

AN AFFIRMATIVE ACTION PLAN

The Chicago Metropolitan Agency for Planning, 2007

I. Introduction and General Policy Guidelines

A. General Policies, Equal Employment Opportunity: The equal employment opportunity policies of the Chicago Metropolitan Agency for Planning are as follows:

1. All personnel activities will be conducted in such a manner as to assure equal opportunity for all.
2. All activities in employment will be based solely on an individual's merit and qualifications for the position.
3. All jobs will be filled without regard to race, color, religion, sex, age, national origin, political affiliation, or other non-merit factors.
4. CMAP will make a concerted effort to recruit minorities into professional positions.

B. General Policies – Affirmative Action: The Affirmative Action Plan (AAP) of the Chicago Metropolitan Agency for Planning is intended to assure that all persons will have equal opportunities in recruitment, selection, appointment, promotion, and related personnel activities of the agency. Further, it is the policy of the Agency that efforts be made to have all levels of employment within the agency reflect the racial population of the Northeastern Illinois region. The SMSA labor force data indicates 18.72% minority population and 38.75% females in the labor force. The Agency has chosen to have the levels of female and minority employment within the agency correspond to the SMSA data for the Chicago standard metropolitan statistical area. Similarly, efforts are to be made to increase the number of minorities in professional and supervisory positions. Included in the plan will be the following areas:

1. The objectives¹ to be achieved;

¹ The term objective is here used interchangeably with the term goal. Both are to mean quantitative aims (e.g., increasing the number of minorities in professional positions) and

2. Specific action steps for achieving the overall objectives;
3. Assignment of responsibilities to individuals and organizational sub-units;
4. Realistic and achievable timetables and target dates;
5. A procedure for evaluating the organization's progress toward achieving the objectives and for periodic review and revision of the plan.

II. Responsibilities of the Staff Steering Committee: The Staff Steering Committee is comprised of the Executive Director, the Deputy Executive Directors, Chief of Staff and Administrative Principal. The committee's responsibilities include, but are not necessarily limited to, the following:

- A. Implementing the agency's equal employment opportunity policies in their offices, including use of all forms and procedures required to aid in documenting the agency's adherence to the Affirmative Action Plan.
- B. Assisting in the identification of problem areas with respect to affirmative action.
- C. Supporting and carrying out those activities contained in the plan that are designed to increase employment of minorities.
- D. Conducting regular interviews with supervisors and employees to ensure equal employment opportunity and that the Affirmative Action Plan is being executed.
- E. Monitoring the performance of supervisors relative to the agency's equal employment opportunity statement and its Affirmative Action Plan and taking remedial action if necessary.

III. Responsibilities of Supervisory Personnel: Supervisory personnel are those staff members responsible for the management of organizational units within the agency. Their responsibilities should include, but not necessarily be limited to the following:

qualitative aims (e.g., reviewing the performance rating system to determine its objectivity and effectiveness) of the AAP as outlined.

- A. Ensuring that all employees under their supervision are given fair and equitable treatment regardless of race, color, religion, sex, age, national origin, physical disability, political affiliation, or other non-merit factors.
- B. Disciplining employees who engage in practices which do not provide just and equal treatment for fellow employees on the basis of the factors listed in III-A.
- C. The utilization of appropriate forms and procedures in the interviewing of prospective candidates for job openings in the agency.

IV. Responsibilities of the Affirmative Action Officer: Administration of the agency's Affirmative Action Plan rests primarily with the Affirmative Action Officer. The officer should be a member of the Staff Steering Committee, and should further be provided with the necessary staff support commensurate with the responsibilities assigned. In this regard, the Deputy Executive Director of Finance & Administration satisfies those conditions and should, therefore, be designated as the Affirmative Action Officer. The Administrative Principal will serve as the Assistant Affirmative Action Officer. The specific responsibilities of the Affirmative Action Office include, but are not limited to:

- A. Developing policy statements and action oriented programs aimed at achieving affirmative action objectives.
- B. Evaluating, revising and updating the agency's AA Plan in cooperation with the Steering Committee.
- C. Administering and coordinating internal and external Affirmative Action Plan efforts.
- D. Reviewing and signing-off on interview forms used to determine that only non-discriminatory, job-related factors were used in the selection process.
- E. Reviewing and signing-off on all personnel transactions to ensure accountability with respect to Affirmative Action Plan objectives and policies.
- F. Maintenance of files documenting recruitment and selection activities and monitoring of job selection processes and patterns.
- G. Having key resources available to recruit minorities for job openings.

H. Keeping informed of the latest developments in the affirmative action area.

I. Conduct periodic study / evaluation of training programs.

J. Providing Affirmative Action Plan counseling services to employees and applicants.

K. Hearing and making recommendations on any grievances that any employee may have with respect to the Affirmative Action Plan.

L. Providing a procedure whereby employees and applicants may process allegations of discrimination, without fear of reprisal, to an impartial body whose determination shall be binding upon a finding of discrimination.

V. Objectives to be Achieved: To improve representation of minorities on the agency staff with the emphasis on professional job classifications.

A. Objective: Adopt written procedures to assure that new hires are made in a uniform manner and to assure that affirmative action goals have been considered, have been developed and will become part of the agency's personnel policies. The procedures provide for documentation of all activities which will ultimately lead to the hiring decision. These procedures will be reviewed periodically and should be updated if necessary.

Specific Action Step: It will be the agency's objective to provide for promotion from within whenever possible. All vacancies will be posted on the staff bulletin board for a minimum of seven working days to allow staff members to apply. Other action steps in fulfillment of this major objective are referenced in subsequent sections of the plan.

Assignment of Responsibility: Administrative Principal

Evaluation Procedure: The Administrative Principal should be charged with the responsibility of reporting on the efforts made by that office as well as those of the subordinates.

B. Objective: To maintain an on-going training program for staff development .

Specific Action Step: A formal training program for Supervisors, professional, clerical and paraprofessional staff will be provided on a periodical basis. The purpose of this training program is primarily for

career development. The hope is that staff members will be able to assume more responsible positions whenever possible.

Assignment of Responsibility: The Administrative Principal will serve as the training officer with some potential consulting assistance.

Evaluation Procedure: Records of training activities will be maintained by Human Resources.

C. Objective: To ensure that all senior level administrators and supervisors are fully informed of the agency's equal employment opportunity policies and the program included in the AAP.

Specific Action Step: Provide as a part of supervisory training and the formal orientation program for new supervisors a full description of the AAP and the administration of policies and programs therein to all supervisory personnel.

Assignment of Responsibility: Administrative Principal

D. Objective: To recruit and select minorities actively and to ensure that available information and media sources are used in the recruitment effort of qualified personnel.

Specific Action Step: Active recruitment efforts that are above and beyond the regular recruitment efforts being carried on by the agency. An effort should be made to reach all appropriate sources to obtain qualified applicants on a non-discriminatory basis. Organizations that might be of some assistance will be contacted and could include such groups as: Conference of Minority Public Administrators of the American Society for Public Administration, National Urban League, National Council of Business and Professional Women's Clubs, People United to Save Humanity, International City Management Association, and the American Society of Planning Officials.

Other recruitment efforts should include participation at college career conferences, when possible, and consideration will be given to conducting annual recruitment trips to those schools which would graduate qualified minority candidates for professional positions.

On-going contact will be made with the placement offices of such schools to apprise them of the types of job openings regularly arising with the Agency.

The Agency will also utilize minority media as appropriate in its hiring efforts.

Specific Action Step: Publications of the agency will be reviewed to ensure that language and photographs support a diverse work force; the application form should be under constant review to ensure that it contains only job-related questions. Items such as race, color, national origin, political or religious affiliation and citizenship will not be contained in the application. Information on the applicant's sex, age, marital status or physical condition should not be requested unless they have a direct relationship to the job. Job announcements will be readable and understandable for public dissemination.

Assignment of Responsibility: Administrative Principal.

Evaluation Procedure: Quarterly reports from the Administrative Principal will reference minority recruiting efforts during that time period.

E. Objective: A periodic review and revision of the job description and classifications for all positions within the agency.

Specific Action Step: To review and revise as necessary all job descriptions for positions within the agency, to develop firm, clear classification and salary scales for each position that do not discriminate against any particular class of employees. The set of job class descriptions will be updated. This information will be made available to all personnel so that they may be aware of the responsibilities and requirements for all positions, as well as the compensation for such jobs. Periodic salary surveys will be conducted to determine whether or not salaries are competitive.

Assignment of Responsibility: Administrative Principal and the Deputy Executive Director of Finance and Administration.

Evaluation Procedure: This will be reviewed annually by the steering committee.

F. Objective: To utilize disadvantaged owned businesses as sources of supplies and services.

Specific Action Step: Positive efforts will be made to utilize minority owned businesses as sources of supplies and services. A listing of all known minority owned consulting firms will be sent to all supervisors so these firms can be considered when the agency is seeking sub-contractors.

Assignment of Responsibility: Grant and Contract Officer and all supervisory staff responsible for subcontracting.