



City of Kalamazoo

2018

**Equal Employment
Opportunity Plan**

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I. Introduction and Overview

The City of Kalamazoo is subject to employment the practices contained in Article I, Section 26 of the Michigan Constitution, which states that public employers “shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin ...”

On April 22, 2014 the U.S. Supreme Court upheld the Michigan Constitutional prohibition on preferential treatment in college admissions. The Court decision did not address public employment practices; however, the City continues to follow the non-discriminatory and non-preferential treatment practices as defined in the Michigan Constitution.

The City of Kalamazoo is located in southwest Michigan, approximately half way between Detroit and Chicago. The City of Kalamazoo provides the city and surrounding regions with services including public safety (police and fire protection), streets, water, sewer, inspections, community planning, economic development and parks and recreation. An updated City of Kalamazoo organizational chart is included in Section 1.

Using the 2016 American Community Survey 5-Year estimate, the population of Kalamazoo was 75,885, an increase from the 2010 Census of 74,262. Demographics for the City of Kalamazoo are 50.0% female; 68.7% White and 31.3% Minorities. The minority breakdown within the City is 21.4% African-American, 6.7% Hispanic; 5.8% Two or more races, 2.4% Asian and 0.4% American Indian. Availability of females and minorities employed by the City in various occupational groups is presented in Section VII.

This year’s Equal Employment Opportunity (EEO) Plan worksheets and data were revised to report the updated EEO categories required for the bi-annual EEO-4 Report. Total EEO categories expanded from five to seven, along with title and definition changes. Since January 1, 2017, all new hires have been provided the opportunity to self-identify in the new EEO categories. In June 2017, a survey of existing employees was conducted to provide the opportunity to voluntarily self-identify in the updated EEO categories.

As of December 31, 2017, the City employed a total of 564 employees, 558 full-time and 6 regular part-time. The current City employee demographics are 156 (27.7%) females and 89 (15.8%) minorities. Ongoing efforts to address areas of underrepresentation of females and minorities are discussed in Section VIII.

Kalamazoo is home to Western Michigan University, a major state university; Kalamazoo College, a private, nationally ranked liberal arts college; Davenport University, Kalamazoo Valley Community College (KVCC) and satellite facilities of Cornerstone University and Spring Arbor College.

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The Kalamazoo Promise began in 2005 with a group of anonymous donors pledging to provide scholarships to all Kalamazoo Public School graduates in perpetuity. KPS graduates within the school district and enrolled for at least all 4 years of HS are eligible. Depending on length of enrollment, 65% to 100% of tuition and fees are covered. The Promise can be used at any accredited public colleges and universities in Michigan, 15 private colleges, MCTI, and electrical union.

According to 2016 obtained data from the Upjohn Institute web site, 85% of eligible KPS graduates have taken advantage of this scholarship. The latest data also shows that as of 2017, 1,321 Promise students had obtained a Bachelor degree, 294 an Associate degree and 175 a Certificate degree. Also of note is the increased enrollment in KPS schools since the Promise began (up 24%) and the increase rate of graduation (71% compared to 64%). This increase also means more families are making Kalamazoo their home and contributing to the local economy and tax base.

The City of Kalamazoo is a “*Promise Partner*”, contributing to the success of the *Promise* through summer youth employment and volunteer efforts to prepare students for the workforce. The City participated in the Kalamazoo Promise 10 Year Anniversary event, which included city booths promoting its technical/trades/professional positions, as well as the Public Safety Officer positions. Promoting city positions and hiring local candidates continues to be an important objective for the City in contributing to the Commission’s goal of Shared Prosperity and poverty reduction in Kalamazoo.

In July 2016, a private group of donors proposed the creation of a foundation to stabilize the City’s budget, significantly reduce property taxes and invest in infrastructure and neighborhood improvements, poverty reduction, youth programs and economic development. The donors have committed \$70.3 million over three years and to raise \$503 million by August 2019 to provide perpetual funding thereafter.

In August 2017, the City Commission approved the formation of the "Kalamazoo Foundation for Excellence" to fund a portion of the general fund, among other city-wide initiatives. This general fund stabilization has since allowed for the implementation of a non-union, market-based compensation system. Competitive compensation will assist in addressing the ongoing issues of attracting and retaining qualified candidates, including females and minorities, especially in the technical, scientific and professional ranks.

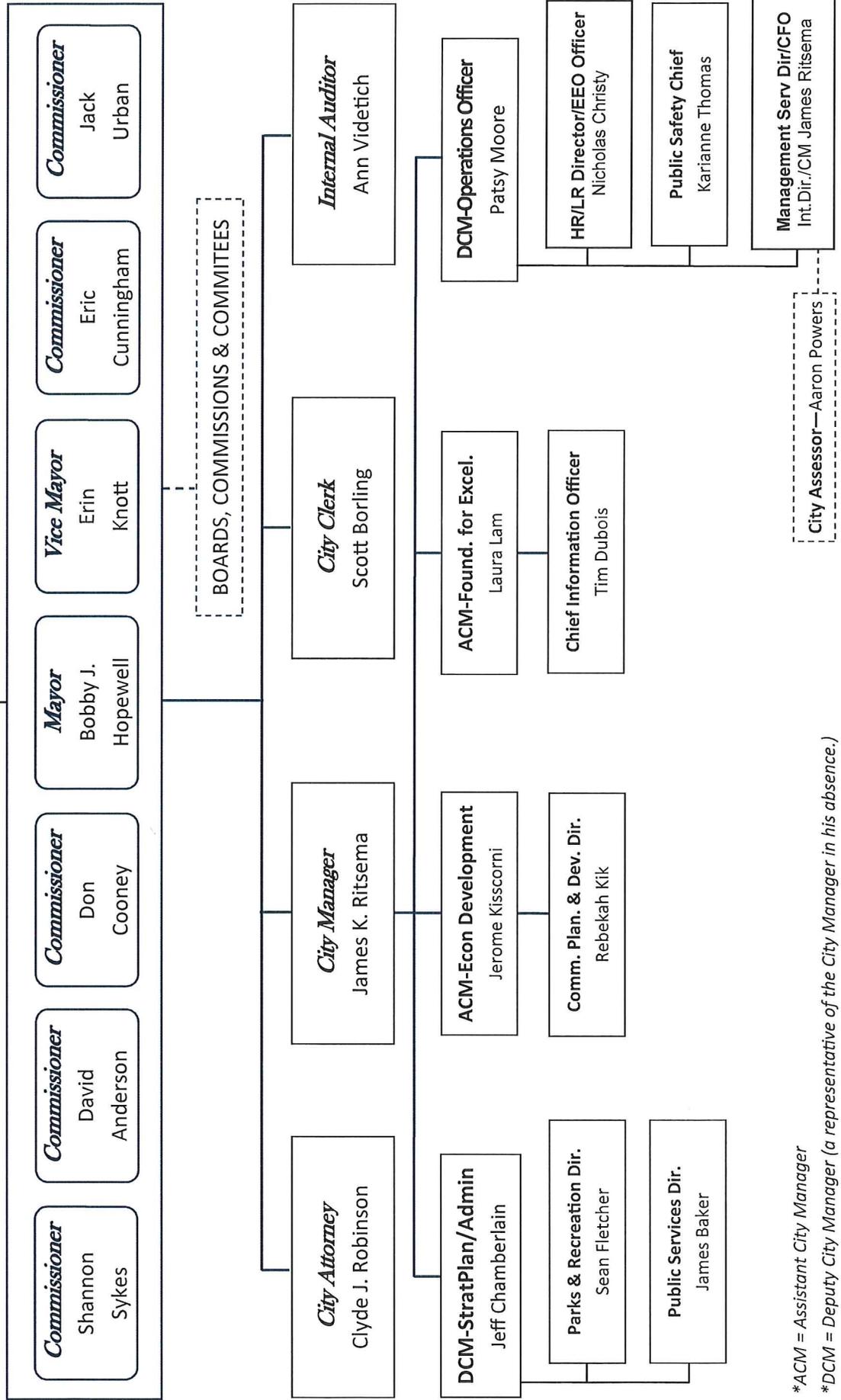
As of October 2016, public transportation services formerly provided by the City’s Metro Transit department were formally transferred to the Central County Transportation Authority (CCTA). The City’s EEO Plan no longer reports public transportation employment data.

In October 2018, emergency dispatch operations and associated employees are expected to transfer to the Kalamazoo County Central Dispatch Authority (KCCDA) and thereafter will not be included in future EEO Plan reporting. Since fewer than 20 employees will be involved, this is not expected to significantly impact the EEO Plan statistics in future years.

City of Kalamazoo

2018 Organizational Chart

Citizens of Kalamazoo



*ACM = Assistant City Manager

*DCM = Deputy City Manager (a representative of the City Manager in his absence.)

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Policy Statement On
Equal Employment Opportunity

The City of Kalamazoo respects the diversity that exists in our community and among our employees. We promote this diversity through a policy of inclusiveness where all persons are treated fairly regardless of their differences.

The City of Kalamazoo is committed to providing equal opportunity in employment, development and advancement for all applicants and employees regardless of the person's inclusion in any of the following classifications:

age	disability	height	religion
ancestry	ethnicity	marital status	sex/gender
arrests (pre-hire)	familial status	national origin	sexual orientation
citizenship	gender identity	pregnancy	veteran status
color	genetic information	race	weight

To ensure a positive environment, the City of Kalamazoo will comply with federal and state laws that protect against discrimination. The City will supplement these protections with additional policies as necessary to promote diversity and inclusiveness.

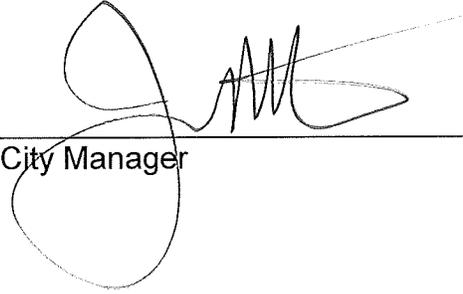
The City of Kalamazoo, consistent with Article I, Section 26 of the Michigan Constitution, may implement equal employment opportunity programs and policies to establish or maintain eligibility for any federally funded contract or program.

In order to hire and provide advancement for applicants and employees within the above identified classifications, and to minimize or eliminate impediments that may deny advancement to those individuals, the City of Kalamazoo willingly makes the following commitments:

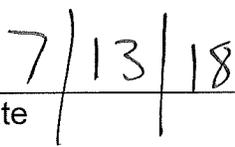
- Endeavor to inform diverse applicants of employment opportunities with the City through media, appropriate referral agencies and other pertinent sources
- Hire without discrimination or preference, except as permitted by law.
- Make physical structure modifications as necessary to reasonably accommodate disabled employees or potential employees
- Inform all employees of available promotional opportunities through job postings that describe essential skills and necessary job qualifications
- Provide training, when deemed necessary by the City, without discrimination

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- Review the City's organization to determine whether additional positions or restructuring are needed to provide appropriate promotional opportunities
- The Human Resources/Labor Relations Director has the responsibility for the implementation of the Equal Employment Opportunity (EEO) Plan and is the designated EEO Officer.
- Applicants and employees have the right to file complaints alleging discrimination with the Human Resources department or City Manager's office
- Performance of managers and supervisors will include evaluation of diversity efforts in compliance with the EEO Plan and to recruit and promote a diverse workforce
- Recruiting, retaining and promoting a diverse workforce will provide benefits to employees, the organization and those served through fuller utilization of underrepresented human resources



City Manager



Date

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III. Responsibility for Implementation

41 CFR §60 2.17 (a)

In November 2006, voters in Michigan passed an amendment commonly known as Proposal 2, prohibiting public employers from giving preferential treatment in employment based on race, sex, color, ethnicity or national origin. It became Article I, Section 26 of the Michigan Constitution.

Despite this amendment, the City engages in equal employment opportunity by casting the broadest possible net in recruiting for positions, so as to attract the most diverse candidate pools possible. Within that recruitment pool, candidates are then considered based on job related qualifications for the position.

City Manager

The City Manager has overall responsibility for implementation of the Equal Employment Opportunity Plan (EEO Plan). The City Manager has appointed the Human Resources/Labor Relations (HR/LR) Director as EEO Officer to administer the provisions of the EEO Plan. The HR/LR Director/EEO Officer reports to and is directly responsible to the City Manager.

HR/LR Director/EEO Officer

The Human Resources/Labor Relations Director and/or designated Human Resources staff have specific responsibilities that include, but are not limited to:

- A. Implementing the EEO Plan, including the development of policy statements, EEO recruitment methods and internal and external communications.
- B. Advising the City Manager on matters that relate to promoting diversity consistent with the EEO Plan.
- C. Providing department directors, managers and supervisors with a working understanding of EEO Plan objectives. This is accomplished through training offered on an as needed basis and through coaching sessions with department directors.
- D. Conferring with department directors to determine the basis for under- or over-utilization of females and minorities and making recommendations on changes to the recruitment process. This is done on an as-needed basis.
- E. Reviewing recruitment, selection, testing and promotional practices, and identifying actions needed to eliminate discriminatory and artificial barriers.

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- F. Revising and disseminating the *EEO Job Group Status Report* to department directors on a quarterly basis, providing data regarding utilization of minorities and females in City employment.
- G. Increasing awareness and exposure to the EEO Plan by posting on the City's web site and informing employees when revisions are made.
- H. Providing community groups and agencies with information as requested regarding the program and its implementation.
- I. Serving as liaison between the City and appropriate enforcement agencies.
- J. Keeping all levels in the organization appropriately informed of the latest developments in the area of diversity.
- K. Processing employment discrimination complaints, coordinating investigations and resolution of charges of discrimination involving the City.
- L. Approving promotions after reviewing for compliance with City non-discrimination policies, state and federal laws, and collective bargaining agreements.

Department Directors

Department directors are responsible for compliance with the City's EEO Plan as it applies to their department, with assistance from the Human Resources Department. Directors' responsibilities include, but are not limited to:

- A. Being familiar with and supportive of the City's Policy Statement on Equal Employment Opportunity and EEO Plan, and reviewing all proposed hiring and promotional decisions in light of City non-discrimination policies.
- B. Communicating the City's Equal Employment Opportunity policy and degree of commitment to direct reports and other employees on an ongoing basis to ensure the City's non-discrimination policies are being followed.
- C. Reviewing training programs and hiring and promotion patterns in an effort to remove barriers to the attainment of goals and objectives.
- D. Determining the qualifications of internal employees to ensure minorities, females, qualified disabled employees, and covered veterans have full opportunity for promotion, transfer and offering career development as needed.
- E. Communicating with and informing subordinate managers and supervisors that their work performance is being evaluated on the basis of adherence to the City's harassment and non-discrimination policies.

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- F. Ensuring supervisors are aware of their responsibility to prevent harassment or discrimination of employees, particularly because of their race, color, sex, religion, national origin, disability or veteran status by attending discrimination and harassment prevention training programs scheduled by the City.
- G. Consulting with the HR/LR Director on any existing or developing equal employment opportunity problem to determine the best course of action to take that is consistent with City policies.

Supervisors

- A. Supervisors are expected to model appropriate behavior and also to report, coach and address workplace behavior to prevent discrimination or harassment of employees.
- B. Supervisors are evaluated on City Commission objectives related to Imagine Kalamazoo 2025 and Shared Prosperity goals, as well as City diversity goals and non-discrimination policies related to a respectful work environment, work assignments and other duties.

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IV. Dissemination/Communication of EEO Policy

Communication of the City's Equal Employment Opportunity (EEO) Policy is important to effective implementation. Internally, the City uses bulletin board postings, new hire orientation and other relevant training programs to ensure a full understanding of the City's intent, purpose and responsibilities under the program. Externally the City communicates its policy as a response to inquiries from outside organizations and agencies with which the City has contact or does business.

Internal Communication

- A. The City's EEO/ non-discrimination policy is found in Section I, E of the *Human Resources Policies and Procedures Manual (PPM)*. This manual is available to employees via copies kept in department and division offices, on the City's intranet, Human Resources (HR) Department and web page.
- B. The *Equal Employment Opportunity Plan (EEO Plan)* is available to the public and employees on the City's web site at www.kalamazoocity.org, on the HR web page under "Departments."
- C. The City policy on Discrimination and Harassment Prevention is included in new employee orientation training. Employees may review policies by requesting to see the PPM from their supervisor or the HR Department. They can also view the PPM on the intranet or the HR page on the City's web site.
- D. The EEO policy is distributed and discussed in other employee training programs such as *Discrimination & Harassment Prevention Training (separate sessions available for employees and supervisors)*, *Interview Training* and *EEO Supervisory Training*.
- E. The designated poster prepared by the Equal Employment Opportunity Commission (EEOC) is displayed at city work sites, including HR where applications are received.
- F. All internal job postings carry the EEO solicitation "EOE" (Equal Opportunity Employer).
- G. Managers and supervisors are provided training in discrimination and harassment prevention, with emphasis on commitment to City policy that strictly forbids this activity. Since 2010 the HR department has scheduled sessions at various city sites for all employees and supervisors in *Discrimination and Harassment Prevention Training*. The City's EEO policy is discussed in depth with definitions, examples, EEO data and case studies presented to all attendees.

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- H. The HR Department analyzes and reports all employment-related activity and female/minority employment progress in the “Quarterly Employment Activity Report” to the City Manager, which is available to the City Commission and any community agency that requests it. This report helps identify areas of under- or over-utilization and other trends in female and minority representation.

External Communication

- A. All City employment advertisements carry the EEO solicitation of "EOE" (Equal Opportunity Employer).
- B. Recruiting sources are informed of our EEO policy and are encouraged to refer qualified candidates, including minority, female, veterans and disabled persons for open positions. Diversity web sites and sources are informed of all City postings.
- C. The organizations listed below receive the job postings of all City vacancies that will be filled externally:
- Area churches with predominant Hispanic or African American members
 - Blacks in Government
 - Community Voices (local publication)
 - Davenport University
 - Deacon Conference
 - Disability Resource Center of SW Michigan
 - Douglass Community Association
 - Goodwill Industries of SW Michigan
 - Grand Rapids Urban League
 - Grand Valley State University
 - Hispanic American Council
 - Historic Black Colleges/Universities (placements vary according to vacancy)
 - InterAct Kalamazoo
 - Kalamazoo College
 - Kalamazoo Valley Community College
 - Kellogg Community College
 - Lake Michigan College
 - Michigan Indian Employee & Training Services
 - Michigan Rehabilitation Services Office
 - Michigan State University
 - Michigan Works – Allegan Service Center
 - Ministry with Community
 - NAACP/Labor & Industry Committee – Kalamazoo
 - NAACP – Battle Creek
 - Northside Association for Community Development
 - OnePlace/Kalamazoo Library (all library patrons)

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- Siena Heights University
 - Southwest Urban League – Battle Creek
 - St. Augustine College
 - Western Michigan University – Multicultural Affairs Division
 - Western Michigan University – Minority Student Affairs
 - Veterans Affairs – Battle Creek
 - YWCA of Kalamazoo
- D. Advertising for job vacancies is regularly placed with local newspapers and their electronic job posting sites as general notice of employment opportunities.
- E. Any publications developed and distributed by the City include articles and photos representative of the diversity of our workforce, i.e., females, minorities, disabled persons and veterans. This also applies to media productions such as Public Safety recruitment videos.
- E. The City maintains an outreach program to Minority and Women Business Enterprises within the Purchasing Division.

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V. Work Force Analysis

41 CFR §60 2.1(b) (1)

The *Work Force Analysis* depicts the demographic composition of the City's major functional departments. Following this narrative section, worksheets present the demographic distribution of all employees by department and job title.

Approximately 80% of City employees are governed by union contracts. On October 1, 2016, all employees of Metro Transit were transferred to the Central County Transportation Authority (CCTA). As a result, the Amalgamated Transit Union (ATU) no longer represents any City employees. The current union groups are:

- AFSCME – American Federation of Federal, State, County and Municipal Employees
(Utility laborers, mechanics and operators)
- KMEA – Kalamazoo Municipal Employees Association
(Clerical, electricians, accountants, buyers, inspectors and technicians)
- KPSA – Kalamazoo Police Supervisors Association
(Public Safety sergeants, lieutenants and captains)
- KPSOA – Kalamazoo Public Safety Officers Association
(Public safety officers, detectives, crime lab techs, polygraph examiner, fire marshal, evidence/investigative staff, fleet manager and dispatchers)

The balance of employees, such as supervisors, professionals and confidential administrative support personnel are classified as NBU (non-bargained-for unit).

Lines of progression for most supervisory, professional and managerial positions are generally informal and typically occur within departments due to specific skill and/or knowledge requirements. The process to promote or progress is generally found within the collective bargaining agreement.

In most cases, employees must respond to postings to be considered for higher-level positions within their respective bargaining units (if they are a union-represented employee). However, employees may be promoted or transferred between departments and may move between unions or from a non-union to union position, and vice versa. An internal posting system encourages employees at all levels, except City Commission appointees, to self-nominate for job opportunities.

Some positions within the Public Services Department have a *self-promotion* process. If an employee is able to pass a bona fide skills test or a state certification test, the employee may self-promote to a higher level with an increase in pay and responsibility. Positions eligible for self-promotion are *Distribution Servicer, Mechanics, Municipal Worker, Wastewater Operator/Maintainer, Water Operators and Maintainers*.

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Employees who are hired or transfer to *Apprentice Wastewater* or *Water Operator, Operator/Maintainer* or *Apprentice Distribution Servicer* positions receive training at the City's expense. These employees must take the appropriate State of Michigan certification exam as soon as they have worked the appropriate number of hours. Upon passing the State examination, they are promoted out of the Apprentice level.

Employees who are hired or transfer to the *Apprentice Distribution Servicer* position have three years to pass the appropriate State of Michigan exam in order to be promoted to *Distribution Servicer I*.

Since 2016 the necessity for a Commercial Driver License (CDL) at the time of hire is based on the needs of the position. If a CDL is not needed at the time of hire, but required later, the City will assist in the employee obtaining the required CDL certification. Continued employment is contingent upon employees obtaining and retaining all certifications required for the position.

Many positions are advertised both internally and externally, unless a labor agreement requires otherwise. Most entry level clerical positions are filled externally, due to more limited internal interest in this level of position. Once entry-level employees have gained sufficient experience and tenure, they are eligible and often bid on higher level jobs. Successful bidders are those possessing the requisite clerical/secretarial skills and, in certain cases, the specific technical knowledge gained while working in lower level positions.

Since 2014, the City has sponsored, paid the costs for, newly hired Public Safety Officers to attend the police academy, as well as all other training required to obtain position certifications. In addition, the PSO trainee is receives a training wage and eligible benefits during the training phases. Continued employment is contingent upon employees obtaining and retaining all certifications required for the position.

Progression within Protective Services (04) is based on the individual's ability to meet initial physical and training requirements involved in completing the firefighting academy and field training program. Later advancement to promotional positions is outlined in the KPSOA and KPSA bargaining agreements. All interested, eligible members are encouraged to participate in the promotional processes as they become available.

On October 1, 2016, a county-wide public transportation system was established. The Central County Transportation Authority (CCTA) assumed ownership of Metro assets and employees formerly owned and employed by the City of Kalamazoo. The City's EEO Plan no longer includes CCTA employees or data.

Similar to the CCTA, a central dispatch authority has been established to serve the surrounding areas with dispatching services for police, fire and emergency medical calls. Operational plans and funding for the KCCDA have been established, and operations are expected to be transferred in October 2018. Once transferred, the *Dispatcher and Group Leader* positions within the 04 job group will also be removed from the EEO Plan reporting.

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Advancement to the Professional job group (2.1 or 2.3) from the Technician job group (3.1) often requires specific professional and technical skills, experience and education. Often this technical expertise does not exist among lower level personnel and outside recruitment is necessary. Even with outside recruiting efforts, there have been few qualified candidates, presenting recurring challenges to filling these professional positions, particularly with female and minority candidates. In 2017, for the first time in several years, one minority was hired into a 2.3 job group position.

Supervisory positions classified as *Supervisors* (1.2) are often posted externally, but are also filled by promotion of individuals from within the same division due to the skills and knowledge required to manage the specific processes/operations of that area. The City will continue, through job postings, training and education programs, and ongoing on-the-job skill development, to encourage minority and female employees in the lower job classifications to prepare for progressive upgrade into the future Supervisory positions.

Placement in Officials/Managers (1.1) job group, which includes such positions as manager, director or executive, depends on factors similar to those described for Professional progression. Five positions (*City Clerk, City Assessor, City Manager, City Attorney, and Internal Auditor*) are also posted but are filled as appointees who serve at the pleasure of the City Commission.

Workforce Analysis
as of December 31, 2017
City Clerk

Job Title	Code	Total EEs	Total Minorities	Female						Male										
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	
City Clerk	D61	1	0	0																
Records Manager	C43	1	0	0																
Deputy City Clerk	C41	1	0	1	1															
Elections Specialist	S30	1	0	1	1															
City Records Coordinator	S22	1	0	0																
		5	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	40%	40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Percentages

Workforce Analysis
as of December 31, 2017
Community Planning & Development

Job Title	Code	Total EEs	Total Minorities	Female						Male								
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Comm Planning & Development Director	E83	1	0	1	1													
Community Development Manager	D61	1	1	1		1												
CD Compliance Specialist II	C42	1	0	1		1												
Grants Finance Officer	C41	1	0	1		1												
Neighborhood Activator	C41	1	0	1		1												
Shared Prosperity Coordinator	C41	1	1	0														
Senior Program Specialist	S38	1	1	1				1										
CP&D Secretary	S24	1	0	1		1												
Code Admin. Manager/Building Official	D62	1	0	0														
Housing Inspections Supervisor	C42	1	0	1		1												
Zoning Administrator	C41	1	0	0														
Lead Building Inspector	S46	1	1	0														
Bldg Inspector/Plan Review Tech	S38	2	0	0														
Mech Inspector/Plan Review Tech (vacant)	S38	0	0	0														
Electrical Inspector/Plan Review Tech	S38	1	0	0														
Plumbing Inspector (PT) (vacant)	S38	0	0	0														
Code Compliance Inspector II	S36	2	1	2		1												
Code Compliance Inspector I	S32	2	2	1				1										1
Housing Inspector II	S36	5	1	1														
Code Permit Technician	S30	1	0	1		1												
Rental Registration Certification Coord	S26	1	0	1		1												
Code Admin Records Clerk/Cashier	S20	2	0	2		2												
City Planner	D71	1	0	1		1												
Senior Development Planner	C42	1	0	0														
Historic Preservation Coordinator	C42	1	0	1		1												
Zoning Inspector	S36	1	0	0														
Percentages		32	8	18	12	4	1	1	3%	1	4	13%	3%	1	0	0	0	0
		100%	25%	56%	38%	13%	3%	3%		1	4	34%	0%	0	0	0	0	3%

Workforce Analysis
as of December 31, 2017
Economic Development

Job Title	Code	Total EEs	Total Minorities	Female							Male															
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more							
Asst City Manager/Econ Dev Director	E83	1	0	0	-													1	1							
Development Manager	D61	1	0	0														1	1							
Redevelopment Project Manager	C42	1	0	1	1													0								
Neighborhood Bus & Spec Proj Coord	C41	1	1	0														1	0	1						
Economic Development Coordinator	C41	1	0	0														1	1							
Economic Development Admin Coord	B21	1	1	1														0								
		6	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	4	3	1	0	0	0	0	0	0
Percentages		100%	33%	33%	17%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	67%	50%	17%	0%	0%	0%	0%	0%	0%

Workforce Analysis
as of December 31, 2017
Information Technology

Job Title	Code	Total EEs	Total Minorities	Female							Male								
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/ Alaskan	Hawaiian/ Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/ Alaskan	Hawaiian/ Pacific Is	Two or more
Chief Information Officer	E83	1	0	0															
Dep Chief Info Officer (vacant)	E81	0	0	0															
Public Safety Tech Manager	D673	1	0	0															
Sr Systems Analyst - Proj Mgr	C45	1	0	1															
Systems Analysts	Various	8	0	2	2														
Percentages		11	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		100%	0%	27%	27%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Workforce Analysis
as of December 31, 2017
Parks & Recreation

Job Title	Code	Total EEs	Total Minorities	Female						Male								
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Parks & Recreation Director	E83r	1	0	0	0													
Deputy Director Parks & Recreation	E81	1	0	0														
Recreation Manager	C43	1	0	0														
Parks Supervisor	B31	1	0	0														
Business Specialist	S40	1	0	1	1													
P&R Program Coordinator II	S32	1	0	0														
Youth Development Coord	S28	1	0	0														
Program & Special Event Coord	S28	1	0	1	1													
P&R Bldge & Grounds Tech	H40	1	0	0														
Lead Field & Maintenance Operator	H30	1	0	0														
Landscape Coord - 8 mos (PT)	H30	1	0	1	1													
Parks Coordinator	H30	4	2	0														
		15	2	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentages		100%	13%	20%	20%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
				80%	67%	13%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Workforce Analysis
as of December 31, 2017
Public Safety

Job Title	Code	Total EEs	Total Minorities	Female							Male													
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more					
Public Safety Chief	E91	2	0	1	1												1	1						
Assistant Chief - Fire/Adm/Finance	D72	1	0	0														1	1					
Assistant Chief - Operations	D72	1	1	0														1	1					
Captain	S149	3	1	0														2	1					
Executive Lieutenant	S138	3	1	0														2	1					
Senior Lieutenant	S137	3	1	0														2	1					
Lieutenant	S139	7	2	1	1													4	1	1				
Sergeant	S134	31	3	2	2													26	2	1				
Fire Marshal	P51	1	0	0														1	1					
Crime Lab Specialist II	P33	2	0	0														2	2					
Polygraph Examiner	P34	1	0	0														1	1					
Lab Technician I	P30	3	1	1														2	1	1				
Detective	P26	16	4	3	2	1												10	1	1				
Public Safety Officer II (& EOs)	P117	131	18	20	16	2	1	1										97	9	3			2	
Public Safety Officer I	P16	14	4	4	4													6	2	1			1	
Police Officer I & II	P10	2	1	0														2	1				1	
CSO Dispatch Group Leader	P75	4	1	3	2			1										1	1					
CSO Evidence Quartermaster	P78	3	0	2	2													1	1					
CSO Investigative Aide-CID	P75	1	0	1	1													0	0					
CSO Investigative Aide-Service	P75	1	0	0														1	1					
CSO Service/Fleet	P77	1	0	1	1													0	0					
CSO Dispatcher	P72	13	0	11	11													2	2					
CSO Dispatcher PT (vacant)	P72	0	0	0														0	0					
Administrative Support Coord	B21	2	0	2	2													0	0					
KVET Admin Office Specialist	B21	1	0	1	1													0	0					
Business Specialist	S40	1	0	1														0	0					
Accts Coord/Secretary	S28	2	0	1	1													1	1					
CID Secretary	S24	2	0	2	2													0	0					
Operations Division Secretary	S24	1	0	1	1													0	0					
Public Safety Records Coord	S22	4	0	3	3													1	1					
Parking Enforcement Attendant PT	S16	5	1	0														5	4					
Records Clerk - Data Entry	S20	2	0	2	2													0	0					
		264	40	63	56	4	2	1	0	0	0	0	0	0	0	0	201	168	20	7	1	1	0	4
		100%	15.2%	23.9%	21.2%	1.5%	0.8%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	76.1%	63.6%	7.6%	2.7%	0.4%	0.4%	0.0%	1.5%

Percentages

Workforce Analysis
as of December 31, 2017
Public Services (Engineering Division)

Job Title	Code	Total EEs	Total Minorities	Female						Male								
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Public Works Division Manager	D72	0	0	0														
Assistant City Engineer	D71	1	0	0														
Traffic Engineer (vacant)	C43	0	0	0														
Senior Civil Engineer	C43	3	1	1	1													
Pub Svcs Records Supervisor	C42	1	0	1	1													
Administrative Analyst	B31	1	0	0														
Right of Way Coordinator	B31	1	0	0														
Traffic Signal Technician	S44	1	0	0														
Lead Drafter	S36	1	0	0														
Engineering Technician I	S32	3	0	0														
Traffic Engineering Technician I	S32	1	0	0														
Traffic Engineering Technical Secretary	S24	1	0	1	1													
		14	1	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentages		100%	7%	21%	21%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Workforce Analysis

as of December 31, 2017

Public Services - Admin/Service & Finance/Equip/Field/Forestry/Pub Wrks

Job Title	Code	Total EEs	Total Minorities	Female							Male							
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Administration																		
Public Serv Managing Director	E91	1	0	0														1
Public Serv Deputy Director	E81	1	1	1														0
Admin Support Manager	C41	1	0	1														0
Public Works Coordinator	S24	1	0	1														0
Customer Service & Contracts/Finance																		
Support Services Division Manager	D72	1	0	1														0
Support Services Coord	C42	1	0	1														0
Administrative Support Coord	B21	1	0	1														0
Accounts Coordinator	S28	1	0	1														0
Stores/Procurement Coordinator	S28	1	0	0														1
Stores/Procurement Clerk	S26	1	0	1														0
Fleet Services																		
Fleet Manager	D61	1	0	0														1
Fleet Supervisor	B31	1	0	0														1
Lead Master Mechanic	H40	1	0	0														1
Master Mechanic	H38	1	0	0														1
Vehicle Mechanic III	H34	1	0	0														1
Vehicle Mechanic II	H30	0	0	0														0
Vehicle Mechanic I	H26	1	0	0														1
Field Services																		
Public Serv Field Manager	D72	1	1	1														1
Public Serv Dispatch Coordinator	B31	1	1	1														0
Public Serv Records Clerk	S18	1	0	1														0
Lead Maint Mechanic-Mall & Gateway	H38	1	0	1														0
Public Serv Spvrs	B31	1	0	1														0
Municipal Worker IV	H42	1	0	0														1
Municipal Worker III	H38	1	0	0														1
Municipal Worker II	H36	4	2	1														3
Municipal Worker I	H30	1	1	1														0
Municipal Worker Apprentice	H24	3	1	0														3
Public Serv Spvrs-Utilities Zone Foreperson	B31	1	1	0														1
Municipal Worker III & IV	H42	2	0	0														2
Municipal Worker III	H38	1	0	0														1
Municipal Worker II	H36	3	0	0														3
Municipal Worker I	H35	1	1	0														1
Municipal Worker I	H30	3	0	0														3
Municipal Worker Apprentice	H24	2	0	0														2
Public Serv Spvrs-Utilities Zone Foreperson	B31	1	1	0														1
Public Serv Spvrs- WW Collections (vacant)	B31	0	0	0														0
Municipal Worker III	H38	3	1	0														3
Municipal Worker II	H36	5	3	0														5
Municipal Worker I (vacant)	H30	0	0	0														0
Municipal Worker Apprentice	H24	6	0	0														6

Public Services (continued)		Female										Male									
		Total EEs	Total Minorities	Total	White	AA/Black	Hispanic	Asian	Amer Ind/ Alaskan	Hawaiian/ Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/ Alaskan	Hawaiian/ Pacific Is	Two or more		
Field Services (continued)																					
Public Serv Spvr	B31	1	0	0																	
Municipal Worker IV	H42	1	0	0																	
Municipal Worker III (vacant)	H40	0	0	0																	
Municipal Worker II	H36	1	1	1		1															
Municipal Worker I (vacant)	H30	0	0	0																	
Municipal Worker Apprentice	H24	1	0	1		1															
Public Serv Spvr	B31	1	0	0																	
Municipal Worker IV	H42	1	0	0																	
Municipal Worker III (vacant)	H40	0	0	0																	
Municipal Worker II	H36	1	0	0																	
Municipal Worker I	H30	1	1	0										1							
Municipal Worker Apprentice (vacant)	H24	0	0	0																	
Public Serv Spvr	B31	1	0	1		1															
Municipal Worker IV	H42	1	0	0																	
Municipal Worker III (vacant)	H40	0	0	0																	
Municipal Worker II (vacant)	H36	0	0	0																	
Municipal Worker I (vacant)	H30	0	0	0																	
Municipal Worker Apprentice	H24	1	0	0																	
Forestry																					
Forestry Supervisor	B32	1	0	0																	
Municipal Worker IV	H40	2	0	0																	
Municipal Worker III	H38	2	0	0																	
Municipal Worker II	H40	3	0	0																	
Municipal Worker I (vacant)	H30	0	0	0																	
Municipal Worker Apprentice (vacant)	H24	0	0	0																	
Tree Trimmer	H32	1	0	0																	
Public Works																					
Public Serv Spvr - Concrete Crew	B31	1	1	0																	
Municipal Worker IV	H35	1	0	0																	
Municipal Worker III (vacant)	H40	0	0	0																	
Municipal Worker II	H30	4	2	0																	
Municipal Worker I	H30	4	3	0																	
Municipal Worker Apprentice	H24	1	0	0																	
Percentages		90	22	17	12	4	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
		100%	24%	19%	13%	4%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
				81%	62%	14%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	

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VI. Job Group Analysis

41 CFR §60 2.11(b)

The City determines and defines its job groups using federal EEOC job classifications. These job groups are aligned with census data classifications, which help determine the size of the job pool/ availability in each of the groups for vacant positions. Following this narrative section, worksheets present the demographic distribution of all employees within each job group classification.

The EEO Plan reports using the EEOC job classifications, not the City's pay grade or contractual classifications. For example, the EEOC places an electrician into the *skilled craft worker* (06) job group, whereas the City considers it a *technical* position represented by the "technical" bargaining group (KMEA).

Job Group Categories

- 1.1 Executives/Appointees/Officials/Senior-level managers
- 1.2 First line supervisors/First and mid-level officials
- 2.1 Professionals (attorneys, human resources professionals, accountants, etc.)
- 2.2 Public Safety sworn professionals (lieutenants and captains)
- 2.3 Science, engineering and IT professionals
- 3.1 Technicians (non-Sergeant)
- 3.2 Technicians (Sergeants)
- 04 Protective Service (police officer trainees, public safety officers, detectives, crime laboratory personnel, polygraph examiner and fire marshal)
- 05 Administrative support
- 06 Skilled craft workers
- 08 Service/maintenance

Sub-Group Explanations

The City subdivides the major classification of *Official/Manager* (1.1 and 1.2) in a way that allows an examination of career paths within this job group. This subdivision coincides with changes in the EEO-1 (Employer Information) Report. However, these changes are not incorporated in the City's EEO-4 bi-annual report due to different classifications required for governmental reporting. It is expected that at some future date, the EEO-4 report will include these changes.

The 1.1 classification refers to senior level officials, appointees or managers. The 1.2 classification refers to first-line supervisor or mid-level officials or managers.

Vacancies in the 1.1 job group may be filled via internal promotion or through external searches. The range of the search depends on the requirements of the position. 1.2 job group vacancies are most often filled locally or by internal promotion.

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The *Professional* job group is divided into three subgroups: 2.1 – Professionals such as attorneys, human resources advisors/specialists and accountants; 2.2 – Public Safety sworn professionals of lieutenant, executive lieutenant and captain; and 2.3 – Science, engineering and IT professionals. Public Safety professionals have their own subgroup (2.2) because the hiring pool is limited by the labor agreement to eligible, currently employed Sergeants.

The *Technician* job group is subdivided into two groups: 3.1 – general City technical personnel, and 3.2 – Sergeants within the sworn Public Safety department. The reason for the Public Safety subdivision is that the only feeder group to Sergeants (3.2), is the 04 job group, as prescribed in the labor agreement.

Job Group 1 (1.1 and 1.2)

These employees set broad policies and have overall responsibility for those persons implementing the policy. Employees may direct individual departments, special phases or program areas of operations. The classification is divided into two levels due to decision-making responsibilities, salary and recruiting sources.

- 1.1 Senior level executives or officials in upper divisional management
All City Commission appointees

- 1.2 Supervisors or officials at the mid-level or lower, and some KMEA employees such as:
 - Inspectors
 - Buyers
 - Public Services Supervisors and Forepersons
 - Office and Parks Managers

Job Group 2 (2.1, 2.2 and 2.3)

These employees are in positions requiring four years or more of college, or experience and training that provide a comparable background. The City separates Public Safety sworn professionals into the subgroup 2.2, as their recruitment is strictly internal due to the negotiated contract. Scientific and technical professionals make up subgroup 2.3 because of the specific recruitment issues.

- 2.1 Attorneys
Accountants/financial analysts
Labor relations specialist/Human resources advisors/Benefits specialist
Management analysts
Planners

- 2.2 Public Safety captains and lieutenants

- 2.3 Traffic Engineers
Civil Engineers
Systems analysts and other computer professionals

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Job Group 3 (3.1 and 3.2)

These occupations require a combination of basic or technical knowledge and manual skills that can be obtained through on-the-job training and post high school education, or the equivalent of two years at a community college, or an occupation in which employees perform some of the duties of a technician or professional in a supportive role.

Public Safety Sergeants are also in this category, but are tracked separately. Because recruitment into this group is limited by contract language to internally eligible candidates, Sergeants have been assigned to a separate technical job group.

- 3.1 Drafters
- Engineering technicians
- Laboratory technicians
- Radio operators (dispatchers)
- Recreation assistants
- Surveyors
- Technicians

- 3.2 Public Safety Sergeants

Job Group 4 (04)

This group is composed of sworn protective service employees at various levels below command officers. The ERIP had the most impact on this job group, but still contains the highest number of allocated positions.

- 04 Police Officer trainees
- Public Safety Officers
- Detectives
- Crime Lab personnel
- Polygraph Examiner
- Fire Marshal

Job Group 5 (05)

This is the administrative support job group. It is made up of occupations in which employees perform tasks associated with clerical or secretarial activities, including internal/external communications, recording and retrieval of data and other paper or computer work required in an office.

- 05 Administrative Support Coordinators
- Accounts Coordinators
- HR Assistant
- Secretaries
- Clerk/Cashiers

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Job Group 6 (06)

This job group includes positions requiring a relatively high level of manual skill and comprehensive knowledge of the processes involved in the work. These jobs require an apprenticeship and on-the-job or other training.

- 06 Electricians
- Heavy equipment operators
- Maintenance mechanics and repairers
- Skilled machining positions
- Water and sewage treatment plant operators, including apprentices
- Water distribution operators, including apprentices

Job Group 8 (08)

These positions require limited degrees of acquired skill and knowledge. The duties of these jobs result or contribute to the comfort, convenience, hygiene or safety of the public or contribute to the upkeep and care of facilities and grounds. In October 2016, Metro Transit transportation (08) employees transferred to the Central County Transit Authority, leaving few City employees left in this job group.

- 08 Custodians
- Laborers
- Tree trimmers

Job Group Analysis

as of December 31, 2017

3.1 Technicians (non-Sergeants)

Job Title	Code	Total EES	Total Minorities	Females							Males							
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Exec Asst to City Manager	C41	1	0	1	1													
Administrative Support Manager	C41	1	0	1	1													
Administrative Analyst	B31	1	0	0														
Right-of-Way Coordinator	B31	1	0	0														
Communications Coordinator	B22	1	0	0														
Parks & Rec Buildings & Grounds Technician	H40	1	0	0														
Instrument Technician	S44	4	0	0														
Traffic Signal Technician	S44	1	0	0														
Lead Drafter	S36	1	0	0														
Buildings Technician	S36	1	0	0														
Environmental Services Technician III	S36	2	1	0														
Electronics Technician	S36	1	0	0														
Parks and Recreation Program Coordinator II	S32	1	0	0														
Engineer Technician I	S32	3	0	0														
Traffic Engineering Technician I	S32	1	0	0														
Environmental Services Technician II	S32	4	0	2														
Instrumentation Records Specialist	S32	1	0	0														
Environmental Services Technician I	S30	1	0	0														
Code Permit Technician	S30	1	0	1														
Youth Development Coordinator	S28	1	0	0														
Program & Special Events Coordinator	S28	1	0	0														
Parking Enforcement Attendant PT	S16	5	1	0														
CSO Evidence Quartermaster	P78	3	0	2														
CSO Service (Fleet)	P77	1	0	1														
CSO Investigative Aide (CID)	P75	1	0	1														
CSO Investigative Aide (Service)	P75	1	0	0														
CSO Group Leader	P75	4	1	3														
CSO Dispatcher	P72	13	0	11														
CSO Dispatcher PT	P72	0	0	0														
Percentages		58	3	23	22	0	1	0	0	0	0	0	0	0	0	0	0	0
		100%	5%	40%	38%	0%	2%	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%	0%

Job Group Analysis

as of December 31, 2017

3.2 Technicians (Sergeants)

Job Title	Code	Total EEs	Total Minorities	Females							Males							
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Sergeant	S134	31	3	2	2	0	0	0	0	0	0	2	26	0	0	1	0	0
		31	3	2	2	0	0	0	0	0	0	2	26	2	0	1	0	0
Percentages		100%	10%	6%	6%	0%	0%	0%	0%	0%	0%	6%	84%	6%	0%	3%	0%	0%

Job Group Analysis

as of December 31, 2017

04 Public Safety Detectives, Lab Technicians, Officers (including those in training)

Job Title	Code	Total EEs	Total Minorities	Females							Males														
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more						
Fire Marshal	P51	1	0	0													1	1							
Polygraph Examiner	P34	1	0	0													1	1							
Crime Lab Specialist II	P33	2	0	0													2	2							
Laboratory Technician I	P30	3	1	1	1												2	1	1						
Detective	P26	16	4	3	2	1											13	10	1	1	1				
Public Safety Officer II	P117	103	17	19	15	2	1	1									84	71	8	3					2
PSO II/EO	P217	28	1	1	1												27	26	1						
Public Safety Officer I	P0016	14	4	4	4												10	6	2	1					1
Police Officer	P0010	2	1	0													2	1							1
		170	28	28	23	3	1	1	1	0	0	0	0	0	0	0	142	119	13	5	1	0	0	0	4
Percentages		100%	16%	16%	14%	2%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%	84%	70%	8%	3%	1%	0%	0%	0%	2%

Job Cup Analysis

as of December 31, 2017

05 Administrative Support

Job Title	Code	Total EEs	Total Minorities	Females							Males								
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/ Alaskan	Hawaiian/ Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/ Alaskan	Hawaiian/ Pacific Is	Two or more
Executive Assistant to Deputy City Manager	B32	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Support Coordinator	B21	5	1	5	4	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Econ Dev Admin Coordinator	B21	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HR Assistant	B21	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
KVET Secretary	B21	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Legal Secretary	B21	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Elections Specialist	S30	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accounts Coordinator	S28	4	1	4	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Accounts Coordinator/Secretary	S28	2	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accounts Payable Coordinator	S28	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accounts Receivable Coordinator	S28	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Stores/Procurement Coordinator	S28	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Stores/Procurement Clerk	S28	3	2	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Rental Registration/Cert Coord	S27	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CID Secretary	S26	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Comm Dev Secretary	S28	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operations Division Secretary	S29	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Works Coordinator	S30	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City Records Coordinator	S24	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerk Cashier III (vacant)	S22	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety Records Coordinator	S22	4	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerk Cashier II	S20	4	1	4	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Code Administration Records Clerk/Cashier	S20	2	1	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety Records Clerk - Data Entry	S20	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Clerk Cashier I (vacant)	S18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Traffic Engineering Division Secretary	S18	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Services Records Clerk	S18	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Totals		46	6	41	33	6	1	0	0	0	0	0	0	0	0	0	0	0	0
Percentages		100%	13%	89%	72%	13%	2%	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%	0%	0%

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VII. Availability and Utilization Analysis

41 CFR §60 2.12 and 2.13

A major function of the EEO Plan is to compare the City's female and minority internal representation with external available candidates for each job group. The availability calculations for both internal and external representation are discussed here. Following the narrative section is the availability analysis computation worksheet for each job group and a chart summarizing the goal analysis of underutilization.

Availability figures are the percentage of *external and internal* qualified candidates for positions within a given job group both within the organization and in the immediate, surrounding and broader regions. Representation or utilization figures are the *internal* incumbents (current employees) within job groups as of 12/31/2017. Underutilization, if any, is the percentage to which internal candidates fall below the external availability for positions in that job group. Underutilization is considered significant if equal to or greater than 5%. When a 5% or greater underutilization exists, efforts are made to address any barriers to promotion or employment, along with efforts to increase diverse candidates to the applicant pools. These efforts are discussed in further detail in Section VIII.

EEO Plan availability calculations utilize a US Census EEO Tabulation published in 2012, which remains the most current demographic and occupational data available. In addition to the external EEO availability data, internal job group data is incorporated into the availability calculations. Thus the availability calculation is a combination of external and internal data of potentially qualified candidates. As such, the availability calculation can change from year to year based on these factors.

The external job group availability calculations in this section, except for Public Safety sworn (2.2, 3.2, & 04), are based on the US Census EEO Tabulation (2006-2010) available at: <http://www.census.gov/people/eeotabulation/data/eeotables20062010.html>. With the exception of 2.3 and 08 job groups, job group availability calculations were based on data from Table EEO-ALL06R. For 2.3 and 08 job groups, data from Table EEO-ALL03R was utilized.

Job group 04 (Sworn Public Safety) calculations are based on data from Department of Justice, Bureau of Labor Statistics, Michigan Commission on Law Enforcement Standards (MCOLES) and Michigan Office of Fire Fighting Training. The 2.2 job group (Professionals-Sworn Public Safety) and the 3.2 job group (Sergeant) availability calculations are based entirely on eligible internal candidates as prescribed in the respective labor agreements.

The most significant change in reporting has been the reduction of employees due to the transfer of all Metro Transit employees to the Central County Transportation Authority (CCTA) as of October 1, 2016. This included non-union and union personnel (ATU no longer has members within city employment). As a result, employee numbers were reduced across multiple job groups, but most significantly in the 08 job group (bus drivers and service lane attendants), with most minority and female employees departing to the CCTA.

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Another significant change will occur in October 2018, when 9-1-1 dispatch operations and personnel will transfer to the Kalamazoo County Consolidated Dispatch Authority (KCCDA). That move is expected to impact 19 city employees, all of whom have received offers to transfer employment to the KCCDA. All the Dispatcher positions fell within the 3.1 job group, but with the limited numbers leaving, no significant impact to female or minority representation is expected.

The following is an analysis of the representation percentages of females and minorities in the EEO job groups. Factors impacting the changes in representation are also discussed. For more ease of reporting and earlier completion, the EEO Plan analysis shifted data to a 12 month calendar review period. Presented below is the current 4th quarter data (12 months) versus 1st quarter data (15 months) in the last EEO Plan.

Job Group: Officials/Managers 1.1

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	39.0% (38.9%)	38.1% (37.7%)	none (none)
Minorities	12.2% (13.9%)	14.9% (14.7%)	2.7% (<1%)

This job group includes executive, director and upper level management staff, with the 1.2 Supervisor job group being a major source of promotion into these top level positions.

Females – Representation for females in this job group remained stable in this reporting year, due to a reduction of 1.1 positions. In other activity, 3 white males and 1 female departed, 2 females were hired and 1 female promoted up into the 1.1 job group. So for the fourth year in a row there is no female underutilization this job group, which is quite commendable in this executive job group.

Minorities – Representation of minorities increased slightly from the prior reporting period, due to the increase in white females into the group. Also, one minority departed and one minority was promoted up into the job group, thus no change in minority numbers. This activity resulted in a 2.7% underutilization of minorities, still well below the action level of ≥5%.

Job Group: Supervisors/Inspectors 1.2

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	29.2% (31.0%)	36.8% (41.4%)	7.6% (10.4%)
Minorities	22.9% (19.0%)	13.0% (13.0%)	none (none)

This job group includes first-line supervisors, inspectors and buyers and is frequently a source of promotions into the 1.1 job group (Officials/Managers).

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Females – Representation of females was similar to the prior reporting period, with activity including 4 female promotions into the 1.1 job group, 1 female departure and the loss of 5 males. In addition the percentage of female availability was reduced, thus the underutilization of females dropped 3%. This job group remains an area for improvement at a 7.6% rate of female underutilization, but the female promotions and female interview pools of 24% are contributing to the positive trend.

Minorities – Minority representation increased by nearly 3% from the prior reporting year. Activity included 4 minority promotions into the 1.2 job group, 1 minority departure and one minority. So there is no minority underutilization in the 1.2 job group. This 2nd highest tier of employment continues to show strong representation of minorities.

Job Group: Professionals – General 2.1

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	71.4% (66.7%)	62.4% (62.1%)	none (none)
Minorities	32.1% (29.2%)	16.3% (16.6%)	none (none)

The 2.1 job group represents attorneys, accountants, human resources professionals, financial analysts and other general professional positions. This job group has been a source of promotions into the 1.1 (Officials/Managers) and 1.2 (Supervisors) job groups.

Females – Representation increased significantly in this job group due to 3 females hired, 3 females promoted and 2 males who departed. Another strong trend is that the applicant pools were 50% female. For the 2nd year there is no underutilization of females in this general professional job group.

Minorities – The minority representation increased again in this job group, due to 1 minority hired, 1 minority promoted and no minority departures. Minority representation is nearly double the external availability for this professional job group and remains a strong area of minority representation at the City.

Job Group: Professionals – Sworn Public Safety 2.2

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	6.3% (5.9%)	6.4% (8.2%)	<1% (2.3%)
Minorities	31.3% (47.1%)	22.6% (24.5%)	none (none)

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Public Safety Lieutenants, Executive Lieutenants and Captains comprise this job group. The collective bargaining agreement limits the source of candidates to those eligible in Lieutenant and Sergeant ranks (2.2 & 3.2 job groups). Thus there is no external data used in the availability calculation for this job group.

Females – There was a slight increase in female representation from the prior year to 6.3%. 1 female and 1 male departed, while 1 female and 1 male promoted into the job group, and 1 male promoted up to the 1.1 job group. This activity led to a reduction of underutilization to near zero in this upper command job group, a stable trend. Future retirements are expected to provide additional opportunities for female promotions into this job group.

Minorities – Minority representation decreased by 15% this reporting period, due to 1 minority departure and 1 minority promotion up to a 1.1 executive position. In addition there were 3 non-minority promotions into the 2.2 job group. Even with these losses of minority representation, this upper command job group continues to have very strong minority representation at 31.3%, nearly 10% above the availability percentage. As stated above, future retirements will provide additional opportunities for minority promotions into this job group.

Job Group: Professionals – Computer, Science and Engineering 2.3

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	33.3% (36.4%)	23.0% (21.4%)	none (none)
Minorities	8.3% (0.0%)	13.8% (12.7%)	5.4% (12.7%)

Within this job group are the engineer, science and computer professionals, and is the smallest job group within the organization. Additional IT/computer allocations are anticipated, as well as filling of current vacancies in engineering positions. In 2018, a market-based compensation system was implemented for non-union positions, with significant increases in pay ranges for these positions, which is hoped to attract more females and minorities.

Females – Female representation declined slightly this reporting period, but still 10% above female availability. There were no females hires or promotions, but no female losses either. In other activity, 4 males were hired and 3 males departed. This slight male advantage, produced the decrease in females, but considering the technical nature of these professional positions, females representation is at a very good level within this job group.

Minorities – For the first time in many years, there was a minority hired into the 2.3 job group, which increased minority representation to 8.3%, up from 0%. This also reduced the minority underutilization from 12.7% to 5.4%. Additional openings in the 2.3 job group and more competitive compensation are expected to attract more minority candidates into this specialized professional job group. On a positive note, minority representation in the general professional job group (2.1) has increased to a strong 32%.

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Job Group: Technicians (non-Sergeant) 3.1

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	41.4% (44.0%)	39.6% (39.7%)	none (2.7%)
Minorities	5.2% (4.0%)	12.4% (12.0%)	7.2% (8.0%)

This job group includes a variety of technical positions including dispatchers, treatment control analysts, electronic and environmental services. A large majority of 3.1 job group positions are governed by labor agreements, impacting wage scales and promotional processes. Of note for the next EEO Plan is the anticipated departure of Public Safety Dispatcher positions to the newly created Central County Dispatch Authority. These positions are expected to be transferred by October 2018. Since fewer than 20 employees will be affected, the impact to the 3.1 job group should be minimal.

Females – Female representation decreased slightly in this job group due to 2 females hired, 2 females left and 1 female promoted into the job group. Other activity included 8 males hired, 3 males left and 3 males promoted into the job group. The increased number of positions and greater number of male entrants to the job group caused the decrease in female representation. Nevertheless, for the first time in several years, female underutilization was eliminated in the 3.1 job group

Minorities – Minority representation increased somewhat during this reporting period due to 1 minority hire and no minority losses, compared to 4 non-minority departures. This activity also decreased minority underutilization to 7.2%, a positive trend. Interview pools were 8% minority, a reflection of few qualified candidates for this more technical job group. Future vacancies are expected to provide opportunities to advance or hire minorities.

Job Group: Technicians (Public Safety Sergeants) 3.2

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	6.5% (9.4%)	16.5% (15.8%)	10.0% (6.4%)
Minorities	9.7% (12.5%)	16.5% (14.7%)	6.8% (2.2%)

Public Safety Sergeant is the only position in this job group due to the closed nature of the contractual bid system. The collective bargaining agreement limits the source of candidates to eligible sworn members in the 04 job group. Thus there is no external availability data used in the calculation for this job group.

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Females – Female representation decreased for this period due to the promotion of one female upward to Lieutenant in the 2.2 job group. Other activity included 3 males promoted up to Sergeant from the 04 job group and 3 males departed the organization. As a result, female underutilization increased to 10%. Female new hires have increased, a good trend, however, they are yet to reach the required 5 years of service to promote. Future retirements will provide additional opportunities for females to promote up to the 3.2 job group.

Minorities – Minority representation also decreased due to 2 minority departures and 3 non-minority promotions into the 3.2 job group. This has resulted in increased underutilization to 6.8%. On a positive note, minority new hires have increased in the 04 job group, which will provide for future minority promotions. As mentioned above, the required 5 years of service must be met in order to test for promotion up to the 3.2 job group. So minority promotions are expected to occur in the near future.

Job Group: Protective Service 04

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	16.5% (15.8%)	11.4% (11.2%)	none (none)
Minorities	16.5% (14.7%)	11.5% (11.6%)	none (none)

The 04 job group includes sworn officers, detectives, polygraph, fire marshal and specialized lab personnel. Position allocations within the 04 job group will increase due to federally funded grants, greater general fund dollars and more contractual service relationships.

Females – Female representation increased again this year in the 04 job group. Activity included 4 females hired and 3 females departed. Female availability remained stable and for another year female representation is above the availability percentage, which is a solid accomplishment in a public safety agency.

Minorities – Minority representation also increased again due to 6 minorities hired and only 1 departed. Other activity included 2 minority promotions to Detective, a higher level position in the 04 job group. For the second year, there is no minority underutilization in this job group. This is of special note in light of the pressure and competition nation-wide on law enforcement agencies to increase minority representation. To continue this success, future recruiting is focusing on increasing the pool of qualified minority candidates.

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Job Group: Administrative Support 05

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	89.1% (87.2%)	71.7% (72.5%)	none (none)
Minorities	15.2% (17.0%)	15.5% (15.3%)	<1% (none)

This job group encompasses all levels of administrative support, from clerk/typists to executive assistants. Historically, this job group is well-represented by females and minorities, with frequent opportunities for promotion within the job group and upward into higher job groups.

Females – Female representation in this job group increased somewhat, while availability remained stable. Activity within the job group included 13 females hired, 4 females departed, 1 male hired and 0 males departed. In addition, 6 females promoted or were reclassified to higher positions within the 05 job group. Other promotional activity included 1 female promoted to the 1.2 job group, 3 females to the 2.1 job group and 1 female to the 3.1 job group. The 05 job group has provided a source for promotions to upper level supervisory and professional positions, yet continues to remain above the female availability benchmark.

Minorities – Minority representation decreased somewhat, even with the hiring of 1 minority. The decrease was due to a net addition of 9 non-minorities added to the job group. This activity resulted in a very slight underrepresentation of minorities in this job group (-0.3%). On the positive, 2 minorities promoted upward within the job group and no minorities departed. In addition, 1 minority was promoted to the 1.2 job group and 1 other was promoted to the 2.1 job group. At <1% minority underutilization, this is not considered significant, but is worth noting for preventive measures. Interview pools were only 10%, so increased minorities in the interview pools could improve minority hiring and representation.

Job Group: Skilled Craft Workers 06

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	5.4% (9.7%)	6.0% (10.5%)	<1% (<1%)
Minorities	15.3% (17.5%)	13.2% (14.6%)	none (none)

This job group includes water, wastewater and equipment operators, mechanics and electricians. All positions are represented by AFSCME or KMEA bargaining units (all ATU positions transferred to CCTA). Due to the career ladder, a self-promotion process is available to laborer. During the last reporting period, all but one Laborer (08 job group) successfully trained, tested and promoted up to the Skilled Trades (06) job group. This has been a great training and development opportunity for this job group, as well as a solid career pathway for entry level, local candidates.

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Females – Female representation and female availability were reduced significantly from the prior year. This decrease was the result of 2 females promoted up to 1.2 job group, 2 females departed and 0 females hired compared to 24 males. Also of note was 1 female who promoted up within the 06 job group via the career ladder training program. In spite of the promotions and male hiring, underutilization of females is remains <1%, which is excellent for females in a skilled trades group.

Minorities – Minority representation and availability both declined somewhat. This was primarily due to 23 non-minorities hired versus 1 minority hire. Other activity included 2 minorities who promoted up to the 1.2 job group and 13 minorities who self-promoted upward within the 06 job group. Even so, there is still no underutilization of minorities in the 06 job group, which is very good in a skilled job group. Interview pools were 16% minority, which if improved could increase the minority hiring within this job group.

Job Group: Service/Maintenance 08

	Representation 4Qtr17 (1Qtr17)	Availability 4Qtr17 (1Qtr17)	Underutilization 4Qtr17 (1Qtr17)
Females	0.0% (33.3%)	15.1% (27.4%)	15.1% (none)
Minorities	0.0% (33.3%)	11.1% (28.4%)	11.1% (none)

Due to the transfer of positions to the CCTA and upward career ladder promotions to the Skilled Trades (06) job group, the 08 job group now has just three positions, Laborer, Tree Trimmer and Custodian. Due to so few positions remaining, there was little to no activity in this job group.

Females – Due to the departure of the sole female in the job group, female representation dropped to 0%, compared to the 15% female availability figure. In addition, 1 male was hired into the job group. Thus female underutilization is now 15.1%, which will be difficult to improve unless there is a female hired. There were no females in the interview pools and future hiring opportunities must contain females to improve representation in this job group.

Minorities – Minority representation declined somewhat due to 1 minority who departed, 1 non-minority hired and 0 minorities left in the job group. As a result, minority representation is 0% compared to the 11.1% minority availability benchmark and underutilization is also 11.1%. Minority representation in the interview pools was 0% this past period. Increasing minorities in the interview pools will be key to improving representation in this limited job group.

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Prior EEO Submission/ Goal Analysis of Underutilization (2017 vs 2018)

	<u>Under Use 3-2017</u>	<u>Under Use 12-2017</u>	<u>Contributing Factors</u>
1.2 Supervisors/Inspectors			
<i>Females</i>	10.4%	7.6%	↓ Female underutilization decreased significantly during this reporting period for this job group, due to the resignation/promotion of males out of this job group. Factors include: <ul style="list-style-type: none"> • 4 females promoted up into the 1.2 job group • 4 males were hired; 7 males promoted upward into the job group; 5 males separated. This activity netted an increase of males to females ratio in this job group • qualified interview pools were 22% female, a similar percentage of females as in the prior reporting year
2.3 Professionals (computer/science/engineer)			
<i>Minorities</i>	12.7%	5.4%	↓ Minority underutilization decreased significantly in this job group. Contributing factors include: <ul style="list-style-type: none"> • one minority hired (1st since 2011) • 3 non-minorities hired; 3 non-minorities separated • number of positions in this job group remained at 11 • external availability data increased slightly • positions in this job group are highly technical and specialized; recruiting efforts yielded few qualified minority candidates • interview pools improved to 8% minority for this reporting period
3.1 Technicians (non-Sergeants)			
<i>Minorities</i>	8.0%	7.2%	↓ Minority underutilization decreased slightly in this job group. Contributing factors include: <ul style="list-style-type: none"> • 1 minority was hired and none separated • 4 non-minorities separated employment • 9 non-minorities were hired into the job group • 3 non-minorities promoted up into the job group • 8 positions were added to this job group • positions in this group are technical and specialized with few minority candidates • interview pools decreased to 8% minority during this reporting period • 50 of the 58 positions in this job group have wages governed by labor agreements. Future negotiations may allow for increased wages to attract and retain minorities and females into this job group.

	<u>Under Use 3-2017</u>	<u>Under Use 12-2017</u>	<u>Contributing Factors</u>
3.2 Technicians (Sergeants)			
Females	6.4%	10.0%	<ul style="list-style-type: none"> ↑ Female underutilization increased in this job group. Contributing factors include: <ul style="list-style-type: none"> • 1 female Sgts promoted up to the Lt job group • 3 males promoted into the Sgt job group • 1 female in the 04 job group tested for the promotion • few females have the five years experience to promote; but female new hires have increased • interview pools were 8% female, a drop from 14% in the prior reporting period
Minorities	2.2%	6.8%	<ul style="list-style-type: none"> ↑ Minority underutilization increased significantly in this job group. Contributing factors include: <ul style="list-style-type: none"> • 1 minority Sgt promoted up to the Lt job group • 1 minority retired; 1 minority resigned • 3 non-minorities promoted into the Sgt job group • interview pools were 17% minority, the same as the prior reporting period • closed promotional process limits candidates to just 04 job group and those with 5+ years experience
08 Service/Maintenance			
Females	0.0%	15.1%	<ul style="list-style-type: none"> ↑ Female underutilization increased significantly in this job group. Contributing factors include: <ul style="list-style-type: none"> • most females in the 08 job group promoted up to the 06 job group t(skilled trades) through career ladder testing opportunities • loss of most 08 positions to CCTA, only three Service/Laborer positions remain at the city • 1 female retired (only remaining female) • few vacancies occur in this job group
Minorities	0.0%	11.1%	<ul style="list-style-type: none"> ↑ Minority underutilization increased significantly in this job group. Contributing factors include: <ul style="list-style-type: none"> • most females in the 08 job group promoted up to the 06 job group t(skilled trades) through career ladder testing opportunities • loss of most 08 positions to CCTA, only three Service/Laborer positions remain at the city • 1 minority retired (only remaining minority) • few vacancies occur in this job group

Availability Factor Computation Form

**2018 EEO Plan
Job Group: Managers (1.1)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	10.50	39.70	0.30	3.15	11.91	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	10.20	44.20	0.20	2.04	8.84	Battle Creek MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	20.15	41.86	0.40	8.06	16.74	5 minorities and 16 females in 1.1 job group; 11 minorities and 14 females in 1.2 job group; 9 minorities and 20 females in 2.1 job group; 1 minority and 4 females in 2.3 job group	Internal recruiting source
Percentage of minorities and women among those at facility who can be trained in requisite skills	16.54	5.51	0.10	1.65	0.55	4 minorities and 1 females in 2.2 job group; 18 minorities and 10 females in 06 job group	Occasional internal recruiting source
Total Availability			1	14.90	38.05		

2017 Actions

- 2 wm hired from immediate area
- 1 wf hired from immediate area
- 1 wf hired from reasonable area
- 4 wf promoted within 1.1 job group
- 4 wm promoted from 2.1 job group
- 1 wf promoted from 2.1 job group
- 1 bm promoted from 2.2 job group
- 1 wm promoted from 2.3 job group

22% of pools were female
6% of pools were minority

Availability Factor Computation Form

2018 EEO Plan Job Group: Supervisors (1.2)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	10.50	39.70	0.35	3.68	13.90	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a reasonable recruitment area.	10.20	44.20	0.15	1.53	6.63	Battle Creek MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	17.16	43.28	0.10	1.72	4.33	11 minorities and 14 females in 1.2 job group; 9 minorities and 20 females in 2.1 job group; 3 minorities and 24 females in 3.1 job group	Internal recruiting sources
Percentage of minorities and women among those at facility who can be trained in requisite skills	15.29	29.94	0.40	6.12	11.98	7 minorities and 41 females in the 05 job group; 17 minorities and 6 females in 06 job group	Occasional source of recruits
Total Availability			1	13.04	36.83		

2017 Actions

- 3 wm hired from immediate area
 - 1 wm hired from reasonable area
 - 1 bm promoted within 1.2 job group
 - 1 wm promoted from 3.1 job group
 - 1 wm promoted from 05 job group
 - 1 wf promoted from 05 job group
 - 1 hf promoted from 05 job group
 - 2 wm promoted from 06 job group
 - 2 wf promoted from 06 job group
 - 1 bm promoted from 06 job group
 - 1 2+m promoted from 06 job group
- 24% of pools were female
13% of pools were minority

Availability Factor Computation Form

**2018 EEO Plan
Job Group: Professionals (2.1)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	11.40	55.90	0.35	3.99	19.57	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a out of state recruitment area.	16.30	54.10	0.15	2.45	8.12	Michigan (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Larger recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	21.62	82.43	0.40	8.65	32.97	9 minorities and 20 females in 2.1 job group; 7 minorities and 41 females in 05 job group	Normal recruiting source
Percentage of minorities and women among those at facility who can be trained in requisite skills	11.83	17.75	0.10	1.18	1.78	3 minorities and 24 females in 3.1 job group; 17 minorities and 6 females in 06 job group	Occasional recruiting source
Total Availability			1	16.27	62.43		

2017 Actions

- 2 wf hired from immediate area
 - 1 wm hired from immediate area
 - 1 bm hired from immediate area
 - 1 wm hired from reasonable area
 - 1 wf hired from broader region
 - 2 wf promoted from within 2.1 job group
 - 1 wm promoted from within 2.1 job group
 - 2 wf promoted from 05 job group
 - 1 bf promoted from 05 job group
- 50% of pools were female
8% of pools were minority

Availability Factor Computation Form

**2018 EEO Plan
Job Group: Professionals - Sworn (Public Safety Lt/Cpt) (2.2)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Percentage of minorities and women among those promotable or transferrable within facility.	22.58	6.38	1.00	22.58	6.38	4Q2017 Diversity Profile: 4 minorities and 1 female in 2.2 job group; 3 minorities and 2 females in 3.2 job group	Sole recruiting source per collective bargaining agreements
Percentage of minorities and women in institutions providing training in requisite skills.	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Percentage of minorities and women among those at facility who can be trained in requisite skills	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Total Availability			1	22.58	6.38		

2017 Actions

- 1 bm promoted within 2.2 job group
 - 1 wm promoted from 3.2 job group
 - 1 wf promoted from 3.2 job group
- 16% of pools were female
16% of pools were minority

Availability Factor Computation Form

2018 EEO Plan

Job Group: Science, Engineering and Computer Professionals (2.3)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	12.40	21.00	0.30	3.72	6.30	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	10.00	32.70	0.20	2.00	6.54	Battle Creek MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	19.10	21.20	0.30	5.73	6.36	Michigan MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	11.60	18.78	0.20	2.32	3.76	1 minorities and 4 females in 2.3 job group; 3 minorities and 24 females in 3.1 job group; 17 minorities and 6 females in 06 job group	Occasional recruiting source
Percentage of minorities and women among those at facility who can be trained in requisite skills	n/a	n/a	n/a	n/a	n/a	n/a	Not a source due to level of expertise required for this technical job group
Total Availability	1			13.77	22.96		

2017 Actions

- 1 wm hired from immediate area
 - 1 wm hired from reasonable area
 - 1 wm hired from broader region
 - 1 am hired from broader region
- 23% of pools were female
8% of pools were minority

Availability Factor Computation Form

2018 EEO Plan Job Group: Technicians (3.1)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	9.40	53.90	0.40	3.76	21.56	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	15.50	59.60	0.10	1.55	5.96	Michigan (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Larger recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	13.16	22.81	0.40	5.26	9.12	2 minorities and 24 females in 3.1 job group; 28 minorities and 28 females in 04 job group	Normal recruiting source
Percentage of minorities and women among those at facility who can be trained in requisite skills	17.83	29.94	0.10	1.78	2.99	7 minorities and 41 females in 05 job group; 17 minorities and 6 females in 06 job group	Occasional source of recruits due to DEQ and MWEA training
Total Availability			1	12.36	39.64		

2017 Actions

- 6 wm hired from immediate area
 - 1 wf hired from immediate area
 - 1 wf hired from reasonable area
 - 1 hm hired from reasonable area
 - 1 wm hired from broader region
 - 1 wm lateral transfer within 3.1 job group
 - 3 wf lateral transfer within 3.1 job group
 - 1 wf promoted within 3.1 job group
 - 1 hf promoted within 3.1 job group
 - 1 wm promoted within 3.1 job group
 - 1 wf promoted from 05 job group
 - 2 wm promoted from 06 job group
 - 1 wm voluntary demoted from 06 job group
- 58% of pools were female
8% of pools were minority

Availability Factor Computation Form

**2018 EEO Plan
Job Group: Technicians (Public Safety Sergeants) (3.2)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Percentage of minorities and women among those promotable or transferrable within facility.	16.47	16.47	1.00	16.47	16.47	4Q2017 Diversity Profile: 28 minorities and 28 females in the 04 job group	Sole recruiting source per collective bargaining agreements
Percentage of minorities and women in institutions providing training in requisite skills.	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Percentage of minorities and women among those at facility who can be trained in requisite skills	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Total Availability			1	16.47	16.47		

2017 Actions
3 wm promoted from 04 job group
8% of pools were female
17% of pools were minority

Availability Factor Computation Form

2018 EEO Plan

Job Group: Protective Service (04)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	n/a	n/a	n/a	n/a	n/a	Occupational data by race and gender are not available for the immediate area	N/A, No Data Available
Percentage of minorities and females in Michigan in the sworn police profession.	6.98	12.15	0.30	2.09	3.65	Michigan Commission on Law Enforcement, Licensing Division, as of 7/3/2018	Normal recruiting source
Percentage of minorities and females in Michigan in the FF and EMS profession (Occupational stats not separated).	4.12	7.55	0.30	1.24	2.27	Michigan Fire Fighter Training Division, Statistics as of 7/3/2018	Occasional source of recruits when open to non-MCOLES candidates
Percentage of minorities and women among those promotable or transferrable within facility.	16.47	16.47	0.20	3.29	3.29	28 minorities and 28 females in 04 job group	Sole recruiting source for detective, crime lab & fire marshal positions per collective bargaining agreement
Percentage of females and minorities nationwide in the police profession.	27.20	13.60	0.15	4.08	2.04	BLS, Employment & Earnings, Household Data, Table 11, 2017	National statistics of females and minority police and sheriff patrol officers
Percentage of females and minorities nationwide in the fire fighting profession.	16.20	3.50	0.05	0.81	0.18	BLS, Employment & Earnings, Household Data, Table 11, 2017	National statistics of females and minority fire fighters
Total Availability			1	11.51	11.42		

2017 Actions

- 4 wm hired from immediate area
 - 2 bm hired from immediate area
 - 1 hm hired from immediate area
 - 1 2+m hired from immediate area
 - 3 wf hired from immediate area
 - 1 wm hired from reasonable area
 - 4 wm hired from broader area
 - 1 2+m hired from broader area
 - 1 wf hired from broader area
- 1 wm hired from out-of-state
 1 bm hired from out-of-state
 4 wm promoted within 04 job group
 1 hm promoted within 04 job group
 1 bf promoted within 04 job group
 2 wf voluntary demoted within 04 job group
 2 wm voluntary demoted within 04 job group
- 26% of pool were female
 19% of pools were minority

Availability Factor Computation Form

**2018 EEO Plan
Job Group: Administrative Support (05)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	12.60	63.70	0.50	6.30	31.85	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in immediate labor area.	16.90	66.20	0.10	1.69	6.62	Michigan MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	29.50	64.40	0.10	2.95	6.44	United States MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Occasional recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	15.21	89.13	0.30	4.56	26.74	7 minorities and 41 females in 05 job group	Normal recruiting source
Total Availability			1	15.50	71.65		

2017 Actions

- 11 wf hired from immediate area
 - 1 2+f hired from broader region
 - 1 wm hired from out-of-state
 - 1 wf hired from out-of-state
 - 1 wf lateral transferred within 05 job group
 - 3 wf promoted within 05 job group
 - 2 bf promoted within 05 job group
- 94% of pools were female
10% of pools were minority

Availability Factor Computation Form

**2018 EEO Plan
Job Group: Skilled Craft (06)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	9.80	6.90	0.30	2.94	2.07	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a reasonable recruitment area.	9.70	7.10	0.05	0.49	0.36	Battle Creek MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	11.60	5.80	0.05	0.58	0.29	Michigan MSA (US Census EEO Tabulation EEO-ALL06R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	15.31	5.41	0.60	9.19	3.25	17 minorities and 6 females in 06 job group	Primary source for lateral transfers/promotions
Total Availability			1	13.19	5.96		

2017 Actions

- 16 wm hired from immediate area
 - 1 bm hired from immediate area
 - 2 wm hired from reasonable area
 - 5 wm hired from broader region
 - 36 wm promoted/career ladder within 06 job group
 - 9 bm promoted/career ladder within 06 job group
 - 3 hm promoted/career ladder within 06 job group
 - 3 wf promoted/career ladder within 06 job group
 - 1 bf promoted/career ladder within 06 job group
 - 2 wm promoted within 06 job group
 - 5 wm lateral transferred within 06 job group
 - 1 bm lateral transferred within 06 job group
- 2% of pools were female
16% of pools were minority

Availability Factor Computation Form

2018 EEO Plan

Job Group: Service/Maintenance* (08)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	18.30	25.40	0.55	10.07	13.97	Kalamazoo - Portage MSA Transportation only EEO-ALL03R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a reasonable recruitment area.	19.90	22.70	0.05	1.00	1.14	Battle Creek MSA Transportation only (EEO-ALL03R 2006-2010)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	0.00	0.00	0.40	0.00	0.00	0 minorities and 0 females in 08 job group*	Normal recruiting source
Total Availability	1			11.06	15.11		

2017 Actions (Little to no activity in this job group)

1 w/m hired from immediate area

0% of pools were female
0% of pools were minority

*Only 3 positions/personnel left in this job group. All others went to CCTA when they split off from the city.

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VIII. Identification of Problem Areas and Action Programs to Attain Goals

41 CFR §60 2.13(d) and 2.13(f)

Identification of Problem Areas

The composition of the City's workforce has been reviewed to identify areas of under-representation or "underutilization" of females and minorities. The terms used and analysis completed are in accordance with the Federal Transit Administration (FTA) guidelines for EEO Program Plan guidelines (FTA Circular 4701.1A, rev 4/20/2017). These terms identify areas for review and potential additional efforts, but do not constitute any admission of violation of any law, rule or regulation. Within this section, efforts to address underutilization of females and minorities are discussed.

As mentioned in Section VII, "availability" figures represent a calculation of the *external* candidates with qualifying experience combined with the *internal* qualified or promotable candidates for a job group. "Representation" or "utilization" figures are the *internal* percentage of employees (incumbents) within a job group as of 12/31/2017. As of this reporting, the City of Kalamazoo overall employee workforce is approximately 72% male and approximately 84% white. In this section, "problem areas" are defined as job groups in which 5% or greater underutilization occurs (i.e., 5+% fewer incumbents than the availability percentage).

Availability figures for the job groups are obtained from several sources. In 2012, a US Census EEO Tabulation was published and that data resulted in changes to the City's EEO Plan availability calculations (citations noted in Section VII). In addition, state and national occupational data for job group 04 (Protective Services) was obtained from the Bureau of Labor Statistics and State of Michigan reporting offices in July 2018.

In 2007, the City began a comprehensive examination by a specialized consultant of all recruiting procedures to ensure that they are job-related, valid and address any potential bias. Results revealed that while processes were job-related and content valid, continued efforts are needed to improve female and minority representation.

In 2008-2009, the City updated Public Safety job descriptions for sworn positions. Also in 2009, all Public Safety test results were reviewed for disparate impact and changes made to testing and selection procedures. Since 2012, an outside vendor has been retained to develop custom promotional exams for Lieutenant, Sergeant and Detective. This provides expert test development for the major promotional exams within Public Safety. Internally developed exams are still used for positions where skills are specific and not available through an outside vendor, e.g., Laboratory Technician.

Externally developed tests are also used for positions in Public Services, such as *Apprentice Municipal Worker*, where entry level trade skills are assessed. In addition, typing and spreadsheet (Excel) skills are tested through software purchased from an external vendor.

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Need for Females and Minorities in Identified Job Groups

As presented in Section VII, females and/or minorities are underutilized in the following job groups. Problem areas are identified as a job group with 5% or greater underutilization compared to external availability. In positive trends, for the third year in a row, the 1.1 executive job group has no female underutilization and this year the 04 protective services job group remains above any minority underutilization. Other job groups currently considered areas for improvement are as follows:

1.2	Supervisors/Inspectors	
	• Female underutilization	7.6% (down 2.8% from 2017)
2.3	Professionals – Computer, Science and Engineering	
	• Minority underutilization	5.4% (down 7.3% from 2017)
3.1	Technicians – Non-Sergeants	
	• Minority underutilization	7.2% (down 0.8% from 2017)
3.2	Technicians – Sergeants	
	• Female underutilization	10.0% (up 3.6% from 2017)
	• Minority underutilization	6.8% (up 4.6% from 2017)
08	Service/Maintenance	
	• Female underutilization	15.1% (up 15.1% from 2017)
	• Minority underutilization	11.1% (up 11.1% from 2017)

There were additional job groups with less than 5% underutilization: 1.1 minorities (Official/Manager), 2.2 females (Professional – Upper Command) and 05 minorities (Admin Support). These groups are not addressed specifically here, but ongoing efforts continue to recruit qualified females and minorities into applicant pools for these positions.

The most significant change in underutilization occurred as a result of the loss of nearly all Service/Maintenance (08) personnel in the transfer of Metro Transit operations in October 2016 to the Central County Transportation Authority (CCTA). The full impact of this transfer of personnel is apparent in the current EEO Plan, with no remaining females or minorities in the 08 job group. In addition, only 3 contractual positions are left in this job group, which will limit opportunities to reduce the underutilization.

In 2017 the City began the process to remove any 5% reduced wage scales that were in place since the ERIP in 2012. As of 1/1/2018, all employees were placed in the same wage schedule. This was accomplished through support of the Foundation for Excellence (FFE), which has committed monies to the City's general fund for aspirational projects, infrastructure and to stabilize finances.

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Also in 2017, a compensation study was conducted for all non-union positions to establish benchmarks for competitive compensation. As a result, a much improved compensation plan was implemented in early 2018, which is anticipated to attract and retain employees, including females and minorities into the supervisory, professional and technical job groups.

Employment Actions in Problem Areas

The most significant female and minority underutilization is in the Service/Maintenance (08) job group, due to the departure of CCTA employees. Other areas for improvement are in the Supervisor (1.2), Professional (2.3) and Technician (3.1 & 3.2) job groups. .

Employment actions in problem areas are described below:

1.2 Supervisors (Females)

Female underutilization decreased 2.8% from last reporting period, with 4 female promotions and 5 male departures. Interview pools were 24% female, very positive percentage compared to 2 years ago. However, underutilization is at 10.4% and continued efforts are needed to promote and recruit qualified females into this job group. The new compensation plan should assist in these efforts.

2.3 Professionals - Computer, Science and Engineering (Minorities)

For the first time in several years, a minority was hired into the 2.3 job group, reducing underutilization to 5.4%. In early 2018, another minority was hired into this job group. With the newly implemented compensation plan, there is opportunity to attract more minorities and sustain this positive trend.

3.1 Technicians – Non-Sergeant (Minorities)

For the third year, minority underutilization remained about 7%. Activity included 1 minority hire, no minority losses and 4 non-minority departures. Qualified interview pools were 8% minority, up 5% from the last reporting period, but still indicate limited minority candidates. Vacancies are expected to occur and present the opportunity for increased minority hires.

3.2 Technicians – Sergeant (Females)

Female underutilization increased 3.6%, due to 1 female promotion from Sergeant up to Lieutenant (upper command 2.2 job group) and 3 male promotions into the 3.2 job group. Interview pools were 8% female, a statistic hoped to be improved with more female officers now in job group (04) eligible for promotion. Mentoring efforts are also underway in the department to support and encourage females in the promotion process.

3.2 Technicians – Sergeant (Minorities)

Minority underutilization increased to 6.8%, up from just 2.2% in the prior reporting period. Activity included 2 minority departures and 3 non-minority promotions. Interview pools were 17% minority. As with females in this job group, minorities have increased in the eligible 04 job group, which will provide additional minority candidates for promotion.

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08 Service/Maintenance (Females)

As mentioned previously, transfer of positions to CCTA and upward career ladder promotions to the Skilled Trades job group (06), the 08 job group now has just three positions. In addition, the sole female in the 08 job group retired and was replaced with a male. This has created a 15.1% female underutilization. Few vacancies are expected in this job group, so progress in this job group will be delayed until openings occur.

08 Service/Maintenance (Minorities)

As state above, the 08 job group now has just three positions due to transfer of positions to CCTA and upward career ladder promotions to the Skilled Trades job group (06), creating a 11.1% underrepresentation of minorities. This was also due to the remaining minority (also female) who retired. Progress will be hindered until additional positions are approved or vacancies occur.

Action Oriented Programs

Non-Union Compensation Market Survey and Pay Range Adjustments

The City employs approximately 130 non-union employees, in job groups from upper management to mid-level professional to administrative support. Non-union compensation has long lagged the market and has negatively impacted attracting and retaining talent, especially in the professional levels. After an analysis and market salary survey of non-union positions by an external consultant, a new non-union compensation plan was implemented, along with pay adjustments for those below market wages.

Testing and Hiring/Promotion Procedure Review

As mentioned above, the City conducted a full-scale review of its hiring and promotion procedures and the validity of its tests by a third party – Right Management in 2008. Continued efforts toward process improvements include:

Application Review (implemented in 2010)

- Remove request for criminal history information on initial application
- Criminal history completed on final candidates after interviews completed
- Criminal history reviewed on a case-by-case basis relative to the position
- Final decision regarding candidacy is determined by the HR/LR Director in consultation with the Department Director

Testing Process

- Conduct job analysis
- Determine weighting of test components
- Set passing scores after test is developed
- Use hurdles to move from one stage of the process to another
- Complete all components of a test
- Ensure test security
- Use a formal decision-making process based on sound benchmarks or targets

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Written Tests

- Ensure that test developers have appropriate expertise (outsource as needed)
- Obtain technical reporting on the outcome of test results, evaluate any improvements possible to succeed in the testing process
- For KDPS Public Safety Officer positions, allow non-certified candidates to test
- For KDPS Public Safety Officer positions, evaluate the passing score to allow for the highest number of candidates possible into the selection process
- Since 2012, externally developed, custom Sergeant and Lieutenant promotional exams have been administered to eligible candidates. In 2014, an external custom Detective promotional exam was developed and administered. Exams are updated annually to include changes in legal and department policy.

Oral Tests/Interviews

- Clarify and document candidate characteristics to be tested (skill sets)
- Document reasons for assessing specific dimensions (tie to job description)
- Identify questions which assess skills desired (SelectPro)
- Clarify resources required for test preparation; ensure that “suggested” resources do not appear on any test
- Reduce or eliminate bias in scoring (use BARS to score answers)
- Improve rater consistency via interview training and pre-interview instructions
- Assess specific aspects of performance rather than general aspects
- Identify components of required responses and those that are recommended
- Position Human Resources as overseer of the process, rather than participant
- Utilize best practices for oral interviews

Internships

- In areas most challenged to recruit females and minorities, internship opportunities have been increased. Public Safety offers internships to college age students interested in law enforcement careers. Several of these interns have been hired into the department through the intern program.
- The IT department regularly offers internships to college students seeking employment in the field. These internships have attracted females and minorities, however, few hiring opportunities have occurred to retain them within the organization.

Kalamazoo Promise

Students in Kalamazoo Public Schools have the opportunity to have all or part of their college tuition at Michigan colleges and universities funded by the Kalamazoo Promise program. In 2015, the Promise expanded the eligible Michigan institutions to include private colleges and universities. The City continues its relationship with the Kalamazoo Promise through the Communities in Schools organization and encourages employees to participate in a variety of community volunteer activities. In August 2015, the City participated in the Kalamazoo Promise 10 Year Anniversary event, including a jobs booth staffed by skilled trades staff promoting technical positions within the City.

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Supervisory Development

In 2009, the City began an internal program for supervisory development called *Supervision for the 21st Century*. This program helps supervisors develop skills in coaching, gaining commitment and delivering feedback. Since 2009 the following supervisory development courses have been offered: *Coaching, Contract Administration, AA/EEO for Supervisors, Delivering Feedback, Project Management and Interviewing & Hiring*.

From April to October 2013, the City hosted *Supervisory Skills Training* presented by Paul Knudstrup, a highly regarded management trainer, to assist with newly hired and promoted supervisors in Public Services as a result of the ERIP. In 2016, Lean Six Sigma training has been given to targeted supervisory staff to improve processes and efficiencies.

Internal Review

The City of Kalamazoo has an ongoing project of reviewing all job descriptions for up-to-date job functions and eliminating any inappropriate occupational qualifications and other language pertaining to physical or mental job qualifications or specifications that would result in bias in regard to race, color, religion, sex, age, disability, national origin, or veteran status.

Community Outreach

In addition to sending job postings to the list detailed in Section III, the City enables persons to apply for jobs using the City's website. The website also provides information about the City that is valuable to citizens and prospective employees.

The City continues to actively encourage minority and female, as well as all employees, to refer qualified applicants to apply through appropriate channels.

In 2013, the City has contracted with an internet application vendor (NeoGov), which provides for online application for vacant position. This has greatly eased the application process for internet users, assists in online tracking of applicants and reduces workload for Human Resources staff. A kiosk is available in Human Resources for those who wish to apply in person or who need assistance in applying online.

Equal Employment/Background Review Process

The City of Kalamazoo values and promotes diversity in its workforce. All candidates are considered for positions based on minimum qualifications required, which are reviewed for accuracy when a position is posted. Disabled persons, especially disabled veterans or veterans of the Vietnam era may disclose their status and are considered for accommodation as requested and reasonable in performing the essential job requirements.

In 2010, the City removed the request for criminal history on the initial employment application in an effort to provide the broadest opportunity for candidates to be considered. Criminal history is reviewed on final candidates and evaluated by the HR/LR Director on a case by case basis as relevant to the position.

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Education, Training and Development

The City provides on-the-job training and instruction regarding the particular duties, methods and equipment necessary to perform job duties to supplement the basic knowledge and skills of employees hired or promoted into a job.

The City financially supports full-time employees in achieving higher education goals through the Tuition Reimbursement Policy. Tuition Reimbursement is \$600 annually for full-time employees (after six months of employment) and \$1,200 annually for full-time NBU employees. Payment is granted when an application is submitted and approved in advance, a “C” grade or better is achieved and sufficient funds are available in the budget. A pre-payment option is available for those who demonstrate need.

Promotions, Layoffs and Job Eliminations

All qualified employees receive consideration for advancement, including promotion, reclassification and transfer. Selection decisions continue to be made on the basis of qualifications and position requirements, without regard to race, color, sex, religion, disability or national origin. All employees, regardless of bargaining unit status, are encouraged to bid for posted job opportunities. For positions represented by a bargaining unit, instructions on the bidding procedure are part of each posting.

If workforce reductions or restructuring become necessary, the City will ensure that transfers, demotions and layoffs are made without regard to race, sex, disability, age or veteran status, and, in the case of bargaining unit jobs, according to union contract guidelines. In addition, the City will continue to monitor EEO Plan progress as positions are eliminated, combined and/or created in the coming year.

CITY OF KALAMAZOO - EEO Plan, Section VIII

Plan of Action to Reduce Underutilization (≥5% under use in 2017 EEO Job Groups)

	<u>Under Use as of 12-2017</u>	<u>Plan of Action</u>
1.2 Supervisors/Inspectors <i>Females</i>	7.6%	<p>Underutilization of females was reduced significantly during this reporting period; however, it remains an area for improvement. Continued actions to address under-representation of females will include:</p> <ul style="list-style-type: none">• encourage females to promote through implementation of onboarding/ mentorship opportunities for females• consider/ determine if qualified internal female candidates exist prior to seeking external candidates• implementation of market based, increased salary bands to attract and retain employees, including females• continued training for hiring managers to increase awareness of goals/underutilization: EEO training, interviewing/hiring, discrimination/harassment prevention training house-wide• review of hiring processes/outcomes with hiring managers to identify issues and seek greater diversity in candidate pools• continue to recruit on diversity websites, in addition to traditional recruiting sources• continue participation and promotion of diversity initiatives: Respecting Differences annual event and other diversity workshops
2.3 Professionals (computer/science/engineers) <i>Minorities</i>	5.4%	<p>Underutilization of minorities in the 2.3 job group was reduced significantly due to the hiring of a minority engineer. Further actions to address minority underutilization will include:</p> <ul style="list-style-type: none">• implementation of market based, increased salary bands to attract and retain employees, including minorities• continue to seek candidates from historically black colleges, minority agencies and diversity websites, in addition to traditional recruiting sources• continue to offer internships in the Information Technology department to attract diverse talent• review of hiring processes and outcomes with hiring managers to identify issues and seek greater diversity in candidate pools• criminal history checks done post-interview for final candidates and evaluated by Human Resources on a case-by-case basis relative to the position• continue participation and promotion of diversity initiatives: Respecting Differences annual event, ongoing Summit on Racism and diversity workshops

3.1 Technicians (non-Sergeants)
Minorities

7.2%

Underutilization decreased slightly during this reporting period; however this job group remains an area for improvement. This job group is largely controlled by Continued actions to address minority underutilization include:

- continue to recruit at historically black colleges, minority agencies and diversity websites, in addition to traditional recruiting sources
- review of hiring processes and outcomes with hiring managers to identify issues and seek greater diversity in candidate pools
- criminal history checks done post-interview for final candidates and evaluated by Human Resources on a case-by-case basis relative to the position
- outreach efforts to promote city technical positions to Kalamazoo Promise and local college students via trades and job fair events
- continue participation and promotion of diversity initiatives: Respecting Differences annual event and other diversity workshops

3.2 Technicians (Sergeants)
Females

10.0%

Female underutilization increased from the prior reporting year due to a loss of one female Sergeant who promoted to Lieutenant. Continued actions to address female underutilization include:

- ensure that test security and content is protected to provide a fair testing environment for all participants
- encourage eligible females in the 04 job group to test for promotion to the Sergeant position
- implementation of a female mentoring program within KDPS for development and promotion into command positions
- provide study preparation sessions for promotional exams, including females to improve test success
- continue efforts to recruit and hire females into the 04 job group, which is the sole contractual source of candidates for Sergeant
- continue participation and promotion of diversity initiatives: Respecting Differences annual event and other diversity workshops

3.2 Technicians (Sergeants)
Minorities

6.8%

For the time year in many years, minority underutilization occurred in the Sergeant ranks due to promotion, resignation and retirement. Actions to address minority underutilization include:

- ensure that test security and content is protected to provide a fair testing environment for all participants
- encourage eligible minorities in the 04 job group to test for promotion to the Sergeant position
- provide study preparation sessions for promotional exams, including minorities to improve test success
- continue efforts to recruit and hire females into the 04 job group, which is the sole contractual source of candidates for Sergeant
- continue participation and promotion of diversity initiatives: Respecting Differences annual event and other diversity workshops

08 Service/Maintenance
Females

15.1%

Underutilization of females is new to this job group during this reporting period due to promotions to skilled trades and departure of 08 positions to CCTA. Actions to address female underutilization will include:

- continue to recruit at historically black colleges, minority agencies and diversity websites, in addition to traditional recruiting sources
- review of hiring processes and outcomes with hiring managers to identify issues and seek greater diversity in candidate pools
- criminal history checks done post-interview for final candidates and evaluated by Human Resources on a case-by-case basis relative to the position
- outreach efforts to promote city service/laborer positions via trades and job fair events
- continue participation and promotion of diversity initiatives: Respecting Differences annual event and other diversity workshops

08 Service/Maintenance
Minorities

11.1%

Underutilization of minorities is also new to this job group during this reporting period due to promotions to skilled trades and departure of 08 positions to CCTA. Actions to address minority underutilization will include:

- continue to recruit at historically black colleges, minority agencies and diversity websites, in addition to traditional recruiting sources
- review of hiring processes and outcomes with hiring managers to identify issues and seek greater diversity in candidate pools
- criminal history checks done post-interview for final candidates and evaluated by Human Resources on a case-by-case basis relative to the position
- outreach efforts to promote city service/laborer positions via trades and job fair events
- continue participation and promotion of diversity initiatives: Respecting Differences annual event and other diversity workshops

Utilization Analysis by Number and Percentage by EEOC Job Group 4th Quarter 2017

EEOC Job Group	Total	Females	Incumbent Female %	Female Availability*	Female Under %**	Minority	Incumbent Minority %	Minority Availability*	Minority Under %**	WM	BM	AM	HM	AIM	2+M	WF	BF	AF	HF	2+F
1.1 Official/Manager	41	16	39.0%	38.1%		5	12.2%	14.9%	-2.7%	23	2					13	3			
1.2 Supervisor/Inspector/Buyer	48	14	29.2%	36.8%	-7.6%	11	22.9%	13.0%		28	5				1	9	2		3	
2.1 Professional (General)	28	20	71.4%	62.4%		9	32.1%	16.3%		5	3					14	5	1		
2.2 Professional (Lts, Ex Lts & Cpts)	16	1	6.3%	6.4%	-0.1%	5	31.3%	22.6%		10	4		1			1				
2.3 Professional (Engineer/computer/science)	12	4	33.3%	23.0%		1	8.3%	13.8%	-5.4%	7		1				4				
3.1 Technician (non-Sgts)	58	24	41.4%	39.6%		3	5.2%	12.4%	-7.2%	32	1		1			23				
3.2 Technician (Sgts)	31	2	6.5%	16.5%	-10.0%	3	9.7%	16.5%	-6.8%	26	2					2				
04 Protective Service	170	28	16.5%	11.4%		28	16.5%	11.5%		119	13	1	5		4	23	3	1	1	1
05 Administrative Support	46	41	89.1%	71.7%		7	15.2%	15.5%	-0.3%	5			4			34	6			
06 Skilled Craft	111	6	5.4%	6.0%	-0.6%	17	15.3%	13.2%		90	11		4			4	2			
08 Service/Maintenance	3	0	0.0%	15.1%	-15.1%	0	0.0%	11.1%	-11.1%	3										
TOTAL (558 FT & 6 PT)	564	156				89				348	41	2	11	1	5	127	21	2	5	1

27.7%						15.8%				61.7%	7.3%	0.4%	2.0%	0.2%	0.9%	22.5%	3.7%	0.4%	0.9%	0.2%
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72.3%
27.7%
84.2%
15.8%

Percent males
 Percent females n=156
 Percent white
 Percent minority n=89

*Availability - Represents goal/guideline for utilization/incumbent representation.

**Under Utilization % - Represents job groups with underutilization compared to External & Internal Availability. Job groups with underrepresentation of ≥5% of Availability are bolded and identified as areas for improvement.

Under Utilization in the 08 Service/Laborer job group is primarily due to the departure of all but three positions/personnel when the CCTA split off from the City.

Efforts to improve utilization are in accordance with Michigan Constitution, Art. I, Sec 26, as amended, which prohibits preferential treatment in public employment based on race, sex, color ethnicity or national origin (enacted 12/23/2006).

On April 22, 2014, the US Supreme Court ruled/upheld the Michigan Constitutional prohibition of preferential treatment in college admissions. The Court did not rule on the constitutionality in public employment; therefore the City will continue to comply with the prohibition of preferential treatment in public employment.

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IX. Monitoring and Reporting Systems

41 CFR §60 2.13(g)

Human Resources staff retains records of applicant flow, referrals, placements, rejected offers, testing results, training, transfers, promotions, salary changes, terminations and layoffs. This information is reported quarterly to the HR/LR Director and City Manager to ensure that the City's efforts toward increased diversity and non-discrimination are carried out. This quarterly reporting also provides for review of outcomes to identify any procedures or practices that may need to be addressed.

The Human Resources/Labor Relations Director or designee informs managers and supervisors of the status of EEO Plan objectives. This is done through the quarterly *EEO Job Group Status Report*. This report is derived from a quarterly survey of all employment activity, an analysis of employment actions and a review of job group census.

Human Resources Advisors inform Managing Directors of any problems that arise in their respective areas to ensure appropriate actions can be implemented for improved outcomes. Corrective actions, including adjustments in programs or practices, are designed and implemented as needed.

The City of Kalamazoo is committed to fulfilling its responsibility to comply with all government regulations pertaining to equal employment opportunity. The human resources advisory staff updates hiring managers and upper management of developments and “best practices” in equal employment recruiting.

New developments in the area of diversity and progress in the EEO Plan objectives are discussed with department directors and the HR/LR Director or designee(s) through periodic communications (reports, meetings and/or training sessions). Relevant information is communicated to employees via departmental meetings, training programs and/or postings.

The City Human Resources/Labor Relations Director or designee provides quarterly reports to the City Manager regarding program effectiveness, and makes recommendations to improve diversity within city employment.

An employee who has been discriminated against or harassed based on any protected category as protected by City policy, state or federal law may file a complaint with Human Resources (complaint form and procedure attached). The employee may also file a complaint with the Michigan Department of Civil Rights or the Equal Employment Opportunity Commission (EEOC).

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The EEO Officer (HR/LR Director) monitors and reviews the investigation of internal discrimination and harassment complaints. Complaints are investigated in partnership with a City Attorney representative, and are logged and tracked in the Human Resources office.

Complaints filed externally through the Michigan Civil Rights Commission and/or the EEOC are investigated, tracked and logged by the City Attorney. A log of these EEO/Civil Rights complaints is also kept in Human Resources.



Complaint Form Discrimination and/or Harassment

Fill out this form as completely as possible and return it to Human Resources.

Information is confidential on a "need-to-know" basis.

Name _____ Employee Number _____
Address _____ Home Phone Number _____
Department _____ Work Phone Number _____
Best times to call: Home _____ Mobile Phone Number _____
Work _____

This complaint pertains to: Harassment/Discrimination/Retaliation based on _____
(Basis should be one or more of the City's protected classes: age, ancestry, arrest record (pre-hire), citizenship, color, disability, ethnicity, familial status, gender identity, genetic information, height, marital status, national origin, pregnancy, race, religion, sex/gender, sexual orientation, veteran status, weight.)

Describe the complaint:

Briefly list incidents in chronological order that support your complaint. (Attach additional pages if necessary.)
Include dates and times of events, if possible.

Name(s) of witness(es) _____

Have you discussed this matter with any other employee? If so, indicate the person's name and attach any documentation that may be useful.

What do you suggest to resolve the problem?

This information is presented to the best of my knowledge.

Signature _____ Date _____

Procedure for Making a Discrimination and/or Harassment Complaint

Purpose

The purpose of these procedures is to ensure that all complaints alleging a violation of the City's Discrimination & Harassment policy are investigated and treated in a fair and consistent manner.

Basis of Complaint

Complaints submitted for investigation must be based on a violation of the City's Discrimination and Harassment policy. That is, discrimination or harassment based on a protected category as identified in the policy.

Complaints involving conduct deemed unacceptable, but which do not fall under the policy guidelines, should be addressed to your supervisor, director or Human Resources/Labor Relations (HR/LR) Director. If any concerns, contact Human Resources.

Complaint Process

1. Complainant must complete and sign a *Complaint Form*, available on Outlook or in Human Resources. The *Complaint Form* should be sent to the attention of the HR/LR Director. S/he will notify the City Attorney and City Manager within 24 hours of receipt of the complaint.
2. The HR/LR Director will assign a Human Resources staff member to investigate the complaint, along with a member of the City Attorney's Office. If possible, a member of the investigation team will reflect the characteristics of the complainant.
3. The investigation will include interviews with the complainant, the accused and witnesses, as required.
4. The investigation will be handled on a strict need-to-know basis. Collected information will be held in confidence to the maximum extent possible. The investigation will be completed in a timely manner (guideline is within 45 days of when complaint is made).
5. When the investigation is complete, the investigators involved shall present the HR Director with the results and recommendations. The HR Director will make a recommendation to the City Manager as to the appropriate action, if any, to be taken (guideline is 60 days).
6. The City Manager or designee will review the recommendation. The City Manager or designee has the option to reopen the investigation or accept the recommendation (guideline is 75 days).
7. The complainant, accused, supervisor(s) and the department director(s) will be formally advised in writing as to the disposition of the case and whether or not correction action will be taken (guideline is 80 days).
8. A copy of the complaint, investigation and disposition, shall be maintained in Human Resources in a separate file from the employee's personnel file.
9. Timelines for completing the investigation may be extended based on availability of parties involved in the investigation. The HR representative will be responsible for keeping the Complainant apprised of the progress of the investigation.

Retaliation against any complainant or witness involved in an investigation is strictly prohibited.

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X. Compliance Regarding Religion, National Origin and Sex Discrimination Guidelines

41 CFR §60 2.13(h) and §60 50

In implementing its equal employment opportunity policy regarding non-discrimination, the City of Kalamazoo commits to equal opportunity in employment regarding religion, national origin and sex/gender. In addition, the City's non-discrimination policy includes the additional protected categories of age, ancestry, citizenship, color, disability, ethnicity, familial status, gender identity, genetic information, height, weight, marital status, sexual orientation and veteran status.

The Human Resources/Labor Relations Director or designee reviews employment practices to determine whether members of various religious and/or ethnic groups are given equal job opportunities in all job groups, and gives particular attention to those employed in or applying for positions in management job groups. Such opportunities include, but are not limited to, the following: employment, reclassifications, promotions, demotions, transfers, layoffs, terminations, rates of pay and selection for training.

To ensure non-discrimination based on religion or national origin, the City is involved in the following outreach or recruitment activities:

- The City communicates its commitment to provide equal employment opportunity without regard to religion or national origin to all employees.
- Supervisory personnel are made of aware through training of the extent of equal employment and fair labor practices as related to religion and national origin.
- A variety of recruitment resources such as employment agencies, college placement and community agencies, etc., are used to ensure equal employment opportunity without regard to religion and national origin and such sources are made aware of the City's position on this matter.
- The City makes reasonable accommodations with the religious observances and practices of employees or prospective employees except where such accommodation causes undue hardship on City business. The extent of our obligation is determined by community needs, financial costs and expenses, and resulting personnel problems, in conformity with applicable laws.

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The City complies with the regulations regarding equal opportunity for all persons employed or seeking employment without regard to sex (41 CFR. Section 60-741.20). The City has determined that employees of both sexes receive fair consideration for job opportunities and advancement. In our effort to ensure that equal opportunity policy regarding sex discrimination is well known, the following steps have been taken:

1. Recruitment of employees of both sexes for all jobs. Recruitment does not always yield diverse applicants, as is often in the case in Skilled Craft Worker positions.
2. Advertisements for employment in newspapers and other media do not express a gender preference. In addition, when employment ads are published, they include the statement "An Equal Opportunity Employer" or its equivalent to promote awareness of City's commitment to diversity.
3. Written Administrative and Human Resources policies relating to the subject area expressly indicate that there is no discrimination against employees on account of gender and that harassment of any type, in particular sexual harassment, will not be tolerated.
4. The City does not distinguish between genders in employment opportunities, wages, hours, light duty opportunities or other conditions of employment. In the area of employee contributions for insurance, pensions, welfare programs, and other benefits, both men and women are treated on an equal basis.
5. No distinctions are made between genders with regard to marital status. This also applies to job applicants with children.
6. Wage schedules are not related to or based upon the gender of employees.
7. The City has ensured that appropriate physical facilities are available to both sexes.
8. Leave time is granted according to policy without regard to gender, child care or family medical needs. Pregnancy is treated as any other medical condition and as a Family & Medical Leave Act qualifying event.
9. The City does not maintain a policy of mandatory termination or retirement because of age for either sex.
10. The EEO Plan outlines methods to recruit women for those jobs where they may be or have been underutilized.
11. The City makes every effort to avoid the concentration of members of one gender in any job classification. It makes jobs available to all qualified employees in all classifications without regard to gender and does not restrict any job classification by gender.

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12. The City makes efforts to promote “family friendly” benefits. These benefits include:

- Allowing employees to use sick leave to care for the illness of a sick dependent
- Allowing employees to modify their schedules whenever possible through Flextime and Convenience Leave
- Providing free, confidential counseling to employees and members of their households through an Employee Assistance Program

Historically, the City has responded to internal complaints of sexual harassment with a variety of actions including discharge, discipline, coaching, training and/or performance improvement plans as appropriate. In addition, the City has conducted or referred employees for discrimination and harassment prevention training.

The City communicates its Policy against Harassment and Discrimination to all new employees via a copy and discussion of the written policy, protected categories and behavior expectations. The policy is also presented in coordination with other training such as Interview training.

In 2009 the City began conducting *Discrimination and Harassment Prevention* training sessions at work site locations on a regular, ongoing basis. In 2015, all supervisors, management and executive level employees were trained in supervisory roles and expectations related to discrimination and harassment prevention. General employee sessions are also offered on a regular basis.

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XI. EEO Plan for the Disabled and Veterans

Americans with Disabilities Act Public Law 101-336
1974 Vietnam Era Readjustment Act 38 USC §4212
Veterans Employment Opportunities Act of 1998
Jobs for Veterans Act 2002

The City of Kalamazoo treats veteran and disabled applicants without discrimination in compliance with applicable City policies, state and federal laws. Veterans and the disabled are not discriminated against based on their disability or veteran status in employment practices, such as reclassification, demotion, transfer, recruitment, advertising, layoff or termination, rates of pay, compensation or selection for training.

Review of Job Qualifications

The City continuously reviews all job descriptions to ensure that essential functions of the position are accurate and that these essential functions are the basis of determining minimally qualified applicants. For example, for many years all position descriptions listed having a valid Michigan driver license as a job requirement. Because not all positions include driving as an essential function of the job, this requirement was removed from non-driving positions so as not to discriminate against persons who did not possess a driver license or commute from out of state. When driving is an essential function of the position, the term “valid driver license” is used, unless a specific license, such as a CDL, is required.

The City encourages self-disclosure of disabilities by applicants and employees. The City zealously seeks reasonable accommodations for employees who request them.

For veterans, the City does not ask or review the nature of a veteran’s discharge unless it is relevant to the specific job qualifications for which the veteran is being considered. The City views military experience as a plus and complies with state law in Veteran’s preference in employment.

Reasonable Accommodations

The City makes reasonable accommodations for disabilities of employees and citizens unless the accommodation causes an undue hardship for the City. The City has provided amplified telephones for the hearing impaired and additional lighting for persons with low vision. Requests for accommodation of employees’ disabilities are considered on a case by case basis, including an interactive dialogue with the employee to determine if reasonable accommodations can be provided.

City Hall, built in 1929, is considered an historic building, but has been made handicap accessible via a ramp on the south entrance and interior elevator. Newer City buildings have been constructed as handicap accessible, such as Mayors’ Riverfront, Metro Transit and the Crosstown Center.

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Compensation

The City does not reduce the amount of compensation offered to covered veterans because of disability, pensions or other benefits.

The City encourages new employees to take advantage of its *Military Buy Back* policy. Employees may purchase up to three years of service credit for active military duty. Payments must begin within one year of hire and be completed within five years. The cost is based on the annual rate of pay at the time of application times the applicable percentage as established by the City ordinance.

Under the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994, as amended, a City employee who leaves to serve in the active armed forces of the United States and returns to City employment is eligible to buy back military service under the provisions of the Act. Any City employee who leaves to serve in the active armed forces of the United States does not leave City employment. Rather, they go on a *Military Leave of Absence*. While on this leave, the employee continues to accrue seniority, sick leave and vacation. The employee also receives full benefits. Military pay is supplemented by the City so that the employee and his/her dependents suffer no financial hardship. The City makes contributions to the pension fund from the employee's supplemental pay. If there is a shortfall, the employee must make up that difference.

Leaves of absence are also granted to full-time employees who are active in the National Guard or a branch of the Armed Forces Reserves for the purposes of fulfilling their annual field training obligations. Employees are granted time off regardless of whether they were ordered for training or volunteered for it. During training, there is no loss of seniority. The City allows a two-week training period annually, and will pay the difference between training pay and regular pay for employees who report for field training. If training exceeds two weeks, the employee may use vacation time or approved time without pay. There is no limit to the number of times an employee can go for military training.

Recruitment and Approved VA Training Program

Job postings are routinely sent to the Veteran's Administration offices in Battle Creek, MI. Job postings are also sent to the Disability Resource Center in Kalamazoo, MI.

The City welcomes and recruits veterans for employment. The Department of Public Safety recruits veterans by posting positions at major military bases, and, preference points are given to veterans during the selection process.

In 2013, the Public Safety Officer in-house training received approval from the Veteran's Administration as an On The Job training program, which provides a monthly benefit to veterans during their training period. So far, 19 KDPS veteran new hires have benefited from this in-house training stipend. The HR Advisor for KDPS administers this program.

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XII. Appendix

City of Kalamazoo Retention Based on Separations vs. Hires

The City analyzes retention, defined here as separations versus hires, to monitor the rate of women and minorities hiring into and leaving the organization. Separations include retirement, resignation, layoffs/position eliminations, duty/disability and discharge. Since 1Qtr2011, the total employee population has dropped 25% (753 to 564). The most significant decline occurred in 2012-2013 as a result of the Early Retirement Incentive Program (ERIP), with a net loss of 90 positions. Staffing levels have rebounded somewhat due to increases in the Budgeted Positions for 2017 and 2018.

While separation versus hire statistics have remained stable over time, efforts to recruit minorities and females continue, particularly in the Public Safety, Public Services and the Computer/Engineering Professional job groups. Human Resources partners with hiring managers, encourages a diverse workforce and assists in recruiting females and minorities.

The change noted this year was a 5% decrease in female hires in the Admin/CP&D/P&R sector, with a corresponding 5% increase in male hires. But, in the Public Safety sector there was a 3% increase in female hires. Thus the city-wide male/female statistic was impacted very little.

In October 2016, all Metro Transit employees were transferred to the Central County Transportation Authority (CCTA) and are no longer included in the EEO Plan reporting.

In October 2018, emergency dispatch operations and related employees will transfer to the Kalamazoo County Central Dispatch Authority and thereafter will not be included in the EEO Plan reporting. Since fewer than 20 employees will be affected, this is not expected to significantly impact the separation and hire statistics in ongoing years.

Results (2011 – 4Qtr2017)

	<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Minority</u>
City (city-wide)				
Separations	67%	33%	77%	23%
Hires	67%	33%	75%	25%
<hr/>				
Admin, CP&D, P&R				
Separations	52%	48%	81%	19%
Hires	50%	50%	85%	15%
Public Services				
Separations	81%	19%	87%	13%
Hires	86%	14%	91%	9%
Public Safety (all)				
Separations	67%	33%	78%	22%
Hires	65%	35%	80%	20%