



City of Madison Equitable Workforce (Affirmative Action) Plan Second Year (2017) Progress Report

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Introduction

The City of Madison is an employer committed to ensuring affirmative action, equal opportunity, and nondiscrimination in compliance with Madison General Ordinance Chapter 39, and federal and state laws. This means that affirmative action and equal opportunity principles will be applied to all employment policies, procedures and programs. This is consistent with the City of Madison's leadership and progress in achieving and ensuring diversity in the workplace.

Mayor's Commitment to Affirmative Action and Equal Employment Opportunity

The City of Madison welcomes the excitement of changing demographics. As public employees, we must reconfirm our commitment to the principles of equity, affirmative action and equal opportunity.

The City is intent on creating a workplace free from harassment and discrimination - an environment where all employees feel valued, respected, and proud. This requires of Madison a more aggressive implementation of actions that reflect our commitment to principles of equity and social justice.

This plan is a part of the City's overall commitment to a workforce that encourages diversity and inclusion. This is our legacy to future generations of residents.

The Department of Civil Rights provides leadership and expertise in attracting, developing and sustaining a diverse workforce. The focus of our program is to uncover and eliminate discriminatory barriers against women, racial/ethnic minorities and people with disabilities.

Please visit the Department of Civil Rights website at www.cityofmadison.com/dcr to review our Equitable Workforce Plan and Affirmative Action Program policies.

Paul R. Soglin, Mayor

Annual Affirmative Action Plan Report

The City will continue to utilize affirmative action principles to increase the representation of women, racial/ethnic minorities, and people with disabilities in the workforce. In accordance with Madison General Ordinance Sec. 39.02(7), the Affirmative Action Division files a progress report for the Affirmative Action Commission, the Mayor and Common Council indicating the progress toward achieving the affirmative action goals. The report includes:

- A summary of department and City affirmative action goals, as well as any special project ties to this program.
- Total numbers of employees hired, promoted or terminated.
- Recruitment and training programs instituted to achieve the objectives of the Affirmative Action Plan.
- A summary of counseling and other supportive programs provided to resolve and prevent problems.
- A summary of complaints.
- A review of contract compliance status.

The Citywide Affirmative Action Plan, newly named the Equitable Workforce Plan (EWP) 2016 – 2021 includes the individual agency plans, which have been adopted by the Mayor and Common Council. The Equitable Workforce Plan qualitative components include affirmative action and placement goals for women and racial/ethnic minorities:

- Agency Heads have the responsibility to implement affirmative action programs throughout their organizations.
- Identification of problem areas, including an in-depth analysis of the complete employment process to determine if and where barriers to equal employment opportunities exist.
- Development and execution of an action-oriented program designed to correct any identified problem areas.
- Development and implementation of internal audit and reporting systems that periodically measures the effectiveness of the agency's total affirmative action program.

According to federal guidelines, each agency's Equitable Workforce Plan must include five quantitative components:

- Organizational Profile or Workforce Analysis,
- Job Group Analysis,
- Availability Analysis,
- Comparison of Incumbency to Availability, and
- Placement Goals.

Affirmative Action Commissions and Committees

Affirmative Action Commission (AAC)

The Affirmative Action Commission (AAC) was created pursuant to Madison General Ordinance 39.02. The Mayor, subject to confirmation by the Common Council, appoints nine (9) members. At no time is the total number of women and racial/ethnic members to constitute less than a majority. All of the members shall be committed to the extension of equal employment opportunities and shall be representative of the affected and/or underrepresented groups of the Madison community.

The Affirmative Action Commission duties and responsibilities include:

- To annually review, approve and recommend the Citywide Affirmative Action goals and timetables as proposed by the Affirmative Action Division Head.
- To advise underrepresented groups of their rights under the Affirmative Action Program.
- To disseminate information and to educate the people of the City of Madison to a greater understanding and practice of Affirmative Action employment for all affected and/or other underrepresented groups.
- At least once a year, to issue a written report of its progress, activities and recommendations to the Mayor and Common Council.
- To recommend and review such rules and regulations as may be necessary to promulgate the City's Affirmative Action Program.
- To develop and review the contract compliance requirements of the City of Madison and to develop a policy with respect to vendors and contractors.
- To make specific recommendations to the Common Council so as to bring all appropriate ordinances into conformity with the policies of this ordinance.

In 2017, the Affirmative Action Commission conducted a thorough review of their work plan and purpose statements to identify projects of focus. They decided on two areas of priority, namely initiatives to further diversify the City's workforce, and the review and recommendation of policies related to small/disadvantaged businesses. Some examples include: potential development of a Residency Preference Program (RPP); internship opportunities for current or recently graduated high school students, and a review of the language included in Madison General Ordinances (MGOs) related to purchasing and Affirmative Action Plans.

Civil Rights Coordinators (CRCs)

Each agency maintains an appointed Civil Rights Coordinator who directly reports to the agency head. The Civil Rights Coordinator collaborates with the Department of Civil Rights (DCR) to implement the affirmative action policies as detailed under Madison General Ordinance Chapter 39. Their responsibilities include:

- Disseminating equal opportunity information and agency initiatives to staff and interested persons.
- Responding to requests to review agency's Equitable Workforce Plan for employment initiatives.
- Annually preparing reports regarding individual agency affirmative action initiatives.
- Determining and coordinating with DCR agency training needs regarding the civil rights related initiatives. Assist in Administrative Procedure Memorandum (APM) training.

In addition to monthly meetings, the Civil Rights Coordinators received training on several civil rights topics in 2017:

Date	Topic	Presenter	Representing
20-Jan	Spotlight: Multicultural Affairs Committee	Amy Deming	Multicultural Affairs Committee
20-Jan	Spotlight: Latino Community Engagement Team	JoseMaria Donoso	Latino Community Engagement Team
16-Feb	Affirmative Action Compliance for Vendors	Jaya Sharma	Affirmative Action Division
16-Feb	Language Access Refresher	Kirsten Nichols	Dept. of Civil Rights
16-Mar	Spotlight: Women's Initiatives Committee	Johanna Johnson	Women's Initiatives Committee
16-Mar	Introduction to the Equitable Hire Tool Data Sheet	Erin Stenson	Racial Equity & Social Justice Initiative
15-Jun	Presenting Information with the Equity Tools	Heather Allen	Racial Equity & Social Justice Initiative
20-Oct	Roles & Responsibilities of Civil Rights Coordinators	Kirsten Vanderscheuren	Dept. of Civil Rights
14-Dec	Interviewer Certification Training	Sarah Olson	Human Resources

The following staff served as Civil Rights Coordinators in 2017:

Department	Dept./Div. Head	CRC	CRC Title	CRC Phone
Assessor	Mark Hanson	Sally Sweeney	Assessment Services Supervisor	267-8747
Attorney	Michael May	Heather Allen	Common Council Legislative Analyst	261-9159
Building Inspection & Code Enforcement	George Hank	Harry Sulzer	Plan Review & Inspection Supervisor	266-4568
Civil Rights	Norman Davis	Jason Glozier	Disability Rights Specialist	267-6511
Clerk	Maribeth Witzel-Behl	Jennifer Haar	Municipal Clerk	266-4601
Common Council	Mike Verveer transitioned to Marsha Rummel	Lisa Veldran	Administrative Assistant	266-4074
Community Development Authority	Tom Conrad	Lisa Daniels	Supervisor	267-8709
Community Development Division	Jim O'Keefe	Nancy Saiz	Grants Administrator	266-6433

Department	Dept./Div. Head	CRC	CRC Title	CRC Phone
Economic Development Division	Matt Mikolajewski	Ruth Rohlich	Business Development Specialist	267-4933
Employee Assistance Program	Tresa Martinez	Sherri Amos	EAP Program Assistant	266-6561
Engineering	Rob Phillips	Kathy Cryan	Deputy City Engineer	266-4819
Finance	David P. Schmiedicke	Kara Kratowicz	Data Projects Coordinator	266-4030
Fire	Steven Davis	Arthur Price	Division Chief	575-1003
Fleet Services	William Vandenbrook transitioned to Mahanth Joishy	Art Meyer	Program Manager	266-4544
Human Resources	Brad Wirtz transitioned to Harper Donahue	Sarah Olson	Human Resources Analyst	266-4618
Information Technology	Paul Kronberger	Paul Kronberger	Director	266-4202
Library	Gregory Mickells	Krissy Wick	Director of Public Services	266-8685
Mayor's Office	Paul R. Soglin	Gloria Reyes	Deputy Mayor	266-4611
Metro Transit	Charles Kamp	Ann Schroeder	Assistant to the General Manager	267-4967
Monona Terrace	Gregg McManners	Jeffery Boyd	Account Technician	261-4012
Municipal Court	Daniel Koval	Erin Nunez	Judicial Clerk	264-9282
Planning & Community & Economic Development	Natalie Erdman	Natalie Erdman	Director	267-8730
Planning Division	Heather Stouder	Jule Stroick	Planner IV	267-8744
Police	Michael Koval	David Jugovich	Lieutenant of Police Personnel	266-9673
Parks	Eric Knepp	Joanne Austin	Communication Services Admin. Supervisor	266-6519
Streets	Chris Kelley	Steve Schultz transitioned to Glenn Dwyer	Streets General Supervisor	243-0146
Traffic Engineering & Parking Utility	David Dryer	Keith Pollock	Transportation Operations Analyst	266-6537
Treasurer	Dave Gawenda	Aaron LeAir	Administrative Clerk	266-4771
Water Utility	Tom Heikkinen	Robin Piper	Chief Administrative Officer	266-4656

Latino Community Engagement Team (LCET)

The City of Madison Latino Community Engagement Team (LCET) was created in September 2015 and is comprised of City staff bilingual in Spanish. LCET supports City agency services by facilitating equity and improved relationships with Latinos who live and work in the City.

Minority Affairs Committee (MAC)

The Minority Affairs Committee (MAC) is created pursuant to Madison General Ordinance 33.27 and comprised of city employees responsible for addressing issues of concern to racial and ethnic minorities employed by the City.

Police and Fire Commission (PFC)

The Police and Fire Commission (PFC) is created pursuant to Madison General Ordinance section 62.113. The PFC appoints the Police Chief and Fire Chief and approves or disapproves promotions and supervises the hiring process, with certification of an eligibility list and approval of those who are hired and holds hearings on disciplinary matters brought to its attention either directly or through the appeal process and imposes discipline if appropriate.

Racial Equity and Social Justice Initiative (RESJI)

The Racial Equity and Social Justice Initiative (RESJI) was adopted by Common Council resolutions in 2013 and 2014. RESJI aims to eliminate racial and social inequities in municipal government and, in partnership with the community, throughout the city by addressing institutional racism. The three priority areas for RESJI are Equity in City Policies and Budgets, Equity in City Operations and Equity in the Community.

Women's Initiatives Committee (WIC)

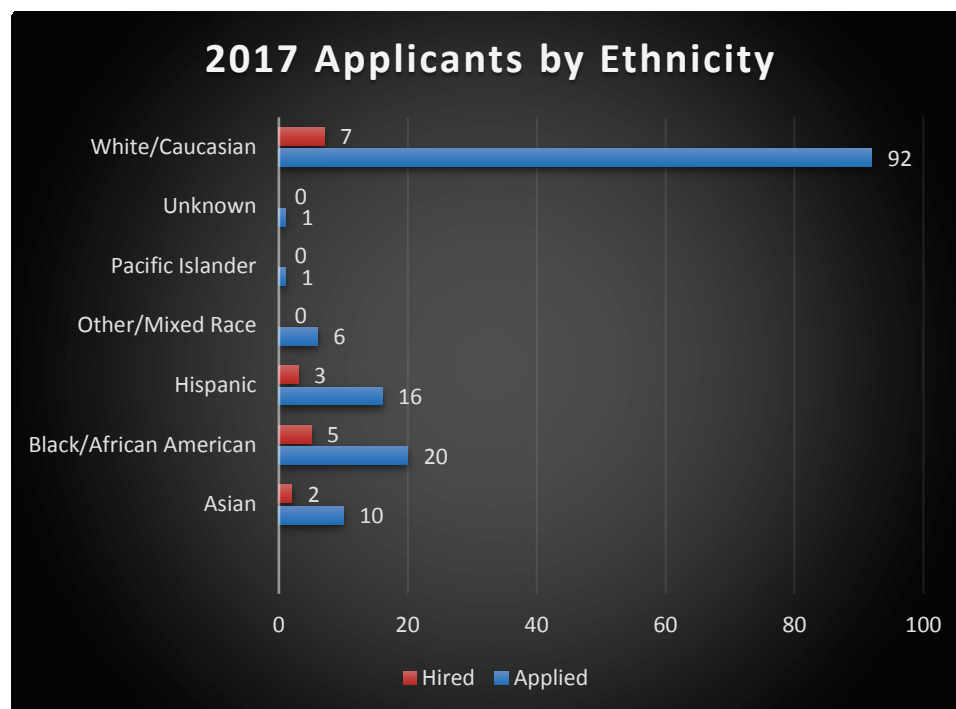
The Women's Initiatives Committee (WIC) is created pursuant to Madison General Ordinance 33.27 and comprised of city employees responsible for addressing concerns of women employed by the City.

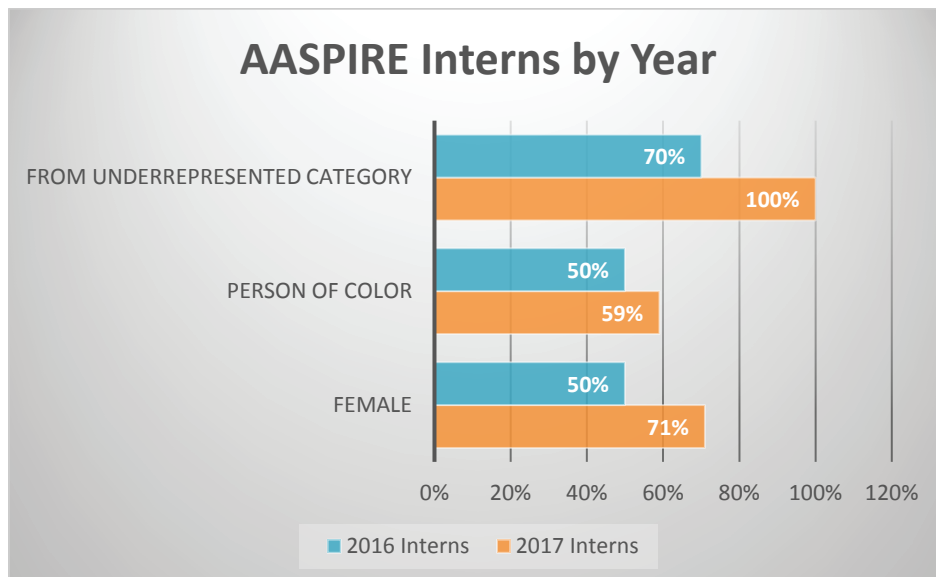
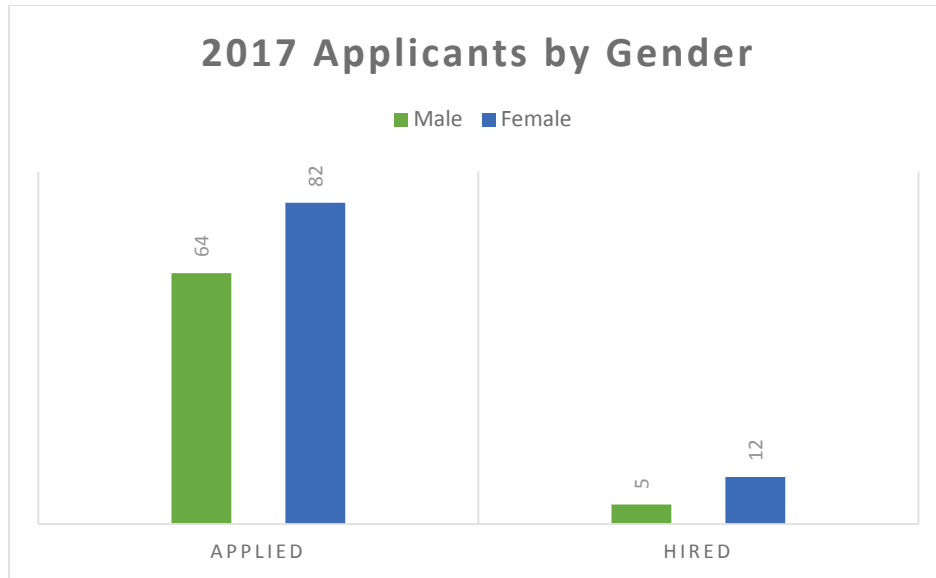
Affirmative Action Initiatives

AASPIRE Internships

The AASPIRE (Affirmative Action Student Professionals in Residence) Program provides paid internships to attract members of Affirmative Action target groups who are engaged in college-level studies compatible with a Public Administration career track. The City Affirmative Action Division collaborates with participating agencies to subsidize costs for wages in order to increase the number of internship opportunities. Because the purpose and scope of this program is defined, the Affirmative Action Division reviews proposals to select opportunities for placements on an annual basis and disseminate program information and criteria for proposal materials.

2017 was the biggest year for AASPIRE since its creation. From almost 150 applicants, the City selected and hired seventeen AASPIRE interns in nine agencies (Community Development Division, Engineering Division, Fire Department, Human Resources, Information Technology, Library, Office of the Mayor, Planning Division, and Traffic Engineering Division). Of these, all seventeen interns were women, people of color, or both. These categorizations accord with the City's goal of increasing representation in those categories, which have typically been underrepresented.





Various City of Madison interns, including AASPIRE and Wanda Fullmore Youth interns, were offered additional professional development. Interns were invited to an 11-week series highlighting professionals employed by the City of Madison in several different specialties. Interns could learn from the professionals and receive information about potential career paths. This series was realized through a cooperative effort between the Department of Civil Rights, the Finance Department and the Community Development Division.

APM 3-5 Prohibited Harassment and/or Discrimination Policy

The City of Madison is committed to providing equal employment opportunities for all persons and for providing a work environment free from harassment and discrimination. The goal is to achieve and maintain a respectful and welcoming workplace for all members of the community. Harassment, discrimination and retaliation motivated by a person's membership in certain protected categories are prohibited conduct and violations of this policy will not be tolerated. This policy is liberally construed and strictly enforced to achieve these goals. This policy applies to the delivery of City services and goods and to the official interactions of City employees with other members of our community, and to workplace conduct.

The Department of Civil Rights, in concert with the Office of the City Attorney, made special efforts in 2017 to revise ambiguous language in APM 3-5 and to develop updated investigation procedures under this policy. It is expected that such revisions will be adopted and published in 2018.

APM 3-5 Training

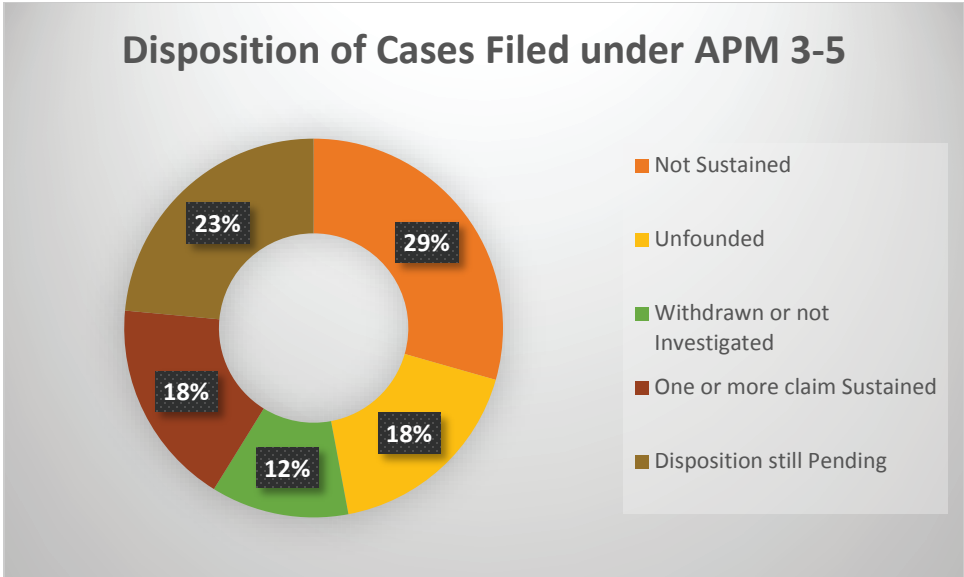
To ensure City employees are aware of their rights and responsibilities under APM 3-5, the policy requires that all employees receive training at least once every three years. In 2017, 427 employees received this training. Several agencies excelled at meeting their staff attendance requirements in the past year, notably the Police Department, the Engineering Division, the Planning Division, Human Resources, and Information Technology.

Due to training capacity challenges, the Department of Civil Rights collaborated with Human Resources and other agencies to explore alternative training possibilities. These included a webinar format, a train-the-trainer series to give certain leadership staff the resources to offer this training with a consistent message citywide, and changes to timing and location of trainings offered. The Department of Civil Rights encourages agencies to move away from the agency-specific training model, and to stagger employees' training over three-year periods. Changes to the training model will continue into 2018.

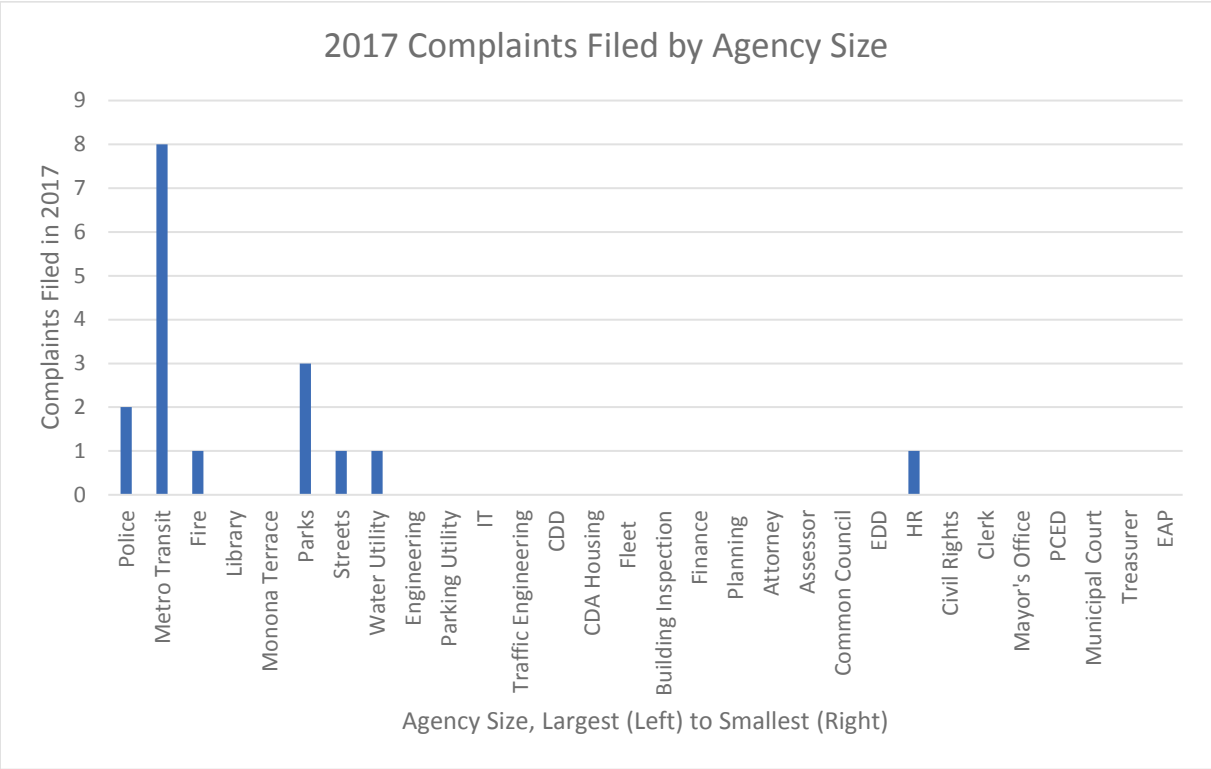
APM 3-5 Complaints

Additionally, APM 3-5 provides a mechanism whereby allegations of harassment, discrimination and retaliation can be investigated and corrected where appropriate. City managers and staff are encouraged to file meritorious complaints of alleged violations. In 2017, the Department of Civil Rights received seventeen complaints alleging one or more violations of APM 3-5. The following graphs depict data related to these cases.

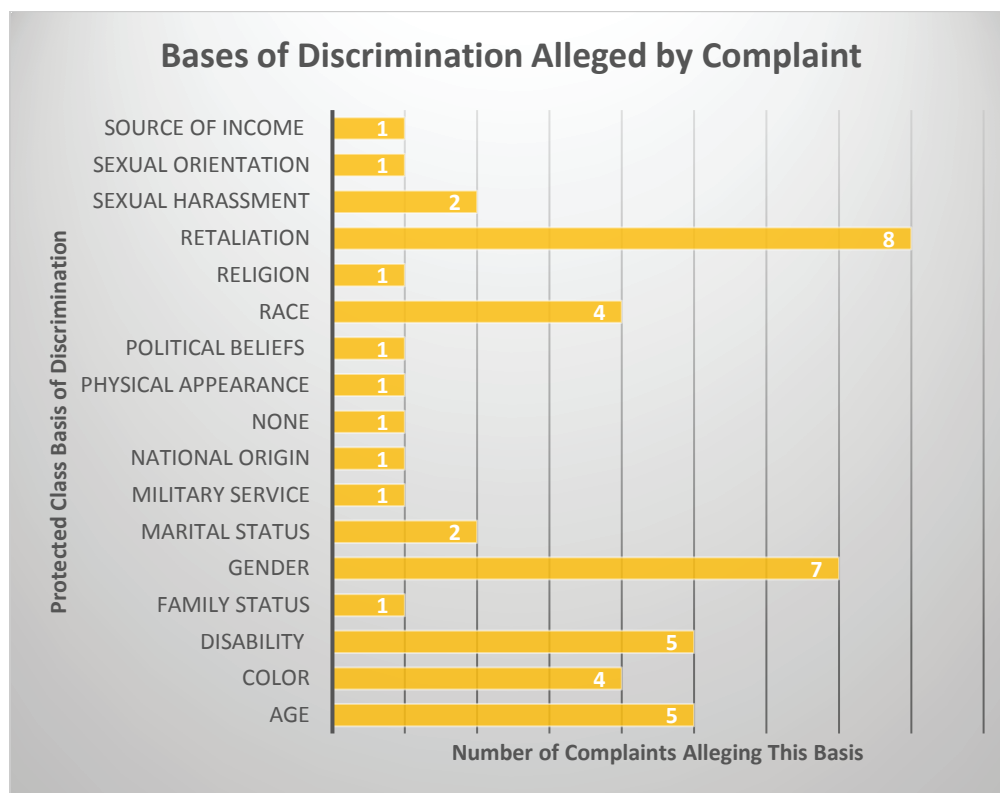
The first graph shows the outcomes of the complaints which were filed. "Unfounded" claims are those in which the investigation showed the incident alleged did not occur, or else it did occur but was not because of a discriminatory reason. "Not Sustained" findings are appropriate when the investigation failed to reveal enough evidence to clearly prove or disprove the allegation. An investigation is "Sustained" when there is enough evidence to prove the allegation clearly. Because several of the complaints were filed late in 2017, some are pending disposition at the time of this report.



The next graph compares the absolute number of complaints which arose out of each agency in 2017 and the size of the agency in relation to all other city agencies. Predictably, the majority of arose out of the agencies which have the largest numbers of staff.



Finally, a complainant may alleged discrimination on one basis or several bases. The reasons alleged for discrimination harassment or retaliation in all 2017 cases are counted below.



Language Access

As an extension of the obligations prescribed in the City of Madison's Title VI Civil Rights Compliance Plan, the City of Madison is committed to providing meaningful access to City programs, services, and information for persons with Limited-English Proficiency. To provide this access, the City provided written translation and oral interpretation, free of cost, to persons with limited English proficiency to ensure meaningful, accurate, and equal access to programs, benefits, and activities. Throughout 2017, City staff and visitors had access to American Sign Language and non-English translation and interpretation services in person, by phone, and at meetings or events where reasonable and appropriate.

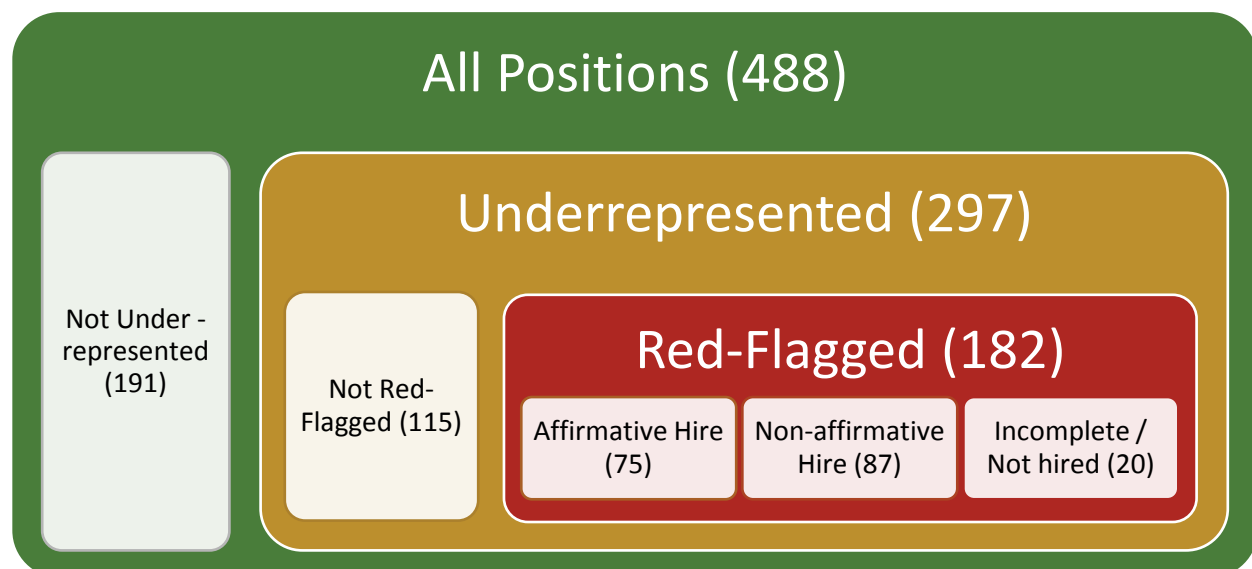
As a part of the ongoing effort to maintain compliance, the City of Madison's Common Council passed a resolution in 2016 which ordered the development of a comprehensive language access plan. The Department of Civil Rights, along with a group of community partners and various stakeholders, worked towards the realization of this plan. In December 2017, the Department of Civil Rights submitted the plan to the Common Council for its approval. The plan outlines detailed standards for interpretation and translation service delivery, practical procedures for using these services, responsibilities for staff compliance, and four phases of implementation to occur over the five years following the plan's adoption. The Language Access Plan will be available at <http://www.cityofmadison.com/dcr/index.cfm>.

Red-Flag Hiring Procedures

The City of Madison has established a priority objective to promote equal employment opportunity and to eliminate discriminatory preferences in the hiring process. The “Red-Flag” process is an Affirmative Action procedure adopted by the City in its General Ordinances and its Affirmative Action Plan to minimize cultural, racial, gender and disability differences between interviewers and interviewees. It also provides a more thorough evaluation of candidates’ application materials and interview responses.

The “Red Flag” process is used when a vacancy occurs in an area where representation for women or people of color is an appropriate consideration. Any position which falls into a job category for which the demographic makeup of present employees does not match the demographic makeup of the available local workforce for women and people of color is considered “underrepresented.” If at least one individual who is a member of an underrepresented category is referred for interviews, the position is “red-flagged.” For any underrepresented or red-flagged position, additional affirmative steps are taken throughout the recruitment.

Out of more than 480 positions recruited in 2017, 297 of them were underrepresented by women, people of color, or both. 182 of these were red-flagged. Of those, 75 resulted in a hire of a person in the underrepresented category.



In addition, the Department of Civil Rights cooperated with Human Resources to develop information and procedural improvements to help hiring managers more easily comply with the Red-Flag process. Improvements included:

- Introduction of an Interviewer Certification training program for hiring managers and interview panelists to learn best practices in hiring. 53 staff and managers received this training in 2017, and several additional trainings are forecasted in 2018.
- Development of an interview panelist database to help connect hiring managers with potential interview panelists and improve the likelihood that panels are balanced. See appendices for an outline of expectations for referrals made from this database.
- Revision of Red-Flag process and flowchart. See appendices.

- Development of informational documents: “The Red-Flag Process: A Guide to Interviewing” and “Red-Flag Hiring Process: A Checklist for Hiring Managers.” See appendices for copies of these.

RESJI Equity Impact Analysis Tools

The Racial Equity and Social Justice Initiative (RESJI) focuses on eliminating racial and social inequities in municipal government by implementing strategies in three main areas: equity in City policies and budgets; equity in City operations; and equity in the community.

There are three RESJI Equity Impact Analysis Tools as part of the development of City policies, plans, programs and budgets. These tools facilitate conscious consideration of equity and examine how communities of color and low-income populations will be affected by a proposed action/decision of the City. The tools are the Equitable Hiring Tool, the Fast-Track Tool, and the Comprehensive Equity Tool

Each department committed to utilize the Racial Equity and Social Justice Racial Equity Impact Analysis tools three times in 2017. In addition, the Common Council passed a resolution on September 5, 2017 requiring certain specific utilizations of such tools. The resolution established the formal procedures to utilize the RESJI Equity Impact Analysis Tool, adopted the Process Guide and requested training and a capacity report. The resolution clarified how to use the tool and that all elected officials, their staff, Department and Division heads, and agency budget contacts shall participate in training on the application of the RESJI impact analysis tools by June of 2018.

The Department of Civil Rights coordinated with RESJI to communicate feedback and tracking of tool usages received by departments. Departments reported a combined 89 tool usages in 2017, with 61% of departments meeting their goal of three or more tool usages in the calendar year.

	All departments	Assessor	Attorney	Building Inspection	Civil Rights	Clerk	Common Council	Community Development Authority	Community Development Division	Economic Development Division	Employee Assistance Program	Engineering	Finance	Fire	Fleet Services	Human Resources	Information Technology	Library	Mayor's Office	Metro Transit	Monona Terrace	Municipal Court	Parks	Planning Division	Police	Streets	Traffic Engineering & Parking Utility	Treasurer	Water Utility
Equitable Hiring Tool	47	1	0	2	0	1	1	1	0	1	0	4	1	0	0	1	7	2	3	4	1	0	0	3	4	1	5	0	4
Fast-track Equity Tool	23	0	1	0	0	3	0	0	2	1	0	2	2	1	0	0	0	1	0	0	1	3	0	2	3	0	1	0	0
Comprehensive Equity Tool	19	0	2	0	4	2	0	0	1	1	0	0	0	0	0	1	0	1	0	1	0	0	5	1	0	0	0	0	0
Total	89	1	3	2	4	6	1	1	3	3	0	6	3	1	0	2	7	4	3	5	2	3	5	6	7	1	6	0	4

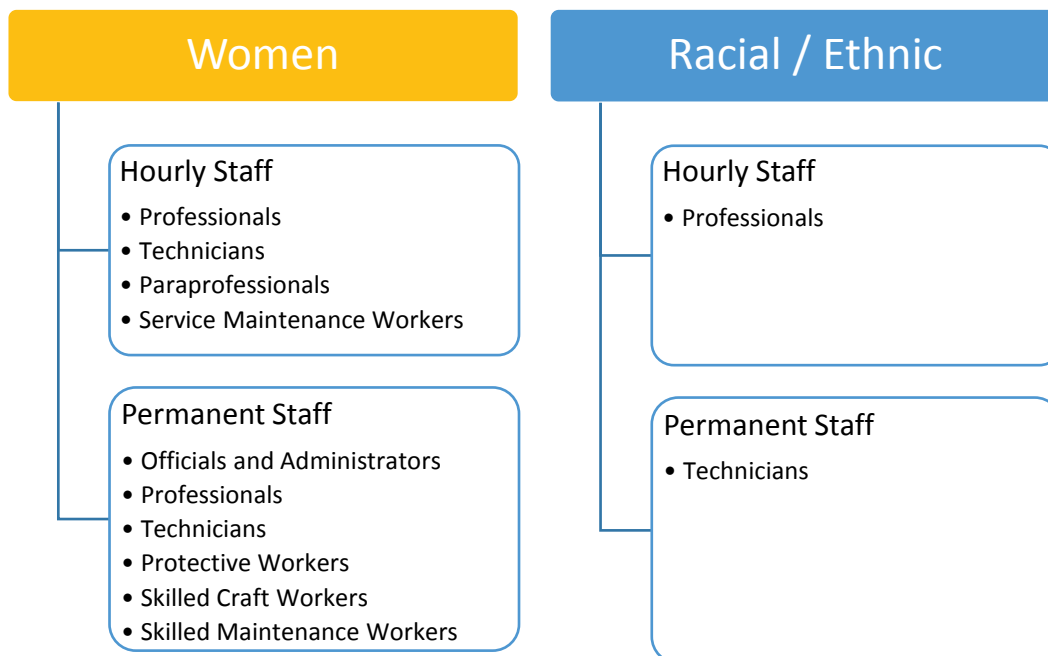
Workforce Data Analysis

The City has monitored the demographic representation of its workforce by comparing availability to utilization in each of eight EEO-4 Job Families. These categories are (1) Officials and Administrators, (2) Professionals, (3) Technicians, (4) Protective Service Workers, (5) Paraprofessionals, (6) Administrative Support, (7) Skilled Craft Workers, and (8) Service-Maintenance. A statistical estimate of the current availability of women and racial/ethnic minorities for each job group was compared to the City's current utilization of women and racial/ethnic minorities to determine whether underrepresentation may exist. Individuals with disabilities could not be accurately included in this workforce analysis because confidentiality requirements and optional self-identification make it difficult to measure or monitor workforce representation of these individuals.

The City is committed to making every good faith effort to meet the goals that result from our availability analysis. For women and members of racial/ethnic minorities, it is necessary to engage in a utilization workforce analysis to identify areas of underrepresentation and to establish responsive annual goals and long-term plans of action. To this end, each department established placement goals. Placement goals are not quotas (an enforceable minimum number of women and racial/ethnic minorities), but reasonably attainable objectives or targets that are used to measure progress toward achieving equal employment opportunity for women and racial/ethnic minorities.

In the past, this information was aggregated across the entirety of City employees. This failed to capture specific needs in certain departments and caused certain positions to be red-flagged for affirmative action hires inaccurately. For this report period, availability, as well as utilization data, has been developed specific to departments and not general job families.

Citywide as of February 2018, the following job categories are underrepresented:



Job Family Availability data for each agency is reported below for each agency. This data is a “snapshot” of utilization taken at a moment in time, February of 2018. The comparative data published in other reports is likewise a snapshot, namely the City of Madison Equitable Workforce Plan (Affirmative Action Plan) 2016-2021 and the first annual update published in early 2017. However, some departments experience greater volumes of personnel change between the time period bookmarked by the snapshots. This is particularly true for departments that employ large numbers of seasonal employees, such as the Parks and Streets Divisions.

In addition, the City has an interest in tracking promotions within departments. This will help determine over time whether Affirmative Action initiatives are effective to improve representation among women and people of color at all levels of employment within the City. This information is provided in the appendices.

City Wide Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	6	2	33.33%	53.80%	No	-20.47%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	12	1	8.33%	50.80%	No	-42.47%	4	33.33%	10.80%	Yes	22.53%
4 - Protective Workers	81	30	37.04%	28.10%	Yes	8.94%	15	18.52%	8.10%	Yes	10.42%
5 - Paraprofessionals	28	13	46.43%	57.90%	No	-11.47%	10	35.71%	9.00%	Yes	26.71%
6 - Administrative Support	256	169	66.02%	62.00%	Yes	4.02%	45	17.58%	8.20%	Yes	9.38%
7 - Skilled Craft Workers	156	38	24.36%	6.30%	Yes	18.06%	15	9.62%	5.90%	Yes	3.72%
8 - Service Maintenance	66	18	27.27%	43.30%	No	-16.03%	23	34.85%	13.40%	Yes	21.45%
TOTAL	605	271					112				

City Wide Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	79	25	31.65%	43.90%	No	-12.25%	9	11.39%	6.20%	Yes	5.19%
2 - Professionals	451	204	45.23%	53.80%	No	-8.57%	62	13.75%	9.80%	Yes	3.95%
3 - Technicians	151	34	22.52%	50.80%	No	-28.28%	12	7.95%	10.80%	No	-2.85%
4 - Protective Workers	897	193	21.52%	28.10%	No	-6.58%	169	18.84%	8.10%	Yes	10.74%
5 - Paraprofessionals	154	120	77.92%	57.90%	Yes	20.02%	26	16.88%	9.00%	Yes	7.88%
6 - Administrative Support	206	154	74.76%	62.00%	Yes	12.76%	35	16.99%	8.20%	Yes	8.79%
7 - Skilled Craft Workers	342	14	4.09%	6.30%	No	-2.21%	41	11.99%	5.90%	Yes	6.09%
8 - Service Maintenance	561	98	17.47%	43.30%	No	-25.83%	152	27.09%	13.40%	Yes	13.69%
TOTAL	2841	842					506				

Departmental Equitable Workforce Goal Updates

Qualitative Goals Executive Summary

Each department reviewed data and established short-term (one year) and long-term (five years) goals for more qualitative improvements in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training.

Although each of the twenty-six agencies focused their goals in these areas with mixed success, certain departmental practices merit special recognition. The practices implemented by these agencies helped them to succeed at their goals and improve these areas of quality, and may be adopted by other agencies as an example of best practices.

Practice: Establish Equity Team

Benefit: Equity team has been a valuable resource to further the goals of this Equitable Workforce Plan (EWP) and the work of the Racial Equity and Social Justice Initiative (RESJI). Equity teams help start conversations about bias and equity in our departments and community.

Some agencies that saw these benefits: Police, Fire

Practice: Host several office trainings, potlucks and outings

Benefit: These activities promote retention and a supportive office culture, and build camaraderie.

Some agencies that saw these benefits: Assessor, City Attorney, Civil Rights

Practice: Focus on communication by all agency staff, e.g., hold regular meetings

Benefit: Directors and managers receive valuable staff feedback about issues such as hiring and onboarding, and staff feel heard and able to be a part of the decision-making process. Holding weekly meetings to discuss equity issues helps to build the habit of applying an equity lens to everything we do.

Some agencies that saw these benefits: Clerk, Community Development Division

Practice: Maximize participation in usage of an equity tool

Benefit: The more staff involved either as a participant or as a leader of a project which utilized an equity tool, the easier tools are to apply. Cooperation across agencies strengthens trust and respect between the two departments.

Some agencies that saw these benefits: Economic Development Division, Common Council, Clerk

Practice: Host AASPIRE or other paid interns or training programs

Benefit: Interns and trainees receive experience and mentoring to improve their successful competition for permanent positions

Some agencies that saw these benefits: Information Technology, Traffic Engineering, Planning Division, Fleet Services, Engineering

Practice: Modifying hiring procedures with the Equitable Hiring tool
Benefit: Interns and trainees receive experience and mentoring to improve their successful competition for permanent positions.
Some agencies that saw these benefits: Fire Department, Engineering, Metro Transit, Economic Development Division, Library, Parks

Practice: Develop and improve departmental onboarding processes
Benefit: Peer mentors for new employees build relationships across the Department and provide ongoing orientation. Onboarding checklists can be used instead of probationary reports, and are reviewed to assess if any employees or agencies need attention to the process or helping create a welcoming environment.
Some agencies that saw these benefits: Finance, Human Resources, Assessor, Civil Rights

Additional recommendations offered by agencies to improve progress towards affirmative action goals include:

- Create onboarding plans for the success and retention of new employees, including classification-specific onboarding. For example, when hiring an employee who will be responsible for payroll and purchasing, each agency should set up a training schedule with MUNIS and/or the Finance Department.
- Obtain approval from the Department of Civil Rights prior to posting internal vacancies for positions that are underrepresented for women and/or people of color.
- Increase communication between Human Resources, Civil Rights, and the hiring managers related to red-flagged positions, concerns with the red flag process, and the candidate the agency would like to hire.
- Everyone from the Department Head down should buy into EWP processes and be patient with the learning processes.
- Market positions regionally and consider the use of a headhunter to better expand the search. Costs will be mitigated by the results.
- All City employees who sit on interview panels should attend the Interview Certification training. First groups of employees have gone through the program and more will follow in 2018.
- Managers, listen to other managers. Managers sharing success stories with each other at internal meetings, cross agency meetings and other ways/places managers communicate with each other can potentially help get buy-in from people in a way hearing about things from RESJI members or Civil Rights Coordinators might not.

Agency-Specific Qualitative Goals Progress Reports

Assessors' Office

Assessor's Office Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	1	0	0.00%	62.00%	No	-62.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	1	0					0				

Assessor's office Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	2	66.67%	43.90%	Yes	22.77%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	13	1	7.69%	53.80%	No	-46.11%	4	30.77%	9.80%	Yes	20.97%
3 - Technicians	5	4	80.00%	50.80%	Yes	29.20%	0	0.00%	10.80%	No	-10.80%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	2	2	100.00%	62.00%	Yes	38.00%	2	100.00%	8.20%	Yes	91.80%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	24	10					6				

Assessor's Office

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Discussed at our 'All Staff Meeting'.

2. Has your agency established an equity team? x ☐ Yes ☐ No

If so, please identify team members.

We have talked about having the members from our Equitable Work Force team, but have not confirmed. Sally Sweeney, Mark Hanson, Jenifer Horne and Marie Baun

3. Short-term goals:

- a. Agency short-term goal #1: **Retain new employees, and know they are engaged and contributing with open communication and feedback between staff.**

- i. If the goal was met, what a new goal for 2018 will be:

On-going, newest employee is on probation, currently in training.
We have encouraged this employee to ask questions and interact with employees.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Better one-on-one training, and onboarding reviews with employee and encourage involvement in our Engagement Team meetings.

- iii. Person(s) responsible for this goal in 2018:

Mark Hanson

- b. Agency short-term goal #2: **Positive Culture and Climate Survey (HR), inclusion of all employees in office gatherings Transparency, and sharing of knowledge and information is evident.**

- i. If the goal was met, what a new goal for 2018 will be:

We believe a Climate Survey would be helpful. Our last Survey was a few years ago, and was helpful in moving our office forward.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Continue to work toward office transparency, and ask HR to conduct the Climate Survey.

- iii. Person(s) responsible for this goal in 2018:

Mark Hanson

- c. Agency short-term goal #3: **Complete training & procedural handbooks for specific tasks. Empower each employee to seek in-house and outside training for professional and personal growth.**

- i. If the goal was met, what a new goal for 2018 will be:

Training is ongoing. We will encourage more job shadowing when time permits, review our procedures including updating the office deadline calendar and work on a commercial development manual.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Encourage more job shadowing; in office one-on-one training.

- iii. Person(s) responsible for this goal in 2018:

Management team

4. Long-term goals:

- a. Agency long-term goal #1: **Ensure position descriptions are reviewed every 24 months to reflect current job specifications. Use of one or more strategies to attract or identify candidates to fill job vacancies which may involve internal or external recruitment advertising including job centers, or professional publications. This field is specialized in that a state wide initiative to attract candidates to the positions our office will need.**

- i. Progress made towards this goal in 2017:

We annually conduct one-on-one meetings with each staff member. In those meetings we talk through their position description. Management staff will be more forth coming with HR when changes should be made.

- ii. Any changes we will make to make progress towards this goal in 2018:

Be more attentive to changes, including language acceptable from the Equitable Hiring Tool

- iii. Person(s) responsible for this goal in 2018:

Management Team

- b. Agency long-term goal #2: **Maintain training & procedural handbooks for specific tasks. Empower each employee to seek in-house and outside training for professional and personal growth.**

- i. Progress made towards this goal in 2017:

We continue to update procedures and documentation.
We encourage employees to seek in house training, and training through our assessor's organizations.

Any changes we will make to make progress towards this goal in 2018:

Training when time permits and classes become available for employee

- ii. Person(s) responsible for this goal in 2018:

Management Team along with Onboarding & Engagement Teams.

- c. Agency long-term goal #3: **Continue annual Culture and Climate Survey (HR). Transparency and sharing of knowledge and information is evident.**

- i. Progress made towards this goal in 2017:

Continue to work with our Onboarding and Engagement Team for transparency and sharing knowledge.

- ii. Any changes we will make to make progress towards this goal in 2018:

Conduct a Climate Survey with the help of HR

- iii. Person(s) responsible for this goal in 2018:

Management Staff

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1

Provide copies of all completed uses.

I used it as a guide, did not take many notes, was the 1st and only time I've used it because we have low turnover of employees.

- b. How many times did your agency use the Fast-Track Equity Tool? 0

Provide copies of all completed uses.

- c. How many times did your agency use the Comprehensive Equity Tool? 0

Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Staff members organize in office potlucks to celebrate different events during the year.
Staff members organized a couple of bowling teams for the City Employees Bowling Tournament.
We encourage development and attendance with the Engagement Team
We are working and expanding our Onboarding outline.
We continue to encourage training when it relates to your job duties.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Attorney's Office

Assessor's Office Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	1	0	0.00%	62.00%	No	-62.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	1	0					0				

Assessor's office Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	2	66.67%	43.90%	Yes	22.77%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	13	1	7.69%	53.80%	No	-46.11%	4	30.77%	9.80%	Yes	20.97%
3 - Technicians	5	4	80.00%	50.80%	Yes	29.20%	0	0.00%	10.80%	No	-10.80%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	2	2	100.00%	62.00%	Yes	38.00%	2	100.00%	8.20%	Yes	91.80%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	24	10					6				

City Attorney

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The Civil Rights Coordinator sent an email to all staff regarding the agency's Equitable Workforce Plan and goals.

2. Has your agency established an equity team? ☒ Yes ☐ No
If so, please identify team members.

Lara Mainella, Adriana Peguero, Jill Bender, Mike May, Patricia Lauten, Amber McReynolds.

3. Short-term goals:

- a. Agency short-term goal #1: **Encourage administrative support staff to attend trainings, both within and outside of the City of Madison.**

- i. If the goal was met, what a new goal for 2018 will be:

Continue to encourage professional development of administrative support staff. While seven out of eight support staff attended trainings in 2017, all were given the opportunity and encouraged to attend.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Sue Mautz

- b. Agency short-term goal #2: **Create and formalize a strategy to increase the number of non-white assistant city attorneys.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

This goal is still in progress. Staff have discussed strategies and created a draft document regarding the issue and possible strategies. The goal is to complete a final written strategy in 2018 after further discussion with Human Resources and the Department of Civil Rights.

- iii. Person(s) responsible for this goal in 2018:

Mike May

- c. Agency short-term goal #3: **Have regular all-department staff meetings (at least twice per year) and rotate the staff member that will co-facilitate the meeting.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

The City Attorney's Office only held one formal all-staff meeting in 2017. Rather than keeping the goal of two formal all-staff meetings per year, the City Attorney's Office will instead change the goal to hold regular non-mandatory meetings supplemented by a semiannual office update sent by email.

- iii. Person(s) responsible for this goal in 2018:

Mike May

- d. Agency short-term goal #4(NEW GOAL for 2018): **Continue participation in the State Bar Clerkship Diversity program.**

4. Long-term goals:

- a. Agency long-term goal #1: **Ensure all new employees receive training, are introduced, and get to meet all other employees.**

i. Progress made towards this goal in 2017:

Our agency did not make any new permanent hires in 2017. However, this goal was met with all interns and clerks that started working in the agency in 2017.

ii. Any changes we will make to make progress towards this goal in 2018:

None needed.

iii. Person(s) responsible for this goal in 2018:

Sue Mautz and Mike May

- b. Agency long-term goal #2: **Discuss race, bias, privilege, and prejudice openly and safely, with moderated conversations if needed. Have department staff attend bias and racial justice trainings offered by city staff and outside organizations.**

i. Progress made towards this goal in 2017:

Staff have increased informal and formal discussions of race, bias, privilege, and prejudice. Several staff attended trainings related to these topics such as the Women's Leadership Series, the YWCA Racial Justice Summit, and City trainings on mental illness.

ii. Any changes we will make to make progress towards this goal in 2018:

Staff will continue to be encouraged to attend trainings on bias, racial justice, privilege, and prejudice offered by the City and outside organizations.

iii. Person(s) responsible for this goal in 2018:

Mike May

- c. Agency long-term goal #3: **The Office Equity Team will take on wellness and culture issues in 2017.**

i. Progress made towards this goal in 2017:

Due to the size of the Department, the Equity Team has incorporated the issues of wellness and culture in lieu of developing a separate committee. The City Attorney's Office offers flexible hours such as flextime and professional time that allow employees to attend wellness and culture activities such as yoga or participation in a sports league. Occasionally, an office member will announce an informal office break that promotes wellness such as "planking" in the breakroom.

ii. Any changes we will make to make progress towards this goal in 2018:

Wellness and culture opportunities will be increased and shared with all staff on a regular basis.

iii. Person(s) responsible for this goal in 2018:

Amber McReynolds

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 0 (There were no new hires in 2017)
Provide copies of all completed uses. (Not applicable)
- b. How many times did your agency use the Fast-Track Equity Tool? 1
Provide copies of all completed uses. (Attached Analysis of Idling Ordinance)
- c. How many times did your agency use the Comprehensive Equity Tool? 2
Provide copies of all completed uses. (Attached Analysis of Transportation Ordinance Revisions and Analysis of Madison Addiction Recovery Initiative)

Note: The City Attorney's Office is currently involved with ongoing equity tool uses such as an analysis of the street use ordinance, festival, and marches process and a review of government structure. These equity tool uses have expected completion dates in 2018.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

The City Attorney's Office promotes retention and a supportive office culture by hosting several annual potlucks and office outings. Staff regularly participate in group events such as happy hours, potlucks, an annual winter office party, baby showers, trips to the Madison Mallards, and group charity efforts. These activities build comradery and culture and offer something for everyone.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Civil Rights, Department of

Civil Rights Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	1	1	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	1	1					0				

Civil Rights Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	1	33.33%	43.90%	No	-10.57%	3	100.00%	6.20%	Yes	93.80%
2 - Professionals	8	5	62.50%	53.80%	Yes	8.70%	3	37.50%	9.80%	Yes	27.70%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	1	100.00%	9.00%	Yes	91.00%
6 - Administrative Support	2	1	50.00%	62.00%	No	-12.00%	2	100.00%	8.20%	Yes	91.80%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	14	8					9				

Civil Rights Department

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

DCR staff were notified at staff meetings about the EWP and its adoption through the legislative process.

2. Has your agency established an equity team? ☒ Yes ☐ No
If so, please identify team members.

Norman Davis, Kate McCarthy, Alyssa Riphon, Toriana Pettaway, Kirsten Vanderscheuren, Renee Frederick

3. Short-term goals:

- a. Agency short-term goal #1: **The department will assure "working with a diverse population" is included in the position descriptions of all jobs postings.**

- i. If the goal was met, what a new goal for 2018 will be:

Establish, with Human Resources, benchmarks to ensure that all successful candidates have demonstrated ability to effectively work with multicultural communities.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Felicia Jones

- b. Agency short-term goal #2: **Participation in internship programs focused on increasing the employment goal for target groups.**

- i. If the goal was met, what a new goal for 2018 will be:

Expand partnerships for internship and work-sharing programs to further advance employment goals for target groups.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Felicia Jones

- c. Agency short-term goal #3: **Cross-train EOD Investigators, Contract Compliance Specialists and Affirmative Action Specialist.**

- i. If the goal was met, what a new goal for 2018 will be:

Complete cross-training for all investigation types across Department.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Byron Bishop

4. Long-term goals:

- a. Agency long-term goal #1: **Benchmark ability to successfully work with multicultural communities.**

- i. Progress made towards this goal in 2017:

Benchmarks for candidates' ability to successfully work with multicultural communities have been included in some scoring sheets for supplemental questions.

- ii. Any changes we will make to make progress towards this goal in 2018:

Continue working with HR to promote the use of benchmarks throughout the hiring process and emphasizing the importance of applicants' abilities to successfully work with multicultural communities.

- iii. Person(s) responsible for this goal in 2018:

Felicia Jones

- b. Agency long-term goal #2: **Establish and grow strategic partnerships to develop an appropriate employment pipeline for targeted communities including people of color, women, and people with disabilities.**

- i. Progress made towards this goal in 2017:

Agency-specific trainings for Job Skills Bank (e.g. Forward Services Corporation and Wisconsin Job Service).

- ii. Any changes we will make to make progress towards this goal in 2018:

Implementing new referral system for Job Skills Bank. Working with Affirmative Action Commission to develop City work-sharing program and City agencies to develop opportunities to partner with workforce development organizations for targeted communities.

- iii. Person(s) responsible for this goal in 2018:

Felicia Jones

- c. Agency long-term goal #3: **Develop a staff that is reflective of the linguistic trends within the community.**

- i. Progress made towards this goal in 2017:

Developed Language Access Plan which includes a plan for hiring staff with other language skills as part of the five-year implementation plan.

- ii. Any changes we will make to make progress towards this goal in 2018:

- a. Partner with Human Resources to explore additional Citywide opportunities for language training in Chinese Mandarin, Hmong, and American Sign Language.
- b. Partner with Human Resources to explore additional DCR opportunities for language training in Chinese Mandarin, Hmong, and American Sign Language.

- iii. Person(s) responsible for this goal in 2018:

Jason Glozier

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 0
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 4
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

1. Perceptual Thinking Patterns training
2. Trauma Informed Care training
3. Other team-building events
4. Developing a departmental onboarding process (e.g. training plans)

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Onboarding plans for the success and retention of new employees, including classification-specific onboarding. For example, when hiring an employee who will be responsible for payroll and purchasing, each agency should set up a training schedule with MUNIS and/or the Finance Department.

Getting approval from the Department of Civil Rights on any internal postings if they are under-represented for women and/or people of color.

Increased communication between HR, DCR, and the hiring managers related to red-flagged positions, concerns with the red flag process, and the candidate the agency would like to hire.

Clerk's Office

Clerk's Office Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	5	4	80.00%	62.00%	Yes	18.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	5	4					0				

Clerk's Office Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	1	1	100.00%	43.90%	Yes	56.10%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	7	4	57.14%	57.90%	No	-0.76%	2	28.57%	9.00%	Yes	19.57%
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	8	5					2				

City Clerk

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Our office discussed the Equitable Workforce Plan at our regular morning meetings. The office Coordinator sent an email that explained the Equitable Workforce Plan and its details. The email also outlined the role of the Coordinator.

Many members in the office participate in various Racial Justice and Social Equity Initiative teams, which have helped to highlight tool usage, among other things.

The equity tools were used for the hiring process as well as various office projects.

2. Has your agency established an equity team? ☒ Yes ☐ No

If so, please identify team members.

Jennifer Haar, Maribeth Witzel-Behl

3. Short-term goals:

- a. Agency short-term goal #1: **All interview panelists for the City Clerk's Office positions will take implicit bias tests and Affirmative Action/Equal Employment Opportunity training, identified through work with Human Resources and Civil Rights, within a week of conducting interviews.**

- i. If the goal was met, what a new goal for 2018 will be:

Continue requiring all interview panelists to use the implicit bias test within a week of conducting interviews, and seek interview panelists who practice mindfulness on a regular basis because studies indicate that mindfulness reduces bias.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Jennifer Haar

- b. Agency short-term goal #2: **Expand our recruitment strategies and establish good referral channels by partnering with agencies to reflect the demographics of our community for all positions in the City Clerk's Office including election officials and chief inspectors. All full-time City Clerk's Office positions and chief inspectors will take implicit bias tests.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

All full-time City Clerk Office staff and current Chief Inspectors have taken the implicit bias tests. Newly recruited Chief Inspectors will be required to take the implicit bias tests within a year.

We continue to expand our recruitment strategies and establish good referral channels. We used the equity tool to aid in the issue of hiring practices and retention of election officials. Recommendations from the sessions will be implemented in 2018.

- iii. Person(s) responsible for this goal in 2018:

Jennifer Haar

- c. Agency short-term goal #3: **Define our commitment to Affirmative Action/Equal Employment Opportunities, incorporate into our current office mission statement and display this commitment on our website and through our job postings and interview panel material, reflecting any demographics we are missing. Work with Human Resources and minority applicants to gather feedback on our hiring process to identify areas of improvement.**

- i. If the goal was met, what a new goal for 2018 will be:

We will continue using the equitable hiring tool for every job posting. In addition to the demographics of our office reflecting the community we serve, we also want the demographics of the pool of candidates presented to our office for interviews to reflect our community.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We have asked Human Resources to provide us with data on the steps of the application process where applicants of color were disqualified from being interviewed for the Deputy Clerk position that was filled in 2017.

- iii. Person(s) responsible for this goal in 2018:

Jennifer Haar

4. Long-term goals:

- a. Agency long-term goal #1: **Office demographics reflect the demographics of the community by tracking hires.**

- i. Progress made towards this goal in 2017:

We had one full-time City Clerk's Office hire in 2017. This was for a Deputy City Clerk. We applied the equity tool to the hiring process itself. Based on Human Resources feedback, we received a measurable increase in the number of applications from women and people of color. These groups also progressed farther through the hiring process than previous position hires.

We had three high school interns. Two were people of color and all three were from lower income families.

- ii. Any changes we will make to make progress towards this goal in 2018:

We will use the equitable hiring tool for all positions we post in 2018.

- iii. Person(s) responsible for this goal in 2018:

Jennifer Haar

- b. Agency long-term goal #2: **Election official demographics reflect the demographics of our community.**

- i. Progress made towards this goal in 2017:

We regressed in this area. In 2017 we had fewer African Americans working at the polls than we had in 2016.

- ii. Any changes we will make to make progress towards this goal in 2018:

We used the comprehensive equity tool to develop a plan to establish better election official recruitment, election official retention, and polling place work culture.

- iii. Person(s) responsible for this goal in 2018:

Maribeth Witzel-Behl

- c. Agency long-term goal #3: **Election chief inspector demographics reflect the demographics of our community.**

- i. Progress made towards this goal in 2017:

We surveyed all election officials in late 2017, and started compiling voluntary demographic data from our Chief Inspectors.

- ii. Any changes we will make to make progress towards this goal in 2018:

We will be able to track our progress as we continue collecting voluntary demographic data.

- iii. Person(s) responsible for this goal in 2018:

Maribeth Witzel-Behl

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? Once: Deputy Clerk Position
Provide copies of all completed uses.

- b. How many times did your agency use the Fast-Track Equity Tool? Three: Budget, Office Procedures & Expectations, Work Plan
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? Twice: Election Official Recruitment & Retention, Statement of Interest
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Participation from the entire agency - everyone (in the office and on the office equity team) was involved either as a participant or as a leader of a project requiring the usage of an equity tool. The more the process is used, the easier it gets to apply the lens to everything.

Our office reserves one morning meeting a week to discuss equity issues seen in the news, in Madison, in our personal lives. Keeping equity in the forefront of our minds helps us to build the habit of applying an equity lens every day to everything we do.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Everyone from the Department Head down, needs to buy into the process. Patience with the learning process is necessary. Practice is necessary as well. Think about all the processes and procedures an office has and pick a few to work on each year. These can be made into the office goals.

Common Council

Common Council Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	0	0					0				

Common Council Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	1	0	0.00%	43.90%	No	-43.90%	1	100.00%	6.20%	Yes	93.80%
2 - Professionals	1	1	100.00%	53.80%	Yes	46.20%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	1	1	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	4	3					1				

Common Council

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Agency Workforce Plan adopted by the Common Council (Legislative File No. 47030)

2. Has your agency established an equity team? ☐ Yes ☒ No

If so, please identify team members.

3. Short-term goals:

- a. Agency short-term goal #1: **Increase number of community based organizations involved in solicitation of available City employment, and information from HR regarding the number of racial/ethnic, female, and disabled applicants.**

- i. If the goal was met, what a new goal for 2018 will be:

Continue to find community based organizations/outlets where Council members can share city employment information with under-represented populations within their districts.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Common Council Members / Kwasi Obeng, Council Chief of Staff

- b. Agency short-term goal #2: **Perform cultural climate surveys and completion of culture and engagement accountability survey.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Perform cultural climate surveys and completion of culture and engagement accountability survey.

- iii. Person(s) responsible for this goal in 2018:

Kwasi Obeng, Council Chief of Staff

- c. Agency short-term goal #3: **New affirmative action hire(s), meeting availability numbers in each job family code.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Continue with new affirmative action hire(s), meeting availability numbers in each job family code as vacancies occur within the office.

- iii. Person(s) responsible for this goal in 2018:

Kwasi Obeng, Council Chief of Staff

4. Long-term goals:

- a. Agency long-term goal #1: **Training: The number of trainings attended by each employee, certifications awarded via training. Each employee attend one (1) training in 2017.**

- i. Progress made towards this goal in 2017:

Minimal.

- ii. Any changes we will make to make progress towards this goal in 2018:

Continue to encourage employees to attend at minimum two (2) training events in 2018.

- iii. Person(s) responsible for this goal in 2018:

- Kwasi Obeng, Council Chief of Staff
- b. Agency long-term goal #2: **Promotions: Tracking employee history and changes in job class and job family codes over time.**
- Progress made towards this goal in 2017:
No changes in 2017.
 - Any changes we will make to make progress towards this goal in 2018:
Additional employees in 2018 will contribute toward progress in this area.
 - Person(s) responsible for this goal in 2018:
Kwasi Obeng, Council Chief of Staff
- c. Agency long-term goal #3: **Culture: MCODT shows an increase in at least one level toward a multicultural organization**
- Progress made towards this goal in 2017:
0
 - Any changes we will make to make progress towards this goal in 2018:
Increase in at least one level toward a multicultural organization as opportunities occur.
 - Person(s) responsible for this goal in 2018:
Kwasi Obeng, Council Chief of Staff
5. Equity Tools:
- How many times did your agency use the Equitable Hiring Tool? 1
Provide copies of all completed uses. – Contact Human Resources Department for information.
 - How many times did your agency use the Fast-Track Equity Tool? 0
Provide copies of all completed uses.
 - How many times did your agency use the Comprehensive Equity Tool? 0
Provide copies of all completed uses.
6. Successful Practices:
- Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?
Equitable Hiring Tool used in Chief of Staff position creation.
 - Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?
N/A

Employee Assistance Program

Employee Assistance Program Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	0	0					0				

Employee Assistance Program Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	2	2	100.00%	53.80%	Yes	46.20%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	3	3					0				

Section I – Cover Page



Employee Assistance Office Equitable Workforce Plan (2015-2020 Affirmative Action Plan)

Submitted by:
Employee Assistance Office

Equitable Workforce Plan Review Committee:
Tresa Martinez, EAP Administrator
tmartinez@cityofmadison.com

Sherri Amos, Civil Rights Coordinator
samos@cityofmadison.com

Sherri Amos, Program Assistant

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www.cityofmadison.com/employee-assistance-program

Section II – Introduction of Plan

This Equitable Workforce Plan (Affirmative Action Plan) is a collaboration between our department, the Department Civil Rights (DCR), and Human Resources (HR), with ultimate responsibility falling on each individual department for goal setting and implementation, with support from DCR and HR.

Section III – Staff Responsibility

Our agency head Tresa Martinez, EAP Administrator, or their replacement, is responsible for implementation of our Affirmative Action Plan.

3/27/2018-EAP EWP 1-5-18.docx

Section IV – Department Data

The City of Madison's goal is to have a workforce that demographically represents our community.

Currently, the Madison community demographics and our departmental demographics are as follows:

(The data used for this section includes the five year population estimates from American Community Survey for 2013. It includes the City of Madison and the Town of Madison. This is to assure data is tracked over time, as the Town will be annexed in the future. Department data is from July 30, 2015 and includes all employees, including hourly and seasonal employees.)

Insert demographic chart here

Currently, the availability data for our department is as follows:

(This data is from the permanent employees and U.S. census 2010 EEO Data Tool for the Madison, WI Statistical Area (MSA) which includes Columbia, Dane, and Iowa counties.)

Insert job family data for your department here

Currently, our demographics [choose one]:

- ☐ Do match the community.
☒ Do not match the community.

Other data utilized to inform goal settings includes:

(Check at least 3 and paste below. Examples of data sources or an idea of where to find the data source are in parenthesis:)

- ☒ Industry-specific data (Industry websites, Department of Labor: <http://www.dol.gov>)
☐ Education data specific to a particular field (call/email/visit websites for local, regional, and national high schools/universities/colleges)
☐ Permanent versus hourly data (MUNIS – HR/DCR/Finance)
☐ Turnover data for your department (MUNIS – HR/Your department)
☒ Previous recruitment data and/or applicant data for your department (MUNIS – HR/DCR)
☐ Previous data regarding utilization of AASPIRE or Wanda Fullmore Interns (Department)
☐ Customer feedback data (Department)
☒ Employee feedback data (Human Resources or Department)
☐ Neighborhood Indicators: (<http://madison.apl.wisc.edu>)

HOUSEHOLD DATA
ANNUAL AVERAGES
11. Employed persons by detailed occupation, sex, race, and Hispanic or Latino ethnicity
[Numbers in thousands]

Occupation	Total employed	2016 Percent of total employed			
		Women	Black or African American	Asian	Hispanic or Latino
Total, 16 years and over	151,436	46.8	11.9	6.1	16.7
Community and social service occupations	2,612	65.5	18.6	3.4	12.1
Counselors	869	73.0	19.6	2.7	11.6
Social workers	781	81.5	22.7	3.0	13.8
Probation officers and correctional treatment specialists	102	57.4	21.0	1.3	14.3
Social and human service assistants	184	80.5	21.6	2.6	14.1
Miscellaneous community and social service specialists, including health educators and community health workers	89	74.9	20.4	2.5	16.1
Clergy	436	17.6	11.8	5.9	9.1
Directors, religious activities and education	78	55.0	3.1	4.2	9.9
Religious workers, all other	73	64.4	7.4	7.9	8.0

Applicant Flow by Ethnicity Report - [2016-00193] Employee Assistance Specialist

Step	Group	Start	Passed
1. Application Received	Hispanic or Latino	4	4
	American Indian or Alaskan Native	0	0
	Asian	5	5
	Black or African American	12	12
	Native Hawaiian or Other Pacific Islander	0	0
	White or Caucasian	68	68
	Other/Multi Racial	5	5
	Unknown	2	2
	Total:	96	96
2. MQs	Hispanic or Latino	4	3
	American Indian or Alaskan Native	0	0
	Asian	5	1
	Black or African American	12	1
	Native Hawaiian or Other Pacific Islander	0	0
	White or Caucasian	68	27
	Other/Multi Racial	5	4
	Unknown	2	1
	Total:	96	37

Applicant Flow by Ethnicity Report - [2015-00368] Program Assistant 1 - Employee Assistance Program

Step	Group	Start	Passed
1. Application Received	Hispanic or Latino	4	4
	American Indian or Alaskan Native	2	1
	Asian	6	6
	Black or African American	19	18
	Native Hawaiian or Other Pacific Islander	0	0
	White or Caucasian	90	90
	Other/Multi Racial	4	4
	Unknown	0	0
	Total:	125	123
2. MQs	Hispanic or Latino	4	2
	American Indian or Alaskan Native	1	0
	Asian	6	3
	Black or African American	18	5
	Native Hawaiian or Other Pacific Islander	0	0

	White or Caucasian	90	54
	Other/Multi Racial	4	2
	Unknown	0	0
	Total:	123	66

Section V – 2016 Department-Specific Goals

After reviewing the above data and assessing our department in the areas of: Hiring, Recruitment, Orientation, Onboarding, Promotion, Retention, Culture, and Training (see appendix below), the following goals for 2016:

Goal 1:

Category: Orientation

Data measure:

Goal: Create EAP Employee Handbook and apply the Equity Tool to this document.
Data Measure: City Policies and Procedures, EAP Operations Manual

We will know we are successful when:

EAP Employee Handbook will be in use as a tool for new and current staff in order that appropriate training and guidance are available to ensure success in each position.

The following individual(s) are responsible for reporting on this data every year to the department head:

Program Assistant

Goal 2:

Category: Training

Data measure:

Goal: All EAP staff will complete training in RESJI 1 in 2018.
Data Measure: Internal training records, Individual Development Plans

We will know we are successful when:

All EAP staff have completed RESJI 1 training by 12/31/18.

The following individual(s) are responsible for reporting on this data every year to the department head:

Program Assistant

Goal 3:

Category: Retention

Data measure:

Goal: Provide alternative and flexible work schedules for EAP staff, when feasible.
Data Measure: Annual evaluation of employee requests for alternate/flexible schedule and departmental/staffing needs.

We will know we are successful when:

Retention of staff through effective work/life balance.

The following individual(s) are responsible for reporting on this data every year to the department head:

Program Assistant

We will provide an update on these goals to Civil Rights for reporting to the mayor, Affirmative Action Commission, and Common Council on or before January 31, 2017.

Section VI – Long-Term Department Specific Goals

After reviewing the above data and assessing our department in the areas of: Hiring, Recruitment, Orientation, Onboarding, Promotion, Retention, Culture, and Training (see appendix below), we have determined the following goals for 2016-2020:

Goal 1:

Category: Recruitment

Data measure:

Goal: To increase diversity among EAP staff.
Data Measure: Departmental Job Family Data, Madison Community Demographics, NeoGov, Department of Labor

We will know we are successful when:

When a vacancy needs to be filled in EAP, the diversity of the applicant pool will be increased by advertising the position in professional publications and by applying the Equity Tool throughout the recruitment process.

The following individual(s) are responsible for reporting on this data every year to the department head:

Program Assistant

Goal 2:

Category: Training

Data measure:

Goal: All EAP staff will complete RESJI 2 and 3 training by 12/31/20.
 Data Measure: Internal training records, Individual Development Plans

We will know we are successful when:

All EAP staff have completed RESJI 2 and 3 training by 12/31/20.

The following individual(s) are responsible for reporting on this data every year to the department head:

Program Assistant

Goal 3:

Category: Culture

Data measure:

Goal: One or more EAP staff will join the RESJ Core Team.
 Data Measure: Internal records, Individual Development Plans

We will know we are successful when:

At least one staff member is participating in the RESJI by attending regular meetings of the Core Team and reporting back to other EAP staff.

The following individual(s) are responsible for reporting on this data every year to the department head:

EAP Specialist

We will report on these goals to Civil Rights for reporting to the mayor, Affirmative Action Commission, and Common Council at the end of each year.

Section VII – 2016 RESJI Tool Use

We will utilize the Racial Equity and Social Justice Racial Equity Impact Analysis tools three times in 2016. At least one of these tool applications will be on a hiring decision, if a hiring decision is made in 2016. The tool results will be attached to our end of year report in 2016.

Some examples of things that we may utilize the tool for:

- Hiring decision
- Policy or procedure development
- Community engagement meeting or plan
- Budget
- Contracts and purchasing
- Strategic plans
- Work plans
- Funding decisions
- Promotional decision or process

- Partnerships and collaborations

The Racial Equity and Social Justice Team is available to assist departments facilitation of tool application. We will report on the tool applications in our update to Civil Rights, the Mayor, the Affirmative Action Commission, and the Common Council on or before January 31, 2017.

The following individual(s) will be responsible for the RESJI tool implementation:

Program Assistant

Section VIII – Policy Statement

We are committed to a workplace free of harassment and discrimination. Our agency assures all employees receive training on the Prohibited Harassment and/or Discrimination (APM 3-5) policy every three years, and any complaints or concerns are immediately investigated or referred to the Department of Civil Rights for investigation.

- APM 3-5: www.cityofmadison.com/mayor/apm/3-5.pdf

Section IX – Personnel and Other Employment-Related Policies

We will have non-discriminatory personnel and employment related policies. These policies and practices will be applied in a fair and uniform manner to achieve equal employment opportunity. We will continuously review our personnel and employment-related policies and procedures. We will take whatever action is necessary to correct those that are found to be discriminatory and/or have a disparate impact on racial/ethnic affirmative action group members, women and people with disabilities. Such review will include, but not be limited to, the following:

Dissemination of Policy Statement and Plan	Yes	No ¹
1. Include policy statement and reference to Affirmative Action Plan in policy manual.	<input checked="" type="checkbox"/>	
2. Prominently display "EEO/AA Employer" on employee bulletin boards and/or areas frequented by employees on a daily basis, and City Public Works project sites.	<input checked="" type="checkbox"/>	
3. Display "equal employment opportunity/affirmative action employer" in all employment-related advertising.	<input checked="" type="checkbox"/>	
Recruitment		
4. Review position descriptions form to ensure that minimum qualifications are bias-free and job-related.	<input checked="" type="checkbox"/>	
5. Encourage current racial/ethnic and female employees, and employees with disabilities to assist in the recruitment of prospective racial/ethnic and female applicants.	<input checked="" type="checkbox"/>	
6. Review scope and methods of recruitment to ensure that prospective racial/ethnic affirmative action group, female applicants and applicants with disabilities are being reached.	<input checked="" type="checkbox"/>	

¹ If NO, state the reason and date it will be implemented.

Dissemination of Policy Statement and Plan	Yes	No ¹
7. Establish selection criteria that accurately identify actual skill requirements of jobs, including an essential functions job evaluation for applicants with a disability.	<input checked="" type="checkbox"/>	
Selection Criteria		
8. Use reliable and unbiased screening methods (oral and written tests, interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability.	<input checked="" type="checkbox"/>	
9. Establish selection criteria that accurately identify actual skill requirements of jobs, including an essential functions job evaluation for applicants with a disability.	<input checked="" type="checkbox"/>	
10. As a result of this plan, each department will have underutilization goals which will determine when positions are red flagged. Hiring managers will provide a justification for hiring the selected candidate to Civil Rights for every red flagged position before making an employment offer.	<input checked="" type="checkbox"/>	
Staff Development		
11. Ensure all employees equal access to training & promotional opportunities.	<input checked="" type="checkbox"/>	
12. Review training programs, promotional opportunities and seniority systems to ensure that they are nondiscriminatory.	<input checked="" type="checkbox"/>	
13. Take affirmative steps to provide promotional and career advancement opportunities, including compensable training to affirmative action group members.	<input checked="" type="checkbox"/>	
Harassment-Free Work Environment		
14. Ensure a harassment-free work environment for all employees.	<input checked="" type="checkbox"/>	
15. Be sure that all managers and supervisors know their responsibility for eliminating harassment.	<input checked="" type="checkbox"/>	
16. All permanent employees attend APM 3-5 training every three years, and every hourly employee receives a copy of the policy each time they begin employment.	<input checked="" type="checkbox"/>	
Complaint Procedures		
17. Make certain that all employees are aware of the appropriate person(s) to whom discrimination and harassment complaints should be made.	<input checked="" type="checkbox"/>	

Appendix A – Assessments

Departments insert Assessments from Excel Here

The department received feedback from the following groups in completing the assessments:

- ☐ Civil Rights Coordinator experiences
- ☐ Anecdotal experiences heard from other City Employees
- ☐ Department Head
- ☐ One or more other managers in my department
- ☐ Professional level staff in my department
- ☐ Front lines staff in my department
- ☐ A representative from Racial Equity & Social Justice team

- ☐ A representative from the Multicultural Affairs Committee
- ☐ A representative from the Women's Initiates Committee
- ☐ A representative from my department's culture and engagement team
- ☐ A representative from employee association (MPSEA, Unions, etc.)
- ☐ An idea from another city department
- ☐ None of these

Engineering Division

Engineering Division Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	2	0	0.00%	53.80%	No	-53.80%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	4	2	50.00%	57.90%	No	-7.90%	3	75.00%	9.00%	Yes	66.00%
6 - Administrative Support	1	1	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	7	3					3				

Engineering Division Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	5	2	40.00%	43.90%	No	-3.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	55	16	29.09%	53.80%	No	-24.71%	4	7.27%	9.80%	No	-2.53%
3 - Technicians	37	6	16.22%	50.80%	No	-34.58%	2	5.41%	10.80%	No	-5.39%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	6	5	83.33%	57.90%	Yes	25.43%	1	16.67%	9.00%	Yes	7.67%
6 - Administrative Support	1	1	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	36	0	0.00%	6.30%	No	-6.30%	5	13.89%	5.90%	Yes	7.99%
8 - Service Maintenance	9	4	44.44%	43.30%	Yes	1.14%	1	11.11%	13.40%	No	-2.29%
TOTAL	149	34					13				

Agency Questionnaire:
2017 Progress of the Equitable Workforce Plan

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The 2017 annual update was reviewed by the Engineering Division's RESJ Team. In 2018 we will email all Division employees to make them aware of the Engineering Division's Equitable Workplace Plan and goals.

2. Has your agency established an equity team? ☒ Yes ☐ No

If so, please identify team members.

Christy Bachmann, Brynn Bemis, Lisa Coleman, Kathy Cryan, Megan Eberhardt, Jeanne Hoffman, Lori Janusz, Johanna Johnson, Daniel Olivares, Matt Parks, Jorge Rincon-Hernandez, Adam Vandenhuevel, Emann Abdel-Halim and Karl Van Lith.

3. Short-term goals:

- a. Agency short-term goal #1: **When candidates are solicited from outside of the Organization, the Engineering Division will strive to meet the target goals for women and people of color, based upon meeting or exceeding Local, State, or National applicant availability, whichever is determined most appropriate for a given job / job family.**

- i. If the goal was met, what a new goal for 2018 will be:

The Engineering Division met the goal of continuing improvement in hiring women and persons of color. In 2017 the Division made 42 new hires and promotions. Women accounted for 26.19% of these personnel actions; people of color for 28.57%.

This will continue to be an area of focus and a short-term goal in 2018.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Kathy Cryan, Deputy City Engineer

- b. Agency short-term goal #2: **The Engineering Division shall establish a network of contacts for use in advertising job openings, with the objective of reaching more women or people of color. Contacts may be specific to the job opening and can change frequently.**

- i. If the goal was met, what a new goal for 2018 will be:

In 2017 the Engineering Division established a core network of contacts to expand our outreach and recruitment network for job openings (Attachment A). Additionally, a position specific outreach and recruitment plan was developed for each position advertised on an open and competitive basis (Attachment B). The Division also participated in a number of outreach activities to recruit applicants for existing and future job openings as well as expose participants in careers in the Engineering Division (Attachment C).

This will continue to be an area of focus and short-term goal in 2018.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Kathy Cryan, Deputy City Engineer

- c. Agency short-term goal #3: **The Engineering Division RESJI Team shall look at all of the 8 Equitable Workforce Plan categories (Hiring, Recruitment, Orientation, Onboarding, Promotion, Retention, Culture, Training), review the progress and accomplishments of 2017 and determine the priorities for 2018 and going forward. The Team shall identify any specific project they may be able to undertake.**

- i. If the goal was met, what a new goal for 2018 will be:

Progress made on this goal in 2017 is summarized below:

Hiring

- Increased use of Equitable Hiring Tool.
- Position descriptions are reviewed and updated prior to advertising to assure they only include job related training and experience requirements.
- Women and people of color serve on interview panels.
- A RESJ-related questions is included in interviews.
- Benchmarks are developed for interview questions to assure scoring is objective.
- Credit for non-paid experience incorporated into Supplemental Questions.

Recruitment & Outreach

- Developed and implement an email distribution list to notify diverse community partners of employment opportunities with the Engineering Division.
- Developed individualized position specific outreach and recruitment plans for job openings.
- Participated in a number of recruitment and outreach events.
- Solicited ideas from diverse staff as to ideas on recruitment and outreach resources.
- All Division employees notified of each hiring and promotional opportunity requesting their assistance in referring candidates via email.

Onboarding

- Worked on formalizing and enhancing our onboarding process.
- Established an internal team to review each section's current practice.
- Met with newer employees to get their feedback on how we can improve our onboarding process.
- Developed a standardized process which meets our unique needs.
- Developed and implemented Welcome Letter from City Engineer and FAQs to be sent to new hires prior to start date.
- Developed a PowerPoint presentation to welcome new employees and provide information on the Division, their role, policies, procedures and work rules.

The team will continue to work on this goal in 2018.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

iii. Person(s) responsible for this goal in 2018:

Kathy Cryan, Deputy City Engineer

4. Long-term goals:

- a. Agency long-term goal #1: **Improve employment opportunities for High School age and young adults by participation in the City's AASPIRE program and the Summer High School Intern Program. Both promote bringing in under-represented employees for a given employment area and introducing them to the profession or field of employment, for increased representation in the long term.**

i. Progress made towards this goal in 2017:

The Engineering Division regularly participates in a number of programs to provide high school age and young adults real world exposure to work in the architectural and engineering fields.

In 2017 the Engineering Division provided 3 internship opportunities for high school students through the Wanda Fullmore Summer High School internship program. Interns were placed in the Facilities Maintenance, Facilities Management, and Sewer & Drainage sections.

In 2017 we provided AASPIRE internship opportunities for two college students. One was placed in Facilities Management and the other in Sewer & Drainage. A third intern was hired outside of the AASPIRE program and placed in Facilities Maintenance.

Engineering also continued its partnership with Operation Fresh Start (OFS) to provide employment training opportunities through their Pathways Program. OFS provides a supervised crew to work on conservation and environmental stewardship projects in Madison Stormwater Utility owned lands. Engineering expanded funding of program in 2017 and will continue it in 2018. In addition to the direct benefits of this program, the partnership with OFS has provided Engineering an opportunity to expand its recruitment efforts for new hires and provided a more diverse pool of candidates. In 2017 Engineering two former OFS trainees (one female and one person of color) were hired as seasonal employees to perform landscape maintenance for City medians and facilities. One of these seasonal employees was then promoted to a permanent position in Engineering.

The Engineering Division is committed to the long-term success of these programs and will continue its participation in 2018.

ii. Any changes we will make to make progress towards this goal in 2018:

iii. Person(s) responsible for this goal in 2018:

Kathy Cryan, Deputy City Engineer

- b. Agency long-term goal #2: **This goal is hiring thru a 'mentoring' process. City Engineering will take advantage of opportunities to extend promising, under-represented AASPIRE participants by hiring them as an hourly employee. We will take advantage of opportunities to hire promising, under-represented hourly employees as permanent employees with "trainee" designation.**

i. Progress made towards this goal in 2017:

The Engineering Division has been successful at hiring recent engineering school graduates with little to no work experience on an hourly basis and mentoring them in preparation to successfully compete for permanent positions within the Engineering Division. This strategy has been successful in increasing the number of women and persons of color employed as engineers within our agency. In 2017 we promoted two hourly engineers to permanent engineer positions. One of these was originally hired as an AASPIRE intern in 2016. One of these two hires was female, the other a person of color.

This strategy has also been effective with other types of position. In 2017 Engineering promoted three seasonal laborers to permanent entry level positions. One of these hires was female; two were people of color. One had originally been with the OFS program.

Out-of-Class Training and Work Opportunities – Each year employees in Operations are provided the opportunity to identify higher level positions in which they are interested. Employees are then provided initial training and then afforded the opportunity to work in the higher level positions on an out-of-class basis. This provides those who participate to the opportunity to expand their experience and be in a better position for promotional opportunities as they arise.

Wastewater Operator Certification - In conjunction with Human Resources implemented a voluntary certification program for Sewer and Drainage Maintenance Tech 1s. Upon certification employees are promoted Sewer and Drainage Maintenance Tech 2. Two employees have received certification and been promoted to Tech 2. Both employees were among those who applied for recent supervisory vacancy with the one being selected for this promotion.

Overall, the Engineering Division makes a significant investment in each employee it hires, to mentor and promote their professional development. This investment provides us with qualified employees eligible to compete for promotional opportunities. Promoting from within is essential for retention. It keeps people motivated to do their jobs effectively and efficiently. Hiring external candidates despite having highly qualified internal candidates can be viewed as demoralizing and lead to the loss of highly qualified employees. Hiring from within promotes internal relationships. This capitalizes on the sense of community that we are looking to create. Additionally, each internal promotion typically results in additional promotional opportunities providing more than one person the opportunity to advance their career with the Engineering Division. Our focus on mentoring and developing our employees will continue in 2018.

- ii. Any changes we will make to make progress towards this goal in 2018:

We are looking at implementing a formal job shadowing program to expose employees to other opportunities within the Division as well as have them gain an understanding and respect for the work of others.

- iii. Person(s) responsible for this goal in 2018:

Kathy Cryan, Deputy City Engineer

- c. Agency long-term goal #3: **This goal is to increase representation for persons of color and /or females in the skilled jobs field by establishing a training program. Graduates could possibly move to City employment, but be very employable within the community at large.**

- i. Progress made towards this goal in 2017:

This was the second year of operation for the Engineering Division's GreenPower Program (Attachment D). This is a 6-month program that provides classroom and on-the-job training in the construction of PV systems installed on City facilities. The program was implemented in partnership with WRPT/Big Step and IBEW Local 159. The goal of the program is to identify

women and people of color who are interested in a career in the electrical trade, provide training and hands-on experience and assist them in gaining employment at the end of the program.

Two trainees successfully completed this program in 2017. Both were people of color. Both have obtained employment in the electrical industry. One trainee is now an electrical apprentice for a local contractor; the other was hired as an electronics and instrumentation technician.

The pilot program has been very successful and Engineering has incorporated continuation of the program into its budget.

- ii. Any changes we will make to make progress towards this goal in 2018:

The Engineering Division is exploring creating an HVAC apprenticeship to assure that we have trained and experienced staff in line to replace existing employees as they retire.

- iii. Person(s) responsible for this goal in 2018:

Kathy Cryan, Deputy City Engineer

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 4
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 2
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Position specific Outreach & Recruitment plans.
GreenPower Solar Installer Training Program.
Hiring AASPIRE interns as hourly employees and mentoring them to successfully compete for permanent positions.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Finance Department

Finance Department Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	0	0.00%	57.90%	No	-57.90%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	1	0	0.00%	62.00%	No	-62.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	2	0					0				

Finance Department Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	4	2	50.00%	43.90%	Yes	6.10%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	21	12	57.14%	53.80%	Yes	3.34%	2	9.52%	9.80%	No	-0.28%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	6	6	100.00%	57.90%	Yes	42.10%	1	16.67%	9.00%	Yes	7.67%
6 - Administrative Support	8	7	87.50%	62.00%	Yes	25.50%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	39	27					3				

Finance Department

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Finance hosted all staff meetings two times in 2017. The Equitable Workforce Plan was discussed at both meetings.

2. Has your agency established an equity team? ☒ Yes ☐ No
If so, please identify team members.

Kara Kratowicz, Teresa Blackburn, Brian Pittelli, Mike Quieto, Travis Martin

3. Short-term goals:

- a. Agency short-term goal #1: **Provide name plates for each employee's work station to assist new employees in identifying their co-workers' names and locations by year-end 2017.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met in 2017. Achieving this goal was an effort of many and required significant negotiation around workplace culture to make a reality. The goal for 2018 will be to formalize a peer mentoring program for all new hires in Finance.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Not applicable.

- iii. Person(s) responsible for this goal in 2018:

Travis Martin

- b. Agency short-term goal #2: **Hold annual department-wide meeting to update employees on departmental goals, budget, issues of interest by the first quarter of 2017. We will revise the content of the meetings on an ongoing basis to keep up with staff requests for updated department information and to discuss topics of interest.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met in 2017. The goal for 2018 will be to continue to host department-wide meetings and to train all Finance staff on RESJI Part 1 at one of the annual department-wide meetings.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Not applicable.

- iii. Person(s) responsible for this goal in 2018:

Dave Schmiedicke

- c. Agency short-term goal #3: **Compile an internal list of recruitment sources (civic, educational, professional organizations). Request employees to provide contact information for their alma mater and other groups to which they belong to expand recruitment/outreach efforts when positions become vacant. Collaborate with Human Resources to expand this list.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was not met because of certain challenges: We believe that time constraints and other pressing commitments for our employees prevented them from putting as much effort into this goal as was necessary.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

At one of the all staff meetings in 2018, we will solicit ideas from all Finance staff to meet this goal.

- iii. Person(s) responsible for this goal in 2018:

Kara Kratowicz

4. Long-term goals:

- a. Agency long-term goal #1: **Prepare an in-house organizational chart on Internet/SharePoint identifying employee, position title, contact information, area for employee feedback. Include photos of employees.**

i. Progress made towards this goal in 2017:

The Finance Department continues to maintain an active internal Finance Department SharePoint site containing a list of all department employees and their areas of responsibility. We completed adding employee photos – something that we believe will assist new employees in the onboarding process.

ii. Any changes we will make to make progress towards this goal in 2018:

In 2018, we will work toward adding an area for employee feedback.

iii. Person(s) responsible for this goal in 2018:

Mike Quieto

- b. Agency long-term goal #2: **By 2018 increase all-staff meetings to quarterly. Use this time (2-3 hours) for departmental updates and equity discussions and pair with required trainings whenever possible (implicit bias, harassment, etc.). Data measure: Number of meetings held (1 in 2016; 2 in 2017, 4 in 2018).**

i. Progress made towards this goal in 2017:

In 2017, the Finance Department hosted two all staff meetings which was short of the goal of three meetings. The meetings covered a variety of topics including regular updates about the Finance Department Equity Team initiatives, activities related to strategic management and "What Works Cities" efforts to date.

ii. Any changes we will make to make progress towards this goal in 2018:

In 2018, we will work toward achieving quarterly all staff meetings. The first meeting of the year took place on January 8, 2018.

iii. Person(s) responsible for this goal in 2018:

Dave Schmiedicke

- c. Agency long-term goal #3: **Utilize internal recruitment list to build relationships with individuals/organizations. Increase the number of qualified candidates from targeted groups. Improve department demographics in new hires until we are representative of the community. Hire at least two employees who are people of color. Create a standing in-house strategy group to assist in outreach efforts. As part of our outreach efforts, we would like to include LGBT organizations and people with disabilities. Develop a List Serv group with IT.**

i. Progress made towards this goal in 2017:

In 2017, there were 7 new hires (including 2 interns). Of the 5 employees hired in the professional job category 2 are women and 2 identify as people of color. Of the 2 employees hired in the paraprofessional job category, 1 is a woman and the other is a person of color.

ii. Any changes we will make to make progress towards this goal in 2018:

In 2018, we will continue working toward achieving this goal.

iii. Person(s) responsible for this goal in 2018:

All Finance Department Managers and Supervisors

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 2
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

In 2017, we established a peer mentoring program for the onboarding of new employees. The objective is to provide a contact in the Finance Department that is external to the new employee's immediate work unit to foster relationship building across the Department. The mentor stewards the new employee through the Finance employee handbook, orients them to the City County Building and the downtown area and serves as a point of contact to help answer any questions that arise for the new employee.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Fire Department

Fire Department Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	0	0					0				

Fire Department Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	4	2	50.00%	53.80%	No	-3.80%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	14	5	35.71%	50.80%	No	-15.09%	1	7.14%	10.80%	No	-3.66%
4 - Protective Workers	398	43	10.80%	28.10%	No	-17.30%	73	18.34%	8.10%	Yes	10.24%
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	1	50.00%	9.00%	Yes	41.00%
6 - Administrative Support	5	5	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	423	57					75				

Fire Department

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

In our "Strategic Plan" for 2017 but in 2018 we will be changing the Name from "Strategic Plan" to "Strategic Work Plan" and this document will more reflect our Equitable Work Force Plan.

2. Has your agency established an equity team? ☒ Yes ☐ No

If so, please identify team members.

Price, Arthur; Nelson, Kara; Drezek, Shannon; Jones, Brandon; Belovarac, Daniel; Hairston, Lorenzo; Hiller, Anthony; Bridges, David; Hansbro, Robert; Ripp, Paul.

3. Short-term goals:

- a. Agency short-term goal #1: **Number of community based organizations involved in solicitation of available City employment, and information from HR regarding the number of racial/ethnic, female, and disabled applicants. We still focus on the community but we need to reach more people of color and women out side of the city.**

- i. If the goal was met, what a new goal for 2018 will be:

Yes, from the 2014 Process we increase the number of female applications 165 that was 10.2% of the total. The overall number of "People of Color" is about the same...

TOTAL		GENDER				RACE/ETHNICITY							
		F	M	ND	AI	A	B	H	PI	O	ND	W	
1616	100.0%	165	1435	16	13	13	99	105	6	49	21	1310	
		10.2%	88.8%	1.0%	0.8%	0.8%	6.1%	6.5%	0.4%	3.0%	1.3%	81.1%	

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We will continual to reach out to our community partners and explore more Yes, we increase the number of female applications 165 that was 10.2% of the total. The overall number of "People of Color" is about the same...

- iii. Person(s) responsible for this goal in 2018:

Division Chief Art Price

- b. Agency short-term goal #2: **To start training the staff in "RESJI". We will first train the Admin staff, front line supervisors and then the fire fighters.**

- i. If the goal was met, what a new goal for 2018 will be:

Our Leadership team has been trained, but not the front line supervisors or the fire fighters.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

In 2018 we will get the front line supervisors, the fire fighters and support staff.

- iii. Person(s) responsible for this goal in 2018:

Division Chief Art Price

- c. Agency short-term goal #3: **To increase the number of people of color and women available to hire from on new upcoming list in 2017.**

- i. If the goal was met, what a new goal for 2018 will be:

Yes, see above

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We are in a new hiring cycle so we will not know the number until later this year but it is a good star see above

- iii. Person(s) responsible for this goal in 2018:

Division Chief Price

4. Long-term goals:

- a. Agency long-term goal #1: **The continued training of staff on the topics developed by the RESJI team. The number of people attended the training use the data from our training records.**

- i. Progress made towards this goal in 2017:

Leadership Team has done the training and we will plan and schedule the rest of the Department.

- ii. Any changes we will make to make progress towards this goal in 2018:

Plan and schedule

- iii. Person(s) responsible for this goal in 2018:

Division Chief Price

- b. Agency long-term goal #2: **An increase in the number of people of color and women that compete in promotional process.**

- i. Progress made towards this goal in 2017:

Yes, the numbers seem good we have women and people of color competing in the process.
In 2016's AE Process: Total = 39 with 3 female and 10 people of color.
In 2017's LT Process: Total = 24 with 2 female and 8 people of color.

- ii. Any changes we will make to make progress towards this goal in 2018:

We are discussing the developing of a better road map for our employees. So they can better navigate what they need to do to improve/develop there SKA's Skills, Knowledge, and Abilities.

- iii. Person(s) responsible for this goal in 2018:

Leadership Team

- c. Agency long-term goal #3: **A continued and sustainable increase in the number of people of color and women available to hire from the Hiring list.**

- i. Progress made towards this goal in 2017:

Yes, we have changed the structure of our hiring process and that has increased opportunity for women and people of color within the hiring bands we use

- ii. Any changes we will make to make progress towards this goal in 2018:

Continue to work on increasing the number of diverse applicants

- iii. Person(s) responsible for this goal in 2018:

Chief Davis

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 0
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Changing the structure of our hiring process and increasing opportunity for women and people of color within the hiring bands. The outreach to our community partners to increase the diversity of our applicant pool. The RESJI training to the Leadership Team to start the conversation about "Bias," "Microaggressions" and how that affects "Equity" in our department and how we function in the community.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Fleet Service Division

Fleet Services Division Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	3	0	0.00%	62.00%	No	-62.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	3	0	0.00%	43.30%	No	-43.30%	1	33.33%	13.40%	Yes	19.93%
TOTAL	6	0					1				

Fleet Services Division Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	1	0	0.00%	43.90%	No	-43.90%	1	100.00%	6.20%	Yes	93.80%
2 - Professionals	4	0	0.00%	53.80%	No	-53.80%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	4	0	0.00%	50.80%	No	-50.80%	0	0.00%	10.80%	No	-10.80%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	2	1	50.00%	57.90%	No	-7.90%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	2	1	50.00%	62.00%	No	-12.00%	1	50.00%	8.20%	Yes	41.80%
7 - Skilled Craft Workers	24	0	0.00%	6.30%	No	-6.30%	3	12.50%	5.90%	Yes	6.60%
8 - Service Maintenance	1	0	0.00%	43.30%	No	-43.30%	0	0.00%	13.40%	No	-13.40%
TOTAL	38	2					5				

Fleet Service Division

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

In December 2017, Fleet, HR, and EAP hosted a Culture and Civility training with nearly every staff member in the division. Equity was discussed on this day along with many other topics in an open forum.

From August 2017 through December 2017, the Fleet Superintendent discussed equity goals and the importance of a respectful and diverse workplace with every single employee in the agency during 1-1 meetings and weekly senior staff meetings.

In a number of meetings with Local 236, the auto technicians' employee association, equity goals have been discussed especially in terms of hiring practices and partnering toward our common interest in equity.

2. Has your agency established an equity team? ☐ Yes ☒ No

If so, please identify team members.

No. We will plan to create one in 2018.

3. Short-term goals:

- a. Agency short-term goal #1: **Work closer with the Human Resources department to better understand where job applications are being posted in an effort to maximize potential of receiving more minority applications.**

- i. If the goal was met, what a new goal for 2018 will be:

Last year, the process was informative. We will continue working with HR to post job opportunities in places where minorities are more likely to see them.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We are going to ensure that any jobs that become available in 2018 will be posted at MATC and specifically with the minority students and alumni who attend MATC.

- iii. Person(s) responsible for this goal in 2018:

Fleet Superintendent

- b. Agency short-term goal #2: **Increase placement of job postings to specific target groups, organizations, clubs, community colleges, and other places in an effort to reach potential applicants.**

- i. If the goal was met, what a new goal for 2018 will be:

The goal was not met to our satisfaction. In the automotive industry locally as well as nationwide, there are very few women and minorities available for filling technical positions. It is my understanding that in the last few years, Fleet has attempted to hire women and minorities for open positions, including reaching out to HR and Civil Rights and minority groups, with few qualified applicants completing the process.

Even in New York City, the most diverse city in the world, fulfilling equity goals at fleet service divisions was a challenge.

There is a new strategy under way. Fleet has recently begun working closely with the Madison Metro School District and MATC to present automotive students of all backgrounds, including a number of minorities and women, what Fleet does. Fleet staff displayed fire trucks and police cars at 4 different Madison high schools with automotive classes. Fleet, HR, and Metro together hosted several batches of MATC minority students to show them the bus garage and on February 1, Fleet will host a tour of the First Street garage.

Fleet technician hires also don't need to possess a CDL for 6 months, and the City will train new staff to pass the CDL exam. This offering helps expand the base of qualified applicants from all backgrounds.

New relationships with MATC and Madison School District are paying off, as Fleet has interviewed 15 high school students to begin a hands-on internship program with garage technicians working on City equipment including fire trucks, ambulances, police cars, garbage trucks, plows, and other equipment only the City of Madison works on in aggregate in this regional area. There were more outstanding candidates than we could even offer the position to. We have selected 3 high school students to join us for 2018 spring semester on a part-time, paid basis which will also help the students achieve school credit and experience, potentially to work with the City one day full-time. One of the selected students is a minority. This program will hopefully continue every year and become a coveted aspiration for high school students of all backgrounds.

We hope that these recruiting efforts will lead to full-time employees being hired for Fleet of all backgrounds in 2018 and 2019.

-
- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

See above
 - iii. Person(s) responsible for this goal in 2018:

Fleet Superintendent
 - c. Agency short-term goal #3: **Research specific target organizations to establish potential outreach possibilities through personal contact or places where job postings could be placed.**
 - i. If the goal was met, what a new goal for 2018 will be:

In 2018, Fleet will continue to seek training for employees through HR and Civil Rights Departments on RESJI, such as subconscious bias, etc.
 - ii. If the goal was not met, what changes will be made to achieve this goal in 2018:
 - iii. Person(s) responsible for this goal in 2018:

Fleet Superintendent

4. Long-term goals:

- a. Agency long-term goal #1: **Work to make sure that the new Fleet Service building will be ADA compliant and accessible unlike the current Fleet Service central repair shop, and also have a multipurpose community room designed for all community groups including minority groups.**
 - i. Progress made towards this goal in 2017:

The designs for the new building are nearly under way. Accessibility and the community facilities have already been immersed into the designs.
 - ii. Any changes we will make to make progress towards this goal in 2018:

We will work closely with Engineering, the agency taking the lead on the new building construction, to make sure that the designs keep accessibility and the community spaces in focus.
 - iii. Person(s) responsible for this goal in 2018:

Fleet Superintendent
- b. Agency long-term goal #2: **With minority applications having been received to some degree in the past, many did not make it past the minimum qualifications. A better understanding of deficits could then be communicated to outreach groups in an effort to better prepare potential job applicants.**
 - i. Progress made towards this goal in 2017:

See above. We expect to see minority applicants with minimum qualifications in 2018 thanks to outreach with MMSD and MATC.
 - ii. Any changes we will make to make progress towards this goal in 2018:

We will continue these relationships as before to ensure minority students are exposed to Fleet Service careers.

iii. Person(s) responsible for this goal in 2018:

Fleet Superintendent

- c. Agency long-term goal #3: **Establish personal relationships with specific groups such as: Urban League, Latin American Support Group, Boys and Girls Club, Community colleges, and other resources to potentially attend job fairs or meetings to create awareness of potential job opportunities with the City of Madison and our Department**

i. Progress made towards this goal in 2017:

5. We have several retirements coming up in 2018 which will be an opportunity to hire new staff. We hope that the outreach especially through MATC will help us receive strong female or minority candidates. We now do have personal relationships with staff at MATC.

i. Any changes we will make to make progress towards this goal in 2018:

Our long-term priority is for the Fleet Service division to reflect the vibrant and diverse Madison community we live and work in. With job openings arising there is a strong potential to do this in 2018 and beyond.

ii. Person(s) responsible for this goal in 2018:

Fleet Superintendent

6. Equity Tools: N/A. We are planning to use the Equitable Hiring Tool in 2018.

a. How many times did your agency use the Equitable Hiring Tool? _____

Provide copies of all completed uses.

b. How many times did your agency use the Fast-Track Equity Tool? _____

Provide copies of all completed uses.

c. How many times did your agency use the Comprehensive Equity Tool? _____

Provide copies of all completed uses.

7. Successful Practices:

a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Please see above regarding partnerships with the Madison School District and MATC. If successful in recruiting qualified minority and women candidates, these programs could be replicated at all other agencies.

b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Human Resources Department

Human Resources Department Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	2	2	100.00%	62.00%	Yes	38.00%	1	50.00%	8.20%	Yes	41.80%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	2	2					1				

Human Resources Department Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	4	1	25.00%	43.90%	No	-18.90%	1	25.00%	6.20%	Yes	18.80%
2 - Professionals	8	6	75.00%	53.80%	Yes	21.20%	1	12.50%	9.80%	Yes	2.70%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	14	9					2				

Human Resources

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

On 1/20/17, I sent an email to the HR Group with the 2017 Equitable Workforce Plan update. In addition, I shared my role as the Civil Rights Coordinator and what I can do to help in assisting with affirmative action, equity and diversity issues in our department.

2. Has your agency established an equity team? X ☐ Yes ☐ No

If so, please identify team members.

Yes, our HR Engagement Team is now our HR Equity & Engagement Team. Members include the following: Harper Donahue, Melissa Gombar, Tory Larson, Sarah Olson, Erin Stenson, Julie Trimbell, and Bill Wick.

3. Short-term goals:

- a. Agency short-term goal #1: **100% of staff attend Implicit Bias or RESJI training.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

10 of 16 staff in HR have attended an Implicit Bias or RESJI training. This goal will remain and the CRC will contact the employee and let them know this is our goal and encourage them to sign-up. All HR Managers will be aware of which staff need yet to attend.

- iii. Person(s) responsible for this goal in 2018:

HR's Civil Rights Coordinator and employee's supervisor

- b. Agency short-term goal #2: **Establish a book club that meets every other month beginning in February that focuses on selecting books related to racial equity and social justice.**

- i. If the goal was met, what a new goal for 2018 will be:

The goal of establishing a book club was accomplished and 6 books were selected for reading in 2017. A new goal for 2018 will be to review the recommendations and implement changes out of the recommendations from the Equity Analysis of the HR recruitment process and work culture held in October 2017.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

All

- c. Agency short-term goal #3: **Increase opportunities for HR Staff to participate in cultural activities together.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We will renew this goal and ask the new HR Equity & Engagement Team to come up with ideas.

- iii. Person(s) responsible for this goal in 2018:

HR Equity & Engagement Team

4. Long-term goals:

- a. Agency long-term goal #1: **Implement Racial Equity Impact Analysis of Hiring Process List of Improvements**

- i. Progress made towards this goal in 2017:

A Racial Equity Impact Analysis was conducted on all HR practices in October 2017. DCR and outside partners from GARE and the community were included as reviewers in the

- process. A report with recommendations was generated and will be used in the 2018 Work Plan.
- ii. Any changes we will make to make progress towards this goal in 2018:
- iii. Person(s) responsible for this goal in 2018:
All
- b. Agency long-term goal #2: **Increase racial/ethnic diversity of HR Staff through use of available tools, including RESJ Analysis, Trainee Designations, etc.**
- i. Progress made towards this goal in 2017:
Yes, progress made. A bilingual hourly Administrative Clerk was hired.
- ii. Any changes we will make to make progress towards this goal in 2018:
Continue efforts.
- iii. Person(s) responsible for this goal in 2018:
All
- c. Agency long-term goal #3: **Implement Racial Equity Impact Analysis of Training List of Improvements**
- i. Progress made towards this goal in 2017:
EDOE staff did two analyses of this goal in 2017, one in March and another as part of the larger HR Racial Equity Analysis in October. These assessments highlighted the need for supervisory support of employees seeking training, through approvals of training attendance, finding ways to have job coverage while the employee was attending and passing on training opportunities. HR addressed some of the "marketing" of training program notification and assessed how to develop better programming offerings and whether a specific number of training hours should be required for all positions.
- ii. Any changes we will make to make progress towards this goal in 2018:
Marketing efforts will be improved with specific audiences identified for each session. Policy discussions will be continued on specific number of training hours or training by position requirements for all employees. Development meetings on an annual basis, as is done in groups like Water Utility and Stormwater Utility, will continue to be recommended for all agencies as part of on-going performance improvements and Performance Excellence System.
- iii. Person(s) responsible for this goal in 2018:
Karl van Lith, Melissa Gombar and Victoria Larson

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? We support all agencies in helping to get this done.
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? We support all agencies in helping to get this done.
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?
In conjunction with DCR, HR rolled out the Interview Certification training. We are excited to provide guidance to City employees and others on interviewing to improve overall City hiring practices. An on-boarding checklist was created and is now used instead of 3 and 6-month Probationary Report. All on-boarding reports are reviewed by EDOE staff to assess if any employees or agencies need attention to the process or help in creating a welcoming environment.
- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?
All City employees who sit on interview panels should attend the Interview Certification training. First groups of employees have gone through the program and more will follow in 2018.

Information Technology

Information Technology Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	10	1	10.00%	50.80%	No	-40.80%	3	30.00%	10.80%	Yes	19.20%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	12	3					3				

Information Technology Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	0	0.00%	43.90%	No	-43.90%	1	33.33%	6.20%	Yes	27.13%
2 - Professionals	42	16	38.10%	53.80%	No	-15.70%	8	19.05%	9.80%	Yes	9.25%
3 - Technicians	5	1	20.00%	50.80%	No	-30.80%	1	20.00%	10.80%	Yes	9.20%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	50	17					10				

Information Technology

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The Equitable Workforce Plan and goals have been discussed at the department wide meeting.

2. Has your agency established an equity team? x ☐ Yes ☐ No

If so, please identify team members.

Amanda Lythjohan, Molly Larson, Riki Sjachrani, Leslie Starczewski, Herb King, and Paul Kronberger

3. Short-term goals:

- a. Agency short-term goal #1: **All staff will attend RESJI training provided in-house by City staff.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met. For 2018 we will provide RESJI 3 Training for the Equity Team, budget contacts and department head.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

N/A

- iii. Person(s) responsible for this goal in 2018:

Amanda Lythjohan

- b. Agency short-term goal #2: **Representatives of MAC/WIC/RESJI will be invited to introduce their committee's activities at our all-department staff meetings.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met. For 2018 we would like to promote MAC/WIC/RESJI committee's and their activities within the IT teams and at the department wide meetings.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

N/A

- iii. Person(s) responsible for this goal in 2018:

Equity Team

- c. Agency short-term goal #3: **Utilize the hiring tool for the majority of IT permanent position vacancies. The number of times this will be used is dependent on the number of vacancies and whether we have sufficient funding to fill them.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met. For 2018 we will continue this practice for the majority of vacancies.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

N/A

- iii. Person(s) responsible for this goal in 2018:

Amanda Lythjohan

4. Long-term goals:

- a. Agency long-term goal #1: **Provide paid internship(s) each year through 2020 for women and/or people of color. At the start of 2017 we have two paid internships in progress. We will increase this as funding and other staff resources permit.**

- i. Progress made towards this goal in 2017:

We had 6 paid internships in 2017. 3 of these led to permanent position hires.

- ii. Any changes we will make to make progress towards this goal in 2018:

We plan to continue this practice in 2018 depending on available funds.

- iii. Person(s) responsible for this goal in 2018:

Amanda Lythjohan

- b. Agency long-term goal #2: **Expand our employee development efforts to include mentoring programs, cross training, job shadowing, specific assignment placement and/or succession planning.**

i. Progress made towards this goal in 2017:

9 employees were promoted.

ii. Any changes we will make to make progress towards this goal in 2018:

iii. Person(s) responsible for this goal in 2018:

Paul Kronberger

- c. Agency long-term goal #3: **Staff at the ITS-3 will be considered for training such as: City of Madison's Supervisory Academy, Leadership Development programs, Project Management and Facilitator training.**

i. Progress made towards this goal in 2017:

2 employees were sent to these trainings.

ii. Any changes we will make to make progress towards this goal in 2018:

We will identify 2-3 employees to attend Leadership Academy for 2018.

iii. Person(s) responsible for this goal in 2018:

Amanda Lythjohan

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 7; see attached
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?
Using paid internships to train and develop for permanent positions.
- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?
Using paid internships to train and develop for permanent positions.

Library, Public

Library Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	1	1	100.00%	53.80%	Yes	46.20%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	15	4	26.67%	28.10%	No	-1.43%	7	46.67%	8.10%	Yes	38.57%
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	119	85	71.43%	62.00%	Yes	9.43%	22	18.49%	8.20%	Yes	10.29%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	2	1	50.00%	43.30%	Yes	6.70%	2	100.00%	13.40%	Yes	86.60%
TOTAL	137	91					31				

Library Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	2	66.67%	43.90%	Yes	22.77%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	50	40	80.00%	53.80%	Yes	26.20%	8	16.00%	9.80%	Yes	6.20%
3 - Technicians	2	0	0.00%	50.80%	No	-50.80%	0	0.00%	10.80%	No	-10.80%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	44	30	68.18%	57.90%	Yes	10.28%	8	18.18%	9.00%	Yes	9.18%
6 - Administrative Support	28	19	67.86%	62.00%	Yes	5.86%	2	7.14%	8.20%	No	-1.06%
7 - Skilled Craft Workers	3	0	0.00%	6.30%	No	-6.30%	1	33.33%	5.90%	Yes	27.43%
8 - Service Maintenance	5	0	0.00%	43.30%	No	-43.30%	2	40.00%	13.40%	Yes	26.60%
TOTAL	135	91					21				

Library

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

I have started posting updates about the Equitable Workforce Plan on the Library's staff intranet via the Minute with a Manager blog. All staff not only have access to the blog, but they get email notifications when articles are posted. They also have the ability to comment/ask questions on each post.

2. Has your agency established an equity team? ☐ Yes ☒ No
If so, please identify team members.

3. Short-term goals:

- a. Agency short-term goal #1: **Work with Human Resources to understand recruitment strategies for positions at all levels and identify the gaps in reaching diverse communities.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We have begun using the Equitable Hiring Tool on new recruitment processes. This will become standard operating procedure as we go forward, but it is a continual improvement process. I would like to make this goal more specific for 2018 to state: Library Management and Human Resources will use the Equitable Hiring Tool on 75% of hiring processes.

- iii. Person(s) responsible for this goal in 2018:

Krissy Wick, Julie Trimbell/Emaan Abdel-Halim

- b. Agency short-term goal #2: **90% of all departing staff participate in an exit interview. 90% of all current staff participate in an annual engagement check-in. Add questions to our check-in tool that focus more on inclusivity.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

This goal was not met. Currently, we do not track exit interview numbers or staff participation in engagement check-ins, so at this point, these numbers are impossible to obtain. I would like to change the goal for 2018 to state: Questions about inclusivity will be added to the staff engagement check-in tool. An exit interview tool will also be developed including questions about inclusivity. A process for gathering data about tool usage will also be put in place.

- iii. Person(s) responsible for this goal in 2018:

Krissy Wick, Tana Elias

- c. Agency short-term goal #3: **We will track racial and ethnic diversity at each step in the hiring process for all positions.**

- i. If the goal was met, what a new goal for 2018 will be:

This data is collected by HR and reviewed by Library Management before beginning a new hiring process. A new goal for 2018 will be: We will compare the racial and ethnic diversity of our staff by library location and to neighborhood library service area demographics to determine our success in recruitment and hiring efforts.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Krissy Wick, Annie Weatherby-Flowers

4. Long-term goals:

a. Agency long-term goal #1: **Develop targeted recruitment strategies on a local, regional, and national level.**

i. Progress made towards this goal in 2017:

We have seen continual growth in the number of candidates we have for several positions, we believe due to the new marketing strategies our Community Engagement Coordinator, Annie Weatherby-Flowers, has employed. With her new outreach, our recent Library Assistant posting drew over 600 applicants (which exceeded our previous record by over 200).

ii. Any changes we will make to make progress towards this goal in 2018:

We will continue to work with Annie to leverage her local networks and have her continue to investigate regional and national channels.

iii. Person(s) responsible for this goal in 2018:

Krissy Wick, Annie Weatherby-Flowers

b. Agency long-term goal #2: **Work with Organizational Development and Training to develop a comprehensive approach to training and professional development for employees at all levels.**

i. Progress made towards this goal in 2017:

This year we were able to offer an abbreviated version of RESJI Part I to our hourly staff at our annual Staff Day event in September.

ii. Any changes we will make to make progress towards this goal in 2018:

In 2018, we are hoping to get a grant from our Foundation that would fund additional training hours for our hourly staff. We would then make more courses available to staff on paid time. We will also track attendance at RESJI trainings and work to free up permanent staff so that they can get through Parts I-III.

iii. Person(s) responsible for this goal in 2018:

Krissy Wick

c. Agency long-term goal #3: **We will apply the data collected about diversity to refine hiring processes.**

i. Progress made towards this goal in 2017:

We are making steady progress in this area. This year, we used the Equitable Hiring Tool for the first time and found it very enlightening (and easy to use). We intend to expand our use of the tool and to continue refining our hiring practices each time we post a new position.

ii. Any changes we will make to make progress towards this goal in 2018:

See our short-term goals A and C.

iii. Person(s) responsible for this goal in 2018:

Krissy Wick, Annie Weatherby-Flowers, Julie Trimbell/Emaan Abdel-Halim

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 2
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 1
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

We have had great success in modifying two of our hiring processes to increase the diversity amongst the candidates we get to interview. In one process (Library Assistants), we established a benchmarking system that gives candidates credit in six categories of customer service, which allows us a wider range of candidates. Last year, of our eight hires, four were candidates from underrepresented categories. In another process (Pages), we added a question about participation in job-training programs meant for candidates of color. If candidates have participated, they move up on the list so that they are more likely to get an interview. Again, this allows us to interview more diverse candidates (and it honors the work of many local programs).

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Mayor's Office

Mayor's Office Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	0	0.00%	57.90%	No	-57.90%	1	100.00%	9.00%	Yes	91.00%
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	1	0					1				

Mayor's Office Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	8	4	50.00%	53.80%	No	-3.80%	5	62.50%	9.80%	Yes	52.70%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	3	3	100.00%	57.90%	Yes	42.10%	1	33.33%	9.00%	Yes	24.33%
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	11	7					6				

Office of the Mayor

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Updates given during weekly staff meetings when appropriate.

2. Has your agency established an equity team? ☒ Yes ☐ No

If so, please identify team members.

Gloria Reyes/Jasmine Brey

3. Short-term goals:

- a. Agency short-term goal #1: **At least one employee who is female, of color, or disabled must be part of the interview process for all interns hired. This employee should also be part of their supervising/evaluating team. We will strive to have our intern race and gender demographic match that of the Madison community. Hiring staff will keep Madison community race and gender demographics in mind each year when hiring.**

- i. If the goal was met, what a new goal for 2018 will be:

To have a male of color also be part the supervising/evaluating team.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Enis Ragland

- b. Agency short-term goal #2: **Entire department is updated monthly by RESJI staff and/or Racial Equity Coordinator. This will be done to encourage a workplace culture where everyone has the opportunity to be a part of the racial equity conversation**

- i. If the goal was met, what a new goal for 2018 will be:

Our department is small enough that we all meet weekly. We also have a monthly meeting without the Mayor to discuss current issues we may be dealing with at that time.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Gloria Reyes/Jasmine Brey

- c. Agency short-term goal #3: **All employees will complete at least one training annually related to equity, diversity, or leadership (ex. women in leadership, YWCA racial justice summit, civil rights and diversity training, classification position description fair labor standards act, how to write a position description, Racial Equity and Social Justice 1 and 2, etc.) OR complete one training in an area that the employee feels they could use to better their chances at promotion, or to broaden their skill set.**

- i. If the goal was met, what a new goal for 2018 will be:

Employees will continue to take advantage of the trainings available. We will also alert staff to the GARE webinars that are available to all.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Gloria Reyes/Jasmine Brey

4. Long-term goals:

- a. Agency long-term goal #1: **Institutionalizing RESJI.**

- i. Progress made towards this goal in 2017:

- Resolution passed requiring staff to attend RESJI prior to June 2018.
- ii. Any changes we will make to make progress towards this goal in 2018:
We will utilize the RESJI SharePoint page to share information when we use an equity tool.
- iii. Person(s) responsible for this goal in 2018:
Gloria Reyes/Jasmine Brey
- b. Agency long-term goal #2: **Assess current status of diversity in management. Promoting diversity in management and professional positions within the City. Utilize training program method of promotion to upper level City staff positions. Establish targeted leadership programs specifically for under represented groups.**
- i. Progress made towards this goal in 2017:
All hiring initiated through our office applied the RESJI process.
- ii. Any changes we will make to make progress towards this goal in 2018:
We will continue to use these tools in all aspects.
- iii. Person(s) responsible for this goal in 2018:
Gloria Reyes/Jasmine Brey
- c. Agency long-term goal #3: **Establish employee groups/diversity councils (ex. Latino City Council or African American City Council), and find ways to bolster/offer support to already existing committees whose mission focuses on gender and/or race issues (MAC, WIC, etc.). Establish an Affirmative Action council.**
- i. Progress made towards this goal in 2017:
The Latino Community Engagement Team (LCET) that was created is ongoing.
- ii. Any changes we will make to make progress towards this goal in 2018:
Establish a City LGBTQ Resource Group as well as a Women's Issues Committee to ensure pay equity among our workforce.
- iii. Person(s) responsible for this goal in 2018:
Gloria Reyes/Jasmine Brey

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 3
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? _____
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? _____
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?
We used nationwide searches in our recruitment practices this year to help ensure a wider population sample.
- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?
SMOC rollout will use these all of these tools and help ensure all City of Madison departments do as well.

Metro Transit

Metro Transit Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	2	1	50.00%	62.00%	No	-12.00%	1	50.00%	8.20%	Yes	41.80%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	2	1					1				

Metro Transit Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	10	1	10.00%	43.90%	No	-33.90%	1	10.00%	6.20%	Yes	3.80%
2 - Professionals	39	13	33.33%	53.80%	No	-20.47%	5	12.82%	9.80%	Yes	3.02%
3 - Technicians	3	2	66.67%	50.80%	Yes	15.87%	0	0.00%	10.80%	No	-10.80%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	1	50.00%	9.00%	Yes	41.00%
6 - Administrative Support	16	15	93.75%	62.00%	Yes	31.75%	5	31.25%	8.20%	Yes	23.05%
7 - Skilled Craft Workers	46	0	0.00%	6.30%	No	-6.30%	8	17.39%	5.90%	Yes	11.49%
8 - Service Maintenance	356	74	20.79%	43.30%	No	-22.51%	121	33.99%	13.40%	Yes	20.59%
TOTAL	472	107					141				

Metro Transit

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

We have an Equitable Workforce Planning Team that meets regularly and includes representatives from various units within our agency. We also invite members of our Metro Racial Equity Team to participate in and provide input towards goals when we do things such as job fairs and analyze positions with the Equitable Hiring Tool.

2. Has your agency established an equity team? ☒ Yes ☐ No
If so, please identify team members.

Metro Racial Equity Team: Ann Schroeder, Deb Pufahl-Hughes, Katie McGrath, Will McCotry, Reva McFarlane, Roy Jones, Andrea Sanders, Nicole Sampson, Soncerethia Stone, Jenelle Kennedy, Jacqueline Wilson

We have a separate Equitable Workforce Planning Team: Ann Schroeder, Chuck Kamp, Crystal Martin, Jackie Ingram, Barry Garret, Vafa Lalani, Chue Lor, Teresa Santulli, Fran Taylor

3. Short-term goals:

- a. Agency short-term goal #1: **The hiring, educational and industry peer data we've looked at did not allow us to pinpoint specifics for why we are experiencing underrepresentation in some job classes. We will continue to review additional data. Three categories we will delve into are: 1) what the underrepresentation looks like at peer transit agencies. For those doing better than we are, what techniques are they using; 2) more specific data from previous recruitments to see why we don't have more referrals from the underrepresented groups - do we need to focus on recruitments or are they getting screened out by minimum qualifications; 3) look at more statistics from local technical schools about who is getting the training we need or similar training. In addition, continue working with the Maintenance Manager to see if we can change minimum qualifications for Class C Mechanic; Review AA and EEO plans from peer agencies and do a more focused survey of those agencies to learn from their successes; use new outreach techniques identified in 2016 through HR intern project (recruitment sources) and job fair experience.**

- i. If the goal was met, what a new goal for 2018 will be:

Send as many Metro Transit employees as possible who are regularly used for interviews, as well as members of the Equitable Workforce Planning Team and the Metro Racial Equity Team, to the bias in hiring training developed by DCR and HR.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Ann Schroeder, Crystal Martin, Chuck Kamp

- b. Agency short-term goal #2: **Continue having meetings at least 6 times a calendar year of a cross-sectional Equitable Workforce Planning group in order to work on and hone our current short and long term goals and build on them with new and adjusted goals. We would also like to work on making the team more inclusive for non-office staff. Increase the use of subcommittees to work on specific goals in order to get more work done in between larger group meetings.**

- i. If the goal was met, what a new goal for 2018 will be:

Continue having meetings at least 6 times a year and increase participation and leadership by more members. This was started in the last part of 2017 by having members volunteer on a rotating basis to create the agenda, take minutes, facilitate the meeting and schedule the meeting. We would like to continue to work on creating more leadership in the group.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:
- iii. Person(s) responsible for this goal in 2018:

All Equitable Workforce Planning Team members.
- c. Agency short-term goal #3: **Metro staff will attend at least 4 events per year targeted at building relationships with community organizations representing our underrepresented groups to help us reach out to potential applicants from those groups. Another benefit is that we can use those relationships when we need to reach out to various communities regarding decisions for which we are using the Racial Equity Analysis Tool. Build on existing relationships. Make 2 of the 4 events in 2017 new contacts to broaden our relationship base. One source of information and contacts is the current project between DCR/Public Works Team/HR to help public works agencies struggling with similar underrepresentation issues.**
 - i. If the goal was met, what a new goal for 2018 will be:

Continue to pursue relationships with other agencies that can build our reach for potential candidates. In 2018, we will focus on Operation Fresh Start and United Way.
 - ii. If the goal was not met, what changes will be made to achieve this goal in 2018:
 - iii. Person(s) responsible for this goal in 2018:

Ann Schroeder (United Way), Crystal Martin/Chuck Kamp (Operation Fresh Start)

4. Long-term goals:

- a. Agency long-term goal #1: **Develop an onboarding team/process with several goals: 1) making new people feel part of the team and making sure they have the tools/information to learn their jobs well; 2) promoting cross-cooperation and understanding between Metro Transit units; 3) using this team to develop some strategies to potentially help current employees who want to move up in the organization.**
 - i. Progress made towards this goal in 2017:

A training team that could potentially fulfill this function for one unit has been recently established in Maintenance. Maintenance staff will consult with Operations staff to see if this approach can also be used in Operations.
 - ii. Any changes we will make to make progress towards this goal in 2018:

Maintenance staff will review existing HR onboarding materials to see if the training team can be used for this purpose. Maintenance staff will also consult with Operations staff to see if this approach can also be used in Operations.
 - iii. Person(s) responsible for this goal in 2018:

Chue Lor, Jim Lehman, Crystal Martin
- b. Agency long-term goal #2: **Work with City Human Resources and the Department of Civil Rights on benchmarks to make sure applicants as well as current employees can successfully work with multicultural communities/co-workers and customers/co-workers who have disabilities.**
 - i. Progress made towards this goal in 2017:

A few professional level staff took Racial Equity and Social Justice training offered by the city. Customer Service Staff took training about how to work with people experiencing dementia.
 - ii. Any changes we will make to make progress towards this goal in 2018:

Training for transit operators about customer service and working with a variety of different people.
 - iii. Person(s) responsible for this goal in 2018:

Crystal Martin, Chue Lor, Vafa Lalani, Metro CUSS Team, Metro Instructors
- c. Agency long-term goal #3: **Educate employees about what racial equity is and make racial equity training (such as that available at the YWCA) available to all employees in the organization over time. Work with the city's RESJ Tools & Training Team to develop a training plan for transit staff.**

- i. Progress made towards this goal in 2017:

Very little progress was made toward this goal in 2017 due to RESJI Team capacity issues.

- ii. Any changes we will make to make progress towards this goal in 2018:

Use 2018 to train Metro employees as RESJI facilitators. Work on setting up a schedule for 2019 to train all represented employees, using the Traffic Engineering/Parking model (one-hour video tape used in-house with facilitators).

- iii. Person(s) responsible for this goal in 2018:

Ann Schroeder

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 4
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 1
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Working together with other agencies also having trouble hiring for entry level mechanics and keeping an open mind about what minimum qualifications really needed to be greatly improved our candidate base for those positions. Not only did we get many more candidates applying and meeting those qualifications than usual, the pool (including those we offered positions to) included at least one woman and a number of people of color.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Manager listen to other managers. Managers sharing success stories with each other at internal meetings, cross agency meetings and other ways/places managers communicate with each other can potentially help get buy-in from people in a way hearing about things from RESJI members or Civil Rights Coordinators might not.

Monona Terrace Community and Convention Center

Monona Terrace Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	25	17	68.00%	62.00%	Yes	6.00%	4	16.00%	8.20%	Yes	7.80%
7 - Skilled Craft Workers	156	38	24.36%	6.30%	Yes	18.06%	15	9.62%	5.90%	Yes	3.72%
8 - Service Maintenance	22	5	22.73%	43.30%	No	-20.57%	12	54.55%	13.40%	Yes	41.15%
TOTAL	204	61					31				

Monona Terrace Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	1	33.33%	43.90%	No	-10.57%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	13	6	46.15%	53.80%	No	-7.65%	4	30.77%	9.80%	Yes	20.97%
3 - Technicians	2	0	0.00%	50.80%	No	-50.80%	0	0.00%	10.80%	No	-10.80%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	5	5	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	8	4	50.00%	62.00%	No	-12.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	3	0	0.00%	6.30%	No	-6.30%	0	0.00%	5.90%	No	-5.90%
8 - Service Maintenance	18	2	11.11%	43.30%	No	-32.19%	7	38.89%	13.40%	Yes	25.49%
TOTAL	52	18					11				

Monona Terrace Community and Convention Center

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Request sent out for people interested in volunteering to be part of team

2. Has your agency established an equity team? ☒ Yes ☐ No

If so, please identify team members.

Jeff Boyd, Sara Carrizal, Fran Puleo, Caitlin Rymer, Roy Vela, and Kathi Hurtgen (facilitator)

3. Short-term goals:

- a. Agency short-term goal #1: **Require all staff at MT to attend RESJI Part I training in 2017.**

- i. If the goal was met, what a new goal for 2018 will be:

Goal was altered to have all managers attend in 2017

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

I believe all but 2 managers attended; will continue to strive for 100% of permanent employees

- iii. Person(s) responsible for this goal in 2018:

Jeff Boyd

- b. Agency short-term goal #2: **Provide once per month TED talks on Diversity/Equity in lecture hall.**

- i. If the goal was met, what a new goal for 2018 will be:

To be discussed among Monona Terrace managers to see if we want to move forward with this in 2018

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

To be determined

- iii. Person(s) responsible for this goal in 2018:

Jeff Boyd, Gregg McManners

- c. Agency short-term goal #3: **Review the diversity of the application pool for 2015 hiring with Human Resources.**

- i. If the goal was met, what a new goal for 2018 will be:

Continue to explore areas where potential candidates are falling through during the hiring process

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Jeff Boyd

4. Long-term goals:

- a. Agency long-term goal #1: **Create a posting location/site list for every position at Monona Terrace to prepare for future hiring.**

- i. Progress made towards this goal in 2017:

Kathi had discussions with staff and an intern, to start to create a list of places to advertise with for employment recruitments

- ii. Any changes we will make to make progress towards this goal in 2018:

I'm not sure where this ended up, as I just took over the reins at the end of the year. Will do some research to see where it currently stands.

- iii. Person(s) responsible for this goal in 2018:

Jeff Boyd

- b. Agency long-term goal #2: **Increase the diversity of applicants to Administration, Technician, and Service positions at Monona Terrace.**

- i. Progress made towards this goal in 2017:

Very similar to Part A of goal #4.

- ii. Any changes we will make to make progress towards this goal in 2018:

See Part A, ii.

- iii. Person(s) responsible for this goal in 2018:

Jeff Boyd

- c. Agency long-term goal #3: **Give the option to all MT employees to attend the Leadership Academy through the City HR offerings.**

- i. Progress made towards this goal in 2017:

E-mails are received by employees, who can then inquire into the possibility

- ii. Any changes we will make to make progress towards this goal in 2018:

Perhaps put up posters when the Academy is offered, to make it more visible to all staff members.

- iii. Person(s) responsible for this goal in 2018:

Jeff Boyd, Sara Carrizal

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1 – Operations Worker
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1 – Community Concerts
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? Not aware of any
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Did not have a lot of turnover at Monona Terrace that resulted in open and competitive recruitments – many opportunities exist for currently hourly employees to move into full time positions when a position opens up.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

I hope to be able to contribute thoughts as I get more familiar in my new role as Business Manager and Monona Terrace's RESJ representative.

Municipal Court

Municipal Court Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	1	0	0.00%	62.00%	No	-62.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	1	0					0				

Municipal Court Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	2	2	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	4	4					0				

Municipal Court

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

- Goals are announced to all staff via email
- Goals have required participation of all staff (ex. trainings)
- All staff have participated in one or more equity analyses
- Clerk staff provide coverage for civil rights coordinator to attend monthly meetings

2. Has your agency established an equity team? X Yes ☐ No
If so, please identify team members.

Daniel Koval, Erin Nunez

3. Short-term goals:

- a. Agency short-term goal #1: **All staff will complete Civilian Response to Active Shooter (CRASE) training.**

- i. If the goal was met, what a new goal for 2018 will be:

The goal was met in 2017.
Our new goal for 2018 is:
Staff will participate in a team building activity together (ropes course or similar).

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Daniel Koval, Erin Nunez

- b. Agency short-term goal #2: **All staff will complete RESJI Part I training by the end of 2017.**

- i. If the goal was met, what a new goal for 2018 will be:

The goal was not met in 2018. At the end of 2017 only 80% of staff completed the RESJI Part I training (goal was 100%).

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Staff that did not complete the RESJI Part I training in 2017 will attend in 2018.
Additionally, we will have two or more people attend the RESJI Part II training in 2018.

- iii. Person(s) responsible for this goal in 2018:

Daniel Koval, Erin Nunez

- c. Agency short-term goal #3: **Schedule all-staff gatherings or potlucks at least twice per year.**

- i. If the goal was met, what a new goal for 2018 will be:

The goal was met in 2017.
We will renew this goal for 2018.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Daniel Koval, Erin Nunez

4. Long-term goals:

- a. Agency long-term goal #1: **Department will continue to invest in and develop existing staff. We will provide many levels of training to staff, to include on the job training and outside training. Allocate budget resources to training.**

- i. Progress made towards this goal in 2017:

This long term goal is on track.
2017 Notes:
Two staff members attended the WCCA conference in 2017 and a third presented at the conference (60% of staff).

Two staff members attended the YWCA Racial Justice Summit (40% of staff).
 One staff member attended and helped coordinate the condensed Decision Maker training from the International Association of Public Participation (IAP2) that was offered to City staff in October 2017.
 Four staff members attended a RESJI training in 2017 (three attended RESJI Part I and one attended RESJI Part 3).

ii. Any changes we will make to make progress towards this goal in 2018:

No changes at this time (long term goal)

iii. Person(s) responsible for this goal in 2018:

Daniel Koval

b. Agency long-term goal #2: **Be intentional about serving diverse populations in an internal and external capacity**

i. Progress made towards this goal in 2017:

This long term goal is on track.
 2017 Notes:
 The Court continued to work with MPD and the YWCA to improve the Restorative Justice Court.
 The Court collaborated with the Department of Civil Rights in the development of the new Language Access Plan. As part of the plan the Court made several early requests to have vital documents translated into the designated languages. The Court also worked with DCR to ensure a smooth transition to the new contractors for interpretation and translation.

ii. Any changes we will make to make progress towards this goal in 2018:

No changes at this time (long term goal)

iii. Person(s) responsible for this goal in 2018:

Daniel Koval, Erin Nunez

c. Agency long-term goal #3: **Provide flexible schedules to accommodate staff.**

i. Progress made towards this goal in 2017:

This long term goal is on track.
 2017 Notes:
 No request off requests were denied in 2017. Staff worked together to ensure coverage.
 The new court system was purchased and the training and implementation is expected to occur in 2018.

ii. Any changes we will make to make progress towards this goal in 2018:

No changes at this time (long term goal)

iii. Person(s) responsible for this goal in 2018:

Daniel Koval, Christie Zamber

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 0
 Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 3
 Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0
 Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Parks Division

Parks Division Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	2	1	50.00%	53.80%	No	-3.80%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	7	0	0.00%	57.90%	No	-57.90%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	62	37	59.68%	62.00%	No	-2.32%	8	12.90%	8.20%	Yes	4.70%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	37	12	32.43%	43.30%	No	-10.87%	6	16.22%	13.40%	Yes	2.82%
TOTAL	108	50					14				

Parks Division Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	6	4	66.67%	43.90%	Yes	22.77%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	31	10	32.26%	53.80%	No	-21.54%	2	6.45%	9.80%	No	-3.35%
3 - Technicians	4	1	25.00%	50.80%	No	-25.80%	1	25.00%	10.80%	Yes	14.20%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	7	6	85.71%	57.90%	Yes	27.81%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	5	4	80.00%	62.00%	Yes	18.00%	1	20.00%	8.20%	Yes	11.80%
7 - Skilled Craft Workers	25	1	4.00%	6.30%	No	-2.30%	1	4.00%	5.90%	No	-1.90%
8 - Service Maintenance	100	12	12.00%	43.30%	No	-31.30%	12	12.00%	13.40%	No	-1.40%
TOTAL	178	38					17				

Parks Division

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Parks AA Plan is shared with section supervisors and hiring managers. These staff members are aware of the Equitable Workforce Plan and Parks Goals.

2. Has your agency established an equity team? ☐ Yes ☒ No
If so, please identify team members.

Establishing an Equity Team for our Division is a goal Parks is currently working on with launch anticipated to occur in the first quarter of 2018.

3. Short-term goals:

- a. Agency short-term goal #1: **Approved Parks employment postings will be sent to a list of organizations/contacts representing a diverse geographical population. Parks continually builds a group contact listing to forward job announcements and these will be sent directly from the Parks Job Opportunities mailbox. This contact list will grow over time.**

- i. If the goal was met, what a new goal for 2018 will be:

- This goal continues to be implemented.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- Due to a vacancy in our payroll clerk position in mid-2017, some job announcements may not have been emailed for every job announcement (permanent/hourly). Each time a vacant position requisition is created, the Account Clerk 3 (payroll clerk) will need to remind each hiring manager to provide additional contacts to add to our ever growing list. In 2018, Parks will be implementing a back-up plan for sending these announcements when the payroll clerk is not here. The current contact list includes over 200 contact emails.

- iii. Person(s) responsible for this goal in 2018:

- Jeffrey Dempsey (Account Clerk 3), with Ryan Wiesen (Finance and Admin Coordinator) as back-up.

- b. Agency short-term goal #2: **New employees will complete and sign off on checklists developed by Parks employee engagement team of pre-determined orientation activities above and beyond the baseline for what the City offers.**

- i. If the goal was met, what a new goal for 2018 will be:

- The Parks Division is working on its "New Employee Onboarding" welcoming process.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- The employee development and check-in tools are complete and the Engagement Team will now be able to work on orientation activities. The Parks Division is also working on its "New Employee Onboarding" welcoming process for permanent hires (starts on their first hire date). Final revisions of this welcoming program are underway. This should be complete and launched in the first quarter of 2018.

- iii. Person(s) responsible for this goal in 2018:

- Hiring Managers/Supervisors and Engagement Team

- c. Agency short-term goal #3: **Hiring panels are of diverse representation for each hiring, including but not limited to position classification, gender, race, etc., whenever possible.**

- i. If the goal was met, what a new goal for 2018 will be:

- Parks hiring panels were diverse in terms of position classification, gender, race and other factors. Efforts were taken to have diverse hiring panels whenever possible.
- See summary below Equity Tools, which includes information regarding panels used for 2017 hires.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- Parks will make every effort possible to have a diverse hiring panel and will take advantage of DCR's list of City-wide volunteers who have signed up to participate in interview panels in 2018 whenever needed and possible. Hiring managers will be asked to provide confirmation to the Account Clerk 3 (payroll clerk) that a diverse panel was used, as this will be tracked for each hire.

- iii. Person(s) responsible for this goal in 2018:

- Hiring Managers/Supervisors

4. Long-term goals:

- a. Agency long-term goal #1: **Employees are made aware of employee recognition initiatives, staff engagement gatherings and professional development opportunities throughout their employment.**

i. Progress made towards this goal in 2017:

- Training Calendars/Opportunities were shared with staff, which included the WI Professional Recreation Association and Playcore Training.
- Engagement Team provides monthly updates to their individual work units and regular newsletters.
- Trainings and staff engagement gatherings are shared with staff by Supervisors and Engagement Team members (ie. all staff holiday party, superintendent quarterly meetings)
- Monthly Operations meetings and Community Services front staff meetings.
- Periodic Admin Office Potlucks (luncheons)
- Cross-training and 'job shadowing' opportunities provided

ii. Any changes we will make to make progress towards this goal in 2018:

- Employee Check-in tools will be used for all permanent Ops staff by April 1, 2018.
- We are developing a central training budget and plan for training opportunities outside of the City, which includes required certification trainings and some additional training leeway.
- Engagement Team to provide updates and newsletters to all Parks team members (electronically and also providing postings in each area).
- Continuous cross-training and 'Job Shadowing' opportunities will be considered and implemented.
- Supervisors will work with individuals to complete Individual Professional Development Plans for those who are interested in taking advantage of training opportunities. (ie. Leadership Development)

iii. Person(s) responsible for this goal in 2018:

- Managers, Supervisors and Engagement Team members

- b. Agency long-term goal #2: **Number of interns representing the larger Madison community successfully completing a single term or more internship program in Parks.**

i. Progress made towards this goal in 2017:

- Facilities Maintenance Carpenters worked with 5 "Connecting Children to Nature" Interns in Carpentry shop throughout the summer, something that had never been done before. Interns also installed a mural and nature area at the Warner Park Community Recreation Center.
- Parks Admin/Finance section had 3 interns, all of which did a tremendous job with Parks.
- Parks Community Services section had 2 Wanda Fullmore interns (Recreation Services and at the Warner Park Community Recreation Center).
- Parks Operations worked with Briar Patch and Operation Fresh Start to provide working opportunities to youth throughout the summer.
- Parks prepared a career day for Briar Patch members to learn about career paths within Parks.

ii. Any changes we will make to make progress towards this goal in 2018:

- Parks intends to continue having interns.

iii. Person(s) responsible for this goal in 2018:

- Lisa Laschinger (Operations Manager), Claire Oleksiak (Community Services Manager) & Ryan Wiesen (Finance and Admin Manager)

c. Agency long-term goal #3: **Tracking employee history regarding changes in job class and job family codes.**

i. Progress made towards this goal in 2017:

A tracking spreadsheet was created, but was not updated throughout 2017. However, there were a number of promotions throughout 2017. Each is reflected below:

- Female Parks Worker > Arborist 1
- Male of color Parks Worker> Parks Maintenance Worker
- Arborist 2 to Forestry Specialist
- Parks Maintenance Worker>Athletic Field Leadworker
- Male of color. Forestry Specialist Assistant>Arborist Trainee
- Arborist 1>Arborist 2
- Laborers>Parks Workers (7 TOTAL: 1 Female, 4 Males of Color)
- Shared TE/Parks position>Equipment Operator 3.
- Park Ranger Hourly 1 > Operations Parks Ranger 2 (1male Latino)
- Admin Clerk 1>Program Assistant 1

ii. Any changes we will make to make progress towards this goal in 2018:

- Continue with Parks Worker and Arborist Trainee programs.
- Standardized process for tracking promotions—Hiring managers/supervisors should communicate with the Account Clerk 3 (payroll clerk) to confirm this is tracked for each hire/promotion.

iii. Person(s) responsible for this goal in 2018:

- Hiring Manager/Supervisor of hire and Jeff Dempsey (Account Clerk 3)

5. Equity Tools:

a. How many times did your agency use the Equitable Hiring Tool?

Numerous times in 2017 (see below)

Detailed information:

Parks has made significant progress towards diversifying the workforce through various efforts. While we do need to be better at formally using the Equitable Hiring Tool, we informally followed the majority of the principles of the tool for many of our job postings. Below is a summary of the steps that were taken, consistent with the tool for each of the positions we hired in 2017. One example of where we sat down as a team to evaluate the hiring tool was for the Forestry Operations Supervisor position. See steps taken below for each permanent and hourly position within Park Ops that are consistent with the Equitable Hiring Tool

Permanent Positions:

Arborist 1

- Exam and supplemental reflected needs of the organization and skills that were required to successfully perform the position.
- Posted open competitive Parks Standard and Professional Forestry Associations
- Questions and benchmarks with HR assistance
- Panel: In person interview panel consisted of 1 white male and 2 white females and the field portion was three white males.
- Hired: first female (promotion from Parks Worker), 2 white males
 - No persons of color applied when posted as Arborist 1 only.

Arborist 1 Trainee (posted in combination with Arborist 1)

- Department knowledge: following multiple failed recruitments and lack of diversity of candidates, the Parks Division worked with HR to develop a trainee program to help meet the Agency's goals.
- Position Description was updated to reflect lower entry requirements. Climbing mastery had been removed as a prerequisite and is now required within 1 year of employment.
- No exam was given, Supplemental questions assessed skills that would be required to successfully enter into the position as either a trainee or Arborist 1.
- Posted open and competitive as both Arborist 1 and Arborist Trainee and the posting clarified the differences.
- Interview Questions included RESJI question, some behavioral-style questions, benchmarks and scores
 - HR helped develop and reviewed questions/benchmarks
 - Candidates were given questions 10 minutes in advance of interview
- Panel: In-person interview panel consisted of 2 white women, 1 woman of color. Field skills panel consisted of 3 white men.
- Hired: 1 male of color as Arborist Trainee, 1 white male as arborist.
 - Women and people of color applied and were interviewed.

Arborist 2

- Written exam and it was updated but no supplemental
- Posted as Internal to Parks—promotional only due to skills and training required to perform the job
- Questions and Benchmarks
- Panel: Consisted of White Males and White Female (including 1-CG 18 from General Parks)
- Hired 1 white male.
 - No protected class candidates applied/met minimum qualifications

Athletic Field Leadworker

- Department Knowledge: Recruitment had failed in 2016, we delayed posting for about 6 months following the failed recruitment.
- Position Description was updated to accurately reflect the actual needs of the Division
- Written Exam was reviewed, few changes made, but was relevant to both field knowledge and leadership skills
- Position posted Open and Competitive. Top of posting stated, "Women and people of color are encouraged to apply."
- Interview Questions included RESJI question, some behavioral-style questions and benchmarks and scores
 - Homework assignment consisted of required skills to do the job (problem solving abilities, job knowledge and ability to communicate work plan)
 - HR reviewed questions/benchmarks
- Interview: Phone screen panel consisted of 2 white males (1 Park Ops/1 Parks Community Services), 1 white female. In-person interview consisted of 2 white males, 1 white female.
- Hired 1 white male.
 - No protected class candidates applied/met minimum qualifications

Equipment Operator 3

- Position Description was updated to accurately reflect current work of agency
- Written Exam was updated to reflect current needs of the position
- Posted as Open and Competitive, and posting went out to standard Parks contact list.
- Interview Questions included RESJI question, some behavioral-style questions and benchmarks
 - HR reviewed questions/benchmarks
- Interview: In-person interview consisted of 2 white males, 1 white female. Field skills test panel consisted of members from 3 different agencies.
- Hired 1 white Male.
 - No protected class candidates were referred to interview

Forestry Operations Supervisor *(selection process in progress as of 1/3/2018)*

- Equitable Hiring tool was studied with Forestry, Parks Assistant Superintendent and HR representatives.
- Department knowledge: position was up-classed to meet the current needs of the organization.
- Position Description was updated to accurately reflect current work of Parks Construction.
- No exam, however, Supplemental questions asked on application reflected skills necessary to perform position and required at time of hire.
- Posted as Open and Competitive, and posting went out to standard Parks contact list.
 - Region and Nation-wide recruitment through Industry Associations
 - Posted to professional associations with an extra reach out to be shared with the Hispanic Committee, Arboriculture Research and Education Academy group and Science and Research Committee of the ISA and with Jill Johnson, Midwest Urban Forestry Coordinator of the US Forest Service (sent nationwide in her contacts).
 - ***"THE CITY OF MADISON IS DEDICATED TO ELIMINATING INEQUITIES AND ENCOURAGES WOMEN AND PEOPLE OF COLOR TO APPLY"*** at top of posting.
- Interview Questions included RESJI question, some behavioral-style questions and benchmarks
 - HR helped develop and reviewed questions/benchmarks
 - Written assignment presented in interview showed problem solving abilities, job knowledge and ability to communicate work plan all skills required to be successful in position.
- Interview: Phone interview panel consisted of 1 white male, 2 white females (including Parks Affirmative Action Coordinator), in-person interview panel consisted of 2 white males (1 Park Ops/1 City of Middleton), 2 white females
 - Candidates were given questions 10 minutes ahead of interview and were able to read questions during interview.

Forestry Program Assistant

- Department knowledge: Position was analyzed and up-classed to better support the needs of the agency.
- Exam reflected skills necessary to successfully enter position
- Position Description: Created specifically for this position to meet the agency needs.
- Recruitment: Open and Competitive
- Panel: White Male, 2 white females (including Parks Affirmative Action Coordinator)
- Hired: White Female

Forestry Specialist

- Written Exam and no supplemental
- Posted open and competitive and professional organization
- Panel: In person interview panel consisted of 1 white male and 2 white females and the field portion was 1 white male.
- Hired: 1 white male
 - Women and people of color applied and were interviewed.

Mall Concourse Leadworker

- Position Description was updated to reflect the requirements of the positions and needs of the organization.
- No exam administered. Supplemental question reflected experience required for successful entry into position.
- Posted Internal to various comp groups City-wide
- Interview Questions included RESJI question, some behavioral-style questions and benchmarks
 - HR reviewed questions/benchmarks
- Interview: Phone interview panel consisted of 1 white male (CG 18), 1 black male (CG 16), 1 white female, in-person interview panel consisted of 2 white males, 1 white female
- Hired: 1 white male.
 - Only applicant male of color withdrew from consideration.

Parks Maintenance Worker

- Position Description was updated to reflect the requirements of the positions and needs of the organization.
- Exam was administered to any who met minimum qualifications
 - Exam given in both English and Spanish
 - Multiple test times and locations were offered to attempt to better accommodate work schedules
- Posted Open and Competitive
 - Parks agreement with Local 6000 allows us to rank Parks seasonal hourly laborers by seniority. The top half of the most senior laborers are referred on for interview along with the rankings normally referred by HR regardless of test score (as long as they score 50% or greater on the exam)
 - Parks Workers (75%) who scored at least 50% on the exam were guaranteed an interview regardless of overall ranking.
- Interview Questions included RESJI question, some behavioral-style questions and benchmarks
 - HR reviewed questions/benchmarks
- Interview: Phone interview panel consisted of 1 white male, 2 white females (including Parks Affirmative Action Coordinator), in-person interview panel consisted of 2 white males, 2 white females
- July 2017: Hired: 1 male of color
- Dec 2017: Still in progress. DCR did not concur with decision to hire 1 white male.

Park Ranger 75%

- No exam
- Posted internal to City of Madison staff
- Questions and benchmarks completed with DCR assistance
- Panel: one white male, one white female, one black male. Field included no persons of color.
- Hired- white male Homosexual

Park Ranger Leadworker

- No exam- hiring process included exercise in developing a parking plan for an event
- Posted internal to City of Madison staff
- Questions and benchmarks completed with DCR assistance
- Panel: one white male, one white female, one black male. Field included no persons of color.
- Hired- white female

Park Ranger 75%

- No exam
- Posted internal to City of Madison staff
- Questions and benchmarks completed with DCR assistance
- Panel: one white male, one white female, one black male. Field included no persons of color.
- Hired- white male

Parks Worker (75%)

- Department knowledge: these positions were created through equity discussions in the 2017 budgeting process and the desire to diversify our workforce. This is a truly entry-level position within our organization that allows employees to gain a multitude skills and job experience to prepare them for further permanent positions, as well as reduce the Parks Division's over-reliance on seasonal employees.
 - Position Description was created to reflect the requirements of the positions, needs of the organization, and to drop nearly all barriers for entry into the position. Only requirement was that the individual had completed 1 season with the Parks Division and had a favorable review at time of termination, such that they would be welcome back in 2017.
 - No Exam or Supplemental questions.
 - Posted as Internal to current Parks employees and announced multiple times to staff.
 - Interview Questions included RESJI question, some behavioral-style questions and benchmarks
 - All who met minimum qualifications were interviewed in-person, there was no ranking of candidates by HR.
 - HR reviewed questions/benchmarks
- Original Recruitment (January 2017):
- Interview: 2 white males, 2 white females
 - Hired: April 2017: 1 white female, 3 men of color, 1 white male (of which 3 were promoted within 6 months)
- Subsequent Recruitment (September 2017):
- Interview: Phone interview panel consisted of 1 white male (1 CG 16/1 CG 18), 1 black male (CG 16), 1 white female. In-person panel consisted of 1 white male, 2 white females, 1 female of color.
 - Hired: 1 white female, 1 male of color, 1 white male

Parks Athletic Scheduler/Front Desk Leadworker (Program Assistant 1)

- Hired February 2017, Employee promoted from Admin Clerk 1 level
- Interview question contained information regarding customer service experience, including work with diverse customer groups.

Warner Park Community Recreation Center Facility Manager

- Position Description updated to reflect the requirements of the positions and needs of the organization.
- Posted Open and Competitive
- Interview Questions included RESJI question, some behavioral-style questions and benchmarks
- Interview: Phone interview panel consisted of 1 male of color and two white females from different comp groups. In-person interview had 2 panels consisting of a total of 2 white males, 4 white females, 1 black female and 1 black male
- Hired: 1 black male

Hourly Positions:**Arborist Assistant (Hourly)**

- No Exam or supplemental
- Recruitment: Standard Parks contact list, Mid-State/UW-Stevens Point Career Day
- Panel: 2 white males (CG 18), 1 white female (CG 16) from General Parks
- Hired: 1 white male
 - Three women that were referred for interviews did not respond to offer to be interviewed.

Attendants (special events)

- No Exam or supplemental
- Recruitment: Standard Parks contact list
- Panel: Consisted of 2 white females
- Hired: 2 white male, 1 white female, 1 black male, 1 black female

Conservation Hourly

- No Exam or supplemental
- Recruitment: Standard Parks contact list
- Panel: Consisted of 2 white males (CG 16 & 18), white female and 1 person from Friends of Hoyt Park
- Hired: 1 white male, 1 white female

Forestry Specialist Assistant (Hourly)

- No Exam or supplemental
- Recruitment: Standard Parks contact list, posted at UW Student Job Center
- Panel: 2 white males (CG 18), 1 white female (CG 16) from General Parks
- Hired: 2 white men, 1 male of color, 1 female.
 - Two women interviewed and were offered positions, but declined offers of employment.

Aquatics Manager

- No exam-
- Posted open and competitive
- Panel: one white male, one white female, Field included no persons of color.
- Hired- White female

Aquatics Supervisor

- No exam-
- Posted open and competitive
- Panel: one white male, one white female, Field included no persons of color.
- Hired- White female

Head Lifeguard

- No exam-
- Posted internal to City of Madison staff
- Panel: one white male, two white female, Field included no persons of color.
- Hired- 6 White females, 2 Latino males

Lifeguard

- Swim test exam-
- Posted open and competitive
- Panel: one white male, two white female, Field included several persons of color.
- Hired- 32 guards including several people of color

Park Ranger Hourly

- No exam-
- Posted open and competitive
- Panel: one white male, one white female
- Hired- 2 Latino males, 2 white males, 1 white female, 1 Asian male

Parks Seasonal Hourly Laborers

- Department Knowledge: Parks understands its permanent staff often come from our seasonal ranks, our goal is to diversify our seasonal ranks and develop skills to strengthen these employees and hopefully help prepare them for permanent employment. Parks worked with HR to lower minimum qualifications to require driver's license at time of interview. With a low unemployment rate, recruitment has become increasingly more challenging.
- No Exam. Supplemental questions served only to direct candidates to preferred agency.
- Recruitment combined efforts with all other City Agencies:
 - Urban League Featured Employer, OFS General Assembly, standard Parks contact list
 - Shared with NRT contacts by supervisors
 - Advertisement wrappings on Metro buses
 - Website advertisement, Channel 3000
- Panel: Consisted of white males and white female.
- Hired numerous employees of various race and gender statuses

Customer Services Admin Assistant (Hourly)

- Hired August 2017, promotional hire from Library to Parks.

b. How many times did your agency use the Fast-Track Equity Tool? 0
Provide copies of all completed uses.

c. How many times did your agency use the Comprehensive Equity Tool? 5
Provide copies of all completed uses.

- Community Engagement Strategies for University Hill Farms Community Garden Siting – 2017
- James Madison Park Master Plan and Shelter Design Request for Proposals -2017
- Brittingham Playground Decision – 2016
- Identification of deficiencies in the equitable distribution and type of park facilities in support of the Park and Open Space Plan (in process)

NOTE: used the tool (with no final report) during the Park Impact Fee Needs Assessment updates in 2016

6. Successful Practices:

a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Creation of Innovative Positions (see attached related documents for both positions):

- **Parks Worker:** The Parks Worker program has played a tremendous role in helping to diversify our workforce. Significant time was spent developing the program, determining the needs of the organization and recruiting the right people. We (Parks management team and Leadworkers) developed a training rotation that allows the employees to gain valuable field experience in multiple Parks sections, which allows them to engage with other staff, form relationships and develop themselves as individuals. Along with the training rotation, we developed report cards that are used to evaluate the performance of each individual, as they typically spend 4 weeks to three months in each section. The 5 original Parks Workers consisted of 1 white female, 3 men of color and 1 white male. The success of the position and efforts is illustrated in that three of the original Parks Workers (1 female, 1 male of color and 1 white male) were promoted to Permanent positions within their first six months of employment, and the subsequent recruitment yielded the hire of 1 female, 1 male of color and 1 white male. This position allowed these individuals to develop and showcase skills and work with a variety of field staff and supervisors that were able to provide outstanding reference checks that helped them secure the positions during the selection process.
- **Arborist Trainee:** after multiple failed attempts at recruiting fully qualified candidates as well as diverse candidates, the Parks Division worked with HR to create and get approval for an Arborist Trainee position. The biggest disqualifying factor for applicants previously had been the requirement of climbing skills at time of interview. The Trainee positions require that these skills to be fully developed within 1 year of hire. One male of color was hired to this position and is progressing very well through the program.
- **Aquatics training:** With assistance from HR, Parks implemented a new orientation training to for the aquatics staff that focused on work place culture between employees and with customers which was well received by employees.

Unique Referral Strategies:

- Parks agreement with Local 6000 allows us to rank Parks seasonal hourly laborers by seniority. The top half of the most senior laborers are referred on for interview along with the rankings normally referred by HR regardless of test score (as long as they score 50% or greater on the exam)—This technique, first utilized and developed in

2014, helped more people of color and women qualify for interview than the traditional Exam and subsequent ranking system.

- In addition, Parks made an agreement with Local 6000 that allows Parks Workers (75%) who scored at least 50% on the exam to be guaranteed an interview regardless of over-all ranking. The Parks Worker who was a person of color who was ultimately hired in July for the Parks Maintenance Worker position would not have been referred in the original list of candidates had this provision not been in place.

Recruitment:

- In 2017, Parks and other members of Public Works worked with HR to create a “fast track” box for applicants who have previously worked for Operation Fresh Start. Conservation section works extensively with OFS teams, and we know that they do work similar to our field staff. We wanted to be able to capture these applicants who have completed the OFS programs and have developed skills necessary and ideal to do the work that we do.
- Utilize Professional Affiliations as outreach mechanism. Forestry staff worked with ISA

Engaging with Youth:

- Connecting Children to Nature: Parks Community Services and Public Health of Dane County led the CCN Initiative, but Park Ops became involved on many levels. We worked with Risk Management to make it possible for CCN Wanda Fullmore Interns to work in our Carpentry shop using our tools to develop skills and create products to be used in their projects. Likewise, our Arborists provided wood to meet the needs of their projects.
- Briar Patch Youth Services Program(see attached Briar Patch Work Plan): 2017 was the first year that we attempted to provide a true program for the work that Briar Patch “Streets Teams” when they worked for Parks, as opposed to a much less structured weeding and trash-picking experiences for them in the past. We worked with Briar Patch Leadership team, Friends of Olin Turville and CCN Leadership to develop this initial program. In addition to the required weeding and trash picking that we needed them to do, our approach combined educational opportunities provided by working alongside volunteers and Parks staff with meaningful work in an assigned park with a variety of actual projects so that the children could take ownership of the overall project and get a feel for multiple skills and techniques. In addition to the work, we scheduled a Parks Career Day, where Briar Patch youth were able to meet Parks field staff from various sections in various positions to learn about the extensive employment opportunities that exist within the Parks Division. Though there are many improvements to be made to the program, we are committed to continue trying to engage with these youth and help foster a connection with this line of work. If we can reach just a few of them and spark an interest in this line of work, they could become future employees of the Parks Division and/or City.
- Job Shadow opportunities for high school students. After working with HR and Risk Management, we were able to provide a Job Shadow/ Volunteer opportunity for a High School girl who had requested to learn more about the work the Parks Conservation section does. As the student interacted and worked with our staff, she was able to see the type of work that we do and ask questions of how to best approach this career path. This was an excellent opportunity for both the student and our staff.
- Arbor Week: Tree planting ceremonies at schools, including presentation led by Arborist staff.

Parks Engagement Team

The Parks Engagement team, consisting of representatives from various sections of Parks.

- The team has made efforts to help improve communication between staff and management through the production of a regular Employee Newsletter.
- They worked to develop “Check-in” and “Employee Development Tools” that will be used to help staff connect with supervisors and work towards meeting career goals.
- The Parks Worker program was presented to the team and they were asked to help welcome and include the new employees.
- Much work was done around cross-training and “job-shadowing” of employees. A number of employees were able to take advantage of these opportunities throughout the year, but we hope to provide many more meaningful opportunities in 2018.
- There will also be opportunity in 2018 for General Parks staff to learn Integrated Pest Management techniques around Gypsy Moth control

Forestry Efforts

Numerous steps have been made to help improve the culture of the Forestry section. In doing so, we are creating a more welcoming environment for women and people of color to want to work with our agency.

- Monthly meetings are held to address employee questions, provide training and educational opportunities and promote a sense of teamwork among the staff. Staff are recognized for years of service upon reaching milestones, and “Kudos” are shared publicly with the group.
- Interest-Based Problem Solving was utilized to address Storm Call concerns. Ideas that the team proposed were implemented and successful in 2017. This promoted a sense of employee involvement and teamwork.
- Safety Team Representatives were sent through Tree Care Industry Association Hazard Tree Certification program to increase safety awareness when working around the hazardous trees..
- Focus Groups to select equipment and determine processes:
- Chipper selection committee: Forestry staff were given the opportunity to analyze various options for chippers and provide feedback. They will be the ones using the equipment and need to be involved in the decision making.
- Knuckle Boom Grapple Truck: Committee helped determine how the machine should be brought into the operations and what additional resources would be needed for the unit and the workgroup to be successful. We are still in the process of bringing this all into service.

Community Outreach

- Cemetery Decoration Policy Revision: Parks staff took into consideration cultural needs when determining what would/would not be allowed for decorations. Staff met with representatives from the Hmong community to gain an understanding of cultural beliefs and funeral practices.

Fostering Inclusion in the Parks System

- Parks Construction Playground Technicians were involved in overseeing installation of Parks’ first fully inclusive playground at Brittingham Park.
- Numerous staff attended a Playcore training symposium focused on fostering inclusion for those with disabilities and multi-generations using Parks system designed products and strategies.
- Inventory of ADA swings is being updated, and swings are being inspected regularly for defects
- Goodman Pool: Pool offers swim lessons, swim team and admissions scholarships, as well as partners with Boys & Girls Club on a swim lesson program.

- Events across City: For our Recreational Services, Parks provided ‘Movies in the Parks’ in Neighborhood Resource Team areas and offered Anji Play in partnership with the Library at Reindahl and Haen Family Parks, as well as three (3) free admissions nights at the Goodman Pool.

Equitable Engagement Strategies for Information Gathering and Outreach - Planning

Use of the RESJ tool has continued to help inform how we reach different populations for outreach during the planning process. The tool has provided valuable insight into engagement practices, which have been successfully used in projects such as the Allied Park development, Master plan processes, and the accessible playgrounds at both Brittingham Park and the proposed playground at Elver Park.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

- Be innovative in hiring practices. Collaborate with Associations and think creatively to provide flexibility to the traditional process (ie. Parks agreement with Local 6000 for seasonal and Parks Worker applicants for PMW positions).
- Enlist the help of external parties to help on interview panels. Parks has learned recently there is a list of volunteers who assist with sitting in on interview panels. Parks looks forward to learning more about this and having access to this.
- Utilize contacts through professional affiliations to provide outreach to members of a protected classes (ISA—Hispanic committee)
- RESJI training for all staff, to educate the agency on the importance of the initiative and promoting inclusion in the workforce.
- Further training of Supervisory staff and Hiring Managers on the RESJI tools.
 - Make it a priority to make these a formal part of our process. It’s easy to get caught up in everything else we are doing, but it needs to be a standard step to the process.
 - Figure out how we can work with HR to do this.
- Continue efforts similar to Parks Worker program to drop barriers, improve skill development.
- Follow similar efforts as the Trades are beginning to now, as there is an ever-so-declining population of young people looking to get into this work.
 - Outreach and promotion of positions to High Schools
 - Establish relationships with guidance counselors
 - Provide meaningful internship opportunities—we in Parks Ops need to be creative about how we might be able to do so with the Wanda Fullmore program.
- Continued focus on Connecting Children to Nature in order to develop a desire for youth, especially those from communities of color, to connect with nature and hopefully nurture a love or at least an interest for the type of work that we do.

Planning & Community & Economic Development, Department of

PCED Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	0	0					0				

PCED Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	1	1	100.00%	43.90%	Yes	56.10%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	1	1	100.00%	50.80%	Yes	49.20%	0	0.00%	10.80%	No	-10.80%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	4	3	75.00%	62.00%	Yes	13.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	7	6					0				

Building Inspection Division

Building Inspection Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	0	0					0				

Building Inspection Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	2	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	2	0	0.00%	53.80%	No	-53.80%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	32	5	15.63%	50.80%	No	-35.18%	2	6.25%	10.80%	No	-4.55%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	1	100.00%	9.00%	Yes	91.00%
6 - Administrative Support	6	6	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	43	12					3				

Building Inspection and Code Enforcement Division

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The equity team developed the goals. We discussed them in our supervisors meetings.

2. Has your agency established an equity team? XX ☐ Yes ☐ No
If so, please identify team members.

Lisa Antony, Jose Maria Donoso ,Brian Linaberry, Jacob Moskowitz, Terry Smith, Scott Kerr

3. Short-term goals:

- a. Agency short-term goal #1: **We are going to ask our 35 employees to read one of three articles in the next year so as to gain knowledge as it relates to an inclusive workforce.**

- i. If the goal was met, what a new goal for 2018 will be:

We will keep the same goal.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We are going to reach out to other agencies to locate usable articles.

- iii. Person(s) responsible for this goal in 2018:

Harry A Sulzer

- b. Agency short-term goal #2: **Review position descriptions and review unnecessary barriers for new hires. Include the phrase "work effectively with diverse populations" in position descriptions.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We will continue to review position descriptions as we have new recruitments.

- iii. Person(s) responsible for this goal in 2018:

Harry A Sulzer

- c. Agency short-term goal #3: **Post jobs as open competitive to increase diversity. Include a question in the interview process about experience working with diverse populations.**

- i. If the goal was met, what a new goal for 2018 will be:

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We will continue to make sure each new recruitment has diversity questions

- iii. Person(s) responsible for this goal in 2018:

Harry A Sulzer

4. Long-term goals:

- a. Agency long-term goal #1: **Maintain our staff at 20% women and minorities as this reflects the job pool for Building Inspection. In the next five years strive to increase the percentages above 20% for women and minorities.**

- i. Progress made towards this goal in 2017:

We had an excellent year for recruiting women and minorities into the inspection unit. We recruited a person of color as a clerical supervisor, a women as an erosion control inspector, a Vietnamese as a Minimum Housing Inspector and a recently as a women as a Plan Review Specialist. The newly recruited clerical supervisor left to become an Assistant City Manager and he was replaced with a bilingual Spanish women.

- ii. Any changes we will make to make progress towards this goal in 2018:

We will continue to hire the most qualified individuals for our positions and hope our recruitments include women and minorities. The job pool for half the positions in inspection unit remains at 6% women and minorities.

iii. Person(s) responsible for this goal in 2018:

Harry A Sulzer

b. Agency long-term goal #2: **We will send all new employees that are hired to Implicit Bias Training.**

i. Progress made towards this goal in 2017:

We have been training new employees in Implicit Bias.

ii. Any changes we will make to make progress towards this goal in 2018:

iii. Person(s) responsible for this goal in 2018:

Harry A Sulzer

c. Agency long-term goal #3: **We will send at least five of newer staff that have been here for over a year to RESJI training.**

i. Progress made towards this goal in 2017:

ii. Any changes we will make to make progress towards this goal in 2018:

We understand that this training will have to wait till later in 2018 as there is limited training staff and they are working on another project.

iii. Person(s) responsible for this goal in 2018:

Harry A Sulzer

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 2
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? _____
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? _____
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

The City should review the practice of providing agencies with lists that have more than ten names. We have been given lists of 20 names and have to do phone interviews. The applicants do not like the phone interview process and it is cumbersome. Limit the list to ten names.

Community Development Authority

CDA Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	0	0.00%	57.90%	No	-57.90%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	7	5	71.43%	62.00%	Yes	9.43%	4	57.14%	8.20%	Yes	48.94%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	1	0	0.00%	43.30%	No	-43.30%	1	100.00%	13.40%	Yes	86.60%
TOTAL	9	5					5				

CDA Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	1	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	5	4	80.00%	53.80%	Yes	26.20%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	17	16	94.12%	57.90%	Yes	36.22%	2	11.76%	9.00%	Yes	2.76%
6 - Administrative Support	1	0	0.00%	62.00%	No	-62.00%	1	100.00%	8.20%	Yes	91.80%
7 - Skilled Craft Workers	4	0	0.00%	6.30%	No	-6.30%	0	0.00%	5.90%	No	-5.90%
8 - Service Maintenance	10	2	20.00%	43.30%	No	-23.30%	0	0.00%	13.40%	No	-13.40%
TOTAL	38	22					3				

Community Development Authority

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The CDA Civil Rights Coordinator provides an introduction, with equal opportunity information, to CDA Housing Staff annually. Outreach to CDA Housing Staff continues, through in-person meetings and e-mail announcements. Covered topics, include: equity and engagement, targeted job recruitments, the equitable workforce plan, prohibited harassment and/or discrimination training, and equal access LEP resources. Racial Equity and Social Justice Posters are also distributed and posted at CDA Housing offices.

2. Has your agency established an equity team? ☐ Yes ☒ No
If so, please identify team members.

3. Short-term goals:

- a. Agency short-term goal #1: **Additional hiring of minorities and women in percentages comparable to workforce availability. However a more realistic percentage may be needed/used in the future for the availability of women in skilled craft and service maintenance categories.**

- i. If the goal was met, what a new goal for 2018 will be:

In 2017, the CDA filled six (6) vacant positions under the **Service Maintenance** Job Family Category, with four (4) minorities and two (2) women hired. The CDA was able to meet the goal to increase the number of minorities, and the CDA was able to increase the percentage of women comparable to workforce availability for this Job Family Category. The CDA also hired three (3) minorities in the **Administrative Support** Job Family Category (a City goal.) There were Two (2) position vacancies under the **Officials & Administrators** Job Family Category, with no recruitment efforts taking place. There were no position vacancies under the **Professional**, and **Skill Craft**, Job Family Categories.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

The CDA plans to fill its vacant Housing Programs Manager (Director) position and a CDA Redevelopment Specialist position in 2018, which will involve Red Flag procedures for these under-represented positions. If any vacancies occur in 2018, the CDA will continue to work toward the goal of hiring women in **Skilled Craft** and **Service Maintenance** Job Family Categories in percentages comparable to workforce availability.

- iii. Person(s) responsible for this goal in 2018:

CDA Housing Director, Hiring Managers, and Civil Rights Coordinator

- b. Agency short-term goal #2: **Continue outreach efforts 1) post job openings at Public Housing Sites 2) advertise in Capital Hues and/or Madison Times. Require contractors to look at Public Housing applicants for all new hires related to CDA work.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met and will be re-established as a goal for 2018.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

N/A

- iii. Person(s) responsible for this goal in 2018:

CDA Housing Director, Hiring Managers, Capital Fund Grants Manager, and Civil Rights Coordinator

c. Agency short-term goal #3: **Continue efforts at maintaining a good workplace culture.**

i. If the goal was met, what a new goal for 2018 will be:

This goal was met and will be re-established as a goal for 2018.

ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

N/A

iii. Person(s) responsible for this goal in 2018:

CDA Civil Rights Coordinator

4. Long-term goals:

a. Agency long-term goal #1: **Continue efforts to bring site offices, section 8 and central office staff together several times annually to build agency cohesion among staff working in different programs and locations.**

i. Progress made towards this goal in 2017:

In 2017, the CDA held its annual employee retreat, and employee pot luck luncheon.

ii. Any changes we will make to make progress towards this goal in 2018:

The CDA Engagement Team will be revitalized with new members for fresh ideas toward boosting employee engagement and to ensure progress toward this long-term goal.

iii. Person(s) responsible for this goal in 2018:

CDA Civil Rights Coordinator

b. Agency long-term goal #2: **Continue to offer training opportunities to administrative staff but look for or create training for maintenance staff, few opportunities currently exist for them.**

i. Progress made towards this goal in 2017:

CDA Staff engaged in available training opportunities, and all new Staff attended available Fair Housing training.

ii. Any changes we will make to make progress towards this goal in 2018:

The CDA will continue to provide training opportunities for its employees.

iii. Person(s) responsible for this goal in 2018:

CDA Hiring Managers

c. Agency long-term goal #3: **Create training program which could funnel low income residents particularly women and minorities into existing or new positions.**

i. Progress made towards this goal in 2017:

The CDA obtained a three (3) year Resident Opportunity and Self-Sufficiency (ROSS) Grant from the U.S. Department of Housing and Urban Development (HUD). Under ROSS, a CDA Service Coordinator serves unemployed and under-employed adults, who reside in CDA Public Housing, and who face barriers to employment and education. In 2017, the ROSS Service Coordinator provided employment and education based case management, and collaborated with local agencies to enhance educational and employment services to CDA residents. The ROSS Service Coordinator also conducted outreach to promote services to residents interested in job readiness, job search, employment training, career planning, and educational readiness. The CDA also continued its participation in the HUD Section 3 program and utilized AASPIRE Interns where appropriate.

ii. Any changes we will make to make progress towards this goal in 2018:

The CDA will continue to implement its ROSS grant, engage in Section 3 program requirements, and will continue to utilize AASPIRE Interns.

iii. Person(s) responsible for this goal in 2018:

CDA Hiring Managers, Capital Fund Grants Manager, and ROSS Service Coordinator

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

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- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

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Community Development Division

Community Development Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	4	3	75.00%	57.90%	Yes	17.10%	2	50.00%	9.00%	Yes	41.00%
6 - Administrative Support	8	7	87.50%	62.00%	Yes	25.50%	2	25.00%	8.20%	Yes	16.80%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	12	10					4				

Community Development Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	2	66.67%	43.90%	Yes	22.77%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	24	19	79.17%	53.80%	Yes	25.37%	5	20.83%	9.80%	Yes	11.03%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	8	5	62.50%	57.90%	Yes	4.60%	2	25.00%	9.00%	Yes	16.00%
6 - Administrative Support	2	1	50.00%	62.00%	No	-12.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	1	0	0.00%	43.30%	No	-43.30%	0	0.00%	13.40%	No	-13.40%
TOTAL	38	27					7				

Community Development Division

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The Community Development Division hired many new employees in 2017. In the Division's end of the year meeting, I introduced myself as the Civil Rights Coordinator (CRC) and spoke about my two main duties: developing the Division's Equitable Workforce Plan and keeping track of mandatory training for staff.

2. Has your agency established an equity team? ☒ Yes ☐ No
If so, please identify team members.

Jim O'Keefe, Linette Rhodes, Anne Kenny, Mary O'Donnell, Becca Gray Jurek, Laura Hunt, Peggy Stonestreet, Julie Spears, Nancy Saiz

3. Short-term goals:

- a. Agency short-term goal #1: **Review all job postings to assure minimum knowledge and education requirements accurately reflect job duties and only represent those skills actually needed.**

- i. If the goal was met, what a new goal for 2018 will be:

This short-term goal should actually be moved into the long-term area. This process is ongoing. The Division reviews job postings as they become vacant.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Person(s) responsible for this goal in 2018:

Managers are responsible for job postings. The Division Director and Civil Rights Coordinator will work closely with managers. Civil Rights Coordinator will develop tracking system of job postings for CDD.

- b. Agency short-term goal #2: **(1) All CDD employees will complete at least the RESJI 1 and 2 training sessions by the end of the year. (2) Create a CDD RESJI presentation to present to CDD Committees: ECCEC, CSC, CDBG, Aging.**

- i. If the goal was met, what a new goal for 2018 will be:

NO??

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

1. CDD staff worked with the RESJI Tools and Training team to schedule RESJI Part 1 and Part 2 trainings, which will happen on March 20th 1pm - 4pm and April 4th 9am - 12p
2. CDD still has to come up with RESJI presentation for the following committees: ECCEC, CSC, CDBG, Aging

- iii. Person(s) responsible for this goal in 2018:

Linette Rhodes and Nancy Saiz

- c. Agency short-term goal #3: **Work with the Organizational Health and Development Specialist to develop an employee survey. Have staff annually provide feedback on CDD culture, and develop staff training based on results.**

- i. If the goal was met, what a new goal for 2018 will be:

CDD's culture and environment have been changing since 2017 due to newly hired staff and retirements. Due to the involvement of CDD Director Jim O'Keefe as part of the CDD RESJI team, communication has improved between staff and management. The CDD RESJI team did provide staff with a brief survey in 2017, which asked about staff skills and ideas for trainings to better serve and communicate with City of Madison residents.

ii. If the goal was not met, what changes will be made to achieve this goal in 2018:
 The CDD RESJ team will present results of 2017 survey to the Division and take ideas that come up for training in 2018 and 2019.

iii. Person(s) responsible for this goal in 2018:
 Nancy Saiz

1. Long-term goals:

a. Agency long-term goal #1: **City of Madison will play a leadership role in the development of supports and incentives for students of color to choose careers in community development. This will be accomplished through exploration of resources available in higher education, and through partnerships with UW and Madison College. It is expected that these efforts will contribute to increased diversity in the labor pool available to funded non-profit agencies.**

i. Progress made towards this goal in 2017:

CDD is in its 5th year of working with community providers, MMSD, and City agencies to assist in outreach for the Wanda Fullmore Internship. The purpose of the internship is to expose high school students of color to an array of government jobs by placing students in City agencies throughout the summer. This internship program will be ongoing with the support of funding through the Division and City agencies who provide space for internships.
 CDD also ran a funding process in 2017 specific to youth and adult employment and training.

ii. Any changes we will make to make progress towards this goal in 2018:

CDD staff will continue to participate in Youth Career Fairs sponsored by Madison College to expose high school students to civil service jobs. The Division will also work with UW Madison as opportunities arise.

iii. Person(s) responsible for this goal in 2018:
 Hugh Wing and Mary O'Donnell

b. Agency long-term goal #2: **Review job descriptions of all existing staff and develop a consistent career ladder of positions within the Division. For example, review how different job titles like Grants Administrators 1, 2, 3 compare to Contract Managers 1, 2, 3 and Child Specialists 1, 2, 3 and how this could be affecting Division cohesiveness.**

i. Progress made towards this goal in 2017:

Ongoing

ii. Any changes we will make to make progress towards this goal in 2018:

In 2018, the Civil Rights Coordinator will develop a tracking system of job descriptions done per Unit to provide a better picture of the progress the Division has made.

iii. Person(s) responsible for this goal in 2018:
 Nancy Saiz, Jim O'Keeffe and Managers

c. Agency long-term goal #3: **Have CDD staff representation at meetings in diverse community events and ongoing meetings to aid in raising the Division's profile within these communities and establishing it as a legitimate employment prospect for people of color.**

i. Progress made towards this goal in 2017:

Ongoing

ii. Any changes we will make to make progress towards this goal in 2018:

CDD staff will continue to maintain a presence in community meetings, diverse community events, and ongoing meetings to aid in raising the Division's profile within all communities, with a focus on marginalized communities. Civil Rights Coordinator will develop a list for 2018 of staff involvement and representation in the Madison Community.

iii. Person(s) responsible for this goal in 2018:

Managers of the specific units will be responsible for assigning staff to represent the division in community events and meetings.

2. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? _____
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 2
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 1
Provide copies of all completed uses.

3. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Quarterly Division staff meetings have made staff feel a bit more connected to work and projects happening in other units.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Create your RESJI Teams as soon as possible. As the CRC, I found the CDD RESJ meetings serve as a vehicle and space to work on the Equitable Workforce Plan and RESJI analysis.

Economic Development Division

Economic Development Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	0	0					0				

Economic Development Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	10	6	60.00%	53.80%	Yes	6.20%	1	10.00%	9.80%	Yes	0.20%
3 - Technicians	2	1	50.00%	50.80%	No	-0.80%	0	0.00%	10.80%	No	-10.80%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	1	1	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	17	9					1				

Economic Development Division

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Director, Matthew Mikolajewski, discussed it in Economic Development Staff meetings with suggestions on how to participate. It was also a required part of our work in hiring the Real Estate 1 position.

2. Has your agency established an equity team? ☐ Yes ☒ No
If so, please identify team members.

3. Short-term goals:

- a. Agency short-term goal #1: **Increase diversity of applications for open positions by reviewing all job descriptions, assessing where we are advertising and targeting recruitment activities.**

- i. If the goal was met, what a new goal for 2018 will be:

The team work leading up to the interview process for the Real Estate 1 position helped us expand our marketing reach and increased the diversity in applications for this position.

We are not expecting to hire for another position in 2018, however if we do need to hire we will be using the in-depth recruitment marketing list put together by the team.

This list has many regional resources that include: Historically Black Colleges (HBCs), community colleges, urban community organizations and other un-conventional places to market the position.

This list is also available through HR for other Departments to use as they work with Human Resources.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We are working to establish a better base-line of tracking this goal.

- iii. Person(s) responsible for this goal in 2018:

Ruth Rohlich

- b. Agency short-term goal #2: **Staff will track their outreach efforts with a goal of 12 unique outreach events by staff, this can include attending special events organized by the community.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met. Our goal in 2018 is to encourage more staff to participate in these activities.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

The goal was met.

- iii. Person(s) responsible for this goal in 2018:

Ruth Rohlich

- c. Agency short-term goal #3: **20% of staff will attend an RESJ or YWCA Racial Justice Training or other related initiatives. We will baseline the percentage of staff involved in committees that support our goals. 15% of female staff will attend the Women's Leadership Series or other related initiatives.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was not met and will remain the same for 2018 with the addition in red.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We have decided to expand the trainings we will include in this goal so that individuals can expand their education and also find trainings that are focused on their area of expertise. We will also be working on better tracking and promoting training opportunities.

- iii. Person(s) responsible for this goal in 2018:

Matthew Mikolajewski

4. Long-term goals:

a. Agency long-term goal #1: **Increase diversity of hires within EDD.**

i. Progress made towards this goal in 2017:

EDD met the goal of percentage of woman professionals from availability not being met to meeting the availability. The Racial Ethnic goal for professionals has been met.

ii. Any changes we will make to make progress towards this goal in 2018:

We do not plan on doing hiring in 2018.

iii. Person(s) responsible for this goal in 2018:

Ruth Rohlich

b. Agency long-term goal #2: **Increased staff interactions and support: increased number of staff meetings, offering to pay for licensing and certifications, ~~rotate staff meeting facilitation among staff.~~**

i. Progress made towards this goal in 2017:

EDD is doing well in number of staff meetings, Office of Business Resources held its first ever retreat to plan and spend time together, the office had an end of year party.

ii. Any changes we will make to make progress towards this goal in 2018:

The rotating of the staff facilitation was not successful and we found people prefer having Matt lead the meetings so we are removing that goal.

iii. Person(s) responsible for this goal in 2018:

Matthew Mikolajewski

c. Agency long-term goal #3: **Diversification of our department committees. Because we are a small department with few upcoming hiring opportunities we would like to focus on making our committees more representative of the community as they inform and guide much of our work.**

i. Progress made towards this goal in 2017:

We worked to be very deliberate and thoughtful in the creation of the PM Committee and the Local Food Committee and reached our goals.

ii. Any changes we will make to make progress towards this goal in 2018:

Tracking the goal better

iii. Person(s) responsible for this goal in 2018:

Ruth Rohlich

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 1
Provide copies of all completed uses. Available upon request
- b. How many times did your agency use the Fast-Track Equity Tool? 1
Provide copies of all completed uses. Available upon request
- c. How many times did your agency use the Comprehensive Equity Tool? 1
Provide copies of all completed uses. Available upon request

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

The most exciting practice was pulling together the team that included two people from real estate, Ruth from Office of Business Resources and Human Resources together with Matt Mikolajewski to using the Equity hiring tool to really re think the Real Estate 1 position. This helped with the hiring process, recruitment but also our internal culture as it helped the two offices work together which we do not do regularly and it made it clear that this is a goal we all value helping to strengthen trust and respect between the two departments.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

We definitely would encourage all departments to look regionally when doing the marketing for hiring and to help encourage HR to make better connections to the regional community colleges and HBCs. Also, we encourage the use of a head hunter to better expand the search. The cost would be mitigated by the results.

Planning Division

Planning Division Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	2	100.00%	9.00%	Yes	91.00%
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	2	2					2				

Planning Division Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	6	1	16.67%	43.90%	No	-27.23%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	26	13	50.00%	53.80%	No	-3.80%	3	11.54%	9.80%	Yes	1.74%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	1	1	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	34	16					3				

Planning Division

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

An overview of the 2017 Equitable Workforce Plan (EWP) was presented at the Planning Division staff meeting on January 27, 2017. The presentation covered the content of the short- and long-term goals, the importance of the EWP as a way to move forward on equity issues, and how staff could directly and indirectly contribute to equity within the Planning Division. In addition, as part of our onboarding initiative the EWP was reviewed with new hires.

2. Has your agency established an equity team? ☐ Yes ☒ No
If so, please identify team members.

The DPCED Department Head is establishing a department wide RESJ Team that is scheduled to start meeting in 2018. Amy Scanlon and Milena Bernardinello are currently representing the Planning Division on the Equity Core Team.

3. Short-term goals:

- a. Agency short-term goal #1: **Be intentional and improve effectiveness in working with diverse and underrepresented populations. Inventory public outreach processes and strategies used currently by the Planning Division, identify effective outreach practices, and incorporate effective practices into planning processes and projects. Track and report out outreach initiatives mid-stream and as part of project closeout. Short Term – In 2016, three major planning projects will provide and measure public outreach strategy to increase participation by diverse and underrepresented populations and track the success of such efforts.**

- i. If the goal was met, what a new goal for 2018 will be:

The Planning Division met this short-term goal for 2017. Effective outreach strategies were assessed/improved during the planning process with three major projects: Comprehensive Plan Update, Madison in Motion Strategy, and Darbo-Worthington-Starkweather Neighborhood Plan. This goal will be continued for 2018 for three high priority projects: 1) Bus Rapid Transit Planning, 2) Historic Preservation Plan, and 3) Oscar Mayer Strategic Assessment Plan. All three of the above-mentioned projects will develop separate public participation strategy to solicit input from underrepresented populations. Effective public participation strategies may differ depending on the planning project scope, geographic area, primary stakeholders involved, and degree of partnerships forged with residents, non-profits and other organizations. In 2018, the Planning Division will continue to track the effectiveness of the strategies and readjust when necessary. An evaluation tool will be created to standardize the evaluations of our current and future public participation strategies and we will pilot this evaluation tool on two completed projects.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

The Planning Division will continue this goal in 2018.

- iii. Person(s) responsible for this goal in 2018:

The Planning Division Leadership Team will provide oversight and monitor. Primary Contact: Heather Stouder, Director. An internal staff team will be tasked to design an evaluation tool/close-out report template. The evaluation tool will be used on major planning processes and assist us in determining best practices over the long term.

- b. Agency short-term goal #2: **Incorporate descriptions/questions about knowledge and experience working with multicultural and underrepresented populations into job descriptions, supplemental questionnaire questions and interview questions. The percentage of job descriptions, supplemental questionnaires and sets of interview questions**

that have descriptions / questions related to knowledge and experience in working with multicultural and underrepresented populations.

i. If the goal was met, what a new goal for 2018 will be:

The Planning Division met this short-term goal for 2017. Four new job descriptions, for sets of supplemental questions, and six sets of interview questions incorporated questions(s) related to knowledge and experience in working with multicultural and underrepresented populations. In 2017, six positions were posted and seven people were hired. Planning Division will continue with this short-term goal until all job descriptions have been updated. We will expand the short-goal in 2018 to include at least five planning staff to take the City of Madison "Interview Certification Training". This training will provide staff with greater knowledge of red flag process and procedure, how to create behavioral interview questions with benchmarks, how to dig deeper in an interview including what types of follow-up questions are ok to ask, best practices for evaluating candidates, and mitigating biases in the interview process. One person from each of the Planning Division's four sections and MPO will be selected by supervisors to attend the Interview Certification Training.

ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

The Planning Division will continue this goal in 2018.

iii. Person(s) responsible for this goal in 2018:

The Planning Division Leadership Team will provide oversight and monitor. Primary Contact: Heather Stouder, Director.

c. Agency short-term goal #3: **Mandatory attendance of City-based training option, "Racial Equity and Social Justice (RESJ) Initiative" (Part I and II) training or other approved implicit bias training and/or other sensitivity training such as the YWCA Racial Justice Training and certificate program. 100% of new and existing employees have received training and/or are actively involved in RESJ activities.**

i. If the goal was met, what a new goal for 2018 will be:

The Planning Division did not meet this short-term goal for 2017. Out of 33 FTE staff from Planning Division (including MPO), 1 still needs to take both sessions, and 3 still need to take Part 2 (this includes new staff who were not able to reserve space in a 2017 Part 2 training but will complete it when it is available in 2018).

ii. Person(s) responsible for this goal in 2018:

The majority of Planning Division staff have taken RESJI Part I and II training. The remaining staff who haven't had the opportunity to take the training will complete the series by the end of 2018. In addition, the Planning Division will focus on internal training of staff on when and how to use the RESJ tool. In January 2018, a planned staff retreat will incorporate a small group exercise, led by HR, to provide more hands-on experience in using the RESJI tool. In addition, Planning Division monthly staff meetings will have a standing agenda item to allow staff to report out how they have used the tool or otherwise considered racial equity and social justice as part of their work, and share any outcomes.

iii. Person(s) responsible for this goal in 2018:

The Planning Division Leadership Team will provide oversight and monitor. Primary Contact: Heather Stouder, Director.

4. Long-term goals:

a. Agency long-term goal #1: **Be intentional and improve effectiveness in working with diverse and underrepresented populations. Inventory public outreach processes and strategies used currently by the Planning Division; identify effective outreach practices; incorporate effective practices into planning processes and projects. Track and report out outreach initiatives mid-stream and as part of project closeout. Long Term -In 2016, identify and meet with five local partners such as Centro Hispano, United Asian Services of WI, and Urban**

League, to explore opportunities for community engagement, involvement, and participation by diverse and underrepresented populations.

i. Progress made towards this goal in 2017:

The Planning Division will continue this long-term goal for 2018. The Historic Preservation Plan, Comprehensive Plan Update, and Madison in Motion projects identified, met, and forged new partnerships with local organizations who primarily work with underrepresented populations. In addition, Madison Area Planning Organization (MPO) conducted a county-wide household survey which was intentionally designed to sample a larger percentage of underrepresented households.

ii. Any changes we will make to make progress towards this goal in 2018:

The Planning Division will continue this long-term goal in 2018.

iii. Person(s) responsible for this goal in 2018:

The Planning Division Leadership Team will provide oversight and monitor. Primary Contact: Heather Stouder, Director.

b. Agency long-term goal #2: **Use the Equity Impact Analysis and Equitable Hiring Checklist to review and update all department job descriptions. Use the Equity Impact Analysis and Equitable Hiring Checklist for all future recruitment including job descriptions, job postings and supplemental questions. Use Equity Impact Analysis and Equitable Hiring Checklist for 100% of job recruitments. Complete review of 25% of current department job descriptions within one year.**

i. Progress made towards this goal in 2017:

The Equitable Hiring Checklist and Equity Impact Analysis was used for recruitment process and completed for 5 out of 7 new hires in 2017. Job descriptions, job postings, and supplement questions were changed to reflect the use of the tool. For instance, the educational background was expanded to include more disciplines than in previous years and experience in working with underrepresented populations was included in job description, supplemental questions, and interview questions. (Note: Contact Sarah Olson for further details).

The Planning Division will continue to work on the review of current department job descriptions when positions become open.

ii. Any changes we will make to make progress towards this goal in 2018:

The Planning Division will continue this long-term goal in 2018.

iii. Person(s) responsible for this goal in 2018:

The Planning Division Leadership Team will provide oversight and monitor. Primary Contact: Heather Stouder, Director.

c. Agency long-term goal #3: **Educate staff on the planner classification series, type of projects and responsibilities for advancement, and provide opportunities and training/cross-training to advance and progress in their career. Track employee performance evaluation and changes in job classification over time.**

i. Progress made towards this goal in 2017:

The Planning Division conducted an internal staff survey during the Q3 of 2017. Survey results were presented to staff in November 2017. Survey results showed that staff wanted to better understand the differences between the Planner 1-4 classification series and the level of experience, responsibility, and leadership needed to move up the career ladder. Staff were encouraged by HR to contact them for further explanation of the planner series. In 2018, supervisors will continue to work with staff to identify projects to improve/expand skills and provide varying degree of leadership responsibilities. All staff will be encouraged to take the City of Madison "Creating Your Professional Development Plan" workshop.

ii. Any changes we will make to make progress towards this goal in 2018:

Planning Division Director and Supervisors will review the Planner 1-4 series and work toward informing staff of the differences between the classifications. Supervisors will provide details to employees as well as discuss career goals.

iii. Person(s) responsible for this goal in 2018:

Heather Stouder, Director, and Supervisors for Neighborhood Planning, Preservation and Design, Transportation Policy and Planning, Development Review and Plan Implementation, and Comprehensive Planning and Regional Cooperation Sections.

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 3
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 2
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 1 (in progress)
Provide copies of all completed uses.

In 2018, the Planning Division will use the RESJ Fast-Track or Comprehensive tool on an internal process to-be-determined. See Equity Tools (above) for recording.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

The Planning Division has had a very positive impact due to our involvement with both the AASPIRE and Fullmore Internship programs. Some AASPIRE Interns have remained beyond the summer as hourly employees for additional months, and one of our permanent full-time staff began as an AASPIRE Intern. While open positions are relatively rare in the Planning Division, we will continue to broaden our recruitment efforts and get the word out about the Planning field to young people in the Madison area and beyond. As an example, the Planning Division will attend the Quest Workshop at Alliant Energy Center in 2018 with Human Resources and other agencies to promote "planning" as a profession to middle and high school students.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Police Department

Police Department Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	66	26	39.39%	28.10%	Yes	11.29%	8	12.12%	8.10%	Yes	4.02%
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	4	2	50.00%	62.00%	No	-12.00%	1	25.00%	8.20%	Yes	16.80%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	70	28					9				

Police Department Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	2	2	100.00%	43.90%	Yes	56.10%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	20	8	40.00%	53.80%	No	-13.80%	3	15.00%	9.80%	Yes	5.20%
3 - Technicians	1	1	100.00%	50.80%	Yes	49.20%	0	0.00%	10.80%	No	-10.80%
4 - Protective Workers	499	150	30.06%	28.10%	Yes	1.96%	96	19.24%	8.10%	Yes	11.14%
5 - Paraprofessionals	9	7	77.78%	57.90%	Yes	19.88%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	53	46	86.79%	62.00%	Yes	24.79%	8	15.09%	8.20%	Yes	6.89%
7 - Skilled Craft Workers	1	0	0.00%	6.30%	No	-6.30%	0	0.00%	5.90%	No	-5.90%
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	585	214					107				

Police Department

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

In 2017, the Madison Police Department better aligned its efforts to advance the work of Racial Equity and Social Justice Initiative (RESJI) and our Equitable Workforce Plan (EWP) by restructuring and integrating our Racial Disparities Impact Committee (RDIC) as MPD's Equity Team.

2. Has your agency established an Equity Team? ☒ Yes ☐ No
If so, please identify team members.

Stephen Behnke, Shannon Blackamore, Natalie Deibel, Kipp Hartman, Fonda Hodge, Walter Jackson, Arizona Jaramillo, David Jugovich, Andrew Muir, Donald Postler, Jared Prado, Marcus Robbins, Cynthia Roskowic, Nicki Stapleton, Sam Ward, James Wheeler

3. Short-term goals:

- a. Agency short-term goal #1: **Commissioned Hiring Process – Re-contact all applicants by mail that withdraw from the initial hiring process to assess whether or not there are unintended barriers; consider whether or not there may be opportunities to encourage applicants who have withdrawn to continue with the process.**

- i. If the goal was met, what a new goal for 2018 will be:

See below.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

This was not completed in 2017 but will be completed in 2018.

- iii. Person(s) responsible for this goal in 2018:

Lieutenant David Jugovich (Personnel) and Captain Mary Schauf (Training)

- b. Agency short-term goal #2: **Community Engagement Programs -Continue to support efforts of community programs such as the Latino/Black Youth Academies, our Explorer and Internship programs, whose goals in part are to educate youth and young adults and to promote interest in and understanding of, the law enforcement profession.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met and we will continue to work on this goal in 2018.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Not applicable.

- iii. Person(s) responsible for this goal in 2018:

Lieutenant Lori Chalecki (West District) and Sergeant Scott Kleinfeldt (CORE Team)

- c. Agency short-term goal #3: **Diversity Inclusion Team -Encourage and support the continued work of the Department's Diversity Inclusion Team whose goal it is to assure the inclusion of all employees in Department decisions and processes, as appropriate.**

- i. If the goal was met, what a new goal for 2018 will be:

The Diversity Inclusion Team (DIT) was discontinued in lieu of the Racial Disparities Impact Committee (RDIC), which has been re-integrated as part of MPD's Equity Team.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

The work of the Diversity Inclusion Team is now manifested in the newly re-focused MPD Equity Team.

- iii. Person(s) responsible for this goal in 2018:

Captain James Wheeler (Community Outreach) and Lieutenant David Jugovich (Personnel)

4. Long-term goals:

- a. Agency long-term goal #1: **Commissioned Promotional Process - Commissioned personnel are subject to a specific process for promotion. This process, governed by MOU between the Department and the MPPOA, was re-evaluated in 2014. There will be continued efforts to illicit feedback for process improvement.**

i. Progress made towards this goal in 2017:

In November of 2017, MPD's Equity Team continued the work of the equity analysis that started in November 2016.

ii. Any changes we will make to make progress towards this goal in 2018:

MPD will continue to examine the commissioned promotional process with the ultimate goal of removing barriers to assure that we have a relevant, transparent and equitable, process that engenders trust.

iii. Person(s) responsible for this goal in 2018:

Captain Wheeler (Community Outreach), Mary Schauf (Training) and Lieutenant David Jugovich (Personnel)

- b. Agency long-term goal #2: **Civilian Promotional/Lateral Process - Department civilians are currently required to apply for positions within a classification even if they are not interested in the current position so that they may have an opportunity to be considered for a similar position that may become available within a six (6) month period. Removing this barrier to the process and allowing civilian employees to apply for specific positions will encourage greater employee investment in the City and our Department, while allowing employees to develop their careers.**

i. Progress made towards this goal in 2017:

City HR previously completed an informational document in 2016.

ii. Any changes we will make to make progress towards this goal in 2018:

The informational document will be reviewed in 2018, and disseminated to MPD civilian employees when finalized.

iii. Person(s) responsible for this goal in 2018:

Lieutenant David Jugovich (Personnel) and Julie Trimble (City HR Analyst)

- c. Agency long-term goal #3: **Employee Mentorship Program - Along with Department efforts to orientate civilian employees, new civilian employees will be offered a "mentor" to help them learn the cultural aspects of our Department. A similar program already exists for commissioned personnel and would be re-assessed for improvement as appropriate.**

i. Progress made towards this goal in 2017:

A draft civilian program has been created. An Equity Analysis was initiated.

ii. Any changes we will make to make progress towards this goal in 2018:

We will make appropriate adjustments to both the civilian and commissioned processes after further review.

iii. Person(s) responsible for this goal in 2018:

Lieutenant David Jugovich (Personnel) and Sergeant Kipp Hartman (Training)

- d. Agency long-term goal #4: **Employee Engagement Plans - All employees have "assets" and "deficiencies". Developing a process that fairly and respectfully addresses both employee contributions and areas of improvement will help supervisors engage, coach and mentor employees. This process will also provide an opportunity for supervisors to understand what motivates employees so that our organization can recognize, develop and support employees throughout their careers.**

i. Progress made towards this goal in 2017:

MPD has collaborated with a current software vendor, CI Technologies, to develop and test software that is designed to provide employees with feedback on their performance.

- ii. Any changes we will make to make progress towards this goal in 2018:

We will continue to develop and test this software to determine its feasibility and effectiveness.

- iii. Person(s) responsible for this goal in 2018:

Lieutenant David Jugovich (Personnel)

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 4
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 3
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Having a committed group of employees (Equity Team) has been a valuable resource to further the goals of our Equitable Workforce Plan (EWP) and the work of the Racial Equity and Social Justice Initiative (RESJI).

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Continuing to build awareness that leads to understanding are important steps in improving progress towards affirmative action goals.

Streets Division

Streets Division Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	1	0	0.00%	62.00%	No	-62.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	1	0					0				

Streets Division Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	2	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	16	3	18.75%	53.80%	No	-35.05%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	5	3	60.00%	62.00%	No	-2.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	150	12	8.00%	6.30%	Yes	1.70%	18	12.00%	5.90%	Yes	6.10%
8 - Service Maintenance	9	0	0.00%	43.30%	No	-43.30%	2	22.22%	13.40%	Yes	8.82%
TOTAL	182	18					20				

Streets Division

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

2. The Equitable Workforce Plan is an agenda topic and discussion point at all monthly staff meetings. We continually discuss and update our progress in working towards improving recruiting and promoting individuals that are in underutilized populations. We will be establishing a core Equity Team and look forward to setting a few goals for 2018.

3. Has your agency established an equity team? ☒ Yes ☐ No
If so, please identify team members.

Stephen Schultz, Glenn Dwyer, Kari Wilcox, Anthony Hardiman, Aaron Rosas & Amy Leatherberry

4. Short-term goals:

- a. Agency short-term goal #1: **Actively recruit qualified applicants from diverse gender, racial and ethnic communities.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met and will be re-established for 2018

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Glenn Dwyer & the Streets Division Equity Team

- b. Agency short-term goal #2: **Have a diverse gender, racial, and ethnic pool of Streets Division seasonal employees from which to select permanent full-time employment.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met and will be re-established for 2018

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Glenn Dwyer

- c. Agency short-term goal #3: **After successfully meeting Goal 1-Recruiting and Goal 2-Hiring, the goal is to promote this population through the promotional opportunities existing in the Streets Division.**

- i. If the goal was met, what a new goal for 2018 will be:

This goal was met and will be re-established for 2018

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Glenn Dwyer

5. Long-term goals:

- a. Agency long-term goal #1: **Strategize with the City HR Department so that it regularly and actively recruits from diverse gender, racial and ethnic communities, e.g., RESJI, MAC, WIC, high schools / counselors, Dane County Job Center, Boys & Girls Club, local community centers, technical colleges, UW Career Services, youth employment mentoring programs, etc.**

- i. Progress made towards this goal in 2017:

The Streets Division continued to work with Human Recourses, Labor Relations and the Department of Civil Rights. Streets Division Representatives were motivated to attend job recruiting events as well as many other local and community based organizational events.

Our goal is to represent the Streets Division as a great place to work and one that offers many opportunities for career advancement within the division.

- ii. Any changes we will make to make progress towards this goal in 2018:

- iii. Person(s) responsible for this goal in 2018:

Glenn Dwyer & the Streets Division Equity Team

- b. Agency long-term goal #2: **Based on the success of Goal 1-Recruiting and Goal 3-Hiring, the goal is to encourage qualified diverse gender, racial and ethnic employees to apply for open promotional positions.**

- i. Progress made towards this goal in 2017:

In 2017, the Streets Division had 14 promotional opportunities. Promotable positions ranged from Street Machine Operator 2 thru Public Works General Supervisor. Of these 14 positions, 6 or 42.8% were offered to persons from unrepresented populations. This group represented 3-Women, 2-Persons of Color & 1-Asian Pacific.

- ii. Any changes we will make to make progress towards this goal in 2018:

The Streets Division will have a number of promotional opportunities in 2018. We are dedicated to using all Equity Tools and the guidance of Human Resource, Labor Management & DCR.

- iii. Person(s) responsible for this goal in 2018:

Glenn Dwyer

- c. Agency long-term goal #3: **Based on the success level of Goal 1-Recruiting, the goal is to hire from a strong pool of qualified applicants representing Madison's diverse gender, racial and ethnic communities.**

- i. Progress made towards this goal in 2017:

In 2017 the Streets Division hired 15 new full-time employees. Position included 14-Street Machine Operator 1's and an Operation's Clerk. Of these, 2-Women and 1-Latino.

- ii. Any changes we will make to make progress towards this goal in 2018:

The Streets Division will work towards increasing the numbers of new hires from unrepresented populations. Several retirements and open positions created by the 2017 promotional opportunities could result in 7-full-time Street Machine Operator 1 positions being available by the fall of 2018. A number of 2nd year seasonal employees will be returning and be fully qualified to meet the minimum qualifications for these SM01 openings.

- iii. Person(s) responsible for this goal in 2018:

Glenn Dwyer

6. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? UKN
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? UKN
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? UKN
Provide copies of all completed uses.

7. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

Not at this time.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

Not at this time.

Traffic Engineering and Parking Utility, Divisions of

Traffic Engineering Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	2	0	0.00%	50.80%	No	-50.80%	1	50.00%	10.80%	Yes	39.20%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	0	0.00%	57.90%	No	-57.90%	1	100.00%	9.00%	Yes	91.00%
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	3	0					2				

Traffic Engineering Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	0	0.00%	43.90%	No	-43.90%	1	33.33%	6.20%	Yes	27.13%
2 - Professionals	11	1	9.09%	53.80%	No	-44.71%	1	9.09%	9.80%	No	-0.71%
3 - Technicians	15	1	6.67%	50.80%	No	-44.13%	2	13.33%	10.80%	Yes	2.53%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	4	2	50.00%	57.90%	No	-7.90%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	1	0	0.00%	62.00%	No	-62.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	12	0	0.00%	6.30%	No	-6.30%	0	0.00%	5.90%	No	-5.90%
8 - Service Maintenance	12	0	0.00%	43.30%	No	-43.30%	1	8.33%	13.40%	No	-5.07%
TOTAL	58	4					5				

Divisions of Traffic Engineering and Parking Utility

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The plan was posted in the common notice area as well electronically posted on the Division's Sharepoint site. Furthermore, it was emailed to all employees.

2. Has your agency established an equity team? ☒ Yes ☐ No

If so, please identify team members.

Kristen Brodowsky, Sabrina Tolley, Chuck Yang, Phil Nehmer, Kellen Leicht, Jason Chandler, Dan Beissel, Khampan Xiong, Keith Pollock, Richard Westbury, Shari Olson, Yang Tao and Mohammed Zaidi.

3. Short-term goals:

- a. Agency short-term goal #1: **The department will implement a formal onboarding/mentoring program. New employees will be assigned a mentor to help them acclimate to the work environment and culture. The mentor will proactively help the new employee and be available for any questions.**

- i. If the goal was met, what a new goal for 2018 will be:

The goal was partially met, however the nature of the onboarding was informal.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

A form will be created stating the mentor assigned to the new employee and the goals of the program and the process will be documented.

- iii. Person(s) responsible for this goal in 2018:

Yang Tao for office staff, Phil Nehmer for TE shop TE staff, and Sabrina Tolley for shop Parking staff.

- b. Agency short-term goal #2: **The TE/PU Equity team will show RESJI's "Getting Started" introductory video to all employees to foster dialogue and better communication regarding equity in our work environment.**

- i. If the goal was met, what a new goal for 2018 will be:

The goal was mostly met. The vast majority of TE and PU employees attended the above training.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We will develop staff to provide training on a regular basis for new employees and refresher class for existing employees.

- iii. Person(s) responsible for this goal in 2018:

Kristen Brodowsky and TE/PU training staff

- c. Agency short-term goal #3: **Assess the department's work place culture with survey to help measure and identify impediments to diversity, openness and inclusiveness in the workplace.**

- i. If the goal was met, what a new goal for 2018 will be:

PU did conduct an agency-wide survey and TE employees participated in a City-wide engagement survey.

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

PU and TE employees will complete and new survey in early 2018.

- iii. Person(s) responsible for this goal in 2018:

Yang Tao for Office staff, Phil Nehmer for TE shop staff, and Sabrina Tolley for shop PU staff.

4. Long-term goals:

- a. Agency long-term goal #1: **The department wants the diversity of employees categorized in the Professionals job family to match the community's level of demographic diversity within five years.**

i. Progress made towards this goal in 2017:

Unfortunately, none of the 2017 recruitments resulted in under-represented individuals being hired.

ii. Any changes we will make to make progress towards this goal in 2018:

We will: use equitable hiring tool whenever possible, post position openings on websites and with organizations with a goal of attracting a diverse pool of candidates. Also, TE will be participating in the AASPIRE internship program which could provide future professional candidates.

iii. Person(s) responsible for this goal in 2018:

Yang Tao, Sabrina Tolley

- b. Agency long-term goal #2: **The department wants the diversity of employees categorized in the Paraprofessionals job family to match the community's level of demographic diversity within five years.**

i. Progress made towards this goal in 2017:

One paraprofessional female employees we re-classed from Program Assistant 1 to Accounting Technician 2 and a second paraprofessional female was reclassified from an Administrative Clerk to a Program Assistant 1. These were promotions; however, these positions remain classified as paraprofessionals.

ii. Any changes we will make to make progress towards this goal in 2018:

We will: use equitable hiring tool whenever possible, post position openings on websites and with organizations with a goal of attracting a diverse pool of candidates.

iii. Person(s) responsible for this goal in 2018:

Phil Nehmer, Yang Tao, Sabrina Tolley

- c. Agency long-term goal #3: **The department wants the diversity of employees categorized in the Service Maintenance job family to match the community's level of demographic diversity within five years.**

i. Progress made towards this goal in 2017:

Unfortunately, none of the 2017 recruitments resulted in under-represented individuals being hired. We had an employee from an under-represented group take a competitive demotion from the Technician job family to the Service Maintenance job family. The equitable hiring tool was used for this recruitment and posted this position was posted as open and competitive. We will be using the Equity Hiring tool for a future vacancy in this job family.

ii. Any changes we will make to make progress towards this goal in 2018:

We will: use equitable hiring tool whenever possible, post position openings on websites and with organizations with a goal of attracting a diverse pool of candidates.

iii. Person(s) responsible for this goal in 2018:

Phil Nehmer, Yang Tao, Sabrina Tolley

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 5
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 1
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? _____
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

TE hosted an AASPIRE intern. The experience as a very positive one for the intern and agency. We are currently making plans for this individual to return to the agency as a part time employee.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

We hope to develop and attract employees by participating in programs such as AASPIRE. Also, TE and MPD staff are employing the Equity Fast Track to analyze the effects of discontinuing crossing guard assignments at five location in the City as previously proposed by City staff.

Treasurer's Office

Treasurer's Office Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	0	0	N/A	57.90%	N/A	N/A	0	N/A	9.00%	N/A	N/A
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	0	0					0				

Treasurer's Office Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	1	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	0	0	N/A	53.80%	N/A	N/A	0	N/A	9.80%	N/A	N/A
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	4	3	75.00%	62.00%	Yes	13.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	0	0	N/A	43.30%	N/A	N/A	0	N/A	13.40%	N/A	N/A
TOTAL	6	4					0				

Treasurer

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

The CRC discusses topic of CRC meeting with co-workers after meetings

2. Has your agency established an equity team? ☒ Yes ☐ No

If so, please identify team members.

Dave Gawenda, Aaron Leair

3. Short-term goals:

- a. Agency short-term goal #1: **Limit frequency of fines for ESL citizens by working with RESJI guidance team, and providing better explanations to customer**

- i. If the goal was met, what a new goal for 2018 will be:

Not Met

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

New ticketing info, continued face to face discussion with customers paying tickets

- iii. Person(s) responsible for this goal in 2018:

All office staff

- b. Agency short-term goal #2: **Make Affirmative Action hires with a dual focus on reaching department goals and improving relations with ESL clients.**

- i. If the goal was met, what a new goal for 2018 will be:

Not met

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

New Goal: Working with other small agencies (Muni Court, Clerks) to provide personnel to interview panel

- iii. Person(s) responsible for this goal in 2018:

Aaron

- c. Agency short-term goal #3: **Increase community outreach such as Dane County Homebuyers Roundtable, adding focus to the topic of "dos and don'ts" of property taxes**

- i. If the goal was met, what a new goal for 2018 will be:

Not met, Dane County Homebuyers roundtable dissolved

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

New Goal: Discussion with CDA about rent billing/ payment issues

- iii. Person(s) responsible for this goal in 2018:

Aaron

4. Long-term goals:

- a. Agency long-term goal #1: **New affirmative action hire(s); although due to the small number of employees in the department it is impossible to reach goals, the department's workforce could be more equitable.**

- i. Progress made towards this goal in 2017:

No new hires

- ii. Any changes we will make to make progress towards this goal in 2018:

None

- iii. Person(s) responsible for this goal in 2018:

Dave Gawenda

- b. Agency long-term goal #2: **Tracking employee history and changes in job class and job family codes over time.**
- i. Progress made towards this goal in 2017:
None
 - ii. Any changes we will make to make progress towards this goal in 2018:
Possible Reclass
 - iii. Person(s) responsible for this goal in 2018:
None
- c. Agency long-term goal #3: **RESJI MCODT, culture and climate survey, employee feedback; MCODT shows an increase in at least one level toward a multicultural organization. Employees express greater satisfaction with employment.**
- i. Progress made towards this goal in 2017:
Internal Climate Survey
 - ii. Any changes we will make to make progress towards this goal in 2018:
Weekly Meetings
 - iii. Person(s) responsible for this goal in 2018:
Dave Gawenda

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? 0
Provide copies of all completed uses.
- b. How many times did your agency use the Fast-Track Equity Tool? 0
Provide copies of all completed uses.
- c. How many times did your agency use the Comprehensive Equity Tool? 0
Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?
No
- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?
no

Water Utility

Water Utility Job Family Availability - HOURLY											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	0	0	N/A	43.90%	N/A	N/A	0	N/A	6.20%	N/A	N/A
2 - Professionals	1	0	0.00%	53.80%	No	-53.80%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	0	0	N/A	50.80%	N/A	N/A	0	N/A	10.80%	N/A	N/A
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	2	1	50.00%	57.90%	No	-7.90%	1	50.00%	9.00%	Yes	41.00%
6 - Administrative Support	0	0	N/A	62.00%	N/A	N/A	0	N/A	8.20%	N/A	N/A
7 - Skilled Craft Workers	0	0	N/A	6.30%	N/A	N/A	0	N/A	5.90%	N/A	N/A
8 - Service Maintenance	1	0	0.00%	43.30%	No	-43.30%	1	100.00%	13.40%	Yes	86.60%
TOTAL	4	1					2				

Water Utility Job Family Availability - PERMANENT											
The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)											
	Total # of Employees	# of Female Employees	Female Incumbency	Female Goal*	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal*	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	5	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	19	6	31.58%	53.80%	No	-22.22%	1	5.26%	9.80%	No	-4.54%
3 - Technicians	21	5	23.81%	50.80%	No	-26.99%	2	9.52%	10.80%	No	-1.28%
4 - Protective Workers	0	0	N/A	28.10%	N/A	N/A	0	N/A	8.10%	N/A	N/A
5 - Paraprofessionals	4	4	100.00%	57.90%	Yes	42.10%	1	25.00%	9.00%	Yes	16.00%
6 - Administrative Support	8	8	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
7 - Skilled Craft Workers	33	1	3.03%	6.30%	No	-3.27%	5	15.15%	5.90%	Yes	9.25%
8 - Service Maintenance	29	3	10.34%	43.30%	No	-32.96%	5	17.24%	13.40%	Yes	3.84%
TOTAL	119	27					14				

Water Utility

1. What steps were taken to ensure all staff is aware of your agency's Equitable Workforce Plan and the goals adopted by your agency?

Joint meeting between Management Team and Steering Team to discuss the Equitable Workforce Plan and our agency goals.

2. Has your agency established an equity team? ☐ Yes ☒ No

If so, please identify team members.

An equity team will be formed in 2018

3. Short-term goals:

- a. Agency short-term goal #1: **"Anniversary Meetings": Supervisors will support every employee's personal and professional development by scheduling a one-on-one meeting with each employee during his/her anniversary month. Meetings will use the Anniversary meeting template provided by the Steering Team.**

- i. If the goal was met, what a new goal for 2018 will be:

Continue goal in 2018

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

In 2017, 35.4% of employees had anniversary meetings – emphasize the need to have the anniversary meetings held by supervisors

- iii. Person(s) responsible for this goal in 2018:

All hiring managers are responsible

- b. Agency short-term goal #2: **All hiring managers will receive training on recognizing implicit biases (RESJI or YWCA racial justice training).**

- i. If the goal was met, what a new goal for 2018 will be:

Continue goal in 2018

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

Training was offered and promoted, but we are uncertain how many hiring managers took advantage of the training. We need to do a better job of tracking who attended what trainings.

- iii. Person(s) responsible for this goal in 2018:

- c. Agency short-term goal #3: **The Equitable Hiring Checklist assessment will be utilized well in advance of any new hires and to evaluate any positions that are currently held open. For any vacancies, the hiring manager must provide written proof that hiring checklist has been used prior to entering requisitions into Neogov.**

- i. If the goal was met, what a new goal for 2018 will be:

Continue goal in 2018

- ii. If the goal was not met, what changes will be made to achieve this goal in 2018:

We have had partial compliance with this goal. We will re-iterate the need to use the Equitable Hiring Checklist to hiring managers prior to requesting to fill a vacant position.

- iii. Person(s) responsible for this goal in 2018:

4. Long-term goals:

- a. Agency long-term goal #1: **The RESJI Impact analysis tool will be used for major policy initiatives such as water rate increases and conservation programs, and major construction projects.**

- i. Progress made towards this goal in 2017:

An application to increase rates was filed with the Public Service Commission in October of 2017. An attempt was made to use the tool, but we did not have enough information to use the tool effectively.

- ii. Any changes we will make to make progress towards this goal in 2018:

There are no changes anticipated, but the expectation is that as we become better trained in using the Impact analysis tool and understand data needs that we will be able to use this tool more for major projects.

- iii. Person(s) responsible for this goal in 2018:

- b. Agency long-term goal #2: **Develop a structured cross-training/job shadowing program.**

- i. Progress made towards this goal in 2017:

The Steering Team has been working on a structured cross-training/job shadowing program. We do not have a management approved formal program yet.

- ii. Any changes we will make to make progress towards this goal in 2018:

There are no changes anticipated, the Steering Team will continue to complete the formalized program

- iii. Person(s) responsible for this goal in 2018:

- c. Agency long-term goal #3: **Evaluate, assess, and modify recruitment strategies in partnership with HR to diversify applicant pool. Internships and apprenticeships will also be developed and expanded when appropriate to meet organizational needs.**

- i. Progress made towards this goal in 2017:

We continue to work with HR when we are attempting to fill vacant positions. Our challenge is attracting a diversified applicant pool. We did have three interns in 2017 and expect a similar number in 2018. We have hourly recruitment opportunities.

- ii. Any changes we will make to make progress towards this goal in 2018:

There are no changes anticipated. We will continue to work with HR in recruitment and will work on internships and apprenticeships.

- iii. Person(s) responsible for this goal in 2018:

5. Equity Tools:

- a. How many times did your agency use the Equitable Hiring Tool? Some – I am attaching four uses from 2017

Provide copies of all completed uses.

- b. How many times did your agency use the Fast-Track Equity Tool? Unknown

Provide copies of all completed uses.

- c. How many times did your agency use the Comprehensive Equity Tool? Unknown

Provide copies of all completed uses.

6. Successful Practices:

- a. Are there any practices that you wish to highlight that worked well in your agency to improve in the areas of hiring, recruitment, orientation, onboarding, promotion, retention, culture, and/or training?

I feel that there is still a lot of room for improvement and I can't think of anything that has worked well for us.

- b. Are there any practice recommendations for other agencies or the City as a whole to improve progress towards affirmative action goals?

We do not have any practice recommendations for other agencies.

Appendix A

BALANCED INTERVIEW PANELIST REFERRAL PROCESS

The City of Madison welcomes the excitement of changing demographics. As public employees, we must reconfirm our commitment to the principles of equity, affirmative action and equal opportunity. This is a part of the City's overall commitment to a workforce that encourages diversity and inclusion. To that end, we are striving to ensure balanced interview panels are a standard part of our recruitment process.

To aid in this process, the Department of Civil Rights has developed a database of individuals willing to serve on City of Madison interview panels. This list will be maintained by the Department of Civil Rights (DCR) and shall be used as a resource to connect hiring managers with balanced interview panelists. Hiring managers and Human Resources Analysts may utilize this resource by contacting the Affirmative Action Specialist, but are not required to use individuals named on this list.

Balanced interview panels should consist of at least one person of color and one woman on the interview panel. It is also highly recommended to use at least one person from another department or another organization to be part of the panel.

EXPECTATIONS

In order to provide diversity in names of those referred to be panelists, all requests should comply with the following guidelines.

Hiring managers will:

- Request interview panelists from DCR at least weeks in advance of the anticipated interviews. Requests should specify:
 - o Number of candidates to be interviewed
 - o Desired dates/times of interviews, and total estimated time commitment
 - o Desired demographics of interview panelists: women, person of color, person with a disability, person fluent in language other than English, or no preference
- Contact those referred directly to inquire about availability
- Communicate with panelists' supervisors if needed to facilitate permission
- Give fair and equal weight to referred panelist's assessment of candidates, ideally providing questions/assessments with objective benchmarks
- Inform DCR of the name(s) of referred panelist(s) who were able to serve

DCR will:

- Provide hiring managers with six potential panelists' names, phones/emails, titles and departments
- Contact all panelists once a year to see whether will remain on list/any updates
- Provide interview panelist certification training in cooperation with Human Resources and refer panelists who have completed certification with first priority
- Track and cycle referrals based on last date served. Those whose last date on a panel is most remote will be referred first.

The Red-Flag Process Step-by-Step

Rev. 8/15/2017

<u>What Action Needed?</u>		<u>When?</u>	<u>Who Must Act?</u>
Before a recruitment			
HR liaison should be trained to correctly identify job family code and assign requisition as underrepresented		Regularly before recruitment	HR Analyst
Job family data will be updated for each agency		Twice annually	DCR
Funds will be allocated for advertising of foreseeable vacancies which may be underrepresented		When planning budget	Department Heads
A requisition is created		To begin a recruitment	HR Liaison
When a given vacancy is underrepresented:			
A memorandum is issued to the hiring authority to alert the selecting official that an opportunity is available to increase the representation for an affirmative action group member. This notification should occur within one week of a requisition being created for all requisitions with no prior eligibility list.		Before the position is opened for recruitment	Affirmative Action Specialist
DCR must approve type of posting for internal recruitments if the position is underrepresented. Once approved, the DCR Director will inform the HR Services Manager, who will release the posting for recruitment. If the DCR Director and agency cannot reach agreement, the HR Director makes the final determination in accordance with the Personnel Rules and Madison General Ordinances.		Before the position is opened for recruitment AND if recruitment is internal to department	Hiring Managers with assistance from DCR Director
The position must be advertised to target qualified applicants in underrepresented categories using the Affirmative Action referral list. HR may recommend that agencies pay for other targeted ads.		Advertisement for the position	HR Analyst with assistance from hiring authority for specialized positions
A ranked list of qualified candidates is generated. Correct errors in the requisition if the job category listed is incorrect.		Creation of the referral list	HR Analyst
If no candidates in the underrepresented categories are referred, the red-flag process no longer applies.	If candidates in the underrepresented categories are referred, the position is now RED-FLAGGED.		Affirmative Action Specialist

The Red-Flag Process Step-by-Step

Rev. 8/15/2017

<u>What Action Needed?</u>		<u>When?</u>	<u>Who Must Act?</u>
Candidates referred			
Hiring managers are notified that the position is red-flagged or not.		After referral, when a position is underrepresented	Affirmative Action Specialist
Hiring managers should review "A Manager's Guide to Interviews and Background Checks"		When a position is red-flagged	Hiring Managers
Interview panels must be diverse. AA Manager shall develop a referral list of interview panelists if necessary for diverse panels. Interview panels must also receive notification if a position is red-flagged prior to interviews, including a copy of "The Red-Flag Process: A Guide to Interviewing" and full application materials of all referred candidates.		Interview panel(s) are identified	Hiring Managers with assistance from HR Analyst, Affirmative Action Manager
Interview questions with objective benchmarks will be developed		Before interviews are conducted	Hiring Managers with assistance from HR Analyst, DCR
Interviews will be conducted		Interviews conducted	Interview panel(s)
Contact DCR to discuss top candidate(s).		After interviews are complete	Hiring Managers
If people in the underrepresented categories are top candidates, DCR will concur with hire	If people in the underrepresented categories are not top candidates, DCR will ask for more information regarding the objective qualifications of the candidates. DCR may recommend modifications to the hiring process if potential for discrimination exists.		
Offers job to candidates		After DCR approves hire	Hiring Managers

Red-Flag Process Changes and Clarifications

Before a recruitment:

Changes

- Job family data will be updated for each agency twice annually, rather than once
- Departments are encouraged to allocate funds for advertising of foreseeable vacancies which may be underrepresented
- Hiring managers should refer to the document “Checklist for Hiring Managers”

Clarifications

- HR liaisons who create requisitions frequently misidentify job family codes in a requisition. These errors may cause confusion regarding whether a position is underrepresented. Check the requisition against the “Hiring Opportunity” email from DCR to verify job family code.

At the beginning of a recruitment if vacancy is underrepresented:

Changes

- DCR must approve type of posting for internal recruitments if the position is underrepresented.
- The position must be advertised to target qualified applicants in underrepresented categories

Clarifications

- “Underrepresented” versus “Red-flagged:” a position may be underrepresented even before the recruitment begins, and remains underrepresented through the entire recruitment. It only becomes “red-flagged” if qualified candidates in the underrepresented categories are referred for interviews.
- If a position is not underrepresented, this process does not apply.

When candidates are referred:

Changes

- Hiring managers are notified whether the position is red-flagged or not. Previously, there was only notification if it was red-flagged. If a position is not red-flagged, this process no longer applies.
- Interview panels must also receive notification if a position is red-flagged prior to interviews, including a copy of “The Red-Flag Process: A Guide to Interviewing” and full application materials of all referred candidates before interviews.
- Hiring managers will need to develop objective benchmarks. Guidance on doing so is available in “A Manager’s Guide to Interviews and Background Checks” and by contacting HR or DCR. Non-affirmative hires where objective benchmarks were not used may not receive DCR concurrence.

Clarifications

- Interview panels must be diverse. This means that there is at least one person of color and one woman on the interview panel. It is also highly recommended to use at least one person from another department or another organization to be part of the panel. In the future, a referral list of interview panelists will be available, and an interviewer certification training will be developed.
- DCR should always be consulted prior to making a hire when a position is red-flagged.

The Red-Flag Process: A Guide to Interviewing

The City of Madison has established a priority objective to promote equal employment opportunity and to eliminate discriminatory preferences in the hiring process. The “Red-Flag” process is an Affirmative Action procedure adopted by the City in its General Ordinances and its Affirmative Action Plan to minimize cultural, racial, gender and disability differences between interviewers and interviewees. It also provides a more thorough evaluation of candidates’ application materials and interview responses.

What does it mean for a position to be “Red-Flagged?”

The “Red Flag” process is used when a vacancy occurs in an area where representation for women or people of color is an appropriate consideration. When a position has been “Red-Flagged,” this means two things.

First, it means the position falls into a job category for which the demographic makeup of present employees does not match the demographic makeup of the available local workforce for women and people of color. Such positions are considered “underrepresented” because the numbers of women and/or people of color employed do not accurately reflect the available workforce. A position can be underrepresented for women, people of color, or both. When a given vacancy is underrepresented, several affirmative steps are taken before and after the interview stage.

Second, it means that at least one individual was referred for interviews who is a member of an underrepresented category. This means you have an opportunity to improve the City’s workforce representation within this position.

What are the interview expectations?

Prior to the interviews, all interview panel members shall be made aware of the relevant position’s job family category, and informed if the position is underrepresented. Panel members should also have a chance to review all referred candidates’ application materials before the interviews begin.

In the interview, all questions must be directly related to the employment posting requirements for knowledge, skills, and abilities. Each agency will need to develop pre-established benchmarks to rate candidates consistently and objectively, in a way that focuses on the needs of the position instead of individual opinions. All candidates should be asked the same questions, and questions should not be asked that may elicit personal information that is not related to skills or experience needed for the position.

Once the interviews are complete, the Hiring Manager should contact the City’s Department of Civil Rights before making any job offer to top candidate(s). The Department of Civil Rights will monitor the selection and verify that appropriate hiring procedures were followed. Agencies may need to demonstrate, in writing, that their selection is justified by objective qualifications. In cases where candidates are similarly qualified, there should be more to justify a top candidate than a “gut feeling” or a supposition that one candidate will “be a good fit.” This sort of subjective reasoning is potentially tarnished by unconscious biases that any interview panelist or hiring manager could have. In order to minimize disparate impacts on women and people of color, and to improve the City’s workforce representation, every opportunity to meet these objectives should be carefully considered.

Red-Flag Hiring Process: A Checklist for Hiring Managers

Before starting a recruitment:

- Confirm with HR Analyst that a position's job family code is correct in the requisition
- Determine whether the position is underrepresented for women, people of color, or both
- Consider using Equitable Hiring Tool
- Determine whether departmental funds are available for targeted recruitment if needed
- Contact the Department of Civil Rights to approve hiring plan for recruitments that are limited to departments internally for positions that are underrepresented.

When a position is posted that is underrepresented:

- Select targeted recruitment sources, if any
- Review documents linked in "Hiring Opportunity" email from the Department of Civil Rights

When members of the underrepresented categories are referred for interview:

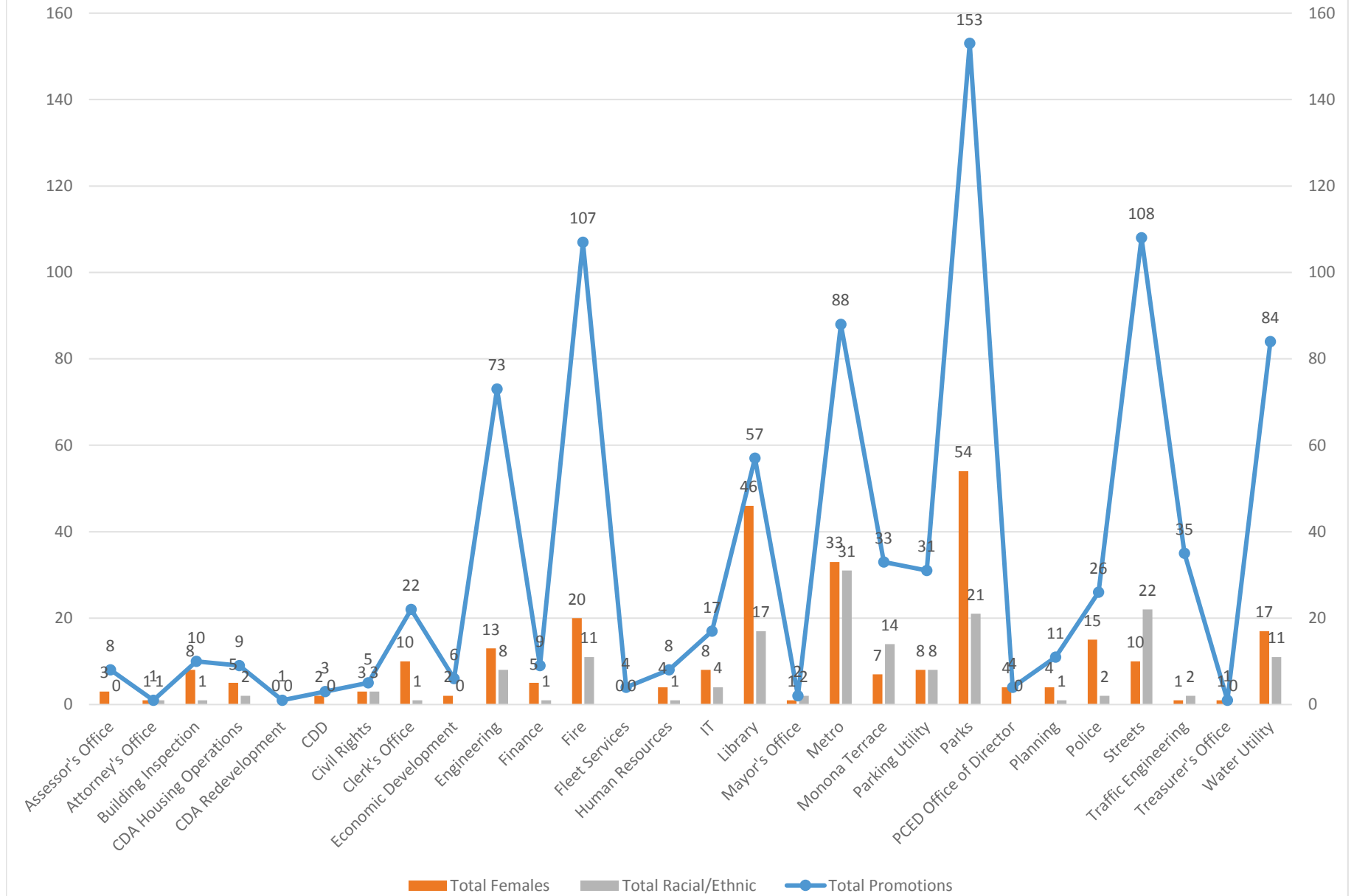
- Review "A Manager's Guide to Interviews and Background Checks"
- Develop objective benchmarks for interview questions and send to DCR for review.
- Secure a balanced interview panel. This means that there is at least one person of color and one woman on the interview panel. It is also highly recommended to use at least one person from another department or another organization to be part of the panel.
- Inform interview panelists that the position is red-flagged. Prior to interviews, give each panelist a copy of "The Red-Flag Process: A Guide to Interviewing" and all application materials of the candidates.

Before making an offer:

- Contact the Department of Civil Rights to discuss top candidate(s)
- If required, prepare written justification for hire and respond to follow-up inquiries from the Department of Civil Rights

Appendix C

Promotions by Agency, January, 2011 through March, 2018



	Building Inspection Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	2	1	0
2013	1	0	0
2014	0	0	0
2015	2	2	0
2016	1	1	0
2017	3	3	0
2018	1	1	1

	CDA Housing Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	0	0	0
2013	0	0	0
2014	2	1	0
2015	0	0	0
2016	1	1	1
2017	6	3	1
2018	0	0	0

	CDA Redevelopment Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	1	0	0

	Assessor's Office Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	0	0	0
2013	3	0	0
2014	2	2	0
2015	1	0	0
2016	2	1	0
2017	0	0	0

	Attorney's Office Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	1	1	1

	Clerk's Office Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2016	2	1	0
2017	0	0	0
2018	20	9	1

	Civil Rights Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2013	1	1	0
2014	1	1	0
2015	1	0	1
2016	1	0	1
2017	1	1	1

	Community Development Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	1	1	0
2013	0	0	0
2014	0	0	0
2015	1	0	0
2016	1	1	0
2017	0	0	0

	Economic Development Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2014	2	0	0
2015	0	0	0
2016	2	1	0
2017	2	1	0

	Engineering Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2011	1	0	0
2012	5	0	0
2013	4	0	0
2014	5	1	0
2015	13	2	0
2016	22	5	4
2017	22	5	4
2018	1	0	0

	Finance Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	2	1	0
2013	0	0	0
2014	2	2	0
2015	4	2	0
2016	1	0	1

	Fire Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	28	2	4
2013	19	3	1
2014	19	4	1
2015	22	3	3
2016	11	4	0
2017	4	3	1
2018	4	1	1

	Fleet Services Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2013	1	0	0
2014	1	0	0
2015	0	0	0
2016	1	0	0
2017	1	0	0

	Human Resources Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2011	1	1	0
2012	2	0	0
2013	0	0	0
2014	1	1	0
2015	3	2	0
2016	0	0	0
2017	1	0	1

	IT Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2013	1	1	0
2014	2	0	0
2015	6	5	0
2016	2	0	0
2017	6	2	4

	Library Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	1	1	0
2013	6	2	2
2014	4	4	0
2015	9	8	0
2016	22	19	7
2017	11	9	5
2018	4	3	3

	Mayor's Office Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2017	2	1	2

	Metro Transit Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	4	1	0
2013	28	6	9
2014	42	15	16
2015	7	6	2
2016	3	3	1
2017	3	2	3
2018	1	0	0

	Monona Terrace Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2012	2	1	0
2013	1	0	0
2014	1	0	0
2015	14	0	7
2016	8	2	4
2017	4	2	1
2018	3	2	2

	Parking Utility Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2011	1	0	0
2012	0	0	0
2013	3	1	1
2014	5	1	2
2015	10	2	2
2016	2	1	0
2017	9	3	3
2018	1	0	0

	Parks Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2011	2	1	0
2012	15	5	2
2013	5	2	2
2014	50	13	2
2015	25	10	4
2016	21	8	2
2017	33	14	7
2018	2	1	2

	PCED Office of Director Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2015	2	2	0
2016	0	0	0
2017	2	2	0

	Planning Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2014	4	1	0
2015	1	0	0
2016	4	2	1
2017	2	1	0

	Police Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2011	4	2	0
2012	1	0	0
2013	4	3	0
2014	4	3	0
2015	4	2	0
2016	6	3	2
2017	2	1	0
2018	1	1	0

	Streets Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2011	1	0	0
2012	17	3	0
2013	11	0	0
2014	13	0	4
2015	20	2	8
2016	21	2	2
2017	24	3	7
2018	1	0	1

	Traffic Engineering Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2011	1	0	0
2012	2	0	0
2013	5	0	0
2014	11	0	0
2015	6	1	1
2016	2	0	1
2017	7	0	0
2018	1	0	0

	Treasurer's Office Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2015	1	1	0

	Water Utility Promotions		
<u>Year</u>	<u>Total</u>	<u>Female</u>	<u>Racial/Ethnic</u>
2011	3	1	0
2012	8	1	1
2013	10	4	1
2014	7	2	1
2015	10	3	1
2016	21	2	3
2017	21	4	3
2018	4	0	1