

EEO Utilization Report

Organization Information

Name: City Of Tucson

City: Tucson

State: AZ

Zip: 85701

Type: County/Municipal Government (not law enforcement)

Step 1: Introductory Information

Policy Statement:

City of Tucson Administrative Directive 2.05-8: Discrimination/Harassment Policy

Effective Date: October 11, 2017

POLICY

Consistent with existing City, State, and Federal laws, it is the policy of the City of Tucson to provide a work environment free from discrimination and to promote Equal Employment Opportunity (EEO) and equitable treatment of all employees.

Harassment because of a persons race, color, religion, sex, sexual orientation, gender identity, national origin, ancestry, age, disability, familial status or marital status, or political opinions, beliefs or affiliations, is considered employment discrimination and constitutes a violation of this directive. Employees are entitled to work in an environment free of harassment from co-workers, officers of the city, supervisors, managers, and from non-employees conducting business with the City.

Retaliation against an employee because s/he has filed an EEO complaint, participated in any manner in an EEO proceeding, or opposed an unlawful discriminatory practice is also prohibited.

Employees of the City are responsible for creating and maintaining a work environment free from harassment and discrimination. Employees are encouraged and managers and supervisors are obligated to report any violations they experience or observe.

Following File has been uploaded:Discrimination Harassment 2.05-08 no attachments.docx

Step 4b: Narrative of Interpretation

The City of Tucson's Office of Equal Opportunity Programs has reviewed the Utilization Analysis, comparing the City of Tucson workforce with the Relevant Labor Market in Arizona and noted the following as significant underutilization (i.e. by two or more standard deviations).

Professionals: White Females are underutilized (-8%) and Asian Males (-2%) an improvement from the 2017 demographics.

Technicians: White Females are underutilized (-25%), and Hispanic Females (-5%).

Protective Services: Sworn: White Females are underutilized (-5%), Hispanic Females (-3%).

Protective Services: Non-Sworn: Black Males are underutilized (-10%).

Administrative Support: White Males are underutilized by (-13%) and White Females by (-7%) an improvement from the 2017 demographics.

Skilled Crafts: White Males are underutilized by (-17%).

Service/Maintenance: White Males are underutilized by (-5%); White Females (-14%) and Hispanic Females (-15%).

The relevant labor market shows some racial/ethnic groups with small representations in the City of Tucson workforce with (-2% and -1%) in the following job categories:

Technicians: Asian Females (-2%)

Protective Services: Sworn: American Indian or Alaska Native Males (-1%), and Other Males (-1%); and Black Females (-0%), and American Indian Females (-1%)

Administrative Support: Asian Males (-1%)

Skilled Craft: Black Males (-2%)

Service/Maintenance: Asian Females (-1%)

The City's workforce has decreased from 4,283 in 2015 to the 2019 population of 4,067 permanent employees due to budgetary constraints the City of Tucson has been challenged with over the last few years. However, the City of Tucson will strive to recruit qualified females, minorities and male applicants for the above underrepresented categories when positions become available. Objectives and steps have been formulated in order to achieve better results.

Following File has been uploaded:Citywide demographics 9.30.19.xlsx

Step 5: Objectives and Steps

1. BLACK MALES:

- a. Provide equal employment opportunities for Black Males when our organization fills vacancies that become available in the Protective Services: Non-Sworn job category.
- b. The City of Tucson has established a Shared Services function within the HR Department in 2017 and an Office of Equal Opportunity Program (OEOP) reporting directly to the City Manager. Key HR personnel from different departments actively recruit diverse (minority) applicants for all job categories. This new function expedites the hiring process. Diverse HR personnel have been hired and trained on applying equal employment opportunity practices. This Shared Services team attends regular job fairs and various educational institutions to attract a broader array of applicants from places such as: Pima Community College, local technical colleges, and The University of Arizona, as well as The Veterans Administration and a Second Chance Job Fairs for convicted felons.
- c. The City of Tucson offers training designed to enhance employees ability to assume positions of greater responsibility including supervisory and leadership training. The City has taken steps to ensure that minorities are afforded equal access and are encouraged to attend these training opportunities.
- d. The City OEOP monitors all hiring and promotions. The OEOP obtains a Certification of Equal Employment Opportunity process from the hiring authority for each selection. The online process summarizes the applicant pool and provides reasons for selection and non-selection. The OEOP also coaches hiring authorities regarding equal employment opportunity best practices and anti-discrimination measures. The City of Tucson uses only content valid

and criterion related tests for its recruitment examinations. Employees and applicants who believe they have been discriminated against may file a complaint with the OEOP. The OEOP investigates such complaints and reports its findings to the City Manager, complainant and respondent departments. When discrimination is found, it is immediately corrected. The OEOP also receives referrals to conduct investigations from the Mayor and Council, City Managers Office and from managers and/or directors throughout the organization.

e. The City works with many advocacy organizations on a number of issues, including recruitment. Such organizations include LULAC, NAACP, the Tucson Urban League, Chicanos por la Causa, the Tucson Indian Center, Tucson/Pima County Womens Commission and the Center for Independent Living for People with Disabilities. The City of Tucson informs prime recruiting sources of its EEO policy. All employment fliers include the phrase that the City of Tucson is an Equal Opportunity Employer. Job openings are posted on the City Web Page and are also recorded on the Job Line via telephone. Public Safety recruitments focus on attracting candidates from underutilized categories including an emphasis on Black Males.

The OEOP interfaces with departments on a continual basis with regard to hiring and employment practices and provides relevant equal employment opportunity reports to keep them apprised of progress or areas of concern.

2. Small groups:

a. Provide equal employment opportunities for smaller ethnic groups with total Tucson workforce representation of 3% or under (Asian, Black, and American Indian or Other) when our organization fills vacancies in job categories in which they are underrepresented.

b. The City OEOP monitors all hiring and promotions. The OEOP obtains a Certification of Equal Employment Opportunity process from the hiring authority for each selection. The online process summarizes the applicant pool and provides reasons for selection and non-selection. The OEOP also coaches hiring authorities regarding equal employment opportunity best practices and anti-discrimination measures. The City of Tucson uses only content valid and criterion related tests for its recruitment examinations. Employees and applicants who believe they have been discriminated against for any reason may file a complaint with the OEOP. The OEOP investigates such complaints and reports its findings to the City Manager, complainant and respondent departments. When discrimination is found, it is immediately corrected. The OEOP also receives referrals to conduct investigations from the Mayor & Council, City Managers Office and from managers and/or directors throughout the organization.

c. The City of Tucson will continue targeting recruitment for underrepresented populations due to the underutilization of Asian males in the Professionals and Administrative Support categories; Asian females in the technicians, and service/maintenance; American Indian and Other males in the protective services - sworn; American Indian and Black females in the protective services- sworn; and service/maintenance. Asian females in technicians, and service/maintenance; Black males in protective services - non-sworn; and Black males in the skilled craft. The City continually addresses employment practices for the underutilized populations in an effort to ensure that City practices offer full equal opportunity. The OEOP interfaces with departments on a continued basis with regard to hiring and employment practices and provides relevant equal employment opportunity reports to keep them apprised of progress or areas of concern.

d. The City works with many advocacy organizations on a number of issues, including recruitment. Such organizations include LULAC, NAACP, the Tucson Urban League, Chicanos por la Causa, the Tucson Indian Center, Tucson/Pima County Womens Commission and the Center for Independent Living for People with Disabilities. The City of Tucson informs prime recruiting sources of its EEO policy. All employment fliers include the phrase that the City of Tucson is an Equal Opportunity Employer. Job openings are posted on the City Web Page and are also recorded on the Job Line via telephone.

e. The City of Tucson offers training through the Ignite Supervisory training and development series designed to enhance employees ability to assume positions of greater responsibility including supervisory and leadership. The City has taken steps to ensure that women and minorities are afforded equal access and are encouraged to attend these training opportunities.

3. WHITE FEMALES:

a. Provide equal employment opportunities for White women when our organization fills vacancies that become available in the Professionals, Technicians, Protective Services: Sworn, Administrative Support and Service/Maintenance job categories.

b. The City of Tucson has established a Shared Services function within the HR Department in 2017 and an Office of Equal Opportunity Program (OEOP) reporting directly to the City Manager. Key HR personnel from different departments actively recruit applicants of protected groups and women for all job categories. This new function expedites the hiring process. Diverse personnel have been hired and trained on applying equal employment

opportunity practices. This Shared Services team attends regular job fairs and various educational institutions to attract a broader array of applicants from places such as: Pima Community College, local technical colleges and The University of Arizona, as well as The Veterans Administration and a Second Chance Job Fairs for convicted felons.

c. The City of Tucson offers training designed to enhance employees ability to assume positions of greater responsibility including supervisory and leadership training. The City has taken steps to ensure that women and minorities are afforded equal access to these training opportunities.

d. The City of Tucson OEOP monitors all hiring and promotions. The OEOP obtains a Certification of Equal Employment Opportunity process from the hiring authority for each selection. The online process summarizes the applicant pool and provides reasons for selection and non-selection. The OEOP also coaches hiring authorities regarding equal employment opportunity best practices and anti-discrimination measures. The City of Tucson uses only content valid and criterion related tests for its recruitment examinations. Employees and applicants who believe they have been discriminated against may file a complaint with the OEOP. The OEOP investigates such complaints and reports its findings to the City Manager, complainant and respondent departments. When discrimination is found, it is immediately corrected. The OEOP also receives referrals to conduct investigations from the Mayor and Council, City Managers Office and from managers and/or directors throughout the organization.

e. The City of Tucson will continue target recruitment for underrepresented populations in an effort to ensure the Citys practices offer full equal opportunity.

The OEOP interfaces with departments on a continual basis with regard to hiring and employment practices and provides relevant equal employment opportunity reports to keep them apprised of progress or areas of concern.

4. HISPANIC FEMALES:

a. Provide equal employment opportunities for Hispanic females when our organization fills vacancies that become available in the Technicians, Protective Services: Sworn and Service/Maintenance job categories.

b. The City of Tucson OEOP monitors all hiring and promotions. The OEOP obtains a Certification of Equal Employment Opportunity process from the hiring authority for each selection. The online process summarizes the applicant pool and provides reasons for selection and non-selection. The OEOP also coaches hiring authorities regarding equal employment opportunity best practices and anti-discrimination measures. The City of Tucson uses only content valid and criterion related tests for its recruitment examinations. Employees and applicants who believe they have been discriminated against for any reason may file a complaint with the OEOP. The OEOP investigates such

complaints and reports its findings to the City Manager, complainant and respondent departments. When discrimination is found, it is immediately corrected. The OEOP also receives referrals to conduct investigations from the Mayor and Council, City Managers Office and from managers and/or directors throughout the organization.

c. The City of Tucson will continue target recruitment for underrepresented populations in an effort to ensure that the Citys practices offer full equal opportunity. The OEOP interfaces with departments on a continual basis with regard to hiring and employment practices and provides relevant equal employment opportunity reports to keep them apprised of progress or areas of concern.

d. The utilization analysis shows a significant underutilization of Hispanic women in three EEO categories listed above: technicians, protective services: sworn, and service/maintenance. The City of Tucson central HR/OEOP provides City departments demographic reports delineating underutilization including Hispanic females. To promote female applicant interest in protective services, HR, TPD and TFD websites includes links for women to register in Law Enforcement and Fire Career Events. Community females are given opportunities to learn about career paths in the public safety fields and to interact with sworn police officers, fire fighters, EMTs, community officers, and professional staff. When opportunities are presented, the City of Tucson will address Hispanic female and male utilization through an array of EEO efforts including continued targeted recruitment of Hispanic female applicants and continued monitoring of selections to ensure a bias free process.

e. The City works with many advocacy organizations on a number of issues, including recruitment. Such organizations include LULAC, NAACP, the Tucson Urban League, Chicanos por la Causa, the Tucson Indian Center, Tucson/Pima County Womens Commission and the Center for Independent Living for People with Disabilities. The City of Tucson informs prime recruiting sources of its EEO policy. All employment fliers include the phrase that the City of Tucson is an Equal Opportunity Employer. Job openings are posted on the City Web Page and are also recorded on the Job Line via telephone.

f. The City of Tucson offers training designed to enhance an employees ability to assume positions of greater responsibility including supervisory and leadership training through the Ignite Supervisory training and development series. The City has taken steps to ensure that women and minorities are afforded equal access and are encouraged to attend these training opportunities.

Step 6: Internal Dissemination

In order to ensure that all employees, applicants for employment and others are aware the City of Tucson is an Equal Opportunity Employer and has an official policy on Equal Employment Opportunity (EEO), the policy dissemination will continue to be as follows:

City Administrative Directives, including EEO policies, are available to all employees. New Employee Welcome provides a review and orientation to the policies and overview of OEOP. These important policies are available on the City's Intranet system which is easily accessible to employees. The City EEO statement is included on all internal and external job announcements. The City displays non-discrimination postings throughout its facilities including information on the process for filing a discrimination or wrongful conduct complaint.

The City of Tucson maintains a separate division of the City Managers Office to address all EEO issues. The Office of Equal Opportunity Programs (OEOP) works collaboratively with other departments to ensure equity, inclusion, diversity and accessibility in all programs, services, activities and employment. Department leaders and employees receive updates relative to their department workforce, anti-discrimination training and educational sessions, complaint procedures, diversity and inclusion objectives, among other OEOP initiatives. OEOP provides in-person and on-line training focusing on diversity/inclusion, racism and discrimination, harassment/sexual harassment as well as the City's Directives which address Code of Conduct and Ethics. Directors are made aware of customized training which is available from OEOP to enhance previous training or to address departmental specific concerns.

The City OEOP Web Page includes the City's EEO statement and informs employees and the public of the process for filing a discrimination complaint. The OEOP will maintain two copies of the EEO Utilization Report in its office for review and will publish a copy on their website.

Step 7: External Dissemination

In order to ensure all internal and external applicants for employment, volunteers, interns and others are aware the City of Tucson is an Equal Opportunity Employer, and the City has an official policy on Equal Employment Opportunity (EEO), the external policy dissemination will continue to be as follows:

The City EEO statement is included on all job announcements and postings. Job fairs attended by HR also posts the Equal Opportunity Employer statement/notice. City departmental websites reference back to OEOP and non-discriminatory practices including information on LEP and ADA Liaisons.

The City displays non-discrimination postings throughout its facilities. The City's non-discrimination posting includes information for employees on the definitions of discrimination, reporting procedures, and the process for filing a discrimination complaint.

The City Office of Equal Opportunity Programs (OEOP) Web Page includes the City EEO statement and informs employees and the public of the process for filing a discrimination complaint. Complaint forms are available for download from the website or by reaching out to OEOP.

The OEOP will maintain two copies of the EEO short form in its office for review and will post the report on the webpage.

Utilization Analysis Chart
Relevant Labor Market: Pima County, Arizona

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Officials/Administrators																
Workforce #/%	44/35%	27/22%	1/1%	1/1%	0/0%	0/0%	2/2%	0/0%	29/23%	14/11%	5/4%	1/1%	0/0%	0/0%	1/1%	0/0%
CLS #/%	20,310/43%	4,555/10%	650/1%	260/1%	665/1%	100/0%	430/1%	50/0%	14,275/30%	4,140/9%	510/1%	215/0%	520/1%	30/0%	280/1%	15/0%
Utilization #/%	-8%	12%	-1%	0%	-1%	-0%	1%	-0%	-7%	2%	3%	0%	-1%	-0%	0%	-0%
Professionals																
Workforce #/%	201/32%	70/11%	9/1%	3/0%	8/1%	2/0%	4/1%	0/0%	186/30%	105/17%	4/1%	8/1%	15/2%	1/0%	6/1%	0/0%
CLS #/%	28,805/35%	5,250/6%	1,320/2%	435/1%	2,330/3%	95/0%	515/1%	195/0%	31,490/38%	8,030/10%	1,170/1%	690/1%	1,860/2%	35/0%	355/0%	205/0%
Utilization #/%	-2%	5%	-0%	-0%	-2%	0%	0%	-0%	-8%	7%	-1%	0%	0%	0%	1%	-0%
Technicians																
Workforce #/%	90/39%	75/32%	4/2%	3/1%	3/1%	1/0%	3/1%	0/0%	27/12%	22/9%	1/0%	1/0%	0/0%	0/0%	2/1%	0/0%
CLS #/%	3,400/27%	1,360/11%	265/2%	25/0%	320/3%	0/0%	59/0%	70/1%	4,730/37%	1,830/14%	235/2%	90/1%	270/2%	0/0%	80/1%	50/0%
Utilization #/%	12%	22%	-0%	1%	-1%	0%	1%	-1%	-25%	-5%	-1%	-0%	-2%	0%	0%	-0%
Protective Services: Sworn																
Workforce #/%	898/61%	366/25%	23/2%	10/1%	22/1%	3/0%	12/1%	0/0%	90/6%	42/3%	3/0%	1/0%	6/0%	0/0%	2/0%	0/0%
CLS #/%	5,580/50%	2,665/24%	230/2%	180/2%	160/1%	20/0%	130/1%	155/1%	1,205/11%	675/6%	70/1%	65/1%	40/0%	0/0%	15/0%	0/0%
Utilization #/%	11%	1%	-0%	-1%	0%	0%	-0%	-1%	-5%	-3%	-0%	-1%	0%	0%	0%	0%
Protective Services: Non-sworn																
Workforce #/%	35/32%	32/30%	0/0%	0/0%	1/1%	0/0%	0/0%	0/0%	26/24%	10/9%	2/2%	1/1%	1/1%	0/0%	0/0%	0/0%
Civilian Labor Force #/%	240/38%	75/12%	65/10%	15/2%	0/0%	0/0%	0/0%	0/0%	160/26%	69/11%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	-6%	18%	-10%	-2%	1%	0%	0%	0%	-2%	-2%	2%	1%	1%	0%	0%	0%
Administrative Support																
Workforce #/%	65/9%	68/10%	7/1%	3/0%	2/0%	0/0%	4/1%	0/0%	209/30%	295/42%	21/3%	8/1%	5/1%	2/0%	7/1%	0/0%
CLS #/%	26,075/23%	11,615/10%	1,405/1%	430/0%	1,235/1%	75/0%	355/0%	230/0%	41,850/37%	24,310/21%	1,825/2%	1,655/1%	1,855/2%	110/0%	775/1%	415/0%

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
	%	%							%	%						
Utilization #/%	-13%	-0%	-0%	0%	-1%	-0%	0%	-0%	-7%	21%	1%	-0%	-1%	0%	0%	-0%
Skilled Craft																
Workforce #/%	133/31%	267/62%	1/0%	7/2%	4/1%	0/0%	5/1%	0/0%	8/2%	3/1%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	18,745/48%	16,450/42%	755/2%	765/2%	340/1%	65/0%	300/1%	35/0%	1,265/3%	375/1%	40/0%	25/0%	115/0%	0/0%	50/0%	0/0%
Utilization #/%	-17%	21%	-2%	-0%	0%	-0%	0%	-0%	-1%	-0%	-0%	-0%	-0%	0%	-0%	0%
Service/Maintenance																
Workforce #/%	73/19%	230/61%	11/3%	7/2%	1/0%	1/0%	3/1%	0/0%	24/6%	23/6%	3/1%	1/0%	0/0%	1/0%	0/0%	0/0%
CLS #/%	25,770/24%	26,065/25%	2,300/2%	1,190/1%	1,500/1%	55/0%	605/1%	175/0%	21,225/20%	21,870/21%	1,335/1%	1,400/1%	1,310/1%	85/0%	455/0%	130/0%
Utilization #/%	-5%	36%	1%	1%	-1%	0%	0%	-0%	-14%	-15%	-0%	-1%	-1%	0%	-0%	-0%

Significant Underutilization Chart

Job Categories	Male								Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other
Professionals					✓				✓							
Technicians									✓	✓			✓			
Protective Services: Sworn				✓				✓	✓	✓	✓	✓				
Protective Services: Non-sworn			✓													
Administrative Support	✓				✓				✓							
Skilled Craft	✓		✓													
Service/Maintenance	✓								✓	✓			✓			

I understand the regulatory obligation under 28 C.F.R. ~ 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEO Utilization Report.

I have reviewed the foregoing EEO Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

Certified As Final By: Rebecca Hill

Director/OEOP

07-08-2020

[signature]

[title]

[date]