

*Affirmative Action Plan  
To Improve Employment Opportunities  
For Minority Groups And Women  
For The City Of Providence*

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*Mayor*

AFFIRMATIVE ACTION PLAN  
TO IMPROVE EMPLOYMENT OPPORTUNITIES  
FOR MINORITY GROUPS AND WOMEN  
FOR THE CITY OF PROVIDENCE

MAYOR'S AFFIRMATIVE ACTION TASK FORCE  
PROVIDENCE, RHODE ISLAND  
SEPTEMBER, 1975

MAYOR'S AFFIRMATIVE ACTION TASK FORCE  
CITY OF PROVIDENCE, RHODE ISLAND

Benjamin W. Little, Chairman  
William Formicola, Secretary

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## CREDITS

The Mayor's Affirmative action Task Force provided the basic support for their report. The report was developed under the guidance of, and along the methodology developed by, the Providence Human Relations Commission. The Commission provided all of the back-up materials to the Task Force, including the researcher's salary, rental cost for films, and the fundamental commitment to me over the duration of the report development. The entire P.H.R.C. staff contributed invaluable comments and technical assistance.

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Charlene Hall, of the Mayor's Office, and other City Hall staff persons are thanked for cooperation which was indispensable to the Task Force.

To all these individuals and organizations, and to all who received the drafts of this report, my heartfelt thanks.

Benjamin W. Little  
Chairman  
Mayor's Affirmative Action Task Force

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## DEFINITIONS

To facilitate and expedite the workings of the Task Force, the following definitions will apply except where specifically designated:

- 1.) The term "Chief Executive" means the Mayor of the City of Providence.
- 2.) The term "Municipal Government" means the Mayor/Council form of government.
- 3.) The term "Municipal Family" means all appointed and employed persons under the jurisdiction or control of Municipal Government.
- 4.) The term "Employee" means all persons receiving compensation or salary from municipal monies derived from Federal, State, County or local sources.
- 5.) The term "Plan" means the method used to implement the policies outlined herein.
- 6.) The term "Program" means the goals, objectives, and time tables as outlined herein and that may, from time to time, be changed, superseded, amended and reclassified.
- 7.) "Caucasian," including, in addition to persons of European or Middle Eastern descent, all persons not members of a recognized minority group.
- 8.) "Black" means persons of African descent as well as those identified as Jamaican, Trinidadian, and West Indian.
- 9.) "Latin-American," including those persons from the Western Hemisphere with recognizable Spanish surnames and those without a recognizable Spanish surname, but for whom Spanish is the native language.
- 10.) "American Indian" means persons who identify themselves, or are known, as such, by virtue of tribal association.
- 11.) "Oriental" means persons of Japanese, Chinese, Korean, or Filipino descent.



- 12.) "Other" means Aleuts, Eskimos, Malaysians, Thais and others not specifically noted above.
- 13.) The phrase "minority class persons" or "individuals" means all persons in categories eight through twelve, as well as women.
- 14.) The term "EEO officer" means the Equal Employment Opportunity Officer of the City of Providence.

AFFIRMATIVE ACTION PROGRAM  
CITY OF PROVIDENCE, RHODE ISLAND

I. AFFIRMATIVE ACTION POLICY

In conformance with the Civil Rights Act of 1964, as amended, and Presidential Executive Order No. 11246, as amended, it is the policy of the City of Providence, Rhode Island, to foster and actively promote equal opportunity in employment on the basis of merit and ability to perform work, and to eliminate and prevent discrimination on the basis of race, religion, sex, age and national origin in the City service as well as within the jurisdiction of the City of Providence. The City of Providence strongly affirms that it will not discriminate in any hiring or employment procedures against any applicant for employment of any employee because of race, religion, sex, age or national origin, or any other condition that is not a bona fide occupational qualification. The City of Providence further agrees to allow and encourage free and equal access to all of its services, including participation in its activities and representation upon its various boards and commissions.

The City of Providence is an equal opportunity employer and agrees to follow those directives established by the Civil Rights Act of 1964, as amended, and Presidential Executive Order No. 11246, as amended.

This Affirmative Action Program sets forth the plan and administrative standards for implementation of the City of Providence's policy on minority and female hiring practices of employers wishing to do business with the City.

In compliance with the spirit and intent of the above authorities, the City of Providence has developed an Affirmative Action Pro-

gram for equal opportunity in human rights. Our Affirmative Action Program discloses steps to improve opportunities within the structure of the City.

## II. OBJECTIVES

The objective of the City of Providence's Affirmative Action Plan is to develop and maintain a truly equal employment opportunity for all its citizens, to seek to eliminate and prevent all traces or elements of bias or discrimination in its employment practices because of race, color, sex, age, or national origin. The plan further seeks to develop a work force that will reflect an equitable distribution of minorities and women in all levels of employment throughout the entire city government, and the broader community.

## III. RESPONSIBILITY FOR ADMINISTRATION AND IMPLEMENTATION

The Affirmative Action Plan commits all employees of the City of Providence to support the City's Affirmative Action Policy. The plan reaffirms and implements the Municipal Government's belief in said policy and provides for a definite commitment to the policy on a continuing basis. In the implementation of this policy, the Chief Executive exercises personal leadership in establishing, maintaining, and carrying out the City's "Affirmative Action" efforts in order to promote equal opportunity in every aspect of city employment. To assist the Chief Executive in carrying out these policies, the Equal Employment Opportunity Officer is assigned responsibility and authority as Director of the City's Affirmative Action Program.

Implementation of the action plan will require considerable co-ordination among all divisions in City Government; therefore, a permanent Affirmative Action Committee will be set up to work with

the Director of the Affirmative Action Program, the Office of the Mayor and the Providence Human Relations Commission.

Dated this 14 Day of OCTOBER, 1975

Vincent A. Cianci, Jr.  
Vincent A. Cianci, Jr.  
Mayor of the City of Providence

Approved as to Form:

Louis A. Maruca  
City Attorney

#### IV. METHOD OF DISSEMINATING THE POLICY

To provide optimum awareness to the Municipal Family and the community, the City of Providence will disseminate its policy both internally and externally. Internally the City will distribute its policy to all employees and interested groups so that they may become aware of the provisions of the Affirmative Action Program. Externally the City will disseminate its policy to individuals who might be interested in employment with the City of Providence. (It is the intent that the citizens of Providence will receive an understanding of what the provisions of the Affirmative Action Program are).

In addition to procedures that are now being implemented, the following positive steps will be taken to ensure effective dissemination

##### INTERNAL

- 1.) Policy will be included in an Employees' Handbook of the City's Policies, Practices and Regulations.
- 2.) The policy will be publicized in an Affirmative Action Newsletter.
- 3.) Articles relevant to Affirmative Action which cover programs, progress reports, promotions etc. of minorities and female employees of the City, will be publicized in the Affirmative Action Newsletter and other media.
- 4.) The Equal Employment Opportunity Officer will utilize all public facilities, such as bulletin boards and any such places where policy and related material are available to the employees at large.
- 5.) The Equal Employment Opportunity Officer in conjunction with the Providence Human Relations Commission will conduct training sessions and or seminars to effectively educate all department heads and supervisors in all phases of the Affirmative Action policies.
- 6.) Copies of the Plan will be made available to all employees.
- 7.) All employees of the City will be informed of the existence of the Affirmative Action Program and his/her rights and benefits stated therein.

## EXTERNAL

- 1.) The Equal Employment Opportunity Officer will disseminate the Affirmative Action Plan/Program and/or make available to various committees, women's rights groups, and minority groups, (see Appendix "A").
- 2.) Copies of the policy will be made available to community agencies and other Equal Employment Opportunity Officers in Local, State and Federal agencies.
- 3.) The Equal Employment Opportunity Officer will attempt to inform recruiting sources of the existence of the City Policy, and will ask such sources to refer qualified minorities and women for available position openings.
- 4.) All prospective employees of the City will be informed of the existence of the Affirmative Action Program and his/her rights and benefits stated therein.
- 5.) Executive Order No. 2 on Affirmative Action.

At the completion and approval of the Plan, a series of meetings will be held to discuss the Plan with administrative personnel of the Municipal Family.

It will be the policy of the City to indicate on all outgoing communication materials (job-related) its commitment to equal employment.

As stated earlier, the Equal Employment Opportunity Officer will monitor all efforts with the assistance of the Affirmative Action Committee. He/She will report on the success or failure of these efforts and will, from time to time, make recommendations to the Chief Executive to remedy inefficiencies.

As a further step toward implementation and dissemination of the program every City union is urged to incorporate a statement of commitment to EEO and AA into their contracts. Special efforts will be made to solicit union cooperation on all aspects of Affirmative Action. This will include a review of all future union contracts and collective bargaining agreements with the City, in order to insure their compliance with AA and EEO of the City of Providence.

V. PROCEDURE TO ENSURE EFFECTIVE IMPLEMENTATION

The overall responsibility for the monitoring and implementation of the City of Providence's Affirmative Action Program rests with the Equal Employment Opportunity Officer with the support of the Affirmative Action Committee. It should be emphasized, however, that the final authority and responsibility come from the Chief Executive and the City Council. The Equal Employment Opportunity Officer shall attend all meetings that are directly concerned with Affirmative Action and Equal Employment. The Equal Employment Opportunity Officer will advise the Chief Executive and Department Administrators on Affirmative Action policies and their obligation to the Civil Rights Act of 1964.

The Equal Employment Opportunity Officer shall be selected by the Chief Executive, with recommendations being solicited from the Affirmative Action Committee. He/She will report directly to the Chief Executive of the City. The Equal Employment Opportunity Officer will be appointed on a full-time basis and will be charged with implementing and administering the program as well as serving as a resource person in the employment of the protected groups.

The Equal Employment Opportunity Officer will compile all relevant data on the availability and source of qualified minority and women candidates. This information will be made available to the Personnel Director and the department heads of the City as a possible source from which to recruit qualified applicants. The above information will be collected from the following sources:

Civil Rights Organizations

Women's Groups (Professional and Social Groups)

Minority (Professional and Social Groups)

Religious Organizations

Office of Equal Employment Opportunity Programs

Directories

Journals

Equal Employment Opportunity Consultants

Local Colleges and Universities

Department of Employment Security

Any other sources of qualified minorities and women

The Equal Employment Opportunity Officer shall serve as a liaison between City Department Heads and affirmative action components of the City, (see Appendix "B").

A. DUTIES OF THE EQUAL EMPLOYMENT OPPORTUNITY OFFICER

Keep informed on latest State and Federal laws, directives and court decisions, as they pertain to Equal Employment Opportunity.

Communicate these to the Chief Executive of the City, and other City personnel involved in hiring.

Serve as ex-officio member of the Affirmative Action Committee attending meetings regularly.

Assist the Affirmative Action Committee in establishing rules, regulations and procedures on Affirmative Action; assist with updating the Affirmative Action Plan and make subsequent recommendations to the Chief Executive for changes.

Serve as liaison between City department heads and affirmative action enforcement agencies (local, state and federal).

Monitor all hiring policies within the Municipal Family; review all job descriptions and recommend changes to eliminate any race or sex biased requirements prior to posting.

Receive notification of all job openings from the Personnel Director, receive information from all department heads concerning applicants for jobs, their race and sex. Make efforts to see that all City suppliers and contractors have affirmative action programs and are



complying with them, recommend to the Mayor and appropriate City officials that the City will not do business with contractors who are not affirmative action employers.

It will be the duty of the Equal Opportunity Officer of the City of Providence to disseminate information concerning the Affirmative Action Program of the City to those contractors, vendors, and suppliers doing business with the City.

The Equal Employment Opportunity Officer shall also review the affirmative action programs of those contractors, vendors, and suppliers doing business with the City. In addition, said officer shall be available to counsel with such contractors, vendors or suppliers regarding their affirmative action programs.

Submit within the first year a semi-annual report to the Chief Executive of the City, to be included in the annual report of the Executive Office. After the first year an annual report will be submitted.

Serve as ombudsman in conjunction with the Affirmative Action Committee for complaints of job discrimination and any other violations of the Affirmative Action Plan.

Develop programs for employee development and inservice training in equal employment opportunity areas.

Perform other related duties as required.

The EEO Officer in order to function effectively, shall adopt an unbiased non-partisan relationship with the City Administration.

B. AFFIRMATIVE ACTION COMMITTEE

A permanent Affirmative Action Committee shall be appointed by the Chief Executive.

The Committee shall review and recommend corrective action regarding Affirmative Action guidelines for the following procedures--job

descriptions, application forms, interview procedures, tests, test administration, referral procedure and final selection process.

The Committee will work cooperatively with governmental agencies, private and community groups which have equal employment opportunity objectives in fostering mutual commitment.

#### RESPONSIBILITIES

- 1.) Oversees all City efforts toward equal employment opportunities.
- 2.) Monitors the provisions of the Affirmative Action Program and provides support for all administrators charged with the implementation of those provisions.
- 3.) Evaluates programs to broaden educational and employment opportunities for minority groups and women and recommends programs to strengthen the actions of the City in areas of human rights and relations.
- 4.) Reports semi-annually the first year, and annually thereafter to the Chief Executive in writing.
- 5.) Recommends to the Chief Executive affirmative action policies and programs within guidelines established by the City, the State and Federal Government.
- 6.) Reviews the progress reports and projections of the Equal Employment Opportunity Officer.
- 7.) With the Equal Employment Officer, develops short and long-range recommended plans;
  - a.) for effecting recommendations promulgated by governmental agencies;
  - b.) for effecting recommendations developed by the Affirmative Action Committee or Equal Employment Opportunity Officer.
- 8.) Recommendations to the Chief Executive for the position of EEO

Officer shall not exceed seven (7) persons named nor be less than four (4).

#### MEMBERSHIP

Of the total membership of the Affirmative Action Committee at least one third shall be minority members and in addition one third shall be women. Membership should also include representatives of administration, bargaining units, and two council members.

#### THE CHAIRPERSON

The Chairperson shall be appointed by the Chief Executive and shall serve at the pleasure of the Chief Executive.

#### LENGTH OF COMMITTEE MEMBERSHIP

Members of this Committee shall serve one-two-three year terms, staggered to prevent complete turnovers at any one interval.

#### MEETINGS

- 1.) The Affirmative Action Committee shall meet at least monthly during the fiscal year, or at the call of the Chairperson. Announcements of a given meeting will be printed in the minutes.
- 2.) Meetings of the Affirmative Action Committee will, generally, be open to any members of the community. Placement of an item on the agenda may be made by contacting the Chairperson or the Recorder five (5) working days in advance of the order.
- 3.) The Affirmative Action Committee may restrict attendance at meetings, or portions of meetings, to its own membership and its selected resource persons, in any instance where confidentially is deemed necessary.

#### C. REPORTS AND MONITORING PROCEDURE

##### The Equal Employment Opportunity Officer and the Affirmative Action Committee Relationships

While the Equal Employment Opportunity Officer will serve as ex-

officio member of the Affirmative Action Committee his relationship to the Committee is one of advising, sharing of appropriate information, and planning. The Equal Employment Opportunity Officer will not vote in Committee meetings.

The Committee itself recommends policy to the Chief Executive, in order to ensure the proper decisions and recommendations on affirmative action issues. The Affirmative Action Committee may request that the Equal Employment Opportunity Officer gather selected data for the Committee. The Equal Employment Opportunity Officer is encouraged to make recommendations to the Affirmative Action Committee and to represent the City in any matter that does not require legal consideration or representation, and to report to the Chief Executive and to the Committee to supervise any affirmative action activity sponsored by the Committee.

D. EVALUATION PROCESS

- 1.) It is the responsibility of the EEO Officer to provide operational direction of the Plan and its evaluation, and serve as staff liaison to the Affirmative Action Committee.
- 2.) A management by Objectives (MBO) approach is appropriate. The setting of goals, timetables for completion, and a method of review and assurance, like the management audit, will be built in.
- 3.) Official public communication networks of objectives and accomplishments will be created. A central liaison between City administration and the public, special interest groups, employees, City supervisory and managerial personnel, and recognized employee representatives will be established.
- 4.) A continuous racial composition analysis of all available data relating to the City work force and area population

and labor force statistics will be maintained and reported semi-annually the first year and annually thereafter. Efforts will be made to identify employment problems of the employment disadvantaged and to resolve those problems within affirmative action guidelines.

- 5.) Employment of the disadvantaged records will be monitored and reported on for program evaluation purposes. These records include applications, referrals, placements, transfers, promotions, and terminations. The training function will similarly be monitored.
- 6.) Evaluation efforts will include review of other agency program successes and elements. Additionally, extra jurisdictional funding for program improvement and expansion will be continuously sought.

## VI. ANALYSIS

### A. Utilization Analysis

The Personnel Department, in conjunction with the Equal Employment Opportunity Officer, will analyze the status of minority and female employees of the City of Providence. On the basis of these analyses, short and long-range goals will be established to correct any deficiencies in minority and female utilization found to exist in the City service. The responsibility of the Department Equal Employment Opportunity Coordinator is to submit information to the EEO Officer on a monthly basis, or at the request of the EEO Officer.

The City of Providence will take positive action to eliminate and prevent artificial barriers to employment, and to provide the means for upward mobility for its employees. The City, through its Personnel Department, and in conjunction with the EEO Officer, will conduct task analysis studies, which will examine each position under its jurisdic-

tion. A detailed analysis will be attempted over a three-year period. In order to keep this information current, each position will be audited not less than once every three years, ensuring the continuation of the upward mobility efforts of the City of Providence. As a continuous effort, artificial barriers to employment and upward mobility will be eliminated through a close examination of qualifications requirements, in terms of actual knowledge, skills and abilities necessary for satisfactory performance of the work entailed to eliminate any discrimination based on race or sex. These data will be generated as part of the detailed task analysis.

The process now followed for classification will be reviewed. Classification changes will be made in accordance with an approved schedule over a five-year study period.

Equal Employment Opportunity Officers and the Personnel Director, in conjunction with department heads, will conduct the job classification study and review.

Occupational groups shall be redefined. Groupings will be by general occupational similarity stressing the likelihood of building career ladders and lattices. The initial classification work and the continuing classification review will be the responsibility of the Personnel Director, the EEO Officer, and the Finance Director.

#### VII. PROBLEM AREAS IDENTIFIED - CORRECTIVE MEASURES

After careful examination of the present status of the City of Providence with respect to Equal Employment Opportunity and Affirmative Action, problem areas will be identified. Possible areas to be studied will be:

- 1.) Minority and women unemployment or under-representation in the professional areas.
- 2.) Minority and women under-representation by classified positions.

- 3.) Assurance that both professional and non-professional employees receive training and career development leading to upward mobility, i.e., on-the-job training, public institutions and/or national associations workshops, geared toward certification.
- 4.) Concentration of minorities and women in temporary positions funded by special grants.
- 5.) Development of Personnel Policies and Procedures to reflect EEO and AA.
- 6.) Emphasis should be placed on selection devices assuring expressed abilities which are job-related.
- 7.) A maternity leave policy of non-discrimination.

#### VIII. GOALS AND TIME TABLES

In order to arrive at meaningful goals and time tables, each department or division will do a complete analysis to determine present utilization of women and minorities. Each department head, along with the EEO Officer, will establish projected goals and time tables that are consistent with needs of the department or division.

Review of goals established by the department heads will be made semi-annually during the first year and annually thereafter. The AA Committee will submit recommendations along with the annual report of the total Affirmative Action Plan to the Chief Executive.

#### IX. AFFIRMATIVE ACTION GOALS AND TIME TABLES

The population of the City of Providence, in 1970, was 179,213 persons. White residents represented 90.3% of the total population, while minority residents represented 10.8%. Of the minority group population, 8.9% were Black, 0.3% American Indian, 0.5% Oriental, 0.8% Spanish-American, and 0.3% were otherwise classified. In 1970, males represented 47.3% of the population, and females, 52.7%.

In 1974, based upon a twelve-month calendar average, the Providence labor force was comprised of 86,050 residents, of which 92.1% were White and 8.6% were minority group members. Blacks were identified as the significant faction of the minority group membership, representing 7.0% of the total labor force.

Of the 1974 average labor force, 79,200 were employed and 6,850 were unemployed, resulting in a yearly unemployment average of 8.0%. Whites represented 92.2% of the employed labor force, and 91.1% of the unemployed labor force, for a net White unemployment rate of 7.9%. Minority groups represented 8.6% of the labor force; 8.5% of the employed, and 9.8% of the unemployed for a net minority group unemployment rate of 9.1%.

The City minimum goal for minority representation is being set at a number that is equal to the proportion of Blacks and other minorities in the total Providence population. According to 1970 census data, 10.8% of the Providence population is minority group, which we are rounding off to 11%. To offer some stability to the 1970 census statistics and approximate changes over the five-year period, we have the following:

"Although the total population decreased by more than 20,000 between 1960 and 1970, the minority population grew by almost 6,000, an increase of 4.2%. As in many cities across the country, minorities in Providence may be expected to continue to migrate into central city areas, while Whites move at an even faster rate into the surrounding suburbs..."<sup>1</sup>

Based on this, we expect that the Providence minority group population of 11%, with the projected increase of 4.2% over a five-year period, will reach a rate of 15.2%. Therefore 15% minority representation is established as a minimum goal for the City. As the non-white population increases, the City goal would also increase proportionately.



In discussing criteria for setting goals for the hiring of females, the following data were considered:

1.) women presently compose 52.7% of the Providence population, 2.) women presently compose 43.6% of the total of the unemployed. After discussion, it was agreed that a minimum goal of 15% hiring in all job classifications would apply to women, also.

Thus, the minimum hiring goals in City employment were established at 15% minorities, 15% women in all job classifications. The method of goals in each classification of City employment makes our task more difficult, since we could more easily meet a City goal of 15% by counting the large number of women in the clerical level toward this one goal. However, by grouping positions in classifications and setting goals for each group, it is our belief that the intent of the affirmative action program will be more clearly defined and demonstrated.

Hiring goals would be met by filling a minimum 20% of future job openings in each classification with minorities and a minimum 20% with women. If, after recruitment attempts, qualified women or minority candidates cannot be identified, an occasional exception to this plan may be necessary.

As a safeguard, after a reasonable recruitment effort had been made, we would seek the concurrence of the EEO Officer and/or the Affirmative Action Committee and/or the P.H.R.C. that falling below the 20% hiring rate would, in fact, be a necessity.

Continuation of filling openings at a 20% rate for women and 20% for minorities would yield a work force of 15% minority and 15% women by approximately 1980 given present levels of turnover. Of course, position increases or cutbacks and slower turnover rates could affect this target date significantly. Further, difficulty in locating qualified minority and women candidates could cause a delay.

Thus, in evaluating our City's performance in meeting its goals, perhaps the more accurate reflection of City performance in hiring women and minorities would be our ability to fill our classifications of positions at the 20% rate rather than focusing excessively on the target date.

#### CITY SUMMARY

Of the 2,793 jobs in City service, 147\* are held by minorities and 368\* by women. Filling positions according to the goals and time tables outlined above would result in a City force of a minimum of 13% minorities by 1977 (approximately) and a minimum of 15% minorities by 1981 (approximately). In actuality, the practice of having plans for all groupings of employees would likely lead to City percentages somewhat higher than these minimums (if, for example, "para-professional" jobs increase in coming years, as expected).

For the City as a whole, 14.5% of the employees would be women by 1976, if our goals are accomplished. The City percentage of women in all groups is likely to be somewhat greater than 15% overall by 1980, since women would likely continue to fill secretarial and typist jobs disproportionately.

#### ADDITIONAL REQUIREMENT

Of course, the objectives of the program could be fulfilled by the hiring of a number of minority females to meet the various goals, thereby more easily satisfying both the sex and minority requirements. Such a course would not be undertaken by the City, since it is not in compliance with the EEO guidelines and it is not our intention to merely satisfy minimum requirements of the Affirmative Action Plan in the "easiest" manner possible.

However, to build in a safeguard against such a possibility, we wish to add the provision that males should constitute, roughly, from 40% to 60% of all minorities hired in a given time period, (e.g., during any given year) under this action plan.

This requirement would apply to all positions (added together), although not necessarily to clerical positions, since it may continue to be difficult finding males for secretarial jobs in the near future, (barring major social change). Such a requirement must be rigorously enforced, since the number of personnel in the City service is rather large.

\*Data taken from the Mayor's Affirmative action Task Force Analysis, dated May, 1975.

- 1.) Report from the Rhode Island Advisory Committee on Civil Rights, January, 1975, Page 40.

Note: All other data is taken from 1970 Census, as stated in 1975 Manpower Information for Affirmative Action Programs, City of Providence Supplementary Release.

(1) JOB CLASSIFICATION	(2) TOTAL	(3) MINORITIES	(4) UNDER REPRESENTED (YES OR NO)	(5) FEMALE	(6) UNDER REPRESENTED (YES OR NO)	(7) TOTAL OPENINGS 1975	(8) MINORITY PLACEMENT	(9) TIME TABLE	(10) FEMALE PLACEMENT	(11) TIME TABLE	(12) SOURCE (ANTICIPATED) OPENING BY YEAR)
Administrators	51	1	YES	5	YES	2	2	6 mos.	-0-		1-B-76 1-C-77 1-C-80
Managers	66	5	YES	5	YES	2	1	6 mos.	1	6 mos.	
Professionals	169	10	YES	27	YES	1	1	6 mos.	-0-		1-C-76 2-B-77 1-C-78
Technicians	138	5	YES	3	YES	2	1	6 mos.	1	6 mos.	1-C-78 1-C-79
Clerical	259	*8	YES	201	NO	1	1	6 mos.	-0-		1-A-76 1-C-76 2-B-78 3-B-79
Craftsman	928	35	YES	2	YES	5	3	6 mos.	2	6 mos.	4-C-77 1-C-78 1-C-80
Operatives	77	14	YES	-0-	YES	2	-0-		2	6 mos.	1-C-77
Service	84	14	YES	8	YES	2	-0-		2	6 mos.	
Laborers	366	37	YES	-0-	YES	-0-	-0-		-0-		2-A-76 2-B-76 1-C-76



X. EMPLOYMENT PROCESS

1. Vacancy Announcement

Prior to recruitment for any promotional, new, or existing but vacant position with the City of Providence, the respective department requesting filling of such position is required to complete and submit to the Personnel Director and the Equal Employment Opportunity Officer a Vacancy Announcement Form. The purpose of such procedure is to insure that vacancy announcements do not violate EEO guidelines with respect to screening out or eliminating from consideration minorities or females.

The Vacancy Announcement Form also provides statistical information necessary for reporting to various State and Federal agencies as required by law. The Vacancy Announcement Form provides a series of checks and balances prior to the filling of any new or existing City position.

2. Acceptance of Application Forms - Pre-Employment Inquiries

No applicant may be denied the opportunity to complete and submit an application for any new, promotional or vacant position. This provision is intended to insure that denial of an applicant is not based on race, reputation, sex, age, marital status, arrest record, or because of employment failure in previous employment process; nor can the applicant be barred because of misdemeanor or felony convictions except for positions involving high public and fiscal trust and only then when the nature of the conviction indicates jeopardy to that trust.

The EEO Officer shall hear any complaints of denial of the applicant to complete and submit an initial application form.

3. Hiring Plan

A Department Hiring Plan is a written statement of intent which

describes the procedures a department head intends to use to identify, recruit and select applicants to fill a job vacancy. The purpose of such a plan is to describe methods to be used to identify qualified minority and women applicants for the available positions. In addition the plan must include recruitment processes to be used, and a description of the actual selection procedures. The Hiring Plan is required for any employment, promotion, and transfer position and must be approved by the EEO Officer before a vacancy announcement may be made.

A Hiring Plan is developed by the department head (or his/her designee) with assistance from the EEO Officer.

- a.) In establishing qualifications for jobs, only those skills knowledges and abilities needed for entrance to the class should be required, - not desired standards or levels of competence attainable only after some experience in the class. Consideration must also be given to potential for development, that is, the capacity to absorb training for advancement to more responsible positions. This will help assure that individuals who may lack the ability to assume more responsible positions do not block opportunities for career advancement of others by continuing to occupy entry level trainee jobs.
- b.) Education and experience requirements should not create a bar to consideration for suitable entry-level jobs where trainee classes can be established below existing entrance levels, and more emphasis can be placed on potential for development. Class specifications should clearly indicate the training accomplished at each level.
- c.) In addition to the above, all procedures of the Affirmative Action Plan should be followed. Any unnecessary educational

requirements for higher-level classes should be eliminated to permit advancement of disadvantaged employees to professional or technical positions which they are capable of filling after satisfactory work experience and training. If formal education is required for advancement in a class series above the entry class, the agency will consider the need for a program to provide such education to its employees and examine the possibilities of alternative avenues of promotion such as related experience.

- d.) The classification structure should provide career ladders with valid distinctions between job levels and opportunities for advancement through acquisition of new skills and knowledges and assumption of increasingly responsible duties. Opportunities should also be provided for employee mobility across career lines.
- e.) In cases of physical disadvantage, modification of the work environment or physical demands of a position, rather than the actual functions of the job, may be all that is needed to permit employment of the physically disadvantaged.
- f.) In cases of promotional positions covered by the Union Contract, the Union Contract must be adhered to.

#### 4. Testing Methods

Any test which may adversely effect the employment status of groups protected by Title VII, Civil Rights Act of 1964, as amended, must be professionally validated as an effective, significant predictor of effective job performance. Pending test validation, tests which in effect screen out higher than average percentages of minority and female applicants should be eliminated.

Testing methods used will be assigned the following priority, beginning with the most desirable and progressing to the least:



a. Scored Performance Testing

The performance test is a way of measuring manipulative skills primarily. Instead of writing answers on a piece of paper or answering oral questions, the testee is required to perform an operation or carry out a job under careful direction, with an objective basis for marking. Each test is professionally approved and administered objectively with uncomplicated, standard instructions. Tests are structured for minimum levels in all aspects, including verbal ability, literacy and technical content. Tests are appraised critically and developed in multiple forms and procedures, as needed, to assure the current relevancy of the instruments. Tests are used to avoid subjective discrimination. Tests are administered with the assistance of minority members. New emphasis shall be placed on this method, particularly where no special skill or expressed ability is required to perform a defined group of tasks. The new job structure will be scrutinized to identify areas where use of performance testing may be maximized.

b.) Scored Written Tests

When they present a practicable means of determining persons or applicants, necessary ability to perform defined tasks, written tests will be used. All written tests will be subject to continuing reliability checks and validation analysis. Tests will be validated for content based on job analysis. A booklet in test taking procedures will be provided to all applicants.

c.) Scored Interviews

No oral board may be convened without including a person

who has completed training in cross-cultural sensitivity or is representative of the employment disadvantaged. The EEO Officer in conjunction with the department EEO Coordinator will assure compliance. When performance and written tests cannot fully measure eligibility, rated interviews may be used as one measure of employee eligibility. Interviews will be structured for each group of defined tasks where the same type of questions are asked of each applicant. A standard rating instrument must be made available to raters for the purpose of scoring candidate responses.

d.) Physical Requirements

Application questions and hiring standards related to height weight and other physical requirements should be retained only where necessary for performance of a particular job. Any other physical requirements must be job related.

e.) Psychological Testing

Psychological screening - required by law - shall not be used as a selection criterion for new positions, but shall be used only to identify those applicants who are clearly psychologically unfit for employment.

f.) Validity and Reliability of Tests

Test Validation

Test Validation in the Affirmative Action Program represents the most important and the most complex component of the entire Affirmative Action Program. There is much about test validation which can be said to explain all its intricacies. However, the primary purpose of validating tests is to assure that they will accurately predict an individual's performance on the job and that the tests

are culturally fair.

The process of gathering evidence to determine what a test score means is called Test Validation. The process of validation is not confined to written tests - validation also applies to oral interviews, and performance testing.

### Tests

Tests are used to include any method of gathering data about an individual; thus validity includes subjective as well as objective type tests, interview and inventory techniques, projective techniques and various types of aptitude tests.

A test might be highly satisfactory for one purpose and highly inadequate for others. It is necessary to validate a test with reference to replace each particular purpose for which it is to be used.

Ways in which a test might be used:

1. To predict future performance under a specific treatment. To estimate chances of success.
2. To decide what treatment is appropriate for a person - as in diagnosis and placement.
3. To describe performances in terms of general concepts; typing speed, size of vocabulary etc. (In studying factors leading to success - find specific measures).

Validation requires a combination of evidence and logic.

Content Validation - Demonstrates that test items represent the content which the test is intended to measure - concrete tests.

Construct Validation - when the test construct is defined more abstractly, - It is necessary to integrate evidence from many sources.

### g. Test Reliability

- Reliability - Interpreting test scores relative to the

behavior of the individuals measured.

- Reliability - Score dependability on their relative freedom from errors.

h. Conditions for Examination or Testing

Examinations, oral and written, for the like jobs must be given under like conditions, and exam grading must be uniform in application. Candidates may not be suspended from an eligible list for which investigation of their qualifications is pending. Exam content must be confined to measurement of knowledge and skill and abilities necessary to perform specifically defined tasks.

Selection instruments should be focused on abilities required upon entry to the job, and should give due regard to potential for career advancement, if job progression patterns are established. The most pertinent methods should be used for appraising each qualification.

It is essential that the verbal level and technical content of tests be appropriate to job duties. If written tests are used, like all selection devices, they need to be job related. Written tests should not be used for selection where basic literacy is not needed. Continuous open examinations will be used where practical. The method of ranking candidates for employment will be general, relevant and uniformly applied. Tests will be scored to determine four levels of demonstrated ability to perform specific tasks: 1.) superior ability, (2) satisfactory ability, (3) marginal ability and (4) unsatisfactory ability. In some instances it may be desirable to reserve the use of a "not passing" designation to those few individuals who are clearly

and completely out of the zone of consideration. Those not likely to be hired in the near future should be referred to the local employment service office for consideration for other opportunities.

5. Selection Plan for Minorities and Women

Rules of Three should be eliminated. In its place a procedure is to be devised by the Administrative Office/Personnel that will provide sequential certification of groups of the best candidates.

Selective certification may be possible on the basis of identifiable factors in individual positions within broader class groupings. In some instances, appointments may be limited to area residents. Where familiarity with the culture of an area in which disadvantaged individuals are concentrated is related to job performance, area residents may be certified for appointment prior to other eligibles on registers. If only those residing in a specific area are eligible for appointment, it is desirable for the area to be large enough to provide adequate competition.

A job related selection plan should be developed by the EEO Officers and appointed EEO coordinators from the various departments. This plan must be job related for initial appointment and promotion to new position:

The selection plan should adequately assure the disadvantaged dignity and fair treatment. It should identify the background characteristics and qualifications sought for employees, the means to be used in contacting potential candidates with such backgrounds, and the basis for determining which candidates will be appointed. It is important to provide for an evaluation of the applicant's potential to complete training.

Selection devices should be based on careful analysis of the tasks to be performed on the job. Selection should be a rounded or balanced process which assesses the key qualifications necessary for successful completion of training and satisfactory job performance and, as appro-

priate, potential for career advancement. Attention should be given to insuring that selection methods do not involve factors which are unessential to job requirements.

To help acquaint job applicants with the selection process and reduce their fear of failure, sample forms of the various selection instruments to be used should be available for individual study and practice. Suitable practice test questions and examination exercises can be sent to applicants for their use at home. General descriptions of interviews, their purposes, and possible topics of discussion also can help applicants. Practice examinations can be administered at neighborhood centers or during recruitment visits to schools for vocational training institutions. Brief practice tests can also be administered immediately preceding the merit system examination.

Conducting the assembled selection process in disadvantaged areas is a means both of encouraging residents to follow through on their applications and, where appropriate, of screening non-residents for interest in working in the area. It may be desirable to try to assure that disadvantaged applicants will follow through on the selection process by a personal visit to their homes, a telephone call, or a written reminder.

Examination facilities should be carefully selected so as not to exclude the attendance of qualified candidates with physical disabilities.

The selection process should be completed expeditiously and the applicants notified of the results as quickly as possible. It is essential that the time between the first phase of selection, and initial appointment be as brief as possible.

In the case of promotion, the Union Contracts must be adhered to.

## XI. RECRUITMENT PROCESS

1. Recruitment efforts will be tailored to reach the disadvantaged. The Personnel Department will employ personnel who are able to relate culturally in seeking and evaluating disadvantaged applicants.

1. Based on information and concepts in: A Guide for Effective Action, U.S. Civil Service Commission June 1973

2. Liaison among community groups, agencies and councils representing the employment disadvantaged will be maintained by the EEO Officer. Active solicitation of applications for available and anticipated jobs will be aggressively pursued among the employment disadvantaged.
3. Employment referrals will be sought from well known organizations which specialize in the employment of the disadvantaged such as the State Department of Employment Security. (See Appendix C, Recruitment).
4. Minority group media will be used in all open recruitment.  
A mailing list including local community agencies representing the economic, cultural and socially disadvantaged will be prepared by Affirmative Action Committee and should be used in addition to any other mailing. Agencies may be removed from this mailing list by recommendation of the Equal Opportunity Officer.
5. Special recruiting efforts will be focused on likely sources of disadvantaged applicants, for example, residents of disadvantaged neighborhoods, welfare recipients, physical rehabilitants, and vocational education, man-power training, and poverty program trainees. Close cooperation between the program agencies, and the city personnel agency exercising initiative and leadership, is necessary to assure carefully coordinated planning, organization, and execution of a focused recruitment program.
6. Persons responsible for recruitment must be able to communicate easily and effectively with disadvantaged job applicants and might include individuals who have been recruited from disadvantaged neighborhoods or with physical handicaps and success-

fully employed in government agencies.

7. Close contact by persons responsible for recruitment be maintained with high schools, community colleges, and vocational education institutes having substantial numbers of disadvantaged students.

The City Personnel Office, EEO Officer and individual departments will cooperate in requesting referrals from other governmental agencies such as:

- The State Employment Service;
- Health and Welfare Agencies;
- Vocational Rehabilitation Centers;
- Community Action Agencies and other Poverty Program Organizations;
- Youth and Juvenile Delinquency Prevention Programs;
- Military Separation Centers and organizations providing assistance to veterans;
- Parole or Correction Agencies;
- and, The Community Relations Division of Public Safety Services

but not limited to the above.

8. Continuing relations with formal and informal groups which have frequent contacts with disadvantaged persons should be maintained by those who are responsible for recruitment. Formal groups which can provide recruiting assistance include block clubs and neighborhood councils, churches, recreational associations, settlement houses, and nonprofit rehabilitation, guidance or training facilities.
9. Recruitment materials will be prepared in a style and on a level appropriate for the disadvantaged population to which they are directed. Job announcements will state clearly and simply the nature of the work involved, the location of the



positions, and means of applying. Where it is necessary, job announcements should be prepared in another language in addition to English. Notices of job opportunities can be enclosed with other agency correspondence, which is likely to reach disadvantaged individuals, such as receipts for public housing rent and welfare checks.

## XII. TRAINING

Each department is responsible for developing and implementing a training program which incorporates the following considerations. Department EEO Coordinators will inform the City EEO Officer concerning all training activities that transpire in the previous quarter. Each department in preparing its individual Affirmative Action Plan will state the nature of its training program. If no training program is required or anticipated, the department should state that fact.

1. Training programs will be accelerated to provide impetus to upward mobility and job improvement aspirations of the City for the employment disadvantaged. The thrust will be to provide promotional preparation for employees and enhance opportunity for employment among the employment disadvantaged.
2. Employee development training efforts will be correlated with the job structure. Training programs will provide preparation for defined groups of tasks up the career ladder in any given occupational field.
3. Provide in-service and/or on the job training for the purpose of stimulating employees upward mobility.
4. Professional training staff will include instructional personnel culturally oriented to the employment disadvantaged. Use of employment disadvantaged employees with demonstrated training skill from the City work force will be used in instruction programs where practical.
5. Training programs will be designed and reinforced to avoid built-in failure.
6. Attention will be given to preparation of employees for promotion across occupational fields in the lattice of higher job possibilities. Training will also prepare employees for hard to fill openings of special skill require-

ments in the job structure.

7. The Personnel Director shall be responsible for interface with local educational institutions. Cooperative planning with local high schools, community colleges, and training schools will emphasize tailoring of curricula to job structure skill requirements, stimulating access to employment with City through expanded training opportunities. The use of career seminars aimed particularly at marginal students in the public high schools will be required to provide incentive to the employment disadvantaged. These seminars will emphasize the relationship between educational attainment and probably success in obtaining employment.
8. City employees with technical or professional expertise in selected areas will be encouraged to offer their services in providing practical instruction in their areas of expertise to City employees in cooperation with the EEO Officer and the Providence Human Relations Commission.
9. Training programs for first line supervision will be accelerated to acquaint this group with the rationale, legal force and goals of the Affirmative Action Committee. Continuation of training programs concerning sensitivity to ethnic, cultural differences and human relations will continue with emphasis toward supervisors of the employment disadvantaged.
10. The Personnel Director will be responsible for the development of a policy which provides for pursuing formalized job related education.<sup>2</sup>

### XIII. RESPONSIBILITIES OF THE PROVIDENCE HUMAN RELATIONS COMMISSION

A. The Providence Human Relations Commission is charged with the following responsibilities necessary to facilitate implementation of the Affirmative Action Plan.

1. Provides leadership and guidance to all departments, commissions, and agencies in the conduct of their Affirmative Action Programs to assure conformity with Federal, State or Local Laws.
2. Maintains with the Affirmative Action Committee a continuing review of all aspects of the City of Providence's personnel system so as to detect illegal or improper impediments to the employment or advancement of members

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2. Based on information and concepts in: A Guide for Effective Action, U.S. Civil Service Commission, June, 1973

of minority groups or women and to eliminate these impediments.

3. Reviews and evaluates departmental personnel policies periodically and obtains reports from departments as necessary to determine the overall status of the City's Affirmative Action Program.
4. Requires recommendations or corrective action when necessary for program improvement or to otherwise bring a department's Affirmative Action Program into line with the requirements of the Federal, State or Local Laws.
5. Operates a system for gathering and reporting statistical information on the employment of minority groups and women, showing their progress in moving into upper level positions.
6. Provides a system for the prompt, fair, and impartial consideration by departments of complaints of discrimination as defined in Federal, State and Local Laws.
7. Consults with organizations having a particular interest in Equal Employment Opportunity, such as minority groups and womens' organizations, to facilitate the achievement of a model Equal Employment Opportunity Program in the City service.
8. Reports to the Chief Executive as appropriate on the overall progress of the Affirmative Action Program; and
9. Operates an information program designed to ensure that employees, recruitment sources, minority group organizations, womens' organizations, and the general public are aware of the City's Affirmative Action policy and program efforts.

B. Submitting Affirmative Action Plans in accordance with Executive Order #2 and Resolution of City Council #405, Article 3.

Each department shall prepare each year an Affirmative Action

Plan for that department in accordance with criteria set forth by the Affirmative Action Program and timetables established by the Affirmative Action Committee. All such plans shall be subject to review and comment and approved by the Chief Executive.

Any plan deemed unsatisfactory shall be redrawn, in conjunction with the EEO, according to criteria of the Affirmative Action Program in order to attain positive measures for compliance.

The Providence Human Relation Commission is hereby authorized to initiate complaints against those agencies, administrators, agents or employees of any department or division within the Municipal Family who willfully fail to comply with the requirements of Affirmative Action Plans.

The EEO Officer, in consultation with the Commission, may issue such guidelines, directives or instructions as are necessary to effectuate its responsibilities under this order.

Standards and criteria for review of Affirmative Action Plans shall be established by the Chief Executive. Technical assistance in the preparation of department Affirmative Action Plans shall be provided by the Providence Human Relations Commission on request, and implementation criteria for such plans shall be issued as necessary by the Commission to assist City departments in preparing and implementing such plans.

#### XIV. DEPARTMENTAL E.E.O. COORDINATORS DUTIES

Upon the approval of the Affirmative Action Plan, the Department Affirmative Action Coordinator will be referred to as the Equal Employment Opportunity Coordinator and will have the following duties:

1. Assist the department in identifying problem areas.
2. Develop policy statements, affirmative action programs, and internal/external communication techniques.

3. Assist supervisory staff in developing solutions to problems.
4. Work with EEO Officer, Affirmative Action Committee and PHRC relative to resolving complaints.
5. Hold regular discussions and be available for counseling to employees.
6. Assume other duties which may become necessary from time to time as the operation of the program progresses.

XV. DISPOSITION OF DISCRIMINATION COMPLAINTS

Any employee or applicant for employment in the City Service who feels himself or herself to be the subject of any discriminatory acts on the basis of race, religion, sex, or nationality by the City of Providence or its agents, may avail himself or herself of the procedures hereinafter set forth. The Providence Human Relations Commission shall be available to advise such persons of their rights under the laws of the State of Rhode Island, and the United States, as well as those rights set forth in the ordinances of the City of Providence. The EEO Officer and the PHRC staff will be available to counsel with all employees of the City of Providence. The EEO Officer and the PHRC staff will be available to counsel with all employees of the City of Providence concerning equal opportunity matters. Those persons who believe that they have been discriminated against on the basis of race, religion, sex, or national origin in the terms and conditions of their employment in the City service shall be advised by the EEO Officer of the procedures hereinafter set forth for resolving such complaints.

No employee, or applicant for employment, who may register or file a complaint of discrimination on the basis of race, religion, sex, or national origin, as provided herein, shall in any manner be held in jeopardy by any department head, supervisor, or other administrative personnel of the City of Providence as to his/her employment status. The terms and conditions of such complainant's employment shall not be affected in any manner as the result of his or her registering or

filing a complaint of discrimination.

Any applicant for employment in the City service who believes that he or she has been discriminated against on the basis of race, religion, sex, or national origin, when applying for or seeking such employment, may, in writing, file a complaint of discrimination with the EEO Officer and/or PHRC of the City of Providence. Such complaints shall be processed by the PHRC, and the requirements for the filing of such complaints shall be the same as provided herein for the investigation of complaints of discrimination filed by employees of the City service. However, an applicant for employment shall not be required to file the initial complaint with the department head.

Any employee in the City service who believes that he or she has been discriminated against on the basis of race, religion, sex, or national origin, in the terms and conditions of his or her employment may initially present his or her complaint of discrimination to the department head of the department in which he or she is employed. Such complaint may be orally delivered to said department head, or if the complainant desires, such complaint may be proffered on said department in writing. The department head will inform the EEO Officer that such complaint has been filed. The department head will adopt all reasonable measures to resolve those complaints of discrimination he or she finds to be credible. The department head shall, within 10 days of the receipt of such complaint, act upon such complaint. In the event that the complaint of discrimination cannot be resolved by such conference and conciliation between the department head and the complainant, or the complainant is not satisfied with the results of such conference and conciliation, or the actions taken by said department head upon his or her complaint, such complaints may proceed as hereinafter set forth after the expiration of 10 days from the filing of complainant's written complaints.

Complaints of discrimination may be filed personally, or by a designated representative of such complainant, with the EEO Officer and/or PHRC. Such complaint shall be in writing and shall be filed not later than 60 days from the date of the alleged discrimination unless the time for filing is extended by the EEO Officer for good cause shown. The procedure and processing shall be in accord with the regulations, rules and standards established by the Providence Human Relations Commission.

XVI. SCHEDULED IMPLEMENTATION OF AFFIRMATIVE ACTION PLAN

A. BEGINNING 10-15-75 AND WITHIN 90 DAYS:

Each Department Head will be responsible to the Affirmative Action Committee for the creation and implementation of a plan for affirmative equal opportunity employment action not inconsistent with the City Plan specified herein.

B. EFFECTIVE 11-30-75:

The Chief Executive, upon recommendations from the Affirmative Action Committee, shall select the EEO Officer as Affirmative Action Program Director to insure the implementation and efficacy of Affirmative Action Programs City wide.

C. EFFECTIVE 10-30-75:

Within each department a representative will be designated by the Department Head to assure compliance with City Affirmative Action efforts, see to development of Department Plan and act as primary liaison between each department with the EEO Office.

D. EFFECTIVE 10-30-75 AND MAINTAINED CONTINUOUSLY THEREAFTER:

All City Departments will maintain current records of the total number of current employees, by job classifications, indicating those included in each ethnic category of the employment disadvantaged.

E. BEGINNING 11-1-75 TO BE COMPLETED BEFORE 7-1-79:

All City jobs will be evaluated to provide maximum lateral and beginning level job opportunities for the employment disadvantaged. Restructuring, if any, will result in the creation of career ladders through which City employees may progress upward by combining their own initiative with maximum assistance from the City.

F. EFFECTIVE 11-1-75 AND CONTINUOUSLY THEREAFTER:

Specific efforts will be made to recruit and place employment disadvantaged in City service. These efforts will include, but not be limited to, establishment of an affirmative action recruitment unit to reach and counsel the employment disadvantaged in the community; the emphatic statement in all recruitment literature that equal opportunity is the practice and pledge of the City of Providence, development of employment examination procedures where equitable, that substantially measure probable job success of applicants; procedures that accommodate equally the referral and job placement of the employment disadvantaged.

G. EFFECTIVE 11-1-75:

All interviews used as part of employment examinations include interviewers sensitive to problems of the employment disadvantaged.

H. EFFECTIVE 11-1-75:

All employment testing devices used by the City will have predemonstrated reliability or highly probable validity in measuring a relationship between an applicant's performance in the test and his probable success in City employment



I. BEGINNING 11-1-75 AND CONTINUOUSLY THEREAFTER:

The City will provide training aimed especially at the employment disadvantaged equipping them with the necessary skills, knowledge and job experiences that will enable them to qualify for and obtain promotion in City Service.

J. EFFECTIVE 11-1-75:

When eligible applicants (or applicant) from among the employment disadvantaged are referred to an appointing authority in any City department for possible selection, and where such applicants are not selected for employment, the Department Head will be required to report in writing to the Personnel Officer specific reasons why selection was not made from among those applicants.

K. EFFECTIVE 10-15-75:

Positive support of affirmative employment action by City employees will be a factor in the evaluation of their performance. Overt obstruction of affirmative employment by any City employee will result in disciplinary action.

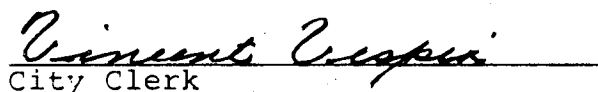
L. AS SOON AS POSSIBLE:

The Personnel Rules of the City Service will be modified to accomodate the specific tenants of this Affirmative Action Plan as necessitated by any portions of those rules inconsistent with implementation of this Plan.

CITY OF PROVIDENCE  
of the State of Rhode Island  
and Providence Plantations

  
Vincent A. Cianci, Jr.  
Mayor

Attest:

  
City Clerk

APPENDICES

APPENDIX A

COMMITTEES, WOMENS' RIGHTS GROUPS, AND MINORITY GROUPS

Afro-American Educators Association  
c/o Darnell McCauley  
54 Locust Street  
Providence, Rhode Island 02906

Department of Community Affairs  
Mr. Frederick C. Williamson  
150 Washington Street  
Providence, Rhode Island 02903

Ecumenical Committee for Basic Human Needs  
c/o The Very Rev. William L. Kite  
273 North Main Street  
Providence, Rhode Island 02903

Jewish Community Center of Rhode Island  
401 Elmgrove Avenue  
Providence, Rhode Island 02906

John Hope Settlement House  
7 Burgess Street  
Providence, Rhode Island 02907

N.A.A.C.P.  
23 Olney Street  
Providence, Rhode Island

Urban League of Rhode Island  
131 Washington Street  
Providence, Rhode Island 02903

O.I.C.  
45 Hamilton Street  
Providence, Rhode Island 02907

Providence Corporation  
c/o Charles Fortes  
207 Cranston Street  
Providence, Rhode Island

R.I. Assoc. of Colored Women's Clubs  
86 Knight Street  
Cranston, Rhode Island

Social Service Center for  
Development of Employment Security  
25 Mystic Street  
Providence, Rhode Island

APPENDIX A  
(cont'd)

Urban Education Center  
2 Winter Street  
Providence, Rhode Island 02903

U.R.I. Cooperative  
Extension Services  
364 Prairie Avenue  
Providence, Rhode Island 02905

Youth Opportunity Center  
72 Pine Street  
Providence, Rhode Island

Women Educators  
Miss Mary G. Davey  
Corresponding Secretary  
P.O. Box 6646  
West River Station  
Providence, Rhode Island 02904

Rhode Island Minority Caucus  
56 Washington Street  
Providence, Rhode Island 02903

Cape Verdean Progressive Center  
329 Grosvenor Avenue  
East Providence, Rhode Island 02914

R.I. Advisory Commission on Women  
235 Promenade Street  
Providence, Rhode Island 02908

Business & Professional Women  
214 Boston Neck Road  
North Kingstown, Rhode Island 02852

NOW Women's Center  
Joan DiCenso  
47 Holburn Avenue  
Cranston, Rhode Island

Opportunities for Women  
Sue Green  
72 Pine Street  
Providence, Rhode Island 02903

R.I. Association of Union Women  
Connie Edmonds  
204 Grosvenor Avenue  
Providence, Rhode Island 02814

APPENDIX B

AFFIRMATIVE ACTION COMPONENTS  
(LOCAL, STATE AND FEDERAL)

LOCAL

Providence Human Relations Commission  
56 Washington Street  
Providence, Rhode Island 02903

STATE

Human Rights Commission  
244 Broad Street  
Providence, Rhode Island

Rhode Island  
Advisory Committee  
To the U.S. Commission on  
Civil Rights

Rhode Island  
Permanent advisory Commission on Women  
235 Promenade Street  
Providence, Rhode Island

FEDERAL

U.S. Commission on Civil Rights  
Washington, D.C. 20425

U.S. Equal Opportunity Commission  
Boston Regional Office  
150 Causeway Street  
Boston, Massachusetts 02114

APPENDIX C

RECRUITMENT  
LIST OF ORGANIZATIONS AND/OR AGENCIES

Afro-American Educators Association  
54 Locust Street  
Providence, Rhode Island 02906

The Black Scholar Classified  
Box 908  
Sausalito, California 94965

Cape Verdean Progressive Center  
329 Grosvenor Avenue  
East Providence, Rhode Island 02914

CAREER PLACEMENT:

Brown University - Sharlot Monteiro  
Rhode Island College - William H. Hurry, Jr.  
Rhode Island Junior College - Joan Swedberg  
University of Rhode Island - Raymond H. Stockard

Community Affairs Commission  
Rev. James Ford  
Diocese of Providence  
19 Davis Street  
Providence, Rhode Island 02903

Department of Community Affairs  
Mr. Frederick C. Williamson  
150 Washington Street  
Providence, Rhode Island

Department of Education  
Dr. Ralph H. Lataille  
Chief of Personnel  
Room 204  
199 Promenade Street  
Providence, Rhode Island 02908

Department of Employment Security  
144 Westminster Street  
Providence, Rhode Island 02903

Ecumenical Committee for Basic Human Needs  
273 North Main Street  
Providence, Rhode Island 02903

Jaclyn, Inc.  
76 Dorrance Street  
Providence, Rhode Island 02903

APPENDIX C  
(cont'd)

Jewish Community Center of Rhode Island  
401 Elmgrove Avenue  
Providence, Rhode Island 02906

John Hope Settlement House  
7 Burgess Street  
Providence, Rhode Island 02907

N.A.A.C.P.  
23 Olney Street  
Providence, Rhode Island 02906

New Visions  
112 Bellevue Avenue  
Providence, Rhode Island 02906

Newport Urban League  
c/o Martin Luther King Center  
20 West Broadway  
Newport, Rhode Island 02840

Office of Civil Rights  
Washington, D.C.

Opportunities Industrialization Center  
c/o Job Development Officer  
45 Hamilton Street  
Providence, Rhode Island 02907

Providence Corporation  
c/o Charles Fortes  
207 Cranston Street  
Providence, Rhode Island

Providence Human Relations Commission  
56 Washington Street  
Providence, Rhode Island 02903

Providence School Department  
150 Washington Street  
Providence, Rhode Island 02903

Regional Civil Rights Division  
c/o Mr. John Bynoe  
Executive Director  
R.K.O. General Building  
Government Center  
Boston, Massachusetts 02114

Social Service Center for Development  
of Employment Security  
25 Mystic Street  
Providence, Rhode Island

APPENDIX C  
(cont'd)

The Cronicle of Higher Education  
Bulletin Board  
Washington, D.C.

University of R.I. Cooperative  
Extension Services  
364 Prairie Avenue  
Providence, Rhode Island 02905

Youth Opportunity Center  
72 Pine Street  
Providence, Rhode Island

Council of University Institutes  
for Urban Affairs  
James L. Cox, Executive Director  
Raub Hall  
University of Delaware  
Newark, Delaware 19711

Women Educators  
Miss Mary G. Davey  
Corresponding Secretary  
P.O. Box 6646  
West River Station  
Providence, Rhode Island 02904



ALPHABETICAL LISTING OF  
THE MAYOR'S AFFIRMATIVE ACTION TASK FORCE  
MEMBERS

Charles Adams  
Deputy Director of O.I.C.

Gerald O. Blunt  
Program Director of the Model Cities Housing Program

Louise Dumont  
Community Affairs Specialist of the Community Development  
Program

William Formicola  
Director of Public Employment for the City of Providence

Fr. Richard Fredericks  
St. Michael's Rectory

Alma Green  
Director of the Drug Program for the Providence Community  
Action Program

Charlene Hall  
Administrative Assistant to the Mayor

Ronald G. Henries  
Councilman of the 10th Ward, Providence

Benjamin W. Little  
Executive Director of the Providence Human Relations Commission

Major Stephen Maroney  
Administrative Assistant to the Chief of Police  
Providence Police Department

Colonel Walter A. McQueeney  
Chief of Police  
Providence Police Department

Chief Michael Moise  
Chief of the Providence Fire Department  
Providence Fire Department

John H. Pendergast, III, Esquire  
Attorney

Dr. Robert Ricci  
Acting Director of the Planning Department of the Providence  
School Department

Raymond C. Scott  
National Representative of Hospital Union 1199

APPENDIX D  
(cont'd)

Mele Simon  
Line Supervisor  
Residential Treatment Department  
Emma Pendleton Bradley Hospital

Maenell Thomas  
School Teacher

Michael VanLeesten  
Executive Director of O.I.C.

Joseph Virgilio  
Secretary of Laborers' International Union

## APPENDIX E

### TASK FORCE PROCESS

#### 60, 90, 120 Working Day Schedule

The following is an overview of the activities of the Affirmative Action Task Force:

#### 1st 60 Workdays

The first meeting of the Task Force was held on February 12, 1975, at which Mr. Anthony J. Agostinelli presided, until the following appointments were made:

1. Mr. Benjamin W. Little was selected to serve as Chairman
2. Mr. William Formicola was selected to serve as Secretary

The members of the Task Force were informed of Mayor Cianci's position concerning minority groups and women employment and promotion. Discussion by committee members as to what direction and format should be used in structuring the Affirmative Action Program. Many areas relating to minorities and women were discussed from the point of application, selection, validation of tests and overall recruiting methods. It was recommended that the Task Force be divided into sub-committees, with individual selection and appointment left to the discretion of the Chairman. The Agenda for the next meeting was devised.

#### February 18, 1975

A meeting was called by the Chairman to discuss the format and guidelines to be utilized by the Affirmative Action Task Force. Those present were: Ms. Charlene Hall, Mr. William Formicola, Dr. Ricci, and Mr. Charles Adams.

#### February 27, 1975

The second meeting of the full Task Force was called to order by the Chairman. Prior to the meeting of the Task Force, information was forwarded to all Task Force members, including the following materials:

1. recapitulation of the February 12th meeting
2. outline for an Affirmative Action planned program
3. definitions
4. Affirmative Action defined
5. excerpts from the Rhode Island Advisory Commission to the U.S. Commission on Civil Rights, (Providence Report only)
6. Affirmative Action and equal employment opportunity guide-book
7. explanation of validated tests

The role of the Task Force was broadened from its original intent, i.e., concerning itself only with the Public Safety sector, to now encompass all city departments. It was recommended that in order to meet its new responsibilities, the Task Force should be expanded from 13 to 21 members. An announcement of two new appointments to the Task Force, (Mr. Jack Pendergast, and Councilman Ronald Henries), was made. This brought the membership of the committee to 15. As for the six remaining slots, it was recommended that the members of the Task Force submit a list of nominees to the Mayor for his consideration.

A proposed Executive Order was submitted to the Mayor, which would direct each department to designate an Affirmative Action coordinator to act as liaison with the Task Force.

It was decided that the Task Force would be broken down into three sub-committees. The selection of Chairpersons and Task Force members, for these sub-committees, were to be made by the Chairman.

March 5, 1975

Information forwarded to sub-committees, as follows:

1. San Bernadino County, California Affirmative Action Program
2. Excerpts from the Iowa Plan
3. Affirmative Action guide booklet published by the Equal Employment Opportunity Commission
4. Excerpts from the Detroit City Plan
5. Sample Affirmative Action Plan, published by the U.S. Civil Service Commission

Note: Program and plans were broken down into information concerning particular sub-committees' area responsibility.

March 10, 1975

Sub-committee II met to analyze and discuss its particular areas of responsibility in developing the Affirmative Action Program. After the overview by the Chairman, and comments of the sub-chairman, the meeting was turned over to Mr. Walter Skerritt, of the U.S. Civil Service Commission, for an in-depth explanation, and questions and answers concerning Affirmative Action programs and plans.

March 11, 1975

Sub-committees I and III met individually, to hear the Chairman's overview, the presentation by Mr. Walter Skerritt, and to conduct a general discussion of the objectives and orientation of the two sub-committees.

March 13, 1975

The Chairman met with Mayor Cianci, to offer the outline and direction of Task Force activities and program objectives, and to reinforce the importance of issuance of an Executive Order, and to request expansion of the Task Force.

March 14, 1975

New Task Force members' introductory meeting: Prior to the meeting, the new members were forwarded the introductory package. The Chairman offered an overview of the task responsibility, and the present activities of the Task Force. Mr. Walter Skerritt offered a general overview on Affirmative Action Program planning.

March 18th, 19th, and 20th

Sub-committees met, individually, to further discuss Affirmative Action, to develop issues, priorities, and recommendations, all to be included in the first working draft of the Affirmative Action Plan.

March 24 - 27th

During the week of March 24th, drafting of the first working draft Affirmative Action Program for the City of Providence, took place.

April 1, 1975

Drafted materials were forwarded to Committee members.

April 3, 1975

Sub-committee III reviewed data previously requested from the Providence Police Department.

April 7, 1975

Chairman of Sub-Committees held a meeting to review the drafted Affirmative Action Program. Discussion of format for analysis by the Sub-Committee members took place.

April 8, 1975

Sub-Committee II and III, individually, reviewed the drafted

material and analyzed and accepted the data from the Providence Fire Department.

April 9, 1975

Sub-Committee I met to review the drafted material.

April 10, 1975

Sub-Committee III reviewed and approved the questionnaire to be sent to all department heads.

April 14, 1975

Sub-Committee I met to continue the review of the working drafted material, and to formulate recommendations and additions for the Affirmative Action Program.

April 17, 1975

Chairman called a meeting with Mr. William Formicola, Ms. Charlene Hall, to develop the agenda for the meeting of all department heads, scheduled for April 25, 1975.

April 21, 1975

Chairman called a meeting of chairmen, Mr. Charlene Hall, and Mr. William Formicola, to review the film, A BETTER ANSWER, to be utilized at the meeting of all department heads.

April 24, 1975

Sub-Committee II met to evaluate statistical data from the department of Public Safety. Reviewed the film A BETTER ANSWER.

Chairman was called before the Committee on Public Welfare of the City Council, to respond to a resolution being presented to the City Council, on Equal Employment Opportunity, and to provide

general information on Affirmative Action program.

April 25, 1975

A majority of the Task Force Committee members were present at the first Department heads' meeting. The meeting opened with a reiteration, by Mayor Cianci, of his commitment to Equal Employment Opportunity, with a specific reference to his Executive Order #2. Following the Mayor's opening remarks, were an overview of the Task Force activities, by the Chairman, and a presentation of the film A BETTER ANSWER. Finally, a general discussion on Affirmative Action, and a question/answer period regarding the role of department heads in an Affirmative Action Program, were held.

90 Workdays

April 28 - May 5, 1975

The first working draft of Affirmative Action material was rewritten to include recommendations from the three sub-committees. Individual interviews of department heads were scheduled.

May 9, 1975

Second Draft of Affirmative Action Program material forwarded to all committee members.

May 13, 1975

Meeting of the chairmen and designated committee members was held in order to review the format for the department heads' inquiry sessions.

May 15 - 20, 1975

Interviews of Department Heads were conducted individually by the



Chairman, Secretary, Sub-Committee Chairmen and Mayor's coordinator. The purpose of the informal interviews was ascertained to review employment practices that are being used, and recommendations for improving employment practices by Department Heads.

May 16, 1975

Meeting of the Department Affirmative Action Coordinators was conducted by the Chairman and Secretary assisted by the Special Assistant to the Task Force. The purpose of the meeting was to explain A.A. Program, Coordinators role and the Racial Census forms, developed by the Task Force. (Forms to be completed in one week).

May 19, 1975

Sub-Committee met and reviewed and approved Second Draft with corrections.

May 20, 1975

Sub-Committee II met and reviewed and approved Second Draft with corrections.

May 21, 1975

Sub-Committee I met and reviewed and approved Second Draft with corrections.

120 Working Days

June 2 - 16, 1975

Collection of Department Data (Racial Census Forms) analysis and compiled.

June 13, 1975

Forward final draft of the A.A. Plan excluded the Section IX Numerical

Goals and Timetables, compilation of Racial Data and questionnaire used for Department Heads inquiry. Forwarded to committee members all information.

July 16, 1975

Chairman and Sub-Committee Chairmen met to finalize all day meeting to be held July 26th.

July 21, 1975

Chairman met with Mayor's Coordinators to review Mayor's staff questions concerning areas of the A.A. Plan.

July 23, 1975

Chairman met with Mayor Cianci to review his concerns of different areas of the A.A. Plan. And an up to date review of the Task Force activities.

July 26, 1975

Full Task Force all day meeting held for the purpose of critiquing the A.A. Plan and finalizing the Plan before submitting the plan to the Mayor. The meeting was attended by Mayor Cianci, who reiterated his commitment to Equal Employment Opportunity and to the Task Force work.



APPENDIX F

Executive Chamber, City of Providence, Rhode Island

Vincent A. Cianci, Jr.  
MAYOR

March 20, 1975

TO: The City Clerk, Department Heads,  
Board, Agencies, Employees and all  
Other Public Bodies

EXECUTIVE ORDER #2

WHEREAS, it is the clear intention of my Administration that the City of Providence should be in the forefront of American cities in demonstrating its policy of equal opportunity in its public employment practices as mandated by law; and


WHEREAS, to accomplish this goal it is necessary that there be modifications in the personnel efforts, thrust and procedures of each department;

NOW, THEREFORE, by virtue of the authority vested in me as Mayor of the City of Providence, do I:

- 1.) Direct Charlene Hall, Administrative Aide to the Mayor, working in conjunction with the Providence Human Relations Commission and the Mayor's Affirmative Action Task Force, to review the equal employment opportunity status of each department, board and agency subject to the jurisdiction and direction of the office of the Mayor and to coordinate the establishment of Affirmative Action Programs.

- 2.) Direct each department, board and agency subject to the jurisdiction and direction of the office of the Mayor to designate a person to be its "Affirmative Action Coordinator," and to cooperate with the Task Force to improve personnel practices, including the areas of recruitment, training, assigning, and promotion.

The Mayor's Affirmative Action Task Force will contact each department, board and agency subject to the jurisdiction and direction of the office of the Mayor to initiate its equal opportunity program and will supply guidelines and assistance necessary to establish and meet goals and timetables for improvement.

  
VINCENT A. CIANCI, JR.  
Mayor

# RESOLUTION OF THE CITY COUNCIL

No. 405

Approved May 8, 1975

WHEREAS, equal employment opportunity within City employment, without discrimination because of age, sex, race, creed, color, or national origin, is the right of all people and is in the best interest of the City's growth and development, and

WHEREAS, the City of Providence has the obligation as an employer to ensure equality of opportunity to its employees, and

WHEREAS, experience has demonstrated that this equal employment opportunity obligation cannot be met by a policy of nondiscrimination but requires a program of affirmative action, and

IT IS HEREBY RESOLVED THAT:

1. It is the policy of the City of Providence to provide equal opportunity in City employment for all persons to prohibit discrimination in employment because of race, color, religion, sex, national origin or age; and to promote the full realization of equal employment opportunity through an affirmative action program within each City Department, Commission and Agency.

2. The head official of each City Department, Commission and Agency shall assume the responsibility for establishing and maintaining an affirmative action program of equal opportunity within his/her staff.

APPENDIX G  
(cont'd)

3. The head official of each City Department, Commission and Agency shall submit to the Providence Human Relations Commission on at least a yearly basis an affirmative action program which is designed to correct any patterns of underutilization and underrepresentation of minorities and women, found to exist within that department of City government. The program shall be in accord with the regulations, rules and standards established by the P.H.R.C. and shall include, but not be limited to the following:

- (a) A racial census of the employees in the department by job categories;
- (b) An analysis of the racial census of all major job categories with explanations of any under-representation and underutilization of minority person and women found to exist in any job classification. "Underutilization" is defined as having fewer minorities and women in a particular job category than would reasonably be expected by their availability;
- (c) An analysis of all major job position description, entry and promotional qualifications to ensure that they accurately reflect actual position functions and responsibilities;
- (d) Goals and timetables designed to correct any identified or identifiable deficiencies in minority and women employment;

4. P.H.R.C. shall seek funds to establish an Equal Employment Opportunity division with responsibilities that include, but are not necessarily limited to the following:

APPENDIX G  
(cont'd)

- (a) Assisting the various departments in developing and implementing their affirmative action program;
- (b) Develop a system within the department for monitoring and/or evaluating the program that will measure the effectiveness of the program, indicate need for further remedial action, and determine the success in attaining the department's goals and objectives;
- (c) Analyze testing procedures and all other aspects of the recruitment and selection process to insure that artificial barriers to hiring minority and women applicants or promotions of minority and women employees are eliminated;
- (d) Take positive steps in reviewing job specifications and modifying those factors which tend to discriminate against minorities and women.

5. The P.H.R.C. shall review the equal employment opportunity status of each City Department, Commission and Agency on a least a yearly on going basis and shall report its evaluations to the City Council

A true copy,  
Attest:



Vincent Vespia,  
City Clerk