

# City of Appleton Affirmative Action Plan

May 2014



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## I. WHY AN AFFIRMATIVE ACTION PLAN?

Government contractors have required Affirmative Action plans for more than 30 years. Under Public Law 88-352, Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, all State and local governments that have 15 or more employees are required to keep records and to make such reports to the Equal Employment Opportunity Commission as are specified in the regulation of the commission. State and Local Government Report EEO-4 is being utilized by Federal government agencies that have responsibilities with respect to equal employment opportunity. The Wisconsin Fair Employment Act prohibits employers with one or more employees from discriminating on the basis of age, race, creed, color, disability, marital status, sex, national origin, ancestry, sexual orientation, arrest record or conviction record, membership in the armed forces, or the use or nonuse of lawful products away from the workplace during nonworking hours (WI Stat. Sec. 111.31). The Act specifically states that it does not require an employer to adopt an affirmative action plan to correct an imbalance in the workforce.

## II. PURPOSE

The purpose of affirmative action plans is covered in the Office of Federal Contract Compliance Program (OFCCP) at 41 CFR 60-2.10:

*An affirmative action program is a set of specific and results-orientated procedures to which a contractor commits itself to apply every good-faith effort.*

*The objective of those procedures plus such efforts is equal employment opportunity. Procedures without effort to make them work are meaningless, and effort, undirected by specific and meaningful procedures, is inadequate.*

*An acceptable affirmative action program must include an analysis of areas within which the contractor is deficient in the utilization of minority groups and women and, further, goals and timetables to which the contractor's good-faith efforts must be directed to correct the deficiencies and thus to achieve prompt and full utilization of minorities and women at all levels and in all segments of its workforce where deficiencies exist.*

### **III. HISTORY**

Employment discrimination takes place when something adverse happens to an applicant or employee because of his or her race, sex, color, religion, national origin, disability, age, or veteran status in addition to those areas covered by Wisconsin Title VII.

The major laws going back nearly 125 years that have affected today's employment picture and affirmative action requirements are:

#### **Race – 1866 and 1871**

The first legal requirement for equality among races in the United States was the Civil rights Act of 1866, an aftermath of the Civil War. This law gave all people the same rights to make contracts and hold property. The law prohibited the states from passing any laws or using any procedures that denied anyone all the rights and privileges to which the Constitution and U.S. citizenship entitled them.

#### **Discrimination – 1964 Civil Rights Act**

The 1964 Civil Rights Act prohibits discrimination based on race, color, creed, religion, gender and national origin. The Age Discrimination in Employment act (ADEA), and the 1972 Equal Employment Act, which created the Equal Employment Opportunity Commission (EEOC), followed it.

Executive Order 11246, signed by President Johnson in 1965, required affirmative action in federal employment and by federal contractors. The order is enforced by the Office of Federal Contract Compliance Programs of the U.S. Department of Labor (OFCCP).

#### **National Origin**

The term national origin applies to a person's country of origin or ancestor's country of origin, cultural, or linguistic characteristics. National origin discrimination can also involve such consideration as marriage to a person with a different country or origin, membership or an origination of people with different national origins, or attendance at churches or temples. National Origin is particularly important in the recruitment and selection process. Considerations of race color, creed, or national origin can overflow into areas such as race-related appearance, garnishments, conviction records, and language use on the job, verbal expression and basic educational requirements.

#### **Sex**

Title VII of the Civil Rights Act of 1964 (later amended under the Equal Opportunity Act of 1972) included sex as a "protected class." The EEOC enforces Title VII.

**Equal Pay**

The Equal Pay Act of 1963 requires equal pay for workers of both sexes who perform jobs that require equal skill, effort, and responsibility. It permits wage differentials under bona fide seniority systems or merit review systems.

**Age**

The age Discrimination in Employment Act of 1967 (ADEA), amended in 1987 and again in 1984, prohibits private employers of 20 or more people from discriminating against employees over age 40 in any way because of age. The Act covers everyone age 40 and over.

**Disability**

The federal Rehabilitation Act of 1973 prohibits employment practices that discriminate on the basis of disability. The federal Americans with Disabilities Act (ADA) prohibits discrimination in employment based on disability.

**Veterans**

In 1974 The Vietnam Era Veterans Readjustment Assistance Act (VEVRAA) was enacted, providing the federal contractors take affirmative action for the employment of disabled veterans and Vietnam-era veterans. This law also covers veterans who served on a campaign or expedition for which a campaign badge has been authorized, in addition to special disabled veterans and Vietnam-era veterans.

**Pregnancy**

An amendment to the Civil Rights Act of 1964 requires employers to treat pregnancy and related disabilities the same as any other disability under the employer's leave of absence policy and medical coverage plans.

**Protected Classes**

Under federal law the following are considered to be "protected classes":

- **Race** – Black, Hispanic, Asian/Pacific Islander, or American Indian.
- **Religion** – all aspects of religious observance and practice, as well as belief.
- **Sex** – female (including the sexual harassment of women or of males and same-sex harassment). The term "sex" also includes pregnancy, childbirth, and related medical conditions.
- **Age** – over age 40.
- **National origin** – country of one's ancestry.
- **Disabled individual** – both the Rehabilitation Act and American with Disabilities Act (ADA) consider an individual to be disabled if he or she has a physical or mental impairment that substantially

limits one or more major life activities, has a record of such an impairment, or is regarded by others as having such an impairment. The EEOC interprets “impairment” to include any physiological disorder or condition, cosmetic disfigurement, anatomical loss, or any mental or physiological disorder.

- **Individual with disability** – the ADA uses the same definitions as the Rehabilitation Act of 1973.
- **Veterans** – Veterans covered under the current law now include special disabled veterans, veterans of the Vietnam era, and an expanded definition which includes veterans of the World War II, Korea, the Persian Gulf War, Somalia and Bosnia.
- **Genetics** – The Genetics Information Nondiscrimination Act (GINA) of 2008 prohibits employers from discriminating on the basis of information derived from genetic tests.
- **Additional protected classes in Wisconsin** – Arrest/conviction record, marital status, sexual orientation, military service, use or nonuse of lawful products.

Affirmative action is more than nondiscrimination, more than a poster on the bulletin board, or a line about nondiscrimination practices in the organization’s “Help Wanted” advertisements. Nondiscrimination requires that all discriminatory conditions, whether purposeful or inadvertent, be eliminated. Affirmative action means positive efforts to recruit, employ, train, and promote workers who traditionally have been discriminated against in the job market.

Affirmative action is not preferential treatment, nor does it mean that unqualified persons should be hired or promoted over other people. It means that positive steps must be taken to provide equal opportunity for those who have been discriminated against in the past and who may continue to suffer the effects of that discrimination

Affirmative action may be required when it is clear that there is “underutilization” in one or more jobs. Under-utilization is defined as having fewer minorities and women in a particular category than would reasonably be expected, based on their availability. The starting point is identification of some discriminatory effect on that applicant or employee as to pay, benefits, or status within the organization. Affirmative Action should be viewed as the *tool*; and Equal Employment Opportunity (EEO) should be viewed as the ultimate *goal*.

#### IV. AFFIRMATIVE ACTION TODAY

Affirmative action is firmly entrenched in the United States' organizational structure and culture. The idea of separate male and female jobs has virtually disappeared. Opportunities for women and minorities to be employed and to advance in our society are greater than ever before. Women and minorities have broken into the top echelons of American business and education. Business and education organizations have found that equal employment opportunity is the sound management of human resources. Supervisors and managers are now accustomed to an atmosphere of affirmative action and are advancing employees on the basis of their abilities, regardless of their gender, race, or physical appearance. For many businesses and organizations affirmative action just makes sense. Having an organization with sound practices while maintaining consistency can go a long way in securing a stable workforce.

#### V. CITY OF APPLETON NONDISCRIMINATION POLICIES

##### **Affirmative Action**

The City of Appleton Affirmative Action Policy includes the following policy statement:

*It is the official policy of the City of Appleton to provide equal employment opportunities for all qualified and qualifiable persons without regard to race, color, creed, religion, national origin, ancestry, age, sex/gender, handicap or disability, arrest/conviction record, marital status, sexual orientation, political affiliation, results of genetic testing, honesty testing, pregnancy or childbirth, military service, disabled veteran or covered veteran status, service in the U.S. Armed Forces, the State Defense force, National Guard of any state, or any other reserve component of the United States or State military forces, use or nonuse of lawful products off the employer's premises during non-working hours, or any other non-merit factors, except where such factors constitute a bona fide occupational qualification or substantially relate to the circumstances of a particular job or licensed activity, and with proper regard for privacy and constitutional rights as citizens. This equal employment opportunity is applicable to all phases of employment including job assignment, job restructuring, reasonable accommodation for disabled individuals, recruitment, selection, promotion, transfer, compensation, lay-off, re-call, training and development, corrective action, demotion, termination, leave or benefits, licensing or union membership, and all other components of the City of Appleton Human Resources system.*



### **Harassment and Discrimination**

The City of Appleton's Harassment and Discrimination Policy includes the following policy statement:

*It is the policy of the City of Appleton that all employees have the right to work in an environment free of all forms of harassment. The City of Appleton will not tolerate, condone, or allow harassment by any employees or other non-employees who conduct business with the City. The City of Appleton considers harassment and discrimination of others forms to be serious employee misconduct. Therefore, the City will take direct and immediate action to prevent such behavior, and to remedy all reported instances of harassment and discrimination. A violation of this City policy can lead to discipline up to and including termination, with repeated violations, even if "minor," resulting in greater levels of discipline as appropriate.*

## **VI. RESPONSIBILITY FOR IMPLEMENTATION**

The City of Appleton recognizes that an Affirmative Action Plan requires a commitment and cooperation from all levels of City management and staff. Therefore, affirmative action responsibilities have been assigned accordingly as detailed below and in the policy.

### **Mayor**

The Mayor is responsible for:

1. Evaluating the Affirmative Action performances of the City Department Heads and managers.
2. Ensuring the Affirmative Action Officer is following the guidelines as set forth in the plan.

### **Affirmative Action Officer**

The City Human Resources Director and or designee shall be charged with the responsibility and authority to develop, implement, administer and review the Affirmative Action plan. The Officer shall have full access to all departmental policies and procedures, rules and regulations, including personnel files, background investigation reports, and other documents or information relating to any aspect of the City of Appleton Human Resources operations.

In the area of overall administration of the City's policy of Equal Employment and Affirmative Action, general responsibilities of the Affirmative Action Officer shall consist of, but are not limited to, the following areas:

1. Training: Provide training for department heads, managers and supervisors on the provisions of Affirmative Action and Equal Employment Opportunity laws, rules and regulations as they relate to individual departmental operations.
2. Review Internal Policies: Ensure that the City of Appleton's Human Resources policies, procedures and practices are in accordance with the Standards for a Merit System of Personnel Administration and Uniform Guidelines on Employee Selection Procedures. Review labor agreements for nondiscriminatory language and include in the contracts if it does not already exist.
3. Identify problem areas: Work with department heads to determine problem areas of employment and service delivery and to establish goals and methods, plus reasonable timetables to eliminate discrimination, should any exist, and to achieve a representative work force.

4. **Communicate:** Disseminate and communicate the City of Appleton's Equal Employment Opportunity/Affirmative Action Policy to all City of Appleton employees and make available to the Community.
5. **Analysis and Research:** Monitor the operation and effectiveness of the plan and compliance with the Standards and Uniform Guidelines, including periodic evaluation of hiring and promotion patterns, and take any remedial steps necessary to resolve shortcomings.
6. **Recruitment Strategies:** Develop strategies to ensure women and minorities, veterans, and people with disabilities who have the skills and who are currently in the workforce will be recruited through Affirmative Action measures.
7. **Retention Efforts:** Training provided to all employees on diversity/inclusion. The City of Appleton also has a strong Harassment Policy and an Affirmative Action Statement.
8. **Ensuring equal opportunity and compliance:** All employees will be afforded full opportunity and will be encouraged to participate in all company-sponsored educational, training, social and recreational functions. All facilities will be comparable for both sexes.

**Department Directors and Manager**

1. Assist in identifying problem areas and establishing agency and unit goals and objectives.
2. Being actively involved with local minority organizations, women's and disabled groups, community action organizations and community service programs designed to promote EEO.
3. Participating actively in periodic audits of all aspects of employment in order to identify and to remove barriers obstructing the achievement of specified goals and objectives.
4. Holding regular discussions with other managers, supervisors, and employees to assure the agency's policies and procedures are being followed.
5. Reviewing the qualifications of all employees to assure that minorities, people with disabilities, and women are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation.
6. Participating in the review and/or investigation of complaints alleging discrimination.
7. Conducting and supporting career counseling for all employees.
8. Participating in periodic audits to ensure that each agency unit is in compliance (e.g EEO posters are properly displayed on all employee bulletin boards).

## **VII. DISSEMINATION OF THE POLICY**

The City of Appleton has established various channels of communication to ensure that employees and the community are aware of the city's positive posture relative to equal employment opportunity and affirmative action.

### **Internal Dissemination**

The policy statement signed by the Mayor will be posted prominently on key bulletin boards throughout the City where other State and Federal Employment related posters are posted.

The affirmative action policy will be included in the Human Resources Policy Manual and a statement covered in all collective bargaining agreements.

Formal training presentations will be made to management, supervisors, and employees from time to time concerning affirmative action.

New employees will be formally made aware of our Affirmative Action policy and Harassment and Discrimination policy during the City of Appleton "New Employee Orientation" program. Employees shall receive copies of said policies.

All employees will receive annually a copy of the Equal Employment Opportunity/Affirmative Action statement either through a special communication, City bulletin boards, training, City newsletter or intranet.

Meet with minority and female employee's to obtain suggestion and ideas for recruitment.

### **External Dissemination**

The Affirmative Action plan will be disseminated to all unions representing City of Appleton employees.

The City will notify recruiting sources in writing that the City of Appleton is an equal opportunity employer.

The City of Appleton's application for employment will include the phrase "Equal Opportunity Employer".

The City of Appleton will communicate its commitment to equal employment opportunity by recruitment advertising through the regular media and through minority and women publications.

All "Help Wanted" advertisements will carry the notice "Equal Opportunity Employer" and this designation is included in recruiting brochures, the City web site and literature.

The federal government poster "Equal Opportunity and the Law" and pertinent State of Wisconsin posters will be posted at all locations where other State and Federal posters are posted.

All memberships paid for by the City shall be administered without regard to any of the protected classes. Such organizations shall not limit membership on the basis of any protected class.

## VIII. STATEMENTS OF POLICY

### Policy statement from the Mayor

TO: City of Appleton Employees  
Employment Applicants  
The Community

In our efforts to develop our affirmative action program, we hereby reaffirm and formalize our commitment to the principle of equal employment opportunity.

It is the official policy of the City of Appleton to provide equal employment opportunities for all qualified persons without regard to race, color, creed, religion, national origin, ancestry, age, sex/gender, handicap or disability, arrest/conviction record, marital status, sexual orientation, gender identity and gender expression, political affiliation, results of genetic testing, honesty testing, pregnancy or childbirth, military service, disabled veteran or covered veteran status, service in the U.S. Armed Forces, the State Defense force, National Guard of any state, or any other reserve component of the United States or State military forces, use or nonuse of lawful products off the employer's premises during non-working hours, or any other non-merit factors, except where such factors constitute a bona fide occupational qualification or substantially relate to the circumstances of a particular job or licensed activity, and with proper regard for privacy and constitutional rights as citizens. This equal employment opportunity is applicable to all phases of employment including job assignment, job restructuring, reasonable accommodation for disabled individuals, recruitment, selection, promotion, transfer, compensation, lay-off, re-call, training and development, corrective action, demotion, termination, leave or benefits, licensing or union membership, and all other components of the City of Appleton Human Resources system. While this document cannot be considered an employment contract between the City of Appleton and its employees, we view the principle of equal employment opportunity as a vital element in the employment process and as a hallmark of good management.

In developing our affirmative action program, we commit ourselves to:

- ◆ Recruiting, hiring, training, and promoting persons in all job classifications without regard to age, race, color, religion, sex, national origin, disability, veteran status, or any other non-job-related characteristic.
- ◆ Ensuring that promotion decisions are in accordance with equal opportunity requirements by imposing only valid, job related requirements for promotional opportunities.
- ◆ Ensuring that all personnel actions relating to compensation, benefits transfers, terminations, training, and education are administered in a nondiscriminatory manner.

In developing this Affirmative Action Plan, we have established goals to correct any deficiencies.

It is our desire that the combination of measurable goals and directed effort will result in equal opportunity in the City of Appleton.

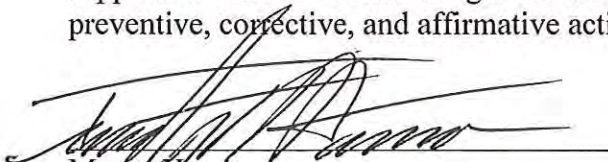
To ensure that our goals for equal opportunity may be achieved through our good faith efforts, we have established various levels of responsibility to both direct and oversee our affirmative action efforts.

The Human Resources Director for the City of Appleton, Sandra A. Behnke has been designated as the Equal Employment Opportunity Officer for the City. The Equal Employment Opportunity Officer will serve as a liaison between Federal, State and any local governments.

The Human Resources Department is responsible for monitoring affirmative action efforts and for providing equal opportunity training and recommending outside resources. Individual managers and supervisors are responsible for ensuring that their employment decisions comply with principles outlined in City policies.

Each employee is responsible for bringing to the attention of the undersigned any employment decision that he or she feels conflicts with the letter or spirit of the law. Employee's may bring their concerns by using the Employment Discrimination Complaint Form on the City's website or obtaining one from the Human Resources Department, Legal Service's Department or the Mayor's office. Complaints may be filed with the Human Resources Department, the Legal Service's Department or the Office of the Mayor.

As the Mayor of this organization, I have the responsibility to ensure that equal employment and affirmative action receive a sufficient level of attention and management support. I will hold each manager accountable for the prompt execution of necessary preventive, corrective, and affirmative actions.

  
\_\_\_\_\_  
Mayor Hanna

Date: 2/25/14

  
\_\_\_\_\_  
Affirmative Action Officer

Date: 5/8/14

**Policy statement sent to Unions**

May, 2014

**AFFIRMATIVE ACTION STATEMENT**

It is the official policy of the City of Appleton to provide equal employment opportunities for all qualified and qualifiable persons without regard to race, color, creed, religion, national origin, ancestry, age, sex/gender, handicap or disability, arrest/conviction record, marital status, sexual orientation, gender identity and gender expression political affiliation, results of genetic testing, honesty testing, pregnancy or childbirth, military service, disabled veteran or covered veteran status, service in the U.S. Armed Forces, the State Defense force, National Guard of any state, or any other reserve component of the United States or State military forces, use or nonuse of lawful products off the employer's premises during non-working hours, or any other non-merit factors, except where such factors constitute a bona fide occupational qualification or substantially relate to the circumstances of a particular job or licensed activity, and with proper regard for privacy and constitutional rights as citizens. This equal employment opportunity is applicable to all phases of employment including job assignment, job restructuring, reasonable accommodation for disabled individuals, recruitment, selection, promotion, transfer, compensation, lay-off, re-call, training and development, corrective action, demotion, termination, leave or benefits, licensing or union membership, and all other components of the City of Appleton Human Resources system.

A copy of our current posted affirmative action policy is enclosed.

Kindly confirm your receipt of a copy of this letter by signing one copy and returning to me.

Sincerely,



Debra M. Van Den Bogart  
Human Resources Deputy Director

\_\_\_\_\_  
Confirmed

\_\_\_\_\_  
Date



## IX. WORK FORCE AND UTILIZATION ANALYSIS

The purpose of this section is to compare the composition of the current City work force, the composition of the labor force, and the skills of persons available to work for the City. This comparison will help determine the City's utilization of categories of males, females, and minorities. MSA shall mean Metropolitan Statistical Area for the Appleton-Neenah-Menasha-Oshkosh area.

### 1. Equal Employment Opportunity/Affirmative Action Program Data

- a. Exhibit I: Page 23, Affirmative Action Program Statistics for City of Appleton Recruitment Areas

Population, labor force, and unemployment data for the area that the City of Appleton recruits from are provided in this table, which separates total data figures into white and minority groups, by sex. "Labor force" is defined as all those people employed, plus those unemployed who are actively seeking employment in the geographic recruitment area. Area labor force characteristics will be compared to Outagamie County work force 2012-2013:

- b. Exhibit II: Page 24, Availability Data by Job Category

Information concerning the availability of people with skills needed by the City of Appleton is presented here to establish a benchmark to assess utilization. Listed are the numbers of experienced employed persons who are available to work in the various occupations or job categories and in the appropriate recruitment area for each category.

- c. Exhibit IIIA Page 25, and Exhibits IIIB Page 26: Full-time and Other-Than-Full-Time City Work Force by Job Category

These tables separate the entire City work force into various job categories, as required by federal regulations. Minority and sex status list the number and percentage of employees in each category. Statistics in this table display the representation of male, female and minorities within each category of the City work force.

- d. Exhibit IV: Page 27, City of Appleton Full-time Employees Availability vs. Total (MSA) Work Force by Job Category Comparison

This table compares the City of Appleton workforce data to the actual (MSA) work force by job category.

- e. Exhibit V: Page 28, City of Appleton Availability vs. Wisconsin Work Force by Job Category Comparison

This table compares the City of Appleton workforce data to the State of Wisconsin work force by job category.

- f. Exhibit VI: Page 29, Women: City of Appleton Full-time Work Force vs. MSA Labor Force

This table compares the percentage of women employed by the City of Appleton.

- g. Exhibit VII: Page 30 Minorities: City of Appleton Full-time Work Force vs. MSA Labor Force

This table compares the percentage of minorities employed by the City of Appleton.

- h. Exhibit VIII: Page 31-32, EEO Category Definitions and Ethnic Definitions

- i. Exhibit VIII: Page 33, Departmental Listing by EEO Function

This includes a listing of what categories the City of Appleton departments have been placed in.

## 2. Analysis of Affirmative Action Program Statistics

The focus of this analysis is to determine whether certain groups of people are under-represented in the City of Appleton work force. This is accomplished by comparing the composition of the current work force with the composition of the labor force in the relevant recruitment area. Under represented is defined broadly as having fewer of a certain group in each job category than would reasonably be expected by their composition in the labor force. For under-representation not to exist requires the percentage representation of each sex, racial and ethnic group in all job categories to be similar between the work force and labor force. In addition, before such a determination can be made, availability data must also be examined. Under-utilization is defined as having fewer minorities and women in a particular category than would reasonably be expected, based on their availability

- a. Utilization and Availability Data for the City of Appleton  
Population:

Exhibit I, page 23 indicates that the population of Outagamie County is 182,334 consisting of 45.8% white males, 45.6% white females, 4.4 % minority males and 4.2% minority females.

### Labor Force:

The labor force however, from which prospective employees are selected, is comprised of 101,171 consisting of 49.2% white males, 44.1% white females, 3.7% minority males and 3.0% minority females. It should be recognized that these two

categories comprise a relatively small percentage of the labor force in the county of 6.7%.

Unemployment:

Unemployment data for 2010-2011 indicates that there are 5,181 total unemployed in the area with 50.4% white males, 36.6% white females, 9.2% minority males and 3.8% minority females.

- b. Exhibit II, page 24 represents the availability by job category for the MSA. The category of Service/Maintenance has the most availability with a population of over 66,000 available. Second to that are Office/Clerical workers with 31,593.
- c. Full time City work force statistics (Exhibit IIIA), page 25 shows that there are a total of 567 full-time employees working for the City of Appleton as of the June 2013 EEO-4 report.

Females represent 25.40% or 144 employees of the City of Appleton workforce.

Minorities represent 2.29% of the City of Appleton workforce employing 13 employees. No representation exists in the job categories of: Officials/Admin., Office/Clerical and Skilled Craft Workers.

- d. Other than full time City work force statistics (Exhibit IIIB) page 26 indicate that there are a total of 243 employees as of the June 2013 EEO-4 report.

Females represent 56.79% of the Other than Full-time City of Appleton workforce. In two job categories they comprise 50% or more of the workforce: Service/Maintenance. and Office/Clerical.

Minorities represent 1.23% or 3 employees in the Other than Full-time City of Appleton workforce.

The majority of the employees represented are temporary and seasonal employees who perform various recreational and laborer type positions during the summer months.

- e. The statistics on Exhibit (IV) page 27 and (V) page 28 compare the total employed for women and minorities in the City, State and MSA. This results in the following comparison:

	<b>Women</b>	<b>Minorities</b>
City of Appleton	25%	2.29%
State of Wisconsin	47%	8.80%
MSA	46%	3.97%

Exhibit IV page 27 - Availability Analysis of City Full Time Work Force by Job Category vs. the City of Appleton MSA was used to create the following analysis:

Females represent 46% of the MSA workforce, 25% of the City of Appleton workforce and 47% of the State of Wisconsin workforce. In two MSA job groups females comprise 50% or more of the workforce: Professional and Office/Clerical. For the MSA females are represented in all categories. In two categories; Office Clerical and Officials/Administrators City of Appleton females comprise 50% or more of the workforce:

Exhibit V, page 28 shows that in three job groups the State of Wisconsin represents more than 50% and those are: Professionals, Office/Clerical and Technicians.

Exhibit V & IV show that minorities represent 3.97% of the MSA workforce, 2.29% of the City of Appleton workforce and 8.80% of the State of Wisconsin.

- f. Exhibit VI, page 29 compares the availability data for women in the Appleton-Neenah-Menasha MSA with the City of Appleton. The following areas are considered under-utilized: Professionals (-38%), Protective Service (-14%), technician (-19%) and Service/Maintenance (-28%).

This analysis shows that the two areas most significantly under-utilized are women in the Professional and Service Maintenance category.

Exhibit VII, page 30 compares the availability data for minorities for the Appleton-Neenah-Menasha MSA with the City of Appleton. The following areas are considered under-utilized: Officials and Administrators (-3%), Professionals (-2.4%), Office/Clerical (-2.7%), Skilled Craft (-2.4%), Protective Service (-0.2%) and Service/Maintenance (-3.6%).

## **X. IDENTIFICATION OF PROBLEMS/GOALS/TIMETABLES**

Equal opportunity can be provided through the development of Human Resources policies and practices, which are fair and equitable in their treatment of current and potential employees. In order to attain such standards, an assessment of current policies and practices must be continuously undertaken. The components normally included in such an assessment are in the areas of recruitment and selection, which includes written and skill tests, interviews, qualification and reference inquiries, training, promotion, classification, corrective action, transfer, termination, and other conditions of employment. Affirmative action can be taken in the following areas to provide a Human Resources system that accommodates the principles and theory of equal opportunity.

1. The effectiveness of a successful recruitment and selection program with regard to affirmative action can be determined by examining the make up of applicants for position vacancies and by conducting an audit of the applicant flow through each step of the selection process for position openings within various job categories.

Records for these processes are available by sex, race/ethnic groups.

**A report was ran and reviewed that showed all City processes for 2013 and what the make-up of each of the applicant pools were. This type of data will be shared with Department Directors in 2014 for each of their respective departments.**

**Target Date: Ongoing**

2. In addition to record keeping systems, special efforts must be exerted to recruit qualified under-represented applicants for job categories in which individuals are under-represented. The Human Resources Department will make an affirmative effort in its recruitment for women and minorities for under-represented positions.

**The City of Appleton will enlarge recruitment efforts by using the Internet, Job fairs and lists of women and minority organizations that the City's Open Position list is sent to weekly. The Human Resources Department currently uses an online application system that allows for a position to be widely advertised (nationally) and gives potential applicants the ability to register for automatic notification when positions become available. The City Diversity Coordinator will also utilize community connections to highlight recruitment opportunities.**

**Target Date: Ongoing**

3. The validity, reliability and objectivity of selection devices, including written tests, interview questions, background and reference checks, need to be continuously reviewed and refined in accordance with the guidelines. These devices, in order to be lawful, should be job-related and should eliminate adverse effects on groups that are under-represented in City of Appleton job classifications.

**Human Resources will continue to review current devices to ensure no potential problems exist. In 2013 Human Resources started the process of reviewing and considering a testing device to coincide with the current on-line application system.  
Target Date: Ongoing**

4. Opportunities for training, promotions and the like should be equally offered without regard to non-merit factors. Systematic efforts to discover employees with potential and develop them through career advancement in both the classroom and on the job need to be developed. Such training programs can be used, as a vehicle to advance persons to job categories in which they are under-represented, but it would also assure that employees are trained as needed to assure high quality performance.

**Efforts are made to work with employees when a particular department identifies potential career advancement. Several Career Development Plans have been established to promote advancement. The City required general employees to attend yearly training to ensure employees are trained on required policies and topics such as Harassment & Discrimination, Americans with Disabilities Act and Affirmative Action.  
Target Date: Ongoing**

5. The Classification Plan for non-represented employees needs to be continuously evaluated to ensure the provision of equitable and adequate compensation. This would include updating job descriptions when significant changes in duties occur and conducting or commissioning salary surveys to ensure salaries are competitive to recruit and retain competent employees.

**Each time a position becomes available the job description and the job task analysis are reviewed and updated. In 2012 the City hired an outside Compensation Consultant and underwent a full review of all non-union benefited regular full-time and part-time jobs. A similar review will take place for the rest of non-union city positions once the plan is approved and implemented.**

**Target Date: 2013 Common Council approval and implementation of a Classification and Compensation plan.**

6. Review issues that are brought to the attention of the Human Resources Department in the exit interview process that relate to affirmative action issues, while maintaining the confidentiality of the individual providing the information (unless otherwise directed).

**Human Resources Generalists performing the exit interviews will inform the Director or Deputy Director of any concerns discovered as part of the exit interview process. In addition all exit interview forms are reviewed by the Director and Deputy Director.  
Target Date: Ongoing**

7. Continue to evaluate job specifications to determine the job relatedness of the minimum qualifications, training and experience requirements, to identify and remove any artificial barriers to employment.

**Human Resources Generalists will continue to review and modify job specifications, as jobs become open to ensure that no artificial barriers exist.**

**Target Date: Ongoing**

8. Develop and conduct a training program for all City of Appleton Supervisors to ensure knowledge and compliance with legal obligations related to employment practices covered by Affirmative Action.

**All City of Appleton supervisors attend yearly required training to learn about their legal obligations as it relates to Affirmative Action and related topics.**

**Target Date: Ongoing**

9. Post a statement in the Human Resources Department where applicants typically fill out applications. Follow VII, Dissemination of the Policy and include a mechanism for reporting complaints.

**The Affirmative Action policy is posted prominently with other State and Federal Postings, on the internet where applicants apply for City positions, on bulletin boards throughout the City where employees report to work and on other pertinent communications for all employees/applicants.**

**Target Date: On-going**

10. An analysis for Valley Transit can be found at the end of this report. All of the goals outlined above will apply to all City of Appleton Departments including Valley Transit. Every effort will be made to increase the presence of women and minorities in the City of Appleton workforce.

**EXHIBIT I - CITY OF APPLETON  
AFFIRMATIVE ACTION PROGRAM STATISTICS FOR CITY OF APPLETON RECRUITMENT AREAS**

	Male										Female									
	Total	White	Hispanic	Black	Amer. Ind Alaskan Native	Asian	Hawaiian Pacific Is.	Other	More Races	Two or More Races	White	Hispanic	Black	Amer. Ind Alaskan Native	Asian	Hawaiian Pacific Is.	Other	More Races	Two or More Races	
<b>Population Data:</b>																				
Outagamie County	182,334	83,523	2,609	763	1,225	2,507	7	66	881		83,131	2,380	502	1,220	2,336	22	77	1,085		
Percentage of Total		45.8%	1.4%	0.4%	0.7%	1.4%	0.00%	0.04%	0.5%		45.6%	1.3%	0.3%	0.7%	1.3%	0.0%	0.0%	0.6%		
State of Wisconsin	5,743,473	2,432,350	150,945	153,540	22,685	58,811	571	3,167	33,743		2,465,238	132,639	169,715	22,639	59,754	685	2,846	34,145		
Percentage of Total		42.3%	2.6%	2.7%	0.4%	1.0%	0.01%	0.06%	0.6%		42.9%	2.3%	3.0%	0.4%	1.0%	0.0%	0.0%	0.6%		
<b>Labor Force Data:</b>																				
Outagamie	101,171	49,729	1,343	426	584	1,129	0	45	253		44,645	884	291	592	925	22	30	273		
Percentage of Total		49.2%	1.3%	0.4%	0.6%	1.1%	0.00%	0.04%	0.3%		44.1%	0.9%	0.3%	0.6%	0.9%	0.02%	0.03%	0.3%		
Population Age 16-64, with disability and employed- 2000 Census: 4,919																				
State of Wisconsin	3,133,465	1,446,951	77,988	63,527	10,955	30,156	378	1,883	10,697		1,313,326	51,159	77,376	10,842	25,777	358	1,152	10,940		
Percentage of Total		46.2%	2.5%	2.0%	0.3%	1.0%	0.01%	0.06%	0.34%		41.9%	1.6%	2.5%	0.3%	0.8%	0.01%	0.04%	0.3%		
Population Age 16-64, with disability and employed 2000 Census: 202,735																				
<b>Unemployment Data:</b>																				
Outagamie	5,181	2,613	132	141	85	107	0	10	0		1,895	39	36	75	38	0	0	10		
Percentage of Total		50.4%	2.5%	2.7%	1.6%	2.1%	0.0%	0.19%	0.00%		36.6%	0.8%	0.7%	1.4%	0.7%	0.00%	0.00%	0.2%		
State of Wisconsin	178,132	79,778	7,137	12,266	1,928	2,491	49	149	1,603		56,335	3781	9295	1,137	1,280	18	78	807		
Percentage of Total		44.8%	4.0%	6.9%	1.1%	1.4%	0.0%	0.1%	0.9%		31.6%	2.1%	5.2%	0.6%	0.7%	0.01%	0.0%	0.5%		

Source: Department of Workforce Development 2012-2013, State of WI, Outagamie County.



**EXHIBIT II.  
AVAILABILITY DATA BY JOB CATEGORY  
APPLETON-NEENAH-MENASHA MSA**

MALE

CATEGORIES:	FEMALE										Totals		
	White	Hispanic	Black	Asian	AIAN	Other	White	Hispanic	Black	Asian		AIAN	Other
Officials/Admin.	12,340 60.48%	100 0.49%	50 0.25%	100 0.49%	70 0.34%	54 5400.00%	7,355 36.05%	140 14000.00%	40 0.20%	65 0.32%	45 0.22%	44 0.22%	20,403
Professionals	13,495 54.92%	95 0.39%	95 0.39%	330 1.34%	45 0.18%	42 0.17%	16,845 68.56%	144 0.59%	55 0.22%	160 0.65%	125 0.51%	94 0.38%	24,570
Technicians	1,700 22.08%	30 0.39%	0 0.00%	25 0.32%	15 0.19%	4 0.05%	2,680 34.80%	10 0.13%	15 0.19%	20 0.26%	15 0.19%	14 0.18%	7,701
Protective Services	1,835 73.81%	19 0.76%	4 0.16%	10 0.40%	25 1.01%	15 0.60%	545 21.92%	14 0.56%	0 0.00%	4 0.16%	15 0.60%	0 0.00%	2,486
Office/Clerical	6,485 20.53%	75 0.24%	30 0.09%	45 0.14%	40 0.13%	53 0.17%	24,120 76.35%	205 0.65%	85 0.27%	155 0.49%	215 0.68%	85 0.27%	31,593
Skilled Craft Workers	18,075 91.71%	175 0.89%	50 0.25%	60 0.30%	120 0.61%	113 0.57%	1,050 5.33%	44 0.22%	0 0.00%	4 0.02%	14 0.07%	4 0.02%	19,709
Service/Maintenance	36,390 55.06%	1060 1.60%	285 0.43%	600 0.91%	355 0.54%	231 0.35%	25,425 38.47%	544 0.82%	67 0.10%	590 0.89%	310 0.47%	231 0.35%	66,088
TOTALS:	90,320 52.34%	1,554 0.90%	514 0.30%	1,170 0.68%	670 0.39%	512 0.30%	78,020 45.22%	1,101 0.64%	262 0.15%	998 0.58%	739 0.43%	472 0.27%	172,550

**EXHIBIT III A.  
FULL-TIME CITY WORK FORCE BY JOB CATEGORY**

MALE

FEMALE

CATEGORIES:	MALE										FEMALE									
	White	Black	Hispanic	Asian	AIAN	Other	White	Black	Hispanic	Asian	AIAN	Other	Totals	Women	Minority					
Officials/Admin.	3 30.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	7 70.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	10 100.00%	7	0					
Professionals	72 66.06%	0 0.00%	0 0.00%	0 0.00%	1 0.92%	0 0.00%	35 32.11%	0 0.00%	1 0.92%	0 0.00%	0 0.00%	0 0.00%	109 100.00%	36	2					
Technicians	34 80.95%	0 0.00%	1 2.38%	0 0.00%	0 0.00%	0 0.00%	6 14.29%	0 0.00%	0 0.00%	1 2.38%	0 0.00%	0 0.00%	42 100.00%	7	2					
Protective Services	152 87.86%	1 0.58%	2 1.16%	2 1.16%	1 0.58%	0 0.00%	15 8.67%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	173 100.00%	15	6					
Office/Clerical	3 4.84%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	59 95.16%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	62 100.00%	59	0					
Skilled Craft Workers	30 93.75%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	2 6.25%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	32 100.00%	2	0					
Service/Maintenance	118 84.89%	1 0.72%	0 0.00%	1 0.72%	1 0.72%	0 0.00%	18 12.95%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	139 100.00%	18	3					
TOTALS:	412 72.66%	2 0.35%	3 0.53%	3 0.53%	3 0.53%	0 0.00%	142 25.04%	0 0.00%	1 0.18%	1 0.18%	0 0.00%	0 0.00%	567 100.00%	144 25.40%	13 2.29%					

Source: City of Appleton June 2013

**EXHIBIT III B.  
OTHER THAN FULL-TIME CITY WORK FORCE BY JOB CATEGORY**

MALE

FEMALE

CATEGORIES:	MALE										FEMALE									
	White	Black	Hispanic	Asian	AIAN	Other	White	Black	Hispanic	Asian	AIAN	Other	Totals	Women	Minority					
Officials/Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Professionals	2 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	10 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	12 0.00%	0	0					
Technicians	2 66.67%	0 0.00%	0 0.00%	1 33.33%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	3 100.00%	0	1					
Protective Services	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0	0					
Office/Clerical	3 5.66%	0 0.00%	0 0.00%	1 1.89%	0 0.00%	0 0.00%	49 92.45%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	53 100.00%	49	1					
Skilled Craft Workers	3 100.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	3 100.00%	0	0					
Service/Maintenance	82 47.67%	0 0.00%	0 0.00%	1 0.58%	0 0.00%	0 0.00%	88 51.16%	0 0.00%	0 0.00%	0 0.00%	1 0.58%	0 0.00%	172 100.00%	89	1					
TOTALS:	92 37.86%	0 0.00%	0 0.00%	3 1.23%	0 0.00%	0 0.00%	147 60.49%	0 0.00%	0 0.00%	0 0.00%	1 0.41%	0 0.00%	243 100.00%	138 56.79%	3 1.23%					

Source: City of Appleton June 2013.

**EXHIBIT IV - CITY OF APPLETON FULL-TIME EMPLOYEES  
AVAILABILITY VS. APPLETON-OSHKOSH NEENAH MSA WORKFORCE BY JOB CATEGORY**

CATEGORIES:	MALE					FEMALE					Total Women	Total Minority		
	White	Black	Hispanic	Asian	AIAN	Other	White	Black	Hispanic	Asian			AIAN	Other
<b>Officials/Admin.</b>														
MSA	12,340	50	100	100	70	54	7,355	40	140	65	45	43	20,402	
%	60%	0.25%	0.49%	0.49%	0.34%	0%	36%	0%	0.69%	0.32%	0.22%	0.21%		
City of Appleton	3	0	0	0	0	0	7	0	0	0	0	0	10	
%	30.00%	0.00%	0.00%	0.00%	0.00%	0.00%	70.00%	0.00%	0.00%	0.00%	0.00%	0.00%		
<b>Professionals</b>														
MSA	13,495	95	95	330	45	42	16,845	55	144	150	125	94	24,570	
%	54.92%	0.39%	0.39%	1.34%	0.18%	0.17%	68.56%	0.22%	0.59%	0.65%	0.51%	0.38%		
City of Appleton	72	0	0	0	1	0	35	0	1	0	0	0	109	
%	66.06%	0.00%	0.00%	0.00%	0.92%	0.00%	32.11%	0.00%	0.92%	0.00%	0.00%	0.00%		
<b>Technicians</b>														
MSA	1,700	0	30	25	15	4	2,680	15	10	20	15	14	7,701	
%	22.08%	0.00%	0.39%	0.32%	0.19%	0.05%	34.30%	0.19%	0.13%	0.25%	0.19%	0.18%		
City of Appleton	34	0	1	0	0	0	6	0	0	1	0	0	42	
%	80.95%	0.00%	2.38%	0.00%	0.00%	0.00%	14.29%	0.00%	0.00%	2.38%	0.00%	0.00%		
<b>Protective Services</b>														
MSA	1,835	4	19	10	25	15	545	0	14	4	15	0	2,486	
%	73.81%	0.16%	0.76%	0.40%	1.01%	0.60%	21.92%	0.00%	0.56%	0.16%	0.60%	0.00%		
City of Appleton	152	1	2	2	1	0	15	0	0	0	0	0	173	
%	87.86%	0.58%	1.16%	1.16%	0.58%	0.00%	8.67%	0.00%	0.00%	0.00%	0.00%	0.00%		
<b>Office/Clerical</b>														
MSA	6,485	30	75	45	40	53	24,120	85	205	155	215	85	31,593	
%	20.53%	0.09%	0.24%	0.14%	0.13%	0.17%	76.35%	0.27%	0.65%	0.49%	0.68%	0.27%		
City of Appleton	3	0	0	0	0	0	59	0	0	0	0	0	62	
%	4.84%	0.00%	0.00%	0.00%	0.00%	0.00%	95.16%	0.00%	0.00%	0.00%	0.00%	0.00%		
<b>Skilled Craft Workers</b>														
MSA	18,075	50	175	60	120	113	1,050	0	44	4	14	4	19,709	
%	91.71%	0.25%	0.89%	0.30%	0.61%	0.57%	5.33%	0.00%	0.22%	0.02%	0.07%	0.02%		
City of Appleton	30	0	0	0	0	0	2	0	0	0	0	0	32	
%	93.75%	0.00%	0.00%	0.00%	0.00%	0.00%	6.25%	0.00%	0.00%	0.00%	0.00%	0.00%		
<b>Service/Maintenance</b>														
MSA	36,390	285	1,060	600	355	231	25,425	67	535	590	310	231	66,079	
%	55.07%	0.43%	1.60%	0.91%	0.54%	0.35%	38.48%	0.10%	0.81%	0.89%	0.47%	0.35%		
City of Appleton	118	1	0	1	1	0	18	0	0	0	0	0	139	
%	84.89%	0.72%	0.00%	0.72%	0.72%	0.00%	12.95%	0.00%	0.00%	0.00%	0.00%	0.00%		
<b>TOTALS:</b>														
MSA	90,320	514	1,554	1,170	670	512	78,020	262	1,092	988	739	471	176,322	
%	51.22%	0.29%	0.88%	0.66%	0.38%	0.29%	44.25%	0.15%	0.62%	0.57%	0.42%	0.27%		
City of Appleton	412	2	3	3	3	0	142	0	1	1	0	0	567	
%	72.66%	0.35%	0.53%	0.53%	0.53%	0.00%	25.04%	0.00%	0.18%	0.18%	0.00%	0.00%		

Source: 2000 Census of Population for Appleton-Oshkosh-Neenah, WI MSA, City of Appleton June 2013

**EXHIBIT V - CITY OF APPLETON-FULL TIME EMPLOYEES  
AVAILABILITY VS. WISCONSIN WORKFORCE BY JOB CATEGORY**

CATEGORIES:	MALE					FEMALE					Totals	Total Women	Total Minority			
	White	Black	Hispanic	Asian	AIAN	Other	White	Black	Hispanic	Asian				AIAN	Other	
<i>Officials/Admin.</i>																
State of Wisconsin %	184,195 60%	3,020 0.98%	2,000 0.65%	685 0.22%	750 0.24%	47 0%	112,638 37%	2195 1%	845 0.27%	658 0.21%	659 0.21%	24 0.01%	307,716	117,019 38%	10,812 3.51%	
City of Appleton %	30.00%	0.00%	0.00%	0.00%	0.00%	0.00%	70.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10	7	0	
<i>Professionals</i>																
State of Wisconsin %	192,150 40.31%	4,375 0.85%	3,190 0.67%	6,400 1.34%	690 0.14%	1394 0.28%	249,265 52.29%	8,010 1.68%	4,250 0.89%	3,925 0.80%	1,445 0.30%	1744 0.37%	476,678	268,539 56%	32,185 6.75%	
City of Appleton %	66.06%	0.00%	0.00%	0.00%	0.92%	0.00%	32.11%	0.00%	0.92%	0.00%	0.00%	0.00%	109	36	2	
<i>Technicians</i>																
State of Wisconsin %	23,110 34.63%	565 0.85%	685 1.03%	325 0.49%	125 0.19%	200 0.30%	38,800 58.14%	1,575 2.36%	500 0.75%	380 0.57%	185 0.28%	284 0.43%	66,734	41,724 63%	4,340 6.50%	
City of Appleton %	80.95%	0.00%	2.38%	0.00%	0.00%	0.00%	14.29%	0.00%	0.00%	2.38%	0.00%	0.00%	42	7	2	
<i>Protective Services</i>																
State of Wisconsin %	28,335 68.32%	1,930 4.69%	945 2.30%	135 0.33%	665 1.62%	290 0.70%	7,390 17.95%	870 2.11%	270 0.66%	15 0.04%	200 0.49%	129 0.31%	41,174	8,874 22%	5,030 12.22%	
City of Appleton %	87.86%	0.56%	1.16%	1.16%	0.58%	0.00%	8.57%	0.00%	0.00%	0.00%	0.00%	0.00%	173	15	6	
<i>Office/Clerical</i>																
State of Wisconsin %	89,430 19.75%	5,505 1.17%	2,610 0.58%	875 0.19%	605 0.13%	945 0.21%	323,585 71.46%	15,715 3.47%	6,825 1.51%	2,490 0.55%	2,550 0.56%	1,915 0.42%	452,850	353,080 78%	36,975 8.16%	
City of Appleton %	4.84%	0.00%	0.00%	0.00%	0.00%	0.00%	95.16%	0.00%	0.00%	0.00%	0.00%	0.00%	62	59	0	
<i>Skilled Craft Workers</i>																
State of Wisconsin %	252,750 88.95%	4,845 1.71%	5,480 1.71%	1,030 1.93%	1,840 0.36%	1,635 0.65%	145,855 0.58%	955 5.13%	510 0.34%	240 0.18%	165 0.08%	128 0.05%	284,164	18,219 6%	15,065 5.30%	
City of Appleton %	93.75%	0.00%	0.00%	0.00%	0.00%	0.00%	6.25%	0.00%	0.00%	0.00%	0.00%	0.00%	32	2	0	
<i>Service/Maintenance</i>																
State of Wisconsin %	459,760 49.09%	27,250 2.91%	31,555 3.37%	5,510 0.70%	5,220 0.56%	5,275 0.56%	346,295 36.97%	24,870 2.66%	15,310 1.63%	6,505 0.69%	4,220 0.45%	3,890 0.42%	936,660	401,080 43%	121,440 12.97%	
City of Appleton %	84.89%	0.72%	0.00%	0.72%	0.72%	0.00%	12.95%	0.00%	0.00%	0.00%	0.00%	0.00%	139	19	3	
<b>TOTALS:</b>																
State of Wisconsin %	1,229,730 47.92%	42,445 1.65%	45,830 1.79%	20,410 0.80%	9,095 0.35%	9,931 0.39%	1,079,609 42.07%	67,820 2.64%	28,955 1.13%	14,383 0.56%	9,499 0.37%	8,114 0.32%	2,565,976	1,208,545 47%	225,847 8.80%	
City of Appleton %	72.66%	0.35%	0.53%	0.53%	0.53%	0.00%	25.04%	0.00%	0.18%	0.18%	0.00%	0.00%	567	144	13	

Source: 2000 Census of Population for Appleton-Oshkosh-Neenah, WI MSA, City of Appleton June 2013

**EXHIBIT VI**

**WOMEN: City of Appleton Full-time Work Force  
vs. Appleton-Oshkosh-Neenah MSA Labor Force**

Job Category	Percent Employed by City of Appleton	Percent in Labor Market	Relationship to Market
Officials and Administrators	70%	38%	32.0%
Professionals	33%	71%	-38.0%
Technicians	17%	36%	-19.0%
Protective Services	9%	23%	-14.0%
Office/Clerical	95%	79%	16.0%
Skilled Craft	6%	6%	0.0%
Service/Maintenance	13%	41%	-28.0%

Source: City of Appleton EEO-4 June 2013.

**EXHIBIT VII**

**MINORITIES: City of Appleton Full-time Work Force  
vs. Appleton-Oshkosh-Neenah MSA Labor Force**

<b>Job Category</b>	<b>Percent Employed by City of Appleton</b>	<b>Percent in Labor Market</b>	<b>Relationship to Market</b>
Officials and Administrators	0.00%	2.99%	-3.0%
Professionals	1.83%	4.27%	-2.4%
Technicians	4.76%	1.69%	3.1%
Protective Services	3.47%	3.66%	-0.2%
Office/Clerical	0.00%	2.69%	-2.7%
Skilled Craft	0.00%	2.37%	-2.4%
Service/Maintenance	2.16%	5.75%	-3.6%

Source: City of Appleton EEO-4 June 2013.

## EXHIBIT VIII. EEO CATEGORY CODE DEFINITIONS

**OFFICIAL/ADMINISTRATORS:** Occupations requiring administrative personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of a firm's operations. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-housing, fire, transportation), assessors, tax appraisers and investigators, coroners, farm managers and kindred workers.

**PROFESSIONALS:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists and kindred workers.

**TECHNICIANS:** Occupations that require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), inspectors (production or processing inspectors, testers and weighers), and kindred workers.

**PROTECTIVE SERVICES:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance) and kindred workers.

**OFFICE/CLERICAL:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales worker, cashiers, toll collectors, and kindred workers.



**SKILLED CRAFT:** Occupations in which workers perform jobs which require special manual skill and 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 and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

**SERVICE/MAINTENANCE:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundkeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

### **EEO ETHNIC DEFINITIONS**

**White (not of Hispanic origin):** All persons having origins in any of the original peoples of Europe, North Africa or the Middle East.

**Black (not of Hispanic origin):** All persons having origins in any of the Black racial groups of Africa.

**Hispanic:** All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

**Asian or Pacific Islander:** All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands and Samoa.

**American Indian or Alaskan Native (AIAN):** All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

## EXHIBIT VIII. EEO FUNCTION DEPARTMENTAL LISTING

<u>FUNCTION</u>	<u>DEPARTMENTS</u>
Financial Administration and General Control	Mayor, Clerk, Finance, Assessor, H.R., Attorney, Information Services,
Streets and Highways	DPW – Engineering, Street, CEA, Parking
Police Protection	Police
Fire Protection	Fire
Natural Resources & Park and Recreation	Park, Recreation
Health	Health
Housing	DPW – Inspection
Community Development	Community Development
Utilities and Transportation	Valley Transit, DPW – Water Distribution, Utilities – Water Filtration
Sanitation and Sewage	DPW – Sanitation, Utilities – Waste Water
Other	Library, Alderperson, Election Workers, Facilities/Grounds and Construction Management

**EXHIBIT XI. CITY OF APPLETON AFFIRMATIVE ACTION POLICY**

<b>CITY OF APPLETON POLICY</b>	<b>TITLE: AFFIRMATIVE ACTION</b>	
REVIEW DATE: December 2006	LAST UPDATE: July 2008 October 2008	SECTION: Human Resources
POLICY SOURCE: Human Resources Department	AUDIENCE:	TOTAL PAGES: 4
Reviewed by Legal Services Department Date: April 2000 March 5, 2012 February 2014	Committee Approval Date: May 11, 2000 August 13, 2008 June 11, 2012 February 10, 2014	Council Approval Date: May 17, 2000 August 20, 2008 June 20, 2012 February 19, 2014

**I. PURPOSE**

The purpose of this policy is to provide equal employment opportunities for all qualified and qualifiable persons.

**II. POLICY**

It is the official policy of the City of Appleton to provide equal employment opportunities for all qualified and qualifiable persons without regard to race, color, creed, religion, national origin, ancestry, age, sex/gender, handicap or disability, arrest/conviction record, marital status, sexual orientation, gender identity and gender expression, political affiliation, results of genetic testing, honesty testing, pregnancy or childbirth, military service, disabled veteran or covered veteran status, service in the U.S. Armed Forces, the State Defense force, National Guard of any state, or any other reserve component of the United States or State military forces, use or nonuse of lawful products off the employer's premises during non-working hours, or any other non-merit factors, except where such factors constitute a bona fide occupational qualification or substantially relate to the circumstances of a particular job or licensed activity, and with proper regard for privacy and constitutional rights as citizens. This equal employment opportunity is applicable to all phases of employment including job assignment, job restructuring, reasonable accommodation for disabled individuals, recruitment, selection, promotion, transfer, compensation, lay-off, re-call, training and development, corrective action, demotion, termination, leave or benefits, licensing or union membership, and all other components of the City of Appleton Human Resources system.

**III. DISCUSSION**

The Human Resources Director shall have responsibility for:

1. Designating an Affirmative Action Officer for the City of Appleton.
2. Developing, coordinating and administering the City's Affirmative Action Program.
3. Instructing department heads and supervisory personnel on provisions of the Equal Employment laws and the City's Affirmative Action Program especially in areas where contractual compliance with Affirmative Action provisions is required for Federal and State funding purposes.
4. Implementing, monitoring and modifying the City's Affirmative Action Program reporting system to measure effectiveness and to determine where progress has been made and where further action is needed.
5. Analyzing all aspects of Human Resources policies and practices.
6. Coordinating a communication network that will provide the community and all City employees with information concerning the City's Affirmative Action Program.
7. Keeping department heads and appropriate City officials informed of changes in the law, relevant court cases, and administrative rulings that might affect the City's Affirmative Action Program.
8. Working with department heads to determine specific problem areas of their employment practices and resolving any problems that may exist.
9. Designing and maintaining audit and recordkeeping procedures for the collection of statistical data. Compiling and submitting Equal Employment Opportunity reports that may be required by law.
10. Reviewing and revising the contents of the program annually in order to identify new problems that might arise.
11. Handling any complaints that may arise out of implementation of the plan.

Department Heads shall have responsibility for:

1. Assisting in identifying problem areas and establishing agency and unit goals and objectives.
2. Being actively involved with local minority organizations, women's and disabled groups, community action organizations and community service programs designed to promote EEO.
3. Participating actively in periodic audits of all aspects of employment in order to identify and to remove barriers obstructing the achievement of

specified goals and objectives.

4. Holding regular discussions with other managers, supervisors, and employees to assure the agency's policies and procedures are being followed.
5. Reviewing the qualifications of all employees to ensure that minorities, people with disabilities, and women are given full opportunities for transfers, promotions, training, salary increases, and other forms of compensation.
6. Participating in the review and/or investigation of complaints alleging discrimination.
7. Conducting and supporting career counseling for all employees.
8. Participating in periodic audits to ensure that each agency unit is in compliance (e.g EEO posters are properly displayed on all employee bulletin boards).
9. Committing themselves and their department to comply with the Affirmative Action Program.
10. Assisting the Human Resources Director in the implementation of training and promotional programs within their department.
11. Implementing all aspects of the City of Appleton's Affirmative Action Program as it applies to their department, ensuring that policies and practices are non-discriminatory with regard to race, color, creed, ancestry, religion, national origin, age, marital status, arrest/conviction record, sex/gender, handicap or disability, sexual orientation, gender identity and gender expression, political affiliation or results of genetic testing, honesty testing, pregnancy or childbirth, military service, disabled veteran or covered veteran status, service in the U.S. Armed Forces, the State Defense force, National Guard of any state, or any other reserve component of the United States or State military forces, use or nonuse of lawful products off the employer's premises during non-working hours.
12. Ensuring that supervisors and staff in their department fully understand the Affirmative Action Program.

#### Employee Responsibility

1. All employees have the responsibility for carrying out their assigned duties and providing City services without regard to race, color, creed, ancestry, religion, national origin, age, marital status, arrest/conviction record, sex/gender, handicap or disability, sexual orientation, gender identity and gender expression, political affiliation, results of genetic

testing, honesty testing, pregnancy or childbirth, military service, disabled veteran or covered veteran status, service in the U.S. Armed Forces, the State Defense force, National Guard of any state, or any other reserve component of the United States or State military forces, use or nonuse of lawful products off the employer's premises during non-working hours.

#### IV PROCEDURES

##### Records Review

The Human Resources Director shall have full access to all departmental policies and procedures, rules and regulations, including Human Resources files, documents, background investigation reports and any other documents or information relating to job restructuring, recruitment and selection, promotion, transfer, compensation, lay-off, re-call, training and development, corrective action, termination and all other components of the City of Appleton Human Resources system.

##### Department Review

The Human Resources Director shall be as involved as he/she deems appropriate in all phases of job restructuring, recruitment and selection, promotion, transfer, compensation, lay-off, re-call, training and development, corrective action, demotion, termination and all other components of the City of Appleton Human Resources system where this policy may apply. This involvement shall be to insure that the City's Affirmative Action Program is fully understood and adhered to by all City departments and employees.

To ensure that the City of Appleton's Affirmative Action Program is communicated to all employees, applicants and citizens, the following steps shall be taken:

1. The Affirmative Action Plan shall be distributed to all City departments.
2. The policy statement shall be prominently displayed in conspicuous public places on City bulletin boards.
3. All employees shall receive annually the Equal Employment Opportunity/Affirmative Action statement to affirm the City's commitment to the Equal Employment Opportunity Policy and the Affirmative Action Plan.
4. All newly hired employees shall receive a copy of the Affirmative Action Policy.
5. All newly hired and existing employees shall receive Harassment and Discrimination training.
6. All employment applications along with other personnel documents will

include the phrase "An Equal Opportunity Employer."

7. All advertisements for open positions shall include the phrase "An Equal Opportunity Employer."
8. The Open Positions list, a telephone Job Line recording of information regarding job openings, established for greater community access to this information shall include the phrase "An Equal Opportunity Employer."
9. The plan shall be reviewed on an annual basis.
10. This policy will be posted on the City's Human Resources web page.

### Complaint Process

Each employee is responsible for bringing to the attention of their supervisor or the departments listed below, any employment decision that he or she feels conflicts with the letter or spirit of the law. Employee may bring their concerns by using the Employment Discrimination Complaint Form on the City's website or obtaining one from the Human Resources Department, Legal Services Department, or the Mayor's office. Complaints may be filed with the Human Resources Department, the Legal Services Department or the Office of the Mayor.

**Exhibit XI – Employment Discrimination Complaint Form**

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone numbers: \_\_\_\_\_ (work) \_\_\_\_\_ (home)

Complaint Basis: \_\_\_\_\_

---

Such as race, color, creed, religion, national origin, ancestry, age, sex/gender, handicap or disability, arrest/conviction record, marital status, sexual orientation, gender identity, gender expression, political affiliation, results of genetic testing, honesty testing, pregnancy or childbirth, military service, disabled veteran or covered veteran status, service in the U.S. Armed Forces, the State Defense force, National Guard of any state, or any other reserve component of the United States or State military forces, use or nonuse of lawful products off the employer's premises during non-working hours, or any other non-merit factors

DESCRIPTION of action or treatment that you feel is discriminatory. Please include as specific as possible include: who, what, where, why and when. Attach an additional sheet if necessary.

Signature: Heleen M. Van Der Bogert Date: 5/2014

Note: Please contact the Affirmative Action Officer at 920-832-6455 if you would like assistance filling out this form.



## XII. VALLEY TRANSIT WORKFORCE ANALYSIS

- a. Full time Valley Transit work force statistics (Exhibit XIIA) indicate that there are a total of 39 full-time employees working for Valley Transit as of June 2013.

Females represent 31% of the Valley Transit workforce. The Officials/Administration group represents 100% females, the Professional group represents 60%, the Office Clerical Group represents 100% and Operative 25% represented by females.

Black males are represented in the Valley Transit workforce within the Operative group at 2.78%.

- b. Other than full time City work force statistics (Exhibit XIIB.) indicate that there are a total of 7 employees as of June 2013.

Females are represented at 33.3% in the other than full-time positions at Valley Transit.

Minorities are not represented in any category other than full-time Operative position at Valley Transit.

- c. The statistics on Exhibit XIIC & XIID comparing total employed for women and minorities in the State, MSA and Valley Transit result in the following comparison:

	<b>Women</b>	<b>Minorities</b>
Valley Transit	31%	2.08%
State of Wisconsin	47%	8.80 %
MSA	46%	3.97%
City of Appleton	28%	2.31%

- d. Exhibit XII A shows that out of 39 Valley Transit employees 15 or 31.25% are female and 1 or 2.56% are minorities.
- e. Exhibit XII E compares the availability data for women in the Appleton MSA with Valley Transit. The following areas are considered under-utilized: Technicians (-61%), Protective Services (-23%), Skilled Craft (-6%), Operative (-6%), Service/Maintenance (-48%)
- f. Exhibit XII F compares the availability data for minorities for the Appleton MSA with Valley Transit. The following categories are underutilized: Officials/Administrators (-3%), Professionals (-3%), Technicians (-3%), Protective Services (-4%), Skilled Craft (-2%), Office/Clerical (-3%), Operative (-4%) and Service/Maintenance (-5%).

**EXHIBIT XIIA  
FULL-TIME VALLEY TRANSIT WORK FORCE BY JOB CATEGORY**

MALE

FEMALE

CATEGORIES:	MALE					FEMALE					Totals		
	White	Black	Hispanic	Asian	N. American	Other	White	Black	Hispanic	Asian		N. American	Other
Officials/Admin.	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	1 100.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	1 100.00%
Professionals	2 40.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	3 60.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	5 100.00%
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0
Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0
Para-Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0
Office/Clerical	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	2 100.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	2 100.00%
Skilled Craft Workers	0	0	0	0	0	0	0	0	0	0	0	0	0
Operative	26 72.22%	1 2.78%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	9 25.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	36 100.00%
Service/Maintenance	4 100.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	4 100.00%
TOTALS:	32 66.67%	1 2.08%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	15 31.25%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	48 100.00%

Source: City of Appleton June 2013.

**EXHIBIT XII B  
OTHER THAN FULL-TIME VALLEY TRANSIT WORK FORCE BY JOB CATEGORY**

MALE

FEMALE

CATEGORIES:	MALE							FEMALE							Totals
	White	Black	Hispanic	Asian	N. American	Other	White	Black	Hispanic	Asian	N. American	Other			
Officials/Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Protective Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Office/Clerical	0	0	0	0	0	0	2	0	0	0	0	0	0	0	2
Skilled Craft Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operative	2 66.67%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	1 33.33%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	3 100.00%	
Service/Maintenance	2 100.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	2 100.00%	
TOTALS:	4 57.14%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	3 42.86%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	7 100.00%	

Source: City of Appleton June 2013



**EXHIBIT XIII D - CITY OF APPLETON VALLEY TRANSIT-FULL TIME EMPLOYEES  
AVAILABILITY VS. WISCONSIN WORKFORCE BY JOB CATEGORY**

CATEGORIES:	MALE						FEMALE						Total Women	Total Minority	
	White	Black	Hispanic	Asian	NA	Other	White	Black	Hispanic	Asian	NA	Other			Totals
<b>Officials/Admin.</b>	184,195	3,020	2,000	665	750	47	112,638	2,195	845	658	659	24	307,716	117,019	10,812
State of Wisconsin %	60%	0.98%	0.65%	0.22%	0.24%	0%	37%	1%	0.27%	0.21%	0.21%	0.01%	38%	38%	3.51%
Valley Transit %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1	100%	0.00%
<b>Professionals</b>	192,150	4,375	3,190	6,400	690	1334	249,265	8,010	4,250	3,825	1,445	1744	476,678	268,539	92,185
State of Wisconsin %	40.31%	0.92%	0.67%	1.34%	0.14%	0.28%	52.29%	1.68%	0.89%	0.80%	0.30%	0.37%	56%	56%	6.75%
Valley Transit %	2	0	0	0	0	0	60.00%	0.00%	0.00%	0.00%	0.00%	0.00%	5	60%	0.00%
<b>Technicians</b>	23,110	565	685	325	125	200	38,800	1,575	500	380	185	284	66,794	41,724	4,340
State of Wisconsin %	34.63%	0.85%	1.03%	0.49%	0.19%	0.30%	58.14%	2.36%	0.75%	0.57%	0.28%	0.43%	63%	63%	6.50%
Valley Transit %	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Protective Services</b>	28,335	1,930	945	135	655	290	7,390	870	270	15	200	129	41,174	8,874	5,030
State of Wisconsin %	68.82%	4.69%	2.30%	0.33%	1.62%	0.70%	17.95%	2.11%	0.66%	0.04%	0.49%	0.31%	22%	22%	12.22%
Valley Transit %	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Office/Clerical</b>	89,430	5305	2610	875	605	945	323,585	15715	6825	2490	2550	1915	452,850	353,080	36,975
State of Wisconsin %	19.75%	1.17%	0.58%	0.19%	0.13%	0.21%	71.46%	3.47%	1.51%	0.55%	0.56%	0.42%	78%	78%	8.16%
Valley Transit %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2	100%	0.00%
<b>Skilled Craft Workers</b>	252,750	4845	5480	1030	1840	1,636	14,585	955	510	240	165	128	284,164	16,563	15,065
State of Wisconsin %	88.95%	1.71%	1.93%	0.36%	0.65%	0.58%	5.13%	0.34%	0.18%	0.08%	0.06%	0.05%	6%	6%	5.30%
Valley Transit %	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Operative</b>	183,235	9695	13975	3540	1575	1890	93,825	5945	6390	3165	725	895	324,855	110,945	45,010
State of Wisconsin %	56.41%	2.98%	4.30%	1.09%	0.48%	0.58%	28.88%	1.83%	1.97%	0.97%	0.22%	0.28%	34%	34%	13.86%
Valley Transit %	26	1	0	0	0	0	9	0	0	0	0	0	36	9	1
<b>Service/Maintenance</b>	276,625	17555	17580	2970	3645	3385	252,470	18925	8920	3340	3495	2995	611,805	290,145	76,430
State of Wisconsin %	45.20%	2.87%	2.87%	0.49%	0.60%	0.55%	41.27%	3.09%	1.46%	0.55%	0.57%	0.49%	47%	47%	12.49%
Valley Transit %	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4	0%	0.00%
<b>TOTALS:</b>	1,229,730	47,290	46,465	15,960	9,995	9,727	1,092,538	54,190	28,510	14,113	9,424	8,114	2,565,976	1,206,909	225,847
State of Wisconsin %	47.92%	1.84%	1.81%	0.62%	0.39%	0.38%	42.58%	2.11%	1.11%	0.55%	0.37%	0.32%	47%	47%	8.80%
Valley Transit %	32	1	0	0	0	0	15	0	0	0	0	0	48	15	1
	66.67%	2.08%	2.08%	0.00%	0.00%	0.00%	31.25%	0.00%	0.00%	0.00%	0.00%	0.00%	31%	31%	2.08%

Source: 2000 Census of Population for Appleton-Oshkosh-Neenah, WI MSA, City of Appleton EEO-4

**EXHIBIT XII E**  
**VALLEY TRANSIT**  
**WOMEN: City of Appleton Full-time Work Force**  
**vs. Appleton-Oshkosh-Neenah MSA Labor Force**

Job Category	Percent Employed by Valley Transit	Percent in Labor Market	Relationship to Market
Officials and Administrators	100%	38%	62%
Professionals	60%	55%	5%
Technicians	0%	61%	-61%
Protective Services	0%	23%	-23%
Office/Clerical	100%	79%	21%
Skilled Craft	0%	6%	-6%
Operative	25%	31%	-6%
Service/Maintenance	0%	48%	-48%

**EXHIBIT XII F**  
**VALLEY TRANSIT**  
**MINORITIES: City of Appleton Full-time Work Force**  
**vs. Appleton-Oshkosh-Neenah MSA Labor Force**

Job Category	Percent Employed by Valley Transit	Percent in Labor Market	Relationship to Market
Officials and Administrators	0.00%	2.99%	-3%
Professionals	0.00%	3.33%	-3%
Technicians	0.00%	2.87%	-3%
Protective Services	0.00%	3.66%	-4%
Office/Clerical	0.00%	2.69%	-3%
Skilled Craft	0.00%	2.37%	-2%
Operative	2.56%	6.58%	-4%
Service/Maintenance	0.00%	5.22%	-5%

### XIII. POLICE DEPARTMENT WORKFORCE ANALYSIS

- a. Full time Police Department work force statistics (Exhibit XIII A) indicate that there are a total of 135 employees working for the City of Appleton Police Department as of June 2013.

Females represent 28.89% of the Police Department workforce. The Office/Clerical group represents 100% females.

Minorities represent 5.19% and of that Females represent .74%.

- b. Other than full time Police Department work force statistics (Exhibit XIII B.) indicate that there are a total of 10 employees.
- c. The statistics on Exhibit IV and XIII C & XIII D comparing total employed for women and minorities in the City, State, MSA and Police Department result in the following comparison:

	Women	Minorities
Police Department	29%	5.19%
City of Appleton	25%	2.29%
State of Wisconsin	47%	8.80%
MSA	46%	3.97%

- d. Exhibit XIII A— show that out of 135 Police Department employees 39 or 28.89% are female and 7 or 5.19% are minorities.
- e. Exhibit XIII E compares the availability data for **women** in the MSA with Police Department Based on an 80% ratio to determine under-utilization the following areas are considered under-utilized:

Officials and Administrators I(-38%)  
 Professionals (-57%)  
 Protective Service (-8.0%)  
 Skilled Craft (-6.0%)  
 Service Maintenance (-41.0%)

Exhibit XIII F compares the availability data for **minorities** for the MSA with the Police Department. Based on an 80% ratio to determine under-utilization the following areas are considered under-utilized:

Officials and Administrators (-2.4%)  
 Professional (-3.4%)  
 Office/Clerical (-2.2%)  
 Skilled Craft (-1.9%)  
 Service/Maintenance (-4.6%)



**EXHIBIT XIII A**  
**FULL-TIME POLICE DEPARTMENT WORK FORCE BY JOB CATEGORY**

CATEGORIES:	MALE						FEMALE						Totals	Women	Minority	
	White	Black	Hispanic	Asian	AIAN	Other	White	Black	Hispanic	Asian	AIAN	Other				
Officials/Admin.	1 100.00%	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Professionals	19 86.36%	0	0	0	0	0	3 13.64%	0	0	0	0	0	0	22	3 2.22%	0
Technicians	0	0	0	0	0	0	0	1 100.00%	0	0	0	0	0	1	1 0.74%	1 0.74%
Protective Services	70 78.65%	1	2 2.25%	2 2.25%	1 1.12%	0	13 14.61%	0	0	0	0	0	0	89	13 9.63%	6 4.44%
Office/Clerical	0	0	0	0	0	0	22 100.00%	0	0	0	0	0	0	22	22 16.30%	0
Skilled Craft Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTALS:</b>	90 66.67%	1	2 1.48%	2 1.48%	1 0.74%	0	38 28.15%	1 0.74%	0	0	0	0	0	135	39 28.89%	7 5.19%

Source: City of Appleton EEO-4

**EXHIBIT XIII B  
OTHER THAN FULL-TIME POLICE DEPARTMENT WORK FORCE BY JOB CATEGORY**

CATEGORIES:	MALE					FEMALE					Totals	Women	Minority			
	White	Black	Hispanic	Asian	N. American	Other	White	Black	Hispanic	Asian				N. American	Other	
Officials/Admin.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Protective Services	8 88.89%	0	0	0	0	0	1 11.11%	0	0	0	0	0	0	9	10.00%	1 0.00%
Office/Clerical	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft Workers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
TOTALS:	9 90.00%	0	0	0	0	0	1 10.00%	0	0	0	0	0	0	10	10.00%	1 0.00%

Source: City of Appleton EEO-4 June 2013

**EXHIBIT XIII C - CITY OF APPLETON POLICE DEPARTMENT FULL TIME EMPLOYEES  
AVAILABILITY VS. MSA WORKFORCE BY JOB CATEGORY**

CATEGORIES:	MALE						FEMALE						Total Women	Total Minority	
	White	Black	Hispanic	Asian	NA	Other	White	Black	Hispanic	Asian	NA	Other			Totals
<b>Officials/Admin.</b>															
MSA	12,340	50	100	100	70	54	7,355	40	140	65	45	43	20,402	7,688	610
%	60%	0.25%	0.49%	0.49%	0.34%	0%	36%	0%	0.69%	0.32%	0.22%	0.21%		38%	2.99%
Police Department	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0%	0.00%
<b>Professionals</b>															
MSA	13,495	95	95	330	45	42	16,845	55	144	160	125	94	24,570	17,423	1,049
%	54.92%	0.39%	0.39%	1.34%	0.18%	0.17%	68.56%	0.22%	0.59%	0.65%	0.51%	0.38%		71%	4.27%
Police Department	19	0	0	0	0	0	3	0	0	0	0	0	22	3	0
%	86.36%	0.00%	0.00%	0.00%	0.00%	0.00%	13.64%	0.00%	0.00%	0.00%	0.00%	0.00%		14%	0.00%
<b>Technicians</b>															
MSA	1,700	0	30	25	15	4	2,680	15	10	20	15	14	7,701	2,754	130
%	22.08%	0.00%	0.39%	0.32%	0.19%	0.05%	34.80%	0.19%	0.13%	0.26%	0.19%	0.18%		36%	1.69%
Police Department	0	0	0	0	0	0	0	1	0	0	0	0	1	1	1
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%		100%	100.00%
<b>Protective Services</b>															
MSA	1,835	4	19	10	25	15	545	0	14	4	15	0	2,486	578	91
%	73.81%	0.16%	0.76%	0.40%	1.01%	0.60%	21.92%	0.00%	0.56%	0.16%	0.60%	0.00%		23%	3.66%
Police Department	70	1	2	2	1	0	13	0	0	0	0	0	89	13	6
%	78.65%	1.12%	2.25%	2.25%	1.12%	0.00%	14.61%	0.00%	0.00%	0.00%	0.00%	0.00%		15%	6.74%
<b>Office/Clerical</b>															
MSA	6,485	30	75	45	40	53	24,120	85	205	155	215	85	31,593	24,865	850
%	20.53%	0.09%	0.24%	0.14%	0.13%	0.17%	76.35%	0.27%	0.65%	0.49%	0.68%	0.27%		79%	2.69%
Police Department	0	0	0	0	0	0	22	0	0	0	0	0	22	22	0
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%		100%	0.00%
<b>Skilled Craft Workers</b>															
MSA	18,075	50	175	60	120	113	1,050	0	44	4	14	4	19,709	1,116	467
%	91.71%	0.25%	0.88%	0.30%	0.61%	0.57%	5.33%	0.00%	0.22%	0.02%	0.07%	0.02%		6%	2.37%
Police Department	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0%	0.00%
<b>Service/Maintenance</b>															
MSA	36,390	285	1,060	600	355	231	25,425	67	535	590	310	231	66,079	27,158	3,802
%	55.07%	0.43%	1.60%	0.91%	0.54%	0.35%	38.48%	0.10%	0.81%	0.89%	0.47%	0.35%		41%	5.75%
Police Department	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0%	0.00%
<b>TOTALS:</b>															
MSA	90,320	514	1,554	1,170	670	512	78,020	262	1,092	998	739	471	176,322	81,562	6,999
%	51.22%	0.29%	0.88%	0.66%	0.38%	0.29%	44.25%	0.15%	0.62%	0.57%	0.42%	0.27%		46%	3.97%
Police Department	90	1	2	2	1	0	38	1	0	0	0	0	135	39	7
%	66.67%	0.74%	1.48%	1.48%	0.74%	0.00%	28.15%	0.74%	0.00%	0.00%	0.00%	0.00%		29%	5.19%

Source: 2000 Census of Population for Appleton-Oshkosh-Neenah, WI MSA, City of Appleton EEO-4 June 2013.

**EXHIBIT XIII D - CITY OF APPLETON-POLICE DEPARTMENT FULL TIME EMPLOYEES  
AVAILABILITY VS. WISCONSIN WORKFORCE BY JOB CATEGORY**

CATEGORIES:	MALE						FEMALE						Total Women	Total Minority			
	White		Black		Hispanic		Asian		AIAN		Other				Totals		
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%			Count	%	
<b>Officials/Admin.</b>																	
State of Wisconsin	184,195	3,020	2,000	685	750	47	112,638	2195	845	658	659	24	307,716	117,019	10,812	38%	3.51%
%	50%	0.98%	0.65%	0.22%	0.24%	0%	37%	1%	0.27%	0.21%	0.21%	0.01%	0.1%	0%	0%	0%	0.00%
Police Department	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0%	0.00%
%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%	0.00%
<b>Professionals</b>																	
State of Wisconsin	192,150	4,375	3,190	6,400	690	1334	249,265	8,010	4,250	3,825	1,445	1744	476,678	268,539	32,185	56%	6.75%
%	40.31%	0.67%	0.67%	1.34%	0.14%	0.28%	52.29%	1.68%	0.89%	0.80%	0.30%	0.37%	0.37%	0.30%	0.30%	0.37%	0.37%
Police Department	19	0	0	0	0	3	13,64%	0.00%	0.00%	0.00%	0.00%	0.00%	22	3	0	14%	0.00%
%	86.36%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Technicians</b>																	
State of Wisconsin	23,110	565	685	325	125	200	38,800	1,575	500	380	185	284	66,734	41,724	4,340	63%	6.50%
%	34.63%	0.85%	1.03%	0.49%	0.19%	0.30%	58.14%	2.36%	0.75%	0.57%	0.28%	0.43%	0.43%	0.28%	0.28%	0.43%	0.43%
Police Department	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	1	1
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%	100.00%
<b>Protective Services</b>																	
State of Wisconsin	28,335	1,930	945	195	665	290	7,390	870	270	15	200	129	41,174	8,874	5,030	22%	12.22%
%	68.82%	4.69%	2.30%	0.33%	1.62%	0.70%	17.95%	2.11%	0.66%	0.04%	0.49%	0.31%	0.31%	0.49%	0.49%	0.31%	0.31%
Police Department	70	1	2	2	1	0	13	0	0	0	0	0	89	13	6	15%	6.74%
%	78.65%	1.12%	2.25%	2.25%	1.12%	0.00%	14.61%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Office/Clerical</b>																	
State of Wisconsin	89,430	5305	2610	875	605	945	323,585	15715	6825	2490	2550	1915	452,850	353,080	36,975	78%	8.16%
%	19.75%	1.17%	0.58%	0.19%	0.13%	0.21%	71.48%	3.47%	1.51%	0.55%	0.56%	0.42%	0.42%	0.56%	0.56%	0.42%	0.42%
Police Department	0	0	0	0	0	0	22	0	0	0	0	0	22	0	0	22	22
%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%	100%
<b>Skilled Craft Workers</b>																	
State of Wisconsin	252,750	4845	5480	1030	1840	1,636	1,4585	955	510	240	165	128	284,164	18,219	15,065	6%	5.30%
%	88.95%	1.71%	1.71%	1.93%	0.36%	0.65%	0.58%	5.13%	0.34%	0.18%	0.08%	0.05%	0.05%	0.08%	0.08%	0.05%	0.05%
Police Department	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Service/Maintenance</b>																	
State of Wisconsin	459,760	27250	31555	6510	5220	5275	346,295	24870	15310	6505	4220	3890	936,660	401,090	121,440	43%	12.97%
%	49.09%	2.91%	3.37%	0.70%	0.56%	0.56%	36.97%	2.66%	1.63%	0.69%	0.45%	0.42%	0.42%	0.45%	0.45%	0.42%	0.42%
Police Department	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTALS:</b>																	
State of Wisconsin	1,229,730	42,445	45,830	20,410	9,085	9,931	1,079,609	67,820	28,955	14,383	9,489	8,114	2,565,976	1,208,545	225,847	47%	8.80%
%	47.92%	1.65%	1.79%	0.80%	0.35%	0.39%	42.07%	2.64%	1.13%	0.56%	0.37%	0.32%	0.32%	0.37%	0.37%	0.32%	0.32%
Police Department	90	1	2	2	1	0	38	1	0	0	0	0	135	39	7	29%	5.19%
%	66.67%	0.74%	1.48%	1.48%	0.74%	0.00%	28.15%	0.74%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Source: 2000 Census of Population for Appleton-Oshkosh-Neenah, WI MSA, City of Appleton EEO-4, June 2013.

**EXHIBIT XIII E**  
**POLICE DEPARTMENT**  
**WOMEN: City of Appleton Full-time Work Force**  
**vs. Appleton-Oshkosh-Neenah MSA Labor Force**

Job Category	Percent Employed by Police Department	Percent in Labor Market	Relationship to Market
Officials and Administrators	0%	38%	-38.0%
Professionals	14%	71%	-57.0%
Technicians	100%	36%	64.0%
Protective Services	15%	23%	-8.0%
Office/Clerical	100%	79%	21.0%
Skilled Craft	0%	6%	-6.0%
Service/Maintenance	0%	41%	-41.0%

Source: City of Appleton - EEO-4 June 2013.

**EXHIBIT XIII F**  
**POLICE DEPARTMENT**  
**MINORITIES: City of Appleton Full-time Work Force**  
**vs. Appleton-Oshkosh-Neenah MSA Labor Force**

Job Category	Percent Employed by City of Appleton	Percent in Labor Market	Relationship to 80% Market
Officials and Administrators	0.00%	2.99%	-2.4%
Professionals	0.00%	4.27%	-3.4%
Technicians	100.00%	1.69%	98.6%
Protective Services	6.74%	3.66%	3.8%
Office/Clerical	0.00%	2.69%	-2.2%
Skilled Craft/Para-professional	0.00%	2.37%	-1.9%
Service/Maintenance	0.00%	5.75%	-4.6%

Source: City of Appleton EEO-4 June 2013.