



## City of Springfield, Illinois

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TO: City of Springfield Aldermen and Mayor James O. Langfelder

FROM: Melina Tomaras-Collins, Director of Human Resources

DATE: April 15, 2016

SUBJECT: AFFIRMATIVE ACTION AUDIT FOR 2015 - INFORMATION ONLY

**Introduction** The purpose of this report is to review the Affirmative Action Audit for 2015, which informs the Mayor and City Council of progress toward the achievement of Affirmative Action goals during the period December 1, 2014 through November 30, 2015. Data reflects either the accumulated information for the period, e.g. persons hired, or the snapshot of the City's workforce on November 30, 2015. For previous plan year audits, the reports may be found on the City of Springfield website under the Human Resources Department tab.

**Action Requested** This report is for information only. The Mayor and City Council shall review results of the City's Affirmative Action Audit annually. Questions and comments are always welcome. If Council members would like to discuss this report at a Committee meeting, please advise the Mayor.

**Background** The City of Springfield continues to demonstrate a commitment to the principles of fairness and equity in employment. Adopted in April, 2013, the Affirmative Action Plan is a management tool to promote equal employment opportunity and a diverse workforce. By definition, Affirmative Action is a workplace equity program driven by law and aimed at anti-discrimination. It is a remedial approach, righting past wrongs of previously disadvantaged groups such as women and people of color. It is numbers-oriented and establishes quantifiable goals in an effort to change the demographics within an organization. Annually, the Human Resources Department audits the City's progress toward achieving Affirmative Action goals. The audit provides a snapshot of the City's workforce at the end of a plan year, with specific emphasis on the percentages of women and minorities compared to their expected availability in the labor market from which employees are recruited and selected.

The goal of the City's affirmative action program is to establish a workforce that is a reflection of the diversity of our potential workforce and those we serve. To that end, this audit includes reviewing the City's workforce using the eight Equal Employment Opportunity Commission (EEO-4) job categories, comparing the City's workforce to the anticipated availability of women and minorities in the workforce and developing strategies to utilize the diversity of the available workforce. Recruiting and hiring goals are established by comparing the race and gender of the City's workforce to that of qualified individuals in the identified relevant labor market for each EEO-4 job category. The City has identified the Sangamon County Metropolitan Statistical Area (MSA), as defined by the U.S. Census Bureau, to be the relevant labor market for recruiting and hiring goals.

Based on workforce-related demographic criteria, the City estimates the percent of females and minorities available for hire according to the EEO-4 job categories. The City then establishes goals to recruit and hire minorities and females at rates comparable to their availability in order to accomplish a fully diversified workforce. Goals are flexible targets and, unlike quotas, do not mandate that specific numbers always be met. They are objectives that the City makes good-faith efforts to achieve as vacancies occur. The most qualified candidate is hired by the City based on information gathered during the hiring process.

Goals are updated to reflect changes in the composition of the City's workforce. When the percentage of females and minorities in the workforce is less than the percentage of such persons in the relevant labor market, underutilization exists. For each instance of underutilization, hiring goals are established to increase the representation of underutilized groups in the City's workforce.

While the City's Affirmative Action program is voluntary, it is nonetheless aligned to federal standards and is in general compliance with the Office of Federal Contract Compliance Program's (OFCCP) guidelines.

**Overall Workforce** Each active job title within the City of Springfield, including those of City, Water, Light and Power, is classified by its EEO-4 job category for use in grouping and reporting similar job classifications, the results of which are presented in the following listing.

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Job Category A – Officials/Administrators

APPLICATIONS DEVELOPMENT MANAG	DIRECTOR OFF BUD & MGMT
ASSISTANT FLEET MANAGER	DIRECTOR OFFICE OF PLANNING AN
CHIEF ACCOUNTANT	DIVISION CHIEF/CAPTAIN
CHIEF CITY ENGINEER	DIVISION MANAGER
CHIEF OF POLICE	ELECTRIC DIVISION MANAGER
CHIEF OF SECURITY	ENERGY SERVICES MANAGER
CHIEF UTILITY ENGINEER	ENTERPRISE RESOURCE PLANNING M
CITY CLERK	ENV HEALTH SAFETY MANAGER
COMMERCIAL OFFICE MANAGER	EXECUTIVE ASSISTANT
COMPUTER NETWORKS MANAGER	EXECUTIVE DIRECTOR
CORPORATION COUNSEL	EXECUTIVE DIRECTOR SCVB
COUNCIL COORDINATOR	FIRE CHIEF
COUNCIL MEMBER	FISCAL SERS ASSISTANT DIRECTOR
DEPUTY CHIEF	FLEET MANAGER
DEPUTY CHIEF / BATTALION CHIEF	GEN SUPT GENERATION
DEPUTY CHIEF / CAPTAIN	GEN SUPT WATER TREATMENT
DEPUTY CLERK	HUMAN RESOURCES MANAGER
DEPUTY DIV CHIEF/CAPTAIN	INFORMATION SYSTEMS DIRECTOR
DEPUTY TREASURER	LABOR RELATIONS MANAGER
DIRECTOR OF COMMUNICATIONS	LIBRARY DIRECTOR
DIRECTOR OF COMMUNITY RELATION	MAYOR
DIRECTOR OF HUMAN RESOURCES	OPERATIONS COORDINATOR
DIRECTOR OF PUBLIC WORKS	OPERATIONS COORDINATOR; (MAJOR

PAYROLL MANAGER  
PURCHASING AGENT  
REGULATORY AFFAIRS DIRECTOR  
SALES & MARKETING MANAGER  
SUPERINTENDENT OF COMPLIANCE  
SUPERINTENDENT OF MAINTENANCE  
SUPERINTENDENT OF SUBSTATION E  
SUPERINTENDENT OF WATER ENGINE  
SUPERINTENDENT, DISTRIBUTION A  
SUPT ELEC OPERATIONS  
SUPT LAKE SERV

SUPT OPER/WATER DISTRIBUTION  
SUPT TRANS & DISTRIBUTION ENGN  
TECHNICAL SUPPORT MANAGER  
TELECOMMUNICATIONS MANAGER  
TRAFFIC ENGINEER  
TRANSACTION MANAGER  
TRANSMISSION/DISTRIBUTION DIR  
TREASURER  
WATER DIVISION MANAGER  
ZONING ADMINISTRATOR

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Job Category B – Professionals

ACCOUNT EXECUTIVE  
ACCOUNTANT 1  
ACCOUNTANT II  
ACCOUNTS PAYABLE SUPERVISOR  
ASSISTANT CHIEF ACCOUNTANT  
ASSISTANT CORPORATION COUNSEL  
ASSISTANT PURCHASING AGENT  
BATTALION CHIEF +15 YEARS  
BATTALION CHIEF +25 YEARS  
BUDGET ANALYST  
BUDGET ANALYST 2  
BUDGET ANALYST 3  
BUSINESS PROJECT MANAGER  
CHEMIST I  
CHEMIST II  
CLIENT SERVICE SPECIALIST  
COMMANDER  
COMMERCIAL OFFICE ASST MANAGER  
COMMUNITY PROGRAMS SPECIALIST  
DATABASE ADMINISTRATOR I  
ECONOMIC PLANNER  
ENERGY PLANNER  
ENGINEER I  
ENGINEER II  
ENGINEER III  
ENGINEER IV  
FINANCE AND ADMINISTRATION MAN  
FINANCIAL ANALYST  
FIRE CAPTAIN +10 YEARS  
FIRE CAPTAIN +15 YEARS  
FIRE CAPTAIN +20 YEARS  
FIRE CAPTAIN +25 YEARS  
FISCAL OFFICER

HR SPECIALIST  
HUMAN RESOURCES GENERALIST  
INTERNAL AUDITOR  
INTERNATIONAL PROGRAM COORDINA  
LIBRARIAN 1  
LIBRARIAN 2  
LIBRARIAN 3  
LIEUTENANT  
MAINTENANCE PLANNER II  
MAINTENANCE PLANNER; (PLANNER  
MARKETING SPECIALIST  
METHODS & PROCEDURES ANALYST  
PERSONNEL OFFICER II  
PLANS EXAMINER  
PROJECT MANAGER (CONTRACTOR RE  
PROJECT MANAGER (TEC CRAFT)  
PROJECTS COORDINATOR  
PROJECTS MANAGER  
PROJECTS MANAGER (MAJOR PROJEC  
PROJECTS MANAGER II  
PUBLIC INFORMATION OFFICER III  
PUBLIC WORKS SUPERVISOR  
PURCHASING COORDINATOR  
RECORDS MANAGER  
REHAB CONSTRUCTION SPECIALIST  
RISK MANAGER  
SAFETY INDUSTRIAL HYGIENE MGR  
SENIOR ARSON INVESTIGATOR PUBL  
SENIOR ASSISTANT CORPORATION C  
STAFF ACCOUNTANT  
SUPERVISOR FISCAL SERVICES  
SUPERVISOR SAFETY PROGRAMS  
SUPV GENERATION

SUPV LAND & WATER RESOURCES  
SUPV WATER DISTRIBUTION  
SYSTEM PROGRAMMER  
SYSTEMS ANALYST  
TECHNICAL EXPERT  
TECHNICAL SPECIALIST I  
TECHNICAL SPECIALIST II

TECHNICAL SPECIALIST III  
TECHNICAL SPECIALIST III (MAJO  
TRAINING & DEVELOPMENT SPECIAL  
UTILITY ENGINEER PROJECTS MGR  
WATER OFFICE MANAGER  
WATER QUALITY SUPERVISOR

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Job Category C – Technicians

APP ELEC 1ST YEAR  
APP ELEC 2ND YEAR; (EL TITLE/C  
APPRENTICE ELECTRICIAN 4TH YE  
APPRENTICE ELECTRICIAN - YEAR  
ARBORIST  
ASSISTANT CHEMIST  
ASSISTANT ZONING ADMINISTRATOR  
ASST WATER DIVISION LOCATOR  
AUDIO VIS TECH III  
BUILDING INSPECTOR  
COMPUTER NETWORK SPECIALIST 1  
COMPUTER NETWORK SPECIALIST 2  
COMPUTER NETWORK SPECIALIST 3  
COMPUTER NETWORK SPECIALIST 4  
ELECTRICAL INSPECTOR  
ENERGY CONSERVATION AUDITOR 2  
ENGINEERING TECHNICIAN 1  
ENGINEERING TECHNICIAN 2  
ENGINEERING TECHNICIAN 3  
ENGINEERING TECHNICIAN 3(CONTR  
ENGINEERING TECHNICIAN 3(MAJOR  
ENGINEERING TECHNICIAN 4  
ENGINEERING TECHNICIAN 5  
FUEL MANAGER  
GEO INFO SYS SUPERVISOR II

GEO INFO SYS TECH I  
GEO INFO SYS TECH II  
HOUSING INSPECTOR  
INVENTORY COORDINATOR  
LOSS CONTROL MANAGER  
MECHANICAL INSPECTOR  
PERMIT INSPECTION ADMIN  
PLUMBING INSPECTOR  
PROGRAMMER ANALYST 1  
PROGRAMMER ANALYST 3  
PROGRAMMER ANALYST 4  
SAFETY TECHNICIAN II  
SERGEANT +10 YEARS  
SERGEANT +15 YEARS  
SERGEANT +20 YEARS  
SERGEANT +5 YEARS  
SOFTWARE SPECIALIST  
SR HOUSING INSPECTOR  
SURVEYOR 3  
TECHNICAL SUPPORT SPECIALIST  
TECHNICAL SUPPORT SPECIALIST II  
WATER DIVISION LOCATOR FOREMAN  
WEB DESIGNER  
ZONING INSPECTOR

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Job Category D – Protective Services

DRIVER ENGINEER +10 YEARS  
DRIVER ENGINEER +15 YEARS  
DRIVER ENGINEER +20 YEARS  
DRIVER ENGINEER +25 YEARS  
DRIVER ENGINEER +5 YEARS  
FIREFIGHTER  
FIREFIGHTER +5 YEARS  
FIREFIGHTER 2ND YEAR  
FIREFIGHTER 3RD YEAR

PATROL OFFICER  
PATROL OFFICER +10 YEARS  
PATROL OFFICER +15 YEARS  
PATROL OFFICER +20 YEARS  
PATROL OFFICER +25 YEARS  
PATROL OFFICER +5 YEARS  
PROB FIREFIGHTER 1ST YEAR  
PROB PATROL OFFICER 1ST YEAR  
PROB PATROL OFFICER 2ND YEAR

PROB PATROL OFFICER 3RD YEAR  
PTRL OFF/DETECTIVE +10 YEARS  
PTRL OFF/DETECTIVE +15 YEARS  
PTRL OFF/DETECTIVE +20 YEARS  
PTRL OFF/DETECTIVE +5 YEARS  
SCURITY OFFICER 1 UNION

TRAFFIC WARDEN  
TRAFFIC WARDEN-SENIOR  
UT SEC GUARD  
UT SEC OFF  
UTIL SEC SERGEA

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Job Category E – Para-Professional

BUYER 2  
BUYER 2 - STORES CRAFT  
COMMERCIAL OFFICE SUPERVISOR  
COMMUNITY PROGRAMS COORDINATOR

LIBRARY ASSISTANT 2  
LIBRARY ASSISTANT 3  
LIBRARY ASSISTANT 4  
PARALEGAL I

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Job Category F – Administrative Support

ACCOUNT CLERK 1  
ACCOUNT CLERK 2  
ACCOUNT TECH II-UNION  
ACCOUNT TECH I-UNION  
ACCOUNT TECHNICIAN II  
ACCOUNT TECHNICIAN I  
ACCOUNTS RECEIVABLE SPECIALIST  
ADMIN CLERK 1  
ADMIN CLERK 1 UNION  
ADMIN CLERK 2  
ADMIN CLERK 2 UNION  
ADMIN SECRETARY  
ADMINISTRATIVE ASSISTANT  
BENEFITS SPECIALIST  
BUILDING PERMIT ASST  
CASHIER 1  
CASHIER 2  
CLAIMS COORDINATOR  
CLERK TYPIST 2  
CLERK TYPIST 3  
COMMUNICATIONS OPERATOR  
COMPUTER OPERATOR 1  
COMPUTER OPERATOR 3  
CONSUMER REPRESENTATIVE 3  
DATA COORDINATOR  
DATA INPUT OPERATOR I

DISPATCHER  
EXEC SECRETARY  
INVEST/FIELD COLLECTOR 2  
LIBRARY ASSISTANT 1  
MESSENGER CLERK I  
MESSENGER CLERK II  
OFFICE COORDINATOR  
OFFICE SYSTEMS OPERATOR  
PARKING TECHNICIAN  
PAYROLL ACCOUNTANT  
PAYROLL ACCOUNTANT II  
RECEPTIONIST UNION  
SECRETARY 1  
SECRETARY 1 UNION  
SECRETARY 2  
SENIOR DISPATCHER  
SERVICE REPRESENTATIVE 1  
SERVICE REPRESENTATIVE 2  
SERVICE REPRESENTATIVE 3  
STOREROOM ATTENDT  
STOREROOM FORMN  
STOREROOM KEEPER  
STORES ATT LDR  
SWITCHBOARD OPERATOR  
TEMPORARY ADMINISTRATIVE SUPP

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Job Category G – Skilled Craft

10TH MAN FGDS; UTILITY OPERATO  
9TH MAN - FGDS RELIEF POSITION  
APP FIRE 1ST YEAR  
APP FIRE 2ND YEAR; BF CRAFT  
APPRENTICE FIREMAN YEAR 3; (BF  
APPRENTICE MACHINIST 1ST YEAR  
ASST UNIT OPERATOR  
CEMENT FINISHER FOREMAN  
CERT WELD  
COMPLAINT MAN  
COMPLAINT MAN (NIGHT)  
COMPLAINT MAN FOREMAN  
CONTROL ROOM OPERATOR  
CREW FOREMN  
DIMINERAL OP 1  
ELEC SYS DISPATCHER  
EQUIPMENT OPERATOR 1  
EQUIPMENT OPERATOR 2  
FGDS CONTROL ROOM OPERATOR I  
FGDS CONTROL ROOM OPERATOR II  
FIRE HYDRANT CREW LABORER  
FIRE SUPPORT EQUIPMENT TECHNIC  
FLEET BODY SPECIALIST  
FLEET BODY SPECIALIST LEAD  
FLEET SERVICE WRITER  
FLEET TECHNICIAN I  
FLEET TECHNICIAN IV  
FOREMAN  
GROUNDMAN OVER 2  
INSTR ELEC  
INSTRU MECH IE CRAFT  
JOB FOREMAN  
JOURNEYMAN  
LINEMAN  
MACHINIST  
MAINT EQP OPER  
MAINT MACH CW LD  
MANT CRW LDR  
MASTER MACHINIST  
MASTER OPERATING ENGINEER  
ASST W W OPERATOR 1  
ASST W W OPERATOR 2  
AX OPR 31 & 32  
AX OPR 33  
CARPENTER  
CARPENTER FOREMAN  
CEMENT FINISHER  
MAT HANL CREW LDR  
MATERIAL HANDLER  
OPERATING ENGINEER  
OPERATING ENGINEERS  
OPERATOR TRAINEE III  
PAINTER  
PAINTER FOREMAN  
PARKING METER REPAIRMAN  
PLT MNT ELEC  
PLUMBER  
PLUMBER FOREMAN  
REL TROUBLMN  
RELIEF ELECTRIC SYSTEM DISPATC  
RELIEF OPER ENG  
RELIEF SYSTEM DISPATCHER  
RLF AUX OPER  
SENIOR OPERATING ENGINEER  
SERVICE FOREMAN (EL CRAFT)  
SERVICE FOREMAN (IE CRAFT)  
SERVICE FOREMAN (SERVICE CRAFT  
SUPV BUILDING & GROUNDS  
SYSTEM OPERATOR  
TOOL ROOM MAINTENANCE MAN  
TROUBLEMAN  
UNIT 4 APPRENTICE YEAR 1  
UNIT 4 CONTROL ROOM OPERATOR  
UNIT 4 FLOOR OPERATOR  
UNIT 4 RELIEF OPERATOR  
UNIT OPER DN  
W WKS MNT MN  
W WKS OPER  
WASTE WATER TREATMENT PLANT OP  
WATER WORKS FOREMAN

Job Category H – Service Maintenance

BLDG GRD CREW LEADER	FLEET OPERATIONS ASSISTANT
BLDG GRD UTILITY PERSON	FLEET TECHNICAL ASSISTANT
BLDG MAINTENANCE MAN OVER 2	JANITOR
BLGD/GR KPR 1ST YEAR	LABORER
CEMETERY ASSISTANT	LABORER OVER 1
CEMETERY SPECIALIST	LAKE AREA MAINT FOREMAN
CUSTODIAN	LEAD FOREMAN
FACILITY MAINTENANCE WORKER II	MAINTENANCE SUPERVISOR
MAINTENANCE SUPERVISOR II	UT MT RD OV 2
MNT WORKER	UTILITY TRUCK DRIVER I
PARKING ENFORCEMENT ATTENDANT	W SERV M M 1ST
PUBLIC WORKS FOREMAN	W SERV M M OVER 2
RELIEFCOMPLT MN/WT MTR RPR MN	WATCHMAN
SENIOR TDL	WATER METER READER; ZERO TO TW
SERVICE CLERK OVER 1 YEAR	WATER SERVICE MAINTENANCE MAN
SERVICE MAN	YARD MAINT 1ST YEAR
TDL	YARD MAINT OVER 1 YEAR
TDL HIRE-IN	YARD MAINT OVER 2 YEARS
TDL HIRE-IN 2ND YEAR	YARD MAINTENANCE FOREMAN
UT MT RD FOREMAN	

The following table provides detailed information about the City’s workforce on November 30, 2015, by EEO-4 job category.

<i>City of Springfield Workforce by EEO Category</i>															
<i>EEO-4 Category</i>	<i>Total</i>	<i>White Male</i>	<i>White Female</i>	<i>Black/African American Male</i>	<i>Black/African American Female</i>	<i>Hispanic Male</i>	<i>Hispanic Female</i>	<i>Asian Male</i>	<i>Asian Female</i>	<i>Two or More Races Male</i>	<i>Two or More Races Female</i>	<i>Non-Whites</i>		<i>Females</i>	
A. Officials and Administrators	99	71	22	3	2	1	0	0	0	0	0	6	6.06%	24	24.24%
B. Professionals	233	161	57	4	9	0	0	2	0	0	0	15	6.44%	66	28.33%
C. Technicians	130	98	21	8	3	0	0	0	0	0	0	11	8.46%	24	18.46%
D. Protective Service Workers	358	295	30	22	1	8	0	1	0	1	0	33	9.22%	31	8.66%
E. Paraprofessionals	24	6	11	1	6	0	0	0	0	0	0	7	29.17%	17	70.83%
F. Administrative Support	133	17	89	7	19	0	1	0	0	0	0	27	20.30%	109	81.95%
G. Skilled Craft Workers	301	278	6	14	2	0	0	1	0	0	0	17	5.65%	8	2.66%
H. Service Maintenance	143	101	8	30	2	2	0	0	0	0	0	34	23.78%	10	6.99%
<b>TOTAL</b>	<b>1421</b>	<b>1027</b>	<b>244</b>	<b>89</b>	<b>44</b>	<b>11</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>150</b>	<b>10.56%</b>	<b>289</b>	<b>20.34%</b>

The following table provides summary information about the total number of female and minority employees in the workforce over the course of the reporting period.

<b>Racial and Gender Breakdown of City of Springfield Employees</b>						
<b>City of Springfield Workforce</b>	<b>November 30, 2015</b>		<b>May 31, 2015</b>		<b>November 30, 2014</b>	
Total Employees	1421		1441		1439	
Non-White Females	45	3.2%	41	2.8%	44	3.1%
Non-White Males	105	7.4%	103	7.1%	91	6.3%
White Females	244	17.2%	248	17.2%	252	17.5%
White Males	1027	72.3%	1049	72.8%	1052	73.1%

The following table provides detailed information about the workforce by department.

<b>City of Springfield Workforce by Department and Race/Gender</b>															
<b>Department</b>	<b>Total</b>	<b>White Male</b>	<b>White Female</b>	<b>Black/African American Male</b>	<b>Black/African American Female</b>	<b>Hispanic Male</b>	<b>Hispanic Female</b>	<b>Asian Male</b>	<b>Asian Female</b>	<b>Two or More Races Male</b>	<b>Two or More Races Female</b>	<b>Non-Whites</b>		<b>Females</b>	
CWLP Engineering	418	348	39	25	4	0	0	2	0	0	0	31	7.4%	43	10.3%
CWLP Admin Services	73	52	10	10	1	0	0	0	0	0	0	11	15.1%	11	15.1%
CWLP Finance	55	14	29	0	12	0	0	0	0	0	0	12	21.8%	41	74.5%
CWLP Regulatory Affairs	13	7	5	1	0	0	0	0	0	0	0	1	7.7%	5	38.5%
Mayor's Office	7	2	3	1	0	0	1	0	0	0	0	2	28.6%	4	57.1%
Community Relations	4	0	0	0	3	1	0	0	0	0	0	4	100.0%	3	75.0%
Corporation Counsel	16	4	9	0	3	0	0	0	0	0	0	3	18.8%	12	75.0%
City Council	12	9	1	1	1	0	0	0	0	0	0	2	16.7%	2	16.7%
City Clerk	5	3	1	0	1	0	0	0	0	0	0	1	20.0%	2	40.0%
City Treasurer	12	3	8	0	1	0	0	0	0	0	0	1	8.3%	9	75.0%
Human Resources	11	1	8	0	2	0	0	0	0	0	0	2	18.2%	10	90.9%
Office of Budget & Mgmt	60	36	18	3	2	1	0	0	0	0	0	6	10.0%	20	33.3%
Fire Civilians	6	2	3	0	0	0	0	1	0	0	0	1	16.7%	3	50%
Fire Sworn	219	203	6	7	0	3	0	0	0	0	0	10	4.6%	6	2.7%
PW-Building & Zoning	28	16	6	1	5	0	0	0	0	0	0	6	21.4%	11	39.3%
Public Works	149	108	15	24	1	1	0	0	0	0	0	26	17.4%	16	10.7%
Economic Development	9	3	4	0	2	0	0	0	0	0	0	2	22.2%	6	66.7%
Police Dept-Civilian	29	4	22	2	1	0	0	0	0	0	0	3	10.3%	23	79.3%
Police Dept-Sworn	242	195	27	13	0	5	0	1	0	1	0	20	8.3%	27	11.2%
Conv. & Visitors Bureau	12	2	10	0	0	0	0	0	0	0	0	0	0.0%	10	83.3%
Library	41	15	20	1	5	0	0	0	0	0	0	6	14.6%	25	61.0%
<b>TOTAL</b>	<b>1421</b>	<b>1027</b>	<b>244</b>	<b>89</b>	<b>44</b>	<b>11</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>150</b>	<b>10.6%</b>	<b>289</b>	<b>20.3%</b>



**Findings:**

- The City of Springfield workforce has continued to be reduced, mainly through attrition. The active City headcount decreased from 1439 to 1421 employees (18 actual employees) during the reporting period and is down from 1439 overall during the current administration.
- As of November 30, 2015, the City workforce was 10.6 percent minority and 20.3 percent female compared to 9.4 percent minority and 20.6 percent female as of November 30, 2014. At the onset of the current administration, minority representation was at 10.0 percent and female representation at 20.1 percent.

**Availability** Availability is an estimate of the proportion of each sex and race/ethnic group available and qualified for employment within each job group in the relevant labor market. Availability indicates the approximate level at which each race/ethnic and sex group could reasonably be expected to be represented in a job group if employment decisions are made without regard to sex, race or ethnic origin. The percentage of minorities or females with requisite skills who are available for employment within a given EEO-4 job category in Sangamon County determines availability.

With valid availability data, the City is able to compare the percentages of those who could reasonably be expected to be employed with its current employee population, identify areas of deficiency, and establish goals to correct underutilization. An analysis of availability and utilization statistics for women and people of color in the City of Springfield's workforce is conducted to address areas of concern and to identify steps needed to address identified areas of underutilization.

**Placement Goals** When the percentage of minorities or females employed by the City in a particular job category is less than labor market availability, underutilization exists. A placement goal (hiring rate goal) is established as a reasonable objective to advance toward full utilization. The goal is expressed as a percentage of total persons hired in a particular category and is equal to the percentage of qualified minorities or females that are reasonably available for hire in that category. Goals are flexible targets, and unlike quotas, do not mandate that specific numbers always be met. In some years, few placement opportunities occur in particular categories. When a female or minority is hired or promoted into a job group that has an Affirmative Action placement goal, then progress toward the goal is achieved.

The following chart identifies minority and female placement goals for the each of the EEO-4 job categories as of November 30, 2015, based on a comparison of the Sangamon County availability data to the City's workforce. For each category where underutilization is found, the number of employees the City would need to add to achieve full utilization in the category is noted in red. A placement goal is not established if less than one person is needed to meet the goal.

Job Categories	Male				Female			
	Non-Hispanic Origin			Hispanic	Non-Hispanic Origin			Hispanic
	White	Black	Other Races		White	Black	Other Races	
Officials and Administrators	0	0	1	0	18	0	0	1
Professionals	0	1	3	0	49	0	3	2
Technicians	0	0	2	0	47	3	3	0
Protective Service Workers	0	0	0	0	38	9	7	0
Paraprofessionals	0	0	0	0	0	0	0	0
Administrative Support	10	0	1	0	0	0	2	0
Skilled Craft Workers	0	8	0	7	6	0	0	2
Service Maintenance	14	0	2	0	1	0	0	0

**Findings:**

- Comparing the November 30, 2014 placement goals to those on November 30, 2015, there has been progress made in the following categories:
  - Officials and Administrators – improvement of one for Hispanic males and two for White females
  - Professionals – improvement of five for White females
  - Technicians – improvement of one for Black females
  - Protective Service Workers – improvement of two for Black males
  - Paraprofessionals – improvement of two for White males
  - Skilled Craft Workers – improvement of two for Black males and one for White females
- In contrast, the placement goals have regressed in the following categories:
  - Professionals – increase of one for Other Race males
  - Technicians – increase of five for White females
  - Protective Service Workers – increase of two for White females and one for Black females
  - Administrative Support – increase of two for White males
  - Service Maintenance – increase of five for White males and one for White females
- Minorities are fully utilized at or above the rate of availability in one of the eight EEO job categories – Paraprofessionals. Females are fully utilized at or above the rate of availability in one of the eight EEO job categories – Paraprofessionals.

**Recruitment** Sourcing and recruitment of qualified females and minorities is the central component of the City's Affirmative Action Plan. Human Resources gathers demographic data on each candidate (as voluntarily provided) and communicates that information to the hiring manager who is also made aware of any Affirmative Action goal associated with a particular position. With strong support from the administration to realize diversity results, senior management is empowered to hold hiring supervisors accountable for progress being made toward recruitment and hiring goals.

- Each department uses the same hiring procedure for new employees, all of which is centralized and managed by Human Resources. Steps in the process are 1) ensuring job descriptions are accurate and up-to-date and do not reflect any artificial barriers to employment; 2) publishing essential job functions and requirements in all postings and ads; 3) comparing each application with the job description; 4) selecting candidates for interviews who possess the job-related skills, knowledge and abilities to successfully perform the position; 4) utilizing a structured, behavior-based interview in which a representative from HR always serves on the panel; and 5) instituting a second interview stage with representation from the Mayor's Office, HR and departmental senior management. The hiring decision is also reviewed by HR to ensure fairness and goes through a multi-level management approval process.
- The City continues to use a variety of recruiting sources to attract candidates, such as profession-specific job boards, colleges, and print media that target females and minorities, increasing the likelihood of generating a diverse and qualified applicant pool, including those who may not currently be seeking a job.
- The City utilizes an extensive local distribution list to advertise open positions, including the colleges, Urban League, NAACP, Veterans' Affairs, Goodwill, IDES, Department of Rehabilitation, and Springfield Housing Authority. Job announcements are also sent to community group representatives and many of the traditionally African-American churches and religious organizations in the community.
- For specialized jobs, the City often advertises with specific organizations for the relevant field, such as the National Society of Black Engineers, the Illinois Association for Minorities in Government, and the American Public Works Association.
- Hiring managers regularly leverage networking opportunities within professional associations to promote career opportunities to a diverse group of potential candidates. Diversity recruitment sites such as Diversityinc.com and WorkplaceDiversity.com are also standard recruitment sources.
- The City utilizes an automated, online employment application system. The system makes City employment more accessible to a diverse range of job applicants in the Springfield area and beyond and provides potential candidates with automatic e-mail notification of job vacancies. While paper applications are also accepted, all candidates must have an electronic profile created so as to allow for accurate tracking and analysis, the process for which is aided by HR.
- The Diversity Council has a Recruitment Subcommittee that is actively developing new and innovative strategies, such as a City Open House, an internal network of female and minority recruiters, minority and female focus groups, and a video that can be taken to local schools and organizations for presentations.
- Within the last reporting period, the City began offering quarterly employment fairs whereby individuals interested in pursuing an opportunity with the City could learn how to apply electronically, hear from departmental representatives and get assistance on developing cover letters and résumés.

**Hiring** As indicated in the following table, the City has hired 138 employees during the reporting period, of which 41 (29.7 percent) were minority and 26 (18.8 percent) were female.

<i>Employees Hired by Race and Gender</i>				
<i>New Hires</i>	<i>June 1, 2015 to November 30, 2015</i>		<i>December 1, 2014 to May 31, 2015</i>	
Total Hired	61		77	
Total Non-White Hired	22	36.1%	19	24.7%
Non-White Females	7	11.5%	1	1.3%
Non-White Males	15	24.6%	18	23.4%
White Females	9	14.8%	9	11.7%

**Findings:**

- Although the City continued to experience a reduction in employee headcount, essential positions continued to be filled as needed throughout the reporting period. The City hired 138 individuals (41 hired by City Water, Light and Power and 97 hired by other City departments), or approximately 9.7% of the overall employee population.
- Minorities represented 29.7% of all new hires during the reporting period while females constituted 18.8% of new hires. According to US census data, minorities represent 17.1% of the total population within Sangamon County while females represent 52.1%.
- During the reporting period, minority employees were hired in the following departments: CWLP Engineering, CWLP Administrative Services, CWLP Finance, Mayor’s Office, Corporation Counsel, Office of Budget and Management, Fire Department, Public Works, Economic Development, Police Department, and Lincoln Library.

**Promotions** The following table shows employees receiving promotions, by race and gender.

<i>Promotions by Race and Gender</i>		
<i>Promotions</i>	<i>June 1, 2015 to November 30, 2015</i>	<i>December 1, 2014 to May 31, 2015</i>
Total Promotions	65	66
Total Non-White Promotions	6	3
Non-White Females	3	1
Non-White Males	3	2
White Females	9	11

**Findings:**

- While one hundred and thirty-one (131) promotions occurred during the reporting period, twenty-two (22) occurred in police and fire positions whereby internal promotion is regulated by testing or law and fifty-two (52) as the result of union contract provisions. Therefore, only fifty-seven (57) promotions were within management control to effectuate.
- The City provides internal advancement opportunities for qualified individuals. The provision of advancement opportunities is an important factor in the retention of female and minority

candidates. With 56.5% of promotions within this reporting period occurring as a result of factors outside management control, this is a particularly difficult area for significant progress to be made in attaining Affirmative Action goals.

**Separations** The following table shows the number of employees who left employment, by race and gender.

<i>Employee Separations by Race and Gender</i>				
<i>Employee Separations</i>	<i>June 1, 2015 to November 30, 2015</i>		<i>December 1, 2014 to May 31, 2015</i>	
Total Separated	73		78	
Non-White Females	3	4.1%	4	5.1%
Non-White Males	12	16.4%	4	5.1%
White Females	10	13.7%	15	19.2%
White Males	48	65.8%	55	70.5%

The following table shows the percentage of turnover, by race and gender.

<i>Turnover Percentages by Race and Gender</i>		
<i>Turnover Percentages</i>	<i>June 1, 2015 to November 30, 2015</i>	<i>December 1, 2014 to May 31, 2015</i>
Overall Turnover	5.1%	5.4%
Non-White Females	0.2%	0.3%
Non-White Males	0.8%	0.3%
White Females	0.7%	1.0%
White Males	3.4%	3.8%

**Findings:**

- The percentage of separations in each employee demographic category as compared to the overall representation in the active City workforce is closely aligned and proportionate and thus does not signal any concerns.
- The overall turnover rate for the City during the annual reporting period was 10.6 percent. The turnover rate for minorities was 1.6 percent, for white females was 1.8 percent, and for white males was 7.2 percent.
- The City hired forty-one minorities during the reporting period, while twenty-three minority employees left City employment during this period. Twenty-six females were hired during the same period while thirty-two left City employment.
- Several separation reasons were indicated by both minority and female employees, including the following: retirement, relocation, further education, other employment opportunities, change in career path and termination of temporary assignment.
- The City’s overall turnover rate continues to be lower than most sectors of the community, e.g., medical, retail, and manufacturing sectors. This means fewer openings and opportunities to fill positions during any given year and is also a positive indicator of retention.

**Affirmative Action Strategies** An analysis of the City’s workforce indicates underutilization of females and minorities in most EEO job categories. Considering the placement goals, along with a low turnover rate and decrease in overall hiring, significant progress will take time. However, strides in the right direction have been made, and the commitment to continuous improvement has been embraced.

Affirmative Action strategies involve the following, which include both new and continued initiatives:

- Continue the work of the Diversity Council and its subcommittees to serve as a change agent to advise and recommend practices and actions to further support and promote equity and diversity throughout the City organization.
- Continue to conduct the Diversity Survey on an annual basis to assess and track the climate of the organization.
- Provide regular Diversity communications to employees and community partners and promote related events, both internally and externally.
- Support and promote the work of the Diversity Focus Group and Women’s Focus Group.
- Provide diversity training on an ongoing basis to supervisors, current employees, and new hires.
- Provide ongoing interviewing and hiring training to supervisors as well as other effective management and professional development offerings.
- Continue utilizing the City's overarching hiring practices that are centralized and upheld by HR, which includes the use of enhanced applicant tracking and reporting; monitoring of diversity in applicant pools; structured and standardized interviews; and fair selection methods.
- Assure there are no artificial barriers to employment within job descriptions, employment applications, interview questions, and pre-employment screenings through continuous review and scrutiny by HR.
- Ensure proactive and pervasive outreach to qualified persons in underutilized groups, inviting their application. Continue to encourage the use of “internal recruiters” to increase interest among underrepresented groups and hold quarterly employment fairs.
- Disseminate job postings through a wide variety of recruitment sources and use a network of advocates to establish partnerships in identifying qualified applicants.
- Collaborate with community organizations such as NAACP, Springfield Coalition on Dismantling Racism, Faith Coalition, Urban League, Frontiers International, Black Chamber of Commerce, LLCC and UIS.
- Represent the City at recruitment functions, meetings of community groups, area schools, colleges and training programs.
- Continue the Fire Explorer program, which will provide experiential learning opportunities for local youth, developing their interest and preparation for a career in the Fire Service. The majority of applicants for firefighter positions are white males, many with volunteer fire experience through a rural fire department. The Explorer program can provide minorities and females with training comparable to volunteer firefighters.
- Continue to offer internships and ride-alongs through the Springfield Police Department to further encourage underrepresented groups in pursuing a career in local law enforcement.
- Maintain the practice of including community members on oral assessment panels for Police and Fire testing and of having the Director of Human Resources participate in the Chief’s ranking interviews.
- Continue use of ePrism software and associated ordinance to increase participation in the bidding process by minority- and female-owned businesses.

- Monitor and analyze diversity of applicants, new hires, promotions, and separations. Identify patterns of concern and develop solutions specific to the issue at hand.

While much progress has been made as the initiatives described above are incorporated into the City's policies, practices and culture, there is still work to be done in enhancing the effectiveness of these efforts by ensuring further saturation and consistency in application across the City. Overall, the diversity of the City's workforce has and will continue to be enhanced by affirmative action efforts.