

City of Seattle

Affirmative Action Plan

Office of Federal Contract Compliance (OFCCP)

Plan Effective Date: March 1, 2021

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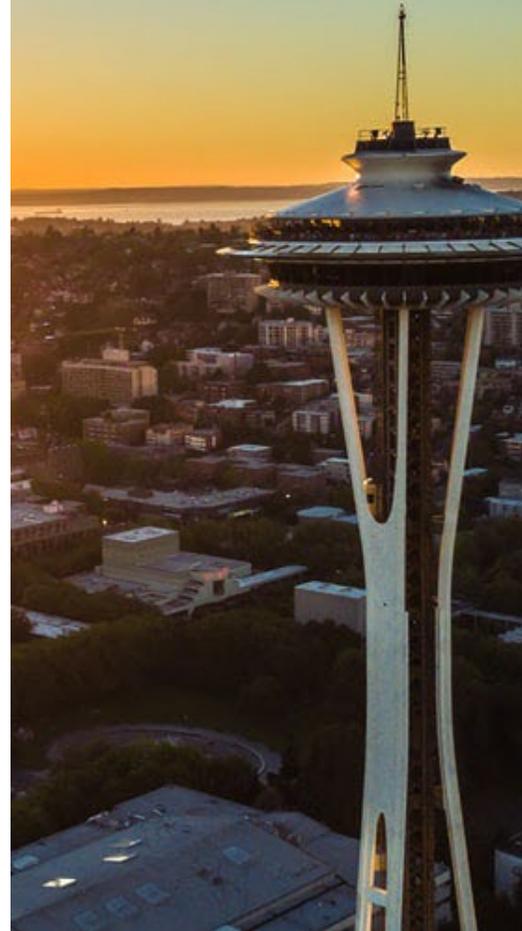
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Establishment Name: **City of Seattle**
COS – CITY OF SEATTLE

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Employee partnership, equity, experience, community



CONFIDENTIAL TRADE SECRET MATERIALS

The material set forth in the AAP is deemed to constitute trade secrets, operations information, confidential statistical data, and other confidential commercial and financial data, within the meaning of the Freedom of Information Act, U.S.C. 552, Title VII of the Civil Rights Act of 1964 (as amended), 42 U.S.C. 2000e et seq., the Trade Secrets Act, 18 U.S.C. 1905, and 44 U.S.C. 3508, the disclosure of which is prohibited by law and would subject the individual making the disclosure to criminal and/or civil sanctions.

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PREFACE

The City of Seattle is fully committed to the concept and practice of equal opportunity in all aspects of employment. The City of Seattle’s Department of Human Resources has prepared this Affirmative Action Plan in compliance with current federal regulatory requirements and is in effect from March 1, 2021 to February 28, 2022.

In the preparation of this Affirmative Action Plan, the terminology used in the Affirmative Action Program Executive Order 11246 and its implementation regulations has been used as a guide. The use of terms such as “underutilization,” “underrepresented,” “problem areas,” etc. should not be construed as an admission by the City of Seattle, in whole or in part, that, in fact, either minorities or women have been or are currently being underutilized or discriminated against in any way by the City in violation of federal, state or local fair employment practice laws. Nothing contained in the Affirmative Action Plan or its supporting data should be construed as an admission by the City, in whole or in part, that it has contravened such federal, state or local employment laws.

In developing and implementing this Affirmation Action Plan, the City of Seattle has been guided by its established policy of providing equal employment opportunity (EEO). Any placement goals which the City has established herein are not intended as rigid or inflexible quotas that must be met. Rather, they are used as a diagnostic tool to evaluate the composition of the workforce compared to the relevant labor pools from which the City recruits. The use of placement goals in this Affirmative Action Plan are not intended to discriminate against an individual or group of individuals with respect to any employment opportunity for which they are qualified. Nothing herein is intended to sanction the discriminatory treatment of any person. The Affirmative Action Plan has been developed in strict reliance upon the Guidelines on Affirmative Action issued by the Equal Employment Opportunity Commission (EEOC) [29 SFR, Part 1608] and the Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP) [41 CFR Parts 60-1 and 60-2 Government Contractors, Affirmative Action Requirements; Final Rule.]

EXECUTIVE SUMMARY

The City of Seattle is committed to equal employment opportunity and will continue to make good faith efforts to achieve a workforce that is a reasonable representation of the relevant labor market, consistent with and dependent upon the business conditions and number of placement opportunities that may occur.

In November of 1998, the voters of Washington State passed Initiative 200 (RCW 49.60.400). This initiative was an amendment to the existing RCW 49.60, Washington State's 1949 Law Against Discrimination in Employment "to prevent and eliminate discrimination in employment against persons because of race, creed, color or national origin." This Initiative added the following language: "The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education or public contracting."

In January of 2006, the Washington State Legislature passed an amendment to the Washington Law Against Discrimination ("WLAD") that prohibits discrimination based on sexual orientation. Specifically, the prohibition on sexual orientation discrimination applies to all aspects of employment currently covered by the WLAD, including recruiting advertisements or job posting, application forms or pre-employment inquiries, hiring, discharge, and compensation or other terms and conditions of employment. "Terms and conditions of employment" include workplace harassment based on sexual orientation. Sexual orientation is also a prohibited basis for discriminating against individuals in non-employment business relationships, such as relationships with independent contractors or vendors.

The 2010 Census EEO Special File used by affirmative action planners for establishing workforce availabilities was used to update the City's system for this report. In addition, while the Federal Office of Management & Budget (OMB) has published new race and ethnicity definitions, OMB has also instructed that each federal agency (including the Office of Federal Contract Compliance Programs) issue instructions to their stakeholders on whether and how to report data against 2010 race and ethnicity definitions. The City began reporting the Affirmative Action statistics starting with the Affirmative Action Plan of 2011 using the seven race and ethnicity criteria published by the Federal Office of Management and Budget (OMB).

The City of Seattle's Affirmative Action Plan is based on Executive Order 11246 and the Department of Labor's Federal Contractor's Affirmative Action Requirements. The Affirmative Action Plan requires establishment of placement goals to achieve a workforce that is a reasonable representation of the relevant labor market. These actions do not work against the requirements outlined under the Washington Statewide Initiative 200; specifically, this initiative does not prohibit the City from setting placement goals for monitoring purposes.

Placement goals are viewed as objectives or targets reasonably attainable by means of applying a good faith effort to make all aspects of the entire affirmative action program work. Placement goals also are used to measure progress toward achieving equal employment opportunity. The City has established percentage annual placement goals equal to the availability figure derived for women or minorities, as appropriate, for each job group within each City department. Placement goals are not to be misconstrued as rigid and inflexible quotas, which must be met, nor are they to be considered as either a ceiling or a floor for the employment of particular groups. In addition, a placement goal is aspirational, in that it constitutes neither a finding for an admission of discrimination.

The Department of Labor’s Office of Federal Contract Compliance Programs (OFCCP) does not judge contractors solely on whether they have attained their goals, but upon whether they have made good faith efforts. Therefore, the City is moving forward with an Affirmative Action Plan and EOO Program with an emphasis on ensuring that its employment processes are nondiscriminatory and that the City makes a good faith effort to address any problem areas through outreach and action-oriented programs.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY STATEMENT

(41 CFR § 60-741.44(a))

The *EEO Policy Statement* on the following page is posted on our City of Seattle’s bulletin board along with our required employment posters and is viewable by both employees and applicants. The *EEO is the Law* poster is also posted on our City of Seattle’s bulletin board as well as made available electronically through our City of Seattle website for viewing by online applicants.

City of Seattle

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

It is the policy of the City of Seattle not to discriminate against any employee or applicant for employment because of their race, color, sex, marital status, sexual orientation, political ideology, age, creed, veteran's status, religion, ancestry, national origin, gender identity, pregnancy, or because they are an individual with a disability or disabled veteran, Armed Forces service medal veteran, recently separated veteran, or active duty wartime or campaign badge veteran, or thereafter referred collectively as "protected veterans. It is also the policy of City of Seattle to take affirmative action to employ and to advance in employment, all persons regardless of their status as individuals with disabilities or protected veterans, and to base all employment decisions only on valid job requirements. This policy shall apply to all employment actions, including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship, at all levels of employment. Furthermore, the City of Seattle will provide qualified applicants and employees who request an accommodation due to a disability with reasonable accommodations, as required by law.

City of Seattle prohibits harassment of employees and applicants because they are individuals with disabilities or protected veterans. City of Seattle also prohibits retaliation against employees and applicants for filing a complaint, opposing any discriminatory act or practice, assisting or participating in any manner in a review, investigation, or hearing or otherwise seeking to obtain their legal rights under any Federal, State, or local EEO law requiring equal employment opportunity for individuals with disabilities and protected veterans. Prohibited retaliation includes, but is not limited to, harassment, intimidation, threats, coercion or other adverse actions that might dissuade someone from asserting their rights.

As Interim Director of Seattle Department of Human Resources, I am committed to the principles of affirmative action and equal employment opportunity. In order to ensure dissemination and implementation of equal employment opportunity and affirmative action throughout all levels of the City of Seattle, I have selected Jessica Smith as the Affirmative Action & Equal Employment Opportunity Program Manager. One of the Affirmative Action & Equal Employment Opportunity Program Manager's duties will be to establish and maintain an internal audit and reporting system to allow for effective measurement of City of Seattle's programs.

In furtherance of City of Seattle's policy regarding affirmative action and equal employment opportunity, City of Seattle has developed a written Affirmative Action Program (AAP) which sets forth the policies, practices and procedures that City of Seattle is committed to in order to ensure that its policy of nondiscrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This AAP is available for inspection by any employee or applicant for employment upon request between 8:00-4:00 at the Human Resources department. Any questions should be directed to me, your supervisor, or Jessica Smith, Affirmative Action & Equal Employment Opportunity Program Manager.

Kimberly Loving

Interim Director, Seattle Department of Human Resources

City of Seattle

March 1, 2021

POLICY & DISSEMINATION

The City of Seattle is an Equal Employment Opportunity and Affirmative Action employer committed to creating an inclusive environment for all employees free of discrimination and harassment. The City of Seattle will not tolerate any form of discrimination or harassment against any employee or applicant for employment based on a person's race, color, religion, creed, sex, sexual orientation, gender identity, national origin, ancestry, citizen or immigration status, age, genetic information, disability, marital status, honorably discharged veteran or military status, pregnancy, or political ideology. The City's goal is to be an inclusive workforce that is representative, at all job levels, of the residents we serve.

The City is also committed to an equal opportunity program. This program directs management at all levels to develop and implement assessment strategies such as, internal auditing and reporting systems as a means of measuring the City's progress.

The City of Seattle commits to an equal employment opportunity policy that prohibits discrimination against any employee or applicant for employment because of their race, color, sex, marital status, sexual orientation, political ideology, age, creed, veteran's status, religions, ancestry, national origin, gender identity, pregnancy, or the presence of any sensory, physical, or mental disability and other protected characteristics as required under federal, state, and local laws. The policy of the City of Seattle is to comply voluntarily with the concepts and practices of affirmative action.

The City's Affirmative Action Program directs management at all levels to develop and implement strategies designed not only to achieve a workforce that is a reasonable representation of the relevant labor market consistent with and dependent upon the business conditions and number of placement opportunities that may occur, but also to ensure equal employment opportunity for all. Each department has the designated responsibility for its action-oriented program plan and will monitor that plan and make reports on a periodic and continuing basis to the Director for Seattle's Department of Human Resources.

All employment decisions shall be consistent with the principles of Equal Employment Opportunity (EEO), and in compliance with all applicable Federal, State, and local laws and ordinances.

All other personnel actions or programs such as compensation, benefits, promotions, transfers, layoffs, recalls, City-sponsored training, education, tuition assistance and social and recreational programs will be administered without regard to race, color, sex, marital status, sexual orientation, gender identity, political ideology, age, creed, veteran's status, religion, ancestry, national origin, or the presence of any sensory, physical or mental disability.

The City strongly encourages employees to report incidents of harassment to a management representative or other mandatory reporter, including but not limited to Strategic Advisors and Human Resources representatives. Employees may elect to report incidents of harassment to the Office of Employee Ombud (OEO) or the Human Resources Investigations Unit (HRIU). Represented employees may also utilize the procedures in their respective collective bargaining agreements to make a complaint.

This equal employment opportunity policy is available to all supervisors, managers, directors and employees. It is discussed in related training programs, including New Employee Orientation which is required for all new employees and made available for all transferring and promoted employees; information about the City's affirmative action plan can be requested on the City's website. In addition,

employment sources and vendors have been notified of the City's commitment to equal employment opportunity.

SECTION I: REQUIRED ELEMENTS

1. ESTABLISHMENT OF RESPONSIBILITIES FOR IMPLEMENTATION OF THE WRITTEN AFFIRMATIVE ACTION PROGRAM

(41 CFR § 60-2.17(a))

A. Designation of Responsibilities of AAP Administrator (41 CFR 60.2.17(a))

Jessica Smith, the Affirmative Action & Equal Employment Opportunity Program Manager, has the primary management responsibility, authority, and resources for ensuring full compliance with the provisions of E.O. 11246, as amended, and with implementing all applicable regulations. The Affirmative Action & Equal Employment Opportunity Program Manager's appointment and a description of the position's basic responsibilities have been communicated to all levels of personnel in the company. The responsibilities of the Workforce Equity Strategic Advisor include, but are not necessarily limited to, the following:

1. Developing EEO policy statements, Affirmative Action Programs, and internal and external communication procedures;
2. Assisting in the identification of AAP/EEO problems;
3. Assisting management in arriving at effective solutions to AAP/EEO problems;
4. Designing and implementing an internal audit and reporting system that:
 - a. Measures the effectiveness of the Affirmative Action Program;
 - b. Determines the degree to which AAP goals and objectives are met; and
 - c. Identifies the need for remedial action.
5. Keeping company's management informed of equal opportunity progress and reporting potential problem areas within the company through reports;
6. Reviewing the company's AAP for qualified minorities and women with all levels of management to ensure that the policy is understood and is followed in all personnel activities;
7. Auditing the contents of the company's bulletin board to ensure compliance information is posted and up-to-date; and
8. Serving as liaison between City of Seattle and enforcement agencies.

B. The Responsibilities of the Company's Management to Ensure Implementation of the AAP (41 CFR 60-2.17(a))

In implementing this written Affirmative Action Program, the responsibilities of the company's supervisors and managers working with the Workforce Equity Strategic Advisor include, but are not necessarily limited to, the following:

1. Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when appropriate;
2. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur; and
3. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

2. IDENTIFICATION OF PROBLEM AREAS (41 FR § 60-2.17(b))

City of Seattle performs in-depth analysis of its total employment process to determine if there are areas where minority and/or female groups may face impediments to equal opportunity. The following analyses are conducted to reveal any potential problem areas:

1. **Placement Goals:** An analysis of incumbency versus availability is performed to determine whether there are problems of minority and/or female utilization. Whenever a problem exists, as defined by a statistical methodology, Placement Goals are set (see the Placement Goals report in Appendix 4).

Whether there are Placement Goals or not, steps will be taken to encourage and increase the percentage of qualified minorities and/or females applying for positions both externally and internally. These steps may include, but are not limited to the following:

- Working with hiring managers and recruiters to determine appropriate outreach to attract qualified applicant pools;
 - Recruiting at colleges and universities with a significant percentage of minority and/or female students;
 - Publishing job advertisements in newspapers and/or magazines that target minorities and/or females;
 - Offering mentorship programs for minority and/or female employees;
 - Offering job training to minorities and/or females currently employed by the company to increase their chances of advancement;
 - Offering tuition reimbursement to employees to obtain training that will increase their chances of advancement;
 - Using recruitment companies that specifically target minorities and/or females; and
 - Continuing to use the services of the respective Employment Service Delivery System.
2. **Review of Employment Decisions:** A review of employment decisions is made to determine whether minorities and/or females are selected at a less favorable rate than non-minorities and/or males. A review of non-minorities and/or males is also conducted to determine if either group is being selected at a statistically significant lessor rate than minorities and/or females.
 3. **Review of Hires/Promotions:** Whenever minorities and/or females are selected at a lower rate

than non-minorities and/or males, a review of the applicant flow is conducted to determine possible reasons why minorities and/or females were not selected at a more favorable rate. If the company is attracting fewer than expected minorities and/or females that fit the qualifications for the job groups, good faith efforts will be put into place to attempt to improve the applicant flow of qualified minorities and/or females. If non-minorities and/or males are selected at a statistically significantly lessor rate than minorities and/or females, a review of the applicant flow and selection decisions is also made to ensure that there is no evidence of discrimination.

4. **Review of Terminations:** For terminations, if minorities and/or females are being involuntarily terminated or are voluntarily leaving at a higher rate than non-minorities and/or males, a review of the employee files will be made to ensure the company is applying its policies and procedures for termination equally for protected as well as non-protected classes. If non-minorities and/or males have a statistically significant higher rate of termination than minorities and/or females, an investigation will also be conducted to determine the cause.
5. **Compensation:** Compensation is reviewed at least annually to determine if there are significant discrepancies in pay when comparing female to male rates of pay and minority versus non-minority rates of pay. If discrepancies do exist, a thorough review is conducted to determine if the difference in pay is justified due to appropriate factors. If the difference in pay cannot be justified, City of Seattle will put a plan in place to bring pay into greater alignment.

Placement Goals Report

<i>Job Group</i>	<i>Class</i>	<i>Placement Goal (%)</i>
2.01 - Accountants Auditors and Payroll	Hispanic Female	4.36
2.02 - Administrative Analysts	Hispanic Male	10.89
2.13 - Electrical Power System Engineering	Hispanic Male	5.14
2.14 - Energy Management	Female	60.22
2.15 - Environmental Analysts	Minority	30.95
2.23 - HR Professionals	Black Male	3.98
2.24 - IT Professionals	Black Male	6.65
	Black Female	4.39
	Hispanic Male	5.76
	Hispanic Female	2.29
2.26 - Legislative Assistants	Female	88.12
2.27 - Librarians	Female	83.59
2.32 - Mgmt Systems Analysts	Hispanic Female	6.19
2.49 - Recreation	Female	69.67
2.50 - Recreation Center Coordinators	Female	68.31
2.56 - Strategic Advisor - Engineering	Female	62.44
	Minority	31.51
	Black Female	8.68
2.62 - Strategic Advisor - Legislative	Female	82.89
2.66 - Strategic Advisor - Utils	Female	62.44
	Black Female	8.68
3.02 - Civil Engineering Specialists	Hispanic Male	7.85
3.09 - Inspectors	Female	25.12
3.11 - Police Sargent	Black Female	3.55
	Hispanic Male	10.25
3.12 - Power Dispatchers	Female	56.44
3.16 - Stage Technicians	Female	69.28
	Minority	53.29
	Black Female	3.11
	Asian Female	7.4
	Hispanic Male	8.16
	Hispanic Female	26.77
4.04 - Firefighters Drivers	Hispanic Male	8.18
4.06 - Other Protective Services	Black Female	8.47
4.07 - Police Detectives	Hispanic Male	10.25
4.08 - Police Officers	Black Female	3.55
4.09 - Police Patrol	Black Female	3.55
	Hispanic Male	10.25
	Hispanic Female	2.2
5.04 - Electrical Services Representatives	Female	67.94
	Hispanic Female	9.88

5.08 - Library	Female	75.26
	Black Female	7.12
5.11 - Parking Enforcement	Asian Female	11.97
	Native American Male	5.98
5.13 - Recreational Leaders	Female	69.67
6.01 - Actg Technicians	Female	91.2
6.02 - Admin Specialists	Native American Female	5.79
6.05 - Cashiers	Female	76.6
6.07 - Customer Service	Female	71.42
6.15 - Student Assistants	Female	80.77
6.16 - Utility Account Representatives	Native American Female	8.21
7.05 - Carpenters	Minority	34.17
	Hispanic Male	25.33
7.06 - Cement Finishers	Hispanic Male	42.56
7.07 - Construction & Maintenance	Hispanic Male	36.62
7.13 - Electricians	Hispanic Male	14.11
7.24 - Paint & Markings Crew Chiefs	Hispanic Male	37.72
7.25 - Painters	Hispanic Male	22.44
7.33 - Water Utility Workers	Hispanic Male	19.25
8.04 - Conservation Corps	Female	76.67
8.09 - Enrollees	Hispanic Male	11.26
8.10 - Gardeners & Groundskeepers	Hispanic Male	18.43
8.14 - Maintenance Aides	Female	78.02
	Native American Female	5.56
8.16 - Material Suppliers	Female	22.26
8.25 - Tree Trimmer	Minority	29.47
8.25 - Tree Trimmer	Hispanic Male	19.97
8.27 - Ushers	Native American Female	10.86
8.29 - Warehouse	Female	23.84

3. ACCOMPLISHMENT OF PRIOR YEAR PLACEMENT GOALS

Where goals were established for the prior year, the company developed action-oriented programs designed to accomplish the established goals and objectives, thereby enhancing employment and advancement opportunities in the company for minorities and/or females. The results of the prior year's Affirmative Action Program are identified on the Goal Attainment report.

Goal Attainment Report

<i>Job Group</i>	<i>Class</i>	<i>Employees as of Plan Date</i>	<i>Goal Placement Rate %</i>	<i>Total Job Group Placements</i>	<i>Actual Placements #</i>	<i>Actual Placement Rate %</i>	<i>Goal Attained?</i>
<i>3 - Technicians</i>		1427	-	1129	-		-
	<i>Female</i>	311	35.42	-	240	21.25	NO
	<i>Minority</i>	386	32.76	-	314	27.81	NO
<i>4 - Protective Service Workers</i>		1979	-	1809	-	-	-
	<i>Female</i>	257	18.08	-	231	12.76	NO
<i>5 - Paraprofessionals</i>		890	-	541	-	-	-
	<i>Female</i>	515	65.72	-	329	60.81	NO
<i>8 - Service Maintenance</i>		2815	-	1589	-	-	-
	<i>Female</i>	977	37.56	-	465	29.26	NO

4. THE DEVELOPMENT & EXECUTION OF ACTION ORIENTED PROGRAMS (41 CFR 602.17(c))

Programs have been instituted to ensure no barriers to employment exist. These programs may include, but are not limited to, the following:

1. Conducting annual analyses of job descriptions to ensure they accurately reflect job functions;
2. Making job descriptions available to recruiting sources and available to all members of management involved in the recruiting, screening, selection and promotion processes;
3. Evaluating the total selection process to ensure freedom from bias through:
 - a. Reviewing job applications and other pre-employment forms to ensure information requested is job-related;
 - b. Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
 - c. Training personnel and management staff on proper interview and selection procedures; and
 - d. Training on EEO and other related policies for management and supervisory staff.
4. Using techniques to improve recruitment and retention and to increase the flow of qualified applicants, including minority and/or female applicants, City of Seattle undertakes the following actions:
 - a. Including the phrase “As an EEO/Affirmative Action Employer all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, veteran status” or other acceptable tagline in all printed employment advertisements;
 - b. Placing employment advertisements in local minority news media and women’s interest media;
 - c. Disseminating information on job opportunities to organizations representing minorities and women and to employment development agencies when job opportunities become available;
 - d. Encouraging all employees to refer qualified applicants;
 - e. Actively recruiting at secondary schools, junior colleges, colleges and universities with predominantly minority and/or female enrollments; and
 - f. Requesting employment agencies to refer qualified minorities and women.
5. Reviewing company’s compensation practices;
6. Ensuring that all employees are given equal opportunity for promotions and/or transfers. This is achieved by:
 - a. Posting opportunities internally;

- b. Offering guidance to employees in identifying opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer; and
- c. Evaluating job requirements to ensure that they are appropriate.

Additionally, each City department establishes its own action-oriented program tailored to the needs and requirements of the job classifications that make up the job groups within their individual organizational units. This is done to account for the varying business needs and responsibilities between the departments. While there are many similarities in job classifications that the departments share, there are many more differences than would appear on the surface. Therefore, each individual department has tailored its program to fit its business needs.

For specific examples of the City of Seattle Action Oriented Programs, please refer to Appendix 6.

5. INTERNAL AUDIT & REPORTING (41 CFR. § 60-2.17(d))

The company believes that one of the most important elements in effectively implementing a written Affirmative Action Program is an adequate internal audit and reporting system. Through this system, the total program can be monitored for effectiveness, and management can be kept informed. City of Seattle's audit and reporting system is designed to:

1. Measure the effectiveness of the AAP/EEO program;
2. Document and analyze personnel activities;
3. Identify problem areas and develop action plans where remedial action is needed; and
4. Determine the degree to which AAP goals and objectives have been attained.

The following personnel activities are reviewed, as necessary and desirable, to ensure nondiscrimination and EEO for all individuals without regard to their race, color, gender, religion, national origin, age, sex, sexual orientation, gender identity, pregnancy, genetic information, disability, veteran status, or any other legally protected status covered by applicable state or local law:

1. Recruitment, advertising, and job application procedures;
2. Hiring, promotion, upgrading, 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 of absence, or any other leave;
6. Training, attendance at professional meetings and conferences; and
7. Any other term, condition, or privilege of employment.

The following documents may be maintained as a component of City of Seattle's internal audit process:

1. An applicant flow log;
2. Summary data of external job offers and hires, promotions, terminations;
3. Summary data of applicant flow;
4. Employment applications; and
5. Records pertaining to company's compensation system and decisions.

City of Seattle’s audit system includes periodic review of employment decisions. 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 AAP Administrator. During the reporting cycle, the following occurs:

1. The AAP Administrator will discuss any problems relating to substantial disparate impact, EEO charges, etc., with management; and
2. The AAP Administrator will report the status of the company’s AAP goals and objectives to management. The AAP Administrator will recommend remedial actions for the effective implementation of the AAP.

SECTION II: SUPPORT ELEMENTS

6. ADDITIONAL REQUIRED ELEMENTS (41 CFR. § 60-2.17)

The implementation of the City of Seattle's Affirmative Action Plan follows the requirements of the regulations issued by the OFCCP (41 CFR 60-2.1). With respect to the requirement that the City designate an individual responsible for implementation of the Affirmative Action Plan, the Mayor holds each department head accountable for his or her department's compliance with the Affirmative Action Plan; for undertaking the elimination of internal barriers to equal employment opportunity; for ensuring the job-relatedness of employee selection processes; and for holding subordinate managers, supervisors and employees responsible for promoting equal employment opportunity in the workplace. Further, City departments have each designated an individual responsible for implementation and monitoring of their individual department Affirmative Action Plan.

Responsibility for Implementation

The Seattle Department of Human Resources has the primary oversight for ensuring full compliance with the provisions of Executive Order 11246, as amended, and the Executive Order's implementing regulations. Some of the salient responsibilities are listed below.

4. Assisting managers in identifying problem areas and arriving at solutions to problems where necessary, including establishing aspirational placement goals that are reasonable, attainable and consistent with the City's EEO Program and commitment.
5. Designing and implementing audit and reporting systems which will permit continuous monitoring of EEO progress and will serve to provide management with requisite data in that regard.
6. Serving as liaison between the City and enforcement agencies.
7. Serving as liaison between the City and minority organizations, women's organizations and community action groups concerned with employment opportunities of minorities and women.
8. Keeping City management and EEO Officers informed of latest developments in the equal opportunity area.
9. Meeting with department EEO Officers to make certain that the City's EEO policies are being followed.

Management Responsibilities

In implementing this written Affirmative Action Plan, the responsibilities of the City of Seattle's supervisors and other management working with their departmental EEO Officer and the Seattle Department of Human Resources include, but are not necessarily limited to, the following:

1. Assisting in identifying problem areas and establishing department goals and objectives.
2. Being actively involved with local minority organizations, women's organizations, community action groups and community service programs.
3. Performing periodic audits of training programs, hiring and promotion patterns to isolate impediments to the attainment of goals and objectives.
4. Reviewing the qualifications of all employees to ensure that minorities and women are given full opportunities for transfers and promotions.
5. Providing an opportunity for career counseling to all interested employees.
6. Performing periodic audits to ensure that:
 - a. EEO posters are properly displayed.

- b. All facilities which the City maintains for the use and benefit of its employees are in fact, accessible to everyone; both in policy and use.
 - c. Minority and women employees are encouraged to participate in all City-sponsored educational, training, recreational and social activities.
- 7. Preventing harassment of employees in the workplace.

7. PROGRAM REQUIREMENTS

The City of Seattle has established a written 2021 Affirmative Action Plan in compliance with Federal Executive Order 11246 and the Department of Labor's Federal Contractor's Affirmative Action Requirements. The Executive Order prohibits Government contractors and subcontractors, and federally assisted construction contractors and subcontractors, from discriminating in employment, and requires employers to take affirmative action to ensure that employees and applicants are treated without regard to race, color, religion, sex, or national origin. The City of Seattle also recognizes the following protected classes as they relate to employment: ancestry, breastfeeding in a public place, citizenship or immigration status, creed, disability, gender identity, marital status, National Origin, political ideology, sexual orientation, use of a service animal, military status or Veteran.

All departments within the City of Seattle are covered by the Affirmative Action Plan and include:

CAO *City Attorney's Office* | <https://www.seattle.gov/cityattorney>

CBO *City Budget Office* | <https://www.seattle.gov/citybudget>

CEN *Seattle Center* | <https://www.seattlecenter.com/>

DCI *Seattle Department of Construction & Inspections* | <https://www.seattle.gov/sdci>

DOE *Department of Education and Early Learning* | <https://www.seattle.gov/education>

DON *Department of Neighborhoods* | <https://www.seattle.gov/neighborhoods>

DOT *Seattle Department of Transportation* | <https://www.seattle.gov/transportation>

FAS *Finance and Administrative Services* | <https://www.seattle.gov/finance-and-administrative-services>

HSD *Human Services Department* | <https://www.seattle.gov/human-services>

IGR *Intergovernmental Relations* | <https://www.seattle.gov/intergovernmental-relations>

ITD *Seattle Information Technology* | <https://www.seattle.gov/tech>

LEG *Legislative Department*

Office of the City Clerk | <https://www.seattle.gov/cityclerk>

MOS *Office of the Mayor* | <https://www.seattle.gov/mayor>

OCR *Office for Civil Rights* | <https://www.seattle.gov/civilrights>

OED *Office of Economic Development* | <https://www.seattle.gov/office-of-economic-development>

OEM *Office of Emergency Management* | <https://www.seattle.gov/emergency-management>

OEO *Office of Employee Ombud* | <https://www.seattle.gov/ombud>

OH *Office of Housing* | <https://www.seattle.gov/housing>

OIG *Office of Inspector General* | <https://www.seattle.gov/oig>

OIP Office of Innovation and Policy

OIRA Office for Immigrant and Refugee Affairs | <https://www.seattle.gov/iandrffairs>

OLS Office of Labor Standards | <https://www.seattle.gov/laborstandards>

OPA Office of Police Accountability | <https://www.seattle.gov/opa>

OPCD Office of Planning and Community Development | <https://www.seattle.gov/opcd>

OSE Office of Sustainability and Environment | <https://www.seattle.gov/environment>

OWCP Office of the Waterfront and Civic Projects | <https://waterfrontseattle.org/>

PKS *Department of Parks & Recreation* | <https://www.seattle.gov/parks>

SHR *Seattle Department of Human Resources* | <https://www.seattle.gov/human-resources>

SCER *Seattle City Employees' Retirement Office* | <https://www.seattle.gov/retirement>

SCL *Seattle City Light* | <https://www.seattle.gov/city-light>

SFR *Seattle Fire Department* | <https://www.seattle.gov/fire>

SMC *Seattle Municipal Court* | <https://www.seattle.gov/courts>

SPD *Seattle Police Department* | <https://www.seattle.gov/police>

SPP *Seattle Police Pension System*

SPL *Seattle Public Library* | <https://www.spl.org/>

SPU *Seattle Public Utilities* | <https://www.seattle.gov/utilities>

Other General Fund Departments and Commissions:

City Auditor's Office | <https://www.seattle.gov/cityauditor>

Civil Service Commission | <http://www.seattle.gov/csc/>

Community Police Commission | <https://www.seattle.gov/community-police-commission>

Ethics and Elections Commission | <http://www.seattle.gov/ethics/>

Office of the Hearing Examiner | <https://www.seattle.gov/hearing-examiner>

Office of Arts & Cultural Affairs | <https://www.seattle.gov/arts>

The City of Seattle's EEO Policy and Affirmative Action Plan are established in accordance with the laws and regulations as set forth in:

- Title 6 and Title 7 of the Civil rights Act of 1964 as amended and the Civil Rights Act of 1991, the Equal Employment Act of 1972, and Presidential Executive Order #11246 (as amended).

- The U.S. Department of Labor, Office of Federal Contract Compliance Programs 41 CFR Parts 60-1 and 60-2 Government Contractors, Affirmative Action Requirements; Final Rule.

8. ORGANIZATIONAL PROFILE (41 CFR § 60-2.11)

The purpose of an organizational profile is to have a representation of the staffing pattern within the City of Seattle. It is one methodology that can be utilized to determine whether barriers to equal employment opportunity exist. The profile provides an overview of the City's workforce that may assist in identifying organizational units where women or minorities are under-represented or concentrated. The City uses this workforce analysis as its organizational profile.

The City's organizational profile is a detailed tabular report of the City's organizational structure. The profile identifies each department and job title by job family within that department. For each department, the organizational profile indicates the following:

- The name of the unit.
- The job title, gender, race and ethnicity of all incumbents within the unit.
- The total number of female and minority incumbents.
- The total number of incumbents in each of the following groups: Blacks, Hispanics, Asians, American Indians/Alaskan Natives, Native Hawaiian or Other Pacific Islander and Persons from two or more races.

As of March 1, 2021, the City of Seattle employed a total of 12,908 (twelve thousand nine hundred and eight) regular part-time and full-time employees. Pursuant to 41 CFR § 60-2.11, we have provided the following workforce analysis, information.

Workforce Analysis

The workforce analysis is a listing of each job title as it appears on the City's payroll records ranked from the lowest paid to the highest paid within each department including departmental supervision. Job titles are listed by department and job groups in order of salary ranges.

For each job title, the total number of male and female incumbents in each of the following groups are given: Black/African American, Hispanic, Asian/Pacific Islander, American Indians/Alaskan Natives, Native Hawaiian or Other Pacific Islander and Two or More Races. The salary range for each job title, including managerial job titles is available upon request. The workforce analysis is available upon request to eeo@seattle.gov.

SECTION III: METHODOLOGY & ANALYSIS

9. METHODOLOGY

The Seattle Department of Human Resources works with representatives from each City Department to update department-specific workforce availabilities. Human Resources staff within each department is provided the information necessary to make educated decisions about their immediate and recruitment labor areas as well as the selection and weighting of the relevant factors needed to perform the prescribed Availability Analysis. Decisions on recruitment labor areas are made based on recent history of hiring and recruitment experiences as well as future recruitment strategies based on departmental need.

All statistical analysis is done using CAAMS (Complete Affirmative Action Management Systems) with information provided by City department staff via the City's Human Resources Information System. The CAAMS system utilizes the prescribed statistical methodologies set forth by the Equal Employment Opportunity Commission (EEOC) and the Office of Contract and Compliance Programs (OFCCP). CAAMS will continue to be used for monitoring purposed for the duration of this plan.

Individual department data are contained in this report. Support data includes:

- **Summary Analysis Report** – shows the breakdown of the total staffing and goals Citywide and Department-wide.
- **Job Group Analysis Report** – shows the breakdown of the staffing Citywide and Department-wide by 215 occupational job groups. For 2021 the number of job groups has been expanded beyond the eight occupational job groups previously established.

In conducting the Availability Analysis to determine workforce availabilities by department the following definitions were used as prescribed by the OFCCP and the EEOC.

Availability Analysis

The data sources used in calculating workforce availability included:

- 2010 EEO Special File, Bureau of the Census
- Internal employee profile data (both current and historical)

Labor Area Definitions

For purposes of clarity and consistency, departments used the following definitions:

Immediate Labor Area: The immediate labor area is the geographic area from which employees may commute to City of Seattle facilities. It may include one or more contiguous cities, counties or Metropolitan Statistical Areas (MSA's) or parts thereof, in which the establishment is located. Due to the various locations of City departments and the multimodal transportation and commute options available in the Puget Sound Region, immediate labor areas were established to reflect the actual labor areas already realized by City employees.

Recruitment Area: The reasonable recruiting area represents the area from which the City of Seattle can reasonably seek workers for a particular job group. The recruiting area may coincide with the immediate labor area, or it may cover a larger area (state, region, or nation). Due to the various physical locations of City departments and numerous job classifications with the expanded job groups developed for the 2021 Affirmative Action Plan, the recruitment areas were established by the AA/EEO Program Manager to ensure consistency across job groups and across the City.

Previous Affirmative Action Plans only identified King County as the labor area and the recruitment area, however we know that current employees commute from the entire Puget Sound Region and beyond. The recruitment areas were redeveloped for the 2021 Affirmative Action Plan to better reflect the varying geographic areas used to successfully recruit, hire and retain employees. The recruitment areas are as follows: Tri-County Area (King-Pierce-Snohomish Counties); Puget Sound Region (Clallam-Island-Jefferson-King-Kitsap-Mason-Pierce-San Juan-Skagit-Snohomish-Thurston-Whatcom Counties); State of Washington; or National.

**While some employees have begun working remotely in their homes as a result of the COVID-19 Stay Home, Stay Healthy order in March 2020, this Affirmative Action Plan does not make adjustments to the recruitment area to reflect the possibility of remote work.*

Availability Analysis – Two Factors

For each job group, consideration of each of the two factors for minorities and women were considered. Factors are also expressed as the percentage that minorities or women are among all persons who meet the factor. The factors are as follows:

Factor 1 – The percentage of minorities or women with requisite skills in the reasonable recruitment area (local).

Factor 1A – The percentage of minorities or women with the requisite skills in the reasonable recruitment area (other than local).

Factor 1B – The percentage of minorities or women at institutions providing training in requisite skills.

Factor 2 – The percentage of minorities or women among those that can be promoted, transferable or trainable within the contractor’s organization.

Race/Ethnic Identification

The City uses the EEO-4 Form race/ethnic criteria as designated by the Equal Employment Opportunity Commission. These criteria do not denote scientific definitions of anthropological origins. For the purposes of this report, an employee may be included in the group to which the individual self-declares to belong, identifies with, or is regarded in the community as belonging.

While the Federal Office of Management & Budget (OMB) has published the following seven race and ethnicity definitions, OMB has also instructed that each federal agency (including the Department of Labor, home of the OFCCP) issue instructions to their stakeholders on whether and how to report data against these definitions. The City began reporting its Affirmative Action statistics starting in 2011 using the seven race and ethnicity criteria as published by the Federal Office of Management and Budget (OMB). The race/ethnic categories used for affirmative action purposes are:

White: All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Black/African American: All persons having origins in any of the Black racial groups of Africa.

Hispanic: All persons of Mexican, Puerto Ricans, Cuban, Central of South Americans, or other Spanish culture or origin, regardless of race.

Asian/Pacific Islander: All persons having origins in any of the original people of the Far East, Southeast Asia, and the Indian sub-continent. This area includes, for example, Cambodia, China, India, Japan, Korea, the Philippine Islands, Malaysia, Pakistan, Thailand and Vietnam.

American Indian/Alaska Native: All persons having origins in any of the original peoples of North and South American (including Central America), and who maintain cultural identification through tribal affiliation or community recognition.

Native Hawaiian or Other Pacific Islander: All persons having origins in any of the original peoples of Hawaii, Guam, Samoa or other Pacific Islands.

Two or More Races: All persons who identify as a member of more than one race (e.g., White and Asian, Black and White, White and American Indian or Alaska Native).

[Sex / Gender Identification – A Note on Terminology](#)

Throughout this Affirmative Action Plan, the terms “female” and “women” are both used to describe individuals who self-identify as women however, the term “women” will be used throughout the narrative portion of the Plan. Due to the long-standing practice and data continuity of offering applicants and employees the option to self-identify as “male” or “female”, these terms will be used solely for reporting purposes and is reflected in the tables, charts, and graphs as required elements of the plan.

It is important to note that the male/female sex binary and the men/women gender binary is Western and U.S.-centric. Other cultures may use different labels and have other conceptions of gender. Language changes and some of the terms now in common usage may not appropriately reflect the multitude of nonbinary individuals who do not describe themselves or their genders as fitting into the categories of man, woman, or the various identity expressions individuals may experience.

10. JOB GROUP ANALYSIS (41 CFR § 60-2.12 and 60-2.13)

The purpose of a job group analysis is to provide a method of combining job titles within the City. This is the first step in a comparison of the representation of minorities and women in the City's workforce with the estimated availability of minorities and women qualified to be employed.

Pursuant to 41 CFR § 60-2.12, we have supplied an analysis of all job groups within the City of Seattle. As a result, we have grouped the City's 12,908 employees into 215 job groups. In the job group analysis, job titles are combined to form job groups. The analysis includes a list of the job titles that comprise each job group separately for each City department. Pursuant to 41 CFR § 60-2.12(d), the job group analysis contains jobs that are located at alternate sites (e.g. Seattle City Light at Skagit and the Boundary). Furthermore, the job group analysis does not distinguish between jobs that have been partially or fully conducted remotely in compliance with Washington State Governor Jay Inslee's "Stay Home, Stay Healthy" Proclamation 20-25 and the City of Seattle Mayor Jenny Durkan's Executive Order 2020-04 as a response to the COVID-19 pandemic beginning in 2020. The temporary nature of the state and local Stay Home Orders has not resulted in permanent work-from-home opportunities for City employees at this time. Additionally, the job group analysis shows the percentage of minorities and the percentage of women the City employs in each job group established.

The job group analysis in previous Affirmative Action Plan utilized the EEO-4 categories as its main job groups. The EEO-4 categories refer to the eight occupational job groups used in the Standard Form 164, the State and Local Government Information EEO-4 Survey: Officials & Administrators, Professionals, Technicians, Protective Services, Para-professionals, Office & Clerical, Skills Crafts, and Service & Maintenance. Beginning with the 2021 Affirmative Action Plan, EEO-4 job groups were analyzed and expanded to more accurately reflect the job functions and educational attainment required for candidates to be successfully hired into the stated job classification. Descriptions of the eight EEO-4 categories are as follows:

11. **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district, or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B. C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.
12. **Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dieticians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

13. **Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.
14. **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.
15. **Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a “New Careers” concept. Includes: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.
16. **Administrative Support (Office and Clerical):** 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: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.
17. **Skilled Craft Workers:** 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 or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.
18. **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: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and ground keepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

See Appendix 3 for a full list of Job Groups and Job Titles associated with the EEO-4 categories listed above.

11. DETERMINING AVAILABILITY

(41 CFR § 60-2.14 and 60-2.15)

Availability is an estimate of the number of qualified minorities or women available for employment in a given job group, expressed as a percentage of all qualified persons available for employment in the job group. The purpose of the availability determination is to establish a benchmark against which the demographic composition of the City's incumbent workforce can be compared in order to determine whether barriers to equal employment opportunity may exist within particular job groups.

The City has separately determined the availability of minorities and women for each job group within each City department. Where a job group is composed of job titles with different availability rates, a composite availability figure for the job group was calculated. The City separately determined the availability for each job title within the job group and determined the proportion of job group incumbents employed in each job title. The City gave weight to the availability for each job title by the proportion of job group incumbents employed in that job group. The sum of the weighted availability estimates for all job titles in the job group is the composite availability for the job group.

12. COMPARING INCUMBENCY TO AVAILABILITY (41 CFR § 60-2.15(b))

The following information is intended to describe the process by which the City examines its actual workforce and the potential talent available within its surrounding communities (e.g., King-Snohomish-Pierce Counties, Puget Sound Region, Washington State, or National.).

1. Explanation of Utilization

This availability analysis estimates the percentages of minorities and women available for employment in each identified job group. The City of Seattle compared calculated availability percentages with the City's actual employment percentages to ultimately identify underutilization of women and minorities. Underutilization is defined as "having fewer minorities or women in a particular job group than would reasonably be expected by their availability" (41 CFR. § 60-2.15(b)).

2. Determination of Availability

To determine women and minority availability (internal and external) for each job group, the OFCCP has developed a revised set of two factors. The "Two Factor Computation Method" has been required by the OFCCP since January 2001.

3. Application of the Two-Factor Analysis

We have considered each of the factors designated in the revised federal guidelines as outlined in the Office of Federal Contract Compliance Programs Affirmative Action Requirements; Final Rule for each job group by City department. In considering each of these factors, we analyzed each department's past practices. The computation showing the factors considered and the source of labor statistics used in this analysis is available upon request.

4. Comparing Incumbency to Availability

The City compared the percentage of minorities and women incumbents in each job group with the availability for those job groups determined pursuant to 41 CFR §60-2.14. When the percentage of minorities or women employed into a particular job group is less than would reasonably be expected given their availability percentage in that particular job group, the City established a placement goal in accordance with 41 CFR §60-2.16 (The Office of Federal Contract Compliance Programs' federal register for contractors).

SECTION IV: APPENDIX

APPENDIX 1: Office of Federal Contract Compliance Programs (OFCCP) Affirmative Action Program (AAP)
for VEVRAA

1. Equal Employment Opportunity (EEO) Policy Statement
(41 CFR 60 300.44(a))

The *EEO Policy Statement* on the following page is posted on our City of Seattle’s bulletin board along with our required employment posters and is viewable by both employees and applicants. The *EEO is the Law* poster is also posted on our City of Seattle’s bulletin board as well as made available electronically through our City of Seattle website for viewing by online applicants.

City of Seattle

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

It is the policy of the City of Seattle not to discriminate against any employee or applicant for employment because of their race, color, sex, marital status, sexual orientation, political ideology, age, creed, veteran's status, religion, ancestry, national origin, gender identity, pregnancy, or because they are an individual with a disability or disabled veteran, Armed Forces service medal veteran, recently separated veteran, or active duty wartime or campaign badge veteran, or thereafter referred collectively as "protected veterans. It is also the policy of City of Seattle to take affirmative action to employ and to advance in employment, all persons regardless of their status as individuals with disabilities or protected veterans, and to base all employment decisions only on valid job requirements. This policy shall apply to all employment actions, including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship, at all levels of employment. Furthermore, the City of Seattle will provide qualified applicants and employees who request an accommodation due to a disability with reasonable accommodations, as required by law.

City of Seattle prohibits harassment of employees and applicants because they are individuals with disabilities or protected veterans. City of Seattle also prohibits retaliation against employees and applicants for filing a complaint, opposing any discriminatory act or practice, assisting or participating in any manner in a review, investigation, or hearing or otherwise seeking to obtain their legal rights under any Federal, State, or local EEO law requiring equal employment opportunity for individuals with disabilities and protected veterans. Prohibited retaliation includes, but is not limited to, harassment, intimidation, threats, coercion or other adverse actions that might dissuade someone from asserting their rights.

As Interim Director of Seattle Department of Human Resources, I am committed to the principles of affirmative action and equal employment opportunity. In order to ensure dissemination and implementation of equal employment opportunity and affirmative action throughout all levels of the City of Seattle, I have selected Jessica Smith as the Affirmative Action & Equal Employment Opportunity Program Manager. One of the Affirmative Action & Equal Employment Opportunity Program Manager's duties will be to establish and maintain an internal audit and reporting system to allow for effective measurement of City of Seattle's programs.

In furtherance of City of Seattle's policy regarding affirmative action and equal employment opportunity, City of Seattle has developed a written Affirmative Action Program (AAP) which sets forth the policies, practices and procedures that City of Seattle is committed to in order to ensure that its policy of nondiscrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This AAP is available for inspection by any employee or applicant for employment upon request between 8:00-4:00 at the Human Resources department. Any questions should be directed to me, your supervisor, or Jessica Smith, Affirmative Action & Equal Employment Opportunity Program Manager.

Kimberly Loving

Interim Director, Seattle Department of Human Resources

City of Seattle

March 1, 2021

2. Review of Personnel Processes (41 CFR 60 300.44(b))

City of Seattle complies with the requirement to “periodically review” its personnel processes by reviewing these processes annually to determine whether its present procedures assure careful, thorough, and systematic consideration of the qualifications of known protected veterans. As part of this review, City of Seattle also ensures that its personnel processes do not stereotype protected veterans in a manner which limits their access to all jobs for which they are qualified. This review covers all procedures related to the filling of job vacancies either by hire or by promotion, as well as to all training opportunities offered or made available to employees.

The following is a set of procedures which may be used to meet the requirements of §60 300.44(b):

1. Applicant records are maintained which indicate whether or not an applicant self-identified as a protected veteran. This information can be retrieved for review by the Department of Labor and the contractor's personnel officials for use in investigations and internal compliance activities.
2. Records are maintained which indicate employees considered for competitive promotions within the organization. Employees are given the opportunity to voluntarily self-identify protected veteran status.
3. Records are maintained regarding training opportunities granted to employees which include whether or not the employee has self-identified as a protected veteran.
4. Any time a known protected veteran applicant or employee is rejected for employment, promotion, or training, the company prepares a statement outlining the reason.
5. Requests for accommodation due to a disability are maintained along with the nature of the request and whether or not the accommodation was granted. If the accommodation was denied, the company prepares a statement describing the reason for denying the accommodation request. All accommodation records are treated as a confidential medical record in accordance with §60 300.23(d).

3. Review of Physical & Mental Job Qualification Standards (41 CFR 60 300.44(c))

City of Seattle reviews the physical and mental job qualification standards of each job opening before it is publicly or internally posted to ensure that, to the extent that such qualification requirements tend to screen out qualified disabled veterans, they are related to the job(s) in question and consistent with business necessity and the safe performance of the job. The physical and mental qualifications are also reviewed as new jobs are established or job requirements are modified.

All job qualification requirements were found to be job related and consistent with business necessity and safety. City of Seattle will continue to review physical and mental job qualification requirements whenever a job vacancy will be filled through either hiring or promotion and will conduct a qualifications review whenever job duties change.

If City of Seattle at any time should inquire into an applicant's physical or mental condition or should conduct a medical examination, such inquiries or exams will be conducted in accordance with the VEVRAA regulations and the information obtained as a result of the inquiry or exam will be kept confidential, except as otherwise provided for in the VEVRAA regulations. The results of the examination or inquiry will only be used in accordance with the VEVRAA regulations.

4. Reasonable Accommodation to Physical & Mental Limitations (41 CFR 60 300.44(d))

City of Seattle will continue its longstanding commitment to making reasonable accommodation to the known physical or mental limitations of qualified disabled veterans unless doing so would impose an undue hardship on the operation of its business. The City of Seattle also commits to engaging in an interactive process with the person requesting the accommodation (or the person's representative), as needed, to determine an appropriate accommodation.

If an employee who is known to be a qualified disabled veteran is having significant difficulty performing his or her job and it is reasonable to conclude that the performance problem may be related to the known disability, the manager or appropriate HR personnel will confidentially notify the employee of the performance problem and inquire whether the problem is related to the employee's disability. If the employee indicates that the performance problems are related to his or her disability, the employee is asked if reasonable accommodation is needed.

In determining the extent of the City of Seattle's accommodation obligations, the following factors are considered:

1. Business necessity; and
2. Financial cost and expense.

City of Seattle will also ensure that all requests for reasonable accommodation and any medical or disability-related information provided to City of Seattle will be treated as confidential medical records and maintained in a separate medical file.

5. [Anti-Harassment Procedures](#)
(41 CFR 60 300.44(e))

Employees and applicants of City of Seattle will not be subject to harassment because of protected veteran status. Retaliation, including intimidation, threat, coercion, or discrimination, against an employee or applicant because they have objected to discrimination, engaged or may engage in filing a complaint, assisted in a review, investigation, or hearing or have otherwise sought to obtain their legal rights under any Federal, State, or local EEO law regarding protected veterans is prohibited. Any employee or applicant who believes that he or she has been subject to retaliation should promptly contact a manager in their chain of command, or promptly contact the EEO Coordinator for assistance. The City of Seattle EEO Coordinator can be contacted via email at eeo@seattle.gov.

This policy is made available for employees and applicants to view. Furthermore, City of Seattle monitors its environment for the presence of any forms of harassment, intimidation, or coercion and, where warranted, takes corrective action.

6. External Dissemination of Policy, Outreach, and Positive Recruitment
(41 CFR 60 300.44(f))

City of Seattle undertakes appropriate outreach and positive recruitment efforts in order to effectively attract protected veterans. In order to comply with the external dissemination of the EEO and Affirmative Action policy, the City of Seattle provides written or electronic notification to all current subcontractors, vendors, and suppliers and will continue to do so on an annual basis. The City of Seattle will also provide such notification to new subcontractors, vendors, and suppliers upon entering into a relationship with them. City of Seattle has informed its recruiting sources, including State employment agencies and local employment service delivery systems, of the City of Seattle's policy concerning the employment of qualified protected veterans and will notify them of employment opportunities as they become available. City of Seattle requested all recruiting sources to actively recruit and refer qualified persons for job opportunities. City of Seattle will include the equal opportunity clause concerning the employment of qualified protected veterans in all non-exempt subcontracts and purchase orders.

7. Internal Dissemination of Policy (41 CFR 60 300.44(g))

City of Seattle has developed internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment qualified protected veterans. Procedures are designed to foster understanding, acceptance, and support among all employees and to encourage them to help City of Seattle meet this obligation.

The City of Seattle realizes that an outreach program is ineffective without the adequate internal support from management personnel and other employees. In order to ensure greater employee cooperation and participation in the City of Seattle's affirmative action efforts, City of Seattle has adopted policies and engaged in activities which are not limited to the following:

1. Copy of our AAP for Protected Veterans is available for inspection to any employee or applicant upon request;
2. EEO Policy Statement and the EEO is the Law poster are placed on bulletin boards located throughout our facilities and work areas;
3. Electronic versions of the EEO Policy Statement and the EEO is the Law poster are clearly labeled and posted on the City of Seattle's intranet;
4. Meetings with executive, management, and supervisory personnel are held to explain the intent of the policy and individual responsibility for effective implementation;
5. Managers and supervisors are provided with affirmative action and EEO training upon commencement of their management roles;
6. Policy is discussed during employee orientation;
7. Union officials and/or employee representatives are informed of these policies; and
8. When employees are featured in publications, protected veterans are included when available.

8. Audit & Reporting Systems (41 CFR 60 300.44(h))

The Affirmative Action & Equal Employment Opportunity Program Manager has the responsibility for the preparation and implementation of the AAP. Responsibility for the effective implementation of the AAP is also vested with each department manager and supervisor.

The following activities are reviewed at least annually to ensure freedom from discrimination against, or stereotyping of, protected veterans in any manner. During the self-audit, the following activities are reviewed:

1. Recruitment, advertising, and job application procedures;
2. Implementation of hiring, promotion, upgrading, award of tenure, layoff, and 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. Awarding of sick leave, leaves of absence, or implementation of any other leave policies;
6. Participation in training, mentoring, or apprenticeship programs, and attendance at professional meetings and conferences; and
7. Application of any other term, condition, or privilege of employment, including participation in City of Seattle-sponsored educational, training, recreational, and social activities.

City of Seattle's audit system includes periodic reports provided by the Affirmative Action & Equal Employment Opportunity Program Manager documenting any 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.

The following documents are maintained as a component of City of Seattle's internal audit process: documentation of self-audit; summary data of personnel activity including external job offers and hires, promotions, resignations, terminations, and layoffs by job group relating to protected veterans; and an applicant flow log showing the name, race, ethnicity, sex, disability status, veteran status, date of application, job title, and action taken for all individuals applying for job opportunities.

9. Responsibility for Implementation
(41 CFR 60 300.44(i))

A. Responsibilities of EEO Coordinator:

Jessica Smith, the Affirmative Action / Equal Employment Opportunity Program Manager, has been designated to direct the activities of the affirmative action program. This person has the responsibility for ensuring the effective implementation of the City of Seattle's AAP. These responsibilities include, but are not limited to:

1. Implementing the AAP for protected veterans, policy statements, personnel policies and procedures, internal and external communication of the policy, and monitoring the effectiveness of these actions;
2. Reviewing all personnel actions, policies, and procedures to ensure compliance with City of Seattle's affirmative action obligations;
3. Assisting Human Resources department with reviewing the qualifications of all applicants and employees considered/eligible for hiring, promotion, transfer, or layoff/reduction in force to ensure qualified protected veterans are treated in a nondiscriminatory manner when hiring, promotion, transfer, or layoff/reduction in force occur;
4. Assisting in the development of solutions for any identified problem areas;
5. Monitoring the effectiveness of the program on a continuing basis through the development and implementation of an internal audit and reporting system that measures the effectiveness of the program;
6. Keeping management informed of equal opportunity progress and problems within the City of Seattle through, at a minimum, periodic reports;
7. Providing department managers with a copy of the AAP for protected veterans and reviewing the program with them on an annual basis to ensure knowledge of their responsibilities for implementation of the program;
8. Reviewing the City of Seattle's AAP for protected veterans with all managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities;
9. Assisting in ensuring that career development of employees who are protected veterans is equal to that of other employees;
10. Auditing the contents of City of Seattle bulletin boards to ensure that required information is posted and up-to-date;
11. Serving as a liaison between City of Seattle and enforcement agencies; and
12. Serving as a liaison between City of Seattle and outreach and recruitment sources for protected veterans.

B. Responsibilities of Managers and Supervisors:

Managers and supervisors are advised annually of their responsibilities under the City of Seattle's AAP for protected veterans. These responsibilities include, but are not limited to:

1. Reviewing the City of Seattle's affirmative action policy for protected veterans with subordinate managers and supervisors to ensure that they are aware of the policy and understand their obligation to comply with it in all personnel actions;
2. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, or layoff/reduction in force occur; and
3. Reviewing all employees' performance to ensure that non-discrimination is adhered to in all personnel activities.

10. Training
(41 CFR 60 300.44(j))

All personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes receive annual training regarding City of Seattle's AAP and their role in its implementation. Employees hired or promoted into these roles also receive training on regulatory requirements under Vietnam Era Veterans' Readjustment Assistance Act soon after being hired or placed into these roles.

During the annual training, personnel are advised of their responsibilities under the AAP for protected veterans and of their obligations to:

1. Assist in the identification of problem areas, formulate solutions, and establish departmental goals and objectives when necessary;
2. Ensure qualified applicants and employees who are protected veterans are treated in a nondiscriminatory manner in all employment practices, including when making selection decisions, such as for hire, promotion, training, or to receive awards or bonuses;
3. Provide reasonable accommodation to the known physical or mental limitations of qualified disabled veterans unless such accommodation would impose an undue hardship on the conduct of its business;
4. Maintain confidentiality of any information regarding self-identification of protected veteran status; and
5. Ensure that nondiscrimination is adhered to in all personnel activities.

11. Applicant and Hiring Data
(41 CFR 60-300.44(k))

City of Seattle collects employee data pertaining to protected veterans in order to assess the effectiveness of the City of Seattle’s outreach and recruitment efforts. We invite applicants to voluntarily inform the City of Seattle whether they believe they are protected veterans in compliance with the VEVRAA requirements. This data will be maintained for three years.

12. Hiring Benchmarks
(41 CFR 60 300.45)

City of Seattle has adopted the national percentage of veterans in the civilian labor force provided by OFCCP as its hiring benchmark for the AAP year. This benchmark is used as one of the criteria in its assessment of the effectiveness of its outreach and recruitment efforts.

APPENDIX 2: Office of Federal Contract Compliance Programs (OFCCP) Affirmative Action Program (AAP)
for Section 503 of the Rehabilitation Act

1. Equal Employment Opportunity (EEO) Policy Statement
(41 CFR 60741.44(a))

The *EEO Policy Statement* on the following page is posted on our City of Seattle’s bulletin board along with our required employment posters and is viewable by both employees and applicants. The *EEO is the Law* poster is also posted on our City of Seattle’s bulletin board as well as made available electronically through our City of Seattle website for viewing by online applicants.

City of Seattle

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

It is the policy of the City of Seattle not to discriminate against any employee or applicant for employment because of their race, color, sex, marital status, sexual orientation, political ideology, age, creed, veteran's status, religion, ancestry, national origin, gender identity, pregnancy, or because they are an individual with a disability or disabled veteran, Armed Forces service medal veteran, recently separated veteran, or active duty wartime or campaign badge veteran, or thereafter referred collectively as "protected veterans. It is also the policy of City of Seattle to take affirmative action to employ and to advance in employment, all persons regardless of their status as individuals with disabilities or protected veterans, and to base all employment decisions only on valid job requirements. This policy shall apply to all employment actions, including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship, at all levels of employment. Furthermore, the City of Seattle will provide qualified applicants and employees who request an accommodation due to a disability with reasonable accommodations, as required by law.

City of Seattle prohibits harassment of employees and applicants because they are individuals with disabilities or protected veterans. City of Seattle also prohibits retaliation against employees and applicants for filing a complaint, opposing any discriminatory act or practice, assisting or participating in any manner in a review, investigation, or hearing or otherwise seeking to obtain their legal rights under any Federal, State, or local EEO law requiring equal employment opportunity for individuals with disabilities and protected veterans. Prohibited retaliation includes, but is not limited to, harassment, intimidation, threats, coercion or other adverse actions that might dissuade someone from asserting their rights.

As Interim Director of Seattle Department of Human Resources, I am committed to the principles of affirmative action and equal employment opportunity. In order to ensure dissemination and implementation of equal employment opportunity and affirmative action throughout all levels of the City of Seattle, I have selected Jessica Smith as the Affirmative Action & Equal Employment Opportunity Program Manager. One of the Affirmative Action & Equal Employment Opportunity Program Manager's duties will be to establish and maintain an internal audit and reporting system to allow for effective measurement of City of Seattle's programs.

In furtherance of City of Seattle's policy regarding affirmative action and equal employment opportunity, City of Seattle has developed a written Affirmative Action Program (AAP) which sets forth the policies, practices and procedures that City of Seattle is committed to in order to ensure that its policy of nondiscrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This AAP is available for inspection by any employee or applicant for employment upon request between 8:00-4:00 at the Human Resources department. Any questions should be directed to me, your supervisor, or Jessica Smith, Affirmative Action & Equal Employment Opportunity Program Manager.

Kimberly Loving

Interim Director, Seattle Department of Human Resources

City of Seattle

March 1, 2021

2. Review of Personnel Processes (41 CFR 60741.44(b))

City of Seattle complies with the requirement to “periodically review” its personnel processes by reviewing these processes annually to determine whether its present procedures assure careful, thorough, and systematic consideration of the qualifications of known individuals with disabilities. As part of this review, City of Seattle also ensures that its personnel processes do not stereotype individuals with disabilities in a manner which limits their access to all jobs for which they are qualified. This review covers all procedures related to the filling of job vacancies either by hire or by promotion, as well as to all training opportunities offered or made available to employees.

The following is a set of procedures which may be used to meet the requirements of §60741.44(b):

1. Applicant records are maintained which indicate whether or not an applicant self-identified as an individual with a disability. This information can be retrieved for review by the Department of Labor and the contractor's personnel officials for use in investigations and internal compliance activities.
2. Records are maintained which indicate employees considered for competitive promotions within the organization. Employees are given the opportunity to voluntarily self-identify disability status.
3. Records are maintained regarding training opportunities granted to employees which include whether or not the employee has self-identified as an individual with a disability.
4. Any time a known applicant or employee with a disability is rejected for employment, promotion, or training, the City of Seattle prepares a statement outlining the reason.
5. Requests for accommodation due to a disability are maintained along with the nature of the request and whether or not the accommodation was granted. If the accommodation was denied, the City of Seattle prepares a statement describing the reason for denying the accommodation request. All accommodation records are treated as a confidential medical record in accordance with §60741(d).

3. Review of Physical and Mental Job Qualification Standards (41 CFR 60741.44(c))

City of Seattle reviews the physical and mental job qualification standards of each job opening before it is publicly or internally posted to ensure that, to the extent that such qualification requirements tend to screen out qualified individuals with disabilities, they are related to the job(s) in question and consistent with business necessity and the safe performance of the job. The physical and mental qualifications are also reviewed as new jobs are established or job requirements are modified.

All job qualification requirements were found to be job related and consistent with business necessity and safety. City of Seattle will continue to review physical and mental job qualification requirements whenever a job vacancy will be filled through either hiring or promotion and will conduct a qualifications review whenever job duties change.

If City of Seattle at any time should inquire into an applicant's physical or mental condition or should conduct a medical examination, such inquiries or exams will be conducted in accordance with the Section 503 regulations and the information obtained as a result of the inquiry or exam will be kept confidential, except as otherwise provided for in the Section 503 regulations. The results of the examination or inquiry will only be used in accordance with the Section 503 regulations.

4. Reasonable Accommodation to Physical and Mental Limitations (41 CFR 60741.44(d))

City of Seattle will continue its longstanding commitment to making reasonable accommodation to the known physical or mental limitations of qualified individuals with disabilities unless doing so would impose an undue hardship on the operation of its business. The City of Seattle also commits to engaging in an interactive process with the person requesting the accommodation (or the person's representative), as needed, to determine an appropriate accommodation.

If an employee with a known disability has significant difficulty performing his or her job and it is reasonable to conclude that the performance problem may be related to the known disability, the manager or appropriate HR personnel will confidentially notify the employee of the performance problem and inquire whether the problem is related to the employee's disability. If the employee indicates that the performance problems are related to his or her disability, the employee is asked if reasonable accommodation is needed.

In determining the extent of the City of Seattle's accommodation obligations, the following factors are considered:

1. Business necessity; and
2. Financial cost and expense.

City of Seattle will also ensure that all requests for reasonable accommodation and any medical or disability-related information provided to City of Seattle will be treated as confidential medical records and maintained in a separate medical file.

5. **Anti-Harassment Procedures**
(41 CFR 60741.44(e))

Employees and applicants of City of Seattle will not be subject to harassment because of disability. Retaliation, including intimidation, threat, coercion, or discrimination, against an employee or applicant because they have objected to discrimination, engaged or may engage in filing a complaint, assisted in a review, investigation, or hearing or have otherwise sought to obtain their legal rights under any Federal, State, or local EEO law regarding individuals with disabilities is prohibited. Any employee or applicant who believes that they have been subject to retaliation should promptly contact a manager in their chain of command, or promptly contact the EEO Coordinator for assistance. The City of Seattle EEO Coordinator can be contacted via email at eeo@seattle.gov.

This policy is made available for employees and applicants to view. Furthermore, City of Seattle monitors its environment for the presence of any forms of harassment, intimidation, or coercion and, where warranted, takes corrective action.

6. External Dissemination of Policy, Outreach, and Positive Recruitment
(41 CFR 60741.44(f))

City of Seattle undertakes appropriate outreach and positive recruitment efforts in order to effectively attract individuals with disabilities. In order to comply with the external dissemination of the EEO and Affirmative Action policy, the City of Seattle provides written or electronic notification to all current subcontractors, vendors, and suppliers and will continue to do so on an annual basis. The City of Seattle will also provide such notification to new subcontractors, vendors, and suppliers upon entering into a relationship with them. City of Seattle has informed its recruiting sources, including State employment agencies and local employment service delivery systems, of the City of Seattle's policy concerning the employment of qualified individuals with disabilities and will notify them of employment opportunities as they become available. City of Seattle requested all recruiting sources to actively recruit and refer qualified persons for job opportunities. City of Seattle will include the equal opportunity clause concerning the employment of qualified individuals with disabilities in all non-exempt subcontracts and purchase orders.

7. Internal Dissemination of Policy
(41 CFR 60741.44(g))

City of Seattle has developed internal procedures to communicate its obligation to engage in affirmative action efforts to employ and advance in employment qualified individuals with disabilities. Procedures are designed to foster understanding, acceptance, and support among all employees and to encourage them to help City of Seattle meet this obligation.

The City of Seattle realizes that an outreach program is ineffective without the adequate internal support from management personnel and other employees. In order to ensure greater employee cooperation and participation in the City of Seattle's affirmative action efforts, City of Seattle has adopted policies and engaged in activities which are not limited to the following:

1. Copy of our AAP for Individuals with Disabilities is available for inspection to any employee or applicant upon request;
2. EEO Policy Statement and the EEO is the Law poster are placed on bulletin boards located throughout our facilities and work areas;
3. Electronic versions of the EEO Policy Statement and the EEO is the Law poster are clearly labeled and posted on the City of Seattle's intranet;
4. Meetings with executive, management, and supervisory personnel are held to explain the intent of the policy and individual responsibility for effective implementation;
5. Managers and supervisors are provided with affirmative action and EEO training upon commencement of their management roles;
6. Policy is discussed during employee orientation;
7. Union officials and/or employee representatives are informed of these policies; and
8. When employees are featured in publications, individuals with disabilities are included when available.

8. Audit and Reporting Systems (41 CFR 60741.44(h))

The Affirmative Action & Equal Employment Opportunity Program Manager has the responsibility for the preparation and implementation of the AAP. Responsibility for the effective implementation of the AAP is also vested with each department manager and supervisor.

The following activities are reviewed at least annually to ensure freedom from discrimination against, or stereotyping of, individuals with disabilities in any manner. During the self-audit, the following activities are reviewed:

1. Recruitment, advertising, and job application procedures;
2. Implementation of hiring, promotion, upgrading, award of tenure, layoff, and 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. Awarding of sick leave, leaves of absence, or implementation of any other leave policies;
6. Participation in training, mentoring, or apprenticeship programs, and attendance at professional meetings and conferences; and
7. Application of any other term, condition, or privilege of employment, including participation in City of Seattle-sponsored educational, training, recreational, and social activities.

City of Seattle's audit system includes periodic reports provided by the Affirmative Action & Equal Employment Opportunity Program Manager documenting City of Seattle'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.

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

1. documentation of self-audit;
2. summary data of personnel activity including external job offers and hires, promotions, resignations, terminations, and layoffs by job group relating to individuals with disabilities;
3. and an applicant flow log showing the name, race, ethnicity, sex, disability status, veteran status, date of application, job title, and action taken for all individuals applying for job opportunities.

9. Responsibility for Implementation
(41 CFR 60741.44(i))

A. Responsibilities of EEO Coordinator:

Jessica Smith, the Affirmative Action & Equal Employment Opportunity Program Manager, has been designated to direct the activities of the affirmative action program. This person has the responsibility for ensuring the effective implementation of the City of Seattle's AAP. These responsibilities include, but are not limited to:

1. Implementing the AAP for individuals with disabilities, policy statements, personnel policies and procedures, internal and external communication of the policy, and monitoring the effectiveness of these actions;
2. Reviewing all personnel actions, policies, and procedures to ensure compliance with City of Seattle's affirmative action obligations;
3. Assisting Human Resources department with reviewing the qualifications of all applicants and employees considered/eligible for hiring, promotion, transfer, or layoff/reduction in force to ensure qualified individuals with disabilities are treated in a nondiscriminatory manner when hiring, promotion, transfer, or layoff/reduction in force occur;
4. Assisting in the development of solutions for any identified problem areas;
5. Monitoring the effectiveness of the program on a continuing basis through the development and implementation of an internal audit and reporting system that measures the effectiveness of the program;
6. Keeping management informed of equal opportunity progress and problems within the City of Seattle through, at a minimum, periodic reports;
7. Providing department managers with a copy of the AAP for individuals with disabilities and reviewing the program with them on an annual basis to ensure knowledge of their responsibilities for implementation of the program;
8. Reviewing the City of Seattle's AAP for individuals with disabilities with all managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities;
9. Assisting in ensuring that career development of employees who are individuals with disabilities is equal to that of other employees;
10. Auditing the contents of City of Seattle bulletin boards to ensure that required information is posted and up-to-date;
11. Serving as a liaison between City of Seattle and enforcement agencies; and

12. Serving as a liaison between City of Seattle and outreach and recruitment sources for individuals with disabilities.

B. Responsibilities of Managers and Supervisors:

Managers and supervisors are advised annually of their responsibilities under the City of Seattle's AAP for individuals with disabilities. These responsibilities include, but are not limited to:

1. Reviewing the City of Seattle's affirmative action policy for individuals with disabilities with subordinate managers and supervisors to ensure that they are aware of the policy and understand their obligation to comply with it in all personnel actions;
2. Reviewing the qualifications of all applicants and employees to ensure individuals with disabilities are treated in a nondiscriminatory manner when hiring, promotion, transfer, or layoff/reduction in force occur; and
3. Reviewing all employees' performance to ensure that non-discrimination is adhered to in all personnel activities.

10. Training
(41 CFR 60741.44(j))

All personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes receive annual training regarding City of Seattle's AAP and their role in its implementation. Employees hired or promoted into these roles also receive training on regulatory requirements under Section 503 of the Rehabilitation Act soon after being hired or placed into these roles.

During the annual training, personnel are advised of their responsibilities under the AAP for individuals with disabilities and of their obligations to:

1. Assist in the identification of problem areas, formulate solutions, and establish departmental goals and objectives when necessary;
2. Ensure qualified applicants and employees who are individuals with disabilities are treated in a nondiscriminatory manner in all employment practices, including when making selection decisions, such as for hire, promotion, training, or to receive awards or bonuses;
3. Provide reasonable accommodation to the known physical or mental limitations of qualified individuals with disabilities unless such accommodation would impose an undue hardship on the conduct of its business;
4. Maintain confidentiality of any information regarding self-identification of individuals with disabilities; and
5. Ensure that nondiscrimination is adhered to in all personnel activities.

11. Applicant and Hiring Data
(41 CFR 60741.44(k))

City of Seattle collects employee data pertaining to individuals with disabilities in order to assess the effectiveness of the City of Seattle’s outreach and recruitment efforts. We invite applicants to voluntarily inform the City of Seattle whether they believe they are individuals with disabilities in compliance with the Section 503 requirements. This data will be maintained for three years.

12. Utilization Analysis
(41 CFR 60741.45(d))

The utilization analysis is designed to evaluate the representation of individuals with disabilities in each job group within the contractor's workforce with the 7 percent utilization goal established by the OFCCP. The utilization goal is not a rigid and inflexible quota which must be met, nor is it to be considered either a ceiling or a floor for the employment of particular groups. Quotas are expressly forbidden.

13. Identification of Problem Areas and Action-oriented Programs
(41 CFR 60741.45(e) and (f))

When the percentage of individuals with disabilities in one or more job groups is less than the utilization goal, the City of Seattle takes steps to determine whether and where impediments to equal employment opportunity exist. When making this determination, we assess personnel processes, the effectiveness of the outreach and recruitment efforts, the results of our affirmative action program audit, and any other areas that might affect the success of the affirmative action program.

The City of Seattle develops and executes action-oriented programs designed to correct any identified problems areas. These action-oriented programs may include the modification of personnel processes to ensure equal employment opportunity for individuals with disabilities, alternative or additional outreach and recruitment efforts, and/or other actions designed to correct the identified problem areas and attain the established goal.

APPENDIX 3: Job Groups and Job Classifications by EEO-4 Category

CODE	JOB GROUP	JOB TITLE
Officials and Administrators		
EEO4-1	1.01 - O&A - City Light	City Light General Mgr&CEO
		Electric Util Exec 2
		Electric Util Exec 3,Dir
		Electric Util Exec 3,Ofcr
		Executive2 - City Light
		Executive3 - City Light
	1.02 - O&A - Civil Rights	Executive2 - Immigrant
		Executive2 - Labor Standards
		Executive3 - Civil Rights
	1.03 - O&A - Civil Svices	Civil Svc Commissioner
		Executive2 - Civil Service
	1.04 - O&A - CL&PS	Executive1 - Municipal Court
		Executive2 - Municipal Court
		Manager1,CL&PS
		Manager2,CL&PS
		Manager3,CL&PS
		Muni Judge
	1.05 - O&A - Community Services	Executive1 - Education
		Executive1 - Neighborhoods
		Executive2 - Education
		Executive3 - Economic Development
		Executive3 - Education
		Executive3 - Housing
		Executive3 - Neighborhoods
	1.06 - O&A - CSPI&P	Manager1,CSPI&P
		Manager2,CSPI&P
		Manager2,CSPI&P-BU
		Manager3,CSPI&P
	1.07 - O&A - Engineering	Manager2,Engrng&Plans Rev
		Manager3,Engrng&Plans Rev
		Manager3,Engrng&Plans Rev-BU
	1.08 - O&A - Ethics Elections & Investigations	Exec Manager-City Auditor
		Executive2 - Ethics
Executive3 - Inspector General		
Hearing Examiner		
1.09 - O&A - Exempt Managers	Manager1,Exempt	
	Manager2,Exempt	
	Manager2,Exempt-BU	

EEO4-1	1.09 - O&A - Exempt Managers (CONT'D)	Manager3,Exempt
		Manager3,Exempt-BU
	1.10 - O&A - Finance & Budget	Executive2 - City Budget
		Executive2 - Finance
		Executive3 - Finance
		Executive4 - City Budget
		Executive4 - Finance
		Investments/Debt Dir
		Investments/Debt Dir,Asst
		Manager1 *
		Manager1,Fin,Bud,&Actg
		Manager2,Fin,Bud,&Actg
		Manager2,Fin,Bud,&Actg-BU
		Manager3,Fin,Bud,&Actg
	1.11 - O&A - Fire Dept	Executive2 - Fire Dept
		Executive3 - Fire Dept
		Executive4 - Fire Dept
		Fire Chief,Dep-80 Hrs
		Fire Chief,Dep-91.4 Hrs
	1.12 - O&A - General Government	Manager1,General Govt
		Manager2,General Govt
		Manager3,General Govt
	1.13 - O&A - Human Resources	Dir, Employee Relations
		Executive1 - Human Resources
		Executive2 - Employee Ombud
		Executive2 - Human Resources
		Executive2 - Retirement
		Executive3 - Human Resources
		Executive4 - Human Resources
		Executive4 - Retirement
	1.14 - O&A - Human Services	Executive1 - Human Services
		Executive2 - Human Services
		Executive3 - Human Services
		Manager1,Human Svcs
		Manager2,Human Svcs
		Manager3,Human Svcs
	1.15 - O&A - Information Technology	Chief Technology Officer
		Executive1 - Info Tech
		Executive2 - Info Tech
		Executive3 - Info Tech
		Manager1,Info Technol

EEO4-1	1.15 - O&A - Information Technology (CONT'D)	Manager2,Info Technol
		Manager2,Info Technol-BU
		Manager3,Info Technol
		Manager3,Info Technol-BU
	1.16 - O&A - Legislative	City Attorney
		Exec Manager-Legislative
		Executive2 - Law Dept
		Manager-Legislative
	1.17 - O&A - Mayor & Council Members	Councilmember
		Councilmember - District
		Executive2 - Mayor's Office
		Executive4 - Mayor's Office
		Mayor
	1.18 - O&A - Other	Executive2 - Emergency Mgmt
		Executive2 - Intergovernment
		Executive3 - Intergovernment
	1.19 - O&A - P&FM	Manager1,P&FM
		Manager2,P&FM
		Manager3,P&FM
		Manager3,P&FM-BU
	1.20 - O&A - Parks & Public Space	Executive2 - Parks & Recreation
		Executive2 - Seattle Center
		Executive3 - Parks & Recreation
Executive4 - Parks & Recreation		
Executive4 - Seattle Center		
Manager1,Parks&Rec		
Manager2,Parks&Rec		
Manager3,Parks&Rec		
1.21 - O&A - PCRM	Manager2,PC&RM-BU	
	Manager3,PC&RM	
	Manager3,PC&RM-BU	
1.22 - O&A - Planning & Construction	Executive1 - Planning	
	Executive2 - Construction	
	Executive3 - Planning	
1.23 - O&A - Police Dept	Executive1 - Police Dept	
	Executive2 - Police Dept	
	Executive3 - Police	
	Executive3 - Police Dept	
	Executive4 - Police Dept	
	Seattle Police Chief	
1.24 - O&A – Transportation	Executive2 - Transportation	

EEO4-1	1.24 - O&A – Transportation (CONT'D)	Executive3 - Transportation
		Executive4 - Transportation
	1.25 - O&A - Utilities	Executive1 - Public Utilities
		Executive2 - Public Utilities
		Executive3 - Public Utilities
		Manager1,Utills
		Manager1,Utills-BU
		Manager2,Utills
		Manager2,Utills-BU
		Manager3,Utills
		Manager3,Utills-BU
		SPU General Mgr&CEO
	1.26 - O&A -Library	Asst Dir-Collections&Access
		Dir, Admin Svcs
Dir, Comms		
Dir, Public Svcs		
Dir,Instl&Strat Advsr		
Exec Dir&Chief Librn		
Head of Marketing&Online Svc		
Library Technol Ofcr		
Opns Manager		
Professionals		
EEO4-2	2.01 - Accountants Auditors and Payroll	Accountant
		Accountant *
		Accountant,Prin
		Accountant,Prin BU
		Accountant,Sr
		Accountant,Sr *
		Accountant,Sr BU
		Act Exec
		Payroll Supv
		Tax Auditor
		2.02 - Administrative Analysts
	Admin Staff Anlyst *	
	Admin Staff Anlyst BU	
	Admin Staff Asst	
	Admin Staff Asst *	
	2.03 - Arborists & Naturalists	Arboriculturist

EEO4-2	2.03 – Arborists & Naturalists (CONT'D)	Arborist
		Naturalist
		Naturalist *
		Plnt Ecologist
	2.04 - Architects	Architect,Sr
		Landscape Architect
		Landscape Architect,Sr
		Landscape Architect,Sr*
		Landscape Supv
	2.05 - Attorneys	City Attorney,Asst
		City Prosecutor,Asst *
		City Prosecutor,Asst-BU
	2.06 - Capital Improvement Coordinators	Capital Impr Prjt Coord
		Capital Impr Prjt Mgr
		Capital Plng&Strat Ints Mgr
		Capital Prjts Coord
		Capital Prjts Coord *
		Capital Prjts Coord Supv
		Capital Prjts Coord Supv-BU
		Capital Prjts Coord,Asst
		Capital Prjts Coord,Asst *
		Capital Prjts Coord,Chief
		Capital Prjts Coord,Sr
		Capital Prjts Coord,Sr *
		2.07 - Civil Engineering
	Civil Engr,Assoc	
	Civil Engr,Assoc *	
	Civil Engr,Asst I	
	Civil Engr,Asst I *	
	Civil Engr,Asst II	
	Civil Engr,Asst III	
	Civil Engr,Sr	
	Civil Engr,Sr *	
	Code Dev Anlyst	
	Strucl Plans Engr	
	Strucl Plans Engr Supv	
	Strucl Plans Engr,Sr	
	2.08 - Com Dev Specialists	
		Com Dev Spec,Sr
		Com Dev Spec,Sr *
Com Dev Spec,Supvsng		

EEO4-2	2.09 - Compliance	Civil Rights Anlyst
		Civil Rights Anlyst,Sr
		Code Compliance Anlyst
		Complaint Investigator
		Equal Emplmnt Coord
		Fair Hearing Coord
		Indus Hygienist,Certified
		Inspection Support Anlyst
		Noise Contrl Prgm Spec
		Permit Process Leader
		Permit Process Leader *
		Risk Mgmt Anlyst
		Safety & Health Manager
		Security Prgms Spec
		Security&Sfty Svcs Supv
	Sfty/Ocuptnl Hlth Coord	
	2.10 - Counselors	Counslr
		Counslr *
		Counslr,Sr
	2.11 - Education Specialists	Early Ed Spec
		Early Ed Spec *
		Early Ed Spec,Sr
		Ed Prgm Supv
		Publc Ed Prgm Spec
	2.12 - Electrical Engineering	Elecl Engr Supv
		Elecl Engr,Assoc
		Elecl Engr,Asst I
		Elecl Engr,Asst II
		Elecl Engr,Asst III
		Elecl Engr,Sr
		Pwr Supply Engr
	2.13 - Electrical Power System Engineering	Comms Engr,Assoc
		Elecl Pwr Svcs Engr
		Elecl Pwr Svcs Engr,Prin
		Elecl PwrSvcsEngr,Prin-Mrt
		Elecl PwrSvcsEngr-Mrt
		Elecl Quality Assurance Spec
		Elecl Svc Engr
		Elecl Svc Rep,Supvsng
	2.14 - Energy Management	Engry Mgmt Anlyst
		Engry Mgmt Anlyst Supv

EEO4-2	2.14 – Energy Management (CONT'D)	Enrgy Mgmt Anlyst,Sr
		Enrgy Plng Supv-BU
		Enrgy Res&Eval Anlyst
	2.15 - Environmental Analysts	Conserv Policy Anlyst
		Envrnmtl Anlyst,Assoc
		Envrnmtl Anlyst,Assoc *
		Envrnmtl Anlyst,Sr
	2.16 - Equipment, Facilities, & Fleets	Auto Engr,Sr
		Bldg Maint Svcs Supv
		Custdl/Janitorial Support Supv
		Equip&Facilities Coord
		Equip&Facilities Coord BU
		Equip&Facils Coord,Sr BU
		Facilities&CIP Mgr
		Fleet Mgmt Anlyst BU
		Property Mgmt Spec
		Space Plnr
	2.17 - Events Representatives	Events Booking Rep
		Events Booking Rep *
		Events Booking Rep,Sr
		Events Svc Rep
		Events Svc Rep,Sr
		Events Svc Rep,Sr *
		Events Svcs Mgr
		Exec Asst
	2.18 - Executive Assistants	Exec Asst *
		Exec Asst BU
		Exec Asst,Sr
		Exec Asst,Sr BU
		Exec Asst-Library
	2.19 - Financial Analysts	Dev Fin Spec,Sr
		Fin Anlyst
		Fin Anlyst *
Fin Anlyst Supv		
Fin Anlyst,Sr		
Fin Anlyst,Sr BU		
Fin Anlyst,Sr-HSD		
Fin Anlyst-HSD		
Fin&Opns Analysis Mgr		
2.20 - Fire Chiefs & Captains	Fire Battalion Chief-80 Hrs	
	Fire Battalion Chief-91.4 Hrs	

EEO4-2	2.20 – Fire Chiefs & Captains (CONT'D)	Fire Capt, Sr-80 Hrs
		Fire Capt, Sr-90.46 Hrs
		Fire Capt, Sr-Dispatcher-80 Hr
		Fire Capt, Sr-PrevInspect I 80
		Fire Capt, Sr-RB-90.46 Hrs
		Fire Capt, Sr-SLT-90.46 Hrs
		Fire Capt, Sr-VRT-90.46 Hrs
		Fire Capt-80 Hrs
		Fire Capt-90.46 Hrs
		Fire Capt-Admin-80 Hrs
		Fire Capt-FB-90.46 Hrs
		Fire Capt-HM-90.46 Hrs
		Fire Capt-Prev Inspector I 80
		Fire Capt-Trng Div-80 Hrs
		Fire Capt-VRT-90.46 Hrs
		Pol Capt
		Pol Capt - Permanent Night
		Pol Capt - Traffic
		Pol Capt - Violent Crime
		Pol Capt-Precinct
2.21 - Fire Engineers	Fire Protection Engr	
	Fire Protection Engr,Sr	
	Fire Protection Engr,Supv	
2.22 - Grants Contracts Purchasing & Risk Management	Buyer	
	Buyer,Sr-Library	
	Claims Adjuster I	
	Claims Adjuster-FAS	
	Contract Anlyst	
	Contract Anlyst,Sr	
	Grants&Contracts Spec	
	Grants&Contracts Spec *	
	Grants&Contracts Spec,Sr	
	Grants&Contracts Spec,Sr *	
	Grants&Contracts Supv	
2.23 - HR Professionals	Apprenticeship Coord-BU	
	Dispute Resolution Mediator	
	HR Generalist, Sr	
	HRIS Spec	
	Human Resources Manager	
	Human Svcs Coord	
	Human Svcs Coord *	

EEO4-2	2.23 – HR Professionals (CONT'D)	Human Svcs Prgm Supv
		Human Svcs Prgm Supv,Sr
		Labor Relations Coord
		Labor Relations Spec
		Personnel Anlyst
		Personnel Anlyst Supv
		Personnel Anlyst Supv-Comp
		Personnel Anlyst,Sr
		Personnel Anlyst,Sr-Comp
		Personnel Spec
		Personnel Spec *
		Personnel Spec,Sr
		Personnel Spec,Sr *
		Personnel Spec,Supvsng
		Temp Emplmnt Spec
		Trng&Ed Coord
		Trng&Ed Coord *
		Trng&Ed Coord,Sr
		Workers' Comp Anlyst
		2.24 - IT Professionals
Info Technol Prof A,Exempt		
Info Technol Prof B		
Info Technol Prof B,Exempt		
Info Technol Prof B-BU		
Info Technol Prof B-BU *		
Info Technol Prof C,Exempt		
Info Technol Prof C-BU		
Info Technol Prof C-BU *		
Info Technol Spec		
Info Technol Spec *		
Info Technol Svcs Anlyst		
Info Technol Svcs Anlyst *		
IT Prgmmer Anlyst-Spec		
Mgr,Cmputng Infr&Supp Svcs		
2.25 - Land Use Planners	Land Use Plnr II	
	Land Use Plnr III	
	Land Use Plnr IV	
2.26 - Legislative Assistants	Asst Mnging Librn	
	Legislative Asst	
	Legislative Asst *	
	Legislative Info Supv	

EEO4-2	2.26 – Legislative Assistants (CONT'D)	Library Levy Administrator
		Librn
		Librn*Intermittent
		Librn,Supvsng
		Mnging Libr I
		Mnging Libr II
		Selection Svcs Librn
		Sr Libr
	2.28 - Magistrates	Magistrate
		Magistrate-Pro Tempore-Day *
	2.29 - Marketing Communications & Graphic Design	Comms Spec
		Content Strategist
		Graphics&Design Mgr
		Marketing Dev Coord
		Marketing&Online Svcs Prjt Mgr
	2.30 - Material Controllers & Distribution	Mat Controller Supv
		Mat Controller,Prin
		Mat Controller,Prin-BU
		Mat Controller,Sr-BU
		Mats Distrib Svcs Mgr
	2.31 - Mechanical Engineering	Mech Engr Supv
		Mech Engr,Assoc
		Mech Engr,Sr
		Mech Plans Engr
		Mech Plans Engr Supv
		Mech Plans Engr,Sr
	2.32 - Mgmt Systems Analysts	Mgmt Svcs Anlyst
		Mgmt Svcs Anlyst *
		Mgmt Svcs Anlyst BU
		Mgmt Svcs Anlyst Supv
		Mgmt Svcs Anlyst Supv-BU
		Mgmt Svcs Anlyst,Sr
		Mgmt Svcs Anlyst,Sr *
		Mgmt Svcs Anlyst,Sr BU
	2.33 - Planning & Development Specialists	Plng&Dev Spec I
		Plng&Dev Spec I *
		Plng&Dev Spec II
		Plng&Dev Spec II *
		Plng&Dev Spec,Sr
		Plng&Dev Spec,Sr *
		Plng&Dev Spec,Sr BU

EEO4-2	2.33 – Planning & Development Specialists (CONT'D)	Plng&Dev Spec,Sr-BU
		Plng&Dev Spec,Supvsng
	2.34 - Police Lieutenant	Pol Lieut
	2.35 - Police Support Services	Evidence Warehouser,Sr
		Pol Comms Anlyst
	2.36 - Power Analysts & Marketers	Curr Divrsn Coord
		Pwr Anlyst
		Pwr Anlyst,Asst
		Pwr Anlyst,Sr
		Pwr Marketer
		Pwr Marketer-BU
	2.37 - Probation Counselors	Prob Counslr I
		Prob Counslr II
		Prob Counslr II-NR
		Prob Counslr-Asg Pers Recog
		Prob Counslr-Asg Pers Recog *
	2.38 - Professionals - Arts Program	Arts Prgm Spec
		Arts Prgm Spec,Sr
		Arts Prgm Supv
	2.39 - Professionals - Building Plans Examiner	Bldg Plans Examiner
		Bldg Plans Examiner Supv
		Bldg Plans Examiner,Sr
	2.40 - Professionals - Community Services	Com Garden Coord
		Com Garden Coord *
		Crime Prev Coord
		Emerg Prep Ofcr *
		Volunteer Prgms Coord
	2.41 - Professionals - Economist	Economist
		Economist,Prin
		Economist,Sr
	2.42 - Professionals - Mayors Office	Mayoral Staff Asst 2
	2.43 - Professionals - Other	Asst To The General Mgr&CEO
		Business Ofc&Actg Mgr
		Paralegal,Sr *
		Project&Ops Lead
		Special Asst-Law
		Util Astnce Supv
	2.44 - Program intake Representatives	Prgm Intake Rep
		Prgm Intake Rep *
		Prgm Intake Rep,Sr
	2.45 - Project Funds & Agreement	Prjt Fund&Agreemts Coord

EEO4-2	2.45 – Project Funds & Agreement (CONT'D)	Prjt Fund&Agreemts Coord,Sr
		Prjt Fund&Agreemts Coord,Sr *
		Prjt Fund&Agreemts Coord,Supv
	2.46 - Property Agents	Appraiser,Sr
		Real Property Agent
		Real Property Agent,Sr
	2.47 - Public Programs	City Records Mgmt Anlyst
		Code Dev Anlyst,Sr
		Designer
		Publc/Cultural Prgms Spec,Sr
		Public Svcs Prgm Mgr
		Rates Mgmt Anlyst,Sr
	2.48 - Public Relations Specialists	Public Relations Spec
		Public Relations Spec *
		Public Relations Spec,Sr
		Public Relations Spec,Sr *
		Public Relations Supv
	2.49 - Recreation	Aquatic Cntr Coord
		Aquatic Cntr Coord,Asst
		Aquatics Techl Supv
		Tennis Instructor
		Tennis Instructor *
	2.50 - Recreation Center Coordinators	Parks Concss Coord
		Rec Cntr Coord
		Rec Cntr Coord,Asst
		Rec Prgm Coord
		Rec Prgm Coord,Sr
		Rec Prgm Spec
		Rec Prgm Spec,Sr
	2.51 - Registered Nurse Consultant	Registered Nurse Consultant
	2.52 - Strategic Advisor	StratAdvsr1 *
		StratAdvsr2 *
StratAdvsr3 *		
2.53 - Strategic Advisor - Audit	StratAdvsr-Audit	
	StratAdvsr-Audit *	
2.54 - Strategic Advisor - BU	StratAdvsr1-BU *	
	StratAdvsr2-BU *	
	StratAdvsr3-BU *	
2.55 - Strategic Advisor - CSIP&P	StratAdvsr1,CSPI&P	
	StratAdvsr1,CSPI&P-BU	
	StratAdvsr2,CSPI&P	

EEO4-2	2.55 – Strategic Advisor - CSIP&P (CONT'D)	StratAdvsr2,CSPI&P-BU
		StratAdvsr3,CSPI&P
	2.56 - Strategic Advisor - Engineering	StratAdvsr1,Engrng&Plans Rev
		StratAdvsr2,Engrng&Plans Rev
		StratAdvsr3,Engrng&Plans Rev
	2.57 - Strategic Advisor - Exempt	StratAdvsr1,Exempt
		StratAdvsr2,Exempt
		StratAdvsr2,Exempt-BU
		StratAdvsr3,Exempt
		StratAdvsr3,Exempt-BU
	2.58 - Strategic Advisor - Finance	StratAdvsr1,Fin,Bud,&Actg
		StratAdvsr1,Fin,Bud,&Actg-BU
		StratAdvsr2,Fin,Bud,&Actg
		StratAdvsr2,Fin,Bud,&Actg-BU
		StratAdvsr3,Fin,Bud,&Actg
	2.59 - Strategic Advisor - Government	StratAdvsr1,General Govt
		StratAdvsr1,General Govt-BU
		StratAdvsr2,General Govt
		StratAdvsr2,General Govt-BU
		StratAdvsr3,General Govt
	2.60 - Strategic Advisor - Human Services	StratAdvsr1,Human Svcs
		StratAdvsr2,Human Svcs
	2.61 - Strategic Advisor - Info Technology	StratAdvsr1,Info Technol
		StratAdvsr2,Info Technol
		StratAdvsr2,Info Technol-BU
		StratAdvsr3,Info Technol
		StratAdvsr3,Info Technol-BU
	2.62 - Strategic Advisor - Legislative	StratAdvsr-Legislative
StratAdvsr-Legislative *		
Strategy&Policy Advsr, CLO		
2.63 - Strategic Advisor - P&FM	StratAdvsr1,P&FM	
	StratAdvsr2,P&FM	
2.64 - Strategic Advisor - Park&Rec	StratAdvsr1,Parks&Rec	
	StratAdvsr2,Parks&Rec	
2.65 - Strategic Advisor - PC&RM	StratAdvsr1,PC&RM	
	StratAdvsr2,PC&RM	
	StratAdvsr2,PC&RM-BU	
	StratAdvsr3,PC&RM-BU	
2.66 - Strategic Advisor – Utils	StratAdvsr1,Utils	
	StratAdvsr1,Utils-BU	
	StratAdvsr2,Utils	

EEO4-2	2.66 – Strategic Advisor – Utils (CONT'D)	StratAdvsr2,Utils-BU
		StratAdvsr3,Utils
		StratAdvsr3,Utils-BU
	2.67 - Strategic Advisor CL&PS	StratAdvsr1,CL&PS
		StratAdvsr2,CL&PS
		StratAdvsr3,CL&PS
	2.68 - Transportation Planning	Transp Plnr,Assoc
		Transp Plnr,Assoc *
		Transp Plnr,Sr
		Transp Plnr,Sr *
	2.69 - Victim Advocates	Victim Advocate
		Victim Advocate BU
		Victim Advocate BU *
	2.70 - Video Specialists	Video Spec I *
		Video Spec II
		Video Spec II BU
		Video Spec II BU *
	2.71 - Water Quality Analysts & Engineers	Wtr Quality Anlyst
		Wtr Quality Anlyst *
		Wtr Quality Anlyst,Sr
		Wtr Quality Anlyst,Supv
Wtr Quality Engr		
Wtr Quality Engr,Sr		
Technicians		
EEO4-3	3.01 - Arts	Generation Supv-BU
		Graphic Arts Designer
		Photographer,Sr
		Photographic Svcs Supv
	3.02 - Civil Engineering Specialists	Civil Engrng Spec Supv
		Civil Engrng Spec,Assoc
		Civil Engrng Spec,Assoc *
		Civil Engrng Spec,Asst I
		Civil Engrng Spec,Asst I *
		Civil Engrng Spec,Asst II
		Civil Engrng Spec,Asst III
		Civil Engrng Spec,Sr
		Civil Engrng Spec,Sr *
	3.03 - Electrical Engineering Specialists	Elec Engrng Des Spec,Asst III
		Elecl Engrng Spec Supv
		Elecl Engrng Spec,Assoc
		Elecl Engrng Spec,Asst I
		Elecl Engrng Spec,Asst III

EEO4-3	3.03 - <i>Electrical Engineering Specialists (CONT'D)</i>	Elecl Engrng Spec,Sr
		Elecl Engrng Spec,Sr *
	3.04 - Electrical Technicians	Comms Elctn CC
		Comms Elctn II
		Comms Elctn Jnywrk-In Chg-Skt
	3.05 - Fire Lieutenant	Fire Lieut, Sr-80 Hrs
		Fire Lieut, Sr-90.46 Hrs
		Fire Lieut, Sr-Decon-90.46 Hrs
		Fire Lieut, Sr-Dispatcher-84 H
		Fire Lieut, Sr-FB-90.46 Hrs
		Fire Lieut, Sr-HM 90.46 Hrs
		Fire Lieut, Sr-ParamedTechSr-8
		Fire Lieut, Sr-PrevInspect 80
		Fire Lieut, Sr-RB-90.46 Hrs
		Fire Lieut, Sr-SLT-80 Hrs
		Fire Lieut, Sr-SLT-90.46 Hrs
		Fire Lieut, Sr-Trng Div-80 Hrs
		Fire Lieut, Sr-TRT Dive-90.46
		Fire Lieut, Sr-VRT-90.46 Hrs
		Fire Lieut,Sr-ParaTechSr-84
		Fire Lieut,Sr-ParaTechSrAM-80
		Fire Lieut-80 Hrs
		Fire Lieut-90.46 Hrs
		Fire Lieut-HM 90.46 Hrs
		Fire Lieut-ParamedTechSr-80
		Fire Lieut-ParaTechSr-84
		Fire Lieut-Prev Inspector I 80
		Fire Lieut-RB-90.46 Hrs
		Fire Lieut-Trng Div-80 Hrs
		Fire Lieut-TRT Dive-90.46 Hrs
		Fire Prev Tech
	3.06 - Fire Technicians	Fire Equip Tech
		Fireboat Pilot-90.46 Hrs
	3.07 - Firefighter Paramedics	Fireftr-Paramed Tech-90.46 Hrs
		Fireftr-ParamedTechSr-90.46
	3.08 - Info Technology Technicians	Identification Data Spec
		Identification Tech
		Info Technol Spec 1,Sr-Libr
		Info Technol Spec 2,Sr-Libr
		PC Technician
		Web Developer I
	Web Developer Manager	
3.09 - Inspectors	Bldg Inspector,Journey	

EEO4-3	3.09 – Inspectors (CONT'D)	Bldg Inspector,Sr(Expert)
		Bldg Inspector,Strucl
		Elecl Insp,Sr/EleclPlnExmExp
		Elecl Inspector,(J)
		Elecl Inspector,Sr(Expert)
		Elevator Inspector(J)
		Elevator Inspector,Chief
		Elevator Inspector,Sr(Expert)
		Elevator Inspector,Sr(Expert)*
		Housing/Zoning Inspector
		Housing/Zoning Inspector Supv
		Housing/Zoning Inspector,Sr
		Licenses&Standards Inspector
		Mech Inspector(J)
		Pressure Sysys Inspector(J)
		Pressure Sysys Inspector,Chief
	Site Dev Insp	
	3.10 - Permitting Specialists	Bldg Plans Examiner(E)
		Housing/Zoning Tech
		Housing/Zoning Tech,Sr
		Latent Print Examiner
		Latent Print Examiner,Sr
		Latent Print Supv
		Permit Spec
		Permit Spec I
		Permit Spec II
		Permit Spec II *
		Permit Spec Supv
		Permit Tech
		Permit Tech *
		Permit Tech Supv
	Permit Tech,Sr	
	3.11 - Police Sargent	Pol Sgt-Academy Instructor
		Pol Sgt-Canine-BWV
		Pol Sgt-Detective-Bomb Squad
		Pol Sgt-Detective-CSI
		Pol Sgt-Detective-FIT
		Pol Sgt-Detective-Homicide
		Pol Sgt-Detective-Non Patrol
Pol Sgt-Detective-Patrol		
Pol Sgt-Detective-Patrol-BWV		

EEO4-3	3.11 - Police Sargent (CONT'D)	Pol Sgt-Diver-BWV
		Pol Sgt-Hostage Neg-Patrl-BWV
		Pol Sgt-Motorcycle-BWV
		Pol Sgt-Patrl
		Pol Sgt-Patrl-BWV
		Pol Sgt-SWAT-BWV
	3.12 - Power Dispatchers	Pwr Dispatcher
		Pwr Dispatcher,Asst
		Pwr Dispatcher,Sr
	3.13 - Safety & Health Specialists	Sfty&Hlth Spec
		Sfty&Hlth Spec,Sr
		Sfty&Hlth Spec,Sr-BU
		Sfty&Hlth Supv
	3.14 - Sound & Video	Sound Op *
		Sound Sysys Chief
	3.15 - Sound & Video Technicians	Sound&Video Equip Tech
		Sound&Video Equip Tech *
	3.16 - Stage Technicians	Stage CC
		Stage Tech *
		Stage Tech,Lead
	3.17 - System Analysts - Library	Systs Anlyst 1,Sr-Libr
		Systs Anlyst 2,Sr-Libr
		Systs Anlyst 3,Sr-Libr
		Systs Anlyst-Library
		Systs Librn
	3.18 - Technician Supervisors	Envrnmtl Fld Supv
		Generation Supv
		Hydro Op,Chief
		Licenses&Standards Supv
		Property Rehab Supv
		Solid Wst Fld Rep Supv
		Surveyor,Chief
		Util Acts Supv
	3.19 - Technicians – Others	Benefits Asst
		Commercial Veh Enf Ofcr
		Envrnmtl Fld Spec
Parks Special Events Schedlr		
Property Rehab Spec		
Sign Pntr		
Sign Pntr CC		
Sign Pntr,Sr		

EEO4-3	<i>3.19 - Technicians – Others (CONT'D)</i>	Systems Administrator - DBA
		Technical Writer
		Veterinary Tech
	3.21 - Utility Technicians & Operators	HVAC Tech
		HVAC Tech/SC-BU
		Hydroelec Op I
		Hydroelec Op II
		Marine Equip Svcr BU
		Solid Wst Fld Rep,Lead
		Telecom Syst Installer
		Telecom Syst Installer *
		Telecom Syst Installer,Sr
	3.22 - Water Technicians	Wtr Laboratory Tech
		Wtr Laboratory Tech *
		Wtr Quality Anlyst,Asst
		Wtr Syst Op
		Wtr Syst Op,Sr
		Wtr Sysys Supv
		Wtrshed Inspector
Wtrshed Inspector,Sr		
Wtrshed Resources Tech		
Protective Service Workers		
EEO4-4	4.01 - Court	Bailiff
		Bailiff *
		Bailiff,Chief
		Muni Court Marshal
		Muni Court Marshal *
		Muni Court Marshal,Sr
	4.02 - Dispatch	Fire Lieut, Sr-Admin-80 Hrs
		Fireftr Admin-80 Hrs
		Fireftr-80 Hrs
		Fireftr-90.46 Hrs
		Fireftr-Decon-90.46 Hrs
		Fireftr-Dispatcher-84 Hrs
		Fireftr-Dispatcher-90.46 Hrs
		Fireftr-FB-90.46 Hrs
		Fireftr-FIU Prev Insp I-84 Hrs
		Fireftr-HM-90.46 Hrs
		Fireftr-Prev Insp I-80 Hrs
		Fireftr-RB-90.46 Hrs
		Fireftr-SLT-90.46 Hrs

EEO4-4	4.02 – Dispatch (CONT'D)	Fireftr-Staff10-90.46 Hrs
		Fireftr-Trng Div-80 Hrs
		Fireftr-VRT-80 Hrs
		Fireftr-VRT-90.46 Hrs
4.04 - Firefighters Divers	Fireftr-Ap Drvr C-80 Hrs	
	Fireftr-Ap Drvr C-90.46	
	Fireftr-Ap Drvr-90.46	
	Fireftr-DeconApDrvrC-90.46 Hrs	
	Fireftr-HM Ap Drvr C-80 Hrs	
	Fireftr-HM-Ap Drvr C-90.46 Hrs	
	Fireftr-RB Ap DrvrC-90.46 Hrs	
	Fireftr-SLT Ap DrvrC-90.46 Hrs	
	Fireftr-TRT Dive-90.46 Hrs	
	Fireftr-TRT-90.46 Hrs	
	Fireftr-TRTDiveDriver-90.46 Hr	
	Fireftr-TRTDiveDriverC-90.46Hr	
	Fireftr-TRTDiveMaster-90.46Hr	
	Fireftr-TRTDiveMasterC-90.46Hr	
	Fireftr-VRT Ap DrvrC-80 Hrs	
	Fireftr-VRT Ap DrvrC-90.46 Hrs	
4.05 - Firefighters Paramedics	Fireftr-Paramed-Admin-80	
	Fireftr-ParamedSr-Admin-80	
	Fireftr-ParamedTechSr-80	
4.06 - Other Protective Services	Park Ranger	
	Security Ofcr	
	Security Ofcr *	
	Security Ofcr,Lead-Library	
	Security Ofcr,Sr	
	Security Ofcr-Library	
	Security Supv	
4.07 - Police Detectives	Pol Ofcr-Detective	
	Pol Ofcr-Detective-Bomb Squad	
	Pol Ofcr-Detective-CSI	
	Pol Ofcr-Detective-FIT	
	Pol Ofcr-Detective-Homicide	
	Pol Ofcr-Detective-Patrol	
	Pol Ofcr-Detective-Patrol-BWV	
	Pol Ofcr-Det-Non PatrI-BWV	
4.08 - Police Officers	Pol Ofcr-Academy Instructor	
	Pol Ofcr-BWV	
	Pol Ofcr-Canine	

EEO4-4	4.08 - Police Officers (CONT'D)	Pol Ofcr-Canine-BWV
		Pol Ofcr-Diver-BWV
		Pol Ofcr-Motorcycle
		Pol Ofcr-Motorcycle-BWV
		Pol Ofcr-Non Patrol
	4.09 - Police Patrol	Pol Ofcr-Patrl
		Pol Ofcr-Patrl-BWV
	4.10 - Police Student	Pol Ofcr- Student
		Pol Recruit
	4.11 - Police SWAT/Hostage Negotiation	Pol Ofcr-Hostage Neg-Patrl
		Pol Ofcr-Hostage Neg-Patrl-BWV
		Pol Ofcr-SWAT-BWV
	Paraprofessionals	
EEO4-5	5.01 - Clerical - Other	Enrgy Conserv Rep,Sr
		Enrgy Mgmt Anlyst,Asst
		Enrgy Mgmt Anlyst,Asst *
		Mayoral Staff Asst 1
		Transp Plnr,Asst
		Transp Plnr,Asst *
		Trng&Ed Coord,Asst
	5.02 - Community Services	Counslr,Asst
		Ed Prgm Asst *
		Prgm Coord
		Social Svcs Aide
		Social Svcs Aide *
		Yth Supv I *
	5.03 - Contract & Finance Analysts	Contracts&Concss Asst
		Dev Fin Spec I
		Fin Anlyst,Asst
		Tax Auditor,Asst
	5.04 - Electrical Services Representatives	Elecl Svc Rep
		Elecl Svc Rep *
		Elecl Svc Rep,Sr
		Elecl Svc Rep,Sr *
	5.05 - Engineering Aides	Engrng Aide
	5.06 - Human Resources Assistants	Human Resources Spec
		Human Svcs Coord,Asst
		Human Svcs Coord,Asst *
		Personnel Anlyst Trne
		Personnel Spec Trne
		Personnel Spec,Asst

EEO4-5	5.07 - Interns	Cooperative Intern *
		Cooperative Intern-W/S *
		Muni Government Intern *
		Muni Government Intern-W/S *
		Student Accountant Intern *
		Student Engr Intern *
	5.08 - Library	Asst Mgr-Library
		Library Assoc IV
	5.09 - Mgmt System Analysts	Mgmt Systs Anlyst,Asst
		Mgmt Systs Anlyst,Asst *
		Mgmt Systs Anlyst,Asst BU
	5.10 - Paralegals & Legal Assistants	Court Interpreter Coord
		Legal Asst,Sr
		Legislative Info Spec II
		Paralegal
		Paralegal - Law
		Paralegal - Law *
		Paralegal BU
		Paralegal,Sr - Law
	5.11 - Parking Enforcement	Parking Enf Ofcr
		Parking Enf Ofcr Supv
	5.12 - Police Clerical Services	Com Svc Ofcr
		Com Svc Ofcr Supv
		Opns Response Centr Trne
		Opns Response Cntr Op
		Opns Response Cntr Op,Sr
	5.13 - Recreational Leaders	Rec Leader
		Rec Leader *
	5.14 - Research & Evaluation	Res Aide *
		Res&Eval Aide
		Res&Eval Aide *
		Res&Eval Asst
		Res&Eval Asst II
Res&Eval Asst II BU		
Res&Eval Asst-BU		
Administrative Support		
EEO4-6	6.01 - Actg Technicians	Actg Tech I-BU
		Actg Tech II
		Actg Tech II-BU
		Actg Tech II-BU *
		Actg Tech III

EEO4-6	6.01 - Actg Technicians (CONT'D)	Actg Tech III *
		Actg Tech III-BU
		Actg Tech III-Library
		Actg Tech II-Library
		Actg Tech II-MC
		Actg Tech Supv-BU
		Credit Rep
		Credit&Colls Supv-BU
		Remittance Proc Tech
	6.02 - Admin Specialists	Admin Spec I
		Admin Spec I-BU
		Admin Spec I-BU *
		Admin Spec II
		Admin Spec II *
		Admin Spec II-BU
		Admin Spec II-BU *
		Admin Spec III
		Admin Spec III *
		Admin Spec III-BU
		Admin Spec III-BU *
		Admin Spec III-MC
		Admin Spec II-MC
		Admin Spec I-MC
		Admin Spec I-MC *
	Admin Spec,Sr-Library	
	Admin Specialist-Library	
	6.03 - Admin Support	Admin Support Asst
		Admin Support Asst *
		Admin Support Asst-MC
		Admin Support Supv
		Admin Support Supv-BU
		Admin Support Supv-MC
		Ofc Asst *
	6.04 - Benefits	Human Resources Assoc
		Retirement Spec
		Retirement Spec,Asst
Workers' Comp Spec		
6.05 - Cashiers	Cashier	
	Cashier *	
	Cashier,Sr	
	Court Cashier	

EEO4-6	6.05 – Cashiers (CONT'D)	Court Cashier Supv
		Treasury Cashier
		Treasury Cashier,Sr
	6.06 - Court Clerks	Court Clerk
		Court Clerk *
		Court Clerk Supv
	6.07 - Customer Service	Adms Personnel Dispatcher
		Cust Svc Rep
		Cust Svc Rep *
		Cust Svc Rep Supv
		Cust Svc Rep,Sr
		Cust Svc Rep,Sr *
		Events Svcs Spec
	6.08 - Inventory & Measurement	Mats Distrib Svcs Spec
		Scale Attendant
		Scale Attendant *
		Supply&Inventory Tech
	6.09 - Legal Assistants	Lead Page
		Legal Asst
		Paralegal Asst II
	6.10 - Library	Audio/Video Tech&Events Asst
		Coordinating Library Tech
		Library Assoc I
		Library Assoc I*Intermittent
		Library Assoc II
		Library Tech I
		Library Tech II
		Library Tech III
	6.11 - Meter Readers	Meter Reader
		Meter Reader *
		Meter Reader Supv
		Meter Reader,Sr
	6.12 - Page	Page
	6.13 - Police Support	Pol Comms Dispatcher I
		Pol Comms Dispatcher II
		Pol Comms Dispatcher III
		Pol Comms Dispatcher Supv
		Pol Data Tech
		Pol Data Tech *
		Pol Data Tech Supv
Pol Data Tech,Sr		

EEO4-6	6.14 - Radio Dispatchers	Radio Dispatcher
		Radio Dispatcher *
	6.15 - Student Assistants	Student Asst
		Util Act Rep I
		Util Act Rep II
		Util Act Rep Supv I
		Util Act Rep Supv II
		Util Act Rep Trne
		Util Act Rep Trne *
Util Svc Rep		
Skilled Craft Workers		
EEO4-7	7.01 - Apprentices	Auto Mechanic Aprn
		Cblspl Aprn
		Elctn Tech Aprn
		Elctn-Con Aprn
		Lnwkr Aprn
		Lnwkr Pre-Aprn
		Meter Elctn Aprn
		Plumber Aprn
		Wtr Pipe Wkr Aprn
	7.02 - Auto Mechanics	Auto Mechanic
		Auto Mechanic - Spec
		Auto Mechanic *
		Auto Mechanic,Sr
	7.03 - Cable Splicer	Cblspl-Jrnywkr In Chg
		Cblspl-Net Area
	7.04 - Cable Splicer Crew Chiefs	Cblspl CC-Asg C Coord
		Cblspl CC-Asg Locator
		Cblspl CC-Net Area
	7.05 - Carpenters	Carpenter
		Carpenter *
		Carpenter,Sr
	7.06 - Cement Finishers	Cement Finisher
		Cement Finisher,Sr
		Cement Finisher,Sr*
		Cement Finisher-Parks Facils
	7.07 - Construction & Maintenance	Constr&Maint Equip Op
		Constr&Maint Equip Op,Sr
	7.08 - Electric Utility Construction	Util Constr Lead Wkr
		Util Constr Wkr
	7.09 - Electric Utility Crew Chiefs	Elecl Work Rev CC

EEO4-7		Hydroelec Maint Mach CC
		Line C CC
		Line CC-Asg C Coord
		Meter Elctn CC Asg C Coord
		Meter Elctn Working CC
		Prot&Cntrl Elctn CC
		Pwr Structs Mechanic CC
		Transmission CC-WDM II
	7.10 - Electric Utility JIC	Jrnywkr In Chg
	7.11 - Electric Utility Maintenance	Elecl Constr&Maint Supv-BU
		Hydroelec Maint Mach
		Pwrline Clear Coord
		Pwrline Clear Tree Trimmer
		Pwrline Clear Tree Trimmer-JIC
	7.12 - Electric Utility Mechanics	Pwr Structs Mechanic
	7.13 - Electricians	Elctn
		Elctn *
		Elctn,Sr
		Elctn-Con
		Elctn-Con-(OI)
		Meter Elctn
		Pmp Stat Elecl Tech
		Pmp Stat Elecl Tech,Sr
		Prot&Cntrl Elctn I
		Prot&Cntrl Elctn II
		Prot&Cntrl Elctn-In chg
		Signal Elctn V
Signal Elctn,Journey-Level		
Signal Elctn,Journey-Level *		
7.14 - Facility Skilled Crafts	Bldg Engr-Libr	
	Contrl Tech	
	Facility TechI Supv	
	Facility TechI Supv/SC	
	Facility TechI Supv-BU	
	Lock Tech,Sr	
	Shop Opns Supv	
7.15 - Grounds Equipment Maintenance & Trimmers	Grounds Equip Mechanic	
	Grounds Equip Mechanic,Sr	
7.16 - Infrastructure Maintenance	Bridge Elecl Maint Supv	
	Bridge Maint General Supv	
	Bridge Maint Mechanic	

EEO4-7	7.16 - Infrastructure Maintenance (CONT'D)	Bridge Maint Mechanic,Sr
		Facility Maint Supv,Asst
		Street Maint Supv
	7.17 - Iron Workers	Strucl Iron Wkr
	7.18 - Lineworker	Lnwkr
		Lnwkr-Asg Pwrline Clearance
		Lnwrkr-Asg Locator
	7.19 - Maintenance Electrician Crew Chiefs	Bridge Elecl CC
		Elctn CC
		Elctn-Con CC
		Elctn-Con-Wkg CC
		Elec-Con CC-Asg Crew Coord
		Elec-Con Core CC
		Elec-Con(OI)Wkg CC-C Coord
		Elec-Con-Wkg CC-Asg C Coord
		Signal Elctn CC
	7.20 - Metal Workers & Fabrication	Auto Sheet Metal Wkr
		Metal Fabricator
		Metal Fabricator *
	7.21 - Other Maintenance Crew Chiefs	Equip Maint CC
		Stat Maint Mach CC
		Street Maint CC
	7.22 - Other Public Utility Skilled Crafts	Util Svc Inspector
		Util Svc Inspector,Sr
		Wtr Meter Repairer
		Wtr Meter Repairer,Sr
	7.23 - Other Skilled Trade Crew Chiefs	Auto Maint CC
		Bridge Maint Mechanic CC
		Carpenter CC
		Constr&Repair CC
		Disposal CC I
		Metal Fabricator CC
		Plumber CC
Pmp Stat CC		
Strucl Iron Wkr CC		
7.24 - Paint & Markings Crew Chiefs	Pntr CC	
	Strucl Pntr CC	
	Traffic Sign&Marking CC I	
	Traffic Sign&Marking CC II	
7.25 – Painters	Auto Body Wkr/Pntr	
	Auto Equip Pntr	

EEO4-7	7.25 – Painters (CONT'D)	Paint&Body Supv
		Pntr
		Pntr *
		Pntr,Sr
		Strucl Pntr
		Strucl Pntr *
	7.26 - Paving	Asphalt Raker
		Asphalt Raker,Sr
	7.27 - Paving Crew Chiefs	Asphalt Paving CC,Asst
		Street Paving CC
	7.28 - Plumbers	Plumber
		Plumber,Sr
	7.29 - Public Utility Maintenance	Stat Maint Mach
		Stat Maint Mach,Sr
		Util Maint Spec,Sr-SPU
		Util Maint Spec-SPU
		Util Maint Supv
		Util Sysys Maint Tech
		Util Sysys Maint Tech,Sr
	7.30 - Skilled Crafts- Others	Fireboat Engr-90.46 Hrs
		Lock Tech
		Parking Pay Stat Shop,Supv
		Parking Pay Stat Tech
		Passenger & Tugboat Op
		Passenger & Tugboat Op,Sr
	7.31 - Water Treatment	Wtr Treatment Equip Tech
		Wtr Treatment Op *
		Wtr Treatment Op,Sr
		Wtr Treatment Op-WDM I
	7.32 - Water Utility Crew Chiefs	Wtr Pipe CC
		Wtr Pipe CC-WDM II
		Wtr Treatment CC
	7.33 - Water Utility Workers	Wtr Pipe Hlpr *
Wtr Pipe Wkr		
Wtr Pipe Wkr Sr-WDM II		
Wtr Pipe Wkr,Sr		
Wtr Pipe Wkr-WDM I		
Service & Maintenance		
EEO4-8	8.01 - Animal Services	Animal Contrl Ofcr I
		Animal Contrl Ofcr I *
		Animal Contrl Ofcr II

EEO4-8	8.01 - Animal Services (CONT'D)	Animal Contrl Ofcr Supv
	8.02 - Bridge Operations	Bridge Carpentry&Maint Lead
		Bridge Maint Mech Hlpr
		Bridge Op
		Bridge Op *
		Bridge Op,Sr
		Bridge Opns General Supv
	8.03 - Building Maintenance & Facilities	Bldg Maint Supp Lead
		Bldg Maint Wkr
		Bldg/Facilities Opns Supv
		Bldg/Facilities Opns Supv-BU
		Facilities Lead Wkr
		Facilities Maint Wkr
		Facilities Support Coord
	8.04 - Conservation Corps	Seattle Conserv Corps Supv
		Seattle Conserv Corps Supv *
		Seattle Conserv Corps Supv,Sr
	8.05 - Delivery Drivers & Workers	Delivery Drvr/Drvr I
		Delivery Drvr/Drvr II
		Delivery Wkr
		Delivery Wkr *
	8.06 - Dining	Camp Svc Aide
		Camp Svc Aide,Sr
		Cook
		Cook *
		Dining Room Attendant
	8.07 - Drainage & Waste Water Collection	Drainage&Wstwtr Coll Lead Wkr
		Drainage&Wstwtr Coll Wkr
		Drainage&Wstwtr Coll Wkr CI
		Drainage&Wstwtr Lead Wkr CII
	8.08 - Electric Utility Maintenance Laborers	Hydro Maint Wkr I-Gen
		Hydro Maint Wkr I-Gen *
		Hydro Maint Wkr II-Gen
	8.09 - Enrollees	Work Trng Enrollee *
		Work Trng Enrollee,Tier II *
		Yth Emplmnt Enrollee-Sum *
8.10 - Gardeners & Groundskeepers	Gardener	
	Gardener *	
	Gardener,Asst	
	Gardener,Sr	
	Golf Course Groundskeeper I	

EEO4-8	8.10 - Gardeners & Groundskeepers (CONT'D)	Golf Course Groundskeeper I *
		Golf Course Groundskeeper II
		Golf Course Groundskeeper II *
		Golf Course Maint Supv
		Golf Course Tech
		Grounds Maint Lead Wkr
	8.11 - Janitors & Custodians	Custdl/Janitorial Supp Lead,Sr
		Custodian
		Janitor Lead
		Janitor,Lead-FAS/CL
		Janitor,Lead-SC/Parks/SPU
		Janitor-FAS/CL
		Janitor-FAS/CL *
		Janitor-Library
		Janitor-SC/Parks/SPU
		Janitor-SC/Parks/SPU *
	8.12 - Laborers	Engrng Emerg Laborer
		Laborer
		Laborer *
		Laborer-Inserting Machine Op
	8.13 - Lifeguards	Lifeguard
		Lifeguard *
		Lifeguard,Sr
	8.14 - Maintenance Aides	Ofc/Maint Aide
		Ofc/Maint Aide *
		Parks Maint Aide
		Parks Maint Aide I *
	8.15 - Maintenance Laborers	Forest Maint Wkr
		Forest Maint Wkr,Sr
		Installation Maint Wkr
		Installation Maint Wkr *
		Maint Laborer
		Maint Laborer *
	8.16 - Material Suppliers	Mat Suplr,Elec-Asg Equip Cust
		Mat Suplr,Elec-Asg Phd/Cw/D
		Mat Suplr-Asg Leo/Pdm/Hb
		MatSup,Elec-Asg Cs &/or Cdt
		MatSup,Elec-Asg OPVTCHBNSTR
	8.17 – Parking	Parking Attendant
		Parking Attendant,Sr
		Parking Meter Collector

EEO4-8	8.17 – Parking (CONT'D)	Parking Meter Collector,Supvsg
	8.18 - Parks Maintenance Laborers	Pool Maint Lead Wkr
		Pool Maint Wkr
	8.19 - Pool & Recreation Attendants	Beach&Pool Mgr *
		Rec Attendant
		Rec Attendant *
	8.20 - Public Utility Maintenance Laborers	Pmp Stat Maint Lead Wkr CII
		Pmp Stat Maint Leadwkr
		Pmp Stat Maint Wkr
		Pmp Stat Maint Wkr *
		Pmp Stat Maint Wkr CI
	8.21 - ROW Maintenance Laborers	Maint Laborer,Sr-Traffic
		Rights-Of-Way Maint Lead Wkr
		Rights-Of-Way Maint Wkr
	8.22 - Service Maintenance - Other	AMH Syst Op
		AMH Syst Op Lead
		Arts Conserv Tech
		Elecl Hlpr
		Elecl Hlpr-Bndry
		Elecl Maint Hlpr
		Equip Svcr
		Mach Spec
		Store Clerk
		Store Keeper
	8.23 - Service Maintenance Crew Chiefs	Bridge Opns CC
		Drainage&Wstwtr Coll CC
		Grounds Maint CC
		Janitorial CC-FAS
		Opns CC,Sr-SC
		Opns CC-SC
		Parks Custdl CC
		Parks Maint CC
		Pole Yard CC
		Trans Line CC
	8.24 - Traffic Sign & Marking Workers	Traffic Sign&Marking Lead Wkr
		Traffic Sign&Marking Lead Wkr*
	8.25 - Tree Trimmer	Tree Trimmer
		Tree Trimmer,Lead
	8.26 - Truck Drivers	Truck Drvr
		Truck Drvr,Heavy
		Truck Drvr,Heavy *

EEO4-8	8.27 - Ushers	Adms Employee
		Usher *
		Usher,Head
	8.28 - Utility Laborers	Util Laborer
		Util Laborer *
	8.29 - Warehouse	Evidence Warehouser
		Warehouse Supv
		Warehouse Supv,General
		Warehouser *
		Warehouser,Chief
		Warehouser,Chief - SPD
		Warehouser,Sr-BU
		Warehouser,Sr-BU *
Warehouser-BU		
Warehouser-BU *		

APPENDIX 4: Required Reports

The following reports are available internally for City of Seattle Human Resources and Management professionals to view online. Access to these reports can be requested via email to eeo@seattle.gov

4-1: Incumbency Vs Availability



Incumbency vs.
Availability All Races.p

4-2: Job Group Analysis



Job Group Analysis
All Races.pdf

4-3: Placement Goals



Placement Goals All
Races.pdf

4-4: Work Force Analysis



Work Force
Analysis.pdf

APPENDIX 5: Support Reports

The following reports are available internally for City of Seattle Human Resources and Management professionals to view online. Access to these reports can be requested via email to eeo@seattle.gov

5-1: AAP Assessment



AAP Assessment All
Races.pdf

5-2: Census Codes & Job Titles



Census Codes and
Job Titles.pdf

5-3: Job Group Analysis Summary



Job Group Analysis
Summary All Races.pc

5-4: Job Group Roster



Job Group
Roster.pdf

5-5: Reasonable Recruitment Labor Area Distribution



Reasonable
Recruitment Labor Ar

5-6: Summary Analysis



Summary Analysis All
Races.pdf

5-7: Work Force Analysis Summary



Work Force Analysis
Summary.pdf

5-8: Work Force Roster



Work Force
Roster.pdf

APPENDIX 6: Examples of Existing Action Oriented Programs

6-1: Programs and Resources Available to Active City Employees

Alternative Dispute Resolution (ADR)

The Alternative Dispute Resolution (ADR) program provides dispute resolution consultation, training, and mediation services for City of Seattle employees. The ADR team has been helping employees deal with conflicts for over 20 years. The program has support from unions and HR groups as an alternative for resolving disputes. ADR is a confidential, trusted service with a 98.5% employee approval rating. The ADR program works with all kinds of issues, including: claims of racism, discrimination, harassment, or retaliation; interpersonal conflicts; communication challenges; employee-employee relationships; employee-supervisor relationships; and issues related to working from home.

Civil Service Commission (CSC)

The CSC conducts open, public hearings on employee appeals of personnel actions, including disciplinary demotions, suspensions, and terminations. CSC (or a CSC Hearing Examiner) acts as a neutral body when it hears an appeal and considers evidence and argument from both the employee and the decisionmaker/department. CSC hearings are administrative, so they are less formal than a court proceeding. After listening to the evidence and arguments, the CSC will deliberate and come to a decision whether the alleged violation occurred or not. Parties to an appeal may represent themselves or have another person represent them. They may hire an attorney, but do not need to do so.

The CSC has the power to modify or reverse a disciplinary decision if it determines that a department acted in violation of the Personnel Rules or city policies. The CSC investigates allegations of undue political influence in hiring decisions. The CSC reviews rules, policies, programs, and legislation related to the City's personnel system makes recommendations to the Mayor and the City Council.

Human Resources Investigations Unit (HRIU)

The Mayor's Executive Order, 2018-04 created the Human Resources Investigations Unit (HRIU) to improve the City's response to discrimination, harassment, and misconduct allegations. HRIU is an independent investigative unit created in response to the City of Seattle employees' request for a fair and trusted investigations group with no connection to other in-house Human Resources departments or managers in their divisions.

HRIU investigates complaints and alleged violations of applicable City Personnel Rules, and/or related policies. This includes allegations of harassment, discrimination, and misconduct. Any current or former City of Seattle employee, their management, Human Resources representative, union representative, or shop steward may request an HRIU investigation.

HRIU uses Trauma-Informed investigation procedures to ensure that employees are treated compassionately and fairly through all phases of the investigation process.

Equal Employment Opportunity (EEO) investigations at the City of Seattle are listed under Personnel Rule 1.1, which addresses harassment, discrimination and retaliation. It also includes certain types of serious misconduct.

Office for Civil Rights (OCR) Race and Social Justice Initiative (RSJI)

The City of Seattle's Race and Social Justice Initiative (RSJI) is a citywide effort to end institutionalized racism and race-based disparities in City government. The guiding principles of RSJI are undoing racism, sharing culture, learning from history, maintaining accountability, analyzing power, undoing internalized racial oppression, identifying and analyzing manifestations of racism, developing leadership, networking, and gatekeeping.

The Initiative's long-term goal is to change the underlying system that creates race-based disparities in our community and to achieve racial equity. RSJI recognizes that our racial/ethnic communities face challenges when it comes to civic engagement and access to City programs and services. In addition, newly arrived immigrants experience circumstances that are even more unique.

RSJI builds on the work of the civil rights movement and the ongoing efforts of individuals and groups in Seattle to confront racism. Through the Race and Social Justice Initiative, racial justice work is carried out by a citywide infrastructure - city workers and community members - that live in every branch of city government. This infrastructure works toward developing accountable relationships, analyzing the relationship between power and racism, and shifting structures and processes to create racially equitable outcomes.

RSJI provides racial equity support to city departments through trainings, technical assistance, hands-on facilitation, and community engagement. This targeted support is holistic and aims to address our environmental, structural, institutional, and individual goals for racial justice. With the support and guidance of dedicated RSJI Advisors and internal RSJI Change Teams, departments are encouraged to complete Racial Equity Toolkits (RETs) to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

The Shape of Trust

In 2017, staff from the City of Seattle's Office for Civil Rights (OCR), Office of Arts & Culture (ARTS), and Department of Human Resources (SDHR) began exploring ways that arts experiences could shift workplace culture away from behaviors and expectations that promote white supremacy and other forms of oppression.

In 2019, ARTS staff worked with a local playwright who wove accounts from City of Seattle employees, particularly BIPOC women, into an original performance that debuted on three Seattle stages for over 1,200 people. Their stories reveal patterns of struggle and strategy, disconnection and collaboration, leadership and change. They show how we must move towards behaviors that foster connection and belonging, and behaviors that match our stated values.

Based on feedback from *The Shape of Trust* community of practice, the live performance was recorded and produced as a training for employees to access. Training outcomes for *The Shape of Trust* participants are to: root anti-racism work in the undeniable reality of our interdependence, collective health, creativity, and drive to belong; center transformational anti-racism in their work as a regular practice and as a way of being; and

lead holistically, emphasizing a connection to mind, body, spirit, creativity, culture, and community.

The Shape of Trust builds meaning and skills across five essential and interwoven components of racial equity, social justice, and belonging. Participants in *The Shape of Trust* will explore the learning areas of: self & society; creativity & interconnection; wellbeing; institutions & systems; and advocacy & action.

RSJI Key Leaders Program

The integration of frameworks and practices created through *The Shape of Trust* resulted in the development and implementation of the RSJI Key Leaders Program. The Key Leaders Program occurred October 2020 - February 2021 as a series of seven 4-hour online sessions, and two caucuses designed to build the transformational, anti-racist organizing capacity of City employees holding equity-related positions.

Office of Employee Ombud (OEO)

The Office of Employee Ombud was established by Ordinance #125735 in December 2018. The Office of the Ombud is a confidential, informal and independent resource that serves all current City of Seattle Employees. As a resource for all current City of Seattle Employees, the OEO empowers individuals and teams to transform conflict into quality work and learning and to ensure that employees have access to a resource for informally addressing workplace concerns in a fair and equitable manner. The Mission of the OEO as described by Ordinance #125735 is to:

- Assist City employees, in all branches of City government, in understanding and assessing options and resources to address concerns about or claims of workplace conduct that may be: inappropriate; a violation of the City's Personnel Rules, City policies, workplace expectations; harassment, discrimination, or retaliation; and
- Provide analyses and recommendations of policy and rule changes needed to address departmental or system-wide inefficiencies and in-person training to prevent workplace discrimination and harassment in City employment.

At this time, the OEO is not a resource for former employees, non-employee applicants to City jobs, retirees, or the general public.

Gender Justice Project

The Gender Justice Project is a City of Seattle effort to create an inclusive workplace and city. We seek to end gender- and race-based inequities in the City workforce and in City policies, programs and service delivery. The project envisions a city where a person's gender, gender identity, and race will no longer determine the ability to earn a living wage, access to housing, or the ability to achieve healthy life outcomes. The Gender Justice Project seeks to lift the entire community by using targeted strategies that center those most marginalized to achieve universal outcomes for all.

The goal of the Gender Justice Project is to support City staff in providing the best in customer service by ensuring inclusivity is a part of every interaction. This is achieved by working to advance policy solutions that promote equity and by ensuring that education, awareness, and training is made available to all City staff.

In August 2015, the City passed the All-Gender Restroom Ordinance, which helps achieve greater restroom access for transgender and gender diverse individuals. [Seattle’s Public Accommodations Ordinance \(SMC 14.06\)](#) also clarifies the rights of individuals to use gender-specific facilities that are consistent with their gender identity. The All-Gender Restroom Ordinance applies to existing and newly-built City facilities, as well as in public places in Seattle. It allows use of single occupant restrooms by any person, regardless of sex or gender identity, and prevents those restrooms from being restricted to a specific sex or gender identity. Single occupant restroom facilities without appropriate signage already in place will require new signs to be posted.

The Gender Justice Project has developed Transgender Competency Training for City employees that is in a pilot phase to ensure that City staff understands how to work with transgender and gender non-conforming individuals. Our goal is to support City staff in providing the best in customer service by ensuring inclusivity is a part of every interaction. The City also completed [“Guidance on Gender Identity in the Workplace”](#) for welcoming and supporting transitioning, gender diverse and transgender city employees. The guide also serves as a roadmap for transitioning employees, their supervisors and coworkers.

[Workforce Equity Planning & Advisory Committee \(WEPAC\)](#)

The Workforce Equity Planning & Advisory Committee (WEPAC) guides and supports leaders at the City of Seattle to be fully inclusive of people of color and other marginalized or under-represented groups. It is tasked to dismantle institutional and structural barriers to racial equity. WEPAC will reach success when the City of Seattle workforce is an equitable and profoundly inclusive workforce where all employees belong and are heard, valued, and able to reach their full career potential and contribute to the well-being of the City of Seattle.

[6-2: Programs and Resources Managed by Seattle Department of Human Resources](#)

Seattle Department of Human Resources provides a number of programs, opportunities, tools, and resources available to all Departments and employees citywide.

[Workforce Equity](#)

In 2013, a National Partnership for Women and Families report revealed that women in the Seattle region have the largest pay gap in the country. Under former Mayor McGinn’s administration, a Gender Equity in Pay Task Force was established to examine disparities in pay at the City of Seattle. The Task Force created a report entitled Gender Equity in Pay at the City of Seattle, which explored potential institutional and systemic causes of gender pay inequity and provided a comprehensive set of recommendations to the City to address the gender-based pay gap.

In April 2014, Mayor Murray and the Council passed a joint resolution directing the Seattle Department of Human Resources (SDHR) to work in collaboration with the Seattle Office for Civil Rights (SOCR) to further study, identify and begin to address potential policies and practices responsible for pay disparities based on gender, race, sexual orientation or identity. In response to the resolution three studies were conducted with external consultants to provide comprehensive data to help direct comprehensive Workforce Equity Initiatives.

The first study was released February 9th, 2015 by Towers Watson investigating different paid parental leave models. The study subsequently informed the Paid Parental Leave Legislation

which was approved by City Council on April 6th, 2015. Also in April 2015 DCI consulting group finalized a gender and race/ethnicity pay equity study of City employees with the release of a report entitled The City of Seattle Workforce Pay Equity and Utilization Study. Additionally, a citywide assessment of HR policies and practices was completed in April 2015 by Point B consulting.

A Workforce Equity Initiative Executive Order was established on March 31st, 2015 declaring Workforce Equity a City priority. Within the Executive Order the Seattle Department of Human Resources (SDHR) in collaboration with the Seattle Office for Civil Rights (SOCR) is charged with leading an Interdepartmental Team (WEPAC) to develop and implement models and metrics for Workforce Equity that address the gender and racial/ethnic gaps on a systemic and organizational level. SDHR is also directed to work with departments to create consolidated and aligned HR policies and practices to create consistent and equitable treatment of employees Citywide.

The initial Workforce Equity Strategic plan was completed July 1, 2016 and identified several platform (cultural change) and workforce investment (benefit) strategies to move the City towards a more equitable workplace. Many of these strategies were funded beginning January 1, 2017, including positions to:

1. Consolidate and align Human Resources functions citywide to ensure a more equitable experience for all city employees
2. Create an Employment Pathways plan for the City of Seattle, with a focus on green careers for under-represented and marginalized employee groups
3. Create an Unbiased Employment Decision Making Training Program for all supervisors and managers
4. Create a leadership accountability plan for the highest levels of leadership in the City (department and division directors)

Disparities in the experiences of employees at the City, particularly Black, Indigenous, and People of Color (BIPOC) employees, historically were not formally tracked and measured. Knowing where to focus limited resources in removing barriers to employment at, and inclusion in, the City workforce is strategically important to workforce equity work at the City. It also prevents the City from measuring progress towards becoming an inclusive workplace. Tracking key metrics over time is one attempt at beginning to address the disparities in the City workforce.

Employees in caregiving roles experience inequitable barriers to participating in the workplace. Creating a more robust paid parental leave benefit and extending paid family leave beyond parental leave were both workforce investment strategies in the 2016 WFE Strategic Plan.

In February 2017, Ordinance 125260 expanded the City paid parental leave (PPL) to provide twelve possible weeks of fully paid leave (prorated for part-time employees) to allow employees to bond with a new child. This benefit is subject to the availability of other leave. The policy is available to eligible City employees who welcome a new child via birth, adoption, or fostering.

The ordinance also created a new paid family care leave (PFCL) for City employees to care for ill family members for up to four weeks. This benefit is subject to the availability of other leave. PFCL and the added weeks of PPL became available (retroactively) starting January 1, 2017.

Alternative Work Arrangements (AWAs)

In February of 2020, the Alternative Work Agreement- Community of Human Resources Practice (AWA-CHRP) met with the Mayor’s Office to review the permanent AWA program and gain approval prior to launching citywide. The City had been in the pilot phase since January 2019 when the program was rolled out in response to the decommission of the Alaskan Way Viaduct. The permanent program included updated program guidelines, creation of a management training module and toolkit, and an employee-initiated automated application workflow. This new workflow was designed to provide the City with employee data on the types of AWAs that were being requested, approved, and denied, as well as supplemental data on the reason for the denials.

The program implementation was fast-tracked due to the impacts of COVID-19 and the WA State “Stay Home, Stay Healthy” Order for all City employees, whose job allowed, to immediately begin teleworking. At any given time since the Stay Home Order, about 40-50% of City employees have worked remotely, with more than 75% of employees and supervisors and managers sharing they liked teleworking, thought it was possible to work effectively remotely, and that they hoped to continue teleworking to some degree after the Stay Home Order is lifted. The racial disparities of who is able to telework and who continued in public facing roles have not yet been analyzed.

Anti-Harassment and Anti-Discrimination

In early 2018, an Anti-Harassment Interdepartmental Team (IDT) was convened to review the City of Seattle's harassment and discrimination policies and practices and create more accountability, transparency, consistency, and equity. The work resulted in a report with [35 recommendations and 125 strategies](#) focused on making our City a safe, welcoming, and inclusive workplace. From these recommendation’s Mayor Durkan issued [Executive Order 2018-04: Anti-Harassment and Anti-Discrimination](#), outlining six sections to be implemented.

Employee Performance Management System: Equity, Engagement & Expectations (E3)

The Equity, Engagement & Expectations (E3) Performance Management program standardizes performance evaluation tools. E3 focuses on a partnership between employees and managers, building stronger communication, collaboration, and respect through understanding. Supervisors gain learning opportunities to identify strategies that reduce bias in employee evaluation practices. The system uses goal setting and evaluations to recognize employees for their skills and efforts. This includes setting goals, regularly scheduled one-on-one meetings, a formally documented mid-year check-in, and an annual review including a self-assessment written by the employee. Evaluation occurs in three areas: Goals and Key Responsibilities, Competencies, and Overall Performance.

The E3 pilot started in April 2016 with four departments and 963 employees. An additional sixteen departments and 3,584 staff have launched since. In 2018, the annual review was updated in response to feedback to streamline the process and provide HR business partners more control over the system.

A new training for HR business partners includes guides to complete the alignment step, bias and equity considerations, and training for managers to write performance reviews. At the end of 2019, there were 20 departments with 4,547 employees and managers participating in the E3 program.

In 2020, the annual mid-year check-in process was paused Citywide to provide breathing room to staff as they adapted to new work circumstances and stressors in the wake of the COVID-19 pandemic and the resulting “Stay Home, Stay Healthy” order. Additionally, City supervisors and managers were advised to use the rating of “meets expectations” (“fully performing” in E3) as a minimum standard for annual review with exceptions for documented, verifiable poor performance and misconduct with HR review. Supervisors were still able to provide narrative comments and to provide a rating of “exceeds expectations.”

Employment Pathways Interdepartmental Team

The City of Seattle workforce does not reflect the demographics of the communities we serve at higher levels of pay or supervisory authority. The goal of the Employment Pathways Interdepartmental Team (IDT) was to develop recommendations to create an inclusive and diverse workforce that is best able to serve Seattle communities because it is representative of the people who live and work in the greater Seattle area. The recommendations focus on an upskill-backfill model to create career pathways which is necessary since only 6% of the City’s allocated positions are entry-level. The upskill-backfill model helps current employees train for higher-skill roles (upskill), creating open positions and opportunities for entry-level workers and new hires to fill (backfill). The upskill-backfill model also promotes employee engagement and retention and enhances culture through learning and development.

The City’s Employment Pathways Interdepartmental Team (EP IDT) proposed recommendations to address this problem by promoting equitable access and advancement opportunities for City employees beginning with entry-level employees. Some of this work was transferred relevant Communities of Human Resources Practice (CHRP) groups for further guidance.

The COVID-19 pandemic in 2020, and the resulting financial impacts, reduced funding for and participation in internship and Career Quest programs.

Internship Community of Human Resources Practice (CHRP)

Seattle Department of Human Resources partnered with the Internship CHRP in creating an exit survey for interns. This survey will be used to identify program strengths and weaknesses and guide future process improvements to enable a more positive educational experience for interns.

Mentorship Community of Human Resources Practice (CHRP)

In Q4 2020, SHR brought together 10+ departments¹⁶ to discuss ways to align and expand mentorship programs. This work was guided by historic recommendations from both the City Leadership Academy and the Employment Pathways Interdepartmental Team.

Fire & Police Hiring Equity

Council Resolution 31588 directed the Seattle Police (SPD) and Seattle Fire (SFD) Departments to assess policies, practices, and potential barriers to inclusion for women and People of Color in these departments. Success will be reached when each department has a workforce reflective of the people who live and work in Seattle by race and gender, where each member is included and belongs. A key change underway is removing barriers to equity in the hiring practices at each department based on the hiring equity action plans developed in 2017.

Additional information on the participant demographics for Seattle Fire Department and Seattle Police Department hiring exams can be found in Appendix 7.

Language Premium Pay

Language Premium pay was negotiated between the City of Seattle and the Coalition of City Labor Unions in 2019, with an effective date of December 25, 2019. Ordinance 126010 adds Section [4.20.360](#) to the Seattle Municipal Code. The Language Premium program is currently in development, with a target implementation date of July 1, 2022. The goal of the program is to ensure that all employees who provide language services to support city business are properly evaluated, assigned, and compensated. Employees assigned to the Language Premium Program will receive a \$200 monthly stipend for each month the employee is assigned. All employees within Executive Departments and Office of the City of Seattle are eligible to participate in the Language Premium program regardless of union representation, regular or full-time status. This includes employees working as full-time, part-time, regular, intermittent, union represented, non-represented, supervisor, manager, individual contributor, and internship status.

Leadership Expectations and Accountability Program (LEAP)

Leadership Accountability was highlighted as a key strategy in the Workforce Equity Strategic Plan during the employee survey, literature review, interviews with City Leadership, employee listening sessions, and benchmarking against regional employers. The LEAP will be available Citywide and is targeted for use by department directors and their executive leadership.

The LEAP includes a guide, a self-assessment tool, and an action-steps tool. The LEAP is intended primarily as a learning tool with the City's value of a culture of learning. Success in Leadership Accountability will exist when Department Directors own their racial equity learning in performance reviews and act on racial disparities in their department whether it is in hiring, discipline, access to training, or employee exits.

Full release of the LEAP was placed on hold in 2020 due to the COVID-19 pandemic. The SHR Executive team, Seattle Parks and Recreation Department, and the Seattle Information Technology department begin piloting the LEAP in 2020.

Minimize Bias in Employment Decisions (MBED)

The MBED program was originally conceived to proactively minimize bias and increase equity in all employment decisions by managers, supervisors, and employees involved in employment decisions (i.e. recruiting, hiring, promoting, and discipline processes). The aim of this deliverable was to develop and share with participants: learning content, information, support tools, and strategies on how to recognize and minimize bias in their decision-making during these processes.

In 2019, MBED training resources were reprioritized to support Anti-Harassment and Anti-Discrimination efforts, such as developing supervisor/manager training that includes addressing racial bias. This aligns with incorporating the MBED curriculum into the supervisor/manager training being developed in 2019 and piloted in 2020.

In 2020, MBED focused on employee learning and data analysis.

Employee Learning: SHR Learning and Development consults with departments on Minimizing Bias facilitation in a limited capacity. Minimizing bias is also an integrated part of the New Supervisory Training under development.

Data Analysis: The SHR Workforce Equity team continued to track bias in employee monetary discipline and performance review processes at the City. Monetary discipline actions are those where employee pay is impacted including suspensions, demotions, and terminations for cause. The trends show increasing disparities in both discipline and performance reviews for employees of color at the City.

Paid Parental Leave (PPL) & Paid Family and Medical Leave (PFML)

A study released in 2013 by the National Partnership for Women and Families revealed that across the nation, women earn just 77 cents for every dollar earned by men. In the Seattle metro area that number drops to 73 cents for every dollar and identifies significant pay inequities between women and men in the workplace.

To address gender inequities at the City of Seattle, the Mayor and the Council introduced a joint resolution that instructed the City to:

- Develop training and strategies that address gender equity in the workplace, with a focus on institutional and structural sexism, and the intersections of race, gender and gender identity.
- Identify policies and practices that may contribute to disparities; make recommendations for pay, practice and policy adjustments based on findings; examine the root causes of inequities; and identify strategies for change.
- Conduct a study on paid parental leave, identify potential strategies and propose additional family friendly policies.
- Create a citywide leadership and management development program for employees and provide opportunities for career growth in under-represented employee groups.

Since then, the City has made strides toward achieving these gender equity goals. In April 2015, the City of Seattle adopted a [Paid Parental Leave Program](#) that provides eligible employees up to twelve weeks (480 hours) paid leave to bond with their new child. This leave entitlement is pro-rated for part-time employees. Employees must use the leave before the first anniversary of the child's birth or placement and can be used in addition to other accrued leave, including vacation and sick leave. In addition, the City added leave benefits this year that will reduce barriers primarily for women.

The City also provided a new leave benefit – [Paid Family Care Leave](#) (PFCL), which allows employees up to four weeks of paid leave to care for a family member. The PFCL benefit runs concurrent with and tracks eligibility consistent with the Federal Family Medical Leave Act benefit. The City's PFCL can not be used for the employee's own care.

Washington is one of six states that offers Paid Family and Medical Leave benefits to workers. This is a state-run program funded by premiums paid by both employees and employers. It is administered by the Washington State Employment Security Department (ESD). As directed by the Legislature, premium assessment began on Jan. 1, 2019 and benefits began on Jan. 1, 2020.

Like paid parental leave, PFML has been proven to increase employee engagement and morale, reduce employee anxiety and stress, and increase workforce inclusion.

The City modified the rules governing use of PFML by removing the requirement that the (full) four-week benefit be subject to the existence of leave accumulations, effectively providing four unconditional weeks to employees. At this time, the City also expanded the list of eligible family relationships under PFCL to include grandparents, grandchildren, and siblings of employees.

The City's Employment & Application System

The City of Seattle utilized a system that was implemented in 2004 and allowed candidates to apply for positions online. Via the online system applicants could submit an application, resume and cover letter plus update their availability and EEO data. The system was maintained centrally. Potential applicants could also apply for current openings by submitting their application, resume and cover letter electronically via several kiosks in several City of Seattle Neighborhood Centers or via paper for those who need a disability accommodation or lack computer access.

In 2010, the City replaced its existing on-line employment system with NeoGov. In addition to the features mentioned above, NeoGov allows individuals to indicate interest in a job area and when a job matching this area is posted, an e-mail notification is sent to the potential applicant. NeoGov is the same applicant tracking system that is used by Seattle Housing Authority, Seattle Public Schools, Bellevue College, Olympic College, King County, Snohomish County, City of Tacoma, City of Kirkland, and the State of Washington, among others.

An advantage of having employers in the local area with the same system is that a potential applicant needs to learn only one way to apply to some employers in fairly close proximity. We hope this shared tool will create a community where we will be encouraged to share human resources and outreach strategies among local employers to increase the number of women and minorities employed in this region.

The City is committed to proactive recruitment strategies, centrally and across departments, to ensure we consistently have a diverse pool of qualified applicants responding to all job postings. Additionally, rather than just advertising, the City promotes efforts to actively utilize sourcing that identifies exceptional, qualified personnel (especially, minority and women) to apply for City positions.

Recruitment Activities

The City is actively engaged with a wide variety of recruiting projects to ensure that women and minorities have equal opportunity to compete for advertised City vacancies.

- a. In 2021, the Seattle Department of Human Resources Talent Acquisition Team developed the Citywide Job Posting Guidelines and disseminated this information to Human Resources professionals within the City. These guidelines lay out the required steps for drafting an effective job advertisement that is consistent with City of Seattle best practices for supporting an equitable hiring process including, position description, job responsibilities, qualifications, additional information, and supplemental questions.

- b. The City has contacted minority and women’s organizations for referrals (e.g., disseminated advertisements to the following publications: Asian Weekly, The Medium and Northwest Jobs).
- c. The City actively encourages minority employees to refer applicants.
- d. The City offers all employees, including minority and women employees, the opportunity to participate in Career Fairs, Youth Employment Programs, and related activities in the community. Event invitations and participation greatly decreased due to the pandemic. The City attended 17 primarily virtual events in 2020, out of 38 invited event opportunities. All events that took place after March were virtual career fairs. In 2019, City of Seattle departments participated in 99 events and were invited to 159 events.
- e. The City actively encourages the dissemination of all job advertisements to all employee affinity groups (African-American Affinity Group, Blacks in Government, Latino City Employees and SEqual-City of Seattle LGBTQ Employees for Equality, Civic Employees of Seattle, among others). To ensure that recruitment efforts meet the needs of these organizations, the City also considers additional requests for information or clarifications.
- f. Whenever possible, the City undertakes special employment programs such as:
 - 1. Technical and non-technical co-op programs with local colleges.
 - 2. Seattle Youth Employment Program (SYEP).
 - 3. Work-study programs for college students.
 - 4. Including minority and women members of the workforce in recruiting media which visually present work situations.

Employment Activities

The City does the following activities to ensure that minority and women employees and applicants have an equal opportunity to be considered for City vacancies.

- a. The City periodically reviews position descriptions to ensure they accurately reflect position functions.
- b. City class specifications are reviewed as a result of a request for a review of a particular job title, an approved classification study, or an outcome of a reclassification request. The City classification specifications are nondiscriminatory with respect to race, color, religion, sex and other measures.
- c. Position descriptions and class specifications are available to all members of management involved in the recruiting, screening, selection and promotion process. Copies of position descriptions and class specifications for job openings are available to all recruiting sources at online at www.seattle.gov/jobs.
- d. The City observes the requirements of the Uniform Guidelines on Employee Selection Procedures (41 CFR § 60-3).

Supported Employment Program

The Supported Employment Program is a progressive approach to improving workforce productivity and employing people with developmental disabilities. What the City has discovered is that Supported Employment not only benefits people with developmental disabilities, but also enhances workplaces and improves workforce productivity and diversity. The program provides

an excellent opportunity to increase the effectiveness of a department and help a person who might otherwise be excluded from the workforce.

This program offers positions that facilitate competitive work in settings where such employment has not traditionally occurred. Participants are able to receive ongoing job support services. To participate in this program, candidates must be referred by a Washington State service provider. The City of Seattle currently employs 100 supported employees within seventeen City Departments.

Youth Employment Programs

College Internships

This program is designed to enhance a student's educational experience, job skills and employability and provide an opportunity to gain hands-on work experience. Participation in the college internship program is conditioned on maintaining continuous student status and making satisfactory progress in both the internship and academic studies.

Cooperative Interns (undergraduate)

Cooperative internships are for undergraduate students enrolled in an accredited educational program. The work is closely aligned with their degree program.

Municipal Interns (graduate) Work experience includes training and mentoring in projects and work closely aligned with their degree program (e.g., Accounting and Engineering).

Work-Study Program

The Seattle Department of Human Resources' Student Employment Programs has opportunities for students receiving Financial Aid through their college during the academic year and school breaks. This program is designed to supplement financial assistance for students where the school pays 60 percent of the wages, and the City department pays the balance. Students eligible for Work Study funds through their financial aid awards may apply for current job openings. Work is limited to 19-40 hours a week based on State funding. Continued employment is dependent on Work-Study eligibility and satisfactory school and work performance.

Seattle Youth Employment Program (SYEP)

Interns in this program work 8 weeks or 150 hours (whichever comes first). Work experience is in a variety of areas including computer systems, clerical and maintenance. The Seattle Youth Employment Program enables the City to work with students in generating an interest in the types of careers that the City has to offer. They provide students with hands-on experiences that will hopefully spark the interests of students to continue their education after high school to obtain the skills necessary to work at the City.

Career Quest

Career Quest is a career management program that provides customized career development opportunities for employees who wish to broaden their skills or seek assistance with their long-term career goals. The program has two primary goals:

- Provide customized career development opportunities for City of Seattle employees seeking to develop and upgrade their skills.

- Align career development opportunities with the City of Seattle’s current and future workforce needs.

The Career Quest program currently offers access to career coaching and career development workshops. The tuition scholarship component is no longer funded.

In the fourth quarter of 2020, there was a total of 494 active participants and 84 coaches.

TABLE 6-2.1 Career Quest Program Participation by EEO-4 Job Category

EEO-4 Job Category	Career Quest Participation (%)
1 – Officials & Administrators	2%
2 – Professionals	36%
3 – Technicians	9%
4 – Protective Service Workers	2%
5 – Paraprofessionals	6%
6 – Administrative Support	21%
7 – Skilled Craft Workers	3%
8 – Service & Maintenance	21%

Participants represent all eight EEO Job Categories:

- 48% of the Career Quest participants are White;
- 21% Black or African American;
- 15% are Asian.
- Approximately 57% of the participants are women.

Initiatives Supporting Equitable Promotions

The City is reviewing and developing the following initiatives to ensure that all employees have equal access to promotions and opportunities for upward mobility.

- Creating equitable, consistent and fair processes for advertising, recruiting, and filling promotional opportunities.
- Developing training for hiring managers on interviewing, candidate assessment and implicit bias.
- Enhancing all existing training and leadership development programs through a race and social justice lens.
- Developing leadership training that would increase career opportunities at all levels of the organization and close skill gaps related to systemic inequities.

Additionally, the City currently offers all employees the following programs to support opportunities for career mobility:

- Leadership skills training to hone employee development and proactive coaching skills for the City’s management personnel: New Supervisor Orientation, Communicating for Leadership Success, Coaching for Peak Performance, City Leadership Academy and Coaching for Emerging City Leaders.

- b. Career development workshops: Navigating Your Career at the City, Interviewing Skills, Resume Writing.
- c. In September 2019, the City upgraded from Lynda.com to LinkedIn Learning. The LinkedIn Learning subscriptions include all of the same online video content that was available on Lynda.com plus more and personalized recommendations for users.
- d. Citywide supervisor training (available to supervisory personnel in all departments; this program is generic and focuses on supervisory skills that could apply to all levels of management regardless of their differing lines of City business).

Citywide Employee Exit & Engagement Survey

The City aims to have a vibrant and safe workplace where all employees can bring their full selves to work and grow in their roles. However, employees of color and women leave employment at the City at a disproportionate rate. Exit and Engagement surveys will help the City and departments understand why this is the case and how to shift department workplace cultures to improve inclusion of all employees. The aim of collecting this information is to improve employee retention and satisfaction. This, in turn, will improve service to the people who live, work, and play in Seattle.

Employee Exit Survey

The Exit survey launched Citywide in January of 2019 and a racial equity toolkit (RET) was completed in Fall 2019. The Employee Exit survey response rate improved from 39% in 2019 to 43% in 2020.

After two years of data, women and especially minority women were more likely to cite conflict or culture as reasons for leaving. In 2019, 46% of BIPOC women cited conflict or culture, while just 33% of white men did. In 2020, this gap was smaller at 54% versus 48%, respectively.

Employee Engagement Survey

The citywide rollout of the Employee Engagement survey was planned for 2020, however, the COVID-19 pandemic resulted in a shift in the plan. Instead, the Workforce Equity Planning and Advisory Committee (WEPAC) was able to collaborate with over 25 employees across departments to deliver and analyze a survey in July 2020. The survey asked employees about their wellbeing, ability to safely report to City worksites, and supports needed by employees who participated in the shift to teleworking due to the pandemic.

APPENDIX 7: Fire and Police Exams

7-1: Seattle Fire Department

2020 Accomplishments

1. No Adverse Impact: No evidence of adverse impact on entry level or promotional exams was found. More specifically, the entry level exam produced a register that was reflective of the racial demographics of the King County and Seattle Communities (see TABLE 7.1: FIRE EXAM 2019/2020 CYCLE) and promotional exams produced registers that were reflective of the racial and gender demographics of those who applied.
2. Minimizing Bias in Oral Boards: 175 oral board panelists (122 Uniformed SFD personnel and 53 non-uniformed City employees from 22 departments) completed minimizing bias training and were invited to participate in oral board panels.

TABLE 7.1: FIRE EXAM 2019/2020 CYCLE

	Submitted Application %	Scheduled Video & WAQ Exams %	Completed Video & WAQ Exams %	Passed Video & WAQ Exams %	Completed Oral Board %	Passed Oral Board/Placed On Register %	Top 25% (Pre Vet Pref) %	Hired by SFD %	King County Demographics (2018) %	Seattle Demographics (2018) %
Race										
Indigenous/Native American/American Indian or Alaska Native	1.5%	1.3%	1.5%	1.6%	1.6%	1.7%	1.7%	0.0%	0.5%	0.5%
Asian or Pacific Islander	8.6%	7.5%	7.6%	7.7%	7.7%	7.3%	8.4%	21.1%	17.0%	14.9%
Black	9.6%	9.0%	8.0%	6.8%	7.2%	7.0%	7.4%	7.9%	6.1%	6.8%
Hispanic	15.9%	13.1%	13.6%	13.1%	12.5%	12.6%	11.1%	7.9%	9.6%	6.6%
White	60.4%	62.9%	65.2%	66.5%	66.6%	66.7%	66.0%	55.3%	60.4%	64.5%
Native Hawaiian and Other Pacific Islander*									0.8%	0.3%
Two or More Races*									5.3%	6.0%
Undisclosed/Prefer Not to Respond	4.0%	6.2%	4.0%	4.4%	4.3%	4.7%	5.4%	7.9%		
Total	N = 3696	N = 2488	N = 2013	N = 1545	N = 1295	N = 1185	N = 297	N = 38		
Gender										
Female	12.4%	13.2%	13.7%	13.4%	13.3%	14.0%	10.1%	7.9%	49.9%	49.6%
Male	86.3%	84.7%	84.9%	85.1%	85.1%	84.2%	88.9%	92.1%	50.1%	50.4%
Undisclosed/Prefer Not to Respond	1.3%	2.1%	1.4%	1.7%	1.6%	1.8%	1.0%	0.0%		
Total	N = 3696	N = 2488	N = 2013	N = 1545	N = 1295	N = 1185	N = 297	N = 38		

Note: This is not identical to the certification as it does not include ties or certifications for additional vacancies.

The categories of "Native Hawaiian and Other Pacific Islander" and "Two or More Races" are reflected in Census data, but not in NEOGOV applicant data. King County and Seattle Demographic data taken from City of Seattle CBO (2018).

7-2: Seattle Police Department

2020 Accomplishments

1. No Adverse Impact: No adverse impact was identified in any exams. More specifically, the entry level exam produced a register that was more racially diverse than the demographics of the King County and Seattle Communities (see TABLE 7.2: POLICE EXAM 2020 CYCLE) and promotional exams produced registers that had a similar BIPOC to white ratio compared to those who applied.
2. Language Preference Points: Per Council Ordinance 125315, 9 candidates tested and received language preference points (4 Spanish, 1 Mandarin, 1 Vietnamese, 1 Arabic, 1 Tagalog, 1 German)
3. Communications Process Improvements: SHR implemented several recommendations from the SPD Recruitment and Retention Workgroup, including updating communication templates and our external exam website.

TABLE 7.2: POLICE EXAM 2020 CYCLE

Race	Submitted Application %	Scheduled Written/Video Exam %	Completed Written/Video Exam %	Passed Written/Video Exam %	Hired by SPD %	King County Demographics (2018) %	Seattle Demographics (2018) %
Indigenous/Native American/American Indian or Alaska Nativ	1.8%	1.9%	0.0%	0.0%	2.0%	0.5%	0.5%
Asian or Pacific Islander	10.9%	10.9%	10.5%	10.7%	5.9%	17.0%	14.9%
Black	19.3%	19.1%	15.7%	14.3%	3.9%	6.1%	6.8%
Hispanic	16.3%	15.9%	17.6%	15.5%	17.6%	9.6%	6.6%
White	48.8%	49.3%	53.3%	56.5%	58.8%	60.4%	64.5%
Native Hawaiian and Other Pacific Islander*						0.8%	0.3%
Two or More Races*						5.3%	6.0%
Undisclosed/Prefer Not to Respond	2.9%	3.0%	2.9%	3.0%	7.8%		
Total	N = 734	N = 698	N = 210	N = 168	N = 51		
Gender							
Female	15.9%	15.6%	11.4%	11.3%	13.7%	49.9%	49.6%
Male	83.5%	83.8%	88.6%	88.7%	86.3%	50.1%	50.4%
Undisclosed/Prefer Not to Respond	0.5%	0.6%	0.0%	0.0%	0.0%		
Total	N = 734	N = 698	N = 210	N = 168	N = 51		

Notes:

The categories of "Native Hawaiian and Other Pacific Islander" and "Two or More Races" are reflected in Census data, but not in NEOGOV applicant data. King County and Seattle Demographic data taken from City of Seattle CBO (2018).