



**CEDAR RAPIDS AIRPORT COMMISSION  
AFFIRMATIVE ACTION PLAN**

**AFFIRMATIVE ACTION GENERAL POLICY STATEMENT**

It is the policy of the Cedar Rapids Airport Commission (Commission) not to discriminate against nor favor any employee or applicant for employment due to their race, sex, color, creed, ancestry, national origin, religion, physical or mental disability, age, sexual orientation, gender identity or genetic information except where a bonafide occupation qualification exists.

To ensure the implementation of this policy, the Commission hereby adopts this Affirmative Action Plan that sets forth specific procedures covering all aspects of the employee/employer relationship and assigns responsibility for the enactment and monitoring of this Plan to the office of the Airport Director.

The Commission shall make every effort to assure its employment policies, practices and the conduct of Commission employees promote equal employment opportunity. A description of this Plan shall be posted on each departmental bulletin board as a constant reminder to all employees of the Commission's commitment to equal opportunity in employment. Individuals who have questions concerning this Plan or feel their rights may have been violated may contact the:

Office of the Airport Director  
The Eastern Iowa Airport  
2515 Arthur Collins Pkwy SW  
Cedar Rapids, Iowa 52404  
Telephone: (319) 362-3131

The Cedar Rapids Airport Commission believes the elements of the Commission's Affirmative Action Plan and good faith efforts on the part of all Airport employees will ensure equal employment opportunities with the Airport. The Airport Director and the Cedar Rapids Airport Commission hereby adopt this Plan to ensure equal opportunity and compliance with applicable federal and state laws and administrative rules and regulations that relate to equal employment.

**I. RESPONSIBILITY FOR IMPLEMENTATION**

**A. Airport Director**

Ultimate responsibility for the enactment of this Plan shall lie with the Airport Director who divest the responsibility for the administration of the Plan to the Director of Finance and Administration, who will fulfill the role of the Equal Opportunity Officer (as it may be known by outside agencies).

**B. Director of Finance and Administration**

The Director of Finance and Administration responsibilities shall include, but not necessarily be limited to, the following:

1. Administration of this Plan and all other aspects of equal opportunity employment. This shall include the development of policy statements, the

monitoring of the effectiveness of this Plan, and decisions regarding the general direction and coordination of the Plan.

2. Design, implementation, and monitoring of the internal auditing and reporting system designed to measure the effectiveness of this Plan and to recommend any areas of improvement and/or change in the employment process.
3. Act as a liaison between Commission, City government, governmental regulatory agencies, minority and women's groups, and other community groups or agencies that represent the interests of those persons in protected classes as defined by law.
4. Accept, investigate, and make recommendation to the Department Directors and Airport Director as appropriate when allegations of unfair or inequitable treatment are received, whether only perceived but not validated and especially when validated to positively rectify the situation.
5. Administer, coordinate, and monitor the efforts of the Commission to comply with federal or state laws, which may be promulgated regarding equal opportunity employment, Title VII, or other areas of civil rights legislation.
6. Provide advice and/or assistance to Department Directors or other management personnel regarding this Plan or the tenet upon which it is based.
7. To accept or process complaints of discrimination filed with external regulatory or administrative agencies.
8. Hold discussions with the Commission or management personnel to keep them informed of current changes in EEO law that may affect this Plan.
9. Review the applications of those persons in protected classes when a job opening occurs within the Airport to ensure that those persons are given full opportunity for selection, transfer, or promotion.

### **C. Administration Staff**

Should understand this Plan to take the following actions, in consultation with the Director of Finance and Administration, to ensure:

1. Proper maintenance of all central personnel records in a manner consistent with applicable employment practices, laws, and regulations, which is required by this Plan and other Commission Policy.
2. Develop and maintain all personnel directives in a manner consistent with the Plan and current EEO laws and prudent Human Resource management practices.
3. Periodically review the Commission's classification system, benefit package, leave policy, applicant selection process, and other employment processes to ensure that all personnel actions conform with current legal and regulatory human resource management and employment requirements, as well as this Plan.

## **II. EXECUTION OF THE PLAN**

In order to ensure the elimination of discriminatory employment barriers and to achieve full utilization of those persons who are identified as protected class members, the following employment procedures shall be monitored by the Director of Finance and Administration:

### **A. Recruitment**

The Director of Finance and Administration shall ensure monitoring and analysis of the Cedar Rapids Airport Commission recruitment process is adequate through the maintenance of applicant flow data collection. The Director of Finance and Administration

shall also recommend, where appropriate, the contact of recruitment sources providing the widest range of applicants to meet Airport job requirements.

**B. Selection Standards and Procedures**

The Director of Finance and Administration shall ensure review of the steps in the selection process to assure selection is based upon job-related criteria and provide assistance in the development of such criteria upon request.

**C. Utilization Analysis**

To determine whether those persons in protected classes are being properly utilized within the Airport's workforce, a utilization analysis shall be performed, which shall include the following steps:

1. Workforce Analysis
2. Identification of Job Groups
3. Availability Analysis
4. Under-utilization Analysis
5. Goals and Timetables as Appropriate

**D. Upward Mobility Systems**

Review job assignments, job progression, promotion, transfer, seniority, and training at all levels of employment where under-utilization exists.

**E. Wage and Salary Structure**

Carefully review and monitor wage and salary scales to ensure non-discrimination in compensation, benefits, and other conditions of employment.

**F. Lay-off, Recall, Discharge, and Discipline**

To assure that the standards for all similarly situated employees who are recalled, separated, demoted, or disciplined are consistently applied.

**G. Internal and External Dissemination of this Plan**

1. This Plan shall be included as Appendix A to the Personnel Policy Manual. Each employee shall receive a copy of the Plan at the time of the inception of employment.
2. This Plan shall be presented and discussed as part of any employee orientation or preparatory training program.
3. Copies of this Plan shall be disseminated to external recruitment sources, contractors and vendors, and those public interest groups who request it.

**III. INFORMAL INQUIRY PROCESS**

Any employee or applicant for Commission employment who believes that she/he has been subjected to unfair or unequal treatment in the hire, promotion, transfer, demotion, discipline, or separation for reasons relating to their sex, race, color, creed, age, ancestry, national origin, physical or mental handicap, or sexual orientation may contact the Equal Opportunity Officer, to file a complaint to ask for an inquiry regarding the alleged inequitable employment action. The Equal Opportunity Officer shall ensure allegations are properly investigated and make recommendation to the appropriate Commissioner and Department Director regarding any actions that may be necessary to resolve the validated inquiry complaint. No employee or

applicant shall have any adverse action taken against them by the Commission or any of its employees because she/he filed an inquiry with the Equal Opportunity Officer.

**IV. EXTERNAL RELATIONS – UNIONS AND EMPLOYMENT AGENCIES**

Nothing in this Plan should be interpreted as invalidating any lawful provision of any contract existing between the Commission and any Union or other duly established bargaining agency of employees. Conversely, the Commission will not be a party to a collective bargaining agreement or any provision thereof, which violates equal employment opportunity laws and regulations to which the Commission is subject. The appropriate officials of all unions and other bargaining agents in which the Commission has contracts will be provided copies of this Affirmative Action Plan and will be advised of responsibilities of all employees including union members under it.