

# SEMI-ANNUAL METRIC REPORT

Jefferson County Commission

April 1, 2020 – September 30, 2020

Program Implementation/Review

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

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

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

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

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

The purpose of the Semi-Annual Report is to document changes in Jefferson County's workforce over the preceding six-month period (the six months beginning April 1, 2020 through September 30, 2020) 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 CEIO will design and initiate communications to employees about the definition of equity and inclusion as well as promote equity and inclusion offerings to engage JCC employees with the office.*

In an on-going effort to adhere to the Consent Decree, EID ensures that notices providing the CEIO'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*

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

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

**For Race** - The most profound need 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, Development Services, Environmental Services, General Services, Information Services, Road & Transportation and Tax Assessor-Bessemer.

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

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

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 females 144 (94+50) hired than Whites and males 123 (38+85). There was a lower number of Blacks and females 134 (74+60) separated than Whites and males 161 (73+88).

During the current reporting period, there was a slightly lower number of Blacks and females 116 (74+42) hired than Whites and males 117 (42+75). There was a higher number of Blacks and females 215 (108+107) separated than Whites and males 164 (80+84).

Overall, there was a decrease 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 significant increase in the percentages of separations between Blacks and females during the current reporting period versus the previous reporting period. The increase in separations was the result of employees of Cooper Green *Mercy* Health Services transitioning under the University of Alabama at Birmingham in April 2020 in which Blacks and females represented over 80% of its workforce. These unusual 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 10/1/2019	Total Employees Hired: 10/1/2019 - 04/1/2020	Total Employees Separated: 10/1/2019 - 04/1/2020	Total Change: 10/1/2019 - 4/1/2020	Total Employees: As of 4/1/2020
<b>Blacks</b>	1376	94 (7%)	74 (5%)	20 (1%)	1396
<b>Females</b>	1079	50 (5%)	60 (6%)	-10 (-1%)	1069
<b>Whites</b>	1151	38 (3%)	73 (7%)	-35 (-3%)	1116
<b>Males</b>	1467	85 (6%)	88 (6%)	-3 (0%)	1464

Current Reporting Period	Total Employees: As of 4/1/2020	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 Employees: As of 10/1/2020
<b>Blacks</b>	1396	74 (5%)	108 (8%)	-34 (-2%)	1362
<b>Females</b>	1069	42 (4%)	107 (11%)	-65 (-6%)	1004
<b>Whites</b>	1116	42 (4%)	80 (7%)	-38 (-4%)	1078
<b>Males</b>	1464	75 (5%)	84 (6%)	-9 (-1%)	1455

- 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 around 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 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 is 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 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.

Human Resources will research appropriate steps to request an amendment to the current benchmark percentages for the Water Reclamation Facility Operators IIs, IIIs, and IVs jobs. These jobs require certifications and are held predominantly by Whites and males.

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** – Due to the COVID-19 pandemic, the third annual face-to-face veterans “Meet & Greet” was not scheduled. Rather than in-person recognition and events, the program members considered other methods by which to recognize veterans. Specifically, program members reached out to the County Manager’s Office to explore a new method of recognizing our Veterans. In celebration of Veteran’s Day, the County Manager’s Office recommended the solicitation of pictures from County employees and their family members to display outside the Jefferson County Commission Chambers for a Jefferson County Veterans salute. Next reporting cycle, an update of the celebration will be provided.

**Women in Non-Traditional Roles (WINTR)** – This reporting period, the WINTR Committee expanded its efforts regarding women in non-traditional roles or roles traditionally filled by men at Jefferson County Commission. Not only did the WINTR Committee solicit feedback from women at the County, but also from men who work alongside the women. As a result, WINTR surveys for women and men were administered and completed in September 2020. A survey was sent to one hundred and eighty (180) women who were identified as employees in non-traditional roles at Jefferson County Commission. Of this number, ninety-nine (99) women participated in the survey. The survey participation rate was 55%. The purpose of the survey was to gather data regarding workplace communication, work environment and any areas that may indicate potential equity and inclusion challenges.

Regarding the women’s survey, the fact that 85% of the women communicated they are satisfied working with Jefferson County Commission and 86% would recommend another female to work in their career field is a win! Over 75% of the women surveyed stated that communication within the team is working well. The areas that need priority attention are professional development activities, in that 78% of women stated that they needed professional development guidance. This is a great opportunity for the Equity & Inclusion Division (EID) to partner with the Learning & Organizational Development Division (LOD) to ensure that further access is provided to specifically identify developmental needs for these women. A professional development strategy will be created by

March 2021. Another area of concern is 43% of women surveyed stated that they did not receive a realistic vision of the work environment or position. It is noted that this higher than desired percentage may represent employees hired prior to the creation of the Strategic Relationship Management Division (SRM) in the Human Resources Department. Lastly, data reflected that 30% of the WINTR women survey participants stated they felt discriminated against. This provides a great opportunity to educate and conduct focus groups to identify problem areas.

A random sampling of fifty (50) men who work with women in these non-traditional roles were also provided the opportunity to speak. Of this number, twenty-two (22) men or 44% participated in the men's survey. The goal of this survey was to develop relevant initiatives, such as allow classified employees (including women) the opportunity to participate in the apprentice program; offer a Job Shadowing Program for women interested in learning more about careers in non-traditional jobs; and develop a WINTR Group to serve as a coaching initiative to increase upward mobility and retention for women at the County.

In general, the results of the men's survey were favorable. Some men revealed that they have had good experiences working in teams with women and were trained by women. Additionally, in more technical fields, surveyed men shared that women in their area provide good insight to technical and complex issues.

Additionally, men surveyed also communicated the need for effective communication training among men and women to promote greater respect in the workplace. The WINTR Committee supports the idea that communication training would be of great benefit to strengthen the teams. As such, it is the goal of the WINTR Committee to conduct focus groups in the future to capture more open-ended responses from the women.

The WINTR Committee appreciates all of those who participated in the surveys as this was an opportunity for employees to use their voice to promote/affect change. The results of the survey were shared with the WINTR survey participants, WINTR Committee members and participant department heads.

4. **Recruitment Strategies** - *Leverage affirmative action reports to provide advice and support within HR in order 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.

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

As of September 30, 2020, 1,944 County employees have completed the Understanding the Equity & Inclusion Rule training, which is 82% 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 and until September 10, 2020, employees have been provided the flexibility to complete the online training in light of the COVID-19 pandemic and a change in the County's operations, as well as afforded the convenience of completing the training from a remote location on any internet accessible device.

Additionally, as of August 31, 2020, Jefferson County Commission's new Learning Management System (LMS) went live and is now available to County employees. As such, the LMS, referred to as DevelopU, provides County employees a Learning Plan which includes the annually required Understanding the Equity and Inclusion Rule training. On September 10, 2020, via DevelopU, employees were communicated with regarding the availability of Understanding the Equity and Inclusion Rule training uploaded in the LMS and provided a deadline of December 31, 2020 to complete the training. Going forward, County employees will be communicated with through the DevelopU email in terms of training dates regarding the Understanding the Equity & Inclusion Rule training or other EID related training.

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.

6. **Leadership Initiatives** - *Develop and launch at least one leadership initiative prior to the next semi-annual report. The CEIO will address a key theme arising from the Climate and Culture Study: current perceptions of leadership within the County.*
  - Human Resources will continue to support supervisors in the County through coaching and training. As such, Human Resources will continue to offer supervisory and leadership training, as

well as Equity and Inclusion training. In response to COVID-19, the LOD team launched a training initiative, “Learning While Leading During Uncertainties,” which is a series of virtual training options offered to Jefferson County Commission supervisors and managers. The session encouraged leaders to maintain focus, continue development and lead courageously during unprecedented times. Human Resources plans to provide monthly virtual sessions for the remainder of the calendar year.

Understanding the Equity and Inclusion Rule will also continue to be offered to Jefferson County Commission employees through December 31, 2020. County employees can access the training via DevelopU, which is the Learning Management System (LMS) recently launched by Human Resources in August 2020. 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.

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

Human Resources will conduct the next Climate and Culture Survey in 2021.

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

The CEIO scheduled one-on-one meetings with the department heads in June and July 2020 to provide feedback on the previous benchmark results from the October 2019 – March 2020 Semi-Annual Metric Report. The department heads were asked to share information that may be helpful with improving their respective departmental benchmarks. Based on their feedback, EID highlighted the departmental internal equity and inclusion wins and the common threads of concerns.

## Coaching Overview

During this reporting period, many County Leaders expressed progress and wins in their respective departments. Most departments met the benchmarks and where there were shortcomings, department leaders expressed commitment to working with HR to improve benchmark numbers. It should be highlighted that many County department leaders are female and most of them hold non-traditional roles. Additionally, it was clearly communicated throughout the coaching sessions that HR Divisions are partnering with a number of County department leaders on various initiatives.

## Observed Wins and Initiatives

The Equity & Inclusion (EID) would like to recognize the following departments and leaders this reporting period:

- *Board of Equalization:* Black female on the Board of Equalization for first time in history.
- *Community Development:* Department consulted with LOD on employee development, which included helping supervisors develop effective roadmaps and WE sheets, setting clear performance expectations, and career planning with employees for more meaningful performance evaluations. Special attention was given to helping supervisors utilize the job analysis information provided for roadmaps and WE sheets as a way to stay within the scope of the positions they supervised. The partnership was beneficial and worked well for the Department.
- *Environmental Services:* Progress was achieved in the Sewer Maintenance positions. Females are being promoted from the Skilled Laborer pool and this classification is proving to be very instrumental in pipelining females and Blacks in positions that are not meeting the benchmarks. In addition, the department is collaborating with Strategic Relationship Management (SRM) and LOD to launch an Electrical Apprenticeship Program.
- *Probate:* For the first time in County history, African American females hold key leadership positions.
- *Revenue:* Positions traditionally filled by males, such as Auditor and Senior Accountant, are now held by females. In addition, targeted recruitment of females for the Deputy Director of Revenue position will be coordinated by SRM.

- *Youth Detention Center:* EID and the Youth Detention Center leaders have developed a strong partnership and minimum assistance is required from EID to handle the day to day workplace concerns.

### **Common Threads of Concern**

During the coaching meetings, department leaders raised common concerns that dealt with recruiting efforts related to feeder programs, HR onboarding, selection, internal training programs to create alternate career paths for employees, and post Consent Decree efforts. The Strategic Relationship Management Division (SRM) also attended some of the coaching meetings to obtain firsthand knowledge of some of the strengths and opportunities County departments face.

The following is an overview of the topics raised by department leaders.

- *General Services:* Department seeks to utilize staff to begin an internal training program to allow them to locate trained employees. Skilled Laborers would be trained on various areas of crafts, such as plumbing, carpentry, dry wall, etc., to increase their knowledge of these jobs.
- *Development Services:* 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. It is challenging for the department to recruit minorities possessing craft skill sets.
- *Environmental Services:* Viable pipeline is needed for females and Blacks in the labor pool being promoted into Skilled Laborer and supervisory positions.
- *Family Court:* Department Director expressed a concern with the disparity of males versus females in certain positions and asked if this will be addressed going forward. The department also inquired about post Consent Decree efforts and asked if true equity for all protected classes will be a focus. For example, recruit for more males.
- *Finance:* Department would like to see more efficient onboarding process and would like to be more involved in the testing process when filling a position and provide information on needed skills that should be considered when selecting candidates. In addition, department would like to have a dedicated Training & Organizational Development Advisor to assist in the daily performance issues and inter-departmental performance initiatives to hold employees more accountable for their work and behavior.

- *Information Services & Technology:* Department inquired about challenges related to STEM qualifications and limited control in hiring process.
- *Revenue:* Department would like to see expanding recruiting efforts to hire more males in the Accounting Assistant II role.
- *Roads & Transportation:* Department inquired about an apprenticeship program to create a Skilled Laborer feeder pool.
- *Youth Detention Center:* Department would like to see expanding recruiting efforts of the Juvenile Detention Officer to include a physical fitness component. In addition, the department inquired about true accountability of existing diversity, as well as increased diversity post Consent Decree.

**Alternative Benchmark Resources**

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. Therefore, EID, SRM, and Employee Selection will partner and develop additional strategies to address the individual jobs not meeting benchmarks.

Below are detailed summaries of the feedback received from the Departmental Coaching meetings held June 16, 2020 through July 7, 2020, which include alternative benchmark resources provided by departments.

**BOARD OF EQUALIZATION**

Feedback	Wins & Initiatives	Alternative Benchmark Data and Resources
Cultural shift is progressing steadily  Staff is crossing and gaining an overall familiarization with other jobs within the department	Black female on the board for the first time in history  Clerks cross train with appraisers which allows them to develop skills that will posture them to competitively compete for promotional opportunities	Overall Benchmarks are met for Race and Gender.  Certifications/license(s) required: - Senior Property Appraiser - Senior Appraisal Analyst - Appraisal Supervisor



Feedback	Wins & Initiatives	Alternative Benchmark Data and Resources
	<p>Many employees in the clerical positions are Blacks and women</p> <p>There exist internal promotions for Blacks and women</p>	<p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> <li>- Senior Property Appraiser</li> <li>- Senior Property Analyst</li> </ul> <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> <li>- Alabama Real Estate Appraisal Board</li> <li>- American Society of Appraisers</li> <li>- Appraisal Institute.org</li> </ul>

**COMMUNITY DEVELOPMENT**

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>No apparent problems</p> <p>Department has hired three (3) minorities (Senior Accountant and Administrative Clerk) that will show on the next semi-annual report</p> <p>Certifications and Premium Pay</p> <ul style="list-style-type: none"> <li>- Department has utilized premium pay to reward employees who have received certifications relevant to their jobs. The Director feels that this is plus.</li> <li>- Director has worked with HR and has been successful in getting premium pay for staff</li> <li>- Director states that he will continue to look for ways to advance employees.</li> <li>- CEIO advised Director that the premium pay process is being reviewed to make the process more efficient and to reduce the time to process and approve requests.</li> </ul> <p>COVID-19 and Remote Schedules</p>	<p>Community Development and LOD Performance Partnership</p> <ul style="list-style-type: none"> <li>- Department consulted with LOD regarding employee development initiative.</li> </ul> <p>Certifications and Premium Pay</p> <ul style="list-style-type: none"> <li>- Department has utilized premium pay to reward employees that have received certifications relevant to their jobs.</li> <li>- The Director feels that this is positive</li> <li>- Director has worked with Employee Services and has been successful in getting premium pay for staff</li> <li>- Director states that he will continue to look for ways to advance employees</li> <li>- CEIO advised Director that premium pay process is being evaluated to ensure more process efficiency</li> </ul>	<p>Overall Benchmarks are met for Race but not for Gender.</p> <p>Certifications/license(s) required to bolster recruiting for candidates beyond the minimum required skills:</p> <ul style="list-style-type: none"> <li>- Senior Housing Rehabilitation Specialist</li> <li>- Principal Housing Rehabilitation Specialist</li> <li>- Senior Grants Manager Coordinator</li> </ul> <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> <li>- HAVAC Alabama State License</li> <li>- Certified Housing Rehabilitation Inspector</li> <li>- National Development Council (NDC)</li> </ul> <p>Director stated that employee who possess the aforementioned certifications/licenses can be</p>

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<ul style="list-style-type: none"> <li>- Remote work schedules have worked fine</li> <li>- Scheduling has been done to maintain social distancing</li> <li>- With scheduling and COVID-19 concerns, the Department has moved on with major projects (private wells and building storm shelters) with no problems</li> <li>- Working is continuing. Grants are being funded</li> <li>- During this time, the Department has partnered with UAB to secure a 2-million-dollar grant</li> <li>- Department is managing a \$200,000 grant with Sheriff's Department and Jefferson County District Attorney</li> <li>- Department is managing \$500,000 grant for food and bill payment for Jefferson County citizens</li> <li>- Homeless, Medical, Shelter, and Sanitation needs</li> </ul> <p>Community Development will be facing the retirement of some employees</p> <ul style="list-style-type: none"> <li>- Department will utilize overstrength to cover those employees who are retiring</li> </ul> <p>Department is working with LOD on "Performance Standards"</p>		<p>offered premium pay and certifications and will be added to knowledge needed for newly hired candidates coming in the door</p>

**DEVELOPMENT SERVICES**

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<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>The recruitment process is lengthy and most of the hires are not females or Blacks</p> <p>Development Services is working closely with industry professionals and</p>	<p>The Director of the department is a female</p> <p>Director's goal is to eventually establish an apprentice program</p> <p>There are more females entering in zoning and planning positions</p> <p>The department is building relationships with local trade schools</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"> <li>- Electrical Inspector</li> <li>- PGM Inspector</li> <li>- Chief PGM Inspector</li> <li>- Chief Electrical Inspector</li> <li>- Chief Civil Engineer</li> <li>- Chief Building Inspector</li> </ul>

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>schools that train the crafts. SRM is focusing on targeting recruitment for these positions</p> <p>Challenging for department to recruit minorities with craft skill sets</p> <p>A pipeline does not exist for a person to come in and advance to become an Electrician or Plumber</p>		<ul style="list-style-type: none"> <li>- Director of Development Services</li> <li>- Landscape Architect</li> <li>- Building Inspector Services Manager</li> </ul> <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> <li>- Building Inspector Services Manager</li> <li>- Landscape Architect</li> <li>- Building Inspector</li> <li>- Chief Electrical Inspector</li> <li>- PGM Inspector</li> <li>- Principal Engineering Construction Inspector</li> <li>- Electrical Inspector</li> </ul> <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> <li>- International Code Council</li> <li>- National Protection Association</li> <li>- American Planning Association for the American Institute of Certified Planners</li> <li>- State of Alabama Plumbers and Gas Fitters Examining Board</li> <li>- State of Alabama Electrical Contractors Board</li> <li>- Alabama Board of Examiners of Landscape Architects</li> </ul>

**DISTRICT ATTORNEY’S OFFICE - Bessemer and Birmingham**

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Expressed concern with an employee being captured as a District Attorney Investigator. However, during the coaching meeting, the concern was resolved as EID verified the job class and reporting of the employee</p>	<p>None</p>	<p>Overall Benchmarks are met for Race and Gender.</p> <p>No Alternative Benchmarks were provided</p>

## ENVIRONMENTAL SERVICES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department would like to see an Electrical Apprentice Program similar to the Water Reclamation Apprentice Initiative</p> <p>Progress was noted in the Sewer Maintenance positions. Females are being promoted from the Skilled Laborer pool. This classification is proving to be very instrumental in pipelining females and Blacks in positions that are not meeting the benchmarks</p> <p>Industry wide there is a shortage of applicants that can fill the Water Reclamation positions as well as crafts positions</p> <p>SRM will continue to focus on the recruiting Blacks and females in those identified areas</p> <p>Viable pipeline where females and Blacks in the labor pool being promoted into Skilled Laborer and supervisory positions</p>	<p>Wastewater Reclamation Apprentice Program</p> <p>Female executive (Deputy Director) in ESD</p> <p>There is an increase in females entering nontraditional roles, such as Truck Driver, Skilled Laborer Supervisor and Engineering Inspector</p> <p>Department is coordinating with SRM and LOD to launch an Electrical Apprentice Program</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"> <li>- Chief Civil Engineer</li> <li>- Deputy Director Environmental Services Department I</li> <li>- Deputy Director Environmental Services Department II</li> <li>- Deputy Director of Environmental Services</li> <li>- Director of Environmental Services</li> <li>- Electrician</li> <li>- Senior Civil Engineer</li> <li>- Sewer Maintenance Superintendent</li> <li>- WRF Manager</li> <li>- WRF Operator - Grade II</li> <li>- WRF Operator - Grade III</li> <li>- WRF Operator IV</li> <li>- WRF Shift Supervisor</li> <li>- WRF Superintendent</li> <li>- WRF Supervisor</li> </ul> <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> <li>- Chief Civil Engineer</li> <li>- Chief of Party</li> <li>- Closed Circuit TV Technician</li> <li>- Construction Equipment Operator</li> <li>- Construction Supervisor</li> <li>- Deputy Director Environmental Services Department I</li> <li>- Deputy Director Environmental Services Department II</li> <li>- Deputy Director of Environmental Services</li> <li>- Director of Environmental Services</li> <li>- Drafter</li> <li>- Electrician</li> <li>- Electronics Technician</li> <li>- Engineering Inspector</li> <li>- G.I.S. Database Supervisor</li> <li>- G.I.S. Specialist</li> <li>- Network Systems Administrator I</li> </ul>

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
		<ul style="list-style-type: none"> <li>-Network Systems Administrator II</li> <li>- Plans Examiner</li> <li>- Principal Engineering Construction Inspector</li> <li>- Principal Engineering Land Survey Inspector</li> <li>- Public Works Supervisor (Construction or Sanitation)</li> <li>- Senior Civil Engineer</li> <li>- Senior Engineering Inspector</li> <li>- Senior Water Pollution Control Technician</li> <li>- Senior WRF Maintenance Worker</li> <li>- Sewer Construction/Maintenance Supervisor</li> <li>- Sewer Grease &amp; Oil Inspector</li> <li>- Sewer Line Maintenance Inspector</li> <li>- Sewer Maintenance Superintendent</li> <li>- Sewer Video Operations Supervisor</li> <li>- Systems Analyst</li> <li>- Water Pollution Control Technician</li> <li>- WRF Manager</li> <li>- WRF Operator - Grade II</li> <li>- WRF Operator - Grade III</li> <li>- WRF Operator IV</li> <li>- WRF Shift Supervisor</li> <li>- WRF Superintendent</li> <li>- WRF Supervisor</li> </ul> <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> <li>- Brookings Institute</li> </ul>

**FAMILY COURT**

<b>Feedback</b>	<b>Wins &amp; Initiatives</b>	<b>Alternative Benchmarks Data &amp; Resources</b>
<p>Department Director expressed the concern with the disparity of males versus females in certain positions and asked if that will be addressed at any time</p> <p>Department Director inquired about the conclusion of the Consent Decree - No set date in the conclusion of the Consent Decree</p> <p>COVID-19 has caused some delay in services</p> <p>Reporting period performance-(1) Department currently meeting benchmarks (2) Retention rate is good and (3) EID will continue to work with HR on recruiting challenges</p> <p>Family Court and COVID-19 operations have caused business to slow down some and created case backlog</p>	<p>None</p>	<p>Overall Benchmarks are met for Race and Gender.</p> <p>No alternative Benchmark resources were provided</p> <p>The only job title not meeting benchmark was Accountant</p> <p>Finance would be a better source for benchmark data</p>

**FINANCE**

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>CFO acknowledged challenges in her transition into the CFO role</p> <ul style="list-style-type: none"> <li>- Employees being more accountable for work</li> <li>- Balancing day to day operational concerns with overseeing entire Department</li> <li>- CFO acknowledged having to deal with employee problems rather than true CFO work tasks</li> </ul> <p><b>EID ACTION ITEM:</b> CEIO executive coaching with CFO during transition period and EID Business Partner consultation with Finance Supervisors on addressing day to day EID concerns</p> <p>CFO would like to be more involved in the testing process when filling position by doing the following.</p> <p>Provide more information on needed skills that should be considered when selecting candidates</p> <p>Increase involvement with screening, if possible</p> <p>Expressed that currently, we are hiring employees who lack financial accounting skills/experience and have too many disciplinary issues for employees at this level</p> <p>Departmental Functions and COVID-19</p> <ul style="list-style-type: none"> <li>- Department has had concerns with scheduling as it relates to employees who are reporting to the office and those who are teleworking</li> <li>- Department would like to have a dedicated HR Training &amp; Organizational Development Advisor to assist in the day to day performance issues and interdepartmental performance initiatives to hold employees more accountable for their work and behavior</li> <li>- CFO advised that she has observed the hands-on effect</li> </ul>	<p>Black female Chief Financial Officer promoted internally this reporting period</p>	<p>Overall Benchmarks are met for Race and Gender.</p> <p>No alternative Benchmark resources were provided</p>

**GENERAL SERVICES**

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department would like to see staffing increase to around 275 employees. Department is currently at 188 employees. Department would like to staff up to increase mentorship and feeder groups into the crafts area.</p> <p>Companies in the maintenance industry are going to in-house training to develop talent. General Services is currently lacking the positions in the Laborer classification to implement a training path into the Skilled Laborer classification</p> <p>General Services would use the increase staff to begin an internal training program that will allow them to find trained employees. Skilled Laborers would be trained on various areas of crafts (plumbing, carpentry, dry wall, etc.,) to increase their knowledge of these jobs</p> <p>General Services has completed a training simulation for Craft positions and would like to increase staffing and create mentorships to increase diversity</p> <p>Positions were not approved. General Services asked for 20 Skilled Laborers to get the program started</p> <p>Due to COVID-19 and the cost to fund the in-house training initiative is halted            - General Services Director will discuss with his management team about departmental feedback regard the selection criteria for the Maintenance Repair Worker job class and follow up with HR</p> <p>Department struggles to assist top performers vs. nonperformers - (Reward vs. being perceived as being unfair)</p>	<p>None</p>	<p>Overall Benchmarks are met for Race but not for Gender.</p> <p>No alternative Benchmark resources were provided</p> <p>Certifications/license(s) required and possible industry related data:            - Electronics Technicians, Plumbers,            - HVAC Workers (Refrigerant Certification, Associate Degree)            - Welder (Entry level Certification)</p> <p>Department would like to see these items become a part of the selection and recruiting process</p> <p>Recruiting requirements are so low that the department would like to see advanced efforts in recruiting</p>



Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department has a lot of workers with potential in Skilled Laborer pool</p> <ul style="list-style-type: none"> <li>- Great work ethic, desire, attitude</li> <li>- No current method to reward those individuals with those traits</li> <li>- Department would like to reward those individuals for their work contribution while not being viewed as being unfair to nonperformers</li> </ul> <p>Other Discussion Topics</p> <ul style="list-style-type: none"> <li>- Security becoming a stand-alone department. Subsequently, the new department went into effect on October 1, 2020.</li> </ul>		

**HUMAN RESOURCES**

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Almost 80% of HR employees are Black</p> <ul style="list-style-type: none"> <li>- Increase diversity within the Department</li> <li>- The only area noted with a diversity recruitment challenge was the Selection Division/Assessment &amp; Development Specialist position</li> <li>- Challenge in recruitment for selection and assessment area</li> <li>- EID will continue to work on Post Consent Decree</li> </ul>	<p>Continue to build relationships with colleges and universities</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"> <li>- Society for Human Resource Management</li> <li>- Society for Industrial and Organizational Psychology</li> </ul>

## INFORMATION SERVICES & TECHNOLOGY

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department inquired about challenges related to STEM qualifications and limited control in hiring process. CIO advised to continue to work closely with SRM to identify recruiting needs for positions not meeting the race and gender benchmarks. CIO confirmed commitment to working with HR to improve benchmarks numbers</p>	<p>Certification and industry data initiative to validate representation of female/minority related recruiting concerns</p> <p>EID initiative for department to identify job classes within their department that are male dominated, and certifications required</p> <p>IT and SRM post Consent Decree collaboration to increase diversity</p> <p>Relative benchmark programs to reach out to local colleges and universities</p> <ul style="list-style-type: none"> <li>- CIO will continue to work with EID and SRM to advance diversity and inclusion</li> <li>- Department has a positive relationship with EID Business Partners</li> </ul>	<p>Overall Benchmarks are not met for Race and Gender.</p> <p>No alternative Benchmark resources were provided</p>

## PROBATE COURT

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Concern was raised regarding the Pipeline by Race and Gender. These charts depict demographics of supervisors at each level. Level 1-Entry Level, 2-Mid-Level (no employees were listed in that category). Manager perceives that Principal Court should be listed as Level 2</p> <p>Overall Benchmarks are met</p> <p>Leadership transition is occurring in leadership and monitoring of the culture will continue</p>	<p>African American females for the first time historical in key leadership positions</p>	<p>Overall Benchmarks are met for Race and Gender.</p> <p>Certifications/license(s) required for:</p> <ul style="list-style-type: none"> <li>- Accountant Series</li> <li>- Mental Health Coordinator</li> <li>- Confidential Judicial Assistant (licensed to practice law)</li> </ul> <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> <li>- Confidential Judicial Assistant</li> <li>- Deputy Probate Judge</li> </ul>

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
		<ul style="list-style-type: none"> <li>- Principal Accountant</li> <li>- Senior Accountant</li> <li>- Accountant</li> <li>- Mental Health Coordinator- Probate Court</li> </ul> <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> <li>- National Association of Probate Judges</li> <li>- Alabama Association of Probate Judges</li> </ul>

**REVENUE**

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department would like to see expanding recruiting efforts to hire more males as Accounting Assistant II. Minimum assistance needed from EID to address day to day workplace concerns</p> <p>Department advised of job class certification and industry data initiative to validate representation of female/minority related recruiting concerns:</p> <ul style="list-style-type: none"> <li>- EID initiative for department to identify job classes within their department that may be beneficial</li> <li>- Future expansion of ethnic groups in reporting</li> <li>- True accountability of existing diversity</li> <li>- Continually increase diversity</li> </ul> <p>Females are primarily in lower classes. However, there is a viable pipeline for advancement opportunities for females</p>	<p>Areas traditionally filled by males, such as Auditor and Senior Accountant are now held by females</p> <p>Targeted recruitment to recruit females for the vacant Deputy Director of Revenue position is planned</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>Department Director expressed interested in developing in-house training to create alternate paths for certain job classes are feeder groups. Employees in those job classes can obtain valuable work experiences that will aid in their ability to feed into higher positions</p> <ul style="list-style-type: none"> <li>- Creation of apprenticeship programs to create skilled feeder pool</li> <li>- Are there such jobs that feed into other job classes?</li> </ul> <p>Term Report/Terminations</p> <ul style="list-style-type: none"> <li>- Roads &amp; Transportation would like for the County Manager, Legal, and HR to ensure that rehire eligibility status for employees who are given the opportunity to voluntarily resign in lieu of termination are properly coded in Kronos, so they are not rehired in a short period of time</li> <li>- Not being able to do this at the Department level has caused some employees to be rehired and the same disciplinary issues arise in other areas/department</li> <li>- Termination codes are not being changed for termination for cause</li> <li>- <b>CEIO Action Item:</b> CEIO to inquire about whether a code/notation can be created to keep employees from being rehired</li> </ul>	<p>None</p>	<p>Overall Benchmarks are met for Race but not for Gender.</p> <p>No alternative Benchmark resources were provided</p>

**TAX ASSESSOR’S OFFICE – Birmingham and Bessemer**

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Retention rate is good</p> <p>GIS positions now have females and Blacks</p> <p>There is a challenge in recruiting for GIS technical positions</p>	<p>Executive positions historically held by White males are now held by a Black male and Black female</p> <p>Chief Property Appraiser positions historically held by White males are now held by a Black male and Black female</p> <p>More females are being promoted into the GIS Technician positions through internal promotions</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"> <li>- Senior Personal Property Appraiser</li> </ul> <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> <li>- Alabama Association of Assessing Officials</li> <li>- Auburn University Governmental Institute</li> </ul>

**TAX COLLECTOR’S OFFICE – Birmingham and Bessemer**

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Retention efforts for Senior Tax Agent. However, there was only one Senior Tax Agent and she retired.</p>	<p>None</p>	<p>Overall Benchmarks are met for Race and Gender.</p> <p>No alternative Benchmark resources were provided</p>

**YOUTH DETENTION CENTER**

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department would like to see expanding recruiting efforts of the Juvenile Detention Officer to include a physical fitness component</p> <p>Industry wide physical fitness is needed by JDO to handle residents</p> <p>Youth Detention would like to see an increased effort in psychological testing for JDOs</p>	<p>EID Youth Detention Partnership</p> <ul style="list-style-type: none"> <li>- Minimum assistance needed from EID to address day to day workplace concerns</li> <li>- Stable behavioral concerns</li> </ul> <p>Certification and industry data initiative to validate representation of female/minority related recruiting concerns</p>	<p>Overall Benchmarks are met for Race but not for Gender.</p> <p>Other than census data, these organizations/resources are ideal to reference data or industry standards for female JDOs and Senior JDOs:</p> <ul style="list-style-type: none"> <li>- American Correctional Association (ACA)</li> </ul>

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<ul style="list-style-type: none"> <li>- Psychological testing is done industry wide</li> <li>- Psychological testing will help in having a more well-rounded candidate</li> <li>- Would like to follow the industry standard of recruiting JDOs</li> </ul> <p>Workforce Department Positives</p> <ul style="list-style-type: none"> <li>- Overhaul of Youth Detention Center has seen positive workforce changes</li> <li>- Great work ethic, desire, attitude of new staff</li> <li>- Communication between management and staff has been excellent</li> <li>- Minimum assistance has been needed for EID to address day to day workplace concerns</li> <li>- Stable behavioral concerns</li> </ul> <p>Other Discussion Topics</p> <p>Department advised of female representation of new hires</p> <p>JDO is a predominantly male dominated position</p> <p>Department was advised to job class certification and industry data initiative to validate representation of female/minority related recruiting concerns</p> <ul style="list-style-type: none"> <li>- EID initiative foe department to identify job classes within their department that may benefit</li> <li>- Future expansion of ethnic groups in reporting</li> </ul> <p>True accountability of existing diversity</p> <p>Continuously increase diversity</p>	<ul style="list-style-type: none"> <li>- EID initiative to identify job classes within their department that may benefit</li> <li>- Future expansion of ethnic groups in reporting</li> <li>- True accountability of existing diversity</li> <li>- Continuously increase diversity</li> </ul>	<ul style="list-style-type: none"> <li>- National Institute of Corrections (NIC)</li> <li>- Bureau of Justice Assistance (BJA)</li> </ul>

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

There was a total of fourteen (14) discrimination complaints filed and/or opened during this reporting period. Section II. K 33(g) of the Consent Decree requires the CEIO to report investigation findings. Of those, there were three (3) with insufficient information, eight (8) under investigation and three (3) closed with No Cause determination.

The Equity & Inclusion Division handled one hundred and thirty-four (134) employee relations consultations and requests for advice from supervisors and managers for a variety of issues including:

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

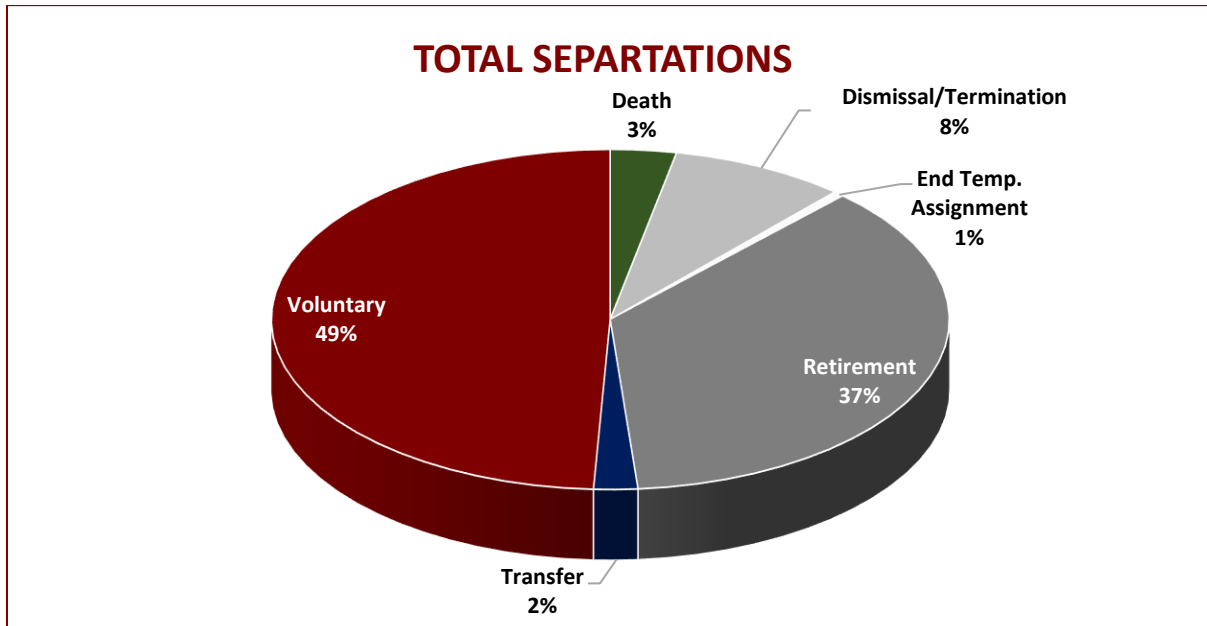
The Equity & Inclusion Division representatives also attended thirty-six (36) disciplinary hearings during the reporting period.

## **Separations**

During this reporting period there were a total of one hundred and ninety-one (191) separations: seventy (70) or 37% Retirements [22 of which were sick leave retirement credits], six (6) or 3% Deaths, ninety-four (94) or 49 % Voluntary Separations, one (1) or 1% End Temporary Assignments, four (4) or 2% Transfers and sixteen (16) or 8% Dismissals, as noted in Figure 2.

Of note, during this reporting period, there is an overall decline in the total number of County employees due to the transition of Cooper Green *Mercy* Health Services to a health authority under the University of Alabama at Birmingham (UAB) in April 2020.

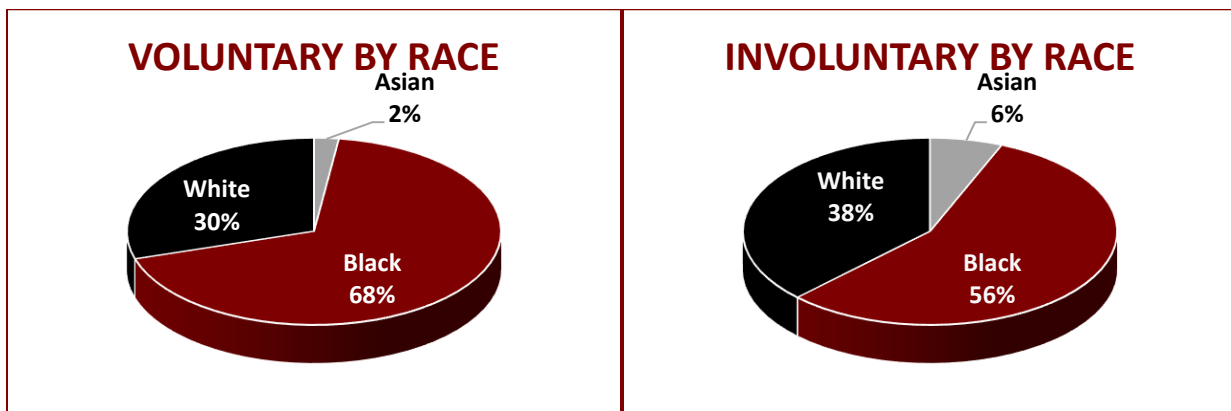
Figure 2. Total Separations



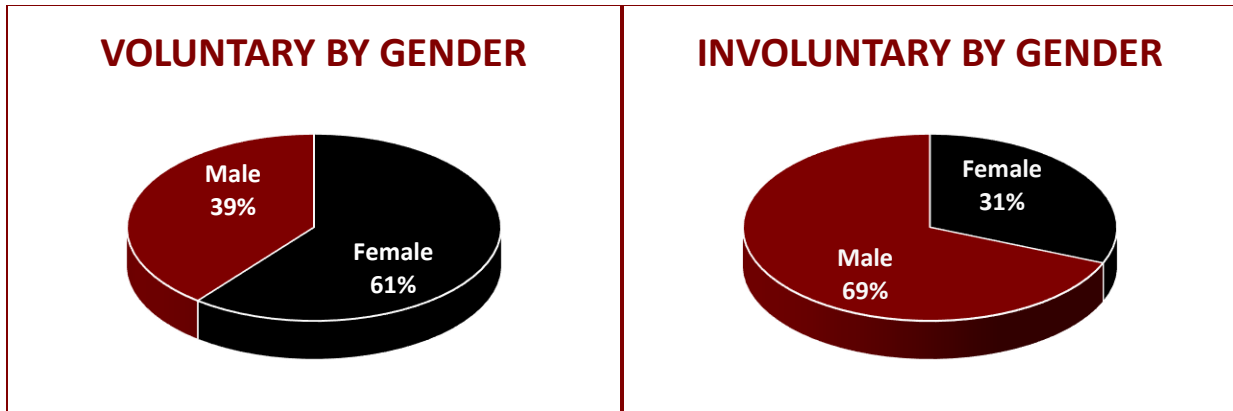
Of the total separations, there were one hundred and eight (108) or 57% Blacks, eighty (80) or 42% Whites, and three (3) or 2% Asian.

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 (68%) voluntarily left the County than Whites (30%), while 56% of Blacks and 38% of Whites involuntarily left. In addition, males (69%) were involuntarily dismissed from the County at a higher rate than females (31%). Lastly, females (61%) were voluntarily dismissed from the County at a greater percentage than males (39%).

Figure 3. Separations by Race and Gender







### Exit Interviews/Questionnaires

Of the one-hundred and ninety-one (191) separations during this reporting period, Human Resources' EID was notified of only fifteen (15) employees (less than 10%) prior to the employees' departure and nine (9) accepted the invitation for an exit interview. The main reasons provided for departing from the County were due to lack of career advancement, flexibility, work/life balance, and leadership. 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 will be required to report anticipated separations to EID immediately upon the employee's notification. To assist with this matter, EID created an Exit Interview Process Rule, which is currently under review. If 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 a recruitment summary for those jobs recruited for since around August 2019. The Strategic Relationship Management (SRM) Division plans to continue to document all recruiting efforts for jobs which are directly recruited for in the upcoming reporting period.

The SRM Division received the metric coaching session reports from the Equity & Inclusion Division (EID) that consisted of suggestions from Department Leaders regarding finding alternative resources from their

respective industries that may be ideal benchmark data and identifying jobs that require as a minimum requirement a certification or license which tend to be held by disproportionate numbers of Whites and males. Some departments responded to the requests. The SRM Division assisted EID with this effort by beginning 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). First, SRM cross referenced and verified which job classes require certifications or licenses with the Personnel Board of Jefferson County's job descriptions minimum requirements and identified the name of the certification/license required for those job classes not meeting race and/or gender benchmarks. The SRM Division will analyze this information in the upcoming reporting period which may be utilized as possible recruitment resources and partner with the Learning and Organizational Development (LOD) Division to collaborate and meet with those departments not meeting the overall labor benchmarks to address discrepancies. The SRM and LOD divisions will offer suggestions in strategizing recruitment and retention efforts in the upcoming reporting period.

The SRM also collaborated with EID in responding to various consent decree-related obligations, including paragraph 33F and Appendices A&B of the Consent Decree.

### **Executive Recruitment**

Human Resources planned for and began recruitment searches to identify leaders for several executive-exempt jobs through a variety of methods. Two (2) highly qualified candidates were identified for the Chief Financial Officer job, which ultimately was filled in May 2020 by an internal employee/applicant, Angela Dixon, a Black female.

The Deputy Director of Roads and Transportation announced April 29, 2020 and closed on June 14, 2020. Human Resources directly recruited two (2) out of the ten (10) candidates who were invited to participate in the assessment center. Sourcing activities during the announcement period included conducting direct outreach to potential prospects who possessed related experience for the position via LinkedIn and Indeed, posting the position to external online job boards and other social media outlets, and sharing position with niche organizations, such as the National Society of Black Engineers (NSBE), Society of Women Engineers (SWE) and National Society of Professional Engineers (NSPE). The Team directly recruited two (2) candidates who were invited to participate in the assessment center (2 White males). During integration, four (4) highly qualified candidates were identified, and the Human Resources Director made conditional offers of employment to two (2) of the highly qualified candidates -Dayla Baugh, a White

female who started her role in this position in September 2020 and Johnny Carr, a White male who started his role in this position in October 2020.

The Deputy Director of Finance job announced July 31, 2020 and closed August 22, 2020. Recruitment efforts included direct outreach to potential prospects via LinkedIn, posting the position to the Government Finance Officers Association online job board and sharing the position with area National Association of Black Accountants (NABA) chapters. Ten (10) candidates were selected to participate in the assessment center on September 15, 2020. The demographic breakdown is as follows: five (5) Black, two (2) White, one (1) Hispanic, one (1) Asian/Pacific Islander and one (1) non-disclosed; five (5) females, four (4) males, and one (1) non-disclosed. After the Deputy Director of Finance Integration, three (3) highly qualified candidates were identified.

The Deputy Chief Information Officer and IT Governance job announced August 10, 2020 and was scheduled to close September 13, 2020; however, the job announcement close date was extended to September 25, 2020 for additional recruitment. A draft recruitment plan was completed in May 2020 and Human Resources executed several recruitment activities. As of the September 25, 2020 close date, twenty-six (26) applications were received. The demographic breakdown is as follows: six (6) Black, twelve (12) White, four (4) Asian/Pacific Islander, one (1) Hispanic, and three (3) non-disclosed; one (1) female, twenty-three (23) males, and two (2) non-disclosed. Of the twenty-six (26) applicants who applied for the job, eleven (11) candidates were selected to participate in the assessment center on October 20, 2020. Two (2) Black, five (5) White, one (1) Hispanic, one (1) Asian/Pacific Islander and two (2) non-disclosed; one (1) female, eight (8) males, and two (2) non-disclosed. Because there were five (5) candidates who declined participation, two alternate candidates were invited (both White males). Of those selected to participate in the assessment center, SRM directly sourced and recruited a non-disclosed male. Three highly qualified candidates were identified during Integration on October 30, 2020.

The Chief Compliance Officer position announced September 2, 2020 and the Deputy Director of Revenue job announced September 18, 2020. Human Resources began recruitment for both jobs during the reporting period. Twelve (12) candidates were deemed eligible for the Chief Compliance Officer position. The demographic breakdown is as follows: seven (7) Blacks, three (3) Whites, and two (2) non-disclosed; nine (9) females, two (2) males, and one (1) non-disclosed. On November 11, 2020, eight (8) out of the twelve (12) candidates who were invited for the modified assessment participated – demographics include: five (5) Blacks, one (1) White and one (1) non-disclosed; seven (7) females and one (1) male.

### **Water Reclamation Facility Recruitment Initiatives**

Human Resources 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. Recruitment efforts included sharing all three (3) jobs with and requesting referrals from the Director of Continuing Education and Outreach and Water Girl Consulting. Although no referrals were received from these sources, Human Resources continued to maintain them as resources. The Team researched the possibility of advertising Jefferson County Commission's water reclamation careers in the Fall Buyers Guide issue of Alabama/Mississippi Section of the American Water Works Association "Pipeline" publication. There were two (2) candidates deemed eligible for the WRF Operator IV job and one (1) candidate was deemed eligible for the WRF Operator III job by the Personnel Board of Jefferson County during the reporting period.

### **Water Reclamation High School Career Exploration and Internship Program**

Due to the uncertainties around COVID-19, the Water Reclamation High School Internship program was canceled for the 2020 school year. The internship program consists of high school seniors participating in many hands-on, in-person experiential activities that also requires staff supervision. The possible inability to properly socially distance was of concern and during the time of this decision, many staffing adjustments were made in the plants due to COVID related issues. Additionally, due to several school closings and online virtual learning, Human Resources thought it was in the best interest of students and employees to cancel the 2020 internship. Human Resources informed students and high school career tech instructors via phone calls and emails on April 13, 2020. Human Resources will plan for the Water Reclamation High School Internship program for the 2021 school year likely under new adaptations around COVID-19.

### **Targeted Recruitment Efforts**

Due to COVID-19 uncertainties, many jobs were placed on hold for recruitment during the beginning reporting period. The County Manager Hiring Priority List and memo were shared with department heads on July 27, 2020 and published in the August 14, 2020 Monthly Report. The Strategic Relationship Management Division leveraged 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.

## **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:

- Connected with Workfaith Birmingham to inquire about virtual opportunities, such as virtual job fairs or virtual resume writing classes. As a result, Workfaith Birmingham collaborated with several partners (District Attorney's office, Urban League, and other organizations) to sponsor a virtual job fair scheduled for May 15, 2020. One hundred and twenty-six (126) job seekers signed up to attend and thirty-six (36) job seekers participated in the virtual job fair. Provided an overview of the County's careers and where to submit applications.
- Invited to host a workshop via Zoom for a student-led organization PRCA/PRSSA (Public Relations Council of Alabama and Public Relations Student Society of America) at the University of Alabama at Birmingham, focusing on the topic Crisis Communication. Tips for keeping potential employers engaged during this time were also discussed as both students are nearing graduation.
- Spoke with Jefferson State Community College's Career Center Specialist about future opportunities to assist in offering career development resources for their student.
- Maintained the partnership with Workfaith Birmingham. Reviewed new online job connection portal for Workfaith Birmingham and gave feedback to its usability.
- Participated in a virtual panel discussion held by the University of Alabama at Birmingham's Career Services team titled "Interview Skills: Telling your Story". During this panel, a variety of topics were discussed including internships, resumes, job searching, interviewing, and ways to prepare during a pandemic. Twenty-five (25) students attended this virtual meeting.
- Participated in a virtual Healthcare Management Internship Panel led by the University of Alabama at Birmingham's Career Services Department. This course consisted of senior level students taking their last class for their graduating semester. During this panel discussion, students were able to learn more about Jefferson County careers, as well as discuss options for moving forward in their desired career fields without having the real-world experience that would have been gained during their internship.
- Participated in two (2) virtual Mock Interview sessions with WorkFaith Birmingham.

## Recruiting and Networking

Due to COVID-19 pandemic, many community career fairs and events were either cancelled or conducted virtually. The SRM participated in the Virtual HBCU Career Fair on April 18, 2020. Colleges discussed tools and offerings provided by their career services departments and went on a virtual tour of the colleges.

### 3.3 Inclusive Selection Assessment Initiatives

Since April 2020, Human Resources conducted secondary selection work on fourteen (14) job classes, to include two (2) executive-level job class at the County. Ten (10) selection procedures (e.g., structured oral interviews, realistic job previews, Job Components Validity Assessments) were administered for the job classes. Thirteen (13) assessment weeks were conducted during the reporting period and over one hundred sixty (160) 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) and a computer-based assessment (i.e., Job Component Validity (JCV) Assessment) were administered for the job class of WRF Operator Apprentice during the reporting period. Tables A3 and A4 in Appendix A provide demographic information of those individuals who participated in the process.

The County Manager's Office published an updated County-wide Hiring Priorities procedure that provided departments with guidelines of how to obtain appropriate staffing for optimal functioning in their respective areas. The memo was shared with department heads on July 27, 2020 and countywide on August 21, 2020. Given this structured and more stable process, the Employee Selection Division anticipates better alignment of their secondary selection efforts with the County Manager's list of prioritized job vacancies on an annual and semi-annual basis. The division also anticipates fewer disruptions (e.g., department heads retracting job vacancies) of the selection efforts over a six-month timeframe following the County Manager's list of prioritized job classes.

Employee Selection projected facilitating an Interview Tips Workshop on a monthly basis during this reporting period; however, due to COVID-19, these in-person sessions were cancelled. There are plans to resume the Interview Tips Workshops in the upcoming months on a virtual platform until the contraction of COVID-19 is no longer deemed a threat to large gatherings.

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 continued preparation 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 faced historical challenges during this reporting period as the nation experienced the disruptive effects of COVID-19 and a nationwide shutdown. The team was instructed to initially pause on hiring for positions where start dates had not been confirmed but also continued hiring for positions identified as critical to County operations as well as positions identified as necessary to ensure safety, sanitization and clean-up of County facilities as a result of the COVID 19 pandemic. Additionally, the team worked on challenges of re-scheduling start dates for candidates exposed to the COVID-19 virus or who had self-reported as having tested positive for the virus. The team also adjusted to informing candidates of the change of the new hire orientation from in-person to virtual and communicated modified work schedules when provided by departments. Like other Human Resources Divisions, the Employment Team has continued to perform its responsibilities through teleworking and rotating schedules.

### **Premium Pay**

The Employment Services Team reviewed applicable premium requests and submitted them for approval to the Director of Human Resources. In addition to the Director of Human Resources, the premium requests are approved by the Appointing Authority prior to submission to the PBJC for final approval. Premium requests approved by the PBJC were processed and communicated to the HRIS team and the requesting department head(s). The team worked closely with the PBJC to analyze premium pay requests to ensure accuracy and applicability of the premium type based on information submitted by departments. The team met with the PBJC to clarify premium issues including but not limited to premium pay effective dates. Review of the premium process has been ongoing and new guidelines will be submitted to department heads in the next reporting period.

### **Workday**

The Employment Services Team received an excel spreadsheet of outstanding certifications that exceeded thirty (30) days from the PBJC. The team worked closely with the PBJC to review and update the outstanding certifications. This process included completing hires, canceling requisitions and reconciling discrepancies. The spreadsheet was returned to the PBJC with an updated status for each outstanding certification. With changes to selection dates, open job announcements, ongoing hires from registers and rescheduling of start dates, updates will continue to be ongoing.

### **BENEFITS**

During the previous six-month period, the Benefits Team has worked diligently on wellness initiatives with Catapult Health and Pack Health, which are County incentive programs aimed at keeping our workforce healthy. The kickoff with Catapult Health was very successful and ended in March 2020. A total of five-hundred eight-eight (588) checkups were completed. Of those numbers, one-hundred seventy-eight (178) participants were newly assessed with hypertension and forty (40) were showing signs of depression. The team then began to roll out Pack Health, a coaching program available to employees who are enrolled in the County's health plan. Both Catapult Health and Pack Health offered \$50 gift cards through enrollment and active participation. A crucial component of these programs is that the Catapult screenings revealed potentially serious health conditions for some employees who were not aware of the conditions. The team continues to monitor Pack Health enrollments and the plan is to continue working



with Catapult Health. The total number of Pack Health enrollments to date are eighty-six (86). The team is currently working on marketing and communications to continue increasing enrollments.

The team began participating in discussions regarding the termination of benefits and flexible spending plans for employees transitioning from Cooper Green *Mercy* Health Care to the Health Care Authority, effective April 13, 2020. The team also worked on and submitted a contract for FMLA which is currently pending review/approval by the PBJC. The contract is to engage MetLife to provide expertise in reviewing and adjudicating FMLA and Extended Medical Requests for employees who exhaust FMLA. MetLife will provide employees with a 24/7 access portal for employees to initiate requests and upload related documents. MetLife is also the County's Short-Term Disability (STD) and Long-Term Disability (LTD) provider and will connect these benefits where applicable with approved FMLA claims.

The team also began working on Families First Coronavirus Response Act requests. The team is working with Legal and the HRIS team to facilitate compliance among all departments and employees. Advisors continue to process COVID-19 related leaves of absences until notified otherwise. Because of the pandemic, many employees have not been able to send their children to school or daycare. To that end, the team worked with the County's flexible spending administrator to temporarily suspend dependent care deductions via COVID-19 qualified life event changes.

Another modification made due to COVID-19 was the team's transition to Virtual New Hire Orientation via WebEx in conjunction with the Learning & Organization Development Team. This modification has worked well, and the team has completed twelve (12) successful orientation sessions using this platform. During these past six months, the team has met on many occasions to discuss various issues and consider determinations on benefits strategy—meeting weekly or biweekly with Benalytics brokers and MetLife representatives on issues such as on flexible spending and COBRA RFP and internal rankings, proposed conversion/portability transition to MetLife, MetLife Disability claim initiation and processing review and improvement, MetLife Disability Culture and Performance Agreement, Delta Dental premium credit reimbursement and Annual Enrollment.

Additionally, the team continues to rotate billing responsibilities as well as have biweekly meetings to discuss ongoing issues related to ineligible dependents, Broker RFP revisions to scope of services and

requirements, and provide input on proposed amendments for Vacation Leave Bank, Sick Leave and Living Donor policies.

While the team began brainstorming and planning for Annual Enrollment early in the year, it should be noted that many other duties continued to be performed as well. During the reporting period, ninety-one (91) Family Medical Leave Act (FMLA) packets were sent per employee request and seventy-six (76) Family Medical Leave Act (FMLA) requests were processed and approved. There were eight (8) Family Medical Leave Act (FMLA) extensions, and twenty-nine (29) Families First Coronavirus Response Act Leave requests processed and approved and/or denied. The team continues to process other leave types, payroll adjustments, retirements, qualified life event changes, initiate short and long-term disability claim forms, AFLAC claim forms and death claims.

The team began proactively prepping for its third Annual Enrollment using Kronos in May and June 2020. Plans included utilizing a virtual appointment scheduler so employees could schedule dates and times to come into the office for in-person appointments for enrollment assistance, if necessary. The team began sending out correspondence and communications via email blasts. Kronos enrollment pages were updated, and links were provided within the pages. Ameriflex was selected as the new FSA and COBRA administrator, and information regarding this new vendor was also updated.

There were also virtual Q&A sessions to allow employees to ask questions and receive responses in real time. Members of the team were available to accept inbound calls and to respond to emails inquiries as well. The Annual Enrollment dates were September 1-September 14, 2020. This was a hard deadline and no exceptions were made to anyone who missed their opportunity to enroll or to make changes during the enrollment period and in order to comply with IRS regulations.

## **RECORDS**

During the reporting period, the Records Team audited one hundred & eighty-one (181) active personnel files in preparation for secondary audit and imaging. The Records Team took possession of the second portion of imaged active files upon their return from the outsourced imaging company and began performing a quality control review of imaged documents. Additionally, the team audited twenty-three (23) inactive personnel records and later purged them from the active personnel records. The Records

Team fulfilled forty-six (46) requests for records to include twenty-four (24) requests from the Jefferson County Attorney's office, eight (8) internal requests and fourteen (14) requests from external entities.

### 3.5 Equitable People Development Initiatives

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

Human Resources implemented a centralized Learning Management System (LMS), DevelopU. This software application administers, regulates, tracks, and delivers learning tools. Specifically, the LMS allowed Human Resources to provide the employees of Jefferson County Commission with informational content and educational resources to promote professional development. The County entered a contract with Sumtotal/Skillsoft to provide the learning platform as well as training content. The Learning and Organizational Development (LOD) Division serves as the system administrator(s). The system was configured, tested, and piloted prior to go-live implementation. The LMS go live date occurred on August 31, 2020. Pre and post go live communications were shared to engage users at all levels and to provide users resources to help navigate the system, including creating and deploying a promotional video and hosting a virtual presentation with County department heads that covered system features, usage assistance and future plans. LOD designed and offered DevelopU Manager Talking Points for leaders to utilize, as well as created electronic job aides and a Usage Best Practices Guide for employees.

The LOD partnered with EID in uploading the Understanding the Equity and Inclusion Rule course. The LMS is the main source to house on-demand required employee training such as this one, plus Sexual Harassment and Workplace Harassment Prevention courses. The LOD also partnered with Employee Selection in uploading the "Mastering the Structured Interview Process". The video was converted and/or manipulated and uploaded into the LMS as a course/video where employees can access anytime. The Learning and Organizational Development Division will monitor system usage.

#### **Performance Management**

Human Resources efforts to implement a new performance management system was on hold in previous reporting periods. The LOD team has since been advised that implementation should be completed in 2021.

## **Internship Program**

Human Resources and Environmental Services continue efforts to recruit local high school students for the Water Reclamation High School Internship Program. In March 2020, due to COVID-19 and school closures, Human Resources and Environmental Service made the decision to postpone the 2020 Water Reclamation High School Internship program. Human Resources informed students via phone calls and emails. Water Reclamation High School Internship program will return for the 2021 school year.

## **Apprenticeship Program**

Human Resources and Environmental Services continued efforts to extend the Water Reclamation Facility (WRF) Operator Apprenticeship Program. In April 2020, Cohort I review sessions were paused and all ADEM Grade III exams have be delayed. Environmental Services reassigned Cohort I apprentice to stations within their plants to continue on-the-job training. Cohort II review sessions were also paused for ADEM WRF Grade II exam. One (1) member of Cohort II passed the ADEM Grade II exam, one (1) passed the ADEM WRF Grade III exam, and one (1) passed the ADEM WRF Grade IV exam.

In May 2020, due to COVID-19, Cohort I and Cohort II apprentices were assigned to work with incumbent operators. Environmental Services also maintained classroom study by assigning weekly reading assignments and homework for both cohorts. Classroom training sessions restarted May 11, 2020 while adhering to Jefferson County Commission and CDC guidelines and best practices.

In June 2020, classroom training sessions restarted with adjustments due to adherence of the Jefferson County Commission and CDC guidelines and best practices. Cohort I and Cohort II were divided into two (2) hour class sessions on Tuesdays and Thursdays. Each class session was restricted to only six apprentices per session. Both Cohort I and II apprentices registered for the ADEM Water Reclamation Facility Grade II, III, and IV exams. Due to social distancing guidelines, the Alabama Department of Environmental Management (ADEM) restricted the number of testing seats for all state exams. As a result, many of the apprentices had to wait until June 2020 and July 2020 to sit for the exam. As of June 2020, Cohort II had a pass rate of 100%. Six (6) of the eighteen (18) apprentices took the exam and all passed on the first attempt. Two (2) apprentices from Cohort II passed the next level exams as well. Cohort I had a pass rate of 40%.

In July 2020, Human Resources and Environmental Services developed a strategy to assist Cohort I apprentices with preparing for their second attempt at passing the ADEM Grade III exam. Environmental Services implemented a Modified Intensive Training Boot Camp for the apprentices of Cohort I. Each

apprentice was assigned work tasks that correspond with the weekly chapter from the California State University Sacramento Operation of Wastewater Treatment Plants Volume II Book and classroom sessions. Cohort II apprentices made good progress in the apprenticeship program. All seventeen (17) apprentices from Cohort II had taken the Grade II ADEM Certification Exam. All seventeen (17) passed, with a 100% pass rate on the first attempt. One (1) member of the class passed the ADEM Grade III exam and two (2) other members of the Cohort passed the ADEM Grade IV exam. Cohort II started work preparing for the ADEM Grade III exam.

In August 2020, Cohort I apprentices continued to prepare for their second attempt at passing the ADEM Grade III exam. Environmental Services implemented a Modified Intensive Training Boot Camp for the apprentice of Cohort I. Cohort I apprentices were on schedule to take the ADEM Grade III exam over the next two (2) months. Cohort II apprentices started classes for the ADEM Grade III during this month. The classes were split into three (3) hours blocks to remain in compliance with social distancing recommendations.

Human Resources and Environmental Services paused the timeline for The Water Reclamation Facility Operator Apprenticeship Program Cohort III job due to COVID-19, and later resumed with executing the hiring process once the County's operations resumed in April/May 2020. One hundred and twenty-nine (129) applications were received for the WRF Operator Apprentice job, Cohort III. Human Resources emailed all 129 individuals in April 2020 who applied for the WRF Operator Apprentice job to provide them with their application status. The email included a link to a supplemental questionnaire consisting of six (6) MQ questions. Through this process, fifty-one (51) applicants submitted responses to the questionnaire as of May 1, 2020. To further efforts, Human Resources staff members called the remaining seventy-eight (78) applicants to complete the questionnaire by phone beginning the week of May 4, 2020. Through contact efforts, one hundred and two (102) of one hundred twenty-nine (129) applicants responded to the questionnaire. Human Resources sent notifications to individuals who were deemed minimally qualified in July 2020, inviting them to participate in the Realistic Job Preview/Exam. Sixty-five (65) candidates registered to participate in the Realistic Job Preview. The Realistic Job Preview/Exam took place at Village Creek Water Reclamation Facility the week of July 27-August 4, 2020, which included thirty-six (36) of sixty-five (65) candidates. Human Resources began extending offers during September 2020. Ten (10) apprentices were hired for Cohort III and started September 28, 2020.

## Training Activities

Training sessions offered by LOD during the reporting period include:

- In response to the COVID-19 public health crisis and direction from County leadership to telework where possible, the Learning and Organizational Development Division (LOD) committed to business continuity by shifting Start of Work Orientation (SOWO) to the video conferencing platform WebEx. Start of Work Orientation (SOWO) was condensed to two (2) hours while retaining the most essential elements to ensure new employees began their Jefferson County Commission careers with an awareness of the structure and nature of Jefferson County Commission, benefits, perks, and expectations for civil service employment. The County Manager, Director of Human Resources, and the LOD Division Manager have all supported the Virtual SOWO with welcome messages for new employees. April through September 2020, LOD conducted twelve (12) virtual orientation sessions, serving a total of one hundred and eleven (111) new employees. LOD also conducted a separate, in-person, customized orientation on July 9, 2020 for the newly appointed Probate Judge, James P. “Jim” Naftel.
- The LOD team launched a training initiative, “Learning While Leading During Uncertainties” which is a series of virtual training options offered to Jefferson County Commission supervisors and managers. The short 45-minute training session 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 throughout the reporting period. 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*. The WebEx virtual trainings were facilitated by LOD Advisors. The LOD created promo flyers and content to promote the series, which 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 received positive feedback from participants and plans to continue monthly sessions for remainder of the calendar year.

## Other LOD Activities

- Human Resources took proactive steps to provide Jefferson County Commission employees and managers with the necessary information and support to navigate modified County operations

due to COVID-19. The LOD, in partnership with others at times referenced several reputable sources and created three (3) documents to help prepare employees and offer support:

- Tips to Protect Yourself and Others from the COVID-19 Illness”
  - “Employee Rights Under the Families First Coronavirus Response Act” FAQs
  - “Returning to Work Onsite: What You Need to Know”
- The LOD drafted a County-wide Onboarding Program and revisited the Roadmap process to consider necessary revamping to ensure consistent execution. This program will be designed to acclimate employees new to Jefferson County Commission and those employees new to a role (i.e., promotion, transfer, and/or re-assignment) in their environment by having a welcoming, successful and engaging experience in order to be effective, productive, and long-term employees. Although the structure and platform of the Onboarding program will be offered by LOD, the program is also customizable to fit various departmental needs. The LOD plans to execute in the next reporting period.
  - The LOD reviewed the Roadmap Application Process to understand the process and discussed possible enhancements. Methods were considered to ensure supervisors will be aware of the Roadmaps, how to best utilize them, and the importance of completing the Roadmap as an onboarding tool.
  - The LOD drafted and revised the Performance Improvement Plan Program and plans to execute it in the next reporting period.
  - The HR LOD Division Manager, Loren Warren, met with each LOD team member to discuss roles and responsibilities, team culture and team structure. Ms. Warren captured feedback, drafted the LOD operational structure/model and offered recommendations.

### 3.6 Technology Implementation and Efficiency

Human Resources remains dedicated to leveraging the technological advances of the Kronos HR & Payroll System. Kronos is being used for the third time for Benefits Open Enrollment. Every eligible employee has the opportunity to use the integrated web-based application to enroll in benefits for the 2019 – 2020 fiscal year. Election options, including new options, were automatically configured for payroll deductions. This had not been the case previously. Benefit interface files have also been developed and deployed to transmit data to benefit providers of covered employees.

Human Resources also plans to move to electronic distribution of W-2's for employees for 2020 tax year. This will allow employees to receive W-2's instantly through Kronos once they are made available. Employees who do not have the technical resources to download W-2's directly from Kronos will be able to come to Jefferson County Commission Human Resources Department for a copy. This will also result in an overall cost savings for Jefferson County Commission.

Human Resources paused rollout of the Global Time Off Request (GTOR) due to pandemic; however, plans are to resume rollout during the 2020-21 Fiscal Year. Human Resources was able to leverage the features of Kronos to efficiently handle the leave changes associated with COVID-19. Changes implemented allowed employees to take advantage of the FFRCA leave allowances granted by temporary federal laws.

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



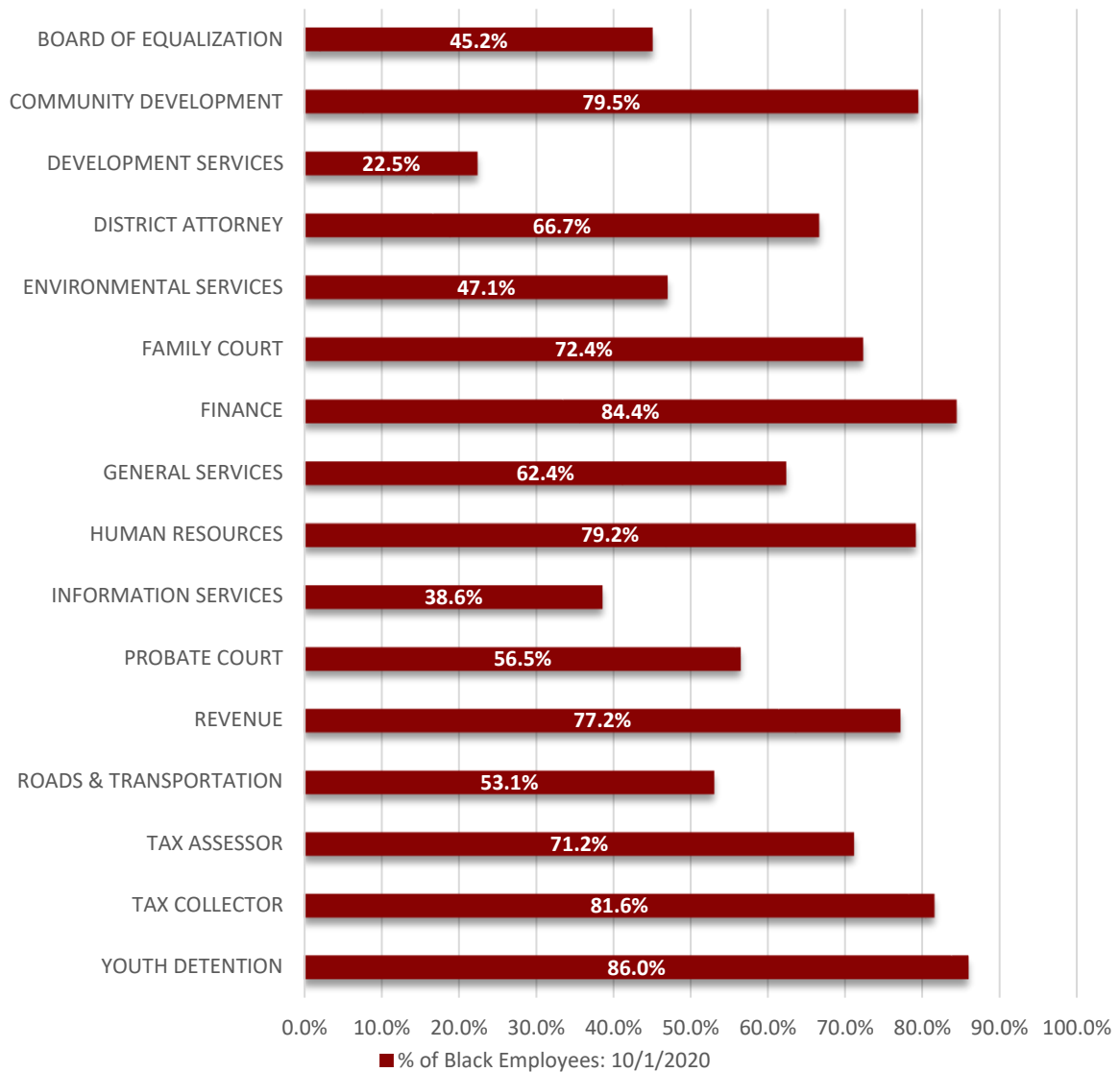
## Section 4. Semi-Annual Reporting: Workforce Analysis

### **Department Demographics Snapshots**

To understand overall demographic trends in the County's workforce of two-thousand three-hundred and eighty-two (2,382) employees (excluding elected officials) in three-hundred and thirty-nine (339) Job Classes, Figures 5-8 provide Race and Gender snapshots of the percent of employees in sixteen (16) departments and changes in the previous six (6) months for departments with twenty (20) or more employees as of September 30, 2020.

As a note, during this reporting period, there is an overall decline in the total number of employees and job classes presented in this section due to the transition in April 2020 of Cooper Green *Mercy* Health Services to a health authority under the University of Alabama at Birmingham (UAB). Therefore, Cooper Green *Mercy* Health Services will no longer be reported, starting with this report.

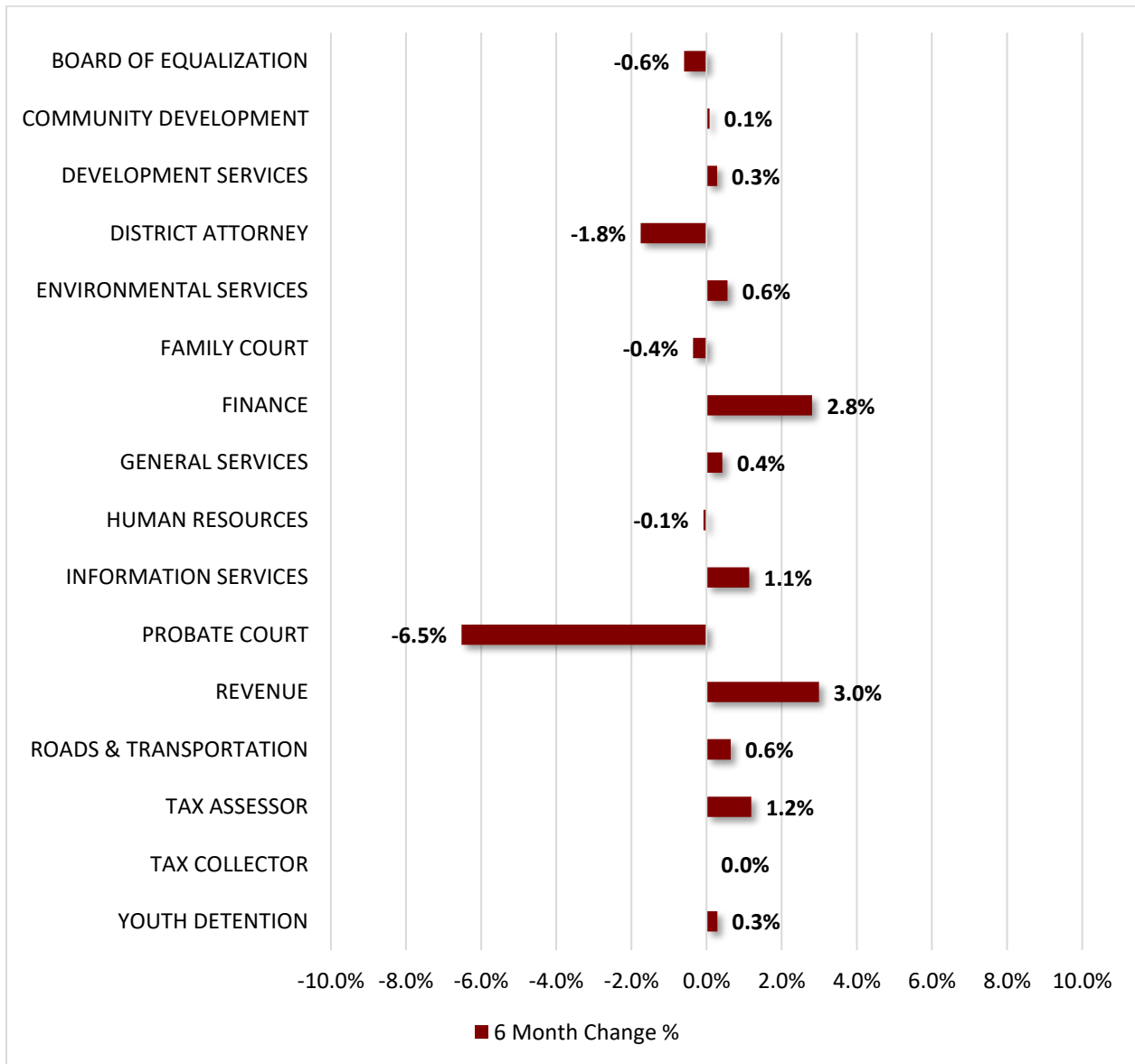
Figure 4. Race Composition: Percent of Full-Time Equivalent (FTE) Black Employees by Department



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 22.5% Black (Development Services) to 86% 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.

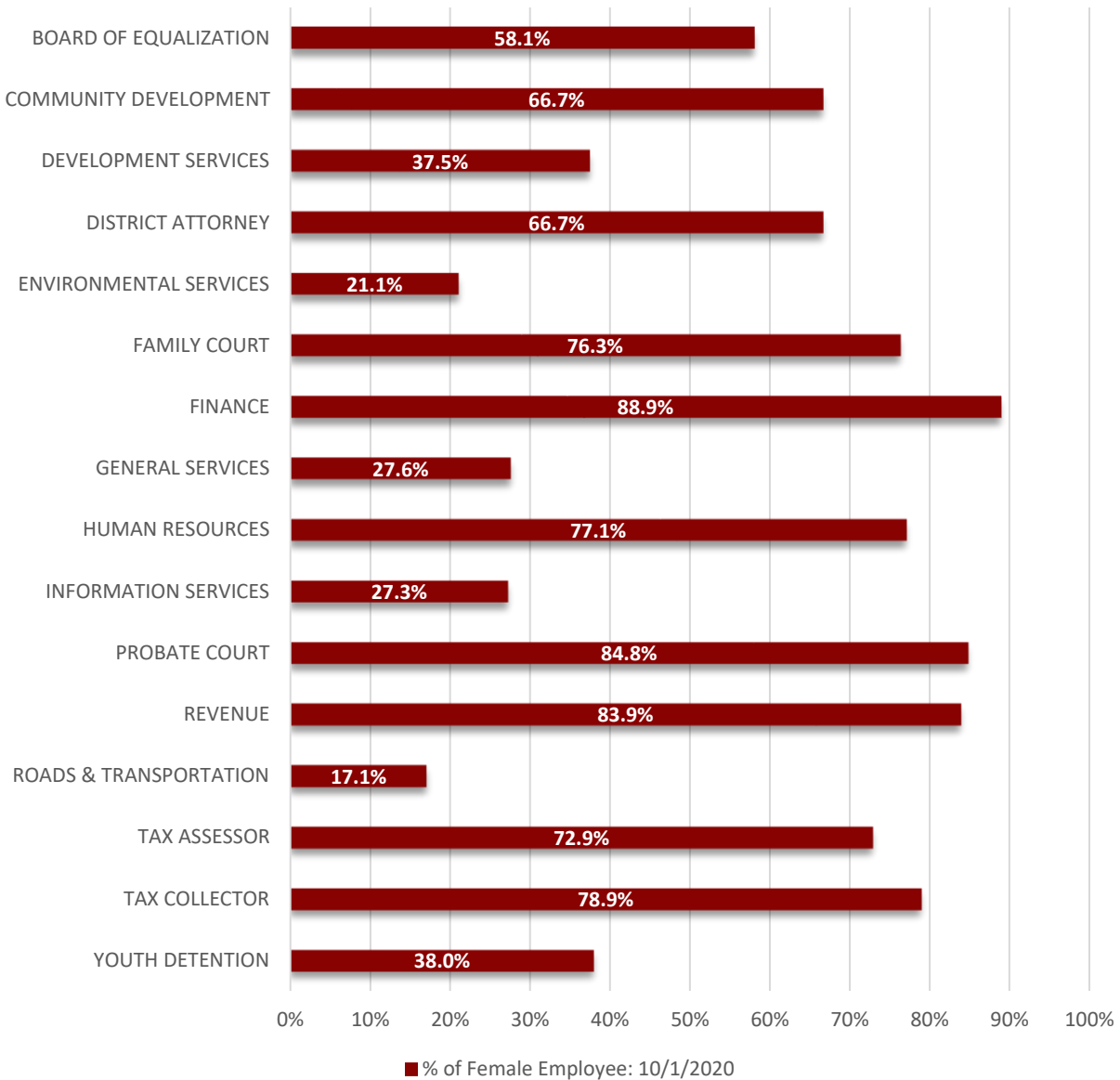
Figure 5. Race Composition – Percentage Change to Black FTEs by Department



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

Of the 16 departments within Jefferson County having at least 20 employees, most showed no to small positive or negative percent change over the previous six-month period. A larger percentage increase was observed in Revenue, while a larger decrease was observed in Probate Court due to the loss of the Court Clerk and Senior County Court Clerk job classes. The charts provided later in this section of the report provide greater detail and analysis of these results by department and job class.

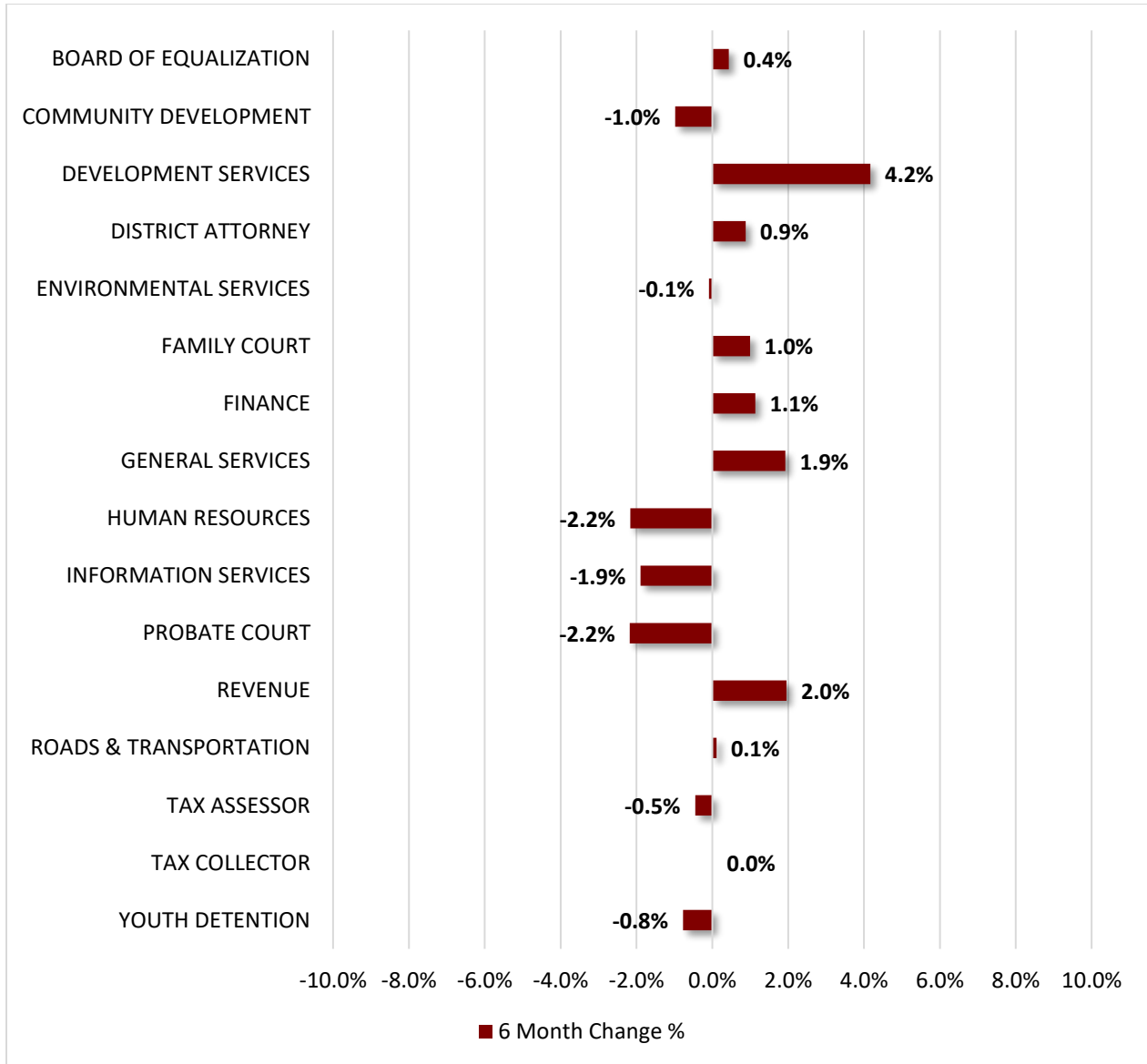
Figure 6. Gender Composition – Percent of Full Time Equivalent (FTE) female Employees by Department



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 17.1% female (Roads & Transportation) to 88.9% 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.

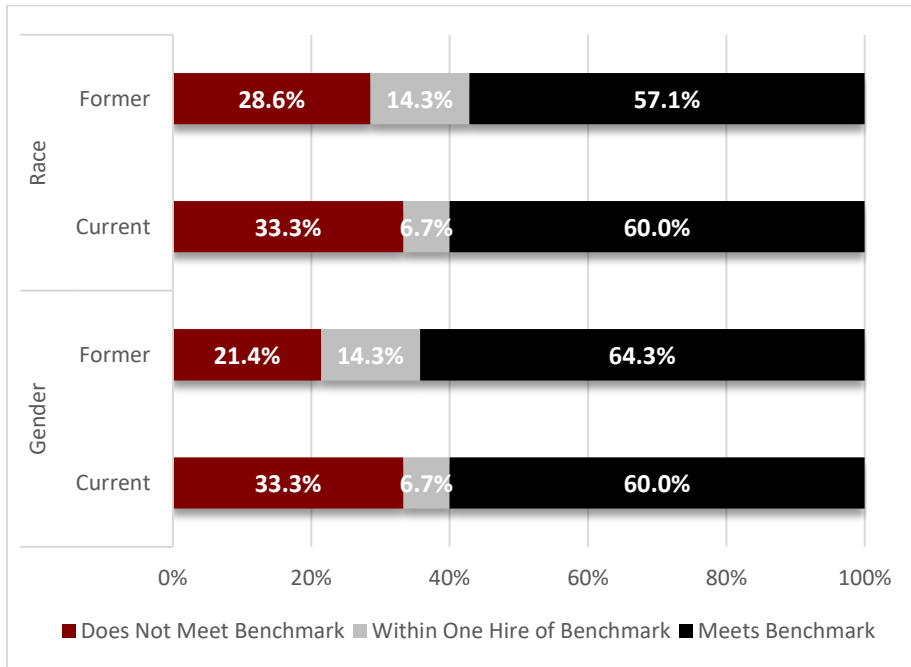
Of the 16 departments within Jefferson County having at least 20 employees, most showed no to small positive or negative percent changes in gender composition over the previous six-month period. The largest percentage increase is observed in Development Services. Human Resources and Probate Court are tied at 2.2 percent with the largest decrease observed. The charts provided later in this section of the report provide greater detail and analysis of these results by department and job class.



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

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

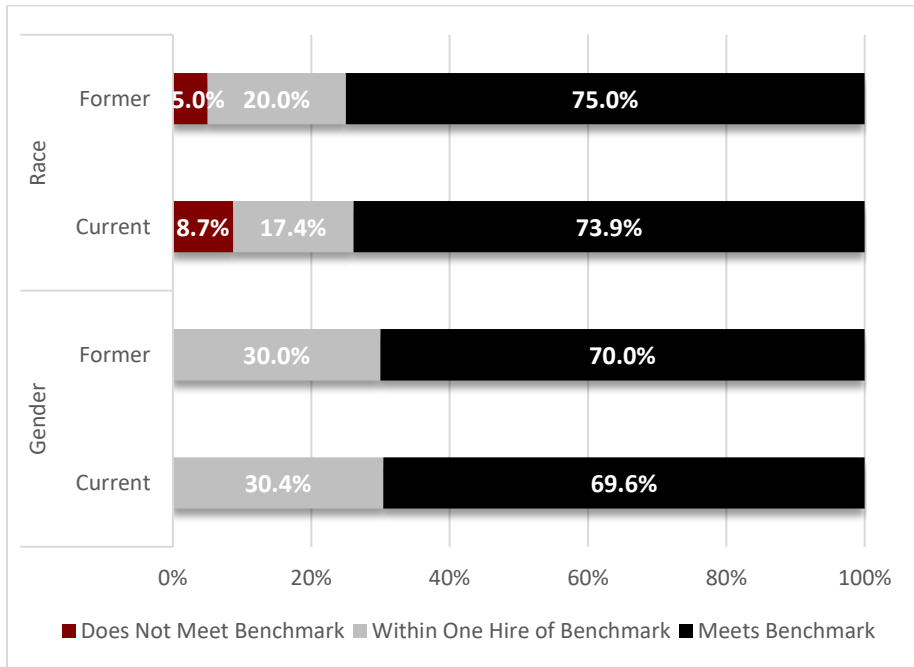
**Figure 8. Percent of Board of Equalization Department job classes meeting Race and Gender Benchmarks**



**Race:** Over the preceding 6 months, the percentage of jobs in the Board of Equalization meeting the Race benchmark increased by 2.9%. For the full breakdown of the Board of Equalization Department job classes, please see Table B1 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in the Board of Equalization meeting the Gender benchmark decreased by 4.3%. The Senior Real Property Appraiser job class had a positive percentage change. For the full breakdown of job classes in the Board of Equalization, please see Table B2 in Appendix B.

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

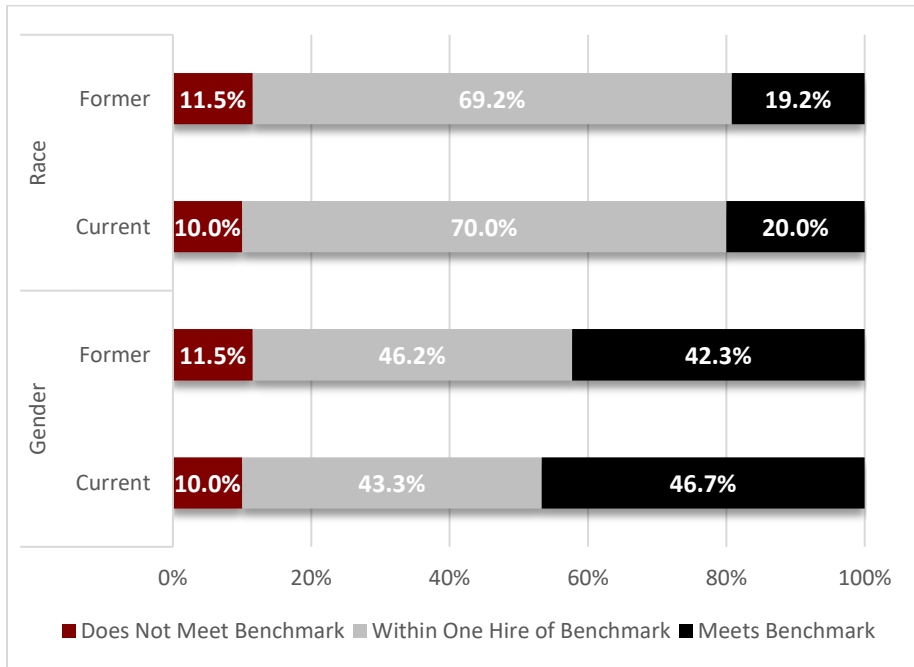


**Race:** Over the preceding 6 months, the percentage of jobs in the Community Development Department meeting the Race benchmark decreased by 1.1. For the full breakdown of the Community Development Department job classes, please see Table B3 in Appendix B.

**Gender:** Over the preceding 6 months, the percentage of jobs in the Community Development Department meeting the Gender benchmark decreased by 0.4%. For the full breakdown of the Community Development Department job classes, please see Table B4 in Appendix B.



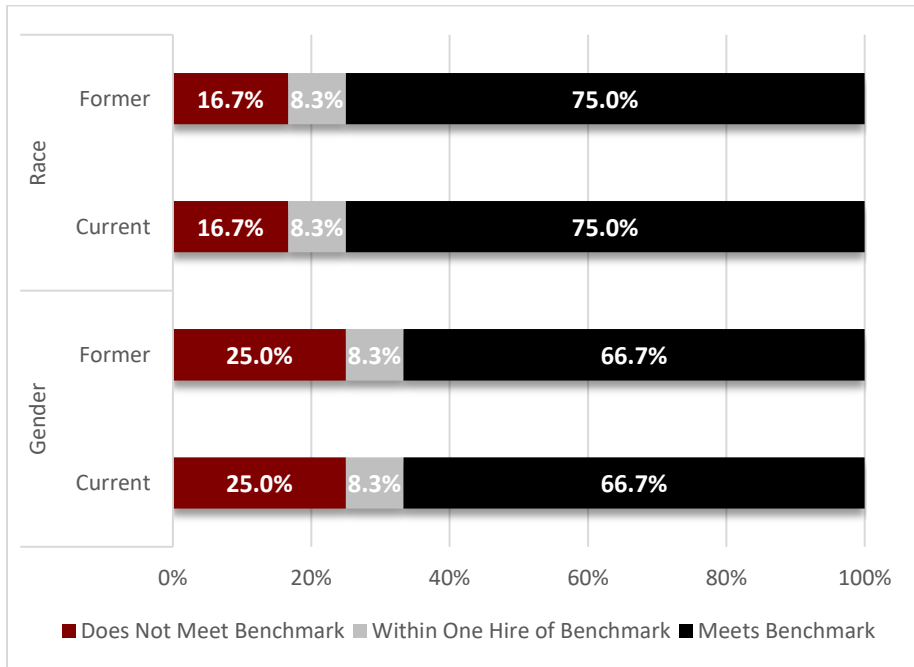
Figure 10. Percent of **Development Services Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Development Services Department meeting the Race benchmark increased by 0.8%. 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 increased by 4.4%. For the full breakdown of job classes in the Development Services Department, please see Table B6 in Appendix B.

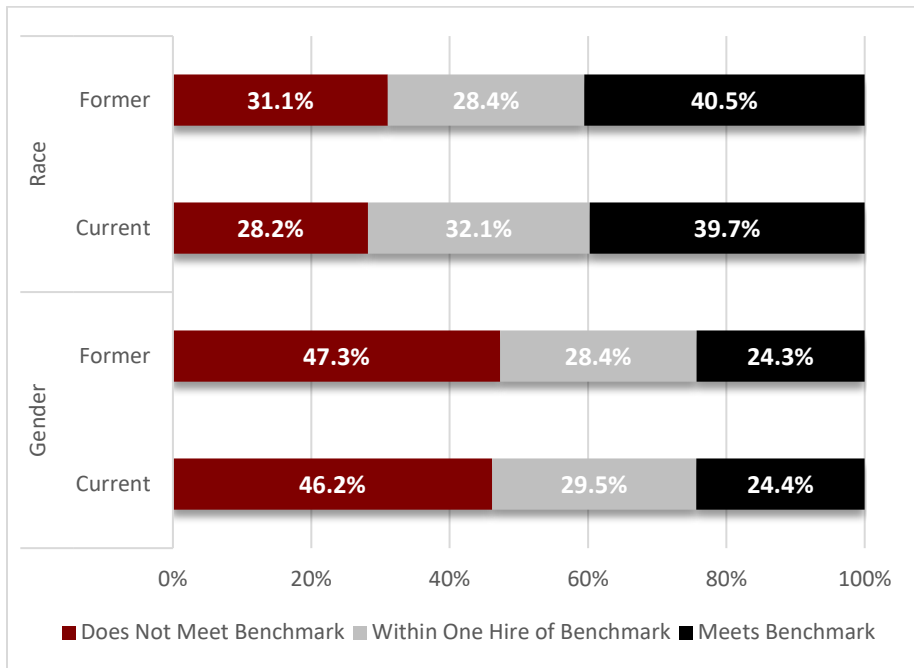
Figure 11. Percent of **District Attorney Department** job classes meeting Race and Gender Benchmarks



**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 did not change. For the full breakdown of the District Attorney job classes, please see Table B8 in Appendix B.

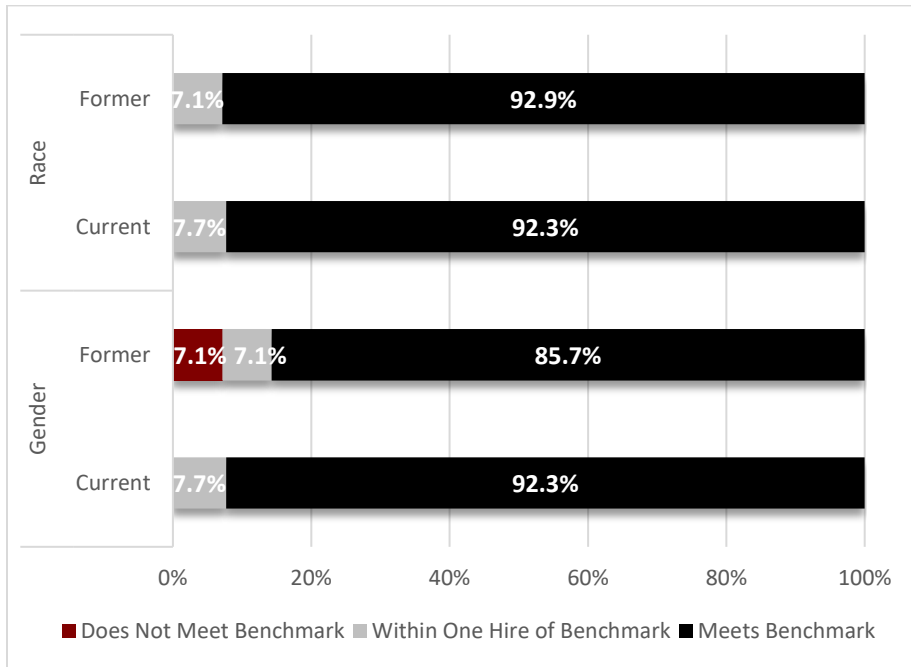
Figure 12. Percent of **Environmental Services** job classes Meeting Race & Gender Benchmark



**Race:** Over the preceding 6 months, the percentage of jobs in Environmental Services Department meeting the Race benchmark decreased by 0.8%. 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 0.1%. For the full breakdown of the Environmental Services Department job classes, please see Table B10 in Appendix B.

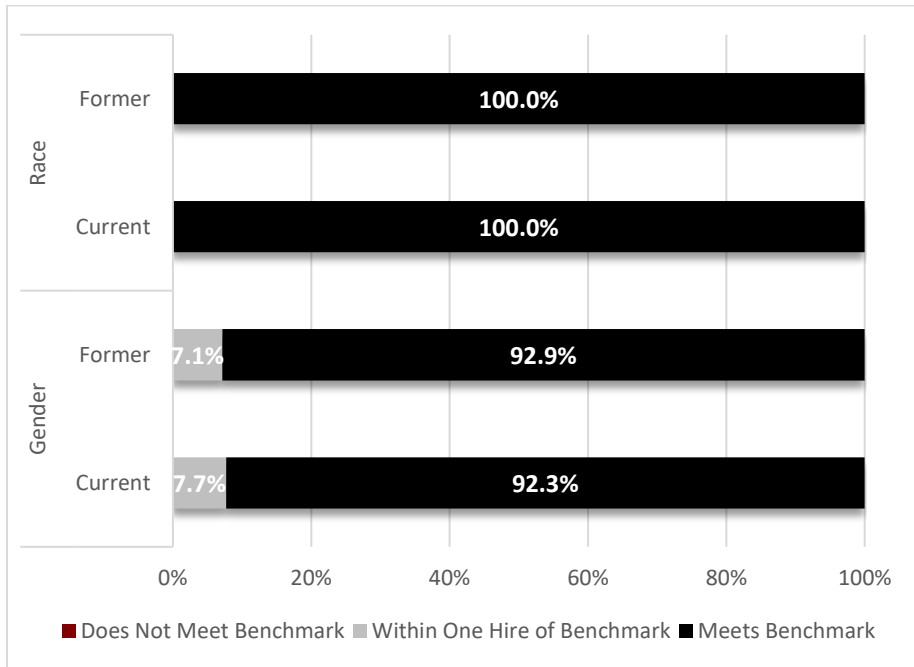
Figure 13. Percent of **Family Court Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in Family Court meeting the Race benchmark decreased 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 6.6%. The Accountant and Court Clerk had a positive percentage change. For the full breakdown of Family Court job classes, please see Table B12 in Appendix B.

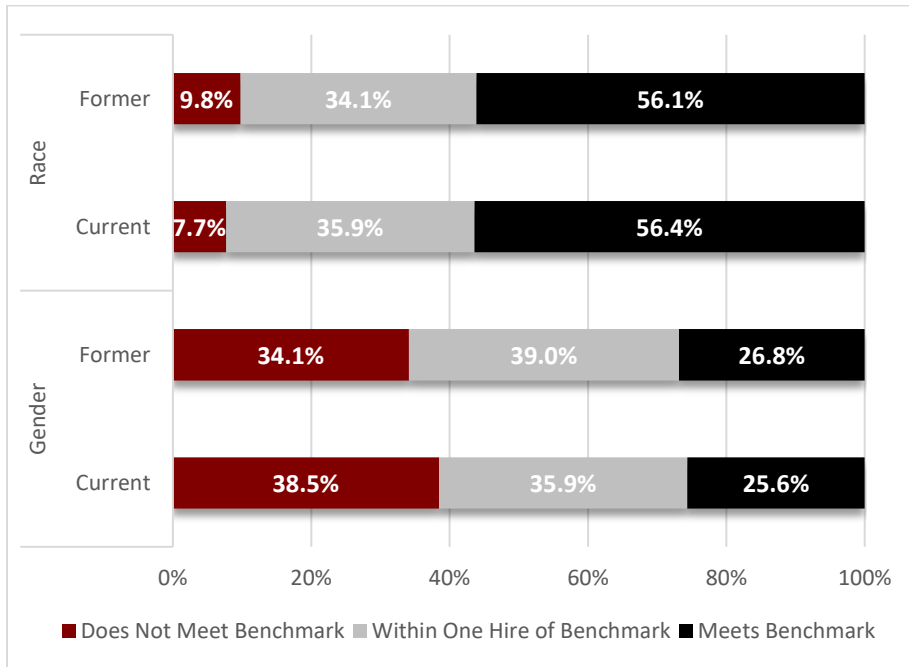
**Figure 14. Percent of Finance Department job classes meeting Race and Gender Benchmarks**



**Race:** Over the preceding 6 months, the percentage of jobs in the Finance Department meeting the Race benchmark did not change. 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 0.6%. For the full breakdown of Finance Department job classes, please see Table B14 in Appendix B.

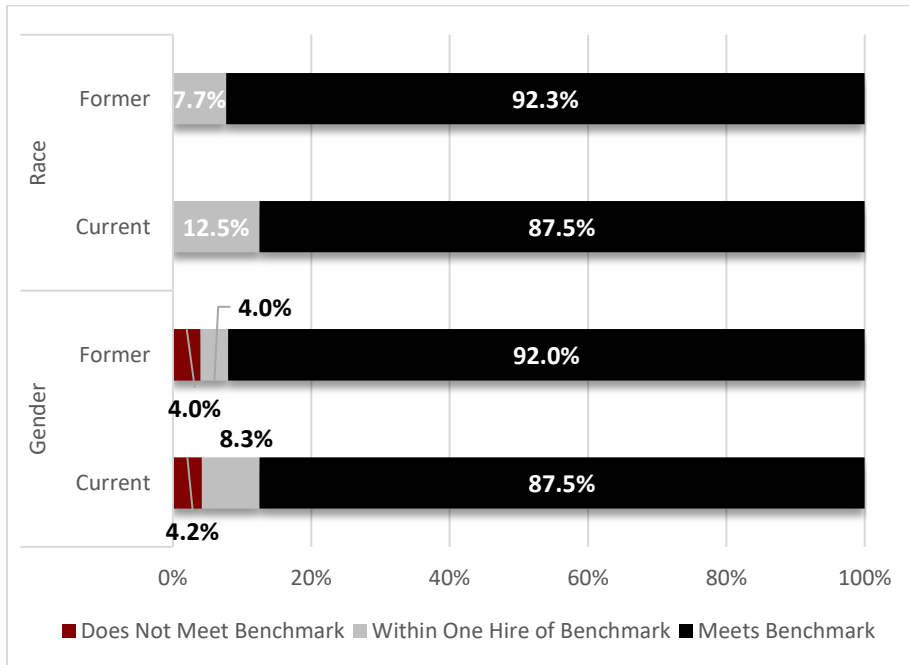
Figure 15. Percent of **General Services Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the General Services Department meeting the Race benchmark increased by 0.3%. 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 decreased by 1.2%. For the full breakdown of General Services Department job classes, please see Table B16 in Appendix B.

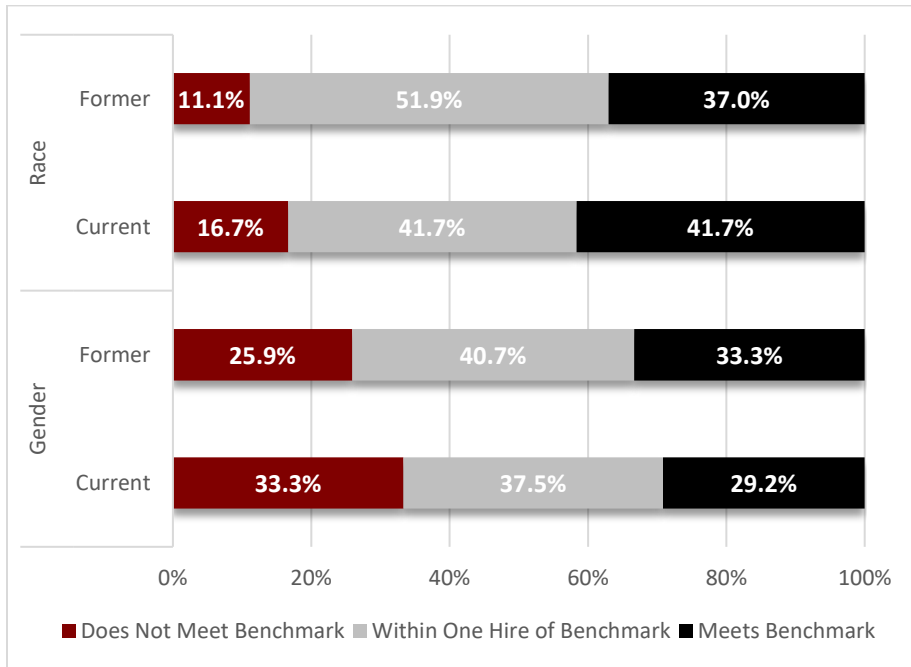
Figure 16. Percent of **Human Resources Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Human Resources Department meeting the Race benchmark decreased by 4.8%. The Payroll Manager job class had a negative percentage change. 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 4.5%. The Payroll Manager job class had a negative percentage change. 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

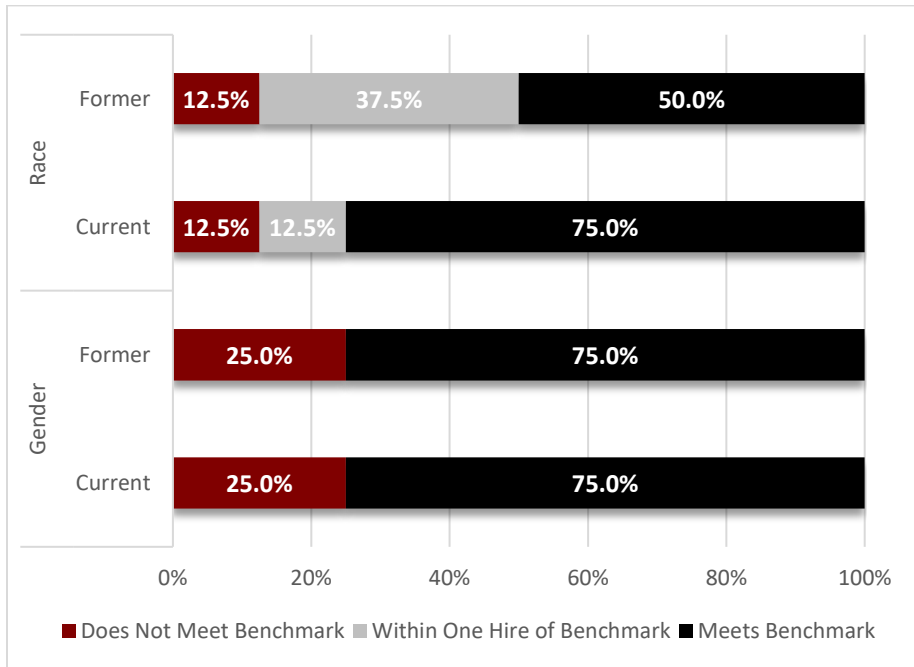


**Race:** Over the preceding 6 months, the percentage of jobs in the Information Services & Technology Department meeting the Race benchmark increased by 4.7%. The Application Developer and Personal Computer/Network Technician job classes had a negative percentage change. For the full breakdown of the 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 decreased by 4.1%. For the full breakdown of job classes in the Information Services & Technology Department, please see Table B20 in Appendix B.



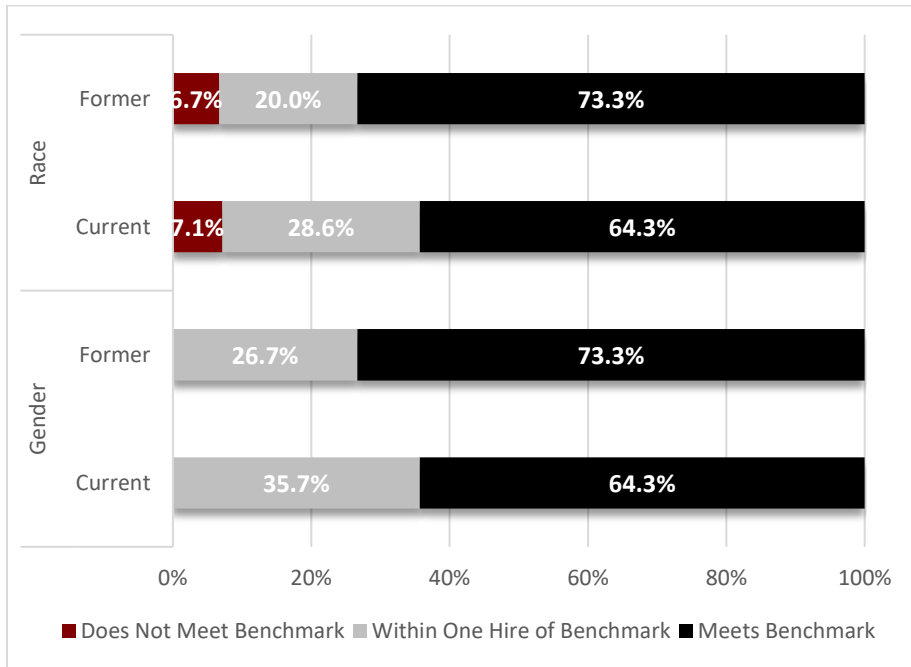
Figure 18. Percent of **Departments with Less Than 20 Employees** meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Departments with Less than 20 Employees meeting the Race benchmark increased by 25%. The Law Library and the Public Information Departments had an overall positive change in the percentage of Black employees. For the full breakdown of Departments with Less than 20 Employees job classes, please see Table B33 in Appendix B.

**Gender:** Over the preceding 6 months, the Departments with Less than 20 Employees meeting the Gender benchmark did not change. For the full breakdown of job classes Departments with Less than 20 Employees, please see Table B34 in Appendix B.

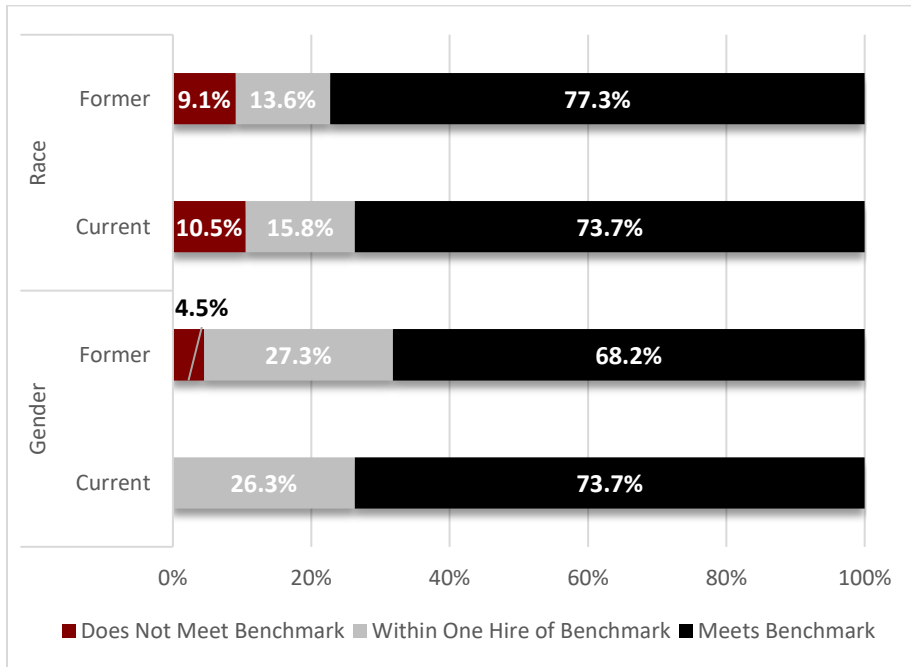
Figure 19. Percent of **Probate Court Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the percentage of jobs in the Probate Court Department meeting the Race benchmark decreased by 9.0%. The Administrative Clerk, Court Clerk, Principal Court Clerk and Senior County Court Clerk job classes had a negative percentage change. 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 decreased by 9.0%. The Principal Court Clerk job class had a positive percentage change. For the full breakdown of job classes in the Probate Court Department, please see Table B22 in Appendix B.

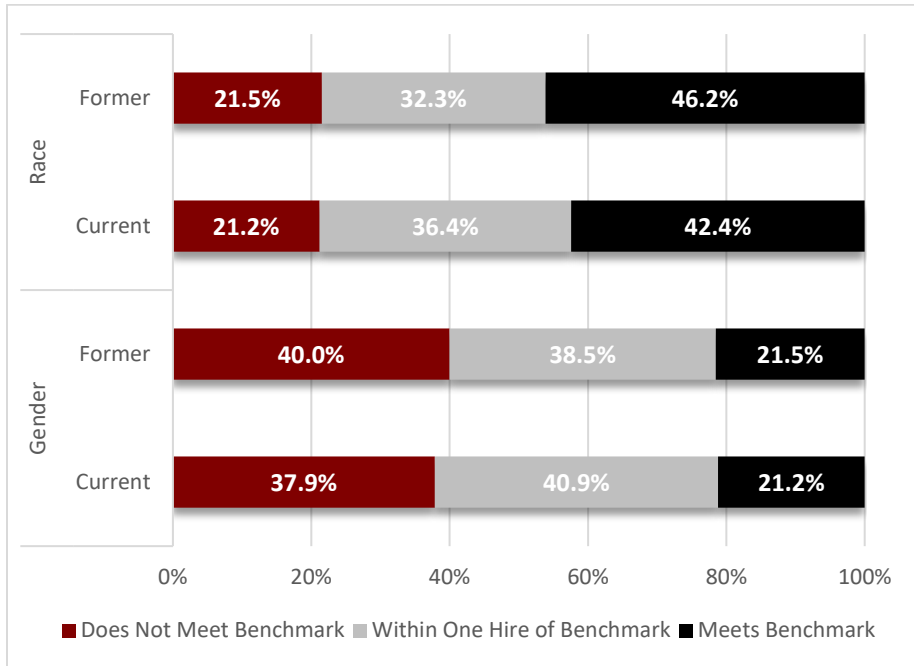
Figure 20. Percent of **Revenue Department** job classes meeting Race and Gender Benchmarks



**Race:** Over the preceding 6 months, the Revenue Department decreased the number of job classes meeting the Race benchmark by 3.6%. For the full breakdown in the Revenue Department, please see Table B23 in Appendix B.

**Gender:** Over the preceding 6 months, the Revenue Department increased the number of job classes meeting the Gender benchmark by 5.5%. The Accounting Assistant II, Auditor, Senior Accountant and Senior Auditor job classes had a positive percentage change. For the full breakdown in the Revenue Department, please see Table B24 in Appendix B.

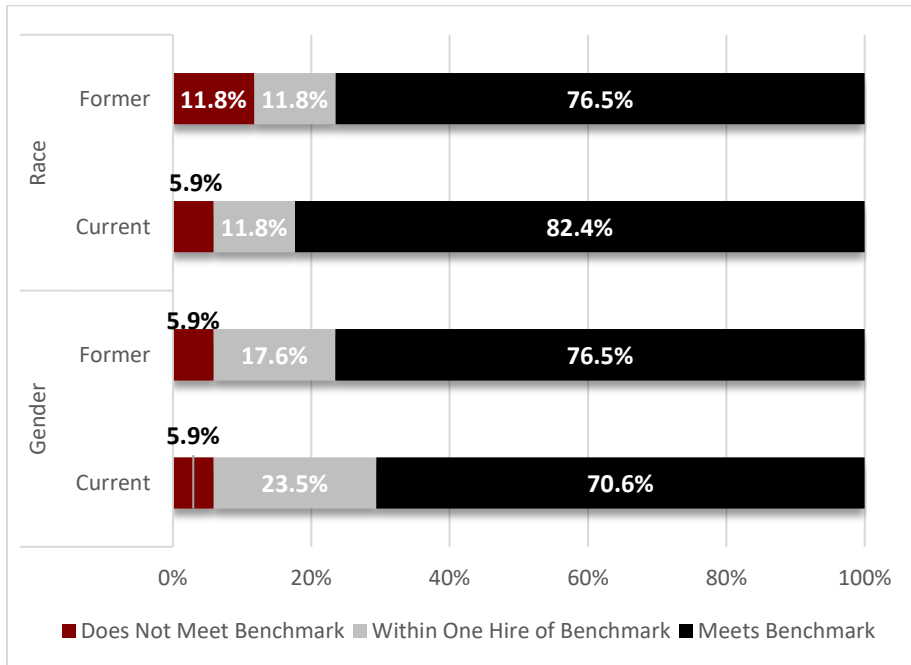
Figure 21. Percent of **Roads and Transportation Department** job classes Meeting Race & Gender Benchmark



**Race:** Over the preceding 6 months, the Roads and Transportation Department decreased the number of job classes meeting the Race benchmark by 3.8%. 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 0.3%. For the full breakdown of job classes in Roads and Transportation, please see Table B26 in Appendix B.

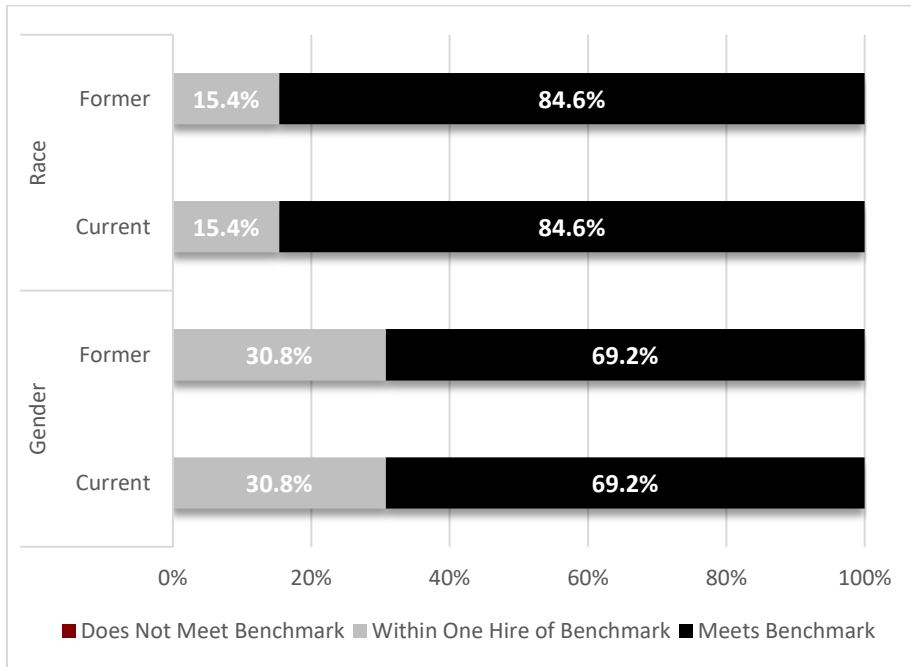
Figure 22. Percent of **Tax Assessor Department** job classes meeting Race and Gender Benchmarks.



**Race:** Over the preceding 6 months, the percentage of jobs in the Tax Assessor Department increased the number of job classes meeting the Race benchmark by 5.9%. For the full breakdown of the Tax Assessor Department job classes, please see Table B27 in Appendix B.

**Gender:** Over the preceding 6 months, the Tax Assessor Department decreased the number of job classes meeting the Gender benchmark by 5.9%. The Personal Property Appraiser job class had a positive percentage change. For the full breakdown of job classes in the Tax Assessor Department, please see Table B28 in Appendix B.

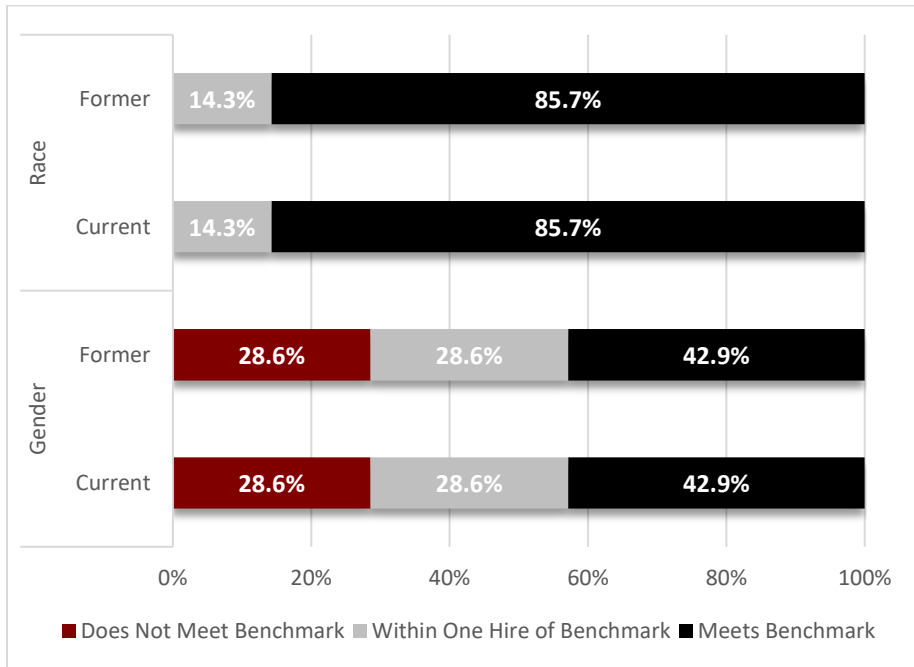
**Figure 23. Percent of Tax Collector Department job classes meeting Race and Gender Benchmarks.**



**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 B29 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 B30 in Appendix B.

Figure 24. 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 B31 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 B32 in Appendix B.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

During this reporting period (April 1 – September 30, 2020), there were no secondary tests administered to 33(f) individuals. However, efforts are underway to develop and administer a two-part test for CEO, HEO and Truck Driver (e.g., structured interview and practical test).

With the 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.

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

The 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 by department 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 and 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 CEIO's review of Human Resources written justification for failing to meet the race and gender benchmarks, she believes 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 had (a) high volumes of diverse applicants, (b) previous established active diverse registers, and (c) 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 meeting the benchmark was not in question. In addition, Blacks and females were not hired in some jobs because there were no Blacks or females listed on the Score Report.

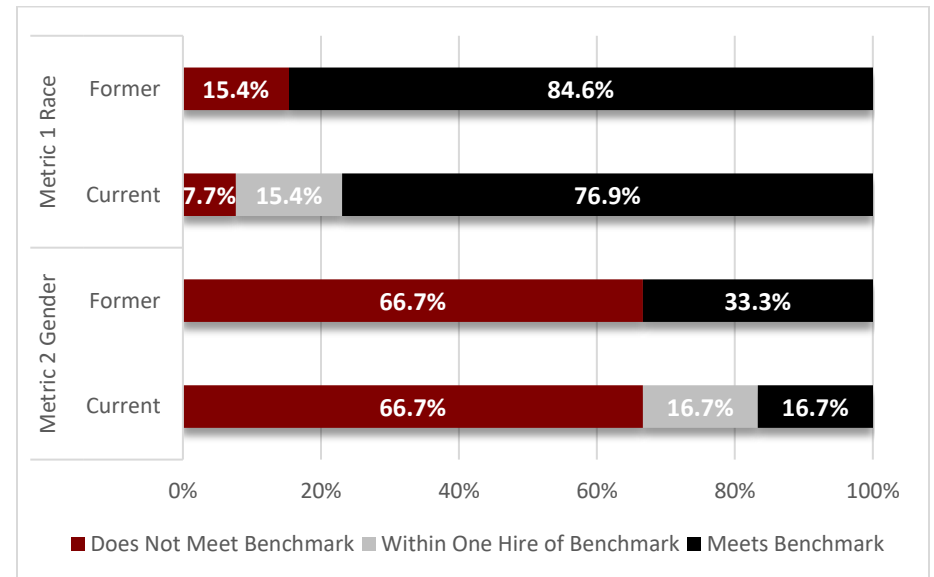
This report reflects updates for jobs not meeting the benchmarks. Most jobs' benchmark statuses remained the same. There were a few jobs that reflected a change from "No" to "within one hire" or from

“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 is 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 CEIO recommends that the County continues 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 most recent 2010 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 40.2%. The change in employment rates for Black employees in these job classes during the relevant time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 25. Using Metric 2, we evaluate whether the number of female employees in job titles specified by Paragraph 9 of the Consent Decree approximates the respective percentage of females in the civilian labor force of Jefferson County. Based on the most recent U.S. Census, the percentage of females in the civilian labor force of Jefferson County is 49.7%. The change in employment rates for female employees in these jobs during the relevant time period, as well as whether or not these jobs are in compliance with the Consent Decree, are contained in Figure 25.

Figure 25. 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, five job classes (Accounting Assistant I, Administrative Clerk, Automotive Technician, Heavy Equipment Operator and WRF Operator) show a negative change in the total number of Black employees. In addition, the Automotive Technician, Construction Equipment Operator and Public Works Supervisor (Construction or Sanitation) job classes are 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 job class had no change in employment. During the same period, the Deputy Sheriff, Security Officer, Senior Civil Engineer and Stores Clerk job classes had a negative change in females employed. In addition, the Deputy Sheriff, Engineering Aide, Security Officer, Senior Civil Engineer and Stores Clerk did not meet the benchmark.

**Metric 3:** Using Metric 3, we evaluate whether the number of probationary (i.e., recent) hires of Black employees in job classes specified by Paragraph 9 of the Consent Decree approximates the respective percentage of Blacks in the certification list of employees for that position within Jefferson County (with ‘approximates’ defined as being at least 80% of the certification list availability). Each job features a different number of eligible employees based on the respective certification list figures. The change in employment rates for Black probation employees in these job classes during the relevant time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 26 below.

Figure 26. Percent of job classes meeting **Metric 3** – Hiring Race Compliance (hiring of Black applicants as specified in Consent Decree Paragraph 9)

Job Title	% of Black Employees on Certification List: 4/1/2020	% of Black Probationary Employees: 4/1/2020	% of Black Employees on Certification List: 10/1/2020	% of Black Probationary Employees: 10/1/2020	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Accountant	83.3%	50.0%	81.7%	100.0%	2	2	-1.6%	0	Yes
Accounting Asst I	0.0%	--	0.0%	--	0	0	--	-4	--
Administrative Clerk	82.6%	100.0%	84.0%	71.4%	7	5	1.4%	-1	No*
Auditor	86.5%	--	86.5%	100.0%	1	1	0.0%	3	Yes
Auto Tech	33.3%	--	0.0%	--	0	0	--	-1	--
Construct Equip Operator	0.0%	100.0%	58.3%	0.0%	1	0	--	3	No*
Engineering Aide	50.0%	100.0%	0.0%	--	0	0	--	0	--
Heavy Equip Operator	68.8%	--	0.0%	--	0	0	--	-2	--
Labor Supervisor	54.2%	--	55.2%	--	0	0	--	1	--
Public Works Supervisor	57.0%	--	0.0%	--	0	0	--	0	--
Revenue Examiner	83.9%	--	0.0%	--	0	0	--	3	--
Truck Driver	59.8%	90.9%	0.0%	100.0%	7	7	-59.8%	2	Yes
WRF Operator I	0.0%	--	0.0%	--	0	0	--	-1	--

Metric 3, over the preceding 6 months, there was a negative change in the total number of Black employees in five job classes (Accounting Assistant I, Administrative Clerk, Automotive Technician, Heavy Equipment Operator and WRF Operator I). As a note, the Accountant, Auditor and Truck Driver job classes all 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 time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 27 below.

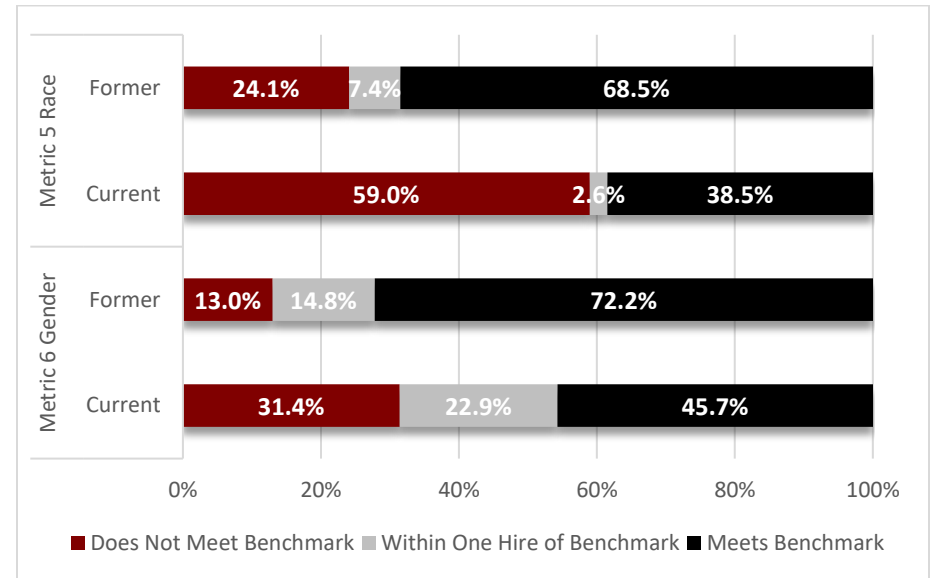
Figure 27. Percent of job classes meeting Metric 4 – Hiring Gender Compliance (hiring of female applicants as specified in Consent Decree Paragraph 9)

Job Title	% of Female Employees on Certification List: 4/1/2020	% of Female Probationary Employees: 4/1/2020	% 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	25.1%	20.0%	22.7%	16.7%	30	5	-2.4%	-7	No
Drafter	0.0%	--	0.0%	--	0	0	--	0	--
Engineering Aide	15.0%	0.0%	0.0%	--	0	0	--	0	--
Revenue Examiner	88.7%	--	0.0%	--	0	0	--	3	--
Security Officer	0.0%	--	0.0%	--	0	0	--	-1	--
Sr Civil Engineer	0.0%	--	0.0%	--	0	0	--	-1	--
Stores Clerk	0.0%	--	0.0%	--	0	0	--	-1	--
Traffic Control Technician	0.0%	--	0.0%	--	0	0	--	0	--

For Metric 4, over the preceding 6 months, the change in employment for female Deputy Sheriffs decreased by 2.4%. Of the eight job classes listed in Metric 4, four job classes (Deputy Sheriff, Security Officer, Senior Civil Engineer and Stores Clerk) had a negative change in the total number of females employed. Of the remaining job classes, three had no change and one had a positive change.

**Metrics 5 & 6:** Using Metric 5, we evaluate whether the number of Black employees in classified job positions for which an eligibility list included an applicant willing to work in Jefferson County approximates the respective percentage of Blacks on the eligibility lists (alternatively referred to as the register list) for those positions. For Metric 5, approximating the percentage of the eligibility list is defined as 80%. Each job features a different benchmark based on the job’s respective eligibility list. The change in employment rates for Black employees in these jobs during the relevant time period, as well as whether or not these jobs are in compliance with the Consent Decree, are contained in Figure 28. Using Metric 6, we evaluate whether the number of Black employees in classified job positions for which an eligibility list included an applicant willing to work in Jefferson County approximates the respective percentage of females on the eligibility lists (alternatively referred to as the register list) for those positions. For Metric 6, approximating the percentage of the eligibility list is defined as being at least 80% of the eligibility percentage. Each job features a different benchmark based on the job’s respective eligibility list. The change in employment rates for female employees in these job classes during the relevant time period, as well as whether or not these job classes are in compliance with the Consent Decree, are contained in Figure 28.

Figure 28. Percent of job classes meeting Employment Rates by Race Compliance (> 80% eligibility) and Metric 6 – Employment Rates Gender Compliance (> 80% eligibility)



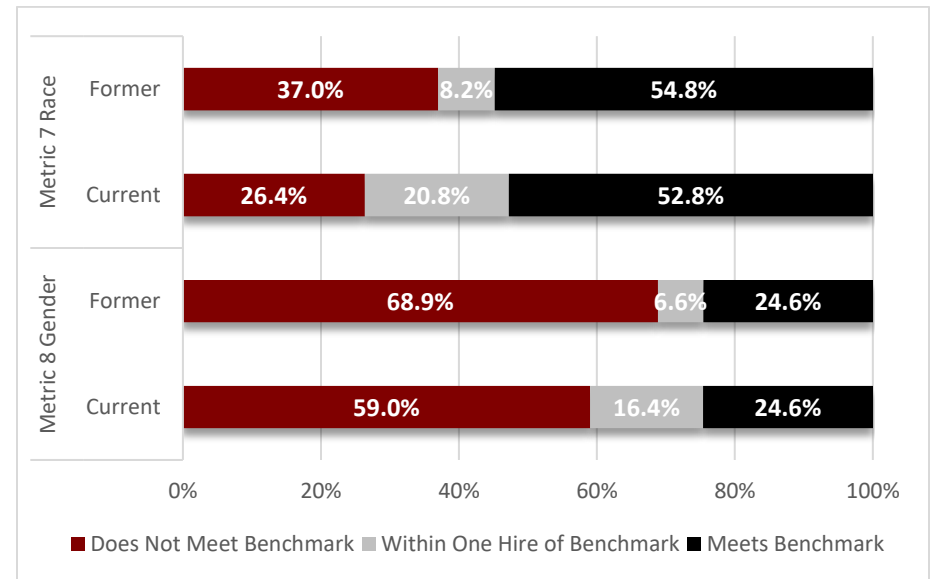
The full table for Metric 5 is presented in Table C5 in Appendix C. For Metric 5, over the preceding 6 months, two job classes (Administrative Supervisor and Civil Engineer) represent a negative percentage change of 5% or higher. There are three job classes (Arborist, Police Chief II and Power Distribution Worker) 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, three job classes (Civil Engineer, Senior Civil Engineer and WRF Operator II) represent a negative percentage change of 5% or higher. There are two job classes (Clinical Dentist and Lifeguard) that featured 100% of female employees on the registers.



**Metrics 7 & 8:** Using Metric 7, we evaluate whether the number of Black employees in job titles specified by Appendix A of the Consent Decree approximates the respective percentage of Blacks in the civilian labor force of Jefferson County. Based on the most recent 2010 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 40.2%. The change in employment rates for Black employees in these jobs during the relevant time period, as well as whether or not these jobs are in compliance with the Consent Decree, are contained in Figure 29. Using Metric 8, we evaluate whether the number of female employees in job titles specified by Appendix B of the Consent Decree approximates the respective percentage of females in the civilian labor force of Jefferson County. Based on the most recent U.S. Census, the percentage of females in the civilian labor force of Jefferson County is 49.7%. The change in employment rates for female employees in these jobs during the relevant time period, as well as whether or not these jobs are in compliance with the Consent Decree, are contained in Figure 29.

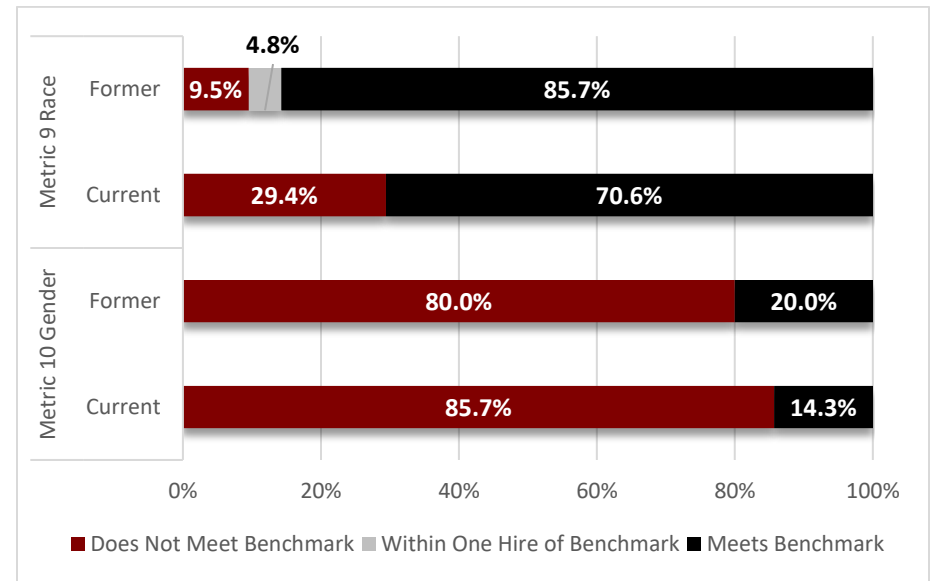
Figure 29. Percent of job classes meeting **Metric 7**—Employment Percentage by Race Compliance (in Appendix A of the Consent Decree) and **Metric 8**—Employment Percentage by Gender Compliance (in Appendix B of the Consent Decree).



The full table for **Metric 7** is presented in Table C7 in Appendix C. The table shows positive gains in the percentage of job classes meeting the race benchmark. In 27 job classes (Accountant, Auditor, Building Inspector, Buyer, Chief Accountant, Chief of Building Maintenance, Computer Operator, Engineering Aide, Environmental Laboratory/Compliance Administrator, HVAC/Refrigeration Technician, Land Acquisition Agent, Legal Secretary, Microphotographer, Painter, Planner, Plumber, Principal Buyer, Public Safety Dispatcher II, Purchasing Agent, Senior Stores Clerk, Sewer Line Maintenance Inspector, Systems Analyst, Tax Agent, Traffic Control Technician, Traffic Striping Machine Operator, WRF Supervisor and Zoning Inspector), the percentage of Black employees remained constant. The full table for **Metric 8** is presented in Table C8 in Appendix C. For Metric 8, with respect to 14 job classes (Buyer, Chief Accountant, Environmental Laboratory/Compliance Administrator, Environmental Biologist, Land Acquisition Agent, Microphotographer, Principal Auditor, Principal Buyer, Real Property Appraiser, Revenue Examiner, Sewer Line Maintenance Inspector, Tax Agent, Voting Machine Technician and WRF Supervisor), the percentage of female employees remained constant.

**Metrics 9 & 10:** Using Metric 9, we evaluate whether the number of Black employees in all classified job positions as well as the unclassified position of Laborer, approximates the respective percentage of Blacks on the eligibility lists (alternatively referred to as the register list) for those positions. Using Metric 10, we evaluate whether the number of female employees in classified job positions for which an eligibility list included an applicant willing to work in Jefferson County approximates the respective percentage of Blacks on the eligibility lists (alternatively referred to as the register list) for those positions. For Metric 10, approximating the percentage of the eligibility list is defined as being at least 80% of the eligibility percentage. Each job features a different benchmark based on the job’s respective eligibility list. The change in employment rates for female employees in these job classes during the relevant time period, as well as whether or not these job classes are in compliance with the Consent Decree, are contained in Figure 30.

Figure 30. 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 Heavy Equipment Operator job class reflects a 5.1% positive change in the number of Black applicants during this reporting period. In addition, the WRF Shift Supervisor job class reflects a 45.0% decrease in the number of Black applicants during this reporting period.

The full table for Metric 10 is presented in Table C10 in Appendix C. For Metric 10, during this reporting period, there were 151 applicants for the Construction Equipment Operator job class. Of this number, 26 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 time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 31 below.

Figure 31. Percent of job classes meeting **Metric 11 – Promotional Race Compliance** (external Black applicants approximating the percentage of eligible Black applicants currently employed)

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Construct Equip Operator	34.78%	39.58%	68%	48	19	4.80%	3	No
Heavy Equip Operator	52.17%	52.63%	71%	19	10	0.46%	-2	No
Labor Supervisor	66.67%	70.00%	0%	10	7	3.33%	1	Yes
Public Works Supervisor	12.50%	14.29%	55%	7	1	1.79%	0	No
Total	40.7%	44.0%	--	84	37	3.3%	2	--

For Metric 11, over the preceding 6 months, the data reflects an overall 3.3% change. Only one job, Labor Supervisor, 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 time period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 32 below.

Figure 32. Percent of job classes meeting **Metric 12 – Promotional Gender Compliance** (external female applicants approximating the percentage of eligible female applicants currently employed)

Job Title	% of Female Employees: 4/1/2020	% 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?
Construct Equip Operator	2.17%	4.17%	17%	48	2	2.00%	1	No
Heavy Equip Operator	17.39%	21.05%	15%	19	4	3.66%	0	Yes
Labor Supervisor	0.00%	10.00%	0%	10	1	10.00%	1	Yes
Public Works Supervisor	12.50%	0.00%	17%	7	0	-12.50%	-1	No
Sheriff's Sergeant	12.50%	11.11%	0%	63	7	-1.39%	-1	Yes
Total	7.9%	9.5%	--	147	14	1.6%	0	--

For Metric 12, over the preceding 6 months, the data reflects an overall 1.6% change. Three job classes (Heavy Equipment Operator, Labor Supervisor and Sheriff's Sergeant) highlighted in Metric 12 met 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 CEIO acknowledged nine (9) areas of focus, reported progress made regarding each area of focus and provided the plan forward to realize goals in these areas.

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

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

### **Professional Development and Coaching**

The CEIO will meet one on one (via conference call due to COVID-19) with Department Heads in December 2020, 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 continuously seeks to serve, support and communicate with County veterans. With the challenges of the COVID-19 pandemic, the program members were forced to consider additional meeting options and recognition events for veterans. The results of the recognition event, planned in celebration of Veteran's Day, will be shared next reporting period.

Based on the survey feedback received from the Women in Non-Traditional Roles (WINTR), the Equity & Inclusion Division (EID) is partnering with the Learning & Organizational Development Division (LOD) to ensure that further access to professional development is provided to these women according to their respective needs. A professional development strategy will be created by March 2021. Also, the WINTR Committee will conduct focus groups in the future to capture more open-ended responses from the women.

## **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 CEIO 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**

Although the County planned for and initiated recruitment efforts and activities for various executive-exempt positions, the Chief Financial Officer and one (1) of the Deputy Director of Roads and Transportation positions were the only executive level positions filled this reporting period. The next reporting period will be

highlighted with the Chief Compliance Officer, Deputy Director of Finance, Deputy Chief Information Officer and IT Governance and Deputy Director of Revenue positions.

### **Employee Engagement**

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

### **Departmental Leadership Equity and Inclusion Metric Coaching**

The CEIO will facilitate one-on-one Metric Coaching meetings (via conference calls due to COVID-19) in January 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%
<b>BOARD OF EQUALIZATION</b>	<b>1</b>	<b>11</b>	<b>2</b>	<b>9</b>	<b>18%</b>	<b>82%</b>
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	2	1	67%	33%
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%
<b>DEVELOPMENT SERVICES</b>	<b>1</b>	<b>10</b>	<b>1</b>	<b>9</b>	<b>10%</b>	<b>90%</b>
DEVELOPMENT SERVICES	2	1	1		100%	0%
<b>DEVELOPMENT SERVICES</b>	<b>3</b>	<b>3</b>		<b>3</b>	<b>0%</b>	<b>100%</b>
DISTRICT ATTORNEY-BESSEMER	1	1	1		100%	0%
DISTRICT ATTORNEY-BIRMINGHAM	1	1	1		100%	0%
<b>ENVIRONMENTAL SERVICES</b>	<b>1</b>	<b>60</b>	<b>22</b>	<b>38</b>	<b>37%</b>	<b>63%</b>

Department	Supervisor Level	Total	Black	White	Black	White
<b>ENVIRONMENTAL SERVICES</b>	<b>2</b>	<b>14</b>	<b>3</b>	<b>11</b>	<b>21%</b>	<b>79%</b>
<b>ENVIRONMENTAL SERVICES</b>	<b>3</b>	<b>12</b>	<b>2</b>	<b>10</b>	<b>17%</b>	<b>83%</b>
FAMILY COURT	1	14	7	7	50%	50%
FAMILY COURT	2	3	2	1	67%	33%
FAMILY COURT	3	2	2		100%	0%
FINANCE	1	15	13	2	87%	13%
FINANCE	2	3	3		100%	0%
FINANCE	3	2	2		100%	0%
<b>GENERAL SERVICES</b>	<b>1</b>	<b>16</b>	<b>6</b>	<b>10</b>	<b>38%</b>	<b>63%</b>
<b>GENERAL SERVICES</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>33%</b>	<b>67%</b>
GENERAL SERVICES	3	2	1	1	50%	50%
HUMAN RESOURCES	1	6	4	2	67%	33%
HUMAN RESOURCES	2	3	3		100%	0%
HUMAN RESOURCES	3	1	1		100%	0%
<b>INFORMATION SERVICES</b>	<b>1</b>	<b>8</b>	<b>1</b>	<b>7</b>	<b>13%</b>	<b>88%</b>
INFORMATION SERVICES	2	3	2	1	67%	33%
<b>INFORMATION SERVICES</b>	<b>3</b>	<b>2</b>		<b>1</b>	<b>0%</b>	<b>50%</b>
PROBATE COURT	1	1	1		100%	0%
PROBATE COURT	2	1		1	0%	100%
<b>PROBATE COURT</b>	<b>3</b>	<b>2</b>		<b>2</b>	<b>0%</b>	<b>100%</b>
REVENUE	1	7	6	1	86%	14%
<b>REVENUE</b>	<b>2</b>	<b>2</b>		<b>2</b>	<b>0%</b>	<b>100%</b>
REVENUE	3	2	1	1	50%	50%
<b>ROADS &amp; TRANSPORTATION</b>	<b>1</b>	<b>28</b>	<b>3</b>	<b>25</b>	<b>11%</b>	<b>89%</b>
<b>ROADS &amp; TRANSPORTATION</b>	<b>2</b>	<b>8</b>	<b>2</b>	<b>6</b>	<b>25%</b>	<b>75%</b>
<b>ROADS &amp; TRANSPORTATION</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>20%</b>	<b>80%</b>

Department	Supervisor Level	Total	Black	White	Black	White
<b>TAX ASSESSOR - BESSEMER</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>4</b>	<b>33%</b>	<b>67%</b>
TAX ASSESSOR - BESSEMER	2	1	1		100%	0%
TAX ASSESSOR - BESSEMER	3	1	1		100%	0%
TAX ASSESSOR - BIRMINGHAM	1	2	2		100%	0%
TAX ASSESSOR - BIRMINGHAM	2	1	1		100%	0%
TAX ASSESSOR - BIRMINGHAM	3	1	1		100%	0%
TAX COLLECTOR - BESSEMER	1	1	1		100%	0%

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

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%
<b>BOARD OF EQUALIZATION</b>	<b>1</b>	<b>11</b>	<b>3</b>	<b>8</b>	<b>27%</b>	<b>73%</b>
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%
<b>COMMUNITY DEVELOPMENT</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>33%</b>	<b>67%</b>
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%
<b>DEVELOPMENT SERVICES</b>	<b>1</b>	<b>10</b>	<b>3</b>	<b>7</b>	<b>30%</b>	<b>70%</b>
DEVELOPMENT SERVICES	2	1	1		100%	0%
<b>DEVELOPMENT SERVICES</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>33%</b>	<b>67%</b>
DISTRICT ATTORNEY-BESSEMER	1	1	1		100%	0%
DISTRICT ATTORNEY-BIRMINGHAM	1	1	1		100%	0%

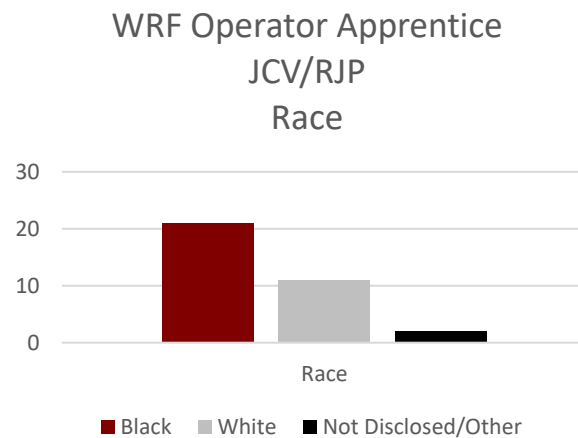
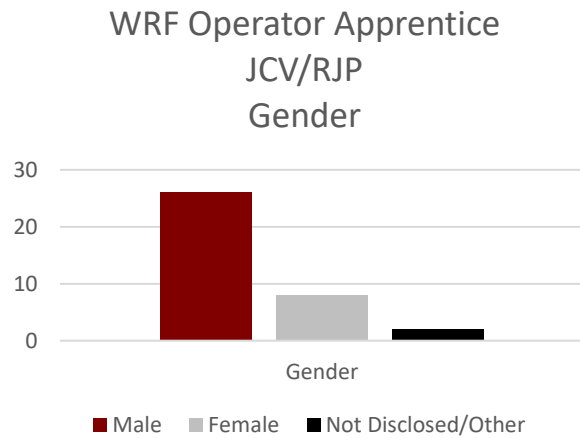
Department	Supervisor Level	Total	Female	Male	Female	Male
<b>ENVIRONMENTAL SERVICES</b>	<b>1</b>	<b>60</b>	<b>6</b>	<b>54</b>	<b>10%</b>	<b>90%</b>
<b>ENVIRONMENTAL SERVICES</b>	<b>2</b>	<b>14</b>	<b>4</b>	<b>10</b>	<b>29%</b>	<b>71%</b>
<b>ENVIRONMENTAL SERVICES</b>	<b>3</b>	<b>12</b>	<b>2</b>	<b>10</b>	<b>17%</b>	<b>83%</b>
FAMILY COURT	1	14	10	4	71%	29%
FAMILY COURT	2	3	3		100%	0%
FAMILY COURT	3	2	1	1	50%	50%
FINANCE	1	15	13	2	87%	13%
FINANCE	2	3	3		100%	0%
FINANCE	3	2	1	1	50%	50%
<b>GENERAL SERVICES</b>	<b>1</b>	<b>16</b>	<b>4</b>	<b>12</b>	<b>25%</b>	<b>75%</b>
<b>GENERAL SERVICES</b>	<b>2</b>	<b>3</b>		<b>3</b>	<b>0%</b>	<b>100%</b>
GENERAL SERVICES	3	2	1	1	50%	50%
HUMAN RESOURCES	1	6	4	2	67%	33%
HUMAN RESOURCES	2	3	2	1	67%	33%
HUMAN RESOURCES	3	1	1		100%	0%
<b>INFORMATION SERVICES</b>	<b>1</b>	<b>8</b>	<b>3</b>	<b>5</b>	<b>38%</b>	<b>63%</b>
<b>INFORMATION SERVICES</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>33%</b>	<b>67%</b>
<b>INFORMATION SERVICES</b>	<b>3</b>	<b>2</b>		<b>2</b>	<b>0%</b>	<b>100%</b>
PROBATE COURT	1	1	1		100%	0%
PROBATE COURT	2	1		1	0%	100%
PROBATE COURT	3	2	1		50%	0%
REVENUE	1	7	6	1	86%	14%
<b>REVENUE</b>	<b>2</b>	<b>2</b>		<b>2</b>	<b>0%</b>	<b>100%</b>
<b>REVENUE</b>	<b>3</b>	<b>2</b>		<b>2</b>	<b>0%</b>	<b>100%</b>
<b>ROADS &amp; TRANSPORTATION</b>	<b>1</b>	<b>28</b>	<b>4</b>	<b>24</b>	<b>14%</b>	<b>86%</b>

Department	Supervisor Level	Total	Female	Male	Female	Male
<b>ROADS &amp; TRANSPORTATION</b>	<b>2</b>	<b>8</b>		<b>8</b>	<b>0%</b>	<b>100%</b>
<b>ROADS &amp; TRANSPORTATION</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>20%</b>	<b>80%</b>
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	2	1	1	50%	50%
TAX ASSESSOR - BIRMINGHAM	2	1		1	0%	100%
TAX ASSESSOR - BIRMINGHAM	3	1	1		100%	0%
TAX COLLECTOR - BESSEMER	1	1	1		100%	0%
TAX COLLECTOR - BESSEMER	3	1		1	0%	100%
TAX COLLECTOR - BIRMINGHAM	1	3	2	1	67%	33%
TAX COLLECTOR - BIRMINGHAM	2	1	1		100%	0%
<b>TAX COLLECTOR - BIRMINGHAM</b>	<b>3</b>	<b>4</b>	<b>1</b>	<b>3</b>	<b>25%</b>	<b>75%</b>
TREASURER	1	1	1		100%	0%
TREASURER	3	2	1	1	50%	50%
<b>YOUTH DETENTION</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>20%</b>	<b>80%</b>
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
April 2020	0	0	1	1	0	0
May 2020	1	1	3	6	0	0
June 2020	5	7	6	6	0	0
July 2020	2	3	1	1	1	1
August 2020	1	1	1	2	0	0
September 2020	1	2	1	1	1	1
<b>Total:</b>	<b>10</b>	<b>14</b>	<b>13</b>	<b>17</b>	<b>2</b>	<b>2</b>

Table A4. Breakdown of Reporting Period JCV/RJP Administration



Appendix B: Departmental  
Data Summary & Tables

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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ADMINISTRATIVE ASSISTANT	80.0%	75.0%	4	3	-5.0%	-1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	66.7%	3	2	-33.3%	1	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	100.0%	100.0%	1	1	0.0%	0	Yes
MEMBER, BD OF EQUAL	50.0%	50.0%	2	1	0.0%	0	Yes
PRINCIPAL REAL PROPERTY APPRAISER	--	0.0%	3	0	--	0	No
PROPERTY APPRAISAL SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
PROPERTY LITIGATION ADMINISTRATOR	0.0%	50.0%	2	1	50.0%	1	Yes
REAL PROPERTY APPRAISER	25.0%	27.3%	22	6	2.3%	1	No
SENIOR APPRAISAL ANALYST	0.0%	0.0%	3	0	0.0%	0	No
SENIOR REAL PROPERTY APPRAISER	22.2%	20.0%	5	1	-2.2%	-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: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	4	4	0.0%	-1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	3	3	0.0%	2	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%	3	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%	1	Yes
SENIOR APPRAISAL ANALYST	0.0%	0.0%	3	0	0.0%	0	No
SENIOR REAL PROPERTY APPRAISER	11.1%	20.0%	5	1	8.9%	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: 4/1/2020	% of Black Employees: 10/1/2020	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%	7	7	0.0%	1	Yes
AUDITOR	--	100.0%	1	1	--	1	Yes
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
COMMUNITY RESOURCE REPRESENTATIVE	100.0%	100.0%	2	2	0.0%	0	Yes
COORDINATOR OF SENIOR CITIZENS SVCS	100.0%	100.0%	1	1	0.0%	0	Yes
DEP DIR OF HC&ECO DE	--	100.0%	1	1	--	1	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	--	100.0%	1	1	--	1	Yes
GRANTS ADMINISTRATOR	50.0%	0.0%	1	0	-50.0%	-1	No*
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%	1	Yes
SENIOR ADMINISTRATIVE ANALYST	100.0%	100.0%	3	3	0.0%	0	Yes
SENIOR GRANTS MANAGEMENT COORDINATOR	0.0%	0.0%	2	0	0.0%	0	No
SENIOR HOUSING REHABILITATION 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%	4	4	0.0%	0	Yes

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

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	50.0%	50.0%	2	1	0.0%	0	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	0.0%	50.0%	2	1	50.0%	1	Yes
ADMINISTRATIVE CLERK	83.3%	85.7%	7	6	2.4%	1	Yes
AUDITOR	--	100.0%	1	1	--	1	Yes
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
COMMUNITY RESOURCE REPRESENTATIVE	50.0%	50.0%	2	1	0.0%	0	Yes
COORDINATOR OF SENIOR CITIZENS SVCS	100.0%	100.0%	1	1	0.0%	0	Yes
DEP DIR OF HC&ECO DE	--	0.0%	1	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	--	100.0%	1	1	--	1	Yes
GRANTS ADMINISTRATOR	50.0%	0.0%	1	0	-50.0%	-1	No*
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%	50.0%	2	1	-50.0%	0	Yes
SENIOR ADMINISTRATIVE ANALYST	100.0%	100.0%	3	3	0.0%	0	Yes
SENIOR GRANTS MANAGEMENT COORDINATOR	50.0%	50.0%	2	1	0.0%	0	Yes
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%	4	4	0.0%	0	Yes

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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ADMINISTRATIVE SUPERVISOR	--	0.0%	1	0	--	0	No*
ADMINISTRATIVE CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
BUILDING INSPECTOR	25.0%	25.0%	4	1	0.0%	0	No
BUSINESS OFFICE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF BUILDING INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF CIVIL ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF ELECTRICAL INSPECTOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF PLUMBING, GAS AND MECH INSPECT	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS OPERATOR II	0.0%	0.0%	1	0	0.0%	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
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%	1	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 INSPECT	0.0%	0.0%	3	0	0.0%	0	No
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR SANITATION & ORDINANCE INSPECT	0.0%	0.0%	1	0	0.0%	0	No*
STORM WATER PROGRAM MANAGER	--	100.0%	1	1	--	1	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*

<b>Job Title</b>	<b>% of Black Employees: 4/1/2020</b>	<b>% of Black Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
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%	1	0	--	0	No*

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

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	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
ADMINISTRATIVE CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
BUILDING INSPECTOR	0.0%	0.0%	4	0	0.0%	0	No
BUSINESS OFFICE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF BUILDING INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF CIVIL ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF ELECTRICAL INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF PLUMBING, GAS AND MECH INSPECT	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS OPERATOR II	100.0%	100.0%	1	1	0.0%	0	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
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%	1	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 INSPECT	0.0%	0.0%	3	0	0.0%	0	No
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR SANITATION & ORDINANCE INSPECT	0.0%	0.0%	1	0	0.0%	0	No*
STORM WATER PROGRAM MANAGER	--	100.0%	1	1	--	1	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*

<b>Job Title</b>	<b>% of Female Employees: 4/1/2020</b>	<b>% of Female Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
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%	1	1	--	1	Yes

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

<b>Job Title</b>	<b>% of Black Employees: 4/1/2020</b>	<b>% of Black Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
ADMINISTRATIVE CLERK	60.0%	63.6%	11	7	3.6%	1	<b>Yes</b>
APPTD CLERK DISTRICT ATTY BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
APPTD CLERK DISTRICT ATTY BESSEMER	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
DEP DIST ATTY: LEV I-BESSEMER, COUNTY	0.0%	0.0%	2	0	0.0%	0	<b>No</b>
DSTRICK ATTORNEY'S INVESTIGATOR	100.0%	100.0%	4	4	0.0%	0	<b>Yes</b>
INVESTIGATOR CHECKS AND WARRANTS	66.7%	66.7%	3	2	0.0%	0	<b>Yes</b>
LEGAL SECRETARY	77.8%	77.8%	9	7	0.0%	0	<b>Yes</b>
PARALEGAL	100.0%	100.0%	1	1	0.0%	-2	<b>Yes</b>
SENIOR ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
SOCIAL WORKER	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
SUPERNUMERARY DISTRICT ATTORNEY	0.0%	0.0%	2	0	0.0%	0	<b>No</b>

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

<b>Job Title</b>	<b>% of Female Employees: 4/1/2020</b>	<b>% of Female Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
ADMINISTRATIVE CLERK	80.0%	81.8%	11	9	1.8%	1	<b>Yes</b>
APPTD CLERK DISTRICT ATTY BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
APPTD CLERK DISTRICT ATTY BESSEMER	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
DEP DIST ATTY: LEV I-BESSEMER, COUNTY	0.0%	0.0%	2	0	0.0%	0	<b>No</b>
DSTRICK ATTORNEY'S INVESTIGATOR	50.0%	50.0%	4	2	0.0%	0	<b>Yes</b>
INVESTIGATOR CHECKS AND WARRANTS	0.0%	0.0%	3	0	0.0%	0	<b>No</b>
LEGAL SECRETARY	100.0%	100.0%	9	9	0.0%	0	<b>Yes</b>
PARALEGAL	66.7%	100.0%	1	1	33.3%	-1	<b>Yes</b>
SENIOR ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
SOCIAL WORKER	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
SUPERNUMERARY DISTRICT ATTORNEY	0.0%	0.0%	2	0	0.0%	0	<b>No</b>



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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	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	87.5%	85.7%	7	6	-1.8%	-1	Yes
ADMINISTRATIVE ASSISTANT	75.0%	75.0%	4	3	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	72.7%	80.0%	10	8	7.3%	0	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	100.0%	33.3%	3	1	-66.7%	0	No*
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS OPERATOR II	100.0%	100.0%	4	4	0.0%	3	Yes
CONSTRUCTION EQUIPMENT OPERATOR	23.1%	33.3%	15	5	10.3%	2	No
CONSTRUCTION SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
DEPUTY DIR 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	36.4%	37.5%	8	3	1.1%	-1	No*
ELECTRONICS TECHNICIAN	28.6%	25.0%	8	2	-3.6%	0	No
ENGINEERING AIDE	100.0%	100.0%	3	3	0.0%	0	Yes
ENGINEERING INSPECTOR	31.3%	21.1%	19	4	-10.2%	-1	No
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	100.0%	100.0%	1	1	0.0%	0	Yes

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ENVIRONMENTAL COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
ESD CONSTRUCTION MANAGER	--	100.0%	1	1	--	1	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*
GEOGRAPHIC INFORMATION SYSTEMS TECH I	100.0%	100.0%	1	1	0.0%	0	Yes
HEAVY EQUIPMENT OPERATOR	54.5%	55.6%	18	10	1.0%	-2	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 II	50.0%	50.0%	2	1	0.0%	0	Yes
LABORER III	100.0%	100.0%	3	3	0.0%	0	Yes
NETWORK SYSTEMS ADMINISTRATOR I	0.0%	0.0%	1	0	0.0%	0	No*
NETWORK SYSTEMS ADMINISTRATOR II	0.0%	0.0%	1	0	0.0%	0	No*
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 (CONSTRN OR SANITATIO	0.0%	0.0%	2	0	0.0%	0	No
SENIOR WRF MAINTENANCE WORKER	21.1%	18.8%	16	3	-2.3%	-1	No
SENIOR CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
SENIOR ENGINEERING AIDE	50.0%	33.3%	3	1	-16.7%	-1	No*
SENIOR ENGINEERING DRAFTER	--	100.0%	1	1	--	1	Yes
SENIOR ENGINEERING INSPECTOR	25.0%	50.0%	4	2	25.0%	1	Yes
SENIOR MAINTENANCE REPAIR WORKER	--	100.0%	1	1	--	1	Yes
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	10.0%	10.0%	10	1	0.0%	0	No
SEWER MAINTENANCE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
SEWER SERVICE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
SEWER VIDEO OPERATIONS SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SEWER VIDEO SPECIALIST	75.0%	73.9%	23	17	-1.1%	-1	Yes
SEWER VIDEO SUPERVISOR	11.1%	12.5%	8	1	1.4%	0	No
SKILLED LABORER - GRS	89.8%	90.0%	60	54	0.2%	1	Yes
SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
TRUCK DRIVER	100.0%	100.0%	3	3	0.0%	0	Yes
WATER POLLUTION CONTROL TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
WATER RECLAMATION FACILITY APPRENTICE	41.7%	35.7%	28	10	-6.0%	0	No
WRF MANAGER	0.0%	0.0%	5	0	0.0%	0	No
WRF SHOP SUPERVISOR	0.0%	25.0%	4	1	25.0%	1	No
WRF SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
WRF MAINTENANCE WORKER	47.1%	43.8%	16	7	-3.3%	-1	Yes
WRF MAINTENANCE MANAGER	--	0.0%	1	0	--	0	No*
WRF OPERATOR I	55.6%	56.3%	16	9	0.7%	-1	Yes
WRF OPERATOR II	22.2%	37.5%	8	3	15.3%	1	No*
WRF OPERATOR III	0.0%	0.0%	1	0	0.0%	0	No*
WRF OPERATOR IV	20.0%	25.0%	16	4	5.0%	1	No
WRF SHIFT SUPERVISOR	22.2%	20.0%	25	5	-2.2%	-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: 4/1/2020	% of Female Employees: 10/1/2020	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	87.5%	85.7%	7	6	-1.8%	-1	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	4	4	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	90.9%	90.0%	10	9	-0.9%	-1	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	100.0%	66.7%	3	2	-33.3%	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%	3	Yes
CONSTRUCTION EQUIPMENT OPERATOR	0.0%	6.7%	15	1	6.7%	1	No
CONSTRUCTION SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
DEPUTY DIR 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%	3	0	0.0%	0	No
ENGINEERING INSPECTOR	6.3%	15.8%	19	3	9.5%	2	No
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	100.0%	100.0%	1	1	0.0%	0	Yes

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ENVIRONMENTAL COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
ESD CONSTRUCTION MANAGER		0.0%	1	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*
GEOGRAPHIC INFORMATION SYSTEMS TECH I	100.0%	100.0%	1	1	0.0%	0	Yes
HEAVY EQUIPMENT OPERATOR	18.2%	22.2%	18	4	4.0%	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 II	0.0%	0.0%	2	0	0.0%	0	No
LABORER III	0.0%	0.0%	3	0	0.0%	0	No
NETWORK SYSTEMS ADMINISTRATOR I	0.0%	0.0%	1	0	0.0%	0	No*
NETWORK SYSTEMS ADMINISTRATOR II	0.0%	0.0%	1	0	0.0%	0	No*
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
PRN 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 (CONSTRN OR SANITATIO	0.0%	0.0%	2	0	0.0%	0	No
SENIOR WRF MAINTENANCE WORKER	0.0%	0.0%	16	0	0.0%	0	No
SENIOR CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
SENIOR ENGINEERING AIDE	25.0%	0.0%	3	0	-25.0%	-1	No
SENIOR ENGINEERING DRAFTER		100.0%	1	1		1	Yes
SENIOR ENGINEERING INSPECTOR	0.0%	0.0%	4	0	0.0%	0	No
SENIOR MAINTENANCE REPAIR WORKER		0.0%	1	0		0	No*
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*

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
SEWER SERVICE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SEWER VIDEO OPERATIONS SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SEWER VIDEO SPECIALIST	8.3%	8.7%	23	2	0.4%	0	No
SEWER VIDEO SUPERVISOR	11.1%	12.5%	8	1	1.4%	0	No
SKILLED LABORER - GRS	25.4%	25.0%	60	15	-0.4%	0	No
SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
TRUCK DRIVER	33.3%	0.0%	3	0	-33.3%	-1	No
WATER POLLUTION CONTROL TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
WATER RECLAMATION FACILITY APPRENTICE	29.2%	25.0%	28	7	-4.2%	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	11.8%	6.3%	16	1	-5.5%	-1	No
WRF MAINTENANCE MANAGER		0.0%	1	0		0	No*
WRF OPERATOR I	16.7%	12.5%	16	2	-4.2%	-1	No
WRF OPERATOR II	11.1%	0.0%	8	0	-11.1%	-1	No
WRF OPERATOR III	0.0%	0.0%	1	0	0.0%	0	No*
WRF OPERATOR IV	13.3%	18.8%	16	3	5.4%	1	No
WRF SHIFT SUPERVISOR	18.5%	16.0%	25	4	-2.5%	-1	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: 4/1/2020	% of Black Employees: 10/1/2020	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%	1	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 PROBATION OFFICER	66.7%	66.7%	3	2	0.0%	0	Yes
PROBATION OFFICER	65.6%	64.5%	31	20	-1.1%	-1	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

<b>Job Title</b>	<b>% of Female Employees: 4/1/2020</b>	<b>% of Female Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
ACCOUNTANT	0.0%	50.0%	2	1	50.0%	1	<b>Yes</b>
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
ADMINISTRATIVE CLERK	100.0%	100.0%	14	14	0.0%	0	<b>Yes</b>
CHIEF COURT CLERK	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
CHIEF PROBATION OFFICER	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
COURT CLERK	85.7%	87.5%	8	7	1.8%	1	<b>Yes</b>
DEPUTY COURT ADMIN-EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
PRINCIPAL PROBATION OFFICER	100.0%	100.0%	3	3	0.0%	0	<b>Yes</b>
PROBATION OFFICER	65.6%	64.5%	31	20	-1.1%	-1	<b>Yes</b>
SENIOR COUNTY COURT CLERK	50.0%	50.0%	2	1	0.0%	0	<b>Yes</b>
SENIOR PROBATION OFFICER	70.0%	70.0%	10	7	0.0%	0	<b>Yes</b>



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

<b>Job Title</b>	<b>% of Black Employees: 4/1/2020</b>	<b>% of Black Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
ACCOUNTANT	66.7%	66.7%	3	2	0.0%	0	<b>Yes</b>
ACCOUNTING ASSISTANT II	100.0%	100.0%	6	6	0.0%	0	<b>Yes</b>
ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	<b>Yes</b>
ADMINISTRATIVE CLERK	100.0%	100.0%	4	4	0.0%	0	<b>Yes</b>
BUYER	100.0%	100.0%	5	5	0.0%	0	<b>Yes</b>
CHIEF ACCOUNTANT	100.0%	100.0%	2	2	0.0%	0	<b>Yes</b>
CHIEF FINANCIAL OFFICER	--	100.0%	1	1	--	1	<b>Yes</b>
MANAGER OF TAX COLLECTION	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
PRINCIPAL ACCOUNTANT	71.4%	71.4%	7	5	0.0%	0	<b>Yes</b>
PRINCIPAL BUYER	80.0%	80.0%	5	4	0.0%	0	<b>Yes</b>
PURCHASING AGENT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
PURCHASING COORDINATOR	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
SENIOR ACCOUNTANT	50.0%	62.5%	8	5	12.5%	0	<b>Yes</b>

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

<b>Job Title</b>	<b>% of Female Employees: 4/1/2020</b>	<b>% of Female Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
ACCOUNTANT	100.0%	100.0%	3	3	0.0%	0	<b>Yes</b>
ACCOUNTING ASSISTANT II	100.0%	100.0%	6	6	0.0%	0	<b>Yes</b>
ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	<b>Yes</b>
ADMINISTRATIVE CLERK	100.0%	100.0%	4	4	0.0%	0	<b>Yes</b>
BUYER	100.0%	100.0%	5	5	0.0%	0	<b>Yes</b>
CHIEF ACCOUNTANT	100.0%	100.0%	2	2	0.0%	0	<b>Yes</b>
CHIEF FINANCIAL OFFICER	--	100.0%	1	1	--	1	<b>Yes</b>
MANAGER OF TAX COLLECTION	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
PRINCIPAL ACCOUNTANT	57.1%	57.1%	7	4	0.0%	0	<b>Yes</b>
PRINCIPAL BUYER	80.0%	80.0%	5	4	0.0%	0	<b>Yes</b>
PURCHASING AGENT	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
PURCHASING COORDINATOR	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
SENIOR ACCOUNTANT	90.0%	100.0%	8	8	10.0%	-1	<b>Yes</b>

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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	66.7%	66.7%	3	2	0.0%	0	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	2	2	0.0%	1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	87.5%	8	7	-12.5%	1	Yes
ADMINISTRATIVE SERVICES MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
APPOINTED CHIEF ADMINISTRATIVE ANLYST	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	100.0%	100.0%	1	1	0.0%	0	Yes
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
CABINETMAKER	50.0%	50.0%	4	2	0.0%	0	Yes
CHIEF OF BUILDING MAINTENANCE	33.3%	33.3%	3	1	0.0%	0	No*
CHIEF OF ELECTIONS OPERATION	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF OF SECURITY	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIR 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%	40.0%	5	2	0.0%	0	No*
ELECTRICIAN SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRONICS TECHNICIAN	62.5%	70.0%	10	7	7.5%	2	Yes
EQUIPMENT/STRUCTURAL MECHANIC	0.0%	0.0%	1	0	0.0%	0	No*
FACILITIES MANAGER	0.0%	0.0%	2	0	0.0%	0	No
HVAC/REFRIGERATION TECHNICIAN	33.3%	33.3%	3	1	0.0%	0	No*
LABOR SUPV - GRS	100.0%	50.0%	2	1	-50.0%	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	57.9%	53.3%	15	8	-4.6%	-3	Yes
PAINTER	33.3%	33.3%	6	2	0.0%	0	No*

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
PAINTER SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
PLUMBER	20.0%	20.0%	5	1	0.0%	0	No
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SECURITY OFFICER	75.0%	72.9%	48	35	-2.1%	-4	Yes
SENIOR ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR MAINTENANCE REPAIR WORKER	27.3%	38.5%	13	5	11.2%	2	No*
SENIOR SECURITY OFFICER	85.7%	85.7%	7	6	0.0%	0	Yes
SKILLED LABORER - GRS	100.0%	95.0%	20	19	-5.0%	7	Yes
STORES CLERK	100.0%	100.0%	1	1	0.0%	-1	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: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	3	3	0.0%	0	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	2	2	0.0%	1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	8	8	0.0%	2	Yes
ADMINISTRATIVE SERVICES MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
APPOINTED CHIEF ADMINISTRATIVE ANLYST	0.0%	0.0%	1	0	0.0%	0	No*
ASSISTANT CHIEF OF ELECTIONS	0.0%	0.0%	1	0	0.0%	0	No*
BUILDING MAINTENANCE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
CABINETMAKER	0.0%	0.0%	4	0	0.0%	0	No
CHIEF OF BUILDING MAINTENANCE	0.0%	0.0%	3	0	0.0%	0	No
CHIEF OF ELECTIONS OPERATION	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF OF SECURITY	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIR 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%	5	0	0.0%	0	No
ELECTRICIAN SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRONICS TECHNICIAN	0.0%	0.0%	10	0	0.0%	0	No
EQUIPMENT/STRUCTURAL MECHANIC	0.0%	0.0%	1	0	0.0%	0	No*
FACILITIES MANAGER	0.0%	0.0%	2	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	15.8%	13.3%	15	2	-2.5%	-1	No
PAINTER	0.0%	0.0%	6	0	0.0%	0	No

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
PAINTER SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
PLUMBER	0.0%	0.0%	5	0	0.0%	0	No
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SECURITY OFFICER	34.6%	35.4%	48	17	0.8%	-1	No
SENIOR ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR MAINTENANCE REPAIR WORKER	0.0%	7.7%	13	1	7.7%	1	No
SENIOR SECURITY OFFICER	42.9%	42.9%	7	3	0.0%	0	No*
SKILLED LABORER - GRS	25.0%	40.0%	20	8	15.0%	5	No
STORES CLERK	50.0%	0.0%	1	0	-50.0%	-1	No*
STORES/PROCUREMENT OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
TRUCK DRIVER	0.0%	0.0%	2	0	0.0%	0	No
VOTING MACHINE TECHNICIAN	33.3%	33.3%	3	1	0.0%	0	No*

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

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

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

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	3	3	0.0%	-1	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%	66.7%	6	4	0.0%	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%	3	3	0.0%	0	Yes
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 & INCLUSION OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
EQUITY AND INCLUSION BUSINESS PARTNER	50.0%	50.0%	4	2	0.0%	0	Yes
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%	50.0%	2	1	0.0%	-1	Yes
PAYROLL MANAGER	100.0%	0.0%	1	0	-100.0%	-1	No*
SELECTION MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ASSESSMENT AND DEVELOPMNT SPEC	0.0%	0.0%	2	0	0.0%	0	No
SENIOR SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
TALENT SOURCING SPECIALIST	100.0%	100.0%	4	4	0.0%	0	Yes
TEST ADMINISTRATION COORDINATOR I	100.0%	100.0%	1	1	0.0%	0	Yes
TRAINING & 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: 4/1/2020	% of Black Employees: 10/1/2020	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 SERVICES MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
APPLICATION DEVELOPER	33.3%	25.0%	4	1	-8.3%	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 INFORMATION OFFICER/DIRECTOR OF 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%	2	2	0.0%	0	Yes
DATABASE ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	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*
MANAGER SYSTEMS ANALYSIS	100.0%	100.0%	1	1	0.0%	0	Yes
MANAGER OF INFORMATION TECHNOLOGY INFRASTRUCTURE	0.0%	0.0%	1	0	0.0%	0	No*
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	85.7%	83.3%	6	5	-2.4%	-1	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
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%	1	1	--	1	Yes

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

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	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 SERVICES MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
APPLICATION DEVELOPER	33.3%	25.0%	4	1	-8.3%	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 INFORMATION OFFICER/DIRECTOR OF 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%	2	0	0.0%	0	No
DATABASE ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	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*
MANAGER SYSTEMS ANALYSIS	0.0%	0.0%	1	0	0.0%	0	No*
MANAGER OF INFORMATION TECHNOLOGY INFRASTRUCTURE	0.0%	0.0%	1	0	0.0%	0	No*
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	28.6%	33.3%	6	2	4.8%	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*
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%	1	0	--	0	No*

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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	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	75.0%	60.0%	5	3	-15.0%	0	Yes
CHIEF CLERK PROBATE COURT	100.0%	100.0%	1	1	0.0%	0	Yes
CONFIDENTIAL JUDICIAL ASSISTANT	0.0%	0.0%	2	0	0.0%	0	No
COURT CLERK	61.1%	58.8%	17	10	-2.3%	-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	66.7%	60.0%	5	3	-6.7%	1	Yes
PROBATE JUDGE NUMBER I	--	0.0%	1	0	--	0	No*
SENIOR ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR COUNTY COURT CLERK	66.7%	60.0%	5	3	-6.7%	-1	Yes

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

<b>Job Title</b>	<b>% of Female Employees: 4/1/2020</b>	<b>% of Female Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
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%	1	Yes
CHIEF CLERK PROBATE COURT	100.0%	100.0%	1	1	0.0%	0	Yes
CONFIDENTIAL JUDICIAL ASSISTANT	100.0%	100.0%	2	2	0.0%	0	Yes
COURT CLERK	100.0%	100.0%	17	17	0.0%	-1	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	66.7%	80.0%	5	4	13.3%	2	Yes
PROBATE JUDGE NUMBER I	--	0.0%	1	0	--	0	No*
SENIOR ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR COUNTY COURT CLERK	100.0%	100.0%	5	5	0.0%	-1	Yes

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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	0.0%	0.0%	2	0	0.0%	0	No
ACCOUNTING ASSISTANT I	16.7%	16.7%	6	1	0.0%	0	No
ACCOUNTING ASSISTANT II	82.4%	84.5%	84	71	2.1%	-4	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%	2	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*
DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ACCOUNTANT	57.1%	66.7%	6	4	9.5%	0	Yes
PRINCIPAL AUDITOR	50.0%	100.0%	1	1	50.0%	0	Yes
REVENUE EXAMINER	66.7%	83.3%	6	5	16.7%	3	Yes
SENIOR ACCOUNTANT	66.7%	83.3%	6	5	16.7%	1	Yes
SENIOR STORES CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR AUDITOR	50.0%	55.6%	9	5	5.6%	1	Yes

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

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	2	2	0.0%	0	Yes
ACCOUNTING ASSISTANT I	50.0%	50.0%	6	3	0.0%	0	Yes
ACCOUNTING ASSISTANT II	91.2%	91.7%	84	77	0.5%	-6	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	66.7%	75.0%	8	6	8.3%	2	Yes
BUSINESS OFFICE SUPERVISOR	80.0%	80.0%	5	4	0.0%	0	Yes
CHIEF ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF DEPUTY DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ACCOUNTANT	71.4%	66.7%	6	4	-4.8%	-1	Yes
PRINCIPAL AUDITOR	100.0%	100.0%	1	1	0.0%	-1	Yes
REVENUE EXAMINER	100.0%	100.0%	6	6	0.0%	3	Yes
SENIOR ACCOUNTANT	83.3%	100.0%	6	6	16.7%	1	Yes
SENIOR STORES CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR AUDITOR	37.5%	44.4%	9	4	6.9%	1	No*

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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	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	50.0%	40.0%	5	2	-10.0%	-1	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
AUTOMOTIVE PARTS CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
AUTOMOTIVE TECHICIAN - GRS	41.2%	40.0%	15	6	-1.2%	-1	No*
AUTO/HVY EQP SP SUPV - GRS	33.3%	25.0%	4	1	-8.3%	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%	0.0%	4	0	0.0%	0	No
CHIEF OF PARTY	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER	50.0%	25.0%	8	2	-25.0%	1	No
CONSTRUCTION EQUIPMENT OPERATOR	39.4%	42.4%	33	14	3.0%	1	Yes
CONSTRUCTION SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
COUNTY PROPERTY APPRAISER	0.0%	0.0%	1	0	0.0%	0	No*
COUNTY PROPERTY MANAGER	0.0%	0.0%	2	0	0.0%	0	No
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR OF ROAD & TRANSP. II-EE	--	0.0%	1	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*
DIRECTOR OF ROAD & TRANS EXEMPT EXECUTIV	0.0%	0.0%	1	0	0.0%	0	No*
ENGINEERING AIDE	100.0%	100.0%	1	1	0.0%	0	Yes

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ENGINEERING INSPECTOR	50.0%	66.7%	9	6	16.7%	4	Yes
EQUIPMENT SERVICE WRITER	0.0%	0.0%	1	0	0.0%	0	No*
FLEET OPERATIONS SUPERINTENDENT	--	0.0%	1	0	--	0	No*
GEOGRAPHIC INFO SYSTEMS TECHN II	100.0%	100.0%	1	1	0.0%	0	Yes
HEAVY EQUIPMENT OPERATOR	0.0%	0.0%	1	0	0.0%	0	No*
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*
HIGHWAY DISTRICT SUPERINTENDENT	0.0%	0.0%	4	0	0.0%	0	No
LABOR SUPV - GRS	25.0%	50.0%	4	2	25.0%	1	Yes
LABORER II	100.0%	100.0%	2	2	0.0%	0	Yes
LAND ACQUISITION AGENT	100.0%	100.0%	2	2	0.0%	0	Yes
LANDSCAPE CREW LEADER	0.0%	66.7%	6	4	66.7%	4	Yes
MOBILE EQUIPMENT MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ENGINEER CONST INSPECTOR	50.0%	25.0%	4	1	-25.0%	0	No
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	16.7%	20.0%	5	1	3.3%	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%	1	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%	3	0	0.0%	0	No
SENIOR CONSTRUCTION SUPERVISOR	50.0%	0.0%	1	0	-50.0%	-1	No*
SENIOR ENGINEERING AIDE	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ENGINEERING DRAFTER	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ENGINEERING INSPECTOR	0.0%	25.0%	4	1	25.0%	1	No
SENIOR LAND ACQUISITION AGENT	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR TRAFFIC CONTROL TECHNICIAN	100.0%	100.0%	1	1	0.0%	0	Yes
SKILLED LABORER - GRS	83.3%	82.2%	45	37	-1.1%	-3	Yes
STORES CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
STREET PAVING SUPERVISOR	0.0%	0.0%	4	0	0.0%	0	No
SYSTEMS ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
TIRE SHOP SUPERVISOR	--	0.0%	2	0	--	0	No



Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	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	<b>No</b>
TRAFFIC CONTROL SUPERINTENDENT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
TRAFFIC CONTROL TECHNICIAN	100.0%	100.0%	3	3	0.0%	0	<b>Yes</b>
TRAFFIC MAINTENANCE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
TRAFFIC MAINTENANCE WORKER	81.8%	80.0%	10	8	-1.8%	-1	<b>Yes</b>
TRAFFIC SIGN PAINTER	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
TRAFFIC SIGNAL WORKER	100.0%	100.0%	3	3	0.0%	0	<b>Yes</b>
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	0.0%	0.0%	4	0	0.0%	0	<b>No</b>
TRAFFIC STRIPING MACHINE OPERATOR	66.7%	66.7%	3	2	0.0%	0	<b>Yes</b>
TRUCK DRIVER	83.3%	84.4%	32	27	1.0%	2	<b>Yes</b>

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

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	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	83.3%	80.0%	5	4	-3.3%	-1	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
AUTOMOTIVE PARTS CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
AUTOMOTIVE TECHNICIAN - GRS	0.0%	0.0%	15	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	50.0%	25.0%	4	1	-25.0%	0	No
CHIEF OF PARTY	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER	0.0%	0.0%	8	0	0.0%	0	No
CONSTRUCTION EQUIPMENT OPERATOR	3.0%	3.0%	33	1	0.0%	0	No
CONSTRUCTION SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
COUNTY PROPERTY APPRAISER	0.0%	0.0%	1	0	0.0%	0	No*
COUNTY PROPERTY MANAGER	0.0%	50.0%	2	1	50.0%	1	Yes
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR OF ROAD & TRANSP. II-EE		100.0%	1	1		1	Yes
DEPUTY DIRECTOR ROAD & TRANS EXC EX	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIRECTOR ROADS III-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIRECTOR OF ROAD & TRANS EXEMPT EXECUTIV	100.0%	100.0%	1	1	0.0%	0	Yes
ENGINEERING AIDE	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ENGINEERING INSPECTOR	25.0%	22.2%	9	2	-2.8%	1	No
EQUIPMENT SERVICE WRITER	0.0%	0.0%	1	0	0.0%	0	No*
FLEET OPERATIONS SUPERINTENDENT		0.0%	1	0		0	No*
GEOGRAPHIC INFO SYSTEMS TECHN II	100.0%	100.0%	1	1	0.0%	0	Yes
HEAVY EQUIPMENT OPERATOR	0.0%	0.0%	1	0	0.0%	0	No*
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*
HIGHWAY DISTRICT SUPERINTENDENT	0.0%	0.0%	4	0	0.0%	0	No
LABOR SUPV - GRS	0.0%	25.0%	4	1	25.0%	1	No
LABORER II	0.0%	0.0%	2	0	0.0%	0	No
LAND ACQUISITION AGENT	100.0%	100.0%	2	2	0.0%	0	Yes
LANDSCAPE CREW LEADER	0.0%	16.7%	6	1	16.7%	1	No
MOBILE EQUIPMENT MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	4	0	0.0%	0	No
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	16.7%	0.0%	5	0	-16.7%	-1	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%	1	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	16.7%	0.0%	3	0	-16.7%	-1	No
SENIOR CONSTRUCTION SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ENGINEERING AIDE	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ENGINEERING DRAFTER	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ENGINEERING INSPECTOR	0.0%	0.0%	4	0	0.0%	0	No
SENIOR LAND ACQUISITION AGENT	50.0%	0.0%	1	0	-50.0%	-1	No*
SENIOR TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
SKILLED LABORER - GRS	8.3%	6.7%	45	3	-1.7%	-1	No
STORES CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
STREET PAVING SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
TIRE SHOP SUPERVISOR		0.0%	2	0		0	No

<b>Job Title</b>	<b>% of Female Employees: 4/1/2020</b>	<b>% of Female Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
TRAFFIC ANALYST	0.0%	0.0%	3	0	0.0%	0	<b>No</b>
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	<b>No</b>
TRAFFIC MAINTENANCE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
TRAFFIC MAINTENANCE WORKER	9.1%	10.0%	10	1	0.9%	0	<b>No</b>
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	<b>No</b>
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	0.0%	0.0%	4	0	0.0%	0	<b>No</b>
TRAFFIC STRIPING MACHINE OPERATOR	33.3%	33.3%	3	1	0.0%	0	No*
TRUCK DRIVER	23.3%	25.0%	32	8	1.7%	1	<b>No</b>

Table B27. Breakdown of Tax Assessor Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	70.0%	66.7%	9	6	-3.3%	-1	Yes
ADMINISTRATIVE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
ADMINISTRATIVE CLERK	87.5%	90.9%	11	10	3.4%	-4	Yes
ADMINISTRATIVE CLERK-JC	--	100.0%	5	5	--	5	Yes
APPOINTED CLERK TAX ASSESSOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEPUTY TAX ASSESSOR-BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEPUTY 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%	1	1	0.0%	0	Yes
GEOGRAPHIC INFO SYSTEM SPECIALIST	50.0%	50.0%	4	2	0.0%	0	Yes
GEOGRAPHIC INFO SYSTEMS TECHN II	75.0%	75.0%	8	6	0.0%	0	Yes
GEOGRAPHIC INFORMATION SYSTEMS TECH I	0.0%	0.0%	3	0	0.0%	0	No
PERSONAL PROPERTY APPRAISER	28.6%	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 B28. Breakdown of Tax Assessor Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	70.0%	66.7%	9	6	-3.3%	-1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	11	11	0.0%	-5	Yes
ADMINISTRATIVE CLERK-JC		100.0%	5	5		5	Yes
APPOINTED CLERK TAX ASSESSOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEPUTY TAX ASSESSOR-BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEPUTY TAX ASSESSOR-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%	1	0	0.0%	0	No*
GEOGRAPHIC INFO SYSTEM SPECIALIST	25.0%	25.0%	4	1	0.0%	0	No
GEOGRAPHIC INFO SYSTEMS TECHN II	62.5%	62.5%	8	5	0.0%	0	Yes
GEOGRAPHIC INFORMATION SYSTEMS TECH I	50.0%	33.3%	3	1	-16.7%	0	No*
PERSONAL PROPERTY APPRAISER	71.4%	85.7%	7	6	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 B29. Breakdown of **Tax Collector** Job Classes Meeting Race Benchmark

<b>Job Title</b>	<b>% of Black Employees: 4/1/2020</b>	<b>% of Black Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
ACCOUNTING ASSISTANT II	76.5%	75.0%	16	12	-1.5%	-1	<b>Yes</b>
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
ADMINISTRATIVE CLERK	100.0%	100.0%	6	6	0.0%	0	<b>Yes</b>
APPNTD CLERK TAX COLLECTOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
APPT CHIEF DEPUTY TAX COLLECTOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
APPTD CHIEF DEPUTY TAX COLLECTOR-BIRMINGHAM	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
APPTD CLERK TAX COLLECTOR BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
MANAGER OF TAX COLLECTION	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
REDEMPTION COORDINATOR	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
SENIOR ACCOUNTANT	100.0%	100.0%	2	2	0.0%	0	<b>Yes</b>
TAX AGENT	75.0%	75.0%	4	3	0.0%	0	<b>Yes</b>

Table B30. Breakdown of **Tax Collector** Job Classes Meeting Gender Benchmark

<b>Job Title</b>	<b>% of Female Employees: 4/1/2020</b>	<b>% of Female Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
ACCOUNTING ASSISTANT II	82.4%	81.3%	16	13	-1.1%	-1	<b>Yes</b>
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
ADMINISTRATIVE CLERK	100.0%	100.0%	6	6	0.0%	0	<b>Yes</b>
APPNTD CLERK TAX COLLECTOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
APPT CHIEF DEPUTY TAX COLLECTOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
APPTD CHIEF DEPUTY TAX COLLECTOR-BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
APPTD CLERK TAX COLLECTOR BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
MANAGER OF TAX COLLECTION	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
REDEMPTION COORDINATOR	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
SENIOR ACCOUNTANT	100.0%	100.0%	2	2	0.0%	0	<b>Yes</b>
TAX AGENT	75.0%	75.0%	4	3	0.0%	0	<b>Yes</b>



Table B31. Breakdown of **Youth Detention** Job Classes Meeting Race Benchmark

<b>Job Title</b>	<b>% of Black Employees: 4/1/2020</b>	<b>% of Black Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
COOK	100.0%	100.0%	6	6	0.0%	0	<b>Yes</b>
DEPUTY DIRECTOR YOUTH DETENTION-EE	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
DIRECTOR OF YOUTH DETENTION-EE	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
JUVENILE DETENTION OFFICER	85.7%	86.1%	36	31	0.4%	1	<b>Yes</b>
SENIOR FOOD SERVICES SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
SENIOR JUVENILE DETENTION OFFICER	75.0%	75.0%	4	3	0.0%	0	<b>Yes</b>

Table B32. Breakdown of **Youth Detention** Job Classes Meeting Gender Benchmark

<b>Job Title</b>	<b>% of Female Employees: 4/1/2020</b>	<b>% of Female Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
COOK	83.3%	83.3%	6	5	0.0%	0	<b>Yes</b>
DEPUTY DIRECTOR YOUTH DETENTION-EE	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
DIRECTOR OF YOUTH DETENTION-EE	100.0%	100.0%	1	1	0.0%	0	<b>Yes</b>
JUVENILE DETENTION OFFICER	31.4%	30.6%	36	11	-0.9%	0	<b>No</b>
SENIOR FOOD SERVICES SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	<b>No*</b>
SENIOR JUVENILE DETENTION OFFICER	25.0%	25.0%	4	1	0.0%	0	<b>No</b>

Table B33. Breakdown of **Departments with Less than 20 Employees** Job Classes Meeting Race Benchmark

<b>Job Title</b>	<b>% of Black Employees: 4/1/2020</b>	<b>% of Black Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
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%	40.0%	20	8	0.0%	0	No*
COUNTY ATTORNEY	56.3%	56.3%	16	9	0.0%	0	Yes
COUNTY MANAGER	50.0%	50.0%	6	3	0.0%	0	Yes
LAW LIBRARY	33.3%	100.0%	1	1	66.7%	0	Yes
PUBLIC INFORMATION	0.0%	50.0%	2	1	50.0%	1	Yes
TREASURER	83.3%	80.0%	5	4	-3.3%	-1	Yes

Table B34. Breakdown of **Departments with Less Than 20 Employees** Job Classes Meeting Gender Benchmark

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	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%	45.0%	20	9	0.0%	0	No
COUNTY ATTORNEY	68.8%	68.8%	16	11	0.0%	0	Yes
COUNTY MANAGER	33.3%	33.3%	6	2	0.0%	0	No
LAW LIBRARY	100.0%	100.0%	1	1	0.0%	-2	Yes
PUBLIC INFORMATION	100.0%	50.0%	2	1	-50.0%	0	Yes
TREASURER	100.0%	100.0%	5	5	0.0%	-1	Yes



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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	61.5%	61.5%	13	8	0.0%	0	Yes
ACCOUNTING ASST I	64.7%	58.3%	12	7	-6.4%	-4	Yes
ADMINISTRATIVE CLERK	81.3%	81.0%	137	111	-0.3%	-2	Yes
AUDITOR	100.0%	100.0%	11	11	0.0%	3	Yes
AUTOMOTIVE TECHNICIAN	41.2%	40.0%	15	6	-1.2%	-1	No*
CONSTRUCTION EQUIPMENT OPERATOR	34.8%	39.6%	48	19	4.8%	3	No*
ENGINEERING AIDE	100.0%	100.0%	4	4	0.0%	0	Yes
HEAVY EQUIP OPERATOR	52.2%	52.6%	19	10	0.5%	-2	Yes
LABOR SUPERVISOR	66.7%	70.0%	10	7	3.3%	1	Yes
PUBLIC WORKS SUPERVISOR (CONSTRUCTION OR SANITATION)	12.5%	14.3%	7	1	1.8%	0	No
REVENUE EXAMINER	66.7%	83.3%	6	5	16.7%	3	Yes
TRUCK DRIVER	82.9%	83.8%	37	31	0.9%	2	Yes
WRF OPERATOR I	55.6%	56.3%	16	9	0.7%	-1	Yes

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

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Female Employed	Meeting Benchmark?
DEPUTY SHERIFF	17.2%	16.9%	397	67	-0.4%	-3	No
ENGINEERING AIDE	0.0%	0.0%	4	0	0.0%	0	No
REVENUE EXAMINER	100.0%	100.0%	6	6	0.0%	3	Yes
SECURITY OFFICER	35.3%	35.4%	48	17	0.1%	-1	No
SENIOR CIVIL ENGINEER	12.5%	0.0%	5	0	-12.5%	-1	No
STORES CLERK	50.0%	33.3%	3	1	-16.7%	-1	No*

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

Job Title	% of Black Employees on Certification List: 4/1/2020	% of Black Probationary Employees: 4/1/2020	% of Black Employees on Certification List: 10/1/2020	% of Black Probationary Employees: 10/1/2020	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	83.3%	50.0%	81.7%	100.0%	2	2	-1.6%	0	Yes
ACCOUNTING ASSISTANT I	0.0%	--	0.0%	--	0	0	--	-4	--
ADMINISTRATIVE CLERK	82.6%	100.0%	84.0%	71.4%	7	5	1.4%	-1	No*
AUDITOR	86.5%	--	86.5%	100.0%	1	1	0.0%	3	Yes
AUTOMOTIVE TECHNICIAN	33.3%	--	0.0%	--	0	0	--	-1	--
CONSTRUCTION EQUIPMENT OPERATOR	0.0%	100.0%	58.3%	0.0%	1	0	--	3	No*
ENGINEERING AIDE	50.0%	100.0%	0.0%	--	0	0	--	0	--
HEAVY EQUIPMENT OPERATOR	68.8%	--	0.0%	--	0	0	--	-2	--
LABOR SUPERVISOR	54.2%	--	55.2%	--	0	0	--	1	--
PUBLIC WORKS SUPERVISOR (CONSTRUCTION OR SANITATION)	57.0%	--	0.0%	--	0	0	--	0	--
REVENUE EXAMINER	83.9%	--	0.0%	--	0	0	--	3	--
TRUCK DRIVER	59.8%	90.9%	0.0%	100.0%	7	7	-59.8%	2	Yes
WRF OPERATOR I	0.0%	--	0.0%	--	0	0	--	-1	--



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

Job Title	% of Female Employees on Certification List: 4/1/2020	% of Female Probationary Employees: 4/1/2020	% 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	25.1%	20.0%	22.7%	16.7%	30	5	-2.4%	-7	No
DRAFTER	0.0%	--	0.0%	--	0	0	--	0	--
ENGINEERING AIDE	15.0%	0.0%	0.0%	--	0	0	--	0	--
REVENUE EXAMINER	88.7%	--	0.0%	--	0	0	--	3	--
SECURITY OFFICER	0.0%	--	0.0%	--	0	0	--	-1	--
SENIOR CIVIL ENGINEER	0.0%	--	0.0%	--	0	0	--	-1	--
STORES CLERK	0.0%	--	0.0%	--	0	0	--	-1	--
TRAFFIC CONTROL TECHNICIAN	0.0%	--	0.0%	--	0	0	--	0	--

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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	% of Black Employees on Register: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
ACCOUNTANT	--	61.5%	84.8%	13	8	--	--	No
ADMINISTRATIVE ASSISTANT	80.0%	82.6%	82.5%	23	19	2.6%	-1	Yes
ADMINISTRATIVE SUPERVISOR	61.1%	55.6%	90.5%	18	10	-5.6%	-1	No
AIR POLLUTION INSTRUMENTATION TECHNICIAN	0.0%	0.0%	28.6%	0	0	0.0%	0	--
APPLICATION DEVELOPER	--	25.0%	50.0%	4	1	--	--	No
ARBORIST	0.0%	0.0%	100.0%	0	0	0.0%	0	--
ASSESSMENT & DEVELOPMENT SPECIALIST	33.3%	33.3%	42.9%	6	2	0.0%	0	No
AUTOMOTIVE TECHNICIAN	41.2%	40.0%	33.3%	15	6	-1.2%	-1	Yes
BUILDING INSPECTIONS OFFICER	--	0.0%	20.0%	0	0	--	--	--
BUDGET ANALYST	--	0.0%	53.8%	1	0	--	--	No
BUYER	--	100.0%	70.7%	5	5	--	--	Yes
CEMETERY SUPERVISOR	--	0.0%	66.7%	0	0	--	--	--
CHIEF ADMINISTRATIVE ANALYST	--	0.0%	82.5%	0	0	--	--	--
CIVIL ENGINEER	50.0%	25.0%	15.4%	12	3	-25.0%	1	Yes
CLINICAL DENTIST	0.0%	0.0%	50.0%	0	0	0.0%	0	--
CONSTRUCTION EQUIPMENT OPERATOR	--	39.6%	67.0%	48	19	--	--	No
DATA MANAGEMENT TECHNICIAN	0.0%	0.0%	42.9%	0	0	0.0%	0	--
DIRECTOR OF BOUTWELL AUDITORIUM	--	0.0%	66.7%	0	0	--	--	--
DIRECTOR OF PARKS AND RECREATION	--	0.0%	51.6%	0	0	--	--	--
DISEASE INTERVENTION SPECIALIST	0.0%	0.0%	73.7%	0	0	0.0%	0	--
ECON/COMM DEV DIR	--	0.0%	63.2%	0	0	--	--	--
ELECT DISTRIB A/SUPV	--	0.0%	50.0%	0	0	--	--	--
ELECTRICAL INSPECTOR	--	0.0%	50.0%	3	0	--	--	No
ELECTRICIAN	--	38.5%	33.3%	13	5	--	--	Yes
EMPLOYEE RELATIONS MANAGER	0.0%	0.0%	74.4%	0	0	0.0%	0	--

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	% of Black Employees on Register: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
EVENT MANAGER	0.0%	0.0%	66.7%	0	0	0.0%	0	--
EXERCISE PHYSIOLOGIST	--	0.0%	58.3%	0	0	--	--	--
FIREFIGHTER	0.0%	0.0%	54.4%	0	0	0.0%	0	--
G.I.S. MANAGER	0.0%	0.0%	0.0%	0	0	0.0%	0	--
HEAVY EQUIPMENT OPERATOR	52.2%	52.6%	70.7%	19	10	0.5%	-2	No
HERBICIDE APPLICATOR	0.0%	0.0%	60.0%	1	0	0.0%	0	No
HORTICULTURE OPERATIONS MANAGER	0.0%	0.0%	50.0%	0	0	0.0%	0	--
HUMAN RESOURCES PROJECT COORDINATOR	100.0%	100.0%	66.7%	2	2	0.0%	0	Yes
LAW LIBRARIAN	--	0.0%	41.2%	0	0	--	--	--
LAW LIBRARY ASSISTANT	--	0.0%	66.7%	0	0	--	--	--
LEGAL SECRETARY	--	70.0%	82.8%	10	7	--	--	No
LIFEGUARD	0.0%	0.0%	0.0%	0	0	0.0%	0	--
MAGISTRATE	0.0%	0.0%	68.1%	0	0	0.0%	0	--
MAINTENANCE MECHANIC	0.0%	0.0%	0.0%	0	0	0.0%	0	--
MAINTENANCE REPAIR WORKER	--	53.3%	65.6%	15	8	--	--	No
MEDICAL LABORATORY COORDINATOR	--	0.0%	28.6%	0	0	--	--	--
MUSEUM CONSERVATOR	--	0.0%	0.0%	0	0	--	--	--
NUTRITION CONSULTANT	0.0%	0.0%	75.0%	0	0	0.0%	0	--
OCCUPATIONAL HEALTH/SAFETY ADMINISTATOR	--	0.0%	44.4%	0	0	--	--	--
PARALEGAL	--	100.0%	46.4%	3	3	--	--	Yes
PARKS MAINTENANCE SUPERINTENDENT-mb	--	0.0%	42.9%	0	0	--	--	--
PAYROLL SPECIALIST	0.0%	0.0%	75.0%	0	0	0.0%	0	--
PERSONAL COMPUTER/NETWORK TECHNICIAN	70.0%	66.7%	51.6%	9	6	-3.3%	-1	Yes
PLANNER	--	100.0%	43.6%	1	1	--	--	Yes
PLANNING TECHNICIAN	--	100.0%	68.0%	2	2	--	--	Yes
POLICE CHIEF II	--	0.0%	100.0%	0	0	--	--	--

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	% of Black Employees on Register: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Within Compliance?
POLICE OFFICER	0.0%	0.0%	60.3%	0	0	0.0%	0	--
PRINCIPAL ENGINEERING LAND SURVEY INSPECTOR	--	0.0%	66.7%	1	0	--	--	No
PUBLIC HEALTH MEDICAL OFFICER	--	0.0%	66.7%	0	0	--	--	--
PUBLIC HEALTH NURSE	0.0%	0.0%	57.1%	0	0	0.0%	0	--
PUBLIC HEALTH LANGUAGE WORKER	0.0%	0.0%	0.0%	0	0	0.0%	0	--
PUBLIC RELATIONS COORDINATOR	0.0%	0.0%	50.0%	1	0	0.0%	0	No
PUBLIC WORKS SUPERVISOR (CONSTRUCTION OR SANITATION)	--	14.3%	51.7%	7	1	--	--	No
POWER DISTRIBUTION HELPER	--	0.0%	70.3%	0	0	--	--	--
POWER DISTRIBUTION WORKER	--	0.0%	100.0%	0	0	--	--	--
REAL PROPERTY APPRAISER	--	27.3%	55.6%	22	6	--	--	No
RECREATION LEADER	0.0%	0.0%	69.2%	0	0	0.0%	0	--
REFUSE TRUCK DRIVER	--	0.0%	82.8%	0	0	--	--	--
RISK MANAGEMENT COORDINATOR	--	50.0%	77.8%	2	1	--	--	No
SENIOR CIVIL ENGINEER	0.0%	0.0%	20.0%	5	0	0.0%	0	No
SENIOR ENGINEERING INSPECTOR	--	37.5%	26.3%	8	3	--	--	Yes
SENIOR PLANNER	--	0.0%	40.0%	0	0	--	--	--
SENIOR PRINTER	--	0.0%	33.3%	0	0	--	--	--
SENIOR STORES CLERK	--	50.0%	61.5%	2	1	--	--	No*
SMALL ENGINEERING MECHANIC	--	0.0%	33.3%	0	0	--	--	--
SENIOR BUILDING CUSTODIAN	--	0.0%	80.0%	0	0	--	--	--
SENIOR PLANNING TECHNICIAN	--	0.0%	60.0%	0	0	--	--	--
SENIOR WATER UTILITY SERVICE WORKER	--	0.0%	50.0%	0	0	--	--	--
TRAFFIC SYSTEM ENGINEER	--	0.0%	50.0%	0	0	--	--	--
TRAFFIC ANALYST	--	0.0%	28.6%	3	0	--	--	No
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	--	0.0%	50.0%	4	0	--	--	No
TRAFFIC STRIPING MACHINE CREWLEADER	--	0.0%	80.0%	0	0	--	--	--

<b>Job Title</b>	<b>% of Black Employees: 4/1/2020</b>	<b>% of Black Employees: 10/1/2020</b>	<b>% of Black Employees on Register: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Within Compliance?</b>
TRAINING & ORG DEVELOPMENT ADVISOR	--	100.0%	70.9%	3	3	--	--	Yes
TRUCK DRIVER	--	83.8%	75.6%	37	31	--	--	Yes
VICTIM SERVICES COORDINATOR	--	40.0%	69.6%	5	2	--	--	No
VOTING MACHINE TECHNICIAN	--	100.0%	71.4%	3	3	--	--	Yes
WEIGHTS/MEASURE INSPECTOR	0.0%	0.0%	66.7%	0	0	0.0%	0	--
WRF OPERATOR II	22.2%	37.5%	50.0%	8	3	15.3%	1	No
WRF OPERATOR III	--	0.0%	80.0%	1	0	--	--	No
WRF OPERATOR IV	20.0%	25.0%	25.0%	16	4	5.0%	1	Yes
WRF SHIFT SUPERVISOR	25.0%	23.1%	30.0%	26	6	-1.9%	-1	No

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

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	% of Female Employees on Register: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
ACCOUNTANT		76.9%	85.9%	13	10			No
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	90.0%	23	23	0.0%	-2	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	92.9%	18	18	0.0%	0	Yes
AIR POLLUTION INSTRUMENTATION TECHNICIAN	0.0%	0.0%	0.0%	0	0	0.0%	0	--
APPLICATION DEVELOPER		25.0%	16.7%	4	1			Yes
ARBORIST	0.0%	0.0%	0.0%	0	0	0.0%	0	--
ASSESSMENT & DEVELOPMENT SPECIALIST	66.7%	66.7%	71.4%	6	4	0.0%	0	No*
AUTO TECH	0.0%	0.0%	16.7%	15	0	0.0%	0	No
BLDG INSP OFCR		0.0%	0.0%	0	0			--
BUDGET ANALYST		100.0%	38.5%	1	1			Yes
BUYER		100.0%	65.9%	5	5			Yes
CEMETERY SUPERVISOR		0.0%	0.0%	0	0			--
CHIEF ADMINISTRATIVE ANALYST		0.0%	69.8%	0	0			--
CIVIL ENGINEER	25.0%	16.7%	30.8%	12	2	-8.3%	1	No
CLINICAL DENTIST	0.0%	0.0%	100.0%	0	0	0.0%	0	--
CONSTRUCTION EQUIPMENT OPERATOR		4.2%	19.8%	48	2			No
DATA MANAGEMENT TECHNICIAN	0.0%	0.0%	42.9%	0	0	0.0%	0	--
DIRECTOR OF BOUTWELL AUDITORIUM		0.0%	41.7%	0	0			--
DIRECTOR OF PARKS & RECREATION		0.0%	32.3%	0	0			--
DISEASE INTERVENTION SPECIALIST	0.0%	0.0%	84.2%	0	0	0.0%	0	--
ECON/COMM DEV DIR		0.0%	36.8%	0	0			--
ELECT DISTRIB A/SUPV		0.0%	0.0%	0	0			--
ELECTRICAL INSPECTOR		0.0%	0.0%	3	0			--
ELECTRICIAN		0.0%	0.0%	13	0			--
EMPLOYEE RELATIONS MANAGER	0.0%	0.0%	69.8%	0	0	0.0%	0	--
EVENT MANAGER	0.0%	0.0%	61.1%	0	0	0.0%	0	--

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	% of Female Employees on Register: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
EXERCISE PHYSIOLOGIST		0.0%	33.3%	0	0			--
FIREFIGHTER	0.0%	0.0%	17.3%	0	0	0.0%	0	--
G.I.S. MANAGER	0.0%	0.0%	0.0%	0	0	0.0%	0	--
HEAVY EQUIPMENT OPERATOR	17.4%	21.1%	17.3%	19	4	3.7%	0	Yes
HERBICIDE APPLICATOR	0.0%	0.0%	40.0%	1	0	0.0%	0	No*
HORTICUTURAL OPERATIONS MANAGER	0.0%	0.0%	0.0%	0	0	0.0%	0	--
HUMAN RESOURCES PROJECT COORDINATOR	100.0%	100.0%	70.0%	2	2	0.0%	0	Yes
LAW LIBRARIAN		0.0%	70.6%	0	0			--
LAW LIBRARY ASSISTANT		0.0%	75.0%	0	0			--
LEGAL SECRETARY		100.0%	89.7%	10	10			Yes
LIFEGUARD	0.0%	0.0%	100.0%	0	0	0.0%	0	--
MAGISTRATE	0.0%	0.0%	72.5%	0	0	0.0%	0	--
MAINTENANCE MECHANIC	0.0%	0.0%	0.0%	0	0	0.0%	0	--
MAINTENANCE REPAIR WORKER		13.3%	6.3%	15	2			Yes
MEDICAL LABORATORY COORDINATOR		0.0%	71.4%	0	0			--
MUSEUM CONSERVATOR		0.0%	80.0%	0	0			--
NUTRITION CONSULTANT	0.0%	0.0%	75.0%	0	0	0.0%	0	--
OCCUPATIONAL HEALTH/SAFETY ADMINSTRATOR		0.0%	55.6%	0	0			--
PARALEGAL		100.0%	89.3%	3	3			Yes
PARKS MAINTENANCE SUPERINTENDENT-MB		0.0%	14.3%	0	0			--
PAYROLL SPECIALIST	0.0%	0.0%	80.0%	0	0	0.0%	0	--
PERSONAL COMPUTER/NETWORK TECHNICIAN	20.0%	22.2%	16.1%	9	2	2.2%	0	Yes
PLANNER		0.0%	56.4%	1	0			No
PLANNING TECHNICIAN		100.0%	44.0%	2	2			Yes
POLICE CHIEF II		0.0%	50.0%	0	0			--
POLICE OFFICER	0.0%	0.0%	25.7%	0	0	0.0%	0	--

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	% of Female Employees on Register: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Within Compliance?
PRINCIPAL ENGINEERING LAND SURVEY INSPECTOR		0.0%	16.7%	1	0			No*
PUBLIC HEALTH MEDICAL OFFICER		0.0%	66.7%	0	0			--
PUBLIC HEALTH NURSE	0.0%	0.0%	100.0%	0	0	0.0%	0	--
PUBLIC HEALTH LANGUAGE WORKER	0.0%	0.0%	0.0%	0	0	0.0%	0	--
PUBLIC RELATIONS COORDINATOR	100.0%	100.0%	75.0%	1	1	0.0%	0	Yes
PUBLIC WORKS SUPERVISOR (CONSTRUCTION OR SANITATION)		0.0%	17.2%	7	0			No
POWER DISTRIBUTION HELPER		0.0%	10.8%	0	0			--
POWER DISTRIBUTION WORKER		0.0%	0.0%	0	0			--
REAL PROPERTY APPRAISER		50.0%	38.9%	22	11			Yes
RECREATION LEADER	0.0%	0.0%	46.2%	0	0	0.0%	0	--
REFUSE TRUCK DRIVER		0.0%	20.7%	0	0			--
RISK MANAGEMENT COORDINATOR		50.0%	63.0%	2	1			No*
SENIOR CIVIL ENGINEER	12.5%	0.0%	0.0%	5	0	-12.5%	-1	--
SENIOR ENGINEERING INSPECTOR		0.0%	10.5%	8	0			No*
SENIOR PLANNER		0.0%	40.0%	0	0			--
SENIOR PRINTER		0.0%	16.7%	0	0			--
SENIOR STORES CLERK		50.0%	53.8%	2	1			No*
SMALL ENGINEERING MECHANIC		0.0%	0.0%	0	0			--
SENIOR BUILDING CUSTODIAN		0.0%	40.0%	0	0			--
SENIOR PLANNING TECHNICIAN		0.0%	60.0%	0	0			--
SENIOR WATER UTILITY SERVICE WORKER		0.0%	37.5%	0	0			--
TRAFFIC SYSTEM ENGINEER		0.0%	0.0%	0	0			--
TRAFFIC ANALYST		0.0%	14.3%	3	0			No*
TRAFFIC SIGNS AND MARKINGS SUPERVISOR		0.0%	20.0%	4	0			No
TRAFFIC STRIPING MACHINE CREWLEADER		0.0%	0.0%	0	0			--



<b>Job Title</b>	<b>% of Female Employees: 4/1/2020</b>	<b>% of Female Employees: 10/1/2020</b>	<b>% of Female Employees on Register: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Within Compliance?</b>
TRAINING & ORG DEVELOPMENT ADVISOR		66.7%	67.3%	3	2			No*
TRUCK DRIVER		21.6%	24.4%	37	8			No
VICTIM SERVICES COORDINATOR		100.0%	82.6%	5	5			Yes
VOTING MACHINE TECHNICIAN		33.3%	14.3%	3	1			Yes
WEIGHTS/MEASURE INSPECTOR	0.0%	0.0%	0.0%	0	0	0.0%	0	--
WRF OPERATOR II	11.1%	0.0%	33.3%	8	0	-11.1%	-1	No
WRF OPERATOR III		0.0%	60.0%	1	0			No
WRF OPERATOR IV	13.3%	18.8%	25.0%	16	3	5.4%	1	No
WRF SHIFT SUPERVISOR	17.9%	15.4%	0.0%	26	4	-2.5%	-1	--

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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	61.5%	61.5%	13	8	0.0%	0	Yes
ADMINISTRATIVE ANALYST	63.6%	58.3%	12	7	-5.3%	0	Yes
ADMINISTRATIVE CLERK	81.3%	81.0%	137	111	-0.3%	-2	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%	3	Yes
AUTOMOTIVE TECHNICIAN	41.2%	40.0%	15	6	-1.2%	-1	No*
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%	85.7%	7	6	0.0%	0	Yes
CHIEF OF BUILDING MAINTENANCE	33.3%	33.3%	3	1	0.0%	0	No*
CHIEF OF PARTY	0.0%	0.0%	4	0	0.0%	0	No
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS OPERATOR I	100.0%	0.0%	0	0	-100.0%	-1	--
COMPUTER OPERATOR	100.0%	100.0%	2	2	0.0%	0	Yes
CONSTRUCTION EQUIPMENT OPERATOR	34.8%	39.6%	48	19	4.8%	3	No*
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DATABASE ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY SHERIFF	35.2%	38.0%	397	151	2.8%	8	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	37.5%	38.5%	13	5	1.0%	-1	No*
ENGINEERING AIDE	100.0%	100.0%	4	4	0.0%	0	Yes
ENGINEERING INSPECTOR	35.0%	35.7%	28	10	0.7%	3	No
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*
EQUIPMENT SERVICE WORKER	0.0%	0.0%	0	0	0.0%	0	--

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
GUARD	0.0%	0.0%	0	0	0.0%	0	--
HEAVY EQUIPMENT OPERATOR	52.2%	52.6%	19	10	0.5%	-2	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	66.7%	70.0%	10	7	3.3%	1	Yes
LAND ACQUISITION AGENT	100.0%	100.0%	2	2	0.0%	0	Yes
LANDSCAPE ARCHITECT	0.0%	0.0%	1	0	0.0%	0	No*
LEGAL SECRETARY	70.0%	70.0%	10	7	0.0%	0	Yes
MAINTENANCE MECHANIC	0.0%	0.0%	0	0	0.0%	0	--
MAINTENANCE REPAIR WORKER	57.9%	53.3%	15	8	-4.6%	-3	Yes
MEDICAL TRANSCRIBER	60.0%	50.0%	4	2	-10.0%	-1	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	68.4%	72.2%	18	13	3.8%	0	Yes
PRINCIPAL AUDITOR	66.7%	100.0%	2	2	33.3%	0	Yes
PRINCIPAL BUYER	80.0%	80.0%	5	4	0.0%	0	Yes
PUBLIC SAFETY DISPATCHER I	0.0%	0.0%	0	0	0.0%	0	--
PUBLIC SAFETY DISPATCHER II	100.0%	100.0%	2	2	0.0%	-1	Yes
PUBLIC WORKS SUPERVISOR (CONSTRUCTION OR SANITATION)	12.5%	14.3%	7	1	1.8%	0	No
PUBLIC WORKS COORDINATOR	0.0%	0.0%	0	0	0.0%	0	--
PURCHASING AGENT	100.0%	100.0%	1	1	0.0%	0	Yes
REVENUE EXAMINER	66.7%	83.3%	6	5	16.7%	3	Yes
SECURITY OFFICER	74.5%	72.9%	48	35	-1.6%	-3	Yes
SENIOR AUDITOR	44.4%	55.6%	9	5	11.1%	1	Yes
SENIOR CIVIL ENGINEER	0.0%	0.0%	5	0	0.0%	0	No

<b>Job Title</b>	<b>% of Black Employees: 4/1/2020</b>	<b>% of Black Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Black Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Blacks Employed</b>	<b>Meeting Benchmark?</b>
SENIOR ENGINEERING AIDE	60.0%	50.0%	4	2	-10.0%	-1	Yes
SENIOR ENGINEERING INSPECTOR	14.3%	37.5%	8	3	23.2%	2	No*
SENIOR MAINTENANCE REPAIR WORKER	25.0%	40.0%	15	6	15.0%	3	No*
SENIOR STORES CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
SENIOR WRF MAINTENANCE WORKER	16.7%	17.7%	17	3	1.0%	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	75.0%	73.9%	23	17	-1.1%	-1	Yes
SEWER VIDEO SUPERVISOR	11.1%	12.5%	8	1	1.4%	0	No
SHOP HELPER	0.0%	0.0%	0	0	0.0%	0	--
SKILLED LABORER	88.2%	88.0%	125	110	-0.2%	5	Yes
STORES CLERK	75.0%	66.7%	3	2	-8.3%	-1	Yes
SYSTEMS ANALYST	12.5%	12.5%	8	1	0.0%	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	81.8%	80.0%	10	8	-1.8%	-1	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	82.9%	83.8%	37	31	0.9%	2	Yes
WRF MAINTENANCE WORKER	47.1%	43.8%	16	7	-3.3%	-1	Yes
WRF OPERATOR I	55.6%	56.3%	16	9	0.7%	-1	Yes
WRF SHIFT SUPERVISOR	25.0%	23.1%	26	6	-1.9%	-1	No
WRF SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
ZONING INSPECTOR	100.0%	100.0%	2	2	0.0%	0	Yes

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

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	69.2%	76.9%	13	10	7.7%	1	Yes
ADMINISTRATIVE ANALYST	72.7%	75.0%	12	9	2.3%	1	Yes
AUDITOR	75.0%	81.8%	11	9	6.8%	3	Yes
AUTOMOTIVE TECHNICIAN	0.0%	0.0%	15	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%	85.7%	7	6	0.0%	0	Yes
CHIEF OF BUILDING MAINTENANCE	0.0%	0.0%	3	0	0.0%	0	No
CHIEF OF PARTY	0.0%	0.0%	4	0	0.0%	0	No
CHIEF OF SECURITY	0.0%	0.0%	1	0	0.0%	0	No*
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMPUTER OPERATOR	0.0%	0.0%	2	0	0.0%	0	No
CONSTRUCTION EQUIPMENT OPERATOR	2.2%	4.2%	48	2	2.0%	1	No
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DATABASE ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY SHERIFF	17.2%	16.9%	397	67	-0.4%	-3	No
DRAFTER	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	0.0%	0.0%	13	0	0.0%	0	No
ENGINEERING AIDE	0.0%	0.0%	4	0	0.0%	0	No
ENGINEERING INSPECTOR	10.0%	17.9%	28	5	7.9%	3	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
EQUIPMENT SERVICE WORKER	0.0%	0.0%	0	0	0.0%	0	--
HEAVY EQUIPMENT OPERATOR	17.4%	21.1%	19	4	3.7%	0	No
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*
HVAC/REFRIGERATION TECHNICIAN	0.0%	0.0%	5	0	0.0%	0	No
LABOR SUPERVISOR	0.0%	10.0%	10	1	10.0%	1	No
LAND ACQUISITION AGENT	100.0%	100.0%	2	2	0.0%	0	Yes

Job Title	% of Female Employees: 4/1/2020	% of Female Employees: 10/1/2020	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
MAINTENANCE MECHANIC	0.0%	0.0%	0	0	0.0%	0	--
MAINTENANCE REPAIR WORKER	15.8%	13.3%	15	2	-2.5%	-1	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%	-1	Yes
PRINCIPAL BUYER	80.0%	80.0%	5	4	0.0%	0	Yes
PUBLIC INFORMATION OFFICER	0.0%	0.0%	0	0	0.0%	0	--
PUBLIC WORKS SUPERVISOR (CONSTRUCTION OR SANITATION)	12.5%	0.0%	7	0	-12.5%	-1	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%	1	Yes
REVENUE EXAMINER	100.0%	100.0%	6	6	0.0%	3	Yes
SECURITY OFFICER	35.3%	35.4%	48	17	0.1%	-1	No
SENIOR ACCOUNTANT	87.0%	91.3%	23	21	4.3%	1	Yes
SENIOR ADMINISTRATIVE INTERN	0.0%	0.0%	0	0	0.0%	0	--
SENIOR AUDITOR	33.3%	44.4%	9	4	11.1%	1	No*
SENIOR ENGINEERING AIDE	20.0%	0.0%	4	0	-20.0%	-1	No
SENIOR ENGINEERING INSPECTOR	0.0%	0.0%	8	0	0.0%	0	No
SENIOR MAINTENANCE REPAIR WORKER	0.0%	6.7%	15	1	6.7%	1	No
SENIOR REAL PROPERTY APPRAISER	11.1%	20.0%	5	1	8.9%	0	No
SENIOR WRF MAINTENANCE WORKER	0.0%	0.0%	17	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*
SEWER VIDEO SPECIALIST	8.3%	8.7%	23	2	0.4%	0	No
SEWER VIDEO SUPERVISOR	11.1%	12.5%	8	1	1.4%	0	No
SHERIFFS SERGEANT	12.5%	11.1%	63	7	-1.4%	-1	No
SKILLED LABORER	18.5%	20.8%	125	26	2.3%	4	No
TAPPING MACHINE OPERATOR	0.0%	0.0%	0	0	0.0%	0	--

<b>Job Title</b>	<b>% of Female Employees: 4/1/2020</b>	<b>% of Female Employees: 10/1/2020</b>	<b>Current Total Employees</b>	<b>Current Total Female Employees</b>	<b>6 Month Change %</b>	<b>Change in Total Females Employed</b>	<b>Meeting Benchmark?</b>
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	9.1%	10.0%	10	1	0.9%	0	No
TRAFFIC PLANNING TECHNICIAN	0.0%	0.0%	0	0	0.0%	0	--
TRUCK DRIVER	22.9%	21.6%	37	8	-1.2%	0	No
VOTING MACHINE TECHNICIAN	33.3%	33.3%	3	1	0.0%	0	No*
WRF MAINTENANCE WORKER	11.8%	6.3%	16	1	-5.5%	-1	No
WRF OPERATOR I	16.7%	12.5%	16	2	-4.2%	-1	No
WRF SHIFT SUPERVISOR	17.9%	15.4%	26	4	-2.5%	-1	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: 4/1/2020	% of Black Applicants: 10/1/2020	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Within Compliance?
ACCOUNTANT	--	84.6%	104	88	--	Yes
ADMINISTRATIVE ANALYST	--	--	0	0	--	--
ADMINISTRATIVE CLERK	82.3%	--	0	0	--	--
ADMINISTRATIVE INTERN	--	--	0	0	--	--
ARCHITECT	--	--	0	0	--	--
ASSISTANT AUTOMOTIVE TECHNICIAN	58.8%	--	0	0	--	--
AUDITOR	87.1%	--	0	0	--	--
AUTO TECH - GRS	34.6%	32.5%	40	13	-2.1%	No
BUILDING INSPECTOR	50.0%	--	0	0	--	--
BUILDING MAINTENANCE SUPERVISOR	--	--	0	0	--	--
BUYER	--	73.6%	87	64	--	Yes
CARPENTER	--	--	0	0	--	--
CHIEF ACCOUNTANT	--	--	0	0	--	--
CHIEF OF BUILDING MAINTENANCE	--	--	0	0	--	--
CHIEF OF PARTY	--	--	0	0	--	--
CLOSED CIRCUIT TV TECHNICIAN	--	--	0	0	--	--
COMMUNICATIONS OPERATOR I	--	--	0	0	--	--
COMPUTER OPERATOR	--	--	0	0	--	--
CONSTRUCTION EQUIPMENT OPERATOR	--	68.2%	151	103	--	Yes
COUNTY TRAFFIC ENGINEER	--	--	0	0	--	--
DATABASE ADMINISTRATOR	--	--	0	0	--	--
DEPUTY SHERIFF	--	--	0	0	--	--
DRAFTER	--	--	0	0	--	--
ELECTRICAL INSPECTOR	--	33.3%	15	5	--	No
ELECTRICIAN	--	41.2%	17	7	--	Yes
ENGINEERING AIDE	--	--	0	0	--	--
ENGINEERING INSPECTOR	41.7%	--	0	0	--	--
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	--	--	0	0	--	--
ENVIRONMENTAL BIOLOGIST	--	--	0	0	--	--
EQUIP SVC WKR - GRS	--	--	0	0	--	--



<b>Job Title</b>	<b>% of Black Applicants: 4/1/2020</b>	<b>% of Black Applicants: 10/1/2020</b>	<b>Current Total Applicants</b>	<b>Current Total Black Applicants</b>	<b>6 Month Change %</b>	<b>Within Compliance?</b>
Guard	86.8%	--	0	0	--	--
HEAVY EQUIPMENT OPERATOR	65.6%	70.8%	130	92	5.1%	Yes
HERBICIDE APPLICATOR	80.7%	64.0%	25	16	-16.7%	Yes
HOUSING REHABILITATION SPECIALIST	--	--	0	0	--	--
HVAC/REFRIGERATION TECHNICIAN	--	--	0	0	--	--
LAND ACQUISITION AGENT	--	--	0	0	--	--
LANDSCAPE ARCHITECT	--	--	0	0	--	--
LEGAL SECRETARY	--	82.8%	29	24	--	Yes
MAINTENANCE MECHANIC	58.3%	44.6%	56	25	-13.7%	Yes
MAINTENANCE REPAIR WORKER	--	65.6%	96	63	--	Yes
MEDICAL TRANSCRIBER	--	--	0	0	--	--
MICROPHOTOGRAPHER	--	--	0	0	--	--
PAINTER	--	--	0	0	--	--
PERSONNEL ANALYST I	--	--	0	0	--	--
PLANNER	--	43.6%	39	17	--	Yes
PLANS EXAMINER	--	--	0	0	--	--
PLUMBER	--	--	0	0	--	--
PLUMBING, GAS AND MECHANICAL INSPECT	--	--	0	0	--	--
PRINCIPAL ACCOUNTANT	--	--	0	0	--	--
PRINCIPAL AUDITOR	--	--	0	0	--	--
PRINCIPAL BUYER	--	--	0	0	--	--
PUBLIC SAFETY DISPATCHER I	85.0%	--	0	0	--	--
PUBLIC SAFETY DISPATCHER II	78.5%	--	0	0	--	--
PUBLIC WORKS COORDINATOR	--	--	0	0	--	--
PURCHASING AGENT	--	--	0	0	--	--
REVENUE EXAMINER	--	--	0	0	--	--
SECURITY OFFICER	77.8%	--	0	0	--	--
SENIOR AUDITOR	--	--	0	0	--	--
SENIOR CIVIL ENGINEER	33.3%	20.0%	5	1	-13.3%	No
SENIOR ENGINEERING AIDE	--	--	0	0	--	--
SENIOR ENGINEERING INSPECTOR	--	28.6%	21	6	--	No
SENIOR MAINTENANCE REPAIR WORKER	60.4%	--	0	0	--	--

<b>Job Title</b>	<b>% of Black Applicants: 4/1/2020</b>	<b>% of Black Applicants: 10/1/2020</b>	<b>Current Total Applicants</b>	<b>Current Total Black Applicants</b>	<b>6 Month Change %</b>	<b>Within Compliance?</b>
SENIOR STORES CLERK	--	62.2%	45	28	--	Yes
SENIOR WRF MAINTENANCE WORKER	--	--	0	0	--	--
SEWER CONSTRUCTION/MAINTENANCE SUPV	36.5%	--	0	0	--	--
SEWER LINE MAINTENANCE INSPECTOR	--	--	0	0	--	--
SEWER VIDEO SPECIALIST	--	--	0	0	--	--
SEWER VIDEO SUPERVISOR	--	--	0	0	--	--
SHOP HELPER	--	--	0	0	--	--
SKILLED LABORER - GRS	100.0%	--	0	0	--	--
STORES CLERK	--	--	0	0	--	--
SYSTEMS ANALYST	--	--	0	0	--	--
TAPPING MACHINE OPERATOR	88.0%	--	0	0	--	--
TAX AGENT	--	--	0	0	--	--
TRAFFIC CONTROL TECHNICIAN	78.6%	--	0	0	--	--
TRAFFIC MAINTENANCE WORKER	82.1%	--	0	0	--	--
TRAFFIC PLANNING TECHNICIAN	--	--	0	0	--	--
TRAFFIC STRIPING MACHINE OPERATOR	--	--	0	0	--	--
TRUCK DRIVER	--	76.2%	84	64	--	Yes
WRF MAINTENANCE WORKER	--	--	0	0	--	--
WRF OPERATOR I	--	--	0	0	--	--
WRF SHIFT SUPERVISOR	75.0%	30.0%	10	3	-45.0%	No
WRF SUPERVISOR	--	--	0	0	--	--
ZONING INSPECTOR	--	--	0	0	--	--

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

Job Title	% of Female Applicants: 4/1/2020	% of Female Applicants: 10/1/2020	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Within Compliance?
ACCOUNTANT	--	85.6%	104	89	--	Yes
ADMINISTRATIVE ANALYST	--	--	0	0	--	--
AUDITOR	80.7%	--	0	0	--	--
AUTO TECH - GRS	3.9%	2.5%	40	1	-1.4%	No
BUILDING MAINTENANCE SUPERVISOR	--	--	0	0	--	--
BUYER	--	66.7%	87	58	--	Yes
CARPENTER	--	--	0	0	--	--
CHIEF ACCOUNTANT	--	--	0	0	--	--
CHIEF OF BUILDING MAINTENANCE	--	--	0	0	--	--
CHIEF OF PARTY	--	--	0	0	--	--
CHIEF OF SECURITY	--	--	0	0	--	--
CLOSED CIRCUIT TV TECHNICIAN	--	--	0	0	--	--
COMPUTER OPERATOR	--	--	0	0	--	--
CONSTRUCTION EQUIPMENT OPERATOR	--	17.2%	151	26	--	No
COUNTY TRAFFIC ENGINEER	--	--	0	0	--	--
DATABASE ADMINISTRATOR	--	--	0	0	--	--
DEPUTY SHERIFF	--	--	0	0	--	--
DRAFTER	--	--	0	0	--	--
ELECTRICIAN	--	--	17	0	--	No
ENGINEERING AIDE	--	--	0	0	--	--
ENGINEERING INSPECTOR	18.3%	--	0	0	--	--
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	--	--	0	0	--	--
ENVIRONMENTAL BIOLOGIST	--	--	0	0	--	--
EQUIPMENT SERVICE WORKER - GRS	--	--	0	0	--	--
HEAVY EQUIPMENT OPERATOR	6.3%	15.4%	130	20	9.1%	No
HERBICIDE APPLICATOR	30.7%	28.0%	25	7	-2.7%	No
HVAC/REFRIGERATION TECHNICIAN	--	--	0	0	--	--
LAND ACQUISITION AGENT	--	--	0	0	--	--
MAINTENANCE MECHANIC	2.8%	8.9%	56	5	6.2%	No

<b>Job Title</b>	<b>% of Female Applicants: 4/1/2020</b>	<b>% of Female Applicants: 10/1/2020</b>	<b>Current Total Applicants</b>	<b>Current Total Female Applicants</b>	<b>6 Month Change %</b>	<b>Within Compliance?</b>
MAINTENANCE REPAIR WORKER	--	6.3%	96	6	--	No
MICROPHOTOGRAPHER	--	--	0	0	--	--
PAINTER	--	--	0	0	--	--
PLUMBER	--	--	0	0	--	--
PRINCIPAL AUDITOR	--	--	0	0	--	--
PRINCIPAL BUYER	--	--	0	0	--	--
PUBLIC INFORMATION OFFICER	--	--	0	0	--	--
PUBLIC WORKS COORDINATOR	--	--	0	0	--	--
PURCHASING AGENT	--	--	0	0	--	--
REAL PROPERTY APPRAISER	--	45.5%	22	10	--	No
REVENUE EXAMINER	--	--	0	0	--	--
SECURITY OFFICER	36.1%	--	0	0	--	--
SENIOR ACCOUNTANT	--	--	0	0	--	--
SENIOR ADMINISTRATIVE INTERN	--	--	0	0	--	--
SENIOR AUDITOR	--	--	0	0	--	--
SENIOR ENGINEERING AIDE	--	--	0	0	--	--
SENIOR ENGINEERING INSPECTOR	--	9.5%	21	2	--	No
SENIOR MAINTENANCE REPAIR WORKER	6.3%	--	0	0	--	--
SENIOR REAL PROPERTY APPRAISER	--	--	0	0	--	--
SENIOR WRF MAINTENANCE WORKER	--	--	0	0	--	--
SEWER CONTRUCTION/MAINTENANCE SUPV	5.8%	--	0	0	--	--
SEWER LINE MAINTENANCE INSPECTOR	--	--	0	0	--	--
SEWER SERVICE SUPERVISOR	--	--	0	0	--	--
SEWER VIDEO SPECIALIST	--	--	0	0	--	--
SEWER VIDEO SUPERVISOR	--	--	0	0	--	--
SKILLED LABORER - GRS	--	--	0	0	--	--
TAPPING MACHINE OPERATOR	16.0%	--	0	0	--	--
TAX AGENT	--	--	0	0	--	--
TRAFFIC CONTROL TECHNICIAN	16.1%	--	0	0	--	--
TRAFFIC MAINTENANCE WORKER	14.1%	--	0	0	--	--
TRAFFIC PLANNING TECHNICIAN	--	--	0	0	--	--

<b>Job Title</b>	<b>% of Female Applicants: 4/1/2020</b>	<b>% of Female Applicants: 10/1/2020</b>	<b>Current Total Applicants</b>	<b>Current Total Female Applicants</b>	<b>6 Month Change %</b>	<b>Within Compliance?</b>
TRUCK DRIVER	--	20.2%	84	17	--	No
VOTING MACHINE TECHNICIAN	--	25.9%	27	7	--	No
WRF MAINTENANCE WORKER	--	--	0	0	--	--
WRF OPERATOR I	--	--	0	0	--	--
WRF SHIFT SUPERVISOR	25.0%	--	10	0	--	No
WRF SUPERVISOR	--	--	0	0	--	--

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

Job Title	% of Black Employees: 4/1/2020	% of Black Employees: 10/1/2020	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
CONSTRUCTION EQUIPMENT OPERATOR	34.78%	39.58%	68%	48	19	4.80%	3	No
HEAVY EQUIPMENT OPERATOR	52.17%	52.63%	71%	19	10	0.46%	-2	No
LABOR SUPERVISOR - GRS	66.67%	70.00%	0%	10	7	3.33%	1	Yes
PUBLIC WORKS SUPERVISOR (CONSTRUCTION OR SANITATION)	12.50%	14.29%	55%	7	1	1.79%	0	No
Total	40.7%	44.0%	--	84	37	3.3%	2	--

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

Job Title	% of Female Employees: 4/1/2020	% 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	2.17%	4.17%	17%	48	2	2.00%	1	No
HEAVY EQUIPMENT OPERATOR	17.39%	21.05%	15%	19	4	3.66%	0	Yes
LABOR SUPERVISOR - GRS	0.00%	10.00%	0%	10	1	10.00%	1	Yes
PUBLIC WORKS SUPERVISOR (CONSTRUCTION OR SANITATION)	12.50%	0.00%	17%	7	0	-12.50%	-1	No
SHERIFFS SERGEANT	12.50%	11.11%	0%	63	7	-1.39%	-1	Yes
Total	7.9%	9.5%	--	147	14	1.6%	0	--

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 labor force 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 is currently researching alternative benchmark sources that are lower in percentage representation than the labor force benchmark. Alternative benchmark sources will be provided, at a later date. The change in employment rates for Blacks and females in these job classes during the relevant time period (April 1, 2020 – October 31, 2020) and the percentage of job classes addressed in Section 5, Metrics 1 and 2, and Tables C1 and C2 of the semi-annual reports. *(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. These positions opened in September 2020, 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 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. This position is currently open and recruitment efforts will continue. 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. Recruitment efforts will made for jobs solely noting they are on the priority list.

Job Titles	Inactive or Reclassified	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Accountant		Yes	Yes			
Account Clerk	Accounting Assistant I	Yes	Yes			
Auditor		Yes	Yes			
Automotive Mechanic	Automotive Technician - General	Yes	No (within 1 hire)		Recruitment conducted from 2020 Priority List.	Position remains open continuous.
Construction Equipment Operator		No	No (within 1 hire)		On 2020 Priority list. Targeted recruitment efforts conducted.	ESD: 21 candidates including 15 Blacks; 3 Blacks hired; 4 Blacks declined

Job Titles	Inactive or Reclassified	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
						R&T: 19 candidates including 14 Blacks; 10 Blacks hired; 3 Blacks declined; Score Report for R&T exhausted without filling all vacancies
Engineering Aide		Yes	Yes			
Heavy Equipment Operator		Yes	Yes			
Labor Supervisor		Yes	Yes			
Public Works Supervisor		No	No		Recruitment efforts completed from 2020 Priority List. Position listed on 2019 Priority List. No targeted recruitment efforts due to diverse register previously established.	
Revenue Examiner		Yes	Yes			
Secretary	Inactive					
Intermediate Clerk	Admin, Asst. I and II to Administrative Clerk	Yes	Yes			
Senior Clerk	Admin, Asst. I and II to Administrative Clerk	Yes	Yes			
Stenographer	Inactive					
Truck Driver		Yes	Yes			
Wastewater Treatment Plant Operator	WRF Operator I	Yes	Yes			

## 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; although this position was listed on the 2019 priority report, 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, as well as attending various career and community events, posting position online through various niche organization career webpages, creating and distributing a flyer representing a female, as well as conducting internal career search. *(Detailed information on the jobs can be found in the content validation report located on the FTP site.)*

Job Titles	Inactive or Reclassified	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Drafter		No (within 1 hire)	No (within 1 hire)		Position not on 2019 Priority list.	On 2020 Priority list
Engineering Aide		No	No		Position listed on 2019 Priority list. No targeted recruitment efforts conducted due to diverse register previously created.	Position listed on 2020 Priority list. 13 candidates on Score Report with 2 females ESD: 1 female declined; 1 female unreachable
Engineering Drafter	Drafter	No (within 1 hire)	No (within 1 hire)		Position not on 2019 Priority list.	On 2020 Priority list
Engineering Technician	Inactive					
Graduate Engineer	Inactive					
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		Position listed on 2019 and 2020 Priority Lists.	9 Candidates on Score Report including 1 female; 1 female hired
Stores Clerk		Yes	No (within 1 hire)		Listed on 2019 Priority list. No recruitment conducted due to number	Not on 2020 Priority list

Job Titles	Inactive or Reclassified	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
					of eligible applicants listed on active register for 2019.	
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 labor force 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 April 1, 2020 – October 31, 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. (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:

Development Services is within 1 hire of meeting the race benchmark for the System Analyst job; however, there is only one incumbent. This position is currently on the 2020 Priority List for IT and Environmental Services. Other jobs that are within 1 hire and with only 1 incumbent are: Programmer Analyst, Public Information Officer, Housing Rehabilitation Specialist, and Chief of Party.

#### 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 04/01/2020	Meeting Race Benchmark 10/01/2020	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 2019 and 2020 Priority Lists.	
Senior Programmer	Inactive						
Systems Analyst		Development Services  IT	No (within 1 hire)  No	No (within 1 hire)  No		Only 1 incumbent in Development Services Not on 2019 Priority List.	On 2020 Priority List for IT & Environmental Services.
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						
Public Information Officer		Used in Public Information Office	No (within 1 hire)	No (within 1 hire)		Only 1 incumbent. Recruitment conducted in 2018.	Black candidate originally hired for position, but current incumbent is White.
Administrative Analyst		Finance	Yes	Yes			
Statistician	Reclassified – Statistical Analyst	Sheriff's Office	N/A				

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Housing Rehabilitation Specialist		Used in Community Development	No (within 1 hire)	No (within 1 hire)		Only 1 incumbent. Not on 2019 and 2020 Priority Lists.	
Architect	Not used in the County						
Planner		Development Services	Yes	Yes			
Land Acquisition Agent		Used in Roads & Transportation	Yes	Yes			
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)		Only 1 incumbent. Not on 2019 and 2020 Priority Lists.	



## Group II – Finance and Information Technology

### Justification:

Although the County did not meet the race benchmark for the Accountant and Chief Accountant jobs in the Revenue Department, the County received a large number of diverse applicants for both positions. Twenty-seven of the thirty applicants for the Accountant position were Black. Twenty-nine of the thirty-seven applicants for the Chief Accountant position were Black. Information Technology is within 1 hire of meeting the race benchmark for the Database Administrator job; however, there is only one incumbent. As of October 1, 2019, Tax Assessor was meeting the race benchmark for the Senior Auditor job with only 1 incumbent who was Black. As of April 1, 2020, there is no incumbent in the job.

### 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 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Clerical Assistant	Inactive						
Stenographer	Inactive						
Database Administrator		Used in IT	No (within 1 hire)	No (within 1 hire)		Only 1 incumbent. Not on 2019 and 2020 Priority Lists.	
Property Appraisal Assistant	Appraisal Assistant/Inactive						
Accountant		Revenue	No	No		Position listed on the 2019 Priority List. No targeted recruitment efforts due to large number of applicants received.	30 names on Score Report, of which 27 were Black. Black candidate hired in Revenue in March 2020. On 2020 Priority

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
		Finance	Yes	Yes			List for Environmental Services and Family Court.
Chief Accountant		Revenue	No	No (within 1 hire)		Position listed on the 2019 Priority List. No targeted recruitment efforts due to large number of applicants received.	37 candidates on the Score Report of which 29 Candidates were Black.
		Tax Collector	Yes	Yes			
Principal Accountant		Revenue Tax Collector	Yes Yes	Yes Yes			
Comptroller	Inactive						
Auditor		Revenue	Yes	Yes			
Senior Auditor		Revenue Tax Assessor	Yes No incumbents	Yes No incumbents		Position listed on the 2019 Priority List.	No incumbents in TA (previously held by Black 10/1/2019). On 2020 Priority List.
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 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Legal Secretary		District Attorney	Yes	Yes			
Stenographer	Inactive						
Court Reporter	Inactive						
Programmer	Programmer Analyst	Used in IT	No (within 1 hire)	No (within 1 hire)		Only 1 incumbent. Not on 2019 and 2020 Priority Lists.	
Mapper	Cartographer/Inactive						
Photo Camera Operator	Inactive						
Microphotographer		Probate Court	Yes	Yes			
Accountant		Probate Court	Yes	Yes			

## Group IV – General Services

### Justification:

The Plumber, Senior Maintenance Repair Worker, and the Building Maintenance Supervisor jobs did not meet the race benchmark. The Plumber job was last posted in 2017. Recruitment efforts included posting and talent search through ZipRecruiter and Urbanham.com. No hires have been made since September 2019. There are currently 5 incumbents, which includes 1 Black, and there is 1 vacancy. The Plumber job was not on the 2019 priority list. It is currently on 2020 priority list for vacancies in General Services. Recruitment efforts for the Senior Maintenance Repair Worker were conducted October 2019. The position was posted to various online career sites and talent search was conducted; fourteen Black applicants applied for this position and were deemed eligible, one of which was recruited directly by SRM. The Electrician job class is not meeting the race benchmark within one hire in the General Services department. This position announced September 20, 2020 and applications are still being accepted for the position. Recruitment efforts completed for this job class included LinkedIn and Indeed online talent searches, and contacts to Jefferson State Community College as well as Alabama Electrical Contractors Board. The position will remain ongoing until a more diverse register is developed. The Automotive Technician – General (job code 8193) position is not meeting the race benchmark within one hire. This position is currently open and recruitment efforts will continue until a more diverse register is available. In December 2018, a Black candidate declined an offer for the Building Maintenance Supervisor and this job was not on the 2019 priority list. Therefore, there were no recruitment efforts for this job. The HVAC/Refrigeration Technician, Electrician, Painter, and Chief of Building Maintenance have multiple incumbents for each job, but all are within 1 hire from meeting the race benchmark. Electrician is on the 2020 Priority List for General Services.

### Departments:

1. General Services

### Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	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		Not on 2019 Priority List but on the 2020	Last recruitment efforts August 2017

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
						(No hires since 10/2018 for this job class); 1 vacancy	Currently on 2020 Priority List for General Services.
HVAC/Refrigeration Technician			No (within 1 hire)	No (within 1 hire)		Not listed on 2019 Priority List.	Last recruitment efforts in 2017.
Electrician			No (within 1 hire)	No (within 1 hire)		Recruitment efforts conducted from 2020 Priority List.	
Maintenance Repair Worker			Yes	Yes			
Senior Maintenance Repair Worker			No	No (within 1 hire)		Recruitment was conducted from the 2019 Priority List	21 Candidates on Score Report including 15 Blacks; 3 Blacks hired Position not listed on 2020 Priority List
Truck Driver			Yes	Yes			
Automotive Technician		Used in Roads & Transportation	Yes	No (within 1 hire)		Recruitment conducted from 2020 Priority List for Automotive Technician - General.	Position remains open continuous
Painter			No (within 1 hire)	No (within 1 hire)		Not on 2019 nor 2020 Priority Lists.	Last recruitment efforts July 2017.
Labor Supervisor			Yes	Yes			
Skilled Laborer			Yes	Yes			
Security Officer			Yes	Yes			
Building Maintenance			No	No		Not on the 2019 nor	1 Black candidate

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Supervisor						2020 Priority Lists.	declined offer in December 2018 during last hiring for this job class
Chief of Building Maintenance			No (within 1 hire)	No (within 1 hire)		Not on the 2019 nor 2020 Priority Lists.	

**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 04/01/2020	Meeting Race Benchmark 10/01/2020	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 talent search through LinkedIn, as well as attending various career and community events, posting position online through various niche organization career webpages, creating and distributing a flyer representing diverse individuals, well as an internal career 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 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 neither the Environmental Services Department nor the Roads and Transportation Departments. 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 is on the August 2020 Priority List for Roads and Transportation. This position announced September 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. 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. 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 was announced November 8, 2020 and recruitment is underway.

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 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Graduate Engineer	Inactive						
Senior Civil Engineer		Roads & Transportation  Environmental Services	No  No	No  No		Low applicant flow; position listed on 2019 Priority List.	Position listed on 2020 Priority List; internal promotions
Engineering Aide		Roads & Transportation Environmental Services	Yes  Yes	Yes  Yes			
Senior Engineering Aide		Roads & Transportation Environmental Services	Yes  Yes	Yes  No (within 1 hire)			Position on 2020 Priority List for Environmental Services.
Engineering Inspector		Roads & Transportation  Environmental Services	Yes  No	Yes  No		Recruitment was conducted from 2019 Priority List	Replacement Score Report rec/d 6/2020 & hiring continued until Score Report was exhausted 30 names on score

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
							report of which 16 were Black; 1 Black candidate hired in ESD
Senior Engineering Inspector		Roads & Transportation Environmental Services	No No	No Yes		Recruitment efforts completed from 2020 Priority List.	18 candidates on Score Report including 6 Black candidates; 1 Black hired ESD; 2 Blacks hired R&T; 3 Blacks declined
Drafter		Environmental Services	No (within 1 hire)	No (within 1 hire)		Not on 2019 Priority List.	On 2020 Priority List for Roads & Transportation.
Engineer Drafter	Drafter	Environmental Services	No (within 1 hire)	No (within 1 hire)		Not on 2019 nor 2020 Priority Lists.	
Mapper	Cartographer/ Inactive						
Zoning Inspector		Development Services	Yes	Yes			
Computer Operator		Used in IT	Yes	Yes			
Electrical Inspector		Development Services	No	No		Not on 2019 Priority List.	
Plumbing Inspector	Plumbing, Gas & Mechanical Inspector	Development Services	No	No		Recruitment was conducted from the 2019 Priority List. Position not on 2020 Priority List.	6 candidates on Score Report with no Black candidates; 1 White hired 1/7/2019 but later resigned; 1 White hired 8/19/2019
Gas Inspector	Plumbing, Gas & Mechanical Inspector	Development Services	No	No		Position was on 2019 Priority List. Position not on 2020 Priority List.	6 candidates on Score Report with no Black candidates; 1 White hired 1/7/2019 but later resigned; 1 White hired 8/19/2019

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Building Inspector		Development Services	No	No		Not on 2019 nor 2020 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 listed on 2019 county Priority List. No targeted recruitment due to diversity in register.	
GIS Manager		Used in IT	No (within 1 hire)	No (within 1 hire)		Recruitment efforts will be completed from 2020 Priority List for Information Technology Services department. Position listed on 2019 Priority List. Recruitment conducted in 2019.	Only one vacancy in this job class.
Public Works Supervisor		Roads & Transportation Environmental Services	No No	No No		Position announced as Promotional opportunity. Internal recruitment efforts completed from 2020 Priority Report.	Score Report has 30 candidates including 17 Black; 1 Black hired in R&T.

## Group VII – Roads and Transportation

### Justification:

The Senior Stores Clerk is within 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, recruitment efforts included posting 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](http://www.jobsquest.org) due to low applicant flow. Recruitment efforts included talent searches through LinkedIn, 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 04/01/2020	Meeting Race Benchmark 10/01/2020	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 hire)	No (within 1 hire)		Position listed on 2019 Priority List. No targeted recruitment efforts due to diversity in applicant pool.	Position filled 1/20/20 (White)
Administrative Intern	Inactive						

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Maintenance Mechanic	Not used in the County						
Auto Body Worker*	Inactive						
Automotive Mechanic	Automotive Technician - General		Yes	No (within 1 hire)		Recruitment conducted from 2020 Priority List.	Position remains open continuous.
Carpenter	Not used in the County						
Engineering Aide			Yes	Yes			
Truck Driver			Yes	Yes			
Skilled Laborer			Yes	Yes			
Service Station Attendant*	Inactive						
Equipment Service Worker*			No	No		Not on 2019 Priority List. No recruitment efforts.	Position is not listed on current Position Report from BMO
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 listed on 2019 Priority List; all vacancies filled but no Blacks.	On the 2020 Priority List; internal promotions

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
						6 vacancies; Score Report exhausted but no Blacks on exhausted Score Report	
Engineering Technician	Inactive						
Drafter			No (within 1 hire)	No (within 1 hire)		Position not listed on 2019 Priority List. No recruitment efforts.	On 2020 Priority List for Roads and Transportation.
Traffic Planning Technician	Not used in the County						
Traffic Control Technician			Yes	Yes			
County Traffic Engineer			No (within 1 hire)	No (within 1 hire)		Position not listed on 2019 Priority List. No recruitment efforts.	
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			No (within 1 hire)	Yes			
Heavy Equipment Operator			No (within 1 hire)	No (within 1 hire)		Recruitment efforts completed from 2020 Priority List.	Currently on 2020 Priority List 7 candidates on Score Report including 7 Black candidates; 6 Blacks declined; 1 Black hired;

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
							Score Report exhausted w/o filling all vacancies
Herbicide Applicator			No (within 1 hire)	No (within 1 hire)		Not on 2019 nor 2020 Priority Lists. No recruitment efforts	
Equipment Service Worker	Job duplicated in Appendix A of the Decree						
Public Works Coordinator			No (No incumbents)	No (No incumbents)		Not on 2019 Priority List. No recruitment efforts	Currently on 2020 Priority List

## Group VIII – Environmental Services

### 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 and 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 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 was 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 withing one hire in the Environmental Services department. This position announced September 20, 2020 and applications are still being accepted for the position. Recruitment efforts completed for this job class included LinkedIn and Indeed 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 1 hire of meeting the race benchmark in Environmental Services; this position was not listed on the 2019 County Manager’s Priority list; therefore, no targeted recruitment efforts were conducted. Sewer Video Supervisor positions is not meeting the race benchmarks and 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 was 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 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Clerk Typist	Administrative Clerk		Yes	Yes			
Intermediate Clerk	Admin, Asst. I and II to Administrative Clerk		Yes	Yes			



Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
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 2019 Priority List.	Not on 2020 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 No No (within 1 hire) No	The Brookings Report for Wastewater Treatment Plant Operators for Blacks is <b>13.9%</b>	Only 1 incumbent for WRF Operator III Positions listed on 2019 and 2020 Priority Lists. Ongoing recruitment. Jobs remain open continuous.	On 2020 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		On 2019 Priority List. Recruitment efforts conducted from 2019 Priority List. On 2020 Priority list and recruitment efforts underway. Job is currently open continuously	Score Report has 3 candidates including 1 Black. On 2020 Priority List. Ongoing recruitment as necessary through apprenticeship, internship (WRF Operator I), online publications and convention networking
WWTP Supervisor	WRF Supervisor		No	No		Not on the 2019 nor 2020 Priority	Ongoing recruitment as necessary

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
						Lists. No targeted recruitment.	through apprenticeship, internship (WRF Operator I), online publications and convention networking.
Painter		Used in General Services	No (within 1 hire)	No (within 1 hire)		Not on 2019 Priority List	Last recruitment efforts in 2017
Electrician			No (within 1 hire)	No (within 1 hire)		Recruitment efforts completed from 2020 Priority List	On 2020 Priority List for Environmental Services and General Services. Score Report has 3 candidates including 1 Black
Engineering Aide			Yes	Yes			
Truck Driver			Yes	Yes			
WWTP Maintenance Worker	WRF Maintenance Worker		Yes	Yes			
Senior WWTP Maintenance Worker	Senior WRF Maintenance Worker		No	No		Not on the 2019 Priority List. Last recruitment efforts conducted in 2018. Recruitment efforts are underway from the 2020 Priority List.	On 2020 Priority List
Sewer Construction/Maintenance			No	No		On 2019 Priority List. Recruitment	On 2020 Priority List Score Report has 26

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2020	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Supervisor						was conducted.	candidates including 8 Blacks; no Black hires made.
Environmental Lab Compliance Administrator			Yes	Yes			
Environmental Biologist		Used in Development Services	No (within 1 hire)	No (within 1 hire)		Not on the 2019 Priority List and no recruitment	
Sewer Video Supervisor			No	No		On 2019 Priority List. No targeted recruitment efforts due to diverse register previously created.	Score Report has 10 candidates including 7 Blacks; 1 Black hired On 2020 Priority List.
Sewer Video Specialist			Yes	Yes			
Sewer Service Inspector	Sewer Line Maintenance Inspector		No	No		Not listed on 2019 or 2020 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 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 labor force 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) 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 April 1, 2020 – October 31, 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. *(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, Information Technology and Finance

#### Justification:

The Senior Auditor position is not meeting the gender benchmark in Revenue. Although the position was listed on the 2019 Priority list, this job was not re-announced due to an active diverse register being established with twenty (20) eligible females. Two (2) females were hired into the Senior Auditor position from the active register. The Senior Real Property Appraiser position is not meeting the gender benchmark in Board of Equalization. Targeted recruitment efforts were conducted for this position which included job announcements to all county employees, advertising position at career fairs, and direct outreach to licensed real estate appraisers in the state of Alabama. There were three male eligible candidates listed on the certification list; however only one male candidate was listed on the score report and therefore, the position was offered to the male candidate. The Chief Accountant position is within one hire of meeting the gender benchmark. There were no targeted recruitment efforts for this position due to large number of diverse applicants received. Other positions that are within one hire of the gender benchmark include Purchasing Agent, Chief of Party, and Database Administrator were not listed on the 2019 priorities list and therefore no recruitment activities were completed; these positions are also not listed on the 2020 priorities list.

#### 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 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Senior Administrative Intern	Inactive						
Public Information Officer		Used in Public Information Office	Yes	Yes			
Auditor		Revenue	Yes	Yes			
Senior Auditor		Revenue	No	No		Position was listed on the 2019 Priority List. Job not re-posted due to active register.	On 2020 Priority list for TA Birmingham 30 names on Score Report including 20 females; both vacancies filled by females.
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 listed on the 2019 Priority List. No targeted recruitment efforts due to large number of diverse applicants received.	Position not listed on 2020 Priority List 38 candidates on Score Report including 23 females; 1 male hired in Revenue.
Revenue Examiner		Revenue	Yes	Yes			
Property Appraiser		BOE	Yes	Yes			
Senior Property Appraiser	Sr. Real Property Appraiser	BOE	No	No		Recruitment efforts conducted from 2019 Priority List.	Position not listed on 2020 Priority List Only candidate on Score Report was male
Senior Accountant		Revenue Tax Collector	Yes Yes	Yes Yes			

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	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 2019 Priority List.	Position not listed on 2020 Priority List. Incumbent is male
Land Acquisition Agent		Used in Roads & Transportation	Yes	Yes			
Chief of Party		Used in Roads & Transportation	No (within 1 hire)	No (within 1 hire)		Position not listed on 2019 Priority List.	Position not listed on 2020 Priority List. Incumbent is male
Database Administrator		Used in IT	No (within 1 hire)	No (within 1 hire)		Position not listed on 2019 Priority List.	Position not listed on 2020 Priority List. Incumbent is male

## Group II - General Services Department

### Justification:

The Plumber, HVAC/Refrigeration Technician, and Painter positions are not meeting the gender benchmark in General Services. These positions were not listed on the 2019 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 Priority list for Electrician included advertisement and posting to various online job publications, promoting of the positions at career fairs and online talent search. This position remains open continuous for additional recruitment. Senior Maintenance Repair worker is not meeting the gender benchmark; targeted recruitment efforts were conducted from the 2019 priority including online talent search through Indeed.com, Alabama Career Center JobLink, LinkedIn and advertisement to online job boards such as Alabama Career Center, Lawson State Community College, and Postjobfree.com. The Senior Maintenance Repair Worker position is not listed on the 2020 Priority report.

The Truck Driver position is not meeting the gender benchmark. According to the March 2019 Published County Manager Hiring Priorities List, the Truck Driver (08031) job class did not appear. Therefore, this job was not a part of any recruitment activity. Subsequently, the job announced on Jobsquest June 16, 2019 and closed June 28, 2019 (likely at the request of other jurisdictions). Although the job did not appear on the March 2019 Published County Manager Hiring Priorities List, SRM continued to inform County employees of the job announcement during the weekly job announcement emails. Emails were sent to all County employees on June 19, 2019 and June 25, 2019. On or about July 2, 2019, the County Manager's Office began to revise the Hiring Priorities List, which eventually included the Truck Driver position on the August 2019 Hiring Priorities List. The register was established around July 2019 with fourteen (14) eligible females and twenty-nine (29) eligible males. Recruitment efforts from the County Manager's 2020 Priority list for Truck Driver included posting to Lawson State Community College and Alabama Works job boards, sharing position with National Association of Women in Construction (Birmingham Chapter), emailed job announcement and flyer to internal employees. Out of fifty-six (56) eligible candidates, nine (9) were female.

The Skilled Laborer position is not meeting the gender benchmark; targeted recruitment efforts were conducted including: advertising at various local businesses in the Jefferson County area, social media websites, the Alabama Career Center, and the Cutoff news; sharing the opportunity with county employees including county commissioners and local organizations; as well as promoting the position at Jazz in the Park events and career fairs. This position is listed on the 2020 priority list.

The Security Officer and Building Maintenance Supervisor positions are not meeting the gender benchmark in General Services; these positions were not listed on the 2019 priority list; therefore, no targeted recruitment efforts were conducted. These positions are also not listed on the 2020 priority list. Automotive Technician – General (job code 8193) position is not meeting the gender benchmark and is listed on the 2020 Priority List. This position is currently open and recruitment efforts will continue until a more diverse register is available. Maintenance Repair Worker is not meeting the gender benchmark. Targeted recruitment efforts included sharing position with Jefferson State Community College Career Tech Program, conducting LinkedIn and Indeed talent search.

The Voting Machine Technician position is within 1 hire of the gender benchmark in General Services. Although this position was listed on the 2019 priority list, an active register from 2018 was utilized for hiring thus no targeted recruitment efforts were conducted. This position is not listed on the 2020 Priority list. Labor Supervisor is within 1 hire of meeting the gender benchmark for General Services; this position was added to the 2019 priority list in August of 2019 after a register was already established, thus no targeted recruitment efforts were conducted. This position is listed on the 2020 priority report. The Chief of Security and Chief of Building Maintenance positions are within 1 hire of meeting the gender benchmark; these positions were not listed on the 2019 priority list thus no targeted recruitment efforts were conducted. These positions are not listed on the 2020 priority list.



Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Voting Machine Mechanic	Voting Machine Technician		No (within 1 hire)	No (within 1 hire)		Position was listed on 2019 Priority List.	1 female hired 6/2019
Locksmith	Not used in the County						
Carpenter	Not used in the County						
Plumber			No	No		Position not listed on 2019 Priority List.	Last Recruitment efforts Aug. 2017 Currently on 2020 Priority List for GS.
HVAC/Refrigeration Technician			No	No		Position not listed on 2019 Priority List.	Last recruitment efforts June 2017. Not on 2020 Priority List
Electrician			No	No		Recruitment was conducted from 2020 Priority List.	Score Report has 3 candidates, and none are female.
Painter			No	No		Position not listed on 2019 Priority List.	Last recruitment efforts in 2017. Position not listed on 2020 Priority List.
Maintenance Repair Worker			No	No		Recruitment was conducted from the 2020 Priority List.	
Senior Maintenance Repair Worker			No	No		Recruitment was conducted from the 2019 Priority List.	Position not listed on 2020 Priority List. Score Report has 21 candidates including 2 females; 1 female hired
Automotive Technician		Used in Road & Transportation	No	No		Position listed on 2020 Priority list. Recruitment	

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
						will be conducted from 2020 Priority List.	
Truck Driver			No	No		Recruitment was conducted from 2020 Priority List	Both incumbents are male
Labor Supervisor			No (within 1 hire)	No		Position listed on 2020 Priority list. Register previously established. No targeted recruitment efforts conducted.	14 candidates on Score Report including 2 females
Skilled Laborer			No	No		Position on 2020 Priority List.	Score Report had 115 candidates including 34 females; Gen Svcs-7 females hired; R&T 2 females hired; Env Svcs 6 females hired for a total of 15 Females hired as Skilled Laborers
Security Officer			No 2 vacancies	No		Position not listed on 2019 Priority List.	Position on 2020 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 2019 Priority List.	Position not on 2020 Priority List.
Building Maintenance Supervisor			No	No		Position not listed on 2019 Priority List.	Position not listed on 2020 Priority List.
Chief of Building Maintenance			No (within 1 hire)	No		Position not listed on 2019 Priority List.	Position not listed on 2020 Priority List.

**Group III – Sheriff Department (N/A)**

Deputy Sheriff  
Sheriff Sergeant

Entry Level Jobs

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

## Group IV – Public Works – Administration and Design

### Justification:

The Traffic Control Technician and Traffic Maintenance Worker positions are not meeting the gender benchmarks in Roads and Transportation. Although these jobs were listed on the 2019 priority list, these jobs were put on hold per department head due to job classes being studied by the Roads and Transportation department head, Jefferson County, and PBJC. Thus, no targeted recruitment efforts were completed. These positions are listed on the 2020 priority report. The Engineering Aide and Public Works Supervisor positions are not meeting the gender benchmarks; although these positions were listed on the 2019 priority report, no targeted recruitment efforts were conducted due to previous diverse registers established in 2018. These positions are listed on the 2020 priority report. The Public Works Supervisor position was listed on the 2020 Priority list and the job was announced as a Promotional only in August 2020. Therefore, recruitment efforts were limited to included reaching out to internal employees. Eighty-three (83) candidates were deemed eligible, twelve (12) of which were female.

The Senior Engineering Aide and Senior Engineering Inspector positions are not meeting the gender benchmarks; although these positions were listed on the 2019 priority report, active registers from 2018 were utilized, thus no targeted recruitment efforts were conducted. These positions are listed on the 2020 priority report. The Senior Engineering Inspector position is on the August 2020 Priority List for Roads and Transportation. This position announced September 2020. Recruitment efforts were completed. Twenty (21) candidates were deemed eligible, two (2) of which were female. The Engineering Inspector position is not meeting the gender benchmarks; targeted recruitment efforts were conducted for this position which included: posting 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 Truck Driver position is not meeting the gender benchmarks. According to the March 2019 Published County Manager Hiring Priorities List, the Truck Driver (08031) job class did not appear. Therefore, this job was not a part of any recruitment activity. Subsequently, the job announced on Jobsquest June 16, 2019 and closed June 28, 2019 (likely at the request of other jurisdictions). Although the job did not appear on the March 2019 Published County Manager Hiring Priorities List, SRM continued to inform County employees of the job announcement during the weekly job announcement emails. Emails were sent to all County employees on June 19, 2019 and June 25, 2019. On or about July 2, 2019, the County Manager's Office began to revise the Hiring Priorities List, which eventually included the Truck Driver position on the August 2019 Hiring Priorities List. The Truck Driver register was established around July 2019 with fourteen (14) eligible females and twenty-nine (29) eligible males. Truck Driver is listed on the 2020 priority list. Truck Driver announced September 2020 and recruitment efforts consisted of posting job to Lawson State Community College and Alabama Works job boards, sharing job with National Association of Women in Construction – Birmingham Chapter, emailing job announcement to internal employees, and utilizing Jefferson State Community College resume search. Out of fifty-six (56) eligible candidates, nine (9) were female.

The Automotive Technician position is not meeting the gender benchmark for Roads and Transportation; this position was not listed on the 2019 priority list; thus, no targeted recruitment efforts were conducted. Automotive Technician – General (job code 8193) is listed on the 2020 Priority List. This position is currently open and recruitment efforts will continue until a more diverse register is available.

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; 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 04/01/2020	Meeting Gender Benchmark 10/01/2020	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 Priority List. No targeted recruitment efforts conducted due to request to put job on hold by department. Position is currently on 2020 Priority List.	Job Requisition created for 1 position; currently under Testing Review
County Traffic Engineer		Roads & Transportation	No (within 1 hire)	No (within 1 hire)		Position not listed on 2020 Priority List.	
Maintenance Mechanic	Not used in the County						
Automotive Mechanic	Automotive Technician	Roads & Transportation	No	No		Recruitment will be conducted from 2020 Priority List.	

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Carpenter	Not used in the County						
Engineering Aide		Environmental Services Roads & Transportation	No No (within 1 hire)	No No (within 1 hire)		Position listed on 2020 Priority List. No targeted recruitment efforts conducted due to diverse register previously created.	13 candidates on Score Report with 2 females: ESD 1 female declined; 1 female unreachable
Senior Engineering Aide		Environmental Services Roads & Transportation	No No (within 1 hire)	No No (within 1 hire)		Position listed on 2020 Priority List. Recruitment efforts are ongoing.	Score Report lists 4 candidates including 1 female; 1 female started 10/2019
Engineering Inspector		Environmental Services Roads & Transportation	No No	No No		Position listed on 2020 Priority List.	Score Report has 30 candidates including 6 females; 2 females hired
Senior Engineering Inspector		Environmental Services Roads & Transportation	No No	No No		Position listed on 2020 Priority List.	There were 18 males on Score Report; no females.
GIS Manager		Used in IT	No (within 1 hire)	No		Position added to 2020 Priority List. Recruitment efforts are ongoing.	No females on Score Report Incumbent is male
Public Works Supervisor		Environmental Services Roads & Transportation	No No	No No		Position listed on 2020 Priorities List. Recruitment efforts conducted.	Register Expired; 4 backfill vacancies to be filled; waiting on new score report
Traffic Maintenance Worker		Roads & Transportation	No	No		Position listed on 2020 Priority List.	
Truck Driver		Environmental Services General Services	No (within 1 hire) No	No No		Position listed on 2020 Priority List.	Score Report had 32 candidates including 6 females; 1 decline

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
		Roads & Transportation	No	No			5 hires

## Group V – Roads and Transportation

### Justification:

The Drafter, County Traffic Engineer, Maintenance Mechanic, and Herbicide Applicator positions are all within 1 hire of meeting the gender benchmark. However, there is only 1 incumbent for each position and these positions are currently not on the 2020 County Manager’s Priority list. Heavy Equipment Operator is also within 1 hire of meeting the gender benchmark with only 1 incumbent and is currently on the County Manager’s 2020 Priority list. Recruitment efforts for this position consisted of outreach to contact prospects and employees in feeder class jobs such as, Skilled Laborer and Truck Driver, posting to Lawson State Community College and Alabama Works job boards, utilized Jefferson State Community College resume search and shared position with Workforce Innovation and Opportunity Act (WIOA) Collaborative Group.. One hundred candidates were deemed eligible for Heavy Equipment Operator, fourteen (14) were female. Both positions are listed on 2020 Priority List. Roads and Transportation is not meeting the gender benchmark for Traffic Control Technician, Construction Equipment Operator, Skilled Laborer and Automotive Technician. Traffic Control Technician is not meeting the gender benchmark for Roads and Transportation. Although this job was listed on the 2019 priority list, this job was put on hold per the department head due to job classes being studied by the Roads and Transportation department head, Jefferson County, and PBJC. Thus, no targeted recruitment efforts were completed. This position is listed on the 2020 priority report. Recruitment efforts in 2019 for Construction Equipment Operator consisted of outreach to internal employees in feeder class jobs such as Skilled Laborer and Truck Driver. Targeted female and general recruitment efforts for Skilled Laborer included outreach to prospects, advertising through various businesses and organizations throughout the Jefferson County area and publicized in news outlets and Jefferson County information monitors located in the courthouse and other satellite locations. Recruitment efforts were conducted from the 2020 Priority List for Construction Equipment Operator that consisted of posting to Lawson State Community College and Alabama Works job boards, utilized Jefferson State Community College resume search and shared position with Workforce Innovation and Opportunity Act (WIOA) Collaborative Group. One hundred twenty-eight (128) candidates were deemed eligible for Construction Equipment Operator, twenty (20) were female. Automotive Technician is also not meeting the gender benchmark and was not listed on the County Manager’s 2019 Priority list; it is currently on the 2020 Priority List. Automotive Technician – General (job code 8193) is currently open and recruitment efforts will continue until a more diverse register is available.

### 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 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Graduate Engineering	Inactive						



Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Engineering Technician	Inactive						
Drafter			No (within 1 hire)	No (within 1 hire)		Not on 2020 Priority List.	
Traffic Planning Technician	Not used in the County						
Traffic Control Technician			No	No		Position listed on 2020 Priority List.	Requisition created for 1 position; currently under Testing Review.
County Traffic Engineer			No (within 1 hire)	No (within 1 hire)		Not on 2019 Priority List.	
Maintenance Mechanic	Not used in the County						
Automotive Mechanic	Automotive Technician		No	No		Recruitment will be conducted from 2020 Priority List.	Position is currently open continuously; recruitment efforts are ongoing.
Carpenter	Not used in the County						
Engineering Aide			No (within 1 hire)	No (within 1 hire)		On 2019 Priority List. No targeted recruitment efforts conducted due to diverse register previously created.	On 2020 Priority List. Score Report with 13 names including 2 females.
Senior Engineering Aide			No (within 1 hire)	No (within 1 hire)		On 2020 Priority List. Recruitment efforts are underway.	Score Report 4 candidates including 1 female; 1 female hired
Skilled Laborer*			No	No		Position on 2020 Priority List. Targeted female and general recruitment in 2017, 2018 and 2019.	Score Report had 115 candidates including 34 females. Gen Svcs-7 females hired; R&T 2 females Hired; Env Svcs 6 females hired for a

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
							total of 15 females hired as Skilled Laborers
Heavy Equipment Operator			No (within 1 hire)	No (within 1 hire)		On 2020 Priority List. Targeted recruitment efforts conducted.	
Construction Equipment Operator			No	No		On 2020 Priority list. Targeted recruitment efforts conducted.	12 vacancies 1 female. Female declined R&T to go to Env Svcs
Herbicide Applicator			No (within 1 hire)	No (within 1 hire)		Not on 2019 Priority List	Not on 2020 Priority List
Equipment Service Worker	Not used in the County						
Public Works Coordinator			No (no incumbents)	No (no incumbents)		Not on 2019 Priority List.	On 2020 Priority List.

## Group VI – Environmental Services

### Justification :

All Wastewater Treatment Plant job titles/positions were reclassified to Water Reclamation Facility (WRF) job titles/positions. The WRF Operator I, II, IV, and WRF Shift Supervisor are not meeting the gender benchmark. However, 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 and 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 gender benchmark. However, there is only 1 incumbent and recruitment efforts are currently ongoing for this position as well. WRF Supervisor, WRF Maintenance Worker and Senior WRF Maintenance Worker are not meeting the gender benchmark and was not listed on the County Manager's 2019 Priority list. WRF Maintenance Worker and Senior WRF Maintenance Worker are both on the 2020 Priority List. Electrician, Skilled Laborer and Sewer Construction/Maintenance Supervisor are not meeting the gender benchmark. 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. Targeted female and general recruitment efforts from the County Manager's 2019 Priority list for Skilled Laborer included outreach to contact prospects, advertising through various businesses and organizations throughout the Jefferson County area, and publicized in news outlets and Jefferson County information monitors located in the courthouse and other satellite locations. This position announced September 20, 2020 and applications are still being accepted for the position. Recruitment efforts completed for this job class included LinkedIn and Indeed online talent searches, and contacts to Jefferson State Community College as well as Alabama Electrical Contractors Board. The position will remain ongoing until a more diverse register is developed. 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 not meeting the gender benchmark in Environmental Services; this position was not listed on the 2019 County Manager's Priority list; therefore, no targeted recruitment efforts were conducted. The Engineering Aide, Sewer Video Specialist and Sewer Video Supervisor positions are not meeting the gender benchmarks and although these positions were listed on the 2019 County Manager's priority list, no targeted recruitment efforts were conducted due to previous diverse registers established in 2018. These positions are on the 2020 County Manager's Priority list. The Sewer Video Specialist position is not meeting the gender benchmark and was on the 2019 County Manager's Priority list; however, no recruitment efforts have been conducted due to diverse register. This position is not currently 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 Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	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 <b>Sewer Video Specialist</b>		No	No		On 2019 Priority List. No recruitment due to diverse register.	Not on 2020 Priority List.
Sewer Line – T.V. Equipment Technician	Closed Circuit TV Technician		No (within 1 hire)	No (within 1 hire)		Not on 2019 Priority List.	Not on 2020 Priority List.
Wastewater Treatment Plant Operator	<b>WRF Operator I</b> <b>WRF Operator II</b> WRF Operator III <b>WRF Operator IV</b>		No No No (within 1 hire) No	No No No (within 1 hire) 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.
WWTP Shift Supervisor	WRF Shift Supervisor		No	No		On 2020 Priority List. Recruitment was conducted from the 2019 Priority List.	Ongoing recruitment as necessary through apprenticeship, online publications and convention networking. No females on the Score Report.
WWTP Supervisor	WRF Supervisor		No	No		Not on 2019 Priority List. No	Not on 2020 Priority List. Ongoing recruitment as

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
						targeted recruitment.	necessary through apprenticeship, online publications and convention networking.
WWTP Maintenance Worker	WRF Maintenance Worker		No	No		Not on 2020 Priority List. No targeted recruitment.	
Senior WWTP Maintenance Worker	Senior WRF Maintenance Worker		No	No		Not on 2019 Priority List. Last recruitment efforts conducted in 2018.	Not on 2020 Priority List.
Painter		Used in General Services	No	No		Not on 2019 Priority List	Last recruitment efforts in 2017. Not on 2020 Priority List.
Electrician			No	No		Recruitment was conducted from 2020 Priority List.	Score Report has 3 candidates, and none are female
Engineering Aide			No	No		On 2019 Priority List. No targeted recruitment efforts conducted due to diverse register previously created.	On 2020 Priority List. Score Report with 13 names which includes 2 females; 1 female declined ESD; 2 <sup>nd</sup> female unreachable
Skilled Laborer			No	No		On 2020 Priority List for ESD. Targeted female and general recruitment in 2018 and 2019.	Score Report had 115 candidates including 34 females. Gen Svcs-7 females hired; R&T 2 females

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
							hired; Env Svcs 6 females Hired for a total of 15 females hired as Skilled Laborers
Sewer Construction/Maintenance Supervisor			No	No		On 2020 Priority List. Recruitment was conducted from the 2019 Priority List.	Score Report has 26 names including 3 females.
Sewer Services Supervisor			No (within 1 hire)	No (within 1 hire)		Not on 2019 Priority List.	Not on 2020 Priority List.
Environmental Lab Compliance Administrator			Yes	Yes			
Environmental Biologist		Used in Development Services	Yes	Yes			
Sewer Video Supervisor			No	No		On 2019 Priority List. No targeted recruitment efforts conducted due to diverse register previously created.	On 2020 Priority List. 10 candidates on Score Report which included 1 female. Top candidate on Score Report was not female.
Sewer Video Specialist			No	No		On 2019 Priority List. No recruitment due to diverse register.	Not on 2020 Priority List. 20 candidates on Score Report including 3 females; 1 female failed pre-employment; 1 female failed to respond; and

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2020	Meeting Gender Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
							1 female did not score high enough to be a top Candidate
Sewer Service Inspector	Sewer Line Maintenance Inspector		No	No		Not listed on 2019 or 2020 Priority Lists.	
Unclassified Laborer Positions	Laborer II Laborer III		No No	No No		Recruitment conducted in 2016. Not on 2019 Priority List	Not on 2020 Priority List.