

Equal Employment Opportunity Report

For the period from
January 1, 2014 to December 31, 2015

Presented by City of Minneapolis Human Resources Department

July 1, 2016

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From the Office of the Mayor of Minneapolis, Betsy Hodges

December 31, 2016

Two of my and the City of Minneapolis' most important stated goals are equity and running the City well. One of the most important ways that we achieve those goals is by holding the City and ourselves accountable for achieving equal opportunity as an employer, a contractor, and facilitator of civic engagement. We have been doing so for more than three decades: since 1983, the City of Minneapolis has required that "all city departments, boards, commissions, or agencies shall develop affirmative action plans, including goals and timetables for the hiring, promoting, and retention of minorities, women, and persons who are handicapped, and for the purchase of goods and services from women and minorities." This same ordinance requires some City contractors develop and implement an affirmative action plan that ensures equality of opportunity for all people.

The report in front of you measures the current state our progress. While the language of the ordinance may now be dated, our determination to achieve equal opportunity in employment, contracting, and civic engagement remains fresh and urgent.

Thank you to all who have participated in this report, including all the employees, community members, and media partners who help us do this work. Your continued commitment and sense of urgency remain vital to continuing to run the City well, and to achieving racial equity in our workforce, contracting, and civic participation — which at the end of the day, are one and the same.

Sincerely,

A handwritten signature in black ink that reads "Betsy Hodges". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mayor Betsy Hodges
City of Minneapolis

From the Office of the Chief Human Resources Officer, Patience Ferguson

December 31, 2016

I am pleased to share with you the City's Equal Employment Opportunity Report for the period from January 1, 2014 to December 31, 2015.

Much work has been done across the City with regards to equal employment. Our strategic efforts are embedded in the work in diversity, professional development, workforce planning, knowledge transfer, succession planning, selection and hiring, employee engagement, and performance management.

There are six significant parts to the preparation of this Report:

Gathering the relevant data to document our progress thus far,

Spotlighting significant and important examples of work that has been done,

Identifying areas for additional attention,

Setting goals, determining and documenting action-oriented plans for each department,

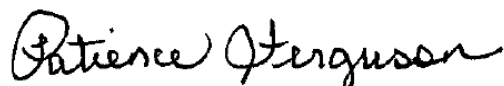
Gaining commitment for the action plans contained here, and

Monitoring our progress toward the City's goals.

I hope the preparation and communication of this Report will actively encourage and foster other important talent management and diversity efforts in our City Enterprise. Sharing best practices encourages others to adopt and adapt them to the unique circumstances of their departments or organizations. Sharing goals and initiatives encourages others to evaluate their goals and decide if they are practical enough, substantive enough, and bold enough.

I encourage you to read the Report closely, and find areas where your efforts may connect to work underway, be additive to it, or support the goals in other ways. We all share in the benefits of a workforce which offers each current and prospective employee the opportunity to contribute at their highest level.

Sincerely,



Patience Ferguson
City of Minneapolis Human Resources Department

SECTION I: THE CITY-WIDE VIEW

Responsibility for Equal Employment Opportunity

Minneapolis Ordinance 139.70 requires each department head to develop and implement an affirmative action plan as a mechanism to ensure equal employment opportunity. Although the ultimate accountability for equal employment opportunity programs rests with department heads, they utilize the Director of Human Resources (“Chief Human Resources Officer”) and team to plan and implement action-oriented programs. Human Resources has the authority, resources and support of and access to City leadership to ensure effective implementation of the department's equal employment opportunity programs.

The active support of the **City Coordinator** is seen in actions that include those listed below:

- **Reaffirm** publicly the City's commitment to equal employment;
- **Ensure** enterprise-wide compliance with the City's equal employment opportunity policies;
- **Appoint** the Chief Human Resources Officer to champion the City-wide and departmental plans;
- **Require** and support active participation of all department heads, managers, supervisors and employees in accomplishing these plans; and
- **Evaluate** department head performance in good faith efforts towards their goals.

The **Chief Human Resources Officer** takes steps such as those below:

- **Guide and support** development of effective solutions for equal employment opportunity challenges;
- **Monitor** compliance and consult with Department Heads on progress;
- **Develop** or sponsor the development of EEO policy statements and programs;
- **Direct** Human Resources staff to help managers and supervisors actively participate in implementing plans; and
- **Serve** as the City's liaison with agencies and organizations supporting equal employment.

Besides the Chief Human Resources Officer, a Department Head may seek additional support and designate responsibility to others to implement equal employment opportunity goals and perform departmental communications about these matters. The individual or individuals should be identified and their specific responsibilities communicated to the Chief Human Resources Officer so activities are coordinated and best practices shared.

Examples of the contributions of **Department Heads** include:

- **Foster and maintain** for the entire department a work environment conducive to achieving equal employment opportunity and a discrimination-free workplace;

- **Reaffirm** publicly the importance of equal employment opportunity to the department as an entity and as an important part of the City enterprise;
- **Ensure** that meaningful good faith efforts are undertaken on the departmental action plan, and periodically monitor the data to assess if actions are reflected in key measures of progress;
- **Lead** identification of problem areas, formulating solutions and setting goals;
- **Verify** that discipline and termination actions are justified;
- **Audit** hiring and promotion patterns to remove unnecessary impediments; and
- **Sponsor and support** coordinated efforts around equal employment opportunity with other departments as appropriate.

Managers and all Employees provide important assistance as well:

- **Managers foster** and maintain a work environment conducive to achieving equal employment opportunities and a workplace free from discrimination;
- **Managers act to instill** a culture of inclusivity for all employees;
- **Managers ensure** that necessary accommodations are identified and addressed as appropriate; and
- **Every employee helps ensure** that our work environment and climate for performance is conducive to each of us doing our best and having the opportunity to contribute our best.

Communications Plan: Internal and External Dissemination of This Report

Internal dissemination

- Provide copies of Report to all City Council members
- Make full copy available on City of Minneapolis website and Intranet site
- Discuss during new employee orientation sessions and in other relevant training for employees, managers and leaders
- Reinforce Report messages and City commitment during policy orientation sessions with managers, supervisors, and elected officials
- Department heads discuss departmental goals from the Report with managers and employees.

External dissemination

- Publish availability of Report in advertisements and recruiting materials
- Publish full copy on the City's public website
- Share published Report with community organizations, partners and leaders that assist with or could assist with recruitment of people of color, females, individuals with disabilities and veterans.

Executive Summary: City of Minneapolis Equal Employment Opportunity Report

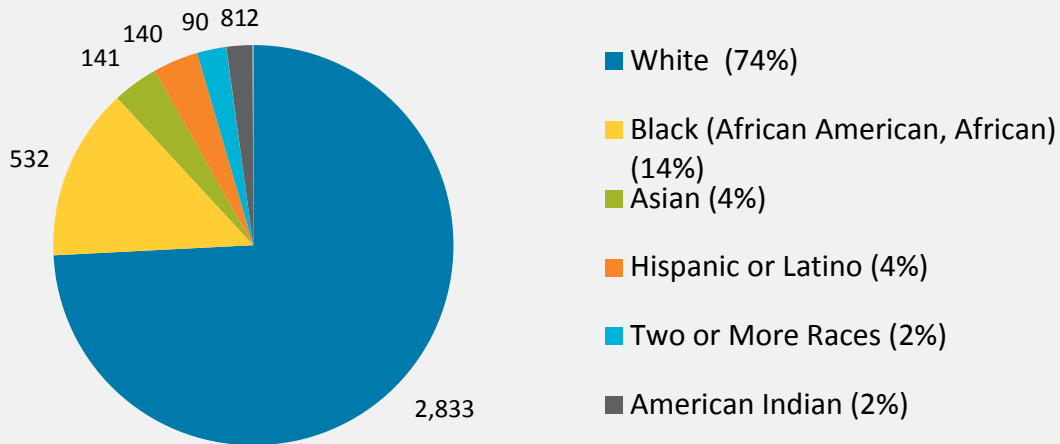
Minneapolis is a growing, vibrant and diverse world-class city. The city's overall population has grown by 5 percent since 2010 according to American Community Survey 5-year estimates. The number of residents of color has increased by 11 percent, and the number of white residents has increased by 1.7 percent. The City of Minneapolis is committed to achieving and sustaining equal opportunity as an employer, and strives to grow and maintain a workforce that reflects the diverse community it serves. Goals are set and progress is monitored using specified relative labor market data.

Available workforce data is derived from labor market data and reports: the numbers of people of color and females who are of working age, available to work in our labor market, and have the general requisite skill sets for the types of positions that the City hires. Relative labor market availability percentages are included on page 28 of this report. Minneapolis population data, shown in Section V: Appendices, reflects the total population of the city without regard to the workforce specifications of Labor Market data.

City of Minneapolis employees do their work in teams, committees, collaborations and partnerships of all types. The Minneapolis City Council itself is a model of this internal and external collaboration that makes the work of the City possible. The basic building block of work within the City is its 22 departments, ranging in size from a few employees to hundreds of employees, who form the basis for this **Equal Employment Opportunity Report**. In these departments, more than 3800 employees conduct their work and contribute to making Minneapolis a growing and vibrant world-class city.

This Report analyzes Equal Employment Opportunity according to seven primary job categories set by the Equal Employment Opportunity Commission (EEOC): Officials and Administrators, Professionals, Technicians, Protective Services, Administrative Support, Skilled Craft, and Service Maintenance. Viewing our workforce in this way allows us to evaluate periodically whether we are recruiting, selecting, promoting, retaining, and developing employees in an equitable fashion, particularly as regards race, ethnicity and gender. The racial and ethnic breakout of the City's workforce in 2015 is detailed below. Reporting is voluntary. The data below may not represent the City's entire workforce.

As of 12/31/15, the City enterprise workforce was made up of 74% white employees and 26% employees of color.



Total Employees: 3,819

Chart Description: City workforce demographics by race/ethnicity

In 2015, total employees of color were 26% of the City’s workforce, or 986 of 3819 employees. This compares to 918 or 24% of the workforce of 3769 in 2009. The chart below reflects our progress in racial and ethnic diversity over the last seven years. Some of this gain was accomplished in periods in which very little hiring was done due to budget constraints and reductions in force.

Between 2009 and 2015, employees of color in the City’s workforce increased by 2%.

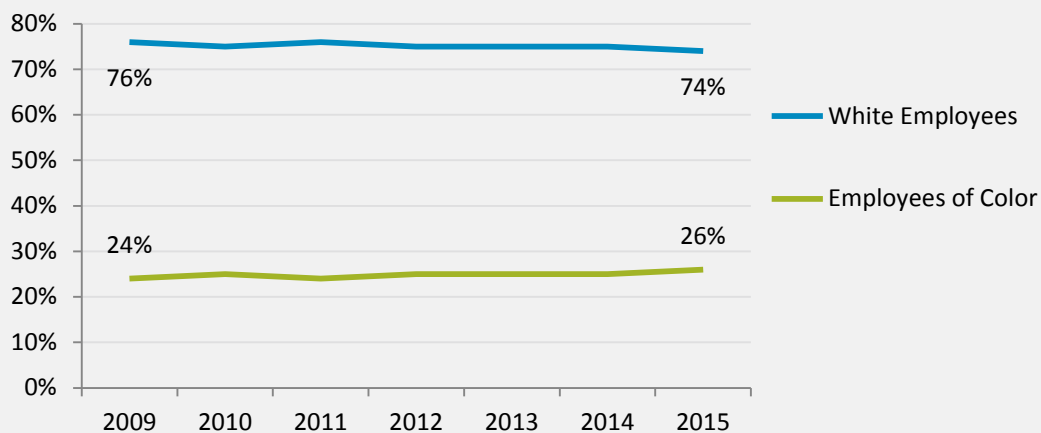
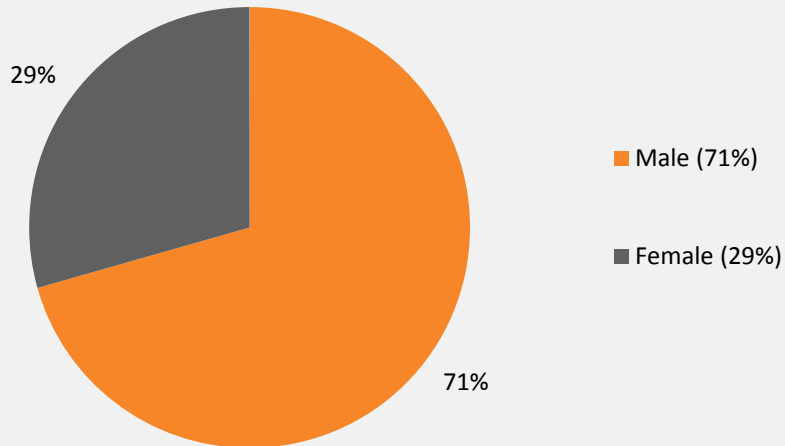


Chart Description: Racial and ethnic diversity in the City of Minneapolis workforce over time

As of 2015, females made up 29% of the City of Minneapolis workforce, 1123 out of 3819 total employees. This was a decline from 2009, when females were 32% of the workforce, 1189 out of 3769 employees.

As of 12/31/15, the City's workforce was made up of 71% male employees and 29% female employees.



Total Employees: 3,819

Chart Description: City workforce demographics by gender

Between 2009 and 2015, female employees in the City's workforce decreased by 3%.

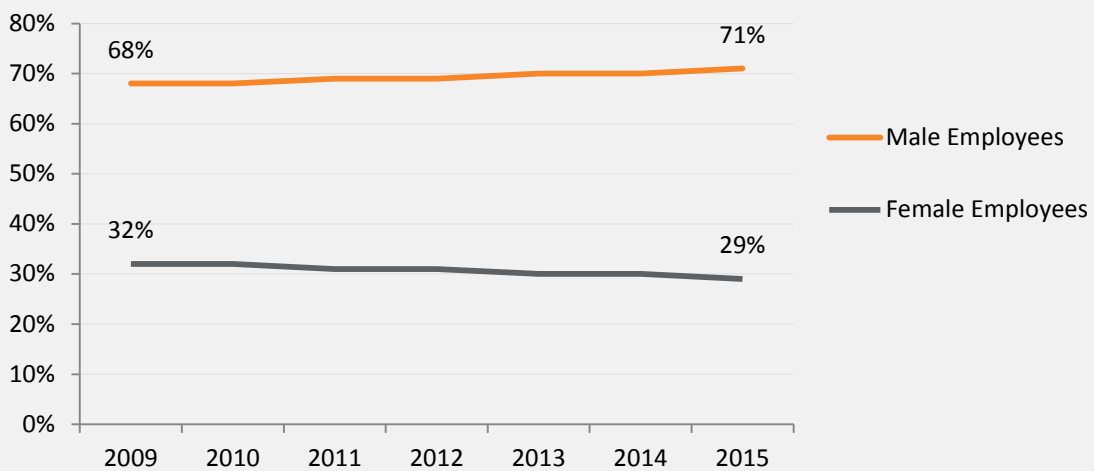


Chart Description: Gender diversity in the City of Minneapolis workforce over time

Persons with Disabilities

Alongside consideration of race, ethnicity, and gender, we also looked closely at the presence of persons with disabilities in our workforce.

Data for numerical comparison is more difficult to obtain for disability than for race and ethnicity and gender, especially in each EEOC job category. According to the U.S. Census Bureau's 2008-2010 American Community Survey, individuals with disabilities accounted for 9.4 million, or 6%, of the U.S. labor force. Our commitment to employ individuals with disabilities, and the need for their talent, prompts us to periodically evaluate their presence in our workplace. A more detailed evaluation by EEOC job category is not possible at this time.

To coordinate disability accommodation for candidates as well as employees, the City's Human Resources Department has designated one Human Resources Generalist to serve as a subject matter expert for the City to provide guidance on disability-related interactive conversations. The Human Resources Generalists are the first point of contact on disability related interactive conversations for their assigned customer departments. In addition, all Human Resources Generalists have received training and education about the Americans with Disabilities Act of 1990 (ADA), as amended, the definition of disability under the ADA, aspects of workplace disability and the interactive process used for disability accommodation.

Because much of the day-to-day responsibility for monitoring and working closely with employees' disability needs and issues rests with supervisors, the City also provides training directly to supervisors about the ADA and handling of disabilities in the workplace.

The City has taken a number of proactive steps to work with disabled employment applicants. For applicants, the City proactively seeks to make reasonable accommodation so that every applicant feels welcomed and able to compete on a fair basis. The City's application provides instructions on how to request testing accommodation. The City has also identified specific positions and departments for which there are opportunities for outreach to organizations who help prepare individuals with disabilities for employment at the City.

To gather data as an Enterprise about employees with disability, the City has put in place through its Human Resources Information System a self-reporting function regarding disability that allows employees to identify themselves as disabled if they so choose. The self-identification is not necessarily for a permanent impairment, and is not verified by the City. This data also does not correlate with the numbers of those employees requesting disability accommodation from the City.

Veteran's Preference Provisions

It is also important to the City that our employment practices, as a Yellow Ribbon City, are aligned with our commitment to veterans who have served our nation in the armed forces. Less than 1% of our applicants in 2015 disclosed they were veterans, and were given veteran's preference points as defined in state law. By comparison, the U.S. Department of Labor reports indicate that as of 2010, approximately 7.7% of the labor force was veterans (www.dol.gov). We do know the veteran population is significant, with skills and training that make it an important labor pool for City employment, just as in many other sectors of society. The City's workforce over the period from 2009 to 2015 was consistently represented by approximately 10% veterans, primarily serving in Police, Fire and Public Works departments. Many of these are in sworn positions of public service.

Veteran candidates receive additional points in the selection and hiring process at the City of Minneapolis in compliance with state laws. In addition, a number of little-known but important laws impact the City's relationship with employees who are veterans. For example, employees with veteran status are afforded additional rights while serving on active duty while employed, and when removed from a position or employment.

Relevant Labor Markets

Recruitment efforts for the City are largely conducted within the metropolitan area in which we reside. This means the 11 counties of the greater Minneapolis-St. Paul geography, as well as the two counties of Wisconsin which are nearest to us. This geographic area forms the Standard Metropolitan Statistical Area (SMSA) district discussed in this Report. This is the *relevant labor market* by which we evaluate whether or not we are hiring from the available talent pools in equitable measure.

Because it is the **City of Minneapolis** which we serve and represent, we also looked at the labor demographics of Minneapolis itself, to ascertain whether we have the opportunity to set goals for employment of persons of color and females in our city government so that our workforce is more reflective of the community. You will see this Report shows **two ways** of looking at whether or not we have a goal in a specific job category. Statistics about available talent for the SMSA **and** for the City of Minneapolis are important *relevant labor markets* for us. After evaluating our opportunity for equal employment first with the SMSA data, we then turned to the Minneapolis availability data to set goals for employment of people of color and females, where the availability data for Minneapolis suggested that was appropriate. Achieving equal employment is not just about numbers. But it is an important exercise for an organization to periodically step back and review available data, and to seek out additional data, to decide where they are making progress, and what further might be done. For this reason, we looked at

not just a basic workforce analysis, and utilization of talent compared to what is available in the relevant labor markets, but also at the broad numbers reflecting the trends shown in our hiring, promotion, and separation of employees for the City.

Applicants and Hiring

From 2009 to 2015, the City **quadrupled** the number of applicants for its open positions. In the same time period the City reduced by 50% the number of applicants who did not identify their race and ethnicity or gender. In 2015, 777 candidates did not self-identify compared to 375 candidates in 2009. Due to the large increase in applicant volumes over that period, the sheer number of applicants who do not self-identify is still significant for us, although the percentage is much reduced.

In 2015, we experienced the largest percentage of candidates of color in recent history – 35%. And 2015 was also a significant year for the City’s hiring of employees of color – one-third, or 33%, of new hires were of color. Lack of applicant data for 2014 due to a technology changeover limits our ability to draw conclusions at this point, but there are indications that we may be closing a slight gap between percentage of applicants of color and percentage of employees of color hired. (For more information about talent pipeline development programs offered by the City to provide pathways into City positions and reduce potential barriers to employment, see the Public Works, Police Department and Information Technology Spotlights section of this Report.)

It is worthy to note that our *female-compared-to-male* applicant percentages have varied widely over the last seven years, depending on which positions were open for application in the relevant years. This is primarily due to the fact that some City positions tend to draw considerably larger female or male applicant pools.

In 2015, one third of external new hires (33%) for the City were people of color. This compares favorably to 26% external new hires of people of color in 2014. The Technician and Service Maintenance categories are two job groups which are under-represented for people of color. Hiring in these groups increased for persons of color year-over-year between 2014 and 2015.

Race/Ethnicity Applicant and Hire Fact Sheet

The percent of applicants of color has increased somewhat over time.

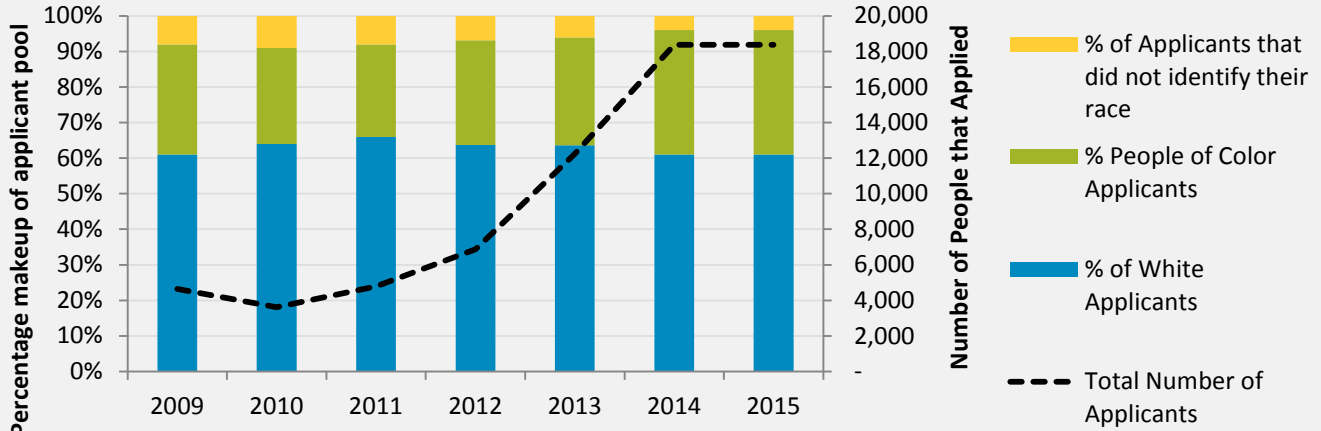


Chart Description: Applicant pool makeup by race over time

The percent of people of color hired has increased somewhat over time.

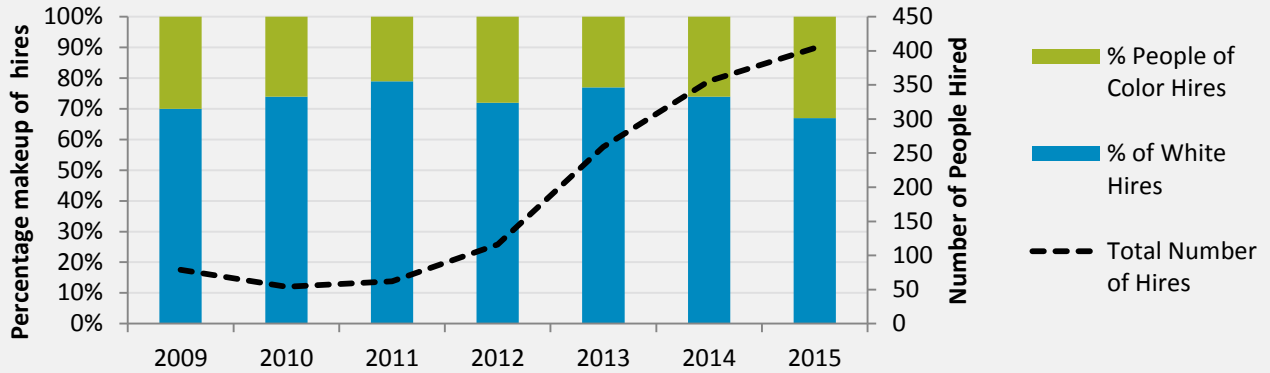


Chart Description: Hiring makeup by race over time

The percent of applicants of color being hired has increased relative to the percent of white applicants being hired.

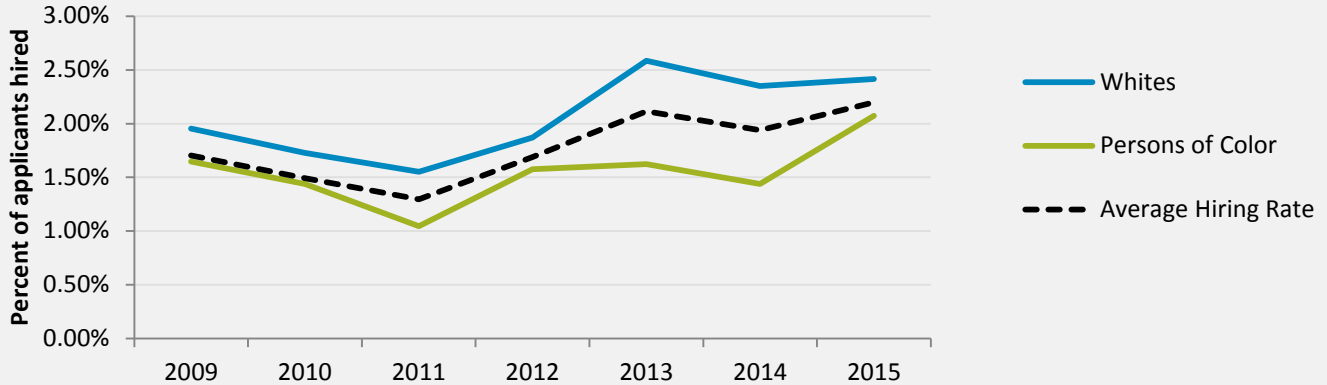


Chart Description: Percent of applicants hired by race over time

Gender Applicant and Hire Fact Sheet

The percent of female applicants has remained somewhat stable.

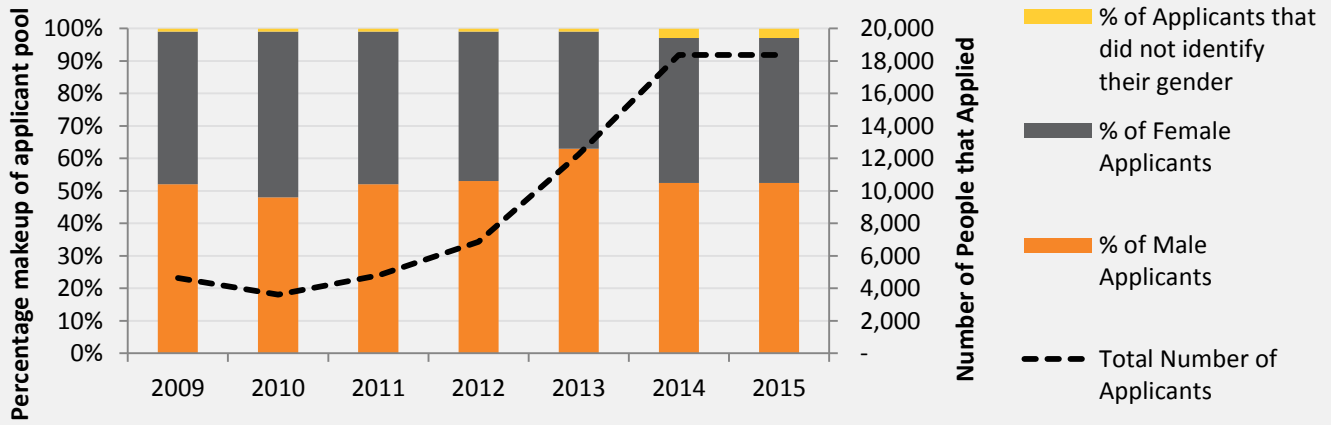


Chart Description: Applicant pool makeup by gender over time

The percent of female hires has decreased in the last several years.

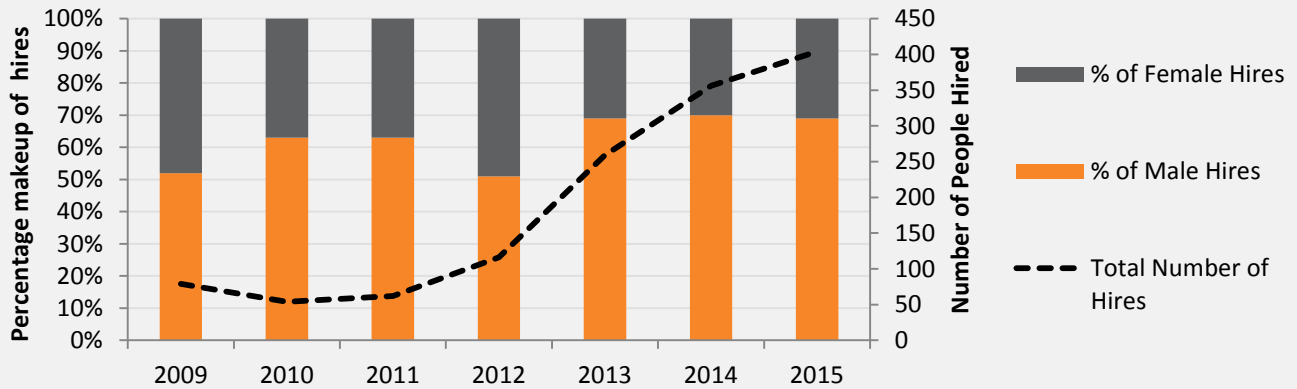


Chart Description: Hiring makeup by gender over time

Since 2013, male candidates were hired at twice the rate of female candidates.

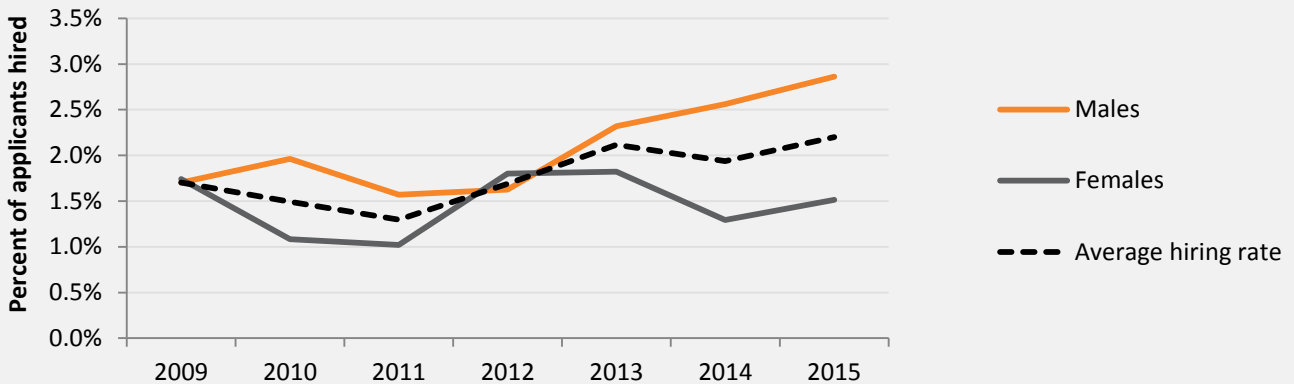
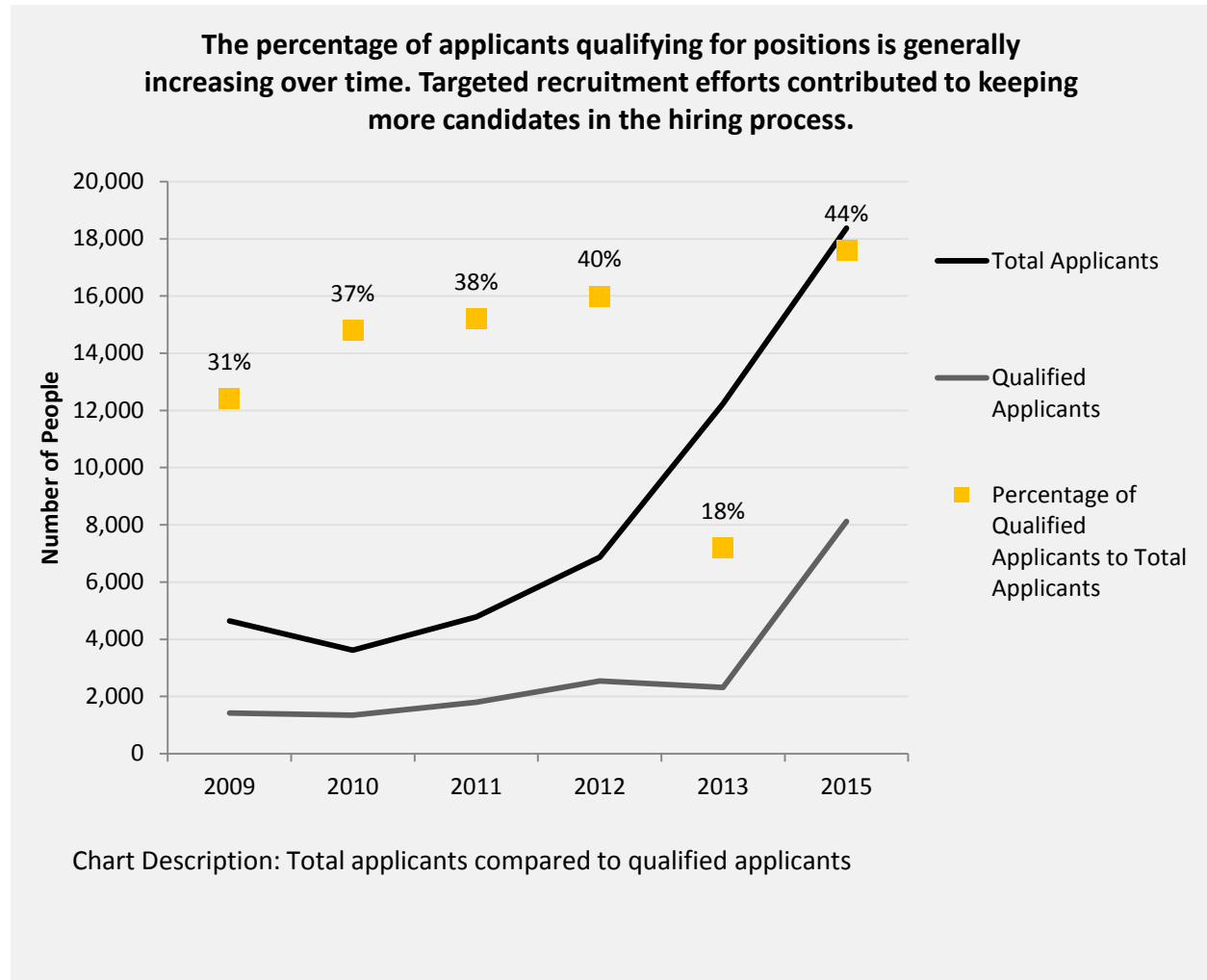


Chart Description: Percent of applicants hired by gender over time

Comparing Total Applicants to Qualified Applicants

Consideration of applicant qualifications is critical for City hiring, because of certain job groups in which specialized education, training and certifications are necessary. We include additional data about the comparison and contrast between total applicants and those applicants who were deemed qualified for the respective positions for which they applied.



Applicants of color qualify at a lower rate than the overall applicant pool. However, the percentage of applicants of color that qualify for positions is increasing over time.

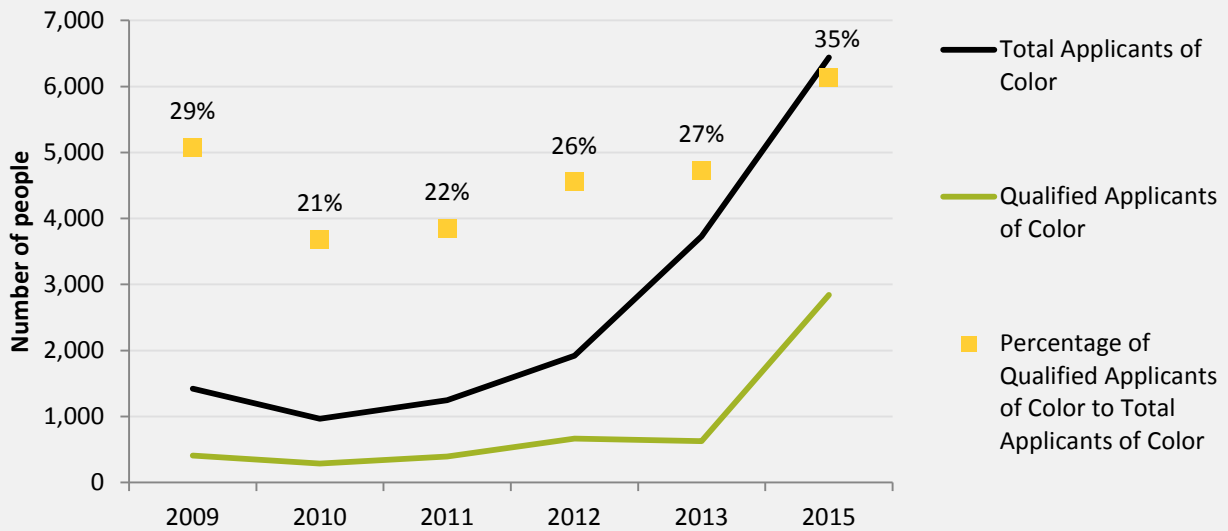


Chart Description: Total and percent qualified applicants of color and total applicants of color

Female applicants qualify at about the same rate as the overall applicant pool, and this has remained relatively stable over time.

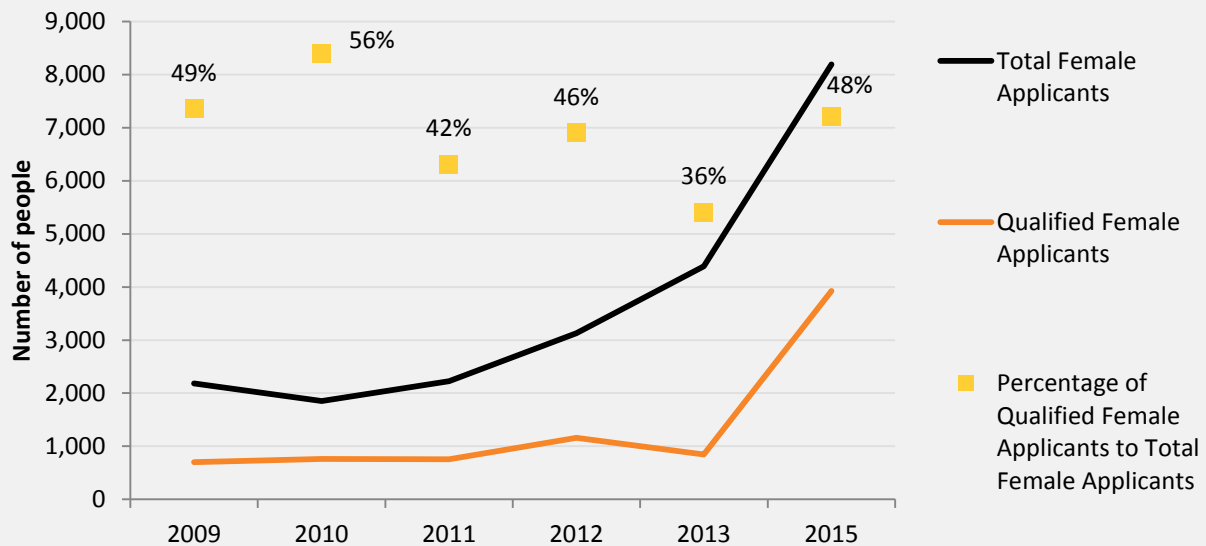


Chart Description: Total and percent qualified female applicants and total female applicants

Note: Appointed positions throughout this period are not included in applicant data but are included in new hire totals. Approximately 3% of the employees in the City's workforce are in appointed positions.

Retention and Promotion of Protected Groups

Several aspects of employee retention were looked at from the perspective of equal employment opportunity. These included promotion data, turnover statistics and separation data. This is summary data; none of the data below is derived from exit interviews with departing employees.

In 2015, although one in three new hires was a person of color, approximately one in four, or **26%** of employees leaving the City (through voluntary and involuntary separation) were employees of color. As a reference, employees of color made up **26%** of the workforce as of 2015. In terms of gender, one in three, or 31%, of new hires was a female in 2015, and **41%** of employees leaving the City (through voluntary and involuntary separation) in 2015 were females. As reference, females made up 29% of the workforce as of 2015. Females seem to be departing the City's workforce at a faster rate than their hiring rate or statistical presence in the City's workforce.

Promotion rates were also carefully evaluated from an equal employment opportunity standpoint, comparing rates of promotion to the presence of the protected group in the City's workforce.

On average, one more out of every 100 promotions goes to a white employee and one fewer out of every 100 promotions goes to an employee of color relative to their presence in the workforce.

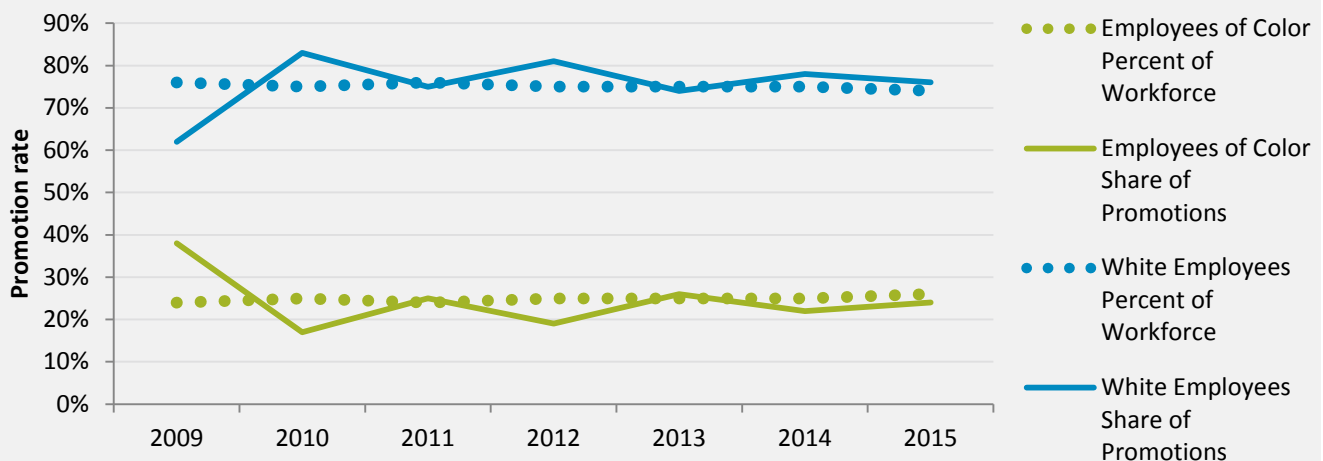


Chart Description: Comparison of presence in the workforce with share of promotions by race over time

On average, one more out of every 100 promotions goes to a male employee and one fewer out of every 100 promotions goes to a female employee relative to their presence in the workforce.

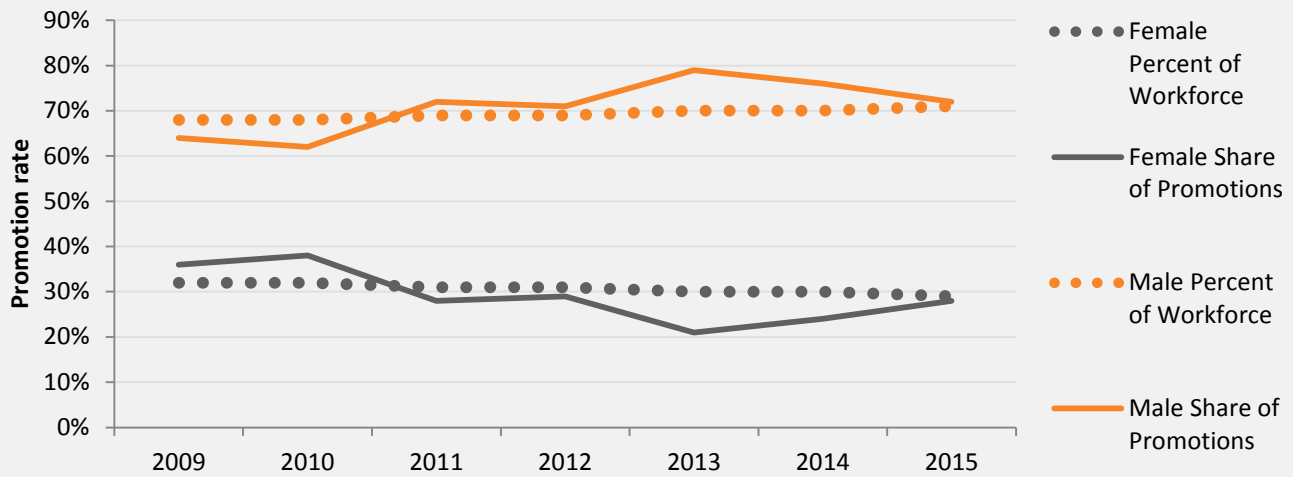


Chart Description: Comparison of presence in the workforce with share of promotions by gender over time

The data indicates that employees of color in the City’s workforce have experienced a slightly lower average promotion rate during the period from 2009 to 2015 than for white employees. As an example, people of color made up 26% of the workforce at the end of 2015. During that year, the promotion rate for people of color was 24%, compared to 76% promotion rate for white employees comprising 74% of the workforce. For females, who made up 29% of the City’s workforce in 2015, the promotion rate was 28%, compared to 72% for men, who made up 71% of the workforce.

Although all the causes behind separation data have not been determined, it is worthy to note that the average turnover rate for both employees of color and white employees is 6.1 percent. However, a deeper look at the data reveals that employees of color may be more likely to depart earlier in their tenure at the City, and the City is thus not benefiting from the longevity of their talent.

Review of separation data reveals a slightly higher average involuntary separation rate for employees of color than for white employees.

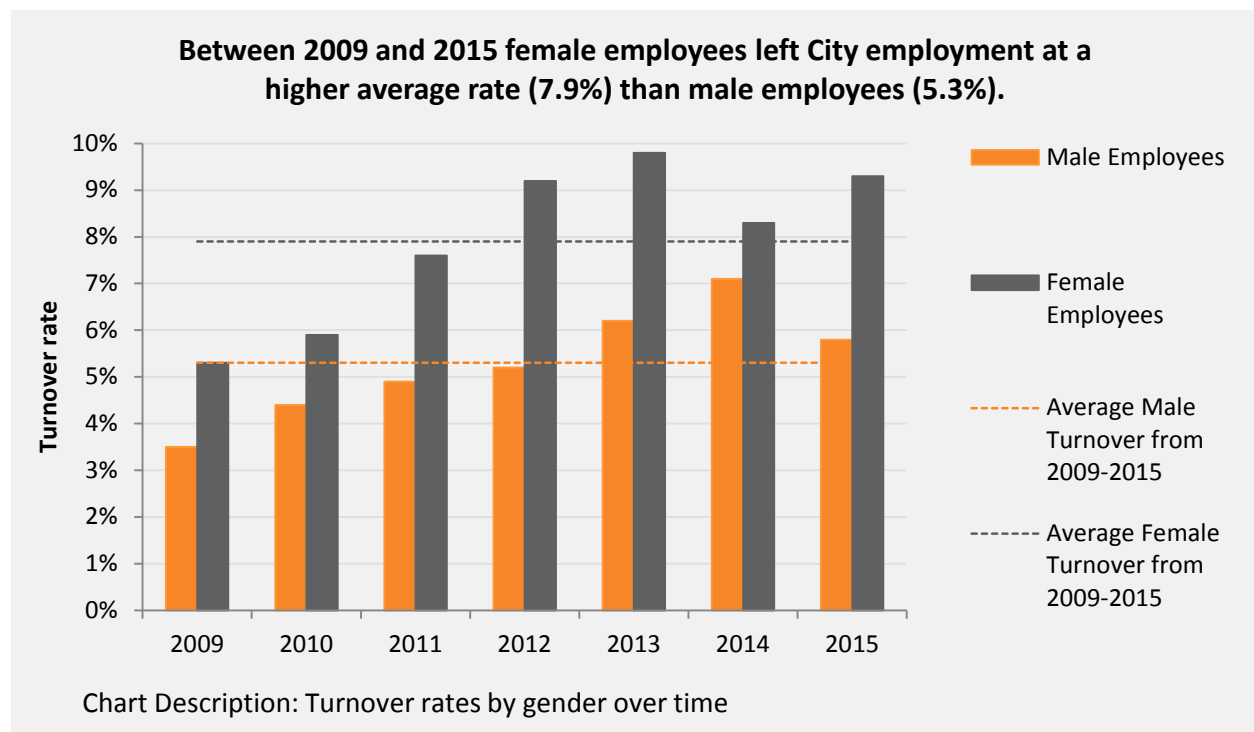
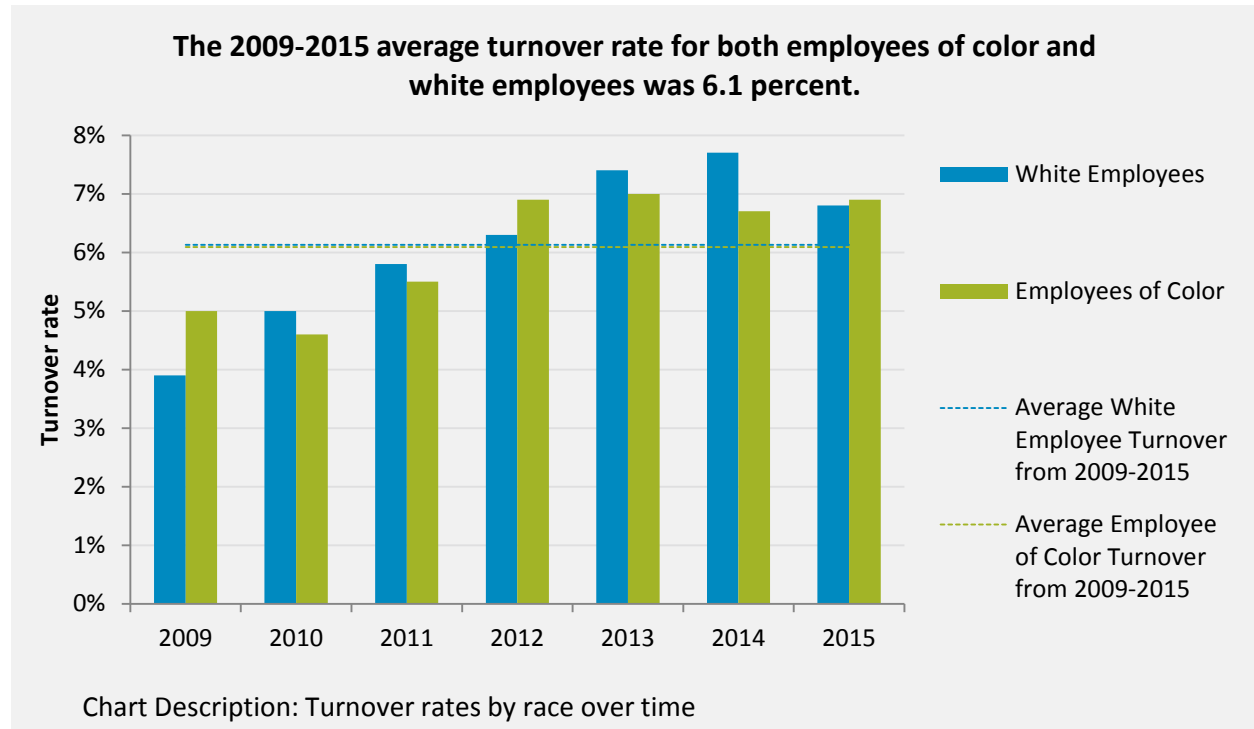
Looking at voluntary separations for reasons other than retirement yields additional nuance to the subject. From 2009 to 2015, 70% of all separations by employees of color were non-retirement related. In the same period, 50% of separations by white employees were not related to retirement.

For the period of 2009 to 2015, females departed the City's workforce for reasons other than retirement at a rate of 63 percent, while for men the rate was 50 percent. This area merits further study. The following charts detail turnover rates for race, ethnicity and gender.

In reviewing equal employment opportunity in leadership during the period from 2009 to 2015, the City's appointed leadership group ranged in number from 99 in 2009 to 123 by December, 2015. People of color served in 16%, or 1 in 6, of appointed leadership positions in 2015. The presence of leaders of color has averaged 18% throughout the period reviewed. Females served in 44% of leadership positions in 2015, and averaged 43% of the appointed workforce throughout the period reviewed.

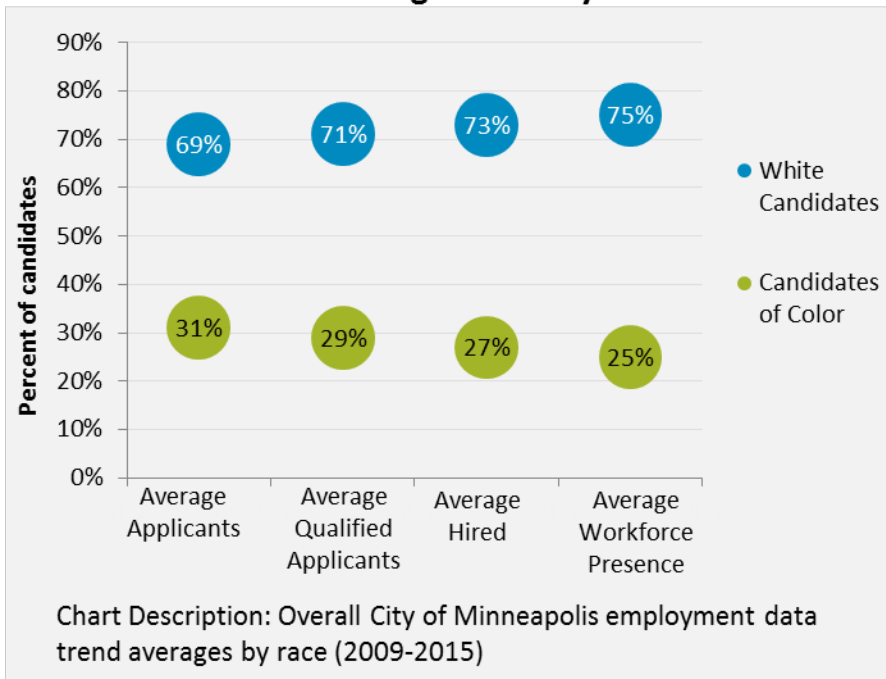
Turnover Rates for City of Minneapolis

Turnover is calculated as the number of employee separations in a given year divided by the average number of active employees over a one-year period.

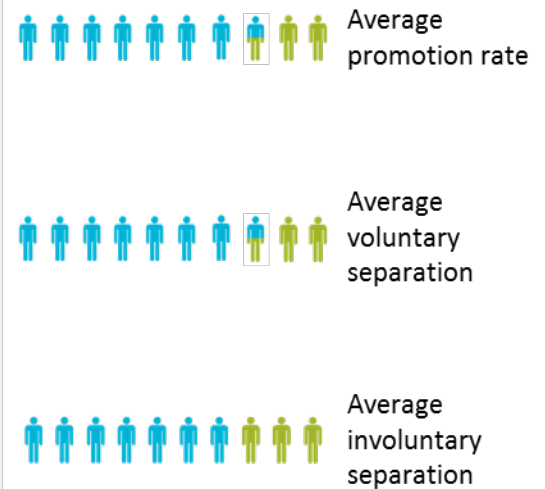


There is a relatively stable difference between applicants of color and white applicants as they progress through the hiring pipeline and into the City's workforce. This difference persists while at the City.

Getting to the City

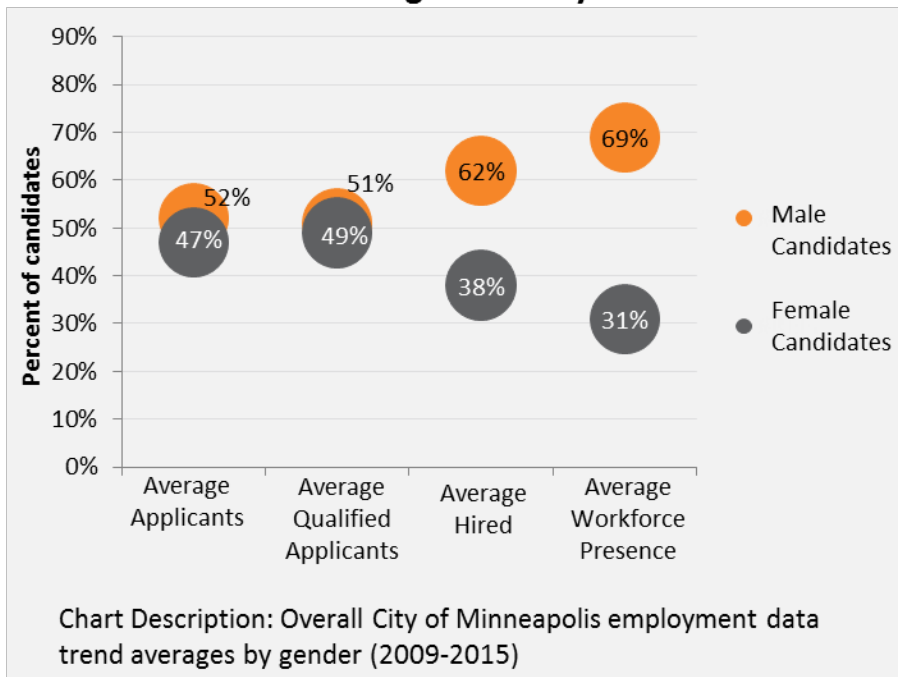


At the City

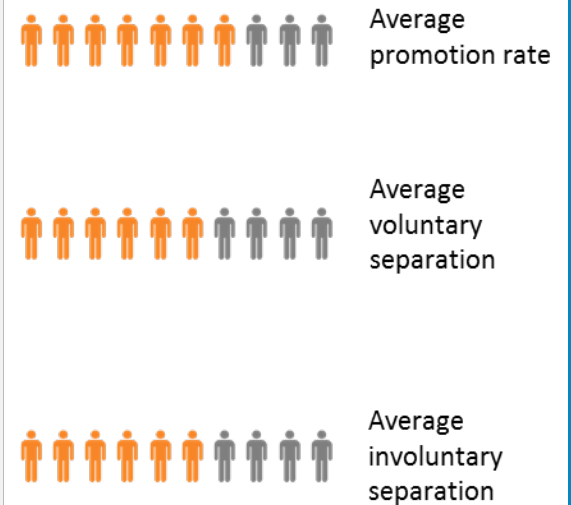


While female candidates enter the hiring pipeline at about the same rate as males, differences emerge once employees are hired and these differences widen after hiring.

Getting to the City



At the City



Workforce Utilization Versus Availability, Resulting in Equal Employment Opportunity Goals

When we look at availability from the perspective of the SMSA – the Twin Cities area plus the two nearest Wisconsin counties - we have equal employment opportunity goals in several areas for females, and in one area for people of color. These areas are shown in the following chart.

In addition, the chart below shows that when we look at availability from the perspective of the available workforce in the Minneapolis geographic area, we add broader goals for the City in several areas where the Minneapolis availability is greater than the SMSA availability.

EEO Goals Reflecting SMSA and Minneapolis Relevant Labor Markets

EEOC Job Category	Current Female Incumbency in City Jobs	Goal for Females Based on SMSA Availability	Goal for Females Based on Minneapolis Availability	Current Minority Incumbency in City Jobs	Goal for Minorities Based on SMSA Availability	Goal for Minorities Based on Minneapolis Availability
1. Officials and Administrators	44.0%		49%	19.0%		
2. Professionals	46.0%	54%		21.7%		
3. Technicians	21.5%	51.1%		20.5%		22.7%
4. Protective Services, Sworn	12.8%	22.9%	24.3%	27.2%		38.6%
4. Protective Services, Non-Sworn	32.4%	57.8%	75.4%	41.4		
6. Administrative Support	75.6%			28.6%		28.9%
7. Skilled Craft Workers	3.3%	6.5%	9.7%	11.0%	13.0%	29.1%
8. Service Maintenance	13.8%	43.9%	44.2%	34.2%		49.8%

Action-Oriented Programs Toward Equal Employment Opportunity

This Report is also about action toward equal employment opportunity. A major portion of the Report focuses on what each individual department has done in the realms of equal employment opportunity, as well as what it commits to do in the near future. These individual departmental reports reflect their review of the data, consideration of possible modes of action, and learning from other City departments spotlighted in this Report. The action component of this should not be underestimated, because action is at the center.

Spotlights of Equal Opportunity Employment Initiatives by Departments: This Report also includes in-depth reports on innovative and important work being done by Minneapolis City departments, along with their partners inside and outside the City, to build their talent pipeline and make progress towards equal employment opportunity.

We share these Spotlights to provide the information throughout the City, to encourage the work being done, and also to foster the incorporation and adaptation of best practices. Spotlights include initiatives in the Public Works Department, the Police Department, the Information Technology Department, and the Human Resources Department. The purpose, method, details, and results for each of these initiatives is highlighted in the Report.

Individual Department Reports: Not every department in the City of Minneapolis is represented in every job category, because their workforce components differ depending on their mission for the City. Consequently, certain departments will experience a stronger impetus to look at recruitment, selection processes, and hiring to ensure that the best possible outreach is being conducted and best possible recruitment processes are being used, to secure the desired outcome of equal employment opportunity. Every department will find areas for potential action, however.

With this Report we have taken the important and unique step to include a detailed attestation from the City's perspective, and also from each of the 22 department heads. Through working collaboratively with the department leadership, we have held conversations regarding our workforce data and what it demonstrates about our equal employment opportunity status. Each department's goals, opportunities, challenges, and best practices have been identified. And each department has developed a succinct, action-oriented plan.

Appendices: We include a number of informative materials in the Appendix to this Report. It includes a glossary of terms used in the Report. It also includes more detail about the seven EEOC job categories which form the basis for this analysis. In addition, the Civil Service Commission policy regarding equal employment opportunity and affirmative action is included.

We hope the appendices are useful and informative to those using this Report as the tool for understanding as well as a basis for action.

Workforce and Labor Market Data

Workforce Data -- City of Mpls	2009		2010		2011		2012		2013		2014		2015	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Authorized Workforce:	3769	100%	3676	100%	3509	100%	3548	100%	3576	100%	3667	100%	4165	100%
<i># of Employees</i>	<i>3769</i>	<i>100%</i>	<i>3676</i>	<i>100%</i>	<i>3509</i>	<i>100%</i>	<i>3548</i>	<i>100%</i>	<i>3576</i>	<i>100%</i>	<i>3667</i>	<i>100%</i>	<i>3819</i>	<i>92%</i>
<i># of Vacant Positions</i>	<i>NA</i>	<i>0%</i>	<i>NA</i>	<i>0%</i>	<i>NA</i>	<i>0%</i>	<i>NA</i>	<i>0%</i>	<i>NA</i>	<i>0%</i>	<i>NA</i>	<i>0%</i>	<i>346</i>	<i>8%</i>
Gender: Male	2580	68%	2516	68%	2420	69%	2458	69%	2497	70%	2569	70%	2696	71%
Gender: Female	1189	32%	1160	32%	1089	31%	1090	31%	1079	30%	1098	30%	1123	29%
Ethnicity & Race														
-- White	2851	76%	2771	75%	2669	76%	2668	75%	2695	75%	2752	75%	2833	74%
-- People of Color	918	24%	905	25%	840	24%	880	25%	881	25%	915	25%	986	26%
-- <i>American Indian</i>	<i>99</i>	<i>3%</i>	<i>96</i>	<i>3%</i>	<i>89</i>	<i>3%</i>	<i>88</i>	<i>2%</i>	<i>86</i>	<i>2%</i>	<i>86</i>	<i>2%</i>	<i>81</i>	<i>2%</i>
-- <i>Asian</i>	<i>124</i>	<i>3%</i>	<i>116</i>	<i>3%</i>	<i>113</i>	<i>3%</i>	<i>116</i>	<i>3%</i>	<i>118</i>	<i>3%</i>	<i>131</i>	<i>4%</i>	<i>141</i>	<i>4%</i>
-- <i>Black</i>	<i>505</i>	<i>13%</i>	<i>503</i>	<i>14%</i>	<i>452</i>	<i>13%</i>	<i>482</i>	<i>14%</i>	<i>480</i>	<i>13%</i>	<i>490</i>	<i>13%</i>	<i>532</i>	<i>14%</i>
-- <i>Hispanic</i>	<i>119</i>	<i>3%</i>	<i>119</i>	<i>3%</i>	<i>116</i>	<i>3%</i>	<i>120</i>	<i>3%</i>	<i>122</i>	<i>3%</i>	<i>129</i>	<i>4%</i>	<i>140</i>	<i>4%</i>
-- <i>Pacific Islander</i>	<i>0</i>	<i>0%</i>	<i>0</i>	<i>0%</i>	<i>0</i>	<i>0%</i>	<i>0</i>	<i>0%</i>	<i>0</i>	<i>0%</i>	<i>1</i>	<i>0%</i>	<i>2</i>	<i>0%</i>
-- <i>Two or More Races</i>	<i>71</i>	<i>2%</i>	<i>71</i>	<i>2%</i>	<i>70</i>	<i>2%</i>	<i>74</i>	<i>2%</i>	<i>75</i>	<i>2%</i>	<i>78</i>	<i>2%</i>	<i>90</i>	<i>2%</i>
Authorized positions (Occupied)														
Full time	3697	98%	3602	98%	3461	99%	3459	97%	3476	97%	3559	97%	3708	97%
Part time	25	1%	21	1%	15	0%	16	0%	27	1%	35	1%	41	1%
Intermittent	47	1%	53	1%	33	1%	73	2%	73	2%	73	2%	70	2%
Seasonal	122	3%	119	3%	117	3%	120	3%	88	2%	131	4%	144	4%
Classified	3670	97%	3576	97%	3416	97%	3449	97%	3458	97%	3555	97%	3699	97%
Appointed	99	3%	100	3%	93	3%	99	3%	118	3%	112	3%	123	3%
Union	3532	94%	3435	93%	3274	93%	3309	93%	3318	93%	3407	93%	3537	93%
Non-represented	237	6%	241	7%	235	7%	239	7%	258	7%	262	7%	282	7%
EEO4 category														
-- <i>Officials/Admin</i>	<i>85</i>	<i>2%</i>	<i>86</i>	<i>2%</i>	<i>79</i>	<i>2%</i>	<i>83</i>	<i>2%</i>	<i>92</i>	<i>3%</i>	<i>91</i>	<i>2%</i>	<i>100</i>	<i>3%</i>
-- <i>Professionals</i>	<i>747</i>	<i>20%</i>	<i>728</i>	<i>20%</i>	<i>715</i>	<i>20%</i>	<i>708</i>	<i>20%</i>	<i>735</i>	<i>21%</i>	<i>773</i>	<i>21%</i>	<i>816</i>	<i>21%</i>
-- <i>Technicians</i>	<i>616</i>	<i>16%</i>	<i>603</i>	<i>16%</i>	<i>589</i>	<i>17%</i>	<i>592</i>	<i>17%</i>	<i>599</i>	<i>17%</i>	<i>603</i>	<i>16%</i>	<i>562</i>	<i>15%</i>
-- <i>Protective Services</i>	<i>997</i>	<i>26%</i>	<i>974</i>	<i>26%</i>	<i>937</i>	<i>27%</i>	<i>926</i>	<i>26%</i>	<i>931</i>	<i>26%</i>	<i>949</i>	<i>26%</i>	<i>1073</i>	<i>28%</i>
-- <i>Admin Support</i>	<i>465</i>	<i>12%</i>	<i>451</i>	<i>12%</i>	<i>433</i>	<i>12%</i>	<i>425</i>	<i>12%</i>	<i>417</i>	<i>12%</i>	<i>442</i>	<i>12%</i>	<i>434</i>	<i>11%</i>
-- <i>Skilled Craft</i>	<i>206</i>	<i>5%</i>	<i>192</i>	<i>5%</i>	<i>180</i>	<i>5%</i>	<i>210</i>	<i>6%</i>	<i>170</i>	<i>5%</i>	<i>179</i>	<i>5%</i>	<i>181</i>	<i>5%</i>
-- <i>Service Maintenance</i>	<i>653</i>	<i>17%</i>	<i>642</i>	<i>17%</i>	<i>576</i>	<i>16%</i>	<i>604</i>	<i>17%</i>	<i>632</i>	<i>18%</i>	<i>630</i>	<i>17%</i>	<i>653</i>	<i>17%</i>

Workforce Data -- City of Mpls	2009		2010		2011		2012		2013		2014		2015	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Authorized Workforce:	3769	100%	3676	100%	3509	100%	3548	100%	3576	100%	3667	100%	4165	100%
# of Employees	3769	100%	3676	100%	3509	100%	3548	100%	3576	100%	3667	100%	3819	92%
# of Vacant Positions	NA	0%	NA	0%	NA	0%	NA	0%	NA	0%	NA	0%	346	8%
Separations	161	100%	182	100%	207	100%	227	100%	260	100%	269	100%	249	100%
-- Voluntary	110	68%	140	77%	171	83%	185	81%	211	81%	240	89%	210	84%
-- Female	48	30%	55	30%	73	35%	82	36%	85	33%	77	29%	89	36%
-- People of Color	35	22%	28	15%	35	17%	38	17%	56	22%	54	20%	50	20%
-- Involuntary	51	32%	42	23%	36	17%	42	19%	49	19%	29	11%	39	16%
-- Female	17	11%	14	8%	12	6%	18	8%	21	8%	13	5%	14	6%
-- People of Color	12	7%	14	8%	13	6%	21	9%	6	2%	6	2%	14	6%
Promotions	87	100%	53	100%	65	100%	151	100%	433	100%	240	100%	246	100%
-- Female	31	36%	20	38%	18	28%	44	29%	91	21%	57	24%	70	28%
-- People of Color	33	38%	9	17%	16	25%	28	19%	114	26%	52	22%	59	24%
New Hires	79	100%	54	100%	62	100%	116	100%	259	100%	356	100%	404	100%
-- New Hire Male	41	52%	34	63%	39	63%	59	51%	178	69%	248	70%	277	69%
-- New Hire Female	38	48%	20	37%	23	37%	57	49%	81	31%	108	30%	127	31%
-- New Hire White	55	70%	40	74%	49	79%	84	72%	200	77%	262	74%	270	67%
-- New Hire People of Color	24	30%	14	26%	13	21%	32	28%	59	23%	94	26%	134	33%
Positions Open for Application	82		80		86		123		172		243		278	
Number of applicants	4637		3615		4783		6865		12,238				18367	
-- Applicants Male	2407	52%	1726	48%	2485	52%	3641	53%	7663	63%			9711	53%
-- Applicants Female	2184	47%	1850	51%	2225	47%	3133	46%	4390	36%			8194	45%
-- Applicant Gender Unknown	46	1%	39	1%	73	1%	91	1%	185	1%			462	3%
-- Applicants White	2841	61%	2311	64%	3168	66%	4479	65%	7725	63%			11153	61%
-- Applicants People of Color	1421	31%	966	27%	1245	26%	1920	30%	3730	30%			6437	35%
-- Applicant Ethnicity Unknown	375	8%	338	9%	370	8%	466	7%	783	6%			777	4%
Eligible lists established	73		70		84		117		176				234	
Applicants Eligible	1419	31%	1347	37%	1803	38%	2539	40%	2319	18%			8118	44%
-- Female	702	49%	761	56%	758	42%	1162	46%	845	36%			3926	48%
-- People of Color	410	29%	289	21%	392	22%	664	26%	626	27%			2843	35%

Utilization Data

2015 Utilization Data -- City of Mpls		TOTAL					MALES							FEMALES						
#	EEOC Category	Total	Male	Female	White	POC Group	White	Black	Hispanic	Asian	NHOPI	Am. Ind	TOMR	White	Black	Hispanic	Asian	NHOPI	Am. Ind	TOMR
1	Officials & Administrators	100	56	44	81	19	49	4	0	1	0	1	1	32	8	1	2	0	0	1
	-- Workforce Utilization		56.0%	44.0%	81.0%	19.0%	49.0%	4.0%	0.0%	1.0%	0.0%	1.0%	1.0%	32.0%	8.0%	1.0%	2.0%	0.0%	0.0%	1.0%
2	Professionals	816	441	375	639	177	338	51	16	26	1	3	6	301	38	8	15	0	5	8
	-- Workforce Utilization		54.0%	46.0%	78.3%	21.7%	41.4%	6.3%	2.0%	3.2%	0.1%	0.4%	0.7%	36.9%	4.7%	1.0%	1.8%	0.0%	0.6%	1.0%
3	Technicians	562	441	121	447	115	350	48	13	15	0	7	8	97	10	9	2	0	0	3
	-- Workforce Utilization		78.5%	21.5%	79.5%	20.5%	62.3%	8.5%	2.3%	2.7%	0%	1.2%	1.4%	17.3%	1.8%	1.6%	0.4%	0%	0%	0.5%
4	Protective Workers	1073	914	159	765	308	645	113	49	53	1	29	24	120	17	7	3	0	6	6
	-- Workforce Utilization		85.2%	14.8%	71.3%	28.7%	60.1%	10.5%	4.6%	4.9%	0.1%	2.7%	2.2%	11.2%	1.6%	0.7%	0.3%	0%	0.6%	0.6%
6	Administrative Support	434	106	328	310	124	83	14	4	4	0	0	1	227	60	6	11	0	14	10
	-- Workforce Utilization		24.4%	75.6%	71.4%	28.6%	19.1%	3.2%	0.9%	0.9%	0.0%	0.0%	0.2%	52.3%	13.8%	1.4%	2.5%	0.0%	3.2%	2.3%
7	Skilled Craft Workers	181	175	6	161	20	156	10	1	1	0	2	5	5	1	0	0	0	0	0
	-- Workforce Utilization		96.7%	3.3%	89.0%	11.0%	86.2%	5.5%	0.6%	0.6%	0.0%	1.1%	2.8%	2.8%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%
8	Service Maintenance	653	563	90	430	223	380	125	25	7	0	12	14	50	33	1	1	0	2	3
	-- Workforce Utilization		86.2%	13.8%	65.8%	34.2%	58.2%	19.1%	3.8%	1.1%	0.0%	1.8%	2.1%	7.7%	5.1%	0.2%	0.2%	0.0%	0.3%	0.5%
	UTILIZATION TOTAL #	3819	2696	1123	2833	986	2001	365	108	107	2	54	59	832	167	32	34	0	27	31
	UTILIZATION TOTAL %		70.6%	29.4%	74.2%	25.8%	52.4%	9.6%	2.8%	2.8%	0.1%	1.4%	1.5%	21.8%	4.4%	0.8%	0.9%	0.0%	0.7%	0.8%
	NEW HIRE TOTAL #	404	277	127	270	134	180	50	14	16	1	1	15	90	20	3	5	0	1	8
	NEW HIRE TOTAL %		68.6%	31.4%	66.8%	33.2%	44.6%	12.4%	3.5%	4.0%	0.2%	0.2%	3.7%	22.3%	5.0%	0.7%	1.2%	0.0%	0.2%	2.0%
	PROMOTION TOTAL #	246	176	70	187	59	133	24	7	8	0	1	3	54	5	4	2	0	3	2
	PROMOTION TOTAL %		71.5%	28.5%	76.0%	24.0%	54.1%	9.8%	2.8%	3.3%	0.0%	0.4%	1.2%	22.0%	2.0%	1.6%	0.8%	0.0%	1.2%	0.8%
	TERMINATION TOTAL #	249	146	103	185	64	107	18	6	7	0	2	6	78	13	0	3	0	5	4
	TERMINATION TOTAL %		58.6%	41.4%	74.3%	25.7%	43.0%	7.2%	2.4%	2.8%	0.0%	0.8%	2.4%	31.3%	5.2%	0.0%	1.2%	0.0%	2.0%	1.6%

Placement Goals -- City of Minneapolis

The placement goals objective is to identify specific job groups in which fewer women and/or minorities are employed than would be reasonably expected given the availability of qualified women and/or minorities among the employer's existing workforce or in the applicable recruitment area. When there are fewer females and/or minorities in a particular job group than the availability analysis indicated would reasonably be expected, the employer must set a placement goal for that job group.

The placement goals are not quotas; managers must make all selection decisions in a non-discriminatory manner and may not use a placement goal as a justification for selecting an individual based on their protective status.

Source: EEO-4 Tabulation 2006-2010 ASC Survey Data (Standard Metropolitan Statistical Area and City of Minneapolis Region)

Job Groups	Female Incumbency	Female Availability (SMSA)	Female Availability (Minneapolis)	Establish Goal if "Yes", Goal for Women	If Yes, Whole Person Rule	Minority Incumbency	Minority Availability (SMSA)	Minority Availability (Minneapolis)	Establish Goal if "Yes", Goal for Minority	If Yes, Whole Person Rule
1) Officials and Administrators	44.0%	43.0%	49.0%	Yes; 49% (Mpls)	5	19.0%	9.8%	14.5%	No	
2) Professionals	46.0%	54.0%	50.7%	Yes; 54% (SMSA)	65	21.7%	12.9%	15.2%	No	
3) Technicians	21.5%	51.1%	44.0%	Yes; 51.1% (SMSA)	166	20.5%	15.1%	22.7%	Yes; 22.7% (Mpls)	12
4) Protective Services										
-- Sworn	12.8%	22.9%	24.3%	Yes; 24.3% (Mpls)	111	27.2%	17.8%	38.6%	Yes; 38.6% (Mpls)	110
-- Non-Sworn	32.4%	57.8%	75.4%	Yes; 75.4% (Mpls)	48	41.4%	13.8%	31.1%	No	
6) Administrative Support	75.6%	61.5%	56.6%	No		28.6%	14.6%	28.9%	Yes; 28.9% (Mpls)	1
7) Skilled Craft Workers	3.3%	6.5%	9.7%	Yes; 9.7% (Mpls)	12	11.0%	13.0%	29.1%	Yes; 29.1% (Mpls)	33
8) Service Maintenance	13.8%	43.9%	44.2%	Yes; 44.2% (Mpls)	199	34.2%	28.0%	49.8%	Yes; 49.8% (Mpls)	102

SECTION II: SPOTLIGHTS – ACTION-ORIENTED PROGRAMS SUPPORTING EQUAL EMPLOYMENT OPPORTUNITY

Public Works Department Addresses Service Worker Talent Pipeline, Amplifies Recruitment Efforts

Overview of Public Works Efforts	
Purpose: Aspect of EEO Addressed	<ol style="list-style-type: none"> 1. Recruitment outreach 2. Pipeline into City Public Works careers
Methods Used	<ol style="list-style-type: none"> 1. Increased available pool for hiring by expanding recruitment methods and outreach, and supporting applicants in the online application process 2. Created pathway into entry level Public Works role 3. Doubled application period for application acceptance
Results To Date	<ol style="list-style-type: none"> 1. Significant year-over-year increase in gender and ethnic diversity of selection pool 2. Increased size of applicant pool and eligible applicants by over 300% year-over-year
Data Showing Outreach Impact	<p>2013: 245 applicants; 142 eligible applicants</p> <p>2014: 735 applicants; 381 eligible applicants</p>
Data Showing Ethnic Diversity	<p>2013: Of 225 applicants whose ethnicity was known, 25% were persons of color</p> <p>2014: Of 697 applicants whose ethnicity was known, 48% were persons of color</p>

Situation Analysis

The City of Minneapolis Public Works Department, with assistance from Human Resources staff and partners in the news media and workforce development communities, undertook in 2014-2015 to dramatically increase the outreach for and access to entry level Public Works positions.

Vital to achieving equal employment opportunity are **information** and **access**, both of which were addressed in this significant Public Works effort.

The presenting issues for the department were the need for a more diverse applicant pool, and difficulty in obtaining fully qualified applicants for Service Worker roles. This difficulty was due in part to important requirements of one year of laboring experience, and possession of a current Commercial Driver's License. Many members of the community who might have aspired to a role in Public Works would be eliminated due to barriers at the entry level. Both of these issues were addressed in the actions taken.

Structural Change to Allow Pipeline Creation

The structural issue of barriers to entry was addressed by creating a Service Worker Trainee program. This new program, initiated in 2014, enabled Public Works to maintain the important job requirements for a Service Worker while hiring and training individuals who did not *initially* meet the minimum qualifications for that position.

Highlights of the Service Worker Trainee program include:

1. **Commercial Driver's License Class B Training** was conducted in partnership with Dakota County Technical College (costs incurred by Public Works).
2. **General Laborers Training Program** was held in partnership with Local 363 Laborers Union. This included an intensive, one-week course in general laboring principles conducted at Local 363's facility in Lino Lakes (costs incurred by Public Works).
3. **A New Trainee Evaluation** was developed, to be conducted by supervisors for each trainee after thirty, sixty, ninety, and one hundred twenty days of employment.

To ensure success, each Trainee must meet these milestone dates in the Program:

1. Obtain their Commercial Driver's License Permit within 2 months of hire.
2. Obtain their Commercial Driver's License Class B within 6 months of hire.
3. In addition to attending classes at Dakota County Technical College, each Trainee will receive supervisor assistance and "windshield time." The Trainee's actual work in the field will count towards the fulfillment of the one year of laboring experience.
4. Public Works Administration and Human Resources are providing oversight of the entire program. Representatives follow up with all Trainees and supervisors of Trainees to evaluate program effectiveness and assist with any obstacles that might prevent success.

And, an important concluding milestone: at the end of one year of continuous successful employment in the Service Worker Trainee program, participants will be promoted to the title of Public Works Service Worker.

Outreach Changes to Expand and Enrich Selection Pool

A number of steps were taken to reach out more generally to the metropolitan area population and specifically to ethnically diverse audiences, to draw candidates in.

As an example, 12 Information Sessions were held in the community, presenting specific information on the job duties and minimum requirements for both Trainee and Service Worker. Additionally, the presenters helped attendees complete their online job applications. These Information Sessions were held throughout Minneapolis, at sites with ready access to transit hubs.

The Information Sessions were publicized through flyers that were available in English and also translated into Hmong, Spanish and Somali, for a broader reach to diverse candidates.

Outreach was also conducted by radio advertisements, as radio is an important communications mechanism in many of our diverse communities. Radio spots were developed to inform residents of current Public Works job opportunities, including how and when to apply. In addition, Public Works and Human Resources participated in two five-minute live interview spots to promote Service Worker job opportunities. Radio spots aired on KMOJ and on Radio Rey (English and Spanish).

Social media was also used to advertise the job opportunities. Twitter, Facebook and other social media channels were used to spread the word. Both of the City of Minneapolis' Twitter and Facebook pages posted links to the Public Works job announcement.

In addition, the City of Minneapolis' external website featured the Public Works job opportunities and a special message aimed at City employees was used on the City's intranet to encourage employees to share Public Works' job opportunities with family, friends and community members. For organizations today, employee referrals are one of the most powerful sources of qualified applicants.

Public Works attended job and/or career fairs to promote Service Worker opportunities at Minneapolis North Workforce Center, North Hennepin Community College, Hennepin Technical College, Construction Hiring Connection, the Government and Non Profit Career Fair, and the University of Minnesota Construction and Facility Career Fair.

Community Partnerships also played an important role in spreading the news and assisting community members in applying. Public Works partnered with several community job placement services, including: Women Wear Hard Hats – Summit Academy OIC, Emerge Community Development, Minneapolis North Workforce Center, Minneapolis South Workforce Center, Minneapolis Urban League, and American Indian Workforce Center.

What Changed About the Recruitment Outreach

<i>Method of Outreach</i>	<i>Information and Access Impact</i>
12 Information Sessions	Multiple locations covered; job seekers offered help with online employment application
Flyers in four languages	Reached English, Somali, and Hmong-speaking audience
Radio advertising and live interviews	Reached ethnically diverse audiences through such outlets as KMOJ and Radio Rey (English, Spanish)
Social media content	Digital audience reached
City of Minneapolis news channels	Employee referrals sought
Job and Career Fair presence	Reached job seekers across the metro area
Community Partners involved	Job seekers informed and offered help with online employment application

Changes Also Made in Recruitment Process

For the 2014 Service Worker recruitment cycle, Public Works' Service Worker positions were open for application for thirty days. In the 2013 recruitment cycle, Service Worker positions were open for application for 14 days. Increasing the recruitment window for applicants was an effort to attract a greater number of diverse candidates during the period while Public Works' outreach efforts were being conducted.

Summary of Hiring Impact

23 New Service Workers Hired; 18 New Trainees Hired in 2014-2015 Recruitment Cycle

<i>Aspect of Diversity</i>	<i>Number Hired/Percentage of New Hires</i>
Total Hired	41
Race/Ethnicity	

White	17 – 41%
People of Color	24 – 59%
Black (African American, African)	12 – 29%
Hispanic or Latino	3 -- 7%
Native American	1 -- 2%
Asian	0
Other	8 -- 19%
Gender	
Male	36 – 88%
Female	5 -- 12%

Police Department Targets Recruitment Efforts

Overview of Police Department Efforts	
Purpose: Aspect of EEO Addressed	<ol style="list-style-type: none"> 1. Recruitment outreach for ethnic and gender diversity 2. Pipeline into public safety roles
Methods Used	<ol style="list-style-type: none"> 1. Streamline the screening process for Community Service Officer (CSO) role so it can better serve as pipeline into public safety roles of greater responsibility 2. Give educational assistance and mentoring to CSOs; promote these benefits to candidates 3. Partner with community members and leaders to elicit greater candidate diversity 4. Increase visibility of City and Police Department 5. Change recruitment mindset and process to widen talent pool, reduce barriers, and shorten hiring timeline 6. Diversify interview panels and train all interviewers
Results to Date	<ol style="list-style-type: none"> 1. At the end of 2015, people of color made up 23% of total Sworn Officers, compared to 20% in 2011 2. In 2015, females made up 15% of total Sworn Officers, compared to 16% in 2011
CSOs – 2013 to 2015	<p>Average increase in hires of employees of color – 12%</p> <p>5% increase in hires of females</p>
Police Officer Recruits – 2013 to 2015	<p>Average increase in hires of employees of color – 6%</p> <p>1% increase in hires of females</p>
Police Cadets—2014 and 2015	<p>Average increase in hires of employees of color – 10%</p> <p>7% increase in hires of females</p>

Situation Analysis

With 850 sworn officers, the Minneapolis Police force is one of the most diverse in the State of Minnesota, serving a population of more than 400,000 across an area of 58.4 square miles.

“Sworn officers” refers to police officer recruits as well as officers.

“Non-sworn” officers are Community Service Officers (CSOs), and Police Cadets. A CSO gives support in crime prevention, investigation and response where full police powers are not needed to be effective. While working part-time, they are completing a program in law enforcement at an educational institution for the purpose of meeting the academic and technical skills requirements of the Minnesota Peace Officer Standards (P.O.S.T) Board. There is no active Police Intern program in Minneapolis currently. Police Cadets are trainee police officers who complete a program in law enforcement at an educational institution for the purpose of meeting the academic and technical skills requirements of the Minnesota Peace Officer Standards (P.O.S.T) Board.

The Minneapolis Police Department actively recruits annually for these positions, paying particular attention to ethnic and gender diversity.

Purpose: Aspect of Equal Employment Opportunity Being Addressed

For the recruiting cycles in 2014 and 2015 for hiring Police Recruits, Cadets and CSOs, additional steps were taken in recruitment and outreach to recruit qualified candidates from diverse backgrounds to better reflect the demographic makeup of Minneapolis.

Methods

Four key methods were used to increase the ethnic and gender diversity of the applicant pools for all three positions discussed here.

First, key changes were made in recruiting and screening processes to create a stronger pipeline into public service roles.

Second, the recruitment team used targeted recruitment by partnering with community members and leaders specifically to bring more ethnic and gender diversity.

Third, visibility of City of Minneapolis and Minneapolis Police Department as an employer was increased.

And **fourth**, analyzing where candidates heard about positions revealed that the City of Minneapolis website is the number one source for candidates. This website, as well as the MPD jobs website (*insidempd.com*) was leveraged to reach out to and inform candidates.

Changes In Recruitment Mindset and Approach

The focus of the MPD's recruitment efforts is finding top talent while increasing diversity of the talent in ways that make sense given the demographics of Minneapolis, as well as given the ways those demographics are shifting over time. With this focus, the recruitment process itself was analyzed and opportunities identified to reduce barriers to talent as well as to efficiency.

Fitness testing was carefully evaluated, for example, to maintain critical requirements while locating any unnecessary barriers.

Careful review was also given to the sequencing of events in the hiring process. The creation of a list of "eligible candidates," based on key qualifications, had previously been performed fairly early in the hiring process. After analysis of the process, creation of the eligibility list was moved later in the process, to allow more thorough review and background information to be gathered on candidates. The net effect is that more candidates receive serious consideration, and the consideration takes into account more factors than the fitness and oral exams.

Without removing key qualifications, the recruitment process for new Police Officers, Cadets and CSOs was made more conducive to consideration of candidates.

Additionally, the hiring cycle was evaluated in terms of the amount of time needed from when a candidate expresses interest to when an offer can be made. Every attempt was made to reduce this time period, in the interests of attracting top talent and competing effectively with other municipalities who may also be making offers. Attention was given to diversity of participants in panel interviews, and each interviewer trained in culturally intelligent interviewing.

Review and Careful Attention to Source of Applicants

The Police Department Recruitment Team, collaborating with Human Resources and MPD's communications team, tracked the **source of candidates** for public safety roles. They then identified ways to further leverage the strongest channels for sourcing, as well as increasing available information about the department, its job openings, and how to pursue them.

Top Sources of Applicants (More Than One Response Was Possible)

Police Recruits -- 2014 Cycle for 2015 Recruits	1. City of Minneapolis website
	2. GovernmentJobs.com
	3. Other websites
	4. City of Minneapolis employees
	5. Friend or family
Police Cadets – 2014 Cycle for 2015 Cadets	1. City of Minneapolis website
	2. City of Minneapolis employees
	3. Friend or family
	4. GovernmentJobs.com
	5. Job interest card
Community Service Officers – 2014 Cycle for 2015 CSOs	1. City of Minneapolis website
	2. City of Minneapolis employees
	3. Friend or family
	4. GovernmentJobs.com
	5. College or University

Leveraging Applicant Source Data

With this vital candidate sourcing data, the MPD recruitment team added key information to the MPD recruitment website, providing important context for the job seeker. For example, they explain the variety of roles available in public safety and what it would take to perform them. A detailed FAQ offers answers to questions candidates ask.

Articles available on the City of Minneapolis website include such topics as:

- “Becoming a Community Service Officer”
- “Becoming a Police Cadet”
- “Recruit Police Officer”
- “Benefits”
- “Pre-Employment Testing”

Other articles provide broad context about the department, such as:

- “MPD Organization”
- “Women in the MPD” (a series of 14 bios and photos of MPD female officers)

Expanded Recruitment Outreach and Increasing Visibility of MPD as an Employer

The next step was to expand outreach, specifically through community partnerships, to intentionally reach out to more ethnically diverse applicants and to encourage more female applicants as well. This meant more collaboration and dialogue with community members and leaders, including asking for feedback and suggestions.

The net effect of these communications and outreach methods were also used to enhance and increase the visibility of the Minneapolis Police Department as an employer of choice during this period.

MPD Recruiting Events

Information sessions were implemented for all three critical positions. The purpose of the information sessions was to create transparency in the selection and hiring process, build connections between MPD representatives and applicants, and provide applicants with tips and information to prepare them for the selection and hiring process. The Minneapolis Police Department attended 91 recruitment events in 2015. These recruiting events ranged from Career and Job Fairs to Community and Tabling Events to include speaking engagements. Specific recruiting events included:

- Minneapolis Public Immersion Schools
 - Somali School-Metro School
 - Hmong Academy-New Millennium School
 - Native American-Anishinabe Academy
- Anoka STEP Program-Anoka Area High Schools
- Martin Luther King Diversity Career Fair
- Hennepin Technical College Job Fair and Classroom speaking engagements
- Iowa State University College Job Fair and Classroom speaking engagements and Information Sessions
- University of Minnesota College and Internship Fairs
- University of Milwaukee Diversity Career Fair

- Includes a stop at the University of Madison to meet with students enrolled in the Criminal Justice Certificate program
- Law Enforcement Opportunities Career Fair at Hennepin Technical College
- North Hennepin Community College Career Fair
- Hiring for Heroes (Veterans Career Fair)
- GLBT (Pride Festival)

Conclusion

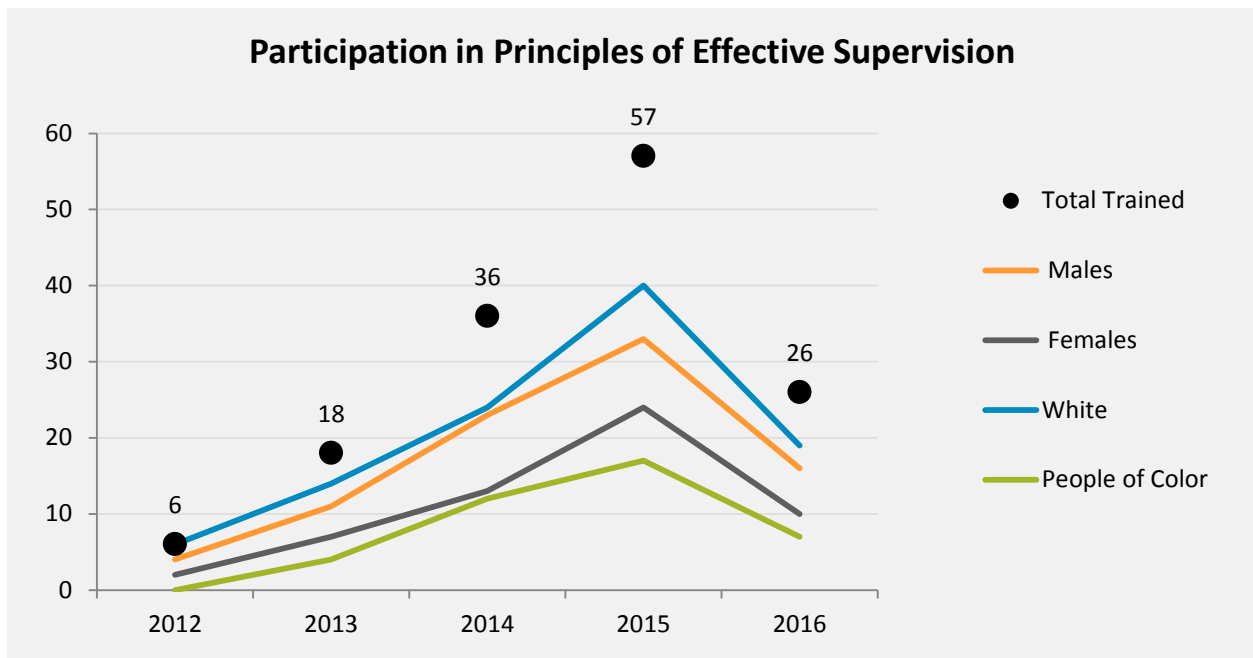
At the close of the recruitment periods in 2015 for 2016 hires, final job offer data for Community Service Officer revealed that 61% were people of color and 35% females, and for Police Cadet, 33% of final job offers were people of color and 23% females. Important progress has been made for diversification of the police force and its pipeline roles, with more work to come, particularly in the gender diversity of the police force.

Training and Development Activities Support Equal Employment Opportunity

Numerous educational opportunities are offered to City of Minneapolis employees in any given calendar year, ranging from job-specific education to broader developmental offerings that build professional and leadership capabilities. Training and education may be offered on the job, within the department itself, at the Department or City level, and external to the City. Many of these educational offerings affect how employees, managers and leaders contribute positively to an equitable workforce. Four such courses are described below.

- *Principles of Effective Supervision* course for core supervisory skill building,
- *Leadership U* series for advanced leadership development,
- *Cultural Intelligence in Talent Management* for Human Resources staff, and
- *Cultural Intelligence in Hiring* workshop for hiring managers.

Principles of Effective Supervision



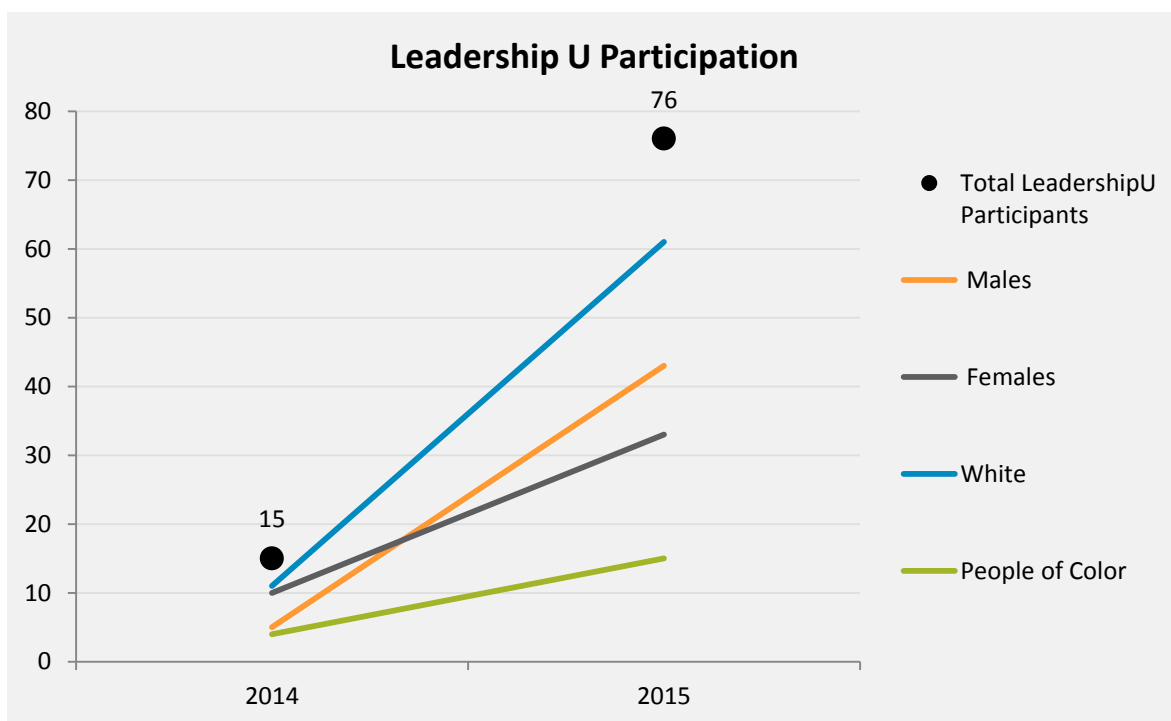
Principles of Effective Supervision is the primary course for our supervisors, whether new to the City or new to supervision, to learn about the practices, policies, procedures and expectations of supervisors. This is also an opportunity to gain a cadre of fellow supervisors with whom to network and exchange advice and support. It is an important cornerstone of our training and development for leadership.

The course is offered 2-3 times annually, with a series of four classes totaling 24 hours of class time for supervisory participants. Since 2012, a total of 143 participants have taken part in this offering. As the chart above demonstrates, the ethnic diversity of this supervision course has increased in the past several years. Attendance in this series of classes has been encouraged as a way to understand how the City approaches supervision and management.

The content of *Principles of Effective Supervision* covers many topics to provide a broad framework for the participants. It features a flexible approach to leading that assumes one size **does not** fit all. Time is devoted to legal and compliance issues, policies and procedures related to equal opportunity employment, accommodation of disability, etc.

In evaluating relevance and usefulness of the series, **both** the participants and their supervisors indicate favorable results and cited examples of how it benefited the participants on the job.

Leadership U



Leadership U offers an in-depth, active learning experience for leaders within the City, with such elements as:

- Exposure to vital leadership topics,
- Self-reflection as well as group dialogue,
- The opportunity to work on a challenge project,
- Built-in networking opportunities,
- A 360-degree feedback assessment, coaching and development planning, and
- Training and access to individual coaching around a cultural intelligence assessment.

The participants move in a cohort of approximately twenty leaders who undertake a series of one-day seminars each month over six months. Since 2013, a total of 91 leaders have taken part.

Participants in *Leadership U* are nominated by department heads and thus have the commitment of their leadership behind them. Prior to beginning the program, they attend a two-hour orientation that prepares them for the expectations and methodology of this development activity. The three main focus areas of the course are: Leading Yourself, Leading and Developing Others, and Leading the Business. Class sessions include exploration of topics such as My Leadership Philosophy, Navigating the City Government, Developing a High-Performance Culture, Leading Change, and Cultural Intelligence and Equity.

One distinct feature of *Leadership U* that relates to equal employment opportunity is the attention paid to developing participant understanding of the City-wide value of equity. Participants build their capability to advance equitable systems and policies. These skills will serve them well in our organization as well as in our highly diverse constituent communities. For example, coursework includes an extensive look at the impact of unconscious bias and how to act as a leader to interrupt it. Each participant takes a confidential assessment, the Intercultural Development Inventory. A report of the assessment results is made to the group overall, and the participants are offered a chance to sit with a coach for an individual session about their cultural intelligence strengths and opportunities.

Within the first year of its offering, 2014, the majority of department heads for the City had taken part in *Leadership U*. The above chart demonstrates the gender and ethnic diversity of the participants. A sixth cohort not shown on the chart began in 2015 and will complete its sessions after publication of this Report. Two more cohorts launch in May, 2016.

Cultural Intelligence in Talent Management -- For Human Resources Staff

In 2015, Minneapolis Human Resources initiated a unique education session for all Human

Resources staff. Fifty staff members participated in a half day training, completed an individual Intercultural Development Inventory (IDI) assessment and had a one-hour individual coaching session to interpret the results of their IDI.

Thirty staff members in the Strategic Workforce Solutions Division who support recruiting, hiring, and employee relations took part in an additional one-day training devoted to the equitable function of all aspects of the employment cycle. Together the team analyzed and studied the process and procedures of consulting with leaders, managers and employees in an equitable fashion, in each step of the talent management experience.

Broad talent management topics such as Attracting Talent, Selecting Talent, Engaging Talent, Compensating Talent, Developing Talent, etc., were among the phases of talent management looked at through the lens of equal employment opportunity. Identifying areas for action was a natural outcome of this unique and proactive training.

Cultural Intelligence in Hiring -- Workshops for Hiring Managers

In 2015 Minneapolis Human Resources undertook development of an important two-part workshop series for hiring managers, focused on understanding and responding to differences, and specifically targeting our cultural intelligence in recruitment and selection. The goal is greater managerial acuity in identifying and eliminating bias in hiring practices. Many forms of bias are covered in the workshop, from explicit to more nuanced practices, often unconscious, that can affect our selection processes and results.

Legal and compliance aspects of hiring are also addressed in the workshop. The training is meant as an update to managers, to build both awareness and skills in working across many aspects of difference while engaged in selection.

In 2016 we began hosting these workshops for managers, starting with those expecting to make hiring decisions within six weeks of the training launch. Six sessions will be held in 2016, and it is expected by the end of the year that 35% of hiring managers will have been reached with this important training. Plans are underway to extend this training for hiring managers more broadly throughout the enterprise.

“Team Minneapolis” Applicant Tracking System Improves Hiring Process for Candidates, City Staff

Overview of New Applicant Tracking System

Purpose: Aspect of EEO Addressed	<ol style="list-style-type: none"> 1. Facilitate a smoother and more accessible process of applying for City jobs 2. Allow applicants to store core application information, streamlining future applications at the City, or throughout 1400 government agency users 3. Inclusive and efficient screening processes for hiring managers and Human Resources staff
Methods Used	<ol style="list-style-type: none"> 1. Reviewed selection processes from the perspective of applicant access, convenience, and communication; and with an eye also to process efficiency and results 2. Implemented NEOGOV applicant tracking system with link to Government jobs.com
Results To Date	<ol style="list-style-type: none"> 1. Estimated 60% increase in <i>completed</i> applications for City jobs 2. Reduced no-show rate for applicant testing by 30%, due to ease and convenience of applicant self-scheduling 3. Maintained total applicant volumes while reducing technical difficulties reported by applicants 4. Timely updates and information to candidates about application status 5. Saved 25% of designated screening staff time

The December 2014 introduction of a new Applicant Tracking System, “Team Minneapolis,” has improved access and convenience for candidates in applying for City job openings. Not only are candidates now more likely to fully complete applications using the new system, but they can also use stored application information to more quickly apply for other City positions, and pursue jobs among 1400 government agencies linked to GovernmentJobs.com. For positions that require employment testing, applicants can select a convenient time and schedule online.

A 60% reduction in “drop rate” over the first year of use demonstrates how effectively the new system has performed for candidates, as well as for the City. The “drop rate” is the number of candidates who fail to complete an application. In general, job applicants may drop out of the application process because of technical problems, difficulty answering questions, lack of access to application materials, deciding they are not a fit for the job, or frustration with the

technology. Thus, the new system has already shown its benefit in not only efficiently bringing more talent to the City through a more convenient application process, but verifying the qualifications of that talent as well.

There have also been important benefits for Human Resources staff and hiring managers. These include outsourced handling of purely technical questions in the application process, the ability to ask job-related questions that more specifically screen candidates for relevant qualifications, and a reduction in no-shows for employment testing.

Future enhancements for *“Team Minneapolis”* include increasing the range of devices that can use it easily, such as making it more accessible via mobile phone.

Information Technology Department Targets Talent Pipeline Development and Increases Employee Diversity

Overview of IT Department Efforts

Purpose: Aspect of EEO Addressed	<ol style="list-style-type: none">1. Restructure IT department and in-source IT customer support roles2. Increase workforce diversity, both ethnic and gender diversity3. Provide routes into technical careers at City of Minneapolis through the newly created IT support positions.
Methods Used	<ol style="list-style-type: none">1. Brought IT positions back internally and created technical career path in IT2. Trained and prepared potential new hires through partnership with Creating IT Futures Foundation.
Results To Date	In 2015, the racial and ethnic diversity of the City of Minneapolis IT workforce increased from 14% to 28% people of color, an increase of 14%. Addressed gender diversity with several initial hires, including the supervisory level. 17% of new in-sourced positions were females.

Situation Analysis

The Minneapolis IT Department supports all City employees in their use of technology to perform their roles for the City and the community. To offer this level of support, the IT Department manages more than 400 software applications and systems.

The Service Desk Agent in IT is the first point of support and triage to City employees for all of their IT needs. The Deskside Technician in IT provides second tier technical and on-site support to City employees. These positions require a high school diploma or GED and *CompTIA A+ Exam* certification or equivalent, which covers desktop and help-desk technical support techniques and skills.

In 2014 the decision was made to bring back in-house 32 customer-facing support positions. These jobs had been held by an outsourcer outside the City for more than a decade. This presented a unique opportunity to develop a base of applicants better reflecting the racial, ethnic and gender diversity of the communities served by the City.

Steps Taken

Careful review of job criteria and minimum qualifications was among the important steps taken in widening the opportunity for candidates to fill these new IT support positions for the City of Minneapolis. A critical job qualification was determined to be preparing for and passing the CompTIA A+ certification. A bachelor's degree in IT was not determined necessary for the role, although would be considered as an equivalency.

To prepare the way for the creation of these important IT support roles, the City's IT and Human Resources Departments partnered with other City Departments:

- Minneapolis Neighborhood and Community Relations Department
- Minneapolis Community Planning and Economic Development Department
- Minneapolis Police Department

These departments helped advise on programs, make community connections, identify training partners, and communicate about the programs with potential trainees.

Minneapolis IT Department employees themselves took part in outreach for the program, attending information sessions at the Workforce Centers, and reaching out to prospective participants.

The City of Minneapolis partnered with the Creating IT Futures Foundation and EMERGE to offer training that effectively helped candidates who reflect the City's ethnic and gender diversity to bridge the employment gap by obtaining the training and support necessary to earn the Comp TIA A+ Exam certification.

The Creating IT Futures Foundation is a 501(c)(3) charity with the mission of helping those under-represented in the information technology industry and those who lack the opportunity to prepare for, secure and be successful in IT careers. Creating IT Futures helped with the technical jobs skills portion of the training.

EMERGE Community Development is based in North Minneapolis with a Cedar Riverside presence. EMERGE helps people facing significant obstacles to redefine themselves. EMERGE helped in particular to address the "non-IT" or "soft-skills" portion of the community training being offered.

Impact

- Minneapolis City employees themselves, particularly in IT, have become engaged in the recruitment and workforce development effort for IT support positions and have helped by offering input and conducting outreach.
- The insourcing project for IT was successful and the new support areas in IT are meeting standards.
- The presence of people of color in the department overall has increased by 14% since the start of the program, and the diversity of both the candidate base and the new hires has increased demonstrably. While females were 17% of the in-sourced service agent and supervisor hires, increasing gender diversity is an IT Department focus.

SECTION III: DEPARTMENTAL EQUAL EMPLOYMENT OPPORTUNITY ACTION PLANS

Action-Oriented Goals and Programs Addressing Equal Employment Opportunity for the City of Minneapolis

The City of Minneapolis, through its Human Resources Department and in collaboration with individual departments, has taken steps to ensure that there is equal employment opportunity throughout the City. A number of important and impactful actions are driven by Human Resources for the City enterprise. Other actions are rightfully the purview of individual departments and in their departmental reports that follow, those activities are listed and attested to. In some cases there is shared accountability, as we each do our part to ensure these important measures are taken.

Altogether the reader will see reflected in this section the commitment on the part of the City not just to the principles of equal employment opportunity but also to the necessary fundamentals that create an environment in which equity can take root.

City-Wide Actions Supporting Equal Employment Opportunity

The Human Resources Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
The Civil Service Commission rules include an affirmative action policy statement.	X	
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites.	X	
“Equal employment opportunity/affirmative action employer” statement is prominently displayed on all employment advertising from the City of Minneapolis.	X	
Recruitment Activities		
Employment application form reviewed to ensure that information requested is bias-free and job-related.	X	
Employees assist in the recruitment of diverse applicants.	X	
Scope and methods of recruitment are reviewed to ensure that we are reaching diverse populations.	X	
Our electronic job application links to the “EEO Is The Law” poster on the site where applications are accepted.	X	
Recruiting sources have been informed of our commitment to provide equal employment opportunity.	X	
The City of Minneapolis Human Resources Department routinely conducts adverse impact analysis of the hiring and selection processes. The City retains consultants to ensure valid and defensible employment testing.	X	
Staff and Leadership Development		
Training programs and promotional opportunities are reviewed to ensure they are non-discriminatory.	X	
Affirmative steps are taken to provide promotional and career advancement opportunities, including compensable training, to protected group members.	X	
Specific training in cultural intelligence is offered to leaders as part of routine leadership development.	X	
Harassment-Free Workplace		
Managers and supervisors understand their responsibility to eliminate harassment.	X	
Anti-harassment policy is distributed to all employees.	X	
All new employees to the City receive anti-harassment and anti-discrimination training in their first six months of employment and a refresher every three years.	X	
Handling of Complaints		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made.	X	

Minneapolis City Departments and Department Heads

Patrick Todd, City Assessor's Office

Room 100, City of Lakes, 309 2nd Ave. S., Minneapolis, MN 55401, 612-673-3535

Craig Taylor, Community Planning and Economic Development

Room 200, Crown Roller Mill, 105 5th Ave. S., Minneapolis, MN 55401, 612-673-2785

Noah Schuchman, Department of Regulatory Services

Room 401, Public Service Center, 250 S. 4th St., Minneapolis, MN 55415, 612-673-2781

Velma Korbel, Department of Civil Rights

Room 239, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-3027

John Fruetel, Fire Department

Room 233, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-2536

Gretchen Musicant, Health Department

Room 510, Public Service Center, 250 S. 4th St., Minneapolis, MN 55415, 612-673-3955

Janeé Harteau, Police Department

Room 130, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-5643

Casey Carl, Office of the City Clerk

Room 304, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-3765

Susan Segal, Office of the City Attorney

Room 210, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-3272

Robin Hutcheson, Public Works Department

Room 203, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-3071

Spencer Cronk, Office of the City Coordinator

Room 301M, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-3992

Greta Bergstrom, Communications Department

Room 305M, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-3663

Mark Ruff, Finance and Property Services

Room 325M, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-3554

Patience Ferguson, Human Resources

Room 100, Public Service Center, 250 S. 4th St., Minneapolis, MN 55415, 612-673-2139

Otto Doll, Information Technology

Room 400, Flour Exchange Building, 310 4th Ave S., Minneapolis, MN 55415, 612-673-3633

Gene Ranieri, Intergovernmental Relations

Room 301M, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-2051

Jeff Johnson, Convention Center

1301 2nd Ave. S., Minneapolis, MN 55403, 612-335-6310

Trish Glover, 311

Room 300, Third Precinct, 3000 Minnehaha Ave. S., Minneapolis, MN 55406, 612-673-3117

Heather Hunt, Emergency Communication Center – 911

Room B911, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-5921

David Rubedor, Neighborhood and Community Relations

Room 425, Crown Roller Mill, 105 5th Ave. S., Minneapolis, MN 55401, 612-673-3129

Barret Lane, Office of Emergency Management

25 37th Ave. NE., Fridley, MN 55421, 612-673-3747

Will Tetsell, Internal Audit

Room 302M, City Hall, 350 S. 5th St., Minneapolis, MN 55415, 612-673-5938

Actions Supporting Equal Employment Opportunity – Departmental Reports

City of Minneapolis Department Heads fully share in the commitment and accountability of the City to uphold principles of equal employment opportunity in all our dealings with employees, prospective employees, and the community at large from which we recruit talent.

Each department has carefully reviewed its status as regards workforce status, availability and utilization, potential goals, as well as hiring, promotions, and separations. Our findings by department are shown in the pages that follow, totaling 22 departments in all. Our commitment to do this work and the follow through is evident in every page of this action-oriented Equal Employment Opportunity Report.

These individual reports for each City department are in compliance with Minneapolis City Ordinance for Civil Rights, Title 7, Section 139.70, titled “Development of affirmative action plans by city departments.” The ordinance states, “All City of Minneapolis departments including the Minneapolis Community Development Agency, and all boards, commissions or agencies shall at least annually develop and submit to the city council a plan, including goals and timetables for the hire, promotion and retention of minorities, women and persons who are handicapped, and for the purchase of goods and services from women and minorities.” (83-Or-324, S9, 12-30-83)

There are two parts to each department’s report that follows. The first report you will see is the action plan for the entire City. What follows is each department’s individual report:

First, each department head has reviewed and affirmed that their department has taken and will take the necessary steps in each of these categories to uphold equal employment opportunity: Communications: Dissemination of Policy Statement and Goals for Action, Recruitment Selection Criteria, Staff and Leadership Development, Harassment-Free Workplace, and Complaint Handling.

Second, each department reviewed its relevant data regarding its workforce status, talent availability and utilization, goals, as well as hiring, promotion and separation reports. The result of analyzing and reviewing this data is a series of department-specific goals for further progress toward equal employment opportunity in our workforce and in our hiring, promotion, separation and other workforce practices. Each department’s goals, actions and approach are unique and reflect their data, their unique role for the City of Minneapolis, the opportunities they have for outreach and hiring, and the careful reflection of their leadership in reviewing all of the above.

SECTION IV: DEPARTMENTAL ACTION PLANS FOR THE CITY OF MINNEAPOLIS EQUAL EMPLOYMENT OPPORTUNITY REPORT

For The City of Minneapolis:

Spencer Cronk, City Coordinator

Patience Ferguson, Chief Human Resources Officer

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

Action Planning

As a City, and as individual departments, we have reviewed relevant data about workforce and employment and where there may be issues and opportunities related to equal employment opportunity. Acknowledgement is hereby given to every department for the efforts undertaken to date. As a result of our process in 2016, each department has now committed to the specific action plans appearing below. In addition, after reviewing the data for the City overall we have developed an action plan summarizing City-wide activities that we believe would have the highest degree of impact on equal employment opportunities.

Our Goal Areas as the City of Minneapolis:

EEO Goals Reflecting SMSA and Minneapolis Relevant Labor Markets

EEOC Job Category	Current Female Incumbency in City Jobs	Goal for Females Based on SMSA Availability	Goal for Females Based on Minneapolis Availability	Current Minority Incumbency in City Jobs	Goal for Minorities Based on SMSA Availability	Goal for Minorities Based on Minneapolis Availability
1. Officials and Administrators	44.0%		49%	19.0%		
2. Professionals	46.0%	54%		21.7%		
3. Technicians	21.5%	51.1%		20.5%		22.7%
4. Protective Services, Sworn	12.8%	22.9%	24.3%	27.2%		38.6%
4. Protective Services, Non-Sworn	32.4%	57.8%	75.4%	41.4		
6. Administrative Support	75.6%			28.6%		28.9%
7. Skilled Craft Workers	3.3%	6.5%	9.7%	11.0%	13.0%	29.1%
8. Service Maintenance	13.8%	43.9%	44.2%	34.2%		49.8%

Instructions

- Although relevant data is not available, equal employment opportunity for persons with disabilities and veteran status is also a strong commitment. Actions in these categories are strongly encouraged.
- Develop two or three action oriented goals that address our commitment to equal employment opportunity. Part of this commitment is a general agreement that our workforce at all levels will reflect the communities we serve, to the best of our ability to achieve this workforce balance.
- Include with the goal statement the responsible person and timing, if known.
- If the department meets all goal areas, identify opportunities to share best practices, offer expertise with other departments, and involve and engage communities more fully in equal employment work.

Action Plan for the City of Minneapolis

Goal	Action
1. Leadership	Establish continuity planning and individual development strategies to increase ethnic/racial and gender diversity throughout the leadership ranks.
2. Recruitment	HR will drive City-wide recruitment knowledge, expertise and practices to: <ul style="list-style-type: none"> • Encourage departments with like positions to partner on joint actions that address major goals. • Provide training for all hiring managers that includes a cultural intelligence component. • Use targeted recruitment strategies for hard-to-fill and other positions to increase diversity.
3. Retention	For the City enterprise, develop a stronger internal and external pipeline for leaders of color in departments.
4. Retention	Continue to explore centralization of tuition reimbursement program.
5. Engagement	Identify and implement actions based on My Minneapolis engagement results with attention to equal employment opportunity and inclusion practices.

Assessor's Office Report

Department Head: Patrick Todd, City Assessor

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The Assessor's Office Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Assessor's Office

Goal	Action
1. Job Requirements	Evaluate impact of new (2017) licensure requirements on diversity of future candidate pools and the current workforce.
2. Recruitment	Evaluate position requirements and assess barriers to entry. Identify ways to make positions more desirable for recruitment.
3. Recruitment	Assess barriers to Female Professionals and develop methods for increasing recruitment outreach.
4. Recruitment	Review potential for Pathways program into Assessor I role, with particular attention to outreach to females and communities of color.
5. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Community Planning and Economic Development Department Report

Department Head: Craig Taylor, Director, Community Planning and Economic Development

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

The Community Planning and Economic Development Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Community Planning and Economic Development Department

Goal	Action
1. Recruitment	Continue review of job descriptions to ensure that qualifications accurately reflect job duties and include cultural intelligence capabilities.
2. Recruitment	Review and enhance job postings for marketing of position attributes, applicant readability and clarity of role.
3. Recruitment	Continue to identify targeted recruitment approaches for females and people of color, particularly in Technician roles.
4. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Regulatory Services Department Report

Department Head: Noah Schuchman, Director, Regulatory Services

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The Regulatory Services Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Regulatory Services Department

Goal	Action
1. Recruitment	Identify targeted recruitment strategies for women in Protective Services non-sworn positions; code compliance roles in particular.
2. Recruitment	Develop realistic job preview program; showcase Protective Services roles on website for better understanding by prospective applicants.
3. Recruitment/Workforce Development	Expand training program for entry into Technician roles for housing inspectors. Further develop technical college relationships.
4. Recruitment/Workforce Development	Explore relationships with organizations for women in construction trades.
5. Promotion	Continue attention to employee development and promotion. Continue to diversify department workforce roles particularly with attention to leadership.
6. Workplace Culture	Continue concentrated work on culture.
7. Engagement/Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Civil Rights Department Report

Department Head: Velma Korbel, Director, Department of Civil Rights

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The Civil Rights Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Civil Rights Department

Goal	Action
1. Recruitment	At next hiring opportunity, continue expanding recruitment outreach to a variety of ethnic communities.
2. Retention/ Development	Support employees to identify career goals. Encourage employees to create individual development plans to reach those goals. Assist employees to identify transferrable skills and how to market those skills.
3. Selection / Development	Continue to use manager assessments for new hires and management development.
4. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Fire Department Report

Department Head: John Fruetel, Fire Chief

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The Fire Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Fire Department

Goal	Action
1. Recruitment	Continue EMS Academy work for pathway into firefighter position via EMS certificate and realistic job preview of physical agility requirements to assist female candidates and candidates of color.
2. Recruitment	Develop marketing program to assist female candidates in understanding, preparing for and meeting physical agility pre-employment testing, including revamping tutoring sessions.
3. Recruitment	Review website for ethnic and gender diversity of editorial content and visuals.
4. Recruitment/Workforce Development	Continue commitment to ensure diversity in outreach to community and schools.
5. Engagement/Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Health Department Report

Department Head: Gretchen Musicant, Minneapolis Health Commissioner

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

The Health Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Health Department

Goal	Action
1. Recruitment	Identify barriers to recruiting qualified candidates, such as alternative work arrangements.
2. Recruitment	Utilize alternative selection arrangements for some hard-to-fill positions (See MPEA Letter of Agreement). Seek ways to streamline and fast-track highly desirable candidates.
3. Recruitment	Develop Pathways program for health inspectors. Consider including opportunities to gain experience in emergency management.
4. Recruitment	Expand recruiting efforts to further increase ethnically diverse candidates in all job categories.
5. Recruitment / Retention	Continue to work with Human Resources to explore language pay differential options.
6. Recruitment / Development	Continue individual accountability to contribute towards building a future workforce by partnering employees with interns/junior staff.
7. Retention	Partner with Human Resources to explore the creation of affinity groups.
8. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Police Department Report

Department Head: Janeé Harteau, Police Chief

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The Police Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Police Department

Goal	Action
1. Recruitment	Forecast City growth and prospective Police Department roles needed. Revisit targeted recruitment of police officers from jurisdictions with high ethnic and gender diversity.
2. Recruitment	Increase female representation in Forensic Scientist roles through outreach to STEM programs, promoting to colleges and universities with highly reputable scientific programs.
3. Recruitment/ Development	Continue/expand current Pathways program into Police Officer rank.
4. Promotion	Align promotional hiring process with succession planning/talent management process and goals. Align promotional criteria with supervisory skill development.
5. Retention	Re-evaluate exit interview process to obtain and use data.
6. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Office of the City Clerk Report

Department Head: Casey Carl, City Clerk

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

The Office of the City Clerk Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Office of the City Clerk

Goal	Action
1. Recruitment	Continue to review job descriptions; assess barriers to entry for both female candidates and candidates of color.
2. Recruitment	Identify other industries and roles where transferable skills could apply, conduct outreach for next hires.
3. Recruitment / Retention	Collaborate with the Classifications Unit to study department positions. Focus on identification of current job duties and decision-making authority to support the classification study.
4. Development	Continue staff development efforts around cultural intelligence education.
5. Retention	HR provides assistance in performance management to aid in staff development and retention due to long train-in period for many departmental roles.
6. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Office of the City Attorney Report

Department Head: Susan Segal, City Attorney

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The Office of the City Attorney Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs.	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Office of the City Attorney

Goal	Action
1. Recruitment	Continue to conduct additional outreach to communities of color at next hiring opportunities, particularly connections with professional associations for ethnically diverse attorneys and paralegals. Monitor progress of diverse candidates throughout the selection process to identify potential barriers.
2. Recruitment	Department leadership invited to attend cultural intelligence in hiring training session.
3. Internships	Expand network of high-quality partnerships to offer a broader range of internships to aid in recruitment.
4. Development	Continue work on career pathing and development opportunities into Professional roles.
5. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Public Works Department Report

Department Head: Robin Hutcheson, Director, Public Works

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

The Public Works Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Public Works Department

Goal	Action
1. Recruitment	Continue job description review, and identify unnecessary barriers to talent moving across divisions. Collaborate with HR to develop employee training about how to apply and compete for a job internally.
2. Recruitment / Development	Continue Pathways program for Service Maintenance roles; in particular recruiting female applicants for maintenance positions.
3. Recruitment/Talent Pipeline	Develop partnerships with area middle schools and high schools for Public Works employees to explore career opportunities in the engineering field with students.
4. Recruitment/ Development/Promotion	Continue to identify opportunities for recruitment, development or promotion that add ethnic diversity to the Administrative Support and Service Maintenance categories.
5. Partnerships	Establish partnership with technician and mechanic programs that can supply qualified female candidates and candidates of color; explore apprenticeship programs for technicians and mechanics.
6. Development	Continue to explore various career pathways and development opportunities for advancement across Public Works functions for employees.
7. Retention	Consider the development of a female sponsorship program to build strategic relationships within Public Works and aid in retention and potential advancement.
8. Retention	Strongly encourage supervisors to attend <i>Managing a Diverse Workforce</i> training to aid in retention of diverse workforce.
9. Engagement/Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Office of the City Coordinator Report

Department Head: Spencer Cronk, City Coordinator

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The Office of the City Coordinator Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Office of the City Coordinator

Goal	Action
1. Recruitment	Expand network of high-quality partnerships to offer a broader range of internships to aid in recruitment.
2. Retention	Review and address new hire onboarding and development. Support employees to identify career goals and to create individual development plans to reach those goals.
3. Development	Recommend Department Heads attend cultural intelligence in hiring training, or arrange special HR briefing.
4. Development	Use management assessments to support candidate selection and professional development in Professional job category.
5. Management Analysis	HR will prepare and conduct briefing for City Coordinator on aggregate portrait of Coordinator department leadership.
6. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Communications Department Report

Department Head: Greta Bergstrom, Director, Communications Department

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

<i>The Communications Department Has Taken Steps to Ensure That . . .</i>		
Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Communications Department

Goal	Action
1. Recruitment	Continue to seek additional ways to reach ethnically diverse candidates at next hiring opportunity.
2. Recruitment	Review job qualifications and align with technology shifts in the communications profession.
3. Development	Encourage professionals and technicians from Communications to attend cultural intelligence training.
4. Development	Explore opportunities for tuition reimbursement, professional development and cross-training.
5. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Finance and Property Services Department Report

Department Head: Mark Ruff, Chief Financial Officer

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

The Finance & Property Services Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Finance and Property Services Department

Goal	Action
1. Recruitment	Consider career pathways programs for entry points in Skilled Craft and Service Maintenance roles.
2. Recruitment	Develop bell curve strategy to address work continuity during times of high retirements.
3. Promotion	Establish individual development plans, especially at professional levels, to identify paths for growth and promotion.
4. Development	Review and promote the Finance Department's use of tuition reimbursement and possibly offer flexible scheduling for staff to pursue advanced degrees.
5. Development	Develop job shadowing program for accounting clerks who are interested in the accounting profession.
6. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Human Resources Department Report

Department Head: Patience Ferguson, Chief Human Resources Officer

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

The Human Resources Department Has Taken Steps to Ensure That. . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Human Resources Department

Goal	Action
1. Recruitment	<p>Continue racial and ethnic diversity of staff, which is a department asset; seek opportunities for gender diversity, especially men in leadership roles. This includes outreach to ensure we reach the LGBTQ community and talent of multiple generations.</p> <p>Review job descriptions for HR leadership positions. Ensure leadership competencies and essential functions accurately reflect job responsibilities.</p>
2. Recruitment	<p>As positions become open, expand recruitment outreach to ethnic communities such as Latinos, Africans, Native Americans and Asian Pacific Americans.</p> <p>Explore the possibility of a Labor Internship or Labor Pathways program.</p>
3. Promotion	<p>Establish individual development plans, especially at professional levels, to identify paths for growth and promotion. Continue to promote tuition reimbursement program.</p>
4. Development	<p>Expand job training for current staff.</p>
5. Engagement / Retention	<p>Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.</p>

Information Technology Department Report

Department Head: Otto Doll, Chief Information Officer

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

The Information Technology Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Information Technology Department

Goal	Action
1. Recruitment	Review job descriptions for professional roles; ensure educational qualifications accurately reflect job duties.
2. Recruitment	Continue career pipeline work to build opportunities for women in IT careers, as hiring allows.
3. Recruitment	Evaluate option of bell curve staffing in desktop support services.
4. Recruitment	Review and utilize MPEA-Letter of Agreement to be able to streamline and speed up hiring process in a highly competitive IT talent market.
5. Recruitment	Continue to identify internships/apprenticeships to help diverse students gain exposure to IT careers, where practical.
6. Development	Develop formalized career pathing and development process to expose new employees to various functions of IT department.
7. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Intergovernmental Relations Department Report

Department Head: Gene Ranieri, Director, Intergovernmental Relations

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The Intergovernmental Relations Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Intergovernmental Relations Department

Goal	Action
1. Leadership	Aid continuity of leadership expertise; explore temporary assignments (details) for employees to gain experience in a deputy role.
2. Recruitment	Seek opportunities for outreach to professionals of color at next recruitment opportunity.
3. Workforce Development	Encourage department diversity efforts by leveraging the current Legislative Aide program.
4. Retention	Fully implement robust performance management to aid in staff development and retention.
5. Engagement / Retention	Identify and implement actions based on My Minneapolis Employee Engagement Survey results with attention to equity and inclusion practices.

Convention Center Report

Department Head: Jeff Johnson, Executive Director, Minneapolis Convention Center

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

The Convention Center Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Convention Center

Goal	Action
1. Recruitment	Continue exploring recruitment opportunities with non-profits serving disability community.
2. Recruitment	Expand diversity of department workforce based on relative labor markets and placement goals. Conduct targeted recruitment in various communities at next hiring opportunity.
3. Recruitment/ Development	Explore talent pipeline to develop workforce for operating engineers, with attention to ethnic and gender diversity in Skilled Craft roles.
4. Workforce Development	Identify ways to capitalize on current internships in the Events area to aid department equity efforts.
5. Promotion/Workforce Development	Continue work on career pathing and development opportunities for employees in all roles.
6. Engagement/Retention	Identify and implement actions based on My Minneapolis engagement results with attention to equity and inclusion practices.

311 Department Report

Department Head: Trish Glover, Director, 311

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The 311 Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for 311 Department

Goal	Action
1. Selection	Implement and monitor online testing with attention to impact on participation rates by candidates of color.
2. Development	Continue work on career pathing and development opportunities into Professional roles.
3. Engagement / Retention	Identify and implement actions based on My Minneapolis engagement results with attention to equity and inclusion practices.

Emergency Communication Center - 911 Department Report

Department Head: Heather Hunt, Director, 911

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The Emergency Communication Center – 911 Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Emergency Communication Center – 911 Department

Goal	Action
1. Recruitment / Development	Continue expanding recruitment outreach for all positions to a variety of ethnic communities and females. Continue efforts to create career pathway program for 911 roles.
2. Retention	Continue realistic job previews to ensure clear understanding of qualifications and roles.
3. Retention	Continue department culture work to provide an engaging work environment for all employees.
4. Engagement/ Retention	Identify and implement actions based on My Minneapolis engagement results with attention to equity and inclusion practices.

Neighborhood and Community Relations Department Report

Department Head: David Rubedor, Assistant City Coordinator, NCR Director

Equal Employment Opportunity Support: Marylin Talarico, Ph.D.

The Neighborhood and Community Relations Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Neighborhood and Community Relations Department

Goal	Action
1. Recruitment	At next hiring opportunity in Professional category, increase targeted recruiting for female candidates.
2. Internal City Outreach	Identify additional opportunities for staff involvement with other departments to share community outreach expertise and perspective.
3. Engagement / Retention	Identify and implement actions based on My Minneapolis engagement results with attention to equity and inclusion practices.

Office of Emergency Management Report

Department Head: Barret Lane, Director, Office of Emergency Management

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

The Office of Emergency Management Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Office of Emergency Management

Goal	Action
1. Recruitment	Continue to review job qualifications in Professional category for any employment barriers to ethnic or gender-diverse candidates.
2. Recruitment	With next hiring opportunity, conduct further outreach to ethnically diverse communities.
3. Recruitment	Ensure cultural intelligence methods are used in upcoming departmental hires.
4. Engagement / Retention	Actively support My Minneapolis engagement results and participate in follow-up actions with attention to equity and inclusion practices.

Internal Audit Department Report

Department Head: Will Tetsell, Director, Internal Audit

Equal Employment Opportunity Support: Marilyn Talarico, Ph.D.

The Internal Audit Department Has Taken Steps to Ensure That . . .

Communications: Dissemination of Policy Statement and Goals for Action	Yes	No/ Why
EEO/AA Employer statement is prominently displayed on employee bulletin boards and Minneapolis work sites	X	
Recruitment Selection Criteria		
Selection criteria for jobs have been established and reviewed to be sure that the criteria accurately identify actual skill requirements of jobs	X	
Reliable and unbiased screening methods are used (oral and written tests, behavior-based interview questions, etc.) to measure job-related skills, including reasonable accommodations when requested by an employee or applicant with a disability	X	
Staff and Leadership Development		
All employees are ensured equal access to training and promotional opportunities	X	
Harassment-Free Workplace		
All employees are ensured a harassment-free workplace	X	
Managers and supervisors understand their responsibility to eliminate harassment	X	
Complaint Handling		
All employees know the appropriate person(s) to whom complaints of discrimination and harassment should be made	X	

Action Plan for Internal Audit Department

Goal	Action
1. Recruitment	Identify targeted recruitment strategies to reach female candidates and candidates of color at next departmental hire.
2. Development	Focus on cultural intelligence training for department members, to aid them in working across the City's diverse employee base.
3. Internships	Expand network of high-quality partnerships to offer a broader range of internships to aid in recruitment.
4. Engagement/Retention	Actively support My Minneapolis engagement results and participate in follow-up actions with attention to equity and inclusion practices.

SECTION V: APPENDICES

Minneapolis Civil Service Commission Policy - Equal Employment Opportunity/Affirmative Action

5.01 Purpose

The purpose of Rule 5 is to explain the Commission's policy on affirmative action and equal employment opportunities for applicants and City employees.

5.02 EEO Policy Statement

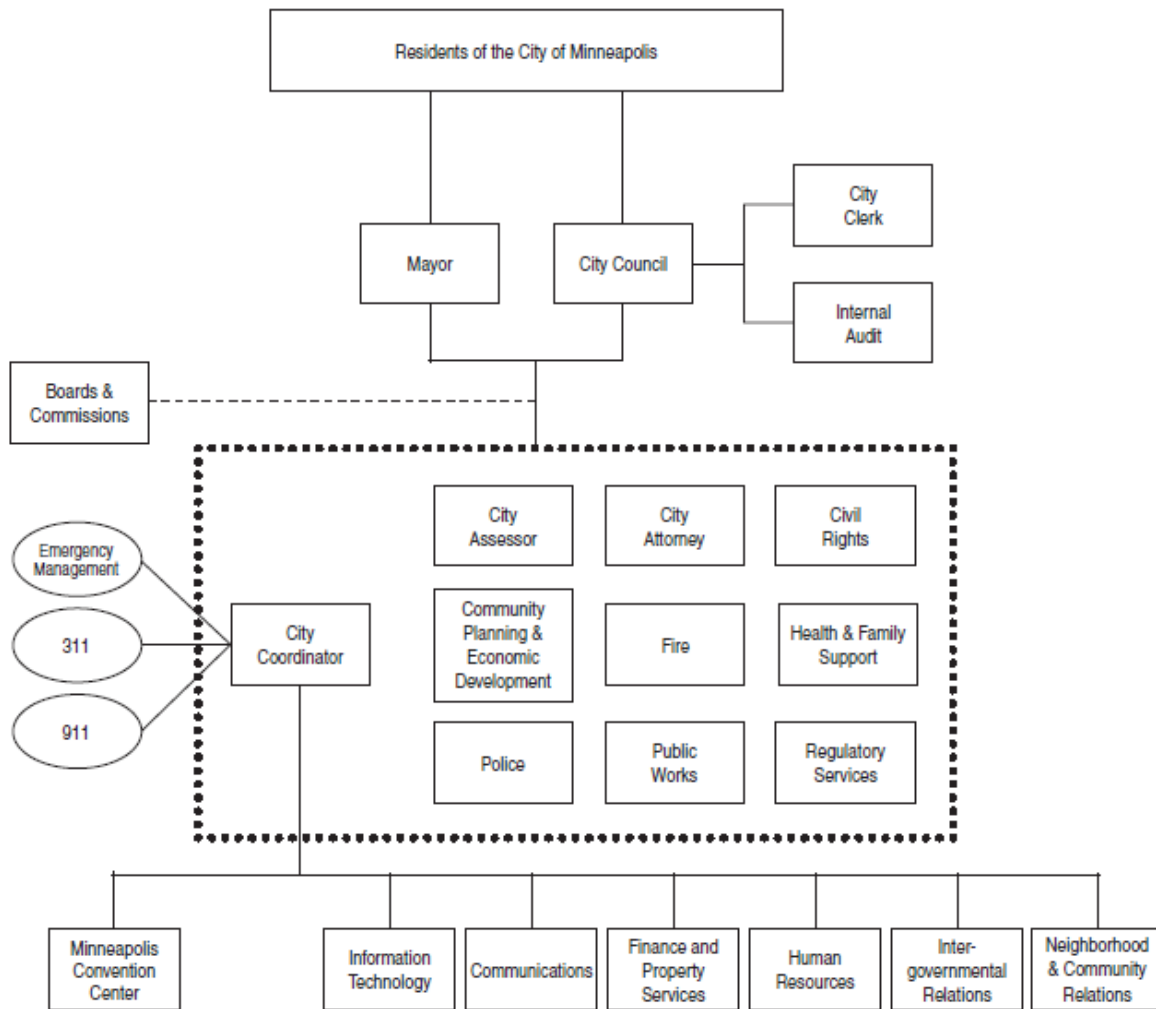
The Human Resources Department will carry out its responsibilities as provided in the City Charter without regard to age, ancestry, color, creed, disability, familial status, gender, pregnancy, genetic information, marital status, national origin, race, religion, sexual orientation (including gender identity), status with regard to public assistance, and veteran's status (including Vietnam Era Veteran Status) or other protected class status. These responsibilities include, but are not limited to: recruitment, selection, promotion, demotion, transfer, layoff, leaves of absence, training, disciplinary actions and classification. Additionally, the Civil Service Commission and Human Resources Department will work cooperatively with the City agency charged with the primary responsibility of ensuring equal and non-discriminatory treatment of individuals including access to appropriate data and documents that are relevant to the investigation of a verified charge.

5.03 Affirmative Action Policy Statement

The Human Resources Department will take affirmative steps to ensure that women, minorities, and persons with disabilities are adequately represented at all levels of City employment. The City is committed to seek out, address and remedy the effects of present and past discrimination that may present barriers to the full employment of these persons. This will include cooperating in the establishment of reasonable goals and timetables for the hire and promotion of women, minorities, and persons with disabilities. In order to assist in the attainment of these citywide goals, the Human Resources Department will carry out these affirmative actions:

- A. Intensively recruit protected class persons to ensure representation;
- B. Provide test tutoring wherever appropriate and feasible;
- C. Make every effort to ensure adequate representation of protected classes at each testing component when the selection process consists of more than one testing component
- D. Provide for reasonable accommodations for testing, upon an applicant's request, when an applicant has a disability that limits them in the testing process;
- E. Any other affirmative actions that are appropriate, legally allowable, and consistent with the City's affirmative action policy statement and current labor agreements.

City of Minneapolis Department Organization Chart



City of Minneapolis Community Partners in Recruitment

- American Indian OIC
- Centre for Asians and Pacific Islanders of Minnesota (CAPI)
- Community Involvement Programs
- Comunidades Latinas Unidas En Servicio (CLUES) of Minneapolis
- Confederation of Somali Community in Minnesota
- Construction Hiring Connection
- Creating IT Futures Foundation
- Dunwoody College of Technology
- East Side Neighborhood Services
- Employment Action Center
- Girls in Tech Minneapolis
- Goodwill Easter Seals
- EMERGE Community Development
- Hennepin Technical College
- HIRED - Minneapolis
- Hmong American Mutual Assistance Association
- Jewish Family and Children's Services of Minneapolis
- KMOJ
- Lutheran Social Services of Minnesota
- Minneapolis Community and Technical College
- Minneapolis Urban League
- Minnesota Assistance Council for Veterans
- Minnesota Council of Nonprofits
- Minnesota Spokesman-Recorder
- Minnesota State Department of Employment and Economic Development (DEED)
- Minnesota Veterans Affairs
- Minnesota Workforce Centers
- North Hennepin Community College
- Outfront Minnesota
- Project for Pride in Living
- Summit Academy OIC
- Takoda Staffing
- University of Minnesota Alumni Association
- WomenVenture
- Women Wear Hard Hats
- Youthlink Minnesota

Glossary of Terms Used in This Report and Only For Purposes of This Report

Adverse impact: Exists when an employment procedure has a substantially and disproportionately negative impact on a legally protected group under Title VII of the Civil Rights Act of 1964, such as racial or ethnic minorities, females, or employees aged 40 or older.

Affirmative action: The measures adopted by an employer to correct or to compensate for past or present discrimination, going beyond simply ending a discriminatory practice or impact. An *affirmative action plan* includes relevant data regarding the workforce, utilization of protected classes compared to relevant labor markets. An affirmative action plan sets placement goals to remedy any underutilization issues. An affirmative action plan demonstrates accountability has been established, and action-oriented planning has been done to pursue good faith efforts to address issues and equal employment opportunities.

Applicant: Any individual who expresses an interest in employment through the use of a job application through the Internet, or related electronic data technology.

Applicant pool: The total number of people who have applied for a posted position. The employer then embarks on the selection process.

Applicant tracking system (ATS): A software application that enables the electronic handling of recruitment needs. An ATS can be implemented or accessed online on an enterprise or small business level, depending on the needs of the company.

Appointed position: Positions (typically at a higher level in the organization) that are legislatively or politically authorized, and are not in the classified service. Employees in these positions serve at-will.

At-will employment: A term used in U.S. labor law in which an employee can be dismissed by an employer for any lawful reason (that is, without having to establish "just cause" for termination), and without warning.

Attestation: Affirming or confirming that a specific good faith action has been taken.

Availability: An estimate of the number of minorities and females in the relevant labor market who are generally qualified and available for positions within a specific EEOC job category. It is the yardstick against which the actual utilization of minorities and females in the workforce is measured.

Availability analysis: This Report identifies a percentage broken down by protected group showing the applicants and prospective employees who reside within the relevant labor market and who may be available for employment within each of the City's job groups.

Bona Fide Occupational Qualification (BFOQ): In employment law, a quality or an attribute that employers are allowed to consider when making decisions on the hiring and retention of an employee. These are occupational qualifications that when considered in other contexts might constitute discrimination and thus be in violation of civil rights employment law. Such qualifications must be listed in the employment offering. A bona fide occupational qualification is considered *reasonably necessary* to the normal operation of the particular business, or where the differentiation is based on reasonable factors.

Civil service employee: The designation given to government employment for which a person qualifies on the basis of merit rather than political patronage or personal favor.

Classified position: Those job titles that are under the authority of the Civil Service Commission. Employees hired into a classified position must be hired through a competitive exam and certification process.

Classification grade levels: Numerical classification values that place job titles into a hierarchical structure. Grades 3 to 5 are typically entry-level positions; Grades 6 to 7 are typically para-professional and technical positions; Grades 8 to 10 are typically professional and supervisory positions; and Grades 11 and higher positions are typically highly specialized professional, manager and director positions.

Disability, person with disability: This term refers to 1) a person who has a physical or mental impairment that substantially or materially limits one or more major life functions, 2) a person with a record of a physical or mental impairment that potentially limits one or more major life activity, and 3) a person who is *regarded as having* a physical or mental impairment that substantially limits one or more major life activities. The ADA Amendments Act was passed on September 25, 2008. This act expanded the definition of a disability.

Discrimination: The showing that a practice, procedure, or test has an adverse impact on at least one protected group.

Disparate impact: The tendency for a test, job qualification, or other employment practice to screen out or otherwise limit the employment opportunities for minorities or members of other protected groups.

Diversity: Appreciation, valuing and inclusion of the wide range of differences and similarities among those we encounter in our work and in the communities we serve. The concept includes a broad diversity of people, cultures, and ideas.

Eligible applicants, eligible list: Applicants who possess the minimum qualifications for a job title, as well as pass any and all other testing and selection criteria. Eligible applicants are then placed on a list and become “eligible” to be considered for hire.

Eligible applicants percentage: For purposes of this Report, the *eligible applicants percentage* is the percent of applicants who pass all selection tests for a position compared to the total number of applicants who applied. The percentages for females and persons of color are based on total applicants eligible, not the total applicant numbers.

Employees: Members of the City's permanent or temporary workforce, whether full-time or part-time, in classified or unclassified positions.

Employment decision: The decisions affecting the terms and conditions of an individual's employment, including but not limited to, hiring, promotion, demotion, disciplinary action, and termination.

Equal Employment Opportunity: The right of all persons to work on the basis of merit and ability without regard to race, color, national origin, religion, creed, sex, age, marital status, veteran status, or disability.

Equal Employment Opportunity Commission (EEOC): The U.S. Federal Agency empowered by Congress, particularly since the passage of the 1964 Civil Rights Acts, to help enforce laws prohibiting discrimination in the workplace. The Commission was first established in the early 1960s, and in 1964 the EEOC was given the congressional power needed to pursue companies with discriminatory practices through lawsuits. The Civil Rights Act, in Title VII, specifically gives the Commission the rights to oversee the employment practices of both private and government employers and to enforce the administration of laws set forth by the U.S. Government to combat discrimination.

Equity: The City of Minneapolis value of equity is fair and just opportunities for all people.

Essential functions: In general, the fundamental job duties of the employment position that the individual holds or desires to hold. The term does not include marginal functions of the position. A job function may be considered essential for any of several reasons, including but not limited to the following:(i) The function may be essential because the reason the position exists is to perform that function;(ii) The function may be essential because of the limited number of employees available among whom the performance of that job function can be distributed; and/or (iii) The function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function. Evidence of whether a particular function is essential includes, but is not limited to:(i) The employer's judgment as to which functions are essential;(ii) Written job descriptions prepared before advertising or interviewing applicants for the job;(iii) The amount of time spent on the job performing the function;(iv) The consequences of not requiring the incumbent to perform the function;(v) The terms of a collective bargaining agreement;(vi) The work experience of past incumbents in the job; and/or (vii) The current work experience of incumbents in similar jobs.

Exam: Refers to the selection and hiring process for a specific job title that is open for application, in which an eligible list is created. Multiple individual positions can be filled from one eligible list or exam process.

Full-time employees: Refers to those who work 32 or more hours per week.

Harassment: Includes but is not limited to, speech, such as epithets, derogatory comments or slurs, on the basis of race, sex, color, national origin, disability, gender, religion, marital status, age, etc. Prohibited speech may include protected class-based comments regarding an individual's appearance, dress, or physical characteristics; oriented stories or jokes; physical acts; visual insults such as posters, cartoons, or drawings related to protected groups; and unwanted sexual advances, requests for sexual favors, and other acts for submission is made in turn for condition of employment decisions.

Intermittent employees: Services required of an incumbent at irregular time periods and/or on an irregular basis.

Involuntary separation or involuntary termination: Refers to having one's employment concluded, or being fired; a probationary release, layoff or death.

Job group: Positions within a job group have similar sets of skills, efforts, responsibilities, wage rates, and promotional opportunities. Job groups correspond to EEOC job categories.

New hire: Anyone hired into a permanent City position who has not held a permanent position immediately preceding their hire. It would include rehires, those moving from temporary to permanent positions, and those transferring from an outside board or agency, such as the Park Board or Municipal Building Commission.

Non-represented employees: Employees not represented by a union. Employees who are not represented are in appointed positions, are non-represented pursuant to PELRA, or are in unclassified job titles (interns, summer youth, etc.).

Non-sworn officers: A Minneapolis Police Department term referring to Community Service Officers (CSOs) and Police Cadets. A CSO gives support in crime prevention, investigation and response where full police powers are not needed to be effective. Police Cadets are trainee police officers or members of a youth group learning about police work.

People of color: The total sum of individual ethnic and racial groups.

Placement goal: Department or City-wide goals serving as guideposts against which progress can be measured. Our placement goals address areas of underutilization demonstrated by the data collected; they do not require hiring of individuals where there is no job, or hiring an individual who is less qualified over one who is more qualified. The goals are about demonstrating meaningful and good-faith effort toward further diversifying the City's workforce to be more reflective of the community served.

Promotion: Employees who advance to a higher level position within the organization.

Protected age group: All persons aged 40 and over, as legally defined in the 1964 Civil Rights Act, Title VII. Additionally, per the Minnesota Human Rights Act, making employment decisions

based on age is an unfair employment practice, except when based on a bona fide occupational qualification.

Protected group: Legally identified groups that are specifically protected by statute against employment discrimination. Protected group status federally recognizes race, color, sex, age, religion, national origin, and disability. The Minnesota Human Rights Act expands protected group status in employment to creed, marital status, status with regard to public assistance, familial status, membership or activity in a local commission, and sexual orientation. Additionally, the Minneapolis Code of Ordinances further expands protected group status in employment to ancestry and gender identity.

Qualified applicants: Applicants for a job title who meet the minimum stated education, experience, license or certification and/or BFOQ requirements or an equivalent combination.

Qualified applicants percentage: The *qualified applicants percentage* is the percent of applicants who meet the stated minimum qualifications for a position compared to the total number of applicants who applied. The percentages for females and persons of color are based on total qualified applicants, not total applicant numbers.

Qualified disabled person: A person with a disability who, with or without reasonable accommodation, can perform the essential functions of the job in question.

Reasonable accommodation: Any modification or adjustment to an employer's work environment, job, facility, or the manner or circumstances under which work is customarily performed that enables an individual with a disability to perform the essential functions of the position or enjoy equal benefits and privileges of employment. Such accommodations may be necessary to apply for a job, perform job functions, or to enjoy the benefits and privileges of employment that are enjoyed by other people without disabilities. The employer is not required to accommodate an employee's beliefs, practices, or disability if doing so would impose an undue hardship or if the proposed accommodation conflicts with another law or regulation.

Relevant labor market: The defined recruitment area for the City of Minneapolis in which the external labor force generally possesses the requisite job skills to qualify for positions within the City's job groups. This includes 11 Metropolitan Area Minnesota counties and two in western Wisconsin.

Represented employees: City employees who are represented by a labor union.

Retaliation: An employer may not fire, demote, harass or otherwise "retaliate" against an individual for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing discrimination. The same laws that prohibit discrimination based on race, color, sex, religion, national origin, age, and disability, as well as wage differences between men and women performing substantially equal work, also prohibit retaliation against individuals who oppose unlawful discrimination or participate in an employment discrimination proceeding.

In addition to the protections against retaliation that are included in all of the laws enforced by the EEOC, the Americans with Disabilities Act (ADA) also protects individuals from coercion, intimidation, threat, harassment, or interference in their exercise of their own rights or their encouragement of someone else's exercise of rights granted by the ADA.

Retirement eligibility: Refers to the year when an employee becomes eligible to receive a full retirement pension. For purposes of this report, retirement data is only available for January 1, 2016.

Seasonal employees: Employees primarily employed in the Public Works Department, and work full-time for a portion of the year and subsequently experience seasonal layoff.

Selection procedure: Any employment policy, practice, or process that is used as a basis in making hiring decisions.

Standard Metropolitan Statistical Area: Refers to a U.S. census area defined as a "county or group of contiguous counties, which contain at least one city of 50,000 inhabitants or more."

Sworn employees or sworn officers: Employees required to maintain licensure by the Peace Officers Standards and Training Board or its equivalent for public safety occupations in the Police and Fire Departments.

Turnover rate: Turnover is calculated as the number of employee separations in a given year divided by the average number of active employees over a one-year period.

Unclassified position: Those job titles that are not under the authority of the Civil Service Commission. Employees hired in an unclassified job title are generally employed in an at-will capacity.

Under-represented group: A protected group for which representation in the workforce does not correspond to availability of talent in that job category in the relevant labor market.

Under-utilization: Exists when fewer protected group members are employed in a particular job category than would reasonably be expected, based on their presence in the relevant labor market.

Utilization: Percentage of men, women, and ethnic groups employed by an organization in each department or in each job category.

Utilization analysis: Comparing proportions of legally protected groups in an organization's workforce with the corresponding proportions in a group representing available qualified applicants within the labor market.

Veteran: For this Report, the term as used in Minnesota Statutes, except in sections 136F.28, 196.21, and 243.251, means a citizen of the United States or a resident alien who has been separated under honorable conditions from any branch of the armed forces of the United States after having served on active duty for 181 consecutive days or by reason of disability incurred while serving on active duty, or who has met the minimum active duty requirement as defined by Code of Federal Regulations, title 38, section 3.12a, or who has active military service certified under section 401, Public Law 95-202. The active military service must be certified by the United States Secretary of Defense as active military service and a discharge under honorable conditions must be issued by the Secretary.

Voluntary separation or voluntary termination: Refers to having one's employment voluntarily concluded, for reasons including resignation, retirement or abandonment of position.

Workforce analysis: A listing of job titles for an organization as they appear in applicable payroll records, ranked from highest paid to lowest paid within each department or other similar organizational unit, by EEOC category.

Job Group Categories Established by the Equal Employment Opportunity Commission (EEOC) and Used by the City of Minneapolis

01. 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 operation, or provide specialized consultation on a regional, district, or area basis. Includes Department Directors, and first-line administrators under elected officials and in umbrella departments.

02. Professionals: Occupations that require specialized and theoretical knowledge, usually acquired through college training or through work experience and other training that provides comparable knowledge. Includes Human Resources and labor relations workers, registered nurses, dietitians, lawyers, systems analysts, accountants, engineers, planners, fire captains, police lieutenants, management analysts, surveyors and mapping scientists, and kindred workers.

03. Technicians: Occupations that require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes computer programmers, drafters, survey and mapping technicians, licensed practical nurses, investigators, radio operators, technical illustrators, highway technicians, technicians (medical, electronic, physical sciences), police sergeants, inspectors, and kindred workers.

04. Protective Services (Sworn and Non-Sworn): Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, game and fish wardens, park rangers (except maintenance), harbor patrol officers, and kindred workers.

06. Administrative Support: Occupations in which workers are responsible for internal and external communications, recording and retrieval of data and/or information, and other paperwork required in an office. Includes bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, legal assistants, cashiers, and kindred workers.

07. Skilled Craft Workers: Occupations in which workers perform jobs that require special manual skills 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 machining occupations, carpenters, compositors, typesetters, water and sewage treatment plant operators, and kindred workers.

08. Service Maintenance: Occupations in which workers perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the general public or contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, craft apprentices/trainees/helpers, and kindred workers.

The City of Minneapolis was home to an estimated 399,950 people in 2015, the latest year for which American Community Survey 5-year estimates are available.

People of color are a growing segment of the Minneapolis population and make up around 40 percent of residents.

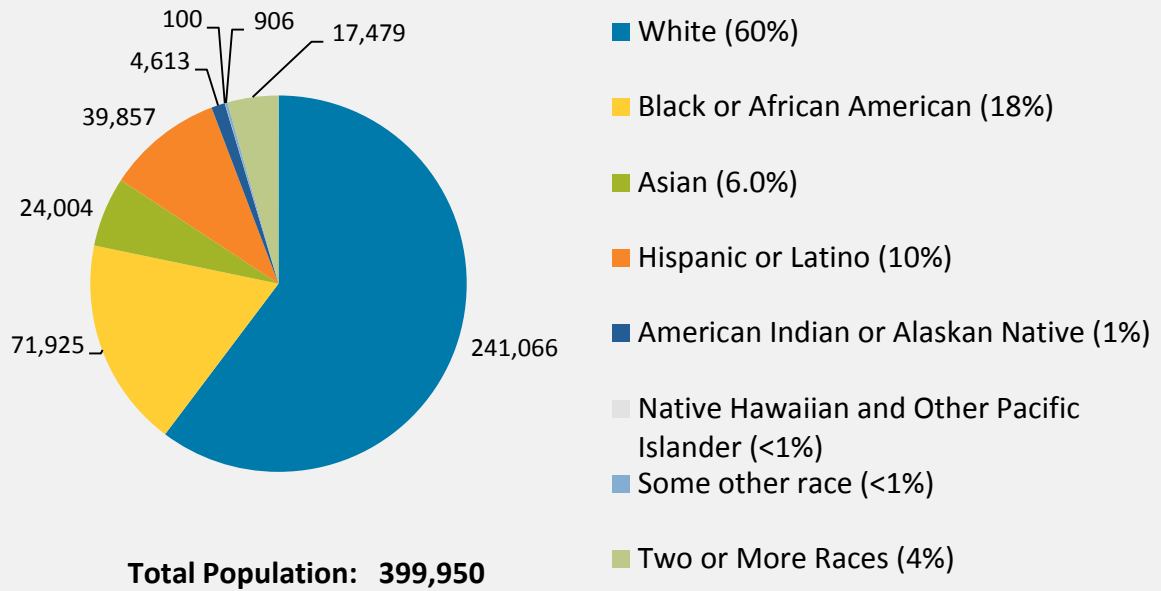


Chart Description: Minneapolis demographics by race (2015 American Community Survey)

In 2015 Minneapolis was home to roughly equal numbers of men and women.

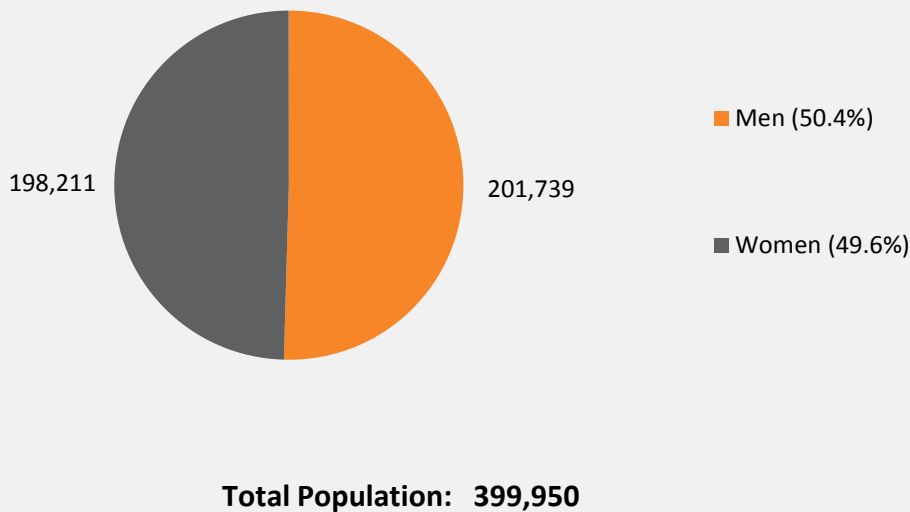


Chart Description: Minneapolis demographics by gender (2015 American Community Survey)

The median age for Minneapolis residents in 2015 was around 32 years old.

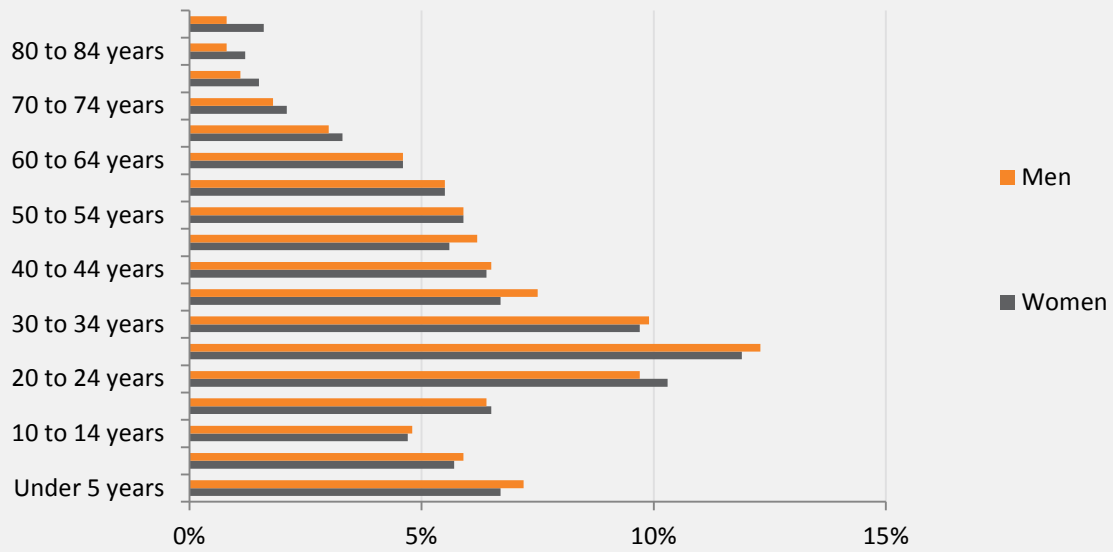


Chart Description: Minneapolis demographics by age and gender (2015 American Community Survey)