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**SAMPLE AFFIRMATIVE ACTION POLICY PLAN**  
**for**  
**EQUAL EMPLOYMENT OPPORTUNITIES**  
**for the**  
**CITY OF \_\_\_\_\_, TENNESSEE**

**Municipal Technical Advisory Service  
Institute of Public Service  
The University of Tennessee**

**In Cooperation with the  
Tennessee Municipal League**

WRITTEN BY Rick Stokes 10/94

**CITY OF \_\_\_\_\_**

**AFFIRMATIVE ACTION POLICY STATEMENT**

The City of \_\_\_\_\_ is firmly committed to prohibiting discrimination on the basis of race, color, sex, age, national origin or disability throughout the employment process; from selection through termination. The city is also committed to an Affirmative Action Program which will assure fair employment practices in all city units, divisions, and departments. Each supervisor, manager, and department head is responsible for understanding, communicating and strictly enforcing this policy.

The City has appointed the \_\_\_\_\_ as the Equal Employment Coordinator with the primary responsibility for developing appropriate policies and practices for consideration and implementation. All questions regarding the City policy and practice in this area should be referred to the coordinator.

The City will strive, through its Affirmative Action Program, to improve employment opportunities for women and minorities (as defined by law) in those areas where such opportunities may exist. Special emphasis will be placed on areas from which these groups have traditionally been excluded. After hiring minority members, the city is committed to providing training and development programs to help members of these groups qualify for advancement.

**CITY OF \_\_\_\_\_**

**AFFIRMATIVE ACTION PLAN**

**OBJECTIVE**

To establish by policy our commitment to afford equal employment opportunity to qualified individuals regardless of their race, color, religion, sex, national origin, age, disability, or veteran status, and to conform with the content and spirit of applicable equal opportunity and affirmative action laws and regulations.

**POLICY**

In keeping with the intent of this policy, the City of \_\_\_\_\_ will adhere strictly to the following human resource practices:

1. Recruitment, hiring, and promotion of employees in all job classifications will be conducted without regard to race, color, religion, national origin, age, sex, disability, or veteran status.
2. Employment and promotional decisions will be made in such a manner as to further the principle of equal employment opportunity based upon objective selection criteria.
3. Personnel actions in the areas of compensation, benefits, transfers, training and development, educational assistance, and social and recreation programs, will be administered without regard to race, color, religion, national origin, age, sex, disability, or veteran status.
4. All complaints of discrimination in employment; including any forms of racial slurs, religious intimidation, epithets, sexual advances, or harassment are prohibited. All charges will be investigated and, if warranted, appropriate disciplinary action taken.

**RESPONSIBILITY AND AUTHORITY**

Overall responsibility for the development and execution of our affirmative action program and equal opportunity compliance is the responsibility of \_\_\_\_\_. The \_\_\_\_\_ shall be responsible for establishing, administering and providing policy direction for the program so that equal employment opportunities exist in each department in all classifications.

The day-to-day administration of the program is the responsibility of the \_\_\_\_\_. The \_\_\_\_\_ will design, implement and monitor internal audit and reporting systems to measure program effectiveness and to determine where progress has been made and where further action is needed. He/she shall assist line management in collecting and analyzing employment data, identifying problem areas, setting goals and timetables and developing programs to achieve the goals. The \_\_\_\_\_ will provide quarterly progress reports to the appropriated administrator or government regulatory agency. He/she shall also serve as a liaison between the city, government regulatory agencies, minority and women's organizations and other community groups and insure that current legal information affecting affirmative action is disseminated to responsible officials.

Department heads are responsible under the Affirmative Action Plan to develop programs in their particular area. These programs shall include identifying problem areas and establishing local and departmental goals and timetables. (For the purpose of this plans, a goal is a **numerical objective; fixed and realistically taking into consideration vacancies expected, and the number of qualified applicants available in the job market.**) Management performance on this program will be evaluated as is performance on other organizational goals.

## COMPLAINTS

Should there be any question or complaint with regard to the employment practices of the city that any employee has been unable to resolve with the immediate supervisor or others of authority, the employee is encouraged to make that question or complaint known to the \_\_\_\_\_. The \_\_\_\_\_ will investigate the complaint with the manager of the department where the harassment or discrimination is alleged and will respond to the employee. A record of the complaint and the findings will become a part of the complaint investigation record in the file maintained separately from the employee's personnel file.

It is understood that any person electing to utilize this complaint resolution procedure will be treated courteously; the problem handled swiftly and confidentially; the registering of a complaint will in no way be used against the employee; nor will it have an adverse impact on the individual's employment status.

## POLICY COMMUNICATION AND DISSEMINATION

Copies of the Affirmative Action Policy will be made available to all city employees through their respective departments and in the personnel department for review. Additionally, special meetings with executive, management, and supervisory personnel to explain the intent of the policy and individual responsibility will be annually scheduled. The policy will also be discussed thoroughly in both employee orientations and management training programs.

The city's policy will also be disseminated to the general public and those with whom the city does business. This shall be accomplished in the following manner:

1. Informing all recruiting sources of the policy;
2. Incorporating the equal opportunity clause in all purchase orders, leases, contracts, etc;
3. Notifying minority and women's organizations, community agencies, community leaders, secondary schools and colleges of company policy;
4. Communicating to prospective employees the existence of the city's Affirmative Action Program and making available such elements of it that will enable prospective employees to know of and avail themselves of its benefits;

**CURRENT MINORITY AND FEMALE UTILIZATION AND UNDERUTILIZATION**

The number and percentage of minority and female employees currently employed by the city, according to statistics derived from a Labor and Work Force Analysis prepared by the \_\_\_\_\_, are listed below: (may use EEO-4 data)

CATEGORY	% MALE	% FEMALE	% MINORITY MALE	% MINORITY FEMALE
ADMINISTRATIVE				
PROFESSIONAL				
TECHNICAL				
PUBLIC SAFETY				
CLERICAL				
SKILLED				
UNSKILLED				

Total representation by minorities and female employees in the City's work force:

	% FEMALE	% MINORITY MALES	% MINORITY FEMALES
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<b>CITY WORK FORCE</b>			
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Total labor force area representation, including minorities and females residing within a 25 mile radius of the City of \_\_\_\_\_ are listed below. \_\_\_% of all applicants for positions reside within \_\_\_\_\_ County. Percentages for the area are:

	<b>% FEMALE</b>	<b>% MINORITY MALES</b>	<b>% MINORITY FEMALES</b>
<b>AREA LABOR FORCE</b>			

The statistics reveal several important recruitment considerations:

**(include interpretation of data)**

The availability of institutions in the community capable of training people in the needed skills is another important consideration. The City of \_\_\_\_\_ is located in such a position to allow/to restrict unencumbered travel to institutions of higher learning. Such institutions are \_\_\_\_\_ area.

Finally, the city's ability to train minorities and women to qualify for all job

classifications is an equally important consideration. The University of Tennessee Center for Government Training is a valuable resource. Their services should be used whenever additional training would otherwise qualify a minority applicant for a promotion or transfer.

## **GOALS AND TIMETABLES**

### **Short Term Goals**

Immediate action will be taken to assure that salaries and benefits are the same for all employees who perform substantially similar work, and that sex, race, religion, disability or national origin is not a factor in placing employees in jobs with different pay levels or opportunities for advancement.

**(state specific short term goals)**

### **Long Term Goals**

The long term goal for the City of \_\_\_\_\_ is representation of each group identified as underutilized in relation to the overall participation of such groups.

**(state specific long term goals)**

### **Intermediate Targets**

Each year the \_\_\_\_\_ will determine a numerical target for hiring, training, transferring and promoting for the city work force as a whole, by department and by job classification. Managers and department heads are then responsible for reaching the targeted goals. The \_\_\_\_\_ shall also be responsible for monitoring and evaluating progress.

The \_\_\_\_\_ shall also be responsible for reviewing the selection process to determine areas of potential discrimination. The potential area of discrimination which require review and action include **(be as specific as possible)**:

- a. The recruitment process;
- b. Selection standards and procedures;
- c. Upward mobility system; assignments, job progressions, transfers, promotions, seniority, and training;
- d. Wage and salary structure;
- e. Benefits and conditions of employment;

f. Layoff, recall, termination, disciplinary action, and discharge;



## **PROGRAM GOALS**

### **Recruitment**

- a. Analyze and review recruitment procedures for each job category.
- b. Establish objective measures to analyze and monitor the recruitment process.
- c. Select and train persons involved in the employment process to use objective standards and to support the affirmative action goals.
- d. Recruit for all jobs where underutilization has been identified.
  - 1 maintain an affirmative action file of minority and female applicants not hired who are potential candidates for future openings.
  - 2 utilize minorities and females in recruitment and the entire personnel process.
  - 3 advertise in media directed toward minorities and women.
  - 4 use employment agencies as the funds permit.
  - 5 establish and maintain personal contacts with high schools; vocational schools; career development centers; colleges and universities; minority, women's and community organizations; and organization for the disabled.

### **Selection Process and Standards**

- a. Conduct annual job analyses to identify actual tasks performed, frequency and importance of specific employee traits or skills needed for the job.
- b. Establish and document the essential functions for each job and use them in screening potential applicants for employment.
- c. Review application forms and pre-employment inquires to ensure that minorities, women and alternately-abled individuals are not automatically rejected.
- d. Use test scores as only one or several criteria to evaluate and substitute more thorough interviews as a means of providing an evaluation of an individuals ability to perform the job.

## **Upward Mobility Systems**

- a. Review all practices affecting assignments, transfers, promotions and training opportunities for jobs at all levels.
- b. Adopt a City-wide promotion plan: post and otherwise publicize all job promotional opportunities and encourage employees to bid on them.
- c. Require supervisors to submit a written justification when qualified minority and female employees are passed over for upgrading or promotion.
- d. Review the formal employee evaluation program.
- e. Provide training at the job site through cooperation with local adult educational institutes and the Center for Government Training.

## **Wage and Salary Structure**

Review job descriptions and actual functions held by men and women of all racial groups, length of service and other factors affecting pay rates to assure non-discrimination in compensation, benefits and conditions of employment.

## **Benefits and Conditions of Employment**

- a. Review all benefits such as: medical, hospital, accident and life insurance; retirement benefits; pensions and bonus plans; leave, and other terms, conditions and privileges of employment to insure that they are equally available, without discrimination, to all employees (males, females and the alternately abled) to insure that:
  - 1 males and females are eligible for retirement and pensions on the same basis.
  - 2 benefits are not conditioned on the basis that the employee is "head of the household" or "principal wage earner".
  - 3 benefits for husbands and families of female employees are the same as those available to wives and families of male employees.
  - 4 benefits available to wives of male employees are available to all female employees
- b. Monitor and ensure that areas such as recreation, health, lunchrooms, bathrooms, and other employee benefits and services are open and available to all employees on an equal basis.

## **Layoff, Recall, Discharge, Demotion and Disciplinary Actions**

The standards for deciding when a person shall be terminated, demoted, disciplined, laid off or recalled shall be the same for all employees. The \_\_\_\_\_ shall be responsible for reviewing all disciplinary actions before the action becomes final, making appropriate recommendations as necessary, and maintaining such information as deemed necessary.

## **INTERNAL AUDITS AND REPORTING SYSTEMS**

An internal reporting system to continually audit, monitor and evaluate progress is essential for a successful Affirmative Action Program. The following reports will be available in the \_\_\_\_\_ office:

1. Survey of current employment by race, national origin, sex, job classification, and salary/wage level.
2. Analysis of internal and external work force availability by race, national origin and sex.
3. Identification of areas of underutilization and concentration.
4. Establishment of hiring and promotion goals and timetables.
5. Records on applicant flow at each step of the selection process; hires, placements, promotions, request for transfers, transfers and training program participation by race, national origin and sex. (These records should be kept separately for each job classification.)
6. Sources of referrals and hires, by race, national origin and sex. (These records should be kept separately for each job classification.)
7. Resignations, layoffs and dismissals by race, national origin and sex. (These records should be kept separately for each job classification.)
8. Progress of city and departments toward goals.

All records should indicate the person responsible and the basis and reason for actions taken.

## **SUPPORTIVE PROGRAMS**

### **Training for Supervisors**

Training programs should be developed that provide positive responses to potential hostility, misunderstanding and resentment. Training for supervisors should also communicate the legal rulings, individual responsibility, detailed requirements of the program and provide specific help to meet problems that arise. Training should also include information about the process for determining when accommodation for a disability is necessary.

## **SUPPORT SERVICES**

Support services may be helpful in recruiting and retaining minority and female employees, and may also provide measurable cost-benefits in reducing turnover and absenteeism among all employees.

1.     **Personal Counseling:**     Many family and personal problems such as finances, credit, legal problems, child-care, housing and transportation, significantly affect the work performance and stability of employees. Personal counseling and referral to appropriate public and private community resources have proven very valuable in improving employee retention and attendance.
  
2.     **Transportation:**         Consider working with public transit systems to establish new routes or help organize car-pools.
  
3.     **Day Care:**                 Investigate possibilities for starting a day care center, or joining with other companies to do so.