

CITY OF OAKLAND
AGENDA REPORT

2009 SEP 17 PM 6:29

TO: Office of the City Administrator
ATTN: Dan Lindheim
FROM: Department of Human Resources Management
DATE: September 29, 2009

RE: **A Report and Possible Action on the Findings and Recommendations from Phase II of a Race and Gender Disparity Study of the City's Workforce Diversity in Comparison to the Relevant Labor Pool**

SUMMARY

The City of Oakland (City) contracted with Mason Tillman Associates, Ltd. (Consultant) to perform a Fairness in Hiring and Employment Disparity Study (Study) to determine if the City's workforce reflects the relevant labor pool in its recruitment area. This report provides the result of that study. The study was undertaken pursuant to the City Charter, Article IX, which states: "The City shall study its workforce in comparison to the relevant labor pool to determine if there is manifest racial or gender imbalances in traditionally segregated job classifications. If the study demonstrates such manifest imbalances, the City shall adopt a remedial voluntary affirmative action plan which shall be periodically updated and in effect only until the imbalances are eliminated." (Amended by: Stats. November 1988 and March 1996.) The study is presented in two phases. Phase I determined that there was underutilization of minorities and women in some of the City's Job Categories; it was presented in June 2007, and is included as *Attachment A* of this report. Phase II recommended remedial strategies, was completed in April 2008, and is presented as *Attachment B*.

FISCAL IMPACT

If the City Council directs staff to implement Phase II recommendations, there could be costs associated with such implementation. Such costs are unknown at this time.

BACKGROUND

The City Charter, Article IX, states: "The City shall study its workforce in comparison to the relevant labor pool to determine if there is manifest racial or gender imbalances in traditionally segregated job classifications. If the study demonstrates such manifest imbalances, the City shall adopt a remedial voluntary affirmative action plan which shall be periodically updated and in effect only until the imbalances are eliminated." (Amended by: Stats. November 1988 and March 1996.)

In 2005, the Council directed the City Administrator to conduct a Request for Proposal (RFP) process to engage consultants to complete the 1) Fairness in Purchasing Contracting (Disparity Study), 2) Fairness in Hiring and Employment (Disparity Study) and return to Council for authorization prior to executing the contract(s). The Council approved award of the contract with Mason Tillman at its April

Item: _____
Finance and Management Committee
September 29, 2009

27, 2007 meeting.

The Department of Labor, Office of Federal Contract Compliance Programs (OFCCP) defines the standard method of analysis to measure whether racial or gender imbalances exist in the City's workforce in the full and part-time categories. The study standards consist of the following four components: 1) workforce and job group analysis, 2) labor pool availability analysis, 3) utilization of labor force analysis, and 4) remedial strategies to address any manifest imbalances identified.

In Phase I, the consultant identified the City's recruitment area and availability factors to determine where statistically significant underutilization exists. The results revealed that there is underutilization of minorities and women in some of the City's job categories. While imbalances are evident, the City of Oakland remains committed to correcting these imbalances, to the extent permitted by law, based on the City's mission statement, the citizen supported charter amendment of 1996, and the City Council's directive to conduct this study. Remedial strategies are presented in this Phase II Report.

KEY ISSUES AND IMPACTS

The Phase II project involved four tasks (detailed below). Completion of these tasks was implemented utilizing interviews, focus groups, and document review. It also included a review of the Phase I findings.

The four tasks of Phase II were:

1. Identify Any Manifestations of Racial or Gender Imbalances in Traditionally Segregated Job Classifications
2. Examine the Effectiveness of the City's existing Remedial Measures by Analyzing Existing Race and Gender-neutral Measures and Discuss the Effectiveness of Each
3. Evaluate the Outreach Methods Used by the Office of Personnel Resource Management to Fill Vacancies
4. Develop a Race and Gender-neutral Remedial Program That the City Can Use If the Study Demonstrates an Imbalance

As a result of the analysis and completion of the tasks described above, race and gender neutral program recommendations were developed and are presented below:

1. ***Enhance Recruitment Plans and Strategies***-this recommendation includes the following: 1)employing a variety of strategies to increase the number of applicants from the underrepresented groups through association with professional organizations and publications, outreach to churches, diverse community based

organizations, utilizing online recruiting sites and encouraging job referrals from other employees in the under-represented groups; 2) utilizing age appropriate strategies to reach the target population; 3) maintain the succession planning process to identify opportunities to assess and refine recruitment strategies for current and future vacancies; 4) develop a mentoring and job rotation program as a means to support the succession planning process; 5) perform quarterly or bi-annual reviews of the applicant flow data to determine whether the applicant pools contain sufficient numbers of underutilized group members in proportion to their presence in the City's labor force; provide leadership training to senior and middle-level departmental to managers to ensure they understand the affirmative action planning process.

The Department of Human Resources Management utilizes a variety of recruitment plans and strategies that includes all of the approaches mentioned above. However, with the recent reduction in staffing, the Departments ability to conduct significant outreach recruitment activities will be limited. Allowing for flexible work schedules as an age appropriate recruitment strategy, can be considered as part of the Labor Management Committees that began meeting this month. Efforts at succession planning and mentoring or job rotation are not practical given the elimination of the training program as a result of the budget reductions. Reviews of the applicant flow data to determine whether applicant pools contain sufficient numbers of underutilized group members and modifying recruitment efforts accordingly requires utilizing limited resources that will take away from the core staff. Leadership training to ensure an understanding of the affirmative action planning process also requires utilization of limited resources.

2. ***Improve Management Accountability to Eliminate Imbalances***-Requiring accountability to ensure accomplishment of departmental goals, and enhancement of the City's performance management system to measure outcomes of affirmative action goals utilizing a web based system are key to achieving the outcomes identified in the report.

The City's performance management system, especially for top management, will require closer monitoring. Currently, this is a challenge for the Department. However, there is an emphasis on more accountability for management as it relates to the human resources function which will support this recommendation.

3. ***Utilize Technology More Effectively***-Enhancement of the City's Human Resource Information System (HRIS) to include applicant flow data, applicant tracking, and adverse impact analysis is a recommendation, along with utilizing the City's website as a recruitment tool. Both of these strategies are appropriate, and the City's implementation of on line recruitment is in the early stages.
4. ***Appropriate Outreach Funding***-providing adequate outreach funding for recruitment and advertising, needs to be considered in the context of the current

fiscal realities. Currently, the Department works with the operating departments to fund advertising for key positions.

5. ***Introduce Career Development Programs***-funding for program development and implementation is questionable given the current funding constraints.
6. ***Enhance Internal and External Employee Training Programs***-The enhancement or development of training programs for the City is unrealistic given the elimination of the Manager responsible for the function. The Department is conducting a survey of Departments to determine the extent to which the departments will support city wide training.
7. ***Establish Employee Referral Program***-a referral program may not be practical given the limited amount of hiring that may take place in the foreseeable future, but can be considered as an option for some recruitments.
8. ***Enhance Internship Programs***-exploration of internship programs may require discussion with the appropriate employee organizations.
9. ***Annual Phase I Report***-completion of the statistical analysis performed in the Phase I research on an annual basis will require additional resources. The Department currently faces a severe challenge to add any additional responsibility.

The Phase II Report indicates that "Since the Phase I report documented manifest racial and gender imbalances in traditionally segregated job classifications, an affirmative action plan must be prepared." The preparation of the plan would be a key component of whatever strategies are eventually developed. The Phase II Report also recognizes that any plan developed would have to be consistent with current law.

Finally, the City has undergone significant layoffs. Preparation of the affirmative action plan utilizing current City workforce statistics would assist in verifying the degree of underutilization that currently exists. Additionally, the Phase II report makes some assumptions regarding recruitment difficulty that may have changed given the current labor market. The one area where there is an opportunity to move forward is the greater utilization of technology, which is also consistent with one of the recommended remedial measures.

SUSTAINABILITY OPPORTUNITIES

Economic:

The Charter requirement provides economic opportunities for the City's relevant labor pool.

Environmental:

There are no environmental opportunities associated with this report.

Social Equity:

The Charter requirement provides social equity opportunities for the City's relevant labor pool.

DISABILITY AND SENIOR CITIZEN ACCESS

There is no senior citizen access issues related to this report. Federal guidance requires affirmative action for veterans and disabled veterans.

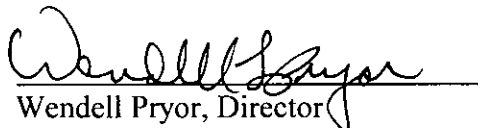
RECOMMENDATIONS AND RATIONALE

Staff recommends that the Council review and discuss the Fairness in Hiring and Employment Disparity Study-Phase II Report findings, and provide direction to staff. The findings provide the City opportunities to address the race and gender imbalances presented. The staff recommends that it be allowed to 1) continue the outreach recruitment activities currently underway; 2) that staff continue with efforts to explore the use of technology to the extent funds currently exist, and 3) work with the departments to orient and train managers and supervisors in better understanding the hiring process, and the related goals of the City that are addressed in the Disparity Study.

ACTION REQUESTED OF THE CITY COUNCIL

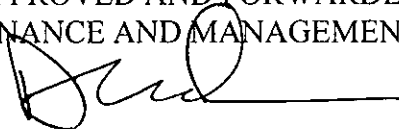
Staff requests that the Council accept the Fairness in Hiring and Employment Disparity Study-Phase II Report findings, and direct staff on how they should proceed with regard to the recommendations contained in the report.

Respectfully submitted,



Wendell Pryor, Director
Department of Human Resources Management

APPROVED AND FORWARDED TO THE
FINANCE AND MANAGEMENT COMMITTEE:



Office of the City Administrator

ATTACHMENT A

Phase I –
Fairness in Hiring and
Employment Disparity Study



May 30, 2007

Ms. Jeanette B. Edgerly
Administrative Services Manager
Finance and Management Agency
City of Oakland
150 Frank Ogawa Plaza, Suite 5215
Oakland, CA 94612

Subject: City of Oakland and Redevelopment Agency, Fairness in Hiring and Employment Disparity Study - Phase I Report

Dear Ms. Edgerly:

Enclosed please find the Phase I Report of the Fairness in Hiring and Employment Disparity Study Report dated May 2007.

Please feel free to contact me if you have any questions or concerns about the Phase I Report.

Sincerely,

Eleanor Ramsey

Eleanor Mason Ramsey, Ph.D.
President

cc: Lynn Reddrick, Senior Project Manager
Evelyn Hogan-Jackson, Assistant Project Manager

City of Oakland and Redevelopment Agency

Fairness in Hiring and Employment Disparity Study

Phase I

**Submitted to:
City of Oakland and
Redevelopment Agency**

**Submitted by:
Mason Tillman Associates, Ltd.**



MASON TILLMAN
ASSOCIATES, LTD

May 2007

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PHASE I

I. INTRODUCTION

The City of Oakland and Redevelopment Agency commissioned Mason Tillman Associates, Ltd. (Mason Tillman) to perform a Fairness in Hiring and Employment Disparity Study (Study) to determine if the City of Oakland's (City) workforce reflects the composition of the labor pool available in its recruitment area. The assessment includes a description of 1) the ethnicity and gender of the City's workforce by department and job group; and 2) the labor force available in the City's recruitment area. There is also an analysis of the available labor pool compared to the City's workforce to determine whether any ethnic group or females have been underutilized at a statistically significant level. City workforce data covering a three year period, 2003-2004, 2004-2005 and 2005-2006 were examined.

The Study was undertaken pursuant to the City Charter, Article IX, Section 900. The City Charter, amended by the passage of Measure G, which the voters approved in March 1996, requires the City to "Provide Remedies for Act or of Past and Present Racial and Gender Discrimination and Imbalances." The amended Section 900 to include:

- a) It is the policy of the City that there shall be a comprehensive personnel system based on merit which considers diversity based upon relevant labor pool as set forth in section 900(b). Such system shall be continued and maintained for the purpose of providing an equitable and uniform procedure for dealing with personnel matters; to serve the mutual interests of the people, the City as an employer and its employees through accepted modern concepts and practices of public personnel administration; to attract to municipal service the best and most competent person available; to assure that appointment will be based on merit and fitness as ascertained by practical competitive examination and by records of achievement; and to provide the employees security for tenure, with advancement or promotion within the service, where practicable, from among employees having appropriate qualifications,



free of discrimination, subject to their adherence to established standards of performance and conduct, all as more particular hereinafter set forth in the article.

b) the city shall study its workforce in comparison to the relevant labor pool to determine if there are manifest racial or gender imbalances in traditionally segregated job classifications. If the study demonstrates such manifest imbalances, the City shall adopt a remedial voluntary affirmative action plan which shall be periodically updated and in effect only until the imbalances are eliminated.

This Study was performed in two phases. This report presents the Phase I findings. The Phase I scope of work included nine tasks. The nine tasks are as follows:

- Task 1: Identify required data, collaborate with the City in data collection, and review adequacy of data to perform the required statistical analysis for the three previous fiscal years ending in 2006.
- Task 2: Identify the number of employees in each of the City's job classification by race and gender as defined by the Federal Census Bureau. These results are presented in Exhibits A and B.
- Task 3: Identify the relevant labor pool for the City.
- Task 4: Compare race and gender composition of all City employees to the race and gender composition of the City and the immediate and reasonable recruiting areas.
- Task 5: Identify the underutilization of available workers by ethnicity and gender in each EEO job group.
- Task 6: Identify any manifestations of racial or gender imbalances in traditionally segregated job classifications. Task 6 requires additional information which may be available in Phase II. Therefore, an examination of Task 6 will be deferred until Phase II.
- Task 7: Provide statistical analysis with a minimum of 95 percent validity and explain the methodology behind the statistical analysis (formulas) used.
- Task 8: Work with the City Administrator, Finance and Management Agency and City Attorney throughout the data collection and analysis phases, explain study findings and methodology to the City Council and Council Committees, as requested.



Task 9: Identify the federal equal-opportunity requirements that are triggered by specific disparity- or discrimination-related findings and determine whether the available data supports or does not support such a finding.

Phase II includes six tasks. This Phase will examine existing remedial measures and propose as necessary, strategies to alleviate the documented underutilization.

The analysis of each of the Phase I tasks is described in the sections below except for Task 6, which as noted will be addressed in Phase II.

The study findings mirror the conclusions of the City's 1997 and 2001 Affirmative Action Plan and the 2001 Equal Opportunity Annual Report. Nevertheless, the findings from the Study provide a window of opportunity for the City to address the continued underutilization of minorities and females in the eight EEO job groups. Recommendations for remediation of these imbalances will be presented in the Phase II report.

II. METHODOLOGY

The Department of Labor, Office of Federal Contract Compliance Programs (OFCCP) defines the standard method of analysis to measure whether racial or gender imbalances exist in the City's work force. The Study standards consisted of four components: Three components - workforce and job group analysis, labor pool availability analysis, and utilization of labor force analysis were compiled in Phase I and the fourth component, recommendations to remedy any manifest imbalances will be presented in the Phase II report.

The analysis of the City's employment was based on its workforce data. The workforce data was compiled by the Office of Personnel and Resource Management. The Office provided data for three fiscal years: 2003-2004, 2004-2005 and 2005-2006. The workforce analysis, the job group analysis and the utilization analysis calculations presented below were based on full-time and part-time employment data as of June 2006. The data for the previous two years was used to determine the number of promotions and transfers and was used for calculating labor pool availability.

The 5,460 employees within these 16 agencies and departments were grouped into the eight EEO-4 job categories by the City. The employee ethnicity, gender, and job group was also provided. The 16 City departments studied are listed in Table 1.2. Examples of the positions included in each job group are presented in Table 1.3.

The workforce analysis depicts the number of employees in each job classification within each City department by ethnicity and gender. The job group analysis depicts the number of employees included in each of the eight EEO-4 job groups by ethnicity and gender.



The availability analysis was performed to determine the number of minority and females in the labor pool within the City's recruitment area. Availability was calculated as a weighted average of the following three factors:

- Population with requisite skills in the immediate labor area (ILA)
- Population with requisite skills in the reasonable recruiting area (RRA)
- Current City's employees that could be promoted or transferred

The data sources for the ILA and the RRA are presented in Table 1.1.

Table 1.1 Availability Factors

Code	Availability Factor	Use in the Study
1A	Total Population in ILA	Not Used
1B	Women Seeking Employment in ILA	Presented for Comparison
2	Minorities Seeking Employment in ILA	Presented for Comparison
3	Total Workforce in ILA	Presented for Comparison
4	Workforce Having Requisite Skills ILA	Used to Calculate Final Availability
5	Workforce Having Requisite Skills RRA	Used to Calculate Final Availability
6	Promotable and Transferrable Current Employees	Used to Calculate Final Availability
7	Training Institutions	Not Used
8	Trainable in Facility	Not Used

The data source for factors 1B through 5 was the U.S. Population Census 2000 EEO files. The Factor 6 was determined based on the three-year history of promotions and transfers provided by the Office of Personnel and Resource Management.

The weights for factors 4 and 5 were based on the percentages of the current employees with addresses inside the ILA and outside of the ILA, respectively. The weight for factor 6 was calculated based on the comparison of the number of job classification changes per year with the number of new hires per year. All weights were calculated separately for each EEO-4 job group.

The recruitment area was determined by the geographic market within which the City has hired its workforce. The City's Personnel Resources Management Department provided



current employee addresses. The analysis of current employees' addresses revealed that the ILA is the City of Oakland and the RRA is a composite of five Bay Area counties. The five-county area was Alameda, Contra Costa, Solano, San Joaquin, and San Francisco.

The utilization analysis was performed to determine if disparate treatment in the employment of minority or female workers occurred in any job groups. In order to determine if any ethnic groups or females were subject to disparate treatment, the percentage of employees in each of the City's job groups was compared to the percentage of persons in the labor pool available for employment in each job group. The differences between utilization and availability of the underutilized minority groups or females were analyzed to determine if the imbalance was significant statistically. A statistically significant imbalance is an indication of disparate treatment. Disparate treatment is defined by the Equal Employment Opportunity Commission (EEOC) as occurring when similarly situated individuals are treated differently because of their sex, religion or national origin. Individuals are deemed similarly situated if they have comparable titles, job classifications, or work environments.

If a job group under consideration consisted of at least 30 employees, a T-test was applied. The T-test is used to determine when there is an imbalance whether availability percentage exceed utilization percentages by more that two standard deviations. A difference of more that two standard deviations indicates that the probability of the imbalance being due to chance is less than five percent. In that case the imbalance is deemed to be statistically significant.

The standard deviation *Sd* was calculated using the following formula:

$$Sd = \sqrt{\frac{p \cdot (1 - p)}{N}}$$

Where *p* is the availability percentage, and *N* is the total number of employees in the given job group.

Although the T-test is a more accurate test to determine statistical significance, the T-test can be applied only to a sufficiently large data set (as a rule of thumb, the data set size should be at least 30). For job groups consisting of between 5 and 29 employees, the "80 percent rule" is used.¹ In this case, the imbalance is statistically significant if the ratio of the percent of employees to the percent of availability is less than 80 percent. Findings calculated using the 80 percent rule are used with caution, since this test does not take into account chance occurrences.



¹ This is a standard Equal Employment Opportunity Commission procedure.

If a job group under consideration consisted of less than 5 employees, no test of significance was applied. No statistical inference can be drawn based on such a small data set.

If the difference between the percent of employees and the percent of availability corresponds to less than two people, it was considered not significant, even if either of the above tests indicates a significant difference.

III. STATISTICAL ANALYSIS

A. Workforce and Job Group Analysis

The distribution of the City's workforce by department, is summarized in Table 1.2 below. City employee ethnicity and gender distribution is presented for each department in Exhibit A. The names for the Departments and Agencies are presented as they appear in the data provided by the Office of Personnel and Resources Management.



Table 1.2 Number of Employees by City Department

City Department	Number of Employees	Percentage of City Workforce
City Administrator	90	1.65%
City Attorney	79	1.45%
City Auditor	6	0.11%
City Clerk	8	0.15%
City Council	40	0.73%
Community & Economic Development Agency	274	5.02%
Cultural Arts Department	87	1.59%
Department of Human Services	453	4.76%
Finance and Management Agency	374	6.85%
Fire Department	532	9.74%
Library	422	7.73%
Mayor's Office	14	0.26%
Office of Parks & Recreation	965	17.67%
Police Department	1177	21.56%
Public Works Agency	824	15.09%
Non-Departmental Interns	115	2.11%
Total City Employees	5,460	100%

The City EEO-4 job groups considered in this workforce analysis were Officials and Administrators, Professionals, Technicians, Protective Sworn, Protective Services Non-Sworn, Administrative Support, Skilled Craft Workers, and Service/Maintenance Workers. The job group categories, and the types of jobs within each are depicted in Table 1.3.



Table 1.3 Job Group Categories and Job Types

Job Group Category	Job Types
Officials & Administrators:	Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Council Members, Mayor, department heads, bureau chiefs and deputies, division chiefs, directors, deputy directors, controllers, superintendents, police and fire chiefs and inspectors, building inspectors, assessors, tax appraisers, and investigators, managers, i.e., purchasing, information systems, revenue, capital improvement program, affirmative action, and rehabilitation services.
Professionals	Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Personnel and labor relation analyst, social workers, doctors, psychologists, economists, lawyers, analysts, i.e., policy, systems, business, urban economic; accountants, engineers, employment and vocational rehabilitation counselors, instructors, police and fire captains and lieutenants, librarians, management analysts, surveyors, emergency medical services coordinator, and electrical construction & maintenance analyst, community development program supervisor, management intern.
Technicians	Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Police and fire sergeants, and inspectors, computer programmers, drafters, engineering technicians, licensed practical nurses, photographers, radio operators, technical illustrators, code enforcement inspectors, human resources operations technicians.



Table 1.3 Job Group Categories and Job Types

Job Group Category	Job Types
Protective Services	Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Police patrol officers, firefighters, guards, detectives, and emergency planning coordinator, hazardous materials inspectors, museum guard, water safety instructor, life guard, parking control technician, police property specialist and jailer.
Administrative Support	Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Executive and Administrative assistants, Legislative recorder, accounting clerk, computer operator, personnel clerk, library assistant food program monitor, recreation attendant, bookkeepers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, legal assistants, receptionist, public service clerk, and data entry operator.
Skilled Craft Workers	Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Mechanics and repairers, electricians, plumbers, carpenter, electrical-mechanical machinist, stationary engineers, electrical painter, reproduction/offset supervisor, park equipment, carpenters, heavy equipment operator, and hydrant repair worker.



Table 1.3 Job Group Categories and Job Types

Job Group Category	Job Types
Service/Maintenance Workers	Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Bus drivers, fleet specialists, garage laborers, custodial employees, gardeners and ground keepers, refuse collectors, construction laborers, park rangers, parkland maintenance worker, street sweeper operator, tree trimmer, cooks, parking meter collector, jail cook, jail utility worker, crossing guard, camp laborer, and craft apprentices/trainees/helpers

The job group analysis tables are presented in Exhibit B.

B. Workforce Ethnicity and Gender Analysis

The percentage of ethnic and gender representation in the City workforce in 2005-2006 is depicted below in Table 1.4. African Americans had the highest ethnic group representation in the Official and Administrators, Technicians, Administrative Support and Protective Services Non-Sworn job groups, with 40 percent, 36.96 percent, 54.79 percent and 48.08 percent, respectively. Females represented the highest percentage of all groups in the Administrative Support and Professionals job groups, representing 61.37 percent and 54.34 percent, respectively. Fewer Asian Americans, Hispanic Americans, and Native Americans worked for the City in 2006 than African Americans.



Table 1.4 Workforce Percentages by Job Group and Employee Ethnicity and Gender in Fiscal Year 2005-2006

Job Group and (Total Employees)	Percent of African Americans	Percent of Asian Americans	Percent of Hispanic Americans	Percent of Native Americans	Percent of Females*	Percent of Caucasian Males
Officials & Administrators (370)	40.00	9.73	10.27	0.27	47.30	23.24
Professionals (1211)	32.12	19.74	10.07	0.25	54.34	17.34
Technicians (368)	36.96	12.50	14.67	0.27	34.51	26.36
Protective Services Sworn (857)	21.82	15.64	17.39	0.82	12.60	38.16
Protective Services - Non-Sworn (391)	48.08	12.02	13.04	0.51	43.22	14.32
Administrative Support (1535)	54.79	14.92	9.71	0.52	61.37	8.73
Skilled Craft Workers (127)	37.80	12.60	18.90	0.00	2.36	28.35
Service / Maintenance Workers (601)	68.72	8.49	13.64	0.00	24.46	5.66

* Minority females are counted in both the minority and female categories.



C. Availability Analysis

The availability of workers in each job group is depicted in Table 1.5. African Americans had the highest availability in Protective Services Non-Sworn, Administrative Support, and Service/Maintenance Workers job groups with 44.88 percent, 34.4 percent, and 31.8 percent, respectively. Females had the highest availability in Administrative Support, Protective Services Non-Sworn, Professionals, and Officials & Administrators job groups, with 64.49 percent, 61.57 percent, 50.1 percent, and 47.03 percent, respectively.

Table 1.5 Availability Percentages by Job Group and Employee Ethnicity and Gender in the Year 2005 - 2006

Job Group	Percent of African Americans	Percent of Asian Americans	Percent of Hispanic Americans	Percent of Native Americans	Percent of Females*	Percent of Caucasian Males
Officials & Administrators	31.73	14.24	11.12	0.43	47.03	19.92
Professionals	19.04	16.89	8.12	0.61	50.01	27.73
Technicians	23.63	20.38	12.61	0.77	40.98	25.41
Protective Services Sworn	24.55	14.90	16.47	0.81	15.92	36.13
Protective Services Non-sworn	44.88	8.02	7.46	2.05	61.57	14.70
Administrative Support	34.40	16.25	13.51	0.84	64.49	12.36
Skilled Craft Workers	21.33	13.04	26.69	0.98	11.60	32.92
Service / Maintenance Workers	31.80	17.84	29.12	0.57	39.59	10.70

* Minority females are counted in both the minority and female categories.

Availability, job group, and specific ethnicity and gender results are depicted in Exhibit C.



D. Underutilization Analysis

The ethnic groups that were underutilized at a statistically significant level are noted in Tables 1.6. Summarized below are the findings:

- *African Americans* were underutilized in the Protective Services Sworn job group.
- *Asian Americans* were underutilized in the Officials & Administrators, Technicians, and Service/Maintenance Workers job groups.
- *Hispanic Americans* were underutilized in the Administrative Support, Skilled Craft Workers, and Service/Maintenance Workers job groups.
- *Native Americans* were underutilized in Protective Services Non-Sworn and Service/Maintenance Workers job groups.



Table 1.6 Underutilization by Job Group of Ethnic Group in the City's Workforce

Job Group	African American		Asian American		Hispanic American		Native American	
	Employment Percentage	Availability Percentage	Employment Percentage	Availability Percentage	Employment Percentage	Availability Percentage	Employment Percentage	Availability Percentage
Official & Administrators	40.00	31.73	9.73	14.24	10.27	11.12	0.27	0.43
Professionals	32.12	19.04	19.74	16.89	10.07	8.12	0.25	0.61
Technicians	36.96	23.63	12.50	20.38	14.67	12.61	0.27	0.77
Protective Services Sworn	21.82	24.55	15.64	14.90	17.39	16.47	0.82	0.81
Protective Services Non-sworn	48.08	44.88	12.02	8.02	13.04	7.46	0.51	2.05
Administrative Support	54.79	34.40	14.92	16.25	9.71	13.51	0.52	0.84
Skilled Craft Workers	37.80	21.33	12.60	13.04	18.90	26.69	0.00	0.98
Service / Maintenance Workers	68.72	31.80	8.49	17.84	13.64	29.12	0.00	0.57

Shaded Cell denotes a statistically significant underutilization.

Females include both minority and Caucasian women. Underutilization by job group for the City's female workforce is depicted in Table 1.7 and summarized below:

- *Female Workers* were underutilized in the Technicians, Protective Services Sworn, Protective Services Non-Sworn, Administrative Support, Skilled Craft Workers, and Service/Maintenance Workers job groups.

Table 1.7 Underutilization by Job Group for Females in the City's Workforce

Job Group	Females *	
	Employment Percentage	Availability Percentage
Officials & Administrators	47.30	47.03
Professionals	54.34	50.01
Technicians	34.51	40.98
Protective Services Sworn	12.60	15.92
Protective Services Non-Sworn	43.22	61.57
Administrative Support	61.37	64.49
Skilled Craft Workers	2.36	11.60
Service/Maintenance Workers	24.46	39.59

Shaded Cell denotes a statistically significant underutilization.

* = Females include both minority and non minority groups.

Tables with utilization analysis results for each City department are presented in Exhibit D.



EXHIBIT A:
Workforce Analysis



Workforce Analysis

As of June, 2006

Employee Headcount

Department	Total	Men %					Women %				
		White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
City Administrator	90	13.3	10.0	4.4	4.4	0.0	22.2	22.2	14.4	8.9	0.0
City Attorney	79	16.5	5.1	5.1	2.5	0.0	21.5	29.1	12.7	7.6	0.0
City Auditor	6	16.7	0.0	16.7	16.7	0.0	0.0	50.0	0.0	0.0	0.0
City Clerk	8	25.0	12.5	0.0	0.0	0.0	0.0	50.0	12.5	0.0	0.0
City Council	40	12.5	7.5	10.0	2.5	0.0	22.5	17.5	7.5	20.0	0.0
Community & Economic Development Agency	274	25.5	11.3	11.3	5.5	0.0	13.9	23.0	5.5	3.3	0.7
Cultural Arts	87	12.6	31.0	5.7	6.9	1.1	17.2	14.9	9.2	1.1	0.0
Department of Human Services	453	6.0	14.3	4.0	2.0	0.0	8.6	38.0	15.5	11.0	0.7
Finance and Management Agency	374	8.8	21.9	8.8	4.5	0.0	9.6	32.1	8.0	6.1	0.0
Fire Department	532	34.0	25.6	8.5	13.0	0.9	7.0	7.7	2.1	1.3	0.0
Library	422	12.3	7.1	6.9	5.5	0.0	30.3	14.7	14.5	8.3	0.5
Mayor	14	21.4	0.0	7.1	14.3	0.0	14.3	14.3	7.1	21.4	0.0
Office of Parks and Recreation	965	13.4	32.2	4.7	3.1	0.2	14.2	23.9	4.6	3.5	0.2
Police Services Agency	1177	27.9	15.0	11.8	11.2	0.3	10.3	15.5	4.2	3.8	0.0
Public Works	824	13.5	43.2	10.7	12.4	0.1	4.6	10.7	2.4	2.4	0.0
Non-Departmental	115	1.7	33.0	5.2	2.6	0.9	3.5	42.6	7.0	3.5	0.0
TOTALS	5,460	980	1,269	453	416	13	641	1,081	345	253	9
PERCENTS	100.0	17.9	23.2	8.3	7.6	0.2	11.7	19.8	6.3	4.6	0.2

Workforce Analysis

As of June, 2006

Employee Headcount

Department: City Administrator

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Officials/Administrators	Admin Assistant to the Mayor	05	1	0	0	0	0	0	1	0	0	0	0
	Employment Services Supervisor	05	1	0	1	0	0	0	0	0	0	0	0
	Administrative Services Manager I	06	2	0	0	0	0	0	1	1	0	0	0
	Administrative Services Manager II	07	1	0	0	0	0	0	1	0	0	0	0
	Cable TV Station Manager	07	1	0	1	0	0	0	0	0	0	0	0
	Deputy City Administrator	07	1	1	0	0	0	0	0	0	0	0	0
	Exec Dir to Public Ethics Comm	07	1	1	0	0	0	0	0	0	0	0	0
	Financial Analyst, Principal	07	1	0	0	0	0	0	1	0	0	0	0
	Manager, Affirmative Action	07	1	0	1	0	0	0	0	0	0	0	0
	Manager, Contact & Employ Svcs	07	1	0	0	0	0	0	0	1	0	0	0
Project Manager III	07	1	1	0	0	0	0	0	0	0	0	0	
CPRB Executive Director	08	1	0	0	0	0	0	0	0	1	0	0	
Officials/Administrators Total			13	3	3	0	0	0	4	3	0	0	0
Professionals	Job Developer	03	1	0	0	0	0	0	0	1	0	0	0
	Management Intern	03	1	0	0	0	0	0	0	0	0	1	0
	Program Analyst I	03	2	0	0	1	0	0	1	0	0	0	0
	Accountant II	04	2	0	0	0	0	0	0	0	2	0	0
	Administrative Analyst II	04	2	0	0	0	0	0	0	1	1	0	0
	Assistant Budget Analyst	04	1	0	0	0	0	0	0	0	1	0	0
	City Administrator Analyst	04	2	0	1	0	0	0	0	1	0	0	0
	Film Coordinator	04	1	0	0	0	0	0	0	0	0	1	0
	Program Analyst I, PPT	04	1	0	0	0	0	0	0	1	0	0	0
	Program Analyst II	04	2	0	0	0	0	0	2	0	0	0	0
	Program Analyst II, PPT	04	2	0	0	0	0	0	2	0	0	0	0
	Temp Contract Svcs Employee, PT	04	3	2	0	0	0	0	0	0	0	1	0
	Accountant III	05	1	0	0	0	0	0	0	0	1	0	0
	Budget & Grants Administrator	05	1	0	0	0	0	0	0	0	1	0	0
	Budget & Operations Analyst III	05	5	0	0	1	1	0	0	0	3	0	0
	Cable TV Producer	05	1	0	0	0	0	0	1	0	0	0	0
	Complaint Investigator II	05	2	1	0	0	0	0	0	0	0	1	0
	Contract Compliance Officer	05	3	0	0	1	0	0	0	2	0	0	0
	Equal Opportunity Specialist	05	4	0	1	0	0	0	1	1	0	1	0
	Policy Analyst	05	1	0	0	0	1	0	0	0	0	0	0
	Program Analyst III	05	2	1	0	0	0	0	0	1	0	0	0
	Public Information Officer II	05	1	1	0	0	0	0	0	0	0	0	0
	Special Events Coordinator	05	1	1	0	0	0	0	0	0	0	0	0
	ADA Projects Coordinator	06	1	0	0	0	0	0	1	0	0	0	0
	Assist to the City Administrator	06	7	1	0	0	1	0	3	0	1	1	0
Cable TV Operations Chief Engineer	06	1	0	1	0	0	0	0	0	0	0	0	
Chief Deputy, City Auditor	06	1	1	0	0	0	0	0	0	0	0	0	
Financial Analyst	06	1	0	0	0	0	0	0	0	1	0	0	
Financial Analyst, PPT	06	1	1	0	0	0	0	0	0	0	0	0	
Web Master	06	1	0	0	0	0	0	0	1	0	0	0	
Professionals Total			55	9	3	3	3	0	11	9	11	6	0
Technicians	Cable TV Production Assistant, PPT	02	4	0	2	0	0	0	1	1	0	0	0
	Cable Operations Technician	04	5	0	1	1	1	0	1	1	0	0	0
	Graphic Design Specialist	04	1	0	0	0	0	0	1	0	0	0	0
Technicians Total			10	0	3	1	1	0	3	2	0	0	0
Administrative Support	Receptionist	02	1	0	0	0	0	0	0	1	0	0	0
	Receptionist, PT	02	1	0	0	0	0	0	0	1	0	0	0
	Student Trainee, PT	02	1	0	0	0	0	0	1	0	0	0	0
	Administrative Assistant I	03	1	0	0	0	0	0	0	1	0	0	0
	Administrative Assistant II	03	1	0	0	0	0	0	0	1	0	0	0
Administrative Assistant II (CONF)	03	1	0	0	0	0	0	0	0	1	0	0	

Workforce Analysis

As of June, 2006

Employee Headcount

Department: City Administrator

Job Category	Job Titles	Comp	Total	Men					Women					
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN	
	Contract Compliance Field Tech	03	1	0	0	0	0	0	0	0	0	1	0	0
	Exec Asst to Asst City Administrator	04	1	0	0	0	0	0	0	0	1	0	0	0
	Executive Assistant	04	3	0	0	0	0	0	0	1	1	0	1	0
	Exec Asst to City Administrator	05	1	0	0	0	0	0	0	0	0	0	1	0
Administrative Support Total			12	0	0	0	0	0	2	6	2	2	0	
TOTALS			90	12	9	4	4	0	20	20	13	8	0	
PERCENTS			100.0%	13.3%	10.0%	4.4%	4.4%	0.0%	22.2%	22.2%	14.4%	8.9%	0.0%	

Workforce Analysis
As of June, 2006

Employee Headcount

Department: City Attorney

Job Category	Job Titles	Comp	Total	Men					Women					
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN	
Officials/Administrators	Legal Admin Assistant, Supervising	05	1	0	0	0	0	0	0	0	1	0	0	0
	Legal Support Supervisor	05	1	0	0	0	0	0	0	0	0	1	0	0
	Deputy City Attorney V	07	7	2	0	1	0	0	3	0	0	1	0	0
	Information System Administrator	07	1	1	0	0	0	0	0	0	0	0	0	0
	Manager, Agency Administrative	07	1	1	0	0	0	0	0	0	0	0	0	0
	Manager, Legal Admin Services	07	1	0	0	0	0	0	0	0	0	0	1	0
	City Attorney	08	1	1	0	0	0	0	0	0	0	0	0	0
	City Attorney, Assistant	08	2	0	1	0	0	0	0	1	0	0	0	0
	Officials/Administrators Total			15	5	1	1	0	0	3	2	1	2	0
Professionals	Microcomputer Systems Specialist I	03	1	1	0	0	0	0	0	0	0	0	0	0
	Accountant II	04	1	0	0	1	0	0	0	0	0	0	0	0
	Exempt Limited Duration Employee	04	3	1	0	0	0	0	2	0	0	0	0	0
	Temp Contract Svcs Employee, PT	04	1	0	0	0	1	0	0	0	0	0	0	0
	Claims Investigator II	05	2	0	0	0	0	0	1	1	0	0	0	0
	Claims Investigator III	05	1	0	0	0	0	0	0	0	0	0	1	0
	Legal Communications Officer	05	1	0	0	0	0	0	1	0	0	0	0	0
	Open Government Coordinator	05	1	0	0	0	0	0	0	1	0	0	0	0
	Deputy City Attorney II, PPT	06	1	0	0	0	0	0	1	0	0	0	0	0
	Deputy City Attorney II	07	1	0	0	0	0	0	0	0	1	0	0	0
	Deputy City Attorney III	07	12	1	1	1	0	0	2	4	3	0	0	0
	Deputy City Attorney IV	07	12	5	1	1	1	0	2	0	1	1	0	0
	Deputy City Attorney IV, PPT	07	1	0	0	0	0	0	0	0	1	0	0	0
Special Counsel	08	1	0	0	0	0	0	0	1	0	0	0	0	
Professionals Total			39	8	2	3	2	0	9	7	6	2	0	
Administrative Support	Public Service Representative	03	3	0	0	0	0	0	0	3	0	0	0	0
	Receptionist to the City Attorney	03	1	0	0	0	0	0	0	1	0	0	0	0
	Exec Asst to Asst City Attorney	04	2	0	0	0	0	0	0	1	1	0	0	0
	Legal Administrative Assistant	04	11	0	0	0	0	0	3	5	2	1	0	
	Paralegal	04	7	0	1	0	0	0	2	3	0	1	0	
	Exec Asst to City Attorney	05	1	0	0	0	0	0	0	1	0	0	0	0
Administrative Support Total			25	0	1	0	0	0	5	14	3	2	0	
TOTALS			79	13	4	4	2	0	17	23	10	6	0	
PERCENTS			100.0%	16.5%	5.1%	5.1%	2.5%	0.0%	21.5%	29.1%	12.7%	7.6%	0.0%	

Workforce Analysis

As of June, 2006

Employee Headcount

Department: City Auditor

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Officials/Administrators	City Auditor	08	1	1	0	0	0	0	0	0	0	0	0
Officials/Administrators Total			1	1	0	0	0	0	0	0	0	0	0
Professionals	Deputy City Auditor I	03	1	0	0	1	0	0	0	0	0	0	0
	Chief Deputy, City Auditor	06	1	0	0	0	0	0	0	1	0	0	0
Professionals Total			2	0	0	1	0	0	0	1	0	0	0
Administrative Support	Student Trainee, PT	02	2	0	0	0	1	0	0	1	0	0	0
	Exec Asst to the City Auditor	04	1	0	0	0	0	0	0	1	0	0	0
Administrative Support Total			3	0	0	0	1	0	0	2	0	0	0
TOTALS			6	1	0	1	1	0	0	3	0	0	0
PERCENTS			100.0%	16.7%	0.0%	16.7%	16.7%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%

Workforce Analysis
As of June, 2006

Employee Headcount

Department: City Clerk

Job Category	Job Titles	Comp	Total	Men					Women					
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN	
Officials/Administrators	City Clerk, Assistant	06	1	0	0	0	0	0	0	0	1	0	0	0
	City Clerk	07	1	0	1	0	0	0	0	0	0	0	0	0
Officials/Administrators Total			2	0	1	0	0	0	0	0	1	0	0	0
Professionals	Accountant II	04	1	0	0	0	0	0	0	0	0	1	0	0
	Administrative Analyst I	04	1	1	0	0	0	0	0	0	0	0	0	0
	Exempt Limited Duration Employee	04	1	1	0	0	0	0	0	0	0	0	0	0
Professionals Total			3	2	0	0	0	0	0	0	0	1	0	0
Administrative Support	Administrative Assistant II	03	1	0	0	0	0	0	0	0	1	0	0	0
	Public Service Representative	03	1	0	0	0	0	0	0	0	1	0	0	0
	Executive Assistant	04	1	0	0	0	0	0	0	0	1	0	0	0
Administrative Support Total			3	0	0	0	0	0	0	0	3	0	0	0
TOTALS			8	2	1	0	0	0	0	0	4	1	0	0
PERCENTS			100.0%	25.0%	12.5%	0.0%	0.0%	0.0%	0.0%	50.0%	12.5%	0.0%	0.0%	

Workforce Analysis
As of June, 2006

Employee Headcount

Department: City Council

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Officials/Administrators	Council Member	04	8	0	1	1	1	0	3	1	1	0	0
	Project Manager II	07	1	0	0	1	0	0	0	0	0	0	0
Officials/Administrators Total			9	0	1	2	1	0	3	1	1	0	0
Professionals	City Council PSE-51	04	12	1	1	2	0	0	2	2	1	3	0
	Public Service Employee 51	04	1	0	0	0	0	0	1	0	0	0	0
	City Councilmember's Assistant	05	5	3	1	0	0	0	0	0	0	1	0
	Senior Council Policy Analyst	05	1	0	0	0	0	0	0	0	0	1	0
Professionals Total			19	4	2	2	0	0	3	2	1	5	0
Administrative Support	City Council PSE 14	03	5	0	0	0	0	0	1	2	0	2	0
	City Council PSE 14, PPT	03	5	1	0	0	0	0	2	0	1	1	0
	City Council PSE 14, PT	03	2	0	0	0	0	0	0	2	0	0	0
Administrative Support Total			12	1	0	0	0	0	3	4	1	3	0
TOTALS			40	5	3	4	1	0	9	7	3	8	0
PERCENTS			100.0%	12.5%	7.5%	10.0%	2.5%	0.0%	22.5%	17.5%	7.5%	20.0%	0.0%

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Community & Economic Development Agency

Job Category	Job Titles	Comp	Total	Men					Women					
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN	
Officials/Administrators	Construction Inspection Supv (Office)	05	1	1	0	0	0	0	0	0	0	0	0	0
	Employment Services Supervisor	05	1	0	0	0	0	0	0	0	0	0	1	0
	Mortgage Loan Supervisor	05	1	0	0	0	0	0	0	0	1	0	0	0
	Administrative Services Manager I	06	2	1	0	0	0	0	0	0	1	0	0	0
	Hearing Officer	06	1	1	0	0	0	0	0	0	0	0	0	0
	Housing Development Coordinator IV	06	2	1	0	0	0	0	0	1	0	0	0	0
	Loan Servicing Administrator	06	2	0	0	1	0	0	0	0	1	0	0	0
	Monitoring & Evaluation Supervisor	06	1	0	0	0	0	0	0	0	1	0	0	0
	Planner IV	06	6	1	0	0	1	0	0	3	1	0	0	0
	Planner IV, Design Review	06	1	1	0	0	0	0	0	0	0	0	0	0
	Principal Inspection Supv	06	4	3	1	0	0	0	0	0	0	0	0	0
	Real Estate Agent, Supervising	06	1	1	0	0	0	0	0	0	0	0	0	0
	Urban Economic Analyst IV, Projects	06	4	2	0	0	0	0	0	1	0	0	1	0
	Urban Economic Coordinator	06	3	2	0	0	0	0	0	0	0	0	1	0
	Administrative Services Manager II	07	2	0	0	0	0	0	0	0	2	0	0	0
	Community Housing Services Manager	07	1	0	0	0	0	0	0	0	1	0	0	0
	Deputy Director, Housing	07	1	1	0	0	0	0	0	0	0	0	0	0
	Deputy Director/Building Official	07	1	1	0	0	0	0	0	0	0	0	0	0
	Deputy Director/City Planner	07	1	0	1	0	0	0	0	0	0	0	0	0
	Development/Redevelopment Pgrm MGR	07	6	2	1	0	1	0	1	1	1	0	0	0
	Engineer, Civil Supv (Office)	07	3	1	0	2	0	0	0	0	0	0	0	0
	Manager, Agency Administrative	07	1	0	0	0	0	0	0	0	0	1	0	0
	Manager, Inspection Services	07	1	0	0	0	0	0	0	0	1	0	0	0
	Manager, Real Estate Services	07	1	1	0	0	0	0	0	0	0	0	0	0
	Manager, Zoning	07	1	1	0	0	0	0	0	0	0	0	0	0
	Project Manager	07	2	1	0	0	0	0	0	1	0	0	0	0
	Project Manager II	07	1	1	0	0	0	0	0	0	0	0	0	0
Director of Development	08	1	0	0	0	0	0	0	1	0	0	0	0	
Director of Re&Economic Development	08	1	1	0	0	0	0	0	0	0	0	0	0	
Officials/Administrators Total			54	24	3	3	2	0	8	10	1	3	0	
Professionals	Engineering Intern, PT	02	2	0	1	0	1	0	0	0	0	0	0	
	Planning Intern, PT	02	5	1	0	2	0	0	1	0	0	1	0	
	Accountant I	03	2	0	1	0	0	0	1	0	0	0	0	
	Planner I	03	3	0	1	0	1	0	1	0	0	0	0	
	Program Analyst I	03	1	0	0	1	0	0	0	0	0	0	0	
	Urban Economic Analyst I	03	4	0	0	0	0	0	0	1	2	1	0	
	Urban Economic Analyst II, PPT	03	1	1	0	0	0	0	0	0	0	0	0	
	Administrative Analyst I	04	2	0	0	0	0	0	0	1	1	0	0	
	Administrative Analyst II	04	3	0	1	1	0	0	0	1	0	0	0	
	Exempt Limited Duration Employee	04	2	1	0	0	0	0	0	0	1	0	0	
	Home Management Counselor III	04	1	0	0	0	0	0	0	0	0	1	0	
	Loan Servicing Specialist	04	2	0	1	0	0	0	0	0	0	0	1	
	Microcomputer Systems Specialist II	04	3	1	0	1	0	0	0	1	0	0	0	
	Planner II	04	5	2	1	0	1	0	1	0	0	0	0	
	Planner II, Design Review	04	1	0	0	1	0	0	0	0	0	0	0	
	Process Coordinator II	04	4	0	1	2	0	0	0	1	0	0	0	
	Program Analyst II	04	5	2	0	0	0	0	1	2	0	0	0	
	Rehabilitation Advisor III	04	3	1	2	0	0	0	0	0	0	0	0	
	Tax Enforcement Officer II	04	1	0	0	0	1	0	0	0	0	0	0	
	Urban Economic Analyst II	04	1	0	0	0	0	0	0	0	0	0	1	
	Temp Contract Svcs Employee, PT	04	6	2	2	1	0	0	1	0	0	0	0	
	Accountant III	05	1	0	0	0	0	0	0	0	1	0	0	
Engineer, Assistant II (Office)	05	4	0	0	3	0	0	0	0	1	0	0		
Housing Development Coordinator III	05	5	1	0	0	0	0	0	3	0	1	0		

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Community & Economic Development Agency

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
	Management Assistant	05	9	0	1	0	0	0	2	6	0	0	0
	Mayor's PSE 51	05	1	1	0	0	0	0	0	0	0	0	0
	Planner III	05	10	4	1	1	0	0	4	0	0	0	0
	Planner III, Historic Preservation	05	1	0	0	0	0	0	1	0	0	0	0
	Process Coordinator III	05	2	0	1	1	0	0	0	0	0	0	0
	Program Analyst III	05	2	2	0	0	0	0	0	0	0	0	0
	Real Estate Agent	05	5	1	0	2	0	0	1	1	0	0	0
	Urban Economic Analyst III	05	11	1	4	0	1	0	3	1	0	1	0
	Assistant to the Director	06	1	0	1	0	0	0	0	0	0	0	0
	Community Dev Prgm Coordinator	06	3	0	0	0	0	0	1	2	0	0	0
	Engineer, Civil (Office)	06	8	2	0	6	0	0	0	0	0	0	0
	Systems Analyst III	06	1	0	0	0	1	0	0	0	0	0	0
	Transportation Planner, Senior	07	1	0	0	0	0	0	1	0	0	0	0
Professionals Total			122	23	19	22	6	0	22	17	7	4	2
Technicians	Engineering Technician II (Office)	04	2	1	0	1	0	0	0	0	0	0	0
	Mortgage Advisor	04	2	0	1	0	0	0	0	0	1	0	0
	Permit Technician II	04	2	0	0	0	0	0	1	1	0	0	0
	Specialty Combination Inspector	04	39	21	4	4	6	0	2	0	2	0	0
	Construction Inspector, Sr (Office)	05	1	0	1	0	0	0	0	0	0	0	0
	Specialty Combination Insp, Senior	05	2	1	0	0	1	0	0	0	0	0	0
Technicians Total			48	23	6	5	7	0	3	1	3	0	0
Administrative Support	Account Clerk II	02	3	0	0	1	0	0	1	1	0	0	0
	Office Assistant II	02	12	0	0	0	0	0	0	11	0	1	0
	Payroll Personnel Clerk II	02	1	0	0	0	0	0	0	0	1	0	0
	Student Trainee, PT	02	3	0	0	0	0	0	1	1	1	0	0
	Account Clerk III	03	2	0	0	0	0	0	0	1	1	0	0
	Administrative Assistant I	03	13	0	1	0	0	0	1	11	0	0	0
	Administrative Assistant II	03	5	0	0	0	0	0	0	5	0	0	0
	Public Service Representative	03	5	0	0	0	0	0	0	4	0	1	0
	City Council PSE 14, PPT	03	1	0	0	0	0	0	0	0	1	0	0
	Exec Asst to Agency Director	04	2	0	0	0	0	0	2	0	0	0	0
	Office Manager	04	1	0	0	0	0	0	0	1	0	0	0
Administrative Support Total			48	0	1	1	0	0	5	35	4	2	0
Skilled Craft	Rehabilitation Paint Technician	03	1	0	1	0	0	0	0	0	0	0	0
Skilled Craft Total			1	0	1	0	0	0	0	0	0	0	0
Services/Maintenance	Storekeeper II	03	1	0	1	0	0	0	0	0	0	0	0
Services/Maintenance Total			1	0	1	0	0	0	0	0	0	0	0
TOTALS			274	70	31	31	15	0	38	63	15	9	2
PERCENTS			100.0%	25.5%	11.3%	11.3%	5.5%	0.0%	13.9%	23.0%	5.5%	3.3%	0.7%

Workforce Analysis
As of June, 2006

Employee Headcount

Department: Cultural Arts

Job Category	Job Titles	Comp	Total	Men					Women					
			White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN		
Officials/Administrators	Chief Conservator	06	1	1	0	0	0	0	0	0	0	0	0	0
	Curator of Art, Chief	06	1	1	0	0	0	0	0	0	0	0	0	0
	Curator of Education, Chief	07	1	0	0	0	0	0	1	0	0	0	0	0
	Curator of Natural Science, Chief	07	1	1	0	0	0	0	0	0	0	0	0	0
	Director of Museum Services	07	1	0	0	0	0	0	1	0	0	0	0	0
	Manager, Museum Operations	07	1	0	0	0	1	0	0	0	0	0	0	0
Officials/Administrators Total			6	3	0	0	1	0	2	0	0	0	0	0
Professionals	Administrative Analyst II	04	1	0	0	0	0	0	0	0	1	0	0	0
	Curator of Aquatic Biology, Assoc	04	1	1	0	0	0	0	0	0	0	0	0	0
	Curator of Art, Senior	04	1	1	0	0	0	0	0	0	0	0	0	0
	Curator of Art, Senior, PPT	04	1	0	0	0	0	0	0	0	1	0	0	0
	Curator of History, Associate	04	1	0	0	0	0	0	1	0	0	0	0	0
	Curator of History, Senior	04	1	1	0	0	0	0	0	0	0	0	0	0
	Curator of Photography, Associate	04	1	0	0	0	0	0	1	0	0	0	0	0
	Exempt Limited Duration Employee	04	1	1	0	0	0	0	0	0	0	0	0	0
	Graphics Design Coordinator	04	1	0	1	0	0	0	0	0	0	0	0	0
	Museum Docent Coordinator	04	1	0	0	0	0	0	1	0	0	0	0	0
	Museum Interp Spec, Nat Sc	04	1	0	0	0	0	0	1	0	0	0	0	0
	Museum Interpretive Spec, History	04	1	0	0	0	0	0	0	1	0	0	0	0
	Museum Interpretive Specialist, Art	04	1	0	0	0	0	0	1	0	0	0	0	0
	Accountant III	05	1	0	0	0	0	0	0	0	1	0	0	0
	Curator of Special Projects, PPT	05	1	0	0	0	0	0	1	0	0	0	0	0
	Development Specialist III	05	1	1	0	0	0	0	0	0	0	0	0	0
Professionals Total			16	5	1	0	0	0	6	1	3	0	0	0
Technicians	Museum Curatorial Specialist	03	1	0	0	0	0	0	1	0	0	0	0	0
	Stagehand, PPT	03	1	0	0	0	1	0	0	0	0	0	0	0
Technicians Total			2	0	0	0	1	0	1	0	0	0	0	0
Protective Non-Sworn	Museum Guard, PPT	02	1	0	0	0	0	1	0	0	0	0	0	0
	Museum Guard, PT	02	23	0	13	3	1	0	0	6	0	0	0	0
	Museum Guard	03	10	1	3	0	1	0	2	3	0	0	0	0
	Museum Security Guard IV	04	1	0	1	0	0	0	0	0	0	0	0	0
Protective Non-Sworn Total			35	1	17	3	2	1	2	9	0	0	0	0
Administrative Support	Preparator	03	3	2	0	0	0	0	1	0	0	0	0	0
	Preparator, PPT	03	1	0	0	0	0	0	1	0	0	0	0	0
	Registrar	04	3	0	1	0	0	0	1	0	0	1	0	0
Administrative Support Total			7	2	1	0	0	0	3	0	0	1	0	0
Services/Maintenance	Custodian	02	2	0	1	0	0	0	1	0	0	0	0	0
	Custodian, PPT	02	2	0	1	0	0	0	1	0	0	0	0	0
	Custodian, PT	02	13	0	3	2	0	0	0	3	5	0	0	0
	Gardener Crew Leader	03	1	0	0	0	1	0	0	0	0	0	0	0
	Gardener II	03	3	0	3	0	0	0	0	0	0	0	0	0
Services/Maintenance Total			21	0	8	2	2	0	1	3	5	0	0	0
TOTALS			87	11	27	5	6	1	15	13	8	1	0	0
PERCENTS			100.0%	12.6%	31.0%	5.7%	6.9%	1.1%	17.2%	14.9%	9.2%	1.1%	0.0%	0.0%

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Department of Human Services

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Officials/Administrators	Early Childhood Center Director	03	16	0	0	0	0	0	0	12	3	1	0
	Senior Center Director	03	4	0	1	0	1	0	1	1	0	0	0
	Case Manager, Supervising	05	2	1	0	0	0	0	0	1	0	0	0
	Head Start Supervisor	05	2	0	0	0	0	0	0	2	0	0	0
	Senior Services Supervisor	05	3	1	0	0	0	0	1	1	0	0	0
	Administrative Services Manager II	07	3	0	0	1	0	0	1	1	0	0	0
	Community Housing Services Manager	07	1	0	0	0	0	0	0	1	0	0	0
	Manager, Senior Services	07	1	0	0	0	0	0	0	1	0	0	0
	Manager, Youth Services	07	1	0	0	0	0	0	0	1	0	0	0
Director of Human Services	08	1	0	0	0	0	0	1	0	0	0	0	
Officials/Administrators Total			34	2	1	1	1	0	4	21	3	1	0
Professionals	Early Childhood Instructor	02	67	0	1	2	0	0	4	22	27	11	0
	Family Advocate	02	15	1	2	0	0	0	0	8	0	4	0
	Accountant I	03	1	0	0	0	0	0	0	0	1	0	0
	Case Manager I	03	2	1	0	0	0	0	0	0	0	1	0
	Headstart Program Coordinator	03	9	0	0	0	0	0	0	7	2	0	0
	Info & Referral Specialist, PPT	03	1	0	0	0	0	0	0	1	0	0	0
	Program Analyst I	03	5	0	0	0	0	0	2	0	3	0	0
	Program Analyst I, PT	03	2	0	0	0	0	0	0	1	1	0	0
	Accountant II	04	3	0	0	0	0	0	0	0	3	0	0
	Administrative Analyst II	04	1	0	0	0	0	0	0	0	0	1	0
	Case Manager II	04	8	0	0	0	0	0	3	3	1	1	0
	Child Education Coordinator	04	1	0	0	0	0	0	0	1	0	0	0
	Exempt Limited Duration Employee	04	6	2	0	0	0	0	1	2	0	1	0
	Head Start Nutrition Coordinator	04	1	0	0	0	0	0	0	0	1	0	0
	Nurse Case Manager	04	3	0	0	0	0	0	1	0	2	0	0
	Program Analyst II	04	4	1	0	0	0	0	0	2	1	0	0
	Program Analyst III, PPT	04	1	0	0	0	0	0	1	0	0	0	0
	Senior Employment Coordinator	04	1	0	1	0	0	0	0	0	0	0	0
	Temp Contract Svcs Employee, PT	04	34	1	4	1	1	0	1	13	2	11	0
	Accountant III	05	1	0	0	0	0	0	0	0	1	0	0
Health & Human Svcs Prgm Planner	05	3	0	0	0	0	0	1	1	1	0	0	
Housing Development Coordinator III	05	2	0	1	0	0	0	0	1	0	0	0	
Senior Services Administrator	07	1	0	0	0	0	0	1	0	0	0	0	
Professionals Total			172	6	9	3	1	0	15	62	46	30	0
Administrative Support	Senior Aide, PT	01	131	16	19	11	3	0	15	47	13	4	3
	Food Program Monitor, PT	02	10	0	1	0	0	0	0	9	0	0	0
	Office Assistant II	02	4	0	0	0	0	0	1	3	0	0	0
	Outreach Worker, PT	02	4	1	0	0	0	0	1	2	0	0	0
	Payroll Personnel Clerk II	02	1	0	0	0	0	0	0	1	0	0	0
	Student Trainee, PT	02	32	0	5	2	1	0	0	7	4	13	0
	Administrative Assistant I	03	7	0	0	0	0	0	1	5	1	0	0
	Administrative Assistant II	03	5	0	0	0	0	0	0	2	3	0	0
	Head Start Facilities Coordinator	03	1	0	1	0	0	0	0	0	0	0	0
	Payroll Personnel Clerk III	03	1	0	0	0	0	0	0	1	0	0	0
	Public Service Employee 14, PT	03	1	0	1	0	0	0	0	0	0	0	0
	Senior Services Prgm Assistant	03	2	0	0	0	0	0	0	2	0	0	0
	Senior Services Prgm Assistant, PPT	03	1	0	0	0	0	0	1	0	0	0	0
	Executive Assistant	04	1	0	0	0	0	0	0	1	0	0	0
Outreach Developer, Ppt	04	1	1	0	0	0	0	0	0	0	0	0	
Administrative Support Total			202	18	27	13	4	0	19	80	21	17	3
Services/Maintenance	Custodian	02	5	0	3	0	1	0	0	0	0	1	0
	Custodian, PT	02	16	1	13	0	2	0	0	0	0	0	0
	Food Program Driver, PT	02	12	0	10	0	0	0	0	1	0	1	0

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Department of Human Services

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
	Food Service Worker	02	7	0	0	0	0	0	1	6	0	0	0
	Cook III	03	1	0	0	0	0	0	0	1	0	0	0
	Head Start Driver Courier	03	4	0	2	1	0	0	0	1	0	0	0
Services/Maintenance Total			45	1	28	1	3	0	1	9	0	2	0
TOTALS			453	27	65	18	9	0	39	172	70	50	3
PERCENTS			100.0%	6.0%	14.3%	4.0%	2.0%	0.0%	8.6%	38.0%	15.5%	11.0%	0.7%

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Finance and Management Agency

Job Category	Job Titles	Comp	Total	Men					Women					
			White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN		
Officials/Administrators	Parking Enforcement Supervisor I	03	5	0	1	0	0	0	0	0	3	0	1	0
	Parking Meter Collector Supervisor	04	1	0	0	0	0	0	0	0	1	0	0	0
	Public Works Supervisor I	04	2	0	2	0	0	0	0	0	0	0	0	0
	Reproduction Offset Supervisor	04	1	0	0	0	0	0	0	0	1	0	0	0
	Reprographic Shop Supervisor	04	1	0	1	0	0	0	0	0	0	0	0	0
	Human Resource Oper Supervisor	05	1	0	0	0	0	0	0	0	1	0	0	0
	Parking Enforcement Supervisor II	05	1	0	1	0	0	0	0	0	0	0	0	0
	Revenue Audit Supervisor	05	1	0	0	1	0	0	0	0	0	0	0	0
	Revenue Collections Supervisor	05	1	0	0	0	0	0	0	0	1	0	0	0
	Revenue Operations Supervisor	05	2	0	0	0	0	0	0	0	2	0	0	0
	Telecommunications Supervisor	05	1	0	0	0	0	0	0	1	0	0	0	0
	Human Resource Analyst, Principal	06	4	1	0	1	0	0	0	0	2	0	0	0
	Purchasing Supervisor	06	1	0	1	0	0	0	0	0	0	0	0	0
	Administrative Services Manager II	07	1	0	0	0	0	0	0	0	1	0	0	0
	Controller	07	1	0	0	0	0	0	0	1	0	0	0	0
	Controller, Assistant	07	2	0	0	1	0	0	0	0	0	1	0	0
	Financial Analyst, Principal	07	5	0	1	0	0	0	0	1	1	1	1	0
	Human Res Analyst, Sr Supervising	07	2	0	0	0	0	0	0	2	0	0	0	0
	Information Systems Supervisor	07	3	1	2	0	0	0	0	0	0	0	0	0
	Manager, Human Resources	07	1	0	0	0	0	0	0	0	1	0	0	0
	Manager, Revenue	07	2	1	0	0	0	0	0	0	1	0	0	0
	Manager, Treasury	07	1	0	0	0	0	0	0	0	1	0	0	0
	Project Manager	07	5	1	1	0	1	0	0	2	0	0	0	0
	Project Manager II	07	5	0	1	2	1	0	0	0	0	0	1	0
	Project Manager III	07	2	0	1	0	0	0	0	0	1	0	0	0
	Agency Director, Admin Services	08	1	0	0	0	0	0	0	1	0	0	0	0
	Agency Director, Finance & Mgmt	08	1	1	0	0	0	0	0	0	0	0	0	0
	Assistant City Administrator	08	1	0	0	0	0	0	0	0	1	0	0	0
	City Administrator	08	1	0	0	0	0	0	0	0	1	0	0	0
	Director of Finance	08	1	1	0	0	0	0	0	0	0	0	0	0
Director of Personnel Res Mgmt	08	1	0	0	0	0	0	0	1	0	0	0	0	
Officials/Administrators Total			58	6	12	5	2	0	9	19	2	3	0	
Professionals	Accountant I	03	3	0	0	1	0	0	0	0	2	0	0	
	Deputy City Auditor I	03	2	0	1	1	0	0	0	0	0	0	0	
	Human Resource Analyst, Assistant	03	2	0	0	0	0	0	0	1	0	1	0	
	Microcomputer Systems Specialist I	03	6	1	2	1	1	0	1	0	0	0	0	
	Systems Analyst I	03	1	0	0	0	0	0	0	1	0	0	0	
	Accountant II	04	8	0	1	1	1	0	0	0	5	0	0	
	Administrative Analyst II	04	2	0	1	0	0	0	1	0	0	0	0	
	Benefits Analyst	04	1	0	0	0	0	0	1	0	0	0	0	
	Buyer	04	2	0	1	0	0	0	0	1	0	0	0	
	Deputy City Auditor II	04	1	0	0	0	0	0	0	1	0	0	0	
	Exempt Limited Duration Employee	04	1	0	0	0	0	0	0	1	0	0	0	
	Human Resource Analyst (CONF)	04	4	1	1	0	0	0	0	2	0	0	0	
	Microcomputer Systems Specialist II	04	2	0	0	1	0	0	1	0	0	0	0	
	Safety & Loss Control Specialist	04	1	1	0	0	0	0	0	0	0	0	0	
	Tax Auditor II	04	5	3	1	0	0	0	0	0	1	0	0	
	Tax Enforcement Officer II	04	12	0	2	0	1	0	1	8	0	0	0	
	Temp Contract Svcs Employee, PT	04	7	0	0	2	0	0	1	2	1	1	0	
	Accountant III	05	8	1	0	5	0	0	1	0	1	0	0	
	Disability Benefits Coordinator	05	1	0	0	0	0	0	0	1	0	0	0	
	Employee Assist Counselor	05	1	1	0	0	0	0	0	0	0	0	0	
Employee Fleet & Safety Coordinator	05	1	0	1	0	0	0	0	0	0	0	0		
Human Resource Analyst, Senior	05	3	0	0	0	0	0	0	1	1	1	0		

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Finance and Management Agency

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
	Telecommunications Electrician, Sr	05	1	0	0	0	1	0	0	0	0	0	0
	Telephone Services Specialist	05	5	1	3	0	0	0	1	0	0	0	0
Skilled Craft Total			7	1	4	0	1	0	1	0	0	0	0
Services/Maintenance	Parking Meter Collector	02	9	0	4	0	4	0	1	0	0	0	0
	Reproduction Assistant	02	2	0	0	0	0	0	0	2	0	0	0
	Parking Meter Repair Worker	03	9	2	5	1	0	0	0	0	0	1	0
	Storekeeper	03	7	1	3	0	0	0	1	2	0	0	0
	Storekeeper II	03	2	0	0	0	0	0	0	2	0	0	0
Services/Maintenance Total			29	3	12	1	4	0	2	6	0	1	0
TOTALS			374	33	82	33	17	0	36	120	30	23	0
PERCENTS			100.0%	8.8%	21.9%	8.8%	4.5%	0.0%	9.6%	32.1%	8.0%	6.1%	0.0%

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Fire Department

Job Category	Job Titles	Comp	Total	Men					Women					
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN	
Officials/Administrators	Fire Personnel Operations Spec	05	1	0	0	0	0	0	0	0	1	0	0	0
	Administrative Services Manager I	06	2	1	0	0	0	0	0	0	0	1	0	0
	Fire Communications Supervisor	06	1	0	0	0	0	0	0	0	1	0	0	0
	Assistant Fire Marshal-Non Sworn	07	1	0	1	0	0	0	0	0	0	0	0	0
	Battalion Chief	07	11	5	3	0	1	0	2	0	0	0	0	0
	Fire Division Manager	07	3	0	0	0	0	0	1	0	1	1	0	0
	Agency Director, Fire Services	08	1	0	1	0	0	0	0	0	0	0	0	0
	Deputy Chief of Fire Department	08	2	1	1	0	0	0	0	0	0	0	0	0
Officials/Administrators Total			22	7	6	0	1	0	3	2	2	1	0	
Professionals	Microcomputer Systems Specialist I	03	1	0	1	0	0	0	0	0	0	0	0	0
	Administrative Analyst I	04	1	0	0	0	0	0	1	0	0	0	0	
	Emergency Medical Svcs Instructor, PT	04	5	3	1	1	0	0	0	0	0	0	0	
	Emergency Planning Coordinator	04	4	0	0	0	0	0	2	1	1	0	0	
	Temp Contract Svcs Employee, PT	04	6	2	0	0	0	0	1	2	1	0	0	
	Fire Safety Education Coordinator	05	1	0	0	0	0	0	0	0	0	0	1	0
	Management Assistant	05	2	0	1	0	0	0	0	0	0	0	1	0
	Assistant to the Director	06	1	0	0	0	0	0	0	1	0	0	0	0
	Emer Medical Svcs Coordinator	06	2	1	0	0	0	1	0	0	0	0	0	0
	Captain of Fire Department	07	50	19	19	2	6	0	3	1	0	0	0	0
Lieutenant of Fire Department	07	58	22	20	5	8	0	0	2	1	0	0	0	
Professionals Total			131	47	42	8	15	0	7	7	3	2	0	
Technicians	Fire Equipment Technician	03	2	0	0	1	1	0	0	0	0	0	0	
	Fire Communications Dispatcher	04	15	0	2	0	0	0	4	8	1	0	0	
	Fire Communications Dispatcher, Sr	05	3	0	0	0	0	0	1	1	1	0	0	
Technicians Total			20	0	2	1	1	0	5	9	2	0	0	
Protective Sworn	Engineer of Fire Department	06	70	18	28	10	9	0	4	1	0	0	0	
	Fire Fighter	06	169	67	34	18	31	3	8	7	0	1	0	
	Fire Fighter Paramedic	06	78	37	12	8	9	2	5	0	3	2	0	
	Fire Fighter/Fire Boat Engineer	07	1	1	0	0	0	0	0	0	0	0	0	
	Fire Fighter/Fire Boat Operator	07	2	1	1	0	0	0	0	0	0	0	0	
	Fire Investigator	07	3	0	1	0	0	0	1	1	0	0	0	
	Fire Marshall, Assistant	07	1	0	1	0	0	0	0	0	0	0	0	
	Protective Sworn Total			324	124	77	36	49	5	18	9	3	3	0
Protective Non-Sworn	Fire Suppression District Inspector	03	6	2	3	0	0	0	0	1	0	0	0	
	Fire Prevent Bureau Inspect, Civil	04	5	0	0	0	1	0	2	2	0	0	0	
	Hazardous Materials Inspector II	04	3	1	1	0	1	0	0	0	0	0	0	
	Fire Protection Engineer	05	1	0	0	0	1	0	0	0	0	0	0	
Protective Non-Sworn Total			15	3	4	0	3	0	2	3	0	0	0	
Administrative Support	Office Assistant II	02	1	0	0	0	0	0	0	1	0	0	0	
	Payroll Personnel Clerk II	02	1	0	0	0	0	0	0	1	0	0	0	
	Student Trainee, PT	02	3	0	2	0	0	0	0	1	0	0	0	
	Accounting Technician	03	1	0	0	0	0	0	0	1	0	0	0	
	Administrative Assistant I	03	4	0	0	0	0	0	0	3	0	1	0	
	Administrative Assistant II	03	4	0	0	0	0	0	1	2	1	0	0	
	Data Entry Operator, Senior	03	2	0	1	0	0	0	0	1	0	0	0	
	Exec Asst to Agency Director	04	1	0	0	0	0	0	1	0	0	0	0	
	Exec Asst to the City Auditor	04	1	0	1	0	0	0	0	0	0	0	0	
	Office Manager	04	1	0	0	0	0	0	0	1	0	0	0	
Administrative Support Total			19	0	4	0	0	0	2	11	1	1	0	
Skilled Craft	Heavy Equipment Operator	04	1	0	1	0	0	0	0	0	0	0	0	
Skilled Craft Total			1	0	1	0	0	0	0	0	0	0	0	
TOTALS			532	181	136	45	69	5	37	41	11	7	0	
PERCENTS			100.0%	34.0%	25.6%	8.5%	13.0%	0.9%	7.0%	7.7%	2.1%	1.3%	0.0%	

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Library

Job Category	Job Titles	Comp	Men						Women				
			Total	White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Officials/Administrators	Librarian, Supervising	05	7	2	0	0	0	0	2	1	2	0	0
	Curator of History, Chief	06	1	0	1	0	0	0	0	0	0	0	0
	Librarian, Supervising PPT	06	1	0	0	0	0	0	0	0	1	0	0
	Administrative Services Manager II	07	1	0	0	0	1	0	0	0	0	0	0
	Deputy Director, Housing	07	1	0	0	0	1	0	0	0	0	0	0
	Librarian, Administrative	07	1	0	0	0	0	0	0	1	0	0	0
	Director of Library Services	08	1	0	0	0	0	0	0	0	0	1	0
	Officials/Administrators Total			13	2	1	0	2	0	2	2	3	1
Professionals	Librarian I, PT	03	38	2	0	1	0	0	31	2	2	0	0
	Literacy Assistant	03	1	0	0	0	0	0	1	0	0	0	0
	Literacy Assistant, PT	03	2	0	0	0	0	0	2	0	0	0	0
	Microcomputer Systems Specialist I	03	1	1	0	0	0	0	0	0	0	0	0
	Accountant II	04	1	0	0	0	0	0	0	0	1	0	0
	Librarian I	04	21	2	0	0	1	0	11	2	4	1	0
	Librarian II	04	30	5	0	2	0	0	16	5	2	0	0
	Librarian II, PPT	04	3	0	0	0	0	0	2	0	1	0	0
	Librarian II, PT	04	8	1	0	0	0	0	4	2	1	0	0
	Librarian, Senior, PT	04	5	2	0	0	0	0	2	0	1	0	0
	Literacy Assistant, Senior	04	2	1	0	0	0	0	0	1	0	0	0
	Microcomputer Systems Specialist II	04	1	0	0	0	0	0	1	0	0	0	0
	Museum Project Coordinator	04	1	0	0	0	0	0	0	0	0	1	0
	Temp Contract Svcs Employee, PT	04	1	0	0	0	0	0	1	0	0	0	0
	Librarian, Senior	05	9	0	0	0	1	0	5	1	1	1	0
Management Assistant	05	2	0	0	0	0	0	1	1	0	0	0	
Professionals Total			126	14	0	3	2	0	77	14	13	3	0
Administrative Support	Account Clerk II	02	1	0	0	1	0	0	0	0	0	0	0
	Library Aide	02	9	1	2	0	0	0	2	1	1	2	0
	Library Aide, PPT	02	17	3	3	2	1	0	2	1	1	4	0
	Library Aide, PT	02	124	18	11	14	15	0	17	18	21	9	1
	Office Assistant I	02	1	0	1	0	0	0	0	0	0	0	0
	Office Assistant I, PPT	02	1	0	0	0	0	0	0	1	0	0	0
	Office Assistant II	02	6	0	0	0	0	0	0	4	1	1	0
	Office Assistant II, PT	02	1	0	0	0	0	0	0	1	0	0	0
	Payroll Personnel Clerk II	02	2	0	0	0	0	0	0	2	0	0	0
	Student Trainee, PT	02	7	0	1	0	0	0	0	2	3	1	0
	Account Clerk III	03	1	0	0	0	0	0	0	0	0	1	0
	Library Assistant	03	30	3	7	2	1	0	6	1	6	4	0
	Library Assistant, PT	03	63	7	0	5	2	0	19	12	10	7	1
	Library Asst, PPT	03	9	1	2	1	0	0	3	1	0	1	0
	Executive Assistant	04	1	0	0	0	0	0	0	0	0	1	0
Library Assistant, Senior	04	8	3	2	1	0	0	0	1	1	0	0	
Office Manager	04	1	0	0	0	0	0	0	0	1	0	0	
Administrative Support Total			282	36	29	26	19	0	49	45	45	31	2
Services/Maintenance	Custodian	02	1	0	0	0	0	0	0	1	0	0	0
Services/Maintenance Total			1	0	0	0	0	0	0	1	0	0	0
TOTALS			422	52	30	29	23	0	128	62	61	35	2
PERCENTS			100.0%	12.3%	7.1%	6.9%	5.5%	0.0%	30.3%	14.7%	14.5%	8.3%	0.5%

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Mayor

Job Category	Job Titles	Comp	Total	Men					Women					
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN	
Officials/Administrators	Admin Assistant to the Mayor	05	1	0	0	0	0	0	0	0	1	0	0	0
	Mayor	07	1	1	0	0	0	0	0	0	0	0	0	0
Officials/Administrators Total			2	1	0	0	0	0	0	0	1	0	0	0
Professionals	Mayor's PSE 51	05	5	1	0	0	1	0	1	0	1	0	1	0
Professionals Total			5	1	0	0	1	0	1	0	1	0	1	0
Administrative Support	Mayor's PSE 14	03	7	1	0	1	1	0	1	1	1	0	2	0
Administrative Support Total			7	1	0	1	1	0	1	1	0	2	2	0
TOTALS			14	3	0	1	2	0	2	2	1	3	0	
PERCENTS			100.0%	21.4%	0.0%	7.1%	14.3%	0.0%	14.3%	14.3%	7.1%	21.4%	0.0%	

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Office of Parks and Recreation

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Officials/Administrators	Aquatics Program Coordinator	03	1	1	0	0	0	0	0	0	0	0	0
	Naturalist, Supervising	03	1	0	0	0	0	0	0	1	0	0	0
	Recreation Center Director	03	17	3	3	3	0	2	6	0	0	0	0
	Recreation Program Director	03	8	2	1	0	1	0	2	1	1	0	0
	Recreation Supervisor	04	3	1	1	0	0	0	1	0	0	0	0
	Recreation General Supervisor	05	2	0	0	0	0	1	1	0	0	0	0
	Administrative Services Manager II	07	1	0	0	0	0	0	1	0	0	0	0
	Director of Recreation Services	07	1	0	0	0	0	0	1	0	0	0	0
Officials/Administrators Total			34	7	5	3	1	0	4	12	1	1	0
Professionals	Recreation Specialist I, PPT	02	3	0	1	0	0	0	1	1	0	0	0
	Recreation Specialist I, PT	02	69	13	11	4	2	0	26	9	2	2	0
	Sports Official, PT	02	21	0	20	0	0	0	0	1	0	0	0
	Temporary Recreation Spec I, Sr, PT	02	1	0	1	0	0	0	0	0	0	0	0
	Temporary Recreation Specialist, PT	02	1	0	1	0	0	0	0	0	0	0	0
	Recreation Specialist II, PPT	03	9	1	3	0	0	0	3	0	1	1	0
	Recreation Specialist II, PT	03	30	8	10	1	2	0	7	2	0	0	0
	Cultural Arts Specialist, PT	04	18	1	3	0	0	1	2	8	2	1	0
	Microcomputer Systems Specialist II	04	1	0	0	1	0	0	0	0	0	0	0
	Program Analyst II	04	1	1	0	0	0	0	0	0	0	0	0
	Program Analyst II, PPT	04	1	1	0	0	0	0	0	0	0	0	0
	Temp Contract Svcs Employee, PT	04	19	2	5	0	2	0	6	4	0	0	0
	Web Specialist	04	1	0	0	1	0	0	0	0	0	0	0
	Youth Sports Program Coordinator	04	2	0	2	0	0	0	0	0	0	0	0
	Accountant III	05	1	0	0	0	0	0	0	0	1	0	0
Marine & Aquatics Pgrm Supervisor	05	1	0	0	0	0	0	1	0	0	0	0	
Assistant to the Director	06	1	0	0	0	0	0	1	0	0	0	0	
Public Service Employee 51, PT	06	5	1	0	0	0	0	2	1	1	0	0	
Professionals Total			185	28	57	7	6	1	49	26	7	4	0
Technicians	Pool Manager, PT	02	11	0	3	0	1	0	2	3	1	1	0
	Stagehand, PT	03	5	2	3	0	0	0	0	0	0	0	0
Technicians Total			16	2	6	0	1	0	2	3	1	1	0
Protective Non-Sworn	Lifeguard, PT	02	86	11	17	10	4	0	20	12	5	6	1
	Museum Guard, PPT	02	1	0	0	0	1	0	0	0	0	0	0
	Museum Guard, PT	02	1	0	0	0	0	0	0	1	0	0	0
	Water Safety Instructor, PT	02	18	5	5	1	0	0	0	3	4	0	0
	Facility Security Assistant, PPT	03	2	1	1	0	0	0	0	0	0	0	0
	Museum Guard	03	1	0	0	0	1	0	0	0	0	0	0
Protective Non-Sworn Total			109	17	23	11	6	0	20	16	9	6	1
Administrative Support	Recreation Aide, PT	01	87	7	21	1	1	0	7	41	1	8	0
	Recreation Attendant I, PT	01	17	5	5	0	0	0	0	6	0	1	0
	Temp Rec Aide, PT	01	50	13	11	3	1	0	11	7	2	2	0
	Temporary Recreation Leader I, PT	01	56	18	8	1	1	0	18	4	2	4	0
	Account Clerk II	02	2	0	0	1	0	0	0	0	1	0	0
	Data Entry Operator	02	1	0	0	0	0	0	0	0	0	0	1
	Office Assistant II	02	1	0	0	0	0	0	1	0	0	0	0
	Payroll Personnel Clerk II	02	1	0	0	0	0	0	0	0	1	0	0
	Recreation Attendant II, PT	02	1	1	0	0	0	0	0	0	0	0	0
	Recreation Leader I, PT	02	274	19	116	12	8	0	16	85	12	6	0
	Recreation Leader II, PPT	02	7	2	2	0	0	1	0	2	0	0	0
	Recreation Leader II, PT	02	76	6	36	5	1	0	4	17	6	1	0
	Student Trainee, PT	02	3	0	1	0	0	0	1	1	0	0	0
	Temporary Recreation Leader II, PT	02	8	1	6	1	0	0	0	0	0	0	0
	Account Clerk III	03	1	0	0	0	0	0	0	0	1	0	0
Administrative Assistant I	03	2	0	0	0	0	0	0	2	0	0	0	

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Office of Parks and Recreation

Job Category	Job Titles	Comp	Total	Men					Women					
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN	
	Administrative Assistant II	03	1	0	0	0	0	0	0	0	1	0	0	0
	Data Entry Operator, Senior	03	1	0	0	0	0	0	0	1	0	0	0	0
	Payroll Personnel Clerk III	03	1	0	0	0	0	0	0	0	1	0	0	0
	Public Service Representative	03	3	0	0	0	1	0	0	0	2	0	0	0
	Executive Assistant	04	1	0	0	0	0	0	0	1	0	0	0	0
	Office Manager	04	1	0	0	0	0	0	0	0	1	0	0	0
Administrative Support Total				595	72	206	24	13	1	60	170	26	22	1
Skilled Craft	Maintenance Mechanic, PT	03	1	0	1	0	0	0	0	0	0	0	0	0
Skilled Craft Total				1	0	1	0	0	0	0	0	0	0	0
Services/Maintenance	Camp Laborer, PT	01	1	0	0	0	0	0	0	1	0	0	0	0
	Custodian, PT	02	3	0	1	0	0	0	0	0	2	0	0	0
	Park Attendant, PPT	02	5	1	3	0	0	0	0	0	1	0	0	0
	Park Attendant, PT	02	13	1	8	0	3	0	0	1	0	0	0	0
	Gardener Crew Leader	03	1	1	0	0	0	0	0	0	0	0	0	0
	Gardener II	03	1	0	1	0	0	0	0	0	0	0	0	0
	Zoo Keeper	03	1	0	0	0	0	0	0	1	0	0	0	0
Services/Maintenance Total				25	3	13	0	3	0	2	4	0	0	0
TOTALS				965	129	311	45	30	2	137	231	44	34	2
PERCENTS				100.0%	13.4%	32.2%	4.7%	3.1%	0.2%	14.2%	23.9%	4.6%	3.5%	0.2%

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Police Services Agency

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
	Police Records Specialist	03	58	1	6	1	1	0	5	25	18	1	0
	Receptionist to the City Auditor	03	1	0	0	0	0	0	0	1	0	0	0
	Exec Asst to Agency Director	04	1	0	0	0	0	0	0	0	1	0	0
Administrative Support Total			78	1	8	2	1	0	8	32	22	4	0
Skilled Craft	Reproduction Offset Operator	03	1	0	0	0	1	0	0	0	0	0	0
Skilled Craft Total			1	0	0	0	1	0	0	0	0	0	0
Services/Maintenance	Animal Care Attendant, PT	02	18	2	2	5	0	0	6	0	1	2	0
	Crossing Guard, PPT	02	6	0	0	2	0	0	0	4	0	0	0
	Crossing Guard, PT	02	54	0	8	1	0	0	2	35	5	3	0
	Storekeeper	03	1	0	0	1	0	0	0	0	0	0	0
Services/Maintenance Total			79	2	10	9	0	0	8	39	6	5	0
TOTALS			1,177	328	176	139	132	3	121	183	50	45	0
PERCENTS			100.0%	27.9%	15.0%	11.8%	11.2%	0.3%	10.3%	15.5%	4.2%	3.8%	0.0%

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Public Works

Job Category	Job Titles	Comp	Total	Men					Women					
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN	
Officials/Administrators	Custodial Services Supervisor I	03	4	0	4	0	0	0	0	0	0	0	0	0
	Facilities Complex Mgr, Asst	04	1	1	0	0	0	0	0	0	0	0	0	0
	Public Works Supervisor I	04	15	1	10	0	3	1	0	0	0	0	0	0
	Tree Supervisor I	04	5	3	1	0	1	0	0	0	0	0	0	0
	Clean Community Supervisor	05	2	0	0	0	0	0	1	0	0	1	0	0
	Construction & Maintenance Supv I	05	3	2	0	0	0	0	1	0	0	0	0	0
	Construction Inspector Sup (Field)	05	1	0	1	0	0	0	0	0	0	0	0	0
	Electrical Supervisor	05	2	1	0	0	0	0	1	0	0	0	0	0
	Equipment Supervisor	05	2	0	1	0	1	0	0	0	0	0	0	0
	Park Supervisor I	05	3	0	3	0	0	0	0	0	0	0	0	0
	Parkland Resources Supervisor	05	1	1	0	0	0	0	0	0	0	0	0	0
	Public Works Supervisor II	05	6	0	4	0	0	0	1	1	0	0	0	0
	Stationary Engineer, Chief	05	2	1	1	0	0	0	0	0	0	0	0	0
	Tree Supervisor II	05	1	1	0	0	0	0	0	0	0	0	0	0
	Administrative Services Manager I	06	1	0	0	0	0	0	0	1	0	0	0	0
	City Architect, Assistant	06	1	1	0	0	0	0	0	0	0	0	0	0
	Environmental Program Supervisor	06	1	1	0	0	0	0	0	0	0	0	0	0
	Equipment Services Superintendent	06	1	1	0	0	0	0	0	0	0	0	0	0
	Heavy Equipment Supervisor	06	1	0	0	0	1	0	0	0	0	0	0	0
	Solid Waste/Recycling Prog Sup	06	1	0	0	0	0	0	1	0	0	0	0	0
	Support Services Supervisor	06	5	0	0	0	0	0	1	4	0	0	0	0
	Watershed Program Supervisor	06	1	0	0	0	0	0	1	0	0	0	0	0
	Administrative Services Manager II	07	2	0	0	0	0	0	1	0	0	1	0	0
	Assist Director, Pub Works Agency	07	3	1	1	0	0	0	1	0	0	0	0	0
	Engineer, Civil Principal	07	2	0	0	1	1	0	0	0	0	0	0	0
	Engineer, Civil Supervising (Field)	07	1	1	0	0	0	0	0	0	0	0	0	0
	Engineer, Civil Supv (Office)	07	5	2	1	1	1	0	0	0	0	0	0	0
	Engineer, Transportation Supv	07	2	0	1	1	0	0	0	0	0	0	0	0
	Information System Administrator	07	1	1	0	0	0	0	0	0	0	0	0	0
	Manager, Agency Administrative	07	1	0	0	0	0	0	0	0	1	0	0	0
Manager, Building Services	07	2	0	0	1	0	0	0	0	0	1	0	0	
Manager, Electrical Services	07	1	0	0	1	0	0	0	0	0	0	0	0	
Manager, Environmental Services	07	1	0	0	0	0	0	1	0	0	0	0	0	
Manager, Equipment Services	07	1	0	0	0	1	0	0	0	0	0	0	0	
Project Manager	07	2	0	0	0	1	0	1	0	0	0	0	0	
Project Manager III, PPT	07	1	0	0	0	0	0	1	0	0	0	0	0	
Public Works Operations Manager	07	2	0	1	0	1	0	0	0	0	0	0	0	
Agency Director, Public Works	08	1	0	0	0	1	0	0	0	0	0	0	0	
Officials/Administrators Total			88	19	29	5	12	1	12	6	1	3	0	
Professionals	Engineering Intern, PT	02	11	3	2	2	2	0	0	1	0	1	0	
	Management Intern, PT	02	1	0	0	0	0	0	0	0	1	0	0	
	Accountant I	03	1	0	0	0	0	0	0	0	1	0	0	
	Environmental Services Intern	03	2	2	0	0	0	0	0	0	0	0	0	
	Management Intern	03	1	0	0	1	0	0	0	0	0	0	0	
	Program Analyst I	03	1	0	0	0	0	0	1	0	0	0	0	
	Accountant II	04	3	0	1	0	0	0	0	0	1	1	0	
	Administrative Analyst I	04	2	0	0	0	0	0	0	2	0	0	0	
	Administrative Analyst II	04	4	0	0	0	0	0	1	3	0	0	0	
	Architectural Assistant (Office)	04	1	0	0	0	1	0	0	0	0	0	0	
	Clean City Specialist, Senior	04	1	0	0	0	0	0	0	1	0	0	0	
	Engineer, Assistant I (Office)	04	3	0	1	1	0	0	0	0	1	0	0	
	Microcomputer Systems Specialist II	04	1	0	0	1	0	0	0	0	0	0	0	
	Program Analyst II	04	2	0	0	0	0	0	2	0	0	0	0	
Recycling Specialist	04	4	3	0	0	0	0	0	1	0	0	0		

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Public Works

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
	Temp Contract Svcs Employee, PT	04	1	0	0	1	0	0	0	0	0	0	0
	Accountant III	05	3	0	0	0	0	0	0	0	3	0	0
	Architectural Associate (Field)	05	3	1	1	1	0	0	0	0	0	0	0
	Budget & Grants Administrator	05	1	0	0	0	0	0	0	0	1	0	0
	Electrical Const & Maint Planner	05	1	0	1	0	0	0	0	0	0	0	0
	Engineer, Assistant II (Field)	05	2	0	0	2	0	0	0	0	0	0	0
	Engineer, Assistant II (Office)	05	13	2	2	5	2	0	0	0	2	0	0
	Engineer, Transportation Assistant	05	4	0	1	2	0	0	0	0	1	0	0
	Environmental Program Specialist	05	4	1	0	2	0	0	1	0	0	0	0
	Fleet Specialist	05	1	0	0	0	0	0	0	1	0	0	0
	Management Assistant	05	1	0	0	0	0	0	0	1	0	0	0
	Program Analyst III	05	3	0	1	0	0	0	2	0	0	0	0
	Recycling Specialist, Senior	05	1	1	0	0	0	0	0	0	0	0	0
	Capital Improvement Project Coor	06	8	1	0	1	1	0	2	1	2	0	0
	City Land Surveyor	06	1	1	0	0	0	0	0	0	0	0	0
	Construction Inspector, Sup II	06	1	1	0	0	0	0	0	0	0	0	0
	Electrical Engineer II	06	2	0	0	2	0	0	0	0	0	0	0
	Engineer, Civil (Field)	06	1	0	0	1	0	0	0	0	0	0	0
	Engineer, Civil (Office)	06	7	2	0	3	1	0	1	0	0	0	0
	Engineer, Transportation	06	5	0	0	2	1	0	0	0	1	1	0
	Electrical Engineer III	07	1	0	0	1	0	0	0	0	0	0	0
	Energy Engineer III	07	1	1	0	0	0	0	0	0	0	0	0
	Transportation Planner, Senior	07	1	0	0	0	0	0	1	0	0	0	0
Professionals Total			104	19	10	28	8	0	11	11	14	3	0
Technicians	Construction Inspector (Field)	03	16	4	9	2	1	0	0	0	0	0	0
	Drafting Technician, Int (Office)	03	2	1	0	1	0	0	0	0	0	0	0
	Equipment Parts Technician	03	4	0	3	0	1	0	0	0	0	0	0
	Surveying Technician, Sr (Field)	03	3	1	1	1	0	0	0	0	0	0	0
	Construction Inspector, Sr (Field)	04	11	1	5	2	3	0	0	0	0	0	0
	Drafting/Design Technician, Sr	04	1	0	1	0	0	0	0	0	0	0	0
	Engineering Technician II (Office)	04	3	2	1	0	0	0	0	0	0	0	0
	Traffic Engineering Tech, Senior (O)	04	1	0	0	1	0	0	0	0	0	0	0
	Arboricultural Inspector	05	2	2	0	0	0	0	0	0	0	0	0
	Chief of Party	05	2	0	0	1	0	0	1	0	0	0	0
Technicians Total			45	11	20	8	5	0	1	0	0	0	0
Protective Non-Sworn	Facility Security Assistant, PT	03	1	0	1	0	0	0	0	0	0	0	0
	Litter/Nuisance Enforcement Officer	03	6	1	2	0	0	0	0	3	0	0	0
	Public Works Utility Worker, PPT	03	8	1	3	1	0	0	0	3	0	0	0
Protective Non-Sworn Total			15	2	6	1	0	0	0	6	0	0	0
Administrative Support	Account Clerk I	02	1	0	0	0	0	0	0	0	1	0	0
	Office Assistant I	02	1	0	0	0	0	0	0	1	0	0	0
	Office Assistant I, PT	02	1	0	0	0	0	0	0	1	0	0	0
	Office Assistant II	02	5	0	0	0	0	0	0	4	0	1	0
	Student Trainee, PT	02	11	0	4	3	1	0	1	2	0	0	0
	Account Clerk III	03	5	0	0	2	0	0	0	2	1	0	0
	Administrative Assistant I	03	13	0	0	1	0	0	3	8	0	1	0
	Administrative Assistant II	03	11	0	0	0	0	0	1	7	0	3	0
	Payroll Personnel Clerk III	03	4	0	0	0	0	0	0	4	0	0	0
	Public Service Representative	03	2	0	1	0	0	0	0	1	0	0	0
	Exec Asst to Agency Director	04	2	0	0	0	0	0	0	1	0	1	0
Administrative Support Total			56	0	5	6	1	0	5	31	2	6	0
Skilled Craft	Electrician Helper	03	1	0	1	0	0	0	0	0	0	0	0
	Heavy Equipment Service Worker	03	6	1	4	0	1	0	0	0	0	0	0
	Maintenance Mechanic	03	7	2	1	1	3	0	0	0	0	0	0

Workforce Analysis

As of June, 2006

Employee Headcount

Department: Public Works

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
	Auto Equipment Mechanic	04	12	9	1	1	1	0	0	0	0	0	0
	Auto Equipment Painter	04	1	0	1	0	0	0	0	0	0	0	0
	Blacksmith Welder	04	1	0	0	0	1	0	0	0	0	0	0
	Carpenter	04	5	3	1	1	0	0	0	0	0	0	0
	Concrete Finisher	04	3	0	0	0	3	0	0	0	0	0	0
	Construction & Maintenance Mechanic	04	7	2	1	1	2	0	1	0	0	0	0
	Electrical Painter	04	3	2	1	0	0	0	0	0	0	0	0
	Electrician	04	9	3	4	1	1	0	0	0	0	0	0
	Electro-Mechanical Machinist	04	1	0	0	0	1	0	0	0	0	0	0
	Equipment Body Repair Worker	04	3	2	0	0	1	0	0	0	0	0	0
	Heavy Equipment Mechanic	04	12	2	2	3	5	0	0	0	0	0	0
	Heavy Equipment Operator	04	7	0	7	0	0	0	0	0	0	0	0
	Painter	04	8	3	3	0	1	0	1	0	0	0	0
	Park Equipment Operator	04	7	1	5	0	1	0	0	0	0	0	0
	Plumber	04	3	1	2	0	0	0	0	0	0	0	0
	Stationary Engineer	04	10	0	3	6	1	0	0	0	0	0	0
	Traffic Painter	04	7	3	3	0	1	0	0	0	0	0	0
	Electrician Leader	05	3	1	1	1	0	0	0	0	0	0	0
	Skilled Craft Total		116	35	41	16	22	0	2	0	0	0	0
	Services/Maintenance												
	Custodian	02	41	1	24	3	2	0	1	7	1	2	0
	Custodian, PPT	02	8	0	4	1	2	0	0	1	0	0	0
	Custodian, PT	02	69	1	40	3	7	0	1	10	2	5	0
	Park Attendant, PT	02	20	1	11	4	4	0	0	0	0	0	0
	Auto Equipment Service Worker	03	2	1	0	0	1	0	0	0	0	0	0
	Gardener Crew Leader	03	33	5	20	0	3	0	3	2	0	0	0
	Gardener II	03	26	1	13	2	6	0	0	3	0	1	0
	Greenskeeper	03	4	1	1	2	0	0	0	0	0	0	0
	Parklands Maintenance Worker	03	2	0	2	0	0	0	0	0	0	0	0
	Public Works Maintenance Worker	03	75	6	50	2	12	0	0	5	0	0	0
	Sewer Maintenance Worker	03	26	3	15	2	4	0	0	2	0	0	0
	Sign Maintenance Worker	03	7	1	5	0	1	0	0	0	0	0	0
	Street Maintenance Leader	03	33	1	29	0	1	0	0	2	0	0	0
	Street Sweeper Operator	03	20	0	17	0	2	0	0	1	0	0	0
	Traffic Sign Maker	03	2	0	0	0	0	0	1	1	0	0	0
	Tree Worker Driver	03	3	2	1	0	0	0	0	0	0	0	0
	Imigation Repair Specialist	04	3	0	1	1	0	0	1	0	0	0	0
	Sewer Maintenance Leader	04	15	0	9	1	5	0	0	0	0	0	0
	Tree High Climber	04	2	0	0	1	1	0	0	0	0	0	0
	Tree Trimmer	04	9	1	3	2	3	0	0	0	0	0	0
	Services/Maintenance Total		400	25	245	24	54	0	7	34	3	8	0
	TOTALS		824	111	356	88	102	1	38	88	20	20	0
	PERCENTS		100.0%	13.5%	43.2%	10.7%	12.4%	0.1%	4.6%	10.7%	2.4%	2.4%	0.0%

Workforce Analysis
As of June, 2006

Employee Headcount

Department: Non-Departmental

Job Category	Job Titles	Comp	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Administrative Support	Student Trainee, PT	02	115	2	38	6	3	1	4	49	8	4	0
Administrative Support Total			115	2	38	6	3	1	4	49	8	4	0
TOTALS			115	2	38	6	3	1	4	49	8	4	0
PERCENTS			100.0%	1.7%	33.0%	5.2%	2.6%	0.9%	3.5%	42.6%	7.0%	3.5%	0.0%

EXHIBIT B:
Job Group Analysis



Job Group Analysis
Employee Headcount

Job Group: Officials & Administrators

Analysis Date: June, 2006

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Aquatics Program Coordinator	03	1	1	1									
Custodial Services Supervisor I	03	1	4		4								
Early Childhood Center Director	03	1	16							12	3	1	
Naturalist, Supervising	03	1	1							1			
Parking Enforcement Supervisor I	03	1	5		1					3		1	
Recreation Center Director	03	1	17	3	3	3			2	6			
Recreation Program Director	03	1	8	2	1		1			2	1	1	
Senior Center Director	03	1	4		1		1		1	1			
Council Member	04	1	8		1	1	1		3	1	1		
Facilities Complex Mgr, Asst	04	1	1	1									
Parking Meter Collector Supervisor	04	1	1							1			
Police Property Supervisor	04	1	1						1				
Police Records Supervisor	04	1	4	1					2	1			
Public Works Supervisor I	04	1	17	1	12		3	1					
Recreation Supervisor	04	1	3	1	1					1			
Reproduction Offset Supervisor	04	1	1							1			
Reprograhpic Shop Supervisor	04	1	1		1								
Tree Supervisor I	04	1	5	3	1		1						
Admin Assistant to the Mayor	05	1	2						1	1			
Case Manager, Supervising	05	1	2	1						1			
Clean Community Supervisor	05	1	2						1			1	
Construction & Maintenance Supv I	05	1	3	2					1				
Construction Inspection Supv (Office)	05	1	1	1									
Construction Inspector Sup (Field)	05	1	1		1								
Electrical Supervisor	05	1	2	1					1				
Employment Services Supervisor	05	1	2		1							1	
Equipment Supervisor	05	1	2		1		1						
Fire Personnel Operations Spec	05	1	1							1			
Head Start Supervisor	05	1	2							2			
Human Resource Oper Supervisor	05	1	1							1			
Legal Admin Assistant, Supervising	05	1	1							1			
Legal Support Supervisor	05	1	1								1		
Librarian, Supervising	05	1	7	2					2	1	2		
Mortgage Loan Supervisor	05	1	1							1			
Park Supervisor I	05	1	3		3								
Parking Enforcement Supervisor II	05	1	1		1								
Parkland Resources Supervisor	05	1	1	1									
Police Communications Supervisor	05	1	4						3	1			
Public Works Supervisor II	05	1	6		4				1	1			
Recreation General Supervisor	05	1	2						1	1			
Revenue Audit Supervisor	05	1	1				1						
Revenue Collections Supervisor	05	1	1							1			
Revenue Operations Supervisor	05	1	2							2			
Senior Services Supervisor	05	1	3	1					1	1			
Stationary Engineer, Chief	05	1	2	1	1								
Telecommunications Supervisor	05	1	1						1				

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Tree Supervisor II	05	1	1	1									
Administrative Services Manager I	06	1	8	3					1	3	1		
Chief Conservator	06	1	1	1									
City Architect, Assistant	06	1	1	1									
City Clerk, Assistant	06	1	1							1			
Curator of Art, Chief	06	1	1	1									
Curator of History, Chief	06	1	1		1								
Environmental Program Supervisor	06	1	1	1									
Equipment Services Superintendent	06	1	1	1									
Fire Communications Supervisor	06	1	1							1			
Hearing Officer	06	1	1	1									
Heavy Equipment Supervisor	06	1	1				1						
Housing Development Coordinator IV	06	1	2	1					1				
Human Resource Analyst, Pncipal	06	1	4	1		1				2			
Loan Servicing Administrator	06	1	2			1				1			
Monitoring & Evaluation Supervisor	06	1	1							1			
Planner IV	06	1	6	1			1		3	1			
Planner IV, Design Review	06	1	1	1									
Prncipal Inspection Supv	06	1	4	3	1								
Purchasing Supervisor	06	1	1		1								
Real Estate Agent, Supervising	06	1	1	1									
Solid Waste/Recycling Prog Sup	06	1	1						1				
Support Services Supervisor	06	1	5						1	4			
Urban Economic Analyst IV, Projects	06	1	4	2					1			1	
Urban Economic Coordinator	06	1	3	2								1	
Watershed Program Supervisor	06	1	1						1				
Administrative Services Manager II	07	1	14	2		1	1		4	5		1	
Assist Director, Pub Works Agency	07	1	4	1	1				1	1			
Assistant Fire Marshal-Non Sworn	07	1	1		1								
Battalion Chief	07	1	11	5	3		1		2				
Cable TV Station Manager	07	1	1		1								
City Clerk	07	1	1		1								
Community Housing Services Manager	07	1	2							2			
Controller	07	1	1						1				
Controller, Assistant	07	1	2			1					1		
Curator of Education, Chief	07	1	1						1				
Curator of Natural Science, Chief	07	1	1	1									
Deputy City Administrator	07	1	1	1									
Deputy City Attorney V	07	1	7	2		1			3			1	
Deputy Director, Housing	07	1	2	1			1						
Deputy Director/Building Official	07	1	1	1									
Deputy Director/City Planner	07	1	1		1								
Development/Redevelopment Pgrm MGR	07	1	6	2	1		1		1	1			
Director of Museum Services	07	1	1						1				
Director of Recreation Services	07	1	1							1			
Engineer, Civil Pncipal	07	1	2			1	1						
Engineer, Civil Supervising (Field)	07	1	1	1									
Engineer, Civil Supv (Office)	07	1	8	3	1	3	1						

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Engineer, Transportation Supv	07	1	2		1	1							
Exec Dir to Public Ethics Comm	07	1	1	1									
Financial Analyst, Principal	07	1	6		1				2	1	1	1	
Fire Division Manager	07	1	3						1		1	1	
Human Res Analyst, Sr Supervising	07	1	2						2				
Information System Administrator	07	1	2	2									
Information Systems Supervisor	07	1	3	1	2								
Librarian, Administrative	07	1	1							1			
Manager, Affirmative Action	07	1	1		1								
Manager, Agency Administrative	07	1	3	1							2		
Manager, Building Services	07	1	2				1					1	
Manager, Contact & Employ Svcs	07	1	1							1			
Manager, Crime Laboratory	07	1	1						1				
Manager, Electrical Services	07	1	1			1							
Manager, Environmental Services	07	1	1						1				
Manager, Equipment Services	07	1	1				1						
Manager, Human Resources	07	1	1							1			
Manager, Inspection Services	07	1	1							1			
Manager, Legal Admin Services	07	1	1									1	
Manager, Museum Operations	07	1	1				1						
Manager, Real Estate Services	07	1	1	1									
Manager, Revenue	07	1	2	1						1			
Manager, Senior Services	07	1	1							1			
Manager, Treasury	07	1	1							1			
Manager, Youth Services	07	1	1							1			
Manager, Zoning	07	1	1	1									
Mayor	07	1	1	1									
Project Manager	07	1	1	2	1		2		4				
Project Manager II	07	1	1	1	1	3	1					1	
Project Manager III	07	1	1	1	1					1			
Public Works Operations Manager	07	1	1		1		1						
Agency Director, Admin Services	08	1	1						1				
Agency Director, Finance & Mgmt	08	1	1	1									
Agency Director, Fire Services	08	1	1		1								
Agency Director, Police Services	08	1	1	1									
Agency Director, Public Works	08	1	1				1						
Assistant City Administrator	08	1	1							1			
City Administrator	08	1	1							1			
City Attorney	08	1	1	1									
City Attorney, Assistant	08	1	1		1					1			
City Auditor	08	1	1	1									
CPRB Executive Director	08	1	1							1			
Deputy Chief of Fire Department	08	1	1	1	1								
Deputy Chief of Police	08	1	1			1							
Deputy Chief of Police (PERS)	08	1	1	1	1								
Director of Development	08	1	1						1				
Director of Finance	08	1	1	1									
Director of Human Services	08	1	1						1				

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Director of Library Services	08	1	1									1	
Director of Personnel Res Mgmt	08	1	1						1				
Director of Re&Economic Development	08	1	1	1									
Job Group Total			348	86	64	21	23	1	60	84	14	15	0
Percents			100.0%	24.7%	18.4%	6.0%	6.6%	0.3%	17.2%	24.1%	4.0%	4.3%	0.0%

Job Group Analysis
Employee Headcount

Job Group: Professionals

Analysis Date: June, 2006

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Early Childhood Instructor	02	2	67		1	2			4	22	27	11	
Family Advocate	02	2	15	1	2					8		4	
Accountant I	03	2	7		1	1			1		4		
Case Manager I	03	2	2	1								1	
Deputy City Auditor I	03	2	3		1	2							
Environmental Services Intern	03	2	2	2									
Headstart Program Coordinator	03	2	9							7	2		
Human Resource Analyst, Assistant	03	2	2							1		1	
Job Developer	03	2	1							1			
Literacy Assistant	03	2	1						1				
Management Intern	03	2	2			1						1	
Microcomputer Systems Specialist I	03	2	9	3	3	1	1		1				
Neighborhood Services Coordinator	03	2	17	1					1	10	2	3	
Planner I	03	2	3		1		1		1				
Program Analyst I	03	2	9			2			4		3		
Public Service Rep. Sr	03	2	1							1			
Systems Analyst I	03	2	1							1			
Urban Economic Analyst I	03	2	4							1	2	1	
Accountant II	04	2	20		2	2	1			1	13	1	
Administrative Analyst I	04	2	9	1					1	4	3		
Administrative Analyst II	04	2	20	1	2	1	1		4	6	3	2	
Architectural Assistant (Office)	04	2	1				1						
Assistant Budget Analyst	04	2	1								1		
Benefits Analyst	04	2	1						1				
Buyer	04	2	2		1					1			
Case Manager II	04	2	8						3	3	1	1	
Child Education Coordinator	04	2	1							1			
City Administrator Analyst	04	2	2		1					1			
City Council PSE-51	04	2	12	1	1	2			2	2	1	3	
Clean City Specialist, Senior	04	2	1							1			
Criminalist, Assistant	04	2	1	1									
Curator of Aquatic Biology, Assoc	04	2	1	1									
Curator of Art, Senior	04	2	1	1									
Curator of History, Associate	04	2	1						1				
Curator of History, Senior	04	2	1	1									
Curator of Photography, Associate	04	2	1						1				
Deputy City Auditor II	04	2	1							1			
Emergency Medical Svcs Instructor, PT	04	2	5	3	1	1							
Emergency Planning Coordinator	04	2	4						2	1	1		
Engineer, Assistant I (Office)	04	2	3		1	1					1		
Exempt Limited Duration Employee	04	2	20	6		1			7	4	1	1	
Film Coordinator	04	2	1									1	
Graphics Design Coordinator	04	2	1		1								
Head Start Nutrition Coordinator	04	2	1								1		
Home Management Counselor III	04	2	1									1	
Human Resource Analyst (CONF)	04	2	4	1	1					2			

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Librarian I	04	2	21	2			1		11	2	4	1	
Librarian II	04	2	30	5			2		16	5	2		
Literacy Assistant, Senior	04	2	2	1						1			
Loan Servicing Specialist	04	2	2		1								1
Microcomputer Systems Specialist II	04	2	8	1		4			2	1			
Museum Docent Coordinator	04	2	1						1				
Museum Interp Spec, Nat Sc	04	2	1						1				
Museum Interpretive Spec, History	04	2	1							1			
Museum Interpretive Specialist, Art	04	2	1						1				
Museum Project Coordinator	04	2	1									1	
Nurse Case Manager	04	2	3						1		2		
Planner II	04	2	5	2	1		1		1				
Planner II, Design Review	04	2	1			1							
Police Technical Writer	04	2	1							1			
Process Coordinator II	04	2	4		1	2				1			
Program Analyst II	04	2	14	4					5	4	1		
Public Service Employee 51	04	2	1						1				
Recycling Specialist	04	2	4	3						1			
Rehabilitation Advisor III	04	2	3	1	2								
Safety & Loss Control Specialist	04	2	1	1									
Senior Employment Coordinator	04	2	1		1								
Tax Auditor II	04	2	5	3	1						1		
Tax Enforcement Officer II	04	2	13		2		2		1	8			
Urban Economic Analyst II	04	2	1										1
Volunteer Program Specialist II	04	2	1						1				
Web Specialist	04	2	1			1							
Youth Sports Program Coordinator	04	2	2		2								
Accountant III	05	2	18	1		5			1		11		
Architectural Associate (Field)	05	2	3	1	1	1							
Budget & Grants Administrator	05	2	3							1	2		
Budget & Operations Analyst III	05	2	5			1	1				3		
Cable TV Producer	05	2	1						1				
City Councilmember's Assistant	05	2	5	3	1							1	
Claims Investigator II	05	2	2						1	1			
Claims Investigator III	05	2	1									1	
Complaint Investigator II	05	2	2	1								1	
Contract Compliance Officer	05	2	3			1				2			
Criminalist II	05	2	4			1			2			1	
Development Specialist III	05	2	1	1									
Disability Benefits Coordinator	05	2	1							1			
Electrical Const & Maint Planner	05	2	1		1								
Employee Assist Counselor	05	2	1	1									
Employee Fleet & Safety Coordinator	05	2	1		1								
Engineer, Assistant II (Field)	05	2	2			2							
Engineer, Assistant II (Office)	05	2	17	2	2	8	2				3		
Engineer, Transportation Assistant	05	2	4		1	2					1		
Environmental Program Specialist	05	2	4	1		2			1				
Equal Opportunity Specialist	05	2	4		1				1	1		1	

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Systems Accountant III	06	2	1						1				
Systems Analyst III	06	2	7	1	1	2	1		1	1			
Systems Programmer III	06	2	4		2				1	1			
Telecommunication Systems Engineer	06	2	2	2									
Web Master	06	2	1							1			
Captain of Fire Department	07	2	50	19	19	2	6		3	1			
Captain of Police (PERS)	07	2	10	3	3	2	2						
Database Administrator	07	2	2		1	1							
Deputy City Attorney II	07	2	1								1		
Deputy City Attorney III	07	2	12	1	1	1			2	4	3		
Deputy City Attorney IV	07	2	12	5	1	1	1		2		1	1	
Electrical Engineer III	07	2	1			1							
Employee Assist Svcs Coordinator	07	2	1								1		
Energy Engineer III	07	2	1	1									
Lieutenant of Fire Department	07	2	67	22	20	5	8			2	1		
Lieutenant of Police (PERS)	07	2	67	12	8	2	2			1			
Network Architect	07	2	67		1	1							
Senior Services Administrator	07	2	67						1				
Transportation Planner, Senior	07	2	67						2				
Special Counsel	08	2	67							1			
Job Group Total			763	122	83	80	31	0	135	148	113	49	2
Percents			100.0%	16.0%	10.9%	10.5%	4.1%	0.0%	17.7%	19.4%	14.8%	6.4%	0.3%

Job Group Analysis
Employee Headcount

Job Group: Technicians

Analysis Date: June, 2006

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Construction Inspector (Field)	03	3	16	4	9	2	1						
Drafting Technician, Int (Office)	03	3	2	1		1							
Equipment Parts Technician	03	3	4		3		1						
Fire Equipment Technician	03	3	2			1	1						
Human Res Operations Technician	03	3	1								1		
Museum Curatorial Specialist	03	3	1						1				
Police Communications Operator	03	3	1		1								
Surveying Technician, Sr (Field)	03	3	3	1	1	1							
Benefits Representative	04	3	2							1		1	
Cable Operations Technician	04	3	5		1	1	1		1	1			
Collections Officer	04	3	7		2		1			4			
Construction Inspector, Sr (Field)	04	3	11	1	5	2	3						
Drafting/Design Technician, Sr	04	3	1		1								
Electronics Technician	04	3	4	3								1	
Engineering Technician II (Office)	04	3	5	3	1	1							
Fire Communications Dispatcher	04	3	15		2				4	8	1		
Graphic Design Specialist	04	3	1						1				
Human Res Operations Tech, Senior	04	3	2							2			
Mortgage Advisor	04	3	2		1						1		
Permit Technician II	04	3	2						1	1			
Police Communications Dispatcher	04	3	67	1	1	1	1		12	33	5	13	
Specialty Combination Inspector	04	3	39	21	4	4	6		2		2		
Tax Representative II	04	3	8			2	1		1		2	2	
Traffic Engineering Tech, Senior (O)	04	3	1			1							
Arboricultural Inspector	05	3	2	2									
Chief of Party	05	3	2			1			1				
Construction Inspector, Sr (Office)	05	3	1		1								
Fire Communications Dispatcher, Sr	05	3	3						1	1	1		
Payroll Control Specialist	05	3	1							1			
Specialty Combination Insp, Senior	05	3	2	1			1						
Sergeant of Police (PERS)	06	3	131	55	35	14	16	1	6	3		1	
Sergeant Of Police	07	3	2	2									
Job Group Total			346	95	68	32	33	1	31	55	13	18	0
Percents			100.0%	27.5%	19.7%	9.2%	9.5%	0.3%	9.0%	15.9%	3.8%	5.2%	0.0%

Job Group Analysis
Employee Headcount

Job Group: Protective Services Sworn

Analysis Date: June, 2006

Job Title	Comp	EEO	Total	Men					Women					
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN	
Police Drug Abatement Prg Coor	04	4	1							1				
Ranger	04	4	5	4	1									
Police Officer (PERS)	05	4	527	199	78	88	86	2	34	22	7	11		
Engineer of Fire Department	06	4	70	18	28	10	9		4	1				
Fire Fighter	06	4	169	67	34	18	31	3	8	7		1		
Fire Fighter Paramedic	06	4	78	37	12	8	9	2	5		3	2		
Fire Fighter/Fire Boat Engineer	07	4	1	1										
Fire Fighter/Fire Boat Operator	07	4	2	1	1									
Fire Investigator	07	4	3		1				1	1				
Fire Marshall, Assistant	07	4	1		1									
Job Group Total			857	327	156	124	135	7	53	31	10	14	0	
Percents			100.0%	38.2%	18.2%	14.5%	15.8%	0.8%	6.2%	3.6%	1.2%	1.6%	0.0%	

Job Group Analysis
Employee Headcount

Job Group: Protective Services Non-Sworn

Analysis Date: June, 2006

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Animal Control Officer	03	5	10	3	2		1		1	2		1	
Fire Suppression District Inspector	03	5	6	2	3					1			
Litter/Nuisance Enforcement Officer	03	5	6	1	2					3			
Museum Guard	03	5	11	1	3		2		2	3			
Parking Control Technician	03	5	23	2	6	1	1		1	10		2	
Police Property Specialist	03	5	5	2		1			2				
Police Services Technician II	03	5	38	2	8	4	1		3	19	1		
Fire Prevent Bureau Inspect, Civil	04	5	5				1		2	2			
Hazardous Materials Inspector II	04	5	3	1	1		1						
Museum Security Guard IV	04	5	1		1								
Police Evidence Technician	04	5	14	2	1	1			7	2		1	
Police Officer Trainee	04	5	66	20	9	7	16		9	3		2	
Fire Protection Engineer	05	5	1				1						
Police Personnel Oper Specialist	05	5	3		1					2			
Job Group Total			192	36	37	14	24	0	27	47	1	6	0
Percents			100.0%	18.8%	19.3%	7.3%	12.5%	0.0%	14.1%	24.5%	0.5%	3.1%	0.0%

Job Group Analysis
Employee Headcount

Job Group: Administrative Support

Analysis Date: June, 2006

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Account Clerk I	02	6	1								1		
Account Clerk II	02	6	7			3			1	1	2		
Data Entry Operator	02	6	1										1
Library Aide	02	6	9	1	2				2	1	1	2	
Office Assistant I	02	6	2		1					1			
Office Assistant II	02	6	34						2	28	1	3	
Payroll Personnel Clerk II	02	6	10							6	2	2	
Receptionist	02	6	3		1				1	1			
Account Clerk III	03	6	13	1		3				3	5	1	
Accounting Technician	03	6	6		1	1	1			3			
Administrative Assistant I	03	6	48		1	1			8	34	2	2	
Administrative Assistant II	03	6	31						3	20	5	3	
Administrative Assistant II (CONF)	03	6	1								1		
Cashier	03	6	1							1			
City Council PSE 14	03	6	5						1	2		2	
Contract Compliance Field Tech	03	6	1								1		
Data Entry Operator, Senior	03	6	4		1				1	2			
Head Start Facilities Coordinator	03	6	1		1								
Human Resource Clerk	03	6	4						1	1	2		
Human Resource Technician	03	6	8		1				2	3	2		
Library Assistant	03	6	30	3	7	2	1		6	1	6	4	
Mayor's PSE 14	03	6	7	1		1	1		1	1		2	
Operations Support Specialist	03	6	4		1	2			1				
Payroll Personnel Clerk III	03	6	7							6		1	
Police Records Specialist	03	6	58	1	6	1	1		5	25	18	1	
Preparator	03	6	3	2					1				
Public Service Representative	03	6	32		2	2	1		2	18	1	6	
Receptionist to the City Attorney	03	6	1							1			
Receptionist to the City Auditor	03	6	1							1			
Revenue Assistant	03	6	7		1	1				3	1	1	
Senior Services Prgm Assistant	03	6	2							2			
Exec Asst to Agency Director	04	6	7						3	2	1	1	
Exec Asst to Asst City Administrator	04	6	1							1			
Exec Asst to Asst City Attorney	04	6	2							1	1		
Exec Asst to the City Auditor	04	6	2		1					1			
Executive Assistant	04	6	9						2	3		4	
Legal Administrative Assistant	04	6	11						3	5	2	1	
Library Assistant, Senior	04	6	8	3	2	1				1	1		
Office Manager	04	6	4							3	1		
Paralegal	04	6	7		1				2	3		1	
Registrar	04	6	3		1				1			1	
Exec Asst to City Administrator	05	6	1									1	
Exec Asst to City Attorney	05	6	1							1			
Job Group Total			398	12	31	18	5	0	49	186	57	39	1
Percents			100.0%	3.0%	7.8%	4.5%	1.3%	0.0%	12.3%	46.7%	14.3%	9.8%	0.3%

Job Group Analysis
Employee Headcount

Job Group: Skilled Craft

Analysis Date: June, 2006

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Electrician Helper	03	7	1		1								
Heavy Equipment Service Worker	03	7	6	1	4		1						
Maintenance Mechanic	03	7	7	2	1	1	3						
Rehabilitation Paint Technician	03	7	1		1								
Reproduction Offset Operator	03	7	2		1		1						
Auto Equipment Mechanic	04	7	12	9	1	1	1						
Auto Equipment Painter	04	7	1		1								
Blacksmith Welder	04	7	1				1						
Carpenter	04	7	5	3	1	1							
Concrete Finisher	04	7	3				3						
Construction & Maintenance Mechanic	04	7	7	2	1	1	2		1				
Electrical Painter	04	7	3	2	1								
Electrician	04	7	9	3	4	1	1						
Electro-Mechanical Machinist	04	7	1			1							
Equipment Body Repair Worker	04	7	3	2			1						
Heavy Equipment Mechanic	04	7	12	2	2	3	5						
Heavy Equipment Operator	04	7	8		8								
Painter	04	7	8	3	3		1		1				
Park Equipment Operator	04	7	7	1	5		1						
Plumber	04	7	3	1	2								
Stationary Engineer	04	7	10		3	6	1						
Traffic Painter	04	7	7	3	3		1						
Electrician Leader	05	7	3	1	1	1							
Telecommunications Electrician, Sr	05	7	1				1						
Telephone Services Specialist	05	7	5	1	3				1				
Job Group Total			126	36	47	16	24	0	3	0	0	0	0
Percents			100.0%	28.6%	37.3%	12.7%	19.0%	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%

Job Group Analysis
Employee Headcount

Job Group: Services/Maintenance

Analysis Date: June, 2006

Job Title	Comp	EEO	Total	Men					Women				
				White	Black	Asian	Hisp	AI/AN	White	Black	Asian	Hisp	AI/AN
Custodian	02	8	49	1	28	3	4		1	8	1	3	
Food Service Worker	02	8	7						1	6			
Parking Meter Collector	02	8	9		4		4		1				
Reproduction Assistant	02	8	2							2			
Auto Equipment Service Worker	03	8	2	1			1						
Cook III	03	8	1							1			
Gardener Crew Leader	03	8	35	6	20		4		3	2			
Gardener II	03	8	30	1	17	2	6			3		1	
Greenskeeper	03	8	4	1	1	2							
Head Start Driver Couner	03	8	4		2	1				1			
Parking Meter Repair Worker	03	8	9	2	5	1						1	
Parklands Maintenance Worker	03	8	2										
Public Works Maintenance Worker	03	8	75	6	50	2	12			5			
Sewer Maintenance Worker	03	8	26	3	15	2	4			2			
Sign Maintenance Worker	03	8	7	1	5		1						
Storekeeper	03	8	8	1	3	1			1	2			
Storekeeper II	03	8	3		1					2			
Street Maintenance Leader	03	8	33	1	29		1			2			
Street Sweeper Operator	03	8	20		17		2			1			
Traffic Sign Maker	03	8	2						1	1			
Tree Worker Driver	03	8	3	2	1								
Zoo Keeper	03	8	1						1				
Irrigation Repair Specialist	04	8	3		1	1			1				
Sewer Maintenance Leader	04	8	15		9	1	5						
Tree High Climber	04	8	2			1	1						
Tree Trimmer	04	8	9	1	3	2	3						
Job Group Total			361	27	213	19	48	0	10	38	1	5	0
Percents			100.0%	7.5%	59.0%	5.3%	13.3%	0.0%	2.8%	10.5%	0.3%	1.4%	0.0%

EXHIBIT C:
Availability Analysis



Availability 8 Factor Analysis

Job Group: Officials & Administrators
 Immediate Labor Area: City of Oakland
 Reasonable Recruiting Area: State of California

Analysis Date: June, 2006

	Raw data						Factor Weight	Weighted Data						Source of Raw Data	
	Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		
1A	-	-	-	-	-	-	0.00	-	-	-	-	-	-	-	
1B						51.9	0.00						0.0	US Census	
2	53.4	10.0	22.7	0.1	86.2	0.0	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
3	32.6	14.9	18.2	0.7	66.4	49.3	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
4	25.8	13.2	8.8	0.5	48.3	49.3	0.16	4.0	2.1	1.4	0.1	7.5	7.7	US Census	
5	4.5	11.7	14.2	0.9	31.3	39.4	0.21	1.0	2.5	3.0	0.2	6.7	8.5	US Census	
6	42.5	15.4	10.6	0.2	0.0	49.1	0.63	26.8	9.7	6.7	0.2	0.0	30.9	WF Data	
7	-	-	-	-	-	-	0.00	-	-	-	-	-	-	-	
8	-	-	-	-	-	-	0.00	-	-	-	-	-	-	-	
Final Availability (%)							100.00	31.7	14.2	11.1	0.4	14.2	47.0		

Availability 8 Factor Analysis

Job Group: Professionals
 Immediate Labor Area: City of Oakland
 Reasonable Recruiting Area: Five-County Area

Analysis Date: June, 2006

	Raw data						Factor Weight	Weighted Data						Source of Raw Data
	Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female	
1A	-	-	-	-	-	-	0.00	-	-	-	-	-	-	-
1B	-	-	-	-	-	51.9	0.00	-	-	-	-	-	0.0	US Census
2	53.4	10.0	22.7	0.1	86.2	0.0	0.00	0.0	0.0	0.0	0.0	0.0	0.0	US Census
3	32.6	14.9	18.2	0.7	66.4	49.3	0.00	0.0	0.0	0.0	0.0	0.0	0.0	US Census
4	22.0	12.0	6.7	0.7	41.4	54.2	0.32	7.1	3.9	2.2	0.2	13.4	17.5	US Census
5	7.1	20.6	7.1	0.7	35.4	49.5	0.43	3.0	8.8	3.0	0.3	15.1	21.2	US Census
6	35.7	16.8	11.8	0.4	0.0	45.4	0.25	8.9	4.2	2.9	0.1	0.0	11.4	WF Data
7	-	-	-	-	-	-	0.00	-	-	-	-	-	-	-
8	-	-	-	-	-	-	0.00	-	-	-	-	-	-	-
Final Availability (%)							100.00	19.0	16.9	8.1	0.6	28.5	50.0	

Availability 8 Factor Analysis

Job Group: Technicians
 Immediate Labor Area: City of Oakland
 Reasonable Recruiting Area: Five-County Area

Analysis Date: June, 2006

	Raw data						Factor Weight	Weighted Data						Source of Raw Data	
	Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		
1A	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-	
1B	-	-	-	-	-	51.9	0.0	-	-	-	-	-	-	0.0	US Census
2	53.4	10.0	22.7	0.1	86.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
3	32.6	14.9	18.2	0.7	66.4	49.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
4	40.8	19.2	9.8	0.9	70.7	57.4	0.1	6.0	2.8	1.4	0.1	10.4	8.5	US Census	
5	10.5	26.2	10.8	0.8	48.2	50.5	0.4	4.6	11.6	4.8	0.3	21.3	22.3	US Census	
6	31.7	14.6	15.6	0.7	0.0	24.8	0.4	13.0	6.0	6.4	0.3	0.0	10.2	WF Data	
7	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-	
8	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-	
Final Availability (%)							100.0	23.6	20.4	12.6	0.8	31.7	41.0		

Availability 8 Factor Analysis

Job Group: Protective Services Sworn
 Immediate Labor Area: City of Oakland
 Reasonable Recruiting Area: Five-County Area

Analysis Date: June, 2006

	Raw data						Factor Weight	Weighted Data						Source of Raw Data
	Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female	
1A	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-
1B	-	-	-	-	-	51.9	0.0	-	-	-	-	-	0.0	US Census
2	53.4	10.0	22.7	0.1	86.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
3	32.6	14.9	18.2	0.7	66.4	49.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
4	68.3	6.8	7.3	0.6	83.0	28.6	0.0	1.0	0.1	0.1	0.0	1.2	0.4	US Census
5	21.9	11.8	12.3	1.1	47.1	21.1	0.1	1.9	1.0	1.0	0.1	4.0	1.8	US Census
6	24.1	15.3	17.0	0.8	0.0	15.2	0.9	21.7	13.8	15.3	0.7	0.0	13.7	WF Data
7	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-
8	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-
Final Availability (%)							100.0	24.6	14.9	16.5	0.8	5.2	15.9	

Availability 8 Factor Analysis

Job Group: Protective Services Non-Sworn
 Immediate Labor Area: City of Oakland
 Reasonable Recruiting Area: Five-County Area

Analysis Date: June, 2006

	Raw data						Factor Weight	Weighted Data						Source of Raw Data	
	Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		
1A	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-	
1B	-	-	-	-	-	51.9	0.0	-	-	-	-	-	-	0.0	US Census
2	53.4	10.0	22.7	0.1	86.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
3	32.6	14.9	18.2	0.7	66.4	49.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
4	66.7	6.1	2.4	2.4	77.6	75.2	0.4	28.1	2.6	1.0	1.0	32.7	31.7	0.0	US Census
5	16.5	7.6	10.1	2.6	36.8	57.6	0.4	5.9	2.7	3.6	0.9	13.2	20.7	0.0	US Census
6	49.3	12.4	12.9	0.4	0.0	42.0	0.2	10.9	2.7	2.8	0.1	0.0	9.2	0.0	WF Data
7	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-	-
8	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-	-
Final Availability (%)							100.0	44.9	8.0	7.5	2.1	45.9	61.6		

Availability 8 Factor Analysis

Job Group: Administrative Support
 Immediate Labor Area: City of Oakland
 Reasonable Recruiting Area: Five-County Area

Analysis Date: June, 2006

	Raw data						Factor Weight	Weighted Data						Source of Raw Data
	Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female	
1A	-	-	-	-	-	-	0.00	-	-	-	-	-	-	-
1B						51.9	0.00						0.0	US Census
2	53.4	10.0	22.7	0.1	86.2	0.0	0.00	0.0	0.0	0.0	0.0	0.0	0.0	US Census
3	32.6	14.9	18.2	0.7	66.4	49.3	0.00	0.0	0.0	0.0	0.0	0.0	0.0	US Census
4	42.6	15.1	13.4	0.8	71.9	65.2	0.65	27.5	9.7	8.6	0.5	46.4	42.1	US Census
5	12.1	19.2	14.4	1.0	46.8	65.0	0.29	3.5	5.6	4.2	0.3	13.6	18.9	US Census
6	52.5	14.5	10.5	0.4	0.0	55.1	0.06	3.4	0.9	0.7	0.0	0.0	3.6	WF Data
7	-	-	-	-	-	-	0.00	-	-	-	-	-	-	-
8	-	-	-	-	-	-	0.00	-	-	-	-	-	-	-
Final Availability (%)							100.00	34.4	16.2	13.5	0.8	60.0	64.5	

Availability 8 Factor Analysis

Job Group: Skilled Craft
 Immediate Labor Area: City of Oakland
 Reasonable Recruiting Area: Five-County Area

Analysis Date: June, 2006

	Raw data						Factor Weight	Weighted Data						Source of Raw Data
	Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female	
1A	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-
1B	-	-	-	-	-	51.9	0.0	-	-	-	-	-	0.0	US Census
2	53.4	10.0	22.7	0.1	86.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
3	32.6	14.9	18.2	0.7	66.4	49.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
4	25.9	14.3	37.8	0.7	78.7	12.0	0.3	7.6	4.2	11.1	0.2	23.0	3.5	US Census
5	7.3	13.5	24.2	1.4	46.4	8.2	0.6	4.1	7.7	13.7	0.8	26.3	4.7	US Census
6	68.7	8.5	13.6	0.0	0.0	24.5	0.1	9.6	1.2	1.9	0.0	0.0	3.4	WF Data
7	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-
8	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-
Final Availability (%)							100.0	21.3	13.0	26.7	1.0	49.3	11.6	

Availability 8 Factor Analysis

Job Group: Services/Maintenance
 Immediate Labor Area: City of Oakland
 Reasonable Recruiting Area: Five-County Area

Analysis Date: June, 2006

	Raw data						Factor Weight	Weighted Data						Source of Raw Data
	Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female		Black	Asian/ Pacific Islander	Hispanic	Am.Indian Alaskan Native	Total Minorities	Female	
1A	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-
1B	-	-	-	-	-	51.9	0.0	-	-	-	-	-	0.0	US Census
2	53.4	10.0	22.7	0.1	86.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
3	32.6	14.9	18.2	0.7	66.4	49.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	US Census
4	33.8	18.7	32.3	0.5	85.3	41.3	0.6	19.2	10.6	18.4	0.3	48.6	23.5	US Census
5	11.2	20.4	31.2	0.9	63.8	40.5	0.3	3.2	5.7	8.7	0.3	17.9	11.3	US Census
6	62.7	9.8	13.2	0.2	0.0	31.5	0.2	9.4	1.5	2.0	0.0	0.0	4.7	WF Data
7	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-
8	-	-	-	-	-	-	0.0	-	-	-	-	-	-	-
Final Availability (%)							100.0	31.8	17.8	29.1	0.6	66.5	39.6	

***EXHIBIT D:
Utilization Analysis***



City of Oakland
Utilization Analysis
Total Workforce

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	370	40.00	31.73	N	9.73	14.24	Y	10.27	11.12	N	0.27	0.43	N	60.27	57.52	N	47.30	47.03	N
Professionals	1211	32.12	19.04	N	19.74	16.89	N	10.07	8.12	N	0.25	0.61	N	62.18	44.67	N	54.34	50.01	N
Technicians	368	36.96	23.63	N	12.50	20.38	Y	14.67	12.61	N	0.27	0.77	N	64.40	57.39	N	34.51	40.98	Y
Protective Sworn	857	21.82	24.55	Y	15.64	14.90	N	17.39	16.47	N	0.82	0.81	N	55.66	56.73	N	12.60	15.92	Y
Protective Non-sworn	391	48.08	44.88	N	12.02	8.02	N	13.04	7.46	N	0.51	2.05	Y	73.66	62.41	N	43.22	61.57	Y
Administrative Support	1535	54.79	34.40	N	14.92	16.25	N	9.71	13.51	Y	0.52	0.84	N	79.93	65.00	N	61.37	64.49	Y
Skilled Craft Workers	127	37.80	21.33	N	12.60	13.04	N	18.90	26.69	Y	0.00	0.98	N	69.29	62.04	N	2.36	11.60	Y
Services/Maintenance	601	68.72	31.80	N	8.49	17.84	Y	13.64	29.12	Y	0.00	0.57	Y	90.85	79.34	N	24.46	39.59	Y

* Not enough data

City of Oakland
Utilization Analysis
City Administrator

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	13	46.15	31.73	N	0.00	14.24	N	0.00	11.12	N	0.00	0.43	N	46.15	57.52	N	53.85	47.03	N
Professionals	55	21.82	19.04	N	25.45	16.89	N	16.36	8.12	N	0.00	0.61	N	63.64	44.67	N	67.27	50.01	N
Technicians	10	50.00	23.63	N	10.00	20.38	N	10.00	12.61	N	0.00	0.77	N	70.00	57.39	N	50.00	40.98	N
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	0	-	44.88	*	-	8.02	*	-	7.46	*	-	2.05	*	-	62.41	*	-	61.57	*
Administrative Support	12	50.00	34.40	N	16.67	16.25	N	16.67	13.51	N	0.00	0.84	N	83.33	65.00	N	100.00	64.49	N
Skilled Craft Workers	0	-	21.33	*	-	13.04	*	-	26.69	*	-	0.98	*	-	62.04	*	-	11.60	*
Services/Maintenance	0	-	31.80	*	-	17.84	*	-	29.12	*	-	0.57	*	-	79.34	*	-	39.59	*

* Not enough data

City of Oakland
Utilization Analysis
City Attorney

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	15	20.00	31.73	N	13.33	14.24	N	13.33	11.12	N	0.00	0.43	N	46.67	57.52	N	53.33	47.03	N
Professionals	39	23.08	19.04	N	23.08	16.89	N	10.26	8.12	N	0.00	0.61	N	56.41	44.67	N	61.54	50.01	N
Technicians	0	-	23.63	*	-	20.38	*	-	12.61	*	-	0.77	*	-	57.39	*	-	40.98	*
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	0	-	44.88	*	-	8.02	*	-	7.46	*	-	2.05	*	-	62.41	*	-	61.57	*
Administrative Support	25	60.00	34.40	N	12.00	16.25	N	8.00	13.51	N	0.00	0.84	N	80.00	65.00	N	96.00	64.49	N
Skilled Craft Workers	0	-	21.33	*	-	13.04	*	-	26.69	*	-	0.98	*	-	62.04	*	-	11.60	*
Services/Maintenance	0	-	31.80	*	-	17.84	*	-	29.12	*	-	0.57	*	-	79.34	*	-	39.59	*

* Not enough data

City of Oakland
Utilization Analysis
City Auditor

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	1	0.00	31.73	*	0.00	14.24	*	0.00	11.12	*	0.00	0.43	*	0.00	57.52	*	0.00	47.03	*
Professionals	2	50.00	19.04	*	50.00	16.89	*	0.00	8.12	*	0.00	0.61	*	100.00	44.67	*	50.00	50.01	*
Technicians	0	-	23.63	*	-	20.38	*	-	12.61	*	-	0.77	*	-	57.39	*	-	40.98	*
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	0	-	44.88	*	-	8.02	*	-	7.46	*	-	2.05	*	-	62.41	*	-	61.57	*
Administrative Support	3	66.67	34.40	*	0.00	16.25	*	33.33	13.51	*	0.00	0.84	*	100.00	65.00	*	66.67	64.49	*
Skilled Craft Workers	0	-	21.33	*	-	13.04	*	-	26.69	*	-	0.98	*	-	62.04	*	-	11.60	*
Services/Maintenance	0	-	31.80	*	-	17.84	*	-	29.12	*	-	0.57	*	-	79.34	*	-	39.59	*

* Not enough data

City of Oakland
Utilization Analysis
City Clerk

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	2	100.00	31.73	*	0.00	14.24	*	0.00	11.12	*	0.00	0.43	*	100.00	57.52	*	50.00	47.03	*
Professionals	3	0.00	19.04	*	33.33	16.89	*	0.00	8.12	*	0.00	0.61	*	33.33	44.67	*	33.33	50.01	*
Technicians	0	-	23.63	*	-	20.38	*	-	12.61	*	-	0.77	*	-	57.39	*	-	40.98	*
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	0	-	44.88	*	-	8.02	*	-	7.46	*	-	2.05	*	-	62.41	*	-	61.57	*
Administrative Support	3	100.00	34.40	*	0.00	16.25	*	0.00	13.51	*	0.00	0.84	*	100.00	65.00	*	100.00	64.49	*
Skilled Craft Workers	0	-	21.33	*	-	13.04	*	-	26.69	*	-	0.98	*	-	62.04	*	-	11.60	*
Services/Maintenance	0	-	31.80	*	-	17.84	*	-	29.12	*	-	0.57	*	-	79.34	*	-	39.59	*

* Not enough data

**City of Oakland
Utilization Analysis
City Council**

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	9	22.22	31.73	N	33.33	14.24	N	11.11	11.12	N	0.00	0.43	N	66.67	57.52	N	55.56	47.03	N
Professionals	19	21.05	19.04	N	15.79	16.89	N	26.32	8.12	N	0.00	0.61	N	63.16	44.67	N	57.89	50.01	N
Technicians	0	-	23.63	*	-	20.38	*	-	12.61	*	-	0.77	*	-	57.39	*	-	40.98	*
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	0	-	44.88	*	-	8.02	*	-	7.46	*	-	2.05	*	-	62.41	*	-	61.57	*
Administrative Support	12	33.33	34.40	N	8.33	16.25	N	25.00	13.51	N	0.00	0.84	N	66.67	65.00	N	91.67	64.49	N
Skilled Craft Workers	0	-	21.33	*	-	13.04	*	-	26.69	*	-	0.98	*	-	62.04	*	-	11.60	*
Services/Maintenance	0	-	31.80	*	-	17.84	*	-	29.12	*	-	0.57	*	-	79.34	*	-	39.59	*

* Not enough data

**City of Oakland
Utilization Analysis
Community & Economic Development Agency**

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	54	24.07	31.73	N	7.41	14.24	N	9.26	11.12	N	0.00	0.43	N	40.74	57.52	Y	40.74	47.03	N
Professionals	122	29.51	19.04	N	23.77	16.89	N	8.20	8.12	N	1.64	0.61	N	63.11	44.67	N	42.62	50.01	N
Technicians	48	14.58	23.63	N	16.67	20.38	N	14.58	12.61	N	0.00	0.77	N	45.83	57.39	N	14.58	40.98	Y
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	0	-	44.88	*	-	8.02	*	-	7.46	*	-	2.05	*	-	62.41	*	-	61.57	*
Administrative Support	48	75.00	34.40	N	10.42	16.25	N	4.17	13.51	Y	0.00	0.84	N	89.58	65.00	N	95.83	64.49	N
Skilled Craft Workers	1	100.00	21.33	*	0.00	13.04	*	0.00	26.69	*	0.00	0.98	*	100.00	62.04	*	0.00	11.60	*
Services/Maintenance	1	100.00	31.80	*	0.00	17.84	*	0.00	29.12	*	0.00	0.57	*	100.00	79.34	*	0.00	39.59	*

* Not enough data

**City of Oakland
Utilization Analysis
Cultural Arts**

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	6	0.00	31.73	N	0.00	14.24	N	16.67	11.12	N	0.00	0.43	N	16.67	57.52	Y	33.33	47.03	N
Professionals	16	12.50	19.04	N	18.75	16.89	N	0.00	8.12	N	0.00	0.61	N	31.25	44.67	Y	62.50	50.01	N
Technicians	2	0.00	23.63	*	0.00	20.38	*	50.00	12.61	*	0.00	0.77	*	50.00	57.39	*	50.00	40.98	*
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	35	74.29	44.88	N	8.57	8.02	N	5.71	7.46	N	2.86	2.05	N	91.43	62.41	N	31.43	61.57	Y
Administrative Support	7	14.29	34.40	N	0.00	16.25	N	14.29	13.51	N	0.00	0.84	N	28.57	65.00	Y	57.14	64.49	N
Skilled Craft Workers	0	-	21.33	*	-	13.04	*	-	26.69	*	-	0.98	*	-	62.04	*	-	11.60	*
Services/Maintenance	21	52.38	31.80	N	33.33	17.84	N	9.52	29.12	Y	0.00	0.57	N	95.24	79.34	N	42.86	39.59	N

* Not enough data

City of Oakland
Utilization Analysis
Department of Human Services

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	34	64.71	31.73	N	11.76	14.24	N	5.88	11.12	N	0.00	0.43	N	82.35	57.52	N	85.29	47.03	N
Professionals	172	41.28	19.04	N	28.49	16.89	N	18.02	8.12	N	0.00	0.61	N	87.79	44.67	N	88.95	50.01	N
Technicians	0	-	23.63	*	-	20.38	*	-	12.61	*	-	0.77	*	-	57.39	*	-	40.98	*
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	0	-	44.88	*	-	8.02	*	-	7.46	*	-	2.05	*	-	62.41	*	-	61.57	*
Administrative Support	202	52.97	34.40	N	16.83	16.25	N	10.40	13.51	N	1.49	0.84	N	81.68	65.00	N	69.31	64.49	N
Skilled Craft Workers	0	-	21.33	*	-	13.04	*	-	26.69	*	-	0.98	*	-	62.04	*	-	11.60	*
Services/Maintenance	45	82.22	31.80	N	2.22	17.84	Y	11.11	29.12	Y	0.00	0.57	N	95.56	79.34	N	26.67	39.59	Y

* Not enough data

City of Oakland
Utilization Analysis
Finance and Management Agency

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	58	53.45	31.73	N	12.07	14.24	N	8.62	11.12	N	0.00	0.43	N	74.14	57.52	N	56.90	47.03	N
Professionals	114	42.11	19.04	N	26.32	16.89	N	5.26	8.12	N	0.00	0.61	N	73.68	44.67	N	51.75	50.01	N
Technicians	26	42.31	23.63	N	19.23	20.38	N	23.08	12.61	N	0.00	0.77	N	84.62	57.39	N	65.38	40.98	N
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	69	75.36	44.88	N	7.25	8.02	N	11.59	7.46	N	0.00	2.05	N	94.20	62.41	N	50.72	61.57	Y
Administrative Support	71	53.52	34.40	N	21.13	16.25	N	12.68	13.51	N	0.00	0.84	N	87.32	65.00	N	77.46	64.49	N
Skilled Craft Workers	7	57.14	21.33	N	0.00	13.04	N	14.29	26.69	N	0.00	0.98	N	71.43	62.04	N	14.29	11.60	N
Services/Maintenance	29	62.07	31.80	N	3.45	17.84	Y	17.24	29.12	Y	0.00	0.57	N	82.76	79.34	N	31.03	39.59	Y

* Not enough data

**City of Oakland
Utilization Analysis
Fire Department**

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	22	36.36	31.73	N	9.09	14.24	N	9.09	11.12	N	0.00	0.43	N	54.55	57.52	N	36.36	47.03	Y
Professionals	131	37.40	19.04	N	8.40	16.89	Y	12.98	8.12	N	0.00	0.61	N	58.78	44.67	N	14.50	50.01	Y
Technicians	20	55.00	23.63	N	15.00	20.38	N	5.00	12.61	N	0.00	0.77	N	75.00	57.39	N	80.00	40.98	N
Protective Sworn	324	26.54	24.55	N	12.04	14.90	N	16.05	16.47	N	1.54	0.81	N	56.17	56.73	N	10.19	15.92	Y
Protective Non-sworn	15	46.67	44.88	N	0.00	8.02	N	20.00	7.46	N	0.00	2.05	N	66.67	62.41	N	33.33	61.57	Y
Administrative Support	19	78.95	34.40	N	5.26	16.25	Y	5.26	13.51	N	0.00	0.84	N	89.47	65.00	N	78.95	64.49	N
Skilled Craft Workers	1	100.00	21.33	*	0.00	13.04	*	0.00	26.69	*	0.00	0.98	*	100.00	62.04	*	0.00	11.60	*
Services/Maintenance	0	-	31.80	*	-	17.84	*	-	29.12	*	-	0.57	*	-	79.34	*	-	39.59	*

* Not enough data

**City of Oakland
Utilization Analysis
Library**

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	13	23.08	31.73	N	23.08	14.24	N	23.08	11.12	N	0.00	0.43	N	69.23	57.52	N	61.54	47.03	N
Professionals	126	11.11	19.04	Y	12.70	16.89	N	3.97	8.12	Y	0.00	0.61	N	27.78	44.67	Y	84.92	50.01	N
Technicians	0	-	23.63	*	-	20.38	*	-	12.61	*	-	0.77	*	-	57.39	*	-	40.98	*
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	0	-	44.88	*	-	8.02	*	-	7.46	*	-	2.05	*	-	62.41	*	-	61.57	*
Administrative Support	282	26.24	34.40	Y	25.18	16.25	N	17.73	13.51	N	0.71	0.84	N	69.86	65.00	N	60.99	64.49	N
Skilled Craft Workers	0	-	21.33	*	-	13.04	*	-	26.69	*	-	0.98	*	-	62.04	*	-	11.60	*
Services/Maintenance	1	100.00	31.80	*	0.00	17.84	*	0.00	29.12	*	0.00	0.57	*	100.00	79.34	*	100.00	39.59	*

* Not enough data

City of Oakland
Utilization Analysis
Mayor

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	2	50.00	31.73	*	0.00	14.24	*	0.00	11.12	*	0.00	0.43	*	50.00	57.52	*	50.00	47.03	*
Professionals	5	0.00	19.04	*	20.00	16.89	*	40.00	8.12	*	0.00	0.61	*	60.00	44.67	*	60.00	50.01	*
Technicians	0	-	23.63	*	-	20.38	*	-	12.61	*	-	0.77	*	-	57.39	*	-	40.98	*
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	0	-	44.88	*	-	8.02	*	-	7.46	*	-	2.05	*	-	62.41	*	-	61.57	*
Administrative Support	7	14.29	34.40	N	14.29	16.25	N	42.86	13.51	N	0.00	0.84	N	71.43	65.00	N	57.14	64.49	N
Skilled Craft Workers	0	-	21.33	*	-	13.04	*	-	26.69	*	-	0.98	*	-	62.04	*	-	11.60	*
Services/Maintenance	0	-	31.80	*	-	17.84	*	-	29.12	*	-	0.57	*	-	79.34	*	-	39.59	*

* Not enough data

City of Oakland
Utilization Analysis
Office of Parks and Recreation

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	34	50.00	31.73	N	11.76	14.24	N	5.88	11.12	N	0.00	0.43	N	67.65	57.52	N	52.94	47.03	N
Professionals	185	44.86	19.04	N	7.57	16.89	Y	5.41	8.12	N	0.54	0.61	N	58.38	44.67	N	46.49	50.01	N
Technicians	16	56.25	23.63	N	6.25	20.38	Y	12.50	12.61	N	0.00	0.77	N	75.00	57.39	N	43.75	40.98	N
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	109	35.78	44.88	Y	18.35	8.02	N	11.01	7.46	N	0.92	2.05	N	66.06	62.41	N	47.71	61.57	Y
Administrative Support	595	63.19	34.40	N	8.40	16.25	Y	5.88	13.51	Y	0.34	0.84	N	77.82	65.00	N	46.89	64.49	Y
Skilled Craft Workers	1	100.00	21.33	*	0.00	13.04	*	0.00	26.69	*	0.00	0.98	*	100.00	62.04	*	0.00	11.60	*
Services/Maintenance	25	68.00	31.80	N	0.00	17.84	Y	12.00	29.12	Y	0.00	0.57	N	80.00	79.34	N	24.00	39.59	Y

* Not enough data

City of Oakland
Utilization Analysis
Police Services Agency

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	19	26.32	31.73	N	5.26	14.24	N	0.00	11.12	Y	0.00	0.43	N	31.58	57.52	Y	57.89	47.03	N
Professionals	118	33.05	19.04	N	13.56	16.89	N	10.17	8.12	N	0.00	0.61	N	56.78	44.67	N	47.46	50.01	N
Technicians	201	36.32	23.63	N	9.95	20.38	Y	15.42	12.61	N	0.50	0.77	N	62.19	57.39	N	36.32	40.98	N
Protective Sworn	533	18.95	24.55	Y	17.82	14.90	N	18.20	16.47	N	0.38	0.81	N	55.35	56.73	N	14.07	15.92	N
Protective Non-sworn	148	35.14	44.88	Y	12.16	8.02	N	17.57	7.46	N	0.00	2.05	Y	64.86	62.41	N	40.54	61.57	Y
Administrative Support	78	51.28	34.40	N	30.77	16.25	N	6.41	13.51	Y	0.00	0.84	N	88.46	65.00	N	84.62	64.49	N
Skilled Craft Workers	1	0.00	21.33	*	0.00	13.04	*	100.00	26.69	*	0.00	0.98	*	100.00	62.04	*	0.00	11.60	*
Services/Maintenance	79	62.03	31.80	N	18.99	17.84	N	6.33	29.12	Y	0.00	0.57	N	87.34	79.34	N	73.42	39.59	N

* Not enough data

**City of Oakland
Utilization Analysis
Public Works**

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	88	39.77	31.73	N	6.82	14.24	Y	17.05	11.12	N	1.14	0.43	N	64.77	57.52	N	25.00	47.03	Y
Professionals	104	20.19	19.04	N	40.38	16.89	N	10.58	8.12	N	0.00	0.61	N	71.15	44.67	N	37.50	50.01	Y
Technicians	45	44.44	23.63	N	17.78	20.38	N	11.11	12.61	N	0.00	0.77	N	73.33	57.39	N	2.22	40.98	Y
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	15	80.00	44.88	N	6.67	8.02	N	0.00	7.46	N	0.00	2.05	N	86.67	62.41	N	40.00	61.57	Y
Administrative Support	56	64.29	34.40	N	14.29	16.25	N	12.50	13.51	N	0.00	0.84	N	91.07	65.00	N	78.57	64.49	N
Skilled Craft Workers	116	35.34	21.33	N	13.79	13.04	N	18.97	26.69	Y	0.00	0.98	N	68.10	62.04	N	1.72	11.60	Y
Services/Maintenance	400	69.75	31.80	N	6.75	17.84	Y	15.50	29.12	Y	0.00	0.57	N	92.00	79.34	N	13.00	39.59	Y

* Not enough data

**City of Oakland
Utilization Analysis
Non-Departmental**

Job Group	Number of Employees	Black			Asian			Hispanic			Native American			Total Minority			Female		
		Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)	Employment %	Availability %	Stat. Und. (Y/N)
Officials/Administrators	0	-	31.73	*	-	14.24	*	-	11.12	*	-	0.43	*	-	57.52	*	-	47.03	*
Professionals	0	-	19.04	*	-	16.89	*	-	8.12	*	-	0.61	*	-	44.67	*	-	50.01	*
Technicians	0	-	23.63	*	-	20.38	*	-	12.61	*	-	0.77	*	-	57.39	*	-	40.98	*
Protective Sworn	0	-	24.55	*	-	14.90	*	-	16.47	*	-	0.81	*	-	56.73	*	-	15.92	*
Protective Non-sworn	0	-	44.88	*	-	8.02	*	-	7.46	*	-	2.05	*	-	62.41	*	-	61.57	*
Administrative Support	115	75.65	34.40	N	12.17	16.25	N	6.09	13.51	Y	0.87	0.84	N	94.78	65.00	N	56.52	64.49	Y
Skilled Craft Workers	0	-	21.33	*	-	13.04	*	-	26.69	*	-	0.98	*	-	62.04	*	-	11.60	*
Services/Maintenance	0	-	31.80	*	-	17.84	*	-	29.12	*	-	0.57	*	-	79.34	*	-	39.59	*

* Not enough data

ATTACHMENT B

Phase II –
Fairness in Hiring and
Employment Disparity Study

City of Oakland and Redevelopment Agency

Fairness in Hiring and Employment Disparity Study

Phase II

**Submitted to:
City of Oakland and
Redevelopment Agency**

**Submitted by:
Mason Tillman Associates, Ltd.**



MASON TILLMAN
ASSOCIATES, LTD

April 2008

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1

PHASE II

I. STUDY OVERVIEW

The City of Oakland and Redevelopment Agency (City) commissioned Mason Tillman Associates, Ltd. (Mason Tillman) to perform a Fairness in Hiring and Employment Disparity Study (Study). The management and staff of the Office of Personnel and Resource Management (OPRM) and the Equal Opportunity Programs Division (EOPD) provided invaluable assistance in performing this Study.

This Study, which covered a three-year period from 2004-2006, was performed in two phases. The Study was undertaken pursuant to the City Charter, Article IX, Section 900. The City Charter, amended by the passage of Measure G, which the voters approved in March 1996, requires the City to "Provide Remedies for Acts of Past and Present Racial and Gender Discrimination and Imbalances." The hiring and employment component of the requirement of the City's Charter Section 900(b) is as follows:

- b) The City shall study its workforce in comparison to the relevant labor pool to determine if there are manifest racial or gender imbalances in traditionally segregated job classifications. If the study demonstrates such manifest imbalances, the City shall adopt a remedial voluntary affirmative action plan which shall be periodically updated and in effect only until the imbalances are eliminated.

There are state and federal mandates which direct the recruitment, hiring, promotions, and employment practices of the City.

- Proposition 209 - Prohibition Against Discrimination Or Preferential Treatment By State and Other Public Entities was approved by the voters in 1996. Proposition 209 prohibits the state, which includes but is not limited to, cities, counties, the state itself, special districts, the public university system, including the University of California, community



college districts, school districts, and other public government instrumentalities or political subdivision from discriminating against or giving preferential treatment to any individual or group in public employment, public education, or public contracting on the basis of race, sex, color, ethnicity, or national origin. Proposition 209 does not prohibit reasonably necessary bonafide qualification based on sex and action for the normal operation of public employment, public education, or public contracting. Proposition 209 mandates enforcement to the extent permitted by federal law and requires uniform remedies for violations. Furthermore, Proposition 209 does not prohibit action which must be taken to establish or maintain eligibility for any federal program where ineligibility would result in a loss of federal funds to the state.

The first phase was to determine if the City's workforce reflects the composition of the labor pool available in its recruitment area. The Phase I statistical findings are summarized below:

Availability Analysis - African Americans had the highest availability in Protective Services Non-Sworn, Administrative Support, and Service/Maintenance Workers job groups with 44.88 percent, 34.4 percent, and 31.8 percent, respectively. Females had the highest availability in Administrative Support, Protective Services Non-Sworn, Professionals, and Officials & Administrators job groups, with 64.49 percent, 61.57 percent, 50.1 percent, and 47.03 percent, respectively.

Underutilization Analysis - Women are under-represented in Technician, Protective Services Sworn, Protective Services Non-Sworn, Administrative Support, Skilled Craft Workers and Services/Maintenance Workers job groups. African Americans are under-represented in Protective Services Sworn job group; Asian Americans are under-represented in Official & Administrators, Technicians, and Service/Maintenance Workers job groups; Hispanic Americans are under-represented in Administrative Support, Skilled Craft Workers, and Service Maintenance Workers job groups; and Native Americans are under-represented in Protective Services Non-Sworn and Service/Maintenance Workers job groups.

The second phase was to determine the effectiveness of existing City race and gender-neutral measures and to identify additional remedial measures and strategies to alleviate the underutilization documented in the Phase I research.

II. PHASE II SCOPE OF WORK

The Phase II research addressed four tasks. Completion of these tasks involved a review of the Phase I findings. The tasks are as follows:

Task One: Identify any manifestations of racial or gender imbalances in traditionally segregated job classifications.



- Task Two: Examine the effectiveness of the City's existing remedial measures by analyzing existing race and gender-neutral measures and discuss the effectiveness of each.
- Task Three: Evaluate the outreach methods used by the Office of Personnel Resource Management to fill vacancies.
- Task Four: Develop a race and gender-neutral remedial program that the City can use if the Study demonstrates an imbalance.

III. METHODOLOGY

The methodology for analyzing these four tasks involved three techniques. The techniques were interviews, focus groups, and document review.

1. Interviews

Interviews were conducted with managers from OPRM and the Equal Opportunity Programs Division (EOPD) to assess the effectiveness of past and current recruitment efforts.

2. Focus Group

A focus group was conducted with staff from the OPRM and EOPD to seek staff input on strategies to correct the imbalances identified in the Phase I report. The OPRM staff participants were responsible for the implementation of recruitment programs and plans, administration of the Civil Service examinations, and the creation of the eligibility lists for advertised positions. The EOPD staff participants had responsibility for the development and implementation of the City's Equal Employment Opportunity (EEO) Policies and Affirmative Action plans and programs. A moderator's guide was used to lead the focus group discussion (See Appendix A).

3. Document Review

a. Applicant Flow Data

The study of applicants was limited to applicant flow data. The geographic area defined by applicant flow data may assist in the development of the City's recruitment area. Applicant flow data is a record of the residences of persons seeking employment. The data set, maintained by OPRM, contained the applicants' address, race, gender, and position for which the applications were submitted. The City's applicant flow data was analyzed for the fiscal years 2004-2006.



b. City Documents

The following reports provided by OPRM and EOPD were reviewed:

- City of Oakland Charter, Article IX, Section 900
- City of Oakland Succession Planning Report 4-07
- City of Oakland Succession Planning Agenda Report 5-29-07
- City of Oakland Succession Planning Report 5-15-05
- Draft Affirmative Action Plans 1996-1998
- EEO-4 Reports 2003-2005
- EOPD Annual Reports 2000, 2001, draft 2002

c. Case Law, Federal Regulations, and Articles

Relevant case law and federal regulations were reviewed:

- California Government Code Section 11139.6
- California State Constitution Article 1, Section 31
- Executive Order 11246 (1964)
- Equal Employment Opportunity Commission (EEOC) Regulations, (2007)
- *Hi-Voltage v. City of San Jose*, 24 Cal. 4th 537 (Cal. 2000)
- *Johnson v. Transportation Agency Santa Clara County, California*, et al, 480 U.S. 616 (1987), Certiorari to the United States Court of Appeals for the Ninth Circuit, No. 85-1129
- Office of Federal Contract Compliance Programs (OFCCP) Regulations, (undated)
- Recruiting Trends. *Skills Shortage Pays*. (October 1, 2006)
http://www.recruitingtrends.com/issues/43_10/news/76-1.html.
- Title VII of the Civil Rights Act (1964)
- *United Steel Workers of America v. Weber*, 443 U.S. 193 (1979)



IV. STUDY FINDINGS

A. Task One - Identify Any Manifestations of Racial or Gender Imbalances in Traditionally Segregated Job Classifications

The U.S. Supreme Court, Ninth Circuit Court of Appeals¹, and EEOC cases and memorandums give foundation to the City to look at those job classifications where there is a continuous under-representation of minorities and women as “traditionally segregated job classifications.”

Traditionally segregated job classifications is effectively a condition where there is continuous under-representation by ethnicity or gender in job classifications. The underutilization analysis in Phase I documented six traditionally segregated job classifications for women, one for African Americans, three for Asian Americans, three for Hispanic Americans, and two for Native Americans. Women continue to be under-represented in Technician, Protective Services Sworn, Protective Services Non-Sworn, Administrative Support, Skilled Craft Workers and Services/Maintenance Workers job groups. African Americans are under-represented in Protective Services Sworn job group; Asian Americans are under-represented in Officials & Administrators, Technicians, and Service/Maintenance Workers job groups; Hispanic Americans are under-represented in Administrative Support, Skilled Craft Workers, and Service Maintenance Workers job groups; and Native Americans are under-represented in Protective Services Non-Sworn and Service/Maintenance Workers job groups.

B. Task Two - Examine the Effectiveness of the City's Existing Remedial Measures by Analyzing Existing Race and Gender-neutral Measures and Discuss the Effectiveness of Each

The Study did not identify any existing remedial measures. Remedial measures are defined as plans and programs intended to create an applicant pool that is also representative of the



¹ *Johnson v. Transportation Agency Santa Clara County, California*, et al, 480 U.S. 616 (1987), Certiorari to the United States Court of Appeals for the Ninth Circuit, No. 85-1129

underutilized groups.² Recruitment focused purposely to seek applicants from the underutilized groups for specific job positions is permissible under State law.³

C. Task Three - Evaluate the Outreach Methods Used by the Office of Personnel Resource Management to Fill Vacancies

Title VII and Executive Order 11246, direct contractors and subcontractors receiving federal funds to prepare affirmative action plans, submit EEO-4 reports to EEOC and prepare remedial measures where there are imbalances. While the City, as a recipient of federal funds, is not obligated to prepare an affirmative action plan, the Amended Charter Section 900 (b) does require the preparation of an affirmative action plan in the event an ethnic or gender imbalance is documented. Since the Phase I report documented manifest racial and gender imbalances in traditionally segregated job classifications, an affirmative action plan must be prepared. Race-neutral recommendations are offered in light of the provisions of the California Constitution, Article 1, Section 31, known as Proposition 209. However, the City under the provisions of the Charter and the Federal Constitution's Equal Protection Clause is obligated to ensure nondiscrimination in its workforce. Therefore these race-neutral remedies should be carefully monitored and to periodically reviewed to determine if the imbalances are mitigated. In the event that the imbalances are not corrected, the City should consider race and gender-specific remedies.

Furthermore according to the October 2006 edition of *Recruiting Trends*, more than half of the hiring managers who are having trouble recruiting have encountered a shortage of trained and skilled workers in some job classifications. This deficit is exacerbated by the fact that the City has positions to fill of skilled workers and there will be fewer people interested in working in the public sector. For the next fifteen years, the Census Bureau estimates that there will be a 24% gap between the number of available employees and the number of available jobs nationally. This means that employers throughout the country will face the challenge of filling vacant positions because the workers will not exist. The competition for recruiting and retaining employees will be extremely competitive during those years and thus there will be a need for innovative strategies to get the work done.

Outreach strategies for both internal and external recruitment are developed as positions are opened for Civil Service examinations and temporary positions. These strategies are not

² See California Government Code Section 111396 (a)(1) "...The Legislature finds that this prohibition does not prevent governmental agencies from engaging in inclusive public sector outreach and recruitment programs that, as a component of general recruitment, may include, but not be limited to, focused outreach and recruitment of minority groups and women if any group is underrepresented in entry level positions of a public sector employer.

³ See *Hi Voltage Wire Works, Inc. v. City of San Jose* (2000) 24 Cal.4th 537, 565 ["we acknowledge that outreach may assume many forms, not all of which would be unlawful...Plainly, the voters intended to preserve outreach efforts to disseminate information about public employment, education, and contracting not predicated on an impermissible classification...."]; see also 24 Cal.4th at 594, 597.



routine, formal or measured. Recruitment plans are designed in response to examination schedules or at the time a department requests applicants. Career development plans and training programs are not in place to ensure employees' retention and opportunities for advancement.

The Civil Service Rules impact the hiring process because they require specific standards from which the City cannot deviate in the recruitment and hiring process. Civil Service Rules require any remedial programs for addressing imbalances to fairly test the knowledge, skills, and abilities and ensure the candidates meet the minimum qualifications of the position. Given the changing culture of the workplace, future contract negotiations should consider the suggested training and promotion recommendations to address the stated imbalances.

Limited funding has hampered OPRM from effectively recruiting applicants. The decision to advertise positions is made by the hiring department, not OPRM. The funding for the advertisement generally comes from the hiring department's budget. In addition, the Employment Opportunity section of the City's website does not reflect some state of the art features used by other similar sized municipalities or major corporations. Unsolicited applications, resumes or interest cards are not accepted; therefore, OPRM is not able to "Tend the Applicant Pool."

Senior and middle-level managers that issue requisitions for new hires are not familiar with all appropriate processes related to the recruitment, examination, and hiring of City workers. These managers need to be trained if Oakland is to meet the Charter mandated requirements since the user departments make the final decision. Assistance and support from focused outreach is essential to eliminating underutilization. The user departments have the budgets to hire and their decisions influence the hiring outcomes.

D. Task Four - Develop a Race and Gender-neutral Remedial Program That the City Can Use If the Study Demonstrates an Imbalance

The Phase I findings demonstrated imbalances in seven job classifications. These imbalances are listed below in Table 1.01:



Table 1.01 Statistically Significant Underutilization by Job Group in the City's Workforce

Job Group	African Americans	Asian Americans	Hispanic Americans	Native Americans	Females
Officials & Administrators		√			
Professionals					
Technicians		√			√
Protective Services Sworn	√				√
Protective Services Non-sworn				√	√
Administrative Support			√		√
Skilled Craft Workers			√		√
Service/Maintenance Workers		√	√	√	√

A number of race and gender-neutral best management practices have been identified to support the City's objective to eliminate the statistically significant underutilization by Job Group as identified in the City's workforce.

The race and gender neutral program recommendations are as follows:

1. Enhance Recruitment Plans and Strategies

Focused recruitment is a core remedial measure for addressing imbalances. An important factor to consider in the formulation of strategies to recruit and retain employees are the generational issues of the new workforce, the growth of a more diverse population in the City's area, the changing family structure, and the demands of child and elder care responsibilities.

- Employ a variety of tools to increase the number of applicants from the under-represented groups through association with professional organizations and publications, outreach to churches, diverse community-based organizations, utilizing online recruiting sites (Monster, Craig's List, Hot Jobs, etc.), and encouraging job referrals from



employees in the under-represented groups. The greater the pool of applicants, the greater the opportunity to address the documented imbalances.

- Utilize age appropriate recruitment strategies to reach the target population. Given the differences in values associated with the generations, the benefits attractive to one age set might not interest another. There are various benefit options that might reflect the preferences of employees' diverse lifestyles. Changing the regular 8:30 to 5:00 working hours will allow for flexible work schedules with 9/80 or 4/10 work weeks. Other scheduling options include part time and telecommuting programs. Changes in regular working hours could be readily accommodated in non-public contact positions. These scheduling options are key to attracting an entirely different workforce-- stay-at-home moms who are an emerging permanent part-time workforce, college student interns for entry level professional positions and workers who do not want to work the standard 8:30 to 5:00 schedule.
- Maintain the succession planning process to identify opportunities to assess and refine recruitment strategies for current and future vacancies. The April 2007 Succession Planning Report estimates thirty-three (33%) percent of the non-sworn workforce will be eligible for retirement over the next five years, with thirty-eight (38%) percent of that group in managerial positions. The City's Succession Planning Initiative Agenda Report, dated May 29, 2007, identifies at least 35 promotional positions in the Police Department and 134 in the Fire Department that will be available through retirements. These vacancies present the City with an opportunity to address the stated imbalances.
- Develop a mentoring or job rotation program as a means to support the succession planning process. Early identification of employees interested and available for planned vacancies will be necessary to implement a job rotation mentoring program. The State of California has an excellent job rotation program and should be reviewed to ascertain if it would work in the City.
- Perform quarterly or bi-annual reviews of the applicant flow data to determine whether the applicant pools contain sufficient numbers of underutilized group members in proportion to their presence in the City's labor force. The outreach effort should be modified when the analysis of the applicant pool demonstrates that the recruitment efforts have not produced a sufficient number of applicants for the under-represented job classifications.
- Provide leadership training to senior and middle-level managers departmental to ensure they understand the affirmative action planning process including: (a) legal requirements, (b) workforce analysis tracking, and (c) monitoring and reporting.



2. Improve Management Accountability to Eliminate Imbalances

- Accountability and accomplishment of departmental goals are key components of a manager's performance where considerable effort is placed on retaining and hiring quality employees. Recent trends indicate that there is a perception that options for advancement are limited when working in government, in contrast to private industry where the perception is that an employee who works hard can advance. The City must be able to compete with other municipalities as well as private industry. An effective performance management program can address the identified imbalances by looking within the organization for potential managers who belong to the underutilized groups. Managers should identify and mentor promotable employees.
- Enhance the City's performance management system to measure outcomes of affirmative action goals and plans once implemented. A web-based system would make it efficient to produce performance measurements on a periodic basis. With enhancements, the performance management system could highlight training and skill development needs. A web-based system could facilitate the identification of employees to participate in the management succession process. The identification process should also focus on a pool of candidates from the underutilized groups.

3. Utilize Technology More Effectively

- The City's Human Resource Information System (HRIS) system should be enhanced to include applications to manage applicant flow, applicant tracking, and adverse impact analyses. An adequate tracking system is a necessary resource to monitor and track the identified imbalances. Currently, the collection of the pertinent applicant and workforce data is inconsistent and when collected, it is often incomplete. Although the City has Oracle and Sigma, two robust applications, neither system is designed to transfer the critical workforce data electronically across the platforms. Therefore, the critical data required to perform the workforce and applicant flow analysis is very difficult to retrieve. Given the design of the existing systems, tracking an applicant from application submission to hire has to be done manually.
- Use the City's website as a recruitment tool to offer applicants an additional means to apply for open positions. An Employment Opportunities section on the website should be created to receive resumes, download applications, and submit online applications. The website options could be expanded to receive applications from interested persons that are not responding to a specific job opening. To utilize this technology will require appropriate funding and personnel to manage the new information. Expanded use of the Internet and related technologies can dramatically reduce the staff time to process candidates as the applicants will perform most of the data entry, thereby reducing the time from job announcement to the hiring of the applicant. The City of Portland and City



of Long Beach are excellent examples of interactive websites which offer applicants a series of ways to apply for positions.

4. Appropriate Outreach Funding

- Provide adequate funding for recruitment outreach and advertising. Creative sourcing plans must be developed and funded to effectively implement a focused recruitment. OPRM should be given the fiscal responsibility for all City recruitment and advertising to allow for systematic, planned and efficient outreach that is strategic in addressing the imbalances.

5. Introduce Career Development Programs

- Create a Career Development program which will support a “Grow Our Own” concept. A management academy modeled after local organizations such as the City of Berkeley and East Bay Municipal Utility District should be considered. With the establishment of a management academy working in collaboration with other organizations, the City will be positioned for greater success. Alternatively, it may be possible to arrange for Oakland’s managers to participate in the other organization’s management academies. Funding would be required for program development and implementation.

6. Enhance Internal and External Employee Training Programs

- Develop an automated tracking system that can identify current employees who have skills and experiences required for open positions. An employee talent assessment should be periodically conducted to determine the skill levels and the employees interested in becoming managers. OPRM should continue the development of the core competencies for supervisory and management level classes to target specific training programs that will enhance the employee’s ability to successfully compete for promotional opportunities.
- Aggressively advertise and promote the City’s Training Program Catalog to all employees. During the annual performance evaluations, where an assessment and skills review indicates a needs improvement in the area of supervision, the employee should be required to participate in management and supervisory training programs. Entry level positions can participate in extensive training to build workplace skills and understand core organizational values.
- Implement a job sharing and job shadowing program to provide opportunities to transfer the intellectual history of the organization to new managers. Given the number of managers projected to retire, there is a serious need to manage the loss of specialized managerial experience. These programs would provide promotional opportunities and practical experience for current employees in the underutilized groups.



- Collaborate with the State and Community College Systems to develop training programs which would graduate students with the requisite skills for City employment. The continued collaboration with Alameda County and Laney College in the supervisory/management certification program should be expanded to offer more opportunities and cooperative recruitment should be supported to focus on the underutilized groups. City managers should be encouraged to be guest lecturers in these classes.

7. Establish Employee Referral Program

- Fund an employee referral program to produce solid employee referrals and supplement other recruitment strategies. In today's tight labor market, where companies can spend thousands of dollars sifting through piles of resumes or engage a recruitment firm to fill a single position, referrals can pinpoint job candidates and the cost savings can be shared with those who make the referral. If cash payments are not available, consider creating incentives that employees will view as compensation for the referral. Private company donation for sporting events (A's or Raider tickets), time off with pay, City paid external training programs to enhance their skills, publication of the employees efforts on the Intranet are a few alternatives to financial remuneration.

8. Enhance Internship Programs

- Extend the summer internship program and create a year round College Internship Program to target upper division undergraduates slated to be in the workplace within twelve and eighteen months. The programs should focus on the under-represented ethnic and gender groups.

9. Annual Phase 1 Report

- The statistical analysis performed in Phase I research should be completed annually to measure the effectiveness of the race-neutral programs.

V. CONCLUSION

This Phase II report reviewed the effectiveness of existing City race and gender-neutral measures and recommended additional remedial measures and strategies to correct the underutilization documented in the Phase I research.

The effectiveness of these recommendations will depend on the entire organization's commitment to having a balanced workforce. OPRM and EOPD have an important role in recruiting and retaining employees. However, the success of these race and gender-neutral



measures require an organizational commitment and accountability among the entire workforce.



APPENDIX A:
Focus Group
Questionnaire



CITY OF OAKLAND FAIRNESS IN HIRING AND EMPLOYMENT DISPARITY STUDY

FOCUS GROUP DISCUSSION QUESTIONS

I. Introductions

Name

Position Title

Length of time in Position

Length of time in OPRM/EOPD

Briefly describe your experiences with recruiting and hiring to that have impacted previous imbalances

Your role in the recruiting process

For EOPD Staff: Your experiences and role in the analysis and development of AA Plans and Programs

II. Succession Planning

Retirement projections (over the next 5 years – 35% of the workforce) and the annual attrition rates which average about 10% can be effective in developing strategies to overcome the imbalances, to that end please respond to the following questions.

1. Describe the components of a plan that will address these projections
2. Describe the problems involved to implement your plan
3. Describe previous remedial plans that have been successful

III. Target Recruiting Underutilization analysis (Review Report Findings)

1. Describe previous targeted recruitment plans, strategies and methods

2. Describe what was effective and successful
3. Describe what was not effective
4. EEO Staff: Describe EEO's role in the previous target recruitment efforts
5. Describe what steps or methods will be used to address the underutilization in the development of the City's 2007-08 AAP

IV. Technology

1. Identify and describe the technological strategies that would enhance the recruitment and employment process.
2. The City's website list career opportunities/current position opening. However, are applicants allow submitting resumes for non-open positions?
3. If yes, how does OPRM use those resumes in the recruitment process?
4. If no, what effective technology strategies are needed to implement a process to accept resumes for non-open position?
5. What would be the rational and recommendations present to establish an applicant pool for all City positions? Is there a need for a pool of applicants?
6. Describe the sourcing processes currently used by OPRM, i.e. Job and Career Fairs, Professional Organizations, Employee Referral
7. Does EEO have a role in sourcing candidates?

V. Advertising Process

1. Describe the process used to determine how open positions are advertised?
2. Describe the OPRM documentation of successful advertising strategies?

3. What strategies or methods would increase the effectiveness of OPRM advertising?
4. Ethnicity and Gender based advertising? Describe the process of determining which vehicle would be used?

VI. Applicant Tracking

1. Describe the process and methodology used to track applicants and/or new hires.
2. How is that data used in the development of recruitment strategies?
3. Describe the process used to review applicant flow data to determine or enhance recruiting methods. (See applicant tracking data)

VII. Selling Oakland – A Great Place to Work

1. Describe what strategies would need to be in place to sell Oakland?