



# Affirmative Action Plan 2015/2017

City of Eugene, Oregon



## A Message from the Executive Team:

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We are pleased to present the City of Eugene’s 2015-2017 Affirmative Action Plan which represents our organization’s continued focus toward achieving and maintaining a workforce that reflects our community and creating a work environment that supports all employees. The City’s commitment to these efforts has been long standing, and with the implementation of the City of Eugene’s Diversity and Equity Strategic Plan in 2009, we have developed a strong complementary effort toward realizing the shared vision of equity in our work force and work environment.

These efforts cannot be completed without a strong organizational commitment to outreach into the community and developing tools, resources, and processes that enable us to recruit, hire, and retain a workforce that reflects our community as it continues to change. These efforts include a focus on building both a short- and long-term pipeline of talent for careers at the City of Eugene and in our community. In particular, current and future efforts will continue to focus on building an organization that is prepared to attract the increasingly diverse talent and responding to a shifting economic landscape through a holistic talent acquisition strategy.

The efforts outlined in this Affirmative Action Plan reflect these strategies and our ongoing work of outreach into our community to create opportunities for education, skills development, and career goal attainment. Just a few highlights of this related work include:

- The Central Services Department continued to focus on a coordinated Community Outreach effort to support the goal of each department within the City as well as leading the Equity and Human Rights board in the development of an updated Diversity and Equity Strategic Plan for the organization.
- The Eugene Fire Department hosted its fifth week-long Young Women’s Confidence & Leadership Fire camp designed to introduce high school-aged females to the profession of firefighter through a “mini” fire academy focusing on confidence building, teamwork, and leadership skills.
- The Library, Recreation and Cultural Services Department continues to implement a robust temporary employment program designed to mentor youth and underrepresented populations and establish a pipeline and connection to careers within the City.
- The Police Department invested in the establishment of a Recruitment Team made up of sworn Police Officers and Communications professionals to develop and implement targeted recruitment and outreach strategies.
- The Planning and Development department continues to implement outreach and creative interview options whenever possible to ensure accessibility to employment opportunities.
- The Public Works Department continues to use professional internships as a way to promote career development opportunities in partnership with colleges and universities who have diverse student populations.

These are just a few examples of the exciting work that is being done toward advancing the efforts outlined our Affirmative Action Plan and our goal of ensuring we are well positioned to compete for talent in an increasingly diverse and competitive marketplace. We offer our sincere appreciation for the continued organization-wide effort in working to meet Affirmative Action goals as we strive to develop a diverse workforce.

**Executive Team Members**

*Jon Ruiz, City Manager*

*Sarah Medary, Assistant City Manager and Planning & Development*

*Glenn Klein, City Attorney*

*Kristie Hammitt, Central Services*

*Chief Randy Groves, Fire and EMS*

*Renee Grube, Library, Recreation and Cultural Services*

*Chief Pete Kerns, Police*

*Kurt Corey, Public Works*

# Highlight: Community Outreach

## Central Services Department

Every year the Human Resources Division takes the lead on coordinating City participation in a number of Community Outreach events designed to increase our short- and long-term pipelines of qualified employees. Many of these events are organized with the express purpose of reaching underrepresented populations or to target outreach to ensure participation from these populations. The Human Resources Division has worked diligently to increase departmental involvement in these outreach events and plays a key leadership role in helping departments develop marketing resources that are geared toward targeted populations.

Central Services is also conducting strategic planning for future community outreach with a goal of continuing to support the City in the achievement of its Affirmative Action and Diversity and Equity Strategic Plan goals.

Central Services staff are also leading the Equity and Human Rights Board as they develop an updated Diversity and Equity Strategic Plan for the organization.



City of Eugene  
Human  
Resources staff  
at the Lane  
Community  
College Career  
Fair



City of Eugene



# Highlight:

## Confidence and Leadership Fire Camp for Young Women

### Fire Department

During the summers of 2011-2015 the Eugene Springfield Fire Department held an annual camp at the Emergency Services Training facility in Eugene. The no-cost camp included young women between the ages of 14 and 19 years old that showed an interest in learning more about the fire service. The week long camp consisted of hands-on drills in rope rappelling, live fire burns, physical fitness training and emergency medical treatment scenarios in safe, controlled environments. In addition, the participants were able to hear from community leaders and department personnel who spoke at length about leadership and confidence.

The camp was first organized in 2011 by the first female Fire Captain at Eugene Fire, Captain Jean Woodrich. Captain Woodrich teamed up with other women from within the department, as well as from other agencies in the area to bring their personal experience and insight to the young women of the community. Several local businesses also contributed by donating to the camp to provide lunches, t-shirts and equipment for the young women to use during the day camp.

The camp has been so successful that some of the young women returned in 2013, 2014 and 2015 to be team leaders and support staff for the new group of young women. The annual camp is part of ongoing efforts to encourage underrepresented populations to consider careers in fire and emergency medical services.



City of Eugene





# Highlight: Temporary Employee Recruitment

## LRCS Department

The City of Eugene Library, Recreation and Cultural Services (LRCS) Department has almost 2 million contacts with Eugene residents throughout the year, establishing a relationship with the Eugene community that is unparalleled. Not only does LRCS provide a wide range of services to the Eugene community, it also provides valuable skill building and employment opportunities for those entering the local workforce.

LRCS employs nearly 800 temporary employees each year, of which over half of those are entry-level positions that are developing specialized job skills and receiving professional training related to customer service, safety and first aid, mandatory reporting, cultural competence, early childhood development, group leadership/management, lesson instruction, and specialized activity facilitation. The Recreation Division also serves nearly 300 youth in Leadership and Counselor Training programs while providing community-based learning projects and community service for an additional 400 middle and high school youth each year. Additionally, local college students find many opportunities for internships and part time employment. LRCS also provides thousands of opportunities for individuals of all ages to volunteer and support services that are critical to Eugene's livability.

It is important that those who work in the programs that LRCS offers are representative of the community that they are serving. To this end LRCS makes every effort to maintain and grow a work-force of which Eugene can be proud.



City of Eugene

Population	City of Eugene Recreation Temporary Staff	Lane County Census Data
Hispanic or Latino	6%	8%
Asian/Pacific Islander	6%	3%
American Indian/Alaskan Native	1%	1%
Black or African American	3%	1%
White	85%	84%



Parking Manager Lemonade Stand

# Highlight: Lemonade Stand Interviews

## Planning and Development Department

We recently had an opportunity to recruit for 3 of 9 vacant Parking Officer positions in PDD. In an effort to reduce barriers in our hiring process and attract candidates that we have not been able to in the past, we decided to take a fresh approach to our recruitment and hiring process.

The Parking Manager lemonade stand was set up in the Broadway Garage to host a series of four interview sessions to meet the applicants who met the minimum requirements. Rather than setting up times during the usual business days and hours we offered sessions in the evenings and weekends to accommodate candidates existing work and family commitments. We conducted ten minutes speed interviews with over 300 candidates asking only three questions.

We believe that continuing to use unconventional methods such as this will have a positive impact on encouraging underrepresented populations to consider career opportunities with us in the future. We are currently experiencing a rich mix of diversity in the ethnicity and minority levels within the Parking Section.



City of Eugene



# Highlight:

## Recruitment Team

### Police Department

One of the Eugene Police Department's strategic goals is to recruit, retain and develop a highly capable and professional work force. To advance this goal, in 2014 EPD formally established a Recruitment Team whose purpose is to attract candidates with the character, personality and aptitude to learn and thrive among the most skilled law enforcement professionals. The diverse team is composed of seven Eugene Police Officers and three Communications personnel.

Eugene Police Recruitment Team Mission: ***“SEARCHING FOR DEDICATED PEOPLE TO SERVE AS GUARDIANS IN OUR COMMUNITY”***

Since its formation, the Eugene Police Recruitment team has been active and met with potential candidates at a number of venues. Officers made presentations at Lane Community College and EPD Career Night. They staffed a booth at Western Oregon University for the Criminal Justice Job Fair. The team was also represented at the University of Oregon Women in Business conference, Career Fair, and conducted a Veterans career outreach.

The team develops long and short term outreach programs to recruit candidates that possess a genuine desire to protect our community, serve society and care for those we are called to help. This is achieved by studying and implementing successful outreach and recruitment methods, applying best practices and consistently improving the process. Team members exhibit the traits, values and ethics of our department, speaking and acting with integrity and conviction.



City of Eugene



EPD Officers participating in the Ralph Painter Memorial Run



# Highlight: Development Programs

## Public Works Department

The Public Works Department works with local colleges and universities in an effort to provide internship opportunities. Over the last two years the Wastewater Division has hired one intern from the University of Oregon for environmental analysis projects. The Division has also hired 2 interns each year from the Linn-Benton Community College Wastewater Program. These programs offer a diverse group of candidates to select from. The department also participates in the Civil Engineering Cooperative Program (CECOP), a partnership with Oregon engineering colleges that provides two six-month paid internships for undergraduate students. Starting with one or two interns in the beginning, use of CECOP has grown until last year when Public Works hired six interns – two in Maintenance and four in Engineering. Depending on the particular assignment, City of Eugene interns are engaged in learning all the activities expected of a recent graduate engineer. Activities include surveying, on-site construction inspection and design drafting with engineering collection system flow monitoring and modeling, or traffic data gathering, analysis and traffic control issues with Maintenance. We are noticing an increase of minority candidates within the Civil Engineering field and although we partner with the Oregon State University Internship program which may have a diverse population of students, the internship program is based on a lottery system.

Also with the desire to reach a more diverse population, the Public Works HR team has coordinated with Central Services HR Division to have a more visible face at various community outreach and job fair events. Events such as Hiring our Heros/Hero 2 Hired, Worksource Oregon, and Tapping our Talent provide an opportunity to connect with various communities in our area as well as market the different opportunities that are available within the Public Works Department.



City of Eugene

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# Introduction

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The City of Eugene remains committed to its focus on equity and human rights in the community and its workforce. As part of this commitment, it has voluntarily established an [Affirmative Action](#) Plan (AAP) in addition to its Equal Employment Opportunity (EEO) policy, even though the City of Eugene is not a federal contractor, and thus not required to establish a plan.

It is important to discuss the City's Affirmative Action Plan and related policy in the context of the City's overall commitment to equity through the City's Diversity and Equity Strategic Plan as well as our commitment to equal employment opportunity. The Affirmative Action Plan is designed to be a tool to assist the City in proactively addressing areas of underutilization within our workforce. It is a finite tool with specific remedies for correcting areas of underrepresentation while still continuing to build a workforce that reflects the diversity in our community and the available recruitment populations for each position. Equal employment opportunity refers to the City's commitment to equitable treatment of all candidates and employees. The City's Diversity and Equity Strategic Plan (DESP) provides an overarching framework that is focused on the integration of equity and human rights principles throughout our organization.

The City's Affirmative Action Plan is designed to work in conjunction with all of the concepts and goals of the City's Diversity and Equity Strategic Plan, while still providing the legal framework to allow the City to address underutilization where it exists. In addition, many of the strategies identified in the City's Affirmative Action Plan can be and have been adopted by City Departments as overall long-term and short-term recruitment strategies designed to increase diverse representation throughout the City.

An updated version of the DESP is currently being developed by the Equity and Human Rights Board and City Departments. As in the previous plan, the updated plan will include a Workforce and Work Environment Goal designed to achieve and maintain a workforce that reflects our community, and create a work environment that supports all employees. The Affirmative Action Plan and department work plans are identified as opportunities to reflect these specific activities with a goal of the Affirmative Action Plan measures beginning to reflect this work with changing numbers. The 2012/2013 Affirmative Action Plan reflects progress toward the achievement of these goals and a recognition of the continuing work and efforts that remain.

The City's first Affirmative Action Plan was written in 1975 and over the years has included information about the demographics of the City's workforce and goals for increasing the representation of people with disabilities, women, and ethnic minority groups, where previous patterns of underutilization have occurred. The organization has made the decision to draft the plan every two years to allow more time to be focused on action-oriented strategies and tracking the success of ongoing larger recruitment processes that span more than one fiscal year.

The Affirmative Action Plan for 2015-2017 provides information in a streamlined fashion by presenting an overall plan for all City departments. Each department also outlines a focused plan discussing the areas in which they are under-represented, with specific actions for how each

department will work toward addressing this underutilization. In addition, this plan features some highlights of efforts departments in the City are implementing toward these goals.

## Legal Framework

A federal legislative summary below provides a history on the importance of civil rights and affirmative action.

### **Title VII of the Civil Rights Act/Protected Classes**

In 1964, Congress passed Title VII of the Civil Rights Act, which forbids discrimination in employment on the basis of race, color, national origin, religion or sex. This Act applies to all public and private sector employers. In 1971, it was applied to local government.

In 1967, the Age Discrimination in Employment Act was passed by Congress. This Act protects workers age 40 and over from employment discrimination based on age.

In 1992, the Americans with Disabilities Act (ADA) went into effect. The ADA guarantees people with disabilities access to employment, public accommodations, transportation, public services and telecommunications. The ADA provides federal civil rights protection to people with disabilities and applies to public and private employers, including local government. Since that time the ADA has been amended to clarify definitions and continue this civil rights protection.

The categories of race, color, national origin, religion, sex, pregnancy, age, and disability are known as protected class categories. Federal legislation protects people from negative employment decisions which are based on a protected status. There are additional Federal and State protections related to the above categories as well as the category of Veterans. The City is committed to ongoing compliance with all of these related laws.

### **Executive Order 11246/Affirmative Action**

In 1965, President Lyndon B. Johnson issued Executive Order 11246, which requires all federal contractors to design specific plans of action to actively seek and employ women and ethnic minority groups. This was done due to the historical underrepresentation of people from these groups across all occupations. This is known as Affirmative Action.

In June 1965, President Johnson gave the commencement address at Howard University. He discussed Affirmative Action as the next stage in the battle for civil rights. In his address, President Johnson said:

*“This is the next and the more profound stage of the battle for civil rights. We seek not just freedom but opportunity. We seek not just legal equity but human ability, not just equality as a right and a theory but equality as a fact and equality as a result.”*

[Click this link to see a more complete listing of Federal, State, and City anti-discrimination laws.](#)

## City of Eugene Commitment

As discussed above, the City of Eugene strives to hire, develop, and retain an excellent workforce so that we can deliver exemplary service to our community. The City recognizes that having a diverse workforce enhances teamwork, innovation, and productivity and is committed to creating an environment that is inclusive to all employees. Therefore, the City has developed specific policies around Affirmative Action in order to continue this important work. In addition, it is important to continue to align this work with the overall Mission and Operating Principles for our organization.

### Policy Statement from City Manager

The City of Eugene is committed to having its work force reflect the diversity of the population we serve. In addition, the City strives to have participation by all groups, including women, racial and ethnic minorities, and people with disabilities, in all job categories, and provides for veterans' preference in accordance with State and federal law.

The purpose of the City's Affirmative Action program is to help us reach these goals and sustain an employment environment that provides equal opportunities to all applicants and employees.

Where there is underrepresentation on the City's work force of any population group for which the law requires Affirmative Action, the City is committed to taking affirmative steps to correct the problem. In order to achieve a balanced applicant pool from which to make hiring decisions, the City may recruit beyond the metropolitan service area.

The City extends all terms, conditions, benefits, and privileges of employment to all employees regardless of ethnicity, race, sex, sexual orientation, color, national origin, age, religion, disability, marital status, familial status or source of income.

### City of Eugene Mission Statement

We work together with the Council and the public to make Eugene a safe, dynamic, and livable community.

### City of Eugene Operating Principles

We value service to our customers and the community, being responsive to their changing needs.

- We place priority on providing customers with quality services that meet their needs.
- We work with customers as partners in defining, designing, and delivering services.
- We involve customers in evaluating the quality and value of our services.

We value fairness, integrity, trust, honesty, and communication that is open, accurate, and respectful.

- We promote the resolution of conflict by using open communication as an opportunity to find positive solutions to problems.
- We make decisions based on objective information, and in the public interest.

We value creativity in our work and seek opportunities for innovation and vision.

- We encourage all employees to be innovative, contribute ideas, and influence outcomes.

We value personal, professional, and organizational accountability.

- We are committed to the highest ethical standards.
- We support democratic principles and respect the roles of the City's elected officials.
- We are responsible in the way we manage public resources.

We appreciate unique abilities and talents, the diverse perspectives that each individual brings to his or her job, and the richness that results.

- We recognize and honor a diversity of viewpoints, cultures, and life experiences.

We value the opportunities for meaningful, high quality work and the challenge our work presents.

- We focus on results.
- We are flexible and responsive to change, continually learning and seeking ways to improve efficiency, effectiveness and productivity in service delivery.

We value respect, collaboration and teamwork in relationships with our fellow employees.

- We achieve our best results by working as teams and in partnerships across the organization and with other agencies.

We are committed to making our work environment safe, supportive, fulfilling and enjoyable.

- We are caring and supportive of each other.
- We promote a harassment- and discrimination-free workplace.
- We encourage employees to learn, grow and develop to their potential.

# Overall Affirmative Action Plan

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This section of the Affirmative Action Plan will present the City of Eugene workforce composition, goals to increase its diversity, obstacles for reaching these goals, and action-oriented programs that may be utilized to overcome these obstacles.

## City Overview

The City remains committed to employing a work force that represents the diversity of the population it serves. As of July 1, 2014, the City employed 11 percent people of color and 37 percent women. This information is reported by applicants to the City on a voluntary basis. We do not require applicants or employees to provide the information, nor do we verify its accuracy.

## Census Data

In the year 2010, U.S. Census Bureau estimated Lane County to have a population of 1.0 percent African Americans, 1.2 percent American Indian or Alaska Natives, 2.6 percent Asian or Pacific Islanders, and 7.4 percent Hispanic or Latino Origin. In addition, 4.2 percent of respondents identified themselves as two or more races.

The City of Eugene workforce reflects representation of 1.4 percent African Americans, 1.8 percent American Indian or Alaska Natives, 2.9 percent Asian or Pacific Islanders, and 5.3 percent Hispanic or Latino Origin employees for an overall total of 11.4% percent of minorities. While the City exceeds local demographics in some areas, we also recognize the need to increase representation in others and overall. In addition, while a goal is to reflect the population we serve, we have an additional goal for adequate representation in all job areas including those with more diverse recruitment areas. For example, some job categories include national recruitment efforts with more available diversity than Lane County.

For affirmative action purposes, additional detail from census data is needed to determine areas of underutilization in specific job categories or groups. The City uses a statistical method called the “80% rule” to determine underutilization of women and minorities as defined by the United States Office of Federal Contract Compliance Programs (OFCCP). It compares the actual number of women/minorities employed in a particular job group with the availability of women/minorities with the requisite skills to do the job in a reasonable recruitment area. Therefore, it is a measurement of how well an organization recruits and retains qualified women and minorities (also referred to as “incumbents”) within a specific geographic area.

This method uses very detailed data from the 2010 U.S. Census long-form responses, which is the most current U.S. Census data available for this purpose. Of note, the 2010 U.S. Census Data recently became available and reflects a higher percentage of diversity when compared to the 2000 Census data.

## Goals

Effective Affirmative Action and Equal Employment Opportunity programs require a positive and planned approach to hiring and promoting qualified individuals, including women, people with disabilities, and minority applicants. The City of Eugene is committed to Equal Employment Opportunity. As part of this commitment, the City strives to remove artificial barriers to the employment of women, people with disabilities, and ethnic minorities which are protected classes and are legally-allowed, narrowly-tailored affirmative action remedies.

A good-faith effort will continue to be made by the City of Eugene to recruit women, people with disabilities, and ethnic minority applicants. Employment applications will continue to be reviewed in a fair and consistent manner. Supervisors are strongly encouraged to consider the added value that diversity can bring to their work group or program area. For positions in underutilized job groups, if there are equally qualified finalists for a position the applicant from the underutilized group will be given the job opportunity, as long as this action is consistent with the department and City's goals, as well as federal and state laws. This action is taken in an effort to meet the overall goal of increasing the diversity of the City's work force.

City of Eugene Departments and hiring supervisors (the individuals who make the hiring decisions) develop Affirmative Action hiring goals and action plans. Establishing these goals and plans allows the City to position itself for success in preparation for the workforce of 2020 and beyond. Involving the employees in the City's outreach recruitment planning with both long and short-term efforts is essential toward achieving these goals.

Goals and action plans are designed and used to help correct any imbalances and disparities in the City of Eugene's work force. It is important to note that goals are not quotas, as the latter has been ruled to be impermissible by the courts. Goal setting for areas of underutilization are required for federal contractors under federal regulations. Goals help inform the action plans for each hiring process in an underutilized area. The action plans for each department are based on the City's anticipated vacancies and the labor force data of available protected class applicants. The statements and plans will be reviewed and revised every three years with a mid-plan review of progress toward overall City goals. The City of Eugene will update its Affirmative Action Plan every three years.

The goal for each department is to address the imbalances through both short- and long-term efforts over time. The Incumbency v. Estimated Availability Detail gives more specific information about the imbalances in each job group for each department, and each department's goal is to rectify these through targeted recruitment efforts outlined in each department's Action-Oriented Programs whenever possible.

## 2012/2013 Affirmative Action Plan Goals Met

Following the creation of the 2012/2013 Affirmative Action Plan, the City undertook a number of ongoing efforts designed to address the areas of underutilization identified in that plan. In particular, the plan focused on both short- and long-term efforts with an expectation that this would be an ongoing process and that the outreach efforts that lead to success in these areas will continue as a part of our ongoing commitment to equity and inclusion.

Since the 2008, 2010/2011, and 2012/2013 Affirmative Action Plans, the City has realized success in meeting some of the goals identified in the plans despite the downturn in the economy. These goals have been met through conscious short- and long-term recruiting efforts designed to increase representation within our organization. Each department has also employed department specific action oriented programs to address areas of previous underutilization. It is important to note that the previous Affirmative Action Plans were based on data from the 2000 U.S. Census and the 2015-2017 Plan is based on U.S. Census Data, which reflects more diversity. Therefore, while the organization has made progress, current areas of underutilization reflect the ongoing need to continue to add diversity to our workforce.

### Affirmative Action Plan Goals Met

2008 Goals Met				2010/2011 Goals Met			2012/2013 Goals Met		
Department	Job Category	F	M	Job Category	F	M	Job Category	F	M
<b>Central Services</b>	Technicians	X							
<b>Fire</b>	Professionals		X				Professionals		X
	Protective Services		X				Service Maintenance	X	
<b>LRCS</b>	Professionals		X				Skilled Craft	X	
	Paraprofessionals		X						
<b>PDD</b>				Paraprofessionals		X			
<b>Public Works</b>	Officials and Administrators		X	Officials and Administrators	X				

*F= Female, M=Minority*

While the City has realized success through the ongoing efforts identified above, we recognize the need to continue to focus on addressing areas of existing underutilization in order to ensure continuing progress toward our overall goals and ensuring that we are prepared to reflect the future available workforce.

## Identification of Problem Areas

41 C.F.R. §§ 60-2.13(d) and 2.23

Although the City has a decentralized hiring process, there are many common barriers and obstacles that may lead to underrepresentation. These barriers and obstacles will be discussed in this sub-section. Each department will address their specific areas of underrepresentation and their action-oriented programs to remediate this underrepresentation in the [Department Specific Action Plans](#) section.

Note that the information provided below should in no way be construed as an admission of illegal discrimination in any form, but is part of a holistic good faith effort to continually self-identify and remove barriers to employment in order to uphold our commitment to equal employment opportunity. At minimum, each department, with the help of Human Resources, must regularly evaluate:

1. the workforce by organizational unit and job group to determine whether there are problems of lack of minority or female utilization (i.e., employment in the unit or group), or of minority or female distribution (i.e., placement in the different jobs within the unit or group);
2. personnel activity (applicant flow, hires, terminations, promotions, and other personnel actions) to determine whether there are selection disparities;
3. compensation system(s) to determine whether there are gender-, race-, or ethnicity-based disparities;
4. selection, recruitment, referral, and other personnel procedures to determine whether they result in disparities in the employment or advancement of minorities or women; and,
5. any other areas that might impact the success of the Affirmative Action Plan.

The City of Eugene periodically conducts an in-depth analysis of its total employment process to determine whether and where impediments to equal employment opportunity may exist. We evaluate and monitor:

1. **Work force composition by job group:** We have identified underutilization in our availability/utilization/underutilization analysis chart, and we have set goals to remedy that underutilization. Specific remedies are addressed by individual departments in their respective narrative sections. General and organization-wide remedies are discussed in the “Action-Oriented Programs” section below. The City of Eugene uses the “80% Rule” as defined by Federal regulations to calculate underutilization for each job group in a specific recruitment area in comparison to incumbents. A brief summary of underutilized job groups for women and minorities in all city departments is found on the next page.

Again, it should be noted that a disclosure of underutilization is in no way an admission of illegal discrimination, but part of a good faith effort to identify and remedy barriers. (Note: “YES” denotes an underutilized job group for either females or ethnic minorities.)

## Job Groups with Underutilization

### Central Services Department (CS)

Job Group	Female Less than 80% of Availability	Minority Less than 80% of Availability
080 Service Maintenance	Yes	
070 Skilled Craft		Yes

### Fire Department (EFD)

Job Group	Female Less than 80% of Availability	Minority Less than 80% of Availability
040 Protective Service	Yes	Yes

### Library, Recreation, and Cultural Services (LRCS) Department

Job Group	Female Less than 80% of Availability	Minority Less than 80% of Availability
050 Paraprofessionals		Yes
070 Skilled Craft		Yes

### Planning & Development Department (PDD)

Job Group	Female Less than 80% of Availability	Minority Less than 80% of Availability
020 Professionals		Yes
030 Technicians		Yes

### Police Department (EPD)

Job Group	Female Less than 80% of Availability	Minority Less than 80% of Availability
040 Protective Service	Yes	
030 Technicians		Yes

### Public Works (PW)

Job Group	Female Less than 80% of Availability	Minority Less than 80% of Availability
020 Professionals		Yes
030 Technicians	Yes	Yes
050 Paraprofessional		Yes

### Overall City of Eugene

Job Group	Female Less than 80% of Availability	Minority Less than 80% of Availability
050 Paraprofessionals		Yes
020 Professionals		Yes
040 Protective Service	Yes	Yes
080 Service Maintenance	Yes	
070 Skilled Craft		Yes
030 Technicians		Yes

2. **Personnel activity:** We routinely conduct [adverse impact](#) analyses using the “80% Rule” or other statistical methods to analyze our personnel activities, including applicant flow, hires, promotions, terminations and other personnel actions, to determine if there are selection disparities between men and women, minorities (and within specific racial groups, if appropriate), or applicants with disabilities or employees. If any tests are used as a part of our selection process, we have determined that these tests are job-related and are validated. We have and continue to take corrective action to remove any barriers to hiring or retaining women, people of color, or people with disabilities.
3. **Compensation system:** We routinely review our compensation system, including rates of pay and bonuses, to determine whether there are any gender, race, ethnicity, or disability-based disparities. If any disparities are identified, we take prompt action to resolve the disparity. In offering employment to individuals with disabilities, we will not reduce the amount of compensation offered because of any disability income, pension, or other benefit the applicant or employee receives from another source. Currently, we use the following tools:
  - a. Class Study Reviews (usually requested by the unions).
  - b. Benchmark Studies (i.e. – Exempt Study in 2005).
  - c. Reviews during the creation of new classifications.
  - d. Reclassification reviews.
  - e. Compression/Compaction Reviews.
4. **Personnel procedures:** We routinely review all of our personnel procedures and processes, including selection, recruitment, referral, transfers and promotions, seniority provisions and apprenticeship programs (if applicable), and city-sponsored training programs or other activities to determine if all employees or applicants are fairly considered.
5. **Other areas that might impact the success of our Affirmative Action Program:** We continually analyze any other areas that may impact our success, such as accessibility of our facility to the available workforce, the attitude of our current workforce towards EEO, proper posting of our EEO policy and required governmental posters, proper notification of our subcontractors or vendors, and retention of records in accordance with applicable law. We take prompt action to remedy any problems in these areas through training of staff or other methods.

## City of Eugene – Obstacles and Barriers Identified

Below is a list of the obstacles and barriers that may affect the recruitment, selection, and retention of minorities or women for a number of positions at the City of Eugene. Additional job group specific barriers are also identified in each department’s section:

### ***Recruitment:***

- Low turnover and lack of vacancies create limited opportunities for recruitment in some work groups.
- Promotional opportunities are often limited due to the low turnover in these areas as well.

- Attracting qualified, protected class applicants from a local demographic with limited diversity is often difficult.
- There are limited candidates from regional and national searches who are interested and willing to move to the area. Often out-of-state candidates are willing to move because they have family in the area.
- Sometimes there are candidate perceptions that certain jobs are ‘female’ or ‘male’ jobs.
- The State of Oregon often has state certification requirements that make it difficult to attract out of state candidates. For example:
  - For positions such as Firefighter/Paramedic the State of Oregon EMT Reciprocity requirements create a significant barrier for candidates interested in relocating to Oregon. In addition, the State of Oregon does not offer reciprocity for EMT Intermediate certifications, thus creating a requirement for candidates to regain this certification in Oregon.
  - WWD-Operators & Residuals Technicians require State certification that can only be obtained after having at least one year of experience in a wastewater plant.
- The shift in compensation practices in the private sector has outpaced the compensation within the public employment sector, thus making it difficult to attract qualified candidates for similar positions within the City.
- Shift assignments in a number of positions may create barriers since most of the workforce tends to want to work 8-5, Monday-Friday.
- The City of Eugene cannot compete with the pay rates of large cities in some sectors and there is a limited understanding of the cost of living differences on the part of out-of-state candidates.
- The budget challenges faced by the organization in previous years limited the number of new available positions that were open to recruitment.
- Relocation costs are a barrier for a number of candidates. In addition, candidates who are homeowners often face economic challenges when trying to sell a home in order to relocate.

***Selection:***

- Demand for skilled employees with required education and experience often exceeds availability for some positions.

***Retention:***

- Staff movement out of the area has historically been a barrier for those employees who have limited cultural and family support structures in our community.

## Action-Oriented Programs and Strategies

41 C.F.R. §§ 60-2.13(i) and 60-2.26

The City's process for developing its Affirmative Action Plan is designed to empower each department to take ownership of the various action-oriented programs. These activities involve the City Manager, Executive Managers, Human Resources staff, Equity and Human Rights staff, and all managers and supervisors who have hiring authority. The following City-wide action programs have been adopted to assist with meeting Affirmative Action goals and work force diversity planning:

### Programs:

- A Diversity and Equity Strategic Plan was adopted in 2009 as a five year plan with a goal of addressing the overall diversity, equity, and accessibility goals and strategies for the entire City. The focus of this plan was to drive the overall efforts related to diversity and equity with a focus on outreach and partnership with the community. The City's Equity and Human Rights Board is currently in the process of developing the plan for an updated version of the Diversity and Equity Strategic Plan with a continued focus on these goals along with a continued emphasis on a human rights framework.
- The City's Affirmative Action Plan is updated every two years through collaborative efforts between Human Resources and every City department.
- The Diversity and Equity Strategic Plan will continue to have a City-wide Work Force and Work Environment Goal that includes utilizing the Affirmative Action Plan as a method for tracking progress toward representation. In addition, many of the strategies identified in the Affirmative Action Plan have been expanded by a number of departments toward overall short- and long-term strategies to increase representation and inclusion.
- Continuing educational opportunities incorporating diversity and equity concepts are interwoven throughout the training curriculum at the City. These include cultural diversity workshops and conferences and trainings incorporating EEO, Affirmative Action, and ADA concepts.
- The City of Eugene is continually working to identify new community outreach avenues and venues to increase opportunities for connection with underrepresented communities as both a short- and long-term strategy.
- The City of Eugene has partnered with Lane County and the City of Springfield to provide community outreach events designed to give more detailed information about the process of applying for positions in the public sector and an opportunity for one on one discussion about current and future opportunities.
- The City of Eugene is part of an intra-agency Equity and Community Consortium made up of top Executives and equity and human resource professionals from each agency. The ECC represents a commitment of all of the participating agencies toward equity and inclusion and to create agencies that better serve, reflect, and understand the communities we serve.

- The City of Eugene Human Resources Director is part of an ECC committee tasked with identifying retention best practices designed to retain a qualified, diverse workforce.
- Each department has created a diversity committee or appointed a group who is responsible for diversity initiatives. These groups will be enhanced using the updated Diversity and Equity Strategic Plan framework.
- The City has identified key AFSCME and EPEA positions in which Spanish bilingual skills are desirable. When employees with Spanish bilingual skills are hired into those specific positions they receive additional, ongoing pay for those skills. In addition, the EPEA contract provides additional pay for those employees who are fluent in American Sign Language.
- There is ongoing participation in high school career fairs, college career fairs, employment department career fairs, and cultural events to increase interest in positions with the City and create long-term feeder pools of candidates for underrepresented job groups.
- Acting-in-capacity and career development opportunities are available for experience in non-traditional jobs for current employees.
- Informational interviews and/or ride-alongs are available to potential candidates for many positions to allow them to gain information about positions and career paths they are considering.

## **Strategies:**

### ***Outreach:***

- The City uses various internet sites and contacts with community groups, agencies, and other appropriate sources to announce position vacancies.
- There are ongoing efforts toward outreach to a number of community groups and educational institutions including outreach to diverse colleges and student associations for underrepresented minority groups and women in non-traditional fields.
- Public forums and workshops on employment opportunities are held periodically targeting women, people with disabilities and people of color. In addition, Career Nights are held for large recruitments for the City whenever possible.
- Each department reviews their work force statistics and looks for ways to enhance diversity with every hire.
- The City regularly utilizes [on-line recruiting sources](#) with organizations targeted towards minority populations and females in non-traditional fields.
- The geographic area for recruitments is often broadened to include more diverse potential candidates.
- There is ongoing outreach through public safety stations (police) and community centers including information about current jobs with the City available through job posters that are updated weekly and post cards providing information on how to access job information on the City's website.

- City of Eugene Human Resources staff members meet with potential applicants and makes referrals as appropriate.
- The City of Eugene employment website includes tips to help applicants successfully navigate the application and selection processes.
- Financial Operations Services updates its vendor and contractor lists to include registered minority-owned businesses in the region.
- A Disadvantaged Business Enterprise Affirmative Action Program has been developed.
- Information Services coordinates efforts to utilize assistive technology and language translation software.
- Every April the City supports and sponsors *Take Your Son and Daughter to Work Day*. Children of employees are invited to spend part of the work day viewing jobs for women in non-traditional roles.
- Where appropriate, preference is given to bilingual employees within some hiring processes.
- There is ongoing outreach to workers with disabilities and the organizations who assist in finding employment for people with disabilities.
- Many professional recruitments target professional organizations/newsletters, linking to minority and women's professional groups and associations.
- There is ongoing outreach and word-of-mouth and personal contact through employees and community members to assist in identifying future career paths and connecting with information and individuals needed to explore those paths.
- There is a focus on hiring members of protected classes into temporary positions, internships, and work-study opportunities which provides a way to gain experience that can lead to full-time, regular employment.
- The City encourages our contracting temporary employment agencies to work toward adding diversity candidates to their applicant pools. When considering temporary employment contractors, the diversity outreach strategies employed by each agency are evaluated as part of the selection process.
- The City is currently contracting with a Qualified Rehabilitation Facility whose mission is to serve underrepresented individuals with disabilities as a source for temporary employees in many temporary assignments.
- Employees in non-traditional jobs participate in outreach events and are available to talk to prospective applicants.
- Accessible facilities and adaptive technologies are available at work sites.

***Selection:***

- Continue to use supplemental and interview questions that assess a candidate's level of cultural competency.

- Use diverse interview panels to provide a welcoming environment to prospective candidates.
- Continue to give credit in screening applications for language skills and cultural competency.
- Give preference for relevant bilingual skills when appropriate.
- If possible conduct phone interviews and the use of technologies such as video conferencing, which facilitate outreach efforts outside our geographic area.
- Develop ways to test out-of-area applicants to reduce multiple trips here during the testing/interview process.

***Retention:***

- Continue diversity and cultural competency training and events in the City and throughout the community.
- Continue efforts to foster a respectful and welcoming workplace.
- Offer exit interviews to all employees and keep demographic data to determine what themes might exist and work to rectify any areas of concern.

## City of Eugene Overall Demographics vs. Availability

### Incumbency v. Estimated Availability Summary

City of Eugene - FY15

7/01/2014

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than 80% ?
010 Officials and Administrators	31	Female	15	48.39	36.35	
		Minority	2	6.45	15.09	Yes
020 Professionals	298	Female	142	47.65	39.68	
		Minority	35	11.74	11.42	
030 Technicians	185	Female	72	38.92	38.89	
		Minority	13	7.03	10.78	Yes
040 Protective Service	316	Female	26	8.23	11.68	Yes
		Minority	29	9.18	10.39	
050 Paraprofessional	142	Female	102	71.83	68.08	
		Minority	18	12.68	16.97	Yes
060 Administrative Support	149	Female	124	83.22	76.90	
		Minority	22	14.77	12.13	
070 Skilled Craft	149	Female	12	8.05	4.92	
		Minority	11	7.38	9.00	
080 Service Maintenance	119	Female	23	19.33	15.56	
		Minority	26	21.85	16.90	

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

*YES indicates 80% Ratio < 80.0 and Difference <= -1.0*

**City of Eugene Overall Placement Goals**  
**Annual Placement Goals**

City of Eugene - FY15  
 7/01/2014

Placement Goals		
Job Group	Female	Minority
010 Officials and Administrators		15.09
020 Professionals		
030 Technicians		10.78
040 Protective Service	11.68	
050 Paraprofessional		16.97
060 Administrative Support		
070 Skilled Craft		
080 Service Maintenance		

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

## Employment of People with Disabilities

Section 503 of the Rehabilitation Act of 1973, as amended requires that any contract in excess of \$10,000 entered into by any Federal department or agency for the procurement of personal property and non-personal services (including construction) for the United States shall contain a provision requiring that the party contracting with the United States shall take affirmative action to employ and advance in employment qualified individuals with disabilities.

The Americans with Disabilities Act (ADA) and Americans with Disabilities Act Amendments Act (ADAAA) prohibits employers from discriminating against an applicant with a disability who is otherwise qualified to perform the work. However, the ADA does not establish Affirmative Action protection for people with disabilities as Executive Order 11246 does for people of color and women. An employer cannot hire a person with a disability over an otherwise equally qualified applicant simply because of the disability. Conversely, the same employer cannot refuse to hire the otherwise qualified applicant with a disability on the basis of the disability. An employer is obligated to search for a reasonable accommodation for the person with a disability if the individual is qualified to perform the job. In addition, supervisors are strongly encouraged to consider the value that diversity can bring to their work group or program area.

The City is committed to continuing and enhancing its effort to increase the employment of people with disabilities within the organization. Recruitment efforts include working with the Human Rights Commission, outreach to individuals with disabilities and organizations that serve people with disabilities, staff training, work plans developed by department diversity committees, and implementation of the ADA and its amendments.

### *Outreach*

Human Resources staff meet with potential applicants who have disabilities to assist them in learning more about City employment and the process for applying for positions. Many of these individuals are referrals from community organizations.

In addition, the City of Eugene partnered with Lane County and the City of Springfield to provide a community outreach event designed to give more detailed information about the process of applying for positions and an opportunity for one on one discussion about current and future opportunities. This training was offered to a number of community groups including specific outreach to people with disabilities.

In 2012, the City of Eugene re-designed their Temporary Staffing Model to include contracting with a Qualified Rehabilitative Facility or a portion of their temporary service needs. The new model is designed to continue to meet ongoing business needs while increasing potential employment opportunities for those with disabilities through contracting with a QRF.

In 2013, 2014, and 2015 the City participated in the “Tapping Fresh Talent” Career Expo featuring job seekers with disabilities.

Human Resources continues to establish relationships with organizations that provide services to people with disabilities. These organizations include McKenzie Personnel, an agency that provides services to persons with cognitive disabilities; Supported Employment Services (SES), a vendor of the State of Oregon Vocational Rehabilitation Division; Lane Council of Governments, Senior & Disabled Services; State of Oregon Vocational Rehabilitation Division; and the Lane Workforce Partnership.

Human Resources staff assists in providing reasonable accommodations in the selection process, at job offer, and job design following ADA regulations as appropriate.

Human Resources staff continues to research and utilize advertising sources to increase the recruitment of people with disabilities.

### ***Staff Training***

The City provides staff with training related to the employment of people with disabilities. Supervisors are encouraged to attend classes that include employment practices as they relate to the ADA including key language, reasonable accommodation for job applicants and employees, and resources available to assist with ADA-related questions.

Human Resources also designed and completed an on-line ADA training module designed to provide 24/7 accessible training for supervisors with follow up classroom sessions available to provide more interactive learning on the subject of accommodating candidates and employees with disabilities.

Disability awareness training, available to all staff, was initiated in 2000. It has been enhanced and taught by the City's Performance and Development Manager, the Equity and Human Rights Manager, and the Adaptive Recreation Manager. This required training uses the ADA as the context for raising awareness and opening communication and includes community members as part of the training experience. In addition, disability awareness and ADA protections are included on a regular basis in a number of other City trainings.

### ***Department Diversity Committees***

Each City department has a designated team and an Equity and Human Rights Action Plan which looks at recruitment and accessibility for those with disabilities as part of their overall work. Included in these plans are outreach strategies that focus on linking with community organizations who work with persons with disabilities. These committees also explore how departments can enhance opportunities for persons with disabilities.

### ***Implementation of the ADA***

Human Resources staff will work directly with hiring supervisors to ensure compliance with the ADA. They provide supervisors with ADA training, assist supervisors when accommodations are requested by employees, and work with applicants requesting accommodations during selection processes. Employees of the City of Eugene who feel they have a disability that needs accommodation should bring that request forward to their supervisor. Every City employee holds the responsibility to create an environment free from harassment, including harassment due to a disability.

Complaints of violations of the Americans with Disabilities Act may be filed with the City of Eugene Human Resources Department, as well as the Equity and Human Rights Center (for community members). Complaints may also be filed with the Oregon Bureau of Labor and Industries or the federal Equal Employment Opportunity Commission. Employees who have complaints may use the City's complaint procedure outlined on the following page of this document.

## **Disability Strategies**

The Human Resources Department strives to make its offices and services accessible. The current office space is fully accessible for customers using a wheelchair or other mobility assistive tools.

Additionally, the City posts all of its job opportunities on-line so that they are fully accessible to all customers with an interest in applying for positions with the City.

All City departments will comply with City policies and Federal regulations related to the recruitment and retention of people with disabilities. The City is committed to making reasonable accommodation for any employee who has a disability, who is in a position for which a reasonable accommodation can be made. Listed below are known areas where the City may be limited in its abilities to reasonably accommodate someone with a disability.

### ***Fire Department***

Due to the physically demanding nature of the work, the Fire Department is limited in its opportunities to recruit and hire persons with disabilities for over 75 percent of its positions. The physical requirements for Firefighter/EMT, which utilize a nationally validated testing process jointly developed by the International Association of Fire Chiefs and International Association of Fire Fighters, eliminate many candidates. The validated test is known as Candidate Physical Abilities Test (CPAT). The test comprises a series of job-related tasks that must be completed in a certain order and within a certain time frame which is reflective of common fire ground activities. Prior to each hiring cycle, CPAT practice sessions are offered to candidates where they may practice on the course and receive coaching from trained staff.

### ***Police Department***

Although a significant portion of the employees in the Police Department are employed in occupational areas with high demands for physical, sensory, and mental capacities there remain areas of the organization which provide excellent employment opportunities for people with disabilities. However, there are a number of physical requirements for sworn personnel through the State of Oregon Department of Public Safety and Standards that must be met in order for those personnel to obtain certification in the State of Oregon in positions such as 9-1-1 Calltaker Dispatcher and Police Officer.

## **Additional Affirmative Action Policy Information and Glossary**

[Complaint Procedures](#)

[Designation of Responsibility – 41 C.F.F §§ 60-213\(c\) and 60-2.22](#)

[Internal Audit and Reporting Structures – 41 C.F.R. §§ 60-2.13\(g\) and 60-2.25](#)

[Dissemination of Equal Employment Opportunity Policy and Information Concerning](#)

[Affirmative Action Program – 41 C.F.R. §§ 60-2.13\(b\) and 60-2.21\(a\)](#)

[Definition of Terms](#)

## Department-Specific Action Plans

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In addition to the overall Affirmative Action Plan for the City, each department has provided a plan for rectifying any under-representations found in any of the EEO-4 job categories, using the “80% rule”. A description of the [EEO-4 job categories](#) and [City Classifications by EEO-4 Category](#) are found in the Reference Section of this document.

## Central Services Department

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The Central Services Department is committed to diversity and equity and has met its representation goals in a number of job categories. As of June 30, 2014, Central Services was comprised of 203 employees in professional, paraprofessional, support, and service/maintenance roles. This represents a reduction of 17 employees since 2012. Within the department, 33 employees, or 16% of the workforce are employees of color and 103 employees, or 51% of the workforce are female.

Currently, the areas of underutilization for the department are for females within the Service Maintenance category and minorities within the Skilled Craft category. Because of the nature of the work in both the Services Maintenance and Skilled Craft categories, the underutilization is in the Facilities Management Division.

Three of the 25, or 12%, of the Service Maintenance personnel employed within Central Services are female. The estimated availability for Service Maintenance category is 25.92%. To meet the 80% rule for females in the Service Maintenance job category, Central Services would need to employ three more female service maintenance employees.

There are no minorities employed in the 16 Skilled Craft category positions. The estimated availability for the Skilled Craft category is 11.63%. To meet the 80% rule for minorities in the Skill Craft job category, Central Services would need to employ one minority Skill Craft employee.

### **Job Group with Underutilization: Service Maintenance- Female**

#### **Job Titles:**

- Custodian
- Facility Operations Supervisor 2
- Facility Operations Supervisor 1
- General Service Aide
- Lead Custodian
- Park Specialist

### **Job Group with Underutilization: Skilled Craft - Minority**

#### **Job Titles:**

- Park Specialist 3
- Building Maintenance Worker 1 / 2 / 3
- HVAC Technician 1 / 2
- Electrician 1 / 2
- Pool Operator
- Plumbing/Mechanical Systems Technician

## Identification of Problem Areas:

During the last plan period, there have been limited opportunities to recruit for Service Maintenance personnel due to increasing budget challenges and stronger efforts to fill positions internally. These limitations have resulted in the following barriers to recruiting adequate representation in each of the following job titles.

***Custodian:*** Three of the currently employed 18 custodians are female. Recruitment of upcoming vacant positions will be an opportunity to recruit females into this category.

- Recent recruitments have resulted in a reasonable number of female applicants, however, the application screening process resulted in a predominantly male interview pools. Veteran preference has also impacted the selection process.

***Facility Operations Supervisor 1 /2:*** Facilities has two male Facility Operations Supervisors.

- These are new positions which produced predominantly male applicants.

***General Service Aide:*** Both (2) General Service Aides are male.

- The employees in the GSA classification pool do not currently meet the minimum qualifications for custodian. GSA work is tailored to fit the individual work environment and qualification level needed for the employee to be successful. There are very few opportunities available in this category.

***Lead Custodian:*** Facilities currently has two male Lead Custodians.

- Vacancies in this category over the past few years have been filled internally which has limited female candidates.

***Park Specialist:*** Facilities has one male Park Specialist

- This position was previously held by a female which promoted to a higher classification. The most recent recruitment resulted in a male being the successful candidate.

During the last plan period, the Skilled Craft category did not have an underutilization issue. However, the availability percentage of minorities has more than doubled since the last plan period and has created an underutilization.

***Park Specialist 3:*** Facilities has one non-minority Park Specialist 3

- The most recent recruitment resulted in a non-minority female being the successful candidate.

***Building Maintenance Worker 1/2/3:*** Facilities currently has six non-minority Building Maintenance Workers and two unfilled positions. These vacancies will be an opportunity to expand the recruitment of minorities.

- Recent recruitments have resulted in a low number of qualified minority applicants.

***HVAC Technician 1/2:*** There are currently two HVAC Technician positions filled by non-minorities.

- We currently have a low turnover rate for technical positions. Generally, positions become available as a result of retirements.

***Electrician 1/2:*** There are currently two Electrician positions filled by non-minorities.

- We currently have a low turnover rate for technical positions. Generally, positions become available as a result of retirements.

***Pool Operator:*** There are currently two Pool Operator positions filled by non-minorities. This classification has been discontinued and future recruitment of this skill set will be classified as a Building Maintenance Worker.

***Plumbing/Mechanical Systems Technician:*** Facilities currently has one Plumbing/Mechanical Systems Technician positions filled by a non-minority.

- We currently have a low turnover rate for technical positions. Generally, positions become available as a result of retirements.

### **Action-Oriented Programs:**

Despite the challenges and barriers for recruiting females into the Service Maintenance category, the Central Services Department is committed to a number of short- and long-term actions to help address this of underutilization. These activities include:

- Establish on-going connections with the Women in Transition program at Lane Community College (LCC).
- Partner with the Apprenticeship program through Bureau of Labor and Industries (BOLI).
- Publish job opportunities with the Veterans Administration and National Guard for returning soldiers.
- Post openings for a longer period of time to reach a broader target of markets.
- Post openings with The National Association of Women in Construction (NAWIC).
- Partner with local (LCC) and regional (Chemeketa in Salem) community colleges to encourage them to include women in their programs.

- Utilize supplemental means of advertising to reach a wider demographic. An example might be national websites such as Careerbuilder.com that support ongoing diversity partnerships with a variety of diverse organizations.
- Participate in the Women in Non-Traditional Roles Job Fair.
- Include outreach to trade unions and trade programs for technical positions.
- Broaden outreach to include Internship opportunities.
- Increase inter-departmental communication throughout the City (in addition to the weekly Job Posting email) of technical positions with the necessary requirements and encourage supervisors to discuss long-term career goals with employees interested in service maintenance roles.
- Establish on-going connections with the University of Oregon Office Of Community Relations to expand job information dissemination.

Despite the challenges and barriers for recruiting minorities into the Skilled Craft job category, the Central Services Department is committed to a number of short- and long-term actions to help address this of underutilization. These activities include:

- Partner with the Apprenticeship program through Bureau of Labor and Industries (BOLI).
- Publish job opportunities with the Veterans Administration and National Guard for returning soldiers.
- Post openings for a longer period of time to reach a broader target of markets.
- Utilize supplemental means of advertising to reach a wider demographic. An example might be national websites such as IMDiversity.com that support ongoing diversity partnerships with a variety of diverse organizations.
- Include outreach to trade unions and trade programs for technical positions.
- Broaden outreach to include Internship opportunities.
- Increase inter-departmental communication throughout the City (in addition to the weekly Job Posting email) of technical positions with the necessary requirements and encourage supervisors to discuss long-term career goals with employees interested in service maintenance roles.
- Establish on-going connections with the University of Oregon Office Of Community Relations to expand job information dissemination.
- Establish direct outreach to the League of United Latin American Citizens (LULAC) and the National Association for the Advancement of Colored People (NAACP).
- Create an Apprenticeship program for Skilled Craft category jobs.
- Work with regional minority communities to develop strategies for encouraging minority applicants.

## Central Services Workforce Data

### Job Group Analysis Summary

Central Services - FY15

07/01/2014

Job Group	Total	Female	Minority
010 Officials and Administrators	13	10 76.92%	2 15.38%
020 Professionals	77	38 49.35%	14 18.18%
030 Technicians	15	5 33.33%	1 6.67%
040 Protective Service	1	0 0	0 0
050 Paraprofessional	20	16 80.00%	4 20.00%
060 Administrative Support	36	29 80.56%	4 11.11%
070 Skilled Craft	16	2 12.50%	0 0.00%
080 Service Maintenance	25	3 12.00%	8 32.00%
<b>Facility Total</b>	<b>203</b>	<b>103</b>	<b>33</b>
<b>% of Facility Total</b>		<b>50.74%</b>	<b>16.26%</b>

## Central Services Current Demographics vs. Availability

### Incumbency v. Estimated Availability Detail

Central Services - FY15

07/01/2014

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. Minus Inc.	80% Ratio	Less than 80% ?
010 Officials and Administrators	13	Female	10	76.92	45.79	6.0	4.0	167.98	
		Minority	2	15.38	17.34	2.3	-0.3	88.73	
020 Professionals	77	Female	38	49.35	42.21	32.5	5.5	116.92	
		Minority	14	18.18	14.54	11.2	2.8	125.08	
030 Technicians	15	Female	5	33.33	37.32	5.6	-0.6	89.31	
		Minority	1	6.67	10.29	1.5	-0.5	64.81	
040 Protective Service	1	Female	0	0	4.78	0.0	0.0	0	
		Minority	0	0	19.70	0.2	-0.2	0	
050 Paraprofessional	20	Female	16	80.00	85.97	17.2	-1.2	93.05	
		Minority	4	20.00	18.08	3.6	0.4	110.61	
060 Administrative Support	36	Female	29	80.56	76.19	27.4	1.6	105.73	
		Minority	4	11.11	9.34	3.4	0.6	118.99	
070 Skilled Craft	16	Female	2	12.50	5.90	0.9	1.1	211.79	
		Minority	0	0	11.63	1.9	-1.9	0	Yes
080 Service Maintenance	25	Female	3	12.00	25.92	6.5	-3.5	46.29	Yes
		Minority	8	32.00	18.48	4.6	3.4	173.46	

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

*YES indicates 80% Ratio < 80.0 and Difference <= -1.0*

## Central Services Placement Goals Annual Placement Goals

Central Services - FY15  
07/01/2014

Job Group	Placement Goals (%)	
	Female	Minority
010 Officials and Administrators		
020 Professionals		
030 Technicians		
040 Protective Service		
050 Paraprofessional		
060 Administrative Support		
070 Skilled Craft		11.63
080 Service Maintenance	25.92	

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

# Eugene Springfield Fire Department

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The Eugene Springfield Fire Department is committed to affirmative action and providing equal employment opportunities. Due to the changing demographics of the available workforce, we are no longer underrepresented in the Professionals – Minority category and Service Maintenance – Female category. However, we are still underrepresented in the Protective Service – Female category and newly underrepresented in the Protective Service – Minority category. While the actual number of protective services female and minority employees has increased, the available workforce percentages for the categories have also increased leaving us in an underrepresented status for both females and minorities in protective services.

Between 2013 and 2014, we had 10 (ten) paramedic students complete their internship with us, giving us an opportunity to have a direct impact on those students and their future employment decisions. We have continued running a teen career day outreach program twice a year, which provides high school students with a day of exposure to the fire and emergency medical services field and a concurrent job fair. In addition, the Department continues to hold the Young Women’s Fire Camp during the summer which is a week-long camp providing hands on exposure to a career as a Firefighter-Paramedic. We are committed to efforts to address the existing areas of underutilization, and to continue making progress in previously identified areas of underutilization.

We held a Metro Fire Recruit academy that graduated eight recruits. This recruit class was compiled from a combined hiring/recruitment process in which both Eugene and Springfield departments participated. This combined recruitment allowed for a larger candidate pool to choose from thereby increasing the opportunity for a diversified recruitment.

Fire departments in the U.S. have a long history of being predominantly white male. Although this is gradually changing, change is coming at a slower pace in areas of the country where the demographics of the overall population are less diverse, such as the Pacific Northwest. While we have experienced competitive candidate pools for vacant positions, it continues to be challenging to find qualified candidates who meet the minimum qualifications and are willing to live in the Willamette Valley. In addition, ongoing research shows that many of the local schools offering degree programs that provide the necessary training to work in fire and emergency medical services, do not have diverse student populations enrolled in the applicable degree programs.

## **Job Groups with Underutilization:**

Protective Services – Female and Minority

## **Job Titles in Underutilized Job Groups:**

Job Category: Protective Services

Job Titles: EMS Training Coordinator (1); Fire Captain (40); Fire Engineer (44);  
Fire Instructor (1); Fire Training Captain (1); Firefighter (72); Deputy Fire  
Marshal 1/2 (5)

## Identification of Problem Areas:

### Job Group: Protective Services

The Fire & EMS Department is underutilized in the Protective Services job category. The Protective Services category has been a traditionally male dominated field that has continued to struggle in obtaining a diverse hiring pool. In addition, the City of Eugene business need continues to require a Paramedic level medical certification which is a limiting factor for the available candidate pool.

## Action-Oriented Programs:

Strategies identified by Eugene Springfield Fire Department to improve recruitment and increase the flow of female and minority applicants into the Professional, Protective Services and Service Maintenance job categories, are noted below.

- Continue targeted long-term outreach and recruitment efforts such as the Confidence and Leadership Camp for Young Women.
- Continue to evaluate and implement any needed changes to ensure that our work sites and work practices contribute to a positive, respectful and productive workplace environment for everyone.
- Use the City's career development program to engage females working throughout the City organization.
- Work with neighboring fire agencies to encourage them to accept volunteers who are women and persons from other underrepresented groups who may be pursuing the educational requirements necessary to become candidates for positions in fire and emergency medical services.
- Maintain high school and college career days in conjunction with school career fairs to engage high school students, young adults and youth from underrepresented populations to consider fire and emergency medical services careers, while pursuing funding to support a cadet program.
- Work with local colleges offering Paramedic Certifications or professional degree programs to encourage them to assist us by making sure they are recruiting students from underrepresented groups.
- Expand the network of schools we work with to include those with more diverse student populations.
- Expand current public education, public information and public relations efforts to help the community better understand all aspects of Eugene Springfield Fire and the Central Lane Ambulance Transport System (ATS).
- Actively participate in City of Eugene and City of Springfield outreach activities and opportunities.
- Attend and participate in annual community events.

- Provide station tours, crew visits, ride-alongs and neighborhood presentations.
- Develop and maintain working relationships with community groups representing women and persons from other underrepresented groups. Also, engage in discussions with various organizations in our community, in order to learn how best to make their members aware of and interested in positions that may be available.
- Continue to promote cultural awareness and competency of the current workforce.
- Post hiring announcements in *FireWork*, a publication of Women in the Fire Service, as well as other publications targeted toward minorities.
- Increase resources on the website to contain information on job opportunities with the department, including minimum qualifications.
- Pursue funding to support an internal cadet program.
- Participate in the Springfield Rotary Student Government Day event.
- Participate in career fairs throughout the community, at high schools, middle schools, the University of Oregon and Lane Community College (LCC), churches and neighborhood meetings as funding and staffing permit.
- Work in collaboration with the City of Eugene’s Equity & Human Rights Board to develop and implement outreach to underrepresented populations.
- Encourage all personnel to assist in outreach efforts to qualified job applicants.
- Encourage minority and female candidates who meet the minimum qualifications to apply for non-traditional occupations as vacancies arise.
- Ask personnel attending Women in the Fire Service Conferences to gather information regarding the successful recruitment of female job candidates.
- Contact military branches regarding recruitment opportunities.

Additionally, the 2014-2019 Metro Strategic Plan and companion document Metro Work Plan contain additional strategies to further address this area of underutilization. The Metro Strategic Plan and Work Plan can be found on the following websites: [www.eugene-or.gov](http://www.eugene-or.gov), under *Fire/EMS Services, Info About Us*; and [www.ci.springfield.or.us](http://www.ci.springfield.or.us), under *Government, Fire and Life Safety*.

## Fire Department Workforce Data

### Job Group Analysis Summary

Fire and EMS - FY15

07/01/2014

Job Group	Total	Female	Minority
010 Officials and Administrators	3	0	0
020 Professionals	14	6 42.86%	1 7.14%
030 Technicians	2	1 50.00%	0 0.00%
040 Protective Service	166	11 6.63%	11 6.63%
050 Paraprofessional	6	6 100.00%	0 0.00%
060 Administrative Support	2	2 100.00%	0 0.00%
070 Skilled Craft	2	0 0.00%	0 0.00%
080 Service Maintenance	4	0 0.00%	2 50.00%
<b>Facility Total</b>	<b>199</b>	<b>26</b>	<b>14</b>
<b>% of Facility Total</b>		<b>13.07%</b>	<b>7.04%</b>

## Fire Department Demographics vs. Availability

### Incumbency v. Estimated Availability Detail

Fire and EMS - FY15

07/01/2014

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. Minus Inc.	80% Ratio	Less than 80%?
010 Officials and Administrators	3	Female	0	0	20.69	0.6	-0.6	0	
		Minority	0	0	11.41	0.3	-0.3	0	
020 Professionals	14	Female	6	42.86	34.53	4.8	1.2	124.12	
		Minority	1	7.14	10.30	1.4	-0.4	69.33	
030 Technicians	2	Female	1	50	33.58	0.7	0.3	148.88	
		Minority	0	0	6.57	0.1	-0.1	0	
040 Protective Service	166	Female	11	6.63	11.01	18.3	-7.3	60.17	Yes
		Minority	11	6.63	9.78	16.2	-5.2	67.78	Yes
050 Paraprofessional	6	Female	6	100	85.26	5.1	0.9	117.29	
		Minority	0	0	11.67	0.7	-0.7	0	
060 Administrative Support	2	Female	2	100	95.11	1.9	0.1	105.14	
		Minority	0	0	7.55	0.2	-0.2	0	
070 Skilled Craft	2	Female	0	0	0	0.0	0.0	100.00	
		Minority	0	0	5.86	0.1	-0.1	0	
080 Service Maintenance	4	Female	0	0	0	0	0	100.00	
		Minority	2	50	0	0	2.0	9999+	

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

*YES indicates 80% Ratio < 80.0 and Difference <= -1.0*

## Fire Department Placement Goals

### Annual Placement Goals

Fire and EMS - FY14

07/01/2014

Job Group	Placement Goals (%)	
	Female	Minority
010 Officials and Administrators		
020 Professionals		
030 Technicians		
040 Protective Service	11.01	9.78
050 Paraprofessional		
060 Administrative Support		
070 Skilled Craft		
080 Service Maintenance		

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

# Library, Recreation, and Cultural Services Department

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The Library, Recreation, and Cultural Services Department is committed to equal employment opportunity and affirmative action. We have met many of our goals toward affirmative action, and are committed to efforts to address the existing areas of underutilization.

## **Job Groups with Underutilization:**

Skilled Craft- Minority  
Paraprofessionals - Minority

## **Job Titles in Underutilized job groups**

Assistant Technical Director  
IATSE Grip/Stagehand  
Technical Director  
Assistant Circulation Supervisor  
Library Assistant 3 & 4  
Program Coordinator  
Recreation Program Assistant  
RAE Head Lifeguard  
RAE Recreation Activity Leader  
RAE Recreation Activity Coordinator  
Ticket Office Supervisor  
Ticket Office Manager

## **Job Group: Skilled Craft**

LRCS has not met the 80% minority representation goal in the Skilled Craft job group. Statistics and barriers impacting this job group as well as specific recruitment, selection, retention and review strategies to address underutilization in this job group are listed below.

## **Job Titles: Assistant Technical Director & Technical Director**

### **Identification of Problem Areas:**

These two positions direct the work of the local professional stagehand union. For twenty-five years there was little turnover. In the last five years, both positions were posted yielding hires from internal applicants. While low turnover is a barrier, the main barrier is the lack of people of color in this profession with the specific technical skills needed to do this level of work. This is a national issue, not just one limited to Eugene or the northwest; however the lack of diversity in our local population makes this a greater challenge.

### **Action Oriented Programs:**

- Support opportunities for skill development with the University of Oregon and Lane Community College for individuals interested in this work with particular focus on reaching out to minorities.

- Continue to work with the union to expand representation of the temporary pool of employees used to fill labor requirements as needed in order to expand the pool of applicants eligible for advancement into these leadership positions.

### **Job Titles: IATSE Grip/Stagehand**

#### **Identification of Problem Areas:**

Until 2006, the IATSE Local 675 Trade Services Union provided members to fill the needs required for professional stage skills to support events at the Hult Center. The 2006 contract between IATSE and the City identified 10 guaranteed half-time regular skilled positions and transferred the longest term members who had worked the most hours at the Hult Center into those positions. This contract also provided the City the opportunity to work with IATSE to plan for future vacancies that include strategies for diversifying the job category. While there have been several Grip/Stagehand vacancies since 2011, the lack of skilled employees of color continues to be a significant barrier.

Another significant barrier involves identifying corrective strategies that can be of mutual benefit to the City and IATSE. It is in the best interest of each to develop strategies that will support hiring practices that will have a long-term impact on the services provided by this professional trade. However, this trade is significantly underrepresented by people of color as compared to the general population. This is not just a local or regional issue but a national one as well so making searches more broad will not necessarily result in different outcomes. In addition, the majority of these positions are part-time, and there would need to be enough volume of other work available in order to justify relocation to the area.

#### **Action-Oriented Programs:**

Until 2006, Grip/Stagehand needs were not filled by regular recruitment practices. Now that this need is staffed by positions, the opportunity exists to develop recruitments which will serve City and Union goals to diversify representation of the work force. Strategies have been identified by Cultural Services division leadership and HR staff that include outreach to females and minorities when advertising the current and future position postings. Additional strategies to address underrepresentation include:

- In this region, there are three pools for applicable skill development including IATSE (the trade's union), the University of Oregon and Lane Community College. There has been some outreach done to connect their professional and/or educational programs with the work force skills required in professional theater, and some graduates of the UO and LCC have made entry into the trade services union. Ongoing organizational efforts to encourage these educational institutions to continue to increase racial diversity of their student population in this profession are also appropriate.
- The trade services pool of employees used to enhance labor requirements serves as a training opportunity for less skilled individuals to build on their knowledge and craft under the tutelage of professional staff. The potential exists for them to ultimately

gain experience enough to advance in the applications process when regular position vacancies occur. This seems to be the most viable way to increase the number of minorities into the general pool of persons to fill future vacancies.

### **Job Group: Paraprofessionals**

LRCS has not met the 80% minority representation goal in the Paraprofessional job group. Statistics and issues about this job group as well as specific recruitment, selection, retention and review strategies to address this area are listed below.

### **Job Titles: Assistant Circulation Supervisor, Library Assistant 3, Library Assistant 4, Program Coordinator, Recreation Program Assistant, RAE Head Lifeguard, RAE Recreation Activity Leader, RAE Recreation Activity Coordinator, Ticket Office Supervisor & Ticket Office Manager**

#### **Identification of Problem Areas:**

For the overall department, recruitment is a critical aspect in addressing this issue. Additionally, the department has had difficulty attracting a diverse local pool of candidates. Further, some of these positions are entry level or not thought to be highly compensated enough to attract candidates from out of the local area. These positions often attract candidates from the Recreation temporary workforce, thus altering the recruiting focus identified below.

A specific barrier unique to Library Services are that Assistant Circulation Supervisor (2 positions) and Program Coordinator (2 positions) is that turnover is extraordinarily low, with three incumbents in the positions for more than 10 years each. The fourth incumbent is a minority. Library Assistant 3 and Library Assistant 4 positions are almost exclusively filled through promotion from Library Assistant 1 and 2, so the strategy of proactively attracting minority candidates at the entry level of the series has worked well. These two classifications face extra challenges in diversity recruitment and outreach due to the past six years of budget issues, as both have been affected with layoff and are subject to union contract recall protocols when vacancies do occur.

#### **Action-Oriented Programs:**

Strategies to address underrepresentation include:

- When vacancies arise, LRCS employs a pro-active strategy for attracting minority candidates including notification of job postings to local universities and the Communities of Color.
- Increase recruitment to include programs at local universities that offer degrees that may include key attributes that would allow a candidates success in a vacancy of an LRCS Paraprofessional position.
- Create program partnerships with local agencies serving minority populations, thus exposing our programs to those populations and opening doors for employment opportunities.

- Participate in local and regional career fairs, with a goal of attracting minority candidates.
- Identify minority professionals working in the community and communicate the benefits of working for LRCS, encouraging their interest in future openings.
- Provide training opportunities that allow entry-level positions in other areas and positions in LRCS the ability to gain those skill sets necessary to be a viable candidate for a Paraprofessional position.

## Library, Recreation and Cultural Services Workforce Data

### Job Group Analysis Summary

LRCS - FY15

7/01/2014

Job Group	Total	Female	Minority
010 Officials and Administrators	3	3 100.00%	0 0.00%
020 Professionals	49	30 65.22%	8 17.39%
030 Technicians	3	2 66.67%	0 0.00%
050 Paraprofessional	66	44 66.67%	7 10.61%
060 Administrative Support	58	43 74.14%	9 15.52%
070 Skilled Craft	10	2 20%	0 0.00%
080 Service Maintenance	8	4 50.00%	3 37.50%
<b>Facility Total</b>	<b>194</b>	<b>128</b>	<b>27</b>
<b>% of Facility Total</b>		<b>65.98%</b>	<b>13.92%</b>

## Library, Recreation and Cultural Services Demographics vs. Availability

### Incumbency v. Estimated Availability Detail

LRCS - FY15

7/01/2014

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. Minus Inc.	80% Ratio	Less than 80%?
010 Officials and Administrators	3	Female	3	100.00	54.58	1.6	1.4	183.22	
		Minority	0	0	12.18	0.4	-0.4	0	
020 Professionals	46	Female	30	65.22	65.31	30.0	0.0	99.86	
		Minority	8	17.39	17.18	7.9	0.1	101.23	
030 Technicians	3	Female	2	66.67	47.81	1.4	0.6	139.43	
		Minority	0	0	9.08	0.3	-0.3	0	
050 Paraprofessional	66	Female	44	66.67	61.64	40.7	3.3	108.15	
		Minority	7	10.61	15.70	10.4	-3.4	67.55	Yes
060 Administrative Support	58	Female	43	74.14	81.85	47.5	-4.5	90.58	
		Minority	9	15.52	17.66	10.2	-1.2	87.85	
070 Skilled Craft	10	Female	2	20.00	17.88	1.8	0.2	111.88	
		Minority	0	0	12.86	1.3	-1.3	0	Yes
080 Service Maintenance	8	Female	4	50	36.69	2.9	1.1	136.26	
		Minority	3	37.50	18.13	1.5	1.5	206.83	

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

*YES indicates 80% Ratio < 80.0 and Difference <= -1.0*

## Library, Recreation and Cultural Services Placement Goals

### Annual Placement Goals

LRCS - FY15

7/01/2014

Job Group	Placement Goals (%)	
	Female	Minority
010 Officials and Administrators		
020 Professionals		
030 Technicians		
050 Paraprofessional		15.70
060 Administrative Support		
070 Skilled Craft		12.86
080 Service Maintenance		

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

# Planning and Development Department

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The Planning and Development Department is committed to diversity and equity and has met its representation goals in a number of job categories including meeting our goal of minority representation in the Paraprofessional group from previous plans. While female employees make up 52 percent of all professionals in the department, currently the analysis indicates underutilization department-wide of minorities in the Professionals and Technicians work group.

## Job Groups and Job Titles with Underutilization:

### **Administration**

#### **Professionals:**

Department Services Manager  
Management Analyst, Senior  
PDD Management Services/Financial Manager

### **Building & Permit Services**

#### **Professionals:**

Building Official, Assistant  
Code Analyst (5)  
Management Analyst 1 / 2 (4)  
Management Analyst, Senior  
Plan Review Supervisor  
Planner, Associate (2)

#### **Technicians:**

Application Support Technician, Senior  
Code Enforcement Inspector (5)  
Code Enforcement Supervisor  
Electrical Inspector, Lead  
Mechanical Inspector, Lead  
Planning/Land Use Technician 2  
Plumbing Inspector, Lead  
Residential Plans Reviewer (3)  
Structural Inspector, Lead

### **Planning**

#### **Professionals:**

Management Analyst 1 / 2  
Planner, Associate (4)  
Planner, Senior (4)  
Principal Planner (2)

## **Development**

### **Professionals:**

Management Analyst 1 / 2 (6)  
Management Analyst, Senior (2)  
Planner, Senior

### **Technicians:**

Geographic Information Technician 2  
Rehabilitation Specialist

For the purposes of this plan, we have broken down the Identification of Problem Areas and Action Oriented Plan by the divisions within the Planning and Development Department. Each division is responsible for a specific body of work and often recruits individuals with specific skills suited to the responsibilities for each division.

## **Building & Permit Services Division**

### **Identification of Problem Areas**

While we continue to see market improvement due to the economic downturn in previous years, the BPS division has had limited opportunities to recruit for positions within the Professional job group therefore, the department continues to struggle with underutilization in this specific job group. Although we have added Minority as an area of underutilization to the Technicians category we know that with the changing economic environment and more current census data there may be some shifts from year to year. The majority of the jobs that fall within the Technicians job category fall within the BPS division. We've recently recruited for several positions that fall within the Technicians job category and hope to see more diverse applicant pools in the future.

Some of the barriers to recruitment in these areas are:

- A low rate of employee turnover and employee-initiated turnover (retirement, taking a new job) during the reporting period.
- Technical positions that require on-going training and certifications limit the applicant pools and there are a limited number of community colleges in the immediate area that offer certificate programs.
- We have also seen that our ability to keep compensation within market has resulted in limiting our ability to fill vacancies in both the professional and technician job categories.

## Planning Division

### **Identification of Problem Areas**

The Planning Division is underutilized in the Professional Job Category for minority incumbents. The positions of Principal Planner, Senior Planner, Assistant/Associate Planner and Management Analyst fall within that job category.

While we recently have had opportunities to hire new planners, an extensive national recruitment for these positions brought in a number of qualified minority candidates however the majority of those candidates were not competitive. In addition, for applicants outside of our geographic area, cost of travel and potential relocation may be prohibitive.

## Community Development Division

### **Identification of Problem Areas:**

The Community Development Division is underutilized in the Professional Job Category for minority incumbents. The position of Management Analyst 1/2, Assistant/Associate Planner and Senior Management Analyst falls within that job category. Hiring opportunities for these positions have been limited by the lack of general attrition; however we have generally experienced competitive candidate pools. However, it has been a challenge to attract applications from qualified minority candidates.

The most fundamental limitation on hiring for these positions however has been the lack of attrition.

## **Action Oriented Programs – All Planning and Development Department**

Since we do not anticipate significant creation of new job opportunities in the near future, recruitment opportunities will come from attrition. When opportunities arise, the department will use the following techniques to help increase the number of qualified minority applicants for Professional and Technician jobs in all of our divisions:

- University students can represent a significant pool of potential technical and professional employees. An active recruitment and information effort on the University of Oregon and Lane Community College (LCC) campuses (targeting student organizations such as the Student Unions or Associations for Black/Asian-Pacific American/Chinese/Japanese/Native American students, Black Women of Achievement, Multicultural Center, etc.) might result in a higher level of interest by protected class students in City job opportunities. In addition, developing ongoing relationships with these organizations will assist the department in generating interest in targeted majors from which we can draw qualified applicants in future recruitments. The Department will also consider researching targeting additional colleges with more diverse student populations in majors that provide the necessary training for these positions.

- Advertise in targeted minority publications or websites and on national websites such as Careerbuilder.com and LinkedIn that support ongoing diversity partnerships with a variety of diverse organizations.
- Post job opportunities for longer time periods to allow for time to reach targeted markets.
- Use entry-level positions and internships for training opportunities whenever possible.
- Work with Human Resources to ensure that selection methods are not culturally exclusionary and continue to meet EEO guidelines. Provide supervisor, hiring, and interview panel training for selection practices.
- Actively work with admissions departments of local colleges and universities to encourage them to consistently recruit minority students to the area.
- Advertise in national association publications.
- Continue developing a relationship with disabled worker retraining programs to make them aware of suitable job classifications that they can retrain workers into.
- Broaden qualified groups moving forward in a process when it enhances the diversity of a group.
- Support and enhance a respectful workplace to ensure the City of Eugene enjoys a reputation as a desirable place of employment and promptly resolves issues that deter from this goal.
- Continue outreach to local high schools (particularly targeting those with more diverse student bodies) to make them aware of professional and technical career paths.
- Participating in Career Fairs.
- Updating our recruitment materials to ensure that they are culturally inclusive, including language translations.

## Planning and Development Workforce Data

### Job Group Analysis Summary

PDD - FY15  
07/01/2014

Job Group	Total	Female	Minority
010 Officials and Administrators	1	0 0.00%	0 0.00%
020 Professionals	36	19 52.78%	0 0.00%
030 Technicians	18	7 38.89%	0 0.00%
050 Paraprofessional	9	6 66.67%	2 22.22%
060 Administrative Support	7	7 100.00%	0 0.00%
070 Skilled Craft	9	1 11.11%	1 11.11%
080 Service Maintenance	7	3 42.86%	2 28.57%
<b>Facility Total</b>	<b>87</b>	<b>43</b>	<b>5</b>
<b>% of Facility Total</b>		<b>49.43%</b>	<b>5.75%</b>

## Planning and Development Demographics vs. Availability

### Incumbency v. Estimated Availability Detail

Planning and Development - FY15

07/01/2014

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. Minus Inc.	80% Ratio	Less than 80% ?
010 Officials and Administrators	1	Female	0	0.00	26.60	0.3	-0.3	0.00	
		Minority	0	0.00	14.72	0.4	-0.1	0.00	
020 Professionals	36	Female	19	52.78	40.14	14.4	4.6	131.49	
		Minority	0	0.00	6.08	2.2	-2.2	0.00	Yes
030 Technicians	18	Female	7	38.89	21.07	3.8	3.2	184.59	
		Minority	0	0.00	6.79	1.2	-1.2	0.00	Yes
050 Paraprofessional	9	Female	6	66.67	63.67	5.7	0.3	104.71	
		Minority	2	22.22	21.47	1.9	0.1	103.52	
060 Administrative Support	7	Female	7	100.00	90.25	6.3	0.7	110.80	
		Minority	0	0.00	6.26	0.4	-0.4	0.00	
070 Skilled Craft	9	Female	1	11.11	15.33	1.4	-0.4	72.50	
		Minority	1	11.11	0.00	0.0	1.0	9999+	
080 Service Maintenance	7	Female	3	42.86	10.71	0.8	2.2	400.00	
		Minority	2	28.57	7.14	0.5	1.5	400.00	

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

*YES indicates 80% Ratio < 80.0 and Difference <= -1.0*

# Planning and Development Placement Goals

## Annual Placement Goals

Planning and Development - FY15

07/01/2014

Job Group	Placement Goals (%)	
	Female	Minority
010 Officials and Administrators		
020 Professionals		6.08
030 Technicians		6.79
050 Paraprofessional		
060 Administrative Support		
070 Skilled Craft		
080 Service Maintenance		

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

# Police Department

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The City of Eugene Police Department is committed to equal employment opportunity and affirmative action. We have met many of our goals toward equal representation in our workforce, and are committed to efforts to address the existing areas of underutilization.

## **Job Group with Underutilization:**

Technicians- Minority  
Protective Services- Female

## **Job Titles in Underutilized job group:**

### **Protective Services:**

Police Officer  
Police Agent  
Community Service Officer A

### **Technicians:**

Application Support Tech  
Application Support Tech-Conf  
Application Support Tech Sr.  
Communications Specialist 1  
Communications Specialist 2  
Communications Specialist Lead  
Communications Supervisor  
Communications System Analyst  
Forensic Technician  
Technical Specialist 2

## **Division: Patrol**

**Job Category:** Protective Services-Female

**Job Title Grouping:** Police Officer, Police Agent, and Community Service Officer A

### **Identification of Problem Areas:**

The profession of law enforcement has traditionally been dominated by the male population. To this date, there is a perception among both men and women that men are better suited to handle themselves in a violent physical situation than their female counterparts (reference #1). Furthermore, the high physical standard needed to meet the minimum qualification limits the candidate pool to a small margin. To this end, most law enforcement agencies struggle to recruit women. An additional deterrent to retaining female Officers is the perception that required shift work does not always work with their

personal lives and obligations.

However, there have been a number of female Police Officers who currently have and have had successful careers and have been promoted to Sergeant and Lieutenant Positions. In addition, in 2014, EPD successfully hired an experienced female Police Captain from another jurisdiction. Female law enforcement personnel continue progression and advancements and are overall successful throughout the organization. Due to their status as managers, those roles are captured in the Professional and Officials and Administrators categories of incumbents in the Police demographics which currently exceed both the minority and female availability percentages. In addition, there are a number of female Community Service Officer A incumbents that are successful and will continue to seek success.

Reference #1: GENDER INEQUALITY IN LAW ENFORCEMENT AND MALES' ATTITUDES AND PERCEPTIONS TOWARD WOMEN WORKING IN LAW ENFORCEMENT by TRACEE ALEXANDRIA DAVIS

### **Action-Oriented Programs:**

The Department continues to be committed to the success of women in law enforcement and is consistently working to recruit female employees through a number of targeted short- and long-term outreach efforts. While there is currently underrepresentation in this category, the department is committed to work to effectively recruit and retain the level of representation needed to meet and exceed adequate representation levels for this category. This goal is also tied to our long-term strategic goal of ensuring that our sworn law enforcement roles more closely reflect the population we serve.

A key piece of the department-wide hiring and recruitment plan is the development of a recruitment and retention team made up of patrol and communications personnel. This team was formally established in 2014 and its purpose is to attract candidates with the character, personality and aptitude to learn and thrive among the most skilled law enforcement professionals. The team develops long and short term outreach programs to recruit candidates that possess a genuine desire to protect our community, serve society and care for those we are called to help. This is achieved by studying successful outreach and recruitment methods, applying best practices and consistently improving the process. Team members exhibit the traits, values and ethics of our department, speaking and acting with integrity and conviction.

Some of the targeted strategies identified to help move us toward this goal include:

- Continue to explore targeted outreach opportunities to potential female candidates. Past efforts for this have included the first annual Women in Blue academy that included exposure to many of the physical, mental and social aspects of the role. In 2013, the agency held "Women in Blue" police camp which 20 women attended a seven week academy. The course was designed to maximize the opportunity for

qualified candidates to be introduced into the field of law enforcement. In addition, the Citizen's Police Academy has provided opportunities for interested female candidates to learn more about the department as well as increased outreach through other academy participants to potential candidates.

- Continue to provide adequate Police Officer Physical Abilities Test (POPAT) practice sessions to expose all candidates to the level of physical fitness needed in order to safely perform the role. In 2014, the agency developed a Police Officer's Physical Abilities Test Video to help potential candidates understand the physical tests purpose and the skills they will need to successfully pass.
- Representatives of the Eugene Police Department attended the Tenth Annual Women in Business Gala at the University of Oregon in February. The Women in Business mission is to provide an encouraging community of aspiring businesswomen and provide the opportunities to be successful in the business world. A member of the Eugene Police Recruitment Team attended to build relationships with this community and provide information about a career in law enforcement to the attendees through networking.
- Continue to advertise on national websites such as Careerbuilder.com that support ongoing diversity partnerships with a variety of diverse organizations.
- Eugene Police Department has also made a special effort to develop a recruitment relationship with the University of Oregon athletic department. Many Oregon female athletes may be interested in the variety of careers the department has to offer. We have joined with the athletic department's career counseling program that assists student athletes in identifying career goals and then connects them with local resources. We plan to make similar contacts with the athletic departments of other state universities.
- Military recruitment can also result in increased numbers of potential female candidates. The department has made specific contact with local and state military organizations to develop relationships and generate interest. One of the lead military recruiters is working with and training the EPD recruitment team and helping them to develop recruitment avenues.
- Continue to participate in targeted outreach to young women such as Options Unlimited designed to reach young females interested in non-traditional fields.
- Actively work with admissions departments of local colleges and universities to encourage them to consistently recruit female students to the area. Specifically work with the social services, health, and criminal justice departments at the colleges to encourage them to recruit more diverse students into these majors.
- Continue to post job opportunities for longer time periods to allow for time to reach targeted markets and informational contacts.
- Participate in local events such as the Asian Celebration and career fairs focused on

High School students to help raise their awareness of these careers and gain the skills and experience needed to be successful in these roles. Include all local high schools in order to reach a broader, diverse, future pool of candidates.

- The agency sent two officers, one sergeant and one lieutenant to the “Women Leaders in Law Enforcement Training Symposium” in Anaheim, CA in 2014. The program is two days for officers of various agency sizes and ranks which tackles various issues within the field of Law Enforcement. The officers attended the various training topics, networked with counterparts and spent time recruiting officers to join EPD.
- Work with Human Resources to ensure that testing and selection methods are not culturally exclusionary and continue to meet EEO guidelines. Provide supervisor, hiring, and interview panel training for selection practices.
- Explore the possibility of hiring “bonuses”. Employees that recruit, refer, or recommend successful new hires that complete probation will receive a monetary bonus for their effort.
- Advertise in targeted female publications, websites, radio, and television stations/networks.
- Formally meet with local community organizations serving female populations for their input on how to recruit qualified female candidates.

## **Division: Technical Services and Investigations**

### **Job Category: Technician**

### **Job Titles: Application Support Tech. (Sr.), Forensics Tech, and Technical Specialist 2, Communications Specialist 1 and 2, Lead, Supervisor, and Communications Systems Analyst**

#### **Identification of Problem Areas:**

The majority of employees in the Technicians category are in the 911 Communications Center. A very high level of specialized technical skills are needed to perform the duties of the job at the pace and accuracy needed to proficiently perform these roles. Only a small percentage of the population possesses this needed level of specialized skill. In addition, the Communications Center industry is notorious for high turn-over due to the high stress environment of responding to emergency phone calls as well as the shift work schedule environment.

Outside of the 911 Communications Center, the Eugene Police Department (EPD) only holds six positions in this category. Of the six positions that are filled in this category, two are female and four are male, but there are no minorities occupying the positions.

Due to the level of technical skill and experience needed to meet the minimum qualifications of these positions, it is difficult to attract a broad range of applicants.

An analysis of census data concurs that the relative availability of candidates possessing the necessary skills to complete these specialized roles is relatively low at 7.48%. In addition, while the recruitment reach for these roles is national, it is often difficult to attract individuals to the local area especially in times of a downturned economy

Therefore, the majority of applicants for these roles are often from the less diverse regional and local areas.

The Police Department works together with the Central Services Department's Information Services Division (ISD) to hire police employees with information technology specialties when vacancies arise. ISD's assistance is critical as they are experts in the area of information technology (IT). Qualified individuals are in high demand to fill IT positions in the private and public sector. However, the number of minority candidates who apply for these positions at the City of Eugene remains low. We are challenged to recruit candidates of color to work and live in a community that does not have a diverse population, and the City must compete with the private sector where salaries and benefits are usually significantly higher.

The Forensics Tech positions provide technical work in the Police Forensic Evidence Unit of the Investigations Division. There is very little turnover in these jobs, and the pool of qualified applicants have traditionally been very small, especially for applicants with the required experience and training. Applicants with prior experience are highly desired to mitigate the expense and productivity loss involved in the multi-year training regimen. The extended training requirements for these positions are extremely structured so that employees can reach competencies designed to support the lawful seizure of evidence and handling, and facilitate testimony in court. Careers in law enforcement also require the ability to pass a Police background check which holds candidates to a very high standard of accountability for decision-making and ethics that many candidates of all genders and races find hard to meet. Unfortunately, candidates may meet the minimum technical requirements for the job, but many fail to pass a police background investigation.

The Technical Specialist 2 has only one person in this classification who is a long-term EPD employee, highly specialized in the area of gang research, and turn-over is very low.

### **Action-Oriented Programs:**

As positions become vacant, supervisors will be encouraged to ensure that outreach and advertising for these roles include options focused on reaching a diverse population. In addition, the new EPD Recruitment Team that has been established includes members of the Communications Center whose specific focus will be focusing on short and long term

efforts to attract qualified candidates in the future. This will include continuing to participate in community outreach events and career fairs.

Additional specific techniques identified by the department to improve recruitment and increase the flow of minority applicants into the Technical job category listed above include:

University students can represent a significant pool of potential technical and professional employees. An active recruitment and information effort on the University of Oregon, Lane Community College (LCC), and Chemeketa Community College campuses (targeting student organizations such as the Student Unions or Associations for Black/Asian-Pacific American, Chinese, Japanese, Latino and Native American students; and programs such as the Black Women of Achievement, Multicultural Centers, etc.) might result in a higher level of interest by minority students in the city's job opportunities. Many of these colleges offer majors that provide necessary training for these positions.

- Eugene Police Department has also made a special effort to develop a recruitment relationship with the University of Oregon athletic department. Many Oregon athletes are minorities that may be interested in the variety of careers the department has to offer. We have joined with the athletic department's career counseling program that assists student athletes in identifying career goals and then connects them with local resources. We plan to make similar contacts with the athletic departments of other state universities.
- Military recruitment can also result in increased numbers of potential female candidates. The department has made specific contact with local and state military organizations to develop relationships and generate interest. One of the lead military recruiters is working with and training the EPD Recruitment Team and helping them to develop recruitment avenues.
- Actively work with admissions departments of local colleges and universities to encourage them to consistently recruit minority students to the area. Specifically work with the social services, health, and law enforcement departments at the colleges to encourage them to recruit more diverse students into these majors.
- Continue to advertise on national websites such as Careerbuilder.com that support ongoing diversity partnerships with a variety of diverse organizations.
- Advertising in national association publications and websites such as the Association of Public Safety Communications Officers (APCO) and the National Emergency Number Association (NENA). Support and encourage efforts to increase diversity into this profession made by these associations.
- Posting job opportunities for longer time periods to allow for time to reach targeted

- markets. Continue to track the success of doing a year-round recruitment.
- Advertise in targeted minority publications, websites, radio, and television stations/networks.
  - Formally meet with local community organizations serving minority populations for their input on how to recruit qualified minority candidates.
  - Continue to leverage the department-wide hiring and recruitment team composed of law enforcement officers and communication personnel. Historically, the Police and Communications sections have conducted independent hiring and recruitment activities. An inclusive plan will ensure that we focus efforts, efficiently and effectively use resources, and that we use every informal and formal opportunity to recruit and hire minorities to all positions in public safety.
  - Participate in local events such as the Asian Celebration and career fairs focused on High School students to help raise their awareness of these careers and gain the skills and experience needed to be successful in these roles. Include all local high schools in order to reach a broader, diverse, future pool of candidates.
  - Work with Human Resources to ensure that testing and selection methods are not culturally exclusionary and continue to meet EEO guidelines. Provide supervisor, hiring, and interview panel training for selection practices.
  - Explore the possibility of hiring ‘bonuses.’ Employees that recruit, refer, or recommend successful new hires that complete probation will receive a monetary bonus for their effort.
  - Advertise the Spanish bilingual pay bonus more aggressively to potential candidates.

## Police Workforce Data

### Job Group Analysis Summary

Police - FY15  
07/01/2014

Job Group	Total	Female		Minority	
		#	%	#	%
10 Officials and Administrators	4	1	25.00	0	0.00
20 Professionals	53	19	35.85	8	15.09
30 Technicians	49	36	73.47	2	4.08
40 Protective Service	149	15	10.07	18	12.08
50 Paraprofessionals	16	9	56.25	2	12.50
60 Administrative Support	30	27	90.00	5	16.67
<b>Facility Total % of Total</b>	<b>301</b>	<b>107</b>	<b>35.55</b>	<b>35</b>	<b>11.63</b>

## Police Demographics vs. Availability

### Incumbency v. Estimated Availability Detail

Police - FY15

7/01/2014

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. Minus Inc.	80% Ratio	Less than 80% ?
010 Officials and Administrators	4	Female	1	25.00	22.44	0.9	.1	111.41	
		Minority	0	0.00	13.12	0.5	-0.5	0.00	
020 Professionals	53	Female	19	35.85	35.16	18.6	.4	101.97	
		Minority	8	15.09	11.52	6.1	1.9	131.01	
030 Technicians	49	Female	36	73.47	53.79	26.4	9.6	136.58	
		Minority	2	4.08	7.48	3.7	-1.7	54.58	Yes
040 Protective Service	149	Female	15	10.07	14.57	21.7	-6.7	69.10	Yes
		Minority	18	12.08	11.11	16.6	1.4	108.73	
050 Paraprofessional	16	Female	9	56.25	61.55	9.8	-0.8	91.39	
		Minority	2	12.50	12.50	2.0	0.0	100.01	
060 Administrative Support	30	Female	27	90.00	93.80	28.1	-1.1	95.95	
		Minority	5	16.67	11.63	3.5	1.5	143.33	

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

*YES indicates 80% Ratio < 80.0 and Difference <= -1.0*

## Police Placement Goals

### Annual Placement Goals

Police-FY15  
07/01/2014

Job Group	Placement Goals (%)	
	Female	Minority
10 Official and Administrators	-	-
20 Professionals	-	-
30 Technicians	-	7.48
40 Protective Service	14.57	-
50 Paraprofessionals	-	-
60 Administrative Support	-	-

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

# Public Works Department

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The City of Eugene Public Works Department is committed to equal employment opportunity and affirmative action. We have met many of our goals toward equal representation in our work force, and are committed to efforts to address the existing areas of underutilization. Although we have added Minority as an area of underutilization to the Technicians category, we know that with the changing economic environment and more current census data there may be some shifts from year to year. Currently the Public Works Department shows underutilization in the following areas:

## **Job Groups with Underutilization:**

- Professionals- Minority
- Paraprofessional- Minority
- Technicians- Female and Minority

Jobs within these job groups span through different divisions within the Public Works Department and have specific recruitment pools; therefore, our identification of problem areas and strategies for addressing them are identified accordingly.

## **Professional - (Minority)**

### **Job Titles in Underutilized job group:**

- Administrative Analyst
- Application Systems Analyst 2 / 3
- Civil Engineer 1 / 2
- Department Services Manager
- Engineering Associate
- Engineering Development Review Manager
- Engineering Permit Technician Supervisor
- Landscape Architect
- Landscape Designer
- Management Analyst, Sr.
- Management Analyst 1 / 2
- Planner, Associate
- POS Planning Manager
- Principal Civil Engineer
- Principal Landscape Architect
- Principal Planner
- PW Financial Services Manager
- PW Operations Manager
- PW Public Affairs Manager
- Real Property Officer, Sr.

Surveyor  
Traffic Engineer  
Urban Forester  
Water Resources Manager

## Identification of Problem Areas:

The Public Works Department is underutilized in the Professional category for minority incumbents. Turnover is low in these professional positions, making few opportunities to diversify within this category. Candidates, both internal and external, typically come from a related position or profession in public administration, business administration, or specific discipline such as engineering or planning. A contributing factor for external candidates may be that the local and regional colleges and universities do not reflect the minority composition of the local population. Although internal applicants typically come from positions in EEO categories where minority incumbents are well represented and we see strong technical and project management skills, there can be challenges in ensuring a strong soft skill set to broaden the range of professional skills to make them highly competitive. In some cases, the cost of testing, interviewing, and relocating for a public sector job in these economic times can make a national recruitment not as effective as in more positive economic times. However we are noticing an increase of minority candidates within the Civil Engineering field and although we partner with the Oregon State University Internship program which may have a diverse population of students, the internship program is based on a lottery system which is not focused on diversity and could be a barrier to filling future engineering vacancies. We have also seen that our ability to keep compensation within market has resulted in limiting our ability to fill vacancies and retain qualified staff.

## Action-Oriented Programs

### *Short Term Strategies:*

- Continue nation-wide recruitments at this level looking toward targeting geographic areas that have a higher percentage of minority residents. Advertise on professional organization web resources and in targeted minority association publications. Work with regional minority communities to develop strategies for encouraging minority applicants. Utilize professional social networks such as Linked-In to promote job opportunities. Advertise at conferences and within professional peer and trade publications.
- Utilize recruitment outreach techniques available through trade organizations and professional peer organizations.
- Lengthen posting periods for specific positions to allow longer time periods to reach targeted markets.
- Continue to work with Human Resource staff to ensure testing and selection methods are not culturally exclusionary and continue to meet EEO Guidelines. Continue to provide supervisor and interview panel training for selection practices.
- When possible, provide phone or web-based interviews to enable cost effective processes for long distance candidates as a first step in the selection process. With long distance candidates, always consider scheduling in-person interviews in conjunction with a weekend to assist with lowering the cost of travel.

- Support staff membership and active participation in professional organizations for networking opportunities and minority outreach at conferences, trainings, and community events.
- Continue to participate in internship programs such as Oregon State University Internship Program (CECOP), University of Oregon internship programs and Linn-Benton and Clackamas Community Colleges Wastewater internship programs.
- Provide mentoring, job shadow and career development opportunities for current staff with a focus on long-term succession planning and retention of minority staff.

*Long-Term Strategies:*

- Develop and maintain ongoing relationships with on-campus minority student organizations to generate interest in academic areas where we can draw qualified applicants in the future.
- Develop and maintain internship programs that provide opportunities for underutilized candidates to develop skills and experience that will enable them to become successful for professional positions in the future. Consider a mentorship program at local universities with a focus on a targeted outreach to minority groups.
- Develop opportunities to reach out to primary schools to provide students with exposure to public service careers and potential opportunities for volunteer service. Continue to participate in school career days, Public Works Day, Bring your Child to Work, and other events. In marketing these opportunities, ensure that marketing messages and presentation is accessible and appealing to minority students.

**Paraprofessional- (Minority)**

**Job Titles in Underutilized job groups:**

Program Coordinator, Sr.-AFSCME  
 Program Coordinator, Sr., Non-Represented  
 Program Specialist  
 Utility Admin Coordinator 1 / 2

**Identification of Problem Areas:**

The Public Works Department is underutilized in the paraprofessional job category for minority incumbents. One contributing factor is that we have very low turnover in this category. For applicants outside of our geographic area, cost of travel and potential relocation may be prohibitive. Out of market salaries are also a contributor to gaining and retaining the best talent.

**Action-Oriented Programs:**

*Short-Term Strategies:*

- Continue to utilize temporary employment opportunities for students enrolled in local

colleges and universities in relevant and related programs to encourage minority interest in public sector positions. Use interns and work-study students for projects and short-term programs to expose students to the many job experiences within our department.

- Continue to work with Human Resource staff to ensure testing and selection methods are not culturally exclusionary and continue to meet EEO Guidelines. Continue to provide supervisor and interview panel training for selection practices.
- Expand the geographic range for recruitment when appropriate. Target minority publications and work with regional minority communities to develop strategies for encouraging minority applicants toward education and experience that leads to these positions.
- Expand posting period to allow for time to reach targeted markets. Provide outreach to local and regional organizations that serve these populations to broaden awareness of postings. Advertise in targeted minority publications or on targeted websites. Work with minority communities to identify barriers.
- When possible, provide phone or web-based interviews to enable cost effective processes for long distance candidates as a first step in the selection process. Conduct interviews in conjunction with a weekend to enable convenient travel. Eliminate need for multiple trips by combining testing/interview processes.
- Expand career development and AIC opportunities to allow growth opportunities and interest in current staff.

*Long-Term Strategies:*

- Actively pursue opportunities to link with high school and college students through career fairs, work-study opportunities and school-to-work counselors to encourage interest in public sector careers.
- Continue to be active in career fairs on college and university campuses to develop awareness of public sector career paths and create ongoing relationships with minority student groups.

## **Technical – (Female and Minority)**

### **Job Titles in Underutilized job groups:**

Airport Maintenance Supervisor  
Airport Operations Duty Officer  
Application Support Technician  
Application Support Technician, Sr.  
Engineering Permit Technician 1 / 2  
Engineering Technician, Associate  
Engineering Technician 1 / 2  
Geographic Information Technician 1 / 2  
Graphic Designer  
Lane Use Review/Survey Technician  
PW Maintenance Supervisor  
PW Planning Supervisor  
Radio Communication Technician 1 / 2 / 3  
Technical Specialist 1 / 2  
Traffic Engineering Technician 1 / 2  
Traffic Maintenance Supervisor  
Wastewater Operations Supervisor  
Wastewater Plant Maintenance Supervisor  
Wastewater Pretreatment & Lab Supervisor

## Identification of Problem Areas:

The Public Works Department is underutilized in the Technician category for female and minority incumbents. Although we have added Minority as an area of underutilization to this category, we know that with the changing economic environment and more current census data there may be some shifts from year to year. There is currently very low turnover in these positions and a high percentage of these positions when open are filled with internal candidates. There may be a barrier in the perception that some of these classifications are physically demanding and therefore do not draw the large number of female applicants that we need. When we recruit regionally for these positions, there may be a financial barrier to relocation that reduces candidates from considering application. The local and regional colleges and universities may not reflect the minority composition of the local population.

## Action-Oriented Programs:

### *Short-Term Strategies:*

- Continue internship programs such as the Oregon State University Internship Program (CECOP) and other internship programs.
- Expand geographic range for recruitment when appropriate. Market these positions and career paths as gender neutral, including having current female staff become more active in outreach efforts. Target advertising to female resources, such as LCC Women's Center. Post job opportunities for a longer time to enable reaching targeted markets.
- Work with local colleges and training facilities that provide technical and leadership training to encourage female and minority enrollment.
- Actively use development and mentorship programs that provide opportunities for potential internal female candidates to develop skills and experience that will strengthen their competitiveness for future recruitment processes.
- Continue to work with Human Resource staff to ensure testing and selection methods are not exclusionary to females and continue to meet EEO Guidelines. Continue to provide supervisor and interview panel training for selection practices.
- When possible, provide phone or web-based interviews to enable cost effective processes for long distance candidates as a first step in the selection process. With long distance candidates, always consider scheduling in-person interviews in conjunction with a weekend to assist with lowering the cost of travel.

*Long Term Strategies:*

- Actively pursue opportunities to link with high school through career fairs, volunteer activities, and other arenas to encourage interest in technical positions.
- Continue to participate in college career fairs, presentation opportunities, and information booths to network and encourage female applicants to technical fields.
- Broaden recruitment efforts for positions that typically serve avenues for future promotion opportunities.
- Provide information to prospective candidates about how to successfully compete for a job with the city.
- Have HR staff be accessible to potential candidates in learning how to fill out the application, how to fill out a Supplemental Questionnaire, or go through a typical panel interview process.

**Public Works Workforce Data**  
**Job Group Analysis Summary**

Public Works -FY15  
07/01/2014

Job Group	Total	Female		Minority	
		#	%	#	%
10 Official and Administrators	7	1	14.29	0	0.00
20 Professionals	72	30	41.67	4	5.56
30 Technicians	98	21	21.43	10	10.20
50 Paraprofessionals	25	21	84.00	3	12.00
60 Administrative Support	16	16	100.00	4	25.00
70 Skilled Craft	112	7	6.25	10	8.93
80 Service Maintenance	75	13	17.33	11	14.67
	<b>Facility Total</b>				
	<b>% of Facility Total</b>	<b>405</b>	<b>109</b>	<b>26.91</b>	<b>42</b>
				<b>10.37</b>	

## Public Works Demographics vs. Availability Incumbency v. Estimated Availability Detail

Public Works – FY15  
07/01/2014

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Expected Incumbents (#)	Difference (#) Exp. Minus	80% Ratio	Less than 80%?
(Unassigned)	0	Female Minority	0 0	0.00 0.00	0.00 0.00	0.0 0.0	0.0 0.0	99999 9+ 99999 9+	
10 Officials and Administrators	7	Female Minority	1 0	14.29 0.00	25.78 13.50	1.8 0.9	-0.8 -0.9	55.41 0.00	
20 Professionals	72	Female Minority	30 4	41.67 5.56	31.41 14.88	22.6 10.7	7.4 -6.7	132.67 37.33	Yes
30 Technicians	98	Female Minority	21 10	21.43 10.20	35.29 14.14	34.6 13.9	-13.6 -3.9	60.72 72.16	Yes Yes
50 Paraprofessionals	25	Female Minority	21 3	84.00 12.00	79.75 17.94	19.9 4.5	1.1 -1.5	105.33 66.90	Yes
60 Administrative Support	16	Female Minority	16 4	100.00 25.00	92.71 14.13	14.8 2.3	1.2 1.7	107.86 176.91	
70 Skilled Craft	112	Female Minority	7 10	6.25 8.93	2.78 9.41	3.1 10.5	3.9 -0.5	225.21 94.84	
80 Service Maintenance	75	Female Minority	13 11	17.33 14.67	17.82 14.27	13.4 10.7	-0.4 0.3	97.27 102.78	

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule  
Yes indicates 80% Ratio <80.0 and Difference <=-1.0*

## Public Works Placement Goals Annual Placement Goals

Public Works-FY15  
07/01/2014

Job Group	Placement Goals (%)	
	Female	Minority
(Unassigned)	-	-
10 Official and Administrators	-	-
20 Professionals	-	14.88
30 Technicians	35.29	14.14
50 Paraprofessionals	-	17.94
60 Administrative Support	-	-
70 Skilled Craft	-	-
80 Service Maintenance	-	-

*Comparison of Incumbency to Availability is performed using the 80% with Whole Person Rule*

## Conclusion

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The efforts and information outlined in this Affirmative Action Plan are representative of the City's commitment to ongoing efforts to address the areas of underutilization where it exists in our organization. In addition, it reflects our broader commitment to Equity and Human Rights in our organization and community. Many of the strategies outlined in this plan can and have been adopted to help increase our outreach efforts to all populations with the goal of inclusivity and to realize the strengths that a vibrant, diverse employee population brings to our City organization and the community we serve. It is the City's intent to continue these efforts and consistently research and evaluate new short and long term strategies to help us reach the goals outlined in this plan as well as continue to enhance our workforce and provide a welcoming environment to all.

## Reference Section

[Diversity Advertising Options](#)

[EEO-4 Job Categories](#)

[City Classifications by EEO-4 Category](#)

[Non-Traditional Job Classifications](#)

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Affirmative Action Program](#)

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[Definition of Terms](#)

## Diversity Advertising Options

Category	Agency	Website
African American	Black Careers Now	<a href="http://www.careersnow-online.com">www.careersnow-online.com</a>
African American	International Association of Black Professional Firefighters	<a href="http://www.iabpff.org">www.iabpff.org</a>
African American	National Forum of Black Public Administrators	<a href="http://www.nfbpa.org">www.nfbpa.org</a>
African American	National Organization of Black Law Enforcement Executives	<a href="http://www.noblenatl.org">www.noblenatl.org</a>
Asian American	Asian American Economic Development Enterprises, Inc.	<a href="http://www.aaede.org">http://www.aaede.org</a>
Asian American	National Forum for Black Public Administrators	<a href="http://www.nfbpa.org">www.nfbpa.org</a>
Asian American	Asian Pacific Careers	<a href="http://www.careersnow-online.com">www.careersnow-online.com</a>
Asian American	Asian Reporter	<a href="http://www.asianreporter.com">www.asianreporter.com</a>
Disabled	Ability Jobs	<a href="http://www.abilityjobs.com">www.abilityjobs.com</a>
Disabled	disABLED persons	<a href="http://www.disabledperson.com">http://www.disabledperson.com</a>
General Diversity	Career Builder	<a href="http://www.careerbuilder.com">www.careerbuilder.com</a>
General Diversity	Diversity Jobs	<a href="http://www.diversityjobs.com">www.diversityjobs.com</a>
General Diversity	IMDiversity.com	<a href="http://www.imdiversity.com">www.imdiversity.com</a>
General Diversity	The Multicultural Advantage	<a href="http://www.multiculturaladvantage.com">www.multiculturaladvantage.com</a>
Hispanic American	El Hispanic News	<a href="http://www.elhispanicnews.com">www.elhispanicnews.com</a>
Hispanic American	El Latino de Hoy	<a href="http://www.ellatinodehoy.com">www.ellatinodehoy.com</a>
Hispanic American	Hispanic Hotline	<a href="http://www.careersnow-online.com">www.careersnow-online.com</a>
Hispanic American	Latpro	<a href="http://www.latpro.com">www.latpro.com</a>
Hispanic American	National Association of Hispanic Firefighters	<a href="http://www.nahf.org">www.nahf.org</a>
Seniors	National Council on Aging	<a href="http://www.retirementjobs.com">www.retirementjobs.com</a>
Women (non-traditional jobs)	National Association of Women Law Enforcement Executives	<a href="http://www.nawlee.com">www.nawlee.com</a>
Women (non-traditional jobs)	Society of Women Engineers	<a href="http://careers.swe.org">http://careers.swe.org</a>

## Description of EEO-4 Job Categories

### 1. Officials and Administrators

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments as special phases of the City's operations. Includes department executive directors, division directors, and related positions. **Recruitment for these positions is done nationally.**

### 2. Professionals

Occupations which require specialized knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes accountants, management analysts, program managers, librarians, civil engineers, planners, managers, and related positions. **Recruitment for these positions is done nationally with candidates primarily applying from the western United States.**

### 3. Technicians

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized education or through equivalent on-the-job training. Includes engineering technicians, electronic technicians, communication specialists, code specialists, and related positions. **Recruitment for these positions is done regionally with the majority of candidates applying from Oregon.**

### 4. Protective Services

Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes fire fighters, fire engineers, police officers, police sergeants, fire captains, and related positions. **Generally, recruitment for these positions is done nationally with the majority of candidates applying from Oregon, Northern California, and Washington.**

### 5. Paraprofessionals

Occupations in which workers perform some of the duties of professionals or technicians in the supportive role, which usually require less formal training than required for professional or technical status. Includes program specialists, community service specialists, library assistants, maintenance technicians, and other related positions. **Recruitment for these positions is done regionally with the majority of candidates applying from Lane County.**

### 6. Administrative Support

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information, and other paperwork required in an office. Includes administrative aides, library aides, permit assistants, data control clerks, and other related positions. **Recruitment for these positions is done in Lane County.**

### 7. Skilled Craft

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is

acquired through on-the-job training and experience through apprenticeship or other formal training programs. Includes irrigation specialists, tree specialists, crew supervisors, mechanics, building maintenance workers, electricians, and other related positions. **Generally, recruitment for these positions is done in Lane County.**

**8. Service/Maintenance**

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes parks specialists, parking control officers, gardeners, maintenance workers, airport workers, custodial workers, auto service workers, and other related positions. **Recruitment for these positions is done in Lane County.**

These categories are determined by the federal government. We are required to use them.

## City Classifications by EEO-4 Category

### **Officials and Administrators**

Airport Maintenance Manager  
Airport Manager  
Assistant City Manager  
Building & Permit Services Division Manager  
Building Official  
City Attorney  
City Engineer  
City Manager  
City Prosecutor  
Court Administrator  
CMO Division Manager  
Cultural Services Director  
Cultural Services Bus/Community Rel Mgr  
Deputy City Attorney  
E-G ov, Desktop & Database  
Manager Exec Director, Fire/EMS  
Services  
Exec Director, Planning & Development  
Exec Director. LRCS  
Exec Director. Police Services  
Exec Director, Public Works  
Exec Director, Central Services  
Facility Management Division Manager  
Finance Director  
Fire/EMS Deputy Chief  
Human Resources Director  
Information Services Director  
Infrastructure & Service Desk Manager  
ISD Technical Services Manager  
Library Services Director  
LRCS Administrative Manager  
Maintenance Director  
Natural Resources Manager  
Neighb/Hous/Community Dev Manager  
Parks & Open Space Division Manager  
Parks Maintenance Manager  
Permit Review Manager  
Planning Division Manager  
Police Captain  
Police Technical Svcs Division Manager  
POS Planning Manager  
PW Administrative Division Manager  
PW Maintenance Operations Manager  
Recreation Services Director  
Risk Services Division Manager  
Traffic Engineer  
Wastewater Operations Manager

### **Professionals**

Accountant 1  
Accountant 2  
Accountant, Senior  
Application Systems Analyst 1  
Application Systems Analyst 2  
Application Systems Analyst 3  
Aquatics Manager  
Aquatics Section Manager  
Assistant City Attorney  
Assistant Finance Director  
Assistant Fire Marshal  
Budget Manager  
Civil Engineer 1  
Civil Engineer 2  
Code Analyst  
Communications Operations Manager  
Communications Program Manager  
Corporate Applications Manager  
Council, Govt, Pub Affairs Manager  
Cultural Services Operations Director  
Database Administrator 1  
Database Administrator 2  
Department Applications Manager  
Deputy City Prosecutor  
District Chief (40 hr)  
District Chief (56 hr)  
Emergency Manager  
Employee/Labor Relations Manager  
EMS Chief  
Engineering Data Services Manager  
Engineering Permit Tech Supervisor  
Facilities Project Manager  
Facilities Project Manager, Sr  
Facility Maintenance Manager  
Finance Operations Manager  
Financial Analysis Manager  
Financial Report Manager  
Fire Marshal  
Fire/EMS Logistics Manager  
Fleet & Radio Communication Manager  
Forensic Evidence Unit Supervisor  
Forensic Lab/Prop Control Supervisor  
Health & Fitness Director  
Land Use Management Supervisor  
Landscape Architect  
Landscape Designer  
Librarian 1

**Professionals (cont.)**

Librarian 2  
 Librarian, Senior  
 Management Analyst  
 Management Analyst 1  
 Management Analyst 2  
 Management Analyst, Senior  
 Parking Services Manager  
 PDD Mgmt Svcs/Financial Manager  
 Plan Review Supervisor  
 Planner, Assistant  
 Planner, Associate  
 Planner, Senior  
 Police Auditor  
 Police Data & Records Manager  
 Police Lieutenant  
 Police Property Control Supervisor  
 Principal Civil Engineer  
 Principal Facilities Project Manager  
 Principal Landscape Architect  
 Principal Librarian  
 Principal Planner  
 Public Information Director PW  
 Financial Services Manager PW  
 Public Affairs Manager  
 Radio Communications Services Engineer  
 Real Property Officer  
 Real Property Officer, Senior  
 Recreation Manager  
 Recreation Programmer  
 Surveyor  
 Transportation Analyst, Senior  
 Urban Forester  
 Veterinarian  
 Water Resources Manager  
 WW Pretreatment & Lab Supervisor  
 Youth & Family Services Manager  
 Youth Program Director  
 Youth Services Program Supervisor

**Technicians**

Airport Maintenance Supervisor  
 Animal Technician  
 Application Support Tech  
 Application Support Tech, Sr.  
 Application Support Tech-Conf  
 Code Enforcement Inspector  
 Code Enforcement Supervisor  
 Communications Specialist 1  
 Communications Specialist 2  
 Communications Specialist Lead

Communications Supervisor  
 Communications Systems Analyst  
 Custodial Supervisor  
 Deputy Fire Marshal 2  
 Document & Distribution Services Manger  
 Electrical Inspector  
 Emergency Equipment Tech II  
 Engineering Associate  
 Engineering Permit Tech 1  
 Engineering Permit Tech 2  
 Engineering Tech 1  
 Engineering Tech 2  
 Engineering Tech, Associate  
 Engineering/Dev Review Manager  
 Facility Maintenance Supervisor  
 Forensics Analyst  
 Geographic Information Tech 2  
 Graphic Designer  
 Hult Facility Services Supervisor  
 Land Use Review/Survey Tech  
 PC/Network Support Technician  
 Plumbing Inspector  
 Pool Operator  
 PW Maintenance Supervisor  
 PW Planning Supervisor  
 Radio Communication Tech 1  
 Radio Communication Tech 2  
 Radio Communication Tech 3  
 Residential Inspector  
 Residential Plans Reviewer  
 Structure/Mechanical Inspector  
 Systems Programmer 1  
 Systems Programmer 2  
 Tech Communications Analyst  
 Technical Specialist 1  
 Technical Specialist 2  
 Traffic Engineering Tech 1  
 Traffic Engineering Tech II-AFSCME  
 Traffic Systems Manager  
 Traffic Systems Maintenance Supervisor  
 Video Technician  
 WW Plant Maintenance Supervisor

**Protective Services**

Deputy Fire Marshal 1 (40 hr)  
 EMS Training Coordinator  
 Fire Captain 1 (40 hr)  
 Fire Captain 1 (56 hr)  
 Fire Captain 2 (40 hr)  
 Fire Captain 2 (56 hr)  
 Fire Engineer (40 hr)

**Protective Services (cont.)**

Fire Engineer (56 hr)  
 Fire Instructor  
 Fire Training Capt  
 Firefighter (40 hr)  
 Firefighter (56 hr)  
 Medic I  
 Medic II  
 Police Agent  
 Police Officer  
 Police Sergeant

**Paraprofessionals**

Accounting Technician  
 Aquatics Coordinator-RAE  
 Assistant Circulation Supervisor  
 Circulation Supervisor  
 Community Service Officer A  
 Community Service Officer B  
 Community Service Officer C  
 Community Services Supervisor  
 Cultural Services Supervisor  
 Events Scheduling Manager  
 Fleet Parts Specialist  
 Forensics Technician  
 Geographic Information Tech 1  
 Head Lifeguard-RAE  
 Instructor III (Fit)-RAE  
 Instructor II-RAE  
 Instructor I-RAE  
 Library Assistant 2  
 Library Assistant 3  
 Library Assistant 4  
 Lifeguard-RAE  
 Office Supervisor, Senior  
 Parking Enforcement Program Supervisor  
 Parts and Supply Specialist  
 Permit Technician 1  
 Permit Technician 2  
 Program Coordinator, Sr - Non Rep  
 Program Coordinator - Non Rep  
 Program Coordinator, Sr-AFSCME  
 Program Coordinator-AFSCME  
 Program Specialist - Non Rep  
 Program Specialist-AFSCME  
 Recreation Activity Coord-RAE  
 Recreation Activity Ldr-RAE  
 Recreation Program Assistant  
 Rehabilitation Spec  
 Ticket Office Supervisor  
 Ticket Services Manager

Utility Admin Coordinator 1  
 Utility Admin Coordinator 2

**Administrative Support**

Accounting Clerk - AFSCME  
 Accounting Clerk, Sr. - AFSCME  
 Admin Aide-AFSCME  
 Admin Specialist-AFSCME  
 Box Office Spec  
 Concessionaire Coordinator  
 Courier/Mail Clerk  
 Court Operations Specialist A  
 Court Operations Specialist B  
 Court Operations Supervisor  
 Executive Assistant  
 Legal Assistant  
 Library Assistant 1  
 Office Supervisor  
 Permit Specialist 1  
 Permit Specialist 2  
 Permit Specialist 3  
 Police Clerk  
 Police Property Specialist  
 Printing Technician  
 Rec Facility Office Coordinator  
 Records Specialist A  
 Records Specialist B  
 Records Supervisor  
 Sr. Admin Specialist - AFSCME  
 Sr. Admin Specialist - Conf. Ex  
 Sr. Police Clerk  
 Stores Clerk  
 Usher Coordinator

**Skilled Craft**

Airport Worker 3  
 Asst. Technical Director  
 Building Inspection Supervisor  
 Building Maintenance Worker 1  
 Building Maintenance Worker 2  
 Building Maintenance Worker 3  
 Electrician 1  
 Electrician 2  
 Emergency Equipment Tech I  
 Fleet Service Tech, Master  
 Fleet Service Technician  
 Fleet Service Technician, Lead  
 Fleet Service Worker  
 Head Carpenter  
 HVAC Technician 2  
 IATSE Grip/Stagehand

**Skilled Craft (cont.)**

Park Specialist 3  
Park Specialist 4  
Plumb/Mechanical Systems Tech  
Radio Communication Installer  
Technical Director  
Traffic Signal Tech  
Tree Trimmer  
Traffic Signal Ltd Maintenance Electrician  
Wastewater Tech 1 (Tues-Mon)  
Wastewater Tech 2 (Tues-Mon)  
Wastewater Tech 3 (Tues-Mon)  
Wastewater Technician 1  
Wastewater Technician 2  
Wastewater Technician 3  
WW Operations Supervisor  
WWD Instrument Electrician

**Service Maintenance**

Airport Worker 1  
Airport Worker 2  
Airport Worker 4  
Custodian  
Fire Maintenance Worker  
Gardener  
General Service Aide  
HVAC Technician 1  
Lead Custodian  
Lead Enforcement Officer  
Maintenance Worker 1  
Maintenance Worker 2  
Maintenance Worker 3  
Maintenance Worker 4  
Park Specialist 1  
Park Specialist 2  
Parking Enforcement Officer  
Parking Meter Technician  
Wastewater Assistant

## Non-Traditional Job Classifications

Airport Maintenance Manager	Fire Maintenance Worker	Pool Operator
Airport Maintenance Supervisor	Fire Marshal	POS Planning Mgr
Airport Manager	Fire Training Capt	Principal Civil Eng
Airport Worker 2	Fire/EMS Deputy Chief	Principal Facilities Proj Mgr
Airport Worker 3	Firefighter (40 hr)	Principal Landscape Architect
Airport Worker 4	Firefighter (56 hr)	PW Maintenance Operations Mgr
Assistant Fire Marshal	Fleet & Radio Communication Mgr	PW Maintenance Supervisor
Building Inspection Supervisor	Fleet Parts Specialist	PW Planning Supervisor
Building Maintenance Worker 1	Fleet Service Tech, Master	Radio Communication Installer
Building Maintenance Worker 2	Fleet Service Technician	Radio Communication Tech 1
Building Maintenance Worker 3	Fleet Service Technician, Lead	Radio Communication Tech 2
Building Official	Fleet Service Worker	Radio Communications Svcs Eng
City Engineer	Forensics Technician	Residential Inspector
Civil Engineer 1	Gardener	Residential Plans Reviewer
Civil Engineer 2	Geographic Information Tech 1	Structure/Mechanical Inspector
Deputy Fire Marshal 1 (40 hr)	Geographic Information Tech 2	Surveyor
Deputy Fire Marshal 2	Head Carpenter	Technical Director
District Chief (40 hr)	HVAC Technician 1	Technical Specialist 1
District Chief (56 hr)	HVAC Technician 2	Technical Specialist 2
Electrical Inspector	IATSE Grip/Stagehand	Traffic Engineer
Electrician 1	Land Use Rvw/Survey Tech	Traffic Engineering Tech 1
Electrician 2	Landscape Architect	Traffic EngTech II-AFSCME
Emergency Equipment Tech I	Maintenance Director	Traffic Signal Tech
Emergency Equipment Tech II	Maintenance Worker 1	Traffic Systems Manager
Engineering Associate	Maintenance Worker 2	Traffic Systems Mntc Supv
Engineering Tech 1	Maintenance Worker 3	Transportation Analyst, Senior
Engineering Tech 2	Maintenance Worker 4	Tree Trimmer
Engineering Tech, Associate	Park Specialist 1	Wastewater Operations Mgr
Exec Dir, Fire/EMS Services	Park Specialist 2	Wastewater Tech 1 (Tues-Mon)
Exec Dir. Police Services	Park Specialist 3	Wastewater Tech 2 (Tues-Mon)
Exec Dir. Public Works	Park Specialist 4	Wastewater Tech 3 (Tues-Mon)
Facilities Project Manager	Parking Meter Technician	Wastewater Technician 1
Facilities Project Manager, Sr	Parks & Open Space Div Mgr	Wastewater Technician 2
Facility Maintenance Manager	Parks Maintenance Manager	Wastewater Technician 3
Facility Management Div Mgr	PC/Network Support Technician	Water Resources Manager
Fire Captain 1 (40 hr)	Plumb/Mech Sys Tech	WW Division Director
Fire Captain 1 (56 hr)	Plumbing Inspector	WW Operations Supervisor
Fire Captain 2 (40 hr)	Police Agent	WW Plant Maintenance Supv
Fire Captain 2 (56 hr)	Police Captain	WW Pretreatment & Lab Supv
Fire Engineer (40 hr)	Police Lieutenant	WWD Instrument Electrician
Fire Engineer (56 hr)	Police Officer	
Fire Instructor	Police Sergeant	

## Complaint Procedures

The following complaint procedures should be used by any applicant or employee who believes they have been discriminated against. The first complaint procedure listed is for employees. The second complaint procedure listed is the external complaint procedure and is for use by applicants. Anyone who has information about discrimination against an applicant or employee is asked to notify a manager in Human Resources.

### **Employee Complaint Procedure**

Any employee who believes that they are, or may be, subjected to objectionable conduct must report it immediately to a Human Resources supervisor or management employee or a supervisor or manager in their department. Department staff should consult with Human Resources if they receive a complaint. Do not allow an inappropriate situation to continue by not reporting it, regardless of who is creating the situation. No employee in this organization is exempt from this policy. In response to every complaint, the City will take prompt investigatory action and corrective and preventative actions where necessary. An employee who brings such a complaint to the attention of the City in good faith will not be adversely affected as a result of reporting the harassment or discrimination.

If a complaint cannot be resolved informally, the Human Resources Director and the department Executive Manager will direct a timely and thorough investigation into the complaint. In conducting an investigation, the City will attempt to avoid embarrassment to the complaining party. Complaints and information gathered during an investigation will be kept confidential to the extent practicable, but the City cannot promise absolute confidentiality. If it is necessary to make the identity of the complainant known to others, the employee will be advised in advance. All discussions with employees about a complaint will be held in private, away from the employee's immediate work area. Employees may request to have a representative present at any discussion.

A written record of the investigation will be made. The written complaint and the related investigative materials will be maintained in Human Resources in a file separate from an employee's personnel file. No notations will be made in the complainant's personnel file.

If, after investigation, it is determined that there is merit to the complaint, immediate and appropriate corrective action will be taken. Depending on the circumstances and the offending employee's overall work record, disciplinary action, up to and including termination, may be taken.

### Alternative Complaint Avenues

If the employee making the complaint is dissatisfied with the decision or if they prefer, they may elect to file a complaint with the Oregon State Bureau of Labor and Industries or the federal Equal Employment Opportunity Commission. This process is separate and apart from the grievance procedure under current collective bargaining agreements.

### Retaliation

Any intimidation, coercion, discrimination or retaliation against an individual who files a complaint or who testifies, assists, or participates in any manner in an investigation will not be tolerated. Employees will report retaliation immediately, using any of the avenues for making a complaint described above. All complaints will be investigated according to the investigation procedure described above. Corrective action, including discipline or termination, will be taken where appropriate.

### **External Complaint Procedure**

This procedure is designed to provide individuals with the most comfortable means of reporting unlawful discrimination. Complaints should be addressed to: Human Resources Manager, 940 Willamette Street, Suite 200, Eugene, Oregon 97401, or (541) 682-5061 or TTY (541) 682-5674, who has been designated to coordinate discrimination complaints.

1. The complaint should be filed in writing, contain the name and address of the person filing it and should briefly describe the alleged violation.
2. An investigation, as may be appropriate, shall follow a filing of a complaint. The investigation shall be conducted by the Human Resources Manager or their designee. The investigation shall be thorough, affording all interested persons and their representatives, if any, an opportunity to submit evidence relevant to a complaint.
3. A written determination as to the validity of the complaint and a description of the resolution, if any, shall be issued by the person conducting the investigation and a copy forwarded to the complainant in a timely manner.
4. A written record of the investigation and the related investigative materials will be maintained in Human Resources in a confidential file.
5. Use of this procedure is not a prerequisite to the pursuit of other remedies. Applicants may elect to file a complaint with the Oregon State Bureau of Labor and Industries or the federal Equal Employment Opportunity Commission.

## Designation of Responsibility

41 C.F.R. §§ 60-2.13(c) and 60-2.22

The City Council and City Charter have given the responsibility and accountability for the City's Equal Employment Opportunity Policy and Affirmative Action Plan to the City Manager. The City Manager ensures that department directors are informed about the Affirmative Action Plan. Executive managers are made aware that they are evaluated and held accountable for their Affirmative Action efforts. The City has assigned coordination of responsibilities to implement the AAP to the Human Resources Manager, who has the full support of all executive management.

The City of Eugene is committed to its Affirmative Action Plan and goals to diversify its work force. The City will make a good-faith effort to meet goals for each department and the City as a whole. If that doesn't happen, the department and/or the City as a whole may be required to make appropriate changes in its personnel practices.

All parts of City government have the responsibility for carrying out and supporting the Equal Employment Opportunity Policy and Affirmative Action Plan. Specifically:

### **A. The City Manager**

The City Manager is responsible for the City's commitment to Equal Employment Opportunity and the Affirmative Action Plan. Also, the City Manager:

1. Directs the positive implementation of the AA Plan.
2. Provides resources and support to ensure the program is successful.
3. Sets an example for equal employment opportunities through their recruiting and hiring practices.
4. Evaluates all executive managers on their effectiveness in achieving Affirmative Action objectives.
5. Periodically evaluates the effectiveness and efficiency of the policy.

### **B. Elected Officials**

Elected Officials are responsible for setting expectations with regards to EEO/AA for the City Manager and holding them accountable. Also, Elected Officials are to actively promote the general climate for a realistic Affirmative Action Plan.

### **C. Human Resources Manager**

A Human Resources Manager is responsible for monitoring the City's commitment to Equal Employment Opportunity and the Affirmative Action Plan. The manager reviews the program and makes recommendations or changes to policies, procedures, and practices that can strengthen the City's Affirmative Action Plan. The duties of the manager will include, but are not limited to the following:

1. Periodic review of personnel policies, rules, procedures, and practices to ensure that they are supportive and consistent with the City's Equal Employment Opportunity Policy and Affirmative Action Plan.
2. Develop policy statements, Affirmative Action programs, and internal and external communication techniques.
3. Work with the City's Equity and Human Rights program and serve as a liaison between the City and minority organizations, women's organizations, and community action groups concerned with employment opportunities of minority groups, women, and people with disabilities.
4. Keep management informed of the latest developments in the equal opportunity area.
5. Meet with supervisors and managers to make certain that the City's EEO policies are being followed.
6. Conduct and maintain recruitment efforts in a manner which ensures that all applicants, especially minorities, women, and people with disabilities are given fair and impartial treatment in applying for employment with the City of Eugene.
7. Ensure that testing, interviewing, and screening are conducted in accordance with EEO laws and regulations. Work with hiring supervisors to ensure interview panels include diverse perspectives.
8. Assist executive managers, supervisors, and division and section managers in carrying out their EEO/AA responsibilities, including promoting recruitment, employment, training, and retention of members of protected classes, and recommend solutions to any problems identified.
9. Monitor personnel actions and selection procedures, and report statistical information needed for the Affirmative Action Plan and EEO reports.
10. Support executive managers, division and section managers, and supervisors in identifying Affirmative Action issues or concerns; assist them in the development of goal statements and timetables.
11. Work with the Performance and Development Manager and Equity and Access staff to ensure that all employees are trained in their EEO/AA responsibilities.
12. Accept, investigate, and resolve informal and formal complaints of unlawful discrimination from applicants for employment.
13. Report the underutilization of protected classes to executive managers in their assigned departments as available from the US Census Bureau.
14. Prepare and submit annual reports to the City Manager on the progress and problem areas in the City's EEO Program. Coordinate updates of the Affirmative Action Plan bi-annually.
15. Maintain and monitor accurate up-to-date records on all applicants, hires, promotions, and terminations by ethnicity and sex to be certain that all employees are treated in a fair and equitable manner. Prepare and distribute a biannual report for each department.

16. Review all recruitment, selection, and promotional procedures to ensure they are nondiscriminatory.
17. Ensure departments review and update their individual AA plans on a biannual basis.
18. Ensure the City makes a good-faith effort to meet goals for each department and the City as a whole. If that doesn't happen, the department and/or the City as a whole may be required to make appropriate changes in its personnel policies.

#### **D. Executive Managers**

The department executive managers are responsible and accountable for the execution, effectiveness, and results of the Affirmative Action Plan within their departments. Executive managers know that they will be evaluated annually on the basis of their Equal Employment Opportunity and Affirmative Action efforts and results, as well as all other job responsibilities. Additionally, each executive manager is responsible to do the following:

1. Be thoroughly familiar with the details of the Affirmative Action Plan.
2. Promote a positive climate for the Plan to achieve success within the department.
3. Assist the Human Resources Manager/Recruitment and Selection Manager in:
  - a. the identification of problem areas; and
  - b. the establishment of department goal statements, objectives and action plans.
4. Be actively involved with local minority organizations, women's organizations, service groups for persons with disabilities, community action groups and service programs.
5. Ensure that each manager and supervisor within the department is aware of the department's goals and is responsible and accountable for meeting the department's goals.
6. Work with the Human Resources Manager/Recruitment and Selection Manager, Equity and Human Rights Manager, and staff to correct underutilization and/or [adverse impact](#) situations reflected by employment patterns or practices.
7. Direct investigations of any discrimination complaints received and take corrective action as warranted.
8. Ensure departments are in compliance with Federal and State laws and regulations, as well as City rules and regulations.
9. Perform audits to ensure that:
  - a. Managers and supervisors with hiring authority understand the AAP;
  - b. Managers and supervisors with hiring authority have developed individual department AA plans;
  - c. EEO posters are displayed;
  - d. City facilities are, in fact, desegregated in policy and use; and
  - e. Protected class employees are encouraged to attend and participate in City-sponsored training, recreation, and social activities.

10. Create a work environment that is welcoming and productive for all employees and free from any form of harassment.

### **E. Managers and Supervisors**

All managers and supervisors are responsible for supporting the Affirmative Action Plan. All managers and supervisors are responsible to do the following:

1. Know the purpose, goals, and objectives of the Affirmative Action Plan.
2. Ensure that Equal Employment Opportunity and fair and impartial treatment are carried out in all processes related to selection, training, promoting, evaluating, assignments, and compensation.
3. Correct situations and problems in the work environment which are counter to the objectives of the AAP.
4. Understand that a key part of supervisor and manager performance evaluations is an evaluation of their effectiveness in achieving Affirmative Action objectives.

### **F. All Employees**

It is the responsibility of every City employee to provide a work environment free from all forms of discrimination and harassment. All employees should be respectful of individual differences and values. All employees are encouraged to participate in diversity activities to increase their own personal awareness. Additionally, all employees are encouraged to get involved with their department diversity committee and to support the committee in its work.

## Internal Audit and Reporting Structures

41 C.F.R. §§ 60-2.13(g) and 60-2.25

Mechanisms that measure and ensure accountability are vital to an effective City of Eugene affirmative action program. This requires regular institutional self-assessment and immediate corrective actions based on data analysis. The designated Human Resources Manager has the responsibility for developing and preparing the formal documents of the AAP. A designated Human Resources Manager is responsible for the effective implementation of the AAP; however, responsibility is likewise vested with each department manager and supervisor. The City's audit and reporting system is designed to:

1. Measure the effectiveness of the AAP/EEO program;
2. Document personnel activities;
3. Identify problem areas where remedial action is needed; and,
4. Determine the degree to which the City's AAP goals and objectives have been obtained.

The following personnel activities are reviewed to ensure nondiscrimination and equal employment opportunity for all individuals without regard to their race, color, gender, religion, national origin, and/or sexual orientation:

1. Recruitment, advertising, and job application procedures;
2. Hiring, promotion, reclassification, award of tenure, layoff, recall from layoff;
3. Rates of pay and any other forms of compensation including fringe benefits;
4. Job assignments, job classifications, job descriptions, and seniority lists;
5. Sick leave, leaves or absence, or any other leave;
6. Training, apprenticeships, attendance at professional meetings and conferences; and,
7. Any other term, condition, or privilege of employment.

The following documents are maintained as a component of the City's internal audit process:

1. An applicant flow log showing the name, race, sex, date of application, job title, interview status and the action taken for all individuals applying for job opportunities;
2. Summary data of external job offers and hires, promotions, resignations, terminations, and layoffs by job group and by sex and minority group identification;
3. Summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total female applicants for each position;
4. Maintenance of employment applications as required by law; and records pertaining to the City's compensation system.

The City's audit system includes a periodic report documenting the City's efforts to achieve its EEO/AAP responsibilities. Managers and supervisors are asked to report any current or foreseeable EEO problem areas and are asked to outline their suggestions/recommendations for solutions. If problem areas arise, the manager or supervisor is to report problem areas immediately to the Human Resources Manager. During periodic reporting, the following occurs:

1. The Human Resources Manager will discuss any problems relating to significant rejection ratios, EEO charges, etc., with the City Manager; and,
2. The Human Resources Manager will report the status of the City's AAP goals and objectives to the City Manager and Executive Team. The Human Resources Manager will recommend remedial actions for the effective implementation of the AAP.

## Dissemination of Equal Employment Opportunity Policy and Information Concerning Affirmative Action Program

41 C.F.R. §§ 60-2.13(b) and 60-2.21(a)

Information about the City's Affirmative Action Plan and Equal Employment Opportunity policy will be communicated internally and externally.

### INTERNALLY

The City will:

1. Distribute a copy of the Affirmative Action Plan and policy statement to all departments and employees via the City of Eugene website. The policy statement will be posted on bulletin boards in City buildings.
2. Conduct periodic meetings with managers and supervisors to explain the following:
  - a. intent of the policy;
  - b. the City Manager's support of the policy;
  - c. individual responsibilities for support of the policy; and,
  - d. follow-up and update of department AA plan.
3. Require managers and supervisors to communicate to all employees the existence of the City's Affirmative Action Plan. Ensure that all employees are aware of the City's Equal Employment Opportunity policy and the benefits available to them.
4. Keep all employees informed of the City's Affirmative Action Plan and Equal Employment Opportunity policy through various venues.
5. Meet with union officials to discuss the policy and request their continued cooperation.

### EXTERNALLY

The City will:

1. Inform potential recruiting sources of the City's policy. Request assistance from those sources in actively recruiting and referring minorities, women and persons with disabilities for positions listed with the City of Eugene.
2. Specify in all job advertising that the City is an Equal Opportunity Employer.
3. Incorporate the City's Equal Opportunity Employment Policy and Affirmative Action statement in all purchase orders, leases, contracts, etc.
4. Communicate to prospective employees the City's EEO policy and AA statement.
5. Present the AAP to the Human Rights Commission in a public meeting.
6. Provide copies of the AAP to any citizen upon request.
7. Provide access to the AAP via the City's internet site.

## *Federal, State, & City Discrimination Laws*

### Major Federal Civil Rights Laws & Executive Orders

#### **Civil Rights Act of 1957**

Established the US Commission on Civil Rights.

#### **Equal Pay Act of 1963**

Prohibits pay discrimination on the basis of gender.

#### **Civil Rights Act of 1964, As Amended**

Prohibits discrimination based on race, color, religion, or national origin in places of public accommodation or in the use of public facilities owned, operated or managed by state or local governments; prohibits discrimination based on race, color or national origin in any federally assisted program or activity; prohibits discrimination based on race, color, national origin, or sex in employment practices; empowers Equal Employment Opportunity Commission to eliminate unlawful employment practices.

#### **Age Discrimination Act of 1967, As Amended**

Prohibits employers, employment agencies, and labor organizations from discriminating on the basis of age (40+) in employment practices.

#### **Indian Civil Rights Act of 1968**

Guarantees rights to individual Native Americans. These rights, patterned after the Bill of Rights and the 14<sup>th</sup> Amendment to the US Constitution, must be respected by tribal governments.

#### **Civil Rights Act of 1968, As Amended**

Prohibits discrimination based on race, color, national origin, religion, or sex in the sale or rental of most residential property, in advertising such sales or rentals and in the financing and provision of brokerage services.

#### **Rehabilitation Act of 1973**

Required federal government and certain federal contractors and subcontractors to develop Affirmative Action programs for individuals with disabilities; prohibits discrimination based on the disability in federally assisted programs.

#### **Age Discrimination Act of 1975**

Prohibits discrimination based on age in federally assisted programs.

#### **American Indian Religious Freedom Act of 1978**

Protects Native American religious beliefs and practices.

#### **Executive Order 11063 of 1962**

Prohibits discrimination based on race, color, creed, or national origin with respect to residential property and related facilities that receive federal financial assistance.

### **Executive Order 11141 of 1964**

Prohibits federal contractors and subcontractors from discriminating on the basis of age in employment practices.

### **Executive Order 11246 of 1965**

Requires federal contractors and subcontractors to eliminate employment discrimination based on race, color, religion, or national origin and requires Affirmative Action to provide equal employment opportunity.

### **Executive Order 11375 of 1967**

Adds sex to the prohibited bases for employment discrimination by federal contractors and subcontractors covered by Executive Order 11246.

### **Americans with Disabilities Act of 1990**

Provides civil rights protection for people with disabilities. ADA guarantees access to employment, public accommodations, transportation, public services and telecommunications for people with disabilities. The ADA has also undergone some additional amendments and may also be referred to the ADAAA.

### **Civil Rights Act of 1991**

The act allows remedies be provided for intentional discrimination, codified concepts of business necessity, amended guidelines of Civil Rights Act of 1964 and expanded the scope of civil rights laws to provide adequate protection to job discrimination victims. Overturns recent high court decisions.

## **State of Oregon**

Oregon Civil Rights Law ORS 659.030 makes it unlawful for public or private employers with one or more employees to refuse to hire or to fire or to discriminate against an individual in compensation, terms, conditions, or privileges of employment because of a person's race, color, religion, sex, national origin, marital status, age, expunged juvenile record, association with someone in protected class, family relationship (659.030), mental or physical handicap (659.425) or application for workers' compensation (659.410) and sexual orientation.

## **City of Eugene**

City Code 4.613 makes it illegal to discriminate based on ethnicity, race, sex, marital status, familial status, age, disability, religion, color, national origin, sexual orientation, or source of income.

## Definition of Terms

The following definitions of terms apply as they are used for purposes of Affirmative Action Plans and US Census reporting:

**Adverse Impact**: An employment policy, practice, or procedure has an adverse impact if it results in the disqualification of members of protected class groups at a significantly great rate than members of other groups. The enforcement agencies will generally regard a selection rate for any group which is less than four fifths (4/5) or 80 percent of the rate for other groups as constituting evidence of adverse impact.

**Adverse Treatment**: Action that would, in any way, deprive an individual of an employment or education opportunity or negatively affects his or her status.

**Affirmative Action**: A generic term for the different types of positive actions taken by employers to improve employment opportunities for women, minorities, and people with disabilities.

**Affirmative Action Plan (AAP)**: A document of the specific methods by which an employer attempts to increase the employment opportunities for women, minorities, and people with disabilities.

**American Indian or Alaskan Native**: All persons who identify themselves or are known as such by virtue of tribal association.

**Applicant Pool**: Total of those persons who have applied for a particular position from which an employee may be selected.

**Asian or Pacific Islander**: All persons with origins from the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands. This includes China, Japan, Korea, the Philippine Islands, and Samoa.\*

**Black (Not of Hispanic origin)**: All persons of African, Jamaican, Trinidadian, and West Indian decent.\*

**Discrimination**: Different treatment of employees or applicants because of ethnicity, race, sex, sexual orientation, color, national origin, age, religion, disability, marital status, familial status, source of income or any other legally protected status with respect to hiring, promotion, demotion, transfer, recruitment, termination, compensation, or any other term or condition of employment.

**Disability**: A physical or mental impairment which substantially limits one or more major life activity; record or such impairment; or perception by others of such impairment.

**EEO-4 Code:** Any of the first eight letters of the alphabet used to label an EEO-4 Occupational category.

- A. Officials/Administrators
- B. Professionals
- C. Technicians
- D. Protective Services
- E. Paraprofessionals
- F. Administrative Support
- G. Skilled Craft
- H. Service Maintenance

**Employment Parity:** The point at which a protected group is represented in a work force at a rate equivalent to the group's availability for employment. This term addresses the entire workforce, without delineating specific categories and is, therefore, a general measure.

**Equal Employment Opportunity (EEO):** The availability of employment and advancement to all persons on the basis of merit, capability, and potential - a concept which includes recruitment, application flow, hiring, job placement, compensation, promotion, transfer, termination, shift assignments, geographical, and agency assignments.

**Equal Opportunity:** A system of practices under which individuals are not excluded from any opportunity or benefits because of their sex, disability, age, religion, race, color, national origin, ancestry, arrest or conviction records, political affiliation or benefits.

**Executive Order:** A regulation by the President of the United States or Governor of an individual state which has the effect of law in the matters with which it deals.

**Glass Ceiling:** An invisible barrier for women and minorities to the top-level positions in an organization.

**Harassment:** A form of unlawful discrimination defined as any unwelcome verbal, physical or visual conduct based on race, sex, sexual orientation, color, national origin, age, religion, disability, marital status, familial status, source of income, or any other legally protected status, when that conduct is made explicitly or implicitly a term or condition of employment, is used as a basis for employment decisions, or has the purpose or effect of unreasonably interfering with performance or of creating an intimidating, offensive or hostile work environment.

**Hispanic:** All persons of Mexican, Puerto Rican, Cuban, Latin American, and Spanish descent.\*

**Job Category:** A grouping of similar job classifications for purposes of analysis or official reporting (e.g., office/clerical).

**Job Classification:** A grouping of similar job descriptions for purposes of analysis or official reporting (e.g., Maintenance Worker 1, Maintenance Worker 2, Maintenance Worker 3).

**Labor Force:** This term refers to all working people, plus those unemployed and actively seeking employment.

**Minority:** Persons who identify themselves as Black, Hispanic, Asian, or Pacific Islander, and American Indian or Alaskan Native.

**Parity:** The employment of women and minorities in various job categories at rates approximating the rates at which valid qualified members of those groups are available for employment in those job categories.

**People of Color:** Persons belonging to racial/ethnic minority groups.

**Protected Class:** A group of people of the same race, sex, color, religion, or national origin, who are covered by Title VII of the Civil Rights Act. Other laws also protect areas of physical and mental disability, and age. There are also a number of additional State and local laws that extend protected class status to additional groups.

**Race/Ethnic Identification:** The five race/ethnic categories used by the Equal Employment Opportunity Commission: White, Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native.\*

**Reasonable Accommodation:** The changing of environments or policies to adapt to the known physical or mental disability of a qualified applicant or employee.

**Recruitment Area:** The geographical area from which an agency recruits applicants for employment.

**Underutilization:** Having a lower percentage of minorities or women in a particular “job category” than there is in an organization’s geographic hiring area.

**White:** A person with origins in any of the original people of Europe, North America, or Middle East. Not of Hispanic origin.\*

**Workforce:** The total of all permanent authorized positions within an organization.

**Workforce Analysis:** A statistical study of the numbers and percentages of employees by race and sex in each job category.

*\* The City recognizes that some of the terminology in these plans may not adequately reflect a preferred definition for a group. The use of the terms specified by the Equal Employment Opportunity Commission are intended for the purpose of compliance with this plan and is in no way intended to detract or override individually preferred terms. It is done solely for clarity and to align with the categories used by the Federal Government.*