

Robert E. Shannon  
City Attorney of Long Beach  
333 West Ocean Boulevard  
Long Beach, California 90802-4664  
Telephone (562) 570-2200

1 RESOLUTION NO. C-28419

2  
3 RESOLUTION OF THE CITY COUNCIL OF THE CITY  
4 OF LONG BEACH ADOPTING AN EQUAL EMPLOYMENT  
5 OPPORTUNITY PLAN  
6

7 WHEREAS, the City of Long Beach is firmly committed to a policy of  
8 nondiscrimination and equal employment opportunity on all matters affecting  
9 employment with the City; and

10 WHEREAS, the City of Long Beach reaffirms its commitment that no  
11 person shall be benefitted or discriminated against in any manner which is inconsistent  
12 with federal or state statutes, the City Charter, City ordinances, resolutions, rules, or  
13 regulations in its employment practices; and

14 WHEREAS, the City of Long Beach will continue working toward the  
15 achievement of equal employment opportunity objectives which are both realistic and  
16 meaningful; and

17 WHEREAS, an effective program is necessary to achieve a  
18 representative work force at all levels of employment; and

19 WHEREAS, a recognition of equal business practices and principles is  
20 consistent with program objectives; and

21 WHEREAS, the City solicits and requires the cooperation and support of  
22 its officers and employees to promote the Equal Employment Opportunity Plan of the  
23 City to successfully implement the Plan;

24 NOW, THEREFORE, the City Council of the City of Long Beach resolves  
25 as follows:

26 Section 1. That the City Council of the City of Long Beach hereby adopts  
27 an Equal Employment Opportunity Plan, a copy of which is attached hereto as Exhibit  
28 "A" and made a part hereof by this reference.

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Sec. 2. This resolution shall take effect immediately upon its adoption by the City Council, and the City Clerk shall certify the vote adopting this resolution.

I hereby certify that the foregoing resolution was adopted by the City Council of the City of Long Beach at its meeting of August 17, 2004, by the following vote:

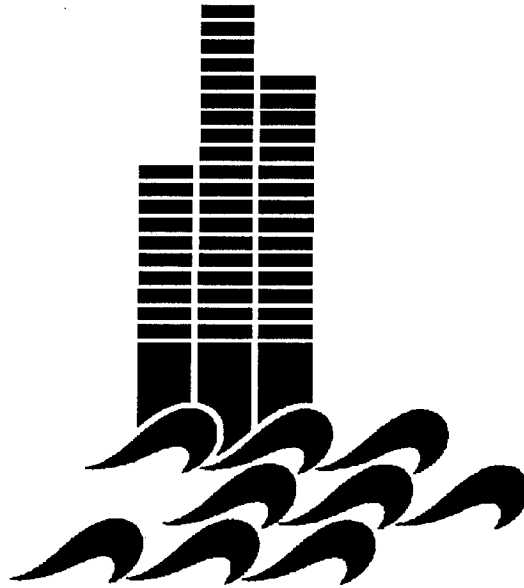
Ayes: Councilmembers: Baker, Colonna, O'Donnell, Kell,  
Richardson, Reyes Uranga, Gabelich,  
Lerch.

Noes: Councilmembers: None.

Absent: Councilmembers: Lowenthal.

  
\_\_\_\_\_  
City Clerk

# City of Long Beach



## EQUAL EMPLOYMENT OPPORTUNITY PLAN

**2004 - 2006**

*Equal Opportunity Employer*

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## **EQUAL EMPLOYMENT OPPORTUNITY POLICY**

It is the policy of the City of Long Beach to actively promote and provide equal employment opportunity to all persons on all matters affecting City employment. The City of Long Beach is committed to a policy of non-discrimination in employment practices, and reaffirms its commitment that no person shall benefit or be discriminated against on the basis of race, religion, color, national origin, ancestry, physical or mental disability, medical condition, marital status, age, sex, sexual orientation, or any other basis that is inconsistent with federal or state statutes, the City Charter, ordinances, resolutions, rules, or regulations.

To ensure enactment of this policy, the City Manager has approved this Equal Employment Opportunity Plan (EEOP), and the City Council, as the City's policy-making body, has adopted it by resolution. The EEOP establishes responsibility and accountability for the City's Equal Employment Opportunity Program. The plan analyzes the City's work force, identifies areas of under-utilization, and establishes specific objectives for addressing areas of under-utilization for achieving a representative work force at all levels of employment. To achieve a successful program, the City requires the full support and cooperation of its officers and employees in following both the spirit and intent of this Plan. Equal opportunity is consistent with sound management and quality services.

## **RESPONSIBILITY**

The City Council adopts the EEOP by resolution to reaffirm the City's commitment to equal employment opportunity for all persons in all areas affecting City employment. The EEOP requires the cooperation of City officers and employees to achieve program success. To ensure program success, specific responsibilities have been delegated.

### **City Manager**

The City Manager, as Chief Administrative Officer of the City, has the ultimate responsibility of carrying out the equal employment opportunity policy. Therefore, the City Manager is the official signatory on any document requiring certification of compliance with equal employment opportunity rules and regulations. The City Manager shall:

1. Review and approve the EEOP;
2. Ensure that the City of Long Beach adheres to the stated policy of equal employment opportunity and complies with the intent and objectives of the EEOP;
3. Evaluate the City's overall performance in obtaining a work force representative of its relevant labor market.

### **Director of Human Resources**

The Director of Human Resources reports directly to the City Manager regarding the administration of the Equal Employment Opportunity Office. Upon completion of the hiring process, the Director has primary responsibility for all personnel-related matters, except as detailed in the Civil Service Rules and Regulations. The Director of Human Resources shall:

1. Assist Departments with recruitment, referral, screening, and record keeping for unclassified employees;
2. Review and modify employment practices to avoid adverse impact and unlawful discrimination;
3. Ensure that managers address areas of under-utilization in their departments to maintain a workforce representative of the relevant labor market.
4. Implement programs to ensure the success of the EEOP.



## **Equal Employment Opportunity Office**

The Equal Employment Opportunity Officer represents the City on all equal employment opportunity matters and discrimination complaints, except those brought before the Civil Service Commission. The Equal Employment Opportunity Officer shall:

1. Prepare the City's EEOP;
2. Prepare annual reports for the City Council, City Manager, and the Director of Human Resources regarding the City's work force utilization;
3. Coordinate and/or direct equal employment opportunity activities within the City;
4. Provide training and technical assistance to City departments on the EEOP and EEO matters;
5. Administer a system for resolving employment opportunity complaints from employees, applicants, and third parties;
6. Submit an annual status report on discrimination complaints filed against the City to the City Manager and the Director of Human Resources;
7. Review all policies, procedures, rules, and appropriate documents for compliance with EEO laws and regulations;
8. Prepare administrative regulations and/or personnel policies to ensure proper implementation and maintenance of EEO practices and procedures;
9. Monitor departmental compliance with state and federal EEO laws and regulations;
10. Interface with state and federal regulatory agencies regarding complaints, investigations, and reporting requirements.

## **Civil Service Department**

The Civil Service Department has the primary responsibility for recruitment, testing, validation, certification, data collection, and reporting for the classified service in accordance with state and federal regulations. These activities are coordinated in conjunction with the Equal Employment Opportunity Office. The Civil Service Department shall:

1. Recruit applicants in a manner consistent with established objectives set to address under-utilization, as stipulated in the EEOP;

2. Advertise job openings in various forms of media as to maximize recruitment efforts to address under-utilization objectives;
3. Maintain liaisons with relevant community groups for recruitment purposes;
4. Test applicants in a manner consistent with applicable state and federal testing guidelines;
5. Monitor the certification process;
6. Collect, analyze, and maintain applicant flow data;
7. Prepare and submit required reports and documents to governmental agencies;
8. Review and revise Civil Service Rules and Regulations and Operating Procedures for compliance with EEO laws, regulations, and guidelines;
9. Ensure that minimum requirements and examinations are job-related.

### **City Attorney's Office**

The City Attorney is responsible for handling all lawsuits, civil actions, and proceedings in which the City may have a legal interest. As such, complaints of discrimination and non-compliance, which are served upon the City by external regulatory agencies shall be referred to the City Attorney's Office for advice and/or appropriate action.

### **Department Heads**

For the purposes of implementing the EEOP, a department head shall include all department heads appointed by the City Manager or the City Council, and elected officials who participate in the City's program. Each department head shall:

1. Comply with all aspects of the City's EEOP;
2. Implement the City's EEO policy;
3. Develop, implement, and revise departmental EEO programs, as appropriate;
4. Establish and monitor objectives for addressing under-utilization for all job categories;
5. Establish specific steps to achieve the objectives listed in #4 above;
6. Designate specific program responsibility within the department;
7. Inform all employees of the City's EEO policy and the EEOP;

8. Conduct outreach recruitment for unclassified positions and for classified positions, when appropriate;
9. Maintain data required to document EEO practices;
10. Advise the Civil Service Department of specific recruitment needs for addressing under-utilization;
11. Develop training and career advancement programs for employees;
12. Submit an annual report no later than October 31<sup>st</sup> to the Director of Human Resources regarding actions taken to address under-utilization in all job categories.
13. Assist the Equal Employment Opportunity Office in resolving EEO complaints regarding departmental employment practices.

### **Equal Employment Opportunity Counselors**

Each department head designates an Equal Employment Opportunity Counselor to act as a liaison between management and employees for EEO matters. To be effective, the Equal Employment Opportunity Counselor should have sufficient organizational authority and access to the department head. Each Equal Employment Opportunity Counselor shall:

1. Be knowledgeable of the City's EEO policy and the EEOP;
2. Apprise management of employee concerns regarding EEO matters;
3. Assist in resolving problems and concerns related to EEO matters;
4. Serve as the department's primary contact person on all internal and external EEO matters;
5. Make recommendations to management for efficient operation of the EEOP;
6. Analyze departmental utilization ratios.

Designated Equal Employment Opportunity Counselors:

| <b><u>Department</u></b>   | <b><u>Name</u></b>     | <b><u>Phone Number</u></b> |
|----------------------------|------------------------|----------------------------|
| City Attorney              | Tyler Pike             | 570-2200                   |
| City Auditor               | J. C. Squires          | 570-6267                   |
| City Clerk                 | Monique DelaGarza      | 570-6000                   |
| City Council               | Roxana Valencia        | 570-6605                   |
| City Manager               | Steve Scott            | 570-6835                   |
| City Prosecutor            | Sherri Seldon          | 570-5621                   |
| Civil Service              | Christina Winting      | 570-7334                   |
| Community Development      | Barbara Wiseman        | 570-5818                   |
| Financial Management       | David Gonzalez         | 570-5045                   |
| Fire                       | Georgia Pon            | 570-2548                   |
| Long Beach Energy          | Joan Collier           | 570-2007                   |
| Harbor                     | Toni Whitesell         | 590-4128                   |
| Health & Human Services    | Michael Johnson        | 570-4012                   |
| Human Resources            | Dora Jones             | 570-6304                   |
| Library                    | Theressa Graham        | 570-6110                   |
| Oil Properties             | Lennie Arazo           | 570-3925                   |
| Parks, Recreation & Marine | Kevin Prelgovisk       | 570-3200                   |
| Planning & Building        | Willie Miranda         | 570-6038                   |
| Police                     | Debbie Bonesteel-Smith | 570-7310                   |
| Public Works               | Brian Burns            | 570-4686                   |
| Technology Services        | Patty Heintzelman      | 570-6898                   |
| Water                      | Ken Walker             | 570-2379                   |

## **City Employees**

All City employees shall:

1. Demonstrate sensitivity and respect to fellow employees and the public;
2. Submit suggestions for strengthening their departmental EEO Program;
3. Advise supervisors of their desire to participate in training and/or educational activities that may enhance skill development, improve current job performance, or provide career development;
4. Assist with identifying EEO problems or concerns.

## **EEO Complaints and Counseling**

There are two administrative processes available to City employees, job applicants, and third parties for resolving EEO complaints. Individuals may file EEO complaints with the City's Equal Employment Opportunity Office or with the Civil Service Commission for matters under the Commission's authority. Both processes are designed to resolve EEO complaints and minimize the financial impact to the complainant and the City.

Counseling is available to City employees, applicants, and third parties at the Equal Employment Opportunity Office and by the departmental Equal Employment Opportunity Counselors.

## CITY OF LONG BEACH WORK FORCE

The figures shown in the following charts are reflective of the City's work force as of January 1, 2004. The work force of 4629 is distributed among 22 departments ranging in size from 13 to 1495 employees. All departments employ females and minorities. Only permanent full-time employees are counted for the purpose of the Plan.

**City of Long Beach Work Force by Job Category\***  
 (Permanent Full Time Work Force as of 01/01/04)

| Job Category                  | Totals              | Male  |       |          |       |                 | Female |       |          |       |                 |
|-------------------------------|---------------------|-------|-------|----------|-------|-----------------|--------|-------|----------|-------|-----------------|
|                               |                     | White | Black | Hispanic | Asian | American Indian | White  | Black | Hispanic | Asian | American Indian |
| Officials/ Administrators (1) | 241                 | 100   | 11    | 14       | 17    |                 | 60     | 15    | 11       | 11    |                 |
|                               | 100%                | 41.5% | 4.6%  | 5.8%     | 7.1%  | 0.8%            | 24.9%  | 6.2%  | 4.6%     | 4.6%  | 0.0%            |
| Professional                  | 668                 | 174   | 26    | 49       | 74    | 1               | 204    | 43    | 37       | 59    | 1               |
|                               | 100%                | 26.0% | 3.9%  | 7.3%     | 11.1% | 0.1%            | 30.5%  | 6.4%  | 5.5%     | 8.8%  | 0.1%            |
| Technicians                   | 167                 | 65    | 13    | 17       | 18    | 0               | 19     | 7     | 13       | 15    | 0               |
|                               | 100%                | 38.9% | 7.8%  | 10.2%    | 10.8% | 0.0%            | 11.4%  | 4.2%  | 7.8%     | 9.0%  | 0.0%            |
| Protective Services           | 110                 | 77    | 8     | 21       | 3     | 1               | 0      | 0     | 0        | 0     | 0               |
|                               | 100%                | 70.0% | 7.3%  | 19.1%    | 2.7%  | 0.9%            | 0.0%   | 0.0%  | 0.0%     | 0.0%  | 0.0%            |
| Fire                          | (2)                 |       |       |          |       |                 |        |       |          |       |                 |
|                               | Fire Officers(3)    | 310   | 200   | 26       | 54    | 16              | 11     | 0     | 1        | 0     | 0               |
| Police                        | (2)                 |       |       |          |       |                 |        |       |          |       |                 |
|                               | Patrol Officers (4) | 100%  | 64.5% | 8.4%     | 17.4% | 5.2%            | 3.5%   | 0.0%  | 0.3%     | 0.0%  | 0.0%            |
| Other (5)                     | 163                 | 128   | 4     | 13       | 6     | 1               | 6      | 0     | 5        | 0     | 0               |
|                               | 100%                | 78.5% | 2.5%  | 8.0%     | 3.7%  | 0.6%            | 3.7%   | 0.0%  | 3.1%     | 0.0%  | 0.0%            |
| Para- professional            | 751                 | 374   | 51    | 176      | 69    | 2               | 48     | 8     | 20       | 2     | 1               |
|                               | 100%                | 49.8% | 6.8%  | 23.4%    | 9.2%  | 0.3%            | 6.4%   | 1.1%  | 2.7%     | 0.3%  | 0.1%            |
| Office/Clerical               | 218                 | 92    | 18    | 38       | 14    | 2               | 31     | 13    | 9        | 0     | 1               |
|                               | 100%                | 42.2% | 8.3%  | 17.4%    | 6.4%  | 0.9%            | 14.2%  | 6.0%  | 4.1%     | 0.0%  | 0.5%            |
| Skilled Craft                 | 137                 | 19    | 0     | 11       | 10    | 0               | 31     | 19    | 27       | 19    | 1               |
|                               | 100%                | 13.9% | 0.0%  | 8.0%     | 7.3%  | 0.0%            | 22.6%  | 13.9% | 19.7%    | 13.9% | 0.7%            |
| Service/ Maintenance          | 948                 | 65    | 28    | 37       | 22    | 1               | 294    | 169   | 186      | 138   | 8               |
|                               | 100%                | 6.9%  | 3.0%  | 3.9%     | 2.3%  | 0.1%            | 31.0%  | 17.8% | 19.6%    | 14.6% | 0.8%            |
| TOTAL (gender/race)           | 4,629               | 1,647 | 398   | 644      | 313   | 19              | 729    | 295   | 328      | 244   | 12              |
|                               | 100%                | 35.6% | 8.6%  | 13.9%    | 6.8%  | 0.4%            | 15.7%  | 6.4%  | 7.1%     | 5.3%  | 0.3%            |

\*U. S. Department of Justice Groups  
 (1) Citywide-Includes Non-Sworn Officials/Administrators from Police and Fire  
 (2) Fire Officials -Fire Captain and above; Police Officials-Sergeant and above  
 (3) Includes Fire Fighter and Fire Recruit  
 (4) Includes Police Officer and Police Recruit  
 (5) Includes Security Officers, Marine Safety Personnel, Animal Control Officer Series, Parking Control Checker Series, Park Rangers

**City of Long Beach**  
**Fire Department Work Force by Job Category\* (Sworn Personnel)**  
 (Permanent Full Time Work Force as of 01/01/04)

| Job Category        | Totals | Male  |       |          |       |       | Female |       |          |       |       |
|---------------------|--------|-------|-------|----------|-------|-------|--------|-------|----------|-------|-------|
|                     |        | White | Black | Hispanic | Asian | AM/IN | White  | Black | Hispanic | Asian | AM/IN |
| <b>Officials</b>    |        |       |       |          |       |       |        |       |          |       |       |
| Fire Chief          | 1      | 1     | 0     | 0        | 0     | 0     | 0      | 0     | 0        | 0     | 0     |
| Asst Fire Chief     | 2      | 2     | 0     | 0        | 0     | 0     | 0      | 0     | 0        | 0     |       |
| Deputy Fire Chief   | 3      | 2     | 0     | 0        | 1     | 0     | 0      | 0     | 0        | 0     |       |
| Battalion Chief     | 12     | 8     | 1     | 3        | 0     | 0     | 0      | 0     | 0        | 0     |       |
| Fire Captain        | 92     | 64    | 7     | 18       | 2     | 1     | 0      | 0     | 0        | 0     |       |
| Totals              | 110    | 77    | 8     | 21       | 3     | 1     | 0      | 0     | 0        | 0     |       |
|                     | 100%   | 70.0% | 7.3%  | 19.1%    | 2.7%  | 0.9%  | 0.0%   | 0.0%  | 0.0%     | 0.0%  |       |
| <b>Firefighters</b> |        |       |       |          |       |       |        |       |          |       |       |
| Fire Boat Operator  | 6      | 6     | 0     | 0        | 0     | 0     | 0      | 0     | 0        | 0     |       |
| Fire Engineer       | 82     | 56    | 10    | 12       | 4     | 0     | 0      | 0     | 0        | 0     |       |
| Firefighter         | 222    | 138   | 16    | 42       | 12    | 2     | 11     | 0     | 1        | 0     |       |
| Totals              | 310    | 200   | 26    | 54       | 16    | 2     | 11     | 0     | 1        | 0     |       |
|                     | 100%   | 64.5% | 8.4%  | 17.4%    | 5.2%  | 0.6%  | 3.5%   | 0.0%  | 0.3%     | 0.0%  |       |

\* U. S. Department of Justice Groups



**City of Long Beach  
Police Department Work Force by Job Category\* (Sworn Personnel)  
(Permanent Full Time Work Force as of 01/01/04)**

| Job Category           | Totals | Male  |        |          |       |       | Female |       |          |       |       |
|------------------------|--------|-------|--------|----------|-------|-------|--------|-------|----------|-------|-------|
|                        |        | White | Black  | Hispanic | Asian | AM/IN | White  | Black | Hispanic | Asian | AM/IN |
| Chief of Police        | 1      | 0     | 1      | 0        | 0     | 0     | 0      | 0     | 0        | 0     |       |
| Deputy Chief of Police | 3      | 0.0%  | 100.0% | 0.0%     | 0.0%  | 0.0%  | 0.0%   | 0.0%  | 0.0%     | 0.0%  |       |
| Police Commander       | 10     | 66.7% | 0.0%   | 33.3%    | 0.0%  | 0.0%  | 0.0%   | 0.0%  | 0.0%     | 0.0%  |       |
| Police Lieutenant      | 28     | 8     | 0      | 0        | 1     | 0     | 0      | 1     | 0        | 0     |       |
| Police Sergeant        | 121    | 80.0% | 0.0%   | 0.0%     | 10.0% | 0.0%  | 0.0%   | 10.0% | 0.0%     | 0.0%  |       |
| Totals                 | 163    | 21    | 1      | 1        | 0     | 0     | 4      | 1     | 0        | 0     |       |
|                        |        | 75.0% | 3.6%   | 3.6%     | 0.0%  | 0.0%  | 14.3%  | 3.6%  | 0.0%     | 0.0%  |       |
|                        |        | 97    | 2      | 11       | 5     | 1     | 2      | 3     | 0        | 0     |       |
|                        |        | 80.2% | 1.7%   | 9.1%     | 4.1%  | 0.8%  | 1.7%   | 2.5%  | 0.0%     | 0.0%  |       |
|                        |        | 128   | 4      | 13       | 6     | 1     | 6      | 5     | 0        | 0     |       |
|                        |        | 78.5% | 2.5%   | 8.0%     | 3.7%  | 0.6%  | 3.7%   | 3.1%  | 0.0%     | 0.0%  |       |
| Patrol Officers        |        |       |        |          |       |       |        |       |          |       |       |
| Police Corporal        | 35     | 27    | 1      | 2        | 0     | 1     | 3      | 0     | 1        | 0     |       |
| Police Officer         | 716    | 77.1% | 2.9%   | 5.7%     | 0.0%  | 2.9%  | 8.6%   | 0.0%  | 2.9%     | 0.0%  |       |
| Totals**               | 751    | 347   | 50     | 174      | 69    | 1     | 45     | 8     | 19       | 2     |       |
|                        |        | 48.5% | 7.0%   | 24.3%    | 9.6%  | 0.1%  | 6.3%   | 1.1%  | 2.7%     | 0.3%  |       |
|                        |        | 374   | 51     | 176      | 69    | 2     | 48     | 8     | 20       | 2     |       |
|                        |        | 49.8% | 6.8%   | 23.4%    | 9.2%  | 0.3%  | 6.4%   | 1.1%  | 2.7%     | 0.3%  |       |

\* U. S. Department of Justice Groups  
\*\*Total does not include Security Officers

## RELEVANT LABOR MARKET (RLM)

The City of Long Beach uses Los Angeles County and Orange County as its Standard Metropolitan Statistical Area (SMSA). SMSA's are intended to reflect the general areas for recruitment, as well as the areas where most employees live. This is a practice accepted by the federal government, and further defined in case law. Census figures for general labor market availability (LMA) for the SMSA are the standards, which the City has traditionally used to establish equal employment objectives and to measure the progress toward a diverse work force. The relevant labor market for the City is the combined labor forces of Los Angeles and Orange Counties, since both counties are used as primary areas for recruitment and where most employees live. At this time, 71.5% of permanent full-time City employees live in Los Angeles County, 23.5% live in Orange County, and 5.0% live in other counties.

The City used labor market data purchased from Biddle & Associates, a well established consulting firm in the fields of test validation and scoring, job and pay analysis, and equal employment opportunity plan development and statistical support. The labor market figures provided by Biddle & Associates were derived from the United States Department of Commerce, Bureau of the Census, 2000 Census of Population and Housing, Equal Employment Opportunity File. LMA data includes persons over the age of sixteen who are already employed, as well as those recorded as unemployed.

Biddle & Associates developed the 2000 Labor Market Analysis for the City by conducting a series of calculations utilizing raw census data and employment data from the City. The employment data (zip code analysis) consisted of the primary areas of recruitment and where most employees live, percentages stated above. However, Biddle removed the data from any counties demonstrating less than 5% representation, and used the weighted average of the figures from Los Angeles County and Orange County. Thus, providing representation figures of 75.2% for Los Angeles County and 24.8% for Orange County.

Biddle & Associates excluded occupations unrelated to the City's work force, such as airplane mechanic and dentist. Even with taking this step, labor market figures remain general since all jobs in the entire nation are categorized into 512 occupations. While occupations obviously unrelated to City jobs were eliminated, each occupation remains broad in itself. However, by eliminating these unrelated occupations, more realistic objectives were established for the City's work force. Bottom-line relevant Labor Market Availability figures are provided only for informational purposes. RLM figures by job category are much more realistic when comparing the City's work force, which is used to determine under-representation.

The figures used in the chart are based upon the 2000 U.S. Census data for each of the eight standard EEO-4 job categories. The data has been broken down by gender within each racial/ethnic group.

**City of Long Beach  
Relevant Labor Market\* (RLM)  
(Los Angeles County + Orange County)**

| Job Category                      | Population Totals*        | Male                       |                         |                            |                         |                        | Female                     |                         |                          |                         |                        |
|-----------------------------------|---------------------------|----------------------------|-------------------------|----------------------------|-------------------------|------------------------|----------------------------|-------------------------|--------------------------|-------------------------|------------------------|
|                                   |                           | White                      | Black                   | Hispanic                   | Asian                   | American Indian        | White                      | Black                   | Hispanic                 | Asian                   | American Indian        |
| Officials/ Administrators         | 809,500<br>100%           | 309,775<br>38.3%           | 21,115<br>2.6%          | 86,170<br>10.6%            | 77,610<br>9.6%          | 2,675<br>0.3%          | 178,925<br>22.1%           | 23,470<br>2.9%          | 59,915<br>7.4%           | 47,535<br>5.9%          | 2,310<br>0.3%          |
| Professional                      | 1,074,905<br>100%         | 348,415<br>32.4%           | 29,250<br>2.7%          | 66,170<br>6.2%             | 101,785<br>9.5%         | 3,265<br>0.3%          | 302,100<br>28.1%           | 45,400<br>4.2%          | 78,300<br>7.3%           | 96,640<br>9.0%          | 3,580<br>0.3%          |
| Technicians                       | 101,509<br>100%           | 23,455<br>23.1%            | 3,824<br>3.8%           | 12,785<br>12.6%            | 11,745<br>11.6%         | 250<br>0.2%            | 20,120<br>19.8%            | 6,710<br>6.6%           | 10,810<br>10.6%          | 11,480<br>11.3%         | 330<br>0.3%            |
| Protective Services               | 90,339<br>100%            | 31,825<br>35.2%            | 12,550<br>13.9%         | 22,295<br>24.7%            | 6,390<br>7.1%           | 640<br>0.7%            | 5,950<br>6.6%              | 5,045<br>5.6%           | 4,670<br>5.2%            | 694<br>0.8%             | 280<br>0.3%            |
| Para-professional                 | 4,720<br>100%             | 1,355<br>28.7%             | 250<br>5.3%             | 400<br>8.5%                | 133<br>2.8%             | 45<br>1.0%             | 1,090<br>23.1%             | 334<br>7.1%             | 985<br>20.9%             | 113<br>2.4%             | 15<br>0.3%             |
| Office/Clerical                   | 1,473,265<br>100%         | 236,865<br>16.1%           | 43,840<br>3.0%          | 178,640<br>12.1%           | 79,125<br>5.4%          | 3,060<br>0.2%          | 403,240<br>27.4%           | 93,385<br>6.3%          | 306,185<br>20.8%         | 122,225<br>8.3%         | 6,700<br>0.5%          |
| Skilled Craft                     | 367,830<br>100%           | 61,105<br>16.6%            | 19,770<br>5.4%          | 208,985<br>56.8%           | 36,770<br>10.0%         | 2,900<br>0.8%          | 9,700<br>2.6%              | 2,150<br>0.6%           | 18,105<br>4.9%           | 8,045<br>2.2%           | 300<br>0.1%            |
| Service/ Maintenance              | 1,523,475<br>100%         | 188,775<br>12.4%           | 54,100<br>3.6%          | 581,885<br>38.2%           | 79,540<br>5.2%          | 4,080<br>0.3%          | 134,805<br>8.8%            | 42,165<br>2.8%          | 359,235<br>23.6%         | 75,890<br>5.0%          | 3,000<br>0.2%          |
| <b>Totals by Gender/Ethnicity</b> | <b>5,445,543<br/>100%</b> | <b>1,201,570<br/>22.1%</b> | <b>184,699<br/>3.4%</b> | <b>1,157,330<br/>21.3%</b> | <b>393,098<br/>7.2%</b> | <b>16,915<br/>0.3%</b> | <b>1,055,930<br/>19.4%</b> | <b>218,659<br/>4.0%</b> | <b>838,205<br/>15.4%</b> | <b>362,622<br/>6.7%</b> | <b>16,515<br/>0.3%</b> |
| <b>All Job Groups Combined</b>    | <b>Male</b>               | <b>Female</b>              | <b>White</b>            | <b>Black</b>               | <b>Hispanic</b>         | <b>Asian</b>           | <b>American Indian</b>     | <b>Total Minority</b>   |                          |                         |                        |
| <b>Population</b>                 | 2,953,612                 | 2,491,931                  | 2,257,500               | 403,358                    | 1,995,535               | 755,720                | 33,430                     | 3,188,043               |                          |                         |                        |
| <b>Bottom-line Availability*</b>  | <b>54.9%</b>              | <b>45.1%</b>               | <b>41.5%</b>            | <b>7.3%</b>                | <b>35.6%</b>            | <b>13.4%</b>           | <b>0.6%</b>                | <b>58.5%</b>            |                          |                         |                        |

\*The sum of Total Minorities under the Labor Market Availability may include Others  
Based on 2000 Census data

## WORK FORCE UTILIZATION ANALYSIS

To determine the level of utilization, the percentages obtained from the RLM chart are subtracted from those obtained in the "City of Long Beach Work Force."

When reviewing the chart, it should be remembered that the number of employees in a job category impacts the significance of the percentage difference. For example, the degree of significance of a negative 1.2% under-utilization factor for Hispanic females in the Para-professionals category equates to 1.6 persons. This is not very significant, since the total number of employees for that job category is only 137. We would consider this as "near parity," since normal turnover activity could account for any under- or over-representation. However, a 1.2% under-utilization factor in the Office/Clerical category would be significant, since it equates to more than 11.4 persons, based on 948 employees in that job category.

The following chart displays deficiencies of the work force by job categories where under-representation exists:

| Group           | Gender | Job Categories with under-utilization   |
|-----------------|--------|---|
| White           | M      | Professional, Para-Professional and Office/Clerical                           |
|                 | F      | Technicians and Service/Maintenance   |
| Black           | M      | Protective Services and Para-Professional                                     |
|                 | F      | Technicians and Protective Services   |
| Hispanic        | M      | All job categories, except for Professionals and Para-Professional            |
|                 | F      | All job categories  |
| Asian           | M      | Officials/Administrators, Office/Clerical, and Skilled Craft                  |
|                 | F      | Officials/Administrators, Technicians, Skilled Craft, and Service/Maintenance |
| American Indian | M      | None  |
|                 | F      | None  |

## UTILIZATION ANALYSIS

### CHARTS:

The attached charts reflect the City's work force and its relevant labor market (as depicted in the 2000 Census). The charts are broken down by job category, ethnicity and gender, which provide an avenue to determine under-representation in the City's work force.

For purposes of simplicity, the narrative of the charts will discuss over- and under-utilization by using percentage points, as opposed to actual percentages.

### NARRATIVE:

The RLM for the City is the combined labor forces of Los Angeles and Orange Counties. Both counties are used since they are the primary areas for recruitment, and where most employees live. Refer to page 13.

### FEMALE:

The bottom line total for female representation for the City of Long Beach is 34.8%, which is lower than the labor market's 45.1%. Because the City has several male-dominated job categories, such as Protective Services, Skilled Craft and Service/Maintenance, the weighted average for female representation was reviewed. The weighted average female representation in the work force is 36.6%, which is closer to the relevant labor market of 45.1%.

Female Hispanics are under-represented in all job categories, as it relates to the labor market. However, females as a whole, are over-represented in the Professional, Para-Professional, and Office/Clerical job categories. Females are under-represented in the Officials/Administrators, Technicians, Protective Services, and Service/Maintenance job categories.

### BLACK:

As a whole, male and female Blacks are over-represented in the work force for the City of Long Beach in all categories, except Technicians, Para-Professional and Protective Services, as it relates to labor market availability standards. Black females are under-represented by 2.4 percentage points in the Technician job category, and by 3.8 percentage points in the Protective Services category. Black males are under-represented by 6.5 percentage points in the Protective Services category and 5.3 percentage points in the Para-Professional category. Based on the bottom line total for the relevant labor market, which is 7.3%, the City's 15% Black representation exceeds the labor market average.

**HISPANIC:**

When broken down by gender, male Hispanics are under-represented in all job categories, except Professionals (by 6.2 percentage points) and Para-Professional (near Parity). Female Hispanics are under-represented in all job categories. The bottom line total for all job categories for Hispanic representation in the work force (21%) is below the labor market average of 35.6%. Overall, it is 14.6 percentage points below the relevant labor market.

**Asian:**

As a whole, Asians are under-represented in the work force for the City of Long Beach in all categories, except Professional, Para-Professional and Protective Services as it relates to labor market availability. Based on the relevant labor market of 13.4%, the City's 12% Asian representation is below the labor market availability.

When broken down by gender, male Asians are under-represented in Officials/Administrators, Office/Clerical and Skilled Craft job categories. Female Asians are under-represented in Officials/Administrators, Technicians, Skilled Craft and Service/Maintenance job categories.

**American Indian:**

The City's American Indian representation in the work force is 0.6% and the labor market availability is 0.7%. American Indians are at or near Parity in all job categories.

**City of Long Beach**  
**Utilization Analysis (%Work Force - %RLM)**  
 (Permanent Full Time Work Force as of 01/01/04)

| Job Category<br>(RLM = Relevant Labor Market) | Total                          | Male          |              |              |                 |                 |                        |                       |          |       |                 | Female |       |          |       |                 |       |       |      |      |       |       |       |        |       |       |       |       |       |       |       |       |      |  |
|---|--------------------------------|---------------|--------------|--------------|-----------------|-----------------|------------------------|-----------------------|----------|-------|-----------------|--------|-------|----------|-------|-----------------|-------|-------|------|------|-------|-------|-------|--------|-------|-------|-------|-------|-------|-------|-------|-------|------|--|
|   |                                | White         | Black        | Hispanic     | Asian           | American Indian | White                  | Black                 | Hispanic | Asian | American Indian | White  | Black | Hispanic | Asian | American Indian |       |       |      |      |       |       |       |        |       |       |       |       |       |       |       |       |      |  |
| Officials/<br>Administrators                  | Work Force<br>RLM<br>809,500   | 41.5%         | 4.6%         | 5.8%         | 7.1%            | 0.8%            | 24.9%                  | 6.2%                  | 4.6%     | 0.0%  | 38.3%           | 2.6%   | 10.6% | 9.6%     | 0.3%  | 22.1%           | 2.9%  | 7.4%  | 5.9% | 0.3% | 3.2%  | 2.0%  | -4.8% | 11.1%  | 0.5%  | 2.8%  | 3.3%  | -2.8% | -1.3% | 8.8%  | 0.1%  | -0.3% |      |  |
| Professional                                  | Work Force<br>RLM<br>1,074,905 | 26.0%         | 3.9%         | 7.3%         | 11.1%           | 0.1%            | 30.5%                  | 6.4%                  | 5.5%     | 0.1%  | 32.4%           | 2.7%   | 6.2%  | 9.5%     | 0.3%  | 28.1%           | 4.2%  | 7.3%  | 8.8% | 0.1% | -6.4% | 1.2%  | 1.2%  | 10.2%  | 1.6%  | 1.6%  | 2.4%  | 2.2%  | -1.7% | -0.2% | 9.0%  | 0.3%  | 0.3% |  |
| Technicians                                   | Work Force<br>RLM<br>101,509   | 38.9%         | 7.8%         | 10.2%        | 10.8%           | 0.0%            | 11.4%                  | 4.2%                  | 7.8%     | 0.0%  | 23.1%           | 3.8%   | 12.6% | 11.6%    | 0.2%  | 19.8%           | 6.6%  | 10.6% | 7.8% | 0.0% | 15.8% | 4.0%  | 4.0%  | 12.6%  | -0.8% | 9.0%  | 7.2%  | -2.4% | 1.8%  | 3.0%  | 5.2%  | 0.2%  | 0.3% |  |
| Protective Services                           | Work Force<br>RLM<br>90,339    | 48.1%         | 7.4%         | 22.7%        | 9.0%            | 0.4%            | 7.2%                   | 1.8%                  | 3.0%     | 0.2%  | 6.6%            | 6.6%   | 7.1%  | 7.1%     | 0.7%  | 6.6%            | 5.6%  | 5.2%  | 2.9% | 0.2% | 35.2% | 13.9% | 13.9% | 24.7%  | 2.0%  | 2.0%  | 2.0%  | 6.6%  | 6.6%  | 5.6%  | 5.2%  | 0.8%  | 0.3% |  |
| Para-professional                             | Work Force<br>RLM<br>4,720     | 13.9%         | 0.0%         | 8.0%         | 7.3%            | 0.0%            | 22.6%                  | 13.9%                 | 19.7%    | 0.0%  | 28.7%           | 5.3%   | 8.5%  | 2.8%     | 1.0%  | 23.1%           | 7.1%  | 20.9% | 2.4% | 0.3% | 13.7% | 28.7% | 28.7% | 0.0%   | 8.0%  | 8.5%  | 2.8%  | 2.8%  | 7.1%  | 11.5% | 14.6% | 0.8%  | 0.4% |  |
| Office/Clerical                               | Work Force<br>RLM<br>1,473,265 | 6.9%          | 3.0%         | 3.9%         | 2.3%            | 0.1%            | 31.0%                  | 17.8%                 | 19.6%    | 0.1%  | 16.1%           | 3.0%   | 12.1% | 5.4%     | 0.2%  | 27.4%           | 6.3%  | 20.8% | 8.3% | 0.5% | 9.4%  | 6.9%  | 3.0%  | 3.9%   | 3.9%  | 2.3%  | 0.1%  | 3.0%  | 6.8%  | 19.6% | 14.6% | 0.8%  | 0.8% |  |
| Skilled Craft                                 | Work Force<br>RLM<br>367,830   | 16.1%         | 3.0%         | 12.1%        | 5.4%            | 0.2%            | 27.4%                  | 6.3%                  | 20.8%    | 0.8%  | 53.9%           | 14.1%  | 19.9% | 7.8%     | -0.1% | 3.6%            | 11.5% | -1.2% | 6.3% | 0.4% | -9.2% | -0.0% | -0.0% | -0.0%  | -8.2% | -3.1% | 7.8%  | 10.0% | 2.2%  | 2.2%  | 0.1%  | 0.1%  | 0.0% |  |
| Service/Maintenance                           | Work Force<br>RLM<br>1,523,475 | 26.0%         | 30.8%        | 26.2%        | 6.3%            | 0.4%            | 3.0%                   | 4.0%                  | 3.4%     | 0.0%  | 12.4%           | 3.6%   | 38.2% | 5.2%     | 0.3%  | 8.8%            | 2.8%  | 23.6% | 5.0% | 0.2% | 37.3% | 8.7%  | 8.7%  | -36.9% | -2.2% | 0.4%  | -0.2% | -0.3% | -4.4% | -2.2% | 0.0%  | 0.0%  | 0.0% |  |
| TOTAL   | Work Force<br>RLM<br>5,445,543 | 35.6%         | 8.6%         | 13.9%        | 6.8%            | 0.4%            | 15.7%                  | 6.4%                  | 7.1%     | 0.3%  | 22.1%           | 3.4%   | 21.3% | 7.2%     | 0.3%  | 19.4%           | 4.0%  | 15.4% | 6.7% | 0.3% | 13.5% | 5.2%  | 5.2%  | -7.3%  | -0.5% | 0.1%  | -3.6% | 2.4%  | -8.3% | -1.4% | -0.0% | 0.3%  |      |  |
| <b>All Job Groups Combined</b>                | <b>Male</b>                    | <b>Female</b> | <b>White</b> | <b>Black</b> | <b>Hispanic</b> | <b>Asian</b>    | <b>American Indian</b> | <b>Total Minority</b> |          |       |                 |        |       |          |       |                 |       |       |      |      |       |       |       |        |       |       |       |       |       |       |       |       |      |  |
| <b>RLM - Availability*</b>                    | 54.9%                          | 45.1%         | 41.5%        | 7.3%         | 35.6%           | 13.4%           | 0.6%                   | 58.5%                 |          |       |                 |        |       |          |       |                 |       |       |      |      |       |       |       |        |       |       |       |       |       |       |       |       |      |  |
| <b>Workforce %</b>                            | 65.2%                          | 34.8%         | 51.3%        | 15.0%        | 21.0%           | 12.0%           | 0.7%                   | 48.7%                 |          |       |                 |        |       |          |       |                 |       |       |      |      |       |       |       |        |       |       |       |       |       |       |       |       |      |  |

**City of Long Beach  
Fire Department Work Force Utilization Analysis by Job Category\* (%Work Force - %RLM)**  
(Permanent Full Time work Force as of 01/01/04)

| Job Group Category<br>(RLS = Regional Labor Statistics)* | Totals | Male   |        |          |        |       | Female |       |          |        |       |
|--|--------|--------|--------|----------|--------|-------|--------|-------|----------|--------|-------|
|  |        | White  | Black  | Hispanic | Asian  | AM/IN | White  | Black | Hispanic | Asian  | AM/IN |
| Officials/<br>Administrators*                            | 5      | 40.0%  | 0.0%   | 0.0%     | 0.0%   | 20.0% | 0.0%   | 0.0%  | 0.0%     | 40.0%  | 0.0%  |
| Workforce RLM  |        | 38.3%  | 2.6%   | 10.6%    | 9.6%   | 0.3%  | 22.1%  | 2.9%  | 7.4%     | 5.9%   | 0.3%  |
| Utilization  |        | 1.7%   | -2.6%  | -10.6%   | -9.6%  | 19.7% | -22.1% | -2.9% | -7.4%    | 34.1%  | -0.3% |
| Workforce  | 5      | 20.0%  | 20.0%  | 0.0%     | 0.0%   | 0.0%  | 60.0%  | 0.0%  | 0.0%     | 0.0%   | 0.0%  |
| Professional RLM   |        | 32.4%  | 2.7%   | 6.2%     | 9.5%   | 0.3%  | 28.1%  | 4.2%  | 7.3%     | 9.0%   | 0.3%  |
| Utilization  |        | -12.4% | 17.3%  | -6.2%    | -9.5%  | -0.3% | 31.9%  | -4.2% | -7.3%    | -9.0%  | -0.3% |
| Workforce  | 2      | 100.0% | 0.0%   | 0.0%     | 0.0%   | 0.0%  | 0.0%   | 0.0%  | 0.0%     | 0.0%   | 0.0%  |
| Technicians RLM  |        | 23.1%  | 3.8%   | 12.6%    | 11.6%  | 0.2%  | 19.8%  | 6.6%  | 10.6%    | 11.3%  | 0.3%  |
| Utilization  |        | 76.9%  | -3.8%  | -12.6%   | -11.6% | -0.2% | -19.8% | -6.6% | -10.6%   | -11.3% | -0.3% |
| Workforce  | 110    | 70.0%  | 7.3%   | 19.1%    | 2.7%   | 0.9%  | 0.0%   | 0.0%  | 0.0%     | 0.0%   | 0.0%  |
| Protective Services (Officials)**                        |        | 35.2%  | 13.9%  | 24.7%    | 7.1%   | 0.7%  | 6.6%   | 5.6%  | 5.2%     | 0.8%   | 0.3%  |
| Utilization  |        | 34.8%  | -6.6%  | -5.6%    | -4.3%  | 0.2%  | -6.6%  | -5.6% | -5.2%    | -0.8%  | -0.3% |
| Workforce  | 334    | 65.9%  | 7.8%   | 16.5%    | 5.1%   | 0.6%  | 3.9%   | 0.0%  | 0.3%     | 0.0%   | 0.0%  |
| Professional RLM   |        | 35.2%  | 13.9%  | 24.7%    | 7.1%   | 0.7%  | 6.6%   | 5.6%  | 5.2%     | 0.8%   | 0.3%  |
| Utilization  |        | 30.6%  | -6.1%  | -8.2%    | -2.0%  | -0.1% | -2.7%  | -5.6% | -4.9%    | 0.8%   | -0.3% |
| Workforce  | 1      | 0.0%   | 0.0%   | 0.0%     | 0.0%   | 0.0%  | 100.0% | 0.0%  | 0.0%     | 0.0%   | 0.0%  |
| Para-professional RLM                                    |        | 28.7%  | 5.3%   | 8.5%     | 2.8%   | 1.0%  | 23.1%  | 7.1%  | 20.9%    | 2.4%   | 0.3%  |
| Utilization  |        | -28.7% | -5.3%  | -8.5%    | -2.8%  | -1.0% | 76.9%  | -7.1% | -20.9%   | -2.4%  | -0.3% |
| Workforce  | 35     | 17.1%  | 0.0%   | 0.0%     | 0.0%   | 0.0%  | 54.3%  | 8.6%  | 14.3%    | 5.7%   | 0.0%  |
| Office/Clerical RLM                                      |        | 16.1%  | 3.0%   | 12.1%    | 5.4%   | 0.2%  | 27.4%  | 6.3%  | 20.8%    | 8.3%   | 0.5%  |
| Utilization  |        | 1.1%   | -3.0%  | -12.1%   | -5.4%  | -0.2% | 26.9%  | 2.2%  | -6.5%    | -2.6%  | -0.5% |
| Workforce  | 3      | 100.0% | 0.0%   | 0.0%     | 0.0%   | 0.0%  | 0.0%   | 0.0%  | 0.0%     | 0.0%   | 0.0%  |
| Skilled Craft RLM  |        | 16.6%  | 5.4%   | 56.8%    | 10.0%  | 0.8%  | 2.6%   | 0.6%  | 4.9%     | 2.2%   | 0.1%  |
| Utilization  |        | 83.4%  | -5.4%  | -56.8%   | -10.0% | -0.8% | -2.6%  | -0.6% | -4.9%    | -2.2%  | -0.1% |
| Workforce  | 1      | 0.0%   | 100.0% | 0.0%     | 0.0%   | 0.0%  | 0.0%   | 0.0%  | 0.0%     | 0.0%   | 0.0%  |
| Service/Maintenance RLM                                  |        | 12.4%  | 3.6%   | 38.2%    | 5.2%   | 0.3%  | 8.8%   | 2.8%  | 23.6%    | 5.0%   | 0.2%  |
| Utilization  |        | -12.4% | 96.4%  | -38.2%   | -5.2%  | -0.3% | -8.8%  | -2.8% | -23.6%   | -5.0%  | -0.2% |

2000 Census Data  
\* Non-Sworn Officials  
\*\* Fire Captain and Above



**City of Long Beach**  
**Police Department Work Force Utilization Analysis by Job Category\* (%Work Force - %RLM)**  
(Permanent Full Time Work Force as of 01/01/04)

| Job Group Category<br>(RLM = Regional Labor Market)* | Totals      | Male   |        |          |       |       | Female |       |          |       |       |
|--|-------------|--------|--------|----------|-------|-------|--------|-------|----------|-------|-------|
|  |             | White  | Black  | Hispanic | Asian | AM/IN | White  | Black | Hispanic | Asian | AM/IN |
| Officials/<br>Administrators*                        | Workforce   | 14.3%  | 14.3%  | 14.3%    | 0.0%  | 0.0%  | 57.1%  | 0.0%  | 0.0%     | 0.0%  | 0.0%  |
|  | RLM         | 38.3%  | 2.6%   | 10.6%    | 9.6%  | 0.3%  | 22.1%  | 2.9%  | 7.4%     | 5.9%  | 0.3%  |
| Professional   | Utilization | -24.0% | 11.7%  | 3.6%     | 4.7%  | -0.3% | -22.1% | 54.2% | -7.4%    | -5.9% | -0.3% |
|  | Workforce   | 22.2%  | 0.0%   | 22.2%    | 0.0%  | 0.0%  | 55.6%  | 0.0%  | 0.0%     | 0.0%  | 0.0%  |
| Technicians  | RLM         | 32.4%  | 2.7%   | 6.2%     | 9.5%  | 0.3%  | 28.1%  | 4.2%  | 7.3%     | 9.0%  | 0.3%  |
|  | Utilization | -10.2% | -2.7%  | 16.1%    | -9.5% | -0.3% | 27.5%  | -4.2% | -7.3%    | -9.0% | -0.3% |
| Protective<br>Services<br>(Officials)**              | Workforce   | 17.9%  | 0.0%   | 3.6%     | 10.7% | 0.0%  | 32.1%  | 14.3% | 14.3%    | 7.1%  | 0.0%  |
|  | RLM         | 23.1%  | 3.8%   | 12.6%    | 11.6% | 0.2%  | 19.8%  | 6.6%  | 10.6%    | 11.3% | 0.3%  |
| Protective<br>Services<br>(Patrol Officers)          | Utilization | -5.2%  | -3.8%  | -9.0%    | -0.9% | -0.2% | 12.3%  | 7.7%  | 3.6%     | -4.2% | -0.3% |
|  | Workforce   | 78.5%  | 2.5%   | 8.0%     | 3.7%  | 0.6%  | 3.7%   | 0.0%  | 5.6%     | 5.2%  | 0.0%  |
| Para-<br>professional                                | RLM         | 35.2%  | 13.9%  | 24.7%    | 7.1%  | 0.7%  | 6.6%   | 5.6%  | 5.2%     | 0.8%  | 0.3%  |
|  | Utilization | 43.3%  | -11.4% | -16.7%   | -3.4% | -0.1% | -2.9%  | -5.6% | -2.1%    | -0.8% | -0.3% |
| Office/Clerical                                      | Workforce   | 48.3%  | 7.4%   | 23.0%    | 8.9%  | 0.5%  | 6.7%   | 1.7%  | 2.9%     | 0.2%  | 0.3%  |
|  | RLM         | 35.2%  | 13.9%  | 24.7%    | 7.1%  | 0.7%  | 6.6%   | 5.6%  | 5.2%     | 0.8%  | 0.3%  |
| Service/<br>Maintenance                              | Utilization | 13.1%  | -6.5%  | -1.7%    | 1.9%  | -0.2% | 0.2%   | -3.8% | -2.3%    | -0.5% | -0.1% |
|  | Workforce   | 13.9%  | 0.0%   | 2.8%     | 11.1% | 0.0%  | 27.8%  | 11.1% | 19.4%    | 13.9% | 0.0%  |
| Office/Clerical                                      | RLM         | 28.7%  | 5.3%   | 8.5%     | 2.8%  | 1.0%  | 23.1%  | 7.1%  | 20.9%    | 2.4%  | 0.3%  |
|  | Utilization | -14.8% | -5.3%  | -5.7%    | 8.3%  | -1.0% | 4.7%   | 4.0%  | -1.4%    | 11.5% | -0.3% |
| Service/<br>Maintenance                              | Workforce   | 9.3%   | 0.5%   | 0.9%     | 3.3%  | 0.0%  | 35.0%  | 20.1% | 11.2%    | 18.2% | 1.4%  |
|  | RLM         | 16.1%  | 3.0%   | 12.1%    | 5.4%  | 0.2%  | 27.4%  | 6.3%  | 20.8%    | 8.3%  | 0.5%  |
| Service/<br>Maintenance                              | Utilization | -6.7%  | -2.5%  | -11.2%   | -2.1% | -0.2% | 7.7%   | 13.8% | -9.6%    | 9.9%  | 0.9%  |
|  | Workforce   | 9.1%   | 9.1%   | 18.2%    | 0.0%  | 0.0%  | 0.0%   | 36.4% | 27.3%    | 0.0%  | 0.0%  |
| Service/<br>Maintenance                              | RLM         | 12.4%  | 3.6%   | 38.2%    | 5.2%  | 0.3%  | 8.8%   | 2.8%  | 23.6%    | 5.0%  | 0.2%  |
|  | Utilization | -3.3%  | 5.5%   | -20.0%   | -5.2% | -0.3% | -8.8%  | 33.6% | 3.7%     | -5.0% | -0.2% |

2000 Census Data  
\* Non-Sworn Officials  
\*\* Sergeants and Above

## OBJECTIVES TO ADDRESS UNDER-UTILIZATION

The City of Long Beach is committed to aggressively reaching out to candidates to create a work force, at all levels of employment, which reflects the diversity of the City's relevant labor market. Because the City has historically had low turnover and attrition, we continue to focus on outreach endeavors to ensure that all individuals have equal access to all employment opportunities.

To further ensure equal access, the City has also implemented several new techniques in the recruiting and testing areas, including but not limited to, the use of the Internet, the use of band scores on eligible lists, selective certification for bilingual candidates and the streamlining of testing processes to expedite candidate selection. These combined tools allow the City to access and process a larger pool of candidates from the relevant labor market.

The City's current work force, as a whole, meets or exceeds its relevant labor market availability in all ethnic categories, except Hispanic and Asian. The Hispanic labor market availability, as a whole, is 35.6%. However, the City's Hispanic work force is 20%, thus creating an under-utilization in this category by 15.6 percentage points. The Asian labor market availability, as a whole is 13.4%. Its representation in the work force is 12%, creating an under-utilization of 1.4 percentage points.

To enhance the recruitment and selection of Hispanic and Asian candidates, the City will continue to access available resources throughout the Southern California region. Specifically, we will continue to target community organizations, Community Colleges and Universities, Trade Schools and Professional associations with large Hispanic and Asian populations. The City will continue to use internal methods to identify possible career paths and career development programs, where appropriate, such as the management rotation, mentor, job specific training, and transfer-for-training programs to provide opportunities for upward mobility within the work force. Further, the City will continue to enhance youth development programs, such as Police Explorer and Fire Search and Rescue, to capture the growing youth population for potential female and minority Firefighter and Police Officers.

In addition, based on the City's work force by gender, females are under-represented in the bottom line totals for all City job categories. This is due to approximately 53% of the City's work force being concentrated in traditionally male-dominated job categories, such as Protective Services, Skilled Craft and Service/Maintenance. The weighted average female representation in the work force is 36.6%, which is near parity with the relevant labor market, at 45.1%.

To address the under-utilization of females in male-dominated job categories, the City will increase its recruitment efforts at the regional City Colleges and Universities and Professional associations. Although females overall are under-represented, the City's

outreach efforts to attract a larger applicant pool of females has focused on areas wherein female candidates are concentrated, and will continue to do so.

While the current City of Long Beach statistics indicate that females and individuals from under-utilized ethnic groups have been hired at a significantly higher rate than their work force representation, the City's ultimate objective is a work force that is fully representative of our relevant labor market.

## STEPS TO ACHIEVE OBJECTIVES

1. Contact technical schools, colleges and universities with large minority populations within Los Angeles and Orange Counties to encourage graduates to apply for positions within the City;
2. Identify, contact, and advertise in local minority news media and in locations that will maximize minority and female applicant flow;
3. Identify and contact minority community organizations in order to develop contacts and a presence;
4. Visit local universities, colleges, trade schools, and other career development centers on a regular basis in order to cultivate prospective minority employees for internship programs or job placement;
5. Assign the City's Public Information Office the task of developing a series of articles on the City's outreach efforts (e.g. Job Fairs, Expositions, and Safety Recruitment);
6. Identify possible career paths and create career development programs, where appropriate (e.g. Mentor Program);
7. Participate in local outreach programs.

## DISSEMINATION

### Internal

1. Copies of the EEOP will be distributed to Councilmembers, elected and appointed officials, City management, Equal Employment Opportunity Counselors, employee organizations, and City Boards and Commissions.
2. The EEOP will be available on the City's intranet site.
3. Department heads will advise their employees that a copy of the EEOP is available for review.
4. The City's EEO policy statement will be distributed annually to all employees.
5. All required federal and state posters and notices will be posted at appropriate locations.
6. In-house publications will bear the statement "Equal Opportunity Employer" on the cover or face sheet, as appropriate.
7. City-sponsored publications will feature both minority and non-minority men and women.
8. EEO policy will be discussed in new employee orientation sessions and appropriate training programs.
9. Non-discrimination clauses will be included in all union agreements. All contracts will be reviewed to ensure they are non-discriminatory.

### External

1. Any method used for recruitment purposes will conclude with the statement that the City is an "Equal Opportunity Employer."
2. Relevant advertising or City-sponsored publications prepared for the general public will feature both minority and non-minority men and women.
3. Printed material for external dissemination will include the statement "Equal Opportunity Employer," as appropriate.

4. The Civil Service Department will maintain a current listing of female/minority publications and community organizations whose interests are directed at ensuring equality.
5. Female/minority recruiting sources will be used to address areas of under-utilization.

## Conclusion

It is the policy of the City to promote and provide equal employment opportunity to all persons on all matters affecting City employment. It is our policy to be committed to non-discriminatory employment practices.

The City's ultimate objective is to establish a diverse work force that is reflective of the relevant labor market. For the past ten years, the City's efforts were directed by statistical data provided from the 1990 Census. Citywide objectives were established to achieve work-force parity with the relevant labor market by job category for all ethnic and gender groups. Although, the City was unable to meet the bottom-line objectives for females and Hispanics, significant gains were made. As a group, females and minorities continue to be hired at a significantly higher rate than their work force representation. In 2003, 64.5% of all the new hires were minorities and white females.

New 2000 Census data shows the City's demographic statistics have become increasingly more diverse. The new data reflects further growth in female, Hispanic, and Asian categories. Although, the City's ethnic and gender representation in the work force has increased to a record level, the numbers have fell slightly below minority and female representation as it relates to the relevant labor market. The City recognizes that in order to achieve full labor market representation, it must continue its efforts in outreach recruitment to obtain a qualified applicant pool that provides full representation of all ethnic and gender categories.

The City of Long Beach will continue in its path of utilizing diversity-enhancing programs and activities. We will persevere to maintain our current efforts, as well as implement additional efforts towards labor market diversification. The City will be proactive in our efforts, creative in our approach and adaptable to the ever-changing demographic realities of Long Beach.

## **Work Force By Department**

The Equal Employment Opportunity Officer provided each department with their annual utilization statistical data. The information contained an analysis of the relevant labor market availability data as it relates to ethnicity and job category.

Each department was advised to establish a narrative addressing under-utilization, by job category and ethnicity. This narrative would address the inability to attain the work force at the level of the labor market availability standards. This narrative should also include information on specific efforts to increase diversity, by job category.

Based on the information received from the departments, the attached summary was developed. The summary contains charts depicting each department's annual utilization statistics, as compared to the relevant labor market availability standards. In addition, a narrative detailing objectives to address under-utilization, by department, has been included.



# **CITY AUDITOR**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will focus recruitment efforts on existing employees by establishing a career path (e.g. Reassignment for Training Program, Mentor Program, etc.) and promoting from within the department.
- ◆ Will increase external recruitment efforts at national colleges and universities, professional organizations, and minority communities.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ External outreach will be the same as listed above.

### **OFFICE/CLERICAL**

- ◆ Will increase outreach efforts in minority communities by attending job fairs and expositions and will post job vacancy announcements at the Career Transition Center.
- ◆ Additional efforts as listed above.

Department: CITY AUDITOR

| Job Category                                 | Total Employees |    | Female      |   | Black      |   | Hispanic    |   | Asian       |   | American Indian |     |
|--|-----------------|----|-------------|---|------------|---|-------------|---|-------------|---|-----------------|-----|
|  | #               | %  | #           | % | #          | % | #           | % | #           | % | #               | %   |
| <b>Officials/Administrators-Labor Market</b> |                 |    | <b>38.8</b> |   | <b>5.7</b> |   | <b>18.2</b> |   | <b>15.4</b> |   | <b>0.6</b>      |     |
| 2003 Workforce (Actual)                      | 4               | 2  | 50.0        | 0 | 0.0        | 0 | 0.0         | 0 | 0.0         | 0 | 0.0             | 0.0 |
| Diff (Workforce/Labor Market)                |                 |    | 11.2        |   | -5.7       |   | -18.2       |   | -15.4       |   | -0.6            |     |
| <b>Professionals -Labor Market</b>           |                 |    | <b>48.9</b> |   | <b>6.9</b> |   | <b>13.2</b> |   | <b>18.1</b> |   | <b>0.6</b>      |     |
| 2003 Workforce (Actual)                      | 11              | 6  | 54.5        | 2 | 18.2       | 1 | 9.1         | 1 | 9.1         | 0 | 0.0             | 0.0 |
| Diff (Workforce/Labor Market)                |                 |    | 5.6         |   | 11.3       |   | -4.1        |   | -9.0        |   | -0.6            |     |
| <b>Office/Clerical -Labor Market</b>         |                 |    | <b>63.2</b> |   | <b>9.2</b> |   | <b>32.3</b> |   | <b>13.4</b> |   | <b>0.6</b>      |     |
| 2003 Workforce (Actual)                      | 2               | 2  | 100.0       | 1 | 50.0       | 0 | 0.0         | 0 | 0.0         | 0 | 0.0             | 0.0 |
| Diff (Workforce/Labor Market)                |                 |    | 36.8        |   | 40.8       |   | 32.3        |   | -13.4       |   | -0.6            |     |
| <b>TOTAL (Bottom Line) -Labor Market</b>     |                 |    | <b>45.1</b> |   | <b>7.3</b> |   | <b>35.6</b> |   | <b>13.4</b> |   | <b>0.6</b>      |     |
| 2003 Workforce (Actual)                      | 17              | 10 | 58.8        | 3 | 17.6       | 1 | 5.9         | 1 | 5.9         | 0 | 0.0             | 0.0 |
| Diff (Workforce/Labor Market)                |                 |    | 13.7        |   | 10.3       |   | -29.7       |   | -7.5        |   | -0.6            |     |

# **CITY CLERK**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts at national colleges, universities, professional and trade publications, and minority communities.
- ◆ Will contact Civil Service regarding increasing attendance at job fairs and expositions.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)
- ◆ External outreach will be the same as listed above.

### **PARA-PROFESSIONALS**

- ◆ Outreach efforts will be the same as mentioned above.

### **OFFICE/CLERICAL**

- ◆ Will increase outreach efforts in minority communities by attending job fairs and expositions, will post vacancy announcements at the Career Transition Center.
- ◆ Additional efforts as listed above.

Department: CITY CLERK

| Job Category                                  | Total Employees |    | Female      |   | Black       |   | Hispanic    |   | Asian       |   | American Indian |     |
|---|-----------------|----|-------------|---|-------------|---|-------------|---|-------------|---|-----------------|-----|
|   | #               | %  | #           | % | #           | % | #           | % | #           | % | #               | %   |
| <b>Officials/Administrators -Labor Market</b> |                 |    | <b>38.8</b> |   | <b>5.7</b>  |   | <b>18.2</b> |   | <b>15.4</b> |   | <b>0.6</b>      |     |
| 2003 Workforce (Actual)                       | 2               | 1  | 50.0        | 0 | 0.0         | 1 | 50.0        | 1 | 50.0        | 0 | 0.0             | 0.0 |
| Diff (Workforce/Labor Market)                 |                 |    | -11.2       |   | -5.7        |   | -31.8       |   | -34.6       |   | -0.6            |     |
| <b>Professional -Labor Market</b>             |                 |    | <b>48.9</b> |   | <b>6.9</b>  |   | <b>13.2</b> |   | <b>18.1</b> |   | <b>0.6</b>      |     |
| 2003 Workforce (Actual)                       | 1               | 1  | 100.0       | 0 | 0.0         | 1 | 100.0       | 0 | 0.0         | 0 | 0.0             | 0.0 |
| Diff (Workforce/Labor Market)                 |                 |    | -51.1       |   | -6.9        |   | -86.8       |   | -18.1       |   | -0.6            |     |
| <b>Paraprofessionals -Labor Market</b>        |                 |    | <b>50.1</b> |   | <b>11.5</b> |   | <b>33.1</b> |   | <b>4.8</b>  |   | <b>1.2</b>      |     |
| 2003 Workforce (Actual)                       | 3               | 3  | 100.0       | 0 | 0.0         | 1 | 33.3        | 1 | 33.3        | 0 | 0.0             | 0.0 |
| Diff (Workforce/Labor Market)                 |                 |    | -49.9       |   | -11.5       |   | -0.2        |   | -28.5       |   | -1.2            |     |
| <b>Office/Clerical -Labor Market</b>          |                 |    | <b>63.2</b> |   | <b>9.2</b>  |   | <b>32.3</b> |   | <b>13.4</b> |   | <b>0.6</b>      |     |
| 2003 Workforce (Actual)                       | 13              | 11 | 84.6        | 3 | 23.1        | 2 | 15.4        | 1 | 7.7         | 0 | 0.0             | 0.0 |
| Diff (Workforce/Labor Market)                 |                 |    | -21.4       |   | -13.9       |   | -16.9       |   | -5.7        |   | -0.6            |     |
| <b>TOTALS (Bottom Line) -Labor Market</b>     |                 |    | <b>45.1</b> |   | <b>7.3</b>  |   | <b>35.6</b> |   | <b>13.4</b> |   | <b>0.6</b>      |     |
| 2003 Workforce (Actual)                       | 19              | 16 | 84.2        | 3 | 15.8        | 5 | 26.3        | 3 | 15.8        | 0 | 0.0             | 0.0 |
| Diff (Workforce/Labor Market)                 |                 |    | -39.1       |   | -8.5        |   | -9.3        |   | -2.4        |   | -0.6            |     |

# **CITY MANAGER**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts at national colleges, universities and law schools, professional and legal organizations, and minority communities.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.
- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)

### **PROFESSIONALS**

- ◆ External outreach will be the same as listed above.

### **OFFICE/CLERICAL**

- ◆ Outreach efforts as listed above.

**Department: CITY MANAGER**

| Job Category                    | Total Employees      | Female |             | Black |            | Hispanic |             | Asian |             | American Indian |            |
|---------------------------------|----------------------|--------|-------------|-------|------------|----------|-------------|-------|-------------|-----------------|------------|
|                                 |                      | #      | %           | #     | %          | #        | %           | #     | %           | #               | %          |
|                                 |                      |        |             |       |            |          |             |       |             |                 |            |
| <b>Officials/Administrators</b> | <b>-Labor Market</b> |        | <b>38.8</b> |       | <b>5.7</b> |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 12                   | 7      | 58.3        | 3     | 25.0       | 1        | 8.3         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -19.5       |       | -19.3      |          | -9.9        |       | -15.4       |                 | -0.6       |
| <b>Professionals</b>            | <b>-Labor Market</b> |        | <b>48.9</b> |       | <b>6.9</b> |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 2                    | 0      | 0.0         | 0     | 0.0        | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -48.9       |       | -6.9       |          | -13.2       |       | -18.1       |                 | -0.6       |
| <b>Office/Clerical</b>          | <b>-Labor Market</b> |        | <b>63.2</b> |       | <b>9.2</b> |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 9                    | 9      | 100.0       | 1     | 11.1       | 2        | 22.2        | 1     | 11.1        | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -36.8       |       | -1.9       |          | -10.1       |       | -2.3        |                 | -0.6       |
| <b>TOTAL (Bottom Line)</b>      | <b>-Labor Market</b> |        | <b>45.1</b> |       | <b>7.3</b> |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 23                   | 16     | 69.6        | 4     | 17.4       | 3        | 13.0        | 1     | 4.3         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -24.5       |       | -10.1      |          | -22.6       |       | -9.1        |                 | -0.6       |

# **CITY PROSECUTOR**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts at national colleges, universities and law schools, professional and legal organizations, and minority communities.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)
- ◆ External outreach will be the same as listed above.

### **PARA-PROFESSIONALS**

- ◆ Outreach efforts will be the same as mentioned above.

### **OFFICE/CLERICAL**

- ◆ Will increase outreach efforts in minority communities by attending job fairs and expositions, will post vacancy announcements at the Career Transition Center.
- ◆ Additional efforts as listed above.

Department: CITY PROSECUTOR

| Job Category                                  | Total Employees | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|---|-----------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|   |                 | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
|   |                 |        |             |       |             |          |             |       |             |                 |            |
| <b>Officials/Administrators -Labor Market</b> |                 |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 2               | 0      | 0.0         | 0     | 0.0         | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -38.8       |       | -5.7        |          | -18.2       |       | -15.4       |                 | -0.6       |
| <b>Professionals -Labor Market</b>            |                 |        | <b>48.9</b> |       | <b>6.9</b>  |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 18              | 9      | 50.0        | 1     | 5.6         | 4        | 22.2        | 1     | 5.6         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -1.1        |       | -1.3        |          | -9.0        |       | -12.5       |                 | -0.6       |
| <b>Paraprofessionals -Labor Market</b>        |                 |        | <b>50.1</b> |       | <b>11.5</b> |          | <b>33.1</b> |       | <b>4.8</b>  |                 | <b>1.2</b> |
| 2003 Workforce (Actual)                       | 1               | 1      | 100.0       | 0     | 0.0         | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -49.9       |       | -11.5       |          | -33.1       |       | -4.8        |                 | -1.2       |
| <b>Office/Clerical -Labor Market</b>          |                 |        | <b>63.2</b> |       | <b>9.2</b>  |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 13              | 10     | 76.9        | 1     | 7.7         | 6        | 46.2        | 2     | 15.4        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -13.7       |       | -1.5        |          | -13.9       |       | -2.0        |                 | -0.6       |
| <b>TOTAL (Bottom Line) -Labor Market</b>      |                 |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 34              | 20     | 58.8        | 2     | 5.9         | 10       | 29.4        | 3     | 8.8         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -13.7       |       | -1.4        |          | -6.2        |       | -4.6        |                 | -0.6       |



# **CIVIL SERVICE**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target Females, Asians, and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)
- ◆ External outreach will be the same as listed above.

### **PARA-PROFESSIONALS**

- ◆ There is only one position in this category. Due to low turnover in this job category, the department does not anticipate future recruitment in this area.

### **OFFICE/CLERICAL**

- ◆ Department is currently up to staffing in this area. No future recruitment anticipated.
- ◆ Any additional recruitment will focus on the areas listed above.

**Department: CIVIL SERVICE**

| Job Category                    | Total Employees      | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|---------------------------------|----------------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|                                 |                      | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrators</b> | <b>-Labor Market</b> |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 4                    | 1      | 25.0        | 1     | 25.0        | 2        | 50.0        | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -13.8       |       | -19.3       |          | -31.8       |       | -15.4       |                 | -0.6       |
| <b>Professionals</b>            | <b>-Labor Market</b> |        | <b>48.9</b> |       | <b>6.9</b>  |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 10                   | 6      | 60.0        | 2     | 20.0        | 3        | 30.0        | 2     | 20.0        | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -11.1       |       | -13.1       |          | -16.8       |       | -1.9        |                 | -0.6       |
| <b>Paraprofessionals</b>        | <b>-Labor Market</b> |        | <b>50.1</b> |       | <b>11.5</b> |          | <b>33.1</b> |       | <b>4.8</b>  |                 | <b>1.2</b> |
| 2003 Workforce (Actual)         | 1                    | 1      | 100.0       | 0     | 0.0         | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -49.9       |       | -11.5       |          | -33.1       |       | -4.8        |                 | -1.2       |
| <b>Office/Clerical</b>          | <b>-Labor Market</b> |        | <b>63.2</b> |       | <b>9.2</b>  |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 7                    | 6      | 85.7        | 3     | 42.9        | 3        | 42.9        | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -22.5       |       | -33.7       |          | -10.6       |       | -13.4       |                 | -0.6       |
| <b>Total (Bottom Line)</b>      | <b>-Labor Market</b> |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 22                   | 14     | 63.6        | 6     | 27.3        | 8        | 36.4        | 2     | 9.1         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -18.5       |       | -20.0       |          | -0.8        |       | -4.3        |                 | -0.6       |

# **COMMUNITY DEVELOPMENT**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Asian and American Indian populations.
- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)
- ◆ External outreach will be the same as listed above.

### **PARA-PROFESSIONALS**

- ◆ Will increase recruitment efforts to target American Indian populations.
- ◆ Internal outreach will be the same as above.

### **OFFICE/CLERICAL**

- ◆ The department continues to actively recruit for Hispanic candidates using all available resources, including selective certifications and targeted mailings.
- ◆ Will continue to work with Civil Service and City Manager Departments to increase the pool of Hispanic candidates to fill both classified and unclassified positions, including those that require bilingual skills.

Department: **COMMUNITY DEVELOPMENT**

| Job Category                                  | Total Employees | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|---|-----------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|   |                 | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrators- Labor Market</b> |                 |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 28              | 13     | 46.4        | 5     | 17.9        | 0        | 0.0         | 3     | 10.7        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | 7.6         |       | 12.2        |          | -18.2       |       | -4.7        |                 | -0.6       |
| <b>Professionals - Labor Market</b>           |                 |        | <b>48.9</b> |       | <b>6.9</b>  |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 79              | 44     | 55.7        | 13    | 16.5        | 18       | 22.8        | 11    | 13.9        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | 6.8         |       | 9.6         |          | 9.6         |       | -4.2        |                 | -0.6       |
| <b>Paraprofessionals - Labor Market</b>       |                 |        | <b>50.1</b> |       | <b>11.5</b> |          | <b>33.1</b> |       | <b>4.8</b>  |                 | <b>1.2</b> |
| 2003 Workforce (Actual)                       | 27              | 18     | 66.7        | 7     | 25.9        | 11       | 40.7        | 5     | 18.5        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | 16.6        |       | 14.4        |          | 7.6         |       | 13.7        |                 | -1.2       |
| <b>Office/Clerical - Labor Market</b>         |                 |        | <b>63.2</b> |       | <b>9.2</b>  |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 77              | 67     | 87.0        | 25    | 32.5        | 20       | 26.0        | 13    | 16.9        | 1               | 1.3        |
| Diff (Workforce/Labor Market)                 |                 |        | 23.8        |       | 23.3        |          | -6.3        |       | 3.5         |                 | 0.7        |
| <b>TOTAL - (Bottom Line)- Labor Market</b>    |                 |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 211             | 142    | 67.3        | 50    | 23.7        | 49       | 23.2        | 32    | 15.2        | 1               | 0.5        |
| Diff (Workforce/Labor Market)                 |                 |        | 22.2        |       | 16.4        |          | -12.4       |       | 1.8         |                 | -0.1       |

# **FINANCIAL MANAGEMENT**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target Asian and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.).
- ◆ External outreach will be the same as listed above.

### **TECHNICIANS**

- ◆ Will increase recruitment efforts to target Black, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above.

### **PARA-PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ External outreach will be the same as listed above.

### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Hispanic populations.
- ◆ External outreach will be the same as listed above.

Department: FINANCIAL MANAGEMENT

| Job Category                                  | Total Employees |    | Female      |    | Black       |    | Hispanic    |    | Asian       |   | American Indian |   |
|---|-----------------|----|-------------|----|-------------|----|-------------|----|-------------|---|-----------------|---|
|   | #               | %  | #           | %  | #           | %  | #           | %  | #           | % | #               | % |
|   |                 |    |             |    |             |    |             |    |             |   |                 |   |
| <b>Officials/Administrators -Labor Market</b> |                 |    | <b>38.8</b> |    | <b>5.7</b>  |    | <b>18.2</b> |    | <b>15.4</b> |   | <b>0.6</b>      |   |
| 2003 Workforce (Actual)                       | 16              | 7  | 43.8        | 2  | 12.5        | 4  | 25.0        | 2  | 12.5        | 0 | 0.0             |   |
| Diff (Workforce/Labor Market)                 |                 |    | 5.0         |    | 6.8         |    | 6.8         |    | 2.9         |   | -0.6            |   |
| <b>Professionals -Labor Market</b>            |                 |    | <b>48.9</b> |    | <b>6.9</b>  |    | <b>13.2</b> |    | <b>18.1</b> |   | <b>0.6</b>      |   |
| 2003 Workforce (Actual)                       | 26              | 16 | 61.5        | 2  | 7.7         | 3  | 11.5        | 7  | 26.9        | 0 | 0.0             |   |
| Diff (Workforce/Labor Market)                 |                 |    | 12.6        |    | 0.8         |    | 1.7         |    | 8.8         |   | -0.6            |   |
| <b>Technicians -Labor Market</b>              |                 |    | <b>48.8</b> |    | <b>9.9</b>  |    | <b>22.5</b> |    | <b>22.4</b> |   | <b>0.6</b>      |   |
| 2003 Workforce (Actual)                       | 5               | 3  | 60.0        | 0  | 0.0         | 2  | 40.0        | 1  | 20.0        | 0 | 0.0             |   |
| Diff (Workforce/Labor Market)                 |                 |    | 11.2        |    | 9.9         |    | 17.5        |    | 2.4         |   | -0.6            |   |
| <b>Paraprofessionals -Labor Market</b>        |                 |    | <b>50.1</b> |    | <b>11.5</b> |    | <b>33.1</b> |    | <b>4.8</b>  |   | <b>1.2</b>      |   |
| 2003 Workforce (Actual)                       | 8               | 7  | 87.5        | 1  | 12.5        | 1  | 12.5        | 1  | 12.5        | 0 | 0.0             |   |
| Diff (Workforce/Labor Market)                 |                 |    | 37.4        |    | 1.0         |    | 20.6        |    | 7.7         |   | -1.2            |   |
| <b>Office/Clerical -Labor Market</b>          |                 |    | <b>63.2</b> |    | <b>9.2</b>  |    | <b>32.3</b> |    | <b>13.4</b> |   | <b>0.6</b>      |   |
| 2003 Workforce (Actual)                       | 84              | 66 | 78.6        | 24 | 28.6        | 20 | 23.8        | 14 | 16.7        | 1 | 1.2             |   |
| Diff (Workforce/Labor Market)                 |                 |    | 15.4        |    | 19.4        |    | 8.5         |    | 3.3         |   | 0.6             |   |
| <b>TOTAL (Bottom Line) -Labor Market</b>      |                 |    | <b>45.1</b> |    | <b>7.3</b>  |    | <b>35.6</b> |    | <b>13.4</b> |   | <b>0.6</b>      |   |
| 2003 Workforce (Actual)                       | 139             | 99 | 71.2        | 29 | 20.9        | 30 | 21.6        | 25 | 18.0        | 1 | 0.7             |   |
| Diff (Workforce/Labor Market)                 |                 |    | 26.1        |    | 13.6        |    | 14.0        |    | 4.6         |   | 0.1             |   |

# **FIRE DEPARTMENT**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target Female, Black, and Hispanic populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Hispanic, Asian and American Indian populations.
- ◆ External outreach will be the same as listed above.

### **TECHNICIANS**

- ◆ There is only one position in this job category.
- ◆ Future recruitment efforts to target all groups (Female, Black, Hispanic, Asian, and American Indian).
- ◆ External outreach will be the same as listed above.

### **PROTECTIVE SERVICES**

- ◆ Future recruitment efforts to target all groups (Female, Black, Hispanic, Asian, and American Indian). Recommend to Civil Service that Firefighter recruitments be held on an annual basis and target all groups.
- ◆ Internal promotions are based on qualifications and seniority. Development and implementation of Captain's Preparation Academy, wherein outreach efforts target all groups (Female, Black, Hispanic, Asian and American Indian).

### **PARA-PROFESSIONALS**

- ◆ There is only one position in this job category, and it is currently filled.

## **FIRE DEPARTMENT**

### **OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)**

- ◆ Will increase recruitment efforts to target Black, Hispanic, Asian, and American Indian populations.

#### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Male and minority populations.
- ◆ External outreach will be the same as listed above.

#### **SKILLED CRAFT**

- ◆ Future recruitment efforts to target all groups (Female, Black, Hispanic, Asian, and American Indian).
- ◆ There are only three positions in this job category, and they are currently filled.

#### **SERVICE MAINTENANCE**

- ◆ Future recruitment efforts to target all groups, except Black (Female, Hispanic, Asian, and American Indian).
- ◆ There is only one position in this job category, and it is currently filled.



Department: FIRE

| Job Category                                  | Total Employees | Female |       | Black |       | Hispanic |       | Asian |       | American Indian |      |
|---|-----------------|--------|-------|-------|-------|----------|-------|-------|-------|-----------------|------|
|   |                 | #      | %     | #     | %     | #        | %     | #     | %     | #               | %    |
| <b>Officials/Administrators -Labor Market</b> |                 |        |       |       |       |          |       |       |       |                 |      |
| 2003 Workforce (Actual)                       | 11              | 2      | 18.2  | 0     | 0.0   | 0        | 0.0   | 3     | 27.3  | 1               | 9.1  |
| Diff (Workforce/Labor Market)                 |                 |        | -20.6 |       | -5.7  |          | -18.2 |       | -11.9 |                 | -8.5 |
| <b>Professionals -Labor Market</b>            |                 |        |       |       |       |          |       |       |       |                 |      |
| 2003 Workforce (Actual)                       | 5               | 3      | 60.0  | 1     | 20.0  | 0        | 0.0   | 0     | 0.0   | 0               | 0.0  |
| Diff (Workforce/Labor Market)                 |                 |        | -11.1 |       | -13.1 |          | -13.2 |       | -18.1 |                 | -0.6 |
| <b>Technicians -Labor Market</b>              |                 |        |       |       |       |          |       |       |       |                 |      |
| 2003 Workforce (Actual)                       | 2               | 0      | 0.0   | 0     | 0.0   | 0        | 0.0   | 0     | 0.0   | 0               | 0.0  |
| Diff (Workforce/Labor Market)                 |                 |        | -48.8 |       | -9.9  |          | -22.5 |       | -22.4 |                 | -0.6 |
| <b>Protective Services -Labor Market</b>      |                 |        |       |       |       |          |       |       |       |                 |      |
| 2003 Workforce (Actual)                       | 438             | 14     | 3.2   | 34    | 7.8   | 77       | 17.6  | 19    | 4.3   | 3               | 0.7  |
| Diff (Workforce/Labor Market)                 |                 |        | -15.1 |       | -10.7 |          | -11.3 |       | -3.4  |                 | -0.3 |
| <b>Paraprofessionals -Labor Market</b>        |                 |        |       |       |       |          |       |       |       |                 |      |
| 2003 Workforce (Actual)                       | 1               | 1      | 100.0 | 0     | 0.0   | 0        | 0.0   | 0     | 0.0   | 0               | 0.0  |
| Diff (Workforce/Labor Market)                 |                 |        | -49.9 |       | -11.5 |          | -33.1 |       | -4.8  |                 | -1.2 |
| <b>Office/Clerical -Labor Market</b>          |                 |        |       |       |       |          |       |       |       |                 |      |
| 2003 Workforce (Actual)                       | 35              | 29     | 82.9  | 3     | 8.6   | 5        | 14.3  | 2     | 5.7   | 0               | 0.0  |
| Diff (Workforce/Labor Market)                 |                 |        | -19.7 |       | -0.6  |          | -18.0 |       | -7.7  |                 | -0.6 |
| <b>Skilled Craft -Labor Market</b>            |                 |        |       |       |       |          |       |       |       |                 |      |
| 2003 Workforce (Actual)                       | 3               | 0      | 0.0   | 0     | 0.0   | 0        | 0.0   | 0     | 0.0   | 0               | 0.0  |
| Diff (Workforce/Labor Market)                 |                 |        | -8.3  |       | -4.6  |          | -48.2 |       | -9.6  |                 | -0.7 |
| <b>Service/Maintenance -Labor Market</b>      |                 |        |       |       |       |          |       |       |       |                 |      |
| 2003 Workforce (Actual)                       | 1               | 0      | 0.0   | 1     | 100.0 | 0        | 0.0   | 0     | 0.0   | 0               | 0.0  |
| Diff (Workforce/Labor Market)                 |                 |        | -40.4 |       | 94.0  |          | -60.6 |       | -10.2 |                 | -0.5 |
| <b>TOTAL (Bottom Line) -Labor Market</b>      |                 |        |       |       |       |          |       |       |       |                 |      |
| 2003 Workforce (Actual)                       | 496             | 49     | 9.9   | 39    | 7.9   | 82       | 16.5  | 24    | 4.8   | 4               | 0.8  |
| Diff (Workforce/Labor Market)                 |                 |        | -35.2 |       | 0.6   |          | -19.1 |       | -8.6  |                 | 0.2  |

**Department: FIRE - SWORN** (Firefighter classifications including Fire Recruit)

| Job Category                     | Total Employees | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|----------------------------------|-----------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|                                  |                 | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrators*</b> | -Labor Market   |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)          | 110             | 0      | 0.0         | 8     | 7.3         | 21       | 19.1        | 3     | 2.7         | 1               | 0.9        |
| Diff (Workforce/Labor Market)    |                 |        | 38.8        |       | 1.6         |          | 0.9         |       | 12.7        |                 | 0.3        |
| <b>Protective Services</b>       | -Labor Market   |        | <b>18.3</b> |       | <b>18.5</b> |          | <b>28.9</b> |       | <b>7.7</b>  |                 | <b>1.0</b> |
| 2003 Workforce (Actual)          | 310             | 12     | 3.9         | 26    | 8.4         | 55       | 17.7        | 16    | 5.2         | 2               | 0.6        |
| Diff (Workforce/Labor Market)    |                 |        | 14.4        |       | 10.1        |          | 11.2        |       | 2.5         |                 | 0.4        |
| <b>TOTAL (Bottom Line)</b>       | -Labor Market   |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)          | 420             | 12     | 2.9         | 34    | 8.1         | 76       | 18.1        | 19    | 4.5         | 3               | 0.7        |
| Diff (Workforce/Labor Market)    |                 |        | 42.2        |       | 0.8         |          | 17.5        |       | 8.9         |                 | 0.1        |

\*Includes Fire Captain and above

# HARBOR DEPARTMENT

## OBJECTIVES TO ADDRESS UNDER-UTILIZATION

### OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.
- ◆ Will use all forms of appropriate media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) and/or executive search firms to increase outreach.

### PROFESSIONALS

- ◆ Will increase recruitment efforts to target Female, Hispanic and Black populations.
- ◆ External outreach will be the same as listed above.

### TECHNICIANS

- ◆ Will increase recruitment efforts to target Female, Black, and Hispanic populations. Will also continue to use current Civil Service eligibility lists.
- ◆ External outreach will be the same as listed above, and include technical organizations.

### PROTECTIVE SERVICES

- ◆ Future recruitment efforts to target Black, Hispanic, and American Indian populations. Current Civil Service eligibility lists continue to be utilized.

### PARA-PROFESSIONALS

- ◆ There is only five positions in this job category and turnover is low.
- ◆ Future recruitment efforts to target Hispanic and Asian populations.

## **HARBOR DEPARTMENT**

### **OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)**

#### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Male candidates.
- ◆ External outreach will be the same as listed above.

#### **SKILLED CRAFT**

- ◆ Future recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.
- ◆ Current Civil Service eligibility lists continue to be utilized.

#### **SERVICE MAINTENANCE**

- ◆ Future recruitment efforts to target Female, Hispanic, and American Indian populations.
- ◆ Current Civil Service eligibility lists continue to be utilized.

Department: HARBOR

| Job Category                                  | Total Employees | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|---|-----------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|   |                 | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrators -Labor Market</b> |                 |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 14              | 5      | 35.7        | 1     | 7.1         | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -3.1        |       | 1.4         |          | -18.2       |       | -15.4       |                 | -0.6       |
| <b>Professionals -Labor Market</b>            |                 |        | <b>48.9</b> |       | <b>6.9</b>  |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 85              | 22     | 25.9        | 1     | 1.2         | 6        | 7.1         | 24    | 28.2        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -23.0       |       | -5.7        |          | -6.1        |       | -10.1       |                 | -0.6       |
| <b>Technicians -Labor Market</b>              |                 |        | <b>48.8</b> |       | <b>9.9</b>  |          | <b>22.5</b> |       | <b>22.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 28              | 6      | 21.4        | 0     | 0.0         | 4        | 14.3        | 7     | 25.0        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -27.4       |       | -9.9        |          | -8.2        |       | -2.6        |                 | -0.6       |
| <b>Protective Services -Labor Market</b>      |                 |        | <b>18.3</b> |       | <b>18.5</b> |          | <b>28.9</b> |       | <b>7.7</b>  |                 | <b>1.0</b> |
| 2003 Workforce (Actual)                       | 29              | 6      | 20.7        | 3     | 10.3        | 6        | 20.7        | 3     | 10.3        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -2.4        |       | -8.2        |          | -8.2        |       | -2.6        |                 | -1.0       |
| <b>Paraprofessionals -Labor Market</b>        |                 |        | <b>50.1</b> |       | <b>11.5</b> |          | <b>33.1</b> |       | <b>4.8</b>  |                 | <b>1.2</b> |
| 2003 Workforce (Actual)                       | 5               | 4      | 80.0        | 1     | 20.0        | 1        | 20.0        | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -29.9       |       | -8.5        |          | -13.1       |       | -4.8        |                 | -1.2       |
| <b>Office/Clerical -Labor Market</b>          |                 |        | <b>63.2</b> |       | <b>9.2</b>  |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 47              | 40     | 85.1        | 12    | 25.5        | 8        | 32.3        | 9     | 19.1        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -21.9       |       | -16.3       |          | 0.0         |       | -5.7        |                 | -0.6       |
| <b>Skilled Craft -Labor Market</b>            |                 |        | <b>8.3</b>  |       | <b>4.6</b>  |          | <b>48.2</b> |       | <b>9.6</b>  |                 | <b>0.7</b> |
| 2003 Workforce (Actual)                       | 53              | 1      | 1.9         | 8     | 15.1        | 7        | 13.2        | 2     | 3.8         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -6.4        |       | -10.5       |          | -35.0       |       | -5.8        |                 | -0.7       |
| <b>Service/Maintenance -Labor Market</b>      |                 |        | <b>40.4</b> |       | <b>6.0</b>  |          | <b>60.6</b> |       | <b>10.2</b> |                 | <b>0.5</b> |
| 2003 Workforce (Actual)                       | 42              | 1      | 2.4         | 16    | 38.1        | 11       | 26.2        | 1     | 2.4         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -38.0       |       | -32.1       |          | -34.4       |       | -7.8        |                 | -0.5       |
| <b>TOTAL (Bottom Line) -Labor Market</b>      |                 |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 303             | 85     | 28.1        | 42    | 13.9        | 43       | 14.2        | 46    | 15.2        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -17.0       |       | -6.6        |          | -21.4       |       | -1.8        |                 | -0.6       |

# HEALTH AND HUMAN SERVICES

## OBJECTIVES TO ADDRESS UNDER-UTILIZATION

### OFFICIALS/ADMINISTRATORS

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### PROFESSIONALS

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ External outreach will be the same as listed above.

### TECHNICIANS

- ◆ Will increase recruitment efforts to target Female, Black, Hispanic and American Indian populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

### PROTECTIVE SERVICES

- ◆ Future recruitment efforts to target Black, Hispanic, Asian and American Indian populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

### PARA-PROFESSIONALS

- ◆ Future recruitment efforts to target Hispanic and American Indian populations.

# HEALTH AND HUMAN SERVICES

## OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)

### OFFICE/CLERICAL

- ◆ Work force is at parity with relevant labor market in gender and ethnic categories.

### SKILLED CRAFT

- ◆ Future recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### SERVICE MAINTENANCE

- ◆ Future recruitment efforts to target Female, Hispanic, and American Indian populations.

**Department: HEALTH & HUMAN SERVICES**

| Job Category                                  | Total Employees |     | Female      |    | Black       |     | Hispanic    |    | Asian       |   | American Indian |
|---|-----------------|-----|-------------|----|-------------|-----|-------------|----|-------------|---|-----------------|
|   | #               | %   | #           | %  | #           | %   | #           | %  | #           | % | #               |
|   |                 |     |             |    |             |     |             |    |             |   | %               |
| <b>Officials/Administrators -Labor Market</b> |                 |     | <b>38.8</b> |    | <b>5.7</b>  |     | <b>18.2</b> |    | <b>15.4</b> |   | <b>0.6</b>      |
| 2003 Workforce (Actual)                       | 17              | 8   | 47.1        | 3  | 17.6        | 1   | 5.9         | 3  | 17.6        | 0 | 0.0             |
| Diff (Workforce/Labor Market)                 |                 |     | 8.3         |    | 11.9        |     | -12.3       |    | -2.2        |   | -0.6            |
| <b>Professionals -Labor Market</b>            |                 |     | <b>48.9</b> |    | <b>6.9</b>  |     | <b>13.2</b> |    | <b>18.1</b> |   | <b>0.6</b>      |
| 2003 Workforce (Actual)                       | 124             | 84  | 67.7        | 24 | 19.4        | 14  | 11.3        | 33 | 26.6        | 0 | 0.0             |
| Diff (Workforce/Labor Market)                 |                 |     | 18.8        |    | 12.5        |     | -1.9        |    | 8.5         |   | -0.6            |
| <b>Technicians -Labor Market</b>              |                 |     | <b>48.8</b> |    | <b>9.9</b>  |     | <b>22.5</b> |    | <b>22.4</b> |   | <b>0.6</b>      |
| 2003 Workforce (Actual)                       | 14              | 6   | 42.9        | 0  | 0.0         | 2   | 14.3        | 10 | 71.4        | 0 | 0.0             |
| Diff (Workforce/Labor Market)                 |                 |     | -5.9        |    | -9.9        |     | -8.2        |    | -49.0       |   | -0.6            |
| <b>Protective Services -Labor Market</b>      |                 |     | <b>18.3</b> |    | <b>18.5</b> |     | <b>28.9</b> |    | <b>7.7</b>  |   | <b>1.0</b>      |
| 2003 Workforce (Actual)                       | 16              | 11  | 68.8        | 1  | 6.3         | 2   | 12.5        | 0  | 0.0         | 0 | 0.0             |
| Diff (Workforce/Labor Market)                 |                 |     | -50.5       |    | -12.3       |     | -16.4       |    | -7.7        |   | -1.0            |
| <b>Paraprofessionals -Labor Market</b>        |                 |     | <b>50.1</b> |    | <b>11.5</b> |     | <b>33.1</b> |    | <b>4.8</b>  |   | <b>1.2</b>      |
| 2003 Workforce (Actual)                       | 9               | 9   | 100.0       | 2  | 22.2        | 2   | 22.2        | 5  | 55.6        | 0 | 0.0             |
| Diff (Workforce/Labor Market)                 |                 |     | -49.9       |    | -10.7       |     | -10.9       |    | -50.8       |   | -1.2            |
| <b>Office/Clerical -Labor Market</b>          |                 |     | <b>63.2</b> |    | <b>9.2</b>  |     | <b>32.3</b> |    | <b>13.4</b> |   | <b>0.6</b>      |
| 2003 Workforce (Actual)                       | 208             | 170 | 81.7        | 40 | 19.2        | 84  | 40.4        | 43 | 20.7        | 3 | 1.4             |
| Diff (Workforce/Labor Market)                 |                 |     | 18.5        |    | 10.0        |     | 8.1         |    | 7.3         |   | 0.8             |
| <b>Skilled Craft -Labor Market</b>            |                 |     | <b>8.3</b>  |    | <b>4.6</b>  |     | <b>48.2</b> |    | <b>9.6</b>  |   | <b>0.7</b>      |
| 2003 Workforce (Actual)                       | 1               | 0   | 0.0         | 1  | 100.0       | 0   | 0.0         | 0  | 0.0         | 0 | 0.0             |
| Diff (Workforce/Labor Market)                 |                 |     | -8.3        |    | 95.4        |     | -48.2       |    | -9.6        |   | -0.7            |
| <b>Service/Maintenance -Labor Market</b>      |                 |     | <b>40.4</b> |    | <b>6.0</b>  |     | <b>60.6</b> |    | <b>10.2</b> |   | <b>0.5</b>      |
| 2003 Workforce (Actual)                       | 9               | 1   | 11.1        | 6  | 66.7        | 1   | 11.1        | 2  | 22.2        | 0 | 0.0             |
| Diff (Workforce/Labor Market)                 |                 |     | -29.3       |    | 60.7        |     | -49.5       |    | 12.0        |   | -0.5            |
| <b>TOTAL (Bottom Line) -Labor Market</b>      |                 |     | <b>45.1</b> |    | <b>7.3</b>  |     | <b>35.6</b> |    | <b>13.4</b> |   | <b>0.6</b>      |
| 2003 Workforce (Actual)                       | 398             | 289 | 72.6        | 77 | 19.3        | 106 | 26.6        | 96 | 24.1        | 3 | 0.8             |
| Diff (Workforce/Labor Market)                 |                 |     | 27.5        |    | 12.0        |     | -9.0        |    | 10.7        |   | 0.2             |



# **HUMAN RESOURCES**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.
- ◆ Will target internal recruitment efforts by establishing a career path for current employees ( e.g. Reassignment for Training Program, Mentor Program, etc.)

### **PROFESSIONALS**

- ◆ External outreach will be the same as listed above.

### **PARA-PROFESSIONALS**

- ◆ Outreach efforts will be the same as listed above.

### **OFFICE/CLERICAL**

- ◆ Outreach efforts will be the same as listed above.

Department: HUMAN RESOURCES

| Job Category                  | Total Employees | Female |       | Black |       | Hispanic |       | Asian |       | American Indian |      |
|-------------------------------|-----------------|--------|-------|-------|-------|----------|-------|-------|-------|-----------------|------|
|                               |                 | #      | %     | #     | %     | #        | %     | #     | %     | #               | %    |
| Officials/Administrations     | Labor Market    |        | 38.8  |       | 5.7   |          | 18.2  |       | 15.4  |                 | 0.6  |
| 2003 Workforce (Actual)       | 5               | 3      | 60.0  | 1     | 20.0  | 0        | 0.0   | 0     | 0.0   | 0               | 0.0  |
| Diff (Workforce/Labor Market) |                 |        | -21.2 |       | -14.3 |          | -18.2 |       | -15.4 |                 | -0.6 |
| Professionals                 | Labor Market    |        | 48.9  |       | 6.9   |          | 13.2  |       | 18.1  |                 | 0.3  |
| 2003 Workforce (Actual)       | 7               | 4      | 57.1  | 1     | 14.3  | 2        | 28.6  | 0     | 0.0   | 0               | 0.0  |
| Diff (Workforce/Labor Market) |                 |        | -8.2  |       | -7.4  |          | -15.4 |       | -18.1 |                 | -0.3 |
| Paraprofessionals             | Labor Market    |        | 50.1  |       | 11.5  |          | 33.1  |       | 4.8   |                 | 1.2  |
| 2003 Workforce (Actual)       | 4               | 4      | 100.0 | 0     | 0.0   | 1        | 25.0  | 1     | 25.0  | 0               | 0.0  |
| Diff (Workforce/Labor Market) |                 |        | -49.9 |       | -11.5 |          | -8.1  |       | -20.2 |                 | -1.2 |
| Office/Clerical               | Labor Market    |        | 63.2  |       | 9.2   |          | 32.3  |       | 13.4  |                 | 0.6  |
| 2003 Workforce (Actual)       | 4               | 4      | 100.0 | 0     | 0.0   | 1        | 25.0  | 2     | 50.0  | 0               | 0.0  |
| Diff (Workforce/Labor Market) |                 |        | -36.8 |       | -9.2  |          | -7.3  |       | -36.6 |                 | -0.6 |
| <b>Total (Bottom Line)</b>    | Labor Market    |        | 45.1  |       | 7.3   |          | 35.6  |       | 13.4  |                 | 0.6  |
| 2003 Workforce (Actual)       | 20              | 15     | 75.0  | 2     | 10.0  | 4        | 20.0  | 3     | 15.0  | 0               | 0.0  |
| Diff (Workforce/Labor Market) |                 |        | -29.9 |       | -2.7  |          | -15.6 |       | -1.6  |                 | -0.6 |

# **LAW DEPARTMENT**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.
- ◆ Will post job descriptions and employment opportunities on the City Attorney's website.

### **PROFESSIONALS**

- ◆ Outreach efforts will be the same as listed above.

### **PARA-PROFESSIONALS**

- ◆ Will contact Civil Service and Human Resources to identify appropriate recruitment techniques as future openings occur.
- ◆ Outreach efforts will be the same as mentioned above.

### **OFFICE/CLERICAL**

- ◆ Will contact Civil Service and Human Resources to identify appropriate recruitment techniques as future openings occur.
- ◆ Additional efforts as listed above.

Department: LAW

| Job Category                              | Total Employees | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|---|-----------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|   |                 | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| Officials/Administrators -Labor Market    |                 |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                   | 7               | 4      | 57.1        | 0     | 0.0         | 0        | 0.0         | 1     | 14.3        | 0               | 0.0        |
| Diff (Workforce/Labor Market)             |                 |        | 18.3        |       | -5.7        |          | -18.2       |       | -1.1        |                 | -0.6       |
| Professionals -Labor Market               |                 |        | <b>48.9</b> |       | <b>6.9</b>  |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                   | 26              | 11     | 42.3        | 3     | 11.5        | 2        | 7.7         | 0     | 0.0         | 1               | 3.8        |
| Diff (Workforce/Labor Market)             |                 |        | -6.6        |       | -4.6        |          | -5.5        |       | -18.1       |                 | -3.2       |
| Paraprofessionals -Labor Market           |                 |        | <b>50.1</b> |       | <b>11.5</b> |          | <b>33.1</b> |       | <b>4.8</b>  |                 | <b>1.2</b> |
| 2003 Workforce (Actual)                   | 9               | 8      | 88.9        | 2     | 22.2        | 2        | 22.2        | 1     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)             |                 |        | 38.8        |       | 10.7        |          | -10.9       |       | -4.8        |                 | -1.2       |
| Office/Clerical -Labor Market             |                 |        | <b>63.2</b> |       | <b>9.2</b>  |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                   | 27              | 25     | 92.6        | 3     | 11.1        | 4        | 14.8        | 2     | 7.4         | 0               | 0.0        |
| Diff (Workforce/Labor Market)             |                 |        | 29.4        |       | 1.9         |          | -17.5       |       | -6.0        |                 | -0.6       |
| <b>TOTALS (Bottom Line) -Labor Market</b> |                 |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                   | 69              | 48     | 69.6        | 8     | 11.6        | 8        | 11.6        | 4     | 5.8         | 1               | 1.4        |
| Diff (Workforce/Labor Market)             |                 |        | 24.5        |       | 4.3         |          | -24.0       |       | -7.6        |                 | 0.8        |

## **LEGISLATIVE**

### **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

#### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts at national colleges, universities and law schools, professional and legal organizations, and minority communities.
- ◆ Will contact Civil Service regarding increasing attendance at job fairs and expositions.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, and mailings) to increase outreach.

#### **PROFESSIONALS**

- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)
- ◆ External outreach will be the same as listed above.

#### **PARA-PROFESSIONALS**

- ◆ Will contact Civil Service and Human Resources to identify appropriate recruitment techniques as future openings occur.
- ◆ Outreach efforts will be the same as mentioned above.

#### **OFFICE/CLERICAL**

- ◆ Will increase outreach efforts in minority communities by attending Job Fairs and Expositions, will post vacancy announcements at the Career Transition Center.
- ◆ Additional efforts as listed above.

Department: **LEGISLATIVE**

| Job Category                                 | Total Employees | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|--|-----------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|  |                 | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrators-Labor Market</b> |                 |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                      | 2               | 2      | 100.0       | 0     | 0.0         | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                |                 |        | 61.2        |       | -5.7        |          | -18.2       |       | -15.4       |                 | -0.6       |
| <b>Professionals -Labor Market</b>           |                 |        | <b>48.9</b> |       | <b>6.9</b>  |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                      | 23              | 15     | 65.2        | 1     | 4.3         | 5        | 21.7        | 3     | 13.0        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                |                 |        | 16.3        |       | -2.6        |          | 8.5         |       | -5.1        |                 | -0.6       |
| <b>Paraprofessionals-Labor Market</b>        |                 |        | <b>50.1</b> |       | <b>11.5</b> |          | <b>33.1</b> |       | <b>4.8</b>  |                 | <b>1.2</b> |
| 2003 Workforce (Actual)                      | 7               | 3      | 42.9        | 0     | 0.0         | 6        | 85.7        | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                |                 |        | -7.2        |       | -11.5       |          | -52.6       |       | -4.8        |                 | -1.2       |
| <b>Office/Clerical -Labor Market</b>         |                 |        | <b>63.2</b> |       | <b>9.2</b>  |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                      | 3               | 2      | 66.7        | 1     | 33.3        | 1        | 33.3        | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                |                 |        | -3.5        |       | -24.1       |          | -1.0        |       | -13.4       |                 | -0.6       |
| <b>TOTAL (Bottom Line) -Labor Market</b>     |                 |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                      | 35              | 22     | 62.9        | 2     | 5.7         | 12       | 34.3        | 3     | 8.6         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                |                 |        | 17.8        |       | -1.6        |          | -1.3        |       | -4.8        |                 | -0.6       |

# **LIBRARY SERVICES**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target Hispanic, Asian, and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target non-Female Black, Hispanic, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above.

### **TECHNICIANS**

- ◆ Will increase recruitment efforts to target all groups, should a vacancy occur.
- ◆ External outreach will be the same as listed above, and include technical organizations.

### **PARA-PROFESSIONALS**

- ◆ Will increase recruitment efforts to target all groups, should a vacancy occur.

### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Hispanic, Asian, and American Indian populations.

### **SKILLED CRAFT**

- ◆ There is only one position in this job category.
- ◆ Future recruitment efforts to target all groups.

## **LIBRARY SERVICES**

### **OBJECTIVES TO ADDRESS UNDER-UTILIZATION** (continued)

#### **SERVICE MAINTENANCE**

- ◆ Future recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.



**Department: LIBRARY SERVICES**

| Job Category                    | Total Employees      | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|---------------------------------|----------------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|                                 |                      | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrators</b> | <b>-Labor Market</b> |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 5                    | 5      | 100.0       | 1     | 20.0        | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | 61.2        |       | 14.3        |          | 18.2        |       | 15.4        |                 | 0.6        |
| <b>Professionals</b>            | <b>-Labor Market</b> |        | <b>48.9</b> |       | <b>6.9</b>  |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 39                   | 34     | 87.2        | 1     | 2.6         | 1        | 2.6         | 2     | 5.1         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | 38.3        |       | 4.3         |          | 10.6        |       | 13.0        |                 | 0.3        |
| <b>Technicians</b>              | <b>-Labor Market</b> |        | <b>48.8</b> |       | <b>9.9</b>  |          | <b>22.5</b> |       | <b>22.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 1                    | 0      | 0.0         | 0     | 0.0         | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | 48.8        |       | 9.9         |          | 22.5        |       | 22.4        |                 | 0.6        |
| <b>Paraprofessionals</b>        | <b>-Labor Market</b> |        | <b>50.1</b> |       | <b>11.5</b> |          | <b>33.1</b> |       | <b>4.8</b>  |                 | <b>1.2</b> |
| 2003 Workforce (Actual)         | 1                    | 0      | 0.0         | 0     | 0.0         | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | 50.1        |       | 11.5        |          | 33.1        |       | 4.8         |                 | 1.2        |
| <b>Office/Clerical</b>          | <b>-Labor Market</b> |        | <b>63.2</b> |       | <b>9.2</b>  |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 33                   | 23     | 69.7        | 4     | 12.1        | 10       | 30.3        | 1     | 3.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | 6.5         |       | 2.9         |          | 2.0         |       | 10.4        |                 | 0.6        |
| <b>Skilled Craft</b>            | <b>-Labor Market</b> |        | <b>8.3</b>  |       | <b>4.6</b>  |          | <b>48.2</b> |       | <b>9.6</b>  |                 | <b>0.7</b> |
| 2003 Workforce (Actual)         | 1                    | 0      | 0.0         | 0     | 0.0         | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | 8.3         |       | 4.6         |          | 48.2        |       | 9.6         |                 | 0.7        |
| <b>Service/Maintenance</b>      | <b>-Labor Market</b> |        | <b>40.4</b> |       | <b>6.0</b>  |          | <b>60.6</b> |       | <b>10.2</b> |                 | <b>0.5</b> |
| 2003 Workforce (Actual)         | 1                    | 0      | 0.0         | 1     | 100.0       | 0        | 0.0         | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | 40.4        |       | 94.0        |          | 60.6        |       | 10.2        |                 | 0.5        |
| <b>TOTAL (Bottom Line)</b>      | <b>-Labor Market</b> |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 81                   | 62     | 76.5        | 7     | 8.6         | 11       | 13.6        | 3     | 3.7         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | 31.4        |       | 1.3         |          | 22.0        |       | 9.7         |                 | 0.6        |

# **LONG BEACH ENERGY**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target all groups, except American Indian.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target all groups, except Female.
- ◆ External outreach will be the same as listed above.

### **TECHNICIANS**

- ◆ Will increase recruitment efforts to target all groups, except Asian.
- ◆ External outreach will be the same as listed above, and include technical organizations.

### **PROTECTIVE SERVICES**

- ◆ Will increase recruitment efforts to target Hispanic, Asian, and American Indian populations.

### **PARA-PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Black and Hispanic populations.

### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Hispanic, Asian and American Indian populations.

### **SKILLED CRAFT**

- ◆ Future recruitment efforts to target Female and Hispanic populations.

## **LONG BEACH ENERGY**

### **OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)**

#### **SERVICE MAINTENANCE**

- ◆ Future recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.

**Department: Long Beach Energy**

| Job Category                                  | Total Employees | Female      |       | Black       |       | Hispanic    |       | Asian       |      | American Indian |      |
|---|-----------------|-------------|-------|-------------|-------|-------------|-------|-------------|------|-----------------|------|
|   |                 | #           | %     | #           | %     | #           | %     | #           | %    | #               | %    |
| <b>Officials/Administrators -Labor Market</b> |                 | <b>38.8</b> |       | <b>5.7</b>  |       | <b>18.2</b> |       | <b>15.4</b> |      | <b>0.6</b>      |      |
| 2003 Workforce (Actual)                       | 17              | 5           | 29.4  | 0           | 0.0   | 3           | 17.6  | 1           | 5.9  | 1               | 5.9  |
| Diff (Workforce/Labor Market)                 |                 |             | -9.4  |             | -5.7  |             | -0.6  |             | -9.5 |                 | 5.3  |
| <b>Professionals -Labor Market</b>            |                 | <b>48.9</b> |       | <b>6.9</b>  |       | <b>13.2</b> |       | <b>18.1</b> |      | <b>0.6</b>      |      |
| 2003 Workforce (Actual)                       | 12              | 7           | 58.3  | 0           | 0.0   | 1           | 8.3   | 2           | 16.7 | 0               | 0.0  |
| Diff (Workforce/Labor Market)                 |                 |             | -9.4  |             | -6.9  |             | -4.9  |             | -1.4 |                 | -0.6 |
| <b>Technicians -Labor Market</b>              |                 | <b>48.8</b> |       | <b>9.9</b>  |       | <b>22.5</b> |       | <b>22.4</b> |      | <b>0.6</b>      |      |
| 2003 Workforce (Actual)                       | 7               | 1           | 14.3  | 0           | 0.0   | 0           | 0.0   | 2           | 28.6 | 0               | 0.0  |
| Diff (Workforce/Labor Market)                 |                 |             | -34.5 |             | -9.9  |             | -22.5 |             | 6.2  |                 | -0.6 |
| <b>Protective Services -Labor Market</b>      |                 | <b>18.3</b> |       | <b>18.5</b> |       | <b>28.9</b> |       | <b>7.7</b>  |      | <b>1.0</b>      |      |
| 2003 Workforce (Actual)                       | 22              | 12          | 54.5  | 7           | 31.8  | 5           | 22.7  | 0           | 0.0  | 0               | 0.0  |
| Diff (Workforce/Labor Market)                 |                 |             | 36.2  |             | 13.3  |             | 6.2   |             | 7.7  |                 | 1.0  |
| <b>Paraprofessionals -Labor Market</b>        |                 | <b>50.1</b> |       | <b>11.5</b> |       | <b>33.1</b> |       | <b>4.8</b>  |      | <b>1.2</b>      |      |
| 2003 Workforce (Actual)                       | 4               | 4           | 100.0 | 0           | 0.0   | 1           | 25.0  | 1           | 25.0 | 1               | 25.0 |
| Diff (Workforce/Labor Market)                 |                 |             | 49.9  |             | -11.5 |             | -8.1  |             | 20.2 |                 | 23.8 |
| <b>Office/Clerical -Labor Market</b>          |                 | <b>63.2</b> |       | <b>9.2</b>  |       | <b>32.3</b> |       | <b>13.4</b> |      | <b>0.6</b>      |      |
| 2003 Workforce (Actual)                       | 42              | 29          | 69.0  | 9           | 21.4  | 11          | 26.2  | 5           | 11.9 | 0               | 0.0  |
| Diff (Workforce/Labor Market)                 |                 |             | 5.8   |             | 12.2  |             | 6.1   |             | 1.5  |                 | -0.6 |
| <b>Skilled Craft -Labor Market</b>            |                 | <b>8.3</b>  |       | <b>4.6</b>  |       | <b>48.2</b> |       | <b>9.6</b>  |      | <b>0.7</b>      |      |
| 2003 Workforce (Actual)                       | 94              | 0           | 0.0   | 9           | 9.6   | 20          | 21.3  | 12          | 12.8 | 3               | 3.2  |
| Diff (Workforce/Labor Market)                 |                 |             | -8.3  |             | 5.0   |             | -26.9 |             | 3.2  |                 | 2.5  |
| <b>Service/Maintenance -Labor Market</b>      |                 | <b>40.4</b> |       | <b>6.0</b>  |       | <b>60.6</b> |       | <b>10.2</b> |      | <b>0.5</b>      |      |
| 2003 Workforce (Actual)                       | 223             | 13          | 5.8   | 97          | 43.5  | 51          | 22.9  | 17          | 7.6  | 1               | 0.4  |
| Diff (Workforce/Labor Market)                 |                 |             | -34.6 |             | 37.5  |             | -37.7 |             | -2.6 |                 | -0.1 |
| <b>TOTALS (Bottom Line) -Labor Market</b>     |                 | <b>45.1</b> |       | <b>7.3</b>  |       | <b>35.6</b> |       | <b>13.4</b> |      | <b>0.6</b>      |      |
| 2003 Workforce (Actual)                       | 421             | 71          | 16.9  | 122         | 29.0  | 92          | 21.9  | 40          | 9.5  | 6               | 1.4  |
| Diff (Workforce/Labor Market)                 |                 |             | -28.2 |             | 21.7  |             | -13.7 |             | -3.9 |                 | 0.8  |

# **OIL PROPERTIES**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target all groups.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Female, Hispanic and American Indian populations.
- ◆ External outreach will be the same as listed above.

### **TECHNICIANS**

- ◆ Will increase recruitment efforts to target all groups.
- ◆ External outreach will be the same as listed above, and include technical organizations.

### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to Hispanic and American Indian populations.

**Department: OIL PROPERTIES**

| Job Category                    | Total Employees      | Female |             | Black |            | Hispanic |             | Asian |             | American Indian |            |
|---------------------------------|----------------------|--------|-------------|-------|------------|----------|-------------|-------|-------------|-----------------|------------|
|                                 |                      | #      | %           | #     | %          | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrators</b> | <b>-Labor Market</b> |        | <b>38.8</b> |       | <b>5.7</b> |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 7                    | 2      | 28.6        | 0     | 0.0        | 1        | 14.3        | 1     | 14.3        | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -10.2       |       | -5.7       |          | -3.9        |       | -1.1        |                 | -0.6       |
| <b>Professionals</b>            | <b>-Labor Market</b> |        | <b>48.9</b> |       | <b>6.9</b> |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 16                   | 3      | 18.8        | 3     | 18.8       | 2        | 12.5        | 4     | 25.0        | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -30.2       |       | -11.9      |          | -0.7        |       | -6.9        |                 | -0.6       |
| <b>Technicians</b>              | <b>-Labor Market</b> |        | <b>48.8</b> |       | <b>9.9</b> |          | <b>22.5</b> |       | <b>22.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 7                    | 1      | 14.3        | 0     | 0.0        | 2        | 28.6        | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -34.5       |       | -9.9       |          | -6.1        |       | -22.4       |                 | -0.6       |
| <b>Office/Clerical</b>          | <b>-Labor Market</b> |        | <b>63.2</b> |       | <b>9.2</b> |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 7                    | 7      | 100.0       | 1     | 14.3       | 1        | 14.3        | 1     | 14.3        | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -36.8       |       | -5.1       |          | -18.0       |       | -0.9        |                 | -0.6       |
| <b>TOTAL (Bottom Line)</b>      | <b>-Labor Market</b> |        | <b>45.1</b> |       | <b>7.3</b> |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 37                   | 13     | 35.1        | 4     | 10.8       | 6        | 16.2        | 6     | 16.2        | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -10.0       |       | -3.5       |          | -19.4       |       | -2.8        |                 | -0.6       |

# **PARKS, RECREATION AND MARINE**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target Asian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Hispanic, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above.
- ◆ Continue to work with Civil Service.

### **TECHNICIANS**

- ◆ Will increase recruitment efforts to target Black populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

### **PROTECTIVE SERVICES**

- ◆ Will increase recruitment efforts to target all groups, except Hispanic.
- ◆ Continue to work with Civil Service.

### **PARA-PROFESSIONALS**

- ◆ Will increase recruitment efforts to target all groups.
- ◆ There are only two positions in this category.

## **PARKS, RECREATION AND MARINE**

### **OBJECTIVES TO ADDRESS UNDER-UTILIZATION (continued)**

#### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Hispanic and Asian populations.

#### **SKILLED CRAFT**

- ◆ Future recruitment efforts to target all groups, except Black.

#### **SERVICE MAINTENANCE**

- ◆ Future recruitment efforts to target all groups.



**Department: PARKS, RECREATION & MARINE**

| Job Category                    | Total Employees      | Female      |       | Black       |       | Hispanic    |       | Asian       |       | American Indian |      |
|---------------------------------|----------------------|-------------|-------|-------------|-------|-------------|-------|-------------|-------|-----------------|------|
|                                 |                      | #           | %     | #           | %     | #           | %     | #           | %     | #               | %    |
|                                 |                      |             |       |             |       |             |       |             |       |                 |      |
| <b>Officials/Administrators</b> | <b>-Labor Market</b> | <b>38.8</b> |       | <b>5.7</b>  |       | <b>18.2</b> |       | <b>15.4</b> |       | <b>0.6</b>      |      |
| 2003 Workforce (Actual)         | 26                   | 11          | 42.3  | 3           | 11.5  | 7           | 26.9  | 0           | 0.0   | 0               | 0.0  |
| Diff (Workforce/Labor Market)   |                      |             | 3.5   |             | 5.8   |             | 8.7   |             | -15.4 |                 | -0.6 |
| <b>Professionals</b>            | <b>-Labor Market</b> | <b>48.9</b> |       | <b>6.9</b>  |       | <b>13.2</b> |       | <b>18.1</b> |       | <b>0.6</b>      |      |
| 2003 Workforce (Actual)         | 41                   | 28          | 68.3  | 8           | 19.5  | 3           | 7.3   | 2           | 4.9   | 0               | 0.0  |
| Diff (Workforce/Labor Market)   |                      |             | 19.4  |             | 12.6  |             | 5.9   |             | -13.2 |                 | -0.6 |
| <b>Technicians</b>              | <b>-Labor Market</b> | <b>48.8</b> |       | <b>9.9</b>  |       | <b>22.5</b> |       | <b>22.4</b> |       | <b>0.6</b>      |      |
| 2003 Workforce (Actual)         | 4                    | 2           | 50.0  | 0           | 0.0   | 1           | 25.0  | 1           | 25.0  | 0               | 0.0  |
| Diff (Workforce/Labor Market)   |                      |             | 1.2   |             | -9.9  |             | 2.5   |             | 2.6   |                 | -0.6 |
| <b>Protective Services</b>      | <b>-Labor Market</b> | <b>18.3</b> |       | <b>18.5</b> |       | <b>28.9</b> |       | <b>7.7</b>  |       | <b>1.0</b>      |      |
| 2003 Workforce (Actual)         | 7                    | 1           | 14.3  | 0           | 0.0   | 4           | 57.1  | 0           | 0.0   | 0               | 0.0  |
| Diff (Workforce/Labor Market)   |                      |             | -4.0  |             | -18.5 |             | 28.2  |             | -7.7  |                 | -1.0 |
| <b>Paraprofessionals</b>        | <b>-Labor Market</b> | <b>50.1</b> |       | <b>11.5</b> |       | <b>33.1</b> |       | <b>4.8</b>  |       | <b>1.2</b>      |      |
| 2003 Workforce (Actual)         | 2                    | 1           | 50.0  | 0           | 0.0   | 0           | 0.0   | 0           | 0.0   | 0               | 0.0  |
| Diff (Workforce/Labor Market)   |                      |             | -0.1  |             | -11.5 |             | -33.1 |             | -4.8  |                 | -1.2 |
| <b>Office/Clerical</b>          | <b>-Labor Market</b> | <b>63.2</b> |       | <b>9.2</b>  |       | <b>32.3</b> |       | <b>13.4</b> |       | <b>0.6</b>      |      |
| 2003 Workforce (Actual)         | 48                   | 43          | 89.6  | 9           | 18.8  | 8           | 16.7  | 3           | 6.3   | 0               | 0.0  |
| Diff (Workforce/Labor Market)   |                      |             | 26.4  |             | 9.6   |             | -15.6 |             | -7.2  |                 | -0.6 |
| <b>Skilled Craft</b>            | <b>-Labor Market</b> | <b>8.3</b>  |       | <b>4.6</b>  |       | <b>48.2</b> |       | <b>9.6</b>  |       | <b>0.7</b>      |      |
| 2003 Workforce (Actual)         | 39                   | 1           | 2.6   | 10          | 25.6  | 13          | 33.3  | 0           | 0.0   | 1               | 2.6  |
| Diff (Workforce/Labor Market)   |                      |             | -5.7  |             | 21.0  |             | -14.9 |             | -9.6  |                 | 1.9  |
| <b>Service/Maintenance</b>      | <b>-Labor Market</b> | <b>40.4</b> |       | <b>6.0</b>  |       | <b>60.6</b> |       | <b>10.2</b> |       | <b>0.5</b>      |      |
| 2003 Workforce (Actual)         | 84                   | 15          | 17.9  | 20          | 23.8  | 30          | 35.7  | 2           | 2.4   | 0               | 0.0  |
| Diff (Workforce/Labor Market)   |                      |             | -22.5 |             | 17.8  |             | -24.9 |             | -7.8  |                 | -0.5 |
| <b>TOTAL (Bottom Line)</b>      | <b>-Labor Market</b> | <b>45.1</b> |       | <b>7.3</b>  |       | <b>35.6</b> |       | <b>13.4</b> |       | <b>0.6</b>      |      |
| 2003 Workforce (Actual)         | 251                  | 102         | 40.6  | 50          | 19.9  | 66          | 26.3  | 8           | 3.2   | 1               | 0.4  |
| Diff (Workforce/Labor Market)   |                      |             | -4.5  |             | 12.6  |             | -9.3  |             | -10.2 |                 | -0.2 |

# **PLANNING AND BUILDING**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target all groups.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Female candidates.
- ◆ External outreach will be the same as listed above.

### **PARA-PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Female and Black populations.

### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Hispanic populations.

### **SKILLED CRAFT**

- ◆ Future recruitment efforts to target Hispanic, Asian and American Indian populations.

Department: **PLANNING & BUILDING**

| Job Category                                  | Total Employees | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|---|-----------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|   |                 | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrators -Labor Market</b> |                 |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 7               | 1      | 14.3        | 0     | 0.0         | 0        | 0.0         | 1     | 14.3        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -24.5       |       | -5.7        |          | -18.2       |       | -1.1        |                 | -0.6       |
| <b>Professionals -Labor Market</b>            |                 |        | <b>48.9</b> |       | <b>6.9</b>  |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 21              | 7      | 33.3        | 1     | 4.8         | 3        | 14.3        | 4     | 19.0        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -15.6       |       | -2.1        |          | -1.1        |       | -0.9        |                 | -0.6       |
| <b>Paraprofessionals -Labor Market</b>        |                 |        | <b>50.1</b> |       | <b>11.5</b> |          | <b>33.1</b> |       | <b>4.8</b>  |                 | <b>1.2</b> |
| 2003 Workforce (Actual)                       | 4               | 1      | 25.0        | 0     | 0.0         | 2        | 50.0        | 2     | 50.0        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -25.1       |       | -11.5       |          | -16.9       |       | -45.2       |                 | -1.2       |
| <b>Office/Clerical -Labor Market</b>          |                 |        | <b>63.2</b> |       | <b>9.2</b>  |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 14              | 13     | 92.9        | 1     | 7.1         | 0        | 0.0         | 4     | 28.6        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -29.7       |       | -2.1        |          | -32.3       |       | -15.2       |                 | -0.6       |
| <b>Skilled Craft -Labor Market</b>            |                 |        | <b>8.3</b>  |       | <b>4.6</b>  |          | <b>48.2</b> |       | <b>9.6</b>  |                 | <b>0.7</b> |
| 2003 Workforce (Actual)                       | 53              | 7      | 13.2        | 4     | 7.5         | 4        | 7.5         | 3     | 5.7         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -4.9        |       | -2.9        |          | -40.7       |       | -3.9        |                 | -0.7       |
| <b>TOTAL (Bottom Line) -Labor Market</b>      |                 |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 99              | 29     | 29.3        | 6     | 6.1         | 9        | 9.1         | 14    | 14.1        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -15.8       |       | -1.2        |          | -26.5       |       | -0.7        |                 | -0.6       |

**POLICE DEPARTMENT**  
**OBJECTIVES TO ADDRESS UNDER-UTILIZATION**  
**(SWORN/NON-SWORN PERSONNEL)**

**OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target all groups.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.
- ◆ Will target internal recruitment efforts by establishing a career path for current employees (e.g. Reassignment for Training Program, Mentor Program, etc.)

**PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Black, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above.

**TECHNICIANS**

- ◆ Will increase recruitment efforts to target Hispanic, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

**PROTECTIVE SERVICES**

- ◆ Will increase recruitment efforts to target Female, Black, Hispanic and American Indian populations.
- ◆ Continue to work with Civil Service.

## **POLICE DEPARTMENT**

### **OBJECTIVES TO ADDRESS UNDER-UTILIZATION (SWORN/NON-SWORN PERSONNEL)**

(continued)

#### **PARA-PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Black, Hispanic and American Indian populations.

#### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Hispanic populations.

#### **SERVICE MAINTENANCE**

- ◆ Future recruitment efforts to target Hispanic, Asian and American Indian populations.

Department: POLICE

| Job Category                                  | Total Employees | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|---|-----------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|   |                 | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrators -Labor Market</b> |                 |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 19              | 4      | 21.1        | 1     | 5.3         | 2        | 10.5        | 1     | 5.3         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -17.7       |       | -0.4        |          | -7.7        |       | -10.1       |                 | -0.6       |
| <b>Professionals -Labor Market</b>            |                 |        | <b>48.9</b> |       | <b>6.9</b>  |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 9               | 5      | 55.6        | 0     | 0.0         | 2        | 22.2        | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -6.7        |       | -6.9        |          | -9.0        |       | -18.1       |                 | -0.6       |
| <b>Technicians -Labor Market</b>              |                 |        | <b>48.8</b> |       | <b>9.9</b>  |          | <b>22.5</b> |       | <b>22.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 28              | 19     | 67.9        | 4     | 14.3        | 5        | 17.9        | 5     | 17.9        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -19.1       |       | -4.4        |          | -4.6        |       | -4.5        |                 | -0.6       |
| <b>Protective Services -Labor Market</b>      |                 |        | <b>18.3</b> |       | <b>18.5</b> |          | <b>28.9</b> |       | <b>7.7</b>  |                 | <b>1.0</b> |
| 2003 Workforce (Actual)                       | 1011            | 112    | 11.1        | 82    | 8.1         | 239      | 23.6        | 84    | 8.3         | 7               | 0.7        |
| Diff (Workforce/Labor Market)                 |                 |        | -7.2        |       | -10.4       |          | -5.3        |       | 0.6         |                 | -0.3       |
| <b>Paraprofessionals -Labor Market</b>        |                 |        | <b>50.1</b> |       | <b>11.5</b> |          | <b>33.1</b> |       | <b>4.8</b>  |                 | <b>1.2</b> |
| 2003 Workforce (Actual)                       | 36              | 26     | 72.2        | 4     | 11.1        | 8        | 22.2        | 9     | 25.0        | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -22.1       |       | -0.4        |          | -10.9       |       | -20.2       |                 | -1.2       |
| <b>Office/Clerical -Labor Market</b>          |                 |        | <b>63.2</b> |       | <b>9.2</b>  |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 215             | 185    | 86.0        | 44    | 20.5        | 26       | 12.1        | 46    | 21.4        | 3               | 1.4        |
| Diff (Workforce/Labor Market)                 |                 |        | -22.8       |       | -11.3       |          | -20.2       |       | -8.0        |                 | -0.8       |
| <b>Service/Maintenance -Labor Market</b>      |                 |        | <b>40.4</b> |       | <b>6.0</b>  |          | <b>60.6</b> |       | <b>10.2</b> |                 | <b>0.5</b> |
| 2003 Workforce (Actual)                       | 11              | 7      | 63.6        | 5     | 45.5        | 5        | 45.5        | 0     | 0.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)                 |                 |        | -23.2       |       | -39.5       |          | -15.1       |       | -10.2       |                 | -0.5       |
| <b>TOTAL (Bottom Line) -Labor Market</b>      |                 |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                       | 1329            | 358    | 26.9        | 140   | 10.5        | 287      | 21.6        | 145   | 10.9        | 10              | 0.8        |
| Diff (Workforce/Labor Market)                 |                 |        | -18.2       |       | -3.2        |          | -14.0       |       | -2.5        |                 | -0.2       |

**Department: POLICE - SWORN** (Police Officer classifications including Police Recruit)

| Job Category                    | Total Employees      | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|---------------------------------|----------------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|                                 |                      | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrator*</b> | <b>-Labor Market</b> |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 163                  | 11     | 6.7         | 4     | 2.5         | 18       | 11.0        | 6     | 3.7         | 1               | 0.6        |
| Diff (Workforce/Labor Market)   |                      |        | -32.1       |       | -3.2        |          | -7.2        |       | -11.7       |                 | 0.0        |
| <b>Protective Services</b>      | <b>-Labor Market</b> |        | <b>18.3</b> |       | <b>18.5</b> |          | <b>28.9</b> |       | <b>7.7</b>  |                 | <b>1.0</b> |
| 2003 Workforce (Actual)         | 751                  | 79     | 10.5        | 59    | 7.9         | 196      | 26.1        | 71    | 9.5         | 3               | 0.4        |
| Diff (Workforce/Labor Market)   |                      |        | -7.8        |       | -10.6       |          | -2.8        |       | -1.8        |                 | -0.6       |
| <b>TOTAL (Bottom Line)</b>      | <b>-Labor Market</b> |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 914                  | 90     | 9.8         | 63    | 6.9         | 214      | 23.4        | 77    | 8.4         | 4               | 0.4        |
| Diff (Workforce/Labor Market)   |                      |        | -35.3       |       | -0.4        |          | -12.2       |       | -5.0        |                 | -0.2       |

\*Includes Sergeants and above

## **PUBLIC WORKS**

### **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

#### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target Hispanic and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

#### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Female, Black, and American Indian populations.
- ◆ External outreach will be the same as listed above.

#### **TECHNICIANS**

- ◆ Will increase recruitment efforts to target all groups, except Asian.
- ◆ External outreach will be the same as listed above, and include technical organizations.

#### **PROTECTIVE SERVICES**

- ◆ Will increase recruitment efforts to target all groups, except Asian.
- ◆ Continue to work with Civil Service.

#### **PARA-PROFESSIONALS**

- ◆ Will increase recruitment efforts to target all groups.

#### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Black, Hispanic, Asian and American Indian populations.



## **PUBLIC WORKS**

### **OBJECTIVES TO ADDRESS UNDER-UTILIZATION** (continued)

#### **SKILLED CRAFT**

- ◆ Will increase recruitment efforts to target Female and Hispanic populations.

#### **SERVICE MAINTENANCE**

- ◆ Future recruitment efforts to target Female, Hispanic and American Indian populations.

Department: PUBLIC WORKS

| Job Category                  | Total Employees      | Female |             | Black |            | Hispanic |             | Asian |             | American Indian |            |
|-------------------------------|----------------------|--------|-------------|-------|------------|----------|-------------|-------|-------------|-----------------|------------|
|                               |                      | #      | %           | #     | %          | #        | %           | #     | %           | #               | %          |
| Officials/Administrators      | -Labor Market        |        | 38.8        |       | 5.7        |          | 18.2        |       | 15.4        |                 | 0.6        |
| 2003 Workforce (Actual)       | 21                   | 9      | 42.9        | 3     | 14.3       | 3        | 14.3        | 4     | 19.0        | 0               | 0.0        |
| Diff (Workforce/Labor Market) |                      |        | 4.1         |       | 8.6        |          | -3.9        |       | 3.6         |                 | -0.6       |
| Professionals                 | -Labor Market        |        | 48.9        |       | 6.9        |          | 13.2        |       | 18.1        |                 | 0.6        |
| 2003 Workforce (Actual)       | 37                   | 10     | 27.0        | 1     | 2.7        | 7        | 18.9        | 12    | 32.4        | 0               | 0.0        |
| Diff (Workforce/Labor Market) |                      |        | -21.9       |       | -4.2       |          | 5.7         |       | 14.3        |                 | -0.6       |
| Technicians                   | -Labor Market        |        | 48.8        |       | 9.9        |          | 22.5        |       | 22.4        |                 | 0.6        |
| 2003 Workforce (Actual)       | 16                   | 3      | 18.8        | 1     | 6.3        | 2        | 12.5        | 4     | 25.0        | 0               | 0.0        |
| Diff (Workforce/Labor Market) |                      |        | -30.1       |       | -3.7       |          | -10.0       |       | 2.6         |                 | 0.6        |
| Protective Services           | -Labor Market        |        | 18.3        |       | 18.5       |          | 28.9        |       | 7.7         |                 | 1.0        |
| 2003 Workforce (Actual)       | 11                   | 1      | 9.1         | 0     | 0.0        | 2        | 18.2        | 2     | 18.2        | 0               | 0.0        |
| Diff (Workforce/Labor Market) |                      |        | -9.2        |       | -18.5      |          | -10.7       |       | 10.5        |                 | -1.0       |
| Paraprofessionals             | -Labor Market        |        | 50.1        |       | 11.5       |          | 33.1        |       | 4.8         |                 | 1.2        |
| 2003 Workforce (Actual)       | 12                   | 3      | 25.0        | 1     | 8.3        | 2        | 16.7        | 2     | 16.7        | 0               | 0.0        |
| Diff (Workforce/Labor Market) |                      |        | -25.1       |       | -3.2       |          | -16.4       |       | 11.9        |                 | -1.2       |
| Office/Clerical               | -Labor Market        |        | 63.2        |       | 9.2        |          | 32.3        |       | 13.4        |                 | 0.6        |
| 2003 Workforce (Actual)       | 26                   | 25     | 96.2        | 6     | 6.2        | 4        | 15.4        | 3     | 11.5        | 0               | 0.0        |
| Diff (Workforce/Labor Market) |                      |        | 33.0        |       | -3.0       |          | -16.9       |       | -1.9        |                 | -0.6       |
| Skilled Craft                 | -Labor Market        |        | 8.3         |       | 4.6        |          | 48.2        |       | 9.6         |                 | 0.7        |
| 2003 Workforce (Actual)       | 95                   | 2      | 2.1         | 18    | 18.9       | 21       | 22.1        | 10    | 10.5        | 1               | 1.1        |
| Diff (Workforce/Labor Market) |                      |        | -6.2        |       | 14.3       |          | -26.1       |       | 0.9         |                 | 0.4        |
| Service/Maintenance           | -Labor Market        |        | 40.4        |       | 6.0        |          | 60.6        |       | 10.2        |                 | 0.5        |
| 2003 Workforce (Actual)       | 67                   | 15     | 22.4        | 18    | 26.9       | 28       | 41.8        | 8     | 11.9        | 0               | 0.0        |
| Diff (Workforce/Labor Market) |                      |        | -18.0       |       | 20.9       |          | -18.8       |       | 1.7         |                 | -0.5       |
| <b>TOTAL (Bottom Line)</b>    | <b>-Labor Market</b> |        | <b>45.1</b> |       | <b>7.3</b> |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)       | 285                  | 68     | 23.9        | 48    | 16.8       | 69       | 24.2        | 45    | 15.8        | 1               | 0.4        |
| Diff (Workforce/Labor Market) |                      |        | -21.2       |       | 9.5        |          | -11.4       |       | 2.4         |                 | -0.2       |

# **TECHNOLOGY SERVICES**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target Female, Hispanic, and American Indian populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Female, Black, Hispanic, and American Indian populations.
- ◆ External outreach will be the same as listed above.

### **TECHNICIANS**

- ◆ Will increase recruitment efforts to target Female, Hispanic, Asian, and American Indian populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Asian, and American Indian populations.

### **SKILLED CRAFT**

- ◆ Will increase recruitment efforts to target all groups.
- ◆ External outreach will be the same as listed above.

Department: TECHNOLOGY SERVICES

| Job Category                           | Total Employees | Female |             | Black |            | Hispanic |             | Asian |             | American Indian |            |
|--|-----------------|--------|-------------|-------|------------|----------|-------------|-------|-------------|-----------------|------------|
|  |                 | #      | %           | #     | %          | #        | %           | #     | %           | #               | %          |
| Officials/Administrators -Labor Market |                 |        | <b>38.8</b> |       | <b>5.7</b> |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                | 12              | 4      | 33.3        | 1     | 8.3        | 0        | 0.0         | 2     | 16.7        | 0               | 0.0        |
| Diff (Workforce/Labor Market)          |                 |        | -5.5        |       | -2.6       |          | -18.2       |       | -1.3        |                 | -0.6       |
| Professionals -Labor Market            |                 |        | <b>48.9</b> |       | <b>6.9</b> |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                | 58              | 22     | 37.9        | 2     | 3.4        | 4        | 6.9         | 19    | 32.8        | 0               | 0.0        |
| Diff (Workforce/Labor Market)          |                 |        | -11.0       |       | -3.5       |          | -6.3        |       | -14.7       |                 | -0.6       |
| Technicians -Labor Market              |                 |        | <b>48.8</b> |       | <b>9.9</b> |          | <b>22.5</b> |       | <b>22.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                | 40              | 9      | 22.5        | 12    | 30.0       | 8        | 20.0        | 2     | 5.0         | 0               | 0.0        |
| Diff (Workforce/Labor Market)          |                 |        | -26.3       |       | -20.1      |          | -2.5        |       | -17.4       |                 | -0.6       |
| Office/Clerical -Labor Market          |                 |        | <b>63.2</b> |       | <b>9.2</b> |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                | 17              | 14     | 82.4        | 3     | 17.6       | 6        | 35.3        | 1     | 5.9         | 0               | 0.0        |
| Diff (Workforce/Labor Market)          |                 |        | -19.2       |       | -8.4       |          | -3.0        |       | -7.5        |                 | -0.6       |
| Skilled Craft -Labor Market            |                 |        | <b>8.3</b>  |       | <b>4.6</b> |          | <b>48.2</b> |       | <b>9.6</b>  |                 | <b>0.7</b> |
| 2003 Workforce (Actual)                | 2               | 0      | 0.0         | 0     | 0.0        | 0        | 0.0         | 1     | 50.0        | 0               | 0.0        |
| Diff (Workforce/Labor Market)          |                 |        | -8.3        |       | -4.6       |          | -48.2       |       | -40.4       |                 | -0.7       |
| TOTALS (Bottom Line) -Labor Market     |                 |        | <b>45.1</b> |       | <b>7.3</b> |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)                | 129             | 49     | 38.0        | 18    | 14.0       | 18       | 14.0        | 25    | 19.4        | 0               | 0.0        |
| Diff (Workforce/Labor Market)          |                 |        | -7.1        |       | -6.7       |          | -21.6       |       | -6.0        |                 | -0.6       |

# **WATER DEPARTMENT**

## **OBJECTIVES TO ADDRESS UNDER-UTILIZATION**

### **OFFICIALS/ADMINISTRATORS**

- ◆ Will increase recruitment efforts to target Female and Hispanic populations.
- ◆ Will use all forms of media (newspaper and magazine advertisements, internet and intranet access, professional organizations, and mailings) to increase outreach.

### **PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Female populations.
- ◆ External outreach will be the same as listed above.

### **TECHNICIANS**

- ◆ Will increase recruitment efforts to target Female and Asian populations.
- ◆ External outreach will be the same as listed above, and include technical organizations.

### **PARA-PROFESSIONALS**

- ◆ Will increase recruitment efforts to target Hispanic populations.

### **OFFICE/CLERICAL**

- ◆ Will increase recruitment efforts to target Hispanic populations.

### **SKILLED CRAFT**

- ◆ Will increase recruitment efforts to target Female and Hispanic populations.

### **SERVICE MAINTENANCE**

- ◆ Future recruitment efforts to target Female, Hispanic and Asian populations.

Department: WATER

| Job Category                    | Total Employees      | Female |             | Black |             | Hispanic |             | Asian |             | American Indian |            |
|---------------------------------|----------------------|--------|-------------|-------|-------------|----------|-------------|-------|-------------|-----------------|------------|
|                                 |                      | #      | %           | #     | %           | #        | %           | #     | %           | #               | %          |
| <b>Officials/Administrators</b> | <b>-Labor Market</b> |        | <b>38.8</b> |       | <b>5.7</b>  |          | <b>18.2</b> |       | <b>15.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 21                   | 2      | 9.5         | 2     | 9.5         | 2        | 9.5         | 7     | 33.3        | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -29.3       |       | 3.8         |          | 8.7         |       | 17.9        |                 | -0.6       |
| <b>Professionals</b>            | <b>-Labor Market</b> |        | <b>48.9</b> |       | <b>6.9</b>  |          | <b>13.2</b> |       | <b>18.1</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 18                   | 7      | 38.9        | 2     | 11.1        | 4        | 22.2        | 6     | 33.3        | 1               | 5.6        |
| Diff (Workforce/Labor Market)   |                      |        | -10.0       |       | 4.2         |          | 9.0         |       | 15.2        |                 | 5.0        |
| <b>Technicians</b>              | <b>-Labor Market</b> |        | <b>48.8</b> |       | <b>9.9</b>  |          | <b>22.5</b> |       | <b>22.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 15                   | 4      | 26.7        | 3     | 20.0        | 4        | 26.7        | 1     | 6.7         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -22.1       |       | 10.1        |          | 4.2         |       | -15.7       |                 | -0.6       |
| <b>Paraprofessionals</b>        | <b>-Labor Market</b> |        | <b>50.1</b> |       | <b>11.5</b> |          | <b>33.1</b> |       | <b>4.8</b>  |                 | <b>1.2</b> |
| 2003 Workforce (Actual)         | 3                    | 3      | 100.0       | 1     | 33.3        | 0        | 0.0         | 1     | 33.3        | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | 49.9        |       | 21.8        |          | 33.1        |       | 28.5        |                 | -1.2       |
| <b>Office/Clerical</b>          | <b>-Labor Market</b> |        | <b>63.2</b> |       | <b>9.2</b>  |          | <b>32.3</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 18                   | 16     | 88.9        | 3     | 16.7        | 1        | 5.6         | 7     | 38.9        | 1               | 5.6        |
| Diff (Workforce/Labor Market)   |                      |        | 25.7        |       | 7.5         |          | -26.7       |       | 25.5        |                 | 5.0        |
| <b>Skilled Craft</b>            | <b>-Labor Market</b> |        | <b>8.3</b>  |       | <b>4.6</b>  |          | <b>48.2</b> |       | <b>9.6</b>  |                 | <b>0.7</b> |
| 2003 Workforce (Actual)         | 71                   | 2      | 2.8         | 9     | 12.7        | 19       | 26.8        | 4     | 5.6         | 0               | 0.0        |
| Diff (Workforce/Labor Market)   |                      |        | -5.5        |       | 8.1         |          | -21.4       |       | -4.0        |                 | -0.7       |
| <b>Service/Maintenance</b>      | <b>-Labor Market</b> |        | <b>40.4</b> |       | <b>6.0</b>  |          | <b>60.6</b> |       | <b>10.2</b> |                 | <b>0.5</b> |
| 2003 Workforce (Actual)         | 66                   | 0      | 0.0         | 11    | 16.7        | 23       | 34.8        | 2     | 3.0         | 1               | 1.5        |
| Diff (Workforce/Labor Market)   |                      |        | -40.4       |       | 10.7        |          | -25.8       |       | -7.2        |                 | 1.0        |
| <b>TOTAL (Bottom Line)</b>      | <b>-Labor Market</b> |        | <b>45.1</b> |       | <b>7.3</b>  |          | <b>35.6</b> |       | <b>13.4</b> |                 | <b>0.6</b> |
| 2003 Workforce (Actual)         | 212                  | 34     | 16.0        | 31    | 14.6        | 53       | 25.0        | 28    | 13.2        | 3               | 1.4        |
| Diff (Workforce/Labor Market)   |                      |        | -29.1       |       | 7.3         |          | -10.6       |       | -0.2        |                 | 0.8        |

## POSITION TITLES BY JOB CATEGORY

### OFFICIALS/ADMINISTRATORS:

Appointed Positions  
Assistant City Manager  
Deputy City Manager  
Elected Officials  
Management Positions  
Office Manager – Attorney  
Officer Manager – Water

### PROFESSIONALS:

Accident Prevention Coordinator I-II  
Accountant series  
Administrative Analyst series  
Administrative Projects Coordinator  
Airport Operations Specialist I-II  
Aquatics Supervisor I-IV  
Assistant Administrative Analyst series  
Assistant Band Conductor  
Assistant Chief Harbor Engineer  
Assistant Chief Wharfinger  
Assistant Director of Finance  
Assistant Director of Maintenance  
Assistant Marketing Manager series  
Assistant Planner I-II  
Assistant Traffic Manager  
Associate Director of Properties  
Audit Analyst  
Audit Manager  
Auditor series  
Business Systems Specialist I-VII  
Buyer I-II  
Capital Project Coordinator I-III  
Chief Building Inspector  
Chief Construction Inspector  
Chief Investigator  
Chief Wharfinger  
City Clerk Analyst  
Civil Engineer series  
Civil Engineering Assistant  
Civil Engineering Associate

Claims Investigator/Representative I  
Communications Center Coordinator  
Communications Officer  
Communications Specialist VII  
Community Development Analyst I-III  
Community Development Specialist I-V  
Community Services Supervisor I-II  
Contract Administrator I-II  
Contractor – Special Status  
Corrosion Control Supervisor  
Cultural Program Supervisor  
Department Librarian I-II  
Deputy Chief Harbor Engineer I-II  
Deputy City Attorney  
Deputy City Prosecutor  
Development Project Manager I-III  
Economic Development Specialist I-III  
Electrical Engineer  
Electrical Engineering Associate  
Emergency Medical Education  
Coordinator  
Emergency Medical Educator  
Employee Services Assistant  
Environmental Health Specialist series  
Environmental Remediation Spec I-II  
Environmental Specialist series  
Epidemiologist series  
General Librarian I-II  
Geographic Info System Analyst I-III  
Geographic Info System Tech I-II  
Geologist series  
Hazardous Materials Specialist I-II  
Hazardous Waste Coordinator  
Historical Curator series  
Housing Rehabilitation Supervisor I-II  
Intelligence Analyst  
Investigator I-III  
Investigator – City Manager  
Investigator – City Prosecutor  
Landscape Architect  
Legislative Assistant  
Management Assistant

Manager of Environmental Planning  
Manager of Leasing Sales  
Manager of Master Planning  
Manager of Rail Transportation  
Manager of Transportation Planning  
Market Planning Assistant  
Market Research Economists  
Marketing Manager  
Mechanical Engineer series  
Medical Social Worker I-II  
Microbiologist Supervisor  
Nurse series  
Office Administrator  
Office Automation Analyst I-IV  
Office Manager – Prosecutor  
Park Naturalist  
Personnel Analyst I-III Conf  
Petroleum Engineer series  
Planner series  
Port Communication Specialist I-V  
Port Financial Analyst I-II  
Port Leasing Sales Officer I-IV  
Port Planner I-III  
Port Risk series  
Program Specialist – City Manager  
Programmer/Analyst I-VI  
Public Health Nurse series  
Public Health Nutritionist I-III  
Public Health Physician  
Public Health Professional I-III  
Recycling Specialist I-II  
Senior Architectural Engineer  
Senior Program Manager  
Structural Engineer series  
Systems Support Specialist I-VII  
Traffic Engineer series  
Traffic Manager  
Transportation Planner I-III  
Victim's Advocate  
Water Quality Organic Chemist  
Water Quality Process Engineer  
Workers Comp Claims Examiner series  
Workforce Development Supervisor I

**TECHNICIANS:**

Communications Specialist I-VI  
Computer Operator I-III  
Criminalist I-III  
Data Processing Assistant  
Electronic Communication Tech I-III  
Engineering Technician series  
Fingerprint Classifier  
Gas Measurement Assistant I-II  
Gas Systems Control Supervisor  
Geographic Info Systems Technician I-II  
Graphic Artist  
Handwriting Examiner  
Housing Rehabilitation Counselor  
Identification Technician I-II  
Laboratory Analyst I-III  
Laboratory Assistant I-III  
License Inspector I-II  
Marina Supervisor  
Materials Inspector  
Materials Testing Chemist  
Microbiologist series  
Microfilm Technician  
Musician  
Oil Field Gauger I-II  
Petroleum Operations Coordinator I-II  
Photographer  
Polygraph Examiner  
Principal Geological Drafting Technician  
Programmer  
Property Management Specialist I-II  
Senior Engineering Technician I-II  
Senior Geological Drafting Technician  
Senior Records Clerk  
Senior Survey Technician  
Senior Surveyor  
Survey Technician  
Surveyor  
Systems Analyst I-II  
Systems Technician I-IV  
Technical Assistant  
Telemetry Instrument Technician I-II  
Visual Arts Specialist I-II  
Wharfinger I-II  
X-Ray Technician



**PROTECTIVE SERVICES:**

Animal Control Officer series  
Animal Health Technician  
Animal License Inspector  
Battalion Chief  
Chief Port Security Officer  
Detention Officer I-II  
Fire Boat Operator  
Fire Captain  
Fire Engineer  
Fire Recruit  
Fire Safety Specialist  
Firefighter  
Firefighter Trainee  
Fire Recruit  
Graphics Technician  
Identification Officer  
Lieutenant – Beach Safety  
Lieutenant – Rescue Boats  
Lifeguard  
Marine Safety Captain  
Marine Safety Lieutenant  
Marine Safety Officer  
Marine Safety Sergeant  
Park Ranger I-II  
Parking Control Checker I-II  
Parking Control Supervisor  
Police Cadet  
Police Corporal  
Police Investigator  
Police Lieutenant  
Police Officer  
Police Recruit  
Police Sergeant  
Pool Lifeguard I-II  
School Guard  
Security Officer I-IV  
Senior Animal Control Officer  
Supervising Park Ranger

**PARAPROFESSIONALS:**

Accounting Technician  
Administrative Aide I-III Conf.

Administrative Intern  
Airport Operations Assistant I-II  
Assistant Buyer  
Chief Deputy City Clerk  
Chief Surveyor  
Combination Building Inspector Aide I-II  
Community Development Technician I-IV  
Community Information Specialist I-II  
Engineering Aide I-III  
Law Clerk  
Legal Assistant III-IV  
Legal Records Management Supervisor  
Licensed Vocational Nurse  
Nutrition Aide I-II  
Paralegal  
Payroll Specialist I-II  
Personnel Assistant I-II  
Personnel Assistant I-II Conf.  
Petroleum Engineering Technician  
Planning Aide  
Police Services Assistant I-III  
Protection Aide  
Real Estate Technician I-II  
Recreation Assistant  
Recreation Leader/Specialist I-X  
Senior Payroll/Personnel Assistant  
Student Worker  
Technical Aide  
Traffic Engineering Aide I-II  
Workers Comp Claims Assistant

**OFFICE/CLERICAL:**

Accounting Clerk I-III  
Assistant to Executive Director  
Cargo Audit Clerk I-IV  
Case Manager I-III  
City Clerk Assistant  
Clerical Aide I-II  
Clerk I-III  
Clerk Supervisor  
Clerk Typist I-V Conf.  
Communications Assistant I-III  
Communications Center Supervisor  
Communications Dispatcher I-IV

Community Develop Clerical Assistant I-III  
Community Worker  
Councilmanic Secretary  
Counselor I-II  
Customer Service Representative I-III  
Customer Services Supervisor I-II  
Data Entry Operator I-II  
Deputy City Clerk I-II  
Election Employee  
Election Supervisor  
Executive Secretary series  
Health Educator I-II  
Housing Assistance Coordinator  
Housing Specialist I-III  
Legal Assistant I-II  
Legal Office Assistant  
Legal Office Specialist  
Legal Records Assistant  
Legal Records Specialist  
Legal Records Supervisor  
Legal Secretary I-II  
Legal Stenographer I-III  
Liability Claims Assistant I-II  
Library Aide  
Library Circulation Supervisor  
Library Clerk I-IV  
Marina Agent I-III  
Mechanical Equipment Stock Clerk I-III  
Medical Assistant I-II  
Messenger/Mail Clerk I-II  
Minute Clerk  
Neighborhood Svcs Specialist I-III  
Occupancy Specialist I-III  
Office Services Assistant I-III  
Office Specialist – Prosecutor  
Outreach Worker I-II  
Page  
Payroll/Personnel Assistant I-III  
Police Property & Supply Clerk I-II  
Police Systems Supervisor  
Public Health Associate I-III  
Public Health Registrar  
Records Center Supervisor I-II  
Records Manager – City Clerk  
Secretary series

Senior Legal Secretary I-II  
Senior Minute Clerk  
Stock and Receiving Clerk  
Storekeeper I-II  
Student Worker  
Supervising Senior Legal Secretary  
Supervising Workers' Comp Secretary  
Supervisor Stores & Property  
Workers' Compensation Administrative  
Assistant  
Workers' Compensation Office Asst. I-II

**SKILLED CRAFT:**

Alternative Fuels Coordinator  
Assistant Traffic Signal Technician I-II  
Body & Fender Mechanic – Painter I-II  
Building Maintenance Engineer  
Building Services Supervisor  
Carpenter  
Carpenter Supervisor  
Cement Finisher I-II  
Combination Building Inspector series  
Construction Inspector series  
Construction Supervisor  
Electrical Inspector series  
Electrical Supervisor  
Electrician  
Equipment Mechanic I-II  
Equipment Operator I-III  
Fleet Services Supervisor  
Gas Distribution Supervisor I-II  
Gas Instrument Technician  
Gas Maintenance Supervisor I-II  
Gas Orifice Meter Technician I-II  
General Maintenance Supervisor I-II  
Harbor Maintenance Mechanic I-II  
Harbor Maintenance Superintendent I-II  
Helicopter Mechanic  
Locksmith  
Machinist  
Mechanic – Harbor  
Mechanical Supervisor I-II  
Mechanical Systems Supervisor  
Office Services Supervisor

Offset Press Operator I-II  
Painter I-II  
Painter Supervisor  
Parking Meter Technician I-II  
Pipeline Welder  
Plan Checker series  
Plasterer  
Plumber  
Plumber Supervisor  
Plumbing Inspector series  
Power Equipment Repair Mechanic I-III  
Principal Building Inspector  
Principal Construction Inspector  
Senior Mechanical Inspector  
Street Maintenance Supervisor I-II  
Supervisor – Facilities Maintenance  
Traffic Painter I-II  
Traffic Signal Coordinator  
Traffic Signal Technician series  
Utilities System Operator  
Water Support Services Supervisor  
Water Treatment Operator I-III  
Water Treatment Plant Supervisor  
Water Utility Supervisor I-II  
Welder

**SERVICE/MAINTENANCE:**

Automatic Sprinkler Control Technician

Garage Service Attendant I-III  
Garage Supervisor  
Gardener I-II  
Gas Crew Utility Assistant I-III  
Gas Field Service Representative I-III  
General Maintenance Assistant  
Groundskeeper I-II  
Harbor Maintenance Supervisor  
Institutional Cook  
Maintenance Aide I-II  
Maintenance Assistant I-III  
Maintenance Supervisor  
Marine Aide  
Motor Sweeper Operator  
Park Maintenance Supervisor  
Park Operations Attendant I-II  
Refuse Field Investigator  
Refuse Operator I-III  
Refuse Supervisor  
Storm Drain Maintenance Crew Member  
I-II  
Storm Drain Maintenance Crew Leader  
Storm Drain Plan Mechanic  
Street Landscaping Supervisor I-II  
Supervisor – Waste Operations  
Tree Trimmer I-II  
Vector Control Specialist I-II  
Water Utility Mechanic I-III  
Youth Trainee I-IV

**COMPARATIVE ANALYSIS OF WORK FORCE**  
**Compares 2003 with 1973 (base year) and 2001 (year prior to last Plan)**

|                  | 1973  |       | 2001 |       | 2003 |       | Difference in<br>Percentage Points<br>Between 2003 & |       |
|------------------|-------|-------|------|-------|------|-------|--|-------|
|                  | #     | %     | #    | %     | #    | %     | 1973   | 2001  |
| Total Employees* | 4,306 |       | 4698 |       | 4629 |       | 1973   | 2001  |
| Male             | 3,549 | 82.4% | 3134 | 66.7% | 3019 | 65.2% | 17.2%  | 1.5%  |
| Female           | 757   | 17.6% | 1564 | 33.3% | 1611 | 34.8% | -17.2%   | -1.5% |
| Total White      | 3,452 | 80.2% | 2533 | 53.9% | 2376 | 51.3% | 28.8%  | 2.6%  |
| Male             | 2,798 | 65.0% | 1784 | 38.0% | 1645 | 35.5% | 29.4%  | 2.4%  |
| Female           | 654   | 15.2% | 749  | 15.9% | 731  | 15.8% | -0.6%  | 0.2%  |
| Total Minority   | 854   | 19.8% | 2165 | 46.1% | 2253 | 48.7% | -28.8%   | -2.6% |
| Male             | 751   | 17.4% | 1350 | 28.7% | 1374 | 29.7% | -12.2%   | -0.9% |
| Female           | 103   | 2.4%  | 815  | 17.3% | 880  | 19.0% | -16.6%   | -1.7% |
| Black            | 576   | 13.4% | 723  | 15.4% | 693  | 15.0% | -1.6%  | 0.4%  |
| Hispanic         | 168   | 3.9%  | 894  | 19.0% | 972  | 21.0% | -17.1%   | -2.0% |
| Asian            | 93    | 2.2%  | 519  | 11.0% | 557  | 12.0% | -9.9%  | -1.0% |
| American Indian  | 17    | 0.4%  | 29   | 0.6%  | 31   | 0.7%  | -0.3%  | -0.3% |

\* Percent of change (All other figures in this column indicate changes in percentage points).

Table A  
**ETHNIC/SEX REPRESENTATION IN WORK FORCE 1973 - 2003**  
 Permanent Full-time Work Force

| Year | Total Work Force |      | Male |      | Female |      | White |      | Total Minorities |      | Black |      | Hispanic |      | Asian |      | American Indian |     |
|------|------------------|------|------|------|--------|------|-------|------|------------------|------|-------|------|----------|------|-------|------|-----------------|-----|
|      | #                | %    | #    | %    | #      | %    | #     | %    | #                | %    | #     | %    | #        | %    | #     | %    | #               | %   |
| 1973 | 4306             | 82.4 | 3549 | 82.4 | 757    | 17.6 | 3452  | 80.2 | 854              | 19.8 | 576   | 13.4 | 168      | 3.9  | 93    | 2.2  | 17              | 0.4 |
| 1974 | 4464             | 80.6 | 3598 | 80.6 | 866    | 19.4 | 3529  | 79.1 | 935              | 20.9 | 625   | 14.0 | 195      | 4.4  | 96    | 2.2  | 19              | 0.4 |
| 1975 | 4513             | 80.8 | 3648 | 80.8 | 865    | 19.2 | 3555  | 78.8 | 958              | 21.2 | 640   | 14.2 | 197      | 4.4  | 104   | 2.3  | 17              | 0.4 |
| 1976 | 4489             | 80.0 | 3590 | 80.0 | 899    | 20.0 | 3498  | 77.9 | 991              | 22.1 | 649   | 14.5 | 213      | 4.7  | 111   | 2.5  | 18              | 0.4 |
| 1977 | 4404             | 79.3 | 3493 | 79.3 | 911    | 20.7 | 3398  | 77.2 | 1006             | 22.8 | 646   | 14.7 | 234      | 5.3  | 110   | 2.5  | 16              | 0.4 |
| 1978 | 3894             | 78.1 | 3041 | 78.1 | 853    | 21.9 | 3003  | 77.1 | 891              | 22.9 | 569   | 14.6 | 212      | 5.4  | 94    | 2.4  | 16              | 0.4 |
| 1979 | 3858             | 77.9 | 3006 | 77.9 | 852    | 22.1 | 2915  | 76.6 | 943              | 24.4 | 589   | 15.8 | 221      | 5.7  | 119   | 3.1  | 14              | 0.4 |
| 1980 | 3948             | 76.9 | 3035 | 76.9 | 913    | 23.1 | 2872  | 72.7 | 1076             | 27.3 | 664   | 16.8 | 244      | 6.2  | 156   | 4.0  | 12              | 0.3 |
| 1981 | 3941             | 76.6 | 2978 | 76.6 | 963    | 24.4 | 2800  | 71.0 | 1141             | 29.0 | 697   | 17.7 | 257      | 6.5  | 171   | 4.3  | 16              | 0.4 |
| 1982 | 4035             | 75.5 | 3045 | 75.5 | 990    | 24.5 | 2849  | 70.6 | 1186             | 29.4 | 714   | 17.7 | 263      | 6.5  | 192   | 4.8  | 17              | 0.4 |
| 1983 | 4075             | 75.3 | 3069 | 75.3 | 1006   | 24.7 | 2878  | 70.6 | 1197             | 29.4 | 711   | 17.4 | 277      | 6.8  | 192   | 4.7  | 17              | 0.4 |
| 1984 | 3986             | 75.1 | 2994 | 75.1 | 992    | 24.9 | 2807  | 70.4 | 1179             | 29.6 | 681   | 17.1 | 282      | 7.1  | 197   | 4.9  | 19              | 0.5 |
| 1985 | 3999             | 74.1 | 2964 | 74.1 | 1035   | 25.9 | 2799  | 70.0 | 1200             | 30.0 | 683   | 17.1 | 302      | 7.6  | 194   | 4.9  | 21              | 0.5 |
| 1986 | 4109             | 73.6 | 3026 | 73.6 | 1083   | 26.4 | 2846  | 69.3 | 1263             | 30.7 | 686   | 16.7 | 351      | 8.5  | 202   | 4.9  | 24              | 0.6 |
| 1987 | 4157             | 73.0 | 3036 | 73.0 | 1121   | 27.0 | 2856  | 68.7 | 1301             | 31.3 | 667   | 16.0 | 382      | 9.2  | 226   | 5.4  | 26              | 0.6 |
| 1988 | 4125             | 72.4 | 2986 | 72.4 | 1139   | 27.6 | 2804  | 68.0 | 1321             | 32.0 | 660   | 16.0 | 405      | 9.8  | 229   | 5.6  | 27              | 0.7 |
| 1989 | 4144             | 71.5 | 2964 | 71.5 | 1180   | 28.5 | 2761  | 66.6 | 1383             | 33.4 | 656   | 15.8 | 446      | 10.8 | 250   | 6.0  | 31              | 0.7 |
| 1990 | 4187             | 70.4 | 2949 | 70.4 | 1238   | 29.6 | 2708  | 64.7 | 1479             | 35.3 | 678   | 16.2 | 498      | 11.9 | 274   | 6.5  | 29              | 0.7 |
| 1991 | 4209             | 70.5 | 2968 | 70.5 | 1241   | 29.5 | 2654  | 63.1 | 1555             | 36.9 | 692   | 16.4 | 537      | 12.8 | 295   | 7.0  | 31              | 0.7 |
| 1992 | 4123             | 70.1 | 2890 | 70.1 | 1233   | 29.9 | 2555  | 62.0 | 1568             | 38.0 | 671   | 16.3 | 563      | 13.7 | 301   | 7.3  | 33              | 0.8 |
| 1993 | 4231             | 69.9 | 2957 | 69.9 | 1274   | 30.1 | 2576  | 60.9 | 1655             | 39.1 | 673   | 15.9 | 617      | 14.6 | 331   | 7.8  | 34              | 0.8 |
| 1994 | 4228             | 69.5 | 2937 | 69.5 | 1291   | 30.5 | 2559  | 60.5 | 1669             | 39.5 | 655   | 15.5 | 631      | 14.9 | 350   | 8.3  | 33              | 0.8 |
| 1995 | 4156             | 69.7 | 2896 | 69.7 | 1260   | 30.3 | 2501  | 60.2 | 1655             | 39.8 | 644   | 15.5 | 622      | 15.0 | 356   | 8.6  | 33              | 0.8 |
| 1996 | 4109             | 69.1 | 2839 | 69.1 | 1270   | 30.9 | 2433  | 59.2 | 1676             | 40.8 | 627   | 15.3 | 639      | 15.6 | 377   | 9.2  | 33              | 0.8 |
| 1997 | 4181             | 69.1 | 2891 | 69.1 | 1290   | 30.9 | 2451  | 58.6 | 1730             | 41.4 | 634   | 15.2 | 665      | 15.9 | 399   | 9.5  | 32              | 0.8 |
| 1998 | 4182             | 68.9 | 2880 | 68.9 | 1302   | 31.1 | 2429  | 58.1 | 1753             | 41.9 | 640   | 15.3 | 682      | 16.3 | 399   | 9.5  | 32              | 0.8 |
| 1999 | 4192             | 68.5 | 2873 | 68.5 | 1319   | 31.5 | 2409  | 57.5 | 1783             | 42.5 | 635   | 15.1 | 709      | 16.9 | 410   | 9.8  | 29              | 0.7 |
| 2000 | 4383             | 67.8 | 2972 | 67.8 | 1411   | 32.2 | 2461  | 56.1 | 1922             | 43.9 | 655   | 14.9 | 788      | 18.0 | 449   | 10.2 | 30              | 0.7 |
| 2001 | 4698             | 66.7 | 3134 | 66.7 | 1564   | 33.3 | 2533  | 53.9 | 2165             | 46.1 | 723   | 15.4 | 894      | 19.0 | 519   | 11.0 | 29              | 0.6 |
| 2002 | 4784             | 65.6 | 3136 | 65.6 | 1648   | 34.4 | 2496  | 52.2 | 2287             | 47.8 | 725   | 15.2 | 962      | 20.1 | 570   | 11.9 | 30              | 0.6 |
| 2003 | 4630             | 65.2 | 3019 | 65.2 | 1611   | 34.8 | 2376  | 51.3 | 2253             | 48.7 | 693   | 15.0 | 972      | 21.0 | 557   | 12.0 | 31              | 0.7 |

**Table B**  
**FEMALE REPRESENTATION BY JOB CATEGORY 1973 - 2003**  
 Permanent Full-time Work Force

| Year | Total Work Force |      | Total Female |     | Officials/ Administrators |     | Professionals |    | Technicians |      | Protective Services |      | Para-Professionals |      | Office/Clerical |     | Skilled Craft |      | Service Maintenance |   |
|------|------------------|------|--------------|-----|---------------------------|-----|---------------|----|-------------|------|---------------------|------|--------------------|------|-----------------|-----|---------------|------|---------------------|---|
|      | #                | %    | #            | %   | #                         | %   | #             | %  | #           | %    | #                   | %    | #                  | %    | #               | %   | #             | %    | #                   | % |
| 1973 | 4306             | 757  | 17.6         | 10  | 5.0                       | 109 | 21.1          | 29 | 33          | 3.8  | 16                  | 42.1 | 544                | 83.7 | 0               | 0.0 | 16            | 16.5 |                     |   |
| 1974 | 4464             | 818  | 18.3         | 10  | 5.3                       | 120 | 2.0           | 29 | 34          | 4.1  | 11                  | 23.0 | 600                | 86.6 | 0               | 0.0 | 14            | 14.3 |                     |   |
| 1975 | 4513             | 865  | 19.2         | 10  | 5.6                       | 131 | 2.9           | 36 | 36          | 4.4  | 13                  | 31.0 | 622                | 85.1 | 0               | 0.0 | 17            | 16.6 |                     |   |
| 1976 | 4489             | 899  | 20.0         | 10  | 5.2                       | 146 | 26.4          | 39 | 36          | 4.8  | 11                  | 32.4 | 640                | 85.2 | 0               | 0.0 | 17            | 16.7 |                     |   |
| 1977 | 4408             | 915  | 20.8         | 14  | 8.2                       | 144 | 33.7          | 38 | 48          | 6.3  | 12                  | 31.9 | 641                | 85.8 | 0               | 0.0 | 18            | 19.9 |                     |   |
| 1978 | 3894             | 843  | 21.6         | 16  | 9.0                       | 111 | 20.9          | 26 | 50          | 6.8  | 11                  | 45.8 | 612                | 86.2 | 1               | 1.2 | 16            | 16.2 |                     |   |
| 1979 | 3858             | 852  | 22.1         | 14  | 8.8                       | 109 | 21.3          | 25 | 56          | 7.7  | 8                   | 38.7 | 619                | 84.7 | 0               | 0.0 | 21            | 21.8 |                     |   |
| 1980 | 3948             | 913  | 23.1         | 15  | 9.6                       | 115 | 22.7          | 21 | 62          | 7.8  | 18                  | 58.1 | 647                | 85.2 | 1               | 1.2 | 34            | 35.5 |                     |   |
| 1981 | 3941             | 963  | 24.4         | 18  | 11.3                      | 139 | 25.8          | 31 | 60          | 7.6  | 22                  | 56.4 | 653                | 83.4 | 3               | 0.6 | 37            | 37.3 |                     |   |
| 1982 | 4035             | 990  | 24.6         | 20  | 12.0                      | 137 | 24.9          | 42 | 69          | 9.8  | 41                  | 80.4 | 639                | 88.1 | 4               | 0.8 | 38            | 39.0 |                     |   |
| 1983 | 4075             | 1006 | 21.7         | 21  | 13.0                      | 138 | 24.8          | 43 | 74          | 9.9  | 40                  | 83.3 | 647                | 87.7 | 5               | 1.0 | 38            | 39.0 |                     |   |
| 1984 | 3986             | 992  | 24.9         | 27  | 16.5                      | 141 | 25.8          | 44 | 70          | 11.4 | 33                  | 82.6 | 636                | 88.3 | 4               | 0.8 | 37            | 37.4 |                     |   |
| 1985 | 3999             | 1035 | 25.9         | 29  | 17.8                      | 149 | 21.0          | 40 | 78          | 9.4  | 42                  | 85.7 | 655                | 89.0 | 4               | 0.8 | 38            | 38.3 |                     |   |
| 1986 | 4109             | 1083 | 26.4         | 36  | 19.5                      | 158 | 28.6          | 39 | 97          | 9.6  | 35                  | 72.9 | 688                | 97.4 | 2               | 0.4 | 28            | 28.1 |                     |   |
| 1987 | 4157             | 1121 | 27.0         | 40  | 19.3                      | 166 | 29.5          | 42 | 103         | 10.0 | 46                  | 74.2 | 688                | 86.6 | 2               | 0.4 | 34            | 34.2 |                     |   |
| 1988 | 4125             | 1139 | 27.6         | 37  | 18.9                      | 181 | 31.3          | 46 | 107         | 11.3 | 49                  | 74.8 | 677                | 86.6 | 4               | 0.8 | 38            | 38.5 |                     |   |
| 1989 | 4144             | 1180 | 28.5         | 53  | 25.6                      | 187 | 32.5          | 47 | 105         | 11.8 | 54                  | 72.0 | 684                | 87.6 | 5               | 1.0 | 45            | 45.0 |                     |   |
| 1990 | 4187             | 1238 | 29.6         | 65  | 29.3                      | 204 | 38.0          | 52 | 102         | 10.9 | 58                  | 56.3 | 705                | 88.2 | 7               | 1.4 | 45            | 45.0 |                     |   |
| 1991 | 4209             | 1241 | 29.5         | 64  | 27.7                      | 211 | 34.9          | 55 | 117         | 11.6 | 64                  | 68.3 | 670                | 86.6 | 7               | 1.4 | 53            | 53.3 |                     |   |
| 1992 | 4123             | 1233 | 29.9         | 61  | 28.1                      | 208 | 44.8          | 57 | 131         | 12.4 | 62                  | 86.2 | 657                | 89.2 | 8               | 1.7 | 49            | 49.3 |                     |   |
| 1993 | 4231             | 1274 | 30.1         | 62  | 28.2                      | 220 | 46.8          | 58 | 144         | 12.7 | 61                  | 80.3 | 674                | 85.8 | 8               | 1.7 | 47            | 47.3 |                     |   |
| 1994 | 4228             | 1291 | 30.5         | 61  | 27.2                      | 238 | 49.0          | 54 | 150         | 12.4 | 62                  | 76.5 | 671                | 86.6 | 9               | 2.0 | 46            | 46.2 |                     |   |
| 1995 | 4156             | 1260 | 30.3         | 58  | 26.1                      | 236 | 49.3          | 50 | 148         | 10.8 | 64                  | 78.0 | 652                | 85.6 | 8               | 1.8 | 44            | 44.1 |                     |   |
| 1996 | 4109             | 1270 | 30.9         | 61  | 27.4                      | 243 | 51.6          | 55 | 156         | 10.8 | 61                  | 79.2 | 641                | 85.6 | 11              | 2.6 | 42            | 42.3 |                     |   |
| 1997 | 4181             | 1285 | 30.7         | 72  | 30.2                      | 245 | 50.3          | 48 | 161         | 10.7 | 54                  | 72.3 | 653                | 85.8 | 11              | 2.6 | 41            | 41.0 |                     |   |
| 1998 | 4182             | 1302 | 31.1         | 78  | 32.2                      | 247 | 50.1          | 48 | 163         | 11.8 | 82                  | 78.8 | 631                | 85.0 | 12              | 3.0 | 41            | 41.9 |                     |   |
| 1999 | 4192             | 1319 | 31.5         | 86  | 33.6                      | 260 | 50.6          | 46 | 155         | 10.5 | 60                  | 67.4 | 660                | 86.0 | 12              | 2.9 | 40            | 40.8 |                     |   |
| 2000 | 4383             | 1411 | 32.2         | 92  | 34.7                      | 289 | 52.7          | 43 | 168         | 10.8 | 71                  | 69.6 | 694                | 85.3 | 12              | 2.9 | 42            | 42.1 |                     |   |
| 2001 | 4698             | 1564 | 33.3         | 97  | 36.8                      | 310 | 59.9          | 51 | 165         | 10.6 | 73                  | 68.9 | 805                | 83.7 | 14              | 3.2 | 49            | 49.0 |                     |   |
| 2002 | 4784             | 1648 | 34.4         | 105 | 38.9                      | 331 | 58.4          | 53 | 156         | 10.4 | 118                 | 72.4 | 819                | 83.9 | 13              | 3.0 | 53            | 50.1 |                     |   |
| 2003 | 4630             | 1611 | 34.8         | 98  | 37.3                      | 344 | 51.5          | 54 | 157         | 10.2 | 97                  | 70.8 | 796                | 83.9 | 13              | 3.2 | 52            | 49.3 |                     |   |

Table C  
**TOTAL MINORITY REPRESENTATION BY JOB CATEGORY 1973-2003**  
 Permanent Full-time Work Force

| Year | Total Work Force |      | Total Minorities |    | Officials/ Administrators |     | Professionals |    | Technicians |     | Protective Services |     | Para-Professionals |     | Office/Clerical |     | Skilled Craft |     | Service Maintenance |   |
|------|------------------|------|------------------|----|---------------------------|-----|---------------|----|-------------|-----|---------------------|-----|--------------------|-----|-----------------|-----|---------------|-----|---------------------|---|
|      | #                | %    | #                | %  | #                         | %   | #             | %  | #           | %   | #                   | %   | #                  | %   | #               | %   | #             | %   | #                   | % |
| 1973 | 4306             | 854  | 19.8             | 9  | 4.3                       | 52  | 10.1          | 34 | 7.1         | 73  | 8.3                 | 17  | 44.7               | 88  | 13.8            | 57  | 12.6          | 524 | 47.8                |   |
| 1974 | 4464             | 935  | 20.9             | 9  | 2.8                       | 60  | 10.5          | 39 | 7.3         | 79  | 9.6                 | 18  | 37.5               | 113 | 16.1            | 78  | 15.3          | 539 | 49.3                |   |
| 1975 | 4513             | 958  | 21.2             | 12 | 6.6                       | 69  | 15.5          | 42 | 7.5         | 79  | 9.8                 | 17  | 40.5               | 124 | 17.0            | 75  | 14.6          | 540 | 50.2                |   |
| 1976 | 4489             | 991  | 22.1             | 12 | 6.2                       | 83  | 18.3          | 49 | 8.3         | 79  | 10.6                | 14  | 41.2               | 142 | 18.9            | 86  | 16.3          | 526 | 51.4                |   |
| 1977 | 4408             | 1006 | 22.8             | 12 | 7.0                       | 78  | 12.8          | 49 | 8.6         | 90  | 10.7                | 18  | 47.4               | 152 | 20.3            | 133 | 25.2          | 474 | 59.7                |   |
| 1978 | 3894             | 891  | 22.9             | 12 | 7.9                       | 68  | 12.8          | 40 | 8.1         | 84  | 11.4                | 11  | 45.8               | 151 | 21.8            | 113 | 20.5          | 412 | 66.0                |   |
| 1979 | 3858             | 943  | 24.4             | 17 | 10.7                      | 66  | 12.9          | 51 | 10.6        | 93  | 12.8                | 10  | 47.6               | 171 | 28.4            | 123 | 25.2          | 412 | 55.9                |   |
| 1980 | 3948             | 1076 | 27.3             | 20 | 12.7                      | 74  | 14.0          | 55 | 10.6        | 116 | 14.6                | 15  | 48.4               | 213 | 28.1            | 146 | 29.0          | 437 | 57.7                |   |
| 1981 | 3941             | 1141 | 29.0             | 20 | 12.5                      | 84  | 19.6          | 61 | 11.7        | 118 | 16.9                | 16  | 41.0               | 245 | 32.8            | 153 | 31.4          | 444 | 58.0                |   |
| 1982 | 4035             | 1186 | 29.4             | 24 | 14.4                      | 92  | 16.7          | 70 | 16.4        | 125 | 14.6                | 17  | 39.3               | 259 | 35.7            | 154 | 31.2          | 445 | 58.2                |   |
| 1983 | 4075             | 1197 | 29.4             | 25 | 15.5                      | 95  | 17.1          | 75 | 17.1        | 133 | 15.2                | 16  | 39.3               | 264 | 35.8            | 154 | 31.9          | 435 | 57.8                |   |
| 1984 | 3986             | 1179 | 29.6             | 28 | 17.4                      | 100 | 18.1          | 80 | 18.8        | 124 | 14.4                | 14  | 35.0               | 260 | 36.1            | 161 | 33.1          | 412 | 56.8                |   |
| 1985 | 3999             | 1200 | 30.0             | 34 | 20.9                      | 107 | 19.4          | 79 | 18.5        | 128 | 14.6                | 18  | 36.7               | 278 | 37.8            | 161 | 33.5          | 395 | 55.6                |   |
| 1986 | 4109             | 1263 | 30.7             | 41 | 22.2                      | 116 | 21.0          | 78 | 19.3        | 175 | 18.1                | 18  | 37.5               | 295 | 37.5            | 158 | 32.8          | 382 | 55.9                |   |
| 1987 | 4157             | 1301 | 31.3             | 42 | 19.9                      | 122 | 21.7          | 84 | 20.0        | 189 | 19.4                | 22  | 35.5               | 313 | 39.4            | 157 | 32.0          | 372 | 56.8                |   |
| 1988 | 4125             | 1321 | 32.0             | 43 | 20.9                      | 125 | 21.8          | 87 | 20.9        | 192 | 20.4                | 22  | 34.9               | 318 | 40.7            | 156 | 32.2          | 378 | 57.6                |   |
| 1989 | 4144             | 1383 | 33.4             | 46 | 21.7                      | 136 | 23.6          | 91 | 21.9        | 200 | 21.4                | 31  | 41.3               | 335 | 42.9            | 162 | 33.3          | 382 | 59.3                |   |
| 1990 | 4187             | 1479 | 35.3             | 49 | 22.1                      | 150 | 25.7          | 96 | 24.0        | 219 | 23.3                | 48  | 46.2               | 364 | 45.6            | 160 | 32.0          | 393 | 59.3                |   |
| 1991 | 4209             | 1555 | 36.9             | 55 | 23.8                      | 168 | 27.8          | 98 | 24.1        | 262 | 27.1                | 44  | 47.3               | 356 | 46.0            | 168 | 33.2          | 404 | 56.6                |   |
| 1992 | 4123             | 1568 | 38.0             | 53 | 24.4                      | 158 | 33.9          | 85 | 40.9        | 315 | 26.9                | 35  | 44.3               | 362 | 47.5            | 169 | 36.0          | 391 | 56.8                |   |
| 1993 | 4231             | 1655 | 39.1             | 54 | 24.5                      | 170 | 36.2          | 83 | 41.1        | 377 | 26.4                | 34  | 44.7               | 383 | 48.7            | 169 | 33.9          | 385 | 56.3                |   |
| 1994 | 4228             | 1669 | 39.5             | 57 | 25.4                      | 182 | 37.4          | 79 | 40.7        | 393 | 27.2                | 37  | 45.7               | 376 | 48.0            | 169 | 34.2          | 376 | 56.2                |   |
| 1995 | 4156             | 1655 | 39.8             | 57 | 25.7                      | 181 | 37.8          | 77 | 40.2        | 400 | 27.8                | 36  | 45.9               | 374 | 49.4            | 164 | 34.7          | 366 | 54.4                |   |
| 1996 | 4109             | 1676 | 40.8             | 58 | 26.0                      | 185 | 39.8          | 75 | 39.2        | 434 | 29.2                | 42  | 54.5               | 375 | 50.4            | 161 | 33.5          | 346 | 53.2                |   |
| 1997 | 4181             | 1730 | 41.4             | 69 | 28.9                      | 186 | 38.2          | 67 | 39.2        | 463 | 30.7                | 41  | 50.6               | 385 | 50.6            | 168 | 34.9          | 351 | 53.2                |   |
| 1998 | 4182             | 1757 | 42.0             | 70 | 28.9                      | 189 | 38.9          | 69 | 41.0        | 472 | 30.8                | 50  | 48.1               | 388 | 52.3            | 165 | 40.6          | 354 | 53.7                |   |
| 1999 | 4192             | 1783 | 42.5             | 74 | 28.9                      | 199 | 38.7          | 70 | 43.3        | 470 | 31.9                | 43  | 48.3               | 411 | 53.6            | 168 | 40.8          | 348 | 53.7                |   |
| 2000 | 4383             | 1922 | 43.9             | 73 | 27.5                      | 215 | 39.2          | 72 | 43.1        | 528 | 34.0                | 53  | 52.0               | 457 | 56.1            | 174 | 41.7          | 350 | 61.3                |   |
| 2001 | 4698             | 2165 | 46.1             | 79 | 27.5                      | 257 | 42.2          | 86 | 46.0        | 551 | 35.8                | 55  | 51.9               | 583 | 69.6            | 177 | 40.0          | 377 | 63.6                |   |
| 2002 | 4784             | 2287 | 47.8             | 87 | 31.6                      | 282 | 42.9          | 88 | 47.6        | 564 | 36.3                | 100 | 61.3               | 606 | 64.5            | 184 | 41.9          | 376 | 61.3                |   |
| 2003 | 4630             | 2253 | 48.7             | 86 | 33.2                      | 290 | 43.4          | 83 | 49.7        | 580 | 37.8                | 87  | 63.5               | 589 | 62.1            | 180 | 43.7          | 358 | 61.0                |   |