



# **Diversity and Inclusion Plan**

**Review Year 2011**

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## I. Introduction

The Port of Tacoma is a major center for container cargo, bulk, breakbulk, autos and heavy-lift cargo. Created by Pierce County citizens in 1918, the Port of Tacoma has become one of the largest container ports in North America and one of the top 50 in the world.

Located on Commencement Bay, a natural deepwater harbor in South Puget Sound, the Port is ideally situated for creating jobs through Pacific Rim trade. The Port encompasses about 2,400 acres of land in the Tacoma Tideflats.

As one of the region's "economic engines," the Port plays a vital role in creating and sustaining sound economic development for Pierce County and Washington State. Port activities account for more than 43,000 jobs in Pierce County and 113,000 jobs in the State of Washington.

The Port of Tacoma respects and values the rich diversity of its employees, customers and stakeholders and is committed to creating and maintaining an inclusive work environment where every Port employee is treated with respect and dignity and is able to contribute to his/her fullest potential.

The Port's Diversity and Inclusion Plan was developed to ensure that equal employment opportunity and equitable treatment are a reality at the Port of Tacoma. The Plan identifies key areas of diversity under-representation and sets forth specific actions and recommendations to help us achieve the next level of diversity at the Port. This document details the steps that will be used to attract and retain a qualified workforce that is a reasonable representation of the relevant labor market as determined by business conditions and the number of placement opportunities that may occur, while still meeting federal and state requirements.

The Port of Tacoma's Diversity and Inclusion Plan is designed to meet the requirements of Executive Order 11246 and the Department of Labor's Federal Contractor's affirmative action requirements and state law. Placement goals are viewed as objectives reasonably attainable by means of applying good faith effort to make all aspects of the diversity program work. These goals are also used to measure our progress toward achieving equal employment opportunity.

The Port's Plan includes an evaluation and continuous improvement section that will help to ensure that we continue to successfully progress to a wider and more inclusive definition of diversity. The Port's success in meeting federal and state requirements will not be based solely on whether goals are attained, but upon whether good faith efforts have been made. Nothing contained in this Diversity and Inclusion Plan or its supporting data should be construed as an admission by the Port, in whole, or in part, that any problem area exists or that either minorities or women have been or are presently discriminated against in any way by the Port in violation of federal, state, or local fair employment practice laws. Furthermore, nothing contained in this Plan or its supporting

data should be construed as an admission by the Port, in whole or in part, that it has contravened such federal, state, or local employment practice laws.

Finally, the Port is moving forward with this Diversity and Inclusion Plan with an emphasis placed on ensuring that the employment processes are non-discriminatory and that every good faith effort is made to address any under-representation through outreach and action-oriented programs.

## II. The Business Case for Diversity and Inclusion

We are a more diverse nation, state, and county than ever before. Diversity and Inclusion are key strategic issues to be considered for the successful achievement of the Port's mission. In the dynamic, information-focused environment of the 21st century, part of the Port's success will be shaped by how well diversity and inclusion are embedded in business processes and organizational culture.

**Reflecting the customers and community we serve:** Our ability to effectively accomplish the mission of the Port with culturally diverse customers and within a demographically diverse region will be significantly enhanced by a Port workforce that reflects the customers and community it serves.

**Effective outreach to the community:** A diverse and inclusive employee culture will enable the Port to effectively conduct outreach, build strong community relationships and enhance the Port's image by leveraging the internal community knowledge that resides within its workforce.

**Attracting and retaining the best talent:** Diversity and Inclusion benefits the Port's ability to attract, retain and develop a diverse workforce with the talents and skills needed to sustain our organization as an employer of choice. The Port values diversity of ideas, skills, work experiences, and knowledge.

**Innovative solutions:** A diverse employee base with new ideas and different perspectives offers business opportunities to develop creative and innovative solutions to issues and problems.

## III. Objective

For the purpose of this plan, we define **Workforce Diversity** as a collection of individual attributes that together help organizations pursue organizational objectives efficiently and effectively. These include but are not limited to, characteristics such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures.

We define **Inclusion** as a culture that connects each employee to the organization; encourages collaboration, flexibility, and fairness; and leverages diversity through the organization so that all individuals are able to participate and contribute to their full potential.

The Diversity and Inclusion Plan declares the Port of Tacoma's commitment to diversity and the goal of creating and maintaining a work environment free of all forms of discrimination and bias. This plan reaffirms the Port's recognition that proactive and planned measures must be undertaken with the following objectives in mind:

- To recruit, hire, develop and retain qualified and diverse individuals for Port employment;
- To foster a work environment where employees from diverse backgrounds can and do reach their full potential.

This plan proposes the following general approaches to attain the above goals:

- **Identify and maximize** recruitment, hiring and retention strategies that have yielded success, and eliminate or minimize barriers in all of these areas over which the Port or its agents have control.
- **Compare** the Port's current workforce demographics to the relevant and qualified labor market to accurately determine areas of significant under-representation.
- **Review** the Port's overall performance in attaining goals on an annual basis and hold directors and managers responsible for a good faith effort to meet the goals established.
- **Update and implement** a management training program for prevention and early resolution of EEO concerns.

## IV. **Utilization Analysis**

The Port of Tacoma is required, pursuant to the US Department of Labor, 41 C.F.R., Section 60 et al, to include a Utilization Analysis in its Diversity and Inclusion Plan. The following represents the quantitative analysis elements.

1. **Organizational Profile** – Depicts the staffing pattern (Workforce Analysis) within the Port to determine whether barriers to equal employment opportunity exist in the organization. The profile provides an overview of the workforce that may assist in identifying organizational units where women or minorities are under-represented, or concentrated.
2. **Occupational Categories** – These categories are federally mandated and are reflected in Federal EEO-4 Reports. There are a total of eight occupational categories, which are further broken down by ethnicity and gender. For the purposes of this plan, we will only include six (6) which are based on the representation of Port employees in the relevant job groups. These include, Officials and Administrators, Professionals, Protective Services, Administrative Support, Skilled Craft Workers and Service Maintenance.

- 3. Placement Goals** – These goals serve as objectives or targets reasonably attainable by means of applying good faith efforts to make all aspects of the entire Diversity and Inclusion program work. Placement goals are also used to measure progress toward achieving equal employment opportunity. The Port's determination that a placement goal is required does not constitute a finding or an admission of discrimination.

Placement goals may not be rigid and inflexible quotas which must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups. Quotas are expressly forbidden.

In all employment decisions, the Port must make selections in a nondiscriminatory manner. Placement goals do not provide the Port with a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that person's race, color, religion, sex, or national origin.

Additionally, placement goals do not create set-asides for specific groups, nor are they intended to achieve proportional representation or equal results. These goals may not be used to supersede merit selection principles. Affirmative action programs prescribed by the OFCCP regulations do not require the Port to hire a person who lacks qualifications to perform the job successfully, or hire a less qualified person in preference to a more qualified one.

## V. Workforce Analysis

As of December 12, 2011, the Port of Tacoma's full-time workforce consisted of 232 employees – 80 or 34% were women and 43 or 19% were minorities.

The table below compares the ethnicity and gender of the Port's workforce and the make-up of Pierce County's workforce based on the 2000 Census.

### Port of Tacoma Workforce – Ethnicity and Gender Comparison

Total Employees: 232 as of December 12, 2011

Total Employees		
White	189	82%
Black	20	9%
Hispanic	3	1%
Asian/Pacific Islander	17	7%
Native American	3	1%
<b>TOTAL</b>	<b>232</b>	<b>100%</b>

Female		
White	62	26%
Black	9	4%
Hispanic	1	1%
Asian/Pacific Islander	8	3%
Native American		
<b>TOTAL</b>	<b>80</b>	<b>31.2%</b>

Pierce County Demographic Comparison (2000 Census)					
Port Minority Employees	43	19%	Port Female Employees	80	34%
Pierce County Minorities		21%	Pierce County Females		47%

### Comments:

Demographics for Race and Gender categories reveal that both minorities and women are statistically underrepresented at the Port, as compared to their Pierce County counterparts in the labor market.

**Officials and Administrators**

**Total Employees: 32 as of December 12, 2011**

Occupations in which employees set broad policies, exercise overall responsibility for execution of operations, or provide specialized consultation on a regional, district or area basis. The Port positions reflecting this category include: Chief's of the Executive Office including Facilities, External Affairs, Finance, Human Resources, and Commercial; and Department Directors and Senior Directors.

<b>Male</b>		
White	19	59%
Black	1	3%
Hispanic	0	0%
Asian/Pacific Islander	2	6%
Native American	0	0%
<b>TOTAL</b>	<b>22</b>	<b>68%</b>

<b>Female</b>		
White	8	25%
Black	1	3%
Hispanic	0	0%
Asian/Pacific Islander	1	3%
Native American	0	0%
<b>TOTAL</b>	<b>10</b>	<b>31.2%</b>

<b>Pierce County Demographic Comparison (2000 Census)</b>					
Port Minority Employees	5	15.6%	Port Female Employees	10	31.2%
Pierce County Minorities		15%	Pierce County Females		41.5%

**Comments:**

Our analysis of this category reveals that women are statistically underrepresented in comparison to their Pierce County counterparts, however, the minority representation for Port employees exceeds Pierce County's representation in the labor market.

## Professionals

**Total Employees: 68 as of December 12, 2011**

Occupations which require specialized and theoretical knowledge that is usually acquired through college training or work experience and other training which provides comparable knowledge. This category includes the following Port Positions: Managers, Senior Managers, Senior Accountants, Accountant II, Chief of Security, Fishery Biologist, Network Infrastructure Engineer, Systems Infrastructure Engineer, Senior Software Engineer, Project Managers, Superintendents, Senior Analysts, Senior Planner, Senior Project Managers and Analysts.

<b>Male</b>		
White	32	47%
Black	2	3%
Hispanic	0	0%
Asian/Pacific Islander	1	1%
Native American	1	1%
<b>TOTAL</b>	<b>36</b>	<b>52%</b>

<b>Female</b>		
White	25	37%
Black	3	4%
Hispanic	0	0%
Asian/Pacific Islander	4	6%
Native American	0	0%
<b>TOTAL</b>	<b>32</b>	<b>47%</b>

<b>Pierce County Demographic Comparison (2000 Census)</b>					
Port Minority Employees	11	16%	Port Female Employees	32	47%
Pierce County Minorities		15%	Pierce County Females		55%

### **Comments:**

Our analysis of this category reveals that women are statistically underrepresented in comparison to their Pierce County counterparts, however the minority representation for Port employees exceeds Pierce County's representation in the labor market.

**Protective Service Workers**

**Total Employees: 24 as of December 12, 2011**

Occupations in which workers are entrusted with public safety, security and protection from destructive forces. This category includes the following Port positions: Port Patrol Security Officers, Leads and Terminal Security Officers

<b>Male</b>		
White	18	75%
Black	1	4%
Hispanic	0	0%
Asian/Pacific Islander	3	13%
Native American	0	0%
<b>TOTAL</b>	<b>22</b>	<b>92%</b>

<b>Female</b>		
White	1	4%
Black	1	4%
Hispanic	0	0%
Asian/Pacific Islander	0	0%
Native American	0	0
<b>TOTAL</b>	<b>2</b>	<b>8%</b>

<b>Pierce County Demographic Comparison (2000 Census)</b>					
Port Minority Employees	5	21%	Port Female Employees	2	8%
Pierce County Minorities		23%	Pierce County Females		22%

**Comments:**

Our analysis of this category reveals that women are significantly underrepresented in comparison to their Pierce County counterparts, however the minority representation is closer to Pierce County's in the labor market.

**Administrative Support**

**Total Employees: 41 as of December 12, 2011**

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paper work required in an office. This category includes the following Port positions: .Admin Assistants, Specialists, Coordinators, IT Support Specialist, Operations Clerk, Sr. Executive Admin Specialist, Sr. IT Support Specialist, Technicians.

<b>Male</b>		
White	6	15%
Black	2	5%
Hispanic	0	0%
Asian/Pacific Islander	0	0%
Native American	0	0%
<b>TOTAL</b>	<b>8</b>	<b>20%</b>

<b>Female</b>		
White	26	64%
Black	3	7%
Hispanic	1	2%
Asian/Pacific Islander	3	7%
Native American	0	0%
<b>TOTAL</b>	<b>33</b>	<b>80%</b>

<b>Pierce County Demographic Comparison (2000 Census)</b>					
Port Minority Employees	9	22%	Port Female Employees	33	80%
Pierce County Minorities		20%	Pierce County Females		69%

**Comments:**

Our analysis of this category reveals that both the Port women and minority representations exceed their Pierce County counterparts in the labor market.

**Skilled Craft Workers**

**Total Employees: 46 as of December 12, 2011**

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. This category includes the following Port positions: Journey levels, Forepersons, Leads, Electronic Technicians,

<b>Male</b>		
White	37	81%
Black	5	11%
Hispanic	1	2%
Asian/Pacific Islander	1	2%
Native American	1	2%
<b>Total</b>	<b>45</b>	<b>98%</b>

<b>Female</b>		
White	1	2%
Black	0	0%
Hispanic	0	0%
Asian/Pacific Islander	0	0%
Native American	0	0%
<b>Total</b>	<b>1</b>	<b>2%</b>

<b>Pierce County Demographic Comparison (2000 Census)</b>					
Port Minority Employees	8	17%	Port Female Employees	1	2%
Pierce County Minorities		17%	Pierce County Females		8%

**Comments:**

Our analysis of this unit reveals that women are statistically underrepresented in comparison to Pierce County women. Minority representation is equal to the Pierce County representation.

## Service Maintenance

**Total Employees: 21 as of December 12, 2011**

Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene or safety of the general public or contribute to the upkeep and care of buildings, facilities or grounds or public property. Workers in this group may operate machinery. This category includes the following Port positions: Building & Grounds, Construction Inspectors, Leads, Dispatcher, Storekeeper, Environmental Techs, and Maintenance Assistant.

<b>Male</b>		
White	15	71%
Black	0	0%
Hispanic	1	5%
Asian/Pacific Islander	2	10%
Native American	1	5%
<b>Total</b>	<b>19</b>	<b>91%</b>

<b>Female</b>		
White	1	5%
Black	1	5%
Hispanic	0	0%
Asian/Pacific Islander	0	0%
Native American	0	0%
<b>Total</b>	<b>2</b>	<b>10%</b>

<b>Pierce County Demographic Comparison (2000 Census)</b>					
Port Minority Employees	5	24%	Port Female Employees	2	10%
Pierce County Minorities		28%	Pierce County Females		43%

### **Comments:**

Our analysis of this unit reveals that women are significantly underrepresented in comparison to Pierce County women. Minority representation is slightly less than Pierce County representation.

## VI. Conclusion

### Analysis Summary:

In Section V Utilization Analysis we described the method for assessing the Organizational Profile and Occupational Categories to determine if underrepresentation existed among women and minorities in the Port workforce.

In reviewing all of the data depicted in the foregoing charts, we found overall that **Women at the Port, in five of the six Occupational Categories, were minimally to significantly underrepresented**, compared to the Pierce County Labor Market availability. **Minorities** overall fared much better and **were underrepresented in only two of the six Occupational Categories**, compared to the Pierce County Labor Market availability.

We will start with the most significant areas of underrepresentation by Occupational Category first:

#### 1. **Service Maintenance:**

- Women were underrepresented significantly by 33%.
- Minorities were underrepresented by only 4%.

#### 2. **Protective Service Workers:**

- Women were underrepresented by 14%.
- Minorities were underrepresented by only 2%

#### 3. **Officials and Administrators:**

- Women were underrepresented by 10%.
- Minorities exceeded representation by 0.6%.

#### 4. **Professionals:**

- Women were underrepresented by 8%.
- Minorities exceeded representation by 1%.

#### 5. **Skilled Craft Workers:**

- Women were underrepresented by 6%.
- Minorities' representation was equal to the Pierce County availability.

#### 6. **Administrative Support:**

- **Both Women and Minorities exceeded their representation in comparison to Pierce County availability.**
- **Women exceeded theirs by a significant number, by 11%, while Minorities exceeded their representation by 2%.**

## **Hiring Activities in 2011**

When the Port of Tacoma has or anticipates vacancies, the Human Resources Department will advertise the positions. The recruitment is for a specific period of time or until filled and applications are accepted only for advertised vacancies and only during the period indicated. After the recruitment is closed, applications are reviewed for qualifications and individuals are selected for interviews by interview panels.

## **2011 Hiring Statistics**

Between January 2011 and December 2011 there were 19 employees hired at the Port:

### **Official/Administrator: 1 Hire**

1 (100%) White Male – Director of Engineering

### **Professional: 3 Hires**

2 (67%) White Females – 1 Sr. Financial Analyst; 1 Contracts Analyst

1 (33%) White Male – 1 Mgr. Real Estate

### **Protective Service: 12 Hires**

1 (8%) White Female – Relief Security

1 (8%) Black Male – Relief Terminal Security Officer

1 (8%) Asian Male – Relief Terminal Security Officer

9 (75%) White Males – Relief Security & Terminal Security Officers

### **Admin Support: 1 Hire**

1 (100%) White Female – GIS Coordinator

### **Service Maintenance: 2 Hires**

2 (67%) White Males – 1 Storekeeper; 1 Maint Asst

## **Summary**

Four Women (21%) and two Minorities (11%) were hired in 2011. These percentages are still below Pierce County's available statistics of 47% and 21%, respectfully.

## **Outreach and Recruitment Activities:**

During 2011 the Human Resources Department accomplished the following activities from January-December 2011.

### **Advertising Outreach**

- Craig's List
- Careerbuilder
- Seattle Times
- Facebook
- Linked In
- WorkSource
- Specialty Career Pages (Position Specific), i.e., SHRM, AAPA, WPPA,
- College Job Sites: UWT, Pierce, Green River, Highline CC, Renton Voc Tech, TCC, Clover Park, PLU, UPS, Bates
- J-9 Transition Center at Camp Murray (Veterans)

### **Job/Career Fair**

- Veteran's Job Fair

## **VII. Strategies**

The Port's Executive Team will review and monitor its Diversity and Inclusion Plan on an annual basis. The Senior Manager, Human Resources, will oversee the dissemination, implementation and monitoring of the Port's Plan and where needed, makes recommendations for changes. The Senior Manager will serve as advisor to the Port's management team and its supervisory employees in their roles and responsibilities in promoting an inclusive work environment that supports diversity.

### **Placement Goals:**

To address the underrepresentation of women and minorities within the workforce, the Port will establish placement goals. As previously noted, placement goals serve as objectives or targets that are reasonably attainable by means of applying good faith efforts. Placement goals are also used to measure progress toward achieving equal employment opportunity. To reiterate, Placement Goals do not provide the Port with justification to extend a preference to any individual, select an individual, or adversely

affect an individual's employment status, on the basis of that person's race, color, religion, sex, or national origin.

**When addressing the underrepresented minorities and women, the Port's goal is to mirror Pierce County's represented available workforce.**

## **Recruitment:**

Identify successful recruitment strategies and develop effective strategies in departments where under-utilization is identified:

- Evaluate present recruitment methods to determine whether they yield qualified applicants from under-represented groups or whether corrective measures are needed.
- Develop recruitment priorities based on projected job openings and level of under-utilization.
- Evaluate and revise job posting distribution lists and recruitment strategies as needed, based on the identified under-utilized groups for targeted recruitment efforts.

## **Technology:**

Use technology to accurately trace effectiveness of recruitment, hiring, retention and promotional strategies.

- Update the HR Vista system as necessary to provide for better applicant and employee tracking and analysis of trends and patterns.
- Conduct annual internal audits of the Diversity and Inclusion Plan to measure effectiveness and provide a summary report to Port leadership.
- Revise and update the Diversity and Inclusion Plan as necessary.

## **Community Outreach:**

Enhance community awareness of opportunities for employment with the Port of Tacoma.

- Partner with universities and other educational institutions to reach diverse communities and populations.
- Develop positive and productive relations with community groups, social service agencies, educational institutions, and cultural organizations that serve racial minorities, women, persons with disabilities, and veterans to facilitate targeted recruitment.

## **Training:**

Enhance the Port's workforce effectiveness and capabilities through a comprehensive training program.

- Continue to provide diversity, sexual harassment and other EEO training to all Port employees.
- Ensure that all Supervisors (from all levels in the organization) complete a Supervisory level class on diversity, sexual harassment, and EEO laws.
- Ensure that all new employees are provided training on EEO and diversity during their first six months of employment.

## **VIII. Dissemination**

The successful implementation of the Port's Diversity and Inclusion Plan depends in large measure on the extent to which applicants, employees, and the community-at-large understand and embrace the objectives of the plan. Therefore, the plan provides for disseminating the Diversity and Inclusion Policy and Plan objectives using the following methods:

1. Internal dissemination by the Human Resources Department to all Port employees and Executive Team.
2. Providing copies of the Policy and Plan to interested organizations, agencies and educational institutional and community groups identified through recruitment processes.
3. Posting a copy of the Diversity & Inclusion Plan on the Port's web site.
4. Providing a copy of the policy and plan to all collective bargaining units and contractors upon request.