

SEMI-ANNUAL METRIC REPORT

Jefferson County Commission

April 1, 2018 – September 30, 2018

Program Implementation/Review

Dr. Michelle Rodrigues, Director of Human Resources



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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, 2018 through September 30, 2018) 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 a metric analysis 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

In the previous metric report, the CEIO identified nine areas of focus for Fiscal Year 2018. The following outlines the on-going progress for the nine areas of focus during this semi-annual reporting period. Some areas have progressed and others have yet to progress.

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

In addition to maintaining the required Consent Decree notices that are posted in every County building providing the CEIO's office hours and services offered by the Equity & Inclusion Division (EID), as described by Section II. K 33 (b) of the Consent Decree, this information is reflected on the updated EID's webpage along with its mission, vision, services, departmental assignments for each Equity & Inclusion Business Partner, and a list of new/updated Employee Administrative Rules and Regulations.

Under the Consent Decree and beyond, the vision for EID is to support the County in creating a diverse, equitable and inclusive culture for ALL employees where respect and communication are embedded in every aspect of Jefferson County Commission's operations. As such, the equity and inclusion concept has been defined and promoted on the EID webpage and in the *Equity and Inclusion Employee Administrative Rules and Regulations*.

The EID webpage can be found at:

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.*

To add value to Human Resource's professional development and coaching services, the Manager and Business Partners of EID earned their Mediation Certifications. During this reporting period, HR developed and implemented a customized professional coaching and development training for middle management. This 90-day training required the manager to attend bi-weekly coaching and on opposite weeks, the manager practiced learned concepts on the job. Executive management, supervisors and subordinates participated in various aspects of the focused development sessions. As a proactive measure, HR often makes recommendations to implement best practices that are more inclusive and beneficial to the departmental operations. These collaborative efforts with departments have been well received and HR will continue to provide targeted coaching and development.

3. **Talent Management** - *Work in collaboration with other HR divisions to develop accountability and performance management systems that empower, support, and reward individuals and Departments for equity and inclusion behaviors. These systems will be informed by and linked to metrics used to track equity and inclusion progress using the following four steps.*

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

numbers of Whites and males. Collaborate within HR to develop employees in feeder positions to attain these certifications and to cast a wide net for diverse candidates.

Human Resources will select an appropriate integrated talent management system(s) that would improve efficiency and include major components to track and evaluate measurable performance expectations and talent development goals by management level. Other software considerations include tracking and monitoring career paths, knowledge/learning management, recruitment and retention, and diversity benchmarks. Human Resources has not secured a talent management system(s) as of yet. Prior to implementing these software systems, however, Human Resources will need to ensure that they address the four specific bullet points outlined above. In the meantime, the Human Resources Information Systems team has started to identify and create a defined management organizational structure identifying various management levels.

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

Human Resources launched a Veterans Program in August 2018, and held its first formal County-wide Veterans event on November 8, 2018. This program was designed to: recognize County employees who served in the military, provide an opportunity for veterans to network, and educate them on community resources available to veterans. A diverse and inclusive committee was formed that represents various military branches, departments, employment levels, ages, ethnicities, and genders. During the event, each committee member shared an internal veteran service that he/she was coordinating for the program and veteran participants were invited to sign up to become sub-committee members. Community representatives also presented on their respective services and provided on-site services for the veterans during the event. Human Resources representatives were also available to share resources on the County benefits and solicit feedback on how to increase efforts to recruit veterans.

Lastly, the committee recognized one of its members, Veteran Edward Connelly, former Geographic Information Systems (GIS) Technician II, with a County Manager's Proclamation. Veteran Connelly recently retired on September 29, 2018, after eighteen (18) years of service to Jefferson County and he previously served sixteen (16) years in the U.S. Army. The committee also recognized a departing Commissioner, Veteran Major General George Bowman, with a County Manager's Proclamation. Bowman served eleven (11) years as County Commissioner and dedicated thirty-four (34) years in the

U.S. Army. Mr. Cal Markert, Deputy County Manager, presented the proclamations on behalf of Mr. Tony Petelos, County Manager.

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

Section 3.2 provides collaborative efforts for recruitment strategies.

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

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

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

According to a 2017 Climate and Culture Study conducted by Siena Consulting, many employees believe that County leadership is ineffective and disconnected. Further, employees believe that leaders are not held accountable for their actions. Leadership development activities targeting various levels of County leadership have been designed and are been implemented: (1) the County's department heads meet bi-monthly for leadership development sessions; (2) Human Resources works with departments to encourage training attendance at various Personnel Board of Jefferson County management development tracks; (3) Human Resources has assigned Learning and Development Advisors to partner with each of the three largest County departments (e.g., General Services, Environmental Services, and Roads & Transportation); and a new supervisor training program, Supervisors LEAD, includes senior leader participation in each session.

Human Resources designed a Supervisor Development Program to support new and experienced first-line leaders. The Supervisors LEAD (**L**eading, **E**ngaging, **A**iding, and **D**eveloping) program goal is to provide supervisors with the tools needed to be effective by focusing on 1) the skills to successfully manage people and performance; 2) the knowledge to interpret and implement essential HR

policies/rules and regulations; and 3) the opportunity to learn from each other and connect with senior leaders. The initial two-day training was launched on November 15 and 16, 2018.

Subsequently, supervisors will be trained on the updated *Equity and Inclusion*; and *Harassment and Retaliation* Employee Administrative Rules and Regulations. Supervisors will be held accountable by being evaluated, in part, on the basis of their compliance with these rules and regulation as mandated by Section I 31 of the Consent Decree.

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.*

Since its initial Climate and Culture Study in March and April 2017, the County has significantly expanded its workforce to include new key leadership and other employees. In order to maximize the effectiveness of the study and participation of employees, it is vital that the County provides adequate time to stabilize the work environment through effective onboarding and organizational structure. Therefore, the County delayed administering the next survey until April 2019 for a 2-year timespan.

In the meantime, HR conducted Employee Engagement Assessments with Cooper Green Mercy Health Services. Board of Equalization, Revenue, and Human-Community Services & Economic Development. The results were shared with the Department Heads who then developed actions plans and communicated the results with the employees.

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.*

During the reporting period, the CEIO attended at least three (3) Department Head meetings for Q&A sessions regarding equity and inclusion matters and services. The EID team provides on-going coaching to Department Leaders on various equity and inclusion matters. The CEIO collaborates with other HR divisions regarding opportunities and strategies to enhance metrics. Therefore, the CEIO

will continue to partner with other HR divisions, particularly its Strategic Relationship Management and Employee Selection divisions to attract, recruit and select diverse talent.

Case Management and Other EID Activities

There were a total of sixteen (16) discrimination complaints filed and/or opened during this reporting period. Section II. K 33(g) of the Consent Decree requires the CEIO to report investigation findings. Of those, there were seven (7) under investigation, 6 (six) closed with No Cause determinations, and three (3) Cause determinations are currently under consideration for resolution.

The Equity & Inclusion Division handled one-hundred and eighty-four (184) 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, retaliation, negative performance documentation, withheld opportunities for reassignment and promotion
- Supervisors seeking coaching to address performance issues (such as on the job impairment, conduct unbecoming, insubordination, attendance issues etc.)
- Americans with Disability Act (ADA) obligations and compliance
- Policy and work rule interpretations and applications such as Fair Labor Standards Act (FLSA) interpretation, working out of classification, etc.

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

Separations

During this reporting period there were a total of one-hundred and thirty (130) separations: seventy-six (76) Blacks [twenty-eight (28) males, forty-eight (48) females], fifty-one (51) Whites [thirty-eight (38) males, thirteen (13) females, and three (3) Unknown (2 males, 1 female)] whose race is unknown. The separations fell into the following categories: sixteen (16) Dismissals, fifty-one (51) Retirements (10 of which were sick leave retirement credits), three (3) Deaths, fifty-nine (59) Voluntary Separation and one (1) End Temporary Assignment. Of the fifty-nine (59) voluntary separations, 42% were White, 56% were Black, and 2% unknown.

Exit Interviews/Questionnaires

Human Resources is developing a more efficient process to gather data from exit interviews and questionnaires. The information gathered from exiting employees will assist HR's efforts to reduce employee turnover rate and increase employee retention, as well as improve aspects of the County's

culture as a whole. Individual responses will not be shared. Instead, the information will be compiled to reveal the County's overall strengths and challenging areas that need improvement.

3.2 Diversity Recruitment Initiatives

Human Resources continued to identify creative avenues to specifically target Blacks and females for career opportunities with Jefferson County Commission to fulfill the Consent Decree requirements. While HR recruited for a variety of positions throughout the reporting period, its focus was on increasing employment diversity that mirrors that of our community.

To attract more diverse talent to Jefferson County, Human Resources participated in multi-faceted activities such as participating in career fairs and community events; posting positions to online professional association's job boards (i.e., National Association of Black Accountants and National Organization of Black Law Enforcement Executives); and designed creative recruitment flyers and brochures to advertise jobs that illustrate images of blacks and females in traditionally underrepresented career fields.

In keeping with the Job Posting requirement as outlined in Section II. B. 18 of the Consent Decree, HR continued to electronically communicate job announcements to all County employees from a common careers@jccal.org email. The weekly emails ensure County employees are aware of career opportunities that exist in Jefferson County, as well as those in other jurisdictions. To further increase job awareness, Human Resources partnered with Jefferson County's Information Technology and Revenue Departments to utilize electronic monitors to advertise open positions at Jefferson County. These monitors are displayed in highly-visible public areas of the County's Birmingham courthouse and satellite locations throughout the County.

Human Resources continued to focus on maintain existing partnerships to assist in reaching out to Blacks and females for employment. This has included more hands-on approaches such as conducting mock interviews with female clients of the Lovelady Center and Workfaith Birmingham. The Lovelady Center and Workfaith Birmingham are two locally-based community organizations that actively publicize Jefferson County's many career opportunities. Human Resources has maintained its partnership with these organizations to attract more diverse candidates for employment.

Human Resources' diversity recruiting also encompassed executive talent searches for highly qualified leaders for the County. Human Resources directly recruited Juan Sepulveda, a Hispanic male, as the new Deputy Director of Juvenile Detention; Korey Campbell, a Black male, as the new Deputy Director of Revenue; and Derek Burr, a White female, as the new Director of Development Services.

Water Reclamation Initiatives

Branding:

The County rebranded *Waste Water Treatment Plants (WWTP)* to *Water Reclamation Facilities (WRF)* in order to align with the current industry terminology. Moving forward, the County will continue to use this terminology as a new identity in its branding initiatives.

Recruitment Need:

Human Resources continued to stay actively engaged in the development and implementation of the High School Water Reclamation Career Exploration and Internship Program in the Environmental Services Department. The focus of the internship program was to provide diverse high school students who are on a career technical path with meaningful career exposure to the water reclamation industry and introduce the high school students to the important role Jefferson County plays in meeting the needs of a diverse community.

The internship program was designed to provide high school students with meaningful career exposure in local government and expose the students to careers in the water reclamation industry. The internship was also designed to offer high school students to the opportunity to gain valuable hands-on work experience, learn and strengthen skills, with a desire to transition into a future employees of Jefferson County. By focusing on this recruitment strategy, this will strengthen a talent pipeline of diverse and interested young adults to fill future vacancies and prepare them for a career in the Environmental Services Department.

Development (Community Partnerships) of the Water Reclamation High School Internship Program:

Several community partners collaborated with Jefferson County to promote our Water Reclamation internship opportunities: Central Six AlabamaWorks!, Bessemer City Schools System, Midfield City Schools System, and Jefferson County School System. Leading up to the internship program, HR and Environmental Services leaders presented career information to high school juniors and seniors at the partnering schools. During these presentations, several of the students showed interest in touring the water reclamation facilities. As such, Environmental Services Department's Valley Water Reclamation Facility hosted several students from each of the partnering high schools on a tour of the facility during the month of April 2018.

Human Resources developed a detailed application packet of information for the students to use during the application process. The application process began April 2018 and ended May 2018. Human Resources received eight (8) completed application packets including three (3) from Clay-Chalkville High School, two (2) from Midfield High School and three (3) from Bessemer City High School.

Implementation and Execution of the Water Reclamation High School Internship Program:

From the eight (8) applications submitted, Human Resources and Environmental Services selected four (4) high school students to participate in the four (4) week internship during June 2018: two (2) students from Clay Chalkville High School (1 Black male and 1 Black female); one (1) student from Midfield High School (Black male); and 1 student from Bessemer City High School (1 Black female). During this inaugural program, HR and Environmental Services Departments hosted a parent orientation to meet and discuss the program with interns and parents. The interns began work on June 5, 2018. During this four (4) week internship, the interns followed structured weekly modules that were filled with worked-based learning, practical hands-on work activities that exposed the interns to the Water Reclamation career field, and professional career education workshops.

The Internship concluded on June 29, 2018, where students presented on their experience. Three (3) out of the (4) four interns expressed interest in a career with the Environmental Services' Water Reclamation Facility Apprenticeship program.

Strengths of the Water Reclamation High School Internship Program:

The program was designed to ensure the interns understood how water reclamation works and to expose the interns with relevant work experience the water reclamation field. At the conclusion of the program, the four interns were asked to provide their independent feedback on five facets of their internship experience using a four-point scale ranging from Strongly Agree to Strongly Disagree. The survey collected feedback regarding 1) internship experience, 2) internship objective and responsibilities, 3) mentor experience, 4) rotational experience, and 5) overall experience. The survey results revealed the interns agreed that they gained meaningful work experience related to water reclamation and that they agreed that their internship objectives and responsibilities were clearly understood. Overall, the interns strongly agreed the internship was valuable and they would recommend the program to other students.

Areas of Opportunity of the Water Reclamation High School Internship Program:

While the program implementation had many successes, the HR and Environmental Services Departments identified areas of improvement: 1) increase branding and marketing of the internship program; 2) involve more area high schools; 3) identify additional recruiting resources and other community partners; 4) assess the intern's knowledge; 5) expose interns to more plant operations with additional flexible rotations; 6) have a program longer in duration and 7) have more hands-on exposure and less administrative exposure.

Central Six AlabamaWorks! Partnership:

Central Six AlabamaWorks, an integral supporter of the internship program, invited HR team members to serve as panelists with other career technical professionals during its Career & Technical Education Department Summit on July 18, 2018. The purpose of this event was to highlight regional labor market data, spotlight successful programs in the Jefferson County region, and introduce ways career/technical and educational instructors and coaches could become more involved in the strategic workforce development opportunities for high school students within high demand career fields, such as water reclamation. Human Resources highlighted the Water Reclamation High School Career Exploration and Internship Program's need, program successes, career pathing, and how to get involved. Human Resources also networked and interacted with other community instructors, educators and career coaches to bring awareness to the program. Central Six also highlighted the success of the internship program in its AlabamaWorks statewide newsletter, which was published August 1, 2018.

Moving Forward with the Water Reclamation High School Internship Program:

Human Resources and Environmental Services plan to maintain the partnership with Central Six AlabamaWorks in efforts to grow and sustain the program. The HR and Environmental Services departments are currently planning the 2018-2019 Water Reclamation High School Career Exploration and Internship Program. Further work is underway to refine and align the program with the future water reclamation apprenticeship program, utilizing the areas of opportunity to heighten the program, all while developing an industry-leading modeled program for area high school students. Additionally, the HR and Environmental Services Departments will partner with more area high schools and encourage participation from their career-technical students. The internship will also grow from a four week program to an eight week program in June 2019.

Water Reclamation Facility Operator Grade IV Recruitment:

Continuous efforts were made to recruit diverse and qualified certified individuals for the Water Reclamation Facility (WRF) Operator Grade IV position in order to address the immediate staffing needs. The team leveraged online associated job boards such as Alabama Water Environment Association (AWEA) and Alabama Water and Pollution Control Association (AWPCA) to advertise the position online. Human Resources used additional methods to recruit for the position such as advertising the position in the spring edition of *The Pipeline*, the official magazine of the Alabama Mississippi Section of the American Water Works Associations.

Good Faith Outreach, Positive Recruitment, and Community Outreach:

Human Resources continues to identify and sustain community relationships in order to attract Blacks and females for employment with Jefferson County. As such, efforts included reaching out to Faith Chapel, a local predominantly black church in Birmingham, Alabama, to share career opportunities, conducting mock interviews for clients of WorkFaith Birmingham and the Lovelady Center, local organizations that arms individuals with job skills needed for employment.

High Level List of Recruiting Activities

A non-exhaustive list of recruiting activities to improve flow of Black and female applications for the current reporting period includes:

- Placed job announcements on career-oriented social media outlets to promote employment opportunities (e.g., LinkedIn, The Ladders, Indeed.com)
- Advertised with local minority news media outlet, Urbanham.com
- Disseminated information on job opportunities to organizations and associations representing blacks and females (e.g., National Association of Black Accountants, National Organization of Black Law Enforcement Executives, and Women in Transportation Seminar)
- Pro-actively recruited at community colleges and universities with predominately black enrollments (e.g., Tuskegee University, Florida A&M University, and Lawson State Community College)
- Participated in community networking seminars, events and meetings to promote Jefferson County's careers to a diverse audience (e.g., University of Alabama at Birmingham and Lawson State Community College Mock Interview workshops, Housing Authority of Birmingham Employment and Community Resource Fair, Birmingham Business Alliance Tech Connect Honda Career Fair, Taste of Bessemer, Trenholm State Community College Spring Career Fair, Alabama

Department of Labor Second Chance Career Fair, Cooper Green Mercy Health Services Health and Resource Fair, Baron's Baseball Game: Public Service/First Responders' Night, The Lovelady Center/ Work Faith Birmingham Job Fair, Family Court 2018 Community Resource & Health Fair, Housing Authority of Birmingham District Teen Career & Education Fair, Congresswoman Terri Sewell 7th Annual Congressional Job Fair, Georgia State University Career Fair, Jacksonville State University Diversity Workforce Recruitment Fair, and University of Alabama at Birmingham Fall Career Fair)

- Created flyer with a female image for the Painter Superintendent position and shared with various outlets

Ongoing Initiatives, Partnerships, and Highlights

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

- Incorporated job awareness (job alert, email) into Jefferson County's new hire orientation to promote career mobility within Jefferson County
- Water Reclamation Facility Operator Grade IV Recruitment Activities
- Water Reclamation High School Career Exploration and Internship Program continued development and implementation
- Executive recruitment national talent searches
- Brand building and sharing career opportunity information with regional states' professional associations via direct mail and emails, including Georgia, Florida, Mississippi and Louisiana
- Jefferson County Family Court Career Education Partnership to share information about Jefferson County positions and the review the application process
- Community career fairs and local secondary school mock interview workshops
- Job awareness through Jefferson County's Revenue department and satellite location monitors
- Graduate assessor recruitment to strengthen the quality and diversity of our assessor pools

3.3 Inclusive Selection Assessment Initiatives

Since April 2018, the Employee Selection Division has conducted secondary selection work on forty-eight (48) job classes, to include seven (7) executive-level job classes in Jefferson County (JCC). Thirty-six (36) selection procedures (e.g., structured oral interviews, executive assessment centers, Job Components Validity Assessments) were administered for forty-one (41) job classes. Five (5) graduate-student assessment weeks were conducted during the reporting period and more than twelve-hundred (1200) candidates participated in the County's selection processes.

The Division administered four (4) Realistic Job Previews (RJPs) for four (4) job classes and fourteen (14) Job Component Validity (JCV) Assessments for nine (9) job classes during the reporting period. Figure 1 provides demographic information of those individuals who participated in each secondary selection procedure.

The Division successfully administered a practical test and assessment for the job classes of Construction Equipment Operator (CEO) and Heavy Equipment Operator (HEO). Similar to the Truck Driver practical test component administered earlier in the year (January), a skills-based component was incorporated into the selection procedure in addition to the structured interview. The practical test required candidates to demonstrate their ability and skill in operating a backhoe and/or a track-hoe.

Candidates were shown a video of the tasks that would need to be performed on the day of the test. The video was shown the same day candidates participated in the structured interview. Multiple "open-house" sessions were offered to accommodate internal and external candidates who chose to view the equipment in person, and participate in a question and answer session with job incumbents and supervisors.

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

Figure 1. Demographics

Demographics		
Job Title	Black	Female
Accountant	50	51
Accounting Assistant II	161	174
Administrative Analyst	28	33
Administrative Assistant	73	87
Administrative Clerk	225	250
Administrative Supervisor	55	65
Automotive Technician	5	0
Building Maintenance Supervisor	4	0
Cabinetmaker	2	0
Construction Equipment Operator	22	5
Cook	9	8
Director of Development Services	2	2
Deputy Director of Environmental Services 06/19	0	0
Deputy Director of Environmental Services 10/29	3	1
Deputy Director of Revenue	5	2
Deputy Director Roads & Transportation 05/17	1	1
Deputy Director Roads & Transportation 10/24	2	1
Deputy Director Youth Detention	7	3
Electrical Inspector	3	0
Electrician	2	0
Engineering Inspector	17	2
Heavy Equipment Operator	29	7
Licensed Practical Nurse	5	7
Maintenance Repair Worker	17	1
Network Systems Administrator II	2	0
Plumber	3	0
Principal Accountant	26	26
Principal Auditor	15	10
Principal Court Clerk	10	13
Probation Officer	44	40
Public Works Supervisor	1	0
Quality Improvement Officer	5	6
Security Officer	23	8
Senior Accountant	27	24
Senior Auditor	22	17
Street Paving Supervisor	1	1
Tax Agent	55	59
Traffic Analyst	1	0
Traffic Maintenance Worker	21	5
WRF Maintenance Worker	20	2

Demographics		
Job Title	Black	Female
WWTP Shift Supervisor	3	1
Total Demos Completed Process	1006	912

3.4 Human Resources Employment Services Initiatives

Benefits Initiatives

Human Resources continues to focus on wellness initiatives (i.e., Lunch and Learn Classes, National Walk @ Lunch event, sharing behavioral health information on an ongoing basis) and the new online benefit enrollment process in Kronos. The team participated in Kronos training sessions and meetings in preparation for Annual Enrollment that took place from August 27- September 10, 2018. With support from the County's Executive team and subsequent approval by the Commission, health insurance premium for employees did not increase for the upcoming fiscal year starting on October 1, 2018. Additionally, the team is working on preparations to kick off a County Wellness program in January 2019.

Hiring/Employment

The Human Resources hiring team focus has been processing job offers following the secondary selection process. The team continuously collaborates with other Human Resources divisions to fill vacancies on the priorities list. The hiring team is creating a new electronic folder structure for hiring records for the post-receivership/court monitor phase.

Additionally, the team is learning to use the Personnel Board of Jefferson County's new applicant tracking system. The change in systems from PeopleAdmin to WorkDay in August 2018, requires learning and experience with the new tools.

Records Management

Human Resources continues its initiatives to improve recording and retrieval of records by launching an audit of over 2500 active personnel records in preparation for digitization of these records. Human Resources is also developing a Records Management procedure manual to provide clear instructions and guidance regarding the appropriate handling of personnel records throughout their life cycle.

Additional efforts are in progress to improve consistency of communication and response time to internal and external customers with the development of standard templates for electronic and paper correspondence.

3.5 Equitable People Development Initiatives

Environmental Services – Water Reclamation Facility Initiatives

Certification Program

The Water Reclamation Facility (WRF) operator certification training programs concluded on April 25, 2018, yielding the most successful results to date. The pass rate went from 0% to 40%. The Learning & Organizational Development (LOD) team designed the training program based on lessons learned from analysis of previous programs which included taking a closer look into industry trends and best practices. Success is contributed to LOD's evidenced-based training solutions that were used to develop a more comprehensive training program that better-positioned participants for success on the Alabama Department of Environmental Management (ADEM) exams. The training solutions included:

1. 10th-grade level reading and math pre-requisite requirement for training participants
2. A graduated approach for certification, encouraging training participants to start with lower levels of certification and work their way up to the highest level, grade IV
3. A fundamentals course to ensure everyone had a baseline knowledge of the basics of wastewater treatment
4. Building training content around the Association of Board Certification's (ABC) content map, utilizing a blended learning training approach

The overall training program included administering a basic skills test to assess the reading and math levels of WRF personnel interested in pursuing certification. The Learning & Organizational Development division partnered with Lawson State Community College to administer the Test of Adult Basic Education (TABE) Test. A WRF Fundamentals Group Study Course for participants who met the pre-requisite requirement followed the TABE Test. Learning & Organizational Development and the Environmental Services Department (ESD) collaborated to facilitate the group study course. Participants requiring additional support to meet the pre-requisite requirement were encouraged to participate in on-site basic skills tutoring delivered by the adult education division at Lawson State Community College. Seven (7) participants from basic skills tutoring were able to meet the pre-requisite requirement for the certification training after four months of tutoring. Next followed the Grade II/III and Grade IV certification training programs developed by CH2M (now Jacobs) and delivered by Jacobs with the Environmental Services Department (ESD) leadership serving as mentors/co-facilitators. The training program ended with a comprehensive practice exam.

Seventeen (17) of the nineteen (19) participants took an Alabama Department of Environmental Management (ADEM) certification exam, at least one time, during the overall training program. It must be noted that some participants attempted an ADEM certification exam after both the group study course and the certification training courses. The overall training program resulted in twelve (12) new WRF certified operators: ten (10) grade II certified operators, one (1) grade III certified operator, and one (1) grade IV certified operator. The pass rate for the overall training program was 71%, with 12 of 17 passing an ADEM exam.

Moving forward, the basic structure of this training program will inform the development of the WRF Apprenticeship Program.

Apprenticeship Program

Human Resources and Environmental Services continued efforts to develop the Water Reclamation Operator Apprenticeship Program. The program goal is for participants to gain experience and develop the knowledge, skills, and abilities required to obtain the Alabama Department of Environmental Management (ADEM) wastewater Grades II, III and IV certifications. The Apprenticeship Program will incorporate various learning methods to include online, classroom, laboratory and work experience activities. The structured training will correspond with ADEM certification levels and the knowledge, skills, and abilities required of a WRF Operator II, III, and IV.

The Water Reclamation Operator Apprenticeship Program will last twenty-four (24) months with expectations of participants passing the ADEM Grade II within the first nine (9) months, the Grade III within eighteen (18) months, and the Grade IV certification within the twenty-four (24) months. The program will include a minimum of sixty (60) hours of classroom instruction in the following areas: math for WRF Operators; laboratory sampling and analysis; fundamentals and maintenance of mechanical and electrical equipment; WRF treatment processes; and safety procedures in the WRF environment. In addition to classroom training, the apprenticeship program will also include extensive on-the-job training covering all Jefferson County plants and areas of wastewater treatment, and one-on-one coaching to help apprentices master the tasks necessary to be highly competent WRF operators.

Department Specific Initiatives

During the reporting period, Human Resources implemented a new approach to collaborating with Jefferson County Departments. The Learning and Organizational Development division of HR has assigned Training & Organizational Development Advisors to the county's three largest departments: General

Services, Environmental Services, and Roads & Transportation. This partnership provides a focused, client-centered approach to employee training, development, and onboarding. Training & OD Advisors are charged with conducting needs assessments, training design, and program development. While accommodated in the respective departments, the Training & OD Advisors will continue development efforts and projects that benefit other County departments with two (2) Training & OD Advisors serving other County departments.

Ongoing Initiatives and Highlights

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

- **Workplace Harassment Training:** In an effort to comply with a recommendation from HR's Equity and Inclusion Division, the General Services department has been diligent in their efforts to ensure all current and entering employees of the department participate in workplace harassment training. Ninety-three percent (93%) of General Service's staff have participated in the Workplace Harassment trainings, leaving eleven (11) or 7% of their employees to attend an upcoming training in November 2018. The Learning and Organizational Development (LOD) Division is currently exploring strategies to offer this training to other departments.
- **Americans with Disabilities Act (ADA) Training –** Mandatory ADA training was provided to Department Heads and Human Resources on August 28 and 29, 2018. Approximately 200 additional supervisors attended the training on November 13 and 14, 2018.
- **Facilitated fourteen (14) start of work orientations** including one-hundred and fifty-one (151) new hire participants. The County Manager and departmental leaders actively participate in our full-day new hire orientations. The orientations are consistently rated positively by participants in terms of the usefulness of the content and activities.
- **Completed nine (9) one-year developmental roadmaps and eight (8) workplace expectation (WE) sheets.**
- **Completed design of new two-day supervisor training, Supervisors LEAD.**

3.6 Technology Implementation and Efficiency

Our Human Resources technology system implementations, Kronos HR and Kronos Payroll, continue to allow accurate and timely processing of personnel actions, payroll activities and form one single information source for Jefferson County employee self-service, benefits administration, leave administration and accruals. The systems continue to provide reporting capabilities for managers to analyze workforce trends and issues, while giving employees access to view information pertaining to their pay, benefits, tax withholdings, leave accruals and time card.

In April 2018, the Human Resources Information Systems (HRIS) Division assisted with the integration and implementation of NAVEX Global software, an employee complaint tracking and reporting tool. The use of this technology has advanced HR's effectiveness in tracking complaints, generating reports, and interacting with complainants and witnesses. For example, EID now has the ability to generate statistical data to track reporters' complaint/inquiry intake methods and link related electronic case files.

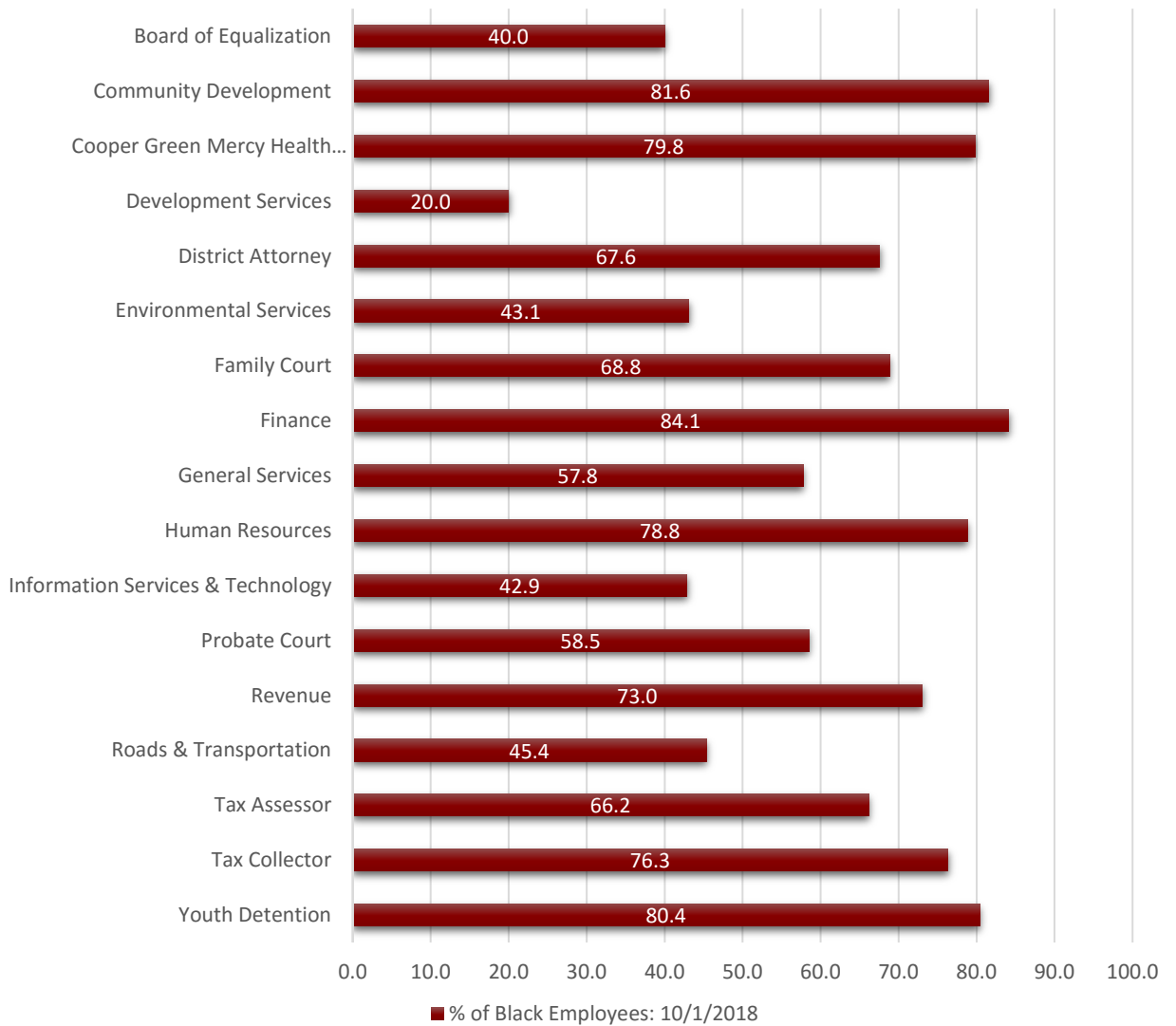
During this reporting period, HRIS provided technical assistance to EID by updating its webpage and creating a tab for newly created or revised Jefferson County Employee Administrative Rules and Regulations. The HRIS Division will assist the remaining HR divisions with webpage updates.

Other activities include HRIS assisting in HR securing a learning management system during the next reporting period; working with the Employee Services Division to configure Kronos for 2019 Benefits Open Enrollment; and configuring Kronos to offer more self-service options for Jefferson County employees.

Department Demographics Snapshots

To understand overall demographic trends in the County's workforce of two-thousand five-hundred and sixty-nine (2569) employees (excluding elected officials) in three-hundred and seventy-five (375) Job Classes, Figures 2-5 provide Race and Gender snapshots of the percent of employees in eighteen (18) departments and changes in the previous six months for departments with twenty (20) or more employees as of October 1, 2018.

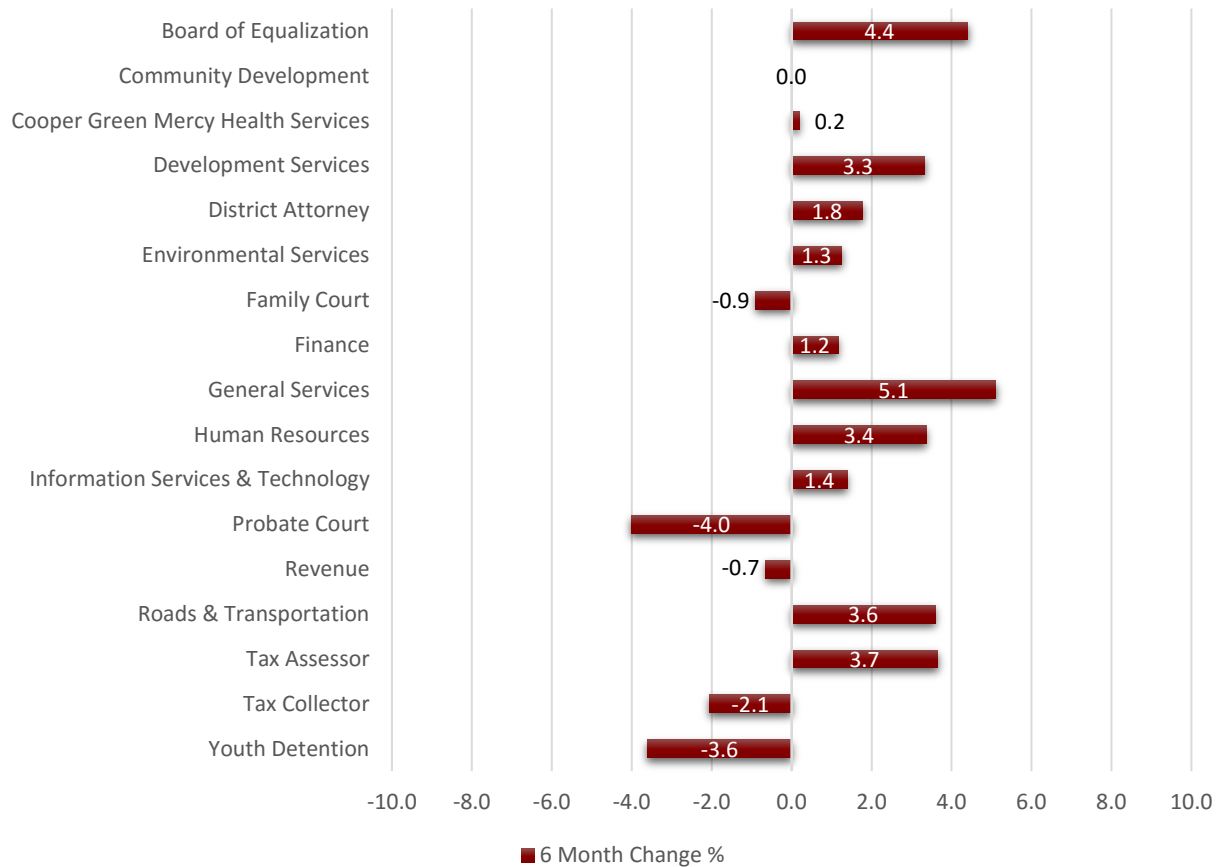
Figure 2. Race Composition: Percent of Full-Time Equivalent (FTE) Black Employees by Department



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 20% Black (Development Services) to 84.1% 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.

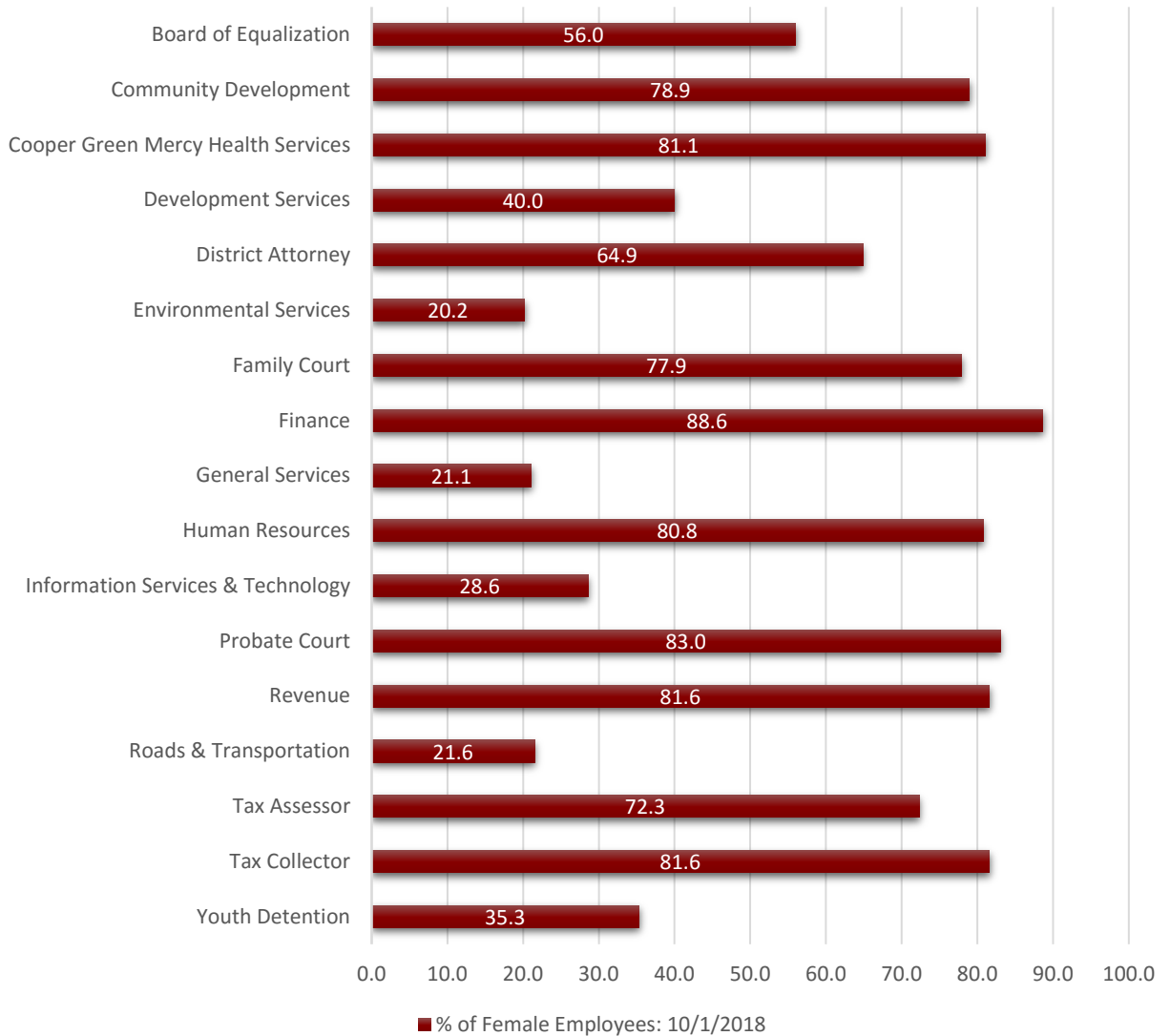
Figure 3. Race Composition – Percentage Change to Black FTE’s by Department



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

Of the 18 departments within Jefferson County having at least 20 employees, most showed no to small positive or negative percent change over the previous six-month period. Larger percentage increases observed in the Board of Equalization and General Services are in part due to the hiring of administrative level professional, security professionals, truck drivers and voting machine technicians. The charts provided later in this section of the report provide greater detail and analysis of these results by department and job class.

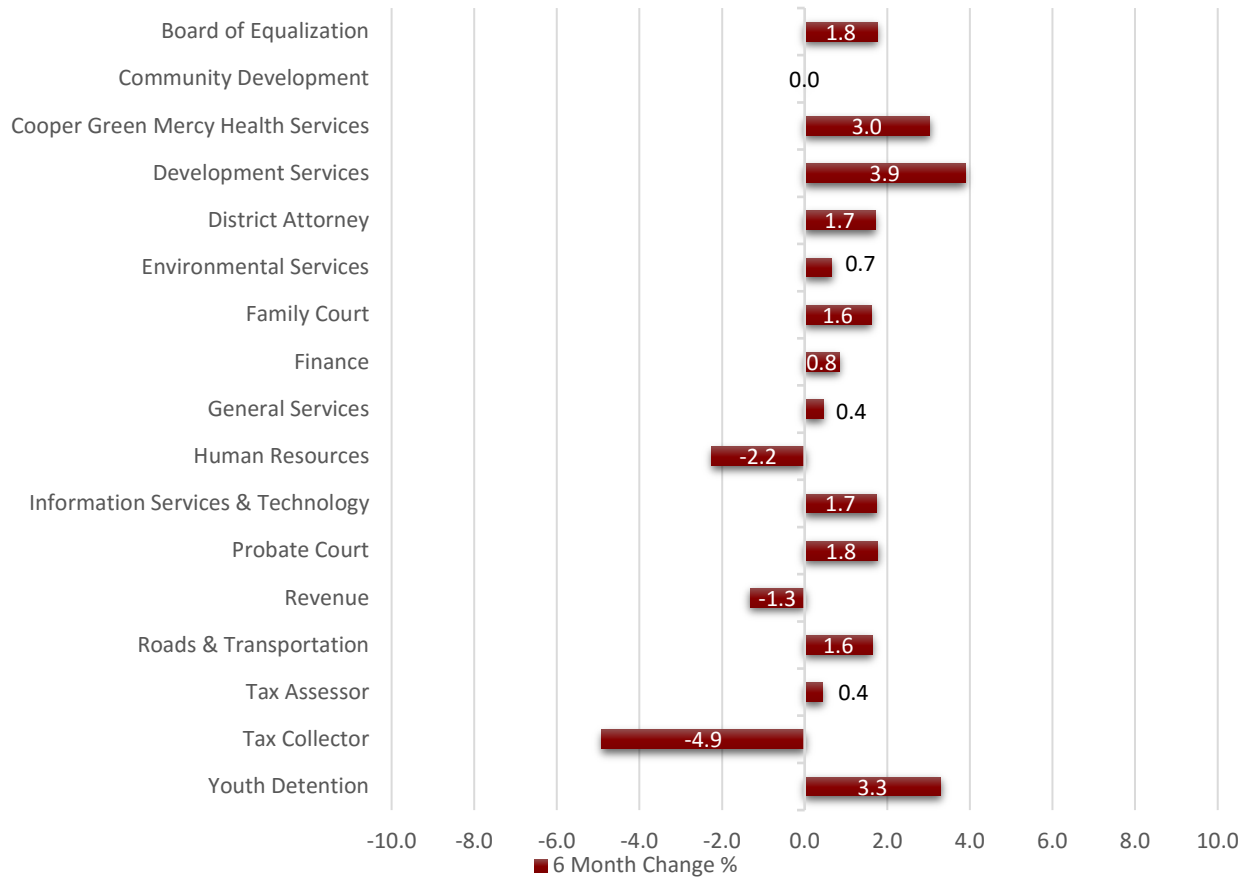
Figure 4. Gender Composition – Percent of Full Time Equivalent (FTE) female Employees by Department



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 20.2% female (Environment Services) to 88.6% 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 5. Gender Composition – Percentage Change to Full Time Equivalent (FTE) female Employees by Department



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

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

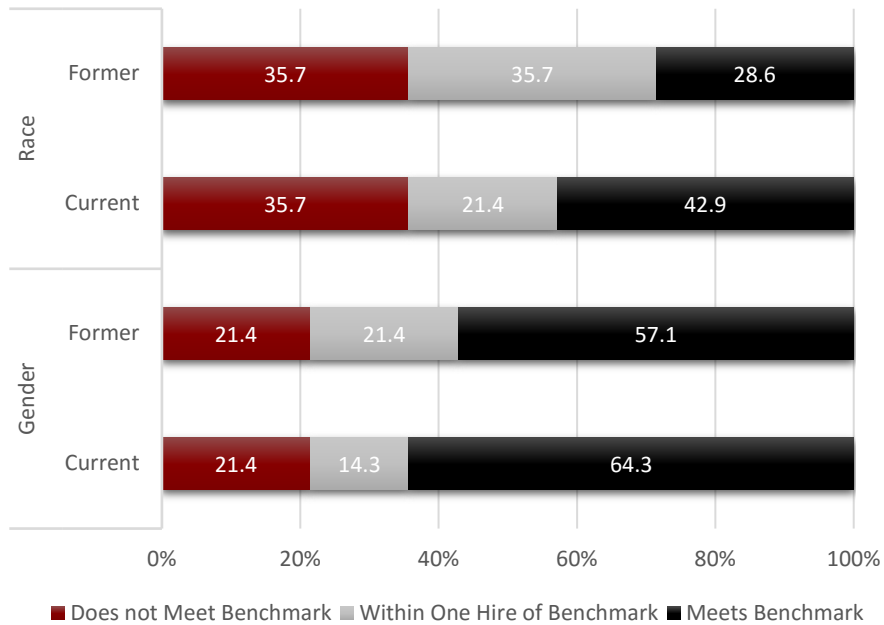


The charts in this section illustrate shifts in representation of Black and female employees in job classes by department between the previous and current reporting period. *Based on the most recent 2010 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 40.2% and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

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

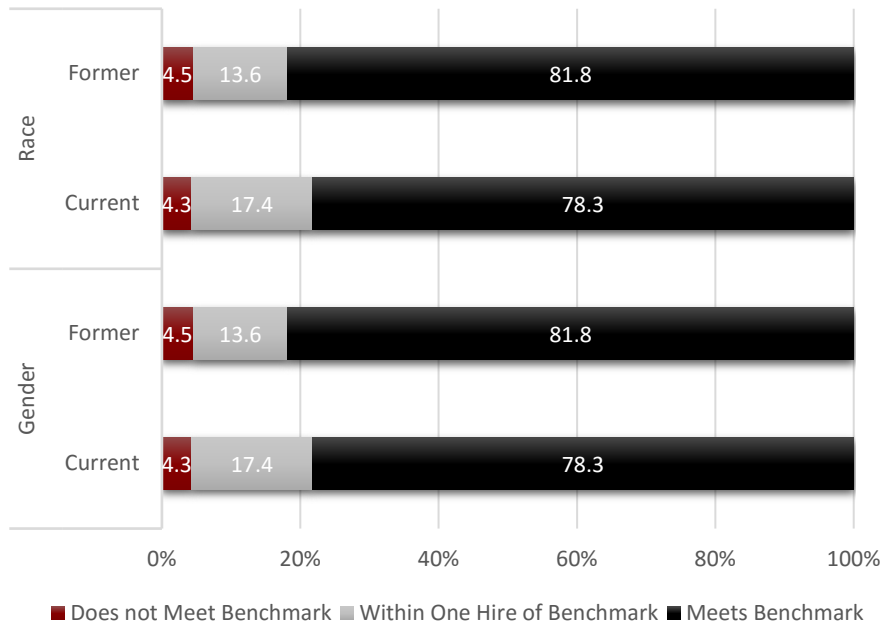
Figure 6. Percent of Board of Equalization Department job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Board of Equalization meeting the Race benchmark increased by 14.3%. 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 increased by 7.2%. The job class of Administrative Services Manager had a positive percentage change. For the full breakdown of job classes in the Board of Equalization, please see Table B2 in Appendix B.

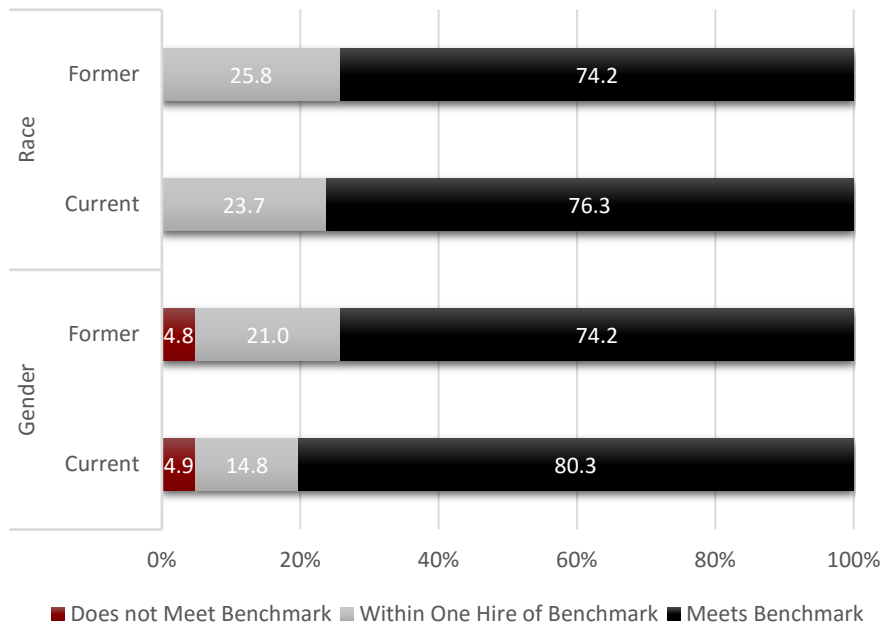
Figure 7. Percent of **Community Development Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Community Development Department meeting the Race benchmark decreased by 3.5%. The job class of Administrative Analyst had a negative percentage change. For the full breakdown of the Community Development Department job classes, please see Table B3 in Appendix B.

Gender: Over the preceding 6 months, similar to the Race benchmark, the percentage of jobs in the Community Development Department meeting the Gender benchmark decreased by 3.5%. The job class of Administrative Analyst had a negative percentage change. For the full breakdown of the Community Development Department job classes, please see Table B4 in Appendix B.

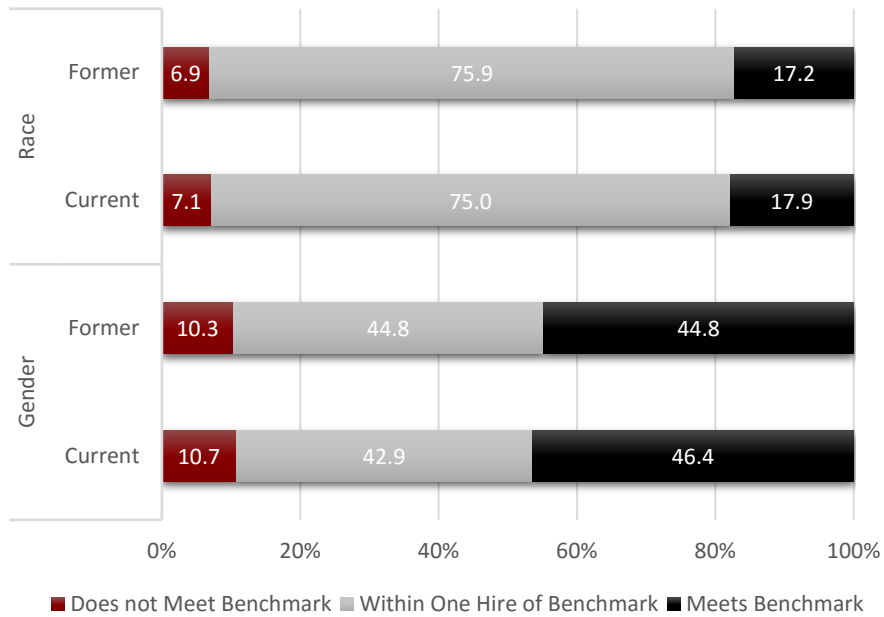
Figure 8. Percent of Cooper Green Mercy Health Services job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in Cooper Green Mercy Health Services (CGMHS) meeting the Race benchmark increased by 2.1%. For the full breakdown of the CGMHS job classes, please see Table B5 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs CGMHS meeting the Gender benchmark increased by 6.1%. The Director of Cooper Green Mercy Health Services and Director of Quality Improvement job classes had positive percentage changes. For the full breakdown of job classes in CGMHS, please see Table B6 in Appendix B.

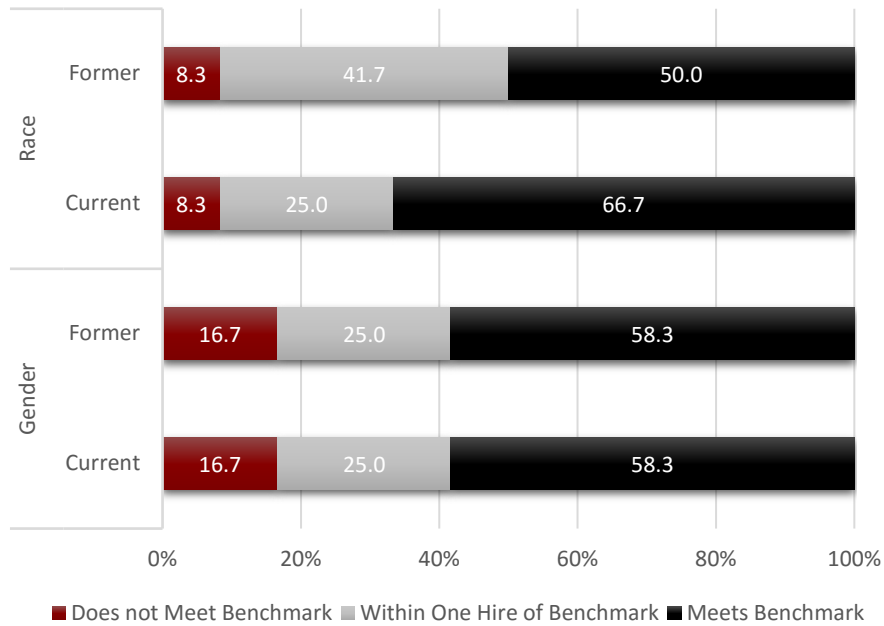
Figure 9. Percent of **Development Services Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Development Services Department meeting the Race benchmark increased by 0.7%. 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 increased by 1.6%. For the full breakdown of job classes in the Development Services Department, please see Table B8 in Appendix B.

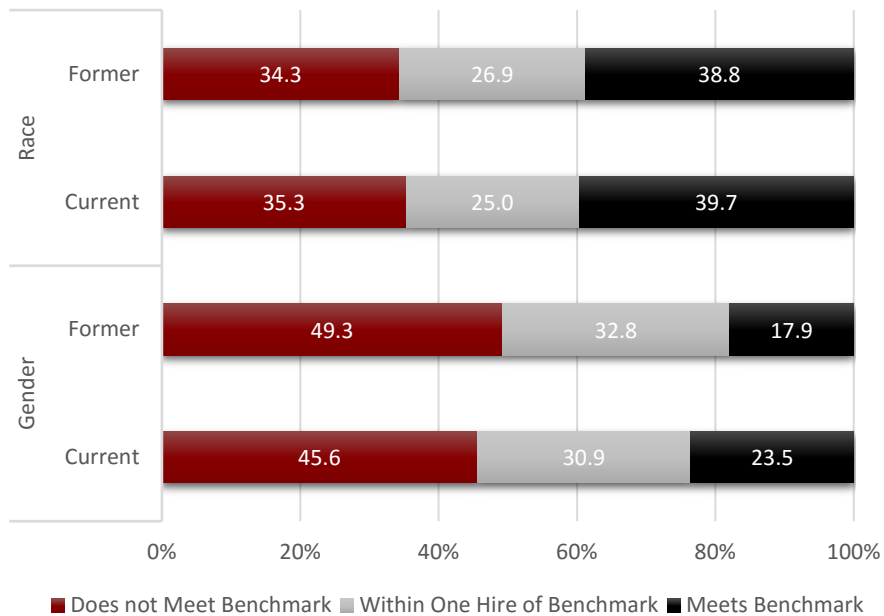
Figure 10. Percent of **District Attorney Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the District Attorney Department meeting the Race benchmark increased by 16.7%. For the full breakdown of the District Attorney job classes, please see Table B9 in Appendix B.

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

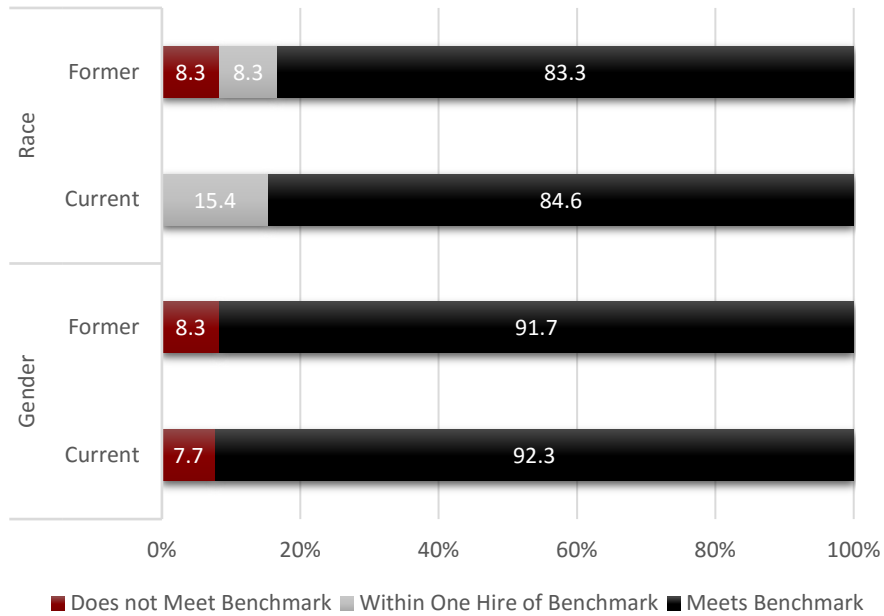
Figure 11: Percent of **Environmental Services** job classes Meeting Race & Gender Benchmark



Race: Over the preceding 6 months, the percentage of jobs in Environmental Services Department meeting the Race benchmark increased by 0.9%. 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 increased by 5.6%. Some of the job classes that had a positive percentage changes include Chief Civil Engineer, Laborer II, Skilled Laborer, WRF Maintenance Worker and WRF Shift Supervisor. For the full breakdown of the Environmental Services Department job classes, please see Table B12 in Appendix B.

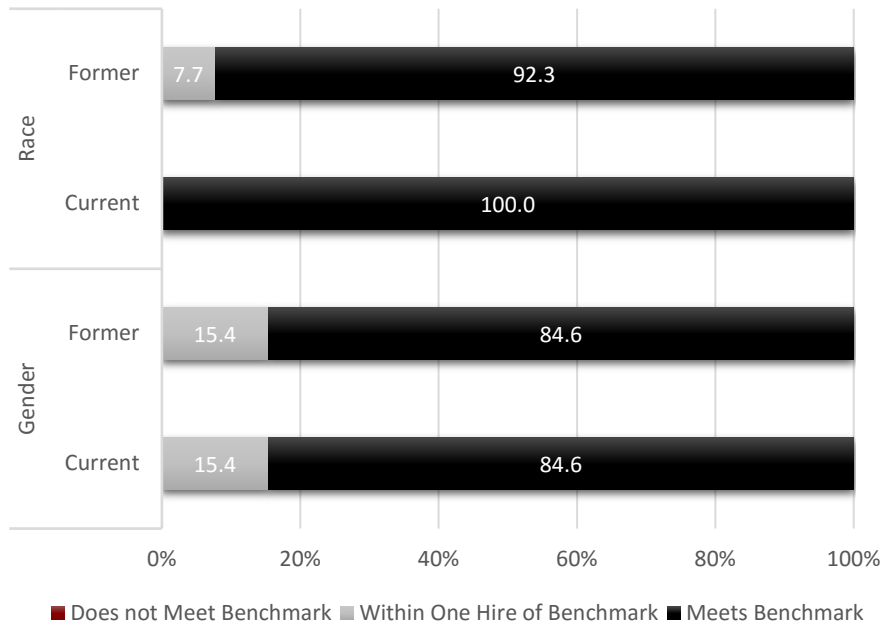
Figure 12. Percent of **Family Court Department** job classes meeting Race and Gender Benchmarks



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

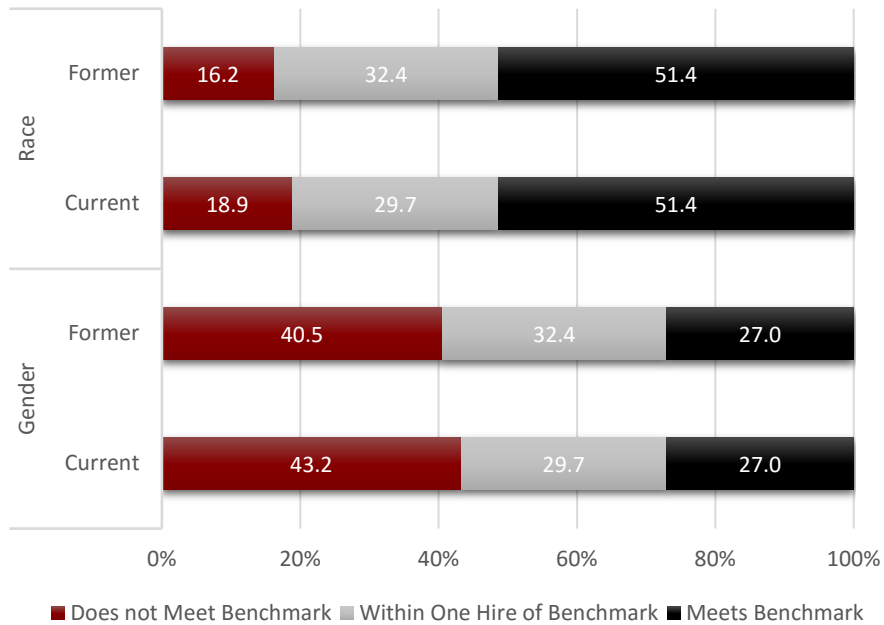
Figure 13. Percent of **Finance Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Finance Department meeting the Race benchmark increased by 7.7%. The Senior Accountant job class had a positive percentage 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.

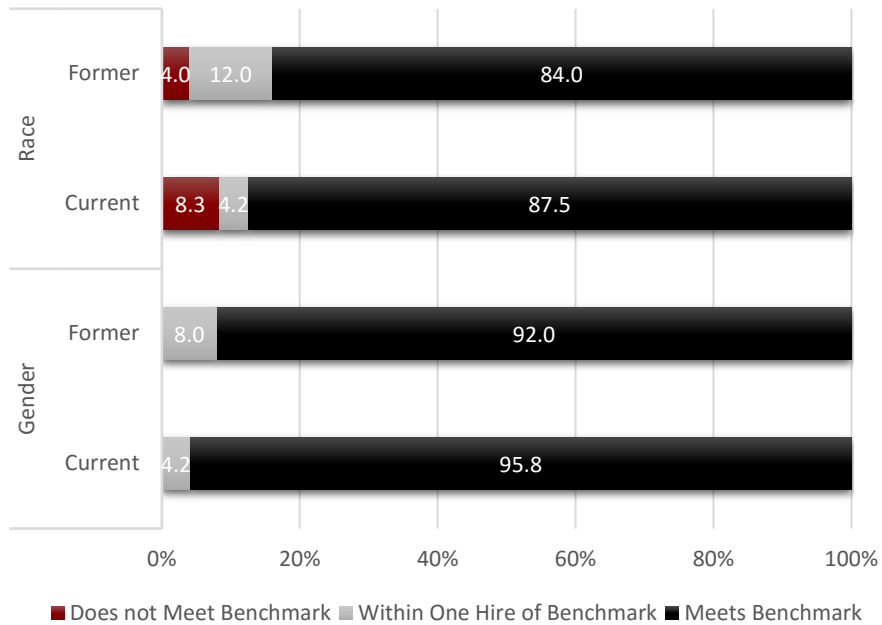
Figure 14. Percent of **General Services Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the General Department meeting the Race benchmark did not 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.

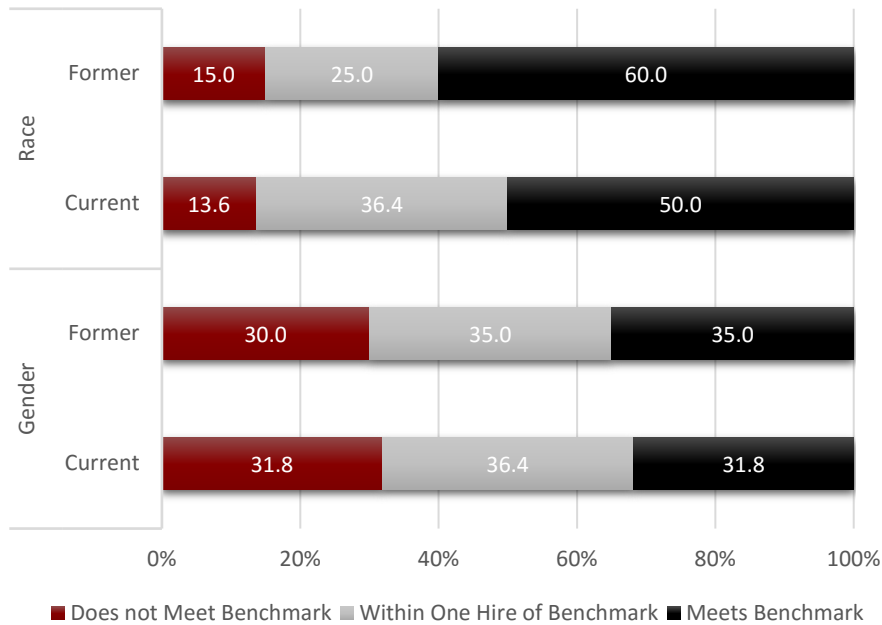
Figure 15. Percent of **Human Resources Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Human Resources Department meeting the Race benchmark increased by 3.5%. Some of the job classes that had a positive percentage change include Assessment and Development Specialist and Equity and Inclusion Business Partner. 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 increased the number of job classes meeting the Gender benchmark by 3.8%. One job class that had a positive percentage change was the Senior Assessment and Development Specialist. For the full breakdown of job classes in the Human Resources Department, please see Table B20 in Appendix B.

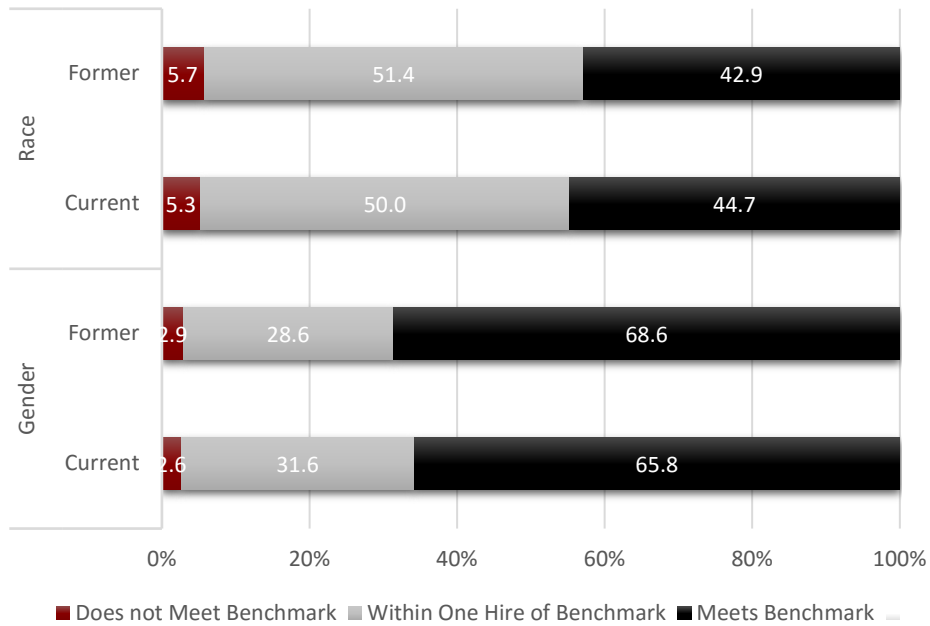
Figure 16. Percent of **Information Services & Technology Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Information Services & Technology Department meeting the Race benchmark decreased by 10%. The job classes of Administrative Supervisor and Application Developer had negative percentage changes. For the full breakdown of the Information Services & Technology Department job classes, please see Table B21 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Information Services & Technology Department meeting the Gender benchmark decreased by 3.2%. The job classes of Administrative Supervisor and Application Developer had negative percentage changes. For the full breakdown of job classes in the Information Services & Technology Department, please see Table B22 in Appendix B.

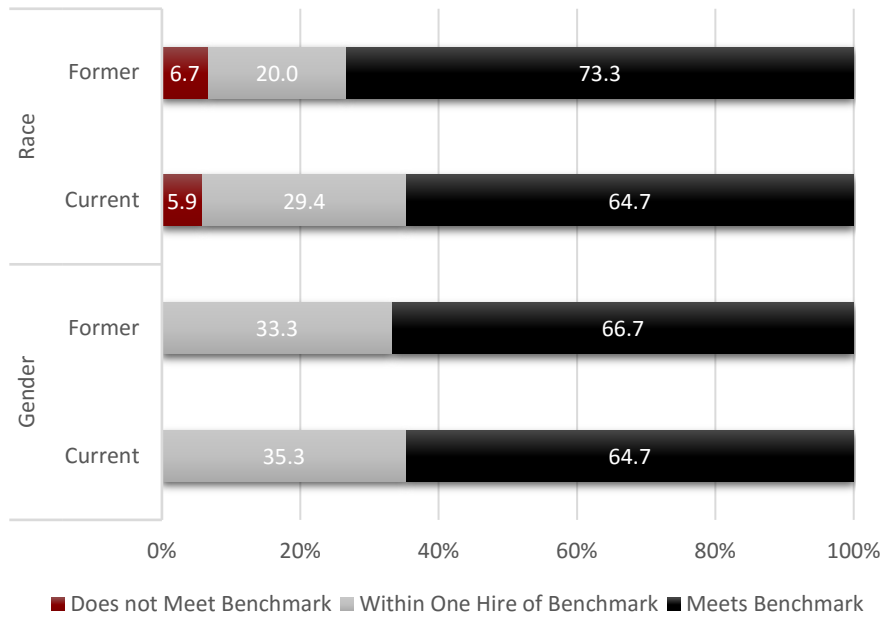
Figure 17. Percent of **Departments with Less Than 20 Employees** meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Departments with Less than 20 Employees meeting the Race benchmark increased by 1.8%. 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 decreased by 2.8%. For the full breakdown of job classes Departments with Less than 20 Employees, please see Table B36 in Appendix B.

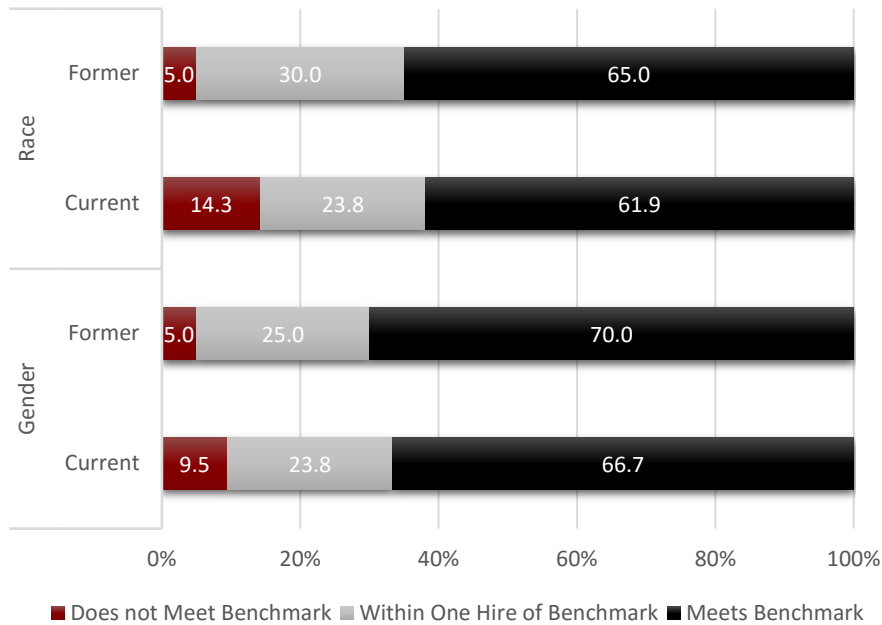
Figure 18. Percent of **Probate Court Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Probate Court Department meeting the Race benchmark decreased by 8.6%. The Court Clerk job 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 decreased by 2.0. For the full breakdown of job classes in the Probate Court Department, please see Table B24 in Appendix B.

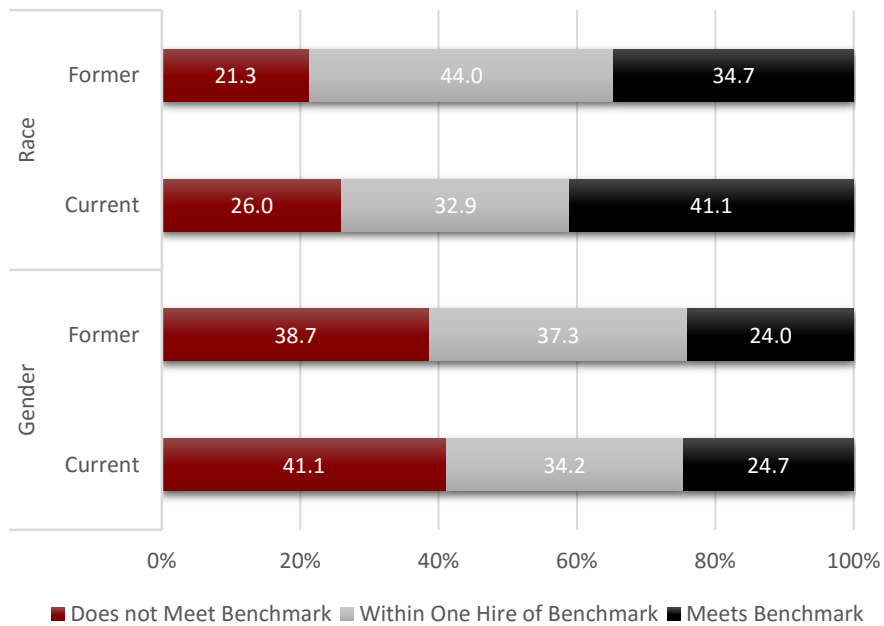
Figure 19. Percent of **Revenue Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the Revenue Department decreased the number of job classes meeting the Race benchmark by 3.1%. Some of the job classes that had a negative percentage change include Accounting Assistant I, Administrative Supervisor, Business Office Supervisor and Principal Accountant. For the full breakdown in the Revenue Department, please see Table B25 in Appendix B.

Gender: Over the preceding 6 months, the Revenue Department decreased the number of job classes meeting the Gender benchmark by 3.3%. Some of the job classes that had a negative percentage change include Accounting Assistant I, Business Office Supervisor and Principal Accountant. For the full breakdown in the Revenue Department, please see Table B26 in Appendix B.

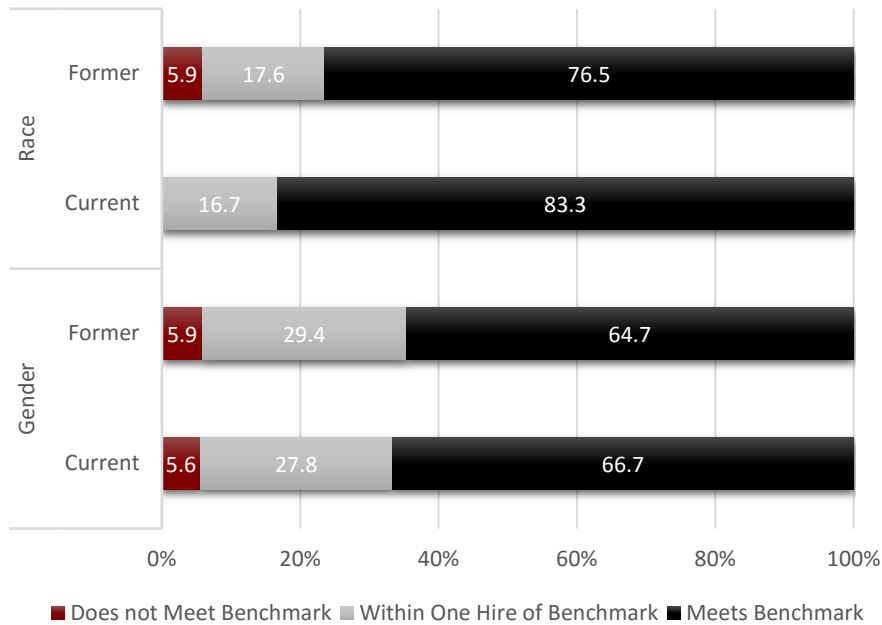
Figure 20: Percent of **Roads and Transportation Department** job classes Meeting Race & Gender Benchmark



Race: Over the preceding 6 months, the Roads and Transportation Department increased the number of job classes meeting the Race benchmark by 6.4%. Some of the job classes that had a positive percentage change include Administrative Analyst, Administrative Assistant and Bridge Maintenance/Construction Supervisor. 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 increased the number of job classes meeting the Gender benchmark by 0.7%. For the full breakdown of job classes in Roads and Transportation, please see Table B28 in Appendix B.

Figure 21. Percent of **Tax Assessor Department** job classes meeting Race and Gender Benchmarks¹

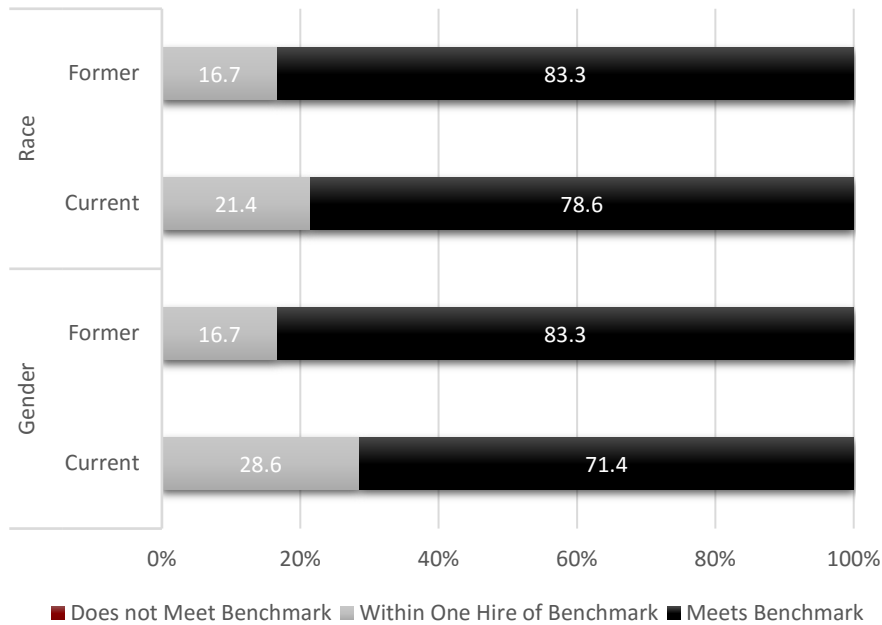


¹ As part of refining the data for analysis, HR removed appointed, elected, Sheriff, and State Court employees from the departmental analysis. This data refinement method may account for some of the percentage differential changes in some departments when comparing the last annual report to this report.

Race: Over the preceding 6 months, the percentage of jobs in the Tax Assessor Department meeting the Race benchmark increased by 6.8%. Some of the job classes that had a positive percentage change Assistant Tax Assessor-Bessemer Division and Tax Assessor-Jefferson County. For the full breakdown of the Tax Assessor Department job classes, please see Table B29 in Appendix B.

Gender: Over the preceding 6 months, the Tax Assessor Department increased the number of job classes meeting the Gender benchmark by 2%. One job class that had a positive percentage was GIS Technician I. For the full breakdown of job classes in the Tax Assessor Department, please see Table B30 in Appendix B.

Figure 22. Percent of Tax Collector Department job classes meeting Race and Gender Benchmarks²

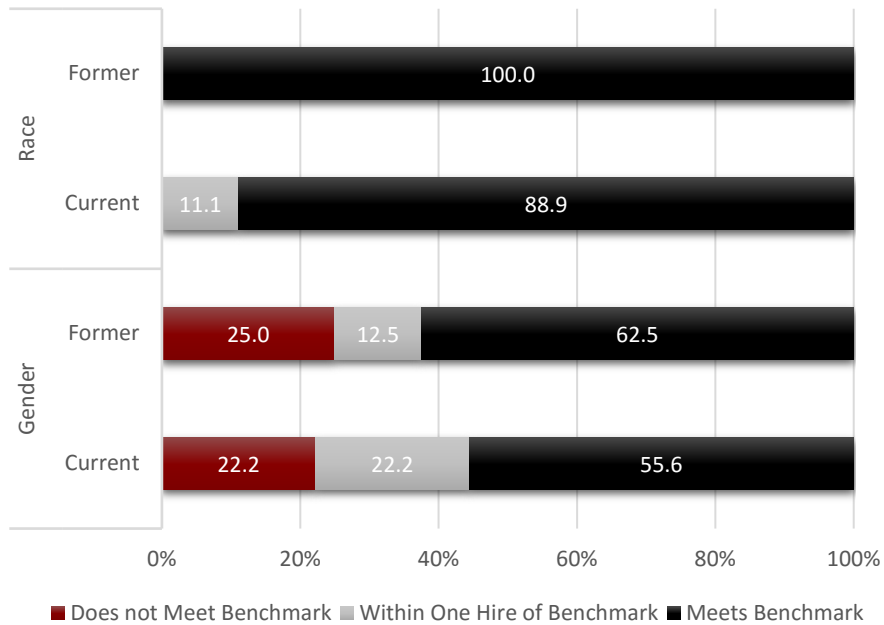


² As part of refining the data for analysis, HR removed appointed, elected, Sheriff, and State Court employees from the departmental analysis. This data refinement method may account for some of the percentage differential changes in some departments when comparing the last annual report to this report.

Race: Over the preceding 6 months, the percentage of jobs in the Tax Collector Department meeting the Race benchmark decreased by 4.7%. Some of the job classes that had a negative percentage change include Accountant, Administrative Clerk and Tax Agent. 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 decreased by 11.9%. Some of the job classes that had a negative percentage change include Accountant and Tax Agent. For the full breakdown of job classes in the Tax Collector Department, please see Table B32 in Appendix B.

Figure 23. Percent of **Youth Detention Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Youth Detention Department meeting the Race benchmark decreased by 11.1%. The Administrative Assistant job class had a positive percentage change. For the full breakdown of the Youth Detention Department job classes, please see Table B33 in Appendix B.

Gender: Over the preceding 6 months, the Youth Detention Department decreased the number of job classes meeting the Gender benchmark by 6.9%. The job classes of Administrative Assistant, Juvenile Detention Officer and Senior Juvenile Detention Officer had positive percentage changes. For the full breakdown of job classes in the Youth Detention Department, please see Table B34 in Appendix B.

Section 5. Semi-Annual Reporting – Metrics Analysis

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

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

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

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

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

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

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

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

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

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

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

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

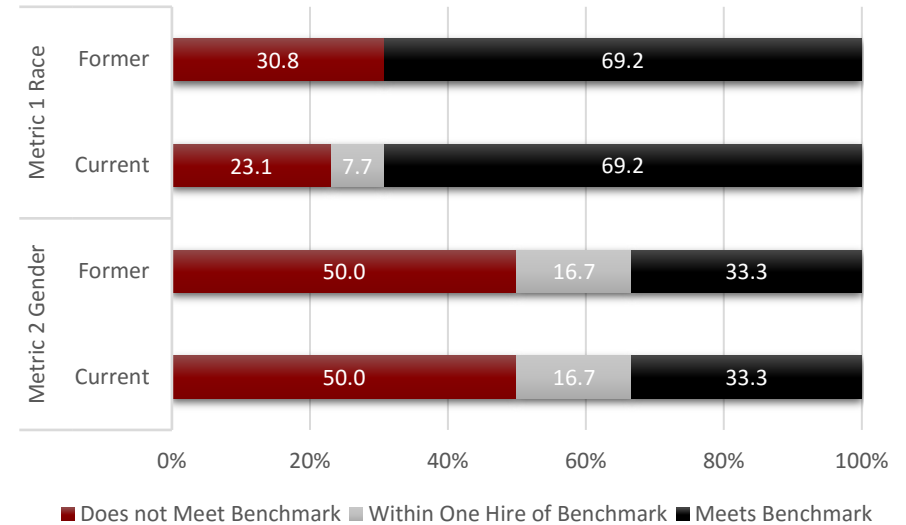
This section of the report provides metric shifts over the past 6 months. The charts in this section illustrate shifts in representation of Black and female employees in job classes by metrics between the previous and current reporting period.

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

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

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

Figure 24. 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, 4 job classes (Accountant, Accounting Assistant I, Administrative Clerk and Public Works Supervisor – Construction or Sanitation) show a negative percentage change. In addition, there are job classes that are not meeting the benchmark (Automotive Technician, Construction Equipment Operator, Heavy Equipment Operator and Public Works Supervisor – Construction or Sanitation). However, the Auditor, Revenue Examiner and WRF Operator I job classes featured no meaningful changes in employment during the previous 6 months.

The full table for Metric 2 is presented in Table C2 in Appendix C. For Metric 2, over the preceding 6 months, there were no meaningful changes for relevant job classes. Four of the six job classes included in Metric 2 did not meet the benchmark (Deputy Sheriff, Engineering Aide, Security Officer, and Senior Civil Engineer). The Engineering Aide job class had one change in the total number of females hired and was within one hiring of meeting the benchmark. Both Deputy Sheriff and

Senior Civil Engineer job classes lost female employees over the preceding 6 months, while the Revenue Examiner and Stores Clerk job classes had no change in employment during the previous 6 months.

Metric 3: Using Metric 3, we evaluate whether the number of probationary (i.e., recent) hires of Black employees in job classes specified by Paragraph 9 of the Consent Decree approximates the respective percentage of Blacks in the certification list of employees for that position within Jefferson County (with ‘approximates’ defined as being at least 80% of the certification list availability). Each job features a different number of eligible employees based on the respective certification list figures. The change in employment rates for Black probation employees in these job classes during the relevant time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 25 below.

Figure 25. 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: 4/1/2018	% of Black Probationary Employees: 4/1/2018	% of Black Employees on Certification List: 10/1/2018	% of Black Probationary Employees: 10/1/2018	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	79.5	100.0	80.5	100.0	1	1	1.0	0	Yes
Accounting Assistant I	75.0	100.0	76.8	0.0	1	0	1.8	-2	No
Administrative Clerk	77.3	83.3	76.3	100.0	7	7	-1.0	-8	Yes
Auditor	78.3	--	0.0	--	0	0	--	0	--
Automotive Technician	0.0	--	36.0	71.4	7	5	36.0	5	Yes
Construction Equipment Operator	23.3	--	0.0	--	0	0	--	0	--
Engineering Aide	0.0	100.0	0.0	--	0	0	--	-3	--
Heavy Equipment Operator	32.0	--	18.2	--	0	0	--	0	--
Labor Supervisor	0.0	--	47.2	--	0	0	--	0	--
Public Works Supervisor (Construction or Sanitation)	0.0	--	7.7	--	0	0	--	0	--

Job Title	% of Black Employees on Certification List: 4/1/2018	% of Black Probationary Employees: 4/1/2018	% of Black Employees on Certification List: 10/1/2018	% of Black Probationary Employees: 10/1/2018	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Revenue Examiner	0.0	--	0.0	--	0	0	--	0	--
Truck Driver	62.7	--	62.8	71.4	7	5	0.1	5	Yes
WRF Operator ³	0.0	--	0.0	--	0	0	--	0	--

For Metric 3, over the preceding 6 months, there has been no change in the percentage of Black probationary employees in the Accountant job class. However, there is a change in the total number of Black employees in five job classes (Accounting Assistant I, Administrative Clerk, Automotive Technician, Engineering Aide and Truck Driver). Of these job classes, the Administrative Clerk had the most significant decline in the total number of Black employees hired. The Accountant, Administrative Clerk, Automotive Technician, and Truck Driver all meet the benchmark.

³ Note the County rebranded *Waste Water Treatment Plants (WWTP)* to *Water Reclamation Facilities (WRF)* in order to align with the current industry terminology.

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 26 below.

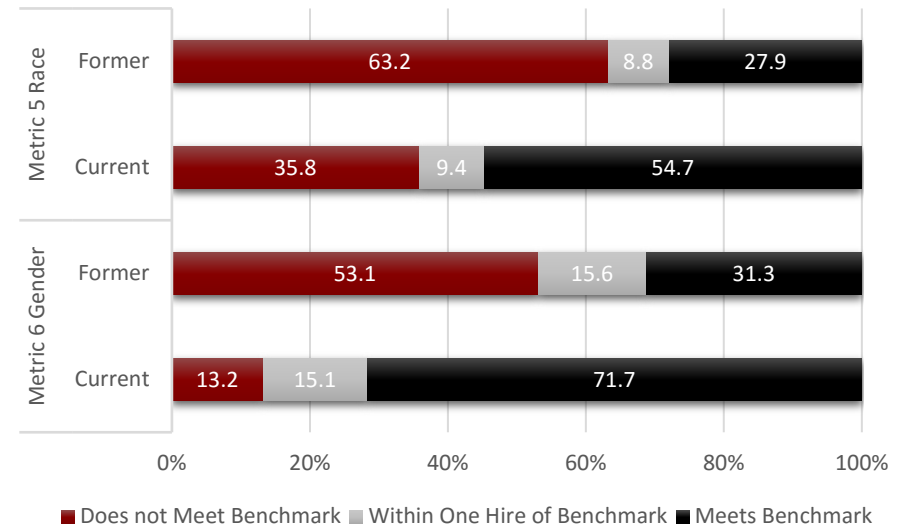
Figure 26. Percent of job classes meeting Metric 4 – Hiring Gender Compliance (hiring of female applicants as specified in Consent Decree Paragraph 9)

Job Title	% of Female Employees on Certification List: 4/1/2018	% of Female Probationary Employees: 4/1/2018	% of Female Employees on Certification List: 10/1/2018	% of Female Probationary Employees: 10/1/2018	Current Total Probationary Employees	Current Total Female Probationary Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Deputy Sheriff	26.5	0.0	28.6	14.3	7	1	2.1	1	No
Drafter	0.0	--	0.0	--	0	0	--	0	--
Engineering Aide	0.0	0.0	0.0	--	0	0	--	0	--
Revenue Examiner	0.0	--	0.0	--	0	0	--	0	--
Security Officer	37.2	28.6	34.7	41.7	12	5	-2.5	3	Yes
Senior Civil Engineer	0.0	--	0.0	--	0	0	--	0	--
Stores Clerk	41.7	66.7	0.0	--	0	0	--	-2	--
Traffic Control Technician	0.0	--	0.0	--	0	0	--	0	--

For Metric 4, over the preceding 6 months, the percentage of probationary female employees in the Security Officer job class increased to 41.7%. As can be seen in Figure 26 above, of the nine job classes included, six did not have any recent hires. Of the remaining three job classes, two had recent hires and one had a negative change in the total number of female employees hired.

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

Figure 27. Percent of job classes meeting Employment Rates by Race Compliance (> 80% eligibility) and Metric 6 – Employment Rates Gender Compliance (>80% eligibility)

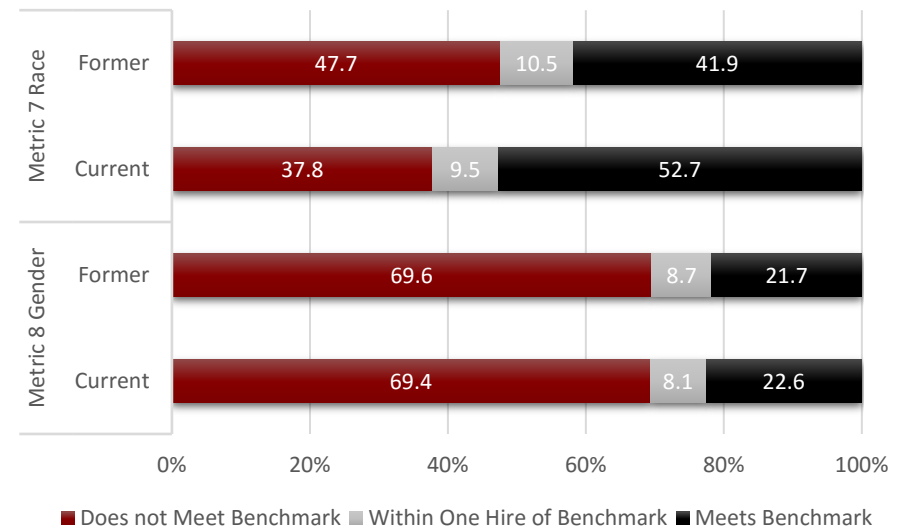


The full table for Metric 5 is presented in Table C5 in Appendix C. For Metric 5, over the preceding 6 months, seven job classes (Accountant, Accounting Assistant I, Court Clerk, Licensed Practical Nurse, Business Management Specialist, Tax Agent and Traffic Signal Worker) represent a negative percentage change of 5% or higher. There are three job classes (Senior Administrative Analyst, Senior Court Clerk and Skilled Laborer) 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, four job classes (Accounting Assistant I, Human Resources Division Manager, Tax Agent and Training & Organizational Development Advisor) represent a negative percentage change of 7% or higher. There are seven job classes (Medical Director, Medical Laboratory Director, Medical Technologist, Public Health Language Worker, Talent Sourcing Specialist, Senior Administrative Analyst and Senior Court Clerk) 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 28.

Figure 28. Percent of job classes meeting **Metric 7 – Employment Percentage by Race Compliance** (in Appendix A of the Consent Decree) and **Metric 8 – Employment Percentage by Gender Compliance** (in Appendix A of the Consent Decree)⁴



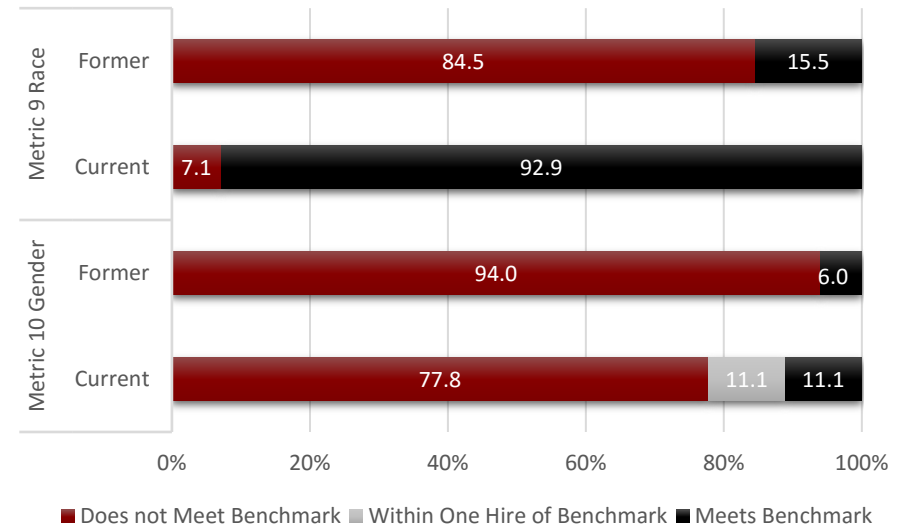
The full table for Metric 7 is presented in Table C7 in Appendix C. The table shows positive gains in the percentage of job classes meeting the race benchmark. In 24 job classes (Auditor, Buyer, Chief Building Maintenance, Communications Operator I, Computer Operator, Environmental Laboratory/Compliance Administrator, Herbicide Applicator, Medical Transcriber, Microphotographer, Painter, Planner, Principal Buyer, Public Safety Dispatcher II, Purchasing Agent, Revenue Examiner, Senior Engineering Aide, Senior Maintenance Repair Worker, Senior Stores Clerk, Sewer Line Maintenance Inspector, Stores Clerk, Traffic Striping Machine Operator, WRF Operator I, WRF Supervisor and Zoning Inspector), the percentage of Black employees remained constant.

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

The full table for Metric 8 is presented in Table C8 in Appendix C. For Metric 8, over the preceding 6 months, overall there was less than 1% change during this reporting period. With respect to 13 job classes (Auditor, Buyer, Environmental Biologist, Environmental Laboratory/Compliance Administrator, Land Acquisition Agent, Microphotographer, Principal Auditor, Principal Buyer, Public Works Supervisor – Construction or Sanitation, Revenue Examiner, Sewer Line Maintenance Inspector, WRF Operator I and WRF Supervisor), the percentage of female employees remained constant.

Metrics 9 & 10: Using Metric 9, we evaluate whether the number of Black employees in all classified job positions as well as the unclassified position of Laborer approximates the respective percentage of Blacks on the eligibility lists (alternatively referred to as the register list) for those positions. For Metric 10, approximating the percentage of the eligibility list is defined as being at least 80% of the eligibility percentage. Each job features a different benchmark based on the job’s respective eligibility list. The change in employment rates for Black employees in these job classes during the relevant time period, as well as whether or not these job classes are in compliance with the Consent Decree are contained in Figure 29.

Figure 29. 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) ⁵



The full table for Metric 9 is presented in Table C9 in Appendix C. For Metric 9, over the preceding 6 months, the WRF Maintenance Worker job class reflects a 24.3% change in the number of Black applicants during this reporting period. The large shift in percentages between the former and current graphs is due to our current counts only including job classes with incumbents in our analysis.

The full table for Metric 10 is presented in Table C10 in Appendix C. For Metric 10, during this reporting period, there were 91 applicants for the WRF Maintenance Worker job class. Of this number, eight applicants were female.

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

Metric 11: Using Metric 11, we evaluate whether the number of probationary (i.e., recent) hires of female employees in job classes specified by Paragraph 9 of the Consent Decree approximates the respective percentage of females in the certification list of employees for that position within Jefferson County (with ‘approximates’ defined as being at least 80% of the certification list availability). Each job features a different number of eligible employees based on the respective certification list figures. The change in employment rates for female probationary employees in these job classes during the relevant time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 30 below.

Figure 30. 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: 4/1/2018	% of Black Employees: 10/1/2018	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Construction Equipment Operator	16.7	21.1	0.0	19	4	4.4	0	Yes
Heavy Equipment Operator	28.0	28.6	18.2	21	6	0.6	-1	Yes
Labor Supervisor	61.5	64.3	47.2	14	9	2.7	1	Yes
Public Works Supervisor (Construction or Sanitation)	12.5	0.0	7.7	8	0	-12.5	-1	No
Total	28.6	30.6	--	62	19	2.1	42	--

For Metric 11, over the preceding 6 months, the data reflects an overall 2.1% change. All of the job classes shown above met the benchmark, with the exception of the Public Works Supervisor – Construction and Sanitation job class.

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 31 below.

Figure 31. 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: 4/1/2018	% of Female Employees: 10/1/2018	% Availability in Applicant Pool	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Construction Equipment Operator	0.0	0.0	0.0	19	0	0.0	0	Yes
Heavy Equipment Operator	4.0	4.8	0.0	21	1	0.8	0	Yes
Labor Supervisor	7.7	7.1	13.9	14	1	-0.5	0	No
Public Works Supervisor (Construction or Sanitation)	12.5	12.5	0.0	8	1	0.0	0	Yes
Sheriff's Sergeant	0.0	0.0	0.0	4	0	0.0	0	Yes
Total	4.2	4.5	--	66	3	0.3	63	--

For Metric 12, over the preceding 6 months, all of the job classes met the benchmark, except for the Labor Supervisor job class. With respect to the five job classes, there was no change in female employees. In addition, there are no females represented in either the Construction Equipment Operator or Sheriff's Sergeant job classes.

Human Resources and Jefferson County's leadership team will continue to strive to meet and exceed the Consent Decree requirements, including its reporting requirements. The Equity & Inclusion Division under the CEIO's leadership will continue to partner with all County leaders and employees to build and expand an equity and inclusion mindset throughout the County. The CEIO acknowledged nine (9) areas designated for EID focus between October of 2017 and October of 2018 to be addressed through its divisional and cross Human Resources divisional efforts at the onset of this report. Through these collaborative efforts, Human Resource has made progress in most of the nine areas listed below. Many of these aspirational goals will require years of continued focus to fully realize and achieve. The Human Resources Director and County Manager are fully committed to the areas described below.

Develop and Communicate a Clear Vision

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

During this reporting period, EID adopted the following as its Vision Statement.

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

Human Resources has also begun to communicate the County's new mission and vision by publishing them with its HR Connect paper and electronic flyers, an effort to improve HR's customer service. Human Resources is currently designing a laminated "wallet" card with the County's vision and values to be distributed to all County employees.

Professional Development and Coaching

In keeping with its vision statement, EID strives to embed professional development and coaching in every aspect of its operations. Specifically, as part of EID's consultation and investigation processes, EID provides guidance to management and employees on best practices to improve working relationships, increase morale, and enhance departmental operations. As appropriate, LOD and EID will continue to partner on expanding the required training for all County employees.

Talent Management

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

First, the CEIO was tasked with mapping job classes to organizational "levels" to facilitate pipeline analyses. Second, the CEIO was tasked with tracking whether changes in the percentage of Blacks and females are due to separations versus hires. Third, the CEIO was tasked with tracking the effectiveness of specific recruiting efforts over time so the effects of recruiting in prior cycles can be integrated in reports. Finally, the CEIO was tasked with identifying job classes that require certifications which tend to be held by disproportionate numbers of whites and males. None of these goals have been met at this time due to organization reporting structure limits. Human Resources will continue to support the CEIO in accomplishing these goals as integrated Performance Learning and Talent Management systems are designed and/or implemented. The Human Resources Information Systems (HRIS) team will play an integral part in these solutions now that the configuration and implementation of Kronos is successful. The HRIS division began identifying and mapping supervisory/management structure during this reporting period.

Recognition and Rewards

The Equity & Inclusion Division launched a Veterans Program in August 2018, and held its first formal Veterans event on November 8. This program was designed to: recognize County employees who served in the military, provide an opportunity for veterans to network, and educate them on community resources available to veterans. During this event, veterans were recognized for their military service and two individuals received County Manager's Proclamations. Currently, EID is researching the requirements to reinstitute the County's Service Awards Program. If feasible, the program will be implemented by the next reporting period along with a Women's Program focusing on three areas: Women in Leadership, Women in Non-traditional Roles, and Women Mentorship.

Recruitment Strategies

The CEIO has collaborated with Human Resource's Strategic Relationship Management Division to explore marketing strategies to reach a larger market and improve exposure. Human Resources has continuously explored and leveraged various marketing strategies and has been successful in attracting top talent from various regions of the United States, especially in key leadership roles. The creative and outreach efforts of the Strategic Relationship Management division have helped improve the overall brand and image of Jefferson County.

The CEIO has also recommended examination of various pay and incentive strategies to competitively attract talent. However, the County's obligations under the Enabling Act of the Personnel Board of Jefferson County and the pay plan guide and dictate the administration of compensation and many personnel rules. Human Resources will continue to partner with the Personnel Board of Jefferson County to ensure that up-to-date compensation study data supports the County's pay grades in a competitive manner, especially in difficult to fill roles.

Communication Transparency

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

Leadership Initiatives

Human Resources implemented three leadership initiatives during this reporting period. They were: 1) *Supervisor LEAD Training* for first-line management; 2) customized middle management training; and 3) *ADA Reasonable Accommodation* Training for department heads and supervisors. The Equity & Inclusion and Learning & Organization Development Divisions will continue to collaborate on other leadership initiatives such as bringing Mental Health training to managers in January 2019.

The Human Resources Director and County Manager sponsor bi-monthly leadership development sessions for all department leaders. Sessions and topics presented during the reporting period included county finance, the history of the consent decree, post-receivership leadership expectations, and the County Manager priority hiring list.

In the upcoming reporting period, the Human Resources Director will sponsor a Strategic Planning retreat with the County's executive leadership team. This retreat will ensure the County's services are delivered in a manner consistent with its new vision and values.

Employee Engagement

Human Resources will continue to leverage previous climate and culture survey to engage employees. The Learning & Organizational Development Division has initiated many multiple organization development projects addressing climate and culture. The dedicated Training & Organization Development Advisors supporting the County's largest three departments has helped address many communication challenges noted in the survey results, for example. Human Resources will continue to strive to design and implement programs and policies to improve overall engagement. A revised flex-time policy and tuition reimbursement program are currently being reviewed. Anecdotal results suggest that onboarding new County leadership has helped to improve the culture and thereby engagement. Human Resources is also proposing a new Deferred Compensation program which includes education employees on financial management and the value of long-term savings. Also, front-line supervisor training is expected to improve supervisor/employee relationships and ultimately enhance engagement. Finally, a new health and wellness program is being launched in January of 2019. While there is still work to do to improve employee engagement, investment in these resources and efforts are making a difference in employee morale.

Departmental Leadership Equity and Inclusion Metric Coaching

The CEIO attended at least three Department Head meetings for Q&A sessions regarding equity and inclusion matters and services. The EID team provides on-

going coaching to Department Leaders on various matters. Human Resources' divisions will continue to collaborate to gather and report meaningful metrics.

During the reporting period, Human Resources staff were trained over four sessions by a Siena Consulting Consultant on creating and linking metrics to the County's new vision and values. Creating division metrics and a basic statistics refresher were covered in each half-day session. These sessions helped strengthen the HR

team's overall capacity and highlighted the importance of operationalizing the County's vision and values into meaningful measures. The Human Resources Director will continue to support, encourage and direct the creation and tracking of meaningful measures.

Appendix A1: Recruited Jobs

Job Classes Recruited for During Current Reporting Cycle

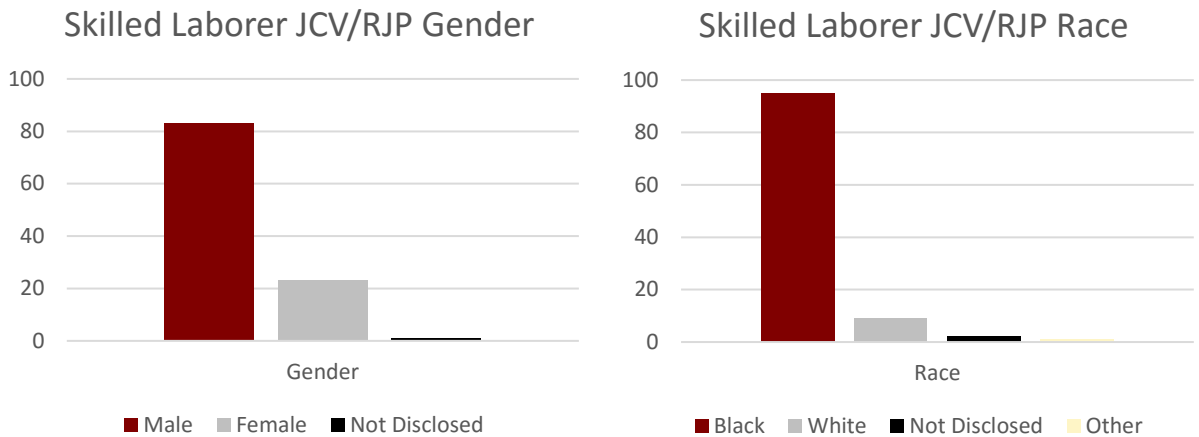
Arborist
Assistant Director of Human Community Services and Economic Development
Assistant Highway District Superintendent
Bridge Maintenance Crew Leader
Business System and Reporting Manager
Buyer
Chief Accountant
Chief Building Inspector
Chief Electrical Inspector
Chief of Building Maintenance
Chief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

Appendix A2: Employee Selection Data Tables

Table A1. Breakdown of Reporting Period Selection Process

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

Table A2. Breakdown of Reporting Period JCV/RJP Administration



Appendix B: Departmental
Data Summary & Tables

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Administrative Assistant	0.0	100.0	1	1	100.0	1	Yes
Administrative Clerk	73.3	80.0	10	8	6.7	-3	Yes
Administrative Coordinator	0.0	0.0	1	0	0.0	0	No
Administrative Services Manager	0.0	100.0	1	1	100.0	1	Yes
Administrative Supervisor	0.0	0.0	2	0	0.0	0	No
Appraisal Analyst	100.0	100.0	1	1	0.0	0	Yes
Chairman-Board of Equalization	100.0	100.0	1	1	0.0	0	Yes
Member, Board of Equalization	0.0	0.0	2	0	0.0	0	No
Property Appraisal Supervisor	100.0	100.0	1	1	0.0	0	Yes
Property Appraiser	26.1	30.0	20	6	3.9	0	No
Property Litigation Administrator	0.0	0.0	1	0	0.0	0	No
Senior Real Property Appraiser	14.3	16.7	6	1	2.4	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	35.6	40.0	50	20	4.41	-1	No

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	10	10	0.0	-5	Yes
Administrative Coordinator	100.0	100.0	1	1	0.0	0	Yes
Administrative Services Manager	0.0	100.0	1	1	100.0	1	Yes
Administrative Supervisor	100.0	100.0	2	2	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 Appraiser	34.8	40.0	20	8	5.2	0	No
Property Litigation Administrator	0.0	0.0	1	0	0.0	0	No
Senior Real Property Appraiser	14.3	16.7	6	1	2.4	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	54.2	56.0	50	28	1.76	-4	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	100.0	100.0	1	1	0.0	-1	Yes
Accounting Assistant II	--	100.0	2	2	100.0	2	Yes
Administrative Analyst	50.0	0.0	1	0	-50.0	-1	No
Administrative Clerk	87.5	87.5	8	7	0.0	0	Yes
Auditor	100.0	100.0	1	1	0.0	0	Yes
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Community Development Specialist	100.0	100.0	1	1	0.0	0	Yes
Community Resource Representative	100.0	100.0	2	2	0.0	0	Yes
Coordinator of Senior Citizens Services	100.0	100.0	1	1	0.0	0	Yes
Deputy Director of Human Community & Economic Development	100.0	100.0	1	1	0.0	0	Yes
Director of Community and Economic Development-JC	100.0	100.0	1	1	0.0	0	Yes
Economic Development Analyst	0.0	0.0	1	0	0.0	0	No
Economic Development Manager	100.0	100.0	1	1	0.0	0	Yes
Grants Management Coordinator	100.0	100.0	1	1	0.0	0	Yes
Housing Rehabilitation Specialist	0.0	0.0	1	0	0.0	0	No
Information Specialist of Senior Citizen Services	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Administrative Analyst	100.0	100.0	3	3	0.0	0	Yes
Senior Grants Management Coordinator	0.0	0.0	1	0	0.0	0	No
Senior Housing Rehabilitation Specialist	0.0	0.0	2	0	0.0	0	No
Social Worker	100.0	100.0	1	1	0.0	0	Yes
Workforce Planner	100.0	100.0	4	4	0.0	0	Yes
Total	81.6	81.6	38	31	0.00	0	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	100.0	100.0	1	1	0.0	-1	Yes
Accounting Assistant II	--	100.0	2	2	100.0	2	Yes
Administrative Analyst	50.0	0.0	1	0	-50.0	-1	No
Administrative Clerk	87.5	87.5	8	7	0.0	0	Yes
Auditor	100.0	100.0	1	1	0.0	0	Yes
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Community Development Specialist	100.0	100.0	1	1	0.0	0	Yes
Community Resource Representative	50.0	50.0	2	1	0.0	0	Yes
Coordinator of Senior Citizens Services	100.0	100.0	1	1	0.0	0	Yes
Deputy Director of Human Community & Economic Development	100.0	100.0	1	1	0.0	0	Yes
Director of Community and Economic Development-JC	0.0	0.0	1	0	0.0	0	No
Economic Development Analyst	100.0	100.0	1	1	0.0	0	Yes
Economic Development Manager	0.0	0.0	1	0	0.0	0	No
Grants Management Coordinator	100.0	100.0	1	1	0.0	0	Yes
Housing Rehabilitation Specialist	0.0	0.0	1	0	0.0	0	No
Information Specialist of Senior Citizen Services	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Administrative Analyst	100.0	100.0	3	3	0.0	0	Yes
Senior Grants Management Coordinator	100.0	100.0	1	1	0.0	0	Yes
Senior Housing Rehabilitation Specialist	0.0	0.0	2	0	0.0	0	No
Social Worker	100.0	100.0	1	1	0.0	0	Yes
Workforce Planner	100.0	100.0	4	4	0.0	0	Yes
Total	78.9	78.9	38	30	0.00	0	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant I	85.7	83.3	6	5	-2.4	-1	Yes
Accounting Assistant II	100.0	100.0	2	2	0.0	0	Yes
Administrative Clerk	100.0	100.0	2	2	0.0	-1	Yes
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Biomedical Technician	0.0	0.0	1	0	0.0	0	No
Building Maintenance Superintendent	100.0	100.0	1	1	0.0	0	Yes
Business Office Supervisor	100.0	100.0	1	1	0.0	0	Yes
Case Manager of RN	100.0	100.0	1	1	0.0	0	Yes
Central Supply Technician	100.0	100.0	1	1	0.0	0	Yes
Charge Nurse	100.0	100.0	4	4	0.0	-1	Yes
Chief Dietitian	100.0	100.0	1	1	0.0	0	Yes
Clinical Nurse Practitioner	50.0	50.0	6	3	0.0	0	Yes
Clinical Nursing Director	100.0	100.0	1	1	0.0	0	Yes
Clinical Pharmacist	60.0	60.0	5	3	0.0	0	Yes
Clinical Social Worker	50.0	100.0	2	2	50.0	1	Yes
Communications Operator I	100.0	100.0	2	2	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	--	0	--	0.0	0	--
Diagnostic Imaging Technologist	100.0	100.0	1	1	0.0	0	Yes
Director of Cooper Green Mercy Health Services	0.0	0.0	1	0	0.0	0	No
Driver/Messenger	0.0	0.0	1	0	0.0	0	No
Health Information Management Supervisor	100.0	100.0	1	1	0.0	0	Yes
Health Information Services Technician	100.0	100.0	2	2	0.0	-1	Yes
Health Services Project Administrator	0.0	--	0	--	0.0	0	--
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	82.6	71.4	21	15	-11.2	-4	Yes

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Maintenance Repair Worker	50.0	75.0	4	3	25.0	0	Yes
Medical Clerk	94.6	94.7	38	36	0.1	1	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
Medical Physician-Ambulatory Clinics	0.0	0.0	1	0	0.0	0	No
Medical Technologist	50.0	50.0	2	1	0.0	0	Yes
Medical Technologist Supervisor	0.0	0.0	1	0	0.0	0	No
Medical Transcriber	100.0	100.0	1	1	0.0	0	Yes
Occupational Therapist	0.0	0.0	1	0	0.0	0	No
Office Assistant	100.0	100.0	1	1	0.0	0	Yes
Oncology Nurse Practitioner	0.0	0.0	1	0	0.0	0	No
Patient Care Technician	100.0	100.0	7	7	0.0	0	Yes
Patient Referral Manager	0.0	0.0	1	0	0.0	0	No
Pharmacy Manager	0.0	0.0	1	0	0.0	0	No
Pharmacy Technician	75.0	71.4	7	5	-3.6	-1	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
Security Officer	70.0	66.7	9	6	-3.3	-1	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
Senior Housekeeping Supervisor	100.0	--	0	--	-100.0	-1	--
Senior Medical Secretary	100.0	100.0	1	1	0.0	0	Yes
Senior Security Officer	100.0	100.0	1	1	0.0	0	Yes
Special Imaging Technologist	100.0	100.0	4	4	0.0	0	Yes

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Staff Nurse	85.7	83.3	6	5	-2.4	-1	Yes
Stores Clerk	100.0	100.0	2	2	0.0	0	Yes
Ultrasound Technician	100.0	100.0	1	1	0.0	0	Yes
User Support Specialist	100.0	100.0	1	1	0.0	0	Yes
Total	79.6	79.8	183	146	0.19	-10	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accounting Assistant I	100.0	100.0	6	6	0.0	-1	Yes
Accounting Assistant II	100.0	100.0	2	2	0.0	0	Yes
Administrative Clerk	66.7	50.0	2	1	-16.7	-1	Yes
Administrative Services Manager	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Biomedical Technician	0.0	0.0	1	0	0.0	0	No
Building Maintenance Superintendent	0.0	0.0	1	0	0.0	0	No
Business Office Supervisor	100.0	100.0	1	1	0.0	0	Yes
Case Manager of RN	100.0	100.0	1	1	0.0	0	Yes
Central Supply Technician	100.0	100.0	1	1	0.0	0	Yes
Charge Nurse	100.0	100.0	4	4	0.0	-1	Yes
Chief Dietitian	100.0	100.0	1	1	0.0	0	Yes
Clinical Nurse Practitioner	83.3	83.3	6	5	0.0	0	Yes
Clinical Nursing Director	0.0	0.0	1	0	0.0	0	No
Clinical Pharmacist	80.0	80.0	5	4	0.0	0	Yes
Clinical Social Worker	100.0	100.0	2	2	0.0	0	Yes
Communications Operator I	100.0	100.0	2	2	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	0.0	--	0	--	0.0	0	--
Diagnostic Imaging Technologist	100.0	100.0	1	1	0.0	0	Yes
Director of Cooper Green Mercy Health Services	0.0	100.0	1	1	100.0	1	Yes
Director of Quality Improvement	--	100.0	1	1	100.0	1	Yes
Driver/Messenger	0.0	0.0	1	0	0.0	0	No
Health Information Management Supervisor	100.0	100.0	1	1	0.0	0	Yes
Health Information Services Technician	66.7	50.0	2	1	-16.7	-1	Yes
Health Services Project Administrator	0.0	--	0	--	0.0	0	--
Housekeeping Assistant	66.7	66.7	9	6	0.0	0	Yes
Imaging Supervisor	100.0	100.0	1	1	0.0	0	Yes

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Licensed Practical Nurse	82.6	85.7	21	18	3.1	-1	Yes
Maintenance Repair Worker	16.7	25.0	4	1	8.3	0	No
Medical Clerk	100.0	100.0	38	38	0.0	1	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
Medical Physician-Ambulatory Clinics	100.0	100.0	1	1	0.0	0	Yes
Medical Technologist	50.0	50.0	2	1	0.0	0	Yes
Medical Technologist Supervisor	100.0	100.0	1	1	0.0	0	Yes
Medical Transcriber	100.0	100.0	1	1	0.0	0	Yes
Occupational Therapist	100.0	100.0	1	1	0.0	0	Yes
Office Assistant	100.0	100.0	1	1	0.0	0	Yes
Oncology Nurse Practitioner	100.0	100.0	1	1	0.0	0	Yes
Patient Care Technician	100.0	100.0	7	7	0.0	0	Yes
Patient Referral Manager	100.0	100.0	1	1	0.0	0	Yes
Pharmacy Manager	100.0	100.0	1	1	0.0	0	Yes
Pharmacy Technician	75.0	71.4	7	5	-3.6	-1	Yes
Physical Therapist	0.0	0.0	2	0	0.0	0	No
Physical Therapist Assistant	100.0	100.0	1	1	0.0	0	Yes
Physical Therapy Manager	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	0.0	0.0	1	0	0.0	0	No
Programmer Analyst	100.0	100.0	1	1	0.0	0	Yes
Psychiatric Mental Health Practitioner	0.0	0.0	1	0	0.0	0	No
Respiratory Therapist	100.0	100.0	1	1	0.0	0	Yes
Revenue Integrity Supervisor	--	100.0	1	1	100.0	1	Yes
Security Officer	30.0	33.3	9	3	3.3	0	No
Senior Accountant	0.0	0.0	1	0	0.0	0	No
Senior Histology Technician	100.0	100.0	1	1	0.0	0	Yes
Senior Housekeeping Assistant	100.0	100.0	1	1	0.0	0	Yes
Senior Housekeeping Supervisor	0.0	--	0	--	0.0	0	--
Senior Medical Secretary	100.0	100.0	1	1	0.0	0	Yes

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Senior Security Officer	100.0	100.0	1	1	0.0	0	Yes
Special Imaging Technologist	75.0	75.0	4	3	0.0	0	Yes
Staff Nurse	100.0	100.0	6	6	0.0	-1	Yes
Stores Clerk	50.0	50.0	2	1	0.0	0	Yes
Ultrasound Technician	100.0	100.0	1	1	0.0	0	Yes
User Support Specialist	0.0	0.0	1	0	0.0	0	No
Total	78.1	81.1	185	150	3.02	-3	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Administrative Clerk	50.0	50.0	2	1	0.0	0	Yes
Administrative Supervisor	0.0	0.0	1	0	0.0	0	No
Building Inspector	0.0	0.0	3	0	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	1	0	0.0	0	No
Director of Storm Water Management	0.0	--	0	--	0.0	0	--
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	1	0	0.0	0	No
Environmental Biologist	0.0	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	1	0	0.0	0	No
G.I.S. Technician II	0.0	--	0	--	0.0	0	--
Landscape Architect	0.0	0.0	1	0	0.0	0	No
Planner	50.0	50.0	2	1	0.0	0	Yes
Planning Technician	100.0	100.0	2	2	0.0	1	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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Senior Sanitation and Ordinance Inspector	0.0	0.0	1	0	0.0	0	No
Systems Analyst	0.0	0.0	1	0	0.0	0	No
Water Pollution Control Technician	0.0	0.0	1	0	0.0	0	No
Zoning Inspector	100.0	100.0	2	2	0.0	0	Yes
Total	16.7	20.0	35	7	3.33	1	No

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Administrative Clerk	50.0	50.0	2	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Building Inspector	0.0	0.0	3	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	1	1	100.0	1	Yes
Director of Storm Water Management	100.0	--	0	--	-100.0	-1	--
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	1	0	0.0	0	No
Environmental Biologist	100.0	100.0	1	1	0.0	0	Yes
G.I.S. Database Supervisor	100.0	100.0	1	1	0.0	0	Yes
G.I.S. Specialist	100.0	100.0	1	1	0.0	0	Yes
G.I.S. Technician II	0.0	--	0	--	0.0	0	--
Landscape Architect	0.0	0.0	1	0	0.0	0	No
Planner	0.0	0.0	2	0	0.0	0	No
Planning Technician	100.0	100.0	2	2	0.0	1	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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Senior Sanitation and Ordinance Inspector	0.0	0.0	1	0	0.0	0	No
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
Zoning Inspector	50.0	50.0	2	1	0.0	0	Yes
Total	36.1	40.0	35	14	3.89	1	No

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	2	2	0.0	0	Yes
Administrative Clerk	80.0	77.8	9	7	-2.2	-1	Yes
Appointed Clerk District Attorney-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk District Attorney-Birmingham	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level I-Bessemer	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level I-Bessemer, County	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level III-Birmingham	0.0	50.0	2	1	50.0	1	Yes
District Attorney's Investigator	100.0	100.0	4	4	0.0	0	Yes
Investigator of Checks and Warrants	40.0	50.0	4	2	10.0	0	Yes
Legal Secretary	77.8	75.0	8	6	-2.8	-1	Yes
Paralegal	100.0	100.0	2	2	0.0	1	Yes
Supernumerary District Attorney	0.0	0.0	2	0	0.0	0	No
Total	65.8	67.6	37	25	1.78	0	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	2	2	0.0	0	Yes
Administrative Clerk	90.0	88.9	9	8	-1.1	-1	Yes
Appointed Clerk District Attorney-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk District Attorney-Birmingham	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level I-Bessemer	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level I-Bessemer, County	0.0	0.0	1	0	0.0	0	No
Deputy District Attorney: Level III-Birmingham	100.0	50.0	2	1	-50.0	0	Yes
District Attorney's Investigator	50.0	50.0	4	2	0.0	0	Yes
Investigator of Checks and Warrants	0.0	0.0	4	0	0.0	0	No
Legal Secretary	88.9	100.0	8	8	11.1	0	Yes
Paralegal	100.0	100.0	2	2	0.0	1	Yes
Supernumerary District Attorney	0.0	0.0	2	0	0.0	0	No
Total	63.2	64.9	37	24	1.71	0	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	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	90.0	88.9	9	8	-1.1	-1	Yes
Accounting Assistant II	100.0	100.0	5	5	0.0	0	Yes
Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Administrative Assistant	100.0	100.0	3	3	0.0	1	Yes
Administrative Clerk	66.7	64.3	14	9	-2.4	-1	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Appointed WWTP Operator II	60.0	--	0	--	-60.0	-3	--
Bridge Maintenance Worker	100.0	100.0	1	1	0.0	0	Yes
Business Manager	--	100.0	1	1	100.0	1	Yes
Business Office Supervisor	--	0.0	1	0	0.0	0	No
Chief Civil Engineer	0.0	0.0	4	0	0.0	0	No
Chief of Party	0.0	0.0	3	0	0.0	0	No
Civil Engineer	0.0	0.0	2	0	0.0	0	No
Closed Circuit TV Technician	0.0	0.0	1	0	0.0	0	No
Communications Operator II	75.0	75.0	4	3	0.0	0	Yes
Construction Equipment Operator	25.0	28.6	7	2	3.6	0	No
Construction Supervisor	0.0	0.0	3	0	0.0	0	No
Deputy Director Environmental Services Department I	--	0.0	1	0	0.0	0	No
Deputy Director of Environmental Services	0.0	0.0	1	0	0.0	0	No
Director of Environmental Services	0.0	0.0	1	0	0.0	0	No
Drafter	0.0	0.0	1	0	0.0	0	No
Electrician	33.3	33.3	9	3	0.0	0	No
Electrician Supervisor	100.0	100.0	1	1	0.0	0	Yes
Electronics Technician	25.0	25.0	8	2	0.0	0	No
Engineering Aide	33.3	66.7	3	2	33.3	1	Yes
Engineering Inspector	27.8	31.6	19	6	3.8	1	No

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Environmental Coordinator	100.0	100.0	1	1	0.0	0	Yes
Environmental Laboratory/Compliance Administrator	100.0	100.0	1	1	0.0	0	Yes
G.I.S. Database Supervisor	0.0	0.0	1	0	0.0	0	No
G.I.S. Specialist	0.0	0.0	1	0	0.0	0	No
G.I.S. Technician I	100.0	100.0	1	1	0.0	0	Yes
Heavy Equipment Operator	38.9	35.3	17	6	-3.6	-1	No
HVAC/Refrigeration Technician	0.0	50.0	2	1	50.0	1	Yes
Labor Supervisor	80.0	100.0	5	5	20.0	1	Yes
Laboratory Supervisor	100.0	100.0	1	1	0.0	0	Yes
Laborer II	87.5	80.0	5	4	-7.5	-3	Yes
Laborer III	71.4	83.3	6	5	11.9	0	Yes
Network Systems Administrator I	0.0	0.0	1	0	0.0	0	No
Network Systems Administrator II	0.0	0.0	1	0	0.0	0	No
Principal Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Principal Engineering Construction Inspector	50.0	0.0	1	0	-50.0	-1	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	50.0	100.0	1	1	50.0	0	Yes
Senior Electronics Technician	0.0	--	0	--	0.0	0	--
Senior Engineering Aide	0.0	0.0	1	0	0.0	0	No
Senior Engineering Inspector	16.7	33.3	3	1	16.7	0	No
Senior Water Pollution Control Technician	50.0	50.0	4	2	0.0	0	Yes
Senior WRF Maintenance Worker	29.4	29.4	17	5	0.0	0	No
Sewer Construction/Maintenance Supervisor	0.0	0.0	7	0	0.0	0	No
Sewer Grease & Oil Inspector	20.0	25.0	4	1	5.0	0	No
Sewer Line Maintenance Inspector	9.1	9.1	11	1	0.0	0	No

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Sewer Service Supervisor	100.0	100.0	1	1	0.0	0	Yes
Sewer Video Operations Supervisor	0.0	0.0	1	0	0.0	0	No
Sewer Video Specialist	55.6	62.5	16	10	6.9	5	Yes
Sewer Video Supervisor	0.0	0.0	9	0	0.0	0	No
Skilled Laborer	81.6	89.5	38	34	7.9	3	Yes
Systems Analyst	0.0	0.0	2	0	0.0	0	No
Truck Driver	100.0	75.0	4	3	-25.0	1	Yes
Water Pollution Control Technician	0.0	0.0	3	0	0.0	0	No
WRF Maintenance Worker	16.7	20.0	5	1	3.3	0	No
WRF Manager	20.0	20.0	5	1	0.0	0	No
WRF Operator I	40.6	40.6	32	13	0.0	0	Yes
WRF Operator IV	18.2	20.0	15	3	1.8	1	No
WRF Shift Supervisor	24.0	28.6	28	8	4.6	2	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	41.9	43.1	371	160	1.25	8	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	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	80.0	77.8	9	7	-2.2	-1	Yes
Accounting Assistant II	100.0	100.0	5	5	0.0	0	Yes
Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Administrative Assistant	100.0	100.0	3	3	0.0	1	Yes
Administrative Clerk	93.3	92.9	14	13	-0.5	-1	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Appointed WWTP Operator II	20.0	--	0	--	-20.0	-1	--
Bridge Maintenance Worker	0.0	0.0	1	0	0.0	0	No
Business Manager	--	100.0	1	1	100.0	1	Yes
Business Office Supervisor	--	100.0	1	1	100.0	1	Yes
Chief Civil Engineer	33.3	50.0	4	2	16.7	1	Yes
Chief of Party	0.0	0.0	3	0	0.0	0	No
Civil Engineer	0.0	0.0	2	0	0.0	0	No
Closed Circuit TV Technician	0.0	0.0	1	0	0.0	0	No
Communications Operator II	100.0	100.0	4	4	0.0	0	Yes
Construction Equipment Operator	0.0	0.0	7	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	1	1	100.0	1	Yes
Deputy Director of Environmental Services	0.0	0.0	1	0	0.0	0	No
Director of Environmental Services	0.0	0.0	1	0	0.0	0	No
Drafter	0.0	0.0	1	0	0.0	0	No
Electrician	0.0	0.0	9	0	0.0	0	No
Electrician Supervisor	0.0	0.0	1	0	0.0	0	No
Electronics Technician	0.0	0.0	8	0	0.0	0	No
Engineering Aide	0.0	33.3	3	1	33.3	1	No
Engineering Inspector	11.1	5.3	19	1	-5.8	-1	No

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	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	5.6	5.9	17	1	0.3	0	No
HVAC/Refrigeration Technician	0.0	0.0	2	0	0.0	0	No
Labor Supervisor	0.0	0.0	5	0	0.0	0	No
Laboratory Supervisor	0.0	0.0	1	0	0.0	0	No
Laborer II	37.5	60.0	5	3	22.5	0	Yes
Laborer III	0.0	0.0	6	0	0.0	0	No
Network Systems Administrator I	0.0	0.0	1	0	0.0	0	No
Network Systems Administrator II	0.0	0.0	1	0	0.0	0	No
Principal Administrative Analyst	0.0	0.0	1	0	0.0	0	No
Principal Engineering Construction Inspector	0.0	0.0	1	0	0.0	0	No
Principal Engineering Land Survey Inspector	0.0	0.0	1	0	0.0	0	No
Public Relations Coordinator	100.0	100.0	1	1	0.0	0	Yes
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	3	0	0.0	0	No
Senior Civil Engineer	50.0	0.0	1	0	-50.0	-1	No
Senior Electronics Technician	0.0	--	0	--	0.0	0	--
Senior Engineering Aide	0.0	0.0	1	0	0.0	0	No
Senior Engineering Inspector	0.0	0.0	3	0	0.0	0	No
Senior Water Pollution Control Technician	25.0	25.0	4	1	0.0	0	No
Senior WRF Maintenance Worker	0.0	0.0	17	0	0.0	0	No
Sewer Construction/Maintenance Supervisor	0.0	0.0	7	0	0.0	0	No
Sewer Grease & Oil Inspector	0.0	0.0	4	0	0.0	0	No
Sewer Line Maintenance Inspector	18.2	18.2	11	2	0.0	0	No

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
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
Sewer Video Specialist	0.0	6.3	16	1	6.3	1	No
Sewer Video Supervisor	12.5	11.1	9	1	-1.4	0	No
Skilled Laborer	13.2	15.8	38	6	2.6	1	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	16.7	20.0	5	1	3.3	0	No
WRF Manager	20.0	20.0	5	1	0.0	0	No
WRF Operator I	15.6	15.6	32	5	0.0	0	No
WRF Operator IV	9.1	6.7	15	1	-2.4	0	No
WRF Shift Supervisor	16.0	17.9	28	5	1.9	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	19.6	20.2	371	75	0.66	4	No

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	50.0	50.0	2	1	0.0	0	Yes
Accounting Assistant I	--	0.0	1	0	0.0	0	No
Administrative Clerk	88.2	88.2	17	15	0.0	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	100.0	87.5	8	7	-12.5	1	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Principal Court Clerk	100.0	100.0	2	2	0.0	0	Yes
Principal Probation Officer	0.0	66.7	3	2	66.7	2	Yes
Probation Officer	64.7	60.7	28	17	-4.0	-5	Yes
Senior County Court Clerk	50.0	50.0	2	1	0.0	0	Yes
Senior Probation Officer	33.3	40.0	10	4	6.7	2	No
Total	69.7	68.8	77	53	-0.91	0	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	0.0	0.0	2	0	0.0	0	No
Accounting Assistant I	--	100.0	1	1	100.0	1	Yes
Administrative Clerk	94.1	100.0	17	17	5.9	1	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Chief Court Clerk	100.0	100.0	1	1	0.0	0	Yes
Chief Probation Officer	100.0	100.0	1	1	0.0	0	Yes
Court Clerk	83.3	75.0	8	6	-8.3	1	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Principal Court Clerk	100.0	100.0	2	2	0.0	0	Yes
Principal Probation Officer	66.7	100.0	3	3	33.3	1	Yes
Probation Officer	67.6	64.3	28	18	-3.4	-5	Yes
Senior County Court Clerk	100.0	100.0	2	2	0.0	0	Yes
Senior Probation Officer	66.7	70.0	10	7	3.3	3	Yes
Total	76.3	77.9	77	60	1.61	2	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	100.0	100.0	2	2	0.0	0	Yes
Accounting Assistant II	100.0	100.0	8	8	0.0	-1	Yes
Administrative Analyst	100.0	100.0	2	2	0.0	1	Yes
Administrative Clerk	100.0	100.0	3	3	0.0	-1	Yes
Buyer	100.0	100.0	5	5	0.0	1	Yes
Chief Accountant	100.0	100.0	2	2	0.0	1	Yes
Chief Financial Officer	100.0	100.0	1	1	0.0	0	Yes
Deputy Director of Finance	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	60.0	60.0	5	3	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	33.3	50.0	8	4	16.7	2	Yes
Total	82.9	84.1	44	37	1.16	3	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	100.0	100.0	2	2	0.0	0	Yes
Accounting Assistant II	100.0	100.0	8	8	0.0	-1	Yes
Administrative Analyst	100.0	100.0	2	2	0.0	1	Yes
Administrative Clerk	100.0	100.0	3	3	0.0	-1	Yes
Buyer	100.0	100.0	5	5	0.0	1	Yes
Chief Accountant	100.0	100.0	2	2	0.0	1	Yes
Chief Financial Officer	0.0	0.0	1	0	0.0	0	No
Deputy Director of Finance	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	60.0	60.0	5	3	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	2	Yes
Total	87.8	88.6	44	39	0.83	3	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	3	3	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	85.7	100.0	10	10	14.3	4	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
Building Maintenance Supervisor	0.0	0.0	1	0	0.0	0	No
Cabinetmaker	0.0	40.0	5	2	40.0	2	No
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
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	20.0	14.3	7	1	-5.7	0	No
Electrician Supervisor	0.0	0.0	1	0	0.0	0	No
Electronics Technician	44.4	40.0	10	4	-4.4	0	No
Equipment/Structural Mechanic	0.0	0.0	1	0	0.0	0	No
Facilities Manager	25.0	0.0	4	0	-25.0	-1	No
HVAC/Refrigeration Technician	50.0	50.0	4	2	0.0	1	Yes
Labor Supervisor	100.0	50.0	2	1	-50.0	0	Yes
Laborer II	40.0	25.0	4	1	-15.0	-1	No
Landscape Crew Leader	0.0	0.0	2	0	0.0	0	No
Maintenance Repair Worker	52.9	57.1	21	12	4.2	3	Yes
Painter	28.6	28.6	7	2	0.0	0	No
Painter Superintendent	0.0	0.0	1	0	0.0	0	No
Plumber	0.0	0.0	4	0	0.0	0	No
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Security Officer	67.7	75.0	40	30	7.3	9	Yes

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Senior Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Maintenance Repair Worker	23.1	25.0	12	3	1.9	0	No
Senior Security Officer	71.4	85.7	7	6	14.3	1	Yes
Skilled Laborer	90.0	100.0	15	15	10.0	6	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	0.0	50.0	2	1	50.0	1	Yes
Voting Machine Technician	50.0	100.0	1	1	50.0	0	Yes
Total	52.7	57.8	180	104	5.11	25	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	3	3	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	85.7	90.0	10	9	4.3	3	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
Building Maintenance Supervisor	0.0	0.0	1	0	0.0	0	No
Cabinetmaker	0.0	0.0	5	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
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	7	0	0.0	0	No
Electrician Supervisor	0.0	0.0	1	0	0.0	0	No
Electronics Technician	0.0	0.0	10	0	0.0	0	No
Equipment/Structural Mechanic	0.0	0.0	1	0	0.0	0	No
Facilities Manager	25.0	0.0	4	0	-25.0	-1	No
HVAC/Refrigeration Technician	0.0	0.0	4	0	0.0	0	No
Labor Supervisor	0.0	0.0	2	0	0.0	0	No
Laborer II	0.0	25.0	4	1	25.0	1	No
Landscape Crew Leader	0.0	0.0	2	0	0.0	0	No
Maintenance Repair Worker	11.8	9.5	21	2	-2.2	0	No
Painter	0.0	0.0	7	0	0.0	0	No
Painter Superintendent	0.0	0.0	1	0	0.0	0	No
Plumber	0.0	0.0	4	0	0.0	0	No
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Security Officer	25.8	27.5	40	11	1.7	3	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	28.6	42.9	7	3	14.3	1	No
Skilled Laborer	10.0	6.7	15	1	-3.3	0	No
Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Stores/Procurement Officer	100.0	100.0	1	1	0.0	0	Yes
Truck Driver	0.0	0.0	2	0	0.0	0	No
Voting Machine Technician	0.0	0.0	1	0	0.0	0	No
Total	20.7	21.1	180	38	0.44	7	No

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	5	5	0.0	0	Yes
Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Assessment and Development Specialist	16.7	20.0	5	1	3.3	0	No
Benefits Administrator	100.0	--	0	--	-100.0	-1	--
Business Management Specialist	100.0	66.7	3	2	-33.3	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	75.0	66.7	3	2	-8.3	-1	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	75.0	4	3	25.0	1	Yes
Human Resources Analyst	100.0	100.0	1	1	0.0	0	Yes
Human Resources Division Manager	100.0	100.0	4	4	0.0	1	Yes
Human Resources Project Coordinator	100.0	100.0	2	2	0.0	0	Yes
Human Resources Technician	33.3	50.0	2	1	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	33.3	0.0	2	0	-33.3	-1	No
Senior Systems Analyst	100.0	100.0	1	1	0.0	0	Yes
Talent Sourcing Specialist	100.0	100.0	4	4	0.0	0	Yes
Test Administration Coordinator I	0.0	0.0	1	0	0.0	0	No
Training & Organizational Development Advisor	100.0	100.0	5	5	0.0	2	Yes
Total	75.5	78.8	52	41	3.37	1	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accounting Assistant II	100.0	100.0	5	5	0.0	0	Yes
Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	1	1	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Assessment and Development Specialist	66.7	60.0	5	3	-6.7	-1	Yes
Benefits Administrator	100.0	--	0	--	-100.0	-1	--
Business Management Specialist	100.0	100.0	3	3	0.0	1	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	-1	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	66.7	50.0	4	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	2	1	-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	33.3	50.0	2	1	16.7	0	Yes
Senior Systems Analyst	0.0	0.0	1	0	0.0	0	No
Talent Sourcing Specialist	100.0	100.0	4	4	0.0	0	Yes
Test Administration Coordinator I	100.0	100.0	1	1	0.0	0	Yes
Training & Organizational Development Advisor	100.0	80.0	5	4	-20.0	1	Yes
Total	83.0	80.8	52	42	-2.25	-2	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Administrative Assistant	--	0.0	1	0	0.0	0	No
Administrative Services Manager	--	100.0	1	1	100.0	1	Yes
Administrative Supervisor	100.0	--	0	--	-100.0	-1	--
Application Developer	50.0	33.3	3	1	-16.7	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	1	0	0.0	0	No
Computer Operator	100.0	100.0	2	2	0.0	1	Yes
Computer Operator III	100.0	100.0	1	1	0.0	0	Yes
Database Administrator	0.0	0.0	1	0	0.0	0	No
G.I.S. Specialist	0.0	0.0	1	0	0.0	0	No
Manager of Information Technology Infrastructure	0.0	0.0	1	0	0.0	0	No
Manager Systems Analysis	100.0	100.0	1	1	0.0	0	Yes
Network Systems Administrator I	33.3	33.3	3	1	0.0	0	No
Network Systems Administrator II	0.0	0.0	2	0	0.0	0	No
Personal Computer/Network Technician	62.5	71.4	7	5	8.9	0	Yes
Senior Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Systems Analyst	0.0	0.0	2	0	0.0	0	No
Senior Systems Architect	100.0	100.0	1	1	0.0	0	Yes
Systems Analyst	0.0	0.0	6	0	0.0	0	No
Telecommunications Technician	50.0	50.0	2	1	0.0	0	Yes
Total	41.5	42.9	42	18	1.39	1	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Administrative Assistant	--	100.0	1	1	100.0	1	Yes
Administrative Services Manager	--	100.0	1	1	100.0	1	Yes
Administrative Supervisor	100.0	--	0	--	-100.0	-1	--
Application Developer	50.0	33.3	3	1	-16.7	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	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	2	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	2	0	0.0	0	No
Senior Systems Architect	0.0	0.0	1	0	0.0	0	No
Systems Analyst	14.3	16.7	6	1	2.4	0	No
Telecommunications Technician	0.0	0.0	2	0	0.0	0	No
Total	26.8	28.6	42	12	1.74	1	No

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	100.0	100.0	1	1	0.0	0	Yes
Accounting Assistant II	66.7	66.7	3	2	0.0	0	Yes
Administrative Clerk	80.0	80.0	5	4	0.0	0	Yes
Chief Clerk Probate Court	100.0	100.0	1	1	0.0	0	Yes
Chief Deputy Clerk-Probate Court	100.0	100.0	1	1	0.0	0	Yes
Confidential Judicial Assistant	0.0	0.0	2	0	0.0	0	No
Court Clerk	61.1	57.1	21	12	-4.0	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	50.0	50.0	4	2	0.0	0	Yes
Probate Judge Number I	--	0.0	1	0	0.0	0	No
Probate Judge Number II	--	0.0	1	0	0.0	0	No
Senior Accountant	0.0	0.0	1	0	0.0	0	No
Senior County Court Clerk	66.7	66.7	6	4	0.0	0	Yes
Total	62.5	58.5	53	31	-4.01	1	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	0.0	0.0	1	0	0.0	0	No
Accounting Assistant II	100.0	100.0	3	3	0.0	0	Yes
Administrative Clerk	100.0	100.0	5	5	0.0	0	Yes
Chief Clerk Probate Court	100.0	100.0	1	1	0.0	0	Yes
Chief Deputy Clerk-Probate Court	0.0	0.0	1	0	0.0	0	No
Confidential Judicial Assistant	100.0	100.0	2	2	0.0	0	Yes
Court Clerk	94.4	100.0	21	21	5.6	4	Yes
Deputy Probate Judge	100.0	100.0	1	1	0.0	0	Yes
Elections Supervisor	100.0	100.0	1	1	0.0	0	Yes
Mental Health Coordinator - Probate Court	0.0	0.0	1	0	0.0	0	No
Microphotographer	50.0	50.0	2	1	0.0	0	Yes
Principal Accountant	0.0	0.0	1	0	0.0	0	No
Principal Court Clerk	75.0	75.0	4	3	0.0	0	Yes
Probate Judge Number I	--	0.0	1	0	0.0	0	No
Probate Judge Number II	--	100.0	1	1	100.0	1	Yes
Senior Accountant	0.0	0.0	1	0	0.0	0	No
Senior County Court Clerk	83.3	83.3	6	5	0.0	0	Yes
Total	81.3	83.0	53	44	1.77	5	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	0.0	0.0	2	0	0.0	0	No
Accounting Assistant I	58.8	28.6	7	2	-30.3	-8	No
Accounting Assistant II	82.4	83.5	91	76	1.1	15	Yes
Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Administrative Assistant	100.0	100.0	2	2	0.0	-2	Yes
Administrative Clerk	87.5	87.5	8	7	0.0	-7	Yes
Administrative Supervisor	66.7	50.0	2	1	-16.7	-1	Yes
Assistant Director of Revenue	0.0	0.0	1	0	0.0	0	No
Auditor	87.5	87.5	8	7	0.0	0	Yes
Business Office Supervisor	100.0	60.0	5	3	-40.0	2	Yes
Chief Accountant	0.0	0.0	1	0	0.0	0	No
Chief Deputy Director of Revenue	100.0	100.0	1	1	0.0	0	Yes
Deputy Director of Revenue	--	100.0	1	1	100.0	1	Yes
Director of Revenue	0.0	0.0	1	0	0.0	0	No
Laborer II	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	40.0	25.0	4	1	-15.0	-1	No
Principal Auditor	0.0	0.0	1	0	0.0	0	No
Revenue Examiner	50.0	50.0	2	1	0.0	0	Yes
Senior Accountant	66.7	66.7	6	4	0.0	0	Yes
Senior Auditor	33.3	33.3	6	2	0.0	0	No
Senior Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Total	73.7	73.0	152	111	-0.66	-1	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	100.0	100.0	2	2	0.0	0	Yes
Accounting Assistant I	82.4	57.1	7	4	-25.2	-10	Yes
Accounting Assistant II	90.5	92.3	91	84	1.8	17	Yes
Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Administrative Assistant	100.0	100.0	2	2	0.0	-2	Yes
Administrative Clerk	100.0	100.0	8	8	0.0	-8	Yes
Administrative Supervisor	100.0	100.0	2	2	0.0	-1	Yes
Assistant Director of Revenue	0.0	0.0	1	0	0.0	0	No
Auditor	62.5	62.5	8	5	0.0	0	Yes
Business Office Supervisor	100.0	80.0	5	4	-20.0	3	Yes
Chief Accountant	0.0	0.0	1	0	0.0	0	No
Chief Deputy Director of Revenue	0.0	0.0	1	0	0.0	0	No
Deputy Director of Revenue	--	0.0	1	0	0.0	0	No
Director of Revenue	0.0	0.0	1	0	0.0	0	No
Laborer II	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	40.0	25.0	4	1	-15.0	-1	No
Principal Auditor	100.0	100.0	1	1	0.0	0	Yes
Revenue Examiner	100.0	100.0	2	2	0.0	0	Yes
Senior Accountant	83.3	83.3	6	5	0.0	0	Yes
Senior Auditor	16.7	16.7	6	1	0.0	0	No
Senior Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Total	82.9	81.6	152	124	-1.32	-2	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	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	0.0	66.7	3	2	66.7	2	Yes
Administrative Assistant	0.0	100.0	2	2	100.0	2	Yes
Administrative Clerk	75.0	75.0	8	6	0.0	0	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	3	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	18.2	38.9	18	7	20.7	5	No
Automotive/Heavy Equipment Shop Supervisor	33.3	33.3	3	1	0.0	0	No
Bridge Maintenance Crewleader	33.3	33.3	3	1	0.0	0	No
Bridge Maintenance Worker	25.0	25.0	4	1	0.0	0	No
Bridge Maintenance/Construction Supervisor	33.3	100.0	1	1	66.7	0	Yes
Bridge Superintendent	--	0.0	2	0	0.0	0	No
Chief Civil Engineer	0.0	0.0	3	0	0.0	0	No
Chief Land Acquisition Agent	0.0	0.0	1	0	0.0	0	No
Chief of Party	0.0	0.0	1	0	0.0	0	No
Civil Engineer	0.0	0.0	4	0	0.0	0	No
Construction Equipment Operator	12.5	16.7	12	2	4.2	0	No
Construction Supervisor	0.0	0.0	2	0	0.0	0	No
County Property Appraiser	--	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 II	0.0	--	0	--	0.0	0	--
Deputy Director Road & Transportation	0.0	0.0	1	0	0.0	0	No
Director of Road & Transportation	0.0	0.0	1	0	0.0	0	No

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Drafter	0.0	0.0	1	0	0.0	0	No
Electrician	0.0	0.0	1	0	0.0	0	No
Engineering Aide	100.0	100.0	3	3	0.0	-1	Yes
Engineering Inspector	25.0	33.3	9	3	8.3	1	No
Equipment Service Writer	0.0	0.0	2	0	0.0	0	No
Equipment/Structural Mechanic	0.0	--	0	--	0.0	0	--
G.I.S. Specialist	0.0	--	0	--	0.0	0	--
G.I.S. Technician I	100.0	--	0	--	-100.0	-1	--
G.I.S. Technician II	100.0	100.0	1	1	0.0	0	Yes
Heavy Equipment Operator	0.0	0.0	4	0	0.0	0	No
Herbicide Applicator	50.0	50.0	4	2	0.0	0	Yes
Highway District Superintendent	0.0	0.0	1	0	0.0	0	No
Highway Operations Coordinator	0.0	--	0	--	0.0	0	--
Labor Supervisor	33.3	50.0	6	3	16.7	1	Yes
Laborer II	94.4	92.9	14	13	-1.6	-4	Yes
Land Acquisition Agent	33.3	66.7	3	2	33.3	1	Yes
Landscape Crew Leader	0.0	0.0	4	0	0.0	0	No
Mobile Equipment Manager	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Principal Engineering Construction Inspector	0.0	0.0	2	0	0.0	0	No
Principal Engineering Land Survey Inspector	--	0.0	1	0	0.0	0	No
Public Works Coordinator	0.0	0.0	2	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	0.0	0.0	5	0	0.0	0	No
Security Officer	66.7	66.7	6	4	0.0	0	Yes
Senior Administrative Analyst	100.0	100.0	1	1	0.0	0	Yes
Senior Arborist	0.0	0.0	1	0	0.0	0	No
Senior Auto Parts Clerk	0.0	0.0	2	0	0.0	0	No
Senior Civil Engineer	0.0	0.0	1	0	0.0	0	No
Senior Engineering Aide	100.0	100.0	1	1	0.0	0	Yes

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Senior Engineering Drafter	100.0	50.0	2	1	-50.0	0	Yes
Senior Engineering Inspector	0.0	0.0	4	0	0.0	0	No
Senior Land Acquisition Agent	0.0	0.0	2	0	0.0	0	No
Senior Traffic Control Technician	100.0	100.0	1	1	0.0	0	Yes
Skilled Laborer	56.5	63.6	22	14	7.1	1	Yes
Stores Clerk	50.0	50.0	2	1	0.0	0	Yes
Street Paving Supervisor	0.0	0.0	2	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 Control Superintendent	100.0	100.0	1	1	0.0	0	Yes
Traffic Control Technician	50.0	66.7	3	2	16.7	0	Yes
Traffic Maintenance Superintendent	0.0	0.0	1	0	0.0	0	No
Traffic Maintenance Supervisor	100.0	100.0	1	1	0.0	0	Yes
Traffic Maintenance Worker	50.0	87.5	8	7	37.5	2	Yes
Traffic Sign Painter	0.0	0.0	1	0	0.0	0	No
Traffic Signal Worker	66.7	60.0	5	3	-6.7	-1	Yes
Traffic Signs and Markings Supervisor	0.0	0.0	3	0	0.0	0	No
Traffic Striping Machine Crewleader	0.0	0.0	1	0	0.0	0	No
Traffic Striping Machine Operator	50.0	50.0	4	2	0.0	1	Yes
Truck Driver	61.8	64.1	39	25	2.3	4	Yes
Total	41.8	45.4	269	122	3.59	13	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Female Employed	Meeting Benchmark?
Accountant	100.0	100.0	1	1	0.0	0	Yes
Accounting Assistant I	0.0	0.0	1	0	0.0	0	No
Accounting Assistant II	85.7	85.7	7	6	0.0	0	Yes
Administrative Analyst	0.0	66.7	3	2	66.7	2	Yes
Administrative Assistant	0.0	100.0	2	2	100.0	2	Yes
Administrative Clerk	100.0	100.0	8	8	0.0	0	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	3	0	0.0	0	No
Auto Parts Clerk	100.0	100.0	1	1	0.0	0	Yes
Auto Parts Manager	0.0	0.0	1	0	0.0	0	No
Automotive Technician	0.0	0.0	18	0	0.0	0	No
Automotive/Heavy Equipment Shop Supervisor	0.0	0.0	3	0	0.0	0	No
Bridge Maintenance Crewleader	0.0	0.0	3	0	0.0	0	No
Bridge Maintenance Worker	0.0	0.0	4	0	0.0	0	No
Bridge Maintenance/Construction Supervisor	0.0	0.0	1	0	0.0	0	No
Bridge Superintendent	--	0.0	2	0	0.0	0	No
Chief Civil Engineer	100.0	33.3	3	1	-66.7	0	No
Chief Land Acquisition Agent	100.0	100.0	1	1	0.0	0	Yes
Chief of Party	0.0	0.0	1	0	0.0	0	No
Civil Engineer	0.0	0.0	4	0	0.0	0	No
Construction Equipment Operator	0.0	0.0	12	0	0.0	0	No
Construction Supervisor	0.0	0.0	2	0	0.0	0	No
County Property Appraiser	--	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 II	100.0	--	0	--	-100.0	-1	--
Deputy Director Road & Transportation	100.0	100.0	1	1	0.0	0	Yes
Director of Road & Transportation	0.0	100.0	1	1	100.0	1	Yes

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Female Employed	Meeting Benchmark?
Drafter	0.0	0.0	1	0	0.0	0	No
Electrician	0.0	0.0	1	0	0.0	0	No
Engineering Aide	0.0	0.0	3	0	0.0	0	No
Engineering Inspector	25.0	22.2	9	2	-2.8	0	No
Equipment Service Writer	0.0	0.0	2	0	0.0	0	No
Equipment/Structural Mechanic	0.0	--	0	--	0.0	0	--
G.I.S. Specialist	100.0	--	0	--	-100.0	-1	--
G.I.S. Technician I	0.0	--	0	--	0.0	0	--
G.I.S. Technician II	100.0	100.0	1	1	0.0	0	Yes
Heavy Equipment Operator	0.0	0.0	4	0	0.0	0	No
Herbicide Applicator	0.0	0.0	4	0	0.0	0	No
Highway District Superintendent	0.0	0.0	1	0	0.0	0	No
Highway Operations Coordinator	100.0	--	0	--	-100.0	-1	--
Labor Supervisor	16.7	16.7	6	1	0.0	0	No
Laborer II	22.2	35.7	14	5	13.5	1	No
Land Acquisition Agent	66.7	66.7	3	2	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 Accountant	100.0	100.0	1	1	0.0	0	Yes
Principal Engineering Construction Inspector	0.0	0.0	2	0	0.0	0	No
Principal Engineering Land Survey Inspector	--	0.0	1	0	0.0	0	No
Public Works Coordinator	0.0	0.0	2	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	25.0	20.0	5	1	-5.0	0	No
Security Officer	33.3	33.3	6	2	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	50.0	2	1	0.0	0	Yes
Senior Civil Engineer	0.0	0.0	1	0	0.0	0	No
Senior Engineering Aide	0.0	0.0	1	0	0.0	0	No

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Female Employed	Meeting Benchmark?
Senior Engineering Drafter	100.0	50.0	2	1	-50.0	0	Yes
Senior Engineering Inspector	0.0	0.0	4	0	0.0	0	No
Senior Land Acquisition Agent	0.0	50.0	2	1	50.0	1	Yes
Senior Traffic Control Technician	0.0	0.0	1	0	0.0	0	No
Skilled Laborer	17.4	13.6	22	3	-3.8	-1	No
Stores Clerk	50.0	50.0	2	1	0.0	0	Yes
Street Paving Supervisor	0.0	0.0	2	0	0.0	0	No
Systems Analyst	0.0	0.0	1	0	0.0	0	No
Tire Shop Supervisor	0.0	0.0	1	0	0.0	0	No
Traffic Control Superintendent	0.0	0.0	1	0	0.0	0	No
Traffic Control Technician	0.0	0.0	3	0	0.0	0	No
Traffic Maintenance Superintendent	0.0	0.0	1	0	0.0	0	No
Traffic Maintenance Supervisor	0.0	0.0	1	0	0.0	0	No
Traffic Maintenance Worker	0.0	0.0	8	0	0.0	0	No
Traffic Sign Painter	0.0	0.0	1	0	0.0	0	No
Traffic Signal Worker	0.0	0.0	5	0	0.0	0	No
Traffic Signs and Markings Supervisor	0.0	0.0	3	0	0.0	0	No
Traffic Striping Machine Crewleader	0.0	0.0	1	0	0.0	0	No
Traffic Striping Machine Operator	0.0	25.0	4	1	25.0	1	No
Truck Driver	20.6	23.1	39	9	2.5	2	No
Total	19.9	21.6	269	58	1.64	6	No

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accounting Assistant II	55.6	60.0	10	6	4.4	1	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	83.3	83.3	18	15	0.0	0	Yes
Administrative Supervisor	0.0	0.0	1	0	0.0	0	No
Appointed Chief Deputy Tax Assessor-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Chief Deputy Tax Assessor-Birmingham	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Assessor-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Assessor-Birmingham	100.0	100.0	1	1	0.0	0	Yes
Assistant Tax Assessor-Bessemer Division	--	100.0	1	1	100.0	1	Yes
Auditor	100.0	100.0	2	2	0.0	0	Yes
Chief Personal Property Appraiser	0.0	--	0	--	0.0	0	--
G.I.S. Database Supervisor	50.0	50.0	2	1	0.0	0	Yes
G.I.S. Specialist	50.0	50.0	4	2	0.0	0	Yes
G.I.S. Technician I	25.0	33.3	3	1	8.3	0	No
G.I.S. Technician II	57.1	57.1	7	4	0.0	0	Yes
Personal Property Appraiser	44.4	44.4	9	4	0.0	0	Yes
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	1	1	100.0	1	Yes
Total	62.5	66.2	65	43	3.65	3	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accounting Assistant II	66.7	70.0	10	7	3.3	1	Yes
Administrative Assistant	100.0	100.0	1	1	0.0	0	Yes
Administrative Clerk	100.0	100.0	18	18	0.0	0	Yes
Administrative Supervisor	100.0	100.0	1	1	0.0	0	Yes
Appointed Chief Deputy Tax Assessor-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Chief Deputy Tax Assessor-Birmingham	0.0	0.0	1	0	0.0	0	No
Appointed Clerk Tax Assessor-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Assessor-Birmingham	100.0	100.0	1	1	0.0	0	Yes
Assistant Tax Assessor-Bessemer Division	--	0.0	1	0	0.0	0	No
Auditor	100.0	100.0	2	2	0.0	0	Yes
Chief Personal Property Appraiser	0.0	--	0	--	0.0	0	--
G.I.S. Database Supervisor	50.0	50.0	2	1	0.0	0	Yes
G.I.S. Specialist	25.0	25.0	4	1	0.0	0	No
G.I.S. Technician I	75.0	66.7	3	2	-8.3	-1	Yes
G.I.S. Technician II	42.9	42.9	7	3	0.0	0	No
Personal Property Appraiser	77.8	77.8	9	7	0.0	0	Yes
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	1	1	100.0	1	Yes
Total	71.9	72.3	65	47	0.43	1	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	100.0	--	0	--	-100.0	-1	--
Accounting Assistant II	73.3	73.3	15	11	0.0	0	Yes
Administrative Clerk	88.9	87.5	8	7	-1.4	-1	Yes
Appointed Chief Deputy Tax Collector-Bessemer	0.0	0.0	1	0	0.0	0	No
Appointed Chief Deputy Tax Collector-Birmingham	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Collector-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Collector-Birmingham	0.0	0.0	1	0	0.0	0	No
Assistant Tax Collector-Bessemer Division	--	100.0	1	1	100.0	1	Yes
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Manager of Tax Collection	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Accountant	--	100.0	2	2	100.0	2	Yes
Senior Tax Agent	100.0	100.0	1	1	0.0	0	Yes
Tax Agent	75.0	66.7	3	2	-8.3	-1	Yes
Tax Collector	--	0.0	1	0	0.0	0	No
Total	78.4	76.3	38	29	-2.06	0	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Female Employed	Meeting Benchmark?
Accountant	100.0	--	0	--	-100.0	-1	--
Accounting Assistant II	86.7	86.7	15	13	0.0	0	Yes
Administrative Clerk	100.0	100.0	8	8	0.0	-1	Yes
Appointed Chief Deputy Tax Collector-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Chief Deputy Tax Collector-Birmingham	0.0	0.0	1	0	0.0	0	No
Appointed Clerk Tax Collector-Bessemer	100.0	100.0	1	1	0.0	0	Yes
Appointed Clerk Tax Collector-Birmingham	0.0	0.0	1	0	0.0	0	No
Assistant Tax Collector-Bessemer Division	--	0.0	1	0	0.0	0	No
Chief Accountant	100.0	100.0	1	1	0.0	0	Yes
Manager of Tax Collection	100.0	100.0	1	1	0.0	0	Yes
Principal Accountant	100.0	100.0	1	1	0.0	0	Yes
Senior Accountant	--	100.0	2	2	100.0	2	Yes
Senior Tax Agent	100.0	100.0	1	1	0.0	0	Yes
Tax Agent	75.0	66.7	3	2	-8.3	-1	Yes
Tax Collector	--	0.0	1	0	0.0	0	No
Total	86.5	81.6	38	31	-4.91	-1	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	12 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Administrative Assistant	--	100.0	1	1	100.0	1	Yes
Administrative Clerk	100.0	--	0	--	-100.0	-1	--
Cook	100.0	100.0	4	4	0.0	0	Yes
Deputy Director of Youth Detention	--	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	81.1	77.8	36	28	-3.3	-2	Yes
Security Officer	100.0	100.0	2	2	0.0	1	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	84.0	80.4	51	41	-3.61	-1	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	12 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Administrative Assistant	--	100.0	1	1	100.0	1	Yes
Administrative Clerk	100.0	--	0	--	-100.0	-1	--
Cook	75.0	75.0	4	3	0.0	0	Yes
Deputy Director of Youth Detention	--	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	24.3	25.0	36	9	0.7	0	No
Security Officer	100.0	100.0	2	2	0.0	1	Yes
Senior Food Services Supervisor	0.0	0.0	1	0	0.0	0	No
Senior Juvenile Detention Officer	0.0	25.0	4	1	25.0	1	No
Senior Probation Officer	100.0	100.0	1	1	0.0	0	Yes
Total	32.0	35.3	51	18	3.29	2	No

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

Department Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	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	22.2	30.0	10	3	7.8	1	No
Coroner/Medical Examiner	35.3	35.3	17	6	0.0	0	No
County Attorney	53.8	56.3	16	9	2.4	2	Yes
County Manager	60.0	50.0	6	3	-10.0	0	Yes
Law Library	25.0	33.3	3	1	8.3	0	No
Treasurer	83.3	75.0	8	6	-8.3	1	Yes
Total	45.6	47.6	63	30	2.01	4	Yes

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

Department Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	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	66.7	70.0	10	7	3.3	1	Yes
Coroner/Medical Examiner	41.2	41.2	17	7	0.0	0	No
County Attorney	69.2	68.8	16	11	-0.5	2	Yes
County Manager	40.0	33.3	6	2	-6.7	0	No
Law Library	100.0	100.0	3	3	0.0	-1	Yes
Treasurer	100.0	87.5	8	7	-12.5	1	Yes
Total	64.9	63.5	63	40	-1.42	3	Yes

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	69.2	66.7	12	8	-2.6	-1	Yes
Accounting Assistant I	71.4	62.5	24	15	-8.9	-10	Yes
Administrative Clerk	77.8	77.6	161	125	-0.1	-15	Yes
Auditor	90.9	90.9	11	10	0.0	0	Yes
Automotive Technician	18.2	38.9	18	7	20.7	5	No
Construction Equipment Operator	16.7	21.1	19	4	4.4	0	No
Engineering Aide	71.4	83.3	6	5	11.9	0	Yes
Heavy Equipment Operator	28.0	28.6	21	6	0.6	-1	No
Labor Supervisor	61.5	64.3	14	9	2.7	1	Yes
Public Works Supervisor (Construction or Sanitation)	12.5	0.0	8	0	-12.5	-1	No
Revenue Examiner	50.0	50.0	2	1	0.0	0	Yes
Truck Driver	60.5	64.4	45	29	3.9	6	Yes
WRF Operator I	40.6	40.6	32	13	0.0	0	Yes
Total	62.2	62.2	373	232	0.0	-16	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Deputy Sheriff	18.1	17.5	406	71	-0.6	-3	No
Engineering Aide	0.0	16.7	6	1	16.7	1	No
Revenue Examiner	100.0	100.0	2	2	0.0	0	Yes
Security Officer	29.2	31.0	58	18	1.9	4	No
Senior Civil Engineer	33.3	0.0	2	0	-33.3	-1	No
Stores Clerk	60.0	60.0	5	3	0.0	0	Yes
Total	19.9	19.8	479	95	0.0	1	No

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

Job Title	% of Black Employees on Certification List: 4/1/2018	% of Black Probationary Employees: 4/1/2018	% of Black Employees on Certification List: 10/1/2018	% of Black Probationary Employees: 10/1/2018	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	79.5	100.0	80.5	100.0	1	1	1.0	0	Yes
Accounting Assistant I	75.0	100.0	76.8	0.0	1	0	1.8	-2	No
Administrative Clerk	77.3	83.3	76.3	100.0	7	7	-1.0	-8	Yes
Auditor	78.3	--	0.0	--	0	0	--	0	--
Automotive Technician	0.0	--	36.0	71.4	7	5	36.0	5	Yes
Construction Equipment Operator	23.3	--	0.0	--	0	0	--	0	--
Engineering Aide	0.0	100.0	0.0	--	0	0	--	-3	--
Heavy Equipment Operator	32.0	--	18.2	--	0	0	--	0	--
Labor Supervisor	0.0	--	47.2	--	0	0	--	0	--
Public Works Supervisor (Construction or Sanitation)	0.0	--	7.7	--	0	0	--	0	--
Revenue Examiner	0.0	--	0.0	--	0	0	--	0	--
Truck Driver	62.7	--	62.8	71.4	7	5	0.1	5	Yes
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: 4/1/2018	% of Female Probationary Employees: 4/1/2018	% of Female Employees on Certification List: 10/1/2018	% of Female Probationary Employees: 10/1/2018	Current Total Probationary Employees	Current Total Female Probationary Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Deputy Sheriff	26.5	0.0	28.6	14.3	7	1	2.1	1	No
Drafter	0.0	--	0.0	--	0	0	--	0	--
Engineering Aide	0.0	0.0	0.0	--	0	0	--	0	--
Revenue Examiner	0.0	--	0.0	--	0	0	--	0	--
Security Officer	37.2	28.6	34.7	41.7	12	5	-2.5	3	Yes
Senior Civil Engineer	0.0	--	0.0	--	0	0	--	0	--
Stores Clerk	41.7	66.7	0.0	--	0	0	--	-2	--
Traffic Control Technician	0.0	--	0.0	--	0	0	--	0	--

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Accountant	69.2	63.6	79.5	11	7	-5.6	-2	Yes
Accounting Assistant I	71.4	62.5	83.8	24	15	-8.9	-10	No
Accounting Assistant II	81.6	82.0	80.2	167	137	0.4	17	Yes
Administrative Assistant	83.3	92.3	74.4	13	12	9.0	2	Yes
Administrative Supervisor	56.3	53.3	75.0	15	8	-2.9	-1	No
Administrative Clerk	80.0	80.0	85.1	130	104	0.0	-12	Yes
Arborist	100.0	100.0	11.1	1	1	0.0	0	Yes
Assessment and Development Specialist	16.7	20.0	40.0	5	1	3.3	0	No
Assistant Fire Chief	--	--	--	0	--	--	--	--
Athletic Program Coordinator	--	--	57.1	0	--	--	--	--
Automotive Technician	18.2	38.9	8.3	18	7	20.7	5	Yes
Bailiff/Court Security	--	--	81.7	0	--	--	--	--
Benefits Administrator	100.0	--	--	0	--	--	-1	--
Biomedical Technician	0.0	0.0	58.3	1	0	0.0	0	No
Budget Analyst	0.0	0.0	78.6	1	0	0.0	0	No
Building Inspections Officer	--	--	--	0	--	--	--	--
Business Systems and Reporting Manager	50.0	50.0	62.5	2	1	0.0	0	Yes
Cabinetmaker	0.0	40.0	--	5	2	40.0	2	--
Charge Nurse	100.0	100.0	--	4	4	0.0	-1	--
Chief Electrical Inspector	100.0	100.0	--	1	1	0.0	0	--
Civic Center Director	--	--	41.2	0	--	--	--	--
Clinical Dentist	--	--	--	0	--	--	--	--
Clinical Nurse Practitioner	50.0	50.0	--	6	3	0.0	0	--
Communications Coordinator	--	0.0	--	1	0	0.0	0	--
Community Resource Representative	100.0	100.0	87.0	2	2	0.0	0	Yes
Computer Operator	100.0	100.0	--	2	2	0.0	1	--
Concession Supervisor	--	--	62.5	0	--	--	--	--

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Construction Equipment Operator	16.7	21.1	47.7	19	4	4.4	0	No
Cook	100.0	100.0	85.7	4	4	0.0	0	Yes
County Property Appraiser	--	0.0	--	1	0	0.0	0	--
Court Clerk	70.8	65.5	85.8	29	19	-5.3	2	No
Data Management Specialist	--	--	66.7	0	--	--	--	--
Data Management Technician	--	--	85.7	0	--	--	--	--
Database Administrator	0.0	0.0	22.2	1	0	0.0	0	No
Dental Assistant	--	--	--	0	--	--	--	--
Director of Boutwell Auditorium	--	--	59.1	0	--	--	--	--
Director of Parks and Recreation	--	--	80.0	0	--	--	--	--
Electrical Inspector	0.0	0.0	23.5	1	0	0.0	0	No
Electrician	26.7	23.5	50.0	17	4	-3.1	0	No
Emergency Management Officer	--	--	51.0	0	--	--	--	--
Engineering Inspector	26.9	34.5	47.4	29	10	7.6	3	No
Environmental Health Specialist	--	--	78.3	0	--	--	--	--
Epidemiological Analyst	--	--	--	0	--	--	--	--
Equipment Service Writer	0.0	0.0	--	2	0	0.0	0	--
Event Manager	--	--	75.0	0	--	--	--	--
Finance Director	--	--	50.0	0	--	--	--	--
Fire Battalion Chief I	--	--	25.0	0	--	--	--	--
Fire Prevention Inspector I	--	--	--	0	--	--	--	--
Firefighter	--	--	38.6	0	--	--	--	--
Fitness Instructor	--	--	66.7	0	--	--	--	--
G.I.S. Specialist	22.2	25.0	45.5	8	2	2.8	0	No
Grants Administrator	--	--	73.7	0	--	--	--	--
Grants Management Coordinator	100.0	100.0	--	1	1	0.0	0	--
Guard	--	--	90.9	0	--	--	--	--
Heavy Equipment Operator	28.0	28.6	55.8	21	6	0.6	-1	No
Horticulture Maintenance Supervisor	--	--	88.5	0	--	--	--	--
Human Resources Project Coordinator	100.0	100.0	--	2	2	0.0	0	--

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Information Security Officer	--	--	75.0	0	--	--	--	--
Labor Supervisor	61.5	64.3	--	14	9	2.7	1	--
Laboratory Assistant	--	--	87.3	0	--	--	--	--
Landfill Supervisor	--	--	33.3	0	--	--	--	--
Landscape Crew Leader	0.0	0.0	--	7	0	0.0	0	--
Legal Secretary	77.8	75.0	74.6	8	6	-2.8	-1	Yes
Licensed Practical Nurse	82.6	72.7	72.7	22	16	-9.9	-3	Yes
Lifeguard	--	--	--	0	--	--	--	--
Magistrate	--	--	66.7	0	--	--	--	--
Maintenance Mechanic	--	--	25.0	0	--	--	--	--
Maintenance Repair Worker	52.2	60.0	--	25	15	7.8	3	--
Medical Clerk	94.6	94.7	87.2	38	36	0.1	1	Yes
Medical Director	--	--	0.0	0	--	--	--	--
Medical Laboratory Technician	100.0	100.0	80.0	4	4	0.0	0	Yes
Medical Technologist	50.0	50.0	75.0	2	1	0.0	0	No
Municipal Records Supervisor	--	--	72.2	0	--	--	--	--
Museum Curator	--	--	--	0	--	--	--	--
Network Systems Administrator II	0.0	0.0	30.8	4	0	0.0	0	No
Parking Enforcement Supervisor	--	--	--	0	--	--	--	--
Parks Maintenance Superintendent-BH	--	--	72.2	0	--	--	--	--
Parole and Probation Officer	--	--	89.7	0	--	--	--	--
Human Resources Analyst	100.0	100.0	--	1	1	0.0	0	--
Human Resources Division Manager	100.0	100.0	70.6	4	4	0.0	1	Yes
Physical Therapist	50.0	50.0	--	2	1	0.0	0	--
Plans Examiner	0.0	0.0	42.9	2	0	0.0	0	No
Plumber	0.0	0.0	0.0	4	0	0.0	0	Yes
Police Captain	--	--	--	0	--	--	--	--
Police Chief III	--	--	--	0	--	--	--	--
Police Lieutenant	--	--	--	0	--	--	--	--
Police Officer	--	--	46.6	0	--	--	--	--
Police Sergeant	--	--	--	0	--	--	--	--

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Power Distribution Helper	--	--	--	0	--	--	--	--
Principal Accountant	66.7	62.5	74.1	16	10	-4.2	-2	Yes
Principal Administrative Analyst	100.0	100.0	80.3	1	1	0.0	0	Yes
Principal Court Clerk	57.1	57.1	71.4	7	4	0.0	0	Yes
Principal Engineering Construction Inspector	16.7	20.0	--	5	1	3.3	0	--
Probation Officer	64.7	62.1	83.4	29	18	-2.6	-4	No
Programmer Analyst	0.0	0.0	--	1	0	0.0	0	--
Property Appraiser	26.1	30.0	--	20	6	3.9	0	--
Property Control Clerk	--	--	--	0	--	--	--	--
Public Health Language Worker	--	--	0.0	0	--	--	--	--
Public Health Nurse	--	--	65.5	0	--	--	--	--
Public Safety Dispatcher I	--	--	84.9	0	--	--	--	--
Public Safety Dispatcher II	--	--	78.3	0	--	--	--	--
Business Management Specialist	100.0	66.7	80.0	3	2	-33.3	0	Yes
Business Processing Manager	100.0	100.0	--	1	1	0.0	0	--
Recreation Leader	--	--	73.0	0	--	--	--	--
Talent Sourcing Specialist	100.0	100.0	87.5	4	4	0.0	0	Yes
Risk Management Coordinator	--	50.0	--	2	1	50.0	1	--
Security Officer	68.8	73.7	97.1	57	42	4.9	9	No
Senior Accountant	52.9	61.9	83.3	21	13	9.0	4	No
Senior Administrative Analyst	100.0	100.0	100.0	4	4	0.0	0	Yes
Senior Building Custodian	--	--	--	0	--	--	--	--
Senior Court Clerk	100.0	--	100.0	0	--	--	-1	--
Senior Grants Management Coordinator	0.0	0.0	--	1	0	0.0	0	--
Senior Housing Rehabilitation Specialist	0.0	0.0	55.6	2	0	0.0	0	No
Senior Land Acquisition Agent	0.0	0.0	--	2	0	0.0	0	--
Senior Nutrition Consultant	--	--	--	0	--	--	--	--
Senior Planner	--	--	--	0	--	--	--	--

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
Senior Plans Examiner	0.0	0.0	--	1	0	0.0	0	--
Senior Recreation Leader	--	--	82.4	0	--	--	--	--
Senior Urban Designer	--	--	--	0	--	--	--	--
Sewer Construction/Maintenance Supervisor	0.0	0.0	--	7	0	0.0	0	--
Sewer Video Specialist	55.6	62.5	--	16	10	6.9	5	--
Sheriff's Deputy Chief	--	--	55.6	0	--	--	--	--
Shop Helper	--	--	--	0	--	--	--	--
Sign Painter	--	--	40.0	0	--	--	--	--
Skilled Laborer	74.6	84.0	100.0	75	63	9.4	10	Yes
Solid Waste Administrator	--	--	60.0	0	--	--	--	--
Stores Clerk	80.0	80.0	--	5	4	0.0	0	--
Storm Water Administrator	--	--	18.2	0	--	--	--	--
Street Paving Supervisor	0.0	0.0	42.9	2	0	0.0	0	No
Systems Analyst	9.1	10.0	--	10	1	0.9	0	--
Tax Agent	75.0	66.7	84.8	3	2	-8.3	-1	No
Tire Shop Supervisor	0.0	0.0	23.8	1	0	0.0	0	No
Traffic Control Superintendent	100.0	100.0	75.0	1	1	0.0	0	Yes
Traffic Maintenance Superintendent-BH	--	--	--	0	--	--	--	--
Traffic Signal Worker	66.7	60.0	66.7	5	3	-6.7	-1	Yes
Traffic Signs and Markings Supervisor	0.0	0.0	--	3	0	0.0	0	--
Traffic Striping Machine Operator	50.0	50.0	--	4	2	0.0	1	--
Training & Organizational Development Advisor	100.0	100.0	72.5	5	5	0.0	2	Yes
Truck Driver	62.2	64.4	69.6	45	29	2.3	6	Yes
User Support Specialist	33.3	33.3	--	3	1	0.0	0	--
Utility Meter Reader	--	--	96.9	0	--	--	--	--
Utility Service Representative	--	--	--	0	--	--	--	--
Water Utility Service Worker	--	--	--	0	--	--	--	--
WRF Maintenance Worker	16.7	20.0	50.0	5	1	3.3	0	No

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	% of Black Employees on Register: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
WRF Operator IV	18.2	20.0	0.0	15	3	1.8	1	Yes
WRF Shift Supervisor	24.0	27.6	23.1	29	8	3.6	2	Yes
Zoning Administrator	--	--	--	0	--	--	--	--
Zoning Inspector	100.0	100.0	84.0	2	2	0.0	0	Yes
Total	62.8	63.4	--	1094	694	0.7	438	--

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Accountant	76.9	72.7	84.3	11	8	-4.2	-2	Yes
Accounting Assistant I	82.9	75.0	89.7	24	18	-7.9	-11	Yes
Accounting Assistant II	91.2	91.6	87.5	167	153	0.5	19	Yes
Administrative Assistant	91.7	100.0	94.6	13	13	8.3	2	Yes
Administrative Supervisor	100.0	100.0	91.3	15	15	0.0	-1	Yes
Administrative Clerk	93.1	93.1	93.9	130	121	0.0	-14	Yes
Arborist	0.0	0.0	0.0	1	0	0.0	0	Yes
Assessment and Development Specialist	66.7	60.0	70.0	5	3	-6.7	-1	Yes
Assistant Fire Chief	--	--	--	0	--	--	--	--
Athletic Program Coordinator	--	--	30.2	0	--	--	--	--
Automotive Technician	0.0	0.0	0.0	18	0	0.0	0	Yes
Bailiff/Court Security	--	--	54.9	0	--	--	--	--
Benefits Administrator	100.0	--	--	0	--	--	-1	--
Biomedical Technician	0.0	0.0	8.3	1	0	0.0	0	No
Budget Analyst	100.0	100.0	64.3	1	1	0.0	0	Yes
Building Inspections Officer	--	--	--	0	--	--	--	--
Business Systems and Reporting Manager	100.0	100.0	62.5	2	2	0.0	0	Yes
Cabinetmaker	0.0	0.0	--	5	0	0.0	0	--
Charge Nurse	100.0	100.0	--	4	4	0.0	-1	--
Chief Electrical Inspector	0.0	0.0	--	1	0	0.0	0	--
Civic Center Director	--	--	29.4	0	--	--	--	--
Clinical Dentist	--	--	--	0	--	--	--	--
Clinical Nurse Practitioner	83.3	83.3	--	6	5	0.0	0	--
Communications Coordinator	--	0.0	--	1	0	0.0	0	--
Community Resource Representative	50.0	50.0	75.7	2	1	0.0	0	No
Computer Operator	0.0	0.0	--	2	0	0.0	0	--
Concession Supervisor	--	--	37.5	0	--	--	--	--

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Construction Equipment Operator	0.0	0.0	9.1	19	0	0.0	0	No
Cook	75.0	75.0	78.6	4	3	0.0	0	Yes
County Property Appraiser	--	0.0	--	1	0	0.0	0	--
Court Clerk	91.7	93.1	95.5	29	27	1.4	5	Yes
Data Management Specialist	--	--	55.6	0	--	--	--	--
Data Management Technician	--	--	71.4	0	--	--	--	--
Database Administrator	0.0	0.0	55.6	1	0	0.0	0	No
Dental Assistant	--	--	--	0	--	--	--	--
Director of Boutwell Auditorium	--	--	18.2	0	--	--	--	--
Director of Parks and Recreation	--	--	20.0	0	--	--	--	--
Electrical Inspector	0.0	0.0	0.0	1	0	0.0	0	Yes
Electrician	0.0	0.0	0.0	17	0	0.0	0	Yes
Emergency Management Officer	--	--	40.8	0	--	--	--	--
Engineering Inspector	15.4	13.8	7.9	29	4	-1.6	0	Yes
Environmental Health Specialist	--	--	69.6	0	--	--	--	--
Epidemiological Analyst	--	--	--	0	--	--	--	--
Equipment Service Writer	0.0	0.0	--	2	0	0.0	0	--
Event Manager	--	--	80.0	0	--	--	--	--
Finance Director	--	--	50.0	0	--	--	--	--
Fire Battalion Chief I	--	--	0.0	0	--	--	--	--
Fire Prevention Inspector I	--	--	--	0	--	--	--	--
Firefighter	--	--	8.9	0	--	--	--	--
Fitness Instructor	--	--	26.7	0	--	--	--	--
G.I.S. Specialist	55.6	50.0	54.5	8	4	-5.6	-1	Yes
Grants Administrator	--	--	89.5	0	--	--	--	--
Grants Management Coordinator	100.0	100.0	--	1	1	0.0	0	--
Guard	--	--	62.1	0	--	--	--	--
Heavy Equipment Operator	4.0	4.8	14.3	21	1	0.8	0	No
Horticulture Maintenance Supervisor	--	--	19.2	0	--	--	--	--
Human Resources Project Coordinator	100.0	100.0	--	2	2	0.0	0	--

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Information Security Officer	--	--	0.0	0	--	--	--	--
Labor Supervisor	7.7	7.1	--	14	1	-0.5	0	--
Laboratory Assistant	--	--	90.2	0	--	--	--	--
Landfill Supervisor	--	--	0.0	0	--	--	--	--
Landscape Crew Leader	0.0	0.0	--	7	0	0.0	0	--
Legal Secretary	88.9	100.0	93.0	8	8	11.1	0	Yes
Licensed Practical Nurse	82.6	86.4	90.9	22	19	3.8	0	Yes
Lifeguard	--	--	--	0	--	--	--	--
Magistrate	--	--	83.3	0	--	--	--	--
Maintenance Mechanic	--	--	0.0	0	--	--	--	--
Maintenance Repair Worker	13.0	12.0	--	25	3	-1.0	0	--
Medical Clerk	100.0	100.0	96.2	38	38	0.0	1	Yes
Medical Director	--	--	100.0	0	--	--	--	--
Medical Laboratory Technician	100.0	100.0	100.0	4	4	0.0	0	Yes
Medical Technologist	50.0	50.0	100.0	2	1	0.0	0	No
Municipal Records Supervisor	--	--	77.8	0	--	--	--	--
Museum Curator	--	--	--	0	--	--	--	--
Network Systems Administrator II	0.0	0.0	7.7	4	0	0.0	0	No
Parking Enforcement Supervisor	--	--	--	0	--	--	--	--
Parks Maintenance Superintendent-BH	--	--	11.1	0	--	--	--	--
Parole and Probation Officer	--	--	78.2	0	--	--	--	--
Human Resources Analyst	100.0	100.0	--	1	1	0.0	0	--
Human Resources Division Manager	66.7	50.0	67.6	4	2	-16.7	0	No
Physical Therapist	0.0	0.0	--	2	0	0.0	0	--
Plans Examiner	0.0	0.0	7.1	2	0	0.0	0	No
Plumber	0.0	0.0	0.0	4	0	0.0	0	Yes
Police Captain	--	--	--	0	--	--	--	--
Police Chief III	--	--	--	0	--	--	--	--
Police Lieutenant	--	--	--	0	--	--	--	--
Police Officer	--	--	19.6	0	--	--	--	--

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Police Sergeant	--	--	--	0	--	--	--	--
Power Distribution Helper	--	--	--	0	--	--	--	--
Principal Accountant	61.1	56.3	74.1	16	9	-4.9	-2	No
Principal Administrative Analyst	0.0	0.0	83.6	1	0	0.0	0	No
Principal Court Clerk	85.7	85.7	90.5	7	6	0.0	0	Yes
Principal Engineering Construction Inspector	0.0	0.0	--	5	0	0.0	0	--
Probation Officer	67.6	62.1	72.0	29	18	-5.6	-5	Yes
Programmer Analyst	100.0	100.0	--	1	1	0.0	0	--
Property Appraiser	34.8	40.0	--	20	8	5.2	0	--
Property Control Clerk	--	--	--	0	--	--	--	--
Public Health Language Worker	--	--	100.0	0	--	--	--	--
Public Health Nurse	--	--	89.7	0	--	--	--	--
Public Safety Dispatcher I	--	--	87.0	0	--	--	--	--
Public Safety Dispatcher II	--	--	87.7	0	--	--	--	--
Business Management Specialist	100.0	100.0	85.0	3	3	0.0	1	Yes
Business Processing Manager	100.0	100.0	--	1	1	0.0	0	--
Recreation Leader	--	--	44.6	0	--	--	--	--
Talent Sourcing Specialist	100.0	100.0	100.0	4	4	0.0	0	Yes
Risk Management Coordinator	--	50.0	--	2	1	50.0	1	--
Security Officer	29.2	31.6	31.4	57	18	2.4	4	Yes
Senior Accountant	82.4	85.7	80.6	21	18	3.4	4	Yes
Senior Administrative Analyst	100.0	100.0	100.0	4	4	0.0	0	Yes
Senior Building Custodian	--	--	--	0	--	--	--	--
Senior Court Clerk	100.0	--	100.0	0	--	--	-1	--
Senior Grants Management Coordinator	100.0	100.0	--	1	1	0.0	0	--
Senior Housing Rehabilitation Specialist	0.0	0.0	0.0	2	0	0.0	0	Yes
Senior Land Acquisition Agent	0.0	50.0	--	2	1	50.0	1	--
Senior Nutrition Consultant	--	--	--	0	--	--	--	--

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Senior Planner	--	--	--	0	--	--	--	--
Senior Plans Examiner	0.0	0.0	--	1	0	0.0	0	--
Senior Recreation Leader	--	--	50.0	0	--	--	--	--
Senior Urban Designer	--	--	--	0	--	--	--	--
Sewer Construction/Maintenance Supervisor	0.0	0.0	--	7	0	0.0	0	--
Sewer Video Specialist	0.0	6.3	--	16	1	6.3	1	--
Sheriff's Deputy Chief	--	--	11.1	0	--	--	--	--
Shop Helper	--	--	--	0	--	--	--	--
Sign Painter	--	--	40.0	0	--	--	--	--
Skilled Laborer	14.1	13.3	0.0	75	10	-0.8	0	Yes
Solid Waste Administrator	--	--	0.0	0	--	--	--	--
Stores Clerk	60.0	60.0	--	5	3	0.0	0	--
Storm Water Administrator	--	--	27.3	0	--	--	--	--
Street Paving Supervisor	0.0	0.0	28.6	2	0	0.0	0	No
Systems Analyst	18.2	20.0	--	10	2	1.8	0	--
Tax Agent	75.0	66.7	91.1	3	2	-8.3	-1	No
Tire Shop Supervisor	0.0	0.0	0.0	1	0	0.0	0	Yes
Traffic Control Superintendent	0.0	0.0	12.5	1	0	0.0	0	No
Traffic Maintenance Superintendent-BH	--	--	--	0	--	--	--	--
Traffic Signal Worker	0.0	0.0	0.0	5	0	0.0	0	Yes
Traffic Signs and Markings Supervisor	0.0	0.0	--	3	0	0.0	0	--
Traffic Striping Machine Operator	0.0	25.0	--	4	1	25.0	1	--
Training & Organizational Development Advisor	100.0	80.0	80.0	5	4	-20.0	1	Yes
Truck Driver	18.9	20.0	16.1	45	9	1.1	2	Yes
User Support Specialist	0.0	0.0	--	3	0	0.0	0	--
Utility Meter Reader	--	--	40.6	0	--	--	--	--
Utility Service Representative	--	--	--	0	--	--	--	--

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% of Female Employees on Register: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
Water Utility Service Worker	--	--	--	0	--	--	--	--
WRF Maintenance Worker	16.7	20.0	3.7	5	1	3.3	0	Yes
WRF Operator IV	9.1	6.7	0.0	15	1	-2.4	0	Yes
WRF Shift Supervisor	16.0	17.2	7.7	29	5	1.2	1	Yes
Zoning Administrator	--	--	--	0	--	--	--	--
Zoning Inspector	50.0	50.0	64.0	2	1	0.0	0	No
Total	56.7	54.5	--	1094	596	-2.3	501	--

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	69.2	66.7	12	8	-2.6	-1	Yes
Administrative Analyst	50.0	60.0	10	6	10.0	2	Yes
Administrative Clerk	77.8	77.6	161	125	-0.1	-15	Yes
Administrative Intern	0.0	0.0	0	0	--	0	--
Architect	0.0	0.0	0	0	--	0	--
Assistant Automotive Technician	0.0	0.0	0	0	--	0	--
Auditor	90.9	90.9	11	10	0.0	0	Yes
Automotive Technician	18.2	38.9	18	7	20.7	5	No
Building Inspector	0.0	0.0	3	0	0.0	0	No
Building Maintenance Supervisor	0.0	0.0	1	0	0.0	0	No
Buyer	100.0	100.0	5	5	0.0	1	Yes
Carpenter	0.0	0.0	0	0	--	0	--
Chief Accountant	75.0	83.3	6	5	8.3	2	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	2	2	0.0	0	Yes
Computer Operator	100.0	100.0	2	2	0.0	1	Yes
Construction Equipment Operator	16.7	21.1	19	4	4.4	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	27.7	28.6	406	116	0.9	3	No
Drafter	0.0	0.0	2	0	0.0	0	No
Electrical Inspector	0.0	0.0	1	0	0.0	0	No
Electrician	26.7	23.5	17	4	-3.1	0	No
Engineering Aide	71.4	83.3	6	5	11.9	0	Yes
Engineering Inspector	26.9	34.5	29	10	7.6	3	No
Environmental Biologist	0.0	0.0	1	0	0.0	0	No
Environmental Laboratory/Compliance Administrator	100.0	100.0	1	1	0.0	0	Yes

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Equipment Service Worker	0.0	0.0	0	0	--	0	--
Guard	0.0	0.0	0	0	--	0	--
Heavy Equipment Operator	28.0	28.6	21	6	0.6	-1	No
Herbicide Applicator	50.0	50.0	4	2	0.0	0	Yes
Housing Rehabilitation Specialist	0.0	0.0	1	0	0.0	0	No
HVAC/Refrigeration Technician	33.3	50.0	6	3	16.7	2	Yes
Labor Supervisor	61.5	64.3	14	9	2.7	1	Yes
Land Acquisition Agent	33.3	66.7	3	2	33.3	1	Yes
Landscape Architect	0.0	0.0	1	0	0.0	0	No
Legal Secretary	70.0	66.7	9	6	-3.3	-1	Yes
Maintenance Mechanic	0.0	0.0	0	0	--	0	--
Maintenance Repair Worker	52.2	60.0	25	15	7.8	3	Yes
Medical Transcriber	75.0	75.0	4	3	0.0	0	Yes
Microphotographer	100.0	100.0	2	2	0.0	0	Yes
Painter	22.2	22.2	9	2	0.0	0	No
Personnel Analyst I	0.0	0.0	0	0	--	0	--
Planner	50.0	50.0	2	1	0.0	0	Yes
Plans Examiner	0.0	0.0	2	0	0.0	0	No
Plumber	0.0	0.0	4	0	0.0	0	No
Plumbing, Gas and Mechanical Inspector	0.0	0.0	2	0	0.0	0	No
Principal Accountant	66.7	62.5	16	10	-4.2	-2	Yes
Principal Auditor	0.0	0.0	1	0	0.0	0	No
Principal Buyer	80.0	80.0	5	4	0.0	0	Yes
Public Safety Dispatcher I	0.0	0.0	0	0	--	0	--
Public Safety Dispatcher II	100.0	100.0	3	3	0.0	0	Yes
Public Works Coordinator	0.0	0.0	2	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	12.5	0.0	8	0	-12.5	-1	No
Purchasing Agent	100.0	100.0	1	1	0.0	0	Yes
Revenue Examiner	50.0	50.0	2	1	0.0	0	Yes
Security Officer	68.8	74.1	58	43	5.4	10	Yes

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Senior Auditor	55.6	50.0	8	4	-5.6	-1	Yes
Senior Civil Engineer	33.3	50.0	2	1	16.7	0	Yes
Senior Engineering Aide	50.0	50.0	2	1	0.0	0	Yes
Senior Engineering Inspector	10.0	14.3	7	1	4.3	0	No
Senior Maintenance Repair Worker	23.1	23.1	13	3	0.0	0	No
Senior Stores Clerk	100.0	100.0	1	1	0.0	0	Yes
Senior WRF Maintenance Worker	33.3	29.4	17	5	-3.9	-1	No
Sewer Construction/Maintenance Supervisor	0.0	0.0	7	0	0.0	0	No
Sewer Line Maintenance Inspector	9.1	9.1	11	1	0.0	0	No
Sewer Video Specialist	55.6	62.5	16	10	6.9	5	Yes
Sewer Video Supervisor	0.0	0.0	9	0	0.0	0	No
Shop Helper	0.0	0.0	0	0	--	0	--
Skilled Laborer	76.0	84.0	75	63	8.0	6	Yes
Stores Clerk	80.0	80.0	5	4	0.0	0	Yes
Systems Analyst	9.1	10.0	10	1	0.9	0	No
Tapping Machine Operator	0.0	0.0	0	0	--	0	--
Tax Agent	75.0	66.7	3	2	-8.3	-1	Yes
Traffic Control Technician	50.0	66.7	3	2	16.7	0	Yes
Traffic Maintenance Worker	50.0	87.5	8	7	37.5	2	Yes
Traffic Planning Technician	0.0	0.0	0	0	--	0	--
Traffic Striping Machine Operator	50.0	50.0	4	2	0.0	1	Yes
Truck Driver	60.5	64.4	45	29	3.9	6	Yes
WRF Maintenance Worker	16.7	20.0	5	1	3.3	0	No
WRF Operator I	40.6	40.6	32	13	0.0	0	Yes
WRF Shift Supervisor	23.1	25.0	28	7	1.9	1	No
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	44.9	47.0	1245	585	2.1	31	Yes

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Accountant	76.9	75.0	12	9	-1.9	-1	Yes
Administrative Analyst	62.5	70.0	10	7	7.5	2	Yes
Auditor	72.7	72.7	11	8	0.0	0	Yes
Automotive Technician	0.0	0.0	18	0	0.0	0	No
Building Maintenance Supervisor	0.0	0.0	1	0	0.0	0	No
Buyer	100.0	100.0	5	5	0.0	1	Yes
Carpenter	0.0	--	0	0	--	0	--
Chief Accountant	75.0	83.3	6	5	8.3	2	Yes
Chief of Building Maintenance	0.0	0.0	3	0	0.0	0	No
Chief of Party	0.0	0.0	4	0	0.0	0	No
Chief of Security	0.0	0.0	1	0	0.0	0	No
Closed Circuit TV Technician	0.0	0.0	1	0	0.0	0	No
Computer Operator	0.0	0.0	2	0	0.0	0	No
Construction Equipment Operator	0.0	0.0	19	0	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	18.1	17.5	406	71	-0.6	-3	No
Drafter	0.0	0.0	2	0	0.0	0	No
Electrician	0.0	0.0	17	0	0.0	0	No
Engineering Aide	0.0	16.7	6	1	16.7	1	No
Engineering Inspector	15.4	13.8	29	4	-1.6	0	No
Environmental Biologist	100.0	100.0	1	1	0.0	0	Yes
Environmental Laboratory/Compliance Administrator	100.0	100.0	1	1	0.0	0	Yes
Equipment Service Worker	0.0	--	0	0	--	0	--
Heavy Equipment Operator	4.0	4.8	21	1	0.8	0	No
Herbicide Applicator	0.0	0.0	4	0	0.0	0	No
HVAC/Refrigeration Technician	0.0	0.0	6	0	0.0	0	No
Labor Supervisor	7.7	7.1	14	1	-0.5	0	No

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Land Acquisition Agent	66.7	66.7	3	2	0.0	0	Yes
Maintenance Repair Worker	13.0	12.0	25	3	-1.0	0	No
Maintenance Mechanic	0.0	--	0	0	--	0	--
Microphotographer	50.0	50.0	2	1	0.0	0	Yes
Painter	0.0	0.0	9	0	0.0	0	No
Plumber	0.0	0.0	4	0	0.0	0	No
Principal Auditor	100.0	100.0	1	1	0.0	0	Yes
Principal Buyer	80.0	80.0	5	4	0.0	0	Yes
Property Appraiser	34.8	40.0	20	8	5.2	0	No
Public Information Officer	0.0	--	0	0	--	0	--
Public Works Coordinator	0.0	0.0	2	0	0.0	0	No
Public Works Supervisor (Construction or Sanitation)	12.5	12.5	8	1	0.0	0	No
Purchasing Agent	0.0	0.0	1	0	0.0	0	No
Revenue Examiner	100.0	100.0	2	2	0.0	0	Yes
Security Officer	29.2	31.0	58	18	1.9	4	No
Sewer Construction/Maintenance Supervisor	0.0	0.0	7	0	0.0	0	No
Sewer Video Specialist	0.0	6.3	16	1	6.3	1	No
Sewer Video Supervisor	12.5	11.1	9	1	-1.4	0	No
Sewer Line Maintenance Inspector	18.2	18.2	11	2	0.0	0	No
Sewer Service Supervisor	0.0	0.0	1	0	0.0	0	No
Sheriff's Sergeant	11.8	12.2	74	9	0.3	0	No
Skilled Laborer	14.7	13.3	75	10	-1.3	-1	No
Senior Accountant	82.4	85.0	20	17	2.6	3	Yes
Senior Administrative Intern	100.0	--	0	0	--	-1	--
Senior Auditor	11.1	12.5	8	1	1.4	0	No
Senior Engineering Aide	0.0	0.0	2	0	0.0	0	No
Senior Engineering Inspector	0.0	0.0	7	0	0.0	0	No
Senior Maintenance Repair Worker	0.0	0.0	13	0	0.0	0	No
Senior Real Property Appraiser	14.3	16.7	6	1	2.4	0	No
Senior WRF Maintenance Worker	0.0	0.0	17	0	0.0	0	No

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Tapping Machine Operator	0.0	--	0	0	--	0	--
Tax Agent	75.0	66.7	3	2	-8.3	-1	Yes
Traffic Control Technician	0.0	0.0	3	0	0.0	0	No
Traffic Maintenance Worker	0.0	0.0	8	0	0.0	0	No
Traffic Planning Technician	0.0	--	0	0	--	0	--
Truck Driver	18.4	20.0	45	9	1.6	9	No
Voting Machine Technician	0.0	0.0	1	0	0.0	-7	No
WRF Shift Supervisor	15.4	14.3	28	4	-1.1	4	No
WRF Maintenance Worker	16.7	20.0	5	1	3.3	-3	No
WRF Operator I	15.6	15.6	32	5	0.0	4	No
WRF Supervisor	25.0	25.0	4	1	0.0	-4	No
Total	18.9	19.2	1137	218	0.3	9	No

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

Job Title	% of Black Applicants: 4/1/2018	% of Black Applicants: 10/1/2018	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Within Compliance?
Accountant	81.6	--	0	0	--	--
Administrative Analyst	--	--	0	0	--	--
Administrative Clerk	--	83.5	387	323	--	Yes
Administrative Intern	--	--	0	0	--	--
Architect	--	--	0	0	--	--
Assistant Automotive Technician	--	--	0	0	--	--
Auditor	--	--	0	0	--	--
Automotive Technician	--	--	0	0	--	--
Building Inspector	--	--	0	0	--	--
Building Maintenance Supervisor	--	--	0	0	--	--
Buyer	--	--	0	0	--	--
Carpenter	--	--	0	0	--	--
Chief Accountant	--	--	0	0	--	--
Chief of Building Maintenance	--	--	0	0	--	--
Chief of Party	--	--	0	0	--	--
Closed Circuit TV Technician	--	--	0	0	--	--
Communications Operator I	--	--	0	0	--	--
Computer Operator	84.6	--	0	0	--	--
Construction Equipment Operator	--	58.6	157	92	--	Yes
County Traffic Engineer	--	--	0	0	--	--
Database Administrator	--	--	0	0	--	--
Deputy Sheriff	--	--	0	0	--	--
Drafter	--	--	0	0	--	--
Electrical Inspector	42.9	--	0	0	--	--
Electrician	44.4	--	0	0	--	--
Engineering Aide	--	--	0	0	--	--
Engineering Inspector	--	51.1	45	23	--	Yes
Environmental Biologist	--	--	0	0	--	--
Environmental Laboratory/Compliance Administrator	--	--	0	0	--	--
Equipment Service Worker	--	--	0	0	--	--
Guard	--	87.2	78	68	--	Yes

Job Title	% of Black Applicants: 4/1/2018	% of Black Applicants: 10/1/2018	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Within Compliance?
Heavy Equipment Operator	--	63.9	144	92	--	Yes
Herbicide Applicator	--	--	0	0	--	--
Housing Rehabilitation Specialist	--	--	0	0	--	--
HVAC/Refrigeration Technician	--	--	0	0	--	--
Land Acquisition Agent	--	--	0	0	--	--
Landscape Architect	--	--	0	0	--	--
Legal Secretary	72.2	--	0	0	--	--
Maintenance Mechanic	--	41.4	29	12	--	Yes
Maintenance Repair Worker	71.2	--	0	0	--	--
Medical Transcriber	--	--	0	0	--	--
Microphotographer	--	--	0	0	--	--
Painter	--	--	0	0	--	--
Personnel Analyst I	--	--	0	0	--	--
Planner	--	--	0	0	--	--
Plans Examiner	--	--	0	0	--	--
Plumber	45.8	--	0	0	--	--
Plumbing, Gas and Mechanical Inspector	--	--	0	0	--	--
Principal Accountant	--	87.2	47	41	--	Yes
Principal Auditor	79.3	--	0	0	--	--
Principal Buyer	--	--	0	0	--	--
Public Safety Dispatcher I	--	--	0	0	--	--
Public Safety Dispatcher II	78.4	--	0	0	--	--
Public Works Coordinator	--	--	0	0	--	--
Purchasing Agent	--	--	0	0	--	--
Revenue Examiner	--	--	0	0	--	--
Security Officer	--	84.7	189	160	--	Yes
Senior Auditor	--	--	0	0	--	--
Senior Civil Engineer	--	--	0	0	--	--
Senior Engineering Aide	--	--	0	0	--	--
Senior Engineering Inspector	--	--	0	0	--	--
Senior Maintenance Repair Worker	--	--	0	0	--	--
Senior Stores Clerk	--	--	0	0	--	--
Senior WRF Maintenance Worker	--	--	0	0	--	--

Job Title	% of Black Applicants: 4/1/2018	% of Black Applicants: 10/1/2018	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Within Compliance?
Sewer Construction/Maintenance Supervisor	--	--	0	0	--	--
Sewer Line Maintenance Inspector	--	--	0	0	--	--
Sewer Video Specialist	--	--	0	0	--	--
Sewer Video Supervisor	75.8	--	0	0	--	--
Shop Helper	--	--	0	0	--	--
Skilled Laborer	74.6	--	0	0	--	--
Stores Clerk	--	83.7	209	175	--	Yes
Systems Analyst	--	--	0	0	--	--
Tapping Machine Operator	--	--	0	0	--	--
Tax Agent	--	88.2	17	15	--	Yes
Traffic Control Technician	92.2	--	0	0	--	--
Traffic Maintenance Worker	--	--	0	0	--	--
Traffic Planning Technician	83.7	--	0	0	--	--
Traffic Striping Machine Operator	--	--	0	0	--	--
Truck Driver	--	70.9	79	56	--	Yes
WRF Maintenance Worker	35.0	59.3	91	54	24.3	Yes
WRF Operator I	--	--	0	0	--	--
WRF Shift Supervisor	--	0.0	3	0	--	No
WRF Supervisor	--	--	0	0	--	--
Zoning Inspector	--	84.6	26	22	--	Yes
Total	76.6	75.5	1501	1133	-1.1	Yes

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

Job Title	% of Female Applicants: 4/1/2018	% of Female Applicants: 10/1/20182	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Within Compliance?
Accountant	82.3	--	0	0	--	--
Administrative Analyst	--	--	0	0	--	--
Auditor	--	--	0	0	--	--
Automotive Technician	--	--	0	0	--	--
Building Maintenance Supervisor	--	--	0	0	--	--
Buyer	--	--	0	0	--	--
Carpenter	--	--	0	0	--	--
Chief Accountant	--	--	0	0	--	--
Chief of Building Maintenance	--	--	0	0	--	--
Chief of Party	--	--	0	0	--	--
Chief of Security	--	--	0	0	--	--
Closed Circuit TV Technician	--	--	0	0	--	--
Computer Operator	67.3	--	0	0	--	--
Construction Equipment Operator	--	10.8	157	17	--	No
County Traffic Engineer	--	--	0	0	--	--
Database Administrator	--	--	0	0	--	--
Deputy Sheriff	--	--	0	0	--	--
Drafter	--	--	0	0	--	--
Electrician	5.6	--	0	0	--	--
Engineering Aide	--	--	0	0	--	--
Engineering Inspector	--	8.9	45	4	--	No
Environmental Biologist	--	--	0	0	--	--
Environmental Laboratory/Compliance Administrator	--	--	0	0	--	--
Equipment Service Worker	--	--	0	0	--	--
Heavy Equipment Operator	--	15.3	144	22	--	No
Herbicide Applicator	--	--	0	0	--	--
HVAC/Refrigeration Technician	--	--	0	0	--	--
Land Acquisition Agent	--	--	0	0	--	--
Maintenance Repair Worker	1.5	--	0	0	--	--

Job Title	% of Female Applicants: 4/1/2018	% of Female Applicants: 10/1/20182	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Within Compliance?
Maintenance Mechanic	--	3.4	29	1	--	No
Microphotographer	--	--	0	0	--	--
Painter	--	--	0	0	--	--
Painter	--	--	0	0	--	--
Plumber	--	--	0	0	--	--
Principal Auditor	--	--	0	0	--	--
Principal Buyer	--	--	0	0	--	--
Property Appraiser	--	--	0	0	--	--
Public Information Officer	--	--	0	0	--	--
Public Works Coordinator	--	--	0	0	--	--
Purchasing Agent	--	--	0	0	--	--
Revenue Examiner	--	--	0	0	--	--
Security Officer	--	45.5	189	86	--	No
Sewer Construction/Maintenance Supervisor	--	--	0	0	--	--
Sewer Video Specialist	24.2	--	0	0	--	--
Sewer Video Supervisor	--	--	0	0	--	--
Sewer Line Maintenance Inspector	--	--	0	0	--	--
Sewer Service Supervisor	--	--	0	0	--	--
Skilled Laborer	--	--	0	0	--	--
Senior Accountant	80.7	--	0	0	--	--
Senior Administrative Intern	--	--	0	0	--	--
Senior Auditor	--	--	0	0	--	--
Senior Engineering Aide	--	--	0	0	--	--
Senior Engineering Inspector	--	--	0	0	--	--
Senior Maintenance Repair Worker	--	--	0	0	--	--
Senior Real Property Appraiser	--	--	0	0	--	--
Senior WRF Maintenance Worker	--	--	0	0	--	--
Tapping Machine Operator	--	--	0	0	--	--
Tax Agent	92.2	88.2	17	15	-3.9	Yes
Traffic Control Technician	--	--	0	0	--	--
Traffic Maintenance Worker	14.0	--	0	0	--	--

Job Title	% of Female Applicants: 4/1/2018	% of Female Applicants: 10/1/2018	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Within Compliance?
Traffic Planning Technician	--	--	0	0	--	--
Truck Driver	--	10.1	79	8	--	No
Voting Machine Technician	--	--	0	0	--	--
WRF Shift Supervisor	25.0	33.3	3	1	8.3	No
WRF Maintenance Worker	--	8.8	91	8	--	No
WRF Operator I	--	--	0	0	--	--
WRF Supervisor	--	--	0	0	--	--
Total	55.1	21.5	754	162	-33.7	No

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

Job Title	% of Black Employees: 4/1/2018	% of Black Employees: 10/1/2018	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Construction Equipment Operator	16.7	21.1	0.0	19	4	4.4	0	Yes
Heavy Equipment Operator	28.0	28.6	18.2	21	6	0.6	-1	Yes
Labor Supervisor	61.5	64.3	47.2	14	9	2.7	1	Yes
Public Works Supervisor (Construction or Sanitation)	12.5	0.0	7.7	8	0	-12.5	-1	No
Total	28.6	30.6	--	62	19	2.1	42	--

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

Job Title	% of Female Employees: 4/1/2018	% of Female Employees: 10/1/2018	% Availability in Applicant Pool	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
Construction Equipment Operator	0.0	0.0	0.0	19	0	0.0	0	Yes
Heavy Equipment Operator	4.0	4.8	0.0	21	1	0.8	0	Yes
Labor Supervisor	7.7	7.1	13.9	14	1	-0.5	0	No
Public Works Supervisor (Construction or Sanitation)	12.5	12.5	0.0	8	1	0.0	0	Yes
Sheriff's Sergeant	0.0	0.0	0.0	4	0	0.0	0	Yes
Total	4.2	4.5	--	66	3	0.3	63	--