

CITY OF HARTFORD



2015

AFFIRMATIVE ACTION PLAN

CITY OF HARTFORD AFFIRMATIVE ACTION PLANS FOR MINORITIES AND WOMEN, VEVRAA, AND SECTION 504

The following Affirmative Action plans are subject to the Office of Federal Contract Compliance's New Affirmative Action Regulations effective March 24, 2014. To assist the City of Hartford in understanding and implementing these plans following is a summary of key changes to Federal Affirmative Action Requirements.

Implementing the Vietnam Era Veterans' Readjustment Assistance Act, as amended (VEVRAA)

On September 24, 2013, the U.S. Department of Labor's Office of Federal Contract Compliance Programs made changes to the regulations implementing the Vietnam Era Veterans' Readjustment Assistance Act, (VEVRAA). VEVRAA prohibits federal contractors and subcontractors from discriminating in employment against protected veterans, and requires these employers to take affirmative action to recruit, hire, promote, and retain these veterans. The new rule strengthens the affirmative action provisions of the regulations to aid contractors in their efforts to recruit and hire protected veterans and improve job opportunities for protected veterans. The new regulations became effective on March 24, 2014.

Following are key highlights of the revised regulations.

Definitions

The following categories are considered protected veterans

Disabled Veterans: A veteran of the U.S. military, ground naval or air services who is entitled to compensation under the laws administered by Veterans Affairs or who was discharged or released from active duty because of a service-connected disability

Active-Duty Wartime or Campaign Badge Veteran: Veterans who served on active duty in the U.S. military during a war or in a campaign or expedition for which a campaign badge is awarded

Armed Forces Service Medal Veterans: Veterans who while serving on active duty in the Armed forces, participated in a U.S. military operation for which an Armed Forces service medal was awarded

Recently Separated Veterans: Veteran within 36 months from discharge or release from active duty

Recruitment

Contractors must post job openings (excluding executive and senior management positions) for which it is considering external candidates with the state employment agency. For the City of Hartford this would be the CT Department of Labor which provides employment assistance to veterans.

Contractors also must provide to the state employment agency on an annual basis:

Notice that the employer is a federal contractor or subcontractor

Contact information for the hiring official in each location or site within the state

Notice that it requests priority referrals of veterans

If the contractor uses any outside job search companies; it must provide the contact information for those companies as well to the state employment agency.

Job Advertisements

A contractor must state in job solicitations and advertisements that it is an equal opportunity employer of individuals with disabilities and protected veterans. *Example: This employer is an EEO/AA employer individuals of color, women, individuals with disabilities, and veterans are encouraged to apply.*

Veterans Hiring Benchmark

The most significant part of the new regulation is the creation of a benchmark/aspirational numerical goal for hiring covered veterans. This can be done in one of two ways.

Adopting the established National hiring benchmark (currently 8% of the total workforce)

Contractors can develop their own benchmark based upon the five factors published by OFCCP

Invitation to Self-Identify As a Veteran

Veterans must be given invitations to self-identify at both the pre-offer and post-offer stages of employment.

Maintaining Identification Information

Self-identification information received from applicants and employees must be confidentially maintained

As with race/ethnicity/sex identification, contractor must take care to ensure that recruiters and hiring managers do not have access to disability or veterans' information provided pre-offer.

Data Collection:

The new regulations require that contractors document and update annually quantitative comparisons for the number of veterans who apply for jobs and the number of veterans they hire. This data will allow contractors to measure the effectiveness of their outreach and recruitment efforts. The data must be maintained for three years to be used to spot trends.

Subcontracting

A flow down EEO clause such as the following must be included in covered subcontracts

This contractor and subcontractor shall abide by the requirement of 41 CFR 60-300. 5 (a). This regulation prohibits discrimination against qualified individuals on the basis of disability and requires affirmative action by covered prime contractors and subcontractor to employ and advance in employment qualified individuals with disabilities.

New Regulations: Section 503 of the Rehabilitation Act

On September 24, 2013, the OFCCP made changes to the regulations implementing Section 503 of the Rehabilitation Act of 1973, as amended (Section 503) at 41 CFR Part 60-741. Section 503 prohibits federal contractors and subcontractors from discriminating in employment against individuals with disabilities (IWDs), and requires these employers to take affirmative action to recruit, hire, promote, and retain these individuals. The new rule strengthens the affirmative action provisions of the regulations to aid contractors in their efforts to recruit and hire IWDs, and improve job opportunities for individuals with disabilities. The new rule also makes changes to the nondiscrimination provisions of the regulations to bring them into compliance with the ADA Amendments Act of 2008. The new Section 503 regulations became effective on March 24, 2014.

Following are key highlights of the revised regulations

Job Applicants

Contractor must distribute a voluntary invitation to job applicants to allow them to self-identify as individuals with a disability. The required self-identification form and language is mandated by OFCCP and cannot be changed or amended. **(See following documents)**

Employees

A contractor is required to distribute a voluntary invitation to self-identify as individuals with disability to all employees within the first year of the effective date of the revised regulation. There after this should be done every five years.

Maintaining Identification Information

Self-identification information received from applicants and employees must be confidentially maintained.

As with race/ethnicity/sex identification, contractors must take care to ensure that recruiters and hiring managers do not have access to disability or veterans' information provided pre-offer.

Subcontracting

A flow down EEO clause such as the following must be included in covered subcontracts.

This contractor and subcontractor shall abide by the requirements of 41 CFR 60-300. 5 (a). This regulation prohibits discrimination against qualified individuals on the basis of disability and requires affirmative action by covered prime contractors and subcontractor to employ and advance in employment qualified individuals with disabilities.

Utilization goal

The new regulations establish an aspirational nationwide 7% utilization goal for qualified IWDs. Contractors apply the goal to each of their job groups, or to their entire workforce if the contractor has 100 or fewer employees. Contractors must conduct an annual utilization analysis and assessment of problem areas, and establish specific action-oriented programs to address any identified problems.

Data collection

The new regulations require that contractors document and update annually, quantitative comparisons for the number of IWDs who apply for jobs and the number of IWDs they hire. Having this data will assist contractors in measuring the effectiveness of their outreach and recruitment efforts. The data must be maintained for three years to be used to spot trends

Voluntary Self-Identification of Disability

Form CC-305
OMB Control Number 1250-0005
Expires 1/31/2017
Page 2 of 2

Reasonable Accommodation Notice

Federal law requires employers to provide reasonable accommodation to qualified individuals with disabilities. Please tell us if you require a reasonable accommodation to apply for a job or to perform your job. Examples of reasonable accommodation include making a change to the application process or work procedures, providing documents in an alternate format, using a sign language interpreter, or using specialized equipment.

ⁱ Section 503 of the Rehabilitation Act of 1973, as amended. For more information about this form or the equal employment obligations of Federal contractors, visit the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) website at www.dol.gov/ofccp.

PUBLIC BURDEN STATEMENT: According to the Paperwork Reduction Act of 1995 no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. This survey should take about 5 minutes to complete.

Voluntary Self-Identification of Disability

Form CC-305
OMB Control Number 1250-0005
Expires 1/31/2017
Page 1 of 2

Why are you being asked to complete this form?

Because we do business with the government, we must reach out to, hire, and provide equal opportunity to qualified people with disabilities.¹ To help us measure how well we are doing, we are asking you to tell us if you have a disability or if you ever had a disability. Completing this form is voluntary, but we hope that you will choose to fill it out. If you are applying for a job, any answer you give will be kept private and will not be used against you in any way.

If you already work for us, your answer will not be used against you in any way. Because a person may become disabled at any time, we are required to ask all of our employees to update their information every five years. You may voluntarily self-identify as having a disability on this form without fear of any punishment because you did not identify as having a disability earlier.

How do I know if I have a disability?

You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history or record of such an impairment or medical condition.

Disabilities include, but are not limited to:

- Blindness
- Deafness
- Cancer
- Diabetes
- Epilepsy
- Autism
- Cerebral palsy
- HIV/AIDS
- Schizophrenia
- Muscular dystrophy
- Bipolar disorder
- Major depression
- Multiple sclerosis (MS)
- Missing limbs or partially missing limbs
- Post-traumatic stress disorder (PTSD)
- Obsessive compulsive disorder
- Impairments requiring the use of a wheelchair
- Intellectual disability (previously called mental retardation)

Please check one of the boxes below:

- YES, I HAVE A DISABILITY (or previously had a disability)
- NO, I DON'T HAVE A DISABILITY
- I DON'T WISH TO ANSWER

Your Name

Today's Date

***CITY OF HARTFORD
AFFIRMATIVE ACTION PLAN
FOR MINORITIES AND WOMEN***

AUGUST 15, 2015

Mayor: Pedro E. Segarra

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OVERVIEW

The City of Hartford has prepared this Affirmative Action Plan to cover full-time employees employed by the City of Hartford. **This plan reflects data for the period March 1, 2014 to February 28, 2015.**

The City of Hartford is fully committed to equal opportunity and affirmative action in all aspects of employment.

In developing and implementing its Affirmative Action Plan (AAP), the City of Hartford has been guided by its established policy of providing equal employment opportunity. Any placement goals that have been established are not intended as rigid, inflexible quotas that must be met, but rather as targets reasonably attainable by applying every good faith effort in implementing this AAP. The use of placement goals in this AAP is not intended, nor is the effect of such placement goals intended, to discriminate against an individual or group of individuals with respect to any employment opportunities for which they are qualified. Nothing contained in this plan is intended to sanction the discriminatory treatment of any person. All employment decisions are made based on job-related criteria. This AAP has been developed in reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC).

In this Affirmative Action Plan, the City has conducted Workforce and Job Group Analyses to determine the total gender and minority composition of City employees. The City analyzed the availability of minorities and women separately for each Job Group. In doing so, the City considered two factors: (1) the percentage of minorities or women with requisite skills in the recruitment area, and (2) the percentage of minorities or women currently in the City's workforce. This was the basis for establishing placement goals.

The City will continue to review employment processes, compensation systems, and personnel procedures to ensure there are no impediments to equal employment opportunity and no race, gender or ethnicity-based disparities in pay practices, rates of pay, and promotional opportunities. The City has developed and will continue to develop action-oriented programs to attain established goals and objectives. The City is committed to undertaking good faith efforts to expand employment opportunities and produce measurable results.

Lastly, an auditing and reporting system has been established to measure the effectiveness of our Affirmative Action Plan and the degree to which equal opportunity and organizational objectives are attained.

CITY OF HARTFORD

AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY

POLICY STATEMENT

The City of Hartford is committed to Equal Employment Opportunity for all of its employees and the community it serves through the implementation of a strong Affirmative Action Plan. Equal opportunity is the purpose and goal of affirmative action. Affirmative action plans and programs are designed to achieve the full and fair participation of all individuals.

It is the policy and practice of the City of Hartford not to discriminate against any qualified applicant based on race, color, religious creed, age, sex, national origin or ancestry, past or present history of mental disability, marital status, genetic information, sexual orientation, gender identity or expression, mental retardation, learning disability, and physical disability including blindness.

In addition it is the policy of the City of Hartford not to discriminate on the basis of an individual's status as a disabled veteran, a veteran of the Vietnam Era, or any other protected veteran status.

The City will take affirmative action to employ, advance in employment, and treat qualified individuals with disabilities and covered veterans without discrimination based upon their physical or mental disability or veteran's status in all employment practices.

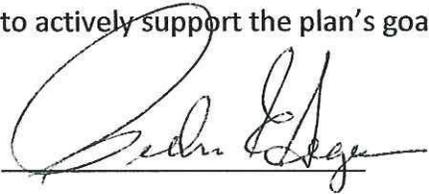
The City makes and will continue to make, reasonable accommodations to promote the employment of qualified individuals with disabilities and disabled veterans, unless such accommodation would impose a undue hardship on the City of Hartford's business.

This nondiscriminatory policy affects all aspects of the employment process, including but not limited to, recruiting, hiring, promotion, conditions and privileges of employment, training, compensation, benefits, transfers, discipline, layoffs and terminations.

Additionally, all City services and programs are to be provided in a fair and impartial manner. These activities reflect the positive, active spirit of this policy.

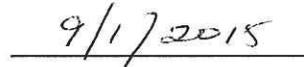
All City directors, managers and supervisors are expected to be aware of their obligations and support the City's Affirmative Action Plan and equal employment opportunity policy.

Affirmative action and equal employment opportunity are City priorities and as Mayor of the City of Hartford, I am personally committed to the effective implementation of the City's Affirmative Action Plan and direct employees at every level to actively support the plan's goals, objectives, programs and activities.



Pedro E. Segarra

Mayor of the City of Hartford



Date

DISSEMINATION OF POLICY

The City of Hartford has put itself on public record as an affirmative action/equal opportunity employer through the following procedures.

A. Internal Dissemination

The City will continue to make its equal employment opportunity policy known internally by:

1. posting the policy statement at all City locations;
2. explaining the policy thoroughly in the Employee Orientation Program for new employees;
3. conducting periodic meetings with management and supervisory personnel to explain the intent of the policy, the Mayor's commitment, and individual responsibilities for effective implementation;
4. making current employees aware of the existence of the Affirmative Action Plan and the resources available to them;
5. providing union officials with a copy of the policy and requesting their cooperation;
6. including non-discrimination language and/or clauses in all union agreements; and
7. when City employees are featured in product or consumer advertising, employee handbooks or similar publications, minority, non-minority male and female employees will be shown.

B. External Dissemination

The City of Hartford will continue to make its equal employment opportunity policy known externally by:

1. incorporating the equal employment opportunity policy language in all purchase orders, leases, and contracts;
2. informing all recruiting sources of the City's policy, and requesting that the sources actively recruit and refer women and minorities for all positions for which they refer applicants;
3. informing prospective employees by including Equal Opportunity/Affirmative Action language on job notices and announcements;
4. providing written notification of the City's commitment to all contractors, subcontractors, vendors, and suppliers; and
5. when employees are pictured in consumer or help-wanted advertising, both minority and non-minority men and women will be shown.

RESPONSIBILITY FOR IMPLEMENTATION

Responsibilities of the Equal Employment Opportunity Manager:

The Human Resources Director has the responsibility for ensuring the effective implementation of the City's Affirmative Action Plan (AAP). These responsibilities include, but are not limited to the following:

1. developing Equal Employment Opportunity (EEO) policy statements, affirmative action programs and internal and external communication procedures;
2. assisting in the identification of AAP/EEO problem areas;
3. assisting management in arriving at effective solutions to AAP/EEO problem areas;
4. designing and implementing an internal audit and reporting system that;
 - A. measures the effectiveness of the City's program;
 - B. determines the degree to which AAP goals and objectives are met; and
 - C. identifies the need for remedial action;
5. keeping the City's Management team informed of equal opportunity progress and reporting potential problem areas;
6. reviewing the City's AAP with all managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities;
7. auditing the contents of the City's bulletin board to ensure compliance information is posted and up-to-date; and
8. serving as a liaison between the City and enforcement agencies.

Responsibilities of Managers and Supervisors:

It is the responsibility of all managerial and supervisory staff to implement the City's Affirmative Action Plan. These responsibilities include, but are not limited to:

1. working with the Human Resources Director to periodically review hiring and promotional patterns and training programs to identify impediments to the attainment of affirmative action placement goals and objectives; results from these reviews are communicated through appropriate management meetings;
2. reviewing the qualifications of employees to ensure that minorities and women are given full opportunity for transfers and promotions;
3. providing career counseling for employees as needed;
4. adhering to the City's policy of equal employment opportunity for all employees and ensuring that the policy is understood, supported and adhered to by the employees they supervise; and
5. taking action to prevent the harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the City's affirmative action efforts.

ORGANIZATIONAL PROFILE

As the first diagnostic component of the City of Hartford's Affirmative Action Plan and to conform to applicable regulations, the City of Hartford has completed an organizational profile of its workforce. The organizational profile is an overview of the staffing patterns at the City and is used to determine whether there are areas in the workforce where minorities or women are underrepresented or concentrated. This plan reflects data for the period March 1, 2014 to February 28, 2015.

The analysis identifies the departments at the City of Hartford and lists all job titles within each department. For each job title provided is the following data; the total number of incumbents, the total number of male and female incumbents and the total number of male and female incumbents in each of the following racial/ethnic groups; White, Black, Hispanic, Asian/Pacific Islander, and American Indian/Alaskan Native.

CITY OF HARTFORD
AFFIRMATIVE ACTION PLAN 2015
CITY FULL-TIME WORKFORCE DATA
ORGANIZATIONAL ANALYSIS

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Communications												
Director of Communications						1						
Central Duplicating Operator			1									
Community Officer						1						
Government & Cable TV Coordinator			1									
Reproduction/Graphic Manager	1											
Web Editor		1										
Total	1	1	1	1		2						

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Court of Common Council												
Legislative & Legal Advisor	1											
Executive Assistant	1		1	4	1	2						
Total	2		1	4	1	2						

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Corporation Counsel												
Corporation Counsel				1								
Deputy Corp Counsel			1									
Assistant Corp Counsel	1	4	1	1								
Associate Counsel					1							
Confidential Secretary		1										
Executive Asst						1						
Legal Secretary		1										
Paralegal II				1								
Paralegal III		1										
Principal Administrative Analyst						1						
Senior Administrative Asst				1		1						
Senior Asst Corp Counsel		1	1									
Total	1	8	3	5	1	3						

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Chief Operating Office												
Chief Operating Officer			1									
Administrative Asst				1								
Assistant to the Mayor						1						
Asst to Chief Oper Officer				1		1						
Asst to Chief Oper Officer II					1							
Principal Administrative Analyst	1		1	1	1							
Procurement Manager				1								
Project Manager						1						
Senior Administrative Asst				1								
Senior Field Representative				1								
Total	1		2	7	2	4						

CITY OF HARTFORD
 AFFIRMATIVE ACTION PLAN 2015
 CITY FULL-TIME WORKFORCE DATA
 ORGANIZATIONAL ANALYSIS

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Dept of Families, Children, Youth & Recreation												
Director of Families, Children, Youth & Recreation					1							
Assistant Director of FCYR		1	1			1						
Assistant to the Director of FCYR				1								
Community Recreation Counselor			1									
Cook I			1									
Early Learning Teacher		1		6	1	3						
Early Learning Teacher Assistant		1		7		10						
Executive Assistant						1						
General Clerk				1								
Nutrition Aide						2						
Recreation Leader			3									
Senior Day Care Teacher				2		2						
Senior Interviewer				1		1						
Total		3	6	18	2	20						

CITY OF HARTFORD
AFFIRMATIVE ACTION PLAN 2015
CITY FULL-TIME WORKFORCE DATA
ORGANIZATIONAL ANALYSIS

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Development Services												
Director of Development Services	1											
Director of Economic Development			1									
Director of Housing			1									
Director of Licenses & Inspections	1			1								
Director of Mktg Ent Cul Affairs				1								
Director of Planning				1								
Administrative Assistant - HMEA				3		3						
Administrative Clerk - HMEA				1						1		
Assistant Director of Housing	1											
Building Plans Examiner	1											
Chief of Building & Trades	1											
Chief Staff Planner	1											
Confidential Secretary						1						
Executive Assistant						1						
Housing Code Enforcement Supv				1								
Housing Inspector	1		1	2								
Inspector II	9		1									
Mechanical Engineer	1											
Neighborhood Dev Specialist				1								
Neighborhood Dev Specialist II			1									
Principal Administrative Analyst					1							
Principal Planner	2											
Program Supervisor						1			1			
Project Leader		1										
Project Manager			1	1								
Project Manager I					1							
Rehabilitation Specialist I	1											
Rehabilitation Specialist II	1											
Sealer of Weights & Measures				1								
Senior Planner		1										
Senior Project Manager	1		1									
Special Events Coordinator			1									
Zoning Assistant				2								
Total	22	3	9	13	3	7			1	1		

CITY OF HARTFORD
AFFIRMATIVE ACTION PLAN 2015
CITY FULL-TIME WORKFORCE DATA
ORGANIZATIONAL ANALYSIS

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Emergency Services & Telecommunications												
Director of Emergency Serv & Telecomm	1											
Clerk Typist - 1716		1										
Emergency Telecomm Dispatcher	3	5	3	12		9						
Emergency Telecomm Dispatcher Trainee	2											
Microcomputer Technician	2											
Police Communications Operator				1								
Project Leader	2											
Project Manager		1										
Public Safety Communications Supervisor	2			2		1						
Radio Technician I	1				1							
Radio Technician II	1											
Senior Administrative Assistant				1								
Senior Project Manager	1											
Senior Systems Analyst	1											
Total	16	7	3	16	1	10						

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Finance												
Controller												1
Accountant			1					1				
Administrative Assistant - HMEA				1		2						
Administrative Clerk - HMEA					1							
Administrative Operations Manager	1											
Assessment Technician			1			1						
Cashier					1							
Chief Assessment Technician	1	1										
City Assessor	1											
Confidential Secretary				1								
Data Input Clerk			1	1		2			1			
Junior Accountant	1			1								
PreAudit/Accts Payable Supervisor								1				
Principal Accountant		1										
Principal Administrative Analyst		1		2		1						
Project Manager						1						
Senior Accountant				1								
Senior Administrative Assistant	1			1								
Senior Assessment Technician	1			1								
Senior Project Manager							1					
Supervising Payroll Manager		1										
Tax Clerk			1									
Tax Collector	1											
Total	7	4	4	8	3	7	1	2	1			1

CITY OF HARTFORD
AFFIRMATIVE ACTION PLAN 2015
CITY FULL-TIME WORKFORCE DATA
ORGANIZATIONAL ANALYSIS

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Fire												
Fire Chief					1							
Administrative Assistant - HM/EA				1		1						
Alarm & Signal System Superintendent	1											
Alarm & Signal System Supervisor	1											
Deputy Fire Chief	5		3									
Deputy Fire Chief - Training	1											
Equipment Mechanic	3		1									
Equipment Mechanic Supervisor	1											
Equipment Superintendent			1									
Executive Assistant						1						
Fire Alarm Comm Technician			1		1							
Fire Captain	7	1	1		3							
Fire Captain - Special Services		1										
Fire Captain - Strategic Planning	1											
Fire Captain - Training	2											
Fire Dept Driver - Uniformed	36	2	15	2	18							
Fire Lieutenant	36		7		6							
Fire Lieutenant - Special Services			1		1							
Fire Lieutenant - Training			1		1							
Fire Prevention Chief	1											
Fire Prevention Lieutenant	1		3		1							
Firefighter	57	3	53	5	63	4	1	1	2			
Maintainer III			1									
Senior Administrative Assistant						1						
Total	153	7	88	8	95	7	1	1	2			

CITY OF HARTFORD
 AFFIRMATIVE ACTION PLAN 2015
 CITY FULL-TIME WORKFORCE DATA
 ORGANIZATIONAL ANALYSIS

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Health & Human Services												
Director of Health & Human Services					1							
Accountant							1					
Administrative Analyst - CHPEA					1	1						
Administrative Assistant - HMEA						1						
Assistant to the Director							1					
Crisis Intervention Specialist	1			1								
Environmental Health Sanitarian I	1	1	2		2	1						
Environmental Health Sanitarian II	1	1										
Epidemiologist					1		1					
Interviewer				1								
Laboratory Assistant						1						
Medical Social Worker						1						
Nurse Practitioner		1										
Nutrition Aide				2		3			1			
Nutrition Center Supervisor				1								
Nutritionist I		1		2		2						
Nutritionist II				1								
Nutritionist III				1								
Principal Administrative Analyst			1		1							
Project Leader			1									
Project Manager			1									
Project Supervisor	1		1	1		1						
Public Health Nurse				2		1						
Public Health Nursing Supervisor		1										
Public Health Preparedness Coordinator		1										
Public Health Sanitarian Inspector						1						
Public Health Sanitarian Trainee	1				2							
Rodent Control Inspector				1								
Senior Account Clerk												
Senior Administrative Analyst - CHPEA				1								
Senior Clerk Typist - 1716				2								
Senior Field Representative						3						
Senior Project Manager						1						
Social Worker II				1								
Social Worker III						1						
Systems Analyst				1								
Worksite Monitor				1								
Total	6	6	5	21	8	18	3		1			

CITY OF HARTFORD
AFFIRMATIVE ACTION PLAN 2015
CITY FULL-TIME WORKFORCE DATA
ORGANIZATIONAL ANALYSIS

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Human Resources												
Director of Human Resources & Labor Relations					1							
Human Resources Administrator	1											
Administrative Assistant - HMEA		1				1						
Administrative Clerk - NONU												
Assistant Human Resources Director		1										
Confidential Secretary						1						
Executive Assistant												
Human Resources Analyst								1				
Human Resources Benefits Coordinator												
Principal Human Resources Analyst												
Senior Human Resources Analyst				1								
Senior Human Resources Assistant						1						
Total	1	2		1	2	6			1			

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Internal Audit												
Chief Auditor	1											
Auditor	2		1									
Deputy Chief Auditor					1							
Total	3		1		1							

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
MHIS												
Chief Information Officer		1										
311 Constituent Service Representative					1	2						
311 Constituent Service Supervisor						1						
Data Processing Supervisor			1									
Executive Assistant						1						
Financial Systems Manager		1										
Principal Administrative Analyst		1										
Project Leader	4											
Senior Administrative Assistant			1			1					1	
Senior Systems Analyst	1	1		1								
Senior Systems Programmer		1										
Systems Programmer								1				
Total	5	5	2	1	1	5		1			1	

CITY OF HARTFORD
AFFIRMATIVE ACTION PLAN 2015
CITY FULL-TIME WORKFORCE DATA
ORGANIZATIONAL ANALYSIS

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Management, Budget & Grants Admin.												
Director of Management & Budget				1								
Administrative Assistant - HMEEA				1								
Assistant Director of Management & Budget	1											
Management Analyst	1	1		2								
Off Director Central Grants Admin	1	1										
Principal Administrative Analyst	1											
Project Manager				1								
Senior Project Manager	1											
Total	4	2		4	1							

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Mayors Office												
Mayor					1							
Assistant to the Mayor						1						
Chief of Staff					1							
Community Liaison			1			2						
Director of Constituent Services			1									
Lead Community Liaison						1						
Special Assistant to the Mayor					1							
Total			2		3	4						

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Police												
Chief of Police	1											
Administrative Asst - HMEEA		2		2	1							
Administrative Clerk - HMEEA				2								
Administrative Clerk - NONU	1					2						
Assistant Animal Control Officer	2	1			1			1				
Confidential Secretary												
Crime Analyst	1											
Data Entry Operator II				1								
Data Input Clerk				2		1						
General Clerk						1						
Parking Controller				2								
Police Captain	7											
Police Lieutenant	12	1	3	1	2	1						
Police Matron				2		1						
Police Officer	188	20	35	4	61	10	6	2			3	1
Police Sergeant	41	3	9		6	2						
School Crossing Guard Supervisor		1										
Senior Account Clerk		1										
Senior Administrative Asst				1								
Senior Clerk Typist - 1716				1		1						
Senior Project Manager	1	1										
Supervisor of Records				1								
Supply Clerk			1									
Total	254	30	48	19	71	19	6	3			3	1

CITY OF HARTFORD
AFFIRMATIVE ACTION PLAN 2015
CITY FULL-TIME WORKFORCE DATA
ORGANIZATIONAL ANALYSIS

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Public Works												
DPW Superintendent	1											
Administrative Assistant - HMEA			2	2		1						
Architect III	2											
Assistant Director PW & City Eng	1					1						
Assistant to the Director of Public Works			1									
Assistant Park Operation Section Leader	2		1	1	2							
Automotive Mechanic					1							
Carpenter					1							
City Architect					1							
City Forester		1										
Civil Engineer III	1						1					
DPW Supervisor	3		1	1	1							
Electrician I					2							
Electro Mechanical Technician	1		1									
Executive Assistant							1					
Flood Control Crew Leader												
Gardener		1	2	1	1							
Heavy Equipment Mechanic	6		1		1							
Lead Carpenter			1									
Maintainer I			8	1	12	2						
Maintainer II	2		43	3	13		1					
Maintainer III	4		28		10							
Maintainer IV	2		7		2							
Maintenance Mechanic			2									
Mason	1											
Painter II	1		1									
Painter III			1									
Plumber			1									
Principal Administrative Analyst			1									
Principal Engineering Technician	1											
Project Leader	2											
Public Works Assistant Superintendent	2		1		1							
Public Works Dispatcher												
Public Works Section Leader	1											
Senior Administrative Analyst - CHPEA				1								
Senior Administrative Assistant					2	2						
Senior Project Manager				1								
Solid Waste & Recycling Inspector			1									
Street Maintenance Section Leader	1				1							
Supply Clerk			1									
Tree Trimmer I	1											
Tree Trimmer II												
Total	36	2	105	10	51	7	2					

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Registrar of Voters												
Registrar of Voters				2		1						
Administrative Clerk - HMEA				1								
Deputy Registrar of Voters			1									
Total			1	3		1						

CITY OF HARTFORD
AFFIRMATIVE ACTION PLAN 2015
CITY FULL-TIME WORKFORCE DATA
ORGANIZATIONAL ANALYSIS

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Town & City Clerk's Office												
Town & City Clerk	1											
Administrative Clerk - HMEA	1			1								
Assistant Register of Vital Statistics				1	1	1						
Assistant Town Clerk		1										
Confidential Secretary		1										
Land Record Clerk					1	1						
Senior Administrative Assistant				1	1							
Senior Clerk Typist - 1716				1								
Total	2	2		4	3	2						

	WM	WF	BM	BF	HM	HF	AM	AF	AIM	AIF	OM	OF
Treasurer's Office												
City Treasurer			1									
Assistant City Treasurer						1						
Administrative Assistant - HMEA				1								
Financial Systems Manager				1								
Principal Administrative Analyst			1	1								
Senior Administrative Assistant				2								
Total			2	5		1						

JOB GROUP ANALYSIS

As the second diagnostic component of the Affirmative Action Plan a job group (workforce) analysis has been conducted. The job group analysis provides information on the City of Hartford Workforce by occupational category. Each job title is placed in an occupational category based on the following elements. This plan reflects data for the period March 1, 2014 to February 28, 2015.

- Similarity of duties and responsibilities;
- Similarity of compensation; and
- Similarity of opportunities for advancement including training, transfers, promotions, mobility and other career enhancements.

INDIVIDUAL JOB GROUPS

Category 1--Officials and Administrators: Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special areas of operation.

Category 2--Professionals: Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background.

Category 3--Technicians: Occupations requiring a combination of basic scientific knowledge and manual skill that can be obtained through post high school education, such as offered in many technical institutes and junior colleges or through equivalent on the job training.

Category 4-- Protective Services: These occupations require specialized police/fire training and experience.

Category 5--Paraprofessionals: These occupations can be utilized for upward mobility into higher levels, i.e. Professional.

Category 6-- Administrative Support: Occupations that support administrative functions and includes all clerical-type work regardless of level of difficulty.

Category 7-- Skilled Craft: These occupations include manual workers of relatively high skill level having a thorough and comprehensive knowledge of the process involved in their work.

Category 8 --Service Maintenance: Individuals in these occupations perform duties that result in or contribute to the comfort, convenience and hygiene of personnel and to the upkeep and care of buildings, facilities or grounds.

The following charts identify the job groups created for this AAP, specifically the job titles that comprise each occupational category, and the percentage of incumbents in each occupational category by race/ethnicity and gender.

CITY OF HARTFORD FULL- TIME WORKFORCE

TOTAL	MALE	FEMALE	WM	BM	AM	AI/AI M	HM	WF	BF	AF	AI/AI F	HF
46	39	7	20	10	0	0	9	3	2	0	0	2
232	106	126	56	25	4	1	20	27	52	4	0	43
34	3	31	0	3	0	0	0	2	13	0	0	16
764	693	71	390	128	10	2	163	33	16	4	0	18
67	37	30	19	12	0	0	6	7	12	1	0	10
9	9	0	2	5	0	0	2	0	0	0	0	0
93	16	77	3	5	0	0	8	9	33	1	2	32
153	142	11	12	90	1	0	39	2	7	0	0	2
1398	1045	353	502	278	15	3	247	83	135	10	2	123

OFFICIALS & ADMINISTRATORS

JOB TITLE	TOTAL	MALE	FEMALE	WM	BM	AM	AI/AI	HM	WF	BF	AF	AI/AI	HF
DEPUTY FIRE CHIEF	8	8		5	3								
DEPUTY FIRE CHIEF TRAINING	1	1		1									
DIRECTOR OF CONSTITUENT SERVICES	1	1			1								
DIRECTOR FAMILY CHILD YOUTH REC	1	1						1					
DIRECTOR OF HEALTH & HUMAN SERVICES	1	1						1					
DIRECTOR OF LICENCES & INSPECTIONS	1	1		1									
DIRECTOR OF MARKETING CULTURAL AFFAIRS	1		1							1			
DIRECTOR ECONOMIC DEVELOP	1	1			1								
DIRECTOR HUMAN RES & LABOR REL	1	1						1					
DIRECTOR MANAGEMENT, BUDGET & GRANTS ADMIN	1	1						1					
DIRECTOR OF COMMUNICATIONS	1		1										1
DIRECTOR OF DEVELOPMENT SERV	1	1		1									
DIRECTOR OF HOUSING	1	1			1								
DIRECTOR OF PLANNING	1		1							1			
DPW SUPERINTENDENT	1	1		1									
HUMAN RESOURCES ADMIN	1	1		1									
FIRE CHIEF	1	1						1					
FIRE PREVENTION CHIEF	1	1		1									
PUB WKS ASST SUPERINTENDENT	4	4		2	1			1					
TOTAL	46	39	7	20	10	0	0	9	3	2	0	0	2
PERCENTAGES		84.8	15.2	43.5	21.7	0.0	0.0	19.6	6.5	4.3	0.0	0.0	4.3

PROFESSIONALS

JOB TITLE	TOTAL	MALE	FEMALE	WM	BM	AM	AIM	HM	WF	BF	AF	AIF	HF
PUBLIC HEALTH NURSE	3		3						1	2			
PUBLIC HEALTH NURSING SPVSR	1		1						1				
PUBLIC HEALTH SANITARY INSPCTR	3	3		1				2					
PUBLIC WORKS SECTION LEADER	1	1		1									
REHABILITATION SPECIALIST	1	1		1									
REHABILITATION SPECIALIST II	1	1		1									
REPRODUCTION/GRAPHIC MANAGER	1	1		1									
RODENT CONTROL INSPECTOR	1	1		1									
SENIOR ACCOUNTANT	3	2	1	1				1		1			
SENIOR ASSIST CORP COUNSEL	2	1	1		1				1				
SENIOR EARLY LEARNING CENTER TEACHER	4		4							2			2
SENIOR FIELD REPRESENTATIVE	2		2							1			1
SENIOR HR ANALYST	1		1							1			
SENIOR INTERVIEWER	2		2							1			1
SENIOR PLANNER	1		1						1				
SENIOR PROJECT MANAGER	6	5	1	2	1	1		1		1			
SENIOR HUMAN RESOURCE ASSISTANT	1		1										1
SENIOR SYSTEMS ANALYST	5	3	2	2	1				1	1			
SENIOR SYSTEMS PROGRAMMER	1		1						1				
SOCIAL WORKER II	1		1							1			
SOCIAL WORKER III	1		1										1
SPECIAL ASST TO THE MAYOR	1	1						1					
SPECIAL EVENTS COORDINATOR	1	1			1								
SR ADMIN ANALYST CHPEA	2	1	1		1				1				

PROFESSIONALS

JOB TITLE	TOTAL	MALE	FEMALE	WM	BM	AM	AIM	HM	WF	BF	AF	AIF	HF
SUPERVISING PAYROLL MANAGER	1		1						1				
SUPERVISOR OF RECORDS	1		1							1			
SYSTEMS ANALYST	1		1							1			
TAX COLLECTOR	1	1		1									
WEB EDITOR	1		1						1				
TOTAL	232	106	126	56	25	4	1	20	27	52	4	0	43
PERCENTAGES		45.7	54.3	24.1	10.8	1.7	0.4	8.6	11.6	22.4	1.7	0.0	18.5

PARAPROFESSIONALS

JOB TITLE	MALE				FEMALE				HF			
	MALE	FEMALE	WM	BM	AM	A/AI	HM	WF		BF	AF	A/AI
TOTAL	18	18						1	7			10
EARLY LEARNING CENTER TEACHING ASSIST												
LABORATORY ASSISTANT	1	1										1
NUTRITION AIDE	7	7							2			5
PARALEGAL II	1	1							1			
PARALEGAL III	1	1						1				
RECREATION LEADER	3	3		3								
WORKSITE MONITOR	1	1							1			
ZONING ASSISTANT	2	2							2			
TOTAL	34	31	0	3	0	0	0	2	13	0	0	16
PERCENTAGES		91.2	0.0	8.8	0.0	0.0	0.0	5.9	38.2	0.0	0.0	47.1

TECHNICIANS

JOB TITLE	TOTAL	MALE						FEMALE						
		MALE	FEMALE	WM	BM	AM	AI/AJ	HM	WF	BF	AF	AI/AJ	HF	
ASSESSMENT TECHNICIAN	2	1	1		1				1					
AUTOMOTIVE MECHANIC	5	5		2	1			2						
CHIEF ASSESSMENT TECH	2	1	1	1					1					
DATA PROCESSING SUPER	1	1			1									
EMERG TELECOM DISPATCH	32	6	26	3	3				5	12				9
EMERG TELE DISPATCH TRAINEE	2	2		2										
ELECTRICIAN I	2	2		1	1			2						
ELECTRO-MECHANICAL TECH	2	2		1	1									
EQUIPMENT MECHANIC	4	4		3	1									
EQUIP MECHANIC SPVSR	1	1		1										
FIRE ALARM TECH	2	2		1	1			1						
FIRE ALARM TECH	1	1		1										
PRINCIPAL ENGINEERING TECH	1		1											1
PUBLIC WORKS DISPATCHER	2	2		2										
MAINTENANCE MECHANIC	2	2		2										
MICROCOMPUTER TECHNICIAN	2	2		1	1			1						
RADIO TECHNICIAN 1	1	1		1										
RADIO TECHNICIAN 2	1	1		1										
SEALER WEIGHTS & MEASURES	1	1		1										
SENIOR ASSES TECHNICIAN	1	1		1								1		
SYSTEMS PROGRAMMER	1		1											
TOTAL	67	37	30	19	12	0	0	6	7	12	1	0	10	
PERCENTAGES		55.2	44.8	28.4	17.9	0.0	0.0	9.0	10.4	17.9	1.5	0.0	14.9	

PROTECTIVE SERVICES

JOB TITLE	MALE		FEMALE		MALE					FEMALE				
	TOTAL	MALE	FEMALE	WM	BM	AM	AI/AI	HM	WF	BF	AF	AI/AI	HF	
ANIMAL CONTROL OFFICER	4	3	1	2					1	1				
SCHOOL CROSSING GUARD SPVSR	1		1						1					
FIRE CAPT - STRATEGIC PLAN	1	1		1										
FIRE DEPT CAPTAIN	12	11	1	7	1			3	1					
FIRE DEPT CAPTAIN SPEC SERV	1		1						1					
FIRE DEPT CAPTAIN TRAINING	2	2		2										
FIRE DEPT DRIVER-UNIFORMED	73	69	4	36	15			18	2	2				
FIRE DEPT LIEUTENANT	49	49		36	7			6						
FIRE DEPT LIEUTENANT SPEC SERS	2	2			1			1						
FIRE DEPT LIEUTENANT TRAINING	2	2			1			1						
FIRE DEPT PREVENTION LIEUT	5	5		1	3			1						
FIREFIGHTER	189	176	13	57	53	1	2	63	3	5	1		4	
PARKING CONTROLLER	2		2							2				
POLICE CAPTAIN	7	7		7										
POLICE LIEUTENANT	20	17	3	12	3			2	1	1			1	
POLICE MATRON	3		3							2			1	
POLICE OFFICER	330	293	37	188	35	9		61	20	4	3		10	
POLICE SERGEANT	61	56	5	41	9			6	3				2	
TOTAL	764	693	71	390	128	10	2	163	33	16	4	0	18	
PERCENTAGES		90.7	9.3	51.0	16.8	1.3	0.3	21.3	4.3	2.1	0.5	0	2.4	

ADMINISTRATIVE SUPPORT

JOB TITLE	MALE						FEMALE						
	TOTAL	MALE	FEMALE	WM	BM	AM	AU/AI	HM	WF	BF	AF	AU/AI	HF
ADMIN CLERK -	12	3	9	2				1		5		1	3
ADMIN ASSISTANT	28	3	25		2			1	3	12			10
ASST REGIST VITAL STAT	3	1	2					1		1			1
ASSISTANT TOWN CLERK	1		1						1				
TOWN & CITY CLERK	1	1		1									
CENTRAL DUP OPER	1		1							1			
CLERK TYPIST - 1716	4		4						1				3
CONFIDENTIAL SEC	6		6						2	1	1		2
DATA ENTRY OPER II	1		1							1			
DATA INPUT CLERK	8	1	7		1					3		1	3
GENERAL CLERK	1		1										1
LEGAL SECRETARY	1		1						1				
LAND RECORD CLERK	2	1	1					1					1
SENIOR ADMIN ASSIST	15	4	11		1			3		7			4
SR ACCOUNT CLERK	2		2						1	1			
SR CLERK TYPIST - 1716	5		5							1			4
SUPPLY CLERK	1	1						1					
TAX CLERK	1	1			1								
TOTAL	93	16	77	3	5	0	0	8	9	33	1	2	32
PERCENTAGES		17.2	82.8	3.2	5.4	0.0	0.0	8.6	9.7	35.5	1.1	2.2	34.4

SERVICE MAINTENANCE

JOB TITLE	MALE				FEMALE				TOTAL				
	WM	BM	AM	AJ/AI	WM	BM	AM	AJ/AI	HM	WF	BF	AF	HF
ASST ANIMAL CTRL OFFICER	2				1				1	1			
ASST PARK OPER SECTION LEADER		1											
GARDENER		2			2				1	1			
MAINTAINER I		8			3				12	1			2
MAINTAINER II	2	43	1		3				13	3			
MAINTAINER III	4	28							10				
MAINTAINER IV	2	7							2				
PARKING CONTROLLER										2			
TREE TRIMMER I	1												
TREE TRIMMER 11	1												
TOTAL	12	90	1	0	11	90	1	0	39	2	7	0	2
PERCENTAGES	92.8	58.8	7.2	0	7.8	58.8	0.7	0	25.5	1.3	4.6	0	1.3

AVAILABILITY ANALYSIS

The purpose of the availability analysis is to establish a benchmark against which the demographic composition of the City of Hartford's workforce may be compared to determine whether barriers to equal employment opportunity may exist within particular job groups.

Pursuant to applicable regulations, the availability analysis for each occupational category examines two potential areas of availability: individuals with the requisite skills outside the establishment (external availability) and existing employees who are promotable, transferable and/or trainable (internal availability). **To determine external availability 2010 US Census Data has been utilized.**

CENSUS DATA HARTFORD COUNTY LABOR MARKET AVAILABILITY 2010												
OFFICIALS & ADMINISTRATORS												
LMA:HARTFORD COUNTY												
CODE	MALE	FEMALE	BM	BF	HM	HF	OM	OF				
CHIEF EXECUTIVE	3020	725	90	0	55	50	60	0				
GENERAL OPERATIONS MANAGER	2259	1055	190	80	124	50	180	15				
PUBLIC RELATIONS MANAGER	80	45	0	0	15	0	0	0				
SOCIALCOMMUNITY SERVICES MANAGER	365	815	25	160	45	115	10	10				
ADMINISTRATIVE SERVICES MANAGER	310	100	50	20	0	0	0	0				
FINANCIAL MANAGER	1880	1965	95	115	80	130	100	55				
HUMAN RESOURCES MANAGER	445	665	40	65	0	40	60	0				
LAWYERS	3300	1550	125	120	85	95	40	65				
ACCOUNTANT / AUDITOR	3505	4515	155	445	45	145	175	290				
TOTAL	15164	11435	770	1005	449	625	625	435				
	57.0%	43.0%	2.9%	3.8%	1.7%	2.3%	2.3%	1.6%				

Source: Connecticut Occupational Statistics - 2010 US Census selected for CITY OF HARTFORD

CENSUS DATA HARTFORD COUNTY LABOR MARKET AVAILABILITY 2010												
PROFESSIONALS												
LMA:HARTFORD COUNTY												
	CODE	MALE	FEMALE	BM	BF	HM	HF	OM	OF			
COMPUTER & INFO MANAGER	113021	1635	92	20	80	90	19	285	65			
EDUCATION ADMINISTRATORS	119030	879	1490	120	100	19	80	15	70			
URBAN & REGIONAL PLANNER	193051	204	84	10	0	0	0	4	4			
SOCIAL WORKER	211020	970	2770	230	740	135	370	10	30			
PRESCHOOL & KINDER TEACHERS	252010	95	1790	80	205	0	135	0	4			
COMM & SOCIAL SERVIC SPECIALISTS	21109X	55	189	25	100	0	4	0	0			
DIETICIAN & NUTRITIONIST	291031	20	80	0	0	0	0	0	0			
REGISTERED NURSES	291111	490	6350	95	610	35	180	20	385			
MEDICAL & HEALTH SERVICES MANAGER	119111	444	1035	35	65	85	60	4	25			
PUBLIC RELATIONS MANAGER	112031	80	45	0	0	15	0	0	0			
GENERAL OPERATIONS MANAGER	111021	2259	1055	190	80	124	50	180	15			
SOCIAL COMMUNITY SERVICES MANGER	119151	365	815	25	160	45	115	10	10			
APPRAISERS & ASSESSORS OF REAL ESTATE	132021	150	65	0	0	0	0	0	0			
ARCHITECT & ENGINEERING	171010	614	170	25	10	14	10	60	15			
ADMINISTRATIVE SERVICES MANAGER	113011	310	100	50	20	0	0	0	0			
FINANCIAL MANAGER	113031	1880	1965	95	115	80	130	100	55			
HUMAN RESOURCES MANAGER	113040	445	665	40	65	0	40	60	0			
LAWYERS	231011	3300	1550	125	120	85	95	40	65			
ACCOUNTANT / AUDITOR	132011	3505	4515	155	445	45	145	175	290			
COUNSELOR	211010	890	1885	570	265	30	185	15	60			
COMPUTER SPECIALIST	151000	1755	590	185	55	50	30	170	20			
CIVIL ENGINEER	172051	880	85	10	0	40	0	165	10			
BUDGET ANALYST	132031	100	120	0	0	10	15	0	10			
PURCHASING AGENTS	131023	485	350	30	50	65	25	35	15			
FINANCIAL ANALYST	132051	225	150	0	0	15	10	40	0			
		22035	28005	2115	3285	982	1698	1388	1148			
TOTAL	50040	44.0%	56.0%	4.2%	6.6%	2.0%	3.4%	2.8%	2.3%			

Source: Connecticut Occupational Statistics - 2010 US Census selected for CITY OF HARTFORD

CENSUS DATA HARTFORD COUNTY LABOR MARKET AVAILABILITY 2010												
TECHNICIANS	CODE	MALE	FEMALE	BM	BF	HM	HF	OM	OF			
LMA:HARTFORD COUNTY												
ENGINEER TECH	173020	925	100	30	10	90	45	75	0			
COMPUTER SPECIALIST	151000	1755	590	185	55	50	30	170	20			
WEIGHTS MEASURES CHECKERS	435111	105	10	40	0	20	0	0	0			
ELECTRICIANS	472111	1965	20	285	0	200	0	10	0			
VEH. & MOBILE EQUIP MECHS. INSTALLER	493000	185	0	20	0	25	0	0	0			
RADIO & TELECOM EQUIP REPAIR & INSTALL	492020	505	100	40	10	75	30	40	0			
CLINICAL LAB & TECH	292010	325	739	35	95	50	40	40	120			
TOTAL	7324	5765	1559	635	170	510	145	335	140			
		78.7%	21.3%	8.7%	2.3%	7.0%	2.0%	4.6%	1.9%			

Source: Connecticut Occupational Statistics - 2010 US Census selected for CITY OF HARTFORD

CENSUS DATA HARTFORD COUNTY LABOR MARKET AVAILABILITY 2010												
PROTECTIVE SERVICES												
LMA:HARTFORD COUNTY												
		CODE	MALE	FEMALE	BM	BF	HM	HF	OM	OF		
FIRST LINE SUPER/MGR POLICE & DET		331012	235	10	0	10	0	0	4	0		
FIRST LINE SUPER/MGR FIRE FIGHTER		331021	74	0	0	0	4	0	0	0		
FIRE FIGHTER		332011	835	10	85	0	115	0	10	0		
DETECTIVE & CRIMINAL INVESTIGATORS		333021	215	170	15	65	45	30	0	0		
POLICE OFFICER		333050	1530	235	135	25	160	25	20	0		
TOTAL		3314	2889	425	235	100	324	55	34	0		
			87.2%	12.8%	7.1%	3.0%	9.8%	1.7%	1.0%	0.0%		

Source: Connecticut Occupational Statistics - 2010 US Census selected for CITY OF HARTFORD

CENSUS DATA HARTFORD COUNTY LABOR MARKET AVAILABILITY 2010										
ADMINISTRATIVE SUPPORT										
LMA:HARTFORD COUNTY										
	CODE	MALE	FEMALE	BM	BF	HM	HF	OM	OF	
INFORMATION AND RECORDS CLERK	434199	140	239	20	70	0	29	40	0	
PROCUREMENT CLERK	433061	40	60	10	0	0	0	0	0	
BOOKKEEPING ACCTING & AUDIT CLERK	433031	680	3995	40	345	70	175	35	60	
BILL&ACCOUNT CLERK	433011	220	405	15	30	90	35	0	0	
OFFICE CLERK	439061	880	3570	195	655	95	460	20	60	
COURT MUNICIPAL & LICENSE CLERK	434031	70	125	0	20	0	20	0	0	
SECRETARY & ADMINISTRATIVE ASST	436000	475	13010	45	1315	40	1395	50	235	
OFFICE MACHINE OPERATOR	439071	100	245	25	90	40	55	0	75	
TOTAL	24254	2605	21649	350	2525	335	2169	145	430	
		10.7%	89.3%	1.4%	10.4%	1.4%	8.9%	0.6%	1.8%	

Source: Connecticut Occupational Statistics - 2010 US Census selected for CITY OF HARTFORD

CENSUS DATA HARTFORD COUNTY LABOR MARKET AVAILABILITY 2010										
SERVICE MAINTENANCE										
LMA:HARTFORD COUNTY										
	CODE	MALE	FEMALE	BM	BF	HM	HF	OM	OF	
ANIMAL CONTROL WORKERS	339011	30	20	0	0	20	0	0	0	0
GROUPS / MAINTENANCE WORKERS	373000	3455	150	350	15	1125	50	0	0	0
JANITORS / BUILDING CLEANERS	37201x	6505	2510	890	295	2450	1095	60	30	30
TOTAL	12670	9990	2680	1240	310	3595	1145	60	30	30
		78.8%	21.2%	9.8%	2.4%	28.4%	9.0%	0.5%	0.2%	0.2%

Source: Connecticut Occupational Statistics - 2010 US Census selected for CITY OF HARTFORD

COMPARISON OF INCUMBENCY VS. ESTIMATED AVAILABILITY

The City of Hartford has compared the representation of minorities and women in each job group with their representation among those identified in the availability analysis as available for employment in the job group. Where actual representation was less than the calculated availability, the City conducted a statistical test to determine whether the difference was greater than could reasonably be expected. This plan reflects data for the period March 1, 2014 to February 28, 2015.

The 80% rule of thumb was followed in declaring underutilization and establishing goals when the actual employment of minorities or females is less than 80% of their availability. That is, if the female/minority incumbency percent (%) is less than the female/minority availability percent (%) and the ratio of incumbency to availability is less than 80%, a placement goal should be established.

For example, if female incumbency is 22% and the availability is estimated to be 24%, then the ratio of female incumbency to availability is $(22\%) / (24\%) = 91.66\%$ and establishing a goal is not necessary.

In another example, if minority incumbency is 40% and availability is estimated at 23%, setting a goal is not necessary since the incumbency is greater than the availability.

Lastly, if minority incumbency is 7% and availability is estimated at 15%, since 7% is less than 15%, the ratio is calculated as $(7\%) / (15\%) = 46.66\%$. This ratio is less than 80% so a goal should be established.

The comparison of incumbency versus the actual availability is displayed in the following charts.

CITY OF HARTFORD WORKFORCE INCUMBENCY/AVAILABILITY*

TOTAL	TOTAL INCUMBENTS	TOTAL FEMALE	FEMALE INCUMBENCY %	TOTAL MINORITY	MINORITY INCUMBENCY %
OFFICIALS & ADMINISTRATORS	46	7	15.2%	23	50.0%
AVAILABILITY			43.0%		14.7%
PROFESSIONALS	232	126	54.3%	148	63.8%
AVAILABILITY			56.0%		21.2%
PARAPROFESSIONALS	34	31	91.2%	32	94.1%
AVAILABILITY			81.2%		24.8%
PROTECTIVE SERVICES	764	71	9.3%	341	44.6%
AVAILABILITY			12.8%		22.6%
TECHNICIANS	67	30	44.8%	41	61.2%
AVAILABILITY			21.3%		26.4%
SKILLED CRAFT	9	0	0.0%	7	77.8%
AVAILABILITY			12.9%		38.3%
ADMINISTRATIVE SUPPORT	93	77	82.8%	81	87.1%
AVAILABILITY			89.3%		24.5%
SERVICE MAINTENANCE	153	11	7.2%	139	90.8%
AVAILABILITY			21.2%		21.2%

*INCUMBENCY IS ACTUAL WORKFORCE DATA FOR CITY
 AVAILABILITY IS BASED ON CENSUS LABOR MARKET DATA
 HIGHLIGHTED NUMBERS INDICATE AREA OF UNDERUTILIZATION REQUIRING GOAL SETTING

PLACEMENT GOALS

The City of Hartford has established placement goals where the actual representation of women or minorities in a job group is less than would be reasonably expected based on calculated availability.

In establishing placement goals, the following principles were applied.

1. When the percentage of minorities or women employed in a particular job group is less than would reasonably be expected given their availability percentage in that job group, the City established an annual placement goal at least equal to the availability figure derived for women or minorities, as appropriate, for that job group.
2. Placement goals are not quotas that must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups.
3. In all employment decisions, the City makes selections in a nondiscriminatory manner. Placement goals do not provide a justification to extend a preference to any individual, select an individual, or adversely affect an individual's employment status, on the basis of that individual's race, color, religion, sex, age, disability, veteran status, or national origin or other protected class.
4. Placement goals do not create set-asides for specific groups
5. Placement goals are not used to supersede merit selection principles, nor do these placement goals require the City to hire a person who lacks qualifications to perform the job successfully or hire a less-qualified person in preference to a more-qualified one.

2015 CITY OF HARTFORD GOALS FOR FEMALES

TOTAL	TOTAL INCOMBENTS	TOTAL FEMALE	INCUMBENCY/AVAILABILITY %	GOAL SET	GOAL
OFFICIAL & ADMINISTRATORS	46	7	15.2%	YES	13
AVAILABILITY			43.0%		
PROFESSIONALS	232	126	54.3%	NO	
AVAILABILITY			56.0%		
PARAPROFESSIONALS	34	31	91.2%	NO	
AVAILABILITY			81.2%		
PROTECTIVE SERVICES	764	71	9.3%	YES	27
AVAILABILITY			12.8%		
TECHNICIANS	67	30	44.8%	NO	
AVAILABILITY			21.3%		
SKILLED CRAFT	9	0	0.0%	YES	1
AVAILABILITY			12.9%		
ADMINISTRATIVE SUPPORT	93	77	82.8%	NO	
AVAILABILITY			89.3%		
SERVICE MAINTENANCE	153	11	7.2%	YES	22
AVAILABILITY			21.2%		

2015 CITY OF HARTFORD GOALS FOR MINORITIES

TOTAL	TOTAL INCOMBENTS	TOTAL MINORITY	MINORITY INCOMBENCY/AVAILABILITY %	GOAL SET	GOAL
OFFICIALS & ADMINISTRATORS	46	23	50.0%	NO	
AVAILABILITY			14.7%		
PROFESSIONALS	231	148	64.1%	NO	
AVAILABILITY			21.2%		
PARAPROFESSIONAL	35	33	94.3%	NO	
AVAILABILITY			24.8%		
PROTECTIVE SERVICES	764	341	44.6%	NO	
AVAILABILITY			22.6%		
TECHNICIANS	67	41	61.2%	NO	
AVAILABILITY			26.4%		
SKILLED CRAFT	9	7	77.8%	NO	
AVAILABILITY			38.3%		
ADMINISTRATIVE SUPPORT	93	81	87.1%	NO	
AVAILABILITY			24.5%		
SERVICE MAINTENANCE	154	139	90.3%	NO	
AVAILABILITY			50.4%		

Where a placement goal is set, the City will develop action oriented steps to increase the recruitment and training of minorities or women, or both. The placement goals are displayed in the following charts.

IDENTIFICATION OF PROBLEM AREAS

Areas of Concern:

An underutilization of females was found in the following occupational categories (job groups)

1. Officials and Administrators
2. Protective Services
3. Skilled Craft
4. Service Maintenance

Corrective Actions

Actions to be taken to address underutilization of women no later than March 17, 2016

Advise management team of underutilization and develop plan to increase outreach to women both externally and internally.

Notify recruitment sources of the City of Hartford's interest in attracting qualified women to apply for job openings.

Include local YWCA, vocational schools and training centers in outreach to inform them, of the City's interest in attracting qualified female applicants.

ACTION-ORIENTED PROGRAMS

The City of Hartford has instituted action programs to eliminate identified problem areas and to help achieve specific affirmative action goals. These programs include:

1. conducting ongoing analyses of job descriptions to ensure they accurately reflect job functions;
2. reviewing job descriptions by department and job title using job performance criteria;
3. evaluating the total selection process to ensure freedom from bias through;
 - a) reviewing job applications and other pre-employment forms to ensure information requested is job-related;
 - b) evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
 - c) training personnel and management staff on proper interview techniques;
 - d) providing training on affirmative action responsibilities for management and supervisory staff; and
 - e) utilizing a variety of recruitment sources to increase the flow of minority and female applicants;
4. undertaking the following outreach actions:
 - a) including "Equal Opportunity/Affirmative Action Employer" language in all printed employment advertisements;
 - b) placing help wanted advertisements, when appropriate, in local minority news media and women's interest media;

- c) disseminating information on job opportunities to organizations representing minorities, women and employment development agencies when job opportunities occur; and
- d) recruiting at secondary schools, junior colleges, colleges and Universities with predominantly minority or female enrollments.

INTERNAL AUDIT AND REPORTING SYSTEM

The City of Hartford has developed and implemented an auditing system that periodically measures the effectiveness of its Affirmative Action Plan (AAP). The City views the activities that are listed below as critical to the success of the AAP.

1. The Human Resource Director will continue to monitor records of applicant flow, referrals, placements, rejected offers, training, transfers, promotions, terminations, and any layoffs or recalls to ensure that the City's non-discriminatory policy is carried out. Procedures are reviewed and revised as problems are identified.
2. City managers will continue to be informed of any problems that arise in their respective areas so that immediate and appropriate steps can be taken to resolve any issues.
3. The City recognizes its responsibility to affirmative action and is committed to fulfilling this responsibility by complying with all government regulations and laws pertaining to equal employment opportunity. As part of this commitment, management will be kept abreast of developments in the affirmative action area. The primary vehicle for communication with management will be periodic affirmative action briefings.
4. The Human Resources Director will generate internal reports on a regular basis to evaluate the degree to which equal employment opportunity and organizational objectives are being obtained.
5. The City will review report results with all levels of management as to the degree

to which their affirmative action goals and compliance are being attained, and will design and implement corrective actions, including adjustments in programs, as needed.

6. Progress on the City's AAP will be discussed at supervisors meetings, and relevant information will be communicated to employees during regular departmental meetings as appropriate.
7. The Human Resources Director will periodically report to the Mayor and other appropriate top management on the effectiveness of the program and will submit recommendations for improvement.

GUIDELINES ON DISCRIMINATION BECAUSE OF RELIGION OR NATIONAL ORIGIN

It is the policy of the City of Hartford to take affirmative action to ensure that applicants are employed, without regard to their religion or national origin. Such action includes, but is not limited to, the following employment practices: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, termination, rates of pay or other forms of compensation and selection for training.

Employment practices have been reviewed to determine whether members of the various religions and/or ethnic groups are receiving fair consideration for job opportunities.

Internal procedures have been developed in this program to ensure that the City's obligation to provide equal employment opportunity without regard to religion or national origin is being fully implemented. This includes the following:

1. The policy concerning the City's obligation to provide equal employment opportunity without regard to religion or national origin is communicated to all employees via its policy statement.
2. Employees are informed at least annually of the City's commitment to equal employment opportunity for all persons, without regard to religion or national origin.
3. A variety of recruitment sources are utilized to implement equal opportunity without regard to religion and national origin.

4. Contacts with religious and ethnic organizations will be made for purposes of advice, education, technical assistance and referral of potential employees as necessary to accomplish the purpose of this program.

Accommodation for Religious Observances and Practices

Reasonable accommodations for the religious observances and practices of employees or prospective employees will be made, unless doing so would result in undue hardship. In determining whether undue hardship exists, factors such as the cost to the City and the impact on the rights of other employees are considered.

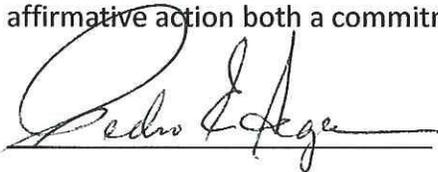
CONCLUDING STATEMENT

The City of Hartford is mindful of its responsibility to develop and implement an effective Affirmative Action Plan.

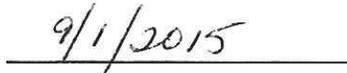
As demonstrated in the goals and activities reflected in this Affirmative Action Plan, the City has a true commitment to equal employment opportunity and affirmative action and has established a plan to ensure success.

Through the combined efforts of the Human Resources Director, Department Directors, Managers and Supervisors, the City of Hartford will continue to communicate its equal opportunity and affirmative action policies, both within the organization and to the community in which we work. Additionally the City will continue its outreach efforts and ensure that all applicant and employees are treated fairly based on job-related criteria and without regard to race, color, religion, sex, age, disability, veteran status, national origin or any other characteristic protected by applicable law.

As Mayor, I afford my management team full authority to take necessary action to fully implement this Affirmative Action Plan and to pursue solutions to problem areas that might impede the progress of the plan. The City of Hartford is ready and willing to make affirmative action both a commitment and a continued reality.



Mayor, Pedro Segarra



Date

City of Hartford
SECTION 503 & VEVRAA
AFFIRMATIVE ACTION PLAN

AUGUST 15, 2015

CITY OF HARTFORD
SECTION 503 & VEVRAA
AFFIRMATIVE ACTION PLAN
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CITY OF HARTFORD

**Equal Employment Opportunity for
Individuals with Disabilities and Protected Veterans**

It is the policy of the City of Hartford not to discriminate against any employee or applicant for employment because he or she is an individual with a disability or a protected veteran, (*i.e.*, disabled veteran, Armed Forces service medal veteran, recently separated veteran, or other veteran who served during a war, or in a campaign or expedition for which a campaign badge has been authorized). It is also the policy of the City to take affirmative action to employ and to advance in employment, all persons regardless of their status as individuals with disabilities or protected veterans, and to base all employment decisions only on valid job requirements. This policy shall apply to all employment actions, including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation and selection for training, including apprenticeship, at all levels of employment.

Employees and applicants of the City will not be subject to harassment on the basis of disability or status as a protected veteran. Additionally, retaliation, including intimidation, threats, or coercion, because an employee or applicant has objected to discrimination, engaged or may engage in filing a complaint, assisted in a review, investigation, or hearing or have otherwise sought to obtain their legal rights under any federal, state, or local EEO law regarding individuals with disabilities or protected veterans is prohibited.

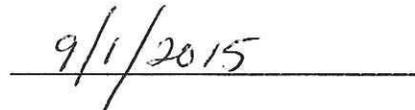
As Mayor of the City of Hartford, I am committed to the principles of Affirmative Action and Equal Employment Opportunity. In order to ensure dissemination and implementation of

equal employment opportunity and affirmative action throughout all levels of the City, I have selected the Human Resources Director to establish and maintain an internal audit and reporting system to allow for effective measurement of the City's programs.

In furtherance of the City's policy regarding Affirmative Action and Equal Employment Opportunity, the City has developed a written Affirmative Action Plan which sets forth the policies, practices and procedures that the City is committed to in order to ensure that its policy of nondiscrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This Affirmative Action Plan is available for inspection by any employee or applicant for employment upon request, during normal business hours in the Human Resource Department.



Pedro E. Segarra
Mayor City of Hartford



Date

Review of Personnel Processes

The City of Hartford annually reviews its personnel processes to determine whether its present procedures ensure careful, thorough and systematic consideration of the qualifications of known individuals with disabilities and protected veterans. This review covers all procedures related to the filling of job vacancies either by hire or by promotion, as well as all training opportunities offered or made available to employees.

In determining the qualifications of veterans, the City limits its consideration of a protected veteran's military record, including discharge papers, to only that portion of the record, which is relevant to the specific job qualifications for which the veteran is being considered.

Based upon the City's review of its personnel processes, the City will modify the personnel processes, when necessary, and will include the development of new procedures in this Affirmative Action Plan to ensure equal employment opportunity.

**Review of Physical and Mental
Job Qualification Standards**

The physical and mental job qualifications of all jobs will be continuously reviewed by the City of Hartford to ensure that, to the extent that such qualification requirements tend to screen out qualified individuals with disabilities and qualified disabled veterans, job qualifications are consistent with business necessity and the safe performance of the job.

Physical examinations or questionnaires required by the City of Hartford's hiring process occur only after a job offer has been made.

If at any time, the City should inquire into an employee's physical or mental condition or should conduct a medical examination, the City affirms that such inquiries or exams will be conducted in accordance with the Section 503 regulations and that information obtained as a result of the inquiry or exam will be kept confidential, except as otherwise provided for in the Section 503 regulations. The results of the examination or inquiry will only be used in accordance with the Section 503 Regulations.

Reasonable Accommodation to Limitations Due to Disability

The City of Hartford commits to making reasonable accommodation to the known physical or mental limitations of qualified individuals with disabilities and qualified disabled veterans, unless such accommodation would impose an undue hardship on the conduct of its business.

The City also commits to engaging in an interactive process with the person requesting the accommodation (or their representative), as needed, to determine an appropriate accommodation. Undue hardship will be determined by assessing whether the requested accommodation would cause significant difficulty or expense, as provided for in the Section 503 regulations.

Harassment Prevention and Prohibition Against Retaliation

Employees and applicants of the City of Hartford will not be subject to harassment because of disability or their status as a protected veteran. If an employee or applicant believes that he/she has been subject to harassment, he/she may file a complaint with the Human Resources Department.

Retaliation, including intimidation, threat, or coercion, against an employee or applicant because they have objected to discrimination, engaged or may engage in filing a complaint, assisted in a review, investigation, or hearing or have otherwise sought to obtain their legal rights under any federal, state, or local EEO laws regarding individuals with disabilities or protected veterans is prohibited. Any employee or applicant who believes that they have been subject to retaliation because of their disability or status as a protected veteran should contact the Human Resources Department.

This policy is communicated to all employees annually.

**External Dissemination of Policy, Outreach and
Positive Recruitment**

All subcontractors, vendors and suppliers have been sent written notification of the City of Hartford's Equal Employment Opportunity and Affirmative Action policy regarding the employment of qualified individuals with disabilities and qualified protected veterans.

All recruiting sources have been informed of the City's policy concerning the employment of qualified individuals with disabilities and qualified protected veterans and have been advised to actively recruit and refer qualified persons for job opportunities.

The City works with representatives from recruitment sources and placement agencies, in regards to discussion of current and prospective position openings, job descriptions and required qualifications and explanations of the City's selection procedures. There is a process to ensure that each recruitment source is provided with timely notice of job opportunities, to ensure that recruitment sources have an opportunity to refer qualified candidates.

The equal employment opportunity clause concerning the employment of qualified individuals with disabilities and qualified protected veterans are included in all non-exempt subcontracts and purchase orders.

Internal Dissemination of Policy

Copies of the City of Hartford's affirmative action programs will be made available for inspection to any employee or applicant upon request to promote understanding, acceptance and support. Policies are re-emphasized to managers and supervisors annually.

The City's Affirmative Action policy and the Equal Employment Opportunity employer poster are posted on bulletin boards located throughout our facilities and office work areas.

All applicants have been invited to identify themselves as an individual with a disability, as defined in Section 503 of the Rehabilitation Act of 1973, as amended, and/or as a protected veteran under the equal employment opportunity provisions of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, if they wish to benefit under this Affirmative Action Plan. Such invitation has been posted on bulletin boards throughout the facility and work areas. Employees may self-identify at any time.

All employees are advised annually of the City's policy and encouraged to aid in the City's affirmative action efforts to ensure a fair and effective program.

Briefing sessions are conducted annually for managers and supervisors to review the applicable regulations and to discuss such affirmative action measures as training and reasonable accommodation.

When making internal Equal Opportunity audits, implementation of this Affirmative Action Plan will be reviewed.

At least once a year the policy is distributed to all employees.

Audit and Reporting Systems

The Human Resources Director has the responsibility for the development of the City's Affirmative Action Plan (AAP). The Director is responsible for the effective implementation of the AAP; however, responsibility is likewise vested with each department manager and supervisor. The City's audit and reporting system is designed to:

- Measure the effectiveness of the AAP;
- Document personnel activities;
- Identify problem areas where remedial action is needed; and
- Determine the degree to which the City's AAP goals and objectives have been obtained.

The following activities are reviewed at least annually to ensure freedom from discrimination or stereotyping of individuals with disabilities and protected veterans in any manner, including that which may limit their access to any job for which they are qualified:

- Recruitment, advertising, and job application procedures;
- Hiring, promotion, upgrading, award of tenure, layoff, recall from layoff;
- Rates of pay and any other forms of compensation including fringe benefits;
- Job assignments, job classifications, job descriptions, and seniority lists;
- Sick leave, leaves or absence, or any other leave;
- Training, apprenticeships, attendance at professional meetings and conferences; and

- Any other term, condition, or privilege of employment.

Managers and supervisors are asked to report any current or foreseeable barriers to equal employment opportunities and are asked to outline their suggestions/recommendations for solutions. If problem areas arise, the manager or supervisor is to report problem areas immediately to the Human Resources Director.

Responsibility for Implementation of AAP

Responsibilities of the Equal Employment Opportunity Manager

In furtherance of the City of Hartford's commitment to Affirmative Action and Equal Employment Opportunity for individuals with disabilities and protected veterans, the Human Resources Director has the responsibility for designing and ensuring effective implementation of the City's Affirmative Action Plan (AAP). These responsibilities include, but are not limited to:

3. The development of the AAP for individuals with disabilities and protected veterans, policy statements, personnel policies and procedures, internal and external communication of the policy, and monitoring the effectiveness of these actions;
4. Reviewing all personnel actions, policies, and procedures to ensure compliance with the City's affirmative action obligations;
5. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer and termination actions occur;
6. Assisting in the identification of problem areas and the development of solutions to identified problems;

11. Monitoring the effectiveness of the program on a continuing basis through the development and implementation of an internal audit- and reporting-system that measures the effectiveness of the program;
12. Keeping the management team informed of equal opportunity progress and problems within the City;
13. Providing information to department managers on the Affirmative Action Plan for qualified individuals with disabilities and qualified protected veterans and reviewing the AAP with them to ensure they have the necessary knowledge of their responsibilities for implementation of the AAP;
14. Reviewing the City's AAP with managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities;
15. Auditing the contents of the City's bulletin boards annually to ensure that compliance information is posted and is up-to-date;
16. Serving as liaison between the City and enforcement agencies; and
17. Serving as liaison between the City and organizations for individuals with disabilities and protected veterans.

Responsibilities of Managers and Supervisors

Managers and supervisors are advised annually of their responsibilities under the City of Hartford's Affirmative Action Plan for individuals with disabilities and protected veterans and of their obligations to:

1. Review the City's Affirmative Action Plan for individuals with disabilities and protected veterans, with subordinate managers and supervisors to ensure that they are aware of the policy and understand their obligation to comply with it in all personnel actions;
2. Assist in the identification of problem areas, formulate solutions, and establish departmental goals and objectives when necessary;
3. Review the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur; and
4. Review all employees' performance to ensure that nondiscrimination is adhered to in all personnel activities.

Training to Ensure AAP Implementation

Training is provided to all personnel involved in the recruitment, screening, hiring, promotion, disciplinary and related employment processes, to ensure that the commitments made in the City of Hartford's Affirmative Action Plan are implemented.

Invitation to Self-Identify for
Protected Veterans

The City of Hartford is a Government contractor subject to the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, (VEVRAA) which requires Government contractors to take affirmative action to employ and advance veterans in employment. VEVRAA prohibits discrimination and requires affirmative action in all personnel practices regarding protected veterans. The statute covers disabled veterans, Armed Forces service medal veterans, recently separated veterans, and other veterans who served during a war, or in a campaign or expedition for which a campaign badge has been authorized.

An invitation to veterans: If you are a recently separated veteran, other protected veteran, or Armed Forces service medal veteran, we would like to include you under our Affirmative Action Plan. If you would like to be included under the Affirmative Action Plan, please tell us. The term "recently separated veteran" refers to any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty. The term "other protected veteran" refers to a person who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized, under laws administered by the Department of Defense. The term "Armed Forces service medal veteran" refers to any person who, while serving on active duty in the Armed Forces, participated in a United States military

operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (62 FR 1209).

An invitation to disabled veterans only: If you are a disabled veteran, we would like to include you in our Affirmative Action Plan. If you would like to be included under the Affirmative Action Plan, please tell us. This information will assist us in placing you in an appropriate position and in making any necessary accommodations for your disability. The term "disabled veteran" refers to a veteran who is entitled to compensation (or who, but for the receipt of military retired pay, would be entitled to compensation) under laws administered by the Secretary of Defense, or was discharged or released from active duty because of a service-connected disability.

An invitation to both: If you are a disabled veteran, recently separated veteran, other protected veteran, or Armed Forces service medal veteran, we would like to include you under our affirmative action program. If you would like to be included under the Affirmative Action Plan, please tell us.

You may inform us of your desire to benefit under the program at this time and/or at any time in the future.

Submission of this information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information provided will be used only in ways that are not inconsistent with the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended.

The information you submit will be kept confidential, except that (i) supervisors and managers may be informed regarding restrictions on the work or duties of disabled veterans, and regarding necessary accommodations; (ii) first aid and safety personnel may be informed, when and to the extent appropriate, if you have a condition that might require emergency treatment; and (iii) Government officials engaged in enforcing laws administered by OFCCP, or enforcing the Americans with Disabilities Act, as amended, may be informed.

If you are a disabled veteran it would assist us if you tell us about (i) any special methods, skills, and procedures that qualify you for positions that you might not otherwise be able to do because of your disability so that you will be considered for any positions of that kind, and (ii) any accommodations that we could make that would enable you to perform the job, including special equipment, changes in the physical layout of the job, elimination of certain duties relating to the job, provision of personal assistance services or other accommodations. This information will assist us in placing you in an appropriate position and in making accommodations for your disability.

**Invitation to Self-Identify for
Individuals with Disabilities**

The City of Hartford is a Government contractor subject to Section 503 of the Rehabilitation Act of 1973, as amended, which requires Government contractors to take affirmative action to employ and advance in employment qualified individuals with disabilities.

1. If you have a disability and would like to be considered under the Affirmative Action Plan, please tell us.
2. You may inform us of your desire to benefit under the program at this time and/or at any time in the future. This information will assist us in placing you in an appropriate position and in making any necessary accommodations for your disability.
3. Submission of this information is voluntary and refusal to provide it will not subject you to any adverse treatment. The information provided will be used only in ways that are not inconsistent with Section 503 of the Rehabilitation Act.
4. Information you submit about your disability will be kept confidential, except that (i) supervisors and managers may be informed regarding restrictions on the work or duties of qualified individuals with disabilities, and regarding necessary accommodations; (ii) first aid and safety personnel may be informed, when and to the extent appropriate, if the condition might require emergency treatment; and (iii) government officials engaged in enforcing laws administered by OFCCP or the Americans with Disabilities Act, as amended, may be informed.

5. If you are a qualified individual with a disability, we would like to include you under the Affirmative Action Plan. It would assist us if you tell us about (i) any special methods, skills, and procedures that qualify you for positions that you might not otherwise be able to do because of your disability so that you will be considered for any positions of that kind, and (ii) any needed accommodations that would enable you to perform the essential functions of the job, including special equipment, changes in the physical layout of the job, elimination of marginal job duties, provision of personal assistance services or other accommodations.
6. A written copy of this Affirmative Action Plan is available for inspection by any employee or applicant for employment, during normal business hours, in the Human Resources Department.