

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 2016/2017. The main trends are that the City of Ames doubled its number of recruitments to 88, which is up from 44 in FY 15/16. This resulted in double the number of applications to 4,162 for FY 16/17, which is up from 1,862 in FY 15/16. Other important trends for FY 16/17 include that minority and female applications more than doubled. And, the minority and female workforce numbers have either stayed the same or increased in all reported categories.

As we continue to improve our Affirmative Action reporting and outreach, The City of Ames will work over the next year to re-evaluate and make any necessary improvements to its Affirmative Action Outreach Groups. The City of Ames will also expand reporting for next year's Affirmative Action Plan to include hiring and/or promotional goals based on identified underutilization by position needs and available population in either the labor market or feeder job groups.

ALTERNATIVES:

1. Accept the Annual Affirmative Action Report.
2. Do not accept the report and request additional information.

CITY MANAGER'S RECOMMENDED ACTION:

The 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, approving the Affirmative Action Report for the 2016/2017 fiscal year.



CITY OF AMES AFFIRMATIVE ACTION EXECUTIVE SUMMARY July 1, 2016 – June 30, 2017

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, 2016 and June 30, 2017. 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. Attracting and hiring the most qualified individuals for open positions was a challenge in fiscal year 2016/2017 and will continue into 2017/2018, as we continue to experience relatively low unemployment rates in Story County (~2.6%)¹. An article from the International Public Management Association for Human Resources (IPMA-HR)², dated June 2017, indicated that turnover is a continued pitfall. Roughly 74% of state and local governments reported the hiring of new staff, which is slightly lower than 2016 (77%). This is significantly higher than 2013 at 27%, and 66% in 2014. Some of the most difficult positions to hire are Police Officer and Information Technology, as well as job specific, technical or professional skills positions. Recruitment data, analyzed and presented here support these data points.

GENDER REPRESENTATION

Females represented approximately 49%³ of the Story County population, 48%³ of the Ames population, and 50%³ of the statewide population.

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

- Full-time female employees increased from 25.21% in FY 15/16 to 26.57% in FY 16/17.
- Full-time female new hires increased from 14.8% in FY 15/16 to 35.9% in FY 16/17.
- Full time and other than full time new hires is comprised of 51.45% females.
- Total City female workforce has decreased slightly from 45.6% in FY 15/16 to 44.8% in FY 16/17 (the total City female workforce includes all full time and other than full time employees). The decrease was .8%, which is not a significant change.

The total number of applications (full and other than full time applications) received in FY 16/17 was 4162. Of that total, 1922 applications (or 46.18%) were female. This is more than double the application volume from FY 15/16, as total applications received totaled 1862 and female applications were at 805 and. The increase is largely attributed to the advertising of the following positions: Library Clerk; Secretary; Principal Clerk; and the Human Resources Secretary opening. In FY 16/17 there was an increase in job openings, roughly double, from FY 15/16 which resulted in more applications submitted. This also resulted in higher candidate pools, as well as higher percentages of female applications. Historical data on applications received for the past three years is presented below.

- FY 16/17 – received 1922 female applications (46.18% of total)
- FY 15/16 – received 805 female applications (43.23% of total)
- FY 14/15 – received 541 female applications (26.2% of total)

Another trend to note is that Library has started to utilize HR recruitment services, which has also contributed to an increase in reportable recruitment numbers. In FY 16/17 the Library had 9 recruitments (full time and other than full time), which is an increase from FY 15/16 of 2. In turn the total female applications received by Library in FY 16/17 equaled 630, which is a significant increase from FY 15/16 of 209.

¹ <https://www.iowaworkforcedevelopment.gov/labor-market-information-division>

² <http://slge.org/wp-content/uploads/2017/06/State-and-Local-Government-Workforce-2017-Trends.pdf>

³ U.S. Census Bureau <http://factfinder/census.gov>

MINORITY REPRESENTATION

Racial and ethnic minorities represent approximately 14.4%³ of the Story County population and 18.1%³ of the Ames population.

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

- Full-time minority employees increased slightly to from 2.97% in FY 15/16 to 3.3% in FY 16/17.
- Full-time minority new hires equaled 1 for FY 16/17, down 1 from FY 15/16.
- Other than full-time minority new hires equaled 26 for FY 16/17, down 2 from FY 15/16.
- The total City minority workforce increased slightly from 5.41% in FY 15/16 to 5.75% in FY 16/17 (the total City workforce includes full-time and other than full-time employees).

It is important to note that our minority numbers stayed the same or increased in all reportable race/ethnic categories for both our full and other than full time workforce. What this means is that we have retained our existing minority workforce and continued to have success in hiring minorities in both our full and other than full-time positions.

The total number (full and other than full time applications) of minority applications received by the City of Ames' Human Resources Department increased (more than double) over previous years. While the total number (full and other than full time applications) of minority applications increased substantially over previous years the percentage of total minority applications to total applications overall decreased slightly by 1.51%. Historical data on applications received for the past three years is presented below.

- FY 16/17 – received 561 minority applications (13.47% of total)
- FY 15/16 – received 279 minority applications (14.98% of total)
- FY 14/15 – received 244 minority applications (11.8% of total)

Minority applicants applied for a variety of full and part time vacancies in FY 16/17 with no clear trends in the types of positions sought. That said, there were 11 recruitments where no minority candidates applied. Of these 11 recruitments, 10 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. It is important to note that great care is taken to ensure that selection procedures are job-related and that candidates are selected based on their merit. Based on the applicant tracking data, 3.05% 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. This number is down slightly from FY 15/16 of 3.5%. This downward trend shows success in minority applicants progressing further in our recruiting process, which subsequently leads to a greater number of qualified minority applicants at the offer stage and increases our ability to successfully hire minorities.

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 Black Student Alliance, 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 the Office of Federal Contract Compliance Programs' regulations, meaning that every candidate is provided with a fair and consistent recruitment experience.

During the 2016/2017 fiscal year the City realized 35 full time separations, 17 of which were attributed to retirement and 1 to death. For FY 16/17 there were a total of 88 recruitments (full time and other than full time), up 44 recruitments from FY 15/16. Some of the increase in volume can be attributed to multiple hires. A few of the positions with multiple hires included: HR Officer (2 hires); Maintenance Worker (4 hires); and Civil Engineer II (2 hires). Of the 88 recruitments, close to half were recruitments that failed due to applicants not meeting the minimum requirements of the position or not receiving a passing civil service score. When a failed recruitment occurs an additional recruitment is opened, resulting in a duplicate recruitment process and subsequently higher recruitment totals. Examples of failed recruitments include: Risk Manager; Human Resources Officer; Human Resources Principal Clerk; Civil Engineer II; Recreation Manager; Principal Clerk, and Electrician to name a few. The last trend in recruitment data to note is that Library has started to utilize HR recruitment services, which has also contributed to higher recruitment numbers. In FY 16/17 the Library had 9 recruitments (full time and other than full time), which is an increase from FY 15/16 of 2. The total applications received (Library only) in FY 16/17 was 892, which is a significant increase from 257 in FY 15/16. In turn the total minority/women applications received in FY 16/17 equaled 773, which again is a significant increase from FY 15/16 of 257. Some of the benefits of Library utilizing HR services include access to NeoGov (applicant tracking system), utilizing the hiring expertise of HR professionals, and the resources that have been created through TCP Champions.

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 action recruitment and hiring. This opportunity is not without challenges when competing with other area employers for top talent.

The City of Ames continues to explore new initiatives to strengthen its affirmative action recruiting efforts. Below are the initiatives the recruiting team has planned for the 2017/2018 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 hiring supervisors and managers.
- Have female or minority representation on 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.
- Continue to evaluate and improve Affirmative Action Outreach Groups to ensure our affirmative action outreach is relevant.
- Expand reporting to include a summary of data by race and/or gender group in any given job category. Hiring and/or promotional goals will be established based on identified underutilization number of positions needed, and available population in either the labor market or feeder job categories.

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 work towards 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 employees. This allows for recourse in the event an objective investigation is needed 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, 2016 - June 30, 2017

Job Categories	FY	Racial/Ethnic Minorities <i>Men and Women</i>										Women Only # %			
		Total Employees		White	Asian / Pacific	American Indian/ Alaskan Native	Black or African American	Hispanic or Latino	Black or African American		Hispanic or Latino				
		#	%	#	%	#	%	#	%	#	%				
Administrators	16/17	39	97.44%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	2.56%	12	30.77%
	15/16	37	97.30%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	2.70%	11	29.73%
Professionals	16/17	72	95.83%	2	2.78%	0	0.00%	1	1.39%	0	0.00%	0	0.00%	29	40.28%
	15/16	66	95.45%	2	3.03%	0	0.00%	1	1.52%	0	0.00%	0	0.00%	25	37.88%
Technicians	16/17	44	95.45%	1	2.38%	0	0.00%	0	0.00%	0	0.00%	1	2.27%	9	20.45%
	15/16	40	97.50%	1	2.56%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	20.00%
Protective Service	16/17	96	93.75%	1	1.04%	0	0.00%	0	0.00%	3	3.13%	2	2.08%	11	11.46%
	15/16	89	94.38%	1	1.12%	0	0.00%	0	0.00%	2	2.25%	2	2.25%	9	10.11%
Paraprofessionals	16/17	23	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	39.13%
	15/16	22	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	40.91%
Administrative Support	16/17	69	97.10%	1	1.45%	0	0.00%	0	0.00%	0	0.00%	1	1.45%	60	86.96%
	15/16	61	98.36%	1	1.64%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	52	85.25%
Skilled Craft Workers	16/17	72	97.22%	0	0.00%	0	0.00%	0	0.00%	1	1.39%	1	1.39%	0	0.00%
	15/16	71	97.18%	0	0.00%	0	0.00%	0	0.00%	1	1.41%	1	1.41%	0	0.00%
Service Maintenance	16/17	93	98.92%	1	1.08%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5	5.38%
	15/16	86	98.84%	1	1.16%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5	5.81%
2016/2017 Total		508	96.65%	6	1.18%	0	0.00%	0	0.00%	5	0.98%	6	1.18%	135	26.57%
2015/2016 Total		472	97.03%	6	1.27%	0	0.00%	0	0.00%	4	0.85%	4	0.85%	119	25.21%



WORK FORCE ANALYSIS

Other Than Full Time Workforce Race/Ethnicity Summary by EEO Categories

July 1, 2016- June 30, 2017

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	16/17	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	15/16	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Professionals	16/17	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	100.00%
	15/16	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	2	100.00%
Technicians	16/17	19	94.74%	1	5.26%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	10	52.63%
	15/16	20	95.00%	1	5.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	45.00%
Protective Service	16/17	14	92.86%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	8	57.14%
	15/16	13	92.31%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6	46.15%
Paraprofessionals	16/17	31	90.32%	2	6.45%	0	0.00%	1	3.23%	0	0.00%	0	0.00%	22	70.97%
	15/16	25	92.00%	2	8.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	18	72.00%
Administrative Support	16/17	87	93.10%	3	3.45%	0	0.00%	1	1.15%	2	2.30%	2	2.30%	65	74.71%
	15/16	74	93.24%	3	4.05%	0	0.00%	1	1.35%	1	1.35%	1	1.35%	57	77.03%
Skilled Craft Workers	16/17	2	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	50.00%
	15/16	1	100.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	100.00%
Service Maintenance	16/17	918	93.14%	15	1.63%	3	0.33%	26	2.83%	19	2.07%	466	50.76%		
	15/16	742	93.26%	12	1.62%	2	0.27%	19	2.56%	17	2.29%	406	54.72%		
2016/2017 Total		1073	93.10%	21	1.96%	3	0.28%	28	2.61%	22	2.05%	574	53.49%		
2015/2016 Total		877	93.27%	18	2.052%	2	0.228%	20	2.28%	19	2.17%	499	56.90%		

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

Total Ames Population	2010 Census		2000 Census		2015 Estimate		2016/2017 All	
	City of Ames	City of Ames	City of Ames	City of Ames	Story County	Story County	All Employees	Employees
White	48,456	46,517	83,538	1,276	1,482			
Asian/Pacific Islander	5,192	4,103	7,490	24	27			
American Indian/Alaskan Native	103	107	2,881	2	3			
Black/African American	1,993	1,385	2,785	24	33			
Hispanic/Latino ⁴	2,027	1,065	2,977	23	28			
Two or more races	1,194	Not reported	1,728	Not reported	8			
Total Racial/Ethnic	10,509	6,660	16,132	73	99			
Total Women	27,718	25,469	45,994	618	709			
Total Population	58,965	53,177	96,021	1,349	1,581			

Percent of Ames Population	2010 Census		2000 Census		2015 Estimate		2016/2017 All	
	City of Ames	City of Ames	Story County	City of Ames	Story County	All Employees	Employees	
White	82.18%	87.48%	87.30%	94.59%	93.74%			
Asian/Pacific Islander	8.81%	7.72%	7.80%	1.78%	1.71%			
American Indian/Alaskan Native	0.17%	0.20%	0.30%	0.15%	0.19%			
Black/African American	3.38%	2.60%	2.90%	1.78%	2.09%			
Hispanic/Latino ⁴	3.44%	2.00%	3.10%	1.70%	1.77%			
Two or more races	2.02%	Not reported	1.80%	Not reported	0.51%			
Total Racial/Ethnic	17.82%	12.52%	14.10%	5.41%	6.26%			
Total Women	47.01%	47.89%	47.90%	45.81%	44.85%			

¹ <http://quickfacts.census.gov>

² <http://factfinder.census.gov>

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

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



City of Ames Salary Analysis
 Full Time Employees
 July 1, 2016 - June 30, 2017

July 1, 2016 - June 30, 2017 Salary Level	FY	Total Employees #	Racial/Ethnic Minorities						Women Only #
			White #	Asian / Pacific #	American Indian/ Alaskan Native #	Black or African American #	Hispanic or Latino #		
25,000 - 32,999	16/17	0	0	0	0	0	0	0	0
	15/16	0	0	0	0	0	0	0	0
33,000 - 42,999	16/17	20	20	0	0	0	0	0	4
	15/16	21	20	1	0	0	0	0	8
43,000 - 54,999	16/17	123	116	3	0	2	2	2	48
	15/16	116	111	4	0	1	0	0	39
55,000 - 69,999	16/17	191	187	2	0	1	1	1	46
	15/16	182	180	0	0	1	1	1	40
70,000 Plus	16/17	174	168	1	0	2	2	3	37
	15/16	153	147	1	0	2	2	3	32
Total Full Time Employees	16/17	508	491	6	0	5	6	6	135
	15/16	472	458	6	0	4	4	4	119

City of Ames Turnover Analysis
 Full Time Employees
 July 1, 2016 - June 30, 2017

	13/14	14/15	15/16	16/17
New Hires	13/14	14/15	15/16	16/17
White	26	23	25	38
Asian/Pacific Islander	0	1	1	0
American Indian/Alaskan Native	0	0	0	0
Black/African American	0	1	0	1
Hispanic/Latino	0	0	1	0
Female	9	3	4	14
Separations	13/14	14/15	15/16	16/17
White	29	37	40	34
Asian/Pacific Islander	0	0	0	0
American Indian/Alaskan Native	0	0	0	0
Black/African American	0	1	0	1
Hispanic/Latino	0	0	0	0
Female	11	12	11	10

