



**CITY OF AMES  
AFFIRMATIVE ACTION  
EXECUTIVE SUMMARY  
July 1, 2013 – June 30, 2014**

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The City of Ames is strongly committed to maintaining a work environment that is free from illegal discrimination. In addition, the City is also committed to working toward a work force that mirrors the gender and racial/ethnic characteristics of the qualified available population, and the diversity of the Ames community.

Each year, in accordance with the City of Ames Affirmative Action Policy and Plan, the Affirmative Action Officer prepares a report describing the City's progress toward attaining this goal. The information contained within this report summarizes the City of Ames workforce, as it existed during the fiscal year between July 1, 2013 and June 30, 2014. This information is used to determine the changes that have occurred in the gender and racial/ethnic characteristics of the workforce.

The City of Ames benchmarks population data obtained from the U.S. Census Bureau. The data provided also reflects the estimated number of residents by gender and race in Story County and Iowa during the 2013 calendar year. The city of Ames and Story County population data includes the Iowa State University student population.

## INTRODUCTION

Hiring affirmatively in the current job market has been a bit of a challenge. According to a recent IPMA (International Public Management Association) report<sup>1</sup> national employment surveys have indicated “four-year highs in the need for manufacturing and service-sector hiring. With increased hiring levels, employers also reported having a more difficult time recruiting for key positions.” The survey findings have been realized in the City’s recruitment data. Of the 41 permanent job postings advertised in 13/14 nearly half were in the areas of administrative support or skilled craft. As the IPMA report suggests the job market is becoming more competitive in these areas.

During the past fiscal year only 2028 applications were received (down 8% from 11/12). With fewer applications received so too is the probability of realizing a strong minority representation, particularly when recruiting for positions in the areas of administrative support and skilled crafts which are generally hourly positions. Job seekers here often look for local opportunities. Given the fact that the demographics for Ames and the State of Iowa have a relatively small minority representation we would expect to see fewer minority applicants.

Of the 57 full time and other-than-full time job postings, nearly 25% were for the selection of new managers and other high level professionals. Although candidates seeking opportunities at this level are generally looking in areas beyond their local market fewer applicants are expressing an interest as employers are tightening their employee retention practices in light of increasing competition.

The City is continuing to see improvement in our recruitment data however. Our Affirmative Action reports reveal that a majority (56.1%) of new hires are external as well as an increase in the number of females hired (up 56% over 11/12). The increase in female hires can largely be attributed to the number of administrative support opportunities available where females are predominate. Asian/Pacific Islander representation has also increased, doubling from 2 to 4 in full time employee category.

## GENDER REPRESENTATION

Females represented approximately 48%<sup>1</sup> of the Story County population, 47%<sup>1</sup> of the Ames population, and 50%<sup>1</sup> of the statewide population.

The following data is based on the City of Ames female workforce.

- The number of full-time female employees slightly increased from 25.71% in FY 11/12 to 26.27% in FY 13/14.
- The number of full-time female new hires increased from 26.3% in FY 11/12 to 34.6% in FY 13/14.
- The total City female workforce has increased from 42.01% in FY 11/12 to 43.67% in FY 13/14. (The total City workforce includes full-time and other than full-time employees.)

The number of female applications received and that corresponding percentage has increased significantly from the 2011/2012 fiscal year largely due to the type of positions open. Nearly a third of all full and part time permanent positions that were recruited for during that year were in the area of Administrative Support. This area has historically been dominated by females.

- FY 13/14 – received 883 female applications (43.5% of total)
- FY 11/12 – received 554 female applications (25.05% of total)

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<sup>1</sup> State & Local Workforce: 2014 Trends [http://ipma-hr.org/files/surveys/workforce\\_trends\\_2014.pdf](http://ipma-hr.org/files/surveys/workforce_trends_2014.pdf)

## MINORITY REPRESENTATION

Racial and ethnic minorities represent approximately 14.51%<sup>1</sup> of the Story County population and 17.42%<sup>1</sup> of the Ames population.

The following data is based on the City of Ames minority workforce.

- The number of full-time minority employees increased slightly, .4%, to 2.4% in FY 13/14 over FY 11/12.
- The number of full-time minority new hires was 2 for the FY 13/14, an increase over prior years.
- The total City minority workforce decreased from 3.45% in FY 11/12 to 3.42% in FY 13/14. (The total City workforce includes full-time and other than full-time employees.)

The number of minority applications received by the City of Ames Human Resources department has increased from the previous fiscal year.

- FY 13/14 – received 255 minority applications (12.6% of total)
- FY 11/12 – received 253 minority applications (11.44% of total)

<sup>1</sup> = 2013 Census Data for Story County & 2010 Census Data for Ames.

Minority individuals applied for a variety of full and part-time vacancies in FY 13/14. There were only a few recruitments that did not yield minority candidates. Those included: maintenance worker, lane worker, power plant fireworker, power plant operator, senior heavy equipment operator, heavy equipment operator, electric lineworker, and senior engineering technician. Most of these recruitments were promotional opportunities however, improvement can be made in this area.

Each recruitment selection process was unique and included different consideration factors such as a qualifications review, written, oral, and performance testing. Based on the applicant tracking data, only a small percentage (5.9%) of the minority applicants elected to end the selection process by either not scheduling for or showing for the written exam (see below). Great care is taken to ensure that selection procedures are job-related.

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Not qualified	210
Did not Schedule Written Exam	
Exam	5
No Show for Written Exam	10
Written Exam	22
Withdrew from Exam process	0
Oral Board	5
Training & Experience	8
Incomplete Applications	0
Phone Interview	11

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## CONCLUSION

The City of Ames affirms its commitment to providing Equal Employment Opportunity for applicants by utilizing a variety of resources for diversity recruitment. Job postings are distributed to diverse sources such as Iowa Workforce Development, NAACP, Mid Iowa Community Action, local community colleges and churches, ISU minority student affairs office, and the Department of Human Services to ensure public knowledge of vacancies.

The City of Ames continued to accept on-line applications through NEOGOV, a technology leader in on-demand workforce management for the public sector which makes it easier for applicants to apply for positions on-line. The total number of vacancies was up by 7 from FY 11/12 however the total number of applications received was down supporting the IPMA paper on public sector recruiting trends.

During the 2013/2014 fiscal year the City realized 28 terminations, 10 of which were attributed to retirement, as well as additions to staff that led to a total 57 recruitments. As our aging workforce transitions into retirement we can expect a great deal of effort to be spent in recruiting for the replacement of several top performing, high level professionals over the next several years giving us opportunity to increase our efforts in affirmative recruitment and hiring.

The City of Ames continues to explore new initiatives to strengthen the minority recruiting efforts. For example, the recruitment team has instituted a best practice to leave all open recruitment positions open for a period of no less than 10 business days. By leaving positions open over the course of at least one weekend period we are able to provide greater opportunity for outside candidates to express interest, and apply, for open positions.

Initiatives for FY 13/14 include:

- Beginning in 2015 additional efforts will be made to ensure positions are being advertised to protected veterans through websites and publications that are specifically targeted to that audience.
- Limited English Proficiency (LEP) guidelines and practices will be incorporated into the recruitment process.
- Send an HR representative to the 2<sup>nd</sup> Annual Iowa Civil Rights Commission *Be the Change* Symposium.
- Have HR representation at Ames Human Relations Commission and have those attending individuals share relevant insights to the HR recruitment team during monthly meetings.
- Offer an all-employee EDC course in Interviewing Skills and Best Practices.
- Work with hiring managers to encourage women and minority representation during on-site interviews.

The City of Ames Affirmative Action Policy and Plan will continue to provide guidance to City departments and employees with the duty to promote the City's values by defining and supporting diversity in the working and learning environments; by creating an environment that provides fair and equal opportunities for all employees and by maintaining compliance with federal/state laws and regulations. The City will continue to follow the guidelines presented in the policy with a goal of maintaining a work place that is free of any illegal discrimination and mirrors the qualified available population.

The City of Ames Affirmative Action Policy and Plan will provide complaint and investigation procedures that provide both applicants and current employees recourse for objective investigation for complaints of illegal discrimination.

## FEDERAL EEO-4 JOB CATEGORIES

1. **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, fire and police chiefs, and superintendents.
2. **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: human resource officers, systems analysts, and accountants.
3. **Technicians:** Occupations which 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: engineering technicians, inspectors, and police and fire sergeants.
4. **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police officers and firefighters.
5. **Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. Includes: library assistants, recreation coordinators, and administrative assistants.
6. **Administrative Support:** 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: principal clerks and senior clerks.
7. **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a 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, plant operators, and equipment operators.
8. **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: transit drivers, RRP process maintenance workers and maintenance workers.