



**CITY OF NEW HAVEN
AFFIRMATIVE ACTION
PLAN**

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AFFIRMATIVE ACTION PLAN

DEVELOPMENT PROCESS

In July of 1976, a task force on Affirmative Action finalized and presented a five year plan to Mayor Logue with recommendations for adoption. The plan was adopted and implemented by Executive Order.

On July 21, 1982, Mayor DiLieto appointed a ten-member commission on Affirmative Action to review and recommend revisions to the original plan. The first meeting of the Special Commission on Affirmative Action convened on August 4, 1982.

During the October 5, 1982 meeting of the Special Commission, members of the Commission, and staff were assigned specific sections' of the proposed outline. Each section was developed accordingly, and presented to the full commission for adoption.

On January 6, 1983, Mayor DiLieto signed the revised Affirmative Action plan submitted by the Special Commission on Affirmative Action.

In a letter to Mayor DiLieto dated May 10, 1983, the Special Commission also submitted a proposed ordinance for the creation of a Permanent Commission on Affirmative Action. The ordinance was signed by the Mayor, and enacted by the Board of Aldermen on August 1, 1983.

On July 16, 1990, Mayor John C. Daniels extended the revised Affirmative Action Plan adopted in 1983.

The records show that the development of the City's Affirmative Action plan has always been a joint effort involving the Affirmative Action Commission, and the Administration, therefore, in conformity with past practice, the current updated Affirmative Action Plan was developed through the same process for presentation to Mayor DeStefano.

I. Legal Basis

The legal basis for equal employment opportunity can be found in the following Federal, State and Local laws.

Federal Laws

14th Amendment to the U.S. Constitution:

The 14th Amendment to the U.S. Constitution protects all citizens from deprivation of life, liberty or property without due process and provides equal protection of the laws

Civil Rights Act of 1964 Title VI, 42 U.S.C. Sec 2000d, et seq.:

Title VI prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving federal financial assistance. Title VI was amended by the Civil Rights Restoration Act of 1987 to include all the operations of educational institution, government entity, or private employer that receives federal funds.

Civil Rights Act of 1964 Title VII, 42 U.S.C. Secs. 2000 d-4, et seq.:

Title VII provides that it shall be an unlawful employment practice for an employer to fail or refuse to hire or to discharge any individual, or otherwise to discriminate against any individual with respect to compensation, terms, conditions or privileges of employment because of such individual's race, color, religion, sex or national origin. Title VII covers all employers with 15 or more employees.

Section 503 of the Rehabilitation Act of 1973, 29 U.S.C. Sec 793:

Section 503 of the Rehabilitation Act of 1973 prohibits discrimination because of handicap. The Act requires any private employer awarded a government contract or subcontract in excess of \$2,500 in any 12 month period to take affirmative steps to employ and advance in employment qualified handicapped individuals.

Section 504 of the Rehabilitation Act of 1973, 29 U.S.C. Sec. 794:

Section 504 of the Rehabilitation Act of 1973 prohibits employers receiving federal grants or funding from discriminating against employees solely by reason of their handicap.

Equal Pay Act, 29, U.S.C. Sec. 206(d):

The Equal Pay Act prohibits discrimination based on sex where the employees in question are performing work requiring equal skill, effort and responsibility, unless the wage differential is based on a merit system, a seniority system, an incentive system or any lawful factor other than sex. The Act covers any enterprise engaged in interstate commerce with two or more employees having an annual gross sales volume of at least \$500,000. In situations where the jurisdictional prerequisites of both Equal Pay Act and Title VII of the Civil Rights Act of 1964, as amended, are satisfied, any violation of the Equal Pay Act is a violation of Title VII.

Age Discrimination in Employment Act, 29 U.S.C. Secs. 621 et seq.:

The Age Discrimination in Employment Act ("ADEA") prohibits employers from discriminating against workers who are 40 years of age or older. Specifically, the ADEA prohibits employers from failing or refusing to hire or discharge employees because of age or discriminating against such employees with respect to "terms" and "conditions" of employment. The Act covers private employers of 20 or more persons as well as state and local governments.

Employment and Training of Veterans Act of 1974, 38 U.S.C. Secs, 4211 et seq.:

This Act prohibits discrimination against disabled veterans and veterans of the Vietnam era. Employers with government contracts or subcontracts in excess of \$10,000 or more are covered by the Act. The Act provides that such contracts shall contain a provision requiring that the party contracting with the United States shall take affirmative action to employ and advance in employment qualified special disabled veterans and veterans of the Vietnam era.

Immigration Reform and Control Act, 8 U.S.C.A. Sec 1324, et seq.:

The Immigration Reform and Control Act prohibits employment of unauthorized aliens and provides civil and criminal penalties for violations of the Act. The Act also prohibits discrimination based on national origin or citizenship status.

Americans with Disabilities Act, U.S.C. Sec 12101 et seq.:

The American with Disabilities Act ("ADA") constitutes a comprehensive effort to eliminate discrimination against individuals with disabilities. In general the ADA prohibits discrimination in employment, public services, public accommodations and services operated by private entities, and telephone transmission services offered by common carriers. The ADA prohibits employers from discriminating against any qualified individuals with a disability who can perform the essential functions of the job with or without reasonable accommodations, with regard to job application procedures, hiring, advancement, discharge, compensation, job training and other terms, conditions or privileges of employment. Employers however, are under no obligation to give preference to the disabled. Covered employers must make reasonable

accommodations to known physical and mental limitations of an otherwise qualified applicant or employee with a disability unless the employers can demonstrate that the accommodation would impose undue hardship on the operation of its business. It is incumbent upon the employee, however, to prove that the accommodation requested is reasonable. Employers with 15 or more employees are covered by the Act.

Civil Rights Act of 1991, 42 U.S.C. Secs. 1981a, et seq.:

The Civil Rights Act of 1991 provides for compensatory and punitive damages and jury trials in cases of sex, religion, and disability bias. The Act also reversed several 1989 Supreme Court cases adverse to the interest of victims of employment discrimination.

Religious Freedom Restoration Act, 42 U.S.C.A. Sec 2000(bb):

The Religious Freedom Restoration Act requires federal, state and local governments to demonstrate a compelling government interest before substantially burdening an individuals exercise of religion.

Executive Order 11246, 30 Fed. Reg. 12,319; 3 C.F.R. 339, As Amended:

Executive Order 11246 prohibits discrimination on account of race, color, religion, sex or national origin. Employers with government contracts or subcontracts of a value in excess of \$10,000 in any 12 month period are covered by the Executive Order. Contractors or subcontractors with government business of \$50,000 or more in any 12 month period and with 50 or more employees are required to prepare written affirmative action plans.

Family and medical leave act of 1993, 29 U.S.C.A. Sec 2601, et seq.:

The Family and Medical Leave Act requires employers with 50 or more workers to provide eligible employees up to 12 weeks of unpaid, job protected leave in a 12 month period to care for a newborn, or newly placed adopted or foster child; to care for a seriously ill child, spouse, parent, or because of the employee's own illness.

State Laws

Article I, Sec. I, Constitution of the State of Connecticut: This article provides equal rights to all in social compact.

Article I, Sec 20, Constitution of the State of Connecticut: This article prohibits discrimination in political or civil rights because of religion, sex, race, color or ancestry.

Connecticut General Status Sec. 46a-60 (Connecticut Pregnancy Discrimination Statute): This article prohibits discriminatory employment practices against a pregnant woman. The following acts by an employer constitute a violation of this Act:

- Terminating a woman's employment because of her pregnancy
- Refusing to grant to that employee a reasonable leave of absence for disability resulting from pregnancy

- Denying to that employee, who is disabled as a result of pregnancy, any compensation to which she is entitled as a result of the accumulation of disability or leave benefits accrued pursuant to plan maintained by the employer
- Failing or refusing to reinstate the employee to her original job or to an equivalent position with equivalent pay and accumulated seniority, retirement, fringe benefits and other service credits upon her signifying her intent to return
- Failing or refusing to make a reasonable effort to transfer a pregnant employee to any suitable temporary position which may be available in any case in which an employee gives written notice of her pregnancy to her employer and the employer or pregnant employee reasonable believes that continued employment in the position held by the pregnant employee may cause injury to the employee or fetus
- Failing or refusing to inform the pregnant employee that a transfer may be appealed
- Failing or refusing to inform his employees, by any reasonable means, that they must give written notice of their pregnancy in order to be eligible for a transfer to a temporary position.

Connecticut General Statutes Sec. 46a-61: Sec. 46a-61 prohibits the use of goals or quotas, or other types of affirmative action programs, in the administration or enforcement of the provisions of 46a-60 relating to discrimination on account of a present or past history of mental disorder.

General Statutes of Connecticut, Sec. 31-75:

Sec 31-75 provides that employers shall not discriminate in the award of compensation paid to any employee solely on the basis of sex.

Family and Medical Leave Act, General Statutes of Connecticut, Sec. 31-51 II:

The law requires covered employers to provide up to 16 weeks of unpaid family leave for the birth or adoption of an employee's child, or for the severe illness of an employee's child, spouse, or parent, and up to 16 weeks of medical leave for the employee's own serious illness.

General Statutes of Connecticut, Sec. 46a-60,81c (sexual orientation):

It shall be a discriminatory practice for an employer, by himself or his agent, except in the case of a bona fide occupational or qualification need, to refuse to hire or employ or to bar or to discharge from employment an individual as to discriminate against him in compensation, terms, conditions or privileges of employment because of the individuals sexual orientation.

General Statutes of Connecticut, Sec46a-54 (15) B (sex discrimination training):

Employers having 50 or more employees are to provide two hours of training and education to all supervisory personnel within one year of the Act concerning sexual harassment, and to all new employees within 6 months of their assumption of a supervisory position.

Age Discrimination 46a-60 (b) (l) (e):

No bona fide seniority system or employer benefit plan for retirement, pension or insurance may excuse the failure to hire any individual and no such system or plan may require or permit the termination of employment on the basis of age.

Local Laws

Charter of the City of New Haven - Article XXII, Sec. 203:

Section 203 of the City of New Haven Charter provides that no person in the classified service of the City or seeking admission there to shall be appointed, promoted, reduced, removed, or in any way favored or discriminated against because of race, sex, age, national origin, or political or religious opinion or affiliation.

II. Reaffirmation Statement

It has been and continues to be the policy of the City of New Haven to provide equal opportunity in employment to all members of society. Opportunity free of discrimination with regard to race, sex, religion, national origin, age, disability, political orientation or sexual preference. The City of New Haven reaffirms its commitment to equal employment opportunity for all members of protected classes as defined by Federal Legislation.

The City of New Haven continues to be firmly and aggressively committed to a program of Affirmative Action designed to assist members of protected classes in gaining employment opportunity in all aspects of employment with the City. A commitment to increase the representation of protected classes so as to achieve parity in all categories of employment.

The Affirmative Action Commission is delegated the responsibility to monitor, as necessary, and ensure that employment decisions including screening, testing, hiring, promotion, compensation, work assignments, etc., are based on job-related criteria and free from discrimination.

The City of New Haven shall comply with all Federal, State and Local ordinances as well as other requirements which may be mandated by funding sources, court decrees and court orders.

It is the responsibility of the Chief Administrative Office along with the Affirmative Action Commission, Civil Service Board, the Affirmative Action Officer, Director of Human Resources and the Secretary to the Civil Service Board to monitor this program in a manner which ensures equal opportunity to all who seek employment with the City, and to provide and maintain a work environment free from discrimination.

The Affirmative Action Commission, Affirmative Action Officer, Director of Human Resources, shall report to the Mayor, as requested, on the statutes of Affirmative Action. the Affirmative Action Commission shall file an annual report indicating progress towards reaching the goals stated in the Affirmative Action Plan along with the identification of obstacles to the City's efforts to reach our goals.

John DeStefano
Mayor

Date: _____

III. Dissemination of Policy

The affirmative Action Plan will be distributed as widely as possible throughout the City, and copies of the plan will be made available at: Office of Affirmative Action, 200 Orange Street, New Haven, CT 06510.

A. Internally:

The Affirmative Action Officer shall distribute copies of the Affirmative Action Plan to all City Department Heads, all new employees at the time of orientation, all labor unions, extended City Departments, e.g., Coliseum, and Parking Authorities. In addition, all current employees shall be notified of the revised plan by letter.

B. Externally:

The Affirmative Action Officer shall provide copies of the revised plan to minority churches, fraternity and sorority organizations, social service agencies, including the two hospitals, barber shops and beauty salons where minorities constitute a high percentage of the clientele, ethnic and gender organizations, e.g., NAACP, CWELF, Women's Self Defense Alliance and the Women's Liberation Center. Copies will also be provided to: SCSU Women's Center, Fair Haven Community Health Center, Hill Health Center, New Haven Housing Authority, Community Metropolitan Church, Asian and Chicano Cultural Center, Women's Health Services.

The Affirmative Action Officer will post public notices in all City Departments and buildings with a brief description of the plan and provide a telephone listing where inquires can be directed.

IV. Implementation/Monitoring

A. Affirmative Action Commission:

Legislated by Sec. 2-89 of the City's Ordinances, the Commission is responsible for:

1. Implementation and oversight of the Affirmative Action Plan for the City of New Haven.
2. Review and approval of Departmental Affirmative Action Plans.
3. Studying, recommending and pursuing changes to the City Ordinances and executive orders in conformity with all Federal, Connecticut State Statutes and the City Charter.
4. Coordination with the various boards and commissions on issues of mutual concern.
5. Development and submission of the bi-annual EEO-4 report, and other statistical reports required by regulatory agencies.
7. Monitoring the hiring process to ensure equal opportunity for all applicants.
8. Reviewing complaints of discrimination.
9. Preparation of an annual budget for the Affirmative Action Commission.
10. Preparation of an annual report on the status of Affirmative Action for submission to the Mayor.

B. Civil Service Board:

Article XXX. Section 156 of the Charter for the City states, "There shall be in the City, a department of personnel and civil service consisting of a Civil Service board..."

Section 158 of the Charter states, "It shall be the duty of said board to prescribe rules for ascertaining the competency of applicants for positions or promotion in City Government except for elected officers, Commissioners, officials appointed by the Mayor, Superintendent, Assistant Superintendent, principals and teachers employed by the Board of Education and the librarian, assistant librarians and superintendents of the different departments of the public library. Said board, shall, under such rules as it may adopt, hold competitive examinations as a basis for recommendations respecting any such positions or promotions."

The charter under Section 163 further states that the board shall choose a secretary. Neither the charter nor Civil Service Rules, however, define the duties of the secretary, or where this position falls within the organizational structure of the Human Resource Department.

The Civil Service Board has no legal responsibility for Affirmative Action by way of City Charter or Civil Service Rules and Regulations: however, the Affirmative Action Commission would like to jointly review, within the next year, each step of the hiring process with the Civil Service Board to determine if changes or modifications to the process will enhance our efforts to balance the workforce.

In the absence of regulatory restraints, the Civil Service Board has the authority to develop and implement any process it chooses, so long as the end results are free of adverse impact for protected groups. Given this flexibility, the intent is to identify problems or obstacles to Affirmative Action and develop recommendations for submission to the Mayor.

The Affirmative Action Commission would like to encourage the exploration of recent developments by several states and other municipalities to find a more productive alternative to the traditional Civil Service process, or merit system of employment, which is more efficient and compatible with Affirmative Action Objectives.

C. Regulatory Agencies:

It is the policy of the City of New Haven to resolve complaints internally as quickly as possible. The Affirmative Action Officer shall receive and investigate complaints of discrimination. A concerted effort will be made by the Affirmative Action Officer to resolve the conflict through mediation involving the complaining party and the person subject to the allegation. Failure to resolve the complaint internally requires notification to the complaining party of his/her right to file with:

1. The City's Commission on Equal Opportunity located at 200 Orange Street, New Haven, CT 06510 Telephone (203) 946-8165
2. Connecticut Human Rights and Opportunities Commission located at 21 Grand Street, Hartford, CT Telephone (860) 541-3400 or (860) 566-7710 Waterbury (203) 596-4237.
3. Equal Employment Opportunities Commission located at 1Congress Street, Boston, MA Telephone 1-800-669-4000 or 1-800-477-5737 or (617) 565-3200.

D. Administrative Coordinator:

Section 2-89 of the Ordinances for the City of New Haven designates the Chief Administrative Officer as ex officio member of the Affirmative Action Commission. As such, the C.A.O. has major responsibility for the development and implementation of the Affirmative Action Plan. In addition, the Chief Administrative Officer coordinates the Department of Human Resources composed of Personnel, Civil Service, and Affirmative Action. The C.A.O. is also second in command and as such is vital to the development and successful implementation of departmental Affirmative Action Plans.

E. Affirmative Action Officer:

Sec. 2-89 (f) of the City's Ordinances designates the Affirmative Action Officer as the staff person for the Affirmative Action Commission. The Affirmative Action Officer is responsible for the day-to-day activities of the Affirmative Action Commission including:

1. Compliance with federal, state and municipal legislation pertaining to equal employment opportunity.
2. Investigating complaints of discrimination.
3. Review and signing all letters appointing new hires (excluding mayoral appointments) prior to acceptance by payroll.
4. Review Civil Service applicant screening for adverse impact, prior to disqualification notices.
5. Assist in the development of Departmental Affirmative Action plans.
6. Compile and make available statistical reports requested by the Affirmative Action Commission.

7. Develop and submit all reports required by regulatory agencies including the bi-annual EEO-4 report.
8. Provide technical assistance to department heads and appointing authorities on matters pertaining to the City's Affirmative Action Plan.
9. Assist in recruiting minorities, women, veterans and persons with disabilities.
10. Provide training for supervisors and staff to have them be knowledgeable of Affirmative Action Policies and Procedures.
11. Assist in the preparation of the annual report for the Affirmative Action Commission.
12. Monitor the personnel system including promotions, transfers, layoffs, reclassifications, temporary appointments, training, Civil Service examinations, etc., to assure equal opportunity for all employees and applicants for City employment.

F. Department Heads:

The authority to hire, discipline and terminate employees is vested by Charters for the City of New Haven to department heads and a variety of appointed boards and/or Commissions. The hiring authorities should bear major responsibility for Affirmative Action, and shall be held accountable for:

1. Development of the Departmental Affirmative Action Plan for submission and approval by the Affirmative Action Commission. The Departmental Affirmative Action Plan shall provide the following information:
 - a. all employees by name, classification, race and sex
 - b. underutilization by Federal categories, e.g., officials, professionals, technicians, etc., based on their availability
 - c. all vacancies both classified and unclassified
 - d. plan of action to address underutilization through use of vacant positions
 - e. recruitment strategies

G. Commission on Disabilities:

Article II, Section 16 1/2 - 11 through 16 1/2 - 18 of the Ordinance for the City of New Haven established and defines the Commission on Disabilities.

Section 16 1/2 - 16 Powers and Duties states "The Commission shall perform all duties necessary to effectuate this article, including the following:

- (a) To seek to reduce both physical and attitudinal barriers confronting persons with disabilities.
- (b) To establish and maintain cooperative working relationships with public and private agencies serving New Haven persons with disabilities.
- (c) To study and investigate individual or community problems which limit the rights of persons with disabilities or otherwise restrict their opportunities in employment, housing, economic status, recreation, education, health, transportation and similar pursuits.
- (d) To issue reports and publications on its studies, research and investigations to promote public awareness and understanding of disabled problems and needs.
- (e) To receive complaints and grievances of persons or groups with disabilities. The Commission may review, investigate, conciliate and/or refer such complaints or grievances to appropriate city, state and federal agencies or take other appropriate action within the scope of its powers.

- (f) To work with federal, state and local agencies as well as private, civic, religious, business, industrial, labor and other organizations, groups and persons to foster the development of programs and services that address the needs of persons with disabilities and increase opportunities and to enable persons with disabilities to live with maximum independence and enhance the quality of life of persons with disabilities.
- (g) To promote cooperative program planning and development among service providers in order to improve and expand the delivery of services to the City's disabled.
- (h) To conduct public forums to ascertain the views of the disabled in developing program objectives and setting service priorities to address the needs of the disabled and to raise the public awareness of the concerns of the disabled.
- (i) To encourage the commitment of public and private resources to meet the needs of persons with disabilities.
- (j) To increase advocacy for the disabled.
- (k) To monitor, assess, and conduct periodic evaluations of programs and services funded through the city for their particular effect on persons with disabilities.
- (l) To establish policy and procedures for the department of services for persons with disabilities.
- (m) To offer policy recommendations to the Mayor and Board of Aldermen and advise on matters which may strengthen the City's ability to respond to the varied needs of persons with disabilities.

V. Comparative Analysis 1997 vs. 1998

A. Full-Time Employees

The statistics for June 30, 1998 show a net increase of twenty-four employees compared to June 30, 1997. The number of minorities increased by thirty-six. The number of females increased by two. The minority percentage of the workforce reflects a gain of 1%, and female percentage of the workforce remains unchanged at 35%.

The following charts show the full-time workforce distribution for fiscal year 1997 vs. 1998 by race, sex, category, and percentage for minorities and females.

City Of New Haven
Full-Time Employees
June 30, 1997
EMPLOYEES INCLUDING COLISEUM & PARKING AUTHORITIES

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	205	111	25	3	1	46	14	4	1
PROFESSIONALS	359	144	24	13	7	90	63	11	7
TECHNICIANS	193	85	28	7	3	40	24	5	1
PROTECTIVE SERVICE	604	332	147	54	7	41	17	6	
PARA PROFESSIONAL	89	7	3	1		10	57	10	1
SUPPORT	226	21	5	1		102	83	8	6
SKILL CRAFTS	51	37	6	8					
MAINTENANCE	152	75	45	20		4	7	1	
TOTALS	1879	812	283	107	18	333	265	45	16
UTILIZATION	NO.	%							
MINORITY	734	39.0							
FEMALE	659	35.0							
UNDERUTILIZATION									

June 30, 1998

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	205	110	25		2	42	20	5	1
PROFESSIONALS	333	127	21	11	6	95	54	12	7
TECHNICIANS	184	83	28	6	4	35	21	6	1
PROTECTIVE SERVICE	635	339	150	70	7	40	22	7	
PARA PROFESSIONAL	93	8	3	1		9	59	12	1
SUPPORT	230	24	8	1	1	92	89	10	5
SKILL CRAFTS	55	41	6	8					
MAINTENANCE	168	84	46	21	1	4	11	1	
TOTALS	1903	816	287	118	21	317	276	53	15
UTILIZATION	NO.	%							
MINORITY	770	40							
FEMALE	661	35							
UNDERUTILIZATION									

WM - WHITE MALE
BM- BLACK MALE
HM- HISPANIC MALE
OM- OTHER MALE

WF WHITE FEMALE
BF BLACK FEMALE
HF HISPANIC FEMALE
OF - OTHER FEMALE

VI. Specific Issues

This section of the Plan addresses a number of issues related to the hiring process and promotional practices for current employees, i.e., the Civil Service Examination, employment interview, recruitment, reclassification, temporary appointments and rule-of-three.

A. Civil Service Examination:

Article XXX, Sec. 156 of the Charter for the City of New Haven states, "There shall be in the City a Civil Service Board..."

Sec. 158. "It shall be the duty of said Board:

- a. To prescribe rules for ascertaining the competency of applicants for positions or promotion for all positions in the City government except..."

Rule III, Sec.2 of the Civil Service Rules and Regulations states, "Examinations shall be announced and administered as one or more of the following kinds:

- a. Promotional competitive examinations in which only qualified City Employees in the classified service may compete.
- b. Open competitive examinations in which all qualified applicants may participate.

Rule III, Sec. 4 of the Civil Service Rules and Regulations states, "Examinations may contain one or more of the following tests as may be determined by the Civil Service Board.

- a. Written tests of aptitude, mental fitness and knowledge of the work.
- b. Oral tests or interviews to evaluate education, training, experience and other personal qualifications....
- c. Performance tests to demonstrate skill and ability in performing actual work.
- d. Mental aptitude tests and physical tests of strength, fitness and agility.

During the period January 1, 1998 through December 31, 1998, the Civil Service Board certified 81 eligibility lists in the following categories; Training and Experience (29), Written (21), Oral (15), Combination Performance (16).

Analysis of the total number of examinations administered during the period above shows the following:

FACTOR	NUMBER	PERCENT
a. Applicants	3075	100%
b. Disqualifications	1352	44%
c. Qualified	1723	56%
d. Absentees	426	25%
e. Candidates	1297	75%
f. Eligibles	920	71%
g. Unsuccessful	377	29%

Adverse Impact Analysis of all examinations administered during 1998 shows the following for minority participation:

FACTORS	G.T.	MAJ. T	%	MIN. T	%	A.I.T. %	< >
Applicants	3075	1639	53	1436	47	42	+
Disqualifications	1352	758	46	594	41	37	-
Qualified	1723	881	54	842	59	43	+
Absentees	426	199	23	227	27	18	-
Candidates	1297	682	77	615	73	62	+
Eligibles	920	553	81	367	60	65	-
Unsuccessful	377	129	19	248	40	15	-

LEGEND:

G.T. Grand Total Maj. T Total Majority % Percentage Participation by Factor
 Min. T Total Minority A.I.T. Adverse Impact Threshold

ISSUE:

The analysis shows several problems, or concerns regarding minority participation throughout the examination process. They are:

- A negative 4% disqualification rate for minorities
- A negative 9% absentee rate for minorities
- A negative 5% eligibility rate for minorities
- A negative 25% unsuccessful rate for minorities

Further analysis of examination statistics, utilizing the Adverse Impact Threshold Formula, shows a negative 9% for minorities within the top three ranks.

ACTION:

The Affirmative Action Commission, the Civil Service Board and the Administration, will meet during the next six months to discuss the concerns identified above, the impact of Civil Service Examinations on minorities and women, the rule of three, alternatives to the current process, examination review by the Affirmative Action Commission, and other matters of mutual concern. Some of the anticipated benefits are:

- a. reduction in the need to screen applications
- b. reduction in the number of applicants disqualified, thereby, maximizing opportunities for all applicants
- c. Meaningful response to issues regarding validation, i.e., examination validity would be less problematic.
- d. decrease in the time required to administer examinations

The benefits above require the development and administration of valid multiple choice examinations which would be scored mechanically.

B. Employment Interview

The request to appoint is the first step of the hiring process. The request is submitted to the Department of Human Resources by the Department Head, or hiring authority. Response by the Department of Human Resources, normally, is a referral from an eligibility list, transfer list, or reemployment list. The response from the Department of Human Resources involving special funded positions is a referral of all applicants who applied for the position.

Candidates to be interviewed, by the appointing authority, are notified by mail, and interviews are scheduled. Results of the interview are sent to the Department of Human Resources. No attempt is made by Human Resources to evaluate the interview process.

According to the Equal Employment Opportunities Commission, pre-employment interviews have traditionally been used to eliminate "unsuited" persons from consideration for employment, and often have been used in ways to deny opportunities for women and members of other protected classes.

The Uniform Guidelines on Employee Selection among others prohibit the use of all pre-employment inquiries and disqualifying factors which screen out, in addition to other considerations, members of minority groups or members of one sex and are A) not valid predictors of successful job performance, or B) cannot be justified by business necessity.

ISSUE:

The absence of standardized criteria leaves the City without any effective means of determining the extent to which employment interviews are in conformity with anti-discrimination regulations in this area.

ACTION:

The Department of Human Resources, and the Affirmative Action Commission will develop and implement standardized interview criteria for use by all City departments. The results will be monitored by the Affirmative Action Officer with periodic reports to the Commission and the Director of Human Resources. Reports from the Affirmative Action Officer will address the appropriateness of the criteria, frequency of use, impact on the selection process, and input from the hiring authorities.

C. Recruitment

Article XXX, Sec 166 (I) of the City's Charter States, "...public notice of all competitive examinations shall be given by one advertisement inserted in each of the daily newspaper published in the City of New Haven not less than fifteen (15) days prior to the date set for each such examination."

Advertising and recruitment are carried out by a variety of individuals depending on the nature and level of the position. Funds budgeted to the Human Resource department are restricted for advertising Civil Service positions. Special funded advertising is normally limited to notification to social agencies and city departments. Limited additional advertising is periodically done by departments depending on the availability of funds. The cost of other forms of advertising for special funded positions is either paid by the funding source, or the department.

ISSUE:

Recruitment in the traditional sense is not compatible with restrictions imposed by the current system of employment, i.e., the City's Civil Service process. Recruitment on the part of an employer normally is an attempt to fill a vacant position within a reasonable or short period of time. Recruitment under the Civil Service system is simply contact with an applicant and a referral to the City's Human Resource Department.

Following is a brief outline of the hiring process starting with the Human Resource Department.

- A) An application is submitted

- B) Applications screened for minimum qualifications
- C) Examination scheduled
- D) Eligibility list promulgated
- E) Referral made to department
- F) Employment interview
- G Pre-Employment medical
- H) Human Resource approval

ACTION:

A concerted effort will be made by the Department of Human Resources, department heads and other hiring authorities, i.e., boards and commissions, to identify additional recruitment sources, expand use of the City's Web Site for recruitment, and develop linkages with other possible electronic advertising sources such as the computerized system currently in use by the Connecticut Department of Labor. Such efforts should increase the number of applicants applying for City positions, and thereby increase the number of eligibles certified for employment.

D. Reclassification

This is a process utilized to redefine an employee's duties and responsibilities, and usually results in an employee being elevated to a higher range and step, or a higher salary. Currently, all reclassifications are done by mutual agreement between the Director of Labor Relations, and representatives of the unions involved, e.g., the contract for local 3144 states in part, "The parties shall immediately establish a Reclassification Review Committee consisting of two (2) persons from the Union....and two (2) persons from the City...a quorum shall consist of three (3) persons and a simple majority vote shall govern all matters brought before the Committee."

The stipulation further states in part, "The Reclassification Review Committee shall also have the authority to address pay inequities for specific jobs in which...a salary increase is recommended. The Reclassification Review Committee shall also have the authority to establish rules and regulations as it deems necessary."

ISSUE:

A review of reclasses for locals 3144 shows a disproportionate percentage (33%) of Union Officials among the employees reclassified during the last three years.

ACTION:

A more equitable approach to this situation is reclassification based on a thorough audit of duties and responsibilities conducted by the Department of Human Resources. This procedure will be recommended to the Director of Labor Relations, and the unions involved.

E. Temporary Appointments

Sec. 174 of the Charter for the city states, "When no Civil Service list of eligibles exists for a particular class, the Personnel Director with the approval of the Civil Service Board may fill any vacancy in such class by a temporary appointment for not more than ninety days and within that period the Civil Service Board shall hold examinations of candidates for the class."

Sec. 175 Temporary Appointments: "The Personnel Director, when the interests of the City require, shall have authority to extend a temporary appointment for a period of ninety days but shall not exercise this power more than once in the case of any given appointee.

ISSUES:

The need for temporary appointments is legitimate; however, there are two concerns with temporary appointments. They are:

1. The advantage afforded the employee with respect to the Civil Service examination, and
2. The potential for abuse of the 90 day option

The Advantage: Civil Service Examinations are administered for each position included in the City's classification plan. The content of these examinations are based on the knowledge, skills and abilities outlined in the position description. An employee appointed on a temporary basis for 90 days, and possibly 180 days, is provided on-the-job training which encompasses the knowledge, skills, and abilities subsequently assessed during the testing process. This is a painful disadvantage for applicants without this experience.

The Potential for Abuse: "The Personnel Director....shall have the authority to extend a temporary appointment for 90 days but shall not exercise the power more than once."

The current Civil Service System generates a compelling need for temporary appointments. The length of time required to administer Civil Service examinations is detrimental to everyone involved with the process, i.e., applicants, department heads, staff, etc. Sec. 174 of the Charter states in part, "...within that period (90 days) the Civil Service Board shall hold examinations of candidates for the class": (position). Identical language is included in the Civil Service Rules and Regulations under Sec. 2.;

Despite this language, there are employees on board more than 180 days, and as long as the current system is in place, there will always be temporaries on board, periodically, for more than 180 days.

ACTION

Every effort will be made by the Department of Human Resources to require conformity with Sec. 174 of the Charter including approval of temporary appointments by the Civil Service Board, and to minimize the number of temporary appointments at any given time, i.e., maximum of five.

F. Rule of Three

Rule III, Section (9), of the Civil Service Rules and regulations states:

The examination grades shall be based on a scale of one hundred points. No appointments or promotion within any class shall be made except from those applicants, not exceeding three, who shall stand highest on the list of those who shall have passed examination of at least seventy percentile...except supernumerary policemen and substitute firemen. (emphasis added).

The phrase, "...not exceeding three who shall stand highest.", has over the years been interpreted as the top three ranks. This interpretation seems to serve the best interest of all parties since it makes available a larger pool of candidates for consideration, and extends the life of the eligibility list, however, hiring continues until the list of names is exhausted or the list expires.

ISSUE:

The origin of the top three ranks and extended eligibility lists are apparently undocumented, and appears to be in conflict with the intent of Rule III, Section (9) and the Charter. In addition, the exclusion of entry-level police and firefighters from the "Rule of Three" provides the flexibility that all departments should have in order to balance the workforce. As a matter of practice, all candidates who pass the examination are listed and referred in alphabetical order. The Boards of Fire and Police Commissioners select and hire randomly from the alphabetical listing.

ACTION:

Consideration should be given to Charter revision to eliminate the Rule of Three requirement. This will allow the flexibility necessary for hiring authorities to balance the workforce. In the interim, development of departmental Affirmative Action Plans will provide early identification of vacant and anticipated vacant positions, improve recruitment, and establish greater accountability.

VII. Personnel Policies

A. Sexual Harassment Policy

CITY OF NEW HAVEN SEXUAL HARASSMENT POLICY STATEMENT AND ADMINISTRATIVE PROCEDURES

Purpose: The purpose of this policy is to set acceptable standards of conduct for all municipal employees by providing a work place free of discrimination based on race, sex, age, national origin, disability, veteran status and sexual orientation. Sexual harassment is a form of sexual discrimination and is therefore unlawful. Sexual harassment is prohibited by Civil Rights Act 1964 as amended in 1972, the Connecticut Fair Employment Practices Act amended effective October 1, 1980, and the Code of the City of New Haven Sec 12 ½. Employees of the Board of Education will be exempt under this policy since the New Haven Board of Education adopts and enforces its own policies in compliance with State Law.

Issuing Authority: The Chief Administrative Officer is the issuing authority for this policy.

Enforcement Authority: Daily administration is the responsibility of all Coordinators and Department Heads.

Policy

1. The City will take disciplinary action against any employee found to have engaged in sexual harassment of another employee. The extent of discipline will depend on the nature and severity of the offense.
2. In the event an investigation results in a finding that the complainant falsely accused another employee of sexual harassment knowingly or in a malicious manner, the complainant will be subject to appropriate disciplinary action.

3. This policy will be enforced at all levels of municipal government including but not limited to employees, applicants for employment, vendors, volunteers and visitors.
4. Forms of sexual harassment include unwanted sexual advances; employee harassment of non-employees; harassment of employees by non-employees; male harassing female coworker; female harassing male coworker; same-sex harassment; and unwanted physical contact.

Examples of sexual harassment include but are not limited to:

Verbal:

- sexual propositions, sexual innuendo, or suggestive comments
- sexual teasing or kidding, practical jokes, jokes about gender specific traits
- whistling, cat calls, verbal slurs, or stereotypic comments
- gender based remarks about someone's clothing, body or sexual activities
- requesting sexual favors in exchange for employment or to avoid negative consequences

Non-verbal:

- giving gifts of a personal nature, sexually explicit materials such as posters, cartoons, pictures, calendars or similar materials
- displaying of foul or obscene printed or visual materials

Physical:

- touching or rubbing oneself sexually around another person
- hugging, patting, pinching or brushing against another person's body
- sexual gestures with hands or through body movements
- assault, attempted rape, rape

5. Complaint Resolution

- A. Informal Procedures. The informal process is discretionary and is not required prior to filing a formal complaint.

Any person who wishes to pursue the informal process, however, should do the following:

- Promptly notify the offender that his/her conduct is unwelcome, inappropriate and illegal, and should cease immediately, or
- Make the complaint known to their Department Head, or
- Notify the Director of Human Resources or Affirmative Action Officer, when the Department Head is the offender.

B. Formal Procedures. In the event that the aggrieved party does not wish to pursue the informal procedure, or the informal procedure fails to produce satisfactory results, the following procedure should be followed to initiate a formal complaint:

- Immediately file the complaint, i.e., a written description of the offensive conduct with the Affirmative Action Officer or the Director of Human Resources or the Commission on Equal Opportunities.
- All complaints must be filed within 180 days of occurrence in accordance with State Law.
- The recipient, i.e., the Director of Human Resources, the Affirmative Action Officer or the CEO, must acknowledge receipt of the complaint within 10 days.
- A thorough, objective and complete investigation of all allegations will be undertaken by the recipient of the complaint or his/her designee.
- The investigator(s) shall make a written report of the results of the investigation to the Director of Human Resources within 90 days of receipt of the complaint.
- Copies of the complaint and report will be provided to the complainant and respondent.
- An investigator(s) may consult with the Office of the Corporation Counsel on any formal complaint.
- The Department Head, the Director of Human Resources, and the Affirmative Action Officer will endeavor to protect the confidentiality and legal rights of all parties involved.
- The Director of Human Resources, the Affirmative Action Officer or the CEO shall take appropriate actions.

6. Persons filing charges of sexual harassment are instructed to notify the investigator(s) of any attempt at retaliation. Retaliation by anyone is a violation of the Civil Rights Act Sec. 704(a). Department Heads will be required to:
 - Mediate any informal complaints.
 - Notify the Director of Human Resources and/or the Affirmative Action Officer of anyone wishing to file a formal complaint.
 - Maintain files on all sexual harassment complaints.

Definitions

Sexual Harassment: Unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:

- a). Submission to such conduct is made either explicitly or implicitly a term or condition of employment (quid pro quo), or
- b). Submission to or rejection of such conduct by an individual is used as the basis for employment decisions, or
- c). Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

B. Preference Points

Two types of preference points are awarded by the City of New Haven. They are Veteran's Preference Points and Residency Preference Points.

Veteran's Preference Points:

Sec. 173 of the City's Charter states, "Any person who has served in time of war, in the Army, Navy, Air Corps, Marine Corps or Coast Guard of the United States and has been honorably discharged therefrom shall be entitled to have added to his rating in his entrance examination held under the provisions of this charter, ten points on a scale of one hundred if he is eligible for disability compensation or pension from the United States through the Veterans' Administration, or five points on a scale of one hundred if he is not so eligible, provided that he shall be within the age limit specified for appointment to the position or class of position for which the examination is held, is physically capable of performing the duties of such position and attain in the examination without such added points, the minimum rating prescribed for passage of such examination. No credits shall be allowed for promotional examination."

Rule II, Section 6 (D) of the Civil Service Rules and Regulations for the City states, "A veteran claiming preference points under Section 173, Revised Charter 1993, shall file with his application, or at any other time designated by the Civil Service Board but prior to the applicant taking an examination, proof of his service in the armed forces and honorable separation therefrom and submit for the inspection of the Civil Service Board his honorable discharge or Photostat or certified copy of his service record and in case of disability claiming, proof of such disability from the Veterans' Administration."

Residency Preference Points:

By resolution of the Board of Aldermen, on August 10, 1988, the Civil Service Board was directed to adopt a rule giving preference to City residents on Civil Service Examinations.

In February of 1989, the Civil Service Board resolved that a New Haven resident, in any open competitive examination for entry level positions shall be given preference and have five percent added to the earned passing grade. The resolution by the Civil Service Board excludes probationary police officers and substitute firefighters.

C. Special Funded, Part-Time and Seasonal Employees:

In addition to Classified Civil Service positions, there are three other categories of employees with the City of New Haven. Those categories are special funded, part-time and seasonal employees.

Special Funded Employees:

These are full-time employees who are compensated with funds derived from sources other than the general fund. Special funded employees constituted approximately 15% of the total workforce as of April 1997. These employees, despite their full-time status, are not entitled to the following benefits; seniority, longevity, permanent status and pension. Other benefits such as health, sick, vacation, personal, etc. are provided based on union affiliation.

Part-Time Employees:

These are employees who usually work less than 20 hours per week. Part-time employees are not afforded fringe benefits and do not accrue vacation, sick, personal time, seniority or longevity. These employees may work year round.

Seasonal Employees:

Are those normally hired to staff activities such as the skating rinks, golf course, City beaches and indoor swimming pools, or other special or seasonal events scheduled by various City departments.

VIII. COMPLAINT PROCEDURES

For the purpose of the City's Affirmative Action Plan, all allegations and/or complaints of discrimination from City employees and/or applicants for employment with the City shall be processed in the following manner:

1. All complaints alleging discrimination in employment filed by City employees, or applicants for employment shall be received, and investigated by the Affirmative Action Officer located at 200 Orange Street, New Haven, CT. The Affirmative Action Officer may be contacted by telephone at (203) 946-8264.
2. Upon receipt of a complaint of discrimination, the Affirmative Action Officer may, depending on the circumstances, by mutual agreement, attempt resolution through mediation, or conciliation between the complainant and the respondent, or subject of the complaint.
3. In the absence of resolution (mutual agreement) at step # 2 of this procedure; the Affirmative Action Officer shall accept and process a formal complaint against the individual and/or department named in the complaint.
4. A formal complaint filed with the Affirmative Action Officer initiates a preliminary investigation designed to determine whether there is a legitimate basis for the complaint, i.e., cause or no probable cause.
5. After completion of the investigation, the Affirmative Action Officer shall reduce his or her findings to writing along with recommendations for resolving the complaint.
6. The complainant and the respondent shall be notified of the results of the investigation by the Affirmative Action Officer.
7. The complainant shall be notified by the Affirmative Action Office of his/her rights to file a complaint with the EEOC, CHRO and/or the CEO.

8. The appointing authority shall be informed of the complaint as well as the investigation, and may be consulted periodically. Information shared with the appointing authority shall be restricted to only information which he/she needs to know.

IX. CITY OF NEW HAVEN WORKFORCE STATISTICS:

- A. The city of New Haven Labor Pool Availability statistics based on the 1990 Census as provided by the Center for Research and Public Policy.
- B. City of New Haven Full-Time Employees as of June 30, 1998.
- C. City of New Haven Full-Time Workforce Utilization Percentages by Race, Sex and Category.
- D. City of New Haven Availability V. Utilization Percentage
- E. City of New Haven Full-Time Parity Distribution based on 1990 Census Data.
- F. City of New Haven Parity V. Utilization which shows over and Underutilization by Race, Sex and Category.
- G. City of New Haven Departmental Statistics as of June 30, 1998 which show the number, percentage of minorities and females represented within each department.

H. Departmental deficiencies are shown on charts H-1 through H-10 for those departments where under-overutilization is highest.

1. Finance

2. Police

3. Fire

4. Health

5. Parks & Recreation

6. Public Works

7. Traffic & Parking

8. Elderly Services

9. Coliseum Authority

10. Parking Authority

**CITY OF NEW HAVEN
LABOR POOL AVAILABILITY STATISTICS
BASED ON CENSUS DATA 1990
C.R.P.P. REPORT**

CATEGORIES	TOTAL	WM	BM	HM	AM	OM	WF	BF	HF	AF	OF
OFFICIALS	6,587	2,427	596	188	78	16	2,261	891	55	69	6
PROFESSIONALS	11,406	3,970	590	336	316		4,041	1,420	297	431	5
TECHNICIANS	2,762	796	392	91	134	37	701	398	104	91	18
PROTECTIVE SERVICE	1,251	495	493	70			77	86		30	
PARA PROFESSIONAL	8,206	1,927	747	162	23	23	2,388	2,375	69	471	21
SUPPORT	10,753	1,666	841	355	127		4,047	2,827	100	721	69
SKILL CRAFTS	17,390	4,836	4,238	2,121	73	219	2,808	2,522	107	865	141
MAINTENANCE	4,465	1,624	1,811	423	30	5	221	210	16	125	
TOTALS	63,360	17,741	9,708	3,746	781	300	16,544	10,729	748	2,803	260

WM - WHITE MALE

BM - BLACK MALE

HM - HISPANIC MALE

AM - ASIAN MALE

OM - OTHER MALE

WF - WHITE FEMALE

BF - BLACK FEMALE

HF - HISPANIC FEMALE

AF - ASIAN FEMALE

OF - OTHER FEMALE

**CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
June 30, 1998**

CATEGORIES	TOTAL	WM	BM	HM	AM	OM	WF	BF	HF	AF	OF
OFFICIALS	205	110	25		2		42	20	5	1	
PROFESSIONALS	333	127	21	11	6		95	54	12	7	
TECHNICIANS	184	83	28	6	4		35	21	6	1	
PROTECTIVE SERVICE	635	339	150	70	7		40	22	7		
PARA PROFESSIONAL	93	8	3	1			9	59	12	1	
SUPPORT	230	24	8	1	1		92	89	10	5	
SKILL CRAFTS	55	41	6	8							
MAINTENANCE	168	84	46	21	1		4	11	1		
TOTALS	1,903	816	287	118	21		317	276	53	15	

WM - WHITE MALE

BM - BLACK MALE

HM - HISPANIC MALE

AM - ASIAN MALE

OM - OTHER MALE

WF - WHITE FEMALE

BF - BLACK FEMALE

HF - HISPANIC FEMALE

AF - ASIAN FEMALE

OF - OTHER FEMALE

**CITY OF NEW HAVEN
FULL-TIME UTILIZATION PERCENTAGES
June 30, 1998**

CATEGORIES	WM	BM	HM	AM	OM	WF	BF	HF	AF	OF
OFFICIALS	53.7	12.2	0	1		20.5	9.7	2.4	0.5	
PROFESSIONALS	38.1	6.3	3.3	1.9		28.5	16.2	3.6	2.1	
TECHNICIANS	45.1	15.2	3.3	2.2		19	11.4	3.3	0.5	
PROTECTIVE SERVICE	53.4	23.6	11	1.1		6.3	3.5	1.1		
PARA PROFESSIONAL	8.6	3.2	1.1			9.7	63.4	12.9	1.1	
SUPPORT	10.4	3.5	.04	0.4		40	38.7	4.4	2.2	
SKILL CRAFTS	74.5	11	14.5							
MAINTENANCE	50	27.4	12.5	0.6		2.4	6.5	.06		

WM - WHITE MALE

BM - BLACK MALE

HM - HISPANIC MALE

AM - ASIAN MALE

OM - OTHER MALE

WF - WHITE FEMALE

BF - BLACK FEMALE

HF - HISPANIC FEMALE

AF - ASIAN FEMALE

OF - OTHER FEMALE

**CITY OF NEW HAVEN
AVAILABILITY V. UTILIZATION PERCENTAGES
June 30, 1998**

CATEGORIES	WM	BM	HM	AM	OM	WF	BF	HF	AF	OF
	36.9	9	2.9	1.4		34.4	13.5	0.8	1.0	
OFFICIALS	53.7	12.2	0	1		20.0	9.7	2.4	0.5	
	34.8	5.3	2.9	2.8		35.4	12.4	2.6	3.8	
PROFESSIONALS	38.1	6.3	3.3	1.9		28.5	16.2	3.6	2.1	
	28.9	14.3	3.3	6.1		25.5	14.5	3.8	3.9	
TECHNICIANS	45.1	15.2	3.3	2.2		19.0	11.4	3.3	0.5	
	39.6	39.4	5.6			6.1	6.9		2.4	
PROTECTIVE SERVICE	53.4	23.6	11.0	1.1		6.3	3.5	1.1		
	23.5	9.1	2.0			29.1	29.0	0.8	6.0	
PARA PROFESSIONAL	8.6	3.2	1.1	0.6		9.7	63.4	12.9	1.1	
	15.5	7.8	3.3	1.0		37.6	26.3	0.9	6.7	
SUPPORT	10.4	3.5	0.4	.04		40	38.7	4.4	2.2	
	27.0	23.6	11.8	1.6		15.7	14.1	0.6	5.6	
SKILL CRAFTS	74.5	11.0	14.5							
	36.4	40.6	9.5	0.7		4.9	4.7	0.3	2.8	
MAINTENANCE	50.0	27.0	12.5	0.6		2.4	6.5	0.6		

WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
AM - ASIAN MALE
OM - OTHER MALE

WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
AF - ASIAN FEMALE
OF - OTHER FEMALE

**CITY OF NEW HAVEN
FULL-TIME PARITY DISTRIBUTION
BASED ON 1990
AVAILABILITY PERCENTAGES**

CATEGORIES	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	76	18	6	3	71	28	2	2
PROFESSIONALS	116	18	10	3	118	41	9	13
TECHNICIANS	53	26	6	11	47	27	7	7
PROTECTIVE SERVICE	251	250	36		39	44		15
PARA PROFESSIONAL	22	8	2	1	27	27	1	5
SUPPORT	36	18	8	3	86	60	2	14
SKILL CRAFTS	15	13	6	1	9	8		
MAINTENANCE	61	68	16	1	8	8	1	5

WM - WHITE MALE

BM - BLACK MALE

HM - HISPANIC MALE

OM - OTHER MALE

WF - WHITE FEMALE

BF - BLACK FEMALE

HF - HISPANIC FEMALE

OF - OTHER FEMALE

**CITY OF NEW HAVEN
PARITY V. UTILIZATION
FULL-TIME EMPLOYEES
June 30, 1998**

CATEGORIES	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	34	7	-6	-1	-29	-8	3	-1
PROFESSIONALS	11	3	1	3	-23	13	3	-6
TECHNICIANS	30	2	0	-7	-12	-6	-6	-6
PROTECTIVE SERVICE	88	-100	34	7	1	-22	7	-15
PARA PROFESSIONAL	-14	-5	-1	-1	-18	32	11	-4
SUPPORT	-12	-10	-7	-2	6	29	8	-9
SKILL CRAFTS	26	-7	2	-1	-9	-8	0	-3
MAINTENANCE	23	-22	5	0	-4	3	0	5

**WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
OM - OTHER MALE**

**WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
OF - OTHER FEMALE**

**DEPARTMENT STATISTICS
FULL-TIME EMPLOYEES
June 30, 1998**

C	DEPARTMENT	NO.	MINORITY		FEMALE	
			NO.	%	NO.	%
93	Child Development	111	106	95.4	97	87.3
111	Legislative Services	7	3	42.8	4	57.1
131	Mayor's Office	13	4	30.7	8	61.5
132	Chief Administrator	5	2	40.0	3	60.0
133	Corporation Counsel	27	13	48.1	13	48.1
136	Personnel	8	4	50.0	6	75.0
137	Controller	82	26	31.7	45	54.8
139	Assessor	8	2	25.0	4	50.0
152	Library	49	21	42.8	38	77.5
201	Police	536	213	39.7	156	29.1
202	Fire	363	130	35.8	22	6.0
301	Health Department	112	41	36.6	91	81.2
401	Parks & Recreation	75	20	26.6	10	13.3
501	Public Works	150	69	46.0	22	14.6
601	City-Town Clerk	6	3	50.0	5	83.3
603	Registrar of Voters	6	2	33.3	6	100
680	Elderly Services	6	3	50.0	4	66.6
700	Development Admin.	11	9	81.8	7	63.6
702	City Plan	10	2	20.0	4	40.0
703	Airport	11	2	18.1	2	18.1
704	Traffic & Parking	25	1	44.0	8	32.0
711	Children & Family	8	4	50.0	5	62.5
715	Human Resources	13	8	61.5	7	53.8
721	Building Insp. & Code	18	7	38.8	4	22.2
724	Business Development	18	9	50.0	12	66.6
747	Livable Cities	54	26	48.1	22	40.7
777	W.P.C.A.	51	9	17.6	10	19.6
805	Pension	11	1	9.0	8	72.7
	Sub Totals	1811	748	41.3	637	35.1
	Coliseum Authority	19	4	21.0	7	36.8
	Parking Authority	73	23	31.5	19	26
	GRAND TOTALS	1903	775	40.7	663	34.8

H. Departmental Goals:

The state of parity is the ultimate objective of the Affirmative Action Plan. Parity is a balance for minority and female representation within the workforce V. the availability of qualified minorities and females within the labor pool. Deficiencies in this balance are represented on Chart H as underutilization, and are considered goals for each department.

**DEPARTMENTAL GOALS
CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
FINANCE DEPARTMENT
UNDER / OVERUTILIZATION
June 30, 1998**

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	18	6	(1)	(1)		(3)	(2)	1	
PROFESSIONALS	29	4	(1)	(1)			(1)	(1)	
TECHNICIANS	8	(2)	(1)			1	2		
PROTECTIVE SERVICE									
PARA PROFESSIONAL	1								
SUPPORT	26	(1)				(2)	2	1	
SKILL CRAFTS									
MAINTENANCE									
TOTAL	82	7	(3)	(2)		(4)	1	1	
UTILIZATION	NO.	%		PARITY	%	< >			
MINORITY	26	31.7		29	35.3	(3.6)			
FEMALE	45	54.8		47	57.3	(2.5)			
UNDERUTILIZATION									
MINORITY	(3)								
FEMALE	(2)								

WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
OM - OTHER MALE

WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
OF - OTHER FEMALE

UNDERUTILIZATION=

**DEPARTMENTAL GOALS
CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
POLICE DEPARTMENT
UNDER / OVERUTILIZATION
June 30, 1998**

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	4	1					(1)		
PROFESSIONALS	23	7	3	1	(1)	(6)	(3)		(1)
TECHNICIANS	60	17	(2)	(1)		(3)	(8)	(2)	(1)
PROTECTIVE SERVICE	351	37	(62)	17		14	(4)	7	(9)
PARA PROFESSIONAL	1				(1)	1			
SUPPORT	83	(8)	(4)	(3)	(1)	(1)	18	4	(5)
SKILL CRAFTS	7	5	(2)	(1)		(1)	(1)		
MAINTENANCE	6	1		(1)					
TOTAL	535	60	(67)	12	(3)	4	1	9	(16)
UTILIZATION	NO.	%		PARITY	%	<>			
MINORITY	213	39.8		274	51.2	(11.4)			
FEMALE	156	29.1		160	29.9	(0.8)			
UNDERUTILIZATION									
MINORITY	(61)	11.4							
FEMALE	(4)	0.8							

WM - WHITE MALE
 BM - BLACK MALE
 HM - HISPANIC MALE
 OM - OTHER MALE
 UNDERUTILIZATION=

WF - WHITE FEMALE
 BF - BLACK FEMALE
 HF - HISPANIC FEMALE
 OF - OTHER FEMALE

**DEPARTMENTAL GOALS
CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
FIRE DEPARTMENT
UNDER / OVERUTILIZATION
June 30, 1998**

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	11	3	1			(2)	(2)		
PROFESSIONALS	54	25	5		(1)	(19)	(6)	(1)	(2)
TECHNICIANS	28	6	1	(1)	(2)	(2)	(2)	1	(1)
PROTECTIVE SERVICE	261	46	(30)	18	1	(12)	(17)		(6)
PARA PROFESSIONAL									
SUPPORT	5	(1)				3	(2)		
SKILL CRAFTS	4	3	(1)			(1)	(1)		
MAINTENANCE									
TOTAL	363	81	(24)	17	(2)	(33)	(30)		(9)
UTILIZATION	NO.	%		PARITY	%	< >			
MINORITY	130	35.8		178	49.0	(13.2)			
FEMALE	22	6.0		94	25.8	(19.8)			
UNDERUTILIZATION									
MINORITY	(48)	13.2							
FEMALE	(72)	19.8							

WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
OM - OTHER MALE

WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
OF - OTHER FEMALE

UNDERUTILIZATION=

DEPARTMENTAL GOALS
CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
HEALTH DEPARTMENT
UNDER / OVERUTILIZATION
June 30, 1998

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	12	1				(1)			
PROFESSIONALS	68	(17)	(3)		(1)	17	2	4	(1)
TECHNICIANS	4		(1)			2	(1)		
PROTECTIVE SERVICE									
PARA PROFESSIONAL	13	(3)	1			(4)	2	4	
SUPPORT	15	(2)	(1)	(1)		4	(1)	2	(1)
SKILL CRAFTS									
MAINTENANCE									
TOTAL	112	(21)	(4)	(1)	(1)	18	2	9	(2)
UTILIZATION	NO.	%		PARITY	%	< >			
MINORITY	41	36.6		38	33.9	2.7			
FEMALE	91	81.2		64	57.1	24.1			
UNDERUTILIZATION									
MINORITY	3								
FEMALE	27								

WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
OM - OTHER MALE

WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
OF - OTHER FEMALE

UNDERUTILIZATION=

DEPARTMENTAL GOALS
CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
PARKS AND RECREATION
UNDER / OVERUTILIZATION
June 30, 1998

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	25	9	2	(1)	(1)	(7)	(2)		
PROFESSIONALS	3						(1)	1	
TECHNICIANS	1	(1)					1		
PROTECTIVE SERVICE	2		(1)		1				
PARA PROFESSIONAL									
SUPPORT	2				1	(1)			
SKILL CRAFTS	10	4	(2)	2		(2)	(1)		(1)
MAINTENANCE	32	12	(7)	(3)	1	(2)	(1)		
TOTAL	75	24	(8)	(2)	1	(10)	(5)	1	(1)
UTILIZATION	NO.	%		PARITY	%	< >			
MINORITY	19	25.3		33	44.0	(18.7)			
FEMALE	9	12.0		24	32.0	(20.0)			
UNDERUTILIZATION									
MINORITY	14	18.6							
FEMALE	15	20.0							

WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
OM - OTHER MALE

WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
OF - OTHER FEMALE

UNDERUTILIZATION=

**DEPARTMENTAL GOALS
CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
PUBLIC WORKS
UNDER / OVERUTILIZATION
June 30, 1998**

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	16	5	2	(1)		(5)	(1)		
PROFESSIONALS	13	1			2	(2)	(1)		
TECHNICIANS	7	2	(1)		(1)	(2)		2	
PROTECTIVE SERVICE									
PARA PROFESSIONAL									
SUPPORT	11	(2)					2	1	(1)
SKILL CRAFTS	29	7	(1)	5		(5)	(4)		(2)
MAINTENANCE	74	8	(10)	9		(2)	(3)		(2)
TOTAL	150	21	(10)	13	1	(16)	(7)	3	(5)
UTILIZATION	NO.	%		PARITY	%	< >			
MINORITY	69	46.0		74	49.3	(3.3)			
FEMALE	22	14.6		47	31.3	(16.7)			
UNDERUTILIZATION									
MINORITY	(5)	3.3							
FEMALE	(25)	16.7							

WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
OM - OTHER MALE

WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
OF - OTHER FEMALE

UNDERUTILIZATION=

**DEPARTMENTAL GOALS
CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
TRAFFIC & PARKING
UNDER / OVERUTILIZATION
June 30, 1998**

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	7	1				(1)			
PROFESSIONALS	2	1	1	1	(1)	(1)			
TECHNICIANS	11	(1)				(2)	2		
PROTECTIVE SERVICE									
PARA PROFESSIONAL									
SUPPORT	1								
SKILL CRAFTS	3	2	(1)			(1)			
MAINTENANCE	1								
TOTAL	25	3		1	(1)	(5)	2		
UTILIZATION	NO.	%		PARITY	%	< >			
MINORITY	11	44.0		9	36.0	8			
FEMALE	8	32.0		11	44.0	(12.0)			
UNDERUTILIZATION									
MINORITY	2	8.0							
FEMALE	(3)	(12.0)							

WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
OM - OTHER MALE

WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
OF - OTHER FEMALE

UNDERUTILIZATION=

**DEPARTMENTAL GOALS
CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
ELDERLY SERVICES
UNDER / OVERUTILIZATION
June 30, 1998**

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	9	(2)	(1)			3			
PROFESSIONALS	1								
TECHNICIANS									
PROTECTIVE SERVICE									
PARA PROFESSIONAL	6	2	(1)			(2)	(1)	2	
SUPPORT	1					(1)	1		
SKILL CRAFTS									
MAINTENANCE									
TOTAL	17	0	(2)			0	0	2	
UTILIZATION	NO.	%		PARITY	%	< >			
MINORITY	5	29.4		5	29.4	0			
FEMALE	12	70.5		10	58.8	11.7			
UNDERUTILIZATION									
MINORITY	0								
FEMALE	2	11.7							

WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
OM - OTHER MALE
UNDERUTILIZATION=

WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
OF - OTHER FEMALE

**DEPARTMENTAL GOALS
CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
COLISEUM AUTHORITY
UNDER / OVERUTILIZATION
June 30, 1998**

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	8	1					(1)		
PROFESSIONALS									
TECHNICIANS									
PROTECTIVE SERVICE									
PARA PROFESSIONAL									
SUPPORT	4	(1)				1			
SKILL CRAFTS	7	3		(1)		(1)	(1)		
MAINTENANCE									
TOTAL	19	3		(1)		0	(2)		
UTILIZATION	NO.	%		PARITY	%	< >			
MINORITY	4	21.0		7	36.8	(15.8)			
FEMALE	7	36.8		9	47.3	(10.5)			
UNDERUTILIZATION									
MINORITY	(3)								
FEMALE	(2)								

WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
OM - OTHER MALE

WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
OF - OTHER FEMALE

UNDERUTILIZATION=

DEPARTMENTAL GOALS
CITY OF NEW HAVEN
FULL-TIME EMPLOYEES
PARKING AUTHORITY
UNDER / OVERUTILIZATION
June 30, 1998

CATEGORIES	TOTAL	WM	BM	HM	OM	WF	BF	HF	OF
OFFICIALS	11	4				(3)	(2)	1	
PROFESSIONALS	1								
TECHNICIANS									
PROTECTIVE SERVICE	15	6	(5)	(1)					
PARA PROFESSIONAL									
SUPPORT	27	11		(1)		(6)	(1)	(1)	(2)
SKILL CRAFTS									
MAINTENANCE	19		(1)	(1)			2		
TOTAL	73	21	(6)	(3)		(9)	(1)	0	(2)
UTILIZATION	NO.	%		PARITY	%	< >			
MINORITY	23	31.5		35	47.9	(16.4)			
FEMALE	19	26.0		31	42.4	(16.4)			
UNDERUTILIZATION									
MINORITY	(12)	16.4							
FEMALE	(12)	16.4							

WM - WHITE MALE
BM - BLACK MALE
HM - HISPANIC MALE
OM - OTHER MALE
UNDERUTILIZATION=

WF - WHITE FEMALE
BF - BLACK FEMALE
HF - HISPANIC FEMALE
OF - OTHER FEMALE

X. Glossary

Adverse Impact:

A situation which exists when the minority participation ration is less than 4/5 or 80% of the majority participating ratio. This analysis is applicable to all phases of the hiring process.

Affirmative Action:

A commitment involving a set of specific and result-oriented procedures to which a contractor (City of New Haven) commits itself to apply every good faith effort to assure equal employment opportunity for minorities and women. The objective of which is to correct underutilization and establish parity within all categories of employment.

Affirmative Action Commission:

A body established by the City Ordinance consisting of nine members who have oversight responsibility for the City's Affirmative Action Plan.

Applicant:

A person seeking employment with the City who officially responds to an advertisement by submitting a formal application.

Availability Analysis:

The number of individuals within the labor pool grouped by race, sex and Federal category who have the required skills to perform the duties and responsibilities specified for one or more job categories.

Career Ladder:

A planned progression through which an employee may advance from a lower to a higher level position.

Categories of Employment:

Job groups as defined by the Federal Government, i.e., officials, professionals, technicians, protective service, paraprofessionals, support, skill crafts and maintenance.

Chief Administrative Officer:

An appointed official responsible for the coordination of several departments including all activities conducted by the Department of Organizational Development.

Chief Examiner:

An employee of the Personnel Department who is primarily responsible for Civil Service testing including development, administration, validation and promulgation of eligibility lists.

Civil Service Board:

An entity created by City Charter responsible for the administration of the City's Classification Plan including testing and certification of applicants for employment. The Civil Service Board consists of five members appointed by the Mayor.

City Coordinators:

Appointed personnel who administer a major function of City government, e.g., development, financial administration, human resources, etc. The Coordinators oversee departments and activities of a similar nature.

Class Specification:

Describes the nature of work, duties and responsibilities, requirements, etc. for all positions.

Classification Plan:

A document which identifies, lists and organizes all positions under broad employment classes. The plan may also identify entry-level positions, career ladders, salary ranges and other aspects of the total employment system.

Commission on Disabilities:

Created by City Ordinance and functions as an advocate for persons with disabilities to resolve issues regarding employment, transportation, facility access and other services. The Commission consists of fifteen members all of whom are appointed by the Mayor.

Commission on Equal Opportunity:

Created by City Ordinance and authorized to remedy complaints of discrimination for all citizens of New Haven. Nine members constitute the Board of Directors. All members of the Board are appointed by the Mayor.

Complainant:

A complainant is an individual who files a formal complaint of discrimination with the Affirmative Action Officer, or with one or more of the regulatory agencies.

Director of Labor Relations:

A high level mayoral appointee responsible for directing the City's Labor Relations Program. The Director is primarily responsible for negotiating agreements between the City and employee organizations.

Disability:

An individual with a disability is one who has a physical or mental impairment that substantially limits one or more of the major life activities, e.g., walking, seeing, hearing breathing, etc.

Discrimination:

Illegal treatment of a person or group based on race, sex or other prohibited factors.

Equal Employment Opportunities Commission:

This is a Federal agency which receives, processes and investigates charges of employment discrimination under Title VII of the Civil Rights Act and under Title I of the American with Disabilities Act.

Eligibility List:

A listing of candidates who successfully completed Civil Service requirements and certified eligible for employment by the Civil Service Commission.

Examination Content:

That portion of the testing process which measures the candidates knowledge, skill and/or abilities in a specific subject area.

Human Rights and Opportunities Commission:

The Commission is a state agency created by general statutes and empowered to receive and resolve complaints of discrimination on behalf of residents of the state.

Hiring:

The official act of filling a vacant position. Hiring is usually done by department heads.

Merit System:

An employment system where some form of competition is employed as a means of establishing an applicant's eligibility for employment, e.g., the Civil Service System.

Open Competitive Examinations:

This is one of two types of Civil Service postings available to the general public.

Oral Examinations:

A type of examination administered by subject matter experts to determine candidates eligibility for employment. The panel of examiners usually consists of three or more persons.

Parity:

A balance of minorities and women within the workforce as compared with their percentage within the labor pool for the labor area.

Personnel Director:

A position created by City Charter. The director administers the personnel program including recruitment, selection, placement, position classification and employee relations.

Preference Points:

These are points awarded to veterans and residents of the City of New Haven who compete for Classified entry-level positions.

Protected Classes:

Defined by origin

Black: All persons having origin in any of the Black racial groups of Africa

Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South America, or other Spanish culture, regardless of race.

Asian or Pacific Islanders: All persons having origins in any of the original people of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands including China, Japan, Korea, Philippine Islands and Samoa.

American Indian or Alaskan Native: All persons having origins in any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.

Reclassification:

A process of redefining the duties and responsibilities of a given position through job analysis.

Referral:

The act of transmitting a listing of eligible candidates to the hiring authority. The referral is normally made by the Personnel Director.

Respondent:

The respondent is the individual or entity which is the subject of the complaint.

Rule of Three:

Charter regulation governing eligibility for employment which states that no appointment or promotion within any class shall be made except from those applicants, not exceeding three, who shall stand highest on the list of eligible.

Screening:

A review of applications to determine minimum qualifications of persons applying for specific jobs.

Secretary of the Civil Service Board:

An employee of the Department who provides technical and staff support for the Civil Service Board.

Sexual Harassment:

This is a form of illegal sex discrimination defined as unwelcome conduct of a sexual nature which effects a term or condition of employment.

Testing:

Structured examinations administered by the Civil Service Board for the purpose of certifying applicants for employment.

Unclassified Position:

A non-Civil Service position which may be supported by a variety of sources, usually referred to as "Special Funded Positions."

Underutilization:

The extent to which the workforce fails to reflect parity for minorities and females.

Vacant Position:

These are budgeted unoccupied positions for various reasons, e.g., a new position, retirement, resignation, etc., and may be funded by a variety of sources.

Validation Standards:

Measures by which an examination is judged to be job related.

Workforce:

The total number of full-time employees.

Workforce Analysis:

Total number of full-time employees identified by race, sex and Federal category.