

# 2012

## Annual Report



### Representation and Salaries of Women, Racial/Ethnic Minorities, and People with Disabilities within the City of Madison's **Top Management Positions**

Respectfully submitted to the Madison Common Council  
In Response to Resolution # 06423  
Presented by Department of Civil Rights

Affirmative Action Commission  
Department of Civil Rights

September 2013



# The City of Madison Department of Civil Rights

## Vision

We see the City of Madison as a dynamic place, where the inherent worth of each individual is esteemed and fostered, enabling them to reach their full potential.

## Mission

The City of Madison's Department of Civil Rights, as a catalyst for change, strives to improve the quality of life for all people. We promote equality and the prevention and elimination of discrimination through education and enforcement.

## Values

- Integrity
- Compassion
- Equality
- Courage

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## Department of Civil Rights

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Dear Mayor and Common Council:

It is our great pleasure to present the 2012 Annual Report of the City of Madison's representation and salaries of women, racial/ethnic minorities and people with disabilities in top management positions. The City of Madison Affirmative Action Commission and Department of Civil Rights remain committed to promoting and achieving the equal representation of diversity in top management positions.

The decision-making top management positions allow our departments and divisions to take leadership in delivering high-level services to our community. We hope that you will find this report a valuable strategic planning tool to utilize in helping increase representation of women, racial/ethnic minorities, and people with disabilities within these top management positions.

Sincerely,

Lucía Nuñez  
Director

Theola Carter  
AAC Chair

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## EXECUTIVE SUMMARY

### **This report serves several purposes:**

“Top Management” is defined as both full-time classified non-represented and full-time represented positions throughout each department and division from the compensation groups (CG) 12, 14, 18, 21, 23, & 44.

The 2012 Annual Report analysis indicates women are under-represented in the following top management positions: Agency Heads (CG 21), Fire Department Assistant and Division Chief (CG 14), Management & Professionals (CG 18), and Metro Management & Professionals (CG 44) positions. Police (Assistant Chief, Lieutenants, and Captains, CG 12) and Attorneys (CG 23) are not under-represented for women or racial/ethnic minorities. Metro Management & Professionals (CG 44) are under-represented for racial/ethnic minorities.

The salaries of women, racial/ethnic minorities and people with disabilities do not meet the labor market availability, which we will continue to monitor in order to close the wage gap. The City of Madison General Ordinances for the Civil Service policy and Union Contracts help to close the gender wage gap. The difference of salary may be due to other factors not based upon gender.

### **Data Sources:**

In this report, we analyze the City of Madison payroll data and the labor market availability from the U.S. Census 2000 EEO Data Tool for Madison; Metropolitan Statistical Area (MSA). The 2010 EEO data will not be available until mid-2012.

Availability is calculated by the Census by determining the number of working adults that are available to work in the Madison Metropolitan Statistical Area. These are employable working adults that live in the community, which means they are either working or on the job market in the job category indicated.

### **Conclusions & Recommendations:**

As an equal opportunity employer, the City of Madison’s top priority is to increase the representation of women within top management positions. Our civil service system, Police and Fire Commission, equal employment ordinances and policies ensure we have qualified applicants to interview, hire and retain within the top management positions.

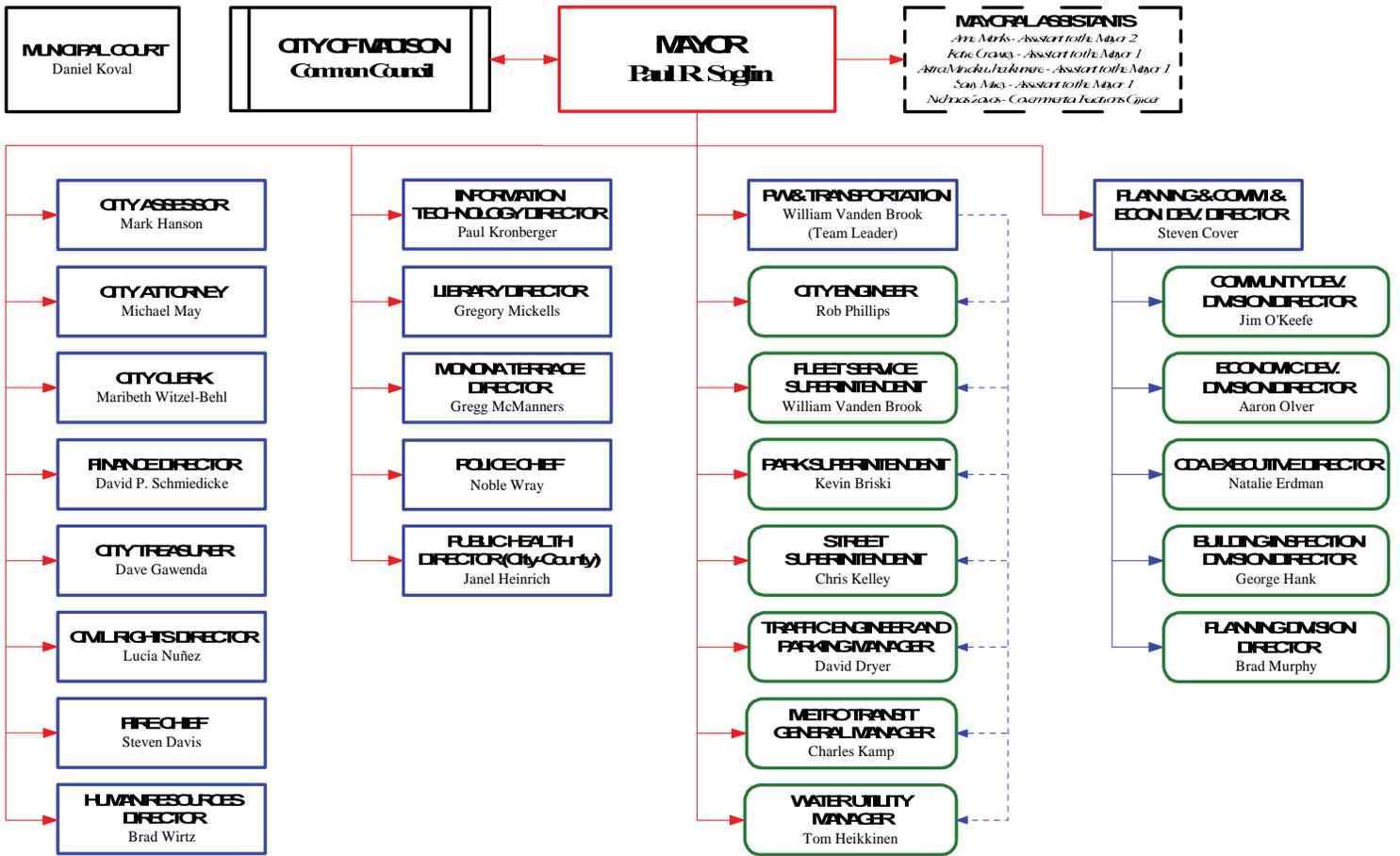
In 2012, all compensation groups in the top management positions held by women were under-represented for women by 11.9 percent and not under-represented for racial/ethnic minorities.

In 2011, all compensation groups in the top management positions held by women were under-represented for women by 11.5 percent and not under-represented for racial/ethnic minorities.

In 2010, all compensation groups in the top management positions held by women were under-represented for women by 12.4 percent and not under-represented for racial/ethnic minorities.

As the diversity in job families increases, the City of Madison must increase efforts to hire and retain diversity in selecting candidates for top management positions.

# CITY OF MADISON ORGANIZATIONAL CHART



11/2012

## ANNUAL PLACEMENT GOALS

**TABLE 1** below includes federally-mandated Job Families across all levels of the city-wide organization.

**TABLE 1**

City of Madison Placement Goals (2012)										
The Annual Placement Goals are determined by comparison of on-board positions with relevant labor market availability of qualified women or minority group members. All selection decisions are made in a nondiscriminatory manner. An annual Placement Goal will not be used as a justification for selecting an individual based upon protective status.										
Job Family Code	Job Family	Total # of Employees	Women On-Board	Women Labor Market Availability	Establish Goal Yes or No If Yes, Goal for Women		Minorities On-Board	Minorities Labor Market Availability	Establish Goal Yes or No If Yes, Goal for Minorities	
1	Official and Administrators	212	29.7%	41.3%	Yes	41.3%	6.4%	6.1%	No	
2	Professionals	252	51.2%	52.1%	Yes	52.1%	13.5%	9.1%	No	
3	Technicians	116	21.6%	56.1%	Yes	56.1%	6.5%	8.4%	Yes	8.4%
4	Protective Workers: Sworn	799	23.5%	24.2%	Yes	24.2%	18.5%	13.3%	No	
5	Protective Workers: Non-Sworn	36	38.9%	40.8%	Yes	40.8%	13.5%	19.7%	Yes	19.7%
6	Administrative Support	380	77.1%	66.3%	No		14.2%	8.0%	No	
7	Skilled Craft Workers	153	1.3%	6.9%	Yes	6.9%	8.3%	7.2%	No	
8	Service Maintenance	753	16.2%	42.4%	Yes	42.4%	16.8%	16.8%	No	
	<b>TOTAL</b>	<b>2701</b>	<b>31.0%</b>				<b>15.2%</b>			

Source: City Payroll Data - Permanent Full-Time Employees & US Census 2000 EEO Data Tool Madison, WI (MSA)

### Federal EEO-4 Categories (Job Family Codes)

Descriptions of Job Families are utilized by the City of Madison as mandated by the U.S. Equal Employment Opportunity Commission (EEOC). We are focused on the Job Families listed below because top management positions are included.

#### Officials and Administrators

This category includes occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the City's operations, or provide specialized consultation on a city-wide basis. Most of the incumbents in this category are Department Directors, the City Manager, Assistant Directors and Deputy Directors. This category also includes a number of regulatory positions, such as building and construction inspectors, auditors, investigators and managers. However, both the Police Chief and Fire Chief are included under Protective Services – Sworn. As the Mayor and City Council Members are elected public officials, they are not included in this analysis and are not considered employees in report to the EEOC.

#### Professionals

This category includes occupations requiring specialized and theoretical knowledge usually acquired through college, or work experience and other training which provides comparable knowledge. Some of the incumbents in this category are the personnel professionals, some managers and supervisors of the organization, accountants, engineers, attorneys and planners.

#### Protective Services – Sworn

This category includes occupations in which workers are entrusted with public safety, security and protection from destructive forces. The Protective Services – Sworn category is comprised of sworn Police and Fire department employees, including the Police Chief and Fire Chief.

### Top Management Positions

## REPRESENTATION WITHIN TOP MANAGEMENT POSITIONS (2008 – 2012)

In **TABLE 2**, the workforce data of the regional Madison area (provided by the 2000 US Census) was divided into job classifications mandated by the federal government, which provide estimated percentages of the labor market availability for women and minorities in both Official and Administrators (41.3 percent) and Professional Positions (52.1 percent). The following Placement Goals were created by averaging the percentages configured from the acquired data: 46.7 percent for women and 7.6 percent for racial/ethnic minorities.

In 2012, the percentage of women in top management positions was 34.8 percent and the percentage of racial/ethnic minorities in top management positions was 10.6 percent. The following data summaries compare top management positions for the last 5 years in compensation groups 12, 14, 18, 21, 23, & 44.

**TABLE 2**

Gender and Racial/Ethnicity Representation of Top Management Positions (2008 - 2012)									
Year	# of Top Mgmt Positions	# of Women	% of Women	Women Labor Market Availability	Under-represented	# of Minorities	% of Minorities	Minorities Labor Market Availability	Under-represented
2012	445	155	34.8%	46.7%	11.9%	47	10.6%	7.6%	No
2011	449	158	35.2%	46.7%	11.5%	49	10.9%	7.6%	No
2010	460	158	34.3%	46.7%	12.4%	46	10.0%	7.6%	No
2009	447	155	34.7%	46.7%	12.0%	45	10.1%	7.6%	No
2008	449	158	35.2%	46.7%	11.5%	26	10.2%	7.6%	No

Source: Permanent Full-Time Employees & US Census 2000 EEO Data Tool Madison, WI (MSA)

## REPRESENTATION OF WOMEN & RACIAL/ETHNIC MINORITIES IN TOP MANAGEMENT POSITIONS

### AGENCY HEADS

In 2012, 12 percent of the Agency Heads (CG 21) top management positions were held by women and 8 percent were held by racial/ethnic minorities.

Agency Heads are under-represented by 34.7 percent for women; they are not under-represented by minorities.

In 2011, women held 18.5 percent and racial/ethnic minorities held 11.1 percent of the top management positions in this category.

TABLE 3

Agency Heads (Managers with Employment Contracts) - Compensation Group 21 as of December 31, 2012									
	# of Top Mgmt Positions	# of Women	% of Women	Women Labor Market Availability	Under-represented	# of Minorities	% of Minorities	Minorities Labor Market Availability	Under-represented
Current Employees	25	3	12.0%	46.7%	34.7%	2	8.0%	6.1%	No
New Hires	1	0	0.0%			0	0.0%		
Promotions or Interim	5	1	20.0%			0	0.0%		
Retirement or Termination	5	2	40.0%			1	20.0%		

*Source: Permanent Full-Time Employees & US Census 2000 EEO Data Tool Madison, WI (MSA). If a percentage number appears in the "under-represented" column, that means "yes"; the group is under-represented.*

### ATTORNEYS

In 2012, 57.1 percent of the Attorney (CG 23) positions were held by women and 14.3 percent were held by racial/ethnic minorities.

Attorneys are not under-represented by women, nor are they under-represented for racial/ethnic minorities.

In 2011, the women held 64.3 percent and racial/ethnic minorities represented 7.1 percent of top management positions in this category.

TABLE 4

Attorneys – Compensation Group 23 as of December 31, 2012									
	# of Top Mgmt Positions	# of Women	% of Women	Women Labor Market Availability	Under-represented	# of Minorities	% of Minorities	Minorities Labor Market Availability	Under-represented
Current Employees	14	8	57.1%	46.7%	No	2	14.3%	9.1%	No
New Hires	1	0	100%			1	100.0%		
Promotions or Reclassifications	0	0	0.0%			0	0.0%		
Retirement or Termination	1	1	100%			0	0.0%		

*Source: Permanent Full-Time Employees & US Census 2000 EEO Data Tool Madison, WI (MSA). If a percentage number appears in the "under-represented" column, that means "yes"; the group is under-represented.*

## POLICE

In 2012, 29.4 percent of the top management positions in Police (Assistant Chief, Lieutenants, and Captain) (CG 12) were held by women and 17.6 percent were held by racial/ethnic minorities.

Police are not under-represented for women or racial/ethnic minorities.

In 2011, 29.4 percent of and racial/ethnic minorities held 17.6 percent of Police top management positions in this category.

TABLE 5

Police (Assistant Chief, Lieutenants, and Captains) Compensation Group 12 as of December 31, 2012									
	# of Top Mgmt Positions	# of Women	% of Women	Women Labor Market Availability	Under-represented	# of Minorities	% of Minorities	Minorities Labor Market Availability	Under-represented
Current Employees	34	10	29.4%	24.2%	No	6	17.6%	13.3%	No
New Hires	0	0	0.0%			0	0.0%		
Promotions or Interim	1	1	100.0%			0	0.0%		
Retirement or Termination	1	1	100.0%			0	0.0%		

Source: Permanent Full-Time Employees & US Census 2000 EEO Data Tool Madison, WI (MSA). If a percentage number appears in the "under-represented" column, that means "yes"; the group is under-represented.

## FIRE

In 2012, 10 percent of Fire (Assistant and Division Chief) (CG14) management positions were held by women and 20 percent were held by racial/ethnic minorities.

Fire is under-represented for women by 14.2 percent, but is not under-represented for racial/ethnic minorities in the top management positions.

In 2011, women had no representation and minorities held 22.2 percent of the top management positions in this category.

TABLE 6

Fire (Assistant and Division Chief) Compensation Group 14 as of December 31, 2012									
	# of Top Mgmt Positions	# of Women	% of Women	Women Labor Market Availability	Under-represented	# of Minorities	% of Minorities	Minorities Labor Market Availability	Under-represented
Current Employees	10	1	10.0%	24.2%	14.2%	2	20.0%	6.1%	No
New Hires	0	0	0.0%			0	0.0%		
Promotions or Reclassifications	4	1	25.0%			0	0.0%		
Retirement or Termination	1	0	0.0%			0	0.0%		

Source: Permanent Full-Time Employees & US Census 2000 EEO Data Tool Madison, WI (MSA) if a percentage number appears in the Under-represented column that means Yes, that group is under-represented.

## MANAGEMENT AND PROFESSIONALS

In 2012, 38.1 percent of the Management and Professional positions (CG 18) were held by women, and 10.2 percent were represented by racial/ethnic minorities.

Management and Professionals is under-represented for women by 8.6 percent, but not under-represented by racial/ethnic minorities.

In 2011, women held 37.9 percent and racial/ethnic minorities held 10.7 percent of the top management positions in this category.

TABLE 7

Management & Professionals – Compensation Group 18 as of December 31, 2012									
	# of Top Mgmt Positions	# of Women	% of Women	Women Labor Market Availability	Under-represented	# of Minorities	% of Minorities	Minorities Labor Market Availability	Under-represented
<b>Current Employees</b>	315	120	38.1%	46.7%	<b>8.6%</b>	32	10.2%	7.6%	<b>No</b>
<b>New Hires</b>	22	10	45.5%			4	18.2%		
<b>Promotions or Interim</b>	20	5	25.0%			2	10.0%		
<b>Retirement or Termination</b>	19	9	47.4%			7	36.8%		

Source: Permanent Full-Time Employees & US Census 2000 EEO Data Tool Madison, WI (MSA). If a percentage number appears in the "under-represented" column, that means "yes"; the group is under-represented.

## METRO

In 2012, 27.7 percent of Metro Management and Professional (CG 44) positions were represented by women, and 6.4 percent were held by racial/ethnic minorities.

Metro Management and Professionals are under-represented for women by 19 percent, and under-represented for racial/ethnic minorities by 1.2 percent in top management positions.

In 2011, women held 28.6 percent and racial/ethnic minorities held 6.4 percent of top management positions in this category.

TABLE 8

Metro Management & Professionals – Compensation Group 44 as of December 31, 2012									
	# of Top Mgmt Positions	# of Women	% of Women	Women Labor Market Availability	Under-represented	# of Minorities	% of Minorities	Minorities Labor Market Availability	Under-represented
<b>Current Employees</b>	47	13	27.7%	46.7%	<b>19.0%</b>	3	6.4%	7.6%	<b>1.2%</b>
<b>New Hires</b>	1	0	0.0%			0	0.0%		
<b>Promotions or Interim</b>	1	0	0.0%			0	0.0%		
<b>Retirement or Termination</b>	1	0	0.0%			0	0.0%		

Source: Permanent Full-Time Employees & US Census 2000 EEO Data Tool Madison, WI (MSA). If a percentage number appears in the "under-represented" column, that means "yes"; the group is under-represented.

## REPRESENTATION OF PEOPLE WITH DISABILITIES WITHIN TOP MANAGEMENT POSITIONS

In 2012, representation of employees with disabilities was 10.11 percent in top management positions. According to the U.S. Census Bureau 2010 American Community Survey, the disability status for the population at large is 6.1 percent. Disabilities are self-reported by individuals so often their numbers are under-reported.

TABLE 9

Top Management Positions (CG 12, 14, 18, 21, 23, 44)			
# of Top Management Positions	# of employees with disabilities	# of employees with disabilities	Labor Market Availability
445	44	10.11%	6.1%

The City will continue to utilize affirmative action principles to work towards increasing the number of top management positions with this group.

## SALARIES OF WOMEN AND RACIAL/ETHNIC MINORITIES WITHIN TOP MANAGEMENT POSITIONS

Compared to male salaries in the top management compensation groups, female salaries are at 92.4 percent. Compared to non-minority salaries in top management compensation groups, salaries of minorities are at 94.2 percent.

TABLE 10

2012 Top Management Salaries by Gender (CG 12, 14, 18, 21, 23, & 44)			
Total Top Management Positions	Salaries of Men in Top Management	Salaries of Women in Top Management	% of Salaries of Women compared to Men in Top Management Positions
445	\$ 81,382	\$ 75,190	92.4%

2012 Top Management Salaries by Race (CG 12, 14, 18, 21, 23, & 44)			
Total Top Management Positions	Salaries of Whites in Top Management	Salaries of Minorities in Top Management	% of Salaries of Non-minorities compared to Minorities in Top Management Positions
445	\$ 79,707	\$ 75,148	94.3%

The City of Madison's Civil Service System incorporates equity in salaries. There does not appear to be a large salary gap between men and women, nor minorities and non-minorities, in top management positions. Please note that the variations in salaries might be due to seniority status.