

The City of Columbia is a full service municipal government with over 1,309 full-time permanent employees. Located in Columbia, Missouri, its primary recruiting area is Columbia/Boone County. However, for certain classifications requiring specialized skills or extensive experience, (i.e. Police; Professional, Administrative) recruitment is conducted outside of the area when the need may arise. At the present time we are also able to expand our area of recruitment for positions via use of the internet and social media.

In areas where underutilization of minorities and females is evident, the City of Columbia is committed to making every good faith effort in an attempt to reach hiring goals based on actual availability of qualified members of protected groups.

The following summary highlights utilization and areas where improvement is expected. Utilization is based on the percentage of incumbents versus percentage of availability of minority groups and females in each job group. Comparison of incumbency to availability is performed using the two standard deviation test.

## **UTILIZATION SUMMARY & GOALS**

### **Job Group 1 Officials/Administrators**

We meet or exceed utilization in all categories. We will continue with our successful efforts.

### **Job Group 2 Professionals**

.82% of the incumbents are Asian while the availability is 3.5%. We will make a good faith effort to search out and hire qualified Asian candidates. I suggest recruiting from area Asian support, religious and/or professional organizations. Examples I have found are the Asian Affairs Center and International Center on MU's campus, Korean First Presbyterian Church, Mid Missouri Chinese Association, and the National Association of Asian American Professionals. The NAAAP closest chapter is located in Kansas City, MO but for those positions that we expand our recruitment out of Mid-MO I think they could be an excellent resource.

### **Job Group 3 Technicians**

29.03% of the incumbents are female while the availability is 60.55%. We will make a good faith effort to search out and hire qualified female candidates. I suggest recruiting from area female focused support, professional and/or social organizations. Examples include the Society of Women Engineers, they have a Mid-MO representative and there are several public service/social/religious organizations that we can make aware of openings such as Delta Sigma Theta Sorority, Inc Columbia, MO Alumni Chapter and the American Association of University Women.

#### **Job Group 4 Protective Services**

1.28% of the incumbents are American Indian while the availability is 6.24%. We will make a good faith effort to search out and hire qualified American Indian candidates. I suggest we recruit from area American Indian support, tribal and/or professional organizations such as the Kansas City Indian Center, individual MO tribes in Rockport, Monett, Ava, Seneca, Columbia, and Salem, MO, and diversity world.com it lists several professional organizations for various minority groups including, Asian and Native American.

#### **Job Group 5 Para-Professionals**

We meet or exceed utilization in all categories. We will continue with our successful efforts.

#### **Job Group 6 Office/Clerical**

We meet or exceed utilization in all categories. We will continue with our successful efforts.

#### **Job Group 7 Skilled Craft**

2.01% of the incumbents are female while the availability is 29.12%. We will make a good faith effort to search out and hire qualified female candidates. I suggest recruiting from area female focused support, professional and/or social organizations. Examples include the Society of Women Engineers, they have a Mid-MO representative and there are several public service/social/religious organizations that we can make aware of openings such as Delta Sigma Theta Sorority, Inc Columbia, MO Alumni Chapter and the American Association of University Women.

#### **Job Group 8 Service/Maintenance**

7.28% of the incumbents are female while the availability is 24.16%. We will make a good faith effort to search out and hire qualified female candidates. I suggest recruiting from area female focused support, professional and/or social organizations. Examples include the Society of Women Engineers, they have a Mid-MO representative and there are several public service/social/religious organizations that we can make aware of openings such as Delta Sigma Theta Sorority, Inc Columbia, MO Alumni Chapter and the American Association of University Women.

**City of Columbia**  
**2010 Affirmative Action Plan**

## AFFIRMATIVE ACTION PLAN METHODOLOGY

This plan is developed pursuant to 29 CFR Part 1608.4 -*Establishing Affirmative Action Plans Appropriate Under Title VII of the Civil Rights Act of 1964*, as amended.

### Reasonable Self-Analysis.

*The employer may utilize techniques used in order to comply with Executive Order No. 11246, as amended, and its implementing regulations, including 41 CFR Part 60-2 (known as Revised Order 4), or related orders issued by the Office of Federal Contract Compliance Programs or its authorized agencies, or may use an analysis similar to that required under other Federal, state, or local laws or regulations prohibiting employment discrimination. In conducting the self-analysis, the employer, labor organization, or other person subject to Title VII should be concerned with the effect of its employment practices on circumstances which may be the result of discrimination by other persons or institutions. See Griggs v. Duke Power Co., 401 U.S. 424 (1971).*

This Affirmative Action Plan has been prepared to document The City of Columbia's Affirmative Action and Equal Employment Opportunity efforts. The plan follows the methodology described in 41 CFR Part 60-Affirmative Action Programs. Citations to the applicable sections of 41 CFR Part 60 may be found in the upper left-hand corner of the first page of each section.

### Disclaimer

It should be noted that terminology used in 41 CFR Part 60- Affirmative Action Programs has been used throughout this document. None of the terminology used (for example underutilization, adverse impact, goals, timetables, and so forth) should be interpreted as an admission by the City of Columbia, in whole or in part, that either minorities or women have been or are presently being discriminated against.

**CITY OF COLUMBIA'S COMMITMENT TO  
AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY**

City of Columbia supports the principles of Affirmative Action and Equal Employment Opportunity. It is the policy of the city to promote and ensure equal opportunity for all persons (without regard to race, creed, color, marital status, national origin, religion, sex, age, sexual orientation, handicap, political affiliation or ancestry) employed or seeking employment, using city facilities or being serviced by the city. The policy of equality applies to every aspect of city employment practice and policy involving all activity areas.

The city assures non-discrimination in recruiting, hiring, training, placement, advancement, compensation, working conditions, demotion, layoff and termination.

It is, in addition, the policy of the city to assert leadership within the community and to put forth the maximum effort to achieve non-discriminatory, equal employment opportunities throughout the political jurisdiction of the city. Affirmative action will be taken to make known that equal employment opportunities are available on the basis of the merits of the individual and consistent with the city's goals and timetables for staffing in terms of female and minority representation on the city's work force: striving for a work force in each occupation which corresponds to the actual availability of qualified females and minorities for that job in their respective recruitment area.

Department heads and supervisors are responsible for implementation of this policy and the affirmative action program within their responsibility areas. All applicants and employees shall be expected to be qualified for the position they are seeking, and to indicate through performance, capability of at least acceptably performing assigned duties. Encouragement, information and appropriate on-the-job orientation and training are to be provided to all new employees to assist them in performing their job assignments effectively.

Job placements shall be made by the city manager as delegated to respective department heads. The appointing authorities (director and department heads) shall encourage, and take appropriate affirmative action from the time of job requisition to hiring decision in all job positions to achieve and maintain EEO objectives and goals as rapidly as possible.

While EEO affirmative action shall be considered a top priority, neither shall it unreasonably infringe upon the goal of efficient, productive, continuing public service.  
(Code 1964, § 22.910; Ord. No. 17016, § 1, 9-17-01)

The City of Columbia accepts overall responsibility for the city's Affirmative Action and Equal Employment Opportunity efforts.

The City of Columbia has assigned overall responsibility for the affirmative action/equal opportunity program to the city's Human Resources Director. The city's Human Resources Director has been instructed to disseminate information about the city's commitment to Affirmative Action and Equal Employment Opportunity in addition to developing reporting and monitoring procedures to ensure that the instructions above are followed. Further, the city has instructed that the City of Columbia's Affirmative Action policy be reaffirmed and reissued annually.

## DISSEMINATION OF THE POLICY

The City of Columbia employs various means to disseminate its policy regarding equal employment opportunity and affirmative action.

### Internal Dissemination:

1. Equal Employment Opportunity posters are hung on "official" bulletin boards throughout the city;
2. The city's personnel policies concerning Equal Employment Opportunity and Affirmative Action are shared with administrators, managers and supervisors or are readily available for staff review;
3. city newsletters, annual reports, and other publications periodically reiterate the city's commitment;
4. When pictures of employees are included in informational or marketing materials, pictures of women and minorities are included.

### External Dissemination

1. Recruitment sources and vendors are told verbally and in writing of the city's commitment to Equal Employment Opportunity and Affirmative Action and that these sources and vendors should actively recruit and refer women and minorities for city vacancies;
2. The Equal Opportunity clause is included in all purchase orders, leases, and contracts covered by Executive Order 11246, as amended;
3. The city communicates to prospective employees in advertisements that it is an Affirmative Action/Equal Employment Opportunity Employer.
4. The Equal Opportunity clause is included in all employment advertisements.

**IDENTIFICATION OF AREAS NEEDING IMPROVEMENT**

In **Appendix A** is a chart that shows the job groups identified by the Utilization Analysis section as possessing statistically significant disparities between City of Columbia workforce and relevant labor markets.