



# 2015 Equal Employment Opportunity Report

Georgetta Kelly, SPHR, SHRM-SCP  
Human Resources Director, Civil Service Chief  
Examiner/Secretary

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# Equal Employment Opportunity Plan Annual Report FY 2015

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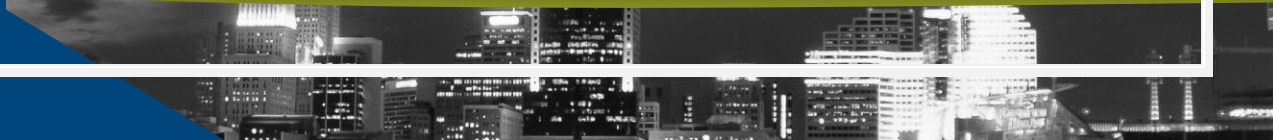


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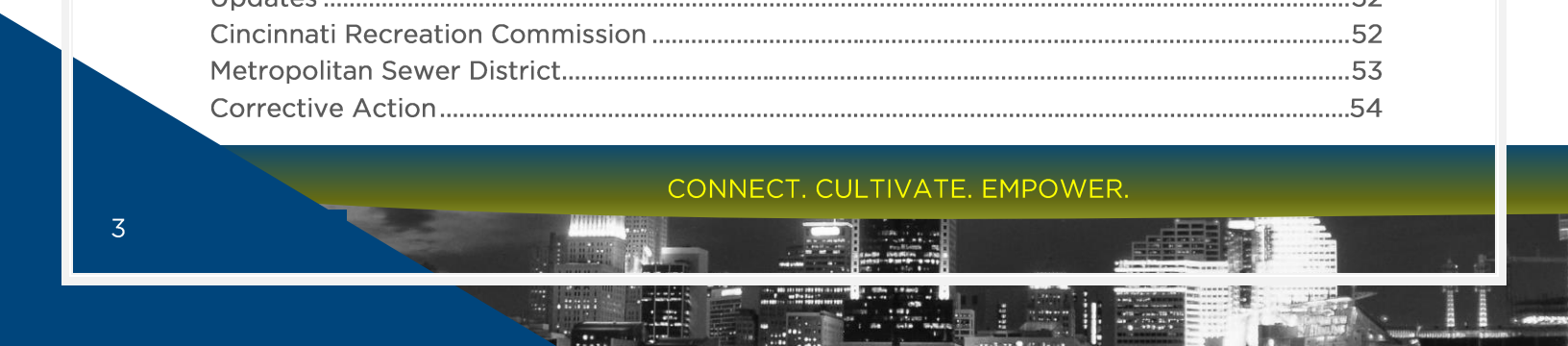
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## MESSAGE FROM THE DIRECTOR

**W**elcome to the 2015 edition of the City's annual report highlighting the diversity and inclusion efforts and accomplishments. At the City, we are working to build a culture that not only understands and values difference, but embraces and seeks it. A culture where employees realize it helps our City to grow and thrive.

In this report, we are thrilled about some of the great work occurring across the City's structure; particularly, in the public safety area and the efforts occurring with the department of justice. The City has also experienced success in refining its testing and assessment model and the exciting work stemming from the climate assessments. These efforts, grouped with the enhanced focus on hiring women in leadership have elevated the City's perspective to align with growing trends across our country.

Though we are happy to report on the tremendous progress we have made, there is always opportunity for improvement. Over the next year, it is our goal to expand our diversity and inclusion focus in the utility, maintenance, and building trades fields while further integrating characteristics of diversity and inclusion best practices in leadership, accountability, measurement, and training. Specifically, we will be: 1) recommending a revision to the ordinances that established this initiative to align with 21st century practices; 2) identifying key performance indicators across departmental structures to enhance our efforts to hire a diverse workforce aligned to the composition of City residents; 3) seeking additional opportunities to enhance initiatives associated with women in leadership; and 4) working to reduce the number of EEO complaints through education and a more focused approach on violations.

The Human Resources Department will continue its strategic focus to deliver results by:

*Fostering, encouraging, and supporting a culture of inclusion, appreciation, and respect by:*

- Developing and promoting a "welcoming environment" in support of the City's mission and values.
- Proactively seek to understand and address needs across the City to create a culture that fosters and embraces inclusion.
- Reassessing Human Resources policies and procedures to ensure alignment with federal, state, and local regulations.
- Educating City employees on the Human Resources policies governing our agency.
- Designing a HR Reporting Analytics Model to continuously assess diversity and inclusion strategies

I'm truly proud of the progress that we have made as an organization, as well as of the commitment and value that the City's employees place on this initiative to keep us moving forward on the journey.

**Georgetta Kelly**

Director of Human Resources

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## PURPOSE

This report is being issued in accordance with City Council's Ordinance 336 to provide an annual update on the City's actions and efforts related to Affirmative Action (AA).

Recognizing the need to foster an environment that is inclusive and diverse, the City's Affirmative Action Program (AAP) was enacted by Ordinance in 1991. It was last amended in 1998. The amended Ordinance directed the appointing authorities of the City to submit an AAP report to City Council each year as an update on the statistics of the various protected classes within the City workforce related to employment actions.

The ordinance provides in part that:

*"Such report shall include, but not be limited to, analysis of the overall program, the guidelines and standards, and the annual goals and accomplishments of each department and their respective divisions, independent board and commission. In addition, the report shall set forth the race, sex, and handicap, if any, of employees who have been disciplined along with the nature of their infraction and the discipline administered".*

This report is issued to accomplish the guidelines set forth in the Ordinance excerpt cited above.

## BACKGROUND

This EEOP Report is intended to be a *living document*, and will be reviewed annually to promote continuous strategic alignment with the City's goals and mission, as well as the community's needs. It is the goal of the City to continuously enhance our environment in a manner that transcends traditional concepts of equal employment opportunity. The City strives to demonstrate cultural diversity as a livable practice that is embraced throughout the organization in all aspects of employment and engagement and has been embedded values within the Human Resources Department's mission statement as provided below.

### MISSION STATEMENT

- The City's Human Resources Department, in cooperation with its partners, promotes, grows, hires, and sustains a diverse workforce that is skilled, valued, recognized, and engaged in building tomorrow's government today.

This document reports on established equal employment opportunity actions taken during 2015 and outlines goals for 2016. It is intended to demonstrate the City's continued actions and efforts to create a diverse and inclusive workforce that is representative of the community it serves. It is intended to provide information regarding the workforce composition of the City of Cincinnati with regards to diversity and inclusion of protected groups.

## AUTHORITY

The EEO Report, while designed through Council Ordinance, is based on standards set by federal, state, and local guidelines:

- **Title VII of the Civil Rights Act of 1964 (Title VII)**, which prohibits employment discrimination based on race, color, religion, sex, or national origin.
- **Equal Pay Act of 1963 (EPA)**, which protects men and women who perform substantially equal work in the same establishment from sex-based wage discrimination.
- **Age Discrimination in Employment Act of 1967 (ADEA)**, which protects individuals who are 40 years of age or older.
- **Title I and Title V of the Americans with Disabilities Act of 1990, as amended (ADAAA)**, which prohibits employment discrimination against qualified individuals with disabilities in the private sector, and in state and local governments.
- **Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA)**, which prohibits employment discrimination based on genetic information about an applicant, employee, or former employee.
- **Civil Rights Act of 1991**, which, among other things, provides monetary damages in cases of intentional employment discrimination.
- **Vietnam Era Veterans Readjustment Act of 1974**, which takes affirmative action to hire and advance in employment disabled and Vietnam-Era veterans.
- **EEOC Uniform Guidelines on Employee Selection Procedures**, which applies to all selection procedures used to make employment decisions, including interviews, review of experience or education from application forms, work samples, physical requirements, and evaluations of performance. The guidelines are designed to aid in the achievement of our nation's goal of equal employment opportunity without discrimination on the grounds of race, color, sex, religion or national origin.



- **Lilly Ledbetter Fair Pay Act of 2009**, which overturned the Supreme Court’s decision which severely restricted the time period for filing complaints of employment discrimination concerning compensation and recognizes that each paycheck that contains discriminatory compensation is a separate violation regardless of when the discrimination began; the Act contains an explicit retroactivity provision and covers practices that resulted in discriminatory compensation that may include employer decisions about base pay or wages, job classifications, career ladder or other noncompetitive promotion denials, tenure denials, and failure to respond to requests for raises.
- **The Pregnancy Discrimination Act of 1978**, which prohibits discrimination against a woman Uniformed Services Employment and Reemployment Rights Act (USERRA), which prohibits employers from discriminating against employees or applicants for employment on the basis of their military status or military obligations and protects the reemployment rights of individuals who leave their civilian jobs (whether voluntarily or involuntarily) to serve in the uniformed services, including accommodating veterans with disabilities, incurred in or aggravated during service, who are returning to employment with comparable positions because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.

## ROLES AND RESPONSIBILITIES

The EEOP report is produced through a collaborative effort as identified in the roles and responsibilities outlined below.



### City Council

- Adopts AAP Program by City Ordinance



### City Manager

- Overall Responsibility/Accountability for EEO Policy and AAP
- Reviews and Approves AAP Plan



### Civil Service Commission

- Primary Responsibility for Recruitment and Selection of a Diverse Workforce
- Ensures Job Relatedness of Assessment Instruments
- Collects and Analyzes Data to Ensure Adherence to AAP Plan



### Human Resources Director

- Responsible for Program Oversight
- Ensures Compliance
- Develops Policies and Procedures
- Performs Compliance Reviews
- Establishes Annual Report



### Equal Employment Opportunity Advisory Review Board

- Serves as Appeal Board on EEO Matters and is Appointed by the City Manager

## EEOP REPORT STRUCTURE

The 2016 Equal Employment Opportunity Plan Report speaks to the activities associated with the 2015 calendar year. During the 2015 Plan Year, the following goals were identified.

1. Culturally expand our workforce population
2. Increase minority representation across the organization
3. Enhance the City's outreach efforts in recruitment to reach a more diverse talent pool
4. Increase employee awareness and understanding of non-discrimination policies and practices with regard to protected class characteristics

Specific to Goals 2 and 3, there were sub-goals:

- A. Increase female representation within the sworn protected services
- B. Increase female representation within service maintenance areas



An update on these goals is provided throughout this report within the sections identified below.

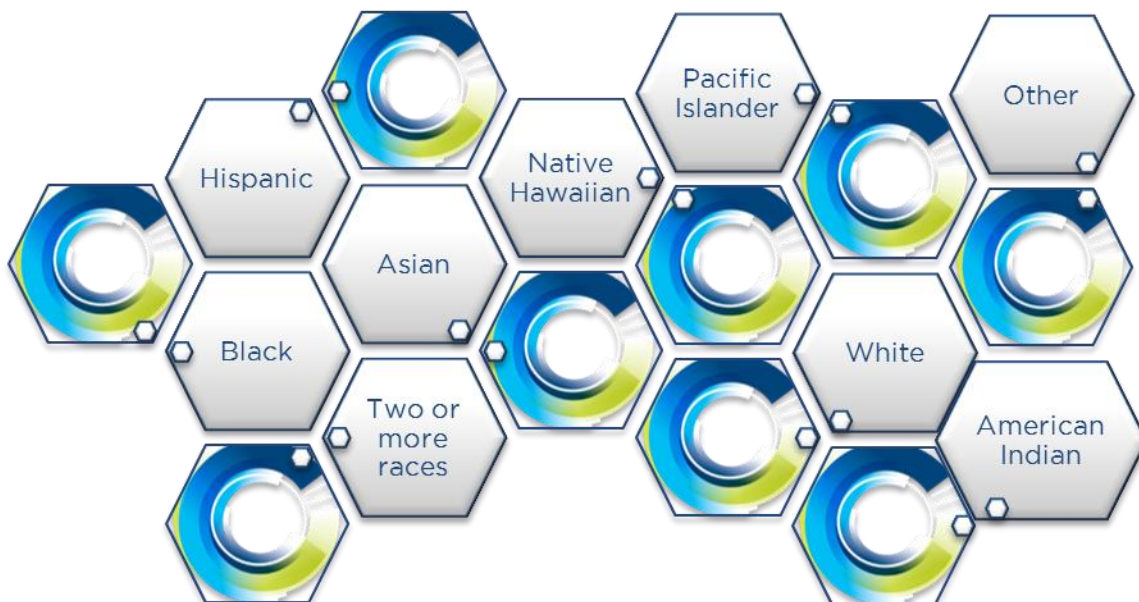
- **Workforce Composition:** This section provides a statistical overview of City employees. It reviews employee composition in relation to gender, race, and ethnicity.
- **Workforce Development Activities and Efforts:** This section outlines actions and efforts taken during 2015 to increase diversity and inclusion. It focuses on recruitment, selection, employee education and training, and policy updates.
- **EEO Complaints:** This section provides an overview of EEO-related complaints that were made by City employees throughout 2015.
- **Corrective Action:** This section reviews corrective actions issued in 2015 and identifies the gender, ethnic, and race categories.
- **Employment Activities:** This section looks at various employment activities such as hires, promotions, and employee separations. The categories are broken down further based on gender, ethnicity, and race.
- **2016 Goals:** This section outlines the goals and measures established for the upcoming year.

## REPORTING TERM

### IDENTITY REPORTING

The EEO Report references gender, ethnicity, and race using the terms outlined below. These are the same terms and codes used within the Cincinnati Human Resources Information System (CHRIS). These terms are used in the EEO in order to have a consistent reference across reporting tools.

During 2015, in accordance with federal requirements, the City enhanced its ethnicity identity codes to more adequately reflect the multi-ethnic identity of individuals. Employees have the option to select from an inclusive array of ethnicity categories. Previously, employees who identified with more than one ethnic or racial group had to select the category of “Two or More Races.” Now, the system is equipped so employees may identify more specific categories for nationalities. The CHRIS system automatically places employees who have selected multiple ethnic or racial designations into the “Two or More Races” category for EEO reporting. The ethnicity codes are as follows:

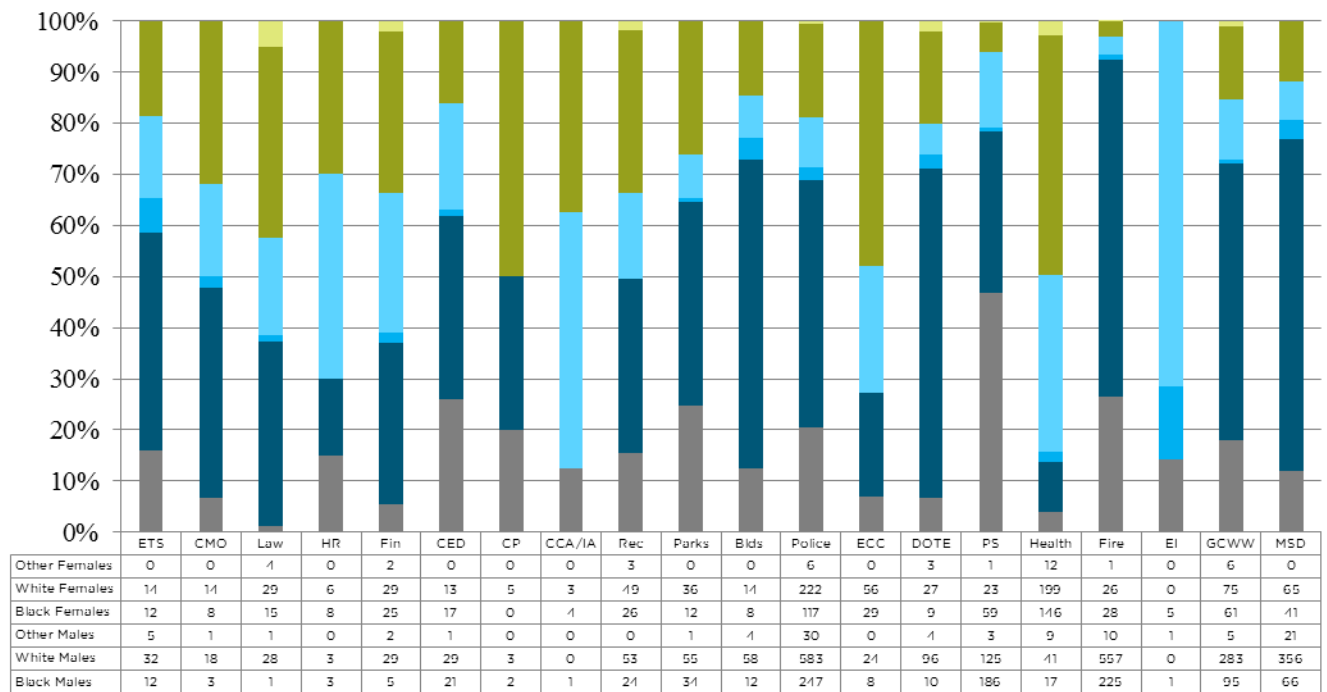


Also, during 2015, Human Resources Liaisons (HRLs) were instructed to work with employees to update employee information within the CHRIS system to reflect the actual ethnicity of each employee. This adjustment allows for more accurate reporting and alignment with federal standards.

**WORKFORCE COMPOSITION**

Though information regarding both part-time and full-time employees is included in this report, the primary focus of the report is on individuals engaged in full-time employment with the City. Throughout most of the report, unless specifically stated otherwise, it should be assumed that statistics refer only to full-time employees.

The chart below provides the composition of the City’s workforce for 2015.



■ Black Males ■ White Males ■ Other Males ■ Black Females ■ White Females ■ Other Females

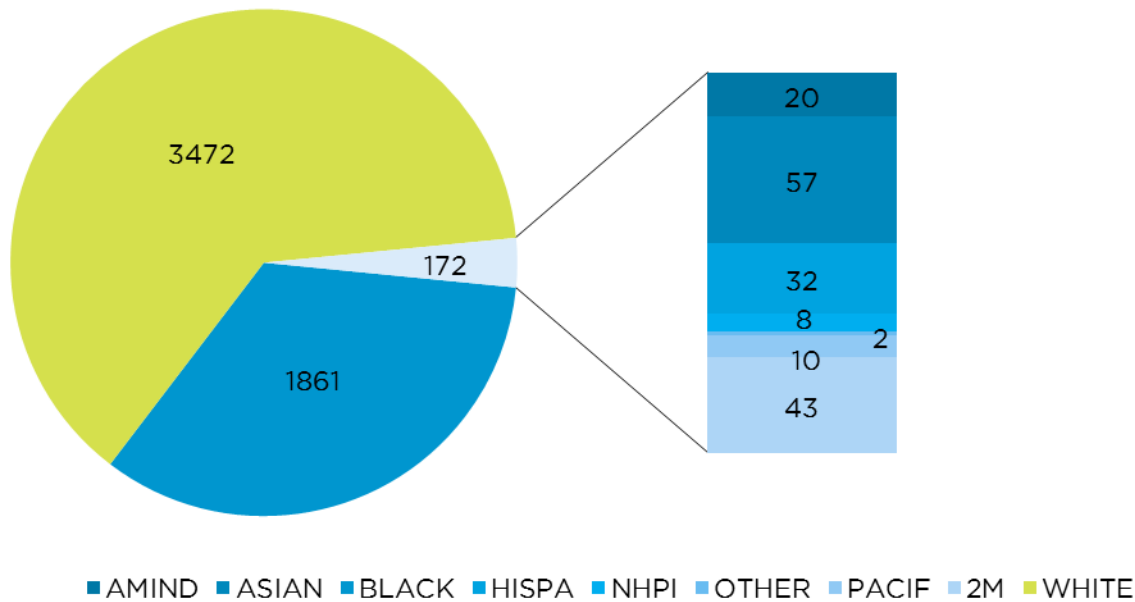
**RACE AND ETHNICITY OVERVIEW**

During the 2015 Plan year the City's workforce of 5,505 full-time and part-time employees was comprised of the following protected groups:

- American Indian (AMIND) less than 1%
- Asian (ASIAN) less than 1%
- Black (BLACK) 33%
- Hispanic/Latino (HISP) less than 1%
- Native Hawaiian/Other Pacific Islander (NHPI) (NH) less than 1%
- OTHER (O) less than 1%
- Pacific Islander (PACIF) (PI) less than 1%
- Two or More Races (2ORM) (2M) less than 1%
- White (WHITE) 63%

The graph below provides a snapshot of all City employees over 2015 and includes both full and part-time employees. There are a total of 3472 white employees, 1861 black employees, and 172 employees in other ethnic groups. This report provides more specific information on each group.

**FULL-TIME AND PART-TIME EMPLOYEES BY RACE**





*“We are increasingly recognizing and accepting, respecting and celebrating, our cultural diversity.”*

*Julie Bishop*

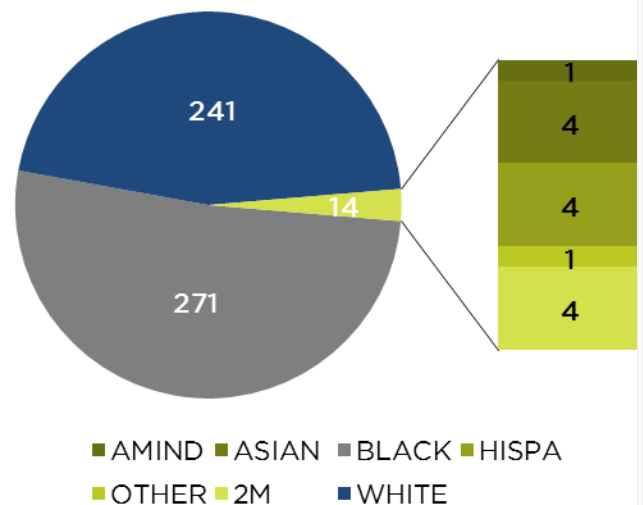
Part-timers serve as temporary, project-term, year-round, or seasonal employees. Part time employees may not work more than 1560 hours each calendar year. Seasonal and other part-time positions may include:

- Municipal Worker
- Parks/Recreation Program Leader
- Customer Relations Representative

The concentration of employees serving in a seasonal or part-time capacity typically work in Public Services, Recreation, or Parks. The graph is representative of the part-time employees for 2015.

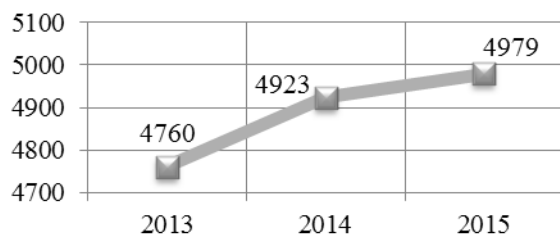
Part-Time Employee Distribution

- American Indian (AMIND) less than 1%
- Asian (Asian) less than 1%
- Black (Black) 52%
- Hispanic/Latino (HIS) less than 1%
- Native Hawaiian/Other Pacific Islander (NHPI) (NH) less than 1%
- OTHER (OTHER) (O) less than 1%
- Pacific Islander (PACIF) (PI) less than 1%
- Two or More Races (2ORM) (2M) less than 1%
- White (WHITE) 46%



FULL-TIME EMPLOYEE SUMMARY

In 2015, the complement of full-time employees totaled 4,979 across 18 agencies. The City's full-time employee composition increased from the previous year. Efforts to increase minority representation across the organization contributed to the increase.

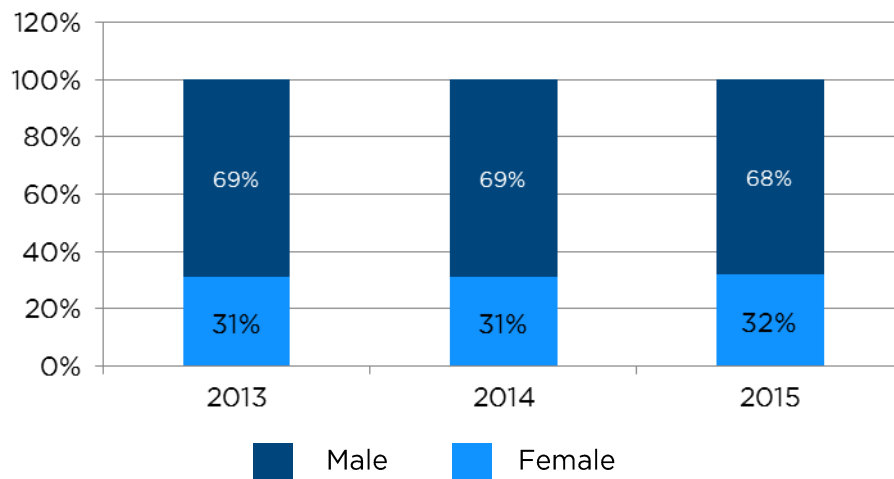




## GENDER OVERVIEW

By gender, the City's workforce composition was comprised of 68% males and 32% females. In 2015, the total number of females increased by 1% from the previous year. There has been no significant change in overall gender representation during the last three reporting years.

### WORKFORCE COMPOSITION BY GENDER



### LEADERSHIP - FEMALE REPRESENTATION

During 2015, females served in approximately 43% of the leadership positions across the City's 18 departments. Following is a brief description of the salary divisions that are categorized as executive, senior and middle management within the organization.

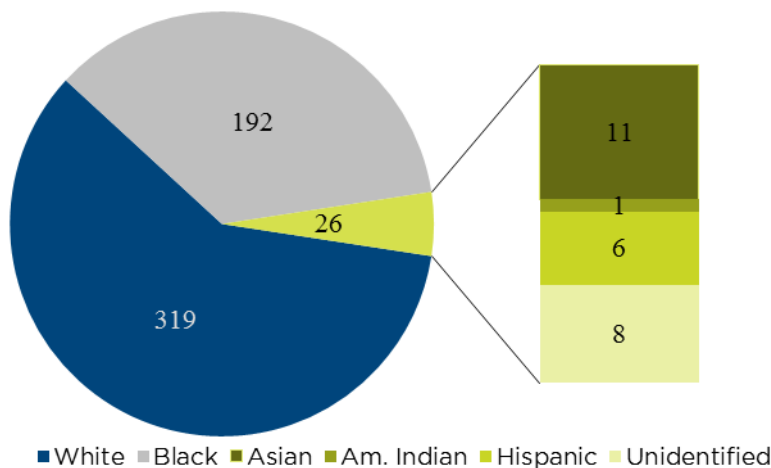
- **EXECUTIVE LEVEL POSITIONS** are those in Division 5 which involve the highest level of decision-making in the organization. The leaders in these positions have oversight for departments. They include titles such as City Manager, Assistant City Manager, Deputy City Manager, Human Resources Director, Health Commissioner, Police Chief, Fire Chief, Director of Economic Inclusion, Director of Communications, Finance Director, etc. As referenced in Appendix A - Description of EEO Categories, these are the officials/administrators who set broad policies and exercise overall responsibility for execution of these policies.
- **SENIOR MANAGEMENT POSITIONS** are those in Division 8 which involve the next lower tier of organizational decision-making. Some of the leaders in these positions are responsible for division level operations. They include titles such as Airport Manager, Chief Investigator, City Purchasing Agent, Dental Director, Public Health Physician, Supervising Management Analyst, Water Distribution Superintendent, etc. With regard to the EEO Categories, these positions are categorized as officials/administrators.

- **MIDDLE MANAGEMENT POSITIONS** are those in Division 0 and Cincinnati Organized and Dedicated Employees (CODE), non-represented and Union represented professional level leaders. Many of the leaders in these positions have direct supervisory responsibility for paraprofessional, administrative support, and other staff; while some have no supervisory responsibility. They include titles such as Accountant, Senior Human Resources Analyst, Investigator, Administrative Technician, Management Analyst, Senior Management Analyst, Zoning Supervisor, etc. By EEOC standards, they require advanced education, special training, or work experience to qualify for these positions.

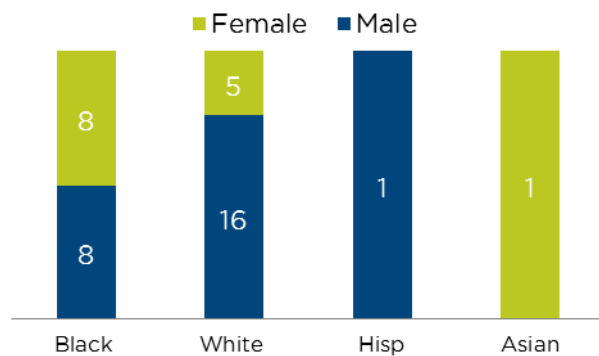
**WOMEN IN LEADERSHIP BY RACE**

The following charts reflect the number of female leaders in the salary plans identified on the previous page. Females represent 43% percent of the overall leadership in the organization.

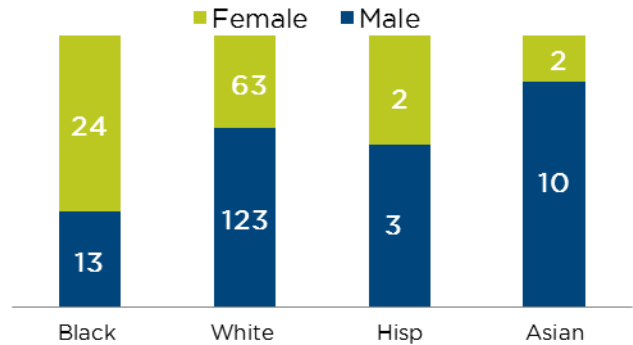
There are 115 classifications or job titles categorized as positions of leadership that fall within the City-structured salary plans. Specifically, the City employed 1,236 individuals in leadership positions; females served in 537 of those positions. The charts included on the following pages illustrate female representation in the City’s leadership, by ethnic background, in the respective salary plans.



SENIOR MANAGEMENT EXECUTIVE SALARY RANGE



Division 5 Employee Ethnicity

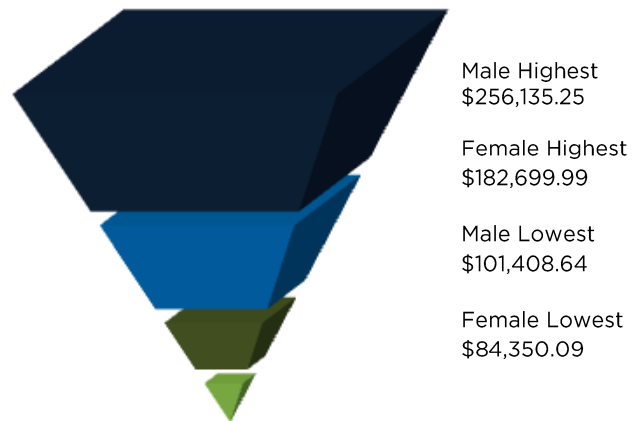


Division 8 Employee Ethnicity

Female representation is 38% in Division 5 salary ranges indicate females in these classifications are earning less than their male counterparts both at the lower and higher ends of the compensation scale.

Division 8 salary ranges indicate females in these classifications have entered at a slightly higher rate than their male counterparts.

Variables to consider in comparing salaries include the offer negotiated upon initial hire; increases set when an employee promotes into a position; the scope of responsibilities that fall within the department or division for which the leader has oversight; tenure within the organization; and the length of time the employee has been serving in the position. In consideration of these variables related to pay, the City has instituted measures to ensure pay equity for its leaders, and employees division of the salary plan.



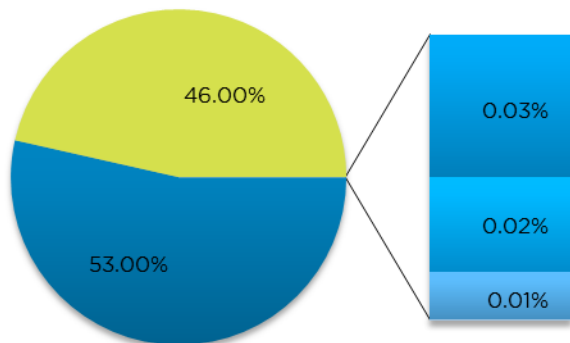
This year City Council passed a resolution to become a participant for the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). This charge affirms principles of fundamental human rights and equality for women around the world. CEDAW is a practical blueprint for each country to achieve progress for women and girls. The City is committed to eliminating all forms of discrimination and/or inequity against women.

WORKFORCE AND COMMUNITY COMPARISON

To understand the workforce composition of the City, it is important to look broader in order to make effective comparisons. It is also useful to take a broad approach in order to set effective goals.

With regard to how the current City workforce mirrors the Cincinnati community, Whites constitute 53% of the City's population and 62% of the City workforce. Blacks constitute 46% of the City's population and 33% of the City's workforce. Composition of the workforce and the community has remained relatively stable, as have the goals and accomplishments with regard to the City's EEO Plan.

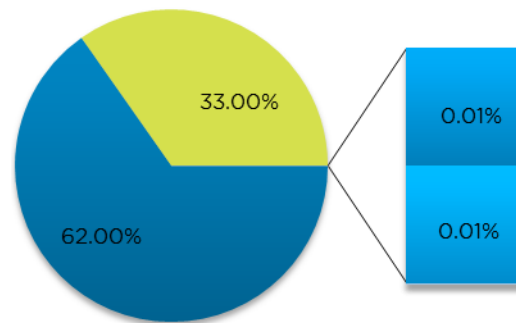
CINCINNATI RACIAL COMPOSITION



AMIND and NHPI are equal to 0.00% of the population

■ White ■ Black ■ HISPANIC ■ ASIAN ■ 2M

CINCINNATI WORKFORCE RACIAL COMPOSITION

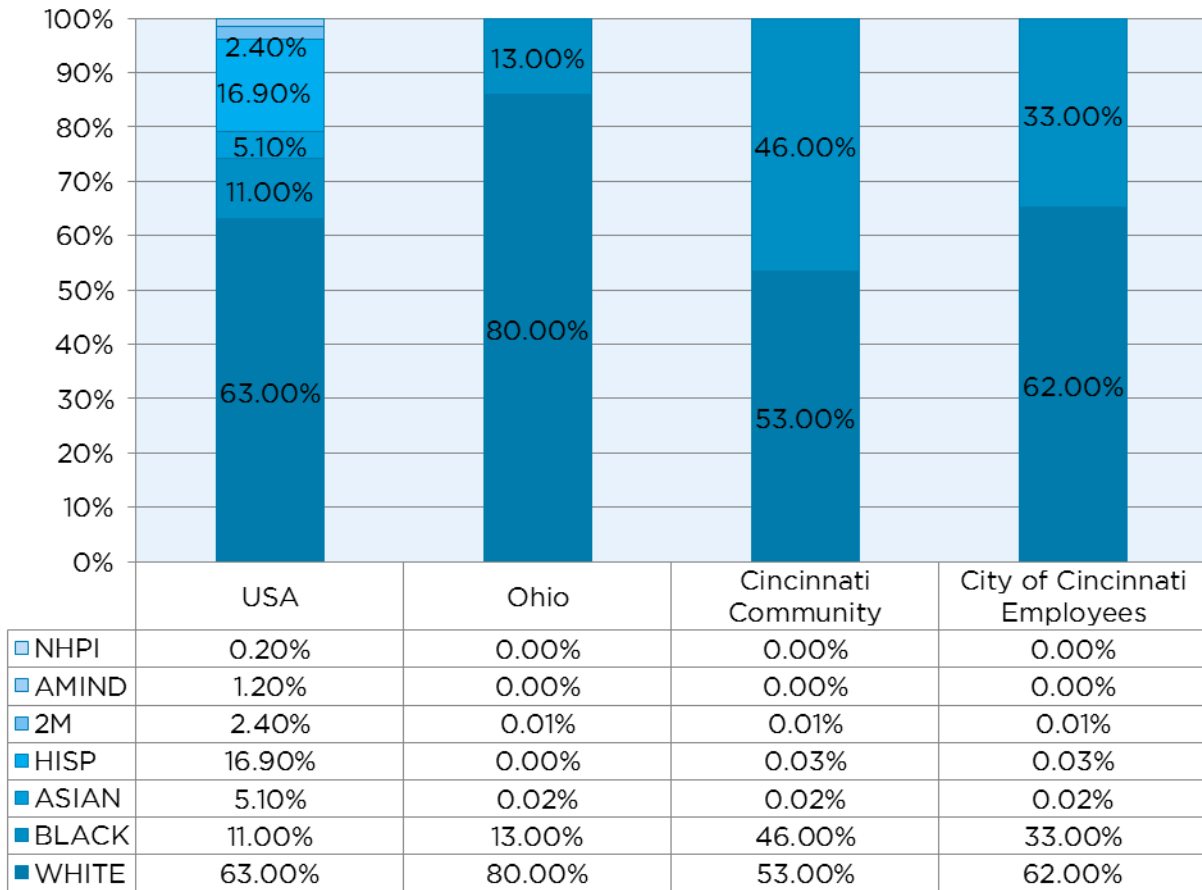


AMIND, NHPI, and 2M were equal to 0.00% of the workforce

■ White ■ Black ■ HISPANIC ■ ASIAN

Information is also provided to show a comparison of City employees, City residents, Ohio residents, and the United States. (Most current national figures available are for 2014.)

RACIAL COMPOSITION COMPARISON



(Source: www.census.gov)

**DEVELOPMENT ACTIVITIES AND EFFORTS**

To accomplish the goals set for the 2015 calendar year, the actions and initiatives discussed below were implemented.

**RECRUITMENT EFFORTS**

**ONLINE RECRUITMENT**

As mentioned in prior EEO reports, NeoGov on-line hiring and recruitment application was adopted by the City in 2012. NeoGov is the online “recruitment to hire” software incorporated to accomplish the City’s goal to enhance outreach efforts in recruitment to reach a more diverse talent pool. Its adoption and use continues to enhance the city’s outreach efforts by increasing access to a more diverse talent pool. There were 22,470 on-line applications received in 2015.



The system also enables staff to identify, analyze, and report demographic and related applicant trends. The system allows us to identify who is applying for City employment and for which jobs. Analyzing this data allows the City to focus recruitment efforts to seek out under-represented groups in specific job fields. In 2015, the number of applicants increased by 47% from the previous year. Demographic information on applicants, including gender, ethnic background, and age, for reporting years 2015 and 2014 is listed in the charts below.

Year	GENDER GROUP	ASIAN	AMIND	BLACK	HISP	2 or More	NH	White	UNK	Total
2015	FEMALE	142	28	4940	82	420	5	3459	92	9168
	MALE	214	99	4688	183	504	18	7178	84	12968
	UNIDENTIFIED GENDER	3	1	24	0	4	0	20	282	334
	Total	359	128	9652	265	928	23	10657	458	22470
Year	GENDER GROUP	ASIAN	AMIND	BLACK	HISP	2 or More	NH	White	UNK	Total
2014	FEMALE	49	21	2998	52	258	4	2003	77	5462
	MALE	96	38	3038	91	270	6	3899	78	7516
	UNIDENTIFIED GENDER	1	2	18	1	3	0	30	273	328
	Total	146	61	6054	144	531	10	5932	428	13306

The NeoGov software also enables the City to tally the number of applicants who report as Veterans, as well as self-identify disability, age and other characteristics. Approximately 8% of the 2015 applicants identified themselves as Veterans.

Year	DISABILITY	VETERAN APPLICANTS
2015	269	1595
2014	141	1080

This upward trend is reflective of the City’s continued efforts to support, hire, and retain our nation’s Veterans.

**BROADENING TALENT RECRUITMENT**

One of the City’s stated goals was to expand its recruitment efforts in order to expand its workforce population. As a means of further exploring ways to culturally expand its workforce population, the City’s Human Resources Department embarked on efforts to engage talent from both ends of the career spectrum including youth, undergraduate, and graduate level students who are interested in opportunities in public service. It also looked to the wealth of talent within the seasoned, experienced, Veterans seeking to transition to civilian career opportunities. These efforts provided the opportunity to further expand our talent pool and also provided an opportunity to market the City to potential future residents.

**CIVIL SERVICE COMMISSION**

**APPEAL PROCESS**



The Commission is required to administer and enforce the rules and regulations governing all matters covered in the State Civil Service Laws. In the event an employee or applicant believes a discrepancy exists with regard to a personnel action or the examination process, the employee or applicant may appeal the matter before the Civil Service Commission.

An employee may also appeal within the guidelines of the Civil Service Rules an order of dismissal, separation, demotion, suspension in excess of three working days, displacements, layoffs, results of a criminal background check or failure to meet the minimum qualifications for an Open Competitive, Non-Competitive or Promotional examination by filing a notice of appeal with the Commission (Civil Service Rules, pg.49).

## BOARDDOCS



As an enhancement to the Civil Service Commission process, the City's Human Resources Department on-boarded BoardDocs in May 2015. This on-line meeting management system saves time and resources, and provides public access to meeting agenda items and related documents/information via the City's website. BoardDocs was initially developed in 2000 for Marietta City Schools (Georgia). Since then more than 1,500 local public governing bodies have adopted the system to improve practices and increase transparency. As a pioneer of eGovernance, BoardDocs has helped thousands of organizations dramatically lower costs and increase efficiency. This paperless solution allows organizations to significantly improve the way they create and manage board packets, access information and conduct meetings. And, since it is online, it also allows for greater transparency.

The City employs the program to manage aspects in preparation, execution, approval, and distribution of documents associated with the Civil Service Commission meeting structure.

During the semi-monthly Civil Service Commission meetings, Commission members use Surface tablets and an internet connection to follow the meeting agenda and vote on agenda items. At the conclusion of each meeting individuals can review the agenda items and see what action the Commissioners took, complete with voting results. All documents, including attachments associated with the meetings are automatically archived and may be accessed by meeting date or by using the system's comprehensive search feature.

Access to view agenda items and minutes for past and upcoming meetings is available on City Matters at <http://www.cincinnati-oh.gov/hr/about-human-resources/civil-service-commission/>

The Human Resources Department sponsored training sessions to acquaint and familiarize the City's Human Resources Liaisons with the program which they now use to submit all documentation for review, preparation, and facilitation of staffing, hiring, and other personnel activities, for their respective agencies, about which the Civil Service Commission must be notified or provide a ruling.



## ADVERSE IMPACT

In the continuing effort to maintain compliance and ensure the hiring and selection process is fair, the Workforce Management Division (WMD) is mindful to successfully minimize Adverse Impact.

Adverse Impact, as defined by the Uniform Guidelines, occurs when a substantially different rate of selection in hiring, promotion or other employment decision works to the disadvantage of members of classes; i.e., race, sex, ethnic group, protected under the Civil Rights Act (Title VII). Specifically, with regard to testing, disparate impact involves use of selection devices such as written tests and interviews which appear reasonable, but actually have a biased impact on protected groups. Such devices screen out individuals who identify as members of one or more protected classes at rates that exceed legally acceptable limits. A rule of thumb offered by the Equal Employment Opportunity Commission in establishing that Adverse Impact exists is the four-fifths rule. The selection ratio, (i.e., number of applicants that passed divided by the total number of applicants) of the minority group must be at least four-fifths the selection ratio of the majority group. If the minority group's selection ratio is less than four-fifths of the majority group's selection ratio, then adverse impact has occurred.

Adverse Impact is evaluated for each examination process for each minority group that comprises at least 2% of the applicant pool.

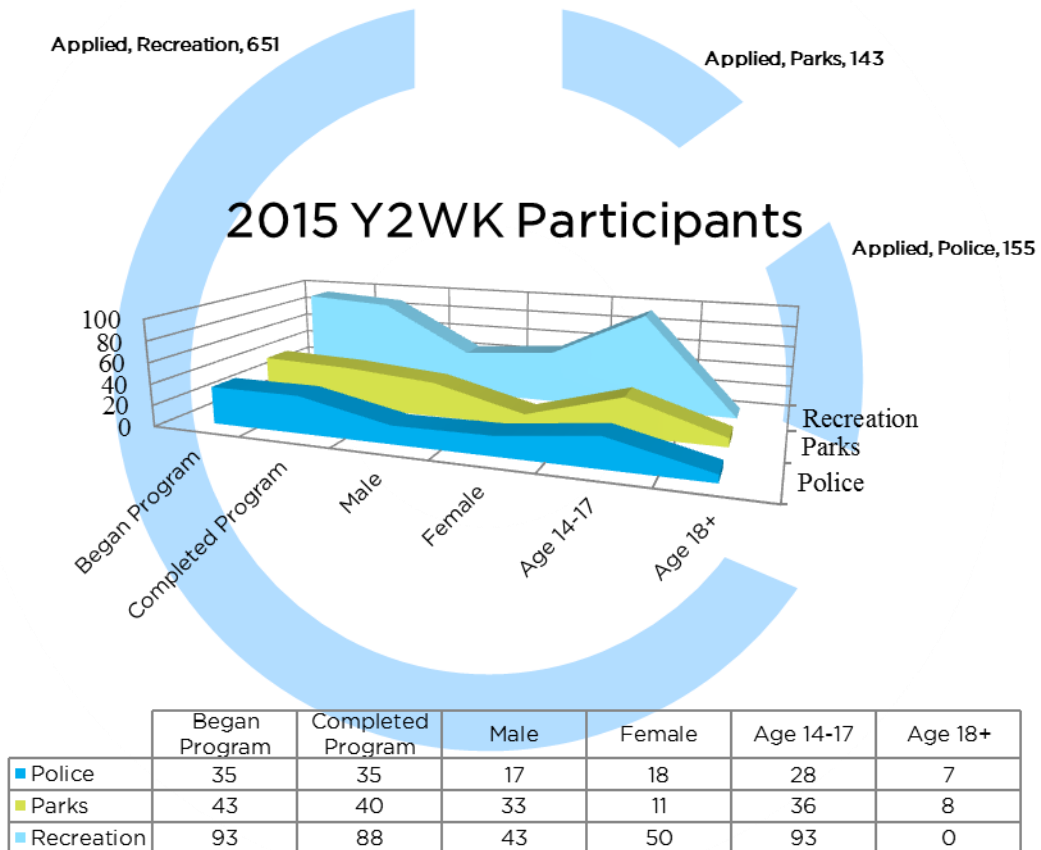
The City's success in minimizing Adverse Impact is the result of the Human Resources Department's on-going efforts to comply with the Uniform Guidelines by utilizing data analysis, re-evaluating cut-off scores, ensuring selection criteria are job related and consistent with business necessity, and by using testing methods that are well-validated.

**YOUTH TO WORK PROGRAM**

The City's Youth 2 Work Program again successfully met the goal of recruiting, training, and employing youth on behalf of the City of Cincinnati. Through the collaborative efforts of internal and external-community partners, hundreds of young people were provided an opportunity to gain real-world professional experience. The Human Resources Department was able to support the effort through the utilization of NeoGov.



In 2015, there were approximately 949 young adults interested. Students participating in the program represented multiple neighborhoods and demographic groups across the City, as illustrated in the graph below.



## VETERAN TALENT

### HERO 2 HIRED



As a continued means of supporting our veterans while expanding the talent pool for our organization, the City remains a participant in the Hero2Hired Program. Hero2Hired (H2H) is a Department of Defense sponsored program, facilitated through the Yellow Ribbon Reintegration Program, to assist unemployed Reserved Component service members with job placement.

In 2015, statistics among veterans returning from combat in the 18-24 age group remained higher than the average among non-veterans in the same age group. Decreasing the startling unemployment rate among our veterans in the greater Cincinnati area is another benefit of the City's participation in H2H.

Post 9-11 veteran, as well as veteran and non-veteran, unemployment rates have fallen for the past several years. Most recently, the post 9-11 veterans had an unemployment rate of 6.9 percent in April 2015, higher than both the veteran rate of 4.7 percent and the non-veteran rate of 4.9 percent.

Unemployment rates vary widely by age group. Both veterans and post 9-11 veterans report almost a 16 percent unemployment rate for those aged 18 to 24 compared to 12.5 percent for non-veterans. For those aged 25 to 34, a group which represents nearly half of the post 9-11 veteran labor force, veterans and post 9-11 veterans have a nearly eight percent rate compared to 6.5 percent for non-veterans.

Source: [www.monster.com/about/veterans-talent-index](http://www.monster.com/about/veterans-talent-index)



In keeping with the City's goal of supporting the members of our nation's armed forces, and recruiting top talent, the City continues its partnership with the Guard and Reserve. Recruiting talented individuals who have benefitted from the values and leadership skills instilled in our service branches further expands the City's opportunities to recruit and hire men and women who exemplify the talented and diverse workforce the City endeavors to maintain.

In particular, the City's Police Department joined forces with the Ohio National Guard as a means of enhancing the City's opportunities to recruit a more diverse and talented pool of candidates.

As part of the Police Department's recent partnership with the Ohio National Guard in recruiting prospective applicants, they sent several teams to Ft. Knox, Kentucky in the past to collaborate with Ohio Army National Guard Recruiters who were appealing to ROTC Cadets that will be graduating in the next year or two to consider joining the National Guard from their respective home state. Each week ROTC Cadets from around the country attend the Advanced Leadership Training at Ft. Knox.

The Cadets consider the various branches the Army has to offer such as, Armor, Infantry, Quartermaster Corps, etc. As most of the ROTC Cadets will not begin active duty assignments, but will be Army Reserve or Guard Officers after they graduate from college and are commissioned, they will be seeking civilian employment opportunities. Thus, the benefit of the City’s partnership with the Guard is that the Guard promotes civilian and government job opportunities to the ROTC Cadets.

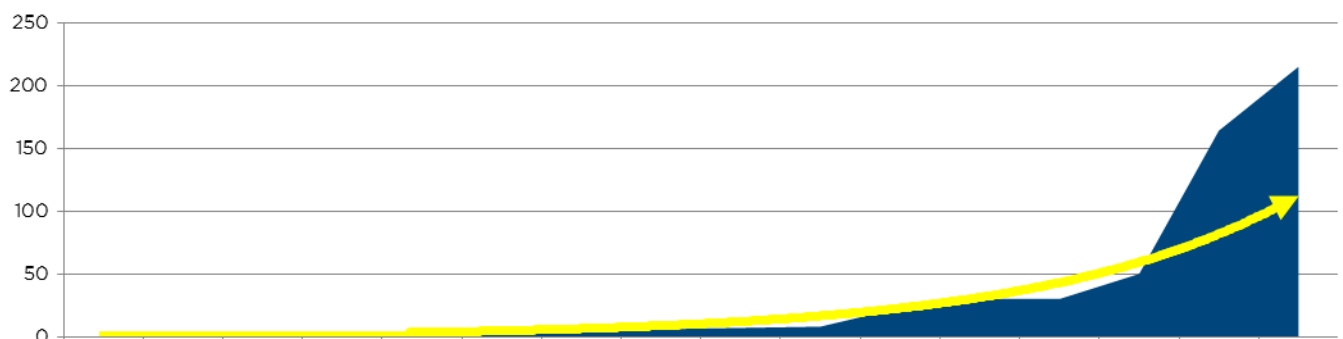
This collaboration benefits the Guard in that it increases their chances of attracting the candidates while affording the City the benefit of recruiting from a diverse pool of candidates, who for the Police Department’s benefit, are familiar with military customs and protocols that are similar to a law enforcement agency with regard to rank structure, chain-of-command, etc., and they are well-educated and trained as leaders.

In addition to the Police Department’s efforts to partner with the Ohio National Guard in recruiting, Cincinnati Police Department staff travelled to various locations in Kentucky, Indiana, Ohio, and Michigan, and was present at a host of events that included college and university job fairs, diversity job fairs, criminal justice workshops, ministry events, and ROTC Camps.

**VETERANS IN THE CITY’S WORKFORCE**

Seventeen percent or 884 City employees identified as serving in the nation’s armed forces. When examined more closely, we found the highest concentration of veterans who have been or are currently engaged in active duty or active reserve are serving in the Police Department, Fire Department, Sewers, Water Works, and Recreation, with the number in Public Services closely following. Two from the Police Department, a Police Officer and a Police Sergeant, are decorated veterans. Veteran representation across the organization not only spans across virtually every department, but every salary division as well as job.

VETERANS BY AGENCY



	HR	Finance	B&I	Law	ECC	Health	ETS	Parks	Parking	DOTe	PS	Rec	WW	MSD	Fire	Police
Veterans	1	2	2	3	4	4	5	6	7	8	23	30	30	50	164	215

## SELECTION EFFORTS

Once candidates select the City of Cincinnati as a potential employer, the selection process begins. A key component of selection is testing. The City made multiple advances in updating testing procedures to support EEO-development efforts and work towards the City's goal to increase minority representation across the organization.

Ensuring a consistent process that is in line with state and federal guidelines is a crucial component to ensure an increase in workforce diversity. Increased scrutiny regarding the manner in which we test and hire allows us to create a more diverse workforce that can most effectively serve our community.

### TESTING REDESIGN: UNIFORM GUIDELINES ON EMPLOYEE SELECTION

The Human Resources Department continued to explore ways to enhance the testing and selection processes and facilitated regular sessions within the Workforce Management Division to provide a forum of trainings to educate the city's workforce on Civil Service, industry updates, and various assessment tools, such as multiple-choice, essays, practical/hands-on, training and experience evaluations, interviews, in-baskets, and/or other exercises. Topics reviewed to increase use and understanding of professional selection methods are listed below.

- Uniform Guidelines on Employee Selection
- Civil Service Rules
- Conducting Job Analysis/Process matrix
- Scoring Method/Setting Cut Scores/Angoff Method
- Exam Design
- Test Validation
- Test Writing
- Item Writing
- Adverse Impact
- History
- How-to Conduct
- How-to Assess

### TESTING REDESIGN: INFUSING TECHNOLOGY INTO TESTING

To ensure that tests are validated, the City continues to use the Biddle Software package—a component of NeoGov. Biddle provides validated tests and backs them up with research and a guarantee to defend any challenge. This is security that the City can rely on in its hiring practices.



AutoGOJA provides the City with an online tool to conduct job analyses and is specifically designed to address the requirements outlined in the federal Uniform Guidelines on Employee Selection Procedures, the Society for Industrial and Organizational Psychology's Principles for the Validation and Use of Personnel Selection Procedures, and the 1990 Americans with Disabilities Act with the goal of providing the information necessary to create and validate fair, valid, and legally-defensible employee selection procedures, document minimum qualifications, revise job class specifications and aid in the setting of appropriate levels of compensation.

As an example, a job analysis consists of a thorough analysis of the job duties and knowledge, skills, abilities, and personal characteristics (KSAPCs) required for success in a certain position. To obtain the required information, analysts inquire, via various means such as surveys, of employees who have performed the job duties for a designated amount of time.

**AutoGOJA  
KSAPC/Physical Requirement to Job Duty Linkage Summary Report**

Report Generation Date: 3/27/2015

Addresses Section 15C(2) of the Federal Uniform Guidelines on Employee Selection Procedures

Organization: City of Cincinnati

Job Title: AUTOMOTIVE MECHANIC

KSAPC Statement*	Best Worker Rating	Required (MQ) / Helpful (HQ)
Knowledge of: Types and characteristics of various fluids that are put into automotive components.	4.00	Required
Ability to: Retain information such as test procedures replacement procedures and of sequence of operations.	4.00	Helpful
Skill to: Operate basic PC computer programs.	4.22	Required
Ability to: Write clearly and concisely to complete reports and forms.	4.22	Required
Skill to: Perform work on components of equipment including cleaning diesel fuel systems, repairing and adjusting carburetors, repairing hydraulic systems of all kinds such as brakes, engines, oil and water, installing electrical equipment.	4.33	Required
Knowledge of: Basic installation procedures for electrical components on equipment.	4.33	Required
Ability to: Comply with practices, policies, and procedures of the department such as keeping work area clean and accessible and regulations dealing with safe and proper use of equipment and tools.	4.33	Required
Ability to: Adapt to any situation, learn and retain up-to-date changes in the servicing and installation of electrical systems and components of equipment.	4.33	Required
Knowledge of: All of the various systems associated with automotive equipment, including fuel carburetion, fuel pumps, fuel injection, brakes, steering, transmissions, suspension, electrical, cooling, lubrication, air conditioning systems, ABS brake systems, and hydraulics.	4.40	Required
Skill to: Use mechanics hand tools and test equipment associated with automotive repair, maintenance, overhaul, and replacement including pullers, filler gauges, pressure gauges, volt and ohm meters, micrometers, timing lights, etc.	4.44	Required
Knowledge of: Operating and repair characteristics of a variety of automotive equipment such as cars and trucks.	4.44	Required
Ability to: Work in awkward body positions such as kneeling, stooping, and laying on back for long periods of time.	4.44	Required
Ability to: Plan and organize work so that all parts needed to complete a project are ordered ahead of time when possible.	4.44	Required
Ability to: Improvise by using materials on hand in order to reactivate equipment in emergency situations.	4.44	Helpful
Ability to: Detect unsafe work behavior.	4.44	Required
Ability to: Conduct, read, and interpret results shown on testing devices.	4.44	Required
Knowledge of: The design and function of two and four cycle internal combustion engines and diesel engines.	4.45	Required

## TESTING REDESIGN: DEPARTMENT-SPECIFIC EFFORTS

The City had specific sub-goals related to selection involving the increased representation of protected groups within the sworn services. The following actions were taken to move towards goal achievement.

### PUBLIC SAFETY POLICE TESTING



As mentioned in the previous report, specific to testing for Police and Fire, Ergometrics is an organization that provides court-defensible testing products that minimize adverse impact. The testing method usually includes a video-based recruitment examination, referenced earlier, that was introduced during the Fire and Police recruit process for the City for the first time a few years ago. This method of testing was introduced to the City of Cincinnati based on the various court cases throughout the United States where adverse impact was an issue with the tests that were being administered. It led the way for the City's use of its first video simulation public safety testing for Police Recruit and Fire Recruit in early 2012.

The Human Resources Department has continued to work closely with the Cincinnati Police Department and the Department of Justice to proactively address and allay concerns related to adverse impact in public safety testing and hiring.

In addition, the services were expanded to develop tests for classifications used across the City. The focus is positions within the Greater Cincinnati Water Works. The goal remains to provide valid tests that are relevant and fair. The goal is to evaluate applicants and assess for the best qualified fit.

### DEPARTMENT OF JUSTICE COLLABORATION CONTINUATION

The City has been a party to a Consent Decree with the Department of Justice (DOJ) since 1981. The purpose of the Consent Decree was to ensure that the hiring, promotion, assignment, or other employment policies did not disadvantage protected groups. The principles of ensuring that protected groups are not disadvantaged are valuable and applicable Citywide. However, the Consent Decree was issued regarding the specific recruitment and hiring practices of the Cincinnati Police Department (CPD).

In compliance with the Consent Decree, the City provides the DOJ with bi-annual reports on the race and sex of applicants and promoted employees.

Additionally, the City entered into an agreement with Ergometrics to conduct a criterion study to evaluate the success of candidates on the job in relation to testing performance.

The Criterion Study was initiated in accordance with the City's collaborative efforts with the Department of Justice to take proactive steps to ensure public safety testing for Police

Recruits is producing qualified candidates that are successful in job performance. This is a phase of test validation that compares actual job performance to identify potential correlation between job success and test scores.

The concept is that a test can predict the success of job performance. If a candidate scores well, it is predictable that they will perform well on the job. The test used in Cincinnati is the FrontLine National test. It has been tested and validated in other Cities and is considered a gold standard for testing the needed skills and dimensions of a public safety officer, while not having an adverse impact on traditionally protected groups. The Criterion testing components were conducted over 2015 and the preliminary report is under review.

This is yet another way the City is incorporating strategies to recruit, test, select, and hire in a fair, but effective manner.

#### **“DOUBLE BLIND” PROCESS**

When a test is designed, there is reliance on subject matter experts to ensure the scope of the testing is relevant to the agency. The City has traditionally relied on internal subject matter experts to review test items and evaluate usefulness and relevance. In an effort to further ensure fairness and to remove even the perception of impropriety of internal departmental subject matter experts, the City and Ergometrics relied on external subject matter, as well as internal job analysis and focus group data, to develop test items. This removed the opportunity to assume that internal experts geared the test to support any individuals. It also veiled internal experts from erroneous accusations that test items were leaked or confidentiality was broken. This process was used in both Police and Fire promotional testing. It was received with mixed response. Some test takers asserted that internal experts were required to ensure that test items reflected the “Cincinnati way.” Others were more comfortable with the generalized testing scope that addressed competency based skills more so than anecdotal information

#### **RECRUITING - POLICE**

Following is a summary of some of the outreach efforts the Police Department made in 2015. The steps taken were two-fold in that they increased awareness about careers in law enforcement and served to recruit the minority population into the ranks of the Cincinnati Police Department.

The recruiting team participated in Career Fairs at historically black colleges and universities including Georgia State, Clark University, Fisk University, Spellman College, Morehouse, and Central State. They also made themselves available at neighborhood forums that featured topics of minority interest in College Hill, Forest Park, and Pleasant Ridge

Advertisements were funneled through 150 African American churches in the Greater Cincinnati area, 50 African American professional and social groups in the area, as well as 50 African American beauty and barber shops. They reached out to 700 minority veterans ages 21-35 in Hamilton, Butler, Warren, Clermont, and Montgomery Counties, as well as 2500 female veterans between age 21 and 30 in Hamilton, Butler, Warren, and Clermont Counties.

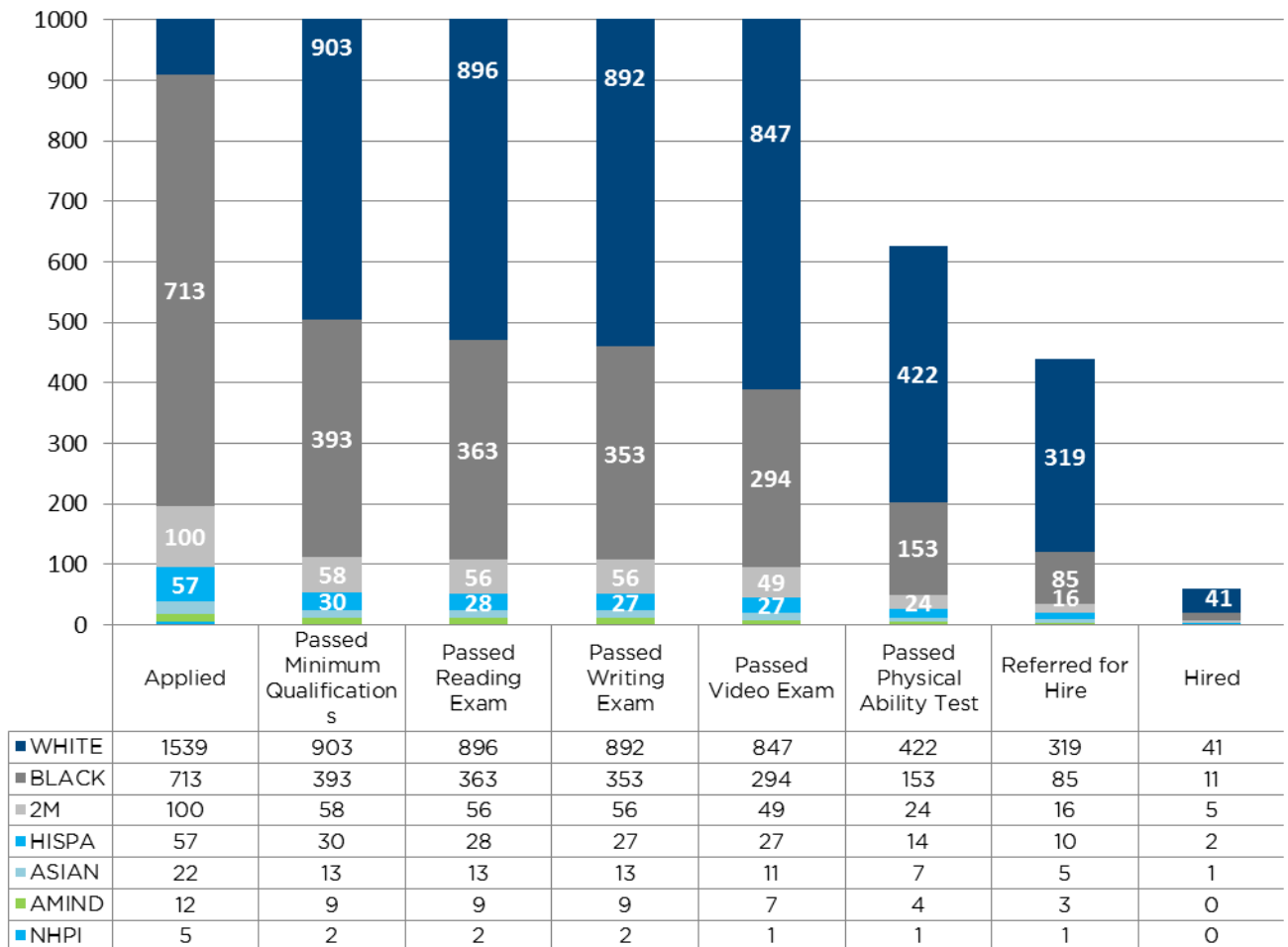


During the month of December, efforts were concentrated on on-air and on-site radio advertisements with La Mega and WIZF the WIZ Radio One, in addition to BlackPeopleMeet.com. The recruiting team also used Voice of Your Customer, a minority owned marketing firm that assists clients to penetrate niche markets, to procure dates to meet with minority based college organizations.

As a result of the 2015 recruiting efforts, 2,448 applicants signed up to compete in the Police Recruit exam process. The recruiting team’s efforts netted a 22% increase in the number of applicants from the previous year’s applicant pool. Females and minority males comprised 33% of the applicants, while 15% of the applicants identified as veterans.

The chart on the next page chronicles the candidates’ participation and success in the various phases of the examination process.

POLICE RECRUIT PROCESS BY RACES

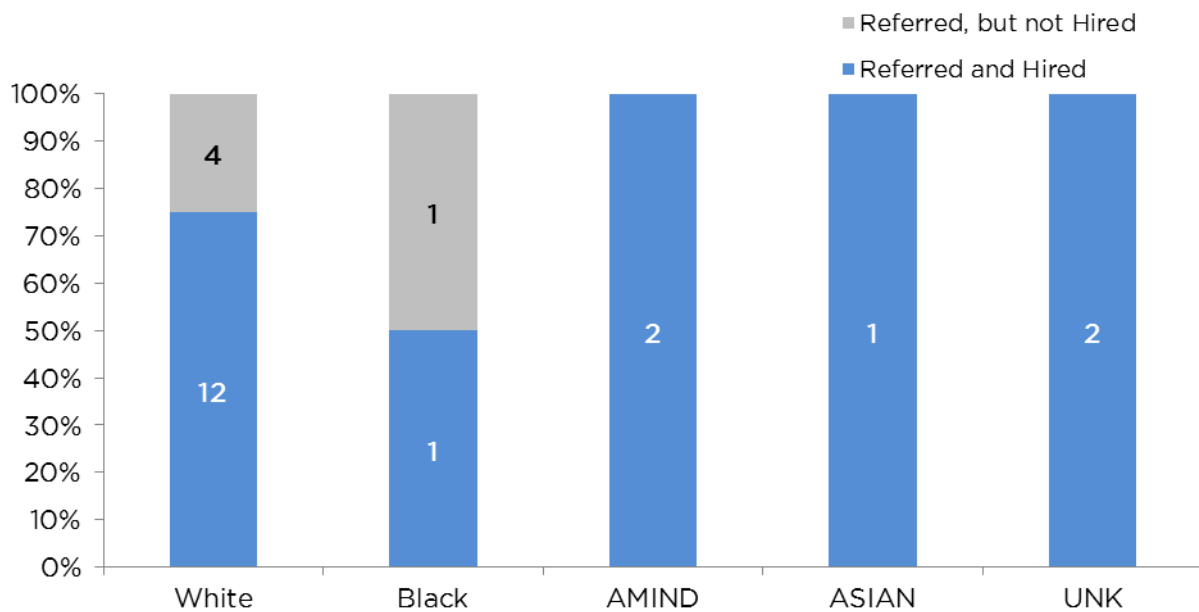


The next step in the process is the 26-week training program. Training will begin for the 105<sup>th</sup> Recruit Class later this year. Females comprise 16 or 27% of the recruit class while males comprise 44 or 73% of the recruit class.

**POLICE OFFICER - LATERAL ENTRY PROCESS**

In 2015, the City again used the Lateral Entry Process as another means to enhance its diversity initiatives across the City’s structure. The graph below reflects the number of successful candidates who completed the process for hire. More detailed information is provided on the following page.

**POLICE LATERAL ENTRY HIRES BY RACE**

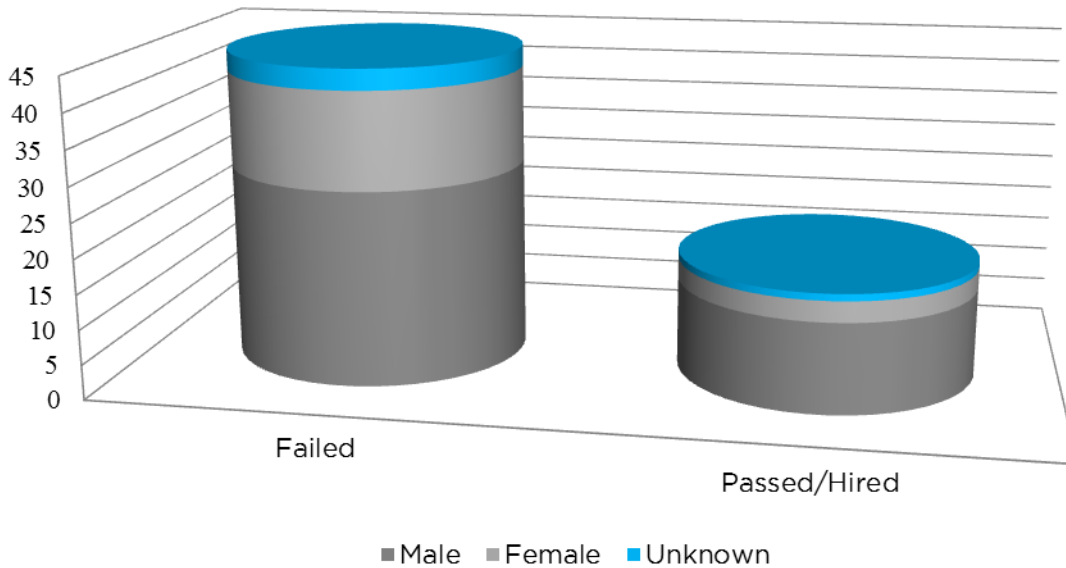


As illustrated below, the 133 applicants represented a diverse ethnic grouping. The process resulted in 18 hires inclusive of a minority representation of 25%. Females represented less than 10% of this applicant pool. Two-thirds of the female applicants did not meet the minimum qualifications. Two of the four remaining candidates participated in the structured oral interview, with one advancing, unsuccessfully, to the physical ability component of the exam.

Step	Group	Start	Passed	Failed	Step	Group	Start	Passed	Failed
Application Received	AMIND	2	0	0	Eligibles Referred	AMIND	2	2	0
	ASIAN	1	0	0		Asian	1	1	0
	BLACK	19	0	0		BLACK	4	2	2
	HISP	3	0	0		HISP	0	0	0
	WHITE	103	0	0		WHITE	18	16	2
	2ORM	2	0	0		2ORM	0	0	0
	UNK	3	0	0		UNK	2	2	0
	<b>Total:</b>	<b>133</b>	<b>0</b>	<b>0</b>		<b>Total:</b>	<b>27</b>	<b>23</b>	<b>4</b>
Minimum Qualification Review	AMIND	2	2	0	Referred Hired	AMIND	2	2	0
	Asian	1	1	0		ASIAN	1	1	0
	BLACK	19	6	13		BLACK	2	1	1
	HISP	3	1	2		HISP	0	0	0
	WHITE	103	48	55		WHITE	16	12	4
	2ORM	2	2	0		2ORM	0	0	0
	UNK	3	3	0		UNK	2	2	0
	<b>Total:</b>	<b>133</b>	<b>63</b>	<b>70</b>		<b>Total:</b>	<b>23</b>	<b>18</b>	<b>5</b>
Structured Oral Interview	AMIND	2	2	0	Exam Overall	AMIND	2	2	0
	ASIAN	1	1	0		ASIAN	1	1	0
	BLACK	6	4	1		BLACK	19	4	14
	HISP	1	0	0		HISP	3	0	2
	WHITE	48	20	6		WHITE	103	18	63
	2ORM	2	1	1		2ORM	2	0	2
	UNK	3	3	0		UNK	3	2	1
	<b>Total:</b>	<b>63</b>	<b>31</b>	<b>8</b>		<b>Total:</b>	<b>133</b>	<b>27</b>	<b>82</b>
Physical Ability Exam	AMIND	2	2	0					
	ASIAN	1	1	0					
	BLACK	4	4	0					
	HISP	0	0	0					
	WHITE	20	18	2					
	2ORM	1	0	1					
	UNK	3	2	1					
	<b>Total:</b>	<b>31</b>	<b>27</b>	<b>4</b>					

**PROMOTIONAL TESTING - SERGEANT**

In 2015, the City administered the Police Sergeant promotional exam. There were 115 applicants, resulting in 62 candidates being referred for hire. Additionally, candidates were promoted from the previous eligible list. From both lists combined, a total of twenty-one candidates were promoted to the rank of Sergeant. Females and minority males represented approximately 29% of those promoted to Sergeant.



**PROMOTIONAL TESTING - LIEUTENANT**

In 2015, the City administered the Police Lieutenant promotional exam. There were 29 candidates who completed the four-phase process resulting in 8 candidates being promoted to Lieutenant. Females represented approximately 25% of those promoted to Lieutenant.

Lieutenant Promotional Exam Candidates		
	Passed	Hired
Candidates	30	8
White Male	20	5
White Female	1	1
Black Male	5	1
Black Female	3	1
Other Male	1	0

**PROMOTIONAL TESTING - CAPTAIN**

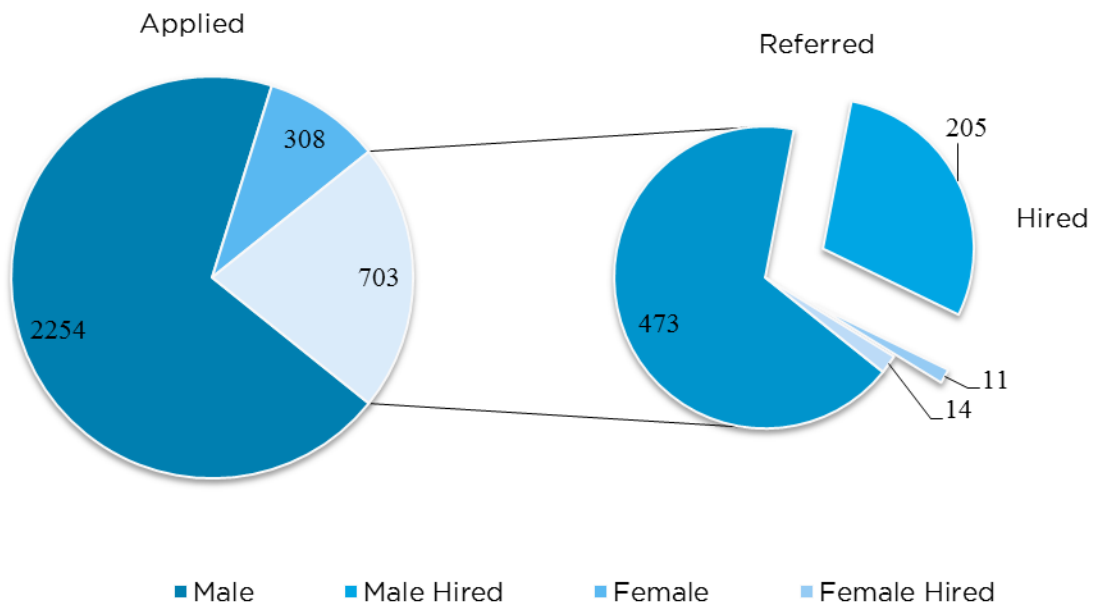
The Police Captain promotional exam was also administered in 2015. There were 13 applicants; ten male and three female applicants. Four candidates were promoted to Captain; two males and two females.


Captain Promotional Exam		
	Passed	Hired
Candidates	8	4
Male	4	2
Female	4	2

RECRUITING - FIRE

The City continues efforts to increase diversity within the ranks of Fire as well with an emphasis on female representation within the sworn protected services. Of the 3,240 applicants who signed-up to compete in 2015, approximately 10% were female. There were a total of 703 individuals that passed the examination.

FIRE RECRUIT BY GENDER





*"I do believe that, under the law, and  
under our public policy, everyone  
deserves and should have a right to  
enjoy equal employment  
opportunity."*

*Derrick L. Gentry*

## TRAINING AND DEVELOPMENT

The Human Resources Department and Leadership Development Coordinator spent 2015 fine-tuning the new Talent Development Campus (TDC). Formerly known as the Human Resources Development Academy (HRDA), the new program is the result of much team work, research and dedication. TDC is a work in progress with continuous growth and improvement at its core. The five-year plan is built into the platform with the expectation that our end-users will provide us with professional and authentic feedback. Great care has gone into planning the sessions, preparing facilitators, and crafting the message in its entirety.

In this new program, there will be an ever-growing number of opportunities to extend learning through out-of-class activities, book clubs, facilitation sessions, etc. with input from employees, local businesses, and regional leaders in the educational field whose expert ideas, feedback and support we intend to harness.

As the new Talent Development Campus becomes the official headquarters for 21st Century innovative professional development that generates tomorrow's workforce today, we excitedly look forward to future developments, as we continue on our progressive path to lifelong learning yielding the benefits of feedback from all participants. We learn together, we grow together.



The New Employee Orientation (NEO) sessions are offered throughout the year. All newly hired employees are required to complete the organization session within 30 days of hire. To supplement this learning opportunity, agencies are also required to provide an internal session for employees to familiarize them with the

nuances and operations of their home agency.

During 2015, 12 New Employee Orientation sessions were offered with 253 new hires in attendance. Topics covered during the day-long NEO include ethics, retirement, Human Resources policies and procedures, healthy lifestyles and health benefits. During the orientation, new employees are able to meet key staff from various departments who will support them through the onboarding process. During NEO employees can expect to meet staff from the Human Resources Department, Risk Management, Retirement, and Union Representatives.

Customized learning will continue to be cascaded across the City throughout the next reporting year.

This image represents additional talent development opportunities offered during 2015 relative to the City's goal of realizing a culturally diverse workforce of high-performers functioning in an inclusive work environment. One hundred six employees participated in these offerings.



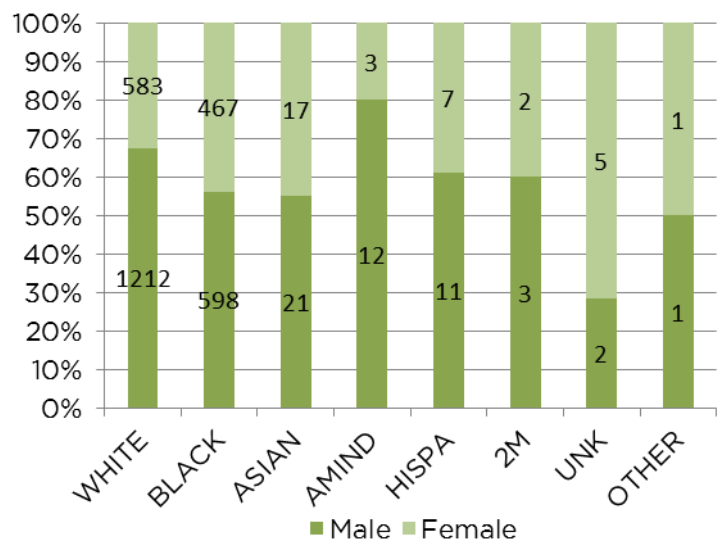
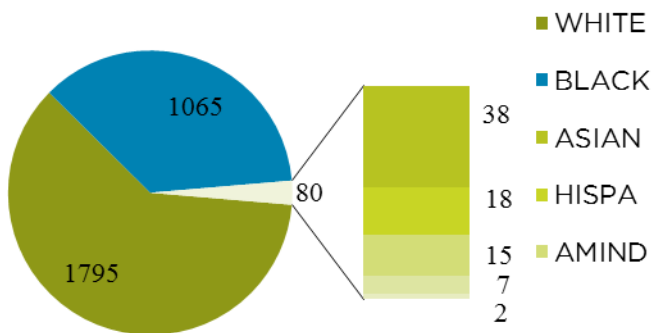
The attendance in these and other educational areas was higher than that achieved in 2014, despite the continued suspension of the internal training program. In 2015, the City continued to focus on the long-term goal to develop a 5-year Workforce Development Plan. In fact, during the last reporting year, 939 employees attended the Administrative Regulation No. 25: Non-Discrimination sessions.

The Professional Development team was also busy preparing for the All-Star Games hosted by Cincinnati for the third time; it had been more than 20 years since the last event. Hundreds of employees and regional partners participated in the City’s well-crafted service/informational sessions. We welcomed staff from private parking companies, DUKE Energy, local restaurants, the Cincinnati USA Chamber, The Marriot of Northern Kentucky, Metro/Sorta, as well as TANK, and many others. These organizations look to the City of Cincinnati as the service excellence provider for game changing experiences in our training programs.

In analyzing the City’s workforce composition, including full-time and part-time staff, in comparison to the record of employee training enrollment, more than 50% of the total number of employees represented in each ethnic group - with the exception of those identified as PACIF - participated in training opportunities during the 2015 reporting year.

This chart identifies the number of participants by gender and ethnic background.

TRAINING PARTICIPATION BY RACE



Throughout the year, the City offered opportunities that spanned the gamut for professional and personal development from mandatory compliance related topics and safety requirements to recommended skill building opportunities and optional opportunities with a focus on the health and well-being of the workforce.

This non-exhaustive listing of training and development opportunities provided last year reflect the City's commitment of championing an environment of continuous learning.

A Sampling of Course Offerings		
Respirator Protection	Parks Playground Inspection	Basics of Employee Benefits
HAZCOM Update-GHS	JU Work Order Training	Understand Your Budget
MSD Wastewater Recycling and Waste Minimization	Injury Procedures for Supervisors	Basic Computer Skills
Lockout/Tagout Energy Sources	Managing Work Injuries	Pre-Retirement Planning
PERRP Advanced Safety Class	Nonviolent Crisis Intervention	Pre-Retirement-Life After Work
Defensive Driving	Performance Evaluation	General Safety/First Aid
Ohio Ethics	14 Steps of Management Part I and Part II	CPR/First Aid
Annual SBE Refresher Course	Characteristics/Leadership	Stress Reduction
Family Medical Leave Act	Bankable Leadership	Mindfulness
Civil Service Commission Informational Sessions	Introduction to Excel	Youth Employment Mentors Training
Communication Skills	Excel 1	Healthy Rhythms
Communication I	Excel II	Computer Basics
Successful Listening Skills	Conflict in the Workplace	Hospitality Orientation
Customer Service Updated	Resolving Conflict	Annual Report Processing
Cultural Intelligence	PowerPoint for Beginners	Understanding Anger
Emotional Intelligence	HTML5 with JavaScript and CSS3	Social Media Savvy

**EMPLOYEE COMPLAINTS**

By policy and practice, the City encourages employees to take the actions they feel are necessary to protect their rights. Employees have the option of filing both internal and external complaints to address and resolve EEO concerns.

**Employee Complaints - Internal**

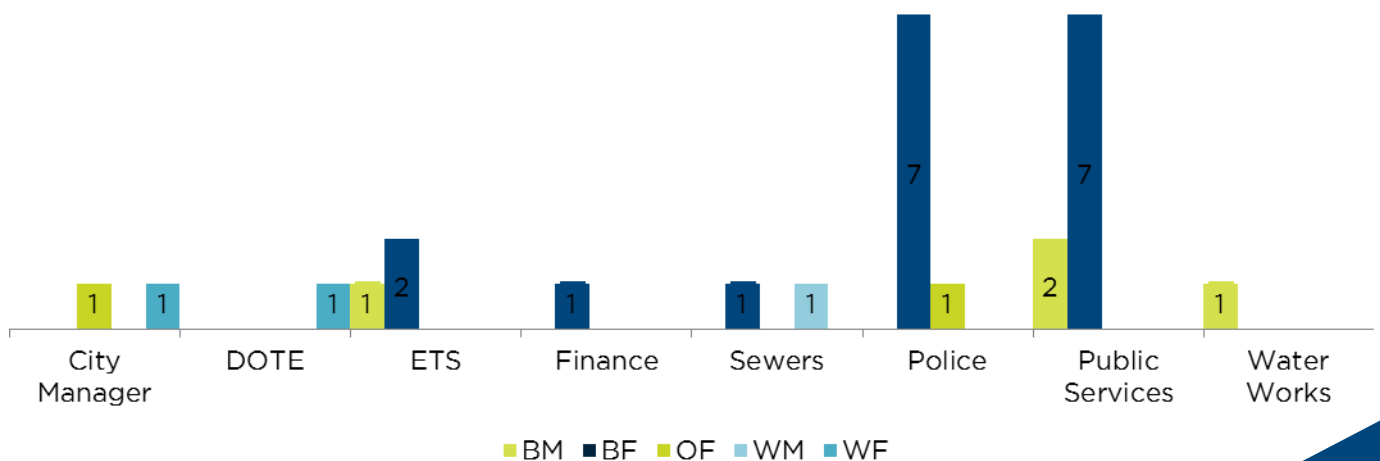
In 2015, a total of 27 internal Equal Employment Opportunity (EEO) complaints were filed. EEO complaints are deemed as such when the basis of the allegations presented is based on a recognized protected characteristic. The City’s list of protected characteristics is more expansive and protective than the federal guidelines outlined in Title VII of the Civil Rights Act. The City’s list includes:

- Race
- Gender
- Age
- Color
- Religion
- Ethnic origin
- Appalachian Regional Origin
- Disability status
- HIV status
- Marital status
- Sexual orientation
- Transgendered status
- National origin
- Retaliation for filing a claim based on a protected characteristic

**INTERNAL COMPLAINTS – EEO**

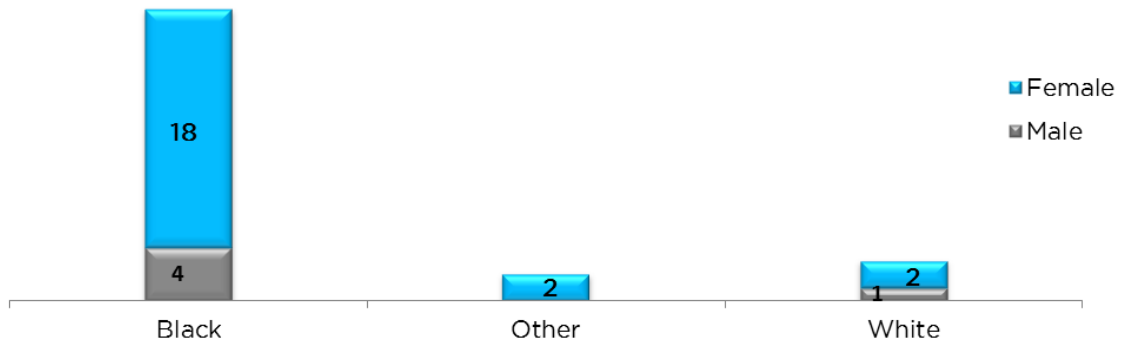
The graph below reflects the total EEO complaint counts for 2015 in each of the respective City departments. The Human Resources Department continues to provide learning opportunities for employees to inform all staff of their responsibilities and rights with regard to EEO compliance and workplace behavior standards.

EEO COMPLAINTS BY AGENCY



### EEO COMPLAINTS BY GENDER

This graph reflects the total EEO complaint counts for 2015 based on the gender of the complainant.



### EQUAL EMPLOYMENT OPPORTUNITY ADVISORY BOARD

Resolution and closure of employee complaints are achieved through mediation or investigation. The City provides an additional level of recourse for employees who may exercise their right to appeal the decision rendered from an investigation. The appeal process was established in 1988. The process includes a review of the matter through a three-member Board whose members are appointed by the City Manager. The Equal Employment Opportunity Advisory Review Board (EEOARB) is comprised of three members and three alternates who serve in their absence. The members are volunteers. Board members must be knowledgeable in EEO and/or Affirmative Action laws. Of the three, one must be a City employee with the remaining two having a community interest or a legal background. Board members serve three-year terms. Terms for the current members will expire in the coming year.

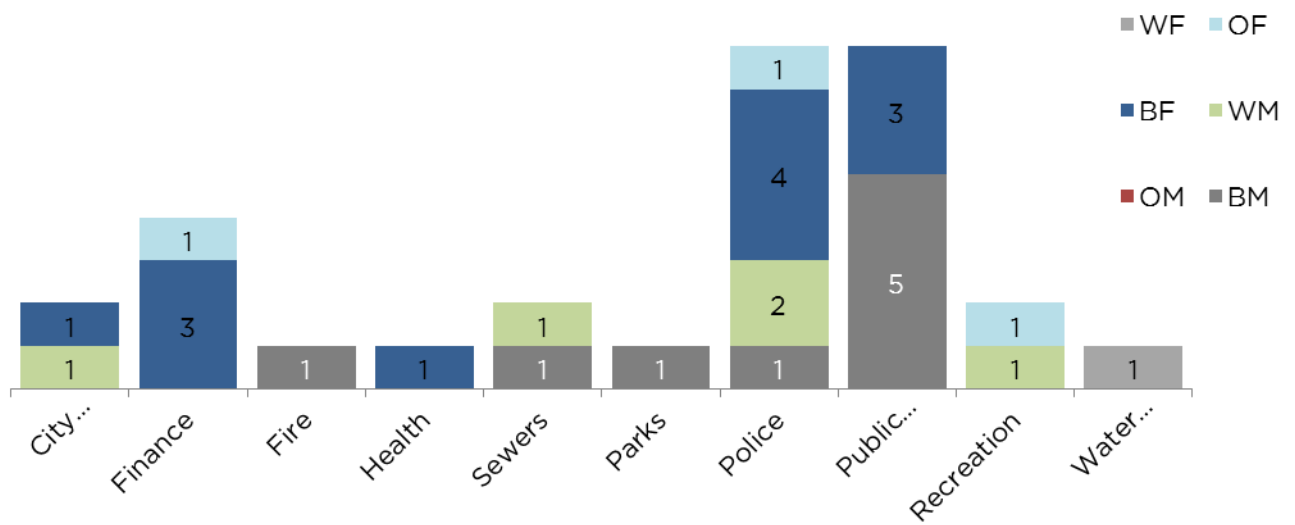
The Board convenes when an employee requests a hearing subsequent to investigation of an EEO complaint. The Board provides recommendations to the City Manager who maintains final authority in the outcome of such matters. In 2015, there were two hearings conducted by the Board. In both matters, the Board concurred with the findings rendered by the Employee Services Division. The Employee Services Division of the Human Resources Department is responsible for ensuring agencies implement the recommendations as approved by the City Manager. In follow-up to one hearing, the Employee Services Division researched data relevant to an employee's claim of back pay owed to determine the amount due the employee, if any.

EEOARB Appeals	
Total Appeals	2 Complainants
Public Services (1)	White Male
Transportation and Engineering (1)	White Female

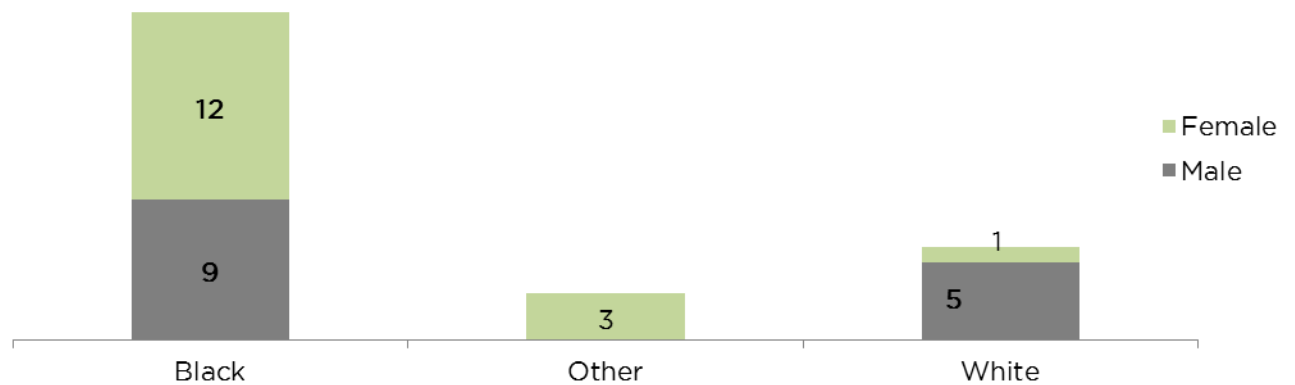
**INTERNAL COMPLAINTS - EMPLOYEE RELATIONS**

With regard to the employee relations (or interpersonal) complaints, which have been determined to involve concerns other than those categorized as EEO based, HR works with agencies to ensure appropriate attention is focused on addressing and resolving concerns of this nature. In 2015, there were 30 Employee Relations complaints filed with the Human Resources Department compared to 35 filed in 2014. All complaints were resolved successfully with an emphasis on achieving long-term resolution.

EMPLOYEE RELATIONS COMPLAINTS BY AGENCY



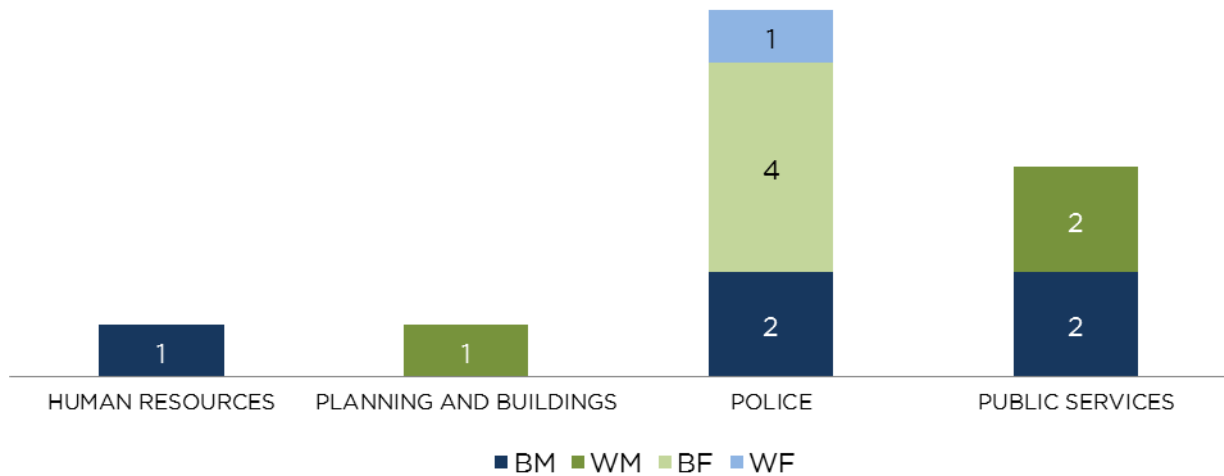
EMPLOYEE RELATIONS COMPLAINTS BY GENDER



**EXTERNAL COMPLAINTS**

In addition the internal reporting process, employees may also seek resolution of concerns through external agencies, which include the Equal Employment Opportunity Commission (EEOC) and the Ohio Civil Rights Commission (OCRC). Complaints filed by gender, ethnicity, race, and department are outlined in the External Complaints graph.

**EXTERNAL COMPLAINTS BY DEPARTMENT**



In 2015, employees filed a total of 13 complaints, 3 with the EEOC and 10 with the OCRC. The graph above identifies the City agencies from which employees, who are identified by their race and sex, filed external complaints.



There was a 62% increase in the number of complaints filed from the previous year. Ten involved allegations of discrimination, 2 retaliation, and 1 building code enforcement matter. Two were dispositioned with no action required; the remaining eleven have not yet been determined.

**AMERICANS WITH DISABILITIES ACT**

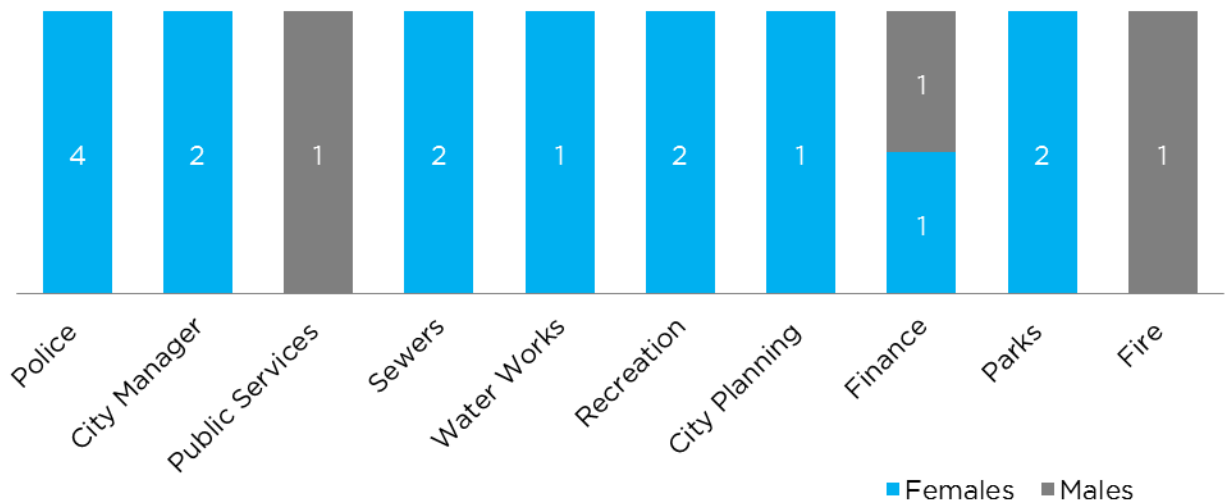
**REASONABLE ACCOMMODATIONS**

Reasonable Accommodation (RA) is a modification or adjustment to a process, or work environment that enables a qualified person with a disability to be considered for a position, in order to perform the essential functions of a job, or to enjoy the same benefits and privileges of employment, or learning as are enjoyed by similarly situated individuals without disabilities.

The City remains in compliance with the Americans with Disabilities Act (ADA) of 1990 and Revised ADA Regulations. Implementing Title II and Title III prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation. The ADA clarifies that an individual must be covered under an actual disability, or have a record of disability, in order to qualify for reasonable accommodation.

During the 2015 reporting period, the City granted 18 formal accommodations. The graph below identifies the accommodations made in the various City agencies according to the gender of the employees accommodated.

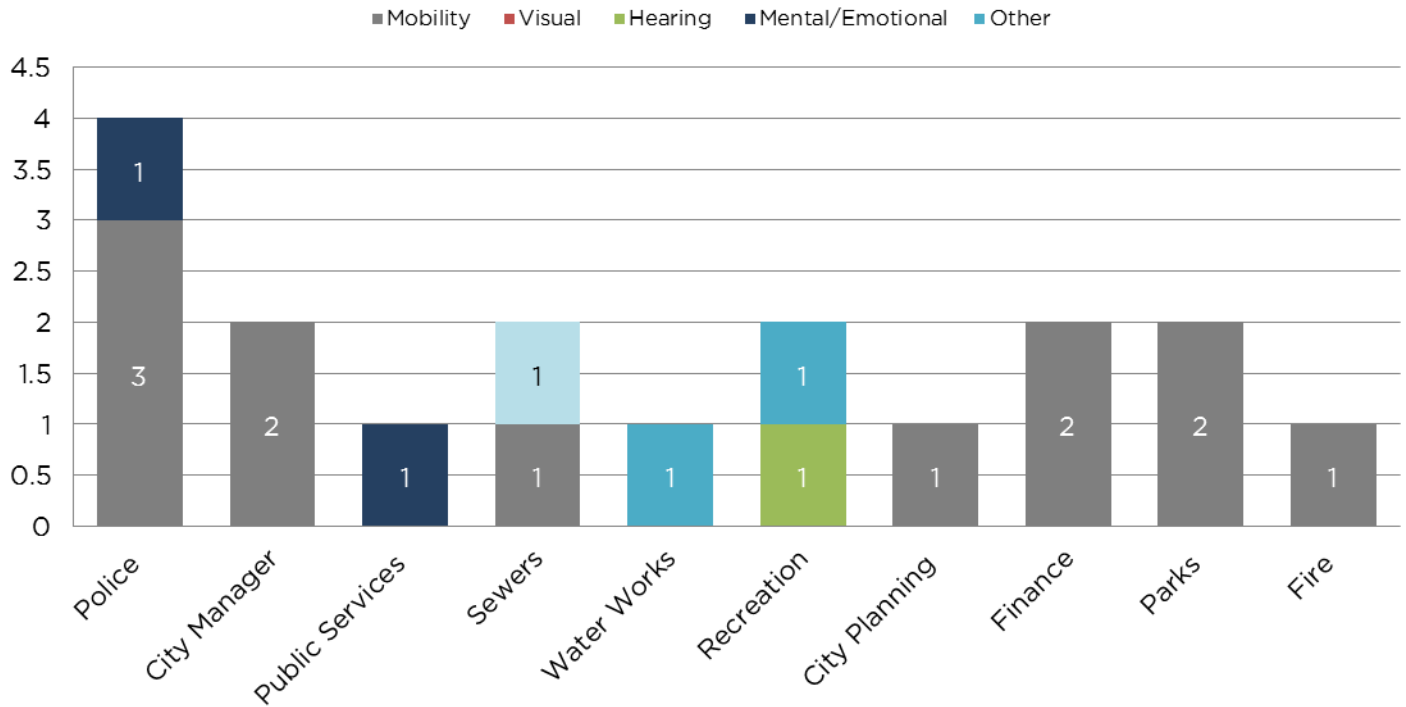
ACCOMMODATIONS BY AGENCY





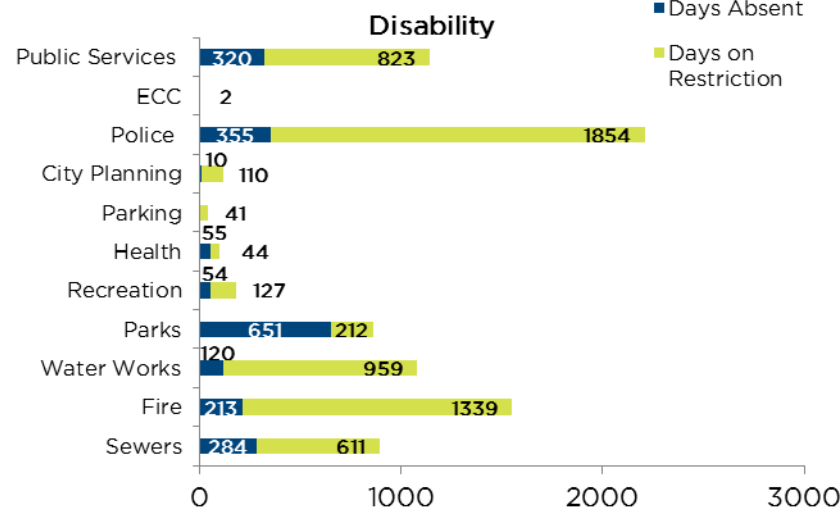
The graph below identifies the types of accommodations made with regard to the various categories of need; i.e., mobility, visual, hearing, etc. In 2015, the majority or 67% of the accommodations made involved mobility limitations that resulted in accommodations such as providing parking spaces closer to the employee’s worksite and/or access to shuttlebus service.

**ACCOMMODATIONS BY CATEGORY**



## INJURIES AND DISABILITY

This section gives a brief overview of the injuries that employee have sustained while working

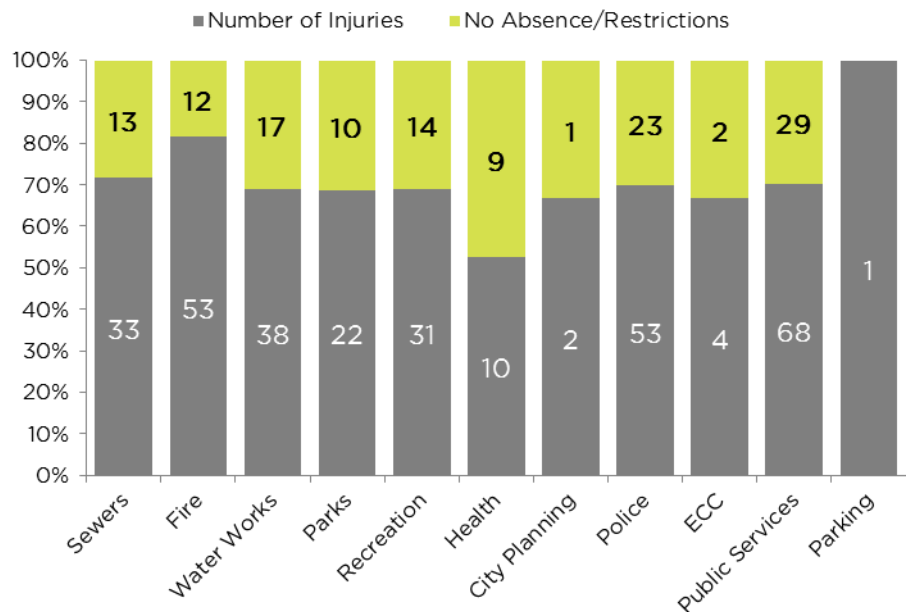


which have resulted in the inability to perform the basic functions of their job. The purpose of permanent and total disability benefits is to compensate an injured worker for impairment of earning capacity. The term 'permanent' as applied to disability under the workers' compensation law does not mean that such disability must necessarily continue for the life of the

injured worker but that it will, within reasonable probability, continue for an indefinite period of time without any present indication of recovery therefrom.

The ECC injury data reflects an occasion of two days away from work.

During 2015, the Human Resources Department made a concerted effort, with much success, to work with departments to identify, address, and reconcile the status of employees who had not been in a position to perform their regular duties for an extended period of time.



## CLIMATE ASSESSMENTS

The Human Resources Department continues to implement methods of identifying areas for improving organizational efficiencies and enhanced departmental work environments. To date, climate assessments were completed for several agencies and will continue to be performed on a citywide basis as a means of identifying areas for improvement and plotting the course for enhanced effectiveness of all agencies and staff. In 2015, a climate assessment was conducted for the Police Department.

### POLICE

At the request of the City of Cincinnati, Office of the City Manager, an independent climate assessment of the Cincinnati Police Department was conducted in response to personnel staff concerns of low employee morale, lack of departmental direction, and communication issues within the department. The assessment team of Make It Plain Consulting interviewed and surveyed the department's top brass, command staff, supervisors, sworn officers, union representatives, administrative, and civilian staff.

The assessment was conducted in phases. Phase 1 - individual executive interviews and focus group meetings were conducted with staff to capture perceptions about the issues/concerns in what frustrates personnel, what is working well in the department, what are the current challenges facing the department, and recommendations for addressing the challenges. As part of the focus group meetings, a survey was administered to allow personnel to rate (on a 10-point scale) four key areas: communication, workplace environment, job satisfaction, and staff morale. Phase 2 - an electronic survey was administered to department personnel. Phase 3 - consultant conducted site observations, collected and analyzed documentation to determine scope of issues and concerns.

### RECOMMENDATIONS

Based on individual executive interviews, focus groups and electronic surveys, the following three (3) themes emerged:

#### THEME 1: LACK OF COMMUNICATION (LOW STAFF MORALE)

81.6% of electronic survey respondents disagreed and strongly disagreed that the Cincinnati Police Department has effective communication up and down the chain of command. According to the electronic survey results, on a 10-point scale (10 being excellent), respondents rated the overall employee morale at a 2.29.

## THEME 2: LACK OF LEADERSHIP (STRATEGIC PLAN / DIRECTION)

76.8% of respondents disagreed and strongly disagreed that the Cincinnati Police Department leadership communicates organizational priorities to its members and aligns operational activities to support those priorities. According to the individual executive interviews and focus group sessions, common verbatim quotes related to challenges facing the department were.

“Lack of direction / communication from Chief to rank and file”

“The lack of clear direction”

“Lack of a vision, mission and strategy for the agency”

“Police are not deployed correctly. There are different deployment plans, but it comes down to the priorities and decisions of Senior Management, especially the Chief. It is not made clear as to the Unit Commanders or other rank and files, the reason Officers are deployed.”

## THEME 3: LACK OF TECHNOLOGY (OUTDATED SYSTEMS/EQUIPMENT).

Technology was the third most mentioned theme indicated by executive interviews, focus groups and electronic survey responses. Common verbatim quotes related to challenges facing the department.

“I.T. equipment is antiquated and software is outdated.”

“I.T. connectivity - mobilization of community - 3 phases: 1. Calls for services, 2. Communication with public community involvement, and 3. IT issues up to date to 2015.”

“IT issues: not enough dedicated resources to tend to IT issues; many processes are still not automated, example: Internal Transfer process.”

“I.T.: lack of current of age technology; lack of capacity.”

The information provided through the Climate Assessment resulted in leadership changes for the agency.

## UPDATES

### CINCINNATI RECREATION COMMISSION

At the request of the Director of the Cincinnati Recreation Commission, an independent assessment of CRC was conducted as a one year follow-up to an assessment conducted in September 2014. From September 2014 to January 2016, there are measurable improvements within CRC in relation to communications, staff morale and diversity. A total of 196 employees completed the survey. Staff understanding of CRC's vision and mission has improved 14%, supervisors praise and recognition of staff's good performance has improved 13%, staff morale and job satisfaction as a top priority of senior leadership has improved by 24% and CRC's addressing issues of diversity has improved by 30%.

The improvements noted above are the result of the Diversity Advisory Council (DAC) that was established subsequent to the Climate Assessment, and the additional subcommittees that resulted including Work Rules & Policies, Employee Engagement and Training & Development.

The DAC was established to offer insights and solutions to address diversity issues.

The DAC has developed and implemented a plan of action strategies to achieve three goals (1) create an internal staff transfer policy, (2) improve staff performance and morale, and (3) identify training and development opportunities for all staff.

### ACCOMPLISHMENTS

Accomplishments to date include the approval and implementation of the CRC internal transfer policy that was recently introduced by the Work Rules and Policies Committee. The Committee is reviewing the process to see if any improvements to the policy can be implemented.

- A cell phone replacement policy was implemented to help balance the cost of lost or broken mobile devices.
- A participant discipline matrix was designed to ensure fairness for our public participants as it concerns suspensions from programs or facilities.
- Updates to CRC's Manual of Policies and Procedures of which Admin #1 to Admin #21 has been reviewed.
- Development of standards and guidelines for mentors for the Employee Engagement Committee mentoring matrix.

The Employee Engagement Committee has created CRC's Social Events. These events were designed to help build morale among our employees outside of the work environment. The Blue Crew event at 16bit and The Ugly Sweater Christmas Party at Jockos had a 75% attendance rate from the department.

- Initiated the mentoring matrix in conjunction with the Work Rules and Policies and the Training and Development Committees. This program is designed to give employees a chance to develop skills and on the job training in positions of interest. It also helps the department in the attempt to create a succession plan for vacancies.
- Outstanding Service Award allows co-workers and supervisors the ability to nominate employees for outstanding service awards. The nomination can be made anonymously.
- Employee Recognition Award allows the DAC and the department the ability to recognize staff according to their years of service. Based primarily on 5 year increments, employees receive pendants, pens, and bottle openers to celebrate personal milestones.

The Training and Development Committee has developed a yearly training calendar. Continued progress is being made in researching training offered by City HR and CRC HR, some trainings and/or classes will be delivered by in-house trainers, but third party trainers will be necessary to help complete our goals and objectives.

- Professional tracks for employees to follow to help ensure success from the Supervising Recreation Coordinator level to part-time. The tracks will have short and long term calendars to follow. In the next phase input will be gathered from various levels to help develop the tracks and employees surveyed to see what training/classes they find important to their professional growth.
- The Training and Development Committee is also looking to help create/form the Community Center Director upcoming testing material. This is in the early stage of discussion of implementation.

Each Committee remains on track in accomplishing the goals and objectives for addressing areas identified for improvement.

#### METROPOLITAN SEWER DISTRICT

In response to a recommendation from the Human Resources Director, a climate assessment was initiated for the Metropolitan Sewer District to examine ways to address low morale within certain classification groups. The completed analysis and recommendations are expected soon.

#### Public Services

No updates provided for this report.



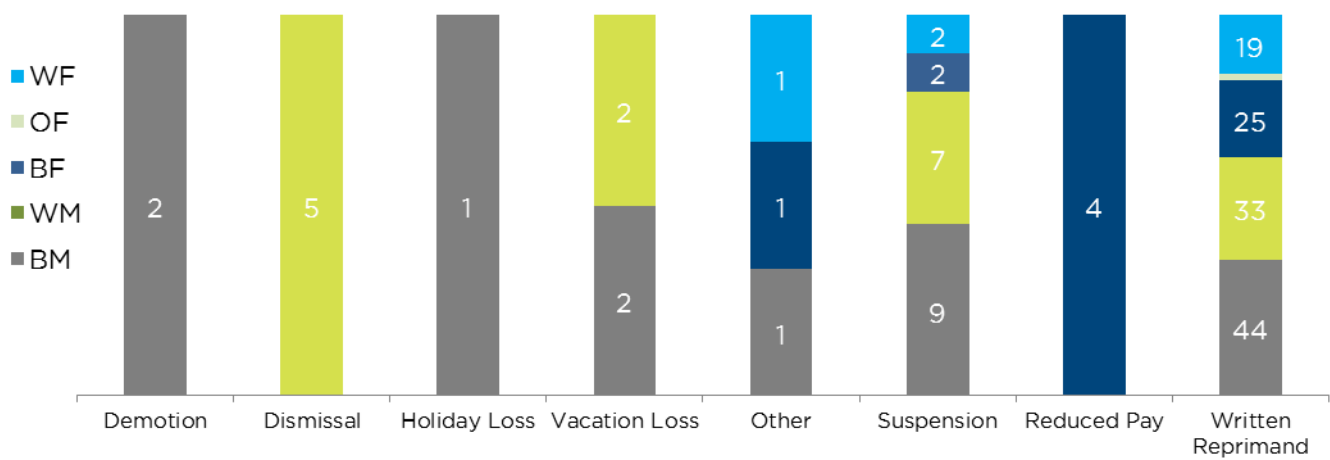
*“Our ability to reach unity in  
diversity will be the beauty and  
the test of our civilization.”*

*Mahatma Gandhi*

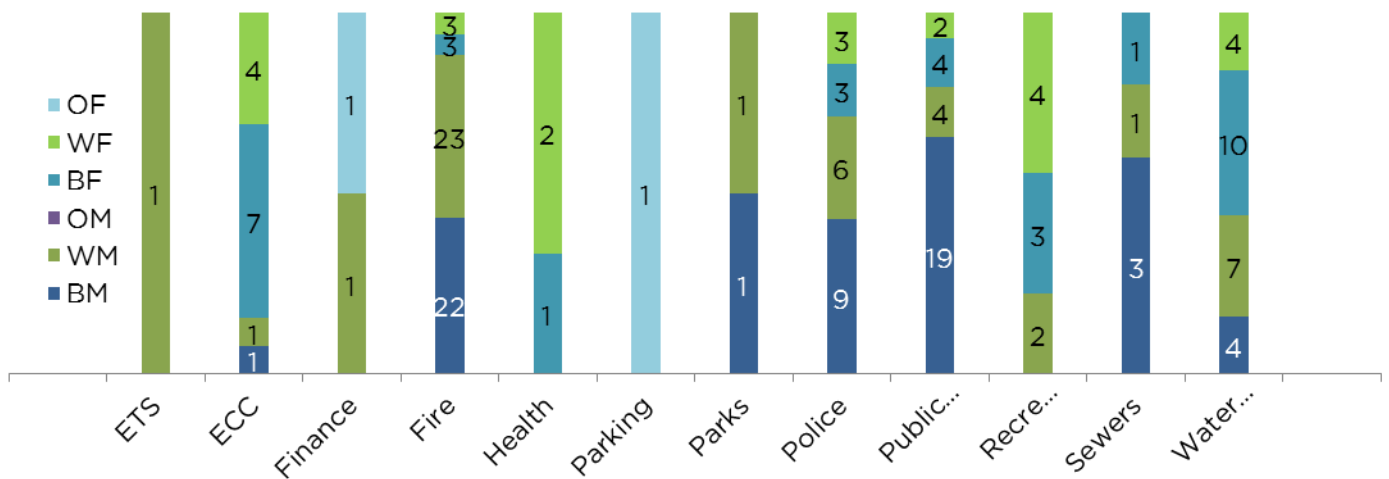
**CORRECTIVE ACTION**

In 2015 there were 162 instances of corrective action issued. When employees do not meet standards for performance or behavior, the need for corrective action results in sanctions such as those reflected in the charts below. The corrective actions identified below are according to the gender and race of the involved employees, as well as the respective City agency.

**CORRECTIVE ACTION BY PENALTY**



**Corrective Action by Agency**





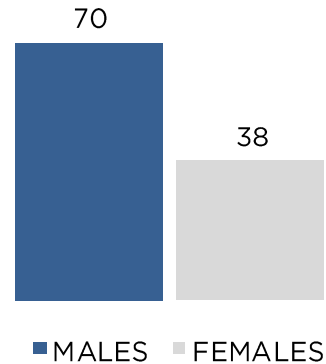
**EMPLOYMENT ACTIVITIES**

This section looks at various employment activities such as hires, transfers, promotions, and employee exits. The categories are broken down further based on gender, ethnicity, and race.

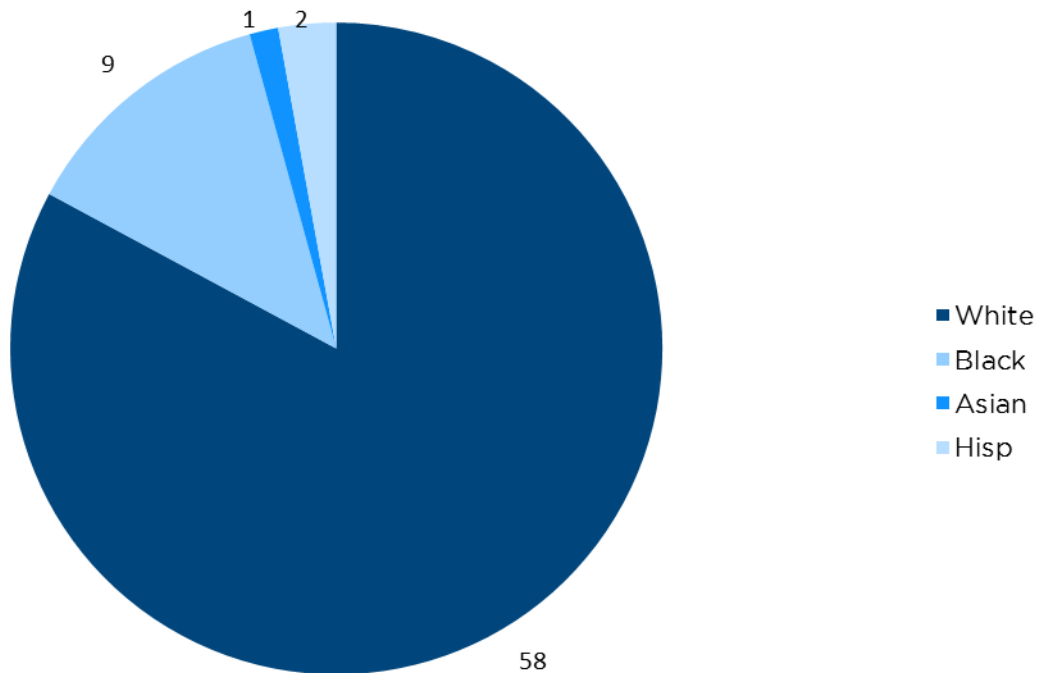
**CITY HIRING ACTIVITY**

In 2015, the City appointed 108 new hires. Minorities, including females, accounted for 46.3% of those hired.

Specifically, 35.2% were female, and 11% were minority males. As noted previously, the hiring process now includes structured oral interviews and Adverse Impact analysis is performed on all exams.



**NEW HIRES**

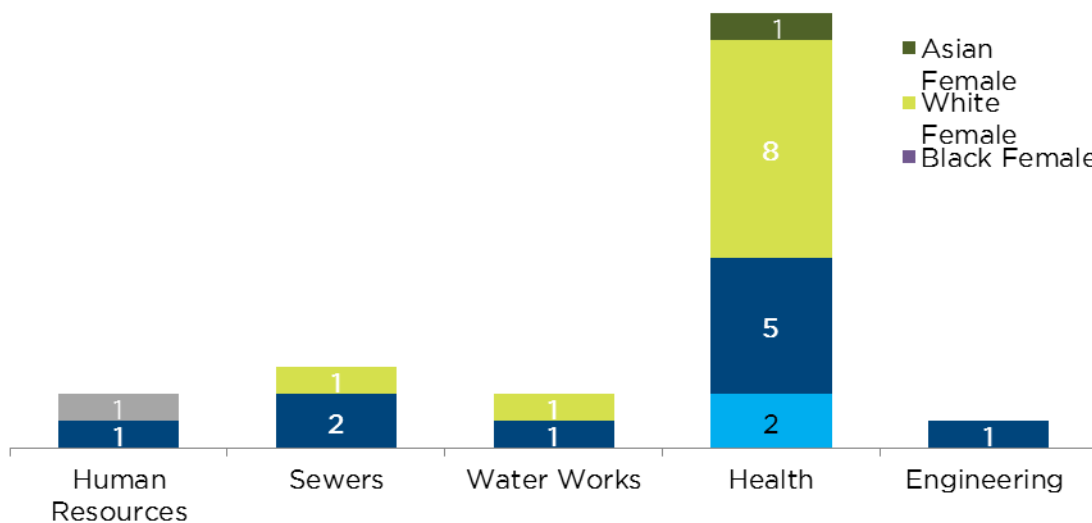


EXCEPTIONAL APPOINTMENTS

In accordance with Civil Service Rule 8, a vacancy in a position in the classified service where peculiar and exceptional qualifications of a scientific, managerial, professional or educational character are required, and upon satisfactory evidence that for specified reasons competition in such special case is impracticable and that the position can be best filled by a selection of some designated person of high and recognized attainments in such qualities, the Commission may suspend the provisions of the statute requiring competition, but no suspension shall be general in application, and all such cases of suspension shall be recorded in the minutes of the Commission with the reason stated.

Hires for 2015 also included exceptional appointments to five (5) City departments, Of the 108 employees hired, 26 or 24% were exceptional appointments. The Health Department had 18 of the 26 exceptional appointments in 2015. Of the total exceptional appointments 16 or 61.5% were members of a protected class; specifically, 14 or 53.8% were female and 2 or 23% were male.

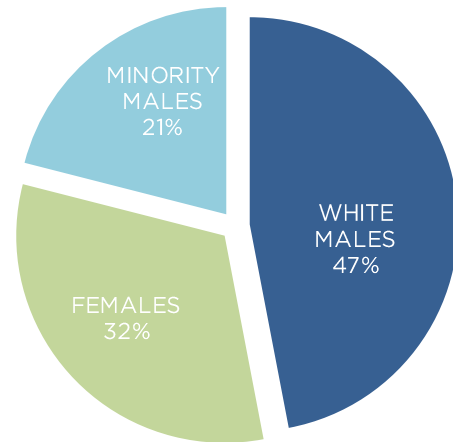
EXCEPTIONAL APPOINTMENTS BY DEPARTMENT



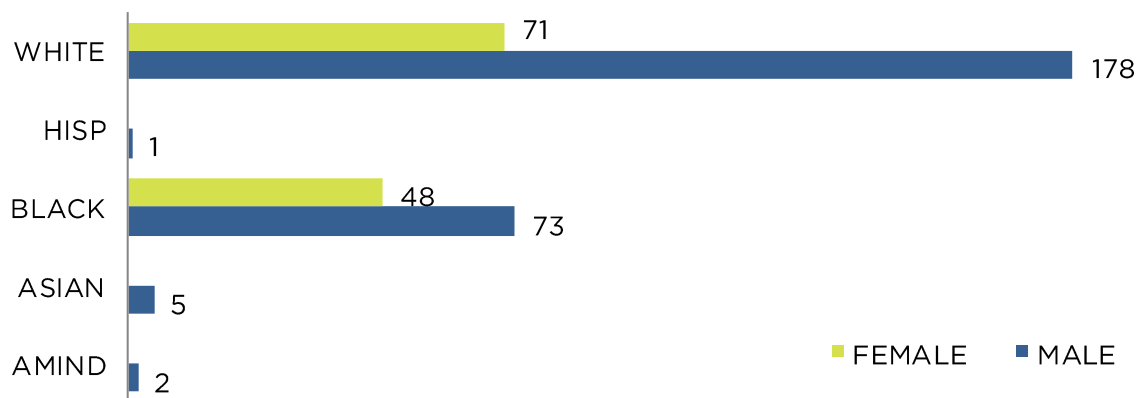
**PROMOTIONS**

There were 378 employees promoted in 2015. Minorities, including females, accounted for 52.9% of those promoted. Females comprised 31.5% of those promoted and male minorities accounted for 21.4%. The following protected groups also received promotions:

- BLACK: 121 (32%)
- AMIND: 2 (.53%)
- ASIAN: 5 (1.33%)
- HISP: 1 (.26%)



There were no females promoted from the AMIND, Asian, or HISP ethnic groups.



## SEPARATIONS FROM CITY SERVICE

Gaining an understanding of the reasons why employees leave City service is an important element of developing an effective EEOP in that it helps to gauge conditions in the agencies. This is useful in various areas of strategic planning including considering any need for job modification with regard to efficiency for the organization and succession planning, and job satisfaction for employees to retain talent.

Efforts to provide convenient technology-based access to the exit process are underway. A goal for 2016 is to complete the efforts made thus far to revamp the exit interview process and tracking system.

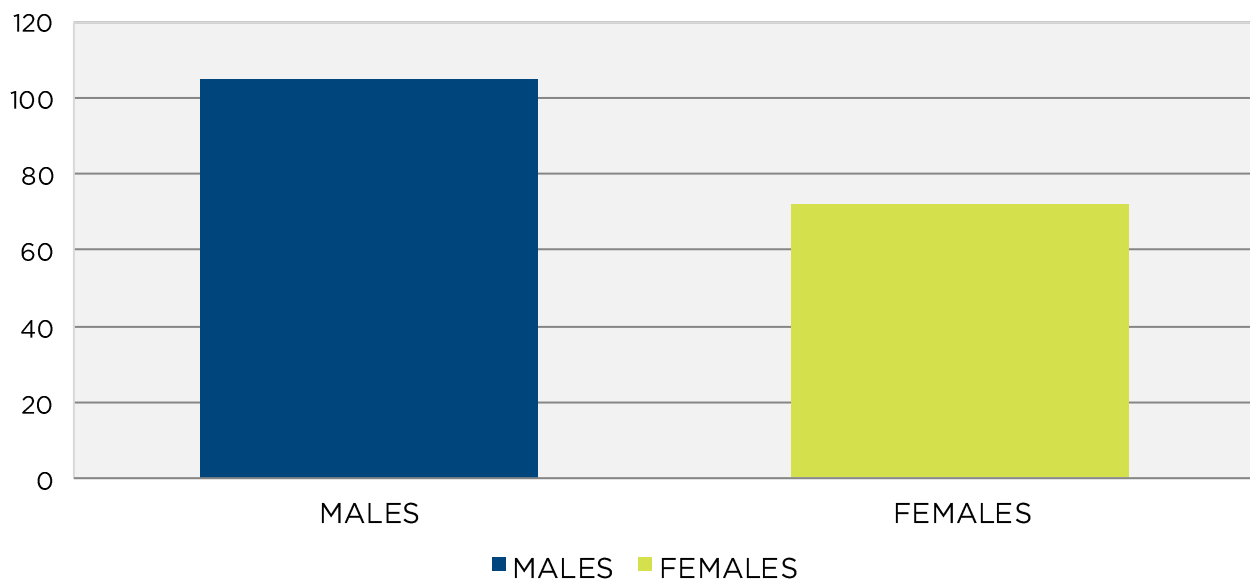
### SEPARATIONS

During the 2015 Plan year, there were a total of 193 separations from City service. Separations involve the removal of employees from active employment status. The removal from active status may be on a voluntary basis, as with retirement or resignation, or an involuntary basis, as with termination.

- Retirements accounted for 44%
- Terminations accounted for 56%

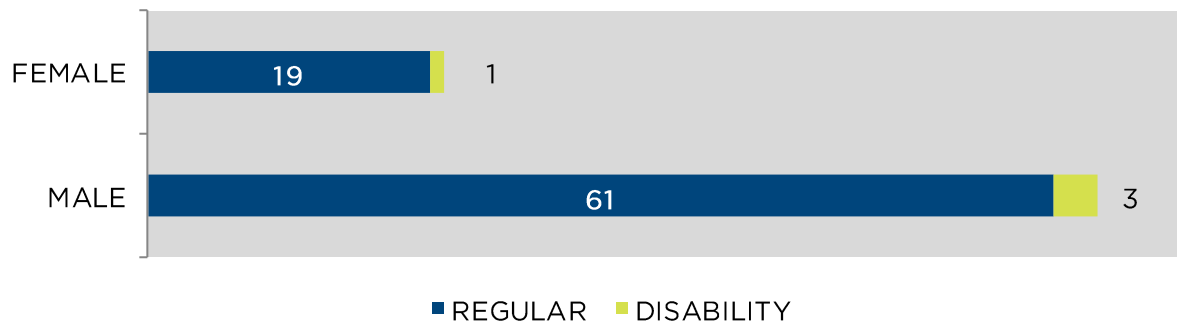
The graphs illustrate the specific manner in which workforce reductions occurred. Gender, protected group, or a combination of the involved employees is reflected in the data.

### SEPARATIONS BY GENDER



## RETIREMENTS

In 2015, a total of 84 employees retired from City service. Four were disability retirements and the remaining 80 were regular retirements. Employees whose separation is based on conditions of disability do so after the board members of the Cincinnati Retirement System grant approval. Regular retirement occurs when employees meet the criteria involving a combination of age and years of service.



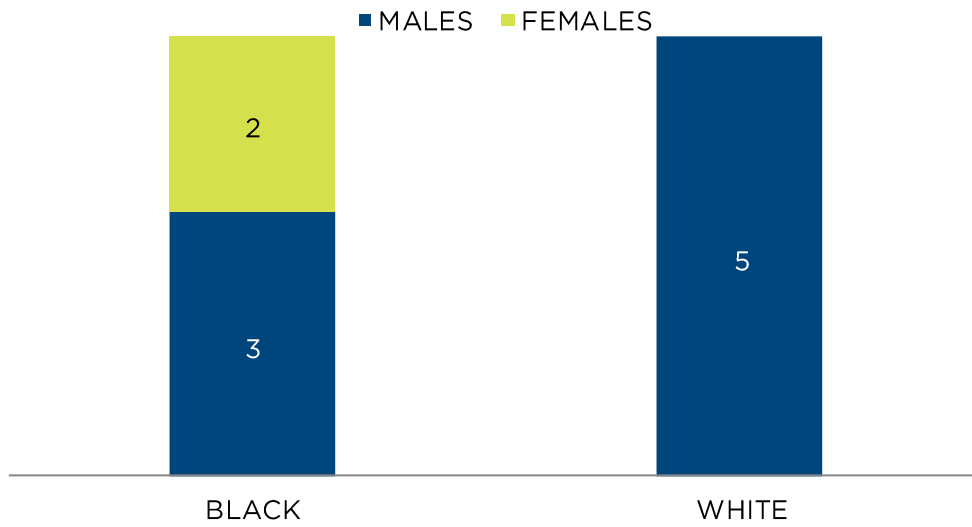
## TERMINATIONS

In 2015, there were a total of 109 terminations. Resignations accounted for 84 of the total terminations. The reasons employees resign are varied. Employees who voluntarily separate from City service are afforded the opportunity to provide information relative to their City employment experience during the exit interview.

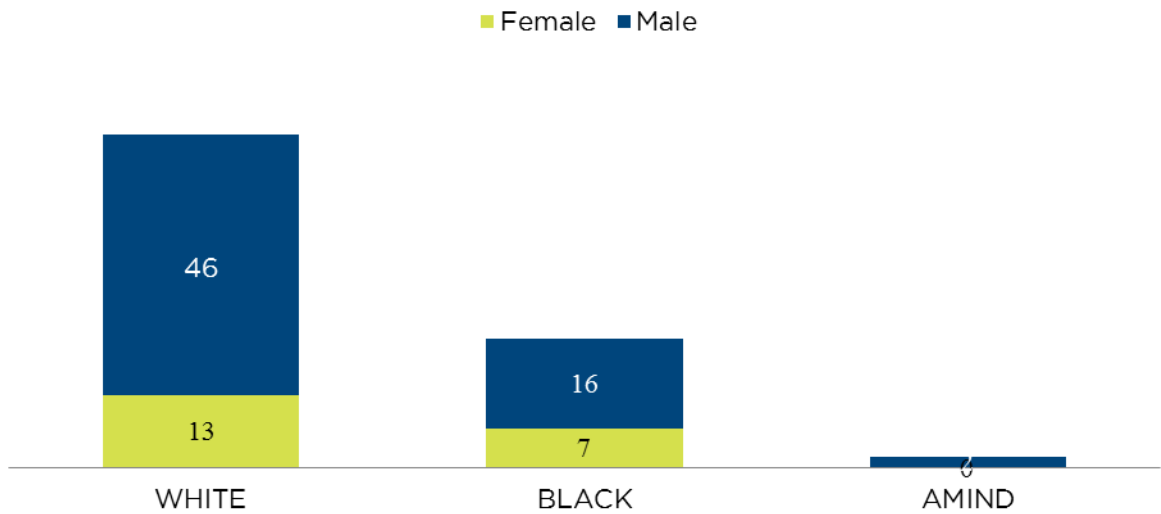
Terminations are the root CHRIS code for other 2015 separations:

- 2 medical separations: 1 black male, 1 white male
- 5 deaths: 3 white males, 2 black females
- 3 deaths on the job: 1 Asian male, 1 black male, 1 white male
- Elimination of Position: 1 black female
- End of Term: 1 black male, 1 black female
- Discipline: 1 black male, 1 white male
- Violations and Performance Issues: 10
  - Failure of Good Behavior: 1 white male
  - Misconduct: 1 black male
  - Unsatisfactory Performance: 1 black male, 4 white males, 2 black females
  - Violation of Rules: 1 black male

TERMINATION BY GENDER

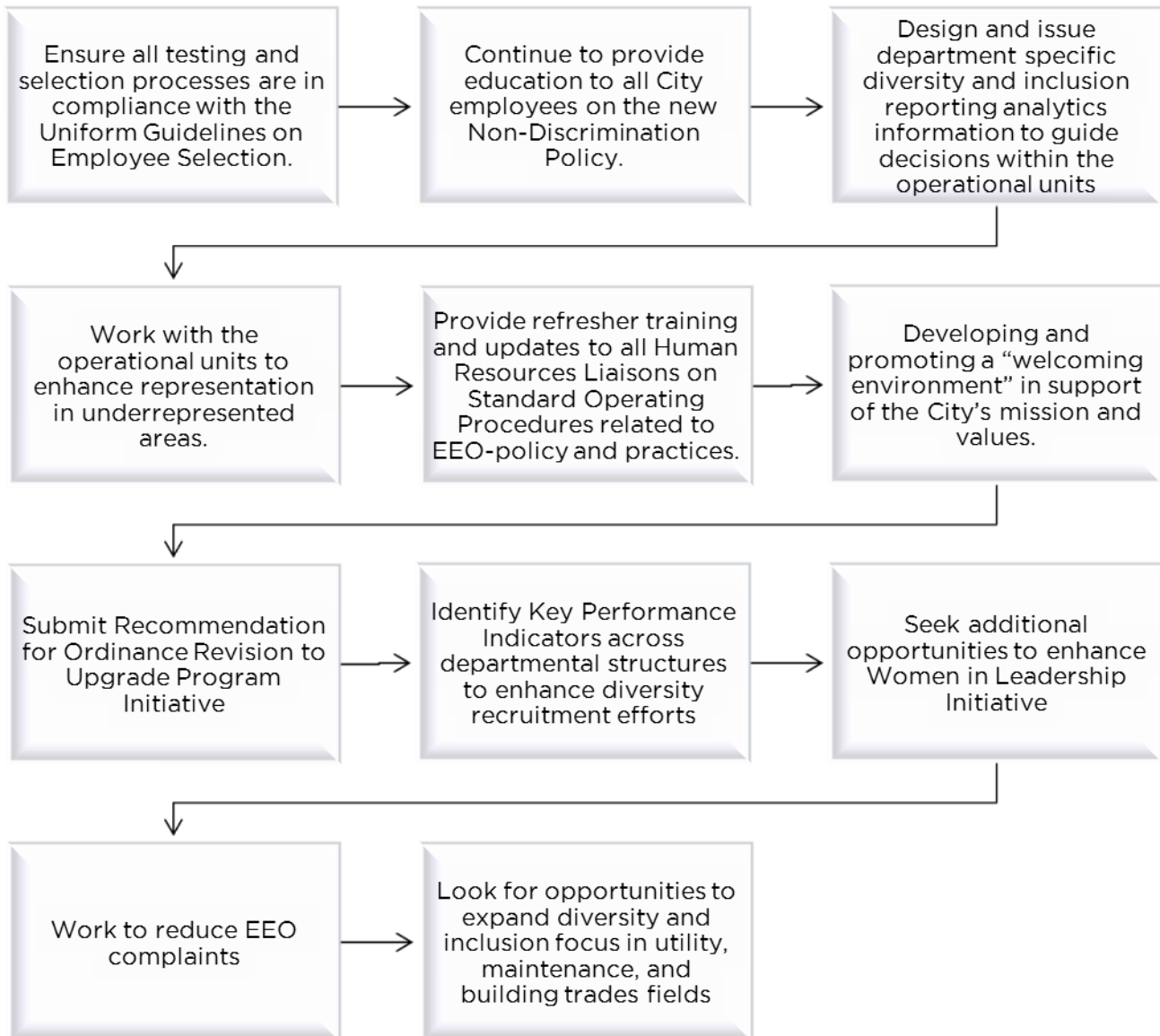


TERMINATION BY RACE



**2016 EEO GOALS**

This section outlines the goals and measures established for the upcoming year.



## SUMMARY

The City continues to have opportunities for improved diversity and inclusion. It is on a consistent path to improvement and has achieved results in an EEO-related area each year. Thus, we will continue to make strides as we continue our efforts in becoming a more culturally inclusive environment.





## APPENDIX A - NON-DISCRIMINATION POLICY

The policy of the City of Cincinnati is to encourage an environment of inclusion that is free from discrimination and harassment in accordance with Title VII of the Civil Rights Act of 1964 and other federal anti-discrimination laws. This policy prohibits harassment or discrimination based on a legally protected characteristic. The City of Cincinnati recognizes the following protected characteristics: race, gender, age, color, religion, disability status, HIV status, marital status, sexual orientation or transgendered status, ethnic, national, or Appalachian Regional origin, and retaliation for filing a claim based on a protected characteristic.

All employees are responsible for their own conduct to ensure a workplace free from discrimination and harassment. Harassment or discrimination may include, but is not limited to, degrading comments; innuendoes; or gestures which create a hostile work environment on the basis of a protected characteristic.

The City will take affirmative steps to prevent harassment or discrimination from occurring and will take appropriate action on reported incidents. Complaints will be investigated and addressed. Confidentiality will be maintained, to the extent possible, however disclosure of the Complainant's identity may be necessary during the course of the investigation.

Any employee, who reasonably believes they have been subjected to, or witnessed, discrimination or harassment in violation of this policy may file a complaint with the Department of Human Resources. Claims should be filed as soon as possible to support timely investigation and resolution.

Where an investigation determines a complaint has merit, action will be taken to address issues and concerns and prevent its recurrence. Offending employees, including management personnel, risk discipline up to, and including, dismissal and may be subject to civil liability.

If an investigation results in a determination that an employee maliciously and falsely accused another of discrimination or harassment, they may be subject to disciplinary action up to, and including, dismissal. A claim found to have no basis, in and of itself, does not necessarily meet the criteria of a false or malicious claim. All cases will be evaluated on individual merit on a case-by-case basis.

Retaliatory action against an employee filing a Complaint under this policy is prohibited and shall constitute a separate and distinct cause for complaint under this policy. The most obvious types of retaliation are denial of promotion, refusal to hire, denial of job benefits, demotion, suspension, and discharge. Other types of adverse actions may include threats, reprimands, negative evaluations, harassment, or other adverse treatment.

The Human Resources Department will maintain oversight for enforcement of this policy. Employees that violate this policy may receive corrective action up to, and including, dismissal.

## APPENDIX B - ADMINISTRATIVE REGULATION 22

*Administrative Regulation No. 22***City of Cincinnati**

February 3, 1998

*Office of the City Manager***AFFIRMATIVE ACTION POLICY  
STATEMENT****\*\* REVISED \*\***

Equal employment opportunity is the law. Discrimination is banned in all terms and conditions of employment on the basis of: race, color, sex, religion, age, national or ethnic origin, HIV status, marital status, sexual orientation, regional Appalachian ancestry or disability. (Definitions of terms are found in the Affirmative Action Plan.)

Banning discriminatory practices is not enough. An affirmative action plan is necessary to guarantee that equal employment opportunity will happen for all protected groups.

An affirmative action plan is defined as a set of specific and results-oriented procedures to which an employer commits itself to apply every good faith effort. The objective of these procedures plus efforts is equal employment opportunity. Procedures without effort to make them work are meaningless, and efforts, undirected by specific and meaningful procedures, are inadequate. Therefore, there shall be a yearly goal for each EEO job category and city job group as a guideline for hiring and promotion toward meeting the yearly goals.

Each agency head is directed to take affirmative action to assure that all personnel actions have fair treatment to both applicants and employees. Agency heads should carefully analyze their utilization of women, minorities, and the persons with disabilities in all employment categories. They should then evaluate their recruitment, examination, selection, promotion, training, and other operations in order to determine what actions can rectify underutilization of women, minorities and persons with disabilities in any EEO job group.

Each agency head will, on a yearly basis, report to the City Manager what affirmative actions, as of December 31, have been taken to:

- (1) Hire persons from underutilized classes;
- (2) Utilize and/or develop skills of present employees;
- (3) Provide opportunity for advancement of all employees;
- (4) Train management and supervisory personnel to implement affirmative action;
- (5) Correct inadequate performance of all employees.

These reports will be delivered to the City Manager no later than February 28 of each year.

## APPENDIX C - CITY ORDINANCE 78-1991

## City of Cincinnati

A.P.

An Ordinance No. 78 - 1991

SETTING FORTH the City's Affirmative Action Program to clarify and distinguish it from the general Equal Employment Opportunity policy of the City.

WHEREAS, the City of Cincinnati finds that discrimination in employment, based on race, color, sex, or handicap adversely affects the health, welfare, peace and safety of the community; that persons subject to such discriminations may suffer depressed living conditions, poverty, and lack of hope, injuring the public welfare, placing a burden upon the public treasury to ameliorate the conditions thus produced, and creating conditions which endanger the public peace and order; and

WHEREAS, the City of Cincinnati has an obligation as an employer to insure equality of opportunity to all of its citizens; and

WHEREAS, the City of Cincinnati has maintained a policy of non-discrimination on the basis of race, color, sex, or handicap; and

WHEREAS, the policy of the City includes aggressive pursuit of employment actions designed to result in a more equitable reflection of the availability of protected classes within the workforce at all levels of City employment; and

WHEREAS, the City of Cincinnati is legally required to comply with all employment regulations of Title VII of the 1964 Civil Rights Act as amended, of the 1967 Age Discrimination in Employment Act as amended, of the 1973 Rehabilitation Act as amended, and the 1990 Americans with Disabilities Act; and

WHEREAS, the City of Cincinnati recognizes its obligation to undertake affirmative action which requires that positive steps be taken to overcome the effects of past discrimination and to identify and eliminate barriers to hiring and promotion which have denied equal employment opportunities, particularly to women, minorities, and the handicapped, and to pursue all legal avenues to redress inequitable representation in City jobs which have resulted from such artificial barriers; now, therefore,

BE IT ORDAINED by the Council of the City of Cincinnati,  
State of Ohio;

Section 1. Consistent with the City of Cincinnati's policy that it will not unlawfully discriminate in any terms or conditions of employment because of race, color, sex, or handicap, the City of Cincinnati will implement a comprehensive Affirmative Action Program for minorities, women, and the handicapped.

Section 2. Council directs that each of the appointing authorities set forth in the Charter be responsible for following the most current Affirmative Action Plan. Each appointing authority or the designated representative thereof shall be held

## APPENDIX D - CITY ORDINANCE 79-1991

D  
R.P.

City of Cincinnati  
An Ordinance No. 79 - 1991

APPLYING the city's Equal Employment Opportunity policy of prohibiting discrimination in city employment and authorizing the City Manager to implement a complaint investigatory process.

WHEREAS, the City of Cincinnati finds that discrimination in employment, based on factors such as race, color, sex, handicap, religion, national or ethnic origin, age, sexual orientation, HIV status, Appalachian regional ancestry, and marital status adversely affects the health, welfare, peace and safety of the community; that persons subject to such discrimination may suffer depressed living conditions, poverty, and lack of hope, injuring the public welfare, placing a burden upon the public treasury to ameliorate the conditions thus produced, and creating conditions which endanger the public peace and order; and

WHEREAS, the City of Cincinnati has an obligation as an employer to insure equality of opportunity in city employment to all of its citizens, based upon the equal protection guarantees of the United States and Ohio constitutions; and

WHEREAS, to meet its obligation to implement such constitutional guarantees the City of Cincinnati has maintained a policy of non-discrimination against any person in hiring, promotions, transfers or disciplinary actions based on factors such as race, color, sex, handicap, religion, national or ethnic origin, age, sexual orientation, Appalachian regional ancestry, HIV status, or marital status; and

WHEREAS, clarification of the general city policy will affirm the City's policy of employment based on merit and fitness, and assist in implementation of said constitutional guarantees of non-discrimination in employment; now, therefore,

BE IT ORDAINED by the Council of the City of Cincinnati, State of Ohio:

Section 1. The City of Cincinnati will not unlawfully discriminate against any person in any terms or conditions of employment based on classification factors such as race, color, sex, handicap, religion, national or ethnic origin, age, sexual orientation, HIV status, Appalachian regional ancestry, and marital status. Consistent with this policy city employment actions shall be based only on applicable law and those factors rationally related to essential job functions.

Section 2. Council will follow a policy of non-discrimination and shall direct the Mayor and City Manager to follow the policy of non-discrimination when making appointments to any city boards or commissions.

## APPENDIX E - CITY ORDINANCE 364-1997

City of Cincinnati

**An Ordinance No. 364**



-1997

SETTING FORTH the City's Affirmative Action Program to clarify and distinguish it from the general Equal Employment Opportunity policy of the City.

WHEREAS, the City of Cincinnati finds that discrimination in employment, based on race, color, sex, or handicap adversely affects the health, welfare, peace and safety of the community; that persons subject to such discriminations may suffer depressed living conditions, poverty, and lack of hope, injuring the public welfare, placing a burden upon the public treasury to ameliorate the conditions thus produced, and creating conditions which endanger the public peace and order; and

WHEREAS, the City of Cincinnati has an obligation as an employer to insure equality of opportunity to all of its citizens; and

WHEREAS, the City of Cincinnati has maintained a policy of nondiscrimination on the basis of race, color, sex, or handicap; and

WHEREAS, the policy of the City includes aggressive pursuit of employment actions designed to result in a more equitable reflection of the availability of protected classes within the workforce at all levels of City employment; and

WHEREAS, the City of Cincinnati is legally required to comply with all employment regulations of Title VII of the 1964 Civil Rights Act as amended, of the 1967 Age Discrimination in Employment Act as amended, of the 1967 Age Discrimination in Employment Act as amended, of the 1973 Rehabilitation Act as amended, and the 1990 Americans with Disabilities Act; and

WHEREAS the City of Cincinnati recognizes its obligation to undertake affirmative action which requires that positive steps be taken to overcome the effects of past discrimination and to identify and eliminate barriers to hiring and promotion which have denied equal employment opportunities, particularly to women, minorities, and the handicapped, and to pursue all legal avenues to redress inequitable representation in City jobs which have resulted from such artificial barriers; now, therefore,

BE IT ORDAINED by the Council of the City of Cincinnati, State of Ohio:

Section 1. Consistent with the City of Cincinnati's policy that it will not unlawfully discriminate in any terms or conditions of employment because of race, color, sex, or handicap, the City of Cincinnati will implement a comprehensive Affirmative Action Program for minorities,

APPENDIX F - CITY ORDINANCE 336-1998

City of Cincinnati

An Ordinance No. 336 - 1998

AMENDING Section 8 of Ordinance 78-1991, to provide that the date by which each City agency shall report to the City Council on that agency's affirmative actions in connection with the Affirmative Action Program shall be April 1 of each year.

WHEREAS, Section 8 of Ordinance 78-1991, which enacts the City's Affirmative Action Program, requires appointing authorities of the City to report to the City Council no later than September 1 and March 1 of each year, concerning their affirmative actions and goals; and

WHEREAS, this twice yearly reporting date is in conflict with Administrative Regulation 22 which requires agency heads to report to the City Manager by February 28 of each year; and

WHEREAS, it is recommended that Section 8 of Ordinance 78-1991 be amended to clarify that an annual Affirmative Action report is due from City agencies to the City Council no later than April 1 of each year, each agency head having reported to the City Manager no later than February 28 of each year in accord with Administrative Regulation 22; now, therefore,

BE IT ORDAINED by the Council of the City of Cincinnati, State of Ohio:

Section 1. That Section 8 of Ordinance 78-1991 is amended to read as follows:

Section 8. The appointing authorities set forth in the Charter or their designees shall report to the Council, no later than April 1 of each year on the status of the various protected classes in the City workforce. Such report shall include, but not be limited to, analysis of the overall program, the guidelines and standards, and the annual goals and accomplishments of each department and their respective divisions, independent board and commission. In addition, the report shall set forth the race, sex, and handicap, if any, of employees who have been disciplined along with the nature of their infraction and the discipline administered. Further, any other report required by this ordinance shall also be due no later than April 1 of each year.

Section 2. That Section 8 of Ordinance 78-1991 currently in effect is hereby repealed.

Section 3. This ordinance shall take effect and be in force from and after the earliest period allowed by law.

Passed: September 10, A.D., 1998

Mayor

Attest:   
Clerk

I HEREBY CERTIFY THAT ORDINANCE NO. 336  
19 98 WAS PUBLISHED IN THE CITY BILL BOOK  
IN ACCORDANCE WITH THE CHARTER ON 9-22-98.

Clerk of Council

## APPENDIX G – CITY ORDINANCE 131-2014

EMERGENCY

City of Cincinnati

RLT/B

An Ordinance No. 131 - 2014

**MODIFYING** the provisions of Title VII, "General Regulations," of the Cincinnati Municipal Code by enacting new Chapter 767, "Domestic Partnership Registry."

WHEREAS, the City of Cincinnati prides itself on being inclusive and representative of all residents, regardless of race, sex, sexual orientation, gender identity or expression, color, religion, ancestry, or national origin, age, disability, familial status or military status; and

WHEREAS, the City of Cincinnati respects and recognizes that many unmarried residents of Cincinnati have formed loving, supportive, and faithful relationships; and

WHEREAS, many public and private companies, organizations and institutions allow their employees, members, patrons and other individuals with whom they interact to include their partners as beneficiaries of various policies, including but not limited to health insurance coverage, hospital visitation rights, and family recreational memberships; and

WHEREAS, a registry for unmarried couples, maintained by the Clerk of Council, would help remove the administrative burden on hospitals, universities, employers, and other businesses to define and verify the existence of these committed, non-marital relationships; and

WHEREAS, a registry for unmarried couples could make those couples and their families feel more welcome and valued in Cincinnati; now, therefore,

BE IT ORDAINED by the Council of the City of Cincinnati, State of Ohio:

Section 1. That Title VII, "General Regulations," of the Cincinnati Municipal Code is hereby modified by enacting new Chapter 767, "Domestic Partnership Registry," to read as follows:

**Chapter 767. DOMESTIC PARTNERSHIP REGISTRY.**

**Sec. 767-1. - Definitions.**

For the purpose of this chapter, the words and phrases defined in the sections below shall have the meanings therein respectively ascribed to them, without limiting the generalities of the words, unless a different meaning is clearly indicated by the context.

- (a) "Domestic Partnership" refers to the non-marital committed relationship of two adults of the same or different sex, who share responsibility for each other's common welfare, and have signed and filed a declaration of domestic partnership with the City.



## APPENDIX H - EQUAL EMPLOYMENT OPPORTUNITY ADVISORY REVIEW BOARD

## CONTACT ROSTER

**Equal Employment Opportunity Advisory Review Board Members**

John Scudder, Chairperson  
[johnscudderedd@msn.com](mailto:johnscudderedd@msn.com)

Rogena Stargel  
[rstargel@probatect.org](mailto:rstargel@probatect.org)

Jerry Wilkerson  
[Jerry.Wilkerson@cincinnati-oh.gov](mailto:Jerry.Wilkerson@cincinnati-oh.gov)

**Alternates**

Sheila Mudd Baker  
[SheilaMuddBaker@zoomtown.com](mailto:SheilaMuddBaker@zoomtown.com)

Edward Ahlers  
[EAhlers@ohio-comp.com](mailto:EAhlers@ohio-comp.com)

Amy Reineke  
[Amy.Reineke@gcww.cincinnati-oh.gov](mailto:Amy.Reineke@gcww.cincinnati-oh.gov)

**Human Resources Department Staff**

Georgetta Kelly  
Human Resources Director  
[Georgetta.Kelly@cincinnati-oh.gov](mailto:Georgetta.Kelly@cincinnati-oh.gov)

Debra Parrish,  
Senior Human Analyst  
[Debra.Parrish@cincinnati-oh.gov](mailto:Debra.Parrish@cincinnati-oh.gov)

Joe D. Wilson,  
Employee Services Division Manager  
[Joe.Wilson@cincinnati-oh.gov](mailto:Joe.Wilson@cincinnati-oh.gov)

Derrick Gentry  
Human Resources Analyst  
[Derrick.Gentry@cincinnati-oh.gov](mailto:Derrick.Gentry@cincinnati-oh.gov)

Lisa Auciello  
Sr. Human Resources Analyst  
[Lisa.Auciello@cincinnati-oh.gov](mailto:Lisa.Auciello@cincinnati-oh.gov)

Nosa Ekhaton  
Human Resources Analyst  
[nosakhare.ekhaton@cincinnati-oh.gov](mailto:nosakhare.ekhaton@cincinnati-oh.gov)

Ed Ramsey  
Sup. Human Resources Analyst  
[Ed.Ramsey@cincinnati-oh.gov](mailto:Ed.Ramsey@cincinnati-oh.gov)

Brandi Sanders  
Human Resources Analyst  
[Brandi.Sanders@cincinnati-oh.gov](mailto:Brandi.Sanders@cincinnati-oh.gov)

# CONNECT. CULTIVATE. EMPOWER.

City of Cincinnati Human Resources Department

805 Central Avenue, Suite 200

Cincinnati, Ohio 45202

Phone: 513.352.2400

Fax: 513.352.5223

TDD: 513.352.2419

