

July 31, 1985  
6611A/KN/hdm

Introduced by: Gruger, Laing, Chow

Proposed No.: 85-139

ORDINANCE NO. 7312

AN ORDINANCE approving and adopting the King County 1985 Affirmative Action Plan, the 1985 Affirmative Action Employment Goals and Work Program, the 1985 Contract Compliance Goals, the 1985 Minority/Women's Business Utilization Goals, and repealing Ordinance 6850.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. Ordinance 6850, Sections 1 through 4 are each repealed.

NEW SECTION SECTION 2. King County Affirmative Action Plan is hereby approved and adopted.

NEW SECTION. SECTION 3. King County departments shall make vigorous and affirmative efforts to meet the proposed goals. Departments shall further comply with the rules and policies contained in the Plan governing affirmative action and equal employment.

NEW SECTION SECTION 4. The goals for the three elements of King County's Affirmative Action Program shall be as follows:

A. AFFIRMATIVE ACTION EMPLOYMENT. The 1985 affirmative action employment goals for women and minorities are established by the 1985 availability percentage rates by EEO job category as indicated on the chart on page 25 of the Affirmative Action Plan, attached as Exhibit A. A weighted average of the overall 1985 availability percentage rates is 43.8% for women and 15.0% for minorities. The affirmative action employment goal for persons with disabilities is 7%. Exhibit B presents a summary of the process and assumptions used to calculate the 1985 availability percentage rates.

July 31, 1985

1 B. MINORITY/WOMEN'S BUSINESS UTILIZATION. The 1985  
2 minority/women's business utilization goals are as follows:

<u>Nature of Contract</u>	<u>Minority Businesses</u>	<u>Women Businesses</u>
1. Architectural & Engineering	15%	7%
2. Concession	10%	5%
3. Construction	18%	10%
4. Consultant	15%	12%
5. Purchase/Service	10%	3%

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10 Provided that:

11 The executive administration shall recommend 1986 Concession  
12 Contract Goals based on the criteria established in K.C.C. 4.18  
13 and other relevant information.

14 Provided further that:

15 Prior to the transmittal of the 1986 M/WBE Goals, the  
16 affirmative action office shall review the effectiveness of the  
17 M/WBE ordinance. The review shall include documentation of the  
18 availability of certifiable M/WBEs, the effectiveness of  
19 implementing procedures, the validity of goal-setting criteria,  
20 and methods by which greater conformance with the M/WBE programs  
21 of other local jurisdictions can be achieved.

22 The 1986 goals shall be accompanied by recommended amendments  
23 to Ordinance 5983 which more effectively promote the goal of  
24 ensuring full and equitable opportunities for minority and women  
25 owned businesses to provide goods and services to King County.

26 C. CONTRACT COMPLIANCE. The 1985 contract compliance goals  
27 are as follows:

	<u>Minorities</u>	<u>Women</u>
28 Construction Contractors	15%	6.9%
29 Vendors/Service Contractors	11%	35.0%

August 1, 1985

1            Provided that:

2            The executive administration shall propose in the 1986  
3 Affirmative Action Plan specific strategies to reduce the rate of  
4 non-compliance with employment goals for underutilized groups,  
5 and shall recommend 1986 contract compliance goals based on an  
6 evaluation of the factors and guidelines set forth in K.C.C.  
7 12.16.

8            NEW SECTION. SECTION 5. The King County 1985 Affirmative  
9 Action Plan and appendices thereto are incorporated as if fully  
10 set forth in this Ordinance by reference herein.

11            INTRODUCED AND READ for the first time this 13th day  
12 of May, 1985.

13            PASSED this 5th day of August, 1985.

14            KING COUNTY COUNCIL  
15            KING COUNTY, WASHINGTON

16            Gary Grant  
17            Chairman

18  
19  
20            ATTEST:

21  
22            Dorothy M. Owens  
23            Clerk of the Council

24            APPROVED this 9th day of August, 1985.

25            Randy Reed  
26            King County Executive

Exhibit A1985 AVAILABILITY PERCENTAGES

<u>EEO CATEGORY</u>	<u>Total Female</u>	<u>Total Minority</u>	<u>White Female</u>	<u>Minority</u>		<u>Black</u>		<u>Hispanic</u>		<u>Asian</u>		<u>Am. Indian</u>	
				<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
Administrative	33.4	9.5	29.7	6.2	3.7	2.0	1.4	1.1	.6	2.2	1.3	.5	.4
Professional	44.4	13.2	38.1	6.9	6.3	2.5	2.6	.8	.7	3.2	2.6	.4	.4
Technician	38.1	14.4	31.5	7.8	6.6	2.5	2.4	1.3	.9	3.4	2.8	.6	.5
Para- Professional	64.6	19.2	52.4	7.0	12.2	3.2	6.3	.8	1.5	2.1	3.5	.9	.9
Protective Service	27.5	13.1	23.8	9.4	3.7	4.7	1.6	1.3	.7	2.4	1.1	1.0	.3
Office/Clerical	65.3	17.3	53.7	5.7	11.4	2.1	4.5	1.0	1.2	2.2	5.0	.4	.9
Skilled Craft	22.5	12.7	18.9	9.1	3.6	3.6	1.4	1.7	.6	2.7	1.2	1.1	.4
Service Maint.	38.2	19.3	31.4	12.5	6.8	5.6	2.7	1.7	1.1	3.8	2.4	1.4	.6



7312

King County Executive  
Randy Revelle

Department of Executive Administration  
Lauraine D. Brekke, Director

July 26, 1985

TO: Audrey Gruger, Chair  
Operations, Police and Judiciary Committee

FM: Alan R. Momochara, Administrator  
Affirmative Action Program

**Re: Availability Analysis: Affirmative Action Plan**

As you requested, I am providing the rationale for changes in the weights assigned to the various factors used to determine availability for each job category in the 1985 Proposed Affirmative Action Plan. First, however, I would like to describe the process used to make these assignments and to point out that calculating availability using a multi-factor analysis is not a precise science. Some judgment is exercised at each step in the process, including the assignment of weights to each factor. In addition, the changes in weights in 1985 did not result from an assessment of the 1984 weight for each factor per se. Rather, the changes occurred when we reassessed the relative value of all factors used to determine availability for a particular job category.

The first step in the assignment of weights is to determine the relative importance of each factor in the eight factor analysis by job category. For example, in reviewing the four factors used to calculate availability of women and minorities for Job Category 7: Skilled Crafts, we determined that the most important factor was Factor 4, persons with the requisite skills in the local area. This was deemed the most important because positions in this category require specialized skills and a majority of the applications are received from residents of King County.

The second most important factors were judged to be Factors 2 and 3, Unemployment data, and Representation in the Labor Force. We rated these two factors higher than the final factor used in this analysis (General Population). We believed that a significant percent of those who have skills to perform in positions in this job category are either underemployed or unemployed. This belief is based on information from contractors who contract with the County who indicate that the construction industry is slow at

this time causing higher than normal under- and unemployment among those in the skilled crafts. We gave them the same level of importance to both of these factors because we could not justify one as more important than the other.

The second step in assigning weights to the various factors is to determine how much more important the ranked factors are relative to each other. This is a difficult task and is based on the judgment of the evaluator. The critical question is how much more impact does one factor have over another. Is factor X three or four times as important as factor Y in calculating availability? In the case of the skilled crafts, we believe that factor 4 was significantly more important than the other factors and weighted this factor at least four times more than any other factor.

It should be emphasized that the various factors do not necessarily have the same importance and consequently weight in each job category. Therefore, it is possible that a particular factor may be weighted four times as important as any other factor in one job category and only twice as important in another.

Using the above process, we revised the weights by job category for the following reasons.

**I. Administrative:**

Five factors were used to calculate availability for this job category. Only the weight assigned to the factor "Requisite Skills (Larger Area)" remained unchanged from 1984 to 1985.

<u>Factor</u>	<u>1984</u>	<u>1985</u>
Population	3	8
Unemployment	5	10
Labor Force	7	12
Requisite Skills (Local)	50	35
Requisite Skills (Larger Area)	35	35

We determined the most important factors in this analysis were "Requisite Skills (Local)" and "Requisite Skills (Larger Area)". We were unable to conclude that one was more important than the other since applicants for these positions come from both within and outside of King County. The other factors in order of their determined importance were Representation in the Labor Force (Labor Force), Representation among the Unemployed and/or those seeking work (Unemployment) and General Population (Population).

Requisite Skills (Local) and Requisite Skills (Larger Area) had been weighted at 50 and 35 percent respectively in 1984. We

Audrey Gruger  
 July 26, 1985  
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could not raise Requisite Skills (Larger Area) to 50 percent and still give some weight to the other factors in the analysis. In addition, we believed that the weights given to Unemployment and Labor Force needed to be increased over the 1984 levels because we underestimated the impact and availability of persons qualified to be administrators/managers who are not currently performing those duties but are in the workforce or are unemployed.

Therefore, we weighted Requisite Skills (Local) and Requisite Skills (Larger Area) at 35 percent each which still resulted in an overall availability for this job category which heavily favored those currently performing administrative/managerial functions. We then divided the remaining 30 percent in accordance with the determination of importance described above. In doing this, we felt that a two point spread between each of the three factors was reasonable, especially for Unemployment and Labor Force. Under these circumstances, the weights assigned were 12, 10, and 8 for Labor Force, Unemployment, and Population respectively.

## II. Professionals:

Six factors were used to calculate availability in 1984. One other factor (Promotions/transfers) was added in 1985. Four of the original factors were changed from 1984 to 1985 to accommodate the addition of the seventh factor.

<u>Factor</u>	<u>1984</u>	<u>1985</u>
Population	3	5
Unemployment	5	5
Labor Force	7	10
Requisite Skills (Local)	65	40
Requisite Skills (Larger Area)	5	5
Promotions/transfers	0	25
Training Schools	10	10

In 1985, we determined that the most important factor for calculating availability for this job group was Factor 4, Requisite Skills (Local). Second in importance was Factor 6, Promotions/transfers since many of King County's professional positions are filled from within by persons not currently performing the same duties. A decision on the third most important factor was difficult. We decided that Labor Force and Training were equally important. The former was so rated because many professionals are underemployed and the latter because college/university graduates are qualified for many of our professional jobs. Of the final three factors used, Requisite Skills (Larger Area) and Unemployment were rated equally. We could not justify any of these factors as more important than the others.

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The most important, Requisite Skills (Local), was weighted at 40 percent. This was a substantial drop from 1984 when it was weighted at 65 percent. Given that many positions are filled through promotions/transfers and by recent graduates, we believed that heavy reliance on Requisite Skills (local) to determine overall availability for the Professional job category was inaccurate. We therefore lowered the weight given to this factor to what we considered a more reasonable level. We rated Promotions/transfers at 25 percent because our best estimate was that 25 percent of King County positions are filled by current King County employees. Training and Labor Force data were rated at 10 percent because we believed that these factors were substantially less influential than the two above-mentioned and approximately twice as important as the three least important factors. These decisions resulted in increases in the weights for Population and Laborforce.

### III. Technicians:

Five factors were used in the 1984 determination of availability for this job category. One additional factor, Promotions/transfers, was added in 1985. Weights for all factors were changed in 1985.

<u>Factor</u>	<u>1984</u>	<u>1985</u>
Population	6	5
Unemployment	9	10
Labor Force	15	10
Requisite Skills (Local)	70	40
Promotions/transfers	0	25
<i>Training</i>	<i>0</i>	<i>10</i>

As with all job categories, Requisite Skills (Local) was identified as the most important factor. The factor deemed second in importance was Promotions/transfers since we believed that many of the vacancies in this category are filled by current King County employees. Third in importance were three factors, Unemployment Labor Force, and Training. In this case, Unemployment and Labor Force were given equal weight because of the skill level needed to perform these positions. As a rule, when we believed that a higher level of skill was needed to perform jobs in a job group, we rated Labor Force data higher than Unemployment data. This is based on our perception that a larger percent of those employed have current work experience and skills. In this instance, we did not believe a high degree of skill was needed and weighted these two factors equally. The final factor and lowest in importance was Population.



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this instance, we did not believe a high degree of skill was needed and weighted these two factors equally. The final factor and lowest in importance was Population.

The heavy reliance on Requisite Skills (Local) in the 1984 analysis caused us concern. While we believed that Requisite Skills (Local) was still the most important, we did not believe that it should be weighted at over 50 percent, as it was in 1984. We therefore weighted this factor at 40 percent. Promotions/transfers was weighted at 25 percent because we believed approximately 25 percent of the vacancies in this job category are filled by King County employees. The next three factors in terms of importance were not considered significant compared to Requisite Skills (Local), Training and Promotions/transfers. They were accordingly all weighted at 10 percent. Finally, the least important factor, Population, was given a 5 percent weight.

#### IV. Paraprofessionals:

In 1984, four factors were used to determine availability. In 1985, Promotions/transfers was added. The weight for only one factor used in 1984 was changed.

<u>Factor</u>	<u>1984</u>	<u>1985</u>
Population	10	10
Unemployment	15	15
Labor Force	15	15
Requisite Skills (Local)	60	35
Promotions/transfers	0	25

Consistent with the rankings for other job categories, the most important factor in this analysis is Requisite Skills (Local). Promotions/transfers was the second most important factor while Labor Force and Unemployment ranked third. Population was the lowest ranked factor in terms of importance.

Jobs in this category do not require a substantial amount of experience or skill and therefore, Requisite Skill (Local) was weighted only at 35 percent. This was a significant drop from the 1984 weight of 60 percent. Promotions/transfers was weighted at 25 percent while Unemployment and Labor Force was given a 15 percent weights. Population was weighted at 10 percent.

#### V. Protective Service:

The number of factors used to calculate availability in 1984 and 1985 remained constant at five. Weights for four of the five factors changed.

<u>Factor</u>	<u>1984</u>	<u>1985</u>
Population	5	10
Unemployment	5	15
Labor Force	10	15
Requisite Skills (Local)	60	40
Requisite Skills (Large Area)	20	20

We identified Requisite Skills (Local) as the most important factor for this job group. The second most important factor was Factor 5, Requisite Skills (Larger Area). It is our understanding that recruitment of protective service personnel is conducted state-wide. Next in importance was Unemployment and Labor Force. Finally, Population was rated lowest in importance.

The weight for Requisite Skills (Local) dropped from 60 percent in 1984 to 40 percent in 1985. This change was made to offset increases made to factors Population, Unemployment, and Labor Force. The weight of these factors was increased because we believed that the skills needed to perform the duties of the positions in this category can readily be found among the unemployed, those currently in the labor force and the general population. Therefore, the weights for these three factors were raised at least five percent.

#### VI. Office Clerical:

Four factors were used to determine availability in 1984. Promotions/transfers was added as a fifth factor in 1985. The weight for only one factor used in 1984 was changed in 1985.

<u>Factor</u>	<u>1984</u>	<u>1985</u>
Population	10	10
Unemployment	10	10
Labor Force	20	20
Requisite Skills (Local)	60	35
Promotions/transfers	0	25

Requisite Skills (Local) was the most important factor in this analysis. Promotions/transfers was deemed next in importance because many vacancies in this job category are filled by King County employees. Labor Force was third in importance and rated higher than Population and Unemployment because there appears to be a shortage of clerical personnel in general at this time and we believed that a high percentage of people who can perform these jobs are currently employed.

The weight given to Requisite Skills (Local) was 35 percent, down from the 60 percent given in 1984. We believed that the emphasis on this factor in 1984 was inappropriate. Many positions in this job category do not require a high degree of previous experience or training. While still the most important factor, the weight was dropped significantly. Promotions/transfers was weighted at 25 percent because we believed that a significant number of vacancies in this job category are filled by King County employees. No changes were made to the other weights in this category.

**VII. Skilled Crafts:**

Four factors were used to determine availability in 1984 and 1985. The weight for all factors changed in 1985.

Factor	1984	1985
Population	3	10
Unemployment	5	15
Labor Force	10	15
Requisite Skills (Local)	82	60

The most important factor for this job category is Requisite Skills (Local). Second in importance were Labor Force and Unemployment. These were rated equal in importance because we believed that people in the skilled crafts are both unemployed and underemployed. We could not justify rating one higher than the other. Population was the fourth factor.

A significant reduction in the weight given to Factor 4, Requisite Skills (Local) was made to allow us to more appropriately consider factors other than requisite skills as we calculated availability. This was important to accommodate unemployment and underemployment among persons in this job category.

The redistribution of weights resulted in the following. Requisite Skills (Local) was weighted at at 60 percent. This is a high skill area so this is emphasized. Labor Force and unemployment were weighted at 15 percent reflecting the discussion above. General population was rated at 10 percent.

**VIII. Service Maintenance:**

Four factors were used in 1984 to determine the availability of persons in this job category. One additional factor was used in 1985. Changes occurred in three of the four factors used in 1984 to accommodate the addition of Promotions/transfers as a factor.

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Factor	1984	1985
Population	15	10
Unemployment	25	15
Labor Force	20	20
Requisite Skills (Local)	40	30
Promotions/transfers	0	25

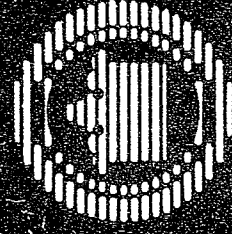
The most important factor identified was Requisite Skills (Local). Second in importance were Promotion/transfer. Many of the vacancies in this job category are filled by King County employees. Labor Force, next in importance, rated slightly higher than Unemployment because some degree of familiarity with the duties of the various positions may be necessary for employment in this job category. For example, people working in the Automotive Center on County vehicles need some knowledge of automobiles. The number of people employed with this knowledge is greater than the number of people unemployed with this knowledge. The lowest ranked factor was Population.

Because many of the positions in this job category do not require a substantial amount of skill and/or experience, the weight of the most important factor, Requisite Skills (Local) was reduced from the 1984 level. This, and reducing the weight of the factor Population and Unemployment, enabled us to accommodate the addition of Promotions/transfers in the analysis. Population was considered the least important of the relevant factors.

I hope this discussion helps clarify our rationale in assigning factor weights in our 1985 Affirmative Action Plan.

Please feel free to contact me if you have any questions or if we can be of further assistance.

cc: Lauraine D. Brekke, Director  
 Department of Executive Administration  
 Leita Ovena, EEO/Contract Compliance Officer  
 Kristi Nelson, Council Staff  
 Tony Baxter, Council Staff



# Affirmative Action 1985 Plan

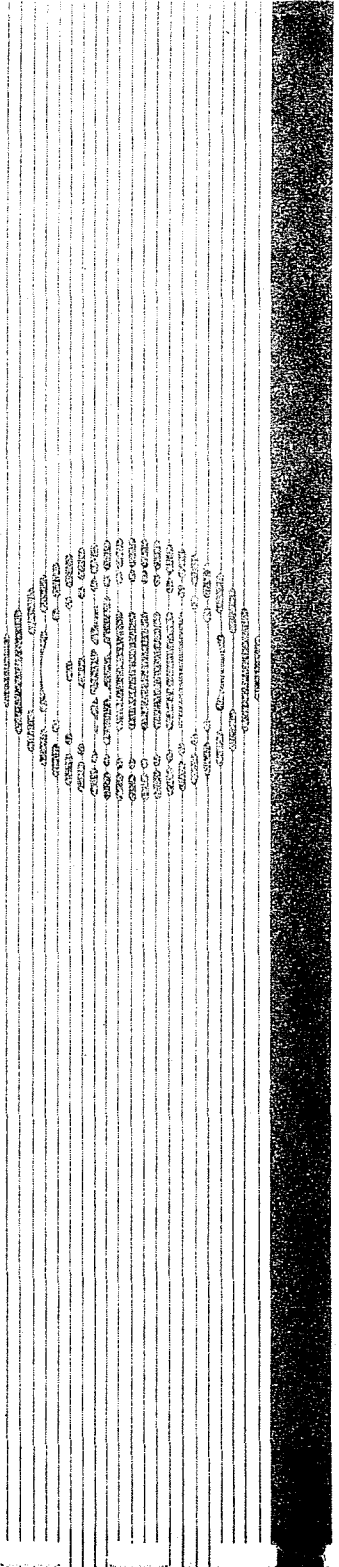
Department of Executive Administration  
Affirmative Action Program  
King County, Washington



Submitted by

*Randy Ruelle*

March 15, 1985



**1985 Proposed Affirmative Action Plan**  
**King County Washington**







**King County Executive**

Randy Revelle

March 15, 1985

The Honorable Gary Grant  
Chairman, King County Council  
C O U R T H O U S E

RE: 1985 Affirmative Action Program

Dear Mr. Chairman:

Enclosed for review and approval by the King County Council are: (1) the proposed 1985 Affirmative Action Employment Goals and Work Program (AAP) for King County, as required by King County Code 3.12.180; and (2) a proposed ordinance approving the AAP.

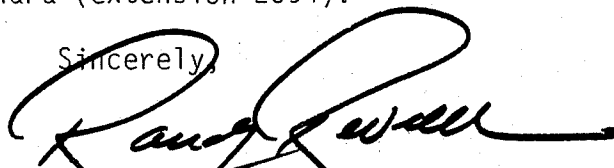
This proposed AAP describes our progress in 1984, establishes new goals for 1985 based on an eight factor availability analysis, and proposes a refined selective certification process. In addition, the proposed 1985 AAP includes a promotional plan designed to increase the upward mobility of minority, female, and handicapped employees to areas where underutilization exists. A section on the 1985 Contract Compliance and Minority and Women's Business Goals is also included.

I am pleased to report that in 1984, the County continued to progress in the hiring of minorities and women. As shown in the enclosed AAP, the County workforce increased from 3,957 at the end of 1983 to 4,144 on December 31, 1984. The number of minority King County employees increased from 18.5 percent (733) at the end of 1983 to 19.5 percent (810) at the end of 1984. In addition, our data reveal numerical and percentile increases among the most underutilized protected groups: Hispanics, Native Americans, and handicapped persons. These increases can be directly attributed to the County's concerted efforts to recruit members of these groups. The number of women employees also increased from 39.8 percent (1,576) at the end of 1983 to 40.2 percent (1,669) at the end of 1984.

The Honorable Gary Grant  
March 15, 1985  
Page Two

If you have any questions about the proposed AAP, please contact Lauraine Brekke (extension 3824) or Alan Momohara (extension 2594).

Sincerely,



RANDY REVELLE  
King County Executive

LO/RR/a1

cc: King County Councilmembers  
    ATTN: Cheryle Broome, Program Director  
          Jerry Peterson, Council Administrator  
King County Executive Cabinet  
Members, King County Affirmative Action Program Advisory Committee  
Lauraine D. Brekke, Director, Executive Administration  
    ATTN: Alan Momohara, Affirmative Action Administrator  
          Leita Ovena, Affirmative Action Officer

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## I. POLICY STATEMENT

King County, an equal opportunity employer, does not discriminate against employees and applicants for employment on the basis of race, color, national origin, sex, age, religion, marital status, ancestry and/or handicap. This prohibition on discrimination applies to all employment practices and personnel related actions including, but not limited to: recruitment, hiring, training, promotions, transfers, and fringe benefits.

As part of its commitment to equal employment opportunity, King County has voluntarily adopted and implemented an Affirmative Action Plan. This plan is designed to assist King County in correcting the effects of past discrimination by reducing the underrepresentation of protected groups throughout its workforce. Also, this plan is temporary and limited in nature; its purpose is to attain the goals that are necessary to eliminate the effects of past discrimination.

King County's commitment to equal employment opportunity extends to businesses it contracts with as a result of King County Ordinance 4528. Firms contracting with the County must consent to equal employment opportunities for minorities, women, and handicapped persons. In addition, they are required either to meet employment goals for women and minorities or take all "reasonable affirmative action measures" necessary to eliminate underrepresentation.

## II. 1984 PROGRESS REPORT

### A. KING COUNTY

In 1984, availability percentage rates were established for minorities, women and persons with disabilities (see pages 24-25 calculation of goals). These availability percentages were used to measure performance by King County departments as well as the County as a whole.

Of the 4144 persons employed by King County on December 31, 1984, 810 (19.5%) were minorities. This was an increase of 77 (1.0%) employees from 1983. In addition, data by ethnic group revealed numerical and percentile increases among Blacks, Hispanics, Asians, and Native Americans.

The number of women employed by the County at the end of 1984 also increased. On December 31, 1984, 1669 women constituted 40.2% of the County's workforce, compared to 1576 or 39.8% at the end of 1983.

As for the employment of persons with disabilities, the County continues to progress by increasing representation of handicapped persons from 110 or 2.8% at the end of 1983 to 140 or 3.4% by December 31, 1984.

### III. DISCRIMINATION COMPLAINTS

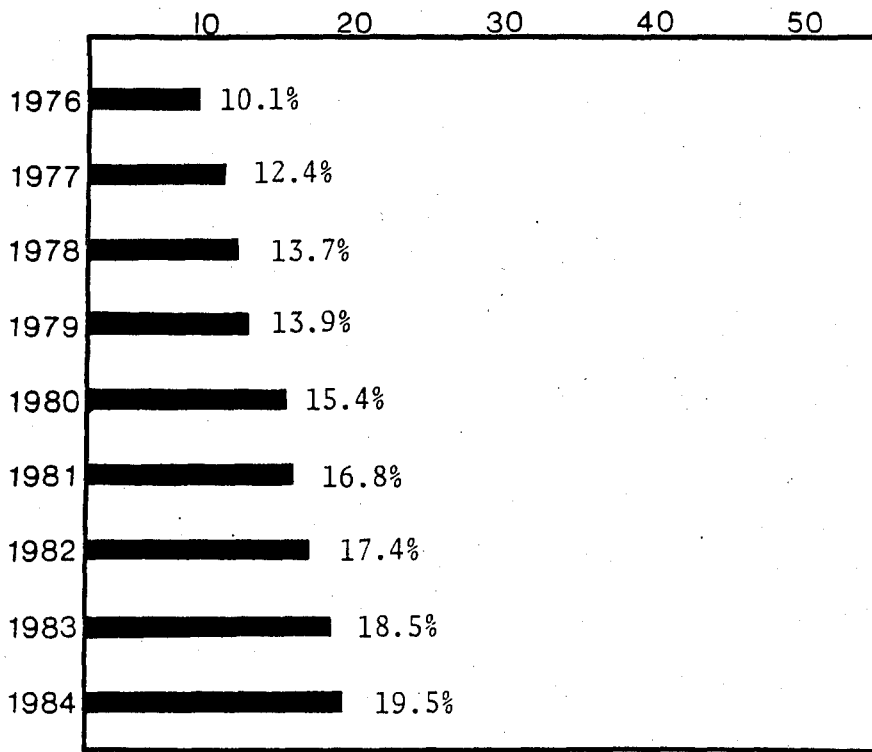
The County's Affirmative Action Program processed a total of thirty-four (34) discrimination complaints in 1984 compared to thirty-eight (38) in 1983. Of the thirty-four complaints filed, ten (10) were filed internally and twenty-four (24) were filed externally (Equal Employment Opportunity Commission and Washington State Human Rights Commission). Eight (8) internal complaints were resolved through counseling and/or investigation and two (2) internal complaints, which have been deferred, are still pending. Twenty-five (25) externally filed complaints have been resolved and nine (9) are still pending and awaiting final determination.

### IV. BAR CHARTS

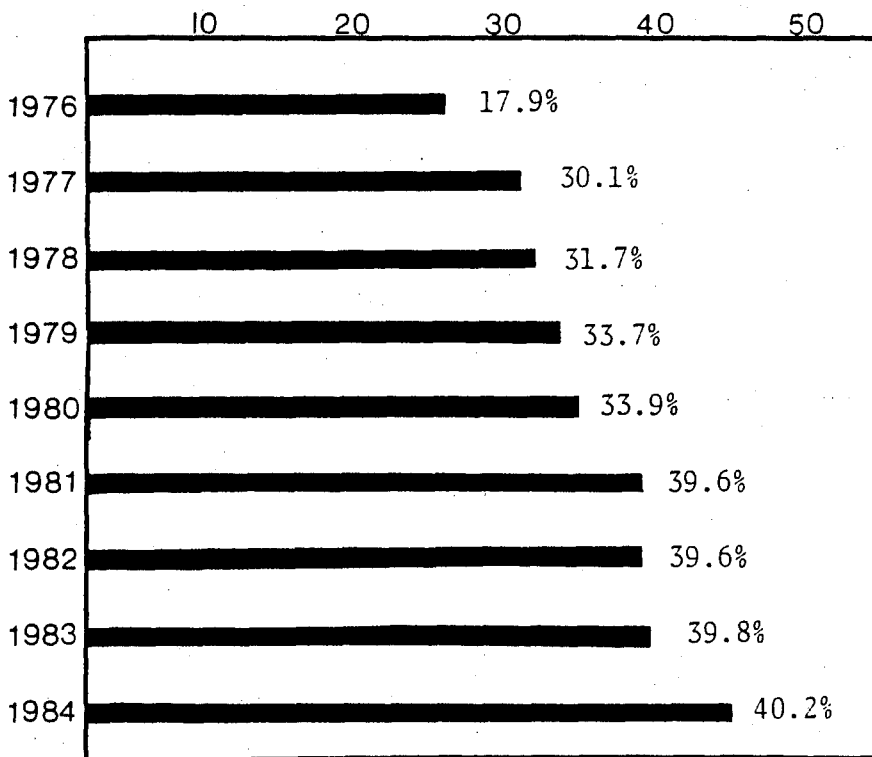
1983 vs 1984 workforce analysis



**Trend Analysis for King County**  
 Workforce Profile For The Years 1976 thru 1984



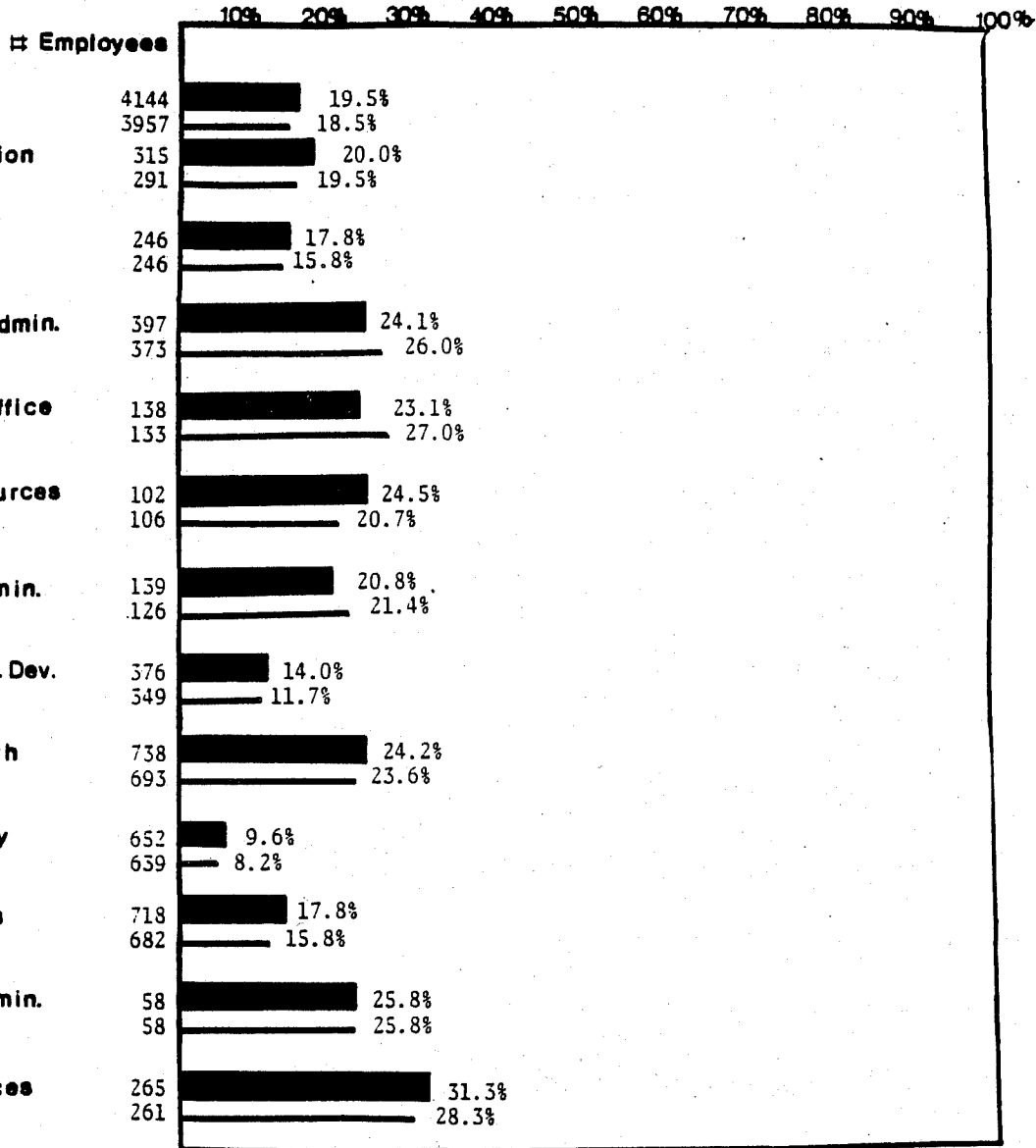
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**KING COUNTY**

**Percentage MINORITIES Employed by King County  
(1983 vs 1984)**

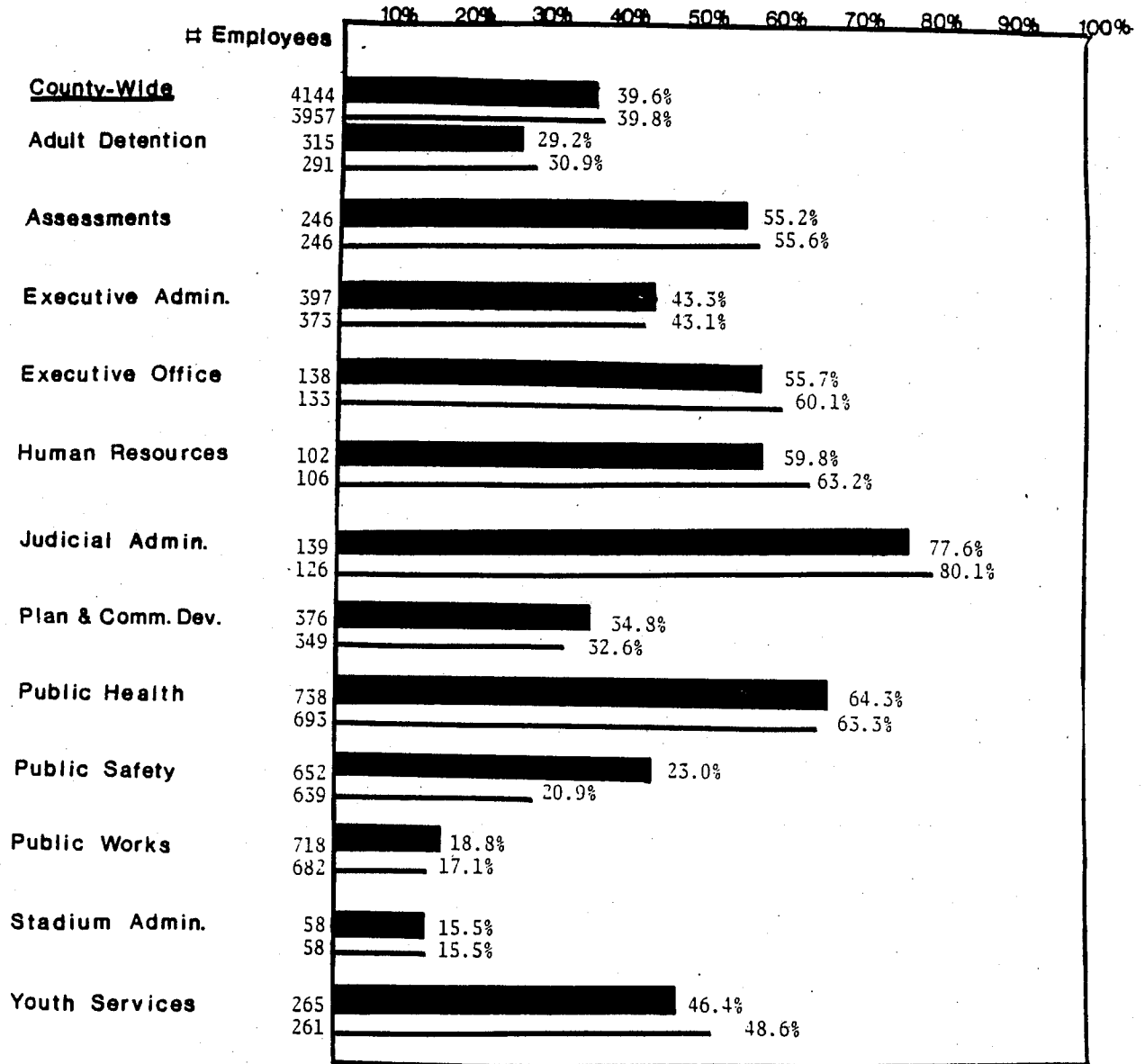


**Key:**

984: [Solid Black Bar]  
983: [Hatched Bar]

**KING COUNTY**

**Percentage WOMEN Employed by King County  
(1983 vs 1984)**

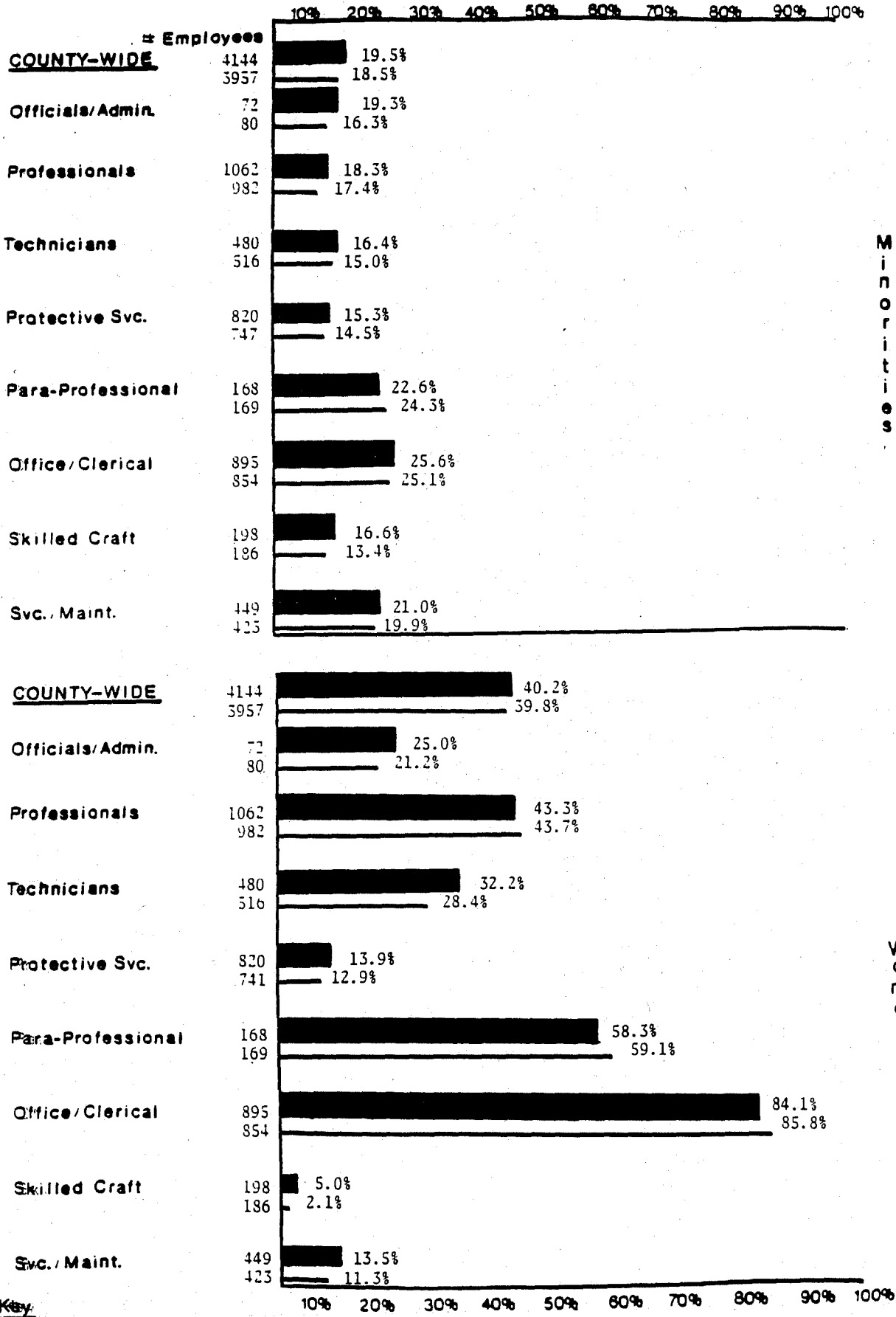


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Minority/ Female Workforce Profile by Job Category

(1983 vs 1984)



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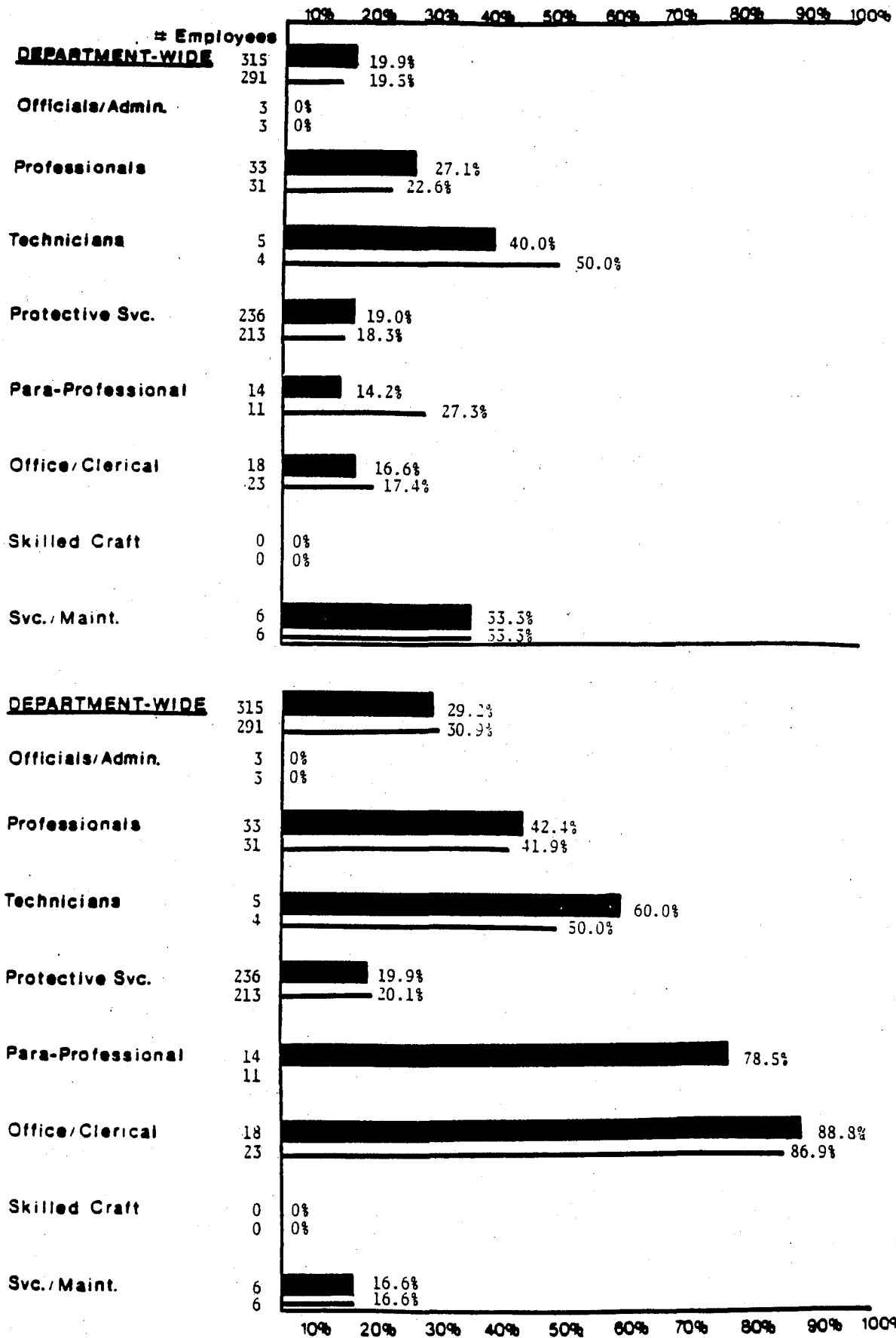
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Minority/ Female Workforce Profile by Job Category

(1983 vs 1984)

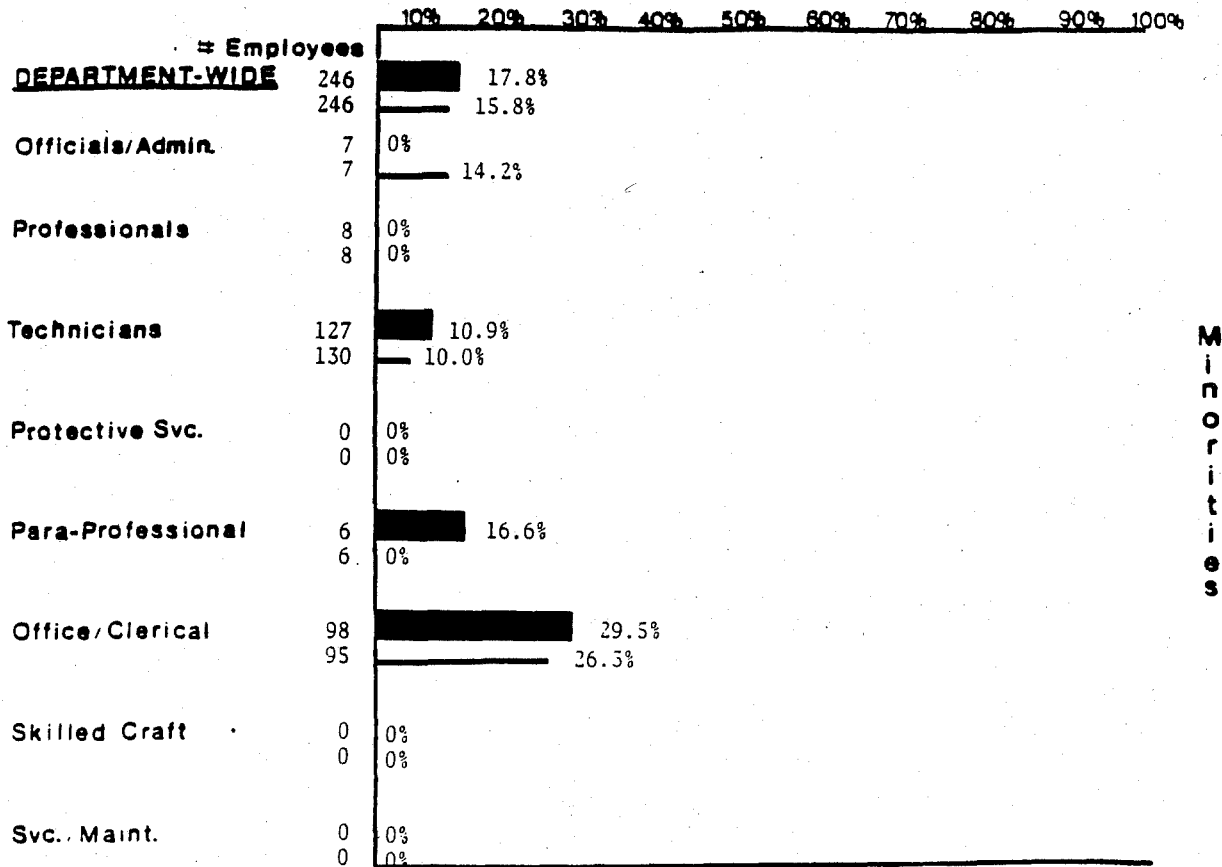


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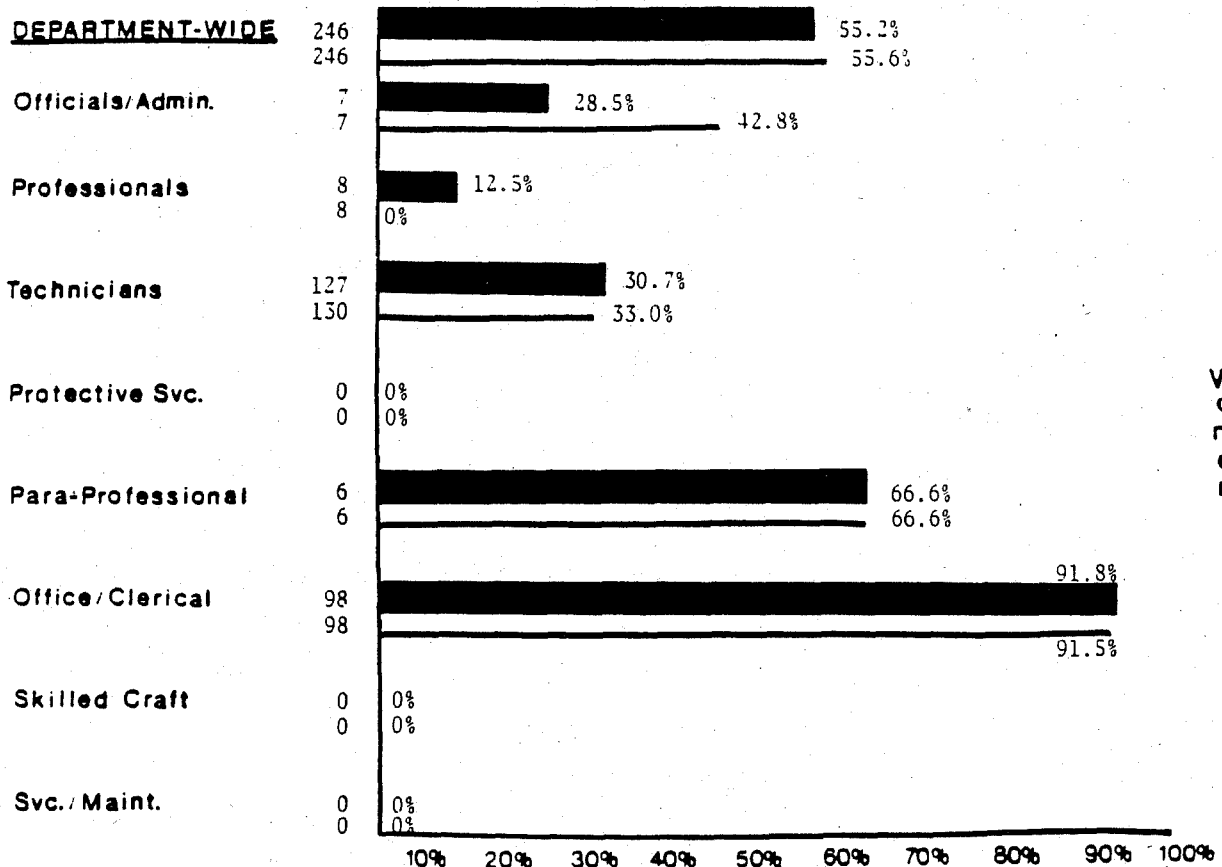
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Minority/ Female Workforce Profile by Job Category

(1983 vs 1984)



Minorities



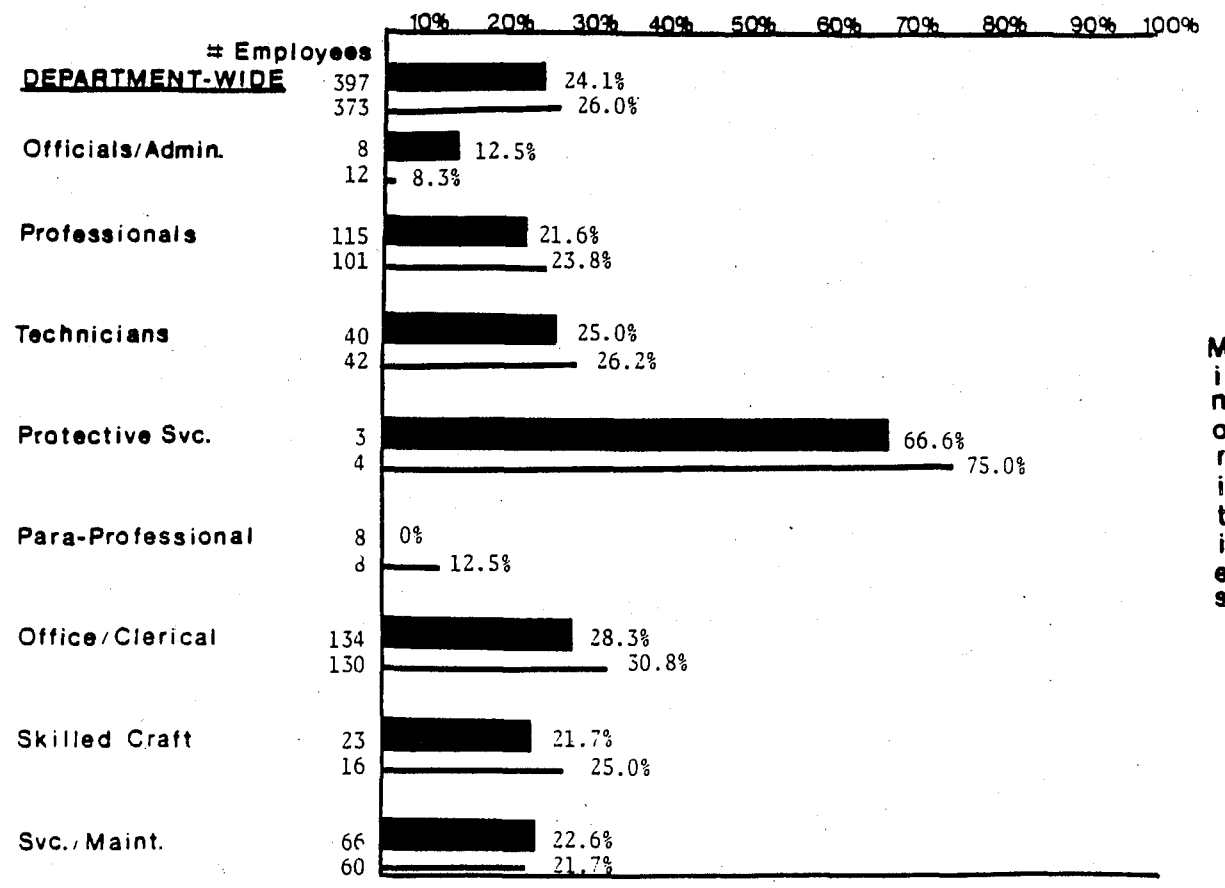
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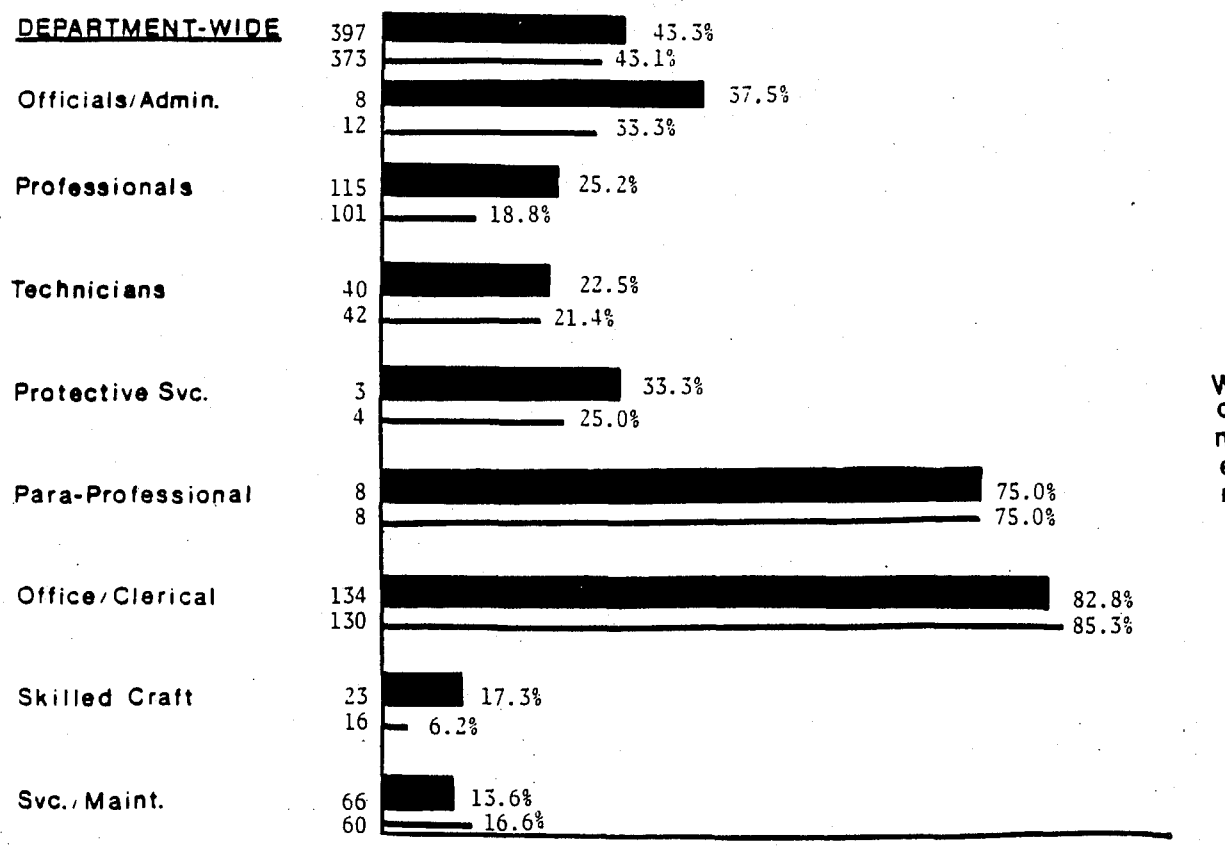
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Minority / Female Workforce Profile by Job Category

(1983 vs 1984)



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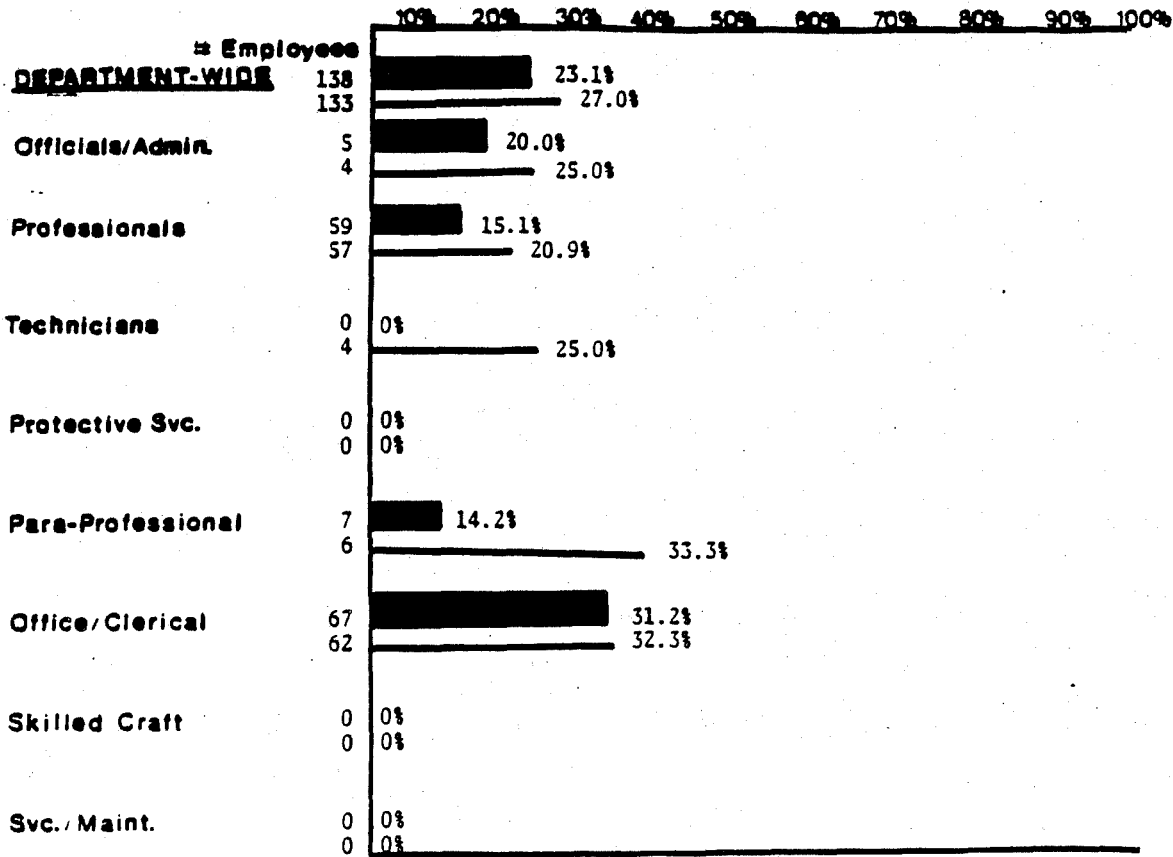


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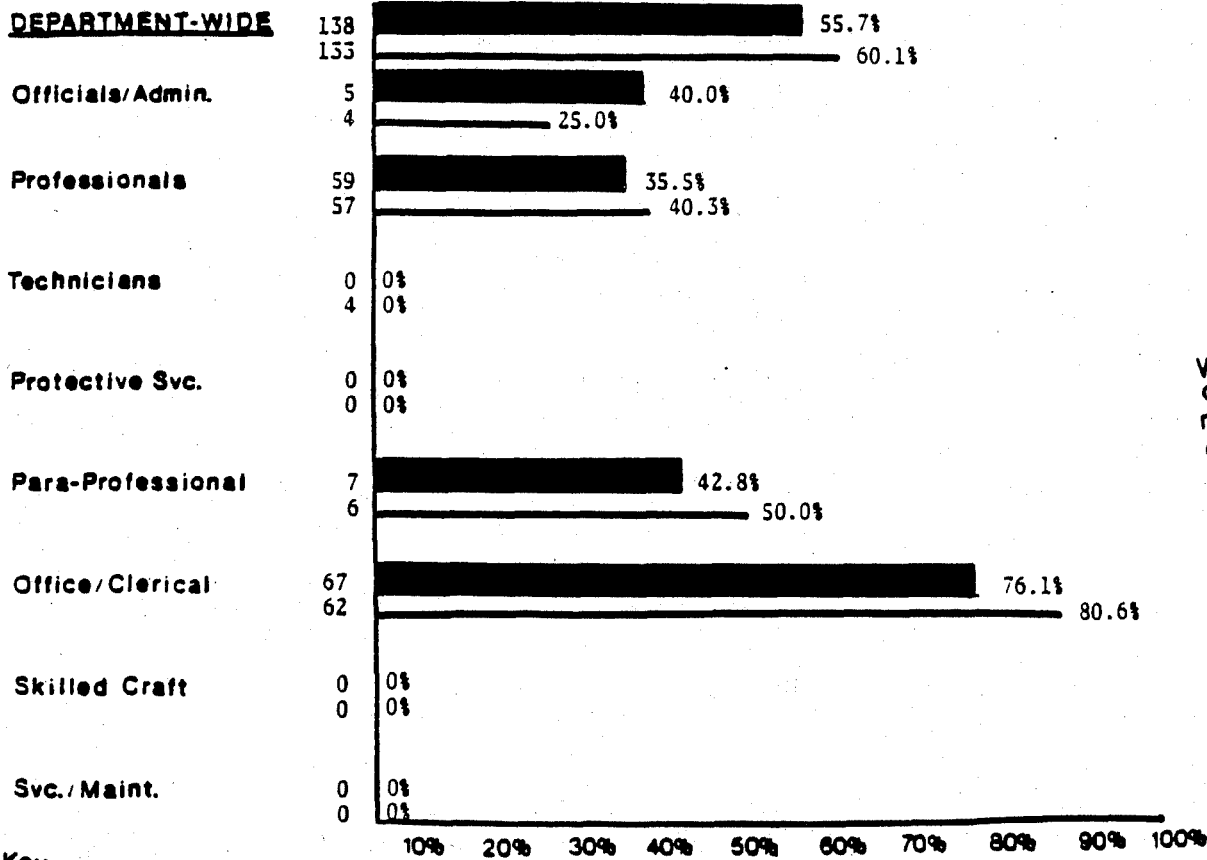
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**Minority/Female Workforce Profile by Job Category  
(1983 vs 1984)**



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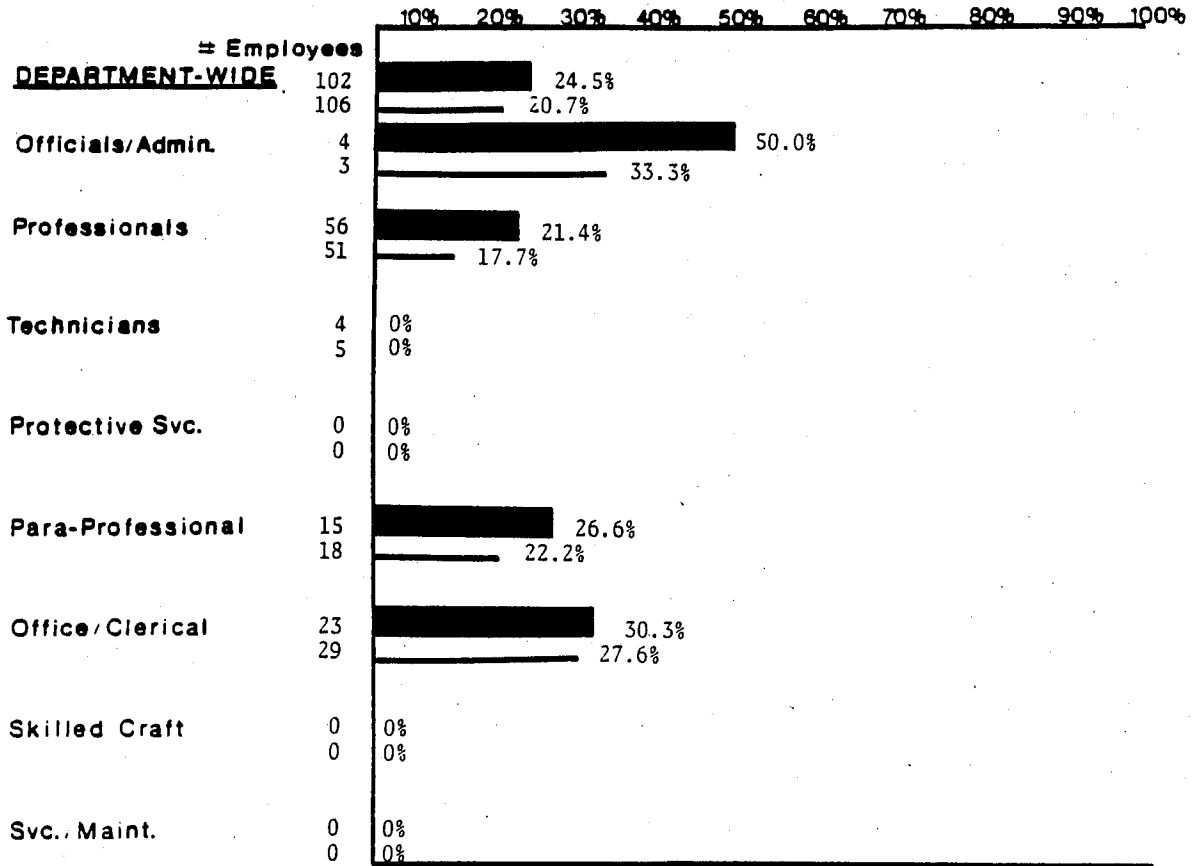
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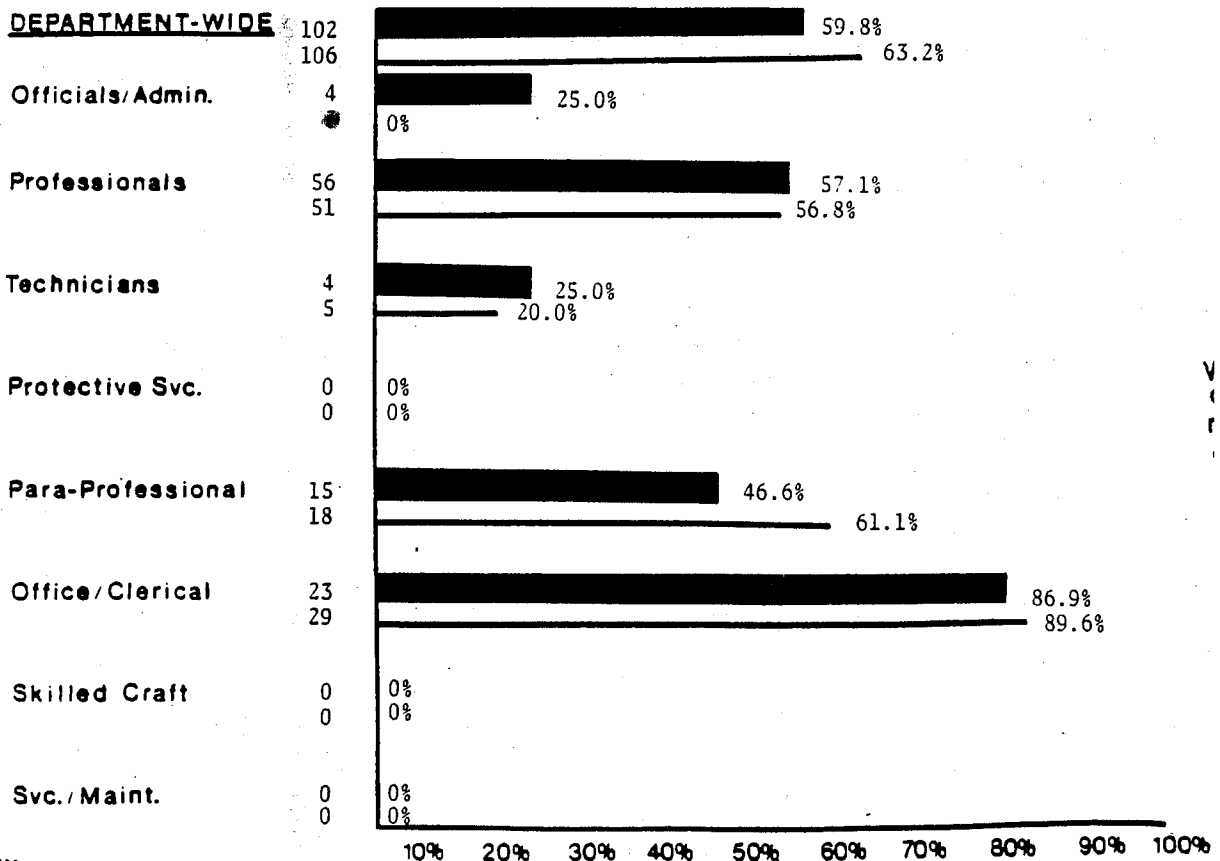


Minority, Female Workforce Profile by Job Category

(1983 vs 1984)



Minorities



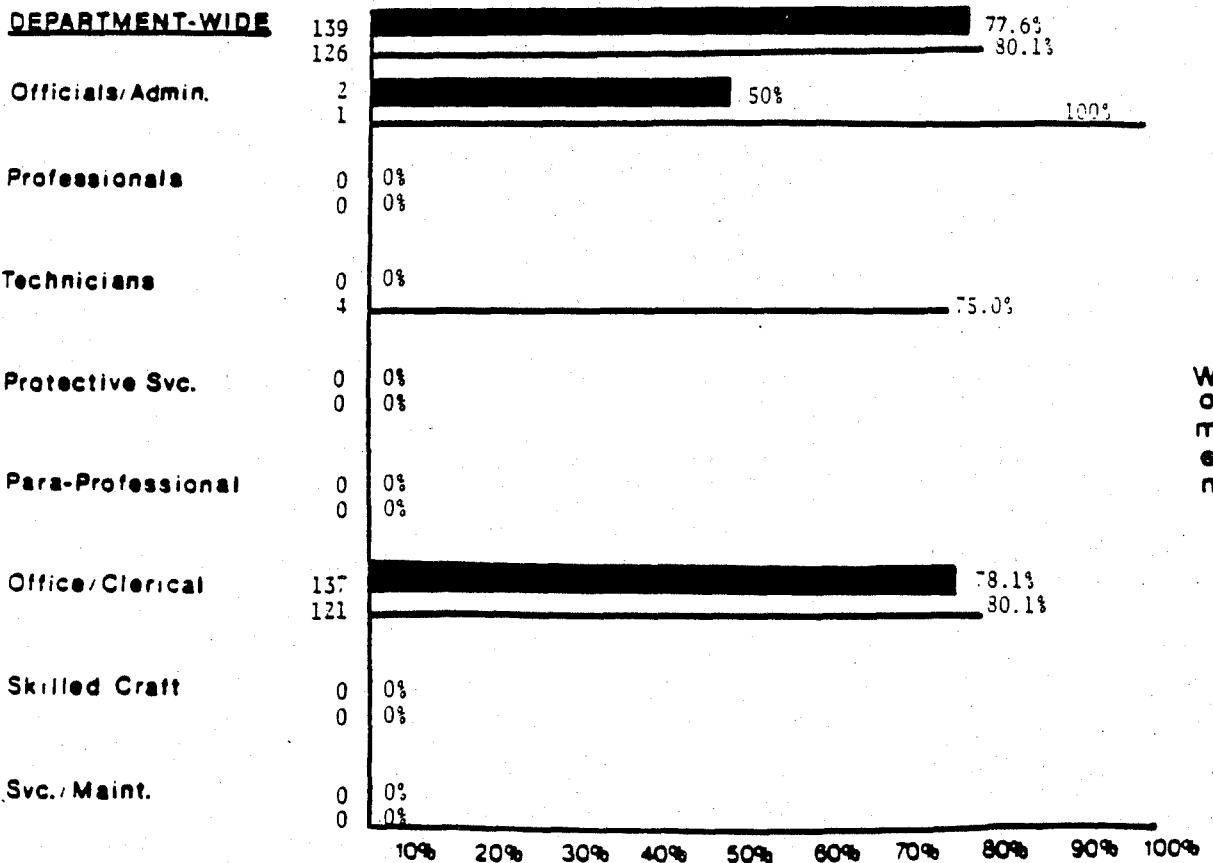
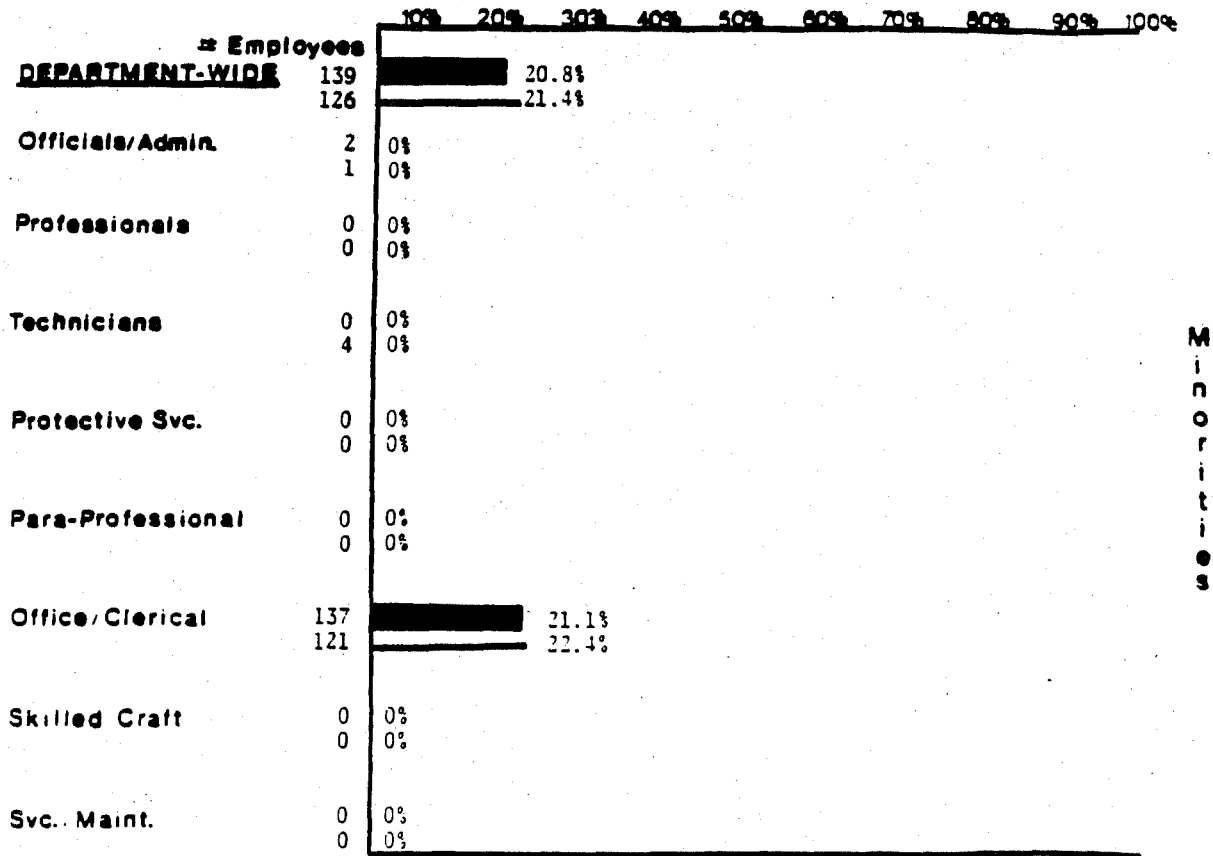
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Minority/ Female Workforce Profile by Job Category

(1983 vs 1984)

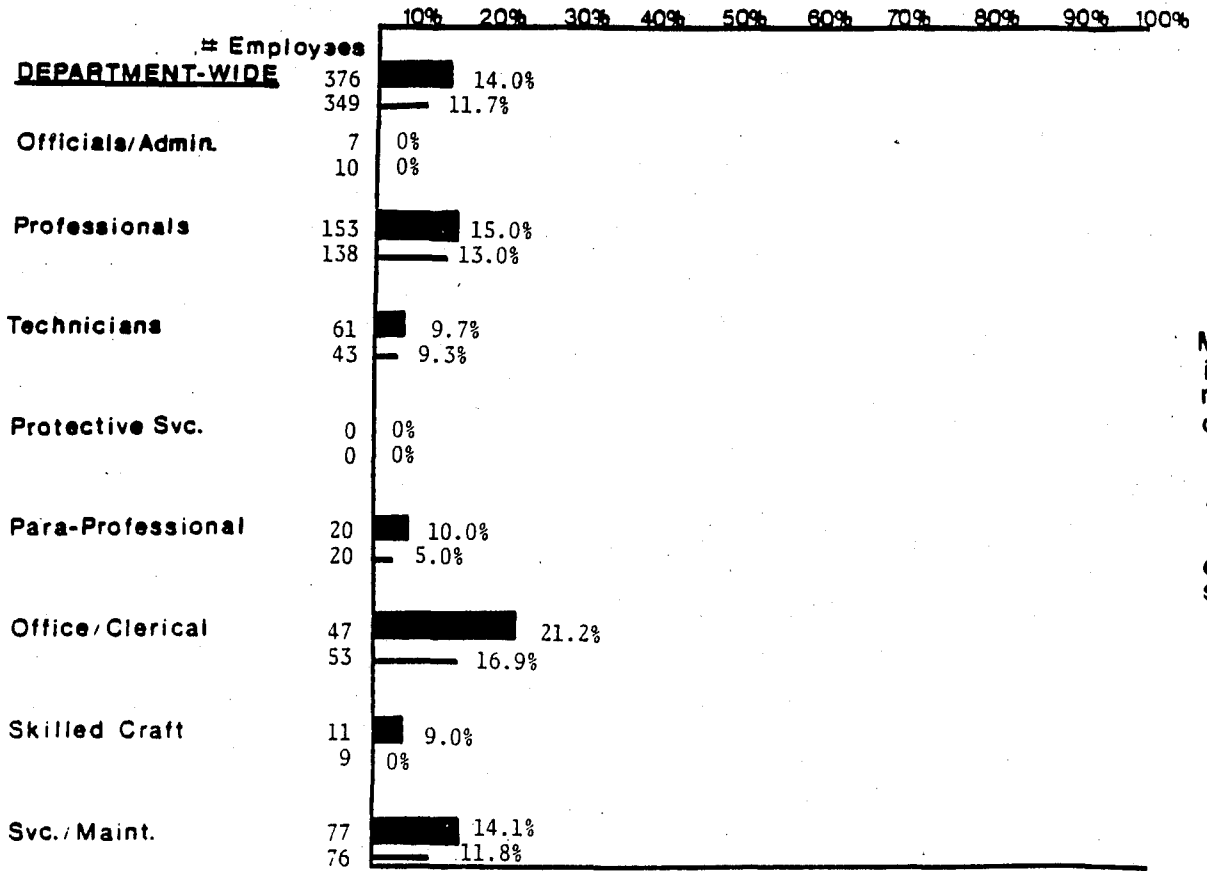


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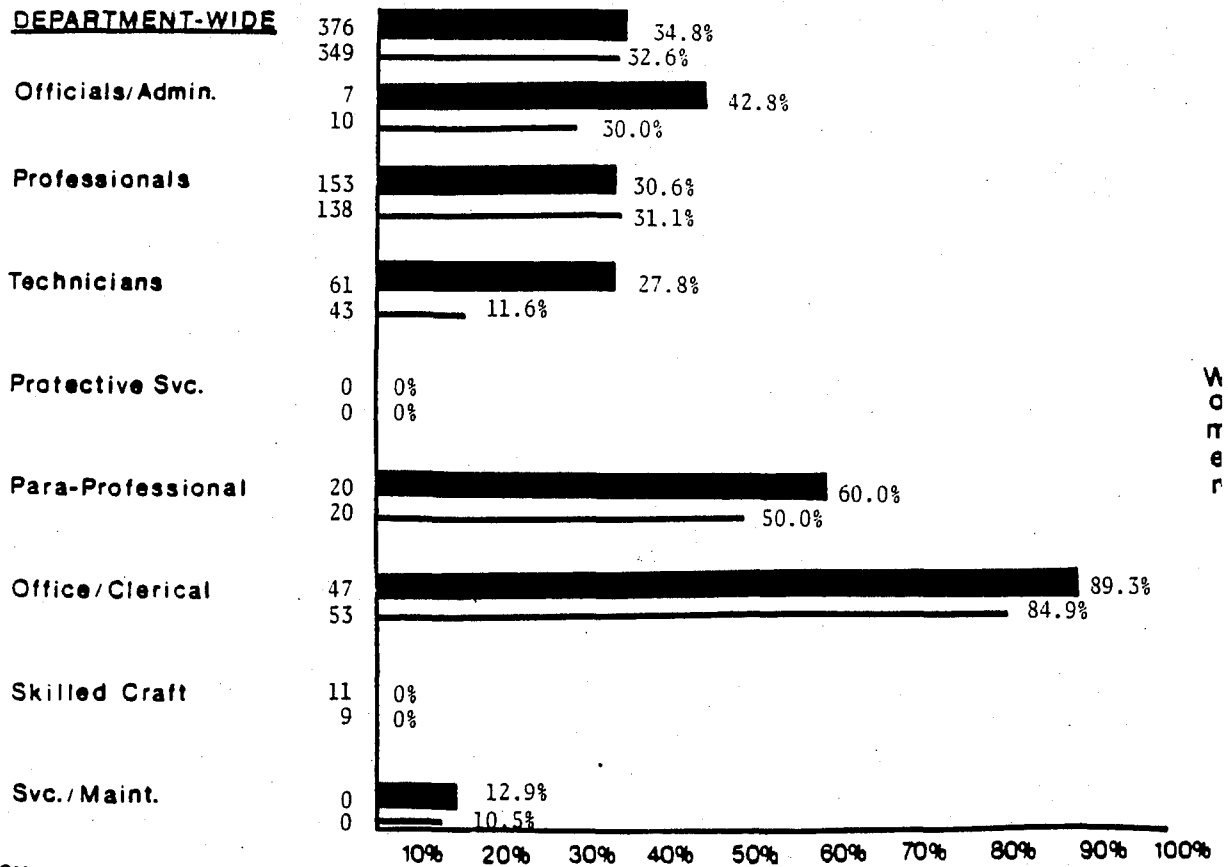
1984 1983

Minority/ Female Workforce Profile by Job Category

(1983 vs 1984)



Minorities



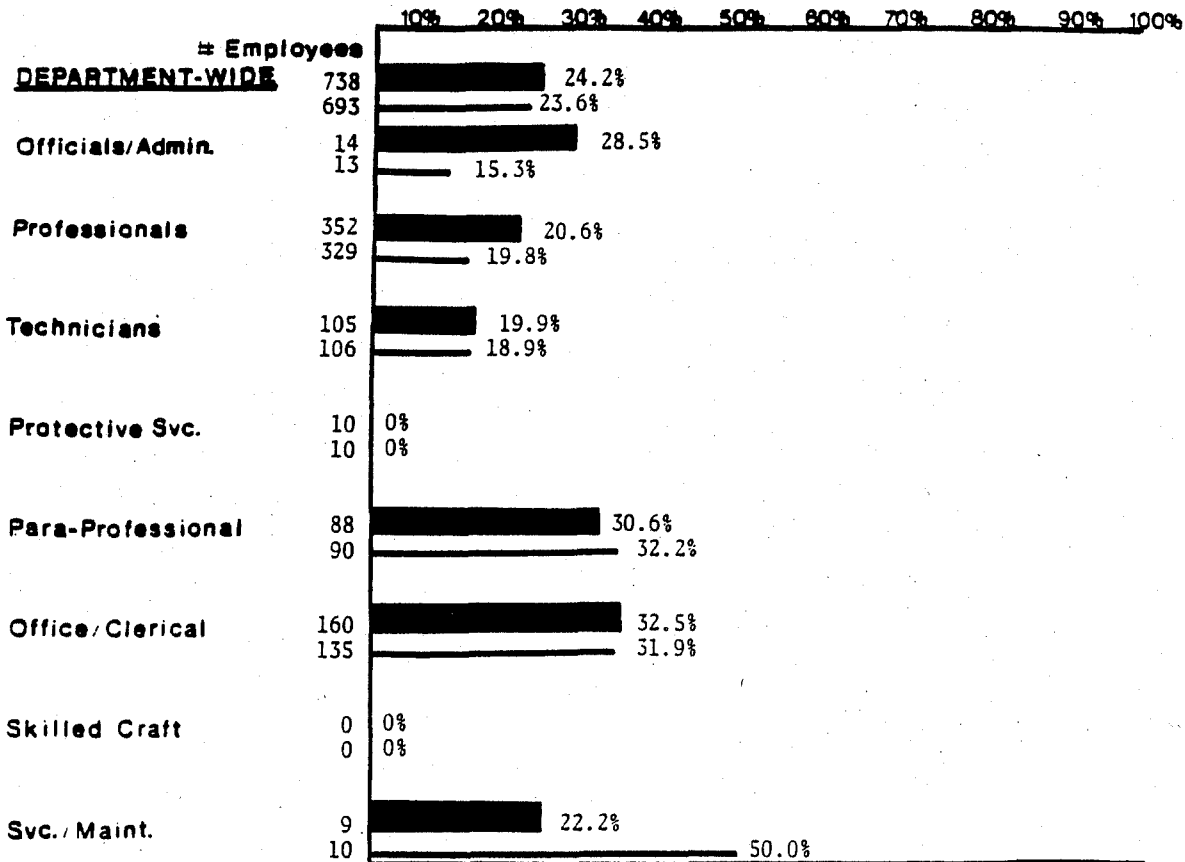
Women

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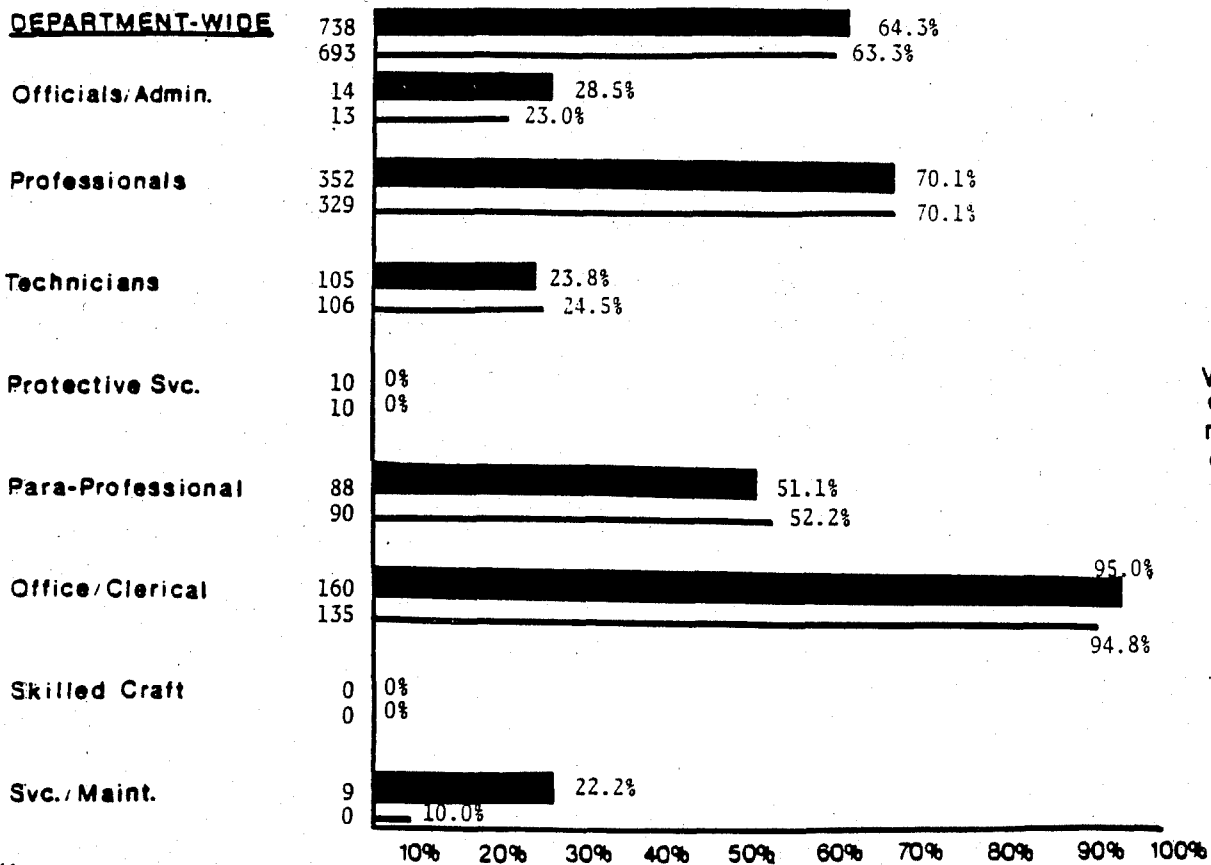
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Minority/ Female Workforce Profile by Job Category

(1983 vs 1984)



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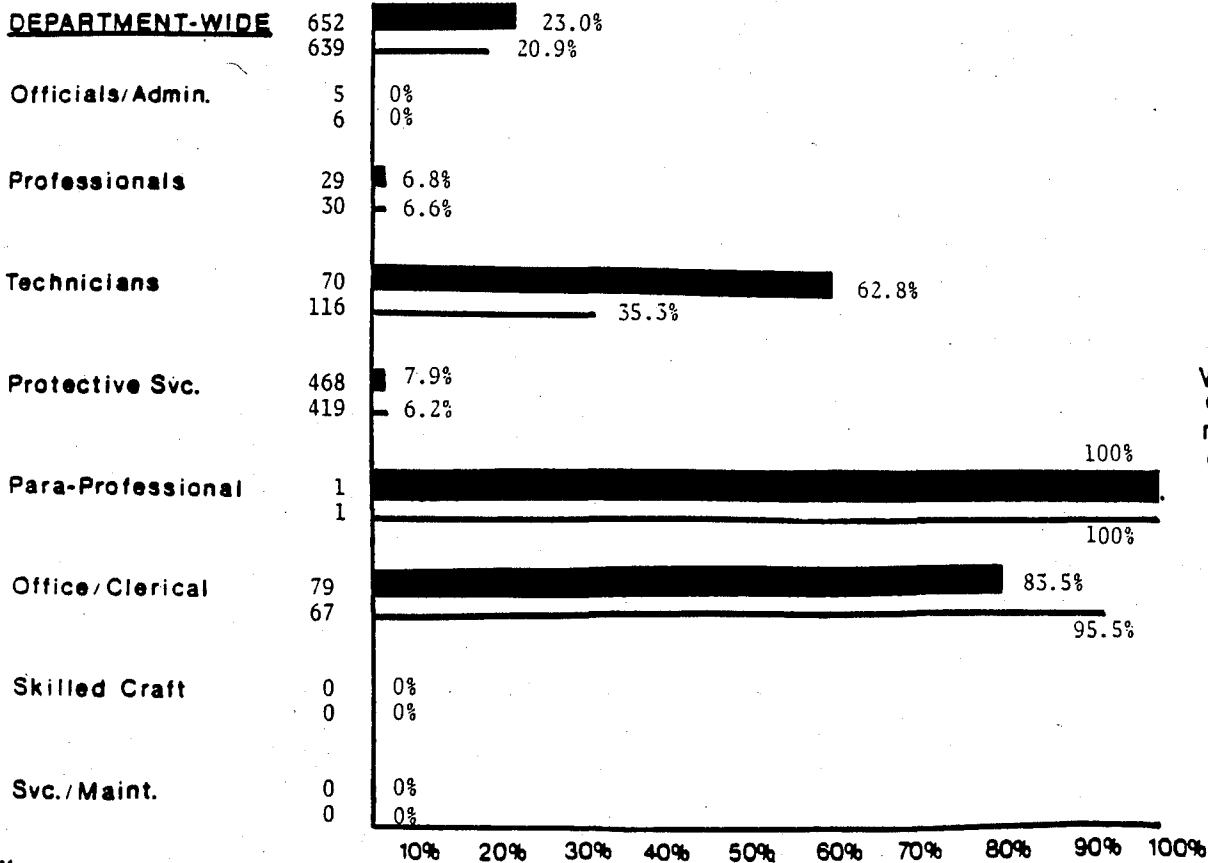
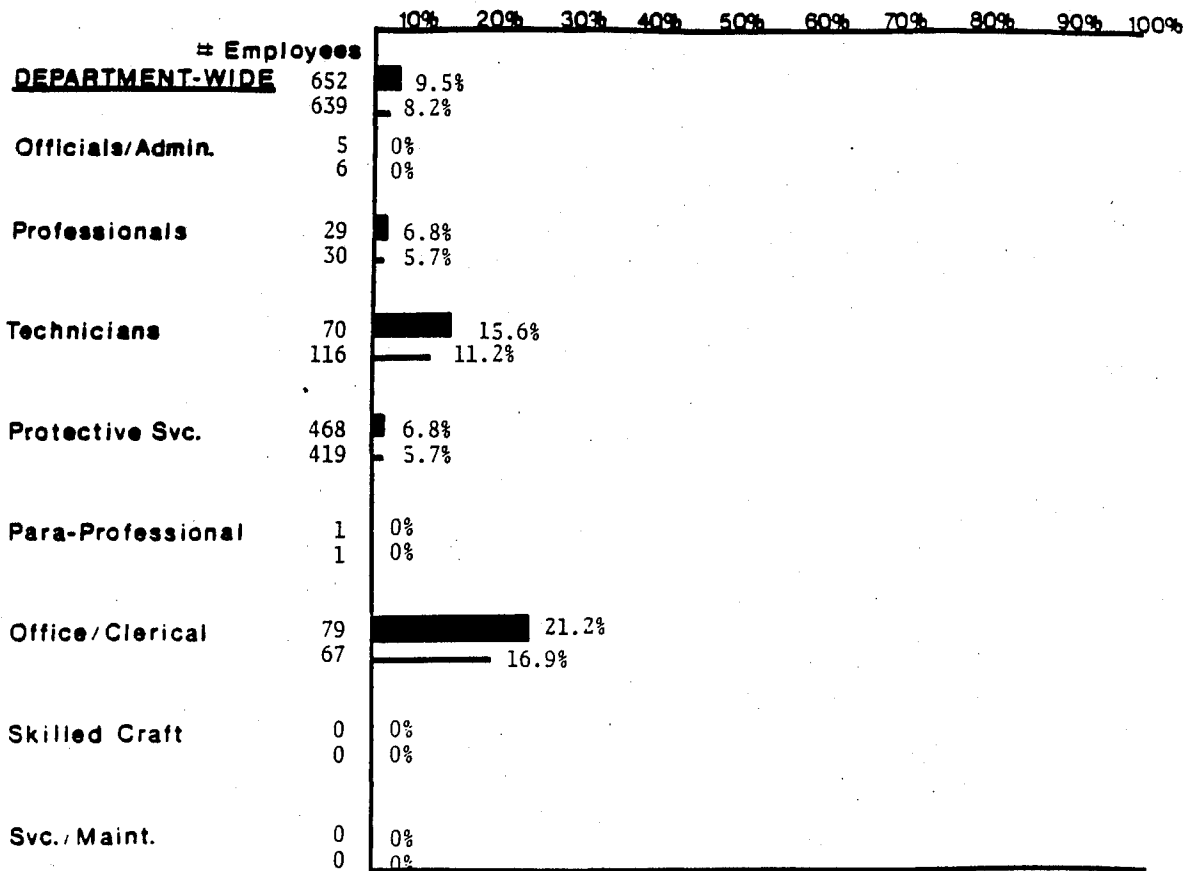
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DEPARTMENT OF PUBLIC SAFETY  
**Minority/Female Workforce Profile by Job Category**

(1983 vs 1984)

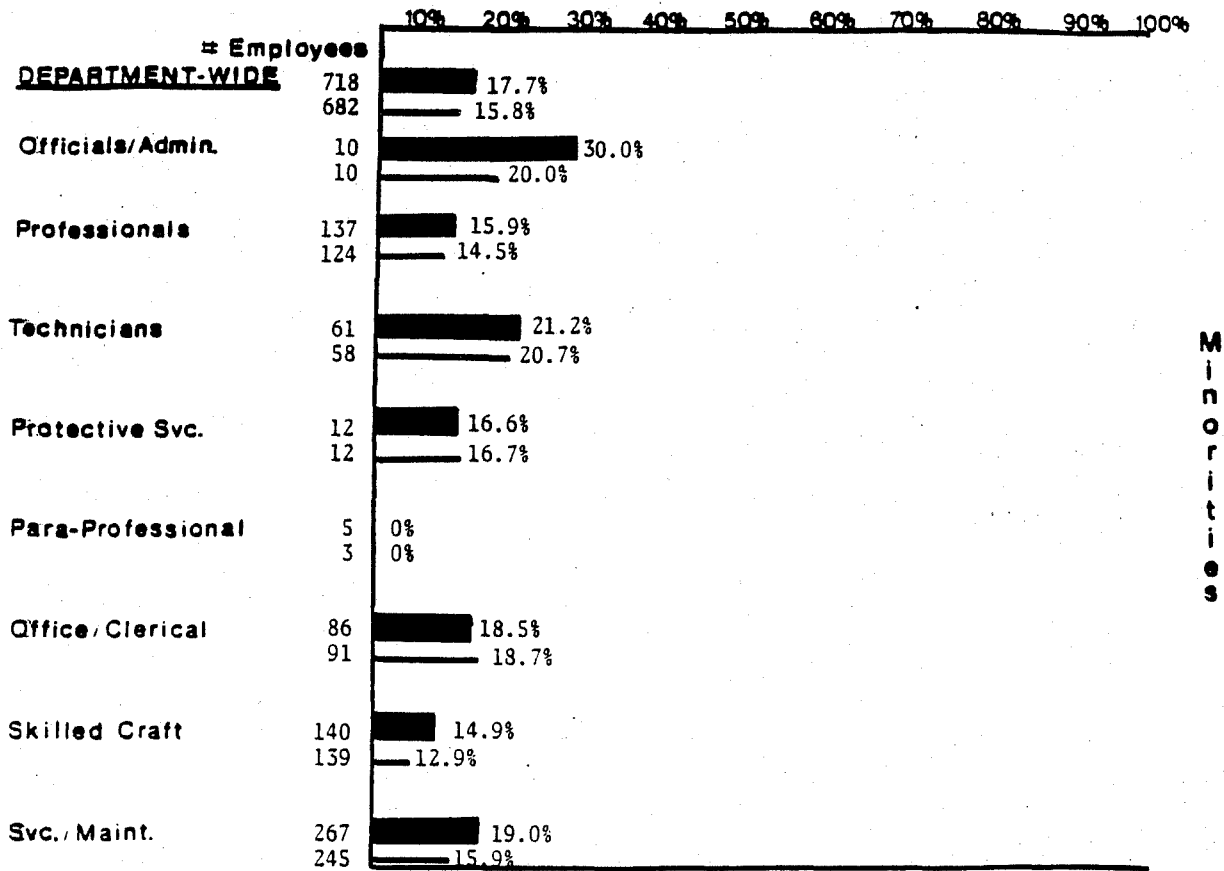


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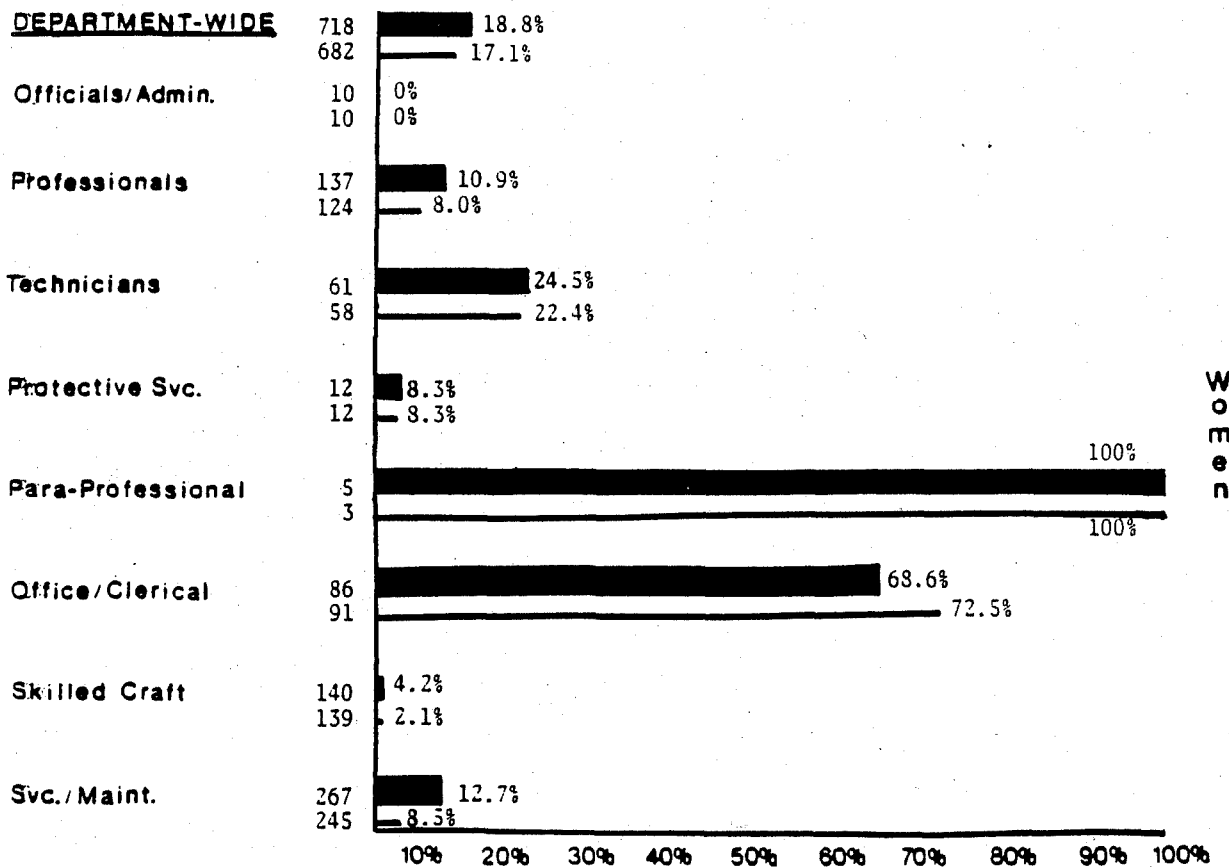
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Minority, Female Workforce Profile by Job Category

(1983 vs 1984)



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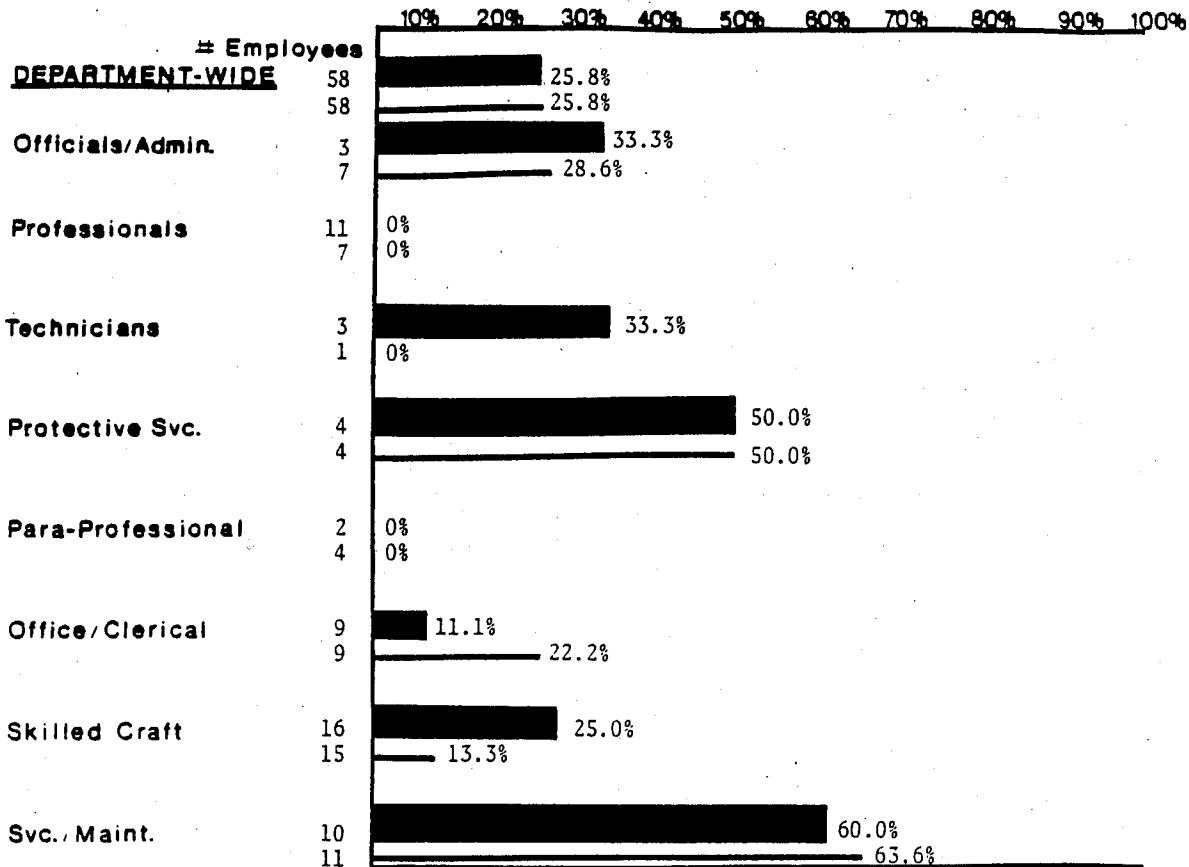
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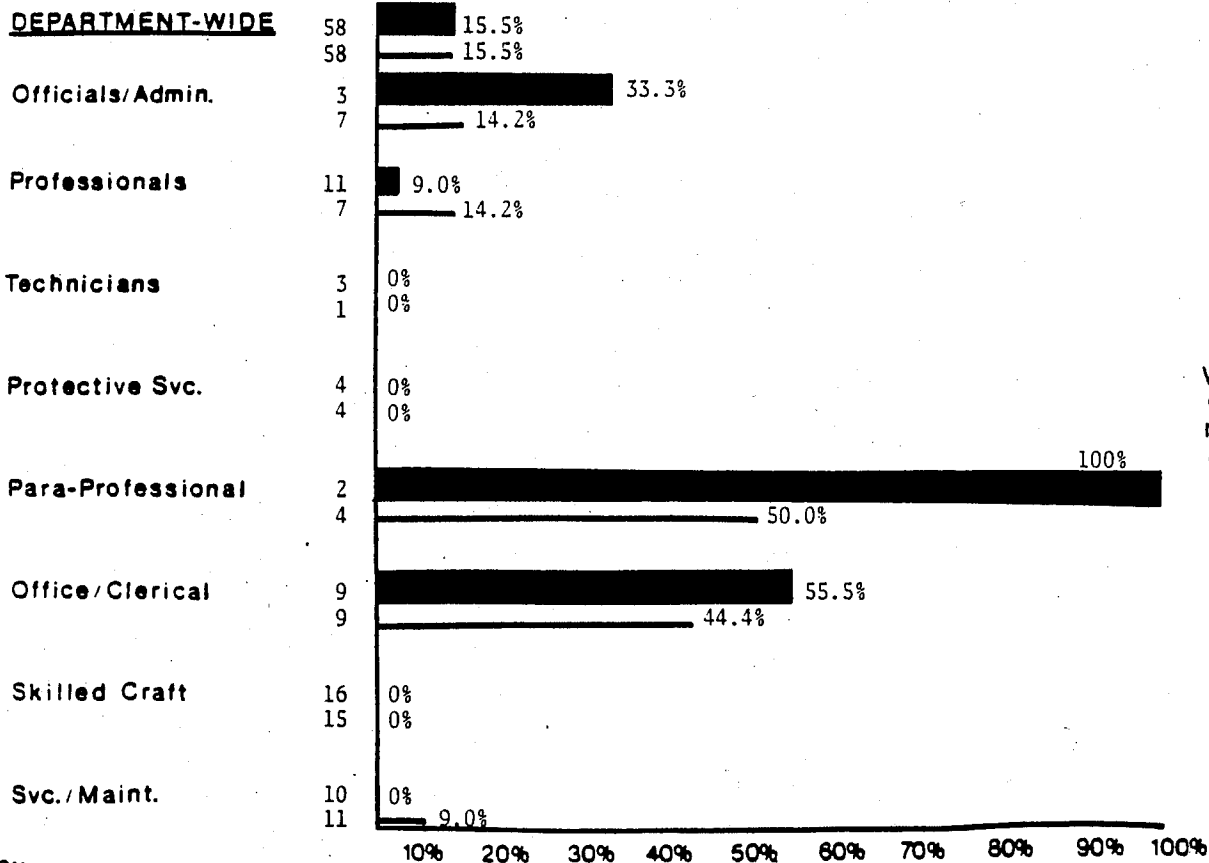
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**Minority/ Female Workforce Profile by Job Category**

(1983 vs 1984)



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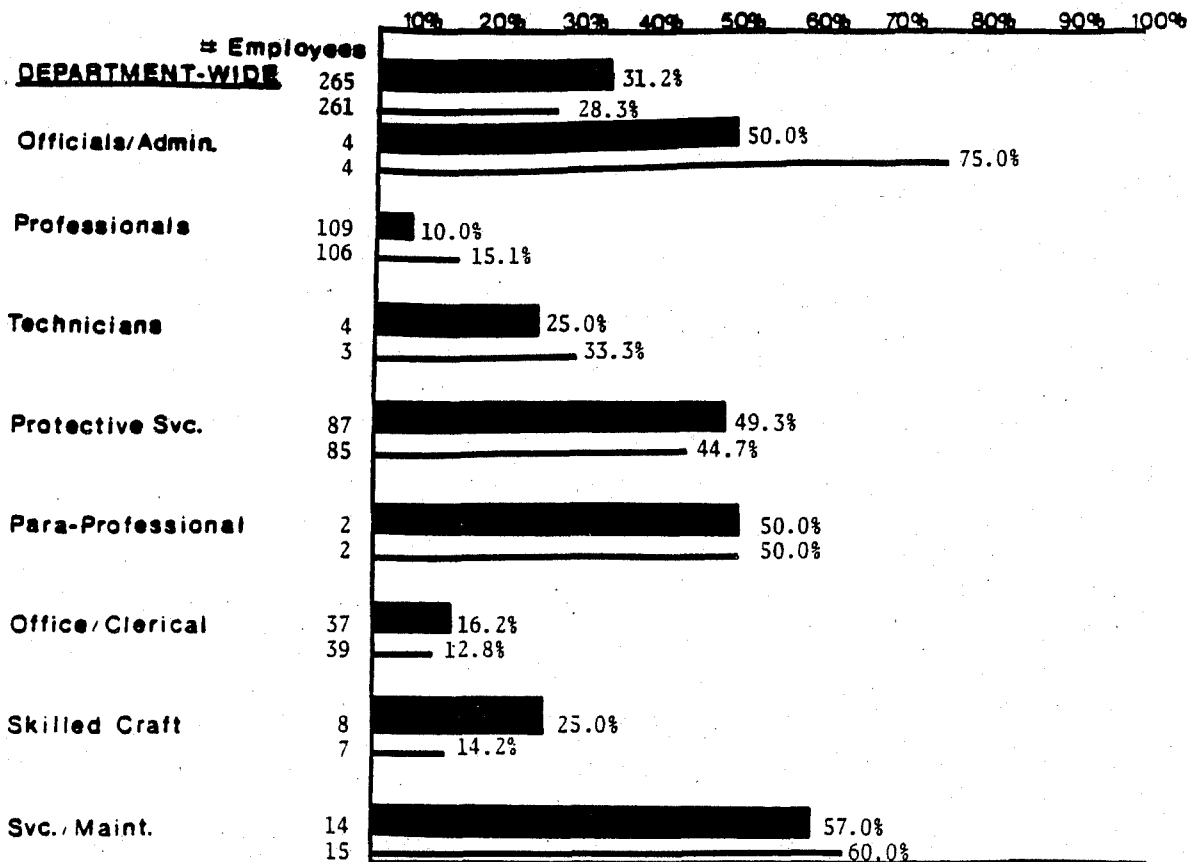
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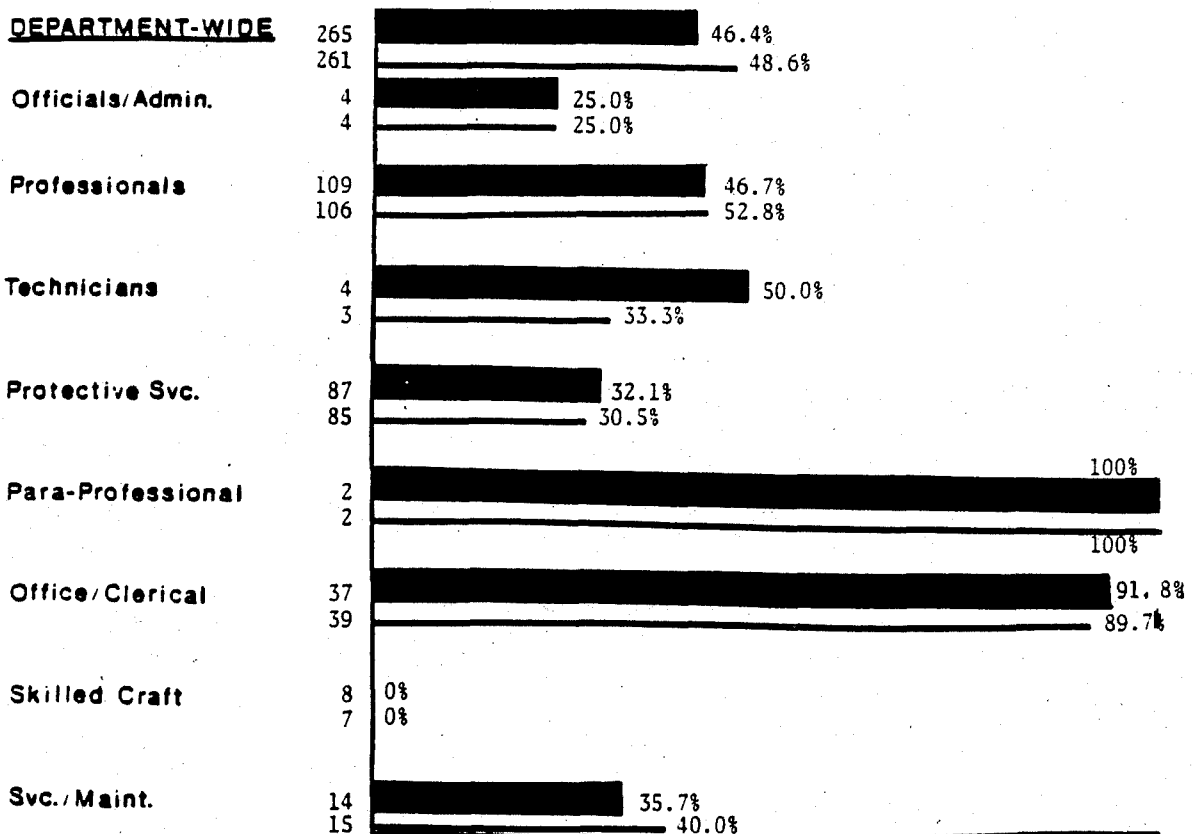
1984   
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Minority/ Female Workforce Profile by Job Category

(1983 vs 1984)



Minorities



Women

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1984   
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## V. STATUS OF 1984 OBJECTIVES

- **Correct the underrepresentation of minorities and women within job categories. Place special emphasis on recruiting and hiring Hispanics and Native Americans due to their underrepresentation.**

Outreach recruitment and use of selective certification increased the number and percent of minorities and women within job categories. In particular Hispanics in the workforce increased from 55 (1.3%) at the end of 1983 to 62 (1.4%) at the end of 1984 and Native American increased from 42 (.9%) at the end of 1983 to 62 (1.4%) at the end of 1984.

- **Increase the representation of handicapped persons in the King County workforce.**

Through outreach recruitment and the use of selective certification, King County increased its handicapped employment from 110 (2.8%) at the end of 1983 to 140 (3.4%) at the end of 1984.

- **Provide accessibility of King County facilities to handicapped employees by eliminating barriers to physical access.**

In October 1984, King County formed a 504 Evaluation Committee to determine if County policies and procedures meet the requirements of Section 504 of the Rehabilitation Act of 1973 and its implementing regulations. This committee will make recommendations to the County Executive upon completion of the review, scheduled for mid-1985.

- **Conduct workshops for King County managers which are designed to deal with the employment of the handicapped.**

Due to time constraints, the Affirmative Action Program did not conduct workshops for King County managers dealing with the employment of the handicapped. However, a brochure outlining handicap accommodation for employment was designed and completed during 1984 for distribution.

## VI. 1985 OBJECTIVES

King County has identified the following six (6) primary Affirmative Action objectives for 1985.

- Continue to correct the underrepresentation of minorities and women by specific ethnic groups and sex, within job categories where appropriate. Special emphasis will be placed on recruiting and hiring Hispanics and Native Americans because of their underrepresentation in King County's workforce.

- Increase the representation of handicapped persons in the King County workforce.
- Complete evaluation of county policies and procedures to determine if they meet the requirements of Section 504 of the Rehabilitation Act of 1973 and its implementing regulations.
- Conduct workshops for King County managers designed to deal with the employment of the handicapped.
- Make available to all King County employees a pamphlet version of the County's Affirmative Action Program.
- Afford nondiscriminatory training and promotional opportunities to minorities, women, and the handicapped.
- Continue to evaluate the County's employment policies and procedures to identify possible discriminatory impact on minorities, women and/or handicapped persons in placement, hiring, transfer, promotion etc.

## VII. 1985 ACTION PLAN

The 1985 King County Affirmative Action Plan calls for the following actions which are designated to provide equal employment opportunity.

### A. DISSEMINATION

1. The Affirmative Action Plan will be updated annually. Employees will be advised that they may review and/or request a copy of the entire plan.
2. The Affirmative Action Administrator will disseminate to all employees a condensed version (in pamphlet form) of the County's Affirmative Action Plan.
3. The Equal Employment/Affirmative Action policy will be an integral part of the new employee orientation. This will be the responsibility of the Personnel Division.
4. The Personnel Division will provide all unions representing King County employees with a copy of the annual Affirmative Action Plan.
5. Departments will post on all departmental bulletin boards King County's Equal Employment/Affirmative Action policy.

## B. RECRUITMENT

1. Pursuant to the Administrative Guidelines for the Career Service: "The Personnel Manager is responsible for establishing recruiting procedures and techniques that will, in his/her judgment, result in the most successful recruitment possible within practical limitations of budget, time, etc..."
2. Recruitment for minority, women and handicapped applicants for King County employment is also the responsibility of each department.
3. The Affirmative Action Administrator will assist Personnel and departments in the recruitment process by:
  - a) providing possible recruitment sources;
  - b) contacting employment sources with which the Affirmative Action Program has a referral arrangement;
  - c) participating in departmental recruitment efforts.

## C. SUPPORTIVE SERVICES

1. When there is a limited number of women or minorities on a given employment list, the Affirmative Action Administrator may reopen the register for affirmative action purposes. Additional minorities, women and/or handicapped persons may be tested and added to the register.
2. The Affirmative Action Administrator will request additional names for affirmative action purposes when requested by a hiring authority.

## D. SELECTIVE CERTIFICATION

The Affirmative Action Administrator may require the use of corrective hiring/promotion procedures when there is past underrepresentation of minorities, women, and/or handicapped persons within a King County department or division by job category. The following procedure will be used:

When a vacancy has been selectively certified by the Affirmative Action Program, the five highest ranking individuals from the appropriate employment list and a minimum of three candidates will be sent to the hiring authority from each group selectively certified. A maximum of two groups will be selectively certified. The two groups will be those in which underrepresentation is the greatest.

Therefore, when a position is selectively certified a minimum of six names from selectively certified groups are to be referred to the hiring authority. The referral list should contain a minimum of two members of each group selectively certified (unless a department otherwise specifies).

In instances where the employment list does not contain an adequate number of selectively certified candidates, one of the following will occur:

1. The list of eligible candidates will be referred to the hiring authority with less than the minimum number of selectively certified candidates;
2. Supplemental recruiting will be conducted by the Affirmative Action Program to increase the number of selectively certifiable candidates on the employment list.

In some instances, one or more members of a selectively certified group are amongst the five highest ranking individuals. These individuals will be counted toward the minimum of selectively certified candidates sent to a hiring authority. Under these circumstances, a minimum of two selectively certified candidates would be referred when a position is selectively certified for one group and a member of that group is in the five highest ranking individuals.

In the event that a candidate of the underrepresented group(s) is not selected, the hiring department shall submit a written justification to the Affirmative Action Administrator/designee. The written justification must be submitted and approved prior to notifying or hiring the selected candidate.

#### E. CRITERIA REVIEW

Departments are encouraged to review criteria used for the selection/promotion/termination of employees to ensure that such criteria are free from discrimination or bias. Criteria should first be examined to determine the impact of their application on protected groups. If protected groups are disproportionately and adversely affected by the application of any criterion, the job-relatedness of the criterion should be evaluated. If the criterion is job-related, it should not be used if alternative criteria could be used to measure the same ability/skill/knowledge/etc. without (or with less of) a disproportionate and adverse effect.

category where underrepresentation of protected groups exists. This means that if availability of women in the job category "Professionals" is 42.0%, the hiring goals for women for this job category will be 42.0% if women are underrepresented.

Hiring reports will be provided to each department/division on a quarterly basis by the Affirmative Action Program. This report will outline each department/division compliance with the County's hiring goals.

#### A. CALCULATION OF 1985 GOALS

The 1985 King County employment goals for women, minorities and handicapped persons\* like the 1984 goals are based on an "eight-factor analysis". Such analyses are required by the Office of Federal Contract Compliance Programs, United States Department of Labor (41 CFR 60-2.11(b)(1)). These 8 factors are:

1. The minority population of the labor area;
2. The size of the minority and women unemployment force in the labor area and the availability of women seeking employment;
3. The percentage of the minority and women work force as compared to the total workforce in the immediate labor area;
4. The general availability of minorities having requisite skills in the immediate labor area;
5. The availability of the minority and women labor force having requisite skills in the area in which King County can reasonably recruit;
6. The availability of promotable and transferable minorities and women within the organization;

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\*Handicapped availability rates were not calculated in the same manner as availability rates for minorities and women. The eight-factor analysis could not be used due to the lack of statistical data. Availability of handicapped person is based on using Factor 3 (civilian labor force for handicapped) and a median figure of all the Factor 4 data that were available for handicapped. (Therefore, the percentage rate King County will continue to use for availability is the same as 1984 (7%)).

The Affirmative Action Administrator is available to assist departments as they review criteria for discrimination or bias.

#### F. PROMOTIONS

1. The Affirmative Action Administrator in conjunction with County departments/divisions will identify certain positions to be internal promotions (King County employees only) when the pool of promotables contains a substantial number of protected group members.
2. The Affirmative Action Administrator in conjunction with the Personnel Division may provide workshops to King County employees on how to complete the application and questionnaire in a manner which will enable the candidate to do the best job he/she can in filling out the application questionnaire.
3. The Affirmative Action Administrator will continue to examine promotional records to see if the lateral and/or vertical movement of minorities, women and handicapped employees is occurring at a lesser rate than that of non-minority or male employees.
4. Departments are encouraged to rotate assignments among persons in a classification wherever feasible, in order to improve their knowledge and skills.

#### VIII. 1985 GOALS

As a means of measuring the County's progress toward eliminating the underrepresentation of protected groups, employment goals are established for department/division by EEO job category. However, unlike the way 1984 goals were set we have established a new method which will provide better results and more accountability for each department in hiring minorities, women and handicapped (protected groups).

In 1984 specific positions were targeted as a goal if underrepresentation existed within that particular job category. Factors such as projected rate of retirements, the number of vacancies to be filled, the prevailing rate of turnovers, excluding retirement, over the past several years were considered in setting these numerical goals.

In 1985 each department/division will be expected to hire members of protected groups at the rate of their availability by specific job

7. The existence of training institutions capable of training persons in the requisite skills; and
8. The degree of training which the County could reasonably be able to undertake as a means of making all job classes available to minorities and women.

**B. 1985 AVAILABILITY PERCENTAGE RATES FOR PROTECTED GROUPS BY EEO JOB CATEGORY:**

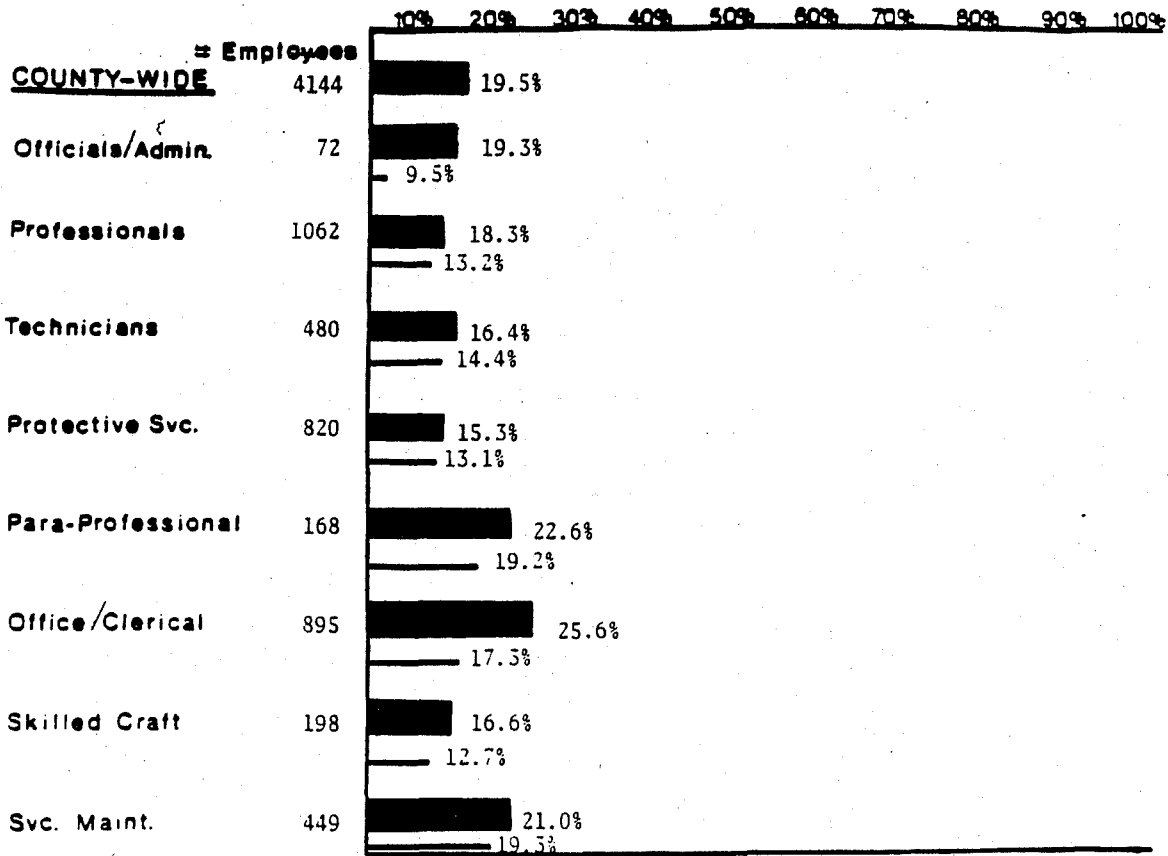
EEO CATEGORY	Total Female	Total Minority	White Female	Minority		Black		Hispanic		Asian		Am. Indian	
				M	F	M	F	M	F	M	F	M	F
Administrative	33.4	9.5	29.7	6.2	3.7	2.0	1.4	1.1	.6	2.2	1.3	.5	.4
Professional	44.4	13.2	38.1	6.9	6.3	2.5	2.6	.8	.7	3.2	2.6	.4	.4
Technician	38.1	14.4	31.5	7.8	6.6	2.5	2.4	1.3	.9	3.4	2.8	.6	.5
Para-Professional	64.6	19.2	52.4	7.0	12.2	3.2	6.3	.8	1.5	2.1	3.5	.9	.9
Protective Service	27.5	13.1	23.8	9.4	3.7	4.7	1.6	1.3	.7	2.4	1.1	1.0	.3
Office/Clerical	65.3	17.3	53.7	5.7	11.4	2.1	4.5	1.0	1.2	2.2	5.0	.4	.9
Skilled Craft	22.5	12.7	18.9	9.1	3.6	3.6	1.4	1.7	.6	2.7	1.2	1.1	.4
Service Maint.	38.2	19.3	31.4	12.5	6.8	5.6	2.7	1.7	1.1	3.8	2.4	1.4	.6

**C. 1985 UTILIZATION ANALYSIS OF PROTECTED GROUPS vs AVAILABILITY RATES BY EEO JOB CATEGORIES**

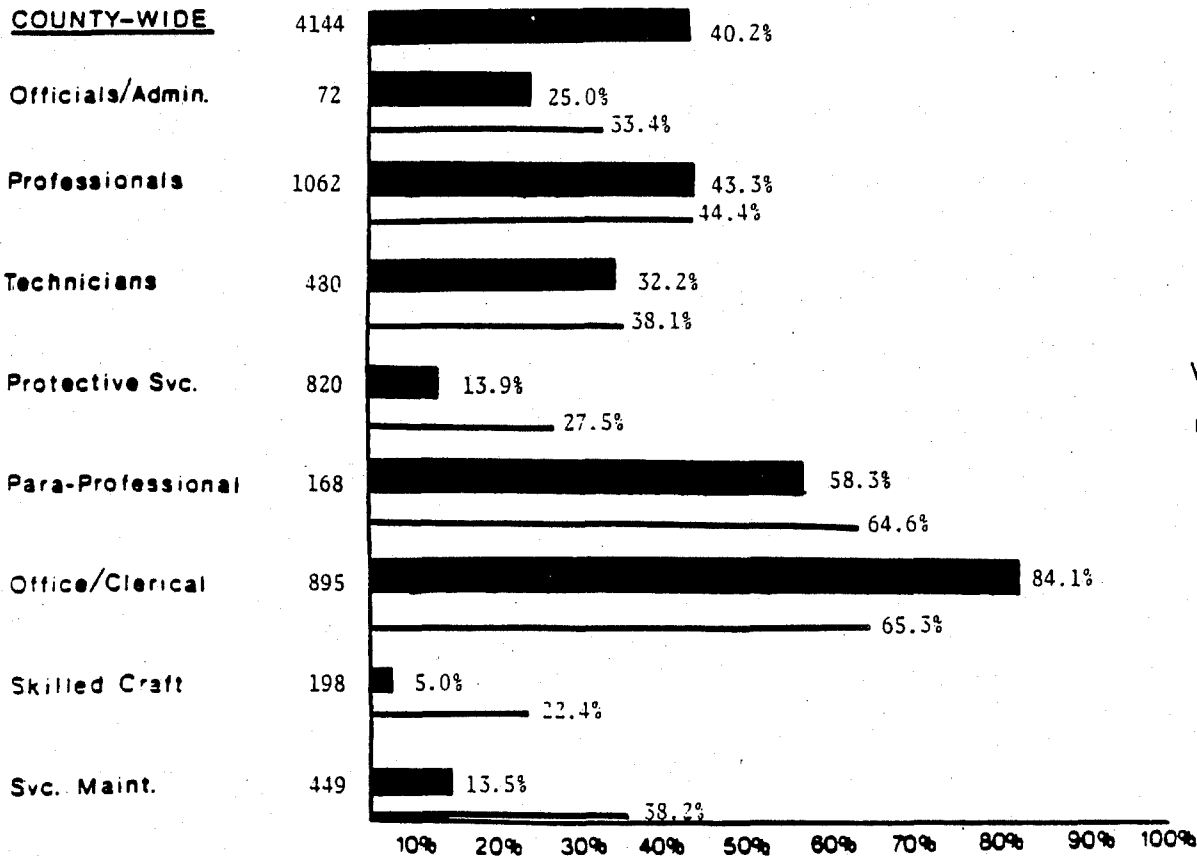
1. King County
2. Departments

1984 Current vs Availability Goals

by Job Category



Minorities



Women

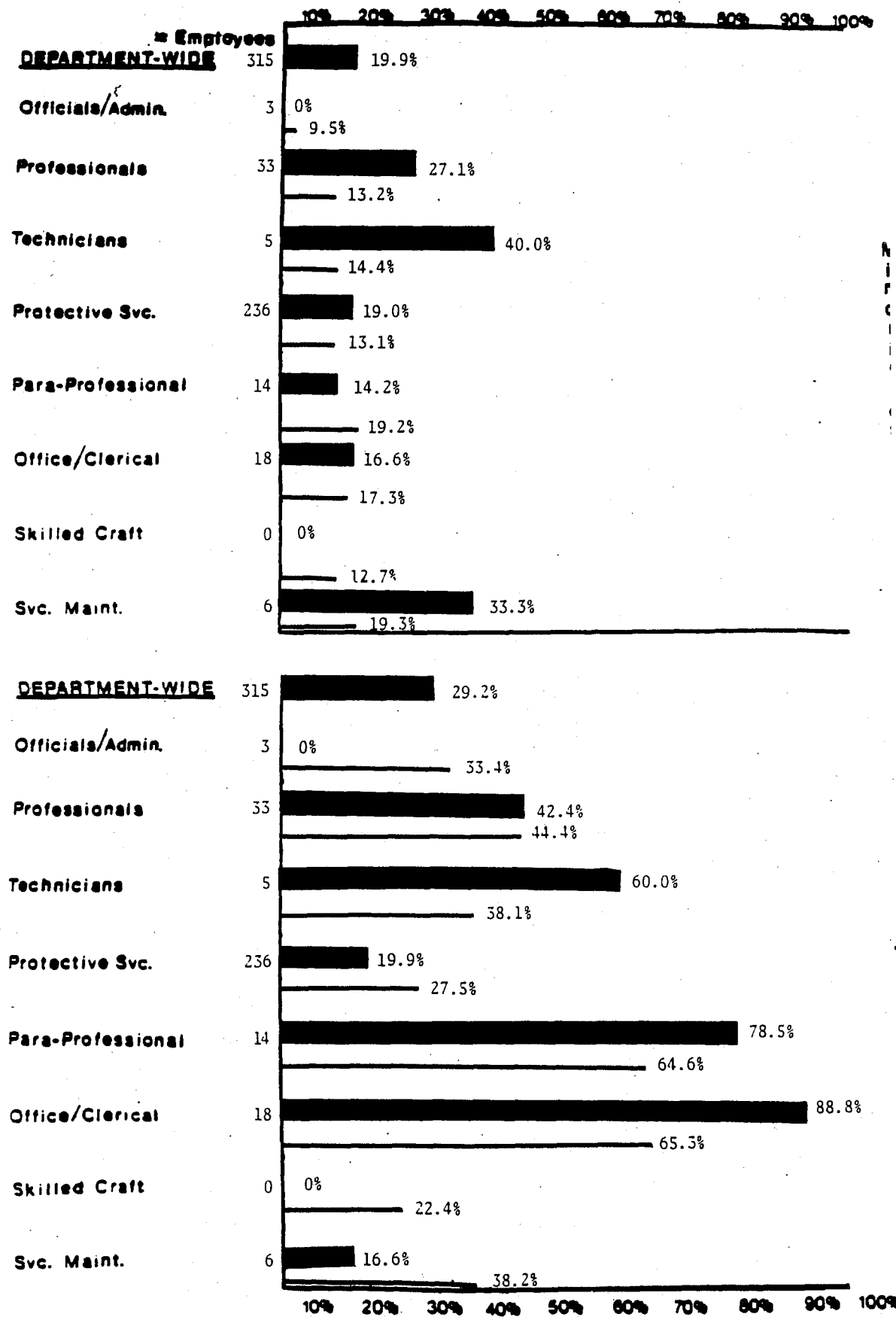
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■ 1984

— Availability Goal



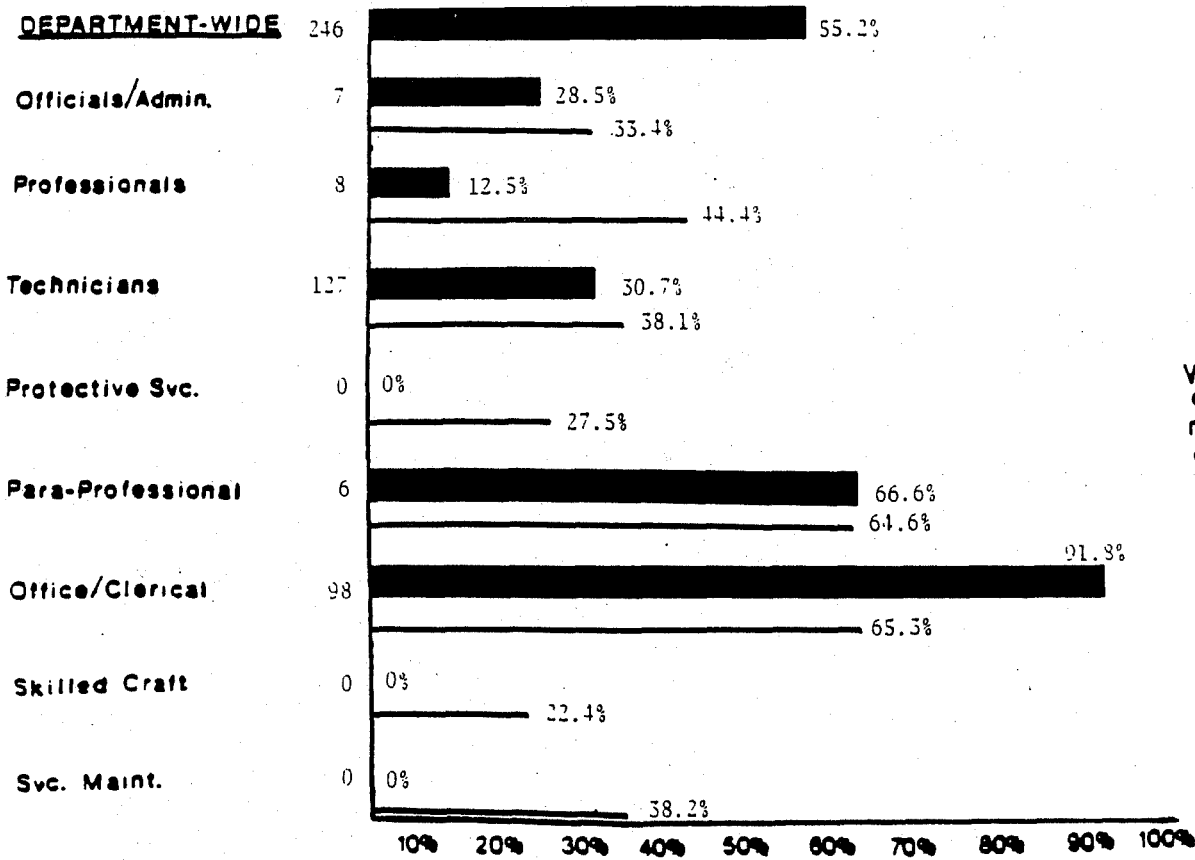
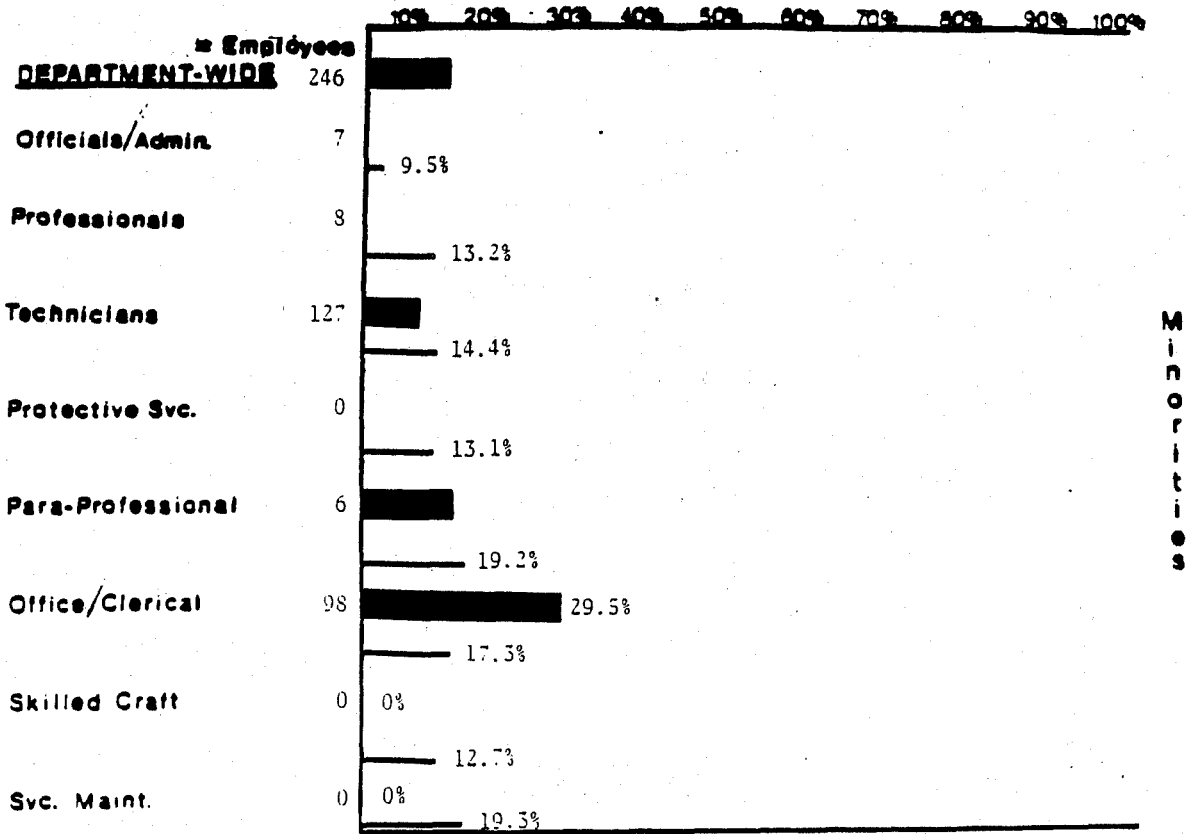
**1984 Current vs 1985 Goals  
(Availability Rates)**



**Key**  
 ■ 1984  
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DEPARTMENT/ASSESSMENTS

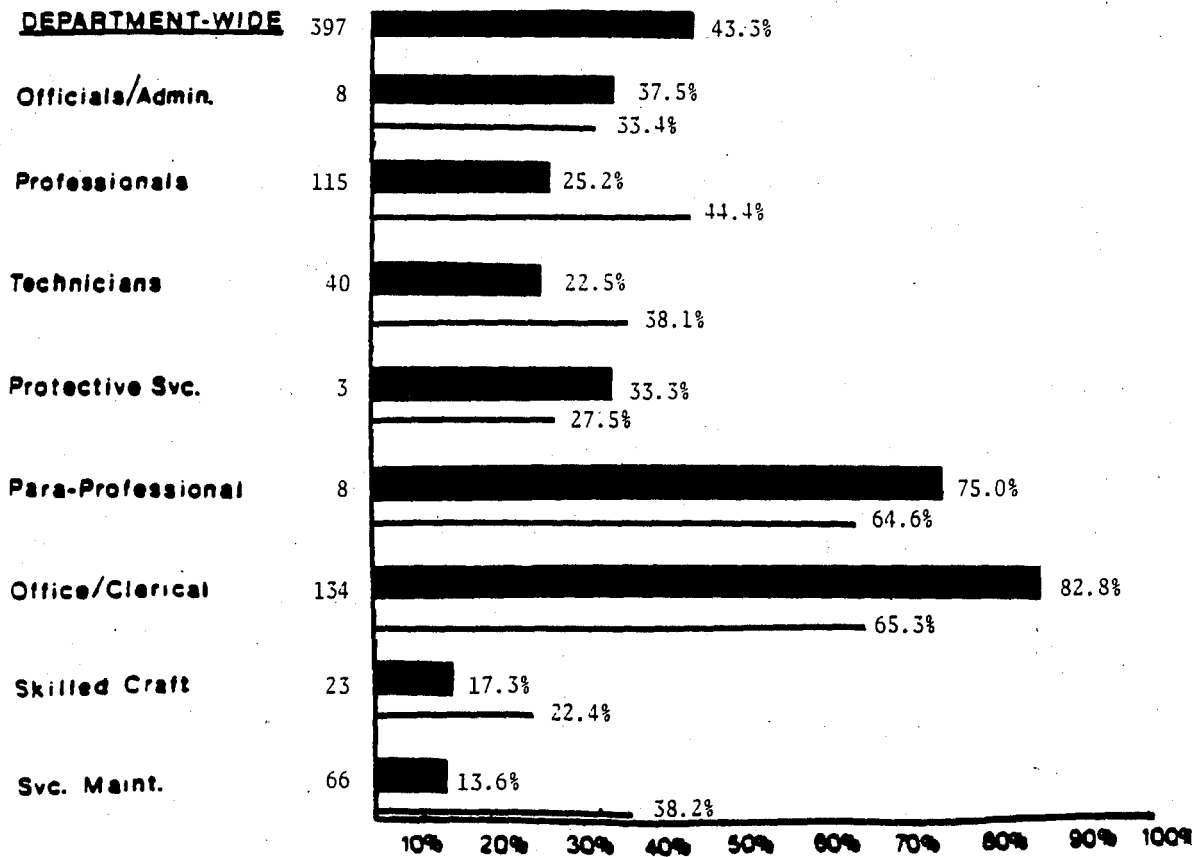
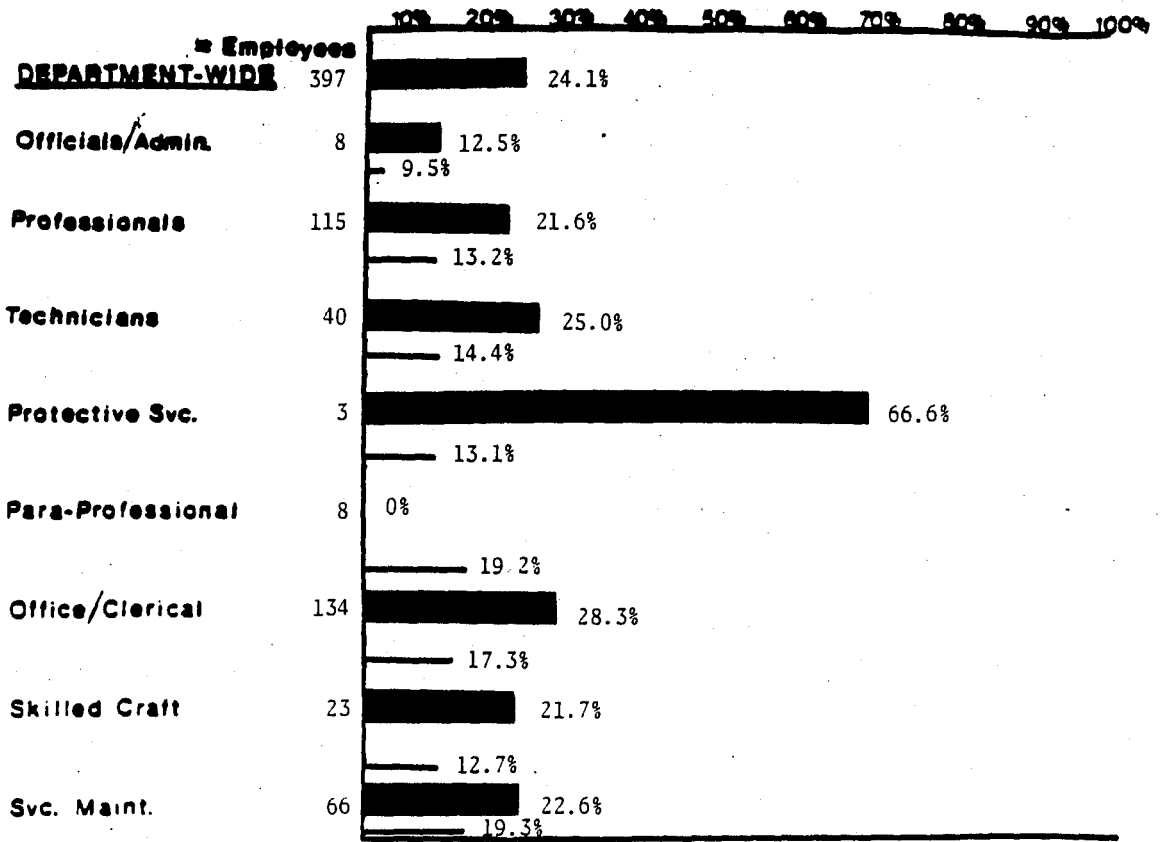
1984 Current vs 1985 Goals  
(Availability Rates)



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**1984 Current vs 1985 Goals  
(Availability Rates)**

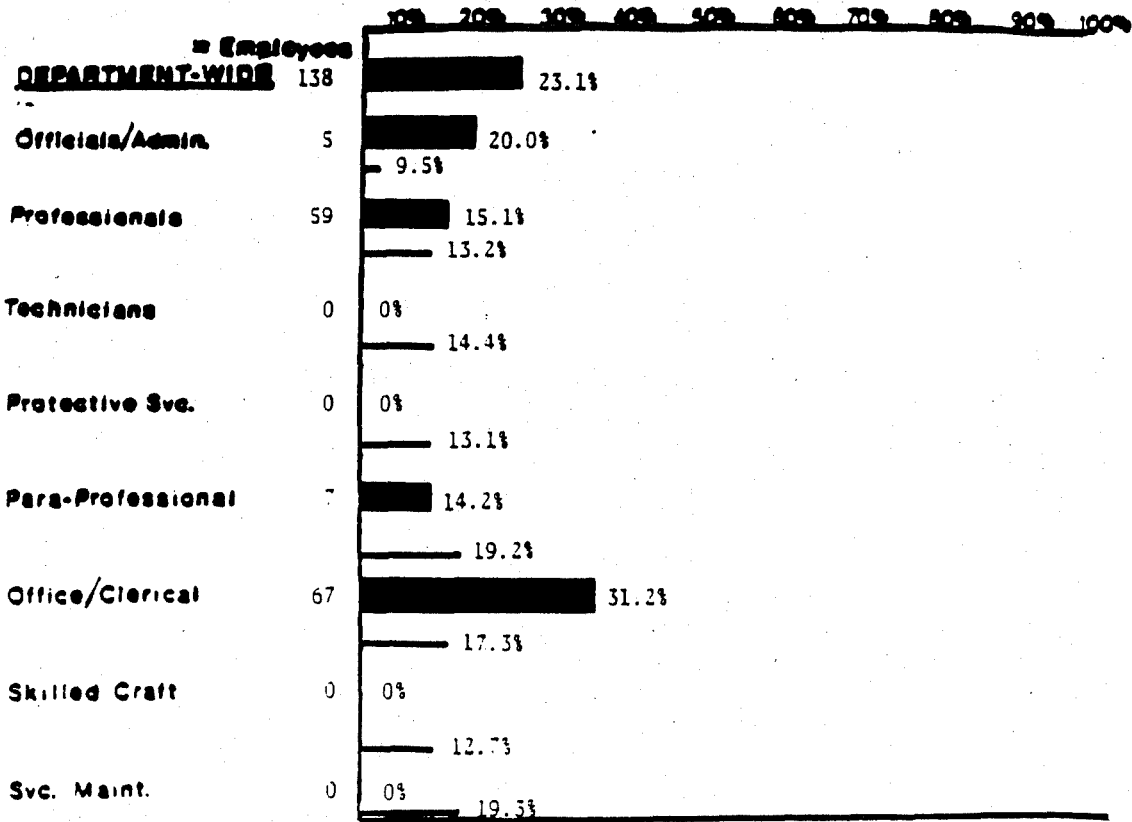


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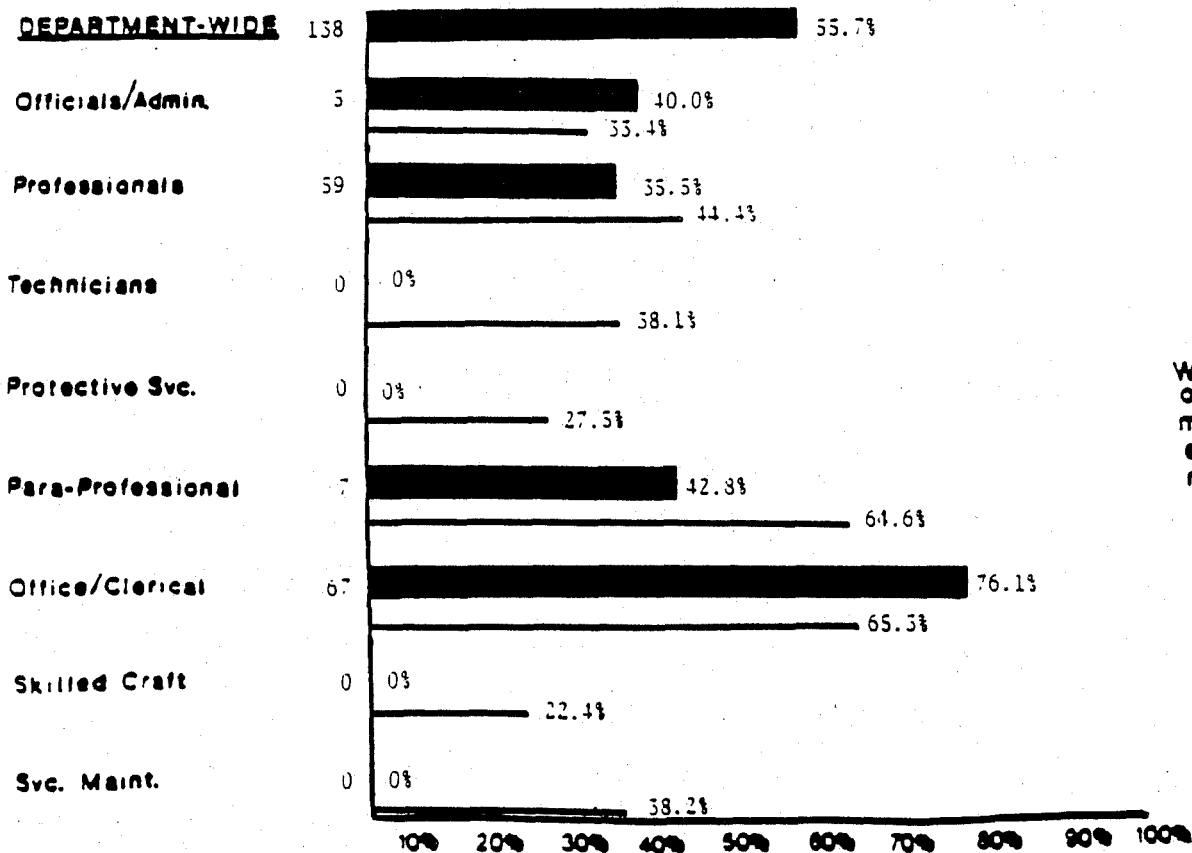
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— Availability Goal

**1984 Current vs 1986 Goals  
(Availability Rates)**



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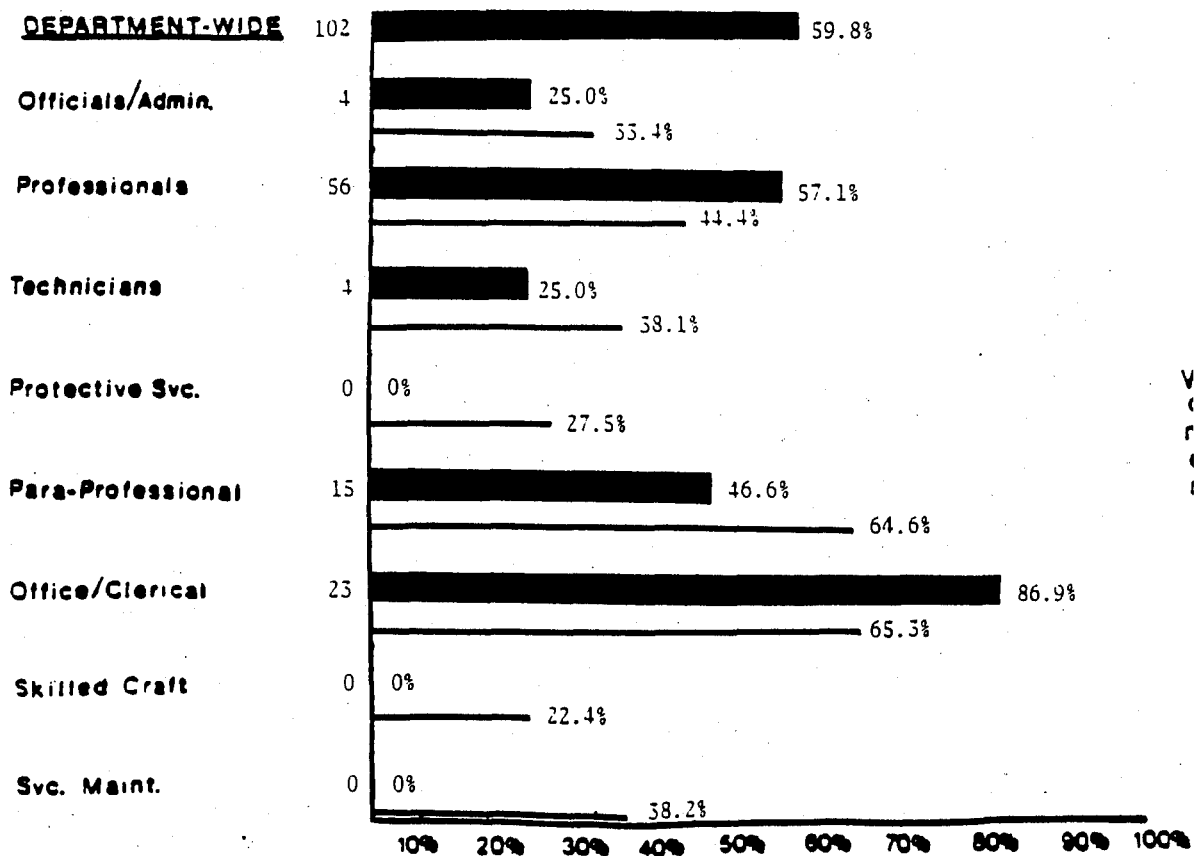
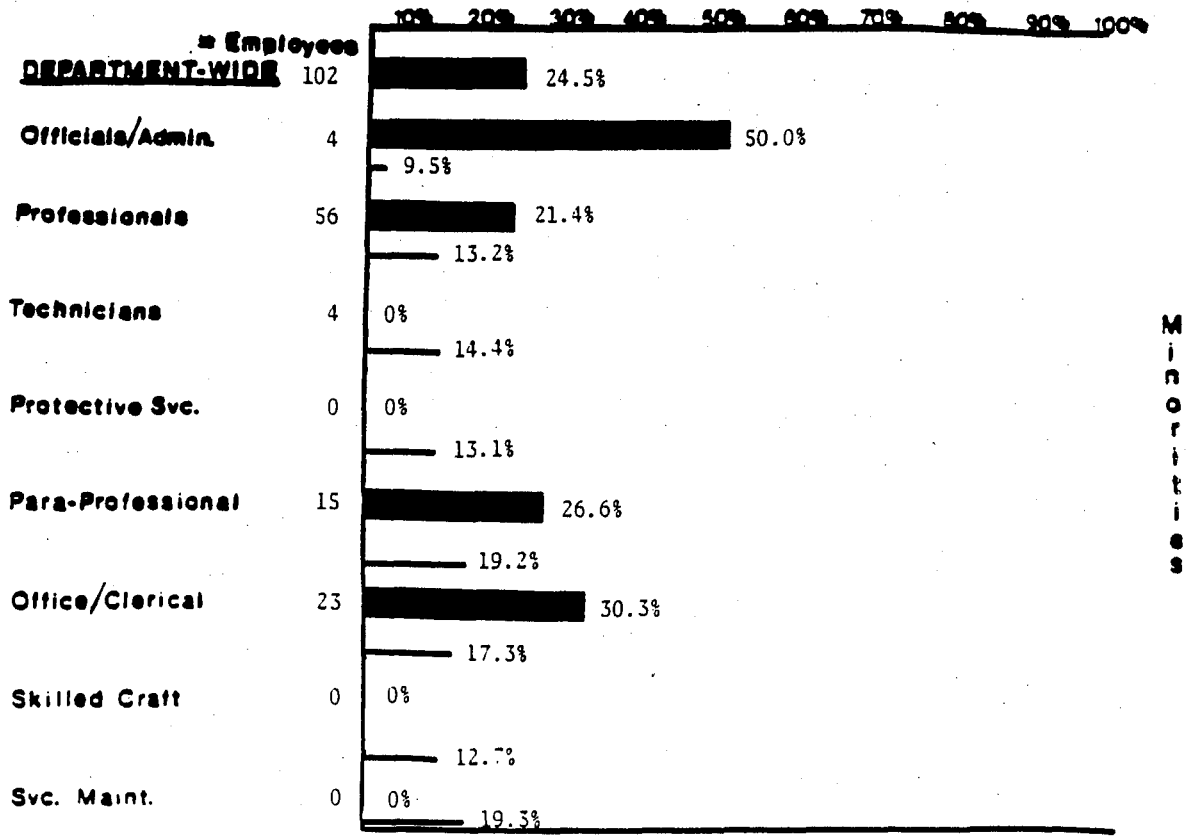


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**Key**

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- Availability Goal

**1984 Current vs 1985 Goals  
(Availability Rates)**

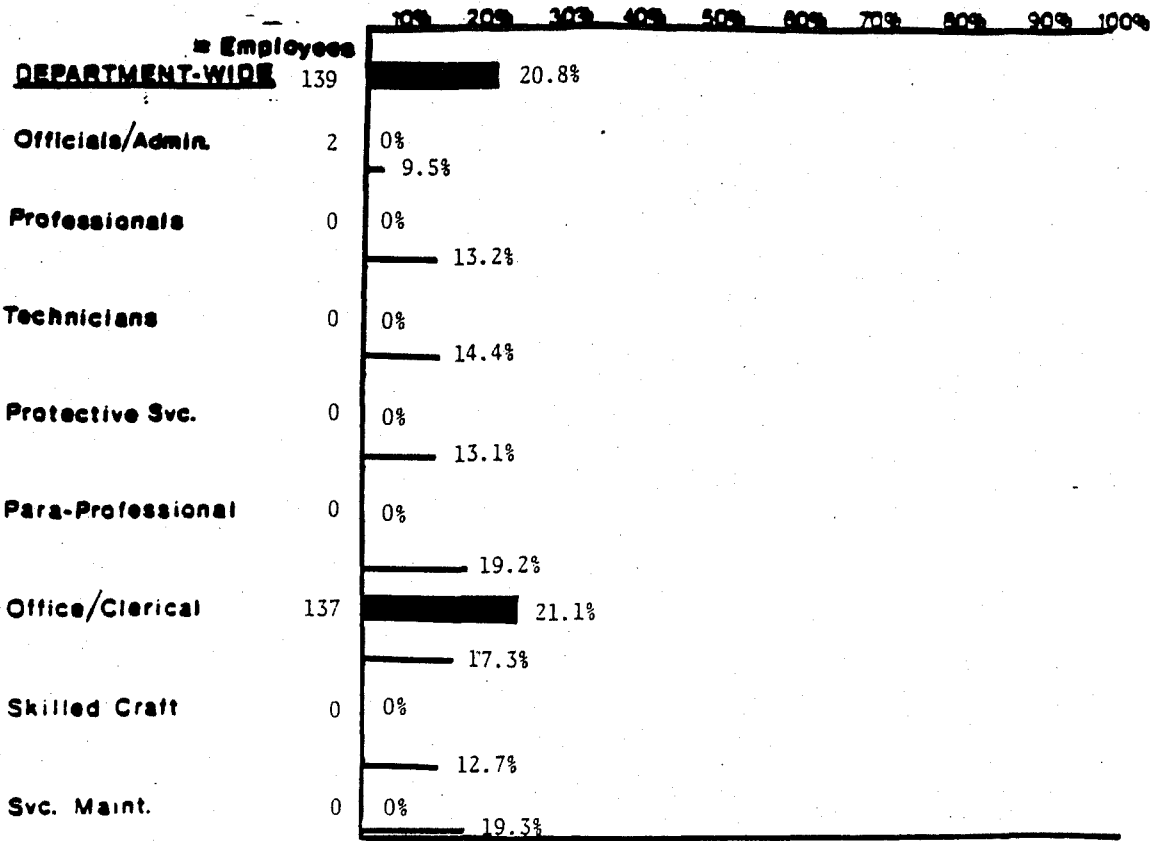


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 — Availability Goal

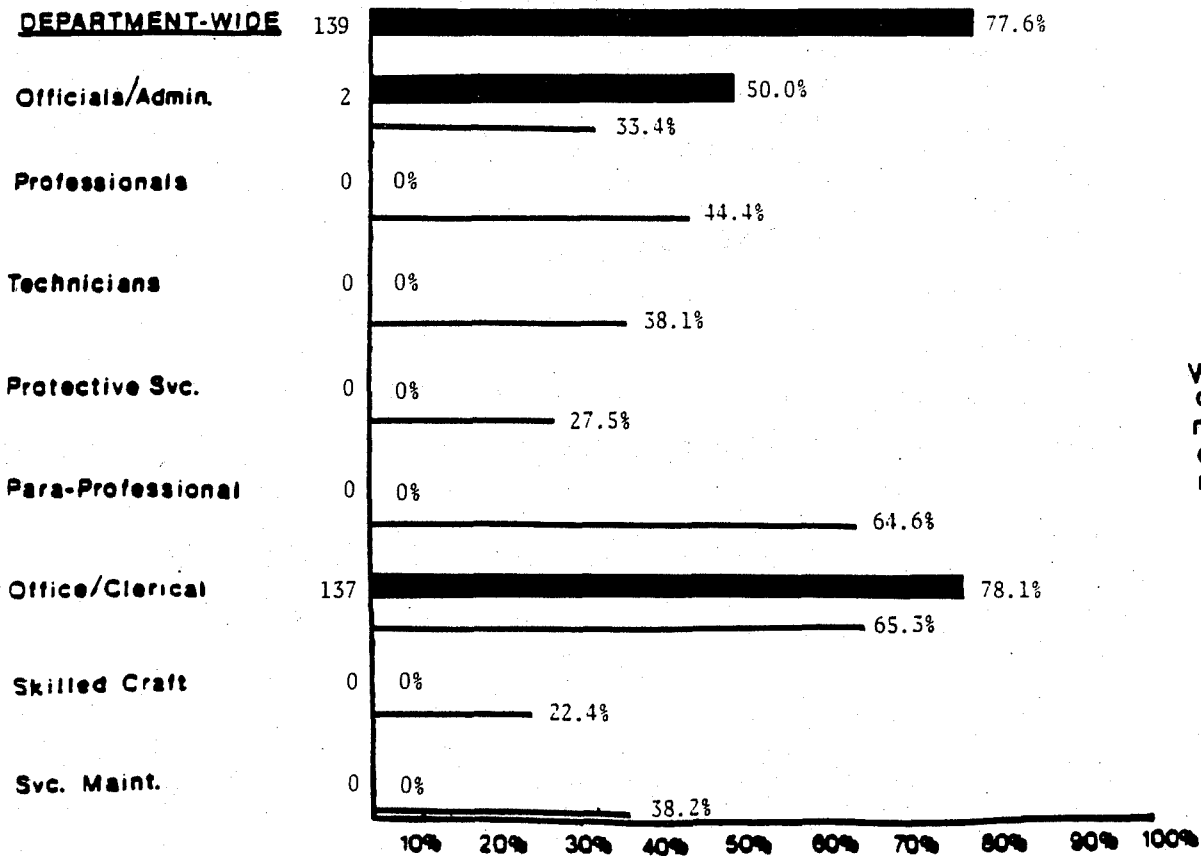
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**1984 Current vs 1985 Goals  
(Availability Rates)**



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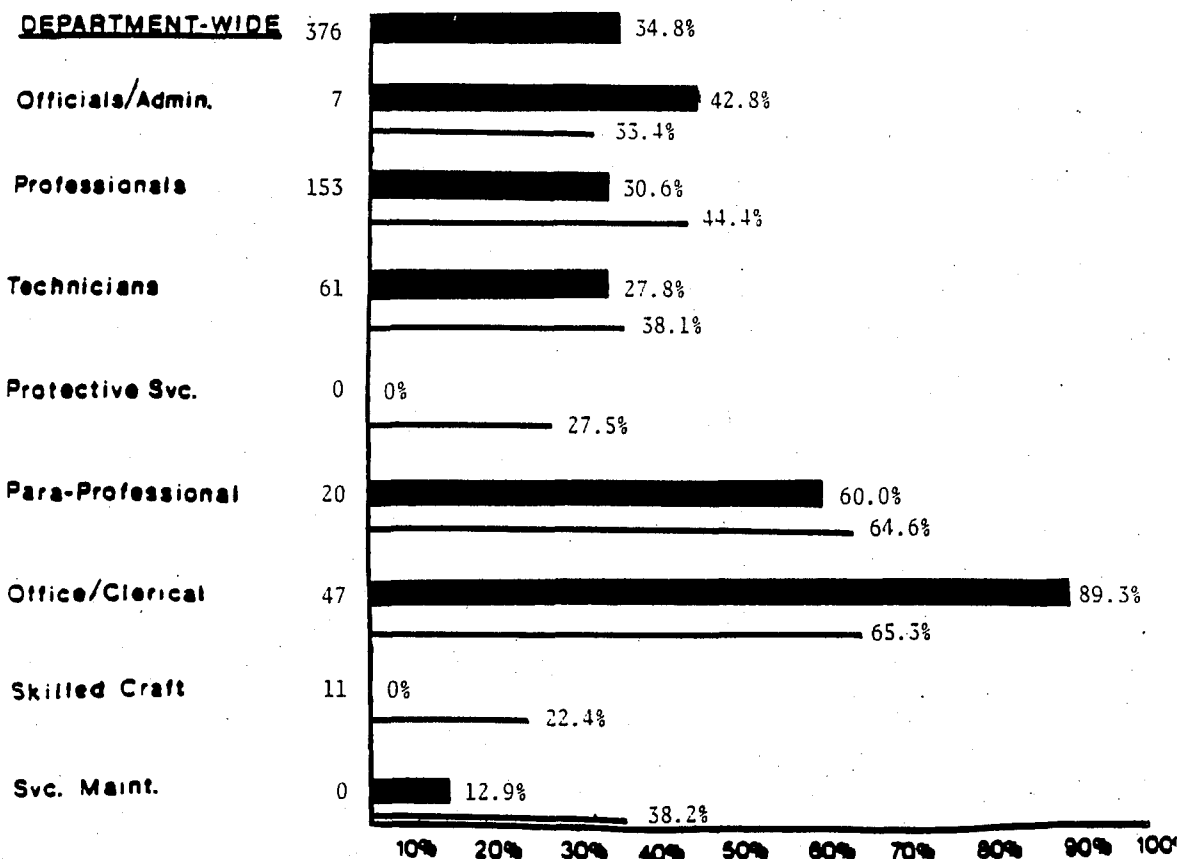
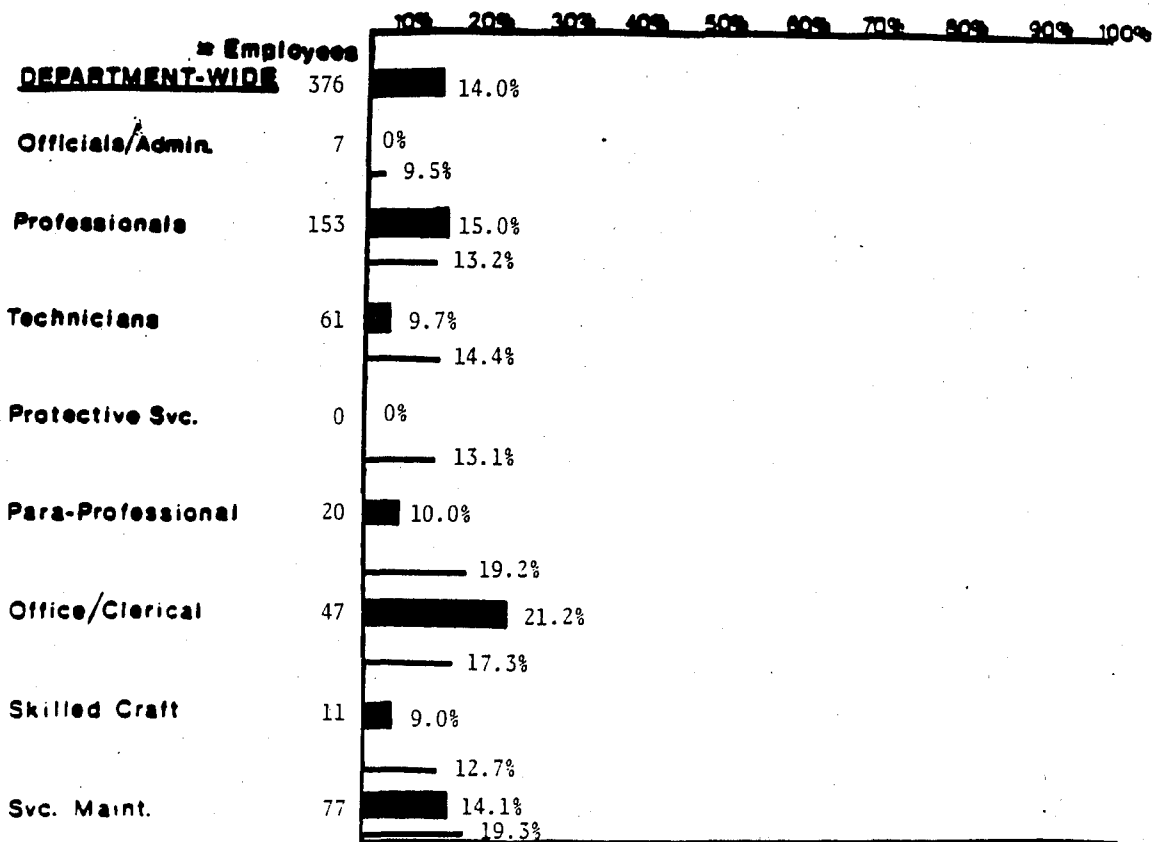
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**Key**

■ 1984

— Availability Goal

**1984 Current vs 1985 Goals  
(Availability Rates)**

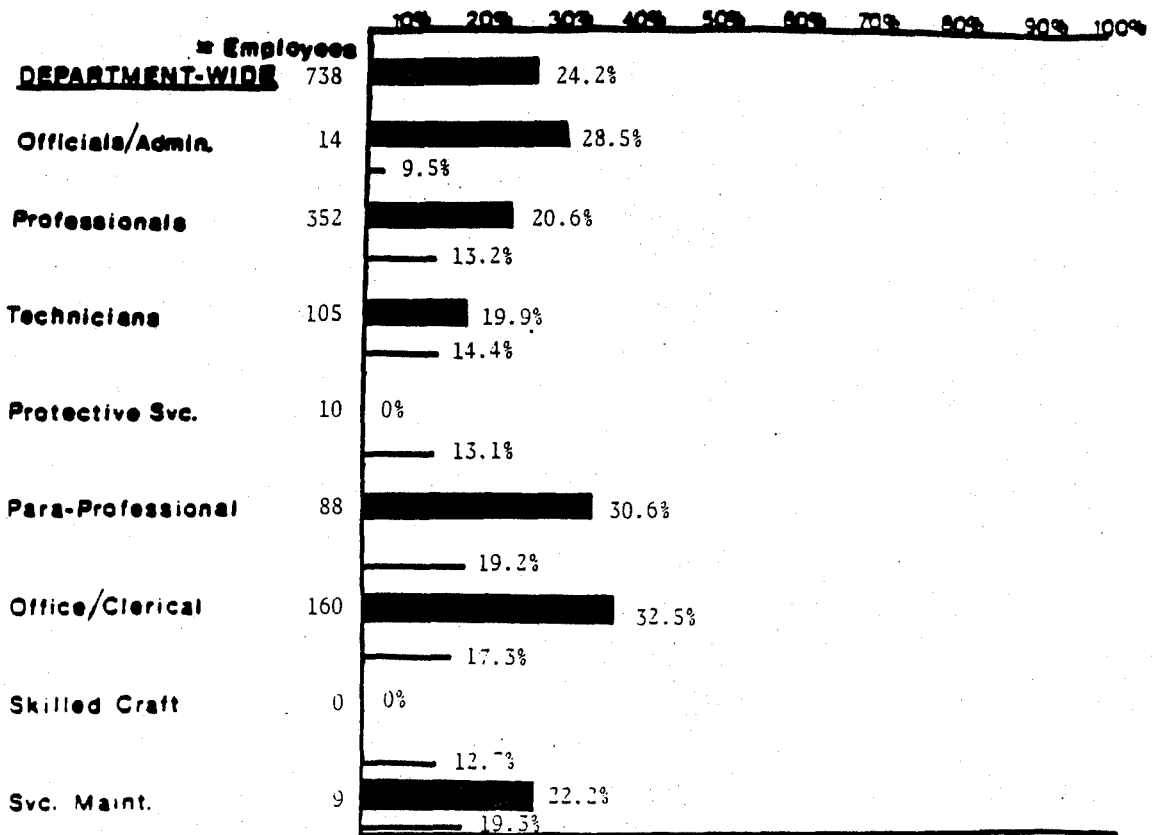


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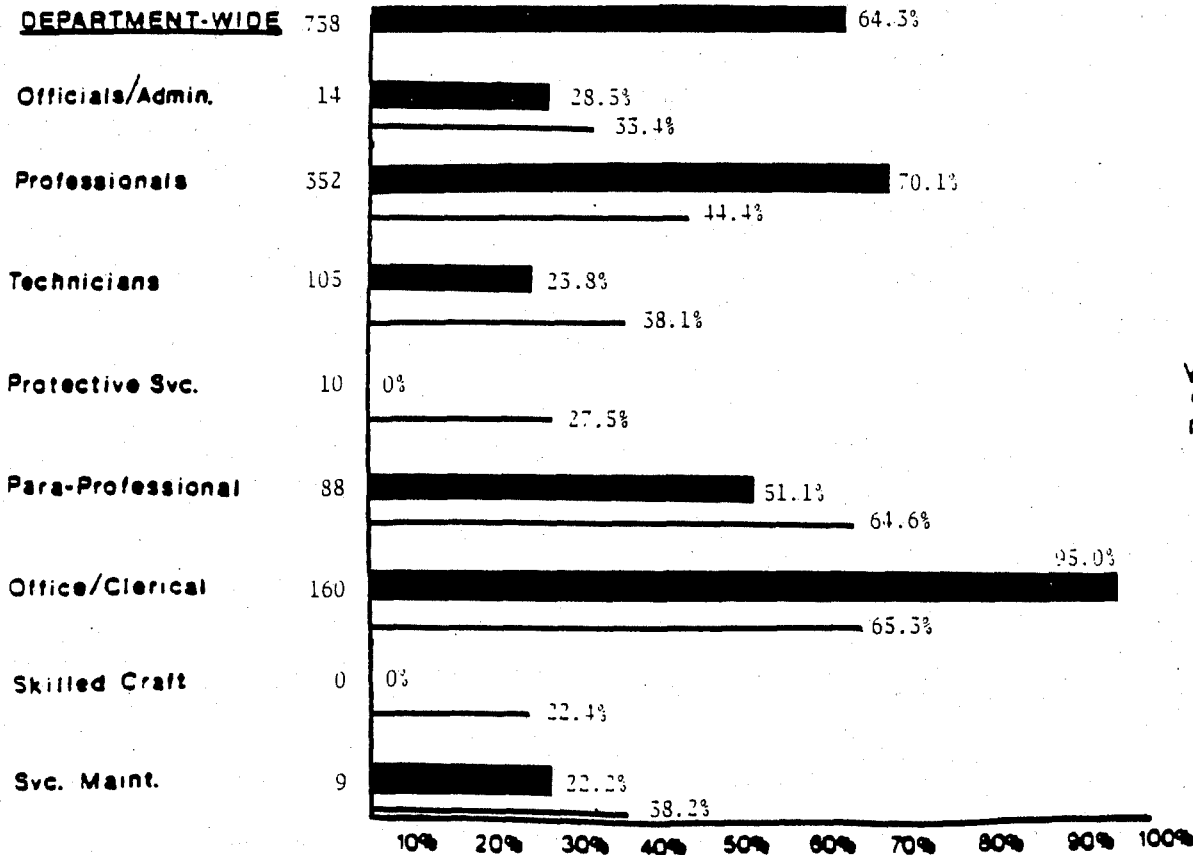
■ 1984

— Availability Goal

**1984 Current vs 1985 Goals  
(Availability Rates)**



M i n o r i t i e s

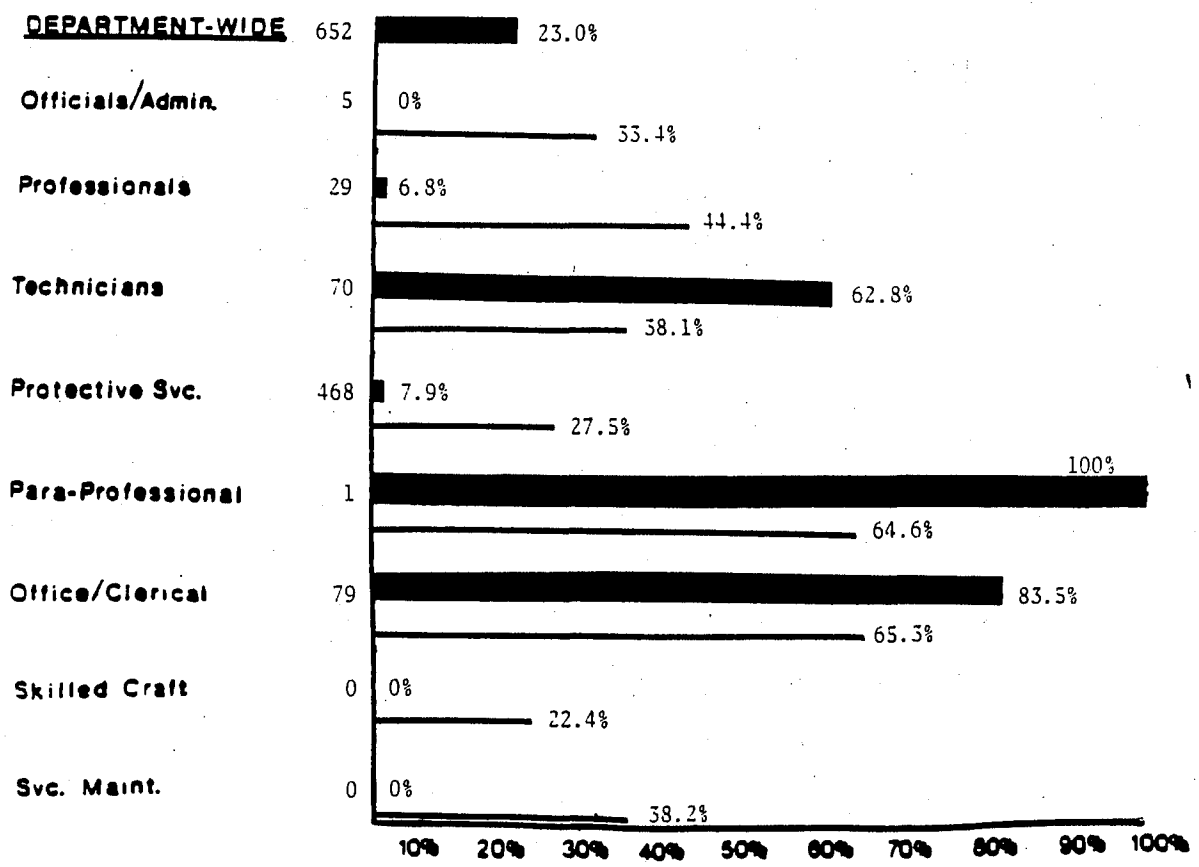
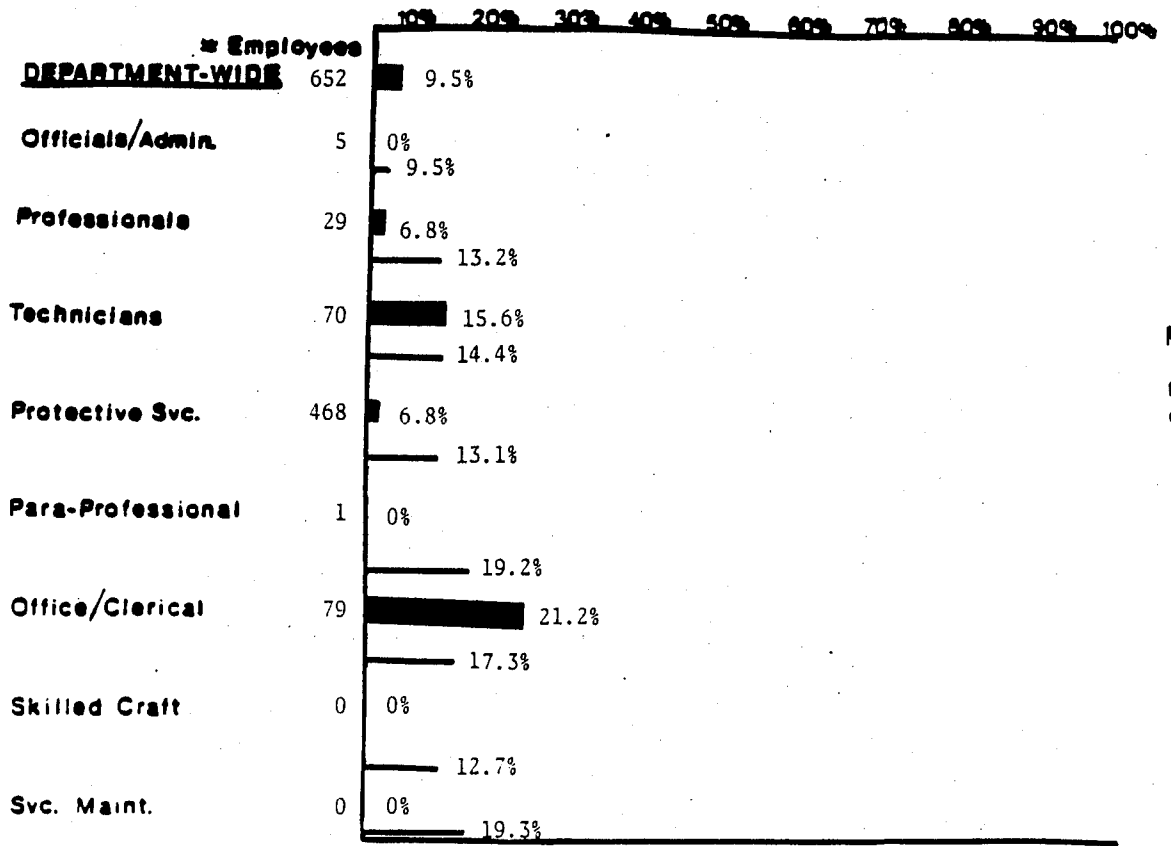


W o m e n

**Key**  
 1984  
 — Availability Goal

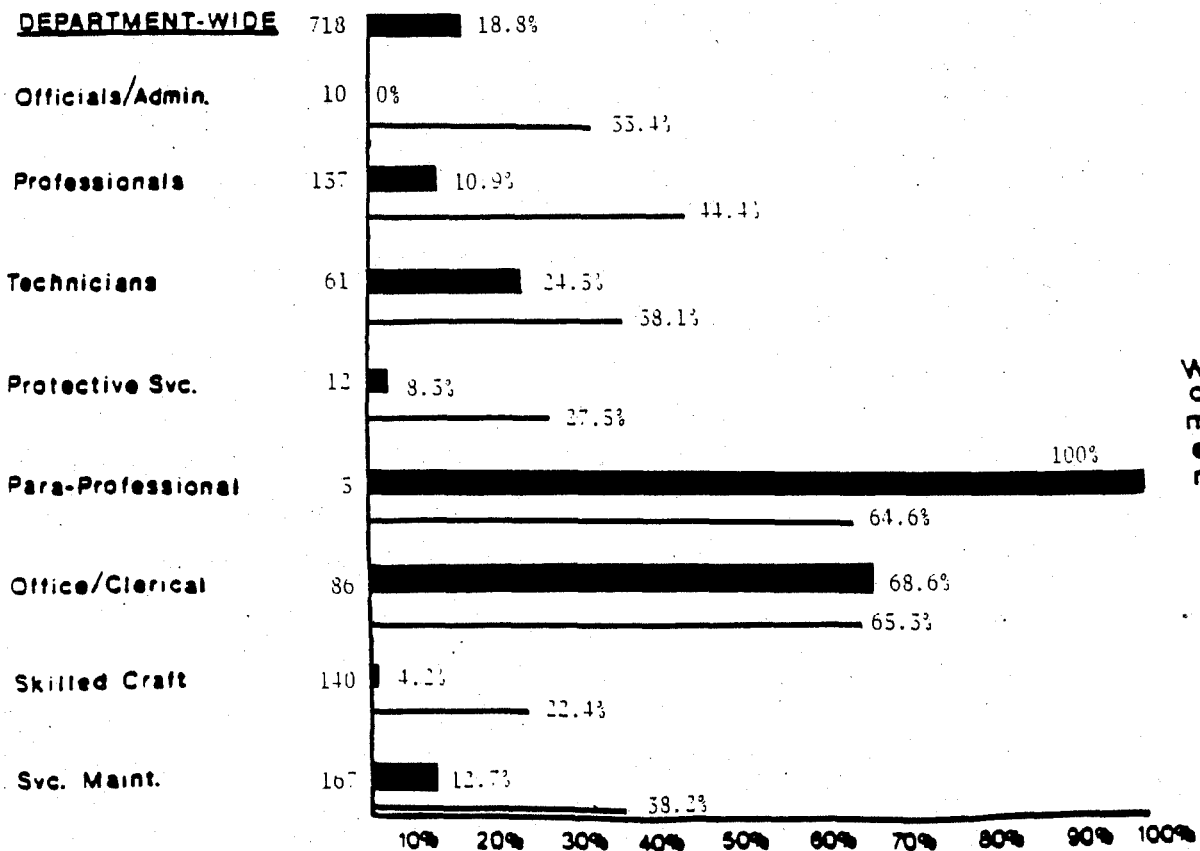
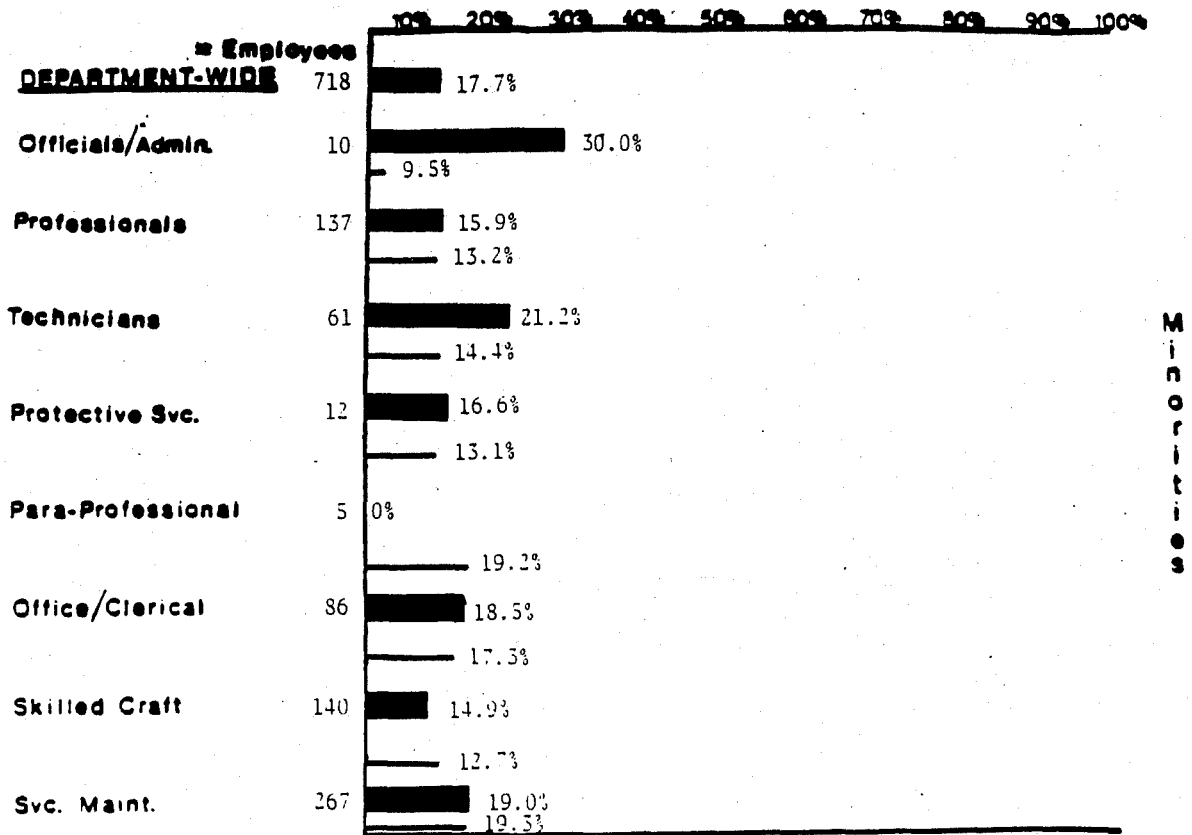


**1984 Current vs 1985 Goals  
(Availability Rates)**



**Key**  
 1984  
 Availability Goal

**1984 Current vs 1985 Goals  
(Availability Rates)**

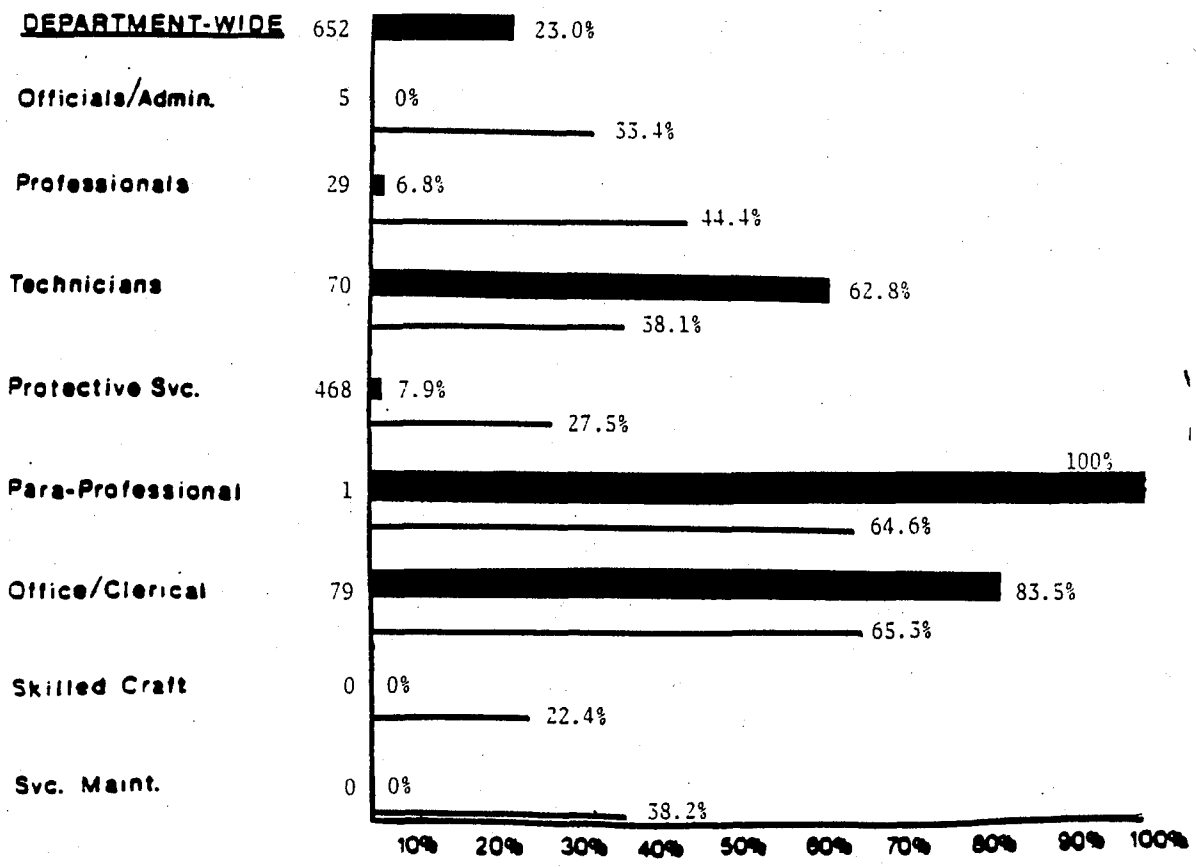
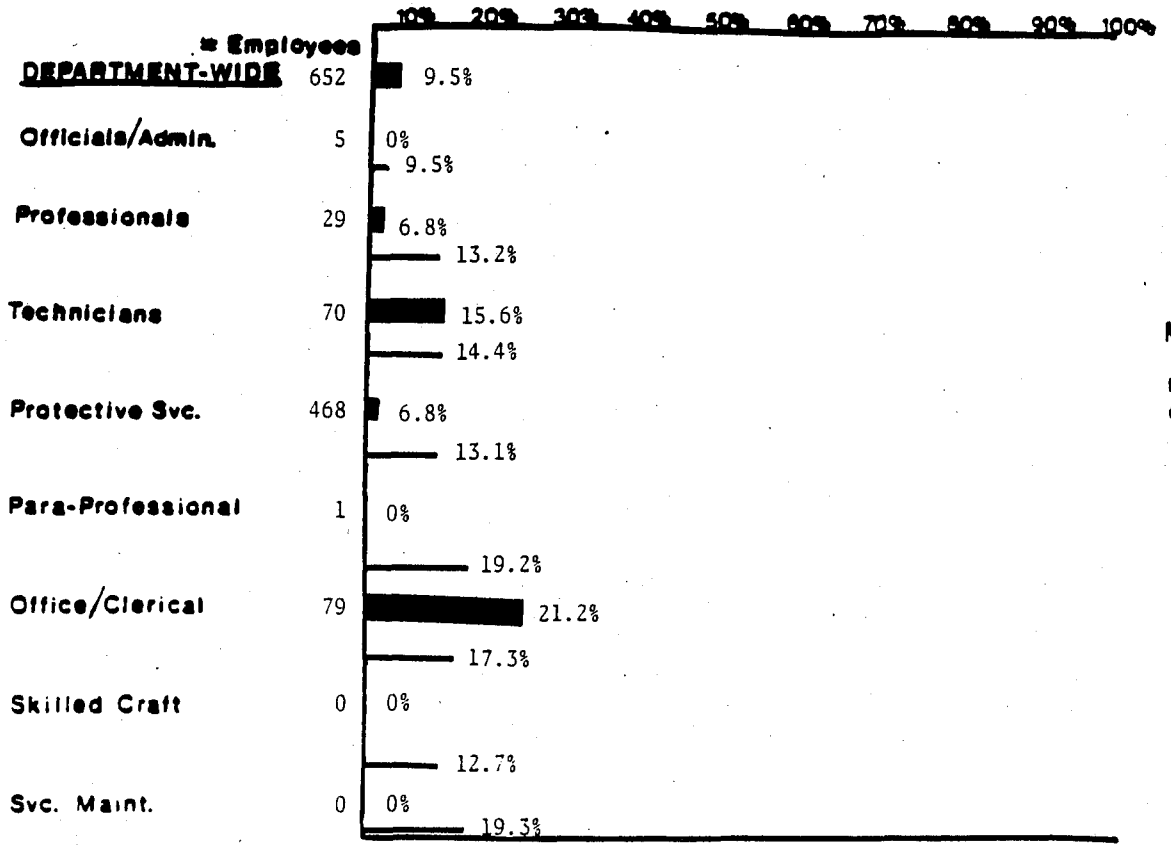


**Key**

■ 1984

— Availability Goal

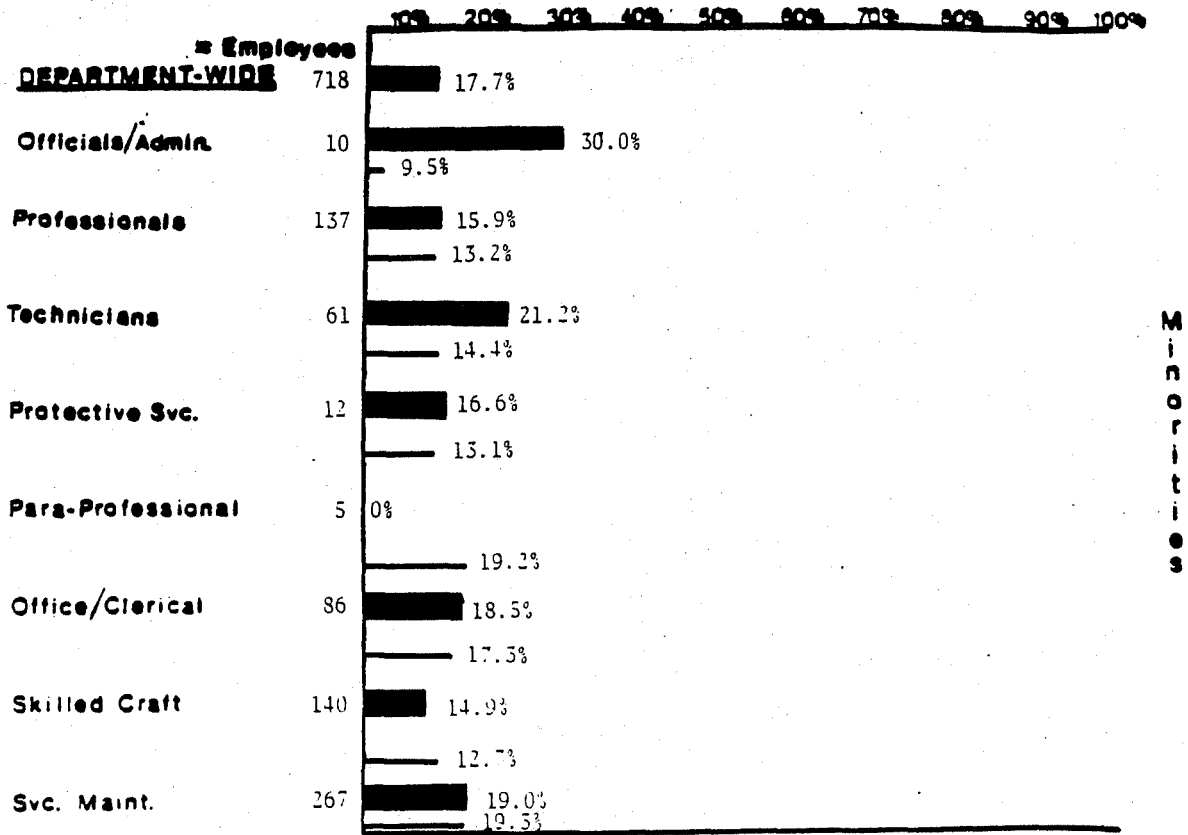
**1984 Current vs 1985 Goals  
(Availability Rates)**



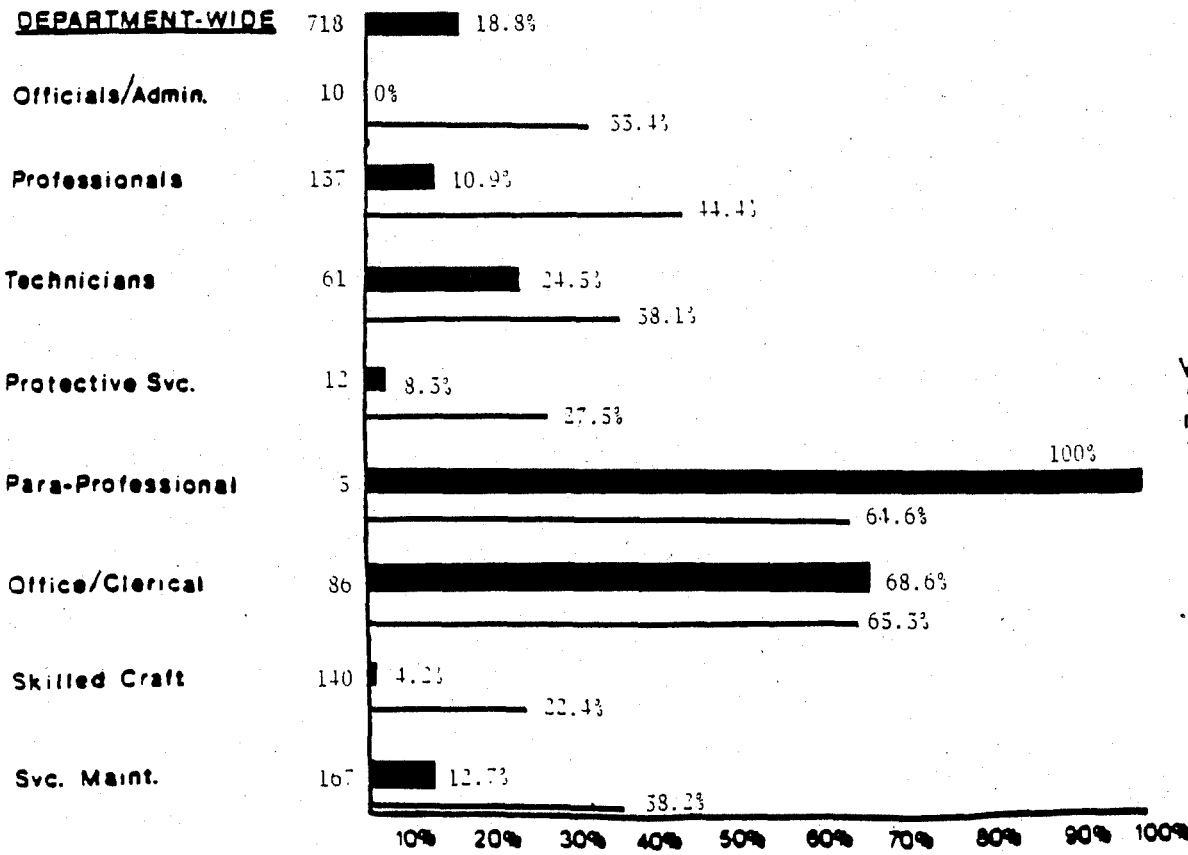
**Key**  
 1984  
 Availability Goal

M i n o r i t i e s

**1984 Current vs 1985 Goals  
(Availability Rates)**



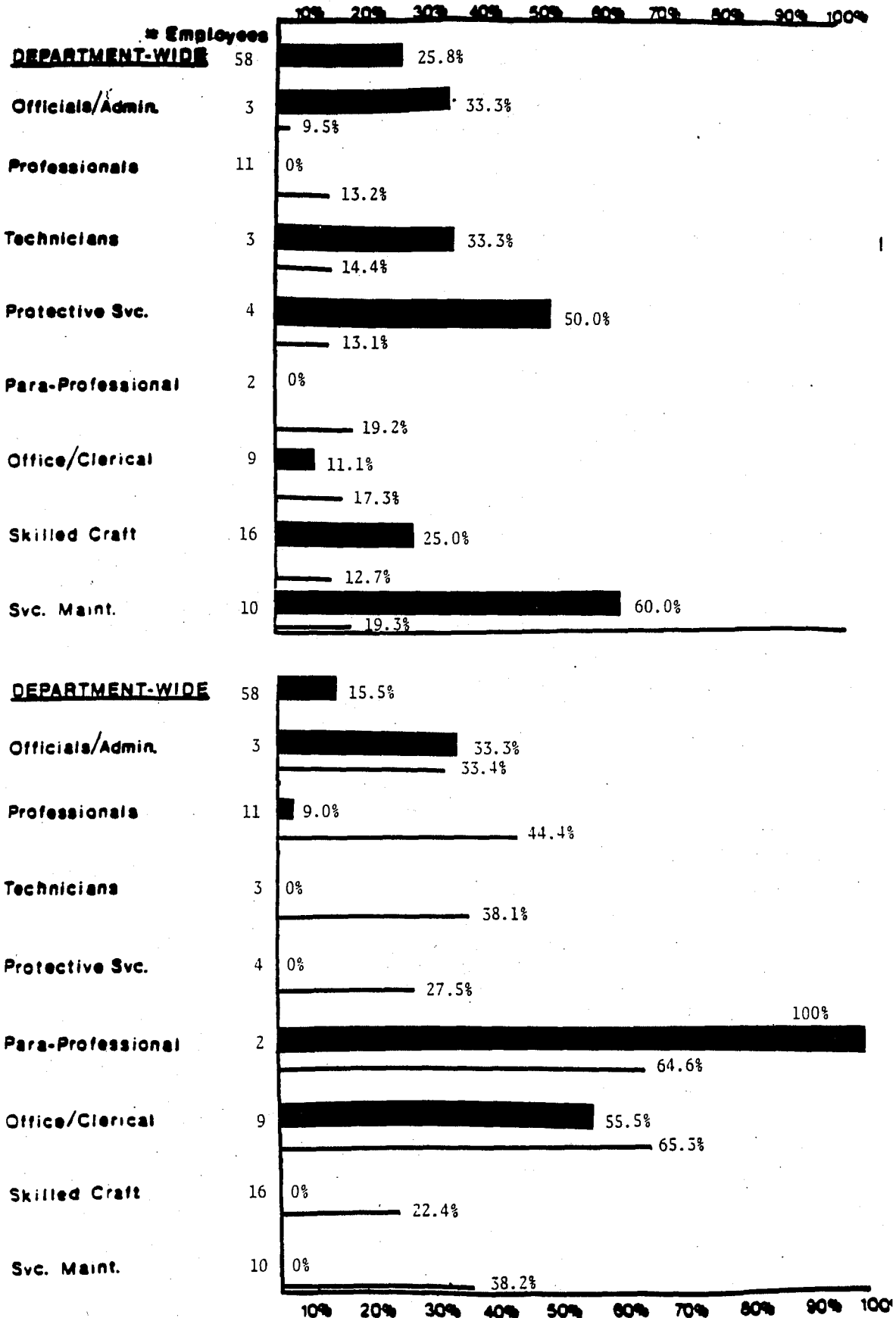
Minorities



Women

**Key**  
 1984  
 — Availability Goal

**1984 Current vs 1985 Goals  
(Availability Rates)**

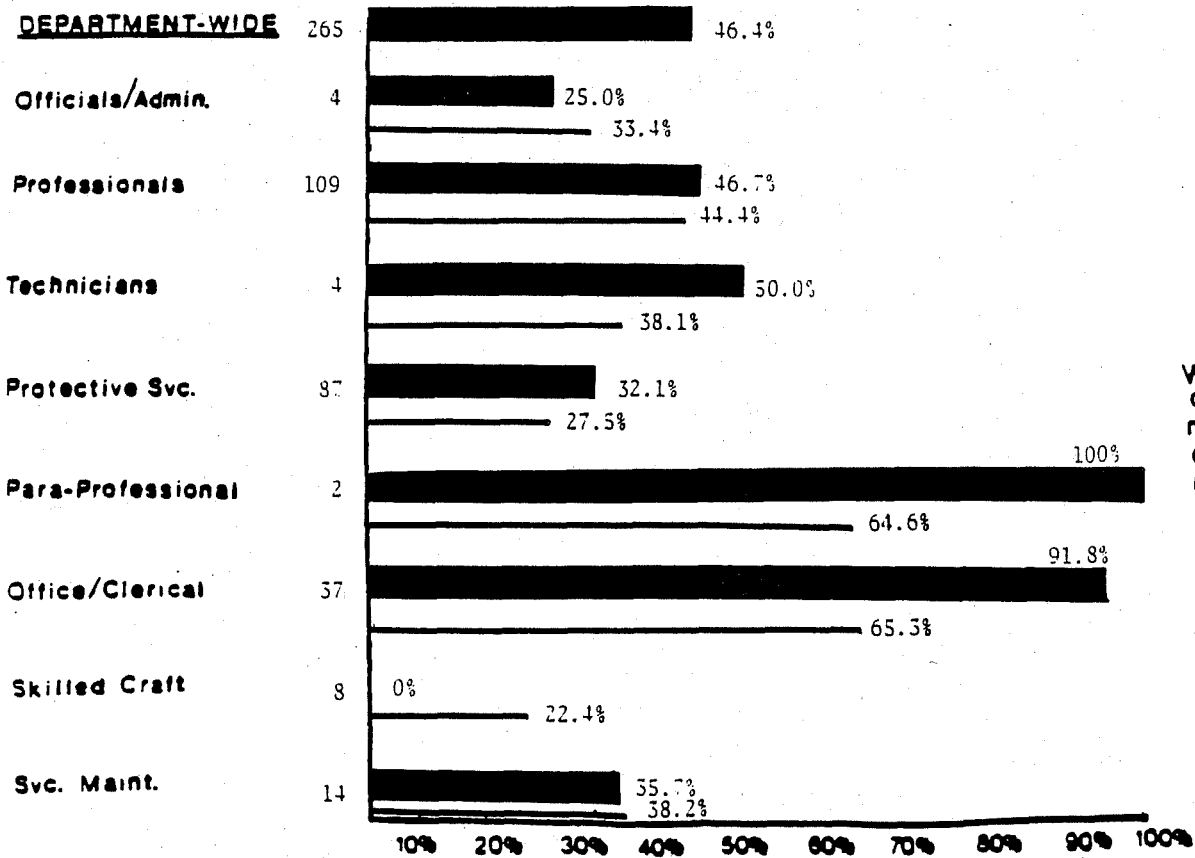
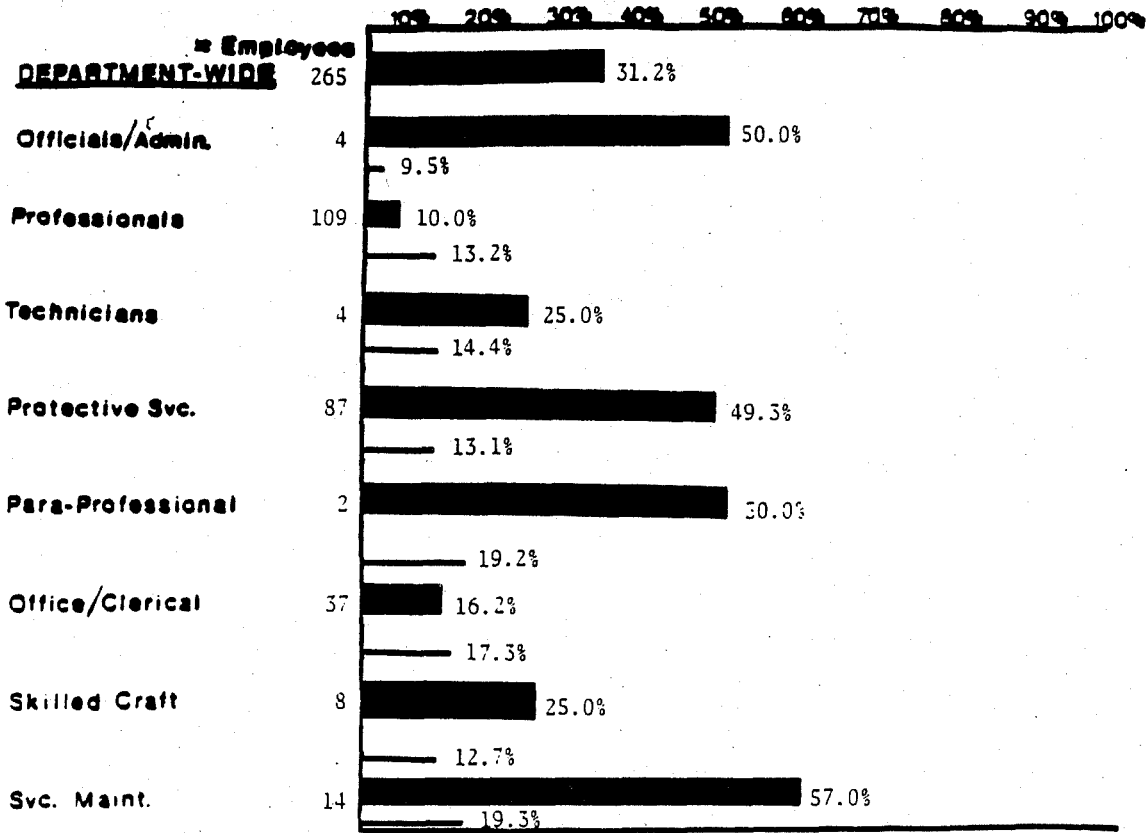


**Key**

■ 1984

— Availability Goal

**1984 Current vs 1985 Goals  
(Availability Rates)**

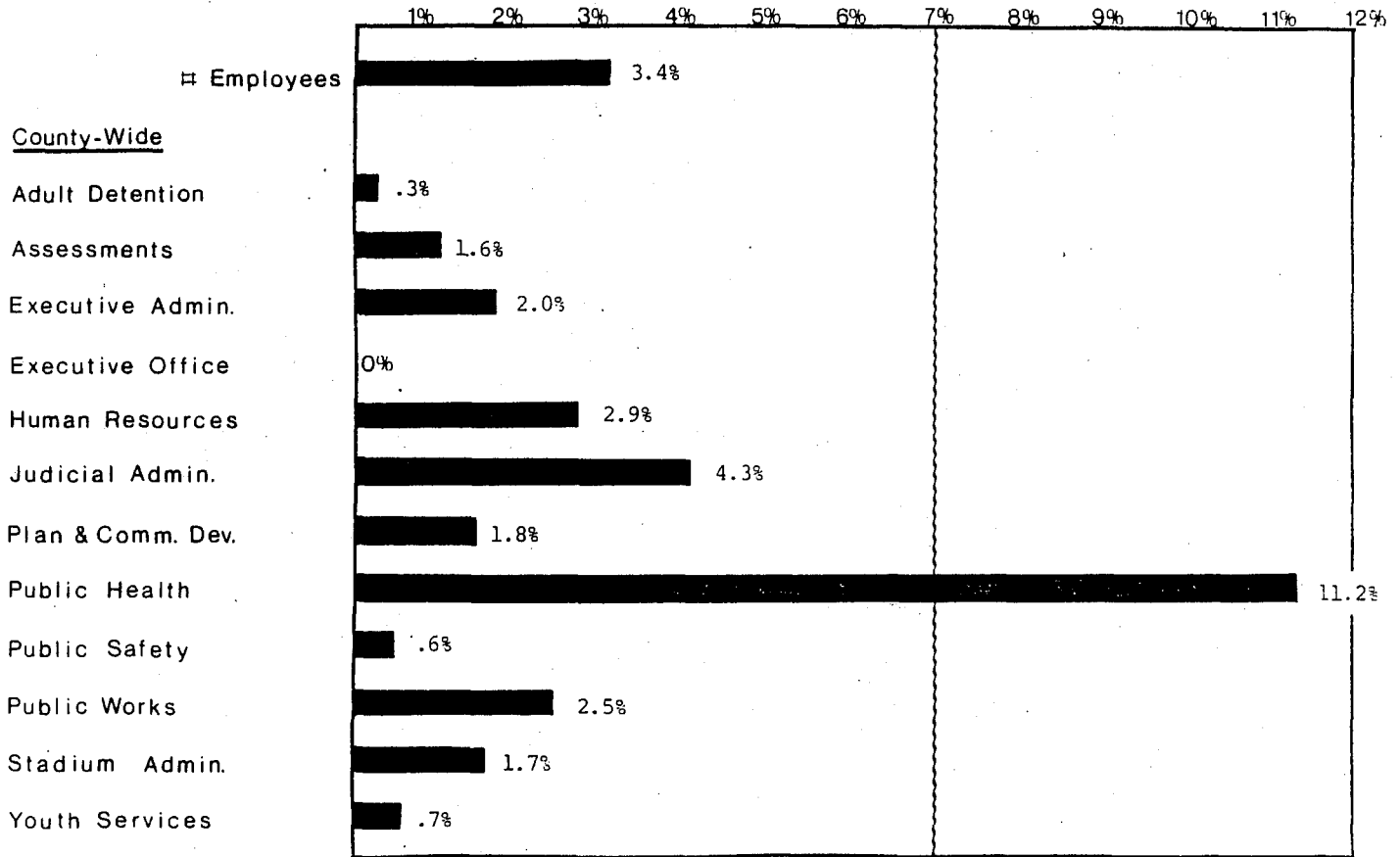


**Key**

- 1984
- Availability Goal

KING COUNTY

1984 CURRENT vs. LONG RANGE GOALS FOR  
HANDICAPPED



Key  
1984

GOAL

# Utilization Analysis

Department: KING COUNTY/All Departments

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.			
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F		
Administrative	72	43	15	4	1	6	2			1		29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4	6.4							.8			
		59.7	20.8	5.5	1.3	8.3	2.7			1.3																					
Professional	1062	501	366	40	40	55	41	5	8	1	5	38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	38.6						3.5	3.3			
		47.1	34.4	3.7	3.7	5.1	3.8	.4	.7	0%	.4																				
Technician	480	277	124	21	14	13	13	6	2	8	2	31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	27.2			3.3			2.3				
		57.7	25.8	4.3	2.9	2.7	2.7	1.2	.4	1.6	.4																				
Protective Ser.	820	612	82	58	24	23	5	9	1	4	2	23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	113.2			4.0	1.7	4.7	5.0				
		74.6	10.0	7.0	2.9	2.8	.6	1.0	.1	.4	.2																				
Paraprofessional	168	52	78	11	15	4	3	1	2	2		52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9	10.0			2.9		.5	1.5				
		30.9	46.4	6.5	8.9	2.3	1.7	.5	1.1	1.1																					
Office/Clerical	895	107	558	10	77	18	94	6	8	1	16	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9		8.8		1.7	3.0	2.7	2.6				
		11.9	62.3	1.1	8.6	2.0	10.5	.6	.8	.1	1.7																				
Skilled Craft	198	157	8	14	1	7		6		4	1	18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4	29.4		1.8	2.4		1.2					
		79.2	4.0	7.0	.5	3.5		3.0		2.0	.5																				
Service Maint.	449	310	44	41	8	19	4	5	3	13	2	31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	97.0		4.1	6.8	2.6	3.3	.7				
		69.0	9.7	9.1	1.7	4.2	.8	1.1	.6	2.8	.4																				
Totals	4144	2059	1275	199	180	145	162	38	24	34	28																				
		49.6	30.7	4.8	4.3	3.4	3.9	.9	.5	.8	.6																				

Full-Time Equivalent



# Utilization Analysis

Department: ADULT DETENTION

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)										
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Ame				
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F			
Administrative	3	3										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4	.9											
		100%																														
Professional	33	16	8	3	5		1					38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	4.6			1.1								
		48.4	24.2	9.0	15.1		3.0																									
Technician	5	1	2	1	1							31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5												
		20.0	40.0	20.0	20.0																											
Protective Ser.	236	158	33	22	9	6	2		1	5	2	23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	23.2			.6	3.1	.7						
		66.9	13.9	9.3	3.8	2.5	.8		.4	1.2	.8																					
Paraprofessional	14	2	10	1	1							52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9												
		14.2	71.4	7.1	7.1																											
Office/Clerical	18	1	14	1			1		1			53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9			.8									
		5.5	77.7	5.5			5.5		5.5																							
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4												
Service Maint.	6	3	1			2						31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	.9											
		50.0	16.6			33.3																										
Totals	315	184	68	28	16	8	4		2	3	2	58.4	21.5	8.8	5.0	2.5	1.2	.6	.9	.6												

\* Full-Time Equivalent

# Utilization Analysis

Department: ASSESSMENTS

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.			
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F		
Administrative	7	5	2									29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4											
		71.4	28.5																												
Professional	8	7	1									38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	2.0										
		87.5	12.5																												
Technician	127	79	34	5	2	3	2			1	1	31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	6.0		1.0	1.3	1.6	1.7	1.1				
		62.2	26.7	3.9	1.5	2.3	1.5			.7	.7																				
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3											
Paraprofessional	6	1	4	1	13							52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9											
		16.6	66.6	16.6	13.2																										
Office/Clerical	98	6	63	1		1	.10			2	2	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9		1.1	4.4	1.2		1.0					
		6.1	64.2	1.0		1.0	10.2			2.0	2.0																				
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4											
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6											
Totals	246	98	104	7	15	4	12			2	1	3																			
		39.8	42.2	2.8	6.0	1.6	4.8			.8	.4	1.2																			

Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE ADMINISTRATION

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.			
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		
Administrative	8	4	3			1						29.7	2.0	1.4	2.2	1.5	1.1	.6	.5	.4											
Professional	115	69	21	7	2	9	6	1				38.1	2.5	2.0	3.2	2.6	.8	.7	.4	.4	22.8		1.0					.8			
Technician	40	24	6	1		1	2	1	1	4		31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	6.6		1.0								
Protective Ser.	3	1		1	1							23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.5	.7										
Paraprofessional	8	2	6									52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9			.5								
Office/Clerical	134	16	80	1	10	4	18	1	1	1	2	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9		1.8						.6			
Skilled Craft	23	14	4	2		1		2				18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4											
Service Maint.	66	44	7	6	1	5	1			2		31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	13.7		.8		.6	1.1	.7				
Totals	397	174	127	18	14	21	27	5	2	7	2	43.8	31.9	4.5	3.5	5.2	6.8	1.2	.5	1.7	.5										

Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE ADMINISTRATION/Administrative Staff

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)							
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F
Administrative	1		1 100%									29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4									
Professional	23	6 26.0	5 21.7	2 8.6	2 8.6	3 13.0	5 21.7					38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	3.8								
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5									
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3									
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9									
Office/Clerical	13	1 7.6	9 69.2			1 7.6	1 7.6					53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9									
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4									
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6									
Totals	37	7 18.9	15 40.5	2 5.4	2 5.4	4 10.8	6 16.2	1 2.7																					

\* Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE ADMINISTRATION/Facilities

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.			
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F		
Administrative	1		1									29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4											
			100%																												
Professional	10	6	4									38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4											
		50.0	40.0																												
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5											
Protective Ser.	3	1		1	1							23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	.7										
		33.3		33.3	33.3																										
Paraprofessional	1		1									52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9											
			100%																												
Office/Clerical	13	3	7		1		1				1	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9											
		23.0	53.8		7.6		7.6				7.6																				
Skilled Craft	23	14	4	2		1		2				18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4											
		60.8	17.3	8.6		4.3		8.6																							
Service Maint.	30	19		5		3	1			2		31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	9.4		.8			.5					
		63.3		16.6		10.0	3.3			6.6																					
Totals	81	43	17	8	2	4	2	2		2	1																				
		53.0	20.9	9.8	2.4	4.9	2.4	2.4		2.4	1.2																				

Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE ADMINISTRATION/General Services

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Ame			
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F		
Administrative	1	1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4											
		100%																													
Professional	1	1										38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4											
		100%																													
Technician	11	6	2				1	1			1	31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	1.5										
		54.5	18.1				9.0	9.0			9.0																				
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3											
Paraprofessional	1	1										52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9											
		100%																													
Office/Clerical	36	4	20		4			8				53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	.8			.8							
		11.1	55.5		11.1			22.2																							
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4											
Service Maint.	33	22	7	1	1	2						31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	3.4	.8			.8	.6					
		66.6	21.2	3.0	3.0	6.0																									
Totals	83	35	29	1	5	2	9	1		1		42.1	34.9	1.2	6.0	2.4	10.8	1.2		1.2											

Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE ADMINISTRATION/Personnel

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F
Administrative	1	1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4											
		100%																													
Professional	16	11	3	2								38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	3.1				.5						
		58.7	18.7	12.5																											
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5											
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3											
Paraprofessional	6	1	5									52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9											
		16.6	83.3																												
Office/Clerical	12	2	5		1		2		1		1	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	1.4										
		16.6	41.6		8.3		16.6		8.3		8.3																				
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4											
Service Maint.	1	1										31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6											
		100%																													
Totals	36	16	13	2	1		2		1		1																				
		44.4	36.1	5.5	2.7		5.5		2.7		2.7																				

Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE ADMINISTRATION/Real Property

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.			
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F		
Administrative	2	1			1						29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4												
Professional	3	3									38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4												
Technician	16	9	2		1		1	3			31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	3.0			.5								
Protective Ser.											23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3												
Paraprofessional											52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9												
Office/Clerical	9	1	5		3						53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9												
Skilled Craft											18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4												
Service Maint.											31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6												
Totals	30	14	7		1	4		1	3		46.6	23.3		3.3	13.3		3.3	10.0													

Full-Time Equivalent



# Utilization Analysis

Department: EXECUTIVE ADMINISTRATION/Records & Elections

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)							
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F		M
Administrative	1		1 100%									29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4									
Professional	4	1 25.0	2 50.0	1 25.0								38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4									
Technician	3	2 66.6	1 33.3									31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5									
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3									
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9									
Office/Clerical	31	3 9.6	22 70.9		2 6.4	1 3.2	3 9.6					53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9		.7							
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4									
Service Maint.	2	2 100%										31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6		.6							
Totals	41	8 19.5	26 63.4	1 2.4	2 4.8	1 2.4	3 7.3																						

Full-Time Equivalent

**Utilization Analysis**

Department: EXECUTIVE ADMINISTRATION/Systems Services

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)							
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian	Hisp.		N.Amer.
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F
Administrative	1	1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4									
Professional	58	41	7	2		6	1	1				38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	15.1		1.5		.5				
Technician	10	7	1	1		1						31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	2.2								
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3									
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9									
Office/Clerical	20	2	12	1	2	2				1		53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9				1.0					
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4									
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6									
Totals	89	51	20	4	2	9	1	1		1		57.3	22.4	4.4	2.2	10.1	1.1	1.1											

Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE OFFICE

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Ame			
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F		
Administrative	5	2	2	1								29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4											
		40.0	40.0	20.0																											
Professional	59	32	18	1		5	3					38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	4.5		1.5								
		54.2	30.5	1.6		8.4	5.0																								
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5											
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3											
Paraprofessional	7	4	2		1							52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9	1.7										
		57.1	28.5		14.2																										
Office/Clerical	67	12	34	1	3	2	12	1	1		1	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	2.0										
		17.9	50.7	1.4	4.4	2.9	17.9	1.4	1.4		1.4																				
Skilled Craft												18.9	5.6	1.4	2.7	1.2	1.7	.6	1.1	.4											
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6											
Totals	138	50	56	3	4	7	15	1	1		1	36.2	40.5	2.1	2.8	5.0	10.8	.7	.7												

Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE OFFICE/Administrative Staff

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)							
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F		M
Administrative	3	1	1	1								29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4									
Professional	7	4	3									38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4									
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5									
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3									
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9									
Office/Clerical	5	1	2			1				1		53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9									
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4									
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6									
Totals	15	6	6	1		1				1		40.0	40.0	6.6				6.6											

Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE OFFICE/Budget

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)						
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F	
Administrative	1		1 100%									29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4								
Professional	21	11 52.3	7 33.3			2 9.5	1 4.7					38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	1.0	.5	.5					
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5								
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3								
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9								
Office/Clerical	4	1 25.0	1 25.0		2 50.0							53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	1.1							
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4								
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6								
Totals	26	12 46.1	9 34.6		2 7.6	2 7.6	1 3.8																					

\* Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE OFFICE/Finance

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)						
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F	
Administrative	1	1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4								
Professional	24	15	4	1		3	1					38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	5.1		.6					
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5								
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3								
Paraprofessional	7	4	2		1							52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9	1.7		1.4					
Office/Clerical	54	9	28	1	1	2	11	1			1	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	1.0		1.4			.6		
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4								
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6								
Totals	86	29	34	2	2	5	12	1			1	33.7	39.5	2.3	2.3	5.8	13.9	1.1										

\* Full-Time Equivalent

# Utilization Analysis

Department: EXECUTIVE OFFICE/Program Development

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)							
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F		M
Administrative												29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4									
Professional	7	2	4				1					28.5	57.1				14.2				38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5									
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3									
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9									
Office/Clerical	4	1	3									25.0	75.0				53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9				
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4									
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6									
Totals	11	3	7				1					27.2	63.6				9.0												

\* Full-Time Equivalent

# Utilization Analysis

Department: HUMAN RESOURCES

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	M	F
Administrative	4	2				1	1																								
		50.0				25.0	25.0																								
Professional	56	19	25	5	2		4			1																					
		33.9	44.6	8.9	3.5		7.1			1.7																					
Technician	4	3	1																												
		75.0	25.0																												
Protective Ser.																															
Paraprofessional	15	5	6	1	4	1				1	1																				
		33.3	40.0	6.6	17.3	6.6				6.6	6.6																				
Office/Clerical	23	2	14			1	2																								
		8.6	60.8			4.3	8.6																								
Skilled Craft																															
Service Maint.																															
Totals	102	31	46	6	6	3	7			2	1																				
		30.3	45.0	5.8	5.8	2.9	6.8			1.9	.9																				

Full-Time Equivalent



# Utilization Analysis

Department: HUMAN RESOURCES/Community Services

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)						
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M
Administrative	4	2				1	1					29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4								
		50.0				25.0	25.0																					
Professional	13	3	5	1	1		3					38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4								
		23.0	38.4	7.6	7.6		23.0																					
Technician	4	3	1									31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5								
		75.0	25.0																									
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3								
Paraprofessional	14	5	5	1		1			1	1		52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9	2.3		.9					
		35.7	35.7	7.1		7.1			7.1	7.1																		
Office/Clerical	9	2	5		1		1					53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9								
		22.2	55.5		11.1		11.1																					
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4								
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6								
Totals	44	15	16	2	2	2	5		1	1																		
		34.0	36.3	4.5	4.5	4.5	11.3		2.2	2.2																		

\* Full-Time Equivalent

# Utilization Analysis

Department: HUMAN RESOURCES/Human Services

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)							
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Am	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	
Administrative												29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4									
Professional	43	16	20	4	1			1		1		37.2	46.5	9.3	2.3			2.3		2.3									1.4
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5									
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3									
Paraprofessional	1		1									52.4	100%																
Office/Clerical	14		9		3	1	1					64.2		21.4	7.1	7.1					53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4									
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6									
Totals	58	16	30	4	4	1	2			1		27.5	51.7	6.8	6.8	1.7	3.4			1.7									

Full-Time Equivalent

# Utilization Analysis

Department: JUDICIAL ADMINISTRATION

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)										
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.				
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F		M	F		
Administrative	2	1	1									29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4												
Professional		50.0	50.0									38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4												
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5												
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3												
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9												
Office/Clerical	137	22	86	2	6	5	11	1	1	3		16.0	62.7	1.4	4.3	3.6	8.0	.7	.7	2.1	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	.9	.6	.6
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4												
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6												
Totals	139	23	87	2	6	5	11	1	1	3		16.5	62.5	1.4	4.3	3.6	7.9	.7	.7	2.1												

\* Full-Time Equivalent

# Utilization Analysis

Department: PLANNING & COMMUNITY DEVELOPMENT

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)						
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Am
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M
Administrative	7	4	3									29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4								
		57.1	42.8																									
Professional	153	89	41	3	2	13	3	1	1			38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	17.3	.8	2.0		1.0			.6
		58.1	26.7	1.9	1.3	8.4	1.9	.6	.6																			
Technician	61	39	16	2		1	1	1		1		31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	3.2		1.5	1.1	.7			.5
		63.9	26.2	3.2		1.6	1.6	1.6		1.6																		
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3								
Paraprofessional	20	7	11	1			1					52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9			1.3					
		35.0	55.0	5.0			5.0																					
Office/Clerical	47	5	32		6		2		1		1	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9		1.0		1.0				
		10.6	68.0		12.7		4.2		2.1		2.1																	
Skilled Craft	11	10						1				18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4	2.1							
		90.9						9.0																				
Service Maint.	77	58	8	6	1	3				1		31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	16.2		1.1		1.8	1.3	.8	1.1
		75.3	10.3	7.7	1.2	3.8				1.2																		
Totals	376	212	111	12	9	17	7	3	2	1	2																	
		56.3	29.5	3.1	2.3	4.5	1.8	.7	.5	.2	.5																	

\* Full-Time Equivalent

# Utilization Analysis

Department: PLANNING AND COMMUNITY DEVELOPMENT/Building and Land Development

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)						
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M
Administrative	1	1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4								
Professional	43	30	5	1	1	5				1		38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	11.4				1.1			
Technician	56	37	13	2		1	1	1		1		31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	4.6		1.3	.9	.6		.5	
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3								
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9								
Office/Clerical	18	1	13		3						1	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9					.9			
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4								
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6								
Totals	118	69	31	3	4	6	1	1	1	1	1	58.4	26.2	2.5	3.3	5.0	.8	.8	.8	.8	.8							

\* Full-Time Equivalent

# Utilization Analysis

Department: PLANNING AND COMMUNITY DEVELOPMENT/Housing and Community Development

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)						
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Am
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M
Administrative	1		1									29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4								
			100%																									
Professional	18	5	6		1	4	1	1				38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4								
		27.7	33.3		5.5	22.2	5.5	5.5																				
Technician	2		2									31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5								
			100%																									
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3								
Paraprofessional	3	1	2									52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9								
		33.3	66.6																									
Office/Clerical	3		3									53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9								
			100%																									
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4								
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6								
Totals	27	6	14		1	4	1	1				22.2	51.8		3.7	14.8	3.7	3.7										

\* Full-Time Equivalent

# Utilization Analysis

Department: PLANNING AND COMMUNITY DEVELOPMENT/Parks

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White	Black	Asian	Hisp.	N.Amer.	White	Black	Asian	Hisp.	N.Amer.	White	Black	Asian	Hisp.	N.Amer.					
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F				
Administrative	1	1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4											
		100%																													
Professional	53	32	21									38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4		1.3	1.4	1.7	1.4						
		60.3	39.6																												
Technician	1	1										31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5											
		100%																													
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3											
Paraprofessional	14	6	7	1								52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9		.9									
		42.8	50.0	7.1																											
Office/Clerical	12	3	6		2		1					53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9											
		25.0	50.0		16.6		8.3																								
Skilled Craft	11	10						1				18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4	2.1										
		90.9					9.0																								
Service Maint.	77	58	8	6	1	3				1		31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	16.2		1.1		1.8	1.3	.8	1.1			
		75.3	10.3	7.7	1.2	3.8				1.2																					
Totals	169	111	42	7	3	3	1	1		1		65.6	24.9	4.1	1.7	1.7	.5	.5		.5											

\* Full-Time Equivalent

# Utilization Analysis

Department: PLANNING AND COMMUNITY DEVELOPMENT/Planning

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)							
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F
Administrative	4	2	2									29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4									
Professional	39	22	9	2		4	2					38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	5.9		1.0						
Technician	2	1	1									31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5									
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3									
Paraprofessional	3		2				1					52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9									
Office/Clerical	14	1	10		1		1			1		53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9									
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4									
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6									
Totals	62	26	24	2	1	4	4			1		41.9	38.7	3.2	1.6	6.4	6.4			1.6									

\* Full-Time Equivalent



# Utilization Analysis

Department: PUBLIC HEALTH

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.			
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		
Administrative	14	7	3	1	1	2						29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4	1.2										
Professional	352	83	196	7	21	11	22	3	5	1	3	38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	1.8										
Technician	105	69	15	3	6	4	4	3		1		31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	18.1						.9				
Protective Ser.	10	10										23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	2.4										
Paraprofessional	88	31	30	7	12	3	2	1	1	1	1	52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9	16.1			1.0							
Office/Clerical	160	4	140	2	25	2	18		1		4	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	1.4		1.5		1.6	.9	.6				
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4											
Service Maint.	9	5	2	1		1						31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	.8										
Totals	738	209	350	21	65	23	46	7	7	3	7	28.3	47.4	2.8	8.8	3.1	6.2	.9	.9	.4	.9										

\* Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC HEALTH/Alcohol & Substance Abuse

Category:	Total	WORKFORCE										AVAILABILITY (%)								UNDERUTILIZATION *(FTE)											
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Am	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	M	F
Administrative	10	6	1	1		2						29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4	2.0										
		60.0	10.0	10.0		20.0																									
Professional	252	72	137	5	8	7	15	3	2	1	2	38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4		1.3		1.1							
		28.5	54.3	1.9	3.1	2.7	5.9	1.1	.7	.3	.7																				
Technician	44	26	8		4	1	3	2				31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	5.9	1.1		.5							
		59.0	18.1		9.0	2.2	6.8	4.5																							
Protective Ser.	10	10										23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	2.4										
		100%																													
Paraprofessional	79	31	24	7	10	3	1	1	1	1		52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9	17.4			1.8							
		39.2	30.3	8.8	12.6	3.7	1.2	1.2	1.2	1.2																					
Office/Clerical	119	3	83	1	14	1	12		1		4	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9		1.5		1.6		1.2					
		2.5	69.7	.8	11.7	.8	10.0		.8		3.3																				
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4											
Service Maint.	8	4	2	1		1						31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	.5										
		50.0	25.0	12.5		12.5																									
Totals	552	152	255	15	36	15	31	6	4	2	6	29.1	48.8	2.8	6.8	2.8	5.9	1.1	.7	.3	1.1										

\* Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC HEALTH/Emergency Medical Services

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)										
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	
Administrative	1		1									29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4												
			100%																													
Professional	6	4	1	1								38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	1.3											
		66.6	16.6	16.6																												
Technician	32	29	2					1				31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	8.1	.8	.8	1.1	.9							
		90.6	6.2					3.1																								
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3												
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9												
Office/Clerical	5		4		1							53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9												
			80.0		20.0																											
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4												
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6												
Totals	44	33	8	1	1			1																								
		75.0	18.1	2.2	2.2			2.2																								

Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC HEALTH/Medical Examiner

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION* (FTE)													
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Ame					
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F				
Administrative	1	1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4															
Professional	3	1	2									33.3	66.6									38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4					
Technician	18	14	1			2				1		77.7	5.5			11.1						31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	4.7		.6	.5	
Protective Ser.																						23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3					
Paraprofessional																																			
Office/Clerical	4		1			2				1			25.0		50.0		25.0					53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	1.1				
Skilled Craft																																			
Service Maint.																																			
Totals	26	16	4			2	2	1		1		61.5	15.3		7.6	7.6	3.8																		

\* Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC SAFETY

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)							
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F		M
Administrative	5	5											29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4	1.2							
		100%																											
Professional	29	25	2	2									38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	9.0		.8	.9	.8			
		86.2	6.8	6.8																									
Technician	70	23	36	2	5	1	2				1		31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5			1.4		.9			
		32.8	51.4	2.8	7.1	1.4	2.8				1.4																		
Protective Ser.	468	401	35	9	1	14	1	6			1		23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	66.4	13.0	6.5		4.1	3.3	3.7	1
		85.6	7.4	1.9	.2	2.9	.2	1.2			.2																		
Paraprofessional	1		1										52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9								
			100%																										
Office/Clerical	79	9	52	1	4	2	9	1			1		53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9			.7			.9		
		11.3	65.8	1.2	5.0	2.5	11.3	1.2			1.2																		
Skilled Craft													18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4								
Service Maint.													31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6								
Totals	652	463	126	14	10	17	12	7			1	2																	
		71.0	19.3	2.1	1.5	2.6	1.8	1.0			.1	.3																	

\* Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC SAFETY/Field Operations

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.			
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F		
Administrative	2	2																													
		100%																													
Professional	19	16	1	2																											
		84.2	5.2	10.5																											
Technician	2	2																													
		100%																													
Protective Ser.	445	381	33	9	1	14	1	5		1																					
		85.6	7.4	2.0	.2	3.1	.2	1.1		.2																					
Paraprofessional																															
Office/Clerical	35	4	25		1		4			1																					
		11.4	71.4		2.8		11.4			2.8																					
Skilled Craft																															
Service Maint.																															
Totals	503	405	59	11	2	14	5	5		1	1																				
		80.5	11.7	2.1	.3	2.7	.9	.9		.1	.1																				

Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC SAFETY/Sheriff's Office

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F		
Administrative	2	2										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4	.6										
Professional	3	3										38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	1.1										
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5											
Protective Ser.	3	3										23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	.7										
Paraprofessional	1	1										52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9											
Office/Clerical	3	2		1								53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9											
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4											
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6											
Totals	12	8	3	1								66.6	25.0	8.3																	

Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC SAFETY/Technical Staff

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)							
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F		M
Administrative	1	1											29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4								
Professional	7	6	1										38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	1.7							
Technician	68	21	36	2	5	1	2				1		31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5			1.3		.9	.6		
Protective Ser.	20	17	2							1			23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	1.8	.9						
Paraprofessional													52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9								
Office/Clerical	41	5	25	1	2	2	5	1					53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9								
Skilled Craft													18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4								
Service Maint.													31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6								
Totals	137	50	64	3	7	3	7	2			1		36.4	46.7	2.1	5.1	2.1	5.1	1.4										

\* Full-Time Equivalent



# Utilization Analysis

Department: PUBLIC WORKS

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F
Administrative	10	7		1		1				1																					
		70.0		10.0		10.0				10.0																					
Professional	137	102	13	4		16	1			1																					
		74.4	9.4	2.9		11.6	.7			.7																					
Technician	61	36	12	5		3	2	1		1																					
		59.0	19.6	8.1		4.9	3.2	1.6		1.6																					
Protective Ser.	12	9	1			1				1																					
		75.0	8.3			8.3				8.3																					
Paraprofessional	5		5																												
			100%																												
Office/Clerical	86	23	47	1	3	1	7	2																							
		26.7	54.6	1.1	3.4	1.1	8.1	2.3																							
Skilled Craft	140	115	4	8	1	4		3																							
		82.1	2.8	5.7	.7	2.8		2.1																							
Service Maint.	267	191	25	23	4	4	1	4		3	11	1																			
		71.5	9.3	8.6	1.4	1.4	.3	1.4		1.1	4.1	.3																			
Totals	718	483	107	42	8	30	11	11		5	17	4																			
		67.2	14.9	5.8	1.1	4.1	1.5	1.5		.6	2.3	.5																			

\* Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC WORKS/Administration

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)						
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Am
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M
Administrative	2	1		1								29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4	.6							
Professional	11	5	4			1				1		38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4								
Technician	6	3	2	1								31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5								
Protective Ser.												23.8	1.7	1.6	2.4	1.1	1.3	.7	1.0	.3								
Paraprofessional	4		4									52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9								
Office/Clerical	22	4	10		1	1	4	1			1	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	1.8							
Skilled Craft	32	26		4		1					1	18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4	6.0							
Service Maint.	13	8		5								31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	4.1							
Totals	90	47	20	11	1	3	4	1	1	1	1	52.2	22.2	12.2	1.1	3.3	4.4	1.1	1.1	1.1	1.1							

\* Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC WORKS/Airport

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F
Administrative	1	1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4											
		100%																													
Professional	3	2			1							38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	1.1										
		66.6			33.3																										
Technician												31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5											
Protective Ser.	12	9	1		1			1				23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	1.9										
		75.0	8.3		8.3			8.3																							
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9											
Office/Clerical	5	1	4									53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9											
		20.0	80.0																												
Skilled Craft	8	5	1	1	1							18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4	.5										
		62.5	12.5	12.5	12.5																										
Service Maint.	6	4		1					1			31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	1.9										
		66.6		16.6					16.6																						
Totals	35	22	6	2	3			1		1		62.8	17.1	5.7	8.5		2.8		2.8												

Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC WORKS/Roads

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)																									
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.																			
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M																			
Administrative	5	3				1					1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4	1.5																	
Professional	98	81	4	4		9															38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	33.3		2.5		2.5	.8	.7											
Technician	37	25	3	2		2	2	1	1	1											31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	8.7		.9															
Protective Ser.																					23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3																		
Paraprofessional																					52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9																		
Office/Clerical	22	2	19		1																9.0	86.3		4.5																							
Skilled Craft	65	54	2	1	1	2		2		2	1										83.0	3.0	1.5	1.5	3.0		3.0		3.0	1.5	18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4	10.3	1.3			.8			
Service Maint.	167	126	15	7	3	4		3	3	5	1										75.4	8.9	4.1	1.7	2.3		1.7	1.7	2.9	.5	31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	37.4	2.4	1.5	2.3	4.0			
Totals	394	291	43	14	5	18	2	6	4	9	2										73.8	10.9	3.5	1.2	4.5	.5	1.5	1.0	2.2	.5																	

\* Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC WORKS/Sewer

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)						
		White		Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Amer.		White	Black		Asian		Hisp.		N.Am
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M
Administrative	1	1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4								
Professional	7	2	3			2						38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4								
Technician	5	1	3	1								31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5								
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3								
Paraprofessional	1		1									52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9								
Office/Clerical	31	16	10	1	1		1	1			1	53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	6.6			.7	.6			
Skilled Craft	35	30	1	2				1		1		18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4	5.6			.9				
Service Maint.	81	53	10	10	1		1	1		5		31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	15.4		1.2	3.0	.9		.9	
Totals	161	103	28	14	2	2	2	3		6	1	63.9	17.3	8.6	1.2	1.2	1.2	1.8		3.7	.6							

\* Full-Time Equivalent

# Utilization Analysis

Department: PUBLIC WORKS/Surface Water Management

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION* (FTE)															
		White		Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.		White Female	Black		Asian		Hisp.		N.Amer.									
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F	M	F		M	F	M	F	M	F		M	F							
Administrative	1	1										29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4																	
Professional	18	12	2			3	1					38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	4.9																
Technician	13	7	4	1		1						31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5																	
Protective Ser.												23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3																	
Paraprofessional												52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9																	
Office/Clerical	6		4				2					53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9																	
Skilled Craft												18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4																	
Service Maint.												31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6																	
Totals	38	20	10	1		4	3					52.6	26.3	2.6		10.5	7.8																				

\* Full-Time Equivalent

# Utilization Analysis

Department: Stadium Administration

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F
Administrative	3	2				1						29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4	.9										
		66.6				33.3																									
Professional	11	10	1									38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	3.2										
		90.0	9.0																												
Technician	3	2		1								31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5	.9										
		66.6		33.3																											
Protective Ser.	4	2		2								23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	1.0										
		50.0		50.0																											
Paraprofessional	2		2									52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9											
			100%																												
Office/Clerical	9	4	4		1							53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9											
		44.4	44.4		11.1																										
Skilled Craft	16	12		2		2						18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4	3.0										
		75.0		12.5		12.5																									
Service Maint.	10	4		4		2						31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	3.1										
		40.0		40.0		20.0																									
Totals	58	36	7	9	1	4	1					62.0	12.0	15.5	1.7	6.8	1.7														

Full-Time Equivalent

# Utilization Analysis

Department: YOUTH SERVICES

Category:	Total	WORKFORCE										AVAILABILITY (%)										UNDERUTILIZATION *(FTE)									
		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.		White		Black		Asian		Hisp.		N.Amer.	
		M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F	M	F	Female	M	F	M	F	M	F	M	F
Administrative	4	1	1	1		1						29.7	2.0	1.4	2.2	1.3	1.1	.6	.5	.4											
Professional	109	49	40	8	8	1	1			2		38.1	2.5	2.6	3.2	2.6	.8	.7	.4	.4	1.5			2.5	1.8	.9	.8				
Technician	4	1	2	1								31.5	2.5	2.4	3.4	2.8	1.3	.9	.6	.5											
Protective Ser.	87	31	13	24	13	2	2	2				23.8	4.7	1.6	2.4	1.1	1.3	.7	1.0	.3	7.7						.6	.9			
Paraprofessional	2		1		1							52.4	3.2	6.3	2.1	3.5	.8	1.5	.9	.9											
Office/Clerical	37	3	28		2		4					53.7	2.1	4.5	2.2	5.0	1.0	1.2	.4	.9	.8		.8								
Skilled Craft	8	6		2								18.9	3.6	1.4	2.7	1.2	1.7	.6	1.1	.4	1.5										
Service Maint.	14	5	1	1	2	2	2	1				31.4	5.6	2.7	3.8	2.4	1.7	1.1	1.4	.6	3.4										
Totals	265	96	86	37	26	6	9	3		2		36.2	32.4	13.9	9.8	2.2	3.3	1.1													

Full-Time Equivalent



**IX. RECOMMENDED 1985 CONTRACT COMPLIANCE GOALS**

For 1985 we are recommending a continuation of the 1984 goals as shown below:

	<u>Minorities</u>	<u>Women</u>
Construction Contractors	15%	6.9%
Vendors/Service Contractors	11%	35%

In the Vendor/Suppliers area, the contract year extends from November to October under Ordinance 4528, Section 6c. Personnel Inventory Reports from well over 1,500 vendors and suppliers have been rated for the 1984-1985 contract year using the 35% female and 11% minority goals. These goals should remain in effect through the fall of 1985 when new goals will be examined and recommended in the 1986 Affirmative Action Plan.

**X. RECOMMENDED 1985 MINORITY/WOMEN'S BUSINESS UTILIZATION GOALS**

The utilization goals outlined below are presented by contract categories consistent with Ordinance 5983.

**A. ARCHITECTURAL AND ENGINEERING (A&E) CONTRACTS**

1. Present Goals:

- a) Minority Businesses 12%
- b) Women Businesses 3%

2. Recommendations:

- a) Minority Businesses 15%
- b) Women Businesses 7%

3. Supportive Data:

Ordinance No. 5983 establishes separate A & E utilization goals because A & E consulting services constitute a distinct technical/professional area in which there has been consistent underrepresentation of minority and women-owned businesses.

Because other units of government have not separated A & E contracts from other consultant contracts, data on A & E contracts are readily available only for King County. Nevertheless, data from other jurisdictions provide evidence of increasing participation of minority and women's businesses in all consultant contracts.

- a) The City of Seattle documents participation levels for consultant contracts at 16.2% for minority businesses and 5% for women's businesses. Present goals for the City of Seattle are 15% for minorities and 3% for women.
- b) Metro documents participation levels for consultant contracts at 17% for minority businesses and 3.5% for women's businesses. Present Metro goals are 15% for minorities and 3% for women.
- c) King County documents participation levels at 14.8% for minority businesses and 6.1% for women businesses.

**B. CONCESSION CONTRACTS**

1. Present Goals:

- a) Minority Businesses 1%
- b) Women Businesses 1%

2. Recommendation:

- a) Minority Businesses 10%
- b) Women Businesses 5%

3. Supportive Data:

Neither the City of Seattle nor METRO has available data on concession contracts.

**C. CONSTRUCTION CONTRACTS**

1. Present Goals:

- a) Minority Businesses 15%
- b) Women Businesses 7%

2. Recommendations:

- a) Minority Businesses 18%
- b) Women Businesses 10%

3. Supportive Data:

- a) The City of Seattle documents participation levels for construction projects at 17.3% for minority businesses and 9.5% for women businesses. The present goals are 15% for minorities and 3% for women.

- b) METRO documents participation levels for construction contracts at 15.7% for minority businesses and 9.6% for women businesses. The present goals are 15% for minorities and 3% for women.
- c) King County documents participation levels for construction contracts at 16% for minority businesses and 8.7% for women businesses. The present goals are 15% for minorities and 7% for women.

**D. CONSULTANT CONTRACTS**

1. Present Goals:

- a) Minority Businesses 15%
- b) Women Businesses 9%

2. Recommendations:

- a) Minority Businesses 15%
- b) Women Businesses 12%

3. Supportive Data:

- a) The City of Seattle documents participation levels for consultant contracts at 16.2% for minority businesses and 5% for women's businesses.
- b) METRO documents participation levels for consultant contracts at 17% for minority businesses and 3.5% for women's businesses.
- c) King County documents participation levels for consultant contracts at 4.1% for minority businesses and 24.9% for women's businesses.

**E. PURCHASE/SERVICE CONTRACTS**

1. Present Goals:

- a) Minority Businesses 5%
- b) Women Businesses 3%

2. Recommendations:

- a) Minority Businesses 10%
- b) Women Businesses 3%

3. Supportive Data:

- a) The City of Seattle documents participation levels of .1% minority businesses and .3% for women businesses.
- b) METRO has no available data.
- c) King County documents participation levels of 8.6% for minority businesses and 1.7% for women businesses, in 1984.