO issues. The total of the settlements equates to roughly \$205k with an average of \$41k per settlement. Three of the settlements, which equates to approximately \$180k, were EEO issues that occurred prior to my tenure and implemented programming. Thus, given the proper training and accountability measures, effective DEI programming provides for a better Return on Investment (ROI) as well as a better working environment.

Since 2016, we average 35 EEO related complaints annually citywide.

- 18, on average, of the complaints typically lead to investigations.
- Others may be reviewed preliminarily and determined to not be a violation of policy or an issue to address at the department level.
- We do average approximately 6 cause finding (actual EEO violations) annually.
- EEOC's the top four discrimination charges are Retaliation, Race, Disability and Sex. The city's top four are Race, Sex, Retaliation and Disability.

Equity Services Comparison

Survey sent to 40 cities representing 21 states nationwide

- Compared based on population (100k-110k) using 2010 US Census data)

Received information from 75% (30)

1. **ADA:** Areas of Responsibility

- 33% has an ADA Coordinator (Titles I & II)
- 67% has HR handling Title I and Title II handled through other departments
 - (Public Works, Legal, Risk, City Clerk or Human Rights)

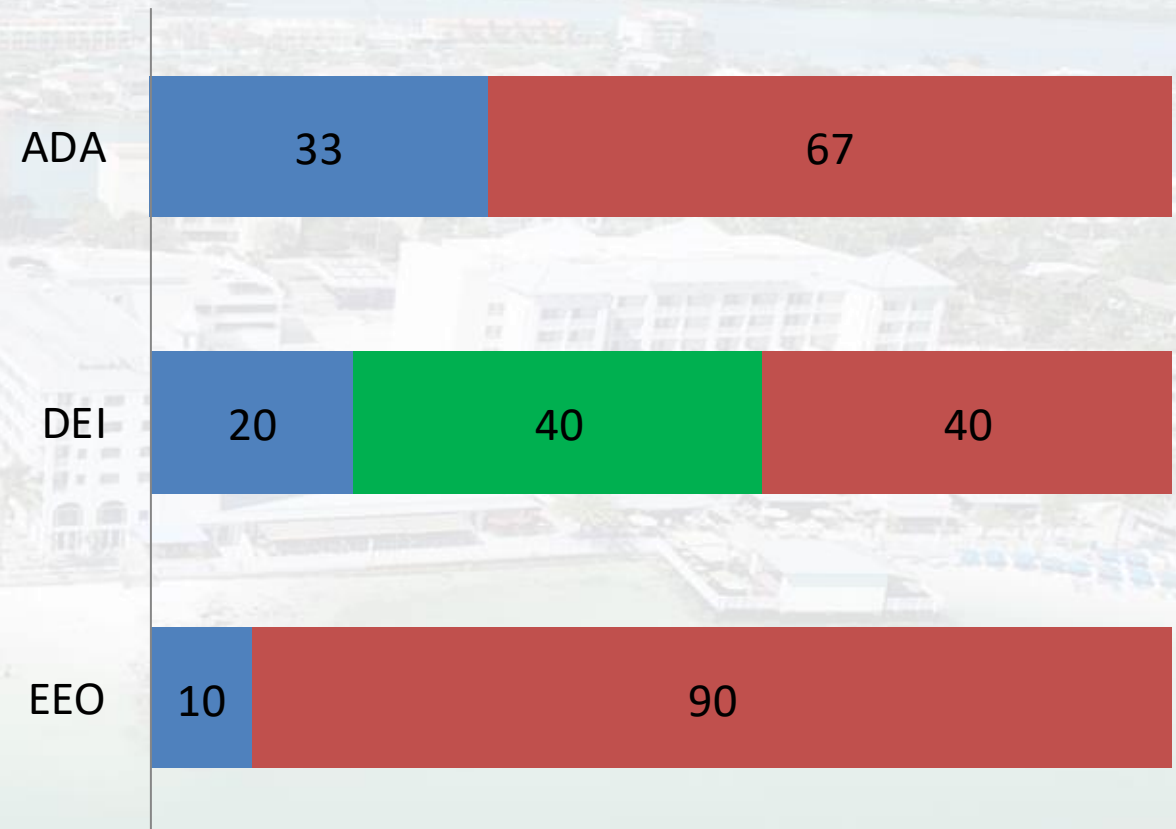
2. **DEI:** Office or Initiatives

- 20% has a Diversity/Equity employee or office
 - does not handle ADA
- 40% has DEI initiatives or actively working towards them

3. **EEO:** Complaints and Investigations

- 10% handled by Legal

Survey Results



Equity Services Comparison

Survey sent to the 10 cities and counties approved as comparators for Clearwater.

Received responses from 90% (9/10)

1. ADA: Areas of Responsibility

- 44% has an actual position titled as an ADA Coordinator/Specialist.
 - 75% (3/4) only handles Title II
- 33% has HR handling both Titles I and II but split the responsibilities to different staff or divisions.
- Only 22% of all respondents has one person handling both Titles.

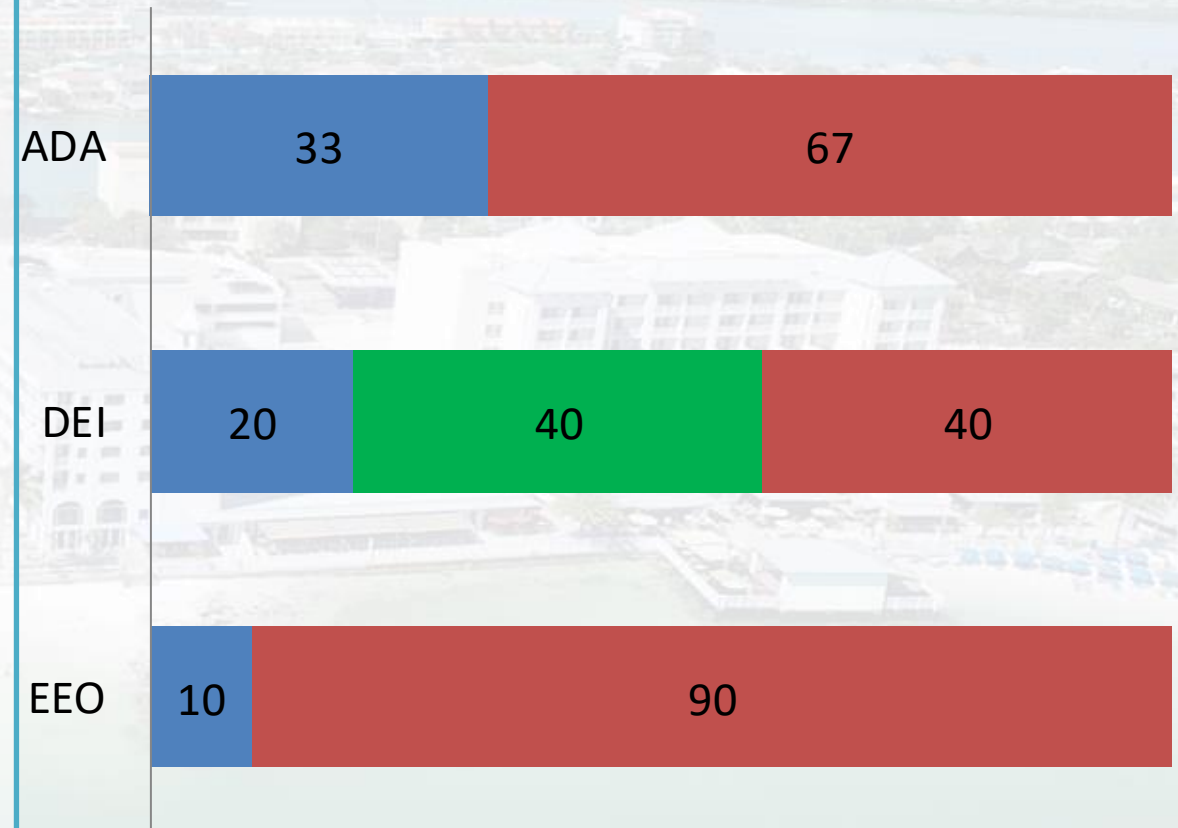
2. DEI: Office or Initiatives

- 44% has a Diversity/Equity employee or office
 - 75% (3/4) handle ADA
 - Median of 6 total staff

3. EEO: Complaints and Investigations

- 78% handled by HR
- 22% handled by DEI or HR Office
- Median of 3 staff total

Survey Results



Fiscal Year 2019-2020																							
FY20 Actions & Turnover					MALE									FEMALE									
Department	# of Termed	White	Black	Hisp	Asian	Amer. Indian	Native Haw	Multi-racial	unkown	Total Male	White	Black	Hisp	Asian	Amer. Indian	Native Haw	Multi-racial	unkown	Total Female	GRAND TOTAL	Total % By Dept.		
City Audit	1									0		1							1	1	1%		
City Manager's Office	0									0									0	0	0%		
CRA	0									0									0	0	0%		
ED & Housing	0									0									0	0	0%		
Engineering	8	4	1							5	2	1							3	8	6%		
Finance	3									0	3								3	3	2%		
Fire (sworn)	5	5								5									0	5	4%		
Fire (non-sworn)	2	1								1	1								1	2	1%		
Gas	7	3			1			1		5	2								2	7	5%		
General Services	4	4								4									0	4	3%		
Human Resources	5									0	5								5	5	4%		
Info Technology	1	1								1									0	1	1%		
Legal	0									0									0	0	0%		
Library	7	2								2	3		1				1		5	7	5%		
Marine & Aviation	4	3								3	1								1	4	3%		
Official Records	0									0									0	0	0%		
Parks & Recreation	38	18	5	1				1		25	8	3	2						13	38	28%		
Planning	4							1		1	2		1						3	4	3%		
Police (sworn)	7	3	1							4	3								3	7	5%		
Police (non-sworn)	11	2		1						3	6	1	1						8	11	8%		
Public Communications	1			1						1									0	1	1%		
Public Utilities	20	13	4	1						18	2								2	20	14%		
Solid Waste	5	1	3							4		1							1	5	4%		
Utility Customer Svcs.	5	1	1							2	3								3	5	4%		
	138	61	15	4	1	0	0	3	0	84	41	7	5	0	0	0	1	0	54	138	100%		
Total % Breakdown of Termed		44%	11%	3%	1%			2%			30%	5%	4%				1%				100%		
Total % Breakdown of Total WF		4%	1%	0%	0%	0%	0%	0%	0%	5%	2%	0%	0%	0%	0%	0%	0%	0%	3%	8%			
Total Workforce	1691																						

Totals include regular part-time and full-time employees only.

Focus Group Analysis

Background

The Office of Diversity and Equity Services (ODES) conducted a series of 20 Focus Groups to gain the perspective of the employees in regards to Diversity, Equity and Inclusion within the City of Clearwater.

In selecting participants, we took our entire employee population excluding the temporary, variable, and seasonal employees, which left our permanent full and part time employees to be a part of our Focus Group pool. Members of the Senior Executive Team (SET) were not included in this pool, due to one on one conversations that previously took place (Phase 1 of Strategic Planning Process). We then separated our pool out by department and took 10 percent of each department to determine the number of employees that would participate. To maintain the integrity of the selection process being at random, employee's names were removed from the list, and selections were made by Employee ID number, Department Cost Codes, and Job Titles. The use of the Department Cost Codes and Job Titles were used to keep the Focus Group diverse in nature, and to ensure a variety of representation from each department.

Each Focus Group was scheduled to have eight to nine participants per group, with the duration of each session being no more than 90 minutes. During each Focus Group we presented the participants with a series of questions to gauge their insight on Diversity within their own work groups and potential concerns their departments may be facing.

The Total Participation Rate for the Focus Groups was 69%. Out of the 166 employees that were scheduled to attend the Focus Group, 115 actually participated. The Average Cost per Focus Group, based on the salary or hourly wage per employee, was around \$283, with a Total Cost of all Focus Groups combined equating to \$5,657.80.

Participation Rate per Department:

Focus Groups Summary Breakdown

Rate of Participation by Department:	Rate of Participation
Clearwater Fire & Rescue: <i>11 of 19 Attended</i>	58%
Clearwater Police Department: <i>29 of 34 Attended</i>	85%
Parks & Recreation: <i>18 of 21 Attended</i>	86%
Clearwater Gas Systems: <i>7 of 9 Attended</i>	78%
Engineering: <i>3 of 10 Attended</i>	30%
Library: <i>8 of 9 Attended</i>	89%
Solid Waste/General Svcs: <i>13 of 19 Attended</i>	68%
Public Utilities: <i>9 of 17 Attended</i>	53%
Planning & Development: <i>4 of 5 Attended</i>	80%
Marine & Aviation: <i>0 of 2 Attended</i>	0%
Utility Customer Service: <i>4 of 4 Attended</i>	100%
Human Resources: <i>1 of 1 Attended</i>	100%
Finance: <i>3 of 3 Attended</i>	100%
Information Technology: <i>0 of 3 Attended</i>	0%
Public Communications: <i>0 of 1 Attended</i>	0%
City Auditor Office: <i>1 of 1 Attended</i>	100%
Economic Development & Housing: <i>1 of 1 Attended</i>	100%
ORLS: <i>0 of 1 Attended</i>	0%
Legal: <i>1 of 1 Attended</i>	100%
City Manager's Office: <i>1 of 1 Attended</i>	100%
Community Redevelopment Agency: <i>1 of 1 Attended</i>	100%

Question #1: How do you feel about Diversity within the City?

Overall participants believe the City of Clearwater is pretty diverse; however did believe that diversity in the workplace could be better, and improvement is needed. Diversity is seen on the ground level, but not seen going up the chain.

There are concerns about how to go about making a diverse workplace and not turn it into looking for a substitution to check a box. Turnover was brought up as an additional concern as a whole as well as dealing with language barriers when dealing with the public.

Generational & Financial/Economic Diversity were also brought up as having areas of disparity in the City as a whole and also within the work force. Financial/Economic Diversity was more apparent within the community in which we serve, and Generational Diversity was more apparent within the work place. Training to deal with generational challenges was suggested.

Question #2: What should the DLC do more of?

The majority of participants were not aware of what the DLC was or that they had a DLC representative in their department. If they were partially knowledgeable of the DLC, they did not know who their representative was. The main focus was on being more visible and transparent as well as having more events. Even some of the events they were aware of like the Diversity Luncheon, they weren't aware that they DLC was responsible for putting on the event.

Some have also suggested that department specific events would be more beneficial so that employees can have a better understanding of who they work with and for which will be positively received to foster a better work environment by increasing morale and ultimately reducing turnover.

Employees would also like to see the gap bridged in terms of getting to know other city employees in other departments. Some advised that it would also help with effectively communicating with other departments, and with each other.

Other suggestions were to take a page out of Regina Novak's book by offering incentives for people to be more engaged about attending trainings and events. This would help have people thinking positively about diversity rather than the negatives when they hear about some of the trainings.

Events should be on City time and not be forced to use vacation time to attend. Display art of different cultures throughout the City departments. Have information about events flash across the Kronos clock so employees who don't have email will see it or set flyers right next to the time clocks, or stapling something to paystubs.

Question #3: What is the level of diversity you see in your work environment?

There were a variety of answers where employees felt diversity is apparent within their department and had a good working environment, while others felt that females were under represented within their department, as well as age diversity being an issue for many departments, with the different generations not getting along. Some minorities felt the only reason they received certain positions was because of their race and not because they can perform the job, and was placed in an area where the people they serve reflect the employee.

On the opposite end of the spectrum other employees feel that when a diverse candidate is hired or promoted, it is because management wants to check the box, which creates frustration and discouragement amongst other employees. More communication must be had to where supervisors and managers who are filling the position should have conversations with candidates, especially internals, as to why they didn't get the position. Employees should also be encouraged to ask why they didn't get the position and what they can do better to improve their chances for future opportunities.

Question #4: How can the Office of Diversity and Equity Services best serve your department?

It was brought forth that employees would like to have more training on how to report things and when to report things as they are not sure when to go outside the chain of command as some have been told not to go to Human Resources. Furthermore, it was said that sensitivity training for supervisors and higher ups would be beneficial as well as having refresher courses to remind people of the policies.

Some of the employees actually advised that they are not aware of any issues and for those who are aware; they believe that nothing is being done to hold people accountable for violating policies. It was suggested that once investigations are completed it would be ideal to communicate the case and the outcome to the employees in a way that it does not expose who was being investigated.

Random visits to departments to check on how things are going by talking to the employees would help build trust and keep supervisors and managers on their toes. It was said to not show up only when there is a problem as it will better show support and wanting to help because “there is the good ole boy system that still exists, and retaliation and trust is a big issue why people don’t come forward.” Anonymous surveys and maybe having a drop box was discussed as potential tools to help gather information on problem areas within certain departments.

On a positive note, it was said to “continue to get the message out” by sending a monthly newsletter for employees to read. Although, not everyone will read their emails, at least having it out there would put it on the employee to not say they didn’t know. “Frequency is a great thing. Mirror what Regina is doing.”

Question #5: What are your biggest concerns in your work environment when it comes to equity related issues?

The biggest concern across departments was retaliation for bringing forth complaints. This is the main reason why employees don’t want to speak out. There was also a concern about false allegations being made and how they are handled and how the person who plays the victim is addressed afterwards. Rumors were another concern that runs rampant in the workplace.

Hostile work environment was given as the reason for high turnover in departments. Even in circumstances where it didn’t rise to the level of hostile work environment, employees still reported their work environment as being negative, and the culture of the organization is not great.

Employees also expressed the ambiguity of what constitutes sexual harassment and how to deal with accusations.

Employees also expressed they should be made known of the findings of the investigations that go on within the City to know that things are being addressed and not swept under the rug or covered up. Employees feel it should be shared to build trust and hold people accountable so they know they can’t get away with things. If people know they can get away with things they will just keep doing it. Just a summary would be fine, excluding names. It would help curb false accusations, and show how serious the City is about these things.

Promotional opportunities seem to have the checkbox criteria being used, and people are promoted who don’t know how to do the job, and qualified diverse candidates lack

promotional opportunities. Minority employees feel if they don't see themselves being represented in upper management than they don't have a chance, and wouldn't stay if there is no room for growth. Pay inequities between existing City and new employees was also presented as an issue because they feel people with less tenure should not be getting the same or similar pay and in some cases felt that they should have an advantage, if not chosen, in the promotions to promote internal mobility into supervisory and other leadership roles.

Favoritism and holding people to different standards is a perceived problem in most departments. Employees eventually feel they get to the point that they don't get paid enough to care. Employees wish the City valued them more and actually showed that them more appreciation.

Employees stated that fair treatment must be across the board in all aspects including accountability. Some felt that employees who are subpar, are allowed to fly under the radar, but exceptional employees when a mistake is made they are addressed harsher, while the employees who don't perform aren't even addressed and ultimately receive the same merit pay increases every year. It was also suggested that supervisors need training on how to document correctly when it comes to holding people accountable.

Question #6: What are the benefits of having a work environment that promotes Diversity, Equity, and Inclusion?

Employees expressed that more events where they can express their culture and have others learn from each other would be beneficial for the overall organizational culture. In addition, some said that diverse opportunities like classes to learn different languages, not just Spanish, such as "Japanese and Creole" would help with serving the public. Employees would like to see more diversity amongst members of management to have a different point of view and a "new way of doing things."

Furthermore, employees say the benefits of being more inclusive makes employees more responsive to the community we serve, as well as a better overall working environment with higher productivity. Employees work better when they aren't stressed. Employees felt they would feel more supported and morale would improve, which makes for a more comfortable work place that would expand to other areas in their lives and positively affect their families.

Communication was continuously stated as being key to move towards a more inclusive environment.

Question #7: What challenges do you foresee with the City becoming more inclusive as it relates to Diversity?

Skepticism from most senior employees was said to be a threat because they have seen efforts before and nothing comes of it, and things remain the same. Resistance to change in general will be a great challenge, and the unwillingness to want to make things better as well as people will question the importance of diversity.

Many expressed it was good to have focus groups but it doesn't mean anything if the follow through is not there. In addition, "the City has been known for the good ole boy system and there will be resistance from those who don't want to change. Closed minded people will be a challenge."

Managers not managing properly will be an issue when it comes to promoting diversity events because some employees have used these events just to get out of work which ruins it for everyone. Some believed that the "higher ups see problems but they don't care, they will still get their fat paycheck."

It was said "if the City holds those rules and expectations high then it would become the norm. We have to know that we are accepted and our views are respected and things won't be held against us (retaliation). Sometimes people do things intentionally to disadvantage certain people or show favoritism."

Additional Comments and/or Concerns

Have interactive emails go out to people asking what they think about diversity and have people send in topics and have people respond to them.

How to come together within the City (departments interacting) is very important. It all starts with relationship building. Employees advised that departments fighting for money create tension between them.

It would be nice to talk to the bosses. I've gone to the bosses for things and that's as far as it goes. I am sure they would like to sweep everything under the rug.

Why can't the City throw a party for all the department's to bring us together? Why can't the City Manager say hey come down to Coachman Park on a Saturday and bring your family, just for City employees and their families. We have the facilities for it but we don't do it. Let's take it outside the City, private organizations have parties and get together for their employees and families.

Giving people little things goes a long way. Example: jeans and snacks. As long as people believe you care, they will put pay aside. If people just know that they care would make a difference. If you sent out an email asking if the City cares, no one would say they care, and management would be really surprised. We are losing people because of it.

People won't come forward because they live paycheck to paycheck and we can't afford to lose our job.

There was also concern with City positions needing to be more flexible for people who have children. Some women felt that they are interested in other positions, however, they do not apply because they know that it would not be feasible with their schedules outside of work to which many felt that family comes first.

Favoritism also is a big concern in several departments; if you aren't in the in crowd you are excluded.

Employees expressed their feeling of being devalued and underappreciated and the affects of high turnover. More training for supervisors and management was requested.