City of Saint Paul

Workforce Data Analysis

Office of Human Resources

Chief Equity Officer

2018 Data Review

July 11, 2018

Topics

- Employee Demographics Summary
- Data and Workforce Demographics
- Data Analysis
- Future Focus Areas
- Equity Framework

2017 Employee Demographics Summary

- Relatively low turnover in 2017 – 7.72% (Full Time employees), in comparison to other industries, but is increasing (7.1% in 2016) and resulting in additional recruitment efforts

- Part Time staff turnover remains considerably higher than total workforce – 19.1% (49/256)

- Total turnover is 8.87%

- Much like the rest of the State of Minnesota, an aging workforce will result in increased retirements

- Turnover other than retirement is also projected to continue to increase based on workforce trends

- In addition to these factors, the available workforce itself is not expected to grow, placing a focus on both recruitment and retention efforts

Employee Demographics Summary

- **Review of City of Saint Paul workforce demographics, including:**
  - Gender
  - Race
  - Age/Generations in the workforce
  - Representation by availability and utilization TBD CSP
- **Review of City of Saint Paul workforce turnover, including:**
  - Comparison by race
  - Comparison by gender
  - Average retirement age in Q1 2018 – 60.19
  - Year 1
  - Total workforce compared to Part Time staff
- **Analysis utilized overall City of Saint Paul workforce, as well as summary data on the four largest departments – 65.3% of total workforce:**
  - Police – 788 employees, 25.9% of workforce
  - Fire – 473 employees, 15.5% of workforce
  - Parks – 409 employees, 13.4% of workforce
  - Public Works – 319 employees, 10.5% of workforce

Turnover Data Summary

- City of Saint Paul Turnover:
  - Full Time Workforce = 7.72%
  - Part Time Only Workforce = 19.1%

- Turnover – comparison by race:
  - EOC = 8.1%
  - White = 6.8%

- Turnover – comparison by gender:
  - Female = 10.1%
  - Male = 5.8%

- Turnover by years of service – length of service:
  - First year = 19.4% (37/191)

- Turnover by job classifications:
  - Identify and review projected retirement activity
  - Note – some positions have single or low incumbents, and that will impact turnover rates

- Turnover by departments:
  - Identify and review projected retirement activity
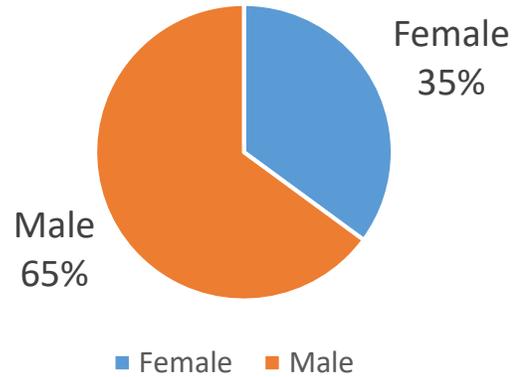 - Determine how data can best be used for planning within department

YEAR	HIRING OVERVIEW					
	# of hires	# of eligible lists hired from	# of exams conducted	# of applications processed	People of Color Hired	Females Hired
2016	413	129	103	9685	154 (37%)	154 (37%)
2017	380	120	135	10205	132 (35%)	128 (34%)

Overall Workforce Statistics

Description	2017 Totals	2016 Totals
New Hires	208	240
Women	35%	45%
People of Color	37.5%	45%
Promotions	172	173
Women	32%	27%
People of Color	31%	29%
HR Processing Days Average	53	123
Department Processing Days Average	50	62
Total Processing Days Average	103	185
Applicants Processed	10,205	9685
Job Postings	208	188
Assessments Completed	137	114
Class Specs Created/Updated	43	38
Job Studies Complete Single/Multiple	23	9
Desk Audits Complete	7	7
Recruiting Events Attended	49	
People Reached	1479	
Training Development Offerings	26	19
Employees Reached	595	

2017 New Hires - Female vs. Male Hires

Female
35%

Male
65%

Female ■ Male

2017 New Hires - POC vs. White Hires

White
62.5%

POC
37.5%

Black or African American
14.9%

Hispanic
6.3%

Two or More Races
5.8%

American Indian or Alaskan Native
1.0%

Asian
9.6%

2017 New Hires - POC vs. White Hires

POC
37%

White
63%

POC ■ White

■ Asian
■ Black or African American
■ Hispanic
■ Two or More Races
■ White
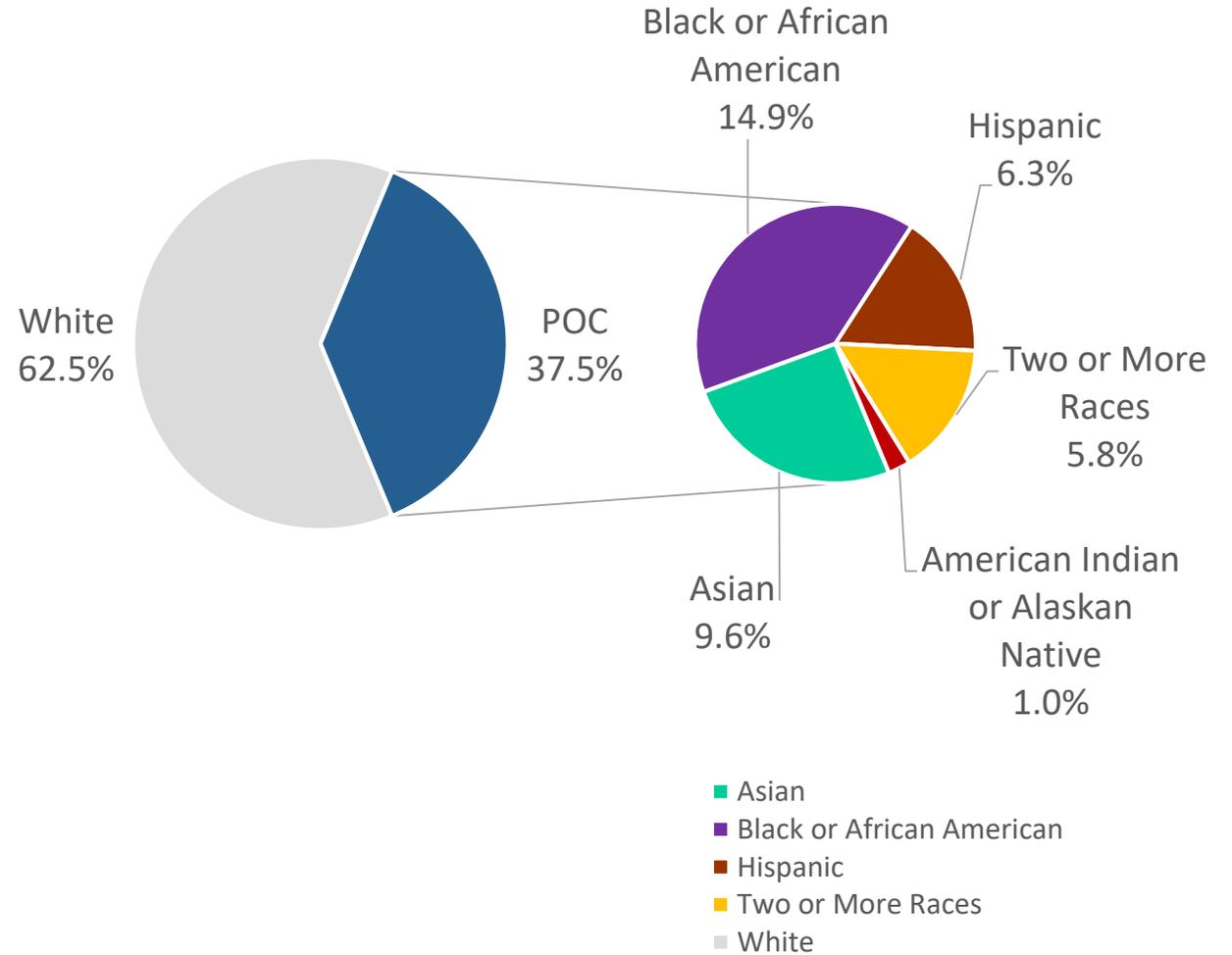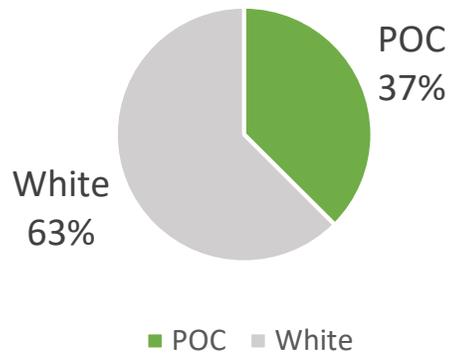
2017 Promotions - Female vs. Male Promotions
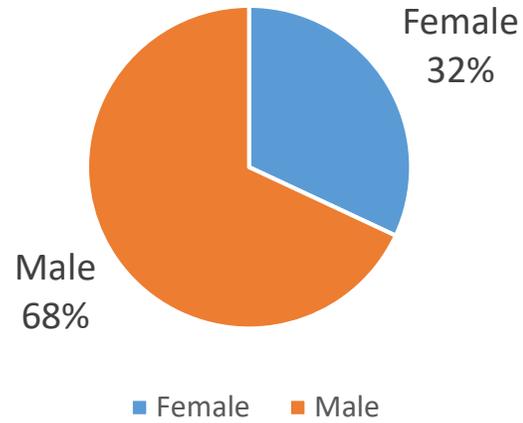
Female 32%
Male 68%

2017 Promotions - POC vs. White Promotions

POC 31%
White 69%

2017 Promotions - POC vs. White Promotions

White 68.6%
Other 31.4%

Black or African American 9.9%
Hispanic 5.8%
Two or More Races 5.8%
American Indian or Alaskan Native 0.6%
Asian 9.3%
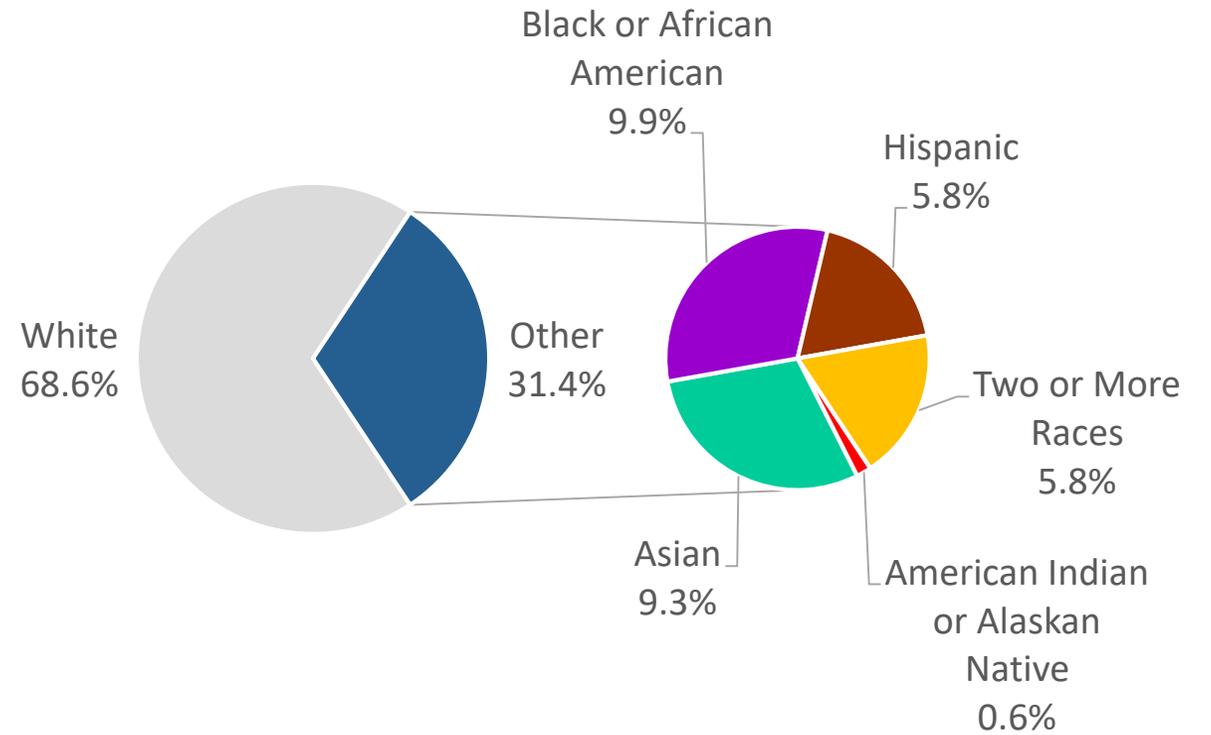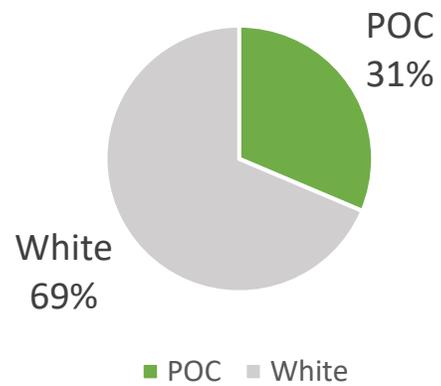
American Indian or Alaskan Native
Asian
Black or African American
Hispanic
Two or More Races
White

Q1 2018 Demographics – City of Saint Paul Workforce by Race (Full and Part Time)

Percentage of Workforce

- Asian — 7.85%
- Black/African American — 9.00%
- Hispanic/ Latino — 4.24%
- American Indian/Alaskan Native — 1.25%
- Native Hawaiian/Other Pacific Islander — 0.03%
- Two or More Races — 4.14%
- White — 73.51%
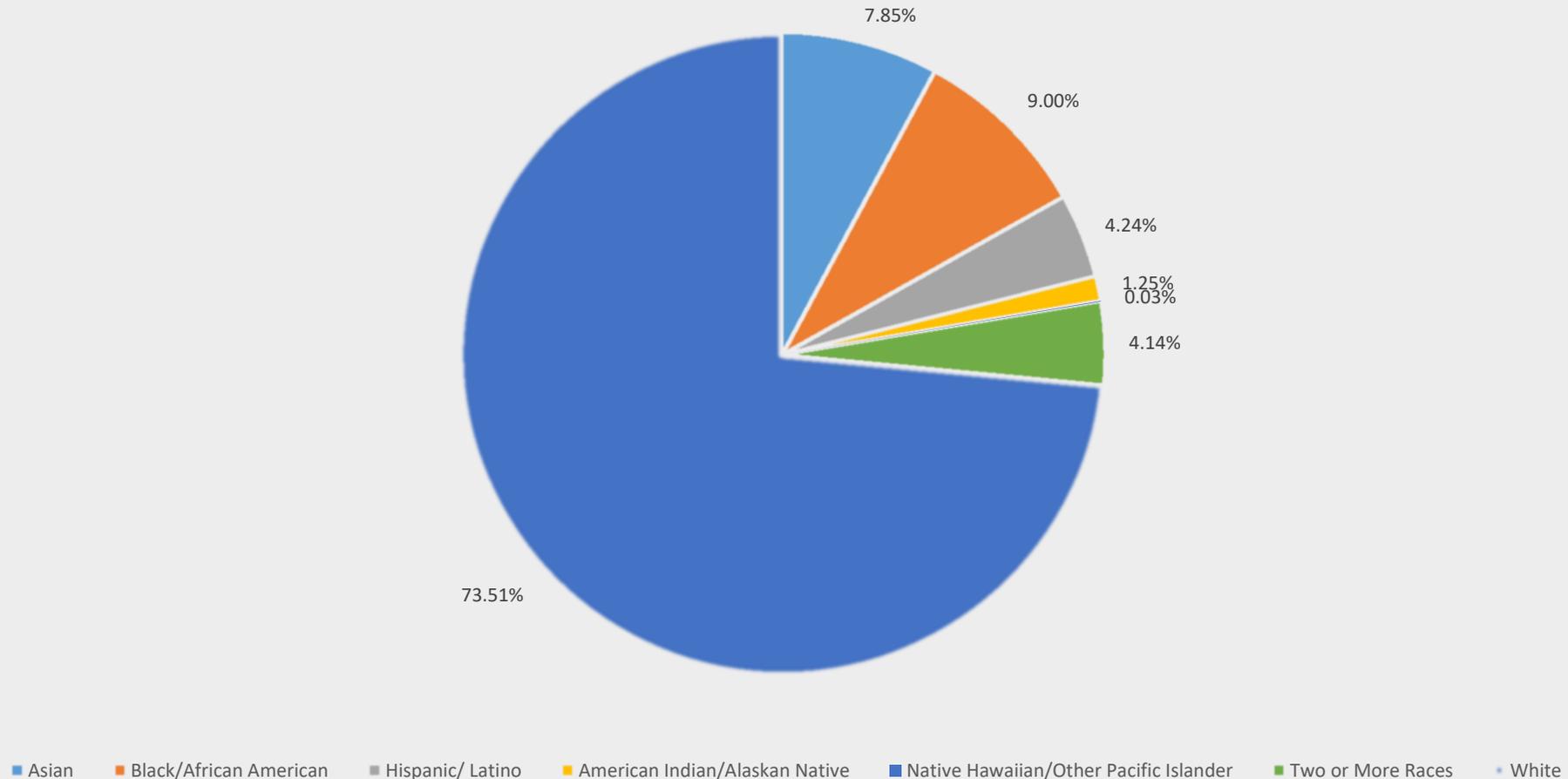
Q1 2018 Demographics – City of Saint Paul Workforce by Gender (Full and Part Time)

Percentage of Workforce

30.60%

69.40%

■ Female ▪ Male
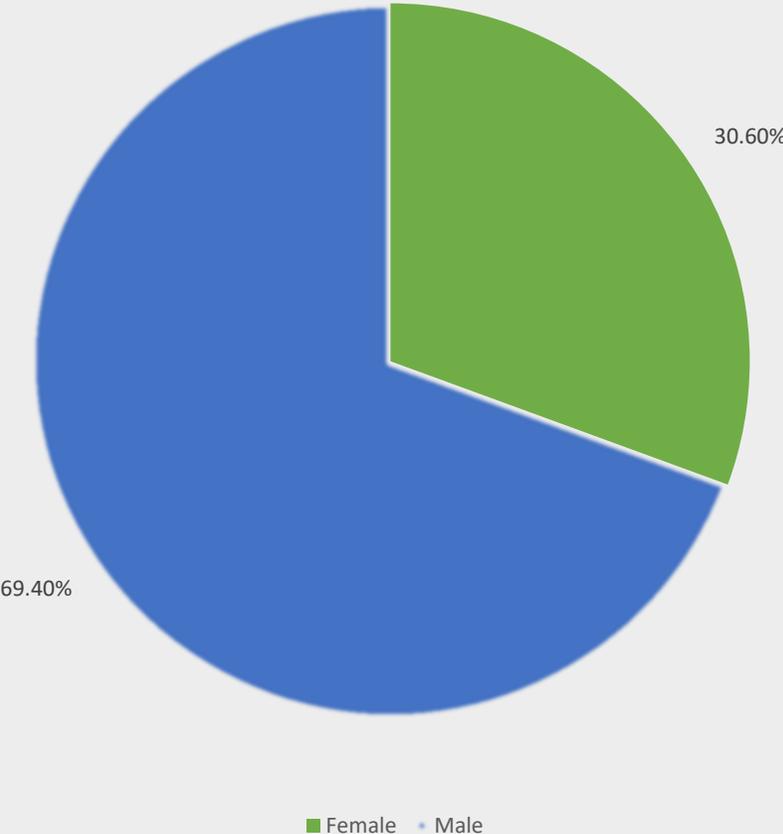
Q1 2018Demographics – City of Saint Paul Largest Departments as part of Total Workforce (Full and Part Time)

Department	Asian	Black/African American	Hispanic/ Latino	American Indian/ Alaskan Native	Native Hawaiian/ Other Pacific Islander	Two or More Races	White	Female	Male
Police	2.76%	1.58%	1.15%	0.26%	0.00%	1.41%	18.71%	23.35%	76.65%
Fire	0.36%	1.15%	1.21%	0.46%	0.00%	0.16%	12.18%	6.77%	93.23%
Parks	0.66%	2.36%	0.43%	0.16%	0.00%	0.76%	9.06%	37.90%	62.10%
Public Works	0.36%	0.92%	0.23%	0.16%	0.00%	0.49%	8.31%	17.55%	82.45%
Total Workforce	7.85%	9.00%	4.24%	1.25%	0.03%	4.14%	73.51%	30.60%	69.40%
Saint Paul General Population	17.30%	15.70%	9.40%	0.80%	0.00%	4.80%	58.60%	50.60%	49.40%

Q1 2018 Demographics – Generations in the Workforce (Full Time and Part Time)

	City of Saint Paul Total Workforce	City of Saint Paul Police	City of Saint Paul Fire	City of Saint Paul Parks	City of Saint Paul Public Works
Traditionalists (1900-1945) Overall n = 9	.30%	0.00%	0.00%	0.24%	0.00%
Boomers (1946-1964) Overall n = 759	24.92%	12.69%	19.24%	23.72%	39.81%
Generation X (1965–1976) Overall n = 1,013	33.26%	42.89%	39.53%	23.96%	28.84%
Millennial (1977-1995) Overall n = 1,231	40.41%	44.16%	41.23%	49.14%	31.03%
iGen (Generation Z) (After 1996) Overall n = 34	1.12%	0.25%	0.00%	2.93%	0.31%
Average Age	44.6	42.4	44.3	42.5	48.0

City of Saint Paul – Availability and Utilization by EEO Job Group (Full Time)

People of Color:

Job Group	Availability	Utilization
Officials	10.13%	19.8%
Professionals	16.48%	22.1%
Protective Srvs - Sworn	23.98%	24.8%
Protective Srvs – Non-Sworn	20.51%	65.5%
Technical	17.28%	23.8%
Administrative Support	25.79%	31.5%
Skilled Craft	10.74%	14.4%
Service Maintenance	22.89%	26.5%

Women:

Job Group	Availability	Utilization
Officials	41.68%	44.2%
Professionals	61.98%	56.2%
Protective Srvs - Sworn	27.86%	10.6%
Protective Srvs – Non-Sworn	36.07%	10.3%
Technical	33.47%	27.2%
Administrative Support	74.50%	78.3%
Skilled Craft	3.97%	0.7%
Service Maintenance	26.78%	14.5%

Source:
Utilization - City of Saint Paul Total Utilization Report July 10, 2018
Availability - US Census

2017 Turnover Comparison by Race (Full Time)

*Percentage = those employees who left department

Department	Asian	Black/African American	Hispanic/Latino	American Indian/Alaskan Native	Native Hawaiian/Other Pacific Islander	Two or More Races	White
City Attorney	50.00%	0.00%	0.00%	0.00%	N/A	0.00%	9.84%
City Council	0.00%	0.00%	N/A	N/A	N/A	N/A	3.85%
DSI	0.00%	0.00%	0.00%	N/A	N/A	0.00%	4.80%
Emergency Mgmt	0.00%	N/A	N/A	N/A	N/A	N/A	12.50%
Fire	8.33%	2.94%	10.53%	6.67%	N/A	20.00%	3.99%
Human Resources	0.00%	33.33%	0.00%	N/A	N/A	33.33%	3.57%
HREEO	0.00%	20.00%	0.00%	N/A	N/A	0.00%	7.14%
Libraries	5.66%	19.44%	11.11%	N/A	0.00%	14.29%	9.80%
Mayor's Office	0.00%	0.00%	N/A	N/A	N/A	0.00%	27.27%
OFS	0.00%	0.00%	0.00%	0.00%	N/A	0.00%	9.09%
OTC	28.57%	20.00%	0.00%	N/A	N/A	0.00%	5.56%
Parks	18.18%	16.42%	21.43%	0.00%	N/A	4.17%	9.49%
PED	0.00%	0.00%	0.00%	N/A	N/A	0.00%	12.90%
Police	4.88%	4.00%	5.41%	11.11%	100.00%	0.00%	4.41%
Public Health	0.00%	N/A	N/A	N/A	N/A	N/A	16.67%
Public Works	18.18%	0.00%	36.36%	0.00%	N/A	0.00%	7.60%
Water	0.00%	0.00%	7.69%	0.00%	N/A	14.29%	7.50%
Total Workforce	7.82%	8.96%	10.95%	5.00%	50.00%	4.03%	6.78%

2017 Turnover Comparison by Gender (Full Time)

*Percentage = those employees who left department

Department	Female	Male
City Attorney	6.12%	14.29%
City Council	3.57%	0.00%
DSI	5.88%	2.97%
Emergency Mgmt	0.00%	14.29%
Fire	11.11%	4.28%
Human Resources	5.88%	20.00%
HREEO	6.67%	7.14%
Libraries	10.73%	9.76%
Mayor's Office	25.00%	12.50%
OFS	8.33%	6.82%
OTC	0.00%	13.56%
Parks	16.76%	7.09%
PED	13.04%	6.67%
Police	6.22%	3.88%
Public Health	8.33%	50.00%
Public Works	9.09%	7.61%
Water	12.07%	5.24%
Total Workforce	10.11%	5.76%

Persons Eligible for Retirement

Department	Department Count Full Time	2018 Retirement Count	2018 Retirement Percentage
City Attorney	70	11	15.71%
City Council	31	6	19.35%
DSI	143	12	8.39%
Emergency Mgmt	7	0	0.00%
Fire	469	43	9.17%
Human Resources	38	4	10.53%
HREEO	27	0	0.00%
Libraries	236	19	8.05%
Mayor's Office	18	0	0.00%
OFS	63	10	15.87%
OTC	63	5	7.94%
Parks	394	29	7.36%
PED	70	15	21.43%
Police	776	45	5.80%
Public Health	12	5	41.67%
Public Works	307	21	6.84%
Water	234	19	8.12%
Total	**2958**	**244**	**8.25%**

Aggregate Data Citywide
(cumulative – from 2017 workforce data review)

	Percent Eligible by year	Number of Employees
2019	12.52%	370
2020	14.82%	438
2021	17.02%	503

Equity & Inclusion Framework

- Department Work Plans
- Equity Steering Team
- Equity Design Team
- Equity Change Teams
- Policies and procedures

- Career pathways
- Learning & Development
- ERN
- Hiring, retention, and recruitment- in partnership with HR

Dept. Equity Ecosystem

Workforce Development

Inclusive Engagement

Accountability

- Community Input framework
- Cultural Celebrations & Events

- Work plans
- Performance goals