

BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

RESOLUTION NO. 01-028

Adopting Multnomah County's Affirmative Action Plan for 2001-2003

The Multnomah County Board of Commissioners Find:

- a. The County is a recipient of federal grants which require written affirmative action plans developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) (29 C.F.R. Part 1608).
- b. The County's current equal opportunity policies prohibit discrimination in any personnel action on the basis of race, color gender identify, source of income, sexual orientation, familial status, age, religion, national origin, political affiliation or physical or mental disability, except when they constitute bona fide occupational qualifications.

The Multnomah County Board of Commissioners Resolves:

1. The Board adopts the revised Affirmative Action Plan for 2001-2003, pursuant to United States Executive Order 11246, as amended, and its implementing regulations, and Section 503 of the Rehabilitation Act of 1973, as amended, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974 and the Veterans Employment Opportunities Act of 1998, which is to be reviewed annually and updated and/or revised as needed, and thereby reaffirms and formalizes the County's commitment to equal employment opportunity.
2. Each department and office of the County is directed to develop compliance strategies that will bring them into compliance with the intentions of this plan.

ADOPTED this 22nd day of March, 2001



BOARD OF COUNTY COMMISSIONERS
FOR MULTNOMAH COUNTY, OREGON

Bill Farver

Bill Farver, Interim Chair

REVIEWED:

THOMAS SPONSLER, COUNTY ATTORNEY
FOR MULTNOMAH COUNTY, OREGON

By

Agnes Sowle

Agnes Sowle, Assistant County Attorney

**MULTNOMAH COUNTY
AFFIRMATIVE ACTION
PLAN
2001 - 2003**

MULTNOMAH COUNTY'S EQUAL EMPLOYMENT OPPORTUNITY AFFIRMATIVE ACTION PLAN

2001-2003



Prepared For:

The Multnomah County Chair

The Board of County Commissioners

Elected Officials &

Department Managers

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Great AAP Master Edition

Developed Pursuant to Federal Executive Order 11246 and its related laws, orders and regulations, and Section 503 of the Rehabilitation Act of 1973 as amended, 41 C.F.R. part 60-741 and Section 4212 of the Vietnam Era Veterans' Readjustment Assistance Act of 1974 and 41 C.F.R. part 69-250 and the Veterans Employment Opportunity Act of 1998.

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PURPOSE AND APPLICATION

[41 CFR Ch. 60-1.1]

Purpose:

- The purpose of the plan is to comply and achieve the aims of parts II, III, and IV of Executive Order 11246 for the promotion and ensuring of equal opportunity for all persons, without regard to race, color, religion, sex, national origin, or any other non merit factor, employed or seeking employment with the County of Multnomah, Oregon.
- The program intent contained in this plan is to ensure that the County meet its' affirmative action obligations. Nothing in this plan is intended and should not be used to discriminate against any applicant or employee because of race, color, religion, sex, national origin or non merit factor.

Application:

- No statement published by Multnomah County, Oregon in this Affirmative Action Plan is intended to grant nor should be construed as granting any employee an employment contract of fixed duration, nor is this Affirmative Action Plan intended to create nor should it be construed as creating an implied contract or express contract of employment. This will serve notice to all employees that nothing in this Affirmative Action Plan is intended to create nor should be construed as creating any contractual or employment relationship that does not otherwise exist.
- This Affirmative Action Plan is not and does not purport to be a labor agreement between Multnomah County, Oregon and any employee, employees, or employee representative.
- Multnomah County, Oregon reserves the right to unilaterally modify, delete, or add to the guidelines, recommendations, or other language contained herein at any time. Such modifications may be made only with the concurrence of the Chair and Board of County Commissioners.

Mirroring Title VII:

- Adverse effect. Title VII prohibits practices, procedures, or policies which have an adverse impact unless they are justified by business necessity. In addition, Title VII proscribes practices which "tend to deprive" persons of equal employment opportunities. Multnomah County's Affirmative Action Plan is designed to allow the organization to take affirmative action based on an analysis which reveals facts constituting actual or potential adverse impact, if such adverse impact is likely to result from existing or contemplated practices.
 - a) Effects or prior discriminatory practices. Multnomah County's Affirmative Action Plan allows the organization to take affirmative action to correct the effects of prior discriminatory practices. The effects of prior discriminatory practices can be identified by a comparison between the employer's work force, or a part thereof, and appropriate segment of the labor force. High priority is for specific affirmative action designed to correct a "manifest imbalance" in traditionally segregated job categories or statistically significant underutilization.

PURPOSE AND APPLICATION

[41 CFR Ch. 60-1.1]

(continued)

Mirroring Title VII

(continued)

- b) Limited labor pool. Because of historic restrictions by employers, labor organizations, and others, there are circumstances in which the available pool, particularly of qualified minorities and women, for employment a promotional opportunities is artificially limited.
- c) Multnomah County's Affirmative Action Plan allows its' organizations to take affirmative action in such circumstances, including by not limited to the following:
 - 1. Developing training plans and programs, including on-the-job training, which provides skills and experience necessary to perform the functions of the trade, crafts, or professions with a limited labor pool of diverse candidates; and
 - 2. Extensive and focused recruiting activity;
 - 3. Elimination of the adverse impact caused by invalidated selection criteria (Uniform Guidelines on Employee Selection Procedures (1978), 43 FR 30290; 38297; 38299 (August 25, 1978).
- d) Reasonable action. The actions taken pursuant to this Affirmative Action Plan or program must be reasonable in relation to the problems disclosed by the self analysis. It may include the adoption of practices which will eliminate the actual or potential adverse impact, disparate treatment, or effect of past discrimination.

Illustrations of Appropriate Affirmative Action

Affirmative action strategies or programs may include, but are not limited to, those described in the Equal Employment Opportunity Coordinating Council "Policy Statement on Affirmative Action Programs for State and Local Government Agencies," 41 FR 38814 (September 13, 1976), reaffirmed and extended to all persons subject to Federal equal employment opportunity laws and orders, in the Uniform Guidelines on Employee Selection Procedures (1978) 43 FR 38290; 38300 (Aug. 25, 1978). That statement reads, in relevant part:

When an employer has reason to believe that its selection procedures have ***exclusionary effect***, it should initiate affirmative steps to remedy the situation. Such steps...may...include, but are not limited to, the following:

The establishment of a long term goal and short range, interim goals and timetables for the specific job classifications, all of which should take into account the availability of basically qualified persons in the relevant job market;

PURPOSE AND APPLICATION

[41 CFR Ch. 60-1.1]

(continued)

Illustrations of Appropriate Affirmative Action

(continued)

A recruitment program designed to attract qualified members of the group in question;

A systematic effort to organize work and re-design jobs in ways that provide opportunities for persons lacking 'journeyman' level knowledge or skills to enter and, with appropriate training, to progress in a career field;

Revamping selection instruments or procedures which have not yet been validated in order to reduce or eliminate exclusionary effects on particular groups in particular job classifications;

The initiation of measures designed to assure that members of the affected group who are qualified to perform the job are included within the pool of persons from which the selecting official makes the selection;

A systematic effort to provide career advancement training, both classroom and on-the-job, to employees locked into dead end jobs; and

The establishment of a system for regularly monitoring the effectiveness of the particular affirmative action program, and procedures for making timely adjustments in this program where effectiveness is not demonstrated.

Standards of Reasonable Action

In considering the reasonableness of a particular Affirmative Action strategy or program, organizations are expected to apply the following standards:

The strategies should be tailored to solve the problems which were identified in the self analysis, and to ensure that employment systems operate fairly in the future, while avoiding unnecessary restrictions on opportunities for the workforce as a whole. The strategy or program should be maintained only so long as is necessary to achieve its objective(s).

Technical Preface

41 CFR § 60-2.10 through 60-2.32

**(Multnomah County Codes specific to the
program operations)**

MULTNOMAH COUNTY, OREGON

AFFIRMATIVE ACTION PLAN

TECHNICAL PREFACE **[41 CFR§ 60.2.10]**

The Multnomah County Code – Chapter 9, County Employment

This Affirmative Action Plan is consistent with the scope of affirmative action as defined under Multnomah County Code, Chapter 9.000 General Provisions, 9.001 Definitions, "AFFIRMATIVE ACTION. "Affirmative Action means identifying existing or potential discriminatory conditions and making specific actions to eliminate and prevent unlawful discrimination"; and 9.002B, Policy and Purpose; Merit Principles, which includes:

- (1) Recruiting, appointing and promoting employees on the basis of their relative ability, knowledge and skills, including open consideration of qualified applications for initial appointment;
- (2) Retaining employees based on the adequacy of their performance, correcting inadequate performance and separating employees whose inadequate performance cannot be corrected;
- (3) Assuring impartial treatment of applicants and employees in all aspects of personnel administration without regard to political affiliation, race, religion, gender, identity, familial status, source of income, color, sex, sexual orientation, age, physical or mental disability, marital status or national origin, and with proper regard for their privacy and constitutional rights as citizens; and
- (4) Assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election to or a nomination for office;

The Multnomah County Code – Chapter 9, County Employment
(continued)

and specific provisions found under

§9.009. Equal employment opportunity.

- (A) Discrimination in any personnel actions on the basis of race, color, gender identity, source of income, sex, sexual orientation, familial status, marital status, age, religion, national origin, political affiliation or physical or mental disability is prohibited, except when they constitute bona fide occupational qualifications.
- (B) All decisions on employment and promotion for classified service shall be made in accordance with the principles of equal opportunity by utilizing job-related requirements for these opportunities.
- (C) No question in any application or request for recommendation or in any test shall elicit information concerning any subject listed in subsection (A), nor shall any inquiry be made concerning those subjects.

Applicable Necessity of Plan Under Various Laws and Regulations

The Multnomah County, Oregon, Affirmative Action Plan (AAP) for minorities and women has been prepared according to Executive Order No. 11246 as amended, and Title 41, Code of Federal Regulations, Part 60-1 (Equal Employment Opportunity Duties of Government Contractors), Part 6-2 (Affirmative Action Programs of Government Non-Construction Contractors, also known as "Revised Order No. 4), and Part 60-20 (Sex Discrimination Guidelines for Government Contractors). The plan is written in accordance with the Standard Affirmative Action Formats (SAAFS) as outlined by the Office of Federal Contract Compliance Programs (OFCCP). Within the scope of this Affirmative Action Plan, the County has developed strategies for covered veterans and persons with disabilities in accordance with the Rehabilitation Act of 1973, Section 503, as amended and Title 41, Code of Federal Regulations, Part 60-741 (Affirmative Action Program for Handicapped Persons), the Vietnam era Veterans Readjustment Assistance Act of 1974, Section 4212, as amended, and Title 41 Code of Federal Regulations, Part 60-250 (affirmative action program for disabled veterans and veterans of the Vietnam era).

Policy Changes

The Affirmative Action Officer will be responsible for disseminating changes and revisions in the policies and/or procedures contained in this plan to all departments and offices. The department/office heads, in turn, will be responsible for ensuring that the department/office employees are informed of all policy and program changes.

All policy changes must be approved by the Board of County Commissioners prior to becoming effective.

Affirmative Action Plan Update

The Board of County Commissioners establishes the following standards for the preparation and implementation of the annual Affirmative Action Plan updates:

1. Required statistical analyses of the County's workforce; and,
2. Annual affirmative action assessments for measuring the program's performance.

Affirmative Action Plan – Annual Updates

The County's Affirmative Action Office produces an Annual Affirmative Action Summary Report that contains the most detailed and current information available tracking workforce utilization, availability, and any problems with underutilization for each department/office of the County. Users or reviewers of this plan should utilize whichever is the most current semi-annual report for evaluating and determining the program's performances.

Good Faith Adoption

This Affirmative Action Plan is adopted in good faith, in conformance with, and in reliance upon the Equal Employment Opportunity Commission's (EEOC) Affirmative Action Guidelines (Presidential Executive Order 11246, codified under 41 CFR part 60-2). Inasmuch as the Equal Employment Opportunity Commission is charged with the responsibility of interpreting Title VII of the Civil Rights Act (to the extent of its legal jurisdiction), the County relies upon the interpretations and guidance afforded by its affirmative action guidelines.

Effective Date/Time Period

This Affirmative Action Plan is designed to cover the following reporting period: January 2001 through January 2003.

This plan is effective and remains in effect until the Multnomah County Board of Commissioners adopts a subsequent plan.

Program Terminology

The terms "utilization analysis," "underutilization," "deficiency," "goals," "problem areas," "protected class," and the identification of a race appearing in this Affirmative Action Plan, are terms the County is required by government regulations to use in preparing this document. The criteria used in relation to these terms are those specified by federal law and/or regulations. The County uses these terms in connection with its Affirmative Action Plan to comply with equal employment opportunity laws, regulations, and requirements.

In conformance with applicable federal regulations, the utilization analysis contained herein is based on certain statistical comparisons. Geographic areas and sources of statistics were used in compliance with federal regulations, as interpreted by Title 41, Code of Federal Regulations part 60-2 (Affirmative Action Programs of Government Non-Construction Contractors, also known as "Revised Order No. 4").

METHODOLOGY

[41 CFR § 60-2.11]

The statistical components of Multnomah County's Affirmative Action Plan were developed by application of information contained in the computerized program of Berkshire – The Great Affirmative Action Plan, 8930 Route 108, Suite D, Columbia, Maryland, 21045; 1-800-882-8913, Ext. 2002. The statistical information includes availability breakdowns by gender and ethnic groups and labor force data for various job categories. The data meets the minimum requirements of the Office of Federal Contract Compliance Programs (OFCCP) Revised Order No. 4, subpart B, paragraph 60-2.11, section (a), (2), (I)-(u), allowing the County's programs to be narrowly tailored to comply with the remedial intent of the regulations.

Goals [41 CFR Ch. 60-2.12]

For the purpose of this plan, goals are used for monitoring purposes only to measure effectiveness of affirmative action efforts to eradicate and prevent discrimination and evaluate progress and problems in employment practices and procedures that serve to guide the organization towards specific corrective actions. Goals may not be rigid or inflexible, but may reasonably relate to the targeted problem needing correction of identifiable deficiencies.

It is not the intent of this plan to permit or require preferences for specific groups, nor to mandate proportional representation or equal results for any employee(s) or applicant(s) for employment. However, the County will take positive affirmative measures in accordance with the prevailing federal and state law to assure equal employment opportunity by remedying the effects of discriminatory practices through the removal of identified barriers and eliminating unjustifiable adverse impact stemming from actual or contemplated employer practices. Thus, employers are free to adopt outreach, recruiting and hiring strategies that are consistent with anti-discrimination laws.

CONCEPTUAL PROGRAM DEFINITIONS

CONCEPTUAL DEFINITIONS

AFFIRMATIVE ACTION - Refers to those specific steps that are taken in good faith to achieve equal employment opportunity and towards eliminating the effects of past and present discrimination, intended or unintended, which are evident or indicated by analysis of present employment patterns, practices, and policies.

EQUAL EMPLOYMENT OPPORTUNITY - Means that all persons, regardless of their protected status, shall have equal access to positions in public service limited only by their qualifications to do the job.

DIVERSITY - Means creating respectful and inclusive work environments that recognizes each individual's unique talents and value to the work group and organization. It also means responding to the unique needs and values of the County's client populations by promoting the acknowledgement, appreciation and usage of cultural differences as a critical factor in the development and implementation of service systems and programs.

PROTECTED CLASS – Refers to those characteristics specifically protected under various laws, statutes or ordinances. The characteristics of “protected class” often include race, color, sex, national origin, religion, age, disability, and sexual orientation.

PARITY – Refers to a comparative in which the percentage participation of protected classes in an organization (and/or its units, job classes, etc.) is identical to the equivalent percentages in the external labor area, for Affirmative Action utilization determination. There are two kinds of parity important to this plan:

- 1) **Occupational parity:** A comparison of the percentage of the protected classes in distinct occupational categories in the organization with the percentage of these classes in the same categories in the appropriate external labor force.
- 2) **Labor force parity:** A comparison of an organization's utilization of the protected classes with the representation of those classes in the civilian labor force. These can be standard metropolitan, geographic, or state. We generally use the Portland Metropolitan Area (MSA) but in some instances it may be appropriate to use geographic area or to consider “availability” based on limitations due to professional requirements (i.e., lawyers, doctors, etc.).

(NOTE: Additional definitions can be found in the “Glossary of Terms,” located under Appendix I).

**Equal Employment
Opportunity Policy
[41 CFR § 60-1.40; 60-2.13(a)]**

EQUAL EMPLOYMENT OPPORTUNITY POLICY

(41 CFR § 60-1.40; § 60-2.13(a); § 60-2.20)

Policy

It is the policy of Multnomah County, Oregon, to assure equal employment opportunity to its employees and applicants for employment on the basis of fitness and merit without regard to any protected factor such as race, religion, color, genders, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, source of income, gender identity, or Vietnam era veteran's status. Multnomah County is committed to a proactive affirmative action program designed to generate interest and find creative ways to recruit and provide employment opportunities for a diverse pool of qualified candidates. However, it is not the intent of this policy to permit or require preference to any employee or applicant for employment that is not a bona fide job requirement. The County will follow this policy in all of its employment practices.

Responsibilities

Management and supervisory staff shall assure that the intent as well as the stated requirements of this policy is implemented in all employee relations and personnel practices. It is the responsibility of each employee to ensure that the work environment is free of any practice of discrimination or harassment. Any employee of the County who fails to comply with this policy is subject to appropriate disciplinary action. Overall responsibility for this plan rests with the Board of County Commissioners. The County Affirmative Action Officer is responsible for the implementation of the Affirmative Action Program.

Internal Complaints

Multnomah County has an internal complaint procedure designed to address and resolve complaints of discrimination, including retaliation and harassment. Individual departments/offices may have policies or complaint procedures specific to their work places and/or various bargaining agreements. The County will take appropriate action to prevent discrimination, including retaliation and harassment, and to ensure that the rights of employees who file complaints are respected, whether the complain is filed through the internal complaint procedure or with a local, state, or federal agency or court. Additionally, the County prohibits discrimination towards any person who has opposed discriminatory practices or acts, testified, assisted or participated in any manner in any proceeding(s) regarding prohibited discrimination or has attempted to do so.

Contractors

Appointing authorities and contractors doing business with Multnomah County are required to assure that equal employment opportunity be offered by their organization(s), and that they comply with appropriate sections of this policy and with applicable county, state, and federal regulations.

Where to Go With Questions

Any person having questions or concerns relevant to this policy or the County's Affirmative Action Program should contact the Affirmative Action Officer, (503) 988-4580 or TTY (for hearing and speech-impaired persons) (503) 988-6868, for further information.

GENERAL OBJECTIVES
of the
AFFIRMATIVE ACTION PROGRAM
[41 CFR § 60-2.10]

GENERAL OBJECTIVES OF THE AFFIRMATIVE ACTION PROGRAM

[41 CFR § 60-2.10]

Pursuant to the Equal Employment Opportunity and Affirmative Action Policy, the County's principal objectives include:

- Establishing flexible annual and long-range performance objectives designed to measure program results.
- Taking affirmative action measures to remedy employment discrimination if it is shown to exist.
- Pursuing programs that accommodate and increase access and employment opportunities for the disabled.
- Maintaining a work environment free of illegal discriminatory practices or harassment based on a protected status identified in the Equal Employment Opportunity Policy.
- Monitoring and actively eliminating barriers to equal employment opportunity.
- Develop an increased awareness and recognition of cultural differences throughout the County's workforce through education and training.
- Clarify the various levels of responsibilities of all employees to the County's affirmative action efforts.
- Implement program objectives congruent with applicable collective bargaining agreements, as well as state and federal laws.
- Attain a workforce that will contribute to improved quality and equity of public service to all segments of the community, as well as increase the public confidence in culturally sensitive services.

**EXECUTION & IMPLEMENTATION
RESPONSIBILITIES
(41 CFR § 60-2.13(c))**

EXECUTION & IMPLEMENTATION

[41 CFR § 60-2.13(c)]

All units of Multnomah County government have the responsibility for carrying out and supporting the implementation of the equal opportunity policy and affirmative action plan. Specifically:

A. County Chair - [41 CFR § 60-2.13(c)]

1. By charter, the County Chair has the responsibility for EEO and affirmative action implementation. The responsibility has been delegated to the Affirmative Action Officer, the Human Resources Director, and to each County Department Administrator.

B. Board of Commissioners - [41 CFR § 60-2.13(c)]

To assist the County in achieving the objectives of this plan, the Board will:

1. Approve and set policies to establish the general climate for an affirmative action program.
2. Review and act on funding requests to support various affirmative action programs.
3. Support the drive to implement the plan for positive program results.
4. Set an example for equal employment opportunity through their recruiting and hiring practices.

C. Elected Officials - [41 CFR § 60-2.13(c)]

Elected officials, operating outside of the scope of responsibility of the County Chair's Office will:

1. Know the purpose, goals and objectives of Multnomah County's Affirmative Action Plan;
2. Adhere to the equal opportunity and affirmative action program of Multnomah County;
3. Actively promote the general climate for a viable affirmative action program within their jurisdiction;

EXECUTION & IMPLEMENTATION

[41 CFR § 60-2.13(c)]

(continued)

C. Elected Officials - [41 CFR § 60-2.13(c)]

(continued)

4. Annually utilize the monitoring reports to evaluate the effectiveness and efficiency of the Office/Department's affirmative action progress;
5. Hold supervisory level personnel and staff accountable for program compliance;
6. Act as the final departmental authority on decisions regarding discrimination complaints filed and formally investigated; and
7. Work with the Affirmative Action Officer to implement this plan.

D. Department Directors - [41 CFR 60-2.13(c) and 60-2.22(b) (1-9)]

The department directors will be responsible for the execution, effectiveness, and results of the affirmative action program within their respective departments. The duties of each Department Director will include, but not be limited to the following specific responsibilities:

1. Establish and monitor his/her department's affirmative action program objectives in accordance with the County's affirmative action program;
2. Assist to ensure that good-faith efforts are made to recruit minority group member, females, and the disabled in proportion to their availability in the labor market;
3. Ensure that progress is being made towards achieving his/her department's affirmative action objectives in accordance with the County's affirmative action program;
4. Maintain an environment free of harassment, intimidation, insults or ridicule based on the protected statuses covered in this plan;
5. Assist in providing career counseling and guidance for minority, female, and disabled employees, where underutilization exists, and encourage them to prepare for jobs which afford greater opportunities for advancement;
6. Ensure that affirmative action and equal opportunity principles are carried out in the selection, training, promotion, performance evaluation, work assignments, classification, assignment of overtime and additional duties, and all other terms and conditions of employment;

EXECUTION & IMPLEMENTATION

(continued)

D. Department Directors - [41 CFR 60-2.13(c) and 60-2.22(b) (1-9)] (continued)

7. Assist in the identification of workforce underutilization within the Director's department;
8. Become thoroughly familiar with the details of the affirmative action program;
9. Work with the Affirmative Action Officer and Human Resources to correct underutilization and/or adverse impact situations reflected by employment patterns or practices;
10. Assure that each program manager and supervisor within the department is knowledgeable, responsible, and accountable for meeting the department's program objectives;
11. Monitor and evaluate the effectiveness of the department's program, toward the achievement of good-faith results;
12. Conduct annual evaluations of training programs, use of contracts, hires and promotions and review employee transferred and termination, for patterns that may indicate discriminatory practices;
13. Take action on discrimination complaints and correct alleged unlawful practices (this should be done in consultation with County Counsel and/or the Affirmative Action Officer);
14. Ensure compliance with all applicable federal and state laws, and county rules and regulations;
15. Establish a positive climate for the program to achieve success within their divisions.

EXECUTION & IMPLEMENTATION

(continued)

E. Division Directors/Managers/Supervisors - [41 CFR § 60-2.22(b)(1)(9)]

All division directors and management level staff, including first-line supervisors, are responsible for providing affirmative action program support and for taking all positive action(s) needed to assure and advance equal opportunity at their respective levels. Each division director, manager's, and supervisor's specific responsibilities under this Plan include the following:

1. Ensure that equal opportunity and fair employment practices are carried out in the selection, training, promotion, performance evaluation, work assignments, classification, compensation, assignment of overtime and additional duties, and all other terms and conditions of employment;
2. Know the purpose and objectives of this Plan;
3. Correct situations and acts in the work environment which are contrary to the objectives of this Plan;
4. Review hiring and promotion patterns, training programs, and work assignments quarterly to ensure compliance with the objectives of this Plan;
5. Ensure that equal opportunity policies are properly displayed within the work environment; and
6. Ensure that a copy of the Affirmative Action Plan is available for employees to review.
7. Maintain an environment free of harassment, intimidation, insults or ridicule based on the protected characteristics identified in this plan.
8. Identify equal employment issues or problems and consult with the Affirmative Action Officer.
9. To inform employees of their responsibilities and obligations under the Affirmative Action Plan.

EXECUTION & IMPLEMENTATION

(continued)

F. Department/Office/Equal Employment Opportunity (EEO)/Americans with Disabilities Act (ADA) Representatives - [41 CFR § 60-2.22(a)]

Each County department/office will assign duties to a person employed within the department/office to act as an Equal Employment Opportunity/ADA Representative to work with and/or assist the Department/Office Director and the County's Affirmative Action Officer in carrying out this Affirmative Action Policy and Program. Specifically, the appointed EEO/ADA Representative's duties shall include:

1. Assist the Department/Office Director and Affirmative Action Officer to inform employees within the department/office and its divisions about affirmative action policy and procedures through staff meetings, employee orientation programs, or otherwise;
2. Advise the head of the particular County department/office with respect to the affirmative action programs, procedures, regulations, reports, and complaints;
3. Annually evaluate the sufficiency of the total department's/office's program for equal opportunity, and report thereon to the Department/Office Head and Affirmative Action Officer; and
4. Perform other duties as may be required to accomplish the objectives of this Plan.

G. Human Resources Divisions'/Departments'/Offices Human Resource Managers' Responsibilities - [41 CFR § 60-2.24]

The Director of Human Resources and the Department's/Offices' Human Resource Managers are responsible for EEO and affirmative action, both independent and in support of the County's Affirmative Action Officer. The duties of Human Resources Director and Human Resources Managers will include, but not be limited to the following:

1. Administer the County's personnel system in accordance with merit and equal opportunity principles by periodically reviewing personnel policies, rules and procedures to assure that they are supportive and consistent with the County's AA/EEO policy;
2. Review, at least annually, the organization/departments' personnel practices, including training programs, recruitment, job descriptions, testing and scoring patterns to identify possible road blocks to equal employment opportunity, and take appropriate remedial actions;
3. Assume specific duties that directly support the affirmative action effort. These duties will include, but are not limited to the following:

EXECUTION & IMPLEMENTATION

(continued)

G. Human Resources Divisions'/Departments'/Offices Human Resource Managers' Responsibilities - [41 CFR § 60-2.24] (continued)

- (a) Support and assist the Affirmative Action Officer and department/office managers in identifying affirmative action issues or concerns;
 - (b) Maintain records pertinent to determining the status of women, minorities, and the disabled in the County's workforce;
 - (c) Assist the Affirmative Action Officer in the investigation of discrimination complaints;
 - (d) Ensure that testing, interviewing, and screening are conducted in accordance with EEO law and regulations. Specifically, the selection procedures utilized shall be job related to minimize or eliminate elements considered discriminatory;
 - (e) See that all recruitment efforts are conducted in a manner which ensures that women, minorities, and the disabled are afforded an equal opportunity to apply for employment with Multnomah County, Oregon;
- 4. Assist the Affirmative Action Officer in ensuring that prompt and effective measures are taken by department/office management to correct equal opportunity problems as they are identified.
 - 5. Monitor all transfer and promotional procedures to ensure that all employees who are eligible for such transfers and/or promotions are given fair consideration.
 - 6. Assist and support managers in carrying out their equal employment opportunity duties.

EXECUTION & IMPLEMENTATION

(continued)

H. Affirmative Action Officer - [41 CFR 60-2.13(c) & 60-2.22]

The Affirmative Action Officer shall have overall responsibility and accountability for monitoring and assuring compliance with this Plan and all relevant EEO guidelines; and shall be empowered to investigate as the agent of Multnomah County, any complaint regarding an alleged act of discrimination; may monitor from time to time the Minority Business Enterprise and the Female Business Enterprise (MBE/FBE) function to enhance the County's response to contracting issues; may conduct affirmative action performance reviews to measure program conformance; and, may recommend modifications to the County's personnel practices to strengthen the County's affirmative action efforts.

In addition, the Affirmative Action Officer's duties will include, but not be limited to, the following:

1. Develop policy statements, affirmative action programs, and internal and external communication techniques;
2. Assist County Officials in carrying out their equal employment opportunity responsibilities, including promoting the recruitment, employment, training and retention of members or protected classes, and recommend solutions to any problems identified;
3. Train County managers and supervisors in their equal employment opportunity and affirmative action responsibilities;
4. Monitor records of personnel actions, and develop monitoring and reporting systems to acquire statistical information for the purposes of this program;
5. Accept, investigate, and resolve informal complaints of discrimination from current employees, previous employees, or applicants for employment;
6. Serve as primary liaison for the County to groups concerned with equal employment opportunity and affirmative action;
7. Prepare and submit annual reports on the progress and problem areas in the equal employment opportunity program and the implementation of the affirmative action plan;
8. Update the affirmative action program in accordance to goals achieved and existing needs at least annually;
9. Communicate to management the latest developments in the equal employment opportunity area;

EXECUTION & IMPLEMENTATION

(continued)

H. Affirmative Action Officer - [41 CFR 60-2.13(c) & 60-2.22] (continued)

10. Ensure that prompt and effective measures are taken by department managers to correct equal employment opportunity problems as they are identified;
11. Assist human resources and line managers in implementing effective Departmental Affirmative Action strategies;
12. Design and implement an evaluation system that measures the effectiveness of the County's EEO programs.
13. Monitor from time to time the program and service delivery systems to assure non-discriminatory practices.

I. Employees - [41 CFR § 60-2.13(c) and 60-2.21(4)(11)]

All employees of Multnomah County are expected to:

1. Become familiar with the Affirmative Action Program;
2. Comply with the objectives established by this Plan;
3. Act in accordance with the precepts of nondiscrimination, equal, and fair employment practices;
4. Demonstrate sensitivity and respect to fellow employees and the public around cultural diversity issues;
5. Assist with identifying AA/EEO problems, concerns, and needs; and
6. Assist in the investigation of, or resolution to, discrimination/harassment complaints.

EXECUTION & IMPLEMENTATION

(continued)

J. County Advisory Committee on the Disabled - [41 CFR Ch. 60-2.13(c)]

The disability coordinator of the Metropolitan Human Rights Commission shall have the following responsibilities:

1. Assist the Affirmative Action Officer in developing policies and programs in adherence to local, state, and federal equal employment opportunity laws for the disabled;
2. Assist and participate in training sessions for County employees regarding laws that protect individuals with disabilities;
3. Assist and participate in awareness training sessions for County employees that focus on eliminating attitudinal barriers that face persons with disabilities;
4. Participate in the Disabled Access Grievance Procedures;
5. Recommend methods to ensure that persons with disabilities are informed of programs and services provided by the County;
6. Provide technical assistance to the County in assuring compliance with local, state, and federal laws protecting persons with disabilities;
7. Staff a volunteer citizen's committee whose responsibility is to assist the County in assuring compliance with local, state, and federal laws protecting persons with disabilities. This committee provides input concerning disability issues and employment practices with respect to individuals with disabilities;
8. Serve as a liaison between the County and the public; and
9. Assist the Affirmative Action Officer in monitoring and evaluating the County's programs and services to ensure equal opportunity for persons with disabilities.

K. Office of County Attorney - [41 CFR Ch. 60-2.13(c)]

The Office of County Attorney is responsible for reviewing and advising on all legal matters and handling all suits, matters, and proceedings in which the County may have a legal interest. The Office of County Attorney provides legal counsel to the Affirmative Action Officer on issues relating to implementation of this plan.

L. Labor Relations - [41 CFR Ch. 60-2.13(c)]

Labor Relations will manage issues involving bargaining contracts and grievances resulting from employee disputes regarding contract issues. Labor Relations will advise management on matters of discipline resulting from substandard performance.

DEPARTMENTAL/OFFICES - EEO and AFFIRMATIVE ACTION COMPLIANCE STRATEGIES

[41 CFR Ch. 60-2.12(b) (k)]

(In accordance with the intent of this plan and regulatory requirements, each County Department and Office will prepare and submit compliance strategies. These strategies should promote and communicate the intention of equal employment opportunity; and identify strategies for removing barriers to fair employment practices.)

DEPARTMENTAL/OFFICES - EEO and AFFIRMATIVE ACTION
COMPLIANCE STRATEGIES
(Guidelines for Organization & Content)

Purpose

This guide is designed to assist departments/offices in the preparation of uniform affirmative action compliance strategies to accomplish equal employment opportunity and affirmative action objectives under this plan. Departments/Offices should closely follow the directions of this guide to assure complete compliance.

Guidelines

The commitment of department/office managers is paramount to the County's effort to implementing affirmative action strategies, coupled with good-faith efforts to ensure equal employment opportunities.

It is the department's/office's responsibility to both develop and execute action-oriented programs to comply with the intent of this plan. However, it is the Affirmative Action Officer's responsibility to make a professional judgement as to:

1. **Specificity:** Whether the action-oriented programs are sufficiently specific and result-oriented to accomplish the aims for which they were created; and
2. **Execution:** Whether the action-oriented programs were properly executed to achieve the goals and objectives of the affirmative action program.

Department's/Office's Responsibilities

Each department/office shall prepare an action plan identifying strategies for meeting the department's affirmative action objectives. In preparing these plans, departments/offices should review the utilization data provided by the Affirmative Action Officer in this plan to determine where appropriate affirmative action methods should be undertaken. The review should include examining employees by race, sex, salary range, and job group. This analysis allows the department/office to plan how it meets annual hiring practices in accordance with the monitoring objectives established by this Plan.

The required components of the department-level action implementation strategies are:

1. A policy statement signed by the department manager which includes a statement of the manager's commitment to the County's Equal Employment Opportunity and Affirmative Action Policy.

Department's/Office's Responsibilities

(continued)

- a. The directive that all management personnel shall actively support affirmative action and equal employment opportunity.
- b. The directive that all management personnel shall actively work to create and promote a work environment that is free of any form of unlawful discrimination and harassment.
2. A description of the methods by which department/office employees shall be informed of the affirmative action policy.
3. The designation of an individual (preferably by position title) responsible for ensuring that affirmative action is implemented within the department/office.
4. An evaluation of progress by the department or office toward achieving affirmative action objectives and discussion of any problem areas by organizational units and job group within the department.
5. Departments or offices with pronounced underutilization shall work with the Affirmative Action Officer and the Human Resources Division to evaluate options such as exam validation procedures, special training and outreach programs, internal reviews to determine if there is any evidence of discrimination within the department/office which might be contributing to the underutilization of minorities or women.

Information that Departments/Offices are Required to Keep for Monitoring and Review Purposes

1. Records substantiating that a policy statement committing the department/office to equal employment opportunity and affirmative action practices which has been issued to staff.
2. Records substantiating that the County's Affirmative Action Plan has been made accessible to all employees.
3. Records substantiating that managers and supervisors within the work unit have received EEO training.
4. Records substantiating the provision of reasonable accommodation to disabled persons.
5. Records substantiating that all eligible persons are encouraged to receive training regardless of their protective status.
6. Records substantiating that part-time, training, and seasonal employment opportunities are made available to protected class persons.

Information that Departments/Offices are Required to Keep for Monitoring and Review Purposes (continued)

7. Records substantiating that the County's EEO Policy and Federal EEO Policy are posted in the work unit.
8. Records substantiating the dissemination of the complaint resolution procedure to all personnel.
9. Records documenting each organizational unit's progress toward meeting objectives to address underutilization.
10. Records substantiating actions taken to reduce and/or eliminate illegal discrimination and/or harassment complaints.
11. Records documenting any actions or efforts undertaken to meet the County's broader affirmative action/diversity objectives.

All departments'/offices' affirmative action compliance strategies **must** be received by the Affirmative Action Officer within **three months** after the adoption of the County's 2001-2003 Affirmative Action Plan. Revisions to department/office compliance strategies will hereafter be due by the last day in March, annually, so that they can be reviewed and revised prior to the beginning of each fiscal year.

**POTENTIAL PROBLEM AREA
ANALYSIS
(41 CFR § 60-2.13(d); 60-2.23)**

Potential Problem Area Analysis
[41 CFR Ch. 60-2.13(d); 60-2.23]

Potential Problem Area	Analysis
Composition of the workforce by minority group status and sex.	Multnomah County has accomplished general objectives for minorities, but have some underutilization with specific groups. Females are underrepresented in the skilled craft and service maintenance job group.
Composition of application flow by minority group status and sex.	The data seems to indicate that the County is attracting available minority and female applicants for available positions. Monitoring will need to continue in this area.
The total selection process including position descriptions, position titles, worker specification, application forms, interview procedures, test administration, test validity, referral procedures, final selection process and similar factors.	The Human Resources Division has in place personnel procedures to evaluate various selection processes.
Transfer and promotion practices.	Monitoring systems exist to evaluate non-discriminatory practices in this area.
Facilities, company sponsored recreation and social events, and special programs such as educational assistance.	All programs are operated in a non-discriminatory manner. No facilities of Multnomah County or Multnomah County sponsored activities are segregated in any way.
Apprenticeship programs.	The County has explored apprenticeship programs to eliminate barriers to equal opportunity employment practices.
All training programs, formal and informal.	Training programs are provided on a non-discriminatory basis and are used to enhance employees' skills and contributions to the organization. The County generally monitors its training programs and provides equal access to all employees desiring training.

Potential Problem Area	Analysis
Workforce attitude.	The workforce attitude is monitored through exit surveys, environmental surveys, and complaint filings. From time to time , workshops are developed to enhance employees' attitudes on diversity related issues. Employees are informed regarding the County's commitment to its EEO policies and through employee orientation. Management employees are advised of their special responsibilities to provide equal opportunities. Processes exist to review management compliance with the County's equal employment opportunity objectives.
Technical phases of compliance, such as posters and notification to labor unions, retention of applications, notification to subcontractors.	Departments throughout the County are notified of their obligation to post appropriate posters. Additionally, notification is sent to all appropriate persons under our internal/external discrimination policies.
Underutilization of minorities or women in specific job groups.	The County monitors employment practices for the purpose of correcting "underutilization" where it exists. The County has conducted analyses to comply with government regulations, and to provide non-discriminatory equal employment opportunities.
Application and related preemployment forms in non-compliance with federal legislation.	All applications and related preemployment forms of the County comply with all applicable laws.
Job descriptions that inaccurately describe the actual functions and duties of the positions.	Position descriptions of the County accurately reflect essential functions and duties. Position descriptions are reviewed and updated to meet new requirements of the organization and/or position.
Tests and other selection techniques that are not validated as required by the Uniform Guidelines on Employer Selection Procedures 41 C.F.R. Part. 60-3.	Tests used by the County are monitored and evaluated to determine their validity and application within the various employee selection processes used to select qualified applicants and employees.
Test forms that are not validated by location, work performance and inclusion of minorities and women in the sample.	Test forms used by the County conform to the OFCCP Guidelines on Employee Selection Procedures.

Potential Problem Area	Analysis
Seniority provisions that contribute to overt or inadvertent discrimination, (i.e., if a disparity exists by minority group status or sex between length of service and types of job held).	Seniority practices are monitored to assure they do not contribute to overt or inadvertent discriminatory practices.
County policy that is not fully supported by managers, supervisors or employees	All managers, supervisors and employees are required to support the County's policy on equal opportunity and anti-harassment discriminatory practices.
Underutilization or significant underrepresentation of minorities in training or career improvement programs.	Minorities and women are encouraged to participate in training and career improvement programs.
Absence of formal techniques for evaluating the effectiveness of the EEO or AAP programs.	Formal techniques have been established by Multnomah County to evaluate the effectiveness of its EEO programs.
A lack of access to suitable housing, which lack of access inhibits recruitment efforts and employment of qualified minorities.	Suitable housing for all employees including minorities and females is widely available within Multnomah County.
A lack of suitable transportation (public or private) to the workplace, which lack inhibits minority employment.	Both public and private transportation to work is available to all employees of the County. The County provides assistance with Tri-Met bus passes for employees desiring to use the available transit system.
Failure to notify labor unions and subcontractors of their EEO responsibilities.	Multnomah County notifies each of its subcontractors and unions of its equal opportunity responsibilities. (See external discrimination sections for specific details.)
Purchase orders that do not contain the EEO clause.	Multnomah County's contracts and purchasing orders include an EEO clause.
Failure to display AAP and EEO posters.	Multnomah County requires all departments/offices to display the Federal EEO poster, as well as the County's adopted EEO policy.

**COUNTY ACTION PROGRAMS TO
ELIMINATE PROBLEMS AND
ATTAIN ESTABLISHED OBJECTIVES
(41 CFR § 60-2.13(f), 60-2.24)**

(Note: Specific actions to be taken to carry out the policies, procedures and programs identified in this plan are contained under individual responsibilities.)

COUNTY ACTION PROGRAMS TO ATTAIN GOALS AND OBJECTIVES

(41 CFR § 60-2.13(f), 60-2.24)

In order to meet the objectives established in this plan, the following actions will be initiated:

A. Personnel Policies and Procedures:

1. Job descriptions and examination methods will be examined periodically to assure that they are being consistently applied and that they reflect actual job duties and responsibilities.
2. Specifications will be developed for each classification through job analysis to identify the education, training and/or experience actually required.
3. Employment standards will be reviewed prior to an examination being given to make sure that they are job related and do not tend to eliminate qualified disabled persons. Standards which screen out disabled individuals must be job related and consistent with business necessity.
4. The County's internal promotion policy will be reviewed periodically to ensure it provides equal opportunity for all employees.
5. Career development activities will be available to all employees.
6. County-sponsored events will be available to all employees.
7. Orientation and training programs for new employees will be tailored as required to meet the needs of all employees.

B. Reasonable Accommodation:

The County will make reasonable accommodations for disabled employees or applicants unless such an accommodation would impose an undue hardship in the conduct of its business. Each program or activity must be made readily accessible to disabled persons. The County will offer programs and activities to disabled persons in the most integrated setting possible, and accomplishes the purposes of accommodating physically limited persons.

8 - Factor Availability Analyses

- * This data is in conformance with Federal Revised Order 4, found in Section 60-21 through § 60-2.32 of 41 CFR Chapter 60, issued on October 20, 1978 (44 F.R. 49249) by the Office of Federal Contract Compliance Programs.

Multnomah County, Oregon

Portland, OR

January 1, 2001 Annual Affirmative Action Plan

Availability Factor Computation Form

Job Group 1A - Executive Management

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.1	0.02	0.00	0.00	0.00	0.03		Skilled management positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.1						0.05	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.1	0.07	0.00	0.00	0.00	0.07	0.05	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.1	0.02	0.00	0.00	0.00	0.02	0.05	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	10.76	2.03	0.11	0.53	13.40	43.92	24.9	2.68	0.51	0.03	0.13	3.34	10.94	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	10.76	2.03	0.11	0.53	13.40	43.92	49.8	5.36	1.01	0.05	0.26	6.67	21.87	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	10.76	2.03	0.11	0.53	13.40	43.92	25.0	2.69	0.51	0.03	0.13	3.35	10.98	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	10.83	2.03	0.11	0.53	13.47	43.94	
Employment #:	27	9	0	5	41	120	(207 total)
Employment %:	13.04	4.35	0.00	2.42	19.81	57.97	
Underutilized:	NO	NO	YES	NO	NO	NO	

Availability Factor Computation Form

Job Group 1B - Mid Level Management

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.1	0.02	0.00	0.00	0.00	0.03		Skilled management positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.1						0.05	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.1	0.07	0.00	0.00	0.00	0.07	0.05	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.1	0.02	0.00	0.00	0.00	0.02	0.05	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	9.66	1.33	0.23	0.60	11.81	48.59	24.9	2.41	0.33	0.06	0.15	2.94	12.10	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	9.66	1.33	0.23	0.60	11.81	48.59	49.8	4.81	0.66	0.11	0.30	5.88	24.20	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	9.66	1.33	0.23	0.60	11.81	48.59	25.0	2.42	0.33	0.06	0.15	2.95	12.15	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	9.73	1.33	0.23	0.60	11.89	48.59	
Employment #:	0	0	0	2	2	4	(8 total)
Employment %:	0.00	0.00	0.00	25.00	25.00	50.00	
Underutilized:	YES	YES	YES	NO	NO	NO	

Availability Factor Computation Form

Job Group 2A - Senior Level Professionals

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.1	0.02	0.00	0.00	0.00	0.03		Skilled professional positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.1						0.05	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.1	0.07	0.00	0.00	0.00	0.07	0.05	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.1	0.02	0.00	0.00	0.00	0.02	0.05	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	9.86	1.31	0.26	1.17	12.59	36.35	24.9	2.46	0.33	0.06	0.29	3.13	9.05	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	9.86	1.31	0.26	1.17	12.59	36.35	49.8	4.91	0.65	0.13	0.58	6.27	18.10	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	9.86	1.31	0.26	1.17	12.59	36.35	25.0	2.47	0.33	0.07	0.29	3.15	9.09	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	9.93	1.31	0.26	1.17	12.67	36.39	
Employment #:	5	6	1	4	16	78	(129 total)
Employment %:	3.88	4.65	0.78	3.10	12.40	60.47	
Underutilized:	YES	NO	NO	NO	NO	NO	

Availability Factor Computation Form

Job Group 2B - Mid Level Professionals

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.1	0.02	0.00	0.00	0.00	0.03		Skilled professional positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.1						0.05	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.1	0.07	0.00	0.00	0.00	0.07	0.05	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.1	0.02	0.00	0.00	0.00	0.02	0.05	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	10.41	3.16	0.21	0.91	15.07	55.67	24.9	2.59	0.79	0.05	0.23	3.75	13.86	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	10.41	3.16	0.21	0.91	15.07	55.67	49.8	5.18	1.57	0.10	0.45	7.50	27.72	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	10.41	3.16	0.21	0.91	15.07	55.67	25.0	2.60	0.79	0.05	0.23	3.77	13.92	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	10.48	3.15	0.21	0.91	15.14	55.65	
Employment #:	85	68	9	47	213	963	(1411 total)
Employment %:	6.02	4.82	0.64	3.33	15.10	68.25	
Underutilized:	YES	NO	NO	NO	NO	NO	

Availability Factor Computation Form

Job Group 2C - Entry Level Professionals

Factor	Raw Statistics						%	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.1	0.02	0.00	0.00	0.00	0.03		Skilled professional positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.1						0.05	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.1	0.07	0.00	0.00	0.00	0.07	0.05	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.1	0.02	0.00	0.00	0.00	0.02	0.05	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	9.38	1.95	0.33	0.93	12.65	41.87	24.9	2.34	0.49	0.08	0.23	3.15	10.43	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	9.38	1.95	0.33	0.93	12.65	41.87	49.8	4.67	0.97	0.16	0.46	6.30	20.85	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	9.38	1.95	0.33	0.93	12.65	41.87	25.0	2.35	0.49	0.08	0.23	3.16	10.47	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	9.46	1.95	0.33	0.93	12.73	41.89	
Employment #:	63	41	6	21	132	474	(651 total)
Employment %:	9.68	6.30	0.92	3.23	20.28	72.81	
Underutilized:	NO	NO	NO	NO	NO	NO	

Availability Factor Computation Form

Job Group 3A - Senior Level Technician

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.0	0.00	0.00	0.00	0.00	0.00		Skilled technical positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.0						0.00	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.0	0.00	0.00	0.00	0.00	0.00	0.00	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.0	0.00	0.00	0.00	0.00	0.00	0.00	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	11.11	1.89	0.15	1.15	14.30	28.72	24.2	2.69	0.46	0.04	0.28	3.46	6.95	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	11.11	1.89	0.15	1.15	14.30	28.72	49.6	5.51	0.94	0.07	0.57	7.09	14.25	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	1.0	0.00	0.00	0.00	0.00	0.00	0.00	2% promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	11.11	1.89	0.15	1.15	14.30	28.72	24.2	2.69	0.46	0.04	0.28	3.46	6.95	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	1.0	0.00	0.00	0.00	0.00	0.00	0.00	2% promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	10.89	1.85	0.15	1.13	14.01	28.15	
Employment #:	0	0	0	0	0	0	(2 total)
Employment %:	0.00	0.00	0.00	0.00	0.00	0.00	
Underutilized:	YES	YES	YES	YES	YES	YES	

Availability Factor Computation Form

Job Group 3B - Mid Level Technician

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.2	0.04	0.00	0.00	0.00	0.05		Skilled technical positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.2						0.10	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.2	0.13	0.00	0.00	0.00	0.14	0.10	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.2	0.03	0.00	0.00	0.00	0.04	0.09	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	14.81	1.82	0.26	1.27	18.16	48.99	5.3	0.78	0.10	0.01	0.07	0.96	2.60	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	14.81	1.82	0.26	1.27	18.16	48.99	23.9	3.54	0.43	0.06	0.30	4.34	11.71	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	32.5	0.00	0.00	0.00	0.00	0.00	0.00	65% promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	14.81	1.82	0.26	1.27	18.16	48.99	5.2	0.77	0.09	0.01	0.07	0.94	2.55	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	32.5	0.00	0.00	0.00	0.00	0.00	0.00	65% promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	5.30	0.63	0.09	0.45	6.48	17.15	
Employment #:	6	8	2	3	19	75	(169 total)
Employment %:	3.55	4.73	1.18	1.78	11.24	44.38	
Underutilized:	YES	NO	NO	NO	NO	NO	

Availability Factor Computation Form

Job Group 3C - Entry Level Technician

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.5	0.11	0.01	0.00	0.01	0.13		Skilled technical positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.5						0.26	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.5	0.33	0.00	0.00	0.01	0.34	0.26	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.5	0.09	0.01	0.00	0.01	0.10	0.23	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	11.86	2.01	0.27	1.38	15.50	35.25	24.6	2.92	0.49	0.07	0.34	3.81	8.67	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	11.86	2.01	0.27	1.38	15.50	35.25	49.2	5.84	0.99	0.13	0.68	7.63	17.34	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	11.86	2.01	0.27	1.38	15.50	35.25	24.7	2.93	0.50	0.07	0.34	3.83	8.71	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	12.20	2.00	0.27	1.39	15.84	35.47	
Employment #:	7	6	1	6	20	65	(95 total)
Employment %:	7.37	6.32	1.05	6.32	21.05	68.42	
Underutilized:	YES	NO	NO	NO	NO	NO	

Availability Factor Computation Form

Job Group 4A - Senior Level Management

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.5	0.11	0.01	0.00	0.01	0.13		Sales positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.5						0.26	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.5	0.33	0.00	0.00	0.01	0.34	0.26	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.5	0.09	0.01	0.00	0.01	0.10	0.23	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	10.58	0.62	0.49	1.27	12.96	47.33	24.6	2.60	0.15	0.12	0.31	3.19	11.64	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	10.58	0.62	0.49	1.27	12.96	47.33	49.2	5.21	0.31	0.24	0.62	6.38	23.29	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	10.58	0.62	0.49	1.27	12.96	47.33	24.7	2.61	0.15	0.12	0.31	3.20	11.69	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	10.94	0.63	0.49	1.28	13.34	47.37	
Employment #:	0	0	0	0	0	1	(4 total)
Employment %:	0.00	0.00	0.00	0.00	0.00	25.00	
Underutilized:	YES	YES	YES	YES	YES	YES	

Availability Factor Computation Form

Job Group 4B - Mid Level Management

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.5	0.11	0.01	0.00	0.01	0.13		Sales positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.5						0.26	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.5	0.33	0.00	0.00	0.01	0.34	0.26	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.5	0.09	0.01	0.00	0.01	0.10	0.23	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	19.65	0.52	0.40	1.50	22.10	46.68	24.6	4.83	0.13	0.10	0.37	5.44	11.48	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	19.65	0.52	0.40	1.50	22.10	46.68	49.2	9.67	0.26	0.20	0.74	10.87	22.97	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	19.65	0.52	0.40	1.50	22.10	46.68	24.7	4.85	0.13	0.10	0.37	5.46	11.53	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	19.87	0.53	0.40	1.51	22.34	46.73	
Employment #:	21	6	2	11	40	132	(308 total)
Employment %:	6.82	1.95	0.65	3.57	12.99	42.86	
Underutilized:	YES	NO	NO	NO	YES	NO	

Availability Factor Computation Form

Job Group 4C - Entry Level Official

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.5	0.11	0.01	0.00	0.01	0.13		Sales positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.5						0.26	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.5	0.33	0.00	0.00	0.01	0.34	0.26	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.5	0.09	0.01	0.00	0.01	0.10	0.23	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	46.65	0.19	0.14	2.02	48.99	43.59	24.6	11.48	0.05	0.03	0.50	12.05	10.72	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	46.65	0.19	0.14	2.02	48.99	43.59	49.2	22.95	0.09	0.07	0.99	24.10	21.45	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	46.65	0.19	0.14	2.02	48.99	43.59	24.7	11.52	0.05	0.03	0.50	12.10	10.77	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	46.47	0.20	0.14	2.02	48.83	43.68	
Employment #:	73	26	7	38	144	182	(717 total)
Employment %:	10.18	3.63	0.98	5.30	20.08	25.38	
Underutilized:	YES	NO	NO	NO	YES	YES	

Availability Factor Computation Form

Job Group 5A - Senior Level Support

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		1.0	0.21	0.01	0.00	0.02	0.25		Clerical positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	1.0						0.52	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	1.0	0.65	0.01	0.00	0.02	0.69	0.52	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	1.0	0.17	0.01	0.00	0.02	0.20	0.45	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	22.93	0.81	0.39	1.49	25.63	72.27	13.3	3.05	0.11	0.05	0.20	3.41	9.61	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	22.93	0.81	0.39	1.49	25.63	72.27	23.5	5.39	0.19	0.09	0.35	6.02	16.98	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	23.5	0.00	0.00	0.00	0.00	0.00	0.00	47% promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	22.93	0.81	0.39	1.49	25.63	72.27	13.2	3.03	0.11	0.05	0.20	3.38	9.54	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	23.5	0.00	0.00	0.00	0.00	0.00	0.00	47% promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	12.50	0.44	0.21	0.80	13.96	37.63	
Employment #:	1	0	0	0	1	2	(5 total)
Employment %:	20.00	0.00	0.00	0.00	20.00	40.00	
Underutilized:	NO	YES	YES	YES	NO	NO	

Availability Factor Computation Form

Job Group 5B - Mid Level Support

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		1.0	0.21	0.01	0.00	0.02	0.25		Clerical positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	1.0						0.52	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	1.0	0.65	0.01	0.00	0.02	0.69	0.52	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	1.0	0.17	0.01	0.00	0.02	0.20	0.45	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	20.53	0.73	0.25	2.09	23.66	71.15	13.3	2.73	0.10	0.03	0.28	3.15	9.46	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	20.53	0.73	0.25	2.09	23.66	71.15	23.5	4.82	0.17	0.06	0.49	5.56	16.72	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	23.5	0.00	0.00	0.00	0.00	0.00	0.00	47% promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	20.53	0.73	0.25	2.09	23.66	71.15	13.2	2.71	0.10	0.03	0.28	3.12	9.39	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	23.5	0.00	0.00	0.00	0.00	0.00	0.00	47% promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	11.30	0.40	0.14	1.10	12.97	37.07	
Employment #:	23	11	3	8	45	186	(327 total)
Employment %:	7.03	3.36	0.92	2.45	13.76	56.88	
Underutilized:	YES	NO	NO	NO	NO	NO	

Availability Factor Computation Form

Job Group 5C - Entry Level Support

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		1.0	0.21	0.01	0.00	0.02	0.25		Clerical positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	1.0						0.52	Education and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	1.0	0.65	0.01	0.00	0.02	0.69	0.52	Education and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	1.0	0.17	0.01	0.00	0.02	0.20	0.45	Education and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	19.66	1.01	0.52	1.28	22.54	75.64	24.2	4.76	0.24	0.13	0.31	5.45	18.30	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	19.66	1.01	0.52	1.28	22.54	75.64	48.5	9.54	0.49	0.25	0.62	10.93	36.69	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	19.66	1.01	0.52	1.28	22.54	75.64	24.3	4.78	0.25	0.13	0.31	5.48	18.38	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	20.11	1.01	0.52	1.30	23.01	74.87	
Employment #:	50	36	4	59	152	399	(532 total)
Employment %:	9.40	6.77	0.75	11.09	28.57	75.00	
Underutilized:	YES	NO	NO	NO	NO	NO	

Availability Factor Computation Form

Job Group 6A - Senior Level Clerical

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.2	0.04	0.00	0.00	0.00	0.05		Skilled crafts positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.2						0.10	Training and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.2	0.13	0.00	0.00	0.00	0.14	0.10	Training and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.2	0.03	0.00	0.00	0.00	0.04	0.09	Training and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	21.77	0.81	0.34	1.56	24.48	70.98	12.7	2.76	0.10	0.04	0.20	3.11	9.01	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	21.77	0.81	0.34	1.56	24.48	70.98	24.6	5.36	0.20	0.08	0.38	6.02	17.46	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	24.8	0.00	0.00	0.00	0.00	0.00	0.00	50% promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	21.77	0.81	0.34	1.56	24.48	70.98	12.6	2.74	0.10	0.04	0.20	3.08	8.94	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	24.7	0.00	0.00	0.00	0.00	0.00	0.00	50% promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	11.07	0.41	0.17	0.79	12.44	35.72	
Employment #:	2	0	0	0	2	8	(11 total)
Employment %:	18.18	0.00	0.00	0.00	18.18	72.73	
Underutilized:	NO	YES	YES	YES	NO	NO	

Availability Factor Computation Form

Job Group 6B - Mid Level Clerical

49

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.5	0.11	0.01	0.00	0.01	0.13		Skilled crafts positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.5						0.26	Training and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.5	0.33	0.00	0.00	0.01	0.34	0.26	Training and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.5	0.09	0.01	0.00	0.01	0.10	0.23	Training and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	18.49	0.72	0.49	1.17	20.89	67.59	13.0	2.40	0.09	0.06	0.15	2.72	8.79	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	18.49	0.72	0.49	1.17	20.89	67.59	24.2	4.47	0.17	0.12	0.28	5.06	16.36	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	24.2	0.00	0.00	0.00	0.00	0.00	0.00	48% promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	18.49	0.72	0.49	1.17	20.89	67.59	12.9	2.39	0.09	0.06	0.15	2.69	8.72	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	24.2	0.00	0.00	0.00	0.00	0.00	0.00	48% promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	9.78	0.38	0.25	0.61	11.04	34.61	
Employment #:	29	13	2	8	52	203	(239 total)
Employment %:	12.13	5.44	0.84	3.35	21.76	84.94	
Underutilized:	NO	NO	NO	NO	NO	NO	

Availability Factor Computation Form

Job Group 6C - Entry Level Clerical

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.5	0.11	0.01	0.00	0.01	0.13		Skilled crafts positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.5						0.26	Training and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.5	0.33	0.00	0.00	0.01	0.34	0.26	Training and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.5	0.09	0.01	0.00	0.01	0.10	0.23	Training and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	15.53	0.71	0.50	1.37	18.21	36.12	24.6	3.82	0.17	0.12	0.34	4.48	8.89	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	15.53	0.71	0.50	1.37	18.21	36.12	49.2	7.64	0.35	0.25	0.67	8.96	17.77	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	15.53	0.71	0.50	1.37	18.21	36.12	24.7	3.84	0.18	0.12	0.34	4.50	8.92	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	15.82	0.72	0.50	1.38	18.51	36.33	
Employment #:	102	104	9	111	334	946	(1224 total)
Employment %:	8.33	8.50	0.74	9.07	27.29	77.29	
Underutilized:	YES	NO	NO	NO	NO	NO	

Availability Factor Computation Form

Job Group 7B - Mid Level Craft

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.2	0.04	0.00	0.00	0.00	0.05		Operative positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.2						0.10	Training and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.2	0.13	0.00	0.00	0.00	0.14	0.10	Training and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.2	0.03	0.00	0.00	0.00	0.04	0.09	Training and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	16.20	0.65	0.65	2.12	19.61	23.65	12.7	2.06	0.08	0.08	0.27	2.49	3.00	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	16.20	0.65	0.65	2.12	19.61	23.65	24.6	3.99	0.16	0.16	0.52	4.82	5.82	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	24.8	0.00	0.00	0.00	0.00	0.00	0.00	50% promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	16.20	0.65	0.65	2.12	19.61	23.65	12.6	2.04	0.08	0.08	0.27	2.47	2.98	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	24.7	0.00	0.00	0.00	0.00	0.00	0.00	50% promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	8.29	0.33	0.33	1.07	10.01	12.10	
Employment #:	0	0	0	2	4	0	(16 total)
Employment %:	0.00	0.00	0.00	12.50	25.00	0.00	
Underutilized:	YES	YES	YES	NO	NO	YES	

Availability Factor Computation Form

Job Group 7C - Entry Level Craft

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		5.0	1.07	0.07	0.02	0.10	1.25		Operative positions
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	5.0						2.60	Training and experience required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	5.0	3.27	0.05	0.02	0.11	3.44	2.62	Training and experience required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	5.0	0.86	0.06	0.02	0.08	1.02	2.26	Training and experience required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	15.16	0.68	0.58	1.97	18.32	19.57	21.2	3.21	0.14	0.12	0.42	3.88	4.15	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	15.16	0.68	0.58	1.97	18.32	19.57	42.5	6.44	0.29	0.25	0.84	7.79	8.32	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	15.16	0.68	0.58	1.97	18.32	19.57	21.3	3.23	0.14	0.12	0.42	3.90	4.17	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	18.08	0.75	0.55	1.96	21.28	24.11	
Employment #:	1	3	2	4	10	0	(72 total)
Employment %:	1.39	4.17	2.78	5.56	13.89	0.00	
Underutilized:	YES	NO	NO	NO	YES	YES	

Availability Factor Computation Form

Job Group 8B - Mid Level Maintenance

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		10.0	2.14	0.13	0.04	0.19	2.50		Unskilled labor
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	10.0						5.19	Limited training required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	10.0	6.53	0.09	0.04	0.22	6.88	5.24	Limited training required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	10.0	1.72	0.12	0.04	0.16	2.04	4.52	Limited training required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	29.05	0.89	0.77	3.19	33.93	17.65	17.5	5.08	0.16	0.13	0.56	5.94	3.09	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	29.05	0.89	0.77	3.19	33.93	17.65	35.0	10.17	0.31	0.27	1.12	11.88	6.18	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	29.05	0.89	0.77	3.19	33.93	17.65	17.5	5.08	0.16	0.13	0.56	5.94	3.09	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	No promotion from within.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	30.73	0.96	0.66	2.80	35.17	27.31	
Employment #:	11	2	2	1	21	609	(771 total)
Employment %:	1.43	0.26	0.26	0.13	2.72	78.99	
Underutilized:	YES	YES	YES	YES	YES	NO	

Availability Factor Computation Form

Job Group 8C - Entry Level Maintenance

54

Factor	Raw Statistics						% Weight	Weighted Factor						Reason for weighting
	Blk	Asi	Nat	His	Min	Fe		Blk	Asi	Nat	His	Min	Fem	
1a. Percentage of minorities in population of labor area surrounding facility.	21.40	1.30	0.40	1.90	25.00		0.0	0.00	0.00	0.00	0.00	0.00		Unskilled labor
1b. Percentage of women among those seeking employment in labor or recruitment area.						51.90	0.0						0.00	Limited training required
2. Percentage of minorities and women among unemployed in labor or recruitment area.	65.30	0.90	0.40	2.20	68.80	52.40	0.0	0.00	0.00	0.00	0.00	0.00	0.00	Limited training required
3. Percentage of minorities and women in total workforce in immediate labor area.	17.20	1.20	0.40	1.60	20.40	45.20	0.0	0.00	0.00	0.00	0.00	0.00	0.00	Limited training required
4. Percentage of minorities and women among those having requisite skills in immediate labor area.	19.81	0.93	0.57	2.28	23.58	17.59	0.0	0.00	0.00	0.00	0.00	0.00	0.00	Any City, Any State MSA
5. Percentage of minorities and women among those having requisite skills in reasonable recruitment area.	19.81	0.93	0.57	2.28	23.58	17.59	0.0	0.00	0.00	0.00	0.00	0.00	0.00	Any City, Any State MSA
6. Percentage of minorities and women among those promotable or transferable from within facility.	0.00	0.00	0.00	0.00	0.00	0.00	100.0	0.00	0.00	0.00	0.00	0.00	0.00	100% promotion from within.
7. Percentage of minorities and women at institutions providing training in requisite skills.	19.81	0.93	0.57	2.28	23.58	17.59	0.0	0.00	0.00	0.00	0.00	0.00	0.00	Any City, Any State MSA
8. Percentage of minorities and women now at facility whom contractor can train in requisite skills.	0.00	0.00	0.00	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.00	0.00	0.00	Included in Factor 6.

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Availability:	0.00	0.00	0.00	0.00	0.00	0.00	
Employment #:	16	12	7	6	41	124	(270 total)
Employment %:	5.93	4.44	2.59	2.22	15.19	45.93	
Underutilized:	NO	NO	NO	NO	NO	NO	

**MULTNOMAH COUNTY
EEO JOB GROUPS
UTILIZATION REVIEW
[41 CFR Ch. 60-2.13(d)(e)]**

ROSTER SUMMARY

Multnomah County, Oregon

Portland, OR

January 1, 2001 Annual Affirmative Action Plan

Roster Summary

Job Group EEO Category	TOT	Male						Female						Min Tot
		Tot	Wht	Blk	Asi	Nat	His	Tot	Wht	Blk	Asi	Nat	His	
1A Executive Management	207	87	68	9	6	0	4	120	98	18	3	0	1	41
1B Mid Level Management	8	4	2	0	0	0	2	4	4	0	0	0	0	2
EEO 1	215	91	70	9	6	0	6	124	102	18	3	0	1	43
% Tot		42.33	32.56	4.19	2.79	0.00	2.79	57.67	47.44	8.37	1.40	0.00	0.47	20.00
2A Senior Level Professionals	129	51	44	4	0	1	2	78	69	1	6	0	2	16
2B Mid Level Professionals	1411	448	370	28	29	5	13	963	828	57	39	4	34	213
2C Entry Level Professionals	651	177	130	27	15	1	4	474	389	36	26	5	17	132
EEO 2	2191	676	544	59	44	7	19	1515	1286	94	71	9	53	361
% Tot		30.85	24.83	2.69	2.01	0.32	0.87	69.15	58.69	4.29	3.24	0.41	2.42	16.48
3A Senior Level Technician	2	2	2	0	0	0	0	0	0	0	0	0	0	0
3B Mid Level Technician	169	94	87	2	3	1	1	75	63	4	5	1	2	19
3C Entry Level Technician	95	30	25	1	0	1	3	65	50	6	6	0	3	20
EEO 3	266	126	114	3	3	2	4	140	113	10	11	1	5	39
% Tot		47.37	42.86	1.13	1.13	0.75	1.50	52.63	42.48	3.76	4.14	0.38	1.88	14.66
4A Senior Level Management	4	3	3	0	0	0	0	1	1	0	0	0	0	0
4B Mid Level Management	308	176	149	15	3	1	8	132	119	6	3	1	3	40
4C Entry Level Official	717	535	427	58	17	4	29	182	146	15	9	3	9	144
EEO 4	1029	714	579	73	20	5	37	315	266	21	12	4	12	184
% Tot		69.39	56.27	7.09	1.94	0.49	3.60	30.61	25.85	2.04	1.17	0.39	1.17	17.88
5A Senior Level Support	5	3	3	0	0	0	0	2	1	1	0	0	0	1
5B Mid Level Support	327	141	121	13	4	0	3	186	161	10	7	3	5	45
5C Entry Level Support	532	133	91	20	11	1	7	399	289	30	25	3	52	152

Roster Summary

Job Group EEO Category		-----Male-----							-----Female-----					Min Tot	
		TOT	Tot	Wht	Blk	Asi	Nat	His	Tot	Wht	Blk	Asi	Nat		His
EEO 5		864	277	215	33	15	1	10	587	451	41	32	6	57	198
% Tot			32.06	24.88	3.82	1.74	0.12	1.16	67.94	52.20	4.75	3.70	0.69	6.60	22.92
6A	Senior Level Clerical	11	3	2	1	0	0	0	8	7	1	0	0	0	2
6B	Mid Level Clerical	239	36	25	5	4	1	1	203	162	24	9	1	7	52
6C	Entry Level Clerical	1224	278	190	19	31	0	36	946	700	83	73	9	75	334
EEO 6		1474	317	217	25	35	1	37	1157	869	108	82	10	82	388
% Tot			21.51	14.72	1.70	2.37	0.07	2.51	78.49	58.96	7.33	5.56	0.68	5.56	26.32
7B	Mid Level Craft	16	16	12	0	0	0	2	0	0	0	0	0	0	4
7C	Entry Level Craft	72	72	62	1	3	2	4	0	0	0	0	0	0	10
EEO 7		88	88	74	1	3	2	6	0	0	0	0	0	0	14
% Tot			100.00	84.09	1.14	3.41	2.27	6.82	0.00	0.00	0.00	0.00	0.00	0.00	15.91
8B	Mid Level Maintenance	771	162	155	3	1	2	0	609	595	8	1	0	1	21
8C	Entry Level Maintenance	270	146	119	14	6	4	3	124	110	2	6	3	3	41
EEO 8		1041	308	274	17	7	6	3	733	705	10	7	3	4	62
% Tot			29.59	26.32	1.63	0.67	0.58	0.29	70.41	67.72	0.96	0.67	0.29	0.38	5.96
Report Total		7168	2597	2087	220	133	24	122	4571	3792	302	218	33	214	1289
% Tot			36.23	29.12	3.07	1.86	0.33	1.70	63.77	52.90	4.21	3.04	0.46	2.99	17.98

JOB GROUP ANALYSIS

GRAPHICAL PRESENTATION

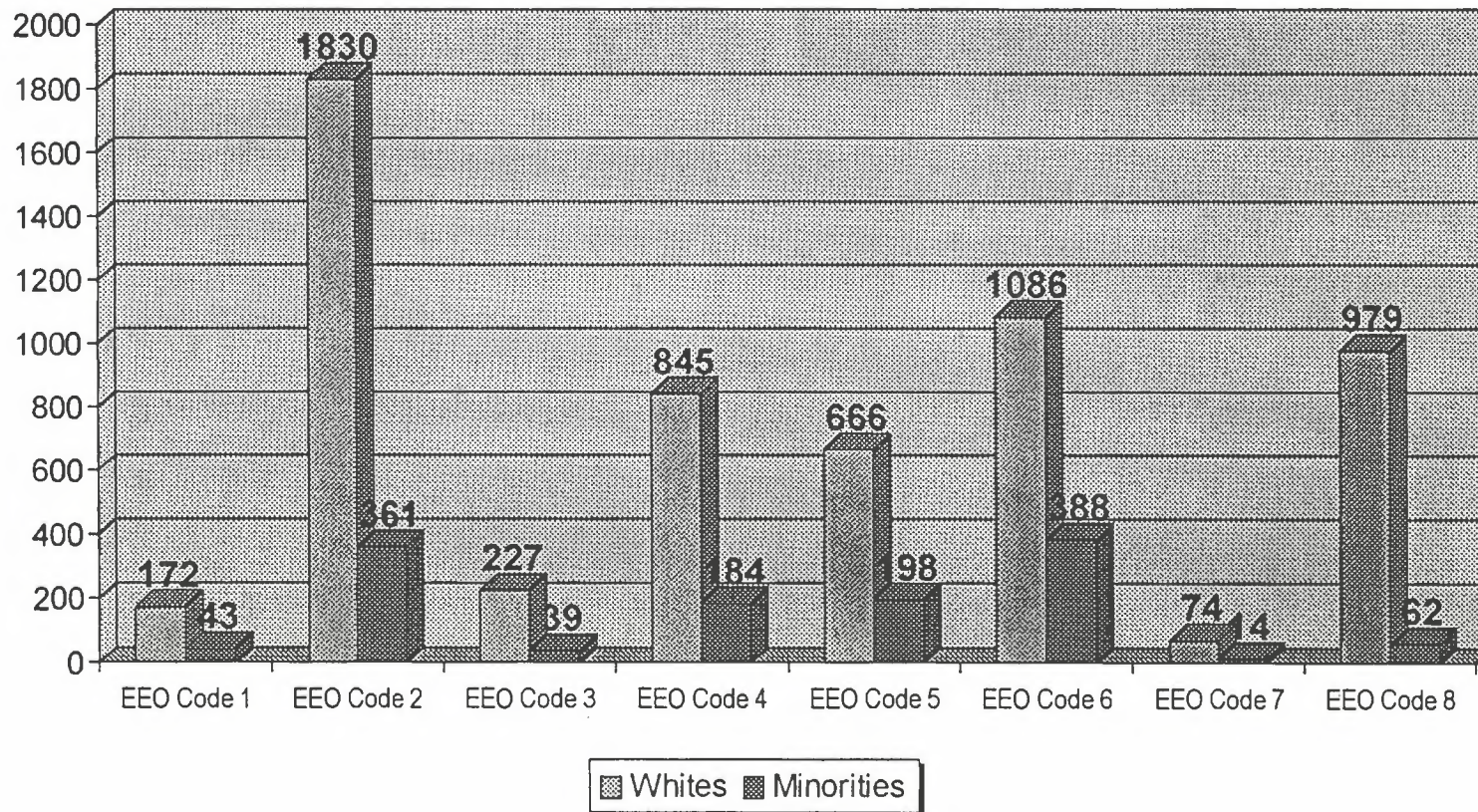
CONSOLIDATED JOB GROUP ANALYSIS

Multnomah County, Oregon

Portland, OR

January 1, 2001 Annual Affirmative Action

Job Group Analysis

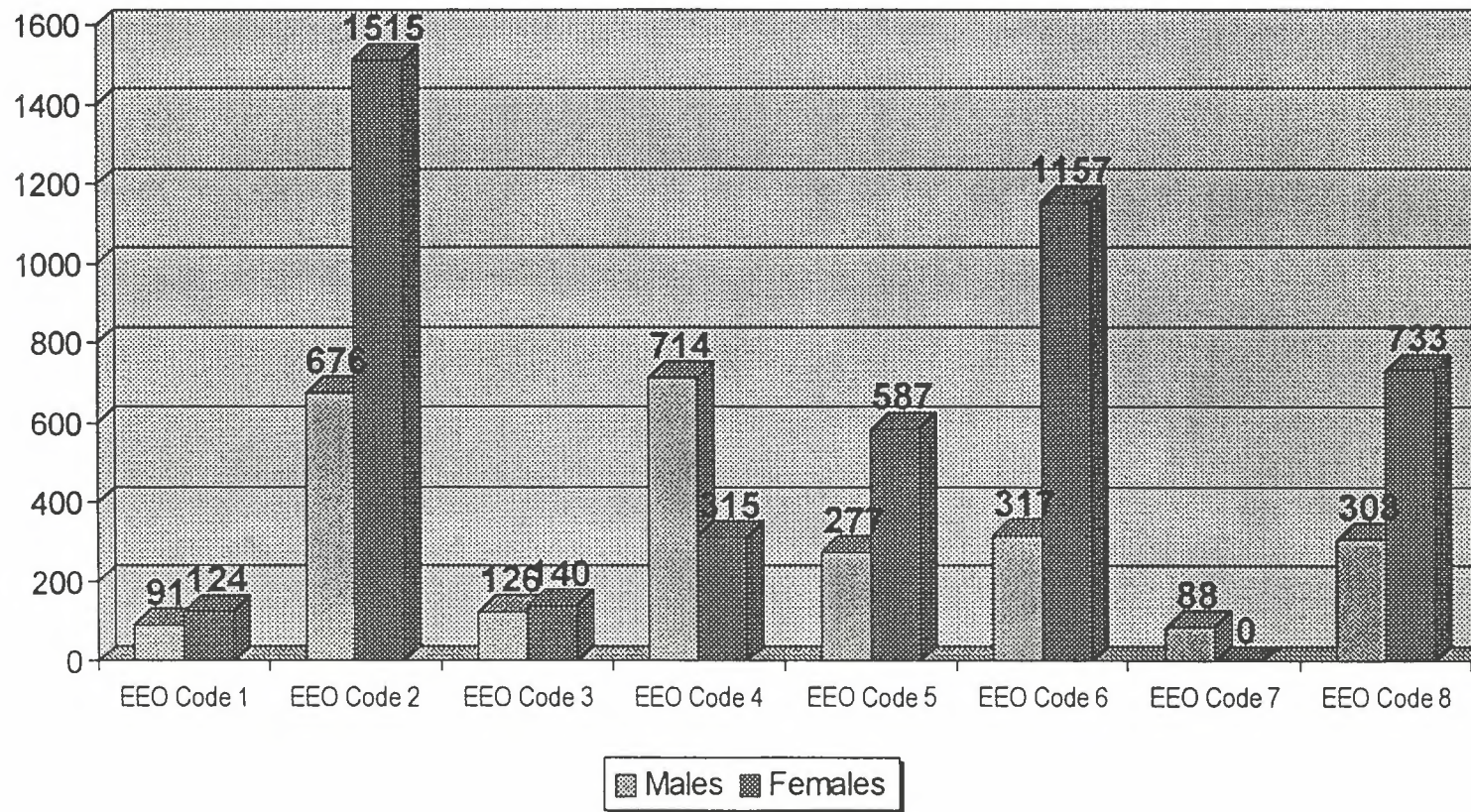


Multnomah County, Oregon

Portland, OR

January 1, 2001 Annual Affirmative Action

Job Group Analysis



**JOB GROUP ANALYSIS
BY
JOB CODE & TITLE**

January 1, 2001 Annual Affirmative Action Plan

Job Group 1A Executive Management

Job Code & Title		EEO	Tot Emp		Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
			#	%	#	%	#	%	#	%	#	%	#	%		
9457	ISD ADMINISTRATOR	1	6	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	3	50.00	
9510	COUNTY ATTORNEY	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9520	MEDICAL DIRECTOR	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	
9530	EMS MEDICAL DIRECTOR	1	2	0	0.00	1	50.00	0	0.00	0	0.00	1	50.00	0	0.00	
9550	HEALTH OFFICER	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9610	DEPARTMENT DIRECTOR	1	8	2	25.00	0	0.00	0	0.00	1	12.50	3	37.50	5	62.50	
9629	CHIEF APPRAISER/COMMERCIAL	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9630	CHIEF APPRAISER/RESIDENTIAL	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9631	DEPUTY COUNTY ATTORNEY	1	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	50.00	
9637	APPRAISAL SUPR/COMMERCIAL	1	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9641	DISTRICT MANAGER/DCC	1	6	1	16.67	1	16.67	0	0.00	0	0.00	2	33.33	2	33.33	
9642	COMMUNITY SERVICES ADMIN	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9644	CONTRACTS ADMINISTRATOR	1	1	1	100.00	0	0.00	0	0.00	0	0.00	1	100.00	1	100.00	
9657	INFO SYSTEMS MANAGER/SENIOR	1	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	3	75.00	
9661	CFS MANAGER	1	6	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	33.33	
9667	EMERGENCY MANAGEMENT ADMIN	1	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9671	ENGINEERING SERVICES ADMIN	1	3	0	0.00	0	0.00	0	0.00	1	33.33	1	33.33	0	0.00	
9681	FACILITIES MANAGER/SENIOR	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9682	FACILITIES REFURBISHMENT ADMIN	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9686	FACILITIES DEV & SERVICES MGR	1	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	25.00	
9693	HEALTH SERVICES ADMINISTRATOR	1	56	10	17.86	3	5.36	0	0.00	1	1.79	14	25.00	49	87.50	
9716	FISCAL OFFICER	1	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9720	OPERATIONS ADMINISTRATOR	1	12	1	8.33	0	0.00	0	0.00	0	0.00	1	8.33	8	66.67	
9735	PUBLIC GUARDIAN	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	
9738	PURCHASING ADMINISTRATOR	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	
9743	SHERIFF'S OPERATIONS ADMIN	1	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	100.00	
9745	CFS ADMINISTRATOR	1	13	2	15.38	1	7.69	0	0.00	1	7.69	4	30.77	7	53.85	
9752	TAX COLL/RECORD MANAGER/SENIOR	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	
9755	TRAFFIC AIDS ADMINISTRATOR	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
9759	TRANS PLANNING ADMIN	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	

Job Group Analysis

9761	TREASURY ADMINISTRATOR	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9763	ASSESSMENT MANAGER/SENIOR	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9772	COMM CORRECTIONS PROGRAM ADMIN	1	41	7	17.07	3	7.32	0	0.00	1	2.44	11	26.83	19	46.34
9773	CATALOGING ADMINISTRATOR	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9774	CIRCULATION ADMINISTRATOR	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9776	LIBRARY ADMINISTRATOR/BRANCH	1	4	1	25.00	0	0.00	0	0.00	0	0.00	1	25.00	4	100.00
9780	LIBRARY MANAGER/BRANCH	1	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	100.00
9792	STACKS ADMINISTRATOR	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9793	VOLUNTEER PROG/BOOKSTORE ADMIN	1	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9794	JUVENILE JUSTICE ADMINISTRATOR	1	6	2	33.33	0	0.00	0	0.00	0	0.00	2	33.33	1	16.67
9798	PRINCIPAL INVESTIGATOR	1	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	50.00
Group Total			207	27	13.04	9	4.35	0	0.00	5	2.42	41	19.81	120	57.97

Job Group Analysis

Job Group 1B Mid Level Management

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
9669	HUMAN RESOURCES MANAGER/SENIOR	1	2	0	0.00	0	0.00	0	0.00	1	50.00	1	50.00	0	0.00
9691	TAX COLLECTION/RECORDS ADMIN	1	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	100.00
9739	APPRAISAL SUPR/RESIDENTIAL	1	2	0	0.00	0	0.00	0	0.00	1	50.00	1	50.00	0	0.00
9804	ASSOCIATE DIRECTOR/CENTRAL	1	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	100.00
Group Total			8	0	0.00	0	0.00	0	0.00	2	25.00	2	25.00	4	50.00

Job Group Analysis

Job Group 2A Senior Level Professionals

Job Code & Title		EEO	Tot Emp		Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
			#	%	#	%	#	%	#	%	#	%	#	%	#	%
9150	FACILITIES MAINTENANCE ADMIN	2	3	1 33.33	0	0.00	1	33.33	0	0.00	2	66.67	0	0.00	4	66.67
9280	MANAGEMENT AUDITOR/SENIOR	2	6	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	66.67	0	0.00
9362	PROGRAM MANAGER/SENIOR	2	5	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	80.00	0	0.00
9390	DENTIST	2	16	2 12.50	2	12.50	0	0.00	0	0.00	4	25.00	11	68.75	0	0.00
9430	DENTIST/SENIOR	2	5	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	40.00	0	0.00
9450	DEPUTY DISTRICT ATTORNEY/CHIEF	2	3	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	33.33	0	0.00
9455	CHIEF INFORMATION OFFICER	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
9607	ADMINISTRATIVE SERV OFFICER	2	5	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	40.00	0	0.00
9612	CFS MANAGER/SENIOR	2	5	0 0.00	1	20.00	0	0.00	1	20.00	2	40.00	3	60.00	0	0.00
9619	DEPUTY DIRECTOR	2	9	0 0.00	1	11.11	0	0.00	0	0.00	1	11.11	6	66.67	0	0.00
9646	MCSO RECORDS UNIT MANAGER	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
9653	INFO SYSTEMS MANAGER	2	10	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	3	30.00	0	0.00
9664	D A OPERATIONS MANAGER	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
9666	ELECTIONS MANAGER	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
9672	ENGINEERING SERVICES MANAGER	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9673	AUXILIARY SERVICES MANAGER	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
9678	FACILITIES MAINTENANCE MANAGER	2	2	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9684	FAMILY SERVICES MANAGER	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
9690	GENERAL ACCOUNTING ADMIN	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
9695	HEALTH SERVICES MANAGER/SENIOR	2	10	0 0.00	0	0.00	0	0.00	1	10.00	1	10.00	7	70.00	0	0.00
9702	JUVENILE JUSTICE MGR/SENIOR	2	2	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	50.00	0	0.00
9712	MCSO PAYROLL UNIT ADMIN	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
9732	RECORDS ADMINISTRATOR	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9734	BUDGET ANALYST/PRINCIPAL	2	6	0 0.00	1	16.67	0	0.00	0	0.00	1	16.67	2	33.33	0	0.00
9741	ROAD MAINTENANCE MANAGER	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9748	HUMAN RESOURCES ANALYST/SENIOR	2	21	1 4.76	1	4.76	0	0.00	1	4.76	3	14.29	17	80.95	0	0.00
9750	DEP PUBLIC GUARDIAN/SENIOR	2	1	0 0.00	0	0.00	0	0.00	1	100.00	1	100.00	0	0.00	0	0.00
9757	TRANSPORTATION MANAGER/SENIOR	2	1	1 100.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00	0	0.00
9758	TRANSPORTATION SUPPORT SVC MGR	2	1	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9782	LIBRARY MANAGER/SENIOR	2	7	0 0.00	0	0.00	0	0.00	0	0.00	0	0.00	7	100.00	0	0.00
Group Total			129	5 3.88	6	4.65	1	0.78	4	3.10	16	12.40	78	60.47		

Job Group Analysis

Job Group 2B Mid Level Professionals

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
6030	FISCAL SPECIALIST 2	2	33	1	3.03	5	15.15	1	3.03	5	15.15	12	36.36	22	66.67
6055	BUSINESS ANALYST/SENIOR	2	6	1	16.67	1	16.67	0	0.00	0	0.00	2	33.33	4	66.67
6056	LEARNING SYSTEMS ANALYST/SENIOR	2	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	66.67
6058	HEARINGS SPECIALIST	2	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6075	PLANNER	2	7	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	3	42.86
6076	TRANSPORTATION PLANNING SPECIALIST	2	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	33.33
6078	PLANNER/SENIOR	2	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6083	HOUSING DEVELOPMENT SPECIALIST	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6111	PURCHASING SPECIALIST 2	2	9	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	3	33.33
6186	NETWORK ANALYST 2	2	36	2	5.56	3	8.33	0	0.00	1	2.78	6	16.67	17	47.22
6187	INFO SYSTEMS ANALYST/SENIOR	2	20	0	0.00	3	15.00	0	0.00	0	0.00	3	15.00	8	40.00
6189	INFO SYSTEMS ANALYST 2	2	26	0	0.00	4	15.38	0	0.00	0	0.00	4	15.38	12	46.15
6197	DATABASE ADMINISTRATOR	2	7	0	0.00	1	14.29	0	0.00	0	0.00	1	14.29	3	42.86
6236	CIVIL ENGINEER/ASSOCIATE	2	6	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6256	CIVIL DEPUTY/SENIOR	2	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6264	CORRECTIONS HEARINGS OFFICER	2	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	25.00
6268	CORRECTIONS COUNSELOR	2	73	11	15.07	5	6.85	1	1.37	2	2.74	19	26.03	41	56.16
6290	VETERANS SERVICES OFFICER	2	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6291	ALCOHOL/DRUG EVALUATION SPEC	2	28	3	10.71	0	0.00	2	7.14	3	10.71	8	28.57	16	57.14
6292	DEPUTY PUBLIC GUARDIAN	2	4	1	25.00	0	0.00	0	0.00	0	0.00	1	25.00	2	50.00
6295	SOCIAL WORKER	2	14	0	0.00	0	0.00	0	0.00	3	21.43	3	21.43	11	78.57
6296	CASE MANAGER/SENIOR	2	54	5	9.26	4	7.41	0	0.00	1	1.85	10	18.52	41	75.93
6305	FAMILY INTERVENTION SPECIALIST	2	29	12	41.38	1	3.45	0	0.00	4	13.79	17	58.62	20	68.97
6308	RECR & EXPRESS THERAPIST	2	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	50.00
6311	SENIOR ENGINEER	2	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6313	CFS SPECIALIST	2	9	3	33.33	0	0.00	0	0.00	1	11.11	4	44.44	8	88.89
6315	COMMUNITY HEALTH NURSE	2	334	16	4.79	14	4.19	2	0.60	8	2.40	41	12.28	305	91.32
6340	NUTRITIONIST	2	18	0	0.00	2	11.11	0	0.00	0	0.00	2	11.11	16	88.89
6352	HEALTH EDUCATOR	2	12	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	10	83.33
6356	ENVIRONMENTAL HEALTH SPECIALIST	2	20	0	0.00	3	15.00	0	0.00	2	10.00	5	25.00	5	25.00
6357	ENVIRONMENTAL HLTH SPEC/CHIEF	2	2	0	0.00	1	50.00	0	0.00	0	0.00	1	50.00	0	0.00
6365	MENTAL HEALTH CONSULTANT	2	109	7	6.42	5	4.59	0	0.00	6	5.50	18	16.51	73	66.97
6368	PROGRAM EVALUATION SPECIALIST	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6369	MARRIAGE AND FAMILY COUNSELOR	2	7	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		5.71
7208	PUBLICATION SPECIALIST	2	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00		50.00

Job Group Analysis

7222	LIBRARIAN 2	2	89	0	0.00	2	2.25	0	0.00	0	0.00	3	3.37	73	82.02
7223	LIBRARY OUTREACH SPECIALIST	2	5	0	0.00	0	0.00	0	0.00	1	20.00	1	20.00	4	80.00
9005	ADMINISTRATIVE ANALYST/SENIOR	2	9	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	6	66.67
9007	CHAPLAIN	2	5	1	20.00	0	0.00	0	0.00	0	0.00	1	20.00	1	20.00
9008	CFS SUPERVISOR	2	23	2	8.70	1	4.35	1	4.35	1	4.35	5	21.74	14	60.87
9009	FORECLOSED PROPERTY COORDINATOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9026	HEALTH INFORMATION SUPERVISOR	2	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	100.00
9027	ALARM ORDINANCE UNIT ADMIN	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9041	RESEARCH/EVALUATION SUPERVISOR	2	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9042	DEPUTY INFORMATION OFFICER	2	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9043	RESEARCH/EVALUATION ANALYST/SENIOR	2	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	100.00
9115	PROGRAM DEVELOPMENT SPEC/SR	2	26	1	3.85	1	3.85	0	0.00	0	0.00	2	7.69	21	80.77
9116	PUBLIC AFFAIRS COORDINATOR	2	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	66.67
9146	PLANNER/PRINCIPAL	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9151	FACILITIES SERVICES SUPERVISOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9190	ASST COUNTY ATTORNEY 2	2	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	66.67
9222	CENTRAL STORES SUPERVISOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9335	FISCAL SPECIALIST SUPERVISOR	2	3	0	0.00	1	33.33	0	0.00	0	0.00	1	33.33	2	66.67
9340	FISCAL SPECIALIST/SENIOR	2	10	1	10.00	0	0.00	0	0.00	0	0.00	1	10.00	6	60.00
9355	PHARMACIST	2	16	0	0.00	1	6.25	0	0.00	1	6.25	2	12.50	8	50.00
9357	PHARMACY SERVICES MANAGER	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9359	PROGRAM DEVELOPMENT TECHNICIAN NR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9360	PROGRAM MANAGER 2	2	9	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	5	55.56
9361	PROGRAM SUPERVISOR	2	14	1	7.14	0	0.00	0	0.00	0	0.00	1	7.14	10	71.43
9391	CLINICAL SUPERVISOR	2	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	50.00
9400	STAFF ASSISTANT	2	41	3	7.32	0	0.00	0	0.00	4	9.76	7	17.07	25	60.98
9440	ASST COUNTY ATTORNEY/SENIOR	2	6	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	3	50.00
9460	EXECUTIVE ASSISTANT	2	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	33.33
9465	DEPUTY DIST ATTY/FIRST ASST	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9490	PHYSICIAN	2	55	2	3.64	2	3.64	0	0.00	1	1.82	6	10.91	24	43.64
9500	DENTAL HEALTH OFFICER	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9603	AA/EEO OFFICER	2	1	1	100.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
9604	ACCOUNTS PAYABLE SUPERVISOR	2	1	0	0.00	1	100.00	0	0.00	0	0.00	1	100.00	1	100.00
9616	ANIMAL CONTROL MANAGER	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9621	HUMAN RESOURCES MANAGER 2	2	10	2	20.00	0	0.00	1	10.00	0	0.00	3	30.00	7	70.00
9623	BRIDGE MAINTENANCE SUPERVISOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9624	BRIDGE SERVICES MANAGER	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9627	CAPTAIN	2	11	1	9.09	0	0.00	0	0.00	0	0.00	1	9.09	4	36.36
9628	CARTOGRAPHY SUPERVISOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00

Job Group Analysis

9640	MCSO VOLUNTEER PROGRAM COORDINATOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9652	INFO SYSTEMS SUPERVISOR	2	10	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	40.00
9663	DISTRIBUTION SUPERVISOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9670	HUMAN RESOURCES ANALYST 2	2	19	4	21.05	0	0.00	0	0.00	0	0.00	4	21.05	13	68.42
9680	FACILITIES MAINTENANCE SUPR	2	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9689	FLEET MAINTENANCE SUPERVISOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
9692	HEALTH OPERATIONS SUPERVISOR	2	16	0	0.00	1	6.25	0	0.00	0	0.00	1	6.25	14	87.50
9694	HEALTH SERVICES MANAGER	2	7	0	0.00	1	14.29	0	0.00	0	0.00	1	14.29	1	14.29
9696	HEALTH SERVICES SPECIALIST	2	30	3	10.00	0	0.00	0	0.00	2	6.67	5	16.67	26	86.67
9701	JUVENILE JUSTICE MANAGER	2	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	66.67
9710	MANAGEMENT ASSISTANT	2	7	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	5	71.43
9725	PAYROLL SUPERVISOR	2	1	0	0.00	1	100.00	0	0.00	0	0.00	1	100.00	0	0.00
9726	APPRAISAL SUPR/PERSONALPROP	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9727	PLANNING MANAGER	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9729	BUDGET MANAGER	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9730	BUDGET ANALYST	2	3	0	0.00	1	33.33	0	0.00	0	0.00	1	33.33	1	33.33
9733	PROPERTY MANAGEMENT SUPERVISOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9737	PURCHASING SUPERVISOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9747	DATA ANALYST/SENIOR	2	14	0	0.00	3	21.43	1	7.14	0	0.00	4	28.57	7	50.00
9756	TRAFFIC AIDS SUPERVISOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9784	LIBRARY SUPERVISOR/BRANCH	2	22	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	17	77.27
9785	LIBRARY SUPERVISOR/CENTRAL	2	2	0	0.00	0	0.00	0	0.00	1	50.00	1	50.00	1	50.00
9786	LIBRARY SUPPORT SERVICES ADMIN	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
9789	TEAM DEVELOPER/LIBRARY	2	6	1	16.67	0	0.00	0	0.00	0	0.00	1	16.67	3	50.00
9790	PUBLIC RELATIONS COORDINATOR	2	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
Group Total			1411	85	6.02	68	4.82	9	0.64	47	3.33	213	15.10	963	68.25

Job Group Analysis

Job Group 2C Entry Level Professionals

Job Code & Title		EEO	Tot Emp	Black # %	Asian # %	Nat Amer # %	Hispanic # %	Tot Min # %	Female # %
6016	CONSTRUCTION PROJECTS SPEC/SR	2	17	0 0.00	0 0.00	0 0.00	1 5.88	1 5.88	4 23.53
6017	CONSTRUCTION PROJECTS SPEC	2	12	2 16.67	1 8.33	1 8.33	1 8.33	5 41.67	4 33.33
6021	PROGRAM DEVELOPMENT SPEC	2	104	11 10.58	4 3.85	2 1.92	4 3.85	21 20.19	78 75.00
6023	DATA PROCESSING SPECIALIST 2	2	2	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 50.00
6029	FISCAL SPECIALIST 1	2	37	0 0.00	7 18.92	0 0.00	0 0.00	7 18.92	32 86.49
6190	INFO SYSTEMS ANALYST 1	2	7	2 28.57	2 28.57	1 14.29	0 0.00	5 71.43	3 42.86
6196	NETWORK ANALYST 1	2	3	1 33.33	0 0.00	0 0.00	0 0.00	1 33.33	0 0.00
6235	CIVIL ENGINEER/ASSISTANT	2	3	0 0.00	1 33.33	0 0.00	0 0.00	1 33.33	0 0.00
6237	ELECTRO/MECHANICAL ENGR ASSISTANT	2	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
6263	VOLUNTEER COORDINATOR	2	3	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	2 66.67
6272	JUVENILE COUNSELOR	2	79	14 17.72	6 7.59	1 1.27	2 2.53	23 29.11	47 59.49
6297	CASE MANAGER 2	2	140	12 8.57	9 6.43	0 0.00	6 4.29	27 19.29	104 74.29
6298	CASE MANAGER 1	2	81	12 14.81	6 7.41	1 1.23	2 2.47	22 27.16	67 82.72
6299	CASE MANAGEMENT ASSISTANT	2	25	6 24.00	0 0.00	0 0.00	0 0.00	6 24.00	18 72.00
6314	NURSE PRACTITIONER	2	64	0 0.00	0 0.00	0 0.00	2 3.13	2 3.13	60 93.75
6316	PHYSICIAN ASSISTANT	2	5	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	4 80.00
6335	LABORATORY SPECIALIST	2	7	0 0.00	1 14.29	0 0.00	0 0.00	1 14.29	4 57.14
6344	BASIC SKILLS EDUCATOR	2	8	0 0.00	1 12.50	0 0.00	0 0.00	1 12.50	6 75.00
7207	GRAPHIC DESIGNER	2	2	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	2 100.00
7221	LIBRARIAN 1	2	3	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	2 66.67
7225	LIBRARY EVENTS COORDINATOR	2	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 100.00
7232	PRODUCTION/GRAPHIC DESIGN	2	2	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 50.00
9006	ADMINISTRATIVE ANALYST	2	19	2 10.53	0 0.00	0 0.00	0 0.00	2 10.53	16 84.21
9060	ASST COUNTY ATTORNEY 1	2	2	0 0.00	0 0.00	0 0.00	1 50.00	1 50.00	1 50.00
9080	HUMAN RESOURCES ANALYST 1	2	13	1 7.69	2 15.38	0 0.00	0 0.00	3 23.08	12 92.31
9358	PROGRAM DEVELOPMENT SPECIALIST NR	2	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 100.00
9615	PROGRAM MANAGER 1	2	8	0 0.00	0 0.00	0 0.00	2 25.00	2 25.00	3 37.50
9675	GRAPHIC DESIGNER/NR	2	1	0 0.00	1 100.00	0 0.00	0 0.00	1 100.00	0 0.00
9715	HUMAN RESOURCES MANAGER 1	2	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 100.00
Group Total			651	63 9.68	41 6.30	6 0.92	21 3.23	132 20.28	474 72.81

Job Group Analysis

Job Group 3A Senior Level Technician

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
6234	ENGINEER TECHNICIAN/PRINCIPAL	3	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9649	COUNTY SURVEYOR	3	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Group Total			2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00

Job Group Analysis

Job Group 3B Mid Level Technician

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
6039	NETWORK ANALYST/SENIOR	3	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	33.33
6042	PROPERTY APPRAISER/RESIDENTIAL	3	17	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	6	35.29
6043	APPRAISAL SPECIALIST	3	5	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	80.00
6045	TAX EXEMPTION SPECIALIST	3	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6048	SYSTEMS PROGRAMMER/SENIOR	3	6	0	0.00	1	16.67	0	0.00	0	0.00	1	16.67	3	50.00
6049	PROPERTY APPRAISER/COMMERCIAL	3	11	1	9.09	1	9.09	0	0.00	0	0.00	2	18.18	4	36.36
6050	PROPERTY APPRAISER/PERSONAL	3	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6053	NETWORK ANALYST 3	3	18	0	0.00	2	11.11	0	0.00	0	0.00	2	11.11	8	44.44
6082	CARTOGRAPHER	3	6	0	0.00	0	0.00	1	16.67	0	0.00	1	16.67	2	33.33
6091	SURVEY SPECIALIST	3	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6146	TELECOMMUNICATIONS SPEC/SENIOR	3	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6155	ALARM TECHNICIAN	3	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6211	RIGHT OF WAY PERMITS/CHIEF	3	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6232	ENGINEER TECHNICIAN/ASSOCIATE	3	17	0	0.00	0	0.00	1	5.88	0	0.00	1	5.88	1	5.88
6233	ENGINEER TECHNICIAN/SENIOR	3	5	0	0.00	1	20.00	0	0.00	0	0.00	1	20.00	1	20.00
6238	INTEGRATED COMM SERVICES COORD	3	1	0	0.00	0	0.00	0	0.00	1	100.00	1	100.00	0	0.00
6282	DEPUTY MEDICAL EXAMINER	3	5	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6303	LICENSED COMM PRACTICAL NURSE	3	25	4	16.00	0	0.00	0	0.00	2	8.00	6	24.00	21	84.00
6336	X-RAY TECHNICIAN	3	4	0	0.00	2	50.00	0	0.00	0	0.00	2	50.00	2	50.00
6348	DENTAL HYGIENIST	3	11	0	0.00	1	9.09	0	0.00	0	0.00	1	9.09	9	81.82
7209	PRINTING SPECIALIST	3	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9023	BRIDGE OPERATIONS SUPERVISOR	3	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9024	LAUNDRY SUPERVISOR	3	3	1	33.33	0	0.00	0	0.00	0	0.00	1	33.33	0	0.00
9025	OPERATIONS SUPERVISOR	3	15	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	13	86.67
9674	SURVEY SUPERVISOR	3	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9742	SAFETY SPEC/TRANSPORTATION	3	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Group Total			169	6	3.55	8	4.73	2	1.18	3	1.78	19	11.24	75	44.38

Job Group Analysis

Job Group 3C Entry Level Technician

Job Code & Title		EEO	Tot Emp	Black # %	Asian # %	Nat Amer # %	Hispanic # %	Tot Min # %	Female # %
6038	SYSTEMS PROGRAMMER	3	2	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 50.00
6041	COMPUTER SYSTEMS OPERATOR	3	5	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	2 40.00
6191	INFORMATION SYSTEMS SPECIALIST 1	3	7	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	2 28.57
6192	INFORMATION SYSTEMS SPECIALIST 2	3	13	0 0.00	0 0.00	0 0.00	2 15.38	2 15.38	8 61.54
6230	ENGINEER TECHNICIAN/AIDE	3	2	0 0.00	0 0.00	0 0.00	1 50.00	1 50.00	0 0.00
6231	ENGINEER TECHNICIAN/ASSISTANT	3	15	1 6.67	0 0.00	1 6.67	1 6.67	3 20.00	2 13.33
6333	LABORATORY TECHNICIAN	3	8	0 0.00	0 0.00	0 0.00	1 12.50	1 12.50	7 87.50
6347	DENTAL ASSISTANT/RECEPTIONIST	3	43	6 13.95	6 13.95	0 0.00	1 2.33	13 30.23	43 100.00
Group Total			95	7 7.37	6 6.32	1 1.05	6 6.32	20 21.05	65 68.42

Job Group Analysis

Job Group 4A Senior Level Management

Job Code & Title		EEO	Tot		Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
			Emp		#	%	#	%	#	%	#	%	#	%	#	%
9202	MCSO CORRECTIONS PROGRAM ADMIN	4	4		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	25.00
Group Total			4		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	25.00

Job Group Analysis

Job Group 4B Mid Level Management

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
1008	CORRECTIONS SERGEANT/4%*	4	4	0	0.00	0	0.00	0	0.00	1	25.00	1	25.00	1	25.00
1009	CORRECTIONS SERGEANT/7%*	4	19	0	0.00	0	0.00	0	0.00	1	5.26	1	5.26	6	31.58
1013	CORRECTIONS SERGEANT LG*	4	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
1015	CORRECTIONS SERGEANT/7%LG *	4	24	3	12.50	1	4.17	0	0.00	0	0.00	4	16.67	7	29.17
1130	SERGEANT 2 *	4	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
1131	SERGEANT 3 *	4	7	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	28.57
1136	DEPUTY SHERIFF 3 LG *	4	5	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	20.00
1141	SCIENTIFIC INVESTIGATOR 3 LG *	4	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
1146	SERGEANT 3 LG *	4	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
1150	DEPUTY SHERIFF 3 LG**	4	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
1158	SERGEANT 3 LG**	4	7	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6061	ANIMAL CONTROL OFFICER/SENIOR	4	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	50.00
6067	ANIMAL CONTROL OFFICER	4	11	0	0.00	0	0.00	2	18.18	1	9.09	3	27.27	7	63.64
6258	FACILITY SECURITY OFFICER	4	56	1	1.79	2	3.57	0	0.00	1	1.79	4	7.14	24	42.86
6276	PROBATION/PAROLE OFFICER	4	157	14	8.92	3	1.91	0	0.00	6	3.82	23	14.65	81	51.59
9220	JUVENILE JUSTICE SUPERVISOR	4	7	3	42.86	0	0.00	0	0.00	1	14.29	4	57.14	2	28.57
9705	LIEUTENANT	4	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Group Total			308	21	6.82	6	1.95	2	0.65	11	3.57	40	12.99	132	42.86

Job Group Analysis

Job Group 4C Entry Level Official

Job Code & Title		EEO	Tot		Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
			Emp		#	%	#	%	#	%	#	%	#	%	#	%
1006	CORRECTIONS OFFICER/4% *	4	61		6	9.84	0	0.00	0	0.00	3	4.92	9	14.75	15	24.59
1007	CORRECTIONS OFFICER/7% *	4	86		10	11.63	1	1.16	2	2.33	1	1.16	14	16.28	25	29.07
1010	CORRECTIONS OFFICER LG *	4	7		1	14.29	0	0.00	0	0.00	2	28.57	3	42.86	2	28.57
1011	CORRECTIONS OFFICER/4% LG *	4	5		1	20.00	0	0.00	0	0.00	0	0.00	1	20.00	1	20.00
1012	CORRECTIONS OFFICER/7% LG *	4	80		9	11.25	0	0.00	0	0.00	2	2.50	11	13.75	11	13.75
1121	DEPUTY SHERIFF 4% *	4	1		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
1122	DEPUTY SHERIFF 2 *	4	15		0	0.00	1	6.67	0	0.00	1	6.67	2	13.33	3	20.00
1123	DEPUTY SHERIFF 3 *	4	37		0	0.00	1	2.70	0	0.00	2	5.41	3	8.11	3	8.11
2025	DEPUTY SHERIFF	4	22		1	4.55	3	13.64	0	0.00	1	4.55	5	22.73	2	9.09
2029	CORRECTIONS OFFICER	4	261		16	6.13	5	1.92	3	1.15	13	4.98	37	14.18	53	20.31
6273	JUVENILE CUSTODY SERVICES SPEC	4	142		29	20.42	15	10.56	2	1.41	13	9.15	59	41.55	67	47.18
Group Total			717		73	10.18	26	3.63	7	0.98	38	5.30	144	20.08	182	25.38

Job Group Analysis

Job Group 5A Senior Level Support

Job Code & Title		EEO	Tot Emp	Black # %	Asian # %	Nat Amer # %	Hispanic # %	Tot Min # %	Female # %
9445	D A INVESTIGATOR/CHIEF	5	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
9625	CHIEF DEPUTY	5	3	1 33.33	0 0.00	0 0.00	0 0.00	1 33.33	2 66.67
9626	UNDERSHERIFF	5	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
Group Total			5	1 20.00	0 0.00	0 0.00	0 0.00	1 20.00	2 40.00

Job Group Analysis

Job Group 5B Mid Level Support

Job Code & Title		EEO	Tot Emp	Black # %	Asian # %	Nat Amer # %	Hispanic # %	Tot Min # %	Female # %
6013	COMMUNITY INFORMATION SPEC	5	8	1 12.50	1 12.50	0 0.00	1 12.50	3 37.50	7 87.50
6022	PROGRAM COORDINATOR	5	7	1 14.29	0 0.00	0 0.00	0 0.00	1 14.29	3 42.86
6024	HEALTH INFORMATION SPEC/SENIOR	5	6	1 16.67	0 0.00	0 0.00	1 16.67	2 33.33	4 66.67
6025	TAX COLLECTION SPECIALIST	5	2	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 50.00
6073	DATA ANALYST	5	5	1 20.00	0 0.00	0 0.00	0 0.00	1 20.00	4 80.00
6080	WEATHERIZATION SPECIALIST	5	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
6084	WEATHERIZATION INSPECTOR	5	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 100.00
6087	RESEARCH/EVALUATION ANALYST/SENIOR	5	9	0 0.00	1 11.11	0 0.00	0 0.00	1 11.11	7 77.78
6097	FAC MAINT DISPATCH/SCHEDULER	5	5	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	2 40.00
6099	FACILITIES SERVICES COORD	5	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
6104	EQUIPMENT/PROPERTY COORDINATOR	5	2	1 50.00	0 0.00	0 0.00	0 0.00	1 50.00	0 0.00
6107	EQUIPMENT/PROPERTY TECHNICIAN	5	39	2 5.13	1 2.56	0 0.00	1 2.56	4 10.26	16 41.03
6113	PROPERTY MANAGEMENT SPECIALIST	5	1	0 0.00	0 0.00	0 0.00	1 100.00	1 100.00	1 100.00
6119	PHARMACY TECHNICIAN	5	6	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	5 83.33
6184	FLEET & SUPPORT SERVICES SPEC	5	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 100.00
6241	LEGAL ASSISTANT/SENIOR	5	4	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	4 100.00
6247	VICTIM ADVOCATE	5	10	1 10.00	0 0.00	0 0.00	0 0.00	1 10.00	10 100.00
6248	BACKGROUND INVESTIGATOR	5	4	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	4 100.00
6249	D A INVESTIGATOR	5	6	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	3 50.00
6250	SUPPORT ENFORCEMENT AGENT	5	12	1 8.33	0 0.00	0 0.00	0 0.00	1 8.33	12 100.00
6253	DEPUTY DISTRICT ATTORNEY 3	5	32	0 0.00	1 3.13	0 0.00	1 3.13	2 6.25	15 46.88
6254	DEPUTY DISTRICT ATTORNEY 4	5	15	0 0.00	1 6.67	0 0.00	0 0.00	1 6.67	4 26.67
6259	CIVIL DEPUTY	5	8	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	3 37.50
6266	CORRECTIONS TECHNICIAN	5	75	5 6.67	1 1.33	2 2.67	3 4.00	11 14.67	48 64.00
6267	COMMUNITY WORKS LEADER	5	37	7 18.92	3 8.11	1 2.70	0 0.00	11 29.73	14 37.84
6280	INVESTIGATIVE TECHNICIAN	5	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 100.00
6284	RESIDENT SUPERVISOR	5	13	1 7.69	2 15.38	0 0.00	0 0.00	3 23.08	6 46.15
6322	MEDICAL RECORDS TECH/SENIOR	5	2	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	2 100.00
7213	TECHNICAL SERVICES ASST/SENIOR	5	2	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	2 100.00
9622	MCSO CORRECTIONS PROGRAM MANAGER	5	1	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	1 100.00
9647	LIEUTENANT/CORRECTIONS	5	6	1 16.67	0 0.00	0 0.00	0 0.00	1 16.67	2 33.33
9651	INFO SYSTEMS COORDINATOR	5	5	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	3 60.00
Group Total			327	23 7.03	11 3.36	3 0.92	8 2.45	45 13.76	186 56.88

Job Group Analysis

Job Group 5C Entry Level Support

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
6010	CONSTRUCTION PROJECTS TECH	5	3	0	0.00	1	33.33	0	0.00	0	0.00	2	66.67	1	33.33
6018	HEALTH INFORMATION SPECIALIST 2	5	46	7	15.22	2	4.35	1	2.17	8	17.39	18	39.13	30	65.22
6019	HEALTH INFORMATION SPECIALIST 1	5	40	4	10.00	2	5.00	0	0.00	5	12.50	11	27.50	33	82.50
6020	PROGRAM DEVELOPMENT TECH	5	40	4	10.00	4	10.00	0	0.00	0	0.00	8	20.00	34	85.00
6046	COMMUNITY HEALTH WORKER 1	5	8	3	37.50	1	12.50	0	0.00	3	37.50	7	87.50	7	87.50
6047	COMMUNITY HEALTH WORKER 2	5	4	0	0.00	0	0.00	0	0.00	3	75.00	3	75.00	4	100.00
6066	ANIMAL HEALTH TECHNICIAN	5	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	3	100.00
6074	DATA TECHNICIAN	5	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	33.33
6085	RESEARCH/EVALUATION ANALYST 1	5	5	1	20.00	0	0.00	0	0.00	0	0.00	1	20.00	5	100.00
6086	RESEARCH/EVALUATION ANALYST 2	5	9	0	0.00	1	11.11	1	11.11	0	0.00	2	22.22	6	66.67
6112	PURCHASING SPECIALIST 1	5	8	0	0.00	1	12.50	0	0.00	0	0.00	1	12.50	8	100.00
6116	RECORDS ADMINISTRATION ASST	5	1	1	100.00	0	0.00	0	0.00	0	0.00	1	100.00	0	0.00
6118	ELECTIONS MATERIALS COORD	5	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6145	TELECOMMUNICATIONS SPEC 2	5	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	66.67
6212	PARALEGAL ASSISTANT/COUNTY ATTORNEY	5	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	100.00
6244	LEGAL INTERN	5	12	2	16.67	1	8.33	0	0.00	0	0.00	4	33.33	5	41.67
6246	LEGAL ASSISTANT	5	20	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	19	95.00
6251	DEPUTY DISTRICT ATTORNEY 1	5	17	2	11.76	0	0.00	0	0.00	0	0.00	2	11.76	7	41.18
6252	DEPUTY DISTRICT ATTORNEY 2	5	34	4	11.76	0	0.00	0	0.00	0	0.00	4	11.76	14	41.18
6285	JUVENILE COUNSELING ASSISTANT	5	24	7	29.17	4	16.67	2	8.33	1	4.17	14	58.33	9	37.50
6286	PATHOLOGIST ASSISTANT	5	3	0	0.00	1	33.33	0	0.00	0	0.00	1	33.33	1	33.33
6294	HEALTH ASSISTANT	5	61	1	1.64	5	8.20	0	0.00	25	40.98	32	52.46	51	83.61
6300	ELIGIBILITY SPECIALIST	5	20	8	40.00	2	10.00	0	0.00	3	15.00	13	65.00	18	90.00
6321	MEDICAL RECORDS TECHNICIAN	5	14	1	7.14	2	14.29	0	0.00	0	0.00	3	21.43	13	92.86
6332	LABORATORY ASSISTANT	5	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
6342	NUTRITION ASSISTANT	5	25	2	8.00	6	24.00	0	0.00	9	36.00	17	68.00	24	96.00
7210	TECHNICAL SERVICES ASSISTANT	5	8	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	8	100.00
7211	LIBRARY ASSISTANT	5	111	2	1.80	3	2.70	0	0.00	1	0.90	6	5.41	87	78.38
9001	LEGISLATIVE/ADMIN SECRETARY	5	6	1	16.67	0	0.00	0	0.00	1	16.67	2	33.33	6	100.00
Group Total			532	50	9.40	36	6.77	4	0.75	59	11.09	152	28.57	399	75.00

Job Group Analysis

Job Group 6A Senior Level Clerical

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
6003	CLERICAL UNIT SUPERVISOR	6	11	2	18.18	0	0.00	0	0.00	0	0.00	2	18.18	8	72.73
Group Total			11	2	18.18	0	0.00	0	0.00	0	0.00	2	18.18	8	72.73

Job Group Analysis

Job Group 6B Mid Level Clerical

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
6002	OFFICE ASSISTANT/SENIOR	6	180	24	13.33	9	5.00	1	0.56	4	2.22	38	21.11	153	85.00
6005	ADMINISTRATIVE SECRETARY	6	30	4	13.33	1	3.33	0	0.00	1	3.33	6	20.00	29	96.67
6027	FISCAL ASSISTANT/SENIOR	6	22	1	4.55	3	13.64	1	4.55	3	13.64	8	36.36	15	68.18
6151	MCSO RECORDS SUPERVISOR	6	5	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	80.00
9634	ADMINISTRATIVE SECRETARY/NR	6	2	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	100.00
Group Total			239	29	12.13	13	5.44	2	0.84	8	3.35	52	21.76	203	84.94

Job Group Analysis

Job Group 6C Entry Level Clerical

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
6000	OFFICE ASSISTANT 1	6	4	0	0.00	1	25.00	0	0.00	0	0.00	1	25.00	3	75.00
6001	OFFICE ASSISTANT 2	6	484	40	8.26	32	6.61	7	1.45	59	12.19	142	29.34	428	88.43
6004	WORD PROCESSING OPERATOR	6	17	2	11.76	0	0.00	0	0.00	0	0.00	2	11.76	17	100.00
6006	COUNTY ATTORNEY OFFICE ASSISTANT	6	2	1	50.00	0	0.00	0	0.00	0	0.00	1	50.00	2	100.00
6007	DATA ENTRY OPERATOR	6	7	2	28.57	2	28.57	0	0.00	0	0.00	4	57.14	7	100.00
6008	DATA PROCESSING CLERK	6	1	0	0.00	0	0.00	1	100.00	0	0.00	1	100.00	1	100.00
6009	MEDICAL SERVICES CLERK	6	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	66.67
6028	FISCAL ASSISTANT	6	12	0	0.00	2	16.67	0	0.00	3	25.00	6	50.00	10	83.33
6054	ADMINISTRATIVE ASSISTANT	6	4	0	0.00	0	0.00	0	0.00	1	25.00	1	25.00	4	100.00
6071	ANIMAL CONTROL OFFICE ASST	6	11	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	10	90.91
6072	ANIMAL CONTROL DISPATCHER	6	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	25.00
6150	MCSO RECORDS TECHNICIAN	6	38	2	5.26	3	7.89	0	0.00	1	2.63	6	15.79	28	73.68
6153	MCSO RECORDS TRAINEE	6	19	3	15.79	1	5.26	0	0.00	1	5.26	5	26.32	16	84.21
6157	JUVENILE RECORDS TECHNICIAN	6	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	100.00
7202	LIBRARY CLERK	6	188	5	2.66	3	1.60	0	0.00	0	0.00	9	4.79	149	79.26
7205	MAIL CLERK	6	2	1	50.00	0	0.00	0	0.00	0	0.00	1	50.00	2	100.00
8000	TEMPORARY WORKER	6	230	21	9.13	17	7.39	1	0.43	10	4.35	50	21.74	137	59.57
8002	INTERPRETER/ON CALL	6	112	12	10.71	32	28.57	0	0.00	25	22.32	69	61.61	64	57.14
8003	CLERICAL ASSISTANT	6	78	13	16.67	10	12.82	0	0.00	11	14.10	35	44.87	58	74.36
9055	LAW CLERK	6	3	0	0.00	1	33.33	0	0.00	0	0.00	1	33.33	2	66.67
9635	OFFICE ASSISTANT 2 NR	6	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	100.00
Group Total			1224	102	8.33	104	8.50	9	0.74	111	9.07	334	27.29	946	77.29

Job Group Analysis

Job Group 7B Mid Level Craft

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
6143	ELECTRONIC TECHNICIAN	7	3	0	0.00	0	0.00	0	0.00	1	33.33	1	33.33	0	0.00
6144	ELECTRONIC TECHNICIAN/CHIEF	7	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6182	EQUIPMENT MECHANIC 2	7	12	0	0.00	0	0.00	0	0.00	1	8.33	3	25.00	0	0.00
Group Total			16	0	0.00	0	0.00	0	0.00	2	12.50	4	25.00	0	0.00

Job Group Analysis

Job Group 7C Entry Level Craft

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
3061	ELECTRICIAN	7	13	0	0.00	1	7.69	0	0.00	0	0.00	1	7.69	0	0.00
3105	SIGN FABRICATOR	7	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6093	CHEMICAL APPLICATOR OPERATOR	7	3	0	0.00	0	0.00	0	0.00	1	33.33	1	33.33	0	0.00
6098	STRIPER OPERATOR	7	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6120	PLANT MAINTENANCE ENGINEER	7	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6121	HVAC ENGINEER	7	12	1	8.33	0	0.00	0	0.00	0	0.00	1	8.33	0	0.00
6133	BLACKSMITH	7	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6142	ELECTRONIC TECHNICIAN ASST	7	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6147	CARPENTER	7	6	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6149	CARPENTER/LOCKSMITH	7	3	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6173	TRUCK DRIVER	7	11	0	0.00	1	9.09	1	9.09	1	9.09	3	27.27	0	0.00
6177	HEAVY EQUIPMENT OPERATOR	7	5	0	0.00	1	20.00	1	20.00	0	0.00	2	40.00	0	0.00
6180	EQUIPMENT MECHANIC 1	7	3	0	0.00	0	0.00	0	0.00	2	66.67	2	66.67	0	0.00
6181	BODY AND FENDER MECHANIC	7	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Group Total			72	1	1.39	3	4.17	2	2.78	4	5.56	10	13.89	0	0.00

Job Group Analysis

Job Group 8B Mid Level Maintenance

Job Code & Title		EEO	Tot Emp	Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
				#	%	#	%	#	%	#	%	#	%	#	%
6065	ANIMAL CARE TECHNICIAN	8	6	0	0.00	0	0.00	1	16.67	0	0.00	1	16.67	4	66.67
6096	MAINTENANCE CREW LEADER	8	5	0	0.00	1	20.00	0	0.00	0	0.00	1	20.00	0	0.00
6110	WAREHOUSE WORKER/CHIEF	8	3	1	33.33	0	0.00	0	0.00	0	0.00	1	33.33	0	0.00
6245	SEWING SPECIALIST	8	2	0	0.00	1	50.00	0	0.00	0	0.00	1	50.00	2	100.00
6262	JAIL STEWARD	8	6	0	0.00	0	0.00	0	0.00	1	16.67	1	16.67	2	33.33
7204	LIBRARY PAGE/SENIOR	8	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	25.00
8001	ELECTIONS WORKER	8	740	10	1.35	0	0.00	1	0.14	0	0.00	16	2.16	600	81.08
9140	ROAD MAINTENANCE SUPERVISOR	8	4	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
9145	ROAD MAINT SYSTEMS ADMIN	8	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Group Total			771	11	1.43	2	0.26	2	0.26	1	0.13	21	2.72	609	78.99

Job Group Analysis

Job Group 8C Entry Level Maintenance

Job Code & Title		EEO	Tot		Black		Asian		Nat Amer		Hispanic		Tot Min		Female	
			Emp		#	%	#	%	#	%	#	%	#	%	#	%
6059	BRIDGE OPERATOR	8	18		2	11.11	0	0.00	0	0.00	0	0.00	2	11.11	2	11.11
6060	BRIDGE MAINTENANCE MECHANIC	8	7		1	14.29	0	0.00	1	14.29	0	0.00	2	28.57	0	0.00
6062	ANIMAL CARE AIDE	8	2		1	50.00	0	0.00	0	0.00	0	0.00	1	50.00	1	50.00
6069	ANIMAL CONTROL AIDE	8	1		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
6092	MAINTENANCE WORKER	8	21		1	4.76	2	9.52	1	4.76	2	9.52	6	28.57	0	0.00
6094	FACILITIES MAINTENANCE WORKER	8	9		2	22.22	0	0.00	0	0.00	1	11.11	3	33.33	0	0.00
6109	WAREHOUSE WORKER	8	8		1	12.50	0	0.00	1	12.50	0	0.00	2	25.00	0	0.00
6124	DRIVER	8	9		1	11.11	0	0.00	0	0.00	0	0.00	1	11.11	3	33.33
6125	GARAGE ATTENDANT	8	4		1	25.00	1	25.00	0	0.00	0	0.00	2	50.00	0	0.00
7203	LIBRARY PAGE	8	172		3	1.74	8	4.65	2	1.16	2	1.16	15	8.72	108	62.79
7206	OUTREACH DRIVER	8	3		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	66.67
7224	LIBRARY MATERIALS PROCESSOR	8	3		0	0.00	0	0.00	0	0.00	1	33.33	1	33.33	3	100.00
7229	LIBRARY DELIVERY DRIVER	8	4		0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
7230	PRODUCTION ASSISTANT	8	2		1	50.00	0	0.00	1	50.00	0	0.00	2	100.00	1	50.00
8004	AMERICORPS MEMBER	8	7		2	28.57	1	14.29	1	14.29	0	0.00	4	57.14	4	57.14
Group Total			270		16	5.93	12	4.44	7	2.59	6	2.22	41	15.19	124	45.93

**COUNTY-WIDE DEPARTMENTAL
WORKFORCE
ANALYSIS BY JOB GROUPS AS OF
JANUARY 1, 2001**

**Permanent Full Time and
Part-Time Employees**

***This section is written to comply with Revised Order No. 4,
Affirmative Action Guidelines, 41 CFR § 60-2.11(a) and 60-2.23(1),
issued by the Office of Federal Contract Compliance Programs.**

**WORKFORCE ANALYSIS
SUMMARY
BY
DEPARTMENTS**

Multnomah County, Oregon

Portland, OR

January 1, 2001 Annual Affirmative Action Plan

Workforce Analysis by Departments

Department: 1000 CFS - Director's Office

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9006 ADMINISTRATIVE ANALYST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6005 ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9008 CFS SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9610 DEPARTMENT DIRECTOR	[none]	1	1	1	0	1	0	0	0	0	0	0	0	0	0	1
9619 DEPUTY DIRECTOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9710 MANAGEMENT ASSISTANT	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6002 OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	0	1	0	0	0	1
6021 PROGRAM DEVELOPMENT SPEC	[none]	2	2	0	0	0	0	0	0	2	1	0	0	0	1	1
9115 PROGRAM DEVELOPMENT SPEC/SR	[none]	2	5	1	1	0	0	0	0	4	3	1	0	0	0	1
6020 PROGRAM DEVELOPMENT TECH	[none]	5	2	0	0	0	0	0	0	2	1	1	0	0	0	1
9400 STAFF ASSISTANT	[none]	2	3	1	1	0	0	0	0	2	2	0	0	0	0	0
8000 TEMPORARY WORKER	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			21	3	2	1	0	0	0	18	14	3	0	0	1	5

Department: 1005 CFS - Business Services

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6005 ADMINISTRATIVE SECRETARY	[none]	6	2	0	0	0	0	0	0	2	1	0	1	0	0	1
9734 BUDGET ANALYST/PRINCIPAL	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9745 CFS ADMINISTRATOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9661 CFS MANAGER	[none]	1	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9612 CFS MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9008 CFS SUPERVISOR	[none]	2	3	1	0	1	0	0	0	2	2	0	0	0	0	1

Workforce Analysis by Departments

6017	CONSTRUCTION PROJECTS SPEC	[none]	2	1	1	0	0	1	0	0	0	0	0	0	0	0	1
6007	DATA ENTRY OPERATOR	[none]	6	3	0	0	0	0	0	0	3	1	2	0	0	0	2
6197	DATABASE ADMINISTRATOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9619	DEPUTY DIRECTOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6029	FISCAL SPECIALIST 1	[none]	2	4	2	1	0	1	0	0	2	2	0	0	0	0	1
6030	FISCAL SPECIALIST 2	[none]	2	7	1	1	0	0	0	0	6	4	0	0	0	2	2
9340	FISCAL SPECIALIST/SENIOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9670	HUMAN RESOURCES ANALYST 2	[none]	2	3	0	0	0	0	0	0	3	3	0	0	0	0	0
9748	HUMAN RESOURCES ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9621	HUMAN RESOURCES MANAGER 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6190	INFO SYSTEMS ANALYST 1	[none]	2	4	3	0	2	0	1	0	1	1	0	0	0	0	3
6189	INFO SYSTEMS ANALYST 2	[none]	2	8	4	2	0	2	0	0	4	4	0	0	0	0	2
6187	INFO SYSTEMS ANALYST/SENIOR	[none]	2	3	1	0	0	1	0	0	2	1	0	1	0	0	2
9653	INFO SYSTEMS MANAGER	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9657	INFO SYSTEMS MANAGER/SENIOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9652	INFO SYSTEMS SUPERVISOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6186	NETWORK ANALYST 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6053	NETWORK ANALYST 3	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	7	2	2	0	0	0	0	5	5	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	4	2	1	0	1	0	0	2	0	2	0	0	0	3
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	6	1	1	0	0	0	0	5	1	2	1	0	1	4
6020	PROGRAM DEVELOPMENT TECH	[none]	5	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6085	RESEARCH/EVALUATION ANALYST 1	[none]	5	5	0	0	0	0	0	0	5	4	1	0	0	0	1
6086	RESEARCH/EVALUATION ANALYST 2	[none]	5	3	1	1	0	0	0	0	2	1	0	0	1	0	1
6087	RESEARCH/EVALUATION ANALYST/SENIOR	[none]	5	2	2	2	0	0	0	0	0	0	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	2	0	0	0	0	0	0	2	2	0	0	0	0	0
Total:				85	32	22	3	6	1	0	53	39	7	3	1	3	24

Workforce Analysis by Departments

Department: 1010 CFS - Community Progs/P'ships

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
6005	ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9661	CFS MANAGER	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9612	CFS MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	0	1	0	0	1	0	0	1
6313	CFS SPECIALIST	[none]	2	8	1	1	0	0	0	0	7	3	3	0	0	1	4
9008	CFS SUPERVISOR	[none]	2	4	0	0	0	0	0	0	4	4	0	0	0	0	0
6305	FAMILY INTERVENTION SPECIALIST	[none]	2	29	9	2	6	0	0	1	20	10	6	1	0	3	17
6083	HOUSING DEVELOPMENT SPECIALIST	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	6	0	0	0	0	0	0	6	2	1	2	1	0	4
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6022	PROGRAM COORDINATOR	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	13	3	3	0	0	0	0	10	9	1	0	0	0	1
6020	PROGRAM DEVELOPMENT TECH	[none]	5	3	0	0	0	0	0	0	3	3	0	0	0	0	0
9400	STAFF ASSISTANT	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	4	3	1	0	0	0	2	1	1	0	0	0	0	2
6084	WEATHERIZATION INSPECTOR	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6080	WEATHERIZATION SPECIALIST	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Total:				76	20	11	6	0	0	3	56	36	11	4	1	4	29

Department: 1015 CFS - Developmtl Disabilities

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
9005	ADMINISTRATIVE ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6005	ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6299	CASE MANAGEMENT ASSISTANT	[none]	2	8	4	2	2	0	0	0	4	3	1	0	0	0	3
6297	CASE MANAGER 2	[none]	2	54	15	11	2	2	0	0	39	29	5	2	0	3	14
6296	CASE MANAGER/SENIOR	[none]	2	5	2	1	0	1	0	0	3	2	1	0	0	0	2

Workforce Analysis by Departments

9745	CFS ADMINISTRATOR	[none]	1	4	3	1	1	1	0	0	1	1	0	0	0	0	2
9661	CFS MANAGER	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9612	CFS MANAGER/SENIOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9008	CFS SUPERVISOR	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6074	DATA TECHNICIAN	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6322	MEDICAL RECORDS TECH/SENIOR	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	6	1	1	0	0	0	0	5	4	1	0	0	0	1
6002	OFFICE ASSISTANT/SENIOR	[none]	6	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	12	4	3	1	0	0	0	8	8	0	0	0	0	1
6020	PROGRAM DEVELOPMENT TECH	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			100	34	24	6	4	0	0	66	53	8	2	0	3	23	

Department: 1020 CFS - Behavioral Health

26 Top-level

Job Code & Title		Grade	EEO	Tot Emp	MALE						FEMALE						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
9006	ADMINISTRATIVE ANALYST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6005	ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6291	ALCOHOL/DRUG EVALUATION SPEC	[none]	2	23	9	6	0	0	1	2	14	10	2	0	1	1	7
9745	CFS ADMINISTRATOR	[none]	1	8	2	1	0	0	0	1	6	5	1	0	0	0	2
9661	CFS MANAGER	[none]	1	2	2	2	0	0	0	0	0	0	0	0	0	0	0
9612	CFS MANAGER/SENIOR	[none]	2	2	1	0	0	0	0	1	1	1	0	0	0	0	1
6313	CFS SPECIALIST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9008	CFS SUPERVISOR	[none]	2	12	6	4	1	0	1	0	6	4	0	1	0	1	4
6074	DATA TECHNICIAN	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9530	EMS MEDICAL DIRECTOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6019	HEALTH INFORMATION SPECIALIST 1	[none]	5	4	0	0	0	0	0	0	4	4	0	0	0	0	0
6322	MEDICAL RECORDS TECH/SENIOR	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6321	MEDICAL RECORDS TECHNICIAN	[none]	5	3	0	0	0	0	0	0	3	1	1	1	0	0	2
6365	MENTAL HEALTH CONSULTANT	[none]	2	61	21	16	1	2	0	2	40	36	1	2	0	1	9
6001	OFFICE ASSISTANT 2	[none]	6	18		3	0	0	0	0	15	13	1	0		1	2
6002	OFFICE ASSISTANT/SENIOR	[none]	6	5		0	0	0	0	0	5	5	0	0		0	0

Workforce Analysis by Departments

9720	OPERATIONS ADMINISTRATOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	17	3	2	1	0	0	0	14	11	1	0	1	4
9115	PROGRAM DEVELOPMENT SPEC/SR	[none]	2	7	0	0	0	0	0	0	7	7	0	0	0	0
6020	PROGRAM DEVELOPMENT TECH	[none]	5	7	2	0	1	1	0	0	5	2	1	2	0	5
6368	PROGRAM EVALUATION SPECIALIST	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0
6004	WORD PROCESSING OPERATOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0
Total:			178	52	37	4	3	2	6	126	105	8	6	2	5	36

Department: 1025 CFS - School Based Health

Top-level

			Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
Job Code & Title	Grade	EEO		T	W	B	A	N	H	T	W	B	A	N	H	
6291 ALCOHOL/DRUG EVALUATION SPEC	[none]	2	3	2	1	1	0	0	0	1	1	0	0	0	0	1
9008 CFS SUPERVISOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6365 MENTAL HEALTH CONSULTANT	[none]	2	42	13	12	0	1	0	0	29	22	4	0	0	3	8
Total:			46	16	14	1	1	0	0	30	23	4	0	0	3	9

Department: 2000 Health - Director's Office

Top-level

			Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
Job Code & Title	Grade	EEO		T	W	B	A	N	H	T	W	B	A	N	H	
6005 ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	0	1	0	0	0	1
9734 BUDGET ANALYST/PRINCIPAL	[none]	2	2	1	1	0	0	0	0	1	0	0	1	0	0	1
8003 CLERICAL ASSISTANT	[none]	6	5	2	1	0	1	0	0	3	1	0	1	0	1	3
6073 DATA ANALYST	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9747 DATA ANALYST/SENIOR	[none]	2	7	3	3	0	0	0	0	4	3	0	1	0	0	1
9610 DEPARTMENT DIRECTOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9619 DEPUTY DIRECTOR	[none]	2	1	0	0	0	0	0	0	1	0	0	1	0	0	1
6352 HEALTH EDUCATOR	[none]	2	8	2	2	0	0	0	0	6	6	0	0	0	0	0
6019 HEALTH INFORMATION SPECIALIST 1	[none]	5	5	2	0	1	1	0	0	3	1	2	0	0	0	4

Workforce Analysis by Departments

6018	HEALTH INFORMATION SPECIALIST 2	[none]	5	7	2	1	1	0	0	0	5	5	0	0	0	0	1
9692	HEALTH OPERATIONS SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9693	HEALTH SERVICES ADMINISTRATOR	[none]	1	11	2	1	0	0	0	1	9	7	1	1	0	0	3
9694	HEALTH SERVICES MANAGER	[none]	2	2	2	1	0	1	0	0	0	0	0	0	0	0	1
9695	HEALTH SERVICES MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9696	HEALTH SERVICES SPECIALIST	[none]	2	6	0	0	0	0	0	0	6	3	2	0	0	1	3
9653	INFO SYSTEMS MANAGER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
8002	INTERPRETER/ON CALL	[none]	6	5	1	0	0	0	0	1	4	4	0	0	0	0	1
6001	OFFICE ASSISTANT 2	[none]	6	8	1	0	0	0	0	1	7	1	1	1	0	4	7
6002	OFFICE ASSISTANT/SENIOR	[none]	6	3	1	0	0	0	0	1	2	2	0	0	0	0	1
9798	PRINCIPAL INVESTIGATOR	[none]	1	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6021	PROGRAM DEVELOPMENT SPECIALIST	[none]	2	3	0	0	0	0	0	0	3	3	0	0	0	0	0
6020	PROGRAM DEVELOPMENT TECH	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
94 8000	TEMPORARY WORKER	[none]	6	6	0	0	0	0	0	0	6	5	1	0	0	0	1
Total:				88	21	12	2	3	0	4	67	47	8	6	0	6	29

Department: 2005 Health - Business Services

Top-level

[illegible]

Workforce Analysis by Departments

	MANAGER/SENIOR																
9696	HEALTH SERVICES SPECIALIST	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9080	HUMAN RESOURCES ANALYST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
	1																
9670	HUMAN RESOURCES ANALYST	[none]	2	1	1	0	1	0	0	0	0	0	0	0	0	0	1
	2																
9748	HUMAN RESOURCES ANALYST/SENIOR	[none]	2	3	0	0	0	0	0	0	3	2	0	0	0	1	1
6190	INFO SYSTEMS ANALYST 1	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6189	INFO SYSTEMS ANALYST 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6187	INFO SYSTEMS ANALYST/SENIOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9651	INFO SYSTEMS COORDINATOR	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9653	INFO SYSTEMS MANAGER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9652	INFO SYSTEMS SUPERVISOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6191	INFORMATION SYSTEMS SPECIALIST 1	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6192	INFORMATION SYSTEMS SPECIALIST 2	[none]	3	2	2	1	0	0	0	1	0	0	0	0	0	0	1
8002	INTERPRETER/ON CALL	[none]	6	1	1	0	0	0	0	1	0	0	0	0	0	0	1
6196	NETWORK ANALYST 1	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6186	NETWORK ANALYST 2	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6053	NETWORK ANALYST 3	[none]	3	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	7	0	0	0	0	0	0	7	5	1	0	1	0	2
6002	OFFICE ASSISTANT/SENIOR	[none]	6	2	1	0	1	0	0	0	1	0	1	0	0	0	2
6021	PROGRAM DEVELOPMENT SPECIALIST	[none]	2	3	1	1	0	0	0	0	2	1	0	1	0	0	1
6020	PROGRAM DEVELOPMENT TECH	[none]	5	2	0	0	0	0	0	0	2	1	1	0	0	0	1
8000	TEMPORARY WORKER	[none]	6	10	4	4	0	0	0	0	6	3	2	1	0	0	3
	Total:			94	31	22	4	0	1	4	63	36	16	5	1	5	36

Workforce Analysis by Departments

Department: 2010 Health - Dental Services

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
6005	ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	0	1	0	0	0	1
6347	DENTAL ASSISTANT/RECEPTIONIST	[none]	3	41	0	0	0	0	0	0	41	28	6	6	0	1	13
9500	DENTAL HEALTH OFFICER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6348	DENTAL HYGIENIST	[none]	3	11	2	2	0	0	0	0	9	8	0	1	0	0	1
9390	DENTIST	[none]	2	14	4	3	1	0	0	0	10	8	0	2	0	0	3
9430	DENTIST/SENIOR	[none]	2	5	3	3	0	0	0	0	2	2	0	0	0	0	0
6294	HEALTH ASSISTANT	[none]	5	4	0	0	0	0	0	0	4	3	0	0	0	1	1
6018	HEALTH INFORMATION SPECIALIST 2	[none]	5	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9692	HEALTH OPERATIONS SUPERVISOR	[none]	2	3	0	0	0	0	0	0	3	3	0	0	0	0	0
9696	HEALTH SERVICES SPECIALIST	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	2	0	0	0	0	0	0	2	1	0	0	0	1	1
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6109	WAREHOUSE WORKER	[none]	8	2	2	2	0	0	0	0	0	0	0	0	0	0	0
Total:				91	14	13	1	0	0	0	77	58	7	9	0	3	20

Department: 2015 Health - Neighborhood Health

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
6005	ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8003	CLERICAL ASSISTANT	[none]	6	21	8	4	0	4	0	0	13	9	2	1	0	1	8
6315	COMMUNITY HEALTH NURSE	[none]	2	83	4	3	0	0	0	1	79	70	5	2	0	2	10
6046	COMMUNITY HEALTH WORKER 1	[none]	5	8	1	0	1	0	0	0	7	1	2	1	0	3	7
6047	COMMUNITY HEALTH WORKER 2	[none]	5	4	0	0	0	0	0	0	4	1	0	0	0	3	3
6294	HEALTH ASSISTANT	[none]	5	1	0	0	0	0	0	0	1	0	0	0	0	1	1

Workforce Analysis by Departments

6352	HEALTH EDUCATOR	[none]	2	3	0	0	0	0	0	0	3	3	0	0	0	0	0
6018	HEALTH INFORMATION SPECIALIST 2	[none]	5	18	2	2	0	0	0	0	16	9	4	0	0	3	7
9692	HEALTH OPERATIONS SUPERVISOR	[none]	2	3	1	1	0	0	0	0	2	2	0	0	0	0	0
9693	HEALTH SERVICES ADMINISTRATOR	[none]	1	11	0	0	0	0	0	0	11	9	2	0	0	0	2
9695	HEALTH SERVICES MANAGER/SENIOR	[none]	2	2	0	0	0	0	0	0	2	1	0	0	0	1	1
9696	HEALTH SERVICES SPECIALIST	[none]	2	8	1	0	0	0	0	1	7	7	0	0	0	0	1
6303	LICENSED COMM PRACTICAL NURSE	[none]	3	5	0	0	0	0	0	0	5	4	1	0	0	0	1
6321	MEDICAL RECORDS TECHNICIAN	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6314	NURSE PRACTITIONER	[none]	2	8	1	1	0	0	0	0	7	7	0	0	0	0	0
6342	NUTRITION ASSISTANT	[none]	5	25	1	1	0	0	0	0	24	7	2	6	0	9	17
6340	NUTRITIONIST	[none]	2	16	1	1	0	0	0	0	15	14	0	1	0	0	1
6001	OFFICE ASSISTANT 2	[none]	6	23	4	1	0	1	0	2	19	8	1	3	0	7	14
6002	OFFICE ASSISTANT/SENIOR	[none]	6	23	7	5	2	0	0	0	16	12	3	0	0	1	6
6316	PHYSICIAN ASSISTANT	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	3	0	0	0	0	0	0	3	2	1	0	0	0	1
6020	PROGRAM DEVELOPMENT TECH	[none]	5	2	0	0	0	0	0	0	2	1	0	1	0	0	1
8000	TEMPORARY WORKER	[none]	6	2	0	0	0	0	0	0	2	2	0	0	0	0	0
Total:			273	31	19	3	5	0	4	242	173	23	15	0	31	81	

Department: 2020 Health - SBC N'hood Health Top-level

Job Code & Title			Grade	EEO	Tot Emp	MALE						FEMALE						Tot Min
						T	W	B	A	N	H	T	W	B	A	N	H	
6003	CLERICAL UNIT SUPERVISOR	[none]	6	1	1	0	1	0	0	0	0	0	0	0	0	0	0	1
6315	COMMUNITY HEALTH NURSE	[none]	2	3	0	0	0	0	0	0	0	3	2	0	0	0	1	1
6294	HEALTH ASSISTANT	[none]	5	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0
6018	HEALTH INFORMATION SPECIALIST 2	[none]	5	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0
6303	LICENSED COMM PRACTICAL NURSE	[none]	3	2	1	1	0	0	0	0	0	1	1	0	0	0	0	0
6321	MEDICAL RECORDS	[none]	5	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0

Workforce Analysis by Departments

6314	TECHNICIAN																
6314	NURSE PRACTITIONER	[none]	2	6	0	0	0	0	0	0	6	6	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	4	0	0	0	0	0	0	4	3	1	0	0	0	1
Total:				19	2	1	1	0	0	0	17	15	1	0	0	1	3

Department: 2025 Health - Regulatory Health

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
6005	ADMINISTRATIVE SECRETARY	[none]	6	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9530	EMS MEDICAL DIRECTOR	[none]	1	1	1	0	0	1	0	0	0	0	0	0	0	0	1
9550	HEALTH OFFICER	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9693	HEALTH SERVICES ADMINISTRATOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
86 9694	HEALTH SERVICES MANAGER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9490	PHYSICIAN	[none]	2	4	2	2	0	0	0	0	2	2	0	0	0	0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	4	1	1	0	0	0	0	3	3	0	0	0	0	0
Total:				14	8	7	0	1	0	0	6	6	0	0	0	0	1

Department: 2030 Health - Corrections Health

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
9006	ADMINISTRATIVE ANALYST	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6005	ADMINISTRATIVE SECRETARY	[none]	6	2	0	0	0	0	0	0	2	1	1	0	0	0	1
6315	COMMUNITY HEALTH NURSE	[none]	2	106	16	13	2	0	1	0	90	81	3	5	1	0	12
6347	DENTAL ASSISTANT/RECEPTIONIST	[none]	3	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9390	DENTIST	[none]	2	2	1	1	0	0	0	0	1	0	1	0	0	0	1
6294	HEALTH ASSISTANT	[none]	5	5	2	2	0	0	0	0	3	2	0	0	0	1	1
6018	HEALTH INFORMATION SPECIALIST 2	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9692	HEALTH OPERATIONS SUPERVISOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9693	HEALTH SERVICES	[none]	1	6	1	1	0	0	0	0	5	5	0	0	0	0	0

Workforce Analysis by Departments

9695	ADMINISTRATOR HEALTH SERVICES MANAGER/SENIOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9696	HEALTH SERVICES SPECIALIST	[none]	2	1	0	0	0	0	0	0	1	0	1	0	0	0	1
6303	LICENSED COMM PRACTICAL NURSE	[none]	3	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6321	MEDICAL RECORDS TECHNICIAN	[none]	5	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6365	MENTAL HEALTH CONSULTANT	[none]	2	3	2	2	0	0	0	0	1	1	0	0	0	0	0
6314	NURSE PRACTITIONER	[none]	2	6	2	2	0	0	0	0	4	4	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	24	2	2	0	0	0	0	22	18	0	0	1	1	4
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9720	OPERATIONS ADMINISTRATOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9355	PHARMACIST	[none]	2	3	2	2	0	0	0	0	1	1	0	0	0	0	0
6119	PHARMACY TECHNICIAN	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9490	PHYSICIAN	[none]	2	20	12	12	0	0	0	0	8	8	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	4	2	2	0	0	0	0	2	1	0	0	0	1	1
6336	X-RAY TECHNICIAN	[none]	3	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			198	44	44	41	2	0	1	0	154	136	6	5	2	3	21

Department: 2035 Health - Disease Prev & Ctrl Top-level

Job Code & Title		Grade	EEO	Tot Emp	MALE						FEMALE						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
8004	AMERICORPS MEMBER	[none]	8	7	3	2	1	0	0	0	4	1	1	1	1	0	4
6093	CHEMICAL APPLICATOR OPERATOR	[none]	7	2	2	1	0	0	0	1	0	0	0	0	0	0	1
8003	CLERICAL ASSISTANT	[none]	6	10	4	1	0	0	0	3	6	4	0	1	0	1	5
6315	COMMUNITY HEALTH NURSE	[none]	2	44	5	4	1	0	0	0	39	34	2	2	0	1	6
9747	DATA ANALYST/SENIOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6356	ENVIRONMENTAL HEALTH SPECIALIST	[none]	2	20	15	12	0	3	0	0	5	3	0	0	0	2	5
6357	ENVIRONMENTAL HLTH SPEC/CHIEF	[none]	2	2	2	1	0	1	0	0	0	0	0	0	0	0	1
6294	HEALTH ASSISTANT	[none]	5	10	1	1	0	0	0	0	9	5	0	0	0	4	4
6024	HEALTH INFORMATION SPEC/SENIOR	[none]	5	6	2	1	0	0	0	1	4	3	1	0	0	0	2
6019	HEALTH INFORMATION	[none]	5	1	1	0	0	0	0	1	0	0	0	0	0	0	1

Workforce Analysis by Departments

100	6018	SPECIALIST 1 HEALTH INFORMATION	[none]	5	16	10	5	2	2	0	1	6	2	0	0	1	3	9
	9692	SPECIALIST 2 HEALTH OPERATIONS	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
	9693	SUPERVISOR HEALTH SERVICES	[none]	1	9	1	0	0	1	0	0	8	7	1	0	0	0	2
	9695	ADMINISTRATOR HEALTH SERVICES	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
	9696	MANAGER/SENIOR HEALTH SERVICES SPECIALIST	[none]	2	9	3	3	0	0	0	0	6	6	0	0	0	0	0
	6303	LICENSED COMM PRACTICAL NURSE	[none]	3	2	1	1	0	0	0	0	1	0	1	0	0	0	1
	6314	NURSE PRACTITIONER	[none]	2	6	1	1	0	0	0	0	5	5	0	0	0	0	0
	6340	NUTRITIONIST	[none]	2	1	1	0	0	1	0	0	0	0	0	0	0	0	1
	6001	OFFICE ASSISTANT 2	[none]	6	36	9	5	0	0	0	4	27	17	3	2	0	5	14
	6002	OFFICE ASSISTANT/SENIOR	[none]	6	6	0	0	0	0	0	0	6	6	0	0	0	0	0
	9025	OPERATIONS SUPERVISOR	[none]	3	1	0	0	0	0	0	0	1	1	0	0	0	0	0
	9355	PHARMACIST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
	9490	PHYSICIAN	[none]	2	3	3	3	0	0	0	0	0	0	0	0	0	0	0
	6316	PHYSICIAN ASSISTANT	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
	9798	PRINCIPAL INVESTIGATOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
	6021	PROGRAM DEVELOPMENT SPEC	[none]	2	8	3	2	0	1	0	0	5	5	0	0	0	0	1
	6020	PROGRAM DEVELOPMENT TECH	[none]	5	7	1	1	0	0	0	0	6	6	0	0	0	0	0
	6295	SOCIAL WORKER	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
	8000	TEMPORARY WORKER	[none]	6	14	5	3	1	1	0	0	9	4	3	0	1	1	7
	6336	X-RAY TECHNICIAN	[none]	3	2	1	0	0	1	0	0	1	1	0	0	0	0	1
Total:				233	76	49	5	11	0	11	157	119	12	6	3	17	65	

Workforce Analysis by Departments

Department: 2040 Health -Primary Care

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6005 ADMINISTRATIVE SECRETARY	[none]	6	2	0	0	0	0	0	0	2	1	0	0	0	1	1
8003 CLERICAL ASSISTANT	[none]	6	37	4	2	1	0	0	0	33	18	9	2	0	4	17
6315 COMMUNITY HEALTH NURSE	[none]	2	87	4	2	0	1	0	0	83	74	3	4	0	2	11
6073 DATA ANALYST	[none]	5	1	1	0	1	0	0	0	0	0	0	0	0	0	1
6028 FISCAL ASSISTANT	[none]	6	9	1	1	0	0	0	0	8	4	0	2	0	2	4
6294 HEALTH ASSISTANT	[none]	5	40	7	0	1	2	0	3	33	15	0	3	0	15	25
6352 HEALTH EDUCATOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6018 HEALTH INFORMATION SPECIALIST 2	[none]	5	1	0	0	0	0	0	0	1	0	0	0	0	1	1
9692 HEALTH OPERATIONS SUPERVISOR	[none]	2	4	1	1	0	0	0	0	3	2	0	1	0	0	1
9693 HEALTH SERVICES ADMINISTRATOR	[none]	1	14	2	1	0	1	0	0	12	8	4	0	0	0	5
9695 HEALTH SERVICES MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8002 INTERPRETER/ON CALL	[none]	6	5	1	0	0	0	0	1	4	1	0	0	0	3	4
6333 LABORATORY TECHNICIAN	[none]	3	5	1	1	0	0	0	0	4	3	0	0	0	1	1
6303 LICENSED COMM PRACTICAL NURSE	[none]	3	14	2	2	0	0	0	0	12	8	2	0	0	2	4
9520 MEDICAL DIRECTOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6321 MEDICAL RECORDS TECHNICIAN	[none]	5	7	1	1	0	0	0	0	6	5	0	1	0	0	1
6314 NURSE PRACTITIONER	[none]	2	38	0	0	0	0	0	0	38	36	0	0	0	2	2
6340 NUTRITIONIST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6001 OFFICE ASSISTANT 2	[none]	6	58	7	4	0	0	0	3	51	26	5	8	0	12	28
6002 OFFICE ASSISTANT/SENIOR	[none]	6	4	2	1	1	0	0	0	2	1	1	0	0	0	2
9025 OPERATIONS SUPERVISOR	[none]	3	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9490 PHYSICIAN	[none]	2	27	13	9	1	2	0	0	14	12	1	0	0	1	6
6316 PHYSICIAN ASSISTANT	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6021 PROGRAM DEVELOPMENT SPEC	[none]	2	2	0	0	0	0	0	0	2	1	1	0	0	0	1
6295 SOCIAL WORKER	[none]	2	4	0	0	0	0	0	0	4	2	0	0	0	2	2
8000 TEMPORARY WORKER	[none]	6	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6336 X-RAY TECHNICIAN	[none]	3	1	1	0	0	1	0	0	0	0	0	0	0	0	1

Workforce Analysis by Departments

Total: 370 50 27 5 7 0 7 320 225 26 21 0 48 118

Department: 2050 Health - Support Services

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
8003 CLERICAL ASSISTANT	[none]	6	3	2	1	0	0	0	1	1	1	0	0	0	0	1
6017 CONSTRUCTION PROJECTS SPEC	[none]	2	1	0	0	0	0	0	0	1	0	0	0	0	1	1
6027 FISCAL ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6030 FISCAL SPECIALIST 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6019 HEALTH INFORMATION SPECIALIST 1	[none]	5	30	4	2	1	0	0	1	26	22	0	1	0	3	6
9026 HEALTH INFORMATION SUPERVISOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9692 HEALTH OPERATIONS SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9694 HEALTH SERVICES MANAGER	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9695 HEALTH SERVICES MANAGER/SENIOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9696 HEALTH SERVICES SPECIALIST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8002 INTERPRETER/ON CALL	[none]	6	101	45	12	11	13	0	9	56	26	1	19	0	10	63
6332 LABORATORY ASSISTANT	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6335 LABORATORY SPECIALIST	[none]	2	7	3	2	0	1	0	0	4	4	0	0	0	0	1
6333 LABORATORY TECHNICIAN	[none]	3	3	0	0	0	0	0	0	3	3	0	0	0	0	0
6001 OFFICE ASSISTANT 2	[none]	6	3	1	1	0	0	0	0	2	2	0	0	0	0	0
6002 OFFICE ASSISTANT/SENIOR	[none]	6	2	1	0	0	1	0	0	1	1	0	0	0	0	1
9355 PHARMACIST	[none]	2	12	6	5	0	0	0	1	6	5	0	1	0	0	2
9357 PHARMACY SERVICES MANAGER	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6119 PHARMACY TECHNICIAN	[none]	5	5	1	1	0	0	0	0	4	4	0	0	0	0	0
9490 PHYSICIAN	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
7232 PRODUCTION/GRAPHIC DESIGN	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6021 PROGRAM DEVELOPMENT SPEC	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6020 PROGRAM DEVELOPMENT TECH	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6112 PURCHASING SPECIALIST 1	[none]	5	2		0	0	0	0	0	2	2	0	0		0	0
8000 TEMPORARY WORKER	[none]	6	1		0	0	0	0	0	1	0	0	1		0	1

Workforce Analysis by Departments

Total: 186 66 27 12 15 0 12 120 83 1 22 0 14 76

Department: 2055 Health - Planning & Dvmt

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
6005	ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	0	1	0	0	0	1
9747	DATA ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	0	0	1	0	0	1
9798	PRINCIPAL INVESTIGATOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6020	PROGRAM DEVELOPMENT TECH	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:				5	0	0	0	0	0	0	5	3	1	1	0	0	2

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Department: 2060 Health - Organizational Dvmt

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
9696	HEALTH SERVICES SPECIALIST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	1	0	0	0	0	0	0	1	0	0	1	0	0	1
7208	PUBLICATION SPECIALIST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:				3	0	0	0	0	0	0	3	2	0	1	0	0	1

Workforce Analysis by Departments

Department: 3005 DCJ - Director's Office

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9005 ADMINISTRATIVE ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6054 ADMINISTRATIVE ASSISTANT	[none]	6	3	0	0	0	0	0	0	3	2	0	0	0	1	1
9610 DEPARTMENT DIRECTOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6189 INFO SYSTEMS ANALYST 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9794 JUVENILE JUSTICE ADMINISTRATOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9710 MANAGEMENT ASSISTANT	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8000 TEMPORARY WORKER	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			9	0	0	0	0	0	0	9	8	0	0	0	1	1

104

Department: 3010 DCJ - Information Systems

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6197 DATABASE ADMINISTRATOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6190 INFO SYSTEMS ANALYST 1	[none]	2	2	1	0	0	1	0	0	1	0	0	1	0	0	2
6189 INFO SYSTEMS ANALYST 2	[none]	2	5	2	2	0	0	0	0	3	2	0	1	0	0	1
6187 INFO SYSTEMS ANALYST/SENIOR	[none]	2	2	2	1	0	1	0	0	0	0	0	0	0	0	1
9651 INFO SYSTEMS COORDINATOR	[none]	5	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9653 INFO SYSTEMS MANAGER	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9657 INFO SYSTEMS MANAGER/SENIOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9652 INFO SYSTEMS SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6191 INFORMATION SYSTEMS SPECIALIST 1	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6192 INFORMATION SYSTEMS SPECIALIST 2	[none]	3	11	3	3	0	0	0	0	8	7	0	0	0	1	1
6157 JUVENILE RECORDS TECHNICIAN	[none]	6	4	0	0	0	0	0	0	4	4	0	0	0	0	0
6186 NETWORK ANALYST 2	[none]	2	6	1	1	0	0	0	0	5	2	1	1	0	1	3

Workforce Analysis by Departments

6053	NETWORK ANALYST 3	[none]	3	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	5	0	0	0	0	0	0	5	5	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9720	OPERATIONS ADMINISTRATOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9115	PROGRAM DEVELOPMENT SPEC/SR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6004	WORD PROCESSING OPERATOR	[none]	6	5	0	0	0	0	0	0	5	4	1	0	0	0	1
Total:				53	13	11	0	2	0	0	40	33	2	3	0	2	9

Department: 3015 DCJ - Human Resources

Top-level

				Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
Job Code & Title		Grade	EEO		T	W	B	A	N	H	T	W	B	A	N	H	
9080	HUMAN RESOURCES ANALYST 1	[none]	2	2	0	0	0	0	0	0	2	1	0	1	0	0	1
9670	HUMAN RESOURCES ANALYST 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9748	HUMAN RESOURCES ANALYST/SENIOR	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9621	HUMAN RESOURCES MANAGER 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	2	0	0	0	0	0	0	2	2	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6263	VOLUNTEER COORDINATOR	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
Total:				11	3	3	0	0	0	0	8	7	0	1	0	0	1

Workforce Analysis by Departments

Department: 3020 DCJ - Resource Management

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9006 ADMINISTRATIVE ANALYST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9005 ADMINISTRATIVE ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9734 BUDGET ANALYST/PRINCIPAL	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9772 COMM CORRECTIONS PROGRAM ADMIN	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6073 DATA ANALYST	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6074 DATA TECHNICIAN	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6029 FISCAL SPECIALIST 1	[none]	2	4	0	0	0	0	0	0	4	3	0	1	0	0	1
6030 FISCAL SPECIALIST 2	[none]	2	4	3	1	1	1	0	0	1	1	0	0	0	0	2
9335 FISCAL SPECIALIST SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9340 FISCAL SPECIALIST/SENIOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9701 JUVENILE JUSTICE MANAGER	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9220 JUVENILE JUSTICE SUPERVISOR	[none]	4	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6002 OFFICE ASSISTANT/SENIOR	[none]	6	2	0	0	0	0	0	0	2	1	1	0	0	0	1
6021 PROGRAM DEVELOPMENT SPEC	[none]	2	4	1	1	0	0	0	0	3	2	1	0	0	0	1
9115 PROGRAM DEVELOPMENT SPEC/SR	[none]	2	3	0	0	0	0	0	0	3	2	0	1	0	0	1
Total:			29	6	4	1	1	0	0	23	19	2	2	0	0	6

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Department: 3025 DCJ - Adult Comm Justice Mgmt

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6248 BACKGROUND INVESTIGATOR	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9772 COMM CORRECTIONS PROGRAM ADMIN	[none]	1	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6268 CORRECTIONS COUNSELOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6266 CORRECTIONS TECHNICIAN	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9619 DEPUTY DIRECTOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6027 FISCAL ASSISTANT/SENIOR	[none]	6	1		0	0	0	0	0	1	0	0	0		1	1

Workforce Analysis by Departments

9794	JUVENILE JUSTICE ADMINISTRATOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	2	0	0	0	0	0	0	2	1	1	0	0	0	1
8000	TEMPORARY WORKER	[none]	6	5	4	4	0	0	0	0	1	1	0	0	0	0	0
6247	VICTIM ADVOCATE	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			16	8	8	0	0	0	0	0	8	6	1	0	0	1	2

Department: 3030 DCJ - ACJ/Central Proc Svcs

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9772	COMM CORRECTIONS PROGRAM ADMIN	[none]	1	4	3	1	0	0	0	0	0	0	0	0	0	1
6268	CORRECTIONS COUNSELOR	[none]	2	2	0	0	0	0	0	2	2	0	0	0	0	0
6266	CORRECTIONS TECHNICIAN	[none]	5	34	11	11	0	0	0	23	21	1	0	1	0	2
9641	DISTRICT MANAGER/DCC	[none]	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	14	1	1	0	0	0	13	9	3	1	0	0	4
6002	OFFICE ASSISTANT/SENIOR	[none]	6	4	0	0	0	0	0	4	4	0	0	0	0	0
9720	OPERATIONS ADMINISTRATOR	[none]	1	1	0	0	0	0	0	1	1	0	0	0	0	0
6276	PROBATION/PAROLE OFFICER	[none]	4	30	10	8	1	0	0	20	17	2	1	0	0	5
6004	WORD PROCESSING OPERATOR	[none]	6	1	0	0	0	0	0	1	1	0	0	0	0	0
Total:			91	27	24	2	0	0	1	64	55	6	2	1	0	12

Department: 3035 DCJ - ACJ/Supervision

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6005	ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	1	1	0	0	0	0	0
9772	COMM CORRECTIONS PROGRAM ADMIN	[none]	1	14	6	5	1	0	0	8	6	2	0	0	0	3
6268	CORRECTIONS COUNSELOR	[none]	2	2	2	1	1	0	0	0	0	0	0	0	0	1
6266	CORRECTIONS TECHNICIAN	[none]	5	24	7	6	1	0	0	17	13	1	0	1	2	5
9641	DISTRICT MANAGER/DCC	[none]	1	3	2	1	0	1	0	1	1	0	0	0	0	1
6001	OFFICE ASSISTANT 2	[none]	6	22	0	0	0	0	0	22	17	2	0	2	1	5
6002	OFFICE ASSISTANT/SENIOR	[none]	6	6	0	0	0	0	0	6	4	1	0	1	0	2

Workforce Analysis by Departments

9720	OPERATIONS ADMINISTRATOR	[none]	1	3	1	1	0	0	0	0	2	1	1	0	0	0	1
6276	PROBATION/PAROLE OFFICER	[none]	4	119	64	50	8	2	0	4	55	51	3	0	0	1	18
Total:			194	82	64	11	3	0	4	112	94	10	0	4	4	36	

Department: 3040 DCJ - ACJ/Sanctions & Services

Top-level

			Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
Job Code & Title	Grade	EEO		T	W	B	A	N	H	T	W	B	A	N	H	
9006	ADMINISTRATIVE ANALYST	[none]	2	1	0	0	0	0	0	1	1	0	0	0	0	0
6344	BASIC SKILLS EDUCATOR	[none]	2	7	1	1	0	0	0	6	5	0	1	0	0	1
9391	CLINICAL SUPERVISOR	[none]	2	2	1	1	0	0	0	1	1	0	0	0	0	0
9772	COMM CORRECTIONS PROGRAM ADMIN	[none]	1	7	2	1	1	0	0	5	5	0	0	0	0	1
6267	COMMUNITY WORKS LEADER	[none]	5	22	15	12	3	0	0	7	5	0	1	1	0	5
6268	CORRECTIONS COUNSELOR	[none]	2	24	9	5	2	1	0	15	13	1	1	0	0	6
6266	CORRECTIONS TECHNICIAN	[none]	5	7	5	4	1	0	0	2	1	0	0	0	1	2
9794	JUVENILE JUSTICE ADMINISTRATOR	[none]	1	2	2	1	1	0	0	0	0	0	0	0	0	1
9702	JUVENILE JUSTICE MGR/SENIOR	[none]	2	1	0	0	0	0	0	1	1	0	0	0	0	0
9220	JUVENILE JUSTICE SUPERVISOR	[none]	4	1	1	1	0	0	0	0	0	0	0	0	0	0
6369	MARRIAGE AND FAMILY COUNSELOR	[none]	2	2	0	0	0	0	0	2	2	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	6	0	0	0	0	0	6	5	0	0	0	1	1
6002	OFFICE ASSISTANT/SENIOR	[none]	6	2	1	1	0	0	0	1	1	0	0	0	0	0
6276	PROBATION/PAROLE OFFICER	[none]	4	8	2	2	0	0	0	6	6	0	0	0	0	0
9115	PROGRAM DEVELOPMENT SPEC/SR	[none]	2	2	1	1	0	0	0	1	1	0	0	0	0	0
6308	RECR & EXPRESS THERAPIST	[none]	2	2	1	1	0	0	0	1	1	0	0	0	0	0
6284	RESIDENT SUPERVISOR	[none]	5	13	7	4	1	2	0	6	6	0	0	0	0	3
Total:			109	48	35	9	3	0	1	61	54	1	3	1	2	20

Workforce Analysis by Departments

Department: 3045 DCJ - Juv Comm Justice Mgmt

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6005	ADMINISTRATIVE SECRETARY	[none]	6	2	0	0	0	0	0	2	2	0	0	0	0	0
9619	DEPUTY DIRECTOR	[none]	2	1	0	0	0	0	0	1	1	0	0	0	0	0
6272	JUVENILE COUNSELOR	[none]	2	2	2	0	0	0	0	0	0	0	0	0	0	0
6273	JUVENILE CUSTODY SERVICES SPEC	[none]	4	1	1	0	0	0	0	0	0	0	0	0	0	0
9794	JUVENILE JUSTICE ADMINISTRATOR	[none]	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	1	1	0	0	0	0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	3	0	0	0	0	0	3	2	0	0	1	0	1
9115	PROGRAM DEVELOPMENT SPEC/SR	[none]	2	1	1	0	0	0	0	0	0	0	0	0	0	0
Total:			12	5	5	0	0	0	0	7	6	0	0	1	0	1

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Department: 3050 DCJ - JCJ/Custody Services

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6344	BASIC SKILLS EDUCATOR	[none]	2	1	1	0	0	0	0	0	0	0	0	0	0	0
9772	COMM CORRECTIONS PROGRAM ADMIN	[none]	1	3	2	0	0	0	1	1	0	0	1	0	0	2
9641	DISTRICT MANAGER/DCC	[none]	1	2	1	0	1	0	0	1	1	0	0	0	0	1
6272	JUVENILE COUNSELOR	[none]	2	19	7	5	0	1	0	12	11	0	1	0	0	3
6273	JUVENILE CUSTODY SERVICES SPEC	[none]	4	141	74	36	19	9	1	67	46	10	6	1	4	59
9702	JUVENILE JUSTICE MGR/SENIOR	[none]	2	1	1	0	0	0	0	0	0	0	0	0	0	0
9220	JUVENILE JUSTICE SUPERVISOR	[none]	4	5	4	0	3	0	1	1	1	0	0	0	0	4
6365	MENTAL HEALTH CONSULTANT	[none]	2	2	0	0	0	0	0	2	1	1	0	0	0	1
6001	OFFICE ASSISTANT 2	[none]	6	6	0	0	0	0	0	6	6	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	1	1	0	0	0	0	0
Total:			181	90	44	23	10	1	12	91	67	11	8	1	4	70

Workforce Analysis by Departments

Department: 3055 DCJ - JCJ/Couns & Court Svcs

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9006 ADMINISTRATIVE ANALYST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6003 CLERICAL UNIT SUPERVISOR	[none]	6	1	0	0	0	0	0	0	1	0	1	0	0	0	1
9772 COMM CORRECTIONS PROGRAM ADMIN	[none]	1	10	6	4	1	1	0	0	4	2	1	1	0	0	4
6267 COMMUNITY WORKS LEADER	[none]	5	15	8	4	4	0	0	0	7	5	0	2	0	0	6
6266 CORRECTIONS TECHNICIAN	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6285 JUVENILE COUNSELING ASSISTANT	[none]	5	24	15	4	7	3	1	0	9	6	0	1	1	1	14
6272 JUVENILE COUNSELOR	[none]	2	58	23	11	10	2	0	0	35	27	4	2	1	1	20
9794 JUVENILE JUSTICE ADMINISTRATOR	[none]	1	1	1	0	1	0	0	0	0	0	0	0	0	0	1
9701 JUVENILE JUSTICE MANAGER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6365 MENTAL HEALTH CONSULTANT	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6001 OFFICE ASSISTANT 2	[none]	6	3	0	0	0	0	0	0	3	2	0	0	1	0	1
6002 OFFICE ASSISTANT/SENIOR	[none]	6	13	1	1	0	0	0	0	12	10	0	2	0	0	2
6021 PROGRAM DEVELOPMENT SPEC	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
Total:			131	55	25	23	6	1	0	76	57	6	8	3	2	49

Department: 3060 DCJ - JCJ/Family Court Svcs

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9684 FAMILY SERVICES MANAGER	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6369 MARRIAGE AND FAMILY COUNSELOR	[none]	2	5	1	1	0	0	0	0	4	4	0	0	0	0	0
6001 OFFICE ASSISTANT 2	[none]	6	4	0	0	0	0	0	0	4	4	0	0	0	0	0
6002 OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6004 WORD PROCESSING OPERATOR	[none]	6	3	0	0	0	0	0	0	3	2	1	0	0	0	1
Total:			14	1	1	0	0	0	0	13	12	1	0	0	0	1

[illegible]

Workforce Analysis by Departments

6147	CARPENTER	[none]	7	5	5	5	0	0	0	0	0	0	0	0	0	0	0
6149	CARPENTER/LOCKSMITH	[none]	7	3	3	3	0	0	0	0	0	0	0	0	0	0	0
6017	CONSTRUCTION PROJECTS SPEC	[none]	2	10	7	6	1	0	0	0	3	1	1	0	1	0	3
6016	CONSTRUCTION PROJECTS SPEC/SR	[none]	2	17	13	13	0	0	0	0	4	3	0	0	0	1	1
6010	CONSTRUCTION PROJECTS TECH	[none]	5	3	2	1	0	0	0	0	1	0	0	1	0	0	2
3061	ELECTRICIAN	[none]	7	8	8	7	0	1	0	0	0	0	0	0	0	0	1
6097	FAC MAINT	[none]	5	5	3	3	0	0	0	0	2	2	0	0	0	0	0
9686	DISPATCH/SCHEDULER FACILITIES DEV & SERVICES MGR	[none]	1	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9150	FACILITIES MAINTENANCE ADMIN	[none]	2	3	3	1	1	0	1	0	0	0	0	0	0	0	2
9678	FACILITIES MAINTENANCE MANAGER	[none]	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0
9680	FACILITIES MAINTENANCE SUPR	[none]	2	3	3	3	0	0	0	0	0	0	0	0	0	0	0
6094	FACILITIES MAINTENANCE WORKER	[none]	8	9	9	6	2	0	0	1	0	0	0	0	0	0	3
9681	FACILITIES MANAGER/SENIOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9682	FACILITIES REFURBISHMENT ADMIN	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6099	FACILITIES SERVICES COORD	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9151	FACILITIES SERVICES SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6027	FISCAL ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6029	FISCAL SPECIALIST 1	[none]	2	3	1	1	0	0	0	0	2	2	0	0	0	0	0
6030	FISCAL SPECIALIST 2	[none]	2	3	0	0	0	0	0	0	3	1	0	1	1	0	2
6121	HVAC ENGINEER	[none]	7	12	12	11	1	0	0	0	0	0	0	0	0	0	1
6196	NETWORK ANALYST 1	[none]	2	1	1	0	1	0	0	0	0	0	0	0	0	0	1
6053	NETWORK ANALYST 3	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	2	0	0	0	0	0	0	2	1	0	0	0	1	1
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6120	PLANT MAINTENANCE ENGINEER	[none]	7	4	4	4	0	0	0	0	0	0	0	0	0	0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6113	PROPERTY MANAGEMENT SPECIALIST	[none]	5	1	0	0	0	0	0	0	1	0	0	0	0	1	1
9733	PROPERTY MANAGEMENT	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0

Workforce Analysis by Departments

	SUPERVISOR																
6111	PURCHASING SPECIALIST 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	14	11	11	0	0	0	0	3	3	0	0	0	0	0
6110	WAREHOUSE WORKER/CHIEF	[none]	8	1	1	0	1	0	0	0	0	0	0	0	0	0	1
Total:			129	100	89	7	1	1	1	1	29	21	1	2	2	3	19

Department: 4015 DES - Land Use Planning

Top-level

			Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
Job Code & Title	Grade	EEO		T	W	B	A	N	H	T	W	B	A	N	H	
9005	ADMINISTRATIVE ANALYST/SENIOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	1	0	0	0	0	0	0	1	0	0	1	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	2	0	0	0	0	0	0	2	2	0	0	0	0
6075	PLANNER	[none]	2	7	4	4	0	0	0	0	3	3	0	0	0	0
9146	PLANNER/PRINCIPAL	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0
6078	PLANNER/SENIOR	[none]	2	3	3	3	0	0	0	0	0	0	0	0	0	0
9727	PLANNING MANAGER	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	1	1	1	0	0	0	0	0	0	0	0	0	0
Total:				17	9	9	0	0	0	0	8	7	0	1	0	0

Department: 4020 DES - Tax Collection

Top-level

				Tot	MALE						FEMALE						Tot
Job Code & Title		Grade	EEO	Emp	T	W	B	A	N	H	T	W	B	A	N	H	Min
9006	ADMINISTRATIVE ANALYST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6005	ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6082	CARTOGRAPHER	[none]	3	6	4	3	0	0	1	0	2	2	0	0	0	0	1
9628	CARTOGRAPHY SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6003	CLERICAL UNIT SUPERVISOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6027	FISCAL ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	0	0	1	0	0	1
6029	FISCAL SPECIALIST 1	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9335	FISCAL SPECIALIST SUPERVISOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9009	FORECLOSED PROPERTY	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0

Workforce Analysis by Departments

	COORDINATOR																
6001	OFFICE ASSISTANT 2	[none]	6	31	6	4	0	2	0	0	25	18	3	1	0	2	9
6002	OFFICE ASSISTANT/SENIOR	[none]	6	11	1	1	0	0	0	0	10	8	1	1	0	0	2
9025	OPERATIONS SUPERVISOR	[none]	3	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6022	PROGRAM COORDINATOR	[none]	5	1	0	0	0	0	0	0	1	0	1	0	0	0	1
9752	TAX COLL/RECORD	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
	MANAGER/SENIOR																
6025	TAX COLLECTION SPECIALIST	[none]	5	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9691	TAX COLLECTION/RECORDS	[none]	1	2	0	0	0	0	0	0	2	2	0	0	0	0	0
	ADMIN																
8000	TEMPORARY WORKER	[none]	6	7	3	2	0	0	0	1	4	3	1	0	0	0	2
Total:				72	17	13	0	2	1	1	55	43	6	3	0	2	16

Department: 4030 DES - Elections

Top-level

114

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
9607	ADMINISTRATIVE SERV OFFICER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6003	CLERICAL UNIT SUPERVISOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6013	COMMUNITY INFORMATION SPEC	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9666	ELECTIONS MANAGER	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6118	ELECTIONS MATERIALS COORD	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
8001	ELECTIONS WORKER	[none]	8	740	140	136	2	0	1	0	600	588	8	0	0	0	16
6029	FISCAL SPECIALIST 1	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	5	2	1	1	0	0	0	3	3	0	0	0	0	1
6002	OFFICE ASSISTANT/SENIOR	[none]	6	4	1	0	0	1	0	0	3	2	1	0	0	0	2
Total:				755	146	140	3	1	1	0	609	596	9	0	0	0	19

Workforce Analysis by Departments

Department: 4035 DES - FREDs

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9607 ADMINISTRATIVE SERV OFFICER	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6133 BLACKSMITH	[none]	7	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6181 BODY AND FENDER MECHANIC	[none]	7	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9619 DEPUTY DIRECTOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9663 DISTRIBUTION SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6124 DRIVER	[none]	8	9	6	5	1	0	0	0	3	3	0	0	0	0	1
6143 ELECTRONIC TECHNICIAN	[none]	7	3	3	2	0	0	0	1	0	0	0	0	0	0	1
6142 ELECTRONIC TECHNICIAN ASST	[none]	7	3	3	3	0	0	0	0	0	0	0	0	0	0	0
6144 ELECTRONIC TECHNICIAN/CHIEF	[none]	7	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6180 EQUIPMENT MECHANIC 1	[none]	7	3	3	1	0	0	0	2	0	0	0	0	0	0	2
6182 EQUIPMENT MECHANIC 2	[none]	7	11	11	8	0	0	0	1	0	0	0	0	0	0	3
9716 FISCAL OFFICER	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6030 FISCAL SPECIALIST 2	[none]	2	1	0	0	0	0	0	0	1	0	0	0	0	1	1
6184 FLEET & SUPPORT SERVICES SPEC	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9689 FLEET MAINTENANCE SUPERVISOR	[none]	2	1	1	0	0	0	0	0	0	0	0	0	0	0	1
6125 GARAGE ATTENDANT	[none]	8	4	4	2	1	1	0	0	0	0	0	0	0	0	2
6002 OFFICE ASSISTANT/SENIOR	[none]	6	2	0	0	0	0	0	0	2	1	0	0	0	1	1
6021 PROGRAM DEVELOPMENT SPEC	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6116 RECORDS ADMINISTRATION ASST	[none]	5	1	1	0	1	0	0	0	0	0	0	0	0	0	1
9732 RECORDS ADMINISTRATOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
8000 TEMPORARY WORKER	[none]	6	6	4	3	0	1	0	0	2	2	0	0	0	0	1
6109 WAREHOUSE WORKER	[none]	8	2	2	1	0	0	1	0	0	0	0	0	0	0	1
6110 WAREHOUSE WORKER/CHIEF	[none]	8	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Total:			57	46	33	3	2	1	4	11	9	0	0	0	2	15

Workforce Analysis by Departments

Department: 4040 DES - Property Valuation

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6005 ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6043 APPRAISAL SPECIALIST	[none]	3	5	1	1	0	0	0	0	4	4	0	0	0	0	0
9637 APPRAISAL SUPR/COMMERCIAL	[none]	1	2	2	2	0	0	0	0	0	0	0	0	0	0	0
9726 APPRAISAL SUPR/PERSONALPROP	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9739 APPRAISAL SUPR/RESIDENTIAL	[none]	1	2	2	1	0	0	0	1	0	0	0	0	0	0	1
9763 ASSESSMENT MANAGER/SENIOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9629 CHIEF APPRAISER/COMMERCIAL	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9630 CHIEF APPRAISER/RESIDENTIAL	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6073 DATA ANALYST	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9747 DATA ANALYST/SENIOR	[none]	2	4	4	2	0	1	1	0	0	0	0	0	0	0	2
6007 DATA ENTRY OPERATOR	[none]	6	4	0	0	0	0	0	0	4	2	0	2	0	0	2
6030 FISCAL SPECIALIST 2	[none]	2	1	1	0	0	1	0	0	0	0	0	0	0	0	1
6187 INFO SYSTEMS ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9653 INFO SYSTEMS MANAGER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6186 NETWORK ANALYST 2	[none]	2	1	1	0	0	1	0	0	0	0	0	0	0	0	1
6053 NETWORK ANALYST 3	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6001 OFFICE ASSISTANT 2	[none]	6	8	2	2	0	0	0	0	6	4	1	1	0	0	2
6002 OFFICE ASSISTANT/SENIOR	[none]	6	7	1	1	0	0	0	0	6	4	0	2	0	0	2
9720 OPERATIONS ADMINISTRATOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9025 OPERATIONS SUPERVISOR	[none]	3	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6049 PROPERTY APPRAISER/COMMERCIAL	[none]	3	11	7	6	1	0	0	0	4	3	0	1	0	0	2
6050 PROPERTY APPRAISER/PERSONAL	[none]	3	3	3	3	0	0	0	0	0	0	0	0	0	0	0
6042 PROPERTY APPRAISER/RESIDENTIAL	[none]	3	17	11	11	0	0	0	0	6	6	0	0	0	0	0
6045 TAX EXEMPTION SPECIALIST	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
8000 TEMPORARY WORKER	[none]	6	12	4	4	0	0	0	0	8	6	0	2	0	0	2
6004 WORD PROCESSING OPERATOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0

	Total:	90	46	40	1	3	1	1	44	35	1	8	0	0	15
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Top-level

[illegible]

Workforce Analysis by Departments

6092	MAINTENANCE WORKER	[none]	8	21	21	15	1	2	1	2	0	0	0	0	0	0	6
6186	NETWORK ANALYST 2	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6053	NETWORK ANALYST 3	[none]	3	1	0	0	0	0	0	0	1	0	0	1	0	0	1
6001	OFFICE ASSISTANT 2	[none]	6	3	1	1	0	0	0	0	2	2	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	5	0	0	0	0	0	0	5	5	0	0	0	0	0
9025	OPERATIONS SUPERVISOR	[none]	3	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6022	PROGRAM COORDINATOR	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6112	PURCHASING SPECIALIST 1	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6111	PURCHASING SPECIALIST 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6211	RIGHT OF WAY PERMITS/CHIEF	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9145	ROAD MAINT SYSTEMS ADMIN	[none]	8	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9741	ROAD MAINTENANCE MANAGER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9140	ROAD MAINTENANCE SUPERVISOR	[none]	8	4	4	4	0	0	0	0	0	0	0	0	0	0	0
9742	SAFETY SPEC/TRANSPORTATION	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6311	SENIOR ENGINEER	[none]	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0
3105	SIGN FABRICATOR	[none]	7	3	3	3	0	0	0	0	0	0	0	0	0	0	0
6098	STRIPER OPERATOR	[none]	7	4	4	4	0	0	0	0	0	0	0	0	0	0	0
6091	SURVEY SPECIALIST	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9674	SURVEY SUPERVISOR	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	30	19	16	0	2	0	1	11	10	0	1	0	0	4
9755	TRAFFIC AIDS ADMINISTRATOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9756	TRAFFIC AIDS SUPERVISOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9759	TRANS PLANNING ADMIN	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9757	TRANSPORTATION MANAGER/SENIOR	[none]	2	1	1	0	1	0	0	0	0	0	0	0	0	0	1
6076	TRANSPORTATION PLANNING SPECIALIST	[none]	2	3	2	2	0	0	0	0	1	1	0	0	0	0	0
9758	TRANSPORTATION SUPPORT SVC MGR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6173	TRUCK DRIVER	[none]	7	11	11	8	0	1	1	1	0	0	0	0	0	0	3
6004	WORD PROCESSING OPERATOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:				210	174	146	6	10	5	7	36	31	0	3	1	1	33

Workforce Analysis by Departments

Department: 4050 DES - Administration

Top-level

Job Code & Title	Grade	EEO	Tot Emp	MALE						FEMALE						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9006 ADMINISTRATIVE ANALYST	[none]	2	1	1	0	1	0	0	0	0	0	0	0	0	0	1
6005 ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9610 DEPARTMENT DIRECTOR	[none]	1	2	1	1	0	0	0	0	1	0	0	0	0	1	1
9619 DEPUTY DIRECTOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9080 HUMAN RESOURCES ANALYST	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
1																
9670 HUMAN RESOURCES ANALYST	[none]	2	1	0	0	0	0	0	0	1	0	1	0	0	0	1
2																
9621 HUMAN RESOURCES MANAGER	[none]	2	1	0	0	0	0	0	0	1	0	1	0	0	0	1
2																
9710 MANAGEMENT ASSISTANT	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
8000 TEMPORARY WORKER	[none]	6	3	2	1	1	0	0	0	1	0	0	1	0	0	2
Total:			13	7	5	2	0	0	0	6	2	2	1	0	1	6

Department: 5005 Library - Director's Office

Top-level

Job Code & Title	Grade	EEO	Tot Emp	MALE						FEMALE						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9006 ADMINISTRATIVE ANALYST	[none]	2	2	0	0	0	0	0	0	2	1	1	0	0	0	1
9610 DEPARTMENT DIRECTOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9619 DEPUTY DIRECTOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9686 FACILITIES DEV & SERVICES MGR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
7207 GRAPHIC DESIGNER	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6002 OFFICE ASSISTANT/SENIOR	[none]	6	1	1	1	0	0	0	0	0	0	0	0	0	0	0
7209 PRINTING SPECIALIST	[none]	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0
7230 PRODUCTION ASSISTANT	[none]	8	2	1	0	1	0	0	0	1	0	0	0	1	0	2
7232 PRODUCTION/GRAPHIC DESIGN	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6021 PROGRAM DEVELOPMENT SPEC	[none]	2	1	0	0	0	0	0	0	1	0	0	1	0	0	1
9790 PUBLIC RELATIONS COORDINATOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
7208 PUBLICATION SPECIALIST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0

Workforce Analysis by Departments

8000	TEMPORARY WORKER	[none]	6	1	0	0	0	0	0	0	0	1	1	0	0	0	0
Total:			17	5	4	1	0	0	0	0	0	12	9	1	1	1	0

Department: 5010 Library - Central Library

Top-level

120

				MALE						FEMALE						Tot	
Job Code & Title		Grade	EEO	Tot Emp	T	W	B	A	N	H	T	W	B	A	N	H	Min
6005	ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9804	ASSOCIATE DIRECTOR/CENTRAL	[none]	1	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9774	CIRCULATION ADMINISTRATOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6003	CLERICAL UNIT SUPERVISOR	[none]	6	2	2	2	0	0	0	0	0	0	0	0	0	0	0
7221	LIBRARIAN 1	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
7222	LIBRARIAN 2	[none]	2	36	9	9	0	0	0	0	27	27	0	0	0	0	0
7211	LIBRARY ASSISTANT	[none]	5	39	7	7	0	0	0	0	32	29	1	2	0	0	3
7202	LIBRARY CLERK	[none]	6	40	9	9	0	0	0	0	31	27	3	1	0	0	4
9782	LIBRARY MANAGER/SENIOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
7203	LIBRARY PAGE	[none]	8	60	32	29	1	1	1	0	28	24	0	3	0	1	7
7204	LIBRARY PAGE/SENIOR	[none]	8	2	2	2	0	0	0	0	0	0	0	0	0	0	0
9785	LIBRARY SUPERVISOR/CENTRAL	[none]	2	1	1	0	0	0	0	1	0	0	0	0	0	0	1
7205	MAIL CLERK	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	0	0	1	0	0	1
9025	OPERATIONS SUPERVISOR	[none]	3	3	0	0	0	0	0	0	3	3	0	0	0	0	0
9115	PROGRAM DEVELOPMENT SPEC/SR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9792	STACKS ADMINISTRATOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9789	TEAM DEVELOPER/LIBRARY	[none]	2	5	3	2	1	0	0	0	2	2	0	0	0	0	1
Total:				200	68	63	2	1	1	1	132	120	4	7	0	1	17

Workforce Analysis by Departments

Department: 5015 Library - Community Services

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
7221 LIBRARIAN 1	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
7222 LIBRARIAN 2	[none]	2	20	1	1	0	0	0	0	19	19	0	0	0	0	0
9776 LIBRARY ADMINISTRATOR/BRANCH	[none]	1	4	0	0	0	0	0	0	4	3	1	0	0	0	1
7211 LIBRARY ASSISTANT	[none]	5	40	10	10	0	0	0	0	30	29	0	1	0	0	1
7202 LIBRARY CLERK	[none]	6	87	21	20	0	0	0	0	66	63	1	2	0	0	4
9780 LIBRARY MANAGER/BRANCH	[none]	1	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9782 LIBRARY MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
7203 LIBRARY PAGE	[none]	8	65	21	18	1	2	0	0	44	42	1	0	0	1	5
9784 LIBRARY SUPERVISOR/BRANCH	[none]	2	20	4	4	0	0	0	0	16	16	0	0	0	0	0
Total:			241	57	53	1	2	0	0	184	177	3	3	0	1	11

121

Department: 5020 Library - Support Services

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6005 ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9773 CATALOGING ADMINISTRATOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6027 FISCAL ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6030 FISCAL SPECIALIST 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9335 FISCAL SPECIALIST SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	0	0	1	0	0	1
9080 HUMAN RESOURCES ANALYST 1	[none]	2	2	0	0	0	0	0	0	2	1	0	1	0	0	1
9670 HUMAN RESOURCES ANALYST 2	[none]	2	2	0	0	0	0	0	0	2	1	1	0	0	0	1
9621 HUMAN RESOURCES MANAGER 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6189 INFO SYSTEMS ANALYST 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6187 INFO SYSTEMS ANALYST/SENIOR	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9651 INFO SYSTEMS COORDINATOR	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0

Workforce Analysis by Departments

9653	INFO SYSTEMS MANAGER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9652	INFO SYSTEMS SUPERVISOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6191	INFORMATION SYSTEMS SPECIALIST 1	[none]	3	2	2	2	0	0	0	0	0	0	0	0	0	0	0
7222	LIBRARIAN 2	[none]	2	26	6	5	0	1	0	0	20	18	0	1	0	0	3
7211	LIBRARY ASSISTANT	[none]	5	27	6	6	0	0	0	0	21	20	0	0	0	1	1
7202	LIBRARY CLERK	[none]	6	57	9	9	0	0	0	0	48	47	1	0	0	0	1
7229	LIBRARY DELIVERY DRIVER	[none]	8	4	4	4	0	0	0	0	0	0	0	0	0	0	0
7225	LIBRARY EVENTS COORDINATOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9782	LIBRARY MANAGER/SENIOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
7224	LIBRARY MATERIALS PROCESSOR	[none]	8	3	0	0	0	0	0	0	3	2	0	0	0	1	1
7203	LIBRARY PAGE	[none]	8	47	11	11	0	0	0	0	36	33	0	2	1	0	3
7204	LIBRARY PAGE/SENIOR	[none]	8	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9784	LIBRARY SUPERVISOR/BRANCH	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9785	LIBRARY SUPERVISOR/CENTRAL	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
122 9786	LIBRARY SUPPORT SERVICES ADMIN	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
7205	MAIL CLERK	[none]	6	1	0	0	0	0	0	0	1	0	1	0	0	0	1
6186	NETWORK ANALYST 2	[none]	2	8	6	6	0	0	0	0	2	2	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	5	0	0	0	0	0	0	5	5	0	0	0	0	0
7206	OUTREACH DRIVER	[none]	8	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9360	PROGRAM MANAGER 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
7210	TECHNICAL SERVICES ASSISTANT	[none]	5	8	0	0	0	0	0	0	8	8	0	0	0	0	0
7213	TECHNICAL SERVICES ASST/SENIOR	[none]	5	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6263	VOLUNTEER COORDINATOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9793	VOLUNTEER PROG/BOOKSTORE ADMIN	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6109	WAREHOUSE WORKER	[none]	8	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Total:			219	51	50	0	1	0	0	0	168	156	3	5	1	2	13

Workforce Analysis by Departments

Department: 5025 Library - Outreach Services

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
7222 LIBRARIAN 2	[none]	2	7	0	0	0	0	0	0	7	7	0	0	0	0	0
7211 LIBRARY ASSISTANT	[none]	5	5	1	0	1	0	0	0	4	4	0	0	0	0	1
7202 LIBRARY CLERK	[none]	6	4	0	0	0	0	0	0	4	4	0	0	0	0	0
9782 LIBRARY MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
7223 LIBRARY OUTREACH SPECIALIST	[none]	2	5	1	1	0	0	0	0	4	3	0	0	0	1	1
9784 LIBRARY SUPERVISOR/BRANCH	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
7206 OUTREACH DRIVER	[none]	8	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9115 PROGRAM DEVELOPMENT SPEC/SR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9789 TEAM DEVELOPER/LIBRARY	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8000 TEMPORARY WORKER	[none]	6	7	4	2	0	2	0	0	3	2	0	1	0	0	3
Total:			34	7	4	1	2	0	0	27	25	0	1	0	1	5

Department: 5030 Library - Bond Projects

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9782 LIBRARY MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			1	0	0	0	0	0	0	1	1	0	0	0	0	0

Workforce Analysis by Departments

Department: 6005 DSS - Director's Office

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6054	ADMINISTRATIVE ASSISTANT	[none]	6	1	0	0	0	0	0	1	1	0	0	0	0	0
6055	BUSINESS ANALYST/SENIOR	[none]	2	6	2	1	0	1	0	4	3	1	0	0	0	2
6197	DATABASE ADMINISTRATOR	[none]	2	1	0	0	0	0	0	1	1	0	0	0	0	0
9610	DEPARTMENT DIRECTOR	[none]	1	1	0	0	0	0	0	1	0	1	0	0	0	1
6189	INFO SYSTEMS ANALYST 2	[none]	2	2	1	1	0	0	0	1	1	0	0	0	0	0
6187	INFO SYSTEMS ANALYST/SENIOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0
9657	INFO SYSTEMS MANAGER/SENIOR	[none]	1	1	0	0	0	0	0	1	1	0	0	0	0	0
9457	ISD ADMINISTRATOR	[none]	1	1	0	0	0	0	0	1	1	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	1	1	0	0	0	0	0
9362	PROGRAM MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	1	1	0	0	0	0	0
Total:			16	4	3	0	1	0	0	12	10	2	0	0	0	3

Department: 6010 DSS - Affirmative Action

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9603	AA/EEO OFFICER	[none]	2	1	1	0	1	0	0	0	0	0	0	0	0	1
9748	HUMAN RESOURCES ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	1	1	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	1	0	1	0	0	0	1
Total:			3	1	0	1	0	0	0	2	1	1	0	0	0	2

Workforce Analysis by Departments

Department: 6015 DSS - Labor Relations

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9080 HUMAN RESOURCES ANALYST 1	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9748 HUMAN RESOURCES ANALYST/SENIOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9621 HUMAN RESOURCES MANAGER 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9669 HUMAN RESOURCES MANAGER/SENIOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9362 PROGRAM MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			5	3	3	0	0	0	0	2	2	0	0	0	0	0

125

Department: 6020 DSS - Human Resources

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6003 CLERICAL UNIT SUPERVISOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9080 HUMAN RESOURCES ANALYST 1	[none]	2	1	0	0	0	0	0	0	1	0	1	0	0	0	1
9670 HUMAN RESOURCES ANALYST 2	[none]	2	3	2	2	0	0	0	0	1	1	0	0	0	0	0
9748 HUMAN RESOURCES ANALYST/SENIOR	[none]	2	8	1	0	1	0	0	0	7	7	0	0	0	0	1
9621 HUMAN RESOURCES MANAGER 2	[none]	2	2	0	0	0	0	0	0	2	0	1	0	1	0	2
9669 HUMAN RESOURCES MANAGER/SENIOR	[none]	1	1	1	0	0	0	0	1	0	0	0	0	0	0	1
6001 OFFICE ASSISTANT 2	[none]	6	4	0	0	0	0	0	0	4	3	1	0	0	0	1
6002 OFFICE ASSISTANT/SENIOR	[none]	6	2	0	0	0	0	0	0	2	1	1	0	0	0	1
6004 WORD PROCESSING OPERATOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			23	4	2	1	0	0	1	19	14	4	0	1	0	7

Workforce Analysis by Departments

Department: 6025 DSS - Finance

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9604 ACCOUNTS PAYABLE SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	0	0	1	0	0	1
9006 ADMINISTRATIVE ANALYST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9222 CENTRAL STORES SUPERVISOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9644 CONTRACTS ADMINISTRATOR	[none]	1	1	0	0	0	0	0	0	1	0	1	0	0	0	1
6104 EQUIPMENT/PROPERTY COORDINATOR	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6028 FISCAL ASSISTANT	[none]	6	2	0	0	0	0	0	0	2	1	0	0	0	0	1
6027 FISCAL ASSISTANT/SENIOR	[none]	6	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6029 FISCAL SPECIALIST 1	[none]	2	12	0	0	0	0	0	0	12	8	0	4	0	0	4
6030 FISCAL SPECIALIST 2	[none]	2	12	4	4	0	0	0	0	8	6	0	1	0	1	2
9340 FISCAL SPECIALIST/SENIOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9690 GENERAL ACCOUNTING ADMIN	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6001 OFFICE ASSISTANT 2	[none]	6	3	1	1	0	0	0	0	2	2	0	0	0	0	0
9725 PAYROLL SUPERVISOR	[none]	2	1	1	0	0	1	0	0	0	0	0	0	0	0	1
6021 PROGRAM DEVELOPMENT SPEC	[none]	2	1	1	0	1	0	0	0	0	0	0	0	0	0	1
9362 PROGRAM MANAGER/SENIOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9361 PROGRAM SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9738 PURCHASING ADMINISTRATOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6112 PURCHASING SPECIALIST 1	[none]	5	4	0	0	0	0	0	0	4	3	0	1	0	0	1
6111 PURCHASING SPECIALIST 2	[none]	2	7	5	5	0	0	0	0	2	2	0	0	0	0	0
9737 PURCHASING SUPERVISOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8000 TEMPORARY WORKER	[none]	6	8	5	4	0	1	0	0	3	2	0	1	0	0	2
9761 TREASURY ADMINISTRATOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6109 WAREHOUSE WORKER	[none]	8	3	3	2	1	0	0	0	0	0	0	0	0	0	1
6110 WAREHOUSE WORKER/CHIEF	[none]	8	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Total:			69	26	22	2	2	0	0	43	32	1	8	0	1	15

Department: 6030 DSS - Budget and Quality

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
9730	BUDGET ANALYST	[none]	2	3	2	1	0	1	0	0	1	1	0	0	0	0	1
9734	BUDGET ANALYST/PRINCIPAL	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9729	BUDGET MANAGER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	1	1	0	1	0	0	0	0	0	0	0	0	0	1
6086	RESEARCH/EVALUATION ANALYST 2	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6087	RESEARCH/EVALUATION ANALYST/SENIOR	[none]	5	3	0	0	0	0	0	0	3	2	0	1	0	0	1
9041	RESEARCH/EVALUATION SUPERVISOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	29	6	5	0	0	0	1	23	20	3	0	0	0	4
Total:				41	13	10	1	1	0	1	28	24	3	1	0	0	7

Department: 6035 DSS - Information Systems

[illegible]

Workforce Analysis by Departments

9657	INFO SYSTEMS MANAGER/SENIOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9652	INFO SYSTEMS SUPERVISOR	[none]	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0
6191	INFORMATION SYSTEMS SPECIALIST 1	[none]	3	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9457	ISD ADMINISTRATOR	[none]	1	5	3	3	0	0	0	0	2	2	0	0	0	0	0
9710	MANAGEMENT ASSISTANT	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6196	NETWORK ANALYST 1	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6186	NETWORK ANALYST 2	[none]	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0
6053	NETWORK ANALYST 3	[none]	3	8	4	4	0	0	0	0	4	3	0	1	0	0	1
6039	NETWORK ANALYST/SENIOR	[none]	3	3	2	2	0	0	0	0	1	1	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	4	1	1	0	0	0	0	3	3	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	3	0	0	0	0	0	0	3	3	0	0	0	0	0
6038	SYSTEMS PROGRAMMER	[none]	3	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6048	SYSTEMS PROGRAMMER/SENIOR	[none]	3	6	3	3	0	0	0	0	3	2	0	1	0	0	1
6145	TELECOMMUNICATIONS SPEC 2	[none]	5	3	1	1	0	0	0	0	2	2	0	0	0	0	0
6146	TELECOMMUNICATIONS SPEC/SENIOR	[none]	3	3	3	3	0	0	0	0	0	0	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	7	3	2	1	0	0	0	4	4	0	0	0	0	1
Total:				86	46	44	1	1	0	0	40	36	0	3	1	0	6

Department: 6040 DSS - Risk Management

Top-level

Job Code & Title	Grade	EEO	Tot Emp	MALE						FEMALE						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9080 HUMAN RESOURCES ANALYST 1	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9670 HUMAN RESOURCES ANALYST 2	[none]	2	3	1	1	0	0	0	0	2	2	0	0	0	0	0
9748 HUMAN RESOURCES ANALYST/SENIOR	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9621 HUMAN RESOURCES MANAGER 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Total:			7	3	3	0	0	0	0	4	4	0	0	0	0	0

Workforce Analysis by Departments

Department: 6045 DSS - Emergency Management

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9667	EMERGENCY MANAGEMENT ADMIN	[none]	1	2	2	0	0	0	0	0	0	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	1	1	0	0	0	0	0
6022	PROGRAM COORDINATOR	[none]	5	2	2	0	0	0	0	0	0	0	0	0	0	0
Total:			5	4	4	0	0	0	0	1	1	0	0	0	0	0

Department: 6050 DSS - Office of Org'l Learning

Top-level

129

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9080	HUMAN RESOURCES ANALYST 1	[none]	2	1	0	0	0	0	0	1	1	0	0	0	0	0
9670	HUMAN RESOURCES ANALYST 2	[none]	2	2	1	1	0	0	0	1	1	0	0	0	0	0
9748	HUMAN RESOURCES ANALYST/SENIOR	[none]	2	2	0	0	0	0	0	2	1	0	1	0	0	1
6056	LEARNING SYSTEMS ANALYST/SENIOR	[none]	2	3	1	1	0	0	0	2	2	0	0	0	0	0
9360	PROGRAM MANAGER 2	[none]	2	1	0	0	0	0	0	1	1	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	2	1	1	0	0	0	1	0	0	1	0	0	1
Total:			11	3	3	0	0	0	0	8	6	0	2	0	0	2

Workforce Analysis by Departments

Department: 7005 MCSO - Executive Office

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9006 ADMINISTRATIVE ANALYST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9007 CHAPLAIN	[none]	2	4	4	3	1	0	0	0	0	0	0	0	0	0	1
6013 COMMUNITY INFORMATION SPEC	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6104 EQUIPMENT/PROPERTY COORDINATOR	[none]	5	1	1	0	1	0	0	0	0	0	0	0	0	0	1
6107 EQUIPMENT/PROPERTY TECHNICIAN	[none]	5	4	1	1	0	0	0	0	3	2	1	0	0	0	1
9460 EXECUTIVE ASSISTANT	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6029 FISCAL SPECIALIST 1	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9340 FISCAL SPECIALIST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9001 LEGISLATIVE/ADMIN SECRETARY	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9647 LIEUTENANT/CORRECTIONS	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9640 MCSO VOLUNTEER PROGRAM COORDINATOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9720 OPERATIONS ADMINISTRATOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9400 STAFF ASSISTANT	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Total:			21	10	8	2	0	0	0	11	10	1	0	0	0	3

Department: 7010 MCSO - Enforcement

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6005 ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9027 ALARM ORDINANCE UNIT ADMIN	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9627 CAPTAIN	[none]	2	3	3	3	0	0	0	0	0	0	0	0	0	0	0
9625 CHIEF DEPUTY	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6259 CIVIL DEPUTY	[none]	5	7	5	5	0	0	0	0	2	2	0	0	0	0	0
6256 CIVIL DEPUTY/SENIOR	[none]	2	2	2	2	0	0	0	0	0	0	0	0		0	0
6003 CLERICAL UNIT SUPERVISOR	[none]	6	2	0	0	0	0	0	0	2	2	0	0		0	0

Workforce Analysis by Departments

6013	COMMUNITY INFORMATION SPEC	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
2025	DEPUTY SHERIFF	[none]	4	16	15	12	1	1	0	1	1	0	0	1	0	0	4
1122	DEPUTY SHERIFF 2 *	[none]	4	14	11	10	0	1	0	0	3	3	0	0	0	0	1
1123	DEPUTY SHERIFF 3 *	[none]	4	33	31	28	0	1	0	2	2	2	0	0	0	0	3
1136	DEPUTY SHERIFF 3 LG *	[none]	4	4	3	3	0	0	0	0	1	1	0	0	0	0	0
1150	DEPUTY SHERIFF 3 LG**	[none]	4	2	2	2	0	0	0	0	0	0	0	0	0	0	0
1121	DEPUTY SHERIFF 4% *	[none]	4	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6182	EQUIPMENT MECHANIC 2	[none]	7	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6107	EQUIPMENT/PROPERTY TECHNICIAN	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6238	INTEGRATED COMM SERVICES COORD	[none]	3	1	1	0	0	0	0	1	0	0	0	0	0	0	1
6280	INVESTIGATIVE TECHNICIAN	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	4	0	0	0	0	0	0	4	4	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	4	2	2	0	0	0	0	2	2	0	0	0	0	0
1141	SCIENTIFIC INVESTIGATOR 3 LG *	[none]	4	1	1	1	0	0	0	0	0	0	0	0	0	0	0
1130	SERGEANT 2 *	[none]	4	1	1	1	0	0	0	0	0	0	0	0	0	0	0
1131	SERGEANT 3 *	[none]	4	5	5	5	0	0	0	0	0	0	0	0	0	0	0
1146	SERGEANT 3 LG *	[none]	4	3	3	3	0	0	0	0	0	0	0	0	0	0	0
1158	SERGEANT 3 LG**	[none]	4	6	6	6	0	0	0	0	0	0	0	0	0	0	0
Total:			116	95	87	1	3	0	4	21	20	0	1	0	0	0	9

Department: 7015 MCSO - Support

Top-level

[illegible]

Workforce Analysis by Departments

1009	CORRECTIONS SERGEANT/7%*	[none]	4	1	0	0	0	0	0	0	1	1	0	0	0	0	0
1015	CORRECTIONS SERGEANT/7%LG	[none]	4	2	1	0	0	1	0	0	1	1	0	0	0	0	1
	*																
2025	DEPUTY SHERIFF	[none]	4	5	5	5	0	0	0	0	0	0	0	0	0	0	0
1122	DEPUTY SHERIFF 2 *	[none]	4	1	1	0	0	0	0	1	0	0	0	0	0	0	1
1123	DEPUTY SHERIFF 3 *	[none]	4	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6107	EQUIPMENT/PROPERTY TECHNICIAN	[none]	5	34	21	20	0	0	0	1	13	11	1	1	0	0	3
6258	FACILITY SECURITY OFFICER	[none]	4	1	0	0	0	0	0	0	1	0	0	0	0	1	1
9716	FISCAL OFFICER	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6029	FISCAL SPECIALIST 1	[none]	2	3	0	0	0	0	0	0	3	3	0	0	0	0	0
9080	HUMAN RESOURCES ANALYST 1	[none]	2	3	0	0	0	0	0	0	3	3	0	0	0	0	0
9670	HUMAN RESOURCES ANALYST 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9748	HUMAN RESOURCES ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9715	HUMAN RESOURCES MANAGER 1	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9621	HUMAN RESOURCES MANAGER 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6189	INFO SYSTEMS ANALYST 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9653	INFO SYSTEMS MANAGER	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9652	INFO SYSTEMS SUPERVISOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6191	INFORMATION SYSTEMS SPECIALIST 1	[none]	3	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9024	LAUNDRY SUPERVISOR	[none]	3	3	3	2	1	0	0	0	0	0	0	0	0	0	1
9705	LIEUTENANT	[none]	4	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9622	MCSO CORRECTIONS PROGRAM MANAGER	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9712	MCSO PAYROLL UNIT ADMIN	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6153	MCSO RECORDS TRAINEE	[none]	6	3	0	0	0	0	0	0	3	3	0	0	0	0	0
9646	MCSO RECORDS UNIT MANAGER	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6186	NETWORK ANALYST 2	[none]	2	6	4	4	0	0	0	0	2	2	0	0	0	0	0
6053	NETWORK ANALYST 3	[none]	3	2	2	2	0	0	0	0	0	0	0	0	0	0	0
6000	OFFICE ASSISTANT 1	[none]	6	1	1	0	0	1	0	0	0	0	0	0	0	0	1
6001	OFFICE ASSISTANT 2	[none]	6	13	1	1	0	0	0	0	12	10	1	0	0	1	2
6002	OFFICE ASSISTANT/SENIOR	[none]	6	4	1	1	0	0	0	0	3	3	0	0	0	0	0
9720	OPERATIONS ADMINISTRATOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6022	PROGRAM COORDINATOR	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0

Workforce Analysis by Departments

6020	PROGRAM DEVELOPMENT TECH	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6112	PURCHASING SPECIALIST 1	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9043	RESEARCH/EVALUATION ANALYST/SENIOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9041	RESEARCH/EVALUATION SUPERVISOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
1131	SERGEANT 3 *	[none]	4	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6245	SEWING SPECIALIST	[none]	8	2	0	0	0	0	0	0	2	1	0	1	0	0	1
9626	UNDERSHERIFF	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6004	WORD PROCESSING OPERATOR	[none]	6	4	0	0	0	0	0	0	4	4	0	0	0	0	0
	Total:			124	52	47	1	2	0	2	72	66	2	2	0	2	11

Department: 7020 MCSO - Corrections

Top-level

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[illegible]

Workforce Analysis by Departments

9686	FACILITIES DEV & SERVICES MGR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6258	FACILITY SECURITY OFFICER	[none]	4	55	32	31	1	0	0	0	23	21	0	2	0	0	3
6262	JAIL STEWARD	[none]	8	6	4	4	0	0	0	0	2	1	0	0	0	1	1
9647	LIEUTENANT/CORRECTIONS	[none]	5	5	4	4	0	0	0	0	1	0	1	0	0	0	1
6150	MCSO RECORDS TECHNICIAN	[none]	6	1	0	0	0	0	0	0	1	0	1	0	0	0	1
6001	OFFICE ASSISTANT 2	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
1131	SERGEANT 3 *	[none]	4	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			606	455	393	37	5	3	17	151	131	9	4	2	5	82	

Department: 7025 MCSO - Professional Standards

Top-level

134	Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
	6291 ALCOHOL/DRUG EVALUATION SPEC	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
	9627 CAPTAIN	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
	9007 CHAPLAIN	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
	9625 CHIEF DEPUTY	[none]	5	1	0	0	0	0	0	0	1	0	1	0	0	0	1
	6268 CORRECTIONS COUNSELOR	[none]	2	43	20	15	3	1	1	0	23	16	4	2	0	1	12
	2029 CORRECTIONS OFFICER	[none]	4	16	11	10	1	0	0	0	5	3	0	0	0	2	3
	1006 CORRECTIONS OFFICER/4% *	[none]	4	5	4	3	1	0	0	0	1	1	0	0	0	0	1
	1007 CORRECTIONS OFFICER/7% *	[none]	4	3	3	1	2	0	0	0	0	0	0	0	0	0	2
	1012 CORRECTIONS OFFICER/7% LG *	[none]	4	2	1	1	0	0	0	0	1	1	0	0	0	0	0
	1015 CORRECTIONS SERGEANT/7%LG*	[none]	4	1	1	1	0	0	0	0	0	0	0	0	0	0	0
	6266 CORRECTIONS TECHNICIAN	[none]	5	6	3	1	1	1	0	0	3	3	0	0	0	0	2
	9202 MCSO CORRECTIONS PROGRAM ADMIN	[none]	4	4	3	3	0	0	0	0	1	1	0	0	0	0	0
	6151 MCSO RECORDS SUPERVISOR	[none]	6	5	1	1	0	0	0	0	4	4	0	0	0	0	0
	6150 MCSO RECORDS TECHNICIAN	[none]	6	37	10	8	0	1	0	1	27	24	1	2	0	0	5
	6153 MCSO RECORDS TRAINEE	[none]	6	16	3	3	0	0	0	0	13	8	3	1	0	1	5
	6001 OFFICE ASSISTANT 2	[none]	6	10	1	1	0	0	0	0	9	7	0	1	0	1	2
	6002 OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
	1158 SERGEANT 3 LG**	[none]	4	1	1	1	0	0	0	0	0	0	0	0	0	0	0
	9743 SHERIFF'S OPERATIONS ADMIN	[none]	1	2	0	0	0	0	0	0	2	2	0	0	0	0	0

Workforce Analysis by Departments

Total: 157 64 51 8 3 1 1 93 73 9 6 0 5 33

Department: 8005 ADS - Central Mgmt & Admin

Top-level

135

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
9006	ADMINISTRATIVE ANALYST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9005	ADMINISTRATIVE ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6005	ADMINISTRATIVE SECRETARY	[none]	6	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6197	DATABASE ADMINISTRATOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9610	DEPARTMENT DIRECTOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6027	FISCAL ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6029	FISCAL SPECIALIST 1	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6030	FISCAL SPECIALIST 2	[none]	2	3	2	1	0	0	0	1	1	0	0	1	0	0	2
9670	HUMAN RESOURCES ANALYST 2	[none]	2	1	0	0	0	0	0	0	1	0	1	0	0	0	1
9621	HUMAN RESOURCES MANAGER 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6187	INFO SYSTEMS ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9653	INFO SYSTEMS MANAGER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6186	NETWORK ANALYST 2	[none]	2	5	2	2	0	0	0	0	3	3	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	8	0	0	0	0	0	0	8	6	0	1	0	1	2
6002	OFFICE ASSISTANT/SENIOR	[none]	6	3	0	0	0	0	0	0	3	0	2	0	0	1	3
6020	PROGRAM DEVELOPMENT TECH	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9615	PROGRAM MANAGER 1	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9360	PROGRAM MANAGER 2	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
6086	RESEARCH/EVALUATION ANALYST 2	[none]	5	1	1	0	0	1	0	0	0	0	0	0	0	0	1
Total:				36	9	7	0	1	0	1	27	20	3	2	0	2	9

Workforce Analysis by Departments

Department: 8010 ADS - Planning & Spec Projs

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
6001	OFFICE ASSISTANT 2	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9115	PROGRAM DEVELOPMENT SPEC/SR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9615	PROGRAM MANAGER 1	[none]	2	1	1	0	0	0	0	1	0	0	0	0	0	0	1
6087	RESEARCH/EVALUATION ANALYST/SENIOR	[none]	5	4	0	0	0	0	0	0	4	4	0	0	0	0	0
Total:				9	1	0	0	0	0	1	8	8	0	0	0	0	1

136

Department: 8015 ADS - Aging Services

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
9006	ADMINISTRATIVE ANALYST	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6299	CASE MANAGEMENT ASSISTANT	[none]	2	11	3	3	0	0	0	0	8	8	0	0	0	0	0
6298	CASE MANAGER 1	[none]	2	24	4	2	1	1	0	0	20	15	3	2	0	0	7
6297	CASE MANAGER 2	[none]	2	54	15	11	2	2	0	0	39	34	1	3	0	1	9
6296	CASE MANAGER/SENIOR	[none]	2	35	6	5	0	1	0	0	29	24	4	1	0	0	6
6003	CLERICAL UNIT SUPERVISOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6315	COMMUNITY HEALTH NURSE	[none]	2	5	0	0	0	0	0	0	5	5	0	0	0	0	0
6013	COMMUNITY INFORMATION SPEC	[none]	5	4	0	0	0	0	0	0	4	1	1	1	0	1	3
9642	COMMUNITY SERVICES ADMIN	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9750	DEP PUBLIC GUARDIAN/SENIOR	[none]	2	1	1	0	0	0	0	1	0	0	0	0	0	0	1
6292	DEPUTY PUBLIC GUARDIAN	[none]	2	4	2	1	1	0	0	0	2	2	0	0	0	0	1
6058	HEARINGS SPECIALIST	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6009	MEDICAL SERVICES CLERK	[none]	6	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6000	OFFICE ASSISTANT 1	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	35	1	1	0	0	0	0	34	25	3	3	0	2	9
6002	OFFICE ASSISTANT/SENIOR	[none]	6	7	1	1	0	0	0	0	6	6	0	0		0	0
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	7	2	2	0	0	0	0	5	4	1	0		0	1

Workforce Analysis by Departments

9115	PROGRAM DEVELOPMENT SPEC/SR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6020	PROGRAM DEVELOPMENT TECH	[none]	5	4	1	1	0	0	0	0	3	3	0	0	0	0	0
9615	PROGRAM MANAGER 1	[none]	2	4	3	2	0	0	0	1	1	1	0	0	0	0	1
9360	PROGRAM MANAGER 2	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9362	PROGRAM MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9361	PROGRAM SUPERVISOR	[none]	2	6	1	1	0	0	0	0	5	4	1	0	0	0	1
9735	PUBLIC GUARDIAN	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6086	RESEARCH/EVALUATION ANALYST 2	[none]	5	4	0	0	0	0	0	0	4	4	0	0	0	0	0
6295	SOCIAL WORKER	[none]	2	7	2	2	0	0	0	0	5	4	0	0	0	1	1
8000	TEMPORARY WORKER	[none]	6	9	1	0	1	0	0	0	8	0	7	0	0	1	9
6290	VETERANS SERVICES OFFICER	[none]	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0
Total:			236	48	37	5	4	0	2	188	150	21	10	0	6	49	

137

Department: 8020 ADS - Disability Services

Top-level

				-----MALE-----						-----FEMALE-----						Tot	
Job Code & Title		Grade	EEO	Tot Emp	T	W	B	A	N	H	T	W	B	A	N	H	Min
9006	ADMINISTRATIVE ANALYST	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6299	CASE MANAGEMENT ASSISTANT	[none]	2	6	0	0	0	0	0	0	6	3	3	0	0	0	3
6298	CASE MANAGER 1	[none]	2	57	10	8	2	0	0	0	47	34	6	3	1	2	15
6297	CASE MANAGER 2	[none]	2	32	6	6	0	0	0	0	26	22	2	0	0	2	4
6296	CASE MANAGER/SENIOR	[none]	2	14	5	4	0	0	0	1	9	8	0	1	0	0	2
6315	COMMUNITY HEALTH NURSE	[none]	2	4	0	0	0	0	0	0	4	4	0	0	0	0	0
6058	HEARINGS SPECIALIST	[none]	2	2	2	2	0	0	0	0	0	0	0	0	0	0	0
9670	HUMAN RESOURCES ANALYST 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6009	MEDICAL SERVICES CLERK	[none]	6	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	32	3	3	0	0	0	0	29	22	5	0	1	1	7
6021	PROGRAM DEVELOPMENT SPEC	[none]	2	5	4	3	0	0	0	1	1	1	0	0	0	0	1
6020	PROGRAM DEVELOPMENT TECH	[none]	5	5	1	1	0	0	0	0	4	4	0	0	0	0	0
9615	PROGRAM MANAGER 1	[none]	2	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9360	PROGRAM MANAGER 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9362	PROGRAM MANAGER/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0

Workforce Analysis by Departments

9361	PROGRAM SUPERVISOR	[none]	2	5	3	3	0	0	0	0	2	2	0	0	0	0	0
6295	SOCIAL WORKER	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Total:				170	38	34	2	0	0	2	132	104	16	4	2	5	32

Department: 9000 DA - Executive Office

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
9465	DEPUTY DIST ATTY/FIRST ASST	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9001	LEGISLATIVE/ADMIN SECRETARY	[none]	5	2	0	0	0	0	0	0	2	2	0	0	0	0	0
9400	STAFF ASSISTANT	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
Total:				5	1	1	0	0	0	0	4	4	0	0	0	0	0

138

Department: 9005 DA - Office Administration

Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
9664	D A OPERATIONS MANAGER	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6027	FISCAL ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6029	FISCAL SPECIALIST 1	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9652	INFO SYSTEMS SUPERVISOR	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9710	MANAGEMENT ASSISTANT	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6186	NETWORK ANALYST 2	[none]	2	1	0	0	0	0	0	0	1	0	0	1	0	0	1
6001	OFFICE ASSISTANT 2	[none]	6	3	0	0	0	0	0	0	3	3	0	0	0	0	0
9720	OPERATIONS ADMINISTRATOR	[none]	1	1	0	0	0	0	0	0	1	1	0	0	0	0	0
8000	TEMPORARY WORKER	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:				11	3	3	0	0	0	0	8	7	0	1	0	0	1

Workforce Analysis by Departments

Department: 9010 DA - Felony Court

Top-level

Job Code & Title	Grade	EEO	Tot Emp	MALE						FEMALE						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6249	D A INVESTIGATOR	[none]	5	3	1	1	0	0	0	0	2	2	0	0	0	0
9445	D A INVESTIGATOR/CHIEF	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0
6251	DEPUTY DISTRICT ATTORNEY 1	[none]	5	3	2	1	1	0	0	0	1	1	0	0	0	1
6252	DEPUTY DISTRICT ATTORNEY 2	[none]	5	22	13	12	1	0	0	0	9	7	2	0	0	3
6253	DEPUTY DISTRICT ATTORNEY 3	[none]	5	14	10	8	0	1	0	1	4	4	0	0	0	2
6254	DEPUTY DISTRICT ATTORNEY 4	[none]	5	10	9	9	0	0	0	0	1	1	0	0	0	0
9450	DEPUTY DISTRICT ATTORNEY/CHIEF	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0
6189	INFO SYSTEMS ANALYST 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0
6246	LEGAL ASSISTANT	[none]	5	16	0	0	0	0	0	0	16	16	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	9	1	0	0	1	0	0	8	7	0	0	1	2
6002	OFFICE ASSISTANT/SENIOR	[none]	6	11	0	0	0	0	0	0	11	10	1	0	0	1
9400	STAFF ASSISTANT	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0
Total:			92	40	35	2	2	0	1	52	48	3	0	0	1	9

Department: 9015 DA - Misdemeanor Court

Top-level

Job Code & Title	Grade	EEO	Tot Emp	MALE						FEMALE						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6251	DEPUTY DISTRICT ATTORNEY 1	[none]	5	10	5	4	1	0	0	0	5	5	0	0	0	1
6252	DEPUTY DISTRICT ATTORNEY 2	[none]	5	2	2	2	0	0	0	0	0	0	0	0	0	0
6253	DEPUTY DISTRICT ATTORNEY 3	[none]	5	4	3	3	0	0	0	0	1	1	0	0	0	0
6254	DEPUTY DISTRICT ATTORNEY 4	[none]	5	1	1	1	0	0	0	0	0	0	0	0	0	0
9450	DEPUTY DISTRICT ATTORNEY/CHIEF	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0
6246	LEGAL ASSISTANT	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0
6241	LEGAL ASSISTANT/SENIOR	[none]	5	2	0	0	0	0	0	0	2	2	0	0	0	0
6244	LEGAL INTERN	[none]	5	9	6	5	0	0	0	0	3	2	1	0	0	2
6000	OFFICE ASSISTANT 1	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0
6001	OFFICE ASSISTANT 2	[none]	6	24	3	1	1	0	0	1	21	15	1	2	0	8
6002	OFFICE ASSISTANT/SENIOR	[none]	6	2	0	0	0	0	0	0	2	1	1	0	0	1
9400	STAFF ASSISTANT	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0

Workforce Analysis by Departments

Total: 58 21 17 2 0 0 1 37 29 3 2 0 3 12

Department: 9020 DA - Family Justice

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6013 COMMUNITY INFORMATION SPEC	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6249 D A INVESTIGATOR	[none]	5	3	2	2	0	0	0	0	1	1	0	0	0	0	0
6251 DEPUTY DISTRICT ATTORNEY 1	[none]	5	4	3	3	0	0	0	0	1	1	0	0	0	0	0
6252 DEPUTY DISTRICT ATTORNEY 2	[none]	5	10	5	5	0	0	0	0	5	4	1	0	0	0	1
6253 DEPUTY DISTRICT ATTORNEY 3	[none]	5	14	4	4	0	0	0	0	10	10	0	0	0	0	0
6254 DEPUTY DISTRICT ATTORNEY 4	[none]	5	4	1	1	0	0	0	0	3	2	0	1	0	0	1
9450 DEPUTY DISTRICT ATTORNEY/CHIEF	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6246 LEGAL ASSISTANT	[none]	5	3	1	1	0	0	0	0	2	2	0	0	0	0	0
6241 LEGAL ASSISTANT/SENIOR	[none]	5	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6244 LEGAL INTERN	[none]	5	3	1	0	0	1	0	0	2	1	1	0	0	0	2
6186 NETWORK ANALYST 2	[none]	2	2	1	1	0	0	0	0	1	0	1	0	0	0	1
6001 OFFICE ASSISTANT 2	[none]	6	17	0	0	0	0	0	0	17	13	2	0	0	2	4
6002 OFFICE ASSISTANT/SENIOR	[none]	6	7	1	1	0	0	0	0	6	5	1	0	0	0	1
9720 OPERATIONS ADMINISTRATOR	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9025 OPERATIONS SUPERVISOR	[none]	3	2	0	0	0	0	0	0	2	2	0	0	0	0	0
6250 SUPPORT ENFORCEMENT AGENT	[none]	5	12	0	0	0	0	0	0	12	11	1	0	0	0	1
6247 VICTIM ADVOCATE	[none]	5	9	0	0	0	0	0	0	9	8	1	0	0	0	1
Total:			95	20	19	0	1	0	0	75	64	8	1	0	2	12

Workforce Analysis by Departments

Department: 9025 DA - Office of Med Examiner

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6282	DEPUTY MEDICAL EXAMINER	[none]	3	5	5	0	0	0	0	0	0	0	0	0	0	0
9694	HEALTH SERVICES MANAGER	[none]	2	1	1	0	0	0	0	0	0	0	0	0	0	0
6000	OFFICE ASSISTANT 1	[none]	6	1	0	0	0	0	0	1	1	0	0	0	0	0
6002	OFFICE ASSISTANT/SENIOR	[none]	6	1	0	0	0	0	0	1	1	0	0	0	0	0
6286	PATHOLOGIST ASSISTANT	[none]	5	3	2	2	0	0	0	1	0	0	1	0	0	1
8000	TEMPORARY WORKER	[none]	6	5	5	4	0	0	1	0	0	0	0	0	0	1
Total:			16	13	12	0	0	0	1	3	2	0	1	0	0	2

Department: A100 CHR - Chair's Office

141
Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9460	EXECUTIVE ASSISTANT	[none]	2	1	1	0	0	0	0	0	0	0	0	0	0	0
9001	LEGISLATIVE/ADMIN SECRETARY	[none]	5	1	0	0	0	0	0	1	0	1	0	0	0	1
9400	STAFF ASSISTANT	[none]	2	10	3	2	1	0	0	7	4	2	0	0	1	4
8000	TEMPORARY WORKER	[none]	6	3	0	0	0	0	0	3	3	0	0	0	0	0
Total:			15	4	3	1	0	0	0	11	7	3	0	0	1	5

Department: A105 CHR - LPSCC

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9001	LEGISLATIVE/ADMIN SECRETARY	[none]	5	1	0	0	0	0	0	1	0	0	0	0	1	1
9400	STAFF ASSISTANT	[none]	2	1	0	0	0	0	0	1	1	0	0	0	0	0
Total:			2	0	0	0	0	0	0	2	1	0	0	0	1	1

Workforce Analysis by Departments

Department: A110 CHR - Public Affairs Office

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9634 ADMINISTRATIVE SECRETARY/NR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9675 GRAPHIC DESIGNER/NR	[none]	2	1	1	0	0	1	0	0	0	0	0	0	0	0	1
9360 PROGRAM MANAGER 2	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9116 PUBLIC AFFAIRS COORDINATOR	[none]	2	3	1	1	0	0	0	0	2	2	0	0	0	0	0
Total:			6	2	1	0	1	0	0	4	4	0	0	0	0	1

Department: A115 CHR - MCCFC

Top-level

142

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9005 ADMINISTRATIVE ANALYST/SENIOR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9634 ADMINISTRATIVE SECRETARY/NR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9635 OFFICE ASSISTANT 2 NR	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9115 PROGRAM DEVELOPMENT SPEC/SR	[none]	2	3	0	0	0	0	0	0	3	3	0	0	0	0	0
9358 PROGRAM DEVELOPMENT SPECIALIST NR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9359 PROGRAM DEVELOPMENT TECHNICIAN NR	[none]	2	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9360 PROGRAM MANAGER 2	[none]	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
9361 PROGRAM SUPERVISOR	[none]	2	2	0	0	0	0	0	0	2	2	0	0	0	0	0
8000 TEMPORARY WORKER	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			12	1	1	0	0	0	0	11	11	0	0	0	0	0

Workforce Analysis by Departments

Department: B200 Office of the Auditor

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9001 LEGISLATIVE/ADMIN SECRETARY	[none]	5	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9280 MANAGEMENT AUDITOR/SENIOR	[none]	2	6	2	2	0	0	0	0	4	4	0	0	0	0	0
8000 TEMPORARY WORKER	[none]	6	2	1	1	0	0	0	0	1	1	0	0	0	0	0
Total:			9	3	3	0	0	0	0	6	6	0	0	0	0	0

Department: C300 Office of County Attorney

Top-level

143

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6005 ADMINISTRATIVE SECRETARY	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
9060 ASST COUNTY ATTORNEY 1	[none]	2	2	1	1	0	0	0	0	1	0	0	0	0	1	1
9190 ASST COUNTY ATTORNEY 2	[none]	2	3	1	1	0	0	0	0	2	2	0	0	0	0	0
9440 ASST COUNTY ATTORNEY/SENIOR	[none]	2	6	3	3	0	0	0	0	3	3	0	0	0	0	0
9510 COUNTY ATTORNEY	[none]	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0
6006 COUNTY ATTORNEY OFFICE ASSISTANT	[none]	6	2	0	0	0	0	0	0	2	1	1	0	0	0	1
9631 DEPUTY COUNTY ATTORNEY	[none]	1	2	1	1	0	0	0	0	1	1	0	0	0	0	0
9055 LAW CLERK	[none]	6	3	1	1	0	0	0	0	2	1	0	1	0	0	1
6001 OFFICE ASSISTANT 2	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
6212 PARALEGAL ASSISTANT/COUNTY ATTORNEY	[none]	5	2	0	0	0	0	0	0	2	2	0	0	0	0	0
8000 TEMPORARY WORKER	[none]	6	1	0	0	0	0	0	0	1	0	0	1	0	0	1
Total:			24	8	8	0	0	0	0	16	12	1	2	0	1	4

Workforce Analysis by Departments

Department: D400 BCC - Dist. 1

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9400 STAFF ASSISTANT	[none]	2	3	2	2	0	0	0	0	1	0	0	0	0	1	1
Total:			3	2	2	0	0	0	0	1	0	0	0	0	1	1

Department: D405 BCC - Dist. 2

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9400 STAFF ASSISTANT	[none]	2	4	1	0	0	0	0	1	3	2	0	0	0	1	2
8000 TEMPORARY WORKER	[none]	6	4	0	0	0	0	0	0	4	3	0	0	0	0	1
Total:			8	1	0	0	0	0	1	7	5	0	0	0	1	3

144

Department: D410 BCC - Dist. 3

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9400 STAFF ASSISTANT	[none]	2	4	1	1	0	0	0	0	3	3	0	0	0	0	0
Total:			4	1	1	0	0	0	0	3	3	0	0	0	0	0

Workforce Analysis by Departments

Department: D415 BCC - Dist. 4

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9400 STAFF ASSISTANT	[none]	2	7	5	5	0	0	0	0	2	2	0	0	0	0	0
Total:			7	5	5	0	0	0	0	2	2	0	0	0	0	0

Department: E500 IND - CIC

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
9400 STAFF ASSISTANT	[none]	2	3	1	1	0	0	0	0	2	2	0	0	0	0	0
Total:			3	1	1	0	0	0	0	2	2	0	0	0	0	0

Department: E505 IND - MHRC

Top-level

Job Code & Title	Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
				T	W	B	A	N	H	T	W	B	A	N	H	
6001 OFFICE ASSISTANT 2	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:			1	0	0	0	0	0	0	1	1	0	0	0	0	0

Workforce Analysis by Departments

Department: E510 IND - TSCC
Top-level

Job Code & Title		Grade	EEO	Tot Emp	-----MALE-----						-----FEMALE-----						Tot Min
					T	W	B	A	N	H	T	W	B	A	N	H	
8000	TEMPORARY WORKER	[none]	6	1	0	0	0	0	0	0	1	1	0	0	0	0	0
Total:				1	0	0	0	0	0	0	1	1	0	0	0	0	0

APPENDIX I

GLOSSARY OF TERMS

GLOSSARY

A.A.P. (or AAP):

Commonly used "short hand" reference to affirmative action plan or affirmative action program.

Adverse Treatment:

Action that would in any way deprive an individual of employment or education opportunity or negatively affect his or her status.

Affected Class:

Those groups of persons who are protected by anti-discrimination law who because of past discrimination continue to suffer the effects of such discrimination. (See also "protected class").

Affirmative Action:

Affirmative action means a method of eliminating the effects of past and present discrimination intended or unintended, that are evident or indicated by analysis of present employment patterns, practices, or policies.

Applicant Flow:

The number of applicants applying for a particular job over a given period of time, analyzed by gender and racial/ethnic characteristics.

Applicant Pool:

Total of those persons who have applied for a particular position (or who have applications on file) from which an employee may be selected.

Availability Pool:

Total of those persons in the relevant work force, i.e., those persons including the protected classes, who meet the minimum qualifications for any available position.

Collective Bargaining Agreement:

The Contractual agreement which an employer and a union reach after negotiations.

Discrimination:

The failure to treat equals equally: violation of federal, state, county, or city laws or policies prohibiting discrimination.

GLOSSARY

(continued)

Equal Employment Opportunity Commission (EEOC):

Independent federal agency created by the 1964 Civil Rights Act, Title VII as amended. Responsible for administering Title VII, EEOC may bring suit, subpoena witnesses, issue guidelines which have the force of law, render decisions, provide technical assistance to employers, provide legal assistance to complainants (and others). The EEOC investigates complaints of discrimination in employment and finding probable cause attempts to achieve conciliation agreements and may bring a failed conciliation to court of law. The EEOC also is responsible for administering the Equal Pay Act of 1963 and the Age Discrimination in Employment Act.

Objectives:

Good-faith measurable objectives which an employer voluntarily sets as a minimum progress to be made within a certain time period through all-out efforts at outreach, etc. Federal agencies consider goals and objectives proper and legal responses to underutilization. Goals with timetables (an established time frame) are routinely required of federal contractors by Executive Order 11246. Goals in affirmative action plans for including racial/ethnic persons and women within a system, are not to be confused with quotas designed to keep people out of a system. "Quotas" for bringing women and/or racial/ethnic persons into an employer's work force in sufficient numbers to achieve equity with their numbers in the relevant work force can be ordered by the courts (or by certain compliance agencies in a volunteer agreement) where proof exists of a pattern and practice of past and continuing discrimination by an employer that has refused to take voluntary action required to eliminate the inequity.

Good-Faith Efforts:

A term used to describe honest attempts to reach affirmative action goals.

Labor Force:

This term refers to all working people, plus those unemployed and actively seeking employment.

OCR:

Office of Civil Rights. OCR's are found in all of the various federal departments.

OFCCP:

The Office of Federal Contract Compliance -- the agency within the U.S. Department of Labor that is designated by the DOL to be responsible for coordinating the effort and issuing guidelines for compliance with Executive Order 11246, as amended. Responsibility to oversee compliance with Executive Order 11246 according to Revised Orders 4 and 14 that are issued by OFCCP is further designated to various other agencies of the federal government.

GLOSSARY

(continued)

OMB:

Office of Management and Budget -- federal office responsible for management related coordination among agencies.

Veterans Assistance Act of 1972:

Federal law requiring affirmative action in employment for Vietnam Era Veterans.

Veteran's Preference.:

A practice under which individuals who meet certain qualifying standards and have served in the armed forces of the United States are given preferential treatment in hiring.

Vietnam Era Veteran:

For the purposes of compliance with the affirmative action requirements of the Veterans Assistance Act of 1972, is defined as "a person (1) who (i) served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964 and May 7, 1975, and was discharged or released therefrom with other than a dishonorable discharge, disability within 48 months preceding the alleged violation of the Act, the affirmative action clause, and/or the regulations issued pursuant to the Act.

Work Force:

The total of all permanent authorized positions within the department. Such positions in the classified service include only permanent full-time and permanent part-time positions, excluding those specifically exempted by the appointing authority.

Work Force Analysis:

A statistical study of the numbers and percentage of employees by race, sex, ethnic origin in each job category and rank for all employees of a specific employer. The analysis also includes an accounting of the utilization or underutilization of the protected class employee as compared with their availability in the relative work force.

APPENDIX J

DOCUMENT SUPPORT FOR AFFIRMATIVE ACTION APPROACHES

DOCUMENT SUPPORT FOR AFFIRMATIVE ACTION

APPROACHES

- A Peculiar Paradise- "A History of Blacks in Oregon", 1788-1940, Elizabeth McLagan, the Oregon Black History Project, The Georgian Press, 1980. ISBN 0-960-3408-2-3.
- Report on "The Negro In Portland; A Progress Report 1945-1957", City Club of Portland Bulletin, July 20, 1945.
- Report on "The Urban Indian in Portland", City Club of Portland Bulletin, Vol. 56, No. 22, October 27, 1975.
- Study of "Racial and Ethnic Relations In Portland", City Club of Portland, September, 1991.
- Racial and Ethnic Relations in Portland Law Enforcement and the Administration of Justice Subcommittee Report, Study of Racial and Ethnic Relations in Portland, City Club of Portland, September, 1991.
- Social Associations/Citizen Participation-Subcommittee Report of the City Club's Study of Racial and Ethnic Relations in Portland, September 20, 1991.
- Oregon Regional Consortium Disparity Study Report, Volume 5, "Multnomah County", Mason Tillman Associates, Ltd., May, 1996.

**WORKFORCE ANALYSIS
SUMMARY
BY
DEPARTMENTS**

Multnomah County, Oregon

Portland, OR

January 1, 2001 Annual Affirmative Action Plan

Analysis of Departments

Department Code & Title		Count	Total Emps	Minorities		Females	
				Emp	%	Emp	%
4030	DES - Elections	1	755	19	2.52	609	80.66
7020	MCSO - Corrections	2	606	82	13.53	151	24.92
2040	Health - Primary Care	3	370	118	31.89	320	86.49
2015	Health - Neighborhood Health	4	273	81	29.67	242	88.64
5015	Library - Community Services	5	241	11	4.56	184	76.35
8015	ADS - Aging Services	6	236	49	20.76	188	79.66
2035	Health - Disease Prev & Ctrl	7	233	65	27.90	157	67.38
5020	Library - Support Services	8	219	13	5.94	168	76.71
4045	DES - Transportation	9	210	33	15.71	36	17.14
5010	Library - Central Library	10	200	17	8.50	132	66.00
2030	Health - Corrections Health	11	198	21	10.61	154	77.78
3035	DCJ - ACJ/Supervision	12	194	36	18.56	112	57.73
2050	Health - Support Services	13	186	76	40.86	120	64.52
3050	DCJ - JCJ/Custody Services	14	181	70	38.67	91	50.28
1020	CFS - Behavioral Health	15	178	36	20.22	126	70.79
8020	ADS - Disability Services	16	170	32	18.82	132	77.65
7025	MCSO - Professional Standards	17	157	33	21.02	93	59.24
3055	DCJ - JCJ/Couns & Court Svcs	18	131	49	37.40	76	57.98
4010	DES - Facilities	19	129	19	14.73	29	22.48
7015	MCSO - Support	20	124	11	8.87	72	58.06
7010	MCSO - Enforcement	21	116	9	7.76	21	18.10
3040	DCJ - ACJ/Sanctions & Services	22	109	20	18.35	61	55.96
1015	CFS - Developmtl Disabilities	23	100	23	23.00	66	66.00
9020	DA - Family Justice	24	95	12	12.63	75	78.95
2005	Health - Business Services	25	94	36	38.30	63	67.02
9010	DA - Felony Court	26	92	9	9.78	52	56.52
2010	Health - Dental Services	27	91	20	21.98	77	84.62
3030	DCJ - ACJ/Central Proc Svcs	28	91	12	13.19	64	70.33
4040	DES - Property Valuation	29	90	15	16.67	44	48.89
2000	Health - Director's Office	30	88	29	32.95	67	76.14
6035	DSS - Information Systems	31	86	6	6.98	40	46.51
1005	CFS - Business Services	32	85	24	28.24	53	62.35
1010	CFS - Community Progs/P'ships	33	76	29	38.16	56	73.68
4020	DES - Tax Collection	34	72	16	22.22	55	76.39
4005	DES - Animal Control	35	70	6	8.57	49	70.00
6025	DSS - Finance	36	69	15	21.74	43	62.32
9015	DA - Misdemeanor Court	37	58	12	20.69	37	63.79
4035	DES - FREDS	38	57	15	26.32	11	19.29
3010	DCJ - Information Systems	39	53	9	16.98	40	75.47
1025	CFS - School Based Health	40	46	9	19.57	30	65.22
6030	DSS - Budget and Quality	41	41	7	17.07	28	68.29
8005	ADS - Central Mgmt & Admin	42	36	9	25.00	27	75.00
5025	Library - Outreach Services	43	34	5	14.71	27	79.41

Analysis of Departments

Department Code & Title		Count	Total Emps	Minorities		Females	
				Emp	%	Emp	%
3020	DCJ - Resource Management	44	29	6	20.69	23	79.31
C300	Office of County Attorney	45	24	4	16.67	16	66.67
6020	DSS - Human Resources	46	23	7	30.43	19	82.61
1000	CFS - Director's Office	47	21	5	23.81	18	85.71
7005	MCSO - Executive Office	48	21	3	14.29	11	52.38
2020	Health - SBC N'hood Health	49	19	3	15.79	17	89.47
4015	DES - Land Use Planning	50	17	1	5.88	8	47.06
5005	Library - Director's Office	51	17	4	23.53	12	70.59
3025	DCJ - Adult Comm Justice Mgmt	52	16	2	12.50	8	50.00
6005	DSS - Director's Office	53	16	3	18.75	12	75.00
9025	DA - Office of Med Examiner	54	16	2	12.50	3	18.75
A100	CHR - Chair's Office	55	15	5	33.33	11	73.33
2025	Health - Regulatory Health	56	14	1	7.14	6	42.86
3060	DCJ - JCJ/Family Court Svcs	57	14	1	7.14	13	92.86
4050	DES - Administration	58	13	6	46.15	6	46.15
3045	DCJ - Juv Comm Justice Mgmt	59	12	1	8.33	7	58.33
A115	CHR - MCCFC	60	12	0	0.00	11	91.67
3015	DCJ - Human Resources	61	11	1	9.09	8	72.73
6050	DSS - Office of Org'l Learning	62	11	2	18.18	8	72.73
9005	DA - Office Administration	63	11	1	9.09	8	72.73
3005	DCJ - Director's Office	64	9	1	11.11	9	100.00
8010	ADS - Planning & Spec Projs	65	9	1	11.11	8	88.89
B200	Office of the Auditor	66	9	0	0.00	6	66.67
D405	BCC - Dist. 2	67	8	3	37.50	7	87.50
6040	DSS - Risk Management	68	7	0	0.00	4	57.14
D415	BCC - Dist. 4	69	7	0	0.00	2	28.57
A110	CHR - Public Affairs Office	70	6	1	16.67	4	66.67
2055	Health - Planning & Dvmt	71	5	2	40.00	5	100.00
6015	DSS - Labor Relations	72	5	0	0.00	2	40.00
6045	DSS - Emergency Management	73	5	0	0.00	1	20.00
9000	DA - Executive Office	74	5	0	0.00	4	80.00
D410	BCC - Dist. 3	75	4	0	0.00	3	75.00
2060	Health - Organizational Dvmt	76	3	1	33.33	3	100.00
6010	DSS - Affirmative Action	77	3	2	66.67	2	66.67
D400	BCC - Dist. 1	78	3	1	33.33	1	33.33
E500	IND - CIC	79	3	0	0.00	2	66.67
A105	CHR - LPSCC	80	2	1	50.00	2	100.00
5030	Library - Bond Projects	81	1	0	0.00	1	100.00
E505	IND - MHRC	82	1	0	0.00	1	100.00
E510	IND - TSCC	83	1	0	0.00	1	100.00

Employment Totals:	7168	1289	17.98	4571	63.77
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Department Totals:

Total Staffed Departments:	83	
Number of Staffed Departments with Minorities:	71	85.54
Number of Staffed Departments with Females:	83	100.00
Total Staffed Departments (10 or more employees):	63	
Number of (10+) Staffed Departments with Minorities:	62	98.41
Number of (10+) Staffed Departments with Females:	63	100.00

**MULTNOMAH COUNTY
EEO JOB GROUPS
UTILIZATION ANALYSIS
[41 CFR Ch. 60-2.13(d)(e)]**

Multnomah County, Oregon

Portland, OR

January 1, 2001 Annual Affirmative Action Plan

Utilization Analysis

Job Group & Name		Tot Emp	EMPLOYMENT %						AVAILABILITY %						UNDER- UTILIZED?					
			Blk	Asi	Nat	His	Min	Fe	Blk	Asi	Nat	His	Min	Fe	Blk	Asi	Nat	His	Min	Fem
1A	Executive Management	207	13.04	4.35	0.00	2.42	19.81	57.97	10.83	2.03	0.11	0.53	13.47	43.94	NO	NO	YES	NO	NO	NO
1B	Mid Level Management	8	0.00	0.00	0.00	25.00	25.00	50.00	9.73	1.33	0.23	0.60	11.89	48.59	YES	YES	YES	NO	NO	NO
2A	Senior Level Professionals	129	3.88	4.65	0.78	3.10	12.40	60.47	9.93	1.31	0.26	1.17	12.67	36.39	YES	NO	NO	NO	NO	NO
2B	Mid Level Professionals	1411	6.02	4.82	0.64	3.33	15.10	68.25	10.48	3.15	0.21	0.91	15.14	55.65	YES	NO	NO	NO	NO	NO
2C	Entry Level Professionals	651	9.68	6.30	0.92	3.23	20.28	72.81	9.46	1.95	0.33	0.93	12.73	41.89	NO	NO	NO	NO	NO	NO
3A	Senior Level Technician	2	0.00	0.00	0.00	0.00	0.00	0.00	10.89	1.85	0.15	1.13	14.01	28.15	YES	YES	YES	YES	YES	YES
3B	Mid Level Technician	169	3.55	4.73	1.18	1.78	11.24	44.38	5.30	0.63	0.09	0.45	6.48	17.15	YES	NO	NO	NO	NO	NO
3C	Entry Level Technician	95	7.37	6.32	1.05	6.32	21.05	68.42	12.20	2.00	0.27	1.39	15.84	35.47	YES	NO	NO	NO	NO	NO
4A	Senior Level Management	4	0.00	0.00	0.00	0.00	0.00	25.00	10.94	0.63	0.49	1.28	13.34	47.37	YES	YES	YES	YES	YES	YES
4B	Mid Level Management	308	6.82	1.95	0.65	3.57	12.99	42.86	19.87	0.53	0.40	1.51	22.34	46.73	YES	NO	NO	NO	YES	NO
4C	Entry Level Official	717	10.18	3.63	0.98	5.30	20.08	25.38	46.47	0.20	0.14	2.02	48.83	43.68	YES	NO	NO	NO	YES	YES
5A	Senior Level Support	5	20.00	0.00	0.00	0.00	20.00	40.00	12.50	0.44	0.21	0.80	13.96	37.63	NO	YES	YES	YES	NO	NO
5B	Mid Level Support	327	7.03	3.36	0.92	2.45	13.76	56.88	11.30	0.40	0.14	1.10	12.97	37.07	YES	NO	NO	NO	NO	NO
5C	Entry Level Support	532	9.40	6.77	0.75	11.09	28.57	75.00	20.11	1.01	0.52	1.30	23.01	74.87	YES	NO	NO	NO	NO	NO
6A	Senior Level Clerical	11	18.18	0.00	0.00	0.00	18.18	72.73	11.07	0.41	0.17	0.79	12.44	35.72	NO	YES	YES	YES	NO	NO
6B	Mid Level Clerical	239	12.13	5.44	0.84	3.35	21.76	84.94	9.78	0.38	0.25	0.61	11.04	34.61	NO	NO	NO	NO	NO	NO
6C	Entry Level Clerical	1224	8.33	8.50	0.74	9.07	27.29	77.29	15.82	0.72	0.50	1.38	18.51	36.33	YES	NO	NO	NO	NO	NO
7B	Mid Level Craft	16	0.00	0.00	0.00	12.50	25.00	0.00	8.29	0.33	0.33	1.07	10.01	12.10	YES	YES	YES	NO	NO	YES
7C	Entry Level Craft	72	1.39	4.17	2.78	5.56	13.89	0.00	18.08	0.75	0.55	1.96	21.28	24.11	YES	NO	NO	NO	YES	YES
8B	Mid Level Maintenance	771	1.43	0.26	0.26	0.13	2.72	78.99	30.73	0.96	0.66	2.80	35.17	27.31	YES	YES	YES	YES	YES	NO
8C	Entry Level Maintenance	270	5.93	4.44	2.59	2.22	15.19	45.93	0.00	0.00	0.00	0.00	0.00	0.00	NO	NO	NO	NO	NO	NO

Total Employees: 7168

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Multnomah County, Oregon

Portland, OR

January 1, 2001 Annual Affirmative Action Plan

Significance of Utilization Statistics

153

Job Group & Name		UNDERUTILIZED?						STANDARD DEVIATION						STATISTICALLY SIGNIFICANT?					
		Blk	Asi	Nat	His	Min	Fem	Blk	Asi	Nat	His	Min	Fe	Blk	Asi	Nat	His	Min	Fem
1A	Executive Management	NO	NO	YES	NO	NO	NO			0.48				NO	NO	NO	NO	NO	NO
1B	Mid Level Management	YES	YES	YES	NO	NO	NO	0.93	0.33	0.14				NO	NO	NO	NO	NO	NO
2A	Senior Level Professionals	YES	NO	NO	NO	NO	NO	2.30				0.09		YES	NO	NO	NO	NO	NO
2B	Mid Level Professionals	YES	NO	NO	NO	NO	NO	5.46				0.05		YES	NO	NO	NO	NO	NO
2C	Entry Level Professionals	NO	NO	NO	NO	NO	NO							NO	NO	NO	NO	NO	NO
3A	Senior Level Technician	YES	YES	YES	YES	YES	YES	0.49	0.19	0.05	0.15	0.57	0.89	NO	NO	NO	NO	NO	NO
3B	Mid Level Technician	YES	NO	NO	NO	NO	NO	1.02						NO	NO	NO	NO	NO	NO
3C	Entry Level Technician	YES	NO	NO	NO	NO	NO	1.44						NO	NO	NO	NO	NO	NO
4A	Senior Level Management	YES	YES	YES	YES	YES	YES	0.70	0.16	0.14	0.23	0.78	0.90	NO	NO	NO	NO	NO	NO
4B	Mid Level Management	YES	NO	NO	NO	YES	NO	5.74				3.94	1.36	YES	NO	NO	NO	YES	NO
4C	Entry Level Official	YES	NO	NO	NO	YES	YES	19.48				15.40	9.88	YES	NO	NO	NO	YES	YES
5A	Senior Level Support	NO	YES	YES	YES	NO	NO		0.15	0.10	0.20			NO	NO	NO	NO	NO	NO
5B	Mid Level Support	YES	NO	NO	NO	NO	NO	2.44						YES	NO	NO	NO	NO	NO
5C	Entry Level Support	YES	NO	NO	NO	NO	NO	6.16						YES	NO	NO	NO	NO	NO
6A	Senior Level Clerical	NO	YES	YES	YES	NO	NO		0.21	0.14	0.30			NO	NO	NO	NO	NO	NO
6B	Mid Level Clerical	NO	NO	NO	NO	NO	NO							NO	NO	NO	NO	NO	NO
6C	Entry Level Clerical	YES	NO	NO	NO	NO	NO	7.18						YES	NO	NO	NO	NO	NO
7B	Mid Level Craft	YES	YES	YES	NO	NO	YES	1.20	0.23	0.23			1.48	NO	NO	NO	NO	NO	NO
7C	Entry Level Craft	YES	NO	NO	NO	YES	YES	3.68				1.53	4.78	YES	NO	NO	NO	NO	YES
8B	Mid Level Maintenance	YES	YES	YES	YES	YES	NO	17.64	2.00	1.37	4.49	18.87		YES	YES	NO	YES	YES	NO
8C	Entry Level Maintenance	NO	NO	NO	NO	NO	NO							NO	NO	NO	NO	NO	NO

Eighty-Percent Rule:

Underutilization is declared when employment is below 80% of availability.

Standard deviations of 2.00 or greater are generally regarded as statistically significant.

Multnomah County, Oregon

Portland, OR

January 1, 2001 Annual Affirmative Action Plan

Number of Persons Required to be Fully Utilized

155

Job Group & Name		Tot Emp	# EMPLOYED						# AVAILABLE						PERSONS REQUIRED					
			Blk	Asi	Nat	His	Min	Fem	Blk	Asi	Nat	His	Min	Fem	Blk	Asi	Nat	His	Min	Fem
1A	Executive Management	207	27	9	0	5	41	120	22.4	4.2	0.2	1.1	27.9	91.0	0	0	1	0	0	0
1B	Mid Level Management	8	0	0	0	2	2	4	0.8	0.1	0.0	0.0	1.0	3.9	1	1	1	0	0	0
2A	Senior Level Professionals	129	5	6	1	4	16	78	12.8	1.7	0.3	1.5	16.3	46.9	6	0	0	0	0	0
2B	Mid Level Professionals	1411	85	68	9	47	213	963	147.9	44.4	3.0	12.8	213.6	785.2	34	0	0	0	0	0
2C	Entry Level Professionals	651	63	41	6	21	132	474	61.6	12.7	2.1	6.1	82.9	272.7	0	0	0	0	0	0
3A	Senior Level Technician	2	0	0	0	0	0	0	0.2	0.0	0.0	0.0	0.3	0.6	1	1	1	1	1	1
3B	Mid Level Technician	169	6	8	2	3	19	75	25.5	3.1	0.4	2.2	31.2	82.8	15	0	0	0	6	0
3C	Entry Level Technician	95	7	6	1	6	20	65	11.6	1.9	0.3	1.3	15.0	33.7	3	0	0	0	0	0
4A	Senior Level Management	4	0	0	0	0	0	1	0.4	0.0	0.0	0.1	0.5	1.9	1	1	1	1	1	1
4B	Mid Level Management	308	21	6	2	11	40	132	61.2	1.6	1.2	4.7	68.8	143.9	28	0	0	0	16	0
4C	Entry Level Official	717	73	26	7	38	144	182	333.2	1.4	1.0	14.5	350.1	313.2	194	0	0	0	137	69
5A	Senior Level Support	5	1	0	0	0	1	2	1.2	0.0	0.0	0.1	1.3	3.6	0	1	1	1	1	1
5B	Mid Level Support	327	23	11	3	8	45	186	68.5	2.4	0.8	6.8	78.8	230.6	32	0	0	0	19	0
5C	Entry Level Support	532	50	36	4	59	152	399	107.0	5.4	2.8	6.9	122.4	398.3	36	0	0	0	0	0
6A	Senior Level Clerical	11	2	0	0	0	2	8	2.4	0.1	0.0	0.2	2.7	7.8	0	1	1	1	1	0
6B	Mid Level Clerical	239	29	13	2	8	52	203	44.8	1.7	1.2	2.8	50.5	160.9	7	0	0	0	0	0
6C	Entry Level Clerical	1224	102	104	9	111	334	946	193.6	8.8	6.1	16.9	226.6	444.7	53	0	0	0	0	0
7B	Mid Level Craft	16	0	0	0	2	4	0	3.0	0.1	0.1	0.3	3.6	4.4	3	1	1	0	0	4
7C	Entry Level Craft	72	1	3	2	4	10	0	13.0	0.5	0.4	1.4	15.3	17.4	10	0	0	0	3	14
8B	Mid Level Maintenance	771	11	2	2	1	21	609	236.9	7.4	5.1	21.6	271.2	210.6	179	4	3	17	196	0
8C	Entry Level Maintenance	270	16	12	7	6	41	124	0.0	0.0	0.0	0.0	0.0	0.0	0	0	0	0	0	0

Eighty-Percent Rule

Underutilization is declared when employment is below 80% of availability.

ANNUAL PERFORMANCE GOALS AS REQUIRED UNDER 41 CFR § 60-2.13(e)

NOTE: The goals identified in this report are benchmarks for annually evaluating the organization's performance in correcting underutilization. These goals should not be interpreted as requiring preferences, creating hiring quotas, or restricting the rights of any qualified employee from any employment opportunity.

Multnomah County, Oregon

Portland, OR

January 1, 2001 Annual Affirmative Action Plan

Goals Report

Page

Job Group & Name		GOAL %					
		Blk	Asi	Nat	His	Min	Fem
1A	Executive Management			0.11			
1B	Mid Level Management	9.73	1.33	0.23			
2A	Senior Level Professionals	9.93					
2B	Mid Level Professionals	10.48					
2C	Entry Level Professionals						
3A	Senior Level Technician	11.46	1.88	0.15	1.16	14.66	29.04
3B	Mid Level Technician	15.11				18.46	
3C	Entry Level Technician	12.20					
4A	Senior Level Management	10.94	0.63	0.49	1.28	13.34	47.37
4B	Mid Level Management	19.87				22.34	
4C	Entry Level Official	46.47				48.83	43.68
5A	Senior Level Support		0.82	0.39	1.50	26.00	71.60
5B	Mid Level Support	20.95				24.09	
5C	Entry Level Support	20.11					
6A	Senior Level Clerical		0.81	0.34	1.57	24.68	
6B	Mid Level Clerical	18.73					
6C	Entry Level Clerical	15.82					
7B	Mid Level Craft	18.97	0.72	0.61			27.58
7C	Entry Level Craft	18.08				21.28	24.11
8B	Mid Level Maintenance	30.73	0.96	0.66	2.80	35.17	
8C	Entry Level Maintenance						

**EQUAL EMPLOYMENT RECRUITMENT
PROGRAM**

**[41 CFR Ch. 60-2.24;
60-20.2 (a & b)]**

EQUAL OPPORTUNITY RECRUITMENT PROGRAM

Multnomah County will conduct a continuing program of recruitment in a manner designed to eliminate underrepresentation in the various job categories to meet its equal employment opportunity objectives.

- Recruitment, with the scope of this Plan, shall denote the total process by which the County and departments/offices locate, identify and assist in the employment of qualified applicants from underrepresented groups for job openings in categories of employment where underrepresentation has been determined. It includes innovative internal and external recruitment actions, and is intended to cover processes designed to prepare qualifiable applicants (those who have the potential but do not presently meet valid qualification requirements) for such job openings through programs of training, work experience, or both.
- Underrepresentation shall mean a situation in which the number of women or members of a minority group within a category of employment constitutes a lower percentage of the total number of employees within the employment category than the percentage of women or the minority constitutes within the civilian labor force of Multnomah County.

Within the scope of the recruitment program, the Affirmative Action Office will conduct a continuing program of:

- (a) Assistance to departments/offices in carrying out their recruitment programs;
and
- (b) Evaluation and oversight of such recruitment programs to determine their effectiveness in eliminating underrepresentation consistent with Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000c et seq..

Additionally, the Human Resources Division and the Affirmative Action Officer will assist agencies in carrying out their programs by -

- (1) Identifying major recruitment sources of women and members of minority groups and providing guidance on internal and external recruitment activities directed toward the solution of specific underrepresentation problem;
- (2) Supplementing agency recruitment efforts, utilizing existing networks for dissemination of job information, and involving the participation of minority groups and women's organizations where practicable;
- (3) Examining existing personnel procedures to identify those which (i) may serve as impediments to innovative internal and external recruitment and (ii) are within the administrative control of the Human Resources Division;

EQUAL OPPORTUNITY RECRUITMENT PROGRAM

(continued)

- (4) Determining whether applicant pools used in filling jobs in a category of employment where underrepresentation exists include sufficient candidates from any underrepresented group, except where the agency controls such pools;
- (5) Providing such other support, as the Officer deems appropriate;
- (6) The Officer will monitor and evaluate agency programs to determine their effectiveness in eliminating underrepresentation;

Finally, the Officer will provide a written report to the Board annually (during the new fiscal year) on the implementation and operation of the program on a government-wide basis. Such reports will include assessments of departmental progress and/or lack of progress in meeting the objectives of the program.

Specifically, the report will identify:

- (1) Program and operational challenges;
- (2) Strategies needed to accomplish equal employment opportunity results; and
- (3) Major accomplishments and directions for the program.

**CONSIDERATION OF MINORITIES,
WOMEN, AND PERSONS DISABLED
NOT CURRENTLY IN THE
WORKFORCE
(41 CFR § 60-2.13(j))**

**CONSIDERATION OF MINORITIES, WOMEN, AND PERSONS
DISABLED NOT CURRENTLY IN THE WORKFORCE**
(41 CFR § 60-2.13(j))

Multnomah County is committed to the recruitment, selection, training, and placement of minorities, women and persons with disabilities not currently in the workforce, having requisite skills, who can be recruited through affirmative action measures.

Program Goal

Continue to develop and implement comprehensive outreach programs to underrepresented segments of the population, which will promote the County as an employer of choice among a diverse workforce.

ACTION ORIENTED PROGRAMS

Continue to develop recruitment resources and identify community-based programs to increase awareness of employment opportunities with the County.

Timetable: Ongoing process.

Result/Measurement: Communicate information on employment opportunities and participate in programs and events sponsored by the various groups.

Responsibility: Human Resources Managers
Affirmative Action Officer

Referral agencies will be encouraged to seek out and refer minorities, women and the disabled for employment opportunities.

Timetable: This will be done as employment opportunities open up and job announcements are published by the Human Resources Division.

Result/Measurement: A notice will be sent out informing all referral agencies of the affirmative action recruitment program.

Responsibility: Human Resources

**CONSIDERATION OF MINORITIES, WOMEN, AND PERSONS
DISABLED NOT CURRENTLY IN THE WORKFORCE**

(41 CFR § 60-2.13(i))

(continued)

The County will encourage the use of employment opportunities and trainee positions to provide employment opportunities and skills development for minorities, women, and the disabled.

Timetable: This will occur prior to summer employment through a reminder memorandum to managers, and a notice to be sent to organizations interested in promoting job opportunities for such individuals.

Result/Measurement: The Affirmative Action Officer will explore with Human Resources and appropriate departments methods of recruiting summer hires.

Responsibility: Human Resources
Affirmative Action Officer
County Departments

Develop data collection system that measures program results and effectiveness in recruiting underutilized persons for County jobs.

Timetable: Quarterly

Result/Measurement: Effectiveness of program in achieving desired results (job fairs, outreach efforts, advertising).

Responsibility: Human Resources Directors

Establish a network of departmental recruiters to coordinate recruitment efforts.

Timetable: July 2001

Result/Measurement: Partnerships in achieving and working on County objectives under (41 CFR 60-2.13(j)), as identified under this section of the plan.

Responsibility: Human Resources

TRAINING
[41 CFR Ch. 60-250.6(8) (g) (3-5)]

TRAINING

[41 CFR Ch. 60-250.6 (8) (g) (3-5)]

1. The Human Resources Division, the County Office of Organizational Learning (COOL), and the Affirmative Action Officer are responsible for coordinating training, which will focus on three specific areas:

- a. **General Affirmative Action Training**

This training will provide employees, managers, and supervisors with an overview of the affirmative action plan's content, and each party's specific responsibility under the Plan.

- b. **Cultural Awareness Training**

This training will support the present cultural awareness training to increase employee's knowledge of other group's perspectives, including values and sensitive issues, and to understand the impact of these values on the work environment.

- c. **Specific Affirmative Action Skills Training**

This training will be provided to teach employees specific skills, i.e., EEO investigation, EEO counseling, affirmative action planning and goal setting, EEO regulations and employee interviews, action strategy and program designs, and creating a quality work place for cultural diversity.

2. The Affirmative Action Officer will work with the County Office of Organizational Learning (COOL) to determine how best to deliver the County's training on EEO related issues.

**SUPPORT OF COMMUNITY
ACTION PROGRAMS
(41 CFR § 60-2.13(I), 60-2.26)**

SUPPORT OF COMMUNITY ACTION PROGRAMS

(41 CFR § 60-2.13(I), 60-2.26)

Multnomah County recognizes its role as an employer in the community, the County actively seeks to support community programs designed to improve job skills and/or employment opportunities for various groups making up the County's labor market.

As part of its continuing community service commitment, the County will:

1. Continue to participate in various job fairs, community conferences and events designed to promote equal employment opportunity.
2. Where appropriate, participate on committees designed to promote the County's equal employment opportunity objectives.
3. Continue to support annual employee giving opportunities that support various community-based organizations.

**INTERNAL EVALUATION AND
REPORTING SYSTEMS
(41 CFR § 60-2.13(g))**

INTERNAL EVALUATION AND REPORTING SYSTEMS

(41 CFR § 60-2.13(g))

Multnomah County will maintain an internal evaluation and reporting system to measure the effectiveness of this plan.

The evaluation process includes, but is not limited to:

	<u>RESPONSIBILITY</u>
1. Periodic reviews of external and internal applicant flow, to assure that the County's recruiting efforts are attracting a diversified pool of applicants for new hires and promotions.	Human Resources
2. Review of examinations, hires, promotions and terminations to assure that such actions are not having an adverse effect on the equal employment opportunities of women, minorities, and disabled persons.	Affirmative Action Officer
3. Review of examination process to determine and correct adverse impact.	Human Resources Affirmative Action Officer
4. Assuring that managers are provided with the current monitoring reports on affirmative action.	Affirmative Action Officer
5. Informing managers, the Chair and the County Board of achievements, problems and trends, and working with the departments to create remedial strategies when necessary.	Affirmative Action Officer
6. Informing the Chair of the departments' efforts and challenges in implementing this plan.	Affirmative Action Officer
7. From time to time conducting organizational field reviews to determine the extent to which a department, office, or division is complying with the intent of this Plan and appropriate affirmative action and equal employment opportunity guidelines.	Affirmative Action Officer
8. Encourage employees to communicate their observation on the departments' implementation efforts to the Affirmative Action Office and/or department.	All Departments Diversity Committees

COMPLAINT PROCEDURE

[41 CFR Ch. 6-2.20(a) (1-4)]

IMPORTANT NOTICE TO ALL EMPLOYEES: Employees who have experienced conduct they believe is contrary to this policy have an obligation to take advantage of this complaint procedure. An employee's failure to fulfill this obligation could affect his or her other rights in pursuing legal action. Alternatives to filing a formal complaint may also be available under applicable collective bargaining agreements, through requests for mediation, and other channels established by individual County Departments/Offices.

**MULTNOMAH COUNTY, OREGON
ADMINISTRATIVE PROCEDURE**

AFF-1

SUBJECT: Complaint Procedures for Prohibited Discrimination or Harassment to provide a uniform method for processing complaints of prohibited discrimination and/or harassment.

PURPOSE: To provide a uniform method for processing complaints of prohibited discrimination and/or harassment.

**ORGANIZATION
RESPONSIBLE:** Affirmative Action Office

DATE: 07/01/95

**ORGANIZATIONS
AFFECTED:** All Departments/Offices

**LEGAL CITATION/
REFERENCE:** MCC 9.002 Policy and Purpose; Merit Principles; MCC 9.009 Equal Employment Opportunity

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I. PROCEDURE DESCRIPTIONS

- A. There are two types of complaints – internal and external. Former employees, current employees, and applicants for employment may make use of both internal and external complaint procedures. Internal complaints are investigated and action is taken by responsible individuals within the County. External complaints are those filed with an outside enforcement agency or the courts.
- B. No procedures discussed herein are intended to create any private right of action on behalf of any person, nor alter any substantive rights held by any person. The establishment of County internal procedures does not diminish the rights the rights of any person to file a formal Union grievance or a formal complaint with a state or federal agency. However, a complaint will not receive parallel review under the County's internal complaint resolution procedure while it is pending before an external body, unless the issue is of a systemic nature.

C. AFFIRMATIVE ACTION POLICY

- 1. Multnomah County Administrative Procedure #AFF-1 implements MCC310.015(A3) and 310.270(A&D), and Multnomah County Personnel Rules, and applies only to an internal/external complaint where it is alleged that an employment practice covering recruitment, selection, appointment, compensation, transfer, training, and other terms and conditions of employment and service was taken, in whole or in part, on a basis of prohibited discrimination and/or harassment because of race, color, religion, national origin, political affiliation, age, sex, physical or mental disability, marital status, and sexual orientation.
- 2. Individuals covered by these procedures include any person who is visiting on property operated under Multnomah County, recipient of services provided by Multnomah County, and all persons who are employees of the County or applicants for employment.

I. PROCEDURE DESCRIPTIONS (continued)

3. The establishment of this procedure does not diminish the rights of any person to file a formal union grievance, or a formal complaint with a state or federal enforcement agency. However, a complaint will not receive a parallel review from County officials while it is pending and/or being investigated, unless the complaint involves pattern and/or practice issues of a systematic nature prohibited by these rules.
4. If a complaint alleging prohibited discrimination is directed to a union/union steward, it may be relayed to the department/division EEO Representative or the Affirmative Action Officer for review and/or investigative action and/or resolution. However, nothing herein shall be construed as modifying any procedures or tolling any time limitations provided or required by any collective bargaining agreement.
5. A substantial incident of prohibited discrimination and/or harassment as defined in this policy is considered a serious act of misconduct, and shall be subject to disciplinary action, commensurate with the scope and severity of the occurrence, up to and including termination.
6. Each manager and supervisor is responsible for the enforcement of County policies and procedures, including those contained herein.
7. Through this policy, each County employee is informed that he/she can be held personally liable under Title VII, and most tort theories for action considered unlawful by the courts, in cases where the employee's conduct constitutes malfeasance in office or willful or wanton neglect of duty.

II. DEFINITIONS

A. Definition of Discrimination or Harassment for Internal Complaint Resolution

1. Discriminatory or harassing conduct includes: (1) verbal discrimination or harassment, (e.g., epithets, derogatory comments or slurs); (2) acts of physical intimidation, (e.g., assault, impeding or blocking movement, physical interference with normal work); and (3) visual intimidation, (e.g., through posting of derogatory posters, cartoons or drawings).
2. Factors to be taken into account in evaluating complaints of discrimination or harassment include whether the alleged conduct: (1) has the purpose or effect of creating an intimidating, hostile, or offensive environment; and (2) is sufficiently pervasive so as to alter the conditions of employment or terms of services; and (3) is severe and persistent and affects the physical well-being of an employee or applicant.
3. Unwanted sexual advances, requests for sexual favors and other sexually-oriented verbal or physical conduct constitutes sexual harassment under this complaint procedure where: (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; or (2) submission to or rejection of such conduct is used as a basis for employment decisions affecting such individual; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or creating an intimidating, hostile, or offensive work environment.

B. Retaliation

1. No retaliation or adverse action in any form shall be taken against any employee or applicant because he/she has filed a complaint or participated in providing information regarding a complaint of unlawful discrimination.
2. It is unacceptable conduct for any manager to demote, suspend, reduce, fail to hire or consider for hire, fail to give equal consideration in making employment decisions, fail to treat impartially in the context of any recommendations for subsequent employment which the

II. DEFINITIONS (continued)

manager may make, adversely affect working conditions or otherwise deny any employment benefit to an individual because that individual has opposed practices prohibited by these procedures or has filed a complaint, testified, assisted or participated in any manner in an investigation, proceeding, or hearing conducted to determine alleged violations to acts declared inappropriate by these procedures, and/or other appropriate regulations.

III. COMPLAINANT

- A. Any individual who feels he/she has been the victim of prohibited discrimination or harassment should attempt to indicate to the responsible person(s) the inappropriateness of their conduct.
- B. An employee should also discuss such concerns with his/her immediate supervisor. This will provide the supervisor with an opportunity to review the concerns of the individual. In many instances, the supervisor will be able to develop a swift, informal, and satisfactory resolution of the problem.
- C. If the employee does not feel comfortable discussing the concerns with an immediate supervisor, the employee may contact either the Department/Office EEO Representative, the Affirmative Action Officer, or another manager within the work unit. (Former employees or applicants for employment should contact the Affirmative Action Officer.)
- D. Any manager or supervisory employee who either witnesses or becomes aware of conduct which could be construed as discrimination or harassment should take immediate and appropriate corrective action to discontinue such activity.

IV. INTERNAL COMPLAINTS

When a complaint is brought to the attention of a manager/supervisor, the following activities must occur:

A. Manager/Supervisor

The manager/supervisor must do one or more of the *following*:

- 1. investigate and take immediate action to resolve the complaint;
- 2. refer the complaint to the Department/Office EEO Representative; or
- 3. forward the complaint to the County's Affirmative Action Officer. In addition, the manager/supervisor must treat every discrimination/harassment complaint seriously, and must attempt to seek a solution to the matter on an informal basis, unless the complaint can clearly be shown to be without merit.

A Discrimination Complaint Form is available from the Affirmative Action Officer.

IV. INTERNAL COMPLAINTS (continued)

B. EEO Representative

The EEO Representative is assigned by the Department Director/Elected Official. The EEO Representative has 10 working days to complete the following when a complaint is referred:

1. investigate the complaint and attempt to informally resolve the complaint, unless the complaint can clearly be shown to be without merit;
2. document the investigation and resolution efforts; and
3. contact the Affirmative Action Officer for assistance and/or consultation on issues which are unresolved;
4. if the EEO Representative is unable to resolve the complaint, he/she will forward it to the Affirmative Action Officer.

C. Affirmative Action Officer

1. When a complaint is referred, the AAO has thirty (30) calendar days to either resolve the complaint or to complete the investigation process and to report to the affected parties his/her determination as to the validity of the complaint.
2. In addition, the AAO shall have thirty (30) calendar days to investigate, resolve and/or make a determination on any complaint filed directly with the AAO.

V. FINDINGS

A. Based on the facts, the investigator in consultation with the Affirmative Action Officer shall make one of the following findings:

1. UNFOUNDED - The allegation is false and not factual.
2. EXONERATED - The alleged incident occurred, but was lawful and proper.
3. NOT SUSTAINED - There is insufficient evidence to prove or disprove the allegation.
4. SUSTAINED - The allegation is supported by sufficient evidence to substantiate the allegation and the incident constituted misconduct.

B. Every attempt shall be made to resolve a complaint informally at the earliest possible time.

VI. APPROPRIATE DISCIPLINARY ACTION

In determining the appropriate corrective action under this procedure, the severity of the discipline should be determined by:

- the severity of the conduct,
- position/authority the perpetrator,
- number/frequency of encounters,
- apparent intent of perpetrator,
- relationship of the parties,
- provocation/response of complainant,
- effect of action on complainant,
- effect of action on the work environment,
- nature of the action, and
- the substantive and procedural requirements of any collective bargaining agreements which are applicable.

The disciplinary action must be done in such a way that the perpetrator is put on notice that the inappropriate activity will not be tolerated.

VII. FOLLOW-UP

The manager/supervisor is responsible for checking with the complainant to assure the complaint has been resolved, unless the manager is the person charged with inappropriate activity, in which case, the manager's immediate supervisor shall be responsible for checking.

VIII. EXTERNAL DISCRIMINATION COMPLAINTS

- A. An external discrimination complaint is defined as any complaint of discrimination that is filed with a court or a state or federal enforcement agency, including but not limited to the Equal Employment Opportunity Commission, the Oregon Bureau of Labor & Industries, the Office of Federal Contract Compliance Programs, and/or any other investigative body.
- B. Any employee who receives a copy of notice of an external discrimination complaint shall immediately forward that complaint to the Office of Multnomah County Attorney. No actions shall be taken on the complaint without prior consultation with the Office of Multnomah County Attorney. No statements, oral or written, should be made in reference to the complaint without prior consultation with the Office of Multnomah County Attorney.
- C. External discrimination complaints will be handled by the Office of Multnomah County Attorney. Counsel. County Counsel shall ensure that the Affirmative Action Office and the Human Resources Division are kept informed of the filing and status of external discrimination complaints.

IX. FINAL DISPOSITION

The final disposition of a prohibited discrimination and/or harassment complaint rests with the Department Director/Elected Official or his/her designee, with the ultimate authority resting with the County Chair or his/her designee, except for cases arising out of the Sheriff's Office, in which case ultimate authority shall rest with the Sheriff or his/her designee.

X. LITIGATED DISCRIMINATION COMPLAINTS

All complaints in the process of litigation before a state or federal enforcement agency shall be handled by the Office of Multnomah County Attorney without a parallel review by those parties authorized to act on the complaint, unless requested to do so by the Office of Multnomah County Attorney.

XI. EMPLOYEE EXPECTATION

All employees who have knowledge of or information on the issues involved in complaints prohibited by this procedure are expected to cooperate with their Department Director/Elected Official and/or manager/supervisor and/or the EEO Representative and/or the Affirmative Action Officer and/or the Office of County Attorney in their efforts to evaluate allegations covered by these procedures.

XII. RETALIATION

Absolutely no retaliation or adverse action in any form shall be taken against any employee or applicant because he/she has filed a complaint or participated in any way in alleging unlawful discrimination.

**AMERICANS WITH DISABILITIES ACT
GRIEVANCE PROCEDURE**

**[41 CFR Ch. 60-741.5; 60-741.20;
60-741.21; 60-741.44; and
60-741.61(c)]**

Americans with Disabilities Act (ADA) Grievance Procedure

- A. This grievance procedure is established to meet the requirements of the Americans with Disabilities Act (ADA). It may be used by anyone who wishes to file a complaint alleging discrimination on the basis of disability in the provision of services, activities or programs by Multnomah County.
- B. The complaint should be in writing and contain information about the alleged discrimination, such as the location, date, and description of the problem. The complainant should also include his/her name, address and daytime telephone number. Alternative means of filing a complaint, such as a personal interview or a tape recording of the complaint, will be made available for persons with disabilities upon request.
- C. The complaint should be submitted by the grievant and/or his/her designee as soon as possible but no later than 20 calendar days after the alleged violation to the Department Representative.
- D. Within 15 calendar days after receipt of the complaint, the ADA Representative will meet with the complainant to discuss the complaint and possible resolutions. Within 30 calendar days after the meeting, the ADA Representative will respond in writing, and, where appropriate, in a format accessible to the complainant, such as large print, Braille, or audio tape. The response will explain the position of the County and offer options for substantive resolution of the complaint. If the agency ADA Representative is unable to meet the deadlines outlined in this procedure he/she will notify the complainant of the reason for the delay and provide a revised time line for responding to the grievance.

Appeal Process:

- A. If the response by the agency ADA Representative does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision of the ADA Representative within 30 calendar days after receipt of the response to the ADA Representative and the applicable agency or department director. Alternative means of filing an appeal, such as a personal interview or tape recording, will be made available for persons with disabilities upon request.
- B. Within 30 calendar days after receipt of the appeal, the ADA Representative and the Department Director or his/her designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the ADA Representative and the Department Director will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.
- C. All written complaints received by the department's ADA Representative, appeals to the ADA Representative and Department Director, and responses will be kept by the County for at least three years.

Americans with Disabilities Act (ADA) Grievance Procedure

(continued)

Additional Guidelines:

- A. Nothing in this process shall be construed as limiting or otherwise prohibiting the complainant's right to file a formal complaint with applicable state or federal agencies. However, this informal process may be suspended if a formal complaint is pending.
- B. At any stage of the ADA grievance process, the complainant may choose to be represented by an attorney or other representative, but the complainant shall bear all costs of such representation.
- C. The time lines referred to in ADA Grievance Procedure and Appeal Process above concerning the scheduling of meetings may be extended if, after reasonable effort and justification, the meeting cannot be conducted within the 30 day limitation period.
- D. The ADA grievance and appeal process may be modified by the Affirmative Action Officer in order to assure equal access to programs, services and activities for people with disabilities. Interpreter, reader service, or other auxiliary devices shall be arranged by the agency or bureau as needed to allow the complainant to fully participate in the process.
- E. Nothing in this process is meant to be used for any personnel, EEO or labor agreement grievance procedure for Multnomah County.

DISCRIMINATION COMPLAINT FORM

DISCRIMINATION COMPLAINT FORM

1. Your Name _____
Street Address _____
City _____ State _____ Zip _____
Home Phone No. _____ Work Phone No. _____
Department _____ Job Title _____
Immediate Supervisor _____

2. Put an "x" in the box which indicates why you feel you have been discriminated against.

- | | | |
|--|---|--|
| <input type="checkbox"/> Race | <input type="checkbox"/> Religion | <input type="checkbox"/> Disability |
| <input type="checkbox"/> Color | <input type="checkbox"/> Age | <input type="checkbox"/> Sexual Harassment |
| <input type="checkbox"/> Sex | <input type="checkbox"/> Marital Status | <input type="checkbox"/> Gender Identity |
| <input type="checkbox"/> National Origin | <input type="checkbox"/> Sexual Orientation | <input type="checkbox"/> Retaliation |
| | | <input type="checkbox"/> Other |

3. Name and position title of person(s) involved.

Name	Position Title
_____	_____
_____	_____
_____	_____

4. Briefly explain the discrimination you believe occurred. Clearly explain who, what, when and why (who did what, when the action occurred, why you believe the action occurred.) (Continued on back. Attach extra sheet if necessary.)

DISCRIMINATION COMPLAINT FORM

(continued)

4.

5. List any witnesses. _____

6. Date the discrimination took place: _____

7. What action(s), if any, have you taken to address or resolve this matter?

8. How would you like this matter resolved? _____

I UNDERSTAND THAT ALL INFORMATION I GIVE TO THE EQUAL EMPLOYMENT OFFICE INVESTIGATOR WILL REMAIN THE PROPERTY OF THE HUMAN RESOURCES DIVISION. I UNDERSTAND THAT THE HUMAN RESOURCES DIVISION MAY NOT RELEASE THIS INFORMATION TO ME.

SIGNATURE _____ DATE _____

FOR ADMINISTRATIVE USE

Dates of investigation of complaint: _____

Date of final report : _____

Finding: _____

**AFFIRMATIVE ACTION
“QUALITY MANAGEMENT”
RECOGNITION AWARD
[41 CFR Ch. 60-2.26]**

DR. ARTHUR FLEMMING
AFFIRMATIVE ACTION
“QUALITY MANAGEMENT”
RECOGNITION AWARD

The Affirmative Action office created a “Dr. Arthur Flemming Affirmative Action Award,” in 1997 to be awarded annually to a City bureau or a County department/office that initiates, encourages, and achieves affirmative action/diversity/equal employment opportunity targets; finds creative strategies to improve the retention of protected class persons; finds creative ways to create a culturally-sensitive work place; and/or creates opportunities for the unemployed to gain access to jobs. The award is named after Dr. Arthur Flemming (1905-1996), former president of the University of Oregon. Dr. Flemming also served as a Presidential Aide to nine (9) presidents from Franklin D. Roosevelt to Ronald Reagan.

Dr. Flemming served as a member of the U.S. Commission on Aging from 1973 to 1978, and Chairman of the U.S. Civil Rights Division from 1974 to 1981. In 1994, President William “Bill” Clinton awarded Dr. Flemming the Presidential Medal of Freedom. In honor of President Bill Clinton’s work, Multnomah County has created the “Quality Management Award,” as a means of keeping Dr. Flemming’s dedication to public service, justice, and civil rights alive. This recognition award is given annually to a City or County organization that demonstrate(s) this dedication to top diversity performance throughout the year.

BEST PRACTICES

BEST PRACTICES MEASUREMENT STANDARD

For the purposes of promoting and maintaining a "high performance" culture for Multnomah County, the Board adopts the "best practice" principles established in the Equal Employment Opportunity Commission's Task Force Report on "Best Equal Employment Opportunity Policies, Programs and Practices in the Private Sector," published December 1997, for measuring performance:

- A "best practice" complies with the law.
- A "best practice" promotes equal employment opportunity and addresses one or more barriers that adversely affect equal employment opportunity.
- A "best practice" manifests management commitment and accountability.
- A "best practice" ensures management and employee communication.
- A "best practice" produces noteworthy results.
- A "best practice" does not cause or result in unfairness.

The Board recognizes that these factors can be interrelated. Thus, for example, compliance with the laws will often promote equal employment opportunity and address one or more barriers that adversely affect EEO. In order to promote equal employment opportunity and address barriers to EEO, strong management commitment is necessary. Management commitment must be evidenced, in part, by communication with employees. Management accountability is an indication of management commitment and is necessary for a practice to be implemented and monitored. Finally, the practice should embrace fairness to all employees, be implemented conscientiously and produce noteworthy results in line with the strategies contained in this plan.

AFFIRMATIVE ACTION PROGRAM IMPLEMENTATION STEPS

AFFIRMATIVE ACTION PROGRAM IMPLEMENTATION STEPS

OBJECTIVE	SPECIFIC ACTION STEPS	RESPONSIBILITY	CURRENT STATUS
I. RECRUITMENT			
To develop a recruitment plan which Reaches and attracts job candidates From all sources	1. Establish programs for recruiting minorities, women, and disabled persons.	Human Resources (HR) AA Officer/Department Heads	As needed
	2. Coordinate with various test development organizations in an effort to develop examinations/procedures which fairly evaluate all potential candidates.	HR AA Officer/Department Heads	Ongoing
	3. Update lists of all minorities, women and disabled organizations/institutions to be used as recruitment sources. a. Establish a mailing list for distribution. b. Contact community groups and organizations and maintain liaison with them.	HR	Ongoing
	4. Work closely with schools and colleges in relation to recruitment for entrance level classes.	HR/AA Officer	Ongoing
	5. Develop system that monitors results of recruitment efforts to ensure that all sources are effectively reached.	AA Officer/Department Heads	Annually
	6. Establish a system for distribution of job vacancy information to provide equitable exposure to all.	HR/AA Officer	Ongoing

AFFIRMATIVE ACTION PROGRAM IMPLEMENTATION STEPS

(continued)

OBJECTIVE	SPECIFIC ACTION STEPS	RESPONSIBILITY	CURRENT STATUS
II. SELECTION, APPOINTMENT & RELATED PERSONNEL ACTIVITIES To ensure that all personnel activities are Conducted to provide and promote equal Employment opportunity for all employees and applicants.	1. Develop oral panels with minorities, females, and disabled persons participating.	HR	Ongoing
	2. Analyze and report on appointments and promotions of employees.	AA Officer/HR	Quarterly
	3. Review departmental selection processes that tend to have an adverse impact on Affirmative Action.	AA Officer	Ongoing
	4. Maintain and compare statistics of candidates interviewed with candidates selected.	HR	Ongoing
	5. Develop an exit interview form to be given to employees when they give notice of termination.	AA Officer	Semi-Annual Reports
III. CLASSIFICATION To identify and remove artificial barriers to employment and upward mobility which may exist within classifications used by the County	Evaluate, on a continuous basis, job classifications to assure minimum qualifications are job related and do not present artificial barriers:	HR	Annually
	a. Identify specific areas in which bridging classes can be developed.	Department Heads	Annually
	b. Monitor department/office changes which could have impact on personnel assignments and promotion as they relate to the Affirmative Action Program.	HR/AA Officer	Annually

AFFIRMATIVE ACTION PROGRAM IMPLEMENTATION STEPS

(continued)

OBJECTIVE	SPECIFIC ACTION STEPS	RESPONSIBILITY	CURRENT STATUS
IV. PROGRAM ORIENTATION & EVALUATION			
To coordinate and evaluate the implementation of the Affirmative Action Program.	1. Provide training to all personnel assigned to implement the County's Affirmative Action Plan.	AA Officer	Annually
	2. Develop and implement a system that provides for collection, maintenance and analysis of statistical data on employment and promotion of minorities, women, and disabled; evaluation of Affirmative Action Program and assessment of the effectiveness of Affirmative Action activities.	AA Officer	Ongoing
	3. Prepare progress reports for the Personnel Director and County Manager on the performance of Departments in achieving goals.	AA Officer	Quarterly
	4. Annually review and update the Plan.	AA Officer	Annually
	5. Prepare annual assessments for all Board of Commissioners.	AA Officer	Annually
	6. Review affirmative action status with the Board of County Commissioners and community groups.	AA Officer/HR Director	Annually

DISSEMINATION OF THE PLAN

**[41 CFR § 60-2.13(b);
§ 60-2.21(a) (11), (b)(4)]**

WRITTEN PLAN/AVAILABILITY
(41 CFR §60-2.13(b) and §60-2.21(a))

Multnomah County, Oregon, maintains a written Affirmative Action Plan, which is available for review at the Chair's Office, Commissioners' Offices, Human Resources Division, departments/offices, and the Metropolitan Human Rights Commission.

DISSEMINATION OF THE POLICY (41 CFR 60-2.13(b), -2.21(a))

A. **Internally**, the County through the appropriate party will:

	<u>RESPONSIBILITY</u>
1. Provide a copy of the Affirmative Action Plan to all elected officials, department managers, Affirmative Action/EEO Representatives and Human Resources Departments/ Divisions.	Affirmative Action Officer
2. Ensure that an "Equal Employment Opportunity" clause is Incorporated in public materials.	Department Managers EEO Representatives Human Resources Managers
3. Post the County's Equal Employment Opportunity and Affirmative Action Policy, and the Equal Employment Opportunity notice posters on bulletin boards and/or other conspicuous places.	All Departments/Offices EEO Representatives
4. Instruct managers and supervisors to inform all employees within their sphere of responsibility of the Affirmative Action Plan and where they may receive a copy of the Plan.	All Departments/Offices
5. Include the County's affirmative action philosophy, policy, and objectives as an integral part of the new employee's orientation.	Human Resources Division
6. Communicate the plan and policy materials contained in this plan annually during meetings with employees.	All Departments/Offices

DISSEMINATION OF THE POLICY (41 CFR 60-2.13(b), -2.21(a))

(continued)

A. **Internally**, the County through the appropriate party will: (continued)

	<u>RESPONSIBILITY</u>
7. Inform union officials of the Affirmative Action Plan. Their cooperation will be requested to include nondiscrimination clauses in all union agreements and division to review all contractual provisions to ensure that such provisions are non-discriminatory.	Labor Relations
8. Provide additional training to management and other employees engaged in employment placements, transfers or promotions regarding applicable county, state, and federal Equal Employment Opportunity requirements.	Affirmative Action Officer
9. Provide to all employees of the County a written notification of the County's commitment to equal employment opportunity principles and objectives, and the existence and availability of the Affirmative Action Plan. This notice will also inform employees of the existence and the operation of the internal grievance procedure set up under the plan.	Affirmative Action Officer

External Dissemination -[41 CFR §60-2.21(b)]

B. **Externally**, the County through the appropriate party will:

	<u>RESPONSIBILITY</u>
1. Inform recruiting sources verbally and in writing of the County's policy and stipulate that these sources actively recruit and refer minorities, women, disabled individuals and Vietnam era veterans to all available positions.	Human Resources Division
2. Include the tag "Equal Employment Opportunity" in all recruitment advertising, representative advertising and County letterhead.	Department Managers Human Resources Divisions

External Dissemination -[41 CFR §60-2.21(b)]

(continued)

Externally, the County through the appropriate party will: (continued)

3. Incorporate the "Equal Employment Opportunity" clause into all purchase orders, contracts, etc., covered by Executive Order No. 11246, as amended, and its implementing regulations.	All Departments
4. Notify organizations for minorities, women, and the disabled, as well as community agencies, community leaders, local colleges, and secondary schools of the County's policy in writing.	Affirmative Action Officer
5. Communicate to prospective employees the existence of the County's Affirmative Action Program, and provide information that will enable them to be aware and avail themselves of its benefits.	Human Resources Division
6. Include minorities, women, and disabled persons in recruitment photographs.	Human Resources Division All Departments/Offices
7. Send written notification of the County's policy to all contractors and suppliers requesting appropriate affirmative action on their part.	All Departments/Offices
8. Place a copy of the Affirmative Action Plan at the Human Resources' reception desk and post a notice in the job notice area, so prospective employees will know of the plan's existence, and be able to avail themselves of its benefits.	Human Resources Division
9. Provide a copy of the County's Affirmative Action Plan to the Multnomah County Library.	Affirmative Action Officer
10. Send a copy of the Affirmative Action Plan to all Offices of Citizen Involvement to be made available to any citizen upon request.	Affirmative Action Officer

APPENDICES

APPENDICES

APPENDIX A:	Racial Categories
APPENDIX B:	Compliance
APPENDIX C:	Good Faith Efforts
APPENDIX D:	Merit System Code (EEO)
APPENDIX E:	Personnel Rules
APPENDIX F:	Oregon Civil Rights Law
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APPENDIX I:	Glossary of Terms
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APPENDIX A

USE OF EQUAL EMPLOYMENT AND IDENTIFICATION ON RACIAL/ETHNIC CATEGORIES

(41 CFR § 60-2.11; and 60-2.23)

ETHNIC, SEX, AND DISABILITY INFORMATION

(41 CFR § 60-2.11; and 60-2.23)

Compilation

For the purpose of documenting and meeting regulatory data gathering requirements, information will be gathered and maintained regarding the success or failure of applicants by ethnic group and gender in County examinations. Applicants are asked to provide this information voluntarily on a detachable section of the application.

Use

1. Racial, ethnic and gender information *shall not* be used in a discriminatory manner in the selection process.
2. Such information *shall only* be used for one or more of the following purposes:
 - a. research and statistical analysis to assess the fairness of the systems and processes in regard to ethnicity, gender and disability; or
 - b. to provide a basis for corrective action when underutilization is present; or
 - c. to evaluate the County's affirmative action programs; or
 - d. to determine the extent of protected class status in reviewing complaints.

Racial/Ethnic Identification Categories

For the purposes of this plan, the following racial/ethnic categories, as identified by the United States Office of Management and Budget (OMB) issued in Circular No. A-46, will be the basis for the identifying racial/ethnic group categories:

American Indian or Alaskan Native: A person having origins in any of the original people of North America, who maintains cultural identification through tribal affiliation or community recognition.

Asian or Pacific Islander: A person having origins in any of the original people of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippines, and Samoa.

Black/African American: A person having origins in one of the Black racial groups of Africa.

Hispanic/Latino: A person of Mexican, Puerto Rican, Cuban, Central or South American culture or origin, regardless of race.

White: A person having origins in any of the original people of Europe, North Africa, or the Middle East.

ETHNIC, SEX, AND DISABILITY INFORMATION

(continued)

THE ABOVE CLASSIFICATIONS SHOULD NOT BE INTERPRETED AS BEING SCIENTIFIC OR ANTHROPOLOGICAL.

Falsification/Classification Claims

Falsification of racial identification for the purpose of influencing individual status under the County's Affirmative Action Plan, or of distorting affirmative action data collection will be considered an offense subject to disciplinary action. The burden of proving a racial/ethnic identification rests with the person claiming the status. Any person requesting a change in their racial/ethnic identification should anticipate that proof of the desired status change and of the rationale for requesting the change will be required.

APPENDIX B

COMPLIANCE

[41 CFR § 60-2.13(a)]

COMPLIANCE WITH FEDERAL STATUTES AND REGULATIONS

County policies, within the scope of this plan, have been designed to comply with applicable federal statutes and regulations requiring separate equal opportunity programs for various groups and to respond to the special issues or concerns that may exist for them. The organization has implemented specific sub-items of the regulations (41 CFR 60-20.6).

Provisions Covering All Protected Groups

1. Conditions of employment: [41 CFR 60-20]. Multnomah County does not discriminate against any employee based on their protected characteristic(s) in their term or condition of employment. The County's affirmative action and personnel policies provide for the elimination of any policies, procedures, or working conditions inconsistent with the requirements of equal employment opportunity, including any illegal preference based programs.
2. Marital Status: [ORS 659.030] and [41 CFR § 60-20.3 (d)]. The County's policies are consistent with provisions of State of Oregon laws eliminating discrimination based on marital status.
3. BFOQ: 41 CFR 60-20.3 (b). County employers are required to consider both men and women and disabled individuals for all jobs unless the sex or the disability is a bona fide occupational qualification (BFOQ).
4. Employment Opportunities: 41 CFR 60-20.3 (b), 60-20.3 (c), 60-20.5 (b). Applicants and employees are not eliminated from employment opportunities due to stereotypes or illegal preferences that may create barriers to such opportunities.
5. Wage Discrimination: 41 CFR 60-20.3 (c), 60-20.5 (a) and (b). The County compensates employees without regard to their protected class status.
6. Employment Advertising: 41 CFR 60-20.2 (b). The County advertises and recruits for the most qualified candidates, regardless of their protected class status, using various strategies and media to accomplish its equal employment opportunity goals.

COMPLIANCE WITH FEDERAL STATUTES AND REGULATIONS

(continued)

Provisions Covering Sex Discrimination Guidelines (41 CFR 60-2.13(h); 60-20)

Multnomah County has reviewed its recruitment and advertising policies, its job policies and practices and wage structure, to assure that County's practices conform to the requirements of the Sex Discrimination Guidelines, EEOC's Sexual Harassment Guidelines, the Pregnancy Discrimination Amendments to the Civil Rights Act of 1964, and the Equal Pay Act. The County's leave policy is non-discriminatory, and the County treats disability due to pregnancy like any other medical condition requiring leave considerations.

Provisions Covering Religion or National Origin (41 CFR Ch. 60-50)

Multnomah County's employment policies and practices are designed to conform to non-discrimination requirements for applicants and employees because of their religion or national origin. The County makes reasonable efforts to accommodate the religious observances and practices of present and prospective employees unless such accommodation creates serious personnel problems. Employees who require special accommodations due to their religious beliefs or practices must make their needs known verbally or in writing to their immediate supervisor or manager. Requests will be considered on a case-by-case basis.

DISABLED VETERANS OR VETERANS OF THE VIETNAM ERA (Sec. 402, Public Law 93-508, 38 USC § 2012) (41 CFR Ch. 60-250.4)

Multnomah County is committed to taking affirmative action to employ and advance in employment qualified disabled veterans and veterans of the Vietnam era, and does not discriminate against any employee or applicant for employment because of that individual's status as a disabled veteran or veteran of the Vietnam era.

A "disabled veteran" means a person who is entitled to disability compensation under laws administered by the Veterans Administration for disability rated at 30 percent or more, or a person whose discharge or release from active duty was for a disability incurred or aggravated in the line of duty. A "veteran of the Vietnam era" is an individual with 180 days or more of active service and who served in the armed forces between August 4, 1964 and May 7, 1975.

This obligation to take affirmative action to employ and advance qualified disabled veterans and veterans of the Vietnam era will be executed through the implementation of this Affirmative Action Plan as required by the Vietnam Era Veterans Readjustment and Assistance Act of 1974 and the implementing regulations.

COMPLIANCE WITH FEDERAL STATUTES AND REGULATIONS

(continued)

AFFIRMATIVE ACTION FOR DISABLED PERSONS

(US Public Law 93-112 and Public Law 101-336) (41 CFR Ch. 60-741)

Multnomah County is committed to taking affirmative action to employ and advance in employment qualified disabled individuals and to not discriminate against any employee or applicant for employment because of mental or physical disability in regard to any position for which the employee or applicant is qualified.

A "disabled individual" includes any person who has a physical or mental impairment that substantially limits one or more of that person's major life activities, has a record of such impairment, or is regarded as having such impairment.

A "qualified individual with a disability" means an individual with a disability who satisfies the requisite skill, experience, education and other job-related requirements of the employment position such individual holds or desires, and who, with or without reasonable accommodation, can perform the essential functions of such position.

This obligation to take affirmative action to employ and advance qualified disabled individuals will be executed through the implementation of this Affirmative Action Plan as required by the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and the implementing regulations.

APPENDIX C

GOOD FAITH EFFORTS

DEMONSTRATING GOOD-FAITH EFFORTS

For the purposes of this plan, good-faith efforts shall be defined as an honest attempt to reach affirmative action goals and to carry out the intent of this plan. Such efforts may be demonstrated in the following manner:

1. Records substantiating that a policy statement committing the unit to equal employment opportunity and affirmative action practices has been issued to staff.
2. Records substantiating that the County's affirmative action plan has been made available to all employees.
3. Records substantiating that managers and supervisors within the work unit have received EEO training.
4. Records substantiating the provision of reasonable accommodation to disabled person.
5. Records substantiating that all eligible persons are encouraged to receive training regardless of their protective class persons.
5. Records substantiating that part-time, training, and seasonal employment opportunities are made available to protected class persons.
7. Records substantiating that the County's EEO Policy and Federal EEO Policy is posted in the work unit.
8. Records substantiating the dissemination of the EEO grievance procedure to all personnel.
9. Records documenting each organizational unit's progress toward meeting goals to address underutilization.
10. Records documenting exit interviews and nondiscriminatory reasons for leaving.
11. Records substantiating actions taken to reduce and/or eliminate illegal discrimination and/or harassment complaints.
12. Records documenting any actions or efforts undertaken to meet the County's affirmative action objectives.

APPENDIX D

MERIT SYSTEM CODE (EEO)

MULTNOMAH COUNTY CODE
CHAPTER 9, COUNTY EMPLOYMENT
MERIT SYSTEM

<u>Section</u>	<u>Title</u>	<u>Content</u>
9.001	Definitions	<p>Affirmative Action means identifying existing or potential discriminatory conditions and making specific goal-oriented corrective actions to eliminate and prevent unlawful discrimination.</p> <p>Discrimination Complaint means a complaint that a personnel action was motivated by discrimination on the basis of race, religion, sexual orientation, sex, age, marital status, national origin, physical or mental handicap, gender identity, familial status, source of income, or political affiliation..</p>
9.009	Equal Employment	<p>(A) Discrimination in any personnel action on the basis of race, color, gender, identity, source of income, sex, sexual orientation, familial status, age, religion, national origin, political affiliation or physical or mental handicap is prohibited, except when they constitute bona fide occupational qualifications.</p> <p>(B) All decisions on employment and promotion for classified service shall be made in accordance with the principles of equal opportunity by utilizing job-related requirements for these opportunities.</p> <p>(C) No question in any application or request for recommendation or in any test shall elicit information concerning any subject listed in subsection (A), nor shall any inquiry be made concerning those subjects.</p>

APPENDIX E

PERSONNEL RULES
(EEO/AA)

MULTNOMAH COUNTY PERSONNEL RULES **REGULATING EEO AND AFFIRMATIVE ACTION**

RULE 1:

1.02 PURPOSE

It is the purpose of these rules to establish a system of uniform and appropriate personnel policies and procedures that shall improve the quality of personnel administration consistent with such merit principles as:

1. Recruiting, appointing, and promoting employees on the basis of their relative ability, knowledge, and skills, including open consideration of applicants for initial appointment;
2. Retaining employees on the basis of the adequacy of their performance, correction of inadequate performance and separating employees whose inadequate performance cannot be corrected;
3. Assuring impartial treatment of applicants and employees in all aspects of personnel administration without regard to political affiliation, race, religion, color, sex, age, marital status, national origin, sexual orientation, or physical or mental handicap and with proper regard for their privacy and constitutional rights as citizens; and
4. Assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election or a nomination for office.

RULE 7: NEPOTISM

Nepotism is the exercise of preferential treatment based upon familiar relationship rather than merit.

For the purposes of this rule, family consists of the employee's spouse, children, stepchildren, parents, grandparents, grandchildren, brothers, sisters, father-in-law, mother-in-law, sisters-in-law, and brothers-in-law.

Appointments and promotions to positions in the County service shall be based on merit as determined by a comparison of job-related qualifications. Discrimination based on nepotism for or against applicants or employees is prohibited except as provided by these rules.

Two members of a family shall not be employed at the same time if such employment will result in an employee directly supervising a member of his/her family. If violations occur due to marriage, steps shall be taken as soon as practical to correct the situation through transfer or other means.

MULTNOMAH COUNTY PERSONNEL RULES **REGULATING EEO AND AFFIRMATIVE ACTION**

(continued)

RULE 9: ANNOUNCEMENT AND APPLICATION

9.01 DISTRIBUTION OF ANNOUNCEMENTS

Whenever an examination is to be given for a position or positions in the classified service, the Human Resources Division shall post an official notice inviting the applications of qualified persons. All announcements shall be posted prominently in the Human Resources office and be mailed to each County department for posting in all work locations. Open-competitive announcements shall be distributed in appropriate areas where interested persons may have access to information about job opportunities in the County service.

RULE 10: EXAMINATIONS

10.01 NATURE OF EXAMINATIONS

Examinations shall be competitive and job-related. They shall be constructed to determine the qualifications, competence and ability of the persons tested to perform the duties of the class of positions for which a list is to be established.

No part of any examination shall include any questions designed to reveal the political or religious affiliation or belief, national origin, age, sex, color, race, marital status, sexual orientation or handicap status of any candidate.

Voiding Elements of an Examination

When Human Resources determines that examination exercises or questions are technically inferior, lack validity or produce an adverse impact, such questions or exercises may be deleted from the examination process and scores of affected applicants adjusted appropriately.

Adverse Impact

Human Resources shall evaluate the effect of each test administered for its impact on each race, sex, ethnic group, and self-identified disabled persons. If Human Resources determines that a test has not been validated in accordance with the Uniform Guidelines on Employee Selection Procedures, the test shall not be used for selection unless it is modified or used in a manner which eliminates the adverse impact.

Modification to alleviate adverse impact shall consist of adjusting the scores of the adversely impacted group so that the mean and standard deviation of the scores of that group equal the mean and standard deviation of the scores of the other candidates.

MULTNOMAH COUNTY PERSONNEL RULES **REGULATING EEO AND AFFIRMATIVE ACTION**

(continued)

RULE 10: EXAMINATIONS (continued)

10.07 VETERAN'S PREFERENCE

Each eligible veteran or disabled veteran furnishing the required proof of eligibility who has successfully completed all phases of an examination shall be allowed preference on the list established as a result of the test. Preference means that to the score of a veteran, five (5) points will be added; to the score of a disabled veteran, ten (10) points will be added. All such points will be added to the total combined test score and not to any single part of the examination.

Accommodation of Handicapped Applicants

Human Resources may modify the administration of an examination to accommodate a handicapped applicant who is regarded as having a physical or mental impairment which limits one or more major life activities.

RULE 21: EQUAL EMPLOYMENT OPPORTUNITY

Discrimination in any personnel action on the basis of race, color, sex, age, religion, national origin, political affiliation, marital status, sexual orientation, or physical or mental handicap is prohibited, except when it constitutes a bona fide occupational qualification.

All employment and promotion decisions in County service shall be made in accordance with the principles of equal opportunity by utilizing job-related requirements.

No question in any application, in any request for recommendation or in any test shall not elicit information concerning the religious or political opinions or affiliations of any person, nor shall any inquiry be made concerning these opinions or affiliations.

RULE 23: APPEALS TO THE COUNCIL

23.01 WHO MAY APPEAL

Any regular employee who is reduced in pay, demoted, suspended, or dismissed and who does not have available a grievance procedure for the particular issue in dispute, shall have the right to appeal the action directly to the Council.

Any classified employee who does not have available a grievance procedure for a particular issue in dispute, and any applicant for the classified service shall have the right to appeal personnel actions, including complaints of discrimination, directly to the Council

MULTNOMAH COUNTY PERSONNEL RULES
REGULATING EEO AND AFFIRMATIVE ACTION

(continued)

RULE 23: APPEALS TO THE COUNCIL (continued)

23.02 APPEAL REQUIREMENTS

Appeals to the Council shall:

1. Be in writing;
2. Be signed by the employee or applicant;
3. Be addressed to the Council;
4. Contain an explanation of the action being appealed;
5. Contain a statement of the redress desired;
6. List the names of those whose presence would be requested at a council hearing; and
7. Be delivered to the executive secretary of the Council not later than ten days after the effective date of the action being appealed.

The Council shall process the appeal pursuant to provisions of Multnomah County Code and the Council's rules.

23.02 COUNCIL DECISIONS

If the Council finds that a disciplinary action was discriminatory, was an unlawful employment practice described by applicable state law, or was not for cause, the employee shall be reinstated to the prior position and shall not suffer any loss in pay.

The Council may modify a disciplinary action being appealed if it finds that the action was taken in good-faith for cause, upon a finding of mitigating circumstances, by directing suspension without pay for a specified period with subsequent restoration of status or demotion of classification, grade, or pay.

Any other personnel action appealed to the Council from a decision of the appointing authority shall be affirmed unless a finding is made that it violates Multnomah County Code 3.10.

23.04 APPEAL TO THE BOARD

There shall be no appeal of the Council's decision if unanimous. If the decision is not unanimous it may be appealed to the Board of County Commissioners by any part by filing written notice of appeal with the Clerk of the Board within ten (10) days from the date of the Council's decision.

MULTNOMAH COUNTY PERSONNEL RULES
REGULATING EEO AND AFFIRMATIVE ACTION

(continued)

RULE 24: INTERGOVERNMENTAL COOPERATION

Human Resources may enter into agreements with other governmental jurisdictions to furnish or receive services to facilitate public service, mobility and maximum utilization of staff and to improve personnel administration with respect to such matters as recruiting, examining, pay studies, training, education, personnel interchange and transfer, manpower utilization and fringe benefits.

Human Resources may cooperate with other governmental organizations in sharing test^s, eligibility lists and other personnel activities when it is in the best interests of personnel administration and the public.

APPENDIX F

OREGON CIVIL RIGHTS LAW

OREGON CIVIL RIGHTS LAW

Oregon Civil Rights Law (ORS 659.030) makes it unlawful for a public* or private employer with one or more employees to refuse to hire, or to fire, or to discriminate against an individual in compensation, terms, conditions, or privileges of employment because of that individual's:

- race
- color
- religion
- sex
- national origin
- marital status
- age (where the individual is at least 18 but under 70)**
- expunged juvenile record
- association with anyone of a particular race, color, sex, national origin, marital status, age, or religion
- family relationship (ORS 659.340).

The law also prohibits a public* or private employer with six or more employees from discriminating against an individual because of his or her:

- mental or physical handicap (ORS 659.425)
- application for Workers' Compensation benefits (ORS 659.410)

* Not including agencies of the U.S. government.

** The upper age limit of 70 applies only to hiring and termination. Employees 70 or older may not be discriminated against in compensation, terms, or conditions of employment.

APPENDIX G

OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS (OFCCP) AFFIRMATIVE ACTION GUIDELINES

1d) Uses a single advertisement in which appears in clearly distinguishable type the phrase "an equal opportunity employer."

§ 60-1.42 Notices to be posted.

(a) Unless alternative notices are prescribed by the Director, the notices which prime contractors and subcontractors are required to post by paragraphs (1) and (3) of the equal opportunity clause will contain the following language and will be provided by the contracting or administering agencies:

EQUAL EMPLOYMENT OPPORTUNITY IS THE LAW—(DISCRIMINATION IS PROHIBITED BY THE CIVIL RIGHTS ACT OF 1964 AND BY EXECUTIVE ORDER NO. 11246)

Title VII of the Civil Rights Act of 1964—Administered by:

THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

Prohibits discrimination because of Race, Color, Religion, Sex, or National Origin by Employers with 75 or more employees, by Labor Organizations with a hiring hall of 75 or more members, by Employment Agencies, and by Joint Labor-Management Committees for Apprenticeship or Training. After July 1, 1967, employers and labor organizations with 50 or more employees or members will be covered; after July 1, 1968, those with 25 or more will be covered.

ANY PERSON

Who believes he or she has been discriminated against

SHOULD CONTACT

THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

2401 E Street NW, Washington, D.C. 20506

Executive Order No. 11246—Administered by:

THE OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS

Prohibits discrimination because of Race, Color, Religion, Sex, or National Origin, and requires affirmative action to ensure equality of opportunity in all aspects of employment.

By all Federal Government Contractors and Subcontractors, and by Contractors Performing Work Under a Federal Assisted

Construction Contract, regardless of the number of employees in either case.

ANY PERSON

Who believes he or she has been discriminated against

SHOULD CONTACT

THE OFFICE OF FEDERAL CONTRACT COMPLIANCE PROGRAMS

U.S. Department of Labor Washington, D.C. 20210

(b) The requirements of paragraph (3) of the equal opportunity clause will be satisfied whenever the prime contractor or subcontractor posts copies of the notification prescribed by or pursuant to paragraph (a) of this section in conspicuous places available to employees, applicants for employment, and representatives of each labor union or other organization representing his employees with which he has a collective-bargaining agreement or other contract or understanding.

§ 60-1.43 Access to records and site of employment.

Each prime contractor and subcontractor shall permit access during normal business hours to its premises for the purpose of conducting on-site compliance reviews and inspecting and copying such books, records, accounts, and other material as may be relevant to the matter under investigation and pertinent to compliance with the order, and the rules and regulations promulgated pursuant thereto by the agency, or the Director. Information obtained in this manner shall be used only in connection with the administration of the order, the administration of the Civil Rights Act of 1964 (as amended) and in furtherance of the purposes of the order and that Act. (See 41 CFR Part 60-60, Contractor Evaluation Procedures for Nonconstruction Contractors; 41 CFR Part 60-40, Examination and Copying of OFCCP Documents.)

(See, 201, E.O. 11246, 30 FR 12319, and E.O. 11375, 32 FR 14303)

§ 60-1.44 Rulings and Interpretations.

Rulings under or interpretations of the order or the regulations contained in this part shall be made by the Secretary or his designee.

§ 60-1.45 Existing contracts and subcontracts.

All contracts and subcontracts in effect prior to October 24, 1965, which are not subsequently modified shall be administered in accordance with the nondiscrimination provisions of any prior applicable Executive orders. Any contract or subcontract modified on or after October 24, 1965, shall be subject to Executive Order 11246. Complaints received by and violations coming to the attention of agencies regarding contracts and subcontracts which were subject to Executive Orders 10925 and 11114 shall be processed as if they were complaints regarding violations of this order.

§ 60-1.46 Delegation of authority by the Director.

The Director is authorized to redelegate the authority given to him by the regulations in this part. The authority re delegated by the Director pursuant to the regulations in this part shall be exercised under his general direction and control.

§ 60-1.47 Effective date.

The regulations contained in this part shall become effective July 1, 1968, for all contracts, the solicitations, invitations for bids, or requests for proposals which were sent by the Government or an applicant on or after said effective date, and for all negotiated contracts which have not been executed as of said effective date. Notwithstanding the foregoing, the regulations in this part shall become effective as to all contracts executed on and after the 120th day following said effective date. Subject to any prior approval of the Secretary, any agency may defer the effective date of the regulations in this part, for such period of time as the Secretary finds to be reasonably necessary. Contracts executed prior to the effective date of the regulations in this part shall be governed by the regulations promulgated by the former President's Com-

mittee on Equal Employment Opportunity which appear at 28 FR 9812, September 2, 1963, and at 28 FR 11305, October 23, 1963, the temporary regulations which appear at 30 FR 13441, October 22, 1965, and the orders at 31 FR 6881, May 10, 1966, and 32 FR 7439, May 19, 1967.

PART 60-2—AFFIRMATIVE ACTION PROGRAMS

Subpart A—General

Sec.

- 60-2.1 Title, purpose and scope.
- 60-2.2 Agency action.

Subpart B—Required Contents of Affirmative Action Programs

- 60-2.10 Purpose of affirmative action program.
- 60-2.11 Required utilization analysis.
- 60-2.12 Establishment of goals and timetables.
- 60-2.13 Additional required ingredients of affirmative action programs.
- 60-2.14 Program summary.
- 60-2.15 Compliance status.

Subpart C—Methods of Implementing the Requirements of Subpart B

- 60-2.20 Development or reaffirmation of the equal employment opportunity policy.
- 60-2.21 Dissemination of the policy.
- 60-2.22 Responsibility for implementation.
- 60-2.23 Identification of problem areas by organizational units and job groups.
- 60-2.24 Development and execution of programs.
- 60-2.25 Internal audit and reporting systems.
- 60-2.26 Support of action programs.

Subpart D—Miscellaneous

- 60-2.30 Use of goals.
- 60-2.31 Preemption.
- 60-2.32 Supercedure.

Authority: 5 U.S.C. 553(a)(3)(B); 29 CFR 2.7; sec. 201, E.O. 11246, 30 FR 12319, and E.O. 11375, 32 FR 14303, as amended by E.O. 12088.

Source: 43 FR 49249, Oct. 20, 1978, unless otherwise noted.

Subpart A—General

§ 60-2.1 Title, purpose and scope.

(a) This part shall also be known as "Revised Order No. 4," and shall cover nonconstruction contractors. Section 60-1.40 of this chapter, affirmative action compliance programs, requires that within 120 days from the commencement of a contract each prime contractor or subcontractor with 50 or more employees and (1) a contract of \$50,000 or more; or (2) Government bills of lading which, in any 12-month period, total or can reasonably be expected to total \$50,000 or more; or (3) who serves as a depository of Government funds in any amount; or (4) who is a financial institution which is an issuing and paying agent for U.S. savings bonds and savings notes in any amount, develop a written affirmative action compliance program for each of its establishments. A review of compliance surveys indicates that many contractors do not have affirmative action programs on file at the time an establishment is visited by a compliance investigator. This part details the review procedure and the results of a contractor's failure to develop and maintain an affirmative action program and then sets forth detailed guidelines to be used by contractors and the Government in developing and judging these programs as well as the good faith effort required to transform the programs from paper commitments to equal employment opportunity. Subparts B and C of this part are concerned with affirmative action plans only.

(b) Relief, including back pay where appropriate, for members of an affected class who by virtue of past discrimination continue to suffer the present effects of that discrimination, shall be provided in the conciliation agreement entered into pursuant to § 60-60.6 of this title. An "affected class" problem must be remedied in order for a contractor to be considered in compliance. Section 60-2.2 herein pertaining to an acceptable affirmative action program is also applicable to the failure to remedy discrimination against members of an "affected class."

§ 60-2.2 Agency action.

(a) Any contractor required by § 60-1.40 of this chapter to develop an affirmative action program at each of its establishments who has not complied fully with that section is not in compliance with Executive Order 11246, as amended (30 FR 12319). Until such programs are developed and found to be acceptable in accordance with the standards and guidelines set forth in §§ 60-2.10 through 60-2.32, the contractor is unable to comply with the equal employment opportunity clause. An affirmative action plan shall be deemed to have been accepted by the Government at the time the appropriate OFCCP field, area, regional, or national office has accepted such plan unless within 45 days thereafter the Director has disapproved such plan.

(b) If, in determining such contractor's responsibility for an award of a contract it comes to the contracting officer's attention, through sources within his agency or through the Office of Federal Contract Compliance Programs or other Government agencies, that the contractor has no affirmative action program at each of its establishments, or has substantially deviated from such an approved affirmative action program, or has failed to develop or implement an affirmative action program which complies with the regulations in this chapter, the contracting officer shall declare the contractor/bidder nonresponsible and so notify the contractor and the Director, unless he can otherwise affirmatively determine that the contractor is able to comply with his equal employment obligations. Any contractor/bidder which has been declared nonresponsible in accordance with the provisions of this section may request the Director to determine that the responsibility of the contractor/bidder raises substantial issues of law or fact to the extent that a hearing is required. Such request shall set forth the basis upon which the contractor/bidder seeks such a determination. If the Director, in his/her sole discretion, determines that substantial issues of law or fact exist, an administrative or judicial proceeding may be commenced in accordance with the regulations contained in

§ 60-1.26; or the Director may require the investigation or compliance review be developed further or additional conciliation be conducted; *Provided*, That during any pre-award conferences, every effort shall be made through the processes of conciliation, mediation, and persuasion to develop an acceptable affirmative action program meeting the standards and guidelines set forth in §§ 60-2.10 through 60-2.32 so that, in the performance of his contract, the contractor is able to meet its equal employment obligations in accordance with the equal opportunity clause and applicable rules, regulations, and orders; *Provided further*, That a contractor/bidder may not be declared nonresponsible more than twice due to past non-compliance with the equal opportunity clause at a particular establishment or facility without receiving prior notice and an opportunity for a hearing.

(c)(i) Immediately upon finding that a contractor has no affirmative action program, or has deviated substantially from an approved affirmative action program, or has failed to develop or implement an affirmative action program which complies with the requirements of the regulations in this chapter, that fact shall be recorded in the investigation file. Whenever administrative enforcement is contemplated, the notice to the contractor shall be issued giving him 30 days to show cause why enforcement proceedings under section 209(a) of Executive Order 11246, as amended, should not be instituted. The notice to show cause should contain:

(i) An itemization of the sections of the Executive order and of the regulations with which the contractor has been found in apparent violation, and a summary of the conditions, practices, facts, or circumstances which give rise to each apparent violation;

(ii) The corrective actions necessary to achieve compliance or, as may be appropriate, the concepts and principles of an acceptable remedy and/or the corrective action results anticipated;

(iii) A request for a written response to the findings, including commitments to corrective action or the pres-

entation of opposing facts and evidence; and

(iv) A suggested date for the conciliation conference.

(2) If the contractor fails to show good cause for his failure or fails to remedy that failure by developing and implementing an acceptable affirmative action program within 30 days, the case file shall be processed for enforcement proceedings pursuant to § 60-1.26 of this chapter. If an administrative complaint is filed, the contractor shall have 20 days to request a hearing. If a request for hearing has not been received within 20 days from the filing of the administrative complaint, the matter shall proceed in accordance with Part 60-30 of this chapter.

(3) During the "show cause" period of 30 days, every effort will be made through conciliation, mediation, and persuasion to resolve the deficiencies which led to the determination of non-responsibility. If satisfactory adjustments designed to bring the contractor into compliance are not concluded, the case shall be processed for enforcement proceedings pursuant to § 60-1.26 of this chapter.

(d) During the "show cause" period and formal proceedings, each contracting agency must continue to determine the contractor's responsibility in considering whether or not to award a new or additional contract.

143 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978

Subpart B—Required Contents of Affirmative Action Programs

§ 60-2.10 Purpose of affirmative action programs.

An affirmative action program is a set of specific and result-oriented procedures to which a contractor commits itself to apply every good faith effort. The objective of these procedures plus such efforts is equal employment opportunity. Procedures without effort to make their work are meaningless; and effort, undirected by specific and meaningful procedures, is inadequate. An acceptable affirmative action program must include an analysis of areas within which the contractor is defi-

cient in the utilization of minority groups and women, and further, goals and timetables to which the contractor's good faith efforts must be directed to correct the deficiencies and, thus to achieve prompt and full utilization of minorities and women, at all levels and in all segments of its work force where deficiencies exist.

143 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978)

§ 60-2.11 Required utilization analysis.

Based upon the Government's experience with compliance reviews under the Executive order program and the contractor reporting system, minority groups are most likely to be underutilized in departments and jobs within departments that fall within the following Employer's Information Report (EEO-1) designations: Officials and managers, professionals, technicians, sales workers, office and clerical and craftsmen (skilled). As categorized by the EEO-1 designations, women are likely to be underutilized in departments and jobs within departments as follows: Officials and managers, professionals, technicians, sales workers (except over-the-counter sales in certain retail establishments), craftsmen (skilled and semi-skilled). Therefore, the contractor shall direct special attention to such jobs in its analysis and goal setting for minorities and women. Affirmative action programs must contain the following information:

(a) Workforce analysis which is defined as a listing of each job title as appears in applicable collective bargaining agreements or payroll records (not job group) ranked from the lowest paid to the highest paid within each department or other similar organizational unit including departmental or unit supervision. If there are separate work units or lines of progression within a department a separate list must be provided for each such work unit, or line, including unit supervisors. For lines of progression there must be indicated the order of jobs in the line through which an employee could move to the top of the line. Where there are no formal progression lines or usual promotional sequences, job titles should be listed by department, job families, or disciplines.

In order of wage rates or salary ranges. For each job title, the total number of incumbents, the total number of male and female incumbents, and the total number of male and female incumbents in each of the following groups must be given: Blacks, Spanish-surnamed Americans, American Indians, and Orientals. The wage rate or salary range for each job title must be given. All job titles, including all managerial job titles, must be listed.

(b) An analysis of all major job groups at the facility, with explanation if minorities or women are currently being underutilized in any one or more job groups ("job groups" herein meaning one or a group of jobs having similar content, wage rates and opportunities). "Underutilization" is defined as having fewer minorities or women in a particular job group than would reasonably be expected by their availability. In making the utilization analysis, the contractor shall conduct such analysis separately for minorities and women.

(i) In determining whether minorities are being underutilized in any job group, the contractor will consider at least all of the following factors:

(i) The minority population of the labor area surrounding the facility;

(ii) The size of the minority unemployment force in the labor area surrounding the facility;

(iii) The percentage of the minority work force as compared with the total work force in the immediate labor area;

(iv) The general availability of minorities having requisite skills in the immediate labor area;

(v) The availability of minorities having requisite skills in an area in which the contractor can reasonably recruit;

(vi) The availability of promotable and transferable minorities within the contractor's organization;

(vii) The existence of training institutions capable of training persons in the requisite skills; and

(viii) The degree of training which the contractor is reasonably able to undertake as a means of making all job classes available to minorities.

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(2) In determining whether women are being underutilized in any job group, the contractor will consider at least all of the following factors:

(i) The size of the female unemployment force in the labor area surrounding the facility;

(ii) The percentage of the female workforce as compared with the total workforce in the immediate labor area;

(iii) The general availability of women having requisite skills in the immediate labor area;

(iv) The availability of women having requisite skills in an area in which the contractor can reasonably recruit;

(v) The availability of women seeking employment in the labor or recruitment area of the contractor;

(vi) The availability of promotable and transferable female employees within the contractor's organization;

(vii) The existence of training institutions capable of training persons in the requisite skills; and

(viii) The degree of training which the contractor is reasonably able to undertake as a means of making all job classes available to women.

143 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978)

§ 60-2.12 Establishment of goals and timetables.

(a) The goals and timetables developed by the contractor should be attainable in terms of the contractor's analysis of its deficiencies and its entire affirmative action program. Thus, in establishing the size of its goals and the length of its timetables, the contractor should consider the results which could reasonably be expected from its putting forth every good faith effort to make its overall affirmative action program work. In determining levels of goals, the contractor should consider at least the factors listed in § 60-2.11.

(b) Involve personnel relations staff, department and division heads, and local and unit managers in the goal-setting process.

(c) Goals should be significant, measurable, and attainable.

(d) Goals should be specific for planned results, with timetables for completion.

(e) Goals may not be rigid and inflexible quotas which must be met, but must be targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work.

(f) In establishing timetables to meet goals and commitments, the contractor will consider the anticipated expansion, contraction, and turnover of and in the work force.

(g) Goals, timetables, and affirmative action commitments must be designed to correct any identifiable deficiencies.

(h) Where deficiencies exist and where numbers or percentages are relevant in developing corrective action, the contractor shall establish and set forth specific goals and timetables separately for minorities and women.

(i) Such goals and timetables, with supporting data and the analysis thereof shall be a part of the contractor's written affirmative action program and shall be maintained at each establishment of the contractor.

(j) A contractor or subcontractor extending a publicly announced preference for Indians as authorized in 41 CFR 60-1.5(a)(6) may reflect in its goals and timetables the permissive employment preference for Indians living on or near an Indian reservation.

(k) Where the contractor has not established a goal, its written affirmative action program must specifically analyze each of the factors listed in § 60-2.11 and must detail its reason for a lack of a goal.

(l) In the event it comes to the attention of the Office of Federal Contract Compliance Programs that there is a substantial disparity in the utilization of a particular minority group or men or women of a particular minority group, OFCCP may require separate goals and timetables for such minority group, and may further require, where appropriate, such goals and timetables by sex for such group for such job classifications and organizational units specified by the OFCCP.

(m) Support data for the required analysis and program shall be compiled and maintained as part of the contractor's affirmative action program. This data will include but not be

limited to progression line charts, seniority rosters, applicant flow data, and applicant rejection ratios indicating minority and sex status.

(n) Copies of affirmative action programs and/or copies of support data shall be made available to the Office of Federal Contract Compliance Programs, upon request, for such purposes as may be appropriate to the fulfillment of its responsibilities under Executive Order 11246, as amended.

(43 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978)

§ 60-2.13 Additional required ingredients of affirmative action programs.

Effective affirmative action programs shall contain, but not necessarily be limited to, the following ingredients:

(a) Development or reaffirmation of the contractor's equal employment opportunity policy in all personnel actions.

(b) Formal internal and external dissemination of the contractor's policy.

(c) Establishment of responsibilities for implementation of the contractor's affirmative action program.

(d) Identification of problem areas (deficiencies) by organizational units and job group.

(e) Establishment of goals and objectives by organizational units and job groups, including timetables for completion.

(f) Development and execution of action-oriented programs designed to eliminate problems and further designed to attain established goals and objectives.

(g) Design and implementation of internal audit and reporting systems to measure effectiveness of the total program.

(h) Compliance of personnel policies and practices with the Sex Discrimination Guidelines (41 CFR Part 60-20).

(i) Active support of local and national community action programs and community service programs, designed to improve the employment opportunities of minorities and women.

(j) Consideration of minorities and women not currently in the work force having requisite skills who can be recruited through affirmative action measures.

§ 60-2.14 Program summary.

The affirmative action program shall be summarized and updated annually. The program summary shall be prepared in a format which shall be prescribed by the Director and published in the Federal Register as a notice before becoming effective. Contractors and subcontractors shall submit the program summary to OFCCP each year on the anniversary date of the affirmative action program.

(44 FR 77003, Dec. 28, 1979)

§ 60-2.15 Compliance status.

No contractor's compliance status shall be judged alone by whether or not it reaches its goals and meets its timetables. Rather, each contractor's compliance posture shall be reviewed and determined by reviewing the contents of its program, the extent of its adherence to this program, and its good faith efforts to make its program work toward the realization of the program's goals within the timetables set for completion. There follows an outline of examples of procedures that contractors and Federal agencies should use as a guideline for establishing, implementing, and judging an acceptable affirmative action program.

(43 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978. Redesignated at 44 FR 77003, Dec. 28, 1979)

Subpart C—Methods of Implementing the Requirements of Subpart B

§ 60-2.20 Development or reaffirmation of the equal employment opportunity policy.

(a) The contractor's policy statement should indicate the chief executive officer's attitude on the subject matter, assign overall responsibility and provide for a reporting and monitoring procedure. Specific items to be mentioned should include, but not be limited to:

(1) Recruit, hire, train, and promote persons in all job titles, without regard to race, color, religion, sex, or national origin, except where sex is a bona fide occupational qualification. (The term "bona fide occupational qualification"

has been construed very narrowly under the Civil Rights Act of 1964. Under Executive Order 11246 as amended and this part, this term will be construed in the same manner.)

(2) Base decisions on employment so as to further the principle of equal employment opportunity.

(3) Insure that promotion decisions are in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities.

(4) Insure that all personnel actions such as compensation, benefits, transfers, layoffs, return from layoff, company sponsored training, education, tuition assistance, social and recreation programs, will be administered without regard to race, color, religion, sex, or national origin.

(43 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978)

§ 60-2.21 Dissemination of the policy.

(a) The contractor should disseminate its policy internally as follows:

(1) Include it in contractor's policy manual.

(2) Publicize it in company newspaper, magazine, annual report, and other media.

(3) Conduct special meetings with executive, management, and supervisory personnel to explain intent of policy and individual responsibility for effective implementation, making clear the chief executive officer's attitude.

(4) Schedule special meetings with all other employees to discuss policy and explain individual employee responsibilities.

(5) Discuss the policy thoroughly in both employee orientation and management training programs.

(6) Meet with union officials to inform them of policy, and request their cooperation.

(7) Include nondiscrimination clauses in all union agreements, and review all contractual provisions to insure they are nondiscriminatory.

(8) Publish articles covering EEO programs, progress reports, promotions, etc., of minority and female employees, in company publications.

(9) Post the policy on company bulletin boards.

(10) When employees are featured in product or consumer advertising, employee handbooks or similar publications both minority and nonminority, men and women should be pictured.

(11) Communicate to employees the existence of the contractor's affirmative action program and make available such elements of its program as will enable such employees to know of and avail themselves of its benefits.

(b) The contractor should disseminate its policy externally as follows:

(1) Inform all recruiting sources verbally and in writing of company policy, stipulating that these sources actively recruit and refer minorities and women for all positions listed.

(2) Incorporate the equal opportunity clause in all purchase orders, leases, contracts, etc., covered by Executive Order 11246, as amended, and its implementing regulations.

(3) Notify minority and women's organizations, community agencies, community leaders, secondary schools, and colleges, of company policy, preferably in writing.

(4) Communicate to prospective employees the existence of the contractor's affirmative action program and make available such elements of its program as will enable such prospective employees to know of and avail themselves of its benefits.

(5) When employees are pictured in consumer or help wanted advertising, both minorities and nonminority men and women should be shown.

(6) Send written notification of company policy to all subcontractors, vendors, and suppliers requesting appropriate action on their part.

(43 FR 49249, Oct. 20, 1978; 43 FR 51400, Nov. 3, 1978)

§ 60-2.22 Responsibility for implementation.

(a) An executive of the contractor should be appointed as director or manager of company equal opportunity programs. Depending upon the size and geographical alignment of the company, this may be his or her sole responsibility. He or she should be given the necessary top management support and staffing to execute the assignment. His or her identity should

trained to insure elimination of bias in all personnel actions.

(2) The contractor shall observe the requirements of the OFCCP Uniform Guidelines on Employee Selection Procedures.

(3) Selection techniques other than tests may also be improperly used so as to have the effect of discriminating against minority groups and women. Such techniques include but are not restricted to, unscored interviews, unscored or casual application forms, arrest records, credit checks, considerations of marital status or dependency or minor children. Where there exist data suggesting that such unfair discrimination or exclusion of minorities or women exists, the contractor should analyze his unscored procedures and eliminate them if they are not objectively valid.

(4) Suggested techniques to improve recruitment and increase the flow of minority or female applicants follow:

(1) Certain organizations such as the Urban League, Job Corps, Equal Opportunity Programs, Inc., Concentrated Employment programs, Neighborhood Youth Corps, Secondary Schools, Colleges, and City Colleges with high minority enrollment, the State Employment Service, specialized employment agencies, Aspira, LULAC, SER, the G.I. Forum, the Commonwealth of Puerto Rico are normally prepared to refer minority applicants. Organizations prepared to refer women with specific skills are: National Organization for Women, Welfare Rights organizations, Women's Equity Action League, Talent Bank from Business and Professional Women (including 26 women's organizations), Professional Women's Caucus, Intercollegiate Association of University Women, Negro Women's sororities and service groups such as Delta Sigma Theta, Alpha Kappa Alpha, and Zeta Phi Beta; National Council of Negro Women, American Association of University Women, YWCA, and sectarian groups such as Jewish Women's Groups, Catholic Women's Groups and Protestant Women's Groups, and women's colleges. In addition, community leaders as individuals shall be added to recruiting sources.

(2) Formal briefing sessions should be held, preferably on company premises, with representatives from these recruiting sources. Plant tours, presentations by minority and female employees, clear and concise explanations of current and future job openings, position descriptions, worker specifications, explanations of the company's selection process, and recruiting literature should be an integral part of the briefings. Formal arrangements should be made for referral of applicants, followup with sources, and feedback on disposition of applicants.

(3) Minority and female employees, using procedures similar to subparagraph (2) of this paragraph, should be actively encouraged to refer applicants.

(4) A special effort should be made to include minorities and women on the Personnel Relations staff.

(5) Minority and female employees should be made available for participation in Career Days, Youth Motivation Programs, and related activities in their communities.

(6) Active participation in "Job Pairs" is desirable. Company representative so participating should be given authority to make on-the-spot commitments.

(7) Active recruiting programs should be carried out at secondary schools, junior colleges, and colleges with predominant minority or female enrollments.

(8) Recruiting efforts at all schools should incorporate special efforts to reach minorities and women.

(9) Special employment programs should be undertaken whenever possible. Some possible programs are:

(i) Technical and nontechnical co-op programs with predominately Negro and women's colleges.

(ii) "After school" and/or work-study jobs for minority youths, male and female.

(iii) Summer jobs for underprivileged youth, male and female.

(iv) Summer work-study programs for male and female faculty members of the predominantly minority schools and colleges.

(v) Motivation, training and employment programs for the hardcore unemployed, male and female.

(10) When recruiting brochures pictorially present work situations, the minority and female members of the work force should be included, especially when such brochures are used in school and career programs.

(11) Help wanted advertising should be expanded to include the minority news media and women's interest media on a regular basis.

(f) The contractor should insure that minority and female employees are given equal opportunity for promotion. Suggestions for achieving this result include:

(1) Post or otherwise announce promotional opportunities.

(2) Make an inventory of current minority and female employees to determine academic, skill and experience level of individual employees.

(3) Initiate necessary remedial, job training and workstudy programs.

(4) Develop and implement formal employee evaluation programs.

(5) Make certain "worker specifications" have been validated on job performance related criteria. (Neither minority nor female employees should be required to possess higher qualifications than those of the lowest qualified incumbent.)

(6) When apparently qualified minority or female employees are passed over for upgrading, require supervisory personnel to submit written justifications.

(7) Establish formal career counseling programs to include attitude development, education aid, job rotation, buddy system and similar programs.

(8) Review seniority practices and seniority clauses in union contracts to insure such practices or clauses are nondiscriminatory and do not have a discriminatory effect.

(g) Make certain facilities and company-sponsored social and recreation activities are desegregated. Actively encourage all employees to participate.

(h) Encourage child care, housing and transportation programs appropriately designed to improve the employment opportunities for minorities and women.

(43 FR 49249, Oct. 30, 1978; 43 FR 51401, Nov. 3, 1978)

§ 60-2.25 Internal audit and reporting systems.

(a) The contractor should monitor records of referrals, placements, transfers, promotions and terminations at all levels to insure nondiscriminatory policy is carried out.

(b) The contractor should require formal reports from unit managers on a schedule basis as to degree to which corporate or unit goals are attained and timetables met.

(c) The contractor should review report results with all levels of management.

(d) The contractor should advise top management of program effectiveness and submit recommendations to improve unsatisfactory performance.

§ 60-2.26 Support of action programs.

(a) The contractor should appoint key members of management to serve on merit employment councils, community relations boards and similar organizations.

(b) The contractor should encourage minority and female employees to participate actively in National Alliance of Businessmen programs for youth motivation.

(c) The contractor should support vocational guidance institutes, vestibule training programs and similar activities.

(d) The contractor should assist secondary schools and colleges in programs designed to enable minority and female graduates of these institutions to compete in the open employment market on a more equitable basis.

(e) The contractor should publicize achievements of minority and female employees in local and minority news media.

(f) The contractor should support programs developed by such organizations as National Alliance of Businessmen, the Urban Coalition and other organizations concerned with employment opportunities for minorities or women.

(43 FR 49249, Oct. 30, 1978; 43 FR 51401, Nov. 3, 1978)

Subpart D—Miscellaneous

§ 60-2.30 Use of goals.

The purpose of a contractor's establishment and use of goals is to insure that it meet its affirmative action obligation. It is not intended and should not be used to discriminate against any applicant or employee because of race, color, religion, sex, or national origin.

[43 FR 49249, Oct. 30, 1978; 43 FR 51401, Nov. 3, 1978]

§ 60-2.31 Preemption.

To the extent that any State or local laws, regulations or ordinances, including those which grant special benefits to persons on account of sex, are in conflict with Executive Order 11246, as amended, or with the requirements of this part, we will regard them as preempted under the Executive order.

§ 60-2.32 Supersedure.

All orders, instructions, regulations, and memoranda of the Secretary of Labor, other officials of the Department of Labor and contracting agencies are hereby superseded to the extent that they are inconsistent herewith, including a previous "Order No. 4" from this office dated January 30, 1970. Nothing in this part is intended to amend 41 CFR Part 60-3 or 41 CFR 60-20.

PART 60-3—UNIFORM GUIDELINES ON EMPLOYEE SELECTION PROCEDURES (1978)

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 - (12) Contact person
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- E. Content validity studies
 - (1) User(s), location(s), and date(s) of study
 - (2) Problem and setting
 - (3) Job analysis—Content of the job
 - (4) Selection procedure and its content
 - (5) Relationship between selection procedure and the job
 - (6) Alternative procedures investigated
 - (7) Uses and applications
 - (8) Contact person
 - (9) Accuracy and completeness
- F. Construct validity studies
 - (1) User(s), location(s), and date(s) of study
 - (2) Problem and setting
 - (3) Construct definition
 - (4) Job analysis
 - (5) Job titles and codes
 - (6) Selection procedure
 - (7) Relationship to job performance
 - (8) Alternative procedures investigated
 - (9) Uses and applications
 - (10) Accuracy and completeness
 - (11) Source data
 - (12) Contact person
- G. Evidence of validity from other studies
 - (1) Evidence from criterion-related validity studies
 - (a) Job information
 - (b) Relevance of criteria
 - (c) Other variables
 - (d) Use of the selection procedure
 - (e) Bibliography
 - (2) Evidence from content validity studies
 - (3) Evidence from construct validity studies
- F. Evidence of validity from cooperative studies

G. Selection for higher level jobs
H. Interim use of selection procedures

DEFINITIONS

§ 60-3.16 Definitions

APPENDIX

§ 60-3.17 Policy statement on affirmative action (see section 13B)

§ 60-3.18 Citations

AUTHORITY: Secs. 201, 202, 203, 203(a), 205, 206(a), 301, 303(b), and 411(b) of E.O. 11246; as amended by sec. 715 of Civil Rights Act of 1964, as amended 142 U.S.C. 2000(e)-14).
SOURCE: 43 FR 38295, 38314, August 25, 1978.

GENERAL PRINCIPLES

§ 60-3.1 Statement of purpose.

A. *Need for uniformity—Issuing agencies.* The Federal government's need for a uniform set of principles on the question of the use of tests and other selection procedures has long been recognized. The Equal Employment Opportunity Commission, the Civil Service Commission, the Department of Labor, and the Department of Justice jointly have adopted these uniform guidelines to meet that need, and to apply the same principles to the Federal Government as are applied to other employers.

B. *Purpose of guidelines.* These guidelines incorporate a single set of principles which are designed to assist employers, labor organizations, employment agencies, and licensing and certification boards to comply with requirements of Federal law prohibiting employment practices which discriminate on grounds of race, color, religion, sex, and national origin. They are designed to provide a framework for determining the proper use of tests and other selection procedures. These guidelines do not require a user to conduct validity studies of selection procedures where no adverse impact results. However, all users are encouraged to use selection procedures which are valid, especially users operating under merit principles.

C. *Relation to prior guidelines.* These guidelines are based upon and supersede previously issued guidelines on employee selection procedures. These guidelines have been built upon court decisions, the previously issued

guidelines of the agencies, and the practical experience of the agencies, as well as the standards of the psychological profession. These guidelines are intended to be consistent with existing law.

§ 60-3.2 Scope.

A. *Application of guidelines.* These guidelines will be applied by the Equal Employment Opportunity Commission in the enforcement of Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972 (hereinafter "Title VII"); by the Department of Labor, and the contract compliance agencies until the transfer of authority contemplated by the President's Reorganization Plan No. 1 of 1978, in the administration and enforcement of Executive Order 11246, as amended by Executive Order 11375 (hereinafter "Executive Order 11246"); by the Civil Service Commission and other Federal agencies subject to section 717 of Title VII; by the Civil Service Commission in exercising its responsibilities toward State and local governments under section 208(b)(1) of the Intergovernmental Personnel Act; by the Department of Justice in exercising its responsibilities under Federal law; by the Office of Revenue Sharing of the Department of the Treasury under the State and Local Fiscal Assistance Act of 1972, as amended; and by any other Federal agency which adopts them.

B. *Employment decisions.* These guidelines apply to tests and other selection procedures which are used as a basis for any employment decision. Employment decisions include but are not limited to hiring, promotion, demotion, membership (for example, in a labor organization), referral, retention, and licensing and certification, to the extent that licensing and certification may be covered by Federal equal employment opportunity law. Other selection decisions, such as selection for training or transfer, may also be considered employment decisions if they lead to any of the decisions listed above.

C. *Selection procedures.* These guidelines apply only to selection procedures

which are used as a basis for making employment decisions. For example, the use of recruiting procedures designed to attract members of a particular race, sex, or ethnic group, which were previously denied employment opportunities or which are currently underutilized, may be necessary to bring an employer into compliance with Federal law, and is frequently an essential element of any effective affirmative action program; but recruitment practices are not considered by these guidelines to be selection procedures. Similarly, these guidelines do not pertain to the question of the lawfulness of a seniority system within the meaning of section 703(h), Executive Order 11246 or other provisions of Federal law or regulation, except to the extent that such systems utilize selection procedures to determine qualifications or abilities to perform the job. Nothing in these guidelines is intended or should be interpreted as discouraging the use of a selection procedure for the purpose of determining qualifications or for the purpose of selection on the basis of relative qualifications, if the selection procedure had been validated in accord with these guidelines for each such purpose for which it is to be used.

D. *Limitations.* These guidelines apply only to persons subject to Title VII, Executive Order 11246, or other equal employment opportunity requirements of Federal law. These guidelines do not apply to responsibilities under the Age Discrimination in Employment Act of 1967, as amended, not to discriminate on the basis of age, or under sections 501, 503, and 504 of the Rehabilitation Act of 1973, not to discriminate on the basis of handicap.

E. *Indian preference not affected.* These guidelines do not restrict any obligation imposed or right granted by Federal law to users to extend a preference in employment to Indians living on or near an Indian reservation in connection with employment opportunities on or near an Indian reservation.

§ 60-3.3 Discrimination defined: Relationship between use of selection procedures and discrimination.

A. *Procedure having adverse impact constitutes discrimination unless justified.* The use of any selection procedure which has an adverse impact on the hiring, promotion, or other employment or membership opportunities of members of any race, sex, or ethnic group will be considered to be discriminatory and inconsistent with these guidelines, unless the procedure has been validated in accordance with these guidelines, or the provisions of section 6 of this part are satisfied.

B. *Consideration of suitable alternative selection procedures.* Where two or more selection procedures are available which serve the user's legitimate interest in efficient and trustworthy workmanship, and which are substantially equally valid for a given purpose, the user should use the procedure which has been demonstrated to have the lesser adverse impact. Accordingly, whenever a validity study is called for by these guidelines, the user should include, as a part of the validity study, an investigation of suitable alternative selection procedures and suitable alternative methods of using the selection procedure which have as little adverse impact as possible, to determine the appropriateness of using or validating them in accord with these guidelines. If a user has made a reasonable effort to become aware of such alternative procedures and validity has been demonstrated in accord with these guidelines, the use of the test or other selection procedure may continue until such time as it should reasonably be reviewed for currency. Whenever the user is shown an alternative selection procedure with evidence of less adverse impact and substantial evidence of validity for the same job in similar circumstances, the user should investigate it to determine the appropriateness of using or validating it in accord with these guidelines. This subsection is not intended to preclude the combination of procedures into a significantly more valid procedure, if the use of such a combination has been shown to be in compliance with the guidelines.

§ 60-3.1 Information on impact.

A. *Records concerning impact.* Each user should maintain and have available for inspection records or other information which will disclose the impact which its tests and other selection procedures have upon employment opportunities of persons by identifiable race, sex, or ethnic group as set forth in subparagraph B of this section in order to determine compliance with these guidelines. Where there are large numbers of applicants and procedures are administered frequently, such information may be retained on a sample basis, provided that the sample is appropriate in terms of the applicant population and adequate in size.

B. *Applicable race, sex, and ethnic groups for recordkeeping.* The records called for by this section are to be maintained by sex, and the following races and ethnic groups: Blacks (Negroes), American Indians (including Alaskan Natives), Asians (including Pacific Islanders), Hispanic (including persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish origin or culture regardless of race), whites (Caucasians) other than Hispanic, and totals. The race, sex, and ethnic classifications called for by this section are consistent with the Equal Employment Opportunity Standard Form 100, Employer Information Report EEO-1 series of reports. The user should adopt safeguards to insure that the records required by this paragraph are used for appropriate purposes such as determining adverse impact, or (where required) for developing and monitoring affirmative action programs, and that such records are not used improperly. See sections 4E and 17(4), of this part.

C. *Evaluation of selection rules.* The "bottom line." If the information called for by sections 4A and B of this section shows that the total selection process for a job has an adverse impact, the individual components of the selection process should be evaluated for adverse impact. If this information shows that the total selection process does not have an adverse impact, the Federal enforcement agencies, in the exercise of their administrative and prosecutorial discretion, in

usual circumstances, will not expect a user to evaluate the individual components for adverse impact, or to validate such individual components, and will not take enforcement action based upon adverse impact of any component of that process, including the separate parts of a multipart selection procedure or any separate procedure that is used as an alternative method of selection. However, in the following circumstances the Federal enforcement agencies will expect a user to evaluate the individual components for adverse impact and may, where appropriate, take enforcement action with respect to the individual components: (1) where the selection procedure is a significant factor in the continuation of patterns of assignments of incumbent employees caused by prior discriminatory employment practices, (2) where the weight of court decisions or administrative interpretations hold that a specific procedure (such as height or weight requirements or no-arrest records) is not job related in the same or similar circumstances. In unusual circumstances, other than those listed in paragraphs (1) and (2) of this section, the Federal enforcement agencies may request a user to evaluate the individual components for adverse impact and may, where appropriate, take enforcement action with respect to the individual component.

D. *Adverse impact and the "four-fifths rule."* A selection rate for any race, sex, or ethnic group which is less than four-fifths (80%) (or eighty percent) of the rate for the group with the highest rate will generally be regarded by the Federal enforcement agencies as evidence of adverse impact, while a greater than four-fifths rate will generally not be regarded by Federal enforcement agencies as evidence of adverse impact. Smaller differences in selection rate may nevertheless constitute adverse impact, where they are significant in both statistical and practical terms or where a user's actions have discouraged applicants disproportionately on grounds of race, sex, or ethnic group. Greater differences in selection rate may not constitute adverse impact where the differences are based on small numbers and are not

statistically significant, or where special recruiting or other programs cause the pool of minority or female candidates to be atypical of the normal pool of applicants from that group. Where the user's evidence concerning the impact of a selection procedure indicates adverse impact but is based upon numbers which are too small to be reliable, evidence concerning the impact of the procedure over a longer period of time and/or evidence concerning the impact which the selection procedure had when used in the same manner in similar circumstances elsewhere may be considered in determining adverse impact. Where the user has not maintained data on adverse impact as required by the documentation section of applicable guidelines, the Federal enforcement agencies may draw an inference of adverse impact of the selection process from the failure of the user to maintain such data, if the user has an underutilization of a group in the job category, as compared to the group's representation in the relevant labor market or, in the case of jobs filled from within, the applicable work force.

E. *Consideration of user's equal employment opportunity posture.* In carrying out their obligations, the Federal enforcement agencies will consider the general posture of the user with respect to equal employment opportunity for the job or group of jobs in question. Where a user has adopted an affirmative action program, the Federal enforcement agencies will consider the provisions of that program, including the goals and timetables which the user has adopted and the progress which the user has made in carrying out that program and in meeting the goals and timetables. While such affirmative action programs may in design and execution be race, color, sex, or ethnic conscious, selection procedures under such programs should be based upon the ability or relative ability to do the work.

§ 60-3.5 General standards for validity studies.

A. *Acceptable types of validity studies.* For the purposes of satisfying these guidelines, users may rely upon criterion-related validity studies, con-

tent validity studies or construct validity studies, in accordance with the standards set forth in the technical standards of these guidelines, section 14 of this part. New strategies for showing the validity of selection procedures will be evaluated as they become accepted by the psychological profession.

B. *Criterion-related, content, and construct validity.* Evidence of the validity of a test or other selection procedure by a criterion-related validity study should consist of empirical data demonstrating that the selection procedure is predictive of or significantly correlated with important elements of job performance. See 14B of this part. Evidence of the validity of a test or other selection procedure by a content validity study should consist of data showing that the content of the selection procedure is representative of important aspects of performance on the job for which the candidates are to be evaluated. See 14C of this part. Evidence of the validity of a test or other selection procedure through a construct validity study should consist of data showing that the procedure measures the degree to which candidates have identifiable characteristics which have been determined to be important in successful performance in the job for which the candidates are to be evaluated. See section 14D of this part.

C. *Guidelines are consistent with professional standards.* The provisions of these guidelines relating to validation of selection procedures are intended to be consistent with generally accepted professional standards for evaluating standardized tests and other selection procedures, such as those described in the Standards for Educational and Psychological Tests prepared by a joint committee of the American Psychological Association, the American Educational Research Association, and the National Council on Measurement in Education (American Psychological Association, Washington, D.C., 1974) (hereinafter "A.P.A. Standards") and standard textbooks and journals in the field of personnel selection.

D. *Need for documentation of validity.* For any selection procedure which

is part of a selection process which has an adverse impact and which selection procedure has an adverse impact, each user should maintain and have available such documentation as is described in section 15 of this part.

E. Accuracy and standardization. Validity studies should be carried out under conditions which assure insofar as possible the adequacy and accuracy of the research and the report. Selection procedures should be administered and scored under standardized conditions.

F. Caution against selection on basis of knowledges, skills, or ability learned in brief orientation period. In general, users should avoid making employment decisions on the basis of measures of knowledges, skills, or abilities which are normally learned in a brief orientation period, and which have an adverse impact.

G. Method of use of selection procedures. The evidence of both the validity and utility of a selection procedure should support the method the user chooses for operational use of the procedure, if that method of use has a greater adverse impact than another method of use. Evidence which may be sufficient to support the use of a selection procedure on a pass/fail (screening) basis may be insufficient to support the use of the same procedure on a ranking basis under these guidelines. Thus, if a user decides to use a selection procedure on a ranking basis, and that method of use has a greater adverse impact than use on an appropriate pass/fail basis (see section 5H of this section), the user should have sufficient evidence of validity and utility to support the use on a ranking basis. See sections 3B, 14B (5) and (6), and 14C (8) and (9).

H. Cutoff scores. Where cutoff scores are used, they should normally be set so as to be reasonable and consistent with normal expectations of acceptable proficiency within the work force. Where applicants are ranked on the basis of properly validated selection procedures and those applicants scoring below a higher cutoff score than appropriate in light of such expectations have little or no chance of being selected for employment, the higher cutoff score may be appropriate, but

the degree of adverse impact should be considered.

I. Use of selection procedures for higher level jobs. If job progression structures are so established that employees will probably, within a reasonable period of time and in a majority of cases, progress to a higher level, it may be considered that the applicants are being evaluated for a job or jobs at the higher level. However, where job progression is not so nearly automatic, or the time span is such that higher level jobs or employees' potential may be expected to change in significant ways, it should be considered that applicants are being evaluated for a job at or near the entry level. A "reasonable period of time" will vary for different jobs and employment situations but will seldom be more than 5 years. Use of selection procedures to evaluate applicants for a higher level job would not be appropriate:

(1) If the majority of those remaining employed do not progress to the higher level job;

(2) If there is a reason to doubt that the higher level job will continue to require essentially similar skills during the progression period; or

(3) If the selection procedures measure knowledges, skills, or abilities required for advancement which would be expected to develop principally from the training or experience on the job.

J. Interim use of selection procedures. Users may continue the use of a selection procedure which is not at the moment fully supported by the required evidence of validity, provided: (1) The user has available substantial evidence of validity, and (2) the user has in progress, which technically feasible, a study which is designed to produce the additional evidence required by these guidelines within a reasonable time. If such a study is not technically feasible, see section 6B. If the study does not demonstrate validity, this provision of these guidelines for interim use shall not constitute a defense in any action, nor shall it relieve the user of any obligations arising under Federal law.

K. Review of validity studies for currency. Whenever validity has been shown in accord with these guidelines

for the use of a particular selection procedure for a job or group of jobs, additional studies need not be performed until such time as the validity study is subject to review as provided in section 3B of this part. There are no absolutes in the area of determining the currency of a validity study. All circumstances concerning the study, including the validation strategy used, and changes in the relevant labor market and the job should be considered in the determination of when a validity study is outdated.

§ 60-3.6 Use of selection procedures which have not been validated.

A. Use of alternate selection procedures to eliminate adverse impact. A user may choose to utilize alternative selection procedures in order to eliminate adverse impact or as part of an affirmative action program. See section 13 of this part. Such alternative procedures should eliminate the adverse impact in the total selection process, should be lawful and should be as job related as possible.

B. Where validity studies cannot or need not be performed. There are circumstances in which a user cannot or need not utilize the validation techniques contemplated by these guidelines. In such circumstances, the user should utilize selection procedures which are as job related as possible and which will minimize or eliminate adverse impact, as set forth below.

(1) **Where informal or unscored procedures are used.** When an informal or unscored selection procedure which has an adverse impact is utilized, the user should eliminate the adverse impact, or modify the procedure to one which is a formal, scored or quantified measure or combination of measures and then validate the procedure in accord with these guidelines, or otherwise justify continued use of the procedure in accord with Federal law.

(2) **Where formal and scored procedures are used.** When a formal and scored selection procedure is used which has an adverse impact, the validation techniques contemplated by these guidelines usually should be followed if technically feasible. Where the user cannot or need not follow the

validation techniques anticipated by these guidelines, the user should either modify the procedure to eliminate adverse impact or otherwise justify continued use of the procedure in accord with Federal law.

§ 60-3.7 Use of other validity studies.

A. Validity studies not conducted by the user. Users may, under certain circumstances, support the use of selection procedures by validity studies conducted by other users or conducted by test publishers or distributors and described in test manuals. While publishers of selection procedures have a professional obligation to provide evidence of validity which meets generally accepted professional standards (see section 5C of this part), users are cautioned that they are responsible for compliance with these guidelines. Accordingly, users seeking to obtain selection procedures from publishers and distributors should be careful to determine that, in the event the user becomes subject to the validity requirements of these guidelines, the necessary information to support validity has been determined and will be made available to the user.

B. Use of criterion-related validity evidence from other sources. Criterion-related validity studies conducted by one test user, or described in test manuals and the professional literature, will be considered acceptable for use by another user when the following requirements are met:

(1) **Validity evidence.** Evidence from the available studies meeting the standards of section 14B of this part clearly demonstrates that the selection procedure is valid;

(2) **Job similarity.** The incumbents in the user's job and the incumbents in the job or group of jobs on which the validity study was conducted perform substantially the same major work behaviors, as shown by appropriate job analyses both on the job or group of jobs on which the validity study was performed and on the job for which the selection procedure is to be used; and

(3) **Fairness evidence.** The studies include a study of test fairness for each race, sex, and ethnic group which con-

TECHNICAL STANDARDS

§ 60-3.14 Technical standards for validity studies.

The following minimum standards, as applicable, should be met in conducting a validity study. Nothing in these guidelines is intended to preclude the development and use of other professionally acceptable techniques with respect to validation of selection procedures. Where it is not technically feasible for a user to conduct a validity study, the user has the obligation otherwise to comply with these guidelines. See sections 6 and 7 of this part.

A. *Validity studies should be based on review of information about the job.* Any validity study should be based upon a review of information about the job for which the selection procedure is to be used. The review should include a job analysis except as provided in section 14B(3) of this section with respect to criterion-related validity. Any method of job analysis may be used if it provides the information required for the specific validation strategy used.

B. *Technical standards for criterion-related validity studies—(1) Technical feasibility.* Users choosing to validate a selection procedure by a criterion-related validity strategy should determine whether it is technically feasible (as defined in section 16) to conduct such a study in the particular employment context. The determination of the number of persons necessary to permit the conduct of a meaningful criterion-related study should be made by the user on the basis of all relevant information concerning the selection procedure, the potential sample and the employment situation. Where appropriate, jobs with substantially the same major work behaviors may be grouped together for validity studies, in order to obtain an adequate sample. These guidelines do not require a user to hire or promote persons for the purpose of making it possible to conduct a criterion-related study.

(2) *Analysis of the job.* There should be a review of job information to determine measures of work behavior(s) or performance that are relevant to the job or group of jobs in question.

These measures or criteria are relevant to the extent that they represent critical or important job duties, work behaviors or work outcomes as developed from the review of job information. The possibility of bias should be considered both in selection of the criterion measures and their application. In view of the possibility of bias in subjective evaluations, supervisory rating techniques and instructions to raters should be carefully developed. All criterion measures and the methods for gathering data need to be examined for freedom from factors which would unfairly alter scores of members of any group. The relevance of criteria and their freedom from bias are of particular concern when there are significant differences in measures of job performance for different groups.

(3) *Criterion measures.* Proper safeguards should be taken to insure that scores on selection procedures do not enter into any judgments of employee adequacy that are to be used as criterion measures. Whatever criteria are used should represent important or critical work behavior(s) or work outcomes. Certain criteria may be used without a full job analysis if the user can show the importance of the criteria to the particular employment context. These criteria include but are not limited to production rate, error rate, tardiness, absenteeism, and length of service. A standardized rating of overall work performance may be used where a study of the job shows that it is an appropriate criterion. Where performance in training is used as a criterion, success in training should be properly measured and the relevance of the training should be shown either through a comparison of the content of the training program with the critical or important work behavior(s) of the job(s), or through a demonstration of the relationship between measures of performance in training and measures of job performance. Measures of relative success in training include but are not limited to instructor evaluations, performance samples, or tests. Criterion measures consisting of paper and pencil tests will be closely reviewed for job relevance.

(4) *Representativeness of the sample.* Whether the study is predictive or concurrent, the sample subjects should insofar as feasible be representative of the candidates normally available in the relevant labor market for the job or group of jobs in question, and should insofar as feasible include the races, sexes, and ethnic groups normally available in the relevant job market. In determining the representativeness of the sample in a concurrent validity study, the user should take into account the extent to which the specific knowledges or skills which are the primary focus of the test are those which employees learn on the job.

Where samples are combined or compared, attention should be given to see that such samples are comparable in terms of the actual job they perform, the length of time on the job where time on the job is likely to affect performance, and other relevant factors likely to affect validity differences; or that these factors are included in the design of the study and their effects identified.

(5) *Statistical relationships.* The degree of relationship between selection procedure scores and criterion measures should be examined and computed, using professionally acceptable statistical procedures. Generally, a selection procedure is considered related to the criterion, for the purposes of these guidelines, when the relationship between performance on the procedure and performance on the criterion measure is statistically significant at the 0.05 level of significance, which means that it is sufficiently high as to have a probability of no more than one (1) in twenty (20) to have occurred by chance. Absence of a statistically significant relationship between a selection procedure and job performance should not necessarily discourage other investigations of the validity of that selection procedure.

(6) *Operational use of selection procedures.* Users should evaluate each selection procedure to assure that it is appropriate for operational use, including establishment of cutoff scores or rank ordering. Generally, if other factors remain the same, the greater the magnitude of the relationship

(e.g., correlation coefficient) between performance on a selection procedure and one or more criteria of performance on the job, and the greater the importance, and number of aspects of job performance covered by the criteria, the more likely it is that the procedure will be appropriate for use. Reliance upon a selection procedure which is significantly related to a criterion measure, but which is based upon a study involving a large number of subjects and has a low correlation coefficient will be subject to close review if it has a large adverse impact. Sole reliance upon a single selection instrument which is related to only one of many job duties or aspects of job performance will also be subject to close review. The appropriateness of a selection procedure is best evaluated in each particular situation and there are no minimum correlation coefficients applicable to all employment situations. In determining whether a selection procedure is appropriate for operational use the following considerations should also be taken into account: The degree of adverse impact of the procedure, the availability of other selection procedures of greater or substantially equal validity.

(7) *Overstatement of validity findings.* Users should avoid reliance upon techniques which tend to overestimate validity findings as a result of capitalization on chance unless an appropriate safeguard is taken. Reliance upon a few selection procedures or criteria of successful job performance when many selection procedures or criteria of performance have been studied, or the use of optimal statistical weights for selection procedures computed in one sample, are techniques which tend to inflate validity estimates as a result of chance. Use of a large sample is one safeguard; cross-validation is another.

(8) *Fairness.* This section generally calls for studies of unfairness where technically feasible. The concept of fairness or unfairness of selection procedures is a developing concept. In addition, fairness studies generally require substantial numbers of employees in the job or group of jobs being studied. For these reasons, the Federal enforcement agencies recognize that the obligation to conduct studies of

fairness imposed by the guidelines generally will be upon users or groups of users with a large number of persons in a job class, or test developers; and that small users utilizing their own selection procedures will generally not be obligated to conduct such studies because it will be technically infeasible for them to do so.

(a) *Unfairness defined.* When members of one race, sex, or ethnic group characteristically obtain lower scores on a selection procedure than members of another group, and the differences in scores are not reflected in differences in a measure of job performance, use of the selection procedure may unfairly deny opportunities to members of the group that obtains the lower scores.

(b) *Investigation of fairness.* Where a selection procedure results in an adverse impact on a race, sex, or ethnic group identified in accordance with the classifications set forth in section 4 of this part and that group is a significant factor in the relevant labor market, the user generally should investigate the possible existence of unfairness for that group if it is technically feasible to do so. The greater the severity of the adverse impact on a group, the greater the need to investigate the possible existence of unfairness. Where the weight of evidence from other studies shows that the selection procedure predicts fairly for the group in question and for the same or similar jobs, such evidence may be relied on in connection with the selection procedure at issue.

(c) *General considerations in fairness investigations.* Users conducting a study of fairness should review the A.P.A. Standards regarding investigation of possible bias in testing. An investigation of fairness of a selection procedure depends on both evidence of validity and the manner in which the selection procedure is to be used in a particular employment context. Fairness of a selection procedure cannot necessarily be specified in advance without investigating these factors. Investigation of fairness of a selection procedure in samples where the range of scores on selection procedures or criterion measures is severely restricted for any subgroup sample (as com-

pared to other subgroup samples) may produce misleading evidence of unfairness. That factor should accordingly be taken into account in conducting such studies and before reliance is placed on the results.

(d) *When unfairness is shown.* If unfairness is demonstrated through a showing that members of a particular group perform better or poorer on the job than their scores on the selection procedure would indicate through comparison with how members of other groups perform, the user may either revise or replace the selection instrument in accordance with these guidelines, or may continue to use the selection instrument operationally with appropriate revisions in its use to assure comparability between the probability of successful job performance and the probability of being selected.

(e) *Technical feasibility of fairness studies.* In addition to the general conditions needed for technical feasibility for the conduct of a criterion-related study (see section 16, below) an investigation of fairness requires the following:

(1) An adequate sample of persons in each group available for the study to achieve findings of statistical significance. Guidelines do not require a user to hire or promote persons on the basis of group classifications for the purpose of making it possible to conduct a study of fairness; but the user has the obligation otherwise to comply with these guidelines.

(2) The samples for each group should be comparable in terms of the actual job they perform, length of time on the job where time on the job is likely to affect performance, and other relevant factors likely to affect validity differences; or such factors should be included in the design of the study and their effects identified.

(f) *Continued use of selection procedures when fairness studies not feasible.* If a study of fairness should otherwise be performed, but is not technically feasible, a selection procedure may be used which has otherwise met the validity standards of these guidelines, unless the technical infeasibility resulted from discriminatory employment practices which are demonstrated by facts other than past failure to

conform with requirements for validation of selection procedures. However, when it becomes technically feasible for the user to perform a study of fairness and such a study is otherwise called for, the user should conduct the study of fairness.

C. *Technical standards for content validity studies.*—(1) *Appropriateness of content validity studies.* Users choosing to validate a selection procedure by a content validity strategy should determine whether it is appropriate to conduct such a study in the particular employment context. A selection procedure can be supported by a content validity strategy to the extent that it is a representative sample of the content of the job. Selection procedures which purport to measure knowledges, skills, or abilities may in certain circumstances be justified by content validity, although they may not be representative samples. If the knowledge, skill, or ability measured by the selection procedure can be operationally defined as provided in paragraph 14C(4) of this section, and if that knowledge, skill, or ability is a necessary prerequisite to successful job performance.

A selection procedure based upon inferences about mental processes cannot be supported solely or primarily on the basis of content validity. Thus, a content strategy is not appropriate for demonstrating the validity of selection procedures which purport to measure traits or constructs, such as intelligence, aptitude, personality, commonsense, judgment, leadership, and spatial ability. Content validity is also not an appropriate strategy when the selection procedure involves knowledges, skills, or abilities which an employee will be expected to learn on the job.

(2) *Job analysis for content validity.* There should be a job analysis which includes an analysis of the important work behavior(s) required for successful performance and their relative importance and, if the behavior results in work product(s), an analysis of the work product(s). Any job analysis should focus on the work behavior(s) and the tasks associated with them. If work behavior(s) are not observable, the job analysis should identify and

analyze those aspects of the behavior(s) that can be observed and the observed work products. The work behavior(s) selected for measurement should be critical work behavior(s) and/or important work behavior(s) constituting most of the job.

(3) *Development of selection procedures.* A selection procedure designed to measure the work behavior may be developed specifically from the job and job analysis in question, or may have been previously developed by the user, or by other users or by a test publisher.

(4) *Standards for demonstrating content validity.* To demonstrate the content validity of a selection procedure, a user should show that the behavior(s) demonstrated in the selection procedure are a representative sample of the behavior(s) of the job in question or that the selection procedure provides a representative sample of the work product of the job. In the case of a selection procedure measuring a knowledge, skill, or ability, the knowledge, skill, or ability being measured should be operationally defined. In the case of a selection procedure measuring a knowledge, the knowledge being measured should be operationally defined as that body of learned information which is used in and is a necessary prerequisite for observable aspects of work behavior of the job. In the case of skills or abilities, the skill or ability being measured should be operationally defined in terms of observable aspects of work behavior of the job. For any selection procedure measuring a knowledge, skill, or ability the user should show that (a) the selection procedure measures and is a representative sample of that knowledge, skill, or ability; and (b) that knowledge, skill, or ability is used in and is a necessary prerequisite to performance of critical or important work behavior(s). In addition, to be content valid, a selection procedure measuring a skill or ability should either closely approximate an observable work behavior, or its product should closely approximate an observable work product. If a test purports to sample a work behavior or to provide a sample of a work product, the manner and setting of the selection procedure and

its level and complexity should closely approximate the work situation. The closer the content and the context of the selection procedure are to work samples or work behaviors, the stronger is the basis for showing content validity. As the content of the selection procedure less resembles a work behavior, or the setting and manner of the administration of the selection procedure less resemble the work situation, or the result less resembles a work product, the less likely the selection procedure is to be content valid, and the greater the need for other evidence of validity.

(5) *Reliability.* The reliability of selection procedures justified on the basis of content validity should be a matter of concern to the user. Whenever it is feasible, appropriate statistical estimates should be made of the reliability of the selection procedure.

(6) *Prior training or experience.* A requirement for or evaluation of specific prior training or experience based on content validity, including a specification of level or amount of training or experience, should be justified on the basis of the relationship between the content of the training or experience and the content of the job for which the training or experience is to be required or evaluated. The critical consideration is the resemblance between the specific behaviors, products, knowledges, skills, or abilities in the experience or training and the specific behaviors, products, knowledges, skills, or abilities required on the job, whether or not there is close resemblance between the experience or training as a whole and the job as a whole.

(7) *Content validity of training success.* Where a measure of success in a training program is used as a selection procedure and the content of a training program is justified on the basis of content validity, the use should be justified on the relationship between the content of the training program and the content of the job.

(8) *Operational use.* A selection procedure which is supported on the basis of content validity may be used for a job if it represents a critical work behavior (i.e., a behavior which is necessary for performance of the job) or

work behaviors which constitute most of the important parts of the job.

(9) *Ranking based on content validity studies.* If a user can show, by a job analysis or otherwise, that a higher score on a content valid selection procedure is likely to result in better job performance, the results may be used to rank persons who score above minimum levels. Where a selection procedure supported solely or primarily by content validity is used to rank job candidates, the selection procedure should measure those aspects of performance which differentiate among levels of job performance.

D. *Technical standards for construct validity studies—(1) Appropriateness of construct validity studies.* Construct validity is a more complex strategy than either criterion-related or content validity. Construct validation is a relatively new and developing procedure in the employment field, and there is at present a lack of substantial literature extending the concept to employment practices. The user should be aware that the effort to obtain sufficient empirical support for construct validity is both an extensive and arduous effort involving a series of research studies, which include criterion related validity studies and which may include content validity studies. Users choosing to justify use of a selection procedure by this strategy should therefore take particular care to assure that the validity study meets the standards set forth below.

(2) *Job analysis for construct validity studies.* There should be a job analysis. This job analysis should show the work behavior(s) required for successful performance of the job, or the groups of jobs being studied, the critical or important work behavior(s) in the job or group of jobs being studied, and an identification of the construct(s) believed to underlie successful performance of these critical or important work behaviors in the job or jobs in question. Each construct should be named and defined, so as to distinguish it from other constructs. If a group of jobs is being studied the jobs should have in common one or more critical or important work behaviors at a comparable level of complexity.

(3) *Relationship to the job.* A selection procedure should then be identified or developed which measures the construct identified in accord with subparagraph (2) of this section. The user should show by empirical evidence that the selection procedure is validly related to the construct and that the construct is validly related to the performance of critical or important work behavior(s). The relationship between the construct as measured by the selection procedure and the related work behavior(s) should be supported by empirical evidence from one or more criterion-related studies involving the job or jobs in question which satisfy the provisions of paragraph 14B of this section.

(4) *Use of construct validity study without new criterion-related evidence—(a) Standards for use.* Until such time as professional literature provides more guidance on the use of construct validity in employment situations, the Federal agencies will accept a claim of construct validity without a criterion-related study which satisfies paragraph 14B of this section only when the selection procedure has been used elsewhere in a situation in which a criterion-related study has been conducted and the use of a criterion-related validity study in this context meets the standards for transportability of criterion-related validity studies as set forth above in section 7. However, if a study pertains to a number of jobs having common critical or important work behaviors at a comparable level of complexity, and the evidence satisfies subparagraphs 14B (2) and (3) of this section for those jobs with criterion-related validity evidence for those jobs, the selection procedure may be used for all the jobs to which the study pertains. If construct validity is to be generalized to other jobs or groups of jobs not in the group studied, the Federal enforcement agencies will expect at a minimum additional empirical research evidence meeting the standards of subparagraphs section 14B (2) and (3) of this section for the additional jobs or groups of jobs.

(b) *Determination of common work behaviors.* In determining whether two or more jobs have one or more

work behavior(s) in common, the user should compare the observed work behavior(s) in each of the jobs and should compare the observed work product(s) in each of the jobs. If neither the observed work behavior(s) in each of the jobs nor the observed work product(s) in each of the jobs are the same, the Federal enforcement agencies will presume that the work behavior(s) in each job are different. If the work behaviors are not observable, then evidence of similarity of work products and any other relevant research evidence will be considered in determining whether the work behavior(s) in the two jobs are the same.

DOCUMENTATION OF IMPACT AND VALIDITY EVIDENCE

§ 60-3.15 Documentation of impact and validity evidence.

A. *Required information.* Users of selection procedures other than those users complying with section 15A(1) of this section should maintain and have available for each job information on adverse impact of the selection process for that job and, where it is determined a selection process has an adverse impact, evidence of validity as set forth below.

(1) *Simplified recordkeeping for users with less than 100 employees.* In order to minimize recordkeeping burdens on employers who employ one hundred (100) or fewer employees, and other users not required to file EEO-1, et seq., reports, such users may satisfy the requirements of this section 15 if they maintain and have available records showing, for each year:

(a) The number of persons hired, promoted, and terminated for each job, by sex, and where appropriate by race and national origin;

(b) The number of applicants for hire and promotion by sex and where appropriate by race and national origin; and

(c) The selection procedures utilized (either standardized or not standardized).

These records should be maintained for each race or national origin group (see section 4 of this part) constituting

more than two percent (2%) of the labor force in the relevant labor area. However, it is not necessary to maintain records by race and/or national origin (see section 4 of this part) if one race or national origin group in the relevant labor area constitutes more than ninety-eight percent (98%) of the labor force in the area. If the user has reason to believe that a selection procedure has an adverse impact, the user should maintain any available evidence of validity for that procedure (see sections 7A and B).

(2) *Information on impact*—(a) *Collection of information on impact.* Users of selection procedures other than those complying with section 15A(1) of this part should maintain and have available for each job records or other information showing whether the total selection process for that job has an adverse impact on any of the groups for which records are called for by section 4B of this part. Adverse impact determinations should be made at least annually for each such group which constitutes at least 2 percent of the labor force in the relevant labor area or 2 percent of the applicable workforce. Where a total selection process for a job has an adverse impact, the user should maintain and have available records or other information showing which components have an adverse impact. Where the total selection process for a job does not have an adverse impact, information need not be maintained for individual components except in circumstances set forth in subsection 15A(2)(b) of this section. If the determination of adverse impact is made using a procedure other than the "four-fifths rule," as defined in the first sentence of section 4D of this part, a justification, consistent with section 4D of this part, for the procedure used to determine adverse impact should be available.

(b) *When adverse impact has been eliminated in the total selection process.* Whenever the total selection process for a particular job has had an adverse impact, as defined in section 4 of this part, in any year, but no longer has an adverse impact, the user should maintain and have available the information on individual components of

the selection process required in the preceding paragraph for the period in which there was adverse impact. In addition, the user should continue to collect such information for at least two (2) years after the adverse impact has been eliminated.

(c) *When data insufficient to determine impact.* Where there has been an insufficient number of selections to determine whether there is an adverse impact of the total selection process for a particular job, the user should continue to collect, maintain and have available the information on individual components of the selection process required in paragraph 15A(2)(a) of this part until the information is sufficient to determine that the overall selection process does not have an adverse impact as defined in section 4 of this part, or until the job has changed substantially.

(3) *Documentation of validity evidence*—(a) *Types of evidence.* Where a total selection process has an adverse impact (see section 4 of this part) the user should maintain and have available for each component of that process which has an adverse impact, one or more of the following types of documentation evidence:

(i) Documentation evidence showing criterion-related validity of the selection procedure (see section 15B, of this section).

(ii) Documentation evidence showing content validity of the selection procedure (see section 15C, of this section).

(iii) Documentation evidence showing construct validity of the selection procedure (see section 15D, of this section).

(iv) Documentation evidence from other studies showing validity of the selection procedure in the user's facility (see section 15E, of this section).

(v) Documentation evidence showing why a validity study cannot or need not be performed and why continued use of the procedure is consistent with Federal law.

(b) *Form of report.* This evidence should be compiled in a reasonably complete and organized manner to permit direct evaluation of the validity of the selection procedure. Previously written employer or consultant reports of validity, or reports describing

validity studies completed before the issuance of these guidelines are acceptable if they are complete in regard to the documentation requirements contained in this section, or if they satisfied requirements of guidelines which were in effect when the validity study was completed. If they are not complete, the required additional documentation should be appended. If necessary information is not available the report of the validity study may still be used as documentation, but its adequacy will be evaluated in terms of compliance with the requirements of these guidelines.

(c) *Completeness.* In the event that evidence of validity is reviewed by an enforcement agency, the validation reports completed after the effective date of these guidelines are expected to contain the information set forth below. Evidence denoted by use of the word "(Essential)" is considered critical. If information denoted essential is not included, the report will be considered incomplete unless the user affirmatively demonstrates either its unavailability due to circumstances beyond the user's control or special circumstances of the user's study which make the information irrelevant. Evidence not so denoted is desirable but its absence will not be a basis for considering a report incomplete. The user should maintain and have available the information called for under the heading "Source Data" in sections 15B(11) and 15D(11). While it is a necessary part of the study, it need not be submitted with the report. All statistical results should be organized and presented in tabular or graphic form to the extent feasible.

B. *Criterion-related validity studies.* Reports of criterion-related validity for a selection procedure should include the following information:

(1) *User(s), location(s), and date(s) of study.* Dates and location(s) of the job analysis or review of job information, the date(s) and location(s) of the administration of the selection procedures and collection of criterion data, and the time between collection of data on selection procedures and criterion measures should be provided (Essential). If the study was conducted at several locations, the address of each

location, including city and State, should be shown.

(2) *Problem and setting.* An explicit definition of the purpose(s) of the study and the circumstances in which the study was conducted should be provided. A description of existing selection procedures and cutoff scores, if any, should be provided.

(3) *Job analysis or review of job information.* A description of the procedure used to analyze the job or group of jobs, or to review the job information should be provided (Essential). Where a review of job information results in criteria which may be used without a full job analysis (see section 14B(3)), the basis for the selection of these criteria should be reported (Essential). Where a job analysis is required a complete description of the work behavior(s) or work outcome(s), and measures of their criticality or importance should be provided (Essential). The report should describe the basis on which the behavior(s) or outcome(s) were determined to be critical or important, such as the proportion of time spent on the respective behaviors, their level of difficulty, their frequency of performance, the consequences of error, or other appropriate factors (Essential). Where two or more jobs are grouped for a validity study, the information called for in this subsection should be provided for each of the jobs, and the justification for the grouping (see section 14B(1)) should be provided (essential).

(4) *Job titles and codes.* It is desirable to provide the user's job title(s) for the job(s) in question and the corresponding job title(s) and code(s) from U.S. Employment Service's Dictionary of Occupational Titles.

(5) *Criterion measures.* The bases for the selection of the criterion measures should be provided, together with references to the evidence considered in making the selection of criterion measures (essential). A full description of all criteria on which data were collected and means by which they were observed, recorded, evaluated, and quantified, should be provided (essential). If rating techniques are used as criterion measures, the appraisal form(s) and instructions to the rater(s) should be included as part of

the validation evidence, or should be explicitly described and available (essential). All steps taken to insure that criterion measures are free from factors which would unfairly alter the scores of members of any group should be described (essential).

(6) *Sample description.* A description of how the research sample was identified and selected should be included (essential). The race, sex, and ethnic composition of the sample, including those groups set forth in section 4A of this part, should be described (essential). This description should include the size of each subgroup (essential). A description of how the research sample compares with the relevant labor market or work force, the method by which the relevant labor market or work force was defined, and a discussion of the likely effects on validity of differences between the sample and the relevant labor market or work force, are also desirable. Descriptions of educational levels, length of service, and age are also desirable.

(7) *Description of selection procedures.* Any measure, combination of measures, or procedure studied should be completely and explicitly described or attached (essential). If commercially available selection procedures are studied, they should be described by title, form, and publisher (essential). Reports of reliability estimates and how they were established are desirable.

(8) *Techniques and results.* Methods used in analyzing data should be described (essential). Measures of central tendency (e.g., means) and measures of dispersion (e.g., standard deviations and ranges) for all selection procedures and all criteria should be reported for each race, sex, and ethnic group which constitutes a significant factor in the relevant labor market (essential). The magnitude and direction of all relationships between selection procedures and criterion measures investigated should be reported for each relevant race, sex, and ethnic group and for the total group (essential). Where groups are too small to obtain reliable evidence of the magnitude of the relationship, need not be reported separately. Statements regarding the statistical significance of results

should be made (essential). Any statistical adjustments, such as for less than perfect reliability or for restriction of score range in the selection procedure or criterion should be described and explained; and uncorrected correlation coefficients should also be shown (essential). Where the statistical technique categorizes continuous data, such as biserial correlation and the phi coefficient, the categories and the bases on which they were determined should be described and explained (essential). Studies of test fairness should be included where called for by the requirements of section 14B(8) (essential). These studies should include the rationale by which a selection procedure was determined to be fair to the group(s) in question. Where test fairness or unfairness has been demonstrated on the basis of other studies, a bibliography of the relevant studies should be included (essential). If the bibliography includes unpublished studies, copies of these studies, or adequate abstracts or summaries, should be attached (essential). Where revisions have been made in a selection procedure to assure compatibility between successful job performance and the probability of being selected, the studies underlying such revisions should be included (essential). All statistical results should be organized and presented by relevant race, sex, and ethnic group (essential).

(9) *Alternative procedures investigated.* The selection procedures investigated and available evidence of their impact should be identified (essential). The scope, method, and findings of the investigation, and the conclusions reached in light of the findings, should be fully described (essential).

(10) *Uses and applications.* The methods considered for use of the selection procedure (e.g., as a screening device with a cutoff score, for grouping or ranking, or combined with other procedures in a battery) and available evidence of their impact should be described (essential). This description should include the rationale for choosing the method for operational use, and the evidence of the validity and utility of the procedure as it is to be used (essential). The purpose for which the procedure is to be used (e.g.,

hiring, transfer, promotion) should be described (essential). If weights are assigned to different parts of the selection procedure, these weights and the validity of the weighted composite should be reported (essential). If the selection procedure is used with a cutoff score, the user should describe the way in which normal expectations of proficiency within the work force were determined and the way in which the cutoff score was determined (essential).

(11) *Source data.* Each user should maintain records showing all pertinent information about individual sample members and raters where they are used, in studies involving the validation of selection procedures. These records should be made available upon request of a compliance agency. In the case of individual sample members these data should include scores on the selection procedure(s), scores on criterion measures, age, sex, race, or ethnic group status, and experience on the specific job on which the validation study was conducted, and may also include such things as education, training, and prior job experience, but should not include names and social security numbers. Records should be maintained which show the ratings given to each sample member by each rater.

(12) *Contact person.* The name, mailing address, and telephone number of the person who may be contacted for further information about the validity study should be provided (essential).

(13) *Accuracy and completeness.* The report should describe the steps taken to assure the accuracy and completeness of the collection, analysis, and report of data and results.

C. *Content validity studies.* Reports of content validity for a selection procedure should include the following information:

(1) *User(s), location(s) and date(s) of study.* Dates and location(s) of the job analysis should be shown (essential).

(2) *Problem and setting.* An explicit definition of the purpose(s) of the study and the circumstances in which the study was conducted should be provided. A description of existing selection procedures and cutoff scores, if any, should be provided.

(3) *Job analysis—Content of the job.* A description of the method used to analyze the job should be provided (essential). The work behavior(s), the associated tasks, and, if the behavior results in a work product, the work products should be completely described (essential). Measures of criticality and/or importance of the work behavior(s) and the method of determining these measures should be provided (essential). Where the job analysis also identified the knowledge, skills, and abilities used in work behavior(s), an operational definition for each knowledge in terms of a body of learned information and for each skill and ability in terms of observable behaviors and outcomes, and the relationship between each knowledge, skill, or ability and each work behavior, as well as the method used to determine this relationship, should be provided (essential). The work situation should be described, including the setting in which work behavior(s) are performed, and where appropriate, the manner in which knowledge, skills, or abilities are used, and the complexity and difficulty of the knowledge, skill, or ability as used in the work behavior(s).

(4) *Selection procedure and its content.* Selection procedures, including those constructed by or for the user, specific training requirements, composites of selection procedures, and any other procedure supported by content validity, should be completely and explicitly described or attached (essential). If commercially available selection procedures are used, they should be described by title, form, and publisher (essential). The behaviors measured or sampled by the selection procedure should be explicitly described (essential). Where the selection procedure purports to measure a knowledge, skill, or ability, evidence that the selection procedure measures and is a representative sample of the knowledge, skill, or ability should be provided (essential).

(5) *Relationship between the selection procedure and the job.* The evidence demonstrating that the selection procedure is a representative work sample, a representative sample of the work behavior(s), or a repre-

representative sample of a knowledge, skill, or ability as used as a part of a work behavior and necessary for that behavior should be provided (essential). The user should identify the work behavior(s) which each item or part of the selection procedure is intended to sample or measure (essential). Where the selection procedure purports to sample a work behavior or to provide a sample of a work product, a comparison should be provided of the manner, setting, and the level of complexity of the selection procedure with those of the work situation (essential). If any steps were taken to reduce adverse impact on a race, sex, or ethnic group in the content of the procedure or in its administration, these steps should be described. Establishment of time limits, if any, and how these limits are related to the speed with which duties must be performed on the job, should be explained. Measures of central tendency (e.g., means) and measures of dispersion (e.g., standard deviations) and estimates of reliability should be reported for all selection procedures if available. Such reports should be made for relevant race, sex, and ethnic subgroups, at least on a statistically reliable sample basis.

(6) *Alternative procedures investigated.* The alternative selection procedures investigated and available evidence of their impact should be identified (essential). The scope, method, and findings of the investigation, and the conclusions reached in light of the findings, should be fully described (essential).

(7) *Uses and applications.* The methods considered for use of the selection procedure (e.g., as a screening device with a cutoff score, for grouping or ranking, or combined with other procedures in a battery) and available evidence of their impact should be described (essential). This description should include the rationale for choosing the method for operational use, and the evidence of the validity and utility of the procedure as it is to be used (essential). The purpose for which the procedure is to be used (e.g., hiring, transfer, promotion) should be described (essential). If the selection procedure is used with a cutoff score, the user should describe the way in

which normal expectations of proficiency within the work force were determined and the way in which the cutoff score was determined (essential). In addition, if the selection procedure is to be used for ranking, the user should specify the evidence showing that a higher score on the selection procedure is likely to result in better job performance.

(8) *Contact person.* The name, mailing address, and telephone number of the person who may be contacted for further information about the validity study should be provided (essential).

(9) *Accuracy and completeness.* The report should describe the steps taken to assure the accuracy and completeness of the collection, analysis, and report of data and results.

D. *Construct validity studies.* Reports of construct validity for a selection procedure should include the following information:

(1) *User(s), location(s), and date(s) of study.* Date(s) and location(s) of the job analysis and the gathering of other evidence called for by these guidelines should be provided (essential).

(2) *Problem and setting.* An explicit definition of the purpose(s) of the study and the circumstances in which the study was conducted should be provided. A description of existing selection procedures and cutoff scores, if any, should be provided.

(3) *Construct definition.* A clear definition of the construct(s) which are believed to underlie successful performance of the critical or important work behavior(s) should be provided (essential). This definition should include the levels of construct performance relevant to the job(s) for which the selection procedure is to be used (essential). There should be a summary of the position of the construct in the psychological literature, or in the absence of such a position, a description of the way in which the definition and measurement of the construct was developed and the psychological theory underlying it (essential). Any quantitative data which identify or define the job constructs, such as factor analyses, should be provided (essential).

(4) *Job analysis.* A description of the method used to analyze the job should be provided (essential). A complete description of the work behavior(s) and, to the extent appropriate, work outcomes and measures of their criticality and/or importance should be provided (essential). The report should also describe the basis on which the behavior(s) or outcomes were determined to be important, such as their level of difficulty, their frequency of performance, the consequences of error or other appropriate factors (essential). Where jobs are grouped or compared for the purposes of generalizing validity evidence, the work behavior(s) and work product(s) for each of the jobs should be described, and conclusions concerning the similarity of the jobs in terms of observable work behaviors or work products should be made (essential).

(5) *Job titles and codes.* It is desirable to provide the selection procedure user's job title(s) for the job(s) in question and the corresponding job title(s) and code(s) from the United States Employment Service's dictionary of occupational titles.

(6) *Selection procedure.* The selection procedure used as a measure of the construct should be completely and explicitly described or attached (essential). If commercially available selection procedures are used, they should be identified by title, form and publisher (essential). The research evidence of the relationship between the selection procedure and the construct, such as factor structure, should be included (essential). Measures of central tendency, variability and reliability of the selection procedure should be provided (essential). Whenever feasible, these measures should be provided separately for each relevant race, sex and ethnic group.

(7) *Relationship to job performance.* The criterion-related study(ies) and other empirical evidence of the relationship between the construct measured by the selection procedure and the related work behavior(s) for the job or jobs in question should be provided (essential). Documentation of the criterion-related study(ies) should satisfy the provisions of paragraph 15B of this section or paragraph

15E(1) of this section, except for studies conducted prior to the effective date of these guidelines (essential). Where a study pertains to a group of jobs, and, on the basis of the study, validity is asserted for a job in the group, the observed work behaviors and the observed work products for each of the jobs should be described (essential). Any other evidence used in determining whether the work behavior(s) in each of the jobs is the same should be fully described (essential).

(8) *Alternative procedures investigated.* The alternative selection procedures investigated and available evidence of their impact should be identified (essential). The scope, method, and findings of the investigation, and the conclusions reached in light of the findings should be fully described (essential).

(9) *Uses and applications.* The methods considered for use of the selection procedure (e.g., as a screening device with a cutoff score, for grouping or ranking, or combined with other procedures in a battery) and available evidence of their impact should be described (essential). This description should include the rationale for choosing the method for operational use, and the evidence of the validity and utility of the procedure as it is to be used (essential). The purpose for which the procedure is to be used (e.g., hiring, transfer, promotion) should be described (essential). If weights are assigned to different parts of the selection procedure, these weights and the validity of the weighted composite should be reported (essential). If the selection procedure is used with a cutoff score, the user should describe the way in which normal expectations of proficiency within the work force were determined and the way in which the cutoff score was determined (essential).

(10) *Accuracy and completeness.* The report should describe the steps taken to assure the accuracy and completeness of the collection, analysis, and report of data and results.

(11) *Source data.* Each user should maintain records showing all pertinent information relating to its study of construct validity.

(12) *Contact person.* The name, mailing address, and telephone number of the individual who may be contacted for further information about the validity study should be provided (essential).

E. Evidence of validity from other studies. When validity of a selection procedure is supported by studies not done by the user, the evidence from the original study or studies should be compiled in a manner similar to that required in the appropriate paragraph of this section 15 above. In addition, the following evidence should be supplied:

(1) *Evidence from criterion-related validity studies—*a. *Job information.* A description of the important job behavior(s) of the user's job and the basis on which the behaviors were determined to be important should be provided (essential). A full description of the basis for determining that these important work behaviors are the same as those of the job in the original study (or studies) should be provided (essential).

b. *Relevance of criteria.* A full description of the basis on which the criteria used in the original studies are determined to be relevant for the user should be provided (essential).

c. *Other variables.* The similarity of important applicant pool or sample characteristics reported in the original studies to those of the user should be described (essential). A description of the comparison between the race, sex and ethnic composition of the user's relevant labor market and the sample in the original validity studies should be provided (essential).

d. *Use of the selection procedure.* A full description should be provided showing that the use to be made of the selection procedure is consistent with the findings of the original validity studies (essential).

e. *Bibliography.* A bibliography of reports of validity of the selection procedure for the job or jobs in question should be provided (essential). Where any of the studies included an investigation of test fairness, the results of this investigation should be provided (essential). Copies of reports published in journals that are not commonly available should be described in detail

or attached (essential). Where a user is relying upon unpublished studies, a reasonable effort should be made to obtain these studies. If these unpublished studies are the sole source of validity evidence they should be described in detail or attached (essential). If these studies are not available, the name and address of the source, an adequate abstract or summary of the validity study and data, and a contact person in the source organization should be provided (essential).

(2) *Evidence from content validity studies.* See sections 14C(3) and section 15C of this section.

(3) *Evidence from construct validity studies.* See sections 14D(2) and 15D of this section.

P. Evidence of validity from cooperative studies. Where a selection procedure has been validated through a cooperative study, evidence that the study satisfies the requirements of sections 7, 8 and 15E should be provided (essential).

G. Selection for higher level job. If a selection procedure is used to evaluate candidates for jobs at a higher level than those for which they will initially be employed, the validity evidence should satisfy the documentation provisions of this section 15 for the higher level job or jobs, and in addition, the user should provide: (1) a description of the job progression structure, formal or informal; (2) the data showing how many employees progress to the higher level job and the length of time needed to make this progression; and (3) an identification of any anticipated changes in the higher level job. In addition, if the test measures a knowledge, skill or ability, the user should provide evidence that the knowledge, skill or ability is required for the higher level job and the basis for the conclusion that the knowledge, skill or ability is not expected to develop from the training or experience on the job.

H. Interim use of selection procedures. If a selection procedure is being used on an interim basis because the procedure is not fully supported by the required evidence of validity, the user should maintain and have available (1) substantial evidence of validity for the procedure, and (2) a report

showing the date on which the study to gather the additional evidence commenced, the estimated completion date of the study, and a description of the data to be collected (essential).

DEFINITIONS

§ 60-3.16 Definitions.

The following definitions shall apply throughout these guidelines:

A. Ability. A present competence to perform an observable behavior or a behavior which results in an observable product.

B. Adverse impact. A substantially different rate of selection in hiring, promotion, or other employment decision which works to the disadvantage of members of a race, sex, or ethnic group. See section 4 of these guidelines.

C. Compliance with these guidelines. Use of a selection procedure is in compliance with these guidelines if such use has been validated in accord with these guidelines (as defined below), or if such use does not result in adverse impact on any race, sex, or ethnic group (see section 4, of this part), or, in unusual circumstances, if use of the procedure is otherwise justified in accord with Federal law. See section 6D, of this part.

D. Content validity. Demonstrated by data showing that the content of a selection procedure is representative of important aspects of performance on the job. See section 5I and section 14C.

E. Construct validity. Demonstrated by data showing that the selection procedure measures the degree to which candidates have identifiable characteristics which have been determined to be important for successful job performance. See section 5B and section 14D.

F. Criterion-related validity. Demonstrated by empirical data showing that the selection procedure is predictive of or significantly correlated with important elements of work behavior. See sections 5B and 14B.

G. Employer. Any employer subject to the provisions of the Civil Rights Act of 1964, as amended, including State or local governments and any Federal agency subject to the provi-

sions of section 717 of the Civil Rights Act of 1964, as amended, and any Federal contractor or subcontractor or federally assisted construction contractor or subcontractor covered by Executive Order 11246, as amended.

H. Employment agency. Any employment agency subject to the provisions of the Civil Rights Act of 1964, as amended.

I. Enforcement action. For the purposes of section 4 a proceeding by a Federal enforcement agency such as a lawsuit or an administrative proceeding leading to debarment from or withholding, suspension, or termination of Federal Government contracts or the suspension or withholding of Federal Government funds; but not a finding of reasonable cause or a conciliation process or the issuance of right to sue letters under title VII or under Executive Order 11246 where such finding, conciliation, or issuance of notice of right to sue is based upon an individual complaint.

J. Enforcement agency. Any agency of the executive branch of the Federal Government which adopts these guidelines for purposes of the enforcement of the equal employment opportunity laws or which has responsibility for securing compliance with them.

K. Job analysis. A detailed statement of work behaviors and other information relevant to the job.

L. Job description. A general statement of job duties and responsibilities.

M. Knowledge. A body of information applied directly to the performance of a function.

N. Labor organization. Any labor organization subject to the provisions of the Civil Rights Act of 1964, as amended, and any committee subject thereto controlling apprenticeship or other training.

O. Observable. Able to be seen, heard, or otherwise perceived by a person other than the person performing the action.

P. Race, sex, or ethnic group. Any group of persons identifiable on the grounds of race, color, religion, sex, or national origin.

Q. Selection procedure. Any measure, combination of measures, or procedure used as a basis for any employment decision. Selection procedures in-

clude the full range of assessment techniques from traditional paper and pencil tests, performance tests, training programs, or probationary periods and physical, educational, and work experience requirements through informal or casual interviews and uncoded application forms.

R. Selection rate. The proportion of applicants or candidates who are hired, promoted, or otherwise selected.

S. Should. The term "should" as used in these guidelines is intended to connote action which is necessary to achieve compliance with the guidelines, while recognizing that there are circumstances where alternative courses of action are open to users.

T. Skill. A present, observable competence to perform a learned psychomotor act.

U. Technical feasibility. The existence of conditions permitting the conduct of meaningful criterion-related validity studies. These conditions include: (1) An adequate sample of persons available for the study to achieve findings of statistical significance; (2) having or being able to obtain a sufficient range of scores on the selection procedure and job performance measures to produce validity results which can be expected to be representative of the results if the ranges normally expected were utilized; and (3) having or being able to devise unbiased, reliable and relevant measures of job performance or other criteria of employee adequacy. See section 14B(2). With respect to investigation of possible unfairness, the same considerations are applicable to each group for which the study is made. See section 14B(8).

V. Unfairness of selection procedure. A condition in which members of one race, sex, or ethnic group characteristically obtain lower scores on a selection procedure than members of another group, and the differences are not reflected in differences in measures of job performance. See section 14B(7).

W. User. Any employer, labor organization, employment agency, or licensing or certification board, to the extent it may be covered by Federal equal employment opportunity law, which uses a selection procedure as a basis for any employment decision.

Whenever an employer, labor organization, or employment agency is required by law to restrict recruitment for any occupation to those applicants who have met licensing or certification requirements, the licensing or certifying authority to the extent it may be covered by Federal equal employment opportunity law will be considered the user with respect to those licensing or certification requirements. Whenever a State employment agency or service does no more than administer or monitor a procedure as permitted by Department of Labor regulations, and does so without making referrals or taking any other action on the basis of the results, the State employment agency will not be deemed to be a user.

X. Validated in accord with these guidelines or properly validated. A demonstration that one or more validity study or studies meeting the standards of these guidelines has been conducted, including investigation and, where appropriate, use of suitable alternative selection procedures as contemplated by section 3B, and has produced evidence of validity sufficient to warrant use of the procedure for the intended purpose under the standards of these guidelines.

Y. Work behavior. An activity performed to achieve the objectives of the job. Work behaviors involve observable (physical) components and unobservable (mental) components. A work behavior consists of the performance of one or more tasks. Knowledge, skills, and abilities are not behaviors, although they may be applied in work behaviors.

APPENDIX

§ 60-3.17 Policy statement on affirmative action (see section 13B).

The Equal Employment Opportunity Coordinating Council was established by act of Congress in 1972, and charged with responsibility for developing and implementing agreements and policies designed, among other things, to eliminate conflict and inconsistency among the agencies of the Federal Government responsible for administering Federal law prohibiting discrimination on grounds of race, color, sex, religion, and national

origin. This statement is issued as an initial response to the requests of a number of State and local officials for clarification of the Government's policies concerning the role of affirmative action in the overall equal employment opportunity program. While the Coordinating Council's adoption of this statement expresses only the views of the signatory agencies concerning this important subject, the principles set forth below should serve as policy guidance for other Federal agencies as well.

(1) Equal employment opportunity is the law of the land. In the public sector of our society this means that all persons, regardless of race, color, religion, sex, or national origin shall have equal access to positions in the public service limited only by their ability to do the job. There is ample evidence in all sectors of our society that such equal access frequently has been denied to members of certain groups because of their sex, racial, or ethnic characteristics. The remedy for such past and present discrimination is twofold.

On the one hand, vigorous enforcement of the laws against discrimination is essential. But equally, and perhaps even more important are affirmative, voluntary efforts on the part of public employers to assure that positions in the public service are genuinely and equally accessible to qualified persons, without regard to their sex, racial, or ethnic characteristics. Without such efforts equal employment opportunity is no more than a wish. The importance of voluntary affirmative action on the part of employers is underscored by title VII of the Civil Rights Act of 1964, Executive Order 11246, and related laws and regulations—all of which emphasize voluntary action to achieve equal employment opportunity.

As with most management objectives, a systematic plan based on sound organizational analysis and problem identification is crucial to the accomplishment of affirmative action objectives. For this reason, the Council urges all State and local governments to develop and implement results oriented affirmative action plans which deal with the problems so identified.

The following paragraphs are intended to assist State and local governments by illustrating the kinds of analyses and activities which may be appropriate for a public employer's voluntary affirmative action plan. This statement does not address remedies imposed after a finding of unlawful discrimination.

(2) Voluntary affirmative action to assure equal employment opportunity is appropriate at any stage of the employment process. The first step in the construction of any affirmative action plan should be an analysis of the employer's work force to determine whether percentages of sex, race, or ethnic groups in individual job classifications are substantially similar to the percentages of those groups available in the relevant job market who possess the basic job-related qualifications.

When substantial disparities are found through such analyses, each element of the overall selection process should be examined to determine which elements operate to exclude persons on the basis of sex, race, or ethnic group. Such elements include, but are not limited to, recruitment, testing, ranking certification, interview, recommendations for selection, hiring, promotion, etc. The examination of each element of the selection process should at a minimum include a determination of its validity in predicting job performance.

(3) When an employer has reason to believe that its selection procedures have the exclusionary effect described in paragraph 2 of this section, it should initiate affirmative steps to remedy the situation. Such steps, which in design and execution may be race, color, sex, or ethnic "conscious," include, but are not limited to, the following:

(a) The establishment of a long-term goal, and short-range, interim goals and timetables for the specific job classifications, all of which should take into account the availability of basically qualified persons in the relevant job market;

(b) A recruitment program designed to attract qualified members of the group in question;

(c) A systematic effort to organize work and redesign jobs in ways that

provide opportunities for persons lacking "journeyman" level knowledge or skills to enter and, with appropriate training, to progress in a career field;

(d) Revamping selection instruments or procedures which have not yet been validated in order to reduce or eliminate exclusionary effects on particular groups in particular job classifications;

(e) The initiation of measures designed to assure that members of the affected group who are qualified to perform the job are included within the pool of persons from which the selecting official makes the selection;

(f) A systematic effort to provide career advancement training, both classroom and on-the-job, to employees locked into dead end jobs; and

(g) The establishment of a system for regularly monitoring the effectiveness of the particular affirmative action program, and procedures for making timely adjustments in this program where effectiveness is not demonstrated.

(4) The goal of any affirmative action plan should be achievement of genuine equal employment opportunity for all qualified persons. Selection under such plans should be based upon the ability of the applicant(s) to do the work. Such plans should not require the selection of the unqualified, or the unneeded, nor should they require the selection of persons on the basis of race, color, sex, religion, or national origin. Moreover, while the Council believes that this statement should serve to assist State and local employers, as well as Federal agencies, it recognizes that affirmative action cannot be viewed as a standardized program which must be accomplished in the same way at all times in all places.

Accordingly, the Council has not attempted to set forth here either the minimum or maximum voluntary steps that employers may take to deal with their respective situations. Rather, the Council recognizes that under applicable authorities, State and local employers have flexibility to formulate affirmative action plans that are best suited to their particular situations. In this manner, the Council believes that affirmative action pro-

grams will best serve the goal of equal employment opportunity.

Respectfully submitted,

Harold H. Tyler, Jr.,

Deputy Attorney General and Chairman of the Equal Employment Coordinating Council

Michael H. Moskow,

Under Secretary of Labor

Ethel Beil Walsh,

Acting Chairman, Equal Employment Opportunity Commission

Robert E. Hampton,

Chairman, Civil Service Commission

Arthur E. Fleming,

Chairman, Commission on Civil Rights

Because of its equal employment opportunity responsibilities under the State and Local Government Fiscal Assistance Act of 1972 (the revenue sharing act), the Department of Treasury was invited to participate in the formulation of this policy statement; and it concurs and joins in the adoption of this policy statement.

Done this 26th day of August 1978.

Richard Albrecht,

General Counsel

Department of the Treasury

§ 60-3.18 Citations.

The official title of these guidelines is "Uniform Guidelines on Employee Selection Procedures (1978)". The Uniform Guidelines on Employee Selection Procedures (1978) are intended to establish a uniform Federal position in the area of prohibiting discrimination in employment practices on grounds of race, color, religion, sex, or national origin. These guidelines have been adopted by the Equal Employment Opportunity Commission, the Department of Labor, the Department of Justice, and the Civil Service Commission.

The official citation is:

"Section 60-3, Uniform Guidelines on Employee Selection Procedure (1978); 43 FR 38295 (August 25, 1978)."

The short form citation is:

"Section 60-3, U.G.E.S.P. (1978); 43 FR 38295 (August 25, 1978)."

When the guidelines are cited in connection with the activities of one of the issuing agencies, a specific citation to the regulations of that agency can be added at the end of the above

citation. The specific additional citations are as follows:

Equal Employment Opportunity Commission

29 CFR Part 1607

Department of Labor

Office of Federal Contract Compliance Programs

41 CFR Part 60-3

Department of Justice

28 CFR 50.14

Civil Service Commission

5 CFR 300.1001c

Normally when citing these guidelines, the section number immediately preceding the title of the guidelines will be from these guidelines series 1-18. If a section number from the codification for an individual agency is needed it can also be added at the end of the agency citation. For example, section 6A of these guidelines could be cited for EEOC as follows: "Section 6A, Uniform Guidelines on Employee Selection Procedures (1978); 43 FR 38295, (August 25, 1978); 29 CFR Part 1607, section 6A."

PART 60-4—CONSTRUCTION CONTRACTORS—AFFIRMATIVE ACTION REQUIREMENTS

Sec.

60-4.1 Scope and application.

60-4.2 Solicitations.

60-4.3 Equal opportunity clauses.

60-4.4 Affirmative action requirements.

60-4.5 Home town plans.

60-4.6 Goals and timetables.

60-4.7 Effect on other regulations.

60-4.8 Show cause notice.

60-4.9 Incorporation by operation of the Order.

Authority: Secs. 201, 202, 205, 211, 301, 302, and 303 of E.O. 11246, as amended, 30 FR 12319; 32 FR 14309, as amended by E.O. 12086.

Source: 43 FR 49254, Oct. 20, 1978, unless otherwise noted.

§ 60-4.1 Scope and application.

This part applies to all contractors and subcontractors which hold any Federal or federally assisted construction contract in excess of \$10,000. The regulations in this part are applicable to all of a construction contractor's or subcontractor's construction employees who are engaged in on site construction including those construction

employees who work on a non-Federal or nonfederally assisted construction site. This part also establishes procedures which all Federal contracting officers and all applicants, as applicable, shall follow in soliciting for and awarding Federal or federally assisted construction contracts. Procedures also are established which administering agencies shall follow in making any grant, contract, loan, insurance, or guarantee involving federally assisted construction which is not exempt from the requirements of Executive Order 11246, as amended.

In addition, this part applies to construction work performed by construction contractors and subcontractors for Federal nonconstruction contractors and subcontractors if the construction work is necessary in whole or in part to the performance of a non-construction contract or subcontract.

[43 FR 49254, Oct. 20, 1978; 43 FR 51401, Nov. 3, 1978]

§ 60-4.2 Solicitations.

(a) All Federal contracting officers and all applicants shall include the notice set forth in paragraph (d) of this section and the Standard Federal Equal Employment Opportunity Construction Contract Specifications set forth in § 60-4.3 of this part in all solicitations for offers and bids on all Federal and federally assisted construction contracts or subcontracts to be performed in geographical areas designated by the Director pursuant to § 60-4.6 of the part. Administering agencies shall require the inclusion of the notice set forth in paragraph (d) of this section and the specifications set forth in § 60-4.3 of this part as a condition of any grant, contract, subcontract, loan, insurance or guarantee involving federally assisted construction covered by this Part 60-4.

(b) All nonconstruction contractors covered by Executive Order 11246 and the implementing regulations shall include the notice in paragraph (d) of this section in all construction agreements which are necessary in whole or in part to the performance of the covered nonconstruction contract.

(c) Contracting officers, applicants and nonconstruction contractors shall

2/21/74

U.S. DEPARTMENT OF LABOR
EMPLOYMENT STANDARDS ADMINISTRATION
OFFICE OF FEDERAL CONTRACT COMPLIANCE

OFCC-102

PART 60-2 - AFFIRMATIVE ACTION PLANS

(Reprint from Federal Register February 14, 1974)

Title 41—Public Contracts and Property
Management

CHAPTER 60—OFFICE OF FEDERAL CON-
TRACT COMPLIANCE, EQUAL EMPLOY-
MENT OPPORTUNITY, DEPARTMENT
OF LABOR

PART 60-2—AFFIRMATIVE ACTION
PLANS

Miscellaneous Amendments

The following amendments to Part 60-2 of Title 41, Code of Federal Regulations are made concurrently with the adoption of Part 60-60 of this title in order to conform Part 60-2 to the rules adopted in Part 60-60. These amendments become effective April 15, 1974.

1. Section 60-2.1 is amended by revising the first sentence in the second paragraph of the section to read as follows:

§ 60-2.1 Title, Purpose and Scope.

Relief for members of an affected class who, by virtue of past discrimination, continue to suffer the present effects of that discrimination shall be provided in the conciliation agreement entered into pursuant to § 60-60.6 of this title. . . .

2. Section 60-2.10 is amended by revising the fourth sentence of the section to read as follows:

§ 60-2.10 Purpose of affirmative action program.

. . . An acceptable affirmative action program must include an analysis of areas within which the contractor is deficient in the utilization of minority groups and women, and further, goals and timetables to which the contractor's good faith efforts must be directed to correct the deficiencies and, thus to achieve prompt and full utilization of minorities and women, at all levels and in all segments of his work force where deficiencies exist.

3. Section 60-2.11 is amended by redesignating the present paragraph (a) as paragraph (b) and by inserting before such paragraph a new paragraph (a). As amended, § 60.11 reads as follows:

§ 60-2.11 Required utilization analysis.

(a) Workforce analysis which is defined as a listing of each job classification as appears in applicable collective bargaining agreements or payroll records (not job group) ranked from the lowest paid to the highest paid within each department or other similar organizational unit including departmental or unit supervision. If there are separate work units or lines of progression within a department a separate list must be provided for each such work unit, or line, including unit supervisors. For lines of progression there must be indicated the order of jobs in the line through which an employee could move to the top of the line. For each job classification, the total number of male and female incumbents, and the total number of male and female incumbents in each of the following groups must be given: Blacks, Spanish-surnamed Americans, American Indians, and Orientals. The wage rate or salary range for each job classification should be given. All job classifications, including all managerial job classifications, must be listed.

(b) An analysis of all major job classifications at the facility, . . .

((6 U.S.C. 553(a)(2)(B)) 29 CFR 2.7 section 201, Executive Order 11246, 30 FR 12219, and Executive Order 11875, 32 FR 14808.)

Signed at Washington, D.C. on this 6th day of February 1974.

PETER J. BRENNAN,
Secretary of Labor.
BERNARD DELURY,
Assistant Secretary for
Employment Standards.
PHILIP J. DAVIS,
Director, Office of
Federal Contract Compliance.

[FR Doc.74-3043 Filed 2-13-74;2:43 am]

APPENDIX H

POSTING OF AFFIRMATIVE ACTION PLAN

EQUAL EMPLOYMENT OPPORTUNITY IS THE LAW

Employers Holding Federal Contracts or Subcontracts

Applicants to and employees of companies with a Federal government contract or sub-contract are protected under the following Federal authorities:

RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN

Executive Order 11246, as amended, prohibits job discrimination on the basis of race, color, religion, sex or national origin, and requires affirmative action to ensure equality of opportunity in all aspects of employment.

INDIVIDUALS WITH HANDICAPS

Section 503 of the Rehabilitation Act of 1973, as amended, prohibits job discrimination because of handicap and requires affirmative action to employ and advance in employment qualified individuals with handicaps who, with reasonable accommodations, can perform the essential functions of a job.

VIETNAM ERA AND SPECIAL DISABLED VETERANS

38 U.S.C. 4212 of the Vietnam Era Veterans Readjustment Assistance Act of 1974 prohibits job discrimination and requires affirmative action to employ and advance in employment qualified Vietnam era veterans and qualified special disabled veterans.

Any person who believes a contractor has violated its nondiscrimination or affirmative action obligations under the authorities above should contact immediately:

The Office of Federal Contract Compliance Programs (OFCCP), Employment Standards Administration, U.S. Department of Labor, 200 Constitution Avenue, NW, Washington, D.C. 20210 or call (202) 533-9368, or an OFCCP regional or district office listed in most telephone directories under U.S. Government, Department of Labor.

Private Employment, State and Local Governments, Educational Institutions

Applicants to and employees of most private employers, state and local governments, educational institutions, employment agencies and labor organizations are protected under the following Federal laws:

RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN

Title VII of the Civil Rights Act of 1964, as amended, prohibits discrimination in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment, on the basis of race, color, religion, sex, or national origin.

DISABILITY

The Americans with Disabilities Act of 1990, as amended, protects qualified applicants and employees with disabilities from discrimination in hiring, promotion, discharge, pay, job training, fringe benefits, classification, referral and other aspects of employment on the basis of disability. The law also requires that covered entities provide qualified applicants and employees with disabilities with reasonable accommodations that do not impose undue hardship.

AGE

The Age Discrimination in Employment Act of 1967, as amended, protects applicants and employees 40 years of age or older from discrimination on the basis of age in hiring, promotion, discharge, compensation, terms, conditions or privileges of employment.

SEX (WAGES)

In addition to sex discrimination prohibited by Title VII of the Civil Rights Act (see above), the Equal Pay Act of 1963, as amended, prohibits sex discrimination in payment of wages to women and men performing substantially equal work in the same establishment.

Retaliation against a person who files a charge of discrimination, participates in an investigation, or opposes an unlawful employment

practice is prohibited by all of these Federal laws.

If you believe that you have been discriminated against under any of the above laws, you should immediately contact:

The U.S. Equal Employment Opportunity Commission (EEOC).
1801 L. Street, NW
Washington, D.C. 20507
or an EEOC field office by calling toll free (800) 669-4000. For individuals with hearing impairments, EEOC's toll free TDD number is (800) 800-3302.

Program or Activities Receiving Federal Financial Assistance

RACE, COLOR, NATIONAL ORIGIN, SEX

In addition to the protection of Title VII of the Civil Rights Act of 1964, Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color or national origin in programs or activities receiving Federal financial assistance. Employment discrimination is covered by Title VI if the primary objective of the financial assistance is provision of employment or where employment discrimination causes or may cause discrimination in providing services under such programs. Title IX of the Education Amendments of 1972 prohibits

employment discrimination on the basis of sex in educational programs or activities which receive Federal assistance.

INDIVIDUALS WITH HANDICAPS

Section 504 of the Rehabilitation Act of 1973, as amended, prohibits employment discrimination on the basis of handicap in any program or activity which receives Federal financial assistance. Discrimination is prohibited in all aspects of employment against handicapped persons who, with reasonable accommodation, can perform the essential functions of a job.

If you believe you have been discriminated against in a program of any institution which receives Federal assistance, you should contact immediately the Federal agency providing such assistance.