

COUNCIL ACTION FORM

SUBJECT: ANNUAL AFFIRMATIVE ACTION REPORT

BACKGROUND:

The City of Ames Affirmative Action Plan and Policy requires that the Affirmative Action Officer perform an availability and utilization analysis at the end of each fiscal year. The purpose of this analysis is to identify areas of the workforce that do not mirror the gender and ethnic/minority characteristics of the available qualified population and offer suggestions for addressing in the coming fiscal year.

The attached report represents the analysis for the end of fiscal year 2014/15.

ALTERNATIVES:

1. Accept the Annual Affirmative Action Report.
2. Do not approve the report.

MANAGER'S RECOMMENDED ACTION:

Submission of this report is required under the City's Affirmative Action Plan and Policy.

Therefore, it is the recommendation of the City Manager that the City Council adopt Alternative No. 1, thereby accepting the Affirmative Action Report for the 2014/15 fiscal year.



**CITY OF AMES
AFFIRMATIVE ACTION
EXECUTIVE SUMMARY
July 1, 2014 – June 30, 2015**

The City of Ames is strongly committed to maintaining a work environment and hiring practices that are free from illegal discrimination. The City is also committed to working toward a workforce that mirrors the gender and racial/ethnic characteristics of the available, qualified population, and the diversity of the Ames community.

Each year, in accordance with the City of Ames Affirmative Action Policy and Plan, the Affirmative Action Officer prepares a report describing the City's progress toward attaining this goal. The information contained within this report summarizes the City of Ames workforce, as it existed during the fiscal year between July 1, 2014 and June 30, 2015. This information is used to summarize the changes that have occurred in the gender and racial/ethnic characteristics of the workforce and of the community.

The City of Ames population data is obtained from the U.S. Census Bureau and is used as a benchmark for analysis. The data provided also reflects the estimated number of residents by gender and race in Story County and Iowa during the 2013 calendar year. Population estimates are also provided for 2014. These numbers are extrapolated based on the 2013 Census data. (City of Ames and Story County population data includes the Iowa State University student population.)

INTRODUCTION

In January 2015, Careerbuilder¹ released a report titled 'Hiring Trends Point to Tough Competition for Candidates in 2015' which summarizes the appetite for new hires in the U.S. job market. According to the report 36% of employers plan to add full-time, permanent staff in 2015. This is the best outlook for new hire growth since 2006. Additionally, these employers expect to increase compensation for existing employees and offer higher salaries to their new employees. These findings mean that hiring top candidates for our needs will continue to be a challenge as employers, public and private, work hard to retain top talent and attract quality hires. This will lead to smaller applicant pools, fewer qualified applicants, continued affirmative hiring challenges, and new approaches to recruiting and attracting talent. The City's recruitment data, analyzed and presented within, support these assumptions and trends.

During the past fiscal year 2062 applications were received (up slightly from 13/14). Though this is likely attributed to the nature of positions recruited for over the past year; primarily entry level, we can expect to see a tighter market in the near future perhaps leading to fewer applicants and/or a more competitive hiring environment. Despite market challenges, our Affirmative Action reports reveal an increase in the number of minority candidates hired (up 56% from 13/14). The increase is welcome though a significant decrease in full-time female hires (down 66% from 13/14) warrants concentrated effort in recruiting diversified pools of qualified candidates. For additional information on hiring in these areas please refer to the sections below.

GENDER REPRESENTATION

Females represented approximately 48%² of the Story County population, 47%² of the Ames population, and 50%² of the statewide population.

The following data is based on the City of Ames female workforce.

- The number of full-time female employees decreased marginally from 26.27% in FY 13/14 to 25.57% in FY 14/15.
- The number of full-time female new hires decreased significantly from 34.6% in FY 13/14 to 13% in FY 14/15.
 - The number of full-time and part-time new hires comprises of 24.1% females.
- The total City female workforce has increased slightly from 43.67% in FY 13/14 to 44.86% in FY 14/15. (The total City workforce includes full-time and other than full-time employees.)

The number of female applications received and the corresponding percentage has decreased from the last fiscal year. This is largely due to the type of positions advertised. Of the 52 opportunities recruited for more than half (30) were for positions in areas that have historically been dominated by males (i.e., protective service, maintenance/mechanics, public works) and others were entry-level. Following a year of heavy hiring in the area of administrative services a decrease is somewhat expected.

- FY 14/15 – received 541 female applications (26.2% of total)
- FY 13/14 – received 883 female applications (43.5% of total)

MINORITY REPRESENTATION

Racial and ethnic minorities represent approximately 15.3%² of the Story County population and 17.8%² of the Ames population.

¹ Hiring Trends Point to Tough Competition for Candidates in 2015
<http://thehiringsite.careerbuilder.com/2015/01/01/careerbuilder-hiring-forecast-2015/>

² U.S. Census Bureau <http://factfinder/census.gov>

The following data is based on the City of Ames minority workforce.

- The number of full-time minority employees increased slightly to 2.43% in FY 14/15.
- The number of full-time minority new hires was 2 for the FY 14/15, an increase over prior years.
- The total City minority workforce increased from 3.42% in FY 13/14 to 4.37% in FY 14/15. (The total City workforce includes full-time and other than full-time employees.)

The number of minority applications received by the City of Ames Human Resources department continues to increase over previous years though the percentage remains relatively similar.

- FY 14/15 – received 244 minority applications (11.8% of total)
- FY 13/14 – received 255 minority applications (12.6% of total)

Minority applicants applied for a variety of full and part-time vacancies in FY 14/15 with no clear trends in the types of positions sought. That said, there were 11 recruitments where no minority candidates applied. Of these recruitments, ten had no more than 7 applicants applied to any one recruitment and 4 were for promotional opportunities. Only one recruitment had more than 10 candidates with no minority representation, Electric Service Worker.

Each recruitment selection process was unique and included different consideration factors such as a qualifications review, written, oral, and performance testing. Based on the applicant tracking data, 14% of the minority applicants elected to end the selection process by either not scheduling for or showing for the written exam, not completing the application, or withdrawing from consideration (see below). Great care is taken to ensure that selection procedures are job-related and that candidates are selected based on their merit.

| | |
|-------------------------------|----|
| Not qualified | 84 |
| Did not Schedule Written Exam | 14 |
| No Show for Written Exam | 14 |
| Written Exam | 27 |
| Withdrew from Exam process | 7 |
| Oral Board | 7 |
| Training & Experience | 66 |
| Incomplete Applications | 15 |
| Phone Interview | 6 |

CONCLUSION

The City of Ames affirms its commitment to providing Equal Employment Opportunity for applicants by utilizing a variety of resources for diversity recruitment. Job postings are distributed to area resources dedicated to the same such as Iowa Workforce Development, NAACP, Mid Iowa Community Action, local community colleges and churches, the ISU minority student affairs office, the Department of Human Services, and local Veteran specific agencies to ensure public knowledge of vacancies.

The City of Ames continues to accept only on-line applications through NEOGOV, which makes it easier for applicants to apply for positions. The City's recruitment staff also follows a documented recruitment process that abides by Civil Service guidelines and aligns with the intent of Office of Federal Contract Compliance Programs regulations, meaning that every candidate is provided with a fair and consistent recruitment experience.

During the 2014/2015 fiscal year the City realized 38 separations, 22 of which were attributed to retirement, as well as additions to staff that led to a total of 48 recruitments, some for multiple hires. As our aging workforce transitions into retirement we can expect a great deal of effort to be spent in recruiting for the replacement of several top performing, high level professionals over the next several years giving us opportunity to increase our efforts in affirmative recruitment and hiring. With this opportunity will also come challenges when competing with other area employers for top talent, as evidenced by the Careerbuilder report.

The City of Ames continues to explore new initiatives to strengthen its minority recruiting efforts. Below are the initiatives the recruiting team has planned for the 2015/2016 fiscal year.

- Advertise openings to protected veterans through websites and publications that are specifically targeted to that audience.
- Facilitate formal leader and hiring manager training on recruitment and selection best practices and current process.
- Have HR recruitment staff attend annual training in the areas of Equal Employment Opportunity, Employment Law, and/or Affirmative Action.
- Continue to explore alternate recruiting sources, including social media, to better attract qualified talent and raise awareness of openings.
- Offer an all-employee Employee Development Center (EDC) course in Interviewing Skills and Best Practices.

The City of Ames' Affirmative Action Policy and Plan will continue to provide guidance to City departments and employees with the duty to promote the City's values by defining and supporting diversity in the working and learning environments; by creating an environment that provides fair and equal opportunities for all employees and by maintaining compliance with federal and state laws. The City will continue to make progress toward achieving a workforce that mirrors the qualified available population with a goal of maintaining a work place that is free of any illegal discrimination.

The City of Ames' Affirmative Action Policy and Plan provides complaint and investigation procedures for both applicant and current employee recourse in the events of an objective investigation for complaints of illegal discrimination.

FEDERAL EEO-4 JOB CATEGORIES

1. **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, fire and police chiefs, and superintendents.
2. **Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: human resource officers, systems analysts, and accountants.
3. **Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill, which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: engineering technicians, inspectors, and police and fire sergeants.
4. **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police officers and firefighters.
5. **Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. Includes: library assistants, recreation coordinators, and administrative assistants.
6. **Administrative Support:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: principal clerks and senior clerks.
7. **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics, plant operators, and equipment operators.
8. **Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: transit drivers, RRP process maintenance workers and maintenance workers.

WORK FORCE ANALYSIS

Full Time Workforce Race/Ethnicity Summary by EEO Categories
July 1, 2014 - June 30, 2015

| Job Categories | FY | Total Employees | | Racial/Ethnic Minorities <i>Men and Women</i> | | | | | | | | | | Women Only | | | |
|------------------------|-------|-----------------|---|--|-----------------|----------------|------------------|------------------|--------------|----------|--------------|----------|--------------|------------|--------------|------------|---------------|
| | | # | % | White | Asian / Pacific | Alaskan Native | American Indian/ | Black or African | Hispanic or | Latino | # | % | # | % | | | |
| Administrators | 14/15 | 34 | | 33 | 97.06% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 1 | 2.94% | 11 | 32.35% |
| | 13/14 | 45 | | 44 | 97.78% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 1 | 2.22% | 15 | 33.33% |
| Professionals | 14/15 | 73 | | 70 | 95.89% | 2 | 2.74% | 0 | 0.00% | 1 | 1.37% | 0 | 0.00% | 0 | 0.00% | 28 | 38.36% |
| | 13/14 | 60 | | 57 | 95.00% | 2 | 3.33% | 0 | 0.00% | 1 | 1.67% | 0 | 0.00% | 0 | 0.00% | 25 | 41.67% |
| Technicians | 14/15 | 41 | | 40 | 97.56% | 1 | 2.44% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 7 | 17.07% |
| | 13/14 | 42 | | 41 | 97.62% | 1 | 2.38% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 9 | 21.43% |
| Protective Service | 14/15 | 89 | | 84 | 94.38% | 1 | 1.12% | 0 | 0.00% | 2 | 2.25% | 2 | 2.25% | 2 | 2.17% | 9 | 10.11% |
| | 13/14 | 92 | | 88 | 95.65% | 0 | 0.00% | 0 | 0.00% | 2 | 2.17% | 2 | 2.17% | 2 | 2.17% | 7 | 7.61% |
| Paraprofessionals | 14/15 | 22 | | 22 | 100.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 9 | 40.91% |
| | 13/14 | 24 | | 24 | 100.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 9 | 37.50% |
| Administrative Support | 14/15 | 64 | | 63 | 98.44% | 1 | 1.56% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 55 | 85.94% |
| | 13/14 | 64 | | 63 | 98.44% | 1 | 1.56% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 56 | 87.50% |
| Skilled Craft Workers | 14/15 | 82 | | 80 | 97.56% | 0 | 0.00% | 0 | 0.00% | 1 | 1.22% | 1 | 1.22% | 1 | 1.22% | 0 | 0.00% |
| | 13/14 | 84 | | 82 | 97.62% | 0 | 0.00% | 0 | 0.00% | 1 | 1.19% | 1 | 1.19% | 1 | 1.19% | 0 | 0.00% |
| Service Maintenance | 14/15 | 80 | | 80 | 100.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 5 | 6.25% |
| | 13/14 | 80 | | 80 | 100.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 8 | 10.00% |
| 2014/2015 Total | | 485 | | 472 | 97.32% | 5 | 1.03% | 0 | 0.00% | 4 | 0.82% | 4 | 0.82% | 4 | 0.82% | 124 | 25.57% |
| 2013/2014 Total | | 491 | | 479 | 97.56% | 4 | 0.81% | 0 | 0.00% | 4 | 0.81% | 4 | 0.81% | 4 | 0.81% | 129 | 26.27% |

WORK FORCE ANALYSIS

Other Than Full Time Workforce Race/Ethnicity Summary by EEO Categories
 July 1, 2014- June 30, 2015

| Job Categories | FY | Total Employees | | Racial/Ethnic Minorities | | | | | | | | Women Only | | |
|------------------------|-------|-----------------|---------------|--------------------------|--------------------------|---------------------------------|---------------------------|--------------------|---------------|-----------|--------------|------------|------------|---------------|
| | | # | % | White | Asian / Pacific Islander | American Indian/ Alaskan Native | Black or African American | Hispanic or Latino | Men and Women | # | % | # | % | |
| Administrators | 14/15 | 0 | | | | | | | | | | | 0 | |
| | 13/14 | 0 | | | | | | | | | | | 0 | |
| Professionals | 14/15 | 2 | 100.00% | | | | | | | | | | 2 | 100.00% |
| | 13/14 | 4 | 100.00% | | | | | | | | | | 3 | 75.00% |
| Technicians | 14/15 | 17 | 94.12% | 1 | 5.88% | | | | | | | | 8 | 47.06% |
| | 13/14 | 18 | 100.00% | 0 | 0.00% | | | | | | | | 8 | 44.44% |
| Protective Service | 14/15 | 11 | 81.82% | 9 | 81.82% | | | 0 | 0.00% | 2 | 18.18% | | 4 | 36.36% |
| | 13/14 | 14 | 78.57% | 11 | 78.57% | | | 1 | 7.14% | 2 | 14.29% | | 5 | 35.71% |
| Paraprofessionals | 14/15 | 23 | 91.30% | 21 | 91.30% | 2 | 8.70% | | | | | | 16 | 69.57% |
| | 13/14 | 17 | 94.12% | 16 | 94.12% | 1 | 5.88% | | | | | | 13 | 76.47% |
| Administrative Support | 14/15 | 55 | 98.18% | 54 | 98.18% | | | | | 1 | 1.82% | | 45 | 81.82% |
| | 13/14 | 54 | 98.15% | 53 | 98.15% | | | | | 1 | 1.85% | | 41 | 75.93% |
| Skilled Craft Workers | 14/15 | 1 | 100.00% | 1 | 100.00% | | | | | | | | 1 | 100.00% |
| | 13/14 | 1 | 100.00% | 1 | 100.00% | | | | | | | | 1 | 100.00% |
| Service Maintenance | 14/15 | 710 | 94.65% | 672 | 94.65% | 2 | 0.28% | 17 | 2.39% | 12 | 1.69% | | 385 | 54.23% |
| | 13/14 | 688 | 96.08% | 661 | 96.08% | 1 | 0.15% | 11 | 1.60% | 8 | 1.16% | | 362 | 52.62% |
| 2014/2015 Total | | 819 | 94.63% | 775 | 94.63% | 2 | 0.244% | 17 | 2.08% | 15 | 1.83% | | 461 | 56.29% |
| 2013/2014 Total | | 796 | 95.98% | 764 | 95.98% | 1 | 0.126% | 12 | 1.51% | 11 | 1.38% | | 433 | 54.40% |



Table Comparison of City of Ames Employees to 2010 City of Ames Census and Estimated 2013 Story County Residents

| Total Ames Population | 2010 Census City of Ames | 2000 Census City of Ames | 2014 Estimate ¹ Story County | 2013/2014 All Employees | 2014/2015 All Employees |
|--------------------------------|-----------------------------|-----------------------------|--|----------------------------|----------------------------|
| White | 48,456 | 46,517 | 82,260 | 1,243 | 1,247 |
| Asian/Pacific Islander | 5,192 | 4,103 | 6,212 | 12 | 15 |
| American Indian/Alaskan Native | 103 | 107 | 379 | 1 | 2 |
| Black/African American | 1,993 | 1,385 | 2,967 | 16 | 21 |
| Hispanic/Latino ⁴ | 2,027 | 1,065 | 2,793 | 15 | 19 |
| Two or more races | 1,194 | Not reported | 1,553 | Not reported | Not reported |
| Total Racial/Ethnic | 10,509 | 6,660 | 13,904 | 44 | 57 |
| Total Women | 27,718 | 25,469 | 43,809 | 562 | 585 |
| Total Population | 58,965 | 53,177 | 90,750 | 1,287 | 1,304 |

| Percent of Ames Population | 2010 Census City of Ames | 2000 Census City of Ames | 2014 Estimate ² Story County | 2013/2014 ³ All Employees | 2014/2015 All Employees |
|--------------------------------|-----------------------------|-----------------------------|--|---|----------------------------|
| White | 82.18% | 87.48% | 90.60% | 96.58% | 95.63% |
| Asian/Pacific Islander | 8.81% | 7.72% | 6.80% | 0.93% | 1.15% |
| American Indian/Alaskan Native | 0.17% | 0.20% | 0.40% | 0.00% | 0.15% |
| Black/African American | 3.38% | 2.60% | 3.30% | 1.24% | 1.61% |
| Hispanic/Latino ⁴ | 3.44% | 2.00% | 3.10% | 1.17% | 1.46% |
| Two or more races | 2.02% | Not reported | 1.70% | Not reported | Not reported |
| Total Racial/Ethnic | 17.82% | 12.52% | 15.30% | 3.42% | 4.37% |
| Total Women | 47.01% | 47.89% | 48.30% | 43.67% | 44.86% |

¹ <http://quickfacts.census.gov>

² <http://factfinder.census.gov>

³ Includes seasonal parks and recreation employees and temporary library employees.

⁴ Hispanic ethnicity may be of any race so also included in applicable race category



City of Ames Salary Analysis
 Full Time Employees
 July 1, 2014 - June 30, 2015

| July 1, 2014 - June 30, 2015 Salary Level | Racial/Ethnic Minorities | | | | | | | Women Only # |
|--|--------------------------|-------------------------|---|--------------------------------------|----------------------------|----------------------------|--------------------|--------------------|
| | White # | Asian / Pacific # | American Indian/ Alaskan Native # | Black or African American # | Hispanic or Latino # | Hispanic or Latino # | Women Only # | |
| 25,000 - 32,999 14/15 13/14 | 1 0 | 0 0 | 0 0 | 0 0 | 0 0 | 0 0 | 0 0 | 0 0 |
| 33,000 - 42,999 14/15 13/14 | 25 23 | 0 0 | 0 0 | 0 0 | 0 0 | 0 0 | 10 8 | 10 8 |
| 43,000 - 54,999 13/14 13/14 | 123 136 | 4 3 | 0 0 | 1 0 | 0 0 | 0 0 | 51 56 | 51 56 |
| 55,000 - 69,999 14/15 13/14 | 182 213 | 0 0 | 0 0 | 1 2 | 2 3 | 2 3 | 32 32 | 32 32 |
| 70,000 Plus 14/15 13/14 | 141 119 | 1 0 | 0 0 | 2 2 | 2 1 | 2 1 | 31 25 | 31 25 |
| Total Full Time Employees 14/15 13/14 | 472 491 | 5 3 | 0 0 | 4 4 | 4 4 | 4 4 | 124 121 | 124 121 |

City of Ames Turnover Analysis
 Full Time Employees
 July 1, 2014 - June 30, 2015

| New Hires | 09/10 | 10/11 | 11/12 | 13/14 | 14/15 |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|
| | White | 22 | 26 | 19 | 26 |
| Asian/Pacific Islander | 0 | 0 | 0 | 0 | 1 |
| American Indian/Alaskan Native | 0 | 0 | 0 | 0 | 0 |
| Black/African American | 0 | 0 | 0 | 0 | 1 |
| Hispanic/Latino | 0 | 0 | 0 | 0 | 0 |
| Female | 4 | 7 | 5 | 9 | 3 |
| Separations | 09/10 | 10/11 | 11/12 | 13/14 | 14/15 |
| White | 22 | 24 | 22 | 29 | 37 |
| Asian/Pacific Islander | 0 | 0 | 0 | 0 | 0 |
| American Indian/Alaskan Native | 0 | 0 | 0 | 0 | 0 |
| Black/African American | 0 | 0 | 0 | 0 | 1 |
| Hispanic/Latino | 0 | 0 | 0 | 0 | 0 |
| Female | 5 | 3 | 9 | 11 | 12 |

