



Department of Civil Rights

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Instructions for Completing City of Madison Affirmative Action Plan

TO COMPLETE YOUR AFFIRMATIVE ACTION PLAN . . .

➤ **Cover Page**

Provide company name, address, telephone, FAX, email address, website, names of CEO and EEO/AA Officer and date.

➤ **Number of Employees**
(Not required for Individual Developers)

Indicate each current employee, including full-time, part-time and seasonal employees, under applicable race/ethnicity, gender, people with disabilities and job category. For more information, please look at [Guidelines for Classification of Employees by EEO-1 Job Category](#).

The total columns at the right on the form and at the bottom must be completed.

Obtain CEO signature on line 31.

➤ **Policy Statement**

Update any employee handbooks or policy manuals to be inclusive of all protected groups.

➤ **Staff Responsibilities**

Provide the names and titles of your company's Chief Executive and Equal Employment Opportunity/ Affirmative Action Officers.

➤ **Scope (Required only for Vendors & Suppliers)**

This section is to determine the appropriate scope of your plan.

➤ **Subcontractors**

Contractors may not discriminate against subcontractors based on race, religion, color, age, disability, sex or national origin and should take additional measures to increase their utilization of Small Business Enterprises (SBEs), including those owned by racial/ethnic affirmative action group members, women and people with disabilities as subcontractors on City of Madison projects.

➤ **Personnel & Other Employee-Related Policies**
(Not required for Individual Developers)

Review each good faith effort listed. Circle YES to indicate efforts you have already implemented and will maintain.

For those measures to which you respond NO, please indicate by which date you intend to have such measure(s) implemented. **“NO” responses must include an implementation date.**

Attach summaries and listings as requested in statements 43b, 44b and 45b or your plan will be returned as incomplete.

Check the last column and attach additional sheets to your plan if you believe more detail or explanation is required.

Collective Bargaining Agreements with Labor Organizations

Check the appropriate box to indicate whether or not your company is party to any bargaining agreements. If applicable, provide the names and addresses of those labor unions and attach a copy of their EEO policy. **Review and implement the procedure to request from the union(s) referrals of targeted group members for work on City of Madison projects.**

➤ **Goals and Timetable**

(Not required for Individual Developers)

These goals should be used as the basis for focusing your good faith efforts (see Workforce Analysis & Goals section).

➤ **Workforce Analysis and Goals**

(Not required for Individual Developers)

Complete All Applicable Data in the Workforce and Analysis Section or your plan will be returned as incomplete.

1. Classify each of your employees into one of the nine EEO Job Categories. **For more information, please look at [Guidelines for Classification of Employees by EEO-1 Job Category](#).**
2. Complete columns 1A, 1B, 2A and 2B.

If this is the first year you are required to submit a City of Madison Affirmative Action Plan skip this step and continue with Step 3.

Column 1A. Enter the number of employees employed in each EEO Job Category and total workforce at the time you completed your City of Madison Affirmative Action Plan last year. Indicate how many of the employees in each Job Category and total workforce were women and racial/ethnic affirmative action group members and people with disabilities.

Column 1B. Enter the percentage of women and racial/ethnic affirmative action group members and people with disabilities in each job category and total workforce.

Note: The numbers and percentages that you enter in columns 1A and 1B should be the same as those entered in columns 3A and 3B, respectively, of the Affirmative Action Plan that you submitted to the City for the previous year.

Column 2A. Enter the number of employees hired within each EEO Job Category and total workforce since you completed last year's affirmative action plan. Indicate how many of these hires were women and/or racial/ethnic affirmative action group members and people with disabilities.

Column 2B. Enter the number of employees who exited each Job Category and total workforce during the past year. Indicate how many of these exits were women and racial/ethnic affirmative action group members and people with disabilities.

Attach a summary of why each member of the targeted workforce group left.

3. Complete columns 3A and 3B.

Column 3A. Enter the current number of employees in each EEO Job Category and total workforce. Indicate how many of the total employees in this Job Category and in your total workforce are women and racial/ethnic affirmative action group members and individuals with disabilities.

Note: If you were required to submit an Affirmative Action Plan to the City last year your total number of current employees (column 3A) should equal the number of employees last year (1A) PLUS the number of employees you hired during the past year (2A) MINUS the number of employees who exited your workforce during the past year (2B), i.e. $3A = 1A + 2A - 2B$.

Column 3B. Enter the percentage of women and racial/ethnic affirmative action group members and Individuals with disabilities in each Job Category and total workforce.

4. Complete column 4A.

Within each EEO Job Category and total workforce project the number of employees you anticipate hiring during the next twelve months. Factor in your company's historical turnover, anticipated growth and the goals outlined in Goals and Timetables.

Column 4A. Enter the total number of employees projected to be hired within the next year in each Job Category and in all job categories.

On a separate worksheet identify each Job Category where women and/or racial/ethnic affirmative action group members are currently underutilized. Compare areas of underutilization with the projected opportunities for hiring new employees.

Column 4A. Enter the number of hires within each Job Category and total workforce for which affirmative steps to recruit and hire qualified women and/or racial/ethnic affirmative action group members and people with disabilities will be taken, with special emphasis on the results of the aforementioned Job Category underutilization analysis and projected hiring opportunities.

5. Complete column 4B.

Within each EEO job category and total workforce project the number of employees who will exit your workforce within the next 12 months.

Column 4B. Enter the total number of employees projected to exit each Job Category and total workforce during the next year. Include all exits (i.e., resignations, terminations,

layoffs, retirement, etc.). Factor in your company's historical turnover in each EEO Job Category when making these projections.

Enter the number of exits who are projected to be women and racial/ethnic affirmative action group members and people with disabilities.

6. Complete column 5A.

The numbers entered in Column 5A are derived from simple addition and subtraction: $3A + 4A - 4B = 5A$

Column 5A. Enter the results of using the formula $3A + 4A - 4B$ to determine projected number of employees within each Job Category and total workforce.

Column 5B. Enter the percentage of women and racial/ethnic affirmative action group members and people with disabilities in each Job Category and the total workforce.

Note: Your plan may be returned or denied if it is determined that a good faith effort has not been made to bring your target workforce into compliance with the City's goals as accepted in this plan.

➤ **Performance Evaluation**

The City will evaluate your firm's performance towards implementing and maintaining the policies and procedures established in this plan, and may perform an on-site audit of your facilities, throughout the effective dates of this Affirmative Action Plan.

➤ **Compliance**

The City will evaluate your firm's performance towards implementing and maintaining the policies and procedures established in this plan, and may perform an on-site audit of your facilities, throughout the effective dates of this Affirmative Action Plan.

➤ **Additional Affirmative Action Program**

Your firm may be required to meet additional federal equal opportunity or affirmative action requirements. These requirements will be specified in your contract.

➤ **No Private Cause of Action**

An employee or applicant who claims a violation of this plan may file a complaint with our office.

➤ **Acknowledgement**

This section must be signed and dated by your agency's Chief Executive Officer and EEO/AA Officer.

➤ **Review Checklist**

For use by the Affirmative Action Division staff.

January 25, 2011

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**NEED ADDITIONAL INFORMATION OR TECHNICAL ASSISTANCE TO COMPLETE YOUR
AFFIRMATIVE ACTION PLAN?**

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