

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 to offer suggestions for addressing in the coming fiscal year.

The attached report represents the analysis for the end of fiscal year 2015/2016.

ALTERNATIVES:

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

MANAGER'S RECOMMENDED ACTION:

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

Therefore, it is the recommendation of the City Manager that the City Council adopt Alternative No. 1 as stated above.



**CITY OF AMES
AFFIRMATIVE ACTION
EXECUTIVE SUMMARY
July 1, 2015 – June 30, 2016**

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, and diverse population 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, 2015 and June 30, 2016. 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 2015 calendar year. These numbers are extrapolated based on the 2010 Census data. (City of Ames and Story County population data includes the Iowa State University student population.)

INTRODUCTION

Each year the Human Resources Department incorporates data from agencies and associations that depict the hiring and recruitment environment for the affirmative action reporting year. This year an article dated June 10, 2015 from the International Public Management Association for Human Resources (IPMA-HR)¹ indicated that for the second year in a row there had been an increase in government hiring nationwide, leading to a more competitive job market with an emphasis on recruitment, retention and succession planning. The report is consistent with information shared last year about the expected increase in hiring full-time permanent staff² and the data below supports these market trends. Affirmatively attracting and hiring the most qualified individuals for open positions was a challenge in fiscal year 2015/2016 and will continue into 2016/2017 as we continue to experience relatively low unemployment rates in Story County (~3%)³. Recruitment data, analyzed and presented here support these assumptions.

GENDER REPRESENTATION

Females represented approximately 48%⁴ 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 25.57% in FY 14/15 to 25.21% in FY 15/16.
- The number of full-time female new hires increased slightly from 13% in FY 14/15 to 14.8% in FY 15/16.
 - The number of full-time and part-time new hires comprises of 33.6% females.
- The total City female workforce has increased slightly from 44.86% in FY 14/15 to 45.6% in FY 15/16. (The total City workforce includes all full-time and other than full-time employees.)

The number of female applications received was 805 or 43.23% of all applications. This is nearly double the amount of female applications received in fiscal year 14/15. The increase is largely attributed to the advertising of Animal Control Clerk and Library Clerk openings, two entry level positions in which case more than 75% of the applicants were female. Historical data on applications received for the past three years is presented below. Fluctuations are driven largely by the type of positions recruited. In 14/15 most positions were for historically male dominated roles and in 13/14 we experienced heavy recruitment for administrative service type positions.

- FY 15/16 – received 805 female applications (43.23% of total)
- 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 14.1%² of the Story County population and 17.8%² of the Ames population.

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

- The number of full-time minority employees increased slightly to 2.97% in FY 15/16.

¹ <http://ipma-hr.org/publications/news-media/state-and-local-government-hiring-pace-picks-up>

² Hiring Trends Point to Tough Competition for Candidates in 2015

<http://thehiringsite.careerbuilder.com/2015/01/01/careerbuilder-hiring-forecast-2015/>

³ <https://www.iowaworkforcedevelopment.gov/labor-market-information-division>

⁴ U.S. Census Bureau <http://factfinder/census.gov>

- The number of full-time minority new hires was 2 for the FY 15/16, unchanged over the fiscal year 14/15.
- The total City minority workforce increased from 4.37% in FY 14/15 to 5.41% in FY 15/16. (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 and this year accounted for a more than 3% increase in overall percentage representation.

- FY 15/16 – received 279 minority applications (14.98% of total)
- 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 15/16 with no clear trends in the types of positions sought. That said, there were 10 recruitments where no minority candidates applied. Of these recruitments eight were internal promotional opportunities.

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, 3.54% 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). This is considerably lower than in years past. Great care is taken to ensure that selection procedures are job-related and that candidates are selected based on their merit.

Not qualified	97
Did not Schedule Written Exam	0
No Show for Written Exam	13
Written Exam	8
Withdrew from Exam process	4
Oral Board	8
Training & Experience	85
Incomplete Applications	49
Phone Interview	8

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 2015/2016 fiscal year the City realized 40 separations, 23 of which were attributed to retirement and three to death. Together with the addition of staff there were a total of 44 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.

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 2016/2017 fiscal year.

- Continue to 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.
- Share the Affirmative Action report with the Executive Leadership Team.
- Have female or minority representation on all on-site Oral Boards or panel interviews.
- Increase the use of social media in recruiting; particularly the targeted advertising features.
- 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 event 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, 2015 - June 30, 2016

Job Categories	FY	Total Employees		Racial/Ethnic Minorities <i>Men and Women</i>										Women Only		
		#	%	White	Asian / Pacific	American Indian/ Alaskan Native	Black or African American	Hispanic or Latino	American Indian/ Alaskan Native	Black or African American	Hispanic or Latino	#	%	#	%	
Administrators	15/16	37	97.30%	36	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	2.70%	11	29.73%
	14/15	34	97.06%	33	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	2.94%	11	32.35%
Professionals	15/16	66	95.45%	63	2	3.03%	0	0.00%	1	1.52%	0	0.00%	0	0.00%	25	37.88%
	14/15	73	95.89%	70	2	2.74%	0	0.00%	1	1.37%	0	0.00%	0	0.00%	28	38.36%
Technicians	15/16	40	97.50%	39	1	2.56%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	20.00%
	14/15	41	97.56%	40	1	2.44%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	7	17.07%
Protective Service	15/16	89	94.38%	84	1	1.12%	0	0.00%	2	2.25%	2	2.25%	2	2.25%	9	10.11%
	14/15	89	94.38%	84	1	1.12%	0	0.00%	2	2.25%	2	2.25%	2	2.25%	9	10.11%
Paraprofessionals	15/16	22	100.00%	22	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	40.91%
	14/15	22	100.00%	22	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	40.91%
Administrative Support	15/16	61	98.36%	60	1	1.64%	0	0.00%	0	0.00%	0	0.00%	0	98.36%	52	85.25%
	14/15	64	98.44%	63	1	1.56%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	55	85.94%
Skilled Craft Workers	15/16	71	97.18%	69	0	0.00%	0	0.00%	1	1.41%	1	1.41%	1	1.41%	0	0.00%
	14/15	82	97.56%	80	0	0.00%	0	0.00%	1	1.22%	1	1.22%	1	1.22%	0	0.00%
Service Maintenance	15/16	86	98.84%	85	1	1.16%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5	5.81%
	14/15	80	100.00%	80	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5	6.25%
2015/2016 Total		472	97.03%	458	6	1.27%	0	0.00%	4	0.85%	4	0.85%	4	0.85%	119	25.21%
2014/2015 Total		485	97.32%	472	5	1.03%	0	0.00%	4	0.82%	4	0.82%	4	0.82%	124	25.57%



WORK FORCE ANALYSIS

Other Than Full Time Workforce Race/Ethnicity Summary by EEO Categories
 July 1, 2015- June 30, 2016

Job Categories	FY	Racial/Ethnic Minorities											Women Only # %				
		Total Employees		White		Asian / Pacific Islander		Men and Women		Black or African American		Hispanic or Latino					
		#	%	#	%	#	%	#	%	#	%	#		%			
Administrators	15/16	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	14/15	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Professionals	15/16	2	100.00%	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	100.00%
	14/15	2	100.00%	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	100.00%
Technicians	15/16	20	95.00%	19	95.00%	1	5.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	45.00%
	14/15	17	94.12%	16	94.12%	1	5.88%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	47.06%
Protective Service	15/16	13	92.31%	12	92.31%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	7.69%	6	46.15%
	14/15	11	81.82%	9	81.82%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	18.18%	4	36.36%
Paraprofessionals	15/16	25	92.00%	23	92.00%	2	8.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	18	72.00%
	14/15	23	91.30%	21	91.30%	2	8.70%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	16	69.57%
Administrative Support	15/16	74	93.24%	69	93.24%	3	4.05%	0	0.00%	1	1.35%	1	1.35%	1	1.35%	57	77.03%
	14/15	55	98.18%	54	98.18%	0	0.00%	0	0.00%	0	0.00%	1	1.82%	1	1.82%	45	81.82%
Skilled Craft Workers	15/16	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	100.00%
	14/15	1	100.00%	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	100.00%
Service Maintenance	15/16	742	93.26%	692	93.26%	12	1.62%	2	0.27%	19	2.56%	17	2.29%	406	54.72%		
	14/15	710	94.65%	672	94.65%	7	0.99%	2	0.28%	17	2.39%	12	1.69%	385	54.23%		
2015/2016 Total		877	93.27%	818	93.27%	18	2.05%	2	0.23%	20	2.28%	19	2.17%	499	56.90%		
2014/2015 Total		819	94.63%	775	94.63%	10	1.221%	2	0.244%	17	2.08%	15	1.83%	461	56.29%		

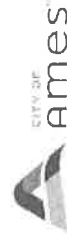


Table Comparison of City of Ames Employees to 2010 City of Ames Census and Estimated 2015 Story County Residents

Total Ames Population	2010 Census City of Ames	2000 Census City of Ames	2015 Estimate ¹ Story County	2014/2015 All Employees	2014/2015 All Employees
White	48,456	46,517	83,538	1,247	1,276
Asian/Pacific Islander	5,192	4,103	7,490	15	24
American Indian/Alaskan Native	103	107	2,881	2	2
Black/African American	1,993	1,385	2,785	21	24
Hispanic/Latino ⁴	2,027	1,065	2,977	19	23
Two or more races	1,194	Not reported	1,728	Not reported	Not reported
Total Racial/Ethnic	10,509	6,660	16,132	57	73
Total Women	27,718	25,469	45,994	585	618
Total Population	58,965	53,177	96,021	1,304	1,349

Percent of Ames Population	2010 Census City of Ames	2000 Census City of Ames	2015 Estimate ² Story County	2014/2015 ³ All Employees	2015/2016 All Employees
White	82.18%	87.48%	87.30%	95.63%	94.59%
Asian/Pacific Islander	8.81%	7.72%	7.80%	1.15%	1.78%
American Indian/Alaskan Native	0.17%	0.20%	0.30%	0.15%	0.15%
Black/African American	3.38%	2.60%	2.90%	1.61%	1.78%
Hispanic/Latino ⁴	3.44%	2.00%	3.10%	1.46%	1.70%
Two or more races	2.02%	Not reported	1.80%	Not reported	Not reported
Total Racial/Ethnic	17.82%	12.52%	14.10%	4.37%	5.41%
Total Women	47.01%	47.89%	47.90%	44.86%	45.81%

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, 2015 - June 30, 2016

July 1, 2014 - June 30, 2015 Salary Level/ FY	Racial/Ethnic Minorities										Total Employees #	Women Only #
	White #	Asian / Pacific #	Indian/ Alaskan Native #	Black or African American #	Hispanic or Latino #	American #	Hispanic or Latino #	Black or African American #	Hispanic or Latino #	Women Only #		
25,000 - 32,999 15/16	0	0	0	0	0	0	0	0	0	0	0	0
14/15	1	0	0	0	0	0	0	0	0	0	0	0
33,000 - 42,999 15/16	21	1	0	0	0	0	0	0	0	0	0	8
14/15	25	0	0	0	0	0	0	0	0	0	0	10
43,000 - 54,999 15/16	116	4	0	1	0	0	1	0	0	0	0	39
14/15	128	4	0	1	0	0	1	0	0	0	0	51
55,000 - 69,999 15/16	182	0	0	1	1	0	1	1	1	1	1	40
14/15	185	0	0	1	1	0	1	2	2	2	2	32
70,000 Plus 15/16	153	1	0	2	3	0	2	3	3	3	3	32
14/15	146	1	0	2	2	0	2	2	2	2	2	31
Total Full Time Employees 15/16	472	6	0	4	4	0	4	4	4	4	4	119
14/15	485	5	0	4	4	0	4	4	4	4	4	124



City of Ames Turnover Analysis
Full Time Employees
July 1, 2015 - June 30, 2016

	New Hires						Separations					
	10/11	11/12	13/14	14/15	15/16		10/11	11/12	13/14	14/15	15/16	
White	26	19	26	23	25		24	22	29	37	40	
Asian/Pacific Islander	0	0	0	1	1		0	0	0	0	0	
American Indian/Alaskan Native	0	0	0	0	0		0	0	0	0	0	
Black/African American	0	0	0	1	0		0	0	0	1	0	
Hispanic/Latino	0	0	0	0	1		0	0	0	0	0	
Female	7	5	9	3	4		3	9	11	12	11	
Total	33	24	35	28	31		27	23	32	40	41	