

CITY OF STAMFORD

*AFFIRMATIVE  
ACTION  
PLAN*

*January, 1999*

# INTRODUCTION

*An Affirmative Action Program is a set of specific and result-oriented procedures to which the City of Stamford commits itself to apply every good faith effort. The objective of those procedures plus such efforts is Equal Employment Opportunity.*

*Equal Opportunity in Employment has been for many years and continues to be a practice of the City of Stamford. Minority employment now comprises 23% of the City's total employment figure against a 24% minority population in the local community.*

*While the City of Stamford, as an employer, has been relatively successful in hiring total numbers of minorities and women, it has not been as successful in placing them in all categories of employment. In our attempt to achieve a more representative work force, this Affirmative Action Plan contains overall goals and timetables for the employment of minorities and women within each job category.*

*We are committed to attaining this success.*

# AFFIRMATIVE ACTION PLAN

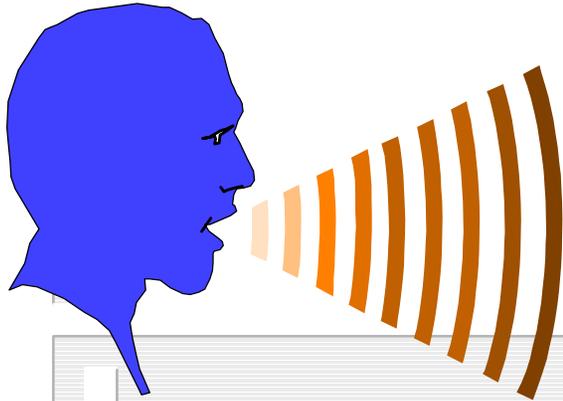
*The City of Stamford strongly supports the Principles of Equal Employment Opportunity and Affirmative Action in All of its Employment Practices, including Recruitment, Hiring, Compensation, Benefits, Transfers, Training, Promotions, Layoff and Recall, and other Terms and Conditions of Employment*



# AFFIRMATIVE ACTION PLAN --- Con't

*The City of Stamford requires  
that all these Practices be  
administered without regard to  
Race, Color, Creed, Religion,  
Ancestry, National Origin, Age,  
Handicap, Sex, or Marital  
Status*





# GENERAL PROVISIONS

- *Support and Enforcement*
- *Recruitment Procedures*
- *Placement and Promotion Procedures*
- *Training*
- *Layoff, Termination, Downgrading and Recalls*
- *Goals and Timetables*

# Support and Enforcement

*It is the responsibility of each member of Management, from the Mayor to all first-line supervisors, to give this Affirmative Action plan full support through inspirational leadership and personal example. In addition, it is the duty of every employee of The City of Stamford to create a job environment that is conducive to our nondiscrimination and affirmative action policies. Overall responsibility for the coordination, direction, and enforcement of the City's EEO and affirmative action policies, programs, and efforts has been assigned to the Director of Human Resources.*

# RECRUITMENT PROCEDURES

*The City of Stamford considers all qualified minority and female applicants for all job categories. All schools, colleges, employment offices, and other recruiting sources used by the City will be advised in writing of this plan and are urged to refer qualified minority and female applicants. All solicitation advertisements must state that the City is an Equal Employment Opportunity Employer, and employment advertisements must be placed in newspapers that are read by minorities and women.*



# RECRUITMENT PROCEDURES

-- con't

*Further, the City of Stamford requests organizations representing minorities and women to assist in making the City's plan known and advising such groups of available employment opportunities. When the need for skilled applicants arises and the City decides to recruit at schools and educational institutions, schools having large minority and female enrollments must be included in the recruiting schedule.*

# TRAINING



*On-the-job training programs, as well as other training and educational programs that the City of Stamford uses or supports, must be regularly reviewed to assure that minority and female candidates, as well as all other employees, are given equal opportunity to participate. Appropriate steps must be taken to encourage minority and female employees to increase their skills and job potential through participation in available training and educational programs.*

# PLACEMENT AND PROMOTION PROCEDURES

*Placement, promotion, and transfer activities at all levels will be monitored to assure that full consideration has been given to all qualified minority and female employees.*



# LAYOFF, TERMINATION, DOWNGRADING AND RECALLS

*Layoffs, termination's,  
downgrading, and recalls from  
layoffs will be made without  
regard to race, color, creed,  
religion, ancestry, national origin,  
age, handicap, sex, or marital  
status.*

# GOALS AND TIMETABLES

*The City of Stamford has established goals to alleviate any under-utilization of minorities and women. Timetables have been established prescribing when these Goals should be met. The City will make a good faith and reasonable effort to meet these goals and timetables.*

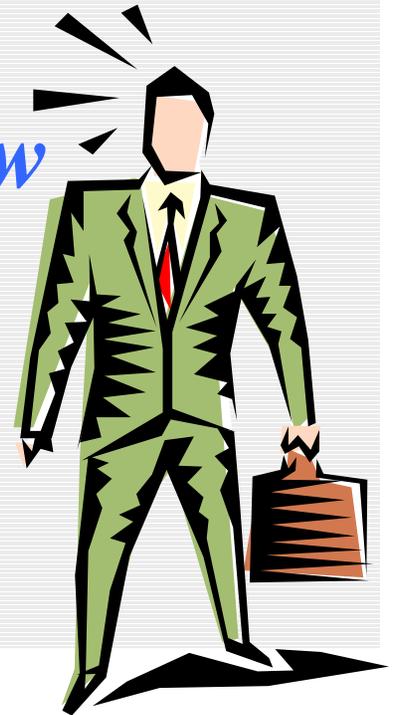


# WHERE WERE WE IN MARCH 1998 ???

- *We had 1,417 Employees*
- *289 Employees were Minority*
- *This represents 21% of our  
Population as Minority  
Employees*

# SINCE MARCH, 1998...TO December, 1998

- *We added 184 Employees*
- *Of the 184 Employees, 46 were  
Minority Candidates*
- *This represents 25% of the new  
population*



# WHAT IS OUR TOTAL MINORITY POPULATION TODAY ????

- *We have 163 Female Minority Employees*
- *162 Male Minority Employees*
- *A Total of 325 Minority Employees*
- *This represents 22% of our Total Population*

*An increase since March 1998.*

# HOW ABOUT FEMALE EMPLOYEES ???? -- March 1998

- *We had 1,417 employees in Stamford*
- *Of this number 1,010 employees were male*
- *408 employees were female*

*29% of our population was female*

# HOW ARE WE DOING TODAY WITH FEMALE EMPLOYMENT ???

*Of the Total Employee Population:*

*1,090 Employees are Male*

*457 Employees are Female*

*Females represent 29% of the City  
Government Population*



# WHAT IS THE STATEWIDE FEMALE WORKING POPULATION ?

*Statewide there is a Total  
Workforce of*

*1,746,100 employees*

*of this workforce*

*952,778 are Male or 55%*

*793,322 are Female or 45% \*\**

*\*\*of this approximately 450,000 work part time*

# STATE WORKFORCE COMPARISION

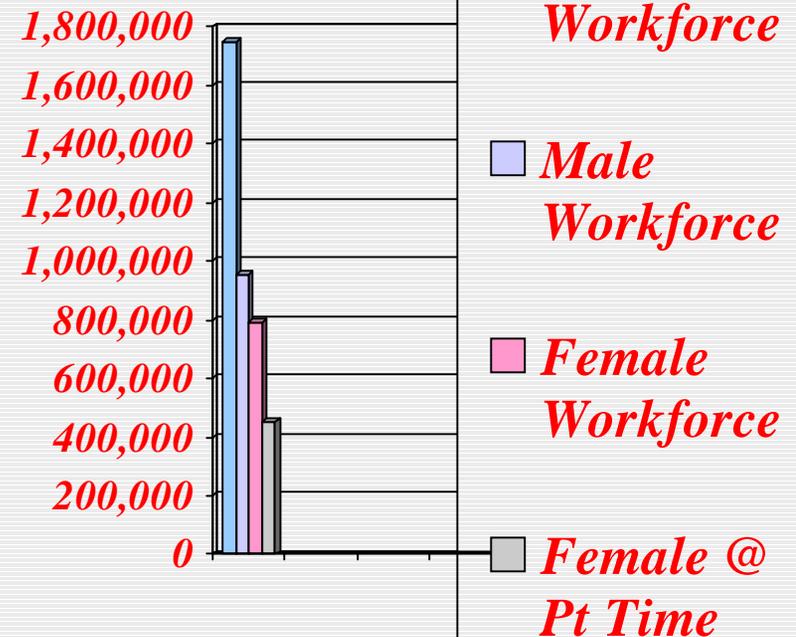
## ■ *Statewide Workforce*

*Total 1,746,100*

*Male 952,778*

*Female 793,322*

*(of which 450,000 work part time)*



# WHAT IS THE AVAILABLE POOL OF APPLICANTS ???

*According to the Connecticut Department of Labor  
Data for Affirmative Action Plans as of June  
1998 STATEWIDE:*

*Of the 38,564 Job Applicants presently on file,*

- *12,213 are Minority applicants (men and women) and;*
- *18,078 are women (including minority) applicants*

*Out of of total labor force of 1,746,100*

# WHAT LABOR POOL IS AVAILABLE ?

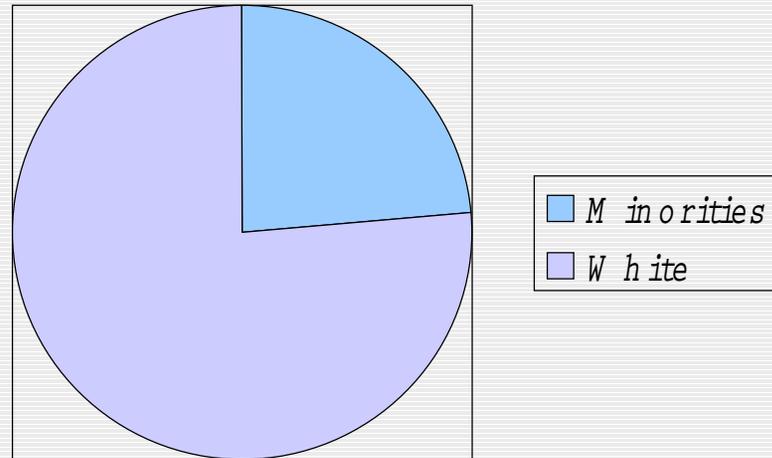
- *The Total Labor Force for the State of Connecticut is 1,746,100 people*
- *Of this Total Labor Force, 70,200 people are Unemployed (4% of Total Labor Force)*
- *The Total number of Minorities Unemployed is 23,240 (33% of Total Unemployed)*
- *The Total number of Females unemployed is 32,920 (46% of Total Unemployed)*



# WHAT ABOUT THE LOCAL DEMOGRAPHICS ????

*Within Stamford there are:*

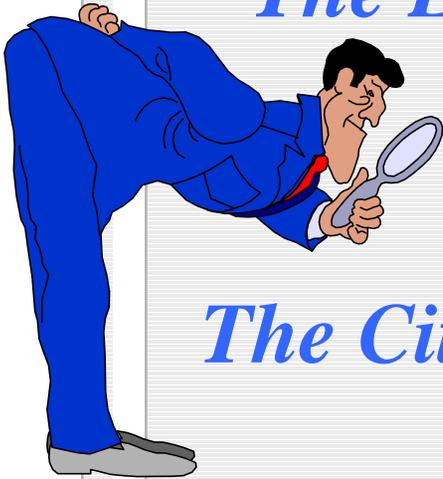
- *25,635 Minorities*
- *82,421 White*



*Minorities represent 24% of the Local Population*

# SO HOW DO WE COMPARE ??

*The Local Population has a 24% Minority Representation*



*The City of Stamford Government has a 21% Minority Representation*

*The State of Connecticut has a Labor Market Bank with 1% Minority Representation*

# WHAT POSITIONS WITHIN CITY GOVERNMENT DO MINORITIES HOLD???

*11% of Minority City employees are:*

- *Officials/ Managers*
- *Professionals*
- *Technicians*



# WHAT POSITIONS WITHIN CITY GOVERNMENT DO FEMALES HOLD??

*34% of Female City Employees are*

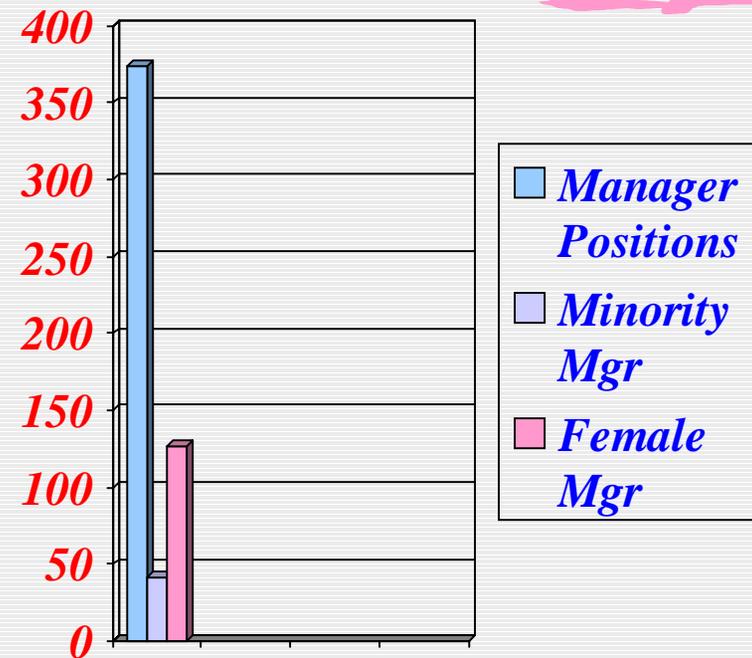
- *Officials/ Managers*
- *Professionals*
- *Technicians*



# CITY MANAGERS



- *There are 374 Managerial/Officials, Professionals, Technician positions in the City*
- *Minorities Occupy 41 of these positions*
- *Women occupy 127 of these positions*



# WHAT OFFICIAL/ MANAGERIAL POSITIONS DO MINORITIES HOLD ??

## *Females*

### *Officials/Managers*

Dir. Nursing Serv. 1

### *Professionals*

Head Nurse 2

Human Resource Analyst 1

Pub. Health Nurse 1

Staff Nurse-RN 7

Taxation Services Supv. 1

Trans. Specialist 1

Unit Coordinator 1

### *Technicians*

Inspector I 1

L.P.N. 3

Lab Tech-Health 1

## *Males*

### *Officials/Managers*

Deputy Police Chief 1

Mgr. of Info. SYS-BE 1

### *Professionals*

Asst. Corp. Counsel-Unclass 1

Asst. Facilities Mgr. 1

Comp. Aided App. Design. Eng. 1

Fire Captain 3

Grants Accts. Analyst 1

Staff Nurse-RN 1

Traffic Engineer 1

### *Technicians*

Inspector I 2

Police Sergeant 2

Police Youth Serv. Supv. 1

# WHAT OFFICIAL/ MANAGERIAL POSITIONS DO FEMALES HOLD ??

## *Officials/Managers*

Aids Prog. Coordinator 1  
 Asst. Dir. Nursing- 1  
 Asst. Reg. of Voters 1  
 Asst. Town Clerk 1  
 Deputy Reg. Voters 2  
 Dir. Nursing Serv. 1  
 Dir. of Therapeutic Rec. 1  
 Dir of Operations 1  
 Director-S.H.A.P.E. 1  
 Director-Youth Serv. Bur 1  
 Mgt. Of Business Recruit 1  
 OPM Director 1  
 Reg. of Voters 2  
 Town Clerk 1  
 WPCA Bur. Chief 1

## *Professionals*

Accounting Supervisor 2  
 Aids Community Educator 1  
 Aids Counselor 1  
 Animal Control Mgr. 1  
 Asst. Prog. Dir.- 3  
 Coordinator-WIC Prog. 1  
 Dir. of Food Service 1  
 Dir. of Social Serv. 1  
 Dir of Volunteers 1  
 Exec. Asst.-Corp. Counsel 1  
 Executive Aide-Mayor 1  
 Grants Officer 1  
 Grants Technician 2  
 Head Nurse 2  
 Human Resources Analyst 1  
 Human Services Coordinator 1  
 Mandated Services Coord 1  
 Nurtitionist 2  
 Office Manager 1  
 Operations Prog. Spec. II 1

Outreach Coordinator 1  
 Personnel Analyst II-Exams 1  
 Police Lieutenant 1  
 Pub Hlth Nurse-42 Week 27  
 Pub Hlth Nurse-52 Weeks 6  
 Public Health Educator 1  
 Research Assistant 1  
 Senior Planner 1  
 Social Serv. Comm. Coord. 1  
 Staff Nurse-RN 7  
 Supt. of Recreation 1  
 Unit Coordinator 1

## *Technicians*

Applications Support Analyst 1  
 Computer Technician 1  
 Inspector I 2  
 L.P.N. 5  
 Lab Tech Health 1  
 Lab Tech-WPCB 1  
 Police Sergeant 2  
 Sanitarian II 1

# WHAT ARE THE STATEWIDE STATISTICS ???

*Statewide of the 614,850  
Official/Manager, Professional,  
Technicians positions*

*16% are occupied by the Minority  
Population*

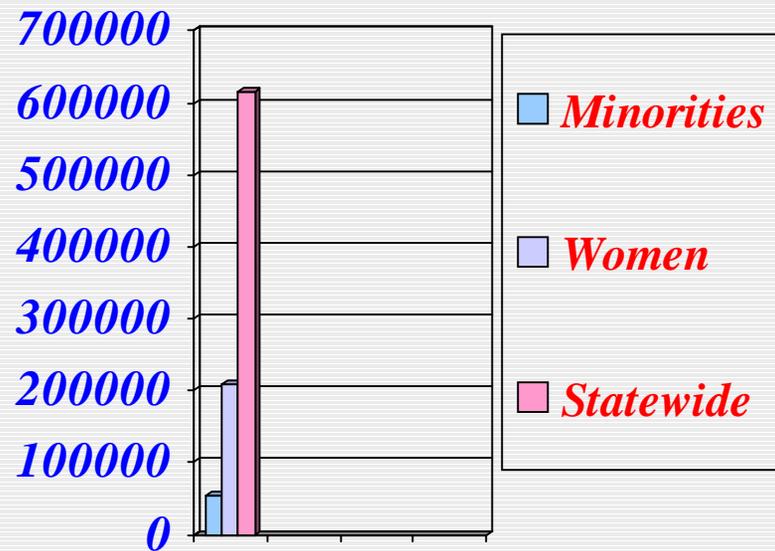
*and*

*34% are occupied by the Female  
Population*

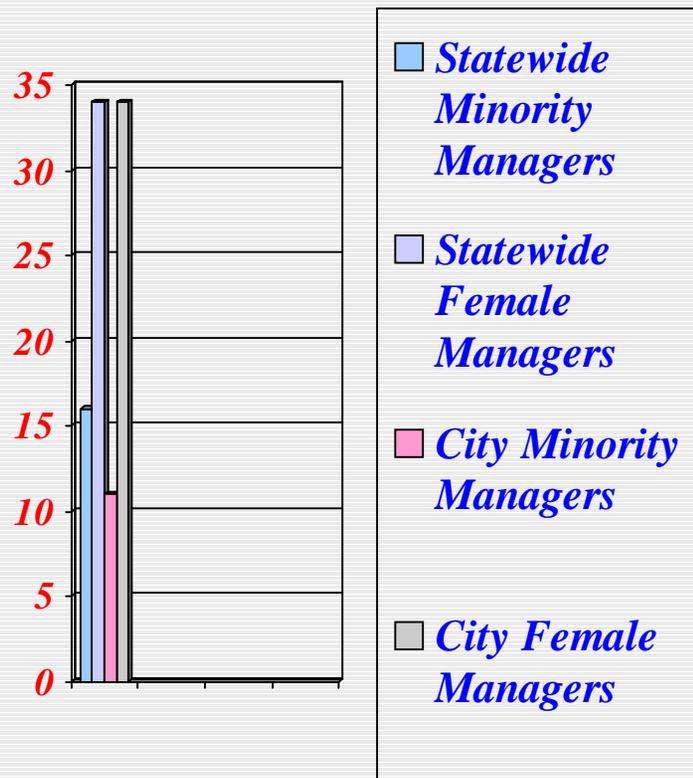


# WHAT ARE THE STATEWIDE STATISTICS ?

- *16% of the Statewide Managerial/Officials, Professionals, Technician positions are held by Minorities*
- *34% of the Statewide Managerial/Officials, Professionals, Technician positions are held by Women*



# HOW DO WE COMPARE TO STATEWIDE STATISTICS ?



- *Statewide:*  
*16% of Minorities and 34 % of Women*
- *City of Stamford*  
*11% of Minorities and 34 % of Women*  
*Occupy Managerial, Professional, Technical positions*

# **GIVE ME THE BOTTOM LINE !!!**

*The Local Population has an overall 24% Minority Representation.. City Government has a 21% Representation*

*16 % of Statewide Minority Employees are in Official/Managerial, Professional, Technical positions...11% of City Employees are.*

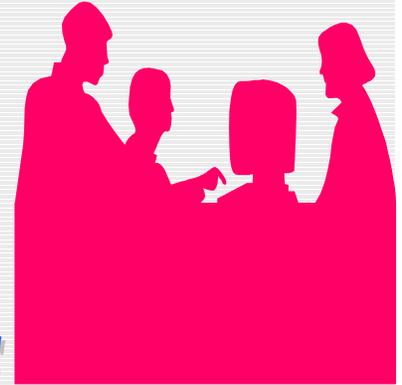
*34% of the Statewide Female Employees are in Official/Managerial, Professional, Technical positions... 34% of City Female employees are.*

# WHAT ABOUT THE BOARD OF EDUCATION ???

- *They Have 1868 Employees*

- *330 Employees are Minorities*

- *This represents 18% of their Population as Minorities*



# WHAT ABOUT OFFICIAL/ MANAGERIAL, TEACHERS, SUPERVISORY IN THE BOARD ??

■ *There are: 62 Administrators*

*1242 Teachers*

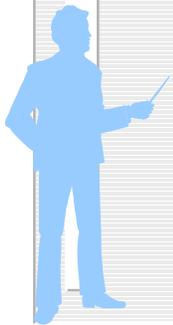
*9 Supervisory*

*of which There are:*

*13 Minority Administrators (21%)*

*125 Minority Teachers (10%)*

*1 Minority Supervisor (11%)*



# WHAT ARE THE NATIONAL TEACHER PERCENTAGES ???



*NATIONWIDE for a Medium  
Inner City Community*

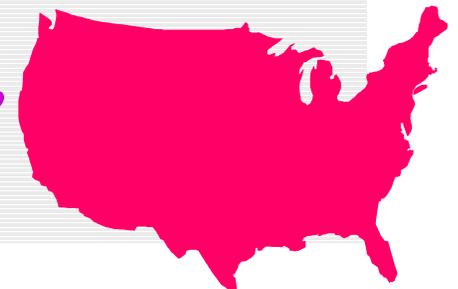
*86% of the Teacher Population is  
White*

*14% of the Teacher Population is  
Minority*

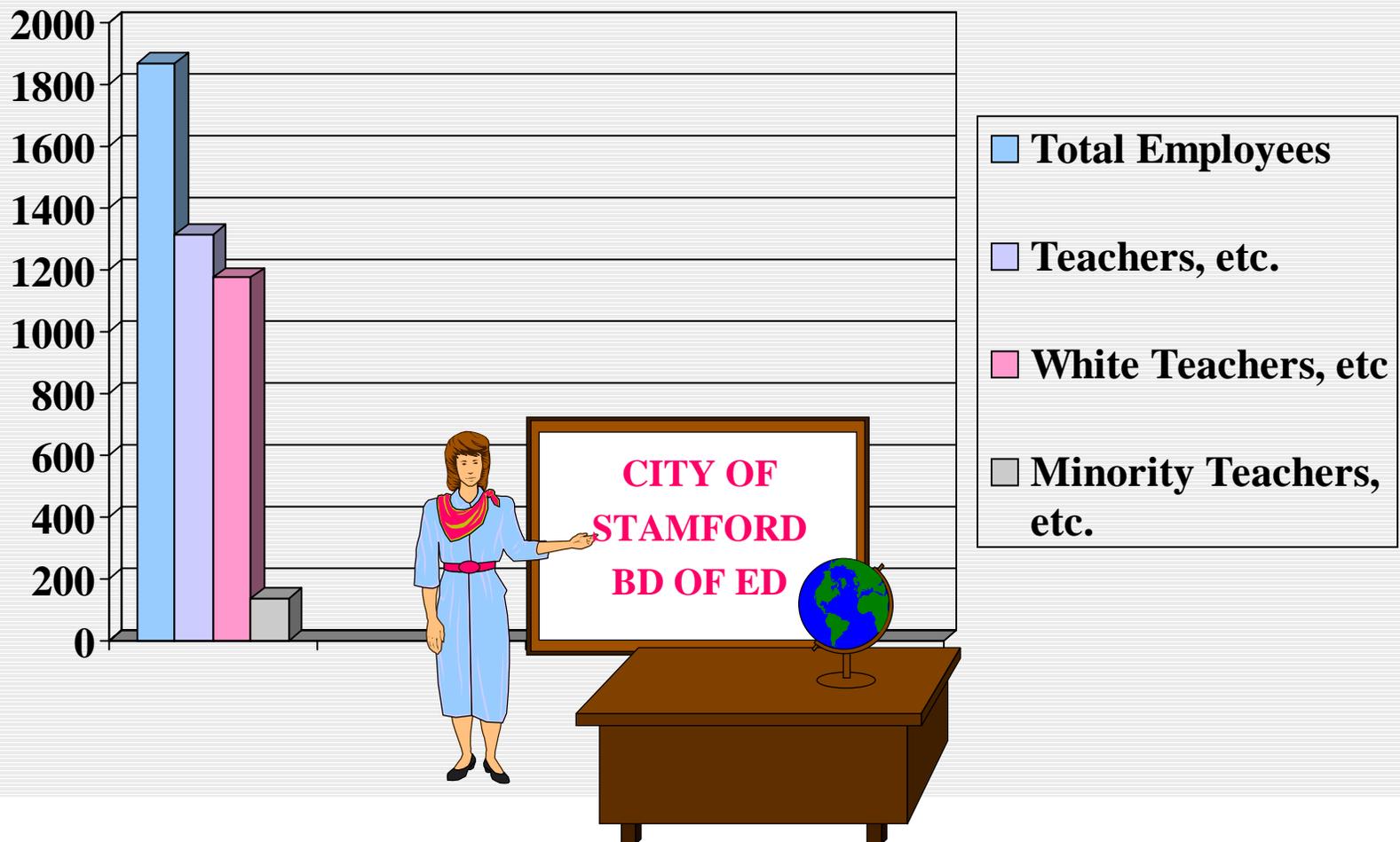
# HOW DOES THE BOARD OF EDUCATION COMPARE TO THE NATIONAL TEACHER PERCENTAGES

???

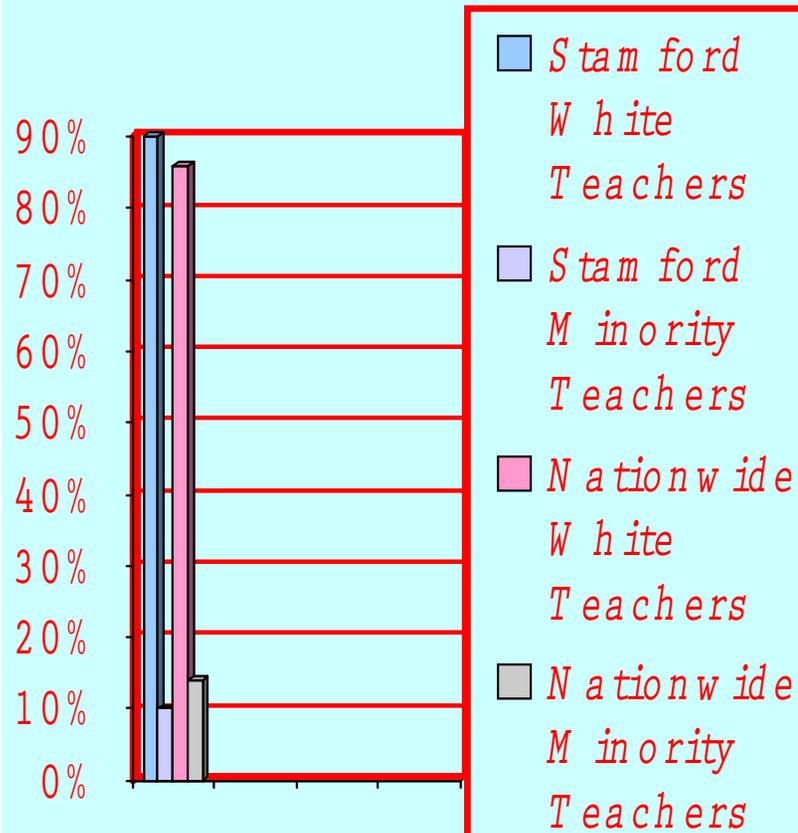
- *White Teachers Represent 90% of our Teacher Population*
- *White Teachers Represent 86% of the National Percentage*
- *Minorities Represent 10% of our Teacher Population*
- *Minorities Represent 14% of the National Teacher Population*



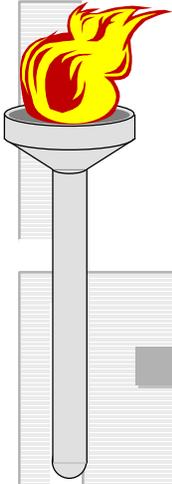
# BOARD OF EDUCATION COMPARISON



# BOARD OF EDUCATION VS. NATIONAL PERCENTAGES



- *Stamford White Teachers 1117 (90%)*
- *Stamford Minority Teachers 125 (10%)*
- *Nationwide White Teachers 86%*
- *Nationwide Minority Teachers 14%*



# GOALS

- *Increase the Total Minority Population in City Government, to equal the Local Population.*
- *Increase the Minority Population in Official/Managerial, Professional, Technical positions in City Government, to equal the Statewide Population*
- *Maintain/Increase the Female Population in Official/Managerial, Professional, Technical positions in City Government, to equal the Statewide Population*

# DEFICIENCIES



- *We are 3% deficient in our overall Minority population.*
- *We are 5% deficient in our Official/Managerial, Professional, Technical Minority Population*
- *We are borderline in our Official/Managerial, Professional, Technical Female Population*



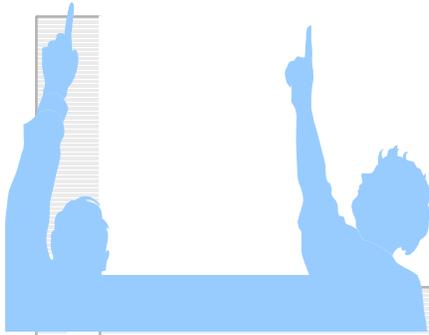
# DEFICIENCIES ---con't

*These deficiencies translate to:*

*Total Minority Population must be increased by 46 employees*

*Total Minorities in Official/Managerial, Professional, Technical positions must be increased by 18 employees*

*Total Females in Official/Managerial, Professional, Technical positions must be maintained and/or increased*



# CHALLENGES

- *A Very Small Minority/Diversity Candidate Pool*

*Minorities represent 1% of the Available Statewide candidate pool; Females represent 1% of the Statewide Available candidate pool*

- *Competition with Corporate America*

*Corporations can create positions when candidates are viable and are accountable only to themselves*

# CHALLENGES -- con't

- *Our own Civil Service Rules and Regulations*

*Our process insures selection without regard to race, creed, color, etc. and eliminates any perception of improprieties*

- *A limited Salary Structure*

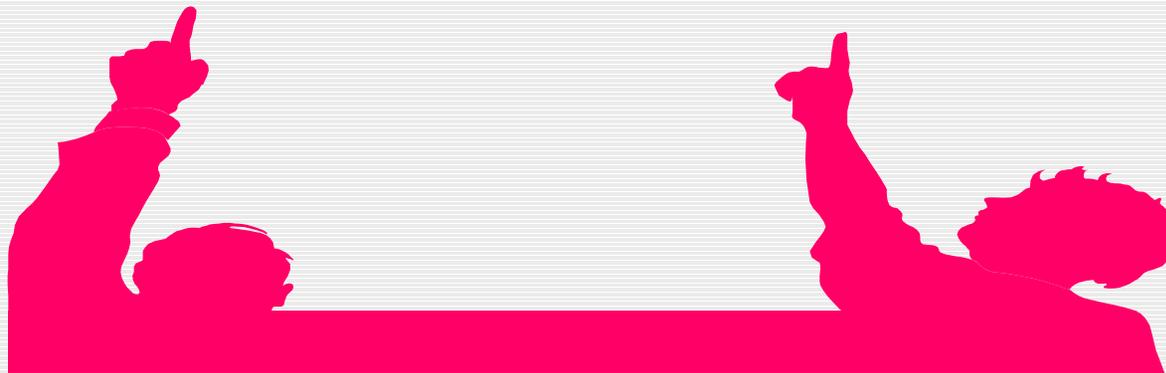
*We are not always “competitive” and cannot change without “due process”*



# CHALLENGES -- con't

- *Unable to “Recruit” as necessary due to limited resources and money*

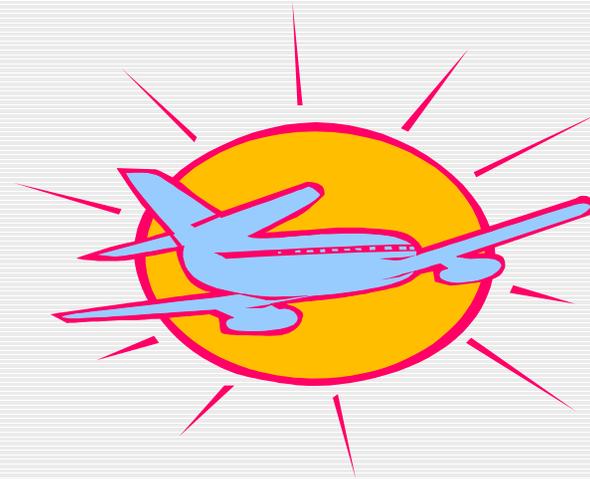
*We do not have the people resources or the money to recruit on campus, at job fairs, etc. and rely mostly on local advertising to recruit.*



# HOW WILL WE ACHIEVE OUR GOALS ?

## *Through*

- *Recruitment*
- *Testing*
- *Classification*
- *Staff Development*
- *Program Evaluation and Monitoring*
- *Employee Grievance Procedure*
- *Dissemination*



# RECRUITMENT

- *All employment advertising will be directed to all qualified candidates, regardless of race, creed, color, sex, age, disability or national origin*
- *All employment advertising and announcements will identify the City as “An Equal Opportunity Employer”*
- *Applications will comply with all State and Federal Laws concerning discrimination*
- *Only bonafide job requirements will be specified on all recruitment announcements*
- *To reach Minority and Female Applicants with professional qualifications, mailings will be made to placement officers in schools whose students are predominantly minority or women.*
- *Elimination of Application Fee*

# RECRUITMENT --- CON'T

- *Advertising to attract minority applicants will be placed in selected Periodicals and City locations frequented by minority groups*
- *Personal contact will be made with Minority group organizations to express interest in the referral of qualified applicants.*
- *Person to person contact will be made and encouraged on the part of minority and women employees and on the part of the Human Resources Department to help facilitate the recruitment of women and minorities.*
- *Regular contact will be established with area women's and minorities groups and schools for recruitment of applicants*
- *There will be a periodic review of minimum qualifications for employment to insure that no artificial barriers exist that may prevent the recruitment or employment of otherwise qualified individuals.*

# TESTING

- *Each test will be professionally developed and administered objectively*
- *Carefully structured questions, rating forms and guidelines will be used to maximize test uniformity on oral examinations and interviews*
- *Tests will be validated primarily for content validity based on job analysis*
- *To maintain flexibility in the interpretation of test results, a passing point will be developed for each test through careful consideration of test difficulty and the available labor market.*

# TESTING --- con't

- *Every effort will be made to accommodate the handicapped or physically disabled. Every effort will be made to enable these applicants to compete on an equal basis*
- *The City shall make available resources to allow those applicants who are unfamiliar with Civil Service exams, to ask questions, find materials to study, etc.*



# CLASSIFICATION

- *Position descriptions will be reviewed prior to the issuance of each announcement and evaluated to ensure that the requirements are job-related and that the qualifications represent the minimum needed for the position to be filled as to education, experience, skills, knowledge and abilities*
- *When a review indicates the need, desirable education and experience requirements may be modified or reduced as necessary*
- *Positions which traditionally require a college degree will be reviewed and monitored and where feasible a sufficient amount of job-related experience and college coursework may be considered in lieu thereof.*

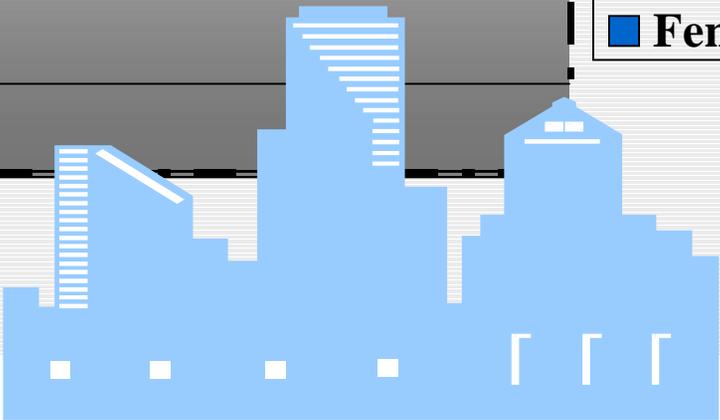
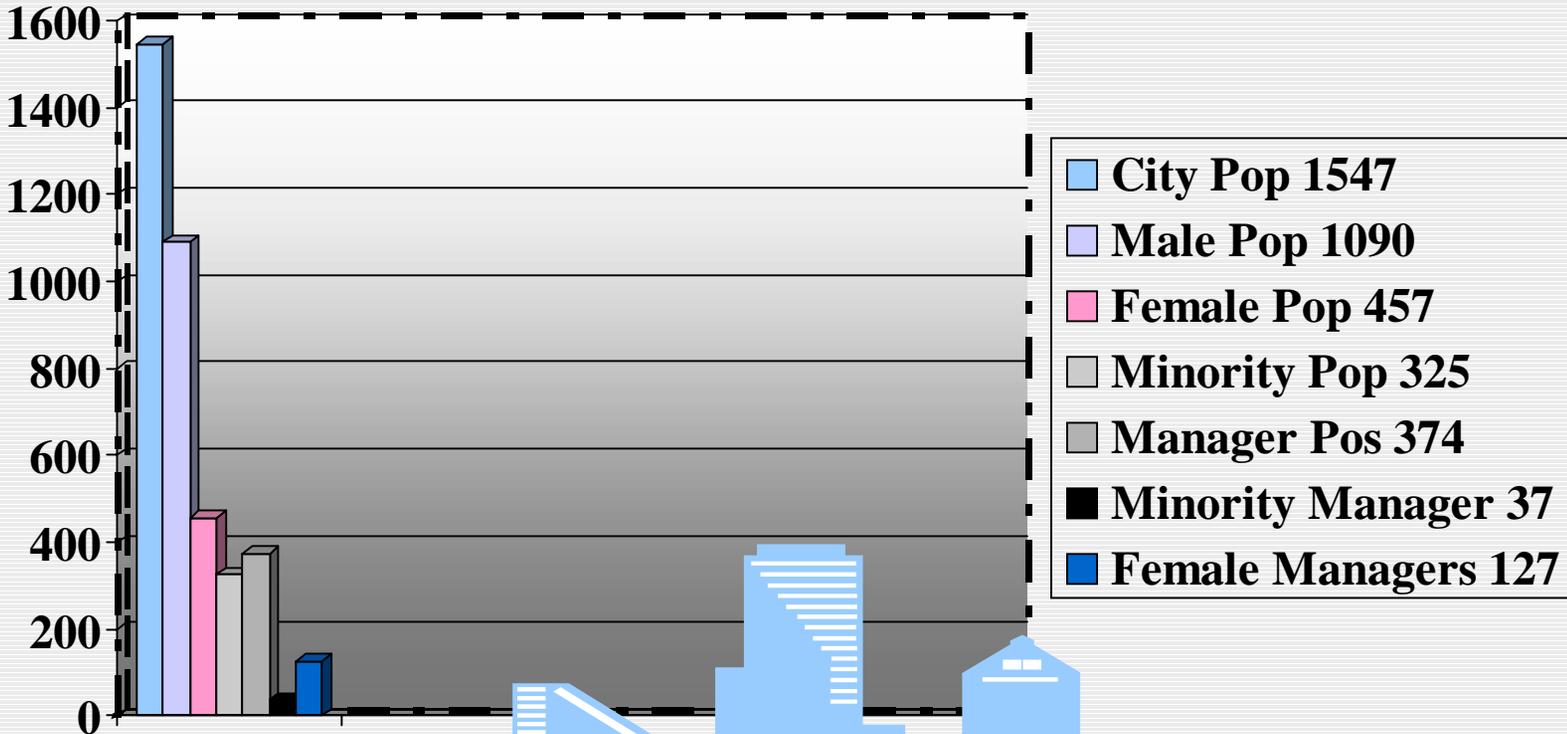
# STAFF DEVELOPMENT

- *There will be a full-time training officer for the City who will develop and enhance an upward mobility program and a skills development program in accordance with the needs of the City*
- *The City will identify career ladder opportunities and encourage minorities and women in the lower level classifications to seek the additional training, etc. which would be required to help elevate them accordingly.*
- *Supervisors/ Managers will be trained in their EEO responsibilities and recruitment*

# **PROGRAM EVALUATION, EMPLOYEE GRIEVANCE PROCEDURE, DISSEMINATION**

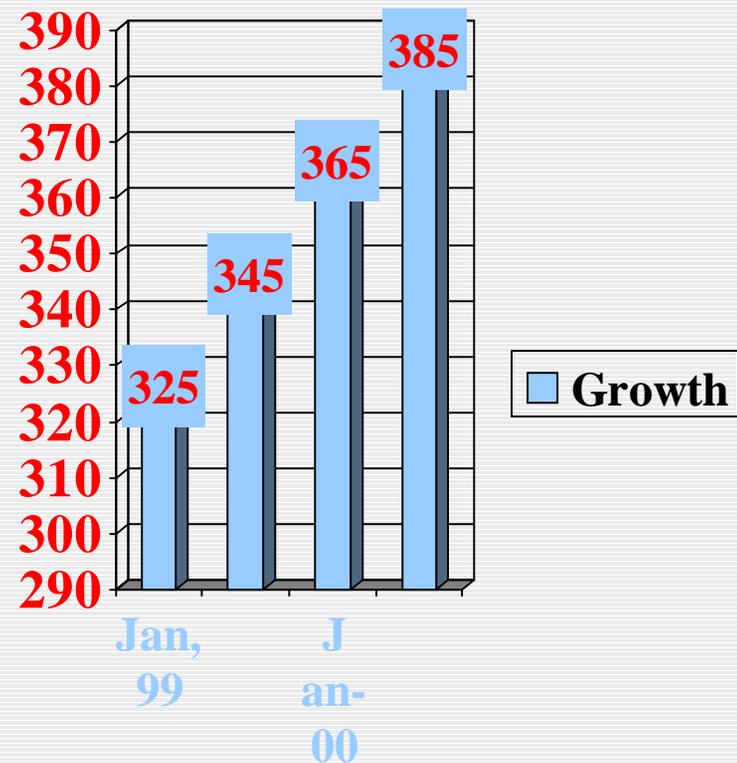
- *The City will conduct an annual review of all positions filled in the City to determine the level of application of this Affirmative Action Plan and its efforts as specified in the goals of this plan*
- *Any employee or applicant for City employment who believes that they may have been discriminated against because of any factor is encouraged to contact the City's Director of Human Resources. The applicant may also use the office of the Commission on Human Rights to resolve the problem.*
- *The Human Resources Department will be responsible for the dissemination of the City's Affirmative Action Plan. They will inform all employees of its existence and inform Managers and Supervisors of their roles in carrying out the objectives of this Plan*

# CITY STATISTICS



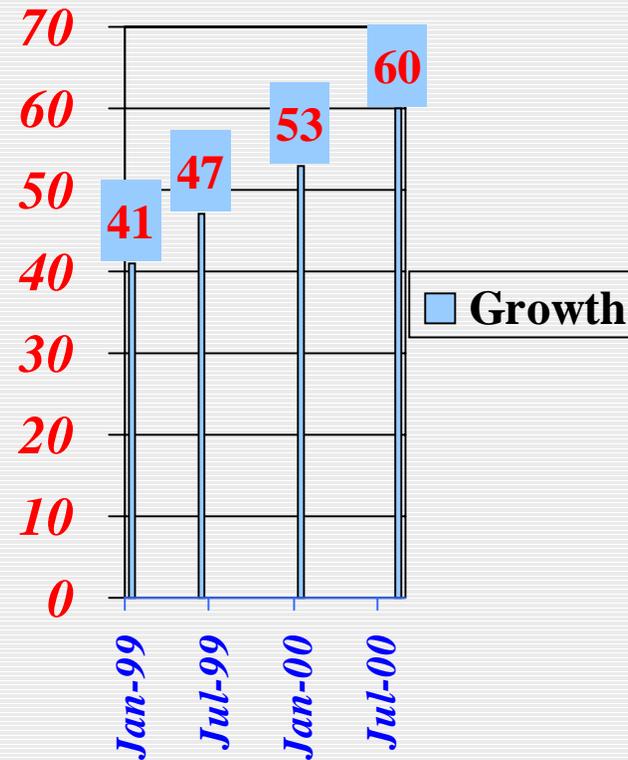
# GOAL AND TIMELINE

- *Increase Total Minority Population from 22% (325 employees) TO 24% by April, 2000 (this goal assumes the addition of 4 minorities each month for 15 months)*



# GOAL AND TIMELINE

- *Increase Minorities in Managerial/Supervisor, Professional, Technical positions from 11% (41 employees) to 16% (60 employees) by August, 2000 (this assumes the addition of 1 Minority Manager each month for 19 months)*



# CONCLUSION

*The Long Range Goal of the City's Affirmative Action Plan is to achieve and maintain the representation of minorities and women in ALL job categories in proportion to their labor force participation. These goals are based upon both the Stamford area and State of Connecticut labor force. We believe that this is a realistic approach and appraisal of our recruitment area.*

# CONCLUSION -- con't

*We have set a very aggressive goal in attaining these representations. In spite of our commitment and recruitment efforts, it may take longer to achieve the full representation that we are seeking to attain in some categories.*

*This is not being offered as an excuse but instead we are recognizing in advance that many items are key to the success of this plan and each must be reviewed and amended, as necessary to assure our success.*