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CITY OF MEDICINE

CITY OF DURHAM
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MEMO

Date: December 7, 2015
To: W. Bowman Ferguson, Deputy City Manager WBF
From: Donald F. Greeley, Director Department of Water Management DFG
Subject: Department of Water Management Diversity Recruitment

Executive Summary

The Department of Water Management (DWM) has worked with Human Resources (HR) to widen our recruiting efforts going forward to ensure, as much as possible, a diverse pool of candidates for management level positions. Generally, the department's diversity approximates the diversity of the City with the exception of two areas; gender and senior management. It is important to note that the water and sewer industry is a male dominated industry, especially in the operations and maintenance areas. In order to attract a more diverse pool of candidates, DWM will work with the HR Talent Management & Acquisition Manager before an opening is advertised to form a specific recruitment plan for the identified position. The plan will evaluate recruiting websites and professional organizations, while also targeting geographic areas. For some positions, the use of recruiting agencies will be considered.

Background

Generally, the department's diversity approximates the diversity of the City with the exception of two areas; gender and senior management. The table below represents DWM's diversity as of November 2015:

Total Employees

	Male	Female	Total	DWM %	Durham*	%Male	%Female
Asian	2	1	3	**1.04%**	4.70%		
Black	117	25	142	**49.31%**	40.00%		
Hispanic	11	0	11	**3.82%**			
Other	5	0	5	**1.74%**	7.00%		
White	107	20	127	**44.10%**	48.30%		
	242	46	288	**100.00%**	100.00%	**84.03%**	**15.97%**

*Durham – 2013 Census data from durhamnc.gov

The diversity of the department has not varied significantly over the several years. There has been a slight increase in the percent of female employees, which includes the addition of female engineers and operators. However, the water and sewer industry is still a male dominated industry, especially in the maintenance and operation areas.

The current makeup of supervisors within the department is listed in the table below:

DWM Supervisors

	Male	Female	Total	Depart %
Asian	1	0	1	**1.22%**
Black	34	4	38	**46.34%**
Hispanic	1	0	1	**1.22%**
Other	2		2	**2.44%**
White	37	3	40	**48.78%**
	75	7	82	**100.00%**
	91.46%	**8.54%**		

The largest number of supervisory positions within the department is in the Water and Sewer Maintenance Division (WSM). WSM has the most activity at any given time due to turnover and filling vacant positions through promotion. Because of this and other vacancies, the percent of black vs white supervisors varies at any given time.

The current makeup of senior management positions is listed in the table below:

Senior Management

	Male	Female	Total	Depart %
Asian	1	0	1	**5%**
Black	4	0	4	**20%**
Hispanic	0	0	0	**0.00%**
Other	1	0	1	**5%**
White	11	3	14	**70%**
	17	3	20	**100%**
	85%	**15%**		

The gender percentage for senior managers mirrors the current department percentages but does not reflect the department's percentages based on race.

The following table represents the promotions that have occurred over the last five years:

Promotions

	Asian	Black	Hispanic	Other	White	Total
2010	0	10	1	0	6	17
2011	0	14	0	0	6	20
2012	0	9	1	0	12	22
2013	0	9	0	0	6	15
2014	0	19	0	0	11	30
2015	0	16	3	1	13	33
	0	**77**	**5**	**1**	**54**	**137**
	0.00%	**56.20%**	**3.65%**	**0.73%**	**39.42%**	

The majority of the promotions have been at mid/lower level supervisory positions.

Many of the positions within the department require acquiring and maintaining state certifications which through ongoing professional development hours (PDHs) annually. The various levels of state certifications require a combination of knowledge and experience as well as passing an exam. DWM has a long established program for sending employees to trainings in order to secure the necessary certification levels. In addition, DWM has established a Core Leadership program and an Advanced Leadership Program to help employees who supervise or are considering applying for supervisory positions.

Issues and Analysis

In reviewing the diversity of DWM two areas of opportunity stand out:

1. Recruiting more women into the workforce
2. Improving the racial diversity of senior management

DWM has discussed with HR how to widen our recruiting efforts in these areas going forward to ensure, as much as possible, a diverse pool of candidates for any vacant positions. It was agreed that DWM will work with the HR Talent Management and Acquisitions Manager before an opening is advertised to establish a recruitment plan for the position. The plan will look at recruiting websites, professional organizations, targeting geographic areas and potential the use of recruiting agencies.

Potential websites identified are:

Simply Hired
LinkedIn
Indeed
Monster
Craig's List
AWA
COD
DICE
Glassdoor
Waterjobs.com
Waterandwastewaterjobs.com

Potential professional organizations are:

American Water Works Association (AWWA)
Water Environment Federation (WEF)
American Water Resources Association
American Academy of Environmental Engineers
American Public Works Association
National Association of environmental professionals
iHireUtilities (Several job posting for this area)
Society of Women Engineers

National Society of Black Engineers
Association of Women in Science
IM Diversity
American Water Works Association - Diversity Group Network meetings
Society of Hispanic Professional Engineers

Potential targeted geographic areas include advertising in metropolitan areas under financial duress that may have candidates willing to relocate.

Potential recruiting agencies are:

Preng & Associates
Jeff Smith & Associates
Ralph Anderson & Associates
Slavin Management Consultants
Harvey Nash
Developmental Associates
Reaction Search International
Resource Management and Acquisitions

As new potential sites and organizations are identified they will be added to the above list.

Recommendation

DWM will work with the HR Talent Management & Acquisition Manager before an opening is advertised to establish a recruitment plan for the position in order to attract a more diverse pool of candidates.