



MUNICIPALITY OF ANCHORAGE
Assembly Information Memorandum

No. AIM 23-2022

Meeting Date: January 25, 2022

1 **From: MAYOR**

2
3 **Subject: Affirmative Action Plan 2021**

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5
6 The attached reports were compiled in accordance with:

7
8 41 CFR 60-2 Affirmative Action Programs for Women and Minorities

9 41 CFR 60-300 Affirmative Action Program for Veterans

10 41 CFR 60-741 Affirmative Action Program for Individuals with Disabilities.

11
12 The document titled Affirmative Action Program (Women & Minorities) is an
13 executive summary of the full report, which is 287 pages in length. The full report is
14 on file in the Human Resources Department and can be provided to the Assembly
15 upon request.

16
17 These reports and this memorandum serve to satisfy the reporting requirement
18 under Anchorage Municipal Code section 3.100.020 – *Implementation of affirmative*
19 *action plan.*

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22 Prepared by: Human Resources – Records

23 Approved by: Niki Tshibaka, Chief Human Resources Officer

24 Concur: Amy Demboski, Municipal Manager

25 Respectfully submitted: Dave Bronson, Mayor

MUNICIPALITY OF ANCHORAGE
AFFIRMATIVE ACTION SUMMARY REPORT
TO THE
ANCHORAGE ASSEMBLY
2021

Prepared by

Niki Tshibaka
Chief Human Resources Officer

Uluao "Junior" Aumavae
Chief Equity Officer

Ronald Kamahele
Director Employment, Classification & Records
Principle Investigator

POLICY

Municipal Code 5.20.040.A.1 - Unlawful employment practices.

It is unlawful for an employer to refuse employment to a person, or to bar him or her from employment, or to discriminate against him or her in compensation, or in a term, condition or privilege of employment or to discharge, expel, reduce, suspend or demote him or her because of race, color, sex, sexual orientation, gender identity, religion, national origin, marital status, age, or physical or mental disability, unless the reason for the discrimination is a bona fide occupational qualification.

INTRODUCTION

An Affirmative Action Plan for Women and Minorities was prepared by the Human Resources Department, in accordance with 41 CFR 60-2 AFFIRMATIVE ACTION PROGRAMS. An affirmative action program is a management tool designed to ensure equal employment opportunity within an organization. A central premise underlying affirmative action is that absent discrimination, over time, an organization's workforce generally will reflect the gender, racial and ethnic profile of the labor pools from which the organization recruits. Two prominent features of an affirmative action plan are establishing Placement Goals and Disparity Analysis. This report will summarize the Municipality of Anchorage's Placement Goals and Disparity Analysis.

Placement Goals are established for each Job Group in which females or minorities are under-utilized, meaning that the organization's utilization of a particular group is not equivalent to, or representative of, its proportional makeup in the labor pool (*See Appendix 2 - Methodology* for how goals are determined). The purpose of these goals is to highlight areas where the Municipality of Anchorage can focus its recruiting efforts to better reflect the gender, racial and ethnic profiles of its various labor pools. It is important to note that Placement Goals are *not* quotas; it is illegal to hire, or fail to hire, a person solely on the basis of his or her gender, race or ethnicity.

Problem Areas are identified by reviewing human resource processes by Job Group and applying a statistical analysis to these processes. (*See Appendix 2 - Methodology* for how the statistical analysis is conducted). The purpose of this analysis is to identify potential barriers to equal employment opportunity. Where there is a showing of preliminary statistical significance in the treatment of either women or minorities, the Municipality of Anchorage identifies and describes steps it will take to address the potential disparity (*See Action Oriented Program* section, below).

MUNICIPALITY OF ANCHORAGE DEMOGRAPHIC OVERVIEW

The below chart summarizes municipality-wide demographics, as of January 1, 2021. The Municipality of Anchorage (“MOA” or “Municipality”) count includes regular Municipal employees but not temporary or seasonal ones.

Table 1 – Demographic Overview

	MOA 2020		MOA 2021		Anchorage Working Age Population % ¹	Occupation-based Availability % ²
	Total	Percent	Total	Percent		
Female	850	31.5%	823	32.5%	49.6%	34.05%
Male	1851	68.5%	1708	67.5%	50.4%	64.02%
Asian	156	5.8%	150	5.9%	9.8%	3.8%
Black or African Am.	100	3.7%	95	3.8%	6.1%	2.7%
Hispanic	123	4.6%	110	4.3%	8.8%	3.9%
AK Native or Am. Indian	95	3.5%	99	3.9%	8.6%	4.5%
Hawaiian or P. Islander	36	1.3%	34	1.3%	2.6%	1.6%
Two or More Races	72	2.7%	81	3.2%	6.2%	2.7%
White	2119	78.5%	1962	77.5%	66.6%	78.8%
Veteran	321	11.9%	301	11.9%	-	-
Disabled	10	0.4%	10	0.4%	-	-
Total Employees	2701		2531³			

Notes:

1. Working age population includes persons in Anchorage between the ages of 20 and 64. Source: Alaska Department of Labor and Workforce Development 2019 population estimate for Anchorage.
2. Composite availability in Anchorage census area within occupations employed by the MOA. Source: US Census Bureau.
3. With the 2020 sale of ML&P, 265 regular positions were eliminated.

In comparison to the Anchorage Working Age Population, the MOA workforce shows a number of disparities, some of them quite large. It is not uncommon for gender or racial representation within various occupations to vary (sometimes widely), in part because the MOA does not employ every kind of occupation in Anchorage. Consequently, making a straight comparison to population can be problematic and may yield inaccurate results. For that reason, the Occupation-based Availability is presented here to assess whether the MOA *employs* people at or near a rate that is expected, based on availability by gender and race within the MOA’s existing available occupations. When evaluated from this more accurate perspective, the seeming disparities substantially narrow.

Gender and racial disparities exist within many occupations in the broader community. While such disparities sometimes may be the product of broader, long-standing, societal factors, the MOA remains resolute in its commitment to overcome any barriers to equal employment opportunity with the Municipal workforce.

PLACEMENT GOALS

In order to conduct an analysis compliant with 41 CFR 60-2, large employers with a wide variety of occupations must group them into Job Groups. A Job Group is a grouping of jobs with similar duties, compensation, and opportunities for promotion. The MOA has nearly 400 distinct job classifications that have been placed into 54 Job Groups. For purposes of this summary document, those 54 Job Groups were further consolidated into 20 Occupation Groups (*See Appendix 1* for a complete listing).

For each Job Group, the current utilization of women and minorities within the Job Group is compared to the availability of promotable women and minorities employed by the MOA and the availability of qualified women and minorities within the Anchorage Census area, in order to determine the need, if any, for a placement goal. The US Census Bureau publishes an EEO Tabulation that is used to find the availability of qualified women and minorities by occupation. The occupation codes from the EEO Tabulation then are matched to the MOA’s Job Groups. Finally, a Two Standard Deviation test is applied to perform the comparison analysis (for a more detailed explanation, *see Appendix 2 – Methodology*). Where the need for a goal is indicated, the availability of women or minorities becomes the Placement Goal.

Table 2 – Occupation Groups

Occupation Groups	
Administrative	Materials Handling
Business and Finance	Mechanical
Construction	Media
Engineering	Parks and Recreation
Health Social Svc	Production
Information Technology	Public Safety - Comm
Legal	Public Safety - Fire
Library	Public Safety - Police
Maintenance and Grounds	Science
Management	Transportation

The Two Standard Deviation test reveals areas of under-utilization for women or minorities within six Occupation Groups – specifically, Business and Finance, Health & Social Services, Library, Management, Materials Handling, and Transportation (*see Table 3, below*).

Table 3 – Areas of Under-utilization

Table of Occupation Groups Where Under-utilization is Indicated.

Occupation Group	Female (Number Under-utilized)	Minority (Number Under-utilized)
Business and Finance	0	17
Health Social Services	3	0
Library	9	0
Management	9	0
Materials Handling	0	5
Transportation*	18	0

*This Occupation Group consists entirely of Bus Operators.

Table 4 – Under-utilization Detail

Breakdown of Occupation Groups where Under-utilization is Indicated

Occupation Group	Female		Util. Percent		Minority	Util. Percent		Total Employees	
Business and Finance	207		69.5%		77	25.8%		298	
Job Groups	Female	Util. Percent	Availability	Goal Needed?	Minority	Util. Percent	Availability	Goal Needed?	Total Employees
Business and Finance 1	8	44.4%	62.6%	No	6	33.3%	19.6%	No	18
Business and Finance 2	73	61.3%	66.4%	No	24	20.2%	34.6%	Yes	119
Business and Finance 3	126	78.3%	73.7%	No	47	29.2%	29.5%	No	161
Occupation Group	Female		Util. Percent		Minority	Util. Percent		Total Employees	
Health Social Services	43		72.9%			18	30.5%		59
Job Groups	Female	Util. Percent	Availability	Goal Needed?	Minority	Util. Percent	Availability	Goal Needed?	Total Employees
Community and Social Service 1	19	95.0%	75.5%	No	8	40.0%	35.9%	No	20
Health 1	17	77.3%	91.7%	Yes	6	27.3%	13.8%	No	22
Health 2	7	100.0%	55.6%	No	4	57.1%	33.9%	No	7
Health 3	9	90.0%	55.6%	No	7	70.0%	33.9%	No	10
Occupation Group	Female		Util. Percent		Minority	Util. Percent		Total Employees	
Library	56		73.7%			13	17.1%		76
Job Groups	Female	Util. Percent	Availability	Goal Needed?	Minority	Util. Percent	Availability	Goal Needed?	Total Employees
Library 1	27	79.4%	75.4%	No	4	11.8%	12.3%	No	34
Library 2	29	69.0%	92.2%	Yes	9	21.4%	24.2%	No	42
Occupation Group	Female		Util. Percent		Minority	Util. Percent		Total Employees	
Management	79		44.1%			25	14.0%		179
Job Groups	Female	Util. Percent	Availability	Goal Needed?	Minority	Util. Percent	Availability	Goal Needed?	Total Employees
Management 1	30	55.6%	34.2%	No	4	7.4%	17.8%	No	54
Management 2	34	55.7%	42.9%	No	13	21.3%	20.4%	No	61
Management 3	15	23.4%	38.9%	Yes	8	12.5%	20.6%	No	64
Occupation Group	Female		Util. Percent		Minority	Util. Percent		Total Employees	
Materials Handling	5		15.2%			14	42.4%		33
Job Groups	Female	Util. Percent	Availability	Goal Needed?	Minority	Util. Percent	Availability	Goal Needed?	Total Employees
Materials Handling 1	5	38.5%	7.4%	No	2	15.4%	55.5%	Yes	13
Materials Handling 2	0	0.0%	1.2%	No	12	60.0%	51.4%	No	20

Table 4 (cont'd)

Breakdown of Occupation Groups where Under-utilization is Indicated (Cont'd)

Occupation Group	Female		Util. Percent		Minority		Util. Percent		Total Employees
	Transportation	19		17.8%		54		50.5%	
Job Groups	Util.		Goal		Util.		Goal		Total
	Female	Percent	Availability	Needed?	Minority	Percent	Availability	Needed?	Employees
Transportation1*	19	17.8%	35.4%	Yes	54	50.5%	29.1%	No	107

*This Occupation Group consists entirely of Bus Operators.

Table 5 – Areas of no Under-utilization

Occupation Groups Where No Under-utilization is Indicated

Administrative	Female		Minority		Total Employees
	69	57.5%	30	25.0%	120
Female, Minority: No under-utilization.					
Construction	Female		Minority		Total Employees
	7	3.6%	55	28.5%	193
Female, Minority: No under-utilization.					
Engineering	Female		Minority		Total Employees
	38	28.8%	21	15.9%	132
Female, Minority: No under-utilization.					
Information Technology	Female		Minority		Total Employees
	15	21.1%	17	23.9%	71
Female, Minority: No under-utilization.					
Legal	Female		Minority		Total Employees
	31	73.8%	3	7.1%	42
Female, Minority: No under-utilization.					
Maintenance and Grounds	Female		Minority		Total Employees
	5	20.0%	7	28.0%	25
Female, Minority: No under-utilization.					
Mechanical	Female		Minority		Total Employees
	2	1.3%	30	18.8%	160
Female, Minority: No under-utilization.					
Media	Female		Minority		Total Employees
	1	50.0%	0	0.0%	2
Female, Minority: No under-utilization.					
Parks and Recreation	Female		Minority		Total Employees
	9	34.6%	5	19.2%	26
Female, Minority: No under-utilization.					
Production	Female		Minority		Total Employees
	7	10.9%	16	25.0%	64
Female, Minority: No under-utilization.					
Public Safety - Comm	Female		Minority		Total Employees
	59	78.7%	12	16.0%	75
Female, Minority: No under-utilization.					
Public Safety - Fire	Female		Minority		Total Employees
	15	4.3%	42	12.0%	349
Female, Minority: No under-utilization.					
Public Safety - Police	Female		Minority		Total Employees
	124	24.4%	113	22.2%	509
Female, Minority: No under-utilization.					
Science	Female		Minority		Total Employees
	22	50.0%	8	18.2%	44
Female, Minority: No under-utilization.					

ASSESSMENT OF PERSONNEL PROCESSES

The Municipality has performed an analysis of its overall employment process to determine whether impediments to equal employment opportunity exist. The specific personnel processes examined were Hiring, Promotions and Separations. The analysis revealed four (4) Job Groups out of 53 where there is a preliminary showing of a statistically significant disparity in Hiring, two (2) Job Groups out of 53 where there is a preliminary showing of a statistically significant disparity in Promotions, and two (2) Job Groups out of 53 where there is a preliminary showing of a statistically significant disparity in Separations. The Job Groups are listed in Table 6; each one is examined below in further detail. Note that the Transportation 1 Job Group appears in all three personnel processes. This fact alone nominates Transportation 1 for further scrutiny and monitoring.

Table 6 – Areas of Concern

Job Group	Personnel Process
Administrative 2	Hiring
Health 1	Hiring
Science 2	Hiring
Transportation 1	Hiring
Construction 2	Promotions
Transportation 1	Promotions
Law Enforcement 4	Separations
Transportation 1	Separations

Administrative 2 Job Group Disparity Analysis - Hiring

	Applicants		Hires		Percent Hire	2 Standard Deviation Test	Fisher's Exact Test	
	Number	Percent	Number	Percent		Statistically Significant?		
Male	123	26.1%	9	36.0%	7.3%	No		
Female	345	73.1%	16	64.0%	4.6%			
Unknown Gender	4	0.8%	0	0.0%	0.0%			
Black/African Am.	20	4.2%	2	8.0%	10.0%	No	No	
White	269	57.0%	17	68.0%	6.3%			
Hispanic/Latino	28	5.9%	1	4.0%	3.6%			
Asian	53	11.2%	0	0.0%	0.0%			
AK Native/Amer. Ind.	52	11.0%	5	20.0%	9.6%			
Pacific Islander	14	3.0%	0	0.0%	0.0%			
Two or More	33	7.0%	0	0.0%	0.0%			
Unknown Race	3	0.6%	0	0.0%	0.0%			

Notes: **Bold** is the most favored group based on Percent Hired.

N/A - Sample too small for 2 Standard Deviation Test

The hire rate of 0% for Asians in the Administration 2 Job Group shows preliminary statistical significance, using the Two Standard Deviation Test. Consequently, further analysis was conducted using the Fisher’s Exact test. The Fisher’s Exact test produces the exact statistical probability of a particular combination of observed outcomes (in this case, hired versus not hired). The Fisher’s Exact test produced a statistical probability of 0.072 — meaning there is a 7.2% probability of obtaining the observed outcomes. A Fisher’s Exact test result of greater than 5% means that an observed combination of outcomes can be expected from normal variation. Accordingly, the 0% hire rate for Asians is not statistically significant in this case. Nevertheless, because the Fisher’s Exact result is rather close to the confidence level of 5%, out of an abundance of caution, the MOA will monitor recruiting activity in the Administrative 2 Job Group.

Health 1 Disparity Analysis - Hiring

	Applicants		Hires		Percent Hire	2 Standard Deviation Test	Fisher’s Exact Test
	Number	Percent	Number	Percent		Statistically Significant?	
Male	5	7.7%	2	15.4%	40.0%		
Female	59	90.8%	11	84.6%	18.6%	No	
ND	1	1.5%	0	0.0%	0.0%		
Hispanic/Latino	5	7.7%	3	21.4%	60.0%		
AK Native/Amer. Ind.	2	3.1%	1	7.1%	50.0%	N/A	No
Black/African Am.	4	6.2%	1	7.1%	25.0%	N/A	No
White	40	61.5%	8	57.1%	20.0%	Yes	No
Two or More	9	13.8%	1	7.1%	11.1%	N/A	No
Asian	4	6.2%	0	0.0%	0.0%	N/A	No
Unknown Race	1	1.5%	0	0.0%	0.0%		

Notes: **Bold** is the most favored group based on Percent Hired.

N/A - Sample too small for 2 Standard Deviation Test

The table above is a recalculation of the disparity analysis in hiring for the Health 1 Job Group. A review of the postings in this Job Group revealed a problem with the recruiting process. Twelve (12) applicants were not reviewed at all, but these twelve (12) applicants nonetheless were included in the original analysis. Consequently, these twelve (12) subsequently were removed from the count and the analysis was run again. The results revealed a 20% hire rate for Whites, with a preliminary statistical significance. The Fisher’s Exact test result is 0.075, however, meaning there is a 7.5% probability of obtaining the observed outcomes. This is within the confidence level of 5% (recall that a Fisher’s Exact test result greater than 5% means that an observed combination of outcomes can be expected from normal variation). Therefore, the 20% hire rate for Whites is not statistically significant. Nevertheless, because the Fisher’s Exact test result is rather close to the confidence level of 5%, out of an abundance of caution, the MOA will monitor recruiting activity in the Health 1 Job Group.

Science 1 Disparity Analysis - Hiring

	Applicants		Hires		Percent Hire	2 Standard Deviation Test	Fisher's Exact Test
	Number	Percent	Number	Percent		Statistically Significant?	
Female	57	58.8%	2	100.0%	3.5%	No	
Male	40	41.2%	0	0.0%	0.0%		
Unknown Gender	0	0.0%	0	0.0%	0.0%		
Black/African Am.	6	6.2%	1	50.0%	16.7%		
White	63	64.9%	0	0.0%	0.0%	Yes	No
Hispanic/Latino	8	8.2%	0	0.0%	0.0%	N/A	No
Asian	3	3.1%	0	0.0%	0.0%	N/A	No
AK Native/Amer. Ind.	3	3.1%	0	0.0%	0.0%	N/A	No
Pacific Islander	0	0.0%	0	0.0%	0.0%	N/A	No
Two or More	12	12.4%	1	50.0%	8.3%	N/A	No
Unknown Race	2	2.1%	0	0.0%	0.0%		

Notes: **Bold** is the most favored group based on Percent Hired.

N/A - Sample too small for 2 Standard Deviation Test

The hire rate of 0% for Whites in the Science 2 Job Group shows preliminary statistical significance. There was one requisition in this Job Group in one department: Anchorage Police Department. There were 98 applicants and two hires (one Black/African American, one Two or More Races). Further analysis of this requisition was conducted using the Fisher Exact test. The Fisher Exact test produced a statistical probability of 0.08695, meaning there is an 8.695% probability of obtaining the observed outcomes. This is within the confidence level of 5%. We therefore can conclude that the 0% hire rate for Whites is not statistically significant. Nevertheless, because the Fisher's Exact test result is rather close to the confidence level of 5%, out of an abundance of caution, the MOA will monitor recruiting activity in the Science 1 Job Group.

Transportation 1 Disparity Analysis - Hiring

	Applicants		Hires		Percent Hire	2 Standard Deviation Test	Fisher's Exact Test
	Number	Percent	Number	Percent		Statistically Significant?	
Female	14	13.0%	3	25.0%	21.4%	No	
Male	94	87.0%	9	75.0%	9.6%		
Unknown Gender	0	0.0%	0	0.0%	0.0%		
Black/African Am.	10	9.3%	3	25.0%	30.0%	Yes	No
White	45	41.7%	3	25.0%	6.7%		
Hispanic/Latino	9	8.3%	2	16.7%	22.2%		
Asian	17	15.7%	1	8.3%	5.9%		
AK Native/Amer. Ind.	9	8.3%	1	8.3%	11.1%		
Pacific Islander	9	8.3%	1	8.3%	11.1%		
Two or More	9	8.3%	1	8.3%	11.1%		
Unknown Race	0	0.0%	0	0.0%	0.0%		

Notes: **Bold** is the most favored group based on Percent Hired.

N/A - Sample too small for 2 Standard Deviation Test

The hire rate of 25% for Whites in the Transportation 1 Job Group shows preliminary statistical significance. There were seven requisitions in this Job Group in one department: Public Transportation. Further analysis of these requisitions was conducted using the Fisher's Exact test, which produced a statistical probability of 0.0587 – meaning there is a 5.87% probability of obtaining the observed outcomes. This is within the confidence level of 5%. Accordingly, the 25% hire rate for Whites is not statistically significant. Nevertheless, because the Fisher's Exact test result is close to the confidence level of 5%, out of an abundance of caution, the MOA will monitor recruiting activity for the Transportation 1 Job Group.

Construction 2 Disparity Analysis – Promotions

	Workforce		Promotions		Percent Promotion	2 Standard Deviation Test	Fisher's Exact Test
	Number	Percent	Number	Percent		Statistically Significant?	
Male	90	98.9%	3	100.0%	3.3%	N/A	
Female	1	1.1%	0	0.0%	0.0%		
Asian	6	6.6%	2	66.7%	33.3%	Yes	Yes
White	67	73.6%	1	33.3%	1.5%		
AK Native/Amer. Ind.	9	9.9%	0	0.0%	0.0%		
Hispanic/Latino	4	4.4%	0	0.0%	0.0%		
Black/African Am.	1	1.1%	0	0.0%	0.0%		
Pacific Islander	1	1.1%	0	0.0%	0.0%		
Two or More	3	3.3%	0	0.0%	0.0%		

Notes: **Bold** is the most favored group based on Percent Promotion.

N/A - Sample too small for 2 Standard Deviation Test

The promotion rate of 1.5% for Whites in the Construction 2 Job Group shows preliminary statistical significance. Further analysis was conducted using the Fisher's Exact test, which produced a statistical probability of 0.0161 – meaning there is a 1.61% probability of obtaining the observed outcomes. This is outside the confidence level of 5%. A Fisher's Exact result of 5% or less means that an observed combination of outcomes is *not* expected from normal variation. Consequently, the 1.5% promotion rate for Whites in the Construction 2 Job Group is statistically significant. However, an in-depth examination of the postings that led to these promotions revealed there were only eight (8) applicants: 4 White, 2 Asian, 1 Alaska Native/American Indian, and 1 Pacific Islander. The differences in the selection rates are not statistically significant given the low number of employees in this Job Group who applied for a promotion (8 out of 91). Furthermore, there was no disparity noted in selection rates. Accordingly, this is not in fact an area of concern.

Transportation 1 Disparity Analysis – Promotions

	Workforce		Promotions		Percent Promotion	2 Standard Deviation Test	Fisher's Exact Test
	Number	Percent	Number	Percent		Statistically Significant?	
Female	20	18.5%	2	66.7%	10.0%		
Male	88	81.5%	1	33.3%	1.1%	Yes	No
Pacific Islander	7	6.5%	1	33.3%	14.3%		
White	55	50.9%	1	33.3%	1.8%	No	
Black/African Am.	14	13.0%	0	0.0%	0.0%	No	
Asian	13	12.0%	0	0.0%	0.0%	No	
Hispanic/Latino	10	9.3%	0	0.0%	0.0%	No	
AK Native/Amer. Ind.	4	3.7%	1	33.3%	25.0%	N/A	
Two or More	5	4.6%	0	0.0%	0.0%		

Bold is the most favored group based on Percent Promotion.

N/A - Sample too small for 2 Standard Deviation Test

The promotion rate of 33.3% for Males in the Transportation 1 Job Group shows preliminary statistical significance. Further analysis was conducted using the Fisher's Exact test, which produced a statistic of 0.0818 — meaning there is an 8.18% probability of obtaining the observed outcomes. This is within the confidence level of 5%, which means that the 33.3% promotion rate for Whites is not statistically significant. Nevertheless, because the Fisher's Exact test result is close to the confidence level of 5%, out of an abundance of caution, the MOA will monitor the promotion activity in the Transportation 1 Job Group.

Law Enforcement 4 (Police Officers) Disparity Analysis – Separations

	Workforce		Separations		Percent Separation	2 Standard Deviation Test	Fisher's Exact Test
	Number	Percent	Number	Percent		Statistically Significant?	
Male	20	84.5%	5	50.0%	3.3%		
Female	88	15.5%	5	50.0%	17.9%	Yes	Yes
Hispanic/Latino	7	6.1%	0	0.0%	0.0%		
White	55	81.2%	10	100.0%	6.8%	No	
Black/African Am.	14	1.1%	0	0.0%	0.0%	No	
Asian	13	3.3%	0	0.0%	0.0%	No	
AK Native/Amer. Ind.	10	2.2%	0	0.0%	0.0%	No	
Pacific Islander	4	0.6%	0	0.0%	0.0%	N/A	
Two or More	5	5.5%	0	0.0%	0.0%		

Bold is the most favored group based on Percent Separation.

N/A - Sample too small for 2 Standard Deviation Test

The 17.9% separation rate for women in the Law Enforcement 4 job group showed preliminary statistical significance. Consequently, further analysis was conducted using the Fisher's Exact test, which produced a statistic of 0.0079 — meaning there is a 0.79% probability of this combination of outcomes. This is well outside the confidence level of 5% (recall that a Fisher's Exact test result of 5% or less indicates that this combination of outcomes is *not* what one would expect from normal variation). All five employees at issue voluntarily resigned, however, and all of them had less than five years of service upon separation from employment. The Chief Human Resources Officer conferred with the Police Chief and learned the reasons for their resignations were mainly personal ones outside the department's control (e.g., spouse's out-of-state job transfer, moving out-of-state to live closer to family, etc.).

Transportation 1 Disparity Analysis – Separations

	Workforce		Separations		Percent Separation	2 Standard Deviation Test	Fisher's Exact Test
	Number	Percent	Number	Percent		Statistically Significant?	
Male	88	81.5%	8	80.0%	9.1%	No	
Female	20	18.5%	2	20.0%	10.0%		
Asian	13	12.0%	0	0.0%	0.0%	No	
White	55	50.9%	4	40.0%	7.3%		
Black/African Am.	14	13.0%	2	20.0%	14.3%	No	
Hispanic/Latino	10	9.3%	3	30.0%	30.0%	Yes	Yes
AK Native/Amer. Ind.	4	3.7%	1	10.0%	25.0%	N/A	
Pacific Islander	7	6.5%	0	0.0%	0.0%	N/A	
Two or More	5	4.6%	0	0.0%	0.0%		

Bold is the most favored group based on Percent Separation.

N/A - Sample too small for 2 Standard Deviation Test

The 30% separation rate for Hispanics in the Transportation 1 Job Group showed preliminary statistical significance. Accordingly, further analysis was conducted using the Fisher's Exact test, which produced a statistical probability of 0.0677— meaning there is a 6.77% probability of this combination of outcomes, which is within the confidence level of 5%. Therefore, the 30% termination rate for Hispanics is not statistically significant. Nevertheless, because the Fisher's Exact test result is close to the confidence level of 5%, out of an abundance of caution, the MOA will monitor the separation activity in Transportation 1 (particularly because, as explained above, this Job Group also shows potential disparities in Hiring and Promotions).

ACTION-ORIENTED PROGRAM

Human Resource Process Monitoring. In Job Groups where a Placement Goal is indicated, we will perform a quarterly assessment to determine whether the disparities are narrowing or if further intervention is necessary. We also will perform a quarterly assessment of Job Groups where there is *preliminary* statistical significance of disparity (see Table 6, above) because, even in cases where the Fisher's Exact test found a disparity not to be statistically significant, it is nonetheless prudent to monitor those areas for compliance (specifically, the Administrative 2, Health 1, Science 1, and Transportation 1 Job Groups).

Supervisor Training. The Human Resources Department has been conducting "Effective Interviewing Skills for Supervisors." This training emphasizes the importance of conducting well-structured interviews focused on assessing valid, job-related qualities of an applicant. Supervisors also are trained on unconscious bias and on methods for dampening its effect in the selection process.

Talent Acquisition Training. Departments are being trained in a redesigned recruiting and selection process with a focus on valid, job-related assessment criteria, improved documentation of the process, and in-process reviews by the Human Resources Department. As part of its in-process reviews, in areas where Placement Goals have been established, Human Resources will look for opportunities to increase the diversity of the slate of candidates who are interviewed by, for example, notifying organizations and leaders who serve Anchorage’s BIPOC communities about job openings with the Municipality.

Progress Briefing. The Chief Equity Officer, the Director of the Office of Equal Opportunity, and the Human Resources Department will brief the Mayor and the Assembly semi-annually on the progress made with the Affirmative Action Plan’s action items.

Appendix 1 – Occupation Group Table

Occupation Groups	Job Groups	Number of Titles in Job Group	Number of Employees in Job Group
Administrative	Administrative 1	7	18
	Administrative 2	14	66
Business and Finance	Business and Finance 1	5	18
	Business and Finance 2	18	119
	Business and Finance 3	21	161
Construction	Construction 1	5	18
	Construction 2	20	90
	Construction 3	8	85
Engineering	Architecture and Engineering 1	7	54
	Architecture and Engineering 2	12	78
Health Social Service	Community and Social Service 1	3	20
	Health 1	5	22
	Health 2	1	7
	Health 3	1	10
Information Technology	Information Technology 1	6	27
	Information Technology 2	6	44
Legal	Legal 1	3	27
	Legal 2	3	13
	Legal 3	1	2
Library	Library 1	6	34
	Library 2	4	42
Maintenance and Grounds	Maintenance and Grounds 1	1	2
	Maintenance and Grounds 2	3	23
Management	Management 1	38	55
	Management 2	13	61
	Management 3	10	64
Materials Handling	Materials Handling 1	6	13
	Materials Handling 2	4	20
Mechanical	Mechanical 1	2	3
	Mechanical 2	5	27
	Mechanical 3	20	65
	Mechanical 4	9	65
Media	Media 1	3	4
Parks and Recreation	Parks and Recreation 1	2	10
	Parks and Recreation 2	5	16

(Cont'd)

Appendix 1 – Occupation Group Table (Cont'd)

Occupation Groups	Job Groups	Number of Titles in Job Group	Number of Employees in Job Group
Production	Production 1	3	9
	Production 2	9	55
Public Safety - Comm	Emergency Communication 1	2	20
	Emergency Communication 2	3	55
Public Safety - Fire	Fire 1	1	4
	Fire 2	2	12
	Fire 3	3	13
	Fire 4	3	63
	Fire 5	2	257
Public Safety - Police	Law Enforcement 1	2	16
	Law Enforcement 2	1	44
	Law Enforcement 3	1	200
	Law Enforcement 4	1	178
	Law Enforcement 5	2	5
	Law Enforcement 6	6	66
Science	Science 1	9	28
	Science 2	6	16
Transportation	Transportation 1	1	107

Appendix 2 – Methodology

Placement Goals

In order to establish a Placement Goal, we compare the Municipality’s Utilization of women and minorities with the Availability of women and minorities. Utilization is a specific term in Affirmative Action Plans. It refers to the percentage of women and minorities in an organization’s workforce. In performing this analysis, we evaluate the Utilization of women and minorities in each of the Job Groups for which the MOA hires.

Availability is another term of art used in Affirmative Action Plans. It refers to the percentage representation of women and minorities in the Municipality’s recruiting area. Availability is determined for each of the Job Groups. We determine the percentage representation of women and minorities employed in occupations that match the Job Groups for which the MOA hires. This analysis uses the Anchorage Census Area data provided by the US Census Bureau. Finally, because employees internal to the organization also are considered available for promotion, we combine the census data with our internal Utilization to arrive at a composite Availability percentage for a Job Group.

When the Utilization of women or minorities employed in a particular Job Group is less than what would *reasonably be expected* given the Availability percentage in that Job Group, an annual Placement Goal is set at the Availability percentage. If the percentage of women or minorities employed in a particular Job Group is what reasonably would be expected given their Availability percentage, then an annual Placement Goal is *not* required.

Example:

Job Group: Architecture and Engineering 1	Class: Minorities
Availability: 19.4%	Utilization: 14.3%
Total number of employees: 77	Total number of minorities: 11

In this example, the Utilization of minorities is less than Availability. The question is whether the 14.3% Utilization is what *reasonably* would be expected. To answer this question, we apply a statistical test called the Two-Standard Deviation Test. If the Utilization is *within* two standard deviations of Availability, then the Utilization rate is deemed reasonable, and a Placement Goal is not necessary. If, however, there is *more than* a two standard deviation difference between Utilization and Availability, then a Performance Goal is required and is set at the Availability rate (in this case, 19.4%).

Two-Standard Deviation Test

Formula:

$$T = \frac{(E - O)}{\sqrt{A * (N * (1 - A))}}$$

Where:

T = Test statistic

E = expected number of minorities employed (Availability (.194) x Total number of employees (77)=14.938)

O = observed number of minorities employed (11)

A = Availability (.194)

N = Total number of employees (77)

$$T = \frac{(14.938 - 11)}{\sqrt{.194 * (77 * (1 - .194))}}$$

$$T = 1.134$$

In this example, there are *less than* two standard deviations between Utilization and Availability. Consequently, the Utilization of minorities (14.3%) is within the bounds of expected variation from their Availability (19.4%). Accordingly, there is no presumption of unlawful discrimination, and a Placement Goal is not necessary.

Disparity Analysis

When performing a disparity analysis of a personnel process, we compare the outcomes of that process for women and minorities in a particular Job Group to what would *reasonably be expected* given certain parameters. The purpose of a disparity analysis is to determine whether there is a preliminary statistically significant showing of differential outcomes for women or minorities in that Job Group. Where there is a statistically significant showing of differential outcomes, the personnel process under review should be examined further to determine whether any unlawful barriers to equal employment opportunity exist. If an unlawful barrier is identified, the personnel process should be modified to remove and/or overcome that barrier.

Disparity Analysis: Gender

Example:

Job Group: Administrative 2	Personnel Process: Hiring
Number of Female Applicants: 345	Number of Male Applicants: 123
Number of Female Hires: 16	Number of Male Hires: 10
Female Hires Percent: 4.64%	Male Hires Percent: 8.13%
Less Favored Group (LFG)	Most Favored Group (MFG)

There are two steps in performing a Disparity Analysis. First, the selection rate – in this example, the hire rate – of the Most Favored Group (MFG) is compared to that of the Less Favored Group (LFG), and the “Four-Fifths Rule” is applied. If the selection rate of the LFG is less than four-fifths (80%) of the MFG, then the Two-Standard Deviation Test is applied to determine whether this degree of difference in selection rate is statistically significant.

In this example, the percentage of Female Hires (4.64%) is 57% of the percentage of Male Hires (8.13%). Since the percentage of Female Hires is less than four-fifths (80%) the percentage of Male Hires, we must apply the Two-Standard Deviation Test to determine whether the degree of difference in hiring is statistically significant, requiring remedial action.

Two-Standard Deviation Test

Formula:

$$T = \frac{(A - B)}{\sqrt{C * D * (\frac{1}{E} + \frac{1}{F})}}$$

Where:

- T = Test Statistic
- A = Percent of MFG Hired (0.0813)
- B = Percent of LFG Hired (0.0463)
- C = Percent of all Hires (0.0556)
- D = Percent of all Not-hired (0.944)
- E = Number of LFG applied (345)

F = Number of MFG applied (123)

$$T = \frac{(0.0813 - 0.0463)}{\sqrt{0.0556 * 0.9444 * (\frac{1}{345} + \frac{1}{123})}}$$

$$T = 1.44$$

In this version of the Two Standard Deviations Test, the Test Statistic is examined to determine whether it is equal to or greater than -1.96 *and* less than or equal to 1.96. If so, the Test Statistic is deemed within the variation one would expect. If, however, the Test Statistic were outside the bounds of normal variation, the personnel process under review would be flagged as an area of concern that should be addressed.

In this example, we find that the Test Statistic (1.44) is between -1.96 and 1.96. Therefore, the difference between the percentage of Male Hires and the percentage of Female Hires is not statistically significant. In other words, from this datum, we reasonably can conclude that the observed hiring difference, although facially large, is within the expected range of variation. Alternatively, if the Test Statistic had been outside these bounds, we would have concluded that the difference in outcomes was statistically significant and beyond a reasonable probability that the hiring outcomes for females was due to chance. In that case, the hiring process would have been examined and, where possible, modifications made to address the disparity.

**AFFIRMATIVE ACTION PROGRAM
FOR
PROTECTED VETERANS**

Municipality of Anchorage

CONTACT INFORMATION

Contractor: Municipality of Anchorage. Hereinafter, "Anchorage" or "MOA."

**Equity Agenda
Implementation:** Ulua'o 'Junior' Aumavae, Chief Equity Officer,
Office of Equity and Justice (MC 3.20.070.2.a)

**EEO Coordinator
Implementation:** Heather MacAlpine, Executive Director,
Office of Equal Opportunity (MC 3.20.070.A.2.b)

**Affirmative Action Plan
Implementation:** Niki Tshibaka, Chief Human Resources Officer,
Human Resources Department (MC 3.100.020.A)

EQUAL EMPLOYMENT OPPORTUNITY POLICY

41 CFR Section 60-300.44(a)

It is MOA policy to provide equal employment and advancement opportunities to all qualified individuals. To achieve this goal, Anchorage is committed to taking affirmative action to employ and advance in employment protected veterans. All personnel actions, including compensation, benefits, recruitment, hiring, training and promotion of persons in all job titles, are administered without regard to protected veteran status, and all employment decisions are based solely on valid job requirements. In addition, employees and applicants are protected from harassment, threats, coercion, intimidation, and/or discrimination for:

1. Filing a complaint;
2. Assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of 38 USC Section 4212, Section 503 of the Rehabilitation Act of 1973, or any other federal, state, or local law requiring equal opportunity for protected veterans;
3. Opposing any act or practice made unlawful by Section 38 USC 4212, Section 503 of the Rehabilitation Act of 1973, or any other federal, state or local law requiring equal opportunity for protected veterans; or
4. Exercising any other right protected by 38 USC Section 4212, Section 503 of the Rehabilitation Act of 1973.

This EEO policy has the full support of MOA's top management. Consistent with AMC 3.20.140(2), responsibility for implementation of this EEO policy has been assigned to the MOA's EEO Coordinator. Furthermore, Anchorage has designed and implemented an audit and reporting system to monitor and maintain its compliance with the aforementioned Acts.

A copy of the Equal Employment Opportunity statement that affirms Anchorage's commitment to protected veterans is posted in a form that is accessible and understandable to an individual with a disability.

HARASSMENT
41 CFR Section 60-300.44(e)

Anchorage develops and maintains procedures to ensure no employee is harassed on the basis of their status as a protected veteran.

SPOUSES OF PROTECTED VETERANS
41 CFR Section 60-300.21(e)

It is the policy of Anchorage not to exclude or deny equal jobs or benefits to, or otherwise discriminate against, a qualified individual because of the individual's relationship or association with a protected veteran. This includes spouses and other family members.

EXTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-300.44(f)

Anchorage undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit protected veterans, including the following:

- 1.** Anchorage incorporates the Equal Opportunity Clause regarding protected veterans in its purchase orders, leases, and contracts, as required by law, executive order, and regulation. A written notification of the Equal Opportunity Policy (“EEO Policy”) is sent to all subcontractors, vendors, and suppliers, requesting appropriate action on their part.
- 2.** Anchorage notifies all applicants about its EEO Policy and invites them to self-identify. Application forms affirm Anchorage’s commitment to equal employment opportunity. All employment advertisements and notices to recruitment sources state this EEO policy.
- 3.** Outreach and recruitment activities the MOA undertakes, as needed, include enlisting the assistance and support of the Department of Defense Transition Assistance Program (TAP) (or any subsequent program that, in whole or in part, might replace TAP) in recruiting protected veterans, and developing on-the-job training opportunities for them, in order to fulfill Anchorage’s commitment to provide them equal employment opportunity.
- 4.** All employment openings (except executive and top management jobs, positions that are filled internally, and positions lasting three days or less) are listed at the appropriate state employment services office – namely, the State of Alaska Department of Labor and Workforce Development’s Alaskajobs website.
- 5.** Formal briefing sessions and facility tours may be conducted with representatives from recruiting sources to explain current and future job openings, position descriptions, worker specifications, and the selection process. Follow-up with these resources and feedback on disposition of applicants are conducted when appropriate.
- 6.** Anchorage develops internal communications of its outreach efforts in a manner that fosters understanding, acceptance, and support among executive management, supervisors, and all other employees. We endeavor to honor our veterans as best we can.
- 7.** Protected veterans are considered for all available positions for which they may be qualified and for which they apply.
- 8.** Municipal Code provides an interview preference for protected veterans.
- 9.** When appropriate, efforts may be made to participate in work-study programs with Department of Veterans Affairs rehabilitation facilities that specialize in training or educating disabled veterans.

ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS
41 CFR Section 60-300.44(f)(3)

Each year, the MOA reviews its outreach and recruitment efforts over the previous twelve months to evaluate their effectiveness in identifying and recruiting qualified protected veterans. Each evaluation is documented, including, at a minimum, the criteria used to evaluate the effectiveness of each effort and the conclusion as to whether each effort and the totality of the efforts proved effective. Included in these criteria are the Data Collection Analysis for the current year and the previous two years. If Anchorage concludes the totality of its efforts are not effective in identifying and recruiting qualified protected veterans, alternative outreach and recruitment efforts are identified and implemented.

Anchorage's current workforce utilization rate of protected veterans is 11.8%. Out of 5,469 individual applicants, 797 (14.5%) disclosed their status as veterans. Of the 243 new hires, 30 (12.3%) were veterans.

Accordingly, Anchorage's individual and combined outreach and recruitment efforts are, and have been, effective in identifying and recruiting qualified protected veterans.

Municipality of Anchorage

01/01/2021 - 12/31/2021

**Assessment of Outreach and Recruitment Activities
for Protected Veterans**

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
Recruiting	1/1/2022 to 12/31/2020	Normal recruiting to fill vacancies.	14.5% veteran application rate. 12.3% veteran hire rate.

Anchorage's veteran utilization rate (11.8%), application rate (14.5%) and hire rate (12.3%) are well above the national standard benchmark established by OFCCP (5.7%).

Criteria for Evaluation:

1. Did the activity attract qualified applicants who are protected veterans?
2. Did the activity result in the hiring of protected veterans?
3. Did the activity expand Contractor's outreach to protected veterans in the community?

INTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-300.44(g)

Anchorage has developed the following internal procedures to communicate its commitment and obligation to engage in affirmative action efforts to employ and advance in employment qualified protected veterans. These procedures are designed to foster understanding, acceptance, and support among executive, management, supervisory, and other employees, and to encourage such persons to take the necessary actions to meet the MOA's obligation.

1. Anchorage Notices. The EEO policy statement is posted on employee bulletin boards and/or posted electronically in a manner and place that ensures protected veterans are informed of its contents. This notice states the name of the EEO Coordinator, communicates top-level management's support of this policy, and explains to whom questions, comments, or complaints should be directed. A statement is included that employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under the Vietnam Era Veterans' Readjustment Assistance Act. All required state and federal EEO notices also are posted on bulletin boards.

2. Union Contracts. A non-discrimination clause is included in any union contract and all such contracts are reviewed to ensure they are non-discriminatory. Anchorage notifies union officials and/or employee representatives of its nondiscrimination policy and requests their cooperation.

3. Other procedures that may be implemented as needed include:

a. Discussing Anchorage's overall commitment, top-level management support, and implementation of the Affirmative Action Plan with management personnel, making clear the Mayor's support for the plan;

b. Informing all employees and prospective employees of Anchorage's commitment to engage in affirmative action to increase employment opportunities for qualified protected veterans;

c. Publicizing Anchorage's affirmative action policy in local or state newspapers, magazines, annual reports, the MOA website, the Anchorage Municipal Code, and/or other media;

d. Thoroughly discussing the policy during employee orientation, and in management training programs; and/or

e. Including protected veterans among the employees who are featured in employee handbooks or similar publications for employees.

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-300.44(h)

Anchorage has designed, implemented, and documented an audit and reporting system that:

1. Measures the effectiveness of its Affirmative Action Program;
2. Indicates any need for remedial action;
3. Determines the degree to which the Affirmative Action Program's objectives have been attained;
4. Ascertains whether protected veterans and individuals with known disabilities have the opportunity to participate in all sponsored educational, training, recreational, and social activities; and
5. Measures compliance with the Affirmative Action Program's specific obligations.

Where the Affirmative Action Program is found deficient, corrective action is taken to bring the program into compliance.

RESPONSIBILITY FOR IMPLEMENTATION

41 CFR Section 60-300.44(i)

Heather MacAlpine and Niki Tshibaka will direct the activities of the Affirmative Action Program, in collaboration with Junior Aumavae. Heather MacAlpine and Niki Tshibaka have Mayor Bronson's and top-level management's full support to implement the MOA's Affirmative Action Program.

Heather MacAlpine and Niki Tshibaka are responsible for:

1. Ensuring policies are followed by developing policy statements, overseeing the Affirmative Action Program, and engaging in necessary internal and external communication with managers, supervisors and employees, among others;
2. Identifying and discussing with management any problem areas;
3. Co-developing with management solutions for any identified problem areas;
4. Maintaining an audit and reporting system to monitor the progress of the MOA's Affirmative Action Program;
5. Informing management of latest developments in the areas of affirmative action and equal employment opportunity;
6. Ensuring the policy statement and required posters are posted on bulletin boards and/or electronic postings; and
7. Ensuring employees placed through these policies are not harassed or otherwise subjected to unlawful discrimination.

In addition, Junior Aumavae will assist by serving as the MOA liaison for community groups, governmental agencies, organizations for protected veterans and vocational rehabilitation organizations. If requested, Heather McAlpine also will provide career counseling to protected veterans.

TRAINING
41 CFR Section 60-300.44(j)

All personnel involved in recruitment, screening, selection, promotion, discipline, and related processes are trained to ensure proper implementation of the commitments and objectives set forth in this Affirmative Action Program.

BENCHMARKS FOR HIRING VETERANS

41 CFR Section 60-300.45

Benchmarks are established on an annual basis, using one of the two mechanisms described below:

1. A benchmark equaling the national percentage of veterans in the civilian labor force, which is published and updated annually on the OFCCP website; or
2. A benchmark that takes into account: (i) the average percentage of veterans in the civilian labor force in the State of Alaska over the preceding three years, as calculated by the Bureau of Labor Statistics and published on the OFCCP website; (ii) the number of veterans, over the previous four quarters, who were participants in the employment service delivery system in the State of Alaska, as tabulated by the Veterans' Employment and Training Service and published on the OFCCP website; (iii) the applicant ratio and hiring ratio for the previous year, based on the data collected pursuant to § 60-300.44(k); (iv) the MOA's recent assessments of the effectiveness of its external outreach and recruitment efforts, as set forth in § 60-300.44(f)(3); and (v) any other factors, including but not limited to the nature of the MOA's job openings and/or its location, which would tend to affect the availability of qualified protected veterans.

Anchorage has chosen to establish a benchmark equaling the national percentage of veterans in the civilian labor force, which is 5.7%. The benchmark is not a rigid and inflexible quota that must be met, nor should it be considered a ceiling or a floor for the employment of particular groups. The purpose of establishing benchmarks is to create a quantifiable method by which Anchorage can measure its progress toward achieving equal employment opportunity for qualified protected veterans.

Anchorage does not perform a utilization analysis by Job Group for veterans because there is no data available on veteran availability by occupation, nor is such an analysis required.

Municipality of Anchorage

01/01/2021 - 12/31/2021

Hiring Benchmark for Protected Veterans

41 CFR Section 60-300.45

Veteran Hiring Benchmark: 5.7%

**AFFIRMATIVE ACTION PROGRAM
FOR
INDIVIDUALS WITH DISABILITIES**

Municipality of Anchorage

CONTACT INFORMATION

Contractor: Municipality of Anchorage. Hereinafter, "Anchorage," or "MOA."

Equity Agenda Implementation: Ulua'o 'Junior' Aumavae, Chief Equity Officer,
Office of Equity and Justice (MC 3.20.070.2.a)

EEO Coordinator Implementation: Heather MacAlpine, Executive Director,
Office of Equal Opportunity (MC 3.20.070.A.2.b)

Affirmative Action Plan Implementation: Niki Tshibaka, Chief Human Resources Officer,
Human Resources Department (MC 3.100.020.A)

EQUAL EMPLOYMENT OPPORTUNITY POLICY

41 CFR Section 60-741.44(a)

It is MOA policy to provide equal employment and advancement opportunities to all qualified individuals. To achieve this goal, Anchorage is committed to taking affirmative action to employ and advance in employment qualified individuals with disabilities. All personnel actions, including compensation, benefits, recruitment, hiring, training and promotion of persons in all job titles, are administered without regard to disability status, and all employment decisions are based solely on valid job requirements. In addition, employees and applicants are protected from harassment, threats, coercion, intimidation, and/or discrimination for:

1. Filing a complaint;
2. Assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of 38 USC Section 4212, Section 503 of the Rehabilitation Act of 1973, or any other federal, state, or local law requiring equal opportunity for individuals with disabilities;
3. Opposing any act or practice made unlawful by 38 USC Section 4212 Section 503 of the Rehabilitation Act of 1973, or any other federal, state or local law requiring equal opportunity for individuals with disabilities; or
4. Exercising any other right protected by 38 USC Section 4212, Section 503 of the Rehabilitation Act of 1973.

This EEO policy has the full support of MOA's top management. Consistent with AMC 3.20.140(2), responsibility for implementation of this EEO policy has been assigned to the MOA's EEO Coordinator. Furthermore, Anchorage has designed and implemented an audit and reporting system to monitor and maintain its compliance with the aforementioned Acts.

A copy of the Equal Employment Opportunity statement that affirms Anchorage's commitment to individuals with disabilities is posted in a form that is accessible and understandable to an individual with a disability.

HARASSMENT
41 CFR Section 60-741.44(e)

Anchorage develops and maintains procedures to ensure no employee is harassed on the basis of a disability.

EXTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-741.44(f)

Anchorage undertakes appropriate outreach and positive recruitment activities that are reasonably designed to effectively recruit individuals with disabilities, which include the following:

1. Anchorage incorporates the Equal Opportunity Clause regarding individuals with disabilities in its purchase orders, leases, and contracts as required by law, executive order, and regulation. A written notification of the Equal Opportunity Policy ("EEO Policy") is sent to all subcontractors, vendors, and suppliers, requesting appropriate action on their part.
2. Anchorage notifies all applicants of the EEO policy. Application forms affirm Anchorage's commitment to equal employment opportunity. All employment advertisements and notices to recruitment sources state this EEO policy.
3. Outreach and recruitment activities Anchorage may undertake, as needed, may include enlisting the assistance and support of one or more of the following persons and organizations in recruiting persons with disabilities, and developing on-the-job training opportunities for them, in order to fulfill its commitment to provide them equal employment opportunity:
 - The relevant State Vocational Rehabilitation Service Agency (SVRA), State mental health agency, or State developmental disability agency in the MOA area;
 - The Employment One-Stop Career Center (One-Stop) or American Job Center nearest the MOA;
 - The Department of Veterans Affairs Regional Office nearest the MOA (www.va.gov);
 - Entities funded by the Department of Labor that provide recruitment or training services for individuals with disabilities, such as the services currently provided through the Employer Assistance and Resource Network (EARN) (www.earnworks.com);
 - Local Employment Network (EN) organizations listed in the Social Security Administration's Ticket to Work Employment Network Directory (www.yourtickettowork.com/endir);
 - Local disability groups, organizations, or Centers for Independent Living (CIL) in or near the Anchorage area;
 - Placement or career offices of educational institutions that specialize in the placement of individuals with disabilities; and/or
 - Private recruitment sources, such as professional organizations or employment placement services, that specialize in the placement of individuals with disabilities.
4. Formal briefing sessions and facility tours may be conducted with representatives from recruiting sources to explain current and future job openings, position descriptions, worker specifications, and the selection process. Follow-up with these resources and feedback on disposition of applicants are conducted when appropriate.
5. Meaningful contacts may be established with organizations that assist individuals with disabilities for such purposes as technical assistance, referral of potential employees, and assistance

concerning proper placement, recruitment, training, and reasonable accommodations for individuals with disabilities.

6. Individuals with known disabilities are considered for all available positions for which they qualify and for which they have applied.

ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS

41 CFR Section 60-741.44(f)(3)

The MOA has discovered that, for the past eight (8) years, applicants have not been invited to self-identify as experiencing a disability in accordance with 41 CFR Section 60-741.42(a). After this rule was implemented in September 2013, there was a phasing-in period for employers to bring their Affirmative Action Plans into compliance. However, it appears Anchorage did not take steps in 2014 to come into compliance. Specifically, the Human Resources Department (“HR”) recently discovered that the MOA’s online application form did not include an invitation for applicants to self-identify as experiencing a disability. The MOA’s applicant tracking platform has a disability self-identification form built-in, but it was not activated until 10/22/2021, when HR discovered the problem.

On or around 10/22/2021, HR also discovered the MOA has not been inviting *current* employees to self-identify in accordance with 41 CFR Section 60-741.42(b) and (c). This functionality exists in the Employee Self Service portal of SAP (Anchorage’s human resources information management system), but it was not activated in 2017 when SAP was implemented. Consequently, disability self-identification data is incomplete and cannot be relied upon to perform a meaningful assessment of outreach and recruitment efforts. The MOA will resolve this issue by submitting a Request for Change to the SAP system to activate this feature and, once it is activated, by notifying current employees that, if they so choose, they may use the feature to self-identify as experiencing a disability.

On a brighter note, in May 2020, a paper application form for executive positions was created that includes an invitation for applicants to self-identify as experiencing a disability. Furthermore, HR has taken, and will continue to take, appropriate steps to remedy the problem it discovered, as well as the resulting consequences. Specifically, HR has activated the MOA’s built-in disability self-identification form on its applicant tracking platform. In addition, HR and the Office of Equal Opportunity will engage in a joint communication effort to encourage current MOA employees to self-identify their disability status, if they so desire. If insufficient data is accumulated, HR also may create an anonymous survey through which employees can indicate their disability status (if any) and any accommodation(s) they need (if any). Finally, HR will collaborate with the Office of Equity and Justice and the Office of Equal Opportunity to engage in more focused outreach efforts to individuals with disabilities in the MOA regarding existing job vacancies.

Municipality of Anchorage

01/01/2021 - 12/31/2021

**Assessment of Outreach and Recruitment Activities
for Individuals with Disabilities**

Outreach/Recruitment Activity	Date of Activity	Description	Evaluation
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There are no assessments for this reporting period.

Criteria for Evaluation:

1. Did the activity attract qualified applicants who are disabled?
2. Did the activity result in the hiring of individuals with disabilities?
3. Did the activity expand Contractor's outreach to individuals with disabilities in the community?

INTERNAL DISSEMINATION OF POLICY

41 CFR Section 60-741.44(g)

Anchorage has developed the following internal procedures to communicate its commitment and obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities. These procedures are designed to foster understanding, acceptance, and support among executive, management, supervisory, and other employees, and to encourage such persons to take the necessary actions to meet the MOA's obligation.

- 1. Anchorage Notices.** The EEO policy statement is posted on employee bulletin boards and/or is posted electronically in a manner and place that ensures individuals with disabilities are informed of its contents. This notice states the name of the EEO Coordinator, communicates top-level management's support of this policy, and explains to whom questions, comments, or complaints should be directed. A statement is included that employees are protected from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under the previously mentioned Acts. All required state and federal EEO notices also are posted on bulletin boards.
- 2. Union Contracts.** A non-discrimination clause is included in any union contract and all such contracts are reviewed to ensure they are non-discriminatory. Anchorage notifies union officials and/or employee representatives of its policy and requests their cooperation.
- 3. Other procedures that may be implemented as needed include:**
 - a.** Discussing Anchorage's overall commitment, top-level management support, and implementation of the Affirmative Action Plan with management personnel, making clear the Mayor's support for the plan;
 - b.** Informing all employees and prospective employees of Anchorage's commitment to engage in affirmative action to increase employment opportunities for individuals with disabilities;
 - c.** Publicizing Anchorage's affirmative action policy in local or state newspapers, magazines, annual reports, the MOA website, the Anchorage Municipal Code, and/or other media;
 - d.** Thoroughly discussing the policy during employee orientation, and in management training programs; and/or
 - e.** Including individuals with disabilities among the employees who are featured in employee handbooks or similar publications for employees.

AUDIT AND REPORTING SYSTEM
41 CFR Section 60-741.44(h)

As described above, in the ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS section, the MOA did not have an appropriate Audit and Reporting System in place until recently.

RESPONSIBILITY FOR IMPLEMENTATION

41 CFR Section 60-741.44(i)

Heather MacAlpine and Niki Tshibaka will direct the activities of the Affirmative Action Program, in collaboration with Junior Aumavae. Heather MacAlpine and Niki Tshibaka have Mayor Bronson's and top-level management's full support to implement the MOA's Affirmative Action Program.

Heather MacAlpine and Niki Tshibaka are responsible for:

- 1.** Ensuring policies are followed by developing policy statements, overseeing the Affirmative Action Program, and engaging in necessary internal and external communication with managers, supervisors and employees, among others;
- 2.** Identifying and discussing with management any problem areas;
- 3.** Co-developing with management solutions for any identified problem areas;
- 4.** Maintaining an audit and reporting system to monitor the progress of the MOA's Affirmative Action Program;
- 5.** Informing management of latest developments in the areas of affirmative action and equal employment opportunity;
- 6.** Assisting in career counseling for employees with disabilities;
- 7.** Ensuring the policy statement and required posters are posted on bulletin boards and/or electronic postings; and
- 8.** Ensuring employees placed through these policies are not harassed or otherwise subjected to unlawful discrimination.

In addition, Junior Aumavae will assist by serving as the MOA liaison for community groups, governmental agencies, organizations for individuals with disabilities and vocational rehabilitation organizations.

TRAINING
41 CFR Section 60-741.44(j)

All personnel involved in recruitment, screening, selection, promotion, discipline, and related processes are trained to ensure proper implementation of the commitments and objectives set forth in this Affirmative Action Program.

UTILIZATION GOALS FOR INDIVIDUALS WITH DISABILITIES

41 CFR Section 60-741.45

The OFCCP establishes a utilization goal of 7% for employment of qualified individuals with disabilities for each Job Group in the MOA's workforce, or for the MOA's entire workforce if the workforce consists of 100 or less employees. The utilization goal is not a rigid and inflexible quota that must be met, nor should it be considered a ceiling or a floor for the employment of particular groups. The purpose of the utilization goal is to establish a benchmark against which the MOA can measure the representation of protected classes within each Job Group in its workforce, or within its entire workforce. Anchorage evaluates its utilization of individuals with disabilities in each Job Group and in its entire workforce.

However, as described in the ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS section above, due to insufficient data, an accurate and reliable assessment of utilization cannot be made at this time.

Municipality of Anchorage

01/01/2021 - 12/31/2021

Utilization Summary of Individuals with Disabilities
(By Job Group using the Any Difference Rule)
 41 CFR Section 60-741.45

Job Group	Employees	Disabled	Utilization Goal %	Utilization %	Met Goal
ADMN1 : Administrative 1	18	0	7.0%	0.0%	No
ADMN2 : Administrative 2	66	0	7.0%	0.0%	No
AE1 : Architecture and Engineering 1	54	0	7.0%	0.0%	No
AE2 : Architecture and Engineering 2	78	0	7.0%	0.0%	No
AFD1 : Fire 1	4	0	7.0%	0.0%	No
AFD2 : Fire 2	12	0	7.0%	0.0%	No
AFD3 : Fire 3	13	0	7.0%	0.0%	No
AFD4 : Fire 4	63	0	7.0%	0.0%	No
AFD5 : Fire 5	257	1	7.0%	0.4%	No
APD1 : Law Enforcement 1	16	0	7.0%	0.0%	No
APD2 : Law Enforcement 2	44	0	7.0%	0.0%	No
APD3 : Law Enforcement 3	200	1	7.0%	0.5%	No
APD4 : Law Enforcement 4	178	0	7.0%	0.0%	No
APD5 : Law Enforcement 5	5	0	7.0%	0.0%	No
APD6 : Law Enforcement 6	66	0	7.0%	0.0%	No
BF1 : Business and Finance 1	18	0	7.0%	0.0%	No
BF2 : Business and Finance 2	119	1	7.0%	0.8%	No
BF3 : Business and Finance 3	161	1	7.0%	0.6%	No
CONS1 : Construction 1	18	0	7.0%	0.0%	No
CONS2 : Construction 2	90	1	7.0%	1.1%	No
CONS3 : Construction 3	85	1	7.0%	1.2%	No

The MOA has used the terms 'Availability' and 'Utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the MOA's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrongdoing by the MOA.

Municipality of Anchorage

01/01/2021 - 12/31/2021

Utilization Summary of Individuals with Disabilities
(By Job Group using the Any Difference Rule)
 41 CFR Section 60-741.45

Job Group	Employees	Disabled	Utilization Goal %	Utilization %	Met Goal
CSS1 : Community and Social Service 1	20	0	7.0%	0.0%	No
EC1 : Emergency Communication 1	20	2	7.0%	10.0%	Yes
EC2 : Emergency Communication 2	55	0	7.0%	0.0%	No
HEALTH1 : Health 1	22	0	7.0%	0.0%	No
HEALTH2 : Health 2	7	0	7.0%	0.0%	No
HEALTH3 : Health 3	10	0	7.0%	0.0%	No
IT1 : Information Technology 1	27	0	7.0%	0.0%	No
IT2 : Information Technology 2	44	0	7.0%	0.0%	No
LEGAL1 : Legal 1	27	0	7.0%	0.0%	No
LEGAL2 : Legal 2	13	0	7.0%	0.0%	No
LEGAL3 : Legal 3	2	0	7.0%	0.0%	No
LIB1 : Library 1	34	0	7.0%	0.0%	No
LIB2 : Library 2	42	0	7.0%	0.0%	No
M1 : Management 1	54	0	7.0%	0.0%	No
M2 : Management 2	61	0	7.0%	0.0%	No
M3 : Management 3	64	0	7.0%	0.0%	No
MAT1 : Materials Handling 1	13	0	7.0%	0.0%	No
MAT2 : Materials Handling 2	20	0	7.0%	0.0%	No
MECH1 : Mechanical 1	3	0	7.0%	0.0%	No
MECH2 : Mechanical 2	27	0	7.0%	0.0%	No
MECH3 : Mechanical 3	65	0	7.0%	0.0%	No

The MOA has used the terms 'Availability' and 'Utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the MOA's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrongdoing by the MOA.

Municipality of Anchorage

01/01/2021 - 12/31/2021

Utilization Summary of Individuals with Disabilities
(By Job Group using the Any Difference Rule)
41 CFR Section 60-741.45

Job Group	Employees	Disabled	Utilization Goal %	Utilization %	Met Goal
MECH4 : Mechanical 4	65	0	7.0%	0.0%	No
MEDIA1 : Media 1	4	0	7.0%	0.0%	No
MXG1 : Maintenance and Grounds 1	2	0	7.0%	0.0%	No
MXG2 : Maintenance and Grounds 2	23	0	7.0%	0.0%	No
PROD1 : Production 1	9	0	7.0%	0.0%	No
PROD2 : Production 2	55	0	7.0%	0.0%	No
REC1 : Parks and Recreation 1	10	0	7.0%	0.0%	No
REC2 : Parks and Recreation 2	16	0	7.0%	0.0%	No
SCI1 : Science 1	28	0	7.0%	0.0%	No
SCI2 : Science 2	16	0	7.0%	0.0%	No
TRNS1 : Transportation 1	107	2	7.0%	1.9%	No

The MOA has used the terms 'Availability' and 'Utilization' herein as referenced by government affirmative action regulations and has selected statistics for these analyses in compliance with such regulations. The use of such terms and statistics does not indicate the MOA's agreement that the geographic areas are appropriate or that the sources of statistics are the most relevant. The terms have no legal or factual significance outside the context of the Affirmative Action Program and in no way suggest any wrongdoing by the MOA.

IDENTIFICATION OF PROBLEM AREAS

41 CFR Section 60-741.45(e)

When the percentage of individuals with disabilities in one or more Job Groups or in the entire workforce (if the workforce is 100 or less employees) is less than the utilization goal, Anchorage takes steps to determine whether and where impediments to equal employment opportunity exist. When making this determination, the MOA assesses personnel processes, the effectiveness of outreach and recruitment efforts, the results of its Affirmative Action Program audit, and any other areas that might affect its Affirmative Action Program's success.

However, as described in the ASSESSMENT OF EXTERNAL OUTREACH AND RECRUITMENT EFFORTS section above, due to insufficient data, an accurate and reliable assessment of utilization cannot be made at this time.