



# Affirmative Action Plan 2010 Report

Department of Civil Rights  
Affirmative Action Division  
Lucía Nuñez, Director  
July 2011



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## Introduction

### AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY POLICY

#### 39.02 AFFIRMATIVE ACTION ORDINANCE

- (1) Declaration of Policy. It is the official policy of the City of Madison to provide equal employment and promotional opportunities and equal access to public services for all persons from all segments of the Madison community without regard to their race, religion, color, age, marital status, disability, sex or national origin, hereinafter referred to as affected or underrepresented groups. The Council finds that the practice of unfair discrimination in access to public services, employment and contracting adversely affects the general welfare of the City. Because such practices have existed throughout Madison's history, the mere passive prohibition of discriminatory practices is not sufficient to effectuate this principle of equal opportunity in contracting, employment and promotional opportunity and equal access to public services. Affirmative and direct action is required to make equal employment, access to public service and promotional opportunities a reality and correct the effects of past patterns of inequality. To implement this policy, therefore, the City of Madison hereby adopts this Affirmative Action Ordinance designed to increase the number and representation of affected and/or other under-represented groups, in all departments, job classifications and salary categories throughout the City employment.

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The City of Madison is a progressive employer which 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. 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 [www.cityofmadison.com/dcr](http://www.cityofmadison.com/dcr) to review our Affirmative Action Plan and Affirmative Action Program policies.

DAVID J. CIESLEWICZ, 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 with the Affirmative Action Commission, the Mayor, and Common Council indicating the progress toward achieving the affirmative action goals. The report includes

1. A summary of department and City affirmative action goals as well as any special project ties to this program.
2. Totals of employees on-board, new hires, promoted or terminated.
3. Recruitment and training program instituted to achieve the objectives of the Affirmative Action Plan.
4. A summary of counseling and other supportive programs provided to resolve and prevent problems.
5. A summary of complaints.
6. A review of contract compliance status.

The Citywide Affirmative Action Plan (AAP) 2009 – 2013 includes the individual agency plans, which have been adopted by the Mayor and Common Council. The Affirmative Action Plan qualitative components include the following 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: Programs to Resolve and Prevent Problems

### CIVIL RIGHTS COORDINATORS

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

2010 AFFIRMATIVE ACTION PLAN REPORT

<b>Department</b>	<b>Dept./Div. Head</b>	<b>DCR Coordinator</b>	<b>Title</b>	<b>Phone</b>
Information Technology (Includes City Channel)	Paul Kronberger	Paul Kronberger	Information Technology Director	266-4202
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	Greg McManners	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
<b>Planning &amp; Community &amp; Economic Development, Dept. of</b>				
Community Development Division	William Clingan	Audrey Short	Grants Administrator	267-0743
Economic Development Division	Tim Cooley	Percy Brown	Economic Revitalization Supervisor	266-6558
Community Development Authority	Agustin Olvera	Lisa Daniels	Program Assistant II	267-8709
Building Inspection Division	George Hank	Harry Sulzer	Planning Review & Inspection Supervisor	266-4568 x468
Planning Division	Brad Murphy	Brad Murphy	Planning Division Director	266-4635 x210
Senior Center	Christine Beatty	Christine Beatty	Senior Center Director	267-8652
Police	Noble Wray	Sue Williams	Captain of Personnel & Training	266-6234
<b>Public Works &amp; Transportation</b>				
Engineering	Rob Phillips	Michael Dailey	Assistant City Engineer	266-4058
Fleet Services	William Vanden Brook	Art Meyer	Fleet Maintenance Supervisor	246-4545
Parks	Kevin Briski	Kelli Lamberty	Streets Use Staff Team Coordinator	266-6033
Streets	Alan Schumacher	Alan Schumacher	Street Superintendent	266-4680
Traffic Engineering & Parking Utility	David Dryer	Keith Pollock	Transportation Operations Analyst	266-6537
Metro Transit	Charles Kamp	Jennifer Bacon	Transportation Service Manager	266-4903
Water Utility	Tom Heikkinen	Robin Piper	Finance/Accounting Manager	266-4656
Treasurer	Dave Gawenda	Patti Stone	Treasury Leadworker	266-4771



## Civil Rights Coordinator Training Sessions

The Civil Rights Coordinators attend the following training sessions on civil rights topics in 2010:

Date	Training	Presenters
February 17, 2010	Awareness and Prevention of Hate Crimes	Eric Kestin Melissa Gombar
June 10, 2010	Conflict Management	Guy Van Rensselaer
November 16, 2010	Coaching and Leadership	Harper Donahue Erin Stenson

## MINORITY AFFAIRS COMMITTEE

MGO 33.27 (2) (b) Minority Affairs Committee. There is hereby established a Minority Affairs Committee (MAC) composed of employees of the City of Madison and charged with addressing issues of concern to racial and ethnic minorities employed by the City. Members of the MAC shall be appointed by the Mayor upon recommendation of the Director of the Department of Civil Rights, and are not subject to Common Council approval. The MAC may adopt such other rules or bylaws to govern its operation, including establishing the number of members of the Committee, not inconsistent with these ordinances.

## WOMEN'S ISSUES COMMITTEE

MGO 33.27 (2) (c) Women's Issues Committee. There is hereby established a Women's Issues Committee (WIC) composed of employees of the City of Madison and charged with addressing issues of concern to women employed by the City. Members of the WIC shall be appointed by the Mayor upon recommendation of the Director of the Department of Civil Rights, and are not subject to Common Council approval. The WIC may adopt such other rules or bylaws to govern its operation, including establishing the number of members of the Committee, not inconsistent with these ordinances.

## Section Two: Summary of APM 3-5 Policy Complaints

### PROHIBITED HARASSMENT AND/OR DISCRIMINATION POLICY

Administrative Procedure Memorandum No. 3.5 is the city's policy detailing prohibited harassment and discrimination. 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. To that end, this policy will be liberally construed and strictly enforced so as to achieve these goals.

Harassment, discrimination, and retaliation are prohibited conduct and violations of this policy will not be tolerated. The policy can be found on the city's website at [www.cityofmadison.com/dcr/employeeenet/prohibitedharass.cfm](http://www.cityofmadison.com/dcr/employeeenet/prohibitedharass.cfm). The Civil Rights Coordinator provides training and technical assistance to supervisors and non-supervisory employees regarding the City's policy.

In 2010, we processed twenty complaints of alleged harassment and/or discrimination based on race, gender, sexual harassment, age, disability, sexual orientation, physical appearance, color, political beliefs, or retaliation. After the investigation of the alleged violations of our policy, three of the allegations were sustained and seventeen were not-sustained.



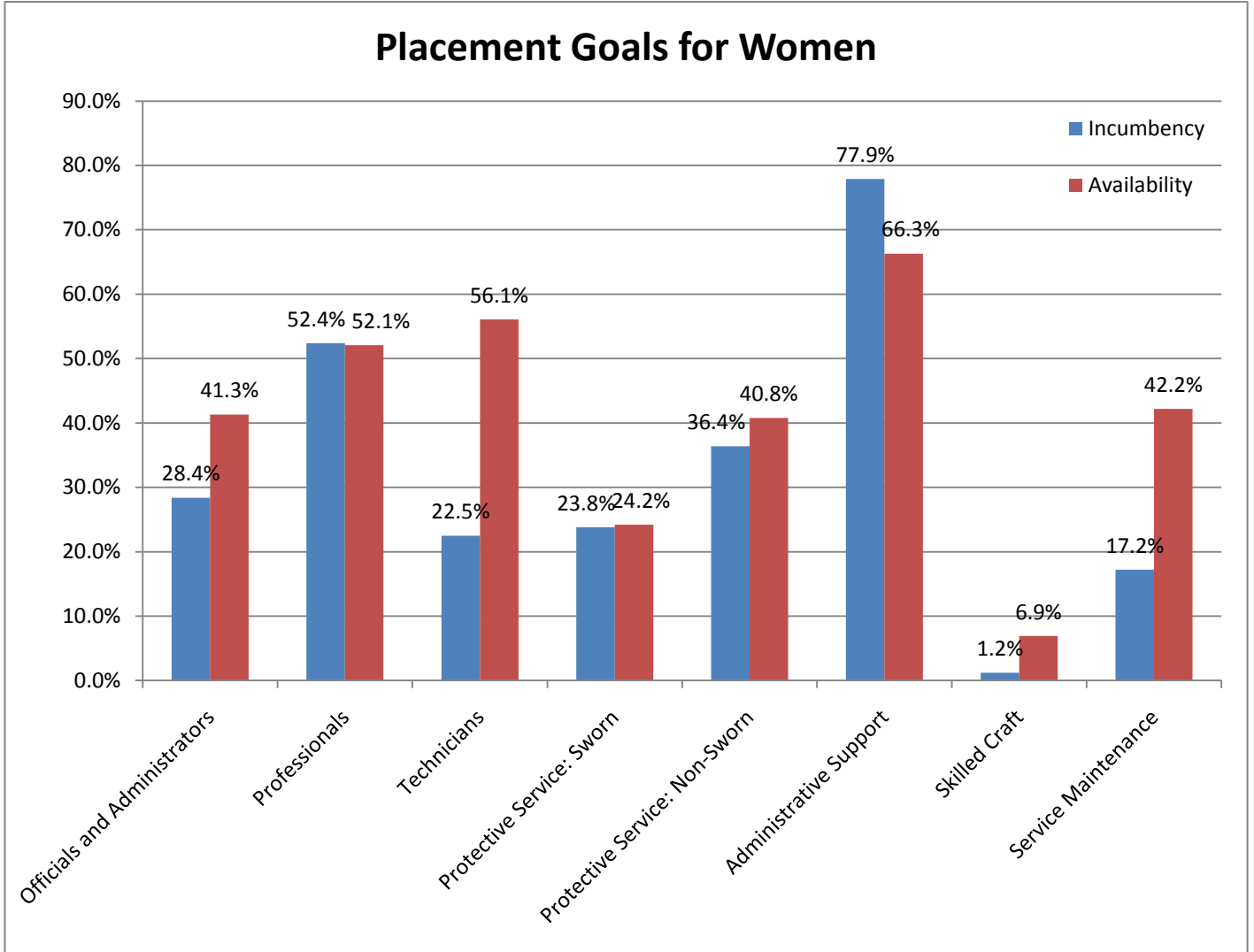
## Section Three: Employee Workforce Data Analysis

The 2010 annual placement goals compare the differences in utilization of women and racial/ethnic minorities with their availability in the area by specific job family. All job families 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)

## PLACEMENT GOALS FOR WOMEN

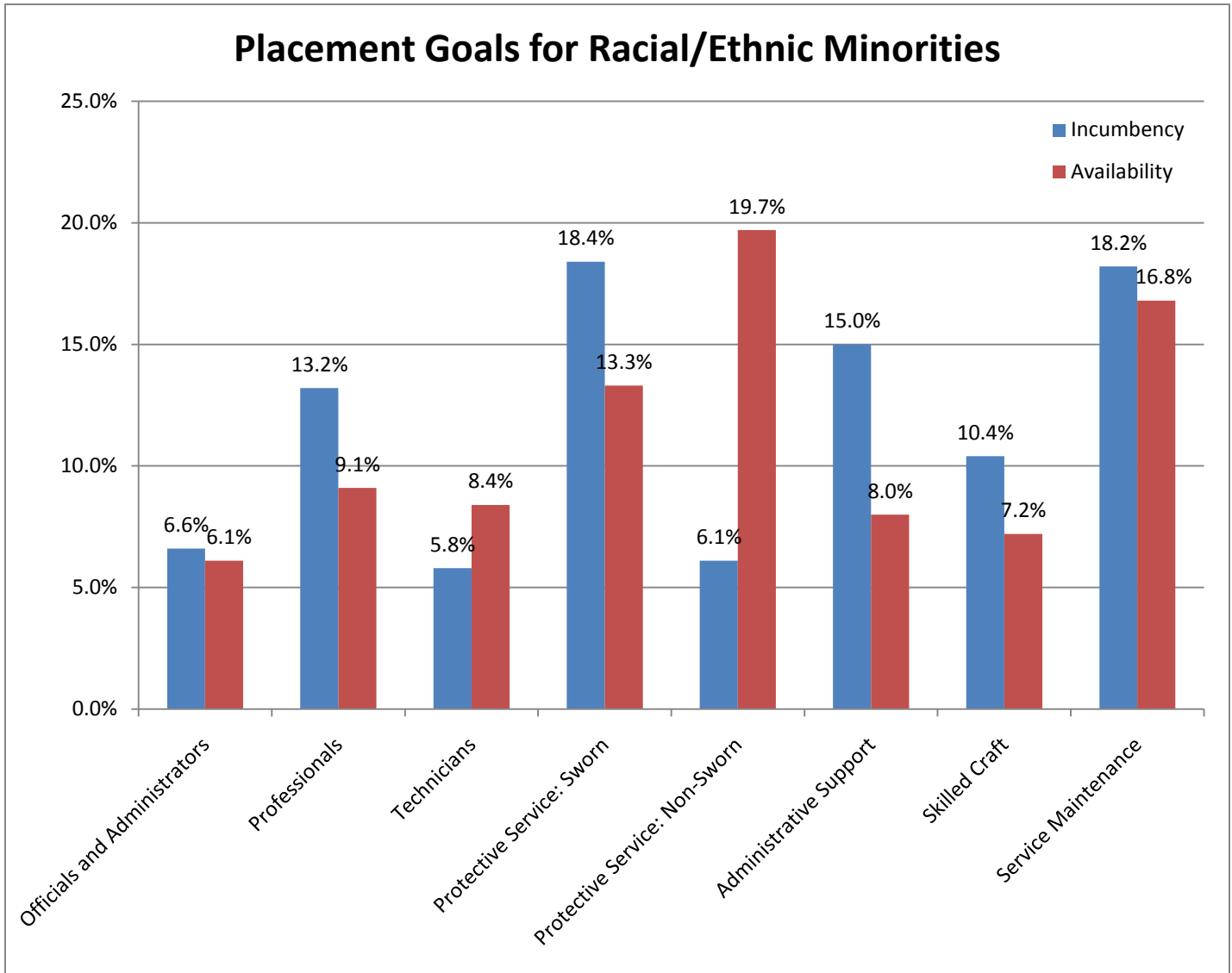
In 2010, women city employees were under-represented in the following job families: Officials and Administrators, Technicians, Protective Service: Sworn, Protective Service: Non-Sworn, Skilled Craft workers, and Service Maintenance.



Job Family Title	Women Incumbency	Women Availability	Establish Goal Yes or No	If Yes, Goal for Women
Officials and Administrators	28.4%	41.3%	Yes	41.3%
Professional	52.4%	52.1%	No	
Technicians	22.5%	56.1%	Yes	56.1%
Protective Service: Sworn	23.8%	24.2%	Yes	24.2%
Protective Service: Non-Sworn	36.4%	40.8%	Yes	40.8%
Administrative Support	77.9%	66.3%	No	
Skilled Craft	1.2%	6.9%	Yes	6.9%
Service Maintenance	17.2%	42.4%	Yes	42.4%

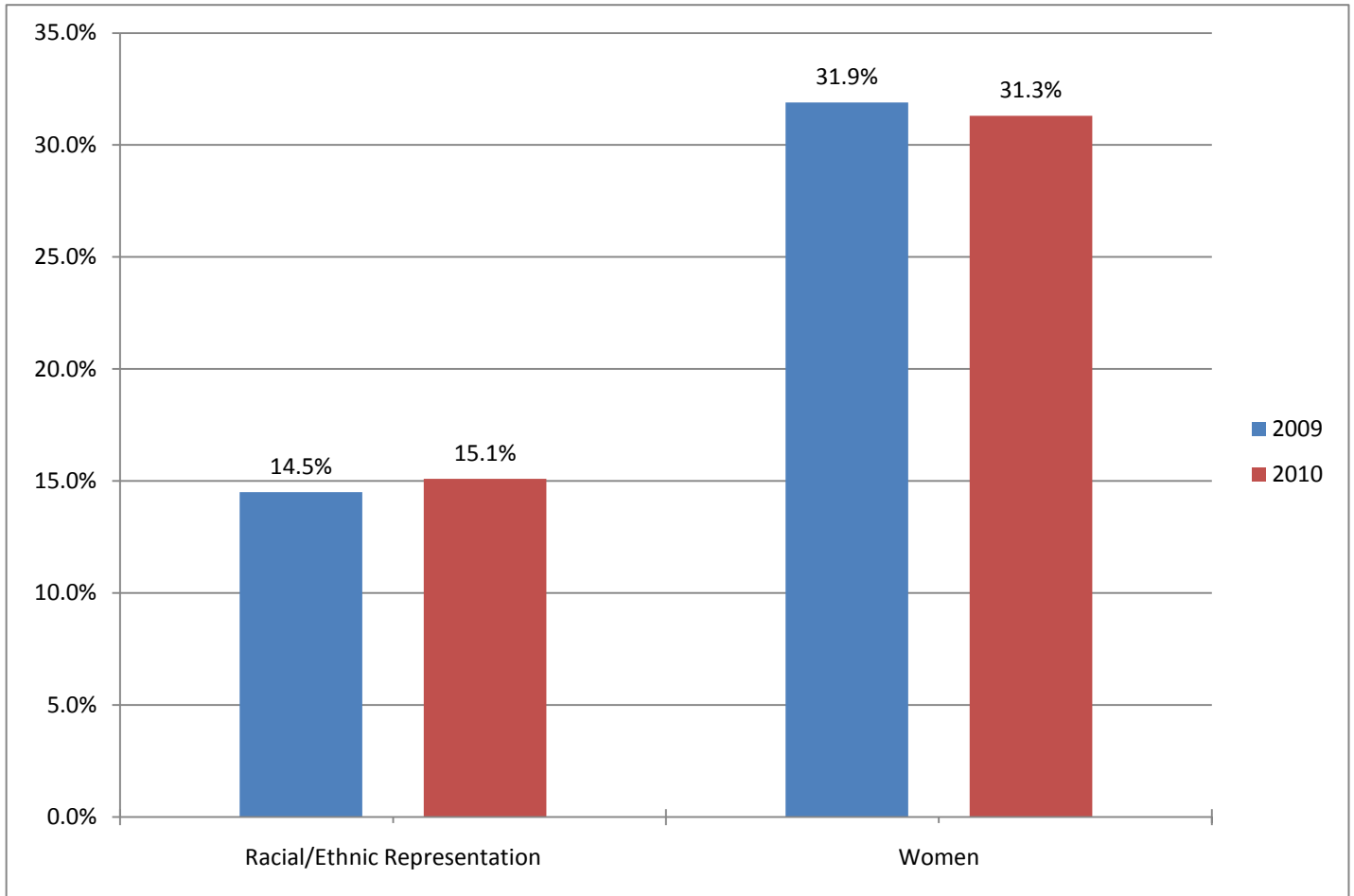
## PLACEMENT GOALS FOR RACIAL/ETHNIC MINORITIES

In 2010, racial/ethnic minority city employees were under-represented in the following job families: Technicians and Protective Workers Non-Sworn.



Job Family Title	Minority Incumbency	Minority Availability	Establish Goal Yes or No	If Yes, Goal for Minorities
Officials and Administrators	6.6%	6.1%	No	
Professional	13.2%	9.1%	No	
Technicians	5.8%	8.4%	Yes	8.4%
Protective Service: Sworn	18.4%	13.3%	No	
Protective Service: Non-Sworn	6.1%	19.7%	Yes	19.7%
Administrative Support	15.0%	8.0%	No	
Skilled Craft	10.4%	7.2%	No	
Service Maintenance	18.2%	16.8%	No	

**PERMANENT WORKFORCE YEAR-END SUMMARIES**



City of Madison Permanent Workforce Year-End Summaries (2009 - 2010)					
Year	Total	Racial/Ethnic Representation		Women	
		#	%	#	%
2009	2717	394	14.5%	866	31.9%
2010	2767	417	15.1%	865	31.3%

## ON-BOARD PERMANENT EMPLOYEES

In 2010, of the 2767 permanent City employees, 417 (15.1%) were racial/ethnic minorities and 865 (31.2 %) were women.

2010 Permanent Employees as of December 14, 2010					
Department/Division	Total Employees	Racial/Ethnic Representation		Female Representation	
		Number	Percent	Number	Percent
Assessor	23	5	21.7%	10	43.5%
Attorney	25	3	12.0%	20	80.0%
Building Inspection & Code Enforcement	42	2	4.8%	12	28.6%
Civil Rights	15	8	53.3%	10	66.7%
Clerk	7	1	14.3%	5	71.4%
Common Council	2	0	0.0%	2	100.0%
Community & Economic Develop	18	2	11.1%	5	27.8%
Community Development	29	4	13.8%	24	82.8%
Community Development Block Grant	1	0	0.0%	1	100.0%
Comptroller	38	1	2.6%	23	60.5%
Engineering	129	10	7.8%	31	24.0%
Fire	383	62	16.2%	57	14.9%
Fleet Services	42	4	9.5%	4	9.5%
Housing	34	7	20.6%	15	44.1%
Human Resources	19	1	5.3%	12	63.2%
Information Services	39	5	12.8%	16	41.0%
Library	128	11	8.6%	91	71.1%
Madison City Channel	8	0	0.0%	2	25.0%
Mayor's Office	9	4	44.4%	5	55.6%
Metro Transit	489	111	22.7%	129	26.4%
Monona Terrace	56	8	14.3%	22	39.3%
Municipal Court	4	0	0.0%	4	100.0%
Overture Center	45	0	0.0%	17	37.8%
Parking	69	13	18.8%	26	37.7%
Parks	151	9	6.0%	33	21.9%
Planning	27	2	7.4%	10	37.0%
Planning Administration	7	0	0.0%	5	71.4%
Police	553	99	17.9%	209	37.8%
Public Health	11	4	36.4%	11	100.0%
Streets	175	17	9.7%	21	12.0%
Traffic Engineering	60	5	8.3%	4	6.7%
Treasurer	5	0	0.0%	4	80.0%
Water Utility	124	19	15.3%	25	20.2%
<b>City Total</b>	<b>2767</b>	<b>417</b>	<b>15.1%</b>	<b>865</b>	<b>31.3%</b>

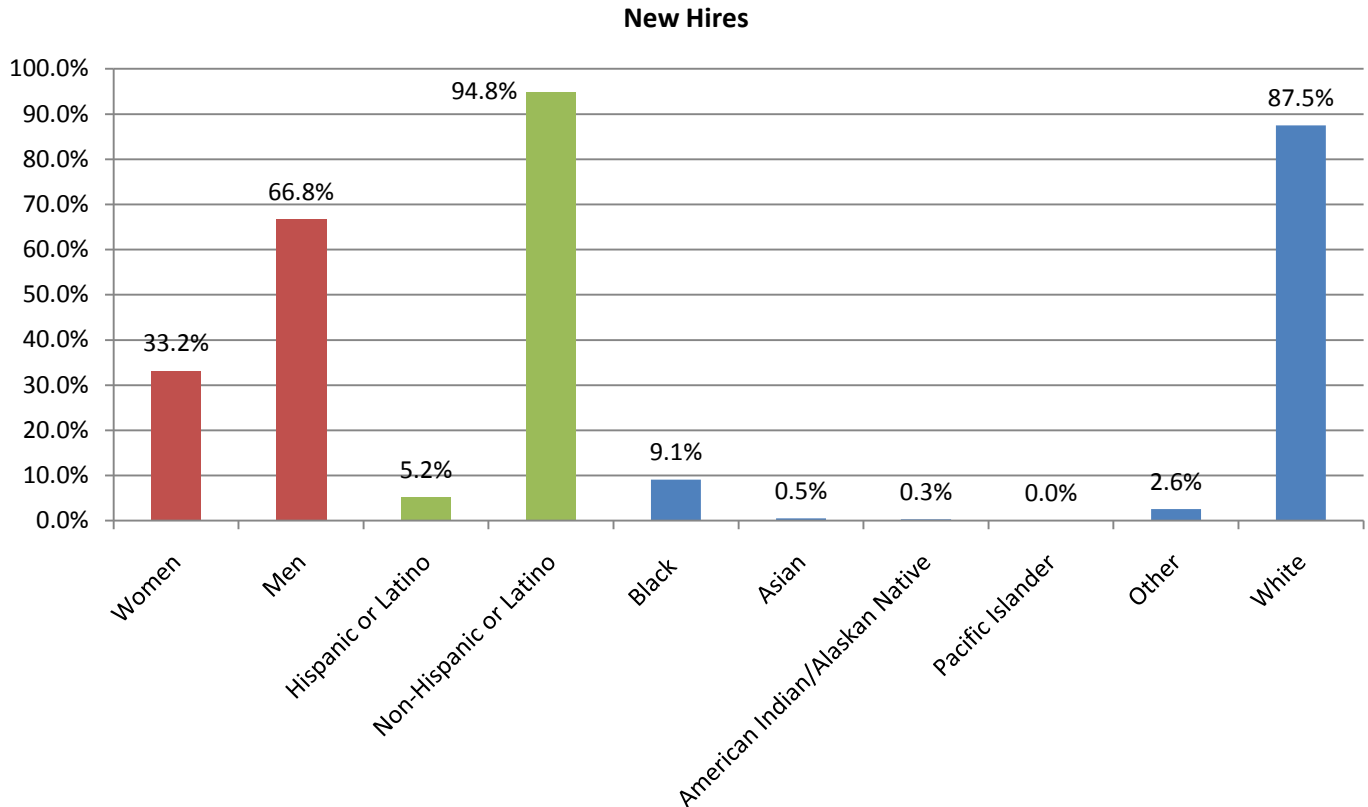
## ON-BOARD NON-PERMANENT EMPLOYEES

In 2010, of the 684 non-permanent (hourly) City employees, 85 (12.6%) were racial/ethnic minorities and 295 (43.6%) were women.

2010 Non-Permanent Workforce as of December 14, 2010					
Department/Division	Total Employees	Racial/Ethnic Representation		Female Representation	
		Number	Percent	Number	Percent
Assessor	1	0	0.0%	0	0.0%
Attorney	2	1	50.0%	2	100.0%
Building Inspection & Code Enforcement	2	1	50.0%	2	100.0%
Civil Rights	2	1	50.0%	1	50.0%
Clerk	3	0	0.0%	3	100.0%
Community Development	10	4	40.0%	5	50.0%
Comptroller	1	0	0.0%	0	0.0%
Engineering	30	2	6.7%	6	20.0%
Fleet Services	1	0	0.0%	0	0.0%
Housing	2	1	50.0%	2	100.0%
Human Resources	1	0	0.0%	1	100.0%
Information Services	1	0	0.0%	1	100.0%
Library	126	10	7.9%	83	65.9%
Madison City Channel	13	3	23.1%	8	61.5%
Metro Transit	2	0	0.0%	0	0.0%
Monona Terrace	39	10	25.6%	23	59.0%
Overture Center	264	22	8.3%	103	39.0%
Parking	15	7	46.7%	4	26.7%
Parks	43	4	9.3%	16	37.2%
Planning	1	0	0.0%	0	0.0%
Police	80	13	16.3%	33	41.3%
Streets	33	6	18.2%	1	3.0%
Traffic Engineering	1	0	0.0%	0	0.0%
Water Utility	3	0	0.0%	1	33.3%
<b>City Total</b>	<b>676</b>	<b>85</b>	<b>12.6%</b>	<b>295</b>	<b>43.6%</b>

## NEW HIRES

In 2010, the City had 383 permanent new hires. Of the total, 127 (33.2%) were women, 20 (5.2%) were Hispanic or Latino, and 48 (12.5%) were racial/ethnic minorities. When comparing these numbers with the total number of On-Board employees, as of December 14, 2010 (found on page 11), 14.7% were women and 7.4% were men.

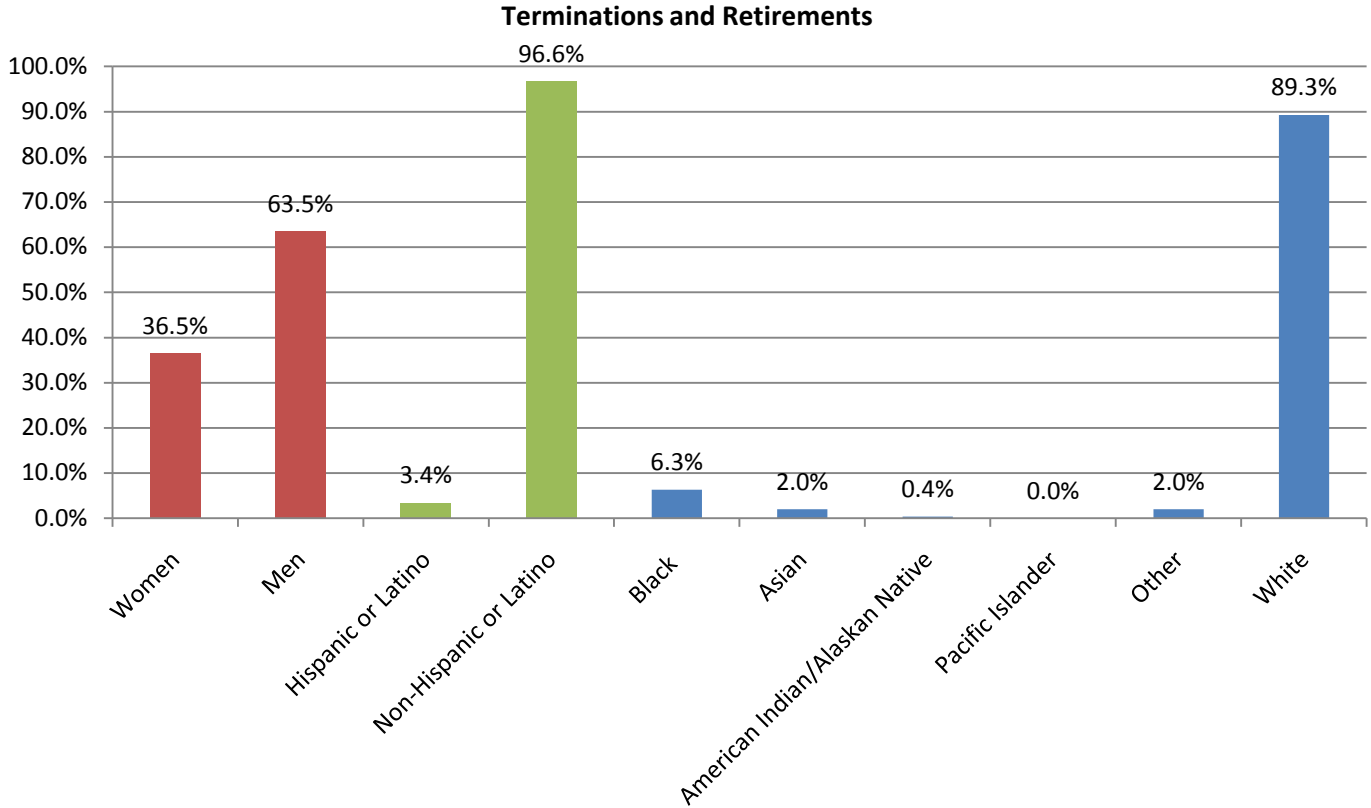


2010 New Hires		
	# of New Hires	% of New Hires
<b>GENDER</b>		
Women	127	33.2%
Men	256	66.8%
<b>Gender Total</b>	<b>383</b>	
<b>ETHNICITY</b>		
Hispanic or Latino	20	5.2%
Non-Hispanic	363	94.8%
<b>Ethnicity Total</b>	<b>383</b>	
<b>RACE</b>		
Black	35	9.1%
Asian	2	0.5%
American Indian/Alaskan Native	1	0.3%
Pacific Islander	0	0.0%
Other	10	2.6%
White	335	87.5%
<b>TOTAL</b>	<b>383</b>	



## TERMINATIONS AND RETIREMENTS

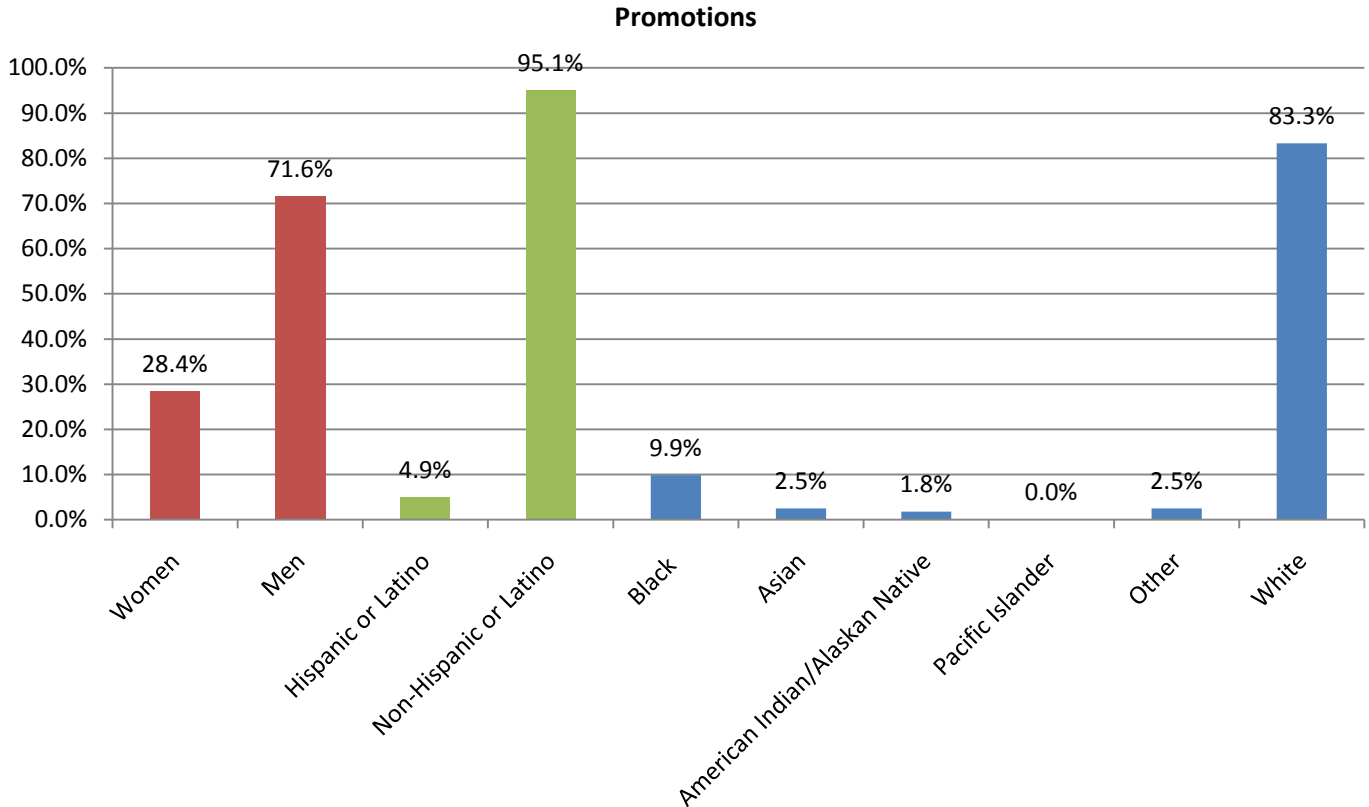
In 2010 the City had 507 permanent employees that were terminated or retired. Of the total, 185 (36.5%) were women, 17 (3.4%) were Hispanic or Latino, and 54 (10.7%) were racial/ethnic minorities. When comparing these numbers with the total number of On-Board employees, as of December 14, 2010 (found on page 11), 21.4% were women and 16.9% were men.



2010 Terminations and Retirements		
	# of Terminations	% of Terminations
<b>GENDER</b>		
Women	185	36.5%
Men	322	63.5%
Gender Total	507	
<b>ETHNICITY</b>		
Hispanic or Latino	17	3.4%
Non-Hispanic	490	96.6%
Ethnicity Total	507	
<b>RACE</b>		
Black	32	6.3%
Asian	10	2.0%
American Indian/Alaskan Native	2	0.4%
Pacific Islander	0	0.0%
Other	10	2.0%
White	453	89.3%
TOTAL	507	

## PROMOTIONS

In 2010, the City had 162 permanent promotions. Of the total, 46 (28.4%) were women, 8 (4.9%) were Hispanic or Latino, and 27 (16.7%) were racial/ethnic minorities. When comparing these numbers with the total number of On-Board employees, as of December 14, 2010 (found on page 11), 5.3% were women and 6.1% were men.



2010 Promotions		
	# of Promotions	% of Promotions
<b>GENDER</b>		
Women	46	28.4%
Men	116	71.6%
Gender Total	162	
<b>ETHNICITY</b>		
Hispanic or Latino	8	4.9%
Non-Hispanic	154	95.1%
Ethnicity Total	162	
<b>RACE</b>		
Black	16	9.9%
Asian	4	2.5%
American Indian/Alaskan Native	3	1.8%
Pacific Islander	0	0.0%
Other	4	2.5%
White	135	83.3%
TOTAL	162	

## **Section Four: Departmental Affirmative Action Goals**

### **ASSESSORS' OFFICE**

- 1. 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.

- 2. Career advancement for current employees.**

We have recently updated the position descriptions and reviewed the classifications for Assessment Technicians and Property Appraisers who participate in our Career Ladders program. Next, we will meet with Local 60 representatives to work on a new Career Ladders advancement program that addresses the problems with our current system.

- 3. Budget restrictions on new hiring.**

Due to budget restrictions, we have not been able to upgrade positions or fill vacancies. In fact, we lost funding for another FTE in the 2011 budget, a position that was vacant after an employee departed mid-year for a job with the Fire Department.

### **ATTORNEY'S OFFICE**

- 1. Increasing diversity in Law Clerk positions**

The Office of the City Attorney continues to hire a law clerk every year 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. In addition, both law clerks hired in 2010 were women.

- 2. Increasing diversity in Attorney positions**

The Office of the City Attorney has very low turnover, and hired only one attorney in 2010. The OCA makes an effort to reach a diverse demographic when announcing new positions and the attorney hired in 2010 was a woman.

- 3. Exit Interview Process**

There were no employees that left the Office of the City Attorney in 2010; therefore, no exit interviews were completed.

## **CIVIL RIGHTS, DEPARTMENT OF**

### **1. 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.**

- Employment related workshops in area high schools and middle schools.
- Participation in youth career fairs.
- Coordinate City's AASPIRE Internship program – recruit other City agencies to host/sponsor beneficial internship opportunities.
- Participate in youth mock interviews.
- Community workshops targeting at-risk youth.
- Active participation in "Take your son or daughter to work day"
- In 2010 there were 2 DCR AASPIRE Interns (2 racial/ethnic group members)

### **2. Career advancement for current employees.**

- Share all City of Madison employment opportunities with Minority Affairs Committee (MAC) and Women's Issues Committee (WIC).
- Promote and encourage MAC and WIC members to participate in training opportunities.
- Advocate for AA target group members throughout City hiring process.

### **3. 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.

## **CLERK'S OFFICE**

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

For the November 2010 General Election, 1% of our Election Officials were of Hispanic or Latino ethnicity, 0.9% were Asian, and 5.6% were African American. We still have a lot of room for improvement.

### **2. Civil Rights and Diversity Training**

Three Clerk's Office employees are signed up for this training, which is scheduled for February 23, 2011.

### **3. Diversity Awareness Training**

All Clerk's Office employees have completed the M.E.E.T. on Common Ground training.

## **COMPTROLLER'S OFFICE**

### **1. 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.

During 2010, the Comptroller's Office had the opportunity to fill three vacant positions. The first was a new position of Accountant 3 created in the 2010 budget which is currently underfilled by an Accountant 1. Eight applicants were certified by the Human Resources Department for this position (6M, 2F). The most qualified applicant (a WM) began work on April 5, 2010.

The second position is an Accountant 2, currently underfilled with an Accountant 1. This position became vacant when the previous incumbent (WF) was promoted into a vacant Accountant 2 position within the Comptroller's office in late 2009 and then made a lateral transfer into a vacant Administrative Analyst 2 in February, 2010. Two applicants were certified for the Accountant 1 position (both male) and a WM was hired and began work on June 7, 2010.

The third vacancy (created by the retirement of a WF) was a Payroll Technician 2. This position was open to all City employees and 5 applicants (all female) were certified. The position was filled by a WF and resulted in a promotion for her from her previous City position. She began work on August 22, 2010.

### **2. 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 appropriately classified. In some cases, a reclassification is recommended, resulting in promotion of an existing employee.

The 2010 results of the long-term Comptroller's Office Career Development and Cross Training efforts follow.

After a position study, one position of Clerk-Typist 2 was reclassified as an Account Clerk 1 (one range increase) and the incumbent (WF) was promoted effective May 16, 2010.

Following a study of the four positions comprising the Comptroller's Office Administrative Support Team, all positions were reclassified in June, 2010. One position of Clerk-Typist 2 (WF) was reclassified as an Administrative Support Clerk 2 (3 range increase); one position of Clerk-Typist 1 (WM) was reclassified as an Administrative Support Clerk 2 (6 range increase); two positions of Clerk-Typist 2 (WF) were reclassified to equivalent positions of Administrative Support Clerk 1 and may, in time, advance to the position of Administrative Support Clerk 2.

Following an increase in responsibilities and a position study, one position of Payroll Technician 2 was reclassified to an Accountant 2. The incumbent (WF) was promoted and since October 31, 2010 is underfilling the position as an Accountant 1. As her knowledge and responsibilities increase, she may be promoted via career ladder progression to the position of Accountant 2.

In December, 2010, the incumbent in the position of Accountant 1 (WF) was promoted to Accountant 2 (via the current Accountant career ladder), effective January 9, 2011 (a 2 range increase).

Since December, 2010, the Comptroller's Office has had a vacant Account Technician 3 position (formerly filled by a WM). We have received approval to underfill this position as an Account Technician 1 which will be open to all bargaining unit employees and will likely provide a promotional opportunity for a current employee.

### **3. 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 for results).

## **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 and have 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 website we show representation of the diversity in our work force.

The media types and outreach opportunities that we take advantage of help us to deliver our message of who we are as a department and our commitment to Diversity within our department. This type of media helps us reach the people but the message and how it is delivered makes all the difference if racial/ethnic minorities and women 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/>.

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

Word of mouth is still one of the best tools 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 and what it means to them. So we use that as one of our recruitment tools, we ask fire fighters 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 a more diverse work force. It's very obvious to us (the MFD) that racial/ethnic minorities and women that live in our community and around the country are more the capable, so it quest is to in increase the awareness of opportunity and what it has to offer as a fulfilling career choice.

## **HUMAN RESOURCES DEPARTMENT**

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

We have low turnover and there were no promotional opportunities in 2010.

### **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 ERP system is up and running.

### **3. AASPIRE Program**

The Human Resource Department hired an AASPIRE Intern 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. Underrepresentation 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.

### **2. Under-representation of women, minority group members and people with disabilities city-wide.**

During 2010 we hired a former AASPIRE intern into a permanent position. In addition, we promoted a female minority staff member and a male minority staff member from a MIS 2 position to a MIS 3 position. In most years we have a low turnover. 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. Inability to reach and recruit members of under-represented groups city-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. In addition, management employees belong to several professional organizations. Some of these conduct outreach efforts to encourage students to consider a career in IT.

## **Madison City Channel**

### **1. Promoting Inclusiveness through Outreach and Recruitment**

Our primary tools for this are the AASPIRE internships and the Work Study Programs. We will continue to utilize these.

### **2. Partnership with Centro Hispano and the Greater Madison Area Urban League**

We have discussed our recruiting needs with both organizations and they have offered their assistance for future recruitments.

### **3. AASPIRE, Work Study and Cooperative Employment Education Programs**

We utilized an AASPIRE intern in 2010. We regularly have 10-15 Work Study employees assigned at City Channel. The work study individuals are from the UW program. Federal funding is dwindling for this, so we are reaching out to other colleges such as Madison College, Edgewood College and the Madison Media Institute to broaden the pool of prospective candidates.

## **LIBRARY, PUBLIC**

### **1. Restricted hiring-candidates must have a Masters in Library Sciences to become librarians.**

We continue to work on this issue. The library increasingly needs tech savvy candidates, and we are exploring ways to provide this service to the public. New positions could be created that address this need outside of the traditional library degree.

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

We are pleased to see evidence that library schools are seeking data about the transition of libraries from a more materials-based approach to one that involves more and more customer service. We will continue to advise whenever possible.

### **3. Candidates for jobs often skew to one demographic - white women.**

As mentioned earlier, we greatly diversified our management team by adding two strong managers to our branch system. Our goal is continued diversification, especially as it relates to minorities and disabled candidates

## **MAYOR'S OFFICE**

### **1. Lack of racial/ethnic diversity in internships, work-study programs and other partnerships**

- Continuous funding to DCR to support AASPIRE Internship program.
- 2010 Mayor's Office hosted an AASPIRE Intern.
- Host college interns seeking exposure to city government

### **2. Lack of racial/ethnic diversity in hiring and selection process**

- Encourage the development of joint HR/DCR policies regarding diversity of selection and hiring panels.
- Support and encourage city-wide balanced interview panels.

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

- Work closely with DCR on ALL department head hires to implement recruitment strategies that are designed to encourage diverse applicant pools.
- Continue to staff to participate on hiring panels in an effort to familiarize them with the hiring practices of larger agencies.
- 3 New Hires in 2010 (2 Affirmative Action target group members – 2 women)

**MONONA TERRACE COMMUNITY AND CONVENTION CENTER**

**1. Recruitment and Hiring of Women to professional level positions**

Interview candidates for the Executive Director position included equal representation of women and men. Finalists included one male and one female candidate.

**2. Making sure the interview panel is diverse**

Interview panel for the Executive Director position included Board of Director members and members of the community who are minorities as well as a cross-section of both men and women.

**3. Mentor other agencies by volunteering to be on interview panels**

No requests were made for Monona Terrace employees to sit on interview panels of other agencies.

**MUNICIPAL COURT**

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

There were no new job openings.

**2. 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.

**3. Harassment of employees in other city agencies.**

The Municipal Court did report information to the City Attorney regarding an Assistant City Attorney who was being harassed by a defendant who appeared in the Municipal Court.

## **OVERTURE CENTER**

### **1. 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.

### **2. 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 Resident 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. Under represented for minorities in all positions**

The increase in diversity within the Division has been maintained. Four of five vacancies in 2010 were filled with minorities. Three of the hires were for professional level positions and the fourth was an administrative clerk.

### **2. Exposure to opportunities to work in community development program areas is limited for people of color and people with disabilities**

Two AASPIRE interns were hired to perform professional community development work during the summer of 2010.

### **3. Diversity in race, gender and expertise can be an issue on City hiring panels.**

The Division has included at least one minority panelist on all interview panels within the last year.

## **Senior Center**

### **1. Lack of racial/ethnic diversity in agency.**

The Senior Center has sought MATC and UW interns who provide diversity in our work force; we also participate in the AASPIRE program to increase diversity here. Volunteers are an important part of our effort to diversify the 'face' of the Madison Senior Center.

### **2. Lack of racial/ethnic diversity in agency.**

Senior Center staff members work cooperatively with other agencies and their staff, including programs that focus on cultural and ethnic diversity, like the Cultural Diversity Program of the Madison Senior Coalitions.

### **3. Lack of racial/ethnic diversity in agency.**

In two hires in 2008 and 2009, DCR and HR collaborated with the Madison Senior Center to get the job listings and recruitment materials to senior adult agencies and organizations statewide. No qualified minority candidates were listed on the Certification to Hire.

## **Housing Operations Division**

### **1. Percentage of Women as Service Maintenance, Skilled Craft Workers and Technicians is lower in comparison to other Job Families within the current Labor Market.**

Housing Operations had no position vacancies in 2010 for Service Maintenance, Skilled Craft Workers, or Technicians.

**2. Percentage of Racial/Ethnic Group Members as Technicians and Service Maintenance is lower in comparison to other Job Families within the current Labor Market.**

Housing Operations had no position vacancies in 2010 for Technicians or Service Maintenance.

**Building Inspection Division**

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

Due to the downturn in the economy, we have not hired any new inspectors in the last year.

**2. Communicate better with Spanish-speaking customers.**

We continue to train employees at our permit counter and communication center to learn Spanish.

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

We have not received any complaints as they relate to harassment and we strive to continue to have a harassment free workplace.

**Planning Division**

**1. 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.**

In 2010 the Division filled two positions as described above. The Division works with Human Resources to advertise openings and to identify organizations to send announcements and publications and websites to post announcements.

**2. 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 college students have both benefitted greatly because of this program. The program has allowed the professional planners in the Division to help grow the next generation of planners by providing students with relevant hands on job experience. In 2010, the Division employed two AASPIRE interns under the program and also employed as an hourly employee, an intern first hired in 2009.

**3. 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 closely with other agencies to promote a complete Count. In the past the City was able to obtain grant funding to hire hourly employees to assist with this effort. Unfortunately such funding was not available for the 2010 Census and therefore the Division was not able to provide the job opportunities anticipated. The Division will be providing the demographic and socioeconomic data from the 2010 Census when it becomes available starting in March or April of 2011.

## **POLICE**

**1. 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 2010, our pre-service academy class was 54% 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.

**2. Implementation of the Mentoring Programs**

We have had a mentoring system in place for our new police officers for at least 10 years. We have no plans to discontinue this and would like to expand this to newly promoted employees.

**3. 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. We now have staff within the Training Team certified as instructors in diversity and cultural competency training. We utilized their new certification as instructors on diversity and cultural competency for our 2010 academy classes and hope to use them for department wide trainings in the future. During this past year, all our commissioned staff was offered an opportunity to participate in a study for UW Professor Patricia Devine regarding unconscious bias, with over 60 employees volunteering to participate. We plan to continue to work with Professor Devine in the future as well and hope that her research will assist us in providing guidance on future trainings here at MPD. Many employees were allowed to participate in the 2010 YMCA Racial Justice Summit. Each year, attendees of our promotional academy receive training on Prohibited Workplace Harassment with curriculum that is reviewed by the Department of Civil Rights. We also send a group of officers to participate in the Simon Wiesenthal's training called Tools for Tolerance as part of a group of criminal justice representative from Dane County. This project has been taking place for over 10 years.

## **PUBLIC WORKS AND TRANSPORTATION**

### **Engineering Division**

- 1. There is a lack of racial/ethnic diversity in agency. Opportunities to provide for internships, work-study and other partnerships targeted to racial/ethnic minorities and people with disabilities.**

For all of 2010, the Engineering Division operated without a Deputy City Engineer, where these responsibilities are lead. City Engineering expects to be able to better focus on our racial / ethnic minority recruitment and hiring in 2011 and beyond, now that this position has been filled. However, efforts were substantial in 2010 even though the results were mixed. Highlights include using 14 outside recruitment resources for recruitment and the Engineering Division's participation in the AASPIRE Program and utilizing an intern. These accomplishments are further detailed below.

In 2010, the Engineering Division participated in the AASPIRE Program, hiring a Management Intern for the Summer, employed with Engineers working on Storm Water Management and Water Quality compliance for the City of Madison Storm Water Utility. While we were not able to fill the position with a racial or ethnic minority (none applied), the experience was rewarding and beneficial to the intern and the Engineering Division. We expect to participate again in 2011. Additionally, in 2010 we discovered an opportunity to participate in a Work Study program with a female intern in the Landscape Architecture field. Initially, we partnered with the City Parks Department to share the intern. Later when the work study funding expired, we converted her to an hourly employee solely with the Engineering Division for the remainder of the summer. She was employed in the office and the field working on our Streets median maintenance and plantings and related landscaping projects.

- 2. Lack of racial/ethnic diversity in agency. Encourage staff to participate on internships, work-study and other partnerships targeted to racial/ethnic minorities and people with disabilities.**

For all of 2010, the Engineering Division operated without a Deputy City Engineer, where these responsibilities are lead. City Engineering expects to be able to better focus on our racial / ethnic minority recruitment and hiring in 2011 and beyond, now that this position has hidings was somewhat limited in 2010. However, there were a number of internal hiring / promotions, as well as numerous hourly hiring. The table shows 23 Engineering staff participated in the hiring process. Of the 23, 8 were females and 2 were minorities. Additionally, it should be noted that Engineering staff participated in 2 hiring processes outside the Engineering Division. We shall continue to strive for diverse hiring panels and diverse participation in the process within and outside of City Engineering.



**3. Under-representation of racial/ethnic minorities and women in workplace. Work with HR and DCR to recruit minorities and women for any position minorities and people with disabilities.**

For all of 2010, the Engineering Division operated without a Deputy City Engineer, where openings. The Engineering Division hired 6 full time permanent employees in 2010 and a 7<sup>th</sup> hire that was full time – limited term. All were white males. Although unsuccessful in hiring women or minorities for these openings, a concerted effort was made during the job advertisement process. Attached is a listing of 14 Resources we contacted for expanded recruitment. While unsuccessful in 2010, our overall numbers are comparable to the City as a whole as depicted on the 2011 Annual Placement goals.

Our 2010 hourly recruitment was somewhat more successful. Of the 32 hourly employees hired, 6 were female and 26 were male, with one each for American Indian / Alaskan and Asian / Pacific. The entire 2010 new hire report is attached.

Deputy City Engineer Mike Dailey will play a prominent role to improve our recruitment efforts for new hires in 2011 and beyond. Mike is scheduled to attend the Civil Rights training workshop on March 31, 2011.

**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. Continue the initiative of increasing diversity among Metro operators and mechanics**

Metro will continue to assure affirmative action principles are used during the hiring process and also will continue to work with the Department of Civil Rights and Human Resources to ensure the most effective recruitment processes are used in order to best attract under-represented groups. Metro continues to use and update list of 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. Metro actively participates in middle and high school career days utilizing minority drivers to encourage diversity in applicants for Metro positions.

### **2. Increase diversity of professional and technical positions**

Metro continues work on leadership program to encourage current employees, specifically under-represented groups, to work toward the development of the skills necessary to be promoted into professional positions. Supervisors/unit heads work to encourage employees to utilize pre-existing workshops and classes offered by Human Resources. Brown bag lunch will be scheduled to educate about and encourage development.

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

Metro works with technical schools including MATC and Blackhawk Technical College. Metro has invited minority students and counselors to attend tours of facility and provided information regarding job requirements and application procedures. Metro actively participates in middle and high school career days utilizing minority drivers to encourage diversity in applicants for Metro positions.

## **Parks Division**

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

Madison Parks made significant strides in 2010 in hiring and promoting under-represented populations, particularly women. Two women were hired for professional level positions (CG 18) in June and more than half (55.2%) of promotions in the Parks Department went to women this year.

**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.**

In 2010 the Parks Division developed an internship program 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 are starting to see a large number of applications for the program and Parks plans to continue this program and expand outreach to under-represented populations.

The Parks Division has a number of programs that increase our presence throughout Madison. There are nearly daily programs at Goodman Pool during the summer and we had a number of family friendly activities at neighborhood parks.

We believe these programs and continuing to look for and provide opportunities and venues to reach under-represented communities will increase the number of candidates and applications we receive from under-represented groups.

**Streets Division**

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

Unsuccessful in recruitment of women and racial/ethnic applicants in the entry level permanent positions of the Division during 2010. This remains a goal for 2011.

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

No hiring in the SMO ranks occurred. One vacancy in the SMO III classification was filled with the promotion of a woman to the position during 2010.

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

No vacancies occurred during 2010 so there was no hiring in entry level management and supervisory positions. This remains a goal for 2011.

**Traffic Engineering and Parking Division**

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

No new engineering position employees were hired during this period.

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

TE makes every good faith effort to hire women and unrepresented groups in hourly (seasonal) employment. Unfortunately, in the summer of 2010, we did not hire an under-represented individual as far as we are aware as many of the positions were filled by returning summer employees and the hiring CERT list provided by human resources was largely non under-represented groups. We will be working with human resources this year to create a more diverse pool of applicants.

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

No new engineering intern position was hired during this period due to financial considerations.

**Parking Division**

**1. PU work force could be more balanced**

No change in 2010

**2. PU management force could be more balanced**

One parking analyst hired (18/8) promoted in 2010 from represented LTE position (WM).

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

2010 – Addition of 1 Hispanic Male

**Water Utility**

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

2010 did not afford many hiring opportunities for the Water Utility. There were five new permanent hires. Three females were hired to replace three departed females and two males replaced two departed males.

**2. Lack of racial/ethnic diversity in agency.**

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 with the most effective recruitment policies and programs to reach under-represented groups. As a result, as job vacancies occur we will continue to recruit a diverse workforce.

**3. Lack of racial/ethnic diversity in agency.**

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. In 2010 plans were made to create an engineering intern position for summer work. The Utility will include hiring for the engineering position in 2011.

The Water Utility will continue to diversify its workplace as vacancies occur. We will continue to use all of the tools available to reach racial/ethnic minorities and women during the recruitment process.

**TREASURER**

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

Since the 2008 report, we have not had any turnover in the department. (Our department is quite small, four employees and myself.)

**2. Lack of racial/ethnic diversity in agency.**

As mentioned above, we have had no opportunity to hire new personnel. We will continue to be on the lookout for any opportunity to increase the department's diversity.

**3. Lack of racial/ethnic diversity in agency.**

We have not had an opportunity to participate in hiring panels for other departments.

**4. Lack of opportunities for professional advancement of staff.**

We were able to send a staff member to a conference in Chicago to enhance her knowledge of some specialized software we use. Also, I have encouraged the staff to participate in different city training opportunities, e.g., Spanish class.

## Section Five: Recruitment and Training Programs

### AFFIRMATIVE ACTION STUDENT PROFESSIONALS IN RESIDENCE (AASPIRE) PROGRAM

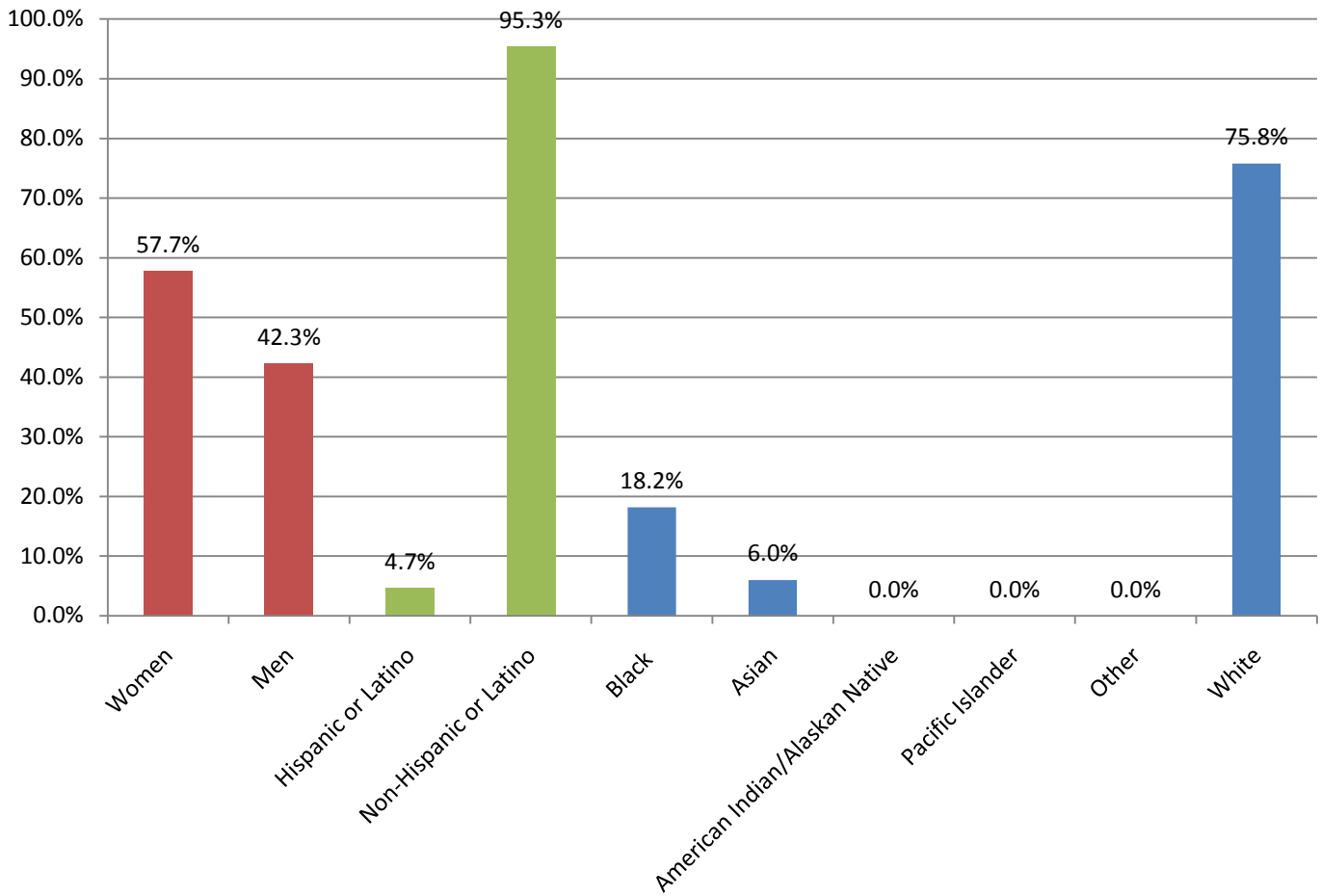


The City of Madison's Affirmative Action Division, in tandem with City Managers, sponsors internships to attract members of Affirmative Action Target Groups who are engaged in college level studies compatible with a Public Administration career track. Individuals that are selected are hired as City employees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

The purposes of this program are to:

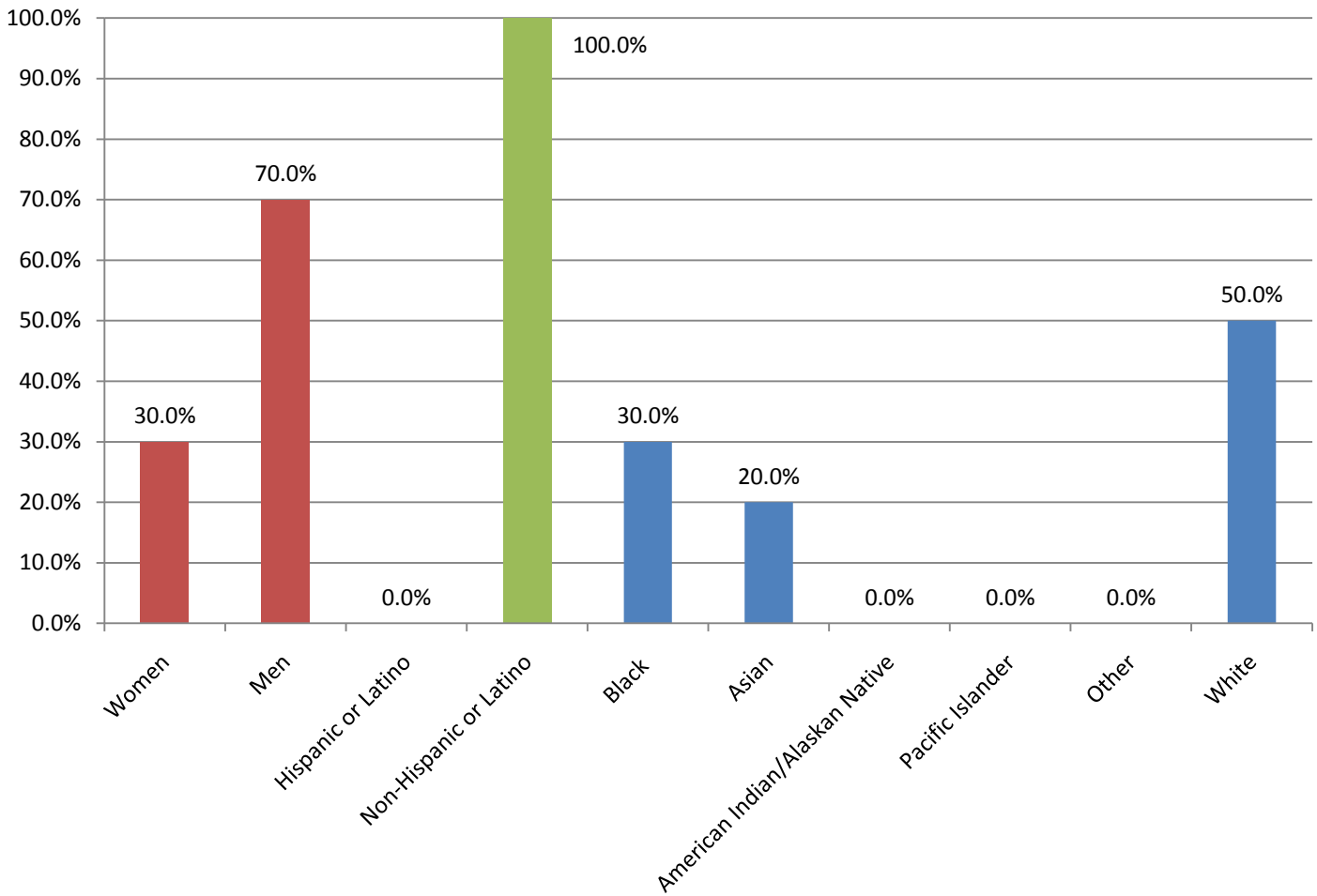
1. Provide a beneficial mentoring experience to managers who are selected to supervise AASPIRE interns.
2. Provide a Citywide project that encourages interdepartmental cooperation toward the accomplishment of an optional Affirmative Action Initiative.
3. Provide Affirmative Action Target Group individuals 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.

**AASPIRE Applicant Breakdown**



2010 AASPIRE Applicant Breakdown		
	# of Applicants	% of Applicants
<b>GENDER</b>		
Female	124	57.7%
Male	91	42.3%
Gender Total	215	
<b>ETHNICITY</b>		
Hispanic or Latino	10	4.7%
Non-Hispanic	205	95.3%
Ethnicity Total	215	
<b>RACE</b>		
Black	39	18.2%
Asian	13	6.0%
American Indian/Alaskan Native	0	0.0%
Pacific Islander	0	0.0%
Other	0	0.0%
White	163	75.8%
TOTAL	215	

**AASPIRE Interns**



2010 AASPIRE Interns		
	# of Interns	% of Interns
<b>GENDER</b>		
Female	3	30.0%
Male	7	70.0%
Gender Total	10	
<b>ETHNICITY</b>		
Hispanic or Latino	0	0.0%
Non-Hispanic	10	100.0%
Ethnicity Total	10	
<b>RACE</b>		
Black	3	30.0%
Asian	2	20.0%
American Indian/Alaskan Native	0	0.0%
Pacific Islander	0	0.0%
Other	0	0.0%
White	5	50.0%
TOTAL	10	



## Section Six: Contract Compliance Status



### 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 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.

**2010 Prevailing Wage Violations & Recoveries**

Contract Type	Number of Violations	Dollar Value of Violations	Year-to-Date Wages Recovered
CDA	2	\$551.56	\$551.56
Façade	1	\$687.86	\$687.86
Public Works	19	\$20,034.40	\$12,978.43
<b>Totals</b>	<b>22</b>	<b>\$21,273.82</b>	<b>\$14,217.85</b>

This year, staff conducted 115 on-site prevailing wage interviews.

The term “prevailing wage rate” means the hourly basic rate of pay, plus the hourly contribution for benefits (i.e., health insurance, vacation, pension and any other bona fide economic benefit), paid directly or indirectly for a majority of the hours worked in a trade or occupation on projects in an area or contiguous county, city, village, town or state in which a proposed project is located.

**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 are reported below:

2010 Targeted Business Applications		
	Number of Applications	Percentage
<b>Received</b>	44	100%
<b>Certified</b>	16	36%
<b>Recertified</b>	11	25%
<b>Referred</b>	5	11%
<b>Denied/Withdrawn</b>	11/1	25%/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, 2010 is reported below:

Total Contracts	SBE	MBE	WBE	DBE
\$45,719,249.35	\$2,441,919.34	\$311,476.56	\$648,851.85	\$278,060.17
	5.34%	0.68%	1.42%	0.61%

## 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. Below is the protected class employment data from 2010 of firms with a City Affirmative Action Plan:

### Public Works Contractors (Goals: 6% racial/ethnic, 7% women)

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

<b>10.62%</b>	<b>9.94%</b>	<b>0.27%</b>
<b>Overall R/E</b>	<b>Overall Female</b>	<b>Overall Disability</b>

### Community-Based Organizations (Goals: 7.44% racial/ethnic, 41.52% women)

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

<b>21.16%</b>	<b>70.97%</b>	<b>3.64%</b>
<b>Overall R/E</b>	<b>Overall Female</b>	<b>Overall Disability</b>

### Vendors and Suppliers (Goals: 7.44% racial/ethnic, 41.52% women)

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

<b>12.59%</b>	<b>26.99%</b>	<b>0.88%</b>
<b>Overall R/E</b>	<b>Overall Female</b>	<b>Overall Disability</b>

