KMC
6/18/15
Item No. 50

AN ORDINANCE 2015-06-18-0576

ADOPTING AN UPDATED CITY OF SAN ANTONIO WORKFORCE DIVERSITY PLAN.

* * * * *

WHEREAS, the City of San Antonio adopted its first Affirmative Action Plan in 1974 and continues to update its Plan in accordance with the most recent decennial census and workforce composition data; and

WHEREAS, the Human Resources staff, working together with a human resources consulting and technology firm, has now updated the Plan, which henceforth will be referred to as the Workforce Diversity Plan, to reflect labor market data from the 2010 census and the City's workforce composition data as of October 1, 2014; and

WHEREAS, staff recommends approval of the updated Workforce Diversity Plan, as attached; **NOW THEREFORE:**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. The Workforce Diversity Plan dated October 1, 2014, attached hereto and incorporated herein as Exhibit A, is hereby approved and adopted.

SECTION 2. A copy of the updated Workforce Diversity Plan shall be deposited and made available in the Office of the City Clerk.

SECTION 3. This Ordinance shall take effect immediately upon passage by eight affirmative votes; otherwise, it is effective ten days after passage.

PASSED AND APPROVED this 18th day of June, 2015.

Ivy R. Taylor

M A Y O R
Ivy Taylor

ATTEST:

Leticia M. Vacek

Leticia M. Vacek, City Clerk

APPROVED AS TO FORM:

Martha G. Sepeda, Acting City Attorney

Agenda Item:	**50 (in consent vote: 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 19, 20, 21, 22, 24, 25A, 25B, 25C, 25D, 25E, 25F, 25G, 25H, 26, 28, 29, 30, 31, 32, 33, 34, 35A, 35B, 36, 37, 38, 39, 41, 42, 43, 44, 45, 46, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64A, 64B, 65A, 65B, 66A, 66B, 66C, 67A, 67B, 67C, 68A, 68B, 68C, 69A, 69B, 69C, 69D, 70A, 70B, 70C, 70D, 70E)**
Date:	06/18/2015
Time:	10:00:14 AM
Vote Type:	Motion to Approve
Description:	An Ordinance adopting an updated City of San Antonio Workforce Diversity Plan. [Ben Gorzell, Chief Financial Officer; Lori Steward, Interim Human Resources Director]
Result:	Passed

Voter	Group	Not Present	Yea	Nay	Abstain	Motion	Second
Ivy R. Taylor	Mayor		x				
Roberto C. Trevino	District 1		x				
Alan Warrick	District 2		x				x
Rebecca Viagran	District 3	x					
Rey Saldaña	District 4		x				
Shirley Gonzales	District 5		x				
Ray Lopez	District 6		x			x	
Cris Medina	District 7		x				
Ron Nirenberg	District 8		x				
Joe Krier	District 9		x				
Michael Gallagher	District 10		x				

EXHIBIT A

CITY OF SAN ANTONIO

Workforce Diversity Plan

Human Resources Department

October 1, 2014

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CITY OF SAN ANTONIO

June 18, 2015

To the Honorable Mayor and Council:

The City of San Antonio is committed to ensuring workforce diversity and providing equal opportunity in employment, without regard to race, color, religion, sex, pregnancy, sexual orientation, national origin, political belief, age, disability or genetic information. I fully support and will continue to work to improve upon all of the City's efforts to ensure nondiscrimination in the recruitment, hiring and promoting of employees.

Berkshire Associates, a human resources consulting and technology firm, served as consultants to the City of San Antonio in preparing and developing the results of this Workforce Diversity Plan in accordance with the Office of Federal Contract Compliance Programs (OFCCP) regulations.

This Workforce Diversity Plan reaffirms these efforts and facilitates goal-oriented initiatives that focus on areas of the workforce in which minorities and women have been historically employed at a rate less than their availability in the labor market. ***We have achieved 97.8% of our diversity goals out of a workforce of over 10,000 full-time and part-time employees.*** Our Plan serves as a tool for measuring, evaluating and focusing our efforts.

The advancement of these objectives and successful implementation of established strategies requires the commitment of all City officials, administrators and supervisory personnel. The Human Resources Department will monitor and report periodically on our progress.

One of my highest priorities is to promote equal employment opportunity within the City of San Antonio, and I personally stand in support of the principles and goals outlined in this Workforce Diversity Plan.

Sincerely,

Sheryl Sculley
City Manager

OFFICE OF THE CITY MANAGER • P.O. BOX 839966 • SAN ANTONIO, TX 78283-3966 • TEL: 210-207-7080 • FAX: 210-207-4217

Hold page for COSA Ordinance Adoption of 2014 WDP

INTRODUCTION

History of the City of San Antonio's Affirmative Action Program

The San Antonio City Council passed an ordinance in 1974 calling for the creation of an Affirmative Action Plan (AAP). The Department of Labor's Office of Federal Contract Compliance Program (OFCCP) oversees Affirmative Action programs. The OFCCP defines an Affirmative Action Plan as results-oriented procedures demonstrating an employer's commitment to eliminate barriers to employment that are not based on specific job requirements. The City uses OFCCP regulations as a guide in developing its Workforce Diversity Plan, which is designed to gauge the City's success at achieving a diverse workforce through the hiring of qualified applicants.

The City tracks the diversity goals of Females, Blacks/African Americans and Hispanics, as those groups have historically had the most opportunities for improvement. It is the City's goal to employ a workforce that is reflective of the available population as a whole. Diversity goals established in this plan do not indicate any discrimination has occurred; rather these goals are used to enable the City to apply good-faith efforts to ensure equal employment opportunity.

"It is the City's goal to have a workforce that is representative of the available population as a whole."

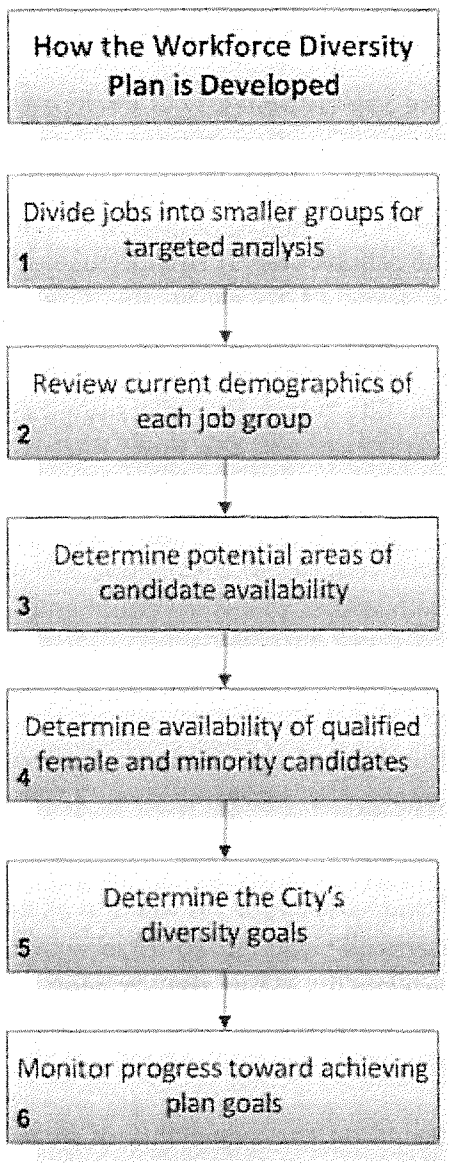
– The City of San Antonio's Workforce Diversity Plan

This Workforce Diversity Plan replaces the 2007 AAP, which was based on 2000 Census data. At the time this new plan was created in 2014, the City of San Antonio had over 10,000 full-time and part-time employees, including over 7,000 (68.98%) minorities and over 3,000 (31.64%) women.

"Underutilization" is defined as having fewer minorities or women in a particular job group than would reasonably be expected by their availability. When determining availability of women and minorities, the City considers, among other factors, the presence of minorities and women having requisite skills in an area in which the City can reasonably recruit.

Based on the availability of qualified individuals, the City of San Antonio establishes hiring opportunities, or goals, to reduce or overcome any underutilization. Good-faith efforts include expanded efforts in outreach, recruitment, training and other activities to increase the pool of qualified minorities and females. The actual selection decision is to be made on a non-discriminatory basis.

HOW THE WORKFORCE DIVERSITY PLAN IS DEVELOPED



1. Divide Jobs into Smaller Groups for Targeted Analysis

When establishing recruitment goals, the workforce must be divided into smaller parts so analyses and subsequent strategies may be more targeted. This plan first divides all positions into the eight (8) EEO categories utilized by the U.S. Equal Employment Opportunity Commission (EEOC). The EEOC is the agency of the United States Government that enforces the federal employment discrimination laws. The City then further divides the eight (8) EEO Categories into 38 Job Groups which are made up of job classifications that are similar in terms of content, pay and opportunity for advancement. See Appendix A on page 24 for a complete list of EEO Categories and the City of San Antonio Job Groups.

2. Review Current Demographics of each Job Group

For the purpose of this analysis, the Human Resources Department took a snapshot of all full-time and part-time employees as of October 1, 2014. This information was used to determine how many females and minorities were currently employed within each job group as of the plan date, October 1, 2014.

3. Determine Potential Areas of Candidate Availability

Information is then reviewed to determine the frequency with which positions are filled through internal promotions or lateral transfers versus external recruitments.

Internal and External Availability

a) Internal Availability

We determined **internal feeder groups** by evaluating actual applicant data regarding which positions normally prepare individuals for internal promotions for each job group.

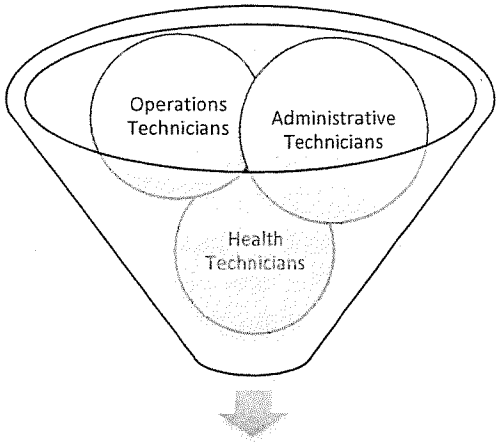
b) *External Availability*

The remaining positions not filled internally are filled from external candidates. The next step in developing this plan is to determine the labor market from which external candidates are recruited. Actual applicant data was reviewed for each job group to determine the percentage of applicants recruited from local, state or national geographic areas. For the purposes of this plan, the U.S. Census Bureau describes the local area as the San Antonio – New Braunfels Metropolitan Statistical Area (MSA), which includes all citizens from Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina and Wilson counties (illustrated in Appendix C on page 26).

Availability Weights

The Workforce Diversity Plan reviews what percent of the time a position is filled using a candidate from an internal feeder group versus an external hire. This enables the City to determine the weight associated with internal and external availability.

Example Internal Job Groups for Technical Supervisors



Technical Supervisors

a) **Internal Availability Weight**
The percentage of time a position is filled with an internal candidate is the internal availability weight.

For example, Administrative, Health and Operations Technicians feed into the Technical Supervisors Job Group as the employees obtain training and experience necessary to promote into a higher-level position. 60% of Technical Supervisor positions are filled with internal candidates. Therefore, the internal availability weight is 60%.

b) **External Availability Weight**
The remaining positions not filled internally are filled from external candidates. The external availability weight is then further divided to capture the percentage of external candidates coming from national, state and local markets.

The example below illustrates how the external availability weight is divided across labor markets for the Assistant Department Heads job group. Research reveals that 40% of Assistant Department Heads are recruited externally. Of that 40% of external candidates, 90% are recruited locally, 5% statewide and 5% nationally. The remaining 60% of all Assistant Department Heads are hired internally. The complete table for external and internal weights of each job group may be found in Appendix B on page 25. An example is outlined in the table below.

Internal and External Weights Applied to Each Job Group					
Job Group	Recruitment Area				
	Internal Total	External Total	% External Breakdown		
			Local	State	National
Official/Administrator					
Assistant Department Heads	60%	40%	90%	5%	5%

4. Determine Availability of Qualified Female and Minority Candidates

Once the availability weights are determined for internal and external recruitments, an availability analysis must be conducted to determine the estimated number of qualified minorities and females that exist both internally and externally.

Availability Analyses

a) **Internal Availability Analysis**
The plan determines the number of qualified female and minority candidates that are available internally by reviewing the number of females and minorities currently employed in the internal feeder job groups.

For example, we know that 50% of the time Maintenance Supervisors are hired internally from the Maintenance Worker job group. We then look at the number of females and minorities currently employed in the Maintenance Worker job group to determine internal availability.

b) **External Availability Analysis**
To determine the number of qualified individuals available externally, the City's plan relies on information provided by the U.S. Census Bureau. The Census Bureau conducts the American Community Survey (ACS), which is an ongoing statistical survey that samples a small percentage of the population every year. The survey requests information by geography, industry, age, education, median earnings, citizenship and employment status. The City uses this data to determine the number of qualified minorities and females that exist for each job group within the geographic regions from where the City's applicants come.

For example, the City previously determined that 50% of all Maintenance Supervisors are recruited externally (from the local market). ACS data will tell the City the approximate number of qualified minorities and females available to be a Maintenance Supervisor in the established local area.

The most recent ACS data available is based on five years of data collected over 60 independent samples between January 2006 and December 2010. This survey data was compiled and released to the public in 2013. The ACS is a survey, not a census, and provides an estimate of the true population value. This estimate is anticipated to be released every 10 years. Thus, our 2014 plan will be updated as new availability information is released.

5. Determine the City's Diversity Goals

In order to determine diversity goals for each job group, the City utilizes the EEOC's test called the 80%/Whole Person Rule. In other words, if the City's goal is to employ minorities and females at a rate of at least 80% of the level at which they are available in the labor market.

Example: Calculating a Diversity Goal	
Widget Producers available from all Markets (Internal & External)	1,000
Female Widget Producers available from all Markets	400
% of Widget Producer Market that is Female (400 / 1,000)	40%
Female diversity goal is 80% of Available Female Market (40% X 80%)	32%
Widget Producers employed by the City	100
To determine the City's goal for employing Female Widget Producers, multiply Female diversity goal by # of employed Widget Producers (32% X 100)	**32**

For any job group where the City has not met its diversity goal, efforts must be made to recruit qualified female and minority candidates. The goals represented in this report merely serve as a mechanism by which supervisors and managers can determine where to focus their efforts on recruiting qualified minority and female candidates capable of successfully competing for upcoming vacancies. Hiring supervisors and managers must demonstrate a good-faith effort to achieve a diverse workforce within their departments. However, the

hiring manager must hire the most qualified candidate. Federal laws enforced by the Equal Employment Opportunity Commission (EEOC) prohibit employment discrimination based on age, disability, genetic information, national origin, pregnancy, race/color, religion or sex.

Federal laws prohibit employment discrimination based on age, disability, genetic information, national origin, pregnancy, race/color, religion or sex.

- Equal Employment Opportunity Commission

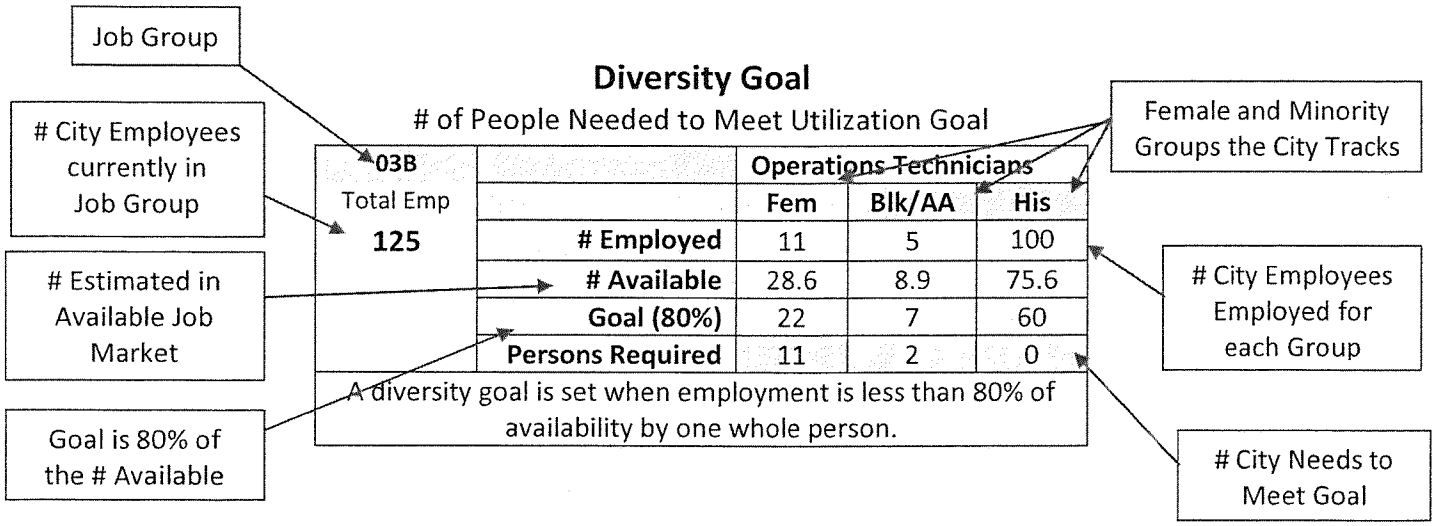
6. Monitor Progress Toward Achieving Plan Goals

The City will continue to monitor diversity goals established in this plan and make periodic progress updates to City Council, the City Manager and City departments.

Goals serve as targets or objectives reasonably attained by applying good-faith efforts to recruiting practices. Targets are not quotas. In all employment decisions, selections must be made in a non-discriminatory manner. The City will make efforts to expand the pool of candidates by reaching out to areas that may have been previously overlooked to increase the number of qualified minorities and women who apply for employment with the City.

The diversity goals are available for the entire City beginning on page 15. When reviewing the diversity goals, the number of persons required to reach the 80%/Whole Person target is organized by the City's 38 Job Groups.

The snapshot below illustrates an example of the diversity goals for the Operations Technicians Job Group.



Diversity Goal

# of People Needed to Meet Utilization Goal

03B Total Emp 125	Operations Technicians		
	Fem	Blk/AA	His
# Employed	11	5	100
# Available	28.6	8.9	75.6
Goal (80%)	22	7	60
Persons Required	11	2	0

A diversity goal is set when employment is less than 80% of availability by one whole person.

Note: The number of individuals employed within a particular group may be counted more than once (e.g. a Hispanic Female) or not captured in the snapshot (e.g. Males) and therefore the number employed in the table may not add up to the "Total Employed" for that job group.

RESPONSIBILITIES

City Manager

The City Manager has the overall responsibility for implementation of the City's Workforce Diversity Plan. The City Manager actively supports this program and provides assistance when needed, making managers and supervisors aware of the program and requesting their cooperation and assistance. As part of the City Manager's ongoing commitment to the City's diversity goals, directors, managers and professionals will now be evaluated on their commitment to diversity efforts in their annual performance appraisals. See page 12 for more information.

Human Resources

The City Manager designates primary management responsibility and accountability for ensuring full compliance with this plan and EEO policies and procedures to the head of the Human Resources Department. The head of the Human Resources Department has the authority, resources, support of and access to top management necessary to ensure the effective implementation of this plan and EEO policies. The duties of the Human Resources Department include:

1. Developing policy statements, Workforce Diversity Plan methods and internal and external communication techniques.
2. Assisting in the identification of recruitment opportunities and developing strategies to achieve the goals identified on page 15. Strategies include, but are not limited to:
    a. Coordinating and attending job fairs targeted for females and minorities;
    b. Working with departments to develop mentorship programs;
    c. Advertising positions across job websites, social media and local publications across San Antonio and other Texas cities; and
    d. Outreaching to local schools, colleges and universities.
3. Assisting department heads and managers with devising solutions to achieve equal employment across all job classifications, including counseling and training, to ensure a full understanding of diversity and EEO policies and procedures.
    a. The HR Employee Relations Division is responsible for maintaining EEO policies and procedures, as well as ensuring compliance with existing federal, state and city EEO laws; and
    b. Employ Human Resources professionals to serve as EEO Counselors within departments as part of their primary job responsibilities.
4. Designing, implementing, monitoring and reporting methods that will:
    a. Measure the effectiveness of the City's EEO policies and Workforce Diversity Plan;
    b. Determine the degree to which the City's Diversity Goals and objectives are being attained; and
    c. Provide departments with a working understanding of the City's Workforce Diversity Plan, diversity goals and objectives.
5. Meeting with managers, supervisors and employees to assure the City's EEO policies are being followed.
6. Ensuring that department directors, managers and professionals understand their work performance is being evaluated in part on their demonstrated commitment to equal employment opportunity. Further, it is their responsibility to prevent all types of unlawful workplace harassment.
7. Serving as a liaison between the City and the Council-appointed Affirmative Action Advisory Committee (AAAC) who recommend targeted outreach and recruitment efforts aimed at achieving our diversity goals.
8. Establishing liaisons between the City and appropriate minority organizations, women's organizations and community action groups concerned with employment opportunities for minorities and women.

9. Making contact with predominantly female and minority high schools, colleges and technical schools in the area, as needed.
10. Keeping ELT and departments informed of developments in the equal employment opportunity and diversity goals.
11. Conducting a periodic audit to ensure that the City complies in the following ways:
    a. EEO posters are properly displayed.
    b. All employees are afforded the opportunity and are encouraged to participate in City-sponsored educational, training, recreation, and social activities.
    c. Periodically reviewing a voluntary and involuntary separations report to determine the impact of separations on diversity goals.
    d. Periodically reviewing performance appraisal ratings to gauge diversity commitment and efforts made by directors, managers and professionals.

Department Directors, Division Heads and Supervisors

The City recognizes that the cooperation of the department directors, division heads and supervisors are required to reach the full potential of this plan. Therefore, departments are expected to:

1. Ensure the Workforce Diversity Plan is utilized in their respective departments and divisions.
2. Encourage education and training efforts within feeder groups to ensure minority and female candidates are prepared for future vacancies.
3. Assist the head of the Human Resources Department in the identification of any areas with room for improvement and help to eliminate any barriers to equal employment opportunity.
4. Whenever possible, become involved in local minority organizations, women's organizations, community action groups and community service programs.
5. Work with the head of the Human Resources Department to periodically review hiring, promotion patterns and training programs to isolate impediments to the attainment of diversity goals and objectives.
6. Provide career counseling for employees, as needed.
7. Adhere to the City's policy of equal employment opportunity for all employees and ensure that the policy is understood, supported and adhered to by the employees they supervise.
8. Take action to prevent the harassment of employees based on protected characteristics or due to a perception that an individual might have been the beneficiary of the City's diversity efforts.

DIVERSITY STRATEGIES

Recruitment and Support

The Human Resources Recruitment division will assist departments in their efforts to recruit qualified women and minorities. The City's job posting system is designed to provide City employees and the public with information about City job openings.

Recruitment efforts are made to attract qualified minorities and females. This is accomplished by reaching out to universities, two- and four-year local colleges, vocational technical schools, high schools, local business schools and state and local organizations. Additionally, comprehensive job fairs and career day activities are coordinated for departmental vacancies with specific diversity goals.

Fire and Police Testing

The Employee Relations division is responsible for various examinations administered by the City, including those that may be conducted by outside contractors. The Testing section of this division administers entry-level, probationary and promotional Fire and Police examinations. Staff ensures the test validity and fairness of all examinations.

"Fire Professionals and Police Professionals Job Groups are promoted through 100% internal feeders...as mandated by state law."

– The City of San Antonio's Workforce Diversity Plan

With the exception of Police Officer and Firefighter entry-level positions, all positions within the Police Officers, Firefighters, Fire Professionals and Police Professionals Job Groups are promoted through 100% internal feeders based on time served and other eligibility requirements, as mandated by state law and Collective Bargaining Agreements. Intensified recruitment and outreach efforts can have a positive impact on ethnic and gender diversity in entry-level positions. While recruiters have no control over the recruitment of internal promotions, department leadership should actively encourage women and minorities to take promotional exams for which they qualify.

Promotional job knowledge examinations and assessment centers are supported through content validity evidence. In other words, testing vendors have ensured the test analyzes job knowledge required to successfully perform in the position.

Care is also taken to build processes that are fair and ensure all candidates are treated equally. If the process is job-related and properly administered, it is considered fair. The difficulty of the testing process, the types of questions and exercises that are used, and the weights assigned to various assessment exercises are considered in light of the potential for disparate impact.

Training

All City employees are provided training on diversity in the workforce through a variety of opportunities: New Employee Orientation, Supervisor Excellence Training, continuing education of uniformed employees, sensitivity training through the Alamo Community College District, and ongoing targeting training, as needed. In addition, on-the-job training is provided to all qualified employees to assist them in developing the necessary knowledge and skills for promotion to higher-level positions. A tuition reimbursement benefit is available to qualified employees for continuing education and obtaining an advanced degree.

Performance Appraisals

The City utilizes a formal performance evaluation program for all of its full-time, civilian employees. Executives, management and supervisors are trained on the basic methodology of performance evaluations. Executives, as well as managers and professionals must demonstrate a good-faith effort to recruit, hire or promote qualified minorities and females and their efforts are captured on their performance evaluations.

Affirmative Action Advisory Committee

The Council-appointed Affirmative Action Advisory Committee (AAAC) was established in 1985 to assist the City with achieving its diversity goals. The Committee recommends strategies to increase diversity and works to identify hiring practices, policy areas and recruitment efforts in need of review. The Human Resources Department serves as the advising consultant and provides technical assistance to the Committee. These recommendations are provided to the Human Resources Department, and may be incorporated into strategies to achieve the City's diversity goals.

INTERNAL AND EXTERNAL COMMUNICATION

The Human Resources Department is responsible for internal and external communication of the City's nondiscrimination (EEO) policy established in this Workforce Diversity Plan. Dissemination activities include, but are not limited to, the following:

Internal Communication

- The EEO policy and employee rights and responsibilities under the policy are reviewed at the New Employee Orientation.
- The EEO policy is posted in each department.
- The EEO policy is included in summary form on instructional pages accompanying job announcements
- EEO training programs for managers and supervisors include discussion of the policy and an explanation of individual managers' and supervisors' responsibilities for policy implementation.
- Copies of the Workforce Diversity Plan are distributed to the departments and the Recruitment Division within the Human Resources Department.
- The Human Resources Department will provide periodic updates of this plan to City Council and departments.

External Communication

- All external recruiting sources used by the City are advised of the City's nondiscrimination policy.
- The EEO policy is included in summary form on instructional pages accompanying job announcements made available to recruiting sources.
- Copies of the plan are provided upon request to entities, such as community groups, school districts, colleges, universities and research organizations.
- The City's Workforce Diversity Plan is subject to Open Records Requests.

CONCLUSION

The 2014 Workforce Diversity Plan replaces the 2007 Affirmative Action Plan. The 2014 plan uses labor force data from the 2010 Census rather than the 2000 Census on which the former plan was based, and reflects the City workforce as of October 1, 2014.

The analysis of this plan year revealed the City is 231 positions (or 2.2%) away from achieving the diversity goals for the entire workforce of over 10,000 full-time and part-time employees. These results indicate that for the overwhelming majority of the workforce (97.8%), employment levels of women and minorities are representative of the City's recruiting population.

Improvements in female and minority diversity will be pursued through targeted recruitment and training for all areas with hiring opportunities. The analysis indicates there was not a problem with applicant flow for the plan year and the percentage of minority and female applicants compares favorably with the general availability in each category.

The Workforce Diversity Plan reaffirms responsibilities for support of the City's diversity efforts and the promotion of equal employment opportunity from the City Manager, through the Human Resources Department, to department directors, division heads, supervisors and all City employees.

The City of San Antonio demonstrates an ongoing commitment to promoting diversity and equal employment opportunity through periodic examination of policies, practices, procedures and accountability.

The City expects to continue its successful outreach efforts and to ensure that all applicants and employees are treated fairly, based on job-related criteria and without regard to race, color, religion, sex, pregnancy, sexual orientation, national origin, political belief, age, disability or genetic information, or any other characteristic protected by applicable law.

City of San Antonio

October 1, 2014 Workforce Diversity Plan

Diversity Goals

01A		Executives & Department Heads		
Total Emp		Fem	Blk/AA	His
46	# Employed	15	5	17
	# Available	19.5	6.3	12.5
	Goal (80%)	15	5	9
	Persons Required	0	0	0
01B		**Assistant Department Heads**		
Total Emp		Fem	Blk/AA	His
56	# Employed	26	11	16
	# Available	27.4	3.6	22.5
	Goal (80%)	21	2	17
	Persons Required	0	0	1
01C		**Division & Kindred Managers**		
Total Emp		Fem	Blk/AA	His
482	# Employed	228	29	236
	# Available	262.8	36.6	227.7
	Goal (80%)	210	29	182
	Persons Required	0	0	0
01E		**Municipal Judges**		
Total Emp		Fem	Blk/AA	His
14	# Employed	8	2	11
	# Available	4.8	0.4	3.3
	Goal (80%)	3	0	2
	Persons Required	0	0	0
02A		**Administrative Professionals**		
Total Emp		Fem	Blk/AA	His
984	# Employed	569	82	542
	# Available	636.1	86.1	581.0
	Goal (80%)	508	68	464
	Persons Required	0	0	0
02B		**Operations Professionals**		
Total Emp		Fem	Blk/AA	His
56	# Employed	15	2	27
	# Available	13.8	4.2	30.6
	Goal (80%)	11	3	24
	Persons Required	0	1	0
02C		**Health Professionals**		
Total Emp		Fem	Blk/AA	His
60	# Employed	35	6	39
	# Available	32.0	5.3	28.8
	Goal (80%)	25	4	23
	Persons Required	0	0	0

Eighty Percent / Whole Person Rule

A placement goal is set when employment falls short of 80% of availability by one whole person or more.

City of San Antonio

October 1, 2014 Workforce Diversity Plan

Diversity Goals

02D		Community Service Professionals		
Total Emp		Fem	Blk/AA .	His
256	# Employed	185	24	180
	# Available	133.3	35.2	145.4
	Goal (80%)	106	28	116
	Persons Required	0	4	0
02E		Engineers		
Total Emp		Fem	Blk/AA	His
50	# Employed	10	1	25
	# Available	5.5	1.8	16.2
	Goal (80%)	4	1	12
	Persons Required	0	0	0
02F		Lawyers		
Total Emp		Fem	Blk/AA	His
49	# Employed	23	5	19
	# Available	17.0	1.8	10.7
	Goal (80%)	13	1	8
	Persons Required	0	0	0
02G		Librarians		
Total Emp		Fem	Blk/AA	His
120	# Employed	94	4	25
	# Available	104.1	3.5	23.2
	Goal (80%)	83	2	18
	Persons Required	0	0	0
02H		Fire Professionals		
Total Emp		Fem	Blk/AA	His
990	# Employed	43	42	418
	# Available	40.7	45.0	421.6
	Goal (80%)	32	36	337
	Persons Required	0	0	0
02I		Police Professionals		
Total Emp		Fem	Blk/AA	His
861	# Employed	63	45	374
	# Available	82.3	43.4	445.2
	Goal (80%)	65	34	356
	Persons Required	2	0	0
02J		Nurses		
Total Emp		Fem	Blk/AA	His
36	# Employed	32	6	26
	# Available	31.3	5.3	10.2
	Goal (80%)	25	4	8
	Persons Required	0	0	0

Eighty Percent / Whole Person Rule

A placement goal is set when employment falls short of 80% of availability by one whole person or more.

City of San Antonio

October 1, 2014 Workforce Diversity Plan

Diversity Goals

02K		Doctors		
Total Emp		Fem	Blk/AA	His
2	# Employed	1	0	0
	# Available	0.8	0.0	0.1
	Goal (80%)	0	0	0
	Persons Required	0	0	0
02L		Auditors		
Total Emp		Fem	Blk/AA	His
13	# Employed	7	0	8
	# Available	7.7	0.6	4.2
	Goal (80%)	6	0	3
	Persons Required	0	0	0
03A		Administrative Technicians		
Total Emp		Fem	Blk/AA	His
65	# Employed	27	10	45
	# Available	23.9	3.3	39.2
	Goal (80%)	19	2	31
	Persons Required	0	0	0
03B		Operations Technicians		
Total Emp		Fem	Blk/AA	His
125	# Employed	11	5	100
	# Available	28.6	8.9	75.6
	Goal (80%)	22	7	60
	Persons Required	11	2	0
03C		Health Technicians		
Total Emp		Fem	Blk/AA	His
15	# Employed	8	0	12
	# Available	9.8	0.8	7.1
	Goal (80%)	7	0	5
	Persons Required	0	0	0
03D		Technical Supervisors		
Total Emp		Fem	Blk/AA	His
4	# Employed	0	1	2
	# Available	0.9	0.3	2.3
	Goal (80%)	0	0	1
	Persons Required	0	0	0
04A		Firefighters		
Total Emp		Fem	Blk/AA	His
625	# Employed	24	31	269
	# Available	26.5	22.6	204.5
	Goal (80%)	21	18	163
	Persons Required	0	0	0

Eighty Percent / Whole Person Rule

A placement goal is set when employment falls short of 80% of availability by one whole person or more.

City of San Antonio

October 1, 2014 Workforce Diversity Plan

Diversity Goals

04B		Police Officers		
Total Emp		Fem	Blk/AA	His
1421	# Employed	156	70	807
	# Available	266.4	120.5	766.8
	Goal (80%)	213	96	613
	Persons Required	57	26	0
04C		**Civilian Protective Services**		
Total Emp		Fem	Blk/AA	His
419	# Employed	115	21	272
	# Available	80.6	36.4	220.5
	Goal (80%)	64	29	176
	Persons Required	0	8	0
04D		**Civilian Protective Services Supervisors**		
Total Emp		Fem	Blk/AA	His
27	# Employed	7	2	16
	# Available	8.1	1.4	14.3
	Goal (80%)	6	1	11
	Persons Required	0	0	0
05A		**Administrative Para-Professionals**		
Total Emp		Fem	Blk/AA	His
447	# Employed	369	42	339
	# Available	393.1	24.1	324.7
	Goal (80%)	314	19	259
	Persons Required	0	0	0
05B		**Operations Para-Professionals**		
Total Emp		Fem	Blk/AA	His
70	# Employed	27	5	46
	# Available	42.9	3.5	43.8
	Goal (80%)	34	2	35
	Persons Required	7	0	0
05C		**Health Para-Professionals**		
Total Emp		Fem	Blk/AA	His
60	# Employed	41	5	39
	# Available	33.3	6.9	24.4
	Goal (80%)	26	5	19
	Persons Required	0	0	0
05D		**Community Service Para-Professionals**		
Total Emp		Fem	Blk/AA	His
189	# Employed	96	26	137
	# Available	104.3	11.1	88.0
	Goal (80%)	83	8	70
	Persons Required	0	0	0

Eighty Percent / Whole Person Rule

A placement goal is set when employment falls short of 80% of availability by one whole person or more.

City of San Antonio

October 1, 2014 Workforce Diversity Plan

Diversity Goals

05E		Para-Professional Supervisors		
Total Emp		Fem	Blk/AA	His
26	# Employed	10	1	19
	# Available	17.2	2.3	17.1
	Goal (80%)	13	1	13
	Persons Required	3	0	0
06A		Administrative Clericals		
Total Emp		Fem	Blk/AA	His
616	# Employed	548	33	510
	# Available	522.2	35.4	317.5
	Goal (80%)	417	28	254
	Persons Required	0	0	0
06B		Operations Clericals		
Total Emp		Fem	Blk/AA	His
454	# Employed	303	15	334
	# Available	262.6	17.7	266.9
	Goal (80%)	210	14	213
	Persons Required	0	0	0
06C		Administrative Supervisors		
Total Emp		Fem	Blk/AA	His
8	# Employed	4	0	5
	# Available	4.7	0.3	5.6
	Goal (80%)	3	0	4
	Persons Required	0	0	0
07A		Skilled Craft Workers		
Total Emp		Fem	Blk/AA	His
270	# Employed	5	6	213
	# Available	10.7	2.2	241.8
	Goal (80%)	8	1	193
	Persons Required	3	0	0
07B		Apprentices		
Total Emp		Fem	Blk/AA	His
3	# Employed	0	0	3
	# Available	0.1	0.1	2.4
	Goal (80%)	0	0	1
	Persons Required	0	0	0
07C		Operations Supervisors		
Total Emp		Fem	Blk/AA	His
97	# Employed	11	2	73
	# Available	11.5	3.9	69.7
	Goal (80%)	9	3	55
	Persons Required	0	1	0

Eighty Percent / Whole Person Rule

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City of San Antonio

October 1, 2014 Workforce Diversity Plan

Diversity Goals

07D		Operations Workers		
Total Emp		Fem	Blk/AA	His
574	# Employed	12	26	499
	# Available	145.4	29.7	421.0
	Goal (80%)	116	23	336
	Persons Required	104	0	0
08A		**Maintenance Supervisors**		
Total Emp		Fem	Blk/AA	His
195	# Employed	29	14	157
	# Available	38.4	11.8	142.8
	Goal (80%)	30	9	114
	Persons Required	1	0	0
08B		**Maintenance Workers**		
Total Emp		Fem	Blk/AA	His
703	# Employed	161	34	609
	# Available	50.5	28.5	499.4
	Goal (80%)	40	22	399
	Persons Required	0	0	0

Eighty Percent / Whole Person Rule

A placement goal is set when employment falls short of 80% of availability by one whole person or more.

LIST OF ACRONYMS

AAAC	Affirmative Action Advisory Committee
AAP	Affirmative Action Plan
AD	Administrative Directive
Blk/AA	Black and/or African American
DOL	Department of Labor
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
ELT	Executive Leadership Team
EO	Executive Order
EPE	Employee Performance Evaluation
Fem	Female
FY	Fiscal Year
His	Hispanic
OFCCP	Office of Federal Contract Compliance Programs
WDP	Workforce Diversity Plan

GLOSSARY

80%/Whole Person Rule	method used to calculate diversity goal of employing females and minorities at a rate of 80% of the level at which they are available within the labor market; goals are rounded down to the nearest whole number
administrative directives	City of San Antonio policies, which outline responsibilities for employees and departments, as well as specific operating procedures (all ADs are available on the Human Resources Department website)
affirmative action	the Department of Labor describes "affirmative action" as a policy or action taken to recruit and advance qualified minorities and women; actions include training programs and outreach efforts
availability analysis	an analysis comparing internal and external availability to the approximate demographic composition of the entire workforce
collective bargaining agreement	a collective agreement negotiated between an employer (the City of San Antonio) and representative of the employees (Local 624 International Association of Fire Fighters/The San Antonio Police Officers' Association) that regulates terms and conditions of employment in their workplaces, their duties and the duties of the employer
Department of Labor	a cabinet-level department of the U.S. federal government responsible for occupational safety, wage and hour standards, unemployment insurance benefits, re-employment services and some economic statistics
diversity goal	a goal to employ women and minorities at a rate of 80% of their availability in the labor market
EEO category	an occupational job classification system used by the EEOC for reporting and identifying groups of employees having similar content, compensation or opportunity
Equal Employment Opportunity Commission	the agency of the United States Government that enforces the federal employment discrimination laws
Employee Performance Evaluation	the assessment tool that rates employee performance regarding the employee's contributions to the achievement of department goals

executives	senior-level management who report to the executive leadership team's and/or their designees
executive leadership team	the team of executives who directly report to the City Manager (e.g. Assistant City Managers, Deputy City Managers, the City Attorney, the Chief Financial Officer, etc.)
external availability	qualified individuals outside the City of San Antonio (potential employees)
feeder group	Internal jobs that normally feed (promote) to higher level positions internally
fiscal year	the 12-month accounting period used by the City of San Antonio, October 1 – September 30
internal availability	existing City employees who are promotable, transferable and/or trainable
job group	a sub-group of jobs having similar content, compensation or opportunity and belonging to the same EEO category
Office of Federal Contract Compliance Programs	an office of the Department of Labor responsible for ensuring that employers doing business with the federal government comply with the laws and regulations requiring nondiscrimination
utilization analysis	a test to determine whether each job group meets the City's goal of achieving a diverse workforce
Workforce Diversity Plan	a set of specific and result-oriented procedures to which an employer creates a commitment to apply every good-faith effort to eliminate barriers to employment opportunities for minorities and women

APPENDIX A – EEO Categories and COSA Job Groups

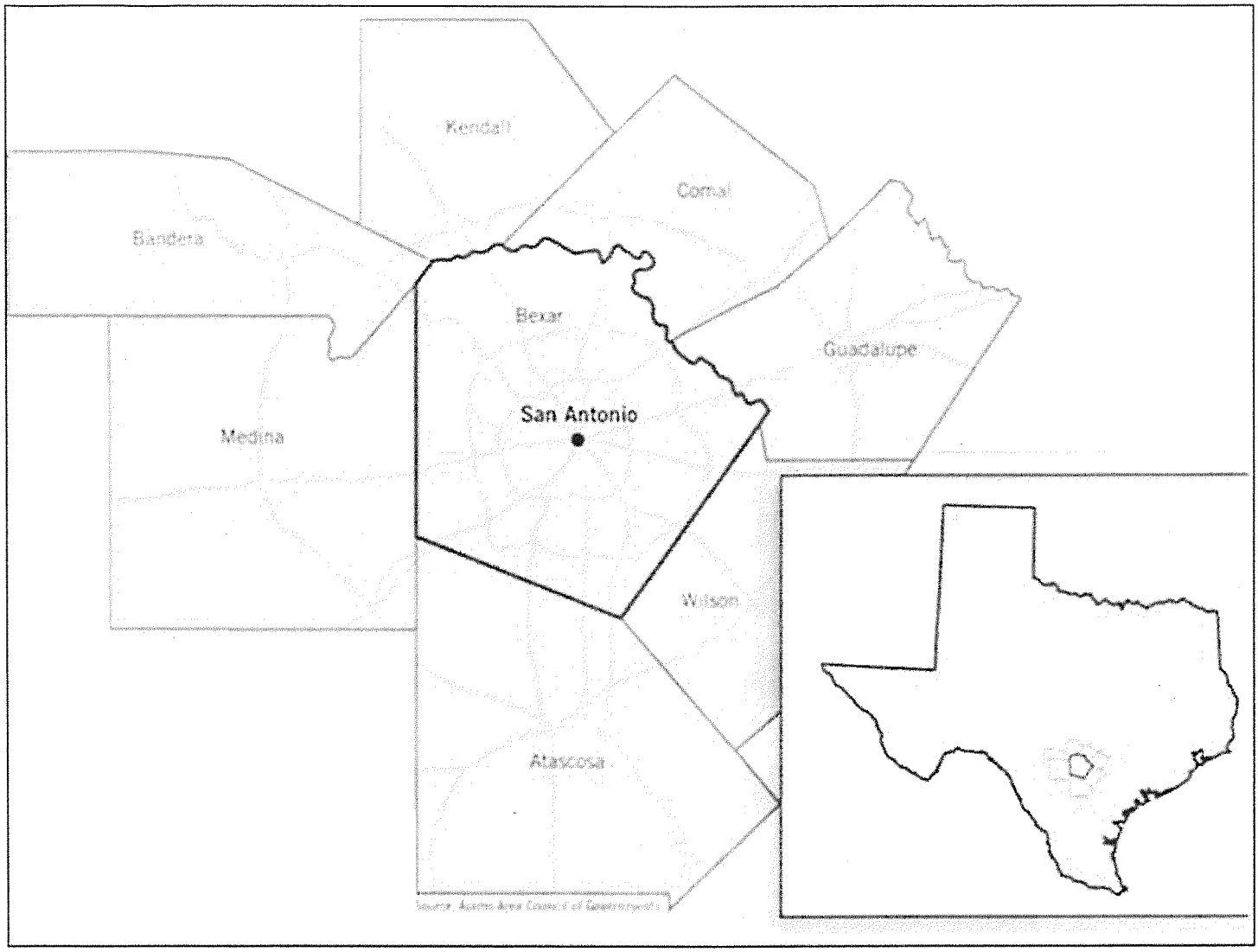
EEO Category	City of San Antonio Job Groups
Official/Administrator	• Executives & Department Heads • Assistant Department Heads • Division & Kindred Managers • Municipal Judges
Professional	• Administrative Professionals • Operations Professionals • Health Professionals • Community Service Professionals • Engineers • Lawyers • Librarians • Fire Professionals • Police Professionals • Nurses • Doctors • Auditors
Technician	• Administrative Technicians • Operations Technicians • Health Technicians • Technical Supervisors
Protective Services	• Firefighters • Police Officers • Civilian Protective Services • Civilian Protective Services Supervisors
Paraprofessional	• Administrative Para-Professionals • Operations Para-Professionals • Health Para-Professionals • Community Service Para-Professionals • Para-Professional Supervisors
Administrative Clerical	• Administrative Clericals • Operations Clericals • Administrative Supervisors
Skilled Craft	• Skilled Craft Workers • Apprentices • Operations Supervisors • Operations Workers
Service/Maintenance	• Maintenance Supervisors • Maintenance Workers

APPENDIX B – Availability Analysis

External and Internal Weights Applied to Each Job Group					
Job Group	Recruitment Area				
	Internal Total	External Total	% External Breakdown		
			*Local	State	National
Official/Administrator					
Executives & Department Heads	50%	50%	80%	10%	10%
Assistant Department Heads	60%	40%	90%	5%	5%
Division & Kindred Managers	70%	30%	90%	10%	
Municipal Judges		100%	100%		
Professional					
Administrative Professionals	60%	40%	100%		
Operations Professionals	60%	40%	100%		
Health Professionals	50%	50%	100%		
Community Service Professionals	50%	50%	100%		
Engineers	20%	80%	80%	20%	
Lawyers		100%	80%	20%	
Librarians		100%	60%	30%	10%
Fire Professionals	100%				
Police Professionals	100%				
Nurses		100%	60%	40%	
Doctors		100%	40%	60%	
Auditors		100%	80%	20%	
Technician					
Administrative Technicians	50%	50%	100%		
Operations Technicians	40%	60%	100%		
Health Technicians	40%	60%	100%		
Technical Supervisors	60%	40%	100%		
Protective Services					
Firefighters		100%	90%	10%	
Police Officers		100%	90%	10%	
Civilian Protective Services		100%	90%	10%	
Civilian Protective Services Supervisors	60%	40%	100%		
Paraprofessional					
Administrative Para-Professionals	60%	40%	100%		
Operations Para-Professionals	60%	40%	100%		
Health Para-Professionals		100%	100%		
Community Service Para-Professionals		100%	100%		
Para-Professional Supervisors	70%	30%	100%		
Administrative Clerical					
Administrative Clericals		100%	100%		
Operations Clericals		100%	100%		
Administrative Supervisors	70%	30%	100%		
Skilled Craft					
Skilled Craft Workers	60%	40%	100%		
Apprentices		100%	100%		
Operations Supervisors	60%	40%	100%		
Operations Workers	60%	40%	100%		
Service/Maintenance					
Maintenance Supervisors	50%	50%	100%		
Maintenance Workers		100%	100%		

*Local refers to the San Antonio – New Braunfels MSA. For a map, refer to Appendix C on page 26.
For more information about the Availability Analysis, refer to page 7.

APPENDIX C – San Antonio – New Braunfels Metropolitan Statistical Area (MSA)



Source: Alamo Area Council of Governments

APPENDIX D – Unmet Goals as of October 1, 2014

Diversity goals were calculated using the 80%/Whole Person Rule. The following table represents hiring opportunities for the City to achieve its diversity goals. While this is not a quota, efforts to achieve a diverse workforce may include developing more effective recruitment strategies, expanding of outreach programs and developing internal programs designed to improve employees' skills so they may be better prepared for promotional opportunities. The primary goal of this Workforce Diversity Plan is to improve the utilization of minorities and females in the following 13 out of 38 job groups:

Hiring Opportunities		
Workforce Summary	Workforce Goals	
Job Group	Affected Group	# Employees Needed to Meet Goal
Official/Administrator		**1**
Assistant Department Heads	Hispanic	1
Professional		**7**
Operations Professionals	Black/AA	1
Community Service Professionals	Black/AA	4
Police Professionals	Female	2
Technician		**13**
Operations Technicians	Female	11
	Black/AA	2
Protective Services		**91**
Police Officers	Female	57
	Black/AA	26
Civilian Protective Services	Black/AA	8
Paraprofessional		**10**
Operations Para-Professionals	Female	7
Para-Professional Supervisors	Female	3
Skilled Craft		**109**
Skilled Craft Workers	Female	3
Operations Supervisors	Black/AA	1
Operations Workers	Female	104
Maintenance Supervisors	Female	1
TOTAL		**231**

**Black/AA refers to Black or African American*

APPENDIX E – Complete List of Job Titles by Job Group

Executives & Department Heads 29
Assistant Department Heads 29
Division & Kindred Managers 30
Municipal Judges 31
Administrative Professionals 32
Operations Professionals 33
Health Professionals 34
Community Service Professionals 34
Engineers 34
Lawyers 34
Librarians 35
Fire Professionals 35
Police Professionals 35
Nurses 35
Auditors 35
Administrative Technicians 35
Operations Technicians 35
Health Technicians 36
Technical Supervisors 36
Firefighters 36
Police Officers 36
Civilian Protective Services 36
Civilian Protective Services Supervisors 37
Administrative Para-Professionals 37
Operations Para-Professionals 37
Health Para-Professionals 37
Community Service Para-Professionals 38
Para-Professional Supervisors 38
Administrative Clericals 38
Operations Clericals 38
Administrative Supervisors 39
Skilled Craft Workers 39
Apprentices 39
Operations Supervisors 39
Operations Workers 39
Maintenance Supervisors 40
Maintenance Workers 40

Executives & Department Heads

- Animal Care Services Director
- Assistant City Manager
- Assistant to City Manager
- Aviation Director
- Building and Equipment Services Director
- Capital Improvements Management Services Director
- Center City Development Director
- Chief Executive Officer - Pre-K 4 SA
- Chief Financial Officer
- Chief Human Resources Officer
- Chief of Staff
- Chief Technology Officer
- City Attorney
- City Clerk
- City Internal Auditor
- City Manager
- Communications & Public Affairs Director
- Convention & Visitors Bureau Director
- Convention, Sports & Entertainment Facilities Director
- Cultural Affairs Director
- Customer Service/311 System Director
- Deputy City Manager
- Director of Historic Preservation
- Director - Pre-K Center
- Downtown Development Director
- Downtown Operations Director
- Economic Development Director
- Environmental Policy Manager
- Finance Director
- Fire Chief
- Fleet Maintenance & Operations Director
- Human Services Director
- Intergovernmental Relations Director
- International Affairs Director
- Library Director
- Management & Budget Director
- Military Affairs Director
- Municipal Court Clerk
- Parks & Recreation Director
- Planning & Community Development Director
- Planning & Development Services Director
- Police Chief
- Public Health Director
- Public Works Director
- Purchasing & Contract Services Director
- Solid Waste Management Director

Assistant Department Heads

- Assistant Animal Care Services Director
- Assistant Aviation Director
- Assistant Aviation Director for Finance & Administration
- Assistant Building & Equipment Services Director - Facilities Management
- Assistant Building & Equipment Services Director - Fleet Operations
- Assistant Capital Improvements Management Services Director
- Assistant Center City Development Director
- Assistant Communications & Public Affairs Director
- Assistant Convention & Visitors Bureau Director
- Assistant Convention, Sports & Entertainment - Facilities Director
- Assistant Development Services Director
- Assistant Development Services Director/Plan Review
- Assistant Director for Downtown Operations
- Assistant Director for Financial Services
- Assistant Director for Human Resources
- Assistant Director for Management & Budget
- Assistant Economic Development Director
- Assistant Economic Development Director for Special Projects
- Assistant Finance Director
- Assistant Housing & Neighborhood Services Director
- Assistant Human Services Director
- Assistant Information Services Director
- Assistant International Affairs Director
- Assistant Library Director
- Assistant Library Director for Public Services
- Assistant Parks & Recreation Director
- Assistant Parks & Recreation Director for Programs
- Assistant Planning & Community Development Director
- Assistant Police Director
- Assistant Public Health Director
- Assistant Public Utilities Director
- Assistant Public Works Director
- Assistant Solid Waste Management Director
- Assistant to City Council
- Assistant to Mayor

- Deputy City Clerk
- Development Services Policy Administrator
- Director of Professional Development
- Education Policy & Services Administrator
- First Assistant City Attorney
- Grants Administrator

Division & Kindred Managers

- 311 Service Manager
- Accessibility Compliance Manager
- Accounts Payable Manager
- Administrative Services Manager
- Administrative Services Officer
- Airport Facilities Superintendent
- Airport Manager
- Airport Operations Manager
- Airport Parking Manager
- Airport Properties & Development Manager
- Airport Security Manager
- Animal Care Operations Manager
- Asset Facilities Administrator
- Assistant Capital Programs Manager
- Assistant City Clerk
- Assistant City Engineer
- Assistant Director - Pre-K Center
- Assistant Drainage Superintendent
- Assistant Emergency Management Manager
- Assistant Intergovernmental Relations Director
- Assistant Marketing Manager
- Assistant Parking Operations & Enforcement Manager
- Assistant Parks and Recreation Manager
- Assistant Parks and Recreation Manager-Parks Design
- Assistant Risk & Safety Manager
- Assistant Social Services Manager
- Assistant Solid Waste District Manager
- Assistant Streets Superintendent
- Assistant to the Director
- Audit Manager
- Billing & Accts Receivable Manager
- Booking & Services Manager
- Box Office Manager
- Budget Manager
- Budget Program Manager
- Building Maintenance Manager
- Business Relationship Manager
- Capital Programs Manager
- Carver Cultural Center Executive Director
- Central Stores Manager
- Chief Deputy Court Clerk
- Chief Information Security Officer
- Chief of Epidemiology
- Chief Veterinarian
- City Arborist
- City Architect
- City Marshal
- Code Enforcement Manager
- Collections Manager
- Community Development Manager
- Community Link Manager
- Compliance & Resolution Administrator
- Compliance & Resolution Manager
- Compliance Manager
- Construction Inspections Manager
- Construction Inspections Superintendent
- Contract Administrator
- Contract Manager
- Controller
- Convention Facilities General Manager
- Crime Intelligence and Analysis Manager
- Cultural Affairs Administrator
- Dental Health Coordinator
- Department Accounting Supervisor
- Department Fiscal Administrator
- Department Systems Manager
- Deputy City Attorney
- Deputy Emergency Management Coordinator
- Deputy Historic Preservation Officer
- Detention Center Manager
- Development Services Business Administrator
- Development Services Engineer
- Development Services Manager
- Disbursements & Receivables Administrator
- Dome Facilities Manager
- Downtown Operations Manager
- Downtown Operations Superintendent
- Economic Development Manager
- Employee Benefits Administrator
- Employee Benefits Manager
- Employee Relations Manager
- Environmental Services Coordinator
- Environmental Services Manager
- Epidemiology Program Manager
- ERM Project Coordinator
- Events Services Manager
- Executive Assistant
- Executive Assistant to City Manager

- Facilities Manager
- Financial Management Administrator
- Financial Manager
- Financial Operations Administrator
- Financial Operations Manager
- Financial Reporting Manager
- Fiscal Manager
- Fiscal Operations Administrator
- Fiscal Operations Manager
- Fleet Acquisitions Administrator
- Fleet Acquisitions Manager
- Fleet Maintenance & Equipment Superintendent
- Fleet Maintenance Superintendent
- Fleet Operations Manager
- Fleet Services Administrator
- General Ledger Manager
- Grants Manager
- Head Start Program Administrator
- Health Program Manager
- Human Resources Administrator
- Human Resources Project Manager
- HVAC Superintendent
- Information Technology Auditor IV
- Information Technology Portfolio Manager
- Innovation & Reform Manager
- Intergovernmental Relations Manager
- International Affairs Manager
- IT Manager
- Juvenile Case Manager Administrator
- Labor Relations Administrator
- Laboratory Manager
- Legal Administrator
- Library Services Administrator
- Management Services Administrator
- Marketing Manager
- Medical Director
- Mobility Services Manager
- Municipal Court Administrator
- Municipal Court Legal Administrator
- Municipal Court Manager
- Neighborhood Renewal Manager
- Neighborhood Services Coordinator
- Park Police Captain
- Park Police Commander
- Parking Operations & Enforcement Manager
- Parking Superintendent
- Parks and Recreation Manager
- Payroll Administrator
- Planning Manager
- Police Administration & Records Manager
- Police Communications Manager
- Procurement Administrator
- Procurement Manager
- Project Control Manager
- Project Management Manager
- Public Arts Manager
- Public Relations Manager
- Public Utilities Administrator
- Public Utilities Manager
- Public Works Operations Manager
- Public Works Operations Superintendent
- Purchasing/Contract Operations Administrator
- Real Estate Manager
- Redevelopment Officer
- Risk & Safety Manager
- Sales & Marketing Administrator
- Sanitarian Services Manager
- Senior Fire Protection Engineer
- Senior Human Resources Administrator
- Senior IT Manager
- Senior Special Projects Manager
- Services & Supply Superintendent
- Social Services Manager
- Solid Waste District Manager
- Solid Waste Manager
- Special Projects Manager
- Tax Assessor/Collector Administrator
- Technical Security Manager
- Time and Attendance Manager
- Traffic Signals Superintendent
- Transportation Planning Manager
- Transportation Services Manager
- Wellness Physician

Municipal Judges

- Judge
- Presiding Judge

Administrative Professionals

- Accessibility Compliance Specialist
- Accountant
- Accountant I
- Accountant II
- Airport Communications Coordinator
- Airport Operations Supervisor
- Airport Property Agent
- Applications Solutions Analyst
- Applications Solutions Lead
- Applications Solutions Senior Analyst
- Applications Solutions Supervisor
- Architect
- Backup/Storage System Administration Engineer
- Backup/Storage System Administrator
- Banking Officer
- Budget & Management Analyst I
- Budget & Management Analyst II
- Budget & Management Analyst III
- Budget Program Specialist
- Business Analyst
- Business Intelligence Analyst
- Business Intelligence Lead
- Business Intelligence Senior Analyst
- Business Intelligence Supervisor
- Capital Projects Officer
- City Archeologist
- City Archivist
- Compliance & Resolution Officer
- Compliance Analyst
- Compliance Lead Analyst
- Compliance Senior Analyst
- Construction Contract Officer
- Contract Coordinator
- Contract Officer
- Council Action Officer
- Court Interpreter
- Customer Services Representative Supervisor
- Customer Support Supervisor
- Database Administration Analyst
- Database Administrator
- Debt Officer
- Design & Development Assistant
- Design Communications Coordinator
- Economic Development Coordinator
- EEO Investigator
- Emergency Management Specialist
- Employee Benefits Analyst
- Employee Relations Business Partner
- Engineering Associate
- Enterprise GIS Solutions Analyst
- Enterprise GIS Solutions Lead
- Enterprise GIS Solutions Senior Analyst
- Enterprise GIS Solutions Supervisor
- Enterprise IT Architect
- Environmental Policy Loan Officer
- Executive Assistant to Mayor
- Executive Legal Assistant
- Facilities Operations Coordinator
- Financial Accountant I
- Financial Accountant II
- Financial Accountant III
- Financial Operations Analyst
- Financial Operations Coordinator
- Fire Protection Engineering Associate
- Fire Protection Specialist
- Fiscal Analyst
- Fiscal Officer
- GIS Data Lead
- GIS Data Senior Analyst
- GIS Data Supervisor
- Grants Management Officer
- Hearing Officer
- Human Resources Analyst
- Information Technology Auditor I
- Information Technology Auditor II
- Information Technology Auditor III
- Investment Officer
- IT Architect
- IT Security Analyst
- IT Security Lead
- IT Security Supervisor
- Juvenile Court Case Manager
- Lead Business Analyst
- Lead Employee Relations Business Partner
- Lead IT Architect
- Magistration Court Coordinator
- Mainframe Application Solutions Analyst
- Mainframe Applications Solutions Lead
- Mainframe Applications Solutions Senior Analyst
- Mainframe Applications Solutions Supervisor
- Mainframe System Administration Engineer
- Mainframe System Administrator
- Management Analyst
- Management Assistant
- Management Intern
- Master Data Analyst

- Master Data Senior Analyst
- Master Teacher
- Media Relations Manager
- Messaging System Administration Engineer
- Messaging System Administrator
- Municipal Court Coordinator
- Municipal Integrity Investigator
- Nature Preserve Officer
- Network Administrator
- Network Analyst
- Network Engineer
- Performance & Management Specialist
- Planning Coordinator
- Principal Planner
- Procurement Specialist I
- Procurement Specialist II
- Procurement Specialist III
- Professional Development Coach
- Project Manager
- Psychologist
- Public Art Specialist
- Rate Analyst
- Real Estate Supervisor
- Risk Analyst
- Safety Specialist
- Sales Manager
- SAP Basis Administrator
- SAP Business Solutions Analyst
- SAP Business Solutions Lead
- SAP Business Solutions Senior Analyst
- SAP Business Solutions Supervisor
- SAP Development Analyst
- SAP Development Lead
- SAP Development Senior Analyst
- SAP Development Supervisor
- Senior Accountant
- Senior Administrative Assistant
- Senior Architect
- Senior Budget & Management Analyst
- Senior Budget Program Specialist
- Senior Business Analyst
- Senior Database Administrator
- Senior Engineering Associate
- Senior Events Services Coordinator
- Senior Human Resources Analyst
- Senior International Affairs Specialist
- Senior Juvenile Court Case Manager
- Senior Management Analyst
- Senior Management Coordinator
- Senior Municipal Integrity Investigator
- Senior Performance & Management Specialist
- Senior Project Manager
- Senior Rate Analyst
- Senior Risk Analyst
- Senior Sales Manager
- Senior SAP Basis Administrator
- Senior Services Manager
- Services Manager
- Solid Waste Recycling Coordinator
- System Administration Analyst
- System Administration Engineer
- System Administrator
- Teacher
- Technical Writing Lead
- Technology Expert
- Telecommunications Administrator
- Telecommunications Analyst
- Telecommunications Engineer
- Time and Attendance Coordinator
- Tourism Sales Manager
- Training Officer
- Transportation Planner
- Transportation Senior Planner
- UNIX System Administration Engineer
- UNIX System Administrator
- Utility Coordinator
- Virtual System Administration Analyst
- Virtual System Administration Engineer
- Virtual System Administrator
- Volunteer Program Coordinator
- Volunteer Services Coordinator
- Web Applications Solutions Analyst
- Web Applications Solutions Lead
- Web Applications Solutions Senior Analyst
- Web Applications Solutions Supervisor
- Web Design Analyst
- Web Design Lead
- Web Design Senior Analyst
- Windows System Administration Analyst
- Windows System Administration Engineer
- Windows System Administrator

Operations Professionals

- Assistant City Arborist
- Call Center Supervisor

- City Forester
- Client Services Analyst
- Client Services Supervisor
- Construction Coordinator
- Department Facilities Coordinator
- Education Coordinator
- Fleet Operations Coordinator
- Horticulturist
- Parks Naturalist
- Radio Services Analyst
- Radio Services Engineer
- Radio Services Supervisor
- Real Estate Specialist
- Senior Horticulturist
- Senior Real Estate Specialist

Health Professionals

- Epidemiologist
- Health Program Specialist
- Laboratory Technologist I
- Laboratory Technologist II
- Nutritionist
- Registered Dietician
- Senior Environmental Protection Officer

Community Service Professionals

- Assistant Program Coordinator
- Behavior Management Specialist
- Child & Family Therapist
- Child Care Resource Specialist
- Child Care Services Supervisor
- Community Services Specialist
- Community Services Supervisor
- Cultural Center Supervisor
- Economic Development Specialist
- Family Specialist
- Family Support Coordinator
- Family Support Supervisor
- Family Support Worker
- Housing Loan Coordinator
- Housing Loan Officer
- International Affairs Specialist
- Landscape Architect
- Marketing Specialist
- Planner
- Program Manager
- Project Management Specialist
- Public Information Officer
- Recreation Instructor
- Senior Economic Development Specialist
- Senior Planner
- Senior Project Management Specialist
- Senior Public Information Officer
- Special Programs Supervisor

Engineers

- Engineer
- Fire Protection Engineer
- Senior Engineer

Lawyers

- Administrative Hearing Officer
- Assistant City Attorney I
- Assistant City Attorney II
- Assistant City Attorney III
- Assistant City Attorney IV

Librarians

- Librarian I
- Librarian II
- Librarian III
- Librarian IV

Fire Professionals

- Assistant Fire Chief
- Deputy Fire Chief
- District Fire Chief
- Fire Captain
- Fire Lieutenant
- Fire Engineer

Police Professionals

- Assistant Police Chief
- Deputy Chief
- Police Captain
- Police Lieutenant
- Police Detective Investigator
- Police Sergeant

Nurses

- Nurse Practitioner
- Public Health Nurse
- Public Health Nursing Supervisor
- School Nurse
- Senior Nurse
- Senior Public Health Nurse

Auditors

- Auditor I
- Auditor II
- Auditor III
- Auditor IV
- Compliance Auditor

Administrative Technicians

- Carver Center Stage Coordinator
- City Photographer
- Customer Support Analyst
- Customer Support Lead
- Customer Support Technician
- GIS Data Analyst
- Graphics Designer
- Photographer
- Plans Coordinator
- Plans Examiner I
- Plans Examiner II
- Senior Plans Examiner
- Technical Writing Analyst
- Technical Writing Technician

Operations Technicians

- Audio Visual Technician
- Audio/Video Production Coordinator
- Client Services Technician
- Drafting Technician

- Electronic Technician
- Electronic Technician Supervisor
- Engineering Technician
- Environmental Compliance Technician
- Fingerprint Classifier
- Parking Meter Technician
- Senior Audio Visual Technician
- Senior Electronic Technician
- Senior Engineering Technician
- Survey Party Chief
- Surveying Supervisor
- Surveyor
- Television Director
- Traffic Signal Technician
- Video Production Technician

Health Technicians

- Dental Assistant
- Dental Hygienist
- Laboratory Technician II
- Licensed Vocational Nurse
- Vector Control Technician
- Veterinary Technician

Technical Supervisors

- Audio Visual Production Supervisor
- Carver Center Stage Coordinator
- Parking Meter Technician Supervisor
- Stage Manager
- Technical Systems Supervisor
- Television Programming Coordinator

Firefighters

- Firefighter
- Firefighter (Probationary)

Police Officers

- Police Officer
- Police Officer (Probationary)

Civilian Protective Services

- Airport Police Corporal
- Airport Police Lieutenant
- Airport Police Officer
- Airport Police Sergeant
- Airport Police Training Sergeant
- Animal Care Officer
- Armorer
- Assistant Detention Center Manager
- Bailiff
- Bailiff Supervisor
- Crime Intelligence Analyst
- Crime Intelligence Senior Analyst
- Crime Scene Investigator I
- Crime Scene Investigator II
- Crime Scene Investigator III
- Deputy City Marshal
- Deputy Court Clerk I
- Deputy Court Clerk II
- Detention Officer
- Detention Supervisor
- Firefighter Trainee
- Latent Fingerprint Examiner
- Park Police Lieutenant
- Park Police Officer
- Park Police Sergeant
- Police Cadet
- Police Services Agent
- Police Services Supervisor
- Security Guard Chief
- Security Guard I
- Security Guard II
- Senior Crime Scene Investigator

- Senior Deputy City Marshal
- Senior Deputy Court Clerk
- Senior Police Services Agent
- Senior Warrant Officer
- Warrant Officer

Civilian Protective Services Supervisors

- Airport Security Supervisor
- Animal Care Supervisor

Administrative Para-Professionals

- Accounts Payable Specialist II
- Accounts Payable Specialist III
- Administrative Assistant II
- Animal Care Specialist
- Booking & Services Coordinator
- Bookmobile Library Assistant
- Central Magistrate Coordinator
- Collection Specialist
- Development Services Specialist
- Events Services Coordinator
- Financial Operations Specialist
- Fuel Services Coordinator
- Human Resources Specialist
- Library Assistant
- Merchandising Associate
- Municipal Records Supervisor
- Paralegal
- Personnel Investigator
- Senior Development Services Specialist
- Senior Human Resources Specialist
- Solid Waste Route Inspector
- Special Activities Coordinator
- Student Intern I
- Student Intern I (Unpaid)
- Student Intern II
- Student Intern II (Unpaid)
- Student Intern III
- Student Intern III (Unpaid)
- Teacher Assistant I
- Teacher Assistant II
- Traffic Analyst
- Visitor Services Supervisor

Operations Para-Professionals

- Airport Operations Agent
- Alarms Investigator
- Animal Cruelty Specialist
- Bicycle Fleet Specialist
- Code Compliance Investigator
- Development Services Representative
- Historical Building Enforcement Officer
- Parking Enforcement Officer
- Parking Enforcement Supervisor
- Parking Supervisor
- Radio Services Technician
- Senior Development Services Representative
- Transportation Inspector II

Health Para-Professionals

- Peer Counselor
- Public Health Aide
- Sanitarian I
- Sanitarian II

Community Service Para-Professionals

- Case Aide
- Community Center Leader
- Customer Services Specialist
- Nutrition Site Supervisor
- Park Community Service Liaison
- Program Counselor
- Recreation Specialist
- Recreation Supervisor
- Rescue-Foster Coordinator
- Senior Code Enforcement Officer
- Therapeutic Recreation Specialist

Para-Professional Supervisors

- Box Office Supervisor
- Code Enforcement Supervisor
- Development Services Specialist Supervisor
- Park Community Service Liaison Supervisor
- Plans Examiner Supervisor
- Senior Sanitarian

Administrative Clericals

- 311 Service Representative
- Accounting Clerk
- Accounts Payable Specialist I
- Administrative Assistant I
- Administrative Associate
- Billing & Accts Receivable Specialist I
- Billing & Accts Receivable Specialist II
- Cashier
- Collection Specialist I
- Collection Specialist II
- Community Link Service Representative
- Compliance Specialist
- Court Reporter
- Crime Analyst
- Customer Services Representative
- Data Clerk Supervisor
- Employee Benefits Specialist
- Executive Secretary
- Executive Secretary to the City Manager
- Executive Secretary to the Mayor
- International Visitor Representative
- Legal Secretary
- Municipal Court of Record Clerk
- Payroll Specialist I
- Payroll Specialist II
- Senior Accounting Clerk
- Senior Cashier
- Senior Crime Analyst
- Senior Customer Service Representative
- Senior Executive Secretary
- Senior Municipal Court of Record Clerk
- Senior Office Assistant
- Senior Records Technician
- Time & Attendance Specialist

Operations Clericals

- Building Location Specialist
- Communications Operator
- Communications Operator Supervisor
- Dispatcher
- Library Aide
- Library Circulation Attendant
- Museum Assistant
- Parking Attendant
- Police Communications Call Taker
- Police Communications Dispatcher
- Police Communications Expediter
- Police Communications Supervisor
- Property Room Attendant
- Public Service Associate
- Records Supervisor
- Senior Circulation Attendant
- Senior Public Service Associate
- Senior Stock Clerk

- Stock Clerk
- Stock Control Crew Leader
- Temporary Employee
- Temporary Office Clerical Employee
- Temporary Summer Employee

Administrative Supervisors

- 311 Service Supervisor
- Dispatching Supervisor
- Property Room Supervisor
- Stock Control Supervisor

Skilled Craft Workers

- Automated Collection Services Trainer
- Carpenter I
- Carpenter II
- Concrete Finisher
- Development Services Inspector
- Electrician
- Emergency Vehicle Equipment Technician
- Equipment Technician
- Field Operations Inspector
- Fire Protection Equipment Technician
- Fleet Maintenance Technician I
- Fleet Maintenance Technician II
- Helicopter Mechanic
- HVAC Technician I
- HVAC Technician II
- HVAC Technician Supervisor
- Maintenance Electrician
- Master Fleet Maintenance Tech
- Mechanic I
- Mechanic II
- Painter
- Plumber
- Printer
- Public Works Operations Lead
- Public Works Operations Supervisor
- Senior Development Services Inspector
- Senior Electrician
- Senior HVAC Technician
- Sign Fabricator
- Welder

Apprentices

- Electrician Helper
- Plumber Helper

Operations Supervisors

- Building Maintenance Officer
- Building Maintenance Supervisor
- Carpentry Supervisor
- Construction Inspections Supervisor
- Development Services Inspections Supervisor
- Electrical Supervisor
- Fleet Maintenance & Equipment Supervisor
- Helicopter Maintenance Supervisor
- Irrigation Systems Supervisor
- Markings Supervisor
- Parks Construction Supervisor
- Plumbing Supervisor
- Print Shop Supervisor
- Pump Mechanic Supervisor
- Traffic Signals Supervisor

Operations Workers

- Building Maintenance Mechanic
- Combination Inspector
- Construction Inspector I
- Construction Inspector II
- Construction Specialist I
- Construction Specialist II

- Construction Specialist Supervisor
- Equipment Operator
- Fleet Maintenance & Equipment Service Advisor
- Landscape Irrigator
- Senior Building Maintenance Mechanic
- Senior Construction Inspector
- Senior Equipment Operator
- Side Loader Equipment Operator
- Tree Preservation/ Landscape Inspector

Maintenance Supervisors

- Airport Facilities Supervisor
- Assistant Multi-Service Center Supervisor
- Building Maintenance Coordinator
- Cafeteria Supervisor
- Chauffeur Services Supervisor
- Custodial Services Supervisor
- Maintenance Crew Leader
- Maintenance Crew Leader II
- Multi-Service Center Supervisor
- Neighborhood Services Supervisor
- Parks Operations Supervisor
- Parks Supervisor
- Public Service Attendant Supervisor
- School Crossing Guard Supervisor
- Senior Building Maintenance Supervisor
- Solid Waste Collection Route Supervisor
- Swimming Pool Supervisor

Maintenance Workers

- Animal Care Attendant
- Animal Care Representative
- Brush Collection Crew Leader
- Cafeteria Assistant
- Chauffeur
- Gardener
- Lifeguard
- Maintenance Worker
- Public Service Attendant
- Recreation Assistant
- School Crossing Guard
- Solid Waste Collection Truck Driver
- Solid Waste Collection Worker
- Tire Repairer
- Truck Driver

APPENDIX F – Complete List of Feeders by Job Group

Executives & Department Heads
Assistant Department Heads

Assistant Department Heads
Division & Kindred Managers

Division & Kindred Managers
Administrative Professionals
Operations Professionals
Health Professionals
Community Service Professionals
Engineers
Lawyers
Librarians

Administrative Professionals
Administrative Technicians
Administrative Para-Professionals

Operations Professionals
Operations Technicians
Operations Para-Professionals

Health Professionals
Health Technicians
Health Para-Professionals

Community Service Professionals
Community Service Para-Professionals

Engineers
Operations Technicians
Operations Para-Professionals

Fire Professionals
Firefighters

Police Professionals
Police Officers

Administrative Technicians
Administrative Clericals
Operations Clericals
Operations Workers
Maintenance Workers

Operations Technicians
Maintenance Workers

Health Technicians
Health Para-Professionals

Technical Supervisors
Administrative Technicians
Operations Technicians
Health Technicians

Civilian Protective Services Supervisors
Civilian Protective Services

Administrative Para-Professionals
Administrative Clericals

Operations Para-Professionals
Operations Clericals

Para-Professional Supervisors
Administrative Para-Professionals
Operations Para-Professionals
Health Para-Professionals
Community Service Para-Professionals

Administrative Supervisors
Administrative Clericals
Operations Clericals

Skilled Craft Workers
Apprentices

Operations Supervisors
Skilled Craft Workers
Operations Workers

Operations Workers
Maintenance Workers

Maintenance Supervisors
Maintenance Workers

LEGEND

Job Group
Feeds to Job Group