



2009 Affirmative Action Plan Report City of Madison

Department of Civil Rights
Affirmative Action Division
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EXECUTIVE SUMMARY

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. According to the 2000 US Census Metropolitan Statistical Area, Madison is divided into eight EEO-4 federal job categories; Officials and Administrators (Job Category 1), Professionals (Job Category 2), Technicians (Job Category 3), Protective Workers (Job Category 4), Paraprofessionals (Job Category 5), Administrative Support (Job Category 6), Skilled Craft Workers (Job Category 7), and Service Maintenance (Job Category 8).

Representation status is determined by comparing the estimated labor market availability with the employees on-board in the organization.

Women are under-represented in the following job categories: Officials and Administrators (Job Category 01); Professionals (Job Category 02), Technicians (Job Category 03), Skilled Craft workers (Job Category 07), and Service Maintenance (Job Category 08).

Racial/ethnic minorities are under-represented in the following job categories: Professionals (Job Category 02), Technicians (Job Category 03), Protective Workers (Job Category 04), and Service Maintenance (Job Category 8).

People with disabilities are under-represented in all job categories: Officials and Administrators (Job Category 1), Professionals (Job Category 2), Technicians (Job Category 3), Protective Workers (Job Category 4), Paraprofessionals (Job Category 5), Administrative Support (Job Category 6), Skilled Craft Workers (Job Category 7), and Service Maintenance (Job Category 8).

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INTRODUCTION

► Mayor's Commitment to Affirmative Action

The City of Madison is a progressive employer where people are proud to work and employees are treated fairly. All agency heads are responsible to ensure that employment decisions are administered without discrimination on the basis of race, sex (gender), religion, creed, color, age, disability/handicap, marital status, HIV status, source of income, familial status, ancestry or national origin, sexual orientation, arrest record, conviction record, current or past military service, less than honorable discharge, use or non-use of lawful products off the employer's premises during non-work hours (notwithstanding the exceptions noted in Sec. 111.35, Wis. Stats.), physical appearance, political beliefs, or the fact that a person is a student.

The Department of Civil Rights provides leadership and expertise in attracting, developing, and sustaining a diverse workforce committed to quality public service. The focus of our program is to uncover and eliminate discriminatory barriers against women, racial/ethnic minorities, and people with disabilities and to make equal opportunity a reality for all employees. Please visit the Department of Civil Rights website at <http://www.cityofmadison.com/dcr/> to review our Affirmative Action Plan and Affirmative Action Program policies.

David J. Cieslewicz, Mayor



2009 Annual Affirmative Action Plan Report

The 2009 Annual Affirmative Action Plan report details the progress toward achieving the affirmative action goals and includes the following:

1. A summary of departmental and City affirmative action goals as well as any special projects tied to this program.
2. Totals of all persons hired, retired or terminated, and promoted by gender and racial/ethnic minority status.
3. A description of the recruitment and training programs instituted to achieve the objectives of the City's affirmative action plan.
4. A summary of supportive programs provided to resolve and prevent problems.
5. A review of contract compliance status.
6. A summary of informal complaints.

The Citywide Affirmative Action Plan (AAP) 2009 – 2013 includes the individual agency plans, which have been adopted by the Mayor and Common Council. 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.

The Affirmative Action Plan qualitative components include affirmative action and placement goals for women and racial/ethnic minorities:

1. Agency Heads have the responsibility to implement affirmative action programs throughout their organizations.
2. 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.
3. Development and execution of an action-oriented program designed to correct any identified problem areas.
4. Development and implementation of internal audit and reporting systems that periodically measures the effectiveness of the agency's total affirmative action program.

Section One: Departmental Affirmative Action Goals

► City Assessors' Office

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

We work with Community Work Services to employ two developmentally disabled individuals to work in our office on an hourly basis.

2. Applicants in under-represented groups often do not possess the technical skills and certification requirements needed for most positions in the Assessor's Office.

We allow entry-level employees to be hired without assessor certification, assist them in getting temporary certification until we can train them with the necessary skills to obtain permanent certification.

3. Career advancement for current employees.

We have an agreement with Local 60 to look at revamping our Career Ladders program. We will structure it to align with the new organizational structure in our office to hopefully solve some of the current problems concerning advancement.

4. Budget Restrictions on new hiring.

Due to budget restrictions, we have not been able to upgrade positions or fill vacancies. In fact, we lost 1.5 FTEs in the 2010 budget.

► City Attorney's Office

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

The Office of the City Attorney has very low turnover and in the past few years has hired less than one new employee per year. However, during our last hiring process, there was an increased effort to encourage a diverse applicant pool by working with the Department of Civil Rights to ensure that the job announcement reached more a more diverse demographic.

2. Increasing diversity in Law Clerk positions

Each year the office hires from the State Bar of Wisconsin's Diversity Clerkship Program in an effort to increase representation of racial/ethnic minorities in our group of Law Clerks.

► **Civil Rights, Department of**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?
 - Presence at Job Fairs and community events to promote City of Madison employment opportunities.
 - Actively work with city agencies to promote awareness of City's underutilization goals.
 - Advocate for AA target group members throughout the hiring process.
 - Employment related community workshops.
2. Young people who are members of under-represented groups are often not exposed to experiences that provide the development of skills and qualifications that are needed to enter into civil service careers.
 - Coordinate City's AASPIRE Program Internship program – recruit other City agencies to provide beneficial internship opportunities.
 - Participate in youth mock interviews.
 - Community workshops targeting at-risk youth.
3. Career advancement for current employees.
 - Keep current City employees informed of potential advancement opportunities and training opportunities.
 - Advocate for AA target group members throughout the hiring process.
4. Exit Interview Process
 - Work with Human Resources to create a process to ascertain pertinent information from separated City employees that can be used to improve City working conditions.

► **City Clerk's Office**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

In 2009 the City Clerk's Office instituted a career ladder that should reduce our high turnover rate.

2. Recruit a more diverse group of Election Officials to work at City of Madison polling places.

There were no elections in the fall of 2009. We will begin to see some turnover in Election Officials in 2010.

3. Civil Rights and Diversity Training

The City Clerk's Office will participate in this training when it is offered.

4. Diversity Awareness Training

Jean Tretow-Schmitz completed F.A.I.R. Diversity Awareness Training in August 2009. At least three Clerk's Office employees will attend this training on May 20, 2010.

► **Comptroller's Office**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

The Comptroller's Office enjoys a very low turnover rate among its employees, thus limiting our opportunities to increase representation in targeted groups. However, as vacancies occur, they are posted on the City's website and advertised in the Wisconsin State Journal, as well as local newspapers in targeted areas, both nationally and throughout the Midwest. In order to further increase the diversity of applicants, postings are sent to selected colleges and universities, as well as professional organizations identified by the Department of Civil Rights.

2. Interview and Selection Quality

As stated above, the Comptroller's Office enjoys a very low turnover rate among its existing employees. In addition, budget constraints Citywide limit our opportunity to increase the number of permanent positions. In order to ensure quality interview and selection procedures, as vacancies occur within the department, the existing position(s) is carefully reviewed and revised as needed to ensure the accuracy of job duties and responsibilities on the official job posting. Interview questions and Achievement History Questionnaires are crafted to reflect the duties/responsibilities of the position and reviewed by both Comptroller's and Human Resources' staff to ensure there is nothing which would screen out targeted group members.

3. Career Development

Opportunities to attend training seminars are offered to all employees as time and finances permit. In addition, we will continue to encourage employees with an interest in furthering their education to take advantage of the City's tuition reimbursement program for college level courses in order to increase the opportunities for upward mobility. Whenever possible, this office will work with employees to temporarily alter normal work schedules to accommodate training. Members of targeted affirmative action groups will receive particular consideration in this regard.

In conjunction with initiative 3 below (cross training), when we have identified significant changes to the job duties/responsibilities of current employees, we request that the Human Resources Department perform a position study to determine whether the position is appropriate classified. In some cases, a reclassification is recommended, resulting in promotion of an existing employee.

4. Cross Training

Cross training has proven to be an extremely useful tool to assist employees in obtaining the skills necessary for promotion and advancement, both within the department and for positions in other City agencies. Comptroller's Office employees will continue to be afforded the opportunity to receive cross training in other areas of departmental activity. When appropriate, a job study may be requested (see above initiative).

► Fire Department

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

Change in mind set and Diversity is highly valued. We are building a diverse team to be committed to diversity from the top down our Chief Debra Amesqua is committed to diversity and states it in the Chief's Welcome "The heart of our Department remains the people who work here. We are a culturally and ethnically diverse organization. We draw on that diversity of personnel to pursue innovation in our ideas and practices." She also talks about it in our Mission Statement "We are proud of the strength and diversity of our workforce and emphasize continuous service improvement, focusing on the preservation of life, property and the environment." Plus when you look at the photos on the website we show representation of the diversity in our work force.

This type of media helps to reach the people but the message and how it is delivered makes the difference if minorities feel that they have a true and fair opportunity. We work with the City's Human Resource Department in our recruitment efforts. We have also worked with Fire 20/20 on the development of some of our media. See Why I Chose FIRE on our website <http://www.cityofmadison.com/fire/>. Yes we visit high schools job fairs all the time and the teams we send will show diversity in the work force along with the written media they will hand out.

2. Increase racial/ethnic minorities and women in workplace.

Word of mouth is still the best tool for recruiting new fire fighters... you cannot duplicate the enthusiasm or passion of a diverse work force of fire fighters talking about the profession they have chosen. So we use that as one of our recruitment tools, we ask ff to talk to at least three people they want to work with (be willing to mentor through the process) about the opportunity here with the City of Madison Fire Department. Then we use the technology of our Website as our main tool, we drive interested candidates to our site <http://www.cityofmadison.com/fire/>. with word of mouth, e-mail blast (here we hit the demography that has the higher readership to reach our goal of increased diversity), Radio spots (here we hit the demography that has the higher listenership to reach our goal of increased diversity), open Houses and some print ads. Once they are at our Website we show them our commitment to diversity and what it takes to join our team and if this profession is a fit for them we show them what the next step is and we guide them through the process. We have a competitive process where we develop a hiring list to use for two years then we start over and develop a fresh new list to give new people an opportunity with the City of Madison Fire Department.

3. Increase racial/ethnic minorities' diversity in agency.

The MFD uses a validated entre level examination tailored to MFD goals of Diversity (Rick Jacobs and Assoc.)

First phase is a written ability Test, Work Styles Questionnaire, and Life Experience Survey

Second phase Physical Ability Test

Third phase Oral Board Examination... where decision making is valued

This process has evolved over the last fourteen years

4. Lack of racial/ethnic minorities and women in City of Madison workforce.

We will continue to use and evaluate our process as we move forward to our goal of more diversity.

► Human Resources Department

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

We provided promotional opportunities for several staff members in 2009, 3 of whom were females, 2 in a protected group status.

2. Exit Interviews

Exit interviews are provided upon request. We are reviewing with affirmative Action a more formal process which would allow employees to complete a written survey or one located on the internet which employees could access and return at their convenience. Given current work loads, we will continue to look at this for further development and implementation after the new Tyler system is up and running.

3. AASPIRE Program

The Human Resource Department hired an AASPIRE Intern in 2009 to work on a project which identified the classification titles that were no longer in use. This project would allow us to up-date the ordinances and also screen the obsolete titles from our current listing. In addition, we can void their entry into the new computer system.

4. OUTREACH

The AASPIRE Intern also worked on a project for our webpage that made it easier for the general public to negotiate through the current web choices and find subject matter issues more easily. This included the addition of an alpha bar at the top of the classification listings so users to get to their desired item more quickly. In addition, the AASPIRE Intern was able to assist us in getting more information and forms on the site which was a help on the employee intra net as well as the internet.

► Information Technology

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

Within IT, as vacancies occur, they are posted on the City's website and advertised in the Wisconsin State Journal, and on technology related websites. We have also participated with the AASPIRE intern program, and retained some of those interns as hourly employees in years following their internship while they completed their college degrees. In order to further increase the diversity of applicants, postings are sent to selected colleges and universities, as well as professional organizations identified by the Department of Civil Rights.

2. Under-representation of women at management team level in Information Technology.

IT currently has only three management positions, only two of which that IT directly hires into. This level has an extremely low turnover rate thus limiting our opportunities to increase representation in targeted groups. However, as vacancies occur, they will be posted on the City's website and advertised in the Wisconsin State Journal, and on targeted industry websites. In order to further increase the diversity of applicants, postings are sent to selected colleges and universities, as well as professional organizations identified by the Department of Civil Rights.

3. Under -representation of women, minority group members and people with disabilities agency-wide.

Generally we have fairly low turnover and are typically not adding additional staff. However, as vacancies occur, they will be posted on the City's website and advertised in the Wisconsin State Journal, and on targeted industry websites. In order to further increase the diversity of applicants, postings are sent to selected colleges and universities, as well as professional organizations identified by the Department of Civil Rights

4. Inability to reach and recruit members of under-represented groups agency-wide.

The AASPIRE Intern program is a great way for us to work with students and expose them to the IT environment, a goal of which would be to encourage those young professionals to pursue a career in IT, preferably at the City of Madison. We will continue to pursue this as we can.

► Madison City Channel

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

City Channel rarely has turnover in our permanent staff but continues to look for opportunities to hire women, racial/ethnic minorities and people with disabilities in our hourly and work-study staff.

2. Promoting Inclusiveness through Outreach and Recruitment

We continue to look for opportunities to hire women, racial/ethnic minorities and people with disabilities in our hourly and work-study staff.

3. Partnership with Centro Hispano and the Greater Madison Area Urban League

Thus far, our outreach to these two organizations has not resulted in an effective partnership, but with new leadership at both groups, we will reevaluate the possibilities.

4. AASPIRE, Work Study and Cooperative Employment Education Programs

City Channel used an AASPIRE Intern in Summer 2009 but did not have any suitable projects in 2010.

► **Library, Public**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

The recent hiring freeze has hampered our efforts in this area. On the other hand the poor economy has greatly increased the number of people that apply for jobs, so we are able to interview diverse candidates.

2. Restricted hiring-candidates must have a Masters in Library Sciences to become librarians.

We are still attempting to resolve this through collective bargaining.

3. Library schools fixed adherence to theory over practice ill-prepares graduates for modern libraries.

UW School of Library and Informational Sciences have initiated some on-line classes. This shift in focus from the classroom to the real world should help future job candidates.

4. Candidates for jobs often skew to one demographic - White Women.

We recently offered a management positions to a male candidate (to potentially make the second male manager on the Library's management team). It also appears an African-American male will take a position in our Maintenance Department. In 2009 we hired a young man for our Youth Services Department as a Teen Librarian.

► Mayor's Office

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

The Mayor's Office continues to promote and support equal employment and affirmative action policies and implements recruitment strategies to increase the diversity of the applicant pool.

2. Lack of racial/ethnic diversity in internships, work-study and other partnerships.

Each year the Mayor's Office participates in the AASPIRE Program. In 2009 the Mayor's office employed two interns under the program.

3. Lack of racial/ethnic diversity in hiring and selection process in the agency.

The Mayor's Office has been involved in the development of human resources policies regarding the diversity of selection and hiring panels.

4. Under-representation of racial/ethnic minorities and women in workplace.

The Mayor's Office continues to encourage a diverse applicant pool by working with the Department of Civil Rights to reach a more diverse demographic.

► Monona Terrace Community and Convention Center

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

Hired a woman into an under-represented position as laborer

2. Recruitment and Hiring of Women to professional level positions

No professional positions were recruited for in 2009 due to the hiring freeze.

3. Making sure the interview panel is diverse

Interview panels for hourly positions included under-represented ethnic minority staff members in 2009.

4. Mentor other agencies by volunteering to be on interview panels

No requests were made by other agencies to have someone on an interview panel.

► **Municipal Court**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

Our office consists of five persons. Of those five, four of the positions are held by women. There have been no new positions created since the last report.

2. In the Municipal Court, we employ one male and 4 females, one of whom is bilingual. No new job opening is anticipated or authorized.

It is unlikely there will be any job opening in the near future. If there are we will strive to fill the positions with qualified persons from under-represented groups.

3. Train other city agencies in affirmative action goals.

If requested by other city agencies for assistance we would consider that request. However, the Department of Civil Rights is the primary agency that should provide that assistance to other agencies. The Municipal Court is supposed to remain independent of other agencies in the City.

4. Harassment of employees in other city agencies.

If the Municipal Court were aware of any harassment we would report it to the City Attorney, Department of Civil Rights, and the Human Resources Department. The Municipal Court has not witnessed any harassment of employees in other city agencies.

► **Overture Center**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

Overture Center had very few hires in 2009. All were hourlies. Two of four box office hires were women; as were two of four security guards. A minority female was hired as an account clerk.

2. Employee development plans

No action has been taken on this.

3. Underrepresentation of minorities in workplace and audiences

Overture Center continues to present a variety of events that are designed to appeal to broad audiences (jazz, Hip-hop, ethnic dance and music, etc). We also continue to present free and low-cost events, and provide subsidized ticket vouchers, to enable attendance by low-income audiences.

4. Diversity in Overture's volunteer base

This remains a challenge. Recruitment is mostly by word of mouth among friends and acquaintances. We have not needed to actively recruit.

► **Planning & Community & Economic Development, Department of**

► **Economic Development Division**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

The Economic Development Division works with Human Resources on the development of job announcements and postings.

2. Young people who are members of under-represented groups are often not exposed to experiences that provide the development of skills and qualifications that are needed to enter into civil service careers.

AASPIRE Program. Explore the possibility of participating in the Affirmative Action Student Professional in Residence Program.

3. Employee Recruitment

Broaden Recruitment for Professional Positions. Work with Human Resources as jobs become available to ensure that job recruitment notifications are sent to a broad list of organizations, and are posted in relevant publications and papers.

4. Career advancement for current employees

Provide opportunities for existing employees to participate in mentoring programs and professional development training to enhance their skills for career advancement within the agency.

► **Community Development Division**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

Required all contracted non-profit agencies to complete Affirmative Action Plans or an exemption. Obtained from DCR a list of possible MBE contractors for agencies to contact on specific construction projects.

The Division Director filled a Unit Supervisor job with a female, filled two of three full time professional positions with racial/ethnic minorities and the third with a female.

2. City funded non-profit agencies may be under represented for minorities, women and people with disabilities

Required all contracted non-profit agencies to complete Affirmative Action Plans or an exemption. Obtained from DCR a list of possible MBE contractors for agencies to contact on specific construction projects.

► **Senior Center**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

The Madison Senior Center maintains a Board of Directors with 2 Hispanic and 1 Asian elder in leadership roles and seeks such individuals continuously for identification and inclusion in this City appointment process. All individuals are encouraged to volunteer in significant service roles, educational internships, and partnerships with programs impacting diverse elders. Approximately, 5% of volunteers represent minority individuals.

2. Lack of racial/ethnic diversity in agency.

The Madison Senior Center seeks out individuals of different ethnic and cultural backgrounds and persons with disabilities to be active stakeholders in the organization. Approximately 11% of volunteer stakeholder leaders are from different backgrounds and over 25% have self-declared handicapping conditions. Previously, participation in the AASPIRE internship program provided opportunities, but that program is now eliminated from the Senior Center budget.

One staff person was involved in a City hiring process. All staff members have been encouraged to identify and engage minority individuals in volunteerism, program development and implementation, and in leadership in the agency. As an agency who serves older adults, we address programmatic and service needs of some who are frail and many who are handicapped. Handicapping conditions may include various dementias, mobility issues, hearing and sight difficulties, and/or chronic conditions like AODA, cancer, and arthritis, which can create barriers to access.

Two hires in 2009 initiated additional efforts by HR and DCR to recruit minorities. The Senior Center Director sent position descriptions, soliciting applicants, to identified potential candidates and to state and national colleagues.

► **Housing Operations Division**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

In 2009, there were no position vacancies in Housing Operations related to service, maintenance, skilled craft, or technician. Housing Operations was able to fill one (1) vacant management position and utilized affirmative action principles to work toward increasing the number of under-represented managers and supervisors. Housing Operations worked directly with the Human Resources Department on its recruitment

strategy and utilized a balanced interview panel, consisting of women, racial/ethnic minorities, and a disabled individual. These initiatives provided an increase for the number women in management.

Housing Operations participated in the Summer Youth Workforce Development program by hiring five (5) under-represented, disadvantaged individuals for seasonal internships in 2009. Through this program, Housing Operations was able to provide these interns with exposure to experiences associated with the development of skills and qualifications needed to enter into a career in civil service. Participation in this program provided an improved representation of women and racial/ethnic minorities.

► **Building Inspection Division**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

Hiring has been somewhat limited due to the down turn in the economy. When we do hire we cast a wide net to reach as many people as possible who are qualified for our positions. We did hire a construction inspector that has some American Indian heritage.

2. Hire more minority skilled craft workers for Plumbing/Electrical Inspectors. The inspectors are licensed plumbers and licensed electricians.

We have not hired any licensed plumbers or electricians due to the construction down turn. When we do hire we will mail to everyone that has the credential.

3. Communicate better with Spanish-speaking customers.

We have two areas where we have significant customer contact. Both the permit counter and phone center have had employees who have received in depth training to learn Spanish.

4. Maintain a harassment-free workplace. We have been vigilant for 25 years.

We have not received any harassment complaints.

► **Planning Division**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

The Division works with the Human Resources Department on job announcements and postings in various publications to broaden recruitment for positions as they become available. The Division works with Human Resources to ensure that the job descriptions and selection criteria accurately reflect the needs of the position and that the selection process includes reliable unbiased screening criteria. Because of the relatively small size of the Division, opportunities to fill positions are limited to one or possibility two per year and in some years none. In 2009, the Division hired a female candidate to fill the Preservation Planner position.

2. The Planning Division is under-represented in several job categories. Most of the positions in the Division are Professional Planning and paraprofessional planning and technical support positions.

The Division works with Human Resources to identify publications to advertise job openings to ensure that the announcements are sent to a broad list of organizations and are posted in relevant publications and on relevant websites. In 2009 the Division filled the Preservation Planner position with a female candidate.

3. College students in general and those who are members of underrepresented groups have difficulties gaining work experience to compete for professional planning jobs when they graduate.

Each year the Division participates in the AASPIRE Program. The Division and the college students employed benefit greatly from this Program. In 2009 the Division employed two interns under the program, with part of the cost coming out of the Division budget and part out of the Department of Civil Rights Budget.

4. Provide opportunities for underrepresented groups to gain job experience working with the City.

The Planning Division led the City's participation in the 2010 Decennial Census Complete Count Program. The Planning Division worked with other agencies to promote a complete count in historically difficult to count areas. In the past grant funding was available to hire hourly employees to assist with the effort. Unfortunately this year funding was not provided and thus the Division was not able to hire people to help with the promotional efforts as anticipated. As data become available the Division will analyze and disseminate demographic/socioeconomic data from the 2010 Census.

► Police

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

We continue to provide letters and flyers to hundreds of career services sections of colleges/universities and technical schools. Additionally, we target these institutions for their women's/men's athletic departments and teams. Our recruitment initiatives provide a special point of emphasis on those communities with diverse demographics. For example, our advertising campaign(s) utilize minority-specific web sites who then provide a direct link to our site, where an individual can apply directly on-line. Our outreach also extends to bringing parts of our tests directly to the candidate's home area and allows them to test without any fees, registrations or requiring that an application be filed. By bringing the test directly to market (Detroit, Chicago, Milwaukee, Minneapolis, etc.) we are ramping up interest in diverse communities and sparing potential candidates the time/expense required to come to Madison in order to get started

2. Increase the number of quality female and persons of color candidates for the position of Police Officer

Every year we try very hard to hire an academy class that is reflective of our community. In 2009, our pre-service academy class was 52% women and people of color. Each year, we continue to look for new ways to recruit women and people of color. We are proud of the successes we have enjoyed for the past several years, and will continue to work hard in this very vital area of recruitment.

3. Implementation of the Mentoring Programs

We have had a mentoring system in place for at least 10 years for all our new police officers and plan to continue this program.

4. Ongoing attention for the need to provide diversity training for all employees

MPD has a long history of teaching diversity training in our pre-service academy classes through an outside consulting firm through the University of Wisconsin extension system. We now have staff within the Training Team certified as instructors in Diversity and cultural competency training. We plan to utilize their new certification as instructors department wide within the next year. During this past year, all our commissioned staff received in-service training on Professionalism that included discussion on respecting our differences. In 2009, MPD co-hosted the YMCA Racial Justice Summit and allowed several officers to attend. Each year, attendees of our promotional academy receive training on Prohibited Workplace Harassment taught by the Department of Civil Rights.

► **Public Works and Transportation**

► **Engineering Division**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

The Engineering Division hired three (3) new permanent employees in 2009. All of these positions were in Job Group 2 Professionals 2D – 2E. Of the 3 individuals hired, two were female which increased female representation in this Job Group to 39.13%. The City goal for female representation in this Job Group is 52.10%. As such the Engineering Division remains underutilized for females in this Job Group. Racial/Ethnic minority representation in this Job Group in the Engineering Division is 17.39%, which exceeds the City-wide representation and availability for racial/ethnic minorities.

The Engineering Division also hired 31 hourly employees in a variety of positions including Engineers, Engineering Assistant 1 and 2, Engineering Field Aide, Technical Aide 3, Maintenance Worker, Building Cleaner and Street & Sewer Maintenance Worker. Women filled three of these hourly openings and racial/ethnic minorities filled an additional three openings.

2. Lack of racial/ethnic diversity in agency. Provide opportunities for internships, work-study and other partnerships targeted to racial/ethnic minorities and people with disabilities

The Engineering Division did not participate in any internship, work-study or other partnerships targeted to racial/ethnic minorities and people with disabilities in 2009. We

have, however, identified an internship opportunity within our stormwater design section for 2010 and will be submitting an application to fill this position with an AASPIRE intern.

3. Lack of racial/ethnic diversity in agency.

Encourage staff to participate on hiring panels in an effort to familiarize them with the hiring practices of larger agencies.

Engineering staff participated on hiring panels with other agencies but due to the hiring freeze the number of opportunities was significantly lower than in previous years. Female and racial/ethnic minority staff were included in hiring panels for Engineering positions.

4. Under-representation of racial/ethnic minorities and women in workplace.

Work with HR and DCR to recruit minorities and women for any position openings.

The Engineering Division hired 3 permanent employees in 2009. Of the 3 individuals hired, two were female. The Engineering Division also hired 31 hourly employees in 2009. Women filled three of these hourly openings and racial/ethnic minorities filled an additional three. Despite these gains the Engineering Division remains underutilized with respect to women, racial-ethnic minorities and people with disabilities.

Engineering anticipates limited hiring opportunities in 2010. The DCR has been extremely helpful in assisting us in our recruitment efforts. In 2010 we will continue to work with DCR in 2010 to increase the number of racial/ethnic applicants for Engineering positions. Additionally, we have identified recruitment resources to augment these efforts.

► Fleet Service

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

We will continue to ensure affirmative action principles are used during the hiring process.

2. Lack of racial/ethnic diversity in agency.

We will continue to ensure affirmative action principles are used during the hiring process.

3. Under-representation of racial/ethnic minorities and women in workplace

We will continue to ensure affirmative action principles are used during the hiring process.

► Metro Transit

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

The initiatives below outline the actions our agency has taken to increase under-representation of women, racial/ethnic minorities and people with disabilities. Continue the initiative of increasing diversity among Metro operators and mechanics. Developed list of potential minority drivers and mechanics/shop employees to train to perform community outreach and share information about Metro jobs in non-traditional forums including community organizations and churches.

2. Increase diversity of professional and technical positions.

In process of developing leadership program to encourage current employees to develop skills necessary for professional positions in Metro and develop targeted training for interested employees. Plan to contact organizational development department and encourage employees to utilize pre-existing workshops and classes.

3. Expand awareness among students and educators of Metro job requirements and application procedures.

Contacted area technical schools including MATC and Blackhawk Technical College. Will invite minority students and counselors to attend tours of facility and provide information regarding job requirements and application procedures. Plan to include presentations for career day/fairs at local high schools with similar information.

Parks Division

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

Job announcements for Parks positions are distributed widely at the local and national level (when appropriate). The Parks Division makes use of local print, electronic and web based media sources, including, whenever possible, those sources that serve under-represented communities. State and/or National Park and Recreation association media are utilized when a wider search is warranted.

Two recent professional/supervisory positions hired in the Parks Division were women. One as a Landscape Architect in the Parks Planning unit and the second is the Recreational Services Coordinator.

The Parks Division works with the Department of Civil Rights and the Human Resources Department on an on-going basis to keep current of the most effective recruitment policies and programs to reach under represented groups.

2. Despite implementation of a variety of outreach programs to increase the number of candidates from under-represented groups, there are often few or no such applicants for available Parks positions.

This year Parks developed an internship program to provide opportunities to young people interested in pursuing a career in parks and recreation. The internships are available throughout the division in such areas as park planning, public relations, community events and others. The internships are available to local and regional college, university and technical school students and announcements are sent to these

institutions and to the state parks and recreation association. We plan to continue this program and expand outreach to under-represented populations.

The Parks Division is also initiating programs that increase our presence throughout Madison. There are nearly daily programs at Goodman Pool – which serves a very diverse population – and we are hosting a series of “Family Fun Nights” in a number of our neighborhood parks. For the last two years we have published the “Play Madison Parks” magazine that provides detailed information about all that Parks has to offer the Madison community. We want these efforts reflect our commitment to all of Madison and encourage under-represented groups to consider the Parks Division when they look for employment opportunities.

► **Streets Division**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

We have met with representatives from and will utilize the TRANS Program to assist in the recruitment of women and racial/ethnic applicants for any entry level positions in 2010.

2. Entry level recruitment of women and racial/ethnic applicants through the assistance of DCR and Human Resources

As a result of a hiring freeze and the elimination of four (4) entry level positions in the 2010 Adopted Street Division budget, there was no recruitment of women or racial/ethnic applicants during 2009.

3. Improve on the under-represented hiring of women and racial/ethnic members into the upper levels of the Service and Maintenance Job Category 8, which is SMO II and SMO III

During 2009, there were two promotions into the upper levels of the service and maintenance Job Category 8, which is SMO II's and SMO III's. One black male and one white male were promoted into these positions.

4. Improve on the under-represented hiring of women and racial ethnic applicants members into the entry level management and supervisory positions.

There was no movement in the areas of entry level management or the supervisory positions in the Streets Division during 2009.

► **Traffic Engineering and Parking Division**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

Overall, the hiring freeze and returning of hourly summer staff did not allow us hire any additional under-represented individuals in 2009; however, in 2010 TE operations will be hiring for some entry-level positions and we will make every effort to increase under-represented employees in the TE workforce.

2. Women and other minorities are under-represented in engineering positions

The last time TE had an engineering position vacancy was in 2008. The division made a great effort to encourage under-represented groups to apply. We contacted professional organizations, student groups, engineering professors, and publications. If a new vacancy should occur in the future we would make these efforts again.

3. Women and other minorities are under-represented in hourly TE employment (summer help).

In 2009, TE did not hire any new hourly employees. Typically, college students return each summer for hourly employment. We anticipate that several hourly employees will not return next summer and we will make every effort to hire under-represented individuals at that time.

4. Women and other minorities are under-represented in engineering positions

Unfortunately, in 2009, we could not find an engineer to mentor an AASPIRE intern. We have found an engineer interested in mentoring an intern next summer in the field of pedestrian/bicycle issues and anticipate requesting an AAPIRE intern.

Parking Division

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

Overall, the hiring freeze and returning of hourly summer staff only allowed PU to hire one additional under-represented individual in 2009; however, in 2010 PU will be hiring some entry-level positions and we will make every effort to increase under-represented employees in its workforce.

2. PU work force could be more balanced

Due to the personnel freeze in 2009, the Parking Utility has been doing very little hiring. No job fairs were attended last year.

3. PU management force could be more balanced

In 2009, the Parking Utility hired an Administrative Assistant II to supervise 4 employees and related managerial duties. While, technically, this position is not considered managerial, it is clear that in order for an individual to be successful in this position, supervisory and leadership skills are essential. Since hiring this employee, she has attended the city-sponsored Supervisory Academy and other training to foster her leadership skills. There have been no other management personnel hired in 2009.

4. The hourly work-force could be more demographically reflective of the community in terms of race and ethnicity

No new hourly personnel were hired in the Parking Utility Office. The Parking Utility has asked Human Resources to run our employment ads in the Madison Times and other journals that distribution with women/minority audiences.

► Water Utility

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

2009 did not afford many hiring opportunities for the Water Utility. The Water Utility works in conjunction with Harper Donahue in the Department of Civil Rights and the Human Resources Department on an on-going basis to keep current of the most effective recruitment policies and programs to reach under represented groups.

2. Lack of racial/ethnic diversity in internships, work-study and other partnerships.

The Water Utility will look for ways to provide opportunities for internships, work-study and other partnerships targeted to people of color and people with disabilities.

3. Lack of racial/ethnic diversity in hiring and selection process in the agency.

We encourage Water Utility staff to participate on hiring panels in an effort to familiarize them with the hiring practices of other city agencies. We also include staff from other city agencies to participate in our hiring panels to help in our lack of racial/ethnic diversity in the hiring and selection process for vacancies that occur.

► **Treasurer**

1. What initiatives has your agency taken to increase under-representation of women, racial/ethnic minorities and people with disabilities?

We have no open positions in 2009 to allow us to address this area.

2. Lack of opportunities for professional advancement of staff.

In 2010, we will be exploring additional training opportunities for staff.

Section Two: Workforce Data Analysis

The annual placement goals compare the difference in utilization of women and racial/ethnic minorities as compared with their availability in the area by specific job category. All job categories are under-represented for individuals with disabilities, based on currently available nation-wide information.

Source: Availability from the US Census 2000 EEO Data Tool Madison, WI (MSA)

► 2009 Placement Goals for Women

Citywide employees are under-represented in the following job categories for women: Officials and Administrators (Job Category 1), Professionals (Job Category 2), Technicians (Job Category 3), Skilled Craft workers (Job Category 7), and Service Maintenance (Job Category 8).

| EEO-4 Category | Total # On Board | # of Women On Board | % of Women On Board | Availability of Women in Labor Force | Establish Goal Yes or No If Yes, Goal | |
|---|------------------|---------------------|---------------------|--------------------------------------|---------------------------------------|-------|
| 1 - Official and Administrators 1A - 1B | 47 | 11 | 23.4% | 41.3% | Yes | 41.3% |
| 1 - Official and Administrators 1C - 1F | 126 | 44 | 34.9% | 41.3% | Yes | 41.3% |
| 1 - Official and Administrators 1G - 1H | 82 | 15 | 18.3% | 41.3% | Yes | 41.3% |
| 2 - Professionals 2A - 2C | 27 | 17 | 63.0% | 52.1% | No | |
| 2 - Professionals 2D - 2E | 33 | 9 | 27.3% | 52.1% | Yes | 52.1% |
| 2 - Professionals 2F - 2J | 86 | 15 | 17.4% | 52.1% | Yes | 52.1% |
| 2 - Professionals 2K - 2M | 3 | 1 | 33.3% | 52.1% | Yes | 52.1% |
| 2 - Professionals 2N - 2S | 97 | 44 | 45.4% | 52.1% | Yes | 52.1% |
| 2 - Professionals 2T - 2Y | 114 | 71 | 62.3% | 52.1% | No | |
| 3 - Technicians 3A - 3E | 185 | 53 | 28.6% | 56.1% | Yes | 56.1% |
| 3 - Technicians 3F - 3M | 50 | 13 | 26.0% | 56.1% | Yes | 56.1% |
| 4 - Protective Workers 4A - 4G | 665 | 188 | 28.3% | 24.2% | No | |
| 5- Paraprofessionals 5A - 5D | 73 | 54 | 74.0% | 66.3% | No | |
| 6-Administrative Support 6A - 6K | 524 | 401 | 76.5% | 66.3% | No | |
| 7- Skilled Craft Workers 7A - 7F | 150 | 1 | 0.7% | 6.9% | Yes | 6.9% |
| 8-Service Maintenance 8A - 8B | 59 | 7 | 11.9% | 42.4% | Yes | 42.4% |
| 8 - Service Maintenance 8C | 324 | 72 | 22.2% | 42.4% | Yes | 42.4% |
| 8- Service Maintenance 8D - 8P | 513 | 114 | 22.2% | 42.4% | Yes | 42.4% |
| Total | 3158 | 1130 | 35.8% | | | |

► 2009 Placement Goals for Racial/Ethnic Minorities

Citywide employees are under-represented in the following job categories for racial/ethnic minority members: Professionals (Job Category 2), Technicians (Job Category 3), Protective Workers (Job Category 4), and Service Maintenance (Job Category 8).

| EEO-4 Category | Total # On Board | # of Race/Ethnic Minorities On Board | % of Race/Ethnic Minorities On Board | Availability of Race/Ethnic Minorities in Labor Force | Establish Goal Yes or No | If Yes, Goal |
|---|------------------|--------------------------------------|--------------------------------------|---|--------------------------|--------------|
| 1 - Official and Administrators 1A - 1B | 47 | 9 | 19.1% | 6.1% | No | |
| 1 - Official and Administrators 1C - 1F | 126 | 8 | 6.3% | 6.1% | No | |
| 1 - Official and Administrators 1G - 1H | 82 | 6 | 7.3% | 6.1% | No | |
| 2 - Professionals 2A - 2C | 27 | 4 | 14.8% | 9.1% | No | |
| 2 - Professionals 2D - 2E | 33 | 5 | 15.2% | 9.1% | No | |
| 2 - Professionals 2F - 2J | 86 | 11 | 12.8% | 9.1% | No | |
| 2 - Professionals 2K - 2M | 3 | 0 | 0.0% | 9.1% | Yes | 9.1% |
| 2 - Professionals 2N - 2S | 97 | 12 | 12.4% | 9.1% | No | |
| 2 - Professionals 2T - 2Y | 114 | 13 | 11.4% | 9.1% | No | |
| 3- Technicians 3A - 3E | 185 | 16 | 8.6% | 13.3% | Yes | 13.3% |
| 3- Technicians 3F - 3M | 50 | 4 | 8.0% | 13.3% | Yes | 13.3% |
| 4 - Protective Workers 4A - 4G | 665 | 127 | 19.1% | 19.7% | Yes | 19.7% |
| 5- Paraprofessionals 5A - 5D | 73 | 9 | 12.3% | 8.0% | No | |
| 6-Administrative Support 6A - 6K | 524 | 73 | 13.9% | 7.2% | No | |
| 7- Skilled Craft Workers 7A - 7F | 150 | 16 | 10.7% | 7.2% | No | |
| 8-Service Maintenance 8A - 8B | 59 | 8 | 13.6% | 16.8% | Yes | 16.8% |
| 8 - Service Maintenance 8C | 324 | 79 | 24.4% | 16.8% | No | |
| 8- Service Maintenance 8D - 8P | 513 | 49 | 9.6% | 16.8% | Yes | 16.8% |
| Total | 3158 | 449 | 14.2% | | | |

Permanent Workforce as of February 25, 2009

In 2009, of the 2683 permanent City employees, 386 (14.4%) were racial/ethnic minorities and 860 (32.1%) were women.

| Department/Division | Total Employees | Racial/Ethnic Representation | | Female Representation | |
|--|-----------------|------------------------------|---------|-----------------------|---------|
| | | Number | Percent | Number | Percent |
| Assessor | 24 | 5 | 20.8% | 10 | 41.7% |
| Attorney | 25 | 3 | 12.0% | 19 | 76.0% |
| Building Inspection & Code Enforcement | 39 | 3 | 7.7% | 13 | 33.3% |
| Civil Rights | 15 | 9 | 60.0% | 10 | 66.7% |
| Clerk | 7 | 1 | 14.3% | 6 | 85.7% |
| Common Council | 2 | 0 | 0.0% | 2 | 100.0% |
| Community & Economic Develop | 18 | 3 | 16.7% | 6 | 33.3% |
| Community Development | 1 | 0 | 0.0% | 0 | 0.0% |
| Community Development Block Grant | 10 | 0 | 0.0% | 9 | 90.0% |
| Community Services | 13 | 2 | 15.4% | 12 | 92.3% |
| Comptroller | 37 | 1 | 2.7% | 23 | 62.2% |
| Engineering | 124 | 10 | 8.1% | 27 | 21.8% |
| Fire | 341 | 51 | 15.0% | 55 | 16.1% |
| Fleet Services | 40 | 4 | 10.0% | 4 | 10.0% |
| Housing | 37 | 9 | 24.3% | 16 | 43.2% |
| Human Resources | 19 | 1 | 5.3% | 13 | 68.4% |
| Information Services | 38 | 5 | 13.2% | 14 | 36.8% |
| Library | 128 | 9 | 7.0% | 93 | 72.7% |
| Madison City Channel | 7 | 0 | 0.0% | 2 | 28.6% |
| Mayor's Office | 11 | 4 | 36.4% | 6 | 54.5% |
| Metro Transit | 458 | 91 | 19.9% | 117 | 25.5% |
| Monona Terrace | 58 | 8 | 13.8% | 24 | 41.4% |
| Municipal Court | 4 | 0 | 0.0% | 4 | 100.0% |
| Overture Center | 49 | 1 | 2.0% | 21 | 42.9% |
| Parking | 77 | 13 | 16.9% | 33 | 42.9% |
| Parks | 148 | 10 | 6.8% | 29 | 19.6% |
| Planning | 27 | 2 | 7.4% | 9 | 33.3% |
| Planning Administration | 7 | 0 | 0.0% | 5 | 71.4% |
| Police | 524 | 95 | 18.1% | 203 | 38.7% |
| Public Health | 24 | 5 | 20.8% | 18 | 75.0% |
| Senior Center | 5 | 0 | 0.0% | 3 | 60.0% |
| Streets | 177 | 18 | 10.2% | 21 | 11.9% |
| Traffic Engineering | 58 | 5 | 8.6% | 3 | 5.2% |
| Treasurer | 6 | 0 | 0.0% | 5 | 83.3% |
| Water Utility | 125 | 18 | 14.4% | 25 | 20.0% |
| City Total | 2683 | 386 | 14.4% | 860 | 32.1% |

► Non- Permanent (Hourly) Workforce as of February 25, 2009

In 2009, of the 475 non- permanent (hourly) City employees, 63 (13.3%) were racial/ethnic minorities and 270 (56.8%) were women.

| Department/Division | Total Employees | Racial/Ethnic Representation | | Female Representation | |
|--|-----------------|------------------------------|--------------|-----------------------|--------------|
| | | Number | Percent | Number | Percent |
| Assessor | 2 | 0 | 0.0% | 1 | 50.0% |
| Attorney | 1 | 1 | 100.0% | 1 | 100.0% |
| Building Inspection & Code Enforcement | 1 | 0 | 0.0% | 1 | 100.0% |
| Civil Rights | 2 | 0 | 0.0% | 2 | 100.0% |
| Clerk | 3 | 0 | 0.0% | 3 | 100.0% |
| Comptroller | 1 | 0 | 0.0% | 0 | 0.0% |
| Engineering | 12 | 1 | 8.3% | 2 | 16.7% |
| Fleet Services | 2 | 0 | 0.0% | 0 | 0.0% |
| Housing | 2 | 0 | 0.0% | 2 | 100.0% |
| Human Resources | 1 | 0 | 0.0% | 1 | 100.0% |
| Information Services | 1 | 0 | 0.0% | 1 | 100.0% |
| Library | 131 | 14 | 10.7% | 93 | 71.0% |
| Madison City Channel | 10 | 3 | 30.0% | 3 | 30.0% |
| Mayor's Office | 1 | 0 | 0.0% | 0 | 0.0% |
| Metro Transit | 3 | 1 | 33.3% | 0 | 0.0% |
| Monona Terrace | 31 | 8 | 25.8% | 19 | 61.3% |
| Overture Center | 112 | 10 | 8.9% | 70 | 62.5% |
| Parking | 16 | 6 | 37.5% | 4 | 25.0% |
| Parks | 51 | 4 | 7.8% | 26 | 51.0% |
| Planning | 1 | 0 | 0.0% | 0 | 0.0% |
| Police | 76 | 14 | 18.4% | 36 | 47.4% |
| Public Health | 3 | 0 | 0.0% | 1 | 33.3% |
| Senior Center | 7 | 1 | 14.3% | 4 | 57.1% |
| Streets | 1 | 0 | 0.0% | 0 | 0.0% |
| Traffic Engineering | 2 | 0 | 0.0% | 0 | 0.0% |
| Water Utility | 2 | 0 | 0.0% | 0 | 0.0% |
| City Total | 475 | 63 | 13.3% | 270 | 56.8% |

► On- Board (All Employees Permanent and Hourly)

In 2009, the City had 3,158 permanent and non-permanent (hourly) employees on board. Of the total, 1130 (35.8%) were women and 449 (14.2%) were racial/ethnic minorities.

| GENDER | # of On Board | % of On Board |
|--------------------------------|----------------------|----------------------|
| Female | 1130 | 35.8% |
| Male | 2028 | 64.2% |
| Total On-Board | 3158 | |
| ETHNICITY | | |
| Hispanic | 91 | 2.9% |
| Non-Hispanic | 3067 | 97.1% |
| Total | 3158 | |
| RACE | | |
| Black | 231 | 7.3% |
| Asian/Pacific Islander | 65 | 2.1% |
| American Indian/Alaskan Native | 19 | 0.6% |
| Other | 43 | 1.4% |
| White | 2800 | 88.7% |
| Total Racial/Ethnic Minorities | 449 | 14.2% |
| Total On-Board | 3158 | |

► New hires (All Employees Permanent and Hourly)

In 2009, the City had 304 permanent and non-permanent (hourly) new hires. Of the total, 109 (35.9%) were women and 54 (17.8%) were racial/ethnic minorities.

| GENDER | # of New Hires | % of New Hires |
|--------------------------------|-----------------------|-----------------------|
| Female | 109 | 35.9% |
| Male | 195 | 64.1% |
| Total | 304 | |
| ETHNICITY | | |
| Hispanic | 24 | 7.9% |
| Non-Hispanic | 280 | 92.1% |
| Total | 304 | |
| RACE | | |
| Black | 11 | 3.6% |
| Asian/Pacific Islander | 14 | 4.6% |
| American Indian/Alaskan Native | 2 | 0.7% |
| Other | 3 | 1.0% |
| White | 274 | 90.1% |
| Total Racial/Ethnic Minorities | 54 | 17.8% |
| Total New Hires | 304 | |

► Terminations and Retirements (All Employees Permanent and Hourly)

In 2009, the City had 307 permanent and non-permanent (hourly) terminations and retirements. Of the total, 118 (38.8%) were women and 50 (16.3%) were racial/ethnic minorities.

| GENDER | # of Terminations | % of Terminations |
|------------------------------------|--------------------------|--------------------------|
| Female | 118 | 38.8% |
| Male | 189 | 62.2% |
| Total | 307 | |
| ETHNICITY | | |
| Hispanic | 9 | 2.9% |
| Non-Hispanic | 298 | 97.1% |
| Total | 307 | |
| RACE | | |
| Black | 29 | 9.4% |
| Asian/Pacific Islander | 3 | 1.0% |
| American Indian/Alaskan Native | 4 | 1.3% |
| Other | 5 | 1.6% |
| White | 266 | 86.6% |
| Total Racial/Ethnic Minorities | 50 | 16.3% |
| Total Terminations and Retirements | 307 | |

► Promotions (All Employees Permanent and Hourly)

In 2009, the City had 140 permanent and non-permanent (hourly) promotions. Of the total, 44 (31.4%) were women and 24 (17.1%) were racial/ethnic minorities.

| GENDER | # of Promotions | % of Promotions |
|--------------------------------|------------------------|------------------------|
| Female | 44 | 31.4% |
| Male | 96 | 68.6% |
| Total | 140 | |
| ETHNICITY | | |
| Hispanic | 1 | 0.7% |
| Non-Hispanic | 139 | 99.3% |
| Total | 140 | |
| RACE | | |
| Black | 13 | 9.3% |
| Asian/Pacific Islander | 4 | 2.9% |
| American Indian/Alaskan Native | 0 | 0.0% |
| Other | 6 | 4.3% |
| White | 117 | 83.6% |
| Total Racial/Ethnic Minorities | 24 | 17.1% |
| Total Promotions | 140 | |

Section Three: Recruitment and Training Programs

► 2009 AASPIRE Program

The City of Madison's Affirmative Action Division, in concert with City Managers, sponsors internships to attract members of Affirmative Action target groups who are engaged in college level studies compatible with a Public Administration career track. Individuals that are selected are hired as City employees in the hourly classification of Management Intern 1.

The purposes of this program are to:

1. Provide a beneficial mentoring experience to managers who are selected to supervise AASPIRE interns.
2. Provide a Citywide project that encourages interdepartmental cooperation toward the accomplishment of an optional Affirmative Action Initiative.
3. Provide Affirmative Action target group individuals who are selected for AASPIRE internships with a meaningful exposure to Public Administration careers.
4. Provide the City with a future professional applicant pool of highly qualified Affirmative Action Target Group members.

| 2009 AASPIRE Applicant Breakdown | | |
|----------------------------------|---------------|---------------|
| GENDER | # of On Board | % of On Board |
| Female | 97 | 60.2% |
| Male | 64 | 39.8% |
| Total | 161 | |
| ETHNICITY | | |
| Hispanic | 9 | 5.6% |
| Non-Hispanic | 152 | 94.4% |
| Total | 161 | |
| RACE | | |
| Black | 38 | 23.6% |
| Asian/Pacific Islander | 14 | 8.7% |
| American Indian/Alaskan Native | 0 | 0.0% |
| Other | 2 | 1.2% |
| White | 98 | 60.9% |
| Total Racial/Ethnic Minorities | 63 | 39.1% |
| Total | 161 | |

| 2009 AASPIRE Interns | | |
|--------------------------------|--------------|--------------|
| GENDER | # of Interns | % of Interns |
| Female | 7 | 87.5% |
| Male | 1 | 12.5% |
| Total | 8 | |
| ETHNICITY | | |
| Hispanic | 1 | 12.5% |
| Non-Hispanic | 7 | 87.5% |
| Total | 8 | |
| RACE | | |
| Black | 3 | 37.5% |
| Asian/Pacific Islander | 0 | 0.0% |
| American Indian/Alaskan Native | 0 | 0.0% |
| Other | 0 | 0.0% |
| White | 4 | 50.0% |
| Total Racial/Ethnic Minorities | 4 | 50.0% |
| Total | 8 | |

► Recruitment Funds – Diversity

| Department | Recruitment | Date | Cost |
|------------------------|--------------------------|---------------|------------------|
| City Attorney's Office | Assistant City Attorney | Jan-09 | \$175.00 |
| City Channel | AASPIRE Intern | May-09 | \$4,316.80 |
| Civil Rights | EOC Investigator | April-09 | \$119.00 |
| Civil Rights | AASPIRE | April-09 | \$152.50 |
| Comm. Development | AASPIRE Intern | May-09 | \$12,950.40 |
| Comm. Development | Grants Administrator | Oct-09 | \$136.00 |
| Comm. Development | Grants Administrator LTE | Dec-09 | \$93.50 |
| Engineering | City Engineer | Oct-09 | \$785.00 |
| Human Resources | AASPIRE Intern | May-09 | \$4,316.80 |
| Information Technology | IT Director | Sept-09 | \$1,090.99 |
| Mayor's Office | MLK Recruitment | Jan-09 | \$325.00 |
| Mayor's Office | AASPIRE Intern | May-09 | \$4,316.80 |
| Parks | AASPIRE Intern | May-09 | \$4,316.80 |
| Planning | CDA Project Manager | May-09 | \$1,047.50 |
| Planning | AASPIRE Intern | May-09 | \$4,316.80 |
| | | TOTAL: | 38,458.89 |



Section Four: Programs to Help and Resolve Problems

► Agency Head/Civil Rights Coordinator - Roles

Each Department/Division head must appoint a Civil Rights Coordinator who directly reports to the agency head. The Civil Rights Coordinator will collaborate with the Department of Civil Rights (DCR) to implement the affirmative action policies as detailed under Madison General Ordinance Chapter 39.



► Civil Rights Coordinator List

| Department | Dept./Div. Head | DCR Coordinator | Title | Phone |
|----------------|----------------------|----------------------|----------------------------------|----------|
| Assessor | Mark Hanson | Sally Sweeney | Assessment Services Supervisor | 267-8747 |
| Attorney | Michael May | Adriana Peguero | Assistant City Attorney | 267-4942 |
| Civil Rights | Lucía Nuñez | Christie Hill | Civil Rights Coordinator | 267-8634 |
| Clerk | Maribeth Witzel-Behl | Maribeth Witzel-Behl | City Clerk | 266-4601 |
| Comptroller | Dean Brassler | Kay Bentley | Comptroller's Admin. Coordinator | 266-4050 |
| Common Council | Lisa Veldran | Lisa Veldran | Administrative Assistant | 266-4071 |
| Fire | Debra Amesqua | Arthur Price | Division Fire Chief | 266-4420 |

| | | | | |
|---|----------------------|------------------|---|------------------|
| Human Resources | Brad Wirtz | Lori Olsen | Personnel Services Manager | 266-4004 |
| Information Services | Paul Kronberger | David Faust | Information Services Manager | 267-4909 |
| <i>City Channel</i> | Brad Clark | Brad Clark | Station Manager | 266-4839 |
| Library | Barb Dimick | Mark Benno | Library Administration Services Mgr. | 266-9632 |
| Mayor's Office | David J. Cieslewicz | Ray Harmon | Assistant to the Mayor | 266-4611 |
| Monona Terrace | James Hess | Kathi Hurtgen | Business Manager | 261-4000 |
| Municipal Court | Daniel Koval | Erin Nuñez | Court Clerk | 264-9282 |
| Overture Center | Tom Carto | Nancy Birmingham | Administrative Manager | 258-4145 |
| Planning & Community & Economic Development, Dept. of | | | | |
| <i>Community Development Division</i> | William Clingan | Audrey Short | Economic Revenue Supervisor | 267-0743 |
| <i>Economic Development Division</i> | Tim Cooley | Percy Brown | Economic Revitalization Supervisor | 266-6558 |
| <i>Community Development Authority</i> | Agustin Olvera | Lisa Daniels | Program Assistant II | 267-8709 |
| <i>Building Inspection Division</i> | George Hank | Harry Sulzer | Planning Review & Inspection Supervisor | 266-4568 x468 |
| <i>Planning Division</i> | Brad Murphy | Brad Murphy | Planning Division Director | 266-4635 x210 |
| <i>Senior Center</i> | Christine Beatty | Christine Beatty | Senior Center Director | 267-8652 |
| Police | Noble Wray | Sue Williams | Captain of Personnel & Training | 266-6234 |
| Public Works & Transportation | | | | |
| <i>Engineering</i> | Rob Phillips | Kathy Cryan | Operations Manager | 266-4819 |
| <i>Fleet Services</i> | William Vanden Brook | Art Meyer | Fleet Maintenance Supervisor | 246-4545 |
| <i>Parks</i> | Kevin Briski | Kelli Lamberty | Streets Use Staff Team Coordinator | 266-6033 |
| <i>Streets</i> | Alan Schumacher | Alan Schumacher | Street Superintendent | 266-4680 |
| <i>Traffic Engineering & Parking Utility</i> | David Dyer | Keith Pollock | Transportation Operations Analyst | 266-6537 |
| <i>Metro Transit</i> | Charles Kamp | Jennifer Bacon | Transportation Service Manager | 266-4903 |
| <i>Water Utility</i> | Tom Heikkinen | Robin Piper | Finance/Accounting Manager | 266-4656 |
| Treasurer | Dave Gawenda | Patti Stone | Treasury Leadworker | 266-4771 |

Section Five: Contract Compliance Review



► 2009 Prevailing Wage Violations & Recoveries

| Contract Type | Number of Violations | Dollar Value of Violations | Year-to-Date Wages Recovered |
|---------------|----------------------|----------------------------|------------------------------|
| Public Works | 11 | \$18,316.68 | \$12,694.33 |
| CDA | Pending | TBD | TBD |
| Façade | 1 | \$3.63 | \$3.63 |
| Totals | 12 | <u>\$18,320.31</u> | <u>\$12,697.96</u> |

This year staff conducted 107 on-site prevailing wage interviews.

Prevailing Wage Monitoring

This program applies professional and technical work in administering the City's Prevailing Wage ordinances. This work involves monitoring contractors' prevailing wage requirements, performing on-site compliance reviews, maintaining and overseeing the maintenance of necessary records, providing technical assistance, performing outreach and information dissemination, preparing audit and activity reports and recommendations, and providing input and recommendations relative to overall operations. This program area also:

- Analyzes documentation from contractors concerning payroll and payment requests.
- Provides prevailing wage monitoring and enforcement for City-financed projects covered by Madison General Ordinances 4.23 and 23.01.

► Targeted Business Programs

It is the official policy of the City of Madison that as an overall goal, ten percent (10%) of the City's public works funds be expended with certified small business enterprises (SBE). This policy is designed to stimulate economic growth, promote the establishment of new businesses, and provide employment opportunities. In addition, when the City expends funds provided to it by federal agencies, the City requires that contractors comply with applicable federal regulations governing the participation of minority business enterprises (MBE), women business enterprises (WBE), and disadvantaged business enterprises (DBE). Applicant flow data for all targeted business programs is reported below:

| 2009 Targeted Business Applications | | |
|-------------------------------------|------------------------|------------|
| | Number of Applications | Percentage |
| Received | 53 | 100% |
| Certified | 32 | 60% |
| Recertified | 8 | 15% |
| Referred | 0 | 0% |
| Denied/Withdrawn | 12/1 | 23%/2% |

Furthermore, it is the City's policy that all businesses, including those owned by minorities and women, be afforded the maximum feasible opportunity to do business with the City. For public works goal-eligible contracts, targeted business achievement as of December 31, 2009 is reported below:

| Total Contracts | SBE | MBE | WBE | DBE |
|-----------------|----------------|--------------|--------------|--------------|
| \$31,947,520.23 | \$1,635,568.89 | \$163,670.26 | \$393,532.35 | \$310,067.64 |
| | 5.12% | 0.51% | 1.23% | 0.97% |



► Affirmative Action Plan Review

The City of Madison has adopted an affirmative action plan that requires similar efforts from vendors, contractors, and other firms with which it does business. The City has determined that it is not in the public's interest to purchase goods and services from vendors and contractors unless they demonstrate that they have taken appropriate affirmative action steps to ensure equal employment and subcontracting opportunities for racial/ethnic (R/E) minorities, women, and individuals with a disability.

Protected class employment statistics as of December 31, 2009:

Public Works Contractors

Firms that have a Public Works contract with the City of Madison or firms otherwise providing construction services to a City agency.

| | | |
|--------------------|-----------------------|---------------------------|
| 11.59% | 9.39% | 0.22% |
| Overall R/E | Overall Female | Overall Disability |

Community-Based Organizations

Community-based or non-profit organizations that have a contract with or receive funds from Community Services, CDBG, or another City agency.

| | | |
|--------------------|-----------------------|---------------------------|
| 25.07% | 72.64% | 4.17% |
| Overall R/E | Overall Female | Overall Disability |

Vendors and Suppliers

Firms providing goods or services to a City agency (e.g., Purchasing, IT, Police, etc.).

| | | |
|--------------------|-----------------------|---------------------------|
| 18.39% | 38.32% | 0.90% |
| Overall R/E | Overall Female | Overall Disability |

Section Six: Summary of Complaints

► APM 3-5 Prohibited Workplace Harassment Policy

The Civil Rights Coordinator provides training and technical assistance to supervisors and non-supervisory employees regarding the City's Policy.

In 2009, we had 20 complaints. The protected classes of these complaints were race, sex, sexual harassment, age, disability, sexual orientation, physical appearance, color, political beliefs, and retaliation. Four of the allegations were sustained and the remaining allegations were not-sustained.