

SEMI-ANNUAL METRIC REPORT

Jefferson County Commission

April 1, 2019 – September 30, 2019

Program Implementation/Review

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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 April 1, 2019 through September 30, 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 Equity and Inclusion Division (EID) supports good faith efforts to create diversity. Below are the nine (9) priority areas of focus during this semi-annual reporting period, including on-going progress and opportunities for future development that support this goal.

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.*

In an on-going effort to adhere to the Consent Decree, EID ensures that notices 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.

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 outlines 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.*

A breakdown by race and gender of the current levels of management/supervision were generated from the Kronos database. They are represented by entry level (1), second level (2) and executive level (3). The data, as shown in Tables A1 and A2 in Appendix A, identified the various departments that would benefit from developing a pipeline.

For Race - The most profound need for Jefferson County to develop a suitable “pipeline” are: Board of Equalization (Level 1), Board of Registration (All Levels), Coroner (All Levels), County Manager (Level 3), Developmental Services (All Levels), Environmental Services (All Levels), General Services (Levels 2 and 3), Information Services (All Levels), Revenue (Levels 1 and 3) and Roads & Transportation (All Levels).

For Gender - The most profound need for Jefferson County to develop a suitable “pipeline” are: Senior (Level 3) Finance, Revenue, Community Development and the traditionally male-dominated fields of Environmental Services, General Services, Information Services, Roads & Transportation and Youth Detention (note that there is a bona fide occupation qualification for having specific requirements for males and females working with detained youths in the detention center). (Levels 1 and 2).

- *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.*

See Separations section with data presented in Figures 1-3, p. 10. Future reporting will include additional metric analysis to observe the effects of hiring activities versus separations on the percentage of Blacks and females. These analyses will enable more rigorous tracking as to whether Human Resources should potentially focus on issues of

training, development, climate, and culture (if the reduction in diversity is due to separations) or recruiting and selection (if the reduction in diversity is due to hiring).

- *Track recruiting efforts over time so the effects of recruiting in prior cycles can be tracked.*

Recruitment efforts are tracked in a Microsoft Excel Spreadsheet. Since around August 2019, Human Resources began documenting recruitment efforts and results in a Recruitment Summary for each recruited position. Prior cycles are tracked, measured, and utilized to develop effective recruitment strategies that produces positive results, with a diverse and qualified pool of applicants for future job openings.

- *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.*

During the next reporting period, Human Resources will identify all jobs that require certifications which tend to be held predominantly by Whites and males to determine whether the current benchmarks are aligned with the labor force. For the jobs that are not aligned, Human Resources will go through the appropriate steps to request an amendment to the current benchmark percentages.

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 – In an on-going effort to connect with Jefferson County Veterans, the Veterans Committee continues to communicate via the *Jeffco Vets Newsletter*, which was launched February 7, 2019. Additionally, JeffCo Vets continually seek to serve and support veterans. Some of the support efforts presented by JeffCo Vets present challenges in that they may require funding. As a result, Jeffco Vets are collaborating with County leadership for direction on funding and expanding the program.

Women in Non-Traditional Positions – The Women in Non-Traditional Jobs Committee was formed last reporting period. The mission of the committee is to determine how the County can improve its recruitment, onboarding, training and retention efforts of women in non-traditional roles. Ultimately, the goal of the committee is to ensure that women in non-traditional roles are treated equitably and inclusively. However, it has been a challenge to find meeting times this reporting period. To address this issue, meetings will be planned at various work locations to accommodate the schedules of the members with the support of the departmental leaders.

4. **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 outlines collaborative efforts for recruitment strategies.

5. **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 regularly communicated via email, webpage, and bulletin postings.

6. **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.*

Human Resources will continue to support supervisors in the County through coaching and training. Human Resources will continue to offer supervisory and leadership training, including refresher training for the Supervisors LEAD training and the Equity and Inclusion training. The LEAD training is being offered in November 2019 to reach an expanded number of supervisors in the County and the refresher training for Understanding the Equity and Inclusion Rule will be offered in March 2020. New hires will be required to complete a series of required training during their probationary period. More information on training and development can be found in Section 3.5.

7. **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.*

According to best practices, outsourcing a Climate and Culture Study gives the employees security that their feedback will remain anonymous, increases participation and provides constructive/impartial feedback to the organization where improvements are needed. Therefore, Human Resources is considering conducting the second Climate and Culture Survey in fall 2020 in collaboration with Siena Consulting.

8. **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 CEIO provided departmental leadership with Equity and Inclusion Metric Coaching. Specifically, the CEIO scheduled meetings with the department heads in March 2019 to discuss the benchmark results. The meetings were facilitated in a collaborative setting where other department heads could ask questions, discuss barriers, and share their respective departmental best practices for going forward. Being that Human Resources (not the departments) is responsible for the recruitment and selection processes to fill positions cited in the Decree, the division managers from Human Resources' Strategic Relations Management and Employee Selection joined the CEIO to discuss the benchmarks from the hiring perspective. The CEIO determined that the department heads can still contribute to the success of meeting the required benchmarks by focusing on improving departmental onboarding and developing strategies to retain their diverse workforce.

Now that the department heads have a better understanding of their respective departmental metric results, discussed best practices, and received insight on the recruitment and selection efforts during the last reporting period, the CEIO will schedule one-on-one meetings with the department heads in November 2019 to discuss the results of the April-September 2019 Semi-Annual Metric Report. In preparation of the meetings, the CEIO has requested a Departmental Metric Tier in NAVEX in order to track the departments' progress in developing and implementing departmental onboarding and retention strategies to meet the benchmarks.

Case Management and Other EID Activities

There were a total of eight (8) 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 are three (3) under investigation and five (5) 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:

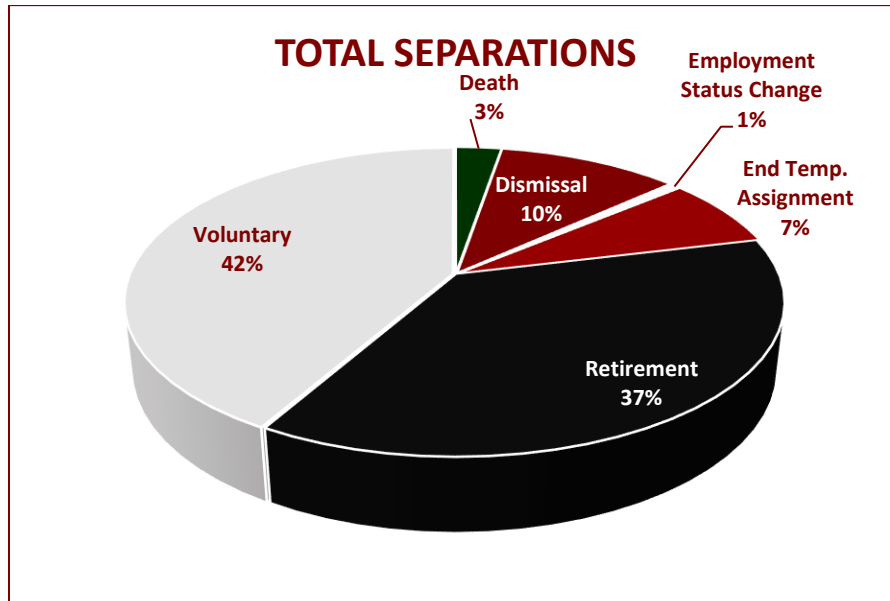
- Interpersonal conflicts between coworkers
- Unfair treatment by supervisors such as favoritism, negative performance documentation, withheld opportunities for reassignment and promotion
- Supervisors seeking coaching to address performance issues (such as on-the- job impairment, conduct unbecoming, 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 fifty-one (51) disciplinary hearings during the reporting period.

Separations

During this reporting period there were a total of one hundred and fifty-one (151) separations: fifty-six (56) or 37% Retirements [16 of which were sick leave retirement credits], four (4) or 3% Deaths, sixty-three (63) or 42% Voluntary Separation, eleven (11) or 7% End Temporary Assignments, one (1) or 1% Employment status change from unclassified to classified and sixteen (16) or 10% Dismissals, as noted in Figure 1.

Figure 1. Total Separations



There are eighty-one (81) or 57% Blacks [thirty (30) or 37% males, fifty-one (51) or 63% females], sixty-eight (68) or 40% Whites [forty-seven (47) or 69% males, twenty-one (21) or 31% females], one (1) or 1% Asian [one (1) or 100% female] and one (1) or 1% Unknown [one (1) or 100% male] whose race is unknown. The following graphs under Figures 2 - 3 show percentages of separations by race (voluntary/involuntary) and gender (voluntary/involuntary).

The data shows an even number of Blacks and Whites who were dismissed from the County, males were dismissed at a much higher rate than females, and 57% of Blacks and females voluntarily left Jefferson County Commission, which was at a higher rate than Whites and males. It is uncertain whether the separations reflect a direct impact on changes in the percentage of Blacks and females. However, Human Resources will continue to monitor whether changes in the percentage of Blacks and females are due to separations versus hires.

Figure 2. Separations by Race

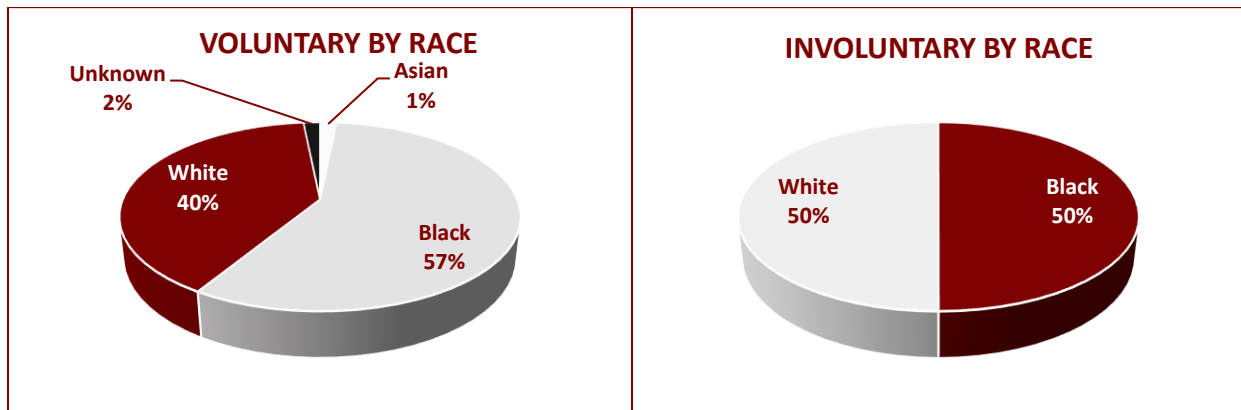
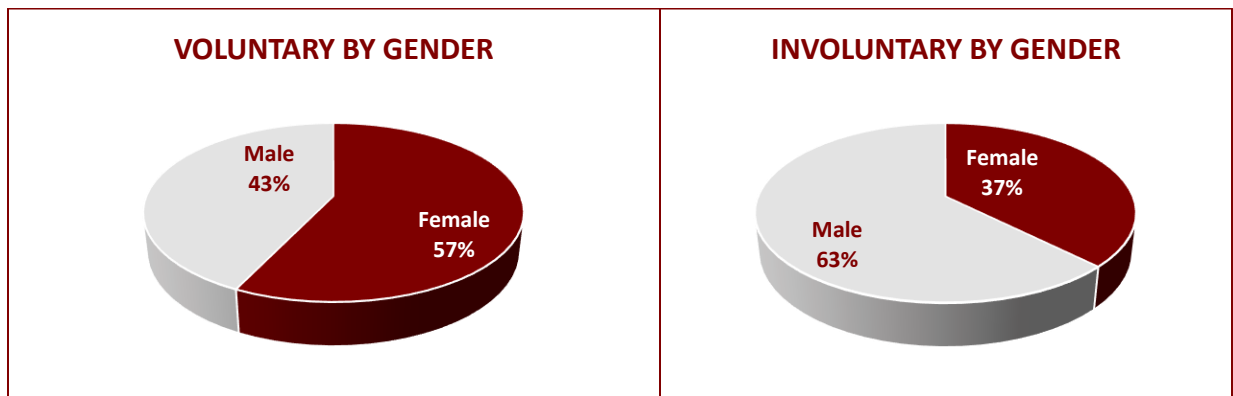


Figure 3. Separations by Gender



Exit Interviews/Questionnaires

Of the one-hundred and fifty-one (151) separations during this reporting period, Human Resources' EID was notified of only ten (10) employees prior to the employees' departure and all ten (10) accepted the invitation for an exit interview. EID will collaborate with Employee Services and Department Directors to be made aware of all separations moving forward. The main reasons provided for departing from the County were due to lack of career advancement and leadership. During previous Equity & Inclusion training sessions, supervisors and general employees were encouraged to notify EID immediately of anyone separating from employment in hopes of increasing the Exit Interview participation. As the exit interview process is refined, Human Resources will utilize exit interview data to create a retention plan.

3.2 Diversity Recruitment Initiatives

Human Resources focused on recruitment activity such as attracting, sourcing, and soliciting a pool of best qualified candidates for employment through many different methods. In addition, HR demonstrated

good faith efforts by proactively making outreach efforts geared towards attracting qualified African Americans and women. Human Resources developed strategies for many jobs during the reporting period to meet requirements of the Consent Decree, coupled with efforts to meet benchmarks in certain County job classes and/or Departments.

Human Resources conducted an in-depth, thorough, and targeted national search for the executive-exempt position of Director of Human Resources in order to have the best yield of talent. Four (4) out of the twelve (12) candidates invited to participate in the Assessment Center held on September 18, 2019 were directly recruited by the Strategic Relationship Management Team, which led to the selection of Caroline Brown (Black female). She will receive departmental onboarding from the Acting Human Resources Director and Siena Consulting with the support of Human Resources' Division Managers.

Also, Human Resources recruitment efforts included targeted national searches for the executive-exempt position of Deputy Director of Cooper Green *Mercy* Health Services. As a result of this search, Human Resources identified and selected a highly qualified leader, Laura Hurst (White female), to serve as the Deputy Director of Cooper Green *Mercy* Health Services.

Water Reclamation Facility Operator Apprentice Recruitment

Human Resources focused on recruitment methods that included multiple approaches to source and attract qualified candidates for the 2nd Cohort class of the Water Reclamation Facility Operator Apprenticeship Program. The job announced May 19, 2019 and closed June 7, 2019. One-hundred seventy-nine (179) applications were received, with one-hundred sixty-two (162) applicants having met the minimum qualifications.

Skilled Laborer Recruitment Strategies

In an effort to source a deep pool of qualified and diverse talent to fill Skilled Laborer positions, Human Resources conducted a range of recruitment activities. Human Resources contacted current female Skilled Laborers to gain their perspective and feedback on their experiences as previous applicants in order to improve the recruitment of females. Some responded from this outreach, and most of the female Skilled Laborers responses indicated they heard about the position through the Personnel Board of Jefferson County (PBJC), friends, previous flyers and County email announcements. Each also had various previous work experiences in non-traditional roles such as construction, cutting grass, and flagging. Also, as a result of the Skilled Laborers sharing with their networks, one referral applied who was a Black female. Other efforts included:

- Sent fifty (50) good faith letters to local churches, which also included the Skilled Laborer flyer with an image of a female.
- Sent job announcement details to current employees in the Unskilled Laborers (Laborer II) job class.
- Shared job with Workforce Birmingham and The Dannon Project, resulting in one (1) referred client applying to the job.
- Posted the Skilled Laborer flyer inside local business areas, such as the Fourth Avenue district, that the community and work-related contractors frequent.
- Posted job on the Alabama Career Center job board.
- Posted the job to Indeed (via Personnel Board of Jefferson County).
- Shared with individuals while attending the Jazz in the Park event.
- Shared with Workfaith Birmingham, Housing Authority of the Birmingham District, and with the Alabama Department of Human Resources.
- Shared the job flyer and description with the County Commissioners to share amongst their districts.
- Advertised job with The CutOff News in Bessemer, AL.

Good Faith, Positive Recruitment, and Community-Partnership Outreach

Human Resources participated in community-related activities contributed to identifying, building and maintaining relationships in order expand employment awareness to qualified African Americans and females. These activities included conducting mock interviews with minority students of Lawson State Community College. In addition, HR spoke with the Graduate Management Information Systems Program Director of the University of Alabama at Birmingham (UAB) and discussed connecting with graduate students of the program about Information Technology careers at the County. Eureka! Girls, Inc. is another organization HR partnered with to create hands-on work experience and internship opportunities for young girls interested in the science, technology, engineering, and mathematics fields (STEM). HR hosted nine (9) high school female interns for a four-week internship in five (5) County departments – Information Technology Services, General Services, Environmental Services, Roads and Transportation, and Human Resources. Additionally, HR met with several young women from the University of Alabama at Birmingham (UAB) Academy Cohort who were furthering their post college education career in healthcare leadership roles. Human Resources offered their experiences as leaders, discussing the challenges women face in the workplace, how to overcome those challenges and how to advance their career. Also, Human

Resources partnered with Grace House Ministries, Inc., a Christian-based organization that helps young girls in foster care have stable housing. Human Resources also attended the 2nd Annual Grace House Ministries Career Fair that exposed young girls to different types careers that were unfamiliar to them.

High Level List of Recruiting Activities

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

1. Consistently electronically communicated job announcements to all County employees on a weekly basis from a common 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., Facebook, Twitter, and LinkedIn).
4. Utilized other recruitment outlets such as Indeed.com, Alabama Job Link online job board, Lawson State Community College online job board, Zip Recruiter online job board and resume search, Alabama Real Estate Appraiser Board mailing list, Alabama Water Environment Association Job Board, Posted job to the Water Environment Federation (WEF) online job board, National Association of Clean Water Agencies (NACWA) online job board, Alabama Water Environment Association (AWEA) website, LinkedIn Groups (Water Treatment Industry, Wastewater/Water Treatment Plant Operations and Maintenance, My Water Plant Jobs, and Wastewater Professionals), Alabama Water and Pollution Control Association (AWPCA), Information Systems Audit and Central Association (ISACA), Information Security Systems Association (ISSA), Youth Build, Alabama Industrial Development Training (AIDT), Central Six Development Council, Bessemer Public Library, Birmingham Downtown Public Library, Central Alabama Workforce Development Network, and Alabama Career Center resume search.
5. Participated in 23 events, ranging from career fairs, community events, and other networking conferences, seminars and meetings (e.g., University of Alabama in Huntsville Career Fair, Jefferson County Commission Community Development Health and Senior Resource Expo, Troy University Career Fair, 5th Annual Taste of Bessemer and Business Expo, Lawson State Community College - Business Technologies Mock Interviews, Future Business Leaders of America, Phi Beta Lambda Birmingham Chapter, Inc. – Conference, Housing Authority of the

Birmingham District Employment and Community Resource Fair, Jefferson County Department of Human Resources - JOBS & SNAP Programs Career Fair, Alabama Department of Labor Job Fair in Tuscaloosa, AL, The Council Advisory Board and Housing Authority of Birmingham Career Event, Congresswoman Terri Sewell 8th Annual Job Fair, Second Chance Career Fair, Jazz in the Park, Black Tech Alabama Event, Public Service Night at the Barons, Cooper Green Mercy Health Services Health Fair, Birmingham City Councilor Crystal Smitherman Career Event, University of West Alabama Career Fair, University of Alabama in Tuscaloosa Career Fair, and TechTuesday Event sponsored by TechBirmingham).

6. Recruited at community colleges and universities with predominately Black enrollments (e.g., Bevill State Community College Career Fair, Walk with the President at Miles College Event and Tuskegee University Career Fair).
7. To enhance diversity branding, created flyer with image of female for the Skilled Laborer and Water Reclamation Facility Operator Apprentice jobs and shared with various outlets.
8. Targeted news media outlets geared towards African Americans and women (e.g., announced the following jobs with WBRC Television online streaming job page: Senior Civil Engineering, Building Inspection Services Manager, Licensed Practical Nurse, and Landscape Architect)
9. Included EEO statements on advertisement material.

3.3 Inclusive Selection Assessment Initiatives

Since April 2019, Human Resources has conducted secondary selection work on 36 job classes, to include two executive-level job classes at the County. Eighteen (18) selection procedures (e.g., structured oral interviews, realistic job previews, Job Components Validity Assessments) were administered for the job classes. Four graduate-student assessment weeks were conducted during the reporting period and over 1000 candidates participated in the County's selection processes.

Two Realistic Job Previews (RJPs) and Job Components Validity (JCV) Assessments were conducted for the job classes of Administrative Clerk and Accounting Assistant II job classes during the reporting period. Tables A3 and A4 in Appendix A provide demographic information of those individuals who participated in each of the selection methods.

The new WRF Operator Apprentice job class exists within the Merit System as an unclassified trainee position; therefore, the Personnel Board of Jefferson County is not responsible for conducting the job

analysis and primary selection procedures as it does for jobs that are considered classified. As such, internal Jefferson County Employee Selection (JCES) analysts completed the formal study of the position (job analysis) beginning in March 2019. At this time, Analysts began observing and documenting job duties, tasks, and knowledge, skills, and abilities being performed by members of the first cohort of Apprentices. Analysts also observed and documented the types of work conditions in which the apprentices operated. This information was used to develop and validate a Realistic Job Preview (RJP) and a multiple-choice exam (See WRF Operator Apprentice JA test Plan and Stimuli Report on FTP site).

In July 2019, members of the Employee Selection team collaborated with the Environmental Services Department (ESD) to administer the validate Realistic Job Preview (RJP) and 50-item multiple-choice exam to their second WRF Operator Apprentice cohort. The RJP and exam were administered on-site at an ESD Water Reclamation Facility. There were ninety-two (92) Water Reclamation Operator Apprentice candidates who attended. The RJP occurred over two days with one session offered in the morning, and the other session offered in the afternoon. The live RJP was designed to provide a thorough preview of the work conditions and work expectations of a newly hired WRF Operator Apprentice as they progress through the program. Topics included information pertaining to the water reclamation process, classroom and studying expectations in preparation for the operator certification exams, benefits, pay, and other relevant information. Following the RJP, candidates were led on a walking tour of the facility. This tour lasted approximately one hour. Of the ninety-two (92) participants, twenty (20) hires were made. Figure 4 provides demographic information of the individuals who participated in each step of the Apprentice process. Human Resources will follow a similar test design format (i.e., administration and assessment) for subsequent cohorts of Apprentice candidates. The next cohort is scheduled to begin in the winter (January 2020).

Figure 4. WRF Operator Apprentice Demographics

WRF Operator Apprentice - Administered 7/09/2019, 7/10/2019							
Program	White	Black	Other/ND	Male	Female	ND	Total
Certification	42	109	11	108	51	3	162
Scheduled	32	88	7	86	39	2	127
Tested	27	59	6	71	19	2	92
Scheduled/Certification %	76%	81%	64%	80%	76%	67%	78%
Tested/Scheduled %	84%	67%	86%	83%	49%	100%	72%
Tested/Certification %	64%	54%	55%	66%	37%	67%	57%

Employee Selection offered Interview Tips training classes twice per month from May 2019 to August 2019. Co-facilitated by a Senior Assessment & Development Specialist and Assessment & Development Specialist, these trainings were approximately two hours long and were open to all current Jefferson County employees. This interactive class covers topics such as the job analysis and interview development process, how to successfully prepare for both traditional and structured interviews, and ways to maximize performance during a job interview. At the conclusion of the training, several types of example interview questions are reviewed enabling attendees to discuss as a group how to apply the newly learned knowledge and skills.

A total of 83 Jefferson County employees have attended the eight sessions. A breakdown of the department attendance is presented in Figure 5 below. Interview Tips training classes will continue to be offered in the upcoming reporting period.

Figure 5. Interview Tips Participants

Department	# Attended
Environmental Services	18
Roads and Transportation	10
Information Technology	10
Human Resources	9
General Services	7
Board of Equalization	5
Tax Assessor	5
Finance	4
Community Services & Workforce Development	3
Development Services	2
Purchasing	2
Treasurer	2
Revenue	1
Commissioners Staff	1
Cooper Green	1
Probate Court	1
Family Court	1
Unknown	1
Total:	83

Effective October 14, 2019, the County Manager formalized an updated county-wide Hiring Priorities procedure that provided departments with guidelines of how to attain appropriate staffing for optimal

functioning in their respective areas. Given this structured and more stable process, the Employee Selection Division anticipates better alignment of their secondary selection efforts with the County Manager’s list of prioritized vacancies they would like filled on an annual and semi-annual basis, with fewer disruptions of the selection efforts over a six-month timeframe. Figure 6 provides demographic information of all individuals who participated in each secondary selection procedure during this reporting period.

Figure 6. Demographics of All Job Classes

Job Title	Black	Female
Accounting Assistant II	89	96
Administrative Clerk	235	258
Business Office Supervisor	12	14
Case Manager	1	1
Chief Personal Property Appraiser	2	1
Construction Equipment Operator	19	2
Court Clerk	28	30
Deputy Director Cooper Green	3	5
Electrician	1	0
Engineering Aide	8	2
GIS Manager	0	0
GIS Technician II	6	6
Heavy Equipment Operator	9	2
Highway District Superintendent	5	0
Human Resources Director	4	3
Human Resources Technician	60	61
Juvenile Detention Officer	44	27
Land Acquisition Agent	7	4
Landscape Architect	0	2
Legal Secretary	24	29
Medical Transcriber	2	4
Network Systems Administrator I	14	5
Plans Examiner	4	3
Plumbing, Gas & Mechanical Inspector	0	0
Senior Administrative Analyst	95	98
Senior Civil Engineer	1	1
Senior Construction Supervisor	3	0
Senior Engineering Aide	4	1
Senior Engineering Inspector	6	0
Senior Water Pollution Control Technician	3	1
Sewer Line Video Specialist	18	4
Sewer Maintenance Superintendent	0	0

Job Title	Black	Female
Sewer Video Supervisor	7	1
Social Worker	15	16
Truck Driver	31	6
Water Reclamation Facility Manager	5	3
Total Demos Completed Process	765	686

3.4 Human Resources Employment Services Initiatives

EMPLOYMENT

The Human Resources employment/hiring team continues to extend new and promotional job offers for vacant positions following receipt of secondary selection outcomes. This process includes, but is not limited to, pre-employment background checks, drug screen, employment verification, salary negotiation, scheduling orientation and confirming start dates. In addition, this team processes premiums, reassignments, transfers, emergency appointments, temporary appointments, provisional appointments and executive exempt hires. This team works with other departments and divisions to monitor and fill vacancies listed on the priorities report and now utilizes SharePoint to continually update the hiring status of the priorities list and position control. Additionally, the team developed a process for departments to submit requests for premium pay for eligible employees. Further, the team now reviews the requests for accuracy and completeness before requests are submitted to the Personnel Board of Jefferson County utilizing the Board’s applicant tracking system, Workday. The team members have continued to advance their knowledge of Workday and are currently focused on updating and synchronizing employee information in both the County’s employee software system, Kronos, and Workday. The Human Resources employment/hiring team is currently developing and testing an in-house applicant tracking system. This system will minimize the current manual method of record-keeping.

BENEFITS

During the past six months, the Benefits Team met with Benalytics representatives and various benefit providers on a regular basis to review and/or modify current benefits and to add new benefits that make Jefferson County Commission an employer of choice with some of the richest benefits around. The Team worked diligently to replace Employee Navigator with Kronos, which enables new hires to enter their benefit preferences directly. This endeavor removed the step of Advisors pulling down elections and

entering them on behalf of the employees. The Team also began preparations for 2019-2020 Annual Enrollment, which ended on September 13, 2019 for elections to become effective on October 1, 2019. This was the second successful Annual Enrollment utilizing Kronos.

In addition to MetLife covering short-term and long-term disability, the company will now replace Dearborn for the County's basic, AD&D, and supplemental life insurances, as well as introduce Hyatt Legal, which replaces Legal Shield. EyeMed becomes the new vision insurance provider with lower premiums as well, and Delta Dental premiums went up by five percent (5%) across all tiers. Some minor changes were made to the health insurance plan, where the emergency room visit copay increases to \$200 instead of \$150. This change was made to help to reduce unnecessary emergency room visits and to encourage employees with non-life-threatening injuries to utilize urgent care facilities. The Team worked to prepare a resolution that excludes retirees from participating in future Annual Enrollment opportunities. To that end, retirees were given a last opportunity for changes during Annual Enrollment 2019-2020. Retirees will still be afforded the opportunity to make Qualifying Life Event (QLE) changes.

Finally, The Team will introduce new County-paid wellness benefits for County employees to be introduced in January 2020. The wellness programs are intended to keep employees healthy by offering Catapult Health, Health Quotient, and Pack Health. All these programs are voluntary; however, there are great advantages and cash incentives for participation. Information on each of the programs were discussed during Annual Enrollment 2019-2020 meetings and more information will be shared at appropriate intervals.

RECORDS

During the reporting period, the Records Unit facilitated the secondary audit for the first half of the active personnel records relating to the Imaging Project. At this time, audited files are now ready to be sent out for Imaging. The Records Unit also coordinated and acted as facilitator for several internal audits to include; Warren Averitt, and Youth Detention's PREA (Prison Rape Elimination Act) Audit, and State of Alabama Audit.

3.5 Equitable People Development Initiatives

On April 18, 2019, the Jefferson County Commission passed a resolution in agreement with the University of Alabama (UAB) Health System to begin a due diligence period to focus on creating a University

Healthcare Authority to help manage Cooper Green *Mercy* Health Services. By passing the resolution, Jefferson County Commission and UAB Health System began having more detailed discussions on how a transition would occur under the new Authority. University Authorities are similar to Healthcare Authorities. They are public entities specifically designed to provide healthcare services similar to those provided at Cooper Green *Mercy* Health Services. A University Authority agreement between UAB and Jefferson County Commission would provide for greater operational efficiencies and the hope of a new Cooper Green *Mercy* Health Services facility in the future. In April 2019, Human Resources assigned a Learning & Organizational Development (LOD) Advisor to work exclusively with Cooper Green *Mercy* Health Services through the due diligence period with a focus on employee relations, organizational planning, change management, and compliance. In addition, the LOD Advisor has experience across Human Resources functions and serves as liaison between Cooper Green *Mercy* Health Services, UAB and Jefferson County Commission Human Resources divisions. Efforts to examine the details of how a transition would occur and how the Authority would function is ongoing and slated to conclude October 31, 2019.

Since April 1, 2019, the LOD Division has engaged in training and development activities countywide. In addition to progressing with two systems (Learning Management and Performance Management), a series of pilot programs were launched within several key Departments, including Cooper Green *Mercy* Health Services, Environmental Services, and General Services. Over the next six months, LOD will begin scaling the services piloted over the last year in order to provide equitable, rigorous training and development activities countywide. A summary of LOD efforts since April 1, 2019 is provided below.

Learning Management System (LMS)

Human Resources continues its efforts to implement a centralized LMS system. The County entered into a contract with Sumtotal/Skillsoft to provide the learning platform as well as training content. The Learning and Organizational Development Division will serve as system administrators. The LMS go live date is undetermined. Learning & Organizational Development is in the process of consolidated LMS systems in other Departments and planning how to roll out training plans for specific departments and positions once the LMS is operational.

Performance Management

Human Resources collaborated with the Personnel Board of Jefferson County (PBJC), along with representatives from other municipalities by participating in configuration workshops of the Workday

performance management system. This system is designed to improve efficiency and include major components to track and evaluate measurable performance expectations and talent development goals by management level. The performance management system will be made available to Jefferson County by the end of the 2019 calendar year. Jefferson County will implement processes using the performance management system within calendar year 2020.

Internship Program

Human Resources in collaboration with Environmental Services welcomed four (4) high school students into the Water Reclamation Internship program, as outlined in Figure 6. The program began on June 3, 2019 and concluded on July 26, 2019. Human Resources assigned the interns to Five Mile Creek WRF, Valley Creek WRF and Village Creek WRF for the eight (8) week internship program. The interns worked closely with WRF leadership to learn plant operations as well as participated in weekly classroom training for the ADEM Grade 2 certification exam. The 2019 Internship Program concluded with a graduation ceremony and capstone presentation. Each intern developed and presented a PowerPoint presentation on different steps in the water reclamation process. In addition, each intern received a certificate of Achievement.

Figure 7. Demographic Composition of Students selected for the High School Internship Program

District	School	White	Black	ND & Other	Male	Female	ND & Other %
1	Minor High School	0	1	0	1	0	0
1	Midfield High School	0	1	0	1	0	0
2	Wenonah High School	0	1	0	0	1	0
4	Clay-Chalkville High School	0	1	0	0	1	0
	Total	0	4	0	2	2	0
		0%	100%	0%	50%	50%	0%

Apprenticeship Program

Human Resources and Environmental Services continued efforts to extend the Water Reclamation Facility Operator Apprenticeship Program. The first cohort of the WRF Operator Apprenticeship continues to make progress. To enhance the learning experience, Environmental Services installed video recording equipment for classroom sessions to support the Apprentices and current Water Reclamation Facility Operators. With the new video library, Environmental Services can provide video led training sessions in the event an Apprentice is unable to attend a classroom session. During the reporting period, Human Resources, Environmental Services, and Jefferson County’s Public Information Officer collaborated to

develop a timeline for the Apprenticeship Program Cohort II with a targeted start date of September 23, 2019. Human Resources received one hundred seventy-nine (179) applications. Of those, one-hundred sixty-two (162) applicants met the minimum qualifications and were invited to participate in the Realistic Job Preview (RJP) Exam. On July 9 - 10, 2019, the Human Resources and Environmental Services departments hosted a second Realistic Job Preview (RJP)/Exam for all minimally qualified Operator Apprentice candidates. One-hundred twenty-seven (127) candidates registered and ninety-two (92) candidates attended the event. Human Resources conducted two (2) sessions across two days at the Valley Creek Water Reclamation Facility (WRF). The sessions lasted three and a half hours and included a guided walking tour. At the conclusion of the tour, staff members of the Employee Selection Division administered a multiple-choice exam designed to measure basic math skills.

On July 31, 2019, Human Resources delivered a presentation and participated as a panelist at the Alabama Mississippi Water Jam conference in Mobile, Alabama to further elevate the Apprenticeship Program. AL/MS Water JAM (Water Joint Annual Meeting) is a centralized, annual event focused on education, training and networking for the water community throughout Alabama and Mississippi. The presentation focused on the Apprenticeship purpose, requirements, targeted recruitment efforts, and public relations/social media outreach

In August 2019, Jefferson County's Water Reclamation Facility Operator Apprenticeship Program was registered and recognized with the State of Alabama's Department of Labor. Because of the partnership with Central Alabama Partnership for Training and Employment (CAPTE) and the Workforce Innovation and Opportunity Act (WIOA) programs, our apprentices will soon have access to the following benefits: transportation funds, childcare resources, and financial assistance with books, tuition, uniforms, and certification license fees.

In September 2019, Jefferson County's Water Reclamation Facility Operator Apprenticeship Cohort I took the ADEM Grade II exam. One apprentice was successful in passing the exam on the first attempt. The other six did not pass the exam. The average score for Cohort I was a 63, which is so far the highest overall score for the first attempt. The passing score is 70. The average does not include the one passing score of 88. Based on the feedback from the apprentices, the test was structured differently than they anticipated. For example, the apprentices understood and knew process terms, but the exam expected them to know which process control parameters were needed and situationally, which process should be used. Many of the questions were scenario-based vs definition based. Finally, the apprentices found the CSU Sacramento Operation of Wastewater Book Vol I have the best material for studying. Environmental Services

leadership and Human Resources developed a strategy to assist the other six apprentices with preparing for their second attempt at passing the ADEM Grade II exam. The strategy is a Modified Intensive Training Boot camp. The robust strategy includes a review of the CSU Sacramento Operation of Wastewater Book Vol I and focuses on scenario-based troubleshooting with the apprentices over the next month in preparation to retake the exam. All apprentices have been assigned three chapters to read and study per week. Each Plant Manager will assign their apprentice to the stations and specific plant-based activities on the chapters are being studied. Each Plant Manager and ESD leadership have been assigned a chapter to study and will facilitate study sessions. Plant Manager Jeremy Creel will send out quizzes and practice test to the apprentices based on the Sac Book. The apprentices will be assigned two hours daily for focused study time by their plant manager. The apprentices are expected to study at home regularly. Our goal is to have the apprentices retake the exam around the first week of November 2019.

Safety Initiatives

The Learning and Organizational Development Division continues efforts to foster working conditions where employees feel safe and inspired to grow and develop. During this reporting period, work began within the General Services Department to form a cross-functional committee that allows employees at different levels and various job classifications to promote safety and health in the workplace. The committee is comprised of ten (10) employees including one (1) LOD Advisor and nine (9) General Services' employees. The committee held the kickoff meeting on July 18, 2019, to discuss the purpose, expectations and next steps. The safety committee is charged with assisting the department in identifying safety initiatives, making recommendations for change, researching best practices and sharing information and ideas.

The goal of the department safety committee is to create an environment where safety is always a top consideration. This is done by developing formal programs, maintaining regular safety discussions, scheduling vendor sponsored safety training and being proactive in addressing safety concerns.

Employee Engagement

The Learning and Organizational Development Division began departmental focus group meetings, designed to measure the level of employee engagement, with the first group being the General Services Department. Employees range from various job classifications and time of service in the department. During the focus groups, employees have the unique opportunity to participate in activities and engage in candid discussions with the department's leaders. The goal of the focus groups is to identify the

effectiveness of the various programs, projects and engagement efforts currently in place within the department. Also, to give employees a forum to express their concerns. Focus groups are intentionally reserved for a small group of employees and are projected to continue over the next seventeen (17) months until each employee within the department has had an opportunity to participate.

Training Activities

Training sessions offered by LOD during the reporting period include:

- *Supervisors LEAD*: The two-day, supervisor workshop launched November 15 and 16, 2018, and concluded April 24-25, 2019. The workshop served one hundred and fifty-two (152) supervisors over eight (8) sessions. There was also a pilot program that included leaders from the Human Resources Department. Human Resources is currently looking at feedback and data collected during the initial roll-out to make plans for improvements and future sessions. Human Resources will work to schedule an additional nine sessions to accommodate the one hundred ninety-three (193) supervisors that did not receive training during the first rollout. The months of November 2019- March 2020 will be targeted for the additional sessions. As with the initial rollout, Human Resources will target frontline supervisors, but the workshop will be open to all supervisors, managers, team leads, and project leads.
- *Conflict Management Training*: On May 8, 2019, Human Resources facilitated a two-hour workshop on effectively managing conflict situations for twenty-two (22) supervisors in the Roads and Transportation Department. The workshop, *Crucial Accountability: Let's Talk About It*, engaged R&T supervisors in real-work, scenario-based discussions using concepts from the New York Times bestsellers, *Crucial Conversations* and *Crucial Accountability*. Specifically, the workshop helped R&T supervisors explore how they look at conflict situations, how they prepare to handle conflict situations, and their communication style under stress.
- *Customer Service Training*: During the reporting period, Customer Service training was provided to the Finance and Environmental Services Departments on March 22, 2019 and May 18, 2019 respectively. Combined, the workshops included thirty-three (33) employees. The sessions focused on equipping front counter staff with the tools and knowledge to remain composed and professional when dealing with difficult customers and better diffuse escalating customer interactions.
- *Developing EQ through Mindsets*: On June 27, 2019 LOD facilitated a one-hour training on developing Emotional Intelligence or EQ by becoming aware of our non-conscious processes or

mindsets. The discussion was preceded by an online assessment, developed by Ryan Gottfredson, Ph.D. The assessment was sent to the group of nineteen (19) General Services managers and supervisors, prior to the training. The training discussion and assessment focused on identifying and improving the mindsets that drive success by developing an individual's emotional intelligence.

- *Onboarding Made Easy*: LOD facilitated a training to fourteen (14) General Services managers and supervisors on successfully using the tools available to formally onboard employees. The training was held on August 22, 2019. Currently, General Services has implemented a formal onboarding program facilitated by an LOD Advisor. To continuously improve the process, regular trainings are facilitated to enhance the effectiveness of the program.

3.6 Technology Implementation and Efficiency

Human Resources continues to leverage the technological advances of the Kronos HR & Payroll System. Kronos is being used for the second time for Benefits Open Enrollment. Every eligible employee has the opportunity to use the integrated web-based application to enroll in benefits for the 2019 – 2020 fiscal year. Election options, including new options, were automatically configured for payroll deductions. This had not been the case previously. Benefit interface files have also been developed and deployed to transmit data to benefit providers of covered employees. As a result of utilizing Kronos a full year for benefits, Human Resources now has the capability of leveraging Kronos for the 1095-C reporting, which provides employees information about the health coverages offered by the County.

Human Resources continues to roll out the Kronos Global Time-off Request. Currently four departments are utilizing this feature. This allows for online/automated request and approval of time off. Once approved, the requested time is automatically entered on the employee's timecard. This creates a more efficient and accurate payroll processing. Human Resources will continue to roll out this feature incrementally to each department of Jefferson County Commission.

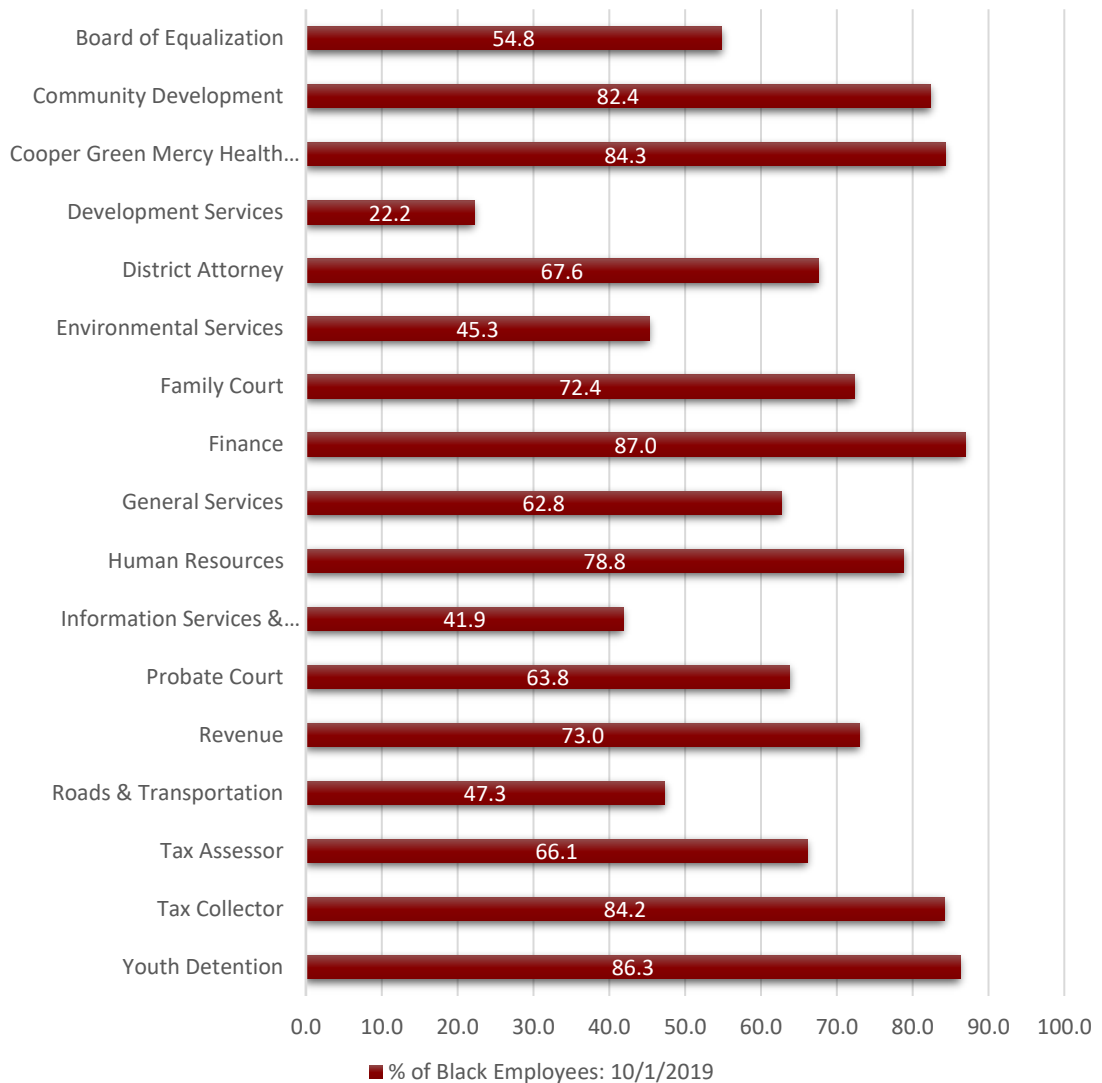
We continue to maintain and leverage other Kronos features and web applications that will increase efficiency and productivity within Human Resources and in the County as a whole.

Section 4. Semi-Annual
Reporting: Workforce
Analysis

Department Demographics Snapshots

To understand overall demographic trends in the County's workforce of two-thousand five-hundred and eighty-two (2582) employees (excluding elected officials) in three-hundred and sixty-seven (367) Job Classes, Figures 8-11 provide Race and Gender snapshots of the percent of employees in seventeen (17) departments and changes in the previous six months for departments with twenty (20) or more employees as of September 30, 2019.

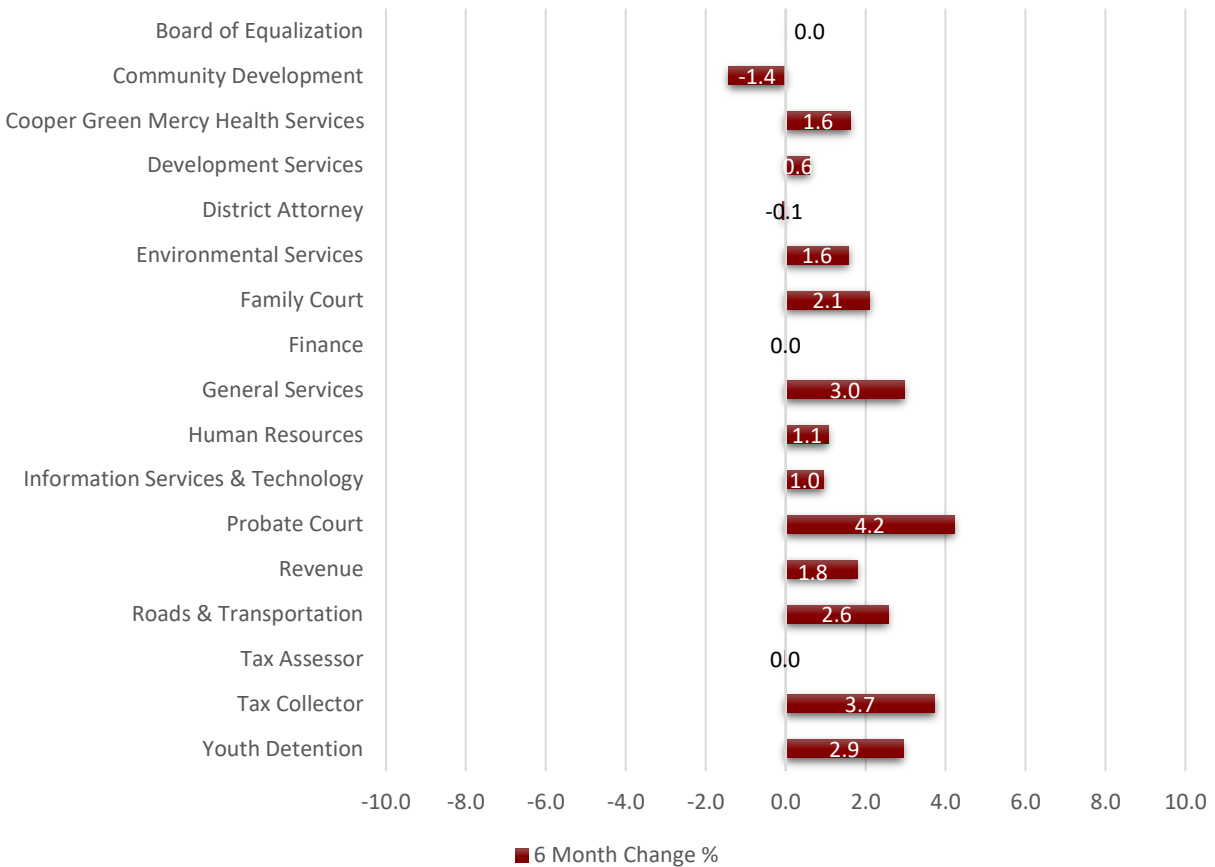
Figure 8. Race Composition: Percent of Full-Time Equivalent (FTE) Black Employees by Department



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 22.2% 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.

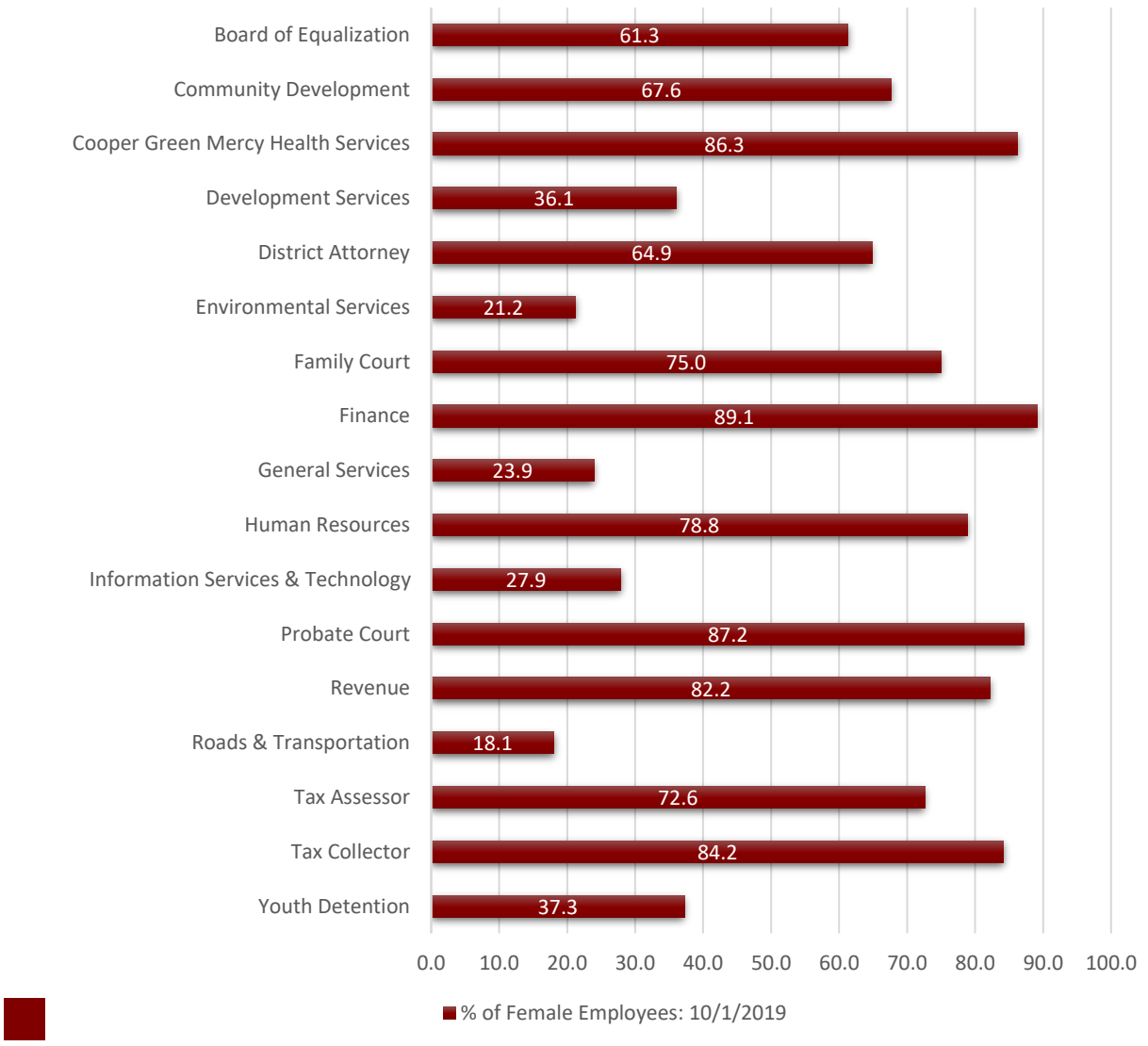
Figure 9. Race Composition – Percentage Change to Black FTEs by Department



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

Of the 17 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 were observed in Probate Court and the Tax Collector Department although promotion of the Chief Deputy Clerk-Probate Court to the Tax Collector Department and reassignment of the Manager of Tax Collection. The charts provided later in this section of the report provide greater detail and analysis of these results by department and job class.

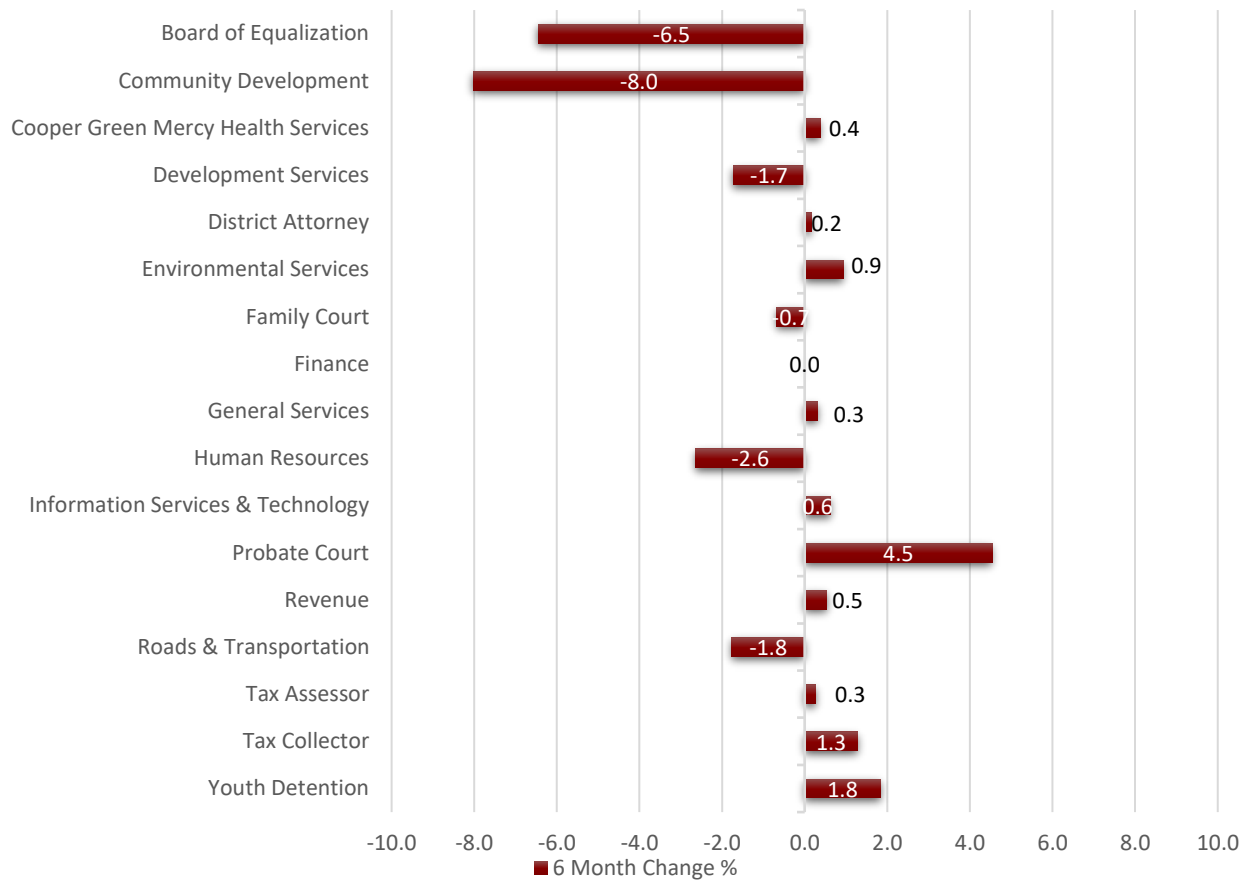
Figure 10. Gender Composition – Percent of Full Time Equivalent (FTE) female Employees by Department



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 18.1% 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 11. 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 17 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 Probate Court Department is due to the Principal Court Clerk position. The largest decrease observed in the Community Development Department is due the loss of various female employees in job classes including the Deputy Director of Human Community & Economic Development, Auditor, Community Development Specialist and Grants Management Coordinator. The charts provided later in this section of the report provide greater detail and analysis of these results by department and job class.

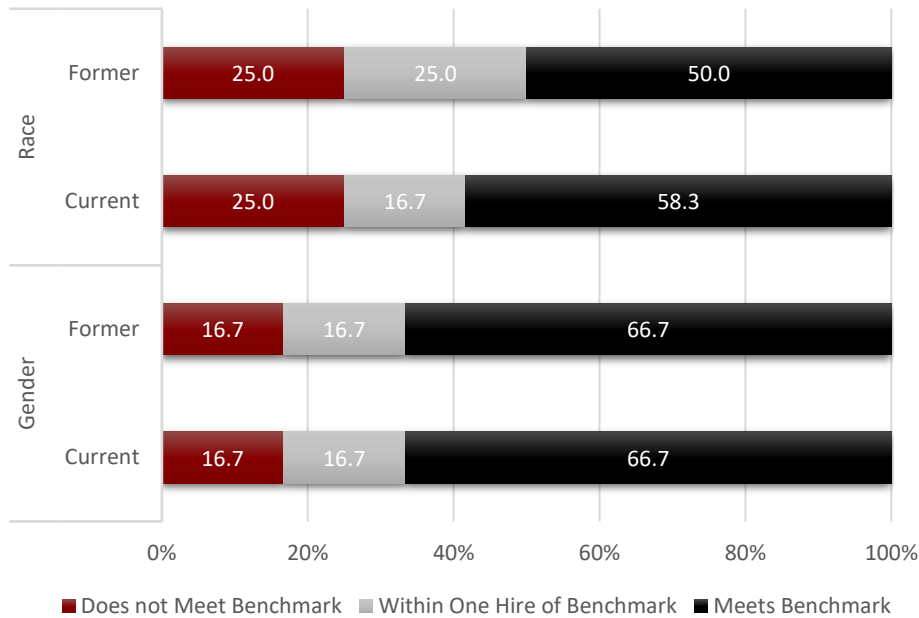


The charts in this section illustrate shifts in representation of Black and female employees in job classes by department between the previous and current reporting period. *Based on the most recent 2010 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 40.2% and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

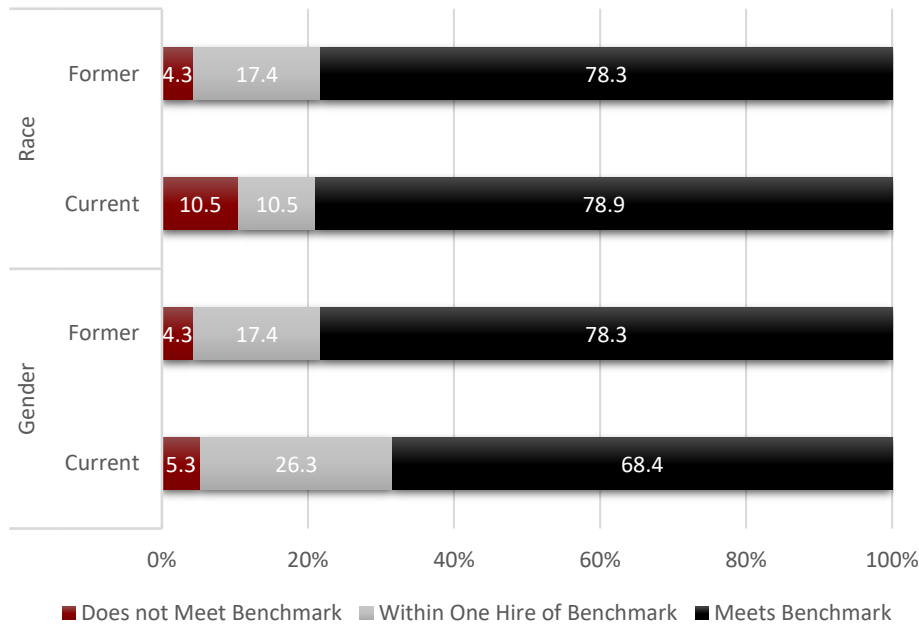
Figure 12. Percent of **Board of Equalization Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Board of Equalization meeting the Race benchmark increased by 8.3%. 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 did not change. For the full breakdown of job classes in the Board of Equalization, please see Table B2 in Appendix B.

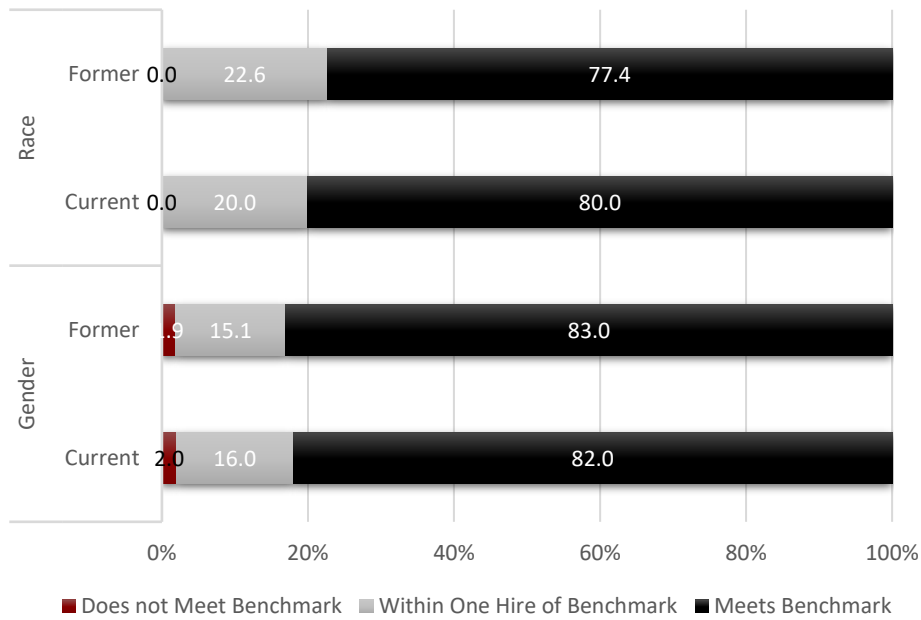
Figure 13. Percent of **Community Development Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Community Development Department meeting the Race benchmark increased by 0.6%. For the full breakdown of the Community Development Department job classes, please see Table B3 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Community Development Department meeting the Gender benchmark decreased by 9.9%. For the full breakdown of the Community Development Department job classes, please see Table B4 in Appendix B.

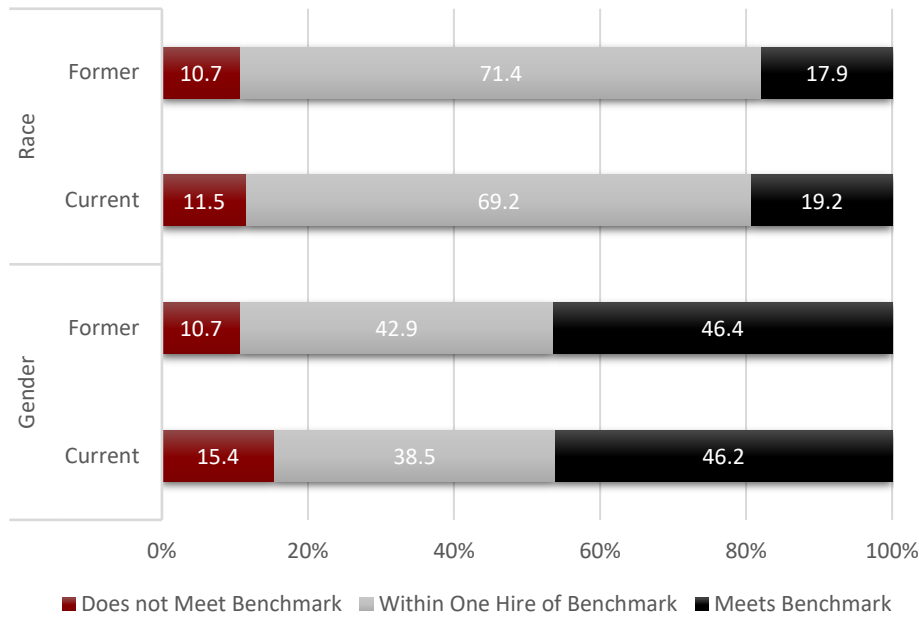
Figure 14. Percent of **Cooper Green Mercy Health Services** job classes meeting Race and Gender Benchmarks.



Race: Over the preceding 6 months, the percentage of jobs in Cooper Green *Mercy* Health Services (CGMHS) meeting the Race benchmark increased by 2.6%. 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 decreased by 1.0%. For the full breakdown of job classes in CGMHS, please see Table B6 in Appendix B.

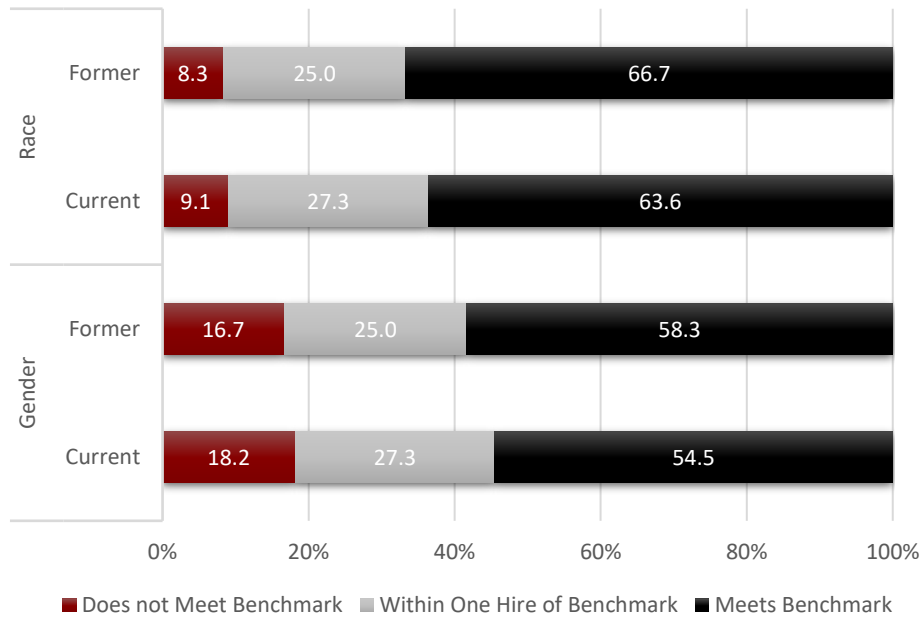
Figure 15. Percent of **Development Services Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Development Services Department meeting the Race benchmark increased by 1.3%. 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 decreased by 0.2%. For the full breakdown of job classes in the Development Services Department, please see Table B8 in Appendix B.

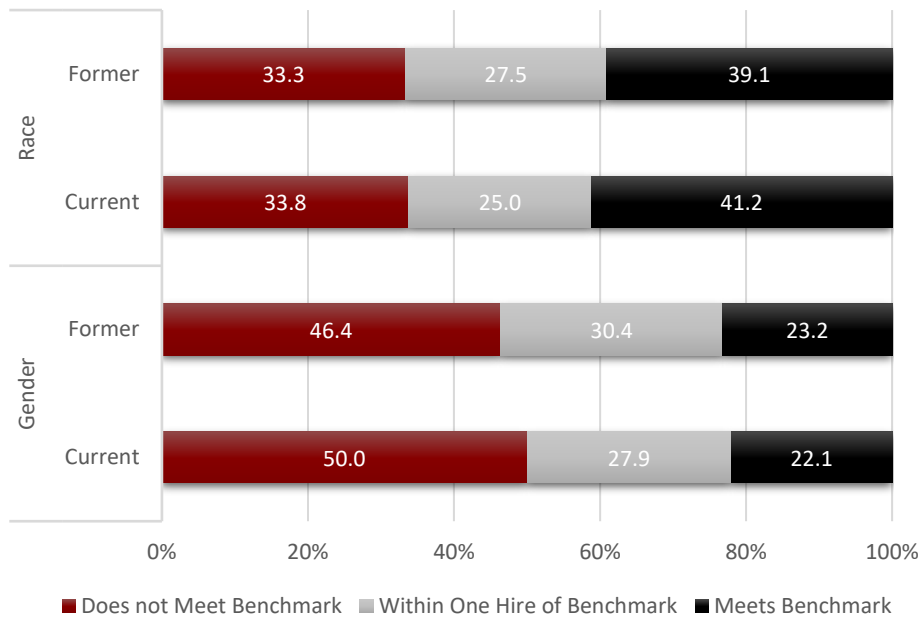
Figure 16. Percent of **District Attorney Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the District Attorney Department meeting the Race benchmark decreased by 3.1%. 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 decreased by 3.8%. For the full breakdown of the District Attorney job classes, please see Table B10 in Appendix B.

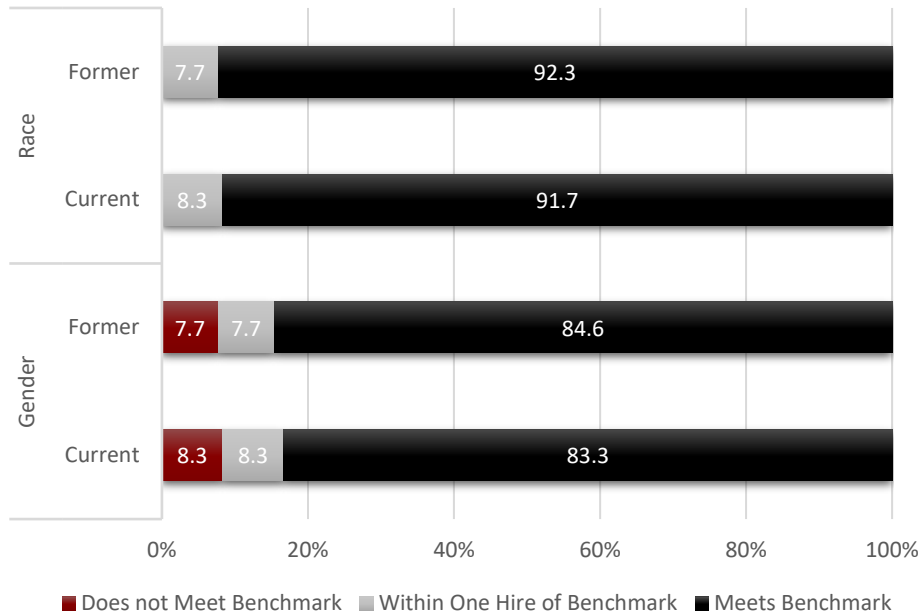
Figure 17: Percent of **Environmental Services** job classes Meeting Race & Gender Benchmark



Race: Over the preceding 6 months, the percentage of jobs in Environmental Services Department meeting the Race benchmark increased by 2.1%. The Truck Driver, WRF Maintenance Worker and WRF Operator I 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 1.1%. The Engineering Inspector, Heavy Equipment Operator, Sewer Line Maintenance Inspector, Sewer Video Specialist, Skilled Laborer and WRF Operator I job classes had positive percentage change. For the full breakdown of the Environmental Services Department job classes, please see Table B12 in Appendix B.

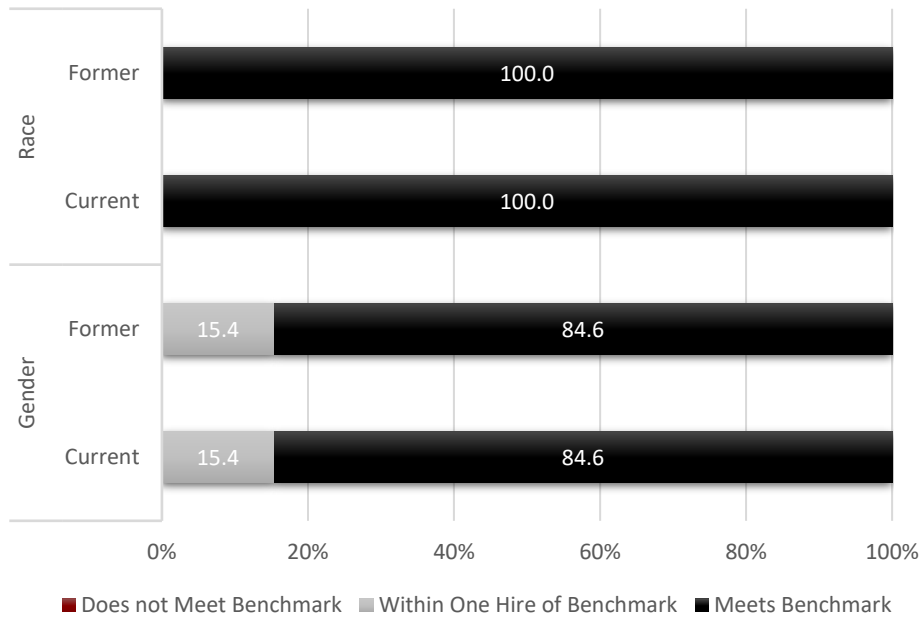
Figure 18. Percent of **Family Court Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in Family Court meeting the Race benchmark decreased by 0.6%. The Administrative Clerk 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 1.3%. For the full breakdown of Family Court job classes, please see Table B14 in Appendix B.

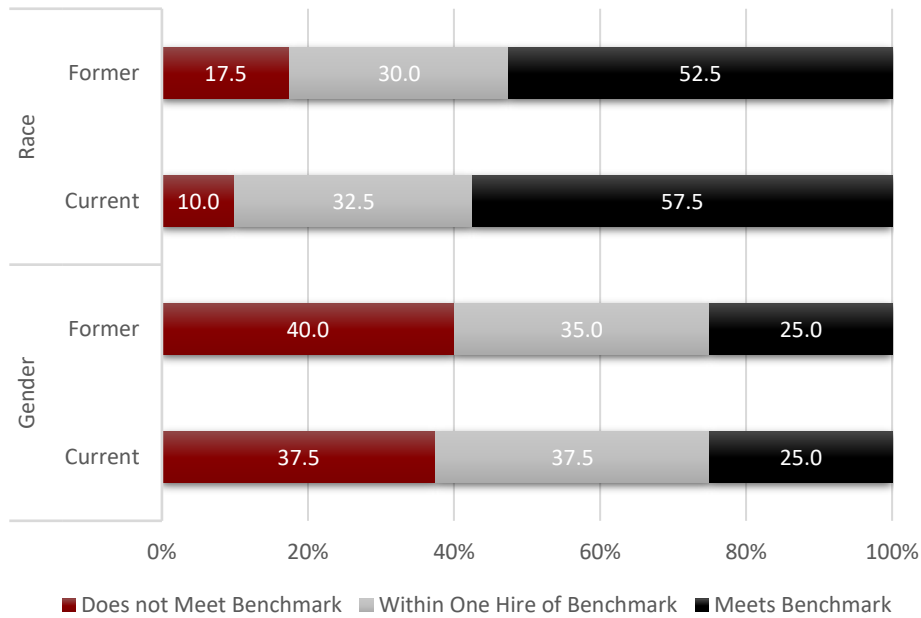
Figure 19. Percent of **Finance Department** job classes meeting Race and Gender Benchmarks



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.

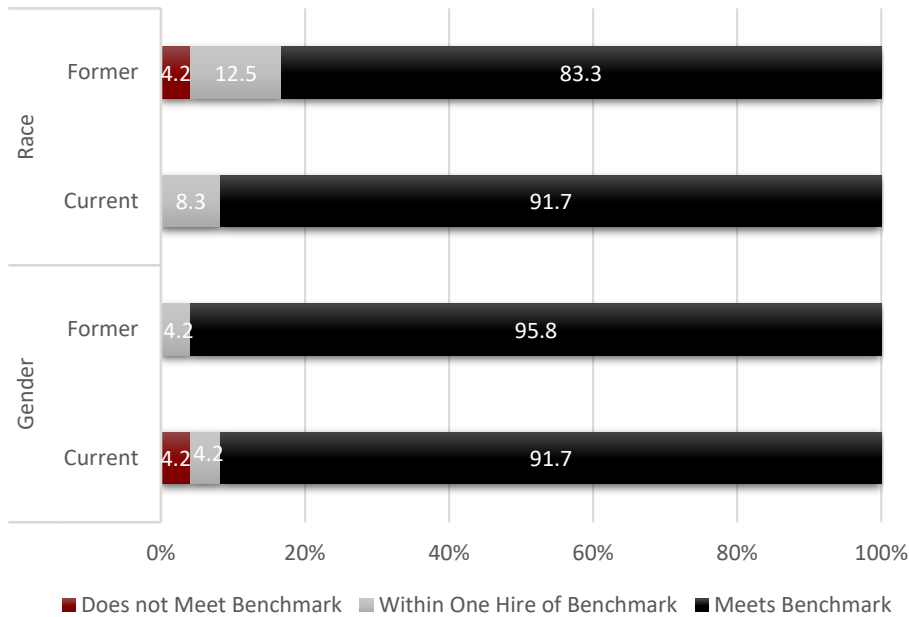
Figure 20. Percent of **General Services Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the General Services Department meeting the Race benchmark increased by 5.0%. The Electrician, Electronics Technician, Laborer II, Maintenance Repair Worker and Painter job classes had positive percentage change. 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 did not change. For the full breakdown of General Services Department job classes, please see Table B18 in Appendix B.

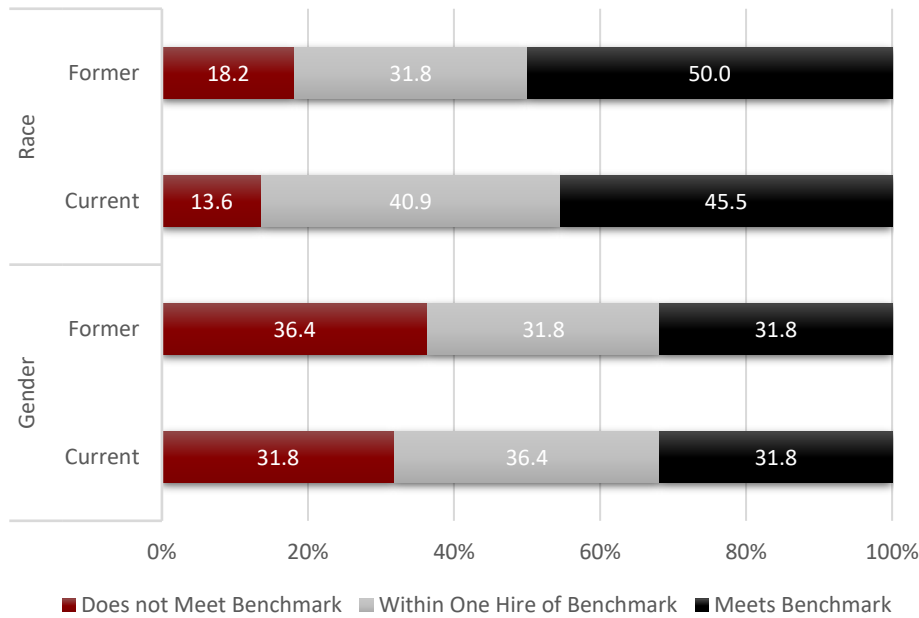
Figure 21. Percent of **Human Resources Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Human Resources Department meeting the Race benchmark increased by 8.4%. The Human Resources Technician and Senior Assessment and Development job classes had a positive 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 decreased by 4.1%. The Human Resources Technician, Senior Assessment and Development Specialist and Training & Organizational Development Advisor job classes had negative percentage changes. For the full breakdown of job classes in the Human Resources Department, please see Table B20 in Appendix B.

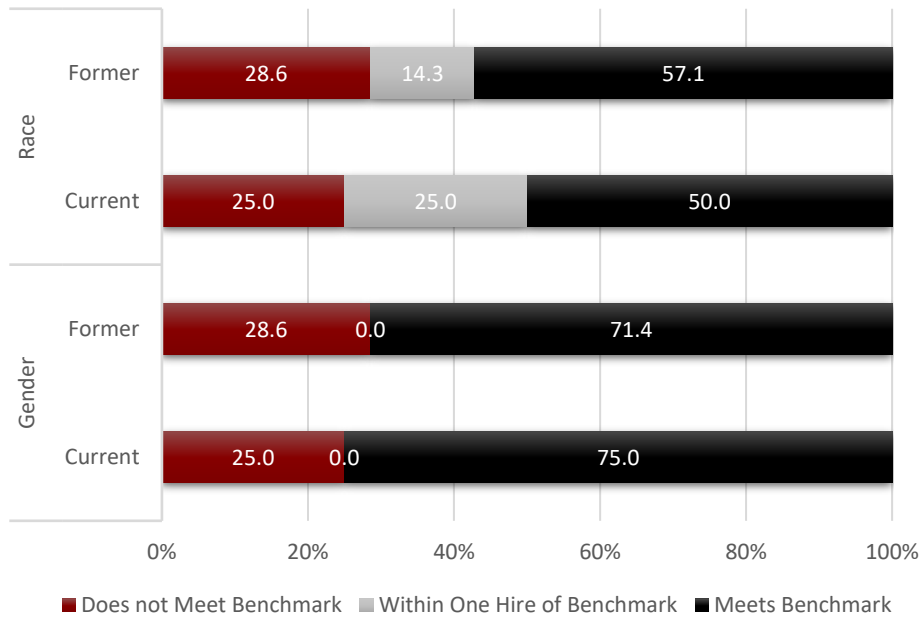
Figure 22. Percent of **Information Services & Technology Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Information Services & Technology Department meeting the Race benchmark decreased by 4.5%. The Network Systems Administrator I job class had a negative percentage change. 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 job classes had positive percentage change. For the full breakdown of job classes in the Information Services & Technology Department, please see Table B22 in Appendix B.

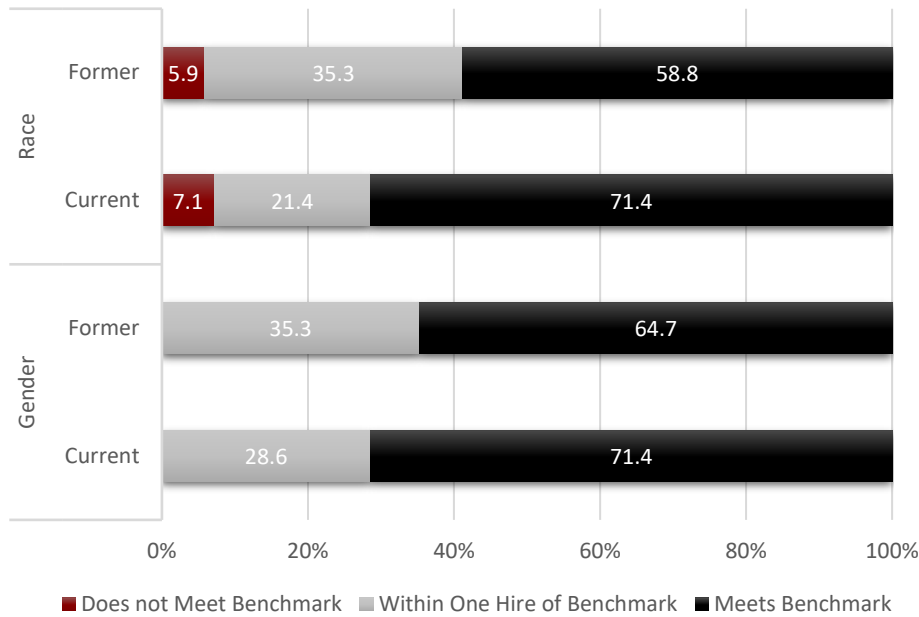
Figure 23. Percent of **Departments with Less Than 20 Employees** meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Departments with Less than 20 Employees meeting the Race benchmark decreased by 7.1%. 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 3.6%. For the full breakdown of job classes Departments with Less than 20 Employees, please see Table B36 in Appendix B.

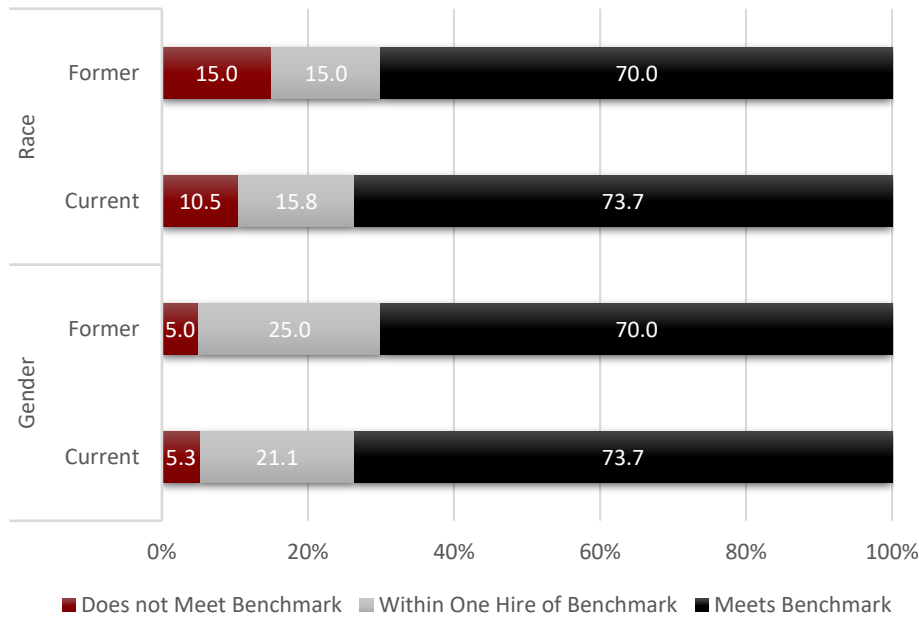
Figure 24. Percent of **Probate Court Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Probate Court Department meeting the Race benchmark increased by 12.6%. The Court Clerk and Senior County Court Clerk job classes had a positive percentage change. During the same period, the Chief Deputy Clerk-Probate Court and Principal Court Clerk job classes had a negative 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 6.7%. The Principal Court Clerk job class had a positive percentage change. For the full breakdown of job classes in the Probate Court Department, please see Table B24 in Appendix B.

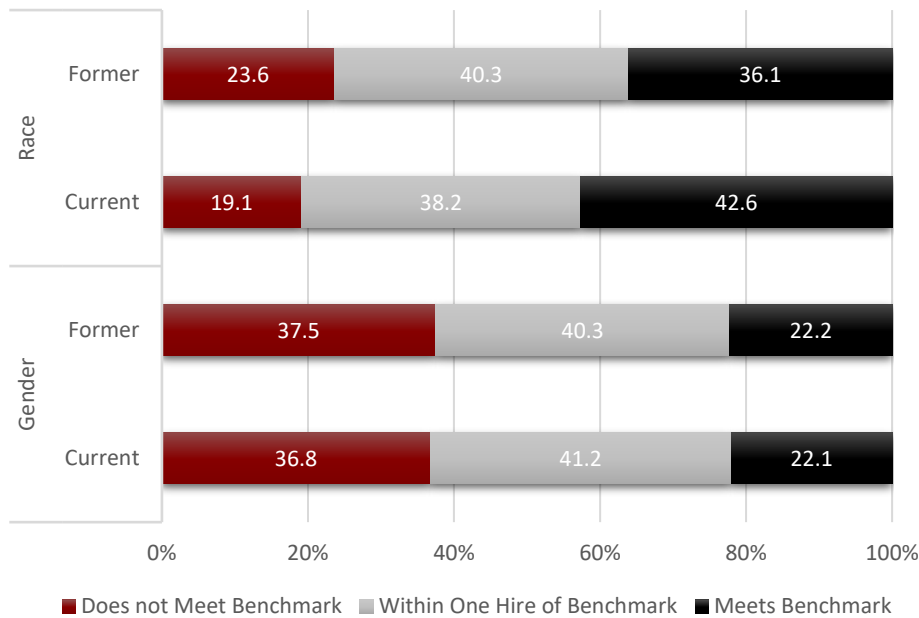
Figure 25. Percent of **Revenue Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the Revenue Department increased the number of job classes meeting the Race benchmark by 3.7%. The Accounting Assistant II and Senior Auditor 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 3.7%. The Senior Auditor job class had a positive percentage change. For the full breakdown in the Revenue Department, please see Table B26 in Appendix B.

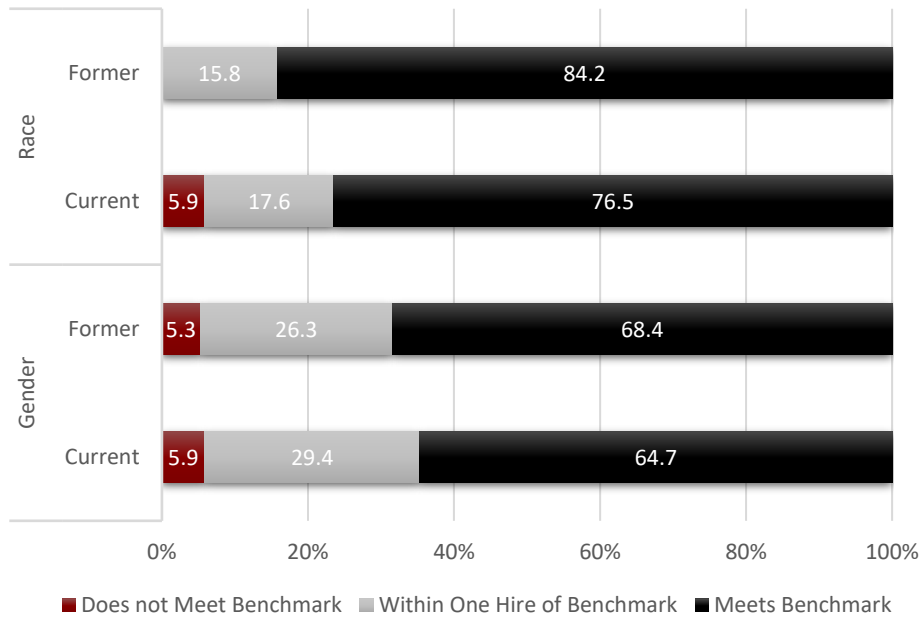
Figure 26. Percent of **Roads and Transportation Department** job classes Meeting Race & Gender Benchmark



Race: Over the preceding 6 months, the Roads and Transportation Department increased the number of job classes meeting the Race benchmark by 6.5%. Job classes that had a positive percentage change include Automotive Technician, Bridge Maintenance Crewleader, Engineering Inspector, Laborer II, Skilled Laborer, Traffic Control Technician, 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 0.1%. The Senior Civil Engineer, Traffic Maintenance Worker and Truck Driver 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.

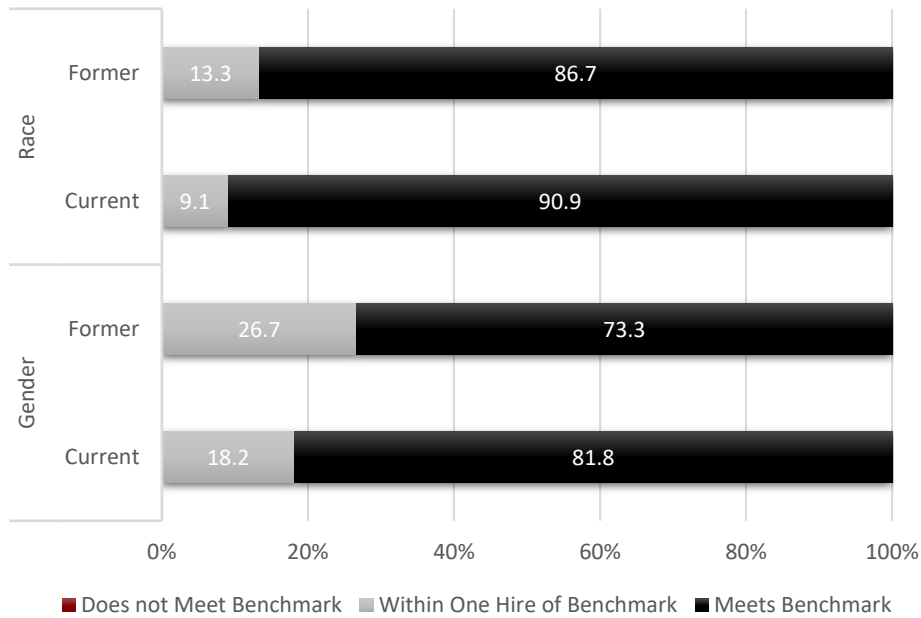
Figure 27. Percent of **Tax Assessor Department** job classes meeting Race and Gender Benchmarks.



Race: Over the preceding 6 months, the percentage of jobs in the Tax Assessor Department meeting the Race benchmark decreased by 7.7%. The Accounting Assistant II and GIS Database Supervisor job classes 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 decreased the number of job classes meeting the Gender benchmark by 3.7%. Two job classes that had a negative percentage change were GIS Database Supervisor and Personal Property Appraiser. For the full breakdown of job classes in the Tax Assessor Department, please see Table B30 in Appendix B.

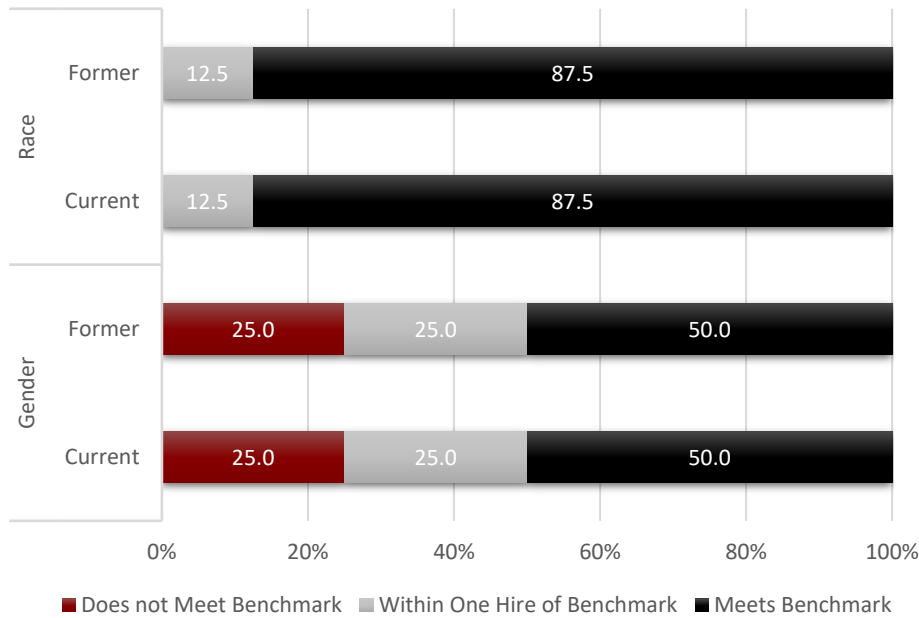
Figure 28. Percent of Tax Collector Department job classes meeting Race and Gender Benchmarks.



Race: Over the preceding 6 months, the percentage of jobs in the Tax Collector Department meeting the Race benchmark increased by 4.2%. The Accounting Assistant II and Administrative Clerk job classes had a positive percentage change. 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 8.5%. The Accountant, Accounting Assistant II and Manager of Tax Collection had a negative percentage change. For the full breakdown of job classes in the Tax Collector Department, please see Table B32 in Appendix B.

Figure 29. 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 did not 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 percentage of job classes meeting the Gender benchmark did not 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.

Paragraph 33(f) of the Consent Decree sets forth a multi-step process to monitor and promote the achievement of employment goals in the decree. Notably, 33(f) requires a semiannual assessment of the County's progress toward meeting these goals – the event that triggers the provisions of 33(f) is when one or more goals are not met for a particular job. For such jobs, the CEO would need to review the documentation regarding why certified blacks and females were not offered each job and determine whether they were improperly denied employment. If there was the possibility that they were improperly denied employment, certified blacks and females would need to be offered the opportunity to compete for the job for which they were denied employment. Prior to a receiver being put in place, selection procedures were not centralized. As a result, for some jobs, it was determined that it was possible that Blacks or women may have been improperly denied employment.

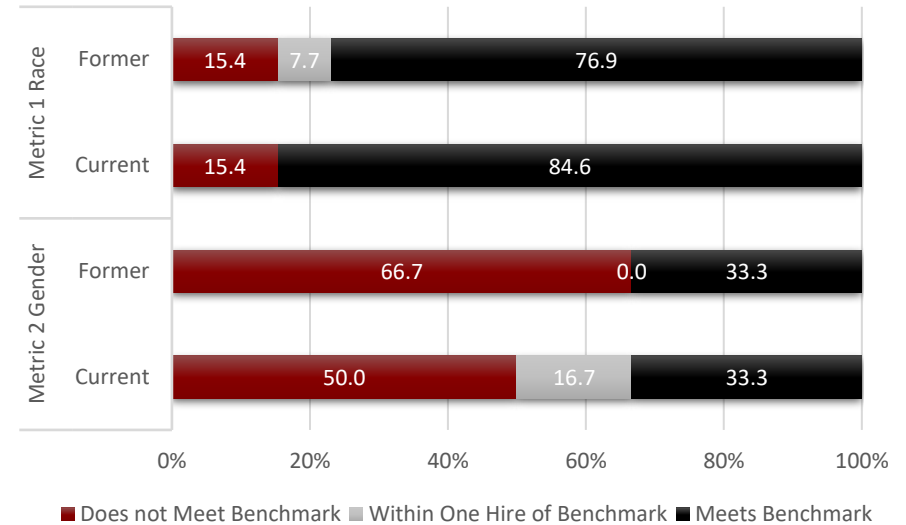
In 2015, a procedure was developed pursuant to 33(f) to remedy these historic inequities. Specifically, for these jobs, the County determined that one or more relevant 33 (f) goals was unmet and that Black and/or female employees were improperly denied consideration for employment due to the County's use of non-

validated selection procedures for the jobs of Truck Driver, Skilled Laborer, Construction Equipment Operator (CEO), Heavy Equipment Operator (HEO), and Security Officer. Certified blacks and females as identified in 2015 to invite to test for these jobs have been routinely invited to test at each test administration for these jobs ever since this procedure was put in place. During this reporting period alone, there were forty-four (44) truck drivers invited to test and only four (4) tested. The Truck Driver list has four females but two of them were hired as Truck Drivers from a previous test administration. Of the four (4) CEOs and three (3) HEOs invited from these lists, none of the applicants accepted the invitation to test and there were no females. The job class of Security Officer was not listed on the County Manager's Priority List. Therefore, no secondary selection procedure was administered for this job in this reporting period.

Currently, the County uses only impartial procedures (lottery) or validated court approved selection procedures. Thus, the trigger for identifying jobs as requiring the implementation of 33(f) (the use of non-validated procedures) will no longer be in operation for County-developed selection procedures. Nevertheless, the Chief Equity and Inclusion Officer will review the semi-annual report with the Selection and Strategic Relationship Management Divisions to ensure that progress toward the completion of consent decree goals is monitored, and that procedures are continuously updated to allow for the attainment of these goals.

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 26. 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 30.

Figure 30. 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 (Accountant, Administrative Clerk, Engineering Aide, Truck Driver and WRF Operator I) show a negative change in the total number of Black employees. In addition, there are job classes that are not meeting the benchmark (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, the Revenue Examiner job class had no change in employment. During the same period, the Stores Clerk job class had a negative change in females employed. The other four job classes (Deputy Sheriff, Engineering Aide, Security Officer and Senior Civil Engineer) had positive percentage change but did not meet the benchmark.

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 31 below.

Figure 31. 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: 4/1/2019	% of Black Probational Employees: 4/1/2019	% of Black Employees		Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark ?
			on Certification List:10/1/2019	Probational Employees: 10/1/2019					
Accountant	80.3	100.0	82.4	--	0	0	--	-3	--
Accounting Assistant I	0.0	--	0.0	--	0	0	--	0	--
Administrative Clerk	50.0	66.7	84.2	--	0	0	--	-10	--
Auditor	0.0	--	0.0	--	0	0	--	0	--
Automotive Technician	0.0	--	38.9	--	0	0	--	0	--
Construction Equipment Operator	0.0	25.0	52.7	0.0	1	0	52.7	-1	No
Engineering Aide	0.0	--	52.6	--	0	0	--	0	--
Heavy Equipment Operator	0.0	--	56.9	60.0	5	3	56.9	3	Yes
Labor Supervisor	36.4	--	0.0	--	0	0	--	0	--
Public Works Supervisor (Construction or Sanitation)	9.0	--	0.0	--	0	0	--	0	--
Revenue Examiner	0.0	100.0	0.0	--	0	0	--	-1	--
Truck Driver	68.1	--	64.2	--	0	0	--	0	--
WRF Operator I	0.0	--	0.0	--	0	0	--	0	--

For Metric 3, over the preceding 6 months, there was a change in the total number of Black employees in five job classes (Accountant, Administrative Clerk, Construction Equipment Operator, Heavy Equipment Operator and Revenue Examiner). Of these job classes, the Administrative Clerk had the most significant decline in the total number of Black employees hired. During the same period, the Heavy Equipment Operator had the most significant increase in the total number of Black employees hired.

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 32 below.

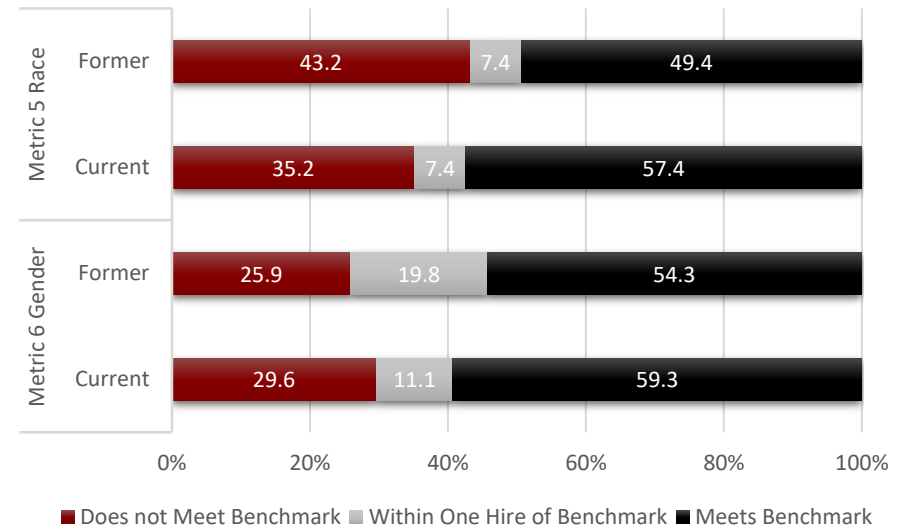
Figure 32. Percent of job classes meeting Metric 4 – Hiring Gender Compliance (hiring of female applicants as specified in Consent Decree Paragraph 9)

Job Title	% of Female Employees on Certification List: 4/1/2019	% of Female Probational Employees: 4/1/2019	% of Female Employees on Certification List: 10/1/2019	% of Female Probational Employees: 10/1/2019	Current Total Probationary Employees	Current Total Female Probationary Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Deputy Sheriff	19.9	5.3	20.8	21.7	46	10	0.9	9	Yes
Drafter	0.0	--	0.0	--	0	0	--	0	--
Engineering Aide	0.0	--	15.8	--	0	0	--	0	--
Revenue Examiner	0.0	100.0	0.0	--	0	0	--	-1	--
Security Officer	12.5	0.0	0.0	0.0	1	0	-12.5	0	Yes
Senior Civil Engineer	0.0	--	8.1	33.3	3	1	8.1	1	Yes
Stores Clerk	0.0	--	0.0	--	0	0	--	0	--
Traffic Control Technician	0.0	--	0.0	0.0	1	0	0.0	0	Yes

For Metric 4, over the preceding 6 months, the number of eligible female Security Officer applicants decreased by 12.5%. The number of eligible female Senior Civil Engineer applicants increased by 8.1%, with a nearly 1% increase in eligible female Deputy Sheriff applicants. Of the eight job classes listed in Metric 4, two job classes (Deputy Sheriff and Senior Civil Engineer) had a positive change and one (Revenue Examiner) had a negative change in the total number of females employed.

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. Using Metric 6, 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 females on the eligibility lists (alternatively referred to as the register list) for those positions. 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 female 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 33.

Figure 33. Percent of job classes meeting Employment Rates by Race Compliance (> 80% eligibility) and Metric 6 – Employment Rates Gender Compliance (>80% eligibility)

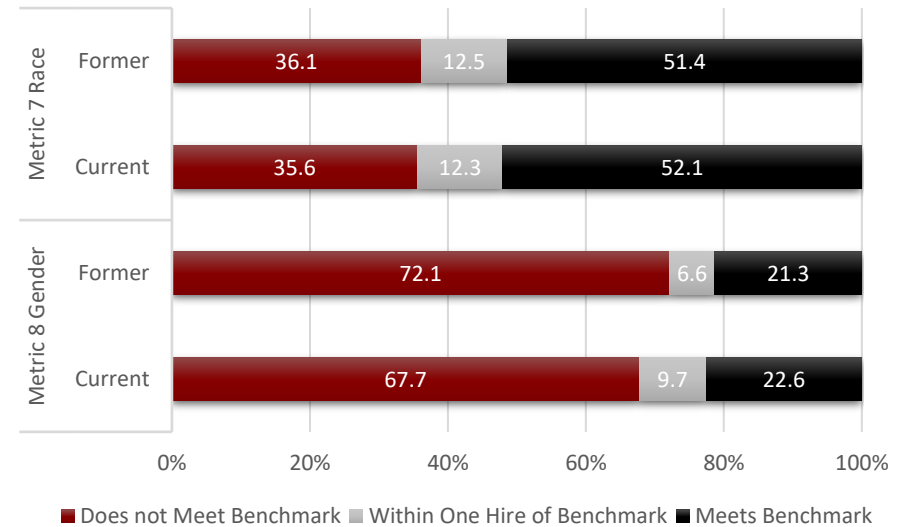


The full table for Metric 5 is presented in Table C5 in Appendix C. For Metric 5, over the preceding 6 months, six job classes (Business Office Supervisor, Accountant, Planner, Traffic Maintenance Worker, Licensed Practical Nurse and WRF Manager) represent a negative percentage change of 5% or higher. There are seven job classes (Public Safety Dispatcher II, Risk Management Coordinator, Data Management Specialist, Senior Real Property Appraiser, Fire Battalion Chief I, Medical Director and Maintenance Mechanic) 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, five job classes (Accountant, GIS Specialist, Human Resources Technician, Health Information Services Technician and WRF Manager) represent a negative percentage change of 5% or higher. There are 12 job classes (Public Safety Dispatcher II, Clinical Nurse Practitioner, Licensed Practical Nurse, Staff Nurse, Charge Nurse, Public Health Nurse, Public Health Language Worker, Dental Assistant, Public Health Medical Officer, Medical Director, Nutrition Consultant and Deputy Director of Roads & Transportation), 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 34.

Figure 34. 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 B of the Consent Decree).



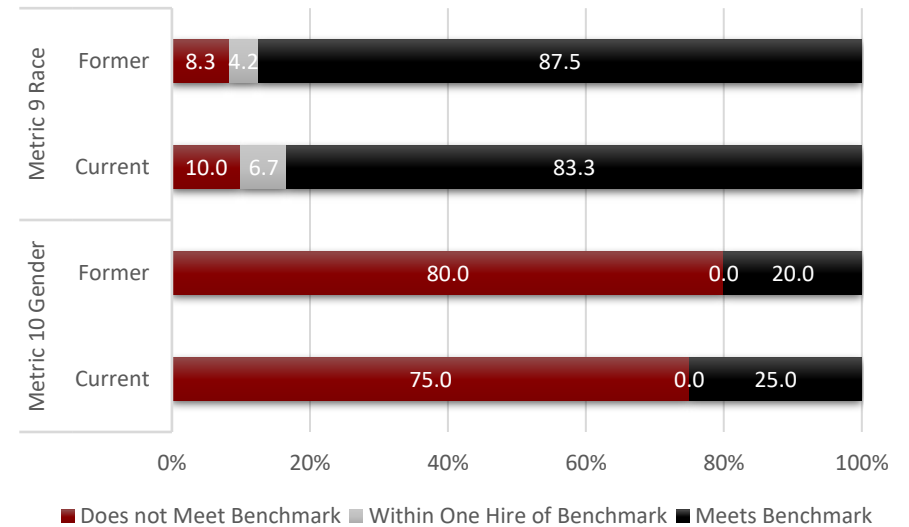
The full table for Metric 7 is presented in Table C7 in Appendix C. The table shows positive gains in the percentage of job classes meeting the race benchmark. In 35 job classes (Administrative Analyst, Auditor, Building Inspector, Buyer, Chief Accountant, Chief of Building Maintenance, Communications Operator I, Computer Operator, Construction Equipment Operator, Engineering Aide, Environmental Laboratory/Compliance Administrator, HVAC/Refrigeration Technician, Labor Supervisor, Land Acquisition Agent, Medical Transcriber, Microphotographer, Plumber, Principal Accountant, Principal Auditor, Principal Buyer, Public Safety Dispatcher II, Purchasing Agent, Revenue Examiner, Security Officer, Senior WRF Maintenance Worker, Senior Auditor, Senior Engineering Aide, Senior Maintenance Repair Worker, Senior Stores Clerk, Systems Analyst, Tax Agent, Traffic Striping Machine Operator, WRF Operator I, WRF Supervisor and Zoning Inspector), the percentage of Black employees remained constant.

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 16 job classes (Administrative Analyst, Auditor, Buyer, Chief Accountant, Construction Equipment Operator, Environmental

Laboratory/Compliance Administrator, Land Acquisition Agent, Maintenance Repair Worker, Microphotographer, Principal Auditor, Principal Buyer, Public Works Supervisor-Construction or Sanitation, Revenue Examiner, Sewer Video Supervisor, Tax Agent 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. Using Metric 10, we evaluate whether the number of female 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 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 female 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 35.

Figure 35. 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).



The full table for Metric 9 is presented in Table C9 in Appendix C. For Metric 9, over the preceding 6 months, the Landscape Architect job class reflects a 33% positive change in the number of Black applicants during this reporting period. In addition, the Senior Civil Engineer job class reflects a 22.7% 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 486 applicants for the Skilled Laborer job class. Of this number, 115 applicants were female.

Metric 11: Using Metric 11, 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 Black 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 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 36 below.

Figure 36. 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: 4/1/2019	% of Black Employees: 10/1/2019	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Heavy Equipment Operator	38.9	44.0	0.0	25	11	5.1	4	Yes
Construction Equipment Operator	24.2	20.0	0.0	35	7	-4.2	-1	Yes
Labor Supervisor	70.0	70.0	0.0	10	7	0.0	0	Yes
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	0.0	9	0	0.0	0	Yes
Total	31.4	31.6	--	79	25	0.2	3	--

For Metric 11, over the preceding 6 months, the data reflects an overall 0.2% change. All four job classes highlighted in Metric 11 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 37 below.

Figure 37. 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: 4/1/2019	% of Female Employees: 10/1/2019	% Availability in Applicant Pool	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Sheriff's Sergeant	11.3	0.0	0.0	1	0	-11.3	-8	Yes
Heavy Equipment Operator	5.6	12.0	0.0	25	3	6.4	2	Yes
Construction Equipment Operator	3.0	2.9	0.0	35	1	-0.2	0	Yes
Labor Supervisor	0.0	0.0	0.0	10	0	0.0	0	Yes
Public Works Supervisor (Construction or Sanitation)	11.1	11.1	0.0	9	1	0.0	0	Yes
Total	7.8	6.3	--	80	5	-1.6	-6	--

For Metric 12, over the preceding 6 months, the data reflects an overall -1.6% change. All five job classes highlighted in Metric 12 met the benchmark. However, no females are represented in the Sheriff's Sergeant and Labor Supervisor job classes.

Section 6. Forward Thinking

Human Resources continues to make progress towards meeting the Consent Decree requirements, by developing strategies to support Jefferson County Commission in creating an equitable and inclusive work environment. As such, this reporting period, the CEIO acknowledged nine (9) areas of focus, reported progress made regarding each area of focus and provided the plan forward to realize goals in these areas.

Develop and Communicate a Clear Vision

The Equity and Inclusion Division (EID) has established a clear vision and mission, which is to support Jefferson County Commission in continuing to build and maintain an inclusive culture where all employees are respected and provided equitable opportunities. This mission is clearly communicated to all Jefferson County Commission employees on the Human Resources website. In addition, EID ensures that the Consent Decree requirement is met by posting notices in every County building, including the CEIO's office hours and services provided by EID, as well as other pertinent information related to EID.

Professional Development and Coaching

The CEID will meet one on one with each Department Director in November 2019 to debrief on the results of the semi-annual report and its implications for their Department, as well as to plan with each Department Director on how to meet inclusion goals.

Talent Management

Although Human Resources has pursued software solutions in this area, continued work is required. Human Resources will implement a performance management system to allow analysis of job performance data and training needs. Additionally, Human Resources will incorporate separations

data into future reporting to use as a roadmap to evaluate changes in the workforce, analyze demographics related to separations and develop strategies to attract and retain rich talent.

Recognition and Rewards

The Jefferson County Veterans Program continuously seeks to serve, support and communicate with County veterans. Some of the initiatives presented by program leaders present challenges, in that they may require funding. As such, the program leaders are collaborating with County leadership for guidance on funding and program expansion. While the Women in Non-Traditional Positions Committee has formed, no progress was made with respect to this effort this reporting period. Because many of the committee members work in non-traditional roles, it is a challenge to hold a well-attended meeting. As a result, the EID will plan meeting times and locations that are more conducive for the committee members' schedules, as well as by garnering support of the committee from senior leadership to include department heads.

Recruitment Strategies

The CEIO will partner with SRM, along with other Human Resources divisions to identify jobs where the benchmarks do not align with the labor force. These positions will be included in the next reporting period.

Communication Transparency

Human Resources continues to work to improve one of its core values – transparency. In addition, Human Resources actively communicates around *compliance* activities (e.g., policies and rules and regulations) and develops and recommends such policies as the business need arises. In addition, the Equity and Inclusion Division communicates Employee Administrative Rules and Regulations and other equity and inclusion activities to all County employees.

Leadership Initiatives

The County is actively working to fill the HR Director position. The HR Director's role will include identifying opportunities and developing strategies to reinforce a culture at Jefferson County Commission where all employees are respected and afforded equitable opportunities. Additionally, the County Manager will host a lunch and learn for the purpose of providing Consent Decree Training to elected officials by the Equity and Inclusion Division in November 2019.

Employee Engagement

In order to create initiatives related to employee engagement and continue its efforts to improve the County's culture, Human Resources will partner with Siena Consulting to re-administer the previous climate culture survey in fall 2020.

Departmental Leadership Equity and Inclusion Metric Coaching

The CEIO will facilitate one-on-one Metric Coaching meetings in November 2019, with department heads, to discuss the results of this report and strategies around improving departmental onboarding and retention efforts to assist with meeting required benchmarks. EID will track these efforts in NAVEX.

Appendix A: Good Faith Efforts Tables

A1 – Pipeline Analysis by Race

A2 – Pipeline Analysis by Gender

A3 – Selection Process

A4 – JCV/RJP Administration

Table A1. Pipeline Analysis by Race

This Chart depicts race demographics of supervisors at each level by department. Level 1 – Entry Level, Level 2 – Mid-Level, and Level 3 – Executive Level

Department	Supervisor Level	Total	Black	White	Black	White
BMO	1	1	1		100%	0%
BMO	2	0			0%	0%
BMO	3	0			0%	0%
BOARD OF EQUALIZATION	1	10	2	8	20%	80%
BOARD OF EQUALIZATION	2	2	2		100%	0%
BOARD OF EQUALIZATION	3	1	1		100%	0%
BOARD OF REGISTRARS	1	2		2	0%	100%
BOARD OF REGISTRARS	2	1		1	0%	100%
BOARD OF REGISTRARS	3	0			0%	0%
COMMUNITY DEVELOPMENT	1	8	5	3	63%	38%
COMMUNITY DEVELOPMENT	2	3	2	1	67%	33%
COMMUNITY DEVELOPMENT	3	3	3		100%	0%
COOPER GREEN	1	14	11	3	79%	21%
COOPER GREEN	2	3	3		100%	0%
COOPER GREEN	3	2	1	1	50%	50%
CORONER/ MEDICAL EXAMINER	1	3		3	0%	100%

Department	Supervisor Level	Total	Black	White	Black	White
CORONER/ MEDICAL EXAMINER	2	1		1	0%	100%
CORONER/ MEDICAL EXAMINER	3	0			0%	0%
COUNTY ATTORNEY	1	3	1	2	33%	67%
COUNTY ATTORNEY	2	0			0%	0%
COUNTY ATTORNEY	3	1	1		100%	0%
COUNTY MANAGER	1	1	1		100%	0%
COUNTY MANAGER	2	0			0%	0%
COUNTY MANAGER	3	3	1	2	33%	67%
DEVELOPMENT SERVICES	1	10	1	9	10%	90%
DEVELOPMENT SERVICES	2	2		2	0%	100%
DEVELOPMENT SERVICES	3	1		1	0%	100%
ENVIRONMENTAL SERVICES	1	54	18	35	33%	65%
ENVIRONMENTAL SERVICES	2	15	3	12	20%	80%

Department	Supervisor Level	Total	Black	White	Black	White
ENVIRONMENTAL SERVICES	3	12	2	10	17%	83%
FAMILY COURT	1	13	6	7	46%	54%
FAMILY COURT	2	4	3	1	75%	25%
FAMILY COURT	3	2	2		100%	0%
FINANCE	1	12	9	3	75%	25%
FINANCE	2	3	3		100%	0%
FINANCE	3	2	2		100%	0%
GENERAL SERVICES	1	13	6	7	46%	54%
GENERAL SERVICES	2	4	1	3	25%	75%
GENERAL SERVICES	3	3	1	2	33%	67%
HUMAN RESOURCES	1	6	4	2	67%	33%
HUMAN RESOURCES	2	6	6		100%	0%
HUMAN RESOURCES	3	0			0%	0%
INFORMATION SERVICES	1	10	3	7	30%	70%
INFORMATION SERVICES	2	3	1	1	33%	33%
INFORMATION SERVICES	3	2		1	0%	50%
LAW LIBRARY	1	1		1	0%	100%
LAW LIBRARY	2	0			0%	0%
LAW LIBRARY	3	0			0%	0%
PROBATE COURT	1	1	1		100%	0%
PROBATE COURT	2	0			0%	0%
PROBATE COURT	3	2		2	0%	100%
REVENUE	1	9	4	4	44%	44%
REVENUE	2	3	2	1	67%	33%

Department	Supervisor Level	Total	Black	White	Black	White
REVENUE	3	1		1	0%	100%
ROADS & TRANSPORTATION	1	28	2	26	7%	93%
ROADS & TRANSPORTATION	2	9	2	7	22%	78%
ROADS & TRANSPORTATION	3	3	1	2	33%	67%
TAX ASSESSOR - BESSEMER	1	6	2	4	33%	67%
TAX ASSESSOR - BESSEMER	2	1	1		100%	0%
TAX ASSESSOR - BESSEMER	3	1	1		100%	0%
TAX ASSESSOR - BIRMINGHAM	1	2	2		100%	0%
TAX ASSESSOR - BIRMINGHAM	2	1	1		100%	0%
TAX ASSESSOR - BIRMINGHAM	3	1	1		100%	0%
TAX COLLECTOR - BESSEMER	1	1	1		100%	0%
TAX COLLECTOR - BESSEMER	2	0			0%	0%
TAX COLLECTOR - BESSEMER	3	1	1		100%	0%
TAX COLLECTOR - BIRMINGHAM	1	4	4		100%	0%
TAX COLLECTOR - BIRMINGHAM	2	1	1		100%	0%
TAX COLLECTOR - BIRMINGHAM	3	3	2	1	67%	33%
TREASURER	1	1	1		100%	0%
TREASURER	2	0			0%	0%

Department	Supervisor Level	Total	Black	White	Black	White
TREASURER	3	2	1	1	50%	50%
YOUTH DETENTION	1	5	4	1	80%	20%
YOUTH DETENTION	2	1			0%	0%
YOUTH DETENTION	3	1	1		100%	0%

Department	Supervisor Level	Total	Black	White	Black	White
Total	1	218	89	127	41%	58%
Total	2	63	31	30	49%	48%
Total	3	47	22	24	47%	51%

Table A2. Pipeline Analysis by Gender

This Chart depicts gender demographics of supervisors at each level by department. Level 1 – Entry Level, Level 2 – Mid-Level, and Level 3 – Executive Level

Department	Supervisor Level	Total	Female	Male	Female	Male
BMO	1	1	1		100%	0%
BMO	2		0		0%	0%
BMO	3		0		0%	0%
BOARD OF EQUALIZATION	1	10	4	6	40%	60%
BOARD OF EQUALIZATION	2	2	1	1	50%	50%
BOARD OF EQUALIZATION	3	1	1		100%	0%
BOARD OF REGISTRARS	1	2	1	1	50%	50%
BOARD OF REGISTRARS	2	1		1	0%	100%
BOARD OF REGISTRARS	3		0		0%	0%
COMMUNITY DEVELOPMENT	1	8	6	2	75%	25%
COMMUNITY DEVELOPMENT	2	3	1	2	33%	67%
COMMUNITY DEVELOPMENT	3	3	1	2	33%	67%
COOPER GREEN	1	14	13	1	93%	7%
COOPER GREEN	2	3	1	2	33%	67%
COOPER GREEN	3	2	2		100%	0%
CORONER/MEDICAL EXAMINER	1	3	2	1	67%	33%

Department	Supervisor Level	Total	Female	Male	Female	Male
CORONER/MEDICAL EXAMINER	2	1	0	1	0%	100%
CORONER/MEDICAL EXAMINER	3		0		0%	0%
COUNTY ATTORNEY	1	3	3		100%	0%
COUNTY ATTORNEY	2		0		0%	0%
COUNTY ATTORNEY	3	1		1	0%	100%
COUNTY MANAGER	1	1	1		100%	0%
COUNTY MANAGER	2		0		0%	0%
COUNTY MANAGER	3	3		3	0%	100%
DEVELOPMENT SERVICES	1	10	4	6	40%	60%
DEVELOPMENT SERVICES	2	2		2	0%	100%
DEVELOPMENT SERVICES	3	1	1		100%	0%
ENVIRONMENTAL SERVICES	1	54	4	50	7%	93%
ENVIRONMENTAL SERVICES	2	15	5	10	33%	67%
ENVIRONMENTAL SERVICES	3	12	2	10	17%	83%
FAMILY COURT	1	13	9	4	69%	31%
FAMILY COURT	2	4	4		100%	0%
FAMILY COURT	3	2	1	1	50%	50%

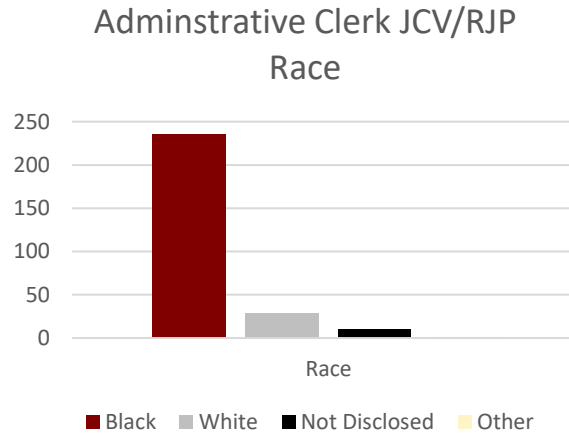
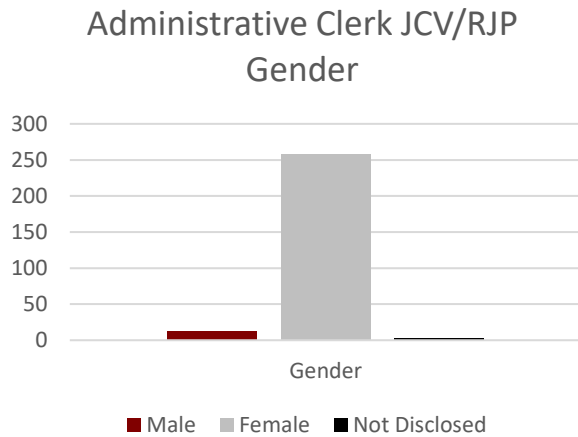
Department	Supervisor Level	Total	Female	Male	Female	Male
FINANCE	1	12	10	2	83%	17%
FINANCE	2	3	3		100%	0%
FINANCE	3	2		2	0%	100%
GENERAL SERVICES	1	13	4	9	31%	69%
GENERAL SERVICES	2	4		4	0%	100%
GENERAL SERVICES	3	3	1	2	33%	67%
HUMAN RESOURCES	1	6	5	1	83%	17%
HUMAN RESOURCES	2	6	5	1	83%	17%
HUMAN RESOURCES	3	0	0		0%	0%
INFORMATION SERVICES	1	10	4	6	40%	60%
INFORMATION SERVICES	2	3		3	0%	100%
INFORMATION SERVICES	3	2		2	0%	100%
LAW LIBRARY	1	1	1		100%	0%
LAW LIBRARY	2		0		0%	0%
LAW LIBRARY	3		0		0%	0%
PROBATE COURT	1	1	1		100%	0%
PROBATE COURT	2		0		0%	0%
PROBATE COURT	3	2	1	1	50%	50%
REVENUE	1	9	6	3	67%	33%
REVENUE	2	3		3	0%	100%
REVENUE	3	1		1	0%	100%
ROADS & TRANSPORTATION	1	28	5	23	18%	82%
ROADS & TRANSPORTATION	2	9	1	8	11%	89%
ROADS & TRANSPORTATION	3	3	1	2	33%	67%
TAX ASSESSOR - BESSEMER	1	6	5	1	83%	17%

Department	Supervisor Level	Total	Female	Male	Female	Male
TAX ASSESSOR - BESSEMER	2	1	1		100%	0%
TAX ASSESSOR - BESSEMER	3	1		1	0%	100%
TAX ASSESSOR - BIRMINGHAM	1	2	1	1	50%	50%
TAX ASSESSOR - BIRMINGHAM	2	1		1	0%	100%
TAX ASSESSOR - BIRMINGHAM	3	1	1		100%	0%
TAX COLLECTOR - BESSEMER	1	1	1		100%	0%
TAX COLLECTOR - BESSEMER	2		0		0%	0%
TAX COLLECTOR - BESSEMER	3	1		1	0%	100%
TAX COLLECTOR - BIRMINGHAM	1	4	3	1	75%	25%
TAX COLLECTOR - BIRMINGHAM	2	1	1		100%	0%
TAX COLLECTOR - BIRMINGHAM	3	3	1	2	33%	67%
TREASURER	1	1	1		100%	0%
TREASURER	2		0		0%	0%
TREASURER	3	2	1	1	50%	50%
YOUTH DETENTION	1	5	1	4	20%	80%
YOUTH DETENTION	2	1		1	0%	100%
YOUTH DETENTION	3	1	1		100%	0%
TOTAL	1	218	96	122	44%	56%
TOTAL	2	63	23	40	37%	63%
TOTAL	3	47	15	32	32%	68%

Table A3. Breakdown of Reporting Period Selection Processes

Month	Test Administrations	Job		Tests Assessed	Executive Assessment	
		Classes Tested	Graduate Assessments		Centers	Integrations
April 2019	2	3	0	0	1	1
May 2019	1	2	1	2	0	0
June 2019	4	8	1	6	0	0
July 2019	3	7	1	8	0	0
August 2019	5	10	1	10	0	0
September 2019	3	6	0	0	1	1
Total:	18	36	4	26	2	2

Table A4. 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: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	84.6	90.9	11	10	6.3	-1	Yes
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	0.0	100.0	1	1	100.0	1	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	0.0	0.0	2	0	0.0	0	No
Property Appraisal Supervisor	100.0	100.0	1	1	0.0	0	Yes
Property Litigation Administrator	0.0	0.0	1	0	0.0	0	No
Senior Real Property Appraiser	16.7	12.5	8	1	-4.2	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	54.8	54.8	31	17	0.00	0	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 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	11	11	0.0	-2	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
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 Litigation Administrator	0.0	0.0	1	0	0.0	0	No
Senior Real Property Appraiser	16.7	12.5	8	1	-4.2	0	No
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	No
Total	67.7	61.3	31	19	-6.45	-2	Yes

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	100.0	100.0	2	2	0.0	0	Yes
Accounting Assistant II	100.0	100.0	1	1	0.0	0	Yes
Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Administrative Clerk	100.0	100.0	6	6	0.0	-1	Yes
Auditor	100.0	--	0	--	-100.0	-1	--
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Community Development Specialist	100.0	--	0	--	-100.0	-1	--
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	100.0	100.0	1	1	0.0	0	Yes
Economic Development Analyst	0.0	--	0	--	0.0	0	--
Economic Development Manager	100.0	100.0	1	1	0.0	0	Yes
Grants Management Coordinator	100.0	--	0	--	-100.0	-1	--
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	2	2	0.0	1	Yes
Senior Administrative Analyst	100.0	100.0	3	3	0.0	0	Yes
Senior Grants Management Coordinator	0.0	0.0	2	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
Total	83.8	82.4	34	28	-1.43	-3	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees : 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	50.0	50.0	2	1	0.0	0	Yes
Accounting Assistant II	100.0	100.0	1	1	0.0	0	Yes
Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Administrative Clerk	85.7	83.3	6	5	-2.4	-1	Yes
Auditor	100.0	--	0	--	-100.0	-1	--
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Community Development Specialist	100.0	--	0	--	-100.0	-1	--
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	0.0	1	0	-100.0	-1	No
Director of Community and Economic Development	0.0	0.0	1	0	0.0	0	No
Economic Development Analyst	100.0	--	0	--	-100.0	-1	--
Economic Development Manager	0.0	0.0	1	0	0.0	0	No
Grants Management Coordinator	100.0	--	0	--	-100.0	-1	--
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	2	2	0.0	1	Yes
Senior Administrative Analyst	100.0	100.0	3	3	0.0	0	Yes
Senior Grants Management Coordinator	100.0	50.0	2	1	-50.0	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
Total	75.7	67.6	34	23	-8.03	-5	Yes

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 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	0	Yes
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	--	0	--	-100.0	-1	--
Business Office Supervisor	100.0	--	0	--	-100.0	-1	--
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	57.1	66.7	6	4	9.5	0	Yes
Clinical Nursing Director	100.0	100.0	1	1	0.0	0	Yes
Clinical Pharmacist	75.0	66.7	6	4	-8.3	1	Yes
Clinical Social Worker	100.0	100.0	1	1	0.0	-1	Yes
Communications Operator I	100.0	100.0	1	1	0.0	0	Yes
Communications Operator II	100.0	100.0	1	1	0.0	0	Yes
Deputy Director - Cooper Green Mercy Health Services Exempt Exec	--	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	0.0	--	0	--	0.0	0	--
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 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	66.7	18	12	-4.8	-3	Yes
Medical Clerk	97.1	97.6	41	40	0.5	7	Yes
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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
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	--	0.0	0	--
Patient Care Technician	100.0	100.0	7	7	0.0	0	Yes
Patient Referral Manager	0.0	--	0	--	0.0	0	--
Pharmacy Manager	--	100.0	1	1	100.0	1	Yes
Pharmacy Technician	100.0	100.0	3	3	0.0	-2	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
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
Special Imaging Technologist	100.0	100.0	3	3	0.0	0	Yes
Staff Nurse	80.0	100.0	4	4	20.0	0	Yes
Stores Clerk	100.0	100.0	1	1	0.0	-1	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
Total	82.7	84.3	153	129	1.62	0	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Female Employees	6 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	0.0	0.0	1	0	0.0	0	No
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	--	0	--	-100.0	-1	--
Business Office Supervisor	100.0	--	0	--	-100.0	-1	--
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	85.7	83.3	6	5	-2.4	-1	Yes
Clinical Nursing Director	0.0	0.0	1	0	0.0	0	No
Clinical Pharmacist	75.0	66.7	6	4	-8.3	1	Yes
Clinical Social Worker	100.0	100.0	1	1	0.0	-1	Yes
Communications Operator I	100.0	100.0	1	1	0.0	0	Yes
Communications Operator II	0.0	0.0	1	0	0.0	0	No
Deputy Director - Cooper Green Mercy Health Services Exempt Exec	--	100.0	1	1	100.0	1	Yes
Diagnostic Imaging Technologist	100.0	100.0	1	1	0.0	0	Yes
Director of Cooper Green Mercy Health Services	100.0	--	0	--	-100.0	-1	--
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 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	90.5	88.9	18	16	-1.6	-3	Yes
Medical Clerk	100.0	100.0	41	41	0.0	7	Yes
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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
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	--	0	--	-100.0	-1	--
Patient Care Technician	100.0	100.0	7	7	0.0	0	Yes
Patient Referral Manager	100.0	--	0	--	-100.0	-1	--
Pharmacy Manager	--	100.0	1	1	100.0	1	Yes
Pharmacy Technician	80.0	100.0	3	3	20.0	-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
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
Special Imaging Technologist	66.7	66.7	3	2	0.0	0	Yes
Staff Nurse	100.0	100.0	4	4	0.0	-1	Yes
Stores Clerk	50.0	100.0	1	1	50.0	0	Yes
Ultrasound Technician	100.0	100.0	1	1	0.0	0	Yes
User Support Specialist	0.0	0.0	1	0	0.0	0	No
Total	85.9	86.3	153	132	0.38	-2	Yes

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 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	25.0	25.0	4	1	0.0	0	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	1	0	0.0	0	No
G.I.S. Database Supervisor	0.0	0.0	1	0	0.0	0	No
G.I.S. Specialist	0.0	--	0	--	0.0	0	--
Planner	100.0	50.0	2	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	--	0	--	0.0	0	--
Systems Analyst	0.0	0.0	1	0	0.0	0	No

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Water Pollution Control Technician	0.0	0.0	1	0	0.0	0	No
Zoning Administrator	0.0	--	0	--	0.0	0	--
Zoning Inspector	100.0	100.0	2	2	0.0	0	Yes
Total	21.6	22.2	36	8	0.60	0	No

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 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	1	1	100.0	1	Yes
G.I.S. Database Supervisor	100.0	100.0	1	1	0.0	0	Yes
G.I.S. Specialist	100.0	--	0	--	-100.0	-1	--
Planner	0.0	0.0	2	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	--	0	--	-100.0	-1	--
Systems Analyst	100.0	100.0	1	1	0.0	0	Yes
Water Pollution Control Technician	0.0	0.0	1	0	0.0	0	No

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Zoning Administrator	0.0	--	0	--	0.0	0	--
Zoning Inspector	50.0	50.0	2	1	0.0	0	Yes
Total	37.8	36.1	36	13	-1.73	-1	No

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	100.0	--	0	--	-100.0	-1	--
Accounting Assistant II	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	63.6	60.0	10	6	-3.6	-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	0.0	0.0	1	0	0.0	0	No
District Attorney's Investigator	100.0	100.0	4	4	0.0	0	Yes
Investigator of Checks and Warrants	66.7	66.7	3	2	0.0	0	Yes
Legal Secretary	83.3	80.0	10	8	-3.3	3	Yes
Paralegal	100.0	100.0	3	3	0.0	1	Yes
Supernumerary District Attorney	0.0	0.0	2	0	0.0	0	No
Total	67.6	67.6	37	25	-0.08	2	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	100.0	--	0	--	-100.0	-1	--
Accounting Assistant II	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	81.8	80.0	10	8	-1.8	-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	0.0	0.0	1	0	0.0	0	No
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	10	10	0.0	4	Yes
Paralegal	100.0	66.7	3	2	-33.3	0	Yes
Supernumerary District Attorney	0.0	0.0	2	0	0.0	0	No
Total	64.7	64.9	37	24	0.16	2	Yes

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	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	87.5	100.0	7	7	12.5	0	Yes
Accounting Assistant II	100.0	85.7	7	6	-14.3	2	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	71.4	69.2	13	9	-2.2	-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	20.0	20.0	5	1	0.0	0	No
Chief of Party	0.0	0.0	3	0	0.0	0	No
Civil Engineer	0.0	--	0	--	0.0	0	--
Closed Circuit TV Technician	0.0	0.0	1	0	0.0	0	No
Communications Operator II	75.0	66.7	3	2	-8.3	-1	Yes
Construction Equipment Operator	27.3	20.0	10	2	-7.3	-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	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	36.4	11	4	3.0	1	No
Electrician Supervisor	100.0	--	0	--	-100.0	-1	--
Electronics Technician	25.0	28.6	7	2	3.6	0	No
Engineering Aide	100.0	100.0	2	2	0.0	0	Yes

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Engineering Inspector	33.3	33.3	15	5	0.0	-1	No
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	41.2	45.8	24	11	4.7	4	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	50.0	2	1	-30.0	-3	Yes
Laborer III	83.3	100.0	3	3	16.7	-2	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	--	0.0	2	0	0.0	0	No
Senior Engineering Aide	0.0	0.0	2	0	0.0	0	No
Senior Engineering Inspector	33.3	20.0	5	1	-13.3	0	No
Senior Water Pollution Control Technician	50.0	50.0	4	2	0.0	0	Yes
Senior WRF Maintenance Worker	25.0	25.0	20	5	0.0	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	10.0	10	1	0.9	0	No
Sewer Service Supervisor	100.0	100.0	1	1	0.0	0	Yes

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Sewer Video Operations Supervisor	0.0	0.0	1	0	0.0	0	No
Sewer Video Specialist	62.5	70.6	17	12	8.1	2	Yes
Sewer Video Supervisor	0.0	0.0	8	0	0.0	0	No
Skilled Laborer	91.2	90.2	51	46	-1.0	15	Yes
Systems Analyst	0.0	0.0	2	0	0.0	0	No
Truck Driver	75.0	100.0	4	4	25.0	1	Yes
Water Pollution Control Technician	0.0	0.0	3	0	0.0	0	No
WRF Maintenance Worker	33.3	42.1	19	8	8.8	7	Yes
WRF Manager	20.0	0.0	5	0	-20.0	-1	No
WRF Operator Apprentice	70.0	46.4	28	13	-23.6	6	Yes
WRF Operator I	40.0	50.0	20	10	10.0	-2	Yes
WRF Operator IV	23.1	21.4	14	3	-1.6	0	No
WRF Shift Supervisor	27.6	25.0	28	7	-2.6	-1	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	43.7	45.3	415	188	1.57	24	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	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	75.0	71.4	7	5	-3.6	-1	Yes
Accounting Assistant II	100.0	85.7	7	6	-14.3	2	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	85.7	92.3	13	12	6.6	0	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	40.0	40.0	5	2	0.0	0	No
Chief of Party	0.0	0.0	3	0	0.0	0	No
Civil Engineer	0.0	--	0	--	0.0	0	--
Closed Circuit TV Technician	0.0	0.0	1	0	0.0	0	No
Communications Operator II	100.0	100.0	3	3	0.0	-1	Yes
Construction Equipment Operator	0.0	0.0	10	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	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	11	0	0.0	0	No
Electrician Supervisor	0.0	--	0	--	0.0	0	--
Electronics Technician	0.0	0.0	7	0	0.0	0	No
Engineering Aide	50.0	50.0	2	1	0.0	0	Yes
Engineering Inspector	5.6	6.7	15	1	1.1	0	No

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	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	12.5	24	3	6.6	2	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	0.0	2	0	-60.0	-3	No
Laborer III	0.0	0.0	3	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	2	0	0.0	0	No
Senior Engineering Aide	0.0	0.0	2	0	0.0	0	No
Senior Engineering Inspector	0.0	0.0	5	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	20.0	10	2	1.8	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: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Sewer Video Specialist	6.3	11.8	17	2	5.5	1	No
Sewer Video Supervisor	12.5	12.5	8	1	0.0	0	No
Skilled Laborer	17.6	27.5	51	14	9.8	8	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	33.3	10.5	19	2	-22.8	1	No
WRF Manager	20.0	0.0	5	0	-20.0	-1	No
WRF Operator Apprentice	40.0	32.1	28	9	-7.9	5	No
WRF Operator I	16.7	20.0	20	4	3.3	-1	No
WRF Operator IV	7.7	7.1	14	1	-0.5	0	No
WRF Shift Supervisor	17.2	17.9	28	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	20.3	21.2	415	88	0.94	12	No

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	50.0	50.0	2	1	0.0	0	Yes
Administrative Clerk	87.5	93.3	15	14	5.8	0	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	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Principal Court Clerk	100.0	100.0	1	1	0.0	0	Yes
Principal Probation Officer	66.7	66.7	3	2	0.0	0	Yes
Probation Officer	63.0	65.6	32	21	2.7	4	Yes
Senior County Court Clerk	50.0	--	0	--	-50.0	-1	--
Senior Probation Officer	40.0	40.0	10	4	0.0	0	No
Total	70.3	72.4	76	55	2.10	3	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	0.0	0.0	2	0	0.0	0	No
Administrative Clerk	100.0	100.0	15	15	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	0.0	0.0	1	0	0.0	0	No
Court Clerk	75.0	75.0	8	6	0.0	0	Yes
Deputy Court Administrator	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Principal Court Clerk	100.0	100.0	1	1	0.0	0	Yes
Principal Probation Officer	100.0	100.0	3	3	0.0	0	Yes
Probation Officer	63.0	65.6	32	21	2.7	4	Yes
Senior County Court Clerk	100.0	--	0	--	-100.0	-2	--
Senior Probation Officer	70.0	70.0	10	7	0.0	0	Yes
Total	75.7	75.0	76	57	-0.68	1	Yes

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 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	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	0	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	66.7	66.7	6	4	0.0	0	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	57.1	62.5	8	5	5.4	1	Yes
Total	87.0	87.0	46	40	0.00	0	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	100.0	100.0	2	2	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	0	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	66.7	66.7	6	4	0.0	0	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	8	8	0.0	1	Yes
Total	89.1	89.1	46	41	0.00	0	Yes

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	2	2	0.0	-1	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	8	8	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	100.0	1	1	100.0	1	Yes
Building Maintenance Superintendent	100.0	100.0	1	1	0.0	0	Yes
Building Maintenance Supervisor	0.0	0.0	3	0	0.0	0	No
Cabinetmaker	50.0	50.0	4	2	0.0	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	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	16.7	33.3	6	2	16.7	1	No
Electrician Supervisor	0.0	0.0	1	0	0.0	0	No
Electronics Technician	44.4	62.5	8	5	18.1	1	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	33.3	33.3	3	1	0.0	0	No
Labor Supervisor	50.0	50.0	2	1	0.0	0	Yes
Laborer II	25.0	100.0	1	1	75.0	0	Yes
Landscape Crew Leader	0.0	0.0	1	0	0.0	0	No
Maintenance Repair Worker	59.1	63.6	22	14	4.5	1	Yes
Painter	28.6	33.3	6	2	4.8	0	No
Painter Superintendent	0.0	0.0	1	0	0.0	0	No
Plumber	16.7	16.7	6	1	0.0	0	No

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Security Officer	75.9	75.9	54	41	0.1	-3	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	13	13	0.0	-2	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	3	3	0.0	2	Yes
Total	59.8	62.8	188	118	2.97	-1	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	2	2	0.0	-1	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	8	8	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
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	0.0	1	0	0.0	0	No
Building Maintenance Superintendent	0.0	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	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	8	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	100.0	1	1	75.0	0	Yes
Landscape Crew Leader	0.0	0.0	1	0	0.0	0	No
Maintenance Repair Worker	13.6	13.6	22	3	0.0	0	No
Painter	0.0	0.0	6	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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Security Officer	32.8	35.2	54	19	2.4	0	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	7.7	13	1	1.0	0	No
Stores Clerk	100.0	0.0	1	0	-100.0	-1	No
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	33.3	3	1	33.3	1	No
Total	23.6	23.9	188	45	0.32	-2	No

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	4	4	0.0	-1	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	33.3	33.3	6	2	0.0	0	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	3	3	0.0	-1	Yes
Human Resources Project Coordinator	100.0	100.0	2	2	0.0	0	Yes
Human Resources Technician	33.3	50.0	4	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	0.0	50.0	2	1	50.0	1	Yes
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	4	4	0.0	-1	Yes
Total	77.8	78.8	52	41	1.07	-1	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	4	4	0.0	-1	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	66.7	66.7	6	4	0.0	0	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	66.7	3	2	16.7	0	Yes
Human Resources Project Coordinator	100.0	100.0	2	2	0.0	0	Yes
Human Resources Technician	66.7	50.0	4	2	-16.7	0	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	0.0	2	0	-50.0	-1	No
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	75.0	4	3	-5.0	-1	Yes
Total	81.5	78.8	52	41	-2.64	-3	Yes

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Administrative Assistant	0.0	0.0	1	0	0.0	0	No
Administrative Services Manager	0.0	0.0	1	0	0.0	0	No
Application Developer	25.0	33.3	3	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	50.0	33.3	3	1	-16.7	0	No
Network Systems Administrator II	0.0	0.0	3	0	0.0	0	No
Personal Computer/Network Technician	75.0	85.7	7	6	10.7	0	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	40.9	41.9	43	18	0.95	0	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 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	25.0	33.3	3	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	3	0	0.0	0	No
Network Systems Administrator II	0.0	0.0	3	0	0.0	0	No
Personal Computer/Network Technician	25.0	28.6	7	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	20.0	20.0	5	1	0.0	0	No
Telecommunications Technician	0.0	0.0	2	0	0.0	0	No
Total	27.3	27.9	43	12	0.63	0	No

Table B23. Breakdown of **Probate Court** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	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 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	--	0	--	-100.0	-1	--
Confidential Judicial Assistant	0.0	0.0	2	0	0.0	0	No
Court Clerk	60.0	65.0	20	13	5.0	1	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	80.0	75.0	4	3	-5.0	-1	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	40.0	50.0	4	2	10.0	0	Yes
Total	59.6	63.8	47	30	4.21	-1	Yes

Table B24. Breakdown of **Probate Court** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 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	--	0.0	0	--
Confidential Judicial Assistant	100.0	100.0	2	2	0.0	0	Yes
Court Clerk	100.0	100.0	20	20	0.0	0	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	60.0	75.0	4	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	100.0	100.0	4	4	0.0	-1	Yes
Total	82.7	87.2	47	41	4.54	-2	Yes

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 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	81.8	83.1	89	74	1.3	2	Yes
Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	-1	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	100.0	100.0	6	6	0.0	0	Yes
Business Office Supervisor	60.0	60.0	5	3	0.0	0	Yes
Chief Accountant	0.0	--	0	--	0.0	0	--
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
Principal Accountant	42.9	42.9	7	3	0.0	0	Yes
Principal Auditor	50.0	50.0	2	1	0.0	0	Yes
Revenue Examiner	66.7	66.7	3	2	0.0	0	Yes
Senior Accountant	66.7	66.7	6	4	0.0	0	Yes
Senior Auditor	25.0	37.5	8	3	12.5	1	No
Senior Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Total	71.2	73.0	152	111	1.78	2	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 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	93.2	92.1	89	82	-1.0	0	Yes
Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	-1	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	66.7	66.7	6	4	0.0	0	Yes
Business Office Supervisor	80.0	80.0	5	4	0.0	0	Yes
Chief Accountant	0.0	--	0	--	0.0	0	--
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
Principal Accountant	57.1	57.1	7	4	0.0	0	Yes
Principal Auditor	100.0	100.0	2	2	0.0	0	Yes
Revenue Examiner	100.0	100.0	3	3	0.0	0	Yes
Senior Accountant	83.3	83.3	6	5	0.0	0	Yes
Senior Auditor	12.5	25.0	8	2	12.5	1	No
Senior Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Total	81.7	82.2	152	125	0.54	0	Yes

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	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	0	Yes
Administrative Clerk	71.4	66.7	6	4	-4.8	-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	41.2	17	7	2.3	0	Yes
Automotive/Heavy Equipment Shop Supervisor	33.3	33.3	3	1	0.0	0	No
Bridge Maintenance Crew Leader	33.3	50.0	2	1	16.7	0	Yes
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	1	0	0.0	0	No
Chief Civil Engineer	0.0	0.0	3	0	0.0	0	No
Chief of Party	0.0	0.0	1	0	0.0	0	No
Civil Engineer	0.0	--	0	--	0.0	0	--
Construction Equipment Operator	22.7	20.0	25	5	-2.7	0	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 Roads & Transportation	0.0	0.0	1	0	0.0	0	No
Deputy Director of Roads & Transportation III	0.0	0.0	1	0	0.0	0	No
Director of Roads & Transportation	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	1	0	0.0	0	No

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Engineering Aide	100.0	100.0	2	2	0.0	-1	Yes
Engineering Inspector	33.3	42.9	7	3	9.5	0	Yes
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	33.3	33.3	3	1	0.0	0	No
Laborer II	92.9	100.0	2	2	7.1	-11	Yes
Land Acquisition Agent	50.0	50.0	2	1	0.0	0	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 Engineering Construction Inspector	0.0	--	0	--	0.0	0	--
Principal Engineering Land Survey Inspector	0.0	0.0	1	0	0.0	0	No
Public Works Coordinator	0.0	0.0	1	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	6	0	0.0	0	No
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	1	0	0.0	0	No
Senior Civil Engineer	0.0	0.0	7	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	79.2	48	38	15.5	24	Yes
Stores Clerk	50.0	50.0	2	1	0.0	0	Yes
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	0.0	3	0	0.0	0	No

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Traffic Control Superintendent	100.0	100.0	1	1	0.0	0	Yes
Traffic Control Technician	66.7	100.0	3	3	33.3	1	Yes
Traffic Maintenance Superintendent	0.0	--	0	--	0.0	0	--
Traffic Maintenance Supervisor	100.0	100.0	1	1	0.0	0	Yes
Traffic Maintenance Worker	90.9	81.8	11	9	-9.1	-1	Yes
Traffic Sign Painter	0.0	0.0	1	0	0.0	0	No
Traffic Signal Worker	75.0	100.0	3	3	25.0	0	Yes
Traffic Signs and Markings Supervisor	0.0	0.0	4	0	0.0	0	No
Traffic Striping Machine Crew Leader	0.0	--	0	--	0.0	0	--
Traffic Striping Machine Operator	50.0	50.0	4	2	0.0	0	Yes
Truck Driver	73.3	76.0	25	19	2.7	-3	Yes
Total	44.7	47.3	260	123	2.56	8	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	6 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	0	Yes
Administrative Clerk	100.0	100.0	6	6	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	17	0	0.0	0	No
Automotive/Heavy Equipment Shop Supervisor	0.0	0.0	3	0	0.0	0	No
Bridge Maintenance Crew Leader	0.0	0.0	2	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	1	0	0.0	0	No
Chief Civil Engineer	33.3	33.3	3	1	0.0	0	No
Chief of Party	0.0	0.0	1	0	0.0	0	No
Civil Engineer	0.0	--	0	--	0.0	0	--
Construction Equipment Operator	4.5	4.0	25	1	-0.5	0	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 Roads & Transportation	100.0	100.0	1	1	0.0	0	Yes
Deputy Director of Roads & Transportation III	0.0	0.0	1	0	0.0	0	No
Director of Roads & Transportation	100.0	100.0	1	1	0.0	0	Yes
Drafter	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 Female Employed	Meeting Benchmark?
Electrician	0.0	0.0	1	0	0.0	0	No
Engineering Aide	0.0	0.0	2	0	0.0	0	No
Engineering Inspector	22.2	14.3	7	1	-7.9	-1	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	0.0	0.0	3	0	0.0	0	No
Laborer II	35.7	0.0	2	0	-35.7	-5	No
Land Acquisition Agent	50.0	50.0	2	1	0.0	0	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 Engineering Construction Inspector	0.0	--	0	--	0.0	0	--
Principal Engineering Land Survey Inspector	0.0	0.0	1	0	0.0	0	No
Public Works Coordinator	0.0	0.0	1	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	16.7	16.7	6	1	0.0	0	No
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	0.0	1	0	-50.0	-1	No
Senior Civil Engineer	0.0	14.3	7	1	14.3	1	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	100.0	100.0	1	1	0.0	0	Yes
Senior Traffic Control Technician	0.0	0.0	1	0	0.0	0	No
Skilled Laborer	13.6	10.4	48	5	-3.2	2	No
Stores Clerk	50.0	50.0	2	1	0.0	0	Yes
Street Paving Supervisor	25.0	25.0	4	1	0.0	0	No
Systems Analyst	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 Female Employed	Meeting Benchmark?
Tire Shop Supervisor	0.0	0.0	1	0	0.0	0	No
Traffic Analyst	0.0	0.0	3	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	--	0.0	0	--
Traffic Maintenance Supervisor	0.0	0.0	1	0	0.0	0	No
Traffic Maintenance Worker	0.0	9.1	11	1	9.1	1	No
Traffic Sign Painter	0.0	0.0	1	0	0.0	0	No
Traffic Signal Worker	0.0	0.0	3	0	0.0	0	No
Traffic Signs and Markings Supervisor	0.0	0.0	4	0	0.0	0	No
Traffic Striping Machine Crew Leader	0.0	--	0	--	0.0	0	--
Traffic Striping Machine Operator	25.0	25.0	4	1	0.0	0	No
Truck Driver	20.0	24.0	25	6	4.0	0	No
Total	19.8	18.1	260	47	-1.77	-4	No

Table B29. Breakdown of Tax Assessor Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant II	60.0	70.0	10	7	10.0	1	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	82.4	82.4	17	14	0.0	0	Yes
Administrative Supervisor	0.0	0.0	2	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	100.0	--	0	--	-100.0	-1	--
Auditor	100.0	100.0	2	2	0.0	0	Yes
G.I.S. Database Supervisor	50.0	100.0	1	1	50.0	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	37.5	8	3	-6.9	-1	No
Principal Auditor	100.0	100.0	1	1	0.0	0	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	--
Total	66.2	66.1	62	41	-0.02	-2	Yes

Table B30. Breakdown of Tax Assessor Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 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	0	Yes
Administrative Supervisor	100.0	100.0	2	2	0.0	1	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	0.0	--	0	--	0.0	0	--
Auditor	100.0	100.0	2	2	0.0	0	Yes
G.I.S. Database Supervisor	50.0	0.0	1	0	-50.0	-1	No
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	75.0	8	6	-2.8	-1	Yes
Principal Auditor	100.0	100.0	1	1	0.0	0	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	--
Total	72.3	72.6	62	45	0.27	-2	Yes

Table B31. Breakdown of **Tax Collector** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	100.0	--	0	--	-100.0	-1	--
Accounting Assistant II	75.0	76.5	17	13	1.5	1	Yes
Administrative Clerk	85.7	100.0	7	7	14.3	1	Yes
Appointed Chief Deputy Tax Collector-Bessemer	100.0	100.0	1	1	0.0	0	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	100.0	--	0	--	-100.0	-1	--
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Manager of Tax Collection	100.0	--	0	--	-100.0	-1	--
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	80.0	80.0	5	4	0.0	0	Yes
Tax Collector	0.0	--	0	--	0.0	0	--
Total	80.5	84.2	38	32	3.72	-1	Yes

Table B32. Breakdown of **Tax Collector** Job Classes Meeting Gender Benchmark.

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Female Employed	Meeting Benchmark?
Accountant	100.0	--	0	--	-100.0	-1	--
Accounting Assistant II	87.5	82.4	17	14	-5.1	0	Yes
Administrative Clerk	100.0	100.0	7	7	0.0	0	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	0.0	--	0	--	0.0	0	--
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Manager of Tax Collection	100.0	--	0	--	-100.0	-1	--
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	80.0	80.0	5	4	0.0	0	Yes
Tax Collector	0.0	--	0	--	0.0	0	--
Total	82.9	84.2	38	32	1.28	-2	Yes

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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Cook	100.0	100.0	6	6	0.0	0	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	81.8	86.1	36	31	4.3	4	Yes
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
Total	83.3	86.3	51	44	2.94	4	Yes

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

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Cook	83.3	83.3	6	5	0.0	0	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	24.2	27.8	36	10	3.5	2	No
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
Total	35.4	37.3	51	19	1.84	2	No

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

Department Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	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
Total	47.6	46.8	62	29	-0.84	-1	Yes

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

Department Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	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

Table C1. Breakdown of Metric 1 Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	73.3	66.7	12	8	-6.7	-3	Yes
Accounting Assistant I	66.7	66.7	21	14	0.0	0	Yes
Administrative Clerk	79.0	80.0	150	120	1.0	-8	Yes
Auditor	100.0	100.0	8	8	0.0	0	Yes
Automotive Technician	38.9	41.2	17	7	2.3	0	Yes
Construction Equipment Operator	20.0	20.0	35	7	0.0	0	No
Engineering Aide	100.0	100.0	4	4	0.0	-1	Yes
Heavy Equipment Operator	44.4	48.0	25	12	3.6	0	Yes
Labor Supervisor	70.0	70.0	10	7	0.0	0	Yes
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	9	0	0.0	0	No
Revenue Examiner	66.7	66.7	3	2	0.0	0	Yes
Truck Driver	75.8	75.9	29	22	0.1	-3	Yes
WRF Operator I	50.0	50.0	20	10	0.0	-2	Yes
Total	64.3	64.4	343	221	0.1	-17	Yes

Table C2. Breakdown of Metric 2 Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Deputy Sheriff	16.9	17.7	419	74	0.7	6	No
Engineering Aide	20.0	25.0	4	1	5.0	0	No
Revenue Examiner	100.0	100.0	3	3	0.0	0	Yes
Security Officer	32.8	35.2	54	19	2.4	0	No
Senior Civil Engineer	0.0	11.1	9	1	11.1	1	No
Stores Clerk	60.0	50.0	4	2	-10.0	-1	Yes
Total	19.8	20.3	493	100	0.5	6	No

Table C3. Breakdown of Metric 3 Job Classes Meeting Race Benchmark

Job Title	% of Black Employees on Certification List: 4/1/2019	% of Black Probational Employees: 4/1/2019	% of Black Employees on Certification List: 10/1/2019	% of Black Probational Employees: 10/1/2019	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark ?
Accountant	80.3	100.0	82.4	--	0	0	--	-3	--
Accounting Assistant I	0.0	--	0.0	--	0	0	--	0	--
Administrative Clerk	50.0	66.7	84.2	--	0	0	--	-10	--
Auditor	0.0	--	0.0	--	0	0	--	0	--
Automotive Technician	0.0	--	38.9	--	0	0	--	0	--
Construction Equipment Operator	0.0	25.0	52.7	0.0	1	0	52.7	-1	No
Engineering Aide	0.0	--	52.6	--	0	0	--	0	--
Heavy Equipment Operator	0.0	--	56.9	60.0	5	3	56.9	3	Yes
Labor Supervisor	36.4	--	0.0	--	0	0	--	0	--
Public Works Supervisor (Construction or Sanitation)	9.0	--	0.0	--	0	0	--	0	--
Revenue Examiner	0.0	100.0	0.0	--	0	0	--	-1	--
Truck Driver	68.1	--	64.2	--	0	0	--	0	--
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: 4/1/2019	% of Female Probational Employees: 4/1/2019	% of Female Employees on Certification List: 10/1/2019	% of Female Probational Employees: 10/1/2019	Current Total Probationary Employees	Current Total Female Probationary Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Deputy Sheriff	19.9	5.3	20.8	21.7	46	10	0.9	9	Yes
Drafter	0.0	--	0.0	--	0	0	--	0	--
Engineering Aide	0.0	--	15.8	--	0	0	--	0	--
Revenue Examiner	0.0	100.0	0.0	--	0	0	--	-1	--
Security Officer	12.5	0.0	0.0	0.0	1	0	-12.5	0	Yes
Senior Civil Engineer	0.0	--	8.1	33.3	3	1	8.1	1	Yes
Stores Clerk	0.0	--	0.0	--	0	0	--	0	--
Traffic Control Technician	0.0	--	0.0	0.0	1	0	0.0	0	Yes

Table C5. Breakdown of Metric 5 Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	% of Black Employees on Register: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Medical Transcriber	75.0	75.0	40.0	4	3	0.0	0	Yes
Medical Clerk	97.1	97.6	--	41	40	0.5	7	--
Administrative Clerk	79.1	83.1	--	118	98	3.9	-31	--
Administrative Assistant	85.0	92.9	--	14	13	7.9	-4	--
Administrative Supervisor	50.0	57.1	--	14	8	7.1	-3	--
Legal Secretary	71.4	80.0	72.5	10	8	8.6	3	Yes
Magistrate	--	--	96.4	0	--	--	--	--
Court Clerk	67.9	71.4	--	28	20	3.6	1	--
Senior Court Clerk	--	--	--	0	--	--	--	--
Business Office Supervisor	50.0	42.9	--	7	3	-7.1	-1	--
Accounting Assistant I	63.6	66.7	82.0	21	14	3.0	0	Yes
Accounting Assistant II	79.0	82.0	82.3	161	132	2.9	0	Yes
Communications Operator I	100.0	100.0	--	1	1	0.0	0	--
Public Safety Dispatcher I	--	--	--	0	--	--	--	--
Public Safety Dispatcher II	100.0	--	100.0	0	--	--	-3	--
Public Safety Dispatcher III	50.0	--	--	0	--	--	-1	--
Records Analyst	--	--	94.4	0	--	--	--	--
Records Management Analyst	--	--	--	0	--	--	--	--
Senior Stores Clerk	100.0	100.0	57.1	1	1	0.0	0	Yes
Accountant	73.3	66.7	81.5	12	8	-6.7	-3	Yes
Senior Accountant	65.0	68.2	78.1	22	15	3.2	2	Yes
Principal Accountant	63.2	63.2	78.3	19	12	0.0	0	Yes
Risk Management Coordinator	50.0	50.0	100.0	2	1	0.0	0	No
Finance Director	--	--	--	0	--	--	--	--
Tax Agent	80.0	80.0	--	5	4	0.0	0	--
Revenue Examiner	66.7	66.7	--	3	2	0.0	0	--
Grants Management Coordinator	100.0	--	76.9	0	--	--	-1	--
Senior Grants Management Coordinator	0.0	0.0	92.3	2	0	0.0	0	No

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	% of Black Employees on Register: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Grants Administrator	--	50.0	--	2	1	50.0	1	--
Administrative Services Manager	33.3	40.0	90.0	5	2	6.7	0	No
Administrative Analyst	60.0	60.0	91.4	10	6	0.0	0	No
Senior Administrative Analyst	100.0	100.0	--	5	5	0.0	1	--
Chief Administrative Analyst	--	--	--	0	--	--	--	--
Public Relations Coordinator	0.0	0.0	--	1	0	0.0	0	--
City Clerk I	--	--	--	0	--	--	--	--
City Clerk II	--	--	--	0	--	--	--	--
City Clerk III	--	--	--	0	--	--	--	--
Juvenile Detention Officer	81.8	83.8	--	37	31	2.0	4	--
Probation Officer	63.0	65.6	--	32	21	2.7	4	--
Parole and Probation Officer	--	--	--	0	--	--	--	--
Social Worker	100.0	100.0	75.9	2	2	0.0	1	Yes
Attorney	--	--	--	0	--	--	--	--
Senior Attorney	--	--	77.8	0	--	--	--	--
Principal Attorney	--	--	83.3	0	--	--	--	--
Computer Operator	100.0	100.0	--	2	2	0.0	0	--
Network Systems Administrator II	0.0	0.0	38.1	4	0	0.0	0	No
Programmer Analyst	0.0	0.0	40.9	1	0	0.0	0	No
Data Management Specialist	--	--	100.0	0	--	--	--	--
Data Management Technician	--	--	33.3	0	--	--	--	--
G.I.S. Technician II	55.6	55.6	75.0	9	5	0.0	0	No
G.I.S. Specialist	25.0	28.6	27.3	7	2	3.6	0	Yes
Systems Analyst	11.1	11.1	--	9	1	0.0	0	--
Chief Personal Property Appraiser	--	--	66.7	0	--	--	--	--
Property Appraiser	28.6	28.6	--	21	6	0.0	0	--
Senior Real Property Appraiser	16.7	12.5	100.0	8	1	-4.2	0	No
Senior Appraisal Analyst	--	0.0	--	3	0	0.0	0	--
Real Estate Manager	--	--	33.3	0	--	--	--	--
Human Resources Manager	--	--	--	0	--	--	--	--

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	% of Black Employees on Register: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Human Resources Project Coordinator	100.0	100.0	--	2	2	0.0	0	--
Business Management Specialist	66.7	66.7	--	3	2	0.0	0	--
Human Resources Technician	33.3	50.0	--	4	2	16.7	1	--
Human Resources Analyst	100.0	100.0	--	1	1	0.0	0	--
Assessment and Development Specialist	33.3	33.3	77.9	6	2	0.0	0	No
Talent Sourcing Specialist	100.0	100.0	--	4	4	0.0	0	--
Assistant Occupational Health/Safety Administrator	--	--	--	0	--	--	--	--
Human Resources Division Manager	100.0	100.0	81.0	3	3	0.0	-1	Yes
Senior Housing Rehabilitation Specialist	0.0	0.0	75.0	2	0	0.0	0	No
Community Resource Representative	100.0	100.0	86.7	2	2	0.0	0	Yes
Economic Development Specialist	--	--	--	0	--	--	--	--
Senior Urban Designer	--	--	--	0	--	--	--	--
Landscape Architect	--	--	--	0	--	--	--	--
Planner	100.0	50.0	52.9	2	1	-50.0	0	Yes
Senior Planner	--	--	42.9	0	--	--	--	--
Urban Design Administrator	--	--	--	0	--	--	--	--
Chief Planner	--	--	--	0	--	--	--	--
Civil Engineer	0.0	0.0	45.5	1	0	0.0	0	No
Senior Civil Engineer	0.0	0.0	0.0	9	0	0.0	0	Yes
Chief Civil Engineer	11.1	11.1	20.0	9	1	0.0	0	No
Flood Plain Administrator	--	--	--	0	--	--	--	--
Automation and Controls Engineer	--	0.0	--	1	0	0.0	0	--
Traffic Maintenance Worker	90.9	81.8	--	11	9	-9.1	-1	--
Traffic Signs and Markings Supervisor	0.0	0.0	--	4	0	0.0	0	--
Traffic Maintenance Supervisor	100.0	100.0	--	1	1	0.0	0	--
Traffic Maintenance Superintendent-BH	--	--	--	0	--	--	--	--
Senior Engineering Aide	33.3	33.3	--	3	1	0.0	0	--
Senior Engineering Inspector	14.3	11.1	--	9	1	-3.2	0	--
Principal Engineering Construction Inspector	0.0	0.0	39.5	2	0	0.0	0	No
Graphic Designer	--	--	33.3	0	--	--	--	--

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	% of Black Employees on Register: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Communications Coordinator	0.0	0.0	--	1	0	0.0	0	--
Land Acquisition Agent	50.0	50.0	55.0	2	1	0.0	0	Yes
Senior Land Acquisition Agent	0.0	0.0	50.0	1	0	0.0	0	No
Lifeguard	--	--	80.8	0	--	--	--	--
Recreation Leader	--	--	81.8	0	--	--	--	--
Senior Recreation Leader	--	--	90.9	0	--	--	--	--
Recreation Supervisor	--	--	--	0	--	--	--	--
Recreation Superintendent	--	--	--	0	--	--	--	--
Athletic Program Coordinator	--	--	54.5	0	--	--	--	--
Fitness Instructor	--	--	--	0	--	--	--	--
Director of Parks and Recreation	--	--	--	0	--	--	--	--
Museum Curator	--	--	--	0	--	--	--	--
Event Set-up Supervisor	--	--	60.0	0	--	--	--	--
Event Manager	--	--	--	0	--	--	--	--
Director of Boutwell Auditorium	--	--	--	0	--	--	--	--
Firefighter	--	--	--	0	--	--	--	--
Fire Battalion Chief II	--	--	87.5	0	--	--	--	--
Fire Battalion Chief I	--	--	100.0	0	--	--	--	--
Deputy Fire Chief	--	--	--	0	--	--	--	--
Emergency Management Officer	--	--	44.2	0	--	--	--	--
Electrical Inspector	0.0	0.0	--	3	0	0.0	0	--
Plumbing, Gas and Mechanical Inspector	0.0	0.0	--	2	0	0.0	0	--
Building Inspector	25.0	25.0	--	4	1	0.0	0	--
Building Inspections Officer	--	--	--	0	--	--	--	--
Plans Examiner	0.0	0.0	33.3	2	0	0.0	0	No
Senior Plans Examiner	0.0	0.0	--	1	0	0.0	0	--
Building Inspection Services Manager	--	--	--	0	--	--	--	--
Zoning Inspector	100.0	100.0	--	2	2	0.0	0	--
Zoning Supervisor	--	--	40.0	0	--	--	--	--
Zoning Administrator	0.0	--	50.0	0	--	--	0	--
Police Officer	--	--	59.1	0	--	--	--	--

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	% of Black Employees on Register: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Police Sergeant	--	--	45.1	0	--	--	--	--
Police Lieutenant	--	--	40.0	0	--	--	--	--
Police Captain	--	--	18.2	0	--	--	--	--
Police Chief I	--	--	66.7	0	--	--	--	--
Police Chief II	--	--	0.0	0	--	--	--	--
Sheriff's Deputy Chief	0.0	--	40.0	0	--	--	0	--
Parking Enforcement Supervisor	--	--	--	0	--	--	--	--
Animal Control Officer	--	--	--	0	--	--	--	--
Police Community Relations Assistant	--	--	--	0	--	--	--	--
Control Room Operator	71.4	--	84.7	0	--	--	-40	--
Corrections Officer	--	--	85.4	0	--	--	--	--
Security Officer	75.9	75.9	85.1	54	41	0.1	-3	Yes
Clinical Nurse Practitioner	57.1	66.7	38.9	6	4	9.5	0	Yes
Licensed Practical Nurse	72.7	66.7	78.6	18	12	-6.1	-4	Yes
Staff Nurse	80.0	100.0	85.7	4	4	20.0	0	Yes
Charge Nurse	100.0	100.0	81.8	4	4	0.0	0	Yes
Epidemiological Analyst	--	--	--	0	--	--	--	--
Public Health Nurse	--	--	50.0	0	--	--	--	--
Biomedical Technician	0.0	100.0	--	1	1	100.0	1	--
Medical Laboratory Technician	100.0	100.0	84.8	4	4	0.0	0	Yes
Medical Technologist	50.0	50.0	--	2	1	0.0	0	--
Public Health Language Worker	--	--	0.0	0	--	--	--	--
International Program Manager	--	--	--	0	--	--	--	--
Disease Intervention Specialist	--	--	--	0	--	--	--	--
Environmental Health Specialist	--	--	78.9	0	--	--	--	--
Environmental Health Program Supervisor	--	--	72.7	0	--	--	--	--
Dental Assistant	--	--	66.7	0	--	--	--	--
Clinical Dentist	--	--	0.0	0	--	--	--	--
Public Health Medical Officer	--	--	40.0	0	--	--	--	--
Medical Director	--	--	100.0	0	--	--	--	--
Nutrition Consultant	--	--	0.0	0	--	--	--	--

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	% of Black Employees on Register: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Senior Nutrition Consultant	--	--	20.0	0	--	--	--	--
Health Information Services Technician	100.0	100.0	--	2	2	0.0	-1	--
Pharmacy Manager	--	100.0	--	1	1	100.0	1	--
Herbicide Applicator	0.0	0.0	66.7	1	0	0.0	0	No
Truck Driver	72.2	77.4	63.8	31	24	5.2	-2	Yes
Heavy Equipment Operator	38.9	44.0	--	25	11	5.1	4	--
Refuse Truck Driver	--	--	--	0	--	--	--	--
Construction Equipment Operator	24.2	20.0	--	35	7	-4.2	-1	--
Brush and Trash Supervisor	--	--	81.8	0	--	--	--	--
Street Paving Supervisor	0.0	0.0	--	4	0	0.0	0	--
Skilled Laborer	84.5	86.6	78.9	112	97	2.1	37	Yes
Labor Supervisor	70.0	70.0	60.9	10	7	0.0	0	Yes
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	--	9	0	0.0	0	--
Senior Construction Supervisor	--	--	60.0	0	--	--	--	--
Solid Waste Administrator	--	--	--	0	--	--	--	--
Bridge Maintenance Worker	40.0	40.0	--	5	2	0.0	0	--
Shop Helper	--	--	--	0	--	--	--	--
Tire Shop Supervisor	0.0	0.0	21.1	1	0	0.0	0	No
Maintenance Mechanic	--	--	100.0	0	--	--	--	--
Assistant Automotive Technician	--	--	85.7	0	--	--	--	--
Automotive Technician	38.9	41.2	33.3	17	7	2.3	0	Yes
Automotive/Heavy Equipment Shop Supervisor	33.3	33.3	28.6	3	1	0.0	0	Yes
Arborist	100.0	100.0	58.3	1	1	0.0	0	Yes
Botanical Gardens Director	--	--	--	0	--	--	--	--
Gardener	--	--	33.3	0	--	--	--	--
Landscape Crew Leader	0.0	0.0	92.3	5	0	0.0	0	No
Horticulture Maintenance Supervisor	--	--	76.9	0	--	--	--	--
Sewer Video Specialist	62.5	70.6	--	17	12	8.1	2	--
Sewer Video Supervisor	0.0	0.0	76.9	8	0	0.0	0	No
WRF Shop Supervisor	0.0	0.0	29.4	4	0	0.0	0	No

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	% of Black Employees on Register: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
WRF Shift Supervisor	26.7	25.0	60.0	28	7	-1.7	-1	No
WRF Operator IV	23.1	21.4	--	14	3	-1.6	0	--
WRF Manager	20.0	0.0	27.8	5	0	-20.0	-1	No
Utility Meter Reader	--	--	--	0	--	--	--	--
Utility Service Representative	--	--	--	0	--	--	--	--
Water Utility Service Worker	--	--	--	0	--	--	--	--
Water Utility Service Supervisor	--	--	--	0	--	--	--	--
Power Distribution Helper	--	--	--	0	--	--	--	--
Cabinetmaker	40.0	40.0	--	5	2	0.0	0	--
HVAC/Refrigeration Technician	40.0	40.0	48.1	5	2	0.0	0	Yes
Sign Painter	--	--	0.0	0	--	--	--	--
Electrician	25.0	33.3	66.7	18	6	8.3	2	No
Building Custodian	--	--	--	0	--	--	--	--
Senior Building Custodian	--	--	90.0	0	--	--	--	--
Maintenance Repair Worker	59.1	63.6	70.7	22	14	4.5	1	Yes
Chief of Building Maintenance	33.3	33.3	33.3	3	1	0.0	0	Yes
Highway District Superintendent	0.0	0.0	--	2	0	0.0	0	--
Public Works District Supervisor	--	--	--	0	--	--	--	--
Senior Food Services Supervisor	100.0	100.0	66.7	1	1	0.0	0	Yes
Concession Supervisor	--	--	--	0	--	--	--	--
Deputy Director of Road & Transportation	0.0	0.0	--	1	0	0.0	0	--
Chief Information Officer/Director IT	0.0	0.0	--	1	0	0.0	0	--
Deputy Director of Revenue	100.0	100.0	--	1	1	0.0	0	--
Deputy County Manager-Infrastructure	--	--	--	0	--	--	--	--
Municipal Personnel Director	--	--	--	0	--	--	--	--
Fire Chief	--	--	77.8	0	--	--	--	--
Police Chief	--	--	--	0	--	--	--	--
Deputy Director of Human Resources	--	--	--	0	--	--	--	--
Total	62.8	63.7	--	1230	784	0.9	417	--

Table C6. Breakdown of Metric 6 Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	% of Female Employees on Register: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Medical Transcriber	100.0	100.0	80.0	4	4	0.0	0	Yes
Medical Clerk	100.0	100.0	--	41	41	0.0	7	--
Administrative Clerk	95.1	94.1	--	118	111	-1.0	-44	--
Administrative Assistant	100.0	100.0	--	14	14	0.0	-6	--
Administrative Supervisor	100.0	100.0	--	14	14	0.0	-8	--
Legal Secretary	100.0	100.0	92.5	10	10	0.0	3	Yes
Magistrate	--	--	75.0	0	--	--	--	--
Court Clerk	92.9	92.9	--	28	26	0.0	0	--
Senior Court Clerk	--	--	--	0	--	--	--	--
Business Office Supervisor	87.5	85.7	--	7	6	-1.8	-1	--
Accounting Assistant I	72.7	71.4	90.2	21	15	-1.3	-1	No
Accounting Assistant II	91.6	90.7	91.9	161	146	-0.9	-7	Yes
Communications Operator I	100.0	100.0	--	1	1	0.0	0	--
Public Safety Dispatcher I	--	--	--	0	--	--	--	--
Public Safety Dispatcher II	100.0	--	100.0	0	--	--	-3	--
Public Safety Dispatcher III	0.0	--	--	0	--	--	0	--
Records Analyst	--	--	94.4	0	--	--	--	--
Records Management Analyst	--	--	--	0	--	--	--	--
Senior Stores Clerk	100.0	100.0	21.4	1	1	0.0	0	Yes
Accountant	73.3	66.7	94.4	12	8	-6.7	-3	No
Senior Accountant	85.0	86.4	81.3	22	19	1.4	2	Yes
Principal Accountant	63.2	63.2	76.1	19	12	0.0	0	Yes
Risk Management Coordinator	50.0	50.0	85.7	2	1	0.0	0	No
Finance Director	--	--	--	0	--	--	--	--
Tax Agent	80.0	80.0	--	5	4	0.0	0	--
Revenue Examiner	100.0	100.0	--	3	3	0.0	0	--
Grants Management Coordinator	100.0	--	84.6	0	--	--	-1	--

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	% of Female Employees on Register: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Senior Grants Management Coordinator	50.0	50.0	76.9	2	1	0.0	0	No
Grants Administrator	--	50.0	--	2	1	50.0	1	--
Administrative Services Manager	83.3	100.0	80.0	5	5	16.7	0	Yes
Administrative Analyst	70.0	70.0	88.6	10	7	0.0	0	No
Senior Administrative Analyst	100.0	100.0	--	5	5	0.0	1	--
Chief Administrative Analyst	--	--	--	0	--	--	--	--
Public Relations Coordinator	100.0	100.0	--	1	1	0.0	0	--
City Clerk I	--	--	--	0	--	--	--	--
City Clerk II	--	--	--	0	--	--	--	--
City Clerk III	--	--	--	0	--	--	--	--
Juvenile Detention Officer	24.2	27.0	--	37	10	2.8	2	--
Probation Officer	63.0	65.6	--	32	21	2.7	4	--
Parole and Probation Officer	--	--	--	0	--	--	--	--
Social Worker	100.0	100.0	84.5	2	2	0.0	1	Yes
Attorney	--	--	--	0	--	--	--	--
Senior Attorney	--	--	77.8	0	--	--	--	--
Principal Attorney	--	--	66.7	0	--	--	--	--
Computer Operator	0.0	0.0	--	2	0	0.0	0	--
Network Systems Administrator II	0.0	0.0	0.0	4	0	0.0	0	Yes
Programmer Analyst	100.0	100.0	22.7	1	1	0.0	0	Yes
Data Management Specialist	--	--	75.0	0	--	--	--	--
Data Management Technician	--	--	33.3	0	--	--	--	--
G.I.S. Technician II	55.6	55.6	75.0	9	5	0.0	0	No
G.I.S. Specialist	50.0	42.9	27.3	7	3	-7.1	-1	Yes
Systems Analyst	22.2	22.2	--	9	2	0.0	0	--
Chief Personal Property Appraiser	--	--	33.3	0	--	--	--	--
Property Appraiser	42.9	47.6	--	21	10	4.8	1	--
Senior Real Property Appraiser	16.7	12.5	0.0	8	1	-4.2	0	Yes
Senior Appraisal Analyst	--	0.0	--	3	0	0.0	0	--

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	% of Female Employees on Register: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Real Estate Manager	--	--	0.0	0	--	--	--	--
Human Resources Manager	--	--	--	0	--	--	--	--
Human Resources Project Coordinator	100.0	100.0	--	2	2	0.0	0	--
Business Management Specialist	100.0	100.0	--	3	3	0.0	0	--
Human Resources Technician	66.7	50.0	--	4	2	-16.7	0	--
Human Resources Analyst	100.0	100.0	--	1	1	0.0	0	--
Assessment and Development Specialist	66.7	66.7	74.0	6	4	0.0	0	Yes
Talent Sourcing Specialist	100.0	100.0	--	4	4	0.0	0	--
Assistant Occupational Health/Safety Administrator	--	--	--	0	--	--	--	--
Human Resources Division Manager	50.0	66.7	81.0	3	2	16.7	0	Yes
Senior Housing Rehabilitation Specialist	0.0	0.0	0.0	2	0	0.0	0	Yes
Community Resource Representative	50.0	50.0	76.7	2	1	0.0	0	No
Economic Development Specialist	--	--	--	0	--	--	--	--
Senior Urban Designer	--	--	--	0	--	--	--	--
Landscape Architect	--	--	--	0	--	--	--	--
Planner	0.0	0.0	58.8	2	0	0.0	0	No
Senior Planner	--	--	28.6	0	--	--	--	--
Urban Design Administrator	--	--	--	0	--	--	--	--
Chief Planner	--	--	--	0	--	--	--	--
Civil Engineer	0.0	0.0	9.1	1	0	0.0	0	No
Senior Civil Engineer	0.0	11.1	0.0	9	1	11.1	1	Yes
Chief Civil Engineer	33.3	33.3	0.0	9	3	0.0	0	Yes
Flood Plain Administrator	--	--	--	0	--	--	--	--
Automation and Controls Engineer	--	100.0	--	1	1	100.0	1	--
Traffic Maintenance Worker	0.0	9.1	--	11	1	9.1	1	--
Traffic Signs and Markings Supervisor	0.0	0.0	--	4	0	0.0	0	--
Traffic Maintenance Supervisor	0.0	0.0	--	1	0	0.0	0	--
Traffic Maintenance Superintendent-BH	--	--	--	0	--	--	--	--

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	% of Female Employees on Register: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Senior Engineering Aide	0.0	0.0	--	3	0	0.0	0	--
Senior Engineering Inspector	0.0	0.0	--	9	0	0.0	0	--
Principal Engineering Construction Inspector	0.0	0.0	13.2	2	0	0.0	0	No
Graphic Designer	--	--	50.0	0	--	--	--	--
Communications Coordinator	0.0	0.0	--	1	0	0.0	0	--
Land Acquisition Agent	50.0	50.0	35.0	2	1	0.0	0	Yes
Senior Land Acquisition Agent	100.0	100.0	50.0	1	1	0.0	0	Yes
Lifeguard	--	--	34.6	0	--	--	--	--
Recreation Leader	--	--	36.4	0	--	--	--	--
Senior Recreation Leader	--	--	36.4	0	--	--	--	--
Recreation Supervisor	--	--	--	0	--	--	--	--
Recreation Superintendent	--	--	--	0	--	--	--	--
Athletic Program Coordinator	--	--	18.2	0	--	--	--	--
Fitness Instructor	--	--	--	0	--	--	--	--
Director of Parks and Recreation	--	--	--	0	--	--	--	--
Museum Curator	--	--	--	0	--	--	--	--
Event Set-up Supervisor	--	--	0.0	0	--	--	--	--
Event Manager	--	--	--	0	--	--	--	--
Director of Boutwell Auditorium	--	--	--	0	--	--	--	--
Firefighter	--	--	--	0	--	--	--	--
Fire Battalion Chief II	--	--	0.0	0	--	--	--	--
Fire Battalion Chief I	--	--	0.0	0	--	--	--	--
Deputy Fire Chief	--	--	--	0	--	--	--	--
Emergency Management Officer	--	--	44.2	0	--	--	--	--
Electrical Inspector	0.0	0.0	--	3	0	0.0	0	--
Plumbing, Gas and Mechanical Inspector	0.0	0.0	--	2	0	0.0	0	--
Building Inspector	0.0	0.0	--	4	0	0.0	0	--
Building Inspections Officer	--	--	--	0	--	--	--	--
Plans Examiner	0.0	0.0	14.8	2	0	0.0	0	No

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	% of Female Employees on Register: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Senior Plans Examiner	0.0	0.0	--	1	0	0.0	0	--
Building Inspection Services Manager	--	--	--	0	--	--	--	--
Zoning Inspector	50.0	50.0	--	2	1	0.0	0	--
Zoning Supervisor	--	--	40.0	0	--	--	--	--
Zoning Administrator	0.0	--	43.8	0	--	--	0	--
Police Officer	--	--	30.9	0	--	--	--	--
Police Sergeant	--	--	12.0	0	--	--	--	--
Police Lieutenant	--	--	9.4	0	--	--	--	--
Police Captain	--	--	18.2	0	--	--	--	--
Police Chief I	--	--	0.0	0	--	--	--	--
Police Chief II	--	--	0.0	0	--	--	--	--
Sheriff's Deputy Chief	0.0	--	20.0	0	--	--	0	--
Parking Enforcement Supervisor	--	--	--	0	--	--	--	--
Animal Control Officer	--	--	--	0	--	--	--	--
Police Community Relations Assistant	--	--	--	0	--	--	--	--
Control Room Operator	71.4	--	82.2	0	--	--	-40	--
Corrections Officer	--	--	64.8	0	--	--	--	--
Security Officer	32.8	35.2	45.8	54	19	2.4	0	No
Clinical Nurse Practitioner	85.7	83.3	100.0	6	5	-2.4	-1	Yes
Licensed Practical Nurse	90.9	88.9	100.0	18	16	-2.0	-4	Yes
Staff Nurse	100.0	100.0	100.0	4	4	0.0	-1	Yes
Charge Nurse	100.0	100.0	100.0	4	4	0.0	0	Yes
Epidemiological Analyst	--	--	--	0	--	--	--	--
Public Health Nurse	--	--	100.0	0	--	--	--	--
Biomedical Technician	0.0	0.0	--	1	0	0.0	0	--
Medical Laboratory Technician	100.0	100.0	69.7	4	4	0.0	0	Yes
Medical Technologist	50.0	50.0	--	2	1	0.0	0	--
Public Health Language Worker	--	--	100.0	0	--	--	--	--
International Program Manager	--	--	--	0	--	--	--	--

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	% of Female Employees on Register: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Disease Intervention Specialist	--	--	--	0	--	--	--	--
Environmental Health Specialist	--	--	78.9	0	--	--	--	--
Environmental Health Program Supervisor	--	--	72.7	0	--	--	--	--
Dental Assistant	--	--	100.0	0	--	--	--	--
Clinical Dentist	--	--	50.0	0	--	--	--	--
Public Health Medical Officer	--	--	100.0	0	--	--	--	--
Medical Director	--	--	100.0	0	--	--	--	--
Nutrition Consultant	--	--	100.0	0	--	--	--	--
Senior Nutrition Consultant	--	--	80.0	0	--	--	--	--
Health Information Services Technician	66.7	50.0	--	2	1	-16.7	-1	--
Pharmacy Manager	--	100.0	--	1	1	100.0	1	--
Herbicide Applicator	0.0	0.0	0.0	1	0	0.0	0	Yes
Truck Driver	16.7	19.4	19.1	31	6	2.7	0	Yes
Heavy Equipment Operator	5.6	12.0	--	25	3	6.4	2	--
Refuse Truck Driver	--	--	--	0	--	--	--	--
Construction Equipment Operator	3.0	2.9	--	35	1	-0.2	0	--
Brush and Trash Supervisor	--	--	31.8	0	--	--	--	--
Street Paving Supervisor	25.0	25.0	--	4	1	0.0	0	--
Skilled Laborer	14.1	17.9	22.7	112	20	3.8	10	No
Labor Supervisor	0.0	0.0	28.3	10	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	11.1	11.1	--	9	1	0.0	0	--
Senior Construction Supervisor	--	--	0.0	0	--	--	--	--
Solid Waste Administrator	--	--	--	0	--	--	--	--
Bridge Maintenance Worker	0.0	0.0	--	5	0	0.0	0	--
Shop Helper	--	--	--	0	--	--	--	--
Tire Shop Supervisor	0.0	0.0	0.0	1	0	0.0	0	Yes
Maintenance Mechanic	--	--	0.0	0	--	--	--	--
Assistant Automotive Technician	--	--	0.0	0	--	--	--	--

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	% of Female Employees on Register: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Automotive Technician	0.0	0.0	8.3	17	0	0.0	0	No
Automotive/Heavy Equipment Shop Supervisor	0.0	0.0	0.0	3	0	0.0	0	Yes
Arborist	0.0	0.0	8.3	1	0	0.0	0	No
Botanical Gardens Director	--	--	--	0	--	--	--	--
Gardener	--	--	55.6	0	--	--	--	--
Landscape Crew Leader	0.0	0.0	38.5	5	0	0.0	0	No
Horticulture Maintenance Supervisor	--	--	15.4	0	--	--	--	--
Sewer Video Specialist	6.3	11.8	--	17	2	5.5	1	--
Sewer Video Supervisor	12.5	12.5	15.4	8	1	0.0	0	Yes
WRF Shop Supervisor	0.0	0.0	0.0	4	0	0.0	0	Yes
WRF Shift Supervisor	16.7	17.9	30.0	28	5	1.2	0	No
WRF Operator IV	7.7	7.1	--	14	1	-0.5	0	--
WRF Manager	20.0	0.0	22.2	5	0	-20.0	-1	No
Utility Meter Reader	--	--	--	0	--	--	--	--
Utility Service Representative	--	--	--	0	--	--	--	--
Water Utility Service Worker	--	--	--	0	--	--	--	--
Water Utility Service Supervisor	--	--	--	0	--	--	--	--
Power Distribution Helper	--	--	--	0	--	--	--	--
Cabinetmaker	0.0	0.0	--	5	0	0.0	0	--
HVAC/Refrigeration Technician	0.0	0.0	3.7	5	0	0.0	0	No
Sign Painter	--	--	20.0	0	--	--	--	--
Electrician	0.0	0.0	33.3	18	0	0.0	0	No
Building Custodian	--	--	--	0	--	--	--	--
Senior Building Custodian	--	--	40.0	0	--	--	--	--
Maintenance Repair Worker	13.6	13.6	7.3	22	3	0.0	0	Yes
Chief of Building Maintenance	0.0	0.0	0.0	3	0	0.0	0	Yes
Highway District Superintendent	0.0	0.0	--	2	0	0.0	0	--
Public Works District Supervisor	--	--	--	0	--	--	--	--
Senior Food Services Supervisor	0.0	0.0	50.0	1	0	0.0	0	No

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	% of Female Employees on Register: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Concession Supervisor	--	--	--	0	--	--	--	--
Deputy Director of Road & Transportation	100.0	100.0	--	1	1	0.0	0	--
Chief Information Officer/Director IT	--	--	--	1	--	--	0	--
Deputy Director of Revenue	--	--	--	1	--	--	0	--
Deputy County Manager-Infrastructure	--	--	--	0	--	--	--	--
Municipal Personnel Director	--	--	--	0	--	--	--	--
Fire Chief	--	--	44.4	0	--	--	--	--
Police Chief	--	--	--	0	--	--	--	--
Deputy Director of Human Resources	--	--	--	0	--	--	--	--
Total	55.9	52.0	--	1230	639	-3.9	507	--

Table C7. Breakdown of Metric 7 Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	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	73.3	66.7	12	8	-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	79.0	80.0	150	120	1.0	-8	Yes
Architect	0.0	0.0	0	0	--	0	--
Auditor	100.0	100.0	8	8	0.0	0	Yes
Automotive Technician	38.9	41.2	17	7	2.3	0	Yes
Building Inspector	25.0	25.0	4	1	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	0.0	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	0	Yes
Computer Operator	100.0	100.0	2	2	0.0	0	Yes
Construction Equipment Operator	20.0	20.0	35	7	0.0	0	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	29.1	34.1	419	143	5.0	26	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	25.0	33.3	18	6	8.3	2	No
Engineering Aide	100.0	100.0	4	4	0.0	-1	Yes
Engineering Inspector	33.3	36.4	22	8	3.0	-1	No
Environmental Biologist	0.0	0.0	1	0	0.0	0	No

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Environmental Laboratory/Compliance Administrator	100.0	100.0	1	1	0.0	0	Yes
Equipment Service Worker	0.0	0.0	0	0	--	0	--
Guard	0.0	0.0	0	0	--	0	--
Heavy Equipment Operator	44.4	48.0	25	12	3.6	0	Yes
Herbicide Applicator	0.0	0.0	1	0	0.0	0	No
Housing Rehabilitation Specialist	0.0	0.0	1	0	0.0	0	No
HVAC/Refrigeration Technician	40.0	40.0	5	2	0.0	0	No
Labor Supervisor	70.0	70.0	10	7	0.0	0	Yes
Land Acquisition Agent	50.0	50.0	2	1	0.0	0	Yes
Landscape Architect	0.0	0.0	0	0	--	0	--
Legal Secretary	62.5	72.7	11	8	10.2	3	Yes
Maintenance Repair Worker	59.1	63.6	22	14	4.5	1	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	25.0	8	2	2.8	0	No
Personnel Analyst I	0.0	0.0	0	0	--	0	--
Planner	100.0	50.0	2	1	-50.0	0	Yes
Plans Examiner	0.0	0.0	2	0	0.0	0	No
Plumber	16.7	16.7	6	1	0.0	0	No
Plumbing, Gas and Mechanical Inspector	0.0	0.0	2	0	0.0	0	No
Principal Accountant	63.2	63.2	19	12	0.0	0	Yes
Principal Auditor	66.7	66.7	3	2	0.0	0	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	1	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

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Revenue Examiner	66.7	66.7	3	2	0.0	0	Yes
Security Officer	75.9	75.9	54	41	0.1	-3	Yes
Senior WRF Maintenance Worker	25.0	25.0	20	5	0.0	0	No
Sewer Construction/Maintenance Supervisor	0.0	0.0	6	0	0.0	0	No
Sewer Video Specialist	64.3	75.0	20	15	10.7	6	Yes
Sewer Video Supervisor	0.0	0.0	8	0	0.0	0	No
Sewer Line Maintenance Inspector	9.1	10.0	10	1	0.9	0	No
Shop Helper	0.0	0.0	0	0	--	0	--
Skilled Laborer	83.8	86.6	112	97	2.8	40	Yes
Senior Auditor	33.3	33.3	9	3	0.0	0	No
Senior Civil Engineer	0.0	0.0	9	0	0.0	0	No
Senior Engineering Aide	33.3	33.3	3	1	0.0	0	No
Senior Engineering Inspector	14.3	11.1	9	1	-3.2	0	No
Senior Maintenance Repair Worker	25.0	25.0	12	3	0.0	0	No
Senior Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Stores Clerk	80.0	75.0	4	3	-5.0	-1	Yes
Systems Analyst	11.1	11.1	9	1	0.0	0	No
Tapping Machine Operator	0.0	0.0	0	0	--	0	--
Tax Agent	80.0	80.0	5	4	0.0	0	Yes
Traffic Control Technician	66.7	100.0	3	3	33.3	1	Yes
Traffic Maintenance Worker	90.9	81.8	11	9	-9.1	-1	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	75.8	75.9	29	22	0.1	-3	Yes
WRF Shift Supervisor	26.7	25.0	28	7	-1.7	-1	No
WRF Maintenance Worker	62.5	42.1	19	8	-20.4	3	Yes
WRF Operator I	50.0	50.0	20	10	0.0	-2	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	47.9	50.3	1291	650	2.5	58	Yes

Table C8. Breakdown of Metric 8 Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	73.3	66.7	12	8	-6.7	-3	Yes
Administrative Analyst	70.0	70.0	10	7	0.0	0	Yes
Auditor	75.0	75.0	8	6	0.0	0	Yes
Automotive Technician	0.0	0.0	17	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	2.9	2.9	35	1	0.0	0	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	16.9	17.7	419	74	0.7	6	No
Drafter	0.0	0.0	2	0	0.0	0	No
Electrician	0.0	0.0	18	0	0.0	0	No
Engineering Aide	20.0	25.0	4	1	5.0	0	No
Engineering Inspector	11.1	9.1	22	2	-2.0	-1	No
Environmental Biologist	--	100.0	1	1	100.0	1	Yes
Environmental Laboratory/Compliance Administrator	100.0	100.0	1	1	0.0	0	Yes
Equipment Service Worker	--	--	0	0	--	0	--
Heavy Equipment Operator	11.1	12.0	25	3	0.9	0	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	0.0	0.0	10	0	0.0	0	No

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Land Acquisition Agent	50.0	50.0	2	1	0.0	0	Yes
Maintenance Repair Worker	13.6	13.6	22	3	0.0	0	No
Maintenance Mechanic	--	--	0	0	--	0	--
Microphotographer	50.0	50.0	2	1	0.0	0	Yes
Painter	0.0	0.0	8	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	0	Yes
Principal Buyer	80.0	80.0	5	4	0.0	0	Yes
Property Appraiser	42.9	47.6	21	10	4.8	1	No
Public Information Officer	--	--	0	0	--	0	--
Public Works Coordinator	0.0	0.0	1	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	11.1	11.1	9	1	0.0	0	No
Purchasing Agent	0.0	0.0	1	0	0.0	0	No
Revenue Examiner	100.0	100.0	3	3	0.0	0	Yes
Security Officer	32.8	35.2	54	19	2.4	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 Video Specialist	7.1	10.0	20	2	2.9	1	No
Sewer Video Supervisor	12.5	12.5	8	1	0.0	0	No
Sewer Line Maintenance Inspector	18.2	20.0	10	2	1.8	0	No
Sewer Service Supervisor	0.0	0.0	1	0	0.0	0	No
Sheriff's Sergeant	11.3	12.3	65	8	1.0	0	No
Skilled Laborer	13.2	17.9	112	20	4.6	11	No
Senior Accountant	85.7	86.4	22	19	0.6	1	Yes
Senior Administrative Intern	--	--	0	0	--	0	--
Senior Auditor	11.1	22.2	9	2	11.1	1	No
Senior Engineering Aide	0.0	0.0	3	0	0.0	0	No
Senior Engineering Inspector	0.0	0.0	9	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	12.5	8	1	-4.2	0	No

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	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	80.0	80.0	5	4	0.0	0	Yes
Traffic Control Technician	0.0	0.0	3	0	0.0	0	No
Traffic Maintenance Worker	0.0	9.1	11	1	9.1	1	No
Traffic Planning Technician	--	--	0	0	--	0	--
Truck Driver	18.2	17.2	29	5	-0.9	5	No
Voting Machine Technician	0.0	33.3	3	1	33.3	-5	No
WRF Shift Supervisor	16.7	17.9	28	5	1.2	5	No
WRF Maintenance Worker	12.5	10.5	19	2	-2.0	-3	No
WRF Operator I	16.7	20.0	20	4	3.3	3	No
WRF Supervisor	25.0	25.0	4	1	0.0	-3	No
Total	19.2	20.1	1181	237	0.8	20	No

Table C9. Breakdown of Metric 9 Job Classes Meeting Race Benchmark

Job Title	% of Black Applicants: 4/1/2019	% of Black Applicants: 10/1/2019	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Meeting Benchmark?
Assistant Automotive Technician	54.8	68.4	38	26	13.6	Yes
Accountant	--	83.7	147	123	--	Yes
Administrative Analyst	75.8	86.8	114	99	11.1	Yes
Administrative Intern	--	--	0	0	--	--
Administrative Clerk	80.9	--	0	0	--	--
Architect	--	--	0	0	--	--
Auditor	--	--	0	0	--	--
Automotive Technician	54.5	50.0	66	33	-4.5	Yes
Building Inspector	48.4	--	0	0	--	--
Building Maintenance Supervisor	--	--	0	0	--	--
Buyer	--	--	0	0	--	--
Carpenter	--	33.3	15	5	--	No
Chief Accountant	--	76.8	82	63	--	Yes
Chief of Building Maintenance	39.0	37.5	8	3	-1.5	No
Chief of Party	--	--	0	0	--	--
Closed Circuit TV Technician	--	--	0	0	--	--
Communications Operator I	85.4	--	0	0	--	--
Computer Operator	--	--	0	0	--	--
Construction Equipment Operator	65.1	--	0	0	--	--
County Traffic Engineer	--	--	0	0	--	--
Database Administrator	--	--	0	0	--	--
Deputy Sheriff	--	--	0	0	--	--
Drafter	--	--	0	0	--	--
Electrical Inspector	--	--	0	0	--	--
Electrician	45.5	71.4	7	5	26.0	Yes
Engineering Aide	--	73.2	41	30	--	Yes
Engineering Inspector	--	--	0	0	--	--
Environmental Biologist	--	--	0	0	--	--
Environmental Laboratory/Compliance Administrator	--	--	0	0	--	--

Job Title	% of Black Applicants: 4/1/2019	% of Black Applicants: 10/1/2019	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Meeting Benchmark?
Equipment Service Worker	--	--	0	0	--	--
Guard	--	--	0	0	--	--
Heavy Equipment Operator	76.8	--	0	0	--	--
Herbicide Applicator	--	69.1	81	56	--	Yes
Housing Rehabilitation Specialist	--	72.7	44	32	--	Yes
HVAC/Refrigeration Technician	--	48.1	27	13	--	Yes
Land Acquisition Agent	--	64.7	34	22	--	Yes
Landscape Architect	61.1	94.1	17	16	33.0	Yes
Legal Secretary	--	69.6	102	71	--	Yes
Maintenance Repair Worker	--	75.0	80	60	--	Yes
Maintenance Mechanic	45.9	75.0	8	6	29.1	Yes
Medical Transcriber	--	81.6	38	31	--	Yes
Microphotographer	--	--	0	0	--	--
Painter	--	--	0	0	--	--
Personnel Analyst I	--	--	0	0	--	--
Planner	69.6	69.2	26	18	-0.3	Yes
Plans Examiner	--	39.4	33	13	--	No
Plumber	--	--	0	0	--	--
Plumbing, Gas and Mechanical Inspector	5.9	28.6	7	2	22.7	No
Principal Accountant	--	84.3	102	86	--	Yes
Principal Auditor	--	--	0	0	--	--
Principal Buyer	--	--	0	0	--	--
Public Safety Dispatcher I	81.0	--	0	0	--	--
Public Safety Dispatcher II	79.3	100.0	3	3	20.7	Yes
Public Works Coordinator	--	--	0	0	--	--
Purchasing Agent	--	--	0	0	--	--
Revenue Examiner	83.2	--	0	0	--	--
Security Officer	82.9	85.2	250	213	2.3	Yes
Senior WRF Maintenance Worker	--	--	0	0	--	--
Sewer Construction/Maintenance Supervisor	--	--	0	0	--	--
Sewer Video Specialist	80.6	--	0	0	--	--

Job Title	% of Black Applicants: 4/1/2019	% of Black Applicants: 10/1/2019	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Meeting Benchmark?
Sewer Video Supervisor	--	64.7	34	22	--	Yes
Sewer Line Maintenance Inspector	--	--	0	0	--	--
Shop Helper	--	--	0	0	--	--
Skilled Laborer	--	81.7	486	397	--	Yes
Senior Auditor	--	--	0	0	--	--
Senior Civil Engineer	22.7	0.0	9	0	-22.7	No
Senior Engineering Aide	79.2	--	0	0	--	--
Senior Engineering Inspector	50.0	--	0	0	--	--
Senior Maintenance Repair Worker	--	--	0	0	--	--
Senior Stores Clerk	--	72.3	94	68	--	Yes
Stores Clerk	--	--	0	0	--	--
Systems Analyst	68.8	--	0	0	--	--
Tapping Machine Operator	--	--	0	0	--	--
Tax Agent	--	--	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	63.6	67.3	104	70	3.7	Yes
WRF Shift Supervisor	--	60.0	10	6	--	Yes
WRF Maintenance Worker	--	--	0	0	--	--
WRF Operator I	--	--	0	0	--	--
WRF Supervisor	--	--	0	0	--	--
Zoning Inspector	--	--	0	0	--	--
Total	77.2	75.6	2107	1592	-1.6	Yes

Table C10. Breakdown of Metric 10 Job Classes Meeting Gender Benchmark

Job Title	% of Female Applicants: 4/1/2019	% of Female Applicants: 10/1/2019	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Meeting Benchmark?
Accountant	--	85.7	147	126	--	Yes
Administrative Analyst	81.6	91.2	114	104	9.6	Yes
Auditor	--	--	0	0	--	--
Automotive Technician	3.0	3.0	66	2	0.0	No
Building Maintenance Supervisor	--	--	0	0	--	--
Buyer	--	--	0	0	--	--
Carpenter	--	0.0	15	0	--	No
Chief Accountant	--	67.1	82	55	--	Yes
Chief of Building Maintenance	6.8	12.5	8	1	5.7	No
Chief of Party	--	--	0	0	--	--
Chief of Security	--	--	0	0	--	--
Closed Circuit TV Technician	--	--	0	0	--	--
Computer Operator	--	--	0	0	--	--
Construction Equipment Operator	11.3	--	0	0	--	--
County Traffic Engineer	--	--	0	0	--	--
Database Administrator	--	--	0	0	--	--
Deputy Sheriff	--	--	0	0	--	--
Drafter	--	--	0	0	--	--
Electrician	0.0	14.3	7	1	14.3	No
Engineering Aide	--	22.0	41	9	--	No
Engineering Inspector	--	--	0	0	--	--
Environmental Biologist	--	--	0	0	--	--
Environmental Laboratory/Compliance Administrator	--	--	0	0	--	--
Equipment Service Worker	--	--	0	0	--	--
Heavy Equipment Operator	19.5	--	0	0	--	--
Herbicide Applicator	--	28.4	81	23	--	No
HVAC/Refrigeration Technician	--	3.7	27	1	--	No
Land Acquisition Agent	--	44.1	34	15	--	No

Job Title	% of Female Applicants: 4/1/2019	% of Female Applicants: 10/1/2019	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Meeting Benchmark?
Maintenance Repair Worker	--	8.8	80	7	--	No
Maintenance Mechanic	0.0	0.0	8	0	0.0	No
Microphotographer	--	--	0	0	--	--
Painter	--	--	0	0	--	--
Plumber	--	--	0	0	--	--
Principal Auditor	--	--	0	0	--	--
Principal Buyer	--	--	0	0	--	--
Property Appraiser	45.8	--	0	0	--	--
Public Information Officer	--	--	0	0	--	--
Public Works Coordinator	--	--	0	0	--	--
Purchasing Agent	--	--	0	0	--	--
Revenue Examiner	84.1	--	0	0	--	--
Security Officer	43.6	45.6	250	114	2.0	No
Senior WRF Maintenance Worker	--	--	0	0	--	--
Sewer Construction/Maintenance Supervisor	--	--	0	0	--	--
Sewer Video Specialist	24.7	--	0	0	--	--
Sewer Video Supervisor	--	20.6	34	7	--	No
Sewer Line Maintenance Inspector	--	--	0	0	--	--
Sewer Service Supervisor	--	--	0	0	--	--
Skilled Laborer	--	23.7	486	115	--	No
Senior Accountant	--	83.9	87	73	--	Yes
Senior Administrative Intern	--	--	0	0	--	--
Senior Auditor	--	--	0	0	--	--
Senior Engineering Aide	20.8	--	0	0	--	--
Senior Engineering Inspector	12.5	--	0	0	--	--
Senior Maintenance Repair Worker	--	--	0	0	--	--
Senior Real Property Appraiser	60.0	66.7	3	2	6.7	Yes
Tapping Machine Operator	--	--	0	0	--	--
Tax Agent	--	--	0	0	--	--
Traffic Control Technician	--	--	0	0	--	--
Traffic Maintenance Worker	--	--	0	0	--	--

Job Title	% of Female Applicants: 4/1/2019	% of Female Applicants: 10/1/2019	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Meeting Benchmark?
Traffic Planning Technician	--	--	0	0	--	--
Truck Driver	25.0	16.3	104	17	-8.7	No
Voting Machine Technician	--	--	0	0	--	--
WRF Shift Supervisor	--	30.0	10	3	--	No
WRF Maintenance Worker	--	--	0	0	--	--
WRF Operator I	--	--	0	0	--	--
WRF Supervisor	--	--	0	0	--	--
Total	45.3	40.1	1684	675	-5.3	No

Table C11. Breakdown of Metric 11 Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 4/1/2019	% of Black Employees: 10/1/2019	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Heavy Equipment Operator	38.9	44.0	0.0	25	11	5.1	4	Yes
Construction Equipment Operator	24.2	20.0	0.0	35	7	-4.2	-1	Yes
Labor Supervisor	70.0	70.0	0.0	10	7	0.0	0	Yes
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	0.0	9	0	0.0	0	Yes
Total	31.4	31.6	--	79	25	0.2	57	--

Table C12. Breakdown of Metric 12 Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 4/1/2019	% of Female Employees: 10/1/2019	% Availability in Applicant Pool	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Sheriff's Sergeant	11.3	0.0	0.0	1	0	-11.3	-8	Yes
Heavy Equipment Operator	5.6	12.0	0.0	25	3	6.4	2	Yes
Construction Equipment Operator	3.0	2.9	0.0	35	1	-0.2	0	Yes
Labor Supervisor	0.0	0.0	0.0	10	0	0.0	0	Yes
Public Works Supervisor (Construction or Sanitation)	11.1	11.1	0.0	9	1	0.0	0	Yes
Total	7.8	6.3	--	80	5	-1.6	69	--