

**AFFIRMATIVE ACTION PROGRAM
FOR
EQUAL EMPLOYMENT OPPORTUNITY**

POLICY STATEMENT

In a continuing effort to improve the quality and status of the public employment environment, the City of Kettering hereby reaffirms its commitment to be fair and impartial in all relations with employees and applicants for employment, and to conduct all aspects of employment without regard to race, color, religion, sex, age, national origin, ethnic heritage or disability.

The City of Kettering is strongly committed to the concept of equal employment opportunity as an essential element of a viable public agency and as a natural corollary to basic merit principles. It is, therefore, the policy of the City of Kettering to actively pursue affirmative action steps in order to ensure that equal employment opportunity exists in all terms, conditions and privileges of employment with the City of Kettering. An Affirmative Action Plan was voluntarily established in order to ensure that positive actions continue and to emphasize the City's commitment to compliance with the various federal and state laws mandating affirmative action and equal employment opportunity.

The City Manager hereby delegates the appropriate responsibility and authority to administer the provisions of this policy statement to the City's Assistant City Manager and Department Directors as specifically indicated in this policy.

Date

Steven C. Husemann
City Manager

Issued:

Date

Richard L. Strader
Human Resource Director

CONTENTS

•	Policy Statement.....	i
I.	Introduction	1
	A. Policy Commitment	
	B. Dissemination of Policy and Plan	
II.	Administration of the Affirmative Action Plan	2
	A. Assignment of Responsibilities	
	B. Implementation of Plan	
	C. Program Control and Evaluation	
III.	Program Elements.....	5
	A. Target Functions	
	B. EEO/AAP Resources	
IV.	Program and Implementation Objectives.....	6
	A. Plan Dissemination and Administration	
	B. Recruitment	
	C. Job Structuring and Upward Mobility	
	D. Selection/Appointment/Employment	
	E. Training and Development	
	F. Applicants/Employees with Disabilities	
	G. Work Environment and Employment Conditions	
	H. Program Evaluation and Modification	
V.	Work Force Analysis.....	25
VI.	Appendices	26
	• Position Listing by EEO Category	
	• Recruitment Resources	

**AFFIRMATIVE ACTION PLAN
FOR
EQUAL EMPLOYMENT OPPORTUNITY**

I. Introduction

A. Policy Commitment

In accordance with federal and state laws, the City of Kettering hereby reaffirms its pledge to continue positive actions to ensure non-discriminatory practices in all aspects, conditions and privileges of employment. The City recognizes that passive prohibition of discriminatory acts is not sufficient to ensure truly equal employment opportunity. Therefore, the City reasserts its commitment that all employment decisions will be made without regard to race, color, sex, religion, age, national origin, ethnic heritage, or disability in a qualified individual, unless otherwise permitted or required by law, or lawfully documented as a Bona Fide Occupational Qualification (BFOQ). The City of Kettering complies with federal regulations implementing the Employment Provisions of Title I of the Americans with Disabilities Act, Title VII of the Civil Rights Act and its amendments, as well as with several other federal and state laws and regulations regarding non-discrimination in employment. These employment functions include but are not necessarily limited to the areas of recruitment, testing, selection, performance evaluation, compensation, training and promotion.

The term “positive action” is intended to include the formulation and implementation of a well-planned and realistic program of action. Methods for conducting periodic evaluations of this program will be established; this program will be periodically updated in order to ensure that the changing needs of the City are properly addressed and that problems are resolved effectively and promptly.

The following Affirmative Action Program constitutes a tangible demonstration of the City of Kettering’s commitment to equal employment opportunity.

B. Dissemination of Policy and Plan

1. Internal Dissemination

- Copies of the Affirmative Action Plan will be sent to all Department Directors in order to ensure that all City administrators are aware of the contents of the program and of the City’s commitment to affirmative action/equal employment opportunity.
- The employee newsletter can be utilized to keep employees aware of developments regarding the Affirmative Action Plan, and to inform them of changes that occur.
- Posters will continue to be displayed in City facilities which indicate the City’s commitment to the pursuit of equal employment opportunity.

- Copies of the plan will be made available for general distribution to employees and other interested parties upon request.

2. External Dissemination

- All employment advertisements will contain the wording “equal opportunity employer.”
- Copies of the affirmative action plan will be made available to recruitment sources and contact persons as needed.
- The wording “equal opportunity employer” will be placed on employment application forms.

II. Administration of Affirmative Action Plan

The City Manager, as the chief administrative officer of the City, and the Human Resource Director are responsible for the development, evaluation and maintenance of policies with the intent and effect of promoting equal employment opportunity.

A. Assignment of Responsibilities

The Human Resource Director has the primary responsibility for maintaining and furthering the goals of affirmative action and equal employment opportunity. The Human Resource Director has been designated by the City Manager as the Equal Opportunity and Affirmative Action Officer, as well as the Americans with Disabilities Act (ADA) Coordinator, whose duties and functions are to:

1. Advise and inform the City Manager of the status of equal employment opportunity programs, procedures, regulations, reports, guidelines and pertinent legislation.
2. Advise and inform the City Manager of the status of the City’s Affirmative Action Program which outlines the plan of action for achieving equal employment opportunity.
3. Ensure conformity of the City’s personnel management practices with federal, state and local legislation, regulations and policies regarding the area of equal opportunity and affirmative action planning.
4. Coordinate training and educational programs and opportunities which are to be undertaken or sponsored by the City of Kettering.
5. Periodically review the Affirmative Action Program and its progress with those persons responsible for or interested in the AAP. This includes: Human Resource Staff, the Civil Service Commission, Department Directors, City Administrators, City staff, etc.

6. Identify and delineate problem areas, and establish goals and target dates in order to alleviate these problems. Special programs designed to assist in the achievement of identified goals will also be developed.

The Human Resource Director and the Human Resource Analysts will coordinate the Affirmative Action Plan. They have the responsibility to:

1. Maintain records which may be used to measure the progress of the Affirmative Action Plan.
2. Maintain applicant flow data and information on personnel changes for research purposes.
3. Establish contact with community groups, organizations, agencies, individuals and special interest groups for the purpose of facilitating and enhancing recruitment efforts.
4. Remain informed of changes in the legal environment governing affirmative action/equal employment opportunity, and assure that this information is disseminated to appropriate City administrators.
5. Ensure that all agencies who participate in referring applicants to the City for employment recognize that the City of Kettering is an equal opportunity employer and that all referrals must adhere to these standards.
6. Analyze, review, and revise job classifications, application procedures, upward and lateral mobility opportunities, performance and evaluation methods, etc., on an on-going basis in order to identify and eliminate any elements which might produce a disparate effect.
7. Receive and investigate individual complaints of discrimination within the City work force and attempt to resolve these complaints on an informal basis. The Human Resource Director will be informed of all complaints received and of the results of any investigations.
8. Develop and present appropriate plans and advice regarding the implementation and pursuit of the City's Affirmative Action Program.

All Department Directors are responsible for ensuring non-discriminatory practices within their respective departments. Furthermore, it is the responsibility of each Department Director to cooperate with the Human Resource Director and his/her staff in working toward the delineated EEO/AAP goals. The performance of these responsibilities is an integral part of these managerial positions and it will be subject to review in the manager's performance evaluation.

B. Implementation of Plan

Upon formal adoption, this Affirmative Action Plan will supersede preceding Affirmative Action Plans. Specific responsibilities for many programmatic functions have been delineated above. However, it is the responsibility of each City employee to uphold the City's affirmative action commitment and to provide feedback to the Human Resource Department staff regarding practices and policies which may serve as an obstacle to equal employment opportunity.

As stated, copies of the AAP will be distributed widely to ensure that all employees, and other representatives of the City will be informed of the City's commitment and of specific goals and target items. Specific goals and action items have been detailed in part IV of this plan. These elements illustrate the particulars of the implementation process.

C. Program Control and Evaluation

The primary indicator of the success of this program's implementation will be the continued achievement of the specific goals and objectives. Periodically, these accomplishments will be disseminated to members of the administrative staff.

The process of program evaluation will also include the following factors:

1. Pertinent data will be collected so that it can be analyzed to provide a means for assessing:
 - Characteristics of applicant pool;
 - Effective and ineffective recruitment resources;
 - Characteristics of appointees;
 - Potential program areas in the recruitment, selection and/or promotional processes.
2. Special case reviews will be conducted in those instances where a qualified individual from a protected segment has been passed by for appointment or promotion without appropriate explanation.
3. The Automated Payroll and Personnel System maintains data on appointments, transfers, promotions, etc., along with the race and sex of individuals impacted. This data will:
 - Be reviewed periodically by the Human Resource Director or designate;
 - Serve to monitor all personnel actions;
 - Serve as a tool for recommendations of changes necessary in personnel processes and procedures.

4. The Human Resource Director will maintain regular communication with the City Manager regarding both identified problems and areas of progress.

III. Program Elements

The primary purpose of this plan is to provide a working model for the pursuit of equal employment opportunity through affirmative action. This plan is not intended to supersede the essential concepts and elements of the merit system which we strive to maintain; it is, rather, a means of furthering these concepts by providing an opportunity for all individuals to compete fairly and on an equal basis for employment and advancement opportunities within the City organization.

A. Target Functions

The target functions represent the primary elements of practice and policy which affect the status, conditions, compensation, duration and quality of employment with the City of Kettering. Briefly, these functions are:

1. **Recruitment.** The primary responsibility for coordinating and administering all recruitment efforts resides with the Human Resource Department. Other departments provide assistance in regard to their specific needs.
2. **Selection and Employment.** Specific selection methods and processes are to be jointly developed by the Human Resource Department and the department in which the vacancy exists. Each department is responsible for ensuring that day-to-day actions affecting the employment conditions and environment are non-discriminatory. The Human Resource Department will provide on-going assistance in this area.
3. **Promotion.** The Human Resource Department and individual departments share responsibility for identifying and providing promotional opportunities without discrimination. With each department's assistance, the Human Resource Department will be responsible for ensuring the development of appropriate job-related promotional exams or other assessment instruments or processes and assist by monitoring the promotional process.
4. **Evaluation.** Viable performance evaluations are essential to a merit system. Human Resources will develop and maintain relevant evaluation instruments, and provide advice and training in their proper use.
5. **Training.** Responsibility for on-the-job or specialized training needs rests with each department. The Human Resource Department will post and/or circulate training announcements and will maintain a resource list for general use. Training is to be used to correct deficiencies or enhance capabilities for job performance and/or contribute to promotional and development opportunities.

6. **Classification and Compensation.** Job classifications have been established for consistency among job groups and in rates of pay and to identify essential job qualifications. Compensation rates are established by Council and provide a designated range of pay for each position. The Human Resource Department will review them periodically for equity and accuracy of both.
7. **Separations.** Removal from civil service positions must be with just cause and reasons must be stated (see Civil Service Commission Rules). The Human Resource Department will continue to monitor and provide advice regarding this process.

Most of these functions are governed by and subject to stipulations designated by the Civil Service Commission through the Civil Service Rules. Specific actions to be taken to enhance the equity and efficacy of these functions in practice are delineated in the following section (Part IV, Sections A through H).

B. EEO/AAP Resources

Information regarding current resource and referral agencies is included in the Appendix. Professional organizations and publications have also been delineated; they illustrate specialized recruitment and informational sources upon which the City relies to remain current in the area of equal employment opportunity.

IV. Program and Implementation Objectives

Specific goals and action items were established to ensure continued efforts to effect equal employment opportunity within the City of Kettering. These goals and action items are delineated on the following pages. Collectively, they constitute the core of this Affirmative Action Plan and provide the means for evaluating the effectiveness of this program.

The objectives and action items do not include specific numerical goals. Past experience has demonstrated that conditions such as turnover rates, work force expansion/contraction, availability of persons in specific fields, etc., cannot be predicted with accuracy. Therefore, special efforts have been taken to identify goals and strategies which are expected to result in a representative work force composition without utilizing arbitrary numerical goals.

It should also be noted that the affirmative action objectives and action items are not intended to be rigid and unchangeable. Both will be reviewed periodically. As new needs are identified and as accomplishments occur, the goals and strategies will be modified to reflect the City's current needs so that a viable program for affirmative action may be maintained.

Any costs incurred by the City to carry out these objectives will be handled like all other costs budgeted for Human Resource endeavors.

IV. PROGRAM AND IMPLEMENTATION OBJECTIVES

A. PLAN DISSEMINATION AND ADMINISTRATION

Objective	Action Items	Responsibility
1. Disseminate the City’s Equal Employment/Affirmative Action Policy.	1. a. All job announcements will contain the statement: “Equal Opportunity Employer.”	Human Resource Director
	b. Policy statement will become an integral part of the Personnel Policies and Procedures Manual, and will be distributed to each office for inclusion in the manual.	Human Resource Director
	c. The AAP will be filed with appropriate state and federal agencies as requested.	Human Resource Director
	d. A copy of the AAP will be distributed to all department heads.	Human Resource Director
	e. Through the Labor-Management Committees, all bargaining units will be informed of the AAP contents, objectives, etc. Copies will be available as needed.	Human Resource Director
	f. Recruitment sources and contacts will be provided copies of the Affirmative Action Policy & Plan on request.	Human Resource Analyst

A. PLAN DISSEMINATION AND ADMINISTRATION

Objective	Action Items	Responsibility
<p>2. Resolve EEO complaints in a consistent and timely manner.</p>	<p>2. a. Informal complaints of employment discrimination against the City will be referred to the EEO Officer, who will attempt to resolve the complaint.</p> <p>b. The established grievance procedure will be utilized to facilitate timeliness & consistency in resolving complaints.</p> <p>c. Formal complaints or charges of discrimination will be filed in accordance with the Grievance Procedure.</p> <p>d. All complaints will be investigated promptly, with all reasonable attempts made to resolve the complaint in-house.</p> <p>e. City policies and procedures will be modified to eliminate systemic problems identified as a result of the complaint process.</p>	<p>Human Resource Director</p> <p>Human Resource Analyst</p> <p>Human Resource Director Department Director</p> <p>Human Resource Director & Staff</p> <p>Human Resource Director</p>

B. RECRUITMENT

Objective	Action Items	Responsibility
<p>1. Establish and maintain a coordinated approach to all City recruitment efforts.</p> <p>2. Establish and maintain objective methods to analyze and monitor recruitment process.</p> <p>3. Recruit qualified applicants on a non-discriminatory basis.</p>	<p>1. a. All recruitment efforts for full-time and regular part-time employees are to be coordinated with the Human Resource Department.</p>	<p>Human Resource Director</p>
	<p>b. City departments will provide assistance in recruitment activities as necessary.</p>	<p>Department Director</p>
	<p>2. a. Continue to maintain records of characteristics of applicants, i.e., sex, race, national origin, referral source, date of application and position desired.</p>	<p>Human Resource Analyst</p>
	<p>3. a. Review position qualifications for job relatedness prior to commencing recruitment efforts.</p>	<p>Human Resource Analyst Department Director</p>
	<p>b. Establish new and/or maintain existing contacts with formal and informal groups/organizations acting as advocates for identified target groups (women, minorities, disabled, ethnic groups, etc.)</p>	<p>Human Resource Analyst</p>
	<p>c. Develop and maintain contact with general recruitment resources such as colleges, trade schools, churches, community organizations and government agencies, with special focus placed on those which represent substantial numbers of persons within identified target groups.</p>	<p>Human Resource Analyst</p>

B. RECRUITMENT

Objective	Action Items	Responsibility
<p>4. Ensure there are no arbitrary barriers to non-discriminatory employment practices.</p> <p>5. Increase employment of individuals in non-traditional jobs.</p>	<p>d. Forward job openings and recruitment announcements to identified recruitment resources with special focus upon those agencies representing appropriately qualified individuals.</p>	<p>Human Resource Analyst</p>
	<p>e. Establish on-going personal contact with these agencies to facilitate and encourage the agency to act as an advocate of the City in recruiting qualified individuals from identified target groups.</p>	<p>Human Resource Analyst</p>
	<p>f. Compile and update a Recruitment Resource List.</p>	<p>Human Resource Analyst</p>
	<p>g. Include the statement “Equal Opportunity Employer” on all recruitment literature and advertisements.</p>	<p>Human Resource Analyst</p>
	<p>4. a. Issue all job announcements and advertisements in simple, easily comprehensible language and format.</p>	<p>Human Resource Analyst</p>
	<p>5. a. Conduct recruitment efforts aimed at contacting qualified or potentially qualified female applicants for Public Safety, Public Service/Maintenance positions, etc.</p>	<p>Human Resource Director</p>
	<p>b. Assess minimum job qualifications for job relatedness to eliminate potential disparate impact.</p>	<p>Human Resource Analyst Departments</p>
	<p>c. Encourage employees to inform interested an/or qualified individuals of job opportunities in non-traditional areas (i.e.: inform males of clerical positions).</p>	<p>Human Resource Analyst All Departments</p>

B. RECRUITMENT

Objective	Action Items	Responsibility
<p>6. Increase employment of minorities in all job groups.</p>	<p>d. Analyze position distribution of employees by sex.</p> <p>6. a. Assess minimum job qualifications for job relatedness to eliminate potential disparate impact prior to screening.</p> <p>b. Encourage minority employees to recruit other minority prospects.</p> <p>c. Contact minority coalitions/organizations for recruitment assistance.</p>	<p>Human Resource Analyst</p> <p>Human Resource Analyst Departments</p> <p>Human Resource Analyst All Departments</p> <p>Human Resource Analyst</p>

C. JOB STRUCTURING & UPWARD MOBILITY

Objective	Action Items	Responsibility
<p>1. Provide opportunities for upward and lateral mobility within City administration.</p>	<p>1. a. Review job descriptions and requirements of non-entry level positions for job relatedness.</p>	<p>Human Resource Director Departments</p>
	<p>b. Review and revise existing Civil Service Rules to provide increased latitude in promotional selection and appointment process.</p>	<p>Human Resource Director Civil Service Commission</p>
	<p>c. Periodically review Civil Service Rules and analyze impact on job mobility.</p>	<p>Human Resource Analyst</p>
	<p>d. Provide educational and training assistance through reimbursement program.</p>	<p>City Administration</p>
	<p>e. Post all job openings in all departments to encourage employees to explore job alternatives.</p>	<p>Human Resource Department All Departments</p>
	<p>f. Establish and maintain central bulletin board for posting all job openings and training opportunities.</p>	<p>Human Resource Department</p>
<p>2. Provide career counseling and development assistance.</p>	<p>2. a. Find contacts with agencies which provide career planning assistance.</p>	<p>Human Resource Director</p>
	<p>b. Maintain file of catalogs with course listings and programs offered by local schools, colleges and training facilities.</p>	<p>Human Resource Department</p>

C. JOB STRUCTURING & UPWARD MOBILITY

Objective	Action Items	Responsibility
	<p>c. Make female employees aware of job opportunities available within the City which are traditionally filled by male employees.</p> <p>d. Make literature available to all employees pertaining to training and counseling services.</p>	<p>Human Resource Department</p> <p>Human Resource Analyst</p>

D. SELECTION/APPOINTMENT/EMPLOYMENT

Objective	Action Items	Responsibility
<p>1. Selection shall be made on a non-discriminatory basis and shall be consistent with merit principles.</p> <p>2. Ensure no artificial barriers exist in selection process.</p>	<p>1. a. Educational and experience requirements will be reviewed for job relatedness and consideration will be given to accepting equivalent combinations of training and experience in lieu of formal education.</p> <p>b. Job descriptions will be reviewed for accuracy and job-relatedness, and will be revised prior to recruitment and selection.</p> <p>c. Job analysis will be conducted for examinations in order to meet minimum standard of content validation.</p> <p>d. Utilize performance, paper and pencil, and other selection and evaluation instruments or processes where practical and appropriate.</p> <p>e. Relevant departments will provide assistance in data collection for job analysis and exam development.</p> <p>f. Records will be maintained which can be used to evaluate the impact of the selection process on protected groups.</p> <p>2. a. Utilize qualified testing consultants to assist in examination development and validation where assistance is required.</p>	<p>Human Resource Director</p> <p>Human Resource Analyst</p> <p>Human Resource Analyst</p> <p>Human Resource Analyst</p> <p>Departments</p> <p>Human Resource Analyst Human Resource Technician</p> <p>Human Resource Director</p>

D. SELECTION/APPOINTMENT/EMPLOYMENT

Objective	Action Items	Responsibility
<p>3. Assure that representatives of appointing authority demonstrate a commitment to equal employment opportunity.</p>	<p>b. Continue to evaluate the use of comprehensive medical examinations vs. physical capacity examinations for Public Safety entry positions.</p>	<p>Human Resource Director</p>
	<p>c. Continue to establish unclassified entry-level training programs/positions and encourage placement of women & minorities in these positions.</p>	<p>Human Resource Analyst</p>
	<p>d. Through revised Civil Service rules, facilitate movement of entry-level employees/trainees to alternative positions within the City.</p>	<p>Human Resource Analyst</p>
	<p>e. Continue to not use gender-specific titles and references in job descriptions, announcements, etc.</p>	<p>Human Resource Analyst</p>
	<p>f. Continue evaluating valid physical capability examination for Public Safety positions.</p>	<p>Human Resource Director Police & Fire Departments</p>
	<p>3. a. Use job related questions in all selection interviews.</p>	<p>Human Resource Director</p>
	<p>b. Provide training and assistance to individuals with hiring authority in the conduct of job-related interviews and selection processes.</p>	<p>Human Resource Analyst</p>

D. SELECTION/APPOINTMENT/EMPLOYMENT

Objective	Action Items	Responsibility
<p>4. Comply with the employment provisions of Title I of the Americans with Disabilities Act as well as those provisions in Title V of the Act that are related to employment issues.</p> <p>5. Continue to adapt and improve personnel techniques to increase effectiveness and to further modern merit principles.</p>	<p>c. Conduct follow-up on each new employee to ensure rapid integration into work force, adequate on-the-job training, orientation to procedures, etc.</p> <p>d. Continue to include factor(s) for rating performance of management staff in executing EEO responsibilities.</p> <p>4. a. Unless it imposes an undue hardship, continue to make efforts to reasonably accommodate qualified employees with disabilities to enable them to efficiently and safely perform the essential functions required by their job, to enable employees with disabilities to enjoy equal benefits and privileges of employment as are enjoyed by all these employees and to ensure access to work place facilities.</p> <p>5. a. Provide formal and on-the-job training to all members of the Human Resource Department in modern personnel practices and methods, relevant aspects of the law, etc.</p> <p>b. Subscribe to professional journals and organizations which strive to further modern personnel practices.</p> <p>c. Continue to review existing personnel policies and procedures, revising and developing procedures as necessary to ensure comprehensive, consistent and progressive personnel policies and procedures.</p>	<p>Department Director</p> <p>Human Resource Director</p> <p>Human Resource Director</p> <p>Human Resource Director</p> <p>Human Resource Director</p> <p>Human Resource Director</p>

D. SELECTION/APPOINTMENT/EMPLOYMENT

Objective	Action Items	Responsibility
6. Comply with the Civil Rights Act of 1991.	d. Review and revise Civil Service Rules to enhance responsiveness and maximize process. 6. a. Continue to employ the same norms for male and female candidates.	Human Resource Director Civil Service Commission Human Resource Director Human Resource Analysts

E. TRAINING AND DEVELOPMENT

Objective	Action Items	Responsibility
<p>1. Provide orientation on City policies, procedures and structure for all new employees.</p> <p>2. Provide training opportunities to all eligible employees on an equal basis.</p> <p>3. Provide management development programs and skills training to increase managerial efficacy.</p>	<p>1. a. Continue with video orientation program and conduct program for all new employees.</p>	<p>Human Resource Director</p>
	<p>b. Continue to include section on City’s affirmative action commitment in program, along with information on City’s benefits, procedures and functions.</p>	<p>Human Resource Director</p>
	<p>2. a. Study feasibility of maintaining a centralized file in the Human Resource Department of training received by City employees.</p>	<p>Human Resource Director</p>
	<p>b. Offer training opportunities and reimbursement programs to all employees on an equal basis.</p>	<p>All Managers & Supervisors</p>
	<p>c. Post announcements of training opportunities in centralized department locations.</p>	<p>Human Resource Department Departments</p>
	<p>d. Continue to maintain centralized file of local college catalogues, trade and vocational school programs, and training agencies in the area.</p>	<p>Human Resource Director</p>
	<p>3. a. Provide all managers and supervisors with review of EEO laws/regulations and the City Affirmative Action Program as needed.</p>	<p>Human Resource Director</p>

E. TRAINING AND DEVELOPMENT

Objective	Action Items	Responsibility
<p>4. Provide training seminars on EEO in City organization.</p>	<p>b. Provide informal assistance in understanding ramification of EEO laws/regulations and Affirmative Action Program as needed.</p>	<p>Human Resource Director</p>
	<p>c. Conduct series of training programs in management and supervisory styles and skills as needed.</p>	<p>Human Resource Director</p>
	<p>d. Provide all managers and supervisors with review in proper non-discriminatory interviewing techniques as needed.</p>	<p>Human Resource Analyst</p>
	<p>4. a. Conduct seminars on AAP & its administration as needed.</p>	<p>Human Resource Analyst</p>
	<p>b. Conduct programs and seminars on specific elements of EEO (i.e., working with individuals with disabilities, sexual harassment, etc.) as needed.</p>	<p>Human Resource Analyst</p>

F. APPLICANTS/EMPLOYEES WITH DISABILITIES

Objective	Action Items	Responsibility
<p>1. Ensure that individuals with disabilities are not discriminated against in the City’s work force.</p> <p>2. Ensure equal employment opportunity for individuals with disabilities.</p>	<p>1. a. Closely monitor selection process to ensure that qualified applicants with disabilities are not being discriminated against in terms of job-related tasks/duties.</p>	<p>Human Resource Director</p>
	<p>b. Recommend to City Manager any reasonable accommodations necessary for current employees with disabilities.</p>	<p>Human Resource Director</p>
	<p>2. a. Recruitment announcements will be forwarded to agencies that train or seek to place individuals with disabilities.</p>	<p>Human Resource Analyst</p>
	<p>b. Reasonable accommodations will be explored in job structure and/or physical environment to facilitate the appointment and promotion of qualified individuals with disabilities.</p>	<p>Human Resource Director Department Director</p>
	<p>c. Provide assistance to supervisors employing individuals with disabilities, specifically in accommodating aspects of job to that individual’s need.</p>	<p>Human Resource Director</p>
<p>d. Assist in analyzing requests from employees with disabilities for potential transfer to comparable positions congruent with their abilities and business necessity.</p>	<p>Human Resource Director Department Director</p>	
<p>e. Institute alternative testing/screening procedures where feasible to accommodate specific disabilities as needed.</p>	<p>Human Resource Analyst</p>	

F. APPLICANTS/EMPLOYEES WITH DISABILITIES

Objective	Action Items	Responsibility
3. Ensure accessibility of City facilities and programs to citizens with disabilities.	3. a. Analyze City facilities and programs for accessibility to individuals with disabilities. b. Clearly mark easy-access entrances, passageways, etc. to facilitate mobility of individuals with physical disabilities within City structures. c. Provide clearly marked parking for individuals with disabilities.	Facilities Director Facilities Director Trans. Eng. Director
4. Increase employment opportunities for individuals with disabilities.	4. a. Analyze all job qualifications and requirements for artificial barriers to the participation/utilization of individuals with disabilities. b. Continue to maintain contacts with organizations representing and/or training individuals with disabilities so that they may assist in identifying and referring qualified candidates.	Human Resource Analyst Department Directors Human Resource Analyst
5. Ensure that pre-employment medical exam does not disqualify individuals with physical conditions that are not job-related.	5. a. Provide examining physician with summary of actual physical requirements that are essential to job performance. b. Analyze examination results for possible disqualifiers that are not essential job requirements.	Human Resource Director Human Resource Director

F. APPLICANTS/EMPLOYEES WITH DISABILITIES

Objective	Action Items	Responsibility
6. Ensure confidentiality of medical records of individuals with disabilities.	6. a. Monitor release of such data, ensuring that only those with a need to know (managers, supervisors) have access to such records.	Human Resource Director

G. WORK ENVIRONMENT AND EMPLOYMENT CONDITIONS

Objective	Action Items	Responsibility
<p>1. Ensure a neutral work environment.</p>	<p>1. a. Continue to enforce a policy which entitles all employees to perform their work in an environment free from illegal harassment, either overt or covert, regardless of their race, color, sex, religion, age, national original, ethnic heritage or disability.</p> <p>b. Prohibit the use of any derogatory terminology to refer to any race, color, sex, religion, age, national origin, ethnic heritage or disability.</p> <p>c. Inform Managers and employees of rights to and responsibilities for ensuring a neutral work environment free from illegal harassment based on race, color, religion, sex, age, national origin, ethnic heritage or disability.</p> <p>d. Investigate all complaints of harassment and discrimination immediately and pursue disciplinary action where necessary.</p>	<p>Human Resource Director</p> <p>Human Resource Director Department Directors</p> <p>Human Resource Director Department Directors</p> <p>Human Resource Director Department Directors</p>

H. PROGRAM EVALUATION AND MODIFICATION

Objective	Action Items	Responsibility
<p>1. Ensure that AAP is effective and current, reflecting changes in laws and regulations and City’s needs.</p>	<p>1. a. Review AAP periodically to identify changes necessary to maintain accuracy and completeness, and implement modifications as needed.</p> <p>b. Analyze accomplishments periodically to ensure that efforts in EEO/AAP are on-going.</p> <p>c. Continue to notify Human Resource Director of identified or potential problems in procedures, policies and practices, which may inhibit equal employment opportunity.</p>	<p>Human Resource Director Human Resource Analyst</p> <p>Human Resource Director</p> <p>Department Directors</p>

V. Work Force Analysis

An analysis of the City of Kettering work force is conducted annually. All job classifications are reviewed, and incumbents in each class are identified by gender and race. Each classification is then matched with the job groups established by EEOC (See Appendix).

APPENDICES

POSITION LISTING BY EEO CATEGORY

Officials/Administrators

Administrative Support Manager
 Assistant Finance Director
 Assistant City Manager
 Assistant City Engineer
 Assistant Street Maintenance Director
 Assistant Transportation Engineering Director
 Budget Manager
 Chief of Police
 Community Information Manager
 Cultural Arts Superintendent
 Deputy Fire Chief
 Economic Development Manager
 Equipment Maintenance Manager
 Facilities Director
 Facilities Maintenance Manager
 Finance Director
 Fire Captain
 Fire Chief
 Frazee Pavilion Manager
 Human Resource Analyst
 Human Resource Director
 Law Director
 Parks, Recreation and Cultural Arts Director
 Parks Superintendent
 Planning and Development Director
 Police Captain
 Public Service Director/City Engineer
 Purchasing Manager
 Recreation Facility Manager

Street Maintenance Director
 Tax Manager
 Transportation Engineering Director
 Volunteer Coordinator

Professionals

Aquatics Supervisor
 Arena Supervisor
 Assistant Recreation Facility Manager
 Attorney I
 Attorney II
 City Planner
 Civil Engineer
 Communications/Marketing Manager
 Engineering Surveyor
 Financial Analyst
 Fitness/Sports Program Supervisor
 Information System Manager
 Planning and Development Architect
 Planning and Development Engineer
 Police Lieutenant
 Recreation Program Supervisor
 Senior Center Supervisor
 Senior Program Supervisor
 Training and Support Specialist

Technicians

Audio-Visual Coordinator/Systems Administrator
 Audio-Visual Technician
 Building Inspector
 Engineering Technician I

POSITION LISTING BY EEO CATEGORY

Engineering Technician II
Engineering Technician III
Engineering Technician IV
Engineering Technician V
Facilities Maintenance Supervisor
Finance Technician
Human Resource Technician
Information System Technician
Parks Specialist (Horticulturist)
Parks Supervisor
Police Sergeant
Printer II
Senior Building Inspector
Street Supervisor
Traffic Engineering Technician I
Traffic Engineering Technician II
Traffic Signal Foreman
Traffic Signal Technician

Public Safety

Community Service Specialist
Fire Dispatcher
Firefighter I
Firefighter II
Firefighter III
Jailer
Patrol Officer
Police Dispatcher
Uniformed Deputy Bailiff

Paraprofessionals

Administrative Aide (Reg. P.T.)
Aide - Photo Lab (Reg. P.T.)
Human Resource Aide (Reg. P.T.)
Planning and Development Aide (Reg. P.T.)
Program Specialist I (Reg. P.T.)
Program Specialist II (Reg. P.T.)
Safety Supervisor (Reg. P.T.)
Senior Safety Supervisor

Administrative Support

Account Clerk
Administrative Specialist
Assistant to Clerk of Council
Clerk - Reg. P. T.
Clerk of Council
Clerk Typist I
Clerk Typist II
Corresponding Secretary
Engineering Clerk
Finance Clerk
Fire Aide (Reg. P.T.)
Police Records Clerk
Secretary I
Secretary II
Secretary III
Vehicle Maintenance Clerk

POSITION LISTING BY EEO CATEGORY

Skilled Craft

Buildings Maintenance Mechanic
Equipment Mechanic
Equipment Maintenance Supervisor
Parks Service III
Street Service III
Street Service IV
Traffic Control III

Service Maintenance

Buildings Attendant
Buildings Service I
Buildings Service II
Equipment Maintenance Aide
Lead Buildings Attendant
Maintenance Aide (Reg. P.T.)
Parks Service I
Parks Service II
Street Service I
Street Service II
Traffic Control I
Traffic Control II

GENERAL RECRUITMENT

<u>CAREER SERVICES</u>	775-2556
Attn: Director Wright State University Dayton, OH 45435	
<u>DAYTON AREA CHAMBER OF COMMERCE</u>	226-8232
Chamber Plaza, 5 th & Main Sts. Attn: Job Placement Dayton, OH 45402-2400	
<u>DAYTON CAREER BOARD OF EDUCATION</u>	262-2829
Career Development 2013 W. Third Street Dayton, OH 45417	
<u>DAYTON URBAN LEAGUE</u>	220-6650
Attn: Director The United Way Bldg. 184 Salem Ave. Dayton, OH 45406	
<u>DAY-VEST</u>	224-0441
Attn: Coordinator Box 1822 222 Salem Ave. Dayton, OH 45401	
<u>GREENE INC.</u>	937-376-8541
121 Fairground Road Xenia, OH 45385	
<u>HUMAN RELATIONS COUNCIL</u>	228-5854
Attn: Director 130 W. 2 nd St., Suite 730 Dayton, OH 45402-1501	
<u>JEWISH FEDERATION OF GREATER DAYTON</u>	854-2944
4501 Denlinger Rd. Dayton, OH 45426	
<u>JOBS FOR GRADUATES INC.</u>	279-2252
Attn: Alison K. Taylor Roosevelt Center 1846 N. Main St. Dayton, OH 45405	

GENERAL RECRUITMENT

<u>MONTGOMERY CO. GREATER DAYTON JOB TRAINING</u>	225-5500
Attn: Director 14 W. 4 th Street Dayton, OH 45402	
<u>MONTGOMERY COUNTY JOB CENTER</u>	225-6320
1111 S. Edwin Moses Blvd. Dayton, OH 45408	
<u>MONTGOMERY COUNTY PERSONNEL BUREAU</u>	225-4018
Attn: Harry C. Walton 451 W. Third St. Dayton, OH 45422	
<u>NAACP</u>	222-2172
Attn: Director 1528 W. Dr. Martin Luther King Jr. Way Dayton, OH 45407	
<u>OHIO BUREAU OF EMPLOYMENT SERVICES</u>	224-1416
1111 S. Edwin Moses Blvd. Dayton, OH 45408	
<u>TECUMSEH CONSORTIUM</u>	426-3976
571 Ledbetter Road Xenia, OH 45385	
<u>THE VET CENTER</u>	461-9150
111 W. First St. Dayton, OH 45402	
<u>VETERANS ADMINISTRATION CENTER</u>	268-6511
Maria Robbins, Learning Resource Center c/o V.A. Medical Center 4100 W. Third St. Dayton, OH 45428	
<u>VETERAN SERVICE CENTER</u>	435-VETS (435-8387)
Attn: Placement Center 2090 Hewitt Ave. Kettering, OH 45440	

SPECIAL AGENCIES

BUREAU OF SERVICES FOR THE VISUALLY IMPAIRED 285-6574
Attn: Rehabilitation Supervisor 285-6354 TDD Only
111 W. First St., Suite 303-A
Dayton, OH 45402

BUREAU OF VOCATIONAL REHABILITATION 449-6585
Job Development Coordinator
111 W. First St., Suite 202
Dayton, OH 45402

FAMILY SUPPORT CENTER 257-3592
88 MSSQ/DPF
2000 Allbrook Drive, Suite 3
WPAFB, OH 45433-5315

GOODWILL INDUSTRIES 461-4800
Jeanie Clueckert
P.W.I. Coordinator
1511 Kuntz
Dayton, OH 45404

JEWISH VOCATIONAL SERVICES 228-6373
111 West First Street #400
Dayton, OH 45402

MANPOWER 224-7663
Attn: Branch Manager
840 S. Main Street
Dayton, OH 45402

MONTGOMERY COUNTY PROSECUTOR'S OFFICE 225-4864
Diversion Division
41 N. Perry Street
Dayton, OH 45402

OFFICE OF DISABILITY SERVICES 775-5680
Attn: Director of Placement
Wright State University
3640 Col. Glenn Highway
Dayton, OH 45435

PROJECT CURE, INC. 262-3500
Attn: Director
1800 N. James H. McGee Blvd.
Dayton, OH 45427

SPECIAL AGENCIES

TRANSITION ASSISTANCE CENTER

645 MSSQ/MSCP

4185 Logistics Avenue, Suite 1

WPAFB, OH 45433-5738

937-257-5867

VOCATIONAL SCHOOLS

CLARK TECHNICAL COLLEGE

Attn: Placement Office
570 E. Loeffels Lane
Springfield, OH 45501

937-325-0691, 325-6127

GREEN VOCATIONAL SCHOOL

Attn: Placement Office
2960 W. Enon Road
Xenia, OH 45385-9545

937-426-6636

ITT TECHNICAL INSTITUTE

Attn: Placement Office
3325 Stop Eight Rd.
Dayton, OH 45414

454-2267

LIMA TECHNICAL COLLEGE

Attn: Placement Office
4240 Campus Drive
Lima, OH 45804

419-221-1112
419 995-8352 Placement

MIAMI-JACOBS COLLEGE

Attn: Placement Office
400 E. Second Street
Dayton, OH 45401

449-8281

MONTGOMERY COUNTY JOINT VOCATIONAL SCHOOL

Attn: Placement Office
6800 Hoke Road
Clayton, OH 45315

837-7781

RETS TECHNICAL CENTER

Attn: Placement Office
555 E. Alex-Bell Rd.
Centerville, OH 45459

433-3410

SOUTHWESTERN COLLEGE OF BUSINESS

Attn: Placement Office
225 W. First Street
Dayton, OH 45402

224-0061

POLICE RECRUITMENT

CLARK TECHNICAL COLLEGE

Attn: Director
Criminal Justice Program
570 E. Loeffels Lane
P.O. B. 570
Springfield, OH 45501-0570

937-325-0691, 325-6127
937-328-6052 Criminal Justice

CENTRAL OHIO TECHNICAL COLLEGE

Law Enforcement Program
1179 University Drive
Newark, OH 43055-1797

740-366-1351
740-366-9287 Law Enforcement

EASTERN KENTUCKY UNIVERSITY

College of Law Enforcement
Room 354
Stratten Building
521 Lancaster Ave.
Richmond, KY 40475

606-622-3565

LIMA TECHNICAL COLLEGE

Director Law Enforcement Program
4300 Campus Drive
Lima, OH 45804

419-221-1112
419-995-8386 Director of Law
Enforcement

MIAMI UNIVERSITY-OXFORD CAMPUS

Political Science Dept.
218 Harrison Hall
Oxford, OH 45056

513-529-2000

MOUNT ST. JOSEPH'S COLLEGE

Attn: Director of Law Enforcement Program
Dept. Behavioral Sciences
5701 Delhi Road
Cincinnati, OH 45233

513-244-4200
513-244-4271 Beh. Sci.

OHIO DOMINICAN COLLEGE

Director
1216 Sunbury Road
Columbus, OH 43219

614-253-2741

POLICE RECRUITMENT

OHIO UNIVERSITY CHILLICOTHE CAMPUS

740-774-7200

Director
Box 629
Chillicothe, OH 45601

SHAWNEY STATE GENERAL & TECHNICAL COLLEGE

740-354-3205

Attn: Director
940 Second Street
Portsmouth, OH 45662

SINCLAIR COMMUNITY COLLEGE

512-2923

Director of Law Enforcement
444 W. Third Street
Dayton, OH 45402

UNIVERSITY OF CINCINNATI

513-556-6000

Criminal Justice Program
Dept. of Criminal Justice
P.O.B. 210389
Cincinnati, OH 45221-0389

UNIVERSITY OF DAYTON

229-4242

Attn: Director
Criminal Justice Dept.
St. Joseph's Hall
Dayton, OH 45469-0001

UNIVERSITIES

BOWLING GREEN STATE UNIVERSITY

Attn: Career Planning/Placement Office
Student Services Bldg.
Bowling Green, OH 43403

419-372-2356

CENTRAL STATE UNIVERSITY

Attn: HR Dept.
Wilberforce, OH 45384

937-376-6011
937-376-6540 HR Dept.

UNIVERSITY OF CINCINNATI

Career Development Center
P.O.B. 210115
620 Old Chem.
Cincinnati, OH 45221

513-556-6000
513-556-3471 Career Dev.

INDIANA UNIVERSITY

Arts & Science Placement Office
625 North Jordan Avenue
Bloomington, IN 47405-3196

812-855-4848

MIAMI UNIVERSITY/HAMILTON CAMPUS

Attn: Placement Office
Hamilton, OH 45011

513-863-8833

MIAMI UNIVERSITY/MIDDLETOWN CAMPUS

Attn: Placement Office
Middletown, OH 45042

513-727-3200

MIAMI UNIVERSITY

Attn: Placement Office
Oxford, OH 45056

513-529-2000

OHIO UNIVERSITY

Attn: Career Services
185 Lindley Hall
Athens, OH 45701

740-593-1000
740-593-2909 Career Services

SINCLAIR COMMUNITY COLLEGE

Attn: Director of Placement
444 W. Third Street
Dayton, OH 45402-1460

937-512-2769

UNIVERSITIES

TERRA TECHNICAL COLLEGE

419-334-8400

Gary Krisher, Chairperson
Col. Employ. - Net
2830 Napoleon Road
Freemont, OH 43420

UNIVERSITY OF CINCINNATI

513-556-6000

Attn: Placement Office
120 Old Commons
Cincinnati, OH 45221-0115

UNIVERSITY OF DAYTON

229-2045

Attn: Placement Office
Dayton, OH 45469

UNIVERSITY OF DAYTON

229-2077

Attn: Arlene Comacho
J.P.C. Internship
Dayton, OH 45469

WILBERFORCE UNIVERSITY

937-376-2911

Attn: Placement Office
Personnel Office
Wilberforce, OH 45384

WRIGHT STATE UNIVERSITY

775-4167

Attn: Margaret Rezek, Asst. Director
University Placement Services
Dayton, OH 45435

WRIGHT STATE UNIVERSITY

775-4451

Dept. of Urban Affairs
177 Millett Hall
Dayton, OH 45435

AVAILABLE RESOURCES

NEWSPAPERS

Dayton Daily News 225-1515
45 S. Ludlow Street
Dayton, OH 45402

K-O Times 294-7000
Amos Suburban Newspapers
3085 Woodman Drive
Kettering, OH 45420

CITY OF KETTERING JOB LINE 296-3331

CITY OF KETTERING WEBSITE www.ci.kettering.oh.us