

# SEMI-ANNUAL METRIC REPORT

Jefferson County Commission

October 1, 2018 – March 31, 2019

Program Implementation/Review

Lisa Burroughs, Ed.D., Chief Equity & Inclusion Officer

Michelle Rodrigues, Ph.D., Director of Human Resources



# Table of Contents

Section 1. Designation of Responsibility, Chief Equity & Inclusion Officer .....	3
Section 2. Semi-Annual Report -Purpose and Contents .....	4
Section 3: Good Faith Efforts to Increase Diversity.....	5
3.1 Equity & Inclusion Initiatives.....	5
3.2 Diversity Recruitment Initiatives .....	12
3.3 Inclusive Selection Assessment Initiatives .....	14
3.4 Human Resources Employment Services Initiatives .....	15
3.5 Equitable People Development Initiatives .....	16
3.6 Technology Implementation and Efficiency.....	20
Section 4. Semi-Annual Reporting: Workforce Analysis.....	21
Section 5. Semi-Annual Reporting .....	45
Metrics 1 & 2: .....	46
Metric 3:.....	47
Metric 4:.....	48
Metrics 5 & 6: .....	49
Metrics 7 & 8: .....	50
Metrics 9 & 10: .....	52
Metric 11:.....	53
Metric 12:.....	54
Section 6. Forward Thinking .....	54
Appendix A1: Recruited Jobs.....	61
Appendix A2: Employee Selection Data Tables.....	62
Appendix B: Appendix B: Departmental Data Summary & Tables .....	63
Appendix C: Metric Data Tables .....	116

## Section 1. Designation of Responsibility, Chief Equity & Inclusion Officer

Dr. Lisa Burroughs, Chief Equity & Inclusion Officer (CEIO) for Jefferson County Commission, serves as the Affirmative Action Officer and is responsible for implementing Human Resources (HR) equity and inclusion initiatives and working collaboratively with other HR divisions and County leadership to establish, monitor, assess and refine Jefferson County's continuous efforts to foster a culture of inclusion.

The accountabilities of the Chief Equity & Inclusion Officer include the following:

- Receiving and investigating oral and written complaints of unlawful discrimination and conciliating such complaints as appropriate following established procedures of the Equity & Inclusion Division (EID) governing such complaints.
- Performing analyses of the County's workforce by department headcount and job classes to determine whether there are problems related to Black or female utilization (i.e., employment in the job class or department).
- Performing analyses of the County's recruitment, applicant flow, and selection for hire, promotions and other personnel procedures to determine whether they result in disparities.
- Performing analyses of the County's recruitment, applicant flow, and selection for hire, promotions and other personnel procedures to determine whether they result in disparities in the employment or advancement of Blacks or females.
- Developing and implementing processes and systems to monitor, report and measure the effectiveness of equity and inclusion initiatives and maintaining a complete record of all actions taken in pursuit of these duties.

## Section 2. Semi-Annual Report: Purpose and Contents

The purpose of the Semi-Annual Report is to document changes in Jefferson County’s workforce over the preceding six-month period (the six months beginning October 1, 2018 through March 31, 2019) for the County as a whole with special focus placed on jobs outlined in the Consent Decree. Specifically, the Semi-Annual Report examines the progress made toward fulfilling Consent Decree diversity requirements (i.e., race and gender). Section Three describes some of Human Resources’ recent initiatives highlighting good faith efforts to increase diversity. Section Four provides a snapshot of current department demographics, followed by a detailed review of individual attainment of departmental Consent Decree goals. Section Five presents metric analyses by race and gender. Finally, Section Six describes desired steps forward in improving the overall culture and equity and inclusion activities throughout the County.

## Section 3: Good Faith Efforts to Increase Diversity

### 3.1 Equity & Inclusion Initiatives

### 3.2 Diversity Recruitment Initiatives

### 3.3 Inclusive Selection Assessment Initiatives

### 3.4 Human Resources Employment Services Initiatives

### 3.5 Equitable People Development Initiatives

### 3.6 Human Resources Information Systems (HRIS)

## 3.1 Equity & Inclusion Initiatives

The following outlines the on-going progress for the nine (9) priority areas of focus during this semi-annual reporting period. Some areas have progressed and others have yet to progress.

**1. Develop and Communicate a Clear Vision** - *Develop and implement a plan to ensure that a clear vision is publicly available in print and electronically to all County employees. The CEIO will design and initiate communications to employees about the definition of equity and inclusion as well as promote equity and inclusion offerings to engage JCC employees with the office.*

The Equity & Inclusion Division (EID) continues to maintain the required Consent Decree notices that are posted in every County building providing the CEIO's office hours and services offered by EID, as described by Section II. K 33 (b) of the Consent Decree, reflect updates on EID's webpage along with its mission, vision, services, departmental assignments for each Equity & Inclusion Business Partner, and list new/updated Employee Administrative Rules and Regulations. The EID webpage can be found at: <http://www.jccal.org/Default.asp?ID=1770&pg=Equity+and+Inclusion>.

**2. Professional Development and Coaching** - *Implement coaching, mentoring, and professional development opportunities for all staff, placing an emphasis on activities that promote diversity, equity, and inclusion.*

Section 3.5 provides collaborative efforts for training and development.

**3. Talent Management** - *Work in collaboration with other Human Resources divisions to develop accountability and performance management systems that empower, support, and reward individuals and Departments for equity and inclusion behaviors. These systems will be informed by and linked to metrics*

*used to track equity and inclusion progress using the following four steps.*

- *Map each job in the County to an organizational “level” (e.g., entry-level manager, second-level manager) to facilitate pipeline analyses to track whether Black and female representation is adequately present at all levels of each department rather than at the entry level.*
- *Track on an ongoing basis, and report in future semi-annual reports, whether changes in the percentage of Blacks and females are due to the separations of Blacks and females or the separations of Whites and males.*
- *Track recruiting efforts over time so the effects of recruiting in prior cycles can be tracked.*
- *Identify jobs for which the overall labor force benchmark may not be fully relevant, specifically jobs that require certifications which tend to be held by disproportionate numbers of Whites and males. Collaborate within Human Resources to develop employees in feeder positions to attain these certifications and to cast a wide net for diverse candidates.*

Human Resources has partnered with the Personnel Board of Jefferson County (PBJC), along with representatives from other municipalities for the June 18-19, 2019, configuration kick-off of the Workday performance management system. This system would improve efficiency and include major components to track and evaluate measurable performance expectations and talent development goals by management level. Other software considerations include tracking and monitoring career paths, knowledge/learning management, recruitment and retention, and diversity benchmarks. Prior to implementing these software systems, Human Resources will continue to address the four specific bullet points outlined above. In the meantime, the Human Resources Information Systems (HRIS) team continues to identify and create a defined management organizational structure identifying various management levels.

4. **Recognition and Rewards** - *Develop at least one form of recognition or reward to managers and/or employees for their contributions supporting diversity, equity, and inclusion.*

**Veterans Program** – As noted in the previous Semi-Annual Metric Report, Human Resources held its first formal County-wide Veterans event on November 8, 2018. On February 7, 2019, *Jeffco Vets Newsletter* was launched. The newsletter serves as a means of communication to highlight members of the County Veterans Program, veteran resources and a calendar of upcoming veteran related events. The committee realizes that there may be other employees who are members of military

families or military supporters. While the distribution of the monthly newsletter has been limited to participating veterans, the committee plans to expand its publication to all County employees in a quarterly newsletter during the next reporting period. Also, the name of the newsletter promoted the brand for Jefferson County Veterans who are now known as *JeffCo Vets*.

JeffCo Vets supported other veterans during *National Salute to Veteran Patients Week* during the week of February 14, 2019. In collaborating with the Birmingham Veterans Administration (VA) Medical Center, the JeffCo Vets desired to serve external veterans by providing toiletries for veteran patients that can help make their stay more comfortable. The initial intent was veterans helping veterans, but many veteran supporters expressed an interest in getting involved. As a result, the established project goal of at least 100 items was exceeded.

Lastly, JeffCo Vets hosted a *Lunch and Learn* on March 11, 2019, to provide veterans with information about veteran's benefits and to give them the opportunity to ask questions. An Assistant Veteran's Service Officer with Alabama Department of Veterans Affairs facilitated the session.

**Women in Non-Traditional Positions** – Human Resources is currently organizing a committee of women who work in non-traditional positions in Environmental Services, General Services, Roads and Transportation, and Information Technology to assist in gathering the perspectives and feedback of other women who are in non-traditional roles with the County, as well as provide recommendations on how the County can improve its recruitment, onboarding, training and retention efforts of women in non-traditional roles. This is a collaborative effort between HR's Strategic Relations Management (SRM), Learning & Organizational Development (LOD), and Equity & Inclusion divisions.

5. **Recruitment Strategies** - *Leverage affirmative action reports to provide advice and support within HR in order to focus its efforts on the strategies and tactics that have yielded the richest talent results as well as develop additional recruiting tools for jobs that do not currently meet the Consent Decree requirements.*

Section 3.2 provides collaborative efforts for recruitment strategies.

6. **Communication Transparency** - *Increase internal and external communications regarding equity and inclusion activities as well as opportunities to increase transparency.*

Equity and Inclusion activities and Employee Administrative Rules and Regulations are standardly communicated via email, webpage, and bulletin postings.

7. **Leadership Initiatives** - *Develop and launch at least one leadership initiative prior to the next semi-annual report. The CEIO will address a key theme arising from the Climate and Culture Study: current perceptions of leadership within the County.*

Leadership development activities targeting various levels of County leadership have been designed and implemented: (1) the County's department heads continue to meet bi-monthly for leadership development sessions; (2) Human Resources continues to work with departments to encourage training attendance at various Personnel Board of Jefferson County management development tracks; (3) Human Resources will continue to partner with each of the three largest County departments (e.g., General Services, Environmental Services, and Roads & Transportation); (4) the delivery of *Supervisors LEAD* training; and (5) the EID facilitated required leadership training on *Understanding the Equity and Inclusion Rule*, as outlined in section 3.5 of this report.

8. **Employee Engagement** – *Leverage the Climate and Culture Study to monitor employee engagement and develop initiatives pertaining to employee engagement. Human Resources will launch the second run of the Climate and Culture Survey.*

The County delayed administering the next survey from April 2019 to anticipated administration of Fiscal Year 2020. The delay was directed by the Human Resources Director so that time and resources could be dedicated to introducing the County's new vision and values. She determined that the future survey design include questions about how well the County is realizing the vision and values.

9. **Departmental Leadership Equity and Inclusion Metric Coaching** - *Facilitate one-on-one meetings with top leadership in each Department with over 20 employees to discuss the information provided in the annual and semi-annual metric reports. The CEIO will provide feedback and advice to individual Departments based on their attainment of equity and inclusion related goals to ensure continued development in these areas throughout the County, as required by Section II. K 33(d) of the Consent Decree.*

The EID team continues to provide on-going coaching to Department Leaders on various equity and inclusion matters. The CEIO collaborates with other Human Resources divisions regarding opportunities and strategies to enhance metrics. Therefore, the CEIO will continue to partner with other HR divisions, particularly its Strategic Relationship Management and Employee Selection divisions to attract, recruit and select diverse talent. Department leaders were provided copies of the previous Semi-Annual Metric Report and the CEIO facilitated leadership sessions in March 2019 to



discuss the metrics report data. County leaders were provided an opportunity to ask questions and share best practices.

### **Case Management and Other EID Activities**

There were a total of twelve (12) discrimination complaints filed and/or opened during this reporting period. Section II. K 33(g) of the Consent Decree requires the CEIO to report investigation findings. Of those, there were ten (10) under investigation and two (2) closed with No Cause determination.

The Equity & Inclusion Division handled one-hundred and thirty-nine (139) employee relations consultations and requests for advice from supervisors and managers for a variety of issues including:

- Interpersonal conflicts between coworkers
- Unfair treatment by supervisors such as favoritism, negative performance documentation, withheld opportunities for reassignment and promotion
- Supervisors seeking coaching to address performance issues (such as on-the- job impairment, conduct unbecoming, insubordination, attendance issues etc.)
- Americans with Disability Act (ADA) obligations and compliance
- Policy and work rule interpretations and applications such as Fair Labor Standards Act (FLSA) interpretation, working out of classification, etc.

The Equity & Inclusion Division representatives also attended thirty-six (36) disciplinary hearings during the reporting period.

### **Separations**

During this reporting period there were a total of one hundred and forty-eight (148) separations: sixty-five (65) Blacks [twenty-six (26) males, thirty-nine (39) females], eighty-one (81) Whites [fifty-one (51) males, thirty (30) females], one (1) Asian [one (1) female] and one (1) Unknown [one (1) male] whose race is unknown. The separations fell into the following categories: fifty-seven (57) Retirements [24 of which were sick leave retirement credits], six (6) Deaths, sixty-one (61) Voluntary Separation, four (4) End Temporary Assignments, and twenty (20) Dismissals.

In looking at the breakdown of dismissals, fourteen (14) or 70% were Black and six (6) or 30% were White. At first glance, these percentages appeared to impact Black employees more heavily than White employees. Therefore, additional scrutiny was needed in determining if Blacks were adversely impacted. An analysis of the data revealed that seven (7) of the 14 Blacks “dismissed” were, in fact, staff members

of County Commissioners leaving during this reporting period. All but one of the White employees dismissed worked for the Sheriff's Office and this turnover resulted from the transition of the newly elected Sheriff. Removing the Commissioners' appointed staff members and the employees from the Sheriff's Office would reduce the total dismissals to eight (8) [seven (7) Blacks and one (1) White]. Of the Black employees, one (1) did not return after the first day of orientation, which could be viewed as a voluntary separation. The remaining six (6) Black employees were terminated for either documented poor performance or inappropriate behavior. The White employee was dismissed for documented poor performance. The following graphs under figures 1 and 2 show percentages of separation by type; race (voluntary/involuntary); and gender (voluntary/involuntary).

Figure 1. Total Separations

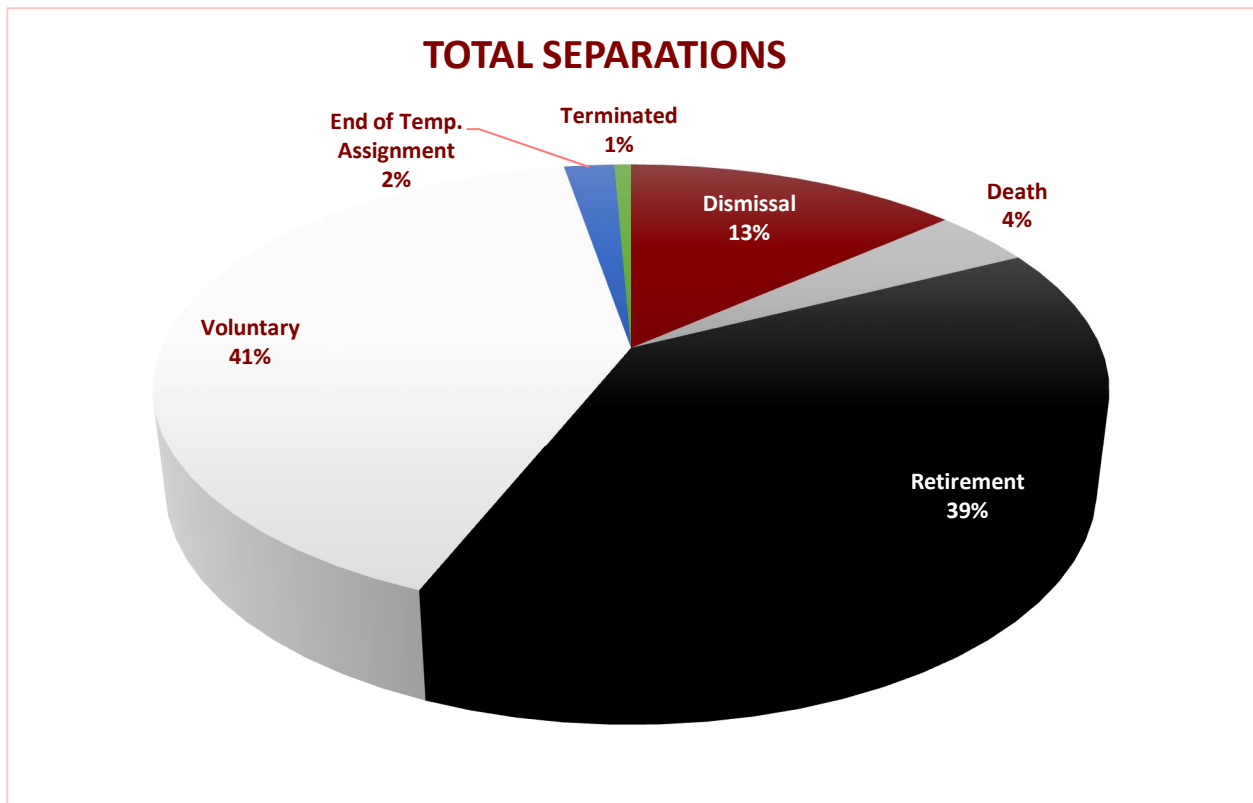


Figure 2. Separations by Race

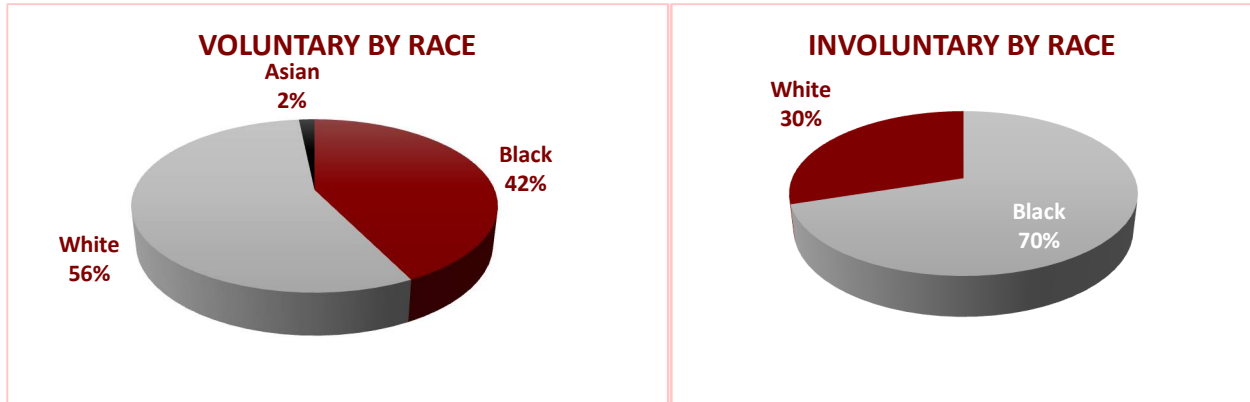
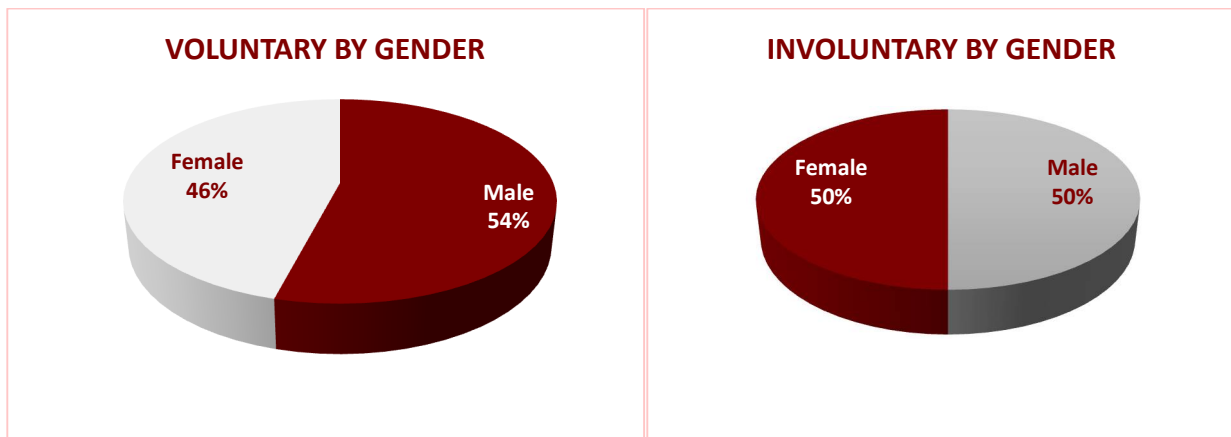


Figure 3. Separations by Gender



### Exit Interviews/Questionnaires

Human Resources continues to refine the process of gathering data from exit interviews and questionnaires. Not only will exit interview data help Human Resources to decrease the employee turnover rate and increase employee retention, but it will also assist with positioning the County as an Employer of Choice. Of the one-hundred and forty-eight (148) separations during this reporting period, Human Resources' EID were notified of only eight (8) employees prior to the employees' departure. Of the eight (8), one (1) invitation was accepted, one (1) declined, and six (6) did not respond to the invitation. During the March 2019 Equity & Inclusion training, supervisors and general employees were encouraged to notify EID immediately of anyone separating from employment in hopes of increasing the Exit Interview participation.

### 3.2 Diversity Recruitment Initiatives

Human Resources established and focused on good faith recruiting efforts geared towards attracting qualified blacks and females for employment and encouraged them to apply for open positions, thus engaging talent and increasing the diversity of applicant pools. While Human Resources recruited for numerous jobs during the reporting period, recruiting activities consisted of utilizing diversity online job boards, participating in numerous recruiting events such as conferences, career fairs, sharing job announcements to community partners and organizations and creating attractive recruitment brochures with pictures of diverse candidates.

In recruitment efforts to identify qualified executive leaders for the County, Human Resources conducted national talent searches for the following executive-exempt positions: Deputy Director of Roads and Transportation, Deputy Director of Environmental Services, and Deputy Chief Information Officer & Information Technology Governance.

#### **Water Reclamation Facility Operator IV Recruitment**

Human Resources continued to research various opportunities to source qualified Water Reclamation Facility Operator IV applicants. Although the recruitment efforts have only yielded small numbers of qualified candidates, the team continued outreach, received referrals, and posted the job to online job boards such as Alabama Water and Pollution Control Association. Human Resources attended the Alabama/Mississippi Section of American Water Works Association (AWWA) Conference during the reporting period. During this event, Human Resources networked with industry professionals and shared information about our water reclamation careers.

#### **Good Faith, Positive Recruitment, and Community-Partnership Outreach**

Human Resources participated in action-oriented activities contributed to identifying, building and maintaining community relationships in order to expand employment awareness to qualified blacks and females. The scope of these activities included partnering with Central Six Alabama Works. Human Resources also volunteered at the Power Up – It's a Mother Daughter Thing, an event for local young women and their mothers. This event focused on educating, inspiring, and engaging young women to explore careers in the construction industry. In addition, Human Resources continued its partnership with Workfaith Birmingham and extended resources, by conducting mock interviews for their clients. Human

Resources continued to send emails to community networks regularly with updates about Jefferson County Commission's hiring needs.

### **High Level List of Recruiting Activities**

A non-exhaustive list of recruiting activities to increase pool of qualified blacks and female applications for the current reporting period:

1. Consistently and electronically communicated job announcements to all County employees on a weekly basis from a common [careers@jccal.org](mailto:careers@jccal.org) email account.
2. Advertised job announcements on electronic monitors, located in highly visible public areas of the County's Birmingham Courthouse and satellite locations.
3. Posted job announcements on career-oriented social media outlets to promote career opportunities (e.g., Indeed.com, Facebook and LinkedIn).
4. Participated in a host of career fairs, community events and other networking conferences, seminars and meetings (e.g., University of Alabama at Birmingham School of Public Health Tabling Event, University of Tennessee-Chattanooga Career Fair, JCCEO Heard Start Community Job Fair, Birmingham Business Alliance & Tech Birmingham Code the Classic Tech Career Expo, University of Alabama at Birmingham–Mock Interviews, Samford University Career Fair, Filling the Gap: Workforce Development Series by Birmingham Business Journal, Second Chance Career Fair-Decatur, AL, University of Alabama General Interest & Business Career Fair, Second Chance Job Fair - Huntsville, AL, The Dannon Project-Community Health & Resource Fair, University of Alabama at Birmingham Non-Technical Career Fair and Technical Career Fair, Minor High School Career Fair, Jackson Olin High School Career Fair, and CenterPoint High School Networking & Career Bonanza).
5. Recruited at community colleges and universities with predominately black enrollments (e.g., Alabama A&M University Career Fair, Miles College Career Fair, Lawson State Community College Career Fair, Oakwood University Career Fair, Alabama State University Spring Career Fair, and Jackson State University Career Fair).
6. Circulated hiring needs to online diverse job boards, organizations, groups and associations (e.g., National Society of Black Engineers Birmingham, North Alabama, Savannah and Jacksonville Chapters, National Forum of Black Public Administrators, National Organization of Black County Officials, National Black Caucus of Local Elected Officials, Birmingham and North Alabama Chapters of the Society of Women Engineers, National Society of Women

- Engineers, National Association of Professional Women, 100 Black Men, Women in Technology, The Women’s Fund, and National Association of Women in Construction).
7. Created recruiting brochures with images of females and Black males for the Senior Civil Engineer job and shared with various outlets.
  8. Included EEO statements on advertisement material.

### 3.3 Inclusive Selection Assessment Initiatives

Since October 2018, Human Resources has conducted secondary selection work on twenty-eight (28) job classes, to include three (3) executive-level job classes at Jefferson County Commission (JCC). Eleven (11) selection procedures (e.g., structured oral interviews, Job Components Validity Assessments) were administered for twenty-five (25) job classes. Four (4) graduate-student assessment weeks were conducted during the reporting period and more than five hundred (500) candidates participated in the County’s selection processes.

Human Resources administered two (2) Realistic Job Previews (RJPs) for two (2) job classes and five (5) Job Components Validity (JCV) Assessments for five (5) job classes during the reporting period. Figure 3 provides demographic information of those individuals who participated in each secondary selection procedure.

In October 2018, members of the Employee Selection team traveled to the University of Maryland, College Park, to engage in a weeklong assessment, coupled with several “lunch and learn” presentations offered by the staff and University of Maryland Industrial/Organizational (I/O) Psychology Program Director and Academic Program Director. Fourteen (14) graduate students from the Master’s I/O program participated over the course of the week, going through general assessor training, job-specific assessor training, and assessment activities. They also attended the various lunch and learns and evening events, which included a Legal History of Jefferson County presentation, a panel on Barrier Analysis, and a panel on Building Practical Tests/Work Samples.

In December 2018, members of the Employee Selection team collaborated with the Environmental Services Department (ESD) in administering a Realistic Job Preview (RJP) and a multiple-choice exam, on-site at one of the ESD Water Reclamation Facilities. There were fifty (50) Water Reclamation Operator Apprentice candidates who attended. The RJP consisted of two sessions, one offered in the morning, and another offered in the afternoon. The sessions included a one-hour PowerPoint presentation and a one-

hour guided walking tour of the facility. The multiple-choice exam was designed to measure basic math skills. Of the fifty (50) participants, ten (10) hires were made. Human Resources will follow a similar test design format (i.e., administration and assessment) for the second cohort of Apprentice candidates scheduled to start in the fall.

Figure 3. Demographics

<b>Demographics</b>		
<b>Job Title</b>	<b>Black</b>	<b>Female</b>
Cook	9	8
WRF Maintenance Worker	20	2
Electrical Inspector	4	0
Senior Auditor	22	17
Principal Accountant	26	26
Network Systems Administrator II	2	0
Principal court Clerk	10	13
Building Maintenance Supervisor	4	0
Traffic Analyst	1	0
Principal Auditor	15	10
Automation Controls Engineer	0	1
Storm Water Program Manager	2	1
Senior WRF Maintenance Worker	2	0
Voting Machine Technician	5	1
Painter Superintendent	1	0
Senior Maintenance Repair Worker	3	0
Real Property Appraiser	0	1
Redemption Coordinator	18	17
Legal Secretary	5	4
Senior Administrative Analyst	38	40
Senior Appraisal Analyst	1	0
Senior Real Property Appraiser	0	0
Grants Administrator	12	14
Medical Clerk	65	69
Juvenile Detention Officer (male)	6	0
Skilled Laborer	86	22
Deputy Director of Roads & Transportation	2	1
Deputy Director of Environmental Services	3	1
Deputy CIO	2	1
<b>Total Demos Completed Process</b>	<b>364</b>	<b>249</b>

### 3.4 Human Resources Employment Services Initiatives

## **Benefits Initiatives**

Human Resources successfully coordinated lunch and learn workshops in various locations of the County on health and work/life balance and continues to work with the Employee Assistance Provider (EAP) to provide additional topics to employees in the coming months. In addition, a monthly newsletter addressing important life, health and workplace issues is sent to County employees via email. Since the Annual Enrollment ended, Human Resources continues to work with health providers to align enrollment and usage of benefits provided to employees. On February 20, 2019, the Benefits team met with the County's Benefits Broker and Benefit providers to review annual plans and data to aid in forecasting and planning for benefits in the coming fiscal year. Dependent audits following open enrollment has concluded and the team is currently in the final stages of reviewing Kronos new hire enrollment pages. Once the Kronos new hire pages are finalized, the team will transition the new hire enrollment process from Employee Navigator to Kronos.

## **Hiring/Employment**

The Human Resources employment/hiring team continues to extend new job offers and promotional offers for merit positions following receipt of secondary selection outcomes. The team also collaborates with the Director of Human Resources to process job offers for leadership (department head and deputy department head) positions. Collaboration with other Human Resources divisions to fill vacancies on the priorities list continues on a weekly basis. Additionally, the team continues to learn how to use the Personnel Board of Jefferson County's new applicant tracking system, Workday, while focusing on executing hires on the Board's prior system, PeopleAdmin, which will no longer exist in the next reporting period.

## **Records Management**

The primary (initial) audit of active personnel records embarked upon by Human Resources, Employee Services Records Unit in the prior reporting period continues. The Jefferson County Commission approved a contract with a local vendor to image the records once the secondary audit process is completed. Human Resources has conducted an audit of approximately 1000 active personnel records in this reporting period.

## **3.5 Equitable People Development Initiatives**

### **Environmental Services – Water Reclamation Facility Initiatives**

#### **Apprenticeship Program**



Human Resources and the Environmental Services Department continued efforts to administer the Water Reclamation Operator Apprenticeship Program. The program's goal is for participants to gain experience and develop the knowledge, skills, and abilities required to obtain the Alabama Department of Environmental Management (ADEM) wastewater Grades II, III and IV certifications. In December 2018, the WRF Operator Apprentice job was posted on jobsquest.org to begin the application process. In December 2018, the Environmental Services Department and Human Resources held two (2) sessions of a Realistic Job Preview (RJP) at Village Creek WRF. Sixty-two (62) applicants registered and fifty (50) applicants attended the event. The RJP consisted of a presentation from both the Environmental Services Department and Human Resources, a plant tour, and a basic math test administered by the Employee Selection Division.

In January 2019, Human Resources extended offers to ten (10) candidates for the Apprenticeship Program. Among the ten (10) candidates, one was a member of the 2018 Water Reclamation High School Internship Program cohort. The Water Reclamation Facility Operator Apprenticeship Program started in February 2019, with an expected duration of approximately twenty-four (24) months. The demographic composition of the candidates extended job offers for this reporting period consisted of three (3) Whites, six (6) Blacks, one (1) unknown race which include six (6) males and four (4) females.

The Apprentices spent the first month of the program participating in plant on-boarding. During this time, the apprentices learned plant specific operations, safety, and work closely with their assigned shift supervisors. Apprentices will have a robust training schedule, including both classroom and hands on training. Classroom training will be open with classes up to August 2019 to all Environmental Services Department employees desiring to prepare for the ADEM Grade II exam.

## **Environmental Services – Water Reclamation Facility Initiatives**

### **Internship Program**

Human Resources and the Environmental Services Department continued efforts to administer the Water Reclamation High School Internship Program. The program's goal was for participants to gain experience, exposure, and develop basic knowledge and skills in the field. In December 2018, Human Resources received a positive response to the presentation of the internship program. Dr. Janice S. Drake, Principal of Woodlawn High School, invited the entire 2019 senior class to attend the presentation. As Human Resources and the Environmental Services Department continued to schedule presentations, we were able to secure plant tours for interested students from several schools.

In January 2019, Human Resources presented to seventy-eight (78) students at Clay-Chalkville High School. Twenty-six (26) of the seventy (70) students expressed interest in the internship. Between January 2019 and March 2019, five high schools toured various water reclamation facilities. After multiple attempts to either schedule presentations and or facility tours, Human Resources' efforts were unsuccessful for many schools. Human Resources made attempts by email, phone and school visits, but was unsuccessful in securing 100% participation from all targeted schools.

Human Resources and Environmental Services continued efforts to recruit local high school students for the Water Reclamation High School Internship Program. Due to spring break, the deadline for receiving applications was extended to April 2019. The program is scheduled to begin June 3, 2019.

### **Learning Management System (LMS)**

A contract with Sum Total/Skill Soft for a Learning Management System (LMS) has been approved. This software application can administer, regulate, track, and deliver learning. Specifically, the LMS will allow Human Resources to provide the employees of Jefferson County Commission with informational content and educational resources to promote professional development. The LMS will help to streamline learning content, programs, courses and support materials. The County currently does not have a system that is all inclusive. The LMS will go live in October 2019.

### **Ongoing Initiatives and Highlights**

A list of ongoing initiatives and special highlights for the current reporting period includes:

- *Americans with Disabilities Act (ADA) Training:* ADA training was provided to approximately two hundred (200) supervisors on November 13 and 14, 2018.
- *Customer Service Training:* Delivered five sessions of the Providing Exceptional Service Workshop series to sixty-eight (68) Revenue Department employees. Provided one session of the Providing Exceptional Service Workshop series to ten (10) Finance Department employees.
- *Mentally Health Workplace Training:* Human Resources coordinated and hosted five sessions of the Keys to Mentally Health Workplace Training to ninety-eight (98) employees across sixteen (16) departments.
- *Professional Department Training:* Provided two sessions of the Professional Department Training to eleven (11) General Services Department administrative employees.
- *Safety Exposition:* On March 12, 2019, Human Resources partnered with Birmingham-Jefferson

Convention Complex (BJCC) to conduct a Safety Exposition. Jefferson County Commission invited Environmental Services, General Services, and Roads and Transportation Department employees to learn more about workplace safety and compliance. Approximately fifty (50) Jefferson County Commission employees attended the event. Human Resources and staff from the Roads & Transportation Department and Cooper Green *Mercy* Health Services facilitated session on Blood Borne Pathogens, Personal Protective Equipment (PPE) and Hazardous Materials, Anti-Harassment, Slips and Falls, and Substance Abuse: The Opioid Epidemic.

- *Sensitivity Training*: Provided one session of Sensitivity Training to twelve (12) managers and supervisors of the Information Services Department.
- *Supervisors LEAD*: Facilitated eight (8), including HR pilot, two-day supervisor training workshops (i.e., Supervisors LEAD) with one hundred and fifty-two (152) supervisors across nineteen (19) departments during this report period. The initial two-day training was launched on November 15 and 16, 2018 and the final two-day training was completed on April 24-25, 2019.
- *Time Management Training*: On January 14, 2019, Human Resources collaborated with Family Court to provide Time Management Training to twenty-one (21) field probation officers.
- *Understanding the Equity and Inclusion Rule Training*: The Learning and Organizational Development Division (LOD) partnered with EID whereby EID facilitated a total of eighteen (18) training sessions during March 2019: eight (8) required sessions and two (2) make-up sessions for three hundred and seventy-six (376) Jefferson County leaders who were unable to attend the previously scheduled sessions and eight (8) optional sessions for two hundred forty-seven (247) front-line employees across sixteen (16) departments for a grand total of six hundred and twenty-three (623) employees.
- *Workplace Harassment Training*: The General Services Department completed Workplace Harassment trainings in November 2018. During the reporting period, the Learning and Organizational Development Division conducted Workplace Harassment Training with thirty-eight (38) staff members at Jefferson County Youth Detention Center. Sessions were held on February 6, 7, and 12, 2019. In an effort to comply with a recommendation from the Human Resources Department-Equity and Inclusion Division, the Environmental Services Department has been participating in workplace harassment training. Sixty (60) Environmental Services Department employees attended training on March 7, 11, and 14, 2019. Human Resources is currently exploring strategies to offer this training to other departments.

- *Start of Work Orientation*: Facilitated thirteen (13) orientations for one hundred and eighteen (118) new hire participants. The County Manager and departmental leaders actively participate in the full-day new hire orientations. The orientations are consistently rated positively by participants in terms of the usefulness of the content and activities.
- Completed ten (10) one-year developmental *Roadmaps* and six (6) *Workplace Expectation (WE)* sheets.

### 3.6 Technology Implementation and Efficiency

Human Resources continues to leverage the technological advances of its recently implemented Kronos HR & Payroll System. During the reporting period, Kronos was successfully used for the first time for Benefits Open Enrollment. Every eligible employee had the opportunity to use the integrated web-based application to enroll in benefits for the 2018 – 2019 fiscal year. Election options were automatically configured for payroll deductions. This is a tremendous advance for all County employees with regard to ease in the administration of the process. Benefit interface files have also been developed and deployed to transmit data to benefit providers of covered employees.

The Human Resources Information Systems (HRIS) Division has also begun rollout of the Kronos Time-off Requests. This will allow for online/automated requests and approvals of time off. Once approved, the requested time is automatically entered on the employee's electronic timecard. This will create more efficient and accurate payroll processing. The HRIS Division plans to incrementally roll out this feature to each department of Jefferson County Commission beginning in the next reporting period.

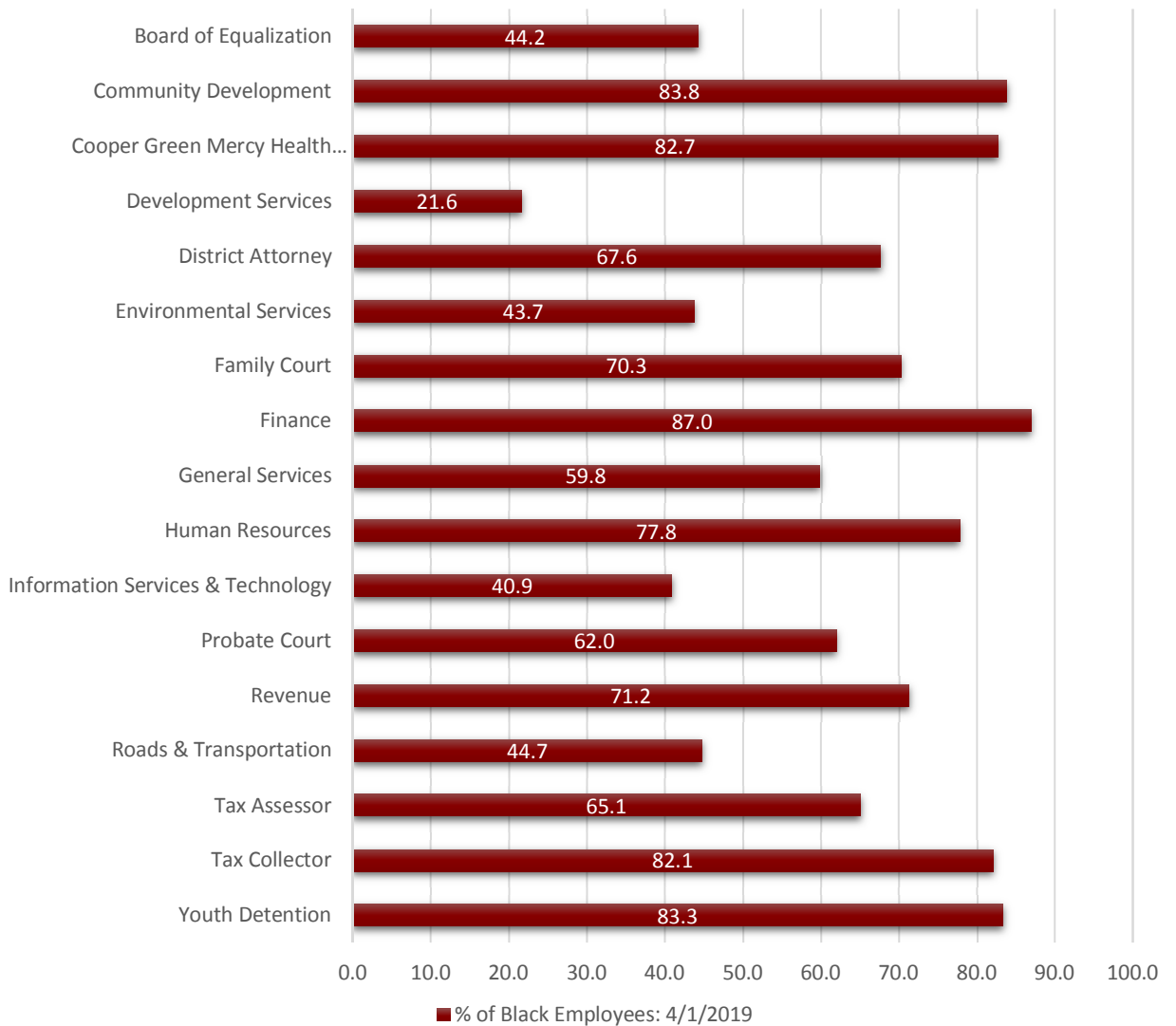
Kronos was also leveraged to issue W-2s for the 2018 calendar year. For the first time, Jefferson County Commission employees were able to access their W-2s online. In addition, any Jefferson County Commission employee who did not 'opt out' of a paper version also received a paper copy of their W-2.

The HRIS Division continues to maintain and develop other web applications to increase efficiency and productivity within Human Resources and in the County as a whole.

### **Department Demographics Snapshots**

To understand overall demographic trends in the County's workforce of two-thousand five-hundred and sixty-nine (2569) employees (excluding elected officials) in three-hundred and seventy-five (375) Job Classes, Figures 4-7 provide Race and Gender snapshots of the percent of employees in eighteen (18) departments and changes in the previous six months for departments with twenty (20) or more employees as of March 31, 2019.

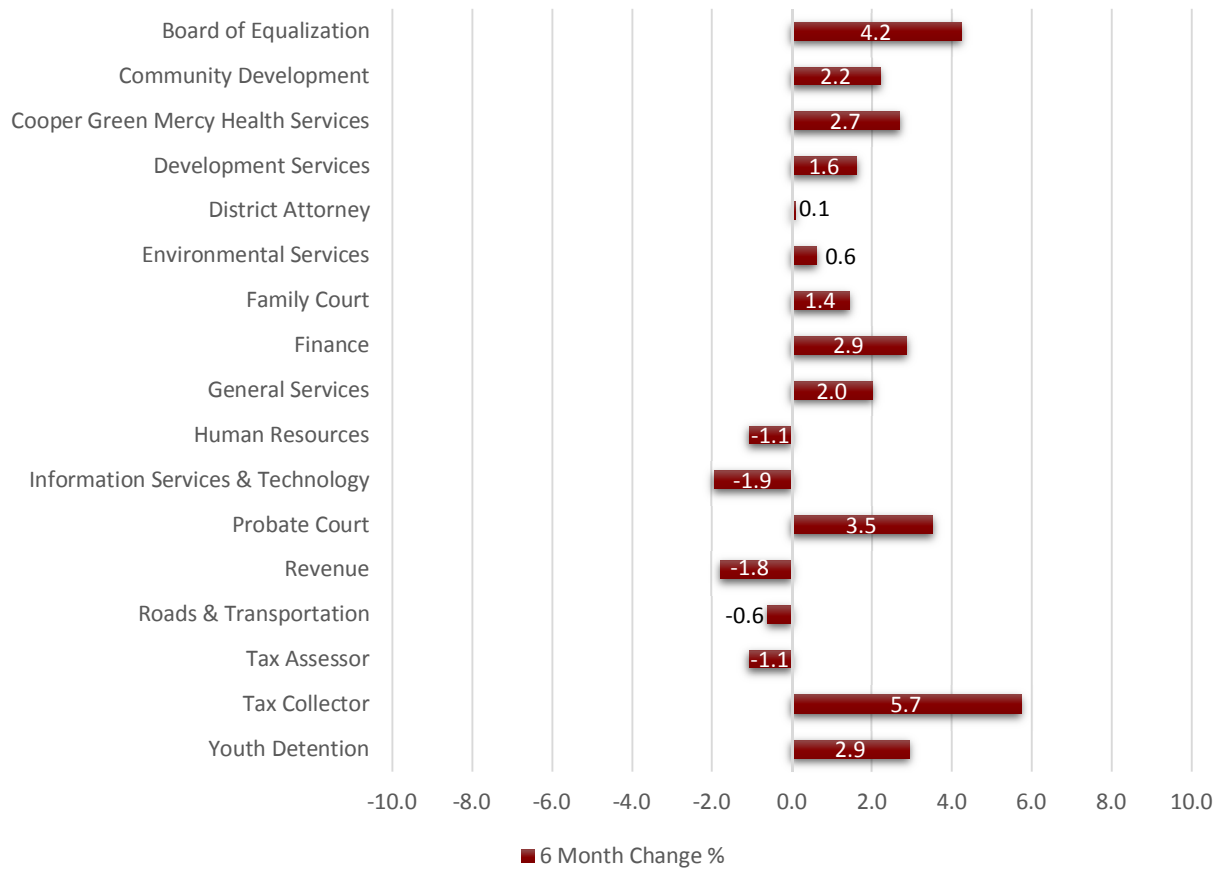
Figure 4. Race Composition: Percent of Full-Time Equivalent (FTE) Black Employees by Department



Percentage of Black FTEs in a department. Only departments with at least 20 employees are displayed.

Note that the above chart displays only the overall percentage of Black FTEs in each department, without regard to any possible differences in racial composition at different levels (e.g., entry-level vs. managerial). Departments range from 21.6% Black (Development Services) to 87.0% Black (Finance). The charts provided later in this section of the report provide greater detail and analysis of these results by department and job class. As part of refining the data for analysis, HR removed elected and State Court employees from the departmental analysis.

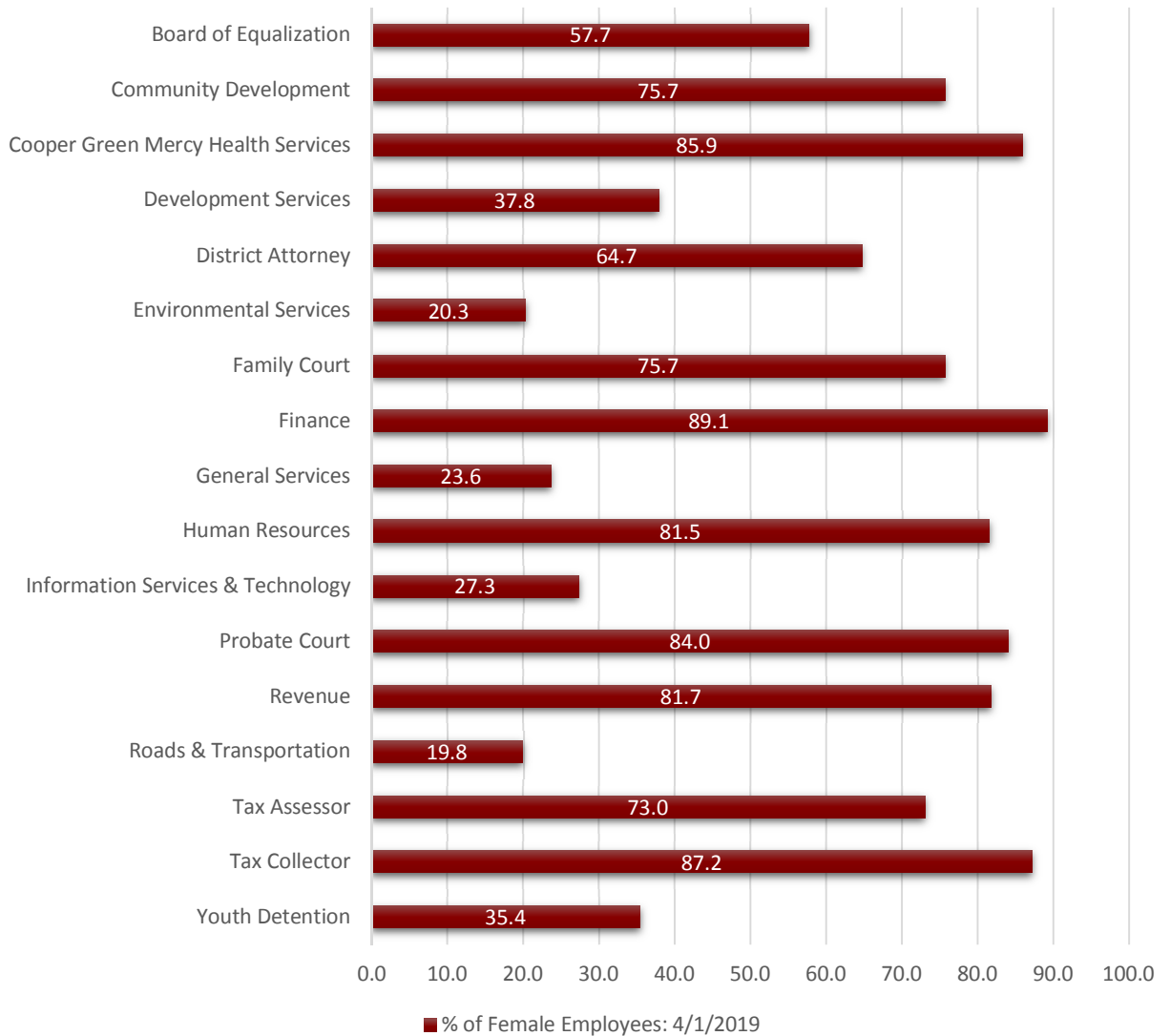
Figure 5. Race Composition – Percentage Change to Black FTEs by Department



■ Represents percent change over previous 6 months. Only departments with at least 20 employees are displayed.

Of the 18 departments within Jefferson County having at least 20 employees, most showed no to small positive or negative percent change over the previous six-month period. Larger percentage increases observed in the Board of Equalization and Tax Collector are in part due to the hiring of administrative level professionals, accounting and tax professionals and appointed senior level managers. The charts provided later in this section of the report provide greater detail and analysis of these results by department and job class.

Figure 6. Gender Composition – Percent of Full Time Equivalent (FTE) female Employees by Department

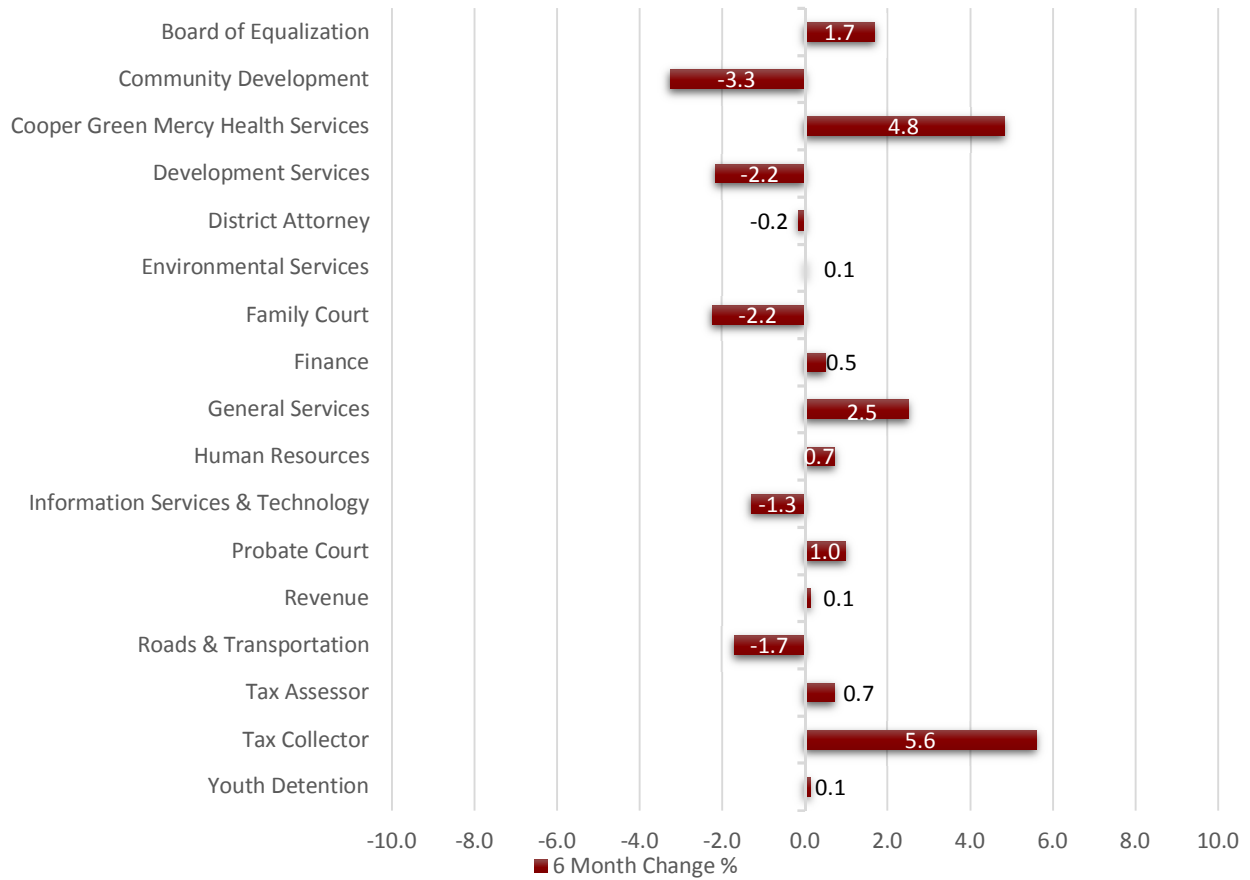


Percentages represent Female FTEs in a department. Only departments with at least 20 employees are displayed.

Note that the above chart displays only the overall percentage of female FTEs in each Department, without regard to any possible differences in gender composition at different levels (e.g., entry-level vs. managerial). Departments range from 19.8% female (Roads & Transportation) to 89.1% female (Finance). The charts provided later in this section of the report provide greater detail and analysis of these results by department and job class.




Figure 7. Gender Composition – Percentage Change to Full Time Equivalent (FTE) female Employees by Department



■ Represents percent change over previous 6 months. Only departments with at least 20 employees are displayed.

Of the 18 departments within Jefferson County having at least 20 employees, most showed no to small positive or negative percent changes in gender composition over the previous six-month period. The largest percentage increase observed in the Tax Collector Department is due in part to the hiring of an Accountant position; while, the largest decrease observed in the Community Development Department is due the loss of Accountant position and Administrative Clerk position. The charts provided later in this section of the report provide greater detail and analysis of these results by department and job class.

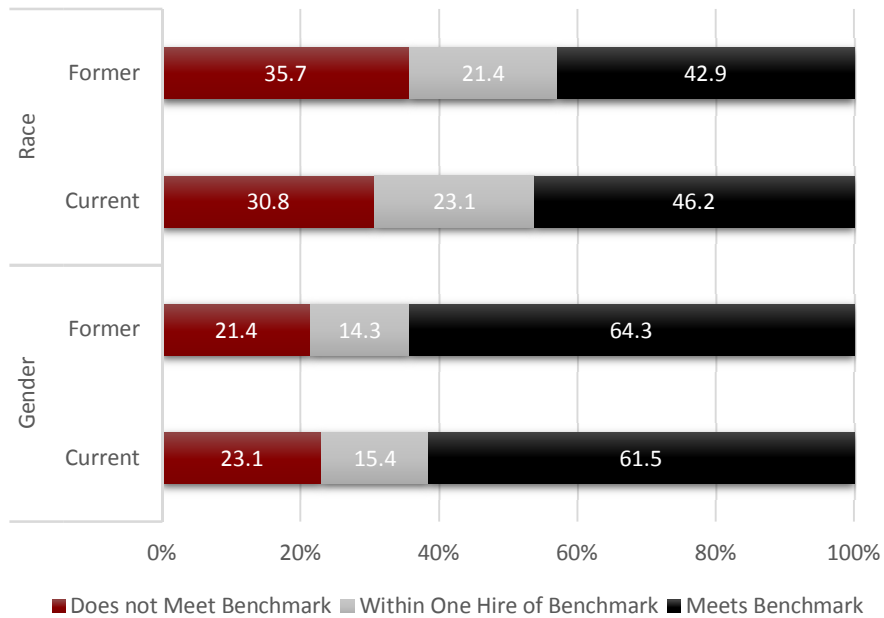


The charts in this section illustrate shifts in representation of Black and female employees in job classes by department between the previous and current reporting period. *Based on the most recent 2010 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 40.2% and females is 49.7%.* The charts highlight which percentages of job classes within each department meeting these benchmarks, not meeting these benchmarks, and are within one hire of meeting the benchmarks.

Appendix B provides detailed departmental information by job class including percentages of employees by race and gender in each class. The charts in Appendix B correspond to the charts in this section.

NOTE: Calculations of jobs meeting benchmarks reported included only job classes with incumbents. In the former calculations, all listed job classes were included in calculations. This change may account for some of the variation from the previous to current calculations.

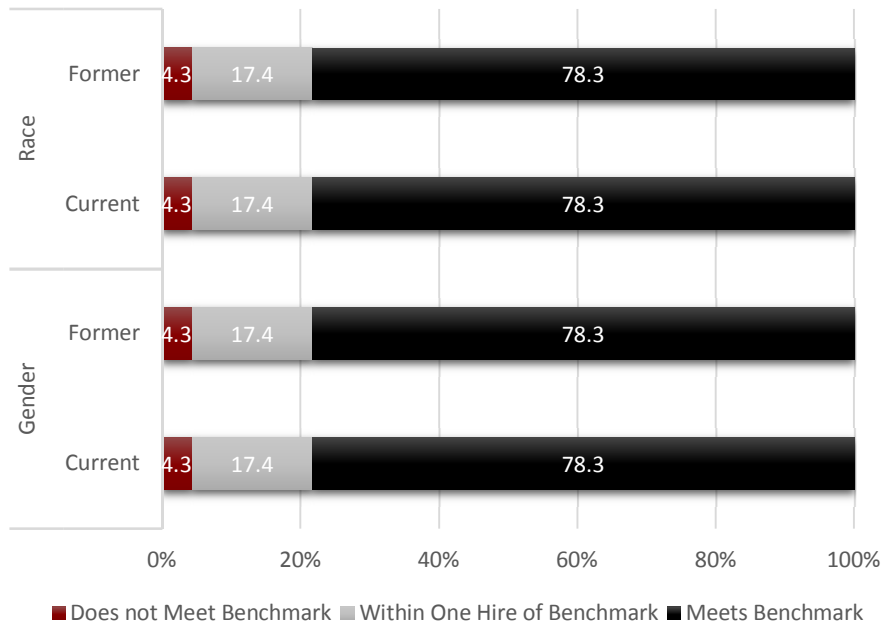
Figure 8. Percent of Board of Equalization Department job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Board of Equalization meeting the Race benchmark increased by 3.3%. The job class of Administrative Clerk had a positive percentage change. For the full breakdown of the Board of Equalization Department job classes, please see Table B1 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in the Board of Equalization meeting the Gender benchmark decreased by 2.8%. The job class of Administrative Coordinator had a negative percentage change. For the full breakdown of job classes in the Board of Equalization, please see Table B2 in Appendix B.

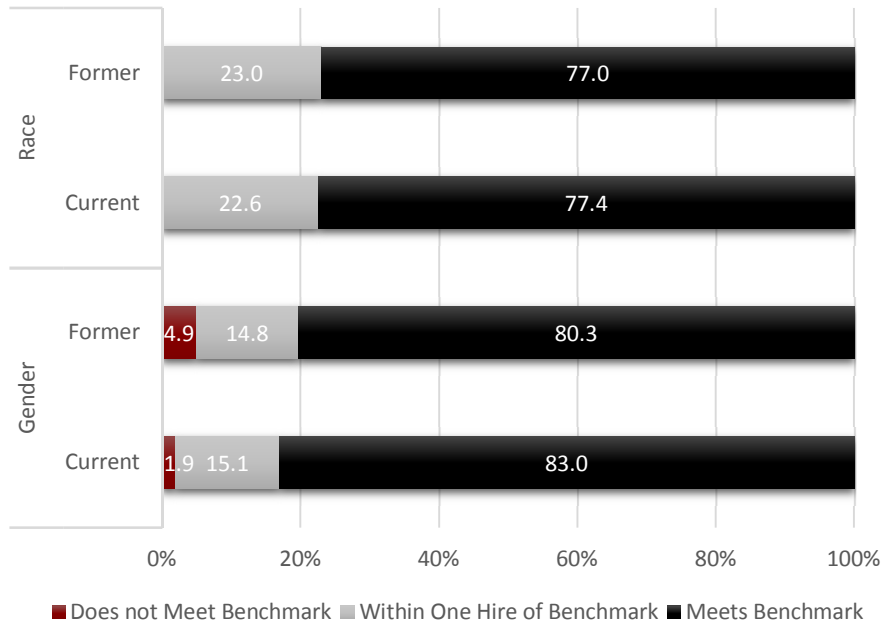
Figure 9. Percent of **Community Development Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Community Development Department meeting the Race benchmark did not change. For the full breakdown of the Community Development Department job classes, please see Table B3 in Appendix B.

**Gender:** Over the preceding 6 months, similar to the Race benchmark, the percentage of jobs in the Community Development Department meeting the Gender benchmark did not change. For the full breakdown of the Community Development Department job classes, please see Table B4 in Appendix B.

Figure 10. Percent of **Cooper Green Mercy Health Services** job classes meeting Race and Gender Benchmarks<sup>1</sup>

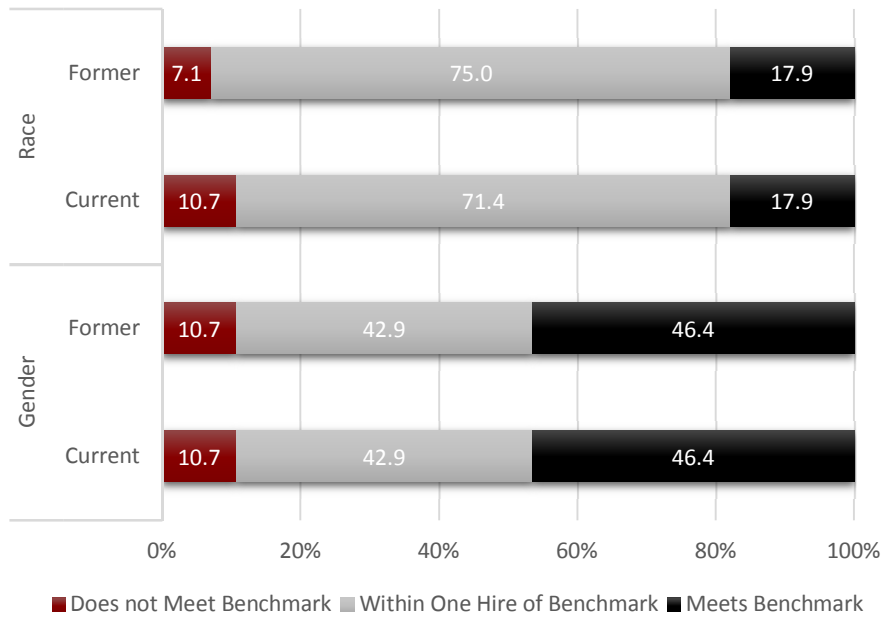


**Race:** Over the preceding 6 months, the percentage of jobs in Cooper Green Mercy Health Services (CGMHS) meeting the Race benchmark increased by 0.4%. For the full breakdown of the CGMHS job classes, please see Table B5 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs CGMHS meeting the Gender benchmark increased by 2.7%. The Clinical Nurse Practitioner, Licensed Practical Nurse, and Pharmacy Technician job classes had positive percentage changes. For the full breakdown of job classes in CGMHS, please see Table B6 in Appendix B.

<sup>1</sup>The November 2018 metric report calculations for Cooper Green Mercy Health Services current race omitted data for Director of Quality Improvement and Revenue Integrity Officer. The former data presented in this figure is updated.

Figure 11. Percent of **Development Services Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Development Services Department meeting the Race benchmark did not change. For the full breakdown of the Development Services Department job classes, please see Table B7 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in the Development Services Department meeting the Gender benchmark did not change. For the full breakdown of job classes in the Development Services Department, please see Table B8 in Appendix B.

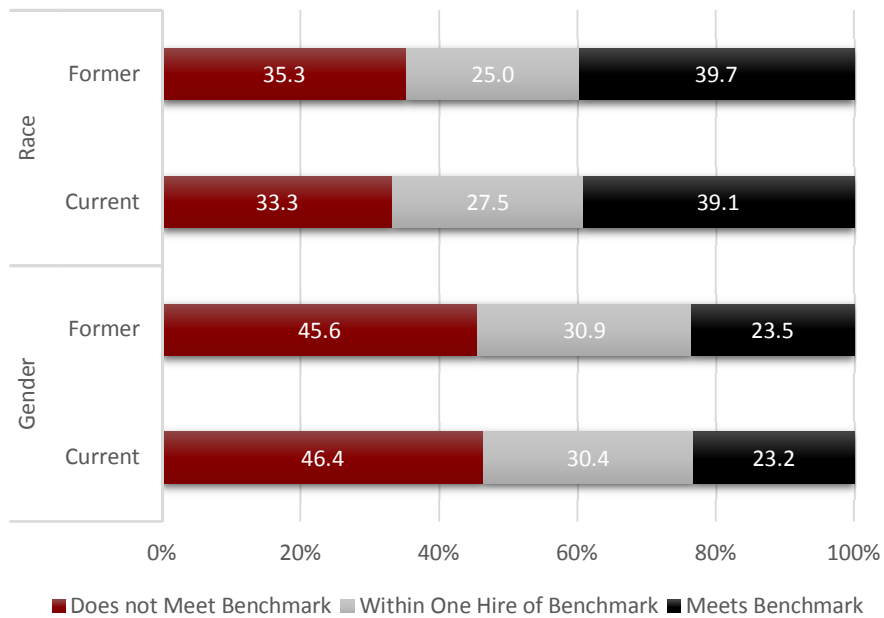
Figure 12. Percent of **District Attorney Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the District Attorney Department meeting the Race benchmark did not change. For the full breakdown of the District Attorney job classes, please see Table B9 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in the District Attorney Department meeting the Gender benchmark did not change. For the full breakdown of the District Attorney job classes, please see Table B10 in Appendix B.

Figure 13: Percent of **Environmental Services** job classes Meeting Race & Gender Benchmark

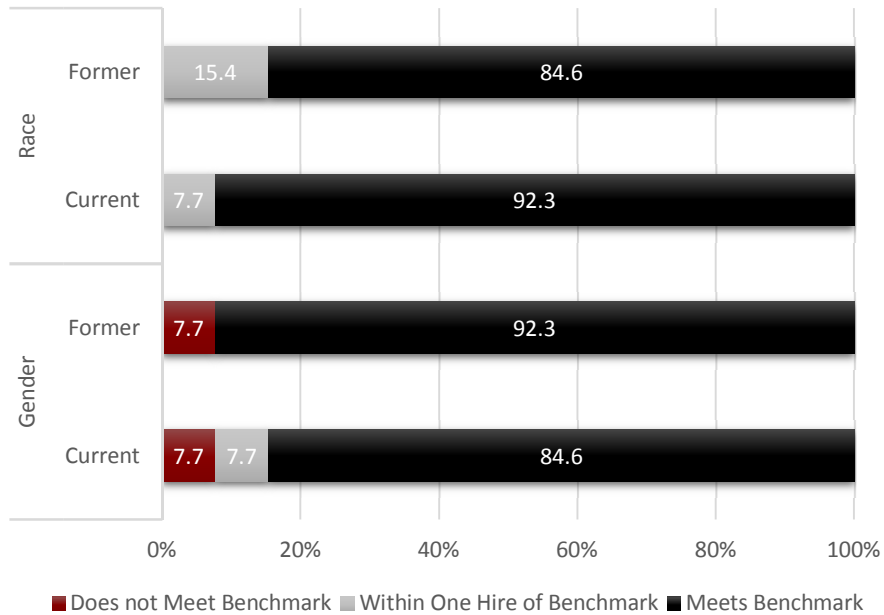


**Race:** Over the preceding 6 months, the percentage of jobs in Environmental Services Department meeting the Race benchmark decreased by 0.6%. The Administrative Clerk, Chief Civil Engineer, Engineering Aide, Engineering Inspector, Heavy Equipment Operator, Skilled Laborer, WRF Maintenance Worker, WRF Operator Apprentice and WRF Operator IV job classes had positive percentage change. For the full breakdown of the Environmental Services Department job classes, please see Table B11 in Appendix B.

**Gender:** Over the preceding 6 months, the Environmental Services Department level of progress toward meeting the Gender benchmark decreased by 0.3%. The Engineering Aide, Engineering Inspector, Sewer Video Supervisor, Skilled Laborer, WRF Maintenance Worker, WRF Operator Apprentice, WRF Operator I and WRF Operator IV job classes had positive percentage change. For the full breakdown of the Environmental Services Department job classes, please see Table B12 in Appendix B.



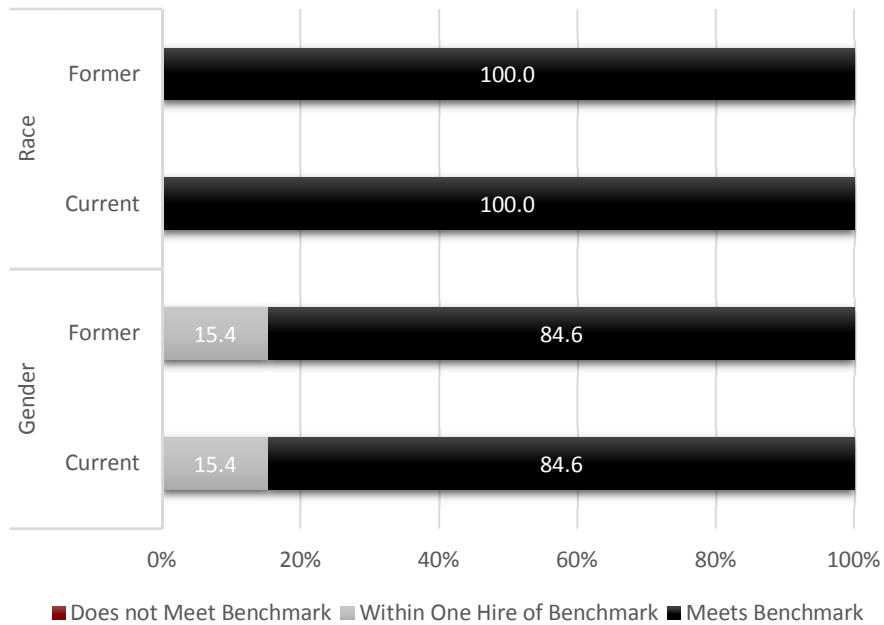
Figure 14. Percent of **Family Court Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in Family Court meeting the Race benchmark increased by 7.7%. The Deputy Court Administrator and Probation Officer job classes had positive percentage changes. For the full breakdown of Family Court job classes, please see Table B13 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in Family Court meeting the Gender benchmark decreased by 7.7%. The Deputy Court Administrator job class had a positive percentage change. For the full breakdown of Family Court job classes, please see Table B14 in Appendix B.

Figure 15. Percent of **Finance Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Finance Department meeting the Race benchmark did not change. For the full breakdown of Finance Department job classes, please see Table B15 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in the Finance Department meeting the Gender benchmark did not change. For the full breakdown of Finance Department job classes, please see Table B16 in Appendix B.

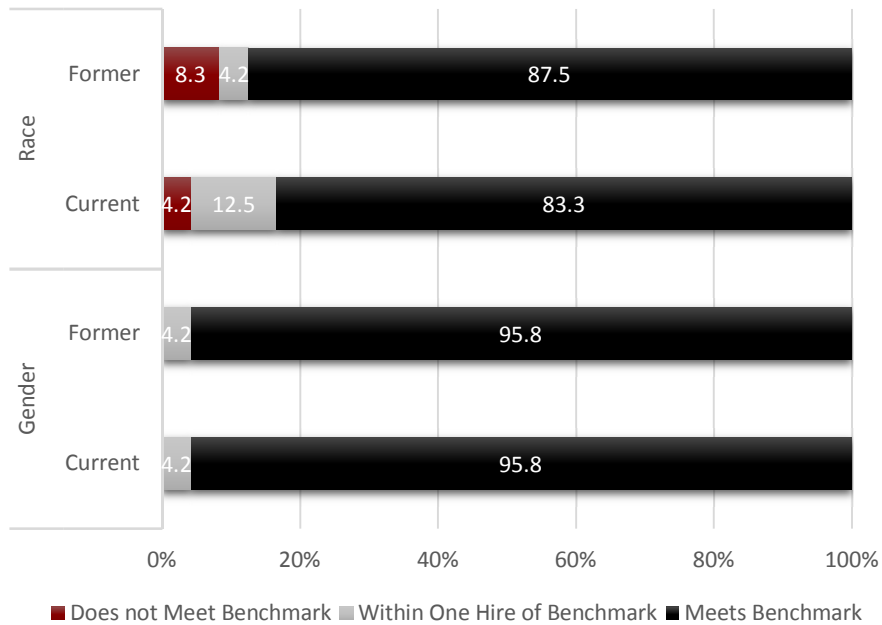
Figure 16. Percent of **General Services Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the General Department meeting the Race benchmark increased by 1.1%. The Building Maintenance Superintendent, Cabinetmaker, Electrician, Electronics Technician, Maintenance Repair Worker, Plumber and Security Officer job classes had positive percentage changes. For the full breakdown of the General Services Department job classes, please see Table B17 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in the General Services Department meeting the Gender benchmark decreased by 2.0%. The Administrative Clerk, Maintenance Repair Worker and Security Officer job classes had positive percentage changes. For the full breakdown of General Services Department job classes, please see Table B18 in Appendix B.

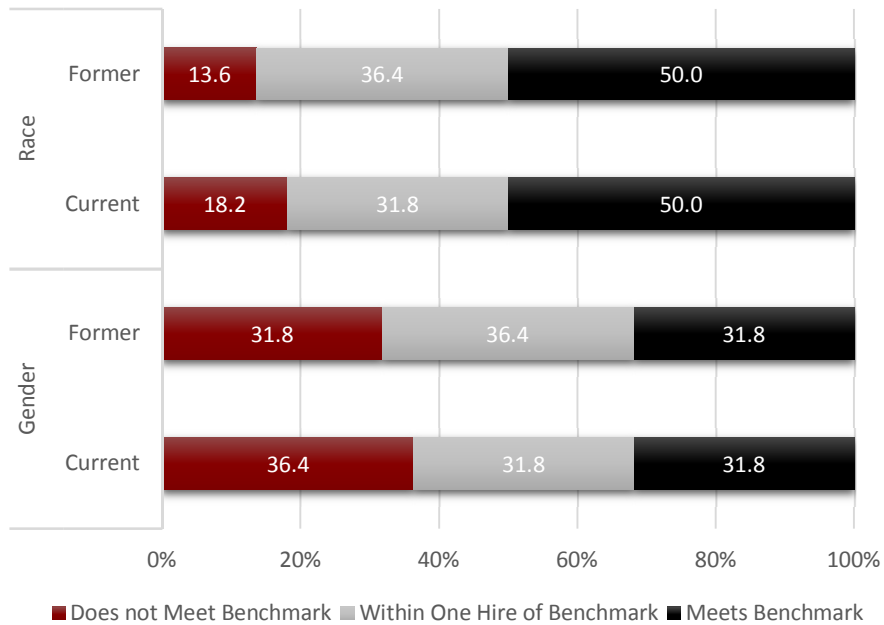
Figure 17. Percent of **Human Resources Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Human Resources Department meeting the Race benchmark decreased by 4.2%. The Assessment and Development Specialist job class had a positive percentage; while, the Human Resources Technician had a negative percentage change. For the full breakdown of the Human Resources Department job classes, please see Table B19 in Appendix B.

**Gender:** Over the preceding 6 months, the Human Resources Department meeting the Gender benchmark did not change. Both the Assessment and Development Specialist and Human Resources Technician job classes had positive percentage changes. For the full breakdown of job classes in the Human Resources Department, please see Table B20 in Appendix B.

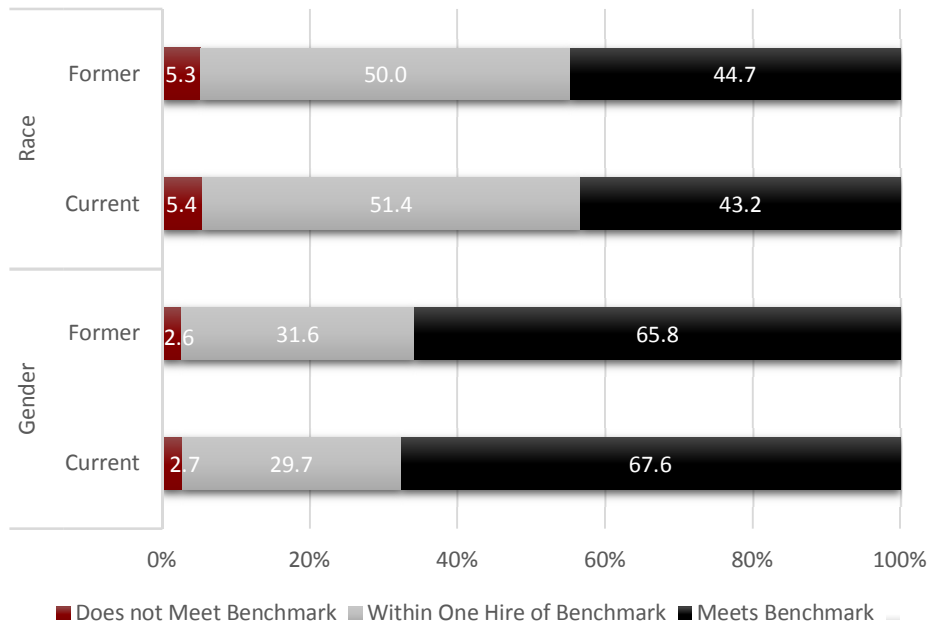
Figure 18. Percent of **Information Services & Technology Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Information Services & Technology Department meeting the Race benchmark did not change. The Administrative Services Manager and Application Developer had negative percentage changes. For the full breakdown of the Information Services & Technology Department job classes, please see Table B21 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in the Information Services & Technology Department meeting the Gender benchmark did not change. Both the Application Developer and Personal Computer/Network Technician had negative percentage changes. For the full breakdown of job classes in the Information Services & Technology Department, please see Table B22 in Appendix B.

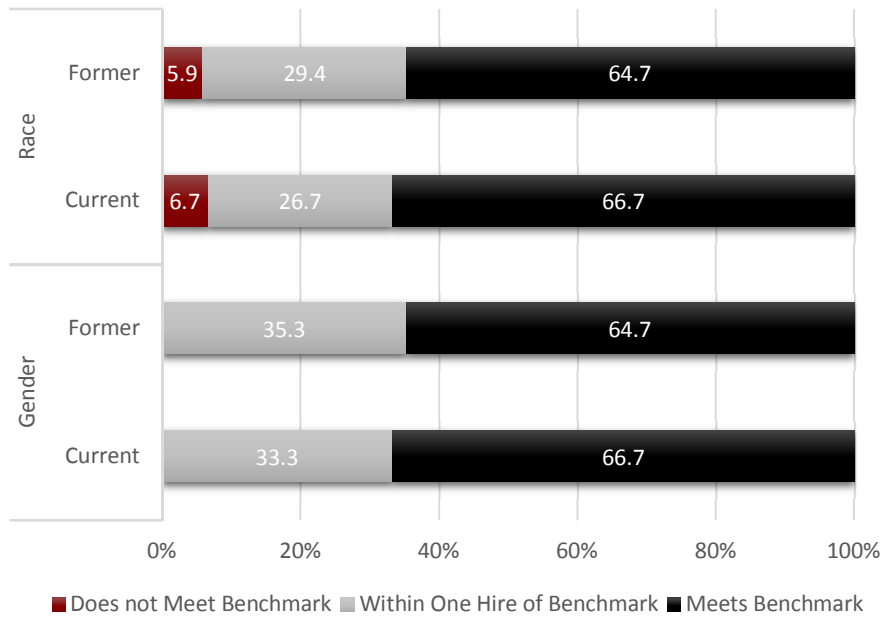
Figure 19. Percent of **Departments with Less Than 20 Employees** meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Departments with Less than 20 Employees meeting the Race benchmark decreased by 1.5%. For the full breakdown of Departments with Less than 20 Employees job classes, please see Table B35 in Appendix B.

**Gender:** Over the preceding 6 months, the Departments with Less than 20 Employees meeting the Gender benchmark increased by 1.8%. For the full breakdown of job classes Departments with Less than 20 Employees, please see Table B36 in Appendix B.

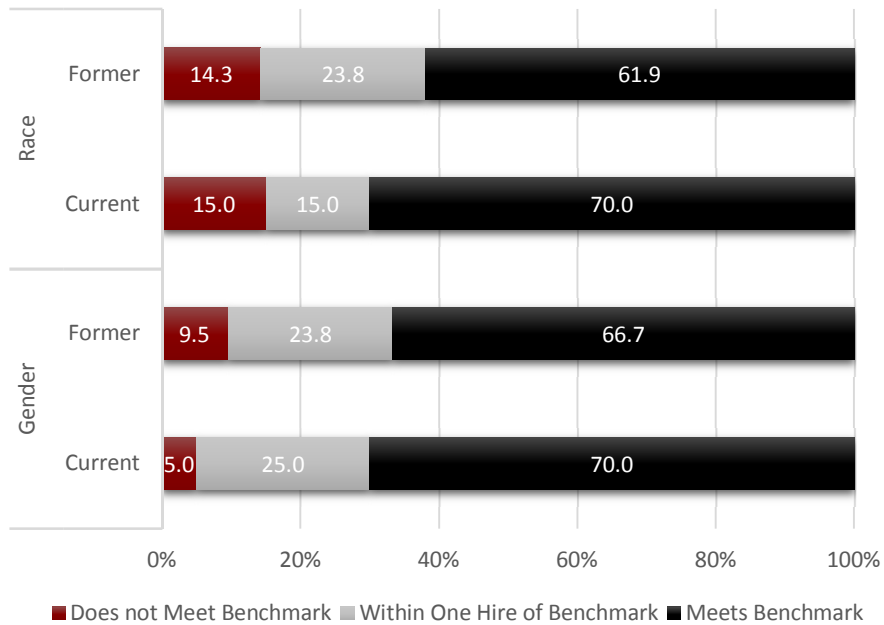
Figure 20. Percent of **Probate Court Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Probate Court Department meeting the Race benchmark increased by 2.0%. The Principal Court Clerk job class had a positive percentage change. For the full breakdown of the Probate Court Department job classes, please see Table B23 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in the Probate Court Department meeting the Gender benchmark increased by 2.0. For the full breakdown of job classes in the Probate Court Department, please see Table B24 in Appendix B.

Figure 21. Percent of **Revenue Department** job classes meeting Race and Gender Benchmarks

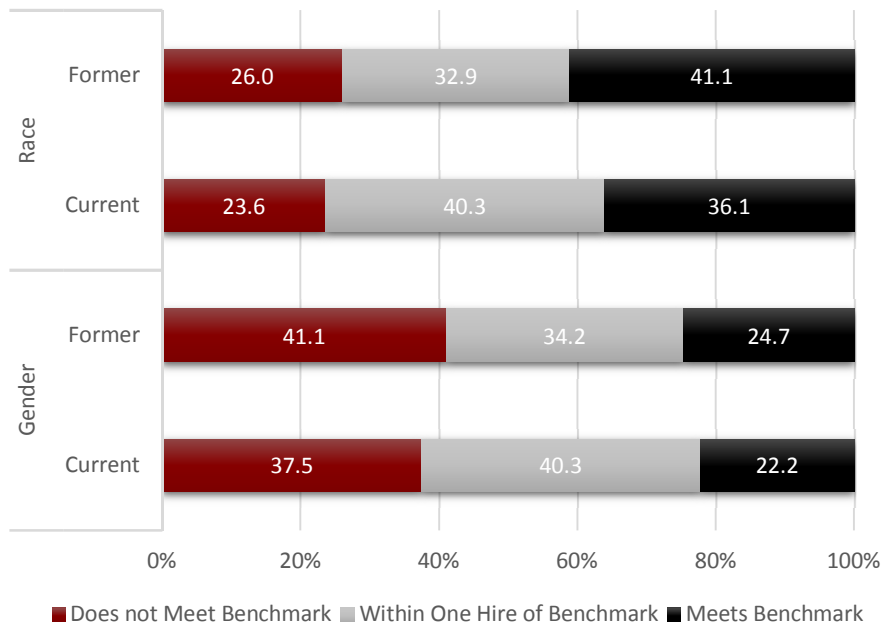


**Race:** Over the preceding 6 months, the Revenue Department increased the number of job classes meeting the Race benchmark by 8.1%. The Auditor, Principal Accountant and Principal Auditor and Revenue Examiner job classes had positive percentage changes. For the full breakdown in the Revenue Department, please see Table B25 in Appendix B.

**Gender:** Over the preceding 6 months, the Revenue Department increased the number of job classes meeting the Gender benchmark by 3.3%. Job classes that had a positive percentage change include Accounting Assistant II, Auditor and Principal Accountant. For the full breakdown in the Revenue Department, please see Table B26 in Appendix B.



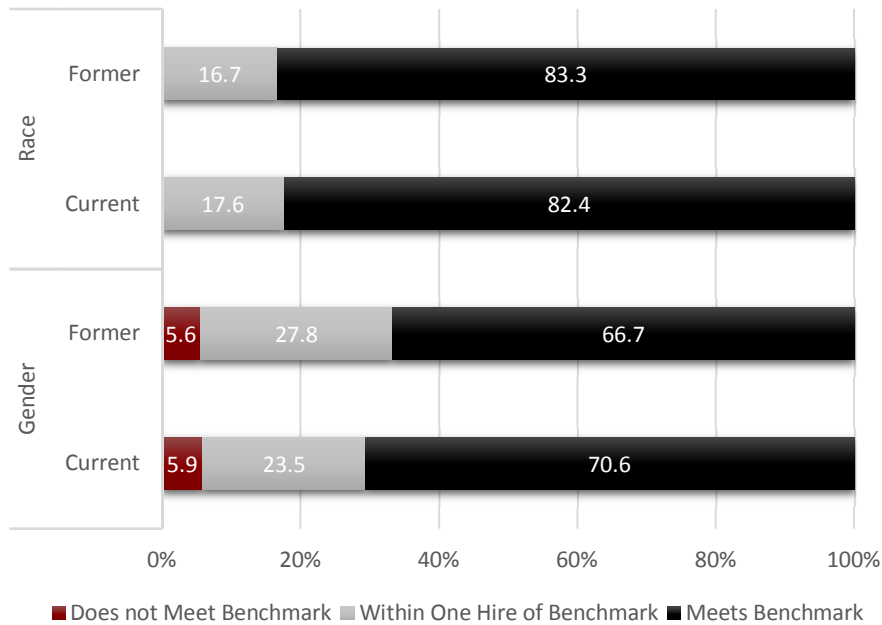
Figure 22: Percent of **Roads and Transportation Department** job classes Meeting Race & Gender Benchmark



**Race:** Over the preceding 6 months, the Roads and Transportation Department decreased the number of job classes meeting the Race benchmark by 0.5%. Job classes that had a positive percentage change include Construction Equipment Operator, Traffic Maintenance Worker, Traffic Signal Worker and Truck Driver. For the full breakdown of the Roads and Transportation Department job classes, please see Table B27 in Appendix B.

**Gender:** Over the preceding 6 months, the Roads and Transportation Department decreased the number of job classes meeting the Gender benchmark by 2.5%. The Construction Equipment Operator, Senior Land Acquisition Agent and Street Paving Supervisor job classes had a positive percentage change. For the full breakdown of job classes in Roads and Transportation, please see Table B28 in Appendix B.

Figure 23. Percent of **Tax Assessor Department** job classes meeting Race and Gender Benchmarks<sup>2</sup>

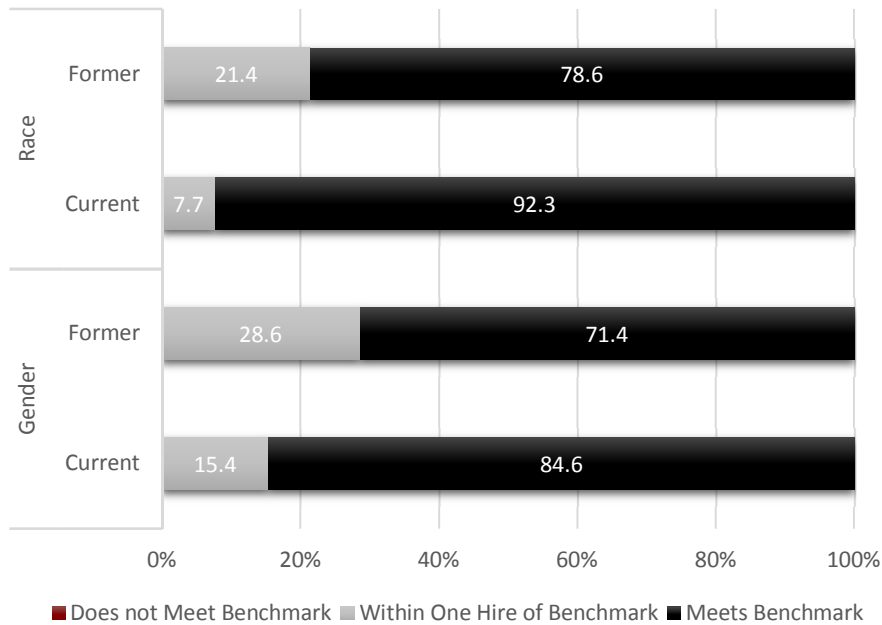


<sup>2</sup> As part of refining the data for analysis, HR removed appointed, elected, Sheriff, and State Court employees from the departmental analysis. This data refinement method may account for some of the percentage differential changes in some departments when comparing the last annual report to this report.

**Race:** Over the preceding 6 months, the percentage of jobs in the Tax Assessor Department meeting the Race benchmark decreased by 0.9%. The Principal Auditor job class had a positive percentage change. For the full breakdown of the Tax Assessor Department job classes, please see Table B29 in Appendix B.

**Gender:** Over the preceding 6 months, the Tax Assessor Department increased the number of job classes meeting the Gender benchmark by 3.9%. One job class that had a positive percentage was Principal Auditor. For the full breakdown of job classes in the Tax Assessor Department, please see Table B30 in Appendix B.

**Figure 24. Percent of Tax Collector Department job classes meeting Race and Gender Benchmarks<sup>3</sup>**

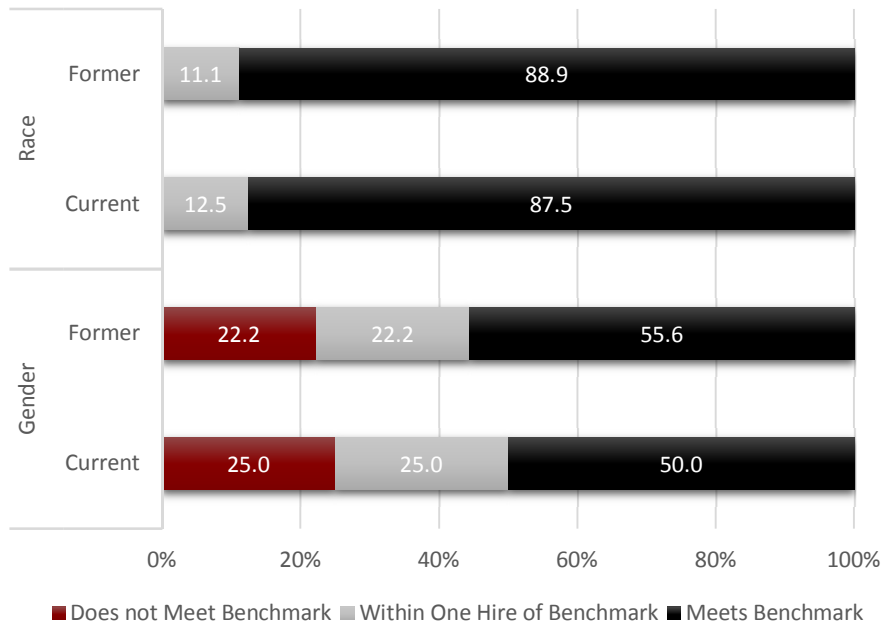


<sup>3</sup> As part of refining the data for analysis, HR removed appointed, elected, Sheriff, and State Court employees from the departmental analysis. This data refinement method may account for some of the percentage differential changes in some departments when comparing the last annual report to this report.

**Race:** Over the preceding 6 months, the percentage of jobs in the Tax Collector Department meeting the Race benchmark increased by 13.7%. Two job classes that had a negative percentage change include Administrative Clerk and Assistant Tax Collector-Bessemer Division. For the full breakdown of the Tax Collector Department job classes, please see Table B31 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in the Tax Collector Department meeting the Gender benchmark increased by 13.2%. The Accountant, Accounting Assistant II and Tax Agent had a positive percentage change. For the full breakdown of job classes in the Tax Collector Department, please see Table B32 in Appendix B.

Figure 25. Percent of **Youth Detention Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Youth Detention Department meeting the Race benchmark decreased by 1.4%. The Juvenile Detention Officer job class had a positive percentage change. For the full breakdown of the Youth Detention Department job classes, please see Table B33 in Appendix B.

**Gender:** Over the preceding 6 months, the Youth Detention Department decreased the number of job classes meeting the Gender benchmark by 5.6%. The Cook job class had a positive percentage change. For the full breakdown of job classes in the Youth Detention Department, please see Table B34 in Appendix B.

## Section 5. Semi-Annual Reporting – Metrics Analysis

Metric 1 – Employment Rates by Race Compliance (job titles specified in Consent Decree Paragraph 9)

Metric 2 – Employment Rates by Gender Compliance (job titles specified in Consent Decree Paragraph 9)

Metric 3 – Hiring by Race Compliance (from Consent Decree Paragraph 9)

Metric 4 – Hiring by Gender Compliance (from Consent Decree Paragraph 9)

Metric 5 – Employment Rates by Race Compliance (>80% eligibility)

Metric 6 – Employment Rates by Gender Compliance (>80% eligibility)

Metric 7 – Employment Percentage by Race Compliance (from Appendix A of the Consent Decree)

Metric 8 – Employment Percentage by Gender Compliance (from Appendix A of the Consent Decree)

Metric 9 – Number of Black Applicants by Race Compliance (from Appendix A of the Consent Decree)

Metric 10 – Number of female Applicants Gender Compliance (from Appendix A of the Consent Decree)

Metric 11 – Promotional Race Compliance (external Black applicants approximating the percentage of eligible Black applicants currently employed)

Metric 12 – Promotional Gender Compliance (external female applicants approximating the percentage of eligible female

This section of the report provides metric shifts over the past 6 months. The charts in this section illustrate shifts in representation of Black and female employees in job classes by metrics between the previous and current reporting period.

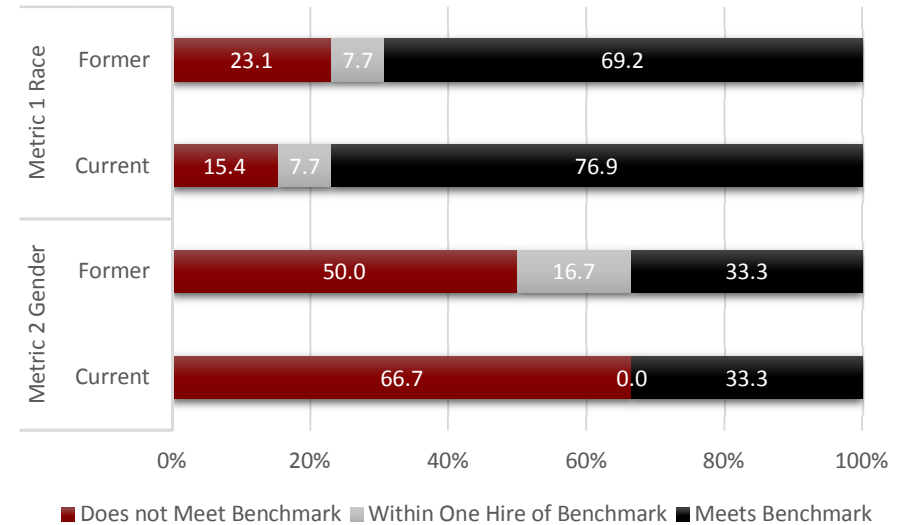
Appendix C provides metric details by job class and an overview of the extent to which the County is meeting objectives of the Consent Decree, separated into 12 metrics that address progress in employment, promotion, and applicant diversity. Job classes that are or are not currently in compliance with the mandates of the Consent Decree are highlighted.

**NOTE:** Calculations of jobs meeting benchmarks reported included only job classes with incumbents. In the former calculations, all listed job classes were included in calculations. This change may account for some of the variation from the previous to current calculations.

Further, in an effort to provide the most accurate data possible some calculations have been modified. Any discrepancies between the previous data in this report and the current data in the last report is contributed to these modifications.

**Metrics 1 & 2:** Using Metric 1, we evaluate whether the number of Black employees in job titles specified by Paragraph 9 of the Consent Decree approximates the respective percentage of Blacks in the civilian labor force of Jefferson County. Based on the most recent 2010 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 40.2%. The change in employment rates for Black employees in these job classes during the relevant time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 24. Using Metric 2, we evaluate whether the number of female employees in job titles specified by Paragraph 9 of the Consent Decree approximates the respective percentage of females in the civilian labor force of Jefferson County. Based on the most recent U.S. Census, the percentage of females in the civilian labor force of Jefferson County is 49.7%. The change in employment rates for female employees in these jobs during the relevant time period, as well as whether or not these jobs are in compliance with the Consent Decree are contained in Figure 26.

Figure 26. Percent of job classes meeting Employment Rates by Race (Metric 1) and by Gender (Metric 2) (job titles specified in Paragraph 9 of the Consent Decree)



The full table for Metric 1 is presented in Table C1 in Appendix C. For Metric 1, over the preceding 6 months, 5 job classes (Accounting Assistant I, Auditor, Labor Supervisor, Truck Driver and WRF Operator I) show a decrease in the total number of Black employees. In addition, there are job classes that are not meeting the benchmark (Automotive Technician, Construction Equipment Operator and Public Works Supervisor – Construction or Sanitation).

The full table for Metric 2 is presented in Table C2 in Appendix C. For Metric 2, over the preceding 6 months, there were no meaningful changes for relevant job classes. Four of the six job classes included in Metric 2 did not meet the benchmark (Deputy Sheriff, Engineering Aide, Security Officer, and Senior Civil Engineer). The Deputy Sheriff job class lost 3 female employees over the preceding 6 months; while, the Engineering Aide, Senior Civil Engineer and Stores Clerk job classes had no change in employment during the previous 6 months.

**Metric 3:** Using Metric 3, we evaluate whether the number of probationary (i.e., recent) hires of Black employees in job classes specified by Paragraph 9 of the Consent Decree approximates the respective percentage of Blacks in the certification list of employees for that position within Jefferson County (with ‘approximates’ defined as being at least 80% of the certification list availability). Each job features a different number of eligible employees based on the respective certification list figures. The change in employment rates for Black probation employees in these job classes during the relevant time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 27 below.

Figure 27. Percent of job classes meeting **Metric 3 – Hiring Race Compliance** (hiring of Black applicants as specified in Consent Decree Paragraph 9)

Job Title	% of Black Employees on Certification List: 10/1/2018	% of Black Probational Employees: 10/1/2018	% of Black Employees on Certification List: 4/1/2019	% of Black Probational Employees: 4/1/2019	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	80.5	100.0	80.3	100.0	3	3	-0.2	2	Yes
Accounting Assistant I	76.8	0.0	0.0	--	0	0	--	0	--
Administrative Clerk	76.3	100.0	50.0	66.7	15	10	-26.3	3	Yes
Auditor	0.0	--	0.0	--	0	0	--	0	--
Automotive Technician	36.0	71.4	0.0	--	0	0	--	-5	--
Construction Equipment Operator	0.0	--	0.0	25.0	4	1	0.0	1	Yes
Engineering Aide	0.0	--	0.0	--	0	0	--	0	--
Heavy Equipment Operator	18.2	--	0.0	--	0	0	--	0	--
Labor Supervisor	47.2	--	36.4	--	0	0	--	0	--
Public Works Supervisor (Construction or Sanitation)	7.7	--	9.0	--	0	0	--	0	--
Revenue Examiner	0.0	--	0.0	100.0	1	1	0.0	1	Yes
Truck Driver	62.8	71.4	68.1	--	0	0	--	-5	--
WRF Operator I	0.0	--	0.0	--	0	0	--	0	--

For Metric 3, over the preceding 6 months, there is a change in the total number of Black employees in six job classes (Accountant, Administrative Clerk, Automotive Technician, Construction Equipment Operator, Revenue Examiner and Truck Driver). Of these job classes, the Automotive Technician and Truck Driver had the most significant decline in the total number of Black employees hired. The Accountant, Administrative Clerk, Construction Equipment Operator and Revenue Examiner all meet the benchmark.

**Metric 4:** Using Metric 4, we evaluate whether the number of probationary (i.e., recent) hires of female employees in job classes specified by Paragraph 9 of the Consent Decree approximates the respective percentage of females in the certification list of employees for that position within Jefferson County (with ‘approximates’ defined as being at least 80% of the certification list availability). Each job features a different number of eligible employees based on the respective certification list figures. The change in employment rates for female probationary employees in these job classes during the relevant time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 28 below.

Figure 28. Percent of job classes meeting Metric 4 – Hiring Gender Compliance (hiring of female applicants as specified in Consent Decree Paragraph 9)

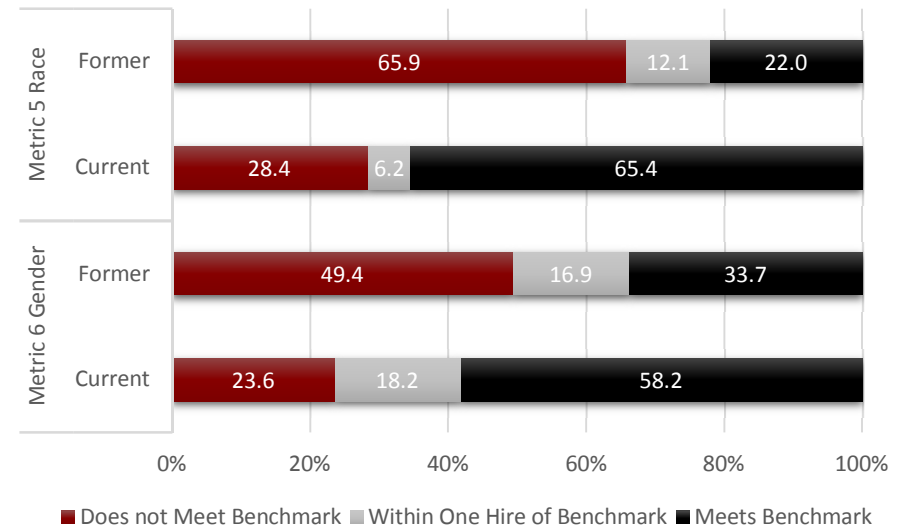
Job Title	% of Female Employees on Certification List: 10/1/2018	% of Female Probational Employees: 10/1/2018	% of Female Employees on Certification List: 4/1/2019	% of Female Probational Employees: 4/1/2019	Current Total Probationary Employees	Current Total Female Probationary Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Deputy Sheriff	28.6	14.3	19.9	5.3	19	1	-8.7	0	No
Drafter	0.0	--	0.0	--	0	0	--	0	--
Engineering Aide	0.0	--	0.0	--	0	0	--	0	--
Revenue Examiner	0.0	--	0.0	100.0	1	1	0.0	1	Yes
Security Officer	34.7	41.7	12.5	0.0	3	0	-22.2	-5	No
Senior Civil Engineer	0.0	--	0.0	--	0	0	--	0	--
Stores Clerk	0.0	--	0.0	--	0	0	--	0	--
Traffic Control Technician	0.0	--	0.0	--	0	0	--	0	--

For Metric 4, over the preceding 6 months, the number of female Security Officers employed decreased by 22.2%. As can be seen in Figure 26 above, of the eight job classes included, six did not have any recent hires. Of the remaining two job classes, one class had a positive change and the other had a negative change in the total number of female employees hired.



**Metrics 5 & 6:** Using Metric 5, we evaluate whether the number of Black employees in classified job positions for which an eligibility list included an applicant willing to work in Jefferson County approximates the respective percentage of Blacks on the eligibility lists (alternatively referred to as the register list) for those positions. For Metric 5, approximating the percentage of the eligibility list is defined as 80%. Each job features a different benchmark based on the job’s respective eligibility list. The change in employment rates for Black employees in these jobs during the relevant time period, as well as whether or not these jobs are in compliance with the Consent Decree are contained in Figure 27. For Metric 6, approximating the percentage of the eligibility list is defined as being at least 80% of the eligibility percentage. Each job features a different benchmark based on the job’s respective eligibility list. The change in employment rates for Black employees in these job classes during the relevant time period, as well as whether or not these job classes are in compliance with the Consent Decree are contained in Figure 29.

Figure 29. Percent of job classes meeting Employment Rates by Race Compliance (> 80% eligibility) and Metric 6 – Employment Rates Gender Compliance (>80% eligibility)

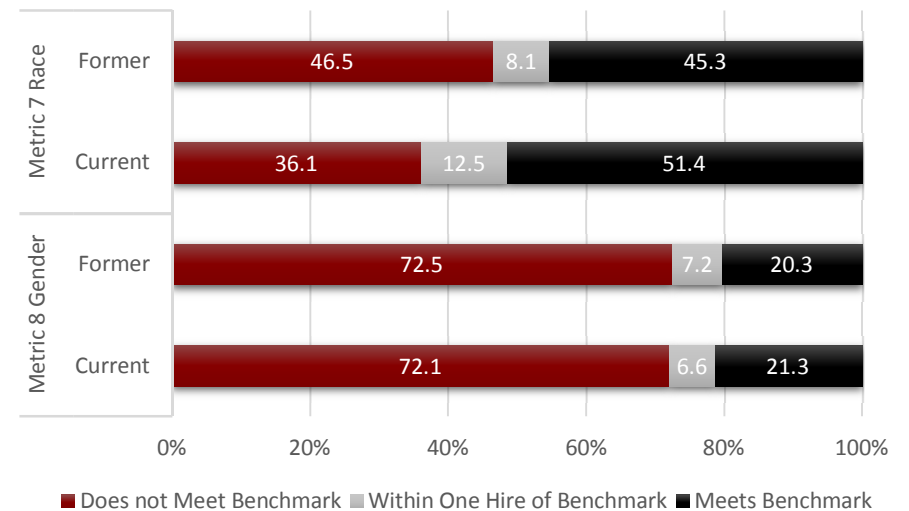


The full table for Metric 5 is presented in Table C5 in Appendix C. For Metric 5, over the preceding 6 months, five job classes (Administrative Services Manager, Human Resources Technician, Principal Engineering Construction Inspector, Senior Civil Engineer and Senior Engineering Aide) represent a negative percentage change of 5% or higher. There are three job classes (Accounting Assistant II, Computer Operator and Parking Enforcement Supervisor) that featured 100% of Black employees on the registers.

The full table for Metric 6 is presented in Table C6 in Appendix C. For Metric 6, over the preceding 6 months, the Principal Court Clerk job class represents a negative percentage change of 7% or higher. There are four job classes (Accounting Assistant I, Accounting Assistant II, Medical Director and Medical Laboratory Director), that featured 100% of female employees on the registers.

**Metrics 7 & 8:** Using Metric 7, we evaluate whether the number of Black employees in job titles specified by Appendix A of the Consent Decree approximates the respective percentage of Blacks in the civilian labor force of Jefferson County. Based on the most recent 2010 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 40.2%. The change in employment rates for Black employees in these jobs during the relevant time period, as well as whether or not these jobs are in compliance with the Consent Decree are contained in Figure 28. Using Metric 8, we evaluate whether the number of female employees in job titles specified by Appendix B of the Consent Decree approximates the respective percentage of females in the civilian labor force of Jefferson County. Based on the most recent U.S. Census, the percentage of females in the civilian labor force of Jefferson County is 49.7%. The change in employment rates for female employees in these jobs during the relevant time period, as well as whether or not these jobs are in compliance with the Consent Decree are contained in Figure 30.

Figure 30. Percent of job classes meeting **Metric 7 – Employment Percentage by Race Compliance** (in Appendix A of the Consent Decree) and **Metric 8 – Employment Percentage by Gender Compliance** (in Appendix A of the Consent Decree)<sup>4</sup>



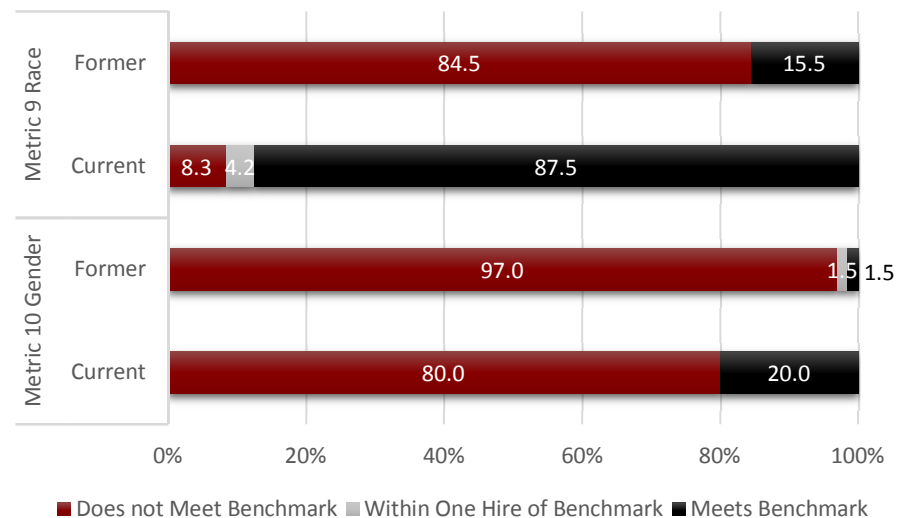
The full table for Metric 7 is presented in Table C7 in Appendix C. The table shows positive gains in the percentage of job classes meeting the race benchmark. In 21 job classes (Administrative Analyst, Automotive Technician, Buyer, Chief Accountant, Chief of Building Maintenance, Communications Operator I, Computer Operator, Environmental Laboratory/Compliance Administrator, Medical Transcriber, Microphotographer, Painter, Principal Buyer, Public Dispatcher II, Purchasing Agent, Sewer Line Maintenance Inspector, Senior Stores Clerk, Stores Clerk, Traffic Control Technician, Traffic Striping Machine Operator, WRF Supervisor and Zoning Inspector), the percentage of Black employees remained constant.

<sup>4</sup> For the last reporting period, Metric 8 calculations of the current percentages in the summary graph included a repeated job title. The former percentages displayed in this graph reflect the updated percentages without the repeated job title.

The full table for Metric 8 is presented in Table C8 in Appendix C. For Metric 8, over the preceding 6 months, overall there was less than 1% change during this reporting period. With respect to 11 job classes (Administrative Analyst, Buyer, Chief Accountant, Environmental Laboratory/Compliance Administrator, Microphotographer, Principal Auditor, Principal Buyer, Revenue Examiner, Sewer Line Maintenance Inspector, Senior Real Property Appraiser and WRF Supervisor), the percentage of female employees remained constant.

**Metrics 9 & 10:** Using Metric 9, we evaluate whether the number of Black employees in all classified job positions as well as the unclassified position of Laborer approximates the respective percentage of Blacks on the eligibility lists (alternatively referred to as the register list) for those positions. For Metric 10, approximating the percentage of the eligibility list is defined as being at least 80% of the eligibility percentage. Each job features a different benchmark based on the job’s respective eligibility list. The change in employment rates for Black employees in these job classes during the relevant time period, as well as whether or not these job classes are in compliance with the Consent Decree are contained in Figure 31.

Figure 31. Percent of job classes Meeting **Metric 9** – Number of Black Applicants by Race Compliance (in Appendix A of the Consent Decree) and **Metric 10** – Number of female Applicants Gender Compliance (in Appendix A of the Consent Decree) <sup>5</sup>



The full table for Metric 9 is presented in Table C9 in Appendix C. For Metric 9, over the preceding 6 months, the Heavy Equipment Operator job class reflects a 12.9% positive change in the number of Black applicants during this reporting period. In addition, the Truck Driver job class reflects a 7.2% decrease in the number of Black applicants during this reporting period.

The full table for Metric 10 is presented in Table C10 in Appendix C. For Metric 10, during this reporting period, there were 190 applicants for the Administrative Analyst job class. Of this number, 155 applicants were female.

<sup>5</sup>For the last reporting period, Metric 9 calculations of the current percentages in the summary graph included repeated job titles. The former percentages displayed in this graph reflect the updated percentages without the repeated job titles.

**Metric 11:** Using Metric 11, we evaluate whether the number of probationary (i.e., recent) hires of female employees in job classes specified by Paragraph 9 of the Consent Decree approximates the respective percentage of females in the certification list of employees for that position within Jefferson County (with ‘approximates’ defined as being at least 80% of the certification list availability). Each job features a different number of eligible employees based on the respective certification list figures. The change in employment rates for female probationary employees in these job classes during the relevant time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 32 below.

Figure 32. Percent of job classes meeting **Metric 11 – Promotional Race Compliance** (external Black applicants approximating the percentage of eligible Black applicants currently employed)

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Construction Equipment Operator	21.1	24.2	85.4	33	8	3.2	4	No
Heavy Equipment Operator	28.6	38.9	76.8	18	7	10.3	1	No
Labor Supervisor	64.3	70.0	0.0	10	7	5.7	-2	Yes
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	75.8	9	0	0.0	0	No
Total	30.6	31.4	--	70	22	0.8	51	--

For Metric 11, over the preceding 6 months, the data reflects an overall 0.8% change. The Labor Supervisor is the only job class that met the benchmark

**Metric 12:** Using Metric 12, we evaluate whether the number of probationary (i.e., recent) hires of female employees in job classes specified by Paragraph 9 of the Consent Decree approximates the respective percentage of females in the certification list of employees for that position within Jefferson County (with ‘approximates’ defined as being at least 80% of the certification list availability). Each job features a different number of eligible employees based on the respective certification list figures. The change in employment rates for female probationary employees in these job classes during the relevant time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 33 below.

Figure 33. Percent of job classes meeting **Metric 12 – Gender Compliance** (external female applicants approximating the percentage of eligible female applicants currently employed)

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	% Availability in Applicant Pool	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Construction Equipment Operator	0.0	3.0	11.3	33	1	3.0	1	No
Heavy Equipment Operator	4.8	5.6	19.5	18	1	0.8	0	No
Labor Supervisor	7.1	0.0	0.0	10	0	-7.1	-1	Yes
Public Works Supervisor (Construction or Sanitation)	12.5	11.1	19.4	9	1	-1.4	0	No
Sheriff's Sergeant	0.0	0.0	0.0	3	0	0.0	0	Yes
Total	4.5	4.1	--	73	3	-0.4	70	--

For Metric 12, over the preceding 6 months, the Labor Supervisor and Sheriff's Sergeant job classes met the benchmark. In addition, there are no females represented in the Heavy Equipment, Public Works Supervisor (Construction or Sanitation) and Sheriff's Sergeant job classes.

Human Resources and Jefferson County’s leadership team will continue to strive to meet and exceed the Consent Decree requirements, including its reporting requirements. The Equity & Inclusion Division under the CEIO’s leadership will continue to partner with all County leaders and employees to build and expand an equity and inclusion mindset throughout the County. The CEIO acknowledged nine (9) areas designated for EID focus between October of 2017 and October of 2018 to be addressed through its divisional and cross Human Resources divisional efforts at the onset of this report. Through these collaborative efforts, Human Resource has made progress in most of the nine areas listed below. However, many of these aspirational goals will require years of continued focus to fully realize and achieve. Accordingly, updates are provided below where progress to-date is noted with a checkmark (has been accomplished) or X (attempted but not yet accomplished). The Human Resources Director and County Manager are fully committed to the areas described below, including initiatives attempted but not yet accomplished as well as the short-term future initiatives described below.

### **Equity & Inclusion Nine Focus Areas: Progress and Short-Term Initiatives**

#### **Develop and Communicate a Clear Vision**

As published in the August 2017 Receiver’s Monthly Report, the EID established its Mission Statement on or before August 4, 2017, which reflected the team’s values and capturing the spirit of the Consent Decree and beyond. The Mission Statement is: “To build and maintain an inclusive culture where ALL employees are respected and provided equitable opportunities at Jefferson County Commission”. The Mission and Vision Statements are highlighted on the EID webpage.

Progress:

✓ EID adopted the following as its Vision Statement.

“To support the County in creating a diverse, equitable and inclusive culture for ALL employees where respect and communication are embedded in every aspect of Jefferson County Commission’s operations.”

- ✓ Human Resources communicates the County’s new mission and vision by publishing them with its HR Connect paper and electronic flyers, an effort to improve HR’s customer service.
- ✓ Review of mission and vision and illustrations in EID Rule training sessions for managers and employees.

Short-Term Future Initiatives:

- Human Resources is currently designing a laminated “wallet” card with the County’s vision and values to be distributed to all County employees.
- Updated webpage as a part of Jefferson County’s updated web site.
- Create new EID online learning module in new Learning Management System.
- Re-administer culture and climate survey to measure how well the county is realizing its mission, vision and values

**Professional Development and Coaching**

In keeping with its vision statement, EID strives to embed professional development and coaching in every aspect of its operations. Specifically, as part of EID’s consultation and investigation processes, EID provides guidance to management and employees on best practices to improve working relationships, increase morale, and enhance departmental operations.

Progress:

- ✓ As appropriate, the Learning & Organization Development division and EID will continue to partner on expanding the required training for all County employees.
- ✓ Review of case scenarios and idea solicitation in EID Rule training sessions for managers and employees.

Short-Term Future Initiative:

- Quarterly cross-divisional HR meetings for all department heads to review HR topics. For each session, the departmental assigned EID Business Partner will be in attendance.



## Talent Management

Several goals were identified for the CEIO prior to this report to enable Human Resources to track progress on opportunities for talent development for all in Jefferson County.

First, the CEIO was tasked with mapping job classes to organizational “levels” to facilitate pipeline analyses. Second, the CEIO was tasked with tracking whether changes in the percentage of Blacks and females are due to separations versus hires. Third, the CEIO was tasked with tracking the effectiveness of specific recruiting efforts over time so the effects of recruiting in prior cycles can be integrated in reports. Finally, the CEIO was tasked with identifying job classes that require certifications which tend to be held by disproportionate numbers of whites and males.

Progress:

- ✗ None of these goals have been met at this time due to organization reporting structure limits. Human Resources will continue to support the CEIO in accomplishing these goals as integrated Performance Learning and Talent Management systems are designed and/or implemented. The Human Resources Information Systems (HRIS) team will play an integral part in these solutions now that the configuration and implementation of Kronos is successful. The HRIS division began identifying and mapping supervisory/management structure during this previous period.

Short-Term Future Initiatives:

- Implement an online Talent Management Suite to include maintaining master organizational charts and employee profiles.
- Implement a Performance Management System in collaboration with PBJC to improve planning work and setting expectations, monitoring employee performance, developing employee’s capacity to perform, rating performance, and rewarding effective performance.

## Recognition and Rewards

Progress:

- ✓ The Equity & Inclusion Division launched a Veterans Program in August 2018, and held its first formal Veterans event on November 8. This program was designed to: recognize County employees who served in the military, provide an opportunity for veterans to network, and educate them on community resources available to veterans. During this event, veterans were recognized for their military service and two individuals received County Manager’s Proclamations.

Short-Term Future Initiatives:

- EID is researching the requirements to reinstitute the County’s Service Awards Program. If feasible, the program is expected to be implemented by the next reporting period.
- Implement a Women’s Program focusing on three areas: Women in Leadership, Women in Non-traditional Roles, and Women Mentorship.

## **Recruitment Strategies**

The CEIO has collaborated with Human Resource’s Strategic Relationship Management Division to explore marketing strategies to reach a larger market and improve exposure.

Progress:

- ✓ Human Resources has continuously explored and leveraged various marketing strategies and has been successful in attracting top talent from various regions of the United States, especially in key leadership roles. The creative and outreach efforts of the Strategic Relationship Management division have helped improve the overall brand and image of Jefferson County.
- ✗ The CEIO has also recommended examination of various pay and incentive strategies to competitively attract talent. However, the County’s obligations under the Enabling Act of the Personnel Board of Jefferson County and the pay plan guide and dictate the administration of compensation and many personnel rules.

Short-Term Future Initiatives:

- Expand internship program to include other departments and college programs.
- Continuing and expanding community outreach programs.
- Human Resources will continue to partner with the Personnel Board of Jefferson County to ensure that up-to-date compensation study data supports the County’s pay grades in a competitive manner, especially in difficult to fill roles.

## **Communication Transparency**

In addition to providing communication around the implementation for new and/or revised Employee Administrative Rules and Regulations, at least three communications were sent via email to all County employees to introduce and promote the new Veterans Program. Additional information and resources for the Veterans Program will be communicated through the EID webpage. Future programs and equity and inclusion activities will also be communicated via email and webpage.

Progress:

- ✓ Publication of new policies (rules) on the internet.

Short-Term Future Initiatives:

- Creating a test administration calendar to improve transparency and manage workforce planning.
- Continuing to create equitable workplace policies and educate all employees on such policies.

## **Leadership Initiatives**

Progress:

- ✓ Human Resources implemented three leadership initiatives during this reporting period. They were: 1) Supervisor LEAD Training for first-line management; 2) customized middle management training; and 3) ADA Reasonable Accommodation Training for department heads and supervisors. The Equity & Inclusion and Learning & Organization Development Divisions will continue to collaborate on other leadership initiatives such as bringing Mental Health training to managers in January 2019.
- ✓ The Human Resources Director and County Manager sponsor bi-monthly leadership development sessions for all department leaders. Sessions and topics presented during the reporting period included county finance, the history of the consent decree, post-receivership leadership expectations, and the County Manager priority hiring list.
- ✗ The Human Resources Director intended to sponsor a Strategic Planning retreat with the County's executive leadership team. This retreat will ensure the County's services are delivered in a manner consistent with its new vision and values.

Short-Term Future Initiatives:

- Implement a Learning Management System to increase capability of entire workforce with a multitude of course offerings.
- Knowledge Transfer – with an increase of retirements, Human Resources will guide knowledge transfer in key roles.

## **Employee Engagement**

While there is still work to do to improve employee engagement, investment in these resources and efforts are making a difference in employee morale. Human Resources will continue to leverage previous climate and culture survey to engage employees. The Learning & Organizational Development Division has initiated many multiple organization development projects addressing climate and culture.

Progress:

- ✓ Dedicated Training & Organization Development Advisors supporting the County's largest three departments have helped address many communication challenges noted in the survey results, for example.
- ✓ A revised flex-time policy and tuition reimbursement program are currently being reviewed. Anecdotal results suggest that onboarding new County leadership has helped to improve the culture and thereby engagement.
- ✗ Implement a new Deferred Compensation program which includes education employees on financial management and the value of long-term savings.
- ✓ Front-line supervisor training is expected to improve supervisor/employee relationships and ultimately enhance engagement.
- ✗ A new health and wellness program was expected to launch in January of 2019 is now anticipated to launch in January 2020.
- ✓ Implementation of an Interview Tips course to help internal employees sharpen and hone their interview skills.
- ✓ The Human Resources Director attends Employee Association meetings and attends their meetings with the County Manager.

Short-Term Future Initiative:

- Re-administer the culture and climate survey and create plan to address gaps.

**Departmental Leadership Equity and Inclusion Metric Coaching**

Progress:

- ✓ The CEIO attended at least three Department Head meetings for Q&A sessions regarding equity and inclusion matters and services.
- ✓ The EID team provides on-going coaching to Department Leaders on various matters. Human Resources' divisions will continue to collaborate to gather and report meaningful metrics.
- ✓ Human Resources staff were trained over four sessions by a Siena Consulting Consultant on creating and linking metrics to the County's new vision and values. Creating division metrics and a basic statistics refresher were covered in each half-day session. These sessions helped strengthen the HR team's overall capacity and highlighted the importance of operationalizing the County's vision and values into meaningful measures.

Short-Term Future Initiatives:

- Design of Human Resources Strategic Plan led by HR team member Brenda Perry.

## Appendix A1: Recruited Jobs

Job Classes Recruited for During Current Reporting Cycle

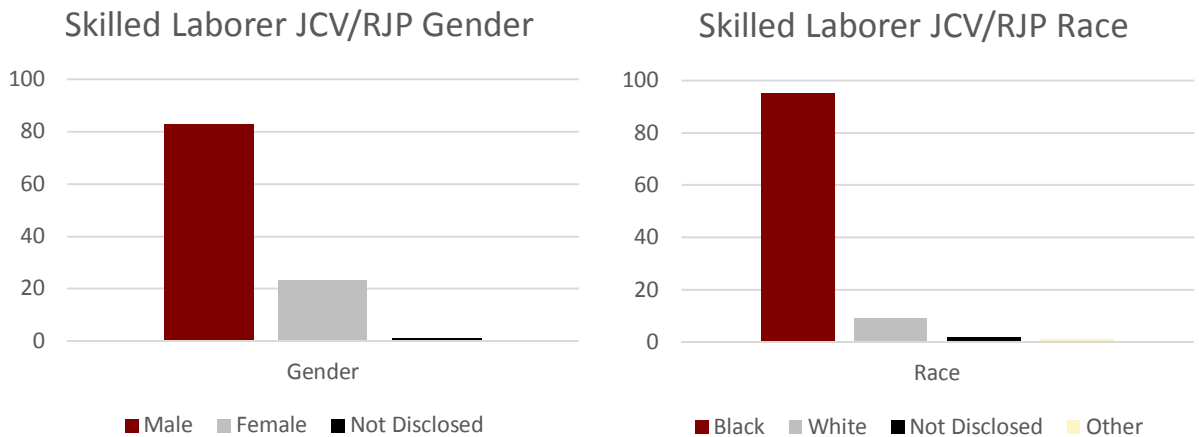
Arborist  
Assistant Director of Human Community Services and Economic Development  
Assistant Highway District Superintendent  
Bridge Maintenance Crew Leader  
Business System and Reporting Manager  
Buyer  
Chief Accountant  
Chief Building Inspector  
Chief Electrical Inspector  
Chief of Building Maintenance  
Chief of Party  
Chief of Security  
Chief Plumbing, Gas, & Mechanical Inspector  
Civil Engineer  
Computer Operator II  
Construction Supervisor  
Deputy Court Administrator  
Deputy Director of General Services  
Director of Human Resources  
Electrician  
Electrician Supervisor  
Electronics Technician  
Engineering Aide  
Engineering Inspector  
Environmental Laboratory/Compliance Administrator  
HVAC/Refrigeration Technician  
Labor Supervisor  
Laboratory Supervisor  
Maintenance Repair Worker  
PC Network Technician  
Planning Technician  
Plumber  
Principal Accountant  
Principal Buyer  
Probation Officer  
Public Works Coordinator  
Senior Accountant  
Senior Engineering Aide  
Senior Engineering Drafter  
Senior Maintenance Repair Worker  
Senior Traffic Control Technician  
Senior WWTP Maintenance Worker  
Sewer Construction Maintenance Supervisor  
Sewer Line Video Specialist  
Sewer Service Inspector  
Sewer Video Supervisor  
Stores/Procurement Officer  
Systems Analyst  
Telecommunications Technician  
Traffic Signal Worker  
Traffic Striping Machine Operator  
Truck Driver  
Unclassified Laborer (Laborer II)  
Water Pollution Control Technician  
WWTP Manager  
WWTP Operator II  
WWTP Shift Supervisor  
WWTP Shop Supervisor  
WWTP Superintendent  
WWTP Supervisor  
Zoning Administrator

## Appendix A2: Employee Selection Data Tables

Table A1. Breakdown of Reporting Period Selection Process

Month	Test Administrations	Job Classes Tested	Graduate Assessments	Tests Assessed	Executive Assessment Centers	Integrations
October 2017	3	5	2	3	1	0
November 2017	0	0	1	4	1	2
December 2017	3	3	0	0	0	0
January 2018	4	6	0	0	1	0
February 2018	1	2	2	7	1	2
March 2018	2	6	2	2	0	0
<b>Total:</b>	13	22	7	16	4	4

Table A2. Breakdown of Reporting Period JCV/RJP Administration



Appendix B: Departmental  
Data Summary & Tables

Table B1. Breakdown of **Board of Equalization** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	80.0	84.6	13	11	4.6	3	Yes
Administrative Coordinator	0.0	--	0	--	0.0	0	--
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	0.0	0.0	1	0	0.0	0	No
Appraisal Analyst	100.0	100.0	1	1	0.0	0	Yes
Chairman-Board of Equalization	100.0	100.0	1	1	0.0	0	Yes
Member, Board of Equalization	0.0	0.0	2	0	0.0	0	No
Property Appraisal Supervisor	100.0	100.0	1	1	0.0	0	Yes
Property Appraiser	30.0	28.6	21	6	-1.4	0	No
Property Litigation Administrator	0.0	0.0	1	0	0.0	0	No
Senior Real Property Appraiser	16.7	16.7	6	1	0.0	0	No
Senior Systems Analyst	0.0	0.0	1	0	0.0	0	No
User Support Specialist	0.0	0.0	2	0	0.0	0	No
Total	40.0	44.2	52	23	4.23	3	Yes



Table B2. Breakdown of **Board of Equalization** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	13	13	0.0	3	Yes
Administrative Coordinator	100.0	--	0	--	<b>-100.0</b>	<b>-1</b>	--
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	<b>-1</b>	Yes
Appraisal Analyst	100.0	100.0	1	1	0.0	0	Yes
Chairman-Board of Equalization	100.0	100.0	1	1	0.0	0	Yes
Member, Board of Equalization	50.0	50.0	2	1	0.0	0	Yes
Property Appraisal Supervisor	0.0	0.0	1	0	0.0	0	No
Property Appraiser	40.0	42.9	21	9	2.9	1	<b>No</b>
Property Litigation Administrator	0.0	0.0	1	0	0.0	0	No
Senior Real Property Appraiser	16.7	16.7	6	1	0.0	0	<b>No</b>
Senior Systems Analyst	100.0	100.0	1	1	0.0	0	Yes
User Support Specialist	0.0	0.0	2	0	0.0	0	<b>No</b>
<b>Total</b>	<b>56.0</b>	<b>57.7</b>	<b>52</b>	<b>30</b>	<b>1.69</b>	<b>2</b>	<b>Yes</b>

Table B3. Breakdown of **Community Development** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	100.0	100.0	2	2	0.0	1	Yes
Accounting Assistant II	100.0	100.0	1	1	0.0	-1	Yes
Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Administrative Clerk	87.5	100.0	7	7	12.5	0	Yes
Auditor	100.0	100.0	1	1	0.0	0	Yes
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Community Development Specialist	100.0	100.0	1	1	0.0	0	Yes
Community Resource Representative	100.0	100.0	2	2	0.0	0	Yes
Coordinator of Senior Citizens Services	100.0	100.0	1	1	0.0	0	Yes
Deputy Director of Human Community & Economic Development	100.0	100.0	1	1	0.0	0	Yes
Director of Community and Economic Development-JC	100.0	100.0	1	1	0.0	0	Yes
Economic Development Analyst	0.0	0.0	1	0	0.0	0	No
Economic Development Manager	100.0	100.0	1	1	0.0	0	Yes
Grants Management Coordinator	100.0	100.0	1	1	0.0	0	Yes
Housing Rehabilitation Specialist	0.0	0.0	1	0	0.0	0	No
Information Specialist of Senior Citizen Services	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Administrative Analyst	100.0	100.0	3	3	0.0	0	Yes
Senior Grants Management Coordinator	0.0	0.0	1	0	0.0	0	No
Senior Housing Rehabilitation Specialist	0.0	0.0	2	0	0.0	0	No
Social Worker	100.0	100.0	1	1	0.0	0	Yes
Workforce Planner	100.0	100.0	4	4	0.0	0	Yes
<b>Total</b>	<b>81.6</b>	<b>83.8</b>	<b>37</b>	<b>31</b>	<b>2.20</b>	<b>0</b>	<b>Yes</b>

Table B4. Breakdown of **Community Development** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	100.0	50.0	2	1	-50.0	0	Yes
Accounting Assistant II	100.0	100.0	1	1	0.0	-1	Yes
Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Administrative Clerk	87.5	85.7	7	6	-1.8	-1	Yes
Auditor	100.0	100.0	1	1	0.0	0	Yes
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Community Development Specialist	100.0	100.0	1	1	0.0	0	Yes
Community Resource Representative	50.0	50.0	2	1	0.0	0	Yes
Coordinator of Senior Citizens Services	100.0	100.0	1	1	0.0	0	Yes
Deputy Director of Human Community & Economic Development	100.0	100.0	1	1	0.0	0	Yes
Director of Community and Economic Development-JC	0.0	0.0	1	0	0.0	0	No
Economic Development Analyst	100.0	100.0	1	1	0.0	0	Yes
Economic Development Manager	0.0	0.0	1	0	0.0	0	No
Grants Management Coordinator	100.0	100.0	1	1	0.0	0	Yes
Housing Rehabilitation Specialist	0.0	0.0	1	0	0.0	0	No
Information Specialist of Senior Citizen Services	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Administrative Analyst	100.0	100.0	3	3	0.0	0	Yes
Senior Grants Management Coordinator	100.0	100.0	1	1	0.0	0	Yes
Senior Housing Rehabilitation Specialist	0.0	0.0	2	0	0.0	0	No
Social Worker	100.0	100.0	1	1	0.0	0	Yes
Workforce Planner	100.0	100.0	4	4	0.0	0	Yes
<b>Total</b>	<b>78.9</b>	<b>75.7</b>	<b>37</b>	<b>28</b>	<b>-3.27</b>	<b>-2</b>	<b>Yes</b>

Table B5. Breakdown of **Cooper Green Mercy Health Services** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant I	83.3	83.3	6	5	0.0	0	Yes
Accounting Assistant II	100.0	100.0	2	2	0.0	0	Yes
Administrative Clerk	100.0	100.0	1	1	0.0	-1	Yes
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Biomedical Technician	0.0	--	0	--	0.0	0	--
Building Maintenance Superintendent	100.0	--	0	--	-100.0	-1	--
Business Office Supervisor	100.0	100.0	1	1	0.0	0	Yes
Case Manager of RN	100.0	100.0	1	1	0.0	0	Yes
Central Supply Technician	100.0	100.0	1	1	0.0	0	Yes
Charge Nurse	100.0	100.0	4	4	0.0	0	Yes
Chief Dietitian	100.0	100.0	1	1	0.0	0	Yes
Clinical Nurse Practitioner	50.0	57.1	7	4	7.1	1	Yes
Clinical Nursing Director	100.0	100.0	1	1	0.0	0	Yes
Clinical Pharmacist	60.0	75.0	4	3	15.0	0	Yes
Clinical Social Worker	100.0	100.0	2	2	0.0	0	Yes
Communications Operator I	100.0	100.0	1	1	0.0	-1	Yes
Communications Operator II	100.0	100.0	1	1	0.0	0	Yes
Diagnostic Imaging Technologist	100.0	100.0	1	1	0.0	0	Yes
Director of Cooper Green Mercy Health Services	0.0	0.0	1	0	0.0	0	No
Director of Quality Improvement	100.0	100.0	1	1	0.0	0	Yes
Driver/Messenger	0.0	0.0	1	0	0.0	0	No
Health Information Management Supervisor	100.0	--	0	--	-100.0	-1	--
Health Information Services Technician	100.0	100.0	2	2	0.0	0	Yes
Housekeeping Assistant	100.0	100.0	9	9	0.0	0	Yes
Imaging Supervisor	0.0	0.0	1	0	0.0	0	No
Licensed Practical Nurse	71.4	71.4	21	15	0.0	0	Yes
Maintenance Repair Worker	75.0	--	0	--	-75.0	-3	--
Medical Clerk	94.7	97.1	34	33	2.3	-3	Yes

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Medical Education/Training Coordinator	100.0	100.0	1	1	0.0	0	Yes
Medical Laboratory Technician	100.0	100.0	4	4	0.0	0	Yes
Medical Physician-Ambulatory Clinics	0.0	0.0	1	0	0.0	0	No
Medical Technologist	50.0	50.0	2	1	0.0	0	Yes
Medical Technologist Supervisor	0.0	0.0	1	0	0.0	0	No
Medical Transcriber	100.0	100.0	1	1	0.0	0	Yes
Occupational Therapist	0.0	0.0	1	0	0.0	0	No
Office Assistant	100.0	100.0	1	1	0.0	0	Yes
Oncology Nurse Practitioner	0.0	0.0	1	0	0.0	0	No
Patient Care Technician	100.0	100.0	7	7	0.0	0	Yes
Patient Referral Manager	0.0	0.0	1	0	0.0	0	No
Pharmacy Manager	0.0	--	0	--	0.0	0	--
Pharmacy Technician	71.4	100.0	5	5	28.6	0	Yes
Physical Therapist	50.0	50.0	2	1	0.0	0	Yes
Physical Therapist Assistant	100.0	100.0	1	1	0.0	0	Yes
Physical Therapy Manager	0.0	0.0	1	0	0.0	0	No
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Programmer Analyst	0.0	0.0	1	0	0.0	0	No
Psychiatric Mental Health Practitioner	0.0	0.0	1	0	0.0	0	No
Respiratory Therapist	100.0	100.0	1	1	0.0	0	Yes
Revenue Integrity Supervisor	100.0	100.0	1	1	0.0	0	Yes
Security Officer	66.7	--	0	--	-66.7	-6	--
Senior Accountant	0.0	0.0	1	0	0.0	0	No
Senior Histology Technician	100.0	100.0	1	1	0.0	0	Yes
Senior Housekeeping Assistant	100.0	100.0	1	1	0.0	0	Yes
Senior Medical Secretary	100.0	--	0	--	-100.0	-1	--
Senior Security Officer	100.0	--	0	--	-100.0	-1	--
Special Imaging Technologist	100.0	100.0	3	3	0.0	-1	Yes
Staff Nurse	83.3	80.0	5	4	-3.3	-1	Yes
Stores Clerk	100.0	100.0	2	2	0.0	0	Yes
Ultrasound Technician	100.0	100.0	1	1	0.0	0	Yes
User Support Specialist	100.0	100.0	1	1	0.0	0	Yes

<b>Job Title</b>	<b>% of Black Employees: 10/1/2018</b>	<b>% of Black Employees: 4/1/2019</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>12 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
Total	80.0	82.7	156	129	2.69	-19	Yes

Table B6. Breakdown of **Cooper Green Mercy Health Services** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accounting Assistant I	100.0	100.0	6	6	0.0	0	Yes
Accounting Assistant II	100.0	100.0	2	2	0.0	0	Yes
Administrative Clerk	50.0	0.0	1	0	-50.0	-1	No
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Biomedical Technician	0.0	--	0	--	0.0	0	--
Building Maintenance Superintendent	0.0	--	0	--	0.0	0	--
Business Office Supervisor	100.0	100.0	1	1	0.0	0	Yes
Case Manager of RN	100.0	100.0	1	1	0.0	0	Yes
Central Supply Technician	100.0	100.0	1	1	0.0	0	Yes
Charge Nurse	100.0	100.0	4	4	0.0	0	Yes
Chief Dietitian	100.0	100.0	1	1	0.0	0	Yes
Clinical Nurse Practitioner	83.3	85.7	7	6	2.4	1	Yes
Clinical Nursing Director	0.0	0.0	1	0	0.0	0	No
Clinical Pharmacist	80.0	75.0	4	3	-5.0	-1	Yes
Clinical Social Worker	100.0	100.0	2	2	0.0	0	Yes
Communications Operator I	100.0	100.0	1	1	0.0	-1	Yes
Communications Operator II	0.0	0.0	1	0	0.0	0	No
Diagnostic Imaging Technologist	100.0	100.0	1	1	0.0	0	Yes
Director of Cooper Green Mercy Health Services	100.0	100.0	1	1	0.0	0	Yes
Director of Quality Improvement	100.0	100.0	1	1	0.0	0	Yes
Driver/Messenger	0.0	0.0	1	0	0.0	0	No
Health Information Management Supervisor	100.0	--	0	--	-100.0	-1	--
Health Information Services Technician	50.0	50.0	2	1	0.0	0	Yes
Housekeeping Assistant	66.7	66.7	9	6	0.0	0	Yes
Imaging Supervisor	100.0	100.0	1	1	0.0	0	Yes
Licensed Practical Nurse	85.7	90.5	21	19	4.8	1	Yes
Maintenance Repair Worker	25.0	--	0	--	-25.0	-1	--
Medical Clerk	100.0	100.0	34	34	0.0	-4	Yes

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Medical Education/Training Coordinator	100.0	100.0	1	1	0.0	0	Yes
Medical Laboratory Technician	100.0	100.0	4	4	0.0	0	Yes
Medical Physician-Ambulatory Clinics	100.0	100.0	1	1	0.0	0	Yes
Medical Technologist	50.0	50.0	2	1	0.0	0	Yes
Medical Technologist Supervisor	100.0	100.0	1	1	0.0	0	Yes
Medical Transcriber	100.0	100.0	1	1	0.0	0	Yes
Occupational Therapist	100.0	100.0	1	1	0.0	0	Yes
Office Assistant	100.0	100.0	1	1	0.0	0	Yes
Oncology Nurse Practitioner	100.0	100.0	1	1	0.0	0	Yes
Patient Care Technician	100.0	100.0	7	7	0.0	0	Yes
Patient Referral Manager	100.0	100.0	1	1	0.0	0	Yes
Pharmacy Manager	100.0	--	0	--	-100.0	-1	--
Pharmacy Technician	71.4	80.0	5	4	8.6	-1	Yes
Physical Therapist	0.0	0.0	2	0	0.0	0	No
Physical Therapist Assistant	100.0	100.0	1	1	0.0	0	Yes
Physical Therapy Manager	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	0.0	0.0	1	0	0.0	0	No
Programmer Analyst	100.0	100.0	1	1	0.0	0	Yes
Psychiatric Mental Health Practitioner	0.0	0.0	1	0	0.0	0	No
Respiratory Therapist	100.0	100.0	1	1	0.0	0	Yes
Revenue Integrity Supervisor	100.0	100.0	1	1	0.0	0	Yes
Security Officer	33.3	--	0	--	-33.3	-3	--
Senior Accountant	0.0	0.0	1	0	0.0	0	No
Senior Histology Technician	100.0	100.0	1	1	0.0	0	Yes
Senior Housekeeping Assistant	100.0	100.0	1	1	0.0	0	Yes
Senior Medical Secretary	100.0	--	0	--	-100.0	-1	--
Senior Security Officer	100.0	--	0	--	-100.0	-1	--
Special Imaging Technologist	75.0	66.7	3	2	-8.3	-1	Yes
Staff Nurse	100.0	100.0	5	5	0.0	-1	Yes
Stores Clerk	50.0	50.0	2	1	0.0	0	Yes
Ultrasound Technician	100.0	100.0	1	1	0.0	0	Yes



<b>Job Title</b>	<b>% of Female Employees: 10/1/2018</b>	<b>% of Female Employees: 4/1/2019</b>	<b>Current Total Employees</b>	<b>Current Female Employees</b>	<b>12 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
User Support Specialist	0.0	0.0	1	0	0.0	0	No
Total	81.1	85.9	156	134	4.82	-16	Yes

Table B7. Breakdown of **Development Services** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Administrative Clerk	50.0	50.0	2	1	0.0	0	Yes
Administrative Supervisor	0.0	0.0	1	0	0.0	0	No
Building Inspector	0.0	25.0	4	1	25.0	1	No
Business Office Supervisor	0.0	0.0	1	0	0.0	0	No
Chief Building Inspector	0.0	0.0	1	0	0.0	0	No
Chief Civil Engineer	0.0	0.0	1	0	0.0	0	No
Chief Electrical Inspector	100.0	100.0	1	1	0.0	0	Yes
Chief Plumbing, Gas and Mechanical Inspector	0.0	0.0	1	0	0.0	0	No
Communications Operator II	0.0	0.0	1	0	0.0	0	No
Director of Development Services	0.0	0.0	1	0	0.0	0	No
Education/Training Coordinator	0.0	0.0	1	0	0.0	0	No
Education/Training Manager	0.0	0.0	1	0	0.0	0	No
Electrical Inspector	0.0	0.0	3	0	0.0	0	No
Environmental Biologist	0.0	--	0	--	0.0	0	--
G.I.S. Database Supervisor	0.0	0.0	1	0	0.0	0	No
G.I.S. Specialist	0.0	0.0	1	0	0.0	0	No
Landscape Architect	0.0	--	0	--	0.0	0	--
Planner	50.0	100.0	1	1	50.0	0	Yes
Planning Technician	100.0	100.0	2	2	0.0	0	Yes
Plans Examiner	0.0	0.0	1	0	0.0	0	No
Plumbing, Gas and Mechanical Inspector	0.0	0.0	2	0	0.0	0	No
Principal Engineering Construction Inspector	0.0	0.0	1	0	0.0	0	No
Principal Planner	0.0	0.0	1	0	0.0	0	No
Senior Plans Examiner	0.0	0.0	1	0	0.0	0	No
Senior Sanitation and Ordinance Inspector	0.0	0.0	1	0	0.0	0	No
Storm Water Program Manager	--	0.0	1	0	0.0	0	No
Systems Analyst	0.0	0.0	1	0	0.0	0	No

<b>Job Title</b>	<b>% of Black Employees: 10/1/2018</b>	<b>% of Black Employees: 4/1/2019</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>12 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
Water Pollution Control Technician	0.0	0.0	1	0	0.0	0	No
Zoning Administrator	--	0.0	1	0	0.0	0	No
Zoning Inspector	100.0	100.0	2	2	0.0	0	Yes
Total	20.0	21.6	37	8	1.62	1	No

Table B8. Breakdown of **Development Services** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Administrative Clerk	50.0	50.0	2	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Building Inspector	0.0	0.0	4	0	0.0	0	No
Business Office Supervisor	100.0	100.0	1	1	0.0	0	Yes
Chief Building Inspector	0.0	0.0	1	0	0.0	0	No
Chief Civil Engineer	0.0	0.0	1	0	0.0	0	No
Chief Electrical Inspector	0.0	0.0	1	0	0.0	0	No
Chief Plumbing, Gas and Mechanical Inspector	0.0	0.0	1	0	0.0	0	No
Communications Operator II	100.0	100.0	1	1	0.0	0	Yes
Director of Development Services	100.0	100.0	1	1	0.0	0	Yes
Education/Training Coordinator	100.0	100.0	1	1	0.0	0	Yes
Education/Training Manager	100.0	100.0	1	1	0.0	0	Yes
Electrical Inspector	0.0	0.0	3	0	0.0	0	No
Environmental Biologist	100.0	--	0	--	-100.0	-1	--
G.I.S. Database Supervisor	100.0	100.0	1	1	0.0	0	Yes
G.I.S. Specialist	100.0	100.0	1	1	0.0	0	Yes
Landscape Architect	0.0	--	0	--	0.0	0	--
Planner	0.0	0.0	1	0	0.0	0	No
Planning Technician	100.0	100.0	2	2	0.0	0	Yes
Plans Examiner	0.0	0.0	1	0	0.0	0	No
Plumbing, Gas and Mechanical Inspector	0.0	0.0	2	0	0.0	0	No
Principal Engineering Construction Inspector	0.0	0.0	1	0	0.0	0	No
Principal Planner	0.0	0.0	1	0	0.0	0	No
Senior Plans Examiner	0.0	0.0	1	0	0.0	0	No
Senior Sanitation and Ordinance Inspector	0.0	0.0	1	0	0.0	0	No
Storm Water Program Manager	--	100.0	1	1	100.0	1	Yes
Systems Analyst	100.0	100.0	1	1	0.0	0	Yes

<b>Job Title</b>	<b>% of Female Employees: 10/1/2018</b>	<b>% of Female Employees: 4/1/2019</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>12 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
Water Pollution Control Technician	0.0	0.0	1	0	0.0	0	No
Zoning Administrator	--	0.0	1	0	0.0	0	No
Zoning Inspector	50.0	50.0	2	1	0.0	0	Yes
<b>Total</b>	<b>40.0</b>	<b>37.8</b>	<b>37</b>	<b>14</b>	<b>-2.16</b>	<b>0</b>	<b>No</b>

Table B9. Breakdown of **District Attorney** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	--	100.0	1	1	100.0	1	Yes
Accounting Assistant II	100.0	100.0	1	1	0.0	-1	Yes
Administrative Clerk	77.8	63.6	11	7	-14.1	0	Yes
Appointed Clerk District Attorney-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk District Attorney-Birmingham	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level I-Bessemer	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level I-Bessemer, County	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level III-Birmingham	50.0	--	0	--	-50.0	-1	--
District Attorney's Investigator	100.0	100.0	4	4	0.0	0	Yes
Investigator of Checks and Warrants	50.0	66.7	3	2	16.7	0	Yes
Legal Secretary	75.0	83.3	6	5	8.3	-1	Yes
Paralegal	100.0	100.0	2	2	0.0	0	Yes
Supernumerary District Attorney	0.0	0.0	2	0	0.0	0	No
Total	67.6	67.6	34	23	0.08	-2	Yes

Table B10. Breakdown of **District Attorney** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	--	100.0	1	1	100.0	1	Yes
Accounting Assistant II	100.0	100.0	1	1	0.0	-1	Yes
Administrative Clerk	88.9	81.8	11	9	-7.1	1	Yes
Appointed Clerk District Attorney-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk District Attorney-Birmingham	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level I-Bessemer	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level I-Bessemer, County	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level III-Birmingham	50.0	--	0	--	-50.0	-1	--
District Attorney's Investigator	50.0	50.0	4	2	0.0	0	Yes
Investigator of Checks and Warrants	0.0	0.0	3	0	0.0	0	No
Legal Secretary	100.0	100.0	6	6	0.0	-2	Yes
Paralegal	100.0	100.0	2	2	0.0	0	Yes
Supernumerary District Attorney	0.0	0.0	2	0	0.0	0	No
<b>Total</b>	<b>64.9</b>	<b>64.7</b>	<b>34</b>	<b>22</b>	<b>-0.16</b>	<b>-2</b>	<b>Yes</b>

Table B11. Breakdown of **Environmental Services** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	100.0	100.0	1	1	0.0	0	Yes
Accounting Assistant I	88.9	87.5	8	7	-1.4	-1	Yes
Accounting Assistant II	100.0	100.0	4	4	0.0	-1	Yes
Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Administrative Assistant	100.0	100.0	3	3	0.0	0	Yes
Administrative Clerk	64.3	71.4	14	10	7.1	1	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Bridge Maintenance Worker	100.0	100.0	1	1	0.0	0	Yes
Business Manager	100.0	100.0	1	1	0.0	0	Yes
Business Office Supervisor	0.0	0.0	1	0	0.0	0	No
Chief Civil Engineer	0.0	20.0	5	1	20.0	1	No
Chief of Party	0.0	0.0	3	0	0.0	0	No
Civil Engineer	0.0	0.0	2	0	0.0	0	No
Closed Circuit TV Technician	0.0	0.0	1	0	0.0	0	No
Communications Operator II	75.0	75.0	4	3	0.0	0	Yes
Construction Equipment Operator	28.6	27.3	11	3	-1.3	1	No
Construction Supervisor	0.0	0.0	3	0	0.0	0	No
Deputy Director Environmental Services Department I	0.0	0.0	1	0	0.0	0	No
Deputy Director Environmental Services Department II	--	0.0	1	0	0.0	0	No
Deputy Director of Environmental Services	0.0	0.0	1	0	0.0	0	No
Director of Environmental Services	0.0	0.0	1	0	0.0	0	No
Drafter	0.0	0.0	1	0	0.0	0	No
Electrician	33.3	33.3	9	3	0.0	0	No
Electrician Supervisor	100.0	100.0	1	1	0.0	0	Yes
Electronics Technician	25.0	25.0	8	2	0.0	0	No
Engineering Aide	66.7	100.0	2	2	33.3	0	Yes
Engineering Inspector	31.6	33.3	18	6	1.8	0	No



Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Environmental Coordinator	100.0	100.0	1	1	0.0	0	Yes
Environmental Laboratory/Compliance Administrator	100.0	100.0	1	1	0.0	0	Yes
G.I.S. Database Supervisor	0.0	0.0	1	0	0.0	0	No
G.I.S. Specialist	0.0	0.0	1	0	0.0	0	No
G.I.S. Technician I	100.0	100.0	1	1	0.0	0	Yes
Heavy Equipment Operator	35.3	41.2	17	7	5.9	1	Yes
HVAC/Refrigeration Technician	50.0	50.0	2	1	0.0	0	Yes
Labor Supervisor	100.0	100.0	5	5	0.0	0	Yes
Laboratory Supervisor	100.0	100.0	1	1	0.0	0	Yes
Laborer II	80.0	80.0	5	4	0.0	0	Yes
Laborer III	83.3	83.3	6	5	0.0	0	Yes
Network Systems Administrator I	0.0	0.0	1	0	0.0	0	No
Network Systems Administrator II	0.0	0.0	1	0	0.0	0	No
Principal Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Principal Engineering Construction Inspector	0.0	0.0	1	0	0.0	0	No
Principal Engineering Land Survey Inspector	0.0	0.0	1	0	0.0	0	No
Public Relations Coordinator	0.0	0.0	1	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	3	0	0.0	0	No
Senior Civil Engineer	100.0	--	0	--	-100.0	-1	--
Senior Engineering Aide	0.0	0.0	2	0	0.0	0	No
Senior Engineering Inspector	33.3	33.3	3	1	0.0	0	No
Senior Water Pollution Control Technician	50.0	50.0	4	2	0.0	0	Yes
Senior WRF Maintenance Worker	29.4	25.0	20	5	-4.4	0	No
Sewer Construction/Maintenance Supervisor	0.0	0.0	6	0	0.0	0	No
Sewer Grease & Oil Inspector	25.0	25.0	4	1	0.0	0	No
Sewer Line Maintenance Inspector	9.1	9.1	11	1	0.0	0	No
Sewer Service Supervisor	100.0	100.0	1	1	0.0	0	Yes
Sewer Video Operations Supervisor	0.0	0.0	1	0	0.0	0	No
Sewer Video Specialist	62.5	62.5	16	10	0.0	0	Yes

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Sewer Video Supervisor	0.0	0.0	8	0	0.0	0	No
Skilled Laborer	89.5	91.2	34	31	1.7	-3	Yes
Systems Analyst	0.0	0.0	2	0	0.0	0	No
Truck Driver	75.0	75.0	4	3	0.0	0	Yes
Water Pollution Control Technician	0.0	0.0	3	0	0.0	0	No
WRF Maintenance Worker	20.0	33.3	3	1	13.3	0	No
WRF Manager	20.0	20.0	5	1	0.0	0	No
WRF Operator Apprentice	--	70.0	10	7	70.0	7	Yes
WRF Operator I	40.6	40.0	30	12	-0.6	-1	No
WRF Operator IV	20.0	23.1	13	3	3.1	0	No
WRF Shift Supervisor	28.6	27.6	29	8	-1.0	0	No
WRF Shop Supervisor	0.0	0.0	3	0	0.0	0	No
WRF Superintendent	0.0	0.0	2	0	0.0	0	No
WRF Supervisor	25.0	25.0	4	1	0.0	0	No
Total	43.1	43.7	375	164	0.61	4	Yes

Table B12. Breakdown of **Environmental Services** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	100.0	100.0	1	1	0.0	0	Yes
Accounting Assistant I	77.8	75.0	8	6	-2.8	-1	Yes
Accounting Assistant II	100.0	100.0	4	4	0.0	-1	Yes
Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Administrative Assistant	100.0	100.0	3	3	0.0	0	Yes
Administrative Clerk	92.9	85.7	14	12	-7.1	-1	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Bridge Maintenance Worker	0.0	0.0	1	0	0.0	0	No
Business Manager	100.0	100.0	1	1	0.0	0	Yes
Business Office Supervisor	100.0	100.0	1	1	0.0	0	Yes
Chief Civil Engineer	50.0	40.0	5	2	-10.0	0	No
Chief of Party	0.0	0.0	3	0	0.0	0	No
Civil Engineer	0.0	0.0	2	0	0.0	0	No
Closed Circuit TV Technician	0.0	0.0	1	0	0.0	0	No
Communications Operator II	100.0	100.0	4	4	0.0	0	Yes
Construction Equipment Operator	0.0	0.0	11	0	0.0	0	No
Construction Supervisor	0.0	0.0	3	0	0.0	0	No
Deputy Director Environmental Services Department I	100.0	100.0	1	1	0.0	0	Yes
Deputy Director Environmental Services Department II	--	0.0	1	0	0.0	0	No
Deputy Director of Environmental Services	0.0	0.0	1	0	0.0	0	No
Director of Environmental Services	0.0	0.0	1	0	0.0	0	No
Drafter	0.0	0.0	1	0	0.0	0	No
Electrician	0.0	0.0	9	0	0.0	0	No
Electrician Supervisor	0.0	0.0	1	0	0.0	0	No
Electronics Technician	0.0	0.0	8	0	0.0	0	No
Engineering Aide	33.3	50.0	2	1	16.7	0	Yes
Engineering Inspector	5.3	5.6	18	1	0.3	0	No

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Environmental Coordinator	100.0	100.0	1	1	0.0	0	Yes
Environmental Laboratory/Compliance Administrator	100.0	100.0	1	1	0.0	0	Yes
G.I.S. Database Supervisor	0.0	0.0	1	0	0.0	0	No
G.I.S. Specialist	0.0	0.0	1	0	0.0	0	No
G.I.S. Technician I	100.0	100.0	1	1	0.0	0	Yes
Heavy Equipment Operator	5.9	5.9	17	1	0.0	0	No
HVAC/Refrigeration Technician	0.0	0.0	2	0	0.0	0	No
Labor Supervisor	0.0	0.0	5	0	0.0	0	No
Laboratory Supervisor	0.0	0.0	1	0	0.0	0	No
Laborer II	60.0	60.0	5	3	0.0	0	Yes
Laborer III	0.0	0.0	6	0	0.0	0	No
Network Systems Administrator I	0.0	0.0	1	0	0.0	0	No
Network Systems Administrator II	0.0	0.0	1	0	0.0	0	No
Principal Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Principal Engineering Construction Inspector	0.0	0.0	1	0	0.0	0	No
Principal Engineering Land Survey Inspector	0.0	0.0	1	0	0.0	0	No
Public Relations Coordinator	100.0	100.0	1	1	0.0	0	Yes
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	3	0	0.0	0	No
Senior Civil Engineer	0.0	--	0	--	0.0	0	--
Senior Engineering Aide	0.0	0.0	2	0	0.0	0	No
Senior Engineering Inspector	0.0	0.0	3	0	0.0	0	No
Senior Water Pollution Control Technician	25.0	25.0	4	1	0.0	0	No
Senior WRF Maintenance Worker	0.0	0.0	20	0	0.0	0	No
Sewer Construction/Maintenance Supervisor	0.0	0.0	6	0	0.0	0	No
Sewer Grease & Oil Inspector	0.0	0.0	4	0	0.0	0	No
Sewer Line Maintenance Inspector	18.2	18.2	11	2	0.0	0	No
Sewer Service Supervisor	0.0	0.0	1	0	0.0	0	No
Sewer Video Operations Supervisor	0.0	0.0	1	0	0.0	0	No

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Sewer Video Specialist	6.3	6.3	16	1	0.0	0	No
Sewer Video Supervisor	11.1	12.5	8	1	1.4	0	No
Skilled Laborer	15.8	17.6	34	6	1.9	0	No
Systems Analyst	0.0	0.0	2	0	0.0	0	No
Truck Driver	0.0	0.0	4	0	0.0	0	No
Water Pollution Control Technician	33.3	33.3	3	1	0.0	0	No
WRF Maintenance Worker	20.0	33.3	3	1	13.3	0	No
WRF Manager	20.0	20.0	5	1	0.0	0	No
WRF Operator Apprentice	--	40.0	10	4	40.0	4	No
WRF Operator I	15.6	16.7	30	5	1.0	0	No
WRF Operator IV	6.7	7.7	13	1	1.0	0	No
WRF Shift Supervisor	17.9	17.2	29	5	-0.6	0	No
WRF Shop Supervisor	0.0	0.0	3	0	0.0	0	No
WRF Superintendent	0.0	0.0	2	0	0.0	0	No
WRF Supervisor	25.0	25.0	4	1	0.0	0	No
Total	20.2	20.3	375	76	0.05	1	No

Table B13. Breakdown of **Family Court** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	50.0	50.0	2	1	0.0	0	Yes
Accounting Assistant I	0.0	--	0	--	0.0	0	--
Administrative Clerk	88.2	87.5	16	14	-0.7	-1	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Chief Court Clerk	100.0	100.0	1	1	0.0	0	Yes
Chief Probation Officer	100.0	100.0	1	1	0.0	0	Yes
Court Clerk	87.5	87.5	8	7	0.0	0	Yes
Deputy Court Administrator	--	100.0	1	1	100.0	1	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Principal Court Clerk	100.0	100.0	1	1	0.0	-1	Yes
Principal Probation Officer	66.7	66.7	3	2	0.0	0	Yes
Probation Officer	60.7	63.0	27	17	2.2	0	Yes
Senior County Court Clerk	50.0	50.0	2	1	0.0	0	Yes
Senior Probation Officer	40.0	40.0	10	4	0.0	0	No
Total	68.8	70.3	74	52	1.44	-1	Yes

Table B14. Breakdown of **Family Court** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	0.0	0.0	2	0	0.0	0	No
Accounting Assistant I	100.0	--	0	--	-100.0	-1	--
Administrative Clerk	100.0	100.0	16	16	0.0	-1	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Chief Court Clerk	100.0	100.0	1	1	0.0	0	Yes
Chief Probation Officer	100.0	0.0	1	0	-100.0	-1	No
Court Clerk	75.0	75.0	8	6	0.0	0	Yes
Deputy Court Administrator	--	100.0	1	1	100.0	1	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Principal Court Clerk	100.0	100.0	1	1	0.0	-1	Yes
Principal Probation Officer	100.0	100.0	3	3	0.0	0	Yes
Probation Officer	64.3	63.0	27	17	-1.3	-1	Yes
Senior County Court Clerk	100.0	100.0	2	2	0.0	0	Yes
Senior Probation Officer	70.0	70.0	10	7	0.0	0	Yes
Total	77.9	75.7	74	56	-2.25	-4	Yes

Table B15. Breakdown of **Finance** Job Classes Meeting Race Benchmark

<b>Job Title</b>	<b>% of Black Employees: 10/1/2018</b>	<b>% of Black Employees: 4/1/2019</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>12 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
Accountant	100.0	100.0	3	3	0.0	1	Yes
Accounting Assistant II	100.0	100.0	8	8	0.0	0	Yes
Administrative Analyst	100.0	100.0	2	2	0.0	0	Yes
Administrative Clerk	100.0	100.0	4	4	0.0	1	Yes
Buyer	100.0	100.0	5	5	0.0	0	Yes
Chief Accountant	100.0	100.0	2	2	0.0	0	Yes
Chief Financial Officer	100.0	100.0	1	1	0.0	0	Yes
Deputy Director of Finance	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	60.0	66.7	6	4	6.7	1	Yes
Principal Buyer	80.0	80.0	5	4	0.0	0	Yes
Purchasing Agent	100.0	100.0	1	1	0.0	0	Yes
Purchasing Coordinator	100.0	100.0	1	1	0.0	0	Yes
Senior Accountant	50.0	57.1	7	4	7.1	0	Yes
<b>Total</b>	<b>84.1</b>	<b>87.0</b>	<b>46</b>	<b>40</b>	<b>2.87</b>	<b>3</b>	<b>Yes</b>



Table B16. Breakdown of **Finance** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	100.0	100.0	3	3	0.0	1	Yes
Accounting Assistant II	100.0	100.0	8	8	0.0	0	Yes
Administrative Analyst	100.0	100.0	2	2	0.0	0	Yes
Administrative Clerk	100.0	100.0	4	4	0.0	1	Yes
Buyer	100.0	100.0	5	5	0.0	0	Yes
Chief Accountant	100.0	100.0	2	2	0.0	0	Yes
Chief Financial Officer	0.0	0.0	1	0	0.0	0	No
Deputy Director of Finance	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	60.0	66.7	6	4	6.7	1	Yes
Principal Buyer	80.0	80.0	5	4	0.0	0	Yes
Purchasing Agent	0.0	0.0	1	0	0.0	0	No
Purchasing Coordinator	100.0	100.0	1	1	0.0	0	Yes
Senior Accountant	100.0	100.0	7	7	0.0	-1	Yes
Total	88.6	89.1	46	41	0.49	2	Yes

Table B17. Breakdown of **General Services** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	3	3	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	9	9	0.0	-1	Yes
Administrative Services Manager	0.0	0.0	1	0	0.0	0	No
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Appointed Chief Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Assistant Chief of Elections	0.0	0.0	1	0	0.0	0	No
Biomedical Technician	--	0.0	1	0	0.0	0	No
Building Maintenance Superintendent	--	100.0	1	1	100.0	1	Yes
Building Maintenance Supervisor	0.0	0.0	3	0	0.0	0	No
Cabinetmaker	40.0	50.0	4	2	10.0	0	Yes
Chief of Building Maintenance	33.3	33.3	3	1	0.0	0	No
Chief of Elections Operation	100.0	100.0	1	1	0.0	0	Yes
Chief of Security	0.0	0.0	1	0	0.0	0	No
Civil Engineer	--	0.0	1	0	0.0	0	No
Deputy Director General Services	100.0	100.0	1	1	0.0	0	Yes
Director of General Services	0.0	0.0	1	0	0.0	0	No
Electrician	14.3	16.7	6	1	2.4	0	No
Electrician Supervisor	0.0	0.0	1	0	0.0	0	No
Electronics Technician	40.0	44.4	9	4	4.4	0	Yes
Equipment/Structural Mechanic	0.0	0.0	1	0	0.0	0	No
Facilities Manager	0.0	0.0	3	0	0.0	0	No
HVAC/Refrigeration Technician	50.0	33.3	3	1	-16.7	-1	No
Labor Supervisor	50.0	50.0	2	1	0.0	0	Yes
Laborer II	25.0	25.0	4	1	0.0	0	No
Landscape Crew Leader	0.0	0.0	1	0	0.0	0	No
Maintenance Repair Worker	57.1	59.1	22	13	1.9	1	Yes
Painter	28.6	28.6	7	2	0.0	0	No
Painter Superintendent	0.0	0.0	1	0	0.0	0	No
Plumber	0.0	16.7	6	1	16.7	1	No

<b>Job Title</b>	<b>% of Black Employees: 10/1/2018</b>	<b>% of Black Employees: 4/1/2019</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>12 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Security Officer	75.0	75.9	58	44	0.9	14	Yes
Senior Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Maintenance Repair Worker	25.0	25.0	12	3	0.0	0	No
Senior Security Officer	85.7	85.7	7	6	0.0	0	Yes
Skilled Laborer	100.0	100.0	15	15	0.0	0	Yes
Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Stores/Procurement Officer	100.0	100.0	1	1	0.0	0	Yes
Truck Driver	50.0	50.0	2	1	0.0	0	Yes
Voting Machine Technician	100.0	100.0	1	1	0.0	0	Yes
<b>Total</b>	<b>57.8</b>	<b>59.8</b>	<b>199</b>	<b>119</b>	<b>2.02</b>	<b>15</b>	<b>Yes</b>

Table B18. Breakdown of **General Services** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	3	3	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	90.0	100.0	9	9	10.0	0	Yes
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Appointed Chief Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Assistant Chief of Elections	0.0	0.0	1	0	0.0	0	No
Biomedical Technician	--	0.0	1	0	0.0	0	No
Building Maintenance Superintendent	--	0.0	1	0	0.0	0	No
Building Maintenance Supervisor	0.0	0.0	3	0	0.0	0	No
Cabinetmaker	0.0	0.0	4	0	0.0	0	No
Chief of Building Maintenance	0.0	0.0	3	0	0.0	0	No
Chief of Elections Operation	0.0	0.0	1	0	0.0	0	No
Chief of Security	0.0	0.0	1	0	0.0	0	No
Civil Engineer	--	0.0	1	0	0.0	0	No
Deputy Director General Services	100.0	100.0	1	1	0.0	0	Yes
Director of General Services	0.0	0.0	1	0	0.0	0	No
Electrician	0.0	0.0	6	0	0.0	0	No
Electrician Supervisor	0.0	0.0	1	0	0.0	0	No
Electronics Technician	0.0	0.0	9	0	0.0	0	No
Equipment/Structural Mechanic	0.0	0.0	1	0	0.0	0	No
Facilities Manager	0.0	0.0	3	0	0.0	0	No
HVAC/Refrigeration Technician	0.0	0.0	3	0	0.0	0	No
Labor Supervisor	0.0	0.0	2	0	0.0	0	No
Laborer II	25.0	25.0	4	1	0.0	0	No
Landscape Crew Leader	0.0	0.0	1	0	0.0	0	No
Maintenance Repair Worker	9.5	13.6	22	3	4.1	1	No
Painter	0.0	0.0	7	0	0.0	0	No
Painter Superintendent	0.0	0.0	1	0	0.0	0	No
Plumber	0.0	0.0	6	0	0.0	0	No

<b>Job Title</b>	<b>% of Female Employees: 10/1/2018</b>	<b>% of Female Employees: 4/1/2019</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>12 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Security Officer	27.5	32.8	58	19	5.3	8	No
Senior Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Maintenance Repair Worker	0.0	0.0	12	0	0.0	0	No
Senior Security Officer	42.9	42.9	7	3	0.0	0	No
Skilled Laborer	6.7	6.7	15	1	0.0	0	No
Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Stores/Procurement Officer	100.0	100.0	1	1	0.0	0	Yes
Truck Driver	0.0	0.0	2	0	0.0	0	No
Voting Machine Technician	0.0	0.0	1	0	0.0	0	No
<b>Total</b>	<b>21.1</b>	<b>23.6</b>	<b>199</b>	<b>47</b>	<b>2.51</b>	<b>9</b>	<b>No</b>

Table B19. Breakdown of **Human Resources** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	5	5	0.0	0	Yes
Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Assessment and Development Specialist	20.0	33.3	6	2	13.3	1	No
Business Management Specialist	66.7	66.7	3	2	0.0	0	Yes
Business Partner Manager - Equity & Inclusion	100.0	100.0	1	1	0.0	0	Yes
Business Processing Manager	100.0	100.0	1	1	0.0	0	Yes
Compensation Advisor	66.7	66.7	3	2	0.0	0	Yes
Director of Human Resources	100.0	100.0	1	1	0.0	0	Yes
Equity & Inclusion Officer	100.0	100.0	1	1	0.0	0	Yes
Equity And Inclusion Business Partner	75.0	75.0	4	3	0.0	0	Yes
Human Resources Analyst	100.0	100.0	1	1	0.0	0	Yes
Human Resources Division Manager	100.0	100.0	4	4	0.0	0	Yes
Human Resources Project Coordinator	100.0	100.0	2	2	0.0	0	Yes
Human Resources Technician	50.0	33.3	3	1	-16.7	0	No
Payroll Manager	100.0	100.0	1	1	0.0	0	Yes
Selection Manager	100.0	100.0	1	1	0.0	0	Yes
Senior Assessment and Development Specialist	0.0	0.0	2	0	0.0	0	No
Senior Systems Analyst	100.0	100.0	1	1	0.0	0	Yes
Talent Sourcing Specialist	100.0	100.0	4	4	0.0	0	Yes
Test Administration Coordinator I	0.0	0.0	1	0	0.0	0	No
Training & Organizational Development Advisor	100.0	100.0	5	5	0.0	0	Yes
Total	78.8	77.8	54	42	-1.07	1	Yes

Table B20. Breakdown of **Human Resources** Job Classes Meeting Gender Benchmark

<b>Job Title</b>	<b>% of Female Employees: 10/1/2018</b>	<b>% of Female Employees: 4/1/2019</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>12 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
Accounting Assistant II	100.0	100.0	5	5	0.0	0	Yes
Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Assessment and Development Specialist	60.0	66.7	6	4	6.7	1	Yes
Business Management Specialist	100.0	100.0	3	3	0.0	0	Yes
Business Partner Manager - Equity & Inclusion	100.0	100.0	1	1	0.0	0	Yes
Business Processing Manager	100.0	100.0	1	1	0.0	0	Yes
Compensation Advisor	100.0	100.0	3	3	0.0	0	Yes
Director of Human Resources	100.0	100.0	1	1	0.0	0	Yes
Equity & Inclusion Officer	100.0	100.0	1	1	0.0	0	Yes
Equity And Inclusion Business Partner	50.0	50.0	4	2	0.0	0	Yes
Human Resources Analyst	100.0	100.0	1	1	0.0	0	Yes
Human Resources Division Manager	50.0	50.0	4	2	0.0	0	Yes
Human Resources Project Coordinator	100.0	100.0	2	2	0.0	0	Yes
Human Resources Technician	50.0	66.7	3	2	16.7	1	Yes
Payroll Manager	100.0	100.0	1	1	0.0	0	Yes
Selection Manager	100.0	100.0	1	1	0.0	0	Yes
Senior Assessment and Development Specialist	50.0	50.0	2	1	0.0	0	Yes
Senior Systems Analyst	0.0	0.0	1	0	0.0	0	No
Talent Sourcing Specialist	100.0	100.0	4	4	0.0	0	Yes
Test Administration Coordinator I	100.0	100.0	1	1	0.0	0	Yes
Training & Organizational Development Advisor	80.0	80.0	5	4	0.0	0	Yes
<b>Total</b>	<b>80.8</b>	<b>81.5</b>	<b>54</b>	<b>44</b>	<b>0.71</b>	<b>2</b>	<b>Yes</b>

Table B21. Breakdown of **Information Services & Technology** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Administrative Assistant	0.0	0.0	1	0	0.0	0	No
Administrative Services Manager	100.0	0.0	1	0	-100.0	-1	No
Application Developer	33.3	25.0	4	1	-8.3	0	No
Appointed Information Technology Transition Manager	100.0	100.0	1	1	0.0	0	Yes
Business Systems Analyst	100.0	100.0	1	1	0.0	0	Yes
Business Systems and Reporting Manager	50.0	50.0	2	1	0.0	0	Yes
Chief Information Officer/Director IT	0.0	0.0	1	0	0.0	0	No
Communications Coordinator	0.0	0.0	1	0	0.0	0	No
Computer Operator	100.0	100.0	2	2	0.0	0	Yes
Computer Operator III	100.0	100.0	1	1	0.0	0	Yes
Database Administrator	0.0	0.0	1	0	0.0	0	No
G.I.S. Specialist	0.0	0.0	1	0	0.0	0	No
Manager of Information Technology Infrastructure	0.0	0.0	1	0	0.0	0	No
Manager Systems Analysis	100.0	100.0	1	1	0.0	0	Yes
Network Systems Administrator I	33.3	50.0	2	1	16.7	0	Yes
Network Systems Administrator II	0.0	0.0	3	0	0.0	0	No
Personal Computer/Network Technician	71.4	75.0	8	6	3.6	1	Yes
Senior Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Systems Analyst	0.0	0.0	3	0	0.0	0	No
Senior Systems Architect	100.0	100.0	1	1	0.0	0	Yes
Systems Analyst	0.0	0.0	5	0	0.0	0	No
Telecommunications Technician	50.0	50.0	2	1	0.0	0	Yes
Total	42.9	40.9	44	18	-1.95	0	Yes



Table B22. Breakdown of **Information Services & Technology** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Application Developer	33.3	25.0	4	1	-8.3	0	No
Appointed Information Technology Transition Manager	0.0	0.0	1	0	0.0	0	No
Business Systems Analyst	100.0	100.0	1	1	0.0	0	Yes
Business Systems and Reporting Manager	100.0	100.0	2	2	0.0	0	Yes
Chief Information Officer/Director IT	0.0	0.0	1	0	0.0	0	No
Communications Coordinator	0.0	0.0	1	0	0.0	0	No
Computer Operator	0.0	0.0	2	0	0.0	0	No
Computer Operator III	100.0	100.0	1	1	0.0	0	Yes
Database Administrator	0.0	0.0	1	0	0.0	0	No
G.I.S. Specialist	100.0	100.0	1	1	0.0	0	Yes
Manager of Information Technology Infrastructure	0.0	0.0	1	0	0.0	0	No
Manager Systems Analysis	0.0	0.0	1	0	0.0	0	No
Network Systems Administrator I	0.0	0.0	2	0	0.0	0	No
Network Systems Administrator II	0.0	0.0	3	0	0.0	0	No
Personal Computer/Network Technician	28.6	25.0	8	2	-3.6	0	No
Senior Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Systems Analyst	0.0	0.0	3	0	0.0	0	No
Senior Systems Architect	0.0	0.0	1	0	0.0	0	No
Systems Analyst	16.7	20.0	5	1	3.3	0	No
Telecommunications Technician	0.0	0.0	2	0	0.0	0	No
<b>Total</b>	<b>28.6</b>	<b>27.3</b>	<b>44</b>	<b>12</b>	<b>-1.30</b>	<b>0</b>	<b>No</b>

Table B23. Breakdown of **Probate Court** Job Classes Meeting Race Benchmark<sup>6</sup>

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	100.0	100.0	1	1	0.0	0	Yes
Accounting Assistant II	66.7	66.7	3	2	0.0	0	Yes
Administrative Clerk	80.0	80.0	5	4	0.0	0	Yes
Chief Clerk Probate Court	100.0	100.0	1	1	0.0	0	Yes
Chief Deputy Clerk-Probate Court	100.0	100.0	1	1	0.0	0	Yes
Confidential Judicial Assistant	0.0	0.0	2	0	0.0	0	No
Court Clerk	57.1	60.0	20	12	2.9	0	Yes
Deputy Probate Judge	0.0	0.0	1	0	0.0	0	No
Elections Supervisor	100.0	100.0	1	1	0.0	0	Yes
Mental Health Coordinator - Probate Court	100.0	100.0	1	1	0.0	0	Yes
Microphotographer	100.0	100.0	2	2	0.0	0	Yes
Principal Accountant	0.0	0.0	1	0	0.0	0	No
Principal Court Clerk	50.0	80.0	5	4	30.0	2	Yes
Probate Judge Number I	0.0	--	0	--	0.0	0	--
Probate Judge Number II	0.0	--	0	--	0.0	0	--
Senior Accountant	0.0	0.0	1	0	0.0	0	No
Senior County Court Clerk	66.7	40.0	5	2	-26.7	-2	No
<b>Total</b>	<b>58.5</b>	<b>62.0</b>	<b>50</b>	<b>31</b>	<b>3.51</b>	<b>0</b>	<b>Yes</b>

<sup>6</sup> Elected officials were mistakenly left in the current data set in the November 2018 report. For this report elected officials were removed from the current data and left in the former data set. The calculation difference between the former and current data, may be due to not including elected officials in the current data set and may not reflect a true reduction in staff.

Table B24. Breakdown of **Probate Court** Job Classes Meeting Gender Benchmark<sup>7</sup>

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	0.0	0.0	1	0	0.0	0	No
Accounting Assistant II	100.0	100.0	3	3	0.0	0	Yes
Administrative Clerk	100.0	100.0	5	5	0.0	0	Yes
Chief Clerk Probate Court	100.0	100.0	1	1	0.0	0	Yes
Chief Deputy Clerk-Probate Court	0.0	0.0	1	0	0.0	0	No
Confidential Judicial Assistant	100.0	100.0	2	2	0.0	0	Yes
Court Clerk	100.0	100.0	20	20	0.0	-1	Yes
Deputy Probate Judge	100.0	100.0	1	1	0.0	0	Yes
Elections Supervisor	100.0	100.0	1	1	0.0	0	Yes
Mental Health Coordinator - Probate Court	0.0	0.0	1	0	0.0	0	No
Microphotographer	50.0	50.0	2	1	0.0	0	Yes
Principal Accountant	0.0	0.0	1	0	0.0	0	No
Principal Court Clerk	75.0	60.0	5	3	-15.0	0	Yes
Probate Judge Number I	0.0	--	0	--	0.0	0	--
Probate Judge Number II	100.0	--	0	--	-100.0	-1	--
Senior Accountant	0.0	0.0	1	0	0.0	0	No
Senior County Court Clerk	83.3	100.0	5	5	16.7	0	Yes
<b>Total</b>	<b>83.0</b>	<b>84.0</b>	<b>50</b>	<b>42</b>	<b>0.98</b>	<b>-2</b>	<b>Yes</b>

<sup>7</sup> Elected officials were mistakenly left in the current data set in the November 2018 report. For this report elected officials were removed from the current data and left in the former data set. The calculation difference between the former and current data, may be due to not including elected officials in the current data set and may not reflect a true reduction in staff.

Table B25. Breakdown of **Revenue** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	0.0	0.0	2	0	0.0	0	No
Accounting Assistant I	28.6	28.6	7	2	0.0	0	No
Accounting Assistant II	83.5	81.8	88	72	-1.7	-4	Yes
Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Administrative Assistant	100.0	100.0	2	2	0.0	0	Yes
Administrative Clerk	87.5	87.5	8	7	0.0	0	Yes
Administrative Supervisor	50.0	50.0	2	1	0.0	0	Yes
Assistant Director of Revenue	0.0	0.0	1	0	0.0	0	No
Auditor	87.5	100.0	6	6	12.5	-1	Yes
Business Office Supervisor	60.0	60.0	5	3	0.0	0	Yes
Chief Accountant	0.0	0.0	1	0	0.0	0	No
Chief Deputy Director of Revenue	100.0	100.0	1	1	0.0	0	Yes
Deputy Director of Revenue	100.0	100.0	1	1	0.0	0	Yes
Director of Revenue	0.0	0.0	1	0	0.0	0	No
Laborer II	100.0	--	0	--	-100.0	-1	--
Principal Accountant	25.0	42.9	7	3	17.9	2	Yes
Principal Auditor	0.0	50.0	2	1	50.0	1	Yes
Revenue Examiner	50.0	66.7	3	2	16.7	1	Yes
Senior Accountant	66.7	66.7	6	4	0.0	0	Yes
Senior Auditor	33.3	25.0	8	2	-8.3	0	No
Senior Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Total	73.0	71.2	153	109	-1.78	-2	Yes

Table B26. Breakdown of **Revenue** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	100.0	100.0	2	2	0.0	0	Yes
Accounting Assistant I	57.1	57.1	7	4	0.0	0	Yes
Accounting Assistant II	92.3	93.2	88	82	0.9	-2	Yes
Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Administrative Assistant	100.0	100.0	2	2	0.0	0	Yes
Administrative Clerk	100.0	100.0	8	8	0.0	0	Yes
Administrative Supervisor	100.0	100.0	2	2	0.0	0	Yes
Assistant Director of Revenue	0.0	0.0	1	0	0.0	0	No
Auditor	62.5	66.7	6	4	4.2	-1	Yes
Business Office Supervisor	80.0	80.0	5	4	0.0	0	Yes
Chief Accountant	0.0	0.0	1	0	0.0	0	No
Chief Deputy Director of Revenue	0.0	0.0	1	0	0.0	0	No
Deputy Director of Revenue	0.0	0.0	1	0	0.0	0	No
Director of Revenue	0.0	0.0	1	0	0.0	0	No
Laborer II	100.0	--	0	--	-100.0	-1	--
Principal Accountant	25.0	57.1	7	4	32.1	3	Yes
Principal Auditor	100.0	100.0	2	2	0.0	1	Yes
Revenue Examiner	100.0	100.0	3	3	0.0	1	Yes
Senior Accountant	83.3	83.3	6	5	0.0	0	Yes
Senior Auditor	16.7	12.5	8	1	-4.2	0	No
Senior Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Total	81.6	81.7	153	125	0.12	1	Yes

Table B27. Breakdown of **Roads & Transportation** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	0.0	0.0	1	0	0.0	0	No
Accounting Assistant I	0.0	0.0	1	0	0.0	0	No
Accounting Assistant II	42.9	42.9	7	3	0.0	0	Yes
Administrative Analyst	66.7	66.7	3	2	0.0	0	Yes
Administrative Assistant	100.0	100.0	3	3	0.0	1	Yes
Administrative Clerk	75.0	71.4	7	5	-3.6	-1	Yes
Administrative Supervisor	0.0	0.0	1	0	0.0	0	No
Arborist	100.0	100.0	1	1	0.0	0	Yes
Assistant Highway District Superintendent	0.0	0.0	1	0	0.0	0	No
Auto Parts Clerk	100.0	100.0	1	1	0.0	0	Yes
Auto Parts Manager	0.0	0.0	1	0	0.0	0	No
Automotive Technician	38.9	38.9	18	7	0.0	0	No
Automotive/Heavy Equipment Shop Supervisor	33.3	33.3	3	1	0.0	0	No
Bridge Maintenance Crewleader	33.3	33.3	3	1	0.0	0	No
Bridge Maintenance Worker	25.0	25.0	4	1	0.0	0	No
Bridge Maintenance/Construction Supervisor	100.0	100.0	1	1	0.0	0	Yes
Bridge Superintendent	0.0	0.0	2	0	0.0	0	No
Chief Civil Engineer	0.0	0.0	3	0	0.0	0	No
Chief Land Acquisition Agent	0.0	--	0	--	0.0	0	--
Chief of Party	0.0	0.0	1	0	0.0	0	No
Civil Engineer	0.0	0.0	3	0	0.0	0	No
Construction Equipment Operator	16.7	22.7	22	5	6.1	3	No
Construction Supervisor	0.0	0.0	2	0	0.0	0	No
County Property Appraiser	0.0	0.0	1	0	0.0	0	No
County Property Manager	0.0	0.0	1	0	0.0	0	No
County Traffic Engineer	0.0	0.0	1	0	0.0	0	No
Deputy Director of Road & Transportation	0.0	0.0	1	0	0.0	0	No
Deputy Director of Road & Transportation III	--	0.0	1	0	0.0	0	No
Director of Road & Transportation	0.0	0.0	1	0	0.0	0	No
Drafter	0.0	0.0	1	0	0.0	0	No

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Electrician	0.0	0.0	1	0	0.0	0	No
Engineering Aide	100.0	100.0	3	3	0.0	0	Yes
Engineering Inspector	33.3	33.3	9	3	0.0	0	No
Equipment Service Writer	0.0	0.0	2	0	0.0	0	No
G.I.S. Technician II	100.0	100.0	1	1	0.0	0	Yes
Heavy Equipment Operator	0.0	0.0	1	0	0.0	0	No
Herbicide Applicator	50.0	0.0	1	0	-50.0	-2	No
Highway District Superintendent	0.0	0.0	2	0	0.0	0	No
Labor Supervisor	50.0	33.3	3	1	-16.7	-2	No
Laborer II	92.9	92.9	14	13	0.0	0	Yes
Land Acquisition Agent	66.7	50.0	2	1	-16.7	-1	Yes
Landscape Crew Leader	0.0	0.0	4	0	0.0	0	No
Mobile Equipment Manager	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	--	0	--	-100.0	-1	--
Principal Engineering Construction Inspector	0.0	0.0	2	0	0.0	0	No
Principal Engineering Land Survey Inspector	0.0	0.0	1	0	0.0	0	No
Public Works Coordinator	0.0	0.0	2	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	6	0	0.0	0	No
Security Officer	66.7	--	0	--	-66.7	-4	--
Senior Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Senior Arborist	0.0	0.0	1	0	0.0	0	No
Senior Auto Parts Clerk	0.0	0.0	2	0	0.0	0	No
Senior Civil Engineer	0.0	0.0	1	0	0.0	0	No
Senior Engineering Aide	100.0	100.0	1	1	0.0	0	Yes
Senior Engineering Drafter	50.0	50.0	2	1	0.0	0	Yes
Senior Engineering Inspector	0.0	0.0	4	0	0.0	0	No
Senior Land Acquisition Agent	0.0	0.0	1	0	0.0	0	No
Senior Traffic Control Technician	100.0	100.0	1	1	0.0	0	Yes
Skilled Laborer	63.6	63.6	22	14	0.0	0	Yes
Stores Clerk	50.0	50.0	2	1	0.0	0	Yes

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Street Paving Supervisor	0.0	0.0	4	0	0.0	0	No
Systems Analyst	100.0	100.0	1	1	0.0	0	Yes
Tire Shop Supervisor	0.0	0.0	1	0	0.0	0	No
Traffic Analyst	--	0.0	1	0	0.0	0	No
Traffic Control Superintendent	100.0	100.0	1	1	0.0	0	Yes
Traffic Control Technician	66.7	66.7	3	2	0.0	0	Yes
Traffic Maintenance Superintendent	0.0	0.0	1	0	0.0	0	No
Traffic Maintenance Supervisor	100.0	100.0	1	1	0.0	0	Yes
Traffic Maintenance Worker	87.5	90.9	11	10	3.4	3	Yes
Traffic Sign Painter	0.0	0.0	1	0	0.0	0	No
Traffic Signal Worker	60.0	75.0	4	3	15.0	0	Yes
Traffic Signs and Markings Supervisor	0.0	0.0	4	0	0.0	0	No
Traffic Striping Machine Crewleader	0.0	0.0	1	0	0.0	0	No
Traffic Striping Machine Operator	50.0	50.0	4	2	0.0	0	Yes
Truck Driver	64.1	73.3	30	22	9.2	-3	Yes
Total	45.4	44.7	257	115	-0.61	-7	Yes



Table B28. Breakdown of **Roads & Transportation** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Female Employed	Meeting Benchmark?
Accountant	100.0	100.0	1	1	0.0	0	Yes
Accounting Assistant I	0.0	0.0	1	0	0.0	0	No
Accounting Assistant II	85.7	85.7	7	6	0.0	0	Yes
Administrative Analyst	66.7	66.7	3	2	0.0	0	Yes
Administrative Assistant	100.0	100.0	3	3	0.0	1	Yes
Administrative Clerk	100.0	100.0	7	7	0.0	-1	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Arborist	0.0	0.0	1	0	0.0	0	No
Assistant Highway District Superintendent	0.0	0.0	1	0	0.0	0	No
Auto Parts Clerk	100.0	100.0	1	1	0.0	0	Yes
Auto Parts Manager	0.0	0.0	1	0	0.0	0	No
Automotive Technician	0.0	0.0	18	0	0.0	0	No
Automotive/Heavy Equipment Shop Supervisor	0.0	0.0	3	0	0.0	0	No
Bridge Maintenance Crewleader	0.0	0.0	3	0	0.0	0	No
Bridge Maintenance Worker	0.0	0.0	4	0	0.0	0	No
Bridge Maintenance/Construction Supervisor	0.0	0.0	1	0	0.0	0	No
Bridge Superintendent	0.0	0.0	2	0	0.0	0	No
Chief Civil Engineer	33.3	33.3	3	1	0.0	0	No
Chief Land Acquisition Agent	100.0	--	0	--	-100.0	-1	--
Chief of Party	0.0	0.0	1	0	0.0	0	No
Civil Engineer	0.0	0.0	3	0	0.0	0	No
Construction Equipment Operator	0.0	4.5	22	1	4.5	1	No
Construction Supervisor	0.0	0.0	2	0	0.0	0	No
County Property Appraiser	0.0	0.0	1	0	0.0	0	No
County Property Manager	0.0	0.0	1	0	0.0	0	No
County Traffic Engineer	0.0	0.0	1	0	0.0	0	No
Deputy Director of Road & Transportation	100.0	100.0	1	1	0.0	0	Yes
Deputy Director of Road & Transportation III	--	0.0	1	0	0.0	0	No
Director of Road & Transportation	100.0	100.0	1	1	0.0	0	Yes

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Female Employed	Meeting Benchmark?
Drafter	0.0	0.0	1	0	0.0	0	No
Electrician	0.0	0.0	1	0	0.0	0	No
Engineering Aide	0.0	0.0	3	0	0.0	0	No
Engineering Inspector	22.2	22.2	9	2	0.0	0	No
Equipment Service Writer	0.0	0.0	2	0	0.0	0	No
G.I.S. Technician II	100.0	100.0	1	1	0.0	0	Yes
Heavy Equipment Operator	0.0	0.0	1	0	0.0	0	No
Herbicide Applicator	0.0	0.0	1	0	0.0	0	No
Highway District Superintendent	0.0	0.0	2	0	0.0	0	No
Labor Supervisor	16.7	0.0	3	0	-16.7	-1	No
Laborer II	35.7	35.7	14	5	0.0	0	No
Land Acquisition Agent	66.7	50.0	2	1	-16.7	-1	Yes
Landscape Crew Leader	0.0	0.0	4	0	0.0	0	No
Mobile Equipment Manager	0.0	0.0	1	0	0.0	0	No
Principal Accountant	100.0	--	0	--	-100.0	-1	--
Principal Engineering Construction Inspector	0.0	0.0	2	0	0.0	0	No
Principal Engineering Land Survey Inspector	0.0	0.0	1	0	0.0	0	No
Public Works Coordinator	0.0	0.0	2	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	20.0	16.7	6	1	-3.3	0	No
Security Officer	33.3	--	0	--	-33.3	-2	--
Senior Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Senior Arborist	0.0	0.0	1	0	0.0	0	No
Senior Auto Parts Clerk	50.0	50.0	2	1	0.0	0	Yes
Senior Civil Engineer	0.0	0.0	1	0	0.0	0	No
Senior Engineering Aide	0.0	0.0	1	0	0.0	0	No
Senior Engineering Drafter	50.0	50.0	2	1	0.0	0	Yes
Senior Engineering Inspector	0.0	0.0	4	0	0.0	0	No
Senior Land Acquisition Agent	50.0	100.0	1	1	50.0	0	Yes
Senior Traffic Control Technician	0.0	0.0	1	0	0.0	0	No
Skilled Laborer	13.6	13.6	22	3	0.0	0	No

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Female Employed	Meeting Benchmark?
Stores Clerk	50.0	50.0	2	1	0.0	0	Yes
Street Paving Supervisor	0.0	25.0	4	1	25.0	1	No
Systems Analyst	0.0	0.0	1	0	0.0	0	No
Tire Shop Supervisor	0.0	0.0	1	0	0.0	0	No
Traffic Analyst	--	0.0	1	0	0.0	0	No
Traffic Control Superintendent	0.0	0.0	1	0	0.0	0	No
Traffic Control Technician	0.0	0.0	3	0	0.0	0	No
Traffic Maintenance Superintendent	0.0	0.0	1	0	0.0	0	No
Traffic Maintenance Supervisor	0.0	0.0	1	0	0.0	0	No
Traffic Maintenance Worker	0.0	0.0	11	0	0.0	0	No
Traffic Sign Painter	0.0	0.0	1	0	0.0	0	No
Traffic Signal Worker	0.0	0.0	4	0	0.0	0	No
Traffic Signs and Markings Supervisor	0.0	0.0	4	0	0.0	0	No
Traffic Striping Machine Crewleader	0.0	0.0	1	0	0.0	0	No
Traffic Striping Machine Operator	25.0	25.0	4	1	0.0	0	No
Truck Driver	23.1	20.0	30	6	-3.1	-3	No
<b>Total</b>	<b>21.6</b>	<b>19.8</b>	<b>257</b>	<b>51</b>	<b>-1.72</b>	<b>-7</b>	<b>No</b>

Table B29. Breakdown of Tax Assessor Job Classes Meeting Race Benchmark<sup>8</sup>

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant II	60.0	60.0	10	6	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	83.3	82.4	17	14	-1.0	-1	Yes
Administrative Supervisor	0.0	0.0	1	0	0.0	0	No
Appointed Chief Deputy Tax Assessor-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Chief Deputy Tax Assessor-Birmingham	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Assessor-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Assessor-Birmingham	100.0	100.0	1	1	0.0	0	Yes
Assistant Tax Assessor-Bessemer Division	100.0	--	0	--	-100.0	-1	--
Auditor	100.0	100.0	2	2	0.0	0	Yes
G.I.S. Database Supervisor	50.0	50.0	2	1	0.0	0	Yes
G.I.S. Specialist	50.0	50.0	4	2	0.0	0	Yes
G.I.S. Technician I	33.3	33.3	3	1	0.0	0	No
G.I.S. Technician II	57.1	57.1	7	4	0.0	0	Yes
Personal Property Appraiser	44.4	44.4	9	4	0.0	0	Yes
Principal Auditor	--	100.0	1	1	100.0	1	Yes
Senior Auditor	100.0	100.0	1	1	0.0	0	Yes
Senior Personal Property Appraiser	0.0	0.0	1	0	0.0	0	No
Tax Assessor-Jefferson County	100.0	--	0	--	-100.0	-1	--
<b>Total</b>	<b>66.2</b>	<b>65.1</b>	<b>63</b>	<b>41</b>	<b>-1.07</b>	<b>-2</b>	<b>Yes</b>

<sup>8</sup> Elected officials were mistakenly left in the current data set in the November 2018 report. For this report elected officials were removed from the current data and left in the former data set. The calculation difference between the former and current data, may be due to not including elected officials in the current data set and my not reflect a true reductions is staff.

Table B30. Breakdown of Tax Assessor Job Classes Meeting Gender Benchmark<sup>9</sup>

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accounting Assistant II	70.0	70.0	10	7	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	17	17	0.0	-1	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Appointed Chief Deputy Tax Assessor-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Chief Deputy Tax Assessor-Birmingham	0.0	0.0	1	0	0.0	0	No
Appointed Clerk Tax Assessor-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Assessor-Birmingham	100.0	100.0	1	1	0.0	0	Yes
Assistant Tax Assessor-Bessemer Division	0.0	--	0	--	0.0	0	--
Auditor	100.0	100.0	2	2	0.0	0	Yes
G.I.S. Database Supervisor	50.0	50.0	2	1	0.0	0	Yes
G.I.S. Specialist	25.0	25.0	4	1	0.0	0	No
G.I.S. Technician I	66.7	66.7	3	2	0.0	0	Yes
G.I.S. Technician II	42.9	42.9	7	3	0.0	0	No
Personal Property Appraiser	77.8	77.8	9	7	0.0	0	Yes
Principal Auditor	--	100.0	1	1	100.0	1	Yes
Senior Auditor	0.0	0.0	1	0	0.0	0	No
Senior Personal Property Appraiser	0.0	0.0	1	0	0.0	0	No
Tax Assessor-Jefferson County	100.0	--	0	--	-100.0	-1	--
<b>Total</b>	<b>72.3</b>	<b>73.0</b>	<b>63</b>	<b>46</b>	<b>0.71</b>	<b>-1</b>	<b>Yes</b>

<sup>9</sup> Elected officials were mistakenly left in the current data set in the November 2018 report. For this report elected officials were removed from the current data and left in the former data set. The calculation difference between the former and current data, may be due to not including elected officials in the current data set and may not reflect a true reduction in staff.

Table B31. Breakdown of **Tax Collector** Job Classes Meeting Race Benchmark<sup>10</sup>

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	--	100.0	1	1	100.0	1	Yes
Accounting Assistant II	73.3	75.0	16	12	1.7	1	Yes
Administrative Clerk	87.5	85.7	7	6	-1.8	-1	Yes
Appointed Chief Deputy Tax Collector-Bessemer	0.0	100.0	1	1	100.0	1	Yes
Appointed Chief Deputy Tax Collector-Birmingham	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Collector-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Collector-Birmingham	0.0	0.0	1	0	0.0	0	No
Assistant Tax Collector-Bessemer Division	100.0	--	0	--	-100.0	-1	--
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Manager of Tax Collection	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Accountant	100.0	100.0	2	2	0.0	0	Yes
Senior Tax Agent	100.0	100.0	1	1	0.0	0	Yes
Tax Agent	66.7	80.0	5	4	13.3	2	Yes
Tax Collector	0.0	--	0	--	0.0	0	--
<b>Total</b>	<b>76.3</b>	<b>82.1</b>	<b>39</b>	<b>32</b>	<b>5.74</b>	<b>3</b>	<b>Yes</b>

<sup>10</sup> Elected officials were mistakenly left in the current data set in the November 2018 report. For this report elected officials were removed from the current data and left in the former data set. The calculation difference between the former and current data, may be due to not including elected officials in the current data set and my not reflect a true reductions is staff.

Table B32. Breakdown of **Tax Collector** Job Classes Meeting Gender Benchmark<sup>11</sup>

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Female Employed	Meeting Benchmark?
Accountant	--	100.0	1	1	100.0	1	Yes
Accounting Assistant II	86.7	87.5	16	14	0.8	1	Yes
Administrative Clerk	100.0	100.0	7	7	0.0	-1	Yes
Appointed Chief Deputy Tax Collector-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Chief Deputy Tax Collector-Birmingham	0.0	0.0	1	0	0.0	0	No
Appointed Clerk Tax Collector-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Collector-Birmingham	0.0	0.0	1	0	0.0	0	No
Assistant Tax Collector-Bessemer Division	0.0	--	0	--	0.0	0	--
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Manager of Tax Collection	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Accountant	100.0	100.0	2	2	0.0	0	Yes
Senior Tax Agent	100.0	100.0	1	1	0.0	0	Yes
Tax Agent	66.7	80.0	5	4	13.3	2	Yes
Tax Collector	0.0	--	0	--	0.0	0	--
<b>Total</b>	<b>81.6</b>	<b>87.2</b>	<b>39</b>	<b>34</b>	<b>5.60</b>	<b>3</b>	<b>Yes</b>

<sup>11</sup> Elected officials were mistakenly left in the current data set in the November 2018 report. For this report elected officials were removed from the current data and left in the former data set. The calculation difference between the former and current data, may be due to not including elected officials in the current data set and my not reflect a true reductions is staff.

Table B33. Breakdown of **Youth Detention** Job Classes Meeting Race Benchmark

<b>Job Title</b>	<b>% of Black Employees: 10/1/2018</b>	<b>% of Black Employees: 4/1/2019</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>12 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Cook	100.0	100.0	6	6	0.0	2	Yes
Deputy Director of Youth Detention	0.0	0.0	1	0	0.0	0	No
Director of Youth Detention	100.0	100.0	1	1	0.0	0	Yes
Juvenile Detention Officer	77.8	81.8	33	27	4.0	-1	Yes
Security Officer	100.0	--	0	--	-100.0	-2	--
Senior Food Services Supervisor	100.0	100.0	1	1	0.0	0	Yes
Senior Juvenile Detention Officer	75.0	75.0	4	3	0.0	0	Yes
Senior Probation Officer	100.0	100.0	1	1	0.0	0	Yes
<b>Total</b>	<b>80.4</b>	<b>83.3</b>	<b>48</b>	<b>40</b>	<b>2.94</b>	<b>-1</b>	<b>Yes</b>



Table B34. Breakdown of **Youth Detention** Job Classes Meeting Gender Benchmark

<b>Job Title</b>	<b>% of Female Employees: 10/1/2018</b>	<b>% of Female Employees: 4/1/2019</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>12 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Cook	75.0	83.3	6	5	8.3	2	Yes
Deputy Director of Youth Detention	0.0	0.0	1	0	0.0	0	No
Director of Youth Detention	100.0	100.0	1	1	0.0	0	Yes
Juvenile Detention Officer	25.0	24.2	33	8	-0.8	-1	No
Security Officer	100.0	--	0	--	-100.0	-2	--
Senior Food Services Supervisor	0.0	0.0	1	0	0.0	0	No
Senior Juvenile Detention Officer	25.0	25.0	4	1	0.0	0	No
Senior Probation Officer	100.0	100.0	1	1	0.0	0	Yes
<b>Total</b>	<b>35.3</b>	<b>35.4</b>	<b>48</b>	<b>17</b>	<b>0.12</b>	<b>-1</b>	<b>No</b>

Table B35. Breakdown of **Departments with Less than 20 Employees** Job Classes Meeting Race Benchmark

Department Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Budget Management Office	66.7	66.7	3	2	0.0	0	Yes
Board Of Registrars	30.0	30.0	10	3	0.0	0	No
Coroner/Medical Examiner	35.3	35.3	17	6	0.0	0	No
County Attorney	56.3	56.3	16	9	0.0	0	Yes
County Manager	50.0	50.0	6	3	0.0	0	Yes
Law Library	33.3	33.3	3	1	0.0	0	No
Public Information	--	0.0	1	0	0.0	0	No
Treasurer	75.0	83.3	6	5	8.3	-1	Yes
<b>Total</b>	<b>47.6</b>	<b>46.8</b>	<b>62</b>	<b>29</b>	<b>-0.84</b>	<b>-1</b>	<b>Yes</b>

Table B36. Breakdown of **Departments with Less Than 20 Employees** Job Classes Meeting Gender Benchmark

Department Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Female Employed	Meeting Benchmark?
Budget Management Office	100.0	100.0	3	3	0.0	0	Yes
Board Of Registrars	70.0	70.0	10	7	0.0	0	Yes
Coroner/Medical Examiner	41.2	41.2	17	7	0.0	0	No
County Attorney	68.8	68.8	16	11	0.0	0	Yes
County Manager	33.3	33.3	6	2	0.0	0	No
Law Library	100.0	100.0	3	3	0.0	0	Yes
Public Information	--	100.0	1	1	100.0	1	Yes
Treasurer	87.5	100.0	6	6	12.5	-1	Yes
Total	63.5	64.5	62	40	1.02	0	Yes

## Appendix C: Metric Data Tables

Table C1. Breakdown of Metric 1 job classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	66.7	73.3	15	11	6.7	3	Yes
Accounting Assistant I	62.5	66.7	21	14	4.2	-1	Yes
Administrative Clerk	77.6	79.0	162	128	1.4	3	Yes
Auditor	90.9	100.0	8	8	9.1	-2	Yes
Automotive Technician	38.9	38.9	18	7	0.0	0	No
Construction Equipment Operator	21.1	20.0	35	7	-1.1	3	No
Engineering Aide	83.3	100.0	5	5	16.7	0	Yes
Heavy Equipment Operator	28.6	44.4	27	12	15.9	6	Yes
Labor Supervisor	64.3	70.0	10	7	5.7	-2	Yes
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	9	0	0.0	0	No
Revenue Examiner	50.0	66.7	3	2	16.7	1	Yes
Truck Driver	64.4	75.8	33	25	11.3	-4	Yes
WRF Operator I	40.6	50.0	24	12	9.4	-1	Yes
Total	62.2	64.3	370	238	2.1	6	Yes

Table C2. Breakdown of Metric 2 job classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Deputy Sheriff	17.5	16.9	402	68	-0.6	-3	No
Engineering Aide	16.7	20.0	5	1	3.3	0	No
Revenue Examiner	100.0	100.0	3	3	0.0	1	Yes
Security Officer	31.0	32.8	58	19	1.7	1	No
Senior Civil Engineer	0.0	0.0	1	0	0.0	0	No
Stores Clerk	60.0	60.0	5	3	0.0	0	Yes
Total	19.8	19.8	474	94	0.0	-1	No

Table C3. Breakdown of Metric 3 job classes Meeting Race Benchmark

Job Title	% of Black Employees on Certification List: 10/1/2018	% of Black Probational Employees: 10/1/2018	% of Black Employees on Certification List: 4/1/2019	% of Black Probational Employees: 4/1/2019	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark ?
Accountant	80.5	100.0	80.3	100.0	3	3	-0.2	2	Yes
Accounting Assistant I	76.8	0.0	0.0	--	0	0	--	0	--
Administrative Clerk	76.3	100.0	50.0	66.7	15	10	-26.3	3	Yes
Auditor	0.0	--	0.0	--	0	0	--	0	--
Automotive Technician	36.0	71.4	0.0	--	0	0	--	-5	--
Construction Equipment Operator	0.0	--	0.0	25.0	4	1	0.0	1	Yes
Engineering Aide	0.0	--	0.0	--	0	0	--	0	--
Heavy Equipment Operator	18.2	--	0.0	--	0	0	--	0	--
Labor Supervisor	47.2	--	36.4	--	0	0	--	0	--
Public Works Supervisor (Construction or Sanitation)	7.7	--	9.0	--	0	0	--	0	--
Revenue Examiner	0.0	--	0.0	100.0	1	1	0.0	1	Yes
Truck Driver	62.8	71.4	68.1	--	0	0	--	-5	--
WRF Operator I	0.0	--	0.0	--	0	0	--	0	--

Table C4. Breakdown of Metric 4 job classes Meeting Gender Benchmark

Job Title	% of Female Employees on Certification List: 10/1/2018	% of Female Probational Employees: 10/1/2018	% of Female Employees on Certification List: 4/1/2019	% of Female Probational Employees: 4/1/2019	Current Total Probationary Employees	Current Total Female Probationary Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Deputy Sheriff	28.6	14.3	19.9	5.3	19	1	-8.7	0	No
Drafter	0.0	--	0.0	--	0	0	--	0	--
Engineering Aide	0.0	--	0.0	--	0	0	--	0	--
Revenue Examiner	0.0	--	0.0	100.0	1	1	0.0	1	Yes
Security Officer	34.7	41.7	12.5	0.0	3	0	-22.2	-5	No
Senior Civil Engineer	0.0	--	0.0	--	0	0	--	0	--
Stores Clerk	0.0	--	0.0	--	0	0	--	0	--
Traffic Control Technician	0.0	--	0.0	--	0	0	--	0	--



Table C5. Breakdown of Metric 5 job classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Accountant	63.6	73.3	82.3	15	11	9.7	4	Yes
Accounting Assistant I	62.5	63.6	66.7	22	14	1.1	-1	Yes
Accounting Assistant II	82.0	81.4	100.0	161	131	-0.7	-6	Yes
Administrative Analyst	60.0	60.0	75.8	10	6	0.0	0	No
Administrative Assistant	92.3	92.9	80.9	14	13	0.5	1	Yes
Administrative Clerk	80.0	81.7	80.9	126	103	1.7	-1	Yes
Administrative Services Manager	50.0	33.3	79.4	6	2	-16.7	-1	No
Administrative Supervisor	53.3	57.1	78.8	14	8	3.8	0	No
Animal Control Officer	--	--	49.2	0	--	--	--	--
Arborist	100.0	100.0	71.0	1	1	0.0	0	Yes
Assessment and Development Specialist	20.0	33.3	74.0	6	2	13.3	1	No
Assistant Automotive Technician	--	--	54.8	0	--	--	--	--
Assistant Occupational Health/Safety Administrator	--	--	60.8	0	--	--	--	--
Athletic Program Coordinator	--	--	--	0	--	--	--	--
Attorney	--	--	47.1	0	--	--	--	--
Automation and Controls Engineer	--	--	12.5	0	--	--	--	--
Automotive Technician	38.9	38.9	54.5	18	7	0.0	0	No
Bailiff/Court Security	--	--	--	0	--	--	--	--
Biomedical Technician	0.0	0.0	57.1	1	0	0.0	0	No
Botanical Gardens Director	--	--	52.9	0	--	--	--	--
Bridge Maintenance Worker	40.0	40.0	75.8	5	2	0.0	0	No
Budget Analyst	0.0	0.0	--	1	0	0.0	0	--
Building Custodian	--	--	89.4	0	--	--	--	--
Building Inspection Services Manager	--	--	42.9	0	--	--	--	--
Building Inspections Officer	--	--	51.1	0	--	--	--	--
Building Inspector	0.0	25.0	48.4	4	1	25.0	1	No
Business Management Specialist	66.7	66.7	75.9	3	2	0.0	0	Yes
Business Office Supervisor	50.0	50.0	76.5	8	4	0.0	0	No

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Business Systems and Reporting Manager	50.0	50.0	--	2	1	0.0	0	--
Cabinetmaker	40.0	40.0	50.0	5	2	0.0	0	Yes
Charge Nurse	100.0	100.0	51.8	4	4	0.0	0	Yes
Chief Administrative Analyst	--	--	76.5	0	--	--	--	--
Chief Information Officer/Director IT	0.0	0.0	50.0	1	0	0.0	0	No
Chief of Building Maintenance	33.3	33.3	39.0	3	1	0.0	0	Yes
Chief Personal Property Appraiser	0.0	--	25.0	0	--	--	0	--
Chief Planner	--	--	75.0	0	--	--	--	--
City Clerk I	--	--	83.7	0	--	--	--	--
City Clerk II	--	--	82.1	0	--	--	--	--
City Clerk III	--	--	83.2	0	--	--	--	--
Civic Center Director	--	--	--	0	--	--	--	--
Civil Engineer	0.0	0.0	38.9	6	0	0.0	0	No
Communications Coordinator	0.0	0.0	76.6	1	0	0.0	0	No
Communications Operator I	100.0	100.0	85.4	1	1	0.0	-1	Yes
Community Resource Representative	100.0	100.0	--	2	2	0.0	0	--
Computer Operator	100.0	100.0	100.0	2	2	0.0	0	Yes
Concession Supervisor	--	--	87.0	0	--	--	--	--
Construction Equipment Operator	21.1	24.2	65.1	33	8	3.2	4	No
Control Room Operator	--	--	81.3	0	--	--	--	--
Cook	100.0	100.0	--	6	6	0.0	2	--
Corrections Officer	--	--	80.8	0	--	--	--	--
Court Clerk	65.5	67.9	80.3	28	19	2.3	0	Yes
Data Management Specialist	--	--	84.0	0	--	--	--	--
Data Management Technician	--	--	--	0	--	--	--	--
Database Administrator	0.0	0.0	--	1	0	0.0	0	--
Dental Assistant	--	--	86.8	0	--	--	--	--
Deputy County Manager-Infrastructure	--	--	60.4	0	--	--	--	--
Deputy Director of Human Resources	--	--	71.9	0	--	--	--	--
Deputy Director of Revenue	100.0	100.0	64.3	1	1	0.0	0	Yes

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Deputy Director of Road & Transportation	0.0	0.0	48.3	1	0	0.0	0	No
Deputy Fire Chief	--	--	0.0	0	--	--	--	--
Director of Boutwell Auditorium	--	--	70.8	0	--	--	--	--
Director of Parks and Recreation	--	--	71.4	0	--	--	--	--
Disease Intervention Specialist	--	--	75.3	0	--	--	--	--
Economic Development Specialist	--	--	69.4	0	--	--	--	--
Electrical Inspector	0.0	0.0	33.3	3	0	0.0	0	No
Electrician	23.5	25.0	36.8	16	4	1.5	0	No
Emergency Management Officer	--	--	--	0	--	--	--	--
Engineering Inspector	34.5	33.3	--	27	9	-1.1	-1	--
Environmental Health Program Supervisor	--	--	75.0	0	--	--	--	--
Environmental Health Specialist	--	--	80.6	0	--	--	--	--
Epidemiological Analyst	--	--	47.4	0	--	--	--	--
Event Manager	--	--	68.0	0	--	--	--	--
Event Set-up Supervisor	--	--	75.4	0	--	--	--	--
Finance Director	--	--	70.6	0	--	--	--	--
Fire Battalion Chief I	--	--	--	0	--	--	--	--
Fire Chief	--	--	40.0	0	--	--	--	--
Firefighter	--	--	55.9	0	--	--	--	--
Fitness Instructor	--	--	85.7	0	--	--	--	--
Flood Plain Administrator	--	--	91.7	0	--	--	--	--
G.I.S. Specialist	25.0	25.0	--	8	2	0.0	0	--
Grants Administrator	--	--	72.7	0	--	--	--	--
Grants Management Coordinator	100.0	100.0	75.0	1	1	0.0	0	Yes
Graphic Designer	--	--	35.3	0	--	--	--	--
Guard	--	--	--	0	--	--	--	--
Health Information Services Technician	100.0	100.0	89.9	3	3	0.0	0	Yes
Heavy Equipment Operator	28.6	38.9	76.8	18	7	10.3	1	No
Highway District Superintendent	0.0	0.0	7.7	2	0	0.0	0	No
Horticulture Maintenance Supervisor	--	--	--	0	--	--	--	--
Human Resources Analyst	100.0	100.0	81.6	1	1	0.0	0	Yes

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Human Resources Division Manager	100.0	100.0	75.3	4	4	0.0	0	Yes
Human Resources Manager	--	--	79.8	0	--	--	--	--
Human Resources Project Coordinator	100.0	100.0	75.8	2	2	0.0	0	Yes
Human Resources Technician	50.0	33.3	84.2	3	1	-16.7	0	No
Information Security Officer	--	--	--	0	--	--	--	--
International Program Manager	--	--	6.3	0	--	--	--	--
Juvenile Detention Officer	78.4	81.8	84.6	33	27	3.4	-2	Yes
Laboratory Assistant	--	--	--	0	--	--	--	--
Landfill Supervisor	--	--	--	0	--	--	--	--
Landscape Architect	0.0	--	61.1	0	--	--	0	--
Landscape Crew Leader	0.0	0.0	56.0	5	0	0.0	0	No
Legal Secretary	75.0	83.3	72.3	6	5	8.3	-1	Yes
Licensed Practical Nurse	72.7	72.7	72.9	22	16	0.0	0	Yes
Magistrate	--	--	--	0	--	--	--	--
Maintenance Mechanic	--	--	45.9	0	--	--	--	--
Maintenance Repair Worker	60.0	59.1	69.1	22	13	-0.9	-2	Yes
Medical Clerk	94.7	97.1	88.0	34	33	2.3	-3	Yes
Medical Director	--	--	60.0	0	--	--	--	--
Medical Laboratory Technician	100.0	100.0	75.0	4	4	0.0	0	Yes
Medical Technologist	50.0	50.0	50.0	2	1	0.0	0	Yes
Municipal Personnel Director	--	--	71.1	0	--	--	--	--
Municipal Records Supervisor	--	--	--	0	--	--	--	--
Museum Curator	--	--	40.0	0	--	--	--	--
Network Systems Administrator II	0.0	0.0	--	4	0	0.0	0	--
Nutrition Consultant	--	--	66.7	0	--	--	--	--
Parking Enforcement Supervisor	--	--	100.0	0	--	--	--	--
Parks Maintenance Superintendent-BH	--	--	--	0	--	--	--	--
Parole and Probation Officer	--	--	83.2	0	--	--	--	--
Pharmacy Manager	0.0	--	57.1	0	--	--	0	--
Planner	50.0	100.0	69.6	1	1	50.0	0	Yes
Plans Examiner	0.0	0.0	47.8	1	0	0.0	0	No

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Plumber	0.0	16.7	--	6	1	16.7	1	--
Plumbing, Gas and Mechanical Inspector	0.0	0.0	5.9	2	0	0.0	0	No
Police Chief	--	--	73.7	0	--	--	--	--
Police Chief II	--	--	28.6	0	--	--	--	--
Police Community Relations Assistant	--	--	76.8	0	--	--	--	--
Police Officer	--	--	57.3	0	--	--	--	--
Power Distribution Helper	--	--	78.6	0	--	--	--	--
Principal Accountant	62.5	63.2	81.8	19	12	0.7	2	No
Principal Administrative Analyst	100.0	100.0	--	1	1	0.0	0	--
Principal Attorney	--	--	57.1	0	--	--	--	--
Principal Court Clerk	57.1	83.3	--	6	5	26.2	1	--
Principal Engineering Construction Inspector	20.0	0.0	14.3	4	0	-20.0	-1	No
Probation Officer	62.1	63.0	83.9	27	17	0.9	-1	No
Property Appraiser	30.0	28.6	58.3	21	6	-1.4	0	No
Public Health Language Worker	--	--	19.4	0	--	--	--	--
Public Health Medical Officer	--	--	81.3	0	--	--	--	--
Public Health Nurse	--	--	--	0	--	--	--	--
Public Relations Coordinator	0.0	0.0	59.0	1	0	0.0	0	No
Public Safety Dispatcher I	--	--	79.8	0	--	--	--	--
Public Safety Dispatcher II	--	--	79.3	0	--	--	--	--
Public Safety Dispatcher III	--	--	80.7	0	--	--	--	--
Public Works District Supervisor	--	--	75.8	0	--	--	--	--
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	63.1	9	0	0.0	0	No
Real Estate Manager	--	--	59.6	0	--	--	--	--
Records Analyst	--	--	82.1	0	--	--	--	--
Records Management Analyst	--	--	78.4	0	--	--	--	--
Recreation Leader	--	--	78.8	0	--	--	--	--
Recreation Superintendent	--	--	75.9	0	--	--	--	--
Recreation Supervisor	--	--	62.5	0	--	--	--	--

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Refuse Truck Driver	--	--	84.5	0	--	--	--	--
Revenue Examiner	50.0	66.7	83.2	3	2	16.7	1	Yes
Security Officer	73.7	75.9	82.9	58	44	2.2	2	Yes
Senior Accountant	61.9	65.0	79.0	20	13	3.1	0	Yes
Senior Administrative Analyst	100.0	100.0	81.7	4	4	0.0	0	Yes
Senior Appraisal Analyst	--	--	33.3	0	--	--	--	--
Senior Building Custodian	--	--	83.9	0	--	--	--	--
Senior Civil Engineer	50.0	0.0	22.7	1	0	-50.0	-1	Yes
Senior Construction Supervisor	--	--	37.1	0	--	--	--	--
Senior Court Clerk	--	--	85.1	0	--	--	--	--
Senior Engineering Aide	50.0	33.3	79.2	3	1	-16.7	0	Yes
Senior Engineering Inspector	14.3	14.3	50.0	7	1	0.0	0	Yes
Senior Food Services Supervisor	100.0	100.0	75.0	1	1	0.0	0	Yes
Senior Grants Management Coordinator	0.0	0.0	83.3	1	0	0.0	0	Yes
Senior Housing Rehabilitation Specialist	0.0	0.0	65.2	2	0	0.0	0	Yes
Senior Land Acquisition Agent	0.0	0.0	61.5	1	0	0.0	0	Yes
Senior Nutrition Consultant	--	--	0.0	0	--	--	--	--
Senior Plans Examiner	0.0	0.0	40.0	1	0	0.0	0	Yes
Senior Real Property Appraiser	16.7	16.7	40.0	6	1	0.0	0	Yes
Senior Recreation Leader	--	--	85.7	0	--	--	--	--
Senior Urban Designer	--	--	80.0	0	--	--	--	--
Sewer Video Specialist	62.5	62.5	79.6	16	10	0.0	0	Yes
Sheriff's Deputy Chief	--	--	--	0	--	--	--	--
Shop Helper	--	--	74.1	0	--	--	--	--
Sign Painter	--	--	71.4	0	--	--	--	--
Skilled Laborer	84.0	84.5	--	71	60	0.5	-3	--
Solid Waste Administrator	--	--	71.4	0	--	--	--	--
Staff Nurse	83.3	80.0	60.7	5	4	-3.3	-1	Yes
Storm Water Administrator	--	--	--	0	--	--	--	--
Street Paving Supervisor	0.0	0.0	50.0	4	0	0.0	0	Yes
Systems Analyst	10.0	11.1	68.8	9	1	1.1	0	Yes

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Talent Sourcing Specialist	100.0	100.0	81.9	4	4	0.0	0	Yes
Tax Agent	66.7	80.0	92.2	5	4	13.3	2	Yes
Tire Shop Supervisor	0.0	0.0	--	1	0	0.0	0	--
Traffic Control Superintendent	100.0	100.0	--	1	1	0.0	0	--
Traffic Maintenance Superintendent-BH	--	--	53.3	0	--	--	--	--
Traffic Maintenance Supervisor	100.0	100.0	55.6	1	1	0.0	0	Yes
Traffic Maintenance Worker	87.5	90.9	82.9	11	10	3.4	3	Yes
Traffic Signal Worker	60.0	75.0	--	4	3	15.0	0	--
Traffic Signs and Markings Supervisor	0.0	0.0	75.0	4	0	0.0	0	Yes
Training & Organizational Development Advisor	100.0	100.0	--	5	5	0.0	0	--
Truck Driver	64.4	72.2	63.6	36	26	7.8	-3	Yes
Urban Design Administrator	--	--	41.2	0	--	--	--	--
Utility Meter Reader	--	--	89.3	0	--	--	--	--
Utility Service Representative	--	--	87.2	0	--	--	--	--
Water Utility Service Supervisor	--	--	50.0	0	--	--	--	--
Water Utility Service Worker	--	--	75.0	0	--	--	--	--
WRF Maintenance Worker	20.0	33.3	--	3	1	13.3	0	--
WRF Operator IV	20.0	23.1	72.0	13	3	3.1	0	Yes
WRF Shift Supervisor	27.6	26.7	28.6	30	8	-0.9	0	Yes
Zoning Inspector	100.0	100.0	78.6	2	2	0.0	0	Yes
Zoning Supervisor	--	--	64.9	0	--	--	--	--
Total	62.7	63.6	--	1163	740	0.9	420	--

Table C6. Breakdown of Metric 6 job classes Meeting Gender Benchmark

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Accountant	72.7	73.3	81.6	15	11	0.6	3	Yes
Accounting Assistant I	75.0	72.7	100.0	22	16	-2.3	-2	No
Accounting Assistant II	91.6	91.3	100.0	161	147	-0.3	-6	Yes
Administrative Analyst	70.0	70.0	81.6	10	7	0.0	0	Yes
Administrative Assistant	100.0	100.0	93.4	14	14	0.0	1	Yes
Administrative Clerk	93.1	93.7	90.7	126	118	0.6	-3	Yes
Administrative Services Manager	83.3	83.3	78.9	6	5	0.0	0	Yes
Administrative Supervisor	100.0	100.0	89.1	14	14	0.0	-1	Yes
Animal Control Officer	--	--	35.4	0	--	--	--	--
Arborist	0.0	0.0	22.6	1	0	0.0	0	No
Assessment and Development Specialist	60.0	66.7	82.2	6	4	6.7	1	Yes
Assistant Automotive Technician	--	--	6.5	0	--	--	--	--
Assistant Occupational Health/Safety Administrator	--	--	60.8	0	--	--	--	--
Athletic Program Coordinator	--	--	--	0	--	--	--	--
Attorney	--	--	41.2	0	--	--	--	--
Automation and Controls Engineer	--	--	25.0	0	--	--	--	--
Automotive Technician	0.0	0.0	3.0	18	0	0.0	0	No
Bailiff/Court Security	--	--	--	0	--	--	--	--
Biomedical Technician	0.0	0.0	23.8	1	0	0.0	0	No
Botanical Gardens Director	--	--	47.1	0	--	--	--	--
Bridge Maintenance Worker	0.0	0.0	10.6	5	0	0.0	0	No
Budget Analyst	100.0	100.0	--	1	1	0.0	0	--
Building Custodian	--	--	48.8	0	--	--	--	--
Building Inspection Services Manager	--	--	4.8	0	--	--	--	--
Building Inspections Officer	--	--	13.3	0	--	--	--	--
Building Inspector	0.0	0.0	14.1	4	0	0.0	0	No
Business Management Specialist	100.0	100.0	89.7	3	3	0.0	0	Yes
Business Office Supervisor	87.5	87.5	83.7	8	7	0.0	0	Yes



Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Business Systems and Reporting Manager	100.0	100.0	--	2	2	0.0	0	--
Cabinetmaker	0.0	0.0	7.1	5	0	0.0	0	No
Charge Nurse	100.0	100.0	81.5	4	4	0.0	0	Yes
Chief Administrative Analyst	--	--	72.0	0	--	--	--	--
Chief Information Officer/Director IT	0.0	0.0	14.3	1	0	0.0	0	No
Chief of Building Maintenance	0.0	0.0	6.8	3	0	0.0	0	No
Chief Personal Property Appraiser	0.0	--	25.0	0	--	--	0	--
Chief Planner	--	--	66.7	0	--	--	--	--
City Clerk I	--	--	82.0	0	--	--	--	--
City Clerk II	--	--	84.5	0	--	--	--	--
City Clerk III	--	--	79.3	0	--	--	--	--
Civic Center Director	--	--	--	0	--	--	--	--
Civil Engineer	0.0	0.0	16.7	6	0	0.0	0	No
Communications Coordinator	0.0	0.0	51.6	1	0	0.0	0	No
Communications Operator I	100.0	100.0	83.1	1	1	0.0	-1	Yes
Community Resource Representative	50.0	50.0	--	2	1	0.0	0	--
Computer Operator	0.0	0.0	63.6	2	0	0.0	0	No
Concession Supervisor	--	--	71.7	0	--	--	--	--
Construction Equipment Operator	0.0	3.0	11.3	33	1	3.0	1	No
Control Room Operator	--	--	75.6	0	--	--	--	--
Cook	75.0	83.3	--	6	5	8.3	2	--
Corrections Officer	--	--	53.8	0	--	--	--	--
Court Clerk	93.1	92.9	87.5	28	26	-0.2	-1	Yes
Data Management Specialist	--	--	64.0	0	--	--	--	--
Data Management Technician	--	--	--	0	--	--	--	--
Database Administrator	0.0	0.0	--	1	0	0.0	0	--
Dental Assistant	--	--	94.7	0	--	--	--	--
Deputy County Manager-Infrastructure	--	--	28.8	0	--	--	--	--
Deputy Director of Human Resources	--	--	64.4	0	--	--	--	--
Deputy Director of Revenue	0.0	0.0	50.0	1	0	0.0	0	No

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Deputy Director of Road & Transportation	100.0	100.0	20.7	1	1	0.0	0	Yes
Deputy Fire Chief	--	--	0.0	0	--	--	--	--
Director of Boutwell Auditorium	--	--	45.8	0	--	--	--	--
Director of Parks and Recreation	--	--	26.5	0	--	--	--	--
Disease Intervention Specialist	--	--	81.2	0	--	--	--	--
Economic Development Specialist	--	--	52.8	0	--	--	--	--
Electrical Inspector	0.0	0.0	0.0	3	0	0.0	0	Yes
Electrician	0.0	0.0	0.0	16	0	0.0	0	Yes
Emergency Management Officer	--	--	--	0	--	--	--	--
Engineering Inspector	13.8	11.1	--	27	3	-2.7	-1	--
Environmental Health Program Supervisor	--	--	50.0	0	--	--	--	--
Environmental Health Specialist	--	--	55.6	0	--	--	--	--
Epidemiological Analyst	--	--	89.5	0	--	--	--	--
Event Manager	--	--	77.2	0	--	--	--	--
Event Set-up Supervisor	--	--	66.7	0	--	--	--	--
Finance Director	--	--	61.8	0	--	--	--	--
Fire Battalion Chief I	--	--	--	0	--	--	--	--
Fire Chief	--	--	0.0	0	--	--	--	--
Firefighter	--	--	13.9	0	--	--	--	--
Fitness Instructor	--	--	14.3	0	--	--	--	--
Flood Plain Administrator	--	--	83.3	0	--	--	--	--
G.I.S. Specialist	50.0	50.0	--	8	4	0.0	0	--
Grants Administrator	--	--	78.8	0	--	--	--	--
Grants Management Coordinator	100.0	100.0	75.0	1	1	0.0	0	Yes
Graphic Designer	--	--	39.2	0	--	--	--	--
Guard	--	--	--	0	--	--	--	--
Health Information Services Technician	66.7	66.7	87.0	3	2	0.0	0	No
Heavy Equipment Operator	4.8	5.6	19.5	18	1	0.8	0	No
Highway District Superintendent	0.0	0.0	0.0	2	0	0.0	0	Yes

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Horticulture Maintenance Supervisor	--	--	--	0	--	--	--	--
Human Resources Analyst	100.0	100.0	88.2	1	1	0.0	0	Yes
Human Resources Division Manager	50.0	50.0	62.3	4	2	0.0	0	Yes
Human Resources Manager	--	--	85.9	0	--	--	--	--
Human Resources Project Coordinator	100.0	100.0	72.5	2	2	0.0	0	Yes
Human Resources Technician	50.0	66.7	81.2	3	2	16.7	1	Yes
Information Security Officer	--	--	--	0	--	--	--	--
International Program Manager	--	--	68.8	0	--	--	--	--
Juvenile Detention Officer	24.3	24.2	58.2	33	8	-0.1	-1	No
Laboratory Assistant	--	--	--	0	--	--	--	--
Landfill Supervisor	--	--	--	0	--	--	--	--
Landscape Architect	0.0	--	22.2	0	--	--	0	--
Landscape Crew Leader	0.0	0.0	16.0	5	0	0.0	0	No
Legal Secretary	100.0	100.0	91.9	6	6	0.0	-2	Yes
Licensed Practical Nurse	86.4	90.9	93.7	22	20	4.5	1	Yes
Magistrate	--	--	--	0	--	--	--	--
Maintenance Mechanic	--	--	0.0	0	--	--	--	--
Maintenance Repair Worker	12.0	13.6	1.8	22	3	1.6	0	Yes
Medical Clerk	100.0	100.0	94.7	34	34	0.0	-4	Yes
Medical Director	--	--	100.0	0	--	--	--	--
Medical Laboratory Technician	100.0	100.0	100.0	4	4	0.0	0	Yes
Medical Technologist	50.0	50.0	75.0	2	1	0.0	0	No
Municipal Personnel Director	--	--	68.7	0	--	--	--	--
Municipal Records Supervisor	--	--	--	0	--	--	--	--
Museum Curator	--	--	90.0	0	--	--	--	--
Network Systems Administrator II	0.0	0.0	--	4	0	0.0	0	--
Nutrition Consultant	--	--	84.8	0	--	--	--	--
Parking Enforcement Supervisor	--	--	66.7	0	--	--	--	--
Parks Maintenance Superintendent-BH	--	--	--	0	--	--	--	--
Parole and Probation Officer	--	--	71.7	0	--	--	--	--
Pharmacy Manager	100.0	--	64.3	0	--	--	-1	--

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Planner	0.0	0.0	60.9	1	0	0.0	0	No
Plans Examiner	0.0	0.0	13.0	1	0	0.0	0	No
Plumber	0.0	0.0	--	6	0	0.0	0	--
Plumbing, Gas and Mechanical Inspector	0.0	0.0	0.0	2	0	0.0	0	Yes
Police Chief	--	--	31.6	0	--	--	--	--
Police Chief II	--	--	0.0	0	--	--	--	--
Police Community Relations Assistant	--	--	73.6	0	--	--	--	--
Police Officer	--	--	26.1	0	--	--	--	--
Power Distribution Helper	--	--	8.9	0	--	--	--	--
Principal Accountant	56.3	63.2	74.2	19	12	6.9	3	Yes
Principal Administrative Analyst	0.0	0.0	--	1	0	0.0	0	--
Principal Attorney	--	--	71.4	0	--	--	--	--
Principal Court Clerk	85.7	66.7	--	6	4	-19.0	-2	--
Principal Engineering Construction Inspector	0.0	0.0	4.8	4	0	0.0	0	No
Probation Officer	62.1	63.0	69.0	27	17	0.9	-1	Yes
Property Appraiser	40.0	42.9	45.8	21	9	2.9	1	Yes
Public Health Language Worker	--	--	74.2	0	--	--	--	--
Public Health Medical Officer	--	--	81.3	0	--	--	--	--
Public Health Nurse	--	--	--	0	--	--	--	--
Public Relations Coordinator	100.0	100.0	74.4	1	1	0.0	0	Yes
Public Safety Dispatcher I	--	--	80.7	0	--	--	--	--
Public Safety Dispatcher II	--	--	76.4	0	--	--	--	--
Public Safety Dispatcher III	--	--	75.8	0	--	--	--	--
Public Works District Supervisor	--	--	30.3	0	--	--	--	--
Public Works Supervisor (Construction or Sanitation)	12.5	11.1	19.4	9	1	-1.4	0	No
Real Estate Manager	--	--	47.4	0	--	--	--	--
Records Analyst	--	--	73.1	0	--	--	--	--
Records Management Analyst	--	--	80.4	0	--	--	--	--
Recreation Leader	--	--	51.0	0	--	--	--	--

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Recreation Superintendent	--	--	34.9	0	--	--	--	--
Recreation Supervisor	--	--	37.5	0	--	--	--	--
Refuse Truck Driver	--	--	21.1	0	--	--	--	--
Revenue Examiner	--	--	84.1	3	--	--	1	--
Security Officer	--	--	43.6	58	--	--	1	--
Senior Accountant	--	--	77.8	20	--	--	-1	--
Senior Administrative Analyst	--	--	83.1	4	--	--	0	--
Senior Appraisal Analyst	--	--	16.7	0	--	--	--	--
Senior Building Custodian	--	--	25.8	0	--	--	--	--
Senior Civil Engineer	--	--	13.6	1	--	--	0	--
Senior Construction Supervisor	--	--	3.4	0	--	--	--	--
Senior Court Clerk	--	--	84.0	0	--	--	--	--
Senior Engineering Aide	--	--	20.8	3	--	--	0	--
Senior Engineering Inspector	--	--	12.5	7	--	--	0	--
Senior Food Services Supervisor	--	--	62.5	1	--	--	0	--
Senior Grants Management Coordinator	--	--	91.7	1	--	--	0	--
Senior Housing Rehabilitation Specialist	--	--	34.8	2	--	--	0	--
Senior Land Acquisition Agent	--	--	53.8	1	--	--	0	--
Senior Nutrition Consultant	--	--	83.3	0	--	--	--	--
Senior Plans Examiner	--	--	0.0	1	--	--	0	--
Senior Real Property Appraiser	--	--	60.0	6	--	--	0	--
Senior Recreation Leader	--	--	53.6	0	--	--	--	--
Senior Urban Designer	--	--	60.0	0	--	--	--	--
Sewer Video Specialist	--	--	24.8	16	--	--	0	--
Sheriff's Deputy Chief	--	--	--	0	--	--	--	--
Shop Helper	--	--	1.9	0	--	--	--	--
Sign Painter	--	--	14.3	0	--	--	--	--
Skilled Laborer	--	--	--	71	--	--	0	--
Solid Waste Administrator	--	--	14.3	0	--	--	--	--
Staff Nurse	--	--	71.4	5	--	--	-1	--
Storm Water Administrator	--	--	--	0	--	--	--	--

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Street Paving Supervisor	--	--	21.4	4	--	--	1	--
Systems Analyst	--	--	31.3	9	--	--	0	--
Talent Sourcing Specialist	--	--	75.4	4	--	--	0	--
Tax Agent	--	--	92.2	5	--	--	2	--
Tire Shop Supervisor	--	--	--	1	--	--	0	--
Traffic Control Superintendent	--	--	--	1	--	--	0	--
Traffic Maintenance Superintendent-BH	--	--	20.0	0	--	--	--	--
Traffic Maintenance Supervisor	--	--	5.6	1	--	--	0	--
Traffic Maintenance Worker	--	--	11.8	11	--	--	0	--
Traffic Signal Worker	--	--	--	4	--	--	0	--
Traffic Signs and Markings Supervisor	--	--	12.5	4	--	--	0	--
Training & Organizational Development Advisor	--	--	--	5	--	--	0	--
Truck Driver	--	--	25.0	36	--	--	<b>-3</b>	--
Urban Design Administrator	--	--	76.5	0	--	--	--	--
Utility Meter Reader	--	--	52.0	0	--	--	--	--
Utility Service Representative	--	--	23.1	0	--	--	--	--
Water Utility Service Supervisor	--	--	50.0	0	--	--	--	--
Water Utility Service Worker	--	--	7.1	0	--	--	--	--
WRF Maintenance Worker	--	--	--	3	--	--	0	--
WRF Operator IV	--	--	28.0	13	--	--	0	--
WRF Shift Supervisor	--	--	14.3	30	--	--	0	--
Zoning Inspector	--	--	54.8	2	--	--	0	--
Zoning Supervisor	--	--	48.6	0	--	--	--	--
<b>Total</b>	<b>53.1</b>	<b>45.2</b>	<b>--</b>	<b>1163</b>	<b>526</b>	<b>-7.9</b>	<b>534</b>	<b>--</b>

Table C7. Breakdown of Metric 7 job classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Assistant Automotive Technician	0.0	0.0	0	0	--	0	--
Accountant	66.7	73.3	15	11	6.7	3	Yes
Administrative Analyst	60.0	60.0	10	6	0.0	0	Yes
Administrative Intern	0.0	0.0	0	0	--	0	--
Administrative Clerk	77.6	79.0	162	128	1.4	3	Yes
Architect	0.0	0.0	0	0	--	0	--
Auditor	90.9	100.0	8	8	9.1	-2	Yes
Automotive Technician	38.9	38.9	18	7	0.0	0	No
Building Inspector	0.0	25.0	4	1	25.0	1	No
Building Maintenance Supervisor	0.0	0.0	3	0	0.0	0	No
Buyer	100.0	100.0	5	5	0.0	0	Yes
Carpenter	0.0	0.0	0	0	--	0	--
Chief Accountant	83.3	83.3	6	5	0.0	0	Yes
Chief of Building Maintenance	33.3	33.3	3	1	0.0	0	No
Chief of Party	0.0	0.0	4	0	0.0	0	No
Closed Circuit TV Technician	0.0	0.0	1	0	0.0	0	No
Communications Operator I	100.0	100.0	1	1	0.0	-1	Yes
Computer Operator	100.0	100.0	2	2	0.0	0	Yes
Construction Equipment Operator	21.1	20.0	35	7	-1.1	3	No
County Traffic Engineer	0.0	0.0	1	0	0.0	0	No
Database Administrator	0.0	0.0	1	0	0.0	0	No
Deputy Sheriff	28.6	29.1	402	117	0.5	1	No
Drafter	0.0	0.0	2	0	0.0	0	No
Electrical Inspector	0.0	0.0	3	0	0.0	0	No
Electrician	23.5	25.0	16	4	1.5	0	No
Engineering Aide	83.3	100.0	5	5	16.7	0	Yes
Engineering Inspector	34.5	33.3	27	9	-1.1	-1	No
Environmental Biologist	0.0	0.0	0	0	--	0	--
Environmental Laboratory/Compliance Administrator	100.0	100.0	1	1	0.0	0	Yes

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Equipment Service Worker	0.0	0.0	0	0	--	0	--
Guard	0.0	0.0	0	0	--	0	--
Heavy Equipment Operator	28.6	44.4	27	12	15.9	6	Yes
Herbicide Applicator	50.0	0.0	1	0	-50.0	-2	No
Housing Rehabilitation Specialist	0.0	0.0	1	0	0.0	0	No
HVAC/Refrigeration Technician	50.0	40.0	5	2	-10.0	-1	No
Labor Supervisor	64.3	70.0	10	7	5.7	-2	Yes
Land Acquisition Agent	66.7	50.0	2	1	-16.7	-1	Yes
Landscape Architect	0.0	0.0	0	0	--	0	--
Legal Secretary	66.7	62.5	8	5	-4.2	-1	Yes
Maintenance Repair Worker	60.0	59.1	22	13	-0.9	-2	Yes
Maintenance Mechanic	0.0	0.0	0	0	--	0	--
Medical Transcriber	75.0	75.0	4	3	0.0	0	Yes
Microphotographer	100.0	100.0	2	2	0.0	0	Yes
Painter	22.2	22.2	9	2	0.0	0	No
Personnel Analyst I	0.0	0.0	0	0	--	0	--
Planner	50.0	100.0	1	1	50.0	0	Yes
Plans Examiner	0.0	0.0	1	0	0.0	0	No
Plumber	0.0	16.7	6	1	16.7	1	No
Plumbing, Gas and Mechanical Inspector	0.0	0.0	2	0	0.0	0	No
Principal Accountant	62.5	63.2	19	12	0.7	2	Yes
Principal Auditor	0.0	66.7	3	2	66.7	2	Yes
Principal Buyer	80.0	80.0	5	4	0.0	0	Yes
Public Safety Dispatcher I	0.0	0.0	0	0	--	0	--
Public Safety Dispatcher II	100.0	100.0	3	3	0.0	0	Yes
Public Works Coordinator	0.0	0.0	2	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	9	0	0.0	0	No
Purchasing Agent	100.0	100.0	1	1	0.0	0	Yes
Revenue Examiner	50.0	66.7	3	2	16.7	1	Yes
Security Officer	74.1	75.9	58	44	1.7	1	Yes



Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Senior WRF Maintenance Worker	29.4	25.0	20	5	-4.4	0	No
Sewer Construction/Maintenance Supervisor	0.0	0.0	6	0	0.0	0	No
Sewer Video Specialist	62.5	64.3	14	9	1.8	-1	Yes
Sewer Video Supervisor	0.0	0.0	8	0	0.0	0	No
Sewer Line Maintenance Inspector	9.1	9.1	11	1	0.0	0	No
Shop Helper	0.0	0.0	0	0	--	0	--
Skilled Laborer	84.0	83.8	68	57	-0.2	-6	Yes
Senior Auditor	50.0	33.3	9	3	-16.7	-1	No
Senior Civil Engineer	50.0	0.0	1	0	-50.0	-1	No
Senior Engineering Aide	50.0	33.3	3	1	-16.7	0	No
Senior Engineering Inspector	14.3	14.3	7	1	0.0	0	No
Senior Maintenance Repair Worker	23.1	25.0	12	3	1.9	0	No
Senior Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Stores Clerk	80.0	80.0	5	4	0.0	0	Yes
Systems Analyst	10.0	11.1	9	1	1.1	0	No
Tapping Machine Operator	0.0	0.0	0	0	--	0	--
Tax Agent	66.7	80.0	5	4	13.3	2	Yes
Traffic Control Technician	66.7	66.7	3	2	0.0	0	Yes
Traffic Maintenance Worker	87.5	90.9	11	10	3.4	3	Yes
Traffic Planning Technician	0.0	0.0	0	0	--	0	--
Traffic Striping Machine Operator	50.0	50.0	4	2	0.0	0	Yes
Truck Driver	64.4	75.8	33	25	11.3	-4	Yes
WRF Shift Supervisor	25.0	26.7	30	8	1.7	1	No
WRF Maintenance Worker	20.0	62.5	8	5	42.5	4	Yes
WRF Operator I	40.6	50.0	24	12	9.4	-1	Yes
WRF Supervisor	25.0	25.0	4	1	0.0	0	No
Zoning Inspector	100.0	100.0	2	2	0.0	0	Yes
Total	47.0	47.9	1237	592	0.9	7	Yes

Table C8. Breakdown of Metric 8 job classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/20182	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	75.0	73.3	15	11	-1.7	2	Yes
Administrative Analyst	70.0	70.0	10	7	0.0	0	Yes
Auditor	72.7	75.0	8	6	2.3	-2	Yes
Automotive Technician	0.0	0.0	18	0	0.0	0	No
Building Maintenance Supervisor	0.0	0.0	3	0	0.0	0	No
Buyer	100.0	100.0	5	5	0.0	0	Yes
Carpenter	--	--	0	0	--	0	--
Chief Accountant	83.3	83.3	6	5	0.0	0	Yes
Chief of Building Maintenance	0.0	0.0	3	0	0.0	0	No
Chief of Party	0.0	0.0	4	0	0.0	0	No
Chief of Security	0.0	0.0	1	0	0.0	0	No
Closed Circuit TV Technician	0.0	0.0	1	0	0.0	0	No
Computer Operator	0.0	0.0	2	0	0.0	0	No
Construction Equipment Operator	0.0	2.9	35	1	2.9	1	No
County Traffic Engineer	0.0	0.0	1	0	0.0	0	No
Database Administrator	0.0	0.0	1	0	0.0	0	No
Deputy Sheriff	17.5	16.9	402	68	-0.6	-3	No
Drafter	0.0	0.0	2	0	0.0	0	No
Electrician	0.0	0.0	16	0	0.0	0	No
Engineering Aide	16.7	20.0	5	1	3.3	0	No
Engineering Inspector	13.8	11.1	27	3	-2.7	-1	No
Environmental Biologist	100.0	--	0	0	--	-1	--
Environmental Laboratory/Compliance Administrator	100.0	100.0	1	1	0.0	0	Yes
Equipment Service Worker	--	--	0	0	--	0	--
Heavy Equipment Operator	4.8	11.1	27	3	6.3	2	No
Herbicide Applicator	0.0	0.0	1	0	0.0	0	No
HVAC/Refrigeration Technician	0.0	0.0	5	0	0.0	0	No
Labor Supervisor	7.1	0.0	10	0	-7.1	-1	No

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/20182	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Land Acquisition Agent	66.7	50.0	2	1	-16.7	-1	Yes
Maintenance Repair Worker	12.0	13.6	22	3	1.6	0	No
Maintenance Mechanic	--	--	0	0	--	0	--
Microphotographer	50.0	50.0	2	1	0.0	0	Yes
Painter	0.0	0.0	9	0	0.0	0	No
Plumber	0.0	0.0	6	0	0.0	0	No
Principal Auditor	100.0	100.0	3	3	0.0	2	Yes
Principal Buyer	80.0	80.0	5	4	0.0	0	Yes
Property Appraiser	40.0	42.9	21	9	2.9	1	No
Public Information Officer	--	--	0	0	--	0	--
Public Works Coordinator	0.0	0.0	2	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	12.5	11.1	9	1	-1.4	0	No
Purchasing Agent	0.0	0.0	1	0	0.0	0	No
Revenue Examiner	100.0	100.0	3	3	0.0	1	Yes
Security Officer	31.0	32.8	58	19	1.7	1	No
Senior WRF Maintenance Worker	0.0	0.0	20	0	0.0	0	No
Sewer Construction/Maintenance Supervisor	0.0	0.0	6	0	0.0	0	No
Sewer Video Specialist	6.3	7.1	14	1	0.9	0	No
Sewer Video Supervisor	11.1	12.5	8	1	1.4	0	No
Sewer Line Maintenance Inspector	18.2	18.2	11	2	0.0	0	No
Sewer Service Supervisor	0.0	0.0	1	0	0.0	0	No
Sheriff's Sergeant	12.2	11.3	71	8	-0.9	-1	No
Skilled Laborer	13.3	13.2	68	9	-0.1	-1	No
Senior Accountant	85.0	85.7	21	18	0.7	1	Yes
Senior Administrative Intern	--	--	0	0	--	0	--
Senior Auditor	12.5	11.1	9	1	-1.4	0	No
Senior Engineering Aide	0.0	0.0	3	0	0.0	0	No
Senior Engineering Inspector	0.0	0.0	7	0	0.0	0	No
Senior Maintenance Repair Worker	0.0	0.0	12	0	0.0	0	No
Senior Real Property Appraiser	16.7	16.7	6	1	0.0	0	No

Job Title	% of Female Employees: 10/1/2018	% of Female Employees: 4/1/20182	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Tapping Machine Operator	--	--	0	0	--	0	--
Tax Agent	66.7	80.0	5	4	13.3	2	Yes
Traffic Control Technician	0.0	0.0	3	0	0.0	0	No
Traffic Maintenance Worker	0.0	0.0	11	0	0.0	0	No
Traffic Planning Technician	--	--	0	0	--	0	--
Truck Driver	20.0	18.2	33	6	-1.8	6	No
Voting Machine Technician	0.0	0.0	1	0	0.0	-9	No
WRF Shift Supervisor	14.3	16.7	30	5	2.4	5	No
WRF Maintenance Worker	20.0	12.5	8	1	-7.5	-3	No
WRF Operator I	15.6	16.7	24	4	1.0	3	No
WRF Supervisor	25.0	25.0	4	1	0.0	-4	No
Total	19.2	19.2	1128	217	0.1	-1	No

Table C9. Breakdown of Metric 9 job classes Meeting Race Benchmark

Job Title	% of Black Applicants: 10/1/2018	% of Black Applicants: 4/1/2019	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Within Compliance?
Assistant Automotive Technician	--	54.8	31	17	--	Yes
Accountant	--	--	0	0	--	--
Administrative Analyst	--	75.8	190	144	--	Yes
Administrative Intern	--	--	0	0	--	--
Administrative Clerk	83.5	80.9	1147	928	-2.6	Yes
Architect	--	--	0	0	--	--
Auditor	--	--	0	0	--	--
Automotive Technician	--	54.5	33	18	--	Yes
Building Inspector	--	48.4	64	31	--	Yes
Building Maintenance Supervisor	--	--	0	0	--	--
Buyer	--	--	0	0	--	--
Carpenter	--	--	0	0	--	--
Chief Accountant	--	--	0	0	--	--
Chief of Building Maintenance	--	39.0	59	23	--	No
Chief of Party	--	--	0	0	--	--
Closed Circuit TV Technician	--	--	0	0	--	--
Communications Operator I	--	85.4	419	358	--	Yes
Computer Operator	--	--	0	0	--	--
Construction Equipment Operator	58.6	65.1	106	69	6.5	Yes
County Traffic Engineer	--	--	0	0	--	--
Database Administrator	--	--	0	0	--	--
Deputy Sheriff	--	--	0	0	--	--
Drafter	--	--	0	0	--	--
Electrical Inspector	--	--	0	0	--	--
Electrician	--	45.5	11	5	--	Yes
Engineering Aide	--	--	0	0	--	--
Engineering Inspector	51.1	--	0	0	--	--
Environmental Biologist	--	--	0	0	--	--
Environmental Laboratory/Compliance Administrator	--	--	0	0	--	--

Job Title	% of Black Applicants: 10/1/2018	% of Black Applicants: 4/1/2019	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Within Compliance?
Equipment Service Worker	--	--	0	0	--	--
Guard	87.2	--	0	0	--	--
Heavy Equipment Operator	63.9	76.8	82	63	12.9	Yes
Herbicide Applicator	--	--	0	0	--	--
Housing Rehabilitation Specialist	--	--	0	0	--	--
HVAC/Refrigeration Technician	--	--	0	0	--	--
Land Acquisition Agent	--	--	0	0	--	--
Landscape Architect	--	61.1	18	11	--	Yes
Legal Secretary	--	--	0	0	--	--
Maintenance Repair Worker	--	--	0	0	--	--
Maintenance Mechanic	41.4	45.9	37	17	4.6	Yes
Medical Transcriber	--	--	0	0	--	--
Microphotographer	--	--	0	0	--	--
Painter	--	--	0	0	--	--
Personnel Analyst I	--	--	0	0	--	--
Planner	--	69.6	23	16	--	Yes
Plans Examiner	--	--	0	0	--	--
Plumber	--	--	0	0	--	--
Plumbing, Gas and Mechanical Inspector	--	5.9	17	1	--	No
Principal Accountant	87.2	--	0	0	--	--
Principal Auditor	--	--	0	0	--	--
Principal Buyer	--	--	0	0	--	--
Public Safety Dispatcher I	--	81.0	457	370	--	Yes
Public Safety Dispatcher II	--	79.3	275	218	--	Yes
Public Works Coordinator	--	--	0	0	--	--
Purchasing Agent	--	--	0	0	--	--
Revenue Examiner	--	83.2	226	188	--	Yes
Security Officer	84.7	82.9	181	150	-1.8	Yes
Senior WRF Maintenance Worker	--	--	0	0	--	--
Sewer Construction/Maintenance Supervisor	--	--	0	0	--	--
Sewer Video Specialist	--	80.6	93	75	--	Yes

Job Title	% of Black Applicants: 10/1/2018	% of Black Applicants: 4/1/2019	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Within Compliance?
Sewer Video Supervisor	--	--	0	0	--	--
Sewer Line Maintenance Inspector	--	--	0	0	--	--
Shop Helper	--	--	0	0	--	--
Skilled Laborer	--	--	0	0	--	--
Senior Auditor	--	--	0	0	--	--
Senior Civil Engineer	--	22.7	22	5	--	<b>No</b>
Senior Engineering Aide	--	79.2	24	19	--	<b>Yes</b>
Senior Engineering Inspector	--	50.0	16	8	--	<b>Yes</b>
Senior Maintenance Repair Worker	--	--	0	0	--	--
Senior Stores Clerk	--	--	0	0	--	--
Stores Clerk	83.7	--	0	0	--	--
Systems Analyst	--	68.8	32	22	--	<b>Yes</b>
Tapping Machine Operator	--	--	0	0	--	--
Tax Agent	88.2	--	0	0	--	--
Traffic Control Technician	--	--	0	0	--	--
Traffic Maintenance Worker	--	--	0	0	--	--
Traffic Planning Technician	--	--	0	0	--	--
Traffic Striping Machine Operator	--	--	0	0	--	--
Truck Driver	70.9	63.6	44	28	<b>-7.2</b>	<b>Yes</b>
WRF Shift Supervisor	0.0	--	0	0	--	--
WRF Maintenance Worker	59.3	--	0	0	--	--
WRF Operator I	--	--	0	0	--	--
WRF Supervisor	--	--	0	0	--	--
Zoning Inspector	84.6	--	0	0	--	--
Total	75.5	77.2	3607	2784	1.7	<b>Yes</b>

Table C10. Breakdown of Metric 10 job classes Meeting Gender Benchmark

Job Title	% of Female Applicants: 10/1/2018	% of Female Applicants: 4/1/2019	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Within Compliance?
Accountant	--	--	0	0	--	--
Administrative Analyst	--	81.6	190	155	--	Yes
Auditor	--	--	0	0	--	--
Automotive Technician	--	3.0	33	1	--	No
Building Maintenance Supervisor	--	--	0	0	--	--
Buyer	--	--	0	0	--	--
Carpenter	--	--	0	0	--	--
Chief Accountant	--	--	0	0	--	--
Chief of Building Maintenance	--	6.8	59	4	--	No
Chief of Party	--	--	0	0	--	--
Chief of Security	--	--	0	0	--	--
Closed Circuit TV Technician	--	--	0	0	--	--
Computer Operator	--	--	0	0	--	--
Construction Equipment Operator	10.8	11.3	106	12	0.5	No
County Traffic Engineer	--	--	0	0	--	--
Database Administrator	--	--	0	0	--	--
Deputy Sheriff	--	--	0	0	--	--
Drafter	--	--	0	0	--	--
Electrician	--	0.0	11	0	--	No
Engineering Aide	--	--	0	0	--	--
Engineering Inspector	8.9	--	0	0	--	--
Environmental Biologist	--	--	0	0	--	--
Environmental Laboratory/Compliance Administrator	--	--	0	0	--	--
Equipment Service Worker	--	--	0	0	--	--
Heavy Equipment Operator	15.3	19.5	82	16	4.2	No
Herbicide Applicator	--	--	0	0	--	--
HVAC/Refrigeration Technician	--	--	0	0	--	--
Land Acquisition Agent	--	--	0	0	--	--



Job Title	% of Female Applicants: 10/1/2018	% of Female Applicants: 4/1/2019	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Within Compliance?
Maintenance Repair Worker	--	--	0	0	--	--
Maintenance Mechanic	3.4	0.0	37	0	-3.4	No
Microphotographer	--	--	0	0	--	--
Painter	--	--	0	0	--	--
Plumber	--	--	0	0	--	--
Principal Auditor	--	--	0	0	--	--
Principal Buyer	--	--	0	0	--	--
Property Appraiser	--	45.8	48	22	--	No
Public Information Officer	--	--	0	0	--	--
Public Works Coordinator	--	--	0	0	--	--
Purchasing Agent	--	--	0	0	--	--
Revenue Examiner	--	84.1	226	190	--	Yes
Security Officer	45.5	43.6	181	79	-1.9	No
Senior WRF Maintenance Worker	--	--	0	0	--	--
Sewer Construction/Maintenance Supervisor	--	--	0	0	--	--
Sewer Video Specialist	--	24.7	93	23	--	No
Sewer Video Supervisor	--	--	0	0	--	--
Sewer Line Maintenance Inspector	--	--	0	0	--	--
Sewer Service Supervisor	--	--	0	0	--	--
Skilled Laborer	--	--	0	0	--	--
Senior Accountant	--	--	0	0	--	--
Senior Administrative Intern	--	--	0	0	--	--
Senior Auditor	--	--	0	0	--	--
Senior Engineering Aide	--	20.8	24	5	--	No
Senior Engineering Inspector	--	12.5	16	2	--	No
Senior Maintenance Repair Worker	--	--	0	0	--	--
Senior Real Property Appraiser	--	60.0	10	6	--	Yes
Tapping Machine Operator	--	--	0	0	--	--
Tax Agent	88.2	--	0	0	--	--
Traffic Control Technician	--	--	0	0	--	--
Traffic Maintenance Worker	--	--	0	0	--	--

<b>Job Title</b>	<b>% of Female Applicants: 10/1/2018</b>	<b>% of Female Applicants: 4/1/2019</b>	<b>Current Total Applicants</b>	<b>Current Total Female Applicants</b>	<b>6 Month Change %</b>	<b>Within Compliance?</b>
Traffic Planning Technician	--	--	0	0	--	--
Truck Driver	10.1	25.0	44	11	14.9	<b>No</b>
Voting Machine Technician	--	--	0	0	--	--
WRF Shift Supervisor	33.3	--	0	0	--	--
WRF Maintenance Worker	8.8	--	0	0	--	--
WRF Operator I	--	--	0	0	--	--
WRF Supervisor	--	--	0	0	--	--
<b>Total</b>	<b>21.5</b>	<b>45.3</b>	<b>1160</b>	<b>526</b>	<b>23.9</b>	<b>No</b>

Table C11. Breakdown of Metric 11 job classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2018	% of Black Employees: 4/1/2019	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Construction Equipment Operator	21.1	24.2	85.4	33	8	3.2	4	No
Heavy Equipment Operator	28.6	38.9	76.8	18	7	10.3	1	No
Labor Supervisor	64.3	70.0	0.0	10	7	5.7	-2	Yes
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	75.8	9	0	0.0	0	No
Total	30.6	31.4	--	70	22	0.8	51	--

Table C12. Breakdown of Metric 12 job classes Meeting Gender Benchmark

<b>Job Title</b>	<b>% of Female Employees: 10/1/2018</b>	<b>% of Female Employees: 4/1/2019</b>	<b>% Availability in Applicant Pool</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
Construction Equipment Operator	0.0	3.0	11.3	33	1	3.0	1	<b>No</b>
Heavy Equipment Operator	4.8	5.6	19.5	18	1	0.8	0	<b>No</b>
Labor Supervisor	7.1	0.0	0.0	10	0	<b>-7.1</b>	<b>-1</b>	<b>Yes</b>
Public Works Supervisor (Construction or Sanitation)	12.5	11.1	19.4	9	1	<b>-1.4</b>	0	<b>No</b>
Sheriff's Sergeant	0.0	0.0	0.0	3	0	0.0	0	<b>Yes</b>
<b>Total</b>	<b>4.5</b>	<b>4.1</b>	<b>--</b>	<b>73</b>	<b>3</b>	<b>-0.4</b>	<b>70</b>	<b>--</b>