

# **Equitable Workforce (Affirmative Action) Plan 2017 Report**

Department of Civil Rights  
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Affirmative Action Division  
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## Introduction

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

### **Mayor's Commitment to Affirmative Action and Equal Employment Opportunity**

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

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

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

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

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

Paul R. Soglin, Mayor

### **Annual Affirmative Action Plan Report**

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

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

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

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

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

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

## **Affirmative Action Commissions and Committees**

### **Affirmative Action Commission (AAC)**

The Affirmative Action Commission (AAC) is created pursuant to Madison General Ordinance 39.02. The Mayor, subject to confirmation by the Common Council, appoints eleven (11) members. At no time is the total number of women and racial/ethnic members, to constitute less than a majority. All of the members shall be committed to the extension of equal employment opportunities and shall be representative of the affected and/or under-represented groups of the Madison community.

The Affirmative Action Commission duties and responsibilities include but are not limited to:

- To annually review, approve and recommend the Citywide Affirmative Action goals and timetables as proposed by the Affirmative Action Division Head.
- To advise under-represented groups of their rights under the Affirmative Action Program.
- To disseminate information and to educate the people of the City of Madison to a greater understanding and practice of Affirmative Action Employment for all affected and/or other underrepresented groups.
- To render from time to time, but not less than once a year, a written report of its progress, activities and recommendations to the Mayor and Common Council.
- To recommend and review such rules and regulations as may be necessary to promulgate the City's Affirmative Action program.
- To develop and review the contract compliance requirements of the City of Madison and to develop a policy with respect to vendors and contractors.
- To make specific recommendations to the Common Council so as to bring all appropriate ordinances into conformity with the policies of this ordinance.

### **Civil Rights Coordinators (CRCs)**

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

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

The Civil Rights Coordinators attended training sessions on civil rights topics in 2016:

Date	Topic	Presenter	Representing
18-Feb	Roles & responsibilities of civil rights coordinators	Jason Glozier	Department of Civil Rights
24-Mar	Utilizing the equitable hiring tool	Melissa Gombar	Racial Equity & Social Justice Initiative
19-May	MAC climate survey	Amy Deming	Multicultural Affairs Committee
21-Jul	Writing position descriptions	Mike Lipski	Human Resources
15-Dec	Affirmative action compliance for Vendors	Jaya Sharma	Affirmative Action Division

The following staff served as Civil Rights Coordinators:

Department	Dept./Div. Head	CRC	Title	Phone
Assessor	Mark Hanson	Sally Sweeney	Assessment Services Supervisor	267-8747
Attorney	Michael May	Heather Allen	Common Council Legislative Analyst	261-9159
Building Inspection & Code Enforcement	George Hank	Harry Sulzer	Plan Review & Inspection Supervisor	266-4568
Civil Rights	Norman Davis	Jason Glozier	Disability Rights Specialist	267-6511
Clerk	Maribeth Witzel-Behl	Jennifer Haar	Municipal Clerk	266-4601
Common Council	Mike Verveer	Lisa Veldran	Administrative Assistant	266-4074
Community Development Authority	Tom Conrad	Lisa Daniels	Supervisor	267-8709
Community Development Division	Jim O'Keefe	Nancy Saiz	Grants Administrator	266-6433
Economic Development Division	Matt Mikolajewski	Ruth Rohlich	Business Development Specialist	267-4933
Engineering	Rob Phillips	Mike Dailey	Deputy City Engineer	266-4058
Finance	David P. Schmiedicke	Kay Bentley	Admin. Services Supervisor	266-4050
Fire	Steven Davis	Arthur Price	Division Chief	575-1003
Fleet Services	William Vandenbrook	Art Meyer	Program Manager	266-4544

Department	Dept./Div. Head	CRC	Title	Phone
Human Resources	Brad Wirtz	Sarah Olson	Human Resources Analyst	266-4618
Information Technology	Paul Kronberger	Paul Kronberger	Director	266-4202
Library	Gregory Mickells	Mark Benno	Facilities Manager	266-9632
Mayor's Office	Paul R. Soglin	Gloria Reyes	Deputy Mayor	266-4611
Metro Transit	Charles Kamp	Ann Schroeder	Assistant to the General Manager	267-4967
Monona Terrace	Gregg McManners	Kathi Hurtgen	Assoc. Director	261-4000
Municipal Court	Daniel Koval	Erin Nunez	Judicial Clerk	264-9282
Planning & Community & Economic Development	Natalie Erdman	Natalie Erdman	Director	267-8730
Planning Division	Heather Stouder	Jule Stroick	Planner IV	267-8744
Police	Michael Koval	David Jugovich	Lieutenant of Police Personnel	266-9673
Parks	Eric Knepp	Joanne Austin	Communication Services Admin. Supervisor	266-6519
Streets	Chris Kelley	Steve Schultz	Asst. Superintendent	266-4635
Traffic Engineering & Parking Utility	David Dryer	Keith Pollock	Transportation Operations Analyst	266-6537
Treasurer	Dave Gawenda	Aaron LeAir	Administrative Clerk	266-4771
Water Utility	Tom Heikkinen	Robin Piper	Chief Administrative Officer	266-4656

### **Latino Community Engagement Team (LCET)**

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



### **Minority Affairs Committee (MAC)**

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

### **Police and Fire Commission (PFC)**

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

### **Racial Equity and Social Justice Initiative (RESJI)**

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

### **Women's Initiatives Committee (WIC)**

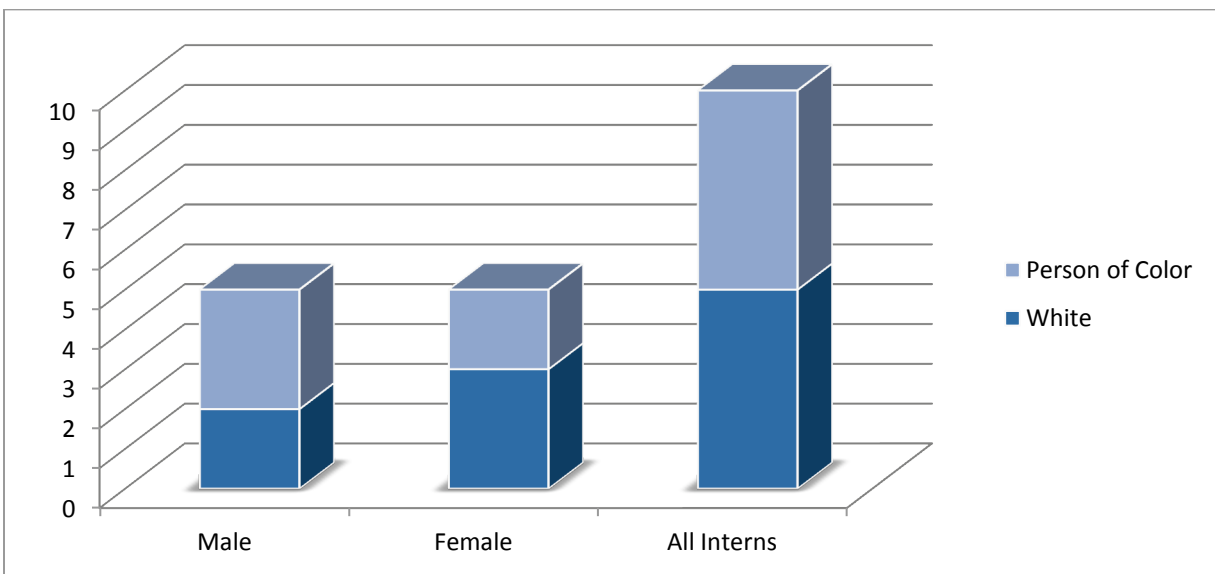
The Women's Initiatives Committee (WIC) is created pursuant to Madison General Ordinance 33.27 and comprised of city employees responsible for addressing concerns of women employed by the City.

## Affirmative Action Initiatives

### AASPIRE Internships

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

In 2016, the City hired ten AASPIRE interns in eight agencies (Civil Rights, Clerk, Community Development, Engineering, Fire, Human Resources, Library, and Planning). Of these, half were women, and half were people of color. These categorizations accord with the City's goal of increasing representation in those categories which have typically been under-represented. The graph below demonstrates the diversity makeup of the AASPIRE interns in 2016.



### Language Access

As an extension of the obligations prescribed in the City of Madison's Title VI Civil Rights Compliance Plan, the City of Madison is committed to providing valid employment consideration for individuals in our City who have limited English proficiency. To provide this access, the City provided written translation and oral interpretation, free of cost, to persons with limited English proficiency to ensure meaningful, accurate, and equal access to programs, benefits, and activities, including throughout the application process. Throughout 2016, City staff and visitors had access to American Sign Language and non-English translation and interpretation services in person, by phone, and at meetings or events where reasonable and appropriate.

## **Administrative Procedure Memorandum No. 3-5 (APM 3-5) Prohibited Harassment and/or Discrimination Policy**

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

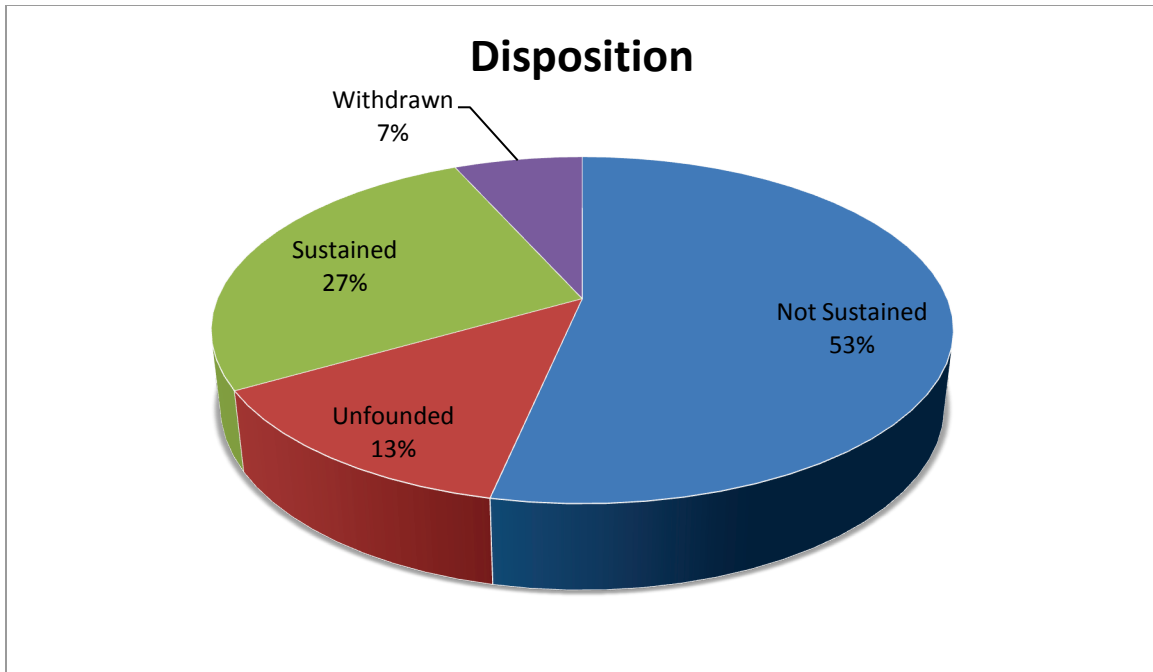
### ***APM 3-5 Training***

To ensure City employees are aware of their rights and responsibilities under APM 3-5, the policy requires that all employees receive training at least once every three years. In 2016, 744 employees received this training. Several agencies excelled at meeting their staff attendance requirements in the past year, notably the Streets Division, Metro Transit, the Engineering Division, the Parking Utility, and Municipal Court.

### ***APM 3-5 Complaints***

Additionally, APM 3-5 provides a mechanism whereby allegations of harassment, discrimination and retaliation can be investigated and corrected where appropriate. In 2016, the Department of Civil Rights received fifteen complaints alleging one or more violations of APM 3-5, two of which were filed by non-employees. Of these, four cases resulted in findings of at least one policy violation and corrective action.





### Red-Flag Hiring Procedures

The term “Red Flag” refers to a City of Madison Affirmative Action procedure when a vacancy occurs in an area where representation for women or racial/ethnic minorities is an appropriate consideration. A position is considered “underrepresented” if the demographic makeup of present employees in its job category does not match the demographic makeup of the available local workforce. When a given vacancy is underrepresented, several affirmative steps are taken:

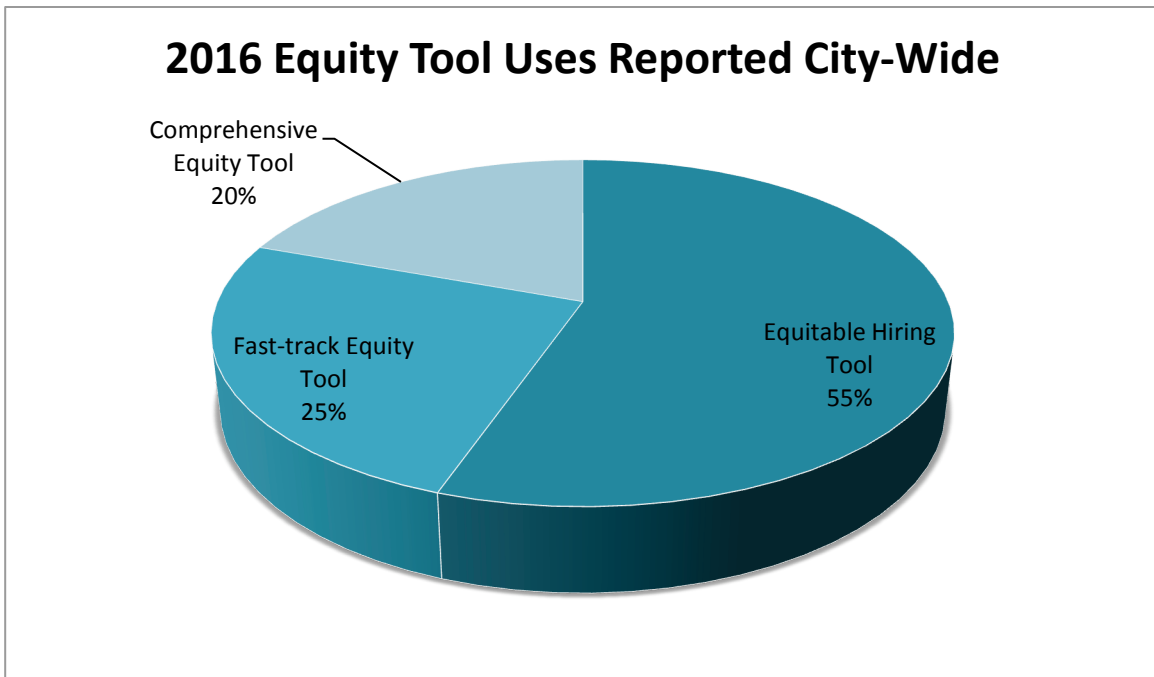
- A memorandum is issued to the hiring authority to alert the selecting official that an opportunity is available to increase the representation for an affirmative action group member. If qualified applicants in the underrepresented category(s) apply, the position is red-flagged.
- When a position is red-flagged, the hiring authority must contact the Department of Civil Rights following the interview process, but prior to making an employment offer, to inform the Department of Civil Rights of the selection recommendation.
- The Department of Civil Rights reviews the recommended selection in order to ascertain whether sufficient steps have been taken to eliminate representation deficiencies.
- If the selection recommendation is acceptable, the Department of Civil Rights will give its approval and the employment process will continue.
- If the Department of Civil Rights observes potentially discriminatory hiring practices, it is within the scope of the Department of Civil Rights’ authority to delay the hiring process as needed to ensure that all city agencies promote equal employment opportunities.

Out of more than 420 positions recruited in 2016, 143 of them were red-flagged for women, people of color, or both. Of those, 80 resulted in a hire of a person in the underrepresented category.

## RESJI Equity Impact Tools

Each department committed to utilize the Racial Equity and Social Justice Racial Equity Impact Analysis tools three times in 2016. The Department of Civil Rights coordinated with RESJI to communicate feedback and tracking of tool usages received by departments.

Departments reported<sup>1</sup> a combined 102 tool usages in 2016, with 63% of departments meeting their goal of three or more tool usages in the calendar year.



RESJI will analyze successes and challenges associated with tool applications in 2016, and may provide a summary report of this information separate from this Equitable Workforce Plan.

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<sup>1</sup> The values of tool usages recorded by departments are less. Due to the newness of the tools, there was some inconsistency in their first applications. For 2017, departments will be expected to develop a written record of all tool usages.

## Workforce Data Analysis

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

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

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

Citywide as of January 2017, women are under-represented in the following job categories:

- Officials and Administrators
- Professionals
- Technicians
- Protective Workers
- Service Maintenance

Citywide as of January 2017, racial/ethnic minorities are under-represented in the following categories:

- Technicians

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	77	24	31.17%	43.90%	No	-12.73%	5	6.49%	6.20%	Yes	0.29%
2 - Professionals	449	199	44.32%	53.80%	No	-9.48%	57	12.69%	9.80%	Yes	2.89%
3 - Technicians	143	30	20.98%	50.80%	No	-29.82%	12	8.39%	10.80%	No	-2.41%
4 - Protective Workers	952	217	22.79%	28.10%	No	-5.31%	185	19.43%	8.10%	Yes	11.33%
5 - Paraprofessionals	183	134	73.22%	57.90%	Yes	15.32%	31	16.94%	9.00%	Yes	7.94%

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
6 - Administrative Support	509	342	67.19%	62.00%	Yes	5.19%	87	17.09%	8.20%	Yes	8.89%
7 - Skilled Craft Workers	477	49	10.27%	6.30%	Yes	3.97%	49	10.27%	5.90%	Yes	4.37%
8 - Service Maintenance	612	108	17.65%	43.30%	No	-25.65%	166	27.12%	13.40%	Yes	13.72%
<b>TOTAL</b>	<b>3402</b>	<b>1103</b>					<b>592</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

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

Since the previous report, the various organizational units made several personnel actions which may be classified as Hires (including new hires, promotions, competitive demotions, lateral transfers, rehires, reinstatements, and voluntary demotions) and Terminations (any ending of employment, including terminations and retirements). These changes are reflected in the tables below. Additional department-specific termination and hiring data is included as appendices to this report.

## Hires

Department	New Hire	Promotion	Competitive Demotion	Lateral Transfer	Rehire	Reinstatement	Voluntary Demotion	Total
Assessor	1	3						4
Attorney	5	0						5
Building Inspection	2	0						2
CDA Housing Operations	3	0			2			5
Civil Rights	4	2						6
Clerk	6	2			1			9
Community Development	6	1			2			9
Economic Development	1	2						3
Employee Assistance Program	1	0	1					2

Department	New Hire	Promotion	Competitive Demotion	Lateral Transfer	Rehire	Reinstatement	Voluntary Demotion	Total
Engineering	28	19			4			51
Finance	7	2						9
Fire	26	21	2		2			51
Fleet Services	4	1						5
Human Resources	1	0						1
Information Technology	11	2			1			14
Library	40	22			2			64
Mayor	3	0						3
Metro Transit	36	3	1		5	1		46
Monona Terrace Comm Conv Ctr	10	8		1	2		1	22
Parking	11	7						18
Parks	142	19	1	3	15	7		187
PCED Office Of Director	0	0		1				1
Planning	3	4						7
Police	24	5		1				30
Streets	22	23				1		46
Traffic Engineering	16	3	1	1	2			23
Water	11	19		1			1	32

## Terminations

Department	Total Terminations
Assessor	2
Attorney	4
Building Inspection	4
CDA Housing Operations	3
Civil Rights	5
Common Council	1
Community Development	8
Economic Development	1
Employee Assistance	1
Engineering	21
Finance	4
Fire	29
Fleet Services	6
Golf Courses	89



Department	Total Terminations
Information Technology	8
Library	44
Mayor	2
Metro Transit	51
Monona Terrace Comm Conv Ctr	9
Parking	15
Parks	186
Planning	3
Police	61
Pollworkers	3
Sewer	3
Streets	41
Traffic Engineering	19
Water	17

## Departmental Equitable Workforce Goal Updates

### Qualitative Goals Executive Summary

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

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

- Requiring staff to be trained in Implicit Bias and Racial Equity & Social Justice. *(Attorney, Clerk, Municipal Court)*
- Targeting recruitment to attract individuals from the underrepresented categories, whether by expanding advertising contacts, or focusing on internships to establish a pipeline for employment. *(Engineering, Information Technology, Fleet, Building Inspection)*
- Re-evaluating job postings and format of the hiring/interview process to accommodate different learning styles, allowing more individuals from the underrepresented categories to earn eligibility for interviews. *(Fire Department, Community Development Division, Planning, Human Resources)*
- Holding regular staff meetings which include an equity component. *(Metro Transit, Finance)*
- Using RESJ/Diversity Inclusion teams to stay attentive to equity goals. *(Police, Community Development Division)*
- Offering guaranteed interviews to qualified applicants for certain underutilized positions. *(Parks, Streets)*

Additional agency-specific progress towards those goals is outlined below.

### Assessors' Office

#### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	2	66.67%	43.90%	Yes	22.77%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	12	1	8.33%	53.80%	No	-45.47%	3	25.00%	9.80%	Yes	15.20%
3 - Technicians	5	4	80.00%	50.80%	Yes	29.20%	0	0.00%	10.80%	No	-10.80%
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	2	2	100.00%	62.00%	Yes	38.00%	2	100.00%	8.20%	Yes	91.80%
<b>TOTAL</b>	<b>23</b>	<b>10</b>					<b>5</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### ***Short-term goals***

- 1. Retain new employees, and know they are engaged and contributing with open communication and feedback between staff.**

This goal was met and will be re-established as a goal for 2017.

- 2. Positive Culture and Climate Survey (HR), inclusion of all employees in office gatherings Transparency, and sharing of knowledge and information is evident.**

This goal was met and will be re-established as a goal for 2017.

- 3. Complete training & procedural handbooks for specific tasks. Empower each employee to seek in-house and outside training for professional and personal growth.**

This goal was not met because of certain challenges: Our heavy workload prevents us from completing extra tasks that may not have a definite deadline.

### ***Long-term goals***

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

Progress made towards this goal: We have reviewed and revised the position descriptions when we have a vacancy. The Equitable Hiring Tool was used this past year to hire the Property Lister position.

Challenges encountered: Workload seems to be a constant barrier.

- 2. Maintain training & procedural handbooks for specific tasks. Empower each employee to seek in-house and outside training for professional and personal growth.**

Progress made towards this goal: We continue to document procedures as time allows. Employees are encouraged to see in-house training especially if it relates to their current position.

Challenges encountered: A gain, work deadlines and workload.

**3. Continue annual Culture and Climate Survey (HR). Transparency and sharing of knowledge and information is evident.**

Progress made towards this goal: We have monthly all staff meetings to talk about what’s happening in the office. Mark encourages employees to talk about interesting stories that they have encountered during the month, he keeps employees informed of office changes, and other current event issues.

Challenges encountered: We need to contact HR to continue with the Culture and Climate Survey. The survey has not been done for at least 1-1/2 years.

**Attorney’s Office**

**January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	2	1	50.00%	43.90%	Yes	6.10%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	15	10	66.67%	53.80%	Yes	12.87%	2	13.33%	9.80%	Yes	3.53%
5 - Paraprofessionals	10	10	100.00%	57.90%	Yes	42.10%	4	40.00%	9.00%	Yes	31.00%
6 - Administrative Support	1	1	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
<b>TOTAL</b>	<b>28</b>	<b>22</b>					<b>6</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

**Short-term goals**

**1. Encourage administrative support staff to attend trainings, both within and outside of the City of Madison.**

This goal was met and will be re-established as a goal for 2017.

**2. Create a strategy to increase the number of non-white assistant city attorneys.**

This goal was met and will be re-established as a goal for 2017, and will formalize its strategy.

**3. Have more regular all-department staff meetings and rotate the staff member that will co-facilitate the meeting.**

This goal was met and will be re-established as a goal for 2017, and will meet at least twice per year.

**Long-term goals**

1. **Develop an employee-specific on-boarding plan in conjunction with Human Resources. This will include assigning a staff member or members to train the new employee. This may include finding training from outside of the Department.**

Progress made towards this goal: All employees are trained and introduced to all other employees.

Challenges encountered: None.

2. **Discuss race, bias, privilege, and prejudice openly and safely, with moderated conversations if needed. Have department staff attend bias and racial justice trainings offered by city staff and outside organizations.**

Progress made towards this goal: All office staff have been trained in the City racial equity and social justice training.

Challenges encountered: None.

3. **Develop a wellness and culture committee to work on equity issues focusing on employee wellness or body and mind.**

Progress made towards this goal: None.

Challenges encountered: The Office of the City Attorney is a relatively small department and there may not be enough staff for another committee.

**Civil Rights, Department of**

**January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	1	33.33%	43.90%	No	-10.57%	3	100.00%	6.20%	Yes	93.80%
2 - Professionals	10	5	50.00%	53.80%	No	-3.80%	4	40.00%	9.80%	Yes	30.20%
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	5	3	60.00%	62.00%	No	-2.00%	3	60.00%	8.20%	Yes	51.80%
<b>TOTAL</b>	<b>20</b>	<b>11</b>					<b>10</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### ***Short-term goals***

1. **The department will assure “working with a diverse population” is included in the position descriptions of all jobs postings.**

This goal was met and will be re-established as a goal for 2017.

2. **Participation in internship programs focused on increasing the employment goal for target groups.**

This goal was met and will be re-established as a goal for 2017.

3. **Cross-train EOD Investigators, Contract Compliance Specialists and Affirmative Action Specialist.**

This goal was not met because of certain challenges: This goal was put on hold due to staffing changes within the department. A new Equal Opportunities Division Manager was hired, and the Affirmative Action Manager transitioned into the Director position leaving a vacancy. A new Affirmative Action Specialist was also hired this year.

### ***Long-term goals***

1. **Benchmark ability to successfully work with multicultural communities**

Progress made towards this goal: None.

Challenges encountered: None.

2. **Establish and grow strategic partnerships to develop an appropriate employment pipeline for targeted communities including people of color, women, and people with disabilities.**

Progress made towards this goal: None.

Challenges encountered: None.

3. **Develop a staff that is reflective of the linguistic trends within the community.**

Progress made towards this goal: None.

Challenges encountered: None.

## Clerk's Office

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	1	1	100.00%	43.90%	Yes	56.10%	0	0.00%	6.20%	No	-6.20%
5 - Paraprofessionals	6	4	66.67%	57.90%	Yes	8.77%	2	33.33%	9.00%	Yes	24.33%
6 - Administrative Support	10	7	70.00%	62.00%	Yes	8.00%	1	10.00%	8.20%	Yes	1.80%
<b>TOTAL</b>	<b>17</b>	<b>12</b>					<b>3</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### Short-term goals

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

This goal was met and will be re-established as a goal for 2017.

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

This goal was met and will be re-established as a goal for 2017.

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

This goal was met and will be re-established as a goal for 2017.

### Long-term goals

1. Office demographics reflect the demographics of the community by tracking hires.

Progress made towards this goal: We hired for 8 hourly positions in late October 2016 to assist with the November 2016 Presidential election. This position was red flagged.

We had one person of color apply and that person was hired and accepted the position.

We hired all applicants who applied for election official positions.

Challenges encountered: We hired an AASPIRE intern in the summer of 2016. We hired from a list of applicants, however, our office may not have been the applicant's top choice. We also find that the applicants are not always the target audience the position is trying to attract.

We hired temporary positions. We only had one applicant who was a person of color out of 24 total applicants for the position and about half of that number actually came to interview.

Another barrier may have been that the position needed was temporary rather than permanent and the shifts may not have been worked for them.

The same barriers could apply here as in our Short Term Goal #2 above.

**2. Election official demographics reflect the demographics of our community.**

Progress made towards this goal: We hired larger numbers of election workers in 2016 due to the presidential primary and general elections. We had more hiring drives, focusing on different recruitment settings. We hired everyone who filled out an application.

Challenges encountered: One barrier is that it can be difficult for interested parties to obtain the day off from their job/school to work at the polling places on a weekday. Another barrier is that our recruitment efforts may still not be reaching the entire population in Madison. People in the community may also not be interested in politics enough to want to actually work the polls or the compensation may not be attractive.

The same barriers in Short Term Goal #2 above would apply here as well.

**3. Election chief inspector demographics reflect the demographics of our community**

Progress made towards this goal: Chief Inspector positions continue to be offered based on recommendations from election officials/other chief inspectors as well as recommendations from City Clerk's office staff.

Challenges encountered: Many of the barriers listed before apply here. A fair number of chiefs are older, white, middle-class people. They have the best chances of overcoming the barriers.



## Common Council

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	1	1	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
<b>TOTAL</b>	<b>2</b>	<b>2</b>					<b>0</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

#### Short-term goals

- Increase number of community based organizations involved in solicitation of available City employment, and information from HR regarding the number of racial/ethnic, female, and disabled applicants.**

This goal was not met because of certain challenges: There were no positions available in the Common Council Office.

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

This goal was met and will be re-established as a goal for 2017.

- New affirmative action hire(s), meeting availability numbers in each job family code.**

This goal was not met because of certain challenges: There were no positions available in the Common Council Office.

#### Long-term goals

- Training: The number of trainings attended by each employee, certifications awarded via training.**

Progress made towards this goal: Continual review and access of training opportunities made available by the City.

Challenges encountered: Time limitations, non-interest.

2. **Promotions: Tracking employee history and changes in job class and job family codes over time.**

Progress made towards this goal: None.

Challenges encountered: There were no positions available in the Common Council Office.

3. **Culture: MCOdT shows an increase in at least one level toward a multicultural organization**

Progress made towards this goal: Ongoing.

Challenges encountered: None.

**Employee Assistance Program**

**January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
2 - Professionals	2	2	100.00%	53.80%	Yes	46.20%	0	0.00%	9.80%	No	-9.80%
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
<b>TOTAL</b>	<b>3</b>	<b>3</b>					<b>0</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

The Employee Assistance Program has been established as a stand-alone department more recently than the publication of the City of Madison Equitable Workforce Plan (Affirmative Action Plan) 2016-2021. As such, it has not yet established agency goals, nor identified its Civil Rights Coordinator.

**Engineering Division**

**January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	5	2	40.00%	43.90%	No	-3.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	55	14	25.45%	53.80%	No	-28.35%	4	7.27%	9.80%	No	-2.53%

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
3 - Technicians	34	4	11.76%	50.80%	No	-39.04%	1	2.94%	10.80%	No	-7.86%
5 - Paraprofessionals	10	7	70.00%	57.90%	Yes	12.10%	2	20.00%	9.00%	Yes	11.00%
6 - Administrative Support	6	4	66.67%	62.00%	Yes	4.67%	3	50.00%	8.20%	Yes	41.80%
7 - Skilled Craft Workers	36	0	0.00%	6.30%	No	-6.30%	3	8.33%	5.90%	Yes	2.43%
8 - Service Maintenance	18	4	22.22%	43.30%	No	-21.08%	4	22.22%	13.40%	Yes	8.82%
<b>TOTAL</b>	<b>164</b>	<b>35</b>					<b>17</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### **Short-term goals**

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

This goal was met and will be re-established as a goal for 2017.

- 2. The Engineering Division will establish a list of recruitment resources to use when advertising for positions, with the objective of reaching more women or people of color for a given job opening. We will enlist HR to assist in tracking of applications from female and people of color, prior to any screening or ranking process.**

This goal was met. The following goal will be established as a short-term goal for 2017: The Engineering Division shall establish a network of contacts for use in advertising job openings, with the objective of reaching more women or people of color. Contacts may be specific to the job opening and can change frequently.

- 3. This measure will be more encompassing than just "retention." The Engineering Division will have its RESJI Team look at all of the 8 Equitable Workforce Plan categories (Hiring, Recruitment, Orientation, Onboarding, Promotion, Retention, Culture, Training) and determine which most need work for our Division and then establish a project or two that the Team can tackle for positive change.**

This goal was met. The following goal will be established as a short-term goal for 2017: The Engineering Division RESJI Team shall look at all of the 8 Equitable Workforce Plan categories (Hiring, Recruitment, Orientation, Onboarding, Promotion, Retention, Culture, Training), review the progress and accomplishments of 2016 and determine the priorities for 2017 and going forward. The Team shall identify any specific project they may be able to undertake.

## ***Long-term goals***

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

Progress made towards this goal: This was successful in 2016. We hired one AASPIRE intern and brought in three from the Summer High School Intern Program.

Challenges encountered: None.

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

Progress made towards this goal: In 2016, this resulted in a permanent hire of an engineer in the racial/ethnic demographic, and provided hourly engineer employees (one female, one person of color) that are being groomed to compete for permanent job opportunities. Our Operations Section promoted two employees in the racial/ethnic demographic to permanent positions.

Challenges encountered: None.

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

Progress made towards this goal: Three people of color were hired for this training program.

Challenges encountered: Some applicants lacked necessary math skills. Another barrier was applicants dropping out at each step of the process. Lastly, a driver's license is essential to getting a job in the skilled trades. Many applicants lacked a valid driver's license or were not eligible to obtain a driver's license.

## Finance Department

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	4	2	50.00%	43.90%	Yes	6.10%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	20	11	55.00%	53.80%	Yes	1.20%	1	5.00%	9.80%	No	-4.80%
5 - Paraprofessionals	7	6	85.71%	57.90%	Yes	27.81%	1	14.29%	9.00%	Yes	5.29%
6 - Administrative Support	11	7	63.64%	62.00%	Yes	1.64%	0	0.00%	8.20%	No	-8.20%
<b>TOTAL</b>	<b>42</b>	<b>26</b>					<b>2</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### Short-term goals

1. **Provide name plates for each employee's work station to assist new employees in identifying their co-workers' names and locations by year-end 2016.**

This goal was not met because of certain challenges: There were some dissenting opinions by key staff on the need/purpose for such name plates. In addition, some staff are resistant to having their full name placed outside an office that is open to the public, while others disagree on the format the name plates should take (e.g. first initial and last name; full name, title, etc.).

2. **Hold annual department-wide meeting to update employees on departmental goals, budget, issues of interest by the first quarter of 2016.**

This goal was met and will be re-established as a goal for 2017 with this change: We will revise the content of the meetings on an ongoing basis to keep up with staff requests for updated department information and to discuss topics of interest.

3. **Compile an internal list of recruitment sources (civic, educational, professional organizations). Request employees to provide contact information for their alma mater and other groups to which they belong to expand recruitment/outreach efforts when positions become vacant.**

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

## ***Long-term goals***

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

Progress made towards this goal: We currently have an active internal Finance Department SharePoint site containing a list of all department employees and their areas of responsibility. We are currently in the process of adding employee photos to each description - something that we believe will assist new employees in the onboarding process. Also included in this site is the Finance Conference Room's calendar reservation system, a mechanism for members of the Administrative Support Team to track their time and the Finance Department employee handbook (currently a work in progress). Other links and categories will be added as time permits.

Challenges encountered: Time constraints and competing work obligations for employees often make it difficult to set aside the time needed to improve/update this page.

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

Progress made towards this goal: The Finance Department held three all-staff meetings during 2016 during which a variety of topics such as Finance Department goals/objectives, the City's partnership with "What Works Cities", strategic management and the MUNIS system. In addition we also hosted presentations by outside personnel on Internal Controls to Mitigate Fraud and Fraud Identification and Prevention Strategies in the Workplace.

Challenges encountered: The Finance Department has over 40 employees, and at certain times of the year (budget, year-end closing of the books, independent audit) it can be very difficult to coordinate schedules for optimum attendance. We have averaged over 90% attendance at these meetings to date.

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

Progress made towards this goal: Of the 5 employees hired in the "professional" job category in 2016, 2 are women and 2 identify as racial/ethnic. Of the 4 employees hired in the "paraprofessional" job category in 2016, 2 are women and 2 identify as racial/ethnic.

Challenges encountered: The major barrier is always attracting qualified candidates, particularly in targeted groups.

## Fire Department

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
2 - Professionals	4	2	50.00%	53.80%	No	-3.80%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	14	5	35.71%	50.80%	No	-15.09%	1	7.14%	10.80%	No	-3.66%
4 - Protective Workers	369	44	11.92%	28.10%	No	-16.18%	65	17.62%	8.10%	Yes	9.52%
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	5	5	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
<b>TOTAL</b>	<b>394</b>	<b>58</b>					<b>66</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### Short-term goals

1. **Number of community based organizations involved in solicitation of available City employment, and information from HR regarding the number of racial/ethnic, female, and disabled applicants.**

This goal was met and will be re-established as a goal for 2017 with this change: We still focus on the community but we need to reach more people of color and women out side of the city.

2. **To start training the staff in "RESJI". We will first train the Admin staff, front line supervisors and then the firefighters.**

This goal was not met because of certain challenges: We were not setup ready to take on that task of the internal training of the MFD staff. We now have our RESJI MDF team and will train them to do the RESJI training.

3. **To increase the number of people of color and women available to hire from on new upcoming list in 2016.**

This goal was met and will be re-established as a goal for 2017.

**Long-term goals**

1. The continued training of staff on the topics developed by the RESJI team. The number of people attended the training use the data from our training records.

Progress made towards this goal: None.

Challenges encountered: It has just been time to develop the team and get the team trained to train the staff.

2. An increase in the number of people of color and women that compete in promotional process.

Progress made towards this goal: We recently conducted a Lieutenant Job Analysis Report that has given us valuable information to help us improve our Lieutenants process. We will also use this document to help develop an equitable roadmap for success within the MFD. This will include all avenues of success within the Madison Fire Dept.

Challenges encountered: None.

3. A continued and sustainable increase in the number of people of color and women available to hire from the Hiring list.

Progress made towards this goal: We have changed the structure of our hiring process and with that it has increased opportunity for women and people of color on the within the hiring bands we use.

Challenges encountered: The number of applications from women and people of color.

**Fleet Service Division**

**January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	1	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	4	0	0.00%	53.80%	No	-53.80%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	4	0	0.00%	50.80%	No	-50.80%	0	0.00%	10.80%	No	-10.80%
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	5	1	20.00%	62.00%	No	-42.00%	1	20.00%	8.20%	Yes	11.80%
7 - Skilled Craft Workers	25	1	4.00%	6.30%	No	-2.30%	3	12.00%	5.90%	Yes	6.10%
8 - Service Maintenance	1	0	0.00%	43.30%	No	-43.30%	0	0.00%	13.40%	No	-13.40%
<b>TOTAL</b>	<b>41</b>	<b>3</b>					<b>4</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a



### ***Short-term goals***

1. **Work closer with the Human Resources department to better understand where job applications are being posted in an effort to maximize potential of receiving more minority applications.**

This goal was met and will be re-established as a goal for 2017.

2. **Increase placement of job postings to specific target groups, organizations, clubs, community colleges, and other places in an effort to reach potential applicants.**

This goal was met and will be re-established as a goal for 2017.

3. **Research specific target organizations to establish potential outreach possibilities through personal contact or places where job postings could be placed.**

This goal was met and will be re-established as a goal for 2017.

### ***Long-term goals***

1. **Work with internal Hiring Manager, Human Resources, and Financial Officers to place job postings in identified targeted resources to improve ability to reach minority applicants.**

Progress made towards this goal: Operations Manager and Program Manager for Fleet Service met with HR to verify placement of job postings. We requested that HR contact DCR to ensure that postings were reaching specific target groups, organizations, and resources for maximum exposure to minority applicants.

Challenges encountered: None.

2. **With minority applications having been received to some degree in the past, many did not make it past the minimum qualifications. A better understanding of deficits could then be communicated to outreach groups in an effort to better prepare potential job applicants.**

Progress made towards this goal: We met with Human Resources to review contents of any tests given as well as the requirements of the job in an effort to ensure that there were no unintended barriers to applicants. There were no significant barriers identified.

Challenges encountered: The only barrier is the actual number of qualified minority applicants we receive.

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

Progress made towards this goal: We attempted some personal outreach specifically to the Latin American Support Group using a Latino employee who is willing to participate with us in the outreach efforts.

Challenges encountered: There was no reciprocation of the outreach efforts.

## Human Resources Department

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	4	1	25.00%	43.90%	No	-18.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	9	6	66.67%	53.80%	Yes	12.87%	2	22.22%	9.80%	Yes	12.42%
5 - Paraprofessionals	3	2	66.67%	57.90%	Yes	8.77%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	2	2	100.00%	62.00%	Yes	38.00%	0	0.00%	8.20%	No	-8.20%
<b>TOTAL</b>	<b>18</b>	<b>11</b>					<b>2</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### Short-term goals

**1. 100% of staff attend Implicit Bias or RESJI training.**

This goal was not met because of certain challenges: Scheduling conflicts and time commitments staff who have not attended might have with when the trainings are offered.

**2. Increased participation by Multicultural Affairs and Women's Initiatives Committees and the RESJI in New Employee Orientation.**

This goal was met, and we establish this new agency goal for 2017: Establish a book club that meets every other month beginning in February that focuses on selecting books related to racial equity and social justice.

**3. Increase opportunities for HR Staff to participate in cultural activities together.**

This goal was met and will be re-established as a goal for 2017.

## Long-term goals

### 1. Conduct Racial Equity Impact Analysis of City's Hiring Process.

Progress made towards this goal: We completed an analysis of the City's Hiring Process.

Challenges encountered: We identified a large list of items to review for improvement following the analysis, the barrier would be the need for additional staff support to move some of the improvements forward, (such as meeting with all interview panels prior to interview to talk about biases).

### 2. Increase racial/ethnic diversity of HR Staff through use of available tools, including RESJ Analysis, Trainee Designations, etc.

Progress made towards this goal: We have not had the opportunity to increase the diversity of HR staff because we did not have any vacancies, although we hired an AASPIRE Intern who was a female.

Challenges encountered: Lack of vacancies.

### 3. Conduct Racial/Equity Impact Analysis of Discipline process or Training offerings.

Progress made towards this goal: This is nearing completion.

Challenges encountered: A full analysis of our training offerings was not available until Feb. 1, 2017. Barriers include scheduling and location of sessions and the level of support for attending training from some supervisors.

## Information Technology

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	0	0.00%	43.90%	No	-43.90%	1	33.33%	6.20%	Yes	27.13%
2 - Professionals	36	14	38.89%	53.80%	No	-14.91%	5	13.89%	9.80%	Yes	4.09%
3 - Technicians	6	2	33.33%	50.80%	No	-17.47%	0	0.00%	10.80%	No	-10.80%
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	11	2	18.18%	62.00%	No	-43.82%	4	36.36%	8.20%	Yes	28.16%
<b>TOTAL</b>	<b>58</b>	<b>20</b>					<b>10</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### ***Short-term goals***

1. **All staff will be encouraged to attend Racial Justice, implicit bias and/or sensitivity training.**

This goal was met, and we establish this new agency goal for 2017: All staff will attend RESJI training provided in-house by City staff.

2. **All employees will be introduced to diverse activities (MAC/WIC/RESJI and/or others).**

This goal was not met because of certain challenges: Existing staff may not be aware of opportunities to participate in other committees or groups such as MAC/WIC/RESJI. Our new goal for 2017 will be: Representatives of MAC/WIC/RESJI will be invited to introduce their committee's activities at our all-department staff meetings.

3. **50% of positions filled in 2016 will use the Equitable Hiring Tool as a guide.**

This goal was met, and we establish this new agency goal for 2017: Utilize the hiring tool for the majority of IT permanent position vacancies. The number of times this will be used is dependent on the number of vacancies and whether we have sufficient funding to fill them.

### ***Long-term goals***

1. **Provide paid internship(s) each year through 2020 for women and/or people of color.**

Progress made towards this goal: We hired four paid interns in 2016. One of these individuals applied for and was selected to later fill one of our permanent positions.

Challenges encountered: Lack of funding for paid internships. We were able to overcome this in 2016 due to a higher level of vacancies and the resulting salary savings.

2. **Have an internal pool of applicants with the skills necessary for advancement within IT. This would come as a result of mentoring programs, cross training, job shadowing, specific assignment placement and/or succession planning.**

Progress made towards this goal: In 2016 we started a more formal employee development program. This incorporates mentoring, cross training, job shadowing and specific assignments to provide opportunities for employees to grow and increase their skills.

Challenges encountered: Time limitations and constraints with the need to complete projects and responsibilities in serving city agencies.

- All ITS3 who are willing will to attend the City of Madison’s Supervisory Academy, Leadership Development programs, Project Management and Facilitator training offerings.

Progress made towards this goal: Currently, all ITS3 willing to participate have participated.

Challenges encountered: Some constraints with meeting work deadlines.

## Library, Public

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	2	66.67%	43.90%	Yes	22.77%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	50	40	80.00%	53.80%	Yes	26.20%	7	14.00%	9.80%	Yes	4.20%
4 - Protective Workers	14	3	21.43%	28.10%	No	-6.67%	6	42.86%	8.10%	Yes	34.76%
5 - Paraprofessionals	49	33	67.35%	57.90%	Yes	9.45%	10	20.41%	9.00%	Yes	11.41%
6 - Administrative Support	150	107	71.33%	62.00%	Yes	9.33%	25	16.67%	8.20%	Yes	8.47%
7 - Skilled Craft Workers	4	0	0.00%	6.30%	No	-6.30%	1	25.00%	5.90%	Yes	19.10%
8 - Service Maintenance	8	1	12.50%	43.30%	No	-30.80%	4	50.00%	13.40%	Yes	36.60%
<b>TOTAL</b>	<b>278</b>	<b>186</b>					<b>53</b>				

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### Short-term goals

- Work with Human Resources to understand recruitment strategies for positions at all levels and identify the gaps in reaching diverse communities.

This goal was not met because of certain challenges: Our longstanding barrier has been the requirement of the MLS degree. We actually were able to overcome this barrier this year through the addition of “or commensurate experience” to the class specifications.

- 90% of all departing staff participate in an exit interview. 90% of all current staff participate in an annual engagement check-in.

This goal was not met because of certain challenges: The Library did a lot of hiring in 2017 and a major management position was added to the organizational structure, so transition time was a key factor.

3. We will track racial and ethnic diversity at each step in the hiring process for all positions.

This goal was not met because of certain challenges: Most neighborhood libraries do not have access to City computers. We are working to remedy this situation.

**Long-term goals**

1. Develop targeted recruitment strategies on a local, regional, and national level.

Progress made towards this goal: We have made major improvements to our Library Assistant hiring process, and we have begun looking at our Page recruitment strategies. We are also hoping to create a hiring team that can focus on improving recruitment strategies throughout the year, rather than waiting until vacancies occur.

Challenges encountered: We often wait to look at recruitment strategies until a vacancy occurs, and because we are then under time constraints (i.e. we need to get the job filled), we aren't able to spend the time and create the relationships necessary for successful recruitment.

2. Work with Organizational Development and Training to develop a comprehensive approach to training and professional development for employees at all levels.

Progress made towards this goal: Library management has finally recognized the need to meet this goal. In 2017, a training committee will be created to focus on developing this approach.

Challenges encountered: The scope of this project has been intimidating, and our staff resources are limited.

3. We will apply the data collected about diversity to refine hiring processes.

Progress made towards this goal: We have refined our Library Assistant process and continue to work to improve other hiring processes using this data.

Challenges encountered: This data is self-reported, so it is not always 100% accurate.

**Mayor's Office**

**January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
2 - Professionals	7	3	42.86%	53.80%	No	-10.94%	4	57.14%	9.80%	Yes	47.34%
5 - Paraprofessionals	4	4	100.00%	57.90%	Yes	42.10%	2	50.00%	9.00%	Yes	41.00%
<b>TOTAL</b>	<b>11</b>	<b>7</b>					<b>6</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### ***Short-term goals***

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

This goal was met and will be re-established as a goal for 2017.

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

This goal was met and will be re-established as a goal for 2017.

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

This goal was met and will be re-established as a goal for 2017.

### ***Long-term goals***

- 1. Institutionalizing RESJI.**

Progress made towards this goal: Working on an APM and using racial equity analysis.

Challenges encountered: None.

- 2. Assess current status of diversity in management. Promoting diversity in management and professional positions within the City. Utilize training program method of promotion to upper level City staff positions.**

Progress made towards this goal: Needs improvement. Conducted and supported MAC survey and working with H.R. on promoting and mentoring diverse leadership.

Challenges encountered: None.

- 3. Establish employee groups/diversity councils (ex. Latino City Council or African American City Council), and find ways to bolster/offer support to already existing committees whose mission focuses on gender and/or race issues (MAC, WIC, etc.).**

Make sure that sounding boards on important diversity issues are available to all City employees.

Progress made towards this goal: The Latino Community Engagement Team (LCET) was created.

Challenges encountered: We need an Affirmative Action council.

## Metro Transit

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	10	1	10.00%	43.90%	No	-33.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	40	13	32.50%	53.80%	No	-21.30%	6	15.00%	9.80%	Yes	5.20%
3 - Technicians	1	0	0.00%	50.80%	No	-50.80%	0	0.00%	10.80%	No	-10.80%
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	1	50.00%	9.00%	Yes	41.00%
6 - Administrative Support	23	21	91.30%	62.00%	Yes	29.30%	7	30.43%	8.20%	Yes	22.23%
7 - Skilled Craft Workers	45	0	0.00%	6.30%	No	-6.30%	7	15.56%	5.90%	Yes	9.66%
8 - Service Maintenance	360	80	22.22%	43.30%	No	-21.08%	118	32.78%	13.40%	Yes	19.38%
<b>TOTAL</b>	<b>481</b>	<b>117</b>					<b>139</b>				

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### Short-term goals

1. The hiring, educational and industry peer data we've looked at did not allow us to pinpoint specifics for why we are experiencing underrepresentation in some job classes. We will continue to review additional data. Three categories we will delve into are: 1) what the underrepresentation looks like at peer transit agencies. For those doing better than we are, what techniques are they using; 2) more specific data from previous recruitments to see why we don't have more referrals from the underrepresented groups - do we need to focus on recruitments or are they getting screened out by minimum qualifications; 3) look at more statistics from local technical schools about who is getting the training we need or similar training.

This goal was met and will be re-established as a goal for 2017 with these changes: Continue working with the Maintenance Manager to see if we can change minimum qualifications for Class C Mechanic; Review AA and EEO plans from peer agencies and do a more focused survey of those agencies to learn from their successes; use new outreach techniques identified in 2016 through HR intern project (recruitment sources) and job fair experience.



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

This goal was met and will be re-established as a goal for 2017 with these changes: Increase the use of subcommittees to work on specific goals in order to get more work done in between larger group meetings.

3. **Metro staff will attend at least 4 events per year targeted at building relationships with community organizations representing our underrepresented groups to help us reach out to potential applicants from those groups. Another benefit is that we can use those relationships when we need to reach out to various communities regarding decisions for which we are using the Racial Equity Analysis Tool.**

This goal was met and will be re-established as a goal for 2017 with these changes: Build on existing relationships. Make 2 of the 4 events in 2017 new contacts to broaden our relationship base. One source of information and contacts is the current project between DCR/Public Works Team/HR to help public works agencies struggling with similar underrepresentation issues.

### ***Long-term goals***

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

Progress made towards this goal: Onboarding subcommittee has met to start developing an outline for what our program should look like. Onboarding materials have been shared from Employee Development & Organizational Effectiveness and Monona Terrace to inform our program. Not specifically from this goal, but coming from Metro's Culture & Engagement Team and aligning with this goal, Metro has begun to use a feedback tool with internal candidates for promotion who are not chosen. This allows current employees to get feedback on ways to improve for future promotional opportunities.

Challenges encountered: None.

2. **Work with City Human Resources and the Department of Civil Rights on benchmarks to make sure applicants as well as current employees can successfully work with multicultural communities/co-workers and customers/co-workers who have disabilities.**

Progress made towards this goal: Metro used the Equitable Hiring Tool for one hire this year and included questions about equity.

Challenges encountered: None.

- Educate employees about what racial equity is and make racial equity training (such as that available at the YWCA) available to all employees in the organization over time.

Progress made towards this goal: All senior managers were required to take racial equity training in 2016. Most members of the Equitable Workforce Planning Team and the Metro RESJ Team were offered the chance to go to the YWCA Racial Justice Summit (and most went). Many of these team members, as well as other employees, also attended parts 1, 2 and 3 of the city's RESJ training.

Challenges encountered: Because Metro has close to 500 employees with various work schedules and hours and not being able to have an all staff day (or even unit staff days), training all staff will be a challenge. The city's RESJ Tools & Training Team has been exploring ways to deliver training to city departments with challenges like Metro.

### Monona Terrace Community and Convention Center

#### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	1	33.33%	43.90%	No	-10.57%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	14	8	57.14%	53.80%	Yes	3.34%	3	21.43%	9.80%	Yes	11.63%
3 - Technicians	2	0	0.00%	50.80%	No	-50.80%	0	0.00%	10.80%	No	-10.80%
5 - Paraprofessionals	6	5	83.33%	57.90%	Yes	25.43%	1	16.67%	9.00%	Yes	7.67%
6 - Administrative Support	29	18	62.07%	62.00%	Yes	0.07%	2	6.90%	8.20%	No	-1.30%
7 - Skilled Craft Workers	145	34	23.45%	6.30%	Yes	17.15%	11	7.59%	5.90%	Yes	1.69%
8 - Service Maintenance	34	6	17.65%	43.30%	No	-25.65%	19	55.88%	13.40%	Yes	42.48%
<b>TOTAL</b>	<b>233</b>	<b>72</b>					<b>36</b>				

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#### Short-term goals

- Require all staff at MT to attend RESJI Part I training in 2016.

This goal was not met because of certain challenges: Limited number of training offered.

- Require all management staff to complete Unconscious Bias training in 2016.

This goal was met, and this a new agency goal for 2017: Provide once per month TED talks on Diversity/Equity in lecture hall.

**3. Review the diversity of the application pool for 2015 hiring with Human Resources.**

This goal was met and will be re-established as a goal for 2017.

***Long-term goals***

**1. Create a posting location/site list for every position at Monona Terrace to prepare for future hiring.**

Progress made towards this goal: Worked on in 2016 - approximately 3 completed for FT staff.

Challenges encountered: Time it takes to do this with HR.

**2. Increase the diversity of applicants to Administration, Technician, and Service positions at Monona Terrace.**

Progress made towards this goal: Posting positions for admin staff has been reviewed in one dept in 2016.

Challenges encountered: Legacy thinking.

**3. Give the option to all MT employees to attend the Leadership Academy through the City HR offerings.**

Progress made towards this goal: Offered and one attended 2016.

Challenges encountered: Time allotted for training.

**Municipal Court**

***January 2017 Departmental Job Family Availability Data***

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
5 - Paraprofessionals	2	2	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	3	2	66.67%	62.00%	Yes	4.67%	0	0.00%	8.20%	No	-8.20%
<b>TOTAL</b>	<b>5</b>	<b>4</b>					<b>0</b>				

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***Short-term goals***

**1. All clerks will attend the Wisconsin Municipal Court Clerk Seminar at least biannually and will share information learned with other staff. All clerks will be**

**members of the Wisconsin Municipal Court Clerk Association in good standing to have access to future core training opportunities.**

The goal was met and our new goal for 2017 will be: All staff will complete Civilian Response to Active Shooter (CRASE) training.

**2. All staff will attend the City's diversity and implicit bias training in 2016.**

The goal was met and our new goal for 2017 will be: All staff will complete RESJI Part I training by the end of 2017.

**3. Schedule all-staff gatherings or potlucks at least twice per year.**

This goal was met and will be re-established as a goal for 2017.

***Long-term goals***

**1. Department will continue to invest in and develop existing staff. We will provide many levels of training to staff, to include on the job training and outside training. Allocate budget resources to training.**

Progress made towards this goal: This long-term goal is on track. Dan and Erin attended the YWCA Racial Justice Summit in September 2016 and plan to attend annually.

Challenges encountered: None.

**2. Be intentional about serving diverse populations in an internal and external capacity**

Progress made towards this goal: This long-term goal is on track. Court staff all completed implicit bias training towards our goal of serving our clients better. All staff will complete RESJI Part I in 2017 to further that goal. Erin is an original member of the Latino Community Engagement Team (established in 2015) and meets with the team monthly. Erin composed an article in Spanish about the Madison Municipal Court that was printed in the Northside News (local paper). Content will be uploaded to the Court website in 2017. In conjunction with LCET Erin also worked on updating the City's Affirmative Action Posting List. The list is being used by all City departments and is also available to the public. The Court partnered with the Madison Police Department and City Attorney's Office for two Unpaid Ticket Resolution Days in 2016. Defendants with outstanding tickets could attend two walk-in sessions at the Villager Mall where they could discuss their cases and also set up payment arrangements. Additional dates may be considered in the future. The Court continued to coordinate and expand Habitual Truancy court with MMSD. There are now six locations. The Court expanded Restorative Justice options for juveniles through partnership with the YWCA and others.

Challenges encountered: None.

**3. Provide flexible schedules to accommodate staff.**

Progress made towards this goal: This long-term goal is on track. Clerk staff worked together to cover work load in 2016. No vacation requests were denied. The current Court operating system is old and no longer supported by the IT department. They have been unable/unwilling to add any new forms or functionality. The Court is scheduled to get a new operating system in 2017. After the installation and transition phases we expect to uncover additional efficiencies that will help towards this goal.

Challenges encountered: None.

## Parks Division

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	5	3	60.00%	43.90%	Yes	16.10%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	35	12	34.29%	53.80%	No	-19.51%	1	2.86%	9.80%	No	-6.94%
3 - Technicians	4	1	25.00%	50.80%	No	-25.80%	1	25.00%	10.80%	Yes	14.20%
4 - Protective Workers	11	4	36.36%	28.10%	Yes	8.26%	1	9.09%	8.10%	Yes	0.99%
5 - Paraprofessionals	15	7	46.67%	57.90%	No	-11.23%	1	6.67%	9.00%	No	-2.33%
6 - Administrative Support	79	51	64.56%	62.00%	Yes	2.56%	10	12.66%	8.20%	Yes	4.46%
7 - Skilled Craft Workers	25	1	4.00%	6.30%	No	-2.30%	1	4.00%	5.90%	No	-1.90%
8 - Service Maintenance	118	13	11.02%	43.30%	No	-32.28%	13	11.02%	13.40%	No	-2.38%
<b>TOTAL</b>	<b>292</b>	<b>92</b>					<b>28</b>				

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### Short-term goals

1. Proportion and number of approved employment postings sent to a list of organizations representing diverse geography and client targets. Parks will create group contacts to forward job announcements. This contact list will grow over time.

This goal was not met because of certain challenges: David Albino left City employment in April 2016; his replacement, Ryan Wiesen, started with the Parks Division in late July.

2. Proportion and number of new employees who complete and sign off on a checklist developed by the Parks employee engagement team of pre-determined orientation activities above and beyond the baseline for what the City offers, which are specifically geared toward Parks.

This goal was not met because of certain challenges: David Albino left City employment in April 2016; his replacement, Ryan Wiesen, started with the Parks Division in late July.

**3. Proportion of hiring panels having diverse representation, including but not limited to classification, gender, age, race, disability status, etc.**

The goal was met and our new goal for 2017 will be: Hiring panels are of diverse representation for each hiring, including but not limited to position classification, gender, race, etc., whenever possible.

***Long-term goals***

**1. Proportion and number of employees aware and taking advantage of employee recognition initiatives and professional development opportunities over time.**

Progress made towards this goal: CULTURE:

Section supervisors share and post recognition initiatives and professional development opportunities for all employees whenever they become available, including for those that do not have computer access at work.

Parks has an annual end of year potluck, where all employees are invited to attend. This year each section supervisor spoke of highlights/goals attained in 2016 and recognized the work of their section staff. Having each supervisor speak on behalf of their specific areas provided a more thorough understanding of the work done in the entire division.

Training and Development tracks attendance for Parks employees and "Absence From the City" forms will be used to track external trainings completed.

Challenges encountered: David Albino left City employment in April 2016; his replacement, Ryan Wiesen, started with the Parks Division in late July.

Training and Development's records may not be complete, determining whether we need to create our own tracking system.

**2. Number of interns representing the larger Madison community successfully completing a single term or more internship program in Parks.**

Progress made towards this goal: HIRING: Yes, we have met our goal in 2016. As long as funding is available, Parks will continue to recruit and hire interns to further prepare employees for future employment growth opportunities.

Two financial interns were hired by Parks in 2016. One has accepted permanent full-time employment in another City agency. One is still employed with Parks.

Two high-school interns were selected through the Wanda Fullmore internship program the summer of 2016. This was a successful opportunity for under privileged individuals to experience public sector employment.

Challenges encountered: Regarding the Wanda Fullmore high school interns: High school students do not generally have the prior training and the level of experience as employees we typically hire, which requires additional staff resources to provide the mentoring and training needed for them to be successful. However, this mentoring provides great opportunities for both the intern and Parks. We look forward to participating in this opportunity in the future.

**3. Tracking employee history and changes in job class and job family codes over time.**

Progress made towards this goal: PROMOTION: We continue to work on this goal and to provide more promotional opportunities in Parks. As part of the 2017 operating budget approval, Parks was authorized for 5 new 0.75 FTE Parks Worker positions. These positions will allow Parks to hire highly qualified candidates from our seasonal employees and potentially be able to promote these individuals into higher level positions when they have the necessary qualifications.

Challenges encountered: David Albino left City employment in April 2016; his replacement, Ryan Wiesen, started with the Parks Division in late July.

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

**January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	1	1	100.00%	43.90%	Yes	56.10%	0	0.00%	6.20%	No	-6.20%
3 - Technicians	1	1	100.00%	50.80%	Yes	49.20%	0	0.00%	10.80%	No	-10.80%
6 - Administrative Support	4	3	75.00%	62.00%	Yes	13.00%	0	0.00%	8.20%	No	-8.20%
<b>TOTAL</b>	<b>6</b>	<b>5</b>					<b>0</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

**Building Inspection Division**

**January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
2 - Professionals	1	0	0.00%	53.80%	No	-53.80%	0	0.00%	9.80%	No	-9.80%
3 - Technicians	34	5	14.71%	50.80%	No	-36.09%	3	8.82%	10.80%	No	-1.98%
5 - Paraprofessionals	1	0	0.00%	57.90%	No	-57.90%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	5	4	80.00%	62.00%	Yes	18.00%	0	0.00%	8.20%	No	-8.20%
<b>TOTAL</b>	<b>44</b>	<b>9</b>					<b>3</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### ***Short-term goals***

- 1. Hold a Heritage Week including a potluck and a pin up map indicating heritage of employees.**

The goal was met and our new goal for 2017 will be: We are going to ask our 35 employees to read one of three articles in the next year so as to gain knowledge as it relates to an inclusive workforce.

- 2. Review position descriptions and review unnecessary barriers for new hires. Include the phrase "work effectively with diverse populations" in position descriptions.**

This goal was met and will be re-established as a goal for 2017.

- 3. Post jobs as open competitive to increase diversity. Include a question in the interview process about experience working with diverse populations.**

This goal was met and will be re-established as a goal for 2017.

### ***Long-term goals***

- 1. Maintain our staff at 20% women and minorities as this reflects the job pool for Building Inspection. In the next five years strive to increase the percentages above 20% for women and minorities.**

Progress made towards this goal: We had one long term female inspector retire and we have recently hired an Asian as a replacement for that position. We are on target at 20%.

Challenges encountered: It is always a challenge to find women and minorities in our Inspection Industry. Six percent of this job category are minorities or women.



**2. Conduct Implicit Bias Training for entire staff.**

Progress made towards this goal: We did train our entire staff of 35. We had a joint training with the Monona Terrace group as there were limited training resources.

Challenges encountered: It was very challenging to get it coordinated and set up.

**3. Provide RESJI training to new staff.**

Progress made towards this goal: We completed the initial goal and had all of new employees get o RESJI training.

Challenges encountered: None.

**Community Development Authority**

**January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	2	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	5	4	80.00%	53.80%	Yes	26.20%	0	0.00%	9.80%	No	-9.80%
5 - Paraprofessionals	18	17	94.44%	57.90%	Yes	36.54%	3	16.67%	9.00%	Yes	7.67%
6 - Administrative Support	3	2	66.67%	62.00%	Yes	4.67%	1	33.33%	8.20%	Yes	25.13%
7 - Skilled Craft Workers	4	0	0.00%	6.30%	No	-6.30%	1	25.00%	5.90%	Yes	19.10%
8 - Service Maintenance	8	0	0.00%	43.30%	No	-43.30%	0	0.00%	13.40%	No	-13.40%
<b>TOTAL</b>	<b>40</b>	<b>23</b>					<b>5</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

**Short-term goals**

**1. Additional hiring of minorities and women in percentages comparable to workforce availability. However a more realistic percentage may be needed/used in the future for the availability of women in skilled craft and service maintenance categories.**

This goal was not met because of certain challenges: The CDA was unable to hire women in “Skilled Craft” and “Service Maintenance” categories due to the unavailability of job candidates. The CDA had one (1) Maintenance position to fill in 2016, and no women applied.

2. **Continue outreach efforts 1) post job openings at Public Housing Sites 2) advertise in Capital Hues and/or Madison Times. Require contractors to look at Public Housing applicants for all new hires related to CDA work.**

This goal was met and will be re-established as a goal for 2017.

3. **Continue efforts at maintaining a good workplace culture.**

This goal was met and will be re-established as a goal for 2017.

### ***Long-term goals***

1. **Continue efforts to bring site offices, section 8 and central office staff together several times annually to build agency cohesion among staff working in different programs and locations.**

Progress made towards this goal: The CDA held its annual employee retreat in November of 2016; the Engagement Team continues to meet and plan annual activities; and outside work events continue to be held, with staff from different offices joining together for casual social hour.

Challenges encountered: None.

2. **Continue to offer training opportunities to administrative staff but look for or create training for maintenance staff, few opportunities currently exist for them.**

Progress made towards this goal: Maintenance staff attended two trainings in 2016; an Administrative staff person was recommended for leadership training and she completed the City's program this year; and Maintenance staff are attending leadership conferences.

Challenges encountered: None.

3. **Create training program which could funnel low income residents particularly women and minorities into existing or new positions.**

Progress made towards this goal: The CDA hired a Service Coordinator to work with low-income, Public Housing residents on gaining economic self-sufficiency, by connecting them to training and jobs.

Challenges encountered: None.

## Community Development Division

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	2	1	50.00%	43.90%	Yes	6.10%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	20	19	95.00%	53.80%	Yes	41.20%	4	20.00%	9.80%	Yes	10.20%
5 - Paraprofessionals	10	7	70.00%	57.90%	Yes	12.10%	2	20.00%	9.00%	Yes	11.00%
6 - Administrative Support	10	7	70.00%	62.00%	Yes	8.00%	2	20.00%	8.20%	Yes	11.80%
8 - Service Maintenance	1	0	0.00%	43.30%	No	-43.30%	0	0.00%	13.40%	No	-13.40%
<b>TOTAL</b>	<b>43</b>	<b>34</b>					<b>8</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

#### Short-term goals

1. Review all job postings to assure minimum knowledge and education requirements accurately reflect job duties and only represent those skills actually needed.

This goal was met and will be re-established as a goal for 2017.

2. For all job vacancies, put together a recruitment team that will provide postings in a wide variety of diverse places and provide these identified places to HR.

This goal was met. Two new agency goals for 2017 are: (1) All CDD employees will complete at least the RESJI 1 and 2 training sessions by the end of the year. (2) Create a CDD RESJI presentation to present to CDD Committees: ECCEC, CSC, CDBG, Aging.

3. Work with the Organizational Health and Development Specialist to develop an employee survey. Have staff annually provide feedback on CDD culture, and develop staff training based on results.

This goal was not met because of certain challenges: CDD is in the midst of adding about 10 new staff. We want to wait until everyone is on board before proceeding.

#### Long-term goals

1. City of Madison will play a leadership role in the development of supports and incentives for students of color to choose careers in community development. This will be accomplished through exploration of resources available in higher education, and through partnerships with UW and Madison College. It is expected that these efforts will contribute to increased diversity in the labor pool available to funded non-profit agencies.

Progress made towards this goal: 1. CDD continues to utilize opportunities to work with AASPIRE interns. We expect to bring 4 interns on in 2017. 2. CDD employed two Wanda Fullmore interns in 2016 and expects to do the same in 2017.

Challenges encountered: None.

2. **Review job descriptions of all existing staff and develop a consistent career ladder of positions within the Division. For example review how different job titles like Grants Administrators 1,2,3 compare to Contract Managers 1,2,3 and Child Specialists 1,2,3 and how this could be affecting Division cohesiveness.**

Progress made towards this goal: We have completed the re-creation of a community development specialist (1-4) classification series that seeks to bring together the majority of professional staff positions in the Community Services and CDBG units under a common classification. It has served as the foundation in recruitments to fill 7 new and vacant positions in the past 3-4 months. The reviews of position descriptions of 5-6 existing staff are now underway with an eye toward bringing them into the CD Specialist series.

Challenges encountered: As previously noted, securing approval of a new CD Specialist classification series proved to be a difficult task. The assignment of existing staff within that classification will depend upon not only updating position descriptions but also, completion of position studies by HR staff. In the course of reviewing CD Specialist, it became apparent that Manager positions also needed to be reclassified. To date, one such review has nearly been completed but 5-6 others remain. We will also need to consider how to proceed with staff that are not part of the CD Specialist series.

3. **Have CDD staff representation at meetings in diverse community events and ongoing meetings to aid in raising the Division’s profile within these communities and establishing it as a legitimate employment prospect for people of color.**

Progress made towards this goal: We expect the Division’s profile at community events will rise as we bring new staff on board and look to strengthen our community engagement efforts.

Challenges encountered: Limited Staff.

## **Economic Development Division**

### **January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	2	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	11	6	54.55%	53.80%	Yes	0.75%	1	9.09%	9.80%	Yes	-0.71%

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
3 - Technicians	2	1	50.00%	50.80%	Yes	-0.80%	0	0.00%	10.80%	No	-10.80%
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
<b>TOTAL</b>	<b>16</b>	<b>8</b>					<b>1</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### **Short-term goals**

- 1. Increase diversity of applications for open positions by reviewing all job descriptions, assessing where we are advertising and targeting recruitment activities.**

This goal was met and will be re-established as a goal for 2017.

- 2. Be intentional about working with diverse populations through all projects and track progress.**

The goal was met and our new goal for 2017 will be: Staff will track their outreach efforts with a goal of 12 unique outreach events by staff, this can include attending special events organized by the community.

- 3. Increase the number of EDD employees to have completed the YWCA Racial Justice Training (we hope for a 25% increase in the 1<sup>st</sup> year).**

This goal was not met because of certain challenges: General attitudes of some staff members who believe this training does not apply to them.

### **Long-term goals**

- 1. Increase diversity of hires within EDD.**

Progress made towards this goal: We looked at and rewrote when necessary our job descriptions. We worked at a larger distribution of job notices. We have spoken with the Director of EDD and the Manager of OBR of the benefits of having a more diverse workforce.

Challenges encountered: Small staff with limited opportunities for hiring.

- 2. Increased staff interactions and support: increased number of staff meetings, offering to pay for licensing and certifications, rotate staff meeting facilitation among staff.**

Progress made towards this goal: We began having bi-monthly all EDD staff meetings.

Challenges encountered: None.

3. **Diversification of our department committees. Because we are a small department with few upcoming hiring opportunities we would like to focus of making our committees more representative of the community as they inform and guide much of our work.**

Progress made towards this goal: Small changes have been made to this goal. We are going to look at demographic make ups of committees and try to set goals in 2017.

Challenges encountered: Lack of time to set up goals and steps.

## Planning Division

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	5	1	20.00%	43.90%	No	-23.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	26	12	46.15%	53.80%	No	-7.65%	4	15.38%	9.80%	Yes	5.58%
3 - Technicians	1	0	0.00%	50.80%	No	-50.80%	0	0.00%	10.80%	No	-10.80%
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	2	2	100.00%	62.00%	Yes	38.00%	1	50.00%	8.20%	Yes	41.80%
<b>TOTAL</b>	<b>35</b>	<b>16</b>					<b>5</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### Short-term goals

1. **Be intentional and improve effectiveness in working with diverse and underrepresented populations. Inventory public outreach processes and strategies used currently by the Planning Division, identify effective outreach practices, and incorporate effective practices into planning processes and projects. Track and report out outreach initiatives mid-stream and as part of project closeout. Short Term - In 2016, three major planning projects will provide and measure public outreach strategy to increase participation by diverse and underrepresented populations and track the success of such efforts.**

This goal was met and will be re-established as a goal for 2017.

2. **Incorporate descriptions/questions about knowledge and experience working with multicultural and underrepresented populations into job descriptions, supplemental questionnaire questions and interview questions. The percentage of**

job descriptions, supplemental questionnaires and sets of interview questions that have descriptions / questions related to knowledge and experience in working with multicultural and underrepresented populations.

This goal was met and will be re-established as a goal for 2017.

- 3. Mandatory attendance of City-based training option, "Racial Equity and Social Justice (RESJ) Initiative" (Part I and II) training or other approved implicit bias training and/or other sensitivity training such as the YWCA Racial Justice Training and certificate program. 100% of new and existing employees have received training and/or are actively involved in RESJ activities.**

This goal was not met because of certain challenges: 35% percentage of Planning Division (including MPO) employees have received RESJ, Part 1 or equivalent training as of December 31, 2016. Planning Division Supervisors will work with employees to schedule RESJ, Part 1-2 training for 2017.

### ***Long-term goals***

- 1. Be intentional and improve effectiveness in working with diverse and underrepresented populations. Inventory public outreach processes and strategies used currently by the Planning Division; identify effective outreach practices; incorporate effective practices into planning processes and projects. Track and report out outreach initiatives mid-stream and as part of project closeout. Long Term -In 2016, identify and meet with five local partners such as Centro Hispano, United Asian Services of WI, and Urban League, to explore opportunities for community engagement, involvement, and participation by diverse and underrepresented populations.**

Progress made towards this goal: The Planning Division met with the Equity Core Team and eight organizations to discuss outreach and public participation strategies. Organizations included: Center for Resilient Cities, Centro Hispano, Joining Forces for Families, MMSD, Urban League of Greater Madison, City of Madison Senior Center, UW-Extension, and YWCA. Building relationship with community partners will improve our efforts to engage the public in current and future planning efforts.

Challenges encountered: None.

- 2. Use the Equity Impact Analysis and Equitable Hiring Checklist to review and update all department job descriptions. Use the Equity Impact Analysis and Equitable Hiring Checklist for all future recruitment including job descriptions, job postings and supplemental questions. Use Equity Impact Analysis and Equitable Hiring Checklist for 100% of job recruitments. Complete review of 25% of current department job descriptions within one year.**

Progress made towards this goal: The Planning Division, in conjunction with Human Resources, used the Equitable Hiring Checklist for job description review. Six positions were evaluated: Planning Division Director, Principal Planner - Comprehensive Planning and Regional Cooperation, Principal Planner - City Design and Plan Implementation, Neighborhood Planner, and two LTE Comprehensive Planner

positions. Approximately 25% of the job descriptions were completed with a focus on new hires.

Challenges encountered: None.

3. **Educate staff on the planner classification series, type of projects and responsibilities for advancement, and provide opportunities and training/cross-training to advance and progress in their career. Track employee performance evaluation and changes in job classification over time.**

Progress made towards this goal: The Planning Division Director interviewed all Planning Division staff to discuss current projects, potential cross-training interests, and career and skill growth desired. This information was used to identify individuals and teams to work on projects in 2017.

Challenges encountered: Individual review of planner classification series still needs to be completed. An internal management team will review the contents, and if necessary, update prior to discussion with Planning Staff.

## Police Department

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	2	2	100.00%	43.90%	Yes	56.10%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	20	8	40.00%	53.80%	No	-13.80%	3	15.00%	9.80%	Yes	5.20%
3 - Technicians	1	1	100.00%	50.80%	Yes	49.20%	0	0.00%	10.80%	No	-10.80%
4 - Protective Workers	558	166	29.75%	28.10%	Yes	1.65%	113	20.25%	8.10%	Yes	12.15%
5 - Paraprofessionals	9	7	77.78%	57.90%	Yes	19.88%	1	11.11%	9.00%	Yes	2.11%
6 - Administrative Support	57	45	78.95%	62.00%	Yes	16.95%	9	15.79%	8.20%	Yes	7.59%
7 - Skilled Craft Workers	1	0	0.00%	6.30%	No	-6.30%	0	0.00%	5.90%	No	-5.90%
<b>TOTAL</b>	<b>648</b>	<b>229</b>					<b>126</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### Short-term goals

1. **Commissioned Hiring Process -Re-contact all applicants by mail that withdraw from the initial hiring process to assess whether or not there are unintended barriers; consider whether or not there may be opportunities to encourage applicants who have withdrawn to continue with the process.**

This goal was met and will be re-established as a goal for 2017.



2. **Community Engagement Programs -Continue to support efforts of community programs such as the Latino/Black Youth Academies, our Explorer and Internship programs, whose goals in part are to educate youth and young adults and to promote interest in and understanding of, the law enforcement profession.**

This goal was met and will be re-established as a goal for 2017.

3. **Diversity Inclusion Team -Encourage and support the continued work of the Department's Diversity Inclusion Team whose goal it is to assure the inclusion of all employees in Department decisions and processes, as appropriate.**

This goal was met and will be re-established as a goal for 2017.

### ***Long-term goals***

1. **Commissioned Promotional Process - Commissioned personnel are subject to a specific process for promotion. This process, governed by MOU between the Department and the MPPOA, was re-evaluated in 2014. There will be continued efforts to illicit feedback for process improvement.**

Progress made towards this goal: A new MOU between the City and MPPOA was drafted and is expected to be in effect for 2017. As we seek to improve this process, a survey was disseminated to solicit feedback from candidates who participated in the 2016 MPPOA Promotional Process. A "fast track" Equity Analysis was also completed and will be used to guide ongoing discussions related to process improvements.

Challenges encountered: None.

2. **Civilian Promotional/Lateral Process - Department civilians are currently required to apply for positions within a classification even if they are not interested in the current position so that they may have an opportunity to be considered for a similar position that may become available within a six (6) month period. Removing this barrier to the process and allowing civilian employees to apply for specific positions will encourage greater employee investment in the City and our Department, while allowing employees to develop their careers.**

Progress made towards this goal: After receiving additional input, there are mechanisms in place that mitigate barriers. City HR is creating a summary document to help employees navigate the NeoGov process. When available, that information will be shared with MPD civilian personnel.

Challenges encountered: None.

3. **Employee Mentorship Program - Along with Department efforts to orientate civilian employees, new civilian employees will be offered a "mentor" to help them learn the cultural aspects of our Department. A similar program already exists for commissioned personnel and would be re-assessed for improvement as appropriate.**

Progress made towards this goal: A committee was created and met in January 2017. We will continue to work toward this goal in 2017. The commissioned mentorship program will be reviewed as well.

Challenges encountered: None.

4. **Employee Engagement Plans - All employees have “assets” and “deficiencies”.** Developing a process that fairly and respectfully addresses both employee contributions and areas of improvement will help supervisors engage, coach and mentor employees. This process will also provide an opportunity for supervisors to understand what motivates employees so that our organization can recognize, develop and support employees throughout their careers.

Progress made towards this goal: Work has begun on this goal and it is anticipated that a model will be identified in 2017.

Challenges encountered: None.

## Streets Division

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	3	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	16	2	12.50%	53.80%	No	-41.30%	1	6.25%	9.80%	No	-3.55%
6 - Administrative Support	6	3	50.00%	62.00%	No	-12.00%	1	16.67%	8.20%	Yes	8.47%
7 - Skilled Craft Workers	144	13	9.03%	6.30%	Yes	2.73%	17	11.81%	5.90%	Yes	5.91%
8 - Service Maintenance	10	0	0.00%	43.30%	No	-43.30%	3	30.00%	13.40%	Yes	16.60%
<b>TOTAL</b>	<b>179</b>	<b>18</b>					<b>22</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### Short-term goals

1. **Actively recruit qualified applicants from diverse gender, racial and ethnic communities.**

This goal was not met because of certain challenges: Very few applications come in from diverse gender, racial and ethnic communities.

2. **Have a diverse gender, racial, and ethnic pool of Streets Division seasonal employees from which to select permanent full-time employment.**

This goal was not met because of certain challenges: The ability to maintain the seasonal employee pool has been difficult. With the unforeseen personnel challenges we lost promising candidates in 2016.

- 3. After successfully meeting Goal 1-Recruiting and Goal 2-Hiring, the goal is to promote this population through the promotional opportunities existing in the Streets Division.**

This goal was met and will be re-established as a goal for 2017.

### ***Long-term goals***

- 1. Strategize with the City HR Department so that it regularly and actively recruits from diverse gender, racial and ethnic communities, e.g., RESJI, MAC, WIC, high schools / counselors, Dane County Job Center, Boys & Girls Club, local community centers, technical colleges, UW Career Services, youth employment mentoring programs, etc.**

Progress made towards this goal: The current programs are not enough. Although it's a start we need to reach out to the high schools to show them what career opportunities.

Challenges encountered: The ability to attract applicants in certain demographics is a constant struggle. With the uncertainty of permanent employment can be a major deterrent.

- 2. Based on the success of Goal 1-Recruiting and Goal 3-Hiring, the goal is to encourage qualified diverse gender, racial and ethnic employees to apply for open promotional positions.**

Progress made towards this goal: We encourage employees to apply for promotions and be able to gain the additional skills.

Challenges encountered: Demographics for promotions change when we are able to recruit.

- 3. Based on the success level of Goal 1-Recruiting, the goal is to hire from a strong pool of qualified applicants representing Madison's diverse gender, racial and ethnic communities.**

Progress made towards this goal: What once was going to be a success story fell short due to unforeseen personal issues that arose.

Challenges encountered: The number of potential hires are very low because of low applicants numbers.

## Traffic Engineering and Parking Divisions

### January 2017 Departmental Job Family Availability Data

Parking Utility												
	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)	
1 - Officials & Administrators	1	1	100.00%	43.90%	Yes	56.10%	0	0.00%	6.20%	No	-6.20%	
2 - Professionals	5	1	20.00%	53.80%	No	-33.80%	0	0.00%	9.80%	No	-9.80%	
3 - Technicians	2	1	50.00%	50.80%	Yes	-0.80%	1	50.00%	10.80%	Yes	39.20%	
5 - Paraprofessionals	8	2	25.00%	57.90%	No	-32.90%	0	0.00%	9.00%	No	-9.00%	
6 - Administrative Support	60	27	45.00%	62.00%	No	-17.00%	18	30.00%	8.20%	Yes	21.80%	
7 - Skilled Craft Workers	5	0	0.00%	6.30%	No	-6.30%	0	0.00%	5.90%	No	-5.90%	
8 - Service Maintenance	11	1	9.09%	43.30%	No	-34.21%	1	9.09%	13.40%	No	-4.31%	
<b>TOTAL</b>	<b>92</b>	<b>33</b>					<b>20</b>					

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

Traffic Engineering												
	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)	
1 - Officials & Administrators	3	1	33.33%	43.90%	No	-10.57%	1	33.33%	6.20%	Yes	27.13%	
2 - Professionals	14	1	7.14%	53.80%	No	-46.66%	1	7.14%	9.80%	No	-2.66%	
3 - Technicians	14	1	7.14%	50.80%	No	-43.66%	2	14.29%	10.80%	Yes	3.49%	
5 - Paraprofessionals	4	1	25.00%	57.90%	No	-32.90%	1	25.00%	9.00%	Yes	16.00%	
6 - Administrative Support	4	2	50.00%	62.00%	No	-12.00%	0	0.00%	8.20%	No	-8.20%	
7 - Skilled Craft Workers	13	0	0.00%	6.30%	No	-6.30%	1	7.69%	5.90%	Yes	1.79%	
8 - Service Maintenance	11	0	0.00%	43.30%	No	-43.30%	0	0.00%	13.40%	No	-13.40%	
<b>TOTAL</b>	<b>63</b>	<b>6</b>					<b>6</b>					

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### ***Short-term goals***

1. **The department will implement a formal onboarding/mentoring program. Each new employee will be assigned a mentor to help him or her acclimate to the work environment and culture. The mentor will proactively help the new employee and be available for any questions.**

This goal was met and will be re-established as a goal for 2017.

2. **Each member of the TE and PU Racial equity team will attend RESJII training in 2016.**

This goal was not met because of certain challenges: The availability of the training has been limited. Also, we have had some new employees on the committee who have not had the opportunity to attend training.

3. **Assess the department's work place culture with survey to help measure and identify impediments to diversity, openness and inclusiveness in the workplace.**

This goal was not met because of certain challenges: The survey was delayed as the City has been in the process of completing its own survey. We will work on survey for 2017.

### ***Long-term goals***

1. **The department wants the diversity of employees categorized in the Professionals job family to match the community's level of demographic diversity within five years.**

Progress made towards this goal: We have hired a new engineer who is from under-represented group (female, Hispanic or Latino).

Challenges encountered: Despite expanding our recruitment, we still have had difficulty recruiting a pool of qualified candidates from under-represented groups. There are limited vacancies/opportunities to change the demographic of our workforce.

2. **The department wants the diversity of employees categorized in the Paraprofessionals job family to match the community's level of demographic diversity within five years.**

Progress made towards this goal: We have hired a Program Assistant 2 (supervisor) from an under-represented group (women).

Challenges encountered: There are limited vacancies/opportunities to change the demographic of our workforce.

- The department wants the diversity of employees categorized in the Service Maintenance job family to match the community's level of demographic diversity within five years.

Progress made towards this goal: None.

Challenges encountered: There are limited vacancies/opportunities to change the demographic of our workforce. We plan on working with MATC with job posting in order to target under-represented groups.

## Treasurer's Office

### January 2017 Departmental Job Family Availability Data

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	1	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
5 - Paraprofessionals	1	1	100.00%	57.90%	Yes	42.10%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	4	3	75.00%	62.00%	Yes	13.00%	0	0.00%	8.20%	No	-8.20%
<b>TOTAL</b>	<b>6</b>	<b>4</b>					<b>0</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

### Short-term goals

- Decrease frequency with which ESL citizens incur fines or late fees while paying obligations to the city.

This goal was not met because of certain challenges: not knowing how to interact with other agencies - issue involves multiple agencies.

- Make Affirmative Action hires with a dual focus on reaching department goals and improving relations with ESL clients.

This goal was not met because of certain challenges: No hires.

- Community groups are able to assist citizens in understanding property tax laws.

This goal was not met because of certain challenges: Small office, not much interaction except through window - some citizens lack knowledge about the institution of property taxation - volunteer for Dane Co Homebuyers Roundtable, but need a dos/donts of property taxes.

**Long-term goals**

1. New affirmative action hire(s); although due to the small number of employees in the department it is impossible to reach goals, the department’s workforce could be more equitable.

Progress made towards this goal: None.

Challenges encountered: Lack of turnover/changes.

2. Tracking employee history and changes in job class and job family codes over time.

Progress made towards this goal: None.

Challenges encountered: Lack of turnover/changes.

3. RESJI MCOdT, culture and climate survey, employee feedback; MCOdT shows an increase in at least one level toward a multicultural organization. Employees express greater satisfaction with employment.

Progress made towards this goal: None.

Challenges encountered: None.

**Water Utility**

**January 2017 Departmental Job Family Availability Data**

	Total # of Employees	# of Women Employees	Women Incumbency	Women Goal	Availability Met?	Difference to goal (+/-)	# of Racial Ethnic Employees	Racial Ethnic Incumbency	Racial Ethnic Goal	Availability Met?	Difference to goal (+/-)
1 - Officials & Administrators	5	0	0.00%	43.90%	No	-43.90%	0	0.00%	6.20%	No	-6.20%
2 - Professionals	18	5	27.78%	53.80%	No	-26.02%	1	5.56%	9.80%	No	-4.24%
3 - Technicians	18	4	22.22%	50.80%	No	-28.58%	3	16.67%	10.80%	Yes	5.87%
5 - Paraprofessionals	6	5	83.33%	57.90%	Yes	25.43%	0	0.00%	9.00%	No	-9.00%
6 - Administrative Support	11	10	90.91%	62.00%	Yes	28.91%	2	18.18%	8.20%	Yes	9.98%
7 - Skilled Craft Workers	30	0	0.00%	6.30%	No	-6.30%	4	13.33%	5.90%	Yes	7.43%
8 - Service Maintenance	32	3	9.38%	43.30%	No	-33.93%	4	12.50%	13.40%	No	-0.90%
<b>TOTAL</b>	<b>120</b>	<b>27</b>					<b>14</b>				

The Annual Placement Goals are determined with an underutilization analysis of incumbency and relevant labor market availability of qualified women or people of color (known as minorities in the past). All selection decisions are made in a nondiscriminatory manner and a placement goal is not justification for selecting an individual based on their protected class. Source: Permanent Employees & US Census 2010 EEO Data Tool Madison, WI (MSA)

**Short-term goals**

1. “Anniversary Meetings”: Supervisors will support every employee’s personal and professional development by scheduling a one-on-one meeting with each employee

during his/her anniversary month. Meetings will use the Anniversary meeting template provided by the Steering Team.

This goal was met and will be re-established as a goal for 2017.

2. **All hiring managers will receive training on recognizing implicit biases (RESJI or YWCA racial justice training).**

This goal was not met because of certain challenges: Training was offered and promoted but it is not certain how many training managers took advantage.

3. **The Equitable Hiring Checklist assessment will be utilized well in advance of any new hires and to evaluate any positions that are currently held open.**

This goal was not met because of certain challenges: New hiring managers have not been apprised of need to evaluate the position. Hiring managers may need a bit more training.

### ***Long-term goals***

1. **The RESJI Impact analysis tool will be used for major policy initiatives such as water rate increases and conservation programs, and major construction projects.**

Progress made towards this goal: Water began to use the tool regarding rate increases.

Challenges encountered: Missing information about water usage, not enough to successfully use tool.

2. **Develop a structured cross-training/job shadowing program.**

Progress made towards this goal: Steering team is working to put this together, and emails have been sent from general manager encouraging job shadowing. Nothing formal or written is in place yet.

Challenges encountered: Until there's a formalized, accessible policy, some employees may see job shadowing as unimportant/a waste of time.

3. **Evaluate, assess, and modify recruitment strategies in partnership with HR to diversify applicant pool. Internships and apprenticeships will also be developed and expanded when appropriate to meet organizational needs.**

Progress made towards this goal: Water had two interns in 2016 and will have a third in 2017, as well as two Wanda Fullmore student interns in 2016 and two predicted in 2017. Water has also gotten high applicant volumes for few vacancies including some entry-level positions with improved diversity.

Challenges encountered: Finding diverse/targeted recruitment strategies.



## Appendix

### 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Assessor's Office Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>1 - Officials &amp; Administrators</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>2 - Professionals</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>3 - Technicians</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>4</b>	<b>2</b>	<b>0</b>

<b>Assessor's Office Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>3 - Technicians</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>0</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Attorney's Office Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>2 - Professionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>4</b>	<b>2</b>	<b>1</b>
<b>TOTAL</b>	<b>5</b>	<b>3</b>	<b>1</b>

<b>Attorney's Office Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>3</b>	<b>1</b>	<b>1</b>
<b>TOTAL</b>	<b>4</b>	<b>1</b>	<b>1</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Building Inspection Hiring 2016</b>			
	Total # of Employees Hired	# of Women Hired	# of Racial Ethnic Employees Hired
3 - Technicians	1	0	0
6 - Administrative Support	1	1	0
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>0</b>

<b>Building Inspection Terminations 2016</b>			
	Total # of Employees Terminated	# of Women Terminated	# of Racial Ethnic Employees Terminated
3 - Technicians	3	1	0
6 - Administrative Support	1	1	0
<b>TOTAL</b>	<b>4</b>	<b>2</b>	<b>0</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>CDA Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>5 - Paraprofessionals</b>	<b>4</b>	<b>4</b>	<b>1</b>
<b>8 - Service Maintenance</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>5</b>	<b>4</b>	<b>1</b>

<b>CDA Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>1 - Officials and Administrators</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>6 - Administrative Support</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>1</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Civil Rights Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>1 - Officials &amp; Administrators</b>	<b>2</b>	<b>0</b>	<b>2</b>
<b>2 - Professionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>6 - Administrative Support</b>	<b>2</b>	<b>1</b>	<b>1</b>
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>4</b>

<b>Civil Rights Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>1 - Officials &amp; Administrators</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>6 - Administrative Support</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>4</b>	<b>2</b>	<b>3</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Clerk's Office Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>6 - Administrative Support</b>	<b>8</b>	<b>4</b>	<b>1</b>
<b>TOTAL</b>	<b>9</b>	<b>4</b>	<b>1</b>

<b>Clerk's Office Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Community Development Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>2 - Professionals</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>5 - Paraprofessionals</b>	<b>6</b>	<b>3</b>	<b>3</b>
<b>6 - Administrative Support</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>9</b>	<b>6</b>	<b>4</b>

<b>Community Development Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>2 - Professionals</b>	<b>4</b>	<b>4</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>3</b>	<b>2</b>	<b>2</b>
<b>6 - Administrative Support</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>8</b>	<b>6</b>	<b>2</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Employee Assistance Program Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>2 - Professionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>0</b>

<b>Employee Assistance Program Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>0</b>



## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Economic Development Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>1 - Officials &amp; Administrators</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>2 - Professionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>3 - Technicians</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>0</b>

<b>Economic Development Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>3 - Technicians</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>

## 2016 Departmental Hires and Terminations

**Please note: for the purpose of this document, termination simply means an individual leaving City employment.**

<b>Engineering Division Hiring 2016</b>			
	Total # of Employees Hired	# of Women Employees Hired	# of Racial Ethnic Hired
<b>2 - Professionals</b>	11	2	1
<b>3 - Technicians</b>	10	2	3
<b>5 - Paraprofessionals</b>	4	1	2
<b>6 - Administrative Support</b>	3	3	2
<b>7 - Skilled Craft Workers</b>	9	0	0
<b>8 - Service Maintenance</b>	14	0	4
<b>TOTAL</b>	51	8	12

<b>Engineering Division Terminations 2016</b>			
	Total # of Employees Terminated	# of Women Employees Terminated	# of Racial Ethnic Terminated
<b>2 - Professionals</b>	1	0	0
<b>3 - Technicians</b>	8	1	0
<b>5 - Paraprofessionals</b>	1	1	0
<b>6 - Administrative Support</b>	1	0	0
<b>8 - Service Maintenance</b>	4	0	2
<b>TOTAL</b>	15	2	2

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Finance Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>2 - Professionals</b>	<b>5</b>	<b>2</b>	<b>2</b>
<b>5 - Paraprofessionals</b>	<b>4</b>	<b>2</b>	<b>2</b>
<b>TOTAL</b>	<b>9</b>	<b>4</b>	<b>4</b>

<b>Finance Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>2 - Professionals</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>3 - Technicians</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>4</b>	<b>2</b>	<b>0</b>

## 2016 Departmental Hires and Terminations

**Please note: for the purpose of this document, termination simply means an individual leaving City employment.**

<b>Fire Department Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>2 - Professionals</b>	1	1	0
<b>3 - Technicians</b>	5	5	0
<b>4 - Protective Workers</b>	40	10	6
<b>5 - Paraprofessionals</b>	5	4	1
<b>TOTAL</b>	<b>51</b>	<b>20</b>	<b>7</b>

<b>Fire Department Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>2 - Professionals</b>	1	1	0
<b>3 - Technicians</b>	2	0	0
<b>4 - Protective Workers</b>	18	2	5
<b>5 - Paraprofessionals</b>	7	5	2
<b>TOTAL</b>	<b>28</b>	<b>8</b>	<b>7</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Fleet Services Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>3 - Technicians</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>7 - Skilled Craft Workers</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>4</b>	<b>0</b>	<b>0</b>

<b>Fleet Services Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>3 - Technicians</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>6 - Administrative Support</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>7 - Skilled Craft Workers</b>	<b>4</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>6</b>	<b>1</b>	<b>1</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Human Resources Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>

<b>Human Resources Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Information Technology Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>1 - Officials &amp; Administrators</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>2 - Professionals</b>	<b>5</b>	<b>1</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>4</b>	<b>0</b>	<b>3</b>
<b>6 - Administrative Support</b>	<b>4</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>14</b>	<b>2</b>	<b>4</b>

<b>Information Technology Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>2 - Professionals</b>	<b>2</b>	<b>1</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>6 - Administrative Support</b>	<b>3</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>1</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Library Hiring 2016</b>			
	Total # of Employees Hired	# of Women Employees Hired	# of Racial Ethnic Employees Hired
<b>1 - Officials &amp; Administrators</b>	1	1	0
<b>2 - Professionals</b>	8	8	2
<b>4 - Protective Workers</b>	4	2	3
<b>5 - Paraprofessionals</b>	20	16	6
<b>6 - Administrative Support</b>	27	21	9
<b>8 - Service Maintenance</b>	3	0	2
<b>TOTAL</b>	<b>63</b>	<b>48</b>	<b>22</b>

<b>Library Terminations 2016</b>			
	Total # of Employees Terminated	# of Women Employees Terminated	# of Racial Ethnic Employees Terminated
<b>2 - Professionals</b>	5	5	2
<b>4 - Protective Workers</b>	4	1	2
<b>5 - Paraprofessionals</b>	7	5	3
<b>6 - Administrative Support</b>	26	20	5
<b>8 - Service Maintenance</b>	1	0	0
<b>TOTAL</b>	<b>43</b>	<b>31</b>	<b>12</b>



## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Mayor's Office Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>5 - Paraprofessionals</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>TOTAL</b>	<b>3</b>	<b>2</b>	<b>2</b>

<b>Mayor's Office Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>0</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Metro Transit Hiring 2016</b>			
	Total # of Employees Hired	# of Women Employees Hired	# of Racial Ethnic Employees Hired
<b>2 - Professionals</b>	4	3	2
<b>3 - Technicians</b>	1	0	0
<b>6 - Administrative Support</b>	3	3	1
<b>7 - Skilled Craft Workers</b>	2	0	0
<b>8 - Service Maintenance</b>	36	11	21
<b>TOTAL</b>	<b>46</b>	<b>17</b>	<b>24</b>

<b>Metro Transit Terminations 2016</b>			
	Total # of Employees Terminated	# of Women Employees Terminated	# of Racial Ethnic Employees Terminated
<b>1 - Officials and Administrators</b>	1	1	0
<b>2 - Professionals</b>	2	1	0
<b>3 - Technicians</b>	1	1	0
<b>6 - Administrative Support</b>	2	2	1
<b>8 - Service Maintenance</b>	44	13	15
<b>TOTAL</b>	<b>50</b>	<b>18</b>	<b>16</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Monona Terrace Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>6 - Administrative Support</b>	<b>5</b>	<b>4</b>	<b>2</b>
<b>8 - Service Maintenance</b>	<b>15</b>	<b>2</b>	<b>11</b>
<b>TOTAL</b>	<b>22</b>	<b>7</b>	<b>14</b>

<b>Monona Terrace Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>6 - Administrative Support</b>	<b>3</b>	<b>2</b>	<b>0</b>
<b>7 - Skilled Craft Workers</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>8 - Service Maintenance</b>	<b>3</b>	<b>0</b>	<b>2</b>
<b>TOTAL</b>	<b>7</b>	<b>2</b>	<b>2</b>

## 2016 Departmental Hires and Terminations

**Please note: for the purpose of this document, termination simply means an individual leaving City employment.**

<b>Parking Utility Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>2</b>	<b>1</b>	<b>0</b>
<b>6 - Administrative Support</b>	<b>8</b>	<b>4</b>	<b>1</b>
<b>7 - Skilled Craft Workers</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>8 - Service Maintenance</b>	<b>6</b>	<b>1</b>	<b>1</b>
<b>TOTAL</b>	<b>18</b>	<b>6</b>	<b>2</b>

<b>Parking Utility Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>6 - Administrative Support</b>	<b>10</b>	<b>2</b>	<b>2</b>
<b>8 - Service Maintenance</b>	<b>5</b>	<b>1</b>	<b>2</b>
<b>TOTAL</b>	<b>16</b>	<b>3</b>	<b>4</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Parks Division Hiring 2016</b>			
	Total # of Employees Hired	# of Women Employees Hired	# of Racial Ethnic Employees Hired
<b>1 - Officials &amp; Administrators</b>	1	1	0
<b>2 - Professionals</b>	6	2	0
<b>3 - Technicians</b>	1	0	1
<b>4 - Protective Workers</b>	46	19	6
<b>5 - Paraprofessionals</b>	11	5	2
<b>6 - Administrative Support</b>	45	22	7
<b>8 - Service Maintenance</b>	69	15	15
<b>TOTAL</b>	<b>179</b>	<b>64</b>	<b>31</b>

<b>Parks Division Terminations 2016</b>			
	Total # of Employees Terminated	# of Women Employees Terminated	# of Racial Ethnic Employees Terminated
<b>2 - Professionals</b>	5	1	1
<b>4 - Protective Workers</b>	89	51	11
<b>5 - Paraprofessionals</b>	10	2	1
<b>6 - Administrative Support</b>	73	37	5
<b>8 - Service Maintenance</b>	110	22	23
<b>TOTAL</b>	<b>287</b>	<b>113</b>	<b>41</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>PCED Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>6 - Administrative Support</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>

<b>PCED Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Planning Division Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>1 - Officials &amp; Administrators</b>	<b>2</b>	<b>1</b>	<b>0</b>
<b>2 - Professionals</b>	<b>4</b>	<b>2</b>	<b>1</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL</b>	<b>7</b>	<b>4</b>	<b>2</b>

<b>Planning Division Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>1 - Officials &amp; Administrators</b>	<b>2</b>	<b>1</b>	<b>0</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>3</b>	<b>1</b>	<b>0</b>

## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Police Department Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>4 - Protective Workers</b>	<b>22</b>	<b>7</b>	<b>3</b>
<b>6 - Administrative Support</b>	<b>6</b>	<b>5</b>	<b>0</b>
<b>TOTAL</b>	<b>29</b>	<b>12</b>	<b>3</b>

<b>Police Department Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>2 - Professionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>4 - Protective Workers</b>	<b>46</b>	<b>19</b>	<b>15</b>
<b>6 - Administrative Support</b>	<b>9</b>	<b>7</b>	<b>1</b>
<b>TOTAL</b>	<b>56</b>	<b>27</b>	<b>16</b>



## 2016 Departmental Hires and Terminations

Please note: for the purpose of this document, termination simply means an individual leaving City employment.

<b>Streets Division Hiring 2016</b>			
	<b>Total # of Employees Hired</b>	<b># of Women Employees Hired</b>	<b># of Racial Ethnic Employees Hired</b>
<b>6 - Administrative Support</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>7 - Skilled Craft Workers</b>	<b>21</b>	<b>1</b>	<b>3</b>
<b>8 - Service Maintenance Workers</b>	<b>24</b>	<b>2</b>	<b>8</b>
<b>TOTAL</b>	<b>46</b>	<b>4</b>	<b>11</b>

<b>Streets Division Terminations 2016</b>			
	<b>Total # of Employees Terminated</b>	<b># of Women Employees Terminated</b>	<b># of Racial Ethnic Employees Terminated</b>
<b>7 - Skilled Craft Workers</b>	<b>7</b>	<b>1</b>	<b>1</b>
<b>8 - Service Maintenance Workers</b>	<b>32</b>	<b>1</b>	<b>12</b>
<b>TOTAL</b>	<b>39</b>	<b>2</b>	<b>13</b>

## 2016 Departmental Hires and Terminations

**Please note: for the purpose of this document, termination simply means an individual leaving City employment.**

<b>Traffic Engineering Hiring 2016</b>			
	Total # of Employees Hired	# of Women Employees Hired	# of Racial Ethnic Employees Hired
<b>1 - Officials &amp; Administrators</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>3 - Technicians</b>	<b>12</b>	<b>2</b>	<b>5</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>7 - Skilled Craft Workers</b>	<b>3</b>	<b>0</b>	<b>1</b>
<b>8 - Service Maintenance</b>	<b>5</b>	<b>0</b>	<b>2</b>
<b>TOTAL</b>	<b>23</b>	<b>2</b>	<b>9</b>

<b>Traffic Engineering Terminations 2016</b>			
	Total # of Employees Terminated	# of Women Employees Terminated	# of Racial Ethnic Employees Terminated
<b>1 - Officials &amp; Administrators</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>2 - Professionals</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>3 - Technicians</b>	<b>10</b>	<b>1</b>	<b>4</b>
<b>5 - Paraprofessionals</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>6 - Administrative Support</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>8 - Service Maintenance</b>	<b>5</b>	<b>0</b>	<b>2</b>
<b>TOTAL</b>	<b>19</b>	<b>3</b>	<b>6</b>

## 2016 Departmental Hires and Terminations

**Please note: for the purpose of this document, termination simply means an individual leaving City employment.**

<b>Water Utility Hiring 2016</b>			
	Total # of Employees Hired	# of Women Employees Hired	# of Racial Ethnic Employees Hired
<b>2 - Professionals</b>	5	0	0
<b>3 - Technicians</b>	2	0	0
<b>5 - Paraprofessionals</b>	2	1	0
<b>6 - Administrative Support</b>	1	1	0
<b>7 - Skilled Craft Workers</b>	8	0	2
<b>8 - Service Maintenance</b>	14	2	3
<b>TOTAL</b>	<b>32</b>	<b>4</b>	<b>5</b>

<b>Water Utility Terminations 2016</b>			
	Total # of Employees Terminated	# of Women Employees Terminated	# of Racial Ethnic Employees Terminated
<b>2 - Professionals</b>	4	0	1
<b>3 - Technicians</b>	2	0	0
<b>5 - Paraprofessionals</b>	1	0	0
<b>6 - Administrative Support</b>	2	1	0
<b>7 - Skilled Craft Workers</b>	1	0	0
<b>8 - Service Maintenance</b>	9	1	2
<b>TOTAL</b>	<b>19</b>	<b>2</b>	<b>3</b>