

**MEMORANDUM**

DATE: March 28, 2017  
TO: William Stowe, CEO and General Manager  
FROM: Doug Garnett, HR Manager  
SUBJECT: 2017 Affirmative Action Plan

The Human Resources Department recently contracted with OutSolve to complete our 2017 Affirmative Action Plan. Based on the results of OutSolve's auditing of our internal processes, we were made aware of some deficiencies and have addressed all compliance concerns outlined in their report. To assist OutSolve with their analysis of our current workforce in comparison to our local job market, all employees were given the opportunity to self-identify (race, gender, veteran, and disability status). We are pleased to report that the makeup of our workforce is similar to that of our community. OutSolve recommended the following placement goals based on the market availability in our area:

- Executive/Senior Level Officials and Managers: Minorities needed to meet the availability goal: **0.12 FTE**
- Professionals: Minorities needed to meet the availability goal: **1.5 FTE**
- Craft Workers: Employees needed to meet the availability goal: **4.4 FTE** for minorities and **2.8 FTE** for females.
- Laborers and Helpers: Minorities needed to meet the availability goal: **0.8 FTE**

We have been busy implementing many outreach initiatives and activities to assist us in attracting and retaining a workforce that more accurately reflects the community we serve. These efforts include the following:

- Attended the 2017 Spring NAACP job fair
- Participating with Central Iowa Society of Human Resource Management Workforce Readiness Team working with job seekers
- Supervisors will attend Implicit Bias training in April 2017 conducted by Renee Hardman and Kevin Pokorny
- Supervisors will attend Interviewing and Selection training, which will reinforce the concepts outlined in the Implicit Bias training
- Employees will be required to attend Cultural Diversity Awareness training

In looking forward, the cooperation of all departments is required to reach the full potential of our Affirmative Action Program. Human Resources will continue to ensure that the company's policy of equal employment opportunity is understood, supported and adhered to by all employees. We each have the responsibility for promoting equal employment opportunity and applying affirmative action principles at Des Moines Water Works.