

SEMI-ANNUAL METRIC REPORT

Jefferson County Commission

October 1, 2020 – March 31, 2021

Program Implementation/Review

Cricket Snyder, Chief Compliance Officer



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Section 1. Designation of Responsibility, Chief Compliance Officer

Cricket Snyder, Chief Compliance Officer (CCO) for Jefferson County Commission, serves as the Affirmative Action Officer and is responsible for implementing Human Resources (HR) equity and inclusion initiatives and working collaboratively with other HR divisions and County leadership to establish, monitor, assess and refine Jefferson County's continuous efforts to foster a culture of inclusion. NOTE: The Chief Equity & Inclusion Officer (CEIO) position was vacated January 2021. The CCO started on March 29, 2021 and has assumed the role and responsibilities of the CEIO position. The information in this report will reflect the review and recommendations of the previous CEIO and HR Director. Additionally, the Compliance Office was established May 2021. The Compliance Office now incorporates the Equity & Inclusion Division with a new reporting structure to the County Manager.

The accountabilities of the Chief Compliance Officer include the following:

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

Section 2. Semi-Annual Report: Purpose and Contents

The purpose of the Semi-Annual Report is to document changes in Jefferson County’s workforce over the preceding six-month period (the six months beginning October 1, 2020 through March 31, 2021) for the County as a whole with special focus placed on jobs outlined in the Consent Decree. Specifically, the Semi-Annual Report examines the progress made toward fulfilling Consent Decree diversity goals (i.e., race and gender). Section Three describes some of Human Resources’ recent initiatives highlighting good faith efforts to increase diversity. Section Four provides a snapshot of current department demographics followed by a detailed review of individual attainment of departmental Consent Decree goals. Section Five presents metric analyses by race and gender. Finally, Section Six describes desired steps forward in improving the overall culture and equity and inclusion activities throughout the County.

Section 3: Good Faith Efforts to Increase Diversity

3.1 Equity & Inclusion Initiatives

3.2 Diversity Recruitment Initiatives

3.3 Inclusive Selection Assessment Initiatives

3.4 Human Resources Employment Services Initiatives

3.5 Equitable People Development Initiatives

3.6 Human Resources Information Systems (HRIS)

3.1 Equity & Inclusion Initiatives

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

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

In an on-going effort to adhere to the Consent Decree, EID ensures that notices providing the CCO's office hours and services offered by EID are posted in every County building, as described by Section II. K 33 (b) of the Consent Decree, reflects updates on EID's webpage along with its mission, vision, services, departmental assignments for each Equity & Inclusion Business Partner, and list new/updated Employee Administrative Rules and Regulations.

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

Section 3.5 outlines collaborative efforts for training and development.

3. Talent Management - *Work in collaboration with other Human Resources divisions to develop accountability and performance management systems that empower, support, and reward individuals and Departments for equity and inclusion*

initiatives. These systems will be informed by and linked to metrics used to track equity and inclusion progress using the following four steps.

- *Map each job in the County to an organizational “level” (e.g., entry-level manager, second-level manager) to facilitate pipeline analyses to track whether Black and female representation is adequately present at all levels of each department rather than solely at the entry level.*

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

For Race - The most profound needs for Jefferson County to develop a stronger “pipeline” are Senior (Level 3) Environmental Services, Information Services, Probate Court and Roads & Transportation; Mid (Level 2) Environmental Services, General Services, Revenue, and Road & Transportation; and Entry (Level 1) Board of Equalization, Board of Registrars, Development Services, Environmental Services, General Services, Information Services, Road & Transportation and Tax Assessor-Bessemer.

For Gender - The most profound needs for Jefferson County to develop a stronger female “pipeline” are Senior (Level 3) , Environmental Services, Information Services, Revenue, Roads & Transportation and Tax Collector-Birmingham; Mid (Level 2) Community Development, Environmental Services, General Services, Information Services, Revenue, Road & Transportation and Tax Assessor-Birmingham; and Entry (Level 1) Board of Equalization, Development Services, and the traditionally male-dominated fields of Environmental Services, General Services, Information Services, Roads & Transportation, Tax Assessor (Birmingham) and Youth Detention (note that there is a Bona Fide Occupational Qualification (BFOQ) for specific requirements for males and females working with detained youths in the detention center). (Levels 1 and 2).

- *Track on an ongoing basis, and report in future semi-annual reports, whether changes in the percentage of Blacks and females are due to the separations of Blacks and females or the separations of Whites and males.*

These analyses will enable more rigorous tracking as to whether Human Resources should potentially focus on issues of training, development, climate, and culture (if the reduction in diversity is due to separations) or recruiting and selection (if the reduction in diversity is due to hiring or if adverse impact is present).

The following tables under Figure 1 show that during the previous reporting period, there was a higher number of Blacks and males 149 (74+75) hired than Whites and females 84 (42+42). There was a lower number of Whites and males 200 (104+96) separated than Blacks and females 333 (169+164). The significant change in previous reporting data is due to the transition of Cooper Green *Mercy* Health Services transition to University of Alabama at Birmingham in April 2020. Although this was mentioned in the previous report, the data did not reflect the transition of Cooper Green *Mercy* Health Services.

During the current reporting period, there was a higher number of Blacks and males 135 (80+55) hired than Whites and females 70 (21+42). There was a higher number of Blacks and males 150 (70+80) separated than Whites and females 93 (51+42).

Overall, there was an increase in hiring between Blacks and females during the current reporting period versus the previous reporting period. Impacted by the pandemic of COVID-19, there was limited hiring in some non-essential areas. There was a decrease in the percentages of separations between Blacks and females during the current reporting period versus the previous reporting period. These circumstances resulted in the diversity impact on hiring and separations. Human Resources will continue to monitor and report meaningful changes in demographics that impact hiring activities versus separations.

Figure 1. Separations and Hires for Former and Current Reporting Periods

Former Reporting Period	Total Employees: As Of 04/1/2020	Total Employees Hired: 04/1/2020 - 10/1/2020	Total Employees Separated: 04/1/2020 - 10/1/2020	Total Change: 04/1/2020 - 10/1/2020	Total of Employees As of 10/1/2020
Blacks	1396	74	169	-95 (-7%)	1301
Females	1069	42	164	-122 (-13%)	947
Whites	1116	42	104	-62 (-6%)	1054
Males	1464	75	96	-21 (-1%)	1443

Current Reporting Period	Total of Employees As of 10/1/2020	Total Employees Hired: 10/1/2020 - 04/1/2021	Total Employees Separated: 10/1/2020 - 04/1/2021	Total Change: 10/1/2020 - 04/1/2021	Total of Employees As of 04/1/2021
Blacks	1301	80	70	10 (1%)	1311
Females	947	49	42	7(1%)	954
Whites	1054	21	51	-30 (-3%)	1024
Males	1443	55	80	-25 (-2%)	1418

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

Recruitment efforts were previously tracked in a Microsoft Excel Spreadsheet. Since approximately August 2019, Human Resources began documenting recruitment efforts and results in a Recruitment Summary for each recruited position. Each recruitment summary includes information such as recruitment activities conducted and results of those recruitment activities. Prior cycles are tracked, measured, and utilized to develop effective recruitment strategies that produce positive results, with a diverse and qualified pool of applicants for future job openings.

- *Identify jobs for which the overall labor force benchmark may not be fully relevant, specifically jobs that require certifications which tend to be held by disproportionate*

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

In EID's meetings held during the previous reporting cycle with Department Heads, various ideas were mentioned to incorporate professional and industry association resource information to assess the appropriateness of benchmarks where they seem to overstate the true work force availability for certain job classes. It was recommended that industry standards should be sought out as a reference point for the availability pool to adjust ongoing benchmarks. Specifically, this was discussed with the Community Development, Revenue, Environmental Services and BOE departments. For example, Environmental Services referenced the Brookings Report as context regarding the true availability of Blacks and females in the Wastewater Treatment field. The Brookings Report aims to identify the extent of the U.S workforce involved in overseeing water infrastructure. The report examines some of the major hurdles that organizations are encountering in recruiting diverse workers. Nationally employers are struggling to attract and retain skilled workers, particularly younger and more diverse workers. Two of the primary difficulties are inflexibilities in prevailing hiring practices and a lack of training programs for nontraditional workers.

Human Resources researched available resource information and data from the Brookings Metro Report and found that the availability of Blacks and women demographic data for the Water Reclamation Facility Operator II, III, and IVs jobs, amongst others, showed a much lower availability benchmark than the Census data overall labor force benchmark. Data showed that 5.2% women are in Wastewater Treatment Plant Operator II, III and IV roles (also known as Water Reclamation Facility Operator II, III, IV) and 13.9% are Black.

Alternative Benchmarks are discussed further in #8 of this section, section 3.2, section 5, and Appendixes D, E, and F.

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

Veterans Program – JeffCo Veterans Committee conducted its quarterly meeting in March and discussed plans to launch the Ready Vet Initiative (RVI) to increase veteran awareness of resources internal and external to the County that are available to them. An informational website for veterans is being created to serve as a one stop shop for information. Veteran awareness supervisory training is being identified for supervisors to help them understand veterans and how they can assist them with workplace integration. Civilian workplace integration training is being identified to make available to new hires and current employees who are veterans.

In celebration of Veteran’s Day, the County Manager’s Office created a picture display that consisted of JeffCo Veterans and their family members who have served in the military. The pictures remained on display throughout the month of November. Also, a list of companies and organizations in the local community providing discounts to honor veterans was compiled and distributed to JeffCo Veterans.

Women in Non-Traditional Roles (WINTR) – In partnership with Learning & Organizational Development (LOD) Division, all employees identified as women in non-traditional roles were invited to participate in “The Power of Courage” career development activity. The Power of Courage is a class that shares information on how to be more productive and have the courage to lead and grow. Various one-hour sessions were announced this reporting cycle. The first session was held on March 30, 2021. Twelve (12) participants registered. A survey was also presented at the conclusion of the training to further assess career development needs. A WINTR community is being created to provide support to influence our retention rate and posture the County to be an employer of choice for women in non-traditional roles.

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

Section 3.2 outlines collaborative efforts for recruitment strategies.

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

As of March 31, 2021, 731 County employees have completed the Understanding the Equity & Inclusion Rule training, which is 31% of the County's workforce. As reported last cycle, on March 10, 2020, the Equity & Inclusion Division (EID) launched the Understanding the Equity & Inclusion Rule online training. Since that time, employees continue to be provided the flexibility to complete the online training due to a change in the County's operations, as well as afforded the convenience of completing the training from remote locations on any internet accessible device.

The Equity & Inclusion Division continues to ensure that equity and inclusion activities and Employee Administrative Rules and Regulations are regularly communicated via email, webpage, and bulletin postings.

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

- Human Resources will continue to support supervisors in the County through coaching and training. As such, Human Resources will continue to offer supervisory and leadership training, as well as Equity and Inclusion training. Understanding the Equity and Inclusion Rule will also continue to be offered to Jefferson County Commission employees through December 31, 2021. County employees can access the training via DevelopU, which is the Human Resources Learning Management System (LMS). Additionally, new hires will be required to complete a series of required training during their probationary period. More information on training and development can be found in Section 3.5.

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

Human Resources is projected to conduct the next Climate and Culture Survey in 2021.

7. **Departmental Leadership Equity and Inclusion Metric Coaching** - *Facilitate one-on-one meetings with top leadership in each Department with over 20 employees to discuss the information provided in the annual and semi-annual metric reports. The CCO provides feedback and advice to individual Departments based on their attainment of equity and inclusion related goals to ensure continued*

development in these areas throughout the County, as required by Section II. K 33(d) of the Consent Decree.

The Business Partner Manager – Equity & Inclusion facilitated one-on-one meetings with the department heads in January and February 2021 to share feedback on the previous benchmark results from the April 2020 – September 2020 Semi-Annual Metric Report. Feedback was two-way in that Department Heads were requested to provide information that may be valuable in enhancing their respective departmental benchmarks. Based on the feedback shared by the leaders, EID highlighted the departmental internal equity and inclusion wins and the common threads of concerns.

Coaching Overview

Coaching sessions this reporting cycle were conducted virtually January 25, 2021 through February 3, 2021, with one rescheduled session held on February 18, 2021. The Strategic Relationship Management Division (SRM) was invited to all the planned coaching sessions to allow SRM the opportunity to hear common concerns that department leaders raised, which added value to the meetings and allowed for real-time responses. In addition, the Learning & Organizational Development (LOD) Division participated in most of the planned sessions. Overall, there was not significant change across all departments. Many leaders expressed engagement in the process of fostering deeper partnerships across all HR Divisions.

Common Threads of Concern

During the coaching meetings, Department leaders raised common concerns that dealt with diversity to include no Black representation in supervisory positions, insufficient pools of Black, female, and qualified candidates and needed alternate career paths for those employees who possess institutional knowledge to increase retention.

The following is the most common topic raised by Department leaders:

- *No inclusion of leadership in the hiring practice, and in some instances the hiring process does not meet the department's needs.*

Alternative Benchmark Resources

As noted in the previous reporting cycle, a formal request was made to Department leaders soliciting their feedback concerning alternative resources regarding labor force benchmarks. However, more than half

of the Departments could not (or did not) provide alternative benchmark resources during the coaching sessions or thereafter. As a result, EID, SRM, and Employee Selection agreed to partner to develop additional strategies to address the individual jobs not meeting benchmarks. Currently, SRM is mapping out an agenda strategy to lead meetings with specific department leaders to discuss alternative benchmark resources. Because the needs of each department are different, guided discussions will be conducted accordingly by SRM.

Below are detailed summaries of the feedback received from the Departmental Coaching meetings held January 25, 2021 through February 3, 2021, with one rescheduled meeting on February 18, 2021.

BOARD OF EQUALIZATION

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Culture shift is progressing steadily.</p> <p>Staff is crossing training and learning other jobs within the department.</p>	<p>New positions were created, such as Principal Real Property and Analyst. These positions have offered opportunities for Blacks and Females.</p> <p>Property Litigation Administrator is a Black male.</p> <p>Continue to encourage employees to be take advantage of all career development opportunities.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Certifications/license(s) required:</p> <ul style="list-style-type: none"> - Senior Property Appraiser - Senior Appraisal Analyst - Appraisal Supervisor <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> - Senior Property Appraiser - Senior Property Analyst <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - Alabama Real Estate Appraisal Board - American Society of Appraisers - Appraisal Institute.org

DEVELOPMENT SERVICES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Not much change since last reporting period.</p> <p>Department has lost positions and continues to be understaffed. Lack of vacancies and a challenging labor pool are the reasons several of the positions do not meet the benchmarks based on race and gender.</p> <p>Concern with diversity within the Department.</p>	<p>New female Deputy Director.</p>	<p>Overall benchmarks are not met for race and gender.</p> <p>Certifications/license(s) required to bolster recruiting for candidates beyond the minimum required skills:</p> <ul style="list-style-type: none"> - Electrical Inspector - PGM Inspector - Chief PGM Inspector - Chief Electrical Inspector - Chief Civil Engineer - Chief Building Inspector - Director of Development Services - Landscape Architect - Building Inspector Services Manager <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> - Building Inspector Services Manager - Landscape Architect - Building Inspector - Chief Electrical Inspector - PGM Inspector - Principal Engineering Construction Inspector - Electrical Inspector <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - International Code Council - National Protection Association - American Planning Association for the American Institute of Certified Planners - State of Alabama Plumbers and Gas Fitters Examining Board - State of Alabama Electrical Contractors Board - Alabama Board of Examiners of Landscape Architects

DISTRICT ATTORNEY

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>The District Attorney Department Bessemer/Birmingham did not express any challenges/concerns, wins/losses to address during this reporting period.</p> <p>Chief Deputy District Attorney Joe Roberts (Birmingham) attended the coaching meeting on 2/3/2021. District Attorney (DA) Lynneice Washington (Bessemer) attended a rescheduled coaching meeting on 2/18/2021.</p> <p>DA Washington (Bessemer) would like to see reporting numbers specifically for her Division rather than combined. Reviewing the data separately would help her to understand data from her specific area.</p>	<p>Positive feedback on recruiting efforts for the Administrative Clerk position within the Bessemer DA's Office. The hired candidate is very energetic, willing to learn and jumps right in.</p> <p>DA Bessemer expressed willingness to continue to work with the HR Department in expressing important character and work traits that are important to the work that is done in the Bessemer DA'S Office.</p> <p>The Bessemer DA is engaged in working with the SRM Division to have an Investigator Checks and Warrants position reclassified into an Investigator position. With check writing sparsely used, the DA wants to reclassify the position to gain an Investigator where the additional manpower is needed.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Alternative Benchmarks – N/A</p>

ENVIRONMENTAL SERVICES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Very little change in job classes meeting the race and gender benchmarks. The Water Reclamation Apprentice initiative continues to be a model program.</p> <p>Due to COVID-19 pandemic, recruitment from high schools is not currently feasible.</p> <p>SRM will continue to focus on recruiting Blacks and Females in those identified areas.</p> <p>Viable pipeline where Blacks and Females in the labor pool are being</p>	<p>Wastewater Reclamation Apprentice Program is going well.</p> <p>There is an increase in Females entering nontraditional roles: -Construction Equipment Operator -Engineering Inspector -Heavy Equipment Operator -WRF Operator IV</p> <p>Projection that more Females will move up into management. Department is expecting several retirements.</p>	<p>Overall benchmarks are met for race, but not gender.</p> <p>Certifications/license(s) required for:</p> <ul style="list-style-type: none"> - Chief Civil Engineer - Deputy Director Environmental Services Department I - Deputy Director Environmental Services Department II - Deputy Director of Environmental Services - Director of Environmental Services - Electrician

<p>promoted into Skilled Laborer and supervisory positions.</p> <p>With respect to supervisory and management roles, management expressed a concern with no Black representation in most of the divisions within the Department.</p> <p>Management requested a comparative analysis from SRM regarding the County's wastewater positions metrics with respect to the Brookings Institute's data. SRM will follow-up with Department.</p>	<p>Department will encourage employees to take the training offered on Structured Interviewing available in DevelopU.</p>	<ul style="list-style-type: none"> - Senior Civil Engineer - Sewer Maintenance Superintendent - WRF Manager - WRF Operator - Grade II - WRF Operator - Grade III - WRF Operator IV - WRF Shift Supervisor - WRF Superintendent - WRF Supervisor <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> - Chief Civil Engineer - Chief of Party - Closed Circuit TV Technician - Construction Equipment Operator - Construction Supervisor - Deputy Director Environmental Services Department I - Deputy Director Environmental Services Department II - Deputy Director of Environmental Services - Director of Environmental Services - Drafter - Electrician - Electronics Technician - Engineering Inspector - GIS Database Supervisor - GIS Specialist - Network Systems Administrator I - Network Systems Administrator II - Plans Examiner - Principal Engineering Construction Inspector - Principal Engineering Land Survey Inspector - Public Works Supervisor (Construction or Sanitation) - Senior Civil Engineer - Senior Engineering Inspector - Senior Water Pollution Control Technician - Senior WRF Maintenance Worker
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		<ul style="list-style-type: none"> - Sewer Construction/Maintenance Supervisor - Sewer Grease & Oil Inspector - Sewer Line Maintenance Inspector - Sewer Maintenance Superintendent - Sewer Video Operations Supervisor - Systems Analyst - Water Pollution Control Technician - WRF Manager - WRF Operator - Grade II - WRF Operator - Grade III - WRF Operator IV - WRF Shift Supervisor - WRF Superintendent - WRF Supervisor <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - Brookings Institute
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FAMILY COURT

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>The department was advised to continue to work with SRM and EID on any concerns they may have to consistently have high benchmark numbers.</p> <p>Department challenged to continue to utilize relationships gained by working with SRM and EID. Department advised to continue to reach out to SRM about specific recruiting needs.</p>	<p>Department expressed positive experience with onboarded staff this time.</p> <p>The hiring of a male in the Principal Court Clerk position has provided some gender balance.</p> <p>Department acknowledged the work of HR in trying to find best candidate.</p> <p>Department maintained relative low numbers of turnover to affect benchmark status and data changes.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>No information received by Department regarding alternative benchmark data.</p> <p>Department did not express any concerns with the need for additional information related to data or hiring needs.</p>

FINANCE

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>The CFO was advised to continue to rely on positive relationships forged with SRM, LOD and EID to make strides to consistently keep demographic data consistent. Partaking in the hiring process and providing information to those groups to help in filling positions will be important in maintaining that consistency.</p>	<p>The Finance Department has reported positive work relationships with SRM and EID.</p> <p>The Deputy Finance Director advised that the assessment center that was utilized in the Deputy Director of Finance position was a true representation of the job she performs. The assessment center predicted the same components of her job that is done day to day.</p> <p>CFO expressed getting some help in the form of the Deputy CFO hire has helped her in her efforts to perform the CFO role.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Alternative Benchmarks Data – N/A</p>

GENERAL SERVICES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
	<p>Department expressed a win in that they are getting good candidates for recently filled positions and people are well-equipped.</p>	<p>Benchmarks are met for race, but not gender.</p> <p>Alternative Benchmarks Data – N/A</p>

HUMAN-COMMUNITY SERVICES & ECONOMIC DEVELOPMENT

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
	<p>Provisional Placements of three positions are wins for the Department until they are filled:</p> <ul style="list-style-type: none"> • Community Development Specialist - White, Female. • Grants Management Coordinator – Black, Male. This would be a win for the current reporting cycle. • Community Development Specialist Black, Female. This appointment would also be a win for the current reporting period. <p>Black, Female received a promotion to Workforce Planner on 01/30/2021.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Alternative Benchmarks Data – N/A</p>

HUMAN RESOURCES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Closure of Consent Decree.</p> <p>Monthly report will now be submitted to the Jefferson County Commission.</p> <p>Almost 80% of HR employees are Black.</p> <p>Increase Diversity within the department.</p> <p>Employee Handbook has been distributed.</p> <p>Focus on retention.</p>	<p>EID Rule Training is offered continuously.</p> <p>Working with Public Relations to level up recruitment.</p> <p>Podcast on recruitment.</p> <p>Learning Management System expansion.</p> <p>Chief Compliance Officer recruitment.</p> <p>In conjunction with IT, HR redesigned Jefferson County Employee Portal, January 2021.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - Society for Human Resource Management (SHRM) - Society for Industrial and Organizational Psychology (SIOP)

INFORMATION SERVICES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Information Services expressed concern of not having qualified candidates for IT jobs.</p> <p>EID and SRM guidance provided during coaching session was for Information Services to continue the following:</p> <ul style="list-style-type: none"> Continue working with SRM and include any specific job characteristics (managerial skills, GIS mapping skills, etc.) desired during the recruiting process. Continue open transparent relationship with SRM to take advantage of opportunities to express the skills desired for positions being filled. <p><u>GIS Manager Position</u></p> <p>Information Services requested updated information regarding the recruitment of the GIS Manager position. SRM provided recruiting information update to include that recruitment efforts were being performed to seek Female candidates with managerial experience. As listed above, the Information Services Department is showing management is engaged in the recruitment process to increase the chances of hiring candidates who have the skillset desired.</p> <p>SRM Manager will be providing feedback to the CIO regarding testing information on this position.</p>	<p>No new initiatives.</p> <p>Information Services will continue its Individual Development Plan for every employee. This internally initiated program is being done to assist employee development of Information Services knowledge and skills to develop current employees' knowledge of the field.</p> <p>In doing so, the CIO feels that this will allow for current staff to learn areas of information technology within Jefferson County Commission that will allow staff to be knowledgeable of various internal opportunities as they arise within the department.</p>	<p>Overall benchmarks are not met for race and gender</p> <p>Department inquired about additional information to use for better representation of Females in Information Services. No alternative data was provided,</p> <p>Information Services inquired about the ability to use benchmark data in comparison to their governmental peers or within specific IT job classes.</p> <p>Information Services collaboration with SRM to provide benchmark data as it is available was recommended. Information Services expressed their will to continue to work with SRM and Selection Divisions to provide alternative benchmark data as it becomes available.</p>

PROBATE

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>New leadership is in place with a desire to have a workplace where everyone enjoys coming to work.</p> <p>Increase communication with SRM to ensure that specific skillsets are targeted in the recruitment process.</p> <p>Clarify supervisory pipelines for level 1-entry level and level 2-mid level.</p>	<p>Election Coordinator position has been posted.</p> <p>Would like to see more internal employees move up. Management will encourage employees to participate in the Structured Interviewing training through DevelopU.</p> <p>Offer training from professional organizations, such as the National College of Probate Judges.</p> <p>Improve retention with communication and training.</p> <p>Increase influence in hiring process by communicating with the Selection and SRM Divisions.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Certifications/license(s) required for:</p> <ul style="list-style-type: none"> - Accountant Series - Mental Health Coordinator - Confidential Judicial Assistant (licensed to practice law) <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> - Confidential Judicial Assistant - Deputy Probate Judge - Principal Accountant - Senior Accountant - Accountant - Mental Health Coordinator Probate Court <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - National Association of Probate Judges - Alabama Association of Probate Judges

REVENUE

Common Threads of Concern: Retention and Hiring

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department would like to see expanding recruitment efforts to hire more males as Accounting Assistant II. Females are primarily in lower classes, However, there is a viable pipeline for advancement opportunities for Females.</p> <p>Would like to see a career path created with a Team Leader position to bridge Accounting Assistant II position (grade 16) and Business Office Supervisor position (grade 21).</p> <p>Hiring process is too lengthy. Turnover rate is high and very challenging. Maintaining and hiring employees are concerns.</p>	<p>Increase in females promoted into auditing and accounting positions.</p> <p>There was an increase in Blacks hired as Revenue Examiner. Traditionally, these positions have been occupied by White Males</p>	<p>Overall benchmarks are met for race and gender.</p> <p>No alternative benchmark resources were provided.</p>

ROADS & TRANSPORTATION

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Gaps in Female opportunity in skill trades are due to the difficulty of finding Females with the skillset and desire to work in the trades area (outside, with hands, etc.)</p> <p>Department would like to reach out to potential candidates while in high school. Would like to create an internship program to create opportunities for potential candidates to learn about jobs and opportunities in the roads and transportation field.</p> <p>Department would like to see tuition reimbursement possibilities for employees who want to improve themselves within the professional</p>	<p>Department is continuing their partnership with LOD and SRM to create opportunities for internships.</p> <ul style="list-style-type: none"> • Working partnership with EID, SRM and LOD are positive in developing ideas and plans to improve demographic data. <p>Department is working with LOD and SRM to improve the awareness of opportunities for women in the trades field at Jefferson County Commission Roads & Transportation</p>	<p>Benchmarks are met for race, but not gender.</p> <p>Women in Engineering based upon Alabama State Regulatory information:</p> <ul style="list-style-type: none"> • 8% of construction trades jobs are made of women • SRM has reviewed data and looked at positions that may be affected by the data • Some jobs are consistent with hard to fill positions

<p>work areas within Roads & Transportation Department (Engineering, etc.,)</p> <ul style="list-style-type: none"> Challenges: Departmental budgeting for training. Commission Approval Access to State/Federal training courses for employees to get certifications and licenses such as CDL. Some training opportunities fall out of budget 	<ul style="list-style-type: none"> Department will meet with SRM to strategize internship possibilities for positions that lack demographic data. 	
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SECURITY

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Security Department was created as a separate department 2021 Fiscal Year. The semi-annual report and its purpose were explained to leadership and general coaching was provided by EID.</p> <p>Several openings.</p> <p>This is a career path that has been traditionally held by White males.</p>	<p>Target recruitment to hire more Blacks and Females.</p>	<p>Benchmarks for race and gender are not met.</p> <p>The following were identified as recruitment sources:</p> <ul style="list-style-type: none"> -Professional Security Organizations -Retired Police Officers

TAX ASSESSOR

Common Threads of Concern: Internal employees not being able to move into positions that they are knowledgeable of.

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Hiring process not meeting the department's needs.</p> <p>Although leadership was explained why hiring is not conducted at the departmental level, one leader expressed there is no inclusion of leadership in the hiring process. In</p>	<p>Females and Blacks continue to occupy positions traditionally held by whites.</p> <p>Increase in the number of Black males in leadership.</p> <p>GIS Manager is a Black male.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> - Senior Personal Property Appraiser

<p>addition, leadership was explained how management influences the hiring/selection process via partnerships with SRM and Selection.</p> <p>Need email/notification from Employee Services advising when new employee is arriving or current employee leaving in a timely matter.</p> <p>Current employees with years of experience and knowledge appear to be overlooked for promotional opportunities.</p>	<p>Continue to encourage employees to compete for jobs.</p> <p>Enhance partnership with HR.</p>	<p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - Alabama Association of Assessing Officials - Auburn University Governmental Institute
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TAX COLLECTOR

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Tax Collector communicated, although this a challenging period, all employees are engaged.</p>	<p>Tax Collector stated he appreciated the partnership in HR.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Alternative Benchmarks Data – N/A</p>

YOUTH DETENTION

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Youth Detention would like to see recruiting efforts for the Department improve by strengthening the ability to have management involved in the selection process.</p> <p>Increased emphasis on fitness requirements in recruitment for Juvenile Detention Officers (JDOs).</p> <ul style="list-style-type: none"> • Fitness requirements that are higher than just lifting 25lbs. • JDO'S must be able to restrain residents and possess that physical endurance to do so. • Not having a higher physical fitness ability will be straining 	<p>Current job posting for Juvenile Detention Officer:</p> <ul style="list-style-type: none"> • Department is looking to hire 3 Females and 5 Males • If additional hires are approved, Youth Detention will hire more Females as women have the flexibility to work with male and female residents. <p>Internal departmental Lead Worker initiative is working positively to allow staff the opportunity to learn managerial</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> -American Correctional Society

<p>on other JDOs as they will have to work harder.</p> <ul style="list-style-type: none"> • Increased recruiting efforts to recruit candidates who have worked with or have experience with young adults. • Added performed qualifications that candidates have experience working with youth and in mental health and legal settings, etc. <p>Department would like to see HR add essential work-related questions to the interview process for JDOs.</p> <ul style="list-style-type: none"> • Incorporate work related questions that will raise red flags if answered incorrectly. • SRM will follow up on this information in their next meeting and get clarity on this being incorporated into the hiring process. <p>Going forward, Department would like to see more recruiting emphasis placed on additional minorities.</p>	<p>functions of a Senior Probation Officer.</p> <p>Previous 2 recruiting efforts by HR and the Department have been great. Youth Detention will continue to work with HR, SRM LOD and EID to increase gender demographic numbers, although women are hard to recruit for some Youth Detention positions.</p> <p>Employees previously hired within the last reporting period could visit the Youth Detention before the final offer was made. This was very beneficial in the last round of candidates for the JDO position.</p>	
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Case Management and Other EID Activities

There were a total of eleven (11) discrimination complaints filed and/or opened during this reporting period. Section II. K 33(g) of the Consent Decree requires the CCO to report investigation findings. Of those, there was one (1) with insufficient information, four (4) under investigation and six (6) closed with No Cause determination.

The Equity & Inclusion Division handled one hundred and forty-seven (147) employee relations consultations and requests for advice from supervisors and managers for a variety of issues including:

- Interpersonal conflicts between coworkers;
- Unfair treatment by supervisors such as favoritism, negative performance documentation, withheld opportunities for reassignment and promotion;
- Supervisors seeking coaching to address performance issues (such as on-the- job impairment, conduct unbecoming, insubordination, attendance issues etc.);
- Americans with Disability Act (ADA) obligations and compliance; and

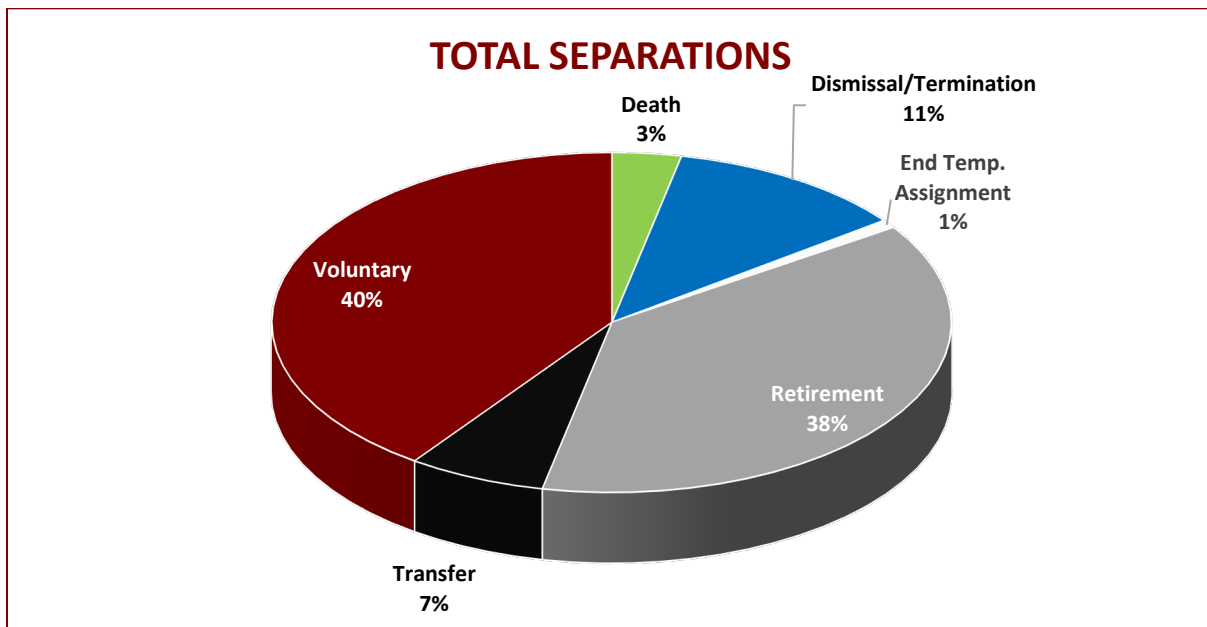
- Policy and work rule interpretations, working out of classification, and compliance with laws such as the Fair Labor Standard Act (FLSA), etc.

The Equity & Inclusion Division representatives also attended thirty-two (32) disciplinary hearings during the reporting period.

Separations

During this reporting period there were a total of one hundred and twenty-two (122) separations: forty-six (46) or 38% Retirements [14 of which were sick leave retirement credits], four (4) or 3% Deaths, forty-nine (49) or 40 % Voluntary Separations, one (1) or 1% End Temporary Assignments, eight (8) or 7% Transfers and fourteen (14) or 11% Dismissals, as noted in Figure 2.

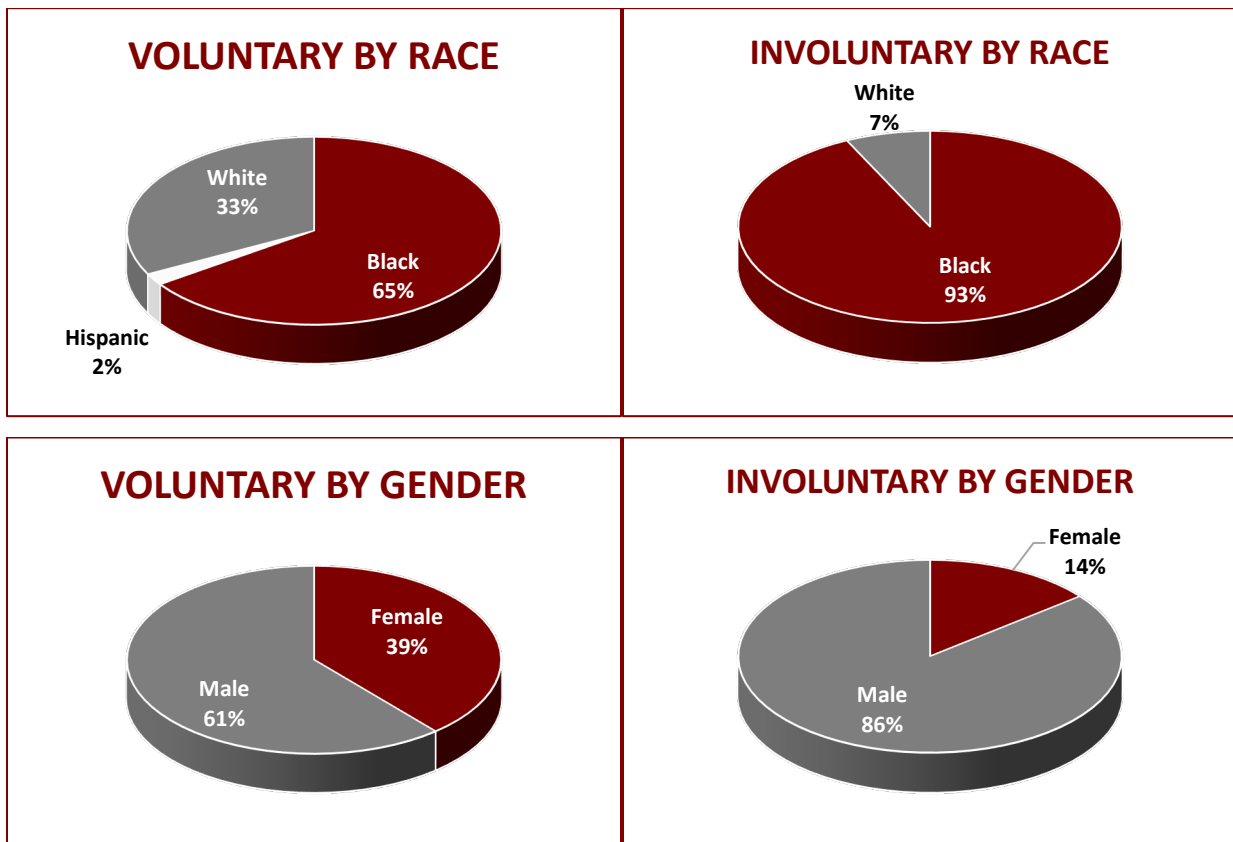
Figure 2. Total Separations



Of the total separations, there were seventy (70) or 57% Blacks, fifty-one (51) or 42% Whites, and one (1) or 1% Hispanic/Latino.

The following graphs under Figure 3 show percentages of separations by race (voluntary/involuntary) and gender (voluntary/involuntary). The data shows a greater percentage of Blacks (65%) voluntarily left the County than Whites (33%) and Hispanics (2%); while 93% of Blacks and 7% of Whites involuntarily left. In addition, males (86%) were dismissed from the County at a higher rate than females (14%). Lastly, males (61%) were voluntarily left from the County at a greater percentage than females (39%).

Figure 3. Separations by Race and Gender



Exit Interviews/Questionnaires

Of the one-hundred and twenty-two (122) separations during this reporting period, Human Resources' EID was notified of only nineteen (19) employees (which is 15%) prior to the employees' departure and sixteen (16) accepted the invitation for an exit interview. The main reasons provided for departing from the County were 1) lack of career advancement, 2) lack of flexibility, 3) need for work/life balance, 4) lack of leadership, 5) undesirable work conditions and 6) organization culture. In most cases, EID's small sample of separation notices are received from the Employee Services Division, HRIS or through word of mouth. During the Equity & Inclusion Rule training sessions, supervisors and general employees were

instructed to notify EID immediately of anyone separating from employment in hopes of increasing the exit interview participation. All Departments are required to report anticipated separations to EID immediately upon the employee's notification. To assist with this matter, EID created an internal Exit Interview Process Rule, which the CCO may review for updates. Provided the separation notifications reported to EID increase, the exit interview data could be a viable resource to create a retention plan.

3.2 Diversity Recruitment Initiatives

Human Resources continued to make efforts to document recruiting activities and results in recruitment summaries for those jobs recruited for since the latest County Manager's Priority List was published. The Strategic Relationship Management (SRM) Division plans to continue to document and track all recruiting efforts for jobs which are directly recruited for in the upcoming reporting period.

The SRM Division further analyzed and researched those jobs in which require certifications and/or licenses and tend to be held by disproportionate numbers of Whites and males and utilized these findings in identifying possible recruiting resources. SRM will also determine a strategy to meet with those Departments not meeting the overall labor benchmark for race and/or gender in the next reporting period.

In the previous reporting period, Human Resources identified an alternative benchmark source. The June 2018 *Brookings Report* is lower in percentage representation than the labor force benchmark for all levels of the Water Reclamation Facility Operator jobs in Environmental Services that are not currently meeting the overall labor force benchmark. During this reporting period, additional water reclamation jobs in the Environmental Services Department noted as not currently meeting the overall labor force benchmark were also identified as having a higher percentage representation than that of the alternative benchmark. SRM partnered with the Director of Environmental Services in this effort to ensure the alternative job families coincide with those jobs in the Environmental Services Department. Table **3.2A** displays job classes in the Environmental Services Department not meeting the Jefferson County labor market benchmark data compared to that of the June 2018 *Brookings Report* alternative benchmark data. This table further details, indicated by a Yes or No, whether or not the job classes in the Environmental Services Department are meeting the 2018 *Brookings Report* alternate benchmark for that job and whether or not

the job requires a certification or license as a minimum requirement per the Personnel Board of Jefferson County job descriptions.

Table 3.2A: Environmental Services Job Class Race Benchmark Data vs. June 2018 *Brookings Report* Alternative Race Benchmark Data -

Job Class	Yes/No - Job Class Requires Certification as MQ per PBJC	% of Female Employees 10/1/2020	Current Total of Female Employees 10/1/2020	June 2018 Brookings Report Alternate % Gender (Female) Benchmark	Yes/No - Meeting Alternate Gender (Female) Benchmark per the June 2018 Brookings Report	Alternative Job Family Used from Brookings Report
Chief Civil Engineer	Yes	40.00%	2	10.80%	Yes	Civil Engineering Occupation: Women 10.8%, Black: 3.6%
Chief of Party	No	0.00%	0	14.20%	No	Surveyors: Women 14.2%, Black 5.6%
Closed Circuit TV Technician	No	0.00%	0	19.80%	No	Engineering Technicians, Except Drafters, All Other: Women 19.8%, Black 11.2%
Construction Equipment Operator	Yes	6.70%	1	2.30%	Yes	Operating Engineers and Other Construction Equipment Operators: Women 2.3%, Black 8.7%
Construction Supervisor	Yes	0.00%	0	7.40%	No	Construction Managers: Women 7.4%, Black 3.8%
Deputy Director of ESD	Yes	0.00%	0	5.30%	No	Architectural and Engineering Managers: Women 5.3%, Black 4.2%
Deputy Director of ESD II-EE	Yes	0.00%	0	5.30%	No	Architectural and Engineering Managers: Women 5.3%, Black 4.2%
Director of ESD	Yes	0.00%	0	5.30%	No	Architectural and Engineering Managers: Women 5.3%, Black 4.2%
Drafter	No	0.00%	0	15.00%	No	Drafter Occupation: Women 15%, Black 4.9%
Electrician	Yes	0.00%	0	3.00%	No	Electrician: Women 3.0%, Black 5.9%
Electronics Technician	No	0.00%	0	19.80%	No	Electrical and Electronics Engineering Technicians: Women 19.8%, Black 11.2%
Engineering Aide	No	0.00%	0	7.90%	No	Surveying and Mapping Technicians: Women 7.9%, Black 3.7%

Job Class	Yes/No - Job Class Requires Certification as MQ per PBJC	% of Female Employees 10/1/2020	Current Total of Female Employees 10/1/2020	June 2018 Brookings Report Alternate % Gender (Female) Benchmark	Yes/No - Meeting Alternate Gender (Female) Benchmark per the June 2018 Brookings Report	Alternative Job Family Used from Brookings Report
Engineering Inspector	No	15.80%	3	6.40%	Yes	Construction and Building Inspectors: Women 6.4%, Black 11.8%
ESD Construction Manager	No	0.00%	0	7.40%	No	Construction Managers: Women 7.4%, Black 3.8%
GIS Database Supervisor	No	0.00%	0	7.90%	No	Surveying and Mapping Technicians: Women 7.9%, Black 3.7%
Geographic Info System Specialist	No	0.00%	0	7.90%	No	Surveying and Mapping Technicians: Women 7.9%, Black 3.7%
Heavy Equipment Operator	Yes	22.20%	4	6.00%	Yes	Heavy, Tractor-Trailer, Light Truck Drivers, Light Truck or Delivery Services Drivers: Women 6.0%, Black 14.8 %
HVAC/Refrigeration Technician	Yes	0.00%	0	1.40%	No	Heating, Air Conditioning, and Refrigeration Mechanics and Installers: Women 1.4%, Black 7.0%
Labor Supervisor - GRS	Yes	0.00%	0	21.40%	No	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand: Women 21.4%, Black: 13.4%
Laboratory Supervisor	No	0.00%	0	34.60%	No	Chemical Technicians: Women 34.6%, Black 14.9%
Laborer II	No	0.00%	0	18.10%	No	Laborers and Freight, Stock, and Material Movers, Hand: Women 18.1%, Black 19.9%
Laborer III	No	0.00%	0	18.10%	No	Laborers and Freight, Stock, and Material Movers, Hand: Women 18.1%, Black 19.9%

Job Class	Yes/No - Job Class Requires Certification as MQ per PBJC	% of Female Employees 10/1/2020	Current Total of Female Employees 10/1/2020	June 2018 Brookings Report Alternate % Gender (Female) Benchmark	Yes/No - Meeting Alternate Gender (Female) Benchmark per the June 2018 Brookings Report	Alternative Job Family Used from Brookings Report
Network Systems Administrator I	No	0.00%	0	17.10%	No	Network and Computer Systems Administrators Occupation: Women 17.1%, Black 9.6%
Network Systems Administrator II	No	0.00%	0	17.10%	No	Network and Computer Systems Administrators Occupation: Women 17.1% Black 9.6%
Plans Examiner	No	0.00%	0	19.80%	No	Civil Engineering Technician; Electrical and Electronics Engineering Technicians; Environmental Engineering Technicians; Mechanical Engineering Technicians: Women 19.8%, Black 11.2%
Principal Administrative Analyst	No	0.00%	0	51.30%	No	Budget Analysts: Women 51.3%, Black 16.8%
Principal Engineering Construction Inspector	Yes	0.00%	0	6.40%	No	Construction and Building Inspectors: Women 6.4%, Black 11.8%
Principal Engineering Landscape Survey Inspector	Yes	0.00%	0	6.40%	No	Construction and Building Inspectors: Women 6.4%, Black 11.8%
Public Works Supervisor (Construction or Sanitation)	Yes	0.00%	0	7.40%	No	Construction Managers: Women 7.4%, Black (3.8%
Senior WRF Maintenance Worker	No	0.00%	0	3.00%	No	Maintenance and Repair Workers, General: Women 3.0%, Black 10.6%
Senior Civil Engineer	Yes	0.00%	0	10.80%	No	Civil Engineer: Women 10.8%, Black 3.6%
Senior Engineering Aide	No	0.00%	0	7.90%	No	Surveying and Mapping Technicians: Women 7.9%, Black 3.7%

Job Class	Yes/No - Job Class Requires Certification as MQ per PBJC	% of Female Employees 10/1/2020	Current Total of Female Employees 10/1/2020	June 2018 Brookings Report Alternate % Gender (Female) Benchmark	Yes/No - Meeting Alternate Gender (Female) Benchmark per the June 2018 Brookings Report	Alternative Job Family Used from Brookings Report
Senior Engineering Inspector	No	0.00%	0	6.40%	No	Construction and Building Inspectors: Women 6.4%, Black 11.8%
Senior Maintenance Repair Worker	No	0.00%	0	3.00%	No	Maintenance and Repair Workers, General: Women 3.0%, Black 10.6%
Senior Water Pollution Control Technician	No	40.00%	2	34.60%	Yes	Chemical Technicians: Women 34.6%, Black 14.9%
Sewer Construction/Maintenance Supervisor	No	0.00%	0	7.40%	No	Construction Managers: Women 7.4%, Black 3.8%
Sewer Grease & Oil Inspector	No	20.00%	1	6.40%	Yes	Construction and Building Inspectors: Women 6.4%, Black 11.8%
Sewer Line Maintenance Inspector	No	20.00%	2	6.40%	Yes	Construction and Building Inspectors: Women 6.4%, Black 11.8%
Sewer Maintenance Superintendent	Yes	0.00%	0	29.80%	No	General and Operation Managers: Women 29.8%, Black: 7.1%
Sewer Service Supervisor	No	0.00%	0	18.70%	No	First-Line Supervisors of Production and Operating Workers: Women 18.7%, Black 9.7%
Sewer Video Operations Supervisor	No	0.00%	0	18.70%	No	First-Line Supervisors of Production and Operating Workers: Women 18.7%, Black 9.7%
Sewer Video Specialist	No	8.70%	2	3.00%	Yes	Septic Tank Servicers and Sewer Pipe Cleaners: Women 3.0%, Black 6.8%

Job Class	Yes/No - Job Class Requires Certification as MQ per PBJC	% of Female Employees 10/1/2020	Current Total of Female Employees 10/1/2020	June 2018 Brookings Report Alternate % Gender (Female) Benchmark	Yes/No - Meeting Alternate Gender (Female) Benchmark per the June 2018 Brookings Report	Alternative Job Family Used from Brookings Report
Sewer Video Supervisor	Yes	12.50%	1	18.70%	No	First-Line Supervisors of Production and Operating Workers: Women 18.7%, Black 9.7%
Skilled Laborer - GRS	No	25.00%	15	3.50%	Yes	Construction Laborers: Women 3.5%, Black 8.1%
Systems Analyst	No	0.00%	0	35.70%	No	Computer Systems Analysts: Women 35.7%, Black 10.8%
Truck Driver	Yes	0.00%	0	6.00%	No	Heavy, Tractor-Trailer, Light Truck Drivers, Light Truck or Delivery Services Drivers: Women 6.0%, Black 14.8 %
Water Pollution Control Technician	No	0.00%	0	34.60%	No	Chemical Technicians: Women 34.6%, Black 14.9%
Water Reclamation Facility Apprentice	No	25.00%	7	5.20%	Yes	Wastewater Treatment Plant Operators: Women 5.2 %, Black 13.9%
WRF Manager	Yes	0.00%	0	29.80%	No	General and Operation Managers: Women: 29.8%, Black: 7.1%
WRF Shop Supervisor	No	0.00%	0	18.70%	No	First-Line Supervisors of Production and Operating Workers: Women 18.7%, Black 9.7%
WRF Supervisor	Yes	25.00%	1	18.70%	Yes	First-Line Supervisors of Production and Operating Workers: Women 18.7%, Black 9.7%
WRF Maintenance Worker	No	6.30%	1	3.00%	Yes	Maintenance and Repair Workers, General: Women 3.0%, Black 10.6%
WRF Maintenance Manager	No	0.00%	0	29.80%	No	General and Operation Managers: Women 29.8%, Black 7.1%

Job Class	Yes/No - Job Class Requires Certification as MQ per PBJC	% of Female Employees 10/1/2020	Current Total of Female Employees 10/1/2020	June 2018 Brookings Report Alternate % Gender (Female) Benchmark	Yes/No - Meeting Alternate Gender (Female) Benchmark per the June 2018 Brookings Report	Alternative Job Family Used from Brookings Report
WRF Operator I	N/A	12.50%	2	5.20%	Yes	Wastewater Treatment Plant Operators: Women 5.2%, Black 13.9%
WRF Operator II	Yes	0.00%	0	5.20%	No	Wastewater Treatment Plant Operators: Women 5.2%, Black 13.9%
WRF Operator III	Yes	0.00%	0	5.20%	No	Wastewater Treatment Plant Operators: Women 5.2 %, Black 13.9%
WRF Operator IV	Yes	18.80%	3	5.20%	Yes	Wastewater Treatment Plant Operators: Women 5.2 %, Black 13.9%
WRF Shift Supervisor	Yes	16.00%	4	18.70%	No	First-Line Supervisors of Production and Operating Workers: Women 18.7%, Black 9.7%
WRF Superintendent	Yes	0.00%	0	29.80%	No	General and Operation Managers: Women 29.8%, Black 7.1%

Executive Recruitment

The SRM Division put together recruiting plans for several executive-exempt jobs and completed recruitment using a variety of targeted methods. Three (3) highly qualified candidates were identified for Deputy Director of Finance, which ultimately was filled in November 2020 by an external candidate, Tampia Anderson, a Black female. Ms. Anderson was recruited by SRM.

The Deputy Chief Information Officer and IT Governance job announced August 10, 2020 and closed September 25, 2020. Recruiting efforts consisted of creating a brochure, posting job to Tech Birmingham and Alabama City County Association online job boards, and sharing job in LinkedIn.com groups, #BlackTechWomen and African American Women in Tech. Three (3) highly qualified candidates were identified during Integration on October 30, 2020 and the position was filled in January 2021 by Antonio Crespo, a Hispanic male.

A part of the executive recruiting for the Chief Compliance Officer position, four (4) highly qualified candidates were identified during the Chief Compliance Officer Integration on October 30, 2020, and later the number was narrowed down to three (3) highly qualified candidates after further vetting. One of these candidates was recruited directly by the SRM Division. The position was filled by Cricket Snyder, a Black female, March 29, 2021.

The Deputy Director of Revenue job announced September 18, 2020 and closed October 25, 2020. SRM utilized various resources during the recruitment of this job to source a diverse and qualified pool of applicants such as sending job announcement to professional networks and posting the job to Government Finance Officers Association. Thirty-seven (37) applications were received. Of the thirty-seven (37) applicants who applied for the job, nine (9) candidates were selected to participate in the Assessment Center on November 18, 2020. Seven (7) candidates participated - four (4) females, three (3) males; five (5) Black, one (1) White, and one (1) non-disclosed. Integration was held on December 11, 2020. The position was filled by an internal employee Scott Herron, a White male.

The Deputy Director of Human Resources job announced January 31, 2021 and closed February 21, 2021 with thirty-seven (37) applications. SRM utilized various resources during the recruitment of this job to source a diverse and qualified pool of applicants. Of the thirty-seven (37) applicants who applied, eleven (11) of candidates participated in the Assessment Center on March 19, 2021. Integration will be held on April 14, 2021.

Water Reclamation Facility Recruitment Initiatives

The SRM Division continued to recruit for the Water Reclamation Facility (WRF) Operator Grade II, Water Reclamation Facility Operator Grade III, and Water Reclamation Facility Operator IV job classes. Recruiting efforts are listed in the table below. There were nine (9) candidates deemed eligible for the WRF Operator II, III, and IV jobs by the Personnel Board of Jefferson County during the reporting period. Additional information regarding the WRF High School Internship and the WRF Apprenticeship Programs are updated in the Development Initiatives (Learning and Organizational Division) section of this report.

Targeted Recruitment Efforts

The SRM Division continued to leverage affirmative action reports (e.g., Jefferson County semi-annual metric reporting data) to identify jobs not meeting overall benchmark that appear on the 2020 County Manager Hiring Priorities List to assist with recruitment strategy and recruiter assignments. Table 3.2B below summarizes recruitment efforts for jobs recruited for during the reporting period.

Table 3.2B: Recruitment Summaries During October 1, 2020 – March 31, 2021

Job Title	Recruiting Period	Targeted Recruitment Efforts
Water Reclamation Facility Operator II, III and IV	Open continuous	<ul style="list-style-type: none"> Searched Indeed.com.com and LinkedIn.com for prospects Followed up with an inquiry from the PBJC regarding part-time opportunities; but no response from the lead
Automotive Technician – General	March 25, 2020 – Open continuous	<ul style="list-style-type: none"> Direct outreach to prospects via sourcing outlets (e.g., Indeed.com.com, LinkedIn.com) Jefferson County internal employee recruitment; sent job announcement email to all County employees Posted flyer on LinkedIn.com
Traffic Analyst	September 3, 2020 – January 15, 2021	<ul style="list-style-type: none"> Posted position to Lawson State Community College online job board Indeed.com.com.com resume search Searched LinkedIn.com Posted the position with Alabama Works
Principal Engineering Land Survey Inspector	September 13, 2020 – January 15, 2021	<ul style="list-style-type: none"> Downloaded a list of Alabama Board of Licensure of Professional Engineers and Land Surveyors to identify potential prospects who possess required Professional Land Surveyor Certification. This effort did not yield any candidates to apply.

Job Title	Recruiting Period	Targeted Recruitment Efforts
		<ul style="list-style-type: none"> • Posted job to www.jobstinger.com • Posted job to www.jobterro.com • Searched LinkedIn.com profiles for prospects • Shared information with Troy University • Posted job on AlabamaWorks online job board • Posted job on Lawson State Community College online job board
Water Reclamation Facility Shift Supervisor	September 14, 2020 - December 30, 2020	<ul style="list-style-type: none"> • Indeed.com.com resume search • LinkedIn.com talent search • Shared job with Alabama Water Environment Association • Posted job to AlabamaWorks! job site
Electrician	September 20, 2020 – January 15, 2021	<ul style="list-style-type: none"> • Shared job with Jefferson State Community College • LinkedIn.com talent search • Indeed.com.com resume search
Senior Engineering Aide	October 25, 2020 – November 6, 2020; re-announced January 20, 2021 – February 5, 2021	<ul style="list-style-type: none"> • Emailed internal employees in the Engineering Aide and Skilled Laborer possible feeder job classes • Sent request to share position with Alabama Industrial Development Training (AIDT) Workforce Center • Indeed.com.com resume search • AlabamaWorks! resume search • Posted job on AlabamaWorks! • Shared the job with the National Association of Women in Construction – Birmingham Chapter • Shared the job with several area community colleges – Lawson State, Trenholm State, Jefferson State, and several other area universities such as UAH, UAB, Troy, Tuskegee, South Alabama, Auburn at Montgomery
Water Reclamation Facility Maintenance Worker	October 26, 2020 – November 13, 2020	<ul style="list-style-type: none"> • Emailed internal employees in the Skilled Laborer job class • Sent request to share position with Alabama Industrial Development Training (AIDT) Workforce Center • Requested position be shared with students at Trenholm State Community College • Indeed.com.com resume search • AlabamaWorks! resume search
Senior Water Reclamation Facility	October 26, 2020 – November 13, 2020	<ul style="list-style-type: none"> • Shared job with internal employees in the Water Reclamation Facility Maintenance Worker job class

Job Title	Recruiting Period	Targeted Recruitment Efforts
Maintenance Worker		<ul style="list-style-type: none"> • Sent request to share position with Alabama Industrial Development Training (AIDT) Workforce Center • Requested position be shared with students at Trenholm State Community College • Indeed.com.com resume search • AlabamaWorks! resume search
Facilities Manager	November 1, 2020 – November 13, 2020; extended to December 4, 2020	<ul style="list-style-type: none"> • Posted position to Lawson State Community College online job board • Directly contacted prospects via LinkedIn.com Recruiter Lite and Indeed.com.com • Posted position to County’s social media outlets • Sent job information to a contact for the University of Alabama Operations Management Certification Program • Sent job announcement email to employees in possible feeder classes
GIS Manager	November 8, 2020 – February 26, 2021	<ul style="list-style-type: none"> • Created job flyer with image of a female • Posted job announcement to County’s social media outlets • Sent job announcement to employees in possible feeder classes • LinkedIn.com talent search • Advertised job on Birmingham Business Alliance – Onboard Birmingham job board
Sewer Service Inspector	February 7, 2021 – February 22, 2021	<ul style="list-style-type: none"> • Shared position with employees in the following possible feeder classes: Sewer Video Specialist, Sewer Line Maintenance Inspector • Utilized Indeed.com.com and AlabamaWorks! resume search • Posted job on AlabamaWorks!
Auto Parts Manager	February 7, 2021 – February 22, 2021	<ul style="list-style-type: none"> • Shared position with employees in the following possible feeder classes: Automotive Technicians, Auto Parts Clerk, Senior Auto Parts Clerk, Stores Clerk, and Senior Stores Clerk
Water Pollution Control Technician	February 28, 2021 – March 12, 2021	<ul style="list-style-type: none"> • Emailed two professors at Lawson State Community College asking to share opportunity and flyer with students and networks. Both instructors responded stating that they would share information. • Posted the position to several universities with related programs of study such as Alabama A&M, Auburn University, Troy University, Tuskegee University, Alabama State University, University of Alabama

Job Title	Recruiting Period	Targeted Recruitment Efforts
		<ul style="list-style-type: none"> • AlabamaWorks! resume search • Indeed.com.com resume search
Plumber	February 28, 2021 – Open continuous	<ul style="list-style-type: none"> • Created a flyer to share with different networks • Posted the position on AlabamaWorks! • Searched Alabama Works resume database • Searched Indeed.com.com for prospects • Searched LinkedIn.com for prospects
Unclassified Laborer (Laborer II) - Temporary	March 1, 2021 – March 7, 2021	<ul style="list-style-type: none"> • Shared flyer with Jefferson County Commission’s PIO, to be shared on Jefferson County Commission’s social media outlets • Shared opportunity and flyer with WIOA Case Manager / Career Center Specialist at Jefferson State Satellite Career Center • Shared the position with the Housing Authority for Birmingham and City of Bessemer • Sent message on Housing Authority of Birmingham District on organization’s website • Sent message to City of Bessemer Housing Authority • Shared position with Faith Chapel • Shared position with the Dannon Project • Flyer shared with Human-Community Services & Workforce Development • Flyer shared with Workfaith Birmingham and Sixth Avenue Baptist Church • Position shared on AlabamaWorks! website • Position shared with Lawson State Community College • Shared flyer with the East Pinson Recreation Center to post to bulletin board
Skilled Laborer	March 14, 2021 – March 26, 2021	<ul style="list-style-type: none"> • Utilized Urbanham.com promotion features • Sent job announcement email to all County employees • Shared with Workfaith Birmingham • Shared during Lawson Community College Virtual Job Fair • Shared flyer with Social Worker at First Light Shelter to post to bulletin board • Sent flyer to Job Placement Specialist at the Dannon Project • Posted on LinkedIn.com • Posted to OnBoard Birmingham job board • Share with Personal networks

Good Faith, Positive Recruitment, and Community Outreach

Human Resources proactively made good faith efforts to bring awareness to careers at Jefferson County Commission. Several of those activities are listed below:

- Participated in four (4) virtual Mock Interview sessions with WorkFaith Birmingham on behalf of the Lovelady Center.
- Sent job announcements to One Roof to place in newsletter for client organizations.
- Reached out to Hope Inspired Ministries to provide resume writing workshops to their network base.
- Attended the University of Alabama at Birmingham (UAB) Virtual Employer Relations Series- 101 Employer Engagement Meeting. During this virtual call, UAB's team discussed various opportunities where employers can partner with the school to engage with students while also meeting the employer's needs by promoting jobs.
- Shared job announcement information with a veteran's caseworker at Alabama Works.
- Networked with the Business Relations Consultant at Alabama Department of Rehabilitation Services (ADRS) to establish a relationship and provide details of County career opportunities.
- Reached out to Hope Inspired Ministries to establish a network and provide resume writing and job application assistance.
- Participated in virtual student mock interviews offered to students in the University of Alabama's Business Communications class. During the student mock interviews, students were asked varied questions and received feedback based on their responses.

Recruiting and Networking

Although many community career fairs and events were either cancelled or conducted virtually due to COVID-19, SRM continued to identify events to participate in. SRM participated in the following recruiting and networking events:

- Participated in the Jacksonville State University Virtual Career Fair on October 1, 2020 and spoke with students regarding current openings and Jefferson County's application process. SRM also accessed registered student's resumes. This was the school's first virtual career event and had a low number of participants.

- Participated in the University of Alabama at Birmingham (UAB) Virtual Government and Non-Profit Career Fair on October 21, 2020. Three (3) students joined the virtual room and were introduced to County careers and chatted about various County job families.
- Created a promotional video for Congresswoman Terri Sewell’s 2020 Virtual Job Fair that mentioned the County’s various job families, the Water Reclamation Facility Operator Apprenticeship Program, how to apply, and how to stay in contact with us.
- Participated in the Samford University Virtual Job & Internship Fair on February 25, 2021.
- Participated in the Lawson State Community College Virtual Career Fair Week events on March 16-18, 2021 including the Business & Info. Tech Day, College Transfer Day, and Career Tech Day.

Strategic Direction Roadmap Initiatives

As part of Human Resources’ Strategic Direction Roadmap, SRM began working on a plan to promote inclusion beyond the decree to increase awareness. In doing so, SRM drafted strategies to recruit additional protected classes. Additionally, SRM explored recognition ideas such as highlighting employees’ years of service that could potentially aide in improving employee retention. SRM also partnered with the Public Information Officer to enhance the County’s employer brand and improve recruiting efforts. SRM drafted a timeline that included a series of podcast HR-related topics for recordings. SRM drafted questions and responses for the WRF High School Internship podcast and recorded the session on March 8, 2021. Table 3.2C provides topics proposed for the podcast.

Table3.2C: Employer Branding Podcast Initiative – Proposed Podcast Topics

Proposed Podcast Topic	Dates	Podcast Sponsor	Platform	Human Resources Speaker(s)
WRF High School Internship	March 2021	Helen Hays	Podcast	Lakeasha Hargrove and Marques Crenshaw
Interviewing Tips	April 2021	Helen Hays	Podcast	Jamie Koladish
Veterans Program	May 2021	Helen Hays	Podcast	Alan Sconiers
How to Apply	June 2021	Helen Hays	Podcast	Loren Warren

3.3 Inclusive Selection Assessment Initiatives

Since October 2020, Human Resources conducted secondary selection work on twenty-seven (27) classified job classes, to include three (3) executive-level job class at the County. Twenty-six (26) selection procedures (e.g., structured oral interviews, realistic job previews, Job Components Validity Assessments) were administered for the job classes. Seven (7) assessment weeks were conducted during the reporting period, and over four hundred (400) job candidates participated in the County's secondary selection processes. This pool of candidates represents 77.1% of employees who registered to participate in the secondary selection process and 57.8% of employees whose names were certified to Human Resources.

A Realistic Job Preview (RJP) was administered for the job classes of Heavy Equipment Operator, and Construction Equipment Operator during the reporting period. A computer-based assessment (i.e., Job Component Validity (JCV) Assessment) was administered for the job class of Court Clerk during the reporting period. Tables A3 and A4 in Appendix A provide demographic information of those individuals who participated in the processes. Additionally, the Division executed practical secondary tests for the jobs of Truck Driver, Heavy Equipment Operator, and Construction Equipment Operator during the months of October and November 2020. A practical exam was incorporated into the selection procedure in addition to the structured interview. The practical exam allowed job candidates to demonstrate their proficiency with operating dump trucks, backhoes, and track hoes, respectively, common equipment to Jefferson County. The practical exams required job candidates to perform basic tasks while operating the equipment in a safe manner. The practical test was assessed live by trained assessors.

Employee Selection updated and finalized a second publication of its Procedural Manual and will expand on a couple of existing processes. With the December termination of the long-standing Consent Decree, Employee Selection has no plans to modify any of its codified secondary procedures.

In order to meet the hiring needs of the County, but also to protect and maintain the health and safety of candidates and staff, Employee Selection has adjusted its way of administering and evaluating secondary tests. Like most organizations, Employee Selection has adhered to all CDC guidelines as it relates to social distancing and facial coverings. Some of the precautionary measures taken by Employee Selection include limiting test administrations to smaller waves or groups of candidates participating; decreased staffing has been implemented; cleaning and disinfecting the testing areas/rooms/facility pre and posttest administrations, as well as during test administrations when there are multiple waves, has been implemented and requiring facial coverings for all candidates and staff. Additionally, Employee Selection has taken steps to secure a virtual platform so that the assessment of candidates continues with trained assessors working remotely, rather than in closed-in, physical spaces as was done pre-COVID. Employee Selection will continue

to navigate through COVID-19 and make additional adjustments, to include exploring additional virtual partnerships as needed, keeping confidentiality and security at the forefront.

3.4 Human Resources Employment Services Initiatives

EMPLOYMENT

The Employment Services Team completed drafts of detailed Standard Operating Procedures to further achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and enhancing compliance with Consent Decree guidelines with the hiring process in conjunction with the Personnel Board of Jefferson County's Rules and Regulations.

The team resumed hiring activities following historic challenges in which the nation experienced the devastating effects of COVID-19 and a nationwide shutdown. The team focused on filling critical job vacancies to include backfills and temporary appointments.

Premium Pay

The Employment Services Team processed premium pay for eligible employees which is awarded by an agency at the discretion of an Appointing Authority and approval by the Personnel Board of Jefferson County (PBJC). The team worked closely with the PBJC to analyze premium pay requests to ensure accuracy of information submitted. The team met with the PBJC to clarify issues related to premium pay effective dates. A new premium request submission process was implemented effective October 12, 2020 and communication was sent to Department Heads to assist in Department Heads submission of future requests for premium pay. Premium pay processing is reviewed via multiple parties to ensure information submitted is accurate, verifiable, and complete.

Workday

The Employment Services Team utilized Workday to process premium pay request approved by the HR Director for PBJC review and determination. The team worked closely with the PBJC to address issues of concern and respond accordingly. This process includes analyzing each request, researching prior premium pay request, and corresponding with applicable parties. The determinations are forwarded to Departments and HRIS as applicable.

BENEFITS

The reporting period was a busy, yet productive, period for the Benefits Team. Initially, the Team focused their attention on Annual Enrollment elections processing and accurate reporting to Benefits providers. The team worked directly with Total Administrative Services Corporation (TASC) to collect and compile Flexible Spending (FSA), Dependent Care (DCA), and COBRA data for transfer to the County's new vendor, Ameriflex, throughout the months of October and November 2020. The Team also focused on Annual Enrollment audits to confirm proper posting of elected benefits, to include Supplemental Life Employee, Spouse, and Child; Short- and Long-Term Disability; and Dependent eligibility for new dependents added during the enrollment period. In addition, the Team handled a substantial influx of customer service-based inquiries and concerns surrounding FSA, DCA, and COBRA administrator changes implemented on October 1, 2020. The Team also compiled requested data for the annual Other Post-Employment Benefits (OPEB) Valuation for Nathaniel Hutchinson of Cavanaugh MacDonald Consulting Group.

Alongside the responsibilities previously mentioned, the Benefits Team continued processing Families First Coronavirus Response Act (FFCRA) Childcare requests through December 31, 2020, to include Personal Leave requests submitted once all FFCRA time had been exhausted. This regulation was not extended by Congress into 2021; however, the Benefits Team assisted with the recommendations that led to the Jefferson County Coronavirus Response Leave Program (JCCRLP), a new type of leave approved by the Commission and mirrored to FFCRA to assist departments and employees with new leave beginning January 1, 2021 and continuing through March 31, 2021.

After receiving approval from the Personnel Board in September 2020 to outsource the administration of Family and Medical Leave Act (FMLA) and Extended Medical Leave, the Benefits team met weekly with MetLife, the approved vendor, to ensure timely and effective implementation for a start date of January 1, 2021. With the assistance of the HRIS Division completing the EDI file, the Consultant/Broker compiling effective communications, and Benefits Team providing historical data on open FML and Extended Medical claims, a smooth and successful transition occurred with only a few anticipated revisions occurring after January 1, 2021. It is anticipated that FMLA training will be added to the LMS system, DevelopU, during the next reporting period to ensure ongoing training of payroll coordinators, supervisors, and department Heads. This is in addition to live virtual training, as well.

The first quarter of 2021 brought new benefits administration changes because of the COVID-19 Relief Bill passed by Congress late December 2020. These changes temporarily lifted previously existing limitations on pre-tax benefits FSA, DCA, and Health. Any remaining FSA and DCA funds from the 2019-2020 plan year as of December 31, 2020 may be rolled over into 2021, giving employees more time to use those funds. The new provision also opened the opportunity for employees to make one-time changes to these elections, by increasing or decreasing elections, and terminating and/or electing coverage. Communications were issued with a plan in place to accommodate the influx of requests and inquiries.

Ongoing efforts continued toward several previously stated goals of the Benefits Team throughout the reporting period, to include completion of cross-training billing processes to all advisors, pursuit of transition of traditionally manual processes to automation, outsourcing employment verification processing, and the continuous update of Standard Operating Procedures (SOP's). Cross-training of invoiced bills successfully transitioned in the previous reporting period, while the bills where training is currently ongoing during the reporting period include those with more complex reporting features and formatting. Furthermore, the manual processes transitioning was a high priority of the Benefits Team to assist them long-term. To start, the Team concentrated on transitioning new hire beneficiary designations solely within Kronos, removing the paper form altogether to remove errors in designations. Next, the Team worked with HRIS on the build-out of Kronos to automatically produce delinquent notice letters to employees who miss any benefits premium deductions within a month. In addition, the Team also worked with HRIS to transition to uploading employee documents directly to the employee's record in Kronos to alleviate the necessity of maintenance of new paper records as they are received. Lastly, the Team worked with life insurance vendor, MetLife, to automate issuance of termination letters for employee's separating from the County.

The Team also restructured its goals surrounding the County's wellness initiatives. Catapult Health added a virtual biometric screening option for employees uncomfortable with the, still available, in-person option. Catapult also agreed to share data with BCBS to strategically target those with one of the health conditions deeming them eligible for health coaching. The information would then be shared with Pack Health so communications could be sent to invite those employees to work one-on-one with a health coach. Based on data gleaned from 2020 biometric screenings, this wellness initiative proved beneficial to the County by reducing BCBS claims costs for participating members. The Team is hopeful that adding

the additional layer of targeting for health coaching will further reduce the County's overall health claims spending for 2021.

While the Team continues pursuing automation of manual processes, amongst other pertinent priorities, it should be noted that many other duties continued to be performed as well. During the reporting period, fifty-four (54) Family Medical Leave Act (FMLA) packets were sent per employee requests and thirty-eight (38) Family Medical Leave Act (FMLA) requests were processed and approved. There were five (5) Family Medical Leave Act (FMLA) extensions, and twenty-two (22) Families First Coronavirus Response Act Leave requests processed and approved and/or denied. All were completed prior to the transition to MetLife on January 1, 2021. It is anticipated the FMLA requests between January 1 and March 31, 2021 will mirror the first quarter reporting data. These were completed in addition to the routine processing of other leave types, payroll adjustments, new hire benefits, retirements, qualified life event changes, short and long-term disability claim forms, AFLAC claim forms, and life insurance claims.

Forward Thinking

Looking onward to the next reporting period, the Benefits Team will begin implementing Annual Enrollment 2021 processes to ensure another smooth online enrollment period for employees. The team will also effectively move to a fully self-service model of employee engagement surrounding Qualifying Life Events (QLE's) and Beneficiary Designation updates to Kronos. It continues to be the team's desire to provide new employees with a recorded Benefits presentation they can watch prior to their first date of hire, in addition to virtual FMLA training for Departmental leaders and key employees transitioning to the new LMS system, DevelopU. As previously proven, the Benefits Team is dedicated to doing their part with continual progressive measures to move Jefferson County to a fully automated, paperless employment/benefits experience.

3.5 Equitable People Development Initiatives

Learning Management System (LMS)

The Learning and Organizational Development Division (LOD) launched the *DevelopU* Learning Management System (LMS) during the previous reporting period on August 31, 2020. The LMS continued to be a valuable development tool for Jefferson County employees during this reporting period. Since

October 1, 2020, 1,341 Jefferson County employees accessed the learning management system, while 1,272 completed at least one course. The LMS included two learning plans to help guide employees' development: Countywide training plan and a supervisor/manager training plan. The Countywide training plan includes four compliance courses: Understanding the Equity and Inclusion Rule, Sexual Harassment Prevention for Employees, Harassment Prevention for Employees, and Integrity in the Workplace all with a September 30, 2021 completion due date. The supervisor/manager training plan includes both elective and required courses with a December 31, 2021 completion due date. The supervisor/manager training plan established Human Resources' commitment to continuous learning at every level of the organization, with a special focus on Jefferson County leaders.

LOD created a post launch communication plan, designed to convey relevant LMS updates and information to DevelopU users during regular intervals. The communication plan included topics that encourage continued use and opportunities to keep employees engaged. For example, communication went out in March informing all employees of a newly added course, Stormwater Pollution Prevention: What We Can Do. The course was developed by the Development Services Stormwater Pollution Prevention Team to educate employees on best management practices to reduce the impacts of stormwater pollution in the community. This training is a requirement for the County's National Pollutant Discharge Elimination System (NPDES) Permit. DevelopU will continue to be a vital tool in rolling out required and developmental training to County employees.

Performance Management

Human Resources efforts to implement a new performance management system was on hold in previous reporting periods. LOD has since been advised that implementation should be completed in 2021. The new Business Partner Manager in LOD will assist in the implementation of this system.

Human Resources Culture Champs

As part of the Human Resources Director's Strategic Direction Report, the Human Resources Director gave insight into her vision to reshape the culture in Human Resources and the County. Based on the Human Resources Director's vision, Human Resources created The Culture Champs team. The Culture Champs is a cross-divisional team within Human Resources. The team consists of one person from each division who will be charged with addressing some of the challenges and opportunities identified in the Strategic Direction Report, especially the internal Human Resources culture. In addition to engaging employees throughout Human Resources in needed problem solving, this team helps to build cross-collaboration

within Human Resources break down some of the existing silos. The members of the Culture Champs are: Marc Crenshaw (Team Lead), Training & Organizational Development Advisor, Beth Carter, Equity & Inclusion Business Partner, Alecia Jackson, Human Resources Technician, Hollie Garced, Assessment & Development Specialist, Valarie Nealey, Talent Sourcing Specialist and Yvette Tillman, Business Systems Specialist.

The Culture Champs met biweekly and developed and implemented several initiatives within Human Resources to align with the vision and mission of Human Resources Director. The Culture Champs grouped those initiatives into four project categories: Skill, Community, Self and Team. Project Skill focuses on the skillset of the Department. Some of the initiatives created and implemented were a SHRM Study group, and the HR Book Club. Project Community focused on building teamwork through giving back to the community. Some of the initiatives created and implemented included a campaign to encourage HR to get out and vote, a United Way Campaign which included raising \$4,224.18 and a Thanksgiving Food Donation drive. Project Self focuses on self-improvement. Initiatives in this project category includes quarterly Self-Wellness Initiative. Each quarter had a theme and projects were developed to align with each theme. The first quarter theme was Mental Health, second quarter was Physical Health, third quarter was Social Health, and the fourth quarter was Financial Health. Finally, the Project Team focused on improving the HR Team. The initiatives for this project category will be created and implemented during the next reporting period. The theme will be Socialize Our Values. The goal is to have visual representation of HR values throughout the department, increase transparency and add Kudo boards and monthly recognition in each of the Divisions.

Other activities included Equity & Inclusion Business Partner Beth Carter, Training & Organizational Development Advisor Tiffany Owens, and HR Director Caroline Brown leading virtual SHRM study groups. More than twenty HR employees attended each session. As of the end of March 2021, three (3) Human Resource employees passed the SHRM exam. Testing will continue throughout the next reporting period. The Culture Champs also held a Seasonal Theme Decorating Contest during December. The purpose of the contest was to increase Divisional teamwork and cross divisional interaction. Deputy Director of Finance, Tampia Anderson, assisted as the contest judge.

Performance Improvement Plan

In November 2020, LOD developed a Standard Operating Procedure (SOP) for Performance Improvement Plans (PIPs). The purpose of this policy is to establish guidelines and procedures for Performance Improvement Plans. PIPs are used by Jefferson County Commission Departments as a formal mechanism to address performance issues with employees. The desired outcome of Performance Improvement Plans is to improve an employee's work performance to a satisfactory level. The program's target group will be the County's director level leadership. LOD first shared details with the County Manager in March 2021 with training sessions to occur in the upcoming reporting period. The training presentation will include the purpose, triggers, roles and responsibilities, process, scenario activities and follow up associated with a PIP. During the training, attendees will be presented with a leadership guide. The PIP Leadership Guide will consist of a takeaway document which includes the purpose, triggers, process steps, the follow-up checklist, do's and don'ts. The new Business Partner Manager had the opportunity to review and offer feedback on the program details and rollout. Additionally, the program was reviewed with the Learning and Organizational Development Advisors and the HR Division Managers.

Water Reclamation High School Internship Program

Human Resources and Environmental Services continued efforts to recruit local high school seniors for the Water Reclamation High School Internship Program. Human Resources developed a tentative timeline for the 2020-2021 school year. This year Human Resources provided virtual presentations to prospective students via Zoom due to the COVID-19 restrictions. The projected timeline can be found in Table 3.5A.

Table 3.5A: Water Reclamation High School Internship Program Timeline

Activity	Person Responsible	Date
Contact Schools to Schedule Virtual Meeting	LOD and SRM	October 1 – 31, 2020
Virtual Presentation of Water Reclamation.	LOD and SRM	Oct 1, 2020 – February 26, 2021
Application Process	LOD, SRM and ESD	March 1, 2021 – April 9, 2021
Deadline for Receiving Applications	LOD and SRM	April 9, 2021
Review of Applications and Selection	LOD, SRM and ESD	April 12 – April 23, 2021
Acceptance Letter Sent Out	LOD, SRM and ESD	April 27, 2021
Finalized 2021 Intern Roster	LOD, SRM and ESD	May 7, 2021

Activity	Person Responsible	Date
Internship Start Date	LOD and ESD	June 1, 2021
Internship End Date	LOD and ESD	July 23, 2021

In January 2021, Human Resources held virtual presentations with Midfield High School and Wenonah High School. Human Resources continued to partner with Bessemer City High School and Fairfield High School to schedule presentations.

In February 2021, Human Resources held virtual presentations with Bessemer City High School and Fairfield High School. LOD and SRM started holding meetings to expand the marketing and recruiting efforts for the internship. As a result of those meetings, the internship flyer and a link to the application was added to the County's website. LOD and SRM also expanded the application deadline to April 9, 2021 to allow more students the opportunity to apply. During this reporting period, the Unclassified Intern Position Modification and Pay Schedule Increase Resolution was drafted. The intent of the resolution was to authorize a one-time pay schedule adjustment for the Jefferson County unclassified intern position under the appointing authority of the County Manager. The resolution was intended to secure a \$12.00 per hour pay rate for high school interns. It was also intended to set the pay rate for college undergraduate and post-graduate students so that the program can be expanded to include these applicants in the future.

In March 2021, Human Resources submitted the Unclassified Intern Position Modification and Pay Schedule Increase Resolution to the Jefferson County Commission for approval. This resolution was approved by the County Commission March 25, 2021. As part of the resolution packet, the County Manager and Commission were given the WRF High School Internship Communication Letter which outlined the program, listed targeted schools by Commissioner district, and included a copy of the flyer and application in hopes County leadership would share the information with the citizens of their districts. SRM sent out a special job announcement to all County employees informing them of the internship and application deadline. Representatives from Human Resources partnered with Jefferson County Commission's Public Information Officer to highlight the internship on the Jefferson County Alabama "Podcast for the People". Internship details were further shared on the County's social media platforms.

Apprenticeship Program

Human Resources and Environmental Services continued efforts to develop and grow the Water Reclamation Facility (WRF) Operator Apprenticeship Program. Classroom training sessions continued while ensuring adherence to CDC guidelines and recommendations for social distancing.

In November 2020, two Cohort I apprentices were unsuccessful in passing the ADEM Grade III exam. The two apprentices transitioned to WRF Operator Grade II positions over the next month. The transition was handled per the PBJC rules for hiring. Cohort II apprentices completed training classes for the ADEM Grade III exam during the month of November. Human Resources and Environmental Services completed the hiring process for the Water Reclamation Facility Operator Apprenticeship Program Cohort III. The Cohort of apprentices completed the water reclamation plant operations training at Village Creek WRF. The apprentices were assigned to three plants in groups of three for on-the-job training classroom sessions for the ADEM Grade II exam. These classroom sessions started January 2021.

In December 2020, Cohort II apprentices completed training classes for the ADEM Grade III exam. Cohort II apprentices tested for the ADEM Grade III over the next month. Three Cohort II apprentices passed the ADEM Grade III exam during the month of December. Ten Cohort III apprentices completed the water reclamation plant operations training at Village Creek WRF and started on the job training.

In January 2021, Cohort II apprentices tested for the ADEM Grade III exam. Two Cohort II apprentices passed the ADEM Grade III exam. Cohort III started classroom training in the month of January. Jefferson County Commission's recommendations regarding social distancing were followed when structuring the classroom sessions. Cohort III had ten members.

In February 2021, Cohort I completed the WRF Operator Apprenticeship Program. Cohort II apprentices continued testing for the ADEM Grade III exam. The Cohort started Grade IV classroom training in the month of February. Cohort III started classroom training during this month. One apprentice from Cohort III passed the ADEM Grade IV exam. This Apprentice will remain in the program until the required working hours to receive the ADEM Grade IV certification have been obtained.

The WRF Operator Apprenticeship Program has been successful in helping participants pass the ADEM exams. To date, five (5) of ten (10) apprentices from Cohort I have passed the Grade II exam. Seventeen (17) of twenty (20) apprentices from Cohort II have passed the Grade II exam. Finally, two (2) of ten (10) apprentices from Cohort III have passed the Grade II exam.

CORE, County-wide Onboarding Program

During the reporting period, LOD drafted a comprehensive County-wide Onboarding Program, designed to facilitate a process that successfully acclimates employees new to Jefferson County Commission as well as those employees new to a role (i.e. promotion, transfer and/or reassignment). CORE stands for Connection, Orientation, Relationship Building, and Employee Development. CORE is currently in the second review phase, while LOD simultaneously prepares a county-wide implementation plan. The implementation plan will include a thoughtful and systematic approach that introduces County leaders to the need and numerous benefits of a county-wide onboarding program. The plan will also provide training and guidance to department personnel who have critical roles to play within the program. Finally, the implementation plan will identify best practices and ways in which the program can be customizable for Jefferson County departments.

Start of Work Orientation

LOD continued to facilitate Start of Work Orientation (SOWO) virtually due to the COVID-19 public health crisis and direction from County leadership. The County Manager, Director of Human Resources, and the LOD Division Manager all have consistently supported virtual SOWO with welcome messages for new employees. The team will work closely with County leadership to determine when and how to return to in-person, start of work orientations. From October 1, 2020, through March 31, 2021, LOD conducted thirteen (13) virtual orientation sessions, serving a total of 112 new employees. LOD also conducted a separate, in-person, elected official orientation on January 20, 2021, for the newly elected Treasurer and the Treasurer's appointed clerk.

Workplace Expectation Sheets (WE Sheets)

The Workplace Expectation Sheet (WE Sheet) is the first step in the County's onboarding process. LOD partnered with Jefferson County supervisors to create the WE Sheet, which supplements the more general PBJC job descriptions. WE Sheets are given to new employees at the conditional job offer, final job offers, and again at Start of Work Orientation. WE Sheets provide new employees with specific details about their new department and work environment, as well as behavior and performance expectations for their job within a Jefferson County department. WE Sheets help fill a critical gap in the hiring process by providing information that helps employees make more informed career decisions and step into a new role more confidently. The LOD team updated the WE Sheet in October of 2019, making it more focused, detailed,

and easier to read and adding more department-specific information. October 1, 2020, through March 31, 2021, LOD worked with Jefferson County supervisors to complete thirty-three (33) WE Sheets.

One-Year Development Roadmap

LOD relaunched the One-Year Development Roadmap on December 7, 2020. One-Year Development Roadmaps are an integral part of onboarding in Jefferson County, and are critical to the County's efforts to create an engaged, high-performing, and competitive workforce. With the relaunch, each department was asked to:

- Consistently use the roadmap to onboard employees: 1.) new to Jefferson County, or 2.) new to a job/role (internal promotion or job transfer).
- Encourage supervisors to create and introduce the roadmap to new employees during their first week of employment, preferably by their second day in their new role; and
- Hold supervisors accountable for consistently working with new employees to complete the roadmap during their first year.

The goal of the relaunch was to ensure the roadmap is consistently used in the onboarding of new employees, and that supervisors have the training and support to develop effective roadmaps. LOD has begun and will continue to take proactive steps to ensure there is a roadmap template available for all job classes on the County Manager's hiring priority list to facilitate supervisors' efforts in finalizing roadmaps for new employees. LOD has begun and will continue to take the following steps with each Start of Work Orientation:

1. Ensure there is a finalized roadmap template in the online roadmap application for all job classes represented. This is to ensure supervisors have accurate, job relevant information to use in developing the one-year development roadmaps for job classes in their Department.
2. Prompt supervisors to create and release the roadmap by the new employee's second day. The email will include a new employee checklist, a job aid to help supervisors create the roadmap and navigate the online roadmap application, and a link to the roadmap course in DevelopU.
3. Ensure supervisors are aware of training and support to help them complete the roadmap. Available training and support include, 1) a job aid sent with the email prompting supervisors to

complete the roadmap; 2) a course/electronic job aid accessible through DevelopU; 3) an invitation to supervisors requesting one-on-one/group coaching to complete the roadmap.

4. Follow-up with supervisors to see how onboarding is progressing and to remind them about the importance of the roadmap.

To support a successful relaunch, LOD completed the following activities:

- 11/17/2020 - LOD requested, via email, support for the roadmap relaunch from the County Manager. The request included a relaunch fact sheet and messaging the County Manager could use to communicate details about the roadmap relaunch with department leaders.
- 11/19/2020 - The County Manager communicated, via email, details about the roadmap relaunch with Department leaders. The communication included the relaunch fact sheet, information about onboarding, reasons for the relaunch, and expectations for supervisors after the relaunch.
- 11/20/2020 - LOD communicated, via email, details of the roadmap relaunch with Jefferson County supervisors and Department leaders. The communication included the relaunch fact sheet, information about onboarding, reasons for the relaunch, and expectations for supervisors after the relaunch.
- 12/02/2020 - LOD conducted a virtual training on developing effective one-year development roadmaps with supervisors. Supervisors with employees scheduled for Start of Work Orientation on December 7, 2020, were targeted for the training. The training included an overview of developing the one-year development roadmap using the online roadmap application, as well as strategies for effective onboarding. LOD also updated the One-Year Development Roadmap Job Aids for employees and supervisors.
- 01/20/2021 - LOD completed development of a course, Creating A One-Year Development Roadmap, and uploaded it to DevelopU, the County's LMS. The course, or electronic job aid, provides step-by-step guidance for creating an effective roadmap, in real time, using the online roadmap application.
- 02/05/2021 - LOD launched an email communication campaign targeting Jefferson County supervisors to highlight the importance and benefits of using the One-Year Development Roadmap to onboard new employees. The email communications began February 5, 2021 and continued through March 2021. Table 3.5B below captures communication email campaign to supervisors.

Table 3.5B: One-Year Development Roadmap Communication Email Campaign to Supervisors

Distribution Date	Email Title
02/05/2021	Need Help Creating the One-Year Development Roadmap?
02/26/2021	The One-Year Development Roadmap: What Are the Expectations for Supervisors?
03/05/2021	One-Year Development Roadmap: Development Milestones and Development Activities
03/12/2021	Writing Department-Specific Development Milestones and Development Activities
03/19/2021	How the Roadmap Can Support Performance Appraisals for New Employees

WINTR Professional Development Strategy in Partnership with EID

LOD partnered with EID to discuss and create a professional development strategy for Women in Non-Traditional Roles (WINTR) Program participants. LOD met with EID staff February 11, 2021 to determine an appropriate plan that would address the needs and develop an effective strategy to move forward. The plan kicked-off with an email to WINTR participants March 12, 2021, inviting them to one of seven (7) scheduled professional development sessions. Seven (7) participants attended the first session on Tuesday, March 30, 2021. These sessions acted as a development opportunity coupled with a round table discussion to identify more specific topics of interest. The initial meeting focused on Courageous Leadership, a competency that many women working within non-traditional roles would benefit from exploring. During the second half of the meeting, the facilitators asked five specific questions regarding development topics and workplace issues. Following the initial meetings and the additional data received, LOD will create a series of virtual trainings that target the specific competencies identified. LOD also intends to leverage DevelopU to identify relevant courses that will help build identified competencies within this group, as well as incorporate coaching and mentoring for a comprehensive development strategy. The plan is to take a very deliberate approach to creating a beneficial strategy. The plan strategy will be rolled out in phases, ensuring to capture the most valuable elements for this group of women in nontraditional roles.

Training Activities

Training sessions offered by LOD during the reporting period include:

- The LOD team launched a training initiative, *“Learning While Leading During Uncertainties”* which was a series of virtual training options offered to Jefferson County Commission supervisors and

managers. The short 45-minute training sessions encouraged leaders to maintain focus, continue development and lead courageously during unprecedented times. The virtual training series kicked off Thursday, July 30, 2020 and continued through December 16, 2020. LOD hosted five (5) sessions, including: *Leading Through Uncertainty*, *Active Listening*, *Stress Management/Avoiding Burnout*, *Resilient Leadership: How Will You Recover*, and *Establishing Our New Normal*. Additionally, on November 12, 2020, LOD emailed details for *7 Strategies for Successfully Managing Teleworking Teams*. The WebEx virtual trainings were facilitated by LOD Advisors. The LOD Division created promotional flyers and content to promote the series. These were emailed to the targeted groups. Sessions were capped at twenty-five (25) participants and participants registered using the Signup Genius Online Application. The LOD Division received positive feedback from participants and concluded the training initiative on December 16, 2020 with a session on *Making Time for Wellness*.

- LOD hosted *Leading Through Uncertainty* training session for all HR Division Managers.

Other LOD Activities

- Revised the new hire paperwork document, Identification of Relatives Form.
- Finalized the 2021 Start of Work Orientation schedule.
- Partnered with the Administrative Division of Human Resources in drafting a resolution for modifying pay for Intern job class 92705.
- The HR LOD Division Manager held one-on-one meetings with LOD team members throughout the reporting period that included discussions specifically about work activities and work assignments. These meetings were shifted to the responsibility of the new Business Partner Manager of Organizational Development during the end of the reporting period.
- New Business Partner Manager – Organizational Development began work in the role March 1, 2021.
- The Test Development phase began to fill the three funded vacancies for Learning and Organizational Development Advisors.

3.6 Technology Implementation and Efficiency

Human Resources continues to focus on improving the overall efficiency and effectiveness of HR applications and processes. In January of 2021, with the assistance of Information Technology Services, HRIS successfully upgraded its Kronos Human Resource and Payroll Application. This upgrade was necessary as Adobe Flash, an integral part of the previous version, was discontinued. The new version of Kronos allows employees to access Kronos on mobile devices such as smartphones and tablets through built-in web browsers without the need to download the separate application. This upgrade was completed without any interruption to any critical Human Resources functions.

HRIS also launched its one-stop shop for Human Resources processes and procedures. This was included as part of the redesigned Jefferson County Employee Portal. Employees can visit this web page and quickly find the procedures for most pertinent employee involved processes. An employee can now find step by step instructions on how to perform the following:

- Log-In to Kronos
- View Pay Stubs
- Obtain W-4s
- Gain Access After Being Locked Out of Kronos
- Update Benefits
- Change Withholdings
- Update Address
- Request a Transfer
- Request a Reassignment
- Request a Reclassification Review
- Request a Premium
- Sick Leave Conversion
- Take Classes
- Find Job Vacancies
- Search/Apply for Jobs
- File a Complaint

Included in the processes are links to necessary forms and websites that are part of each process. Having this information readily available to employees offers transparency and uniformity to critical HR processes.

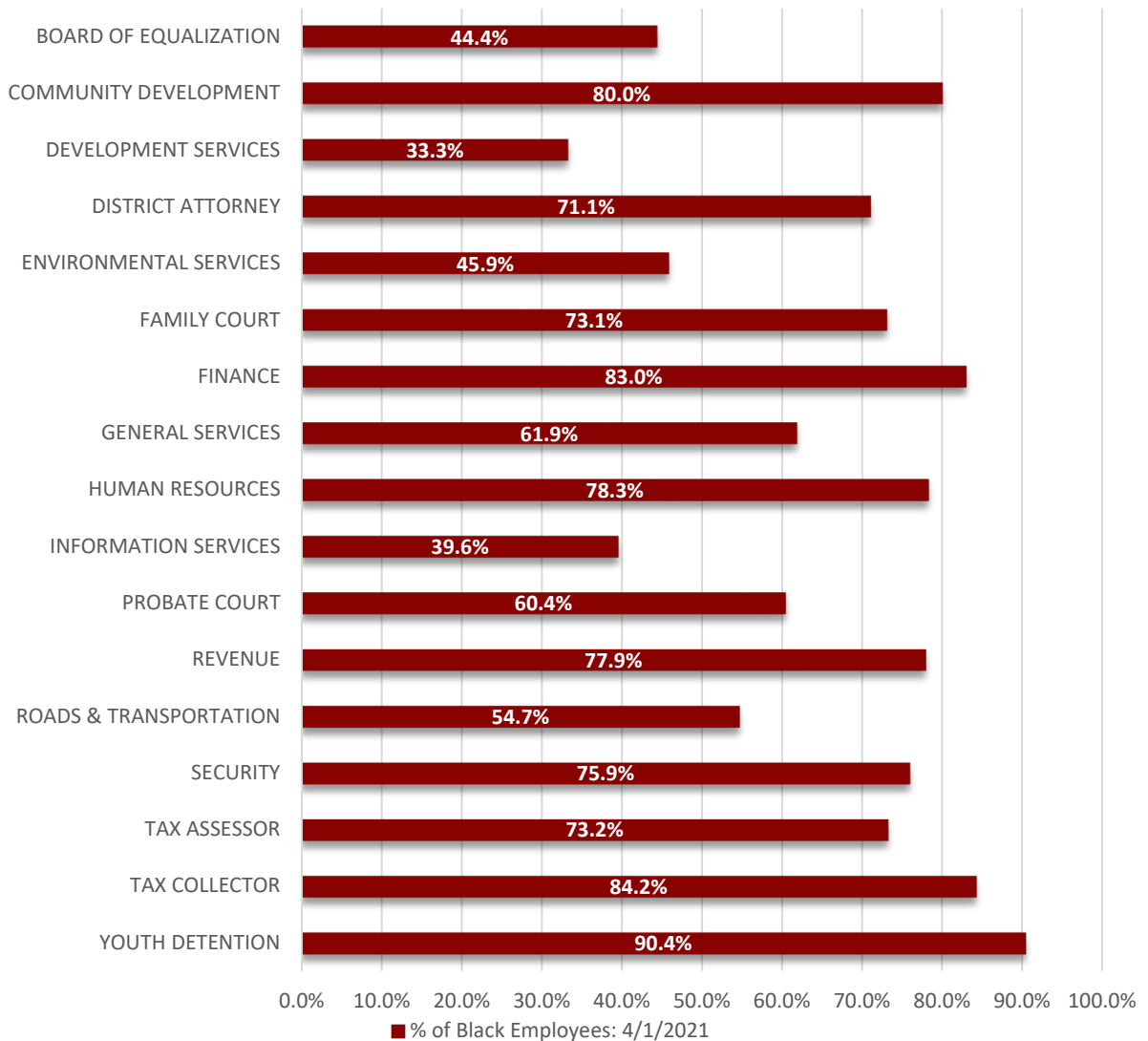
Section 4. Semi-Annual Reporting: Workforce Analysis

Department Demographics Snapshots

To understand overall demographic trends in the County's workforce of two-thousand three-hundred and sixty-six (2,366) employees (excluding elected officials) in three-hundred and forty-six (346) Job Classes, Figures 5-8 provide Race and Gender snapshots of the percent of employees in seventeen (17) departments and changes in the previous six (6) months for departments with twenty (20) or more employees as of March 31, 2021.

As a note, during this reporting period, the Security Department was established. Going forward, the metrics activity regarding the Security Department will be captured separately in this report.

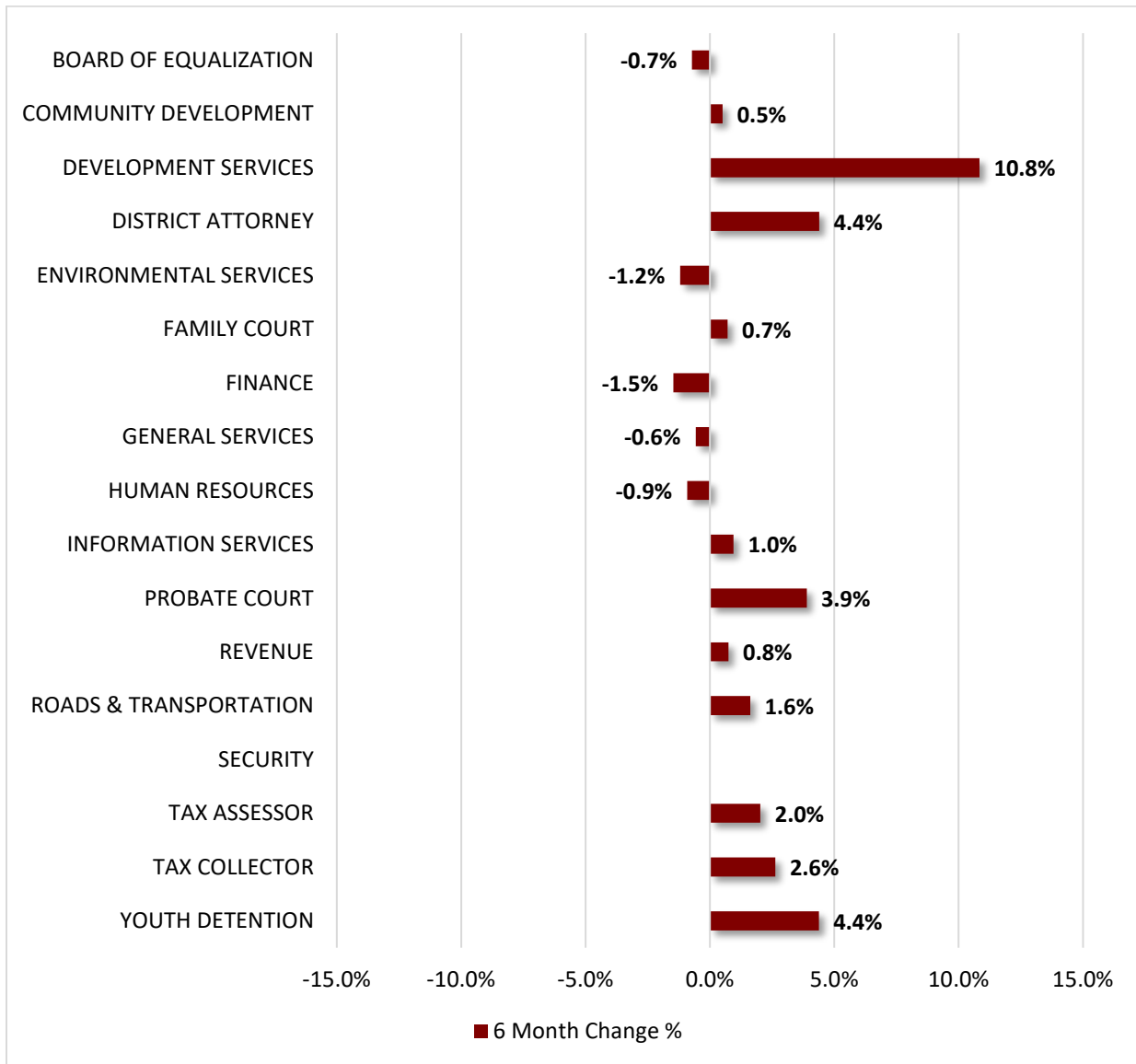
Figure 4. Race Composition: Percent of Full-Time Equivalent (FTE) Black Employees by Department



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

Note that the above chart displays only the overall percentage of Black FTEs in each department, without regard to any possible differences in racial composition at different levels (e.g., entry-level vs. managerial). Departments range from 33.3% Black (Development Services) to 90.4% Black (Youth Detention). The charts provided later in this section of the report provide greater detail and analysis of these results by Department and job class. As part of refining the data for analysis, HR removed elected and State Court employees from the departmental analysis.

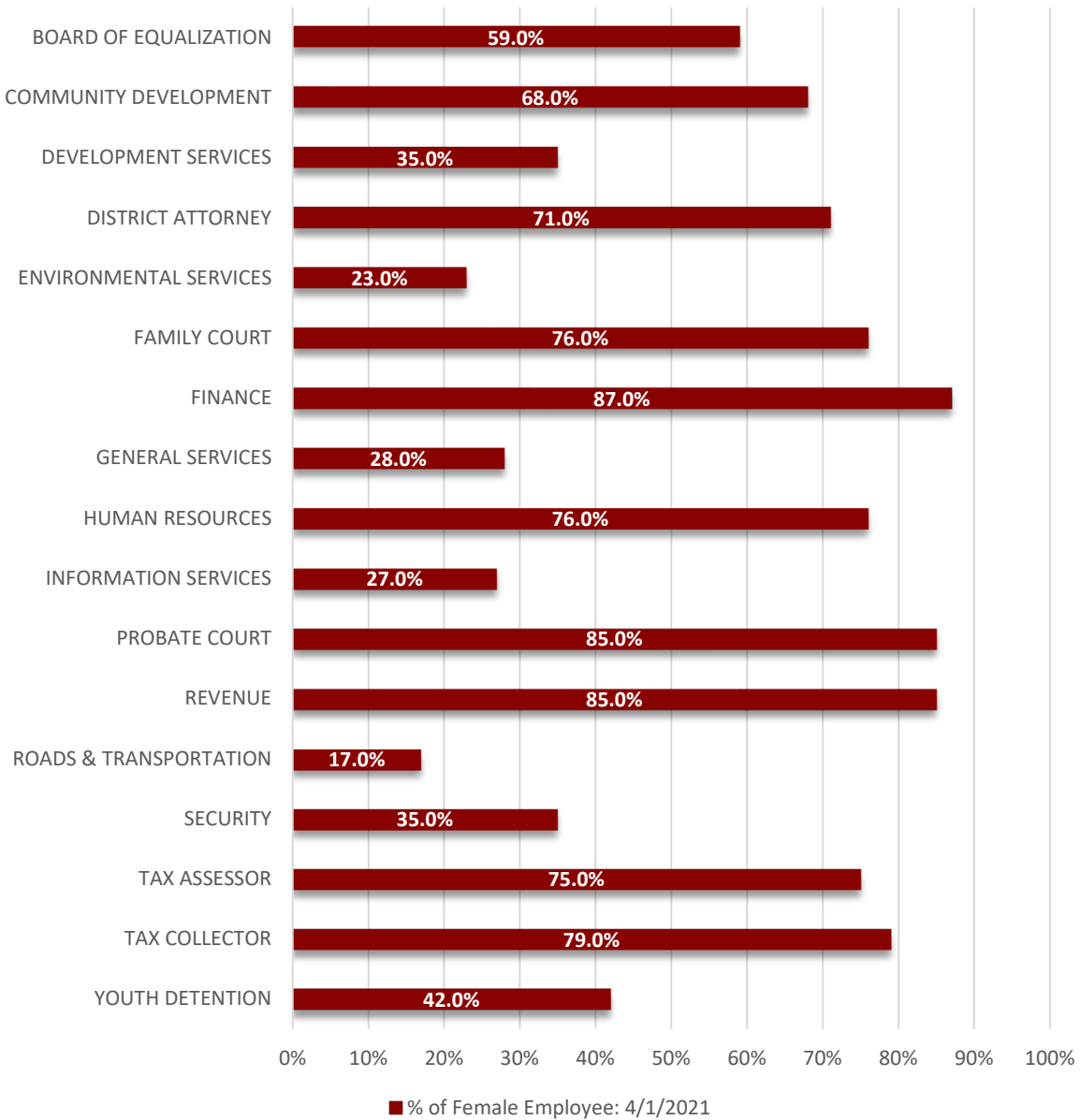
Figure 5. Race Composition – Percentage Change to Black FTEs by Department



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

Of the 17 Departments within Jefferson County having at least 20 employees, most showed small positive or negative percent changes over the previous six-month period. The largest percentage increase was observed in Development Services, while the largest decrease was observed in Finance. The charts provided later in this section of the report provide greater detail and analysis of these results by Department and job class.

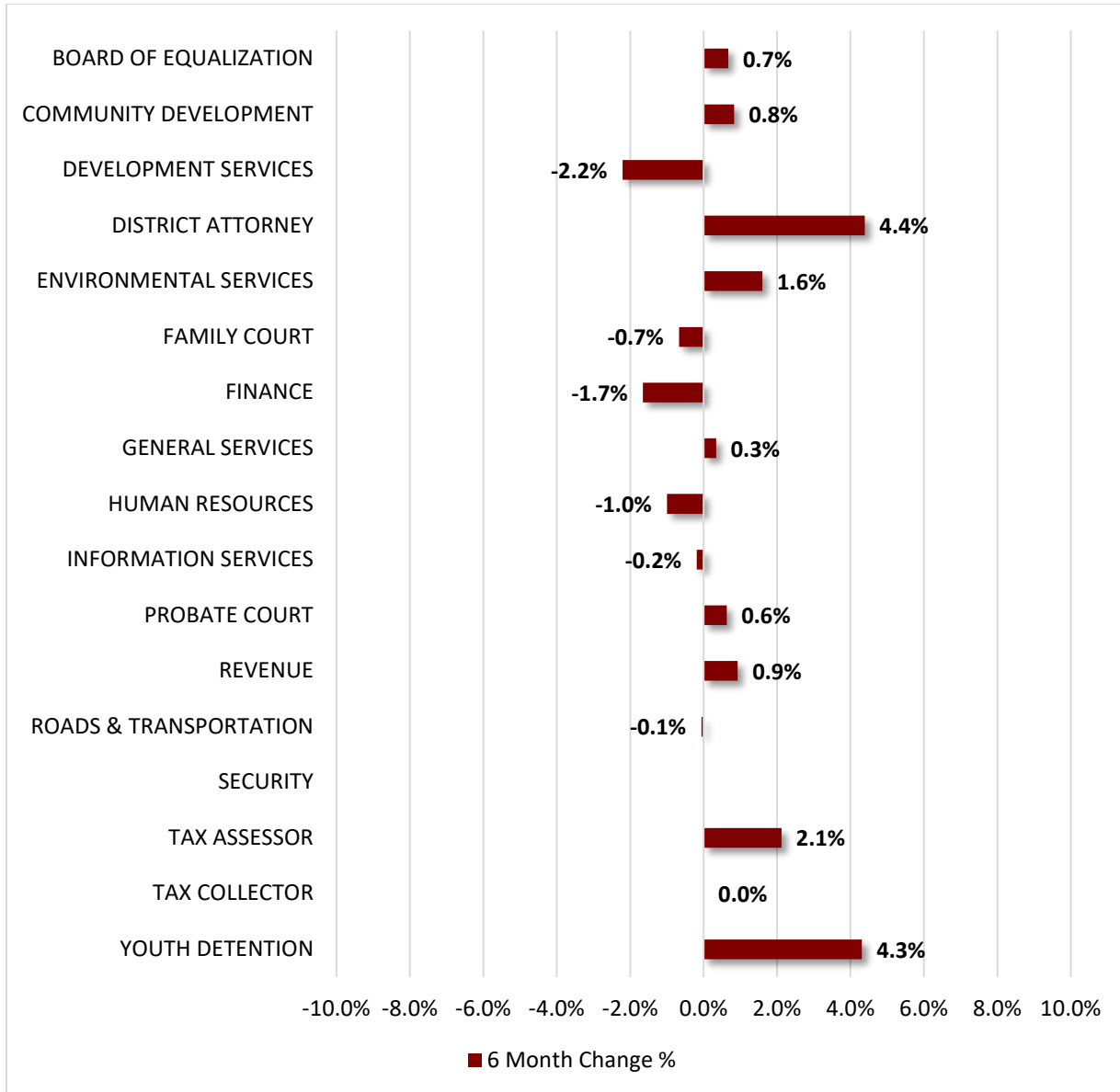
Figure 6. Gender Composition – Percent of Full Time Equivalent (FTE) female Employees by Department



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


Note that the above chart displays only the overall percentage of female FTEs in each Department, without regard to any possible differences in gender composition at different levels (e.g., entry-level vs. managerial). Departments range from 17.0% female (Roads & Transportation) to 87.0% female (Finance). The charts provided later in this section of the report provide greater detail and analysis of these results by Department and job class.

Figure 7. Gender Composition – Percentage Change to FTEs female Employees by Department



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

Of the 17 Departments within Jefferson County having at least 20 employees, most showed no to small positive or negative percent changes in gender composition over the previous six-month period. The largest percentage increase is observed in District Attorney. At 2.2 percent, Development Services observed the largest decrease. The charts provided later in this section of the report provide greater detail and analysis of these results by Department and job class.

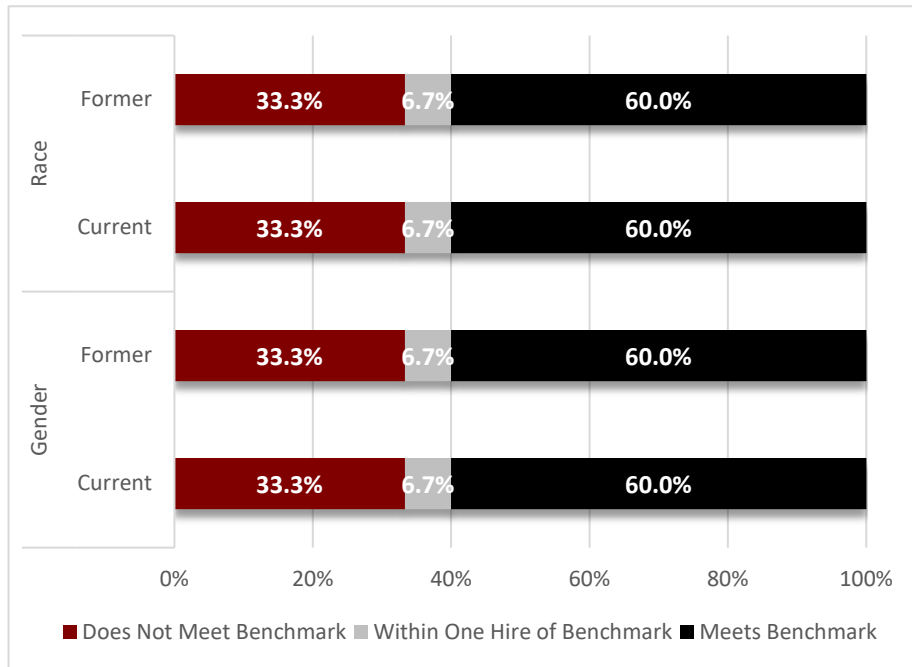


The charts in this section illustrate shifts in representation of Black and female employees in job classes by department between the previous and current reporting period. *Based on the 2010 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 40.2% and females is 49.7%. **NOTE: Based on the most recent 2020 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 43.5% and females is 52.7%. However, the 2020 data is not referenced in this report hereinafter because it was released after the reporting cycle end date.***

The charts highlight which percentages of job classes within each department are currently meeting these benchmarks, not meeting these benchmarks, or are within one hire of meeting the benchmarks.

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

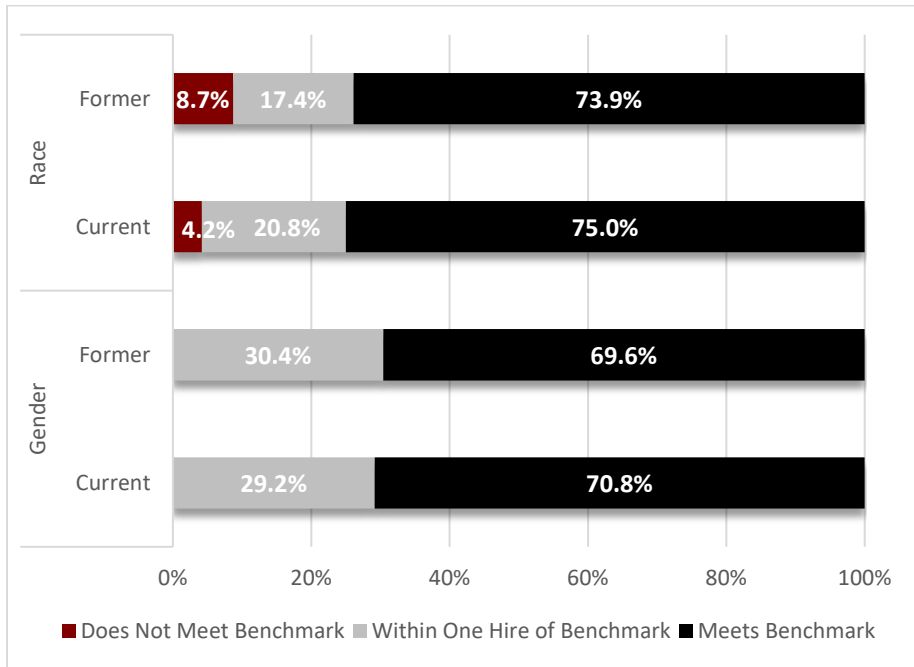
Figure 8. Percent of **Board of Equalization Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Board of Equalization meeting the Race benchmark did not change. For the full breakdown of the Board of Equalization Department job classes, please see Table B1 in Appendix B.

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

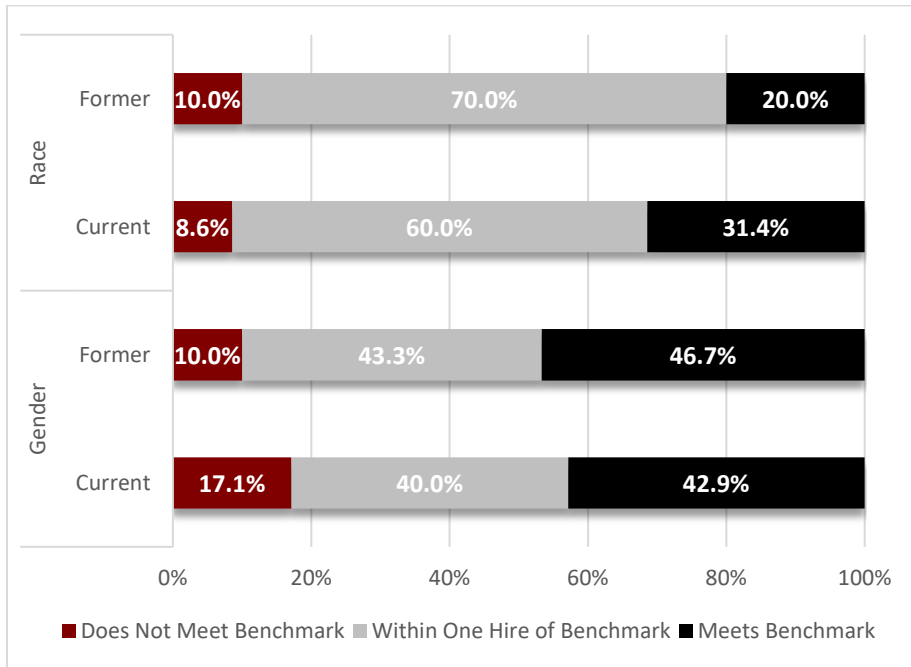
Figure 9. Percent of **Community Development Department** job classes meeting **Race and Gender Benchmarks**



Race: Over the preceding 6 months, the percentage of jobs in the Community Development Department meeting the Race benchmark increased by 1.1%. For the full breakdown of the Community Development Department job classes, please see Table B3 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Community Development Department meeting the Gender benchmark increased by 1.2%. For the full breakdown of the Community Development Department job classes, please see Table B4 in Appendix B.

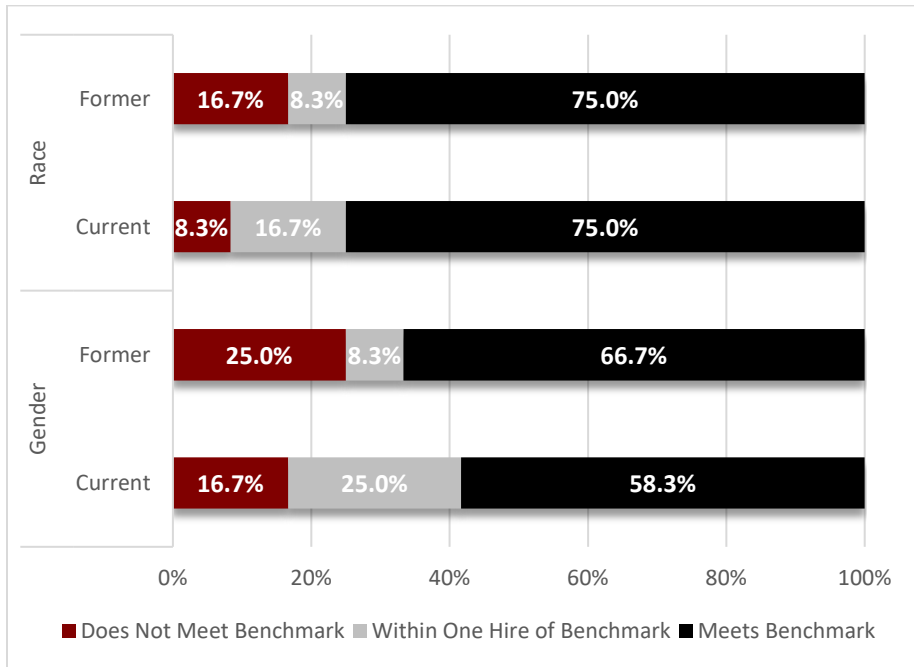
Figure 10. Percent of **Development Services Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Development Services Department meeting the Race benchmark increased by 11.4%. For the full breakdown of the Development Services Department job classes, please see Table B5 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Development Services Department meeting the Gender benchmark decreased by 3.8%. For the full breakdown of job classes in the Development Services Department, please see Table B6 in Appendix B.

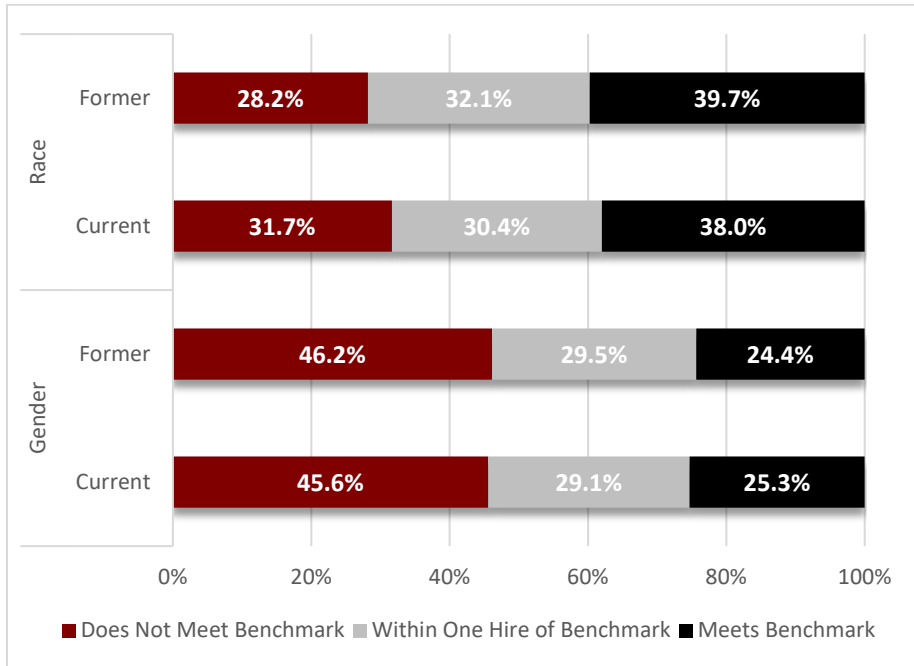
Figure 11. Percent of **District Attorney Department** job classes meeting Race and Gender Benchmarks



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

Gender: Over the preceding 6 months, the percentage of jobs in the District Attorney Department meeting the Gender benchmark decreased by 8.4%. For the full breakdown of the District Attorney job classes, please see Table B8 in Appendix B.

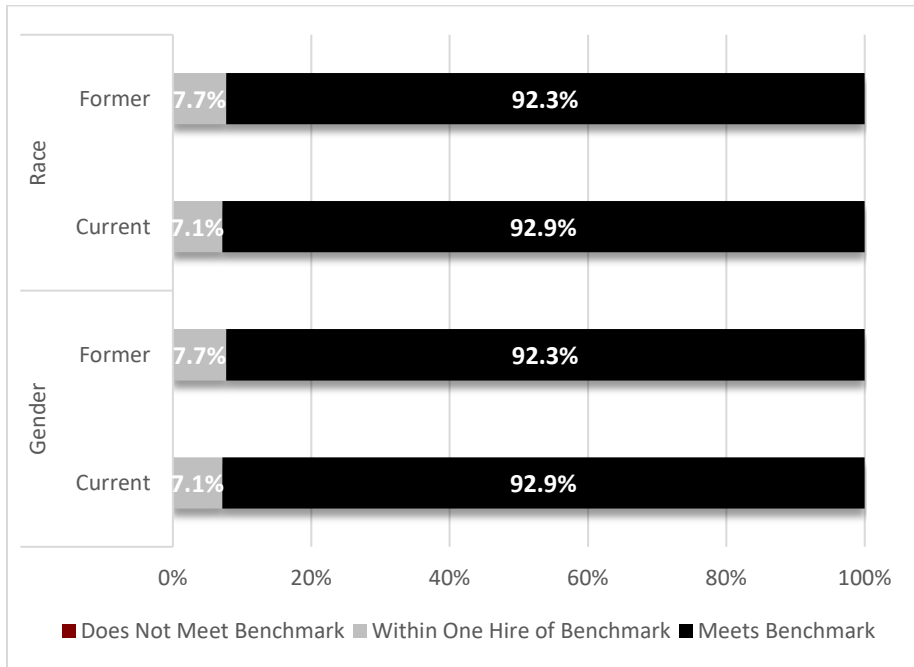
Figure 12. Percent of **Environmental Services** job classes Meeting Race & Gender Benchmark



Race: Over the preceding 6 months, the percentage of jobs in Environmental Services Department meeting the Race benchmark decreased by 1.7%. For the full breakdown of the Environmental Services Department job classes, please see Table B9 in Appendix B.

Gender: Over the preceding 6 months, the Environmental Services Department level of progress toward meeting the Gender benchmark increased by 0.9%. For the full breakdown of the Environmental Services Department job classes, please see Table B10 in Appendix B.

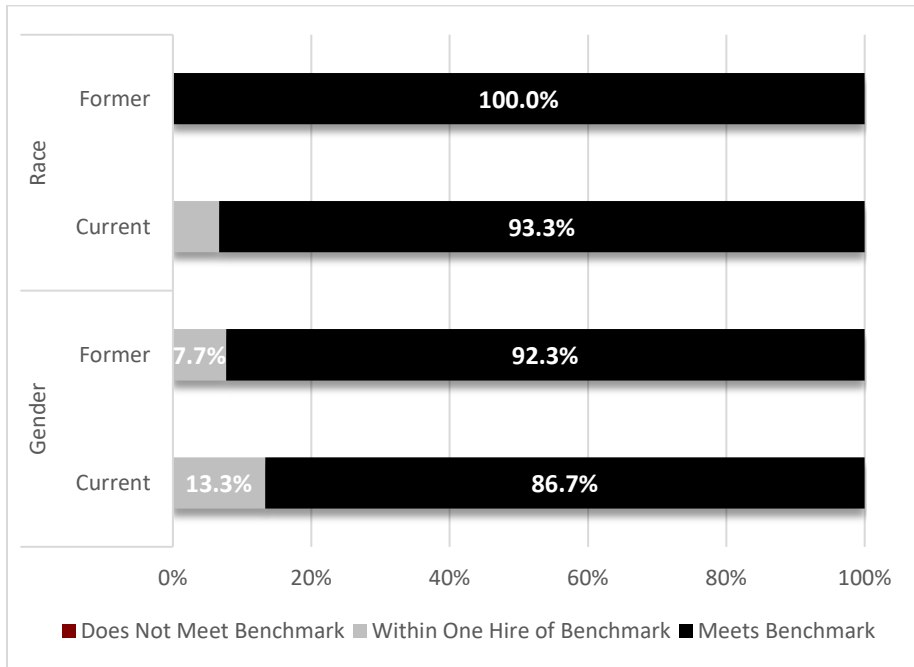
Figure 13. Percent of **Family Court Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in Family Court meeting the Race benchmark increased by 0.6%. For the full breakdown of Family Court job classes, please see Table B11 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in Family Court meeting the Gender benchmark increased by 0.6%. For the full breakdown of Family Court job classes, please see Table B12 in Appendix B.

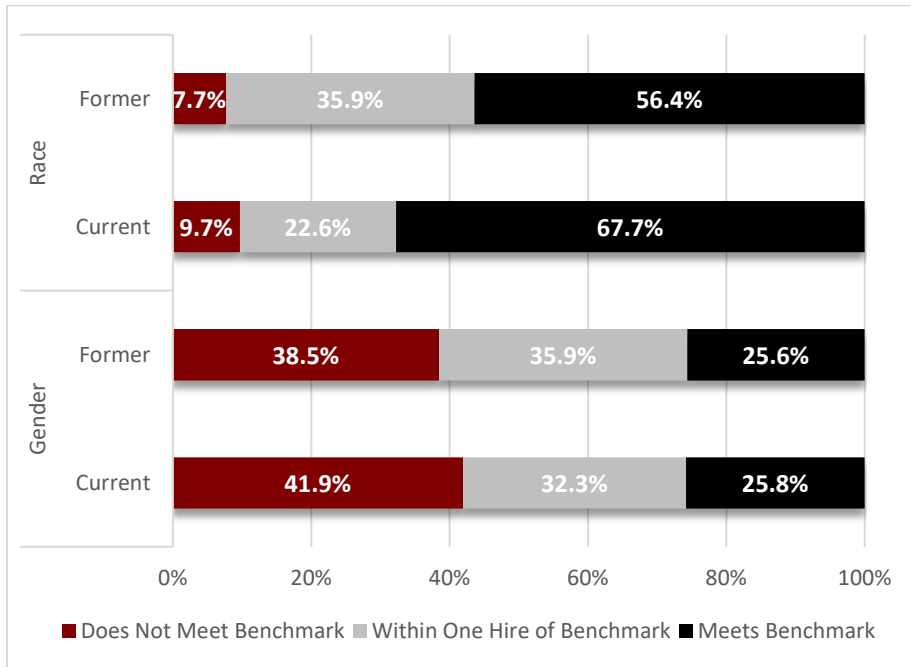
Figure 14. Percent of **Finance Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Finance Department meeting the Race benchmark decreased by 6.7%. For the full breakdown of Finance Department job classes, please see Table B13 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Finance Department meeting the Gender benchmark decreased by 5.6%. For the full breakdown of Finance Department job classes, please see Table B14 in Appendix B.

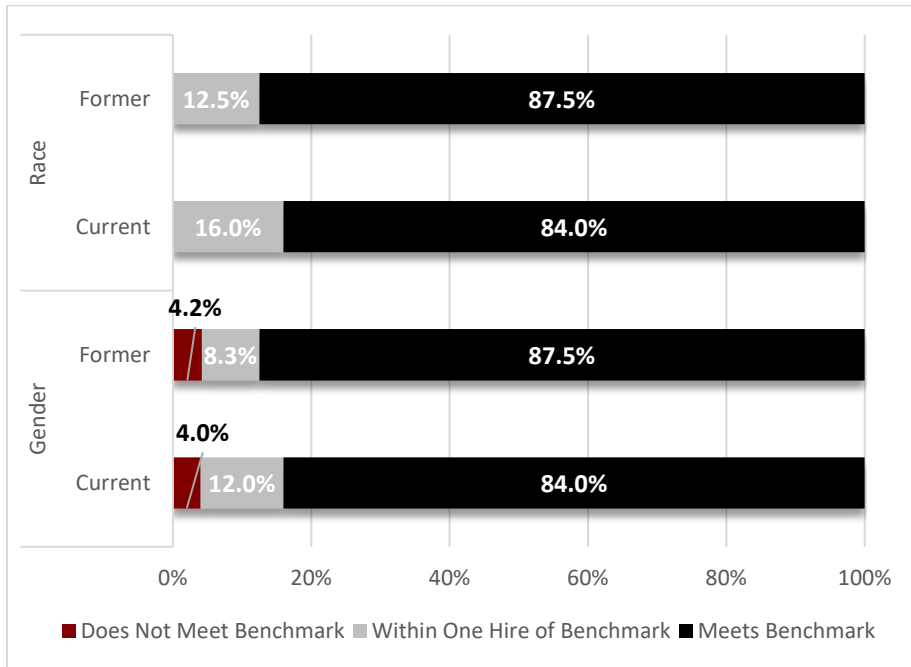
Figure 15. Percent of **General Services Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the General Services Department meeting the Race benchmark increased by 11.3%. For the full breakdown of the General Services Department job classes, please see Table B15 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the General Services Department meeting the Gender benchmark increased by 0.2%. For the full breakdown of General Services Department job classes, please see Table B16 in Appendix B.

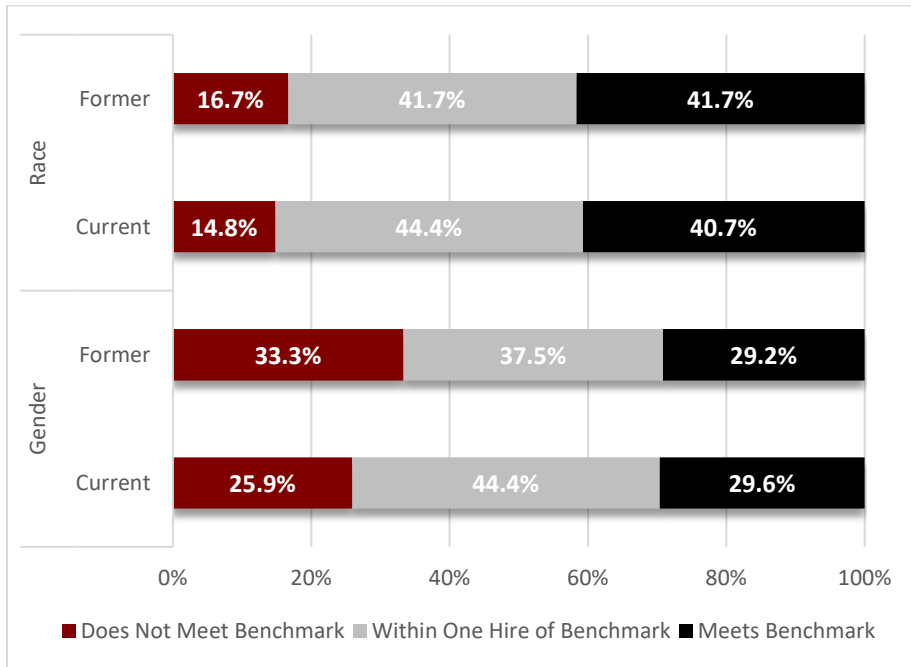
Figure 16. Percent of **Human Resources Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Human Resources Department meeting the Race benchmark decreased by 3.5%. For the full breakdown of the Human Resources Department job classes, please see Table B17 in Appendix B.

Gender: Over the preceding 6 months, the Human Resources Department meeting the Gender benchmark decreased by 3.5%. For the full breakdown of job classes in the Human Resources Department, please see Table B18 in Appendix B.

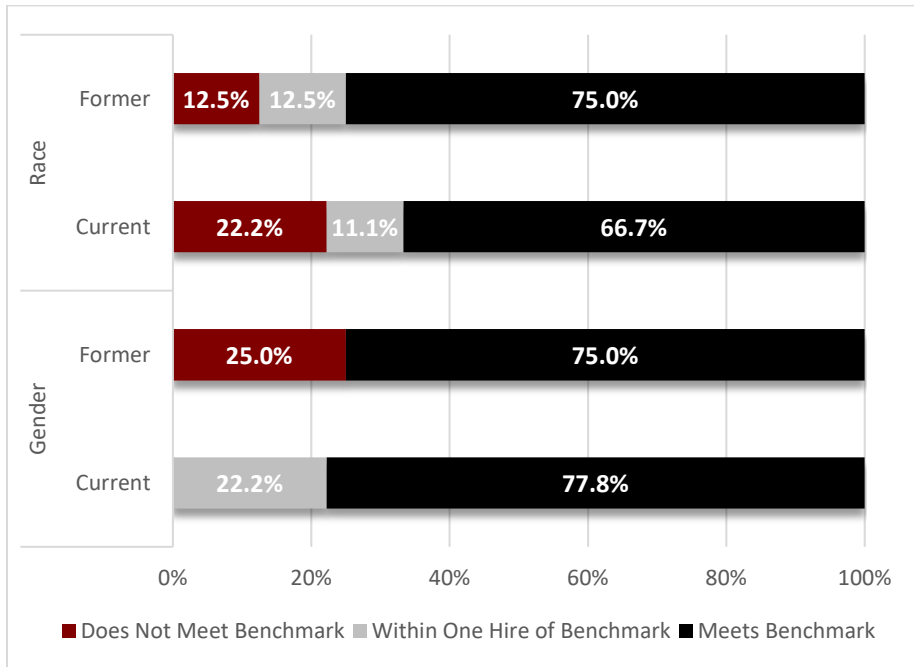
Figure 17. Percent of **Information Services & Technology Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Information Services & Technology Department meeting the Race benchmark decreased by 1.0%. For the full breakdown of the Information Services & Technology Department job classes, please see Table B19 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Information Services & Technology Department meeting the Gender benchmark increased by 0.4%. For the full breakdown of job classes in the Information Services & Technology Department, please see Table B20 in Appendix B.3.63

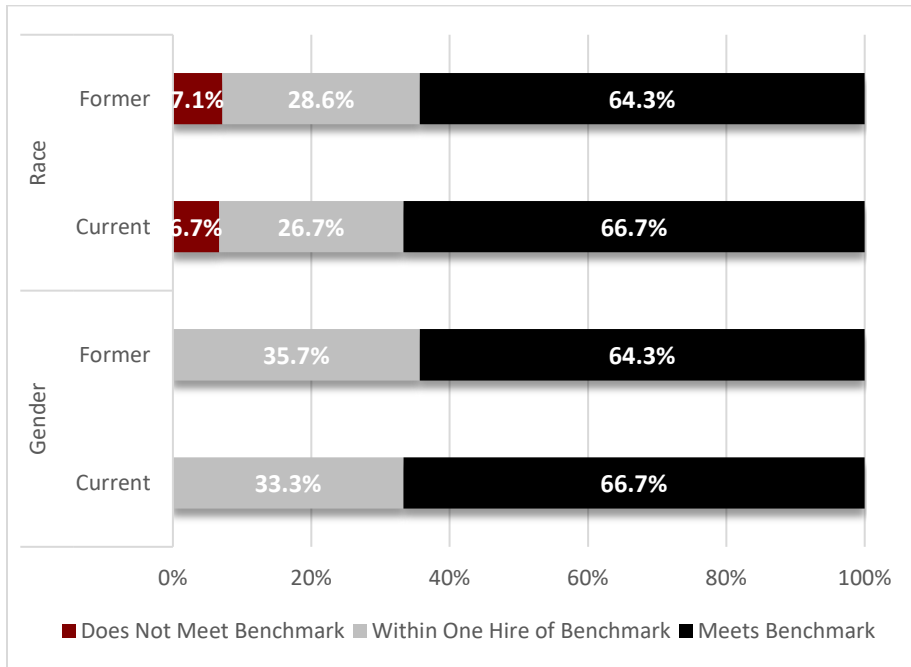
Figure 18. Percent of **Departments with Less Than 20 Employees** meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Departments with Less than 20 Employees meeting the Race benchmark decreased by 8.3%. For the full breakdown of Departments with Less than 20 Employees job classes, please see Table B35 in Appendix B.

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

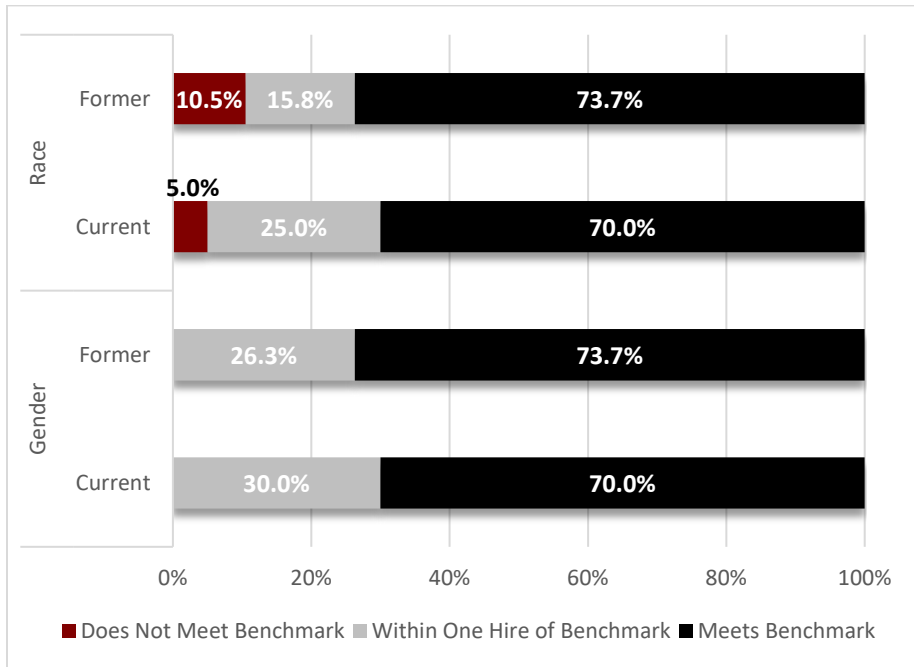
Figure 19. Percent of **Probate Court Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Probate Court Department meeting the Race benchmark increased by 2.4%. For the full breakdown of the Probate Court Department job classes, please see Table B21 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Probate Court Department meeting the Gender benchmark increased by 2.4%. For the full breakdown of job classes in the Probate Court Department, please see Table B22 in Appendix B.

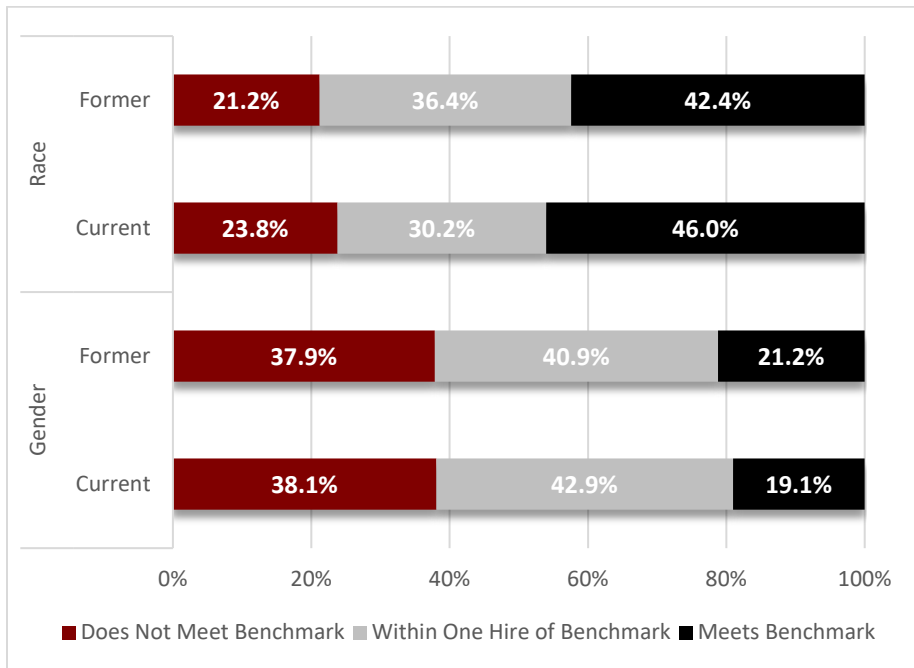
Figure 20. Percent of **Revenue Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the Revenue Department decreased the number of job classes meeting the Race benchmark by 3.7%. For the full breakdown in the Revenue Department, please see Table B23 in Appendix B.

Gender: Over the preceding 6 months, the Revenue Department decreased the number of job classes meeting the Gender benchmark by 3.7%. For the full breakdown in the Revenue Department, please see Table B24 in Appendix B.

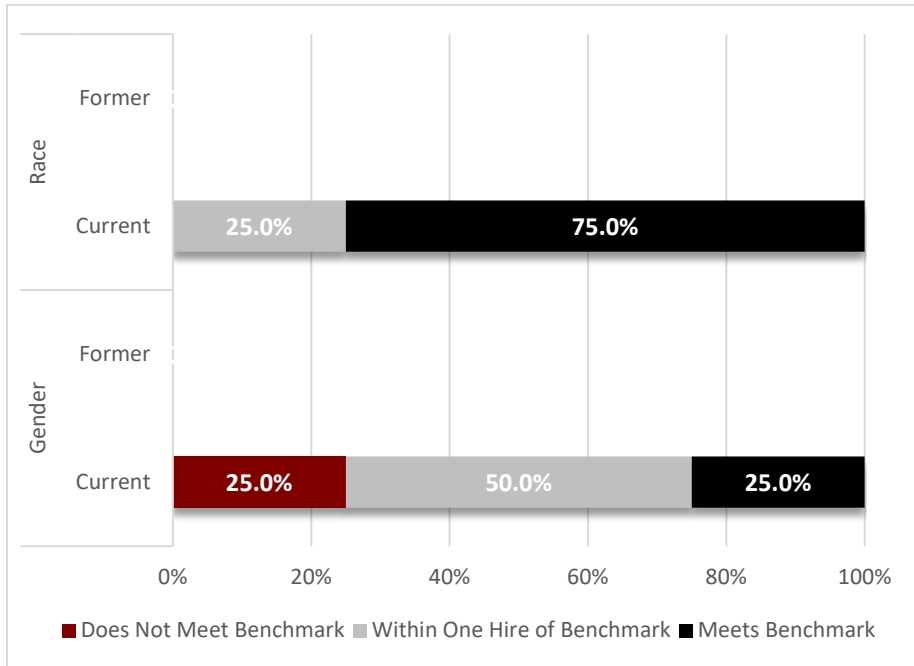
Figure 21. Percent of **Roads and Transportation Department** job classes Meeting Race & Gender Benchmark



Race: Over the preceding 6 months, the Roads and Transportation Department increased the number of job classes meeting the Race benchmark by 3.6%. For the full breakdown of the Roads and Transportation Department job classes, please see Table B25 in Appendix B.

Gender: Over the preceding 6 months, the Roads and Transportation Department decreased the number of job classes meeting the Gender benchmark by 2.1%. For the full breakdown of job classes in Roads and Transportation, please see Table B26 in Appendix B.

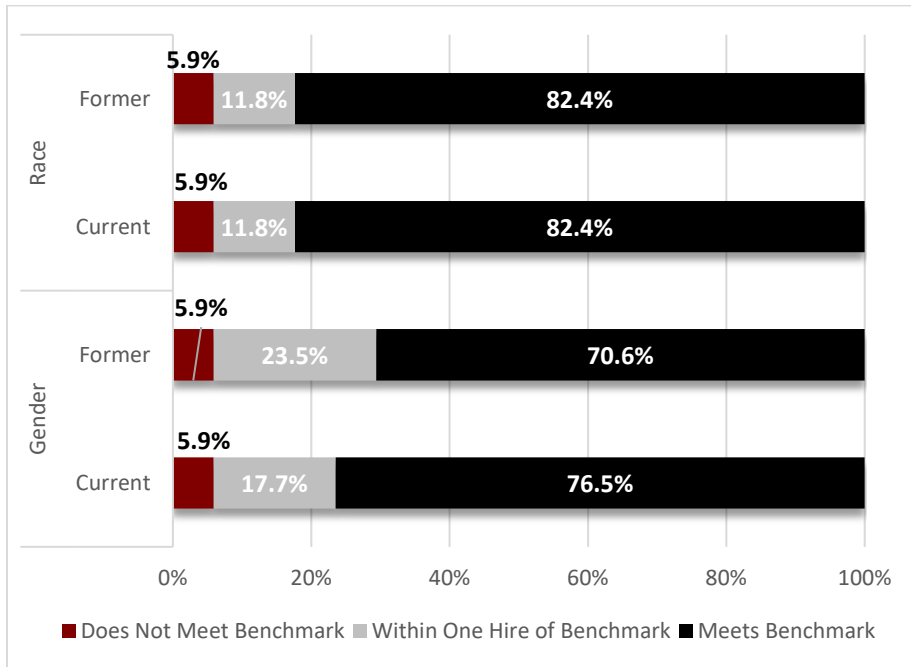
Figure 22. Percent of **Security Department** job classes Meeting Race & Gender Benchmark



Race: NOTE: The Security Department became a separate department from General Services Department this reporting period. Over the preceding 6 months, the Security Department former benchmarks were included in General Services. For the full breakdown of the Security Department job classes, please see Table B27 in Appendix B.

Gender: NOTE: The Security Department became a separate department from General Services Department this reporting period. Over the preceding 6 months, the Security Department former benchmarks were included in General Services. For the full breakdown of the Security Department job classes, please see Table B28 in Appendix B.

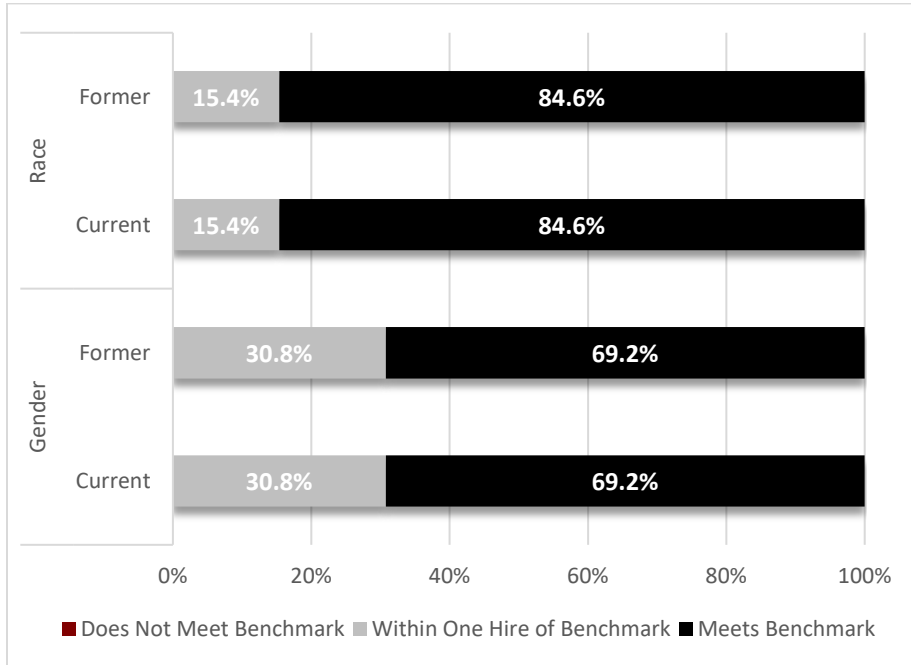
Figure 23. Percent of Tax Assessor Department job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Tax Assessor Department meeting the Race benchmark did not change. For the full breakdown of the Tax Assessor Department job classes, please see Table B29 in Appendix B.

Gender: Over the preceding 6 months, the Tax Assessor Department increased the number of job classes meeting the Gender benchmark by 5.9%. For the full breakdown of job classes in the Tax Assessor Department, please see Table B30 in Appendix B.

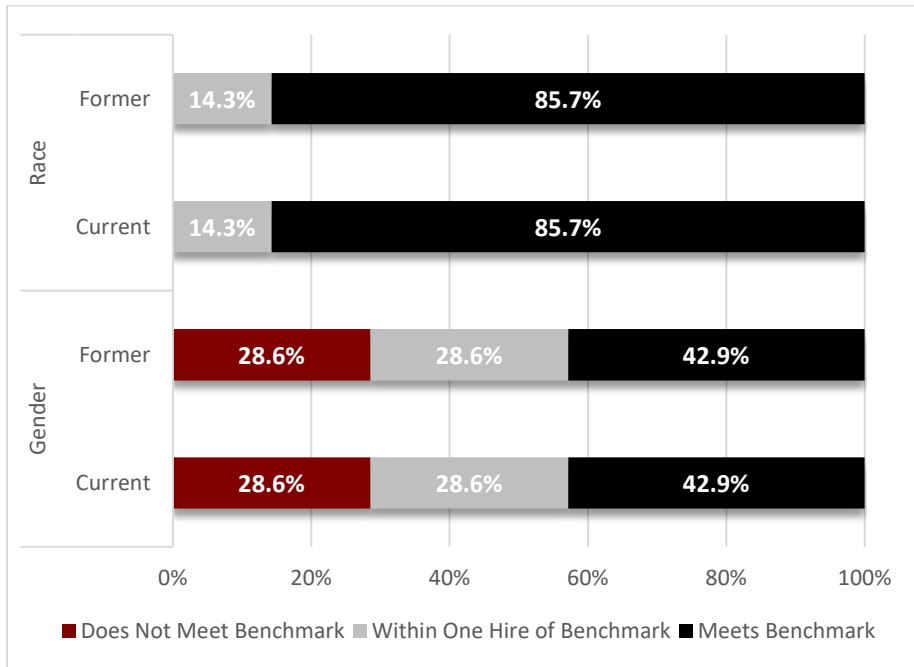
Figure 24. Percent of Tax Collector Department job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Tax Collector Department meeting the Race benchmark did not change. For the full breakdown of the Tax Collector Department job classes, please see Table B31 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Tax Collector Department meeting the Gender benchmark did not change. For the full breakdown of job classes in the Tax Collector Department, please see Table B32 in Appendix B.

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



Race: Over the preceding 6 months, the percentage of jobs in the Youth Detention Department meeting the Race benchmark did not change. For the full breakdown of the Youth Detention Department job classes, please see Table B33 in Appendix B.

Gender: Over the preceding 6 months, the Youth Detention Department percentage of job classes meeting the Gender benchmark did not change. For the full breakdown of job classes in the Youth Detention Department, please see Table B34 in Appendix B.

Section 5. Semi-Annual Reporting – Metrics Analysis

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

In 2015, a procedure was developed pursuant to 33(f) to remedy these historic inequities. Specifically, for these jobs, the County determined that one or more relevant 33 (f) goals was unmet and that Black and/or female employees were improperly denied consideration for employment due to the County's use of non-validated selection procedures for the jobs of Truck Driver, Skilled Laborer, Construction Equipment Operator (CEO), Heavy Equipment Operator (HEO), and Security Officer. Certified Blacks

and females as identified in 2015 were invited to test for these jobs and have been routinely invited to test at each test administration for these jobs ever since this procedure was put in place.

During this reporting period (October 1 – March 31, 2021), there were three secondary tests administered to 33(f) individuals. A two-part test for CEO, HEO and Truck Driver (e.g., structured interview and practical test) were administered in October and November. With the final publication of the County Manager's Priority List, test development efforts will be conducted for all 33(f) the job classes to include Security Officer, Engineering Aide, Skilled Laborer, and Labor Supervisor should they appear on the List.

Justifications and Good-Faith Efforts for Jobs Not Meeting the Benchmarks of the Decree

Over the last reporting cycle, the former Chief Equity & Inclusion Officer (CEIO) partnered with Human Resources to develop itemized responses as to whether or not the percentage of qualified Blacks and women employed by the County in each of the entry level jobs listed in paragraph 9 and in Appendices E (Blacks) and F (females), as referenced in paragraph 12 of the Decree, were met. For jobs in which the benchmarks were not met, Human Resources, as the Appointing Authority's designee, prepared written justification for failure to select certified Black or female applicants in the jobs. This information was provided to the CEIO for her review and submission to the County Attorney, along with her written comments.

Specifically, tables outlined in paragraph 9 (see Appendix D), Appendix E, and Appendix F of this report show which active entry level jobs are meeting the 40.2% race and 49.7% gender benchmarks according to the civilian labor force of Jefferson County. For jobs not meeting the benchmark, justifications and good-faith efforts are provided, in accordance with paragraph 33(f).

In keeping with paragraph 5 of the Decree, for jobs requiring a professional degree, license or certificate, which tend to be held by disproportionate numbers of Whites and males, Human Resources identified an alternative benchmark source that is lower in percentage representation than the labor force benchmark for all levels of the Water Reclamation Facility Operator jobs in Environmental Services that are not meeting the overall labor force benchmark. Specifically, the June 2018 *Brookings Report* shows 115,840 nationally employed Water Operators, based on an analysis of the 2016 Bureau of Labor Statistics, which includes a representation of 16,102 (13.9%) Blacks and 6,024 (5.2%) Women.

Inactive and reclassified job titles were confirmed by the Personnel Board of Jefferson County (PBJC) and are noted. Job titles that are no longer used in the County were confirmed by the Budget Management Office (BMO) are also noted. The metrics data was based on the April 1, 2020 – September 30, 2020 Semi-Annual Metric Report. The 2019 Priority List referenced throughout this document is based on the August 2019 County Manager Hiring Priority List published/filed August 15, 2019. The 2020 Priority List referenced throughout this document is based on the August 2020 County Manager Hiring Priority List published/filed August 15, 2020.

According to the former CEIO's review of Human Resources written justification for failing to meet the race and gender benchmarks, she submitted in the previous report that the County is continuing to make progress, where possible, to increase the success of meeting the respective race and gender benchmarks for the jobs in question. According to paragraph 2 of the Decree, "Nothing herein shall be interpreted as requiring the County to hire unnecessary personnel, or to hire, transfer, or promote a person who is not qualified, or to hire, transfer or promote a less qualified person, in preference to a person who is better qualified based upon the results of a job-related selection procedure."

To that end, Human Resources provided adequate justification for not exercising targeted recruitment efforts for jobs that (a) had high volumes of diverse applicants, (b) had previous established active diverse registers, and (c) were not on the Priority List. Also, in cases of not meeting the race and gender benchmarks within one (1) hire and where there is only one (1) incumbent in the job, no recruitment efforts can be made until there is a vacancy.

Where targeted recruitment efforts were successful, documented good-faith efforts revealed that, in following the Court approved selection process, Blacks and females were offered positions in the order in which they were ranked on the respective Score Reports. In some instances, Black and female candidates either (a) did not rank as the top candidate, (b) declined the offer, or (c) when given an option of Departmental location due to multiple vacancies, selected a Department in which the benchmark was already met. In addition, Blacks and females were not hired in some jobs because there were no Blacks or females listed on the Score Report.

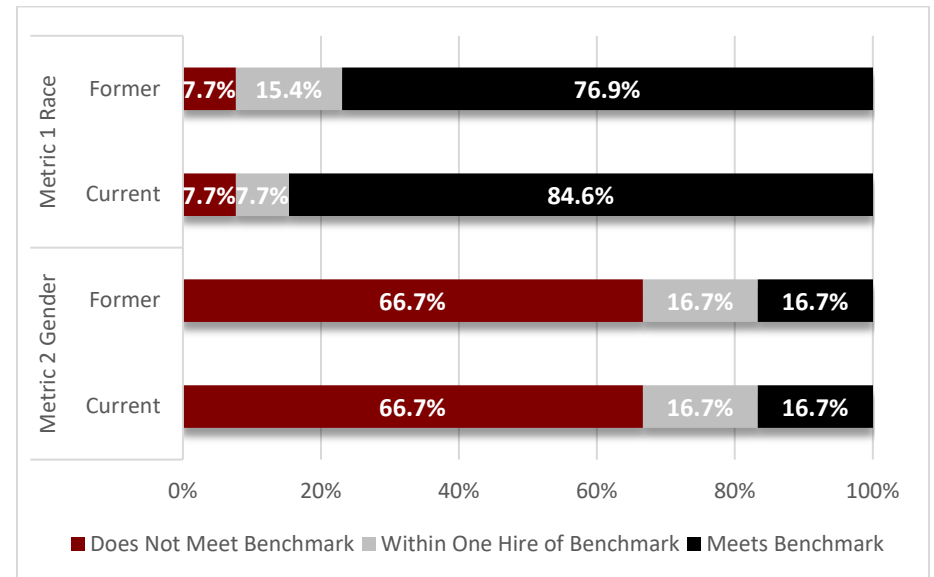
This report reflects updates for jobs not meeting the benchmarks. Most jobs' benchmark statuses remained the same. There were a few jobs that reflected a change from "No" to "Within One Hire" or

from “Yes” to “Within One Hire”. Justifications are noted in the tables under Appendixes D, E, and F. There were two (2) jobs that didn’t meet the benchmark during the previous reporting period but are now meeting the benchmark. The Senior Engineering Inspector in Environmental Services and the Construction Equipment Operator in Roads & Transportation are currently meeting the Race Benchmark!

Human Resources will continue to make good-faith efforts through its existing internship and apprenticeship programs, along with other various recruitment and professional development initiatives. The CCO recommends that the County continue to focus on retention strategies and requests that the parties agree to use the *Brookings Report* percentages for meeting the benchmarks for the WRF Operator jobs.

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

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



The full table for Metric 1 is presented in Table C1 in Appendix C. For Metric 1, over the preceding 6 months, four job classes (Accountant, Heavy Equipment Operator, Revenue Examiner and WRF Operator I) show a negative change in the total number of Black employees. In addition, the Public Works Supervisor (Construction or Sanitation) job class is not meeting the benchmark.

The full table for Metric 2 is presented in Table C2 in Appendix C. For Metric 2, over the preceding 6 months, the Engineering Aide and Senior Civil Engineer job classes had no change in employment. During the same period, the Revenue Examiner and Security Officer job classes had a negative change in females employed. In addition, the Deputy Sheriff, Engineering Aide, Security Officer and Senior Civil Engineer did not meet the benchmark.

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

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

Job Title	% of Black Employees on Certification List: 10/1/2020	% of Black Probationary Employees: 10/1/2020	% of Black Employees on Certification List: 4/1/2021	% of Black Probationary Employees: 4/1/2021	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	81.7%	100.0%	0.0%	0.0%	0	0	--	-1	--
ACCOUNTING ASSISTANT I	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
ADMINISTRATIVE CLERK	84.0%	71.4%	81.4%	88.9%	9	8	-2.6%	1	Yes
AUDITOR	86.5%	100.0%	86.5%	0.0%	0	0	--	0	--
AUTO TECH	0.0%	0.0%	40.5%	0.0%	0	0	--	0	--
CONSTRUCTION EQUIPMENT OPERATOR	58.3%	0.0%	58.1%	0.0%	0	0	--	2	--
ENGINEERING AIDE	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
HEAVY EQUIPMENT OPERATOR	0.0%	0.0%	65.2%	0.0%	0	0	--	-1	--
LABOR SUPV	55.2%	0.0%	0.0%	0.0%	0	0	--	0	--
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	0.0%	0.0%	52.9%	0.0%	0	0	--	0	--
REVENUE EXAMINER	0.0%	0.0%	89.1%	0.0%	0	0	--	-1	--

Job Title	% of Black Employees on Certification List: 10/1/2020	% of Black Probationary Employees: 10/1/2020	% of Black Employees on Certification List: 4/1/2021	% of Black Probationary Employees: 4/1/2021	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
TRUCK DRIVER	0.0%	100.0%	51.3%	100.0%	6	6	51.3%	5	Yes
WRF OPERATOR I	0.0%	0.0%	0.0%	0.0%	0	0	--	-2	--

Metric 3, Over the preceding 6 months, there was a negative change in the total number of Black employees in four job classes (Accountant, Heavy Equipment Operator, Revenue Examiner and WRF Operator I). As a note, the Administrative Clerk and Truck Driver job classes met the benchmark.

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

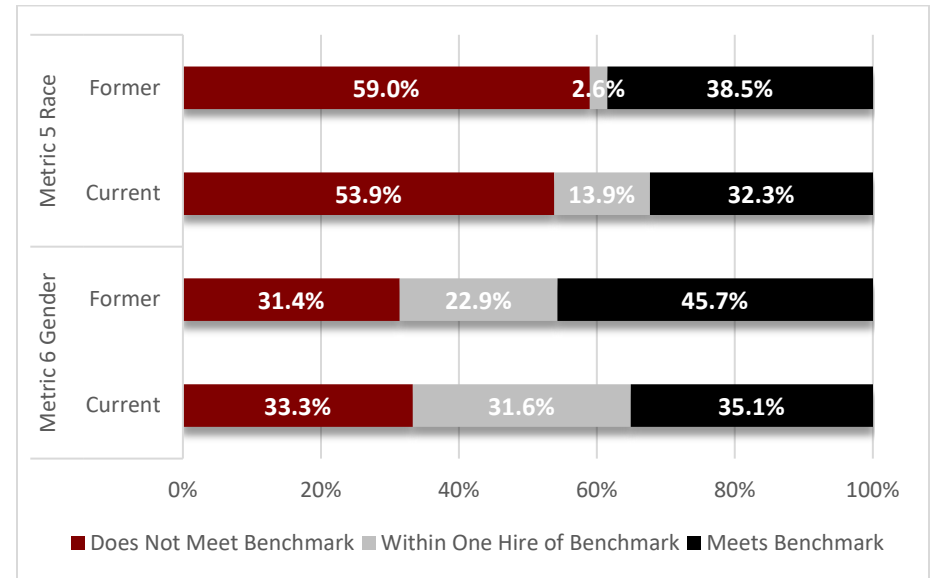
Figure 28. Percent of job classes meeting Metric 4 – Hiring Gender Compliance (hiring of female applicants as specified in Consent Decree Paragraph 9)

Job Title	% of Female Employees on Certification List: 4/1/2021	% of Female Probationary Employees: 4/1/2021	% of Female Employees on Certification List: 10/1/2020	% of Female Probationary Employees: 10/1/2020	Current Total Probationary Employees	Current Total Female Probationary Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
DEPUTY SHERIFF	22.7%	16.7%	25.8%	14.3%	28	4	3.1%	0	No
DRAFTER	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
ENGINEERING AIDE	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
REVENUE EXAMINER	0.0%	0.0%	87.3%	0.0%	0	0	--	-1	--
SECURITY OFFICER	0.0%	0.0%	0.0%	0.0%	0	0	--	-2	--
SENIOR CIVIL ENGINEER	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
STORES CLERK	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--

Metric 4, Over the preceding 6 months, the change in employment for female Deputy Sheriffs increased by 3.1%. However, the Deputy Sheriff job class did not meet the benchmark. Of the eight job classes listed in Metric 4, two job classes (Revenue Examiner and Security Officer) had a negative change in the total number of females employed.

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

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



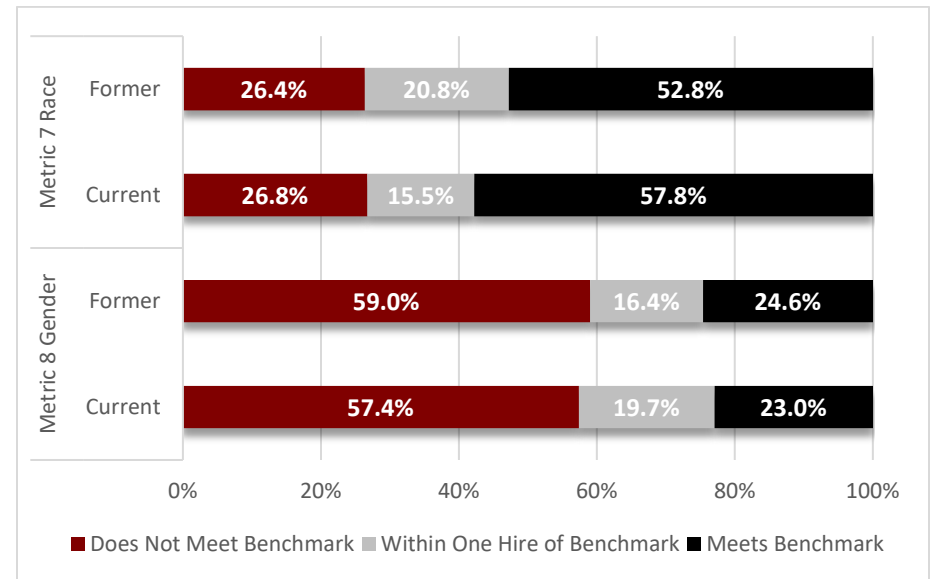
The full table for Metric 5 is presented in Table C5 in Appendix C. For Metric 5, over the preceding 6 months, the Assessment & Development Specialist job class represents a negative percentage change of 5% or higher. There are 10 job classes (Building Custodian, City Engineer, Employee Relations Manager, Human

Resources Project Coordinator, Mason, Nutrition Consultant, Occupational Health/Safety Adm, Senior Court Clerk, Senior Engineering Aide and Senior Community Resource Representative) that featured 100% of Black employees on the registers.

The full table for Metric 6 is presented in Table C6 in Appendix C. For Metric 6, over the preceding 6 months, the Civil Engineer job class represents a negative percentage change of 5% or higher. There are six job classes (Director of Dental Health, Nutrition Consultant, Nutrition Services Coordinator, Occupational Health/Safety Adm, Senior Court Clerk and Senior Community Resource Representative) that featured 100% of female employees on the registers.

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

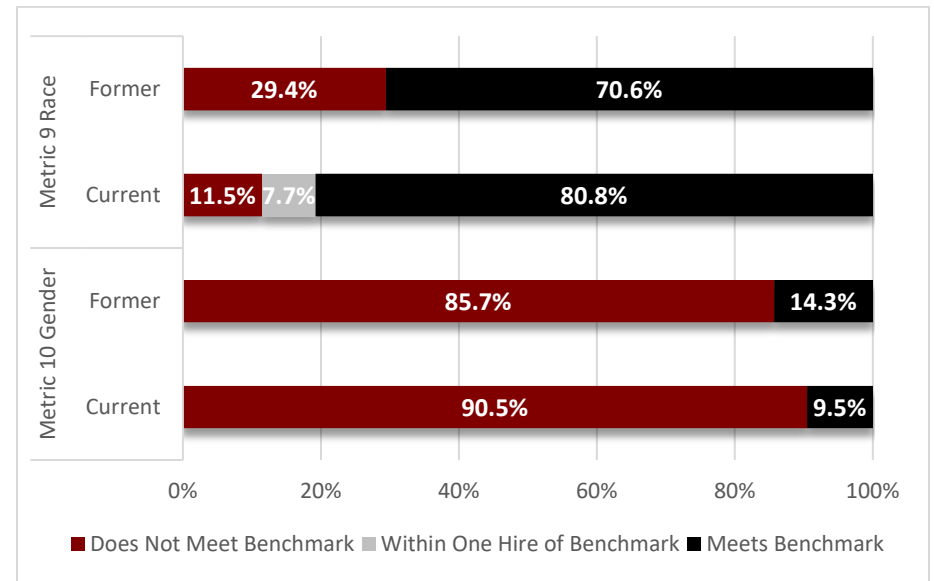
Figure 30. Percent of job classes meeting **Metric 7**—Employment Percentage by Race Compliance (in Appendix A of the Consent Decree) and **Metric 8**—Employment Percentage by Gender Compliance (in Appendix B of the Consent Decree).



The full table for **Metric 7** is presented in Table C7 in Appendix C. The table shows positive gains in the percentage of job classes meeting the race benchmark. A change in the total number of Black employees is represented in 13 job classes (Accountant, Chief Accountant, Computer Operator, Senior Engineering Inspector, Sewer Video Specialist, Skilled Laborer, WRF Operator I, WRF Shift Supervisor, Heavy Equipment Operator, Principal Buyer, Public Safety Dispatcher II, Revenue Examiner and Security Officer). The full table for **Metric 8** is presented in Table C8 in Appendix C. For Metric 8, with respect to 10 job classes (Accountant, Chief Accountant, Engineering Inspector, Land Acquisition Agent, Principal Buyer, Revenue Examiner, Security Officer, Senior Accountant, Sheriff’s Sergeant and Traffic Maintenance Worker), there was a change in the total number of females employed.

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

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



The full table for Metric 9 is presented in Table C9 in Appendix C. For Metric 9, over the preceding 6 months, the Auto Tech, Electrician, Maintenance Mechanic, Senior Engineering Inspector and WRF Shift Supervisor job classes reflect more than a 7% positive change in the number of Black applicants during this reporting period. As a note, the WRF Shift Supervisor job class reflects a 30.0% increase in the number of Black applicants during this reporting period.

The full table for Metric 10 is presented in Table C10 in Appendix C. For Metric 10, during this reporting period, there were 145 applicants for the Revenue Examiner job class. Of this number, 123 applicants were female.

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

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

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
CONSTRUCTION EQUIPMENT OPERATOR	39.58%	39.62%		53	21	0.04%	2	No
HEAVY EQUIPMENT OPERATOR	52.63%	52.94%		17	9	0.31%	-1	No
LABOR SUPV	70.00%	70.00%		10	7	0.00%	0	No
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	14.29%	14.29%		7	1	0.00%	0	No
Total	40.7%	43.7%	--	87	38	3.0%	1	--

For Metric 11, over the preceding 6 months, the data reflects an overall 3.0% change. None of the job classes highlighted in Metric 11 met the benchmark.

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

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2020	% Availability in Applicant Pool	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
CONSTRUCTION EQUIPMENT OPERATOR	4.17%	3.77%		53	2	-0.40%	0	No
HEAVY EQUIPMENT OPERATOR	21.05%	23.53%		17	4	2.48%	0	No
LABOR SUPV	10.00%	10.00%		10	1	0.00%	0	No
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	0.00%	0.00%		7	0	0.00%	0	No
SHERIFF’S SERGEANT	11.11%	9.84%		61	6	-1.27%	-1	No
Total	7.9%	8.8%	--	148	13	0.9%	-1	--

For Metric 12, over the preceding 6 months, the data reflects an overall 0.9% change. All job classes (Construction Equipment Operator, Heavy Equipment Operator, Labor Supervisor and Sheriff’s Sergeant) highlighted in Metric 12 did not meet the benchmark and no females are represented in the Heavy Equipment Operator job class.

Section 6. Forward Thinking

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

Develop and Communicate a Clear Vision

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

Professional Development and Coaching

The CCO will meet one on one (or via conference call due to COVID-19) with Department Heads in July 2021, to debrief on the results of this semi-annual report and its implications for their respective Departments, as well as follow up on their progress with meeting inclusion goals.

Talent Management

Human Resources will continue to collaborate with PBJC to implement a performance management system to allow analysis of job performance data and training needs. Additionally, Human Resources

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

Recognition and Rewards

The Jefferson County Veterans Program continues to support Veterans throughout the organization and increase awareness of internal and external resources available to them. To recognize County Veterans and in celebration of Veteran's Day, the County Manager's Office created a picture display that consisted of JeffCo Veterans and their family members who have served in the military. The pictures remained on display throughout the month of November.

This reporting cycle, the Equity & Inclusion Division (EID) and Learning & Organizational Development Division (LOD) partnered to discuss and create a professional development strategy for Women in Non-Traditional Roles (WINTR) Program participants. Out of the partnership, a plan of action has been developed. Professional development sessions have been scheduled for WINTR participants. These sessions will serve as development opportunities for WINTR participants to further identify more specific topics of interests. The first development session was held on March 30, 2021 and focused on Courageous Leadership, which is beneficial to explore for women working in non-traditional roles. During the second half of the session, the facilitators asked the participants more specific questions regarding development topics and workplace issues. Through DevelopU course offerings, LOD will support WINTR participants' training and development needs. The plan is to roll out the strategy in phases to capture and address the needs of WINTR participants.

Recruitment Strategies

The SRM Division assisted EID with identifying jobs where benchmarks do not align with the labor force, starting with those departments not meeting the overall labor benchmark for race and/or gender (e.g., Development Services, Information Technology Services, Roads and Transportation, Environmental Services, Youth Detention and General Services). The CCO will also partner with SRM, along with other Human Resources divisions, to continue to identify jobs in other departments where the benchmarks do not align with the labor force. Updates will be included in the next reporting period.

Communication Transparency

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

Leadership Initiatives

The County planned for and initiated recruitment efforts and activities for various executive-exempt positions to include the Deputy Director of Finance, Deputy Chief Information Officer and IT Governance, Chief Compliance Officer, Deputy Director of Revenue and Deputy Director of Human Resources. Integration will be held April 2021 for the Deputy Director of Human Resources position.

Employee Engagement

As reported during the previous cycle, Human Resources will administer a second climate culture survey in 2021 to create initiatives related to employee engagement and continue its efforts to improve the County's culture.

Departmental Leadership Equity and Inclusion Metric Coaching

The CCO will facilitate one-on-one Metric Coaching meetings (via conference calls due to COVID-19) in July 2021, with department heads, to discuss the results of this report and follow up on strategies around improving departmental onboarding and retention efforts to assist with meeting required benchmarks. EID will continue to track these efforts in NAVEX.

Appendix A: Good Faith Efforts Tables

A1 – Pipeline Analysis by Race

A2 – Pipeline Analysis by Gender

A3 – Selection Process

A4 – JCV/RJP Administration

Table A1. Pipeline Analysis by Race

This Chart depicts race demographics of supervisors at each level by department.

Level 1 – Entry Level, Level 2 – Mid-Level, and Level 3 – Executive Level

Department	Supervisor Level	Total	Black	White	Black	White
BMO	1	1	1		100%	0%
BOARD OF EQUALIZATION	1	10	1	9	10%	90%
BOARD OF EQUALIZATION	2	2	2		100%	0%
BOARD OF EQUALIZATION	3	1	1		100%	0%
BOARD OF REGISTRARS	1	2		2	0%	100%
BOARD OF REGISTRARS	2	1		1	0%	100%
COMMUNITY DEVELOPMENT	1	7	4	3	57%	43%
COMMUNITY DEVELOPMENT	2	3	3		100%	0%
COMMUNITY DEVELOPMENT	3	2	2		100%	0%
CORONER/MEDICAL EXAMINER	1	4		4	0%	100%
COUNTY ATTORNEY	1	3	1	2	33%	67%
COUNTY ATTORNEY	3	1	1		100%	0%
COUNTY MANAGER	1	1	1		100%	0%
COUNTY MANAGER	3	3	1	2	33%	67%
DEVELOPMENT SERVICES	1	14	2	12	14%	86%
DEVELOPMENT SERVICES	2	3	2	1	67%	33%
DEVELOPMENT SERVICES	3	4		4	0%	100%

Department	Supervisor Level	Total	Black	White	Black	White
DISTRICT ATTORNEY-BESSEMER	1	1	1		100%	0%
DISTRICT ATTORNEY-BIRMINGHAM	1	1	1		100%	0%
ENVIRONMENTAL SERVICES	1	57	20	37	35%	65%
ENVIRONMENTAL SERVICES	2	14	3	11	21%	79%
ENVIRONMENTAL SERVICES	3	13	2	11	15%	85%
FAMILY COURT	1	14	7	7	50%	50%
FAMILY COURT	2	3	2	1	67%	33%
FAMILY COURT	3	3	3		100%	0%
FINANCE	1	13	10	2	77%	15%
FINANCE	2	4	4		100%	0%
FINANCE	3	3	3		100%	0%
GENERAL SERVICES	1	12	5	7	42%	58%
GENERAL SERVICES	2	2		2	0%	100%
GENERAL SERVICES	3	2	1	1	50%	50%
HUMAN RESOURCES	1	8	6	2	75%	25%
HUMAN RESOURCES	2	4	3	1	75%	25%
HUMAN RESOURCES	3	1	1		100%	0%
INFORMATION SERVICES	1	9	3	6	33%	67%
INFORMATION SERVICES	2	2	1	1	50%	50%

Department	Supervisor Level	Total	Black	White	Black	White
INFORMATION SERVICES	3	3		1	0%	33%
PROBATE COURT	1	2	2		100%	0%
PROBATE COURT	2	1	1		100%	0%
PROBATE COURT	3	3		3	0%	100%
REVENUE	1	10	8	2	80%	20%
REVENUE	2	4	1	3	25%	75%
REVENUE	3	1		1	0%	100%
ROADS & TRANSPORTATION	1	30	4	26	13%	87%
ROADS & TRANSPORTATION	2	10	2	8	20%	80%
ROADS & TRANSPORTATION	3	5	1	4	20%	80%
SECURITY	1	1		1	0%	100%
TAX ASSESSOR - BESSEMER	1	6	2	4	33%	67%
TAX ASSESSOR - BESSEMER	2	1	1		100%	0%
TAX ASSESSOR - BESSEMER	3	1	1		100%	0%

Department	Supervisor Level	Total	Black	White	Black	White
TAX ASSESSOR - BIRMINGHAM	1	3	3		100%	0%
TAX ASSESSOR - BIRMINGHAM	2	1	1		100%	0%
TAX ASSESSOR - BIRMINGHAM	3	1	1		100%	0%
TAX COLLECTOR - BESSEMER	1	1	1		100%	0%
TAX COLLECTOR - BESSEMER	3	1	1		100%	0%
TAX COLLECTOR - BIRMINGHAM	1	3	3		100%	0%
TAX COLLECTOR - BIRMINGHAM	2	1	1		100%	0%
TAX COLLECTOR - BIRMINGHAM	3	4	2	2	50%	50%
TREASURER	1	1	1		100%	0%
TREASURER	3	2	2		100%	0%
YOUTH DETENTION	1	5	4	1	80%	20%
YOUTH DETENTION	2	1			0%	0%
YOUTH DETENTION	3	1	1		100%	0%

Table A2. Pipeline Analysis by Gender

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

Department	Supervisor Level	Total	Female	Male	Female	Male
BMO	1	1	1		100%	0%
BOARD OF EQUALIZATION	1	10	3	7	30%	70%
BOARD OF EQUALIZATION	2	2	1	1	50%	50%
BOARD OF EQUALIZATION	3	1	1		100%	0%
BOARD OF REGISTRARS	1	2	1	1	50%	50%
BOARD OF REGISTRARS	2	1		1	0%	100%
COMMUNITY DEVELOPMENT	1	7	5	2	71%	29%
COMMUNITY DEVELOPMENT	2	3	1	2	33%	67%
COMMUNITY DEVELOPMENT	3	2	1	1	50%	50%
CORONER/MEDICAL EXAMINER	1	4	2	2	50%	50%
COUNTY ATTORNEY	1	3	3		100%	0%
COUNTY ATTORNEY	3	1		1	0%	100%
COUNTY MANAGER	1	1	1		100%	0%
COUNTY MANAGER	3	3		3	0%	100%
DEVELOPMENT SERVICES	1	14	5	9	36%	64%
DEVELOPMENT SERVICES	2	3	1	2	33%	67%
DEVELOPMENT SERVICES	3	4	2	2	50%	50%
DISTRICT ATTORNEY-BESSEMER	1	1	1		100%	0%

Department	Supervisor Level	Total	Female	Male	Female	Male
DISTRICT ATTORNEY-BIRMINGHAM	1	1	1		100%	0%
ENVIRONMENTAL SERVICES	1	57	7	50	12%	88%
ENVIRONMENTAL SERVICES	2	14	4	10	29%	71%
ENVIRONMENTAL SERVICES	3	13	2	11	15%	85%
FAMILY COURT	1	14	10	4	71%	29%
FAMILY COURT	2	3	3		100%	0%
FAMILY COURT	3	3	2	1	67%	33%
FINANCE	1	13	11	2	85%	15%
FINANCE	2	4	4		100%	0%
FINANCE	3	3	2	1	67%	33%
GENERAL SERVICES	1	12	3	9	25%	75%
GENERAL SERVICES	2	2		2	0%	100%
GENERAL SERVICES	3	2	1	1	50%	50%
HUMAN RESOURCES	1	8	5	3	63%	38%
HUMAN RESOURCES	2	4	2	2	50%	50%
HUMAN RESOURCES	3	1	1		100%	0%
INFORMATION SERVICES	1	9	4	5	44%	56%
INFORMATION SERVICES	2	2		2	0%	100%
INFORMATION SERVICES	3	3		3	0%	100%
PROBATE COURT	1	2	2		100%	0%
PROBATE COURT	2	1	1		100%	0%
PROBATE COURT	3	3	1	2	33%	67%
REVENUE	1	10	8	2	80%	20%
REVENUE	2	4		4	0%	100%
REVENUE	3	1		1	0%	100%
ROADS & TRANSPORTATION	1	30	5	25	17%	83%

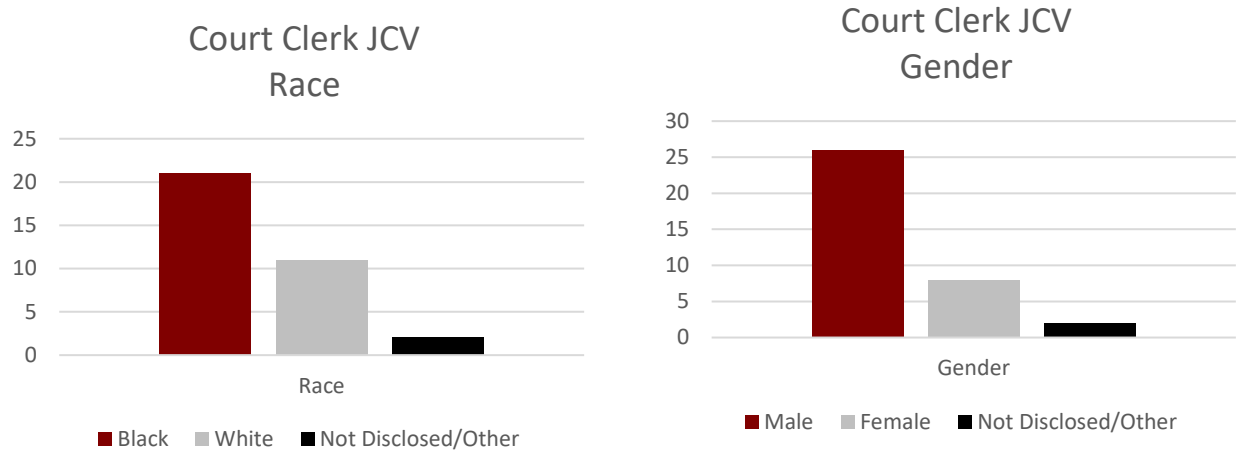
Department	Supervisor Level	Total	Female	Male	Female	Male
ROADS & TRANSPORTATION	2	10		10	0%	100%
ROADS & TRANSPORTATION	3	5	1	4	20%	80%
SECURITY	1	1		1	0%	100%
TAX ASSESSOR - BESSEMER	1	6	5	1	83%	17%
TAX ASSESSOR - BESSEMER	2	1	1		100%	0%
TAX ASSESSOR - BESSEMER	3	1		1	0%	100%
TAX ASSESSOR - BIRMINGHAM	1	3	1	2	33%	67%
TAX ASSESSOR - BIRMINGHAM	2	1		1	0%	100%
TAX ASSESSOR - BIRMINGHAM	3	1	1		100%	0%

Department	Supervisor Level	Total	Female	Male	Female	Male
TAX COLLECTOR - BESSEMER	1	1	1		100%	0%
TAX COLLECTOR - BESSEMER	3	1		1	0%	100%
TAX COLLECTOR - BIRMINGHAM	1	3	2	1	67%	33%
TAX COLLECTOR - BIRMINGHAM	2	1	1		100%	0%
TAX COLLECTOR - BIRMINGHAM	3	4	1	3	25%	75%
TREASURER	1	1	1		100%	0%
TREASURER	3	2	2		100%	0%
YOUTH DETENTION	1	5	1	4	20%	80%
YOUTH DETENTION	2	1		1	0%	100%
YOUTH DETENTION	3	1	1		100%	0%

Table A3. Breakdown of Reporting Period Selection Processes

Month	Test Administrations	Job Classes Tested	Graduate Assessments	Tests Assessed	Executive Assessment Centers	Integrations
October 2020	5	5	1	3	1	1
November 2020	7	6*	2	2	2	0
December 2020	3	3	1	3	0	2
January 2021	2	4	0	0	0	0
February 2021	1	1	1	2	0	0
March 2021	1	2	1	1	1	1
Total:	10	14	13	17	2	2

Table A4. Breakdown of Reporting Period JCV/RJP Administration



Appendix B: Departmental
Data Summary & Tables

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

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ADMINISTRATIVE ASSISTANT	75.0%	66.7%	6	4	-8.3%	1	Yes
ADMINISTRATIVE SUPERVISOR	66.7%	66.7%	3	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	90.9%	90.9%	11	10	0.0%	0	Yes
ADMINISTRATIVE SERVICES MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
APPRAISAL ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
CHAIRMAN BOARD OF EQUALIZATION MEMBER, BD OF EQUAL	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL REAL PROPERTY APPRAISER	50.0%	50.0%	2	1	0.0%	0	Yes
PROPERTY APPRAISAL SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
PROPERTY APPRAISAL SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
PROPERTY LITIGATION ADMINISTRATOR	50.0%	50.0%	2	1	0.0%	0	Yes
REAL PROPERTY APPRAISER	27.3%	27.3%	22	6	0.0%	0	No
SENIOR APPRAISAL ANALYST	0.0%	0.0%	3	0	0.0%	0	No
SENIOR REAL PROPERTY APPRAISER	20.0%	0.0%	4	0	-20.0%	-1	No
SENIOR SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
USER SUPPORT SPECIALIST	0.0%	0.0%	2	0	0.0%	0	No

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ADMINISTRATIVE ASSISTANT	100.0%	83.3%	6	5	-16.7%	1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	3	3	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	11	11	0.0%	0	Yes
ADMINISTRATIVE SERVICES MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
APPRAISAL ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
CHAIRMAN BOARD OF EQUALIZATION	100.0%	100.0%	1	1	0.0%	0	Yes
MEMBER, BD OF EQUAL	100.0%	100.0%	2	2	0.0%	0	Yes
PRINCIPAL REAL PROPERTY APPRAISER	0.0%	0.0%	3	0	0.0%	0	No
PROPERTY APPRAISAL SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
PROPERTY LITIGATION ADMINISTRATOR	0.0%	0.0%	2	0	0.0%	0	No
REAL PROPERTY APPRAISER	50.0%	50.0%	22	11	0.0%	0	Yes
SENIOR APPRAISAL ANALYST	0.0%	0.0%	3	0	0.0%	0	No
SENIOR REAL PROPERTY APPRAISER	20.0%	25.0%	4	1	5.0%	0	No
SENIOR SYSTEMS ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
USER SUPPORT SPECIALIST	0.0%	0.0%	2	0	0.0%	0	No

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

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	2	2	0.0%	0	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	0.0%	0.0%	2	0	0.0%	0	No
ADMINISTRATIVE CLERK	100.0%	100.0%	6	6	0.0%	-1	Yes
AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
COMMUNITY DEVELOPMENT SPECIALIST		0.0%	1	0		0	No*
COORDINATOR OF SENIOR CITIZENS SVCS	100.0%	100.0%	1	1	0.0%	0	Yes
DEP DIR OF HC&ECO DE	100.0%	100.0%	1	1	0.0%	0	Yes
DIR OF COMMUNITY & ECON DEVELOPMENT	100.0%	100.0%	1	1	0.0%	0	Yes
ECONOMIC DEVELOPMENT MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
GRANTS ADMINISTRATOR	0.0%	50.0%	2	1	50.0%	1	Yes
GRANTS ADMINISTRATOR	100.0%	100.0%	1	1	0.0%	0	Yes
GRANTS MANAGEMENT COORDINATOR		100.0%	2	2		2	Yes
HOUSING REHABILITATION SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
INFORMATION SPECLST SR CITIZENS SVCS	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL HOUSING REHABILITATION SPEC	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ACCOUNTANT	100.0%	100.0%	2	2	0.0%	0	Yes
SENIOR ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	-1	Yes
SENIOR GRANTS MANAGEMENT COORDINATOR	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR HOUSING REHABILITATION SPECLST	0.0%	0.0%	1	0	0.0%	0	No*
SOCIAL WORKER	100.0%	100.0%	1	1	0.0%	0	Yes
WORKFORCE PLANNER	100.0%	100.0%	6	6	0.0%	2	Yes

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	50.0%	50.0%	2	1	0.0%	0	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	50.0%	50.0%	2	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	85.7%	83.3%	6	5	-2.4%	-1	Yes
AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
COMMUNITY DEVELOPMENT SPECIALIST		100.0%	1	1		1	Yes
COORDINATOR OF SENIOR CITIZENS SVCS	100.0%	100.0%	1	1	0.0%	0	Yes
DEP DIR OF HC&ECO DE	0.0%	0.0%	1	0	0.0%	0	No*
DIR OF COMMUNITY & ECON DEVELOPMENT	0.0%	0.0%	1	0	0.0%	0	No*
ECONOMIC DEVELOPMENT MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
GRANTS ADMINISTRATOR	0.0%	50.0%	2	1	50.0%	1	Yes
GRANTS ADMINISTRATOR	100.0%	100.0%	1	1	0.0%	0	Yes
GRANTS MANAGEMENT COORDINATOR		50.0%	2	1		1	Yes
HOUSING REHABILITATION SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
INFORMATION SPECLST SR CITIZENS SVCS	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL HOUSING REHABILITATION SPEC	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ACCOUNTANT	50.0%	50.0%	2	1	0.0%	0	Yes
SENIOR ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	-1	Yes
SENIOR GRANTS MANAGEMENT COORDINATOR	50.0%	0.0%	1	0	-50.0%	-1	No*
SENIOR HOUSING REHABILITATION SPECLST	0.0%	0.0%	1	0	0.0%	0	No*
SOCIAL WORKER	100.0%	100.0%	1	1	0.0%	0	Yes
WORKFORCE PLANNER	100.0%	100.0%	6	6	0.0%	2	Yes

Table B5. Breakdown of **Development Services** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II		100.0%	1	1		1	Yes
ADMINISTRATIVE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
ADMINISTRATIVE CLERK	50.0%	100.0%	2	2	50.0%	1	Yes
BUILDING INSPECTOR	25.0%	25.0%	4	1	0.0%	0	No
CHIEF BUILDING INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF CIVIL ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF ELECTRICAL INSPECTOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF PLUMBING, GAS AND MECH INSPECT	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER		66.7%	3	2		2	Yes
COMMUNICATIONS OPERATOR II	0.0%	0.0%	1	0	0.0%	0	No*
DEP DIRECTOR OF ROAD & TRANSP. II-EE		0.0%	1	0		0	No*
DIRECTOR DEVELOPMENT SERVICES - EE	0.0%	0.0%	1	0	0.0%	0	No*
EDUCATION/TRAINING COORDINATOR	0.0%	0.0%	1	0	0.0%	0	No*
EDUCATION/TRAINING MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICAL INSPECTOR	0.0%	0.0%	3	0	0.0%	0	No
ENGINEERING INSPECTOR		66.7%	3	2		2	Yes
ENVIRONMENTAL BIOLOGIST	0.0%	0.0%	1	0	0.0%	0	No*
G.I.S. DATABASE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
GEOGRAPHIC INFO SYSTEM SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
LANDSCAPE ARCHITECT	0.0%	0.0%	1	0	0.0%	0	No*
PLANNER	100.0%	100.0%	1	1	0.0%	0	Yes
PLANNING TECHNICIAN	100.0%	100.0%	2	2	0.0%	0	Yes
PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
PLUMBING, GAS AND MECHANICAL INSPECTOR	0.0%	0.0%	3	0	0.0%	0	No

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	50.0%	2	1	50.0%	1	Yes
SENIOR CIVIL ENGINEER		0.0%	1	0		0	No*
SENIOR ENGINEERING INSPECTOR		50.0%	2	1		1	Yes
SENIOR PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR SANITATION & ORDINANCE INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
STORM WATER PROGRAM MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
WATER POLLUTION CONTROL TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
ZONING ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	0	No*
ZONING INSPECTOR	100.0%	100.0%	2	2	0.0%	0	Yes
ZONING SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*

Table B6. Breakdown of **Development Services** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II		100.0%	1	1		1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	50.0%	100.0%	2	2	50.0%	1	Yes
BUILDING INSPECTOR	0.0%	0.0%	4	0	0.0%	0	No
CHIEF BUILDING INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF CIVIL ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF ELECTRICAL INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF PLUMBING, GAS AND MECH INSPECT	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER		0.0%	3	0		0	No
COMMUNICATIONS OPERATOR II	100.0%	100.0%	1	1	0.0%	0	Yes
DEP DIRECTOR OF ROAD & TRANSP. II-EE		100.0%	1	1		1	Yes
DIRECTOR DEVELOPMENT SERVICES - EE	100.0%	100.0%	1	1	0.0%	0	Yes
EDUCATION/TRAINING COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
EDUCATION/TRAINING MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
ELECTRICAL INSPECTOR	0.0%	0.0%	3	0	0.0%	0	No
ENGINEERING INSPECTOR		33.3%	3	1		1	No*
ENVIRONMENTAL BIOLOGIST	100.0%	100.0%	1	1	0.0%	0	Yes
G.I.S. DATABASE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
GEOGRAPHIC INFO SYSTEM SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
LANDSCAPE ARCHITECT	0.0%	0.0%	1	0	0.0%	0	No*
PLANNER	0.0%	0.0%	1	0	0.0%	0	No*
PLANNING TECHNICIAN	100.0%	100.0%	2	2	0.0%	0	Yes
PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
PLUMBING, GAS AND MECHANICAL INSPECTOR	0.0%	0.0%	3	0	0.0%	0	No
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	2	0	0.0%	0	No

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
SENIOR CIVIL ENGINEER		0.0%	1	0		0	No*
SENIOR ENGINEERING INSPECTOR		0.0%	2	0		0	No
SENIOR PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR SANITATION & ORDINANCE INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
STORM WATER PROGRAM MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
SYSTEMS ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
WATER POLLUTION CONTROL TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
ZONING ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	0	No*
ZONING INSPECTOR	50.0%	50.0%	2	1	0.0%	0	Yes
ZONING SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes

Table B7. Breakdown of **District Attorney** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	63.6%	63.6%	11	7	0.0%	0	Yes
APPTD CLERK DISTRICT ATTY BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	No*
APPTD CLERK DISTRICT ATTY BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIST ATTY: LEV I-BESSEMER	0.0%	0.0%	1	0	0.0%	0	No*
DISTRICT ATTORNEY'S INVESTIGATOR	100.0%	83.3%	6	5	-16.7%	1	Yes
INVESTIGATOR CHECKS AND WARRANTS	66.7%	100.0%	1	1	33.3%	-1	Yes
LEGAL SECRETARY	77.8%	80.0%	10	8	2.2%	1	Yes
PARALEGAL	100.0%	100.0%	2	2	0.0%	1	Yes
SENIOR ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SOCIAL WORKER	100.0%	100.0%	1	1	0.0%	0	Yes
SUPERNUMERARY DISTRICT ATTORNEY	0.0%	0.0%	2	0	0.0%	0	No

Table B8. Breakdown of **District Attorney** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	81.8%	81.8%	11	9	0.0%	0	Yes
APPTD CLERK DISTRICT ATTY BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	No*
APPTD CLERK DISTRICT ATTY BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIST ATTY: LEV I-BESSEMER, COUNTY	0.0%	0.0%	1	0	0.0%	0	No*
DISTRICT ATTORNEY'S INVESTIGATOR	50.0%	33.3%	6	2	-16.7%	0	No
INVESTIGATOR CHECKS AND WARRANTS	0.0%	0.0%	1	0	0.0%	0	No*
LEGAL SECRETARY	100.0%	100.0%	10	10	0.0%	1	Yes
PARALEGAL	100.0%	100.0%	2	2	0.0%	1	Yes
SENIOR ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SOCIAL WORKER	100.0%	100.0%	1	1	0.0%	0	Yes
SUPERNUMERARY DISTRICT ATTORNEY	0.0%	0.0%	2	0	0.0%	0	No

Table B9. Breakdown of **Environmental Services** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ACCOUNTING ASSISTANT I	100.0%	100.0%	6	6	0.0%	0	Yes
ACCOUNTING ASSISTANT II	85.7%	75.0%	8	6	-10.7%	0	Yes
ADMINISTRATIVE ASSISTANT	75.0%	100.0%	3	3	25.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	80.0%	71.4%	14	10	-8.6%	2	Yes
AUTOMATION & CONTROLS ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
BUSINESS MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS OFFICE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF CIVIL ENGINEER	20.0%	20.0%	5	1	0.0%	0	No
CHIEF OF PARTY	0.0%	0.0%	3	0	0.0%	0	No
CIVIL ENGINEER	33.3%	0.0%	2	0	-33.3%	-1	No
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS OPERATOR II	100.0%	100.0%	4	4	0.0%	0	Yes
CONSTRUCTION EQUIPMENT OPERATOR	33.3%	33.3%	15	5	0.0%	0	No
CONSTRUCTION SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
DEPUTY DIRECTOR OF ENVIRONMENTAL SVCS	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ESD I-EE	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ESD II-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIRECTOR OF ENVIRONMENTAL SERVICES	0.0%	0.0%	1	0	0.0%	0	No*
DRAFTER	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	37.5%	37.5%	8	3	0.0%	0	No*
ELECTRONICS TECHNICIAN	25.0%	25.0%	8	2	0.0%	0	No
ENGINEERING AIDE	100.0%	100.0%	4	4	0.0%	1	Yes

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ENGINEERING INSPECTOR	21.1%	27.8%	18	5	6.7%	1	No
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	100.0%	100.0%	1	1	0.0%	0	Yes
ENVIRONMENTAL COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
ESD CONSTRUCTION MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
G.I.S. DATABASE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
GEOGRAPHIC INFO SYSTEM SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
HEAVY EQUIPMENT OPERATOR	55.6%	52.9%	17	9	-2.6%	-1	Yes
HVAC/REFRIGERATION TECHNICIAN	50.0%	50.0%	2	1	0.0%	0	Yes
LABOR SUPV - GRS	100.0%	100.0%	4	4	0.0%	0	Yes
LABORATORY SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
LABORER III	100.0%	100.0%	2	2	0.0%	-1	Yes
NETWORK SYSTEMS ADMINISTRATOR I	0.0%	0.0%	1	0	0.0%	0	No*
NETWORK SYSTEMS ADMINISTRATOR II	0.0%	0.0%	1	0	0.0%	0	No*
PERSONAL COMPUTER/NETWORK TECHNICIAN		0.0%	2	0		0	No
PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	2	0	0.0%	0	No
PRN ENG LAN SVY INSP	0.0%	0.0%	1	0	0.0%	0	No*
PUBLIC RELATIONS COORDINATOR	0.0%	0.0%	1	0	0.0%	0	No*
PUBLIC WKS SUPV (CONSTN OR SANITATION)	0.0%	0.0%	2	0	0.0%	0	No
SENIOR WRF MAINTENANCE WORKER	18.8%	20.0%	15	3	1.3%	0	No
SENIOR CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
SENIOR ELECTRONICS TECHNICIAN		0.0%	1	0		0	No*
SENIOR ENGINEERING AIDE	33.3%	33.3%	3	1	0.0%	0	No*
SENIOR ENGINEERING DRAFTER	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ENGINEERING INSPECTOR	50.0%	33.3%	3	1	-16.7%	-1	No*
SENIOR MAINTENANCE REPAIR WORKER	100.0%	100.0%	1	1	0.0%	0	Yes

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
SENIOR WATER POLL CONTROL TECHNICIAN	40.0%	40.0%	5	2	0.0%	0	No*
SEWER CONSTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	7	0	0.0%	0	No
SEWER GREASE & OIL INSPECTOR	20.0%	20.0%	5	1	0.0%	0	No
SEWER LINE MAINTENANCE INSPECTOR	10.0%	10.0%	10	1	0.0%	0	No
SEWER MAINTENANCE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
SEWER SERVICE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
SEWER VIDEO OPERATIONS SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SEWER VIDEO SPECIALIST	73.9%	73.7%	19	14	-0.2%	-3	Yes
SEWER VIDEO SUPERVISOR	12.5%	11.1%	9	1	-1.4%	0	No
SKILLED LABORER - GRS	90.0%	94.5%	55	52	4.5%	-2	Yes
SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
TRUCK DRIVER	100.0%	75.0%	4	3	-25.0%	0	Yes
WATER POLLUTION CONTROL TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
WATER RECLAMATION FACILITY APPRENTICE	35.7%	36.4%	22	8	0.6%	-2	No
WRF MANAGER	0.0%	0.0%	5	0	0.0%	0	No
WRF SHOP SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
WRF SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
WRF MAINTENANCE WORKER	43.8%	43.8%	16	7	0.0%	0	Yes
WRF MAINTENANCE MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
WRF OPERATOR I	56.3%	50.0%	14	7	-6.3%	-2	Yes
WRF OPERATOR II	37.5%	53.8%	13	7	16.3%	4	Yes
WRF OPERATOR III	0.0%	0.0%	2	0	0.0%	0	No
WRF OPERATOR IV	25.0%	18.8%	16	3	-6.3%	-1	No
WRF SHIFT SUPERVISOR	20.0%	16.7%	24	4	-3.3%	-1	No
WRF SUPERINTENDENT	0.0%	0.0%	2	0	0.0%	0	No

Table B10. Breakdown of **Environmental Services** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ACCOUNTING ASSISTANT I	66.7%	66.7%	6	4	0.0%	0	Yes
ACCOUNTING ASSISTANT II	85.7%	87.5%	8	7	1.8%	1	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	3	3	0.0%	-1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	90.0%	92.9%	14	13	2.9%	4	Yes
AUTOMATION & CONTROLS ENGINEER	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS OFFICE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF CIVIL ENGINEER	40.0%	40.0%	5	2	0.0%	0	No*
CHIEF OF PARTY	0.0%	0.0%	3	0	0.0%	0	No
CIVIL ENGINEER	66.7%	50.0%	2	1	-16.7%	-1	Yes
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS OPERATOR II	100.0%	100.0%	4	4	0.0%	0	Yes
CONSTRUCTION EQUIPMENT OPERATOR	6.7%	6.7%	15	1	0.0%	0	No
CONSTRUCTION SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
DEPUTY DIRECTOR OF ENVIRONMENTAL SVCS	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ESD I-EE	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIRECTOR ESD II-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIRECTOR OF ENVIRONMENTAL SERVICES	0.0%	0.0%	1	0	0.0%	0	No*
DRAFTER	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	0.0%	0.0%	8	0	0.0%	0	No
ELECTRONICS TECHNICIAN	0.0%	0.0%	8	0	0.0%	0	No
ENGINEERING AIDE	0.0%	0.0%	4	0	0.0%	0	No

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ENGINEERING INSPECTOR	15.8%	11.1%	18	2	-4.7%	-1	No
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	100.0%	100.0%	1	1	0.0%	0	Yes
ENVIRONMENTAL COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
ESD CONSTRUCTION MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
G.I.S. DATABASE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
GEOGRAPHIC INFO SYSTEM SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
HEAVY EQUIPMENT OPERATOR	22.2%	23.5%	17	4	1.3%	0	No
HVAC/REFRIGERATION TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
LABOR SUPV - GRS	0.0%	0.0%	4	0	0.0%	0	No
LABORATORY SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
LABORER III	0.0%	0.0%	2	0	0.0%	0	No
NETWORK SYSTEMS ADMINISTRATOR I	0.0%	0.0%	1	0	0.0%	0	No*
NETWORK SYSTEMS ADMINISTRATOR II	0.0%	0.0%	1	0	0.0%	0	No*
PERSONAL COMPUTER/NETWORK TECHNICIAN		50.0%	2	1		1	Yes
PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ADMINISTRATIVE ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	2	0	0.0%	0	No
PRINCIPAL ENG LAN SVY INSP	0.0%	0.0%	1	0	0.0%	0	No*
PUBLIC RELATIONS COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
PUBLIC WKS SUPV (CONSTN OR SANITATION)	0.0%	0.0%	2	0	0.0%	0	No
SENIOR WRF MAINTENANCE WORKER	0.0%	0.0%	15	0	0.0%	0	No
SENIOR CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
SENIOR ELECTRONICS TECHNICIAN		0.0%	1	0		0	No*
SENIOR ENGINEERING AIDE	0.0%	0.0%	3	0	0.0%	0	No
SENIOR ENGINEERING DRAFTER	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ENGINEERING INSPECTOR	0.0%	0.0%	3	0	0.0%	0	No
SENIOR MAINTENANCE REPAIR WORKER	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
SENIOR WATER POLL CONTROL TECHNICIAN	40.0%	40.0%	5	2	0.0%	0	No*
SEWER CONSTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	7	0	0.0%	0	No
SEWER GREASE & OIL INSP	20.0%	20.0%	5	1	0.0%	0	No
SEWER LINE MAINTENANCE INSPECTOR	20.0%	20.0%	10	2	0.0%	0	No
SEWER MAINTENANCE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
SEWER SERVICE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SEWER VIDEO OPERATIONS SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SEWER VIDEO SPECIALIST	8.7%	10.5%	19	2	1.8%	0	No
SEWER VIDEO SUPERVISOR	12.5%	11.1%	9	1	-1.4%	0	No
SKILLED LABORER - GRS	25.0%	27.3%	55	15	2.3%	0	No
SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
TRUCK DRIVER	0.0%	0.0%	4	0	0.0%	0	No
WATER POLLUTION CONTROL TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
WATER RECLAMATION FACILITY APPRENTICE	25.0%	31.8%	22	7	6.8%	0	No
WRF MANAGER	0.0%	0.0%	5	0	0.0%	0	No
WRF SHOP SUPERVISOR	0.0%	0.0%	4	0	0.0%	0	No
WRF SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
WRF MAINTENANCE WORKER	6.3%	6.3%	16	1	0.0%	0	No
WRF MAINTENANCE MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
WRF OPERATOR I	12.5%	14.3%	14	2	1.8%	0	No
WRF OPERATOR II	0.0%	7.7%	13	1	7.7%	1	No
WRF OPERATOR III	0.0%	0.0%	2	0	0.0%	0	No
WRF OPERATOR IV	18.8%	18.8%	16	3	0.0%	0	No
WRF SHIFT SUPERVISOR	16.0%	16.7%	24	4	0.7%	0	No
WRF SUPERINTENDENT	0.0%	0.0%	2	0	0.0%	0	No

Table B11. Breakdown of **Family Court** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	50.0%	50.0%	2	1	0.0%	0	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	92.9%	92.9%	14	13	0.0%	0	Yes
CHIEF COURT CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF PROBATION OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
COURT CLERK	100.0%	100.0%	8	8	0.0%	0	Yes
DEPUTY COURT ADMIN-EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL COURT CLERK		100.0%	2	2		2	Yes
PRINCIPAL PROBATION OFFICER	66.7%	66.7%	3	2	0.0%	0	Yes
PROBATION OFFICER	64.5%	64.5%	31	20	0.0%	0	Yes
SENIOR COUNTY COURT CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
SENIOR PROBATION OFFICER	40.0%	40.0%	10	4	0.0%	0	No*

Table B12. Breakdown of **Family Court** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	50.0%	50.0%	2	1	0.0%	0	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	14	14	0.0%	0	Yes
CHIEF COURT CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF PROBATION OFFICER	0.0%	0.0%	1	0	0.0%	0	No*
COURT CLERK	87.5%	87.5%	8	7	0.0%	0	Yes
DEPUTY COURT ADMIN-EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL COURT CLERK		50.0%	2	1		1	Yes
PRINCIPAL PROBATION OFFICER	100.0%	100.0%	3	3	0.0%	0	Yes
PROBATION OFFICER	64.5%	64.5%	31	20	0.0%	0	Yes
SENIOR COUNTY COURT CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
SENIOR PROBATION OFFICER	70.0%	70.0%	10	7	0.0%	0	Yes

Table B13. Breakdown of **Finance** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	66.7%	50.0%	2	1	-16.7%	-1	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	7	7	0.0%	1	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	4	4	0.0%	0	Yes
BUYER	100.0%	100.0%	5	5	0.0%	0	Yes
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	-1	Yes
CHIEF FINANCIAL OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIRECTOR OF FINANCE-EE		100.0%	1	1		1	Yes
MANAGER OF TAX COLLECTION	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	71.4%	71.4%	7	5	0.0%	0	Yes
PRINCIPAL BUYER	80.0%	75.0%	4	3	-5.0%	-1	Yes
PURCHASING AGENT	100.0%	100.0%	1	1	0.0%	0	Yes
PURCHASING COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ACCOUNTANT	62.5%	66.7%	9	6	4.2%	1	Yes
SENIOR ADMINISTRATIVE ANALYST		0.0%	1	0		0	No*

Table B14. Breakdown of **Finance** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	2	2	0.0%	-1	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	7	7	0.0%	1	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	4	4	0.0%	0	Yes
BUYER	100.0%	100.0%	5	5	0.0%	0	Yes
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	-1	Yes
CHIEF FINANCIAL OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIRECTOR OF FINANCE-EE		100.0%	1	1		1	Yes
MANAGER OF TAX COLLECTION	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	57.1%	57.1%	7	4	0.0%	0	Yes
PRINCIPAL BUYER	80.0%	75.0%	4	3	-5.0%	-1	Yes
PURCHASING AGENT	0.0%	0.0%	1	0	0.0%	0	No*
PURCHASING COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ACCOUNTANT	100.0%	100.0%	9	9	0.0%	1	Yes
SENIOR ADMINISTRATIVE ANALYST		0.0%	1	0		0	No*

Table B15. Breakdown of **General Services** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	66.7%	83.3%	6	5	16.7%	3	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	2	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	87.5%	87.5%	8	7	0.0%	0	Yes
ADMINISTRATIVE SERVICES MANAGER	0.0%	100.0%	1	1	100.0%	1	Yes
ASSISTANT CHIEF OF ELECTIONS	0.0%	0.0%	1	0	0.0%	0	No*
BUILDING MAINTENANCE SUPERINTENDENT	100.0%	100.0%	1	1	0.0%	0	Yes
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	2	0	0.0%	0	No
CABINETMAKER	50.0%	50.0%	4	2	0.0%	0	Yes
CHIEF OF BUILDING MAINTENANCE	33.3%	50.0%	2	1	16.7%	0	Yes
CHIEF OF ELECTIONS OPERATION	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIRECTOR GENERAL SVCS-EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	Yes
DIRECTOR OF GENERAL SERVICES	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	40.0%	50.0%	4	2	10.0%	0	Yes
ELECTRONICS TECHNICIAN	70.0%	77.8%	9	7	7.8%	0	Yes
EQUIPMENT/STRUCTURAL MECHANIC	0.0%	0.0%	1	0	0.0%	0	No*
FACILITIES MANAGER	0.0%	0.0%	3	0	0.0%	0	No
HVAC/REFRIGERATION TECHNICIAN	33.3%	33.3%	3	1	0.0%	0	No*
LABOR SUPV - GRS	50.0%	50.0%	2	1	0.0%	0	Yes
LABORER II	100.0%	100.0%	1	1	0.0%	0	Yes
LANDSCAPE CREW LEADER	0.0%	0.0%	1	0	0.0%	0	No*
MAINTENANCE REPAIR WORKER	53.3%	53.3%	15	8	0.0%	0	Yes
PAINTER	33.3%	33.3%	6	2	0.0%	0	No*
PAINTER SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
PLUMBER	20.0%	20.0%	5	1	0.0%	0	No

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR MAINTENANCE REPAIR WORKER	38.5%	50.0%	12	6	11.5%	1	Yes
SKILLED LABORER - GRS	95.0%	94.1%	17	16	-0.9%	-3	Yes
STORES CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
STORES/PROCUREMENT OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
TRUCK DRIVER	50.0%	50.0%	2	1	0.0%	0	Yes
VOTING MACHINE TECHNICIAN	100.0%	100.0%	3	3	0.0%	0	Yes

Table B16. Breakdown of **General Services** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	6	6	0.0%	3	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	2	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	8	8	0.0%	0	Yes
ADMINISTRATIVE SERVICES MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
ASSISTANT CHIEF OF ELECTIONS	0.0%	0.0%	1	0	0.0%	0	No*
BUILDING MAINTENANCE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	2	0	0.0%	0	No
CABINETMAKER	0.0%	0.0%	4	0	0.0%	0	No
CHIEF OF BUILDING MAINTENANCE	0.0%	0.0%	2	0	0.0%	0	No
CHIEF OF ELECTIONS OPERATION	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR GENERAL SVCS-EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	Yes
DIRECTOR OF GENERAL SERVICES	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	0.0%	0.0%	4	0	0.0%	0	No
ELECTRONICS TECHNICIAN	0.0%	0.0%	9	0	0.0%	0	No
EQUIPMENT/STRUCTURAL MECHANIC	0.0%	0.0%	1	0	0.0%	0	No*
FACILITIES MANAGER	0.0%	0.0%	3	0	0.0%	0	No
HVAC/REFRIGERATION TECHNICIAN	0.0%	0.0%	3	0	0.0%	0	No
LABOR SUPV - GRS	0.0%	0.0%	2	0	0.0%	0	No
LABORER II	100.0%	100.0%	1	1	0.0%	0	Yes
LANDSCAPE CREW LEADER	0.0%	0.0%	1	0	0.0%	0	No*
MAINTENANCE REPAIR WORKER	13.3%	13.3%	15	2	0.0%	0	No
PAINTER	0.0%	0.0%	6	0	0.0%	0	No
PAINTER SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
PLUMBER	0.0%	0.0%	5	0	0.0%	0	No

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR MAINTENANCE REPAIR WORKER	7.7%	8.3%	12	1	0.6%	0	No
SKILLED LABORER - GRS	40.0%	47.1%	17	8	7.1%	0	No*
STORES CLERK	0.0%	0.0%	1	0	0.0%	0	No*
STORES/PROCUREMENT OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
TRUCK DRIVER	0.0%	0.0%	2	0	0.0%	0	No
VOTING MACHINE TECHNICIAN	33.3%	33.3%	3	1	0.0%	0	No*

Table B17. Breakdown of **Human Resources** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	-2	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
ASSESSMENT & DEVELOPMENT SPECIALIST	33.3%	40.0%	5	2	6.7%	0	No*
BUSINESS PARTNER MGR EQU & INCL	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS PROCESSING MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS SYSTEM SPECIALIST	66.7%	50.0%	2	1	-16.7%	-1	Yes
CHIEF ADMINISTRATIVE ANALYST		0.0%	1	0		0	No*
COMPENSATION ADVISOR	66.7%	66.7%	3	2	0.0%	0	Yes
DIRECTOR OF HUMAN RESOURCES EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	Yes
EQUITY AND INCLUSION BUSINESS PARTNER	75.0%	75.0%	4	3	0.0%	0	Yes
HR DIVISION MANAGER	100.0%	100.0%	3	3	0.0%	0	Yes
HUMAN RESOURCES ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
HUMAN RESOURCES PROJECT COORDINATOR	100.0%	100.0%	2	2	0.0%	0	Yes
HUMAN RESOURCES TECHNICIAN	100.0%	100.0%	3	3	0.0%	1	Yes
MANAGER SYSTEMS ANALYSIS		100.0%	1	1		1	Yes
PAYROLL SPECIALIST		100.0%	2	2		2	Yes
SELECTION MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ASSESSMENT AND DEVELOPMNT SPECIALIST	50.0%	50.0%	2	1	0.0%	0	Yes
TALENT SOURCING SPECIALIST	100.0%	100.0%	3	3	0.0%	-1	Yes
TEST ADMINISTRATION COORDINATOR I	0.0%	0.0%	1	0	0.0%	0	No*
TRAINING & ORG DEVELOPMENT ADVISOR	100.0%	100.0%	3	3	0.0%	0	Yes

Table B18. Breakdown of **Human Resources** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	-2	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
ASSESSMENT & DEVELOPMENT SPECIALIST	66.7%	80.0%	5	4	13.3%	0	Yes
BUSINESS PARTNER MGR EQU & INCL	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS PROCESSING MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS SYSTEM SPECIALIST	100.0%	100.0%	2	2	0.0%	-1	Yes
CHIEF ADMINISTRATIVE ANALYST		0.0%	1	0		0	No*
COMPENSATION ADVISOR	100.0%	100.0%	3	3	0.0%	0	Yes
DIR OF HUMAN RESOURCES EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	Yes
EQUITY AND INCLUSION BUSINESS PARTNER	50.0%	50.0%	4	2	0.0%	0	Yes
HR DIVISION MANAGER	66.7%	66.7%	3	2	0.0%	0	Yes
HUMAN RESOURCES ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
HUMAN RESOURCES PROJECT COORDINATOR	100.0%	100.0%	2	2	0.0%	0	Yes
HUMAN RESOURCES TECHNICIAN	50.0%	66.7%	3	2	16.7%	1	Yes
MANAGER SYSTEMS ANALYSIS		0.0%	1	0		0	No*
PAYROLL SPECIALIST		100.0%	2	2		2	Yes
SELECTION MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ASSESSMENT AND DEVELOPMNT SPECIALIST	0.0%	0.0%	2	0	0.0%	0	No
TALENT SOURCING SPECIALIST	100.0%	100.0%	3	3	0.0%	-1	Yes
TEST ADMINISTRATION COORDINATOR I	100.0%	100.0%	1	1	0.0%	0	Yes
TRAINING & ORG DEVELOPMENT ADVISOR	66.7%	66.7%	3	2	0.0%	0	Yes

Table B19. Breakdown of **Information Services & Technology** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ASSISTANT		100.0%	1	1		1	Yes
ADMINISTRATIVE SERVICES MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
APPLICATION DEVELOPER	25.0%	25.0%	4	1	0.0%	0	No
BUSINESS SYSTEMS & REPORTING MANAGER	50.0%	50.0%	2	1	0.0%	0	Yes
BUSINESS SYSTEMS ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF INFORM OFCR/DIR IT EXEMPT EXEC	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS COORDINATOR	0.0%	0.0%	1	0	0.0%	0	No*
COMPUTER OPERATOR	100.0%	100.0%	1	1	0.0%	-1	Yes
DATABASE ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR IMS-IT GOVERNANCE & DATA		0.0%	1	0		0	No*
GEOGRAPHIC INFO SYSTEM SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
HELP DESK MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
INFORMATION SECURITY OFFICER		0.0%	1	0		0	No*
MANAGER SYSTEMS ANALYSIS	100.0%	100.0%	1	1	0.0%	0	Yes
MGR OF INFO TECHNOLOGY INFRASTRUCTURE	0.0%	0.0%	1	0	0.0%	0	No*
NETWORK SYSTEMS ADMINISTRATOR I	33.3%	33.3%	3	1	0.0%	0	No*
NETWORK SYSTEMS ADMINISTRATOR II	0.0%	0.0%	4	0	0.0%	0	No
NETWORK SYSTEMS MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
PERSONAL COMPUTER/NETWORK TECHNICIAN	83.3%	87.5%	8	7	4.2%	2	Yes
PROGRAMMER ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR SYSTEMS ANALYST	0.0%	0.0%	2	0	0.0%	0	No
SENIOR SYSTEMS ARCHITECT	100.0%	100.0%	1	1	0.0%	0	Yes

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
SYSTEMS ANALYST	0.0%	0.0%	4	0	0.0%	0	No
TELECOMMUNICATIONS TECHNICIAN	50.0%	50.0%	2	1	0.0%	0	Yes
USER SUPPORT SPECIALIST	100.0%	100.0%	1	1	0.0%	0	Yes

Table B20. Breakdown of **Information Services & Technology** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ASSISTANT		100.0%	1	1		1	Yes
ADMINISTRATIVE SERVICES MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
APPLICATION DEVELOPER	25.0%	25.0%	4	1	0.0%	0	No
BUSINESS SYSTEMS & REPORTING MANAGER	100.0%	100.0%	2	2	0.0%	0	Yes
BUSINESS SYSTEMS ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF INFORM OFCR/DIR IT EXEMPT EXEC	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS COORDINATOR	0.0%	0.0%	1	0	0.0%	0	No*
COMPUTER OPERATOR	0.0%	0.0%	1	0	0.0%	0	No*
DATABASE ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR IMS-IT GOVERNANCE & DATA		0.0%	1	0		0	No*
GEOGRAPHIC INFO SYSTEM SPECIALIST	100.0%	100.0%	1	1	0.0%	0	Yes
HELP DESK MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
INFORMATION SECURITY OFFICER		0.0%	1	0		0	No*
MANAGER SYSTEMS ANALYSIS	0.0%	0.0%	1	0	0.0%	0	No*
MGR OF INFO TECHNOLOGY INFRASTRUCTURE	0.0%	0.0%	1	0	0.0%	0	No*
NETWORK SYSTEMS ADMINISTRATOR I	0.0%	0.0%	3	0	0.0%	0	No
NETWORK SYSTEMS ADMINISTRATOR II	0.0%	0.0%	4	0	0.0%	0	No
NETWORK SYSTEMS MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
PERSONAL COMPUTER/NETWORK TECHNICIAN	33.3%	25.0%	8	2	-8.3%	0	No
PROGRAMMER ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR SYSTEMS ANALYST	0.0%	0.0%	2	0	0.0%	0	No
SENIOR SYSTEMS ARCHITECT	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
SYSTEMS ANALYST	25.0%	25.0%	4	1	0.0%	0	No
TELECOMMUNICATIONS TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
USER SUPPORT SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*

Table B21. Breakdown of **Probate Court** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ACCOUNTING ASSISTANT II	66.7%	66.7%	3	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	60.0%	60.0%	5	3	0.0%	0	Yes
CHIEF CLERK PROBATE COURT	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF DEPUTY CLERK PROBATE COURT		100.0%	1	1		1	Yes
CONFIDENTIAL JUDICIAL ASSISTANT	0.0%	0.0%	2	0	0.0%	0	No
COURT CLERK	58.8%	64.7%	17	11	5.9%	1	Yes
DEPUTY PROBATE JUDGE	0.0%	0.0%	1	0	0.0%	0	No*
MENTAL HEALTH COORD PROBATE COURT	100.0%	100.0%	1	1	0.0%	0	Yes
MICROPHOTOGRAPHER	100.0%	100.0%	2	2	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL COURT CLERK	60.0%	60.0%	5	3	0.0%	0	Yes
PROBATE JUDGE NUMBER I	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR COUNTY COURT CLERK	60.0%	66.7%	6	4	6.7%	1	Yes

Table B22. Breakdown of **Probate Court** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
ACCOUNTING ASSISTANT II	100.0%	100.0%	3	3	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	5	5	0.0%	0	Yes
CHIEF CLERK PROBATE COURT	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF DEPUTY CLERK PROBATE COURT		100.0%	1	1		1	Yes
CONFIDENTIAL JUDICIAL ASSISTANT	100.0%	100.0%	2	2	0.0%	0	Yes
COURT CLERK	100.0%	100.0%	17	17	0.0%	0	Yes
DEPUTY PROBATE JUDGE	100.0%	100.0%	1	1	0.0%	0	Yes
MENTAL HEALTH COORD PROBATE COURT	0.0%	0.0%	1	0	0.0%	0	No*
MICROPHOTOGRAPHER	50.0%	50.0%	2	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL COURT CLERK	80.0%	80.0%	5	4	0.0%	0	Yes
PROBATE JUDGE NUMBER I	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR COUNTY COURT CLERK	100.0%	100.0%	6	6	0.0%	1	Yes

Table B23. Breakdown of **Revenue** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
ACCOUNTING ASSISTANT I	16.7%	20.0%	5	1	3.3%	0	No
ACCOUNTING ASSISTANT II	84.5%	83.1%	83	69	-1.4%	-2	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	50.0%	50.0%	2	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	7	7	0.0%	0	Yes
AUDITOR	100.0%	100.0%	8	8	0.0%	0	Yes
BUSINESS OFFICE SUPERVISOR	60.0%	60.0%	5	3	0.0%	0	Yes
CHIEF ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF DEPUTY DIRECTOR OF REVENUE	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR OF REVENUE - EE		0.0%	1	0		0	No*
DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ACCOUNTANT	66.7%	100.0%	5	5	33.3%	1	Yes
PRINCIPAL AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
REVENUE EXAMINER	83.3%	80.0%	5	4	-3.3%	-1	Yes
SENIOR ACCOUNTANT	83.3%	83.3%	6	5	0.0%	0	Yes
SENIOR STORES CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR AUDITOR	55.6%	55.6%	9	5	0.0%	0	Yes

Table B24. Breakdown of **Revenue** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	1	1	0.0%	-1	Yes
ACCOUNTING ASSISTANT I	50.0%	60.0%	5	3	10.0%	0	Yes
ACCOUNTING ASSISTANT II	91.7%	91.6%	83	76	-0.1%	-1	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	2	2	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	7	7	0.0%	0	Yes
AUDITOR	75.0%	87.5%	8	7	12.5%	1	Yes
BUSINESS OFFICE SUPERVISOR	80.0%	80.0%	5	4	0.0%	0	Yes
CHIEF ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF DEPUTY DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR OF REVENUE - EE		0.0%	1	0		0	No*
DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ACCOUNTANT	66.7%	100.0%	5	5	33.3%	1	Yes
PRINCIPAL AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
REVENUE EXAMINER	100.0%	100.0%	5	5	0.0%	-1	Yes
SENIOR ACCOUNTANT	100.0%	83.3%	6	5	-16.7%	-1	Yes
SENIOR STORES CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR AUDITOR	44.4%	44.4%	9	4	0.0%	0	No*

Table B25. Breakdown of Roads & Transportation Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
ACCOUNTING ASSISTANT II	40.0%	40.0%	5	2	0.0%	0	No*
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	3	3	0.0%	0	Yes
ADMINISTRATIVE ANALYST	66.7%	66.7%	3	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	66.7%	66.7%	6	4	0.0%	0	Yes
ASST HIGHWAY DISTRICT SUPERINTENDENT	0.0%	0.0%	4	0	0.0%	0	No
AUTO PARTS CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
AUTO TECH - GRS	40.0%	42.9%	14	6	2.9%	0	Yes
AUTO/HVY EQP SP SUPV - GRS	25.0%	25.0%	4	1	0.0%	0	No
BRIDGE MAINTENANCE CREWLEADER	50.0%	50.0%	2	1	0.0%	0	Yes
BRIDGE MAINTENANCE WORKER	0.0%	0.0%	1	0	0.0%	0	No*
BRIDGE MAINTENANCE/CONSTRUCTION SUPV	100.0%	100.0%	1	1	0.0%	0	Yes
BRIDGE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF CIVIL ENGINEER	0.0%	20.0%	5	1	20.0%	1	No
CHIEF OF PARTY	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER	25.0%	0.0%	4	0	-25.0%	-2	No
CONSTRUCTION EQUIPMENT OPERATOR	42.4%	42.1%	38	16	-0.3%	2	Yes
CONSTRUCTION SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
COUNTY PROPERTY MANAGER	0.0%	0.0%	2	0	0.0%	0	No
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ROAD & TRANS EXC EX	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ROADS III-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIR OF ROAD & TRANS EXEMPT EXECUTIV	0.0%	0.0%	1	0	0.0%	0	No*
ENGINEERING INSPECTOR	66.7%	66.7%	6	4	0.0%	-2	Yes
EQUIPMENT SERVICE WRITER	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
FLEET OPERATIONS SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
G.I.S. DATABASE SUPERVISOR		0.0%	1	0		0	No*
GEOGRAPHIC INFO SYSTEMS TECHN II	100.0%	100.0%	1	1	0.0%	0	Yes
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*
HIGHWAY DISTRICT SUPERINTENDENT	0.0%	0.0%	3	0	0.0%	0	No
LABOR SUPV - GRS	50.0%	50.0%	4	2	0.0%	0	Yes
LABORER II	100.0%	100.0%	2	2	0.0%	0	Yes
LAND ACQUISITION AGENT	100.0%	100.0%	3	3	0.0%	1	Yes
LANDSCAPE CREW LEADER	66.7%	66.7%	6	4	0.0%	0	Yes
MOBILE EQUIPMENT MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ENGINEER CONST INSPECTOR	25.0%	0.0%	2	0	-25.0%	-1	No
PUBLIC WKS SUPV (CONSTN OR SANITATION)	20.0%	20.0%	5	1	0.0%	0	No
SENIOR STORES CLERK	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	Yes
SENIOR ARBORIST	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR AUTO PARTS CLERK	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
SENIOR CONSTRUCTION SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
SENIOR ENGINEERING AIDE	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ENGINEERING INSPECTOR	25.0%	0.0%	3	0	-25.0%	-1	No
SENIOR LAND ACQUISITION AGENT	0.0%	50.0%	2	1	50.0%	1	Yes
SENIOR TRAFFIC CONTROL TECHNICIAN	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR TRAFFIC PLANNING TECHNICIAN		0.0%	1	0		0	No*
SKILLED LABORER - GRS	82.2%	84.4%	45	38	2.2%	1	Yes
STORES CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
STREET PAVING SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
SYSTEMS ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
TIRE SHOP SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
TRAFFIC ANALYST	0.0%	0.0%	3	0	0.0%	0	No
TRAFFIC CONTROL SUPERINTENDENT	100.0%	100.0%	1	1	0.0%	0	Yes
TRAFFIC CONTROL TECHNICIAN	100.0%	100.0%	3	3	0.0%	0	Yes
TRAFFIC MAINTENANCE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
TRAFFIC MAINTENANCE WORKER	80.0%	80.0%	10	8	0.0%	0	Yes
TRAFFIC SIGN PAINTER	0.0%	0.0%	1	0	0.0%	0	No*
TRAFFIC SIGNAL WORKER	100.0%	100.0%	3	3	0.0%	0	Yes
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	0.0%	0.0%	4	0	0.0%	0	No
TRAFFIC STRIPING MACHINE OPERATOR	66.7%	66.7%	3	2	0.0%	0	Yes
TRUCK DRIVER	84.4%	86.5%	37	32	2.1%	5	Yes

Table B26. Breakdown of Roads & Transportation Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ACCOUNTING ASSISTANT II	80.0%	80.0%	5	4	0.0%	0	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	3	3	0.0%	0	Yes
ADMINISTRATIVE ANALYST	66.7%	66.7%	3	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	6	6	0.0%	0	Yes
ASST HIGHWAY DISTRICT SUPERINTENDENT	0.0%	0.0%	4	0	0.0%	0	No
AUTO PARTS CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
AUTO TECH - GRS	0.0%	0.0%	14	0	0.0%	0	No
AUTO/HVY EQP SP SUPV - GRS	0.0%	0.0%	4	0	0.0%	0	No
BRIDGE MAINTENANCE CREWLEADER	0.0%	0.0%	2	0	0.0%	0	No
BRIDGE MAINTENANCE WORKER	0.0%	0.0%	1	0	0.0%	0	No*
BRIDGE MAINTENANCE/CONSTRUCTION SUPV	0.0%	0.0%	1	0	0.0%	0	No*
BRIDGE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF CIVIL ENGINEER	25.0%	40.0%	5	2	15.0%	1	No*
CHIEF OF PARTY	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER	0.0%	0.0%	4	0	0.0%	0	No
CONSTRUCTION EQUIPMENT OPERATOR	3.0%	2.6%	38	1	-0.4%	0	No
CONSTRUCTION SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
COUNTY PROPERTY MANAGER	50.0%	50.0%	2	1	0.0%	0	Yes
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ROAD & TRANS EXC EX	100.0%	0.0%	1	0	-100.0%	-1	No*
DEPUTY DIRECTOR ROADS III-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIR OF ROAD & TRANS EXEMPT EXECUTIV	100.0%	100.0%	1	1	0.0%	0	Yes
ENGINEERING INSPECTOR	22.2%	16.7%	6	1	-5.6%	-1	No
EQUIPMENT SERVICE WRITER	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
FLEET OPERATIONS SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
G.I.S. DATABASE SUPERVISOR		0.0%	1	0		0	No*
GEOGRAPHIC INFO SYSTEMS TECHN II	100.0%	100.0%	1	1	0.0%	0	Yes
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*
HIGHWAY DISTRICT SUPERINTENDENT	0.0%	0.0%	3	0	0.0%	0	No
LABOR SUPV - GRS	25.0%	25.0%	4	1	0.0%	0	No
LABORER II	0.0%	0.0%	2	0	0.0%	0	No
LAND ACQUISITION AGENT	100.0%	33.3%	3	1	-66.7%	-1	No*
LANDSCAPE CREW LEADER	16.7%	16.7%	6	1	0.0%	0	No
MOBILE EQUIPMENT MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	2	0	0.0%	0	No
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	0.0%	0.0%	5	0	0.0%	0	No
SENIOR STORES CLERK	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	Yes
SENIOR ARBORIST	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR AUTO PARTS CLERK	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
SENIOR CONSTRUCTION SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
SENIOR ENGINEERING AIDE	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ENGINEERING INSPECTOR	0.0%	0.0%	3	0	0.0%	0	No
SENIOR LAND ACQUISTION AGENT	0.0%	50.0%	2	1	50.0%	1	Yes
SENIOR TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR TRAFFIC PLANNING TECHNICIAN		0.0%	1	0		0	No*
SKILLED LABORER - GRS	6.7%	11.1%	45	5	4.4%	2	No
STORES CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
STREET PAVING SUPERVISOR	25.0%	33.3%	3	1	8.3%	0	No*
SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
TIRE SHOP SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
TRAFFIC ANALYST	0.0%	0.0%	3	0	0.0%	0	No
TRAFFIC CONTROL SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	3	0	0.0%	0	No
TRAFFIC MAINTENANCE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
TRAFFIC MAINTENANCE WORKER	10.0%	0.0%	10	0	-10.0%	-1	No
TRAFFIC SIGN PAINTER	0.0%	0.0%	1	0	0.0%	0	No*
TRAFFIC SIGNAL WORKER	0.0%	0.0%	3	0	0.0%	0	No
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	0.0%	0.0%	4	0	0.0%	0	No
TRAFFIC STRIPING MACHINE OPERATOR	33.3%	33.3%	3	1	0.0%	0	No*
TRUCK DRIVER	25.0%	24.3%	37	9	-0.7%	1	No

Table B27. Breakdown of **Security** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ADMINISTRATIVE SUPERVISOR		100.0%	1	1		1	Yes
CHIEF OF SECURITY		0.0%	1	0		0	No*
SECURITY OFFICER		75.6%	45	34		34	Yes
SENIOR SECURITY OFFICER		85.7%	7	6		6	Yes

Table B28. Breakdown of **Security** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ADMINISTRATIVE SUPERVISOR		100.0%	1	1		1	Yes
CHIEF OF SECURITY		0.0%	1	0		0	No*
SECURITY OFFICER		33.3%	45	15		15	No
SENIOR SECURITY OFFICER		42.9%	7	3		3	No*

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

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	66.7%	66.7%	9	6	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
ADMINISTRATIVE CLERK	90.9%	81.8%	11	9	-9.1%	-1	Yes
ADMINISTRATIVE CLERK-JC	100.0%	100.0%	4	4	0.0%	-1	Yes
APPOINTED CLERK TAX ASSESSOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEP TAX ASSESSOR-BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEP TAX ASSOR-BIRMINGHAM	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CLERK TAX ASSESSOR BIRMINGHAM	100.0%	100.0%	1	1	0.0%	0	Yes
AUDITOR	100.0%	100.0%	2	2	0.0%	0	Yes
CHIEF PERSONAL PROPERTY APPRAISER	100.0%	100.0%	2	2	0.0%	0	Yes
G.I.S. DATABASE SUPERVISOR	100.0%	100.0%	2	2	0.0%	1	Yes
GEOGRAPHIC INFO SYSTEM SPECIALIST	50.0%	100.0%	1	1	50.0%	-1	Yes
GEOGRAPHIC INFO SYSTEMS TECHN II	75.0%	62.5%	8	5	-12.5%	-1	Yes
GEOGRAPHIC INFORMATION SYSTEMS TECH I	0.0%	0.0%	3	0	0.0%	0	No
PERSONAL PROPERTY APPRAISER	57.1%	71.4%	7	5	14.3%	1	Yes
PRINCIPAL AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR PERSONAL PROPERTY APPRAISER	0.0%	0.0%	1	0	0.0%	0	No*

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	66.7%	77.8%	9	7	11.1%	1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	11	11	0.0%	0	Yes
ADMINISTRATIVE CLERK-JC	100.0%	100.0%	4	4	0.0%	-1	Yes
APPOINTED CLERK TAX ASSESSOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEP TAX ASSESSOR-BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEP TAX ASSOR-BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	No*
APPTD CLERK TAX ASSESSOR BIRMINGHAM	100.0%	100.0%	1	1	0.0%	0	Yes
AUDITOR	100.0%	100.0%	2	2	0.0%	0	Yes
CHIEF PERSONAL PROPERTY APPRAISER	50.0%	50.0%	2	1	0.0%	0	Yes
G.I.S. DATABASE SUPERVISOR	0.0%	0.0%	2	0	0.0%	0	No
GEOGRAPHIC INFO SYSTEM SPECIALIST	25.0%	100.0%	1	1	75.0%	0	Yes
GEOGRAPHIC INFO SYSTEMS TECHN II	62.5%	75.0%	8	6	12.5%	1	Yes
GEOGRAPHIC INFORMATION SYSTEMS TECH I	33.3%	33.3%	3	1	0.0%	0	No*
PERSONAL PROPERTY APPRAISER	85.7%	57.1%	7	4	-28.6%	-2	Yes
PRINCIPAL AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR PERSONAL PROPERTY APPRAISER	0.0%	0.0%	1	0	0.0%	0	No*

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

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	75.0%	82.4%	17	14	7.4%	2	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	6	6	0.0%	0	Yes
APPNTD CLERK TAX COLLECTOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPT CHIEF DEP TAX COLLECTOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEP TAX COLL-BIRMINGHAM	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CLERK TAX COLLECTOR BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
MANAGER OF TAX COLLECTION	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
REDEMPTION COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ACCOUNTANT	100.0%	100.0%	2	2	0.0%	0	Yes
TAX AGENT	75.0%	75.0%	4	3	0.0%	0	Yes

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	81.3%	82.4%	17	14	1.1%	1	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	6	6	0.0%	0	Yes
APPNTD CLERK TAX COLLECTOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPT CHIEF DEP TAX COLLECTOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEP TAX COLL-BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	No*
APPTD CLERK TAX COLLECTOR BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
MANAGER OF TAX COLLECTION	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
REDEMPTION COORDINATOR	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ACCOUNTANT	100.0%	100.0%	2	2	0.0%	0	Yes
TAX AGENT	75.0%	75.0%	4	3	0.0%	0	Yes

Table B334. Breakdown of **Youth Detention** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
COOK	100.0%	100.0%	6	6	0.0%	0	Yes
DEPUTY DIRECTOR YOUTH DETENTION-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIR OF YTH DETEN-EE	100.0%	100.0%	1	1	0.0%	0	Yes
JUVENILE DETENTION OFFICER	86.1%	92.1%	38	35	6.0%	4	Yes
SENIOR FOOD SERVICES SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR JUVENILE DETENTION OFFICER	75.0%	75.0%	4	3	0.0%	0	Yes

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
COOK	83.3%	83.3%	6	5	0.0%	0	Yes
DEPUTY DIRECTOR YOUTH DETENTION-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIR OF YTH DETEN-EE	100.0%	100.0%	1	1	0.0%	0	Yes
JUVENILE DETENTION OFFICER	30.6%	36.8%	38	14	6.3%	3	No
SENIOR FOOD SERVICES SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR JUVENILE DETENTION OFFICER	25.0%	25.0%	4	1	0.0%	0	No

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

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
BMO	66.7%	66.7%	3	2	0.0%	0	Yes
BOARD OF REGISTRARS	30.0%	30.0%	10	3	0.0%	0	No
CORONER/MEDICAL EXAMINER	40.0%	36.8%	19	7	-3.2%	-1	No
COUNTY ATTORNEY	56.3%	58.8%	17	10	2.6%	1	Yes
COUNTY MANAGER	50.0%	57.1%	7	4	7.1%	1	Yes
LAW LIBRARY	100.0%	100.0%	1	1	0.0%	0	Yes
PUBLIC INFORMATION	50.0%	50.0%	2	1	0.0%	0	Yes
TREASURER	80.0%	100.0%	6	6	20.0%	2	Yes

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
BMO	100.0%	100.0%	3	3	0.0%	0	Yes
BOARD OF REGISTRARS	70.0%	70.0%	10	7	0.0%	0	Yes
CORONER/MEDICAL EXAMINER	45.0%	47.4%	19	9	2.4%	0	No*
COUNTY ATTORNEY	68.8%	70.6%	17	12	1.8%	1	Yes
COUNTY MANAGER	33.3%	42.9%	7	3	9.5%	1	No*
LAW LIBRARY	100.0%	100.0%	1	1	0.0%	0	Yes
PUBLIC INFORMATION	50.0%	50.0%	2	1	0.0%	0	Yes
TREASURER	100.0%	100.0%	6	6	0.0%	1	Yes

Appendix C: Metric Data
Tables

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

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	61.5%	63.6%	11	7	2.1%	-1	Yes
ACCOUNTING ASSISTANT I	58.3%	63.6%	11	7	5.3%	0	Yes
ADMINISTRATIVE CLERK	81.0%	80.6%	139	112	-0.4%	1	Yes
AUDITOR	100.0%	100.0%	11	11	0.0%	0	Yes
AUTO TECH	40.0%	42.9%	14	6	2.9%	0	Yes
CONSTRUCTION EQUIPMENT OPERATOR	39.6%	39.6%	53	21	0.0%	2	No*
ENGINEERING AIDE	100.0%	100.0%	4	4	0.0%	0	Yes
HEAVY EQUIPMENT OPERATOR	52.6%	52.9%	17	9	0.3%	-1	Yes
LABOR SUPV	70.0%	70.0%	10	7	0.0%	0	Yes
PUBLIC WKS SUPV (CONSTN OR SANITATION)	14.3%	14.3%	7	1	0.0%	0	No
REVENUE EXAMINER	83.3%	80.0%	5	4	-3.3%	-1	Yes
TRUCK DRIVER	83.8%	83.7%	43	36	-0.1%	5	Yes
WRF OPERATOR I	56.3%	50.0%	14	7	-6.3%	-2	Yes

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Female Employed	Meeting Benchmark?
DEPUTY SHERIFF	16.9%	16.8%	399	67	-0.1%	0	No
ENGINEERING AIDE	0.0%	0.0%	4	0	0.0%	0	No
REVENUE EXAMINER	100.0%	100.0%	5	5	0.0%	-1	Yes
SECURITY OFFICER	35.4%	32.6%	46	15	-2.8%	-2	No
SENIOR CIVIL ENGINEER	0.0%	0.0%	5	0	0.0%	0	No
STORES CLERK	33.3%	33.3%	3	1	0.0%	0	No*

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

Job Title	% of Black Employees on Certification List: 10/1/2020	% of Black Probationary Employees: 10/1/2020	% of Black Employees on Certification List: 4/1/2021	% of Black Probationary Employees: 4/1/2021	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	81.7%	100.0%	0.0%	0.0%	0	0	--	-1	--
ACCOUNTING ASSISTANT I	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
ADMINISTRATIVE CLERK	84.0%	71.4%	81.4%	88.9%	9	8	-2.6%	1	Yes
AUDITOR	86.5%	100.0%	86.5%	0.0%	0	0	--	0	--
AUTO TECH	0.0%	0.0%	40.5%	0.0%	0	0	--	0	--
CONSTRUCTION EQUIPMENT OPERATOR	58.3%	0.0%	58.1%	0.0%	0	0	--	2	--
ENGINEERING AIDE	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
HEAVY EQUIPMENT OPERATOR	0.0%	0.0%	65.2%	0.0%	0	0	--	-1	--
LABOR SUPV	55.2%	0.0%	0.0%	0.0%	0	0	--	0	--
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	0.0%	0.0%	52.9%	0.0%	0	0	--	0	--
REVENUE EXAMINER	0.0%	0.0%	89.1%	0.0%	0	0	--	-1	--
TRUCK DRIVER	0.0%	100.0%	51.3%	100.0%	6	6	51.3%	5	Yes
WRF OPERATOR I	0.0%	0.0%	0.0%	0.0%	0	0	--	-2	--

Table C4. Breakdown of Metric 4 Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees on Certification List: 10/1/2020	% of Female Probationary Employees: 10/1/2020	% of Female Employees on Certification List: 4/1/2021	% of Female Probationary Employees: 4/1/2021	Current Total Probationary Employees	Current Total Female Probationary Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
DEPUTY SHERIFF	22.7%	16.7%	25.8%	14.3%	28	4	3.1%	0	No
DRAFTER	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
ENGINEERING AIDE	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
REVENUE EXAMINER	0.0%	0.0%	87.3%	0.0%	0	0	--	-1	--
SECURITY OFFICER	0.0%	0.0%	0.0%	0.0%	0	0	--	-2	--
SENIOR CIVIL ENGINEER	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
STORES CLERK	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--

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

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	% of Black Employees on Register: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
ADMINISTRATIVE ASSISTANT	82.6%	84.0%	81.1%	25	21	1.4%	2	Yes
ADMINISTRATIVE SERVICES MANAGER		50.0%	76.7%	4	2			No
ADMINISTRATIVE SUPERVISOR	55.6%	57.9%	79.3%	19	11	2.3%	1	No
ASSESSMENT & DEVELOPMENT SPECIALIST	33.3%	40.0%	64.0%	5	2	6.7%	0	No
ASSISTANT AUTOMOTIVE TECHNICIAN		0.0%	55.6%	0	0			--
Attorney		0.0%	29.6%	0	0			--
AUTO PARTS CLERK		100.0%	55.0%	1	1			Yes
AUTO PARTS MANAGER		0.0%	33.3%	0	0			--
AUTO TECH	40.0%	42.9%	44.4%	14	6	2.9%	0	No*
AUTO/HVY EQP SP SUPV		25.0%	42.9%	4	1			No
BLDG INSP OFCR	0.0%	0.0%	23.1%	0	0	0.0%	0	--
Brush and Trash Supv		0.0%	66.7%	0	0			--
BUILDING CUSTODIAN		0.0%	100.0%	0	0			--
CARPENTER		0.0%	33.3%	0	0			--
Chf Jail Admin		0.0%	72.7%	0	0			--
CHIEF OF PARTY		0.0%	75.0%	4	0			No
City Engineer		0.0%	100.0%	0	0			--
CIVIL ENGINEER	25.0%	22.2%	18.2%	9	2	-2.8%	-1	Yes
CLINICAL NURSE PRACTITIONER		0.0%	36.4%	0	0			--
COMMUNITY DEVELOPMENT SPECIALIST		0.0%	66.7%	1	0			No
CONSTRUCTION SUPERVISOR		0.0%	60.0%	4	0			No
CORRECTIONS OFCR		0.0%	85.7%	0	0			--
DATA MANAGEMENT TECHNICIAN	0.0%	0.0%	33.3%	0	0	0.0%	0	--
DIR DENTAL HEALTH		0.0%	0.0%	0	0			--

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	% of Black Employees on Register: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
DIR OF HUMAN RESOURCES MGMT.		0.0%	50.0%	0	0			--
DIR SR CITY CTR		0.0%	33.3%	0	0			--
DISEASE INTERV PRG S		0.0%	69.4%	0	0			--
DRIVER/MESSENGER		100.0%	84.6%	1	1			Yes
DSTRICT ATTORNEY'S INVESTIGATOR		83.3%	47.4%	6	5			Yes
ECONOMIC DEVELOPMENT ANALYST		0.0%	31.6%	0	0			--
EDUCATION/TRAINING COORDINATOR		0.0%	70.0%	1	0			No
ELECT DISTRIB SUPV		0.0%	33.3%	0	0			--
ELECTION COORDINATOR		0.0%	69.2%	0	0			--
ELECTRICIAN	38.5%	41.7%	40.0%	12	5	3.2%	0	Yes
EMPLOYEE RELATIONS ADVISOR		0.0%	74.2%	0	0			--
EMPLOYEE RELATIONS MANAGER	0.0%	0.0%	100.0%	0	0	0.0%	0	--
FACILITIES MANAGER		0.0%	28.6%	4	0			No
FIRE CAPT.		0.0%	33.3%	0	0			--
FIRE CHIEF I		0.0%	14.3%	0	0			--
FIRE LT		0.0%	33.3%	0	0			--
FIREFIGHTER	0.0%	0.0%	54.5%	0	0	0.0%	0	--
FIREFIGHTER APPA/OPR		0.0%	75.0%	0	0			--
FORENSIC SVCS MGR.		0.0%	20.0%	0	0			--
G.I.S. MANAGER	0.0%	0.0%	31.0%	0	0	0.0%	0	--
GARDENER		0.0%	54.2%	0	0			--
GEOGRAPHIC INFO SYSTEM SPECIALIST		20.0%	41.7%	5	1			No
GRANTS ADMINISTRATOR		50.0%	72.2%	2	1			No
GRANTS MANAGEMENT COORDINATOR		100.0%	68.4%	3	3			Yes
GREEN HOUSE WKR		0.0%	66.7%	0	0			--
HERBICIDE APPLICATOR	0.0%	0.0%	0.0%	1	0	0.0%	0	--

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	% of Black Employees on Register: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
HORT OPER MGR	0.0%	0.0%	0.0%	0	0	0.0%	0	--
HORT SPEC GROWER		0.0%	40.0%	0	0			--
HOUSING REHABILITATION SPECIALIST		0.0%	80.0%	1	0			No
HR DIVISION MANAGER		100.0%	69.7%	3	3			Yes
HUMAN RESOURCES ANALYST		100.0%	79.2%	1	1			Yes
HUMAN RESOURCES PROJECT COORDINATOR	100.0%	100.0%	100.0%	2	2	0.0%	0	Yes
HVAC/REFRIGERATION TECHNICIAN		40.0%	75.0%	5	2			No
INVENTORY MANAGER		0.0%	61.1%	0	0			--
JUVENILE DETENTION OFFICER		92.1%	81.2%	38	35			Yes
LANDSCAPE CREW LEADER		57.1%	82.9%	7	4			No
LAW LIBRARY ASSISTANT	0.0%	100.0%	68.2%	1	1	100.0%	1	Yes
LEGAL SECRETARY	70.0%	72.7%	65.4%	11	8	2.7%	1	Yes
MAGISTRATE	0.0%	0.0%	0.0%	0	0	0.0%	0	--
MAINTENANCE MECHANIC	0.0%	0.0%	50.0%	0	0	0.0%	0	--
MANAGER SYSTEMS ANALYSIS		100.0%	85.7%	2	2			Yes
MASON		0.0%	100.0%	0	0			--
METER OPER SUPPT SPEC		0.0%	82.4%	0	0			--
NETWORK SYSTEMS ADMINISTRATOR II		0.0%	62.5%	6	0			No
NETWORK SYSTEMS MANAGER		0.0%	34.8%	1	0			No*
NUTRITION CONSULTANT	0.0%	0.0%	100.0%	0	0	0.0%	0	--
NUTRITION SVCS COORD		0.0%	25.0%	0	0			--
OCCUP HLTH/SAFE ADM	0.0%	0.0%	100.0%	0	0	0.0%	0	--
PAINTER		25.0%	30.0%	8	2			No*
PARKS & REC SUPT I		0.0%	58.8%	0	0			--
PAYROLL SPECIALIST	0.0%	100.0%	90.7%	2	2	100.0%	2	Yes

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	% of Black Employees on Register: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
PERSONAL COMPUTER/NETWORK TECHNICIAN	66.7%	61.5%	62.5%	13	8	-5.1%	2	No*
PLUMBER		20.0%	33.3%	5	1			No*
PLUMBING, GAS AND MECHANICAL INSPECT		0.0%	21.4%	3	0			No*
POLICE CHIEF I		0.0%	16.7%	0	0			--
POLICE CHIEF II	0.0%	0.0%	50.0%	0	0	0.0%	0	--
POLICE COMMUNITY RELATIONS ASSISTANT		0.0%	79.3%	0	0			--
POLICE OFCR	0.0%	0.0%	61.9%	0	0	0.0%	0	--
PRINCIPAL BUYER		75.0%	94.1%	4	3			No
PRINCIPAL ENGINEER CONST INSPECTOR		16.7%	60.0%	6	1			No
PRN ENG LAN SVY INSP	0.0%	0.0%	42.9%	1	0	0.0%	0	No*
PUBLIC WORKS ASST DIR I		0.0%	62.5%	0	0			--
PUBLIC WORKS DIR II		0.0%	18.2%	0	0			--
PUBLIC WORKS DIST SUPV		0.0%	82.9%	0	0			--
REAL PROPERTY APPRAISER	27.3%	27.3%	60.0%	22	6	0.0%	0	No
RECREATION CTR DIR		0.0%	63.9%	0	0			--
REVENUE EXAMINER		80.0%	87.5%	5	4			No
RISK MANAGEMENT COORDINATOR	50.0%	50.0%	50.0%	2	1	0.0%	0	Yes
SANITATION AND ORDINANCE INSPECTOR		0.0%	97.2%	0	0			--
SENIOR ARBORIST		0.0%	50.0%	1	0			No
SENIOR AUTO PARTS CLERK		0.0%	27.8%	1	0			No*
SENIOR COURT CLERK		0.0%	100.0%	0	0			--
SENIOR ENGINEERING AIDE		50.0%	100.0%	4	2			No
SENIOR ENGINEERING INSPECTOR	37.5%	25.0%	50.0%	8	2	-12.5%	-1	No
SENIOR PLANS EXAMINER		0.0%	0.0%	1	0			--

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	% of Black Employees on Register: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
SENIOR RECREATION LEADER		0.0%	72.4%	0	0			--
SENIOR SECURITY OFFICER		85.7%	90.9%	7	6			No
SENIOR SYSTEMS ANALYST		0.0%	46.7%	3	0			No
SENIOR TRAFFIC CONTROL TECHNICIAN		100.0%	88.9%	1	1			Yes
SENIOR WRF MAINTENANCE WORKER		20.0%	42.5%	15	3			No
SEWER LINE MAINTENANCE INSPECTOR		10.0%	68.4%	10	1			No
SKILLED LABORER		90.6%	84.4%	117	106			Yes
SMALL ENG. MECHANIC	0.0%	0.0%	33.3%	0	0	0.0%	0	--
SR COMMUNITY RESOURCE REPRESENTATIVE		0.0%	100.0%	0	0			--
SR NUTRITION CONSULT		0.0%	50.0%	0	0			--
SR WATER UTIL SVC WKR	0.0%	0.0%	88.2%	0	0	0.0%	0	--
STATISTICAL ANALYST		0.0%	65.4%	2	0			No
STORES CLERK		66.7%	90.2%	3	2			No
TRAFFIC ANALYST	0.0%	0.0%	22.2%	3	0	0.0%	0	No*
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	0.0%	0.0%	60.0%	4	0	0.0%	0	No
TRAFFIC STRIPING MACHINE CREWLEADER	0.0%	0.0%	75.0%	0	0	0.0%	0	--
TRUCK DRIVER	83.8%	83.7%	75.0%	43	36	-0.1%	5	Yes
WATER POLLUTION CONTROL TECHNICIAN		0.0%	46.2%	3	0			No
WRF MAINTENANCE WORKER		43.8%	50.9%	16	7			No
WRF OPERATOR II	37.5%	53.9%	50.0%	13	7	16.4%	4	Yes
WRF OPERATOR III	0.0%	0.0%	41.7%	2	0	0.0%	0	No
WRF OPERATOR IV	25.0%	18.8%	80.0%	16	3	-6.3%	-1	No
WRF SHIFT SUPERVISOR	23.1%	20.0%	60.0%	25	5	-3.1%	-1	No

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	% of Black Employees on Register: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
ZONING ADMINISTRATOR		0.0%	41.7%	1	0			No*
ZONING INSPECTOR		100.0%	76.7%	2	2			Yes

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	% of Female Employees on Register: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
ADMINISTRATIVE ASSISTANT	100.0%	96.0%	89.2%	25	24	-4.0%	1	Yes
ADMINISTRATIVE SERVICES MANAGER		100.0%	83.5%	4	4			Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	89.7%	19	19	0.0%	1	Yes
ASSESSMENT & DEVELOPMENT SPECIALIST	66.7%	80.0%	60.0%	5	4	13.3%	0	Yes
ASSISTANT AUTOMOTIVE TECHNICIAN		0.0%	11.1%	0	0			--
ATTORNEY		0.0%	37.0%	0	0			--
AUTO PARTS CLERK		100.0%	45.0%	1	1			Yes
AUTO PARTS MANAGER		0.0%	27.8%	0	0			--
AUTO TECH	0.0%	0.0%	11.1%	14	0	0.0%	0	No
AUTO/HVY EQP SP SUPV		0.0%	0.0%	4	0			--
BLDG INSP OFCR	0.0%	0.0%	7.7%	0	0	0.0%	0	--
BRUSH AND TRASH SUPV		0.0%	30.0%	0	0			--
BUILDING CUSTODIAN		0.0%	62.5%	0	0			--
CARPENTER		0.0%	0.0%	0	0			--
CHF JAIL ADMIN		0.0%	54.5%	0	0			--
CHIEF OF PARTY		0.0%	50.0%	4	0			No
CITY ENGINEER		0.0%	0.0%	0	0			--
CIVIL ENGINEER	16.7%	11.1%	36.4%	9	1	-5.6%	-1	No
CLINICAL NURSE PRACTITIONER		0.0%	77.3%	0	0			--
COMMUNITY DEVELOPMENT SPECIALIST		100.0%	66.7%	1	1			Yes
CONSTRUCTION SUPERVISOR		0.0%	20.0%	4	0			No
CORRECTIONS OFCR		0.0%	55.2%	0	0			--
DATA MANAGEMENT TECHNICIAN	0.0%	0.0%	33.3%	0	0	0.0%	0	--

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	% of Female Employees on Register: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
DIR DENTAL HEALTH		0.0%	100.0%	0	0			--
DIR OF HUMAN RESOURCES MGMT.		0.0%	70.0%	0	0			--
DIR SR CITY CTR		0.0%	66.7%	0	0			--
DISEASE INTERV PRG S		0.0%	75.5%	0	0			--
DRIVER/MESSENGER		100.0%	35.9%	1	1			Yes
DSTRIC ATTORNEY'S INVESTIGATOR	#Error	33.3%	21.1%	6	2			Yes
ECONOMIC DEVELOPMENT ANALYST		0.0%	26.3%	0	0			--
EDUCATION/TRAINING COORDINATOR		100.0%	57.5%	1	1			Yes
ELECT DISTRIB SUPV		0.0%	0.0%	0	0			--
ELECTION COORDINATOR		0.0%	61.5%	0	0			--
ELECTRICIAN	0.0%	0.0%	0.0%	12	0	0.0%	0	--
EMPLOYEE RELATIONS ADVISOR		0.0%	72.7%	0	0			--
EMPLOYEE RELATIONS MANAGER	0.0%	0.0%	83.3%	0	0	0.0%	0	--
FACILITIES MANAGER		0.0%	9.5%	4	0			No*
FIRE CAPT.		0.0%	33.3%	0	0			--
FIRE CHIEF I		0.0%	0.0%	0	0			--
FIRE LT		0.0%	0.0%	0	0			--
FIREFIGHTER	0.0%	0.0%	11.0%	0	0	0.0%	0	--
FIREFIGHTER APPA/OPR		0.0%	25.0%	0	0			--
FORENSIC SVCS MGR.		0.0%	60.0%	0	0			--
G.I.S. MANAGER	0.0%	0.0%	13.8%	0	0	0.0%	0	--
GARDENER		0.0%	33.3%	0	0			--
GEOGRAPHIC INFO SYSTEM SPECIALIST		60.0%	50.0%	5	3			Yes
GRANTS ADMINISTRATOR		50.0%	72.2%	2	1			No

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	% of Female Employees on Register: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
GRANTS MANAGEMENT COORDINATOR		66.7%	68.4%	3	2			No*
GREEN HOUSE WKR		0.0%	66.7%	0	0			--
HERBICIDE APPLICATOR	0.0%	0.0%	0.0%	1	0	0.0%	0	--
HORT OPER MGR	0.0%	0.0%	33.3%	0	0	0.0%	0	--
HORT SPEC GROWER		0.0%	40.0%	0	0			--
HOUSING REHABILITATION SPECIALIST		0.0%	60.0%	1	0			No
HR DIVISION MANAGER		66.7%	67.1%	3	2			No*
HUMAN RESOURCES ANALYST		100.0%	86.1%	1	1			Yes
HUMAN RESOURCES PROJECT COORDINATOR	100.0%	100.0%	50.0%	2	2	0.0%	0	Yes
HVAC/REFRIGERATION TECHNICIAN		0.0%	12.5%	5	0			No*
INVENTORY MANAGER		0.0%	38.9%	0	0			--
JUVENILE DETENTION OFFICER		36.8%	59.4%	38	14			No
LANDSCAPE CREW LEADER		14.3%	19.5%	7	1			No*
LAW LIBRARY ASSISTANT	0.0%	100.0%	72.7%	1	1	100.0%	1	Yes
LEGAL SECRETARY	100.0%	100.0%	96.2%	11	11	0.0%	1	Yes
Magistrate	0.0%	0.0%	50.0%	0	0	0.0%	0	--
MAINTENANCE MECHANIC	0.0%	0.0%	0.0%	0	0	0.0%	0	--
MANAGER SYSTEMS ANALYSIS		0.0%	47.6%	2	0			No
MASON		0.0%	25.0%	0	0			--
METER OPER SUPPT SPEC		0.0%	41.2%	0	0			--
NETWORK SYSTEMS ADMINISTRATOR II		0.0%	12.5%	6	0			No*
NETWORK SYSTEMS MANAGER		0.0%	8.7%	1	0			No*
NUTRITION CONSULTANT	0.0%	0.0%	100.0%	0	0	0.0%	0	--
NUTRITION SVCS COORD		0.0%	100.0%	0	0			--

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	% of Female Employees on Register: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
OCCUP HLTH/SAFE ADM	0.0%	0.0%	100.0%	0	0	0.0%	0	--
PAINTER		0.0%	0.0%	8	0			--
PARKS & REC SUPT I		0.0%	35.3%	0	0			--
PAYROLL SPECIALIST	0.0%	100.0%	88.9%	2	2	100.0%	2	Yes
PERSONAL COMPUTER/NETWORK TECHNICIAN	22.2%	23.1%	37.5%	13	3	0.9%	1	No
PLUMBER		0.0%	0.0%	5	0			--
PLUMBING, GAS AND MECHANICAL INSPECT		0.0%	0.0%	3	0			--
POLICE CHIEF I		0.0%	0.0%	0	0			--
POLICE CHIEF II	0.0%	0.0%	0.0%	0	0	0.0%	0	--
POLICE COMMUNITY RELATIONS ASSISTANT		0.0%	72.4%	0	0			--
POLICE OFCR	0.0%	0.0%	29.2%	0	0	0.0%	0	--
PRINCIPAL BUYER		75.0%	82.4%	4	3			No
PRINCIPAL ENGINEER CONST INSPECTOR		0.0%	26.7%	6	0			No
PRN ENG LAN SVY INSP	0.0%	0.0%	0.0%	1	0	0.0%	0	--
PUBLIC WORKS ASST DIR I		0.0%	62.5%	0	0			--
PUBLIC WORKS DIR II		0.0%	0.0%	0	0			--
PUBLIC WORKS DIST SUPV		0.0%	25.7%	0	0			--
REAL PROPERTY APPRAISER	50.0%	50.0%	53.3%	22	11	0.0%	0	No
RECREATION CTR DIR		0.0%	22.2%	0	0			--
REVENUE EXAMINER		100.0%	85.2%	5	5			Yes
RISK MANAGEMENT COORDINATOR	50.0%	50.0%	0.0%	2	1	0.0%	0	--
SANITATION AND ORDINANCE INSPECTOR		0.0%	55.6%	0	0			--
SENIOR ARBORIST		0.0%	10.0%	1	0			No*

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	% of Female Employees on Register: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
SENIOR AUTO PARTS CLERK		0.0%	16.7%	1	0			No*
SENIOR COURT CLERK		0.0%	100.0%	0	0			--
SENIOR ENGINEERING AIDE		0.0%	33.3%	4	0			No
SENIOR ENGINEERING INSPECTOR	0.0%	0.0%	0.0%	8	0	0.0%	0	--
SENIOR PLANS EXAMINER		0.0%	0.0%	1	0			--
SENIOR RECREATION LEADER		0.0%	31.0%	0	0			--
SENIOR SECURITY OFFICER		42.9%	27.3%	7	3			Yes
SENIOR SYSTEMS ANALYST		33.3%	26.7%	3	1			Yes
SENIOR TRAFFIC CONTROL TECHNICIAN		0.0%	11.1%	1	0			No*
SENIOR WRF MAINTENANCE WORKER		0.0%	5.0%	15	0			No*
SEWER LINE MAINTENANCE INSPECTOR		20.0%	31.6%	10	2			No
SKILLED LABORER		23.9%	25.7%	117	28			No
SMALL ENG. MECHANIC	0.0%	0.0%	33.3%	0	0	0.0%	0	--
SR COMMUNITY RESOURCE REPRESENTATIVE		0.0%	100.0%	0	0			--
SR NUTRITION CONSULT		0.0%	75.0%	0	0			--
SR WATER UTIL SVC WKR	0.0%	0.0%	29.4%	0	0	0.0%	0	--
STATISTICAL ANALYST		50.0%	61.5%	2	1			No*
STORES CLERK		33.3%	63.4%	3	1			No
TRAFFIC ANALYST	0.0%	0.0%	11.1%	3	0	0.0%	0	No*
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	0.0%	0.0%	50.0%	4	0	0.0%	0	No
TRAFFIC STRIPING MACHINE CREWLEADER	0.0%	0.0%	0.0%	0	0	0.0%	0	--
TRUCK DRIVER	21.6%	20.9%	16.7%	43	9	-0.7%	1	Yes

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	% of Female Employees on Register: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
WATER POLLUTION CONTROL TECHNICIAN		0.0%	23.1%	3	0			No*
WRF MAINTENANCE WORKER		6.3%	9.1%	16	1			No*
WRF OPERATOR II	0.0%	7.7%	18.2%	13	1	7.7%	1	No
WRF OPERATOR III	0.0%	0.0%	8.3%	2	0	0.0%	0	No*
WRF OPERATOR IV	18.8%	18.8%	20.0%	16	3	0.0%	0	No*
WRF SHIFT SUPERVISOR	15.4%	16.0%	20.0%	25	4	0.6%	0	No
ZONING ADMINISTRATOR		0.0%	41.7%	1	0			No*
ZONING INSPECTOR		50.0%	46.5%	2	1			Yes

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

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	61.5%	63.6%	11	7	2.1%	-1	Yes
ADMINISTRATIVE ANALYST	58.3%	63.6%	11	7	5.3%	0	Yes
ADMINISTRATIVE CLERK	81.0%	80.6%	139	112	-0.4%	1	Yes
ADMINISTRATIVE INTERN	0.0%	0.0%	0	0	0.0%	0	--
Architect	0.0%	0.0%	0	0	0.0%	0	--
ASSISTANT AUTOMOTIVE TECHNICIAN	0.0%	0.0%	0	0	0.0%	0	--
AUDITOR	100.0%	100.0%	11	11	0.0%	0	Yes
AUTO TECH	40.0%	42.9%	14	6	2.9%	0	Yes
BUILDING INSPECTOR	25.0%	25.0%	4	1	0.0%	0	No
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
BUYER	100.0%	100.0%	5	5	0.0%	0	Yes
CARPENTER	0.0%	0.0%	0	0	0.0%	0	--
CHIEF ACCOUNTANT	85.7%	83.3%	6	5	-2.4%	-1	Yes
CHIEF OF BUILDING MAINTENANCE	33.3%	33.3%	3	1	0.0%	0	No*
CHIEF OF PARTY	0.0%	0.0%	4	0	0.0%	0	No
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS OPERATOR I	0.0%	0.0%	0	0	0.0%	0	--
COMPUTER OPERATOR	100.0%	100.0%	1	1	0.0%	-1	Yes
CONSTRUCTION EQUIPMENT OPERATOR	39.6%	39.6%	53	21	0.0%	2	No*
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DATABASE ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY SHERIFF	38.0%	38.6%	399	154	0.6%	3	No
DRAFTER	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICAL INSPECTOR	0.0%	0.0%	3	0	0.0%	0	No
ELECTRICIAN	38.5%	41.7%	12	5	3.2%	0	Yes
ENGINEERING AIDE	100.0%	100.0%	4	4	0.0%	0	Yes
ENGINEERING INSPECTOR	35.7%	40.7%	27	11	5.0%	1	Yes

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	100.0%	100.0%	1	1	0.0%	0	Yes
ENVIRONMENTAL BIOLOGIST	0.0%	0.0%	1	0	0.0%	0	No*
EQUIP SVC WKR	0.0%	0.0%	0	0	0.0%	0	--
GUARD	0.0%	0.0%	0	0	0.0%	0	--
HEAVY EQUIPMENT OPERATOR	52.6%	52.9%	17	9	0.3%	-1	Yes
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*
HOUSING REHABILITATION SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
HVAC/REFRIGERATION TECHNICIAN	40.0%	40.0%	5	2	0.0%	0	No*
LABOR SUPV	70.0%	70.0%	10	7	0.0%	0	Yes
LAND ACQUISITION AGENT	100.0%	100.0%	3	3	0.0%	1	Yes
LANDSCAPE ARCHITECT	0.0%	0.0%	1	0	0.0%	0	No*
LEGAL SECRETARY	70.0%	72.7%	11	8	2.7%	1	Yes
MAINTENANCE MECHANIC	0.0%	0.0%	0	0	0.0%	0	--
MAINTENANCE REPAIR WORKER	53.3%	53.3%	15	8	0.0%	0	Yes
MEDICAL TRANSCRIBER	50.0%	50.0%	4	2	0.0%	0	Yes
MICROPHOTOGRAPHER	100.0%	100.0%	2	2	0.0%	0	Yes
PAINTER	25.0%	25.0%	8	2	0.0%	0	No
PERSONNEL ANALYST I	0.0%	0.0%	0	0	0.0%	0	--
PLANNER	100.0%	100.0%	1	1	0.0%	0	Yes
PLANS EXAMINER	0.0%	0.0%	2	0	0.0%	0	No
PLUMBER	20.0%	20.0%	5	1	0.0%	0	No
PLUMBING, GAS AND MECHANICAL INSPECT	0.0%	0.0%	3	0	0.0%	0	No
PRINCIPAL ACCOUNTANT	72.2%	82.4%	17	14	10.1%	1	Yes
PRINCIPAL AUDITOR	100.0%	100.0%	2	2	0.0%	0	Yes
PRINCIPAL BUYER	80.0%	75.0%	4	3	-5.0%	-1	Yes
Publ Safe Disp I	0.0%	0.0%	0	0	0.0%	0	--
PUBLIC SAFETY DISPATCHER II	100.0%	0.0%	0	0	-100.0%	-2	--
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	14.3%	14.3%	7	1	0.0%	0	No
PUBLIC WORKS COORDINATOR	0.0%	0.0%	0	0	0.0%	0	--

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
PURCHASING AGENT	100.0%	100.0%	1	1	0.0%	0	Yes
REVENUE EXAMINER	83.3%	80.0%	5	4	-3.3%	-1	Yes
SECURITY OFFICER	72.9%	73.9%	46	34	1.0%	-1	Yes
SENIOR AUDITOR	55.6%	55.6%	9	5	0.0%	0	Yes
SENIOR CIVIL ENGINEER	0.0%	0.0%	5	0	0.0%	0	No
SENIOR ENGINEERING AIDE	50.0%	50.0%	4	2	0.0%	0	Yes
SENIOR ENGINEERING INSPECTOR	37.5%	25.0%	8	2	-12.5%	-1	No
SENIOR MAINTENANCE REPAIR WORKER	40.0%	50.0%	14	7	10.0%	1	Yes
SENIOR STORES CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
SENIOR WRF MAINTENANCE WORKER	17.7%	20.0%	15	3	2.4%	0	No
SEWER CONTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	7	0	0.0%	0	No
SEWER LINE MAINTENANCE INSPECTOR	10.0%	10.0%	10	1	0.0%	0	No
SEWER VIDEO SPECIALIST	73.9%	73.7%	19	14	-0.2%	-3	Yes
SEWER VIDEO SUPERVISOR	12.5%	11.1%	9	1	-1.4%	0	No
SHOP HELPER	0.0%	0.0%	0	0	0.0%	0	--
SKILLED LABORER	88.0%	90.6%	117	106	2.6%	-4	Yes
STORES CLERK	66.7%	66.7%	3	2	0.0%	0	Yes
SYSTEMS ANALYST	12.5%	14.3%	7	1	1.8%	0	No
TAPPING MACHINE OPERATOR	0.0%	0.0%	0	0	0.0%	0	--
TAX AGENT	75.0%	75.0%	4	3	0.0%	0	Yes
TRAFFIC CONTROL TECHNICIAN	100.0%	100.0%	3	3	0.0%	0	Yes
TRAFFIC MAINTENANCE WORKER	80.0%	80.0%	10	8	0.0%	0	Yes
TRAFFIC PLANNING TECHNICIAN	0.0%	0.0%	0	0	0.0%	0	--
TRAFFIC STRIPING MACHINE OPERATOR	66.7%	66.7%	3	2	0.0%	0	Yes
TRUCK DRIVER	83.8%	83.7%	43	36	-0.1%	5	Yes
WRF MAINTENANCE WORKER	43.8%	43.8%	16	7	0.0%	0	Yes
WRF OPERATOR I	56.3%	50.0%	14	7	-6.3%	-2	Yes
WRF SHIFT SUPERVISOR	23.1%	20.0%	25	5	-3.1%	-1	No
WRF SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ZONING INSPECTOR	100.0%	100.0%	2	2	0.0%	0	Yes

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	76.9%	72.7%	11	8	-4.2%	-2	Yes
ADMINISTRATIVE ANALYST	75.0%	81.8%	11	9	6.8%	0	Yes
AUDITOR	81.8%	90.9%	11	10	9.1%	1	Yes
AUTO TECH	0.0%	0.0%	14	0	0.0%	0	No
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
BUYER	100.0%	100.0%	5	5	0.0%	0	Yes
CARPENTER	0.0%	0.0%	0	0	0.0%	0	--
CHIEF ACCOUNTANT	85.7%	83.3%	6	5	-2.4%	-1	Yes
CHIEF OF BUILDING MAINTENANCE	0.0%	0.0%	3	0	0.0%	0	No
CHIEF OF PARTY	0.0%	0.0%	4	0	0.0%	0	No
CHIEF OF SECURITY	0.0%	0.0%	1	0	0.0%	0	No*
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMPUTER OPERATOR	0.0%	0.0%	1	0	0.0%	0	No*
CONSTRUCTION EQUIPMENT OPERATOR	4.2%	3.8%	53	2	-0.4%	0	No
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DATABASE ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY SHERIFF	16.9%	16.8%	399	67	-0.1%	0	No
DRAFTER	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	0.0%	0.0%	12	0	0.0%	0	No
ENGINEERING AIDE	0.0%	0.0%	4	0	0.0%	0	No
ENGINEERING INSPECTOR	17.9%	14.8%	27	4	-3.1%	-1	No
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	100.0%	100.0%	1	1	0.0%	0	Yes
ENVIRONMENTAL BIOLOGIST	100.0%	100.0%	1	1	0.0%	0	Yes
EQUIP SVC WKR	0.0%	0.0%	0	0	0.0%	0	--
HEAVY EQUIPMENT OPERATOR	21.1%	23.5%	17	4	2.5%	0	No
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
HVAC/REFRIGERATION TECHNICIAN	0.0%	0.0%	5	0	0.0%	0	No
LABOR SUPV	10.0%	10.0%	10	1	0.0%	0	No
LAND ACQUISITION AGENT	100.0%	33.3%	3	1	-66.7%	-1	No*
MAINTENANCE MECHANIC	0.0%	0.0%	0	0	0.0%	0	--
MAINTENANCE REPAIR WORKER	13.3%	13.3%	15	2	0.0%	0	No
MICROPHOTOGRAPHER	50.0%	50.0%	2	1	0.0%	0	Yes
PAINTER	0.0%	0.0%	8	0	0.0%	0	No
PLUMBER	0.0%	0.0%	5	0	0.0%	0	No
PRINCIPAL AUDITOR	100.0%	100.0%	2	2	0.0%	0	Yes
PRINCIPAL BUYER	80.0%	75.0%	4	3	-5.0%	-1	Yes
PUBLIC INFORMATION OFFICER	0.0%	0.0%	0	0	0.0%	0	--
PUBLIC WKS SUPV (CONSTN OR SANITATION)	0.0%	0.0%	7	0	0.0%	0	No
PUBLIC WORKS COORDINATOR	0.0%	0.0%	0	0	0.0%	0	--
PURCHASING AGENT	0.0%	0.0%	1	0	0.0%	0	No*
REAL PROPERTY APPRAISER	50.0%	50.0%	22	11	0.0%	0	Yes
REVENUE EXAMINER	100.0%	100.0%	5	5	0.0%	-1	Yes
SECURITY OFFICER	35.4%	32.6%	46	15	-2.8%	-2	No
SENIOR ACCOUNTANT	91.3%	87.0%	23	20	-4.3%	-1	Yes
SENIOR ADMINISTRATIVE INTERN	0.0%	0.0%	0	0	0.0%	0	--
SENIOR AUDITOR	44.4%	44.4%	9	4	0.0%	0	No*
SENIOR ENGINEERING AIDE	0.0%	0.0%	4	0	0.0%	0	No
SENIOR ENGINEERING INSPECTOR	0.0%	0.0%	8	0	0.0%	0	No
SENIOR MAINTENANCE REPAIR WORKER	6.7%	7.1%	14	1	0.5%	0	No
SENIOR REAL PROPERTY APPRAISER	20.0%	20.0%	5	1	0.0%	0	No
SENIOR WRF MAINTENANCE WORKER	0.0%	0.0%	15	0	0.0%	0	No
SEWER CONTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	7	0	0.0%	0	No
SEWER LINE MAINTENANCE INSPECTOR	20.0%	20.0%	10	2	0.0%	0	No
SEWER SERVICE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
SEWER VIDEO SPECIALIST	8.7%	10.5%	19	2	1.8%	0	No
SEWER VIDEO SUPERVISOR	12.5%	11.1%	9	1	-1.4%	0	No
SHERIFFS SERGEANT	11.1%	9.8%	61	6	-1.3%	-1	No
SKILLED LABORER	20.8%	23.9%	117	28	3.1%	2	No
TAPPING MACHINE OPERATOR	0.0%	0.0%	0	0	0.0%	0	--
TAX AGENT	75.0%	75.0%	4	3	0.0%	0	Yes
TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	3	0	0.0%	0	No
TRAFFIC MAINTENANCE WORKER	10.0%	0.0%	10	0	-10.0%	-1	No
TRAFFIC PLANNING TECHNICIAN	0.0%	0.0%	0	0	0.0%	0	--
TRUCK DRIVER	21.6%	20.9%	43	9	-0.7%	1	No
VOTING MACHINE TECHNICIAN	33.3%	33.3%	3	1	0.0%	0	No*
WRF MAINTENANCE WORKER	6.3%	6.3%	16	1	0.0%	0	No
WRF OPERATOR I	12.5%	14.3%	14	2	1.8%	0	No
WRF SHIFT SUPERVISOR	15.4%	16.0%	25	4	0.6%	0	No
WRF SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No

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

Job Title	% of Black Applicants: 10/1/2020	% of Black Applicants: 4/1/2021	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Within Compliance?
ACCOUNTANT	84.6%	0.0%	0	0	--	--
ADMINISTRATIVE ANALYST	0.0%	0.0%	0	0	--	--
ADMINISTRATIVE CLERK	0.0%	0.0%	0	0	--	--
ADMINISTRATIVE INTERN	0.0%	0.0%	0	0	--	--
ARCHITECT	0.0%	0.0%	0	0	--	--
ASSISTANT AUTOMOTIVE TECHNICIAN	0.0%	58.3%	12	7	--	Yes
AUDITOR	0.0%	0.0%	0	0	--	--
AUTO TECH	32.5%	40.0%	35	14	7.5%	No*
BUILDING INSPECTOR	0.0%	0.0%	0	0	--	--
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	0	0	--	--
BUYER	73.6%	0.0%	0	0	--	--
CARPENTER	0.0%	46.2%	13	6	--	Yes
CHIEF ACCOUNTANT	0.0%	0.0%	0	0	--	--
CHIEF OF BUILDING MAINTENANCE	0.0%	0.0%	0	0	--	--
CHIEF OF PARTY	0.0%	85.7%	7	6	--	Yes
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	0	0	--	--
COMMUNICATIONS OPERATOR I	0.0%	0.0%	0	0	--	--
COMPUTER OPERATOR	0.0%	0.0%	0	0	--	--
CONSTRUCTION EQUIPMENT OPERATOR	68.2%	0.0%	0	0	--	--
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	0	0	--	--
DATABASE ADMINISTRATOR	0.0%	0.0%	0	0	--	--
DEPUTY SHERIFF	0.0%	0.0%	0	0	--	--
DRAFTER	0.0%	0.0%	0	0	--	--
ELECTRICAL INSPECTOR	33.3%	0.0%	0	0	--	--
ELECTRICIAN	41.2%	50.0%	24	12	8.8%	Yes
ENGINEERING AIDE	0.0%	0.0%	0	0	--	--
ENGINEERING INSPECTOR	0.0%	0.0%	0	0	--	--
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	0.0%	0.0%	0	0	--	--

Job Title	% of Black Applicants: 10/1/2020	% of Black Applicants: 4/1/2021	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Within Compliance?
ENVIRONMENTAL BIOLOGIST	0.0%	0.0%	0	0	--	--
EQUIP SVC WKR	0.0%	0.0%	0	0	--	--
GUARD	0.0%	0.0%	0	0	--	--
HEAVY EQUIPMENT OPERATOR	70.8%	0.0%	0	0	--	--
HERBICIDE APPLICATOR	64.0%	0.0%	2	0	--	No
HOUSING REHABILITATION SPECIALIST	0.0%	87.5%	16	14	--	Yes
HVAC/REFRIGERATION TECHNICIAN	0.0%	66.7%	15	10	--	Yes
LAND ACQUISITION AGENT	0.0%	0.0%	0	0	--	--
LANDSCAPE ARCHITECT	0.0%	0.0%	0	0	--	--
LEGAL SECRETARY	82.8%	63.6%	33	21	-19.1%	Yes
MAINTENANCE MECHANIC	44.6%	61.1%	18	11	16.5%	Yes
MAINTENANCE REPAIR WORKER	65.6%	60.0%	5	3	-5.6%	Yes
MEDICAL TRANSCRIBER	0.0%	0.0%	0	0	--	--
MICROPHOTOGRAPHER	0.0%	0.0%	0	0	--	--
PAINTER	0.0%	41.2%	17	7	--	Yes
PERSONNEL ANALYST I	0.0%	0.0%	0	0	--	--
PLANNER	43.6%	0.0%	0	0	--	--
PLANS EXAMINER	0.0%	0.0%	0	0	--	--
PLUMBER	0.0%	33.3%	6	2	--	No*
PLUMBING, GAS AND MECHANICAL INSPECT	0.0%	21.1%	19	4	--	No
PRINCIPAL ACCOUNTANT	0.0%	0.0%	0	0	--	--
PRINCIPAL AUDITOR	0.0%	0.0%	0	0	--	--
PRINCIPAL BUYER	0.0%	78.4%	51	40	--	Yes
PUBL SAFE DISP I	0.0%	0.0%	0	0	--	--
PUBLIC SAFETY DISPATCHER II	0.0%	0.0%	0	0	--	--
PUBLIC WORKS COORDINATOR	0.0%	0.0%	0	0	--	--
PURCHASING AGENT	0.0%	0.0%	0	0	--	--
REVENUE EXAMINER	0.0%	85.5%	145	124	--	Yes
SECURITY OFFICER	0.0%	0.0%	0	0	--	--
SENIOR AUDITOR	0.0%	0.0%	0	0	--	--

Job Title	% of Black Applicants: 10/1/2020	% of Black Applicants: 4/1/2021	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Within Compliance?
SENIOR CIVIL ENGINEER	20.0%	0.0%	0	0	--	--
SENIOR ENGINEERING AIDE	0.0%	90.9%	22	20	--	Yes
SENIOR ENGINEERING INSPECTOR	28.6%	50.0%	6	3	21.4%	Yes
SENIOR MAINTENANCE REPAIR WORKER	0.0%	0.0%	0	0	--	--
SENIOR STORES CLERK	62.2%	0.0%	0	0	--	--
SENIOR WRF MAINTENANCE WORKER	0.0%	38.3%	60	23	--	No
SEWER CONTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	0	0	--	--
SEWER LINE MAINTENANCE INSPECTOR	0.0%	63.8%	58	37	--	Yes
SEWER VIDEO SPECIALIST	0.0%	0.0%	0	0	--	--
SEWER VIDEO SUPERVISOR	0.0%	0.0%	0	0	--	--
Shop Helper	0.0%	0.0%	0	0	--	--
SKILLED LABORER	0.0%	81.9%	227	186	--	Yes
STORES CLERK	0.0%	90.2%	41	37	--	Yes
SYSTEMS ANALYST	0.0%	0.0%	0	0	--	--
TAPPING MACHINE OPERATOR	0.0%	0.0%	0	0	--	--
TAX AGENT	0.0%	0.0%	0	0	--	--
TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	0	0	--	--
TRAFFIC MAINTENANCE WORKER	0.0%	0.0%	0	0	--	--
TRAFFIC PLANNING TECHNICIAN	0.0%	0.0%	0	0	--	--
TRAFFIC STRIPING MACHINE OPERATOR	0.0%	0.0%	0	0	--	--
TRUCK DRIVER	76.2%	76.5%	51	39	0.3%	Yes
WRF MAINTENANCE WORKER	0.0%	56.4%	101	57	--	Yes
WRF OPERATOR I	0.0%	0.0%	0	0	--	--
WRF SHIFT SUPERVISOR	30.0%	60.0%	5	3	30.0%	Yes
WRF SUPERVISOR	0.0%	0.0%	0	0	--	--
ZONING INSPECTOR	0.0%	76.7%	43	33	--	Yes

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

Job Title	% of Female Applicants: 10/1/2020	% of Female Applicants: 4/1/2021	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Within Compliance?
ACCOUNTANT	85.6%	0.0%	0	0	--	--
ADMINISTRATIVE ANALYST	0.0%	0.0%	0	0	--	--
AUDITOR	0.0%	0.0%	0	0	--	--
AUTO TECH	2.5%	8.6%	35	3	6.1%	No
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	0	0	--	--
BUYER	66.7%	0.0%	0	0	--	--
CARPENTER	0.0%	7.7%	13	1	--	No
CHIEF ACCOUNTANT	0.0%	0.0%	0	0	--	--
CHIEF OF BUILDING MAINTENANCE	0.0%	0.0%	0	0	--	--
CHIEF OF PARTY	0.0%	28.6%	7	2	--	No
CHIEF OF SECURITY	0.0%	0.0%	0	0	--	--
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	0	0	--	--
COMPUTER OPERATOR	0.0%	0.0%	0	0	--	--
CONSTRUCTION EQUIPMENT OPERATOR	17.2%	0.0%	0	0	--	--
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	0	0	--	--
DATABASE ADMINISTRATOR	0.0%	0.0%	0	0	--	--
DEPUTY SHERIFF	0.0%	0.0%	0	0	--	--
DRAFTER	0.0%	0.0%	0	0	--	--
ELECTRICIAN	0.0%	4.2%	24	1	--	No
ENGINEERING AIDE	0.0%	0.0%	0	0	--	--
ENGINEERING INSPECTOR	0.0%	0.0%	0	0	--	--
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	0.0%	0.0%	0	0	--	--
ENVIRONMENTAL BIOLOGIST	0.0%	0.0%	0	0	--	--
EQUIP SVC WKR	0.0%	0.0%	0	0	--	--
HEAVY EQUIPMENT OPERATOR	15.4%	0.0%	0	0	--	--
HERBICIDE APPLICATOR	28.0%	0.0%	2	0	--	No

Job Title	% of Female Applicants: 10/1/2020	% of Female Applicants: 4/1/2021	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Within Compliance?
HVAC/REFRIGERATION TECHNICIAN	0.0%	6.7%	15	1	--	No
LAND ACQUISITION AGENT	0.0%	0.0%	0	0	--	--
MAINTENANCE MECHANIC	8.9%	5.6%	18	1	-3.4%	No
MAINTENANCE REPAIR WORKER	6.3%	0.0%	5	0	--	No
MICROPHOTOGRAPHER	0.0%	0.0%	0	0	--	--
PAINTER	0.0%	0.0%	17	0	--	No
PLUMBER	0.0%	0.0%	6	0	--	No
PRINCIPAL AUDITOR	0.0%	0.0%	0	0	--	--
PRINCIPAL BUYER	0.0%	68.6%	51	35	--	Yes
PUBLIC INFORMATION OFFICER	0.0%	0.0%	0	0	--	--
PUBLIC WORKS COORDINATOR	0.0%	0.0%	0	0	--	--
PURCHASING AGENT	0.0%	0.0%	0	0	--	--
REAL PROPERTY APPRAISER	45.5%	44.0%	25	11	-1.5%	No
REVENUE EXAMINER	0.0%	84.8%	145	123	--	Yes
SECURITY OFFICER	0.0%	0.0%	0	0	--	--
SENIOR ACCOUNTANT	0.0%	0.0%	0	0	--	--
SENIOR ADMINISTRATIVE INTERN	0.0%	0.0%	0	0	--	--
SENIOR AUDITOR	0.0%	0.0%	0	0	--	--
SENIOR ENGINEERING AIDE	0.0%	31.8%	22	7	--	No
SENIOR ENGINEERING INSPECTOR	9.5%	16.7%	6	1	7.2%	No
SENIOR MAINTENANCE REPAIR WORKER	0.0%	0.0%	0	0	--	--
SENIOR REAL PROPERTY APPRAISER	0.0%	0.0%	0	0	--	--
SENIOR WRF MAINTENANCE WORKER	0.0%	5.0%	60	3	--	No
SEWER CONTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	0	0	--	--
SEWER LINE MAINTENANCE INSPECTOR	0.0%	24.1%	58	14	--	No
SEWER SERVICE SUPERVISOR	0.0%	0.0%	0	0	--	--
SEWER VIDEO SPECIALIST	0.0%	0.0%	0	0	--	--
SEWER VIDEO SUPERVISOR	0.0%	0.0%	0	0	--	--

Job Title	% of Female Applicants: 10/1/2020	% of Female Applicants: 4/1/2021	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Within Compliance?
SKILLED LABORER	0.0%	27.8%	227	63	--	No
TAPPING MACHINE OPERATOR	0.0%	0.0%	0	0	--	--
TAX AGENT	0.0%	0.0%	0	0	--	--
TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	0	0	--	--
TRAFFIC MAINTENANCE WORKER	0.0%	0.0%	0	0	--	--
TRAFFIC PLANNING TECHNICIAN	0.0%	0.0%	0	0	--	--
TRUCK DRIVER	20.2%	17.7%	51	9	-2.6%	No
VOTING MACHINE TECHNICIAN	25.9%	0.0%	0	0	--	--
WRF MAINTENANCE WORKER	0.0%	9.9%	101	10	--	No
WRF OPERATOR I	0.0%	0.0%	0	0	--	--
WRF SHIFT SUPERVISOR	0.0%	20.0%	5	1	--	No
WRF SUPERVISOR	0.0%	0.0%	0	0	--	--

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

Job Title	% of Black Employees: 10/1/2020	% of Black Employees: 4/1/2021	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
CONSTRUCTION EQUIPMENT OPERATOR	39.58%	39.62%		53	21	0.04%	2	No
HEAVY EQUIPMENT OPERATOR	52.63%	52.94%		17	9	0.31%	-1	No
LABOR SUPV	70.00%	70.00%		10	7	0.00%	0	No
PUBLIC WKS SUPV (CONSTN OR SANITATION)	14.29%	14.29%		7	1	0.00%	0	No
TOTAL	44.0%	43.7%	--	87	38	-0.3%	1	--

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	% Availability in Applicant Pool	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
CONSTRUCTION EQUIPMENT OPERATOR	4.17%	3.77%		53	2	-0.40%	0	No
HEAVY EQUIPMENT OPERATOR	21.05%	23.53%		17	4	2.48%	0	No
LABOR SUPV	10.00%	10.00%		10	1	0.00%	0	No
PUBLIC WKS SUPV (CONSTN OR SANITATION)	0.00%	0.00%		7	0	0.00%	0	No
SHERIFFS SERGEANT	11.11%	9.84%		61	6	-1.27%	-1	No
TOTAL	9.5%	8.8%	--	148	13	-0.7%	-1	--

Appendix D: Paragraph 9

PARAGRAPH 9

Paragraph 9 of the Consent Decree states, in relevant part, that: “It is the expectation of the defendant Jefferson County and the plaintiffs, that such nondiscriminatory hiring pursuant to this Decree will result in the selection of qualified Blacks and women for [the jobs identified in ¶ 9 (grouped by race and gender)] in numbers approximating their overall representation on the certification lists received from the Personnel Board for such positions.” Accordingly, the County evaluates the progression of Blacks and females in employment, promotion, and applicant diversity against the respective percentage of Blacks and females in the civilian labor force of Jefferson County. Based on the most recent 2010 U.S. Census, the percentage of Blacks in the civilian laborforce of Jefferson County is 40.2% and the percentage of females in the civilian labor force of Jefferson County is 49.7%. For jobs requiring a professional degree, license, or certificate, which tend to be held by disproportionate numbers of Whites and males, Human Resources reviewed alternative benchmark source the *Brookings Metro Report* which indicated several related job classes that are lower in percentage representation than the labor force benchmark (e.g., Water Reclamation Facility Operator job classes). The change in employment rates for Blacks and females in these job classes during the relevant period (October 1, 2020 – March 31, 2021) and the percentage of job classes are addressed in Section 5, Metrics 1 and 2, and Tables C1 and C2 of the semi-annual reports. The 2020 Priority List referenced throughout this document is based on the August 2020 County Manager Hiring Priority List published/filed August 14, 2020. The 2021 Priority List referenced throughout this document is based on the County Manager Hiring Priority List that was shared with Department heads on March 3, 2021. (Detailed information on the jobs can be found in the content validation report located on the FTP site.)

BLACKS

Justification: The Construction Equipment Operator position is not meeting the race benchmark within one hire for the Roads and Transportation Department. This position opened in September 2020 and recruitment efforts included positing positions on various job links, emailing announcements to current employees in feeder job classes, resume searches, and sharing position opportunities with community organizations. One hundred and twenty-eight (128) candidates were deemed eligible, eighteen (18) of which were Black. The Automotive Technician position is not meeting the race benchmark within one hire. LinkedIn.com and Indeed.com.com resume searches were used to source potential candidates. Forty-eight (48) candidates were deemed eligible, eighteen (18) were Black. This position is currently open continuously. The Public Works Supervisor position was listed on the 2020 Priority list, the job was announced as a promotional opportunity only. Therefore, recruitment efforts included reaching out to internal employees. Eighty-three candidates were deemed eligible, forty-three (43) of which were Black.

Job Titles	Inactive or Reclassified	Meeting Gender Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Accountant		Yes	Yes			
Account Clerk	Accounting Assistant I	Yes	Yes			
Auditor		Yes	Yes			Revenue: 1 Black hired

Job Titles	Inactive or Reclassified	Meeting Gender Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Automotive Mechanic	Automotive Technician - General	No (within 1 hire)	Yes		Recruitment conducted from 2020 Priority List.	Position remains open continuous.
Construction Equipment Operator		No (within 1 hire)	No (within 1 hire)		On 2020 Priority list. Targeted recruitment efforts conducted.	R&T: 2 Blacks hired
Engineering Aide			Yes			1 Black hired
Heavy Equipment Operator		No	Yes			
Labor Supervisor			Yes			R&T: 1 Black hired
Public Works Supervisor		No	No		Recruitment efforts completed from 2020 and 2021 Priority Lists.	
Revenue Examiner		No	Yes		Position listed on 2020 Priority List.	Position listed on 2021 Priority List.
Secretary	Inactive					
Intermediate Clerk	Admin, Asst. I and II to Administrative Clerk	No	Yes		Position listed on 2020 Priority List.	Position on 2021 Priority List. Job announced 5/2/21 – 5/14/2021.
Senior Clerk	Admin, Asst. I and II to Administrative Clerk	No	Yes		Position listed on 2020 Priority List.	Position on 2021 Priority List. Job announced 5/2/21 – 5/14/2021.
Stenographer	Inactive					
Truck Driver		No	Yes		Position on 2020 Priority List.	On 2021 Priority List with 13 vacancies. Recruitment was conducted from 2020 & 2021 Priority Lists. Truck Driver vacancies exist for R&T and Env. Services, not General Services.
Wastewater Treatment Plant Operator	WRF Operator I	No	Yes		SRM recruits for WRF Operator II, III and IV and apprenticeship.	On 2021 Priority List. Ongoing recruitment as necessary through apprenticeship,

Job Titles	Inactive or Reclassified	Meeting Gender Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
						internship (WRF Operator I), online publications and convention networking.

WOMEN

Justification: The Engineering Aide, Security Officer, and Senior Civil Engineering jobs are not meeting the gender benchmark. The Engineering Aide is not meeting the gender benchmark. This position was listed on the 2019 priority report. However, no targeted recruitment efforts were conducted due to previous diverse registers established in 2018. Nineteen (19) eligible candidates were certified to the County in 2019, which three (3) were female. The Security Officer position is not meeting the gender benchmark. This position was not listed on the 2019 priority report thus no targeted recruitment efforts were conducted. This position is also listed on the 2020 priority report for General Services. The Senior Civil Engineer position has remained open continuously through jobsquest.org due to low applicant flow. Recruitment efforts included talent search through LinkedIn.com, as well as attending various career and community events, posting the position online through various niche organization career webpages, creating and distributing a flyer representing a female, as well as conducting internal career search.

Job Titles	Inactive or Reclassified	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Drafter		No (within 1 hire)	No (within 1 hire)		Position on 2020 Priority list.	On 2021 Priority list Position is being converted to Civil Engineer.
Engineering Aide		No	No		Position listed on 2020 Priority list. No targeted recruitment efforts conducted due to diverse register previously created.	Position listed on 2021 Priority list.
Engineering Drafter	Drafter	No (within 1 hire)	No (within 1 hire)		Position on 2020 Priority list.	On 2021 Priority list converted to Civil engineer
Engineering Technician	Inactive					
Graduate Engineer	Inactive					

Job Titles	Inactive or Reclassified	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Deputy Sheriff	N/A					
Revenue Examiner		Yes	Yes			
Security Officer		No	No		Position not listed on 2019 Priority list.	Position listed on 2020 Priority list.
Senior Civil Engineer		No	No (No incumbents)		Position listed on 2019 and 2020 Priority Lists.	
Stores Clerk		No (within 1 hire)	No		Listed on 2019 Priority list. No recruitment conducted due to number of eligible applicants listed on active register for 2019.	Not on 2020 Priority list
Traffic Planning Technician	Not used in the County					

Appendix E: Entry Levels Jobs - Blacks

APPENDIX E

As defined in paragraph 12 of the Consent Decree, “Those departments and divisions in which Blacks have not been hired consistent with their expressed or potential interest in such employment are identified in Appendix A”. In keeping with the objectives of paragraph 5, the tables below outline which active entry level job titles by Department are meeting the 40.2% race benchmark according to the percentage in the civilian labor force of Jefferson County. For job titles not meeting the benchmark, justifications and good-faith efforts are provided, in accordance with paragraph 33(f). For jobs requiring a professional degree, license, or certificate, which tend to be held by disproportionate numbers of Whites and males, Human Resources is currently researching alternative benchmark sources that are lower in percentage representation than the laborforce benchmark. Alternative benchmark sources will be provided, at a later date. Inactive and reclassified job titles were confirmed by the Personnel Board of Jefferson County (PBJC) and are noted. Job titles that are no longer used in the County were confirmed by the Budget Management Office (BMO). The metrics data was based on the October 1, 2020 – March 31, 2021 Semi-Annual Metric Report. The 2020 Priority List referenced throughout this document is based on the August 2020 County Manager Hiring Priority List published/filed August 14, 2020. The 2021 Priority List referenced throughout this document is based on the County Manager Hiring Priority List that was shared with Department heads on March 3, 2021. (Detailed information on the jobs can be found in the content validation report located on the FTP site.) Recruitment efforts will made for jobs solely noting they are on the priority list.

Group I – Administration and Planning

Justification:

The Development Services Department is within one (1) hire of meeting the race benchmark for the Systems Analyst job. However, there is only one incumbent. This position is not meeting the race benchmark for IT and is currently on the 2021 Priority List for IT and Environmental Services. The Systems Analyst job announced April 25, 2021 and closed May 7, 2021. Recruitment efforts conducted for this job included online publications sites. The Chief of Party job is within one hire of meeting the race benchmark and currently listed on the 2021 Priority List with one vacancy for the Roads & Transportation Department. Other jobs that are within one (1) hire and which have only one (1) incumbent are: Programmer Analyst, Public Information Officer, Housing Rehabilitation Specialist.

Departments:

1. County Commission
2. Budget Management
3. Planning – Division under Development Services
4. Risk Management – Division under County Attorney
5. Data Processing– Restructured as a function under Information Services & Technology (IT)
6. Printing – Inactive
7. Purchasing – Division under Finance

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Stenographer	Inactive						
Computer Operator		IT	Yes	Yes			
Programmer	Programmer Analyst	IT	No (within 1 hire)	No (within 1 hire)		Only 1 incumbent. Not on 2020 Priority List.	Position not on 2021 Priority List.
Senior Programmer	Inactive						
Systems Analyst		Development Services IT	No (within 1 hire) No	No (within 1 hire) No		Only 1 incumbent in Development Services. On 2020 Priority List for IT & Environmental Services.	On 2021 Priority List for IT & Environmental Services. Job announced 4/25-5/7. Recruitment conducted.
Data Processing Supervisor	Inactive						
Data Operations Supervisor	PBJC unable to locate/Inactive						
Phototype Setter	Inactive						
Microphotographer		Used in Probate Court	Yes	Yes			
Assistant Print Shop Supervisor	PBJC unable to locate/ Inactive						

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Public Information Officer		Used in Public Information Office	No (within 1 hire)	No (within 1 hire)		Not on 2020 Priority List.	Not on 2021 Priority List, no vacancies.
Administrative Analyst		Finance	Yes	Yes			
Statistician	Reclassified – Statistical Analyst	Sheriff's Office					
Housing Rehabilitation Specialist		Used in Community Development	No (within 1 hire)	No (within 1 hire)		Not on 2020 Priority List.	Not on 2021 Priority List.
Architect	Not used in the County						
Planner		Development Services	Yes	Yes			
Land Acquisition Agent		Used in Roads & Transportation	Yes	Yes			R&T: 2 Blacks hired
Accountant		Treasurer Finance	Yes Yes	Yes Yes			
Personnel Officer	Human Resources Analyst	Human Resources	Yes	Yes			
Principal Personnel Officer	Inactive						
Buyer		Finance	Yes	Yes			
Principal Buyer		Finance	Yes	Yes			
Purchasing Agent		Finance	Yes	Yes			
Chief of Party		Used in Roads & Transportation	No (within 1 hire)	No (within 1 hire)		Not on 2020 Priority List.	On 2021 Priority List for Road &

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
							Transportation. 1 vacancy

Group II – Finance and Information Technology

Justification:

The Revenue Department did not meet the race benchmark for the Accountant job during the October 1, 2020 reporting period. However, this position is currently within one hire of meeting the race benchmark. This position is listed on the 2021 Priority List with vacancies in the Finance Department. Chief Accountant job is within one hire of meeting the race benchmark for the Revenue department; however, this position is on the 2021 Priority List with vacancies in the Finance department. As of October 1, 2020, Tax Assessor is not meeting the race benchmark for the Senior Auditor job with no incumbents as of April 1, 2021. This job is currently on the 2021 Priority List with one vacancy listed for Revenue and Tax Assessor.

Departments:

1. Comptroller (Accounting) - Inactive
2. Comptroller (Sewer Billing) -Inactive
3. Revenue
4. Board of Equalization (BOE)
5. Tax Assessor
6. Tax Collector
7. Treasurer

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Clerical Assistant	Inactive						
Stenographer	Inactive						

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Database Administrator		Used in IT	No (within 1 hire)	No (within 1 hire)		Only 1 incumbent. Not on 2020 Priority List.	Not on 2021 Priority List.
Property Appraisal Assistant	Appraisal Assistant/Inactive						
Accountant		Revenue Finance	No Yes	No (within 1 hire) Yes		Position listed on 2020 Priority List for Environmental Services and Family Court.	On 2021 Priority List for Finance and Treasurer.
Chief Accountant		Revenue Tax Collector	No (within 1 hire) Yes	No (within 1 hire) Yes		Position not listed on 2020 PL.	Emp. Serv. Update needed Position listed on 2021 Priority List. As of 5/10/2021, position no longer listed on CMPL.
Principal Accountant		Revenue Tax Collector	Yes Yes	Yes Yes			
Comptroller	Inactive						
Auditor		Revenue	Yes	Yes			Revenue: 1 Black hired

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Senior Auditor		Revenue Tax Assessor	Yes No incumbents	Yes No incumbents		Position listed on the 2020 Priority List.	On 2021 Priority List. 1 Vacancy in each dept.
Principal Auditor		Revenue Tax Assessor	Yes Yes	Yes Yes			
Revenue Examiner		Revenue	Yes	Yes			
Tax Agent		Tax Collector	Yes	Yes			

Group III – Courts

Justification:

The Programmer Analyst is not used in any of the Departments identified in Group III. However, it is used in the Information Technology Department and is within 1 hire of meeting the race benchmark, as noted in Group 1 and in the table below.

Departments:

1. Board of Registrars – Less than 20 employees
2. District Attorney - Birmingham
3. District Attorney - Bessemer
4. Probate Court

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Legal Secretary		District Attorney	Yes	Yes			1 Black hired
Stenographer	Inactive						
Court Reporter	Inactive						
Programmer	Programmer Analyst	Used in IT	No (within 1 hire)	No (within 1 hire)		Only 1 incumbent. Not on 2020 Priority List.	Not on 2021 Priority List.
Mapper	Cartographer/Inactive						
Photo Camera Operator	Inactive						
Microphotographer		Probate Court	Yes	Yes			
Accountant		Probate Court	Yes	Yes			

Group IV – General Services Department

Justification:

The Senior Maintenance Repair Worker, Chief of Building Maintenance, and Electrician jobs are within one hire of meeting the race benchmark. The Plumber job is currently listed on the 2021 Priority List and announced February 28, 2021 and was originally scheduled to close on March 19, 2021. However, this position was extended and currently open continuous for targeted recruitment. Recruitment efforts included posting and talent search through ZipRecruiter and Urbanham.com. No hires have been made since September 2019. The Senior Maintenance Repair Worker job was not listed on the 2020 Priority List. However, this position is listed on the 2021 Priority List. The Electrician job announced September 20, 2020 and closed on January 15, 2021. As of April 1, 2021, this position is meeting the race benchmark.

The Plumber recently announced. Recruitment efforts included reaching out to several prospects via LinkedIn.com.

Departments:

1. General Services

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Telephone Operator	Communications Operator I – Not Used in the County						
Stores Clerk			Yes	Yes			
Voting Machine Mechanic	Voting Machine Technician		Yes	Yes			
Locksmith	Not Used in the County						
Carpenter	Not Used in the County						
Plumber			No	No		Targeted recruitment efforts conducted from 2021 Priority List.	Last recruitment efforts August 2017. Currently on 2020 and 2021 Priority Lists for General Services. On 2021 Priority List for General Services.
HVAC/Refrigeration Technician			No (within 1 hire)	No (within 1 hire)		Not on 2020 Priority List.	Last recruitment efforts in 2017. Not on current 2021

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
							priority list.
Electrician			No (within 1 hire)	Yes		Recruitment efforts conducted from 2020 Priority List.	On 2021 Priority list for General Services and Environmental Services.
Maintenance Repair Worker			Yes	Yes			
Senior Maintenance Repair Worker			No (within 1 hire)	Yes		Not on 2020 Priority List	. On 2021 Priority List with 1 vacancy in General Services.
Truck Driver			Yes	Yes			R&T: 2 Blacks hired
Automotive Technician		Used in Roads & Transportation	No (within 1 hire)	Yes		Recruitment conducted from 2020 Priority List for Automotive Technician - General.	Position remains open continuous. On 2021 Priority List with 3 vacancies in Roads & Transportation.
Painter			No (within 1 hire)	No (within 1 hire)		Not on 2020 Priority List.	Last recruitment efforts July 2017.
Labor Supervisor			Yes	Yes			R&T: 1 Black hired
Skilled Laborer			Yes	Yes			Gen. Svcs.: 3 Blacks hired. R&T: 3 Blacks hired. ESD: 2 Blacks hired
Security Officer			Yes	Yes			
Building			No	No		Not on 2020	

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Maintenance Supervisor						Priority List.	
Chief of Building Maintenance			No (within 1 hire)	Yes		Not on 2020 Priority List.	On 2021 Priority List for General Services.

Group V – Law Enforcement

Justification:

Jefferson County does not maintain benchmark data for the Sheriff’s Department and Jail. The Coroner is meeting the race benchmark for the Medical Transcriber job.

Departments:

1. Sheriff – N/A
2. Jails – N/A
3. Coroner

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good Faith Efforts
Deputy Sheriff	N/A						
Stenographer	Inactive						
Medical Secretary	Inactive						
Medical Transcriber		Coroner	Yes	Yes			
Public Safety Dispatcher	Public Safety Dispatcher II	Sheriff					
Truck Weight Inspector	Inactive						
Communications Service Clerk	Public Safety Dispatcher I	Sheriff					

Group VI – Public Works – Administration and Design

Justification:

The Senior Civil Engineer position has remained open continuously through [jobsquest.org](https://www.jobsquest.org) due to low applicant flow. Recruitment efforts included a talent search through LinkedIn.com, attending various career and community events, posting position online through various niche organization career webpages, creating and distributing a flyer representing diverse individuals as well as an internal candidate search.

Recruitment for Engineering Inspector took place during October 27, 2019 – November 8, 2019. Efforts included posting externally to career webpages, online resume database research and talent outreach, as well as contacting a local community college about the position. The Engineering Inspector position is not meeting the race benchmark for Environmental Services. This position was listed on the 2019 Priority List. The targeted recruiting efforts included posting position to online career sites, conducting talent search, and direct outreach efforts to local colleges. This position is listed on 2020 Priority List.

The Senior Engineering Aide position is not meeting the race benchmark within one hire for the Environmental Services department. This position recently opened October 25, 2020 and will close November 20, 2020. Recruitment efforts for this position will be conducted during this time.

Plans Examiner is within one hire of meeting the race benchmark. This position was on the 2019 Priority List, but no recruitment efforts were completed due to established diverse register. Twenty-seven (27) eligible candidates were issued on a certification list to Jefferson County which included nine (9) Black candidates.

The Plumbing, Gas and Mechanical Inspector job did not meet the race benchmark. Recruitment efforts included sharing the position during career fair events, advertisement to County employees via emailed job announcements and through Jefferson County information monitors located in the courthouse and other satellite locations.

The Senior Engineering Inspector position is not meeting the race benchmark in Roads and Transportation Department and is within one hire for the Environmental Services Department. Although this position was listed on the August 2019 Priority List, a diverse register that was previously established was utilized. There were 23 eligible candidates, including eight (8) Black candidates. No targeted recruitment efforts were completed from the August 2019 Priority List. The Senior Engineering Inspector position was on the August 2020 Priority List for Roads and Transportation. This position announced September 20, 2020 and closed on October 2, 2020. Recruitment efforts were completed. Twenty (21) candidates were deemed eligible, six (6) of which were Black.

The Electrical Inspector and Building Inspector positions are not meeting the race benchmark for Development Services Department. These positions were not listed on the 2019 Priority List. Therefore, no recruiting activity completed. The Public Works Supervisor position is not meeting the race benchmark for Roads and Transportation and Environmental Services. Although this position was listed on the August 2019 Priority List, a diverse register that was previously established was utilized. There were forty-eight (48) total eligible candidates issued on a certification list for this position, which consisted of twenty-eight (28) eligible black candidates during this time.

The Public Works Supervisor position was listed on the 2020 Priority list for Roads & Transportation and Environmental Services Departments. The position was announced as Promotional only in August 2020. Therefore, recruitment efforts were limited to reaching out to internal employees. Eighty-three (83) candidates were deemed eligible, forty-three (43) of which were Black.

As of September 1, 2020, an email was received from the Chief Information Officer that the position of Application Developer had been approved and filled by an internal employee. Therefore, no additional recruitment occurred and, as a result of this change, the position of GIS Manager was placed on the County Manager’s Priority List. The GIS Manager position is within one hire of meeting the race benchmark. This position was announced November 8, 2020 and closed on February 28, 2021. Recruitment efforts were conducted.

Departments:

1. General Administration – Division under Roads & Transportation, General Services, and Environmental Services
2. Design – Restructured as Preconstruction Division under Roads & Transportation
3. Inspections Services – Division under Development Services
4. Land Development - Division under Development Services
5. Right of Way – Division under Roads & Transportation

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Graduate Engineer	Inactive						
Senior Civil Engineer		Roads & Transportation Environmental Services	No No	No No		Low applicant flow. position on 2020 Priority List;	On 2021 Priority List with 6 vacancies for Roads & Transportation. No vacancies listed for Environmental Services.
Engineering Aide		Roads & Transportation Environmental	Yes Yes	 Yes			R&T: 2 Blacks hired

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
		Services					
Senior Engineering Aide		Roads & Transportation Environmental Services	Yes No (within 1 hire)	Yes No (within 1 hire)		Position on 2020 Priority List for Environmental Services.	On 2021 Priority List with 1 vacancy for Environmental Services.
Engineering Inspector		Roads & Transportation Environmental Services	Yes No	Yes No		On 2021 Priority List with 1 vacancy for Environmental Services.	ESD: 1 Black hired
Senior Engineering Inspector		Roads & Transportation Environmental Services	No Yes	No No (within 1 hire)		Recruitment efforts completed from 2020 Priority List.	On 2021 Priority List with 4 vacancies in Environmental Services and 2 vacancies in Roads & transportation.
Drafter		Environmental Services	No (within 1 hire)	No (within 1 hire)		On 2020 Priority List for Roads & Transportation.	
Engineer Drafter	Drafter	Environmental Services	No (within 1 hire)	No (within 1 hire)		Not on 2020 Priority List.	Not on 2021 Priority List.
Mapper	Cartographer/ Inactive						
Zoning Inspector		Development Services	Yes	Yes			

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Computer Operator		Used in IT	Yes	No (within 1 hire)			On 2021 Priority List with 1 vacancy in IT.
Electrical Inspector		Development Services	No	No		Not on 2020 Priority List.	Not on 2021 Priority List
Plumbing Inspector	Plumbing, Gas & Mechanical Inspector	Development Services	No	No		Position not on 2020 Priority List.	Not on 2021 Priority List.
Gas Inspector	Plumbing, Gas & Mechanical Inspector	Development Services	No	No		Position not on 2020 Priority List.	Not on 2021 Priority List.
Building Inspector		Development Services	No	No		Not on 2020 nor 2021 Priority Lists	
Plans Examiner		Development Services Environmental Services	No (within 1 hire) No (within 1 hire)	No (within 1 hire) No (within 1 hire)		Position not on 2020 nor 2021 Priority Lists.	
GIS Manager		Used in IT	No (within 1 hire)			Recruitment efforts completed from 2020 Priority List for Information Technology Services department.	Position on 2021 Priority List. Only one vacancy in this job class.
Public Works Supervisor		Roads & Transportation	No	No		Position announced as	On 2021 Priority List.

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
		Environmental Services	No	No		Promotional opportunity. Internal recruitment efforts completed from 2020 Priority Report.	

Group VII – Roads and Transportation Department

Justification:

The Senior Stores Clerk is within one (1) hire of the benchmark. No targeted recruitment efforts were made for Senior Stores Clerk due to the volume of diverse applicants received in 2019. The Heavy Equipment Operator and Construction Equipment Operator positions are not meeting the race benchmark within one hire for the Roads and Transportation Department. These positions opened in September 2020 and recruitment efforts included positing positions on various job links, email announcements to current employees in feeder job classes, resume searches, and sharing position opportunities with community organizations. One hundred candidates were deemed eligible for Heavy Equipment Operator, sixty-six (66) were Black. One hundred twenty-eight (128) candidates were deemed eligible for Construction Equipment Operator, eighteen (18) were Black. The Senior Civil Engineer position has remained open continuously through www.jobsquest.org due to low applicant flow. Recruitment efforts included talent searches through LinkedIn.com, as well as attending various career and community events, posting position online through various niche organizations career webpages, creating and distributing a flyer representing a female, as well as conducting internal career searches.

Divisions:

1. Highway Maintenance and Construction
2. Bessemer
3. Ketona
4. Shops
5. Traffic
6. Landfill - Inactive

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Clerk Typist	Administrative Clerk		Yes	Yes			
Intermediate Clerk	Admin, Asst. I and II to Administrative Clerk		Yes	Yes			
Stores Clerk			Yes	Yes			
Senior Stores Clerk			No (within 1	No (within 1		Position not on 2020 Priority List	Not on 2021 Priority List.

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
			hire)	hire)			
Administrative Intern	Inactive						
Maintenance Mechanic	Not used in the County						
Auto Body Worker*	Inactive						
Automotive Mechanic	Automotive Technician - General		No (within 1 hire)	Yes		Recruitment conducted from 2020 Priority List.	Position on 2021 Priority List and remains open continuous. 3 vacancies in Roads & Transportation Department.
Carpenter	Not used in the County						
Engineering Aide			Yes	Yes			R&T: 2 Blacks hired
Truck Driver			Yes	Yes			R&T: 2 Blacks hired
Skilled Laborer			Yes	Yes			Gen. Svcs.: 3 Blacks hired. R&T: 3 Blacks hired. ESD: 2 Blacks hired
Service Station Attendant*	Inactive						
Equipment Service Worker*			No	No		On 2020 Priority List.	Position is listed on current Position Report from BMO with 1 vacancy in Roads & Transportation

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
							Department.
Guard*	Not used in the County						
Shop Helper*	Not used in the County						
Auto Mechanic Helper*	Assistant Automotive Technician - Not used in the County						
Disposal Site Attendant*	Inactive						
Graduate Engineer	Inactive						
Senior Civil Engineer			No	No		. Position on the 2020 Priority List.	On the 2021 Priority List; internal promotions; 6 vacancies in Roads & Transportation department.
Engineering Technician	Inactive						
Drafter			No (within 1 hire)	No (within 1 hire)		Position listed on 2020 Priority List.	On 2021 Priority List for 1 vacancy in Roads & Transportation.
Traffic Planning	Not used in the						

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Technician	County						
Traffic Control Technician			Yes	Yes			
County Traffic Engineer			No (within 1 hire)	No (within 1 hire)		Position not listed on 2020 Priority List.	Not on 2021 Priority List
Traffic Signal Maintenance Worker*	PBJC unable to locate/ Inactive						
Traffic Striping Machine Operator*			Yes	Yes			
Unclassified Laborer Positions	Laborer II		Yes	Yes			
Construction Equipment Operator			Yes	No (within 1 hire)		Position was listed on 2020 Priority List.	Position is listed on 2021 Priority List.
Heavy Equipment Operator			No (within 1 hire)	Yes		Recruitment efforts completed from 2020 Priority List.	Currently on 2021 Priority List
Herbicide Applicator			No (within 1 hire)	No (within 1 hire)		Not on 2020 nor 2021 Priority Lists. No recruitment efforts	As of 4/29/2021, this position is listed as a vacancy for Roads and Transportation.
Equipment Service Worker	Job duplicated in Appendix A of the Decree						
Public Works			No (No	No (No			.

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Coordinator			incumbents)	incumbents)		Position was listed on 2020 Priority List.	Position is being converted to Public Works Supervisor and listed on 2021 Priority List with 6 vacancies for Roads & Transportation.

Group VIII – Environmental Services Department

Justification:

All Wastewater Treatment Plant job titles/positions were reclassified to Water Reclamation Facility (WRF) job titles/positions. Although the WRF Operator II, IV, and WRF Shift Supervisor are not meeting the race benchmark, ongoing recruitment efforts have been continuous to include the development and implementation of a 2-year apprenticeship program, advertisement through online publications, convention networking, and outreach to contact prospects, local high schools/colleges, businesses, and organizations. All of these positions are currently on the 2020 County Manager’s Priority list. WRF Operator III is within 1 hire of meeting the race benchmark. However, there is only one (1) incumbent and recruitment efforts are currently ongoing for this position as well. WRF Supervisor, WRF Shift Supervisor and Senior WRF Maintenance Worker are not meeting the race benchmark and were not listed on the County Manager’s 2019 Priority list. However, Senior WRF Maintenance Worker and WRF Maintenance Worker jobs are on the 2020 County Manager’s Priority list. WRF Shift Supervisor announced September 2020 as open continuous and recruitment efforts are underway. The Electrician job class is not meeting the race benchmark within one (1) hire in the Environmental Services Department. This position was announced September 20, 2020 and applications are still being accepted for the position. Recruitment efforts completed for this job class included LinkedIn.com and Indeed.com.com online talent searches, and contacts to Jefferson State Community College as well as Alabama Electrical Contractors Board. Electrician is within 1 hire of meeting the race benchmark and on the 2020 County Manager’s Priority list. Recruitment efforts from the County Manager’s 2019 Priority list for Electrician included advertisement and posting to various online job publications, promoting of the positions at career fairs and online talent search. Sewer Construction/Maintenance Supervisor is not meeting the race benchmark. Recruitment efforts from County Manager’s 2019 Priority list for Sewer Construction/Maintenance Supervisor consisted of posting to online career websites, advertisement and posting with local colleges and sharing position information with Water Environment organizations. The Painter position is within one (1) hire of meeting the race benchmark in Environmental Services. This position was not listed on the 2020 County Manager’s Priority list. Therefore, no targeted recruitment efforts were conducted. The Sewer Video Supervisor position is not meeting the race benchmark. Although this position was listed, on the 2019 County Manager’s priority list, no targeted recruitment efforts were conducted due to previous diverse registers established in 2018 which were still active. This position is on the 2020 County Manager’s Priority list. Sewer Line Maintenance Inspector is not meeting the benchmark and was not listed on the County Manager’s 2019 and 2020 Priority Lists.

Divisions:

1. 8410 – Inactive (Former Division of Cooper Green’s County Nursing Home)
2. 8420 – Inactive (Former Division of Cooper Green’s County Nursing Home)
3. Sanitation/Sewer Plants – Restructured as Water Reclamation Facilities (WRF)
4. Barton Laboratory

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Clerk Typist	Administrative		Yes	Yes			

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
	Clerk						
Intermediate Clerk	Admin, Asst. I and II to Administrative Clerk		Yes	Yes			
Graduate Engineer	Inactive						
Sewer Service Representative	Inactive						
Tap Machine Operator	Not used in the County						
Sewer Line – T.V. Equipment Technician	Closed Circuit TV Technician		No (within 1 hire)	No (within 1 hire)		Not on 2020 Priority List.	Not on 2021 Priority List
Wastewater Treatment Plant Operator	WRF Operator I WRF Operator II WRF Operator III WRF Operator IV		Yes No No (within 1 hire) No	Yes Yes No No	The Brookings Report for Wastewater Treatment Plant Operators for Blacks is 13.9%	Only 1 incumbent for WRF Operator III Positions listed on 2020 Priority List. Ongoing recruitment. Jobs remain open continuous.	On 2021 Priority List. Ongoing recruitment as necessary through apprenticeship, internship (WRF Operator I), online publications and convention networking.
WWTP Shift Supervisor	WRF Shift Supervisor		No	No	Brookings Report Reference:	On 2020 Priority list and	

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
					First-Line Supervisors of Production and Operating Workers: Black: 9.7%	recruitment efforts conducted from 2020 Priority List.	
WWTP Supervisor	WRF Supervisor		No	No	Brookings Report Reference: First-Line Supervisors of Production and Operating Workers: Black: 9.7%	Not on the 2020 Priority Lists. .	Position on 2021 Priority List.
Painter		Used in General Services	No (within 1 hire)	No (within 1 hire)		Not on 2020 Priority List	Not on 2021 Priority List. Last recruitment efforts in 2017
Electrician			No (within 1 hire)	No (within 1 hire)	Brookings Report Reference: Electrician: Black (5.9%)	Recruitment efforts completed from 2020 Priority List	On 2021 Priority List for Environmental Services and General Services with

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
							a total of 5 vacancies.
Engineering Aide			Yes	Yes			R&T: 2 Blacks hired
Truck Driver			Yes	Yes			R&T: 8 Blacks hired
WWTP Maintenance Worker	WRF Maintenance Worker		Yes	Yes			
Senior WWTP Maintenance Worker	Senior WRF Maintenance Worker		No	Yes		Last recruitment efforts conducted in 2018. Recruitment efforts completed from the 2020 Priority List.	
Sewer Construction/ Maintenance Supervisor			No	No	Brookings Report Reference: Construction Mgrs.: Black (3.8%)	On 2019 Priority List. Recruitment was conducted.	On 2020 Priority List
Environmental Lab Compliance Administrator			Yes	Yes			
Environmental Biologist		Used in Developme	No (within 1 hire)	No (within 1		Not on the 2019	

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 10/01/2020	Meeting Race Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
		nt Services		hire)		Priority List and no recruitment	
Sewer Video Supervisor			No	No	Brookings Report Reference: First-Line Supervisors of Production and Operating Workers Black (9.7%)	On 2019 Priority List. No targeted recruitment efforts due to diverse register previously created.	No Blacks hired
Sewer Video Specialist			Yes	Yes			
Sewer Service Inspector	Sewer Line Maintenance Inspector		No	No	Brookings Report Reference: Construction and Building Inspectors: Black (11.8%)	On 2020 and 2021 Priority Lists	

Appendix F: Entry Level Jobs - Females

APPENDIX F

As defined in paragraph 12 of the Consent Decree, “Those departments and divisions in which **females** have not been hired consistent with their expressed or potential interest in such employment are identified in Appendix B”. In keeping with the objectives of paragraph 5, the tables below outline which active entry level job titles by Department are meeting the 49.7% gender benchmark according to the percentage in the civilian laborforce of Jefferson County. For job titles not meeting the benchmark, justifications and good-faith efforts are provided, in accordance with paragraph 33(f). For jobs requiring a professional degree, license, or certificate, which tend to be held by disproportionate numbers of Whites and males, Human Resources is currently researching alternative benchmark sources that are lower in percentage representation than the labor force benchmark. Inactive and reclassified job titles were confirmed by the Personnel Board of Jefferson County (PBJC) are noted. Job titles that are no longer used in the County were confirmed by the Budget Management Office (BMO). The metrics data was based on the October 1, 2020 – March 31, 2021 Semi-Annual Metric Report. The 2020 Priority List referenced throughout this document is based on the August 2020 County Manager Hiring Priority List published/filed August 14, 2020. The 2021 Priority List referenced throughout this document is based on the County Manager Hiring Priority List that was shared with Department heads on March 3, 2021. (Detailed information on the jobs can be found in the content validation report located on the FTP site). Recruitment efforts will made for jobs only on the priority list.

Group I – Administration, Information Technology and Finance

Justification:

The Senior Auditor position is not meeting the gender benchmark in Revenue Department and is listed on the 2020 & 2021 Priority Lists. Targeted recruitment will be conducted if the job is announced. The Chief Accountant position is not meeting the gender benchmark for the Revenue Department and the position is listed on the 2021 Priority List for the Finance Department. There were no targeted recruiting efforts for this position due to large number of diverse applicants on the currently active register. Senior Real Property Appraiser is not meeting the gender benchmark and is on the 2021 Priority List. Targeted recruitment will be conducted if the job is announced. Purchasing Agent, Chief of Party, and Database Administrator are not meeting the gender benchmark. However, these jobs are not listed on the 2020 and 2021 Priority Lists.

Departments:

1. County Commission
2. Revenue
3. Board of Equalization
4. Tax Collector
5. Printing – Inactive

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Senior Administrative Intern	Inactive						
Public Information Officer		Used in Public Information Office	Yes	Yes			
Auditor		Revenue	Yes	Yes			Revenue: 1 Female hired
Senior Auditor		Revenue	No	No		Position was listed on the 2020 & 2021 Priority List. Job not posted.	On 2020 Priority list for TA Birmingham
Principal Auditor		Revenue	Yes	Yes			
Accountant		Revenue	Yes	Yes			
Chief Accountant		Revenue Tax Collector	No (within 1 hire) Yes	No (within 1 hire) Yes		Position not listed on the 2020 nor 2021 Priority List for the Revenue Department.	On 2021 Priority List for Finance Department.
Revenue Examiner		Revenue	Yes	Yes			
Property Appraiser		BOE	Yes	Yes			
Senior Property Appraiser	Sr. Real Property Appraiser	BOE	No	No		Position listed on 2021 Priority List. Active score report. Job not reposted during reporting period.	
Senior Accountant		Revenue Tax Collector	Yes Yes	Yes Yes			

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Tax Agent		Tax Collector	Yes	Yes			
Offset Printing Operator	PBJC unable to locate/Inactive						
Assistant Print Shop Supervisor	PBJC unable to locate/Inactive						
Buyer		Used in Finance	Yes	Yes			
Principal Buyer		Used in Finance	Yes	Yes			
Purchasing Agent		Used in Finance	No (within 1 hire)	No (within 1 hire)		Position not listed on 2020 & 2021 Priority Lists.	
Land Acquisition Agent		Used in Roads & Transportation	Yes	Yes			No Females hired
Chief of Party		Used in Roads & Transportation	No (within 1 hire)	No (within 1 hire)		Position not listed on 2020 & 2021 Priority Lists.	
Database Administrator		Used in IT	No (within 1 hire)	No (within 1 hire)		Position not listed on 2020 & 2021 Priority Lists.	

Group II - General Services Department

Justification:

The Plumber, HVAC/Refrigeration Technician, and Painter positions are not meeting the gender benchmark in General Services. The Plumber position announced on February 28, 2021 and is currently open continuously. A professional flyer was created for the Plumber position. The Plumber position was posted to Lawson State Community College and AlabamaWorks! where six (6) resumes were received and contacted. However, none of the potential candidates were interested in the position. Additionally, LinkedIn.com and Indeed.com.com resume search feature is being utilized to source qualified prospects. The HVAC/Refrigeration Technician and Painter positions were not listed on the 2020 & 2021 priorities report and, therefore, no targeted recruitment efforts were conducted. Electrician position is not meeting the gender benchmark for General Services. Recruitment efforts from the County Manager's 2020 & 2021 Priority list for Electrician included creating a professional flyer with a female technical professional and posting to the State of Alabama job board, various technical and community colleges, sharing the opportunity with organizations geared toward technical career programs, and promoting the position during a local virtual career fair, as well as utilizing online talent search engines. The Maintenance Repair Worker is not meeting the gender benchmark. The Maintenance Repair Worker position was shared with the Jefferson State Community College Career Tech Program lead and candidates were sourced using online talent search engines. Additionally, emails were sent to internal female employees in the Skilled Laborer job class to inform them of the Maintenance Repair Worker opportunity. Two (2) Female applicants were deemed eligible for the Maintenance Repair Worker position. Senior Maintenance Repair worker is not meeting the gender benchmark. The Senior Maintenance Repair Worker position was listed on the 2021 Priority report and not the 2020 priority list. An active score report exists as of December 2019 with nineteen (19) eligible candidates. Targeted recruitment efforts will be conducted from the 2021 priority list should the job announce to fill any future vacancies.

The Automotive Technician is not meeting the gender benchmark. LinkedIn.com and Indeed.com.com resume search were used to source potential candidates. One (1) female lead was contacted, applied, and deemed eligible for the Automotive Technician job. An additional female applicant was deemed eligible for the Automotive Technician job. The Truck Driver job is not meeting the gender benchmark. Targeted recruitment was completed in September 2020. The job was posted to various job boards, to include Lawson State Community College's job board, shared with the Birmingham Chapter of National Association of Women in Construction and Workforce Innovation and Opportunity Act (WIOA) Collaborative Group, and Jefferson County's social media outlets. A professional flyer was created with a female model within a similar profession. Additionally, resume searches were utilized to search for potential candidates. Female employees working in the Truck Driver, as well as the Heavy Equipment Operator and Construction Equipment Operator positions were emailed to learn how they became aware of the positions and to gather information about whether they belong to any trade affiliations related to their job. Two (2) responses were received from this outreach and one referral was received to the open job. Human Resources also contacted churches in the surrounding area to share the position, but no response was received. Of the eligible applicants, eight (8) were females, and two (2) received a job offer.

The Skilled Laborer position is not meeting the gender benchmark. Targeted recruitment efforts were conducted in March of 2021. This includes advertising through Urbanham.com, (a web portal that provides entertainment and urban lifestyle information about social activities, events and people within the Greater Birmingham market), Jefferson County's social media outlets, OnBoard Birmingham, First Light Shelter and other various local businesses in the Jefferson County area, AlabamaWorks! as well as sharing the opportunity with county employees and direct outreach to potential female leads. Thirty-two (32) females were deemed eligible for the Skilled Laborer position. The secondary selection process for the Skilled Laborer position is scheduled in May of 2021.

The Security Officer job class is not meeting the gender benchmark and was on the 2020 Priority List, but no targeted recruitment was conducted. No test development as of 4/12/2021 and no projected test date with an active register as of 11/14/2019. The Building Maintenance Supervisor and Chief Building Maintenance positions are not meeting the gender benchmark in General Services. These positions were updated to be included on the 2021 priority list. Therefore, no targeted recruitment efforts were conducted. Targeted recruitment will be conducted at the time of the openings.

The Voting Machine Technician, HVAC/Refrigeration Technician, and Chief Security Officer positions are not meeting the gender benchmark and are not on the 2020 and 2021 Priority Lists. The Voting Machine Technician and Chief Security Officer positions are both within 1 hire of the gender benchmark in General Services. The Labor Supervisor is not meeting the gender benchmark for General Services. This job did not announce in the reporting period but will announce in the upcoming reporting period as promotional only. As of the March 18, 2021 Budget Management Office Vacancies List, no budgeted vacancy existed.

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Voting Machine Mechanic	Voting Machine Technician		No (within 1 hire)	No (within 1 hire)		Position not listed on 2020 & 2021 Priority Lists.	1 female hired 6/2019
Locksmith	Not used in the County						
Carpenter	Not used in the County						
Plumber			No	No		Recruitment is currently being conducted from 2020 & 2021 Priority Lists got General Services.	
HVAC/Refrigeration Technician			No	No			Last recruitment efforts June 2017.

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
						Position not listed on 2020 & 2021 Priority Lists.	
Electrician			No	No			
Painter			No	No		Position not listed on 2020 & 2021 Priority Lists.	Last recruitment efforts in 2017.
Maintenance Repair Worker			No	No		Recruitment was conducted from the 2020 & 2021 Priority Lists.	
Senior Maintenance Repair Worker			No	No		Position listed on 2021 Priority list.	Position not listed on 2020 Priority List.
Automotive Technician		Used in Road & Transportation	No	No		Recruitment was conducted from the 2020 & 2021 Priority Lists for Roads and Trans.	
Truck Driver			No	No		Recruitment was conducted from 2020 & 2021 Priority Lists. Truck Driver vacancies exist for R&T and Env. Services	R&T: 1 Female hired
Labor Supervisor			No	No		Position listed on 2020 Priority List for ESD and R&T & on 2021 Priority List for R&T.	No females hired

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Skilled Laborer			No	No (within 1 hire)		Recruitment was conducted from 2020 & 2021 Priority Lists.	Gen Svcs.: 2 Females hired. R&T: 1 Female hired. ESD: 1 Female hired
Security Officer			No	No		Position on 2020 and 2021 Priority List.	
Chief Security Officer	Chief of Security		No (within 1 hire)	No (within 1 hire)		There is only 1 incumbent who is male. Position not listed on 2020 or 2021 Priority Lists.	
Building Maintenance Supervisor			No	No		Position not listed on 2020 nor 2021 Priority Lists.	
Chief of Building Maintenance			No	No		Position not listed on 2020 nor 2021 Priority Lists.	

Group III – Sheriff Department (N/A)

Deputy Sheriff
Sheriff Sergeant

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark	Alternative Benchmark	Justification	Good Faith Efforts
Deputy Sheriff	N/A					

Group IV – Public Works – Administration and Design

Justification:

The Traffic Control Technician is not meeting the gender benchmark in Roads and Transportation Department. The position is listed on the 2020 & 2021 Priority Lists. This position is under review by R&T director. The County Traffic Engineer and Engineering Inspector positions are not listed on the 2020 & 2021 Priority lists. The Automotive Technician is not meeting the gender benchmark. LinkedIn.com and Indeed.com.com resume search were used to source potential candidates. One (1) female lead was contacted, applied, and was deemed eligible for the Automotive Technician job. An additional female applicant was deemed eligible to the Automotive Technician job. The Truck Driver job is not meeting the gender benchmark. Targeted recruitment was completed in September 2020. The job was posted to various job boards, to include Lawson State Community College's job board, shared with the Birmingham Chapter of National Association of Women in Construction and Workforce Innovation and Opportunity Act (WIOA) Collaborative Group, and Jefferson County's social media outlets. A professional flyer was created with a female model within a similar profession. Additionally, resume searches were utilized to search for potential candidates. Female employees working in the Truck Driver, as well as the Heavy Equipment Operator and Construction Equipment Operator positions were emailed to learn how they became aware of the positions and to gather information regarding whether they belong to any trade affiliations related to their job. Two (2) responses were received from this outreach. One referral was received to the open job. Human Resources also contacted churches in the surrounding area to share the positions but no response was received. Of the eligible applicants, eight (8) were females, and two (2) received a job offer.

The Engineering Aide position is not meeting the gender benchmark. The position is currently on the 2021 Priority List. However, the budgeted vacancy is being converted to a different job class. The Senior Engineering Aide position was included on the 2020 & 2021 Priority List. However, for the Environmental Services Department recruitment efforts consisted of sharing the position with employees in the Engineering Aide and Skilled Laborer job classes. Additionally, recruitment efforts conducted were posting the position on AlabamaWorks! utilizing resume search databases, sharing the job with the Birmingham Chapter of the National Association of Women in Construction and several community colleges and universities. During the open period from October 26, 2020 to November 6, 2020, online resume search databases were used and three (3) women were contacted but did not apply to the position. Additionally, employees in the Engineering Aide and Skilled Laborer job classes were contacted and notified of the open position and close date. To supplement additional recruitment efforts, the Senior Engineering Aide position was reopened from January 20, 2021 to February 5, 2021 and was shared with employees in the Engineering Aide and Skilled Laborer job classes, various schools and universities, the Birmingham Chapter of the National Association of Women in Construction and posted on AlabamaWorks!. The Engineering Inspector position is not meeting the gender benchmark. Targeted recruitment efforts were conducted for this position which included posting the position to online career sites, online talent search, and direct outreach efforts to local colleges. This position is listed on the 2020 Priority list.

The Senior Engineering Inspector position is not meeting the gender benchmarks and was listed on the August 2020 Priority List for Roads and Transportation. This job announced September 2020. Recruitment efforts consisted of posting the position to AlabamaWorks! and utilized resume search databases. Two (2) female applicants were deemed eligible among other eligible candidates. Geographic Information System (GIS) Manager position is not meeting the gender benchmark and is on the priority list for the Information Services Department. Recruitment efforts consisted of utilizing resume search databases, promoting the position at virtual job fairs, and sharing the opportunity with Lawson State Community College instructors. Two (2) female applicants were deemed eligible to the

GIS Manager position, among other applicants. The Public Works Supervisor is not meeting the gender benchmark and is listed on the 2020 & 2021 Priority lists. The position was posted as a promotional opportunity only available for internal employees. One hundred and thirty-five (135) internal employees working in the Construction Equipment Operator, Construction Supervisor, Heavy Equipment Operator, Labor Supervisor, Sewer Line Video Supervisor, Truck Driver, Bridge Maintenance Worker, Bridge Maintenance/Construction Supervisor, and Street Paving Supervisor job classes were emailed to ensure internal employees were aware of the promotional job opportunity. "List may not be an all-inclusive list of feeder jobs; these were previously identified during previous announcements of this job." Of the eighty-two (82) eligible candidates for the Public Works Supervisor position fourteen (14) were female.

The Traffic Maintenance Worker position is not meeting the gender benchmark and is on the 2020 & 2021 Priority Lists. Targeted recruitment may be conducted if job is announced. The Truck Driver position is not meeting the gender benchmark. Truck Driver announced September 2020 and recruitment efforts consisted of sharing the job with National Association of Women in Construction – Birmingham Chapter, emailing job announcement to internal employees, and utilizing Jefferson State Community College resume search. The position was posted to various job boards including Lawson State Community College's job board, shared with the Birmingham Chapter of National Association of Women in Construction and Workforce Innovation and Opportunity Act (WIOA) Collaborative Group, and Jefferson County's social media outlets. A professional flyer was created with a female model within a similar profession. Additionally, resume searches were utilized to search for potential candidates. Female employees working in the Truck Driver, as well as the Heavy Equipment Operator and Construction Equipment Operator positions, were emailed to learn how they became aware of the positions and to gather information regarding whether they belong to any trade affiliations related to their job. Two (2) responses were received from this outreach and one referral was received to the open position(s). Human Resources also contacted churches in the surrounding area to share the positions but no response was received. Of the eligible applicants, eight (8) were females, and two (2) received a job offer.

As of September 1, an email was received from the Chief Information Officer that the position of Application Developer had been approved and filled by an internal employee. Therefore, no additional recruitment will occur and, as a result of this change, the position of GIS Manager will be placed on the County Manager's 2020 Priority List. The GIS Manager position announced November 8, 2020 and recruitment is underway. The County Traffic Engineer position is not meeting the gender benchmark within one hire in Roads and Transportation Department. This position was not listed on the 2019 nor 2020 priority list.

Departments:

1. General Administration – Division under Roads & Transportation, General Services, and Environmental Services
2. Design – Restructured as Preconstruction Division under Roads & Transportation
3. Inspections Services – Division under Development Services
4. Land Development - Division under Development Services
5. Right of Way – Division under Roads & Transportation

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Graduate Engineer	Inactive						
Engineer Technician Drafter	PBJC unable to locate /Inactive						
Traffic Planning Technician	Not used in the County						
Traffic Control Technician		Roads & Transportation	No	No		Position was listed on 2020 & 2021 Priority Lists. No targeted recruitment efforts conducted due to position not announcing.	
County Traffic Engineer		Roads & Transportation	No (within 1 hire)	No (within 1 hire)		Position not listed on 2020 & 2021 Priority Lists.	
Maintenance Mechanic	Not used in the County						
Automotive Mechanic	Automotive Technician	Roads & Transportation	No	No		Recruitment conducted from 2020 & 2021 Priority List.	
Carpenter	Not used in the County						
Engineering Aide		Environmental Services Roads & Transportation	No	No		Position listed on 2021 Priority List. Latest BMO report does not show vacancy for Engineering Aide.	No Females hired
Senior Engineering Aide		Environmental Services	No	No		Position is not listed on 2020 & 2021	No Females hired
			No (within 1 hire)	No (within 1 hire)			

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
		Roads & Transportation				Priority List for department.	
Engineering Inspector		Environmental Services	No	No		Position is listed on the 2021 Priority List for Environmental Services only.	No Females hired
		Roads & Transportation	No	No			
Senior Engineering Inspector		Environmental Services	No	No		Recruitment conducted from 2020 & 2021 Priority List.	
		Roads & Transportation	No	No			
GIS Manager		Used in IT	No			Recruitment conducted because of position being added to 2020 Priority List & 2021 Priority List for Information Services Department.	
Public Works Supervisor		Environmental Services	No	No		Position listed on 2020 & 2021 Priorities Lists. Recruitment efforts conducted for promotional only opportunity.	
		Roads & Transportation	No	No			
Traffic Maintenance Worker		Roads & Transportation	No	No		Position listed on 2020 & 2021 Priority Lists. Recruitment will be conducted at time job announces.	No Females hired
Truck Driver		Environmental Services	No	No			

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
		General Services	No	No		Recruitment conducted from 2020 & 2021 Priority List.	R&T: 1 Female hired
		Roads & Transportation	No	No			

Group V – Roads and Transportation Department

Justification:

Drafter is not meeting the gender benchmark. Notes from the 2021 County Manager Priority List indicate this position will be converted to another position (Civil Engineer). The Traffic Control Technician position is not meeting the gender benchmark and is listed on the Priority List. Targeted recruitment will be conducted when the position is announced. The County Traffic Engineer and Herbicide Applicator positions are not meeting the gender benchmark and are not on the 2020 & 2021 Priority Lists. The Automotive Technician is not meeting the gender benchmark and is listed on the 2020 & 2021 Priority Lists. LinkedIn.com and Indeed.com resume search were used to source potential candidates. Among other eligible candidates, one (1) female lead was contacted, applied, and was deemed eligible for the Automotive Technician position. An additional female applicant was deemed eligible to the Automotive Technician position.

The Engineering Aide position is not meeting the gender benchmark. The position is currently on the 2021 Priority List, but the budgeted vacancy is being converted to a different job class. The Senior Engineering Aide position was included on the 2020 & 2021 Priority List. However, for the Environmental Services Department recruitment efforts consisted of sharing the position with employees in the Engineering Aide and Skilled Laborer job classes. Additionally, recruitment efforts conducted were posting the position on AlabamaWorks!, utilizing resume search databases, and sharing the job with the Birmingham Chapter of the National Association of Women in Construction and several community colleges/universities.

The Skilled Laborer position is not meeting the gender benchmark. Targeted recruitment efforts were conducted in March of 2021 including: advertising through Urbanham.com (a web portal that provides entertainment and urban lifestyle information about social activities, events and people within the Greater Birmingham market) Jefferson County's social media outlets, OnBoard Birmingham, First Light Shelter and other various local businesses in the Jefferson County area, AlabamaWorks! and also sharing the opportunity with county employees and direct outreach to potential female leads. Thirty-two (32) were deemed eligible for the Skilled Laborer position. The secondary selection process for the Skilled Laborer position is scheduled in May of 2021.

The Heavy Equipment Operator and Construction Equipment Operator positions are not meeting the gender benchmark and are both on the 2020 & 2021 Priority Lists. The positions were shared with employees in feeder job classes, the National Association of Women in Construction (Birmingham Chapter), local churches, on Jefferson County social media outlets, virtual job fairs, and community organizations. A professional flyer was created with a female model within a similar profession. Human Resources emailed females working in the Truck Driver, Heavy Equipment Operator, and Construction Equipment Operator positions to learn how they became aware of the positions and to gather information regarding whether they belong to any trade affiliations as it related to their job. Two (2) responses were received, from this outreach, and one referral was received to the open position(s). Fourteen (14) females were deemed eligible for Heavy Equipment Operator, among other eligible candidates. Nineteen (19) females were deemed eligible for the Construction Equipment Operator position, among other eligible applicants. The Public Works Coordinator position is not meeting the gender benchmark and is not on the priority list. The County Manager 2021 Priority List notes indicate this position is being converted.

Divisions:

1. Highway Maintenance and Construction
2. Bessemer
3. Ketona
4. Shops
5. Traffic
6. Landfill - Inactive

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Graduate Engineering	Inactive						
Engineering Technician	Inactive						
Drafter			No (within 1 hire)	No (within 1 hire)		Position on 2020 & 2021 Priority Lists.	
Traffic Planning Technician	Not used in the County						
Traffic Control Technician			No	No		Position was listed on 2020 & 2021 Priority Lists. No targeted recruitment efforts conducted due to position not announcing.	
County Traffic Engineer			No (within 1 hire)	No (within 1 hire)		Position not listed on 2020 & 2021 Priority List	
Maintenance Mechanic	Not used in the County						
Automotive Mechanic	Automotive Technician		No	No			Position is currently open continuously;

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
						Recruitment conducted from 2020 & 2021 Priority List.	recruitment efforts completed.
Carpenter	Not used in the County						
Engineering Aide			No (within 1 hire)	No (within 1 hire)		Position listed on 2021 Priority List. No targeted recruitment efforts conducted.	No females hired
Senior Engineering Aide			No (within 1 hire)	No (within 1 hire)		Position is not listed on 2020 & 2021 Priority List for Env. Services department only.	
Skilled Laborer*			No	No		Recruitment was conducted from 2020 & 2021 Priority Lists.	Gen Svcs.: 2 Females hired. R&T: 1 Female hired. ESD: 1 Female hired
Heavy Equipment Operator		Used in Environmental Services	No (within 1 hire)	No		On 2020 & 2021 Priority Lists for R&T and Env. Services. Targeted recruitment efforts conducted.	No females hired
Construction Equipment Operator			No	No		On 2020 & 2021 Priority Lists. Targeted recruitment efforts conducted.	No females hired
Herbicide Applicator		Used in Roads & Transportation	No (within 1 hire)	No (within 1 hire)		Position not on 2020 & 2021 Priority List.	
Equipment Service Worker	Not used in the County						

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Public Works Coordinator			No (no incumbents)	No (no incumbents)		Position removed from 2021 Priority List. Per 2021 Priority List, position is being converted to Public Works Supervisor	On 2020 Priority List.

Group VI – Environmental Services Department

Justification :

The Sewer Video Specialist and Water Reclamation Facility (WRF) Supervisor positions are not meeting the gender benchmark and are on the 2021 Priority Lists. Recruitment will be conducted for both positions when jobs are announced. The Closed Circuit TV Technician position is not meeting the gender benchmark and is not on the 2020 & 2021 priority lists. However, the position is only one (1) hire away from meeting the gender benchmark. The Water Reclamation Facility Operator II, III, and IV positions are on the 2020 & 2021 Priority Lists and all are not meeting the gender benchmark. Ongoing recruitment efforts have been continuous to include the continuous execution of a 2-year apprenticeship program, advertisement through online publications, convention networking, and outreach to contact prospects, local high schools and colleges, businesses, and organizations.

The Water Reclamation Facility (WRF) Shift Supervisor, WRF Maintenance Worker, and Senior WRF Maintenance Worker positions are not meeting the gender benchmark and are on the 2020 & 2021 Priority Lists. Recruitment efforts for the WRF Shift Supervisor consisted of utilizing resume search databases and sharing the position with the Alabama Water Environment Association. The WRF Maintenance Worker and Senior WRF Maintenance Worker positions were shared with AIDT's Alabama Workforce Training Center's Workforce Development Training participants, instructors at Trenholm State Community College, and any referrals made. Online resume search databases were utilized for both positions. In addition, employees in the Skilled Laborer job class were emailed about the WRF Maintenance Worker position. Of the eligible candidates for Senior WRF Maintenance Worker position, two (2) were females. Of the eligible candidates for WRF Maintenance Worker position, four (4) were females.

Painter and Senior Services Inspector are not meeting the gender benchmark and are not on the 2020 & 2021 Priority Lists. Electrician position is not meeting the gender benchmark for General Services. Recruitment efforts from the County Manager's 2020 & 2021 Priority list for Electrician included creating a professional flyer with a female technical professional and posting it to the State of Alabama job board, various technical and community colleges, sharing the opportunity with organizations geared toward technical career programs, and promoting the position during a local (virtual) career fair and online talent search engines. Two (2) female leads were contacted through the online resume search. However, no response was received. The Engineering Aide position is not meeting the gender benchmark. The position is currently on the 2021 Priority List, but the budgeted vacancy is being converted to a different job class.

The Skilled Laborer position is not meeting the gender benchmark. Targeted recruitment efforts were conducted in March of 2021 including: advertising through Urbanham.com (a web portal that provides entertainment and urban lifestyle information about social activities, events and people within the Greater Birmingham market) Jefferson County's social media outlets, OnBoard Birmingham, First Light Shelter and other various local businesses in the Jefferson County area, AlabamaWorks! as well as sharing the opportunity with county employees and direct outreach to potential female leads. Thirty-two (32) females were deemed eligible for the Skilled Laborer position. The secondary selection process for the Skilled Laborer position is scheduled in May of 2021.

The Sewer Construction/Maintenance Supervisor job is not meeting the gender benchmark and was listed on the August 2020 Priority List. Previous recruitment conducted in November of 2019 consisted of posting to online career websites, advertisement and posting with local colleges and sharing position information with Water Environment organizations. The Sewer Video Supervisor is not meeting the gender benchmark and was on the August 2020 Priority List but is not on the 2021 Priority List and has no budgeted vacancies. The Sewer Video Specialist position is not meeting the gender benchmark and are on the 2021 Priority Lists. Recruitment will be conducted for both positions when jobs are announced. The Sewer Line Maintenance Inspector position is not meeting the gender benchmark and is on the 2020 & 2021 Priority Lists. Targeted recruitment will be conducted when the job is announced.

The Laborer II position was not meeting the gender benchmark in October of 2020 but is now meeting the gender benchmark. Recruitment efforts for a temporary Laborer position consisted of sharing the position on Jefferson County’s social media outlets, Jefferson State Satellite Career Center, various local housing authorities, local churches and community organizations, and Lawson State Community College and AlabamaWorks!. The Laborer III position is not meeting the gender benchmark and is on the 2020 & 2021 Priority Lists; targeted recruitment will be conducted when job is announced.

Divisions:

1. 8410 – Inactive (Former Division of Cooper Green’s County Nursing Home)
2. 8420 – Inactive (Former Division of Cooper Green’s County Nursing Home)
3. Sanitation/Sewer Plants – Restructured as Water Reclamation Facilities (WRF)
4. Barton Laboratory

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Graduate Engineer	Inactive						
Sewer Service Representative	Inactive						
Tap Machine Operator	Not used in the County						
Sewer Grout Specialist	Sewer Line Video Specialist to		No	No	Brookings Report	On 2021 Priority List.	Not on 2020 Priority List.

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
	Sewer Video Specialist				Reference : Septic Tank Servicers and Sewer Pipe Cleaners: Women (3.0%)		
Sewer Line – T.V. Equipment Technician	Closed Circuit TV Technician		No (within 1 hire)	No (within 1 hire)	Brookings Report Reference: Engineering Technicians, Except Drafters, All Other: Women (19.8%)	Not on 2020 & 2021 Priority List.	
Wastewater Treatment Plant Operator	WRF Operator I WRF Operator II WRF Operator III WRF Operator IV		No No No (within 1 hire) No	No No No No	Brookings Report reference: Wastewater Treatment Plant Operators: Women at 5.2%	On 2020 & Priority List. Continuous recruitment conducted.	Ongoing recruitment as necessary through apprenticeship, internship (WRF Operator I) online publications and convention networking.

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
WWTP Shift Supervisor	WRF Shift Supervisor		No	No	Brookings Report Reference: First-Line Supervisors of Production and Operating Workers: Women: 18.7%	On 2020 & 2021 Priority List. Recruitment was conducted from the 2020 Priority List.	
WWTP Supervisor	WRF Supervisor		No	No	Brookings Report Reference : First-Line Supervisors of Production and Operating Workers: Women: 18.7%	Position on 2021 Priority List. Targeted recruitment will be conducted.	Not on 2020 Priority List.
WWTP Maintenance Worker	WRF Maintenance Worker		No	No	Brookings Report Reference: Maintenance	Position on 2020 & 2021 Priority Lists. Targeted	

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
					e and Repair Workers, General: Women (3.0%)	recruitment conducted.	
Senior WWTP Maintenance Worker	Senior WRF Maintenance Worker		No	No	Brookings Report Reference: Maintenance and Repair Workers, General: Women (3.0%)	Position on 2020 & 2021 Priority Lists. Targeted recruitment conducted.	
Painter		Used in General Services	No	No (within 1 hire)		Not on 2020 & 2021 Priority Lists	Last recruitment efforts in 2017.
Electrician			No	No	Brookings Report Reference: Electrician: Women (3.0%)	Recruitment was conducted from 2020 & 2021 Priority Lists.	
Engineering Aide			No	No	Brookings Report Reference: Surveying and Mapping Technicians: Women (7.9%)	Position listed on 2021 Priority List for Roads & Transportation Department only.	No females hired

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Skilled Laborer			No	No	Brookings Report Reference: Construction Laborers: Women (3.5%)	Recruitment was conducted from 2020 & 2021 Priority Lists.	Gen Svcs.: 2 Females hired. R&T: 1 Female hired. ESD: 1 Female hired
Sewer Construction/Maintenance Supervisor			No	No	Brookings Report Reference: Construction Mgrs.: Women (7.5%)	On August 2020 Priority List. Recruitment was last conducted from the 2019 Priority List.	
Sewer Services Supervisor			No (within 1 hire)	No (within 1 hire)	Brookings Report Reference : First-Line Supervisors of Production and Operating Workers: Women (18.7%)	Not on 2020 & 2021 Priority Lists.	

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Environmental Lab Compliance Administrator			Yes	Yes			
Environmental Biologist		Used in Development Services	Yes	Yes			
Sewer Video Supervisor			No	No	Brookings Report Reference : First-Line Supervisors of Production and Operating Workers Women (18.7%	On 2020 Priority List. Targeted recruitment will be conducted if announced.	
Sewer Video Specialist			No	No	Brookings Report Reference : Septic Tank Servicers and Sewer Pipe	On 2021 Priority List. Targeted recruitment will be conducted.	Not on 2020 Priority List.

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 10/01/2020	Meeting Gender Benchmark 04/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
					Cleaners: Women (3.0%)		
Sewer Service Inspector	Sewer Line Maintenance Inspector		No	No	Brookings Report Reference : Construction and Building Inspectors: Women (6.4%)	Position on 2020 & 2021 Priority Lists. Targeted recruitment will be conducted if announced.	
Unclassified Laborer Positions	Laborer II Laborer III	Used in General Services	No No	Yes No	Brookings Report Reference: Laborers and Freight, Stock, and Material Movers, Hand (Women: 18.1%)	Position(s) on the 2020 & 2021 Priority Lists.	Laborer III: B'ham: 1 Male hired