

**Annual Report on the Representation and Salaries  
of Women, Racial/Ethnic Minorities and  
People With Disabilities  
Within the City of Madison's  
Top Management Positions**

Affirmative Action Commission  
and  
Affirmative Action Division



Respectfully submitted to the Madison Common Council  
In Response to Resolution # 06423

April 15, 2008

# Introduction

The City of Madison must strengthen its efforts to increase the representation and ensure equitable salaries of women, racial/ethnic minorities and people with disabilities. The management and professional labor pool will grow more diverse as more women, racial/ethnic minorities and people with disabilities enter the workforce. In order to recruit and retain a talented and diverse workforce the City will have to intensify its efforts to ensure that City government is reflective of the people we serve.

## Resolution Tasks

On June 19, 2007, the Common Council (CC) passed Resolution #06423 (Attachment 1) requesting an annual report on the representation and salaries of women, racial/ethnic minorities and people with disabilities within the City of Madison's top management positions.

## Process and Scope

The Affirmative Action Commission (AAC) created a subcommittee to work with Affirmative Action Division staff to obtain and analyze the data on gender, racial/ethnic minorities and people with disabilities and salaries of the city's top management positions. This subcommittee, made up of Commissioners Vicky Selkove, Joel Walters, Augustine Tatus, Jason Delborne, Bert Zipperer and Affirmative Action staff, met monthly since the summer of 2007 and reported on its work to the full Commission. After discussion, the subcommittee defined "top management positions" as those in the following compensation groups (CG):

- CG 12: Police (Assistant Chief, Lieutenants and Captains)
- CG 14: Fire (Assistant and Division Chiefs)
- CGs 18 & 24: Management & Professionals (Only one individual in CG 24)
- CG 21: Agency Heads (Managers with Employment Contracts)
- CG 23: Attorneys
- CG 44: Metro Management & Professionals

The subcommittee decided to review full-time permanent employee data for the past **five years of available data (2003-2007)**. Affirmative Action Division (AAD) staff worked with the City's Information Technology (IT) Department to generate the relevant information and data for the report in order to determine the current status and trends for participation and earnings of those within these top management positions. The AAC subcommittee reviewed this data, assisted with the analysis, and developed recommendations based on this work. The full Affirmative Action Commission also had conversations with AAD staff, including the Department of Civil Rights Recruitment

Specialist, to learn more about the city's current hiring and recruitment process, and to inform and review our recommendations for improvements.

The subcommittee utilized, for comparison purposes, available workforce data from the 2000 U.S. Census Metropolitan Statistical Area: Madison (Counties included, Dane, Columbia and Iowa) divided by job classifications required from the federal government which provides estimated labor market availability percentages for women and minorities in both official/management professional positions. This is the best available benchmark against which to compare the city's hiring trends for women and minorities.

## **Resolution Findings**

We will first present the findings related to the hiring of women and racial/ethnic minorities and people with disabilities in the City's top management positions.

### **A) Hiring of People with Disabilities in Top Management Positions**

It should be noted that the City of Madison has not until very recently collected data regarding disability status of its employees. The City is now collecting data to allow us to monitor the number of individuals with disabilities at each step of the employment process.

In 2007, representation of employees with disabilities was 7% in the top management groups. According to the U.S. Census Bureau, 2006 American Community Survey, the Disability status for population 5 years and over is 10.7%. Employment statistics for people with disabilities is difficult to obtain, so the City has used 10% as a starting benchmark. The City will utilize affirmative action principles to work towards increasing the number of top management positions with this under represented group.

### **B) Hiring of Women & Racial/Ethnic Minorities in Top Management Positions**

The five-year review of data indicates an under representation of women in the City of Madison's top management positions. As the detailed data reports included in the Attachment 3 illustrate, women represent 47% of the Madison Metropolitan Statistical Area (2000 Census) but comprise only 34% (in 2007) of our top managers across all compensation groups analyzed.

Table 1

**Top Management Full-Time Positions  
2003 – 2007**

Source: City of Madison Payroll Data as of May 2007

Year	Total	Women		Minorities	
		#	%	#	%
2003	415	136	33	41	10
2004	412	138	34	40	10
2005	422	145	34	37	9
2006	419	142	34	39	9
2007	429	146	34	44	10
Labor Market Availability/Goals <sup>1</sup>			47%		8%

Nearly all of the compensation groups analyzed - Police (CG 12), Fire (CG14), Management & Professionals (CGs 18 & 24), Agency Heads (CG 21), and Metro Management and Professionals (CG 44) - fall short of this 47% labor market-determined target. Of the compensation groups analyzed, only the Attorneys (CG 23) have a higher percentage of women (50%) than this labor market availability target of 47%.

**Compensation Groups Studied Where Female Representation Falls Below 47% Target in 2007:**

- Police: 33%
- Fire: 11%
- Management & Professionals: 37%
- Agency Heads: 21%
- Metro Management & Professionals: 24%

The PowerPoint presentation included in Attachment 3 provides a detailed breakdown of data trends for the five years in question for new hires, promotions and terminations, broken down by each compensation group. We note in particular that no women have been promoted in the fire department to top management for the last five years while during that same period of time six men were promoted.

In terms of hiring racial and ethnic minorities, our hiring practices suggest a better correspondence with the labor pool (10% of our top managers are racial/ethnic minorities; labor market availability data suggests an 8% availability rate for these positions).

<sup>1</sup> The goals and/or availability are established by comparing available workforce data from the 2000 U.S. Census Metropolitan Statistical Area: Madison (Counties included, Dane, Columbia and Iowa) divided by job classifications which provides estimated labor market availability percentages for women and minorities.

Table 2, below, details the applications, certifications and hiring rates (time period of the data is the same used in the hiring practices report). One area of particular concern is that not only do women represent only 39% of all applicants for top management positions, but they are also certified at a much lower rate than male applicants – 39% of all applicants are women and only 30% of certified applicants are women. We note, however, that although women represent only 30% of certified applicants they are hired at a higher rate of 41% which is encouraging, but still falls short of the 47% benchmark.

Table 2

**Management Applicant Data  
(June 1, 2006 – May 31, 2007)**

Source: City of Madison Payroll Data as of May 2007

	Total	Women		Minorities	
		#	%	#	%
<b>Applicants</b>	2,654	1,022	39	446	17
<b>Certified</b>	261	78	30	78	30
<b>Hired</b>	44	18	41	6	14
Labor Market Availability/Goals			47%		8%

## Hiring-Related Recommendations

As Table 1 (above) details, the City has room for improvement in the hiring of women for top management positions. Our hiring of racial and ethnic minorities, however, is consistent with - and even slightly exceeds - the labor market availability of these minority populations. Nonetheless we on the Commission believe that continued efforts to diversify our top managers will have positive effects that ripple through our city's administration and the population at large. Below are several recommendations to move towards a more diverse City management.

### Recommendations Related to Recruitment, Retention and Outreach

1. Create and request a budget for the Civil Rights Recruitment Specialist to utilize in attracting and recruiting qualified diverse pools of applicants both locally and regionally.
2. For all under-represented<sup>2</sup> positions, ensure that the recruitment budget is specifically earmarked for diversity-oriented recruiting strategies.

<sup>2</sup> The workforce analysis for Under-Represented Job Families compares percentage of qualified women and members of racial/ethnic groups available by job group/job families. The goals are established using the Metropolitan Statistical Area: Madison (Counties include, Dane, Columbia and Iowa) compared to incumbency of employees. This is one of the tools used to determine when it is appropriate to pursue steps aimed at improving workforce representation for women and members of racial/ethnic affirmative action groups.

3. Develop strategies – including working in collaboration with public and private sector partners - to better market the City of Madison to attract a diverse workforce, spotlighting the City's diverse communities and raising the profile of the City's workforce diversity.
4. Offer employment seminars to underrepresented groups to “demystify” the application and interview process.
5. Educate hiring authorities on the importance of strategies to increase applications from women, racial/ethnic minorities and people with disabilities.
6. Implement an exit interview policy for all management positions. Exit interviews may reveal problems that may exist relative to climate or other concerns that may impact on turnover of positions held by under-represented group members.

### **Policy-Related Recommendations**

1. Create flextime and job sharing opportunities to recruit and retain talented management professionals.
2. Investigate the feasibility of beginning medical health coverage on the first day of hire for top management positions. The lack of health insurance for new hires could be a discouraging factor for some female and/or racial/ethnic minority job applicants.
3. Require that underrepresented target group members serve as examination raters and interview panel members as part of the City's hiring process.
4. Create incentives for department/division heads that measure their accomplishments in diversity hiring and retention and provide specific resources & strategies to assist in their efforts.
5. Ensure increased collaboration and information sharing between the Department of Human Resources, the Department of Civil Rights and the City's Information Technology Department.
6. Revisit and update current policies and ordinances to ensure that the City of Madison is an affirmative action and equal opportunity employer, making sure that these policies/ordinances are being followed.
7. Study the application certification process and develop recommendations to ensure that it is not unnecessarily eliminating women or racial/ethnic minority candidates.

**C) Salaries of Women & Racial/Ethnic Minorities in Top Management Positions**

As Table 3, below, reveals, the City has a 6% wage gap between the salaries of top management males and females and approximately a 3% wage gap between minorities and non-minorities in top management positions. (The 3% wage gap for minorities represents a significant improvement in 2006—as the table indicates, the gap was 3-4 percentage points greater in preceding years.) In 2007, the average salary for women in the City's top management positions was \$67,476 compared to \$71,368 for similarly positioned men.

Table 3

**Average Salaries of Top Management  
2003 – 2006**

Source: City of Madison Payroll Data as of 2006

Year	Men	Women	Ratio	Non-Minority	Minority	Ratio
2003	\$65,403	\$62,344	95%	\$64,367	\$61,282	95%
2004	\$67,022	\$62,315	93%	\$65,231	\$60,849	93%
2005	\$67,806	\$63,821	94%	\$66,173	\$62,467	94%
2006	\$71,282	\$67,104	94%	\$69,378	\$67,159	97%
2007	\$71,368	\$67,476	95%	\$69,685	\$66,548	95%

We are reluctant at this time to point to institutional disparities of any kind regarding the salaries of top management personnel. Without further statistical analysis taking into account longevity and educational achievement, we cannot determine that the earnings differences are significant. However, the available data does suggest that it would be wise to focus on improving any potential or perceived disparity, as, at face value, the wage gaps do in fact suggest that Madison follows the national trend of paying women and racial/ethnic minorities less than white men. The Affirmative Action Commission recommends further analysis and study, taking into account seniority, educational achievement, and other factors to more accurately explore salary disparities between men and women and minorities/non-minorities.

## **Attachments**

Attachment 1: Resolution # 06423

Attachment 2: Earnings Ratio between Men and Women and Non-Minority and Minority

Attachment 3: Subcommittee on the Gender, Race, & Disability Study PowerPoint Presentation





## City of Madison

### Certified Copy

Resolution: RES-07-00631

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**File Number: 06423**

**Enactment Number: RES-07-00631**

**AMENDED SUBSTITUTE - Request for study on and recommendations to improve the balance of women, racial/ethnic minorities and people with disabilities in top City of Madison management positions and subsequent salaries.**

WHEREAS, there has been a significant decrease in the number of women, racial/ethnic minorities and people with disabilities employed in top management positions for the City of Madison over the past four (4) years; and

WHEREAS, the top salaries in the City of Madison are primarily paid to men; and

WHEREAS, nationally, women, racial/ethnic minorities and people with disabilities are consistently paid less than men; and

WHEREAS, the Common Council approves these appointments and is interested in seeing the balance among gender, racial/ethnic and people with disabilities improve and has an interest in ensuring representatives from these groups that women are paid in an equitable manner;

NOW, THEREFORE, BE IT RESOLVED that the Common Council requests a report on the salaries of the few women, racial/ethnic minorities and people with disabilities in top management positions and the top salaries paid in the City of Madison.

BE IT FURTHER RESOLVED that the Common Council requests the Affirmative Action Commission and staff to make recommendations regarding the methodologies to ensure that women, racial/ethnic minorities and people with disabilities in top management positions are paid in a equitable manner and that women, racial/ethnic minorities and people with disabilities are recruited into the top paid positions in the City of Madison.

BE IT FINALLY RESOLVED that the Common Council requests an annual report at the first Common Council Meeting in February on the balance of gender, racial/ethnic minorities and people with disabilities balance and salaries for top management and paid positions in the City of Madison.

I, , certify that this is a true copy of Resolution No. 06423, passed by the COMMON COUNCIL on 6/19/2007

**November 08, 2007**

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**Date Certified**

## Earnings Ratio between Men - Women and Non-Minority - Minority

2003 - 2007

	2007	Earnings Ratio between Men and Women	Earnings Ratio between Non-Minority and Minority	Number of Management Positions	%
All Men Management Earnings	\$ 71,368			283	
All Women Management Earnings	\$ 67,476	95%		146	34.0%
Total				429	
Non-Minority Management Earnings	\$ 69,685			385	
Minority Management Earnings	\$ 66,548		95%	44	10.3%
Total				429	
	2006	Earnings Ratio between Men and Women	Earnings Ratio between Non-Minority and Minority	Number of Management Positions	%
All Men Management Earnings	\$ 71,282			277	
All Women Management Earnings	\$ 67,104	94%		142	33.9%
Total				419	
Non-Minority Management Earnings	\$ 69,378			380	
Minority Management Earnings	\$ 67,159		97%	39	9.3%
Total				419	
	2005	Earnings Ratio between Men and Women	Earnings Ratio between Non-Minority and Minority	Number of Management Positions	%
All Men Management Earnings	\$ 67,806			277	
All Women Management Earnings	\$ 63,821	94%		145	34.4%
Total				422	
Non-Minority Management Earnings	\$ 66,173			385	
Minority Management Earnings	\$ 62,467		94%	37	8.8%
Total				422	
	2004	Earnings Ratio between Men and Women	Earnings Ratio between Non-Minority and Minority	Number of Management Positions	%
All Men Management Earnings	\$ 67,022			274	
All Women Management Earnings	\$ 62,315	93%		138	33.5%
Total				412	
Non-Minority Management Earnings	\$ 65,231			372	
Minority Management Earnings	\$ 60,849		93%	40	9.7%
Total				412	
	2003	Earnings Ratio between Men and Women	Earnings Ratio between Non-Minority and Minority	Number of Management Positions	%
All Men Management Earnings	\$ 65,403			279	
All Women Management Earnings	\$ 62,344	95%		136	32.8%
Total				415	
Non-Minority Management Earnings	\$ 64,367			374	
Minority Management Earnings	\$ 61,282		95%		3%
Total					

Attachment 3



# **Affirmative Action Commission Subcommittee on the Gender, Race, & Disability Study**

Department of Civil Rights



## **I. Introduction**

## **Resolution 06423 Tasks**

- To analyze gender, race/ethnicity and disability status of the City's management positions.
- To develop a report with recommendations for increased participation of gender, race/ethnicity and disability status of the City's management positions.

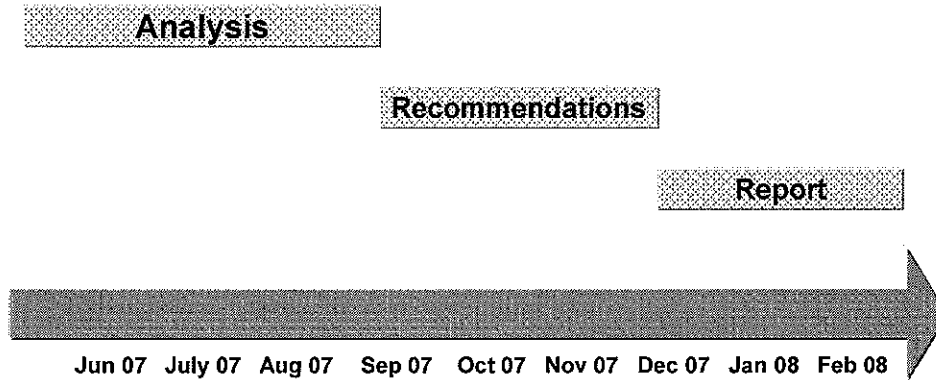
## **Scope**

- Top Management Positions  
(Full-time Permanent)
- Top Management Salaries
- Past 5 Years (2003 – 2007)

FOR MORE INFO...

Review Legislative File Number 06423 (version 3)  
<http://legistar.cityofmadison.com/DetailReport/?key=7444>

# Timeline



## Top Management Positions

Salary Schedules	Compensation Groups (CG)	# as of 7/5/2007
12	Police - Assistant Chief, Lieutenants, and Captains	29
14	Fire - Assistant and Division Chiefs	9
18 & 24	Management and Professionals *Only 1 individual in CG 24	323
21	Agency Heads – Managers with Employment Contracts	24
23	Attorneys working in the Office of City Attorney and the Department of Civil Rights Hearing Examiner	15
44	Metro Management and Professionals	46
<b>Total</b>		<b>446</b>



## **II. Goals and Availability**

### **Goals and/or Availability**

The goals and/or availability are established by comparing available workforce data from the 2000 US Census Metropolitan Statistical Area: Madison (Counties included, Dane, Columbia and Iowa) divided by job classifications which provides estimated labor market availability percentages for women and minorities.

## **Workforce Analysis**

The workforce analysis for Under-Represented Job Families compares percentage of qualified women and members of racial/ethnic groups available by job group/job families. workforce representation for women and members of racial/ethnic affirmative action groups.

## **Disability Status**

In the past, the City of Madison did not have disability statistics available. We are now collecting data to allow us to monitor the number of individuals with disabilities at each step of the employment process. We will be using affirmative action principles with this under-represented group.

### Workforce Analysis for Under-Represented Job Families

The workforce analysis for Under-Represented Job Families compares percentage of qualified women and members of racial/ethnic groups available by job group/job families. The goals are established using the Metropolitan Statistical Area: Madison (Counties include, Dane, Columbia and Iowa) compared to incumbency of employees. This is one of the tools used to determine when it is appropriate to pursue steps aimed at improving workforce representation for women and members of racial/ethnic affirmative action groups.

EEO Job Group Category	Job Family Code	WOMEN			RACIAL/ETHNIC GROUPS		
		# Employees	GOAL	Under Represented	# Employees	GOAL	Under Represented
Official and Managers	1A - 1B	28.9%	41.3%	YES	17.8%	6.1%	No
Official and Managers	1C - 1F	36.1%	41.3%	YES	6.5%	6.1%	No
Official and Managers	1G - 1H	18.6%	41.3%	YES	9.3%	6.1%	No
Professionals	2A - 2C	53.8%	52.1%	No	11.5%	9.1%	No
Professionals	2D - 2E	23.5%	52.1%	YES	14.7%	9.1%	No
Professionals	2F - 2J	17.3%	52.1%	YES	12.3%	9.1%	No
Professionals	2K - 2M	80.0%	52.1%	No	17.8%	9.1%	No
Professionals	2N - 2S	52.7%	52.1%	No	9.9%	9.1%	No
Professionals	2T - 2Y	66.4%	52.1%	No	14.4%	9.1%	No
Technicians	3A - 3E	27.6%	56.1%	YES	8.8%	13.3%	YES
Technicians	3F - 3K	19.7%	56.1%	YES	11.5%	13.3%	YES
Protective Services	4A - 4G	30.6%	24.2%	No	19.4%	19.7%	YES
Administrative	5A - 5D	78.9%	66.3%	No	14.1%	8.0%	No
Administrative	6A - 6K	77.0%	66.3%	No	16.6%	8.0%	No
Skilled Craft	7A - 7F	1.4%	6.9%	YES	9.5%	7.2%	No
Service Maintenance	8A - 8B	13.0%	42.4%	YES	9.3%	16.8%	YES
Service Maintenance	8C	21.7%	42.4%	YES	23.0%	16.8%	No
Service Maintenance	8D - 8P	22.3%	42.4%	YES	11.2%	16.8%	YES

### City Goals/Availability Top Management Positions

Source: 2000 Occupational Census Special EEO File

	Women	Minorities
Officials and Managers	41.3%	6.1%
Professionals	52.1%	9.1%
Labor Market/Availability Goals	47%	8%



## Top Management Full-Time Positions (All Comp Groups) 2003 – 2007

Source: City of Madison Payroll Data as of May 2007

Year	Total	Women		Minorities	
		#	%	#	%
2003	415	136	32.8	41	9.9
2004	412	138	33.5	40	9.7
2005	422	145	34.4	37	8.8
2006	419	142	33.9	39	9.3
2007	429	146	34.0	44	10.2
Labor Market Availability/Goals			47%		8%

## Management Applicant Data (June 1, 2006 – May 31, 2007)

Source: City of Madison Data

	Total	Women		Minorities	
		#	%	#	%
<b>Applicants</b>	2654	1022	39	446	17
<b>Certified</b>	261	78	30	78	30
<b>Hired</b>	44	18	41	6	14
Labor Market Availability/Goals			47%		8%



## Top Management Positions

### Definitions

**On Board** - Employees currently on the payroll (as of January 1 of each year).

**New Hires** - Employees newly hired (for full calendar year).

**Promotions** - Advancement of an employee occupying a permanent position to a position in a classification having a higher salary range (for full calendar year).

**Terminations** - Employees that left City service voluntarily (including retirements), layoff, discharged for failing probation, or permanent employees discharged (for full calendar year).

## Police (CG 12) – On Board as of January 1 of each year

On Board		Women		Minorities	
Year	Total	#	%	#	%
2003	28	8	29	4	14
2004	29	8	28	5	17
2005	28	8	29	4	14
2006	30	10	33	4	13
2007	30	10	33	4	13
Labor Market Availability/Goals			47%		8%

## Police (CG 12) – New Hire

- No “New Hire” information for Police (CG 12) because “New Hire” management advancement is only open to internal candidates.
- The Police and Fire Commission have supervision of the Police and Fire Department promotional process.

## Police (CG 12) – Promotions 1/1 – 12/31

Promotions		Women		Minorities	
Year	Total	#	%	#	%
2003	1	0	0	1	100
2004	2	0	0	0	0
2005	14	6	43	2	14
2006	0	0	0	0	0
2007	4	0	0	2	50
Labor Market Availability/Goals			47%		8%

## Police (CG 12) – Terminations 1/1 – 12/31

Terminations		Women		Minorities	
Year	Total	#	%	#	%
2003	0	0	0	0	0
2004	1	0	0	0	0
2005	5	2	40	1	20
2006	0	0	0	0	0
2007	2	0	0	0	0
Labor Market Availability/Goals			47%		8%

## Fire (CG 14) – On Board as of 1/1

On Board		Women		Minorities	
Year	Total	#	%	#	%
2003	8	1	13	1	13
2004	8	1	13	1	13
2005	9	1	11	1	11
2006	9	1	11	1	11
2007	9	1	11	1	11
<b>Labor Market Availability/Goals</b>			<b>47%</b>		<b>8%</b>

## Fire (CG 14) – New Hire

- No “New Hire” information for Fire (CG 14) because “New Hire” management advancement is only open to internal candidates.
- The Police and Fire Commission have supervision of the Police and Fire Department promotional process.

## Fire (CG 14) – Promotions for full calendar year

Promotions		Women		Minorities	
Year	Total	#	%	#	%
2003	0	0	0	0	0
2004	2	0	0	0	0
2005	0	0	0	0	0
2006	4	0	0	0	0
2007	1	0	0	1	100
Labor Market Availability/Goals			47%		8%

## Fire (CG 14) – Terminations for full calendar year

Terminations		Women		Minorities	
Year	Total	#	%	#	%
2003	0	0	0	0	0
2004	0	0	0	0	0
2005	0	0	0	0	0
2006	2	0	0	0	0
2007	1	1	100	0	0
Labor Market Availability/Goals			47%		8%

## Management and Professionals

(CG 18, 24) – On Board as of January 1

On Board		Women		Minorities	
Year	Total	#	%	#	%
2003	288	98	34	25	9
2004	295	102	35	27	9
2005	292	108	37	27	9
2006	304	114	38	24	8
2007	297	109	37	26	9
Labor Market Availability/Goals			47%		8%

## Management and Professionals

(CG 18, 24) – New Hires 1/1 – 12/31

New Hires		Women		Minorities	
Year	Total	#	%	#	%
2003	19	7	37	1	5
2004	11	5	45	2	18
2005	23	8	35	2	9
2006	13	5	38	1	8
2007	23	10	43	4	17
Labor Market Availability/Goals			47%		8%

## Management and Professionals

(CG 18, 24) – Terminations 1/1 – 12/31

Terminations		Women		Minorities	
Year	Total	#	%	#	%
2003	21	5	24	2	10
2004	20	4	20	2	10
2005	17	5	29	5	29
2006	34	14	41	2	6
2007	21	8	38	2	10
Labor Market Availability/Goals			47%		8%

## Agency Head (CG 21) - On Board as of January 1

On Board		Women		Minorities	
Year	Total	#	%	#	%
2003	26	8	31	6	23
2004	26	7	27	5	19
2005	23	5	22	5	22
2006	24	5	21	5	21
2007	24	5	21	4	17
Labor Market Availability/Goals			47%		8%



**Agency Head (CG 21) – New Hires  
for the full calendar year**

New Hires		Women		Minorities	
Year	Total	#	%	#	%
2003	0	0	0	0	0
2004	1	0	0	0	0
2005	0	0	0	0	0
2006	3	1	33	1	33
2007	1	0	0	1	100
Labor Market Availability/Goals			47%		8%

**Agency Head (CG 21) – Promotions  
for the full calendar year**

Promotions		Women		Minorities	
Year	Total	#	%	#	%
2003	4	0	0	2	50
2004	5	1	20	2	40
2005	3	0	0	1	33
2006	4	3	75	0	0
2007	0	0	0	0	0
Labor Market Availability/Goals			47%		8%

## Agency Head (CG 21) – Terminations for the full calendar year

Terminations		Women		Minorities	
Year	Total	#	%	#	%
2003	3	1	33	2	67
2004	7	3	43	2	29
2005	1	0	0	0	0
2006	3	2	67	0	0
2007	1	0	0	0	0
Labor Market Availability/Goals			47%		8%

## Attorneys (CG 23) – On Board as of January 1 of each year

On Board		Women		Minorities	
Year	Total	#	%	#	%
2003	11	5	45	0	0
2004	10	6	60	0	0
2005	11	6	55	0	0
2006	12	6	50	0	0
2007	12	6	50	0	0
Labor Market Availability/Goals			47%		8%

## Attorneys (CG 23) – Promotions

- No “Promotions” (CG 23) because the Office of City Attorney has only one management position, the City Attorney which is listed under the Agency Head (CG 21).

## Attorneys (CG 23) – New Hires for the full calendar year

New Hires		Women		Minorities	
Year	Total	#	%	#	%
2003	2	1	50	1	50
2004	3	3	100	1	33
2005	1	0	0	0	0
2006	0	0	0	0	0
2007	2	1	50	1	50
<b>Labor Market Availability/Goals</b>			<b>47%</b>		<b>8%</b>

## Attorneys (CG 23) – Terminations (full calendar year)

Terminations		Women		Minorities	
Year	Total	#	%	#	%
2003	1	0	0	1	100
2004	2	2	100	1	50
2005	0	0	0	0	0
2006	0	0	0	0	0
2007	1	1	100	0	0
<b>Labor Market Availability/Goals</b>			<b>47%</b>		<b>8%</b>

## Metro Management and Professionals (CG 44) –On Board as of 1/1

On Board		Women		Minorities	
Year	Total	#	%	#	%
2003	41	10	24	3	7
2004	45	12	27	3	7
2005	45	10	22	3	7
2006	44	11	25	3	7
2007	46	11	24	4	9
<b>Labor Market Availability/Goals</b>			<b>47%</b>		<b>8%</b>

## Metro Management and Professionals

(CG 44) – New Hires 1/1 – 12/31

New Hires		Women		Minorities	
Year	Total	#	%	#	%
2003	3	2	67	0	0
2004	1	0	0	0	0
2005	2	1	50	0	0
2006	2	0	0	0	0
2007	0	0	0	0	0
Labor Market Availability/Goals			47%		8%

## Metro Management and Professionals

(CG 44) – Promotions 1/1 – 12/31

Promotions		Women		Minorities	
Year	Total	#	%	#	%
2003	1	0	0	0	0
2004	2	0	0	0	0
2005	3	1	33	0	0
2006	5	0	0	1	20
2007	2	0	0	0	0
Labor Market Availability/Goals			47%		8%



## IV. Top Management Salaries

### 2007 Average and Median Salaries

Source: City of Madison Data

	Men		Women		Women's Earnings as a percentage of men's earnings	
	Average	Median	Average	Median	Average	Median
<b>Police (CG 12)</b>	\$82,719	\$78,039	\$80,408	\$78,039	97%	100%
<b>Fire (CG 14)</b>	\$93,941	\$89,700	\$0	\$0	0%	0%
<b>Management (CG 18)</b>	\$66,483	\$64,323	\$63,219	\$63,219	96%	98%
<b>Agency Heads (CG 21)</b>	\$110,836	\$120,267	\$95,073	\$96,541	86%	80%
<b>Attorneys (CG 23)</b>	\$87,409	\$96,278	\$87,735	\$87,735	100%	91%
<b>Metro Management (CG 44)</b>	\$63,087	\$63,466	\$69,070	\$65,520	109%	103%

## 2006 Average and Median Salaries

Source: City of Madison Data

	Men		Women		Women's Earnings as a percentage of men's earnings	
	Average	Median	Average	Median	Average	Median
<b>Police (CG 12)</b>	\$82,719	\$78,039	\$80,408	\$78,039	97%	100%
<b>Fire (CG 14)</b>	\$89,115	\$84,552	\$84,552	\$84,552	95%	100%
<b>Management (CG 18)</b>	\$66,669	\$64,948	\$63,273	\$63,778	95%	98%
<b>Agency Heads (CG 21)</b>	\$106,340	\$93,111	\$91,549	\$88,185	86%	95%
<b>Attorneys (CG 23)</b>	\$93,110	\$96,278	\$88,185	\$100,360	94%	104%
<b>Metro Management (CG 44)</b>	\$62,804	\$63,752	\$68,776	\$65,520	110%	103%

## Average Salaries 2003 – 2006

Source: City of Madison Data

Year	Men	Women	Ratio	Non-Minority	Minority	Ratio
2003	\$65,403	\$62,344	95%	\$64,367	\$61,282	95%
2004	\$67,022	\$62,315	93%	\$65,231	\$60,849	93%
2005	\$67,806	\$63,821	94%	\$66,173	\$62,467	94%
2006	\$71,282	\$67,104	94%	\$69,378	\$67,159	97%



## **V. Next Steps**

### **Under Representation**

- The number of underrepresented job groups will continue to increase, due to the fact that the relevant labor pool continue to grow more diverse.
- This is the result of changing demographics as more African Americans, Hispanics, and other minority groups and women enter the workforce.



# Recommendations

## **Hiring-Related Recommendations**

The City has room for improvement in the hiring of women for top management positions. Our hiring of racial and ethnic minorities, however, is consistent with - and even slightly exceeds - the labor market availability of these minority populations. Nonetheless we on the Commission believe that continued efforts to diversify our top managers will have positive effects that ripple through our city's administration and the population at large. Below are several recommendations to move towards a more diverse City management.

## **Recommendations Related to Recruitment, Retention and Outreach**

1. Create and request a budget for the Civil Rights Recruitment Specialist to utilize in attracting and recruiting qualified diverse pools of applicants both locally and regionally.
2. For all under-represented<sup>1</sup> positions, ensure that the recruitment budget is specifically earmarked for diversity-oriented recruiting strategies
3. Develop strategies – including working in collaboration with public and private sector partners - to better market the City of Madison to attract a diverse workforce, spotlighting the City's diverse communities and raising the profile of the City's workforce diversity.
4. Offer employment seminars to underrepresented groups to “demystify” the application and interview process.
5. Educate hiring authorities on the importance of strategies to increase applications from women, racial/ethnic minorities and people with disabilities.
6. Implement an exit interview policy for all management positions. Exit interviews may reveal problems that may exist relative to climate or other concerns that may impact on turnover of positions held by under-represented group members.

## **Policy-Related Recommendations**

1. Create flextime and job sharing opportunities to recruit and retain talented management professionals.
2. Investigate the feasibility of beginning medical health coverage on the first day of hire for top management positions. The lack of health insurance for new hires could be a discouraging factor for some female and/or racial/ethnic minority job applicants.
3. Require that underrepresented target group members serve as examination raters and interview panel members as part of the City's hiring process.
4. Create incentives for department/division heads that measure their accomplishments in diversity hiring and retention and provide specific resources & strategies to assist in their efforts.
5. Ensure increased collaboration and information sharing between the Department of Human Resources, the Department of Civil Rights and the City's Information Technology Department.
6. Revisit and update current policies and ordinances to ensure that the City of Madison is an affirmative action and equal opportunity employer, making sure that these policies/ordinances are being followed.
7. Study the application certification process and develop recommendations to ensure that it is not unnecessarily eliminating women or racial/ethnic minority candidates.