



City of Kalamazoo

2023

**Equal Employment
Opportunity Plan**

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I. Introduction and Overview

The City of Kalamazoo is subject to the employment practices contained in Article I, Section 26 Kalamazoo city, Kalamazoo County, Michigan of the Michigan Constitution, which states that public employers “shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin ...”

On April 22, 2014 the U.S. Supreme Court upheld the Michigan Constitutional prohibition on preferential treatment in college admissions. The Court decision did not address public employment practices; however, the City continues to follow the non-discriminatory and non-preferential treatment practices as defined in the Michigan Constitution.

The City of Kalamazoo is in southwest Michigan, approximately half-way between Detroit and Chicago. The City of Kalamazoo provides the city and surrounding regions with services including public safety (police and fire protection), streets, water, sewer, inspections, community planning, economic development and parks and recreation. An updated City of Kalamazoo organizational chart is included in Section 1.

Using the 2021 U.S Census, American Community Survey 5-Year estimate, the population of Kalamazoo was 74,020, increased from the 2020 Census of 73,598. Demographics for the City of Kalamazoo are 50.5% female, 66.1% White, and 39.2% Minority. The minority breakdown within the city is, 22.1% African American, 6.9% Hispanic; 8% Two or more races, 2% Asian and .2% American Indian. Availability of females and minorities employed by the City in various occupational groups is presented in Section VII.

Since January 1, 2017, all new hires have been provided the opportunity to self-identify in EEO categories. In June 2017, a survey of existing employees was conducted to provide the opportunity to voluntarily self-identify in updated EEO categories.

As of January 1, 2023, the City of Kalamazoo employed a total of 624 employees. The current City employee demographics are 183 (29.3%) female employees and 117 (18.8%) minority employees. Ongoing efforts to address areas of underrepresentation of females and minorities are discussed in Section VIII.

Kalamazoo is home to Western Michigan University, a major state university; Kalamazoo College, a private, non-profit, nationally ranked liberal arts college; Kalamazoo Valley Community College (KVCC), Davenport University, and remote facilities of Cornerstone University and Spring Arbor University.

The Kalamazoo Promise began in 2005 with a group of anonymous donors pledging to provide scholarships to all Kalamazoo Public School graduates in perpetuity. KPS graduates within the school district and enrolled for at least all four years of high school, are eligible. Depending on length of enrollment, 65% to 100% of tuition and fees are covered. The Promise can be used at any accredited public colleges and universities in Michigan, private colleges in the Michigan

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Colleges Alliance, MCTI, and electrical union. As of 2019, the Kalamazoo Promise is partnering with the Michigan Regional Council of Carpenters and Millwrights to include apprenticeships. The council is Michigan's largest skilled-trades union. Skilled-trade students will soon have new opportunities for four-year apprenticeship programs. The programs include classroom learning and on the job training. Private apprentice programs are not eligible. The Promise vision is to create a local talent pipeline of Promise Scholars who enter the local workforce.

In 2022, the Kalamazoo Promise added 19 programs and removed 14 programs for a total of 210 approved programs.

According to 2021 obtained data from the Upjohn Institute web site, 80% of eligible KPS graduates have taken advantage of this scholarship. The latest data also shows that as of 2021, 2,108 Promise students had obtained a Bachelors' degree, 552 an Associate degree and 260 a Certificate degree. Also, of note, is the increased enrollment in KPS schools since the Promise began (up 25%) and the increase rate of graduation (70.2% compared to 64%). Also, Since the Promise, KPS has grown from 22 to 25 schools and a middle school alternative learning program. This increase also means more families are making Kalamazoo their home and contributing to the local economy and tax base. In 2022, Kalamazoo Public Schools had 750 graduates, compared to 454 graduates in 2005, when the Promise began.

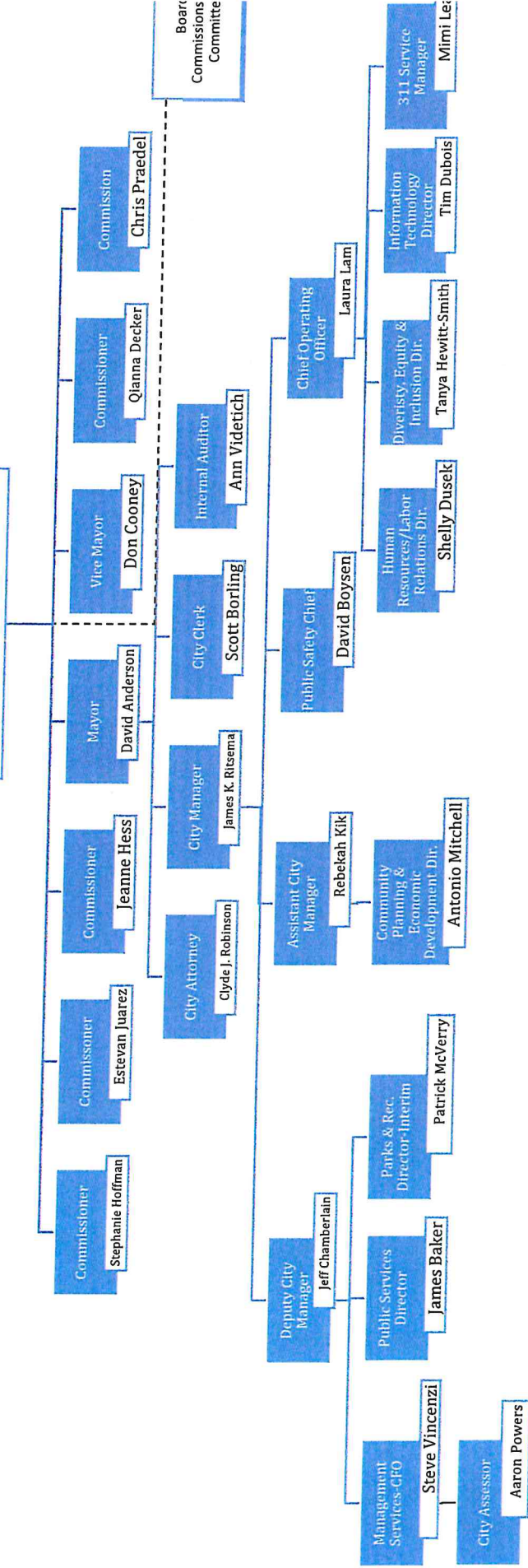
The City of Kalamazoo is a "*Promise Partner*", contributing to the success of the *Promise* through summer youth employment and volunteer efforts to prepare students for the workforce. Promoting city positions and hiring local candidates continues to be an important objective for the City in contributing to the Commission's goal of Shared Prosperity and poverty reduction in Kalamazoo.

In July 2016, a private group of donors proposed the creation of a foundation to stabilize the City's budget, significantly reduce property taxes and invest in infrastructure and neighborhood improvements, poverty reduction, youth programs and economic development. In August 2017, the City Commission approved the formation of the "Kalamazoo Foundation for Excellence" (FFE) to fund a portion of the general fund, among other city-wide initiatives. The FFE directly supports the work of the City of Kalamazoo toward the Imagine Kalamazoo 2025 Strategic Vision.

This general fund stabilization has since allowed for the implementation of a non-union, market-based compensation system. Competitive compensation will assist in addressing the ongoing issues of attracting and retaining qualified candidates, including females and minorities, especially in the technical, scientific and professional ranks. The donors committed \$70.3 million over three years and to raise \$503 million by August 2019 to provide perpetual funding thereafter.

City of Kalamazoo 2023 Organizational Chart

Citizens of Kalamazoo



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Policy Statement On
Equal Employment Opportunity

The City of Kalamazoo respects the diversity that exists in our community and among our employees. We promote this diversity through a policy of inclusiveness where all persons are treated fairly. To further reach the goal of a truly diverse, inclusive, and equitable organization, the City of Kalamazoo has created an Accountability Team through the Office of Diversity, Equity, & Inclusion. This team of dedicated, goal-oriented, and objective employees review standards and policies to ensure goal alignment.

The City of Kalamazoo is committed to providing equal opportunity in employment, development and advancement for all applicants and employees regardless of the person's inclusion in any of the following classifications:

age	disability	height	religion
ancestry	ethnicity	marital status	sex/gender
arrests (pre-hire)	familial status	national origin	sexual orientation
citizenship	gender identity	pregnancy	veteran status
color	genetic information	race	weight

To ensure a positive environment, the City of Kalamazoo will comply with federal and state laws that protect against discrimination. The City will supplement these protections with additional policies as necessary to promote diversity and inclusiveness.

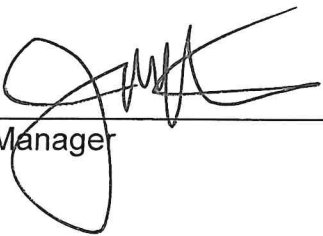
The City of Kalamazoo, consistent with Article I, Section 26 of the Michigan Constitution, may implement equal employment opportunity programs and policies to establish or maintain eligibility for any federally funded contract or program.

In order to hire and provide advancement for applicants and employees within the above identified classifications, and to minimize or eliminate impediments that may deny advancement to those individuals, the City of Kalamazoo willingly makes the following commitments:

- Endeavor to inform diverse applicants of employment opportunities with the City through media, appropriate referral agencies and other pertinent sources.
- Hire without discrimination or preference, except as permitted by law.
- Make physical structure modifications as necessary to reasonably accommodate disabled employees or potential employees.
- Inform all employees of available promotional opportunities through job postings that describe essential skills and necessary job qualifications.

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- Provide training, when deemed necessary by the City without discrimination.
- Review the City's organization to determine whether additional positions or restructuring are needed to provide appropriate promotional opportunities
- The Human Resources/Labor Relations Director has the responsibility for the implementation of the Equal Employment Opportunity (EEO) Plan and is the designated EEO Officer.
- Applicants and employees have the right to file complaints alleging discrimination with the Human Resources department or City Manager's office.
- Performance of managers and supervisors will include evaluation of diversity efforts in compliance with the EEO Plan and to recruit and promote a diverse workforce.
- Recruiting, retaining, and promoting a diverse workforce will provide benefits to employees, the organization and those served through fuller utilization of underrepresented human resources.



City Manager

6/8/23

Date

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III. Responsibility for Implementation

41 CFR §60 2.17 (a)

In November 2006, voters in Michigan passed an amendment commonly known as Proposal 2, prohibiting public employers from giving preferential treatment in employment based on race, sex, color, ethnicity, or national origin. It became Article I, Section 26 of the Michigan Constitution.

Despite this amendment, the City engages in equal employment opportunity by casting the broadest possible net in recruiting for positions, so as to attract the most diverse candidate pools possible. Within that recruitment pool, candidates are then considered based on job related qualifications for the position.

City Manager

The City Manager has overall responsibility for implementation of the Equal Employment Opportunity Plan (EEO Plan). The City Manager has appointed the Human Resources/Labor Relations (HR/LR) Director as EEO Officer to administer the provisions of the EEO Plan. The HR/LR Director/EEO Officer reports to and is directly responsible to the City Manager.

HR/LR Director/EEO Officer

The Human Resources/Labor Relations Director and/or designated Human Resources staff have specific responsibilities that include, but are not limited to:

- A. Implementing the EEO Plan, including the development of policy statements, EEO recruitment methods and internal and external communications.
- B. Advising the City Manager on matters that relate to promoting diversity consistent with the EEO Plan.
- C. Providing department directors, managers, and supervisors with a working understanding of EEO Plan objectives. This is accomplished through training offered on an as needed basis and through coaching sessions with department directors.
- D. Conferring with department directors to determine the basis for under- or over-utilization of females and minorities and making recommendations on changes to the recruitment process. This is done on an as-needed basis.
- E. Reviewing recruitment, selection, testing and promotional practices, and identifying actions needed to eliminate discriminatory and artificial barriers.

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- F. Revising and disseminating the *EEO Job Group Status Report* to department directors on a quarterly basis, providing data regarding utilization of minorities and females in City employment.
- G. Increasing awareness and exposure to the EEO Plan by posting on the City's web site and informing employees when revisions are made.
- H. Providing community groups and agencies with information as requested regarding the program and its implementation.
- I. Serving as liaison between the City and appropriate enforcement agencies.
- J. Keeping all levels in the organization appropriately informed of the latest developments in the area of diversity.
- K. Processing employment discrimination complaints, coordinating investigations and resolution of charges of discrimination involving the City.
- L. Approving promotions after reviewing for compliance with City non-discrimination policies, state and federal laws, and collective bargaining agreements.

Department Directors

Department directors are responsible for compliance with the City's EEO Plan as it applies to their department, with assistance from the Human Resources Department. Directors' responsibilities include, but are not limited to:

- A. Being familiar with and supportive of the City's Policy Statement on Equal Employment Opportunity and EEO Plan and reviewing all proposed hiring and promotional decisions in light of City non-discrimination policies.
- B. Communicating the City's Equal Employment Opportunity policy and degree of commitment to direct reports and other employees on an ongoing basis to ensure the City's non-discrimination policies are being followed.
- C. Reviewing training programs and hiring and promotion patterns in an effort to remove barriers to the attainment of goals and objectives.
- D. Determining the qualifications of internal employees to ensure minorities, females, qualified disabled employees, and covered veterans have full opportunity for promotion, transfer and offering career development as needed.
- E. Communicating with and informing subordinate managers and supervisors that their work performance is being evaluated on the basis of adherence to the City's harassment and non-discrimination policies.

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- F. Ensuring supervisors are aware of their responsibility to prevent harassment or discrimination of employees, particularly because of their race, color, sex, religion, national origin, disability or veteran status by attending discrimination and harassment prevention training programs scheduled by the City.
- G. Consulting with the HR/LR Director on any existing or developing equal employment opportunity problem to determine the best course of action to take that is consistent with City policies.

Supervisors

- A. Supervisors are expected to model appropriate behavior and also to report, coach and address workplace behavior to prevent discrimination or harassment of employees.
- B. Supervisors are evaluated on City Commission objectives related to Imagine Kalamazoo 2025 and Shared Prosperity goals, as well as City diversity goals and non-discrimination policies related to a respectful work environment, work assignments and other duties.

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IV. Dissemination/Communication of EEO Policy

Communication of the City's Equal Employment Opportunity (EEO) Policy is important to effective implementation. Internally, the City uses bulletin board postings, new hire orientation and other relevant training programs to ensure a full understanding of the City's intent, purpose and responsibilities under the program. Externally the City communicates its policy as a response to inquiries from outside organizations and agencies with which the City has contact or does business.

Internal Communication

- A. The City's EEO/ non-discrimination policy is found in Section I, E of the *Human Resources Manual*. This manual is available to employees via copies kept in department and division offices, on the City's intranet, Human Resources (HR) Department and web page.
- B. The *Equal Employment Opportunity Plan (EEO Plan)* is available to the public and employees on the City's web site at www.kalamazoocity.org, on the HR web page under "Departments."
- C. The City policy on Discrimination and Harassment Prevention is included in new employee orientation training. Employees may review policies by requesting to see the PPM from their supervisor or the HR Department. They can also view the Human Resources on the intranet or the HR page on the City's web site.
- D. The EEO policy is distributed and discussed in other employee training programs such as *Discrimination & Harassment Prevention Training (separate sessions available for employees and supervisors)*, *Interview Training* and *EEO Supervisory Training*.
- E. The designated poster prepared by the Equal Employment Opportunity Commission (EEOC) is displayed at city work sites, including HR where applications are received.
- F. All internal job postings carry the EEO solicitation "EOE" (Equal Opportunity Employer).
- G. Managers and supervisors are provided training in discrimination and harassment prevention, with emphasis on commitment to City policy that strictly forbids this activity. Since 2010 the HR department has scheduled sessions at various city sites for all employees and supervisors in *Discrimination and Harassment Prevention Training*. The City's EEO policy is discussed in depth with definitions, examples, EEO data and case studies presented to all attendees.

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- H. The HR Department analyzes and reports all employment-related activity and female/minority employment progress in the “Quarterly Employment Activity Report” to the City Manager, which is available to the City Commission and any community agency that requests it. This report helps identify areas of under- or over-utilization and other trends in female and minority representation.

External Communication

- A. All City employment advertisements carry the EEO solicitation of "EOE" (Equal Opportunity Employer).
- B. Recruiting sources are informed of our EEO policy and are encouraged to refer qualified candidates, including minority, female, Veterans, and disabled persons for open positions. Diversity web sites and sources are informed of all City postings.
- C. The organizations listed below receive the job postings of all City vacancies that will be filled externally:
- Area churches with predominant Hispanic or African American members
 - Andrews University – Employment
 - Andrews University – SW MI
 - Aquinas- DMH
 - Aquinas- College
 - Blacks in Government
 - Bible Baptist Church
 - Davenport University
 - Deacon Conference
 - Debra Ehrmann – Centro Multicultural La Familia
 - Delta Sigma Theta – Kalamazoo Chapter
 - Douglass Community Association
 - Douglas NA- General
 - Earlene McMichael
 - Eastern Michigan University
 - Eastside Neighborhood Association
 - Edison Neighborhood Association
 - El Concilio
 - Ervin Armstrong
 - Friendship Church
 - Goodwill Industries
 - Grand Rapids Urban League
 - Grand Rapids Community College
 - Gryphon Place
 - Haven Church
 - Hope Network
 - ISAAC

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- John Dillworth- Goodwill
 - Kalamazoo College
 - Kalamazoo County
 - Kalamazoo Friends of Recreation
 - Kellogg Community College
 - KVCC- Director of Veteran Services
 - Michigan Army Reservist
 - Michigan Department of Veterans Affairs
 - Michigan National Guard/Civilian Employment Liaison Center
 - Michigan Organizing Project
 - Michigan Rehabilitation Services Office
 - Michigan State University Alumni Association
 - Michigan Works Communications
 - Ministry with Community
 - Mother's of Hope
 - Mott Community College
 - Mt. Zion Baptist Church
 - NAACP/Labor & Industry Committee – Kalamazoo
 - NAACP – Battle Creek
 - NAACP- SW & GR League
 - New Genesis
 - New Life Fellowship
 - OnePlace/Kalamazoo Library (all library patrons)
 - Open Doors
 - Outfront Kalamazoo
 - Seeding Change
 - Senior Services
 - Siena Heights University
 - Spring Arbor University
 - St. Augustine College
 - St. Joseph Catholic Church
 - Tabernacle Church of God and Christ
 - Urban Alliance
 - Vine Neighborhood Association
 - Western Michigan University – Multicultural Affairs Division
 - YWCA
 - YWCA of Kalamazoo
- D. Advertising for job vacancies is regularly placed with local newspapers and their electronic job posting sites as general notice of employment opportunities.
- E. Any publications developed and distributed by the City include articles and photos representative of the diversity of our workforce, i.e., females, minorities, disabled

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persons and veterans. This also applies to media productions such as Public Safety recruitment videos.

- E. The City maintains an outreach program to Minority and Women Business Enterprises within the Purchasing Division.

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V. Work Force Analysis

41 CFR §60 2.1(b) (1)

The *Work Force Analysis* depicts the demographic composition of the City's major functional departments. Following this narrative section, worksheets present the demographic distribution of all employees by department and job title.

Approximately 77% of City employees are governed by union contracts. The current union groups are:

- AFSCME – American Federation of Federal, State, County and Municipal Employees
(Utility laborers, mechanics, and operators)
- KMEA – Kalamazoo Municipal Employees Association
(Clerical, electricians, accountants, buyers, inspectors, and technicians)
- KPSA – Kalamazoo Police Supervisors Association
(Public Safety sergeants, lieutenants, and captains)
- KPSOA – Kalamazoo Public Safety Officers Association
(Public safety officers, detectives, crime lab techs, polygraph examiner, fire marshal, evidence/investigative staff, and fleet manager)

The balance of employees, such as supervisors, professionals and confidential administrative support personnel are classified as NBU (non-bargained-for unit).

Lines of progression for most supervisory, professional, and managerial positions are generally informal and typically occur within departments due to specific skill and/or knowledge requirements. The process to promote or progress is generally found within the collective bargaining agreement.

In most cases, employees must respond to postings to be considered for higher-level positions within their respective bargaining units (if they are a union-represented employee). However, employees may be promoted or transferred between departments and may move between unions or from a non-union to union position, and vice versa. An internal posting system encourages employees at all levels, except City Commission appointees, to self-nominate for job opportunities.

Some positions within the Public Services Department have a *self-promotion* process. If an employee passes a bona fide skills test or a state certification test, the employee may self-promote to a higher level with an increase in pay and responsibility. Positions eligible for self-promotion are *Mechanics, Municipal Worker, Wastewater Operator/Maintainer, Water Operators and Maintainers*.

Employees who are hired or transfer to *Apprentice Wastewater or Water Operator or Operator/Maintainer* positions receive training at the City's expense. These employees

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must take the appropriate State of Michigan certification exam as soon as they have worked the appropriate number of hours. Upon passing the State examination, they are promoted out of the Apprentice level.

Employees who are hired into the Public Services Department, Field Services Division, June 1, 2011, or later, must obtain and maintain appropriate certification to promote to Municipal Worker I.

Since 2016 the necessity for a Commercial Driver License (CDL) at the time of hire is based on the needs of the position. If a CDL is not needed at the time of hire, but required later, the City will assist in the employee obtaining the required CDL certification. Continued employment is contingent upon employees obtaining and retaining all certifications required for the position.

Many positions are advertised both internally and externally unless a labor agreement requires otherwise. Most entry level clerical positions are filled externally, due to more limited internal interest in this level of position. Once entry-level employees have gained sufficient experience and tenure, they are eligible and often bid on higher level jobs. Successful bidders are those possessing the requisite clerical/secretarial skills, and, in certain cases, the specific technical knowledge gained while working in lower-level positions.

Since 2014, the City has sponsored, paid the costs for, newly hired Public Safety Officers to attend the police academy, as well as all other training required to obtain position certifications. In addition, the PSO trainee receives a training wage and eligible benefits during the training phases. Continued employment is contingent upon employees obtaining and retaining all certifications required for the position.

Progression within Protective Services (04) is based on the individual's ability to meet initial physical and training requirements involved in completing the firefighting academy and field training program. Later advancement to promotional positions is outlined in the KPSOA and KPSA bargaining agreements. All interested, eligible members are encouraged to participate in the promotional processes as they become available.

Advancement to the Professional job group (2.1 or 2.3) from the Technician job group (3.1) often requires specific professional and technical skills, experience, and education. Often this technical expertise does not exist among lower-level personnel and outside recruitment is necessary. Even with outside recruiting efforts, there have been few qualified candidates, presenting recurring challenges to filling these professional positions, particularly with female and minority candidates.

Supervisory positions classified as *Supervisors* (1.2) are often posted externally but are also filled by promotion of individuals from within the same division due to the skills and knowledge required to manage the specific processes/operations of that area. The City will continue, through job postings, training and education programs, and ongoing on-the-job skill development, to encourage minority and female employees in the lower job classifications to prepare for progressive upgrade into the future Supervisory positions.

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Placement in Officials/Managers (1.1) job group, which includes such positions as manager, director or executive, depends on factors similar to those described for Professional progression. Five positions (*City Clerk, City Assessor, City Manager, City Attorney, and Internal Auditor*) are also posted but are filled as appointees who serve at the pleasure of the City Commission.

Workforce Analysis
as of December 31, 2022
Human Resources

Job Title	Code	Total EEs	Total Minorities	Female							Male							
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Human Resources/Labor Relations Director	e	1	0	1	1													
Employee Health Services Manager	m	1	0	1	1													
Human Resources Business Partner	d	1	0	1	1													
Retirement Services Manager	m	1	0	1	1													
Talent Acquisition Manager	m	1	1	1	1	1												
Human Resources Assistant	a1n	1	1	1			1											
Human Resources Coordinator	p1	1	1	1		1												
Security Associate	a2n	1	1	0														
		8	4	7	4	2	1	0	0	0	0	0	0	0	0	0	0	0
Percentages		100%	50%	88%	50%	25%	13%	0%	0%	0%	13%	0%	0%	0%	0%	0%	0%	0%

Workforce Analysis
as of December 31, 2022

Management Services (Assessor, Accounting, Budgeting, Finance, Purchasing, Treasurer)

Job Title	Code	Total EEs	Total Minorities	Female						Male								
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Management Services Director/CFO	e	1	0	0														
Dep Dir Mgmt Serv/Purchasing Agent	d	1	0	1	1													
Budget & Accounting Division Manager	m	1	0	1	1													
Budget Manager	m	1	0	1	1													
Financial Services Division Manager	m	1	0	1	1													
Budget & Accounting Specialist	p2	1	0	1	1													
Senior Accountant	ks-46	2	0	2	2													
Senior Accountant	ks-40	1	0	0														
Grants Manager	m	1	0	1	1													
Financial Specialist	p1	1	0	1	1													
Accounts Coordinator	ks-28	3	0	3	3													
Accounts Coordinator/AP	ks-32	1	1	1	1													
Management Services Coordinator	a1n	1	0	1	1													
Purchasing Division Manager	m	1	0	1	1													
Buyer	ks-40	1	0	1	1													
Buyer	ks-36	2	2	2	2													
City Treasurer	m	1	0	1	1													
Asst City Treasurer/Assessor	p2	1	0	1	1													
Treasury Tax Collection Specialist	ks-40	1	0	1	1													
Treasury Receivable Specialist	ks-34	1	0	1	1													
Treasury Services Associate III	ks-34	1	1	1	1													
Treasury Services Associate I	ks-18	3	2	3	3													
		28	6	25	19	3	2	1	0	0	0	0	0	0	0	0	0	0
Percentages		100%	21%	89%	68%	11%	7%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Workforce Analysis
as of December 31, 2022
Parks & Recreation

Job Title	Code	Total EEs	Total Minorities	Female						Male																
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more							
Parks & Recreation Director	e	1	0	0														1	1							
Deputy Director Parks & Recreation	d	1	0	0															1	1						
Recreation Manager	m	1	0	0															1	1						
Parks Supervisor	ts	1	1	0															1	1						
Support Services Supervisor	p1	1	0	1	1																					
Special Events Coordinator	ks-28	2	1	2	1	1																				
Youth Development Coord	ks-28	1	0	1	1																					
P & R Coordinator II	ks-32	1	0	0																						
Lead Field & Parks Maintenance Op	ah-30	1	0	0																						
Parks Coordinator	ah-30	5	1	2	2																					
Youth Program Advocate	s	1	1	0																						
P&R Bldge & Grounds Tech	ah-40	1	0	0																						
Landscape Coordinator	p2	1	0	0																						
		18	4	6	5	1	0	0	0	0	0	0	0	0	0	0	0	0	12	9	2	1	0	0	0	0
Percentages		100%	22%	33%	28%	6%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	67%	50%	11%	6%	0%	0%	0%	0%

Workforce Analysis
as of December 31, 2022
Public Safety

Job Title	Code	Total EEs	Total Minorities	Female						Male							
				Total	White	AA/Black	Hispanic	Asian	Amer Incl/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Incl/Alaskan
Public Safety Chief	e2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Deputy Chief	e2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Assistant Chief	e	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Captain	m2-12	5	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Executive Lieutenant	m2-93	5	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Lieutenant	m2-91	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fire Lieutenant 56 HR	m2-90	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sergeant	m2-81	34	6	4	3	1	0	0	0	0	0	0	0	0	0	0	0
Fire Marshal	p5-73	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Deputy Fire Marshal	po-02	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Crime Lab Specialist II	p5-72	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lab Specialist	p5-72	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Polygraph Examiner	p5-72	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lab Technician	p5-06	3	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Crime Prevention Officer	p2-42	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Detective	p5-61	17	5	2	2	1	1	0	0	0	0	0	0	0	0	0	0
Public Safety Officer II 42 HR	p2-42	103	18	27	24	2	1	1	0	0	0	0	0	0	0	0	0
Public Safety Officer II 56 HR	po-02	34	3	3	3	0	0	0	0	0	0	0	0	0	0	0	0
Police Officer I	po-03	4	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Police Officer II	po-04	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety Officer I	po-31	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
PSO Recruit	po-03	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CSO Evidence Quartermaster	po-08	3	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0
CSO Investigative Aide-CID	po-08	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
CSO Investigative Aide-Service	po-08	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CSO Service/Fleet	po-08	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Strategic Ops & Intelligence Analyst	p1	3	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
KVET Operations Coordinator	p1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Executive Secretary	p2	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Community Collaborator	p1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Business Specialist	ks-40	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Accts Coord/Secretary	ks-28	2	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
CID Division Secretary	ks-28	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Operations Division Secretary	ks-28	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety Records Coord	ks-28	4	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety Records Clerk/Data Entry	ks-20	2	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Emergency Prep & Response Mgr	m	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Public Safety Teleserve	p2-42	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Parking Enforcement Attendant PT	ks-22	4	2	3	2	1	0	0	0	0	0	0	0	0	0	0	0
Social Service Coord/Victim Adv.	p1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Percentages		269	46	64	55	7	2	0	0	0	0	0	0	0	0	0	0
		100%	17.1%	23.8%	20.4%	2.6%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
				205	168	16	13	1	2	0	0	0	0	0	0	0	0
				76.2%	62.5%	5.9%	4.8%	0.4%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.9%

Workforce Analysis
as of December 31, 2022
Public Services (Engineering Division)

Job Title	Code	Total EEs	Total Minorities	Female							Male														
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/ Alaskan	Hawaiian/ Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/ Alaskan	Hawaiian/ Pacific Is	Two or more						
Assistant City Engineer-Water	m	2	0	1	1												1	1							
Assistant City Engineer-Wastewater	m	1	0	0														1	1						
Traffic Engineer	m	1	0	0														1	1						
Engineering Associate	p1n	2	0	0														2	2						
Senior Civil Engineer	p2	3	0	1	1													2	2						
Senior Civil Engineer	p1	1	0	0														1	1						
Senior Civil Engineer	ts	2	1	0														2	1					1	
Records & Asset Mgr	p2	1	0	1	1													0	1						
Right of Way Coordinator	p1n	1	0	0														1	1						
Traffic Signal Technician	ks-44	2	0	0														2	2						
Lead Drafter	ks-36	1	0	0														1	1						
Engineering Technician I-Utility	ks-32	3	0	0														3	3						
Engineering Technician I-Utility	p2	1	0	0														1	1						
Engineering Technician	ks-32	1	0	0														1	1						
Percentages		22	5%	14%	14%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	19	82%	0%	0%	5%	0%	0%	0%	0%

Workforce Analysis
as of December 31, 2022

Public Services - Admin/Service & Finance/Equip/Field/Forestry/Pub Wrks

Job Title	Code	Total EEs	Total Minorities	Female							Male								
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more
Administration																			
Public Serv Director	e2	1	0	0															
Public Serv Deputy Director	d	1	1	1															
Assistant Director	d	2	0	0		1													
Admin Support Manager	p1	1	0	1															
Support Services Division Manager	m	1	1	1															
Water Distribution Manager	m	1	1	1		1													
Safety Manager	m	1	1	1															
Safety Coordinator	p2	1	0	0															
Safety Coordinator	s	1	0	0															
Cemetery & Public Services Coord	ks-26	1	0	1		1													
Payroll/Accounts Coordinator	ks-28	1	0	1		1													
Utility Billing Supervisor	s	1	0	1		1													
Utility Billing Coordinator	ks-28	2	0	1		1													
Utility Services Coordinator	ks-28	1	1	0															
Senior Systems Analyst II	p2	1	0	0															
Public Works Division Secretary	ks-26	1	0	1		1													
Public Services Coordinator	ks-24	1	0	1		1													
Stores/Procurement Coordinator	ks-28	2	0	1		1													
Fleet Services																			
Fleet Manager	p2	1	0	0															
Fleet Supervisor	sn	1	0	0															
Lead Master Mechanic	ah-42	1	0	0															
Vehicle Mechanic I	ah-26	2	0	1		1													
Vehicle Mechanic III	ah-40	1	0	0															
Vehicle Mechanic I	ah-42	1	0	0															
Vehicle Mechanic II	ah-40	1	0	0															
Street & Sidewalks Crews																			
Public Serv Sprvr	sn	2	1	0															
Municipal Worker IV	ah-42	2	0	0															
Municipal Worker III	ah-38	1	0	0															
Municipal Worker Apprentice	ah-24	4	3	0															
Municipal Worker Apprentice	ah-36	2	1	0															
Municipal Worker III	ah-42	1	0	0															
Municipal Worker II	ah-35	1	1	0															
Municipal Worker II	ah-38	5	1	0															
Municipal Worker II	ah-36	3	1	0															
Municipal Worker I	ah-30	1	1	0															
Water Mains & Distribution																			
Lead Maint Mechanic	ah-38	1	0	1		1													
Public Services Supervisor	sn	4	0	0															
Public Serv Dispatcher	s	1	1	0															
Municipal Worker III	ah-38	1	0	0															
Municipal Worker II	ah-42	1	0	1		1													
Municipal Worker Apprentice	ah-20	1	1	0															
Municipal Worker Apprentice	ah-30	3	0	0															
Municipal Worker Apprentice	ah-24	19	6	1		1													
Water Supply																			
Water Operator/Maintainer Apprentice	ah-36	1	0	1		1													

Public Services (continued)

Job Title	Code	Total EEs	Total Minorities	Female							Male							
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Forestry Supervisor	sn	1	0	0														
Municipal Worker Apprentice	ah-24	1	1	0														
Municipal Worker I	ah-30	1	1	0														
Municipal Worker Apprentice	ah-30	4	1	0														
Municipal Worker III	ah-38	1	0	0														
		103	25	17	14	2	1	0	0	0	0	0	0	0	0	0	0	0
Percentages		100%	24%	17%	14%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
				83%	62%	14%	7%	0%	0%	0%	0%	7%	0%	0%	0%	0%	0%	1%

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VI. Job Group Analysis

41 CFR §60 2.11(b)

The City determines and defines its job groups using federal EEOC job classifications. These job groups are aligned with census data classifications, which help determine the size of the job pool/ availability in each of the groups for vacant positions. Following this narrative section, worksheets present the demographic distribution of all employees within each job group classification.

The EEO Plan reports using the EEOC job classifications, not the City's pay grade or contractual classifications. For example, the EEOC places an electrician into the *skilled craft worker* (06) job group, whereas the City considers it a *technical* position represented by the "technical" bargaining group (KMEA).

Job Group Categories

- 1.1 Executives/Appointees/Officials/Senior-level managers
- 1.2 First line supervisors/First and mid-level officials
- 2.1 Professionals (attorneys, human resources professionals, accountants, etc.)
- 2.2 Public Safety sworn professionals (lieutenants and captains)
- 2.3 Science, engineering, and IT professionals
- 3.1 Technicians (non-Sergeant)
- 3.2 Technicians (Sergeants)
- 04 Protective Service (police officer trainees, public safety officers, detectives, crime laboratory personnel, polygraph examiner and fire marshal)
- 05 Administrative support
- 06 Skilled craft workers
- 08 Service/maintenance

Sub-Group Explanations

The City subdivides the major classification of *Official/Manager* (1.1 and 1.2) in a way that allows an examination of career paths within this job group. This subdivision coincides with changes in the EEO-1 (Employer Information) Report.

The 1.1 classification refers to senior level officials, appointees, or managers. The 1.2 classification refers to first-line supervisor or mid-level officials or managers.

Vacancies in the 1.1 job group may be filled via internal promotion or through external searches. The range of the search depends on the requirements of the position. 1.2 job group vacancies are most often filled locally or by internal promotion.

The *Professional* job group is divided into three subgroups: 2.1 – Professionals such as attorneys, human resources specialists and accountants; 2.2 – Public Safety sworn professionals of lieutenant, executive lieutenant and captain; and 2.3 – Science, engineering and IT

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professionals. Public Safety professionals have their own subgroup (2.2) because the hiring pool is limited by the labor agreement to eligible, currently employed Sergeants.

The *Technician* job group is subdivided into two groups: 3.1 – general City technical personnel, and 3.2 – Sergeants within the sworn Public Safety department. The reason for the Public Safety subdivision is that the only feeder group to Sergeants (3.2), is the 04 job group, as prescribed in the labor agreement.

Job Group 1 (1.1 and 1.2)

These employees set broad policies and have overall responsibility for those persons implementing the policy. Employees may direct individual departments, special phases or program areas of operations. The classification is divided into two levels due to decision-making responsibilities, salary and recruiting sources.

- 1.1 Senior level executives or officials in upper divisional management
All City Commission appointees

- 1.2 Supervisors or officials at the mid-level or lower, and some KMEA employees such as:
 - Inspectors
 - Buyers
 - Public Services Supervisors and Forepersons
 - Office and Parks Managers

Job Group 2 (2.1, 2.2 and 2.3)

These employees are in positions requiring four years or more of college, or experience and training that provide a comparable background. The City separates Public Safety sworn professionals into the subgroup 2.2, as their recruitment is strictly internal due to the negotiated contract. Scientific and technical professionals make up subgroup 2.3 because of the specific recruitment issues.

- 2.1 Attorneys
Accountants/financial analysts
Talent Acquisition/Employee Health Manager/HR Business Partner
Management Analysts
Planners

- 2.2 Public Safety Captains and Lieutenants

- 2.3 Traffic Engineers
Civil Engineers
Systems Analysts and other computer professionals

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Job Group 3 (3.1 and 3.2)

These occupations require a combination of basic or technical knowledge and manual skills that can be obtained through on-the-job training and post high school education, or the equivalent of two years at a community college, or an occupation in which employees perform some of the duties of a technician or professional in a supportive role.

Public Safety Sergeants are also in this category but are tracked separately. Because recruitment into this group is limited by contract language to internally eligible candidates, Sergeants have been assigned to a separate technical job group.

- 3.1 Drafters
- Engineering technicians
- Laboratory technicians
- Recreation assistants
- Surveyors
- Technicians

- 3.2 Public Safety Sergeants

Job Group 4 (04)

This group is composed of sworn protective service employees at various levels below command officers. The ERIP had the most impact on this job group, but still contains the highest number of allocated positions.

- 04 Police Officer trainees
- Public Safety Officers
- Detectives
- Crime Lab personnel
- Polygraph Examiner
- Fire Marshal

Job Group 5 (05)

This is the administrative support job group. It is made up of occupations in which employees perform tasks associated with clerical or secretarial activities, including internal/external communications, recording and retrieval of data and other paper or computer work required in an office.

- 05 Administrative Support Coordinators
- Accounts Coordinators
- HR Coordinator
- Secretaries
- Treasury Services Associates

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Job Group 6 (06)

This job group includes positions requiring a relatively high level of manual skill and comprehensive knowledge of the processes involved in the work. These jobs require an apprenticeship and on-the-job or other training.

- 06 Electricians
- Heavy equipment operators
- Maintenance mechanics and repairers
- Skilled machining positions
- Water and sewage treatment plant operators, including apprentices
- Water distribution operators, including apprentices

Job Group 8 (08)

These positions require limited degrees of acquired skill and knowledge. The duties of these jobs result or contribute to the comfort, convenience, hygiene or safety of the public or contribute to the upkeep and care of facilities and grounds.

- 08 Laborers
- Custodians

Job Group Analysis
as of December 31, 2022
1.2 Supervisors, Inspectors, Buyers

Job Title	Code	Total EEs	Total Minorities	Females						Males																
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more							
Process Control Engineering Supervisor	ts	1	0	0													1	1								
Recreation Manager	m	1	0	0														1	1							
Foundation for Excellence Manager	m	1	0	0														1	1							
Records and Asset Manager	p2	1	0	0		1												0	0							
Records & Information Manager	m	1	0	0														1	1							
Financial Services Division Manager	m	1	0	0		1												0	0							
Environmental Lab Supervisor	ts	1	0	0														1	1							
Environmental Compliance Supervisor	p2	1	0	0														1	1							
Building Official	m	1	1	0														1	1							
Code Administration Manager	m	1	0	1		1												0	0							
Collections & Plant Maintenance Manager	p2	1	0	0														1	1							
Lab Sampling Supervisor	p1	1	0	0														1	1							
Treatment Operations Supervisor	sn	7	0	1		1											6	6								
Forestry Supervisor	sn	1	0	0														1	1							
Fleet Supervisor (Pub Serv)	sn	1	0	0														1	1							
Pub Serv Supv	sn	8	1	0														8	7		1					
Water Operations Supervisor	sn	1	0	0														1	1							
Water Ops Maintenance Supervisor	p2	1	0	0														1	1							
Parks Supervisor	ts	1	1	0														1	1							
WW Senior Operations Supervisor	p2	1	0	0														1	1							
City Building Maintenance Manager	p2	1	0	0														1	1							
Bldg Trades Code Compliance Officer	ks-38	1	0	0														1	1							
Buildings Inspector/Plan Review	ks-40	1	0	0														1	1							
Sr Electrical Inspector/Plan Review	ks-46	1	0	0														1	1							
Plumbing Inspector/Plan Review	ks-46	1	0	0														1	1							
Building Insp Fire Suppression/Plan Review	ks-46	1	0	0														1	1							
Safety & Training Manager	p2	1	0	0														1	1							
Public Services Coordinator Supervisor	p1n	1	1	1														1	1							
Buyer	ks-36	2	2	2														2	1		1					
Buyer	ks-40	1	0	0														1	1							
Zoning Administrator	ks-44	1	0	0														1	1							
Housing Inspector II	ks-36	5	2	2														2	1							
Code Compliance Inspector III	ks-40	1	1	1														1	3		3					
Code Compliance Inspector II	ks-36	1	1	1														0	0							
Code Compliance Inspector II	ks-40	1	1	1														0	0							
Code Compliance Inspector I	ks-32	1	1	1														0	0							
		54	12	12		4	3	3	1	0	0	0	0	0	0	0	42	38	4	0	0	0	0	0	0	0
		100%	22%	22%		7%	6%	6%	2%	0%	0%	0%	0%	0%	0%	78%	70%	7%	0%	0%	0%	0%	0%	0%	0%	0%

Percentages

Job Group Analysis
as of December 31, 2022

2.3 Science, Engineering and Computer Professionals

Job Title	Code	Total EEs	Total Minorities	Females						Males								
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Senior Systems Analyst-Prg Mgr	p2	1	0	1	1													
Data Manager	m	1	0	1	1													
Senior Civil Engineer	p1	1	0	0														
Senior Civil Engineer	p2	3	0	1	1													
Senior Civil Engineer	ts	2	1	0														
Senior Systems Analyst	p1	1	0															
Senior Systems Analyst	p2	1	0															
Senior Systems Analyst II	p2	3	0	0														
Server Administrator	p2	1	0															
Service Desk Analyst	p1	2	1	1	1													
Engineering Associate	p1	2	0															
Asst City Engineer	m	1	0	1	1													
Traffic Engineer	m	1	0															
		20	2	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentages		100%	10%	30%	30%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
				30%	30%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
				60%	60%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
				70%	70%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
				70%	60%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
				14	12	1	0	0	0	0	0	0	0	0	0	0	0	0
				70%	60%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Job Group Analysis
as of December 31, 2022
08 Service/Maintenance

Job Title	Code	Total EEs	Total Minorities	Females						Males								
				Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is	Two or more	Total	White	AA/Black	Hispanic	Asian	Amer Ind/Alaskan	Hawaiian/Pacific Is
Laborer II	ah-24	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentages		100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

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VII. Availability and Utilization Analysis

41 CFR §60 2.12 and 2.13

A major function of the EEO Plan is to compare the City's female and minority internal representation with external available candidates for each job group. The availability calculations for both internal and external representation are discussed here. Following the narrative section is the availability analysis computation worksheet for each job group and a chart summarizing the goal analysis of underutilization.

Availability figures are the percentage of *external and internal* qualified candidates for positions within a given job group both within the organization and in the immediate, surrounding and broader regions. Representation or utilization figures are the *internal* incumbents (current employees) within job groups as of 12/31/2022. Underutilization, if any, is the percentage to which internal candidates fall below the external availability for positions in that job group. Underutilization is considered significant if equal to or greater than 5%. When a 5% or greater underutilization exists, efforts are made to address any barriers to promotion or employment, along with efforts to increase diverse candidates to the applicant pools. These efforts are discussed in further detail in Section VIII.

EEO Plan availability calculations utilize a US Census EEO Tabulation published in 2020, which remains the most current demographic and occupational data available. In addition to the external EEO availability data, internal job group data is incorporated into the availability calculations. Thus the availability calculation is a combination of external and internal data of potentially qualified candidates. As such, the availability calculation can change from year to year based on these factors.

The external job group availability calculations in this section, except for Public Safety sworn (2.2, 3.2, & 04), are based on the US Census EEO Tabulation (2014-2018) available at: <https://www.census.gov/topics/employment/equal-employment-opportunity-tabulation/guidance/2014-2018-eeo.html>

With the exception of 2.3 and 08 job groups, job group availability calculations were based on data from Table EEO-ALL06R. For 2.3 and 08 job groups, data from Table EEO-ALL03R was utilized.

Job group 04 (Sworn Public Safety) calculations are based on data from Department of Justice, Bureau of Labor Statistics, Michigan Commission on Law Enforcement Standards (MCOLES) and Michigan Office of Fire Fighting Training. The 2.2 job group (Professionals-Sworn Public Safety) and the 3.2 job group (Sergeant) availability calculations are based entirely on eligible internal candidates as prescribed in the respective labor agreements.

The following is an analysis of the representation percentages of females and minorities in the EEO job groups. Factors impacting the changes in representation are also discussed. For more ease of reporting and earlier completion, the EEO Plan analysis shifted data to a 12-month

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calendar review period. Presented below is the current 4th quarter data (12 months) verses 1st quarter data (15 months) in the last EEO.

Job Group: Officials/Managers 1.1

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22 (1Qtr22)
Females	44.4% (40.5%)	39.6% (41%)	none (none)
Minorities	20% (16.7%)	17.0% (16.3%)	none (none)

This job group includes executive, director, and upper-level management staff, with the 1.2 Supervisor job group being a major source of promotion into these top-level positions.

Females – Representation for females in this job group increased in this reporting year. There is no female underutilization in this job group.

Minorities – Representation of minorities increased from the prior reporting. There is no minority underutilization.

Job Group: Supervisors/Inspectors 1.2

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22 (1Qtr22)
Females	22.2% (32.1%)	39.4% (37.8%)	17.2% (7.1%)
Minorities	22.2% (21.7%)	16.7% (14.2%)	none (none)

This job group includes first-line supervisors, inspectors and buyers and is frequently a source of promotions into the 1.1 job group (Officials/Managers).

Females – Representation of females decreased from the prior reporting period. The percentage of female availability remained increased, thus the underutilization of females increased. This job group remains an area for improvement.

Minorities – Minority representation increased from the prior reporting year. There is no minority underutilization in the 1.2 job group.

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Job Group: Professionals – General 2.1

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22 (1Qtr22)
Females	66.7% (66.7%)	63.0% (62.7%)	none (none)
Minorities	26.7% (18.8%)	17.8% (16.7%)	none (none)

The 2.1 job group represents attorneys, accountants, human resources professionals, financial analysts and other general professional positions. This job group has been a source of promotions into the 1.1 (Officials/Managers) and 1.2 (Supervisors) job groups.

Females – Representation remained the same since last reporting. There is no underutilization of females in this general professional job group.

Minorities – The minority representation markedly increased resulting in no underutilization in this job group. Minority representation is above the external availability for this professional job group and remains a strong area of minority representation at the City.

Job Group: Professionals – Sworn Public Safety 2.2

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22 (1Qtr22)
Females	8.7% (9.1%)	6.4% (8.9%)	none (none)
Minorities	13.0% (13.6%)	16.4% (16.4%)	3.4 (none)

Public Safety Lieutenants, Executive Lieutenants and Captains comprise this job group. The collective bargaining agreement limits the source of candidates to those eligible in Lieutenant and Sergeant ranks (2.2 & 3.2 job groups). Thus, there is no external data used in the availability calculation for this job group.

Females – There was a decrease in female representation from the prior year and no underutilization. Future retirements are expected to provide additional opportunities for female promotions into this job group.

Minorities – Minority representation decreased slightly this reporting period, resulting in underutilization. Future retirements will provide additional opportunities for minority promotions into this job group.

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Job Group: Professionals – Computer, Science and Engineering 2.3

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22 (1Qtr22)
Females	30.0% (37.5%)	23.5% (23.3%)	None (none)
Minorities	10% (12.5%)	18.5% (18.6%)	8.5% (6.1%)

Within this job group are the engineer, science, and computer professionals, and is the smallest job group within the organization. Additional IT/computer allocations are anticipated, as well as filling of current vacancies in engineering positions.

Females – Female representation decreased from previous year, however there is no female underutilization.

Minorities – There continues to be minority underutilization in this job group. Additional openings in the 2.3 job group and more competitive compensation are expected to attract more minority candidates into this specialized professional job group.

Job Group: Technicians (non-Sergeant) 3.1

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22 (1Qtr22)
Females	33.3% (26.0%)	43.0% (42.2%)	9.7% (16.2%)
Minorities	14.3% (18.0%)	17.4% (17.5%)	3.1% (none)

This job group includes a variety of technical positions including, treatment control analysts, electronic and environmental services. A large majority of 3.1 job group positions are governed by labor agreements, impacting wage scales and promotional processes.

Females – Female representation increased in this job group. Female availability remains strong while representation lags. Creating underutilization. Future vacancies are expected to provide opportunities to advance or hire females.

Minorities – Minority representation decreased during this reporting period, creating underutilization in this job group. Future vacancies are expected to provide opportunities to advance or hire minorities.

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Job Group: Technicians (Public Safety Sergeants) 3.2

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22 (1Qtr22)
Females	9.4% (9.1%)	17.3% (16.8%)	7.9% (7.7%)
Minorities	18.8% (18.2%)	17.3% (16.8%)	none (none)

Public Safety Sergeant is the only position in this job group due to the closed nature of the contractual bid system. The collective bargaining agreement limits the source of candidates to eligible sworn members in the 04 job group. Thus, there is no external availability data used in the calculation for this job group.

Females – Female representation increased slightly for this period. Future retirements will provide additional opportunities for females to promote up to the 3.2 job group.

Minorities – Minority representation increased with promotions creating no underutilization for the last two reporting periods. Minority new hires have increased in the 04 job group, which will provide for future minority promotions. As mentioned above, the required 5 years of service must be met in order to test for promotion up to the 3.2 job group, so minority promotions are expected to occur in the near future.

Job Group: Protective Service 04

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22 (1Qtr22)
Females	20.1% (20.0%)	13.8% (13.7%)	none (none)
Minorities	17.3% (16.8%)	13.6% (13.5%)	none (none)

The 04 job group includes sworn officers, detectives, polygraph, fire marshal and specialized lab personnel. Position allocations within the 04 job group will increase due to federally funded grants, greater general fund dollars and more contractual service relationships.

Females – Female representation increased slightly again this year in the 04 job group. Female availability remained stable and for another year and female representation is above the availability percentage, which is a solid accomplishment in a public safety agency.

Minorities – Minority representation increased. For the 7th year, there is no minority underutilization in this job group. This is of special note in light of the pressure and competition nation-wide on law enforcement agencies to increase minority representation. To continue this success, future recruiting is focusing on increasing the pool of qualified minority candidates.

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Job Group: Administrative Support 05

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22 (1Qtr22)
Females	91.1% (93.5%)	81.0% (81.8%)	none (none)
Minorities	14.3% (15.2%)	18.6% (18.9%)	4.3 (3.7)

This job group encompasses all levels of administrative support, from clerk/typists to executive assistants. Historically, this job group is well-represented by females and minorities, with frequent opportunities for promotion within the job group and upward into higher job groups.

Females – Female representation and availability in this job group decreased but remains very strong. The 05 job group has provided a source for promotions to upper level supervisory and professional positions, yet continues to remain above the female availability benchmark.

Minorities – Minority representation decreased resulting in underutilization.

Job Group: Skilled Craft Workers 06

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22 (1Qtr22)
Females	6.6% (6.6%)	5.7% (5.3%)	none (none)
Minorities	22.2% (21.0%)	18.4% (17.7%)	none (none)

This job group includes water, wastewater and equipment operators, mechanics and electricians. All positions are represented by AFSCME or KMEA bargaining units. Due to the career ladder, a self-promotion process is available to employees. This has been a great training and development opportunity for this job group, as well as a solid career pathway for entry level, local candidates.

Females – Female representation remained the same and female availability increased slightly from the prior year resulting in no underutilization.

Minorities – Minority representation and availability increased. There is no underutilization of minorities in the 06 job group.

City of Kalamazoo
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Job Group: Service/Maintenance 08

	Representation 4Qtr22 (1Qtr22)	Availability 4Qtr22 (1Qtr22)	Underutilization 4Qtr22(1Qtr22)
Females	0.0% (0.0%)	13.9% (15.1%)	13.9% (15.1%)
Minorities	0.0% (0.0%)	19.2% (11.1%)	19.2% (11.1%)

Due to the transfer of positions to the CCTA and upward career ladder promotions to the Skilled Trades (06) job group, the (08) job group now has just two positions, Laborer and Custodian.

Females – There is no female representation.

Minorities – There is no minority representation in this limited job group.

Availability Factor Computation Form

**2023 EEO Plan
Job Group: Managers (1.1)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	12.70	44.20	0.30	3.81	13.26	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	13.10	45.20	0.20	2.62	9.04	Battle Creek MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	21.30	41.50	0.40	8.52	16.60	9 minorities and 20 females in 1.1 job group; 12 minorities and 12 females in 1.2 job group; 12 minorities and 30 females in 2.1 job group; 2 minority and 6 females in 2.3 job group	Internal recruiting source
Percentage of minorities and women among those at facility who can be trained in requisite skills	20.80	7.40	0.10	2.08	0.74	3 minorities and 2 females in 2.2 job group; 28 minorities and 9 females in 06 job group	Occasional internal recruiting source
Total Availability			1	17.03	39.64		

2022 Actions

- 1 wf hired from immediate area
- 1 wf hired from out of state
- 1bm hired from immediate area
- 1 bf promoted from 2.1 job group
- 1 wm promoted from 1.2 job group

Availability Factor Computation Form

**2023 EEO Plan
Job Group: Supervisors (1.2)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	12.70	44.20	0.35	4.45	15.47	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a reasonable recruitment area.	13.10	45.20	0.15	1.97	6.78	Battle Creek MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	21.30	39.70	0.10	2.13	3.97	12 minorities and 12 females in 1.2 job group; 12 minorities and 30 females in 2.1 job group; 6 minorities and 14 females in 3.1 job group	Internal recruiting sources
Percentage of minorities and women among those at facility who can be trained in requisite skills	20.30	33.00	0.40	8.12	13.20	8 minorities and 51 females in the 05 job group; 28 minorities and 9 females in 06 job group	Occasional source of recruits
Total Availability			1	16.66	39.42		

- 2022 Actions**
- 1 wm hired from immediate area
 - 1 wm hired from broader region
 - 1 wm promoted from 2.1 job group
 - 1 wm promoted from 3.1 job group
 - 2 wm promoted from 06 job group

Availability Factor Computation Form

2023 EEO Plan Job Group: Professionals (2.1)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	14.90	60.00	0.35	5.22	21.00	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a out of state recruitment area.	17.80	57.10	0.15	2.67	8.57	Michigan (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Larger recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	19.80	80.20	0.40	7.92	32.08	12 minorities and 30 females in 2.1 job group; 8 minorities and 51 females in 05 job group	Normal recruiting source
Percentage of minorities and women among those at facility who can be trained in requisite skills	20.20	13.70	0.10	2.02	1.37	6 minorities and 14 females in 3.1 job group; 28 minorities and 9 females in 06 job group	Occasional recruiting source
Total Availability			1	17.83	63.02		

2022 Actions

- 1 bm hired from immediate area
- 1 2+m hired from immediate area
- 2 wf hired from immediate area
- 2 wf hired from broader region

2023 EEO Plan

Job Group: Professionals - Sworn (Public Safety Lt/Cpt) (2.2)

Availability Factor Computation Form

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Percentage of minorities and women among those promotable or transferrable within facility.	16.40	9.10	1.00	16.40	6.38	4Q2022 Diversity Profile: 3 minorities and 2 female in 2.2 job group; 6 minorities and 3 females in 3.2 job group	Sole recruiting source per collective bargaining agreements
Percentage of minorities and women in institutions providing training in requisite skills.	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Percentage of minorities and women among those at facility who can be trained in requisite skills	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Total Availability			1	16.40	6.38		

2022 Actions

- 1 w/m promoted from 3.2 job group
- 1 bf promoted from 3.2 job group

2023 EEO Plan

Availability Factor Computation Form

Job Group: Science, Engineering and Computer Professionals (2.3)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	14.60	26.30	0.30	4.38	7.89	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	17.60	28.40	0.20	3.52	5.68	Battle Creek MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	22.60	22.70	0.30	6.78	6.81	Michigan MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	19.10	15.40	0.20	3.82	3.08	2 minorities and 6 females in 2.3 job group; 6 minorities and 14 females in 3.1 job group; 28 minorities and 9 females in 06 job group	Occasional recruiting source
Percentage of minorities and women among those at facility who can be trained in requisite skills	n/a	n/a	n/a	n/a	n/a	n/a	Not a source due to level of expertise required for this technical job group
Total Availability			1	18.50	23.46		

2022 Actions:

- 1 wm hired from out of state
- 1 wf hired from broader region

Availability Factor Computation Form

**2023 EEO Plan
Job Group: Technicians (3.1)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	16.50	61.00	0.40	6.60	24.40	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	21.40	62.70	0.10	2.14	6.27	Michigan (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Larger recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	16.70	22.60	0.40	6.68	9.04	6 minorities and 14 females in 3.1 job group; 31 minorities and 36 females in 04 job group	Normal recruiting source
Percentage of minorities and women among those at facility who can be trained in requisite skills	19.80	33.00	0.10	1.98	3.30	8 minorities and 51 females in 05 job group; 28 minorities and 9 females in 06 job group	Occasional source of recruits due to DEQ and MWEA training
Total Availability			1	17.40	43.01		

2022 Actions
1 wm hired from immediate area
1 wm hired from broader area

2023 EEO Plan

Job Group: Technicians (Public Safety Sergeants) (3.2)

Availability Factor Computation Form

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Percentage of minorities and women among those promotable or transferrable within facility.	17.30	20.10	1.00	17.30	17.30	4Q2022 Diversity Profile: 31 minorities and 36 females in the 04 job group	Sole recruiting source per collective bargaining agreements
Percentage of minorities and women in institutions providing training in requisite skills.	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Percentage of minorities and women among those at facility who can be trained in requisite skills	n/a	n/a	n/a	n/a	n/a	n/a	Not a source of recruits
Total Availability			1	17.30	17.30		

2022 Actions

2 wm promoted from 04 job group

2023 EEO Plan

Availability Factor Computation Form

Job Group: Protective Service (04)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	n/a	n/a	n/a	n/a	n/a	Occupational data by race and gender are not available for the immediate area	N/A, No Data Available
Percentage of minorities and females in Michigan in the sworn police profession.	6.98	12.15	0.30	2.09	3.65	Michigan Commission on Law Enforcement, Licensing Division, as of 7/3/2018	Normal recruiting source
Percentage of minorities and females in Michigan in the FF and EMS profession (Occupational stats not separated).	4.12	7.55	0.30	1.24	2.27	Michigan Fire Fighter Training Division, Statistics as of 7/3/2018	Occasional source of recruits when open to non-MCOLES candidates
Percentage of minorities and women among those promotable or transferrable within facility.	17.30	20.10	0.20	3.46	4.02	31 minorities and 36 females in 04 job group	Sole recruiting source for detective, crime lab & fire marshal positions per collective bargaining agreement
Percentage of females and minorities nationwide in the police profession.	37.90	23.80	0.15	5.69	3.57	BLS, Employment & Earnings, Household Data, Table 11, 2021	National statistics of females and minority police and sheriff patrol officers
Percentage of females and minorities nationwide in the fire fighting profession.	22.50	5.10	0.05	1.13	0.26	BLS, Employment & Earnings, Household Data, Table 11, 2021	National statistics of females and minority fire fighters
Total Availability			1	13.60	13.76		

2022 Actions

- 2 wm hired from immediate area
- 6 wm hired from broader region
- 1 bm hired from broader region
- 1 bm hired from out of state
- 1 wf hired from immediate area
- 1 hf hired from immediate area

2023 EEO Plan

Job Group: Administrative Support (05)

Availability Factor Computation Form

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	17.20	76.80	0.50	8.60	38.40	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in immediate labor area.	21.10	77.90	0.10	2.11	7.79	Michigan MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	36.40	75.10	0.10	3.64	7.51	United States MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Occasional recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	14.30	91.00	0.30	4.29	27.30	8 minorities and 51 females in 05 job group	Normal recruiting source
Total Availability			1	18.64	81.00		

2022 Actions

- 5 wf hired from immediate area
- 1 wf hired from broader region
- 2 hf hired from immediate area
- 1 bf hired from immediate area

Availability Factor Computation Form

**2023 EEO Plan
Job Group: Skilled Craft (06)**

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	13.30	3.60	0.30	3.99	1.08	Kalamazoo - Portage MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a reasonable recruitment area.	7.90	3.10	0.05	0.40	0.16	Battle Creek MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a broader recruitment area.	13.90	3.70	0.05	0.70	0.19	Michigan MSA (US Census EEO Tabulation EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	22.20	7.10	0.60	13.32	4.26	28 minorities and 9 females in 06 job group	Primary source for lateral transfers/ promotions
Total Availability	1			18.40	5.68		

2022 Actions

- 8 wm hired from immediate area
- 5 bm hired from immediate area
- 1 2+m hired from immediate area
- 10 wm hired from broader region
- 1 wf hired from broader region

2023 EEO Plan

Availability Factor Computation Form

Job Group: Service/Maintenance* (08)

	Raw Statistics		% Weight	Weighted Factor		Source of Statistics	Reason for Weighting Factor
	Minority	Female		Minority	Female		
Percentage of minorities and women among those having requisite skills in immediate labor area.	32.90	23.20	0.55	18.10	12.76	Kalamazoo - Portage MSA Transportation only EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those having requisite skills in a reasonable recruitment area.	21.90	23.00	0.05	1.10	1.15	Battle Creek MSA Transportation only (EEO-ALL03R 2014-2018)	Normal recruiting source
Percentage of minorities and women among those promotable or transferrable within facility.	0.00	0.00	0.40	0.00	0.00	0 minorities and 0 females in 08 job group*	Normal recruiting source
Total Availability			1	19.19	13.91		

2022 Actions (No activity in this job group)

0% of pools were female
0% of pools were minority

*Only 2 positions/personnel left in this job group.

CITY OF KALAMAZOO - EEO Plan, Section VII
Prior EEO Submission/ Goal Analysis of Underutilization
(2022 vs 2021)

	<u>Under Use</u> 2022	<u>Under Use</u> 2021	<u>Contributing Factors</u>
1.2 Supervisors/Inspectors			
<i>Females</i>	17.1%	7.1%	Female representation decreased significantly from the prior reporting period therefore underuse increased. One female promoted from this job group.
2.3 Professionals- Computer Science and Engineering			
<i>Minorities</i>	8.5%	6.1%	Minority underutilization increased in this job group. Future vacancies are expected to provide opportunity to advance or hire minorities.
3.1 Technicians- (non- Sergeant)			
<i>Females</i>	9.7%	16.2%	Female underutilization decreased significantly in this job group. Female availability increased and female representation increased.
3.2 Technicians- (Public Safety Sergeants)			
<i>Females</i>	7.9%	7.7%	Female under use increased in this job group. Contributing factors include: <ul style="list-style-type: none"> • two males promoted to sergeant • closed/limited contractual pool of candidates
08 Service/Maintenance			
<i>Females</i>	13.9%	13.9%	Female underutilization remains high in this job group as only 2 positions remain at present and there are few and infrequent vacancies.
<i>Minorities</i>	19.2%	19.2%	Minority underutilization remains high in this job group as only 2 positions remain at present and there are few and infrequent vacancies.

Utilization Analysis by Number and Percentage by EEOC Job Group 4th Quarter 2022

EEOC Job Group	Total	Females	Incumbent Female %	Female Availability*	Female Under %**	Minority	Incumbent Minority %	Minority Availability*	Minority Under %**	WM	BM	AM	HM	AIM	2+M	WF	BF	AF	HF	2+F	Tot
1.1 Official/Manager	45	20	44.4%	39.6%	4.8%	9	20.0%	17.0%	3.0%	20	5					16	3		1		45
1.2 Supervisor/Inspector/Buyer	54	12	22.2%	39.4%	-17.2%	12	22.2%	16.7%	5.5%	38	4					4	3	1	3	1	54
2.1 Professional (General)	45	30	66.7%	63.0%	3.7%	12	26.7%	17.8%	8.9%	9	3		1		2	24	6				45
2.2 Professional (Lts, Ex Lts & Cpts)	23	2	8.7%	6.4%	2.3%	3	13.0%	16.4%	-3.4%	18	1		1	1		2					23
2.3 Professional (Engineer/computer/science)	20	6	30.0%	23.5%	6.5%	2	10.0%	18.5%	-8.5%	12	1	1				6					20
3.1 Technician (non-Sgts)	42	14	33.3%	43.0%	-9.7%	6	14.3%	17.4%	-3.1%	25	2	1	1			11	3				42
3.2 Technician (Sgts)	32	3	9.4%	17.3%	-7.9%	6	18.8%	17.3%	1.5%	24	2		2			2	1				32
04 Protective Service	179	36	20.1%	13.8%	6.3%	31	17.3%	13.6%	3.7%	117	11	1	9	1	4	31	3		2		179
05 Administrative Support	56	51	91.1%	81.0%	10.1%	8	14.3%	18.6%	-4.3%	5						43	3	1	4		56
06 Skilled Craft	126	9	6.6%	5.7%	0.9%	28	22.2%	18.4%	3.8%	90	18		7		2	8	1				126
08 Service/Maintenance	2	0	0.0%	13.9%	-13.9%	0	0.0%	19.2%	-19.2%	2						0					2
TOTAL	624	183				117				360	47	2	21	2	9	147	23	2	10	1	624
	29.3%					18.8%				57.7%	7.5%	0.3%	3.4%	0.3%	1.4%	23.6%	3.7%	0.3%	1.6%	0.2%	100.0%

Percent males	70.7%
Percent females	29.3%
Percent white	81.3%
Percent minority	18.8%

*Availability - Represents goal/guideline for utilization/incumbent representation.

**Under Utilization % - Represents job groups with underutilization compared to External & Internal Availability. Job groups with underrepresentation of ≥5% of Availability are bolded and identified as areas for improvement.

Under Utilization in the 08 Service/Laborer job group is primarily due to the departure of all but two positions/personnel when the CCTA split off from the City.

Efforts to improve utilization are in accordance with Michigan Constitution, Art. I, Sec. 26, as amended, which prohibits preferential treatment in public employment based on race, sex, color ethnicity or national origin (enacted 12/23/2006).

On April 22, 2014, the US Supreme Court ruled/ upheld the Michigan Constitutional prohibition of preferential treatment in college admissions. The Court did not rule on the constitutionality in public employment; therefore the City will continue to comply with the prohibition of preferential treatment in public employment.

CITY OF KALAMAZOO - EEO Plan, Section VIII

Plan of Action to Reduce Underutilization (≥5% under use in 2022 EEO Job Groups)

	<u>Under Use as of 12-2022</u>	<u>Plan of Action</u>
1.2 Supervisors/Inspectors <i>Females</i>	17.1%	<p>Underutilization of females increased during this reporting period and remains an area for improvement. Continued actions to address under-representation of females will include:</p> <ul style="list-style-type: none">• encourage females to promote through implementation of onboarding/ mentorship opportunities for females• consider/ determine if qualified internal female candidates exist prior to seeking external candidates• continued training for hiring managers to increase awareness of goals/underutilization: EEO training, interviewing/hiring, discrimination/harassment prevention training house-wide• review of hiring processes/outcomes with hiring managers to identify issues and seek greater diversity in candidate pools• continue to recruit on diversity websites, in addition to traditional recruiting sources• continue participation and promotion of diversity initiatives.

2.3 Professionals (computer/science/engineers)

Minorities

8.5%

Further actions to address minority underutilization will include:

- continue to seek candidates from historically black colleges, minority agencies and diversity websites, in addition to traditional recruiting sources
- continue to offer internships in the Information Technology department to attract diverse talent
- review of hiring processes and outcomes with hiring managers to identify issues and seek greater diversity in candidate pools
- criminal history checks done post-interview for final candidates and evaluated by Human Resources on a case-by-case basis relative to the position
- continue participation and promotion of diversity initiatives: Respecting Differences annual event, ongoing Summit on Racism and diversity workshops

3.1 Technicians (non-Sergeants)

Females

9.7%

Underutilization decreased significantly during this reporting period; however this job group remains an area for improvement. This job group is largely controlled by Continued actions to address female underutilization include:

- encourage females to promote through implementation of onboarding/ mentorship opportunities for females
- consider/ determine if qualified internal female candidates exist prior to seeking external candidates
- continued training for hiring managers to increase awareness of goals/underutilization: EEO training, interviewing/hiring, discrimination/harassment prevention training house-wide
- review of hiring processes/outcomes with hiring managers to identify issues and seek greater diversity in candidate pools
- continue to recruit on diversity websites, in addition to traditional recruiting sources
- continue participation and promotion of diversity initiatives.

3.2 Technicians (Public Safety Sergeants)

Females

7.9%

Female underutilization increased slightly from the prior reporting year due to 2 male promotions to Sergeant. Continued actions to address female underutilization include:

- encourage eligible females in the 04 job group to test for promotion to the Sergeant position
- implementation of a female mentoring program within KDPS for development and promotion into command positions
- provide study preparation sessions for promotional exams, including females to improve test success
- continue efforts to recruit and hire females into the 04 job group, which is the sole contractual source of candidates for Sergeant
- continue participation and promotion of diversity initiatives: Respecting Differences annual event and other diversity workshops

08 Service/Maintenance

Females

13.9%

Underutilization of females remains unchanged in this job group. Positions in this job group are limited.

Minorities

19.2%

Underutilization of minorities remains unchanged in this job group. Positions in this job group are limited.

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IX. Monitoring and Reporting Systems

41 CFR §60 2.13(g)

Human Resources staff retains records of applicant flow, referrals, placements, rejected offers, testing results, training, transfers, promotions, salary changes, terminations and layoffs. This information is reported quarterly to the HR/LR Director and City Manager to ensure that the City's efforts toward increased diversity and non-discrimination are carried out. This quarterly reporting also provides for review of outcomes to identify any procedures or practices that may need to be addressed.

The Human Resources/Labor Relations Director or designee informs managers and supervisors of the status of EEO Plan objectives. This is done through the quarterly *EEO Job Group Status Report*. This report is derived from a quarterly survey of all employment activity, an analysis of employment actions and a review of job group census.

The City of Kalamazoo is committed to fulfilling its responsibility to comply with all government regulations pertaining to equal employment opportunity. The Human Resources/Labor Relations Director updates hiring managers and upper management of developments and “best practices” in equal employment recruiting.

New developments in the area of diversity and progress in the EEO Plan objectives are discussed with department directors and the HR/LR Director or designee(s) through periodic communications (reports, meetings and/or training sessions). Relevant information is communicated to employees via departmental meetings, training programs and/or postings.

The City Human Resources/Labor Relations Director or designee provides quarterly reports to the City Manager regarding program effectiveness and makes recommendations to improve diversity within city employment.

An employee who has been discriminated against or harassed based on any protected category as protected by City policy, state or federal law may file a complaint with Human Resources (complaint form and procedure attached). The employee may also file a complaint with the Michigan Department of Civil Rights or the Equal Employment Opportunity Commission (EEOC).

The EEO Officer (HR/LR Director) monitors and reviews the investigation of internal discrimination and harassment complaints. Complaints are investigated in partnership the Employee Relations Manager/Ombudsman along with a City Attorney representative and are logged and tracked in the Human Resources office.

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Complaints filed externally through the Michigan Civil Rights Commission and/or the EEOC are investigated, tracked, and logged by the City Attorney. A log of these EEO/Civil Rights complaints is also kept in Human Resources.

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X. Compliance Regarding Religion, National Origin and Sex Discrimination Guidelines

41 CFR §60 2.13(h) and §60 50

In implementing its equal employment opportunity policy regarding non-discrimination, the City of Kalamazoo commits to equal opportunity in employment regarding religion, national origin, and sex/gender. In addition, the City's non-discrimination policy includes the additional protected categories of age, ancestry, citizenship, color, disability, ethnicity, familial status, gender identity, genetic information, height, weight, marital status, sexual orientation, and veteran status.

The Human Resources/Labor Relations Director or designee reviews employment practices to determine whether members of various religious and/or ethnic groups are given equal job opportunities in all job groups and gives particular attention to those employed in or applying for positions in management job groups. Such opportunities include, but are not limited to, the following: employment, reclassifications, promotions, demotions, transfers, layoffs, terminations, rates of pay and selection for training.

To ensure non-discrimination based on religion or national origin, the City is involved in the following outreach or recruitment activities:

- The City communicates its commitment to provide equal employment opportunity without regard to religion or national origin to all employees.
- Supervisory personnel are made of aware through training of the extent of equal employment and fair labor practices as related to religion and national origin.
- A variety of recruitment resources such as employment agencies, college placement and community agencies, etc., are used to ensure equal employment opportunity without regard to religion and national origin and such sources are made aware of the City's position on this matter.
- The City makes reasonable accommodations with the religious observances and practices of employees or prospective employees except where such accommodation causes undue hardship on City business. The extent of our obligation is determined by community needs, financial costs and expenses, and resulting personnel problems, in conformity with applicable laws.

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The City complies with the regulations regarding equal opportunity for all persons employed or seeking employment without regard to sex (41 CFR. Section 60-741.20). The City has determined that employees of both sexes receive fair consideration for job opportunities and advancement. In our effort to ensure that equal opportunity policy regarding sex discrimination is well known, the following steps have been taken:

1. Recruitment of employees of both sexes for all jobs. Recruitment does not always yield diverse applicants, as is often in the case in Skilled Craft Worker positions.
2. Advertisements for employment in newspapers and other media do not express a gender preference. In addition, when employment ads are published, they include the statement “An Equal Opportunity Employer” or its equivalent to promote awareness of City’s commitment to diversity.
3. Written Administrative and Human Resources policies relating to the subject area expressly indicate that there is no discrimination against employees on account of gender and that harassment of any type, in particular sexual harassment, will not be tolerated.
4. The City does not distinguish between genders in employment opportunities, wages, hours, light duty opportunities or other conditions of employment. In the area of employee contributions for insurance, pensions, welfare programs, and other benefits, both men and women are treated on an equal basis.
5. No distinctions are made between genders with regard to marital status. This also applies to job applicants with children.
6. Wage schedules are not related to or based upon the gender of employees.
7. The City has ensured that appropriate physical facilities are available to both sexes.
8. Leave time is granted according to policy without regard to gender, childcare, or family medical needs. Pregnancy is treated as any other medical condition and as a Family & Medical Leave Act qualifying event.
9. The City does not maintain a policy of mandatory termination or retirement because of age for either sex.
10. The EEO Plan outlines methods to recruit women for those jobs where they may be or have been underutilized.
11. The City makes every effort to avoid the concentration of members of one gender in any job classification. It makes jobs available to all qualified employees in all classifications without regard to gender and does not restrict any job classification by gender.

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12. The City makes efforts to promote “family friendly” benefits. These benefits include:
- Allowing employees to use sick leave to care for the illness of a sick dependent
 - Allowing employees to modify their schedules whenever possible through Flextime and Convenience Leave
 - Providing free, confidential counseling to employees and members of their households through an Employee Assistance Program
 - Implementation of Paid Parental Leave in 2021

Historically, the City has responded to internal complaints of sexual harassment with a variety of actions including discharge, discipline, coaching, training and/or performance improvement plans as appropriate. In addition, the City has conducted or referred employees for discrimination and harassment prevention training.

The City communicates its Policy against Harassment and Discrimination to all new employees via a copy and discussion of the written policy, protected categories and behavior expectations. The policy is also presented in coordination with other training such as Interview training.

In 2009 the City began conducting *Discrimination and Harassment Prevention* training sessions at work site locations on a regular, ongoing basis. In 2022, all supervisors, management and executive level employees were trained in supervisory roles and expectations related to discrimination and harassment prevention. General employee sessions were also required in 2022.

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XI. EEO Plan for the Disabled and Veterans

Americans with Disabilities Act Public Law 101-336
1974 Vietnam Era Readjustment Act 38 USC §4212
Veterans Employment Opportunities Act of 1998
Jobs for Veterans Act 2002

The City of Kalamazoo treats veteran and disabled applicants without discrimination in compliance with applicable City policies, state and federal laws. Veterans and the disabled are not discriminated against based on their disability or veteran status in employment practices, such as reclassification, demotion, transfer, recruitment, advertising, layoff or termination, rates of pay, compensation or selection for training.

Review of Job Qualifications

The City continuously reviews all job descriptions to ensure that essential functions of the position are accurate and that these essential functions are the basis of determining minimally qualified applicants. For example, for many years all position descriptions listed having a valid Michigan driver license as a job requirement. Because not all positions include driving as an essential function of the job, this requirement was removed from non-driving positions so as not to discriminate against persons who did not possess a driver license or commute from out of state. When driving is an essential function of the position, the term “valid driver license” is used, unless a specific license, such as a CDL, is required.

The City encourages self-disclosure of disabilities by applicants and employees. The City zealously seeks reasonable accommodations for employees who request them.

For veterans, the City does not ask or review the nature of a veteran’s discharge unless it is relevant to the specific job qualifications for which the veteran is being considered. The City views military experience as a plus and complies with state law in Veteran’s preference in employment.

Reasonable Accommodations

The City makes reasonable accommodations for disabilities of employees and citizens unless the accommodation causes an undue hardship for the City. The City has provided amplified telephones for the hearing impaired and additional lighting for persons with low vision. Requests for accommodation of employees’ disabilities are considered on a case by case basis, including an interactive dialogue with the employee to determine if reasonable accommodations can be provided.

City Hall, built in 1929, is considered an historic building, but has been made handicap accessible via a ramp on the south entrance and interior elevator. Newer City buildings have been constructed as handicap accessible, such as Mayors’ Riverfront Park.

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Compensation

The City does not reduce the amount of compensation offered to covered veterans because of disability, pensions or other benefits.

The City encourages new employees to take advantage of its *Military Buy Back* policy. Employees may purchase up to three years of service credit for active military duty. Payments must begin within one year of hire and be completed within five years. The cost is based on the annual rate of pay at the time of application times the applicable percentage as established by the City ordinance.

Under the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994, as amended, a City employee who leaves to serve in the active armed forces of the United States and returns to City employment is eligible to buy back military service under the provisions of the Act. Any City employee who leaves to serve in the active armed forces of the United States does not leave City employment. Rather, they go on a *Military Leave of Absence*. While on this leave, the employee continues to accrue seniority, sick leave and vacation. The employee also receives full benefits. Military pay is supplemented by the City so that the employee and his/her dependents suffer no financial hardship. The City makes contributions to the pension fund from the employee's supplemental pay. If there is a shortfall, the employee must make up that difference.

Leaves of absence are also granted to full-time employees who are active in the National Guard or a branch of the Armed Forces Reserves for the purposes of fulfilling their annual field training obligations. Employees are granted time off regardless of whether they were ordered for training or volunteered for it. During training, there is no loss of seniority. The City allows a two-week training period annually and will pay the difference between training pay and regular pay for employees who report for field training. If training exceeds two weeks, the employee may use vacation time or approved time without pay. There is no limit to the number of times an employee can go for military training.

Recruitment and Approved VA Training Program

Job postings are routinely sent to the Veteran's Administration offices in Battle Creek, MI. Job postings are also sent to the Disability Resource Center in Kalamazoo, MI.

The City welcomes and recruits, veterans for employment. The Department of Public Safety recruits veterans by posting positions at major military bases, and, preference points are given to veterans during the selection process.

In 2013, the Public Safety Officer in-house training received approval from the Veteran's Administration as an On The Job training program, which provides a monthly benefit to veterans during their training period. So far, 25+ KDPS veteran new hires have benefited from this in-house training stipend. The HR Business Partner for KDPS administers this program.

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XII. Appendix

City of Kalamazoo Retention Based on Separations vs. Hires 2022 vs 2021

The City analyzes retention, defined here as separations versus hires, to examine the rate of women and minorities hiring into and leaving the organization. Separations include retirement, resignation, layoffs/position eliminations, duty/disability, and discharge.

Results (1Q2022 – 4Q2022)

	<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Minority</u>
City (city-wide)				
Separations	66%	34%	63%	37%
Hires	69%	31%	79%	21%

Admin, CP&D, P&R				
Separations	50%	50%	79%	21%
Hires	30%	70%	60%	40%

Public Services				
Separations	78%	22%	78%	22%
Hires	93%	7%	80%	20%

Public Safety (all)				
Separations	90%	10%	70%	30%
Hires	77%	23%	77%	23%

Results (1Q2021 – 4Q2021)

	<u>Male</u>	<u>Female</u>	<u>White</u>	<u>Minority</u>
City (city-wide)				
Separations	65%	35%	80%	20%
Hires	69%	31%	71%	29%

Admin, CP&D, P&R				
Separations	52%	48%	72%	28%
Hires	54%	46%	75%	25%

Public Services				
Separations	74%	26%	89%	11%
Hires	87%	13%	81%	19%

Public Safety (all)				
Separations	74%	26%	74%	26%
Hires	79%	21%	61%	39%