

Powered by Diversity



**City of Minneapolis
Affirmative Action Plan**

The City of Minneapolis

Affirmative Action and Diversity Plan

Executive Summary

The mission of the City of Minneapolis is to enhance the economic, educational, social, and physical quality of the communities it serves and to provide municipal services that are valued by its residents. This strategic Affirmative Action Plan is designed to take the City of Minneapolis from its current position of technical compliance to one that closely parallels the demographics of the diverse communities it serves.

Why a Strategic Affirmative Action Plan?

Background

In 1983 the Minneapolis City Council passed into the Minneapolis Code of Ordinances Title 7 (Civil Rights), Chapter 139.70, which establishes the requirement that “all city departments, boards, commissions, or agencies shall develop affirmative action plans, including goals and timetables for the hiring, promoting, and retention of minorities, women, and persons who are handicapped, and for the purchase of goods and services from women and minorities.” Additionally, this ordinance, through the Department of Civil Rights, requires city contractors to develop and implement an affirmative action plan that ensures equality of opportunity to all people. While the City of Minneapolis is not required to submit an affirmative action plan to any federal regulatory agency, the City receives federally funded grant money in several of its departments (i.e., CPED, DHFS, MPD, and MFD), which requires a Certificate of Compliance issued by the U.S. Department of Justice and the Minnesota Department of Human Rights. The Certificate of Compliance includes a requirement that the receiving party have an approved affirmative action plan in place.

Over the years the City of Minneapolis has had many iterations of an affirmative action plan. In 1998 the Department of Human Resources hired a consultant to assess the state of affirmative action in the City, which resulted in a report filed by Council titled “A New Thrust for Affirmative Action in the City of Minneapolis.” The report made thirty-six recommendations, many of which have been implemented. These different plans, reports, and policies contained the right elements, but adequate systems were not established to ensure implementation, measurement, and accountability.

The State of Affirmative Action, EEO, and Diversity in Minneapolis Today

The City of Minneapolis is an employer that strives to hire, develop, and retain an excellent workforce so that the City delivers high-quality, cost-effective services to its customers and partners. It does that, in part, by creating an environment that welcomes

a diverse group of employees. The city values and recognizes that having a diverse workforce enhances teamwork, innovation, and productivity and, conversely, that having an environment that values employee engagement improves efforts to have a diverse workforce.

It is impossible to discuss the City's Affirmative Action Plan and related policy without first addressing the issue of diversity. The terms *equal employment opportunity*, *affirmative action*, and *diversity* are not synonymous nor are they interchangeable. They are, however, building blocks for creating inclusive work environments. The underlying principle of equal employment opportunity is equitable treatment, and the underlying principle of affirmative action is anti-discrimination. Inclusivity and respect are the central focus of diversity.

It is as important to develop equal employment opportunity strategies relative to workforce demographics as it is to have strategies to create an inclusive work environment. However, we believe that if we don't do the former "right," the latter will not be successful. Consequently, the Affirmative Action Plan for the City of Minneapolis focuses primarily on how departments will address underutilization where it exists.

As stated, prior plans contained the right elements but inadequate systems for measurement and accountability. The proposed plan addresses those deficiencies by integrating the responsibility for the development and retention of a diverse workforce throughout all levels of the organization.

Achieving diversity and creating an inclusive work environment is not and cannot be a standalone initiative. The efforts encompass workforce planning with an emphasis on recruitment, selection, and retention; learning and development with an emphasis on employee awareness of cultural differences and respect for others; building supervisory and management competencies needed for the effective management of a diverse workforce; and recognizing the evolution of workplace technology with tools to simplify processes.

To date, we have built diversity measurements into the business planning process and Results Minneapolis discussions: Cultural competence is now a part of our leadership selection processes and performance reviews. Elements of diversity have been integrated into all trainings offered through the Human Resources Department. The biannual employee survey assesses the workplace culture as it relates to diversity, engagement, and employee satisfaction; and the results are addressed by each department in their annual business planning process.

Moving Forward

With the implementation of this Affirmative Action Plan, the City will increase the representation of people of color and women in its workforce. However, a less focused approach, which includes addressing the changes needed in the work culture, will ensure that diversity is sustainable for the long term. To accomplish this, a strategic diversity and inclusion philosophy has been developed that includes the Affirmative Action Plan along with leadership development, cultural awareness and competence, targeted recruiting, mentoring, and intern and talent management programs.

To move this plan forward, we have taken the following actions:

In partnership with Civil Rights Department, Human Resources has drafted a new Affirmative Action Plan for approval by the Minneapolis City Council. The draft plan is attached for your review.

1. An availability analysis has been conducted of the present workforce. This analysis provides an understanding of the current demographics of the workforce compared with the availability of women and people of color in our relevant labor market and shows where we have opportunities to eliminate areas of underutilization. The addendum contains a summary of those results.
2. By the end of 2008, representatives from Human Resources had met with each department head and members of their leadership teams to review the results of the availability analysis for their departments. During the first quarter of 2009, each department integrated specific action items resulting from those meetings into its business plan. These action steps are available online with each department's business plan.
3. In 2009, the departments of Human Resources and Civil Rights will jointly present the updated plan and policy to the City Council for approval. It was necessary to conduct a council study session to discuss the proposed plan before moving it forward for approval.

Summary of Availability Analysis Results

- The City of Minneapolis workforce is sorted into eight broad categories identified by the Equal Employment Opportunity Commission (EEOC) as EEO-4 codes. These are:
 1. Officials and Administrators
 2. Professionals
 3. Technicians
 4. Protective Service Workers: Sworn and Non-Sworn
 5. Paraprofessionals (now combined with the Administrative Support category)
 6. Administrative Support
 7. Skilled Craft Workers
 8. Service Maintenance Workers
- A macro look at the Availability and Utilization Analyses indicates that there is underutilization of females and people of color in five of the eight EEO-4 categories (i.e., professional, technicians, protective services (sworn and non-sworn), skilled crafts and service maintenance)
- While the City of Minneapolis is currently in technical compliance, there are problems in the recruitment, hiring, and utilization of people of color or females in each of the EEO-4 categories mentioned above.
- When the data is further sorted into the 32 major City job groups and a more detailed analysis is conducted, underutilization is indicated in these groups for both females and people of color:
 1. Technicians
 2. Service Workers
 3. Certified Miscellaneous
 4. Police–Office/Miscellaneous
 5. Regulatory–Inspections
 6. Regulatory–Office/Miscellaneous

- There are also potential problems in areas where there is statistically no underutilization. For example:
 - There is a concentration of employees of color in certain job categories. In the Certified Service Workers category, the availability of people of color is shown to be 10.4 percent, yet they fill 26.6 percent of the jobs.
 - In the Appointed category, females fill only 45.4 percent of the jobs although they represent 54.3 percent of the available workforce. (This is 10 percentage points less than would be expected by their availability percentages.)
- Although the City of Minneapolis has certain departments that have exemplary records in affirmative action, there are other departments that must intensify their efforts to employ, develop, and retain a diverse work team.

Conclusion

The City's overall objective is to achieve a workforce population that is competent and represents the communities we serve throughout the organization. The City also seeks to ensure equality of employment and a work environment that is free of discrimination on the basis of protected-group status. Further, the City of Minneapolis will make reasonable efforts to address the needs of applicants and employees with disabilities and those in need of religious accommodations. All departments are responsible for implementing the provisions of the Affirmative Action Plan (AAP) and will be held accountable to put forth a good-faith effort to attain the goals indicated in their Workforce Plans within the fiscal constraints faced by the City.

The AAP applies to all aspects of the employer-employee relationship including recruitment, selection, career development, transfers, promotions, evaluations, terms and conditions of employment, training, educational assistance, compensation, benefits, discipline, layoffs, recalls, terminations, and all other terms and conditions of employment. The City complies with all federal, state, and local laws pertaining to public employment, including but not limited to the Americans with Disabilities Act (ADA) and Title VII of the Civil Rights Act of 1964, as amended. A goal for the City of Minneapolis is to reflect the communities it serves and embrace their diversity. Several core strategies serve as guiding principles for how the City is managed and performs to achieve goals and desired outcomes for the community. These strategies include engaging in "business and workforce planning" and reporting through Results Minneapolis, which guides the City in action planning, problem solving, and decision making. The City's core values help foster an environment that is inclusive, energetic, and supportive by encouraging employees to give their best while supporting the growth and success of the communities and their fellow employees. City leaders seek to create a positive and mutually supportive environment by championing the commitment of all employees, recognizing their successes and fostering their development as they pursue excellence in their career endeavors.

The City of Minneapolis welcomes and embraces diversity and views it as a strength that allows the City to deliver high-quality, efficient services that meet the needs of all of its communities. Employee-focused programs are sponsored throughout the year in a variety of settings. These activities and events are designed to encourage and recognize employee performance, improve workplace communications, and enhance employees' understanding of the various communities we serve.

The City's team of human resources professionals provides responsive and efficient services to ensure a work environment that embraces diversity and encourages opportunities for employee success. Employment and promotions within the City government are based on an individual's ability to successfully meet the required job qualifications.

Employees of the City of Minneapolis are advised to contact their immediate supervisor if there are allegations or complaints of discrimination. The Director of Human Resources and the designated complaint investigative staff are authorized to review and seek resolution to such complaints.

This AAP covers the plan period from **January 2, 2009, through** January 2, 2014 , and sets forth the City's continuing course of action for achieving diversity in the workforce. Census data published in 2000 was used to establish workforce availability for the Plan period. The AAP will be reviewed and updated periodically based upon 2010 Census data and any changes in federal, state, and local anti-discrimination laws.

All employees have the right to view the AAP. Questions related to the details of the City's AAP should be referred to the Department of Human Resources at 612-673-2459. An updated copy of the AAP will be maintained in each department. Employees and members of the community can access the AAP on the City's website at www.ci.minneapolis.mn.us.

The success of the AAP depends upon the contribution of each City employee. Through their hiring managers and supervisors, department directors must ensure that the philosophy of the equal employment and diversity is practiced, requirements are met, and goals are achieved. The AAP is dedicated to the principle that through good-faith efforts, the City of Minneapolis will be the leader in the community as an equal opportunity employer.

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Introduction

The City of Minneapolis is committed to the principle of equal opportunity in employment and to maintaining a program and work environment that fulfills this commitment for both applicants and employees. The City is also committed to maintaining an environment that is free from not only intentional discrimination but any practice that may have the effect of discriminating against individuals because of their race, color, national origin, religion, sex, age, veteran status, sexual orientation, or disability. This commitment is reflected in the City's organizational mission, values, and goals.

Reaffirmation of Equal Employment Opportunity

The City of Minneapolis recognizes that diversity enriches the workforce, enhances the City's ability to serve its residents, and affirms its commitment to equal employment opportunity (EEO) and diversity. The Affirmative Action Plan (AAP) developed by the Human Resources Department is designed to assist departments in creating a workforce that includes optimal utilization of qualified members of every protected group. It is, therefore, the goal of the City of to hire, develop, and retain a workforce that reflects the relevant labor market (RLM) for the City's location so we can provide the highest quality of services to our residents. The AAP is dedicated to the principle that the City of Minneapolis will endeavor to be the leader in the community as an equal opportunity employer.



Statement of Equal Employment Opportunity and Affirmative Action Philosophy

The City of Minneapolis continuously reviews its employment practices, eliminating and replacing those that create unlawful adverse impact for members of protected groups. To ensure full implementation of equal employment efforts, the City is committed to

- ensuring that all human resource actions, such as recruitment, selection, compensation, benefits, transfers, layoffs, and City-sponsored training, are administered without regard to race, color, national origin, religion, sex, age, veteran's status, sexual orientation, or disability, unless a bona fide occupational qualification (BFOQ) exists;
- utilizing contacts within the workforce community to assist in identifying qualified members of protected groups;
- ensuring nondiscrimination in every aspect of employment unless a BFOQ has been shown to exist;

- ensuring that placement decisions are based on individual qualifications for the position(s) being filled; and
- ensuring that promotional decisions are made in accordance with the principles of equal employment opportunity and affirmative action by imposing valid requirements for promotional opportunities.

Workforce Planning and Development

The City of Minneapolis continually faces new challenges and opportunities due to the increasing rate and magnitude of changes in technology, an aging workforce and the growing importance of knowledge capital, multigenerational and cultural diversity, and anticipated attrition. The critical link for quality and effectiveness in municipal government is our most valuable asset: the employees.

Workforce Planning and Development (WFPD) is an integral part of the annual business planning process. It was designed to provide a methodical process for managing the City's human resources decisions. Workforce planning focuses on

- knowledge, skills, abilities, and competencies of individuals;
- links to departmental goals, objectives, and values;
- quantitative analysis of present workforce trends and defining the department's future needs;
- proactive efforts to address ongoing departmental operational and diversity initiative; and
- ongoing performance management feedback and development of employee professional developmental plans.



A systematic approach to workforce planning can facilitate a more efficient and accurate alignment of the workforce to meet the organizational goals and priorities. The results

will be more effective use of employee knowledge, skills, and abilities; increased opportunities for high-performing workers; and the strengthening of a diverse and multicultural workforce.

Sound workforce planning and development can fundamentally change the manner in which the City directs the use of its human resources.

Section I

Affirmative Action Plan

The City of Minneapolis strives to create a workforce that reflects the diversity in the communities it serves, to honor and respect the differences and abilities of all employees and residents, and to create a work environment in which employees can achieve their optimum potential.

The word *diversity* is not a synonym for *affirmative action* or *equal employment opportunity* (EEO). Although both affirmative action and equal employment opportunity are mandated by law to ensure equitable treatment of all individuals, affirmative action programs were designed to remedy past practices of discrimination and EEO laws were designed to create a work environment free from discrimination by guaranteeing the right of every individual to have equal consideration with regard to employment opportunities.

In contrast, the word *diversity* represents a much broader and more comprehensive approach to addressing individual differences in the workplace. Diversity is a desire to value and appreciate individual differences as a contributing factor to greater organizational strength and as a meaningful, positive contribution to the organization's performance and mission.

A. Purpose of the Affirmative Action and Diversity Plan

The demographics of our nation, state, and city are rapidly changing. The workforce of the twenty-first century includes more women, more diverse racial and ethnic groups, more languages and dialects, and more older workers. Residents and employees must interact with people of diverse backgrounds, experiences, interests, and value systems. These changes in the workplace are accompanied by a greater demand for knowledge, understanding, cross-cultural sensitivity, and greater inclusion.

The Affirmative Action and Diversity Plan (AAP) developed by the City's Department of Human Resources is designed to create a workforce that includes optimal utilization of qualified members of minority groups, females, and the disabled. The goal is to bring members of all protected groups—including people of color, women, and persons with disabilities—into all levels and segments of the City's workforce in proportion to their representation in the relevant labor market. The AAP is a detailed, results-oriented set of procedures that, when carried out, results in full compliance with equal employment opportunity (EEO) requirements through the equal consideration of all persons for employment opportunities. The technical, legal, and analytical components of the AAP have one common purpose: to allow the City to properly identify (1) its current status regarding its diversity goals and mandates, (2) its future diversity goals, and (3) a plan to achieve these desired results.

The AAP also provides for the statistical and analytical evaluation and assessment of the City's progress in accomplishing AAP objectives. Ultimately, the City seeks to accomplish its objective to enrich the workforce through diversity initiatives and expanded employment opportunities for applicants and employees who are members of protected groups.

B. Equal Employment Opportunity Policy and Procedures

The City of Minneapolis promotes EEO through its policies, procedures, and practices. By adhering to the principle of equal opportunity in employment and the practice of basing employment decisions on job-related factors, the City seeks to capitalize on its investment in human resources. City policies, procedures, and practices also target the identification and elimination of areas that may reflect unlawful discrimination, assess areas of underutilization for protected-group employees, and encourage the movement of qualified females and people of color into nontraditional positions through tuition reimbursement, mentoring, detailing, and other developmental activities.

C. AADP and WFPD—A Collaborative Process

The City's AAP and the Workforce Planning and Development (WFPD) process provide a winning combination in the City's desire to become a world-class leader in recognizing the importance of workforce diversity and supporting the equality of persons of all cultures and ethnicities in the workforce planning process.

By coupling a systematic approach to workforce planning with an aggressive program for equal opportunity in employment, the City can facilitate a more efficient and effective alignment of the City's workforce to meet organizational objectives, commitments, and priorities. While the AAP outlines the need for a well-blended workforce



that reflects the communities we serve, WFPD creates a systematic, methodical process for directors, managers, and supervisors to use when making human resources decisions within their area(s) of responsibility.

Section II

Affirmative Action and Diversity Plan Implementation and Responsibility

Diversity management helps the City of Minneapolis capitalize on opportunities to improve services and products in addition to attracting, retaining, motivating, and utilizing employees effectively. When diversity is an integral part of improving the quality of decision making at all organizational levels, the result is a city that is socially responsible and progressive in serving a fast-paced and ever-changing community.

As part of the City's ongoing efforts to ensure equal employment opportunity (EEO) for all individuals, the AAP designates specific responsibilities to City officials and employees to ensure that the AAP addresses all components of the employment system.

A. City Coordinator and Deputy City Coordinator

The City Coordinator, the Deputy City Coordinator, and other designees actively support the City's EEO, affirmative action, and diversity objectives. These individuals continually reaffirm the City's commitment to EEO and affirmative action and the value of diversity in all City programs. Specific responsibilities include:

- Providing for the effective communication of and conformance with the requirements of the AAP through the announcement and reaffirmation of the City's commitment
- Appointing the Director of Human Resources as the authorized City representative with the authority and resources to implement the provisions of the AAP
- Delegating AAP responsibilities as necessary to key City employee representatives, ensuring a high degree of program success
- Establishing accountability measurements with department heads through the annual business planning process and reviewing progress through Results Minneapolis reports
- Requiring active participation of department directors, middle managers, supervisors, and all City employees in accomplishing the goals and objectives of the AAP

- Evaluating the performance of department directors regarding EEO responsibilities and good-faith efforts expended toward attaining the City's overall objectives
- Developing and implementing systems to ensure ongoing success

B. Director of Human Resources

The Director of Human Resources has responsibility for the overall direction of the Department of Human Resources, which includes implementation of the City's Workforce Planning and Development (WFPD) process, development of the City's personnel policies and procedures, and evaluation of the overall effectiveness of the AAP.

The Director of Human Resources:

- Directs the Director of Diversity and Workforce Strategies to develop, implement, and facilitate all efforts related equal employment opportunity , affirmative action, and diversity. The Director of Diversity and Workforce Strategies:
 - Ensures EEO policies, procedures, and practices are EEO compliant and designed to effectively achieve established AADP goals and objectives
 - Confirms with department leaders the importance of implementing the WFPD process
 - Reviews and updates the City's EEO complaint procedure and oversees the direction of investigations regarding allegations of mistreatment
 - Assists department directors, middle managers, and supervisory personnel in problem identification and resolution regarding requirements and provisions of the AAP
 - Monitors the AAP through periodic audits and reviews, highlighting areas of progress and recommending changes, improvements, and expansion of information where applicable
 - Serves as a liaison between the City, external organizations, and governmental agencies serving individuals who are members of protected groups



- Ensures that the Enterprise Leadership Team (ELT), department directors, and appropriate staff are aware of the impact of timeliness in complying with all objectives for the implementation and evaluation of the AAP
- Ensures that the Human Resources staff establishes valid job requirements (i.e., they do not artificially rule out minority or female candidates who are capable of performing the job)
- Directs the Human Resources staff in assisting managers and supervisors to actively participate in the effective implementation of the AAP

The Director of Human Resources also oversees staff liaison coordination with community groups and educational institutions regarding EEO. Oversight includes recruitment issues such as counseling job applicants and encouraging members of protected groups to apply for City positions.

C. Department Directors

All administrative personnel are bound by the provisions of Title VII of the Civil Rights Act of 1964, as amended, to make personnel decisions without regard to race, color, religion, gender, or national origin. Additionally, other federal and state laws prohibit personnel decisions made with regard to age, disability, or marital status. It is the responsibility of department directors to implement the provisions of the AAP and the WFPD process within their area(s) of responsibility, ensuring progress toward achieving the City's objectives.



All Department Directors are accountable for the following:

- Assisting the Director of Diversity and Workforce Strategies in
 - Identifying problem areas within their respective departments
 - Formulating solutions for complaint resolution
 - Establishing and updating departmental goals on an annual basis
 - Implementing Business Process Improvement (BPI) initiatives
- Addressing underutilization within their departments by creating diversity goals in their workforce plans during the annual business planning process

- Regularly discussing with managers and supervisors the importance of and the progress toward achieving WFPD and AAP objectives, the City's EEO policies, and the necessity of supervisory support for effective implementation
- Ensuring that supervisory and staff personnel are fully aware of their individual responsibility and accountability regarding EEO in the workplace
- Reviewing employee diversity within supervisory groups to ensure that minorities, women, persons with disabilities, and members of other protected groups are provided full opportunities for transfers, training, promotions, and career counseling to address underutilization where it exists
- Performing periodic audits within their area(s) of responsibility to ensure EEO compliance, such as:
 - Proper display of EEO posters and other forms of communication
 - Comparable facilities, such as locker rooms and restrooms, for males and females and facilities that are accessible to persons with disabilities
 - Ensuring that people of color, females, persons with disabilities, and other protected-employee groups are afforded full opportunity and encouraged to participate in all City-sponsored programs, such as education, recreation, and social activities
 - Periodic review of all position descriptions to ensure they accurately reflect the essential functions of the job(s) being performed
 - Ensuring that all lower-level managers and supervisors understand their role in achieving the Department's EEO objectives
- Preventing workplace harassment and other forms of discriminatory behavior toward employees, applicants, or customers/clients
- Assisting with establishing goals to implement the City's AAP within their assigned area(s) of responsibility, including submitting periodic progress reports

D. Managers and Supervisors

Managers and supervisors are also responsible for implementing the AAP within their area(s) of accountability. Specifically, each manager and supervisor is responsible for:

- Assisting Department Directors in:
 - Identifying areas where equal opportunity problems exist and assisting in the formulation of solutions
 - Compiling information on the progress made toward accomplishing EEO goals
 - Periodically reviewing position descriptions to ensure they accurately reflect the essential functions of the job being performed
 - Achieving diversity goals
- Ensuring that all non-management employees understand the City's commitment to EEO, affirmative action, and diversity
- Assisting employees in realizing their full potential with the City by ensuring a work environment free from discrimination
- Preventing any form of workplace harassment or discriminatory behavior toward employees, applicants, or customers/clients
- Sensitizing employees to the need for diversity within the workplace
- Engaging employees through participation in discussions, workshops, seminars and other diversity events

E. City Employees

City employees are responsible for supporting a work environment that is conducive to achieving the City's AAP goals and objectives.

Section III

Dissemination of the Affirmative Action Plan

A. Internal Dissemination

1. The City's equal employment opportunity (EEO) and affirmative action policy statements are included in the Civil Service Rules and Procedures manual and on the City's Web site (www.ci.minneapolis.mn.us), "CityTalk," and the HR intranet (internal) system. All are readily available for viewing by employees.
2. The City's commitment to EEO is presented as part of New Employee Orientation (NEO) program.
3. The intent of the AAP and individual responsibility for implementing the City's AAP initiatives are discussed periodically with the City's leadership team, division directors, middle managers, and supervisors and included in citywide learning initiatives.
4. Periodic meetings are held with managers and supervisory personnel to ensure compliance with the City's EEO and affirmative action policies, assist managers in identifying problem areas, and formulate effective solutions.
5. Formal and informal discussions are held with City employees, as required, regarding the City's EEO and affirmative action policies.
6. The EEO and affirmative action policies, along with required state and federal EEO notices, are posted on bulletin boards throughout the City.
7. The necessity for complying with federal equal employment opportunity regulations is routinely discussed and communicated to ensure management's understanding and cooperation.
8. All contractual provisions are reviewed through the Civil Rights Department to ensure they are nondiscriminatory. Antidiscrimination clauses are added to appropriate City contracts.
9. The EEO and affirmative action policies are explained and discussed in relevant training programs presented to City supervisors and managers, with emphasis on the individual responsibilities of supervisors and managers.

10. Managers and supervisors are responsible for ensuring that the City's EEO and affirmative action policies are disseminated and discussed with employees.

B. External Dissemination

1. All job announcements, employment applications, recruiting advertisements, and Web sites contain the message "Equal Opportunity Employer" and the City of Minneapolis "Powered by Diversity" tag line.
2. The City's employment application process continues to be periodically reviewed to ensure compliance with federal and state EEO regulations.
3. Recruiting sources, including non-profit organizations serving minorities, women, and persons with disabilities, are informed of the City's Respect in the Workplace policy.
4. The City's commitment to EEO, affirmative action, and diversity is reinforced through the distribution of brochures, recruitment announcements, etc. The master list of recruiting sources is reviewed on an ongoing basis; suggestions of additional sources are welcome and encouraged.
5. To assist with implementing the City's AAP, job announcements are regularly distributed to recruiting sources encouraging referral of qualified applicants.
6. The City strives to do business with minority and female-owned business enterprises in an effort to diversify its supplier contractual base.
7. Workshops are conducted with outside organizations on topics such as the City's employment process and reasserting the City's AAP initiatives.



8. The City is represented at recruitment functions, meetings of community groups, local schools, colleges, and training programs, reasserting the City's commitment to EEO.
9. Information about the AAP will be posted on the City's Web site (www.ci.minneapolis.mn.us). Additionally, the Department of Human Resources plans to design and develop a Web site dedicated to communicating the provisions of the AAP and the diversity strategy.
10. All City Web sites, both Internet and intranet, are reviewed periodically to ensure they contain language which confirms and affirms the City's commitment to EEO and diversity.
11. Where groups of employees are featured in City publications and communications (i.e., text and photographs), all material is inclusive and reflects the ethnic and cultural diversity of the City's workforce whenever possible. This includes minority, female, older, and disabled workers and employees who celebrate their diversity through their religion or national origin.

The AAP and strategic workforce diversity plan are designed to take the City of Minneapolis from its current position of technical compliance to one that closely parallels the demographics of the diverse communities it serves.

Section IV

Workforce Analysis and Statistical Charts

The comparison of incumbency to availability contained in the City's Affirmative Action Plan (AAP) is required by federal government regulations to be based on certain statistical comparisons. Geographic areas and sources of statistics used herein for these comparisons are in compliance with government regulations.

The use of certain geographic areas and sources of statistics does not indicate that the City of Minneapolis agrees that the geographic areas are appropriate in all instances of use or that the sources of statistics are the most relevant. The use of such geographic areas and statistics may have no significance outside of the context of this AAP. Additionally, the AAP is not intended to create any contractual or other rights in any person or entity as a result of these analyses.

The City's full-time employment data (as of September 30, 2008) and census data for the year 2000 (published by the U.S. Census Bureau) are sources used for comparisons in this section of the AAP.*

NOTE: Charts in this section do not include the paraprofessional job category, which has been combined with the Administrative support FJC group.

A. Workforce Analysis

The workforce analysis (see chart A-1) provides the City with a listing of full-time employees for each organizational unit as it appears in the City's payroll records dated September 30, 2008. For each organizational unit, the analysis identifies the total number of employees by gender, the total number of minority employees, and the number of male and female employees within each of the racial and ethnic groups (White, Black/African American, Hispanic, Asian/Pacific Islander, and American Indian/Alaskan Native).

B. Relevant Labor Market

The Relevant Labor Market (RLM) reflects that portion of the labor force within the job recruitment area(s) for the City of Minneapolis identified as possessing the requisite knowledge, skills, and abilities for job placement. Chart B-1 uses the U.S. Census Bureau's year 2000 census data to compile statistics used to identify areas of underutilization.

* The 2000 census occupation data received from the EEOC includes two additional race categories listed as "Other," which did not exist in 1990 census information. These two race categories were added to the count for "total minority" in the 2000 census data. Therefore, when reviewing statistical data in the City's AADP, at times, adding the final availability figures for the categories "white" and "total minority" will not always equal 100.

**Chart A-1
City of Minneapolis Workforce Analysis by Race, Sex, and Ethnic Group/National Origin**

As of 09/30/08, the full-time employee workforce for the City of Minneapolis totaled 3,976. The workforce is divided into 23 organizational units, outlined in the following matrix by race, sex, and ethnic group/national origin. Percentages are included in the totals reflecting overall representation of females and minority groups.

#	Department	TOTAL			Minority Group		Female Group		Males					Females				
		F/T	Male	Female	#	%	#	%	White	Black	Hisp.	Asian	Am Ind.	White	Black	Hisp.	Asian	Am Ind.
1	Assessor	35	20	15	6	17.1%	15	42.9%	17	1	1	1	0	12	2	1	0	0
2	Attorney	98	29	69	27	27.6%	69	70.4%	23	3	3	0	0	48	13	3	2	3
3	Bd. Of Tax	2	2	0	0	0.0%	0	0.0%	2	0	0	0	0	0	0	0	0	0
4	Business Information Svcs.	76	38	38	5	6.6%	38	50.0%	37	1	0	0	0	34	1	0	3	0
5	City Clerk	63	19	44	11	17.5%	44	69.8%	15	2	1	0	1	37	5	0	0	2
6	City Coordinators	9	3	6	1	11.1%	6	66.7%	3	0	0	0	0	5	1	0	0	0
7	Civil Rights	22	10	12	18	81.8%	12	54.5%	1	5	1	2	1	3	5	2	2	0
8	Communications	15	5	10	4	26.7%	10	66.7%	3	1	0	1	0	8	1	0	0	1
9	Convention Center	169	117	52	74	43.8%	52	30.8%	69	40	2	3	3	26	22	1	0	3
10	CPED	131	56	75	18	13.7%	75	57.3%	49	5	0	2	0	64	6	2	1	2
11	Finance	186	59	127	54	29.0%	127	68.3%	43	6	4	5	1	89	22	3	10	3
12	Fire	449	371	78	135	30.1%	78	17.4%	254	70	17	12	18	60	8	4	1	5
13	Gen. Fund Contingency (JB)	1	1	0	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
14	Health	65	9	56	22	33.8%	56	86.2%	8	0	0	1	0	35	12	1	5	3
15	Human Res.	50	10	40	13	26.0%	40	80.0%	6	2	1	1	0	31	8	0	0	1
16	Intergov. Relations	9	4	5	1	11.1%	5	55.6%	4	0	0	0	0	4	0	0	0	1
17	Long Term LOA	10	6	4	4	40.0%	4	40.0%	3	2	1	0	0	3	1	0	0	0
18	Mayor	12	4	8	4	33.3%	8	66.7%	3	1	0	0	0	5	1	1	1	0
19	MECC 9911/311	116	32	84	24	20.7%	84	72.4%	28	2	1	1	0	64	15	2	2	1
20	Police	1106	839	267	217	19.6%	267	24.1%	667	73	42	36	21	222	20	9	4	12
21	Regulatory Services	214	113	101	42	19.6%	101	47.2%	91	12	1	7	2	81	9	4	5	2
22	Youth Coordinating Board	2	0	2	0	0.0%	2	100.0%	0	0	0	0	0	2	0	0	0	0

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23a.	PW Administration	16	9	7	4	25.0%	7	43.8%	7	1	1	0	0	5	1	1	0	0
23b.	PW Capital Improvements	72	66	6	21	29.2%	6	8.3%	46	16	3	1	0	5	0	0	0	1
23c.	PW Eng. Materials & Testing	6	5	1	0	0.0%	1	16.7%	5	0	0	0	0	1	0	0	0	0
23d.	PW Fleet Services	184	174	10	26	14.1%	10	5.4%	151	15	3	2	3	7	2	1	0	0
23e.	PW Property Services.	94	80	14	23	24.5%	14	14.9%	62	12	5	1	0	9	5	0	0	0
23f.	PW Solid Waste	133	112	21	37	27.8%	21	15.8%	77	25	5	0	5	19	2	0	0	0
23g.	PW Surface Water & Sewer	77	71	6	20	26.0%	6	7.8%	51	12	3	3	2	6	0	0	0	0
23h.	PW Transp. Maintenance &	148	116	32	24	16.2%	32	21.6%	96	13	2	1	4	28	2	1	1	0
23i.	PW Transp. Planning &	69	57	12	12	17.4%	12	17.4%	46	6	0	4	1	11	1	0	0	0
23j.	PW Transportation	107	85	22	20	18.7%	22	20.6%	71	9	0	3	2	16	4	2	0	0
23k.	PW Water Trtmt. & Distrib	230	193	37	35	15.2%	37	16.1%	164	15	3	3	8	31	5	0	1	0
	Pub. Wks Total	1136	968	168	222	19.5%	168	14.8%	776	124	25	18	25	138	22	5	2	1
	Totals	3976	2715	1261	902	22.7%	1261	31.7%	2103	350	100	90	72	971	174	38	38	40

Chart B-1
Relevant Labor Market (RLM)
Source: 2000 Census Data

		TOTAL				Males						Females						
#	EEO Category	RLM Availability	Male	Female	POC Group	White	Black	Hisp.	Asian	Am Ind.	More Than 1 Race	White	Black	Hisp.	Asian	Am Ind.	More Than 1 Race	
1	Officials & Administrators	265665	157780	107885	17350	147870	3150	2065	2985	380	1330	100445	2635	1455	1820	465	1065	
		100.0%	59.4%	40.6%	6.5%	55.7%	1.2%	0.8%	1.1%	0.1%	0.5%	37.8%	1.0%	0.5%	0.7%	0.2%	0.4%	
2	Professionals	362980	174485	188495	34285	156215	4865	2510	8385	465	2045	172480	5080	2765	5340	670	2160	
		100%	48.1%	51.9%	9.4%	43.0%	1.3%	0.7%	2.3%	0.1%	0.6%	47.5%	1.4%	0.8%	1.5%	0.2%	0.6%	
3	Technicians	40454	16904	23550	3674	15155	615	225	630	80	199	21625	785	225	480	105	330	
		100%	41.8%	58.2%	9.1%	37.5%	1.5%	0.6%	1.6%	0.2%	0.5%	53.5%	1.9%	0.6%	1.2%	0.3%	0.8%	
4	Protective Services	Sworn	17837	14064	3773	2557	12010	1065	285	235	170	299	3270	300	85	65	10	43
			100%	78.8%	21.2%	14.3%	67.3%	6.0%	1.6%	1.3%	1.0%	1.7%	18.3%	1.7%	0.5%	0.4%	0.1%	0.2%
		Non Sworn	1104	359	745	69	345	10	4	0	0	0	690	15	0	20	10	10
			100%	32.5%	67.5%	6.3%	31.3%	0.9%	0.4%	0.0%	0.0%	0.0%	62.5%	1.4%	0.0%	1.8%	0.9%	0.9%

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6	Administrative Support	445965	152890	293075	46590	136505	7120	3385	3205	645	2030	262870	12190	5435	6600	1785	4195
		100%	34.3%	65.7%	10.4%	30.6%	1.6%	0.8%	0.7%	0.1%	0.5%	58.9%	2.7%	1.2%	1.5%	0.4%	0.9%
7	Skilled Craft	149404	137635	11769	14579	125160	3410	3730	2605	1000	1730	9665	420	335	1080	120	149
		100%	92.1%	7.9%	9.8%	83.8%	2.3%	2.5%	1.7%	0.7%	1.2%	6.5%	0.3%	0.2%	0.7%	0.1%	0.1%
8	Service Maintenance	389710	222395	167315	78470	176595	14840	16000	8760	1835	4365	134645	10995	7945	8495	1745	3490
		100%	57.1%	42.9%	20.1%	45.3%	3.8%	4.1%	2.2%	0.5%	1.1%	34.6%	2.8%	2.0%	2.2%	0.4%	0.9%
Totals		1673119	876512	796607	197574	769855	35075	28204	26805	4575	11998	705690	32420	18245	23900	4910	11442
		100%	52.4%	47.6%	11.8%	46.0%	2.1%	1.7%	1.6%	0.3%	0.7%	42.2%	1.9%	1.1%	1.4%	0.3%	0.7%

* The 11 MN Counties are Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Ramsey, Scott, Sherburne, Washington and Wright, and WI Counties are Pierce and St. Croix Counties.

C. Availability Rates

Workforce availability rates are reviewed to determine the number of people of color and women available in the recruitment population to work in the various job groups specified in Equal Employment Opportunity Commission (EEOC) regulations. Several charts included in this section of the AAP reflect the use of relevant labor market (RLM) data to display statistical analyses and comparisons when identifying female and minority recruitment and utilization.* Additional data sources include 2000 census data from the U.S. Census Bureau and full-time workforce statistics for the City effective September 30, 2008.

Although we have availability data for women and people of color, we do not have availability data for people with disabilities because neither the Bureau of Statistics or the Minnesota Department of Employment and Economic Development collect such data. Therefore, any effort we make for recruiting people with disabilities is based on good-faith effort.

People of Color

In determining whether people of color are underutilized in any job group, the City of Minneapolis will consider (based on available data) the following:

1. The people of color population of the labor force within the RLM
2. The size of the people of color unemployment force in the surrounding labor area
3. The percentage of the City's people of color workforce when compared with the total workforce in the RLM
4. The general availability of people of color possessing the requisite skills in the RLM
5. The availability of people of color possessing the requisite skills in an area in which the City can reasonably recruit
6. The availability of people of color seeking employment in the labor or recruiting area of the City



* Relevant labor market (RLM) is defined as the reasonable geographical recruitment area from which member of protected classes with the requisite skills for each job opening may be sought. The RLM for most City jobs comprises eleven Minnesota counties and two Wisconsin counties.

7. The availability of people of color eligible for promotion or transfer within the City's workforce
8. The existence of training institutions capable of training persons in the requisite skills (based on available data) and the percentage of people of color enrolled
9. The degree of training that the City is reasonably able to undertake as a means of making all job classes available to people of color

Females

In determining whether females are underutilized in any job group, the City of Minneapolis will consider (based on available data) the following:

1. The size of the female population of the labor force within the RLM
2. The size of the female unemployment force in the surrounding labor area.
3. The percentage of the City's female work force when compared with the total work force in the RLM
4. The general availability of women possessing the requisite skills in the RLM
5. The availability of women possessing the requisite skills in an area in which the City can reasonably recruit
6. The availability of women seeking employment in the labor or recruiting area of the City
7. The availability of women within the City's organization eligible for promotion or transfer
8. The existence of institutions capable of providing training in the requisite skills (based on data availability) and the percentage of females enrolled
9. The degree of training that the City is reasonably able to undertake as a means of making all job classes available to women



The City's full-time employment data (effective September 30, 2008) and census data for the year 2000 (published by the U.S. Census Bureau) are additional sources of information used for comparisons when determining areas of underutilization.

People with Disabilities

Although we have availability data for women and people of color, we do not have availability data for people with disabilities because neither the Bureau of Statistics or the Minnesota Department of Employment and Economic Development collect such data. Therefore, any effort we make for recruiting people with disabilities will be based on good- faith effort. Any external labor force demographics or internal workforce utilization data will be based on self-reporting. The only available method available to us currently is through self-reporting by employees and applicants. In the future, we will design an electronic survey for employees to self-report their disability status through HRIS. Employees who do not have computer access will asked to complete a paper and pencil survey.

The City of Minneapolis is committed to making a good faith effort to reach an 8% hiring goal for people with disabilities in all categories as opportunities develop during the plan period.

Statistics displayed in Chart C-1 reflect workforce availability rates for females and minorities using RLM data.

Chart C-1
RLM Availability Rates—Minorities and Females
(Based on 2000 U.S. census data)

Job Group	% Minority		% Female	
	A	B*	A	B*
Officials/Managers	5.6	6.5	40. 2	40. 6
Professionals	8.3	9.5	51. 4	52. 0
Technicians	7.9	9.2	57. 5	58. 3
	Sworn	12.6	14. 5	21. 0
Protective Services				
	Non-Sworn	5.4	6.3	66. 6
Administrative Support	9.0	10. 4	64. 7	65. 6
Skilled Craft	8.5	9.8	7.8	7.9
Service Maintenance	18.0	20. 0	42. 0	42. 9

* NOTE: Percentages in Column A include the following ethnic groups for females and minorities: Black/African American, Hispanic, Asian/Pacific Islanders, and American Indian/Alaskan Native. Percentages in Column B include the same ethnic groups in Column A with the addition of the 2000 census data's listing of "Other" as an "ethnic group" for females and minorities. The "Other" category is indistinguishable as an ethnic job group for the purpose of analyzing and comparing the City's full-time workforce data. Therefore, the figures reflected in Column B above for females and minorities are not used in Chart A-3: Workforce Utilization Analysis.

The figures in Column B are used in data comparisons when analyzing overall availability rates for females and minorities as reflected in Chart A-2: Availability vs. Utilization Matrix, Chart F-1: Job Group Summary Comparison, Graph B-1: Female Availability/Utilization and Graph B-2: Minority Availability/Utilization. Using the Column B data in these charts and graphs provides an additional level of assessment for the City's full-time workforce.

D. Workforce by EEO Category

EEO categories are established by the EEOC and used in required reports submitted by the City. Figures displayed in Chart C-1 highlight the City's full-time workforce as of September 30, 2008, by race, sex, ethnic group/national origin, and EEO job category. Percentages of the total employee population within each job category are also indicated.

**Chart D-1
City of Minneapolis Workforce
By Race, Sex, Ethnic Group/National Origin, and EEO Job Category**

Figures in Chart D-1 reflect the total number of the City's full-time employees by race, sex, and ethnic/national origin within each EEO Job category as of September 30, 2008. Percentages of the total employee population within each job category are also indicated. (Positions currently listed in the paraprofessional job category merged into the Administrative Support job category.)

#	EEO Category	TOTAL				Males					Females					
		Total Full Time	Male	Female	POC Group	White	Black	Hisp.	Asian	Am Ind.	White	Black	Hisp.	Asian	Am Ind.	
1	Officials & Administrators	109	61	48	18	52	7	2	0	0	39	7	1	1	0	
			56.0%	44.0%	16.5%	47.7%	6.4%	1.8%	0.0%	0.0%	35.8%	6.4%	0.9%	0.9%	0.0%	
2	Professionals	786	402	384	149	322	34	13	29	4	315	31	11	20	7	
			51.1%	48.9%	19.0%	41.0%	4.3%	1.7%	3.7%	0.5%	40.1%	3.9%	1.4%	2.5%	0.9%	
3	Technicians	606	489	117	96	409	43	12	11	14	101	8	4	2	2	
			80.7%	19.3%	15.8%	67.5%	7.1%	2.0%	1.8%	2.3%	16.7%	1.3%	0.7%	0.3%	0.3%	
4	Protective Services	Sworn	903	763	140	224	562	99	42	32	28	117	8	5	3	7
				84.5%	15.5%	24.8%	62.2%	11.0%	4.7%	3.5%	3.1%	13.0%	0.9%	0.6%	0.3%	0.8%
		Non-Sworn	92	59	33	34	37	12	4	6	0	21	6	5	0	1
				64.1%	35.9%	37.0%	40.2%	13.0%	4.3%	6.5%	0.0%	22.8%	6.5%	5.4%	0.0%	1.1%

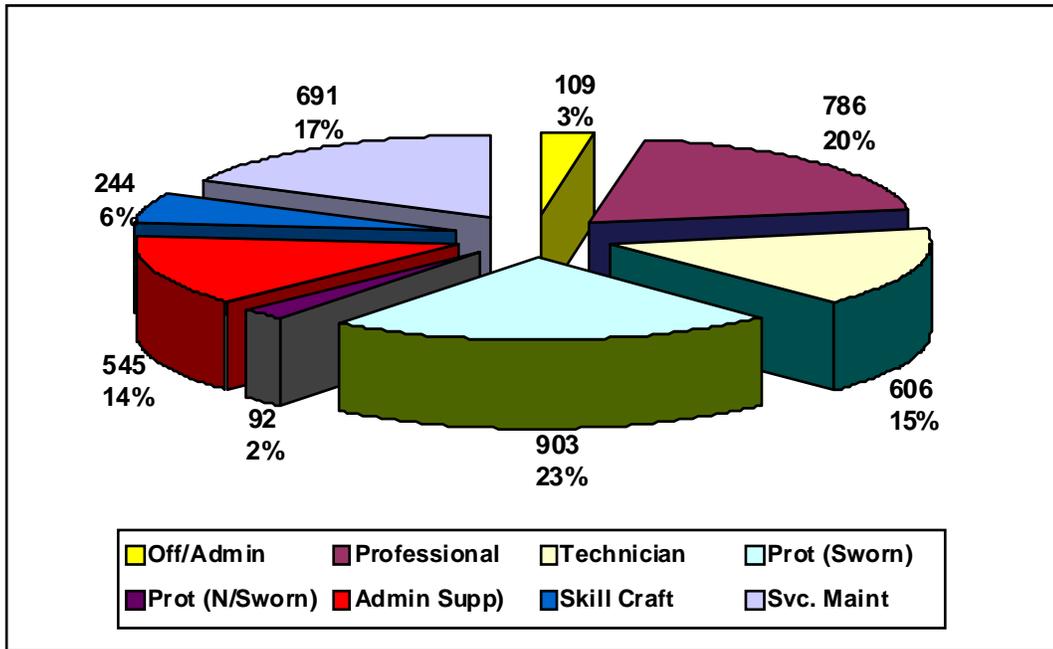
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6	Administrative	545	106	439	148	82	15	5	2	2	315	83	10	11	20
	Support		19.4%	80.6%	27.2%	15.0%	2.8%	0.9%	0.4%	0.4%	57.8%	15.2%	1.8%	2.0%	3.7%
7	Skilled Craft	244	238	6	27	212	17	2	2	5	5	1	0	0	0
			97.5%	2.5%	11.1%	86.9%	7.0%	0.8%	0.8%	2.0%	2.0%	0.4%	0.0%	0.0%	0.0%
8	Service	691	597	94	206	427	123	20	8	19	58	30	2	1	3
	Maintenance		86.4%	13.6%	29.8%	61.8%	17.8%	2.9%	1.2%	2.7%	8.4%	4.3%	0.3%	0.1%	0.4%
TOTAL #		3976	2715	1261	902	2103	350	100	90	72	971	174	38	38	40
TOTAL %			68.3%	31.7%	22.7%	52.9%	8.8%	2.5%	2.3%	1.8%	24.4%	4.4%	1.0%	1.0%	1.0%

E. EEO Job Group Summary

The following Chart displays statistics of the City's full-time workforce distribution as of September 30, 2008, using EEO job categories.

**Chart E-1
Job Group Summary by EEO Category**



Additionally, Chart E-1 displays the City's workforce distribution using EEO job categories and the total number of full-time incumbents within each category by race, sex, and ethnic group/national origin.

To prepare this data, a workforce analysis was conducted individually for all existing job titles in the City's workforce. After the analysis was completed, job titles were grouped together for the comparison of incumbency to availability and will be used to assist with establishing recruitment and promotional goals in areas identified as underutilized for female and minority groups.

Many job titles are so similar in content that handling them individually in the AAP is not necessary. Grouping together very similar titles is appropriate for the comparison of incumbency to availability. It is logical to group related titles and display the results using EEO categories: For many job titles, the availability data that can be collected is limited and the same data must be used for several related jobs. Additionally, many job titles have so few incumbents that identifying disparities between incumbency and availability by job title is meaningless. Positions currently listed in the paraprofessional job category have been merged into other job groups.

By grouping similar titles and thus increasing the number of positions reviewed, a meaningful comparison can be conducted, i.e., identified problem areas are more likely to be represented by meaningful data. NOTE: Job titles with different content, wages, or opportunities were not combined in statistical data for the AAP if doing so would obscure a problem area.

**Chart E-1
Job Group Summary Chart
By EEO Category, Race, Sex, and Ethnic Group/National Origin**

All job titles are assigned a job group category established by the Equal Employment Opportunity Commission (EEOC). Chart E-1 displays the total number of full-time incumbents in the City of Minneapolis and the total number of males, females, and minorities within these job categories. This data includes all full-time City employees as of September 30, 2008. (Positions currently listed in the paraprofessional job category were merged with Administrative Support job category).

		TOTAL				Ethnic Group/National Origin						
#	EEO Category	RLM Availability	Male	Female	POC Group	White	Black	Hisp.	Asian	Am Ind.	More Than 1 Race	
1	Officials & Administrators	109	61	48	18	91	14	3	1	0	0	
2	Professionals	786	402	384	149	637	65	24	49	11	0	
3	Technicians	606	489	117	96	510	51	16	13	16	0	
4	Protective Services	Sworn	903	763	140	224	679	107	47	35	35	0
		Non Sworn	92	59	33	34	58	18	9	6	1	0
6	Administrative Support	545	106	439	148	397	98	15	13	22	0	
7	Skilled Craft	244	238	6	27	217	18	2	2	5	0	
8	Service Maintenance	691	597	94	206	485	153	22	9	22	0	
TOTAL #		3976	2715	1261	902	3074	524	138	128	112	0	

F. Job Group Summary Comparison

Chart F-1 represents a statistical comparison of the City's job group summary data as of June 18, 2008, with RLM availability rates. Data displayed reflects race, sex, and ethnic group/national origin. (NOTE: Positions listed in the paraprofessional job category have been merged into other job groups.)

**Chart F-1
Job Group Summary Comparison by EEO Category, Race, Sex, and Ethnic Group/National Origin**

The Job Group Summary Comparison chart is designed to provide an overall picture of the City's total full-time workforce as of September 30, 2008, by race, sex, and ethnic group/national origin within job categories. Utilization percentages of the total workforce population are provided. These figures are then compared to RLM availability rates. (Jobs for the City previously listed in the paraprofessional job category were merged with the Administrative Support job category).

#	EEO Category	TOTAL				Ethnic Group/National Origin						
		RLM Availability	Male	Female	POC Group	White	Black	Hisp.	Asian	Am Ind.	More Than 1 Race	
1	Officials & Administrators	109	61 56.0%	48 44.0%	18 16.5%	91 83.5%	14 12.8%	3 2.8%	1 0.9%	0 0.0%	0 0.0%	
	<i>Availability (RLM)</i>		59.4%	40.6%	6.5%	93.5%	2.2%	1.3%	1.8%	0.3%	0.9%	
2	Professionals	786	402 51.1%	384 48.9%	149 19.0%	637 81.0%	65 8.3%	24 3.1%	49 6.2%	11 1.4%	0 0.0%	
	<i>Availability (RLM)</i>		48.0%	52.0%	9.5%	90.5%	2.7%	1.5%	3.8%	0.3%	1.2%	
3	Technicians	606	489 80.7%	117 19.3%	96 15.8%	510 84.2%	51 8.4%	16 2.6%	13 2.1%	16 2.6%	0 0.0%	
	<i>Availability (RLM)</i>		41.8%	58.2%	9.2%	90.5%	3.4%	1.2%	2.8%	0.5%	1.3%	
4	Protective Services	Sworn	903	763 84.5%	140 15.5%	224 24.8%	679 75.2%	107 11.8%	47 5.2%	35 3.9%	35 3.9%	0 0.0%
		<i>Availability (RLM)</i>		78.8%	21.2%	14.5%	85.6%	7.7%	2.1%	1.7%	1.1%	1.9%
	Non Sworn	92	59 64.1%	33 35.9%	34 37.0%	58 63.0%	18 19.6%	9 9.8%	6 6.5%	1 1.1%	0 0.0%	
	<i>Availability (RLM)</i>		32.6%	67.5%	6.3%	93.7%	2.3%	0.4%	1.8%	0.9%	0.9%	

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6	Administrative Support	545	106 19.4%	439 80.6%	148 27.2%	397 72.8%	98 18.0%	15 2.8%	13 2.4%	22 4.0%	0 0.0%
	<i>Availability (RLM)</i>		34.4%	65.6%	10.4%	89.5%	4.3%	2.0%	2.2%	0.5%	1.4%
7	Skilled Craft	244	238 97.5%	6 2.5%	27 11.1%	217 88.9%	18 7.4%	2 0.8%	2 0.8%	5 2.0%	0 0.0%
	<i>Availability (RLM)</i>		100.1%	7.9%	9.8%	90.3%	2.6%	2.7%	2.4%	0.8%	1.3%
8	Service Maintenance	691	597 86.4%	94 13.6%	206 29.8%	485 70.2%	153 22.1%	22 3.2%	9 1.3%	22 3.2%	0 0.0%
	<i>Availability (RLM)</i>		57.0%	43.0%	20.0%	79.9%	6.6%	6.1%	4.4%	0.9%	2.0%
TOTAL #		3976	2715	1261	902	3074	524	138	128	112	0
TOTAL %			68.3%	31.7%	22.7%	77.3%	13.2%	3.5%	3.2%	2.8%	0.0%

Section V

Utilization Analysis Review

Availability is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment in the City within a given job group in the relevant labor market (RLM) within the duration of the Affirmative Action Plan (AAP). Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if employment decisions are made without regard to gender, race, or ethnic origin.

Availability estimates, therefore, are a way of translating equal employment opportunity (EEO) into concrete numerical terms. With valid availability data, the City can compare the percentages of those who could reasonably be expected to be employed with its current employee population, identify areas of deficiency, and establish goals to correct underutilization. An analysis of availability and utilization statistics for people of color and females in the workforce of the City of Minneapolis is conducted to address areas of concern and to identify action steps needed to address identified areas of underutilization.

When comparing incumbency to availability, the City's full-time employment data (effective September 30, 2008) and census data for the year 2000 (published by the U.S. Census Bureau) are the sources used.*

A. Availability Versus Utilization

Charts A-2 and A-3 display the City's full-time workforce data by gender and overall people of color populations within each EEO job category as of September 30, 2008. Workforce data by race, sex, and ethnic group/national origin are also displayed.

RLM availability rates are compared with the City's workforce data to identify areas of underutilization. Areas of underutilization for females and people of color are shown in red.

Positions within the City that were previously identified as paraprofessionals were merged into the Administrative Support job category. Therefore, availability and utilization rates are not reflected in Chart A-2 for the paraprofessional job titles. A detailed analysis of the statistical data in Charts A-2 and A-3 follows each chart.

* 2000 occupation census data received from the EEOC includes two additional race categories listed as "Other," which did not exist in 1990 census information. These two race categories were added to the count for "total minority" in the 2000 census data. Therefore, when reviewing statistical data in the City's AADP, at times, adding the final availability figures for the categories "white" and "total minority" will not always equal 100 percent.

**Chart A-2
Availability vs. Utilization Matrix**

An analysis of availability data is provided to identify areas of underutilization for females and minorities by race, sex, and national origin in the City's full-time workforce as of 09/30/08 based on RLM availability rates (source: U.S. Census Bureau, 2000 census data). Jobs for the City previously listed in the paraprofessional job category were merged with the Administrative Support job category. Therefore, availability and utilization rates for this particular job group are not reflected. Figures indicating areas of underutilization for females and minorities are shown in red.

		TOTAL			Ethnic Group/National Origin							
#	EEO Category	RLM Availability	Male	Female	POC Group	White	Black	Hisp.	Asian	Am Ind.	More Than 1 Race	
1	Officials & Administrators	109	61 56.0%	48 44.0%	18 16.5%	91 83.5%	14 12.8%	3 2.8%	1 0.9%	0 0.0%	0 0.0%	
	<i>Availability (RLM)</i>		59.4%	40.6%	6.5%	93.5%	2.2%	1.3%	1.8%	0.3%	0.9%	
	<i>Parity Level (+/-)</i>		-3.4%	3.4%	10.0%	-10.0%	10.6%	1.5%	-0.9%	-0.3%	-0.9%	
2	Professionals	786	402 51.1%	384 48.9%	149 19.0%	637 81.0%	65 8.3%	24 3.1%	49 6.2%	11 1.4%	0 0.0%	
	<i>Availability (RLM)</i>		48.0%	52.0%	9.5%	90.5%	2.7%	1.5%	3.8%	0.3%	1.2%	
	<i>Parity Level (+/-)</i>		3.1%	-3.1%	9.5%	-9.5%	5.6%	1.6%	2.4%	1.1%	-1.2%	
3	Technicians	606	489 80.7%	117 19.3%	96 15.8%	510 84.2%	51 8.4%	16 2.6%	13 2.1%	16 2.6%	0 0.0%	
	<i>Availability (RLM)</i>		41.8%	58.2%	9.2%	90.5%	3.4%	1.2%	2.8%	0.5%	1.3%	
	<i>Parity Level (+/-)</i>		38.9%	-38.9%	6.6%	-6.3%	5.0%	1.4%	-0.7%	2.1%	-1.3%	
4	Protective Services	Sworn	903	763 84.5%	140 15.5%	224 24.8%	679 75.2%	107 11.8%	47 5.2%	35 3.9%	35 3.9%	0 0.0%
		<i>Availability (RLM)</i>		78.8%	21.2%	14.5%	85.6%	7.7%	2.1%	1.7%	1.1%	1.9%
		<i>Parity Level (+/-)</i>		5.7%	-5.7%	10.3%	-10.4%	4.1%	3.1%	2.2%	2.8%	-1.9%
	Non-Sworn		92	59 64.1%	33 35.9%	34 37.0%	58 63.0%	18 19.6%	9 9.8%	6 6.5%	1 1.1%	0 0.0%
		<i>Availability (RLM)</i>		32.6%	67.5%	6.3%	93.7%	2.3%	0.4%	1.8%	0.9%	0.9%
		<i>Parity Level (+/-)</i>		31.5%	-31.6%	30.7%	-30.7%	17.3%	9.4%	4.7%	0.2%	-0.9%

Section V
Utilization Analysis Review

6	Administrative Support	545	106 19.4%	439 80.6%	148 27.2%	397 72.8%	98 18.0%	15 2.8%	13 2.4%	22 4.0%	0 0.0%
	<i>Availability (RLM)</i>		34.4%	65.6%	10.4%	89.5%	4.3%	2.0%	2.2%	0.5%	1.4%
	<i>Parity Level (+/-)</i>		-15.0%	15.0%	16.8%	-16.7%	13.7%	0.8%	0.2%	3.5%	-1.4%
7	Skilled Craft	244	238 97.5%	6 2.5%	27 11.1%	217 88.9%	18 7.4%	2 0.8%	2 0.8%	5 2.0%	0 0.0%
	<i>Availability (RLM)</i>		100.1%	7.9%	9.8%	90.3%	2.6%	2.7%	2.4%	0.8%	1.3%
	<i>Parity Level (+/-)</i>		-2.6%	-5.4%	1.3%	-1.4%	4.8%	-1.9%	-1.6%	1.2%	-1.3%
8	Service Maintenance	691	597 86.4%	94 13.6%	206 29.8%	485 70.2%	153 22.1%	22 3.2%	9 1.3%	22 3.2%	0 0.0%
	<i>Availability (RLM)</i>		57.0%	43.0%	20.0%	79.9%	6.6%	6.1%	4.4%	0.9%	2.0%
	<i>Parity Level (+/-)</i>		29.4%	-29.4%	9.8%	-9.7%	15.5%	-2.9%	-3.1%	2.3%	-2.0%
TOTAL		3976	2715 68.3%	1261 31.7%	902 22.7%	3074 77.3%	524 13.2%	138 3.5%	128 3.2%	112 2.8%	0 0.0%

Analysis of Chart A-2: Availability vs. Utilization Matrix

Comparing workforce demographics (based on 2000 census data) for the City's full-time employees (as of September 30, 2008) reveals the following statistics:

Officials and Administrators

- Overall utilization of females (44.0 percent) is above the availability rate of 40.6 percent
- Overall utilization of people of color (16.5 percent) is above the availability rate of 6.5 percent
- Underutilization within specific ethnic groups:
 - Asian/Pacific Islanders: -0.9 percent based on an availability rate of 1.8 percent
 - American Indian/Alaskan Native: -0.3 percent based on an availability rate of 0.3 percent
 - More than 1 race: -0.9 percent based on an availability rate of 0.9 percent

Professionals

- Overall underutilization of females (-3.1 percent) based on an availability rate of 52.0 percent
- Overall utilization of people of color (19.0 percent) is above the availability rate of 9.5 percent
- Underutilization within specific ethnic groups:
 - White: -9.5 percent based on an availability rate of 90.5 percent
 - More than 1 race: -1.2 percent based on an availability rate of 1.2 percent

Technicians

- Overall underutilization of females (-38.9 percent) based on an availability rate of 58.2 percent
- Overall utilization of people of color (15.8 percent) is above the availability rate of 9.2 percent
- Underutilization within specific ethnic groups:

- White: -6.3 percent based on an availability rate of 90.5 percent
- Asian: -0.7 percent based on an availability rate of 2.8 percent
- More than 1 race: -1.3 percent based on an availability rate of 1.3 percent

Protective Services (Sworn)

- Overall underutilization of females (-5.7 percent) based on an availability rate of 21.2 percent
- Overall utilization of people of color (24.8 percent) is above the availability rate of 14.5 percent
- Underutilization within specific ethnic groups:
 - White: -10.4 percent based on an availability rate of 85.6 percent
 - More than 1 race: -1.9 percent based on an availability rate of 1.9 percent

Protective Services (Non-Sworn)

- Overall underutilization of females (-31.6 percent) based on an availability rate of 67.5 percent
- Overall utilization of people of color (37.0 percent) is above the availability rate of 6.3 percent
- Underutilization within specific ethnic groups:
 - White: -30.7 percent based on an availability rate of 60.3 percent
 - More than 1 race: -0.9 percent based on an availability rate of 0.9 percent

Administrative Support

- Overall utilization of females (80.6 percent) is above the availability rate of 65.6 percent
- Overall utilization of people of color (27.2 percent) is above the availability rate of 10.4 percent
- Utilization within specific ethnic groups:
 - White: -16.7 percent based on an availability rate of 89.5 percent

- More than 1 race: -1.4 percent based on an availability rate of 1.4 percent

Skilled Craft

- Overall underutilization of females (-5.4 percent) based on an availability rate of 7.9 percent
- Overall utilization of people of color (11.1 percent) is above the availability rate of 9.8 percent
- Underutilization within specific ethnic groups:
 - White: -1.4 percent based on an availability rate of 90.3 percent
 - Hispanic: -1.9 percent based on an availability rate of 2.7 percent
 - Asian: -1.6 percent based on an availability rate of 2.4 percent
 - Am. Indian: -0.1 percent based on an availability rate of 0.1 percent
 - More than 1 race: -0.1 percent based on an availability rate of 0.1 percent

Service Maintenance

- Overall underutilization of females (-29.4 percent) based on an availability rate of 43.0 percent
- Overall utilization of minorities (29.8 percent) is above the availability rate of 20.0 percent
- Underutilization within specific ethnic groups:
 - White: -9.7 percent based on an availability rate of 79.9 percent
 - Hispanic: -2.9 percent based on an availability rate of 6.1 percent
 - Asian: -3.1 percent based on an availability rate of 4.4 percent
 - More than 1 race: -2.0 percent based on an availability rate of 2.0 percent

**Chart A-3
City of Minneapolis Workforce Utilization Analysis
By Race, Sex, Ethnic Group/National Origin, and EEO Job Category**

Figures in Chart A-3 reflect the total number of full-time City employees by race, sex, and ethnic group/national origin within each EEO job category as of September 30, 2008. Population percentages for the workforce, relevant labor market (RLM), and utilization of the total employee population by gender within each job category are also indicated. Areas of underutilization for females and minorities are shaded. Paraprofessional positions have been merged into other job categories, so utilization data is not reflected.

#	EEO Category	TOTAL				Males						Females					
		RLM Availability	Male	Female	POC Group	White	Black	Hisp.	Asian	Am Ind.	More Than 1 Race	White	Black	Hisp.	Asian	Am Ind.	More Than 1 Race
1	Officials & Administrators	109 100.0%	61 56.0%	48 44.0%	18 16.5%	52 47.7%	7 6.4%	2 1.8%	0 0.0%	0 0.0%	0 0.0%	39 35.8%	7 6.4%	1 0.9%	1 0.9%	0 0.0%	0 0.0%
	<i>Availability (RLM)</i>		59.4%	40.6%	6.5%	55.7%	1.2%	0.8%	1.1%	0.1%	0.5%	37.8%	1.0%	0.5%	0.7%	0.2%	0.4%
	<i>Parity Level (+/-)</i>		-3.4%	3.4%	10.0%	-8.0%	5.2%	1.0%	-1.1%	-0.1%	-0.5%	-2.0%	5.4%	0.4%	0.2%	-0.2%	-0.4%
2	Professionals	786 100%	402 51.1%	384 48.9%	149 19.0%	322 41.0%	34 4.3%	13 1.7%	29 3.7%	4 0.5%	0 0.0%	315 40.1%	31 3.9%	11 1.4%	20 2.5%	7 0.9%	0 0.0%
	<i>Availability (RLM)</i>		48.0%	52.0%	9.5%	43.0%	1.3%	0.7%	2.3%	0.1%	0.6%	47.5%	1.4%	0.8%	1.5%	0.2%	0.6%
	<i>Parity Level (+/-)</i>		3.1%	-3.1%	9.5%	-2.0%	3.0%	1.0%	1.4%	0.4%	-0.6%	-7.4%	2.5%	0.6%	1.0%	0.7%	-0.6%
3	Technicians	606 100%	489 80.7%	117 19.3%	96 15.8%	409 67.5%	43 7.1%	12 2.0%	11 1.8%	14 2.3%	0 0.0%	101 16.7%	8 1.3%	4 0.7%	2 0.3%	2 0.3%	0 0.0%
	<i>Availability (RLM)</i>		41.9%	58.3%	9.2%	37.5%	1.5%	0.6%	1.6%	0.2%	0.5%	53.5%	1.9%	0.6%	1.2%	0.3%	0.8%
	<i>Parity Level (+/-)</i>		38.8%	-39.0%	6.6%	30.0%	5.6%	1.4%	0.2%	2.1%	-0.5%	-36.8%	-0.6%	0.1%	-0.9%	0.0%	-0.8%
4	Sworn	903 100%	763 84.5%	140 15.5%	224 24.8%	562 62.2%	99 11.0%	42 4.7%	32 3.5%	28 3.1%	0 0.0%	117 13.0%	8 0.9%	5 0.6%	3 0.3%	7 0.8%	0 0.0%
	<i>Availability (RLM)</i>		78.9%	21.2%	14.5%	67.3%	6.0%	1.6%	1.3%	1.0%	1.7%	18.3%	1.7%	0.5%	0.4%	0.1%	0.2%
	<i>Parity Level (+/-)</i>		5.6%	-5.7%	10.3%	-5.1%	5.0%	3.1%	2.2%	2.1%	-1.7%	-5.3%	-0.8%	0.1%	-0.1%	0.7%	-0.2%
	Non-Sworn	92 100%	59 64.1%	33 35.9%	34 37.0%	37 40.2%	12 13.0%	4 4.3%	6 6.5%	0 0.0%	0 0.0%	21 22.8%	6 6.5%	5 5.4%	0 0.0%	1 1.1%	0 0.0%
	<i>Availability (RLM)</i>		32.6%	67.5%	6.3%	31.3%	0.9%	0.4%	0.0%	0.0%	0.0%	62.5%	1.4%	0.0%	1.8%	0.9%	0.9%
<i>Parity Level (+/-)</i>		31.5%	-31.6%	30.7%	8.9%	12.1%	3.9%	6.5%	0.0%	0.0%	-39.7%	5.1%	5.4%	-1.8%	0.2%	-0.9%	

Section V
Utilization Analysis Review

6	Administrative Support	545 100%	106 19.4%	439 80.6%	148 27.2%	82 15.0%	15 2.8%	5 0.9%	2 0.4%	2 0.4%	0 0.0%	315 57.8%	83 15.2%	10 1.8%	11 2.0%	20 3.7%	0 0.0%
	<i>Availability (RLM)</i>		34.3%	65.6%	10.4%	30.6%	1.6%	0.8%	0.7%	0.1%	0.5%	58.9%	2.7%	1.2%	1.5%	0.4%	0.9%
	<i>Parity Level (+/-)</i>		-14.9%	15.0%	16.8%	-15.6%	1.2%	0.1%	-0.3%	0.3%	-0.5%	-1.1%	12.5%	0.6%	0.5%	3.3%	-0.9%
7	Skilled Craft	244 100%	238 97.5%	6 2.5%	27 11.1%	212 86.9%	17 7.0%	2 0.8%	2 0.8%	5 2.0%	0 0.0%	5 2.0%	1 0.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
	<i>Availability (RLM)</i>		92.2%	7.9%	9.8%	83.8%	2.3%	2.5%	1.7%	0.7%	1.2%	6.5%	0.3%	0.2%	0.7%	0.1%	0.1%
	<i>Parity Level (+/-)</i>		5.3%	-5.4%	1.3%	3.1%	4.7%	-1.7%	-0.9%	1.3%	-1.2%	-4.5%	0.1%	-0.2%	-0.7%	-0.1%	-0.1%
8	Service Maintenance	691 100%	597 86.4%	94 13.6%	206 29.8%	427 61.8%	123 17.8%	20 2.9%	8 1.2%	19 2.7%	0 0.0%	58 8.4%	30 4.3%	2 0.3%	1 0.1%	3 0.4%	0 0.0%
	<i>Availability (RLM)</i>		57.0%	42.9%	20.0%	45.3%	3.8%	4.1%	2.2%	0.5%	1.1%	34.6%	2.8%	2.0%	2.2%	0.4%	0.9%
	<i>Parity Level (+/-)</i>		29.4%	-29.3%	9.8%	16.5%	14.0%	-1.2%	-1.0%	2.2%	-1.1%	-26.2%	1.5%	-1.7%	-2.1%	0.0%	-0.9%
Total City Workforce		3976															

* The 11 MN Counties are Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Ramsey, Scott, Sherburne, Washington and Wright, and WI Counties are Pierce and St. Croix Counties.

Analysis of Chart A-3: Workforce Utilization Analysis by Race, Sex, Ethnic Group/National Origin, and EEO Category

Comparing workforce demographics for the City's full-time employees (as of September 30, 2008) with availability rates (based on 2000 census data) reveals the following statistics:

Officials and Administrators

- Overall utilization of females (44.0 percent) is above the availability rate of 40.6 percent
- Overall utilization of minorities (16.5 percent) is above the availability rate of 6.5 percent
- Race and gender underutilization within specific ethnic groups:
 - White females: -2.0 percent based on an availability rate of 37.8 percent
 - Asian/Pacific Islander males: -1.1 percent based on an availability rate of 1.1 percent
 - American Indian/Alaskan Native males: -0.1 percent based on an availability rate of 0.1 percent
 - American Indian/Alaskan Native females: -0.2 percent based on an availability rate of 0.2 percent
 - More Than 1 Race males: -0.5 percent based on availability rate of 0.5 percent
 - More Than 1 Race females: -0.4 percent based on availability rate of 0.4 percent

Professionals

- Overall underutilization of females (-3.1 percent) based on the availability rate of 52.0 percent
- Overall utilization of people of color (19.0 percent) is above the availability rate of 9.5 percent
- Race and gender underutilization within specific ethnic groups:
 - White females: -7.4 percent based on an availability rate of 47.5 percent

- More Than 1 Race males: -0.6 percent based on availability rate of 0.6 percent
- More Than 1 Race females: -0.6 percent based on availability rate of 0.6 percent

Technicians

- Overall underutilization of females (-39.0 percent) based on the availability rate of 58.3 percent
- Overall utilization of people of color (15.8 percent) is above the availability rate of 9.2 percent
- Race and gender underutilization within specific ethnic groups:
 - White females: -36.8 percent based on an availability rate of 53.5 percent
 - Black/African American females: -0.6 percent based on an availability rate of 1.9 percent
 - Asian/Pacific Islander females: -0.9 percent based on an availability rate of 1.2 percent
 - More Than 1 Race males: -0.5 percent based on availability rate of 0.5 percent
 - More Than 1 Race females: -0.8 percent based on availability rate of 0.8 percent

Protective Services (Sworn)

- Overall underutilization of females (-5.7 percent) based on the availability rate of 21.2 percent
- Overall utilization of people of color (24.8 percent) is above the availability rate of 14.5 percent
- Race and gender underutilization within specific ethnic groups:
 - White females: -5.3 percent based on an availability rate of 18.3 percent
 - Black/African American females: -0.8 percent based on an availability rate of 1.7 percent

- Asian/Pacific Islander females: -0.1 percent based on an availability rate of 0.4 percent
- More Than 1 Race males: -1.7 percent based on availability rate of 1.7 percent
- More Than 1 Race females: -0.2 percent based on availability rate of 0.2 percent

Protective Services (Non-Sworn)

- Overall underutilization of females (-31.6 percent) based on the availability rate of 67.5 percent
- Overall utilization of people of color (37.0 percent) is above the availability rate of 6.3 percent
- Race and gender underutilization within specific ethnic groups:
 - White females: -39.7 percent based on an availability rate of 62.5 percent
 - Asian/Pacific Islander females: -1.8 percent based on an availability rate of 1.8 percent
 - More Than 1 Race females: -0.9 percent based on availability rate of 0.9 percent

Administrative Support

- Overall utilization of females (80.6 percent) is above the availability rate of 65.6 percent
- Overall utilization of people of color (27.2 percent) is above the availability rate of 10.4 percent
- Race and gender underutilization within specific ethnic groups:
 - White females: -1.1 percent based on an availability rate of 58.9 percent
 - More Than 1 Race males: -0.5 percent based on availability rate of 0.5 percent
 - More Than 1 Race females: -0.9 percent based on availability rate of 0.9 percent

Skilled Craft

- Overall underutilization of females (-5.4 percent) based on the availability rate of 7.9 percent
- Overall utilization of people of color (11.1 percent) is above the availability rate of 9.8 percent
- Race and gender underutilization within specific ethnic groups:
 - White females: -4.5 percent based on an availability rate of 6.5 percent
 - Hispanic males: -1.7 percent based on an availability rate of 2.5 percent
 - Hispanic females: -0.2 percent based on an availability rate of 0.2 percent
 - Asian/Pacific Islander males: -0.9 percent based on an availability rate of 1.7 percent
 - Asian/Pacific Islander females: -0.7 percent based on an availability rate of 0.7 percent
 - American Indian/Alaskan Native females: -0.1 percent based on an availability rate of 0.1 percent
 - More Than 1 Race males: -1.2 percent based on availability rate of 1.2 percent
 - More Than 1 Race females: -0.1 percent based on availability rate of 0.1 percent

Service Maintenance

- Overall underutilization of females (-29.3 percent) based on the availability rate of 42.9 percent
- Overall utilization of people of color (29.8 percent) is above the availability rate of 20.0 percent
- Race and gender underutilization within specific ethnic groups:
 - White females: -26.2 percent based on an availability rate of 34.6 percent
 - Hispanic males: -1.2 percent based on an availability rate of 4.1 percent

- Hispanic females: -1.7 percent based on an availability rate of 2.0 percent
- Asian/Pacific Islander males: -1.0 percent based on an availability rate of 2.2 percent
- Asian/Pacific Islander females: -2.1 percent based on an availability rate of 2.2 percent
- More Than 1 Race males: -1.1 percent based on availability rate of 1.1 percent
- More Than 1 Race females: -0.9 percent based on availability rate of 0.9 percent

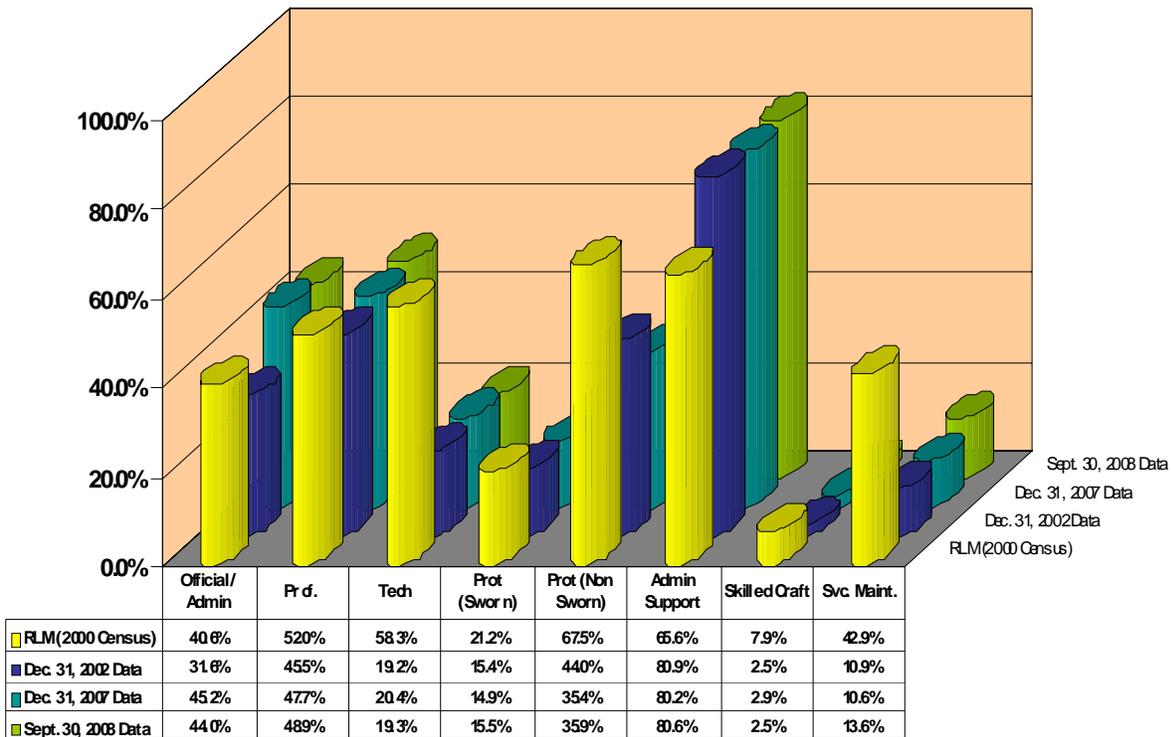
B. Female and Minority Availability/Utilization – Historical Comparison

Availability estimates indicated in the graphs in this section compare utilization percentages for the City's past and current female (Graph B-1) and people of color (Graph B-2) full-time employee populations. The comparative analysis is based on historical data for the City's full-time workforce during fiscal year periods for 1999, 2002, and 2005. RLM availability data is also displayed to highlight the comparisons when determining areas of underutilization.

Graph B-1: Historical Comparison of Female Availability/Utilization

Graph B-1 reveals that full-time female representation within the City has increased within several job categories subsequent to EEO data reflected in 2002 full-time workforce statistics.

**Comparison of the City's
Female Workforce by EEO Category with the Relevant Labor Market**



It is important to note the following increase or decrease in full-time female representation from December 31, 2002, to September 30, 2008, within EEO job categories:

- Officials and Administrators: 12.1 percent
- Professionals: 3.4 percent
- Technicians: 0.1 percent
- Protective Service (Sworn): 0.1 percent

- Protective Service (Non-Sworn): -4.1 percent
- Administrative Support: -0.3 percent
- Skilled Craft - 0.0 percent
- Service Maintenance: 2.7 percent

Overall increases in full-time female representation are indicated from December 31, 2002, to September 30, 2008, within several job categories. However, with the exception of the Official/Administrative and Administrative Support job categories, representation of females is still below labor market availability within job categories.

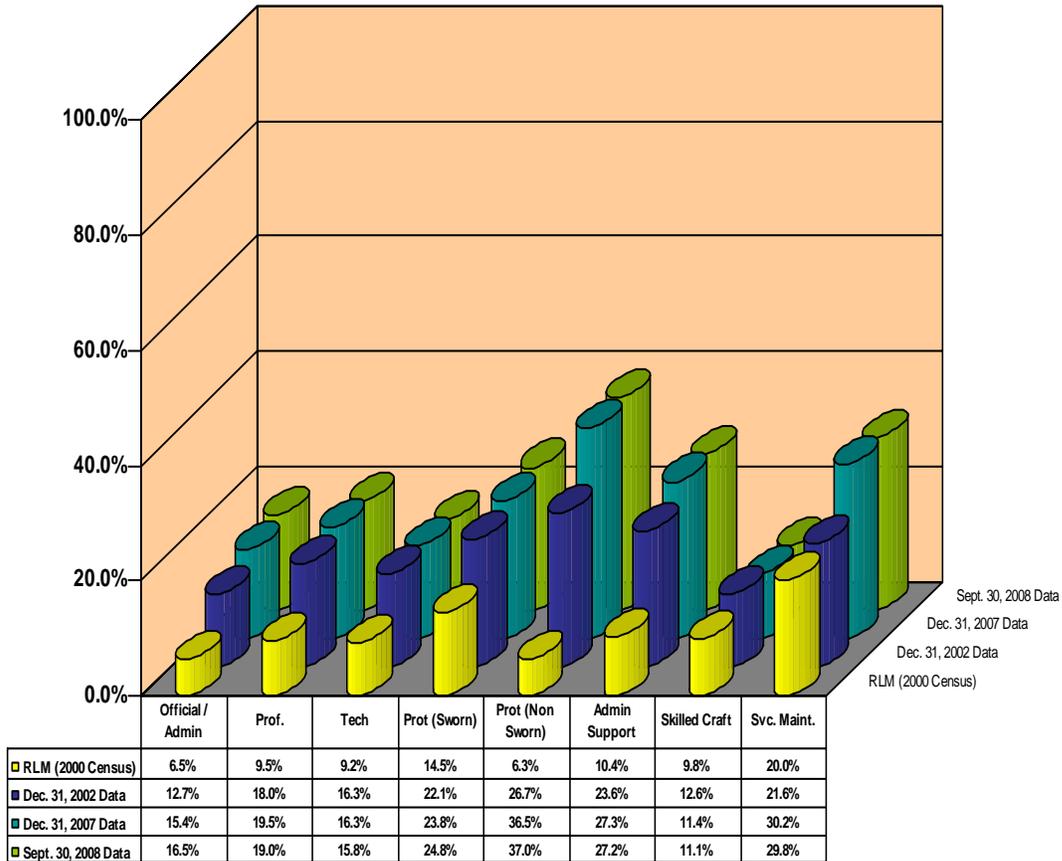
Additionally, Graph B-1 reveals that full-time female representation decreased in the Protective Services (Non-Sworn) and Administrative Support job categories from December 31, 2002, to September 30, 2008, by 8.6 percent and 0.3 percent respectively.

In summary, female representation continues to fall below RLM availability for the following job categories: Professionals, Technicians, Protective Service (Sworn), Protective Services (Non-Sworn), Skilled Craft, and Service Maintenance.

Graph B-2: Historical Comparison of People of Color Availability/Utilization

Graph B-2 reveals that full-time people of color representation within the City has increased within several job categories subsequent to EEO data reflected in fiscal year 2002 full-time workforce statistics.

Comparison of the City's Minority Workforce by EEO Category with the Relevant Labor Market



It should be noted that a significant increase in people of color representation is reflected in the following job categories from December 31, 2002, to September 30, 2008:

- Official/Administration: 4.0 percent
- Professionals: 1.2 percent
- Protective Service (Sworn): 2.7 percent

- Protective Service (Non-Sworn): 5.1 percent
- Administrative Support: 3.5 percent
- Service Maintenance: 8.2 percent

A decrease in people of color representation is indicated in the following job categories:

- Technicians: -0.8 percent
- Skilled Craft: -1.0 percent

In summary, People of Color representation continues to stay above the RLM availability for all job categories.

Section VI

Underutilization Target Areas

The City of Minneapolis is committed to ensuring that all aspects of the Affirmative Action Plan (AAP) are successful. These efforts include establishing departmental diversity placement goals for recruitment and selection whenever the City finds that minority and/or female representation is less than reasonably expected given the group's availability within the relevant labor market (RLM).

A. Departmental Diversity Placement Goals

In situations where increased recruitment and selection for females and people of color can be established based on availability data, departmental diversity placement goals will serve as measurements against which the City's AAP, community groups, or compliance agencies can measure progress in eliminating identified areas of underutilization.

As indicated in Chart A-2 and Graphs B-1 and B-2 of the AAP, areas of underutilization for both females and people of color still exist overall within several EEO job categories. Using the diversity goals established in the workforce planning section of the departments' annual business plans, a detailed staff analysis of departments and/or individual business units will be conducted to identify and target specific areas of underutilization. Recruitment for identified target areas will take into account the availability of qualified persons in the RLM in addition to anticipated job opportunities based on attrition.

B. Job Group Target Areas

The racial/ethnic identification (i.e., White, African American, Hispanic, Asian/Pacific Islander, and American Indian/Alaskan Native) and gender identification for all full-time City employees and RLM data reveal recruitment and job placement targets for existing areas of underutilization within specific job groups. Data used for the identification of target areas will be based on workforce availability rates in the RLM and job groupings of the City's full-time staff as of September 30, 2008.

Recruitment and selection goals established for identified target areas and designed to remedy underutilization should be reasonably attainable by

1. developing realistic departmental objectives (based on anticipated job vacancies);
2. conducting aggressive recruitment and advertising efforts within relevant labor markets; and

3. using a well-defined job-related selection and job placement system.

The application of these three steps offers a systematic and logical approach to resolve identified areas of underutilization within the City's workforce. Additionally, through the implementation of existing and ongoing programs and new action-oriented programs outlined in the AAP (see Section V), these efforts should serve to enhance the appeal of municipal employment.

In establishing target areas for the elimination of underutilization in recruitment, promotions, transfers, etc., the City will recognize and support the results of management activity that could reasonably be expected from putting forth good-faith efforts to achieve the objectives of the AAP.

Additionally, target areas do not require the hiring or job placement of persons when there are no job vacancies or the hiring and job placement of an individual who is less likely to do well on the job ("less qualified") over a person more likely to do well on the job ("better qualified").

Section VII

Execution of Action-Oriented Programs and Activities

The purpose of the City's Affirmative Action Plan (AAP) is to ensure that equal employment opportunities (EEO) are available to qualified applicants and employees. Programs and activities are in place to support the City's commitment to the success of AADP goals and objectives and are designed to address identified areas of underutilization.

The Human Resources Generalist (HRG) teams consult with hiring managers to undertake outreach and recruitment strategies to expand the pool of qualified applicants for City positions. When staffing decisions are considered, the HRG teams will ensure that a good-faith effort is applied to address identified areas of underutilization or potential barriers toward attaining and maintaining a diverse workforce.

Ongoing and new AAP activities in which the City may be involved include, but are not limited to those in the following areas.

A. Recruitment and Advertising

- Participating in or conducting recruitment workshops at historical Black colleges and universities as well as other institutions serving very diverse student populations.
- Participating in area career and job fairs hosted by local colleges and universities, community centers, and employment agencies.
- Posting job announcements on the City's Web site (www.ci.minneapolis.mn.us) and other media sources, including those that reach minorities, women, and people with disabilities, such as minority radio stations and publications.
- Ensuring that recruiting sources, including non-profit organizations serving minorities, females, and people with disabilities, are informed of the City's AADP and its EEO policy.
- Reinforcing the City's commitment to EEO by distributing brochures, recruitment announcements, etc. The master list of recruiting sources is reviewed on an ongoing basis; departmental suggestions of additional sources are welcome and encouraged.
- Marketing employment opportunities externally in professional minority periodicals and promoting use of the City's e-application process.

- Encouraging employees to refer qualified individuals for openings.
- Representing the City at recruitment functions, meetings of community groups, local schools, colleges, and training programs, reasserting the City's commitment to equal employment opportunity, affirmative action, and diversity.
- Posting information about the AAP on the City's Web site. Additionally, the Human Resources Department plans to design and develop an intranet site dedicated to communicating the provisions and progress toward the AAP's diversity goals.
- Promoting the representation of female and minority employees in the workforce when using print media for Police and Fire department recruitment ads.

B. Employment and Selection Procedures

- Target indicated areas of underutilization and determine where aggressive recruitment efforts are needed.
- Continually review job specifications for updates and revisions to eliminate nonessential and unrelated artificial barriers and to emphasize job competencies, knowledge, skills, and abilities.
- Use questionnaires, tests, and assessments (including performance tests), and interview questions that are specifically job-related.
- Maintain information concerning an applicant's sex, race, ethnicity, age, or disability as confidential. Confidential information received from an applicant should not be discussed with those persons involved in the initial screening of applications.
- Engage a diverse job interview panel and brief its members regarding the appropriate interview structure to maintain an equitable and job-related evaluation of each job candidate.
- In accordance with applicable federal and state laws and regulations, make reasonable accommodations for the physical or mental limitations of an otherwise qualified applicant with disabilities, unless it can be demonstrated that such accommodation would impose an undue hardship on the hiring department's program.
- Compile and maintain applicant flow data on the numbers and percentages of minority, female, older, and disabled individuals who apply for City employment.

C. Nondiscrimination in Disciplinary Actions and Terminations

- Design all procedures to ensure nondiscrimination in disciplinary actions and terminations and to encourage retention of qualified employees.
- HRGs, managers, and supervisors conduct exit interviews to identify actual reasons for separation and problem areas contributing to controllable turnover. Exit interviews forms maybe completed online at www.ci.minneapolis.mn.us.
- Maintain data on terminations and their causes to identify potentially higher termination rates for employees in protected groups.

D. Processing Discrimination, Harassment, and Sexual Harassment Complaints

The City considers all allegations of conduct that violate its policies on discrimination, harassment, and retaliation to be very serious matters. All such allegations are thoroughly investigated.

- Employees have the opportunity to seek either formal or informal resolution of discrimination complaints. Employees may also request the presence of a Human Resources representative during discussions with supervisors or managers.
- Employees are encouraged to report allegations of discrimination or workplace harassment using established policies and procedures, which include reporting such allegations to supervisors, managers, or Human Resources and using the City of Minneapolis' Ethics Report Line. (The Ethics Report Line is a hotline that allows employees to bring these matters to the City's attention either by telephone or by the Internet. Employees may choose to remain anonymous.)
- Dispute resolution processes available to resolve discrimination and harassment complaints are (1) Employee Grievance Policy and Procedure, (2) Respect in the Workplace Discrimination/Harassment Complaint Procedure, and (3) Mediation.
- The Director of Human Resources has responsibility for administering these processes to ensure compliance with City ordinances, policies, and procedures.
- The City Attorney (or designee) reviews and approves the procedural interpretation for legal sufficiency before established formal complaint procedures commence.

- The Human Resources Investigative Unit may receive complaints and allegations of harassment in a number of ways. They may be reported by an alleged target; forwarded by a manager, supervisor, or other City employee; or reported by someone outside the City. If a department receives information regarding an alleged violation, it should contact the HRG immediately for further discussion.

The City's goal is to conduct an investigation that is thorough and fair. A properly handled complaint is essential to protecting the rights of employees and the integrity of the City's policies and principles.

E. Employee Assistance Program (EAP)

The City offers free, confidential employee assistance and resources for confronting and overcoming life's challenges through problem resolution that is administered through an external vendor. Service is available 24 hours a day, 365 days a year. The focus is prevention and early intervention to help with a broad range of issues such as marital or family conflict, job or personal stress, anxiety and depression, emotional stress, parenting and child concerns, anger, grief and loss, financial worries, legal problems, alcohol or drug abuse and recovery, and life transition issues as well as educational success planning and maintaining overall health and wellness. Services include:

- Trained professional counselors provide extensive experience in dealing with a wide range of personal problems and issues to effect resolution.
- Assessment and referral services are available to employees and family members.
- Short-term problem resolution or referrals for additional assessment are made to resources covered by the City's insurance programs.

Visit [Midwest EAP Solutions](#) (username: **Minneapolis**, password: **Member**) or call 1-800-383-1908.

The EAP can also be an efficient and effective supervisory tool. The [Supervisors Guide to Employee Assistance](#) (PDF) provides additional information on how supervisors can help.

F. Training and Development

Job competencies, knowledge, skills, and abilities empower employees to accomplish the vision, mission, and strategies of an organization through the alignment of training needs and activities with organizational goals and objectives. The City's Learning and Development division:

- Supports workforce planning and development efforts through the design, development, and delivery of education and training programs that result in the continuous review of learning and development opportunities available to City employees.
- Supports and encourages continuous improvement of employee knowledge and skills, identifying job skills–training for key positions, leadership development, and direction.
- Provides programs for new employee orientation, professional development, job skills, and leadership development emphasizing identified performance expectations.
- Publishes an online Training Calendar to encourage employee self-development, training, and education.

G. Tuition Reimbursement

While the City does not have an enterprise-wide policy on tuition reimbursement, many departments have adopted tuition reimbursement programs. Reimbursement is available to all full-time permanent employees who are not eligible to receive reimbursement from any other government agency, organization, or association (approval is based on availability of funds). Attendance at courses may be in the form of distance learning/online courses, colleges, or universities as long as all eligibility requirements are met.

H. Limited English Proficiency (LEP)

The City of Minneapolis is strongly committed to making City services and information about those services available to everyone, regardless of language barriers. This commitment stems from overall city goals of responsive government, community engagement, and customer service. As residents, workers, or visitors who contribute to city life, people with limited English proficiency (LEP) are entitled to fair and equal access to service.

The City of Minneapolis and its departments are required by federal law to plan and provide meaningful access to services for those with limited English proficiency. Title VI of the Civil Rights Act of 1964, as amended, and related federal regulations, state laws, and municipal ordinances apply to all city departments and contracted vendors.

The Multicultural Services Department works with City departments to fully implement the City's [Limited English Proficiency Plan](#), which ensures meaningful access to City services. Key components of the plan address:

- Providing notice to limited English speakers of their right of service

- Identifying needed services in City departments
- Providing free interpreting on request
- Offering free translations of vital City documents on request
- Staffing to meet multilingual needs
- Offering training on LEP service mandates to all City staff

I. Employee Engagement Survey

The input of City employees regarding the quality of work is valued. The Employee Engagement Survey is designed to evaluate the employee climate every two years regarding how employees view their jobs and City leaders. The survey addresses several work environment issues: (1) overall employee involvement and recognition, (2) department leadership, (3) communication, (4) training and development, (5) customer service, (6) diversity and inclusion, and (7) supervision and quality of work support.

In addition, each City department has the option to include questions specifically addressing that department's employees. Employees have the opportunity to respond to predetermined multiple choice and open-ended questions. All employee responses are anonymous. Results are independently evaluated, distributed to each department, and posted on the City's intranet site.

Section VIII

Compliance with Discrimination Policy and Guidelines

The City of Minneapolis has a “no tolerance” approach to all forms of discrimination. The City has policies in place that prohibit discrimination in the workplace. These policies are available to City employees through the City’s Web site www.ci.minneapolis.mn.us. This information can be downloaded, printed, and maintained in a manual.

A. Equal Employment Opportunity

The City of Minneapolis provides equal employment and advancement opportunities to all individuals. Employment decisions are based on merit, qualifications, and abilities for successful job performance. The City does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, disability, marital status, sexual orientation, veteran status, or any other characteristic protected by law. The City also prohibits harassment of any individuals based on these characteristics (see Appendix C, EEO Policy).

B. Respect in the Workplace

The City of Minneapolis has developed and implemented a workplace anti-harassment policy to ensure a work environment that is conducive to job success and free from harassment. The City’s policy includes a prohibition against sexual harassment or intimidation in the workplace based on sex, disability, veteran status, or sexual orientation

C. Persons with Disabilities

The City of Minneapolis is committed to the fair and equal employment of people with disabilities. Reasonable accommodation is the key to this nondiscrimination policy. While many individuals with disabilities can work without accommodation, other qualified applicants and employees face barriers to employment without the accommodation process. It is the policy of the City of Minneapolis to reasonably accommodate qualified individuals with disabilities unless the accommodation would pose an undue hardship. In accordance with the Americans with Disabilities Act and the Minnesota Human Rights Act, accommodations will be provided to qualified individuals and employees with disabilities when such accommodation is directly related to performing the essential functions of a job, competing for a job, or to enjoying equal benefits and privileges of employment. This policy applies to all applicants and employees. Each situation is reviewed on an individual basis.

Section IX

Relationships with Community Programs

Community and agency programs that provide training and support services to current and potential City employees, including members of protected groups, may also influence the success of the City's Affirmative Action Plan (AAP). These programs can be helpful to the City in recruiting and retaining qualified employees. Based on the needs of the community and available resources, City management will consider the viability of participating in, or developing, supportive community programs. Several existing job skills training and career development programs are listed.

A. Job-Related Skills Training

1. Police

The Professional Development Unit coordinates in-service and pre-service training, range and background recruitment, TRACKER, and fitness functions for the MPD.

The Training Unit of the Minneapolis Police Department is responsible for delivering pre-service and in-service training to all recruit and incumbent officers. The recruit academy is fifteen weeks long and is in session several times during any given year. In-service training typically includes instruction in the area of use-of-force, as well as classroom instruction on a variety of relevant issues, such as officer survival, criminal protocols, legal updates, and internal processes. In addition, the firearms range is also part of the training unit and is responsible for ensuring that all officers qualify with their firearms several times per year. The Training Unit also provides countless other elective learning courses for officers and civilians on the department. The goal of the Training Unit is to ensure that all officers and civilians receive the training they need to most effectively carry out the duties of their job and to meet and exceed all performance standards and objectives set by the state oversight agency, the Department of Criminal Justice Services (DCJS).

The recruitment function identifies and recruits candidates to become Minneapolis police officers. The Background function provides background investigation services for all potential sworn and civilian employees. There are several ways to become a member of the force: The Community Service Officer (CSO) Program, Police Cadet, and Police Officer Recruit. Emphasis is placed on providing high-quality training in a positive learning environment that will prepare the students to become patrol officers.

2. Fire Recruit Academy

The Minneapolis Fire Department provides training for all individuals hired as firefighters. All new hires (recruits and certified personnel) must successfully complete

medical and recertification training. Medical training includes didactic and practical emergency training. Upon successfully completing medical training, certification is granted to individuals as an Emergency Medical Technician. Successful participation in all practical exercises and the physical fitness regimen is mandatory. Student performance is evaluated daily.

3. Public Works Mentor Program

The term *public works* is a nationally accepted, generic term used to identify the following departments: Parks and Recreation, Public Utilities, Public Works, School Operations, and similar private businesses, boards, districts, and associations. The Public Works Academy was created to (1) refresh and upgrade knowledge, skills, and abilities of current City employees, (2) provide opportunities for career development and continuing education, (3) recruit, educate, and advise future employees, (4) encourage regional cooperation and consistency, and (5) make available the lowest possible cost for training. The academy's training program offers career tracks in maintenance and operations, general coursework to develop proficiencies, and certification programs. Employers benefit from the increased competency of their staff. Employees gain a heightened sense of value and recognition.

B. Career and Job Development

The City of Minneapolis offers a career development training class through its Training and Development Unit for all City employees. Training and Development provides learning opportunities to employees on a City-wide basis that develop the skills needed to maximize individual performance, meet City goals, and carry out the diverse roles of serving the public in Minneapolis. Computer and skill-building classes are designed to enable participants to increase and leverage their knowledge, skills, and abilities in the competitive job market.

C. Leadership Development

An effort to develop effective leaders who support the City's AAP objectives and Workforce Planning and Development (WFPD) process is offered through the Principles of Effective Supervision Program. This a five-day program is designed to develop frontline supervisors in the City of Minneapolis by building the skills needed to meet everyday personnel management challenges and achieve outstanding results.

The City of Minneapolis encourages collaboration and leadership development that is effective and ethical. Leadership program instruction uses proven delivery methods designed to ensure transfer of learning for diverse leadership populations. Five specific leadership styles are used when developing training programs for Informal Leaders, New Supervisors, and Experienced Supervisors.

Section X

Partnerships with Community Agency and Programs

The City of Minneapolis is aware of its commitment as an equal opportunity employer and the efforts necessary to meet the responsibilities outlined in the Affirmative Action Plan. The City's Department of Human Resources serves as a liaison through its "Connecting with the Communities We Serve" program and maintains contact with the following community-sponsored action groups and programs. In addition, the Human Resource Generalist teams and other City departments have established community programs that are specific to their work areas. The following serves as a partial listing of the City's partnerships:

- Achieve Minneapolis
- African Community Services
- American Indian Center
- American Indian Family Center
- American Indian IOC
- American Red Cross
- Black Storytellers Alliance
- Brian Coyle Center
- Centre for Asians and Pacific Islanders
- Comunidades Latinas Unidas En Servicio (CLUES)
- Courage Center of Golden Valley
- Hennepin County GAP Project
- Hmong Cultural Center
- International Institute
- Lao Assistance Center of Minnesota
- Minneapolis Council of People with Disabilities
- Minneapolis Urban League

- Minnesota Human Rights Department
- Minnesota Multicultural Development Center
- Minnesota Resource Center
- Model Cities Health Center
- National Night Out
- North Point Health and Wellness Center
- North Point Health and Wellness, Inc.
- Resource for Child Caring, Inc.
- Southeast Asian Community Center
- Waite House
- Way To Grow

Section XI

Internal Review–Monitoring and Reporting System

Inherent in the Affirmative Action Plan (AAP) is the need for periodic self-assessment of problems encountered, corrective action taken, and progress made. Self-evaluation requires complex record-keeping systems on applicants, employees, and AAP components. Periodic reports from supervisors, department managers, and other designated personnel are required.

The purpose of record-keeping systems is to assess the results of past actions, identify trends, review the appropriateness of goals and objectives, review the appropriateness and relevancy of identified solutions to problems, and consider the adequacy of the AAP as a whole. Record-keeping systems also identify corrective actions and lead to follow-up through feedback to managers, supervisors, and staff; reallocation of resources; modification to plans; appropriate recognition of personal achievements; and punitive actions for discriminatory acts.

For identified inefficiencies, appropriate corrective action is implemented. An internal monitoring and reporting system is used as the basis for evaluating systemic results-oriented programs and EEO action efforts.

In addition to the Equal Employment Opportunity Commission's requirements for submitting the EEO-4 report, the City of Minneapolis has its own internal review and establishes a monitoring and reporting system as a part of the AAP policy, goals, and objectives. The monitoring and reporting system is designed to:

- Measure the AAP's effectiveness
- Indicate areas of underutilization
- Assess the degree to which goals and objectives have been accomplished

Successful monitoring and reporting activities keep management informed of areas in need of review. AAP goals and objectives are accomplished with the support of Department Directors and are considered when assessing the overall job performance of individuals in leadership positions.

Glossary

Affirmative Action Plan Terminology

The terms included in this list reflect references to explanations that are used in the City's Affirmative Action Plan (AAP) document. Although the City of Minneapolis will use the terms listed below in good faith in connection with the AAP, such use does not necessarily signify that the City agrees that these terms are applied to any particular factual situation and is not an admission of noncompliance with EEO laws, regulations, and objectives.

adverse impact. Adverse impact exists when a personnel procedure has a substantial disproportionately negative impact on a legally protected group, such as racial or ethnic minorities, women, or employees age 40 and over (see Disparate Impact).

affirmative action. Affirmative Action encompasses any measure adopted by an employer to correct or to compensate for past or present discrimination from recurring in the future. Affirmative Action goes beyond the simple termination of a discriminatory practice.

applicant. Any individual who expresses an interest in employment through the use of the traditional "paper" job application or through the Internet or related electronic data technology.

availability. The availability of individuals, including minorities and women, in the relevant labor market who are generally qualified for positions within a specific job category.

availability analysis. Reports a percentage breakdown by protected group of applicants and prospective employees who reside within the relevant labor market and may be available for employment within each of the City's groups.

bona fide occupational qualification (BFOQ). A defense provided for in Title VII of the Civil Rights Act of 1964, as amended, and the Age Discrimination in Employment Act that allows an employer to justify an employment practice that would be otherwise unlawful because of its potential discriminatory impact.

disability. The term *disability* means: (1) a person who has a physical or mental impairment that substantially limits one or more major life functions, (2) a person with a record of a physical or mental impairment that substantially limits one or more major life activities, and (3) a person who is regarded as having a physical or mental impairment that substantially limits one or more major life activities.

On September 25, 2008, the ADA Amendments Act (ADAAA) was passed. This Act changes the interpretation of the definition of a disability. For additional information on the ADAAA, visit Accommodation and Compliance Series: The ADA Amendments Act of 2008 at <http://www.jan.wvu.edu/bulletins/adaaa1.htm>.

discrimination. The showing that a practice, procedure, or test is not job-related and has an adverse effect on at least one protected group.

disparate impact. The tendency for a test, job qualification, or other employment practice to screen out or otherwise limit the employment opportunities for minorities or members of other protected groups.

diversity. An approach in business that regards human differences in the workplace as contributing to the success of that business, increasing the proportion of people with different backgrounds and characteristics in middle and upper levels of the hierarchy and optimizing the willingness and ability of all employees to contribute to business success by establishing a climate that is inclusive, open, and flexible.

employees. Members of an agency's permanent or temporary workforce, whether full time or part time, in competitive or excepted service positions.

employment decision. Any decision affecting the terms and conditions of an individual's employment, including but not limited to, hiring, promotion, demotion, disciplinary action, and termination.

equal employment opportunity (EEO). The right of all persons to work and advance on the basis of merit and ability without regard to race, color, national origin, religion, creed, sex, age, marital status, veteran status, or disability.

Equal Employment Opportunity Commission (EEOC). The EEOC is a U.S. federal agency empowered by Congress, particularly since the passage of the [Civil Rights Acts of 1964](#), to help enforce laws prohibiting discrimination in the workplace. The Commission was first established in the early 1960s, but was not until 1964 that the EEOC was given the congressional power it needed to pursue those companies with discriminatory practices through lawsuits. The Civil Rights Act, in Title VII, specifically gives the Commission the rights to oversee the employment practices of both private and government employers and to enforce the administration of laws set forth by the U.S. government to combat discrimination.

There are actually several laws that prohibit discrimination in the workplace. These are the 1963 Equal Pay Act, and, as mentioned above, the 1964 Civil Rights Act and its subsequent amendments. They also include the 1967 [Age Discrimination Act](#), the 1990 Americans with [Disabilities Act](#), the [Rehabilitation Act of 1973](#), and the Civil Rights Act of 1991. These acts, when taken together, demand equal pay for equal

work and prevent discrimination on the basis of race, gender, religious preference, and states of health like pregnancy and disability. The EEOC is able to investigate or help sue companies or employers that practice [sexual harassment](#) of either gender.

In addition to being empowered to litigate to address companies that commit acts of discrimination, the EEOC takes complaints from employees who believe their rights are being violated. They also do broad-based investigations of company practices to see if there are hidden discriminatory hiring, [promotion](#), or [payment](#) practices and work to educate companies and the public on what constitutes discrimination. The Commission additionally publishes reports on hiring practices and pamphlets for employers and workers.

EEOC classifications of racial and ethnic groups. This document uses the EEOC classifications of the ethnic groups listed below:

- White (not of Hispanic origin). All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- Black or African American (not of Hispanic origin). All persons having origins in any of the Black racial groups of Africa.
- Hispanic or Latino. All persons of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish origin or culture, regardless of race.
- Asian, Asian American, or Pacific Islander. All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent. These areas include, for example Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.
- American Indian or Alaskan Native (Native American). All persons having origins in any of the original peoples of North and South America (including Central America) and who maintain tribal affiliation or community attachment.

essential functions. The fundamental job duties of the employment position that the individual holds or desires. The term *essential function* does not include marginal functions of the position.

goal. An identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address lingering effects of past discrimination. For recruitment purposes: To have the employees within various job groups mirror the makeup of qualified individuals within immediate and reasonable recruitment areas.

harassment. Is defined to include, but is not limited to, speech (such as epithets), derogatory comments or slurs, and lewd propositioning on the basis of race, sex,

color, national origin, disability, gender, height, weight, marital status, physical characteristics, age, etc. Prohibited speech may include inappropriate comments regarding an individual's appearance, dress, or physical characteristics; race-oriented stories or jokes; physical acts; visual insults such as posters, cartoons, or drawings related to protected groups; and unwanted sexual advances, requests for sexual favors, and other acts where submission is made a term or condition of employment decisions.

job group. A group of jobs having similar content, wage rates, and opportunities.

person(s) with disability. Any person(s) who (a) has a physical or mental impairment that substantially limits one or more major life activities, (b) has a record of such impairment, or (c) is regarded as having such an impairment record (see details of each category below):

- a. *Physical or mental impairment* means (1) any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological; musculoskeletal; special organs; respiratory, including speech organs; cardiovascular; reproductive; digestive; genitourinary; hemic and lymphatic; skin and endocrine; or (2) any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

Major life activities means functions such as caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

- b. *Has a record of such an impairment* means has a history of, or has been misclassified as having, a mental or physical impairment that substantially limits one or more major life activities.
- c. *Is regarded as having an impairment* means (1) has a physical or mental impairment that does not substantially limit major life activities but is treated as if it did; (2) has a physical or mental impairment that substantially limits major life activities only as a result of the attitudes of others toward such impairment; or (3) has none of the impairments defined under "physical and mental impairment" but is treated as if he or she had such an impairment.

parity. Equality in status within a job category where underutilization is identified.

protected age group. All persons age 40 and over.

protected group. Legally identifies groups that are specifically protected by statute against employment discrimination. Protected group status recognizes minority group members, females, the elderly, persons with disabilities, and veterans by virtue of the law or court decisions interpreting the law.

qualified disabled person. With respect to employment, a person with a disability who, with or without reasonable accommodation, can perform the essential functions of the job in question.

reasonable accommodation. Any modification or adjustment to an employer's work environment, job, facility, or the manner or circumstances under which work is customarily performed that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals with a disability. Reasonable accommodation may be necessary to apply for a job, perform job functions, or to enjoy the benefits and privileges of employment that are enjoyed by other people without disabilities. An employer is not required to accommodate an employee's beliefs, practices, or disability if doing so would impose an undue hardship or if the proposed accommodation conflicts with another law or regulation. *Reasonable accommodation* may alternately be defined as any modification or adjustment to accommodate the religious observances or practices of an employee where the employee adheres to a sincere religious belief that conflicts with an employment requirement. Such accommodation is not required if it would impose or create an undue hardship.

relevant labor market. The defined recruitment area for the City of Minneapolis in which the external labor force possesses the requisite job skills to qualify for position within the City's job groups. (This includes eleven Minnesota counties and two from Wisconsin.)

retaliation. To seek retribution for a perceived injury with the intent of inflicting at least as much injury in return.

selection procedure. Any employment policy or practice that is used as a basis for an employment decision.

Standard Metropolitan Statistical Area (SMSA). U.S. Census area defined as "county or group of contiguous counties, which contain at least one city of 50,000 inhabitants or more."

underutilization. Underutilization exists when fewer protected group members are in particular job category than would reasonably be expected based upon their presence in the relevant labor market.

utilization. The actual number and percentage of men, women, and ethnic groups employed by an organization in each department or in each job category.

utilization analysis. Comparing proportions of legally protected groups in an organization's workforce with their corresponding proportions in a group representing available qualified applicants.

workforce analysis. A listing of each job title as it appears in applicable payroll records ranked from highest paid to lowest paid within each department or other similar organizational unit. The analysis reflects lines of progression, sex, and

Identification of Job Group Categories

The following job categories have been established by the Equal Employment Opportunity Commission (EEOC) and are used by the City of Minneapolis. The information displayed in the Job Group Charts for the City reflects each job title assigned to an occupational category based on the functional designations defined in the EEO-4 report prepared for the EEOC.

01–Officials and Managers. Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency’s operation, or provide specialized consultation on a regional, district, or area basis. Includes: Department Directors, and first line administrators under elected officials and in umbrella departments.

02–Professionals. Occupations that require specialized and theoretical knowledge usually acquired through college training or through work experience and other training that provides comparable knowledge. Includes Human Resources and labor relations workers, registered nurses, dietitians, lawyers, system analysts, accountants, engineers, planners, captains, lieutenants, management analysts, surveyors and mapping scientists, and kindred workers.

03–Technicians. Occupations that require a combination of basic and scientific or technical knowledge and manual skills that can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes computer programmers, drafters, survey and mapping technicians, licensed practical nurses, investigators, radio operators, technical illustrators, highway technicians, technicians (electronic, physical sciences), sergeants, inspectors, and kindred workers.

04–Protective Services (Sworn and Non-Sworn). Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, game and fish wardens, park rangers (except maintenance), 911 operators, harbor patrol officers, and kindred workers.

05–Paraprofessionals. Occupations in which workers perform some of the duties of a professional technician in a supportive role, which usually requires less formal training and/or experience than normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a “New Careers” concept. Includes assistants, recreation assistants, bailiffs, and kindred workers.

06–Administrative Support. Occupations in which workers are responsible for internal and external communications, recording and retrieval of data and/or information, and

other paperwork required in an office. Includes bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, legal assistants, cashiers, and kindred workers.

07–Skilled Craft. Occupations in which workers perform jobs that require special manual skills and a thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and experience through apprenticeship or other formal training programs. Includes mechanics and repairers, electricians, heavy-equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors, typesetters, water and sewage treatment plant operators, and kindred workers.

08–Service Maintenance. Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the general public or contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, construction laborers, cooks, craft apprentices/trainees/helpers, and kindred workers.

Laws Enforced by the Equal Employment Opportunity Commission

(Reference Source: www.eeoc.gov)

Title VII of the Civil Rights Act of 1964. Covers all private, state, and local governments and education institutions that employ 15 or more individuals.

The law also covers private and public employment agencies, labor organizations, and joint labor management committees controlling apprenticeship and training. Title VII prohibits not only intentional discrimination but also practices that have the effect of discriminating against individuals because of their race, color, national origin, religion, or sex.

Americans with Disabilities Act (ADA). Covers all private, state, and local governments and education institutions that employ 15 or more individuals. The law also covers private and public employment agencies, labor organizations, and joint labor-management committees controlling apprenticeship and training. The ADA prohibits employment discrimination against qualified individuals with disabilities.

The Age Discrimination in Employment Act of 1967 (ADEA). Covers all private employers with 20 or more employees, state and local governments (including school districts), employment agencies, and labor organizations. It protects individuals who are 40 years of age or older and prohibits statements or specifications in job notices or advertisements of age preference limitations unless, in the rare circumstance, where age has been proven to be a bona fide occupational qualification (BFOQ). ADEA also prohibits the denial of benefits to older workers unless the cost of providing reduced benefits to older workers is the same as the cost of providing benefits to younger workers.

The Equal Pay Act (EPA). Covers all employees who are covered by the Federal Wage and Hour Law (the Fair Labor Standards Act, or FLSA). Virtually all employers are subject to the provisions of this Act. Employers may not reduce wages of either sex to equalize pay between men and women. A violation of the EPA may occur where a different wage was or is paid to a person who worked in the same job before or after an employee of the opposite sex. A violation may also occur where a labor union causes the employer to violate the law.

Discriminatory Practices for Laws Enforced by the EEOC

Discriminatory practices for laws enforced by the EEOC prohibit intentional discrimination and practices that have the effect of discriminating against individuals because of their race, color, national origin, religion, sex, age, or disability.

Discrimination under these laws also includes:

- Hiring and firing
- Compensation, assignment, or job classification
- Transfer, promotion, layoff, or recall
- Job advertisements
- Recruitment
- Testing
- Use of company facilities
- Training and apprenticeship programs
- Fringe benefits
- Pay, retirement plans, and disability leave
- Other terms and conditions of employment