

DEPARTMENT OF PUBLIC UTILITIES*

CITY OF COLUMBUS, OHIO

EQUAL EMPLOYMENT OPPORTUNITY PLAN

Effective Dates:

May 06, 2010 - May 06, 2012

***by reference, this plan constitutes one unit of the Columbus City-wide Equal Employment Opportunity Plan. This unit is number 10 of 17 units.**

**Michael B. Coleman
Mayor**

**Chester C. Christie
Director
Department of Human Resources**

**Melvin V. Richardson, J.D.
Equal Employment Opportunity Manager
Department of Human Resources**

Department of Public Utilities
City of Columbus

(This form may be completed as needed to accompany applications for specific government grants.)

Step 1: Introductory Information

Direct Recipients

Grant Title: **Grant Number:**
Grantee Name: **Award Amount: \$**
Grantee Type:
Address:
Contact Person: **Telephone #:**
Contact Address:
DOJ Grant Manager: **DOJ Telephone #:**

Subrecipients

Grant Title: **Grant Number:**
Grantee Name: **Award Amount: \$**
Grantee Type:
Address:
Contact Person: **Telephone #:**
Contact Address:
State Granting Agency: **Grant Number:**
Contact Name:
Contact Address:
Telephone #:

INTRODUCTION/POLICIES

As described in the policy statement below, the City of Columbus Department of Public Utilities equal employment opportunity program operates pursuant to specific policies and procedures adopted and authorized by the Mayor of the City of Columbus, the Columbus City Council and applicable city, state, and federal laws, rules and regulations. The essential mission of the equal employment opportunity program is the elimination of unlawful discrimination in all phases of the employment process.

In order to accomplish the aforestated mission, Mayor Michael B. Coleman has issued and City Council has endorsed a number of equal employment opportunity policies and designated the Department of Human Resources' Equal Employment Opportunity Office to administer the program. As a part of its responsibilities, the EEO Office assists in the development and implementation of the Department of Public Utilities, Equal Employment Opportunity Plan. In short, this plan is a document which, through statistical and other analyses, identifies areas of concern related to equal employment opportunity within the Department of Public Utilities employment processes and establishes goals and timetables with specific objectives and measures to be taken to address areas of concern. This plan, by reference, is an essential unit of and is incorporated into the current City-wide Equal Employment Opportunity Plan.

PERSONNEL MANAGEMENT AND OPERATIONS OVERVIEW

The Columbus Department of Public Utilities has had a longstanding commitment to equal employment opportunity. This has been manifested in policies and procedures such as those included in this plan.

The Department's objectives and specific steps to attain them, as listed herein, provide an aggressive and proactive approach to make viable its commitment to equal employment opportunity.

Policy Statement:

Federal, State and Local law prohibits discrimination on the basis of race, color, religion, sex, national origin, disability, ancestry, age, sexual orientation or qualified veteran status.

It is the policy of the City of Columbus to provide equal employment opportunity in City government in recognition of the essential rights of all qualified applicants and employees; to prohibit discrimination in employment with regard to race, color, religion, sex (including sexual harassment), national origin, disability, ancestry, age, sexual orientation or qualified veteran status; to identify and eliminate barriers to the employment of qualified persons and promote equal opportunity with respect to hiring, promotion, terms, conditions or privileges of employment in each department and division of City government.

It is the policy that non-discrimination and equal employment opportunity are the policy of City government in all of its employment decisions, programs, services and activities. To that end, all city departments and divisions, supervisors and employees under my jurisdiction shall act affirmatively to ensure equality of opportunity in the internal affairs of City government, as well as in their relations with the public.

The policy requires more than a desire to eliminate discriminatory barriers to employment. It must also entail positive and aggressive measures to ensure equal employment opportunity in all areas of human resources management. These measures should include efforts required to remedy all effects of discriminatory patterns and practices and those actions necessary to guarantee equal employment opportunity for all qualified persons.

The overall objective of the Equal Employment Opportunity Policy is to free the working environment of any and all forms of unlawful employment discrimination.

All departments and appointing authorities under my jurisdiction shall act affirmatively to eliminate discrimination.

All departments and appointing authorities shall have responsibility for ensuring that this Policy is implemented in their operations with the assistance of the Department of Human Resources' Equal Employment Opportunity Office.

To effectuate the intent of equal employment opportunity, each City department and agency shall cooperate and work with the assistance of the Department of Human Resources' Equal Employment Opportunity Office.

To effectuate the intent of equal employment opportunity, each City department and agency shall cooperate and work with the Human Resources' Equal Employment Opportunity Office in the performance of the duties and responsibilities imposed by this Policy.

The Department of Human Resources' Equal Employment Opportunity Office is hereby designated to administer the Equal Employment Opportunity Policy as set forth in this document.

This Policy shall be in full force and effect after my signature to the document.

Michael B. Coleman, Mayor
Effective October 20, 2000

Steps 2, 3 and 4a:

In the following Utilization Chart the workforce statistics for the Department of Public Utilities have been inserted. In addition, as shown, the available workforce statistics have been inserted in the Utilization Chart and the initial utilization analysis has been completed by subtracting the percentages obtained in Step 3 from those obtained in Step 2; thereby disclosing, if any, underutilizations by race and sex in the job categories shown. Underutilization by race or sex of 4% or more in any job category is deemed significant.

Step 4b: Narrative Underutilization Analysis

The Office of the Director of Human Resources of the City of Columbus, in consultation with the department's Equal Employment Opportunity (EEO) Office, reviewed the Utilization Analysis (comparing the Department of Public Utilities' workforce to the relevant labor market), and noted the following:

1. White males were significantly under-represented in the following job category: Administrative Support (-9%).
2. Hispanic or Latino males were significantly under-represented in the following job categories: Protective Services – Non-sworn (-5%) and Skilled Craft (-4%).
3. Black males were significantly under-represented in the following job category: Officials / Administrators (-4%).
4. Asian males were significantly under-represented in the following job category: Professionals (-4%).
5. White females were significantly under-represented in the following job categories: Officials / Administrators (-15%), Professionals (-15%), Technicians (-38%), Protective Services – Non-sworn (-23%), Skilled Craft (-4%) and Service / Maintenance (-27%).

Steps 5 & 6: Objectives and Steps

1. To encourage White males to apply for vacancies in the Administrative Support job category

The EEO Office will work with a representative of the Department of Public Utilities to have the following assessed: applicant pool for all vacancies in the relevant job categories to determine whether White males were under-represented; review of the related and relevant job descriptions to determine whether any aspect of the same would discourage or negatively affect applications by White males; what specific aspects of the affected jobs could be better marketed to White male applicants. The Department of Public Utilities will work with the EEO Office to create and implement a specific recruitment action plan by April, 2010. The actions taken in response to these Objectives and Steps will be documented and attached to the Short Form as an Addendum. The emphases of these efforts will be to develop practical and effective processes, contacts and recruitment tools at the level of new employee selection that positively affect hiring results such as those modeled in the "City of Columbus Division of Police Minority Recruitment Unit Recruiting Initiative 2009-2011." See Attachment I to this Equal Employment Opportunity Plan.

2. To encourage Hispanic or Latino males to apply for vacancies in the Protective Services – Non-sworn and Skilled Craft job categories

The EEO Office will work with a representative of the Department of Public Utilities to have the following assessed: applicant pool for all vacancies in the relevant job

categories to determine whether Hispanic or Latino males were under-represented; review of the related and relevant job descriptions to determine whether any aspect of the same would discourage or negatively affect applications by Hispanic or Latino males; what specific aspects of the affected jobs could be better marketed to Hispanic or Latino male applicants. The Department of Public Utilities will work with the EEO Office to create and implement a specific recruitment action plan by April, 2010. The actions taken in response to these Objectives and Steps will be documented and attached to the Short Form as an Addendum. The emphases of these efforts will be to develop practical and effective processes, contacts and recruitment tools at the level of new employee selection that positively affect hiring results such as those modeled in the "City of Columbus Division of Police Minority Recruitment Unit Recruiting Initiative 2009-2011." See Attachment I to this Equal Employment Opportunity Plan.

3. To encourage Black males to apply for vacancies in the Officials / Administrators job category

The EEO Office will work with a representative of the Department of Public Utilities to have the following assessed: applicant pool for all vacancies in the relevant job categories to determine whether Black males were under-represented; review of the related and relevant job descriptions to determine whether any aspect of the same would discourage or negatively affect applications by Black males; what specific aspects of the affected jobs could be better marketed to Black male applicants. The Department of Public Utilities will work with the EEO Office to create and implement a specific recruitment action plan by April, 2010. The actions taken in response to these Objectives and Steps will be documented and attached to the Short Form as an Addendum. The emphases of these efforts will be to develop practical and effective processes, contacts and recruitment tools at the level of new employee selection that positively affect hiring results such as those modeled in the "City of Columbus Division of Police Minority Recruitment Unit Recruiting Initiative 2009-2011." See Attachment I to this Equal Employment Opportunity Plan.

4. To encourage Asian males to apply for vacancies in the Professionals job category

The EEO Office will work with a representative of the Department of Public Utilities to have the following assessed: applicant pool for all vacancies in the relevant job categories to determine whether Asian males were under-represented; review of the related and relevant job descriptions to determine whether any aspect of the same would discourage or negatively affect applications by Asian males; what specific aspects of the affected jobs could be better marketed to Asian male applicants. The Department of Public Utilities will work with the EEO Office to create and implement a specific recruitment action plan by April, 2010. The actions taken in response to these Objectives and Steps will be documented and attached to the Short Form as an Addendum. The emphases of these efforts will be to develop practical and effective processes, contacts and recruitment tools at the level of new employee selection that positively affect hiring results such as those modeled in the "City of

Columbus Division of Police Minority Recruitment Unit Recruiting Initiative 2009-2011." See Attachment I to this Equal Employment Opportunity Plan.

5. **To encourage White females to apply for vacancies in the Officials / Administrators, Professionals, Technicians, Protective Services – Non-sworn, Skilled Craft and Service / Maintenance job categories**

The EEO Office will work with a representative of the Department of Public Utilities to have the following assessed: applicant pool for all vacancies in the relevant job categories to determine whether White females were under-represented; review of the related and relevant job descriptions to determine whether any aspect of the same would discourage or negatively affect applications by White females; what specific aspects of the affected jobs could be better marketed to White female applicants. The Department of Public Utilities will work with the EEO Office to create and implement a specific recruitment action plan by April, 2010. The actions taken in response to these Objectives and Steps will be documented and attached to the Short Form as an Addendum. The emphases of these efforts will be to develop practical and effective processes, contacts and recruitment tools at the level of new employee selection that positively affect hiring results such as those modeled in the "City of Columbus Division of Police Minority Recruitment Unit Recruiting Initiative 2009-2011." See Attachment I to this Equal Employment Opportunity Plan.

Step 7a: Internal Dissemination

Every person in a supervisory position in the Department of Public Utilities will be provided a copy of this Equal Employment Opportunity Plan and within thirty (30) days of receipt of this plan will document, in writing, that he/she has made each of his/her subordinates, aware of the location of a copy of this plan within their office, facility, etc., and inform them of their right to inspect and acquire a copy of the same. Applicants for employment will also be provided, in writing, information detailing their right to inspect and obtain a copy of this plan. A copy of this EEOP will be posted on the City of Columbus website and notice informing employees will be distributed through a City-wide email.

A copy of this plan shall be maintained for inspection and a copy may be obtained from:

City of Columbus
Department of Human Resources
Equal Employment Opportunity Office
City Hall, Room 311
90 West Broad Street
Columbus, Ohio 43215
(614) 645-8871

Melvin V. Richardson, J.D.
Equal Employment Opportunity
Manager

Office of the Director
Department of Public Utilities
910 Dublin Road
Columbus, Ohio 43215
(614) 645-6141

Tatyana Arsh, P.E.
Director

Step 7b: External Dissemination

1. The City of Columbus will post this EEOP on its website and any user will be able to access and download it.
2. The City's Equal Business Opportunity Commission Office will notify contractors doing business with the City that they may obtain copies of this EEOP.
3. Copies of this EEOP will be sent to the Columbus Public Library.

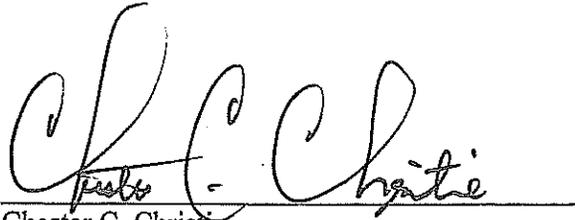
Utilization Analysis Chart
Relevant Labor Market: Franklin County, Ohio

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races
Officials/Administrators														
Workforce #/%	30/75%	0/0%	0/0%	0/0%	1/2%	0/0%	0/0%	8/20%	0/0%	1/2%	0/0%	0/0%	0/0%	0/0%
CLS #/%	44,405/51%	610/1%	3,735/4%	140/0%	1,610/2%	4/0%	305/0%	30,160/35%	500/1%	4,390/5%	85/0%	695/1%	10/0%	180/0%
Utilization #/%	24%	-1%	-4%	-0%	1%	-0%	-0%	-15%	-1%	-3%	-0%	-1%	-0%	-0%
Professionals														
Workforce #/%	121/64%	0/0%	10/5%	0/0%	0/0%	0/0%	0/0%	50/27%	0/0%	5/3%	0/0%	2/1%	0/0%	0/0%
CLS #/%	51,510/41%	855/1%	4,420/4%	90/0%	4,695/4%	35/0%	425/0%	52,440/42%	760/1%	7,150/6%	130/0%	2,565/2%	0/0%	325/0%
Utilization #/%	23%	-1%	2%	-0%	-4%	-0%	-0%	-15%	-1%	-3%	-0%	-1%	0%	-0%
Technicians														
Workforce #/%	110/81%	0/0%	11/8%	0/0%	1/1%	0/0%	0/0%	9/7%	0/0%	5/4%	0/0%	0/0%	0/0%	0/0%
CLS #/%	4,070/33%	75/1%	635/5%	0/0%	205/2%	4/0%	35/0%	5,495/45%	60/0%	1,330/11%	4/0%	245/2%	0/0%	30/0%
Utilization #/%	47%	-1%	3%	0%	-1%	-0%	-0%	-38%	-0%	-7%	-0%	-2%	0%	-0%
Protective Services: Sworn														
Workforce #/%	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/	0/
CLS #/%	5,895/59%	85/1%	1,785/18%	15/0%	20/0%	0/0%	75/1%	1,295/13%	45/0%	765/8%	0/0%	10/0%	0/0%	10/0%
Utilization #/%														
Protective Services: Non-sworn														
Workforce #/%	6/67%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	3/33%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
Civilian Labor Force #/%	125/34%	20/5%	10/3%	0/0%	0/0%	0/0%	0/0%	205/56%	4/1%	0/0%	0/0%	0/0%	0/0%	0/0%
Utilization #/%	32%	-5%	-3%	0%	0%	0%	0%	-23%	-1%	0%	0%	0%	0%	0%
Administrative Support														
Workforce #/%	37/19%	2/1%	9/5%	0/0%	0/0%	0/0%	0/0%	113/59%	2/1%	28/15%	0/0%	2/1%	0/0%	0/0%
CLS #/%	44,660/28%	835/1%	8,080/5%	130/0%	1,110/1%	40/0%	620/0%	82,365/51%	1,615/1%	18,740/12%	230/0%	1,880/1%	20/0%	870/1%
Utilization #/%	-9%	1%	-0%	-0%	-1%	-0%	-0%	7%	0%	3%	-0%	-0%	-0%	-1%

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races
Skilled Craft														
Workforce #/%	428/85%	0/0%	59/12%	1/0%	3/1%	0/0%	0/0%	12/2%	0/0%	1/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	31,515/77%	1,460/4%	3,685/9%	150/0%	440/1%	15/0%	380/1%	2,505/6%	105/0%	440/1%	4/0%	150/0%	10/0%	30/0%
Utilization #/%	8%	-4%	3%	-0%	-0%	-0%	-1%	-4%	-0%	-1%	-0%	-0%	-0%	-0%
Service/Maintenance														
Workforce #/%	99/68%	1/1%	40/28%	0/0%	1/1%	0/0%	0/0%	2/1%	0/0%	2/1%	0/0%	0/0%	0/0%	0/0%
CLS #/%	55,850/40%	4,130/3%	18,100/13%	325/0%	1,935/1%	15/0%	905/1%	39,950/29%	1,525/1%	13,445/10%	280/0%	1,930/1%	25/0%	580/0%
Utilization #/%	28%	-2%	15%	-0%	-1%	-0%	-1%	-27%	-1%	-8%	-0%	-1%	-0%	-0%

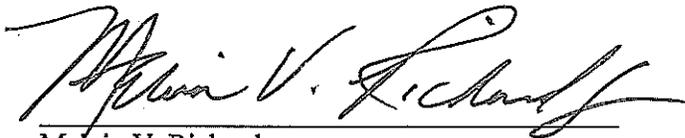
I understand the regulatory obligation under 28 C.F.R. 42.301-.308 to collect and maintain extensive employment data by race, national origin, and sex, even though our organization may not use all of this data in completing the EEOP Short Form.

I have reviewed the foregoing EEOP Short Form and certify the accuracy of the reported workforce data and our organization's employment policies.



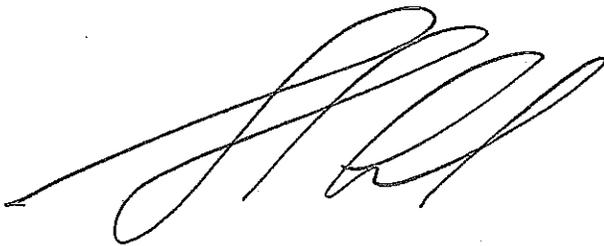
Chester C. Christie
Human Resources Director

4-1-11
Date



Melvin V. Richardson
Equal Employment Opportunity Manager

4/1/11
Date



4/1/11

ATTACHMENT I

City of Columbus
Division of Police

Minority Recruiting Unit

Recruiting Initiative

2009-2011

Introduction

This recruiting initiative establishes specific goals and time lines for accomplishment. This initiative will be followed in recruiting applicants for the position of police officer. The process of recruitment, testing, and selection are key to developing the City of Columbus, Division of Police with high quality personnel and to producing an agency that is representative of the community in terms of race and gender.

Due to the current budget situation, it has been determined that there will be no recruit class in December 2008 and possibly all of 2009. It is important that the Minority Recruiting Unit evaluate the next 3 years and comprise a plan or strategy which will address the expected decline of police officers due to retirements and terminations. Our goal is to have a system in place that will accommodate the need for the immediate hiring of police officers and to recruit an appropriate number of candidates that will be prepared to take the Civil Service Examination when administered.

It should be noted that the Civil Service Commission plans to administer at least 5 examinations (Targeted Tests) in 2009, to replenish the expiration and removal of the candidates from the 2006/2007 lists. The targeted testing sessions are smaller sessions designed to increase diversity and to assist the candidates in obtaining a passing test score.

In 2008 the Minority Recruiting Unit focused on decreasing the overall no show rate at least 10%-20% over a two year period. Through our efforts there has been a decline in the no show rate for the first time in 10 years. The no show rate for minorities and females have also decreased from a rate of 60% to 41%. This was due in large part to the recruiters going out into the community and actively recruiting minorities and females. We are focused on continuing the success of decreasing the no show rate over the next 3 years. The goal is to reach 30-25% by 2010 and 25-15% by 2011. We understand some applicants will be removed during the initial application process or may not meet the minimum qualifications; therefore we must continue our efforts to increase the number of applicants that appear for the examination. To accomplish this we will continue focusing on retention during the times between filing an application and testing, we will send post cards and make weekly phone calls to applicants who are scheduled to test. We will continue the objective of actively recruiting 80% minorities and females each month. Each recruiter will be

responsible for actively recruiting at this rate each month. It should be noted that in 2008 we actively recruited 70% minorities and females. While we increased the number of minorities and females, we did not reduce the number of applications received by non-minorities. We were able to raise the number of minorities and females that tested to that of the non-minorities who tested during the same time. In the past, minorities and females made up 1/3 of the total applications received. For the 2008 Targeted Testing minorities and females made up over 1/2 of the applicants.

Although, the City of Columbus may not currently plan to hire police officers in 2009 we should be prepared in the event there is a decision to move forward with a recruit class. This entails retention of current candidates who are on the eligibility list and the recruitment of applicants for future test dates. It is critical that we maintain a large active list of candidates to allow for the removals of individuals during the background process (see addendum A).

Opportunity

The City of Columbus, Division of Police Department extends a special opportunity to pursue a challenging and rewarding career in law enforcement with one of the largest police agencies in the mid-west.

The City of Columbus has recently been in the media due to its projected budget shortage for 2009. As a result, the recruiting budget was cut significantly in 2007 and 2008. With this budget cut the unit has devised a different strategy for the recruitment of minorities and females. It should also be noted that there may not be an academy class in 2009, which means every applicant awaiting appointment could be denied employment as the eligibility lists they are on may expire. For example, all applicants who tested in 2006, 2007 and 2008 could possibly be removed if no academy classes are appointed. With the cancellation of the December 08 class and no classes in 2009 the Division will be well below the authorized strength. According to Chief Jackson the Division of Police could see a reduction in manpower to 1,751 by 2011 (Executive Newsletter, Aug 08) this would be a reduction of at least 137 police officers. It is known that the Division of Police will lose at least 114 police personnel in 2011 due to the D.R.O.P. program. This does not include terminations and regular retirees which has numbered between 45 and 65 in recent years.

Even though there appears to be a budget crisis The Minority Recruiting Unit still has to take a proactive, positive approach to police

recruiting in order to attract more quality applicants for employment with the City of Columbus. In the event the current economic situation were to change in the next 12 to 24 months we have to be prepared to contact potential applicants and ensure job announcements are posted according to CALEA standard 31.3.2. We also have to continue to seek ways to increase diversity and stay in compliance with CALEA standard 31.2.1 (Ethnic and gender reflect the community).

Through our efforts in 2007 and 2008 we have placed more minorities and females on the eligibility lists since "court-ordered hiring terminated in the late 1980's," according to Barbara McGrath of the Civil Service Commission. We have established a 3 year recruiting initiative based on having no recruiting budget.

Goal

The overall hiring goal of the Division of Police is to actively recruit qualified men and women for the position of Police Officer with the Columbus Division of Police. The purpose of this goal is to target and recruit under-represented minority groups in sufficient numbers to allow the selection process to accomplish the goal of the Division.

The recruiting of applicants is accomplished in accordance with all applicable Federal, State, and local laws Administrative Regulations, Civil Service Rules, and Division of Police rules, policies, directives, and standard operating procedures.

Goal: Increase the current level of African-American officers from 12.5% to 18%. Current level of African-American officers is as follows: 232 total, 185 males and 47 females. *58 are eligible to retire in 2009, 66 in 2010 and 75 in 2011.

Goal: Increase the current level of other minorities from 3.5% to 7%. The current levels of other minorities are as follows: 30 total, 24 males and 6 females.

Goal: Increase the current level of female officers from 12.3% to 18%. The current level of female officers is as follows: 228 total, 175 White, 47 Black, 2 Asian, 4 other. *41 are eligible to retire in 2009, 50 in 2010 and 57 in 2011. The below recruiting strategies will be implemented to enable us to reach these goals over the next 3 years.

Recruiting Strategies 2009-2011

The following is an outline of recruiting strategies and the plan for implementation in 2009-2011.

- **Community Involvement** – Expanding the “**Diversity Recruiting Council**” and partnering with more community organizations in order to attract additional minority and female applicants. Continue our efforts in building relationships with church leaders in an effort to get them actively involved in recruiting quality candidates.
- **Meeting with applicants-** If testing is conducted we will, prior to and after the testing process address questions or concerns about the process, assist in the tutoring of minority and female applicants and if necessary address the issues and concerns of moving to the city of Columbus. If a 2009 test is not administered we will encourage those whose names may expire on the eligibility lists to re-test.
- We will establish a data-base of High-School students who are currently expressing interest in becoming a Columbus Police Officer and maintain contact with those individuals until they reach the minimum age to take the Civil Service Examination.
- **Job Announcement Flyers-** Job announcement flyers are tailored to meet the need of each community. Announcements in Somali and Spanish will be distributed in the various communities. We will distribute the job announcements to churches, community centers, businesses and the Diversity Recruiting Council members.
- **Letter/Postcards** – Will be used to inform applicants of the events pertaining to the employment process. Applicants will be updated on a continuous basis as to where they are in the process. They will be **encouraged** to remain in the process.
- **Job/Career Fairs** – Due to the budget constraints this strategy as well as the HBCU strategy will be suspended.
- **Community Partnerships-** Partnering with local Urban Leagues, NAACP, and College Fraternities. We will partner with the women’s athletic departments at the local and state colleges to attract more female applicants.
- **Advertising (General/Targeted)** – Due to the budget constraints a portion of this strategy will be suspended. We intend to utilize media (press) releases to announce application filing periods and targeted recruiting events. This will be at no

cost. The media releases will be distributed to all minority and female publications throughout the State of Ohio.

- **Community Centers** –We have developed strategies to recruit at several community locations in the Somali, Hispanic, Asian and African-American communities. This will help in our efforts to eliminate barriers and allow us to utilize these centers for a location to hold application filing and informational sessions. This will also allow the Minority Recruiting Unit to interact with a host of diverse organizations located throughout the city.
- **Application/Information Sessions** – Will be used to provide applications and provide information on the entire selection process. The sessions will be conducted at selected community centers and churches (See Action Plans).
- **U.S. Army PaYS Partnership**- This program is a one-on-one partnership in which the military person selects a company to seek employment with upon their discharge from the military. To date the Columbus Division of Police has over 135 soldiers interested in employment with the Columbus Division of Police. We intend to continue our partnership with the U.S. Army through the PaYS partnership. This will enable us to continue to access the PaYS database in order to provide information and applications to those military personnel who will be out-processing within a 12-16 month period. This is critical since the majority of our Army applicants will be leaving the military between 2010 and 2013 (D.R.O.P. 2011).
- **Recruiting Forums**- These forums are designed to allow applicants and individuals in the selection process to ask questions to actual police officers who are representative of their race and/or gender. For example, a Female Recruiting Forum will consist of a panel of female police officers who will answer questions pertaining to the position of police officer from a female perspective. Spouses of applicants are encouraged to attend these forums.
- **High-School Program**- We have developed a more thorough and aggressive High-School program to attract students. The graduating class of 2008/09 will be eligible to take the police officer exam in 2010 and 2011; which is the first year that the division will fill the affects of the D.R.O.P program. This program is a career guide that will map out the students progress toward a career with the Columbus Division of Police. We will promote opportunities with the Police Explorer program, Career centers and Colleges that have law enforcement programs. The Columbus City Schools demographic breakdown is as follows:

Male: 50.8%
Female: 49.2%
Black: 61.5%
White: 27.6%
Asian: 1.8%
Hispanic: 5.5%
Native American: 0.8%
Multi-Cultural: 2.8%

There are over 15,000 High-School students in the Columbus City School District. This will provide us with the opportunity to build a database and build partnerships with these future Columbus Police Officers. Students who are of age will be encouraged to a ride-along with a mentor officer.

- **Mentoring Program-** To engage current patrol officers to take on the role of mentor and allow potential applicants to conduct a ride-along(s) in order to learn more about becoming a police officer. This will also enable the students and other potential applicants to get a first hand view of the job of a Columbus Police Officer.
- **Newsletter-** We are currently devising a newsletter to distribute to the people who are on the eligibility list. This affords us the opportunity to retain them and to keep them encouraged to stay in the process or to re-test if their eligibility list expires. The newsletter will also feature a section with current officers and their experiences as a police officer.
- **Recruit training sessions-** For the applicants who are currently in the process we have contacted the Academy staff to assist in developing physical training sessions, to discuss the expectations of entering the police academy, and to explain the expectations as Columbus Police training recruits. We will utilize background investigators to provide information to the applicants on background updates. The Defensive Tactics Unit has agreed to assist in these sessions as well.

Action Plans

- Target underrepresented individuals throughout central Ohio over the next three years without a budget utilizing various promotion mix elements.

- Improve potential applicants' perception of what is required to become a police officer.
- For targeted (Civil Service) testing, members of the Minority Recruiting Unit will conduct application/informational sessions targeting the following Communities and churches:
 - **African-American Community**
 - **Hispanic Community**
 - **Somali Community**
 - **Asian Community**
 - **First Church of God**
 - **Columbus Christian Center**
 - **New Salem Baptist Church**
 - **Oakley Full Gospel Baptist Church**
 - **GBLT Community**
- We will work closely with the Background Investigative Unit and the Civil Service Commission to obtain current eligibility lists which will enable the recruiters to contact applicants on a consistent basis to inform them of the status of their application and where they are in the selection process.

It is anticipated that the above recruiting strategies can be accomplished with little to no budget. We will utilize many no or low costs measures to accomplish our mission and achieve the goals set forth in this plan.

Measuring and Delivering Recruiting Performance

- Standards of performance will continue to be implemented and monitored by the supervision of the Minority Recruiting Unit.
- The recruiting unit will gather information from police applicants involved in the hiring process in order to determine the effectiveness of the recruiting unit.
- The sergeant of the recruiting unit will evaluate the information gathered to determine the quality of service provided.
- Based on the information received, corrective actions will be taken to improve the quality of service provided from a recruiting perspective.

Addendum A

2005 Police Officer Process

Applied: 3,133 overall (1,465 minorities and females/46%)

Removed: 348 (Due to not meeting initial eligibility requirements/
64% minorities and females)

Test no-shows: 1,654 (882 minorities and females/60%)

Tested: 1,131 (361 minorities and females/31%)

Failed test: 662 (259 minorities and females/39%)

Made eligibility list: 469 (102 minorities and females/22%)

Failed background: 372 (95 minorities and females/25%)

Appointed: 97 (14 minorities and females/14%)

Based on the 2005 statistics, in order to reach our 2009-2011 goals we will have to continue to decrease the no-show rate and recruit double the number of minorities and females over the next 3 years.

**We are still awaiting 2006 results as the list is active for two years.*