

SEMI-ANNUAL METRIC REPORT

Jefferson County Commission

April 1, 2021 – September 30, 2021

Program Review

Cricket Snyder, Chief Compliance Officer



Table of Contents

Section 1. Designation of Responsibility, Chief Compliance Officer	3
Section 2. Semi-Annual Report -Purpose and Contents	4
Section 3: Good Faith Efforts to Increase Diversity	5
3.1 Equity & Inclusion Initiatives	5
3.2 Diversity Recruitment Initiatives	25
3.3 Inclusive Selection Assessment Initiatives	32
3.4 Human Resources Employment Services Initiatives	34
3.5 Equitable People Development Initiatives.....	39
3.6 Technology Implementation and Efficiency	47
Section 4. Semi-Annual Reporting: Workforce Analysis	48
Section 5. Semi-Annual Reporting.....	72
Metrics 1 & 2:.....	76
Metric 3:.....	77
Metric 4:.....	79
Metrics 5 & 6:.....	80
Metrics 7 & 8:.....	82
Metrics 9 & 10:.....	83
Metric 11:.....	84
Metric 12:.....	85
Section 6. Forward Thinking.....	86
Appendix A: Good Faith Efforts Tables	89
Appendix B: Departmental Data Summary & Tables.....	96
Appendix C: Metric Data Tables	147
Appendix D: Paragraph 9.....	178
Appendix E: Entry Levels Jobs - Blacks.....	183
Appendix F: Entry Level Jobs - Females	210

Section 1. Designation of Responsibility, Chief Compliance Officer

Cricket Snyder, Chief Compliance Officer (CCO) for Jefferson County Commission, serves as the Affirmative Action Officer and is responsible for equity and inclusion initiatives and working collaboratively with County leadership to establish, monitor, assess and refine Jefferson County's continuous efforts to foster a culture of inclusion. NOTE: The Compliance Office now incorporates the Equity & Inclusion Division with a new reporting structure to the County Manager.

The accountabilities of the Chief Compliance Officer include the following:

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

Section 2. Semi-Annual Report: Purpose and Contents

The purpose of the Semi-Annual Report is to document changes in Jefferson County's workforce over the preceding six-month period (the six months beginning April 1, 2021, through September 30, 2021) for the County with special focus placed on jobs outlined in the Consent Decree. Specifically, the Semi-Annual Report examines the progress made toward fulfilling Consent Decree diversity goals (i.e., race and gender). Section Three describes some of Human Resources' recent initiatives highlighting good faith efforts to increase diversity. Section Four provides a snapshot of current Department demographics followed by a detailed review of individual attainment of Departmental Consent Decree goals. Section Five presents metric analyses by race and gender. Finally, Section Six describes desired steps forward in improving the overall culture and equity and inclusion activities throughout the County.

Section 3: Good Faith Efforts to Increase Diversity

3.1 Equity & Inclusion Initiatives

3.2 Diversity Recruitment Initiatives

3.3 Inclusive Selection Assessment Initiatives

3.4 Human Resources Employment Services Initiatives

3.5 Equitable People Development Initiatives

3.6 Human Resources Information Systems (HRIS)

3.1 Equity & Inclusion Initiatives

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

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

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

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

Section 3.5 outlines collaborative efforts for training and development.

3. **Talent Management** - *Work in collaboration with Human Resources divisions to develop accountability and performance management systems that empower, support, and reward individuals and Departments for initiatives. These systems will be informed by and linked to metrics using the following four steps.*

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

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

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

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

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

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

The following tables under Figure 1 show that during the previous reporting period, there was a higher number of Blacks and males 135 (80+55) hired than Whites and females 70 (21+42). There was a higher number of Blacks and males 150 (70+80) separated than Whites and females 93 (51+42).

During the current reporting period, there was higher number of Blacks and equal number of females and males 194 (88+53+53) hired than Whites (18). There was a higher number of Blacks and males 200 (104+96) separated than Whites and females 123 (57+66).

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

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

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

Current Reporting Period	Current Total of Employees As of 04/1/2021	Total Employees Hired: 04/1/2021 - 10/1/2021	Total Employees Separated: 04/1/2021 - 10/1/2021	Total Change 04/1/2021 - 10/1/2021	Current Total of Employees As of 10/1/2021
Blacks	1311	88	104	-16 (1%)	1295
Females	954	53	66	-13 (1%)	941
Whites	1024	18	57	-39 (-4%)	985
Males	1418	53	96	-43 (-3%)	1375

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

Recruitment efforts were previously tracked in a Microsoft Excel Spreadsheet. Since approximately August 2019, Human Resources began documenting recruitment efforts and results in a Recruitment Summary for each recruited position. Each recruitment summary includes information such as recruitment activities

conducted and results of those recruitment activities. Prior cycles are tracked, measured, and utilized to develop effective recruitment strategies that produce positive results, with a diverse and qualified pool of applicants for future job openings.

- *Identify jobs for which the overall labor force benchmark may not be fully relevant, specifically jobs that require certifications which tend to be held by disproportionate numbers of Whites and males. Collaborate within Human Resources to develop employees in feeder positions to attain these certifications and to cast a wide net for diverse candidates.*

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

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

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

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

- On June 30, 2021, the CCO met with Compliance team on proposals for recognitions and EID initiatives. The meeting concluded with the CCO consulting with the County Manager about budget(s) for programs.

Veterans Program – JeffCo Veterans Committee held its quarterly meeting in June and discussed the progress of the Ready Vet Initiative (RVI) implemented to increase veteran awareness of resources internal and external to the County that are available to them. Through email distribution, veterans were provided updates on financial and educational benefits available to them.

The content design for the informational website for veterans being created to serve as a one stop shop for information is still in progress. The information will be made available not only to veterans, but those who may provide support to veterans.

Veteran awareness supervisory training is being evaluated for supervisors to determine applicability to help them understand veterans and how they can assist them with workplace integration. Training is being reviewed to determine how best to include it as part of an overall supervisory training program. Civilian workplace integration training is being evaluated to determine how best to incorporate it into the overall training program for new hires and current employees who are veterans

Women in Non-Traditional Roles (WINTR) – In partnership with Learning & Organizational Development (LOD) Division, all employees identified as women in non-traditional roles were invited to participate in “The Power of Courage” career development activity. The Power of Courage is a class that shares information on how to be more productive and have the courage to lead and grow. Various one-hour sessions were announced this reporting cycle. Two sessions were held on April 8, and May 20, 2021. Due to loss of personnel in LOD additional sessions have been postponed until next reporting period. A survey was also presented at the conclusion of the training to further assess career development needs. One of the questions asked, "As a woman in a non-traditional role, have you experienced job challenges i.e., obstacles or experiences that limit or prevent job success?". As a result, 67% responded 'yes' and 33% 'no'. A WINTR community provides support to influence our retention rate and posture the County to be an employer of choice for women in non-traditional roles.

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

Section 3.2 outlines collaborative efforts for recruitment strategies.

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

As of September 30, 2021, 1,448 County employees have completed the Understanding the Equity & Inclusion Rule training, which is 88% of the County's workforce. As of this reporting cycle, on September 30, 2021, the Equity & Inclusion Division (EID) conducted the Understanding the Equity & Inclusion Rule online training and 767 County employees completed training which is 47%. Since that time, employees continue to be provided the flexibility to complete the online training due to a change in the County's operations, as well as afforded the convenience of completing the training from remote locations on any internet accessible device.

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

Leadership Initiatives - *Develop and launch at least one leadership initiative prior to the next semi-annual report. The Climate and Culture Study is forthcoming in 2022. Human Resources will launch the second run of the Climate and Culture Survey. Human Resources is projected to conduct the next Climate and Culture Survey in 2022.*

- Human Resources will continue to support supervisors in the County through coaching and training. As such, Human Resources will continue to offer supervisory and leadership training, as well as Equity and Inclusion training. County employees can access the training via DevelopU, which is the Human Resources Learning Management System (LMS). Additionally, new hires will be required to complete a series of required training during their probationary period. More information on training and development can be found in Section 3.5.
5. **Employee Engagement** – *Leverage the Climate and Culture Study to monitor employee engagement and develop initiatives pertaining to employee engagement.*
 6. **Departmental Leadership Equity and Inclusion Metric Coaching** - *Facilitate one-on-one meetings with top leadership in each Department with over 20 employees to discuss the information provided in the annual and semi-annual metric reports. The CCO provides feedback and advice to individual Departments based on their attainment of equity and inclusion related goals to ensure continued development in these areas throughout the County, as required by Section II. K 33(d) of the Consent Decree.*

The Business Partner Manager for Equity & Inclusion, along with the with CCO, facilitated one-on-one meetings with the Department Heads on August 16, through August 31, 2021, to share feedback on the previous benchmark results from the April 2021-October 2021 Semi-Annual Metric Report. Feedback was two-way in that Department Heads were requested to provide information that may be valuable in enhancing process toward their respective departmental benchmarks. Based on the feedback shared by the leaders, EID highlighted the departmental internal equity and inclusion wins and the common threads of concerns.

Coaching Overview

Coaching sessions this reporting cycle were conducted virtually August 16, 2021, through August 31, 2021. The Strategic Relationship Management Division (SRM) was invited to all the planned coaching sessions to allow SRM the opportunity to hear common concerns that Department leaders raised, which added value to the meetings and allowed for real-time responses. In addition, the Learning & Organizational Development (LOD) Division participated in some of the planned sessions. Overall, there was not significant change across all Departments. Many leaders expressed engagement in the process of fostering deeper partnerships across all HR Divisions.

Common Threads of Concern

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

The following were the most common topics raised by Department leaders:

- *No inclusion of leadership in the hiring practice, and in some instances the hiring process does not meet the Department's needs.*
- *Length of time in the hiring process and quality of candidates.*
- *Internship Opportunities to attract diverse pool of workers requested.*
- *Internal promotions for certain positions to have better candidates and increase employee morale.*
- *Experience of job candidates is not known by the Departments after hire.*
- *Representation of experience/qualifications is not verified by the County.*

Alternative Benchmark Resources

As noted in the previous reporting cycle, a formal request was made to Department leaders soliciting their feedback concerning alternative resources regarding labor force benchmarks. However, more than half of the Departments could not (or did not) provide alternative benchmark resources during the coaching sessions or thereafter. As a result, EID, SRM, and Employee Selection agreed to partner to develop additional strategies to address the individual jobs not meeting benchmarks. Currently, SRM is mapping out an agenda strategy to lead meetings with specific Department leaders to discuss alternative benchmark resources. Because the needs of each Department are different, guided discussions will be conducted accordingly by SRM.

Below are detailed summaries of the feedback received from the Departmental Coaching meetings held August 16, 2021 - August 31, 2021.

BOARD OF EQUALIZATION

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Culture shift is progressing steadily.</p> <p>Staff is cross-training and learning other jobs within the Department.</p> <p>Hiring process has improved.</p>	<p>Mentor Program “The Ride Along Program” has allowed administrative personnel to compete and be successful in moving into promotional positions.</p> <p>Training opportunities posture more Blacks and Females to secure internal promotions.</p> <p>Continue to encourage employees to be take advantage of all career development opportunities.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Certifications/license(s) required:</p> <ul style="list-style-type: none"> - Senior Property Appraiser - Senior Appraisal Analyst - Appraisal Supervisor <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> - Senior Property Appraiser - Senior Property Analyst <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - Alabama Real Estate Appraisal Board - American Society of Appraisers - Appraisal Institute.org

DEVELOPMENT SERVICES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Not much change since last reporting period.</p> <p>Department has lost positions and continues to be understaffed. Lack of vacancies and a challenging labor pool are the reasons several of the positions do not meet the benchmarks based on race and gender.</p> <p>The organization has assumed new functions. A new organization chart has been created. Clarity was requested regarding the supervisory pipeline.</p>	<p>New female Deputy Director.</p>	<p>Overall benchmarks are not met for race and gender.</p> <p>Certifications/license(s) required to bolster recruiting for candidates beyond the minimum required skills:</p> <ul style="list-style-type: none"> - Electrical Inspector - PGM Inspector - Chief PGM Inspector - Chief Electrical Inspector - Chief Civil Engineer - Chief Building Inspector - Director of Development Services - Landscape Architect - Building Inspector Services Manager <p>Traditionally filled by Whites and males:</p> <ul style="list-style-type: none"> - Building Inspector Services Manager - Landscape Architect - Building Inspector - Chief Electrical Inspector

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Staffing shortage in the Inspectors position.</p> <p>Human Resources has not responded to submitted staffing request.</p> <p>Recruitment for specialty positions continues to be challenging.</p>		<ul style="list-style-type: none"> - PGM Inspector - Principal Engineering Construction Inspector - Electrical Inspector <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - International Code Council - National Protection Association - American Planning Association for the American Institute of Certified Planners - State of Alabama Plumbers and Gas Fitters Examining Board - State of Alabama Electrical Contractors Board - Alabama Board of Examiners of Landscape Architects - Alabama Contracting Institute (ACRI)

DISTRICT ATTORNEY

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department expressed a desire for more feedback/transparency from Human Resources (Selection specifically).</p> <p>A Sr. Accountant is needed in Bessemer and a PCIF has been submitted. Stated a need to have this hire placed on the priorities list.</p>	<p>The Bessemer DA noted success with reclassifying the job of “Investigator Checks & Warrants” to Investigator. The DA has the authority to appoint investigators.</p> <p>A compromise was reached with Selection in which Investigators took Selection’s test and the DA appointed a hire from that list.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Alternative Benchmarks – N/A</p> <p>NOBLE – The National Organization for Black Law Enforcement was noted for SRM as a possible recruitment source.</p>

ENVIRONMENTAL SERVICES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Very little change in job classes meeting the race and gender benchmarks. The Water Reclamation Apprentice</p>	<p>Wastewater Reclamation Apprentice Program is going well.</p>	<p>Overall benchmarks are met for race, but not gender.</p> <p>Certifications/license(s) required for:</p>

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>initiative continues to be a model program.</p> <p>Due to COVID-19 pandemic, recruitment from high schools is not currently feasible. SRM will continue to focus on recruiting Blacks and Females in those identified areas. Viable pipeline is needed where Blacks and Females in the labor pool are being promoted into Skilled Laborer and supervisory positions.</p> <p>Currently, there are one hundred and thirty vacancies within the Department. The comparative analysis from SRM regarding the County's wastewater positions metrics with respect to the Brooking Institute's data was discussed. It was noted that in several job classes, JCC is postured well.</p> <p>Management required training data on number of employees that had completed the Interview Training class. Skilled Laborers saw an increase in turnover due to rule violations.</p>	<p>There is an increase in Females entering non-traditional roles:</p> <ul style="list-style-type: none"> -Construction Equipment Operator -Engineering Inspector -Heavy Equipment Operator -WRF Operator IV Projection that more Females will move up into management. <p>Maintenance & Electrical positions Apprentice program in the future. The pandemic has slowed down recruitment.</p> <p>The last six to twelve months have been very challenging.</p>	<ul style="list-style-type: none"> - Chief Civil Engineer - Deputy Director Environmental Services Department I - Deputy Director Environmental Services Department II - Deputy Director of Environmental Services - Director of Environmental Services - Electrician Senior Civil Engineer - Sewer Maintenance Superintendent - WRF Manager - WRF Operator - Grade II - WRF Operator - Grade III - WRF Operator IV - WRF Shift Supervisor - WRF Superintendent - WRF Supervisor <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> - Chief Civil Engineer - Chief of Party - Closed Circuit TV Technician - Construction Equipment Operator - Construction Supervisor - Deputy Director Environmental Services Department I - Deputy Director Environmental Services Department II - Deputy Director of Environmental Services - Director of Environmental Services - Drafter - Electrician - Electronics Technician - Engineering Inspector - GIS Database Supervisor - GIS Specialist - Network Systems Administrator I -Network Systems Administrator II - Plans Examiner - Principal Engineering Construction Inspector - Principal Engineering Land Survey Inspector - Public Works Supervisor (Construction or Sanitation) - Senior Civil Engineer - Senior Engineering Inspector - Senior Water Pollution Control Technician - Senior WRF Maintenance Worker - Sewer Construction/Maintenance Supervisor - Sewer Grease & Oil Inspector - Sewer Line Maintenance Inspector

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
		<ul style="list-style-type: none"> - Sewer Maintenance Superintendent - Sewer Video Operations Supervisor - Systems Analyst - Water Pollution Control Technician - WRF Manager - WRF Operator - Grade II - WRF Operator - Grade III - WRF Operator IV - WRF Shift Supervisor - WRF Superintendent - WRF Supervisor <p>Other than census data, these organizations/resources are ideal to reference data or industry standards: - Brookings Institute</p>

FAMILY COURT

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department requested minority groups be expanded in post Consent Decree reporting.</p> <p>The management feeder groups chart reflects three (3) incumbents at the Executive Level.</p> <p>Court Administrator feels that only two individuals should be reported in this group.</p> <ul style="list-style-type: none"> • Compliance Business Partner provided clarity data. • Data is correct as posted. 	<p>Continued positive working relationship with Compliance Office and Human Resources</p> <p>Incoming employees are doing well.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Alternative Benchmarks Data – N/A</p>

FINANCE

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Hiring process training has been offered to clarify misconceptions amongst employees.</p> <p>Department would like to have more input on hires:</p> <ul style="list-style-type: none"> • Assessment of candidate ability to apply knowledge in the interview process. • Department feels that they should have input to assess the candidate during the hiring process 	<p>Positive working relationship with HR and Compliance. Compliance team has been a plus in assisting Department with issues and concerns.</p>	<p>Overall benchmarks are met for race and gender</p> <p>Alternative Benchmarks Data - N/A</p>

<ul style="list-style-type: none"> Open and accessible candidate lists 		
---	--	--

GENERAL SERVICES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department feels that process to fill hires/promotions doesn't always attract the most qualified candidates. Process needs to be reviewed to account for candidates having the necessary experience that is needed to do the job.</p> <p>Protocols should be built within the process to catch whether the candidate possess certain skills and has provided the proper documentation when applying for jobs.</p> <p>Current selection process causes morale concerns for internal employees.</p>	<p>Assessment Center process is working for upper-level positions. HR should think about using the Assessment Center model for lower-level positions.</p>	<p>Overall benchmarks are met for race but not gender.</p> <p>Alternative Benchmarks Data – N/A</p>

COMMUNITY SERVICES & ECONOMIC DEVELOPMENT

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Pipeline Data clarification</p> <ul style="list-style-type: none"> Compliance Department clarified representation of executive level manager incumbent count. 	<p>Provisional Placements of three positions are wins for the Department until they are filled:</p> <ul style="list-style-type: none"> Community Development Specialist - White, Female. Grants Management Coordinator – Black, Male. Community Development Specialist Black, Female. <p>A Black female was placed in a provisional capacity for the Grant Management Coordinator position.</p> <p>All these individuals are still in the 'provisional' role and will be testing in the coming weeks/months.</p>	<p>Overall benchmarks are met for race and gender</p> <p>Alternative Benchmarks Data – N/A</p>

HUMAN RESOURCES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Closure of Consent Decree.</p> <p>Hiring & Selection is top priority.</p> <p>Almost 80% of HR employees are Black.</p> <p>Increase Diversity within the Department.</p> <p>Upcoming county wide culture survey.</p> <p>HRIS had internal hires into Payroll Specialist positions.</p> <p>Employee Selection validated 29 unique job classes.</p> <p>Had turn over in: Administrative Clerks Human Resource Director</p>	<p>Podcast on recruitment.</p> <p>Learning Management System expansion.</p> <p>Chief Compliance Officer recruited and Deputy Director of Human Resources</p> <p>Virtual New Employee Orientation</p> <p>Implemented employee suggestion box.</p> <p>Focusing on respect, appreciation, and inclusion.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - Society for Human Resource Management (SHRM) - Society for Industrial and Organizational Psychology (SIOP)

INFORMATION SERVICES

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Hiring process takes too long. Department can't attract talent having to wait that long on a hire.</p> <p>Internships for High School and College I.T Professionals to attract engaged young minds in the field.</p> <ul style="list-style-type: none"> • Executive level discussions on S.T.E.M opportunities. HR SRM provided clarity on Internship opportunities based upon approval. • HR SRM collaboration with Jefferson County Departments with onboarding, Personal Improvement Plans (PIP) training, etc. <p>Department is concerned with only hearing from HR 1-2 weeks before a new employee starts.</p> <ul style="list-style-type: none"> • It would be helpful for the Department to know who the person is and their skillset. This front-end info would be 	<p>Department has created an SOP initiative with onboarding new employees.</p> <ul style="list-style-type: none"> • Checklist is utilized • Departmental policies and procedures are provided to new employee • 3-year strategic plan is done for employee • Individual Development Plan is initiated • 3, 6, 9 month and annual evaluation of employee • Department will continue to seek guidance from Compliance when needed on this SOP. 	<p>Overall benchmarks were not met for race and gender.</p> <p>Alternative Benchmarks Data – N/A</p>

<p>helpful in the Department preparing for the onboarding of the new employee.</p> <ul style="list-style-type: none"> • Hard to manage projects and efforts when the Department doesn't know when they are getting a new hire. • More information sharing from HR so that IT can be efficient in their planning and development of the employee <p>Knowledge Transfer as positions are vacated by staff.</p> <ul style="list-style-type: none"> • The Department would like to be able to have the previous job incumbent train the new employee prior to vacating the position. • Overstrength abilities 		
---	--	--

PROBATE

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Micro-photographer position is phasing out. Have two long term employees in the positions very hopeful that they will be selected for the Court Clerk positions. Offering employees training in the interview process.</p> <p>Increase communication with SRM to ensure that specific skillsets are targeted in the recruitment process.</p> <p>Human Resources has done a good job in meeting staffing needs</p>	<p>Election Coordinator position has been posted.</p> <p>Would like to see more internal employees move up. Management will encourage employees to participate in the Structured Interviewing training through DevelopU.</p> <p>Offer training from professional organizations, such as the National College of Probate Judges.</p> <p>Improve retention with communication and training.</p> <p>Increase influence in hiring process by communicating with the Selection and SRM Divisions.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Certifications/license(s) required for:</p> <ul style="list-style-type: none"> - Accountant Series - Mental Health Coordinator - Confidential Judicial Assistant (licensed to practice law) <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> - Confidential Judicial Assistant - Deputy Probate Judge - Principal Accountant - Senior Accountant - Accountant - Mental Health Coordinator Probate Court <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - National Association of Probate Judges - Alabama Association of Probate Judges

REVENUE

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department would like to see expanding recruitment efforts to hire more males as Accounting Assistant II. Females are primarily in lower classes, However, there is a viable pipeline for advancement opportunities for Females.</p> <p>Clarify Supervisory pipeline level 3.</p> <p>Hiring process is too lengthy. Turnover rate is high and very challenging. Maintaining and hiring employees are concerns.</p> <p>During the pandemic there are open times when an employee at one location needs to be allocated to another location. This process can take several months.</p> <p>Would like to see a quicker turn around. Quality of the candidates overall are not up to par.</p> <p>Most lack specific skills in cash flow processes and internal control.</p>	<p>Increase in females promoted into auditing and accounting positions.</p> <p>There was an increase in Blacks hired as Revenue Examiner. Traditionally, these positions have been occupied by White Males</p>	<p>Overall benchmarks are met for race and gender.</p> <p>No alternative benchmark resources were provided.</p>

ROADS & TRANSPORTATION

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Department Head expressed having access to data related to the testing pool of candidates. To assist in creating a training program to address the following:</p> <ul style="list-style-type: none"> • Are internal qualified candidates applying? • Why aren't they applying? • Are candidates testing well or need more training? • Data can be used to offer training to those who have applied and lack a certain skill set/interview skill. <p>Shortage of employees.</p>	<p>Roads and Transportation has initiated a 7-week managerial training with first line supervisors and above.</p> <ul style="list-style-type: none"> • Collaboration with HR LOD <p>Very appreciative to HR and Compliance for aiding the Department</p> <p>Department will continue to work with HR SRM to take advantage of internship opportunities.</p> <ul style="list-style-type: none"> • Department feels that collaborative efforts will assist the Department with creating and building the type of employee that is needed. 	<p>Overall benchmarks are met for race, but not gender.</p>

<ul style="list-style-type: none"> • Trade and Engineering positions • Deficit in employees with specialized skills 	<ul style="list-style-type: none"> • There is a deficit in specialized skills and providing internships will give Department a chance to develop talent. 	
---	---	--

SECURITY

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Security Department Director asked the JCC for additional employees. Their scope of responsibility has increased without the needed manpower. There is not a supervisor that works overnight. There are currently two openings, and he has met with HR. One of the challenges noted is that the Security Department culture has a para-military culture. Strict dress code and policies. One of the goals is to ensure that this culture and expectations are clearly communicated to potential candidates prior to commitment to the role.</p>	<p>Target recruitment to hire more females.</p> <p>Three females that are Senior Security Officers were internal promotions.</p>	<p>Benchmarks are met for gender, but not race.</p>

TAX ASSESSOR

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Hiring process not meeting the Department's needs.</p> <p>Although EID leadership explained why hiring is not conducted at the departmental level, one leader expressed there is no inclusion of leadership in the hiring process. In addition, EID leadership explained how management influences the hiring/selection process via partnerships with SRM and Selection.</p> <p>Current employees with years of experience and knowledge</p>	<p>Females and Blacks continue to occupy positions traditionally held by whites.</p> <p>Continue to encourage employees to compete for jobs and complete the Interview training.</p> <p>Enhance partnership with HR.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Predominantly filled by Whites and males:</p> <ul style="list-style-type: none"> - Senior Personal Property Appraiser <p>Other than census data, these organizations/resources are ideal to reference data or industry standards:</p> <ul style="list-style-type: none"> - Alabama Association of Assessing Officials - Auburn University Governmental Institute

appear to be overlooked for promotional opportunities.		
--	--	--

TAX COLLECTOR

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Experience level of candidates:</p> <ul style="list-style-type: none"> Lack of grasping of work concepts that should be known by professionals in this job class Internal candidates have better knowledge of position than an outside candidate. <p>Better candidates to job match in the hiring process</p> <ul style="list-style-type: none"> Competency of candidates Improvement in reviewing the experience of candidates Appropriate Skill sets <p>Improved collaboration with testing and testing of candidates</p> <ul style="list-style-type: none"> Improvement in working with the Department in identifying Subject Matter Experts. 	<p>Department will continue to work with HR SRM and Compliance. Working relationships with those areas are appreciated.</p>	<p>Overall benchmarks are met for race and gender.</p> <p>Alternative Benchmarks Data – N/A</p>

YOUTH DETENTION

Feedback	Wins & Initiatives	Alternative Benchmarks Data & Resources
<p>Continued emphasis on fitness equipment in recruitment for Juvenile Detention Officer (JDOs).</p> <ul style="list-style-type: none"> Department will continue to work with HR SRM on improving this need. <p>Department would like to see promotional opportunities for current employees vs. jobs being opened for outside candidates.</p> <ul style="list-style-type: none"> Having promotional series of job opportunities for current employees will help with morale and employee engagement at the Youth Detention Facility. Department will continue to work with the CCO and HR to have this kind of initiative considered in post Consent Decree planning <p>Department would like to see increased recruiting solicitation of Youth Detention positions:</p> <ul style="list-style-type: none"> Georgia Department of Juvenile Justice Recruiting efforts to show JDOs in their uniforms Pay/Compensation advantage Jefferson County Commission Youth Detention JDOs have in the area should be highlighted to motivate those working in the field to apply 	<p>Department has a good working relationship with HR SRM and Compliance and will continue to work with those areas to address recruiting and Departmental compliance needs.</p> <p>Department has seen improvement in the Knowledge Skills and Abilities (KSAs) of recently hired candidates.</p> <p>Department has hired 3 employees that are female.</p> <ul style="list-style-type: none"> Employees that were hired have been flexible and working employees. Employees have shown to be experienced in Youth Detention field. 	<p>Overall benchmarks are met for race, but not gender</p> <p>American Correctional Association</p>

<ul style="list-style-type: none"> • Department feels that these awareness items can attract other qualified candidates. <p>Department would like to see overarching policies created.</p> <ul style="list-style-type: none"> • With Jefferson County having various Departments with different operational needs, Youth Detention will continue to work with the Compliance Department to address operational concerns <p>Additional time for employees beyond the 80 hours or COVID time</p> <ul style="list-style-type: none"> • Staff safety during pandemic 		
---	--	--

Case Management and Other EID Activities

There was a total of fourteen (14) discrimination complaints filed and/or opened during this reporting period. Section II. K 33(g) of the Consent Decree requires the CCO to report investigation findings. Of those, there was one (1) violation, four (4) with insufficient information one (1) referred, three (3) transferred and five (5) closed with No Violation determination.

The Equity & Inclusion Division handled ninety-nine (99) employee relations consultations and requests for advice from supervisors and managers for a variety of issues including:

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

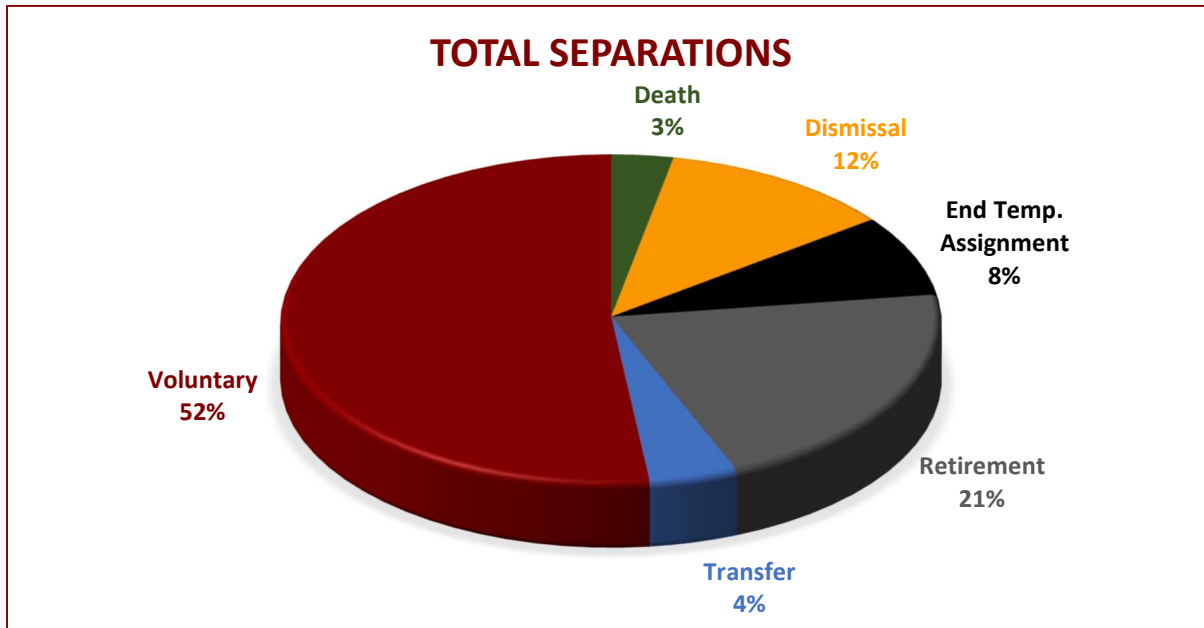
The Equity & Inclusion Division representatives also attended seventy-three (73) disciplinary hearings and discussions during the reporting period.

Separations

During this reporting period there were a total of one hundred and sixty-two (162) separations: thirty-four (34) or 21% Retirements [6 of which were sick leave retirement credits], five (5) or 3% Deaths, eighty-four (84) or 52% Voluntary

Separations, thirteen (13) or 8% End Temporary Assignments, seven (7) or 4% Transfers and nineteen (19) or 12% Dismissals, as noted in Figure 2.

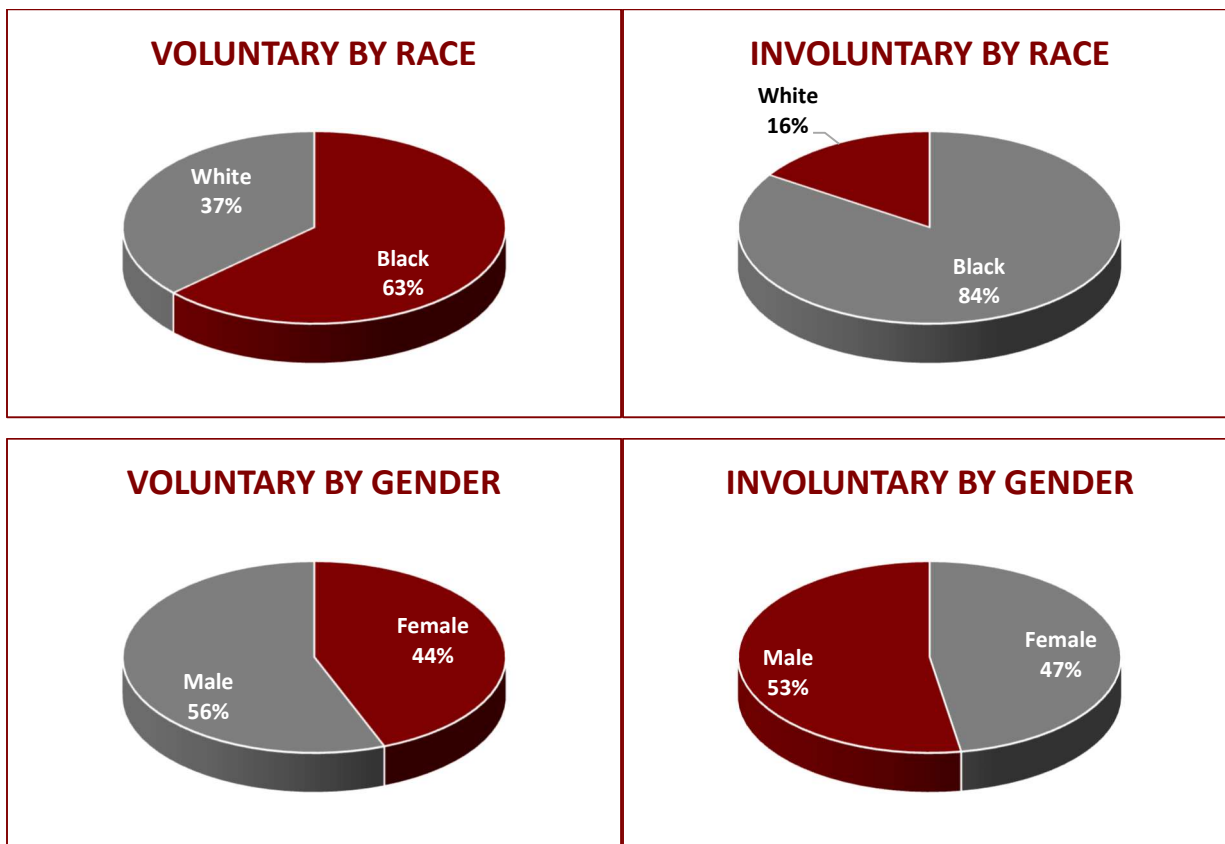
Figure 2. Total Separations



Of the total separations, there were one hundred and four (104) or 64% Blacks, fifty-seven (57) or 35% Whites, and one (1) or 1% Unknown.

The following graphs under Figure 3 show percentages of separations by race (voluntary/involuntary) and gender (voluntary/involuntary). The data shows a greater percentage of Blacks (63%) voluntarily left the County than Whites (37%); while 84% of Blacks and 16% of Whites involuntarily left. In addition, males (53%) were dismissed from the County at a higher rate than females (47%). Lastly, males (56%) voluntarily left the County at a greater percentage than females (44%).

Figure 3. Separations by Race and Gender



Exit Interviews/Questionnaires

Of the one-hundred and sixty-two (162) separations during this reporting period, EID was notified of only twenty-one (21) employees (which is 13%) prior to the employees' departure and sixteen (16) accepted the invitation for an exit interview. The main reasons provided for departing from the County were 1) lack of career advancement, 2) lack of flexibility, 3) need for work/life balance (burn out, anxiety, & overworked), 4) lack of leadership accountability, 5) undesirable work conditions and 6) organization culture. In most cases, EID's small sample of separation notices are received from the Employee Services Division, HRIS or through word of mouth. During the Equity & Inclusion Rule training sessions, supervisors and general employees were instructed to notify EID immediately of anyone separating from employment in hopes of increasing the exit interview participation. All Departments are required to report anticipated separations to EID immediately upon the employee's notification. To assist with this matter, EID created an internal Exit Interview Process Rule. Given the increase in separation notifications reported to EID, the exit interview data could be a viable resource to create a retention plan.

3.2 Diversity Recruitment Initiatives

Targeted Recruiting Efforts

Human Resources continued to make good faith recruiting efforts for jobs recruited for during the reporting period by utilizing the latest March 2021 County Manager Hiring Priorities List. Recruiting strategies were developed and utilized to deepen the pool of qualified and diverse candidates. Table 3.2A lists those recruiting efforts for jobs recruited for during the reporting period.

Table: 3.2A: Recruiting Summaries During April 1, 2021 – September 30, 2021

Job Title	Recruiting Period	Targeted Recruitment Efforts
Water Reclamation Facility Operator II, III and IV	Open continuous	<ul style="list-style-type: none"> Searched Indeed.com.com and LinkedIn.com for prospects Followed up with an inquiry from the PBJC regarding part-time opportunities; but no response from the lead
Senior Systems Analyst	March 10, 2021 – July 23, 2021	<ul style="list-style-type: none"> Posted job to Onboard Birmingham online job board Sent email to employees in Systems Analyst job feeder class Posted job to LinkedIn Searched LinkedIn Recruiter Lite for prospects
Automotive Technician – General	March 25, 2020 – Open continuous	<ul style="list-style-type: none"> Direct outreach to prospects via sourcing outlets (e.g., Indeed.com.com, LinkedIn.com) Jefferson County internal employee recruitment; sent job announcement email to all County employees Posted flyer on LinkedIn.com
Senior Civil Engineer	April 25, 2021 – Open continuous	<ul style="list-style-type: none"> Posted job on Engineering.com Posted job on Handshake job board at the following schools: Auburn University, Tuskegee University, Alabama A&M University, University of Mississippi, University of South Carolina, Athens State University, University of Texas at San Antonio, Florida Agricultural & Mechanical University, University of Alabama in Huntsville, John Hopkins University, University of South Florida, University of Alabama at Birmingham, University of Tennessee-Martin
Systems Analyst	April 25, 2021 - July 17, 2021	<ul style="list-style-type: none"> Created attractive promotional flyer Posted job to Alabama Works! online job board Posted job to Onboard Birmingham online job board Shared job with Innovate Birmingham Shared job with TechBirmingham LinkedIn resume search

Job Title	Recruiting Period	Targeted Recruitment Efforts
		<ul style="list-style-type: none"> • Sent requests to post the job to several school job boards, such as: Alabama Agricultural and Mechanical University, Arkansas Tech University, Alcorn State University, University of Alabama at Birmingham, Southern University & A&M College at Baton Rouge, University of Alabama, Auburn University at Montgomery, University of Alabama in Huntsville, Savannah State University, University of Mississippi, Alabama State University, North Carolina Central University, Graves School of Business – Morgan State University, University of Georgia, Louisiana State University, Howard University, Tuskegee University, Athens State University, Tennessee State University, University of South Alabama, Morehouse College, Auburn University, Bethune-Cookman University, University of Tennessee-Martin, Florida Agricultural & Mechanical University, Troy University
Assessment and Development Specialist	April 25, 2021 – June 6, 2021	<ul style="list-style-type: none"> • Sent announcement to all County employees • Posted job to OnBoard Birmingham • Posted job to the Society for Industrial and Organizational Psychology (SIOP) online job board • Posted to Jefferson County’s social media accounts • Created promotional flyer • Posted to LinkedIn personal page
Building Inspection Services Manager	April 26, 2021 – July 9, 2021	<ul style="list-style-type: none"> • Posted job to International Code Council (ICC) online job board • Posted job to OnBoard Birmingham • Posted to Jefferson Count’s social media accounts • LinkedIn Recruiter Lite prospect search
Water Reclamation Facility Operator Apprentice	May 23, 2021 – June 13, 2021	<ul style="list-style-type: none"> • Direct Outreach via Indeed.com • Posted job to AlabamaWorks! • Posted job to Jora.com • Shared with Alabama Workforce in Training Center’s Workforce Development • Training program • Sent separate email to County employees and Commissioners outside of normal • job announcement only highlighting the WRF Operator Apprentice job • Recorded Jefferson County Podcast about the job • Posted to Jefferson County social media outlets • Shared with United Way Priority Veteran (Central AL) • Requested job be shared on Alabama Water Environment Association’s site • Shared with Jacksonville State University Water Reclamation program

Job Title	Recruiting Period	Targeted Recruitment Efforts
		<ul style="list-style-type: none"> • Posted the job on Lawson State Community College website • Posted the job on Jackson State University website • Shared and posted on University of West Alabama • Shared with Alabama Disability Rehabilitation Services • Shared job with Alabama Industrial Development Training (AIDT)
Electrician Supervisor	June 20, 2021 – July 18, 2021; July 22, 2021 – Open Continuous	<ul style="list-style-type: none"> • Contacted instructors at the following State Community Colleges: George C. Wallace, Bevill, J.F. Drake, Shelton, and Trenholm • Shared position with Alabama Workforce in Training Center Workforce Development Training Program • Emailed County employees in the Electrician job class • Contacted Birmingham Business Alliance to ensure position posted to online job board • Posted job on Lawson State community College’s career services website
Deputy Coroner	June 27, 2021 – July 12, 2021; reopened August 15, 2021 – August 27, 2021	<ul style="list-style-type: none"> • Indeed and LinkedIn resume search • Requested to post position on American Board of Medicolegal Death Investigators job board. • Announced position on careers email announcement to all county employees. • Posted position to AlabamaWorks!
Information Technology Project Manager	June 27, 2021 – July 12, 2021; July 13, 2021 - September 9, 2021	<ul style="list-style-type: none"> • Sent job announcement email to all County employees • Shared on Jefferson County Social Media outlets • LinkedIn Recruiter Lite prospect search • Posted job to Birmingham Business Alliance- OnBoard Birmingham online job board • Shared job with Tuskegee University Birmingham Alumni Chapter
Truck Driver, Heavy Equipment Operator, Construction Equipment Operator	July 11, 2021 – July 30, 2021	<ul style="list-style-type: none"> • Sent job announcement email to all County employees • Created attractive flyer Shared with National Association of Women in Construction (Birmingham Chapter) • Shared on Jefferson County Social Media Outlets • Requested position be shared with Alabama Workforce in Training Center’s Workforce Development Training program, Birmingham Business Alliance and The Dannon Project • Shared position with East Pinson Valley Recreation Center • Sent flyer to be shared at Public Library in Graysville, Alabama • Posted jobs on Workfaith Birmingham job site Shared job with Workforce Innovation and Opportunity Act (WIOA) Collaborative Group Posted Heavy Equipment Operator & Truck Driver on Alabama Works!

Job Title	Recruiting Period	Targeted Recruitment Efforts
		<ul style="list-style-type: none"> • Indeed.com Resume search Requested positions be shared with students/participants and alumni at Heavy Equipment Colleges of America (GA); Bevill State Community College (Sumiton, AL); Shelton State Community College (Tuscaloosa, AL); Lawson State Community College; Wallace State Community College’s Commercial Truck Driver Training Program • Contacted prospects from Jefferson State Community College • Ran commercial ad on V94.9 Radio • Shared positions with Faith Chapel – Birmingham and New Rising Star Missionary Baptist Church
Chief of Building Maintenance	August 1, 2021 – August 13, 2021	<ul style="list-style-type: none"> • Searched talent on Indeed.com • Posted job on the following career websites: AlabamaWorks, Lawson State Community College, Alabama A&M University • Shared job with Trenholm State Community College • Utilized LinkedIn groups to share job
Real Property Appraiser and Senior Real Property Appraiser	Real Property Appraiser: August 1, 2021- Open continuous and Senior Real Property Appraiser: July 25, 2021 – Open continuous	<ul style="list-style-type: none"> • Utilized the Alabama Real Estate Appraiser Board to research certified property appraisers; contacted these individuals via LinkedIn • Utilized Handshake to post on the following schools’ websites: Alabama A&M University, Alabama State University, Athens State University, University of Alabama at Birmingham, and Auburn University • Shared job with Lawson State Community College and Troy University
Tax Agent	August 22, 2021 - September 3, 2021	<ul style="list-style-type: none"> • Utilized Handshake to post on the following schools’ websites: Alabama A&M University, Alabama State University, Athens State University, University of Alabama at Birmingham, and Auburn University • Posted job on Lawson State Community College online career page Shared job with Troy University and the University of Alabama at Huntsville
Auditor and Senior Auditor	August 22, 2021 – September 3, 2021	<ul style="list-style-type: none"> • Requested jobs shared with the Birmingham Chapter of Institute of Management Accountants • Requested jobs shared with several schools such as: Alabama A&M University, Alabama State University, Auburn University, Auburn at Montgomery, Jacksonville State, Miles College, Spring Hill College, Stillman College, Tennessee State University, University of Alabama, Troy University, Tuskegee University, University of Alabama at Birmingham, University of South Alabama, and Wallace State Community College-Hanceville

Job Title	Recruiting Period	Targeted Recruitment Efforts
Water Reclamation Facility Supervisor	August 29, 2021 – September 20, 2021	<ul style="list-style-type: none"> • Job posted to AlabamaWorks! • LinkedIn and Indeed resume search
Highway District Superintendent	August 29, 2021 – September 24, 2021	<ul style="list-style-type: none"> • Posted on Lawson State Community College job board • Posted on Engineering.com • Shared job with Jefferson State Community College • Posted job on various LinkedIn associated groups
County Property Appraiser	August 29, 2021 – Open continuous	<ul style="list-style-type: none"> • Posted the position on Alabama Works • Searched for certified General Real Property Appraiser on the Alabama Real Estate Appraisers Board’s website • Sharing opportunity with those who have personal email accounts saved on the board’s website • Recruitment activity is ongoing
GIS Specialist	September 5, 2021 – September 20, 2021	<ul style="list-style-type: none"> • LinkedIn resume search • Posted to Alabama Career Center’s • Requested position be shared on Faith Chapel’s online job board • Indeed.com resume search • Posted to the following school sites: <ul style="list-style-type: none"> -University of North Alabama - Auburn University at Montgomery - University of Alabama - Wallace State Community College - Troy University - University of South Alabama - Lawson State Community College - Shelton State Community College - Samford University • Sent reminder email to employees in feeder Job Classifications • Posted job in LinkedIn “GIS Jobs” page • Created attractive flyer and JPEG Image
<ul style="list-style-type: none"> • Property Litigation Administrator, Skilled Laborer and Director of Human Resources jobs were announced on September 26, 2021 and closed in the next reporting cycle. 		

Executive Recruitment

Human Resources put together a recruiting plan for the Deputy Director of Roads and Transportation and executed the strategies by using a variety of targeted methods. The job announced May 9, 2021 and was projected to close June 13, 2021. After pre-screening of the applications was completed, the announcement was extended and closed June 27, 2021, to allow additional recruitment. Four (4) applications were submitted during the extension period. Human Resources utilized various methods to source candidates. Those efforts consisted of creating a brochure, posting the job on Indeed.com, conducting direct outreach via the LinkedIn RecruiterLite platform, posting in various LinkedIn groups such

as Highway, Transportation, and Civil Engineering Jobs, and sharing the job with various niche organizations such as Society of Women Engineers and National Society of Black Engineers, Birmingham Chapter. Nineteen applications were submitted – 16 were White and 3 were Black; 18 were male and 1 was female. Upon the pre-screening and final screening of applications, ten candidates were selected to participate in the executive assessment center that took place on August 4, 2021, one of which was directly recruited by the Strategic Relationship Management Division. After integration was held August 20, 2021, two highly qualified candidates were identified. Christopher Nicholson, a White male, accepted an offer and started with the County on October 11, 2021.

The integration for the Deputy Director of Human Resources was held on April 14, 2021. The position was filled by an internal employee, Romissa Walton, a Black female in May 2021.

The Director of Human Resources job announced September 26, 2021 and is projected to close October 24, 2021. The SRM Division began to execute a thorough search to fill this role.

Water Reclamation Facility Recruitment Initiatives

The SRM Division continued to recruit for the Water Reclamation Facility (WRF) Operator Grade II, Water Reclamation Facility Operator Grade III, and Water Reclamation Facility Operator IV job classes. Recruiting efforts are listed above in Table 3.2A. There were five (5) candidates deemed eligible for the WRF Operator II, III, and IV jobs by the Personnel Board of Jefferson County during the reporting period. Additional information regarding the WRF High School Internship and the WRF Apprenticeship Programs are updated in the Development Initiatives (Learning and Organizational Division) section of this report.

Good Faith, Positive Recruitment, and Community Outreach

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

- Spoke with four job seekers at Pinson Recreation Center Career Fair regarding vacant positions with Jefferson County, applications tips, and provided information on how to sign up for job alerts.
- Connected with Innovate Birmingham to learn more about services offered from the organization.
- Conducted four mock interviews with clients of Workfaith Birmingham on May 27, 2021.
- Spoke with church group members of Sixth Avenue Baptist Church to promote current jobs available within the County.
- Spoke with eleven students at Hope Inspired Ministries about careers with Jefferson County Commission
- Conducted four mock interviews in partnership with Workfaith Birmingham and Wellhouse on July 15, 2021.
- Conducted four mock interviews with the Lovelady Center on July 29, 2021.

Recruiting and Networking

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

- Participated in the Auburn University at Montgomery Virtual Career Fair on April 12, 2021 through April 14, 2021. Spoke with one career fair attendee about their career interests, goals, and Jefferson County's application process.
- Participated in the University of Alabama Virtual Career Fair on April 12, 2021. Conducted one-on-one sessions with eight student participants studying various fields, such as Criminal Justice, Civil engineering, and Information Technology.
- Participated in Alabama Agricultural & Mechanical University Virtual Career Fair on April 13, 2021. Conducted one-on-one and group sessions with eight student participants studying various fields, such as Urban Planning Entrepreneurship, Mechanical Engineering, and Criminal Justice.
- Registered and attended the Jacksonville State University Career Fair. However, there were no student participants for the virtual event.
- Partnered with the Personnel Board of Jefferson County on July 9, 2021 to attend the Jefferson County Family Resources Center and Jefferson County Family Court: Resources, Health and Job Fair. Spoke with attendees regarding current and upcoming career opportunities.
- Participated in the Birmingham Business Alliance and Innovate Birmingham Hired from Home event on July 14, 2021. Spoke with career fair attendees and Innovate Birmingham regarding careers at Jefferson County Commission, specifically opportunities in the information Technology field.
- Participated in the University of Alabama at Birmingham School of Engineering Virtual Career Fair September 17, 2021.
- Participated in the Alabama State University Virtual Career Fair September 28, 2021.

Strategic Direction Roadmap Initiatives

SRM established efforts to work on HR's Strategic Direction Roadmap Initiatives. Those initiatives included Recruiting Beyond the Consent Decree and Enhancing the County's Employer Brand. As such, SRM developed a plan to engage with a diverse group of individuals. The diverse groups included but were not limited to Asians, Hispanic, individuals with disabilities and various other groups. The plan is to engage and provide details regarding careers with Jefferson County and resume writing tips. To help brand Jefferson County as an employer of choice and to be a value-added resource to employees, SRM received feedback from Human Resources division managers on initiatives they would like to highlight in a video trailer to showcase current and upcoming HR initiatives by providing informative resources. SRM drafted the video trailer and is completing the final draft after receiving additional feedback and review. The video trailer's anticipated completion date will be early 2022. SRM also developed a How to Apply Frequently Asked Questions document.

Additionally, SRM continued to partner with the Public Information Officer (PIO) to enhance employer branding and community presence by informing the community of ongoing resources, programs, and initiatives within the HR Department via the creation and recording of various podcast topics. Table 3.2B lists the podcasts completed during the reporting period. Each podcast was hosted by Helen Hays, Public Information Officer.

Table: 3.2B: Employer Branding Podcast Initiative

Podcast Topic	Brief Description	Month/Year Podcast Projected	Speaker(s)
Interviewing Tips	Overview and tips on what to expect when candidates come in for an interview or test.	April 2021	Jamie Koladish and Matt Luetjen
WRF Operator Apprenticeship	Testimonials from apprentices who went through the program on their experience.	May 2021	Marques Crenshaw, Margaret Tanner, and Cari Ray
How to Apply	Provide information on how to apply for Jefferson County careers.	June 2021	Loren Warren
Employee Benefits	Highlight the various benefits and perks our employees enjoy.	September 2021	Nakia Buckner

Forward Thinking

SRM, in partnership with LOD, will be working on additional shared initiatives in the upcoming reporting period.

- Implementation of a County-wide Internship
- Development of Career Toolkits such as Resume Writing workshop and County Careers presentation

SRM, in partnership with the Public Information Office, will also begin working on a short County welcome video to aid in branding the County as an employer of choice.

3.3 Inclusive Selection Assessment Initiatives

Since April 2020, Human Resources has conducted secondary selection work on thirty-four (34) classified job classes, to include one (1) executive-level job class at the County (e.g., Deputy Director of Roads & Transportation). Thirty-four (34) selection procedures (e.g., structured oral interviews, realistic job previews, Job Components Validity Assessments) were administered for the job classes. Five (5) assessment weeks were conducted during the reporting period, and over five hundred (500) job candidates participated in the County’s secondary selection processes. This pool of candidates represents 51.8% of employees whose names were certified to Human Resources by the Personnel Board of Jefferson County, and 79.5% of employees who registered to participate in Human Resources’ secondary selection testing.

A Realistic Job Preview was administered for the job classes of Skilled Laborer, WRF Operator Apprentice, and Water Pollution Control Technician during the reporting period. A computer-based assessment (i.e., Job Component Validity (JCV) Assessment) was administered for the job class of Skilled Laborer, Accountant, and Security Officer during the

reporting period. Tables A3 and A4 in Appendix A provide demographic information of those individuals who participated in the secondary selection testing processes.

Additionally, a JCV Content Validation Study was conducted on the Probation Officer and Juvenile Detention Officer job families. Completion of this content validation study should provide evidence to support the use of the Job Components Validity (JCV) Assessment Battery as an optional testing component when administering secondary selection tests for vacancies within these job families.

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

3.4 Human Resources Employment Services Initiatives

EMPLOYMENT

The Employment Services Team has reviewed the hiring workflow and implemented measures to improve efficiency and uniformity of the hiring process. The team has also been present in multiple interdepartmental meetings with the intentions of increasing transparency in the pre-employment process and enhancing compliance with Consent Decree guidelines and the Personnel Board of Jefferson County's Rules and Regulations. One of the paramount implementations has been the Relative Database, which ensures compliance with the County's Administrative Order (AO) 08-3 regarding nepotism in the workplace. The team has worked diligently to communicate the recently implemented pre-conditional requirements as they pertain to AO 08-3, how the administrative order potentially affects candidates in the pre-employment process, and the role of departments in ensuring compliance.

After resuming hiring activities following historic challenges stemming from the COVID-19 pandemic, the team continues to focus on filling critical job vacancies to include backfills and temporary appointments. Additionally, the team has recently welcomed two new Human Resources Technicians who, upon completing training, will assume individual assignments that will aid in propelling the team's goal of alleviating the County's ever-present need for qualified, eligible, employees while maintaining the integrity of the hiring process.

Premium Pay

The Employment Services Team processed premium pay for eligible employees which is awarded by an agency at the discretion of an Appointing Authority and approval by the Personnel Board of Jefferson County (PBJC). The team worked closely with the PBJC to analyze premium pay requests to ensure accuracy of information submitted. The team adhered to suggestions previously made by the PBJC regarding premium pay effective dates and communicated with Department Heads the PBJC regarding premium pay effective dates. The premium request submission process was effective October 12, 2020, and communication was sent to Department Heads to assist in their submission of current and future requests for premium pay. Premium pay processing is reviewed via multiple parties to ensure information submitted is accurate, verifiable, and complete. Employee Services has worked closely with the Departments to provide information necessary to further premium pay processing. Every effort is made

to assist all parties with becoming acquainted with the process and to assist with relevant details required to assist County Employees.

Workday

The Employment Services Team utilizes Workday to process premium pay requests approved by the HR Director for PBJC review and determination. The Employment Team continues to work closely with the PBJC to address issues of concern and respond accordingly. This process includes analyzing requests, researching prior premium pay requests, and corresponding with applicable parties. The determinations are forwarded to Departments and HRIS, as applicable. Of note, applicable correspondences are now handled primarily via Workday to ensure relevant information is captured in a central location which allows the PBJC and Jefferson County to communicate more efficiently. The PBJC continues to enhance features of Workday to accommodate the needs of the County. The team has also worked with the PBJC to update Supervisory Organizations and coordinate the movement of candidates and employees into new job classes.

BENEFITS

The reporting period began with a roll out of promotions to employees for our Pack Health Wellness Plan, as well as increasing awareness about our new Catapult Virtual At-Home Check-up kits. These kits provided employees and their dependents the opportunity to have a convenient check-up and then follow-up with a licensed nurse practitioner from the comfort of their homes. The information gained from the check-ups/screenings was shared with BCBS to strategically target those employees with at least one of the health conditions that may result in eligibility for Pack Health coaching; another tactic to increase Pack Health Enrollments and encourage employees to take control of their health. At the time of this reporting, the Catapult initiative yielded 259 completed at-home check-ups, and we anticipate findings from this data will be available during the next reporting period. Also, the Pack Health Coaching Program continued to see increasing enrollments because of consistent promotion through monthly email blasts to employees.

The team also rolled out a Special Enrollment Period which allowed employees to make benefit changes to their Flexible Spending Accounts (FSAs) and Health coverage under new IRS rules and regulations. Under these regulations, employees could increase or decrease elections, or terminate current benefit enrollments. Employees were also informed that unused funds from FSA accounts could be accessed

through December 31, 2022. The changes were a continuation of the COVID-19 Relief Bill passed by Congress late December 2020 giving the employees more options to use unused funds as the pandemic continued.

Benefits advisor Jenne Neighbors continued to train Nakia Buckner and Karen McGlond on provider billing processes with successful completion in May 2021. Complete transition began in June 2021 with the trained advisors processing billing on their own based upon an agreed upon quarterly rotation schedule. Peer review of all bills continued throughout the reporting period.

During the month of June, the team focused its attention on an in-depth Other Post-Employment Benefits (OPEB) Valuation information request from Nathaniel Hutchinson of Cavanaugh MacDonald Consulting Group. Benefits advisors reviewed the request and collectively devised a strategy to compile the requested information by the deadline of August 31, 2021. The Benefits team worked with Cavanaugh MacDonald, Blue Cross & Blue Shield of Alabama (BCBS), the HRIS division, and Finance and completed this request on August 12, 2021, ahead of the agreed upon deadline.

In connection with our Mental Health Provider, Behavioral Health Systems, the Benefits Team kicked off a four-month series of Virtual Lunch & Learn sessions geared at addressing various needs of County employees. Topics included Coping with Covid-19, Time Management, The Sandwich Generation, and Managing Conflict. An increased number of employees took advantage of these sessions, with the most successful being the final session, Managing Conflict, with over 50 attendees and several requests for session materials, and more County-wide benefits related training. These sessions were a great way to emphasize a more positive and efficient work culture at the County.

The Benefits team also coordinated a successful blood drive in connection with Life South during the reporting period, which was held on July 7, 2021. Set up and parking was facilitated by our General Services Department, and communication and promotion by the Benefits team. According to Life South the drive yielded 23 units of blood which was a great accomplishment during the pandemic.

During the prior reporting period, a meeting was held to discuss the status of our BCBS medical plan for employees and retirees. As a result, conversations began in this reporting period surrounding upcoming fiscal year plan renewals, County costs and employee premiums. Recommendations and considerations from the County's benefits broker, Benalytics, were discussed with the County Manager, CFO, Director and Deputy Director of HR, Director of Revenue, and the Employee Services Manager for the Annual Enrollment 2021.

Preparation for Annual Enrollment for FY2022 began following communication with the County Manager. Subsequent meetings with the Manager of Systems Analysis, Landon Dowe, were held to discuss Kronos enrollment page updates and conduct a thorough review of audit procedures for enrollment processing once Annual Enrollment closed. The Benefits team reviewed audit protocols from the previous Annual Enrollment period and made the necessary corrections and additions needed to enhance and expedite this year's annual enrollment audits. The Benefits team also supplied revisions to Kronos enrollment pages and prepared the online scheduling application for in-person appointments for Annual Enrollment assistance. The Employee Services Division Manager and Benefits Advisors also arranged to ensure they each participated as the HR /Benefits representative at four or five of the eighteen (18) virtual annual enrollment information sessions to provide support to Corey Sherman, Principal with Benalytics consulting group. Additionally, the team provided verbiage for FY2022 benefit plan changes to the General Retirement System of Jefferson County Employees (GRS) for inclusion in the GRS semi-annual newsletter issued to all retirees.

The Benefits Team successfully facilitated Annual Enrollment 2021 with dates of September 1, 2021 – September 14, 2021. At its close, the team began an extensive audit of benefits elections including the review of enrollments and submission of outstanding dependent documentation for newly added employee dependents to provide complete and correct EDI files to benefits providers expeditiously after the close of Annual Enrollment. Overall, Annual Enrollment duties entailed: participation in virtual enrollment meetings; assistance with benefits enrollments over the phone and in-person; providing and tracking Statement of Health forms for disability and life Insurance enrollments; receiving and responding to telephone calls and emails; facilitating dissemination of Annual Enrollment emails and communication to Active employees, as well as to those on a leave of absence; all while providing superior customer service to Jefferson County employees.

The Benefits Team embarked on its first ever podcast during the reporting period, coordinated by our Public Information Officer, Helen Hays. This podcast was recorded September 1, 2021 and provided insight and pertinent information about the 2021 Annual Enrollment.

The Benefits Team continues working with MetLife regarding Family and Medical Leave Act (FMLA) and Extended Medical Leave administration as needed. After the team completes FMLA training materials and pilot training, the team will work with the Learning and Organizational Development Division to add the FMLA training to the County's LMS system, DevelopU, during the next reporting period to ensure

ongoing FMLA training of payroll coordinators, supervisors, and Department Heads, in addition to live, virtual FMLA training.

During the reporting period the Jefferson County Coronavirus Response Leave Program (JCCRLP), which previously ended July 1, 2021, was extended by the Commission through January 13, 2022. Employees with balances remaining in JCCRLP Employee (80 Hours) and JCCRLP Childcare (up to 400 hours) leave types continued use of this program. The Benefits team resumed assisting Departments with questions surrounding the continuation of this leave and processing Personal Leave requests for employees who have exhausted all JCCRLP leave during the previous reporting period and initial termination of the program.

The Team successfully worked with HRIS to implement more Kronos employee document types to continue to become paperless. New benefit records will be maintained using the Kronos employee document types. The Employee Services Manager has engaged the HR Chief Administration Analyst, Darrick Williams with pursuing scanning and imaging of paper benefit and FMLA files. Ongoing efforts are continuing towards the Employee Services and Benefits team goals of transitioning traditionally manual processes to full automation, outsourcing employment verification processing, and updating Standard Operating Procedures (SOP's). The Benefits team also anticipates working with the benefits broker, Benalytics, our assigned Kronos representative, and HRIS in implementing self-service for Qualifying Life Events.

During the reporting period the benefits team continued to process leave of absence types outside of FMLA, payroll adjustments, new hire benefits enrollments and orientation presentations, retirements, Qualified Life Event changes, short and long-term disability claims, and life insurance claims. Additionally, the team reviewed and recommended changes to the newly adopted Job Abandonment Rule.

Forward Thinking

The Employment Services team looks forward to partnering for the improvement of both interdepartmental and interdivisional communication; it is the hope that these efforts will lessen bottlenecks at the points where the Departments and Divisions intersect. The Employment Services Team has met with various County Leadership to include Department Heads to further understand processes

and procedures and improve response times. The team has also worked on a workflow project to further clarify how processes are conducted and to research available options to increase efficiencies.

Looking onward to the next reporting period, the Benefits team anticipates effectively moving to a full self-service model of employee engagement surrounding Qualifying Life Events (QLE’s) and Beneficiary Designation updates within Kronos. It continues to be the team's desire to provide new employees with a recorded benefit presentation they can watch prior to their date of hire. FMLA training is planned for Departmental leaders and key employees through the LMS system. The Benefits Team is dedicated to doing their part with continual progressive measures to move Jefferson County to a fully automated, paperless employment experience. After Annual Enrollment and all auditing processes were complete, the team resumed efforts to automate issuance of termination letters for employees separating from the County with HRIS in conjunction with MetLife.

3.5 Equitable People Development Initiatives

Learning Management System (LMS)

The anniversary for the DevelopU Learning Management System (LMS) occurred during this reporting period. DevelopU was launched on August 31, 2020 making August 31, 2021 its one-year anniversary. DevelopU usage details from April 1, 2021 to September 30, 2021 are presented in Table 3.5A.

Table 3.5A: Learning Management System Usage from April 2021 – September 2021

Measure	Total
Unique User Logins	1,594
Users with One or More Course Completions	1,541
Course Completions	6,987

The conclusion of one of the learning plans in DevelopU, the County Wide Training Plan, occurred during this reporting period. The County Wide Training Plan included four compliance courses: Understanding the Equity and Inclusion Rule, Sexual Harassment Prevention for Employees, Harassment Prevention for Employees, and Integrity in the Workplace. This plan had a completion due date of September 30, 2021. The other learning plan in DevelopU, the JCC Manager/Supervisor Training Plan, will conclude in the next

reporting period. Table 3.5B shows the number of employees that completed the County Wide Training Plan. As can be seen in the table, 87% of the 1,583 employees assigned the County Wide Training Plan completed it by the due date of September 30, 2021.

Table 3.5B: Completions of County Wide Training Plan due September 30, 2021

Number of Employees who Completed the County Wide Training Plan	Total Number of Employees Assigned the County Wide Training Plan	Percentage of Employees who Completed the County Wide Training Plan
1,380	1,583	87%

The Learning and Organizational Development (LOD) team continued to promote DevelopU as a valuable development tool for Jefferson County employees. During this reporting period, LOD finalized the DevelopU employee engagement communication plan through the end of the calendar year. The communication plan was designed to convey relevant LMS updates and information to DevelopU users during monthly intervals. The communication plan included topics that encourage continued use and opportunities to keep employees engaged. Table 3.5C presents the dates and topics of information shared during this reporting period as part of the communication plan.

Table 3.5C: DevelopU Employee Engagement Communications

Date	Topic
April 14, 2021	Getting the Best Value from DevelopU
May 21, 2021	Midpoint Learning Plan Reminder
June 28, 2021	DevelopU at Your Fingertips
July 28, 2021	DevelopU FAQs
August 30, 2021	Final County Wide Training Plan Reminder
September 30, 2021	DevelopU: A Year in Review

LOD has met with key stakeholders (i.e., HR Department Head, Compliance Office, County Attorney’s Office) to finalize the DevelopU learning plans for the next fiscal year. The learning plan assigned to all County employees is expected to be assigned in October 2021.

Performance Management

LOD has pursued the initial steps to implementing a performance management system in this reporting period. Discussions have occurred between the Compliance Office and Human Resources regarding the need for a County-wide performance management system. LOD has also seen a demo from SumTotal, the County's LMS vendor. A recoding of this demo was shared with the Compliance Office. Additionally, the Compliance Office and LOD met with PBJC staff to discuss the performance management capabilities of Workday.

Human Resources Culture Champs

The Culture Champs is a cross-divisional team within Human Resources that was created during the previous reporting period. The team consists of one person from each division who will be charged with addressing some of the challenges and opportunities faced in the Human Resources Department. In addition to engaging employees throughout Human Resources in needed problem solving, this team helps to build cross-collaboration within Human Resources to break down some of the existing silos. The Culture Champs met biweekly and developed and implemented several initiatives within Human Resources to align with the vision and mission of the Department. The Culture Champs grouped those initiatives into four project categories: Skill, Community, Self, and Team. During the previous reporting period, the Culture Champs implemented a SHRM Study group. During this reporting period, several members of Human Resources continued to take and pass one of the two SHRM certifications. Also, during this reporting period, The Culture Champs implemented a suggestion/feedback box for the Human Resources staff. The purpose is to allow Human Resources staff members to offer suggestions and/or feedback related to engagement, processes, or customer service commitment in the Human Resources Department. The Deputy Director of Human Resources will collect, review, and address the suggestions/feedback monthly.

Other initiatives the Culture Champs explored during the reporting period included looking into viable volunteer opportunities for the Human Resources team. The goal of identifying a volunteer opportunity would be to serve the residents of Jefferson County. Additionally, hosting a book club for interested members of Human Resources was explored. There were several members of the Human Resources Department signed up to participate in the book club. However, a few of these members had to drop out due to competing commitments. During the next reporting period, The Culture Champs will consider if there is enough interest to restart this initiative. Due to staffing changes in the Human Resources

Department, the Culture Champs added several new members to its team. The plan of the team was also to rotate the team lead role amongst its members. During this reporting period, the Culture Champs selected a new Team Lead and Co-Lead. The Culture Champs are currently developing the 2021-2022 projects. The proposed projects will be reviewed with Human Resources leadership during the next reporting period and a plan of action will be set.

Performance Improvement Plan

Performance Improvement Plan (PIP) training with departmental leadership was initiated during this reporting period. On May 27, 2021, communication was sent from the County Manager’s Office indicating that PIP training would soon be offered by the LOD Division. On June 1, 2021, LOD sent communication to County leaders explaining how to schedule PIP training for their Department. Table 3.5D presents the dates of the PIP trainings given during the reporting period; as well as which Department the training was offered to.

Table 3.5D: PIP Training Attendance

Date	Department
June 21, 2021	Finance
August 16, 2021	Finance
August 26, 2021	Roads and Transportation
September 1, 2021	Roads and Transportation
September 3, 2021	Roads and Transportation

The training presentation included the purpose, triggers, roles and responsibilities, process, scenario activities, and follow up associated with a PIP. The attendees were also given a PIP leadership guide as a takeaway to the training. LOD has also discussed the PIP training with the Environmental Services Department and the Community Services and Workforce Development Department. It is expected that the training with these two Departments will be scheduled in the next reporting period. As LOD onboards the four new Training and Organizational Development Advisors joining the team, learning to conduct the PIP training will be part of their onboarding. The new Advisors will review the established SOP, observe training, co-facilitate training, and eventually lead the training. Once all the new Advisors are onboard with conducting this training, LOD will be able to offer it to more of the County’s Departments.

Water Reclamation High School Internship Program

On June 1, 2021, LOD facilitated orientation for the Water Reclamation High School Internship Program. Twelve (12) interns attended orientation on June 1st making this year's cohort the largest in program history. Orientation was held from 9:00 AM to 3:00 PM in the Human Resources Training and Testing Facility. On June 2nd, the interns reported to the Water Reclamation Facilities (WRFs) in which they would be working. Over the next eight (8) weeks, the interns participated in facility meetings, assisted shift supervisors with daily tasks, shadowed the work of WRF Operators, attended weekly classroom sessions by Environmental Services Deputy Director over the WRFs, and worked on their capstone projects. On July 14, 2021, the Internship Program hosted two (2) local educators for the Alabama's STEM Council's Externship for Educators. The externship was also in partnership with the State of Alabama Office of Apprenticeship. The purpose of the externship was to provide science and math teachers real-life work experience in STEM-based industries to help increase their understanding of career opportunities for their students in those fields. On July 15, 2021, the interns attended the regularly scheduled commission meeting in which they were recognized by the commissioners and had the opportunity to observe local government at work. Finally, on July 23, 2021, the interns participated in a television interview with WVTM Channel 13 News and completed their capstone presentations to end the 2021 Internship Program. In the next reporting period, the Human Resources Department will begin discussions regarding the timeline for the 2022 Water Reclamation High School Internship Program.

Apprenticeship Program

Human Resources and Environmental Services continued efforts to develop and grow the Water Reclamation Facility (WRF) Operator Apprenticeship Program.

The final temporary appointments of Cohort II will end during this reporting period. This cohort started with twenty (20) Apprentices. Fifteen (15) Apprentices completed the program. Seven (7) Apprentices earned an ADEM WRF Grade II certification, four (4) earned an ADEM WRF Grade III certification, and four (4) earned an ADEM WRF Grade IV certification.

Cohort III started with ten (10) Apprentices and continued classroom training and testing during this reporting period. Two (2) Apprentices earned an ADEM WRF Grade IV certification. The remainder of the Apprentices in this cohort are waiting to take the ADEM WRF Grade II certification.

Human Resources has started the hiring process for the Cohort IV Apprentices by making job offers for the position. The estimated start date will be in the next reporting period. The goal is to hire ten (10) Apprentices into Cohort IV.

Connection Orientation Relationship building Employee Development (CORE) County-wide Onboarding Program

No progress was made on CORE, the County-wide Onboarding Program, during the last reporting period. LOD still recognizes a need for this program, and it will remain a priority for LOD during the next reporting period. However, due to staffing changes within the LOD Division, priorities were shifted to accommodate other activities and tasks. LOD continued to execute Start of Work Orientation, Workplace Expectation Sheets, and One Year Development Roadmaps during the reporting period (see following sections). Once LOD onboards the four new Training and Organizational Development Advisors joining the team, the division will revisit CORE.

Start of Work Orientation

LOD continued to facilitate Start of Work Orientation (SOWO) virtually due to the COVID-19 public health crisis and direction from County leadership. The County Manager's Office, Deputy Director of Human Resources, and the LOD Division Manager all have consistently supported virtual SOWO with welcome messages for new employees. The team will work closely with County leadership to determine when and how to return to in-person, start of work orientations. From April 1, 2021, through September 30, 2021, LOD conducted thirteen (13) virtual orientation sessions, serving a total of 147 new employees. LOD also conducted a separate, in-person, orientation for twelve (12) WRF Interns on June 1, 2021.

Workplace Expectation Sheets (WE Sheets)

The Workplace Expectation Sheet (WE Sheet) is the first step in the County's onboarding process. LOD partnered with Jefferson County supervisors to create the WE Sheet which supplements the more general PBJC job descriptions. WE Sheets are given to new employees at the conditional job offer, final job offer, and again at Start of Work Orientation. WE Sheets provide new employees with specific details about their new Department and work environment, as well as behavior and performance expectations for their job within a Jefferson County Department. WE Sheets help fill a critical gap in the hiring process by providing

information that helps employees make more informed career decisions and step into a new role more confidently. From April 1, 2021, through September 30, 2021, LOD worked with Jefferson County supervisors to complete 53 WE Sheets.

One-Year Development Roadmap

The One-Year Development Roadmap (Roadmap) is the next step in the County's onboarding process. The Roadmap is a systematic job training program initiated by LOD and executed by the County's supervisors. The purpose of the Roadmap is to ensure job training activities for every employee entering the same job in the same Department are consistent and relevant during their first year. Roadmaps are designed for employees new to Jefferson County Commission and new to a job/role due to an internal promotion or job transfer. From April 1, 2021, through September 30, 2021, LOD ensured that Roadmap templates were available for 63 positions filled during this reporting period. This process included prompting supervisors via email to create and release the roadmap by the new employee's second day. The email included a new employee checklist, a job aid to help supervisors create the roadmap and navigate the online roadmap application, and a link to the roadmap course in DevelopU. LOD also offered one-on-one/group coaching to help complete the roadmap. In August 2021, LOD ran its first report to audit employees who were new to a position from the previous month. The goal of this audit was to identify any employees who were missing Roadmaps. LOD plans to continue running this report each month to stay proactive when ensuring Roadmaps are available for each employee new to a position.

WINTR Professional Development Strategy in Partnership with the Compliance Office

LOD facilitated two more Women in Non-Traditional Roles (WINTR) professional development sessions in this reporting period. The first session was attended by seven (7) participants on April 8, 2021. The second session was attended by three (3) participants on May 20, 2021. These sessions acted as a development opportunity coupled with a round table discussion to identify more specific topics of interest. The initial meeting focused on Courageous Leadership, a competency that many women working within non-traditional roles would benefit from exploring. During the second half of the meeting, the facilitators asked five specific questions regarding development topics and workplace issues. A survey was sent out at the conclusion of the presentation to identify additional topics of interest to the employees in this group. This survey was also emailed to all WINTR participants that have not yet had the opportunity to attend a session. During this reporting period, twelve (12) employees had completed the survey. All twelve (12) of the participants indicated an interest in additional leadership development opportunities. As LOD

onboards the four new Training and Organizational Development Advisors joining the team, one or more of the new Advisors will be assigned to the WINTR partnership. Next steps for the program are expected in the next reporting period.

Training Activities

Training sessions offered by LOD during the reporting period include:

- LOD partnered with the Roads and Transportation (R&T) Department to develop and deliver a leadership training series for supervisors and managers in R&T. The goal of the leadership training series was to address the leadership gaps identified by both employees and R&T leadership during roundtable meetings. During the roundtable meeting, the following needs were identified: 1) strengthen relationships between colleagues; 2) collaborate amongst team members; 3) gain employee commitment to the team, and 4) drive effective results. LOD delivered instructor-led training for the following topics: 1) Delegation to Increase Employee Performance 2) Conflict Management: Techniques to Having Difficult Conversations 3) Managing and Documenting Employee Performance and 4) Performance Improvement Plans. Participants included thirty-three (33) current R&T supervisors and managers from all divisions within the Department. The trainings took place over a five (5) week timeframe.

Other LOD Activities

- Revised the following SOPs: Added Internal Employees to the Roadmap Application, Workplace Expectation Sheet, created a One-Year Development Roadmap Template, Virtual Start of Work Orientation, Performance Improvement Plan.
- Presented and executed the Ideal Structural Model (i.e., departmental assignments) with current Training and Organizational Development Advisors. The new Training and Organizational Development Advisors will be presented with and execute the Ideal Structural Model in the next reporting period.
- Updated the virtual orientation presentation including leading with Jefferson County Commission's mission, vision, and values.
- Worked with the Compliance Office to update the Consent Decree training and Equity and Inclusion Rule provided during orientation to reflect the hiring of the new Chief Compliance Officer.

- The Business Partner Manager – Organizational Development (BPM – OD) held biweekly one-on-one meetings with LOD team members throughout the reporting period that included discussions specifically about work activities and work assignments.
- The BPM – OD prepared for onboarding of four new Training and Organizational Development Advisors by completing the WE Sheet and Roadmap for the position and met with the Division Manager to finalize onboarding plans. The onboarding will include several workshops and a LOD Team development session within the first three months from hire.

3.6 Technology Implementation and Efficiency

Human Resources continues to focus on improving the overall efficiency and effectiveness of HR applications and processes. The HRIS Division continues to push forward with technology initiatives that are designed to offer the latest advances to the employees of Jefferson County. The division is currently partnering with the Sheriff's Department of Jefferson County to offer the ability for Departments to manage their time remotely. This partnership will prevent payroll coordinators from having to perform additional manual processes to complete payroll. Employees will be able to clock in remotely and supervisors will be able to review and approve their time. This process will be managed by utilizing user-defined pay rules and simplified timecard management to improve payroll accuracy and reduce compliance risks.

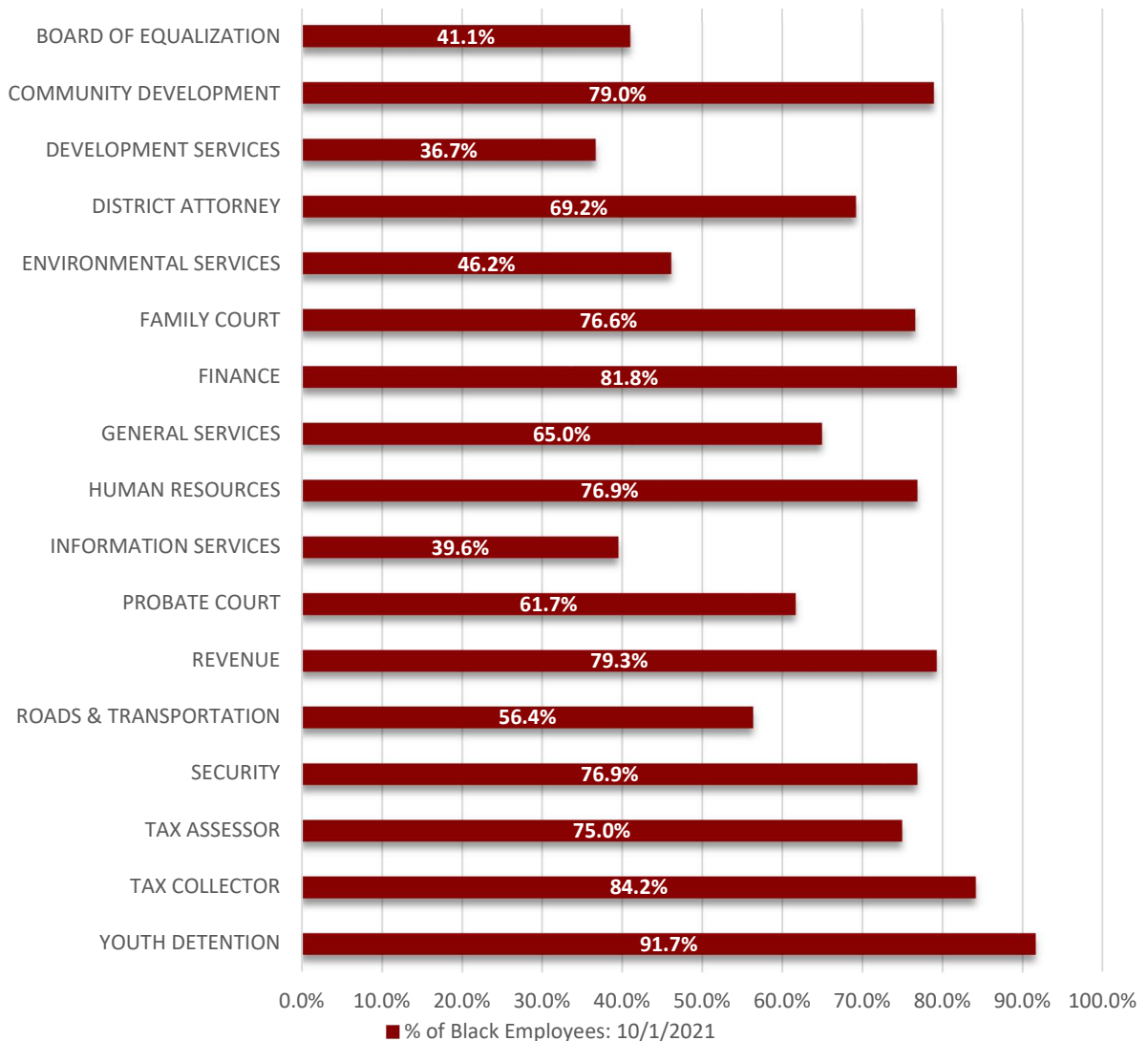
The HRIS Division is also working with the Information Technology Services Department to automate and streamline current manual processes. This collaboration will create cost and time savings while producing quicker turnaround time for many HR Processes.

Section 4. Semi-Annual
Reporting: Workforce
Analysis

Department Demographics Snapshots

To understand overall demographic trends in the County's workforce of one-thousand seven-hundred and twenty-one (1,721) employees (excluding elected officials) in three-hundred and eighteen (318) Job Classes, Figures 5-8 provide Race and Gender snapshots of the percent of employees in seventeen (17) Departments and changes in the previous six (6) months for Departments with twenty (20) or more employees as of September 30, 2021.

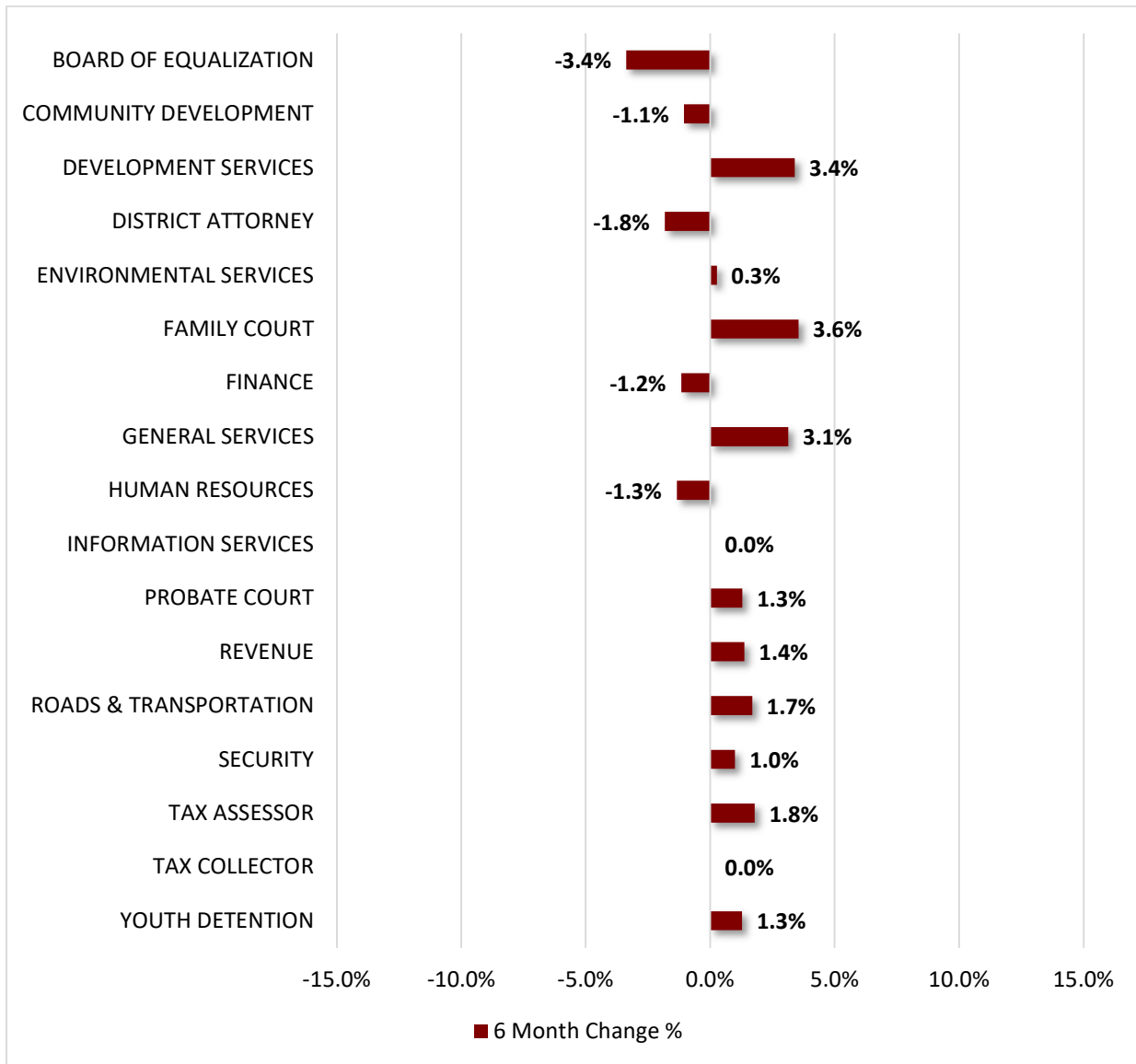
Figure 4. Race Composition: Percent of Full-Time Equivalent (FTE) Black Employees by Department



Percentage of Black FTEs in a Department. Only Departments with at least 20 employees are displayed.

Note that the above chart displays only the overall percentage of Black FTEs in each Department, without regard to any possible differences in racial composition at different levels (e.g., entry-level vs. managerial). Departments range from 36.7% Black (Development Services) to 91.7% Black (Youth Detention). The charts provided later in this section of the report provide greater detail and analysis of these results by Department and job class. As part of refining the data for analysis, HR removed elected and State Court employees from the Departmental analysis.

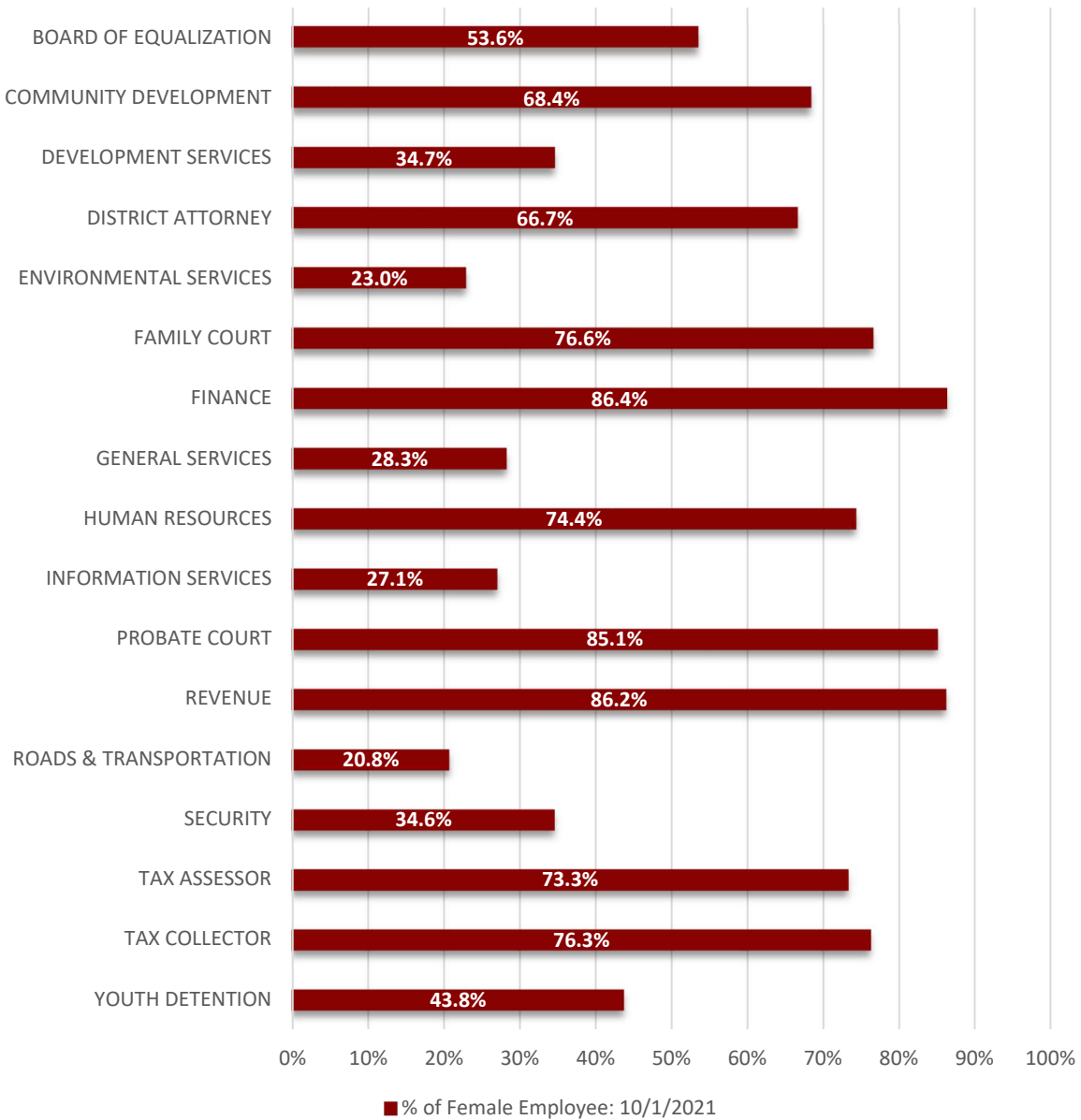
Figure 5. Race Composition – Percentage Change to Black FTEs by Department



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

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

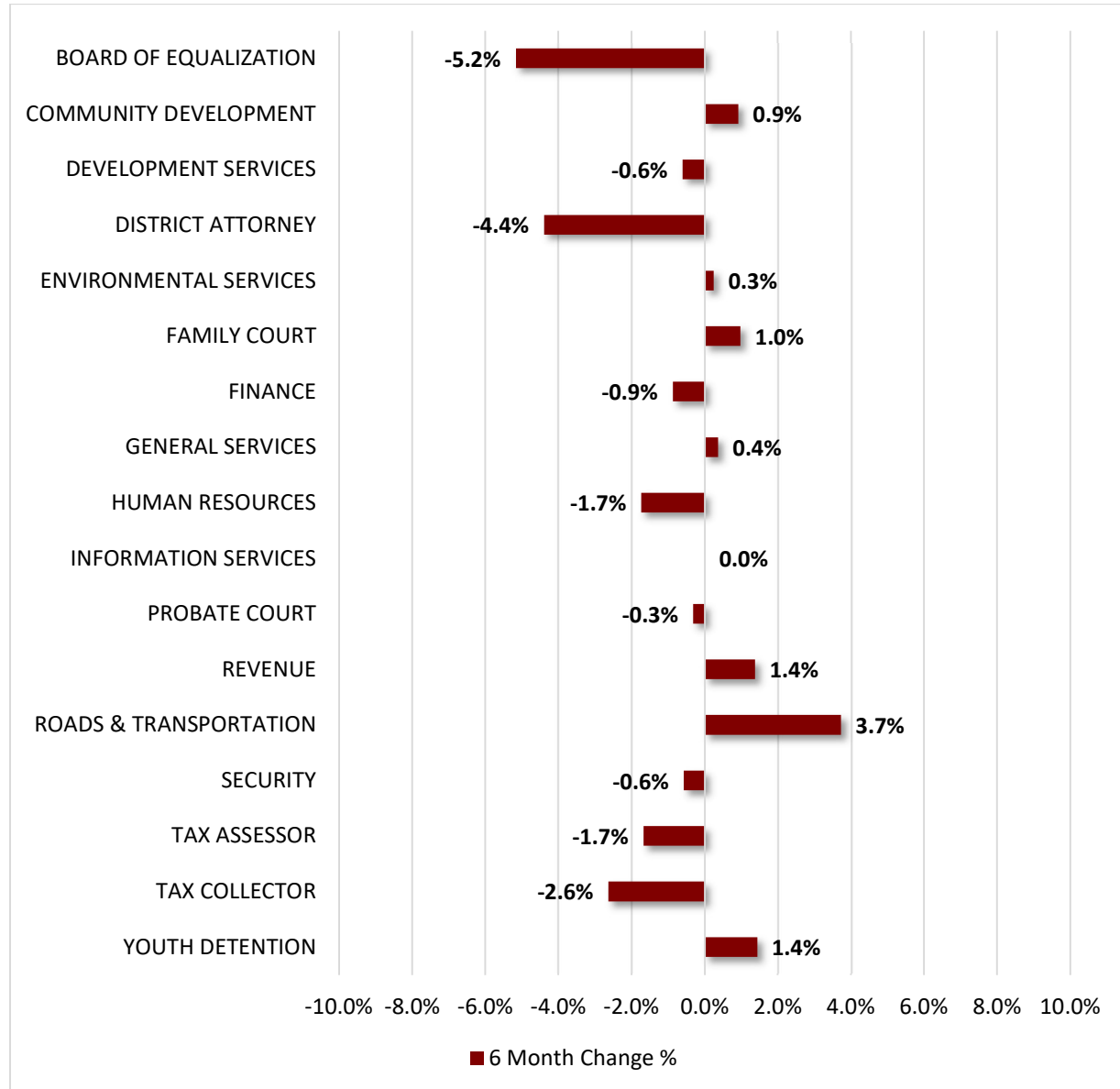
Figure 6. Gender Composition – Percent of Full Time Equivalent (FTE) female Employees by Department



Percentages represent Female FTEs in a Department. Only Departments with at least 20 employees are displayed.


Note that the above chart displays only the overall percentage of female FTEs in each Department, without regard to any possible differences in gender composition at different levels (e.g., entry-level vs. managerial). Departments range from 20.8% female (Roads & Transportation) to 86.4% female (Finance). The charts provided later in this section of the report provide greater detail and analysis of these results by Department and job class.

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



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

Of the 17 Departments within Jefferson County having at least 20 employees, most showed small positive or negative percent changes in gender composition over the previous six-month period. The largest percentage increase is observed in Roads & Transportation. At 5.2 percent, Board of Equalization observed the largest decrease. The charts provided later in this section of the report provide greater detail and analysis of these results by Department and job class.

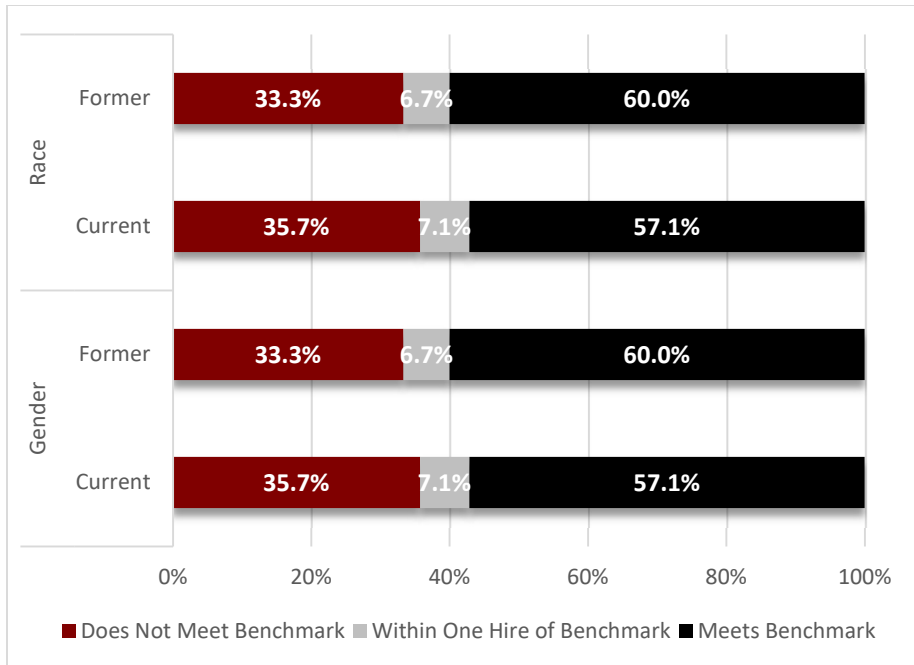


The charts in this section illustrate shifts in representation of Black and female employees in job classes by Department between the previous and current reporting period. ***Based on the most recent 2020 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 43.5% and females is 52.7%.***

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

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

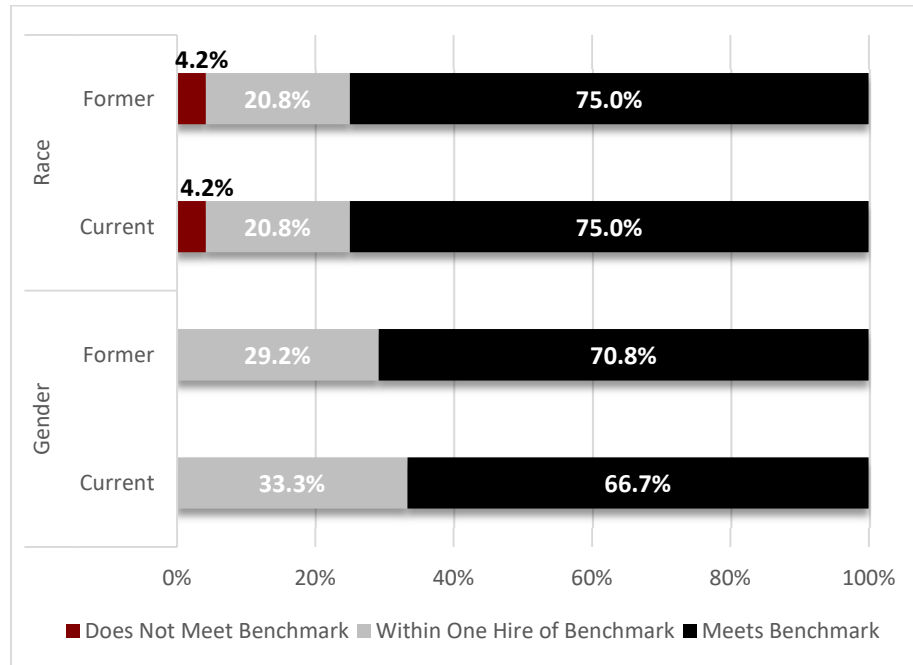
Figure 8. Percent of Board of Equalization Department job classes meeting Race and Gender Benchmarks



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

Gender: Over the preceding 6 months, the percentage of jobs in the Board of Equalization meeting the Gender benchmark decreased by 2.9%. For the full breakdown of job classes in the Board of Equalization, please see Table B2 in Appendix B.

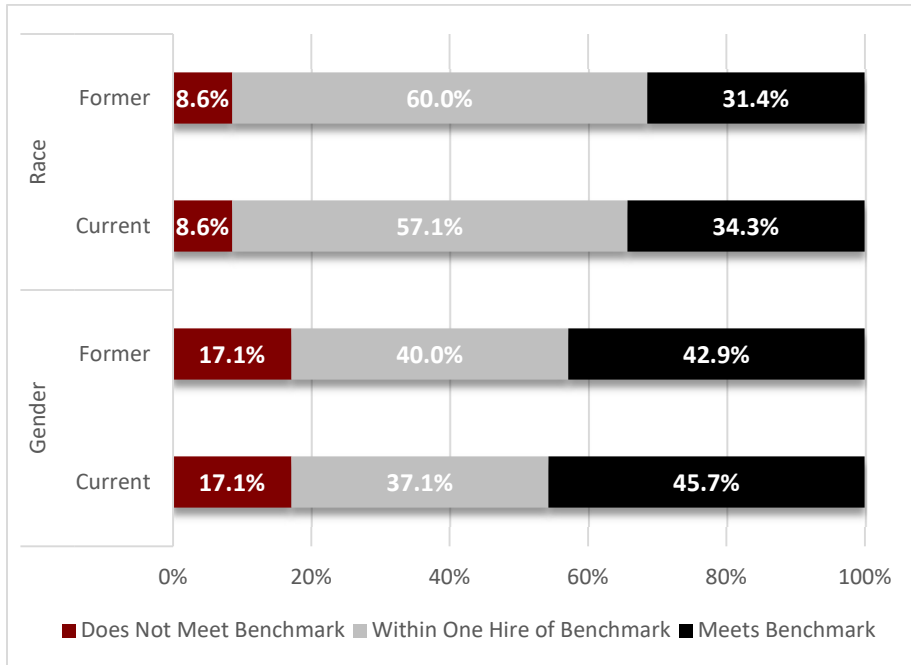
Figure 9. Percent of **Community Development Department** job classes meeting **Race and Gender Benchmarks**



Race: Over the preceding 6 months, the percentage of jobs in the Community Development Department meeting the Race benchmark did not change. For the full breakdown of the Community Development Department job classes, please see Table B3 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Community Development Department meeting the Gender benchmark decreased by 4.1%. For the full breakdown of the Community Development Department job classes, please see Table B4 in Appendix B.

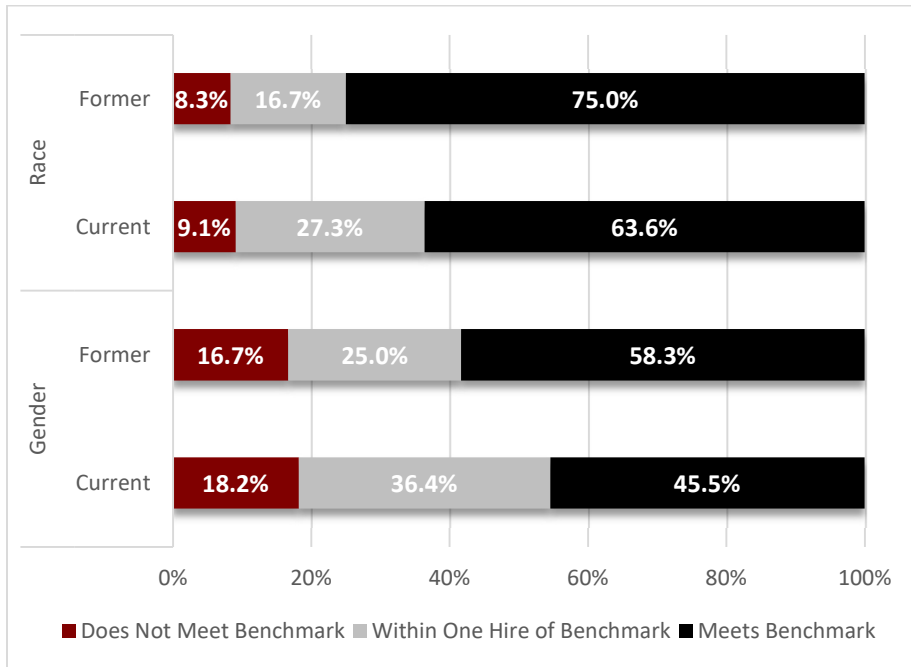
Figure 10. Percent of **Development Services Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Development Services Department meeting the Race benchmark increased by 2.9%. For the full breakdown of the Development Services Department job classes, please see Table B5 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Development Services Department meeting the Gender benchmark increased by 2.8%. For the full breakdown of job classes in the Development Services Department, please see Table B6 in Appendix B.

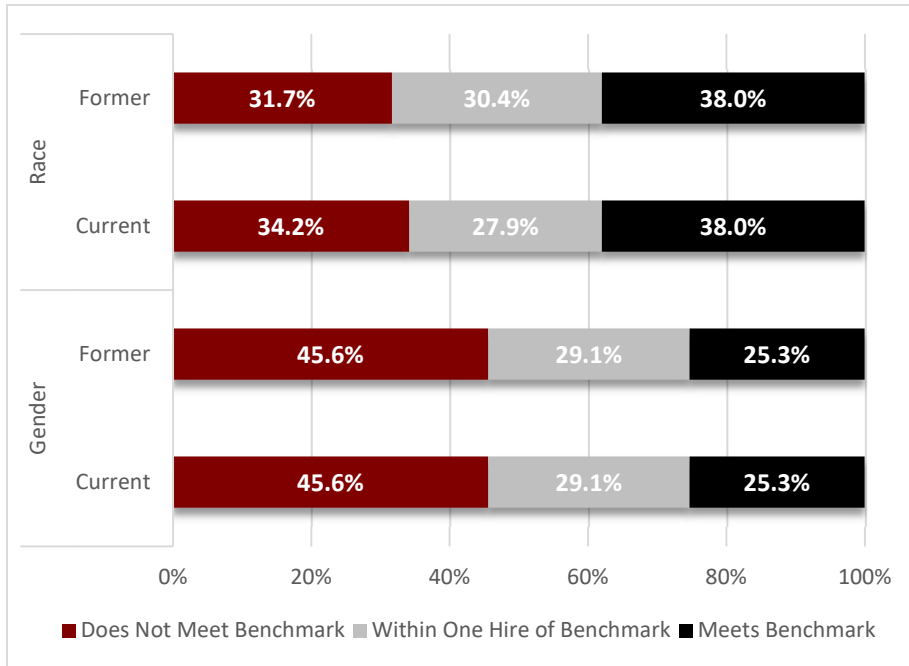
Figure 11. Percent of **District Attorney Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the District Attorney Department meeting the Race decreased by 11.4%. For the full breakdown of the District Attorney job classes, please see Table B7 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the District Attorney Department meeting the Gender benchmark decreased by 12.8%. For the full breakdown of the District Attorney job classes, please see Table B8 in Appendix B.

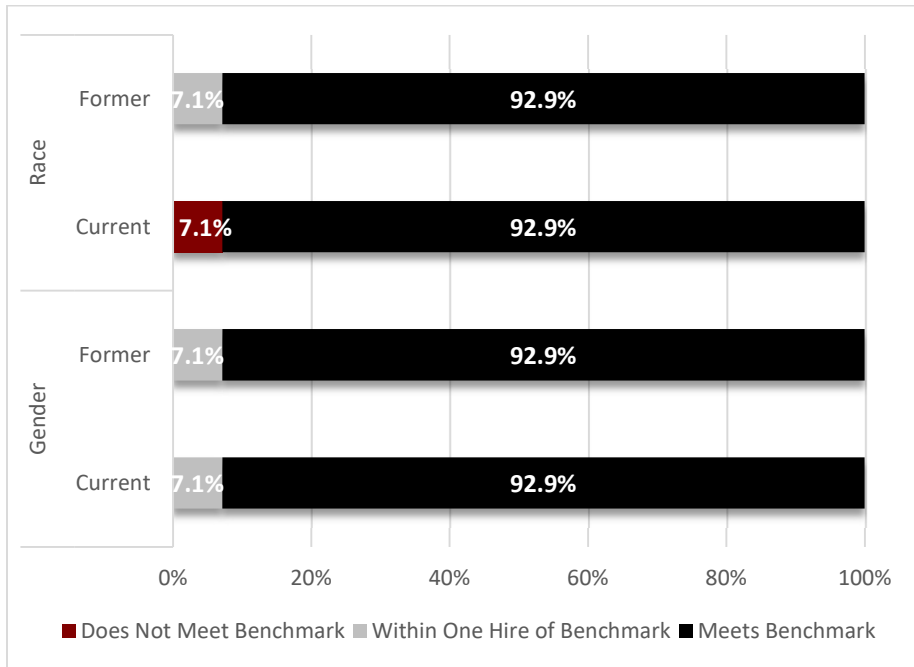
Figure 12. Percent of **Environmental Services** job classes Meeting Race & Gender Benchmark



Race: Over the preceding 6 months, the percentage of jobs in Environmental Services Department meeting the Race benchmark did not change. For the full breakdown of the Environmental Services Department job classes, please see Table B9 in Appendix B.

Gender: Over the preceding 6 months, the Environmental Services Department level of progress toward meeting the Gender benchmark did not change. For the full breakdown of the Environmental Services Department job classes, please see Table B10 in Appendix B.

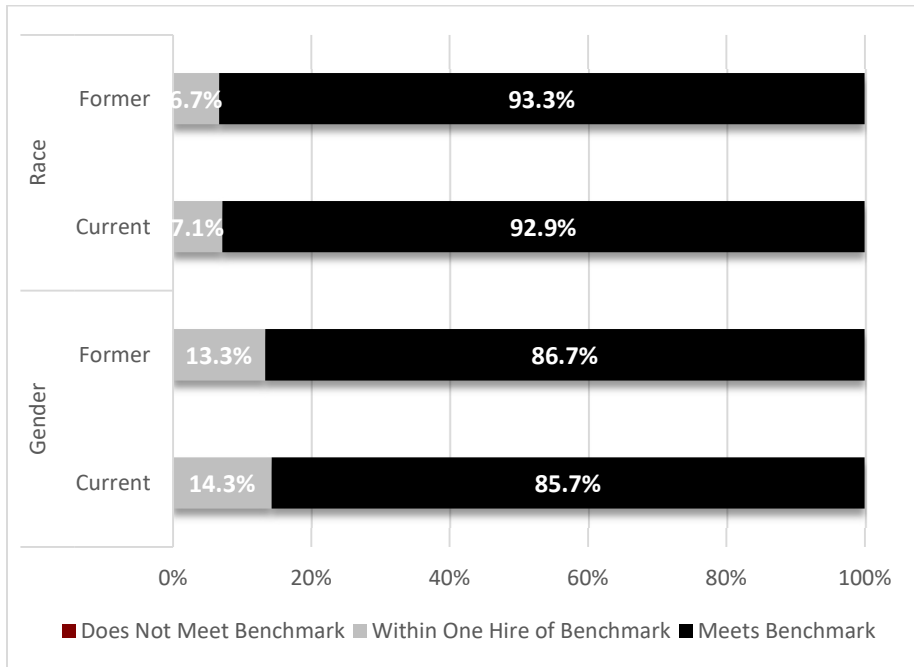
Figure 13. Percent of **Family Court Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in Family Court meeting the Race benchmark did not change. For the full breakdown of Family Court job classes, please see Table B11 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in Family Court meeting the Gender benchmark did not change. For the full breakdown of Family Court job classes, please see Table B12 in Appendix B.

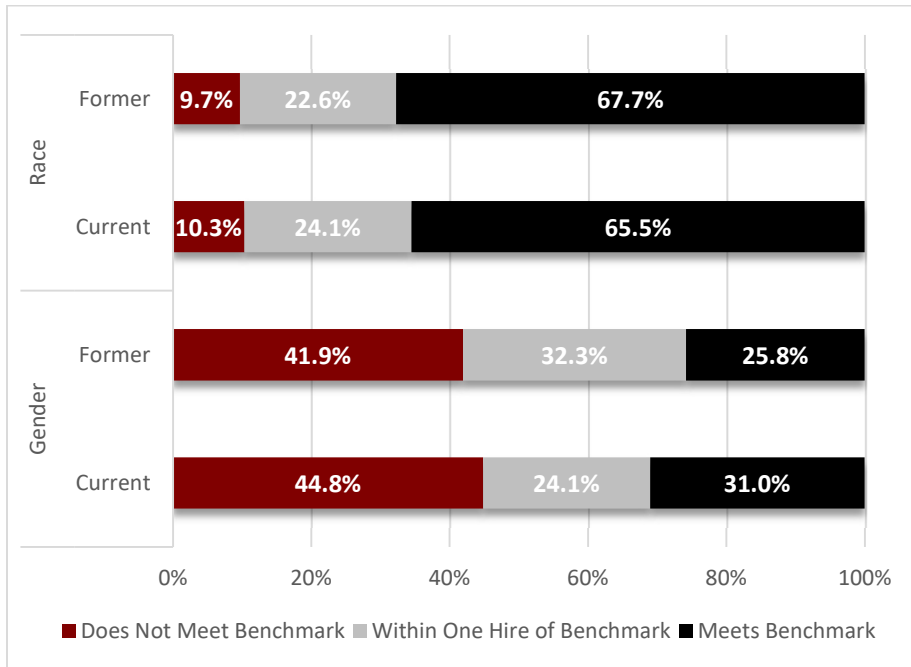
Figure 14. Percent of Finance Department job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Finance Department meeting the Race benchmark decreased by 0.4%. For the full breakdown of Finance Department job classes, please see Table B13 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Finance Department meeting the Gender benchmark decreased by 1.0%. For the full breakdown of Finance Department job classes, please see Table B14 in Appendix B.

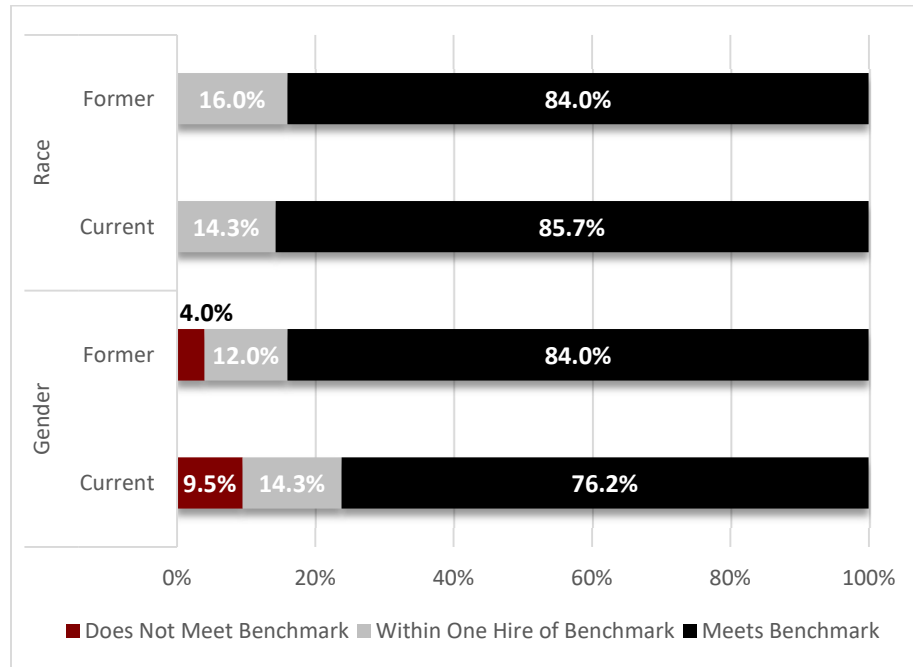
Figure 15. Percent of **General Services Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the General Services Department meeting the Race benchmark decreased by 2.2%. For the full breakdown of the General Services Department job classes, please see Table B15 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the General Services Department meeting the Gender benchmark increased by 5.2%. For the full breakdown of General Services Department job classes, please see Table B16 in Appendix B.

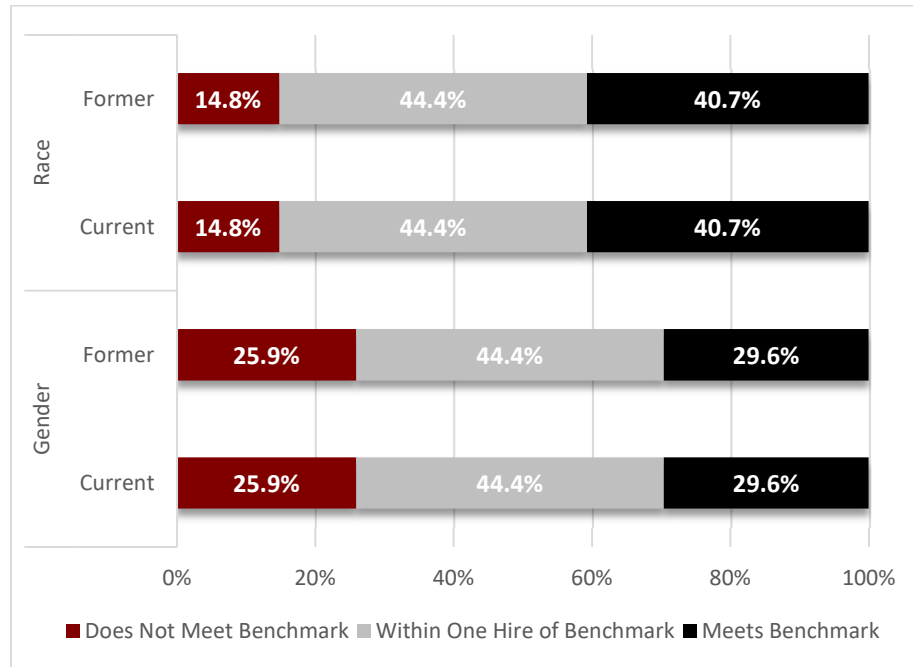
Figure 16. Percent of **Human Resources Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Human Resources Department meeting the Race benchmark increased by 1.7%. For the full breakdown of the Human Resources Department job classes, please see Table B17 in Appendix B.

Gender: Over the preceding 6 months, the Human Resources Department meeting the Gender benchmark decreased by 7.8%. For the full breakdown of job classes in the Human Resources Department, please see Table B18 in Appendix B.

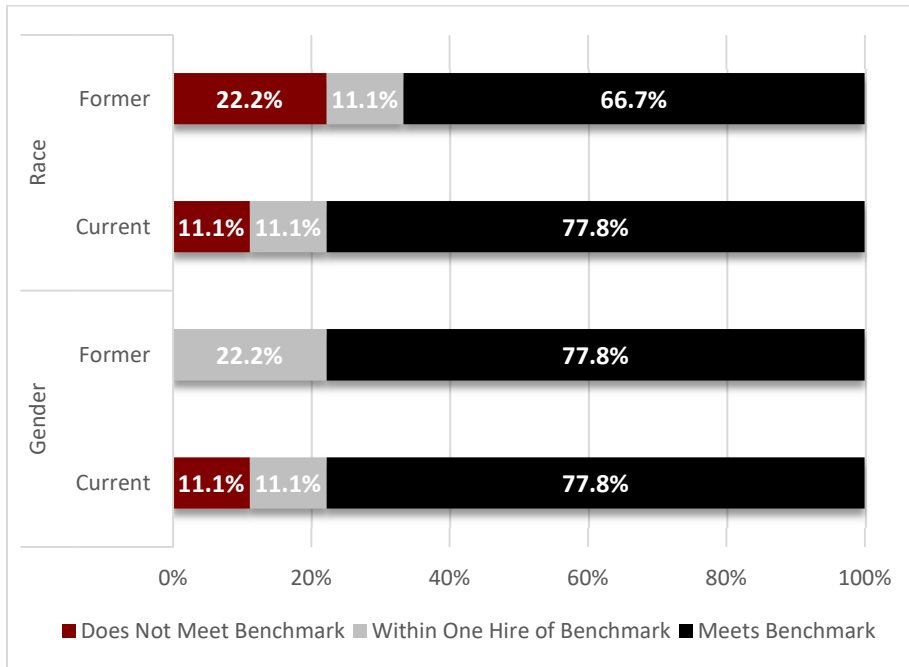
Figure 17. Percent of **Information Services & Technology Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Information Services & Technology Department meeting the Race benchmark did not change. For the full breakdown of the Information Services & Technology Department job classes, please see Table B19 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Information Services & Technology Department meeting the Gender benchmark did not change. For the full breakdown of job classes in the Information Services & Technology Department, please see Table B20 in Appendix B.3.63

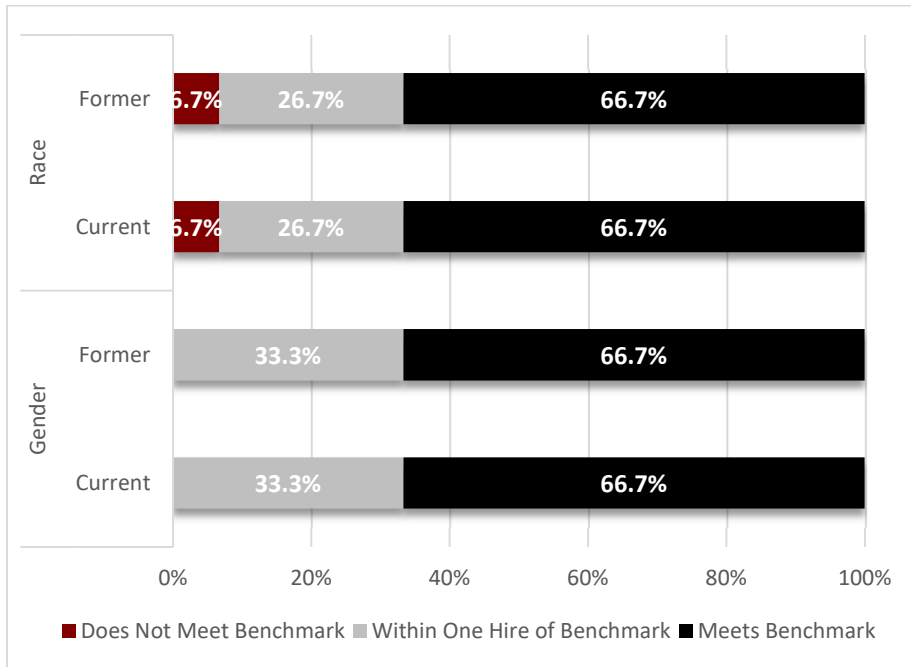
Figure 18. Percent of **Departments with Less Than 20 Employees** meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Departments with Less than 20 Employees meeting the Race benchmark increased by 11.1%. For the full breakdown of Departments with Less than 20 Employees job classes, please see Table B35 in Appendix B.

Gender: Over the preceding 6 months, the Departments with Less than 20 Employees meeting the Gender benchmark did not change. For the full breakdown of job classes Departments with Less than 20 Employees, please see Table B36 in Appendix B.

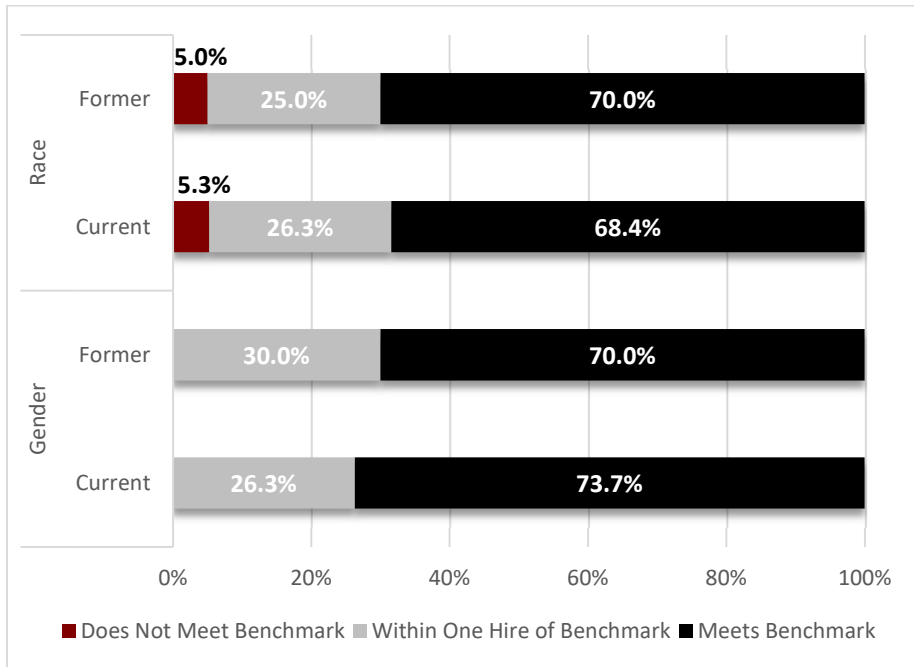
Figure 19. Percent of **Probate Court Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentage of jobs in the Probate Court Department meeting the Race benchmark did not change. For the full breakdown of the Probate Court Department job classes, please see Table B21 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Probate Court Department meeting the Gender benchmark did not change. For the full breakdown of job classes in the Probate Court Department, please see Table B22 in Appendix B.

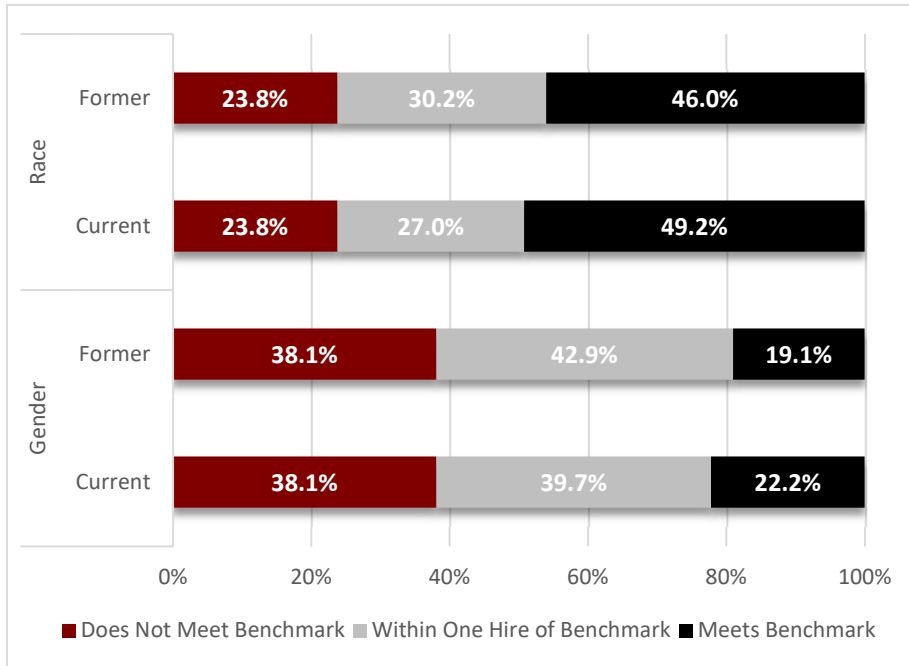
Figure 20. Percent of **Revenue Department** job classes meeting Race and Gender Benchmarks



Race: Over the preceding 6 months, the percentages of jobs in the Revenue Department meeting the Race benchmark decreased by 1.6%. For the full breakdown in the Revenue Department, please see Table B23 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Revenue Department meeting the Gender benchmark increased by 3.7%. For the full breakdown in the Revenue Department, please see Table B24 in Appendix B.

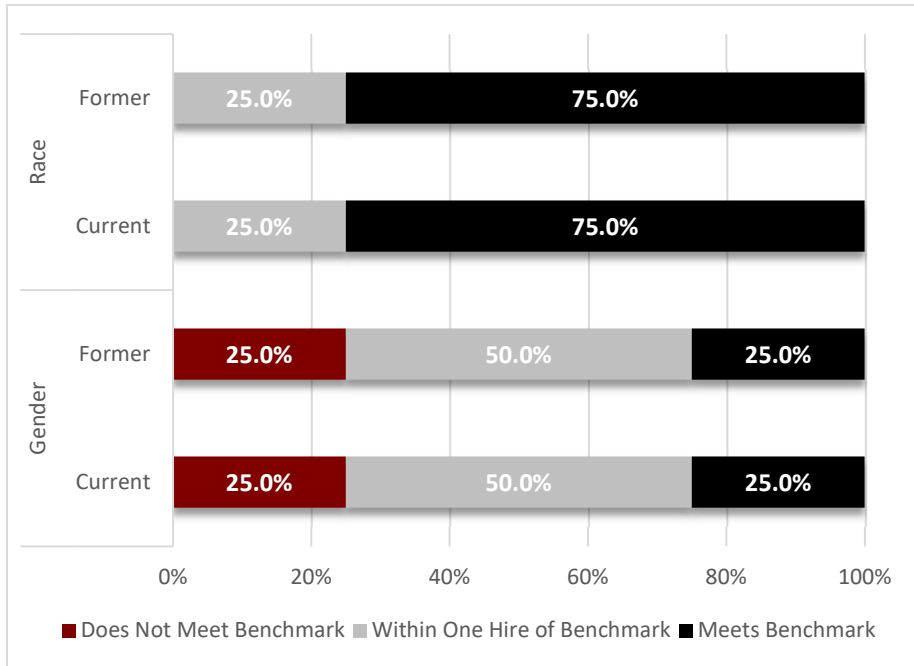
Figure 21. Percent of **Roads and Transportation Department** job classes Meeting Race & Gender Benchmark



Race: Over the preceding 6 months, the percentage of jobs in the Roads and Transportation Department meeting the Race benchmark by increased 3.2%. For the full breakdown of the Roads and Transportation Department job classes, please see Table B25 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Roads and Transportation Department meeting the Gender benchmark increased by 3.1%. For the full breakdown of job classes in Roads and Transportation, please see Table B26 in Appendix B.

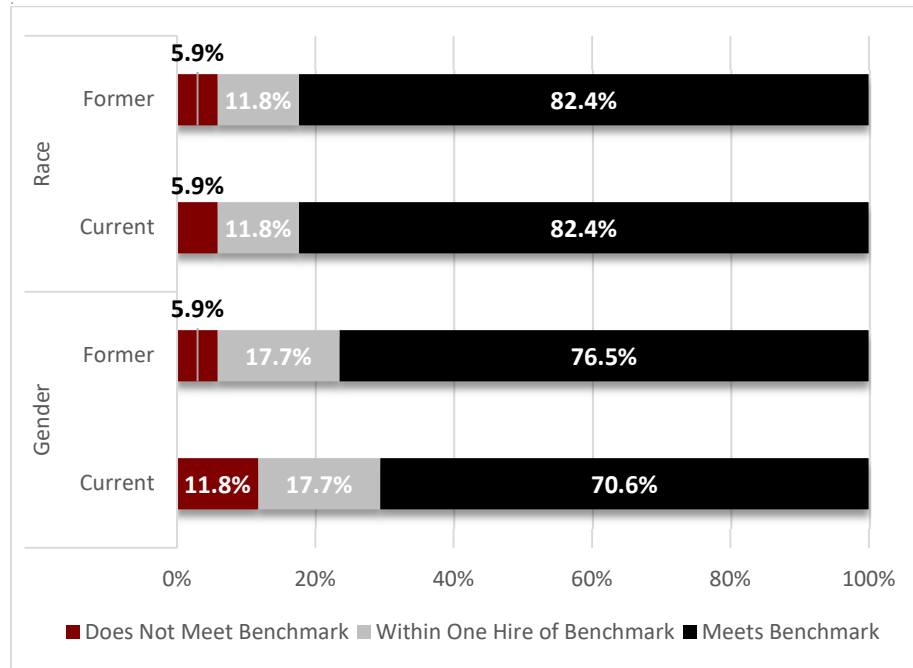
Figure 22. Percent of **Security Department** job classes Meeting Race & Gender Benchmark



Race: Over the preceding 6 months, the percentage of jobs in the Security Department meeting the Race benchmark did not change. For the full breakdown of the Security Department job classes, please see Table B27 in Appendix B.

Gender: Over the preceding 6 months, the percentage of jobs in the Security Department Gender benchmark did not change. For the full breakdown of the Security Department job classes, please see Table B28 in Appendix B.

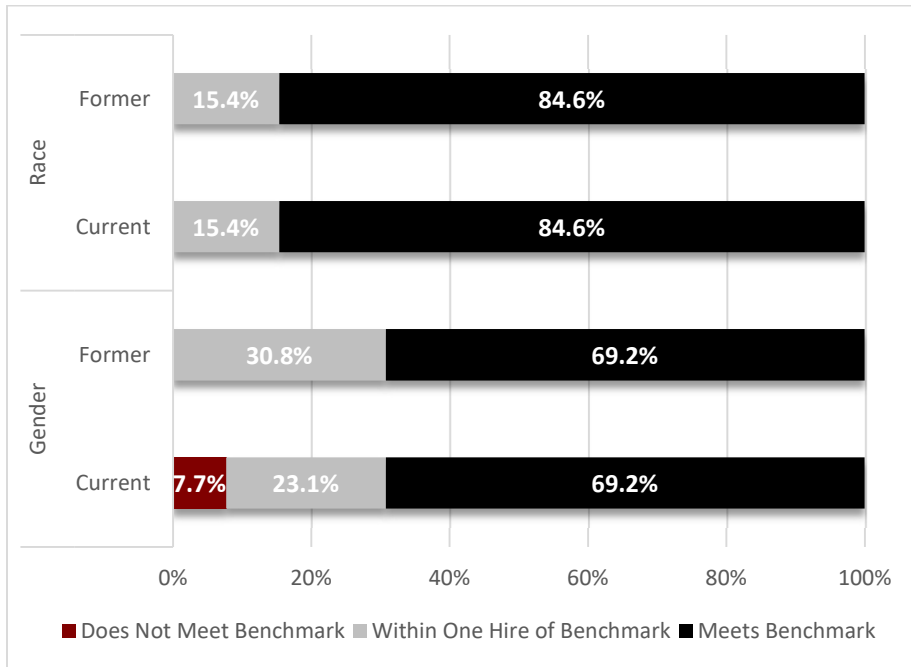
Figure 23. Percent of **Tax Assessor Department** job classes meeting Race and Gender Benchmarks



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

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

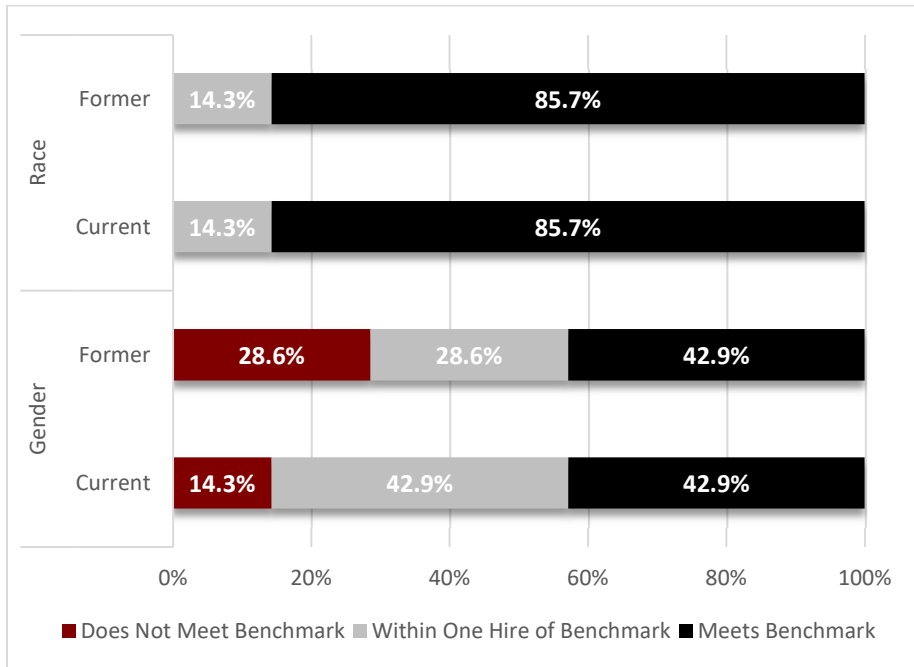
Figure 24. Percent of Tax Collector Department job classes meeting Race and Gender Benchmarks



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

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

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



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

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

Section 5. Semi-Annual Reporting – Metrics Analysis

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

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

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

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

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

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

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

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

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

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

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

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

Please note: Change in the 8th column titled “Change in Total” reflects change from the previous reporting period vs. the current reporting period.

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

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

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

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

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

During this reporting period (April 1, 2021 – September 30, 2021), there were three secondary tests administered to 33(f) individuals. A two-part test for CEO, HEO and Truck Driver (e.g., structured interview and practical test) were administered in October and November 2020. With the final publication of the County Manager’s Priority List, test development efforts will be conducted for all 33(f) the job classes to include Security Officer, Engineering Aide, Skilled Laborer, and Labor Supervisor should they appear on the List.

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

Over the last reporting cycle, the Compliance Office partnered with Human Resources to develop itemized responses as to whether the percentage of qualified Blacks and females employed by the County in each of the entry level jobs listed in paragraph 9 and in Appendices E B (Blacks) and F (females), as referenced in paragraph 12 of the Decree, were met. For jobs in which the benchmarks were not met, Human Resources, as the Appointing Authority’s designee, prepared written justification for failure to select certified Black or female applicants in the jobs.

Specifically, tables outlined in paragraph 9 (see Appendix D), Appendix E, and Appendix F of this report show which active entry level jobs are meeting the 43.5% race and 52.7% gender benchmarks according to the civilian labor force of Jefferson County. For jobs not meeting the benchmark, justifications and good-faith efforts are provided, in accordance with paragraph 33(f).

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

Inactive and reclassified job classes were confirmed by the Personnel Board of Jefferson County (PBJC) and are noted. Job titles that are no longer used in the County, confirmed by the Budget Management

Office (BMO), are also noted. The metrics data presented is based on the current reporting period. The 2019 Priority List referenced throughout the justification sections of this document is based on the August 2019 County Manager Hiring Priority List published/filed August 15, 2019. The 2020 Priority List referenced throughout the justification sections this document is based on the August 2020 County Manager Hiring Priority List published/filed August 15, 2020.

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

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

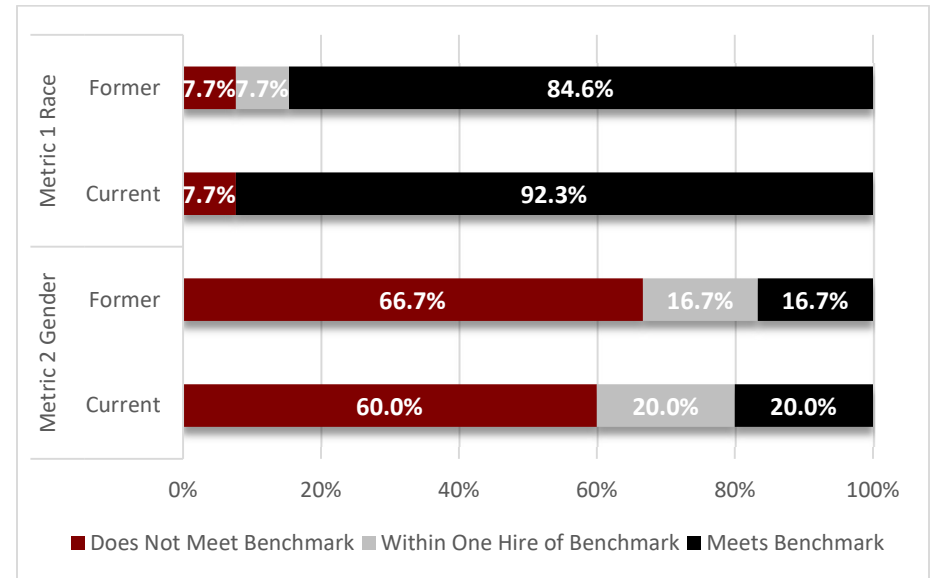
Where targeted recruitment efforts were successful, documented good-faith efforts revealed that, in following the Court approved selection process, Blacks and females were offered positions in the order in which they were ranked on the respective Score Reports. In some instances, Black and female candidates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

This report reflects updates for jobs not meeting the benchmarks. Most jobs' benchmark statuses remained the same. There were a few jobs that reflected a change from “Not meeting benchmark” to “Within One Hire” or from “Meeting Benchmark” to “Within One Hire”. Justifications are noted in the tables under Appendixes D, E, and F.

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

Metrics 1 & 2: Using Metric 1, we evaluate whether the number of Black employees in job classes specified by Paragraph 9 of the Consent Decree approximates the respective percentage of Blacks in the civilian labor force of Jefferson County. Based on the 2020 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 43.5%. The change in employment rates for Black employees in these job classes during the relevant period and the percentage of job classes that are in compliance with the Consent Decree are contained in Figure 26. Using Metric 2, we evaluate whether the number of female employees in job titles specified by Paragraph 9 of the Consent Decree approximates the respective percentage of females in the civilian labor force of Jefferson County. Based on the most recent U.S. Census, the percentage of females in the civilian labor force of Jefferson County is 52.7%. The change in employment rates for female employees in these jobs during the relevant period, as well as whether these jobs are in compliance with the Consent Decree, are contained in Figure 26.

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



The full table for Metric 1 is presented in Table C1 in Appendix C. For Metric 1, over the preceding 6 months show a positive change of 7.7% in the total number of Black employees. Public Works Supervisor (Construction or Sanitation) did not meet benchmark.

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

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

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

Job Title	% of Black Employees on Certification List: 4/1/2021	% of Black Probationary Employees: 4/1/2021	% of Black Employees on Certification List: 10/1/2021	% of Black Probationary Employees: 10/1/2021	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark ?
ACCOUNTANT	0.0%	0.0%	73.8%	0.0%	0	0	--	1	--
ACCOUNTING ASSISTANT I	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
ADMINISTRATIVE CLERK	81.4%	88.9%	83.9%	100.0%	3	3	2.5%	-23	Yes
AUDITOR	86.5%	0.0%	0.0%	100.0%	1	1	-86.5%	-3	Yes
AUTOMOTIVE TECHNICIAN			39.5%	66.7%	3	2		2	Yes
CONSTRUCTION EQUIPMENT OPERATOR	58.1%	0.0%	70.3%	100.0%	1	1	12.2%	4	Yes
ENGINEERING AIDE	0.0%	0.0%	0.0%	0.0%	0	0	--	-1	--
HEAVY EQUIPMENT OPERATOR	65.2%	0.0%	72.7%	33.3%	3	1	7.5%	3	No
LABOR SUPERVISOR			0.0%	0.0%	0	0	--	-1	--
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	52.9%	0.0%	51.8%	0.0%	0	0	--	1	--
REVENUE EXAMINER	89.1%	0.0%	88.9%	0.0%	0	0	--	-1	--
TRUCK DRIVER	51.3%	100.0%	60.0%	100.0%	6	6	8.7%	-5	Yes

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

Metric 3, over the preceding 6 months, reflected a negative change in the total number of Black employees in six job classes (Administrative Clerk, Accountant, Engineering Aide, Labor Supervisor, Revenue Examiner and Truck Driver). As a note, the Heavy Equipment Operator job class did not meet the benchmark.

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

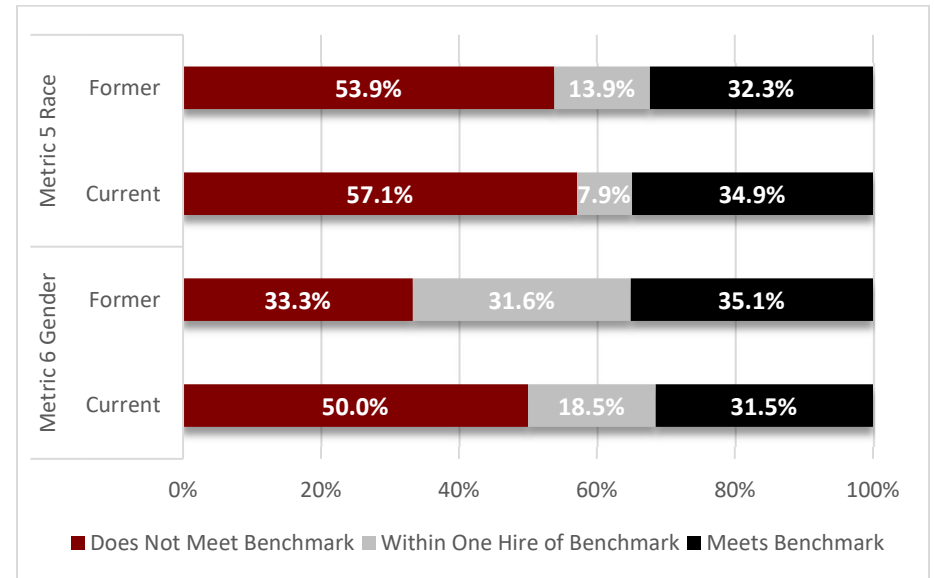
Figure 28. Percent of job classes meeting Metric 4 – Hiring Gender Compliance (hiring of female applicants as specified in Consent Decree Paragraph 9)

Job Title	% of Female Employees on Certification List: 4/1/2021	% of Female Probationary Employees: 4/1/2021	% of Female Employees on Certification List: 10/1/2021	% of Female Probationary Employees: 10/1/2021	Current Total Probationary Employees	Current Total Female Probationary Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ENGINEERING AIDE	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
REVENUE EXAMINER	87.3%	0.0%	87.0%	0.0%	0	0	--	-1	--
SECURITY OFFICER	0.0%	0.0%	52.2%	0.0%	0	0	--	-1	--
SENIOR CIVIL ENGINEER	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
STORES CLERK	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	9.1%	0.0%	0	0	--	0	--

Metric 4, over the preceding 6 months of the six job classes listed in Metric 4, two job classes (Revenue Examiner and Security Officer) had a negative change in the total number of females employed.

Metrics 5 & 6: Metric 5 evaluates whether the number of Black employees on eligibility lists for classified job classes approximates the respective percentage of Blacks on the eligibility lists (alternatively referred to as the register list) for those job classes. For Metric 5, approximating the percentage of the eligibility list is defined as 80%. Each job features a different benchmark based on the job’s respective eligibility list. The change in employment rates for Black employees in these jobs during the relevant period, as well as whether these jobs are in compliance with the Consent Decree, are contained in Figure 29. Metric 6 evaluates whether the number of female employees on an eligibility list for classified job classes approximates the respective percentage of females on the eligibility lists (alternatively referred to as the register list) for those job classes. For Metric 6, approximating the percentage of the eligibility list is defined as being at least 80% of the eligibility percentage. Each job features a different benchmark based on the job’s respective eligibility list. The change in employment rates for female employees in these job classes during the relevant period, as well as whether these job classes are in compliance with the Consent Decree, is contained in Figure 29.

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

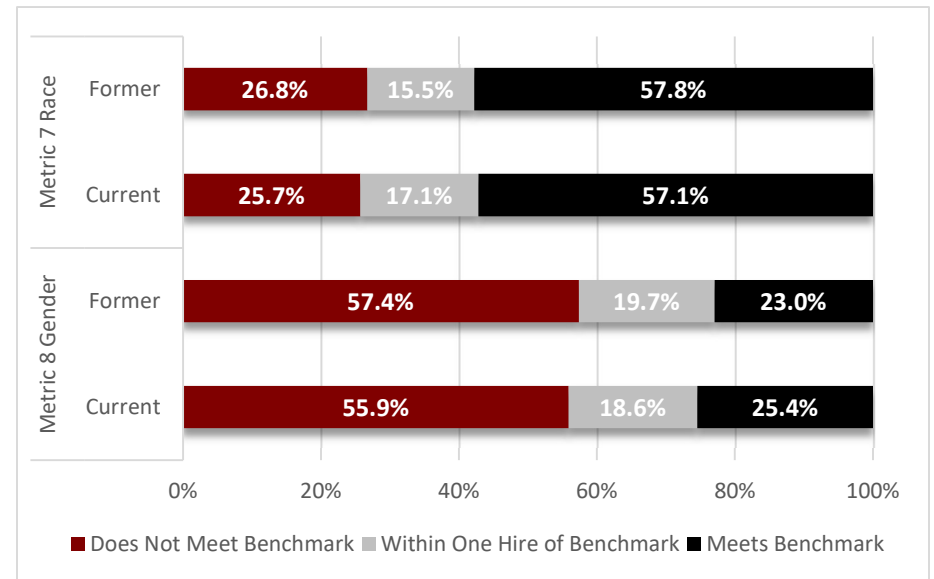


The full table for Metric 5 is presented in Table C5 in Appendix C. For Metric 5, over the preceding 6 months, the Electrician job class represents a negative percentage change of 5% or higher. There are 8 job classes (Herbicide Applicator, Mason, Police Chief III, Senior Court Clerk, Senior Land Acquisition Agent, Senior Lifeguard, Senior Planner, and Senior Swim Pool Supervisor) that featured 100% of Black employees on the registers.

The full table for Metric 6 is presented in Table C6 in Appendix C. For Metric 6, over the preceding 6 months, none of the job classes represent a negative percentage change of 5% or higher. There are six job classes (Civil Engineer, Clinical Dentist, Medical Technologist Supervisor, Senior Lifeguard, and Senior Swim Pool Supervisor) that featured 100% of female employees on the registers.

Metrics 7 & 8: Using Metric 7, we evaluate whether the number of Black employees in job titles specified by Appendix A of the Consent Decree approximates the respective percentage of Blacks in the civilian labor force of Jefferson County. Based on the most recent 2020 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 43.5%. The change in employment rates for Black employees in these jobs during the relevant period, as well as whether these jobs are in compliance with the Consent Decree, are contained in Figure 30. Using Metric 8, we evaluate whether the number of female employees in job titles specified by Appendix B of the Consent Decree approximates the respective percentage of females in the civilian labor force of Jefferson County. Based on the most recent U.S. Census, the percentage of females in the civilian labor force of Jefferson County is 52.7%. The change in employment rates for female employees in these jobs during the relevant period, as well as whether these jobs are in compliance with the Consent Decree, is contained in Figure 30.

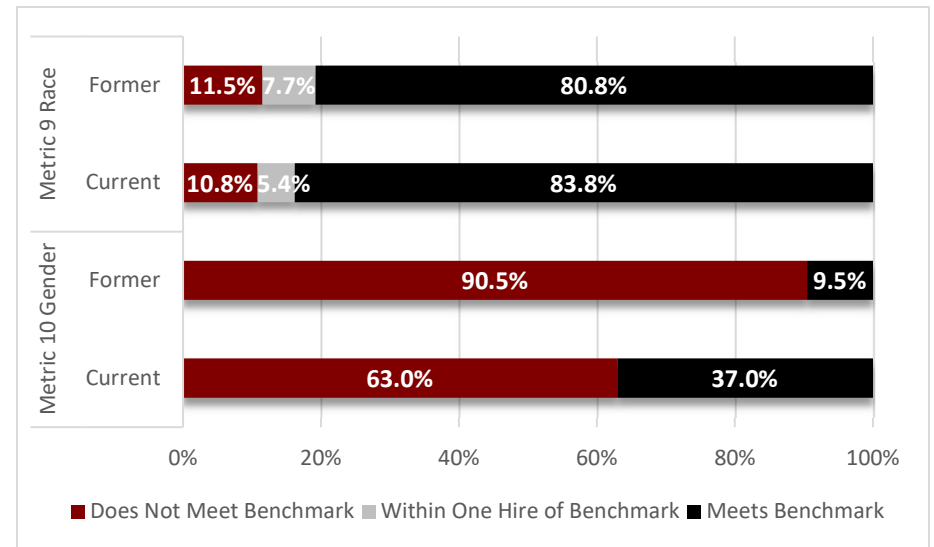
Figure 30. Percent of job classes meeting **Metric 7**—Employment Percentage by Race Compliance (in Appendix A of the Consent Decree) and **Metric 8**—Employment Percentage by Gender Compliance (in Appendix B of the Consent Decree).



The full table for **Metric 7** is presented in Table C7 in Appendix C. The table shows a decrease of 0.7% in the percentage of job classes meeting the race benchmark. A change in the total number of Black employees is represented in 13 job classes (Administrative Analyst, Chief Accountant, Electrician, Engineering Aide, Legal Secretary, Revenue Examiner, Security Officer, Senior Engineering Inspector, Senior Stores Clerk, Senior WRF Maintenance Worker, Sewer Video Specialist, Traffic Maintenance Worker, and WRF Shift Supervisor). The full table for **Metric 8** is presented in Table C8 in Appendix C. For Metric 8, with respect to 9 job classes (Administrative Analyst, Auditor, Buyer Chief Accountant, Heavy Equipment Operator, Revenue Examiner, Security Officer, Senior Accountant, and Truck Driver), there was an increase of 2.4% in the total number of females employed.

Metrics 9 & 10: Using Metric 9, we evaluate whether the number of Black employees in all classified job classes, as well as the unclassified position of Laborer, approximates the respective percentage of Blacks on the eligibility lists (alternatively referred to as the register list) for those positions. Using Metric 10, we evaluate whether the number of female employees in classified job classes, for which an eligibility list included an applicant willing to work in Jefferson County approximates the respective percentage of Blacks on the eligibility lists (alternatively referred to as the register list) for those positions. For Metric 10, approximating the percentage of the eligibility list is defined as being at least 80% of the eligibility percentage. Each job features a different benchmark based on the job’s respective eligibility list. The change in employment rates for female employees in these job classes during the relevant period, as well as whether these job classes are in compliance with the Consent Decree, is contained in Figure 31.

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



The full table for Metric 9 is presented in Table C9 in Appendix C. For Metric 9, over the preceding 6 months, the Skilled Laborer job class reflects more than a 7% positive change in the number of Black applicants during this reporting period. As a note, the Assistant Automotive Technician job class reflects a 20.0% decrease in the number of Black applicants during this reporting period.

The full table for Metric 10 is presented in Table C10 in Appendix C. For Metric 10, during this reporting period shows a decrease of 27%, there were 183 applicants for the Administrative Analyst job class. Of this number, 161 applicants were female.

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

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
CONSTRUCTION EQUIPMENT OPERATOR	39.62%	46.30%	71%	54	25	6.68%	4	No
HEAVY EQUIPMENT OPERATOR	52.94%	60.00%	75%	20	12	7.06%	3	No
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	14.29%	16.67%	0%	12	2	2.38%	1	Yes
Total	44.0%	45.3%	--	86	39	1.3%	8	--

For Metric 11, over the preceding 6 months, the data reflects an overall 1.3% change. One of the job classes highlighted in Metric 11 met the benchmark.

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

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	% Availability in Applicant Pool	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
CONSTRUCTION EQUIPMENT OPERATOR	3.77%	9.26%	19%	54	5	5.49%	3	No
HEAVY EQUIPMENT OPERATOR	23.53%	15.00%	22%	20	3	-8.53%	-1	No
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	0.00%	0.00%	0%	12	0	0.00%	0	No*
Total	9.5%	9.3%	--	86	8	-0.2%	2	--

For Metric 12, over the preceding 6 months, the data reflects an overall -0.2% change. All job classes [Construction Equipment Operator, Heavy Equipment Operator, and Public Works Supervisor (Construction or Sanitation)] highlighted in Metric 12 did not meet the benchmark and no females are represented in the Public Works Supervisor (Construction or Sanitation) job class.

*Indicates employment is within one hire of benchmark

Section 6. Forward Thinking

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

Develop and Communicate a Clear Vision

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

Professional Development and Coaching

The CCO will meet one on one (or via conference call due to COVID-19) with Department Heads in February 2022, to debrief Departments on the results of this semi-annual report and its implications as well as follow up on their progress with meeting inclusion goals.

Talent Management

Human Resources will continue to collaborate with the PBJC to implement a performance management system to allow analysis of job performance data and training needs. Additionally, Human Resources will continue to incorporate separations data into future reporting to use as a

roadmap to evaluate changes in the workforce, analyze demographics related to separations and develop strategies to attract and retain top talent.

Recognition and Rewards

The Jefferson County Veterans' Program continues to support Veterans throughout the organization and increase awareness of internal and external resources available to them. The future objective of the Veterans' Program is to continually expand it by educating veterans on the resources available to them both within and outside of the County. This includes the launch of a website for veterans to serve as a one-stop shop for information.

This reporting cycle, the Equity & Inclusion Division (EID) and Learning & Organizational Development Division (LOD) partnered to create a professional development strategy for Women in Non-Traditional Roles (WINTR) Program participants. Professional development sessions have been scheduled for WINTR participants. These sessions will serve as development opportunities for WINTR participants to further identify more specific topics of benefit. The sessions developed focused on Courageous Leadership which is beneficial to explore for women working in non-traditional roles. During the second half of the session, the facilitators asked the participants more specific questions regarding development topics and workplace issues.

Due to LOD staff shortage, scheduled sessions will resume next reporting period. One primary goal is to create a culture where the women in Jefferson County Commission can thrive in non-traditional roles.

Recruitment Strategies

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

Communication Transparency

Human Resources will continue to work to improve one of its core values – transparency.

Leadership Initiatives

Structured Internship Program - Human Resources understands the value of offering career opportunities through internship programs. As such, SRM and LOD have plans to collaborate with County leadership in developing and expanding its program to college students.

The purpose of the Student Internship Program is to expose high school and college students to career opportunities in local government while allowing them to develop and strengthen professional skills in a work environment conducive to their education. Our goal with the Internship program is to:

- Provide students with meaningful work experiences that are highly related to their primary area of study.
- Provide students with valuable professional public service experience that will enhance their skills and competencies.
- Create a new resource and connection for students from which they can learn and grow.
- Establish relationships between Jefferson County Commission, local area high schools, local universities, and colleges to enhance awareness of public service opportunities among their students within Jefferson County Commission.

Employee Engagement

Human Resources will administer a second climate culture survey in 2022 to create initiatives related to employee engagement and continue its efforts to improve the County's culture.

Departmental Leadership Equity and Inclusion Metric Coaching

The CCO will facilitate one-on-one Metric Coaching meetings (via conference calls due to COVID-19) in February 2022 with Department Heads, to discuss the results of this report and follow up on strategies around improving departmental onboarding and retention efforts to assist with meeting required benchmarks. EID will continue to track these efforts in NAVEX.

Appendix A: Good Faith Efforts Tables

A1 – Pipeline Analysis by Race

A2 – Pipeline Analysis by Gender

A3 – Selection Process

A4 – JCV/RJP Administration

Table A1. Pipeline Analysis by Race

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

Department	Supervisor Level	Total	Black	White	Black	White
BMO	1	1	1		100%	0%
BOARD OF EQUALIZATION	1	10	1	9	10%	90%
BOARD OF EQUALIZATION	2	1	1		100%	0%
BOARD OF EQUALIZATION	3	1	1		100%	0%
BOARD OF REGISTRARS	1	1		1	0%	100%
BOARD OF REGISTRARS	2	1		1	0%	100%
COMMUNITY DEVELOPMENT	1	7	4	3	57%	43%
COMMUNITY DEVELOPMENT	2	3	3		100%	0%
COMMUNITY DEVELOPMENT	3	2	2		100%	0%
COMPLIANCE OFFICE	1	1	1		100%	0%
CORONER/MEDICAL EXAMINER	1	4		4	0%	100%
COUNTY ATTORNEY	1	2	1	1	50%	50%
COUNTY ATTORNEY	3	1	1		100%	0%
COUNTY MANAGER	1	1	1		100%	0%
COUNTY MANAGER	3	2	1	1	50%	50%
DEVELOPMENT SERVICES	1	12	2	10	17%	83%
DEVELOPMENT SERVICES	2	3	2	1	67%	33%
DEVELOPMENT SERVICES	3	4		4	0%	100%

Department	Supervisor Level	Total	Black	White	Black	White
DISTRICT ATTORNEY-BESSEMER	1	1	1		100%	0%
DISTRICT ATTORNEY-BIRMINGHAM	1	1	1		100%	0%
ENVIRONMENTAL SERVICES	1	56	19	37	34%	66%
ENVIRONMENTAL SERVICES	2	13	3	10	23%	77%
ENVIRONMENTAL SERVICES	3	13	2	11	15%	85%
FAMILY COURT	1	13	6	7	46%	54%
FAMILY COURT	2	4	3	1	75%	25%
FAMILY COURT	3	3	3		100%	0%
FINANCE	1	11	8	2	73%	18%
FINANCE	2	4	3	1	75%	25%
FINANCE	3	3	3		100%	0%
GENERAL SERVICES	1	12	5	7	42%	58%
GENERAL SERVICES	2	2		2	0%	100%
GENERAL SERVICES	3	1	1		100%	0%
HUMAN RESOURCES	1	8	5	3	63%	38%
HUMAN RESOURCES	2	4	3	1	75%	25%
HUMAN RESOURCES	3	1	1		100%	0%
INFORMATION SERVICES	1	9	2	7	22%	78%
INFORMATION SERVICES	2	2	1	1	50%	50%
INFORMATION SERVICES	3	2			0%	0%
PROBATE COURT	1	1	1		100%	0%
PROBATE COURT	2	1	1		100%	0%
PROBATE COURT	3	3		3	0%	100%
REVENUE	1	10	9	1	90%	10%
REVENUE	2	4		4	0%	100%

Department	Supervisor Level	Total	Black	White	Black	White
REVENUE	3	2	1	1	50%	50%
ROADS & TRANSPORTATION	1	31	6	25	19%	81%
ROADS & TRANSPORTATION	2	9	2	7	22%	78%
ROADS & TRANSPORTATION	3	7	2	5	29%	71%
SECURITY	1	1		1	0%	100%
TAX ASSESSOR - BESSEMER	1	6	2	4	33%	67%
TAX ASSESSOR - BESSEMER	2	1	1		100%	0%
TAX ASSESSOR - BESSEMER	3	1	1		100%	0%
TAX ASSESSOR - BIRMINGHAM	1	3	3		100%	0%
TAX ASSESSOR - BIRMINGHAM	2	1	1		100%	0%

Department	Supervisor Level	Total	Black	White	Black	White
TAX ASSESSOR - BIRMINGHAM	3	1	1		100%	0%
TAX COLLECTOR - BESSEMER	1	1	1		100%	0%
TAX COLLECTOR - BESSEMER	3	1	1		100%	0%
TAX COLLECTOR - BIRMINGHAM	1	2	2		100%	0%
TAX COLLECTOR - BIRMINGHAM	2	1	1		100%	0%
TAX COLLECTOR - BIRMINGHAM	3	3	1	2	33%	67%
TREASURER	1	1	1		100%	0%
TREASURER	3	2	2		100%	0%
YOUTH DETENTION	1	4	3	1	75%	25%
YOUTH DETENTION	2	1			0%	0%
YOUTH DETENTION	3	1	1		100%	0%

Table A2. Pipeline Analysis by Gender

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

Department	Supervisor Level	Total	Female	Male	Female	Male
BMO	1	1	1		100%	0%
BOARD OF EQUALIZATION	1	10	3	7	30%	70%
BOARD OF EQUALIZATION	2	1		1	0%	100%
BOARD OF EQUALIZATION	3	1	1		100%	0%
BOARD OF REGISTRARS	1	1	1		100%	0%
BOARD OF REGISTRARS	2	1		1	0%	100%
COMMUNITY DEVELOPMENT	1	7	5	2	71%	29%
COMMUNITY DEVELOPMENT	2	3	1	2	33%	67%
COMMUNITY DEVELOPMENT	3	2	1	1	50%	50%
COMPLIANCE OFFICE	1	1	1		100%	0%
CORONER/MEDICAL EXAMINER	1	4	2	2	50%	50%
COUNTY ATTORNEY	1	2	2		100%	0%
COUNTY ATTORNEY	3	1		1	0%	100%
COUNTY MANAGER	1	1	1		100%	0%
COUNTY MANAGER	3	2		2	0%	100%
DEVELOPMENT SERVICES	1	12	3	9	25%	75%
DEVELOPMENT SERVICES	2	3	1	2	33%	67%
DEVELOPMENT SERVICES	3	4	2	2	50%	50%

Department	Supervisor Level	Total	Female	Male	Female	Male
DISTRICT ATTORNEY-BESSEMER	1	1	1		100%	0%
DISTRICT ATTORNEY-BIRMINGHAM	1	1	1		100%	0%
ENVIRONMENTAL SERVICES	1	56	7	49	13%	88%
ENVIRONMENTAL SERVICES	2	13	4	9	31%	69%
ENVIRONMENTAL SERVICES	3	13	2	11	15%	85%
FAMILY COURT	1	13	9	4	69%	31%
FAMILY COURT	2	4	4		100%	0%
FAMILY COURT	3	3	2	1	67%	33%
FINANCE	1	11	8	3	73%	27%
FINANCE	2	4	2	2	50%	50%
FINANCE	3	3	3		100%	0%
GENERAL SERVICES	1	12	3	9	25%	75%
GENERAL SERVICES	2	2		2	0%	100%
GENERAL SERVICES	3	1	1		100%	0%
HUMAN RESOURCES	1	8	5	3	63%	38%
HUMAN RESOURCES	2	4	2	2	50%	50%
HUMAN RESOURCES	3	1	1		100%	0%
INFORMATION SERVICES	1	9	4	5	44%	56%
INFORMATION SERVICES	2	2		2	0%	100%
INFORMATION SERVICES	3	2		2	0%	100%
PROBATE COURT	1	1	1		100%	0%
PROBATE COURT	2	1	1		100%	0%
PROBATE COURT	3	3	1	2	33%	67%
REVENUE	1	10	8	2	80%	20%

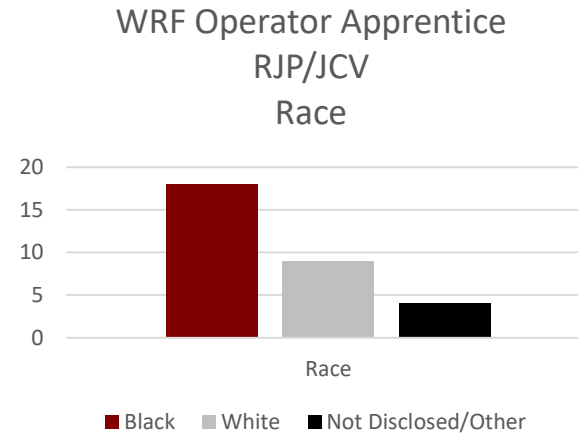
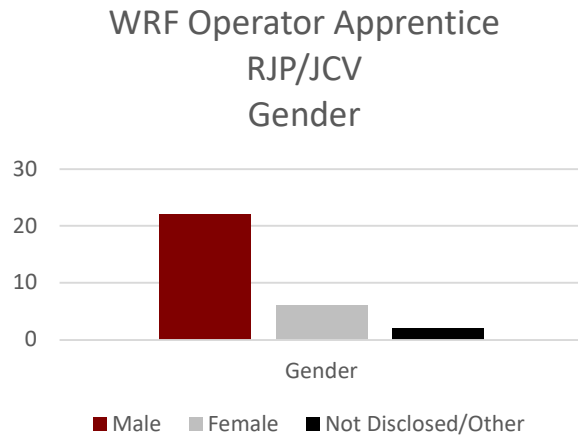
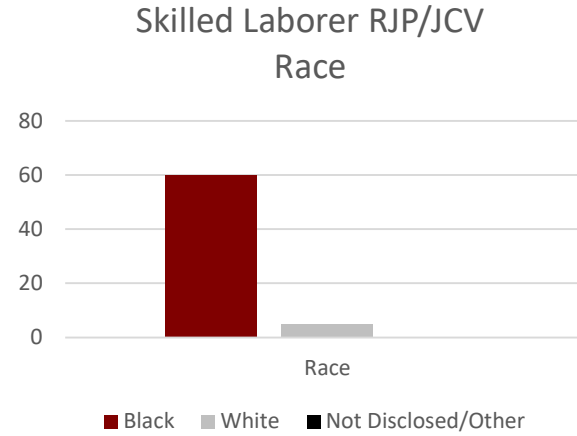
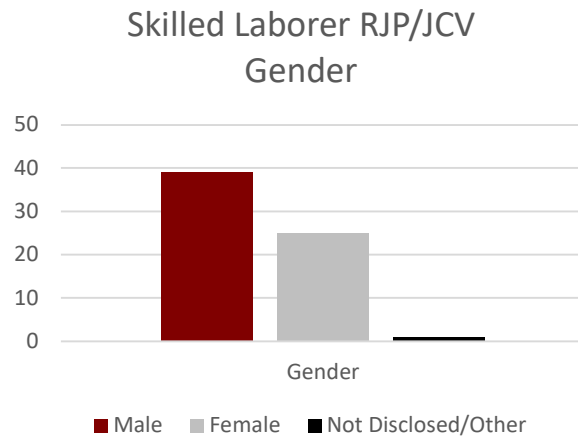
Department	Supervisor Level	Total	Female	Male	Female	Male
REVENUE	2	4		4	0%	100%
REVENUE	3	2		2	0%	100%
ROADS & TRANSPORTATION	1	31	6	25	19%	81%
ROADS & TRANSPORTATION	2	9		9	0%	100%
ROADS & TRANSPORTATION	3	7	2	5	29%	71%
SECURITY	1	1		1	0%	100%
TAX ASSESSOR - BESSEMER	1	6	5	1	83%	17%
TAX ASSESSOR - BESSEMER	2	1	1		100%	0%
TAX ASSESSOR - BESSEMER	3	1		1	0%	100%
TAX ASSESSOR - BIRMINGHAM	1	3	1	2	33%	67%
TAX ASSESSOR - BIRMINGHAM	2	1		1	0%	100%

Department	Supervisor Level	Total	Female	Male	Female	Male
TAX ASSESSOR - BIRMINGHAM	3	1	1		100%	0%
TAX COLLECTOR - BESSEMER	1	1	1		100%	0%
TAX COLLECTOR - BESSEMER	3	1		1	0%	100%
TAX COLLECTOR - BIRMINGHAM	1	2	1	1	50%	50%
TAX COLLECTOR - BIRMINGHAM	2	1	1		100%	0%
TAX COLLECTOR - BIRMINGHAM	3	3	1	2	33%	67%
TREASURER	1	1	1		100%	0%
TREASURER	3	2	2		100%	0%
YOUTH DETENTION	1	4	1	3	25%	75%
YOUTH DETENTION	2	1		1	0%	100%
YOUTH DETENTION	3	1	1		100%	0%

Table A3. Breakdown of Reporting Period Selection Processes

Month	Test Administrations	Job Classes Tested	Graduate Assessments	Tests Assessed	Executive Assessment Centers	Integrations
April 2021	5	7	0	0	0	1
May 2021	1	1	1	7	0	0
June 2021	6	9	1	2	0	0
July 2021	2	3	1	5	0	0
August 2021	4	6	1	5	1	1
September 2021	4	9	1	6	0	0
Total:	22	35	5	25	1	2

Table A4. Breakdown of Reporting Period JCV/RJP Administration



Appendix B: Departmental
Data Summary & Tables

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ADMINISTRATIVE ASSISTANT	66.7%	60.0%	5	3	-6.7%	-1	Yes
ADMINISTRATIVE CLERK	90.9%	100.0%	8	8	9.1%	-2	Yes
ADMINISTRATIVE SERVICES MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
APPRAISAL ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
CHAIRMAN BOARD OF EQUALIZATION	100.0%	100.0%	1	1	0.0%	0	Yes
MEMBER, BD OF EQUALIZATION	50.0%	50.0%	2	1	0.0%	0	Yes
PRINCIPAL REAL PROPERTY APPRAISER	0.0%	0.0%	3	0	0.0%	0	No
PROPERTY APPRAISAL SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
PROPERTY LITIGATION ADMINISTRATOR	50.0%	50.0%	2	1	0.0%	0	Yes
REAL PROPERTY APPRAISER	27.3%	27.3%	22	6	0.0%	0	No
SENIOR APPRAISAL ANALYST	0.0%	0.0%	3	0	0.0%	0	No
SENIOR REAL PROPERTY APPRAISER	0.0%	0.0%	4	0	0.0%	0	No
SENIOR SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
USER SUPPORT SPECIALIST	0.0%	0.0%	2	0	0.0%	0	No

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ADMINISTRATIVE ASSISTANT	83.3%	80.0%	5	4	-3.3%	-1	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	8	8	0.0%	-3	Yes
ADMINISTRATIVE SERVICES MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
APPRAISAL ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
CHAIRMAN BOARD OF EQUALIZATION	100.0%	100.0%	1	1	0.0%	0	Yes
MEMBER, BD OF EQUAL	100.0%	100.0%	2	2	0.0%	0	Yes
PRINCIPAL REAL PROPERTY APPRAISER	0.0%	0.0%	3	0	0.0%	0	No
PROPERTY APPRAISAL SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
PROPERTY LITIGATION ADMINISTRATOR	0.0%	0.0%	2	0	0.0%	0	No
REAL PROPERTY APPRAISER	50.0%	50.0%	22	11	0.0%	0	Yes
SENIOR APPRAISAL ANALYST	0.0%	0.0%	3	0	0.0%	0	No
SENIOR REAL PROPERTY APPRAISER	25.0%	25.0%	4	1	0.0%	0	No
SENIOR SYSTEMS ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
USER SUPPORT SPECIALIST	0.0%	0.0%	2	0	0.0%	0	No

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

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

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	50.0%	50.0%	2	1	0.0%	0	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	50.0%	50.0%	2	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	83.3%	100.0%	5	5	16.7%	0	Yes
AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
COMMUNITY DEVELOPMENT SPECIALIST	100.0%	100.0%	1	1	0.0%	0	Yes
COORDINATOR OF SENIOR CITIZENS SVCS	100.0%	100.0%	1	1	0.0%	0	Yes
DEP DIR OF HC&ECO DE	0.0%	0.0%	1	0	0.0%	0	No*
DIR OF COMMUNITY & ECON DEVELOPMENT	0.0%	0.0%	1	0	0.0%	0	No*
ECONOMIC DEVELOPMENT ANALYST		0.0%	1	0		0	No*
ECONOMIC DEVELOPMENT MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
GRANTS ADMINISTRATOR	50.0%	50.0%	2	1	0.0%	0	Yes
GRANTS MANAGEMENT COORDINATOR	50.0%	50.0%	2	1	0.0%	0	Yes
HOUSING REHABILITATION SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
INFORMATION SPECLST SR CITIZENS SVCS	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL HOUSING REHABILITATION SPEC	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ACCOUNTANT	50.0%	100.0%	1	1	50.0%	0	Yes
SENIOR ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	Yes
SENIOR GRANTS MANAGEMENT COORDINATOR	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR HOUSING REHABILITATION SPECLST	0.0%	0.0%	1	0	0.0%	0	No*
SOCIAL WORKER	100.0%	100.0%	1	1	0.0%	0	Yes
WORKFORCE PLANNER	100.0%	100.0%	6	6	0.0%	0	Yes

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
ADMINISTRATIVE CLERK	100.0%	100.0%	2	2	0.0%	0	Yes
BUILDING INSPECTOR	25.0%	25.0%	4	1	0.0%	0	No
CHIEF BUILDING INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF CIVIL ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF ELECTRICAL INSPECTOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF PLUMBING, GAS AND MECH INSPECT	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER	66.7%	66.7%	3	2	0.0%	0	Yes
DEP DIRECTOR OF ROAD & TRANSP. II-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIRECTOR OF DEVELOPMENT SERVICES - EE	0.0%	0.0%	1	0	0.0%	0	No*
EDUCATION/TRAINING COORDINATOR	0.0%	0.0%	1	0	0.0%	0	No*
EDUCATION/TRAINING MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICAL INSPECTOR	0.0%	0.0%	2	0	0.0%	0	No
ENGINEERING INSPECTOR	66.7%	100.0%	2	2	33.3%	0	Yes
ENVIRONMENTAL BIOLOGIST	0.0%	0.0%	1	0	0.0%	0	No*
G.I.S. DATABASE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
GEOGRAPHIC INFO SYSTEM SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
LANDSCAPE ARCHITECT	0.0%	0.0%	1	0	0.0%	0	No*
PLANNER	100.0%	100.0%	2	2	0.0%	1	Yes
PLANNING TECHNICIAN	100.0%	100.0%	1	1	0.0%	-1	Yes
PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
PLUMBING, GAS AND MECHANICAL INSPECTOR	0.0%	0.0%	3	0	0.0%	0	No
PRINCIPAL ENGINEER CONST INSPECTOR	50.0%	50.0%	2	1	0.0%	0	Yes
PRINCIPAL PLANNER		100.0%	1	1		1	Yes
SENIOR CIVIL ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*

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

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	2	2	0.0%	0	Yes
BUILDING INSPECTOR	0.0%	0.0%	4	0	0.0%	0	No
CHIEF BUILDING INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF CIVIL ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF ELECTRICAL INSPECTOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF PLUMBING, GAS AND MECH INSPECT	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER	0.0%	0.0%	3	0	0.0%	0	No
DEP DIRECTOR OF ROAD & TRANSP. II-EE	100.0%	100.0%	1	1	0.0%	0	Yes
DIRECTOR OF DEVELOPMENT SERVICES - EE	100.0%	100.0%	1	1	0.0%	0	Yes
EDUCATION/TRAINING COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
EDUCATION/TRAINING MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
ELECTRICAL INSPECTOR	0.0%	0.0%	2	0	0.0%	0	No
ENGINEERING INSPECTOR	33.3%	50.0%	2	1	16.7%	0	Yes
ENVIRONMENTAL BIOLOGIST	100.0%	100.0%	1	1	0.0%	0	Yes
G.I.S. DATABASE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
GEOGRAPHIC INFO SYSTEM SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
LANDSCAPE ARCHITECT	0.0%	0.0%	1	0	0.0%	0	No*
PLANNER	0.0%	50.0%	2	1	50.0%	1	Yes
PLANNING TECHNICIAN	100.0%	100.0%	1	1	0.0%	-1	Yes
PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
PLUMBING, GAS AND MECHANICAL INSPECT	0.0%	0.0%	3	0	0.0%	0	No
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	2	0	0.0%	0	No
PRINCIPAL PLANNER	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR CIVIL ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*

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

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	63.6%	63.6%	11	7	0.0%	0	Yes
APPTD CLERK DISTRICT ATTY BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	No*
APPTD CLERK DISTRICT ATTY BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
CONFIDENTIAL ASSISTANT DA BHAM		0.0%	1	0		0	No*
INVESTIGATOR CHECKS AND WARRANTS	100.0%	100.0%	1	1	0.0%	0	Yes
LEGAL SECRETARY	80.0%	77.8%	9	7	-2.2%	-1	Yes
PARALEGAL	100.0%	100.0%	4	4	0.0%	1	Yes

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	81.8%	81.8%	11	9	0.0%	0	Yes
APPTD CLERK DISTRICT ATTY BIRMINGHAM	0.0%	0.0%	1	0	0.0%	0	No*
APPTD CLERK DISTRICT ATTY BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
CONFIDENTIAL ASSISTANT DA BHAM		0.0%	1	0		0	No*
INVESTIGATOR CHECKS AND WARRANTS	0.0%	0.0%	1	0	0.0%	0	No*
LEGAL SECRETARY	100.0%	100.0%	9	9	0.0%	-1	Yes
PARALEGAL	100.0%	100.0%	4	4	0.0%	1	Yes

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ACCOUNTING ASSISTANT I	100.0%	100.0%	6	6	0.0%	0	Yes
ACCOUNTING ASSISTANT II	75.0%	77.8%	9	7	2.8%	1	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	2	2	0.0%	-1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	71.4%	71.4%	14	10	0.0%	0	Yes
AUTOMATION & CONTROLS ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
BUSINESS MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS OFFICE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF CIVIL ENGINEER	20.0%	20.0%	5	1	0.0%	0	No
CHIEF OF PARTY	0.0%	0.0%	2	0	0.0%	0	No
CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS OPERATOR II	100.0%	100.0%	3	3	0.0%	-1	Yes
COMMUNICATIONS OPERATOR III	100.0%	100.0%	1	1	0.0%	0	Yes
CONSTRUCTION EQUIPMENT OPERATOR	33.3%	35.7%	14	5	2.4%	0	No
CONSTRUCTION SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
DEPUTY DIR OF ENVIRONMENTAL SVCS	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ESD I-EE	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ESD II-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIRECTOR OF ENVIRONMENTAL SERVICES	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	37.5%	33.3%	9	3	-4.2%	0	No
ELECTRONICS TECHNICIAN	25.0%	28.6%	7	2	3.6%	0	No
ENGINEERING AIDE	100.0%	100.0%	3	3	0.0%	-1	Yes
ENGINEERING DRAFTER	0.0%	0.0%	1	0	0.0%	0	No*
ENGINEERING INSPECTOR	27.8%	33.3%	15	5	5.6%	0	No

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	100.0%	100.0%	1	1	0.0%	0	Yes
ENVIRONMENTAL COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
ESD CONSTRUCTION MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
G.I.S. DATABASE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
GEOGRAPHIC INFO SYSTEM SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
HEAVY EQUIPMENT OPERATOR	52.9%	60.0%	20	12	7.1%	3	Yes
HVAC/REFRIGERATION TECHNICIAN	50.0%	50.0%	2	1	0.0%	0	Yes
LABOR SUPERVISOR	100.0%	100.0%	3	3	0.0%	-1	Yes
LABORATORY SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
LABORER III	100.0%	100.0%	2	2	0.0%	0	Yes
NETWORK SYSTEMS ADMINISTRATOR I	0.0%	0.0%	1	0	0.0%	0	No*
NETWORK SYSTEMS ADMINISTRATOR II	0.0%	0.0%	1	0	0.0%	0	No*
PERSONAL COMPUTER/NETWORK TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	2	0	0.0%	0	No
PRN ENG LAND SVY INSP	0.0%	0.0%	1	0	0.0%	0	No*
PUBLIC RELATIONS COORDINATOR	0.0%	0.0%	1	0	0.0%	0	No*
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	0.0%	0.0%	2	0	0.0%	0	No
SENIOR WRF MAINTENANCE WORKER	20.0%	15.8%	19	3	-4.2%	0	No
SENIOR CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
SENIOR ELECTRONICS TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ENGINEERING AIDE	33.3%	33.3%	3	1	0.0%	0	No*
SENIOR ENGINEERING DRAFTER	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ENGINEERING INSPECTOR	33.3%	16.7%	6	1	-16.7%	0	No
SENIOR MAINTENANCE REPAIR WORKER	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR WATER POLL CONTROL TECHNICIAN	40.0%	40.0%	5	2	0.0%	0	No*
SEWER CONSTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	6	0	0.0%	0	No

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
SEWER GREASE & OIL INSP	20.0%	20.0%	5	1	0.0%	0	No
SEWER LINE MAINTENANCE INSPECTOR	10.0%	30.0%	10	3	20.0%	2	No
SEWER MAINTENANCE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
SEWER SERVICE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
SEWER VIDEO OPERATIONS SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SEWER VIDEO SPECIALIST	73.7%	72.2%	18	13	-1.5%	-1	Yes
SEWER VIDEO SUPERVISOR	11.1%	11.1%	9	1	0.0%	0	No
SKILLED LABORER	94.5%	94.9%	59	56	0.4%	4	Yes
SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
TRUCK DRIVER	75.0%	100.0%	3	3	25.0%	0	Yes
WATER POLLUTION CONTROL TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
WATER RECLAMATION FACILITY APPRENTICE	36.4%	33.3%	12	4	-3.0%	-4	No
WRF MANAGER	0.0%	0.0%	5	0	0.0%	0	No
WRF SHOP SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
WRF SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
WRF MAINTENANCE WORKER	43.8%	44.4%	18	8	0.7%	1	Yes
WRF MAINTENANCE MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
WRF OPERATOR I	50.0%	53.8%	13	7	3.8%	0	Yes
WRF OPERATOR II	53.8%	53.3%	15	8	-0.5%	1	Yes
WRF OPERATOR III	0.0%	0.0%	5	0	0.0%	0	No
WRF OPERATOR IV	18.8%	16.7%	18	3	-2.1%	0	No
WRF SHIFT SUPERVISOR	16.7%	14.8%	27	4	-1.9%	0	No
WRF SUPERINTENDENT	0.0%	0.0%	2	0	0.0%	0	No

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ACCOUNTING ASSISTANT I	66.7%	66.7%	6	4	0.0%	0	Yes
ACCOUNTING ASSISTANT II	87.5%	88.9%	9	8	1.4%	1	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	2	2	0.0%	-1	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	92.9%	92.9%	14	13	0.0%	0	Yes
AUTOMATION & CONTROLS ENGINEER	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS OFFICE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF CIVIL ENGINEER	40.0%	40.0%	5	2	0.0%	0	No*
CHIEF OF PARTY	0.0%	0.0%	2	0	0.0%	0	No
CIVIL ENGINEER	50.0%	50.0%	2	1	0.0%	0	Yes
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS OPERATOR II	100.0%	100.0%	3	3	0.0%	-1	Yes
COMMUNICATIONS OPERATOR III	100.0%	100.0%	1	1	0.0%	0	Yes
CONSTRUCTION EQUIPMENT OPERATOR	6.7%	7.1%	14	1	0.5%	0	No
CONSTRUCTION SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
DEPUTY DIR OF ENVIRONMENTAL SVCS	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ESD I-EE	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIRECTOR ESD II-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIRECTOR OF ENVIRONMENTAL SERVICES	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	0.0%	0.0%	9	0	0.0%	0	No
ELECTRONICS TECHNICIAN	0.0%	0.0%	7	0	0.0%	0	No
ENGINEERING AIDE	0.0%	0.0%	3	0	0.0%	0	No
ENGINEERING DRAFTER	0.0%	0.0%	1	0	0.0%	0	No*
ENGINEERING INSPECTOR	11.1%	13.3%	15	2	2.2%	0	No

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	100.0%	100.0%	1	1	0.0%	0	Yes
ENVIRONMENTAL COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
ESD CONSTRUCTION MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
G.I.S. DATABASE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
GEOGRAPHIC INFO SYSTEM SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
HEAVY EQUIPMENT OPERATOR	23.5%	15.0%	20	3	-8.5%	-1	No
HVAC/REFRIGERATION TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
LABOR SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
LABORATORY SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
LABORER III	0.0%	0.0%	2	0	0.0%	0	No
NETWORK SYSTEMS ADMINISTRATOR I	0.0%	0.0%	1	0	0.0%	0	No*
NETWORK SYSTEMS ADMINISTRATOR II	0.0%	0.0%	1	0	0.0%	0	No*
PERSONAL COMPUTER/NETWORK TECHNICIAN	50.0%	50.0%	2	1	0.0%	0	Yes
PLANS EXAMINER	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ADMINISTRATIVE ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	2	0	0.0%	0	No
PRN ENG LAN SVY INSP	0.0%	0.0%	1	0	0.0%	0	No*
PUBLIC RELATIONS COORDINATOR	100.0%	100.0%	1	1	0.0%	0	Yes
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	0.0%	0.0%	2	0	0.0%	0	No
SENIOR WRF MAINTENANCE WORKER	0.0%	0.0%	19	0	0.0%	0	No
SENIOR CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
SENIOR ELECTRONICS TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ENGINEERING AIDE	0.0%	0.0%	3	0	0.0%	0	No
SENIOR ENGINEERING DRAFTER	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ENGINEERING INSPECTOR	0.0%	0.0%	6	0	0.0%	0	No
SENIOR MAINTENANCE REPAIR WORKER	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR WATER POLL CONTROL TECHNICIAN	40.0%	40.0%	5	2	0.0%	0	No*
SEWER CONSTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	6	0	0.0%	0	No

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
SEWER GREASE & OIL INSP	20.0%	20.0%	5	1	0.0%	0	No
SEWER LINE MAINTENANCE INSPECTOR	20.0%	30.0%	10	3	10.0%	1	No
SEWER MAINTENANCE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
SEWER SERVICE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SEWER VIDEO OPERATIONS SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SEWER VIDEO SPECIALIST	10.5%	11.1%	18	2	0.6%	0	No
SEWER VIDEO SUPERVISOR	11.1%	11.1%	9	1	0.0%	0	No
SKILLED LABORER	27.3%	28.8%	59	17	1.5%	2	No
SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
TRUCK DRIVER	0.0%	0.0%	3	0	0.0%	0	No
WATER POLLUTION CONTROL TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
WATER RECLAMATION FACILITY APPRENTICE	31.8%	25.0%	12	3	-6.8%	-4	No
WRF MANAGER	0.0%	0.0%	5	0	0.0%	0	No
WRF SHOP SUPERVISOR	0.0%	0.0%	4	0	0.0%	0	No
WRF SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
WRF MAINTENANCE WORKER	6.3%	16.7%	18	3	10.4%	2	No
WRF MAINTENANCE MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
WRF OPERATOR I	14.3%	15.4%	13	2	1.1%	0	No
WRF OPERATOR II	7.7%	20.0%	15	3	12.3%	2	No
WRF OPERATOR III	0.0%	0.0%	5	0	0.0%	0	No
WRF OPERATOR IV	18.8%	16.7%	18	3	-2.1%	0	No
WRF SHIFT SUPERVISOR	16.7%	18.5%	27	5	1.9%	1	No
WRF SUPERINTENDENT	0.0%	0.0%	2	0	0.0%	0	No

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	50.0%	100.0%	1	1	50.0%	0	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	92.9%	100.0%	14	14	7.1%	1	Yes
CHIEF COURT CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF PROBATION OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
COURT CLERK	100.0%	100.0%	9	9	0.0%	1	Yes
DEPUTY COURT ADMINISTRATOR-EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL COURT CLERK	100.0%	100.0%	2	2	0.0%	0	Yes
PRINCIPAL PROBATION OFFICER	66.7%	66.7%	3	2	0.0%	0	Yes
PROBATION OFFICER	64.5%	67.7%	31	21	3.2%	1	Yes
SENIOR COUNTY COURT CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
SENIOR PROBATION OFFICER	40.0%	33.3%	9	3	-6.7%	-1	No

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	50.0%	100.0%	1	1	50.0%	0	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	14	14	0.0%	0	Yes
CHIEF COURT CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF PROBATION OFFICER	0.0%	0.0%	1	0	0.0%	0	No*
COURT CLERK	87.5%	88.9%	9	8	1.4%	1	Yes
DEPUTY COURT ADMIN-EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL COURT CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
PRINCIPAL PROBATION OFFICER	100.0%	100.0%	3	3	0.0%	0	Yes
PROBATION OFFICER	64.5%	64.5%	31	20	0.0%	0	Yes
SENIOR COUNTY COURT CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
SENIOR PROBATION OFFICER	70.0%	66.7%	9	6	-3.3%	-1	Yes

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	50.0%	66.7%	3	2	16.7%	1	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	6	6	0.0%	-1	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	3	3	0.0%	-1	Yes
BUYER	100.0%	100.0%	1	1	0.0%	-4	Yes
CHIEF ACCOUNTANT	100.0%	50.0%	2	1	-50.0%	0	Yes
CHIEF FINANCIAL OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIRECTOR OF FINANCE-EE	100.0%	100.0%	1	1	0.0%	0	Yes
MANAGER OF TAX COLLECTION	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	71.4%	85.7%	7	6	14.3%	1	Yes
PRINCIPAL BUYER	75.0%	83.3%	6	5	8.3%	2	Yes
PURCHASING AGENT	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ACCOUNTANT	66.7%	66.7%	9	6	0.0%	0	Yes
SENIOR ADMINISTRATIVE ANALYST	0.0%	0.0%	1	0	0.0%	0	No*

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	3	3	0.0%	1	Yes
ACCOUNTING ASSISTANT II	100.0%	100.0%	6	6	0.0%	-1	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	3	3	0.0%	-1	Yes
BUYER	100.0%	100.0%	1	1	0.0%	-4	Yes
CHIEF ACCOUNTANT	100.0%	50.0%	2	1	-50.0%	0	Yes
CHIEF FINANCIAL OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIRECTOR OF FINANCE-EE	100.0%	100.0%	1	1	0.0%	0	Yes
MANAGER OF TAX COLLECTION	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	57.1%	71.4%	7	5	14.3%	1	Yes
PRINCIPAL BUYER	75.0%	83.3%	6	5	8.3%	2	Yes
PURCHASING AGENT	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ACCOUNTANT	100.0%	100.0%	9	9	0.0%	0	Yes
SENIOR ADMINISTRATIVE ANALYST	0.0%	0.0%	1	0	0.0%	0	No*

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	83.3%	83.3%	6	5	0.0%	0	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	2	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	87.5%	100.0%	7	7	12.5%	0	Yes
ADMINISTRATIVE SERVICES MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	2	0	0.0%	0	No
CABINETMAKER	50.0%	66.7%	3	2	16.7%	0	Yes
CHIEF OF BUILDING MAINTENANCE	50.0%	50.0%	2	1	0.0%	0	Yes
CHIEF OF ELECTIONS OPERATION	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIR GENERAL SVCS-EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	Yes
DIRECTOR OF GENERAL SERVICES	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	50.0%	40.0%	5	2	-10.0%	0	No*
ELECTRONICS TECHNICIAN	77.8%	66.7%	9	6	-11.1%	-1	Yes
EQUIPMENT/STRUCTURAL MECHANIC	0.0%	0.0%	1	0	0.0%	0	No*
FACILITIES MANAGER	0.0%	0.0%	3	0	0.0%	0	No
HVAC/REFRIGERATION TECHNICIAN	33.3%	33.3%	3	1	0.0%	0	No*
LABOR SUPERVISOR	50.0%	50.0%	2	1	0.0%	0	Yes
LANDSCAPE CREW LEADER	0.0%	0.0%	1	0	0.0%	0	No*
MAINTENANCE REPAIR WORKER	53.3%	68.4%	19	13	15.1%	5	Yes
PAINTER	33.3%	33.3%	6	2	0.0%	0	No*
PAINTER SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
PLUMBER	20.0%	20.0%	5	1	0.0%	0	No
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR MAINTENANCE REPAIR WORKER	50.0%	53.8%	13	7	3.8%	1	Yes
SKILLED LABORER	94.1%	100.0%	17	17	5.9%	1	Yes
STORES CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
STORES/PROCUREMENT OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
TRAINING & ORG DEVELOPMENT ADVISOR		100.0%	1	1		1	Yes
TRUCK DRIVER	50.0%	50.0%	2	1	0.0%	0	Yes

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
VOTING MACHINE TECHNICIAN	100.0%	100.0%	3	3	0.0%	0	Yes

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	6	6	0.0%	0	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	2	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	7	7	0.0%	-1	Yes
ADMINISTRATIVE SERVICES MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	2	0	0.0%	0	No
CABINETMAKER	0.0%	0.0%	3	0	0.0%	0	No
CHIEF OF BUILDING MAINTENANCE	0.0%	0.0%	2	0	0.0%	0	No
CHIEF OF ELECTIONS OPERATION	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIR GENERAL SVCS-EXEC EXEMPT	100.0%	100.0%	1	1	0.0%	0	Yes
DIRECTOR OF GENERAL SERVICES	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	0.0%	0.0%	5	0	0.0%	0	No
ELECTRONICS TECHNICIAN	0.0%	0.0%	9	0	0.0%	0	No
EQUIPMENT/STRUCTURAL MECHANIC	0.0%	0.0%	1	0	0.0%	0	No*
FACILITIES MANAGER	0.0%	0.0%	3	0	0.0%	0	No
HVAC/REFRIGERATION TECHNICIAN	0.0%	0.0%	3	0	0.0%	0	No
LABOR SUPERVISOR	0.0%	0.0%	2	0	0.0%	0	No
LANDSCAPE CREW LEADER	0.0%	0.0%	1	0	0.0%	0	No*
MAINTENANCE REPAIR WORKER	13.3%	15.8%	19	3	2.5%	1	No
PAINTER	0.0%	0.0%	6	0	0.0%	0	No
PAINTER SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
PLUMBER	0.0%	0.0%	5	0	0.0%	0	No
PRINCIPAL ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR MAINTENANCE REPAIR WORKER	8.3%	7.7%	13	1	-0.6%	0	No
SKILLED LABORER	47.1%	52.9%	17	9	5.9%	1	Yes
STORES CLERK	0.0%	0.0%	1	0	0.0%	0	No*
STORES/PROCUREMENT OFFICER	100.0%	100.0%	1	1	0.0%	0	Yes
TRAINING & ORG DEVELOPMENT ADVISOR		100.0%	1	1		1	Yes
TRUCK DRIVER	0.0%	0.0%	2	0	0.0%	0	No

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
VOTING MACHINE TECHNICIAN	33.3%	33.3%	3	1	0.0%	0	No*

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ASSESSMENT & DEVELOPMENT SPECIALIST	40.0%	50.0%	4	2	10.0%	0	Yes
BUSINESS PROCESSING MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS SYSTEM SPECIALIST	50.0%	50.0%	2	1	0.0%	0	Yes
CHIEF ADMINISTRATIVE ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
COMPENSATION ADVISOR	66.7%	66.7%	3	2	0.0%	0	Yes
DEPUTY DIR OF HUMAN RES EXEMPT EXEC		100.0%	1	1		1	Yes
HR DIVISION MANAGER	100.0%	100.0%	3	3	0.0%	0	Yes
HUMAN RESOURCES PROJECT COORDINATOR	100.0%	100.0%	1	1	0.0%	-1	Yes
HUMAN RESOURCES TECHNICIAN	100.0%	100.0%	5	5	0.0%	2	Yes
MANAGER SYSTEMS ANALYSIS	100.0%	100.0%	1	1	0.0%	0	Yes
ORG DEVELOPMENT BUSINESS PARTNER MGR	0.0%	0.0%	1	0	0.0%	0	No*
PAYROLL SPECIALIST	100.0%	100.0%	2	2	0.0%	0	Yes
SELECTION MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ASSESSMENT AND DEVELOPMNT SPEC	50.0%	50.0%	2	1	0.0%	0	Yes
TALENT SOURCING SPECIALIST	100.0%	100.0%	3	3	0.0%	0	Yes
TEST ADMINISTRATION COORDINATOR I	0.0%	0.0%	1	0	0.0%	0	No*
TRAINING & ORG DEVELOPMENT ADVISOR	100.0%	66.7%	3	2	-33.3%	-1	Yes

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ASSESSMENT & DEVELOPMENT SPECIALIST	80.0%	100.0%	4	4	20.0%	0	Yes
BUSINESS PROCESSING MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
BUSINESS SYSTEM SPECIALIST	100.0%	100.0%	2	2	0.0%	0	Yes
CHIEF ADMINISTRATIVE ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
COMPENSATION ADVISOR	100.0%	100.0%	3	3	0.0%	0	Yes
DEPUTY DIR OF HUMAN RES EXEMPT EXEC		100.0%	1	1		1	Yes
HR DIVISION MANAGER	66.7%	66.7%	3	2	0.0%	0	Yes
HUMAN RESOURCES PROJECT COORDINATOR	100.0%	100.0%	1	1	0.0%	-1	Yes
HUMAN RESOURCES TECHNICIAN	66.7%	80.0%	5	4	13.3%	2	Yes
MANAGER SYSTEMS ANALYSIS	0.0%	0.0%	1	0	0.0%	0	No*
ORG DEVELOPMENT BUSINESS PARTNER MGR	0.0%	0.0%	1	0	0.0%	0	No*
PAYROLL SPECIALIST	100.0%	100.0%	2	2	0.0%	0	Yes
SELECTION MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ASSESSMENT AND DEVELOPMNT SPEC	0.0%	0.0%	2	0	0.0%	0	No
TALENT SOURCING SPECIALIST	100.0%	100.0%	3	3	0.0%	0	Yes
TEST ADMINISTRATION COORDINATOR I	100.0%	100.0%	1	1	0.0%	0	Yes
TRAINING & ORG DEVELOPMENT ADVISOR	66.7%	0.0%	3	0	-66.7%	-2	No

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

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

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

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

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

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

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ACCOUNTING ASSISTANT II	66.7%	66.7%	3	2	0.0%	0	Yes
ADMINISTRATIVE CLERK	60.0%	60.0%	5	3	0.0%	0	Yes
CHIEF CLERK PROBATE COURT	100.0%	100.0%	1	1	0.0%	0	Yes
CONFIDENTIAL JUDICIAL ASSISTANT	0.0%	0.0%	2	0	0.0%	0	No
COURT CLERK	64.7%	62.5%	16	10	-2.2%	-1	Yes
DEPUTY PROBATE JUDGE-SM	0.0%	0.0%	1	0	0.0%	0	No*
ELECTION COORDINATOR		100.0%	1	1		1	Yes
MENTAL HEALTH COORD PROBATE COURT	100.0%	100.0%	1	1	0.0%	0	Yes
MICROPHOTOGRAPHER	100.0%	100.0%	2	2	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL COURT CLERK	60.0%	80.0%	5	4	20.0%	1	Yes
PROBATE JUDGE NUMBER I-SM	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR COUNTY COURT CLERK	66.7%	66.7%	6	4	0.0%	0	Yes

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
ACCOUNTING ASSISTANT II	100.0%	100.0%	3	3	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	5	5	0.0%	0	Yes
CHIEF CLERK PROBATE COURT	100.0%	100.0%	1	1	0.0%	0	Yes
CONFIDENTIAL JUDICIAL ASSISTANT	100.0%	100.0%	2	2	0.0%	0	Yes
COURT CLERK	100.0%	100.0%	16	16	0.0%	-1	Yes
DEPUTY PROBATE JUDGE-SM	100.0%	100.0%	1	1	0.0%	0	Yes
ELECTION COORDINATOR		100.0%	1	1		1	Yes
MENTAL HEALTH COORD PROBATE COURT	0.0%	0.0%	1	0	0.0%	0	No*
MICROPHOTOGRAPHER	50.0%	50.0%	2	1	0.0%	0	Yes
PRINCIPAL ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL COURT CLERK	80.0%	80.0%	5	4	0.0%	0	Yes
PROBATE JUDGE NUMBER I-SM	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR COUNTY COURT CLERK	100.0%	100.0%	6	6	0.0%	0	Yes

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
ACCOUNTING ASSISTANT I	20.0%	25.0%	4	1	5.0%	0	No
ACCOUNTING ASSISTANT II	83.1%	84.9%	86	73	1.8%	4	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	50.0%	50.0%	2	1	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	7	7	0.0%	0	Yes
AUDITOR	100.0%	100.0%	5	5	0.0%	-3	Yes
BUSINESS OFFICE SUPERVISOR	60.0%	71.4%	7	5	11.4%	2	Yes
CHIEF ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF DEPUTY DIRECTOR OF REVENUE	100.0%	100.0%	1	1	0.0%	0	Yes
DEPUTY DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR OF REVENUE - EE	0.0%	0.0%	1	0	0.0%	0	No*
DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ACCOUNTANT	100.0%	100.0%	7	7	0.0%	2	Yes
PRINCIPAL AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
REVENUE EXAMINER	80.0%	75.0%	4	3	-5.0%	-1	Yes
SENIOR ACCOUNTANT	83.3%	80.0%	5	4	-3.3%	-1	Yes
SENIOR AUDITOR	55.6%	55.6%	9	5	0.0%	0	Yes

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ACCOUNTING ASSISTANT I	60.0%	75.0%	4	3	15.0%	0	Yes
ACCOUNTING ASSISTANT II	91.6%	93.0%	86	80	1.5%	4	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	2	2	0.0%	0	Yes
ADMINISTRATIVE ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	7	7	0.0%	0	Yes
AUDITOR	87.5%	80.0%	5	4	-7.5%	-3	Yes
BUSINESS OFFICE SUPERVISOR	80.0%	85.7%	7	6	5.7%	2	Yes
CHIEF ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF DEPUTY DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR OF REVENUE - EE	0.0%	0.0%	1	0	0.0%	0	No*
DIRECTOR OF REVENUE	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ACCOUNTANT	100.0%	85.7%	7	6	-14.3%	1	Yes
PRINCIPAL AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
REVENUE EXAMINER	100.0%	100.0%	4	4	0.0%	-1	Yes
SENIOR ACCOUNTANT	83.3%	80.0%	5	4	-3.3%	-1	Yes
SENIOR AUDITOR	44.4%	55.6%	9	5	11.1%	1	Yes

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	0.0%	0.0%	1	0	0.0%	0	No*
ACCOUNTING ASSISTANT II	40.0%	50.0%	6	3	10.0%	1	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	3	3	0.0%	0	Yes
ADMINISTRATIVE ANALYST	66.7%	50.0%	2	1	-16.7%	-1	Yes
ADMINISTRATIVE CLERK	66.7%	66.7%	6	4	0.0%	0	Yes
ASST HIGHWAY DISTRICT SUPERINTENDENT	0.0%	0.0%	4	0	0.0%	0	No
AUTO PARTS CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
AUTO PARTS MANAGER		100.0%	1	1		1	Yes
AUTOMOTIVE TECHNICIAN	42.9%	47.1%	17	8	4.2%	2	Yes
AUTOMOTIVE/HEAVY EQUIPMENT SHOP SUPV	25.0%	25.0%	4	1	0.0%	0	No
BRIDGE MAINTENANCE CREWLEADER	50.0%	50.0%	2	1	0.0%	0	Yes
BRIDGE MAINTENANCE WORKER	0.0%	0.0%	1	0	0.0%	0	No*
BRIDGE MAINTENANCE/CONSTRUCTION SUPV	100.0%	100.0%	1	1	0.0%	0	Yes
BRIDGE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF CIVIL ENGINEER	20.0%	20.0%	5	1	0.0%	0	No
CHIEF OF PARTY	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
CONSTRUCTION EQUIPMENT OPERATOR	42.1%	50.0%	40	20	7.9%	4	Yes
CONSTRUCTION SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
COUNTY PROPERTY MANAGER	0.0%	0.0%	2	0	0.0%	0	No
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ROAD & TRANS EXC EX	0.0%	0.0%	1	0	0.0%	0	No*
DIR OF ROAD & TRANS EXEMPT EXECUTIV	0.0%	0.0%	1	0	0.0%	0	No*
ENGINEERING INSPECTOR	66.7%	66.7%	6	4	0.0%	0	Yes
EQUIPMENT SERVICE WRITER	0.0%	0.0%	1	0	0.0%	0	No*
FLEET OPERATIONS SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
G.I.S. DATABASE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
GEOGRAPHIC INFO SYSTEMS TECHN II	100.0%	100.0%	1	1	0.0%	0	Yes
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*
HIGHWAY DISTRICT SUPERINTENDENT	0.0%	0.0%	2	0	0.0%	0	No
LABOR SUPERVISOR	50.0%	50.0%	4	2	0.0%	0	Yes
LABORER II	100.0%	100.0%	8	8	0.0%	6	Yes
LAND ACQUISITION AGENT	100.0%	100.0%	3	3	0.0%	0	Yes
LANDSCAPE CREW LEADER	66.7%	66.7%	6	4	0.0%	0	Yes
MOBILE EQUIPMENT MANAGER	100.0%	100.0%	1	1	0.0%	0	Yes
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	3	0	0.0%	0	No
PRN ENG LAN SVY INSP		0.0%	1	0		0	No*
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	20.0%	20.0%	10	2	0.0%	1	No
SENIOR STORES CLERK	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	Yes
SENIOR ARBORIST	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR AUTO PARTS CLERK	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR CIVIL ENGINEER	0.0%	0.0%	3	0	0.0%	0	No
SENIOR CONSTRUCTION SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
SENIOR ENGINEERING AIDE	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR ENGINEERING INSPECTOR	0.0%	20.0%	5	1	20.0%	1	No
SENIOR LAND ACQUISTION AGENT	50.0%	50.0%	2	1	0.0%	0	Yes
SENIOR TRAFFIC CONTROL TECHNICIAN	100.0%	100.0%	1	1	0.0%	0	Yes
SIGN PAINTER		0.0%	1	0		0	No*
SKILLED LABORER	84.4%	85.7%	49	42	1.3%	4	Yes
STORES CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
STREET PAVING SUPERVISOR	0.0%	0.0%	2	0	0.0%	0	No
SYSTEMS ANALYST	100.0%	100.0%	1	1	0.0%	0	Yes
TIRE SHOP SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
TRAFFIC ANALYST	0.0%	0.0%	5	0	0.0%	0	No
TRAFFIC CONTROL SUPERINTENDENT	100.0%	100.0%	1	1	0.0%	0	Yes

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
TRAFFIC CONTROL TECHNICIAN	100.0%	100.0%	2	2	0.0%	-1	Yes
TRAFFIC MAINTENANCE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
TRAFFIC MAINTENANCE WORKER	80.0%	77.8%	9	7	-2.2%	-1	Yes
TRAFFIC SIGNAL WORKER	100.0%	100.0%	3	3	0.0%	0	Yes
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
TRAFFIC STRIPING MACHINE OPERATOR	66.7%	66.7%	3	2	0.0%	0	Yes
TRUCK DRIVER	86.5%	87.1%	31	27	0.6%	-5	Yes

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	100.0%	100.0%	1	1	0.0%	0	Yes
ACCOUNTING ASSISTANT II	80.0%	83.3%	6	5	3.3%	1	Yes
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	3	3	0.0%	0	Yes
ADMINISTRATIVE ANALYST	66.7%	50.0%	2	1	-16.7%	-1	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	6	6	0.0%	0	Yes
ASST HIGHWAY DISTRICT SUPERINTENDENT	0.0%	0.0%	4	0	0.0%	0	No
AUTO PARTS CLERK	100.0%	100.0%	1	1	0.0%	0	Yes
AUTO PARTS MANAGER		100.0%	1	1		1	Yes
AUTOMOTIVE TECHNICIAN	0.0%	5.9%	17	1	5.9%	1	No
AUTOMOTIVE/HEAVY EQUIPMENT SHOP SUPV	0.0%	0.0%	4	0	0.0%	0	No
BRIDGE MAINTENANCE CREWLEADER	0.0%	0.0%	2	0	0.0%	0	No
BRIDGE MAINTENANCE WORKER	0.0%	0.0%	1	0	0.0%	0	No*
BRIDGE MAINTENANCE/CONSTRUCTION SUPV	0.0%	0.0%	1	0	0.0%	0	No*
BRIDGE SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*
CHIEF CIVIL ENGINEER	40.0%	40.0%	5	2	0.0%	0	No*
CHIEF OF PARTY	0.0%	0.0%	1	0	0.0%	0	No*
CIVIL ENGINEER	0.0%	0.0%	2	0	0.0%	0	No
CONSTRUCTION EQUIPMENT OPERATOR	2.6%	10.0%	40	4	7.4%	3	No
CONSTRUCTION SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
COUNTY PROPERTY MANAGER	50.0%	50.0%	2	1	0.0%	0	Yes
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DEPUTY DIRECTOR ROAD & TRANS EXC EX	0.0%	0.0%	1	0	0.0%	0	No*
DIR OF ROAD & TRANS EXEMPT EXECUTIV	100.0%	100.0%	1	1	0.0%	0	Yes
ENGINEERING INSPECTOR	16.7%	16.7%	6	1	0.0%	0	No
EQUIPMENT SERVICE WRITER	0.0%	0.0%	1	0	0.0%	0	No*
FLEET OPERATIONS SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
G.I.S. DATABASE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
GEOGRAPHIC INFO SYSTEMS TECHN II	100.0%	100.0%	1	1	0.0%	0	Yes
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*
HIGHWAY DISTRICT SUPERINTENDENT	0.0%	0.0%	2	0	0.0%	0	No
LABOR SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
LABORER II	0.0%	37.5%	8	3	37.5%	3	No
LAND ACQUISITION AGENT	33.3%	33.3%	3	1	0.0%	0	No*
LANDSCAPE CREW LEADER	16.7%	16.7%	6	1	0.0%	0	No
MOBILE EQUIPMENT MANAGER	0.0%	0.0%	1	0	0.0%	0	No*
PRINCIPAL ENGINEER CONST INSPECTOR	0.0%	0.0%	3	0	0.0%	0	No
PRN ENG LAN SVY INSP		0.0%	1	0		0	No*
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	0.0%	0.0%	10	0	0.0%	0	No
SENIOR STORES CLERK	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ADMINISTRATIVE ANALYST	100.0%	100.0%	2	2	0.0%	0	Yes
SENIOR ARBORIST	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR AUTO PARTS CLERK	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR CIVIL ENGINEER	0.0%	0.0%	3	0	0.0%	0	No
SENIOR CONSTRUCTION SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
SENIOR ENGINEERING AIDE	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR ENGINEERING INSPECTOR	0.0%	0.0%	5	0	0.0%	0	No
SENIOR LAND ACQUISTION AGENT	50.0%	50.0%	2	1	0.0%	0	Yes
SENIOR TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
SIGN PAINTER		0.0%	1	0		0	No*
SKILLED LABORER	11.1%	24.5%	49	12	13.4%	7	No
STORES CLERK	50.0%	50.0%	2	1	0.0%	0	Yes
STREET PAVING SUPERVISOR	33.3%	50.0%	2	1	16.7%	0	Yes
SYSTEMS ANALYST	0.0%	0.0%	1	0	0.0%	0	No*
TIRE SHOP SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
TRAFFIC ANALYST	0.0%	0.0%	5	0	0.0%	0	No
TRAFFIC CONTROL SUPERINTENDENT	0.0%	0.0%	1	0	0.0%	0	No*

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
TRAFFIC MAINTENANCE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
TRAFFIC MAINTENANCE WORKER	0.0%	0.0%	9	0	0.0%	0	No
TRAFFIC SIGNAL WORKER	0.0%	0.0%	3	0	0.0%	0	No
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
TRAFFIC STRIPING MACHINE OPERATOR	33.3%	33.3%	3	1	0.0%	0	No*
TRUCK DRIVER	24.3%	22.6%	31	7	-1.7%	-2	No

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF OF SECURITY	0.0%	0.0%	1	0	0.0%	0	No*
SECURITY OFFICER	75.6%	76.7%	43	33	1.2%	-1	Yes
SENIOR SECURITY OFFICER	85.7%	85.7%	7	6	0.0%	0	Yes

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
CHIEF OF SECURITY	0.0%	0.0%	1	0	0.0%	0	No*
SECURITY OFFICER	33.3%	32.6%	43	14	-0.8%	-1	No
SENIOR SECURITY OFFICER	42.9%	42.9%	7	3	0.0%	0	No*

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	66.7%	70.0%	10	7	3.3%	1	Yes
ADMINISTRATIVE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
ADMINISTRATIVE CLERK	81.8%	81.8%	11	9	0.0%	0	Yes
ADMINISTRATIVE CLERK-JC	100.0%	100.0%	5	5	0.0%	1	Yes
APPOINTED CLERK TAX ASSESSOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEP TAX ASSESSOR-BESSEMER-SM	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEP TAX ASSOR-BIRMINGHAM-SM	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CLERK TAX ASSESSOR BIRMINGHAM	100.0%	100.0%	1	1	0.0%	0	Yes
AUDITOR	100.0%	100.0%	2	2	0.0%	0	Yes
CHIEF PERSONAL PROPERTY APPRAISER	100.0%	100.0%	2	2	0.0%	0	Yes
G.I.S. DATABASE SUPERVISOR	100.0%	100.0%	2	2	0.0%	0	Yes
GEOGRAPHIC INFO SYSTEM SPECIALIST	100.0%	100.0%	1	1	0.0%	0	Yes
GEOGRAPHIC INFO SYSTEMS TECHN II	62.5%	57.1%	7	4	-5.4%	-1	Yes
GEOGRAPHIC INFORMATION SYSTEMS TECH I	0.0%	25.0%	4	1	25.0%	1	No
PERSONAL PROPERTY APPRAISER	71.4%	77.8%	9	7	6.3%	2	Yes
PRINCIPAL AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR PERSONAL PROPERTY APPRAISER	0.0%	0.0%	1	0	0.0%	0	No*

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTING ASSISTANT II	77.8%	90.0%	10	9	12.2%	2	Yes
ADMINISTRATIVE SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
ADMINISTRATIVE CLERK	100.0%	100.0%	11	11	0.0%	0	Yes
ADMINISTRATIVE CLERK-JC	100.0%	100.0%	5	5	0.0%	1	Yes
APPOINTED CLERK TAX ASSESSOR BESSEMER	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEP TAX ASSESSOR-BESSEMER-SM	100.0%	100.0%	1	1	0.0%	0	Yes
APPTD CHIEF DEP TAX ASSOR-BIRMINGHAM-SM	0.0%	0.0%	1	0	0.0%	0	No*
APPTD CLERK TAX ASSESSOR BIRMINGHAM	100.0%	100.0%	1	1	0.0%	0	Yes
AUDITOR	100.0%	100.0%	2	2	0.0%	0	Yes
CHIEF PERSONAL PROPERTY APPRAISER	50.0%	50.0%	2	1	0.0%	0	Yes
G.I.S. DATABASE SUPERVISOR	0.0%	0.0%	2	0	0.0%	0	No
GEOGRAPHIC INFO SYSTEM SPECIALIST	100.0%	100.0%	1	1	0.0%	0	Yes
GEOGRAPHIC INFO SYSTEMS TECHN II	75.0%	71.4%	7	5	-3.6%	-1	Yes
GEOGRAPHIC INFORMATION SYSTEMS TECH I	33.3%	25.0%	4	1	-8.3%	0	No
PERSONAL PROPERTY APPRAISER	57.1%	44.4%	9	4	-12.7%	0	No*
PRINCIPAL AUDITOR	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR PERSONAL PROPERTY APPRAISER	0.0%	0.0%	1	0	0.0%	0	No*

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

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

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

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

Table B33. Breakdown of **Youth Detention** Job Classes Meeting Race Benchmark

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
COOK	100.0%	100.0%	4	4	0.0%	-2	Yes
DEPUTY DIRECTOR YOUTH DETENTION-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIR OF YTH DETEN-EE	100.0%	100.0%	1	1	0.0%	0	Yes
JUVENILE DETENTION OFFICER	92.1%	94.6%	37	35	2.5%	0	Yes
SENIOR FOOD SERVICES SUPERVISOR	100.0%	100.0%	1	1	0.0%	0	Yes
SENIOR JUVENILE DETENTION OFFICER	75.0%	66.7%	3	2	-8.3%	-1	Yes

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ADMINISTRATIVE ASSISTANT	100.0%	100.0%	1	1	0.0%	0	Yes
COOK	83.3%	75.0%	4	3	-8.3%	-2	Yes
DEPUTY DIRECTOR YOUTH DETENTION-EE	0.0%	0.0%	1	0	0.0%	0	No*
DIR OF YTH DETEN-EE	100.0%	100.0%	1	1	0.0%	0	Yes
JUVENILE DETENTION OFFICER	36.8%	40.5%	37	15	3.7%	1	No
SENIOR FOOD SERVICES SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SENIOR JUVENILE DETENTION OFFICER	25.0%	33.3%	3	1	8.3%	0	No*

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
BMO	66.7%	66.7%	3	2	0.0%	0	Yes
BOARD OF REGISTRARS	30.0%	40.0%	10	4	10.0%	1	No*
COMPLIANCE OFFICE		85.7%	7	6		6	Yes
CORONER/MEDICAL EXAMINER	36.8%	36.8%	19	7	0.0%	0	No
COUNTY ATTORNEY	58.8%	58.8%	17	10	0.0%	0	Yes
COUNTY MANAGER	57.1%	50.0%	6	3	-7.1%	-1	Yes
LAW LIBRARY	100.0%	100.0%	1	1	0.0%	0	Yes
PUBLIC INFORMATION	50.0%	50.0%	2	1	0.0%	0	Yes
TREASURER	100.0%	100.0%	7	7	0.0%	1	Yes

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

Job Title	% of Female Employees: 10/1/2020	% of Female Employees: 4/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
BMO	100.0%	100.0%	3	3	0.0%	0	Yes
BOARD OF REGISTRARS	70.0%	70.0%	10	7	0.0%	0	Yes
COMPLIANCE OFFICE		71.4%	7	5		5	Yes
CORONER/MEDICAL EXAMINER	47.4%	47.4%	19	9	0.0%	0	No*
COUNTY ATTORNEY	70.6%	70.6%	17	12	0.0%	0	Yes
COUNTY MANAGER	42.9%	33.3%	6	2	-9.5%	-1	No
LAW LIBRARY	100.0%	100.0%	1	1	0.0%	0	Yes
PUBLIC INFORMATION	50.0%	50.0%	2	1	0.0%	0	Yes
TREASURER	100.0%	100.0%	7	7	0.0%	1	Yes

Appendix C: Metric Data
Tables

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	63.6%	72.7%	11	8	9.1%	1	Yes
ACCOUNTING ASSISTANT I	63.6%	70.0%	10	7	6.4%	0	Yes
ADMINISTRATIVE CLERK	80.6%	85.6%	104	89	5.0%	-23	Yes
AUDITOR	100.0%	100.0%	8	8	0.0%	-3	Yes
AUTOMOTIVE TECHNICIAN		47.1%	17	8			Yes
CONSTRUCTION EQUIPMENT OPERATOR	39.6%	46.3%	54	25	6.7%	4	Yes
ENGINEERING AIDE	100.0%	100.0%	3	3	0.0%	-1	Yes
HEAVY EQUIPMENT OPERATOR	52.9%	60.0%	20	12	7.1%	3	Yes
LABOR SUPERVISOR		66.7%	9	6			Yes
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	14.3%	16.7%	12	2	2.4%	1	No
REVENUE EXAMINER	80.0%	75.0%	4	3	-5.0%	-1	Yes
TRUCK DRIVER	83.7%	86.1%	36	31	2.4%	-5	Yes
WRF OPERATOR I	50.0%	53.9%	13	7	3.9%	0	Yes

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Female Employed	Meeting Benchmark?
ENGINEERING AIDE	0.0%	0.0%	3	0	0.0%	0	No
REVENUE EXAMINER	100.0%	100.0%	4	4	0.0%	-1	Yes
SECURITY OFFICER	32.6%	31.8%	44	14	-0.8%	-1	No
SENIOR CIVIL ENGINEER	0.0%	0.0%	6	0	0.0%	0	No
STORES CLERK	33.3%	33.3%	3	1	0.0%	0	No*

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

Job Title	% of Black Employees on Certification List: 10/1/2020	% of Black Probationary Employees: 4/1/2021	% of Black Employees on Certification List: 10/1/2021	% of Black Probationary Employees: 10/1/2021	Current Total Probationary Employees	Current Total Black Probationary Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark ?
ACCOUNTANT	0.0%	0.0%	73.8%	0.0%	0	0	--	1	--
ACCOUNTING ASSISTANT I	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
ADMINISTRATIVE CLERK	81.4%	88.9%	83.9%	100.0%	3	3	2.5%	-23	Yes
AUDITOR	86.5%	0.0%	0.0%	100.0%	1	1	-86.5%	-3	Yes
AUTOMOTIVE TECHNICIAN	0.0%	0.0%	39.5%	66.7%	3	2		2	Yes
CONSTRUCTION EQUIPMENT OPERATOR	58.1%	0.0%	70.3%	100.0%	1	1	12.2%	4	Yes
ENGINEERING AIDE	0.0%	0.0%	0.0%	0.0%	0	0	--	-1	--
HEAVY EQUIPMENT OPERATOR	65.2%	0.0%	72.7%	33.3%	3	1	7.5%	3	No
LABOR SUPERVISOR	0.0%	0.0%	0.0%	0.0%	0	0	--	-1	--
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	52.9%	0.0%	51.8%	0.0%	0	0	--	1	--
REVENUE EXAMINER	89.1%	0.0%	88.9%	0.0%	0	0	--	-1	--
TRUCK DRIVER	51.3%	100.0%	60.0%	100.0%	6	6	8.7%	-5	Yes
WRF OPERATOR I	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--

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

Job Title	% of Female Employees on Certification List: 4/1/2021	% of Female Probationary Employees: 4/1/2021	% of Female Employees on Certification List: 10/1/2021	% of Female Probationary Employees: 10/1/2021	Current Total Probationary Employees	Current Total Female Probationary Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ENGINEERING AIDE	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
REVENUE EXAMINER	87.3%	0.0%	87.0%	0.0%	0	0	--	-1	--
SECURITY OFFICER	0.0%	0.0%	52.2%	0.0%	0	0	--	-1	--
SENIOR CIVIL ENGINEER	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
STORES CLERK	0.0%	0.0%	0.0%	0.0%	0	0	--	0	--
TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	9.1%	0.0%	0	0	--	0	--

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	% of Black Employees on Register: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT		72.7%	81.9%	11	8			No
ACCOUNTING ASSISTANT I		70.0%	82.6%	10	7			No
ACCOUNTING ASSISTANT II		82.9%	80.8%	158	131			Yes
ADMINISTRATIVE ANALYST		60.0%	83.0%	10	6			No
ADMINISTRATIVE CLERK		85.6%	80.8%	104	89			Yes
AIR POLL CNTL ENG		0.0%	52.6%	0	0			--
AIR POLL INFO ANALYS		0.0%	56.7%	0	0			--
ANIMAL CONTROL OFCR		0.0%	60.0%	0	0			--
ASSESSMENT & DEVELOPMENT SPECIALIST	40.0%	50.0%	87.9%	4	2	10.0%	0	No
ASSISTANT AUTOMOTIVE TECHNICIAN	0.0%	0.0%	37.5%	0	0	0.0%	0	--
ATHLETIC PROG COORD		0.0%	68.2%	0	0			--
AUDITOR		100.0%	87.1%	8	8			Yes
AUTOMOTIVE TECHNICIAN		47.1%	33.3%	17	8			Yes
BAILIFF/COURT SECURITY		0.0%	84.0%	0	0			--
BUILDING INSPECTION SERVICES MANAGER		0.0%	16.7%	0	0			--
BUILDING INSPECTOR		25.0%	50.0%	4	1			No
CHIEF ACCOUNTANT		71.4%	82.3%	7	5			No
CHIEF OF BUILDING MAINTENANCE		33.3%	46.4%	3	1			No*
CITY ENGINEER-VH	0.0%	0.0%	0.0%	0	0	0.0%	0	--
CIVIL ENGINEER	22.2%	28.6%	0.0%	7	2	6.4%	0	--
CLINICAL DENTIST		0.0%	50.0%	0	0			--
CLINICAL NURSING DIRECTOR		0.0%	66.7%	0	0			--
COMMUNICATIONS OPERATOR I		0.0%	87.0%	0	0			--
COMMUNICATIONS OPERATOR III		100.0%	75.8%	1	1			Yes
COMMUNITY RESOURCE REPRESENTATIVE		0.0%	89.7%	0	0			--
COMPUTER OPERATOR		100.0%	65.0%	1	1			Yes
CONSTRUCTION EQUIPMENT OPERATOR		46.3%	70.3%	54	25			No

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	% of Black Employees on Register: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
CONSTRUCTION SUPERVISOR	0.0%	0.0%	38.5%	4	0	0.0%	0	No
COOK		100.0%	72.7%	4	4			Yes
CORRECTIONS OFCR	0.0%	0.0%	73.9%	0	0	0.0%	0	--
CORRECTIONS SUPV		0.0%	94.1%	0	0			--
COUNTY PROPERTY APPRAISER		0.0%	66.7%	0	0			--
COURT CLERK		76.0%	86.5%	25	19			No
DATA MANAGEMENT SPECIALIST		0.0%	62.5%	0	0			--
DATA MANAGEMENT TECHNICIAN	0.0%	0.0%	71.9%	0	0	0.0%	0	--
DENTAL ASSISTANT		0.0%	44.4%	0	0			--
DENTAL HYGIENIST		0.0%	50.0%	0	0			--
DEPUTY CORONER		50.0%	31.0%	6	3			Yes
DIR DENTAL HEALTH	0.0%	0.0%	33.3%	0	0	0.0%	0	--
DIR SR CITZ CTR	0.0%	0.0%	50.0%	0	0	0.0%	0	--
DIRECTOR OF SOCIAL SERVICES		0.0%	60.0%	0	0			--
DISEASE INTERV SPEC		0.0%	78.9%	0	0			--
ECON/COMM DEV DIR		0.0%	78.6%	0	0			--
EDUCATION/TRAINING COORDINATOR	0.0%	0.0%	82.2%	1	0	0.0%	0	No
ELECTRICAL INSPECTOR		0.0%	44.4%	2	0			No
ELECTRICIAN	41.7%	35.7%	25.0%	14	5	-6.0%	0	Yes
ELECTRICIAN SUPERVISOR		0.0%	27.3%	0	0			--
ENGINEERING INSPECTOR		47.8%	61.1%	23	11			No
EQUIPMENT SERVICE WORKER		0.0%	66.7%	0	0			--
EQUIPMENT SERVICE WRITER		0.0%	46.2%	1	0			No*
EVENT SET-UP SUPV		0.0%	40.0%	0	0			--
FIRE CHIEF I	0.0%	0.0%	20.0%	0	0	0.0%	0	--
FIRE PREV INSP I		0.0%	80.6%	0	0			--
FIREFIGHTER	0.0%	0.0%	53.8%	0	0	0.0%	0	--
FITNESS INSTRUCTOR		0.0%	55.6%	0	0			--
FORENSIC SCIENTIST		0.0%	45.2%	0	0			--

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	% of Black Employees on Register: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
GARDENER	0.0%	0.0%	71.8%	0	0	0.0%	0	--
GEOGRAPHIC INFO SYSTEM SPECIALIST	20.0%	20.0%	20.0%	5	1	0.0%	0	Yes
GEOGRAPHIC INFO SYSTEMS TECHN II		55.6%	33.3%	9	5			Yes
GEOGRAPHIC INFORMATION SYSTEMS TECH I		25.0%	55.6%	4	1			No
GREEN HOUSE WKR	0.0%	0.0%	75.0%	0	0	0.0%	0	--
HEAVY EQUIPMENT OPERATOR		60.0%	78.6%	20	12			No
HELICOPTER PILOT		0.0%	5.6%	0	0			--
HERBICIDE APPLICATOR	0.0%	0.0%	100.0%	1	0	0.0%	0	No
HIGHWAY DISTRICT SUPERINTENDENT		0.0%	16.7%	2	0			No*
HORT MAINT SUPV		0.0%	85.7%	0	0			--
HORT SPEC GROWER	0.0%	0.0%	16.7%	0	0	0.0%	0	--
HUMAN RESOURCES MANAGER		0.0%	85.7%	0	0			--
IT PROJECT MANAGER		0.0%	74.4%	0	0			--
LABOR SUPERVISOR		66.7%	70.0%	9	6			No
LANDSCAPE CREW LEADER	57.1%	57.1%	75.9%	7	4	0.0%	0	No
LEGAL SECRETARY	72.7%	77.8%	59.0%	9	7	5.1%	-1	Yes
LICENSED PRACTICAL NURSE		0.0%	70.0%	0	0			--
LIFEGUARD		0.0%	83.3%	0	0			--
MAGISTRATE	0.0%	0.0%	84.2%	0	0	0.0%	0	--
MAGISTRATE SUPERVISOR		0.0%	57.1%	0	0			--
MASON	0.0%	0.0%	100.0%	0	0	0.0%	0	--
MEDICAL CLERK		0.0%	89.7%	0	0			--
MEDICAL TECHNOLOGIST SUPERVISOR		0.0%	75.0%	0	0			--
METER OPER SUPPT SPEC	0.0%	0.0%	75.0%	0	0	0.0%	0	--
MUNICIPAL CLERK I		0.0%	81.0%	0	0			--
NETWORK SYSTEMS ADMINISTRATOR I		25.0%	66.7%	4	1			No
NETWORK SYSTEMS ADMINISTRATOR II	0.0%	0.0%	62.5%	5	0	0.0%	0	No
NUTRITION CONSULTANT	0.0%	0.0%	61.9%	0	0	0.0%	0	--

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	% of Black Employees on Register: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
OCCUP HLTH/SAFE ADM	0.0%	0.0%	81.8%	0	0	0.0%	0	--
PARALEGAL		100.0%	53.3%	7	7			Yes
PARKS MAINT SUPT-BH		0.0%	73.3%	0	0			--
PLANS EXAMINER		0.0%	36.4%	2	0			No
PLUMBER	20.0%	20.0%	30.0%	5	1	0.0%	0	No*
POLICE CAPT		0.0%	50.0%	0	0			--
POLICE CHIEF I	0.0%	0.0%	50.0%	0	0	0.0%	0	--
POLICE CHIEF II	0.0%	0.0%	83.3%	0	0	0.0%	0	--
POLICE CHIEF III		0.0%	100.0%	0	0			--
POLICE LT		0.0%	49.5%	0	0			--
POLICE OFCR	0.0%	0.0%	61.1%	0	0	0.0%	0	--
POLICE SGT		0.0%	54.5%	0	0			--
PRETRIAL RELEASE OFFICER		0.0%	87.7%	0	0			--
PRINCIPAL ACCOUNTANT		89.5%	83.6%	19	17			Yes
PRINCIPAL ADMINISTRATIVE ANALYST		100.0%	90.3%	1	1			Yes
PROPERTY CONTROL CLERK		0.0%	92.1%	0	0			--
PROPERTY LITIGATION ADMINISTRATOR		50.0%	50.0%	2	1			Yes
PUBL HLTH NURSE		0.0%	60.0%	0	0			--
PUBL RELATIONS MGR		0.0%	63.8%	0	0			--
PUBL SAFE DISP I		0.0%	89.3%	0	0			--
PUBLIC HEALTH LANGUAGE WORKER		0.0%	28.6%	0	0			--
PUBLIC RELATIONS COORDINATOR		0.0%	80.6%	1	0			No
PUBLIC SAFETY DISPATCHER II		0.0%	79.6%	0	0			--
PUBLIC SAFETY DISPATCHER III		0.0%	62.1%	0	0			--
PUBLIC WORKS ASST DIR I	0.0%	0.0%	53.8%	0	0	0.0%	0	--
PUBLIC WORKS ASST DIR II		0.0%	50.0%	0	0			--
PUBLIC WORKS ASST DIR III		0.0%	50.0%	0	0			--
PUBLIC WRKS DIR I		0.0%	53.8%	0	0			--
REAL PROPERTY APPRAISER	27.3%	27.3%	66.7%	22	6	0.0%	0	No

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	% of Black Employees on Register: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
RECREATION LEADER		0.0%	71.8%	0	0			--
SECURITY OFFICER		75.0%	84.0%	44	33			No
SENIOR ACCOUNTANT		73.7%	87.5%	19	14			No
SENIOR ADMINISTRATIVE ANALYST		66.7%	89.9%	6	4			No
SENIOR ARBORIST	0.0%	0.0%	33.3%	1	0	0.0%	0	No*
SENIOR AUDITOR		55.6%	87.1%	9	5			No
SENIOR CIVIL ENGINEER		0.0%	20.0%	6	0			No
SENIOR COURT CLERK	0.0%	0.0%	100.0%	0	0	0.0%	0	--
SENIOR LAND ACQUISITION AGENT		50.0%	100.0%	2	1			No
Senior Lifeguard		0.0%	100.0%	0	0			--
SENIOR PLANNER		0.0%	100.0%	0	0			--
SENIOR REAL PROPERTY APPRAISER		0.0%	75.0%	4	0			No
SENIOR REVENUE EXAMINER		0.0%	88.2%	0	0			--
SENIOR SYSTEMS ANALYST	0.0%	0.0%	58.3%	3	0	0.0%	0	No
SEWER MAINTENANCE PLANNER/SCHEDULER		0.0%	58.8%	0	0			--
SEWER VIDEO SPECIALIST		72.2%	95.7%	18	13			No
SKILLED LABORER	90.6%	92.0%	89.9%	125	115	1.4%	9	Yes
SR COMMUNITY RESOURCE REPRESENTATIVE	0.0%	0.0%	88.9%	0	0	0.0%	0	--
SR SWIM POOL SUPV		0.0%	100.0%	0	0			--
SR WTR UTIL SVC WKR	0.0%	0.0%	83.3%	0	0	0.0%	0	--
STORM WATER SPECIALIST		0.0%	62.5%	0	0			--
SYSTEMS ANALYST		14.3%	72.0%	7	1			No
TALENT SOURCING SPECIALIST		100.0%	97.6%	3	3			Yes
TAX AGENT		75.0%	86.2%	4	3			No
TRAF SYS ENG		0.0%	0.0%	0	0			--
TRAFFIC CONTROL TECHNICIAN		100.0%	71.4%	2	2			Yes
TRAFFIC MAINTENANCE WORKER		77.8%	85.7%	9	7			No
TRAFFIC PLANNING TECHNICIAN		0.0%	50.0%	0	0			--

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	% of Black Employees on Register: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	0.0%	0.0%	80.0%	3	0	0.0%	0	No
TRAFFIC STRIPING MACHINE CREWLEADER	0.0%	0.0%	90.5%	0	0	0.0%	0	--
TRAINING AND DEVELOPMENT MANAGER		0.0%	70.4%	0	0			--
TRUCK DRIVER	83.7%	86.1%	89.3%	36	31	2.4%	-5	No
WRF OPERATOR II	53.9%	53.3%	25.0%	15	8	-0.5%	1	Yes
WRF OPERATOR III	0.0%	0.0%	0.0%	5	0	0.0%	0	--
WRF OPERATOR IV	18.8%	16.7%	0.0%	18	3	-2.1%	0	--
WRF SUPERVISOR		25.0%	20.0%	4	1			Yes
WTR UTIL SVC HLPR		0.0%	66.7%	0	0			--
ZONING INSPECTOR	100.0%	100.0%	79.6%	2	2	0.0%	0	Yes

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	% of Female Employees on Register: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT		81.8%	90.3%	11	9			No
ACCOUNTING ASSISTANT I		70.0%	89.0%	10	7			No
ACCOUNTING ASSISTANT II		92.4%	92.5%	158	146			No
ADMINISTRATIVE ANALYST		80.0%	88.4%	10	8			No
ADMINISTRATIVE CLERK		96.2%	91.3%	104	100			Yes
AIR POLL CNTL ENG		0.0%	42.1%	0	0			--
AIR POLL INFO ANALYS		0.0%	40.0%	0	0			--
ANIMAL CONTROL OFCR		0.0%	70.0%	0	0			--
ASSESSMENT & DEVELOPMENT SPECIALIST	80.0%	100.0%	93.9%	4	4	20.0%	0	Yes
ASSISTANT AUTOMOTIVE TECHNICIAN	0.0%	0.0%	0.0%	0	0	0.0%	0	--
ATHLETIC PROG COORD		0.0%	22.7%	0	0			--
AUDITOR		87.5%	94.3%	8	7			No
AUTOMOTIVE TECHNICIAN		5.9%	0.0%	17	1			--
BAILIFF/COURT SECURITY		0.0%	37.3%	0	0			--
BUILDING INSPECTION SERVICES MANAGER		0.0%	8.3%	0	0			--
BUILDING INSPECTOR		0.0%	43.8%	4	0			No
CHIEF ACCOUNTANT		71.4%	80.6%	7	5			No
CHIEF OF BUILDING MAINTENANCE		0.0%	3.6%	3	0			No*
CITY ENGINEER-VH	0.0%	0.0%	0.0%	0	0	0.0%	0	--
CIVIL ENGINEER	11.1%	14.3%	100.0%	7	1	3.2%	0	No
CLINICAL DENTIST		0.0%	100.0%	0	0			--
CLINICAL NURSING DIRECTOR		0.0%	88.9%	0	0			--
COMMUNICATIONS OPERATOR I		0.0%	82.6%	0	0			--
COMMUNICATIONS OPERATOR III		100.0%	81.8%	1	1			Yes
COMMUNITY RESOURCE REPRESENTATIVE		0.0%	82.4%	0	0			--
COMPUTER OPERATOR		0.0%	40.0%	1	0			No*
CONSTRUCTION EQUIPMENT OPERATOR		9.3%	18.9%	54	5			No

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	% of Female Employees on Register: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
CONSTRUCTION SUPERVISOR	0.0%	0.0%	0.0%	4	0	0.0%	0	--
COOK		75.0%	72.7%	4	3			Yes
CORRECTIONS OFCR	0.0%	0.0%	50.0%	0	0	0.0%	0	--
CORRECTIONS SUPV		0.0%	35.3%	0	0			--
COUNTY PROPERTY APPRAISER		0.0%	44.4%	0	0			--
COURT CLERK		96.0%	92.4%	25	24			Yes
DATA MANAGEMENT SPECIALIST		0.0%	66.7%	0	0			--
DATA MANAGEMENT TECHNICIAN	0.0%	0.0%	62.5%	0	0	0.0%	0	--
DENTAL ASSISTANT		0.0%	100.0%	0	0			--
DENTAL HYGIENIST		0.0%	75.0%	0	0			--
DEPUTY CORONER		0.0%	26.8%	6	0			No
DIR DENTAL HEALTH	0.0%	0.0%	0.0%	0	0	0.0%	0	--
DIR SR CITZ CTR	0.0%	0.0%	50.0%	0	0	0.0%	0	--
DIRECTOR OF SOCIAL SERVICES		0.0%	90.0%	0	0			--
DISEASE INTERV SPEC		0.0%	85.9%	0	0			--
ECON/COMM DEV DIR		0.0%	35.7%	0	0			--
EDUCATION/TRAINING COORDINATOR	100.0%	100.0%	77.8%	1	1	0.0%	0	Yes
ELECTRICAL INSPECTOR		0.0%	0.0%	2	0			--
ELECTRICIAN	0.0%	0.0%	0.0%	14	0	0.0%	0	--
ELECTRICIAN SUPERVISOR		0.0%	0.0%	0	0			--
ENGINEERING INSPECTOR		17.4%	25.0%	23	4			No
EQUIPMENT SERVICE WORKER		0.0%	33.3%	0	0			--
EQUIPMENT SERVICE WRITER		0.0%	7.7%	1	0			No*
EVENT SET-UP SUPV		0.0%	40.0%	0	0			--
FIRE CHIEF I	0.0%	0.0%	0.0%	0	0	0.0%	0	--
FIRE PREV INSP I		0.0%	38.9%	0	0			--
FIREFIGHTER	0.0%	0.0%	12.5%	0	0	0.0%	0	--
FITNESS INSTRUCTOR		0.0%	22.2%	0	0			--

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	% of Female Employees on Register: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
FORENSIC SCIENTIST		0.0%	71.4%	0	0			--
GARDENER	0.0%	0.0%	46.2%	0	0	0.0%	0	--
GEOGRAPHIC INFO SYSTEM SPECIALIST	60.0%	60.0%	40.0%	5	3	0.0%	0	Yes
GEOGRAPHIC INFO SYSTEMS TECHN II		77.8%	55.6%	9	7			Yes
GEOGRAPHIC INFORMATION SYSTEMS TECH I		25.0%	77.8%	4	1			No
GREEN HOUSE WKR	0.0%	0.0%	38.9%	0	0	0.0%	0	--
HEAVY EQUIPMENT OPERATOR		15.0%	25.0%	20	3			No
HELICOPTER PILOT		0.0%	2.8%	0	0			--
HERBICIDE APPLICATOR	0.0%	0.0%	0.0%	1	0	0.0%	0	--
HIGHWAY DISTRICT SUPERINTENDENT		0.0%	5.6%	2	0			No*
HORT MAINT SUPV		0.0%	14.3%	0	0			--
HORT SPEC GROWER	0.0%	0.0%	33.3%	0	0	0.0%	0	--
HUMAN RESOURCES MANAGER		0.0%	76.2%	0	0			--
IT PROJECT MANAGER		0.0%	37.2%	0	0			--
LABOR SUPERVISOR		11.1%	35.0%	9	1			No
LANDSCAPE CREW LEADER	14.3%	14.3%	24.1%	7	1	0.0%	0	No*
LEGAL SECRETARY	100.0%	100.0%	88.5%	9	9	0.0%	-2	Yes
LICENSED PRACTICAL NURSE		0.0%	90.0%	0	0			--
LIFEGUARD		0.0%	33.3%	0	0			--
MAGISTRATE	0.0%	0.0%	89.5%	0	0	0.0%	0	--
MAGISTRATE SUPERVISOR		0.0%	57.1%	0	0			--
MASON	0.0%	0.0%	0.0%	0	0	0.0%	0	--
MEDICAL CLERK		0.0%	96.1%	0	0			--
MEDICAL TECHNOLOGIST SUPERVISOR		0.0%	100.0%	0	0			--
METER OPER SUPPT SPEC	0.0%	0.0%	56.3%	0	0	0.0%	0	--
MUNICIPAL CLERK I		0.0%	73.8%	0	0			--
NETWORK SYSTEMS ADMINISTRATOR I		0.0%	16.7%	4	0			No*
NETWORK SYSTEMS ADMINISTRATOR II	0.0%	0.0%	0.0%	5	0	0.0%	0	--

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	% of Female Employees on Register: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
NUTRITION CONSULTANT	0.0%	0.0%	76.2%	0	0	0.0%	0	--
OCCUP HLTH/SAFE ADM	0.0%	0.0%	72.7%	0	0	0.0%	0	--
PARALEGAL		100.0%	86.7%	7	7			Yes
PARKS MAINT SUPT-BH		0.0%	13.3%	0	0			--
PLANS EXAMINER		0.0%	27.3%	2	0			No*
PLUMBER	0.0%	0.0%	0.0%	5	0	0.0%	0	--
POLICE CAPT		0.0%	19.4%	0	0			--
POLICE CHIEF I	0.0%	0.0%	0.0%	0	0	0.0%	0	--
POLICE CHIEF II	0.0%	0.0%	33.3%	0	0	0.0%	0	--
POLICE CHIEF III		0.0%	0.0%	0	0			--
POLICE LT		0.0%	9.2%	0	0			--
POLICE OFCR	0.0%	0.0%	28.1%	0	0	0.0%	0	--
POLICE SGT		0.0%	18.0%	0	0			--
PRETRIAL RELEASE OFFICER		0.0%	70.2%	0	0			--
PRINCIPAL ACCOUNTANT		79.0%	85.5%	19	15			No
PRINCIPAL ADMINISTRATIVE ANALYST		0.0%	87.5%	1	0			No
PROPERTY CONTROL CLERK		0.0%	89.5%	0	0			--
PROPERTY LITIGATION ADMINISTRATOR		0.0%	50.0%	2	0			No
PUBL HLTH NURSE		0.0%	85.0%	0	0			--
PUBL RELATIONS MGR		0.0%	68.1%	0	0			--
PUBL SAFE DISP I		0.0%	85.7%	0	0			--
PUBLIC HEALTH LANGUAGE WORKER		0.0%	85.7%	0	0			--
PUBLIC RELATIONS COORDINATOR		100.0%	64.5%	1	1			Yes
PUBLIC SAFETY DISPATCHER II		0.0%	85.4%	0	0			--
PUBLIC SAFETY DISPATCHER III		0.0%	69.0%	0	0			--
PUBLIC WORKS ASST DIR I	0.0%	0.0%	15.4%	0	0	0.0%	0	--
PUBLIC WORKS ASST DIR II		0.0%	25.0%	0	0			--
PUBLIC WORKS ASST DIR III		0.0%	28.6%	0	0			--

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	% of Female Employees on Register: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
PUBLIC WRKS DIR I		0.0%	30.8%	0	0			--
REAL PROPERTY APPRAISER	50.0%	50.0%	50.0%	22	11	0.0%	0	Yes
RECREATION LEADER		0.0%	43.6%	0	0			--
SECURITY OFFICER		31.8%	46.9%	44	14			No
SENIOR ACCOUNTANT		89.5%	77.1%	19	17			Yes
SENIOR ADMINISTRATIVE ANALYST		83.3%	86.9%	6	5			No
SENIOR ARBORIST	0.0%	0.0%	0.0%	1	0	0.0%	0	--
SENIOR AUDITOR		55.6%	87.1%	9	5			No
SENIOR CIVIL ENGINEER		0.0%	10.0%	6	0			No*
SENIOR COURT CLERK	0.0%	0.0%	83.3%	0	0	0.0%	0	--
SENIOR LAND ACQUISITION AGENT		50.0%	0.0%	2	1			--
SENIOR LIFEGUARD		0.0%	100.0%	0	0			--
SENIOR PLANNER		0.0%	72.7%	0	0			--
SENIOR REAL PROPERTY APPRAISER		25.0%	50.0%	4	1			No
SENIOR REVENUE EXAMINER		0.0%	91.2%	0	0			--
SENIOR SYSTEMS ANALYST	33.3%	33.3%	41.7%	3	1	0.0%	0	No*
SEWER MAINTENANCE PLANNER/SCHEDULER		0.0%	41.2%	0	0			--
SEWER VIDEO SPECIALIST		11.1%	21.7%	18	2			No
SKILLED LABORER	23.9%	30.4%	20.2%	125	38	6.5%	10	Yes
SR COMMUNITY RESOURCE REPRESENTATIVE	0.0%	0.0%	55.6%	0	0	0.0%	0	--
SR SWIM POOL SUPV		0.0%	100.0%	0	0			--
SR WTR UTIL SVC WKR	0.0%	0.0%	16.7%	0	0	0.0%	0	--
STORM WATER SPECIALIST		0.0%	50.0%	0	0			--
SYSTEMS ANALYST		28.6%	44.0%	7	2			No
TALENT SOURCING SPECIALIST		100.0%	76.2%	3	3			Yes
TAX AGENT		75.0%	91.9%	4	3			No
TRAF SYS ENG		0.0%	16.7%	0	0			--

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	% of Female Employees on Register: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
TRAFFIC CONTROL TECHNICIAN		0.0%	14.3%	2	0			No*
TRAFFIC MAINTENANCE WORKER		0.0%	14.3%	9	0			No
TRAFFIC PLANNING TECHNICIAN		0.0%	14.3%	0	0			--
TRAFFIC SIGNS AND MARKINGS SUPERVISOR	0.0%	0.0%	0.0%	3	0	0.0%	0	--
TRAFFIC STRIPING MACHINE CREWLEADER	0.0%	0.0%	28.6%	0	0	0.0%	0	--
TRAINING AND DEVELOPMENT MANAGER		0.0%	70.4%	0	0			--
TRUCK DRIVER	20.9%	19.4%	28.6%	36	7	-1.5%	-2	No
WRF OPERATOR II	7.7%	20.0%	25.0%	15	3	12.3%	2	No
WRF OPERATOR III	0.0%	0.0%	0.0%	5	0	0.0%	0	--
WRF OPERATOR IV	18.8%	16.7%	0.0%	18	3	-2.1%	0	--
WRF SUPERVISOR		25.0%	10.0%	4	1			Yes
WTR UTIL SVC HLPR		0.0%	41.7%	0	0			--
ZONING INSPECTOR	50.0%	50.0%	33.3%	2	1	0.0%	0	Yes

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
ACCOUNTANT	63.6%	72.7%	11	8	9.1%	1	Yes
ADMINISTRATIVE ANALYST	63.6%	60.0%	10	6	-3.6%	-1	Yes
ADMINISTRATIVE CLERK	80.6%	85.6%	104	89	5.0%	-23	Yes
ADMINISTRATIVE INTERN	0.0%	0.0%	0	0	0.0%	0	--
Architect	0.0%	0.0%	0	0	0.0%	0	--
ASSISTANT AUTOMOTIVE TECHNICIAN	0.0%	0.0%	0	0	0.0%	0	--
AUDITOR	100.0%	100.0%	8	8	0.0%	-3	Yes
AUTOMOTIVE TECHNICIAN		47.1%	17	8			Yes
BUILDING INSPECTOR	25.0%	25.0%	4	1	0.0%	0	No
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
BUYER	100.0%	100.0%	1	1	0.0%	-4	Yes
CARPENTER	0.0%	0.0%	0	0	0.0%	0	--
CHIEF ACCOUNTANT	83.3%	71.4%	7	5	-11.9%	0	Yes
CHIEF OF BUILDING MAINTENANCE	33.3%	33.3%	3	1	0.0%	0	No*
CHIEF OF PARTY	0.0%	0.0%	3	0	0.0%	0	No
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMMUNICATIONS OPERATOR I	0.0%	0.0%	0	0	0.0%	0	--
COMPUTER OPERATOR	100.0%	100.0%	1	1	0.0%	0	Yes
CONSTRUCTION EQUIPMENT OPERATOR	39.6%	46.3%	54	25	6.7%	4	Yes
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DATABASE ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICAL INSPECTOR	0.0%	0.0%	2	0	0.0%	0	No
ELECTRICIAN	41.7%	35.7%	14	5	-6.0%	0	No
ENGINEERING AIDE	100.0%	100.0%	3	3	0.0%	-1	Yes
ENGINEERING DRAFTER		0.0%	1	0			No*
ENGINEERING INSPECTOR	40.7%	47.8%	23	11	7.1%	0	Yes
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	100.0%	100.0%	1	1	0.0%	0	Yes
ENVIRONMENTAL BIOLOGIST	0.0%	0.0%	1	0	0.0%	0	No*
EQUIPMENT SERVICE WORKER		0.0%	0	0			--

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
Guard	0.0%	0.0%	0	0	0.0%	0	--
HEAVY EQUIPMENT OPERATOR	52.9%	60.0%	20	12	7.1%	3	Yes
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*
HOUSING REHABILITATION SPECIALIST	0.0%	0.0%	1	0	0.0%	0	No*
HVAC/REFRIGERATION TECHNICIAN	40.0%	40.0%	5	2	0.0%	0	No*
LABOR SUPERVISOR		66.7%	9	6			Yes
LAND ACQUISITION AGENT	100.0%	100.0%	3	3	0.0%	0	Yes
LANDSCAPE ARCHITECT	0.0%	0.0%	1	0	0.0%	0	No*
LEGAL SECRETARY	72.7%	77.8%	9	7	5.1%	-1	Yes
MAINTENANCE MECHANIC	0.0%	0.0%	0	0	0.0%	0	--
MAINTENANCE REPAIR WORKER	53.3%	68.4%	19	13	15.1%	5	Yes
MEDICAL TRANSCRIBER	50.0%	50.0%	4	2	0.0%	0	Yes
MICROPHOTOGRAPHER	100.0%	100.0%	2	2	0.0%	0	Yes
PAINTER	25.0%	33.3%	6	2	8.3%	0	No*
PERSONNEL ANALYST I	0.0%	0.0%	0	0	0.0%	0	--
PLANNER	100.0%	100.0%	2	2	0.0%	1	Yes
PLANS EXAMINER	0.0%	0.0%	2	0	0.0%	0	No
PLUMBER	20.0%	20.0%	5	1	0.0%	0	No
PLUMBING, GAS AND MECHANICAL INSPECT	0.0%	0.0%	3	0	0.0%	0	No
PRINCIPAL ACCOUNTANT	82.4%	89.5%	19	17	7.1%	3	Yes
PRINCIPAL AUDITOR	100.0%	100.0%	2	2	0.0%	0	Yes
PRINCIPAL BUYER	75.0%	83.3%	6	5	8.3%	2	Yes
PUBL SAFE DISP I	0.0%	0.0%	0	0	0.0%	0	--
PUBLIC SAFETY DISPATCHER II	0.0%	0.0%	0	0	0.0%	0	--
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	14.3%	16.7%	12	2	2.4%	1	No
PUBLIC WORKS COORDINATOR	0.0%	0.0%	0	0	0.0%	0	--
PURCHASING AGENT	100.0%	100.0%	1	1	0.0%	0	Yes
REVENUE EXAMINER	80.0%	75.0%	4	3	-5.0%	-1	Yes
SECURITY OFFICER	73.9%	75.0%	44	33	1.1%	-1	Yes
SENIOR AUDITOR	55.6%	55.6%	9	5	0.0%	0	Yes
SENIOR CIVIL ENGINEER	0.0%	0.0%	6	0	0.0%	0	No

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
SENIOR ENGINEERING AIDE	50.0%	50.0%	4	2	0.0%	0	Yes
SENIOR ENGINEERING INSPECTOR	25.0%	23.1%	13	3	-1.9%	1	No
SENIOR MAINTENANCE REPAIR WORKER	50.0%	57.1%	14	8	7.1%	1	Yes
SENIOR STORES CLERK	50.0%	0.0%	1	0	-50.0%	-1	No*
SENIOR WRF MAINTENANCE WORKER	20.0%	15.8%	19	3	-4.2%	0	No
SEWER CONSTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	7	0	0.0%	0	No
SEWER LINE MAINTENANCE INSPECTOR	10.0%	30.0%	10	3	20.0%	2	No
SEWER VIDEO SPECIALIST	73.7%	72.2%	18	13	-1.5%	-1	Yes
SEWER VIDEO SUPERVISOR	11.1%	11.1%	9	1	0.0%	0	No
SHOP HELPER	0.0%	0.0%	0	0	0.0%	0	--
SKILLED LABORER	90.6%	92.0%	125	115	1.4%	9	Yes
STORES CLERK	66.7%	66.7%	3	2	0.0%	0	Yes
SYSTEMS ANALYST	14.3%	14.3%	7	1	0.0%	0	No
TAPPING MACHINE OPERATOR	0.0%	0.0%	0	0	0.0%	0	--
TAX AGENT	75.0%	75.0%	4	3	0.0%	0	Yes
TRAFFIC CONTROL TECHNICIAN	100.0%	100.0%	2	2	0.0%	-1	Yes
TRAFFIC MAINTENANCE WORKER	80.0%	77.8%	9	7	-2.2%	-1	Yes
TRAFFIC PLANNING TECHNICIAN	0.0%	0.0%	0	0	0.0%	0	--
TRAFFIC STRIPING MACHINE OPERATOR	66.7%	66.7%	3	2	0.0%	0	Yes
TRUCK DRIVER	83.7%	86.1%	36	31	2.4%	-5	Yes
WRF MAINTENANCE WORKER	43.8%	44.4%	18	8	0.7%	1	Yes
WRF OPERATOR I	50.0%	53.9%	13	7	3.9%	0	Yes
WRF SHIFT SUPERVISOR	20.0%	14.8%	27	4	-5.2%	-1	No
WRF SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No
ZONING INSPECTOR	100.0%	100.0%	2	2	0.0%	0	Yes

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
ACCOUNTANT	72.7%	81.8%	11	9	9.1%	1	Yes
ADMINISTRATIVE ANALYST	81.8%	80.0%	10	8	-1.8%	-1	Yes
AUDITOR	90.9%	87.5%	8	7	-3.4%	-3	Yes
AUTOMOTIVE TECHNICIAN		5.9%	17	1			No
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	3	0	0.0%	0	No
BUYER	100.0%	100.0%	1	1	0.0%	-4	Yes
CARPENTER	0.0%	0.0%	0	0	0.0%	0	--
CHIEF ACCOUNTANT	83.3%	71.4%	7	5	-11.9%	0	Yes
CHIEF OF BUILDING MAINTENANCE	0.0%	0.0%	3	0	0.0%	0	No
CHIEF OF PARTY	0.0%	0.0%	3	0	0.0%	0	No
CHIEF OF SECURITY	0.0%	0.0%	1	0	0.0%	0	No*
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	1	0	0.0%	0	No*
COMPUTER OPERATOR	0.0%	0.0%	1	0	0.0%	0	No*
CONSTRUCTION EQUIPMENT OPERATOR	3.8%	9.3%	54	5	5.5%	3	No
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	1	0	0.0%	0	No*
DATABASE ADMINISTRATOR	0.0%	0.0%	1	0	0.0%	0	No*
ELECTRICIAN	0.0%	0.0%	14	0	0.0%	0	No
ENGINEERING AIDE	0.0%	0.0%	3	0	0.0%	0	No
ENGINEERING DRAFTER		0.0%	1	0			No*
ENGINEERING INSPECTOR	14.8%	17.4%	23	4	2.6%	0	No
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	100.0%	100.0%	1	1	0.0%	0	Yes
ENVIRONMENTAL BIOLOGIST	100.0%	100.0%	1	1	0.0%	0	Yes
EQUIPMENT SERVICE WORKER		0.0%	0	0			--
HEAVY EQUIPMENT OPERATOR	23.5%	15.0%	20	3	-8.5%	-1	No
HERBICIDE APPLICATOR	0.0%	0.0%	1	0	0.0%	0	No*
HVAC/REFRIGERATION TECHNICIAN	0.0%	0.0%	5	0	0.0%	0	No
LABOR SUPERVISOR		11.1%	9	1			No
LAND ACQUISITION AGENT	33.3%	33.3%	3	1	0.0%	0	No*

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
MAINTENANCE MECHANIC	0.0%	0.0%	0	0	0.0%	0	--
MAINTENANCE REPAIR WORKER	13.3%	15.8%	19	3	2.5%	1	No
MICROPHOTOGRAPHER	50.0%	50.0%	2	1	0.0%	0	Yes
PAINTER	0.0%	0.0%	6	0	0.0%	0	No
PLUMBER	0.0%	0.0%	5	0	0.0%	0	No
PRINCIPAL AUDITOR	100.0%	100.0%	2	2	0.0%	0	Yes
PRINCIPAL BUYER	75.0%	83.3%	6	5	8.3%	2	Yes
PUBLIC INFORMATION OFFICER	0.0%	0.0%	0	0	0.0%	0	--
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	0.0%	0.0%	12	0	0.0%	0	No
PUBLIC WORKS COORDINATOR	0.0%	0.0%	0	0	0.0%	0	--
PURCHASING AGENT	0.0%	0.0%	1	0	0.0%	0	No*
REAL PROPERTY APPRAISER	50.0%	50.0%	22	11	0.0%	0	Yes
REVENUE EXAMINER	100.0%	100.0%	4	4	0.0%	-1	Yes
SECURITY OFFICER	32.6%	31.8%	44	14	-0.8%	-1	No
SENIOR ACCOUNTANT	87.0%	89.5%	19	17	2.5%	-3	Yes
SENIOR ADMINISTRATIVE INTERN	0.0%	0.0%	0	0	0.0%	0	--
SENIOR AUDITOR	44.4%	55.6%	9	5	11.1%	1	Yes
SENIOR ENGINEERING AIDE	0.0%	0.0%	4	0	0.0%	0	No
SENIOR ENGINEERING INSPECTOR	0.0%	0.0%	13	0	0.0%	0	No
SENIOR MAINTENANCE REPAIR WORKER	7.1%	7.1%	14	1	0.0%	0	No
SENIOR REAL PROPERTY APPRAISER	20.0%	25.0%	4	1	5.0%	0	No
SENIOR WRF MAINTENANCE WORKER	0.0%	0.0%	19	0	0.0%	0	No
SEWER CONTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	7	0	0.0%	0	No
SEWER LINE MAINTENANCE INSPECTOR	20.0%	30.0%	10	3	10.0%	1	No
SEWER SERVICE SUPERVISOR	0.0%	0.0%	1	0	0.0%	0	No*
SEWER VIDEO SPECIALIST	10.5%	11.1%	18	2	0.6%	0	No
SEWER VIDEO SUPERVISOR	11.1%	11.1%	9	1	0.0%	0	No
SKILLED LABORER	23.9%	30.4%	125	38	6.5%	10	No
TAPPING MACHINE OPERATOR	0.0%	0.0%	0	0	0.0%	0	--
TAX AGENT	75.0%	75.0%	4	3	0.0%	0	Yes

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
TRAFFIC CONTROL TECHNICIAN	0.0%	0.0%	2	0	0.0%	0	No
TRAFFIC MAINTENANCE WORKER	0.0%	0.0%	9	0	0.0%	0	No
TRAFFIC PLANNING TECHNICIAN	0.0%	0.0%	0	0	0.0%	0	--
TRUCK DRIVER	20.9%	19.4%	36	7	-1.5%	-2	No
VOTING MACHINE TECHNICIAN	33.3%	33.3%	3	1	0.0%	0	No*
WRF MAINTENANCE WORKER	6.3%	16.7%	18	3	10.4%	2	No
WRF OPERATOR I	14.3%	15.4%	13	2	1.1%	0	No
WRF SHIFT SUPERVISOR	16.0%	18.5%	27	5	2.5%	1	No
WRF SUPERVISOR	25.0%	25.0%	4	1	0.0%	0	No

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

Job Title	% of Black Applicants: 4/1/2021	% of Black Applicants: 10/1/2021	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Meeting Benchmark?
ACCOUNTANT	0.0%	81.4%	118	96	--	Yes
ADMINISTRATIVE ANALYST	0.0%	84.2%	183	154	--	Yes
ADMINISTRATIVE CLERK	0.0%	85.2%	676	576	--	Yes
ADMINISTRATIVE INTERN	0.0%	0.0%	0	0	--	--
ARCHITECT	0.0%	0.0%	0	0	--	--
ASSISTANT AUTOMOTIVE TECHNICIAN	58.3%	37.5%	8	3	-20.8%	No*
AUDITOR	0.0%	86.8%	91	79	--	Yes
AUTOMOTIVE TECHNICIAN		43.8%	48	21	--	Yes
BUILDING INSPECTOR	0.0%	37.5%	32	12	--	No
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	0	0	--	--
BUYER	0.0%	0.0%	0	0	--	--
CARPENTER	46.2%	0.0%	0	0	--	--
CHIEF ACCOUNTANT	0.0%	83.3%	72	60	--	Yes
CHIEF OF BUILDING MAINTENANCE	0.0%	48.8%	43	21	--	Yes
CHIEF OF PARTY	85.7%	0.0%	0	0	--	--
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	0	0	--	--
COMMUNICATIONS OPERATOR I	0.0%	86.5%	52	45	--	Yes
COMPUTER OPERATOR	0.0%	71.8%	39	28	--	Yes
CONSTRUCTION EQUIPMENT OPERATOR	0.0%	70.6%	85	60	--	Yes
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	0	0	--	--
DATABASE ADMINISTRATOR	0.0%	0.0%	0	0	--	--
DEPUTY SHERIFF	0.0%	0.0%	0	0	--	--
ELECTRICAL INSPECTOR	0.0%	40.0%	10	4	--	No*
ELECTRICIAN	50.0%	44.4%	18	8	-5.6%	Yes
ENGINEERING AIDE	0.0%	0.0%	0	0	--	--
ENGINEERING DRAFTER		0.0%	0	0	--	--
ENGINEERING INSPECTOR	0.0%	55.6%	45	25	--	Yes
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	0.0%	0.0%	0	0	--	--
ENVIRONMENTAL BIOLOGIST	0.0%	0.0%	0	0	--	--

Job Title	% of Black Applicants: 4/1/2021	% of Black Applicants: 10/1/2021	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Meeting Benchmark?
EQUIPMENT SERVICE WORKER		88.9%	9	8	--	Yes
GUARD	0.0%	0.0%	0	0	--	--
HEAVY EQUIPMENT OPERATOR	0.0%	72.2%	54	39	--	Yes
HERBICIDE APPLICATOR	0.0%	100.0%	2	2	--	Yes
HOUSING REHABILITATION SPECIALIST	87.5%	0.0%	0	0	--	--
HVAC/REFRIGERATION TECHNICIAN	66.7%	0.0%	0	0	--	--
LAND ACQUISITION AGENT	0.0%	0.0%	0	0	--	--
LANDSCAPE ARCHITECT	0.0%	0.0%	0	0	--	--
LEGAL SECRETARY	63.6%	59.0%	61	36	-4.6%	Yes
MAINTENANCE MECHANIC	61.1%	0.0%	0	0	--	--
MAINTENANCE REPAIR WORKER	60.0%	0.0%	0	0	--	--
MEDICAL TRANSCRIBER	0.0%	0.0%	0	0	--	--
MICROPHOTOGRAPHER	0.0%	0.0%	0	0	--	--
PAINTER	41.2%	0.0%	0	0	--	--
PERSONNEL ANALYST I	0.0%	0.0%	0	0	--	--
PLANNER	0.0%	0.0%	0	0	--	--
PLANS EXAMINER	0.0%	44.8%	29	13	--	Yes
PLUMBER	33.3%	30.0%	10	3	-3.3%	No
PLUMBING, GAS AND MECHANICAL INSPECT	21.1%	0.0%	0	0	--	--
PRINCIPAL ACCOUNTANT	0.0%	87.3%	79	69	--	Yes
PRINCIPAL AUDITOR	0.0%	0.0%	0	0	--	--
PRINCIPAL BUYER	78.4%	0.0%	0	0	--	--
PUBL SAFE DISP I	0.0%	87.3%	213	186	--	Yes
PUBLIC SAFETY DISPATCHER II	0.0%	77.9%	281	219	--	Yes
PUBLIC WORKS COORDINATOR	0.0%	0.0%	0	0	--	--
PURCHASING AGENT	0.0%	0.0%	0	0	--	--
REVENUE EXAMINER	85.5%	0.0%	0	0	--	--
SECURITY OFFICER	0.0%	81.1%	111	90	--	Yes
SENIOR AUDITOR	0.0%	87.5%	40	35	--	Yes
SENIOR CIVIL ENGINEER	0.0%	18.2%	11	2	--	No
SENIOR ENGINEERING AIDE	90.9%	0.0%	0	0	--	--

Job Title	% of Black Applicants: 4/1/2021	% of Black Applicants: 10/1/2021	Current Total Applicants	Current Total Black Applicants	6 Month Change %	Meeting Benchmark?
SENIOR ENGINEERING INSPECTOR	50.0%	0.0%	0	0	--	--
SENIOR MAINTENANCE REPAIR WORKER	0.0%	0.0%	0	0	--	--
SENIOR STORES CLERK	0.0%	0.0%	0	0	--	--
SENIOR WRF MAINTENANCE WORKER	38.3%	0.0%	0	0	--	--
SEWER CONTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	0	0	--	--
SEWER LINE MAINTENANCE INSPECTOR	63.8%	0.0%	0	0	--	--
SEWER VIDEO SPECIALIST	0.0%	94.9%	39	37	--	Yes
SEWER VIDEO SUPERVISOR	0.0%	0.0%	0	0	--	--
SHOP HELPER	0.0%	0.0%	0	0	--	--
SKILLED LABORER	81.9%	91.3%	138	126	9.4%	Yes
STORES CLERK	90.2%	0.0%	0	0	--	--
SYSTEMS ANALYST	0.0%	69.1%	42	29	--	Yes
TAPPING MACHINE OPERATOR	0.0%	0.0%	0	0	--	--
TAX AGENT	0.0%	86.5%	141	122	--	Yes
TRAFFIC CONTROL TECHNICIAN	0.0%	76.7%	30	23	--	Yes
TRAFFIC MAINTENANCE WORKER	0.0%	72.1%	43	31	--	Yes
TRAFFIC PLANNING TECHNICIAN	0.0%	47.8%	23	11	--	Yes
TRAFFIC STRIPING MACHINE OPERATOR	0.0%	0.0%	0	0	--	--
TRUCK DRIVER	76.5%	78.3%	60	47	1.9%	Yes
WRF MAINTENANCE WORKER	56.4%	0.0%	0	0	--	--
WRF OPERATOR I	0.0%	0.0%	0	0	--	--
WRF SHIFT SUPERVISOR	60.0%	0.0%	0	0	--	--
WRF SUPERVISOR	0.0%	16.7%	12	2	--	No
ZONING INSPECTOR	76.7%	79.6%	54	43	2.9%	Yes

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

Job Title	% of Female Applicants: 4/1/2021	% of Female Applicants: 10/1/2021	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Meeting Benchmark?
ACCOUNTANT	0.0%	89.8%	118	106	--	Yes
ADMINISTRATIVE ANALYST	0.0%	88.0%	183	161	--	Yes
AUDITOR	0.0%	93.4%	91	85	--	Yes
AUTOMOTIVE TECHNICIAN		4.2%	48	2	--	No
BUILDING MAINTENANCE SUPERVISOR	0.0%	0.0%	0	0	--	--
BUYER	0.0%	0.0%	0	0	--	--
CARPENTER	7.7%	0.0%	0	0	--	--
CHIEF ACCOUNTANT	0.0%	80.6%	72	58	--	Yes
CHIEF OF BUILDING MAINTENANCE	0.0%	2.3%	43	1	--	No
CHIEF OF PARTY	28.6%	0.0%	0	0	--	--
CHIEF OF SECURITY	0.0%	0.0%	0	0	--	--
CLOSED CIRCUIT TV TECHNICIAN	0.0%	0.0%	0	0	--	--
COMPUTER OPERATOR	0.0%	56.4%	39	22	--	Yes
CONSTRUCTION EQUIPMENT OPERATOR	0.0%	18.8%	85	16	--	No
COUNTY TRAFFIC ENGINEER	0.0%	0.0%	0	0	--	--
DATABASE ADMINISTRATOR	0.0%	0.0%	0	0	--	--
DEPUTY SHERIFF	0.0%	0.0%	0	0	--	--
ELECTRICIAN	4.2%	0.0%	18	0	--	No
ENGINEERING AIDE	0.0%	0.0%	0	0	--	--
ENGINEERING DRAFTER		0.0%	0	0	--	--
ENGINEERING INSPECTOR	0.0%	22.2%	45	10	--	No
ENVIRNMTL LABORATORY/COMPLIANCE ADMIN	0.0%	0.0%	0	0	--	--
ENVIRONMENTAL BIOLOGIST	0.0%	0.0%	0	0	--	--
EQUIPMENT SERVICE WORKER		22.2%	9	2	--	No
HEAVY EQUIPMENT OPERATOR	0.0%	20.4%	54	11	--	No
HERBICIDE APPLICATOR	0.0%	0.0%	2	0	--	No
HVAC/REFRIGERATION TECHNICIAN	6.7%	0.0%	0	0	--	--
LAND ACQUISITION AGENT	0.0%	0.0%	0	0	--	--

Job Title	% of Female Applicants: 4/1/2021	% of Female Applicants: 10/1/2021	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Meeting Benchmark?
MAINTENANCE MECHANIC	5.6%	0.0%	0	0	--	--
MAINTENANCE REPAIR WORKER	0.0%	0.0%	0	0	--	--
MICROPHOTOGRAPHER	0.0%	0.0%	0	0	--	--
PAINTER	0.0%	0.0%	0	0	--	--
PLUMBER	0.0%	0.0%	10	0	--	No
PRINCIPAL AUDITOR	0.0%	0.0%	0	0	--	--
PRINCIPAL BUYER	68.6%	0.0%	0	0	--	--
PUBLIC INFORMATION OFFICER	0.0%	0.0%	0	0	--	--
PUBLIC WORKS COORDINATOR	0.0%	0.0%	0	0	--	--
PURCHASING AGENT	0.0%	0.0%	0	0	--	--
REAL PROPERTY APPRAISER	44.0%	66.7%	15	10	22.7%	Yes
REVENUE EXAMINER	84.8%	0.0%	0	0	--	--
SECURITY OFFICER	0.0%	48.7%	111	54	--	No
SENIOR ACCOUNTANT	0.0%	79.8%	79	63	--	Yes
SENIOR ADMINISTRATIVE INTERN	0.0%	0.0%	0	0	--	--
SENIOR AUDITOR	0.0%	90.0%	40	36	--	Yes
SENIOR ENGINEERING AIDE	31.8%	0.0%	0	0	--	--
SENIOR ENGINEERING INSPECTOR	16.7%	0.0%	0	0	--	--
SENIOR MAINTENANCE REPAIR WORKER	0.0%	0.0%	0	0	--	--
SENIOR REAL PROPERTY APPRAISER	0.0%	50.0%	4	2	--	Yes
SENIOR WRF MAINTENANCE WORKER	5.0%	0.0%	0	0	--	--
SEWER CONTRUCTION/MAINTENANCE SUPV	0.0%	0.0%	0	0	--	--
SEWER LINE MAINTENANCE INSPECTOR	24.1%	0.0%	0	0	--	--
SEWER SERVICE SUPERVISOR	0.0%	0.0%	0	0	--	--
SEWER VIDEO SPECIALIST	0.0%	25.6%	39	10	--	No
SEWER VIDEO SUPERVISOR	0.0%	0.0%	0	0	--	--
SKILLED LABORER	27.8%	22.5%	138	31	-5.3%	No
TAPPING MACHINE OPERATOR	0.0%	0.0%	0	0	--	--
TAX AGENT	0.0%	90.1%	141	127	--	Yes
TRAFFIC CONTROL TECHNICIAN	0.0%	16.7%	30	5	--	No

Job Title	% of Female Applicants: 4/1/2021	% of Female Applicants: 10/1/2021	Current Total Applicants	Current Total Female Applicants	6 Month Change %	Meeting Benchmark?
TRAFFIC MAINTENANCE WORKER	0.0%	11.6%	43	5	--	No
TRAFFIC PLANNING TECHNICIAN	0.0%	21.7%	23	5	--	No
TRUCK DRIVER	17.7%	23.3%	60	14	5.7%	No
VOTING MACHINE TECHNICIAN	0.0%	0.0%	0	0	--	--
WRF MAINTENANCE WORKER	9.9%	0.0%	0	0	--	--
WRF OPERATOR I	0.0%	0.0%	0	0	--	--
WRF SHIFT SUPERVISOR	20.0%	0.0%	0	0	--	--
WRF SUPERVISOR	0.0%	8.3%	12	1	--	No

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

Job Title	% of Black Employees: 4/1/2021	% of Black Employees: 10/1/2021	% Availability in Applicant Pool	Current Total Employees	Current Total Black Employees	6 Month Change %	Change in Total Blacks Employed	Meeting Benchmark?
CONSTRUCTION EQUIPMENT OPERATOR	39.62%	46.30%	71%	54	25	6.68%	4	No
HEAVY EQUIPMENT OPERATOR	52.94%	60.00%	75%	20	12	7.06%	3	No
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	14.29%	16.67%	0%	12	2	2.38%	1	Yes
Total	44.0%	45.3%	--	86	39	1.3%	8	--

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

Job Title	% of Female Employees: 4/1/2021	% of Female Employees: 10/1/2021	% Availability in Applicant Pool	Current Total Employees	Current Total Female Employees	6 Month Change %	Change in Total Females Employed	Meeting Benchmark?
CONSTRUCTION EQUIPMENT OPERATOR	3.77%	9.26%	19%	54	5	5.49%	3	No
HEAVY EQUIPMENT OPERATOR	23.53%	15.00%	22%	20	3	-8.53%	-1	No
PUBLIC WKS SUPV (CONSTRN OR SANITATIO	0.00%	0.00%	0%	12	0	0.00%	0	No*
Total	9.5%	9.3%	--	86	8	-0.2%	2	--

Appendix D: Paragraph 9

PARAGRAPH 9

Paragraph 9 of the Consent Decree states, in relevant part, that: *“It is the expectation of the defendant Jefferson County and the plaintiffs, that such nondiscriminatory hiring pursuant to this Decree will result in the selection of qualified Blacks and women for [the jobs identified in ¶ 9 (grouped by race and gender)] in numbers approximating their overall representation on the certification lists received from the Personnel Board for such positions.”* Accordingly, the County evaluates the progression of Blacks and females in employment, promotion, and applicant diversity against the respective percentage of Blacks and females in the civilian labor force of Jefferson County. Based on the most recent 2020 U.S. Census, the percentage of Blacks in the civilian labor force of Jefferson County is 43.5% and the percentage of females in the civilian labor force of Jefferson County is 52.7%. For jobs requiring a professional degree, license, or certificate, which tend to be held by disproportionate numbers of Whites and males, Human Resources reviewed alternative benchmark source the *Brookings Metro Report* which indicated several related job classes that are lower in percentage representation than the labor force benchmark (e.g., Water Reclamation Facility Operator job classes). The change in employment rates for Blacks and females in these job classes during the relevant period (April 1, 2021- September 30, 2021) and the percentage of availability of job classes are addressed in Section 5, Metrics 1 and 2, and Tables C1 and C2 of the Semi-Annual Reports. The 2021 Priority List referenced throughout this document is based on the County Manager Hiring Priority List that was shared with Department Heads on March 3, 2021. (Detailed information on the jobs can be found in the content validation report located on the FTP site.)

BLACKS

Justification: The Public Works Supervisor job class was listed on the 2020 Priority list for Roads & Transportation and Environmental Services Departments. The position was announced as Promotional only in August 2020. Therefore, recruitment efforts were limited to reaching out to internal employees. Eighty-three (83) candidates were deemed eligible, forty-three (43) of which were Black. The position is on the 2021 Priority list for Roads and Transportation only.

Job Titles	Inactive or Reclassified	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Accountant		Yes	Yes			
Account Clerk	Accounting Assistant I	Yes	Yes			
Auditor		Yes	Yes			No offers extended during reporting period.
Automotive Mechanic	Automotive Technician - General	Yes	Yes			4 candidates contacted during reporting period. • 1 Black Female hired 6/21/2021, 1 Black Male hired 8/2/2021, 1 White Male hired 6/21/2021 and 1 White Male declined.

Job Titles	Inactive or Reclassified	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Construction Equipment Operator		No (within 1 hire)	Yes		Position on the 2021 Priority List.	19 candidates contacted during reporting period with the following outcome on Blacks: <ul style="list-style-type: none"> • 5 Blacks Declined • 8 Blacks hired on 8/2, 8/9, 8/23, 8/30, 9/6, 9/7 and 9/27. • 2 Blacks ineligible, per PBJC. • 2 Blacks failed to respond by provided deadline
Engineering Aide		Yes	Yes			No offers extended during reporting period. ESD requested not to fill
Heavy Equipment Operator		Yes	Yes			16 candidates contacted during reporting period. Of these, 3 Whites hired on 4/7/2021, 6/5/2021; 8 Blacks hired on 4/19/2021, 5/24/2021, 6/5/2021, 6/7/2021, 8/2/2021; 1 White hired on 8/2/2021; 1 Black declined; 3 Blacks ineligible.
Labor Supervisor		Yes	Yes			No offers extended during the reporting period. ESD indicated will replace Labor Supervisor job class with HEO job class.
Public Works Supervisor		No	No		Position on the 2021 Priority List.	7 candidates contacted during the reporting period. Of these, 1 Black hired on 6/12/2021, 4 Whites hired on 6/5/2021, 7/24/2021; 2 Whites Declined.
Revenue Examiner		Yes	Yes			Of 4 candidates, 2 Black Females hired.
Secretary	Inactive					

Job Titles	Inactive or Reclassified	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Intermediate Clerk	Admin, Asst. I and II to Administrative Clerk	Yes	Yes			
Senior Clerk	Admin, Asst. I and II to Administrative Clerk	Yes	Yes			
Stenographer	Inactive					
Truck Driver		Yes	Yes			
Wastewater Treatment Plant Operator	WRF Operator I	Yes	Yes			

WOMEN

Justification: The Engineering Aide, Security Officer, Senior Civil Engineering, and Stores Clerk jobs are not meeting the gender benchmark. Recruitment efforts for Senior Civil Engineer included talent search through LinkedIn.com, attending various career and community events, posting the position online through various niche organization career webpages, creating and distributing a flyer representing females, and conducting internal career search. The Engineering Aide position is currently on the 2021 Priority List. However, the budgeted vacancy is being converted to a different job class. The Security Officer position is not meeting the gender benchmark and is on the 2021 Priority List. However, no targeted recruitment was conducted due to diverse register with 21 eligible applicants (eleven (11) females, nine (9) males, and one (1) undisclosed).

Job Titles	Inactive or Reclassified	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Engineering Aide		No	No		Position is listed on 2021 Priority List.	No targeted recruitment conducted. No offers extended during reporting period. ESD requested not to fill.
Engineering Drafter	Drafter	No (within 1 hire)	No (within 1 hire)		Not on March 2021 Priority List	No Score Report available during reporting period. No offers extended during reporting period.
Engineering Technician	Inactive					

Job Titles	Inactive or Reclassified	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Graduate Engineer	Inactive					
Deputy Sheriff	N/A					
Revenue Examiner		Yes	Yes			
Security Officer		No	No		Position listed on 2021 Priority List.	No Score Report available during reporting period. No targeted recruitment efforts needed.
Senior Civil Engineer		No (No incumbents)	No		1 Black pending pre-employment. Only 1 Black candidate on score report. Position listed on the 2021 Priority list.	
Stores Clerk		No	No (within 1 hire)			No Score Report available during reporting period.
Traffic Planning Technician	Not used in the County					

Appendix E: Entry Level Jobs - Blacks

APPENDIX E

As defined in paragraph 12 of the Consent Decree, “Those Departments and Divisions in which Blacks have not been hired consistent with their expressed or potential interest in such employment are identified in Appendix A”. In keeping with the objectives of paragraph 5, the tables below outline which active entry level job titles (by Department) are meeting the 43.5% race benchmark according to the percentage represented in the civilian labor force of Jefferson County. For job titles not meeting the benchmark, justifications and good-faith efforts are provided in accordance with paragraph 33(f). For jobs requiring a professional degree, license, or certificate, which tend to be held by disproportionate numbers of Whites and males, Human Resources is currently researching alternative benchmark sources that are lower in percentage representation than the overall labor force benchmark. Inactive and reclassified job classes were confirmed by the Personnel Board of Jefferson County (PBJC) and are noted. Job titles that are no longer used in the County were confirmed by the Budget Management Office (BMO). The metrics data was based on the April 1, 2021 - September 30, 2021 Semi-Annual Metric Report. The 2021 Priority List referenced throughout this document is based on the County Manager Hiring Priority List that was shared with Department Heads on March 3, 2021. (Detailed information on the jobs can be found in the content validation report located on the FTP site.)

Group I – Administration and Planning

Justification:

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

The Systems Analyst position is not meeting the Race Benchmark in Development Services. The position was listed on the March 2021 Priority List. The position was announced opened on April 25, 2021 and closed on July 21, 2021. The position was announced on the following school boards: Alabama Agricultural and Mechanical University, Arkansas Tech University, Alcorn State University, The University of Alabama at Birmingham, Southern University & A&M College at Baton Rouge, The University of Alabama, Auburn University of Montgomery, The University of Alabama, Auburn University of Montgomery, The University of Alabama in Huntsville, University of South Carolina, University of the District of Columbia, Savannah State University, The University of Mississippi, University of Miami, Concordia University of Texas, Alabama State University, North Carolina Central University, Generation USA, Graves School of Business-Morgan State University, University of Georgia, Johns Hopkins University, Louisiana State University, Wake Forest University, Xavier University of Louisiana, Howard University, University of South Alabama, Fayetteville State University, Morehouse College, Auburn University, Bethune-Cookman University, The University of Tennessee-Martin, Florida Agricultural & Mechanical University, Troy University, and The University of Texas at San-Antonio. Additionally, the position was posted on Alabama Works and shared with Innovate Birmingham and Tech Birmingham. Three applicants were deemed eligible: one (1) Unknown, one (1) Black, one (1) unknown.

Chief of Party is within one hire of meeting the race benchmark and was not listed on the 2021 Priority List.

Departments:

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

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Stenographer	Inactive						
Computer Operator		IT	Yes	Yes			
Programmer	Programmer Analyst	IT	No (within 1 hire)	No (within 1 hire)		Position was not listed on the March 2021 Priority List.	No Score Report available during reporting period.
Senior Programmer	Inactive						
Systems Analyst		Development Services IT	No (within 1 hire) No	No (within 1 hire) No		Position listed on the March 2021 Priority List for IT and Env. Services Departments.	Recruitment conducted. No Score Report available during reporting period.
Data Processing Supervisor	Inactive						

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Data Operations Supervisor	PBJC unable to locate/Inactive						
Phototype Setter	Inactive						
Microphotographer		Used in Probate Court	Yes	Yes			
Assistant Print Shop Supervisor	PBJC unable to locate/ Inactive						
Public Information Officer		Used in Public Information Office	No (within 1 hire)	No (within 1 hire)		Position was not listed on the March 2021 Priority List.	No hire during reporting period.
Administrative Analyst		Finance	Yes	Yes			
Statistician	Reclassified – Statistical Analyst	Sheriff's Office					
Housing Rehabilitation Specialist		Used in Community Development	No (within 1 hire)	No (within 1 hire)		Position was not listed on the March 2021 Priority List.	No Score Report available during reporting period.
Architect	Not used in the County						
Planner		Development Services	Yes	Yes			
Land Acquisition Agent		Used in Roads & Transportation	Yes	Yes			
Accountant		Treasurer Finance	Yes Yes	Yes Yes			
Personnel Officer	Human Resources	Used in Compliance	Yes	Yes			

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
	Analyst						
Principal Personnel Officer	Inactive						
Buyer		Finance	Yes	Yes			
Principal Buyer		Finance	Yes	Yes			
Purchasing Agent		Finance	Yes	Yes			
Chief of Party		Used in Roads & Transportation	No (within 1 hire)	No (within 1 hire)		Position was not listed on the March 2021 Priority List.	No Score Report available during reporting period.

Group II – Finance and Information Technology

Justification:

Database Administrator is within one hire of meeting the race benchmark in IT. However, the position was not listed on the March 2021 Priority List. The Revenue Department is within on hire of meeting the race benchmark for the Accountant job during April 1, 2021 to October 1, 2021. However, this position was posted August 15, 2021 through August 27, 2021. The position was listed on the March Priority list for the Finance Department and Treasurer Department. A diverse register was established for the Accountant job and a diverse certification list was issued to the County with thirty-five (35) Blacks. The Chief Accountant job was not announced during the reporting period.

Departments:

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

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Clerical Assistant	Inactive						
Stenographer	Inactive						
Database Administrator		Used in IT	No (within 1 hire)	No (within 1 hire)		Position was not listed on the March 2021 Priority List.	No Score Report available during reporting period.
Property Appraisal Assistant	Appraisal Assistant/Inactive						

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Accountant		Revenue Finance	No (within 1 hire) Yes	No (within 1 hire) Yes		Position was listed on the Priority List for Finance and Treasurer.	No Score Report available during reporting period.
Chief Accountant		Revenue Tax Collector	No (within 1 hire) Yes	No (within 1 hire) Yes		Position was listed on 2021 Priority List for Finance.	The job was not announced during the reporting period. No Score Report available during reporting period.
Principal Accountant		Revenue Tax Collector	Yes Yes	Yes Yes			
Comptroller	Inactive						
Auditor		Revenue	Yes	Yes			
Senior Auditor		Revenue Tax Assessor	Yes No incumbents	Yes Yes			
Principal Auditor		Revenue Tax Assessor	Yes Yes	Yes Yes			
Revenue Examiner		Revenue	Yes	Yes			
Tax Agent		Tax	Yes	Yes			

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

Group III – Courts

Justification:

The Programmer Analyst is not used in any of the Departments identified in Group III. However, it is used in the Information Technology Department and is within 1 hire of meeting the race benchmark, as noted in Group 1 and in the table below. This position was not listed on the March 2021 County Manager Priority List.

Departments:

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

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Legal Secretary		District Attorney	Yes	Yes			
Stenographer	Inactive						
Court Reporter	Inactive						
Programmer	Programmer Analyst	Used in IT	No (within 1 hire)	No (within 1 hire)		Position was not listed on the March 2021 Priority List	No Score Report available during reporting period.
Mapper	Cartographer/Inactive						
Photo Camera Operator	Inactive						
Microphotographer		Probate Court	Yes	Yes			
Accountant		Probate Court	Yes	Yes			

Group IV – General Services Department

Justification:

The Plumber job is not meeting the race benchmark. It is currently listed on the 2021 Priority List and announced February 28, 2021. It was originally scheduled to close on March 19, 2021. However, this position was extended and closed July 9, 2021. Recruitment efforts included:

- posting on Lawson State College Career Services page,
- shared with students at Lawson State Career Fair,
- posted on Alabama Works,
- searched Indeed (contact eleven (11) individuals, four (4) individuals responded with interest)
- sourced LinkedIn and one (1) individual responded with Interest.

As of late June 2021, the job no longer appeared on the 2021 Priority List and there was no longer a vacancy per the Budget Management Office Vacancy Report. The HVAC/Refrigeration Technician and Painter jobs are within one hire of meeting the race benchmark and were not on the 2021 Priority List. The Electrician job announced August 8, 2021 and is open continuously. As of October 1, 2021, this position is within one hire of meeting the race benchmark. The Electrician job class is meeting the race benchmark within one hire in the General Services Department. Recruiting efforts include

- Indeed resume search,
- shared position with Bevill State Community College, Lawson State Community, George C Wallace State Community College; J.F. Drake State Community and Technical College; Shelton State Community College; Trenholm State Technical College.

Building Maintenance Supervisor is not meeting the race benchmark and it was not listed on the 2021 Priority List.

Departments:

1. General Services

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Telephone Operator	Communications Operator I – Not Used in the County						
Stores Clerk			Yes	Yes			
Voting Machine Mechanic	Voting Machine Technician		Yes	Yes			
Locksmith	Not Used in the County						
Carpenter	Not Used in the County						
Plumber			No	No		Targeted recruitment efforts conducted from 2021 Priority List. On 2021 Priority List for General Services.	No Score Report available during reporting period.
HVAC/Refrigeration Technician			No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List.	No Score Report available during reporting period.
Electrician			Yes	No (within 1 hire)		Position listed on 2021 Priority List.	Of 4 candidates on score report, 2 White Males hired.
Maintenance Repair Worker			Yes	Yes			
Senior Maintenance Repair Worker			Yes	Yes			

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Truck Driver			Yes	Yes			
Automotive Technician		Used in Roads & Transportation	Yes	Yes			
Painter			No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List.	Of 4 candidates on score report, 2 White Males hired.
Labor Supervisor			Yes	Yes			
Skilled Laborer			Yes	Yes			
Security Officer		Used in Security	Yes	Yes			
Building Maintenance Supervisor			No	No		Position not listed on 2021 Priority List. No score report available during reporting period	
Chief of Building Maintenance			Yes	Yes			

Group V – Law Enforcement

Justification:

Jefferson County does not maintain benchmark data for the Sheriff’s Department and Jail. The Coroner is not meeting the race benchmark for the Medical Transcriber job as of October 1, 2021 and was not listed on the 2021 Priority List.

Departments:

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

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good Faith Efforts
Deputy Sheriff	N/A						
Stenographer	Inactive						
Medical Secretary	Inactive						
Medical Transcriber		Coroner	Yes	No		Position not listed on the 2021 Priority List.	
Public Safety Dispatcher	Public Safety Dispatcher II	Sheriff					
Truck Weight Inspector	Inactive						
Communications Service Clerk	Public Safety Dispatcher I	Sheriff					

Group VI – Public Works – Administration and Design

Justification:

The Senior Civil Engineer position has remained open through [jobsquest.org](https://www.jobsquest.org) due to low applicant flow. Recruitment efforts included a talent search through LinkedIn.com, attending various career and community events, posting position online through various niche organization career webpages, creating and distributing a flyer representing diverse individuals and an internal candidate search. The position is listed on the March 2021 County Manager Priority List in the Roads and Transportation Department.

The Senior Engineering Aide position is not meeting the race benchmark and is within one hire for Environmental Service Department. This position is listed on the 2021 Priority List. This position was posted October 17, 2021 – October 29, 2021. Recruitment efforts for this position included shared jobs with internal employees in Engineering Aide and Skilled Laborer job classes, posted position to Alabama Works, shared job with National Association of Women in Construction-Birmingham Chapter, utilized Indeed and Alabama Works resume search.

The Engineering Inspector position is not meeting the race benchmark for Environmental Services. This position is listed on the 2021 Priority List. Recruitment for Engineering Inspector took place during May 10, 2021 to May 21, 2021. Recruiting efforts included contacting Million Women Mentors organization to share position, and posting position on the following schools: Tuskegee University, Alabama A&M University, Bethune-Cookman University, University of Alabama at Birmingham, University of Texas at Austin's Cockrell School of Engineering, Xavier University of Louisiana, Athens State A&M University, University of Georgia, Tennessee State University, The University of Alabama in Huntsville, University of Texas at Austin, Johns Hopkins University, Delaware State University, University of the District of Columbia, Alabama State University, The University of Tennessee-Martin, Troy University, Morehouse College, North Carolina Central University, Louisiana State University, Savannah State University, University of Morgan State University, North Carolina Central University, Southern University and A&M College at Baton Rouge, Concordia University Texas, Howard University, Wake Forest University. Efforts included posting externally on career webpages, online resume database research and talent outreach, and contacting a local community college about the position.

The Senior Engineering Inspector position is listed in the 2021 Priority List and is within one hire for the Environmental Services Department. This position announced September 20, 2020 and closed on October 2, 2020. Recruitment efforts were completed. Twenty (21) candidates were deemed eligible including six (6) Blacks.

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

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

The Electrical Inspector position was not originally listed on the March 2021 County Manager Priority List; but was later added per the current County Manager. The vacancy is in the Development Services Department. The Development Services Department is not meeting the demographics. Electrical Inspector was posted on July 23, 2021 to July 30, 2021. Six candidates were deemed eligible 1 Black, and 5 Whites.

The Plumbing, Gas, and Mechanical Inspector position was not listed on the March County Manager Priority List. The position is in the Development Services Department is not meeting the benchmarks.

The Plans Examiner position was not listed on the March County Manager Priority List. The vacancy is in the Development Services Department and the Environmental Services Department is not meeting the benchmarks.

The Public Works Supervisor position was listed on the 2020 Priority list for Roads & Transportation and Environmental Services Departments. The position was announced as Promotional only in August 2020. Therefore, recruitment efforts were limited to reaching out to internal employees. Eighty-three (83) candidates were deemed eligible including forty-three (43) Blacks. The position is on the 2021 Priority list for Roads and Transportation only.

The GIS Manager position is within one hire of meeting the race benchmark. This position was announced November 8, 2020 and closed on February 28, 2021. Targeted recruitment efforts were conducted for this position which included posting to LinkedIn, searching prospects through LinkedIn Recruiter Lite, internal email position announcement to all employees, networking with Lawson State Community College instructor to announce position to students of related graduate programs. Sixteen (16) applicants were deemed eligible including two (2) Blacks.

Departments:

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

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Graduate Engineer	Inactive						
Senior Civil Engineer		Roads & Transportation Environmental Services	No No	No No		Position is listed on 2021 Priority List	1 Black Pending pre-employment. Only Black on score report.
Engineering Aide		Roads & Transportation Environmental Services	Yes	Yes			
Senior Engineering Aide		Roads & Transportation Environmental Services	Yes No (within 1 hire)	Yes No (within 1 hire)		Position is listed on 2021 Priority List	1 Black Pending pre-employment. Only Black on score report.
Engineering Inspector		Roads & Transportation Environmental Services	Yes No	Yes No		Position listed on 2021 Priority List	
Senior Engineering Inspector		Roads & Transportation Environmental Services	No No (within 1 hire)	No No		Position listed on 2021 Priority List	7 candidates contacted, only 1 Black Male was hired on 6/14/2021.
Engineering Drafter	Drafter	Environmental Services	No (within 1 hire)	No (within 1 hire)		Not on March 2021 Priority List	Not on March 2021 Priority List
Engineering Drafter	Drafter	Environmental Services	No (within 1 hire)	No (within 1 hire)		Not on March 2021 Priority List	Not on March 2021 Priority List

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Mapper	Cartographer/ Inactive						
Zoning Inspector		Development Services	Yes	Yes			
Computer Operator		Used in IT	No (within 1 hire)	Yes			
Electrical Inspector		Development Services	No	No		Position is on the 2021 Priority List for 2021	No offers extended during reporting period.
Plumbing Inspector	Plumbing, Gas & Mechanical Inspector	Development Services	No	No		The position was not listed on the March County Manager Priority Report.	No offers extended during reporting period.
Gas Inspector	Plumbing, Gas & Mechanical Inspector	Development Services	No	No		The position was not listed on the March County Manager Priority Report.	No offers extended during reporting period.
Building Inspector		Development Services	No	No		The position was not listed on the March County Manager Priority Report.	No offers extended during reporting period.
Plans Examiner		Development Services Environmental Services	No (within 1 hire) No (within 1 hire)	No (within 1 hire) No (within 1 hire)		The position was not listed on the March County Manager Priority	

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
						Report.	
GIS Manager		Used in IT		No (within 1 hire)		On 2020 Priorities List. Recruitment conducted.	Position on March 2021 Priorities List for Information Services
Public Works Supervisor		Roads & Transportation Environmental Services	No No	No No		Position announced as a promotional opportunity. Internal recruitment efforts completed from 2020 Priority Report	On March 2021 Priority List for Roads and Transportation only. 7 candidates contacted during the reporting period. Of these, 4 Whites hired on 6/5/2021, 7/24/2021; 2 Whites Declined; 1 Black hired on 6/12/2021

Group VII – Roads and Transportation Department

Justification:

The Senior Stores Clerk position is not listed on the March 2021 County Managers Priority Report and is not meeting the benchmark. The Equipment Service Writer position is listed on the March County Manager Priority Report. The Equipment Service Writer position is not meeting the benchmarks. The Equipment Service Writer position was not announced.

Senior Civil Engineer position is listed on the March County Manager Priority Report and is not meeting the race benchmark. This position was announced April 25, 2021 and is currently open. The County Traffic Engineer is not listed on the March 2021 Priority List.

The Construction Equipment Operator position was not meeting the race benchmark within one hire at the beginning of the reporting period, however, met the race benchmark at the end of the report period. The Construction Equipment Operator position announced in June 2021 and recruitment efforts conducted included, but not limited to, sharing the position on Jefferson County Social Media outlets; local churches, community centers, and colleges; conducting resume searches; and running a radio ad on V94.9. Fifty—nine (59) candidates were deemed eligible for Construction Equipment Operator, including forty-three (43) lacks.

The Herbicide Applicator position is not meeting the race benchmark and is not on the March 2021 Priority List. No recruitment efforts conducted.

Public Works Coordinator is not on the March 2021 Priority List and is according to notes shared in the County Manager priority list, this position is being converted to Public Works Supervisor for the Roads and Transportation Department.

Divisions:

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

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Clerk Typist	Administrative Clerk		Yes	Yes			
Intermediate Clerk	Admin, Asst. I and II to Administrative Clerk		Yes	Yes			
Stores Clerk			Yes	Yes			
Senior Stores Clerk			No (within 1 hire)	No (within 1 hire)		The position was not listed on the 2021 Priority Report.	
Administrative Intern	Inactive						
Maintenance Mechanic	Not used in the County						
Auto Body Worker*	Inactive						
Automotive Mechanic	Automotive Technician - General		Yes	Yes			
Carpenter	Not used in the County						
Engineering Aide			Yes	Yes			
Truck Driver			Yes	Yes			
Skilled Laborer			Yes	Yes			
Service Station Attendant*	Inactive						
Equipment Service Worker*			No	No (within 1 hire)		Position was not announced during current	No Score Report available during reporting period

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
						reporting period.	
Guard*	Not used in the County						
Shop Helper*	Not used in the County						
Auto Mechanic Helper*	Assistant Automotive Technician - Not used in the County						
Disposal Site Attendant*	Inactive						
Graduate Engineer	Inactive						
Senior Civil Engineer			No	No		Position listed on the 2021 Priority List.	1 Black pending pre-employment. Only Black on score report
Engineering Technician	Inactive						
Engineering Drafter	Drafter	Used in Environmental Services	No (within 1 hire)	No (within 1 hire)		Position is not listed on 2021 Priority List.	
Traffic Planning Technician	Not used in the County						
Traffic Control Technician			Yes	Yes			
County Traffic Engineer			No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List.	Position not listed on 2021 Priority List.
Traffic Signal	PBJC unable to						

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2020	Alternative Benchmark	Justification	Good-Faith Efforts
Maintenance Worker*	locate/ Inactive						
Traffic Striping Machine Operator*			Yes	Yes			
Unclassified Laborer Positions	Laborer II		Yes	Yes			
Construction Equipment Operator			No (within 1 hire)	Yes		Recruitment efforts conducted from March 2021 Priority List.	On March 2021 Priority List.
Heavy Equipment Operator		Used in Environmental Services	Yes	Yes			
Herbicide Applicator			No (within 1 hire)	No (within 1 hire)		Not on March 2021 Priority List. No recruitment efforts conducted.	Not on March 2021 Priority List. No offers extended during the reporting period due to the ESD intent to replace the Labor Supervisor job class with the HEO job class
Equipment Service Worker	Job duplicated in Appendix A of the Consent Decree						
Public Works Coordinator			No (No incumbents)	No (No incumbents)		Position is not on March 2021 Priority List.	Position being converted to Public Works Supervisor

Group VIII – Environmental Services Department

Justification:

The Electrician job class is not meeting the race benchmark within one (1) hire in the Environmental Services Department. This position was announced October 8, 2021 and open continuously. Recruitment efforts for this job class included LinkedIn.com and Indeed.com online talent searches, and contacts to Jefferson State Community College as well as Alabama Electrical Contractors Board. Electrician is within 1 hire of meeting the race benchmark and on the 2021 County Manager's Priority list. Recruitment efforts from the County Manager's 2021 Priority list for Electrician included advertising and posting to various online job publications, promoting of the positions at career fairs and online talent search. Closed Circuit TV Technician is not meeting the race benchmark and is not listed on the March 2021 Priority List. WRF Operator III & IV are not meeting the race benchmark. Continuous enrollment of new cohorts into the 2-year apprenticeship program, and outreach to contact prospects and organizations continue as the positions remain open.

The WRF Shift Supervisor and WRF Supervisor positions are not meeting the race benchmark. Recruitment efforts were conducted during the last posting in 2020 for WRF Shift Supervisor and in 2021 for the WRF Supervisor position. Recruitment efforts for both positions included outreach to prospects and advertisement through online publications. Eight (8) applicants were deemed eligible for the WRF Shift Supervisor position (one (1) Black). Nine (9) applicants were deemed eligible for the WRF Supervisor position (one (1) Black).

The Senior WRF Maintenance Worker position is not meeting the race benchmark. Recruitment efforts conducted during the 2020 Senior WRF Maintenance Worker job posting included sharing the position with instructors at local colleges, workforce training organizations, and outreach to prospects. Forty-one (41) applicants were deemed eligible for the Senior WRF Maintenance Worker position (seventeen (17) were Black).

The Sewer Construction Maintenance Supervisor and Sewer Video Supervisor positions are not meeting the race benchmark and are not on the March 2021 Priority List. Sewer Line Maintenance Inspector is not meeting the race benchmark and is on the March 2021 Priority List. Recruitment will be conducted at the time of the opening.

The Environmental Biologist position in Development Services was not listed on the March County Manager priority report.

Divisions:

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

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Clerk Typist	Administrative Clerk		Yes	Yes			
Intermediate Clerk	Admin, Asst. I and II to Administrative Clerk		Yes	Yes			
Graduate Engineer	Inactive						
Sewer Service Representative	Inactive						
Tap Machine Operator	Not used in the County						
Sewer Line – T.V. Equipment Technician	Closed Circuit TV Technician		No (within 1 hire)	No (within 1 hire)		Position is not listed on March 2021 Priority List.	
Wastewater Treatment Plant Operator	WRF Operator I WRF Operator II WRF Operator III WRF Operator IV		Yes Yes No No	Yes Yes No No		WRF Operator III & IV are on the March 2021 Priority List. Ongoing recruitment. Jobs remain open continuous.	WRF Operator III & IV are on the March 2021 Priority List. Ongoing recruitment. Operator II: 3 Blacks hired on 8/9, 9/27, and 9/17 Operator III: 1 Black ineligible. Only Black on score report Operator IV: 1

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
							Black passed over for failure to respond by deadline
WWTP Shift Supervisor	WRF Shift Supervisor		No	No		Position listed on 2020 Priority List. Recruitment conducted.	Position listed on March 2021 Priority List. 1 Black declined. Only Black on score report
WWTP Supervisor	WRF Supervisor		No	No		Position listed on March 2021 Priority List. Recruitment conducted.	No score report available during reporting period Position listed on March 2021 Priority List.
Painter		Used in General Services	No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List	
Electrician			No (within 1 hire)	No		Position listed on 2021 Priority List	No Blacks on score report
Engineering Aide			Yes	Yes			

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Truck Driver			Yes	Yes			
WWTP Maintenance Worker	WRF Maintenance Worker		Yes	Yes			
Senior WWTP Maintenance Worker	Senior WRF Maintenance Worker		Yes	No		On 2020 Priority List. Recruitment conducted.	On March 2021 Priority List.
Sewer Construction/ Maintenance Supervisor			No	No		Position not on March 2021 Priority List. Recruitment last conducted from 2019 Priority List.	Only 1 offer extended (White candidate)
Environmental Lab Compliance Administrator			Yes	Yes			
Environmental Biologist		Used in Development Services	No (within 1 hire)	No (within 1 hire)		The position was not listed on the March County Manager Priority Report.	
Sewer Video Supervisor			No	No		Position not listed on the 2021	

Job Titles	Inactive or Reclassified	Department	Meeting Race Benchmark 04/01/2021	Meeting Race Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
						Priority List.	
Sewer Video Specialist			Yes	Yes			
Sewer Service Inspector	Sewer Line Maintenance Inspector		No	No		Position listed on the 2021 Priority List.	1 Black declined. 2 Blacks hired on 9/7/2021 and 9/20/2021

Appendix F: Entry Level Jobs - Females

APPENDIX F

As defined in paragraph 12 of the Consent Decree, “*Those departments and divisions in which females have not been hired consistent with their expressed or potential interest in such employment are identified in Appendix B*”. In keeping with the objectives of paragraph 5, the tables below outline which active entry level job titles by Department are meeting the 52.7% gender benchmark according to the percentage in the civilian labor force of Jefferson County. For job titles not meeting the benchmark, justifications and good-faith efforts are provided, in accordance with paragraph 33(f). For jobs requiring a professional degree, license, or certificate, which tend to be held by disproportionate numbers of Whites and males, Human Resources is currently researching alternative benchmark sources that are lower in percentage representation than the labor force benchmark. Inactive and reclassified job titles were confirmed by the Personnel Board of Jefferson County (PBJC) are noted. Job titles that are no longer used in the County were confirmed by the Budget Management Office (BMO). The metrics data was based on the April 1, 2021 – September 30, 2021 Semi-Annual Metric Report. The 2021 Priority List referenced throughout this document is based on the County Manager Hiring Priority List that was shared with Department heads on March 3, 2021. (Detailed information on the jobs can be found in the content validation report located on the FTP site). Recruitment efforts will made for jobs solely noting they are on the County Manager Hiring Priority list as indicated above.

Group I – Administration, Information Technology and Finance

Justification:

The Senior Auditor position did not meet the gender benchmark in Revenue Department during the previous Semi-Annual Metric Report period and was listed on the 2021 Priority List. However, this position announced August 22, 2021 and closed September 3, 2021 with one (1) vacancy in Revenue Department and yield twenty-three (23) applications (nineteen (19) females). Senior Auditor has met the gender benchmark as of the current Semi-Annual Reporting period. The Chief Accountant position is not meeting the gender benchmark for the Revenue Department and the position is listed on the 2021 Priority List for the Finance Department. Targeted recruitment will be conducted if the job is announced. Senior Real Property Appraiser is not meeting the gender benchmark and is on the 2021 Priority List. This position was announced July 23, 2021 and remains open. Targeted recruitment efforts are ongoing. Purchasing Agent, Land Acquisition Agent, Chief of Party, and Database Administrator are not meeting the gender benchmark. However, these jobs are not listed on the 2021 Priority Lists.

Departments:

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

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Senior Administrative Intern	Inactive						
Public Information Officer		Used in Public Information Office	Yes	Yes			
Auditor		Revenue	Yes	Yes			
Senior Auditor		Revenue	No	Yes		Recruitment efforts conducted from 2021 Priority List	Targeted recruitment efforts conducted. No offers made in reporting period
Principal Auditor		Revenue	Yes	Yes			
Accountant		Revenue	Yes	Yes			
Chief Accountant		Revenue	No (within 1 hire)	No (within 1 hire)		Position is not listed on 2021 Priority List	
		Tax Collector	Yes	Yes			
Revenue Examiner		Revenue	Yes	Yes			
Property Appraiser		BOE	Yes	Yes			
Senior Property Appraiser	Sr. Real Property Appraiser	BOE	No	No		Position is listed on 2021 Priority List	No offers made in reporting period
Senior Accountant		Revenue	Yes	Yes			
		Tax Collector	Yes	Yes			
Tax Agent		Tax Collector	Yes	Yes			
Offset Printing Operator	PBJC unable to locate/Inactive						
Assistant Print Shop Supervisor	PBJC unable to locate/Inactive						

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Buyer		Used in Finance	Yes	Yes			
Principal Buyer		Used in Finance	Yes	Yes			
Purchasing Agent		Used in Finance	No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List.	
Land Acquisition Agent		Used in Roads & Transportation	Yes	No (within 1 hire)			Position not listed on 2021 Priority List.
Chief of Party		Used in Roads & Transportation	No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List	
Database Administrator		Used in IT	No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List.	

Group II - General Services Department

Justification:

HVAC/Refrigeration Technician position is not meeting the gender benchmark in General Services and is not listed on the 2021 Priority List. The Plumber job is currently listed on the 2021 Priority List and announced February 28, 2021 and was originally scheduled to close on March 19, 2021. However, this position was extended and closed July 9, 2021. Recruitment efforts included posted on Lawson State College Career Services page professional flyer was created for the Plumber position, shared with students at Lawson State Career Fair, posted on Alabama Works, searched Indeed (contact eleven (11) individuals, four (4) individuals responded with interest), and sourced LinkedIn (one (1) individual responded with interest). As of late June 2021, the job was not listed on the 2021 Priority List and a vacancy on the Budget Management Office Vacancy Report.

Electrician position is not meeting the gender benchmark for General Services. The Electrician job was announced August 8, 2021 and is open continuously. Recruitment efforts from the County Manager's 2021 Priority list for Electrician included creating a professional flyer for female technical professionals to post on the State of Alabama job board, sharing job with various technical and community colleges, sharing the opportunity with organizations geared toward technical career programs, promoting the position during a local virtual career fair, and utilizing online talent search engines.

The Painter position is not meeting the gender benchmark and was not listed on the 2021 priority list. The Maintenance Repair Worker position is not meeting the gender benchmark. This position was announced September 20, 2020 and closed October 2, 2020 and yield thirty-three (33) eligible applicants (two (2) females). Targeted recruitment efforts for Maintenance Repair Worker included sharing with the Jefferson State Community College Career Tech Program, sourcing candidates using online talent search engines, sending emails to internal female employees in the Skilled Laborer job class informing them of the Maintenance Repair Worker opportunity (two (2) female applicants deemed eligible). Senior Maintenance Repair Worker is not meeting the gender benchmark. The Senior Maintenance Repair Worker position was listed on the 2021 Priority List with vacancies in General Services. An active score report exists as of December 2019 with nineteen (19) eligible candidates. Targeted recruitment efforts included posting the position to Alabama Career Center's JobLink website, Lawson State Community College, and Postjobfree.com (one (1) internal female deemed eligible).

The Automotive Technician is not meeting the gender benchmark. LinkedIn.com and Indeed.com.com resume search were used to source potential candidates (two (2) females deemed eligible). As of February 3, 2021, there were forty-one (41) applicants deemed eligible for the position. A resume search on Indeed.com and LinkedIn.com was conducted to identify potential candidates, and an internal position announcement was sent to all employees. Automotive Technician position was announced March 25, 2020 and remains open. The Truck Driver job is not meeting the gender benchmark. Targeted recruitment was completed in July 2021. The job was posted to various job boards shared with the Birmingham Chapter of National Association of Women in Construction and Workforce Innovation and Opportunity Act (WIOA) Collaborative Group, and Jefferson County's social media outlets. A professional flyer was created showcasing a female model within a similar profession. Resume searches were utilized to search for potential candidates, an internal position announcement was sent to all employees. Female employees working in the Truck Driver, the Heavy Equipment Operator, and Construction Equipment Operator positions were emailed. The purpose of the email was to gather information about whether they belong to any trade affiliations related to their job. Eighty-four (84) applicants were deemed eligible (fourteen (14) females).

The Skilled Laborer position is not meeting the gender benchmark. Targeted recruitment efforts were conducted in March of 2021 and September of 2021. This includes advertising through Urbanham.com, (a web portal that provides entertainment and urban lifestyle information about social activities, events, and people within the Greater Birmingham market), Jefferson County's social media outlets, OnBoard Birmingham, First Light Shelter, and other various local businesses in

the Jefferson County area, AlabamaWorks!, sharing the opportunity with county employees and direct outreach to potential female leads. Thirty-two (32) females were deemed eligible for the Skilled Laborer position. The secondary selection process for the Skilled Laborer position is scheduled in May of 2021. The score report was exhausted prior to the position announcing again in September of 2021. Projected test date scheduled for December. Skilled Laborer positions will be announced quarterly to combat large number of vacancies.

The Security Officer job class is not meeting the gender benchmark and is on the 2021 Priority List, but no targeted recruitment was conducted due to diverse register with 21 eligible applicants (eleven (11) females). Projected test date was September 2021. The Building Maintenance Supervisor is not meeting the gender benchmark in General Services. This position is not included on the 2021 priority list and targeted recruitment efforts were not conducted. Chief Building Maintenance position is not meeting the gender benchmark and is listed on the 2021 Priority List.

The Voting Machine Technician, HVAC/Refrigeration Technician, and Chief Security Officer positions are not meeting the gender benchmark and are not on the 2021 Priority Lists. The Voting Machine Technician and Chief Security Officer positions are both within 1 hire of the gender benchmark in General Services. The Labor Supervisor is not meeting the gender benchmark for General Services and listed on the 2021 Priority List for vacancies in Roads & Transportation. This job was not announced in the reporting period. As of the October 1, 2021, Budget Management Office Vacancies List, does not included it as a budgeted vacancy.

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Voting Machine Mechanic	Voting Machine Technician		No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List.	
Locksmith	Not used in the County						
Carpenter	Not used in the County						
Plumber			No	No		Targeted recruitment efforts conducted from 2021 Priority List.	On 2021 Priority List for General Services

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
HVAC/Refrigeration Technician			No	No		Position is not listed on 2021 Priority Report	
Electrician			No	No		Position listed on the 2021 Priority List.	No Females on score report
Painter			No	No		Position not listed on 2021 Priority List	
Maintenance Repair Worker			No	No		Position listed on 2021 Priority List.	1 Female declined and 1 Female hired
Senior Maintenance Repair Worker			No	No		Position listed on 2021 Priority List.	Hiring paused due to ESD personnel and relative(s) changes
Automotive Technician		Used in Road & Transportation	No	No		Position listed on 2021 Priority List.	5 candidates contacted during reporting period: 1 Male hired 6/21/2021 1 Male declined 1 Female hired 6/21/2021 1 Male hired 1 Male pending Response 8/2/2021

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
							Targeted recruitment conducted from 2020 Priority List.
Truck Driver			No	No		Position listed on 2021 Priority List with vacancies in Roads & Transportation and Environmental Services.	Targeted recruitment efforts conducted. 1 Female hired on 4/12/2021.
Labor Supervisor			No	No		Position listed on 2021 Priority List for Roads and Transportation.	Active register as of 6/14/2021. No offers extended during the reporting period due to ESD's intent to replace the Labor Supervisor job class with the HEO job class.
Skilled Laborer			No (within 1 hire)	Yes		Position listed on 2021 Priority List.	Targeted recruitment efforts conducted.
Security Officer		Used in Security	No	No		Position listed on 2021 Priority List.	2 Females on score report – neither ranked in a position to be contacted due to available vacancies during reporting period

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
							No targeted recruitment efforts needed.
Chief Security Officer	Chief of Security	Used in Security	No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List.	
Building Maintenance Supervisor			No	No		Position not listed on 2021 Priority List	
Chief of Building Maintenance			No	No		Position listed on 2021 Priority List.	

Group III – Sheriff Department (N/A)

Deputy Sheriff
Sheriff Sergeant

Entry Level Jobs

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

Group IV – Public Works – Administration and Design

Justification:

The Traffic Control Technician is not meeting the gender benchmark in Roads and Transportation Department. The position is listed on the 2021 Priority List. This position is under review by Roads & Transportation Director. The County Traffic Engineer is not listed on the March 2021 Priority list. The Engineering Inspector position is listed on the 2021 Priority list. Thirty-Three (33) applicants were deemed eligible, including nine (9) females. The Automotive Technician is not meeting the gender benchmark. LinkedIn.com and Indeed.com.com resume search was used to source potential candidates (two (2) female deemed eligible). The Truck Driver job is not meeting the gender benchmark. Targeted recruitment was completed in July 2021. The job was posted to various job boards, Lawson State Community College's job board, shared with the Birmingham Chapter of National Association of Women in Construction and Workforce Innovation and Opportunity Act (WIOA) Collaborative Group, and Jefferson County's social media outlets. A professional flyer was created showcasing a female model within a similar profession. Resume searches were utilized to search for potential candidates, an internal position announcement was sent to all employees. Female employees working in the Truck Driver, Heavy Equipment Operator, and Construction Equipment Operator positions were emailed. The purpose of the email was to gather information about whether they belong to any trade affiliations related to their job. Eighty-four (84) applicants deemed eligible (fourteen (14) females).

The Engineering Aide position is not meeting the gender benchmark. The position is currently on the 2021 Priority List. However, the budgeted vacancy is being converted to a different job class. The Senior Engineering Aide position was included on the 2021 Priority List. However, for the Environmental Services Department recruitment efforts consisted of sharing the position with employees in the Engineering Aide and Skilled Laborer job classes, posting the position on AlabamaWorks!, utilizing resume search databases, sharing the job with the Birmingham Chapter of the National Association of Women in Construction and several community colleges and universities. During the open period from October 17, 2021 to October 29, 2021, online resume search databases were used and three (3) women were contacted, employees in the Engineering Aide and Skilled Laborer job classes were notified of the open position and close date. To supplement additional recruitment efforts, the Senior Engineering Aide position was reopened from January 20, 2021 to February 5, 2021 and was shared with employees in the Engineering Aide and Skilled Laborer job classes, various schools and universities, the Birmingham Chapter of the National Association of Women in Construction and posted on AlabamaWorks!. The Engineering Inspector position is listed on the 2021 Priority list and is not meeting the gender benchmark. Targeted recruitment efforts were conducted for this position included posting the position to online career sites, online talent search, and direct outreach efforts to local colleges. Thirty-Three (33) applicants were deemed eligible (nine (9) females).

The Senior Engineering Inspector position is not meeting the gender benchmarks and was listed on the August 2020 Priority List for Roads and Transportation. This job was announced September 20, 2020 and closed October 2, 2020. Recruitment efforts consisted of posting the position to AlabamaWorks! and utilized resume search databases (two (2) female applicants were deemed eligible). The Public Works Supervisor is not meeting the gender benchmark and is listed on the 2021 Priority list. The position was posted as a promotional opportunity available to internal employees only from the 2020 Priority list. One hundred and thirty-five (135) internal employees working in the Construction Equipment Operator, Construction Supervisor, Heavy Equipment Operator, Labor Supervisor, Sewer Line Video Supervisor, Truck Driver, Bridge Maintenance Worker, Bridge Maintenance/Construction Supervisor, and Street Paving Supervisor job classes were emailed to ensure internal employees were aware of the promotional job opportunity. Of the eighty-two (82) eligible candidates for the Public Works Supervisor position fourteen (14) were female. The position is on the March 2021 Priority list for Roads and Transportation only.

The Traffic Maintenance Worker position is not meeting the gender benchmark and is on the 2021 Priority List. However, the budgeted vacancy is being converted to a different job class. The Truck Driver job is not meeting the gender benchmark. Targeted recruitment was completed in July 2021. The job was posted to various job boards, Lawson State Community College's job board, shared with the Birmingham Chapter of National Association of Women in Construction and Workforce Innovation and Opportunity Act (WIOA) Collaborative Group, and Jefferson County's social media outlets. A professional flyer was created showcasing a female model within a similar profession. Resume searches were utilized to search for potential candidates, an internal position announcement was sent to all employees. Female employees working in the Truck Driver, Heavy Equipment Operator, and Construction Equipment Operator positions were emailed. The purpose of the email was to gather information about whether they belong to any trade affiliations related to their job. Eighty-four (84) applicants deemed eligible (fourteen (14) females).

As of September of 2020, an email was received from the Chief Information Officer that the position of Application Developer had been approved and filled by an internal employee. Therefore, no additional recruitment will occur and, because of this change, the position of GIS Manager will be placed on the County Manager's 2020 Priority List. Geographic Information System (GIS) Manager position is not meeting the gender benchmark and is on the 2021 Priority List for the Information Services Department. The GIS Manager position announced November 8, 2020, and closed February 28, 2021. Targeted recruitment efforts were conducted for this position included posting to LinkedIn, searching prospects through LinkedIn Recruiter Lite, internal email position announcement to all employees, networking with Lawson State Community College instructor to announce position to students of related graduate programs. Position announcement yielded sixteen (16) eligible applicants (two (2) females). The County Traffic Engineer position is not meeting the gender benchmark within one hire in Roads and Transportation Department. This position was not listed on the March 2021 priority list.

Departments:

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

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Graduate Engineer	Inactive						
Engineer Technician Drafter	PBJC unable to locate /Inactive						
Traffic Planning Technician	Not used in the County						
Traffic Control Technician		Roads & Transportation	No	No		Position listed on 2021 Priority List.	Position is under review, no targeted recruitment conducted.
County Traffic Engineer		Roads & Transportation	No (within 1 hire)	No (within 1 hire)		Position is not listed on the March 2021 Priority List.	Position is not listed on the March 2021 Priority List.
Maintenance Mechanic	Not used in the County						
Automotive Mechanic	Automotive Technician	Roads & Transportation	No	No		Position listed on 2021 Priority List.	Targeted recruitment conducted from 2020 Priority List.
Carpenter	Not used in the County						
Engineering Aide		Environmental Services Roads & Transportation	No No	No No		Position listed on 2021 Priority List with vacancy in Roads & Transportation.	No offers extended during reporting period. ESD requested not to fill. No targeted recruitment conducted.
Senior Engineering Aide		Environmental Services Roads & Transportation	No No (within 1 hire)	No No (within 1 hire)		Position listed on the 2021 Priority List for Environmental Services.	

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Engineering Inspector		Environmental Services Roads & Transportation	No No	No No		Position listed on 2021 Priority List	
Senior Engineering Inspector		Environmental Services Roads & Transportation	No No	No No		Position listed on 2021 Priority List	
GIS Manager		Used in IT		No (within 1 hire)		Position listed on 2021 Priority List.	Targeted recruitment efforts conducted.
Public Works Supervisor		Environmental Services Roads & Transportation	No No	No No		Position announced as a promotional opportunity. Internal recruitment efforts completed from 2020 Priority Report.	On March 2021 Priority List for Roads and Transportation only.
Traffic Maintenance Worker		Roads & Transportation	No	No		Position on 2021 Priority List.	No targeted recruitment efforts. Position is being converted to Skilled Laborer for Roads & Transportation.
Truck Driver		Environmental Services General Services Roads & Transportation	No No No	No No No		Position listed on 2021 Priority List with vacancies in Roads & Transportation and Environmental Services.	Targeted recruitment efforts conducted. 1 Female hired in Environmental Services on 4/12.

Group V – Roads and Transportation Department

Justification:

Drafter is not meeting the gender benchmark. Notes from the 2021 County Manager Priority List indicate this position will be converted to another position (Civil Engineer). Traffic Control Technician is not meeting the gender benchmark in Roads and Transportation Department. The position is listed on the 2021 Priority List. This position is under review by Roads & Transportation Director.

The County Traffic Engineer and Herbicide Applicator positions are not meeting the gender benchmark and are not on the 2021 Priority List. The Automotive Technician is not meeting the gender benchmark. LinkedIn.com and Indeed.com.com resume search was used to source potential candidates, (two (2) females deemed eligible) for the Automotive Technician job. As of February 3, 2021, there were forty-one (41) applicants deemed eligible for the position. Indeed.com and LinkedIn.com resume search was used to identify potential candidates, an internal position announcement was sent to all employees. Automotive Technician position announced March 25, 2020 and remains open.

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

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

The Heavy Equipment Operator and Construction Equipment Operator positions are not meeting the gender benchmark and on the 2021 Priority List. The Heavy Equipment Operator position announced July 11, 2021 and closed July 30, 2021. The positions were shared with employees in feeder job classes, the National Association of Women in Construction (Birmingham Chapter), local churches, on Jefferson County social media outlets, virtual job fairs, and community organizations. A professional flyer was created showing a female model within a similar profession. Human Resources emailed females working in the Truck Driver, Heavy Equipment Operator, and Construction Equipment Operator positions to gather information regarding any trade affiliations relating to their job. Two (2) responses were received, from this outreach, and one referral was received to the open position(s). Fourteen (14) females were deemed eligible for Heavy Equipment Operator. The Construction Equipment Operator position is not meeting the gender benchmark. A flyer was created showing a female showcasing within a similar profession, sharing the position with the National Association of Women in Construction (Birmingham Chapter), on Jefferson County's Social Media outlets, with local community centers, libraries, churches and organizations, local colleges; this is not an all-inclusive list of recruitment efforts. Nineteen (19)

females were deemed eligible for the Construction Equipment Operator position. The Public Works Coordinator position is not meeting the gender benchmark and is not on the priority list. The County Manager 2021 Priority List notes indicate this position is being converted.

The Herbicide Applicator position is not meeting the gender benchmark and is not on the March 2021 Priority List.

Divisions:

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

Entry Level Jobs

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Graduate Engineering	Inactive						
Engineering Technician	Inactive						
Drafter	Engineering Drafter	Used in Environmental Services	No (within 1 hire)	No (within 1 hire)		Position listed on 2021 Priority List with vacancy in Roads & Transportation.	No targeted recruitment efforts conducted. Position converted to Civil Engineer for Roads & Transportation.
Traffic Planning Technician	Not used in the County						
Traffic Control Technician			No	No		Position listed on 2021 Priority List.	Position is under review, no targeted recruitment conducted.

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
							1 Female hired in Environmental Services on 4/12.
County Traffic Engineer			No (within 1 hire)	No (within 1 hire)		Not on the March 2021 Priority List.	Not on the March 2021 Priority List.
Maintenance Mechanic	Not used in the County						
Automotive Mechanic	Automotive Technician		No	No		Position listed on 2021 Priority List.	Targeted recruitment conducted from 2020 Priority List. 1 Black Female hired 6/21/2021
Carpenter	Not used in the County						
Engineering Aide			No (within 1 hire)	No		Position listed on 2021 Priority List with vacancy in Roads & Transportation.	No targeted recruitment conducted.
Senior Engineering Aide			No (within 1 hire)	No			
Skilled Laborer			No	No		Position listed on 2021 Priority List.	Targeted recruitment efforts conducted.
Heavy Equipment Operator		Used in Environmental Services	No	No		Position listed on 2021 Priority List with vacancy in	Targeted recruitment efforts conducted.

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
						Environmental Services.	1 BF hired on 6/7/2021 1 BF ineligible
Construction Equipment Operator			No	No		Recruitment efforts conducted from March 2021 Priority List.	On March 2021 Priority List. 2 Females declined. 1 Female ineligible (did not meet deadline) 3 Females hired on 8/9/2021, 9/7/2021 and 9/27/2021.
Herbicide Applicator		Used in Roads & Transportation	No (within 1 hire)	No (within 1 hire)		Not on March 2021 Priority List. No recruitment efforts conducted.	Not on March 2021 Priority List. No score report in reporting period.
Equipment Service Worker	Not used in the County						
Public Works Coordinator			No (no incumbents)	Yes		Position not listed on 2021 Priority List	Position will be converted to Public Works Supervisor.

Group VI – Environmental Services Department

Justification :

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

The WRF Shift Supervisor and WRF Supervisor positions are not meeting the race benchmark. Recruitment efforts were conducted during the last posting in 2020 for WRF Shift Supervisor and in 2021 for the WRF Supervisor position. Recruitment efforts for both positions included outreach to prospects and advertisement through online publications. Eight (8) applicants were deemed eligible for the WRF Shift Supervisor position; no females identified. Nine (9) applicants were deemed eligible for the WRF Supervisor position (one (1) Female).

The Senior WRF Maintenance Worker and the WRF Maintenance Worker positions are not meeting the gender benchmark. Recruitment efforts conducted during the 2020 Senior WRF Maintenance Worker job posting included sharing the position with instructors at local colleges and workforce training organizations, and outreach to prospects. Forty-one (41) applicants were deemed eligible for the Senior WRF Maintenance Worker position (two (2) were females). Recruitment efforts conducted during the 2020 WRF Maintenance Worker job posting included notifying employees in the Skilled Laborer job class, sharing the position with instructors at local colleges and workforce training organizations, and outreach to prospects. Forty-three (43) applicants were deemed eligible for the WRF Maintenance Worker position (two (2) were females).

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

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

The Sewer Construction/Maintenance Supervisor and Sewer Video Supervisor jobs are not meeting the gender benchmark and are not listed on the 2021 Priority List. Sewer Line Maintenance Inspector is not meeting the gender benchmark and is on the March 2021 Priority List. Recruitment will be conducted at the time of the opening.

The Closed-Circuit TV Technician and Sewer Services Supervisor positions are within one hire of meeting the gender benchmarks and neither are listed on 2021 Priority List.

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

Divisions:

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

Entry Level Jobs

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

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
				No			No offers extended during reporting period
Sewer Line – T.V. Equipment Technician	Closed Circuit TV Technician		No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List.	No targeted recruitment conducted. No offers extended during reporting period
Wastewater Treatment Plant Operator	WRF Operator I WRF Operator II WRF Operator III WRF Operator IV		No No No No	No No No No		WRF Operator II, III & IV are on the March 2021 Priority List. Ongoing recruitment. Jobs remain open continuous.	WRF Operator II, III & IV are on the March 2021 Priority List. Ongoing recruitment. Operator I: No offers extended during reporting period. Operator II: 2 Females hired on 8/9 and 9/28. Operator IV: No females on score report
WWTP Shift Supervisor	WRF Shift Supervisor		No	No		Position listed on 2020 Priority List. Recruitment conducted.	Position listed on March 2021 Priority List.

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
							1 Female hired 7/19. 1 Female declined. Only 2 females on score report
WWTP Supervisor	WRF Supervisor		No	No		Position listed on March 2021 Priority List. Recruitment conducted.	No offers extended during reporting period Position listed on March 2021 Priority List.
WWTP Maintenance Worker	WRF Maintenance Worker		No	No		On 2020 Priority List. Recruitment conducted.	On March 2021 Priority List. 2 Females hired on 6/1 and 6/15
Senior WWTP Maintenance Worker	Senior WRF Maintenance Worker		No	No		On 2020 Priority List. Recruitment conducted.	On March 2021 Priority List. No offers extended during reporting period
Painter		Used in General Services	No (within 1 hire)	No		Position not listed on 2021 Priority List	No offers extended during reporting period
Electrician			No	No		Position listed on 2021 Priority List	No Females on score report

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Engineering Aide			No	No			No offers extended during reporting period. ESD requested not to fill.
Skilled Laborer			No	No		Position listed on 2021 Priority List.	Targeted recruitment efforts conducted. 9 Females ineligible 17 Females hired on 5/10/2021, 8/16/2021, 8/30/2021, 9/13/2021, 9/27/2021, 10/25/2021;1 Female declined, 7 Females ineligible
Sewer Construction/ Maintenance Supervisor			No	No		Position not listed on the 2021 Priority List	No offers made during reporting period.
Sewer Services Supervisor			No (within 1 hire)	No (within 1 hire)		Position not listed on 2021 Priority List.	No targeted recruitment conducted.
Environmental Lab Compliance Administrator			Yes	Yes			

Job Titles	Inactive or Reclassified	Department	Meeting Gender Benchmark 04/01/2021	Meeting Gender Benchmark 10/01/2021	Alternative Benchmark	Justification	Good-Faith Efforts
Environmental Biologist		Used in Development Services	Yes	Yes			
Sewer Video Supervisor			No	No		Position not listed on 2021 Priority List.	No offers extended during reporting period
Sewer Video Specialist			No	No		Position listed on 2021 Priority List.	No targeted recruitment needed.
Sewer Service Inspector	Sewer Line Maintenance Inspector		No	No		Position listed on 2021 Priority List.	1 female declined. 2 Females hired 9/7/2021 and 10/18/2021.
Unclassified Laborer Positions	Laborer II Laborer III	Roads & Transportation Environmental Services	Yes No	No No		Laborer II Position listed on 2021 Priority List. Laborer III not on the 2021 Priority List.	Targeted recruitment efforts conducted for Laborer II. Laborer II: 4 Females declined. 4 Females hired 7/19/2021.