

# EEO Utilization Report

## Organization Information

Name: CITY OF WATERBURY

City: WATERBURY

State: CT

Zip: 06702-1930

Type: County/Municipal Law Enforcement

## Section 1: EEO Policy Statement

### Policy Statement:

The City of Waterbury does not discriminate in admission to, access to, treatment in, or employment in its services, programs, and activities, hiring, promotion, compensation and other terms, conditions and privileges of employment on the basis of race, color, sex, religion, age, disability or national origin.

City Ordinance:

#### § 37.102 DISCRIMINATION AND ETHICAL CONDUCT.

(A) No person in the classified service of the city or seeking admission thereto shall be appointed, promoted, reduced, removed or in any way favored or discriminated against because of his race, national origin, sexual orientation, disability, religious beliefs, opinions or affiliations except those that advocate the overthrow of the government by force.

(B) No person shall willfully or corruptly make any false statement, certification, mark, rating or report in regard to any test, certification, promotion, reduction, removal or appointment held or made under the provisions of this sub-chapter, or in any manner commit or attempt to commit any fraud preventing the impartial execution hereof or of the rules and regulations made in accordance herewith. No person shall either directly or indirectly pay, render or give any money, service or other valuable thing to any person for or on account of, or in connection with any test, appointment, promotion, reduction or removal in which he is concerned. (Ord. passed 12-22-2003)

Following File has been uploaded: The City of Waterbury Non Discrimination Policy Statement.pdf

## Section 5: Narrative Interpretation of Data

Recruitment has been challenging and required the Department to evolve in several ways to meet the low staffing levels caused by attrition. Departments from all over the state are hiring from a shrinking pool of applicants, making hiring for large departments who have to fill several vacancies difficult. Traditionally an applicant list of around 200 submissions would net around 10 recruits, who would require nearly 10 months of training before they affect patrol staffing levels. The immediate need for officers has caused changes in the collective bargaining agreement in regards to wages and allowing lateral transfers. 2023 marked the first year the City accepted lateral transfers of certified Police Officers with officers applying from across the country. The Brass City Union and City of Waterbury collective bargaining agreement was ratified in 2023, increasing pay to one of the highest in the area, making our entry level and top-grade officer pay competitive.

2023 saw several changes in the way the Waterbury Police Department reaches potential applicants. There was a shift from traditional broad marketing (billboards, newspapers, etc.) to a focused social media marketing campaign which has led to one of the largest Waterbury Recruit classes in recent history. The hiring process was streamlined with the exclusive use of Policeapp.com for all applications and tracking of applicants. This, along with accepting the CPCA test (administered through Policeapp.com) and CHIP test (certifyfit.com), have shortened the window from application to hiring to just a few weeks instead of several months. This allowed the City to swear in several recruits prior to the start of the academy, thus starting their career with the Waterbury Police Department and preventing them from going to other departments.

## Section 6: Objectives and Steps

### 1. Civilian Recruitment Remove Barriers

- a. The City will work to expand their testing hours to include after hour and weekend exams to better accommodate potential employees who are currently working.
- b. The City will work to ensure that any identified barriers are removed which may be having an adverse impact on the applicants where under-utilization has been identified.
- c. We will continue to review our various testing procedures and selection processes to ensure that all employment practices do not disproportionately exclude members of a protected group with respect to all employment hiring and promotional opportunities. This would include providing applicants with free study guides whenever possible. 2023 saw several changes in the way the Waterbury Police Department reaches potential applicants. There was a shift from traditional broad marketing (billboards, newspapers, etc.) to a focused social media marketing campaign which has led to one of the largest Waterbury Recruit classes in recent history. The hiring process was streamlined with the exclusive use of Policeapp.com for all applications and tracking of applicants. This, along with accepting the CPCA test (administered through Policeapp.com) and CHIP test (certifyfit.com), have shortened the window from application to hiring to just a few weeks instead of several months.
- d. For qualified candidates who do not show up or respond to examination, Human Resources will generate and send them a questionnaire soliciting the reason for the non-attendance. We will request that they return it via email, fax, regular or hand delivered whichever is most convenient for the candidate. This will allow us to better identify why applicants are not attending their scheduled civil service examination.
- e. Salary constraints due to Union Contracts, previously limited the amount of money a potential qualified applicant can earn when initially hired. Their starting pay is at the beginning of the salary range. To encourage qualified applicants to apply, we have implemented contractual increases on the job announcement(s). The immediate need for officers has caused changes in the collective bargaining agreement in regards to wages and allowing lateral transfers. 2023 marked the first year the City accepted lateral transfers of certified Police Officers with officers applying from across the country. The Brass City Union and City of Waterbury collective bargaining agreement was ratified in 2023, increasing pay to one of the highest in the area, making our entry level and top-grade officer pay competitive.
- f. The hiring process was streamlined with the exclusive use of Policeapp.com for all applications and tracking of applicants. This, along with accepting the CPCA test (administered through Policeapp.com) and CHIP test (certifyfit.com), have shortened the window from application to hiring to just a few weeks instead of several months. This allowed the City to swear in several recruits prior to the start of the academy, thus starting their career with the

Waterbury Police Department and preventing them from going to other departments.

g. The Worx Group was contracted for a complete marking campaign, including creative designs of new physical and digital media, targeted social media marketing (Facebook and Instagram), and new recruitment videos. New front-end landing pages were developed as well as new QR code business cards. Since the launch of the social media campaign, the campaign has reached 315,569 timelines which lead to 1,138,711 total serves for all ads. The campaign has received 30,250 clicks, with 24,120 of those from new users. The campaign saw 1,267 reactions/likes, 253 shares, 56 saves, and 195 comments. Additionally, a geofencing campaign targeting NYPD training locations, as well as CHIP Test locations was completed reaching over 60,000 users.

## **2. Employee Retention**

a. To better understand the reasons employees are seeking employment elsewhere, the City of Waterbury HR Department will conduct exit interviews whenever possible to gain valuable feedback from our exiting employees.

b. The City of Waterbury has begun participation in the Connecticut Conference of Municipalities Excellence Award Program where we recognize employees for their workforce contributions. CCMs Municipal Excellence Awards recognize innovative projects and individuals that have significantly improved the quality of life for citizens, established partnerships, and built community support. The competition applauds the achievements of leaders and municipalities and encourages others to strive for excellence.

c. The City of Waterbury is in the planning stages for the creation of an employee recognition program. This program is being designed to acknowledge and show appreciation for our valued City workers. That would include an appreciation ceremony whereby nominated employees receive an award. Community, political, and local media will be in attendance.

d. Many Officers left the Waterbury Police Department for employment at other departs who could offer a variety of different benefits; from better pay or benefits to decreased work load, or simply retired to gain employment elsewhere outside the field of Policing. A scheduling committee was created to explore different options which would give officers more time off without greatly effecting daily staffing levels. This schedule change is currently still in the process. With this schedule change, the implementation of an app based scheduling software would bring the department into the smartphone era, allowing officers on patrol to view their schedule on their phone, and give them the ability to put in time off via the app instead of our current system. This is also in the process of being implemented. These changes will boost morale of current officers and could be highlighted during recruitment to further push Waterbury to the front of the pack when in comparison to similar cities.

## **3. Sworn Police Recruitment Remove Barriers**

a. We will continue to expand our efforts to post open jobs on the various electronic job posting boards such as Monster, Career Builder, Facebook, Craig's List or Indeed. For Police and Fire, we will continue to post jobs on FireApps.com and PoliceApps.com. Print, TV, and local radio advertisement during 2023 provided coverage of the Departments hiring efforts at no cost for short, one-time interviews/segments.

b. We currently have several officers who are adjunct professors at several colleges who teach various Law Enforcement classes providing real world experiences to their students to prepare them for a role in the Law Enforcement Community.

c. Waterbury PD also has an internship program available to area college students who are enrolled in a criminal justice program. We currently have interns enrolled in the summer program. That number usually increases with fall college enrollments.

d. Waterbury PD has a job shadowing program available to High School seniors to expose them to current law enforcement practices and forensic processes in an effort to recruit from our local area high schools.

e. The City recruitments for the Police Department follows the guidelines set forth by our Civil Service Rules. All Open Competitive and Promotional Positions are posted on the City of Waterbury's Website and on our Social Media Sites. We will make every attempt to expand our recruitment efforts to attract and retain applicants where underutilization has been identified.

f. Waterbury changed their hiring process for certified officers. They are fast tracked since certified officers are not required to completed a written or physical exam. In-state certified applicants begin a modified field training process upon hire. Out of state applicants must complete a comparative analysis certification process with the CT Police Officer Standards and Training Council to ensure that they meet the requirements for certification as a police officer in CT. Once complete, they will also complete a modified field training process. This separate hiring process is ongoing as long as vacancies exists. Certified officers are able to start at the pay grade comparable to their years of service as a police officer.

- g. The City and Police Department will work to ensure that any identified barriers are removed which may be having an adverse impact on the applicants where under-utilization has been identified. We will review our various testing procedures and selection processes to ensure that all employment practices do not is proportionately exclude members of a protected group with respect to all employment hiring and promotional opportunities. This would include providing all applicants with free study guides.
- h. The Waterbury Police Activities League and the Waterbury Police Explorers Program, is a youth mentoring program. The Explorers program allows them to volunteer for various community events. We currently have over 4300 youth involved in the programs and mentor them towards opportunities in the Law Enforcement field.
- i. HR will work to expand their participation in regional job fairs and at local colleges. We will advertise locally and regionally using a variety of mediums including but not limited to the City's Website, Facebook, Linked-In, Job Posting Boards, Churches, Community Groups and inner City Recreation Centers.
- j. We will publish all job openings in the Waterbury Republican Newspaper which includes publication in their on-line edition.
- k. We will expand our recruitment to publish job openings in the Advocate and Observer Newspapers whenever possible.
- l. The City of Waterbury has recently increased their residency points from 5 to 10 to encourage and attract City residents to apply for open competitive positions. We currently are working towards dissemination of this information to all City residents.
- m. The City will expand their recruitment efforts to continue and expand efforts to reach and solicit applicants from all the underutilized areas. We will continue to send recruitment brochures/flyers to organizations, colleges (NVCC, UNH, UCONN, Quinnipiac, Post University, Tunis Community College, Waterbury Career Academy, Western Connecticut, St Joseph, WCSU, Sacred Heart, Trinity etc.), Veteran groups, and other interested parties. We will continue to work with the DOL's Job Bank and submit job postings.
- n. The City of Waterbury and Police Department will continue to utilize their Community Relations Officers to participate and attend neighborhood and community group meetings for the purpose of reaching out to the community and encouraging minority/female applicants.

## **Section 7: Dissemination Strategy: Internal**

- 1) The City of Waterbury will distribute a hard copy of the EEOP Utilization Report to all Police Department and Civilian employees in a supervisory position.
- 2) The City will email a copy of the EEOP Utilization Report to all Department Heads Citywide to be made available to employees without email access.
- 3) A copy of the of the EEOP Utilization Report will be emailed all Police Department and Civilian employees with email access.
- 4) Inform all new Police Department and Civilian employees during their new hire orientation that the EEOP Utilization Report is available upon request.
- 5) A copy of the EEOP Utilization report will be posted in the Human Resources and in the Police Department Reception Areas.
- 6) We will notify all contractors and vendors that the EEOP Utilization Report is available upon request.
- 7) We will include a statement in all Procurement Agreements and RFPs that the EEOP Utilization Report is available upon request.
- 8) Since we do not have an Intranet, we will physically post on all internal bulletin boards, in the buildings elevators, in various reception areas that EEOP Utilization Report is available upon request to all interested parties.
- 9) We will post on the City's, Human Resources Department and Police Departments Facebook pages that the EEOP Utilization Report is available upon request

## **Section 7: Dissemination Strategy: External**

- 1) Post on the City of Waterbury's Website that copies of the EEOP Utilization Report is available for review upon request in all City Departments.
- 2) Post on the City of Waterbury's Human Resources Website that copies of the EEOP Utilization Report is available

upon request

- 3) Include in all job announcements and recruitment brochures/flyers for Civil Service Positions that applicants may obtain a copies of the EEOP Utilization Report upon request.
- 4) Post copies of the EEOP Utilization report in the Human Resources Department and various reception areas for all incoming applicants and employees.
- 5) We will notify all contractors and vendors that the EEOP Utilization Report is available upon request.
- 6) We will include a statement in all Procurement Agreements and RFPs that the EEOP Utilization Report is available upon request.
- 7) Since we do not have an Intranet, we will physically post on all internal bulletin boards, in the buildings elevators, in various reception areas that the EEOP Utilization Report is available upon request to all interested parties.
- 8) We will post on the City, Human Resources Department and Police Department's Facebook pages that EEOP Utilization Report is available upon request.

**Utilization Analysis Chart**  
**Relevant Labor Market: Connecticut**

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
<b>Officials/Administrators</b>														
Workforce #/%	13/62%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	5/24%	1/5%	2/10%	0/0%	0/0%	0/0%	0/0%
CLS #/%	125,395/47%	9,535/4%	6,335/2%	195/0%	8,815/3%	40/0%	1,845/1%	90,165/34%	9,105/3%	6,795/3%	155/0%	4,665/2%	4/0%	1,620/1%
Utilization #/%	15%	-4%	-2%	-0%	-3%	-0%	-1%	-10%	1%	7%	-0%	-2%	-0%	-1%
<b>Professionals</b>														
Workforce #/%	248/61%	22/5%	22/5%	1/0%	2/0%	0/0%	10/2%	66/16%	11/3%	11/3%	0/0%	2/0%	0/0%	9/2%
CLS #/%	136,430/33%	11,580/3%	11,010/3%	120/0%	18,150/4%	55/0%	2,800/1%	182,985/44%	16,120/4%	16,885/4%	305/0%	13,070/3%	25/0%	3,390/1%
Utilization #/%	28%	3%	3%	0%	-4%	-0%	2%	-28%	-1%	-1%	-0%	-3%	-0%	1%
<b>Technicians</b>														
Workforce #/%	6/67%	0/0%	0/0%	1/11%	0/0%	0/0%	0/0%	1/11%	1/11%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	45,750/36%	11,575/9%	6,335/5%	115/0%	3,325/3%	40/0%	665/1%	33,940/27%	11,715/9%	7,580/6%	100/0%	3,110/2%	50/0%	1,395/1%
Utilization #/%	30%	-9%	-5%	11%	-3%	-0%	-1%	-16%	2%	-6%	-0%	-2%	-0%	-1%
<b>Protective Services: Sworn</b>														
Workforce #/%	171/63%	43/16%	19/7%	1/0%	3/1%	0/0%	8/3%	15/6%	6/2%	5/2%	0/0%	0/0%	0/0%	1/0%
CLS #/%	18,945/61%	3,570/12%	3,495/11%	25/0%	225/1%	0/0%	525/2%	2,240/7%	690/2%	945/3%	35/0%	35/0%	0/0%	200/1%
Utilization #/%	2%	4%	-4%	0%	0%	0%	1%	-2%	-0%	-1%	-0%	-0%	0%	-0%
<b>Protective Services: Non-sworn</b>														
Workforce #/%	9/50%	1/6%	0/0%	0/0%	0/0%	0/0%	0/0%	3/17%	0/0%	3/17%	0/0%	0/0%	0/0%	2/11%
CLS #/%	990/31%	220/7%	160/5%	0/0%	50/2%	0/0%	110/3%	975/30%	340/10%	280/9%	10/0%	4/0%	0/0%	100/3%
Utilization #/%	19%	-1%	-5%	0%	-2%	0%	-3%	-13%	-10%	8%	-0%	-0%	0%	8%
<b>Administrative Support</b>														
Workforce #/%	21/10%	13/6%	10/5%	0/0%	0/0%	0/0%	2/1%	72/36%	26/13%	40/20%	3/2%	0/0%	0/0%	13/6%
CLS #/%	103,560/26%	17,190/4%	13,210/3%	100/0%	6,420/2%	0/0%	2,185/1%	181,740/46%	33,715/9%	25,205/6%	295/0%	7,880/2%	70/0%	3,985/1%

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
	%							%						
Utilization #/%	-16%	2%	2%	-0%	-2%	0%	0%	-10%	4%	14%	1%	-2%	-0%	5%
<b>Skilled Craft</b>														
Workforce #/%	67/81%	10/12%	4/5%	0/0%	1/1%	0/0%	1/1%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	81,710/68%	21,545/18%	6,210/5%	95/0%	1,095/1%	50/0%	1,650/1%	4,210/4%	2,155/2%	715/1%	0/0%	570/0%	0/0%	80/0%
Utilization #/%	13%	-6%	-0%	-0%	0%	-0%	-0%	-4%	-2%	-1%	0%	-0%	0%	-0%
<b>Service/Maintenance</b>														
Workforce #/%	58/46%	19/15%	18/14%	0/0%	2/2%	0/0%	8/6%	16/13%	5/4%	0/0%	0/0%	0/0%	0/0%	0/0%
CLS #/%	115,735/30%	55,700/14%	25,590/7%	570/0%	6,575/2%	40/0%	4,765/1%	97,010/25%	41,525/11%	28,695/7%	145/0%	6,855/2%	20/0%	5,265/1%
Utilization #/%	16%	1%	8%	-0%	-0%	-0%	5%	-12%	-7%	-7%	-0%	-2%	-0%	-1%



### Significant Underutilization Chart

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
<b>Professionals</b>					✓			✓				✓		
<b>Protective Services: Sworn</b>			✓											
<b>Administrative Support</b>	✓				✓			✓				✓		
<b>Service/Maintenance</b>								✓	✓	✓				

### Law Enforcement Category Rank Chart

Job Categories	Male							Female						
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races/Other
<b>Captain</b>														
Workforce #/%	1/100%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
<b>Deputy Police Chief</b>														
Workforce #/%	2/100%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
<b>Captain</b>														
Workforce #/%	6/100%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
<b>Lieutenant</b>														
Workforce #/%	15/75%	1/5%	1/5%	0/0%	0/0%	0/0%	0/0%	3/15%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
<b>Sergeant</b>														
Workforce #/%	32/80%	3/8%	3/8%	0/2%	1/2%	0/0%	1/2%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%	0/0%
<b>Detective</b>														
Workforce #/%	27/68%	7/18%	0/0%	1/2%	1/2%	0/0%	0/0%	2/5%	1/2%	1/2%	0/0%	0/0%	0/0%	0/0%
<b>Protective Services: Sworn-Patrol Officers</b>														
Workforce #/%	88/54%	32/20%	15/9%	0/1%	1/1%	0/0%	7/4%	10/6%	5/3%	4/2%	0/0%	0/0%	0/0%	1/1%

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

I have reviewed the foregoing EEO Utilization Report and certify the accuracy of the reported workforce data and our organization's employment policies.

Certified As Final By: Laura Webb

HRIS Manager

03-08-2024

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