



Commission Memorandum

REPORT TO: Honorable Mayor and City Commission
FROM: Bethany Jorgenson, Human Resources Director
SUBJECT: City Progress Report – Equal Pay
MEETING DATE: April 9, 2018
AGENDA ITEM TYPE: Special Presentation

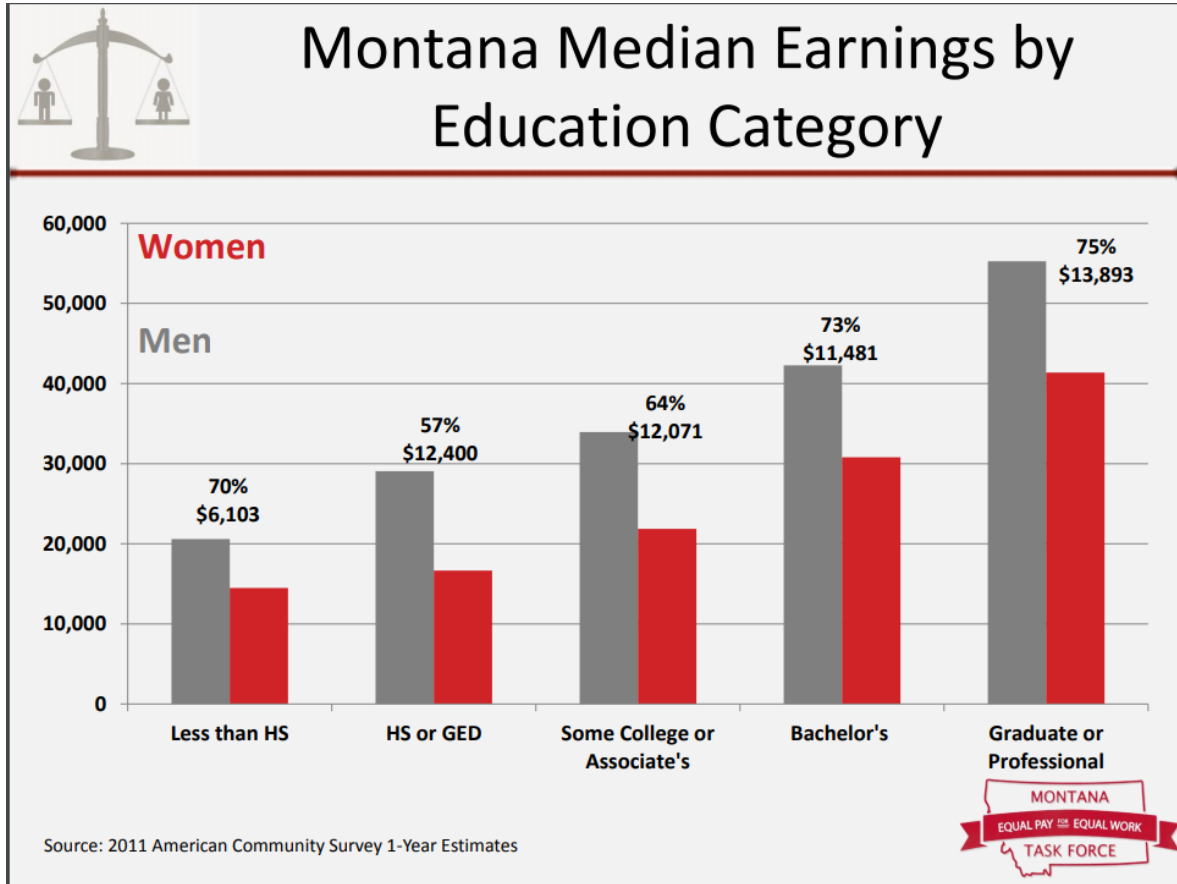
RECOMMENDATION: Review progress, listen to proclamation, ask questions, and provide comments.

BACKGROUND: On June 8, 2015, the City Commission passed Resolution 4601, Equal Pay for Equal Work which committed that the City would work to collect data, identify best practices, evaluate employment practices against the “Thrive Index”, and commemorate Equal Pay Day annually.

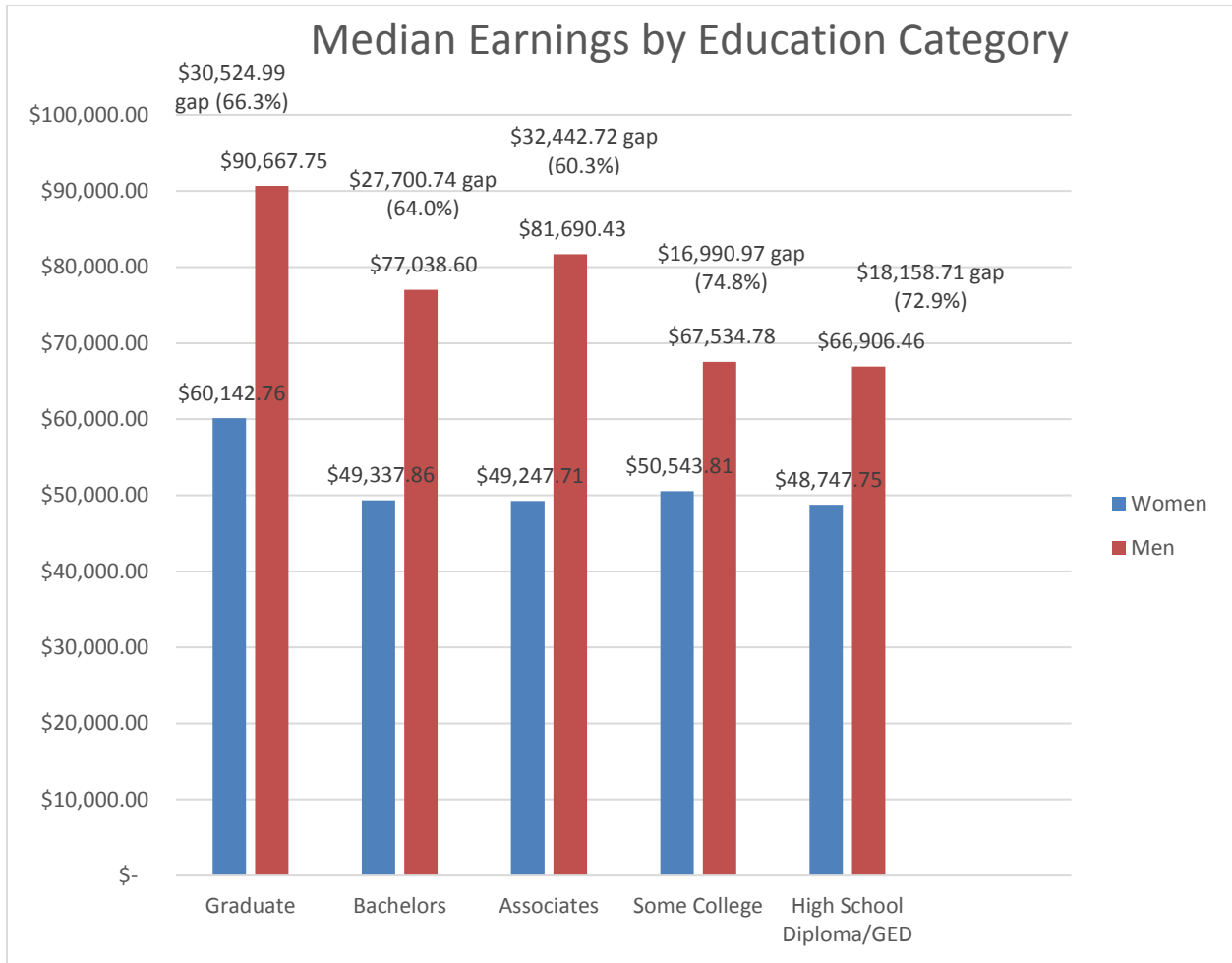
Since Resolution 4601 was issued, City of Bozeman Human Resources has thoroughly analyzed pay for existing employees. Pay discrepancies within job classes are easily explained by data in the City’s Human Resources Information System (HRIS), and often point to time in position and level of education and experience at the time of hire.

With extensive employee data now available in the HRIS, Human Resources has been able to further analyze information to provide a more detailed picture of employment at the City of Bozeman. In the last year, Human Resources analyzed employee data to provide earnings information by gender and level of education. The results show the City fares slightly better than

state averages that compare gender and level of education. However, in the next year the organization will work to improve the City's results.



City of Bozeman Information



Human Resources has continued to compare City of Bozeman employment practices against the “Thrive Index” and found that the City has been consistently upholding the objectives put forth, as hiring and employment practices are designed to be fair and equitable to all applicants and employees.

CITY OF BOZEMAN AND THE THRIVE INDEX		
Adequate wages and benefits	City of Bozeman	Comment
Are part-time workers paid the same (per hour, including benefits) as full-time workers performing the same or similar tasks?	Y	
Are most part-time workers guaranteed a minimum number of hours per week? If not, are there ways they could be?	N	Some departments guarantee a range of hours vs. a set schedule -

		i.e. at least 12, but not more than 18
Are workers who remain on the job for a specified period of time eligible for a pay increase?	Y	
Are workers who remain on the job for a specified period of time eligible for paid sick leave for themselves or to care for a family member?	Y	
When job-skill demands or responsibilities increase, are wages adjusted upward?	Sometimes	The City works to ensure employees are working within their class specification. Reclassifications and/or promotions are the avenue for pay increases, and department heads request those during the annual budget process.
Are workers paid for their entire scheduled shift, even if business is slow?	Sometimes	Employees get paid for the hours they work. Shifts are not typically cut short, but if there is an urgent need to close a facility, employees would not be paid for the closure. This rarely happens.
Are hourly wages higher for nonstandard shifts, such as nights or weekends?	Sometimes	Depending on the Collective Bargaining Agreement, there may be shift premiums.
Opportunities for Upward Mobility		
Do low-wage workers have opportunities for on-the-job or cross-task training or outside educational opportunities that can lead to upward mobility?	Y	

Can schedules accommodate workers' pursuit of educational opportunities?	Sometimes	The City makes every effort to accommodate employees' requests for time off and/or modified schedules. However, based on the need to efficiently and safely operate City business, not every request can be granted every time.
When skill demands or job responsibilities increase, is training provided for newly assigned tasks?	Y	
Can workers cross-train in different areas to increase their flexibility and value to the company (recognizing that outsourcing of some functional areas or other factors may prohibit this)?	Y	
Are there opportunities for upward mobility within the company that do not require geographic relocation?	Y	
Support for personal and family needs		
Can worker breaks be scheduled to accommodate the need for phone calls at pre-specified times for working caregivers?	Y	
Are occasional calls for urgent matters allowable? Can children or caregivers call an employee at work when necessary?	Y	
Are workers who remain on the job for a specified period of time eligible during their regular work hours to care for their health or a family member's without losing pay (e.g., able to leave for an hour or two for a trip to the doctor)?	Y	
Can personal time be taken in small increments of an hour or two (for doctor's appointments, parent-teacher conferences, educational opportunities, etc.)?	Y	
Do you offer paid or unpaid maternity or paternity leave for workers? Is the length of this leave negotiable?	Y	Paid time is offered through employee accruals, our Sick Leave Bank, and our Direct Donation policies, and can be used for the entire absence (at 100% pay)
Work scheduling, predictability, and flexibility		

Is there a systematic way for workers to communicate their preferences for hours and schedules? If not, could some such system be implemented?	Y	
Does the shift/hours scheduling system take account of workers' constraints and preferences?	Y	
Are work schedules announced more than a day or two in advance? Can workers trade shifts with colleagues when time conflicts develop (allow "shift-swapping")?	Y	
If workers are asked to stay beyond the end of scheduled shifts to finish assignments or for administrative procedures, are they given advance notice of when this may be required?	Y	
Does the measured workload take into account the quality or difficulty of tasks along with simpler measures of the number of customers, clients, or patients?	Y	
Autonomy, respect, and trust		
Are workers protected from "no-fault" absence or tardiness policies (ones that lead to disciplinary actions or dismissal, even for excused absences)?	Y	
Are workers allowed or encouraged to contribute ideas to better organize or improve their work teams or work areas?	Y	
Can workers occasionally make personal phone calls?	Y	

The City is committed to continually improving processes in order to accomplish goals related to diversity and pay equity. Last year, the City made strides to attract more female applicants to historically male-dominated positions. Of note is the recruitment process for the City Manager position. Two of the six finalists were women, and the City appointed its first female City Manager in November, 2017.

Additionally, in the last year City has:

1. Increased (slightly) the number of female applicants for police officer positions
 - Current – 33 (includes leadership position)
 - 2016 – 30
 - 2015 - 15
2. Increased the number of female police officers
 - Currently – 6 (9.2%)
 - One year ago - 5 (7.7%)
 - Two years ago – 3 (4.6%)

- Three years ago – 2 (3%)
- 3. Continued efforts to increase the number of female employees in the Teamster union
 - Currently – 6 (6.1%)
 - One year ago - 7 (7.3%)
 - Two years ago – 5 (5.2%)
- 4. Continued to utilize best practices in administering pay
 - Pay based on market data for positions
 - Collective bargaining rules apply
 - BPPA, IAFF, MPEA, Teamsters

Goals for the next year

- Increase total women applicants in traditionally-male fields
 - Police
 - Fire
 - Public Works
 - Parks
- Increased focus in Police Department – goal to increase total number of women applicants.
- Targeted recruitment efforts and outreach for all positions
 - Cold calling
 - Niche market advertising
 - Outward-facing promotion of opportunities for women at the City of Bozeman
- Thoroughly develop a career development and training program as part of the City’s Strategic Plan process. This could assist women in advancing further in their careers at the City of Bozeman.

UNRESOLVED ISSUES: None.

ALTERNATIVES: As suggested by the City Commission

FISCAL EFFECTS: This progress report has no immediate fiscal effects.

Report compiled on: March 30, 2018