

**2009-2010
CITY OF LINCOLN
EQUITY, ACCESS AND DIVERSITY
PLAN**

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INTRODUCTION

The City of Lincoln's commitment to fair employment practices encompasses the belief that equal employment opportunity is a vital element of the basic merit system. The merit system maintains that all persons should be afforded equal access to public service opportunities limited only by their ability to do the job.

Equal opportunity cannot be fully achieved until inclusiveness is a priority. If we are going to make progress in providing complete equal opportunity, the means by which we seek to remove disparities must not be merely passive.

The City of Lincoln's Equity, Access and Diversity plan is a guide to assist Departments in the revision, implementation and improvement of their employment procedures to assure fairness. This Program confirms the City of Lincoln's commitment to equality and serves as an outline of the strategy the City will use to achieve the desired results.

Shifting requirements, reinterpretation by the courts, new legislation and reallocations of responsibility all dictate revisions in processes. Therefore, this program will require annual review and revision.

This Equity, Access and Diversity Plan has been designed to permit flexibility in its application by City Departments with diverse needs. Consequently, Departments are requested to approach these objectives with innovation and creativity. Equal employment opportunity is the law. The Mayor and the Equal Opportunity Officer call upon every person in the City involved in recruitment, hiring, and promotions to exert their best efforts to achieve the goals set forth in the equity, access and diversity plan and to engage wholeheartedly in the effort to ensure a wholly nondiscriminatory process of recruiting, hiring, and promoting women, members of minority groups, qualified individuals with disabilities, and Veterans at all levels of employment throughout the City.

Any member of the public or person employed by the City who wishes to make recommendations or suggestions concerning this Equity, access and Diversity Plan is encouraged to do so. Please address inquires to:

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SECTION I

COMMITMENT TO EQUAL EMPLOYMENT OPPORTUNITY

It has been, and will continue to be, the policy of the City of Lincoln to be an equal opportunity employer. In keeping with this policy, the City of Lincoln has designed and agreed to implement an equity, access and diversity plan which is consistent with all the Federal non-discrimination and affirmative action laws and relevant non discrimination state and local laws, regulations and their amendments which pertain to affirmative action and equal opportunity, including but not limited to: the Fourteenth Amendment to the U.S. Constitution, the Civil Rights Act of 1964, the Age Discrimination in Employment Act, the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, the Nebraska Fair Employment Practice Act, Title 11 of the Lincoln Municipal Code and Article 1, section 30 of the Constitution of the State of Nebraska.

The City will continue to recruit, hire, train, and promote into all job levels the most qualified persons without regard to race, color, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations. All other personnel matters such as compensation, benefits, transfers, layoffs, City-sponsored training, education, tuition assistance, and social and recreational programs will continue to be administered in accordance with the City of Lincoln policy. Denying equal opportunity for employment due to any of the above bases is contrary to the principles of freedom and is a burden on the objectives of public policy of the City of Lincoln.

All employment decisions are based on job related standards and must comply with the principles of equal employment opportunity.

C. Equity, Access and Diversity Objectives

The administration of the City of Lincoln is morally, ethically, and legally committed to a policy of fairness and equity for all employees and affirms that the City of Lincoln is obligated to provide every employee the opportunity to achieve maximum potential as an employee. In accomplishing these objectives, the City of Lincoln will:

1. Encourage and assist all persons without regard to race, color, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations, to realize their full potential.
2. Strive to achieve realistic goals of full participation of persons in all levels of employment.
3. Comply with both the spirit and the letter of the law guaranteeing equal opportunity and freedom from discrimination in any terms or conditions of employment.
4. Continually analyze all City jobs and position classifications to identify any imbalance caused by any and all artificial barriers resulting in disproportionate classifications. The purpose of the City of Lincoln's Equity, Access and Diversity plan is to provide fair and equal employment opportunities for both employees and applicants for employment on the basis of individual merit and fitness to be ascertained through fair and practical methods of selection of applicants and promotion without regard to race, color, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations. It is also the purpose of the Equity, Access and Diversity plan to outline and implement procedures to effectively maximize the utilization of the city's available human resources by applying sound management and merit principles, and available statistical data reflecting job market conditions and availability of persons possessing requisite skills.

All departments of the City will make a good faith effort to eliminate all disparity in the employment of in Lincoln's municipal government work force. Employment parity in the City work force and in job classifications will be accomplished by ongoing review of the department's procedures and the City's total personnel administration system. This will be done through the following components of our Equity, Access and Diversity plan:

1. Recruitment

- a. Inclusive recruitment of people for City job and position classifications for which they are qualified with emphasis on positions of greater responsibility;

While the Personnel Department is responsible to provide a list of eligible applications, it is the responsibility of the hiring department, with guidance from the Equal Opportunity Office, to participate with the Personnel Department in attracting protected group members to the City of Lincoln's applicant pool.

- b. When employees are pictured in City publications and notices, an accurate representation of our community, will be shown.

2. Classification/Upward Mobility

- a. Academic experience and skill requirements shall be reviewed to ensure that such requirements do not constitute inadvertent discrimination. Where possible, equivalencies will be accepted as well as conventional experience or education. Qualifications shall also be reviewed to ensure consistency for the same job titles throughout the City and/or Personnel Department to ensure they are free from bias in regard to race, color, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations.
 - b. Counseling and assisting employees in identifying appropriate career ladders in municipal government.
3. Training of Department Heads, Managers, and Supervisors in equal employment policies including training which develops a bias free work environment;
 4. Conducting work force analyses to determine if any deficiencies exist. Where under-utilization exists in City employment, the Department Head or designate, with the guidance of the Equal Opportunity Office will make good faith efforts to address the under-utilization.
 5. Developing annual department recruiting plans by identifying personnel requirements and objectives in accordance with the overall City's Equity, Access and Diversity Plan.

B. Designated Protected Classes

1. The City of Lincoln will attempt to accurately track, as required by federal law and regulation for particular programs, persons belonging to the following federally defined categories and to achieve full utilization of qualified minority group members and women in each department at all job levels.
 - a. Black (not Hispanic origin), African American: All persons having origins in any of the Black racial groups of Africa.
 - b. Hispanic/Latinos: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
 - c. Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands and Samoa.
 - d. Native American or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
 - e. Women: Further, women affected by pregnancy, childbirth, or related medical conditions shall be treated the same for all employment-related purposes.
2. The City of Lincoln will encourage and assist all persons and comply with both the spirit and letter of the of the law guaranteeing equal opportunity and freedom from discrimination in the above classes as well as the following classes:
 - National origin
 - Persons with a disability
 - Ancestry: Lineage
 - Marital Status: A legal condition of marriage whether married or unmarried
 - Political Opinion or Affiliation
 - Age: Persons over 40 years of age or in accordance with such age requirements as may be promulgated by law or applicable regulation
 - Sexual Orientation (Pursuant to Executive Order No. 67219)

C. Persons With a Disability

It is the policy of the City of Lincoln to seek and employ qualified personnel and to provide equal employment opportunities for all applicants and employees in recruiting, hiring, placement, training, compensation and

benefits, promotion, transfer, and termination. To achieve this, the City of Lincoln will employ and advance in employment qualified individuals with disabilities and will administer all personnel actions without regard to disability and base all such decisions on valid job requirements. Employees and applicants shall not be subject to unlawful harassment.

Individual with a disability means any person who:

- Has a physical or mental impairment which substantially limits one or more of such person's major life activities;
- Has a record of such impairment; or
- Is regarded as having such impairment.

Qualified individual with a disability means:

- An individual with a disability who satisfies the requisite skill, experience, education, and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position, EXCEPT,
- The terms *individual with a disability* and *qualified individual with a disability* do not include individuals currently engaging in the illegal use of drugs, when the employer acts on the basis of such use. These terms also do not include an individual who is an alcoholic whose current use of alcohol prevents such individual from performing the essential functions of the employment position such individual holds or desires or whose employment, by reason of such current alcohol abuse, would constitute a direct threat to property or to the health or safety of the individual or others.

Substantially limits means:

- Unable to perform a major life activity that the average person in the general population can perform;
- Significantly restricted as to the condition, manner, or duration under which an individual can perform a particular major life activity as compared to the condition, manner, or duration under which the average person in the general population can perform that same major life activity.
- With respect to the activity of working, "substantially limits" means significantly restricted in the ability to perform either a class of jobs or a broad range of jobs in various classes as compared to the average person having comparable training, skills, and abilities. The inability to perform a single, particular job does not constitute a substantial limitation in the activity of working.

Major life activities include, but are not limited to:

- Functions such as caring for oneself, performing manual tasks that are of central importance to most people's daily lives, walking, seeing, hearing, speaking, breathing, and learning.

1. Reasonable Accommodations

- a. The City of Lincoln will make reasonable accommodation to the known physical and mental limitations of an otherwise qualified individual unless the accommodation would impose an undue hardship on the operation of its business.
- b. If an employee with a known disability is having significant difficulty performing his or her job, and it is reasonable to conclude that the performance problem may be related to the known disability, such employee's supervisor will confidentially notify the employee of the performance problem and inquire whether the problem is related to the employee's disability. If the employee responds affirmatively, the City shall confidentially inquire whether the employee is in need of a reasonable accommodation, such that the employee may perform the job in accordance with those standards established by the supervisor for all employees in the same or similar position.

2. Review of Physical and Mental Qualifications

- a. The City of Lincoln will make an ongoing effort to review the physical and mental qualifications of all City jobs to assure they are job related.
- b. The City of Lincoln administers physical examinations only post-offer/pre-employment. Physical examinations are not given to all applicants/employees, but rather to each applicant offered an opportunity in a particular job title.
- c. Information obtained about any applicant's or employee's medical condition or history shall be collected and maintained on separate forms and in separate files.

These files will be treated as confidential except as necessity and the law permit and shall not be used for any purpose inconsistent with the law.

D. Harassment in Employment (Reference Personnel Policy Bulletin #2001-2, June 2001)

1. Policy Statement. It is the policy of the City of Lincoln that all employees are entitled to a workplace free of harassment and that all employees will treat each other with courtesy, dignity and respect. Harassment in the workplace is a form of discrimination and is prohibited by state and federal law. This policy addresses harassment based upon race, color, national origin, ancestry, religion, age, marital status, disability and sex, as well as harassment resulting from an individual's opposition to discrimination or participation in complaint proceedings. All harassment complaints will be taken seriously and will be investigated appropriately. Corrective action will be taken as warranted by the facts.
2. Scope. This policy applies to all City employees in the classified and unclassified service.
3. Harassment Defined. Harassment is conduct towards another person or identifiable group of persons including, but not limited to, unwelcome comments or other conduct that reasonably interferes with an individual's work or creates an intimidating, hostile, or offensive working environment.
 - a. Sexual Harassment. Unwelcome sexual advances, requests for sexual favors, and other verbal, physical or visual conduct of a sexual nature constitute sexual harassment when:
 - i) Submission to such conduct is either an explicit or implicit term or condition of employment; or
 - ii) Submission to or rejection of such conduct is used as a basis for employment decisions affecting the person involved; or
 - iii) Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment. Hostile environment sexual harassment is defined as unwelcome sexual conduct that is sufficiently severe or pervasive that it alters the conditions of employment and creates an environment that a reasonable person would find intimidating, hostile, offensive or humiliating. This definition goes beyond casual, infrequent or isolated instances.
 - iv) Such conduct does not have to be addressed toward the complaining party. In third party situations, the victim does not have to be the person harassed but could be anyone affected by the offensive conduct of others.

Examples of sexual harassment or behavior that constitutes a hostile working environment include, but are not limited to the following: verbal harassment, abuse or teasing of a sexual nature, including the use of sexually offensive language, characterizations or humor; subtle pressure or requests for sexual activity; unnecessary touching of an individual, e.g., patting, pinching, hugging, repeated brushing up against another employee's body; leering or ogling at an individual; requesting or demanding sexual favors accompanied by implied or overt threats concerning an individual's employment status; or requesting or demanding sexual favors accompanied by implied or overt promise of preferential treatment with regard to an individual's employment status.

4. Harassment Based on National Origin, Race, Religion, Disability, Age, Color, Ancestry, or Marital Status. This type of harassment consists of conduct that creates or perpetuates a hostile working environment based on national origin, race, religion, disability, age, color, marital status or ancestry. A hostile working environment is defined as vicious, offensive, frequent and reprehensible instances of harassment constituting a concerted pattern of harassment. This definition goes beyond casual, infrequent or isolated instances. Examples of conduct which may create a hostile working environment may include such actions as verbal harassment or abuse, posting or distributing derogatory bulletins, pictures, or cartoons, or offensive language, characterizations or humor.
5. Harassment Prohibited. Any conduct which constitutes harassment in the workplace or which contributes to the existence of a hostile working environment as defined herein is hereby expressly prohibited. Any City employee who engages in such conduct shall be subject to disciplinary action including, but not limited to, suspension, demotion, or termination of employment.
6. Reporting. Individuals who believe they have experienced or witnessed harassment should report it to his/her

supervisor or department head immediately. Individuals who do not feel comfortable reporting harassment to their supervisors or department heads should report the harassment to the City-County Personnel Director or Affirmative Action Officer. Complaints may be either written or verbal.

Allegations of harassment shall be investigated and dealt with in a fair, unbiased and timely manner. If the complaint is found to be invalid, all parties involved parties will be so notified. If the complaint is found to have merit, corrective action will be implemented. Such action shall include but is not limited to eliminating any prohibited conduct or conditions, and imposing appropriate disciplinary sanctions including suspension, demotion, or termination of employment.

7. **Duty to Report.** Supervisors and administrators who knowingly condone, fail to report, or fail to take action to remedy incidents of harassment or retaliation may themselves be subject to discipline.
8. **Confidentiality.** Confidentiality is required so individuals feel free to come forward and so that reputations may be protected. Confidentiality is important to the fair investigation of a harassment complaint and all parties to the complaint are encouraged to maintain confidentiality at all times.

However, complete confidentiality cannot be guaranteed in all instances. In order to conduct an effective investigation and, when necessary, to impose appropriate sanctions, it may be necessary to reveal information regarding the complaint to the alleged harasser and potential witnesses. Appropriate supervisors will be informed about the progress of the complaint and/or investigation strictly on a need to know basis.

9. **Retaliation Prohibited.** This policy is intended to encourage individuals to report incidents of harassment. Retaliation against an individual for reporting or complaining of harassment or enforcing this policy is strictly prohibited. For purposes of this policy, retaliation means adverse actions against individuals because they have, in good faith, reported instances of harassment or alleged harassment, or participated in or have been witnesses in any procedure to redress a complaint of harassment.

E. Filing an Internal Allegation of Discrimination or Harassment on the Basis of Protected Class

1. **Policy Statement:** It is the policy of the City of Lincoln that all employees are entitled to a workplace free of harassment and that all employees will treat each other with courtesy, dignity and respect. Any employee of City of Lincoln, or applicant for employment, who believes himself or herself to be the subject of any discriminatory act or harassment by City of Lincoln, or its officers or employees, on the basis of race, color, religion, sex, disability, national origin, ancestry, age, marital status, political opinions or affiliations, or sexual orientation (Pursuant to Executive Order No. 67219) may register a complaint.
2. **Scope:** This policy applies to any employee of the City of Lincoln or applicant for employment.
3. **Complaint Process:** Complaints shall be registered with the employee's Department Head, the Personnel Director, or the Equal Opportunity Office, located at 440 South 8th Street, Suite #101, (402) 441-8691. Complaints received by a Department Head or the Personnel Director may be forwarded to the Equal Opportunity Officer for investigation.

Complainants shall file complaints within 60 days of the date of the alleged discriminatory act or harassment, however, the time of filing may be extended for good cause shown.

4. **Investigation Process:** Upon receiving a complaint, the Equal Opportunity Officer will request that the Complainant complete an EEO Complaint Intake Form stating the name of the Complainant, a description of the act(s) considered to be discriminatory, the name and office of the individual(s) alleged to have committed the discrimination and/or harassment, the date(s) on which the act(s) allegedly occurred, and other information which is relevant to the investigation and resolution of the complaint. The Equal Opportunity Office does not investigate matters that do not involve discrimination or harassment based on a protected class.
5. **Confidentiality.** The Equal Opportunity Officer will promptly conduct, or commission, a prompt investigation of all complaints of discrimination and harassment. In the course of an investigation, the Equal Opportunity Officer will interview the Complainant and the accused, as well as witnesses deemed relevant to the subject of the complaint. The confidentiality of harassment and discrimination complaints will be protected to the extent possible.
6. **Retaliation.** Retaliation against an employee, or applicant for employment, who registers a good faith

complaint of discrimination on the basis of race, color, religion, sex, disability, national origin, ancestry, age, marital status, or political opinions or affiliations, is a violation of the City of Lincoln employment policy and the law and will not be tolerated. Retaliation against any employee who provides truthful information in connection with an investigation is likewise prohibited.

7. Complaint Procedures

- j. The Complainant reports alleged discriminatory act or harassment to the Department Head, the Personnel Director, or the Affirmative Action Office, located at 440 South 8th Street, Suite #101, (402) 441-8691.
- k. The Equal Opportunity Officer informs the Complainant of the City's internal procedure as well as the option of filing his or her complaint with agencies such as the Nebraska Equal Opportunity Commission, the Federal Equal Employment Opportunity Commission, or a Court of Law.
- l. The Complainant completes the EEO Complaint Intake Form.
- m. The Equal Opportunity Officer determines whether the complaint is jurisdictional.
- n. The Equal Opportunity Officer conducts or commissions a prompt investigation to be completed, if possible, within thirty (30) days. (Note: depending on the individual circumstances, some matters may be resolved by means short of an investigation.)
- o. Where a complaint contains incomplete information, Equal Opportunity Officer promptly seeks the information from the Complainant. If the information is not furnished by the Complainant within a reasonable time, the case may be closed.
- p. City Departments shall provide all relevant information requested by the Equal Opportunity Officer to enable a thorough investigation.
- q. Upon completion of the investigation, the Equal Opportunity Officer will submit to the Personnel Director and Department Head a written report which includes the allegations, a summary of the evidence gathered during the investigation, and any findings, conclusions, and/or recommendations resulting from the investigation. The Personnel Director and Department Head will review the report and take or facilitate any further action that is appropriate.

F. Veterans Preference Law

As between applicants for employment whose qualifications are otherwise substantially equal, veterans shall have preference in the matter of employment in the services of the city. (Reference Lincoln Municipal Code section 2.76.260)

1. Contract Compliance

The City of Lincoln-Lancaster County Purchasing Division will add the following statement to its website and other pertinent materials: *The City of Lincoln-Lancaster County Purchasing Division provides equal opportunity for all bidders and encourages minority businesses and women's business enterprises to participate in our bidding process.* In addition, in its instructions to bidders, the Purchasing Division will have language stating the City's commitment to these principles.

Each Prospective bidder doing business with the City of Lincoln must agree that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, disability, national origin, age, ancestry, or marital status. In the employment of persons, the bidder will ensure that applicants are employed and treated during employment without regard to race, color, religion, sex, disability, national origin, age, ancestry, or marital status.

The City of Lincoln Equal Employment Opportunity Officer will ensure that any contractor, vendor, or supplier of goods or services to the City of Lincoln, will comply with the provisions of this Equity Access and Diversity Plan.

- a. Each contractor, vendor, or supplier, upon submitting a bid must confirm they have an Equity, Access and Diversity plan and are an equal opportunity employer.

- b. If the contractor, vendor, or supplier is unable to do so, the Equal Opportunity Officer will notify the contractor, vendor, or supplier and the contractor, vendor, or supplier will submit requested information for compliance within a period of time set by the Equal Opportunity Officer. Extensions may be granted up to 120 days upon demonstration by the contractor, vendor, or supplier of a good faith effort to comply.
- c. If a contractor, vendor, or supplier is not willing to comply or the executive official of such contractor, vendor or supplier does not wish to cooperate:
 - i) Efforts will be made by the Equal Opportunity Officer to determine the objections of the contractor, vendor, or supplier;
 - ii) The Equal Opportunity Officer will then attempt to resolve these objections by negotiation and conciliation to reach a solution in conformance with the equity, access and diversity policy of the City of Lincoln;
 - iii) If objections are not resolved by such negotiations, Equal Opportunity Officer will use every available means to encourage compliance;
 - iv) If compliance is still not secured, a written notification will be sent to the executive official of such contractor, vendor, or supplier stating that until such time as the company agrees to comply, action will be initiated by the Equal Opportunity Officer resulting in the severance of all business and contractual arrangements between the contractor, vendor, or supplier and the City of Lincoln. The contractor, vendor, supplier may appeal any decision made by the EEO Officer to the Mayor.

SECTION II
DISSEMINATION OF EO/AA POLICY

A. Internal Dissemination

The City of Lincoln will continue to make its equal employment opportunity policy known internally by:

1. Posting policy statement in all facilities.
2. Issuing an Executive Order and/or disseminating a memorandum from the Mayor to all Departments. Including the EEO policy in the City of Lincoln's Municipal Code.
3. Explaining the policy in new employee orientation and management training programs.
4. Conducting periodic meetings with management and supervisory personnel to explain the intent of the policy, the Mayor's commitment, and individual responsibilities for effective implementation.
5. Publicizing the policy in City of Lincoln publications and other media.
6. Publishing in City of Lincoln publications articles covering EEO events, promotions of women and minorities, and special action programs.
7. Picturing both minority and non-minority men and women and persons with disabilities in publications in which employees are featured.
8. Conducting periodic meetings with non-supervisory employees to discuss the equity, access and diversity plan, including employee responsibilities as well as the benefits available to them.
9. Meeting with union officials to discuss the policy and to request their continued cooperation.
10. Assuring the inclusion of a non-discrimination clause in all union agreements.
11. Publishing policy at regular intervals in "The Employee Linc" monthly employee Newsletter.

B. External Dissemination

The City of Lincoln will make its policy known externally by:

1. Incorporating the equal employment opportunity clause in purchase orders, leases, and contracts.
2. Informing recruiting sources of the City of Lincoln's policy and requesting that the sources actively recruit and refer a diverse applicant pool for all positions.
3. Showing both minority and non-minority men and women when employees are pictured in help-wanted or other advertising.
4. Informing prospective employees of the existence of the City of Lincoln's Equity, access and diversity plan and the benefits available to them under the Program.
5. Including information regarding the City of Lincoln's Equity, access and diversity plan on the City website.

SECTION III
DESIGNATION OF RESPONSIBILITY

The Equal Opportunity Officer is an official of the City of Lincoln and has responsibility for equal employment opportunity compliance and for the implementation of the equity, access and diversity plan. This person has the authority and the resources to ensure effective implementation and has access to and the support of the Mayor of Lincoln and the Department Directors of the City of Lincoln.

The Director of Personnel is charged with maintaining all records and implementing all recruitment and selection policies as they have been approved.

City Directors and Managers have the ultimate responsibility for decisions affecting progress toward achieving equal opportunity.

Each Department Director may designate an individual as an Access, Equity, Diversity and diversity Representative.

A. Duties of the Equal Opportunity Officer include:

1. Updating the Equity, access and diversity plan each year.
2. Developing policy statements, equity, access and diversity plans, and internal and external communication techniques.
3. Designing and implementing systems for auditing and reporting in order to measure the effectiveness of City Equity, Access and Diversity plan, indicate any need for remedial action, and determine the degree to which the City's goals and objectives are being attained.
4. Assuring that Directors, Managers and Supervisors of the City of Lincoln understand they are responsible for and will be held accountable for making all employment decisions in accordance with City policy. Assuring that the City uses only job-related criteria for selection for hire, promotion, transfer, training, compensation and all other employment opportunities
5. Identifying potential problem areas and investigating and responding to potential problem areas identified by City employees.
6. Assuring the proper display of EEO posters and City EEO policy statements.
7. Assuring that facilities the City of Lincoln maintains for the use and benefit of its employees are, in fact, desegregated, both in policy and in use, and that facilities such as locker rooms and rest rooms are comparable for both sexes.
8. Assuring that all employees, including minority, female, and employees with disabilities, are encouraged to participate in all City-sponsored educational, training, recreational, and social activities.
9. Assuring that the City of Lincoln prohibits and prevents harassment of employees on account of race, color, religion, sex, disability, age, marital status, national origin, sexual orientation, or political affiliation or opinions.
10. Serving as liaison between the City and all organizations, and community action groups concerned with employment opportunities.
11. Assisting in the encouragement of all businesses and those which have historically underutilized in City contracting to participate in the competitive process for City goods and services vendors and contractor status.
12. Keeping management informed of the latest developments in the equal opportunity area.
13. Assuring that all Directors and Managers are aware that their individual work performance is being evaluated on the basis of equal employment opportunity efforts and results, as well as other criteria.
14. Preparing, coordinating, and conducting training for City departments in the areas of equal employment opportunity, equity, access, diversity and the amended Americans with Disabilities Act.

In addition, the Equal Opportunity Officer will serve as a resource to all City of Lincoln Directors, Managers, and

Supervisors who are charged with responsibility and accountability for equal employment opportunity and implementation of establishment equity, access and diversity plans.

In that capacity this person will assist departments with personnel matters having equity, access and diversity implications, conduct oversight visits, and establish periodic internal audit requirements for all City of Lincoln Departments.

B. Duties of the Department Directors and Managers include:

1. Establishing department goals and objectives and, with the assistance of Equal Opportunity Officer, identifying problem areas.
2. Performing periodic audits of training programs, and hiring and promotion patterns to isolate impediments to the attainment of goals and objectives.
3. Monitoring front-line supervisors and employees to assure the City's policies are being followed.
4. Reviewing the qualifications of all employees to ensure that all employees with disabilities are given full opportunities for hiring and promotions.
5. Performing periodic audits to ensure that: (a) EEO posters are properly displayed; (b) all facilities which the City maintains for the use and benefit of its employees are in fact desegregated; and (c) that any facilities are comparable for both sexes.
6. Performing job requirements with the understanding that their work performance will be evaluated on the basis of equal opportunity efforts and results, as well as other criteria, and that inadequate cooperation or obstruction of the program will be considered a serious matter and such continuing conduct may be grounds for disciplinary action.
7. Where possible, posting open positions to the public, rather than relying on internal posting, where there is evidence of underutilization.
8. Where exceptional circumstances do not exist, extending advertisement of external job postings to be no less than two weeks to allow for adequate recruiting efforts and, where possible, using diverse advertising avenues to assist in the expansion of the potential applicant pool.
9. Where evidence of underutilization exists, making additional creative recruiting efforts to assure a diverse pool of candidates for an open position.

SECTION IV

IDENTIFICATION OF PROBLEM AREAS BY JOB GROUP

The City of Lincoln conducts analyses of its total employment process to determine whether and where there may be impediments to equal employment opportunity by job group.

Problems of minority or female utilization by Job Group:

The City of Lincoln compares the incumbency of minorities and women in each job group to determine if the availability for a job group is greater than incumbency in an effort to determine if there are any job groups in which the percentage of minorities or women employed in the job group is less than would reasonably be expected given their availability percentage for that particular job group. If such a situation exists, the City of Lincoln has established the goal of making a good faith effort to close the gap.

Problems of minority or female distribution/placement by Job Group:

We have identified no impediments to equal employment opportunity in the placement of women or minorities in the different jobs in any job group. To the extent a goal has been established for minorities or women in any job group, any problem areas will be addressed by our good faith efforts to meet such goal. See also the discussion of action-oriented programs in Section VIII of the EAD and internal monitoring in Section IX of the EAD.

SECTION V

IDENTIFICATION OF PROBLEM AREAS - PERSONNEL ACTIVITY

The City of Lincoln conducts analyses of its total employment process to determine whether and where any impediments to equal employment opportunity exist based on its evaluation of personnel activity.

These analyses are done periodically and statistical compilations will be performed at least annually for selection decisions made in the prior year.

A. Applicant Flow:

The City of Lincoln does not encourage unsolicited applications. Applications submitted to the general file and not for a specific open position will be kept on active file for six months but must be activated by the job seeker in order for that person to be considered for a specific open position and thus be identifiable as an "applicant." The City of Lincoln maintains data on all applicants. Applicants of identifiable race, ethnicity, and sex are those that either 1) voluntarily complete a self-identification form; 2) are visually identified during interview; or 3) are current employees. Records are kept for each selection decision, if any, for which the applicant was considered. This allows us to complete required analyses, by job title, of the selection rates of persons of identifiable race, sex, and ethnic group. These data and these analyses will be collected and performed at least annually.

Further, we regularly compare the percentage of minorities and women who apply, by job group, with our estimate of availability for each job group. We hope that such a comparison will give us additional information about both the accuracy of our availability estimate and the results of our good faith efforts to invite minorities and women to apply for equal opportunities at the City of Lincoln.

B. Hires, promotions and other personnel actions:

1. In order to be considered for any opportunity, a job seeker (whether internal or external) must make a timely submission expressing interest in the stated opportunity in the form required by the City of Lincoln. Each application must be signed and completely filled out or it will not be evaluated and no employment decision will be made.
2. No question in any application form or in any examination shall be so framed as to elicit any information concerning the political or religious opinions or affiliations or race of any applicant, nor shall inquiry be made concerning such opinions or affiliations and all such disclosures thereof shall be discountenanced.
3. All appointments to positions in the classified service shall be made according to merit and fitness. Merit and fitness shall be ascertained insofar as practicable by examinations which shall be prepared by or under the direction of the Personnel Director and shall relate to those matters which will test fairly the capacity and fitness of candidates to discharge efficiently the duties of the positions for which examinations are held. Admittance to such examinations may be limited to regular employees in the city service when the Personnel Director, after consultation with the department head concerned, determines that there are a sufficient number of qualified candidates within the classified service to provide competition.
4. Examinations designed to establish eligible lists shall be open to all citizens of the United States, regardless of residence, registered aliens, and persons who have obtained working papers from the federal government who may be lawfully appointed to a position in the class concerned, and who appear to meet the qualifications and other requirements for the class as set forth in the vacancy announcement.
5. Promotional examinations shall be open to any employee who appears to meet the qualifications. Admission to promotional examinations may be restricted by the Personnel Director to employees of a specific division or department when such action is in the best interest of the City.
6. Pursuant to *The Uniform Guidelines on Employee Selection Procedures* and Title VII case law, the City of Lincoln performs all analyses of employment decisions on the basis of persons who sought or were considered for a specific job title or who were "tested" using the same selection device. These analyses will be performed periodically, on at least an annual basis, for all opportunities filled in the AAP Year.

In addition, the City of Lincoln will record all personnel activity that is non-competitive in nature, such as changes which are a result of reclassifications or audits of employees whose jobs have changed as a result of reorganization, assumption of additional responsibilities or redistribution of work. There, advancement for

one employee does not constitute a “denial” of any opportunity for any other employee. Such movements will not be commingled in our analyses of employment decisions made on the basis of comparative qualifications of applicants for a specific vacant position. These reclassifications are not from “among” any pool of persons from which we make a selection and they may not be commingled with competitive selections for analytical purposes. Nevertheless, the City reviews them to ensure that such reclassifications are not unlawfully based on race, color, religion, sex or national origin.

7. Similarly, the City of Lincoln records, but does not include in an analysis of selections, personnel activity such as reinstatement to the prior job upon return from medical leave (long term or short term), reinstatement or placement as a result of settlement of a grievance, or those transactions that do not involve the selection of one job seeker and the rejection of another or others. Such personnel activities are not “opportunities.”

C. Terminations:

1. **Voluntary Terminations:**

There is no “pool” of persons who might choose to terminate employment voluntarily. By definition, such terminations do not involve an employer decision or “selection.” These are, therefore, not susceptible to any statistical analysis of “selection disparities.”

2. **Involuntary Terminations:**

There are a variety of reasons for which a person might leave the employment of the City of Lincoln other than by choice. There is no single “pool” of all persons who are involuntarily terminated.

While some involuntary terminations involve employer choice, some do not. For example, some employees die or do not return, as hoped or expected, from long term disability leave. While such terminations may not be “voluntary,” they do not involve a decision by this employer. Some terminations are planned for, such as the completion of a temporary assignment or expiration of an employment contract. There is no “selection decision” involved in such circumstances. It would be erroneous to include such terminations in any statistical computation of “selection disparities.”

Terminations for cause do involve an employer decision. However, there is no “pool” of persons who are considered for termination for the various policy infractions for which a person might be discharged. For example, the only persons who are considered for termination for poor performance are those who perform poorly. (The situation is similar for violations of attendance policy, insubordination, and the vast array of lawful reasons for which an employee might be involuntarily terminated.) A disparate treatment analysis or “selection rate” cannot be computed except with similarly situated people.

There is only one kind of involuntary termination for which the City of Lincoln can do an analysis of “selection disparities”: a reduction in force. Where the City must eliminate jobs, it does so by objective standards which vary according to the relevant labor contract but which decisions are made without regard to race, color, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations. In such circumstances we can measure any differences in selection rates to determine if there are statistical indicators of disparate treatment and/or measure the impact of any neutral selection criteria to determine if there is any adverse impact of that criterion. The City of Lincoln will routinely conduct such analyses whenever we have a reduction in force.

SECTION VI

IDENTIFICATION OF PROBLEM AREAS - COMPENSATION SYSTEMS

The City of Lincoln performs analyses of its total employment process to determine whether impediments to equal employment opportunity exist. We have identified no disparities based on unlawful factors such as gender, race, or ethnicity.

The City of Lincoln has written pay policies and standardized pay practices under the Step System and the Variable Merit System. These policies and procedures are outlined in Chapter 2.76 of the Lincoln Municipal Code and in the negotiated contracts of each employee union.

The City of Lincoln has collective bargaining agreements with the following unions: Lincoln Police Union (LPU), International Association of Firefighters (IAFF), Amalgamated Transit Union (ATU), National Association of Government Employees (PAGE) Lincoln City Employees Association (LCEA) and M Class Unions. These agreements cover working conditions for all bargaining unit employees, including pay practices and rates of pay. There are no race, gender or ethnicity-based disparities in these practices or rates of pay.

The establishment of salary grades and the establishment of salary ranges of various breadths provide tools to the City of Lincoln to manage compensation in such a way as to attract and retain qualified employees. While it is typically more expensive for an employer to attract a new hire than to retain a current employee, these ranges provide sufficient flexibility to meet both these essential needs and produce no disparities based on unlawful considerations.

The relative position of each employee within the salary range is based on considerations such as level of performance, degree of responsibility; starting salary (which is influenced by considerations such as relevant education and experience at time of hire); length of service, contributions made or increased skills and proficiencies acquired since the last adjustment, the amount of previous salary increases and the employee's salary level as compared to that of similarly situated employees.

Many decisions affecting compensation are made by employees (e.g., whether to compete for a posted opportunity, relative qualifications for such opportunities, performance, and a decision to acquire additional education or training, etc.). Some decisions affecting compensation are made by the employer, always without regard to race, color, religion, sex, disability, national origin, ancestry, age, marital status, sexual orientation, or political opinions or affiliations.

SECTION VII

PROBLEM IDENTIFICATION - PERSONNEL PROCEDURES

As part of the City of Lincoln's on-going self-audit to identify problems or potential problems, we conduct analyses of the personnel procedures component of the total employment process.

A. Requisitions, Position Descriptions and Job Specifications

1. All vacancies in the classified service are filled by re-employment, promotion, original appointment, transfer, or demotion. When a vacancy in the classified service is to be filled other than by transfer or demotion the department head must submit a requisition to the Personnel Director. The requisition must be completed and approved prior to the commencement of recruitment for any new position or for any replacement. This requisition states the class title, the number of positions to be filled, and other appropriate information, including whether the department wishes to confer with the Equal Opportunity Office for recruiting strategy. In addition, desirable special qualifications for the position under consideration may be indicated and the reasons therefore. A Personnel Technician is assigned and is responsible for contacting the selecting department to carefully review the job specifications before posting, to ensure that they are congruent with the written position description on file and are otherwise job related.
2. All position descriptions will be continuously reviewed, with changes made where necessary, to accurately reflect current job duties. Position descriptions will establish job-related and non-discriminatory requirements.
3. We will continue to examine our recruitment process, including requisitions, review of position specifications, solicitations of applications and acceptance of same from job seekers for potential impediments to equal employment opportunity.

B. Selection Procedures

1. Applicants for posted opportunities may be either internal employees or job seekers not currently employed by the City. Both are treated the same in the selection process. Both internal and external applicants are asked to submit a completed application form.
2. The Personnel Technician assigned to fill the job, reviews and screens all applications and supplementary questionnaires as they are received. All must be received or postmarked by any posted deadline in order to be evaluated. Depending on the number of qualified applicants, the Technician may refer all or only a portion of the applicants received.
3. Upon receipt of a requisition for filling a vacant position, the Personnel Director shall certify in writing the proper number of names from the appropriate eligible list or authorize some other kind of appointment as provided in these rules. No appointment except a temporary appointment shall be made without such certification or prior authorization. The following lists shall be used by the Director in the order indicated: (1) re-employment lists; (2) promotion lists; (3) eligible lists. The appointing authority shall return the list of names or the reasons in writing for not filling the vacant position.
4. Eligible candidates shall be certified in strict order of standing on the list of eligible candidates, except in cases where the Personnel Director has determined there is good reason for certification of eligible's with special qualifications. In the latter case, eligible's meeting these special qualifications shall be certified in the order of their standing on the list.

The Personnel Director will certify eligible as follows:

- a. For appointment to positions in the classified service: Five names of persons having the highest ratings on the eligible list plus two additional names with the next highest ratings for each similar position to be filled if more than one; provided, however, that if any of those whose names are so certified do not appear for interview by the appointing authority, the Personnel Director, on request of the appointing authority, shall certify additional name or names having the next highest ratings to the number of those only who failed to appear; provided, however, if there are no protected class members in the list of certified eligible's and if any category of the protected class members is under represented in the

department which is making the requisition, the Personnel Director shall authorize the inclusion of qualified protected class members from the under represented category on the list of certified eligible's which is referred to the appointing authority. For purposes of this section, a protected class member shall mean a person who is: (a) female; (b) a member of a minority group; (c) a person with a disability; or (d) a person over the age of forty.

5. Hiring decisions are made according to merit and fitness. The selecting official does not have access to information on the race, sex or ethnicity of the applicant.

C. Promotion/Transfer procedures

1. For promotion in the classified service: The names and addresses of employees of the city who are candidates on the eligible list for the class or rank to which such position belongs, in order of rating, which list shall be known as the promotional list. Any appointment from such list of a city employee whose name is not among the five highest in rating on such promotional list, if any, shall be made by the appointing authority only after proper approval thereof in writing by the Personnel Director.
2. Positions may be filled by lateral transfer, promotion with a change in work location, promotion without a change in work location, or even demotion if this is the desire of the internal applicant. Employees are not transferred involuntarily. Selections are made on the basis of knowledge, skills, and abilities without regard to race, color, religion, sex, disability, national origin, ancestry, age, marital status, or political opinions or affiliations. We have determined that there are no impediments to equal opportunity in these practices.
3. Employees may also be promoted non-competitively as a result of reclassifying the position that the employee holds. This reclassification may come about as a result of the employee "growing into" the job and taking on more responsibility over time. Or it may come about as the result of the employee assuming some or all of another employees duties' as a result of an economic lay-off, hiring moratorium, or reorganization. It would be inappropriate to competitively recruit in these situations, as there is no real "vacancy" or opportunity for anyone but the incumbent. However, we recognize that such ad hoc transitions might operate, intentionally or unintentionally, to the advantage of one group over another. Consequently, we are especially careful to monitor these transactions to ensure there are no disparities based on race, sex or ethnicity.
4. The City of Lincoln has evaluated its promotion procedures to determine whether they operate as impediments to equal employment opportunity. Our promotion procedures do not discriminate on the basis of race, sex, ethnicity or other prohibited bases, and are applied in a non-discriminatory fashion.

SECTION VIII
ACTION-ORIENTED PROGRAMS

These actions are additional good faith efforts intended to assure equal opportunity and to increase in the future the employment of minorities and women in the City of Lincoln workforce.

We have developed the following action-oriented programs with the intention that their proper execution will result in an increase in the minority group/female representation in the group identified, if vacancies occur, or document our good faith efforts to do so.

By Job Group and Organizational Unit:

The City of Lincoln has identified those Job Groups in each Department in which the incumbency of minorities and/or women is less than that which would reasonably be expected based on a reasonable estimation of their availabilities in the relevant labor pool per the most current census data available.

A. Personnel Procedures Action Plan:

1. The Equal Opportunity Officer will periodically form a committee with the purpose of reevaluating the City of Lincoln selection processes, including the current application and supplementary questionnaire forms, to ensure they are nondiscriminatory and with the purpose of improving accessibility to City employment for diverse applicants.
2. The Equal Opportunity Officer will provide personnel having any part in the selection process with anti-discrimination training.
3. The Personnel Department will disseminate exit questionnaires to full-time employees leaving City employment for reasons other than termination.
4. The Personnel Department will provide translated versions of appropriate employment materials.

B. Personnel Activity: Applicant Flow, Hires, Promotions, Terminations and Other Personnel Transactions Action Plan:

1. The Personnel Director will ensure that inclusive employment actions and efforts are part of the performance standards for Directors, Managers, and Supervisors.
2. Department Heads will devise an annual recruiting plan, setting forth a process to be followed for each departmental job opening, the purpose of which is to cast a wide net to include diverse job applicants.
3. The Equal Opportunity Officer will provide Managers and Supervisors with anti-discrimination and diversity training.
4. Department Heads will make minority, female, and employees with disabilities available for participation in career fairs and related activities in the community.
5. The Equal Opportunity Officer will make a special effort at secondary schools, junior colleges, and colleges (especially those with high minority or female enrollment) to interest all in City employment.
6. The Equal Opportunity Officer will establish ties with minority student groups at secondary schools, junior colleges, and colleges with high minority or female enrollment.
7. Those involved in the selection process will use existing networks such as current employees and past employees and managers to assist in making personal contact with all candidates.
8. The Personnel Office will keep a file of prospective protected group candidates to refer as applicants for future vacancies.
9. City Departments will conduct reviews of the position descriptions as position vacancies occur, to assure that the description accurately reflects the position functions.

10. Those involved in the employee selection process will recognize that although all job qualifications must be based on bona fide job requirements, the following factors should be considered along with traditional requirements: related experience that may not be conventional, cultural awareness and experiences, ability to speak other languages, or overcoming adversity.
11. The Equal Opportunity Officer will establish ties with community agencies and organizations that provide employment training for individuals with disabilities.
12. Unless exceptional conditions exist, Departments will advertise jobs posted externally for a minimum of two weeks and, where underrepresentation exists and where it is possible per budget and time allowances, will advertise in newspapers, publications, and the internet sites of women and minority networks.

SECTION IX

INTERNAL AUDITING AND REPORTING SYSTEM

The Equal Opportunity Officer is responsible for the design and implementation of the auditing and reporting system. This person audits personnel activity on at least a semi-annual basis in order to measure the effectiveness of the Equity, Access and Diversity plan. The reporting and auditing system provides for:

1. Monitoring of all personnel activity, including referrals, placements, transfers, promotions, terminations, and compensation, at all levels to ensure the nondiscriminatory policy is carried out.
2. Requiring internal reporting from each department on a semi-annual basis as to the manner in which equal opportunity and affirmative action efforts are being carried out;
3. Reviewing report results with all levels of management; and
4. Advising top management of program effectiveness and submitting recommendations to improve unsatisfactory performance.

SECTION X
METHODOLOGY FOR AAP NUMERICAL ANALYSES AND
ESTABLISHMENT OF GOALS

The City of Lincoln has combined all job titles into Job Groups, grouping them by the Equal Opportunity Employment Commission's EEO-4 Job Classifications. Because the Equity, access and diversity plan is organized by department, the EEO-4 classifications most suitably delineate like clusters of employees in each department. Size of incumbency is an appropriate factor to consider in designation of Job Groups, as Job Groups should be sufficient in size to permit meaningful analysis of utilization.

Following is a list of the Job Groups for this AAP:

1. **Officials and Administrators (01):** 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, bureau chiefs, division chiefs, directions, deputy directors, controllers, wardens superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire A.B.C. Board, license , dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.
2. **Professionals (02):** 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: Personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains, and lieutenants, librarians, management analysts, airplane pilots and navigators, and kindred workers.
3. **Technicians (03):** 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: computer programmers, drafters, surveyors, licensed practical nurses, photographers, radio operations, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.
4. **Protective Service Workers (04):** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers game and fish wardens, park rangers (except maintenance), and kindred workers.
5. **Paraprofessionals (05):** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: research assistants, medical aids, child support workers, policy auxiliary welfare service aides, recreation assistants homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.
6. **Office and Clerical (06):** 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: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reports, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operator, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.
7. **Skilled Craft Workers (07):** 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, and repairers, electricians, heavy equipment operators, stationary engineers, skilled machine

occupations, carpenters, compositors and typesetters, power plant operators water and sewage treatment plant operators and kindred workers.

8. **Service-Maintenance (08):** 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: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and grounds keepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

NOTE: The definitions used to classify employees for federally required equal opportunity and affirmative action purposes differ from definitions found in other employment related statutes (such as the Fair Labor Standards Act). These definitions and classifications are not to be used for any purpose other than affirmative action.

Workforce Analysis

The City of Lincoln has separately determined the availability of potentially qualified minorities and women for each Job Group.

The City of Lincoln has used the most current statistical information available to derive external availability data. In an effort to estimate availability as accurately as possible, we have accessed 2000 census data for occupational classifications for our reasonable recruiting area. In determining "requisite skills," the City of Lincoln identified those Standard Occupational Classifications (SOCs) reported in the Census that were most representative of the skills required for the positions being analyzed.

Comparing Incumbency to Availability

Comparing incumbency to availability, we will make a good faith effort to close the gap in any job group having fewer women or minority full-time employees than might reasonably be expected given their availability. An appropriate measure of "reasonably expected" is statistical probability: that is, if the difference between availability and actual participation is statistically significant, the current incumbency is not "reasonably expected." To determine availability, we look not at the entire population of a given racial/ethnic group or gender, but the representation of minorities and women among those qualified or readily qualified for employment in a given job group in the City's workforce.

Placement Goals by Job Group

Our goal for every Job Group, whether there is a placement goal or not, and our objective for every organizational unit, is to continue to take definitive action to ensure that our employment policies and practices are, in fact, non-discriminatory.