# **Building Diversity in the Metropolitan Council Workforce**



# Workforce demographics



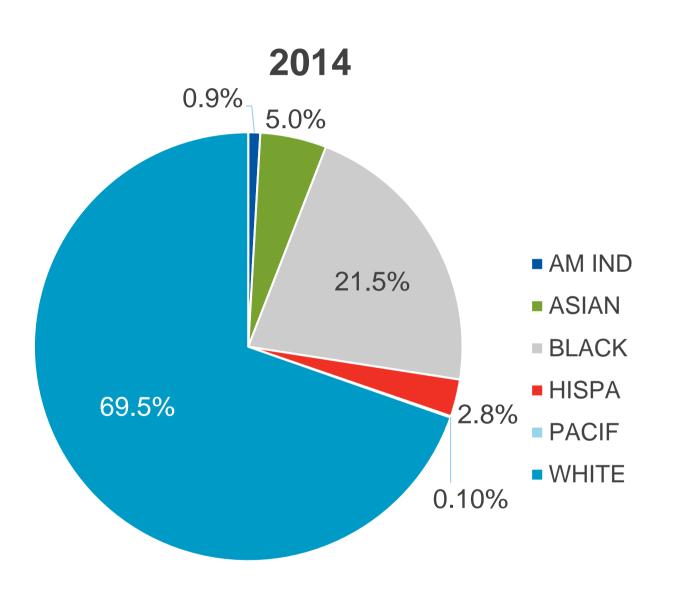
# Workforce composition: People of color

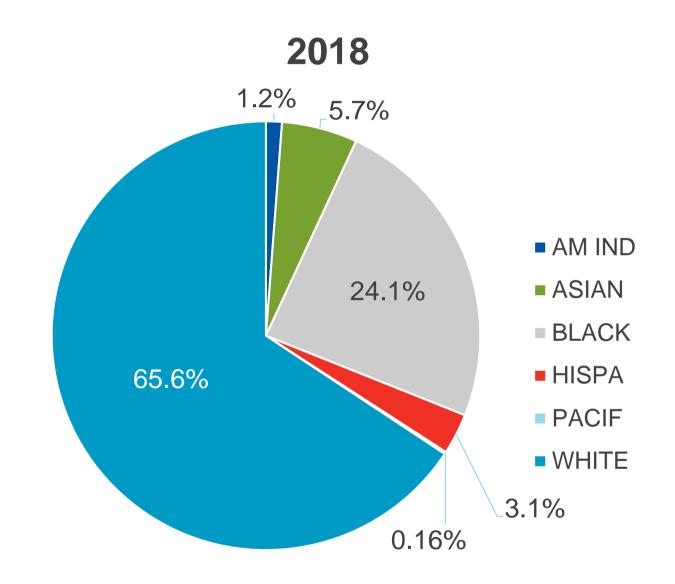
#### **Councilwide People of Color**





# Workforce composition: Race/ethnicity







### Workforce composition: Gender

#### **Councilwide Female**





# What we're doing to increase workforce diversity



### Recruitment, sourcing, and outreach

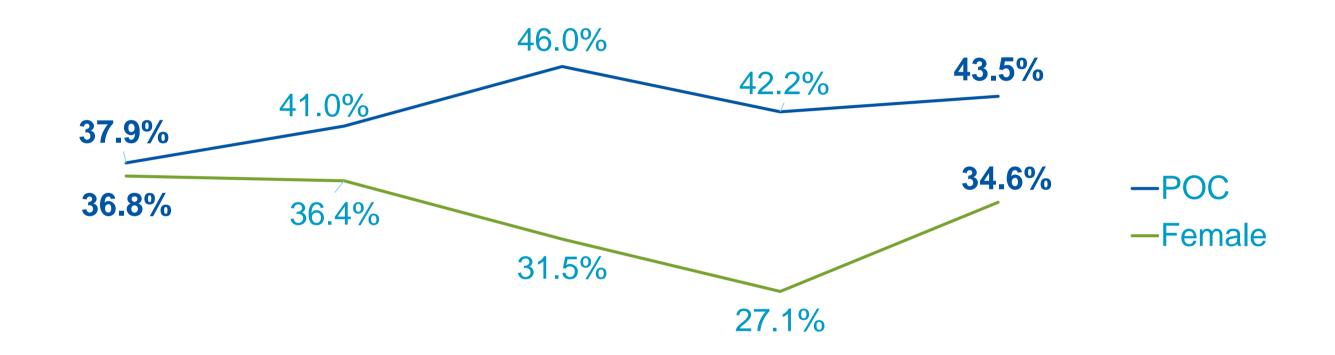
- Council employment page
- 2018: 47 job fairs and tabling events
- Two posting partners
- Openings distributed by algorithm to 250 job boards targeting diverse candidates
- State of Minnesota diversity recruiter
- Social media





### **Applicant diversity**

#### **Applicants by POC and Gender**



	2014	2015	2016	2017	2018
Total applicants:	17,135	17,391	17,384	12,717	18,442



#### Metropolitan Council Hiring Process

#### Human Resources Review

(2-5 days)

- Applications are screened by Human Resources for minimum qualifications
- Top candidates proceed to the next step

#### Job-Specific Assessment

(2-4 weeks)

- Additional assessments such as written or online exams, hands-on performance assessment of skill, or presentations may be administered
- Testing pre-validated by OEO

#### **Selection Interview**

(1-2 weeks)

- · Selection interviews conducted
- After the interview, the hiring manager selects a final candidate and documents reasons for selection
- Selection interview is not held if hiring is based on seniority

Vacancy (2-3 days)

- · Position aproved to fill
- Recruiter assigned to hiring manager
  - Job announcement developed
    - Job announcement posted
    - Applicants receive email notice when application is received

#### **Posting**

(2-3 weeks)

- Hiring manager reviews applications using selection criteria
- Top candidates proceed to the next step

#### **Manager Review**

(1-2 weeks)

- Structured panel interviews held and scored
- Top passing candidate(s)\* proceed to the next step

#### Structured Panel Interview

(2-3 weeks)

- Hiring & salary approvals
- Background check, drug screen, physical if necessary
- Job offer and start date

**Last Step** 

(1-3 weeks)



### Creating a fair process

- Positions posted internally and externally
- Managers and recruiters receive training
- Every candidate dispositioned
- Consistent process
  - Diverse interview panels; three or more people
  - Structured interviews; behavior-based questions
  - Managers complete hire justification
  - Office of Equal Opportunity "concur" to hire
- Selection based on ability, knowledge, and skills



### Internship program

- 85-100 interns each year: Urban Scholars, regular and high school
- 2018: 44% POC, 60% female
- 72 interns hired into regular positions since 2008





### Workforce development

- Part-time Bus Operator programs: applicant preparedness, CDL permit prep, operator apprenticeship, pilot trainee program
- MTT: Mass Transit
   Technician Program (bus and rail; three cohorts)





## **Building Diversity Initiative**

Recruitment and Selection	Engagement and Training	Promotion
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Evaluate the effectiveness of posting partners	3. Design and deliver the Leadership Forum on Accessibility	7. Provide management tools and training to check bias, create inclusive work teams,
2. Provide training and tools for		and use assignments to
hiring managers to increase diversity through the	4. Launch unconscious bias training for all employees	build a strong, diverse bench
selection process		8. Leverage Mentoring Works
	5. Develop Councilwide program structure and implement employee resource groups (ERG)	and Project Management Development programs to develop leadership diversity
	6. Actively support and collaborate with OEO to implement the Council's Affirmative Action and collaborate with Equity	
	Integration and Change Teams	

# Here's how you can help



#### **Extend the Council's reach**

- Push openings out to your network
- Identify job fairs, events, or tabling opportunities
- Identify recruitment sources
- Distribute "Careers at the Council" business card or brochure



# Questions?

