

Administrative Order
Office of the City Manager

Title:	Adopt Equal Employment Opportunity Plan and Rescind Administrative Order No. 11		
Document #:	AO#25	Version:	1.0
Issued by:	Linda Norris, City Manager		
Dated Effective:	10/01/2011		

- 1. Purpose:** The purpose of this Administrative Order is to adopt the Equal Employment Opportunity Plan and rescind Administrative Order No. 11.
- 2. Scope:** The purpose of the Equal Opportunity Employment Plan (Plan) is to ensure full and equal opportunity for participation by all qualified individuals in the workforce. In October 2009, the City adopted a plan to support and pursue in good faith the fundamentals of equal employment opportunity for all persons, regardless of the person's race, color, religion, national origin, sex, age, (except where sex, age or non-disability are bona fide occupational qualifications) marital status, domestic partnership, veteran status, disability, familial status, sexual orientation, gender identity, source of income, or any other legally protected status. An updated Plan has been drafted to support and pursue the fundamentals of equal employment opportunity. The Plan shall extend to recruitment, selection, hiring, promotion, training, and all other aspects of employment.
- 3. ORDER:** The Equal Employment Opportunity Plan is hereby adopted and Administrative Order 11 is hereby rescinded.

Date: October 18, 2011



Linda Norris, City Manager
City of Salem

PERMANENT ADMINISTRATIVE ORDER NO. 25

I certify that the attached copy is a true, full and correct copy of the PERMANENT ADMINISTRATIVE ORDER, adopted on _____ by the City Manager of the City of Salem, to become effective on October 1, 2011.

ADMINISTRATIVE ORDER CAPTION

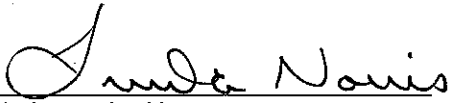
ADOPT Equal Employment Opportunity Plan and RESCIND Administrative Order No. 11

ACTION

ADOPT: Equal Employment Opportunity Plan

AMEND:

RESCIND: Administrative Order No. 11


Linda Norris, City Manager
City of Salem

10/18/2011
Date

Equal Employment Opportunity Plan

City of Salem, Oregon

September 2011

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City of Salem's Commitment to Equal Opportunity

It is the policy of the City of Salem to provide a workplace that is free from discrimination and to provide equal opportunity to all persons in matters affecting employment with the City -- including, but not limited to, recruitment, employment, compensation, benefits, promotions, training, discipline, transfer and layoff -- without regard to race, color, religion, national origin, sex, age, marital status, domestic partnership, veteran status, disability, familial status, sexual orientation, gender identity, source of income, or any other legally protected status. See SRC 97.005 and City of Salem Human Resources Rule 5.09.

The purpose of this Equal Opportunity Employment Plan (Plan) is to ensure full and equal opportunity for participation by all qualified individuals in the City's workforce; to provide access for employees to all City services without regard to race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity or source of income; to ensure that all personnel actions are administered without regard to race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity or source of income; and to provide a diverse workforce for the City that is representative of all communities in the City. The City's commitment to such full participation is fundamental to the City's daily operations and duty to provide public service.

This Plan commits the City, its officers and employees to support and to pursue in good faith the fundamentals of equal employment opportunity (EEO) for all persons, regardless of the person's race, color, religion, national origin, sex, age, (except where sex, age or non-disability are bona fide occupational qualifications) marital status, domestic partnership, veteran status, disability, familial status, sexual orientation, gender identity, source of income, or any other legally protected status. The non-discrimination policy extends to recruitment, selection, hiring, promotion, training, and all other aspects of employment.

Duties

All City employees must be committed to, participate in, and support the policy of this Plan. The specific responsibilities are:

City Manager

SRC 97.020 makes it an unlawful employment practice for any employer to discriminate on the basis of an individual's race, religion, color, sex, national origin, marital status, age, disability, sexual orientation, gender identity, source of income, domestic partnership or familial status, by committing against any such individual any of the acts made unlawful under Oregon law.¹ The obligation imposed by SRC 97.020 extends to recruitment, selection, hiring, compensation, promotion, training, and all other aspects of employment. It is the City Manager's duty under federal and state law, and under the City's Charter to ensure that the provisions of SRC 97.020 and federal and state anti-discrimination laws are carried out within the City. Therefore, the City Manager is responsible for the overall administration of this Plan and shall:

- Identify, within budgetary limits, necessary staff and financial support required for the successful implementation of this Plan
- Monitor and enforce policies, plans, and activities designed to make equal opportunities in all aspects of employment available to a qualified and diverse workforce
- Provide support and guidance to department heads in the implementation of this Plan
- Communicate to the City Council the effectiveness of the implementation of this Plan
- Ensure the collaboration of department directors, supervisors, and employees in attaining the objectives of this Plan
- Disseminate the City's non-discrimination policies and information pertaining to equal employment opportunity and diversity to all employees and the community

¹ Federal law prohibits discrimination in employment based on race, color, religion, sex, or national origin. See 42 U.S.C. §2000e *et seq.* In addition to these categories, state law prohibits discrimination in employment based on disability, marital status and familial status. See ORS 659A.003.

Human Resources Department

The Human Resources Department is responsible for implementing this Plan. To ensure the Plan Objectives are met, the Human Resources Department will provide:

- Policy direction on the provision of equal employment opportunities in the workplace
- Oversight in the development and implementation of this Plan
- Training to increase awareness of the value of a representative and diverse workforce
- Analysis of recruitment and selection procedures to identify and remove any barriers to employment for members of diverse communities
- Annual analysis of the City's workforce to identify underrepresented sections of the population and develop measures to address any findings of underrepresentation
- Investigation of complaints of discrimination within the City
- Distribution, upon request, of this Plan to employees and the public
- Dissemination of required equal employment opportunity information to departments for posting at work locations
- Guidance to employees and applicants concerning employment processes and equal employment opportunity practices
- Assistance to department supervisors in identifying and removing barriers to recruitment, selection, and promotion based on equal employment principles

Department Directors and Supervisors

Department directors and supervisors must engage in the following to continue and coordinate equal employment opportunity efforts:

- Attend training on the value of a representative and diverse workforce provided by the Human Resources Department and ensure staff participation in training
- Make available copies of this Plan to staff
- Review the workforce analysis and work with the Human Resources Department to identify actions that provide equal opportunity employment
- Promote this Plan through equal employment opportunity practices

- Network with community groups in recruitment efforts to promote a diverse representation of employees
- Ensure required equal employment opportunity information is posted and provided at work locations throughout the City

Employees

Employees have the following responsibilities for supporting and participating in the guidelines presented in this Plan:

- Comply with the policy of this Plan
- Support equal employment opportunity practices
- Attend required training
- Support a workplace that engenders diversity and acceptance of all employees
- Abide by policies and guidelines related to discrimination and harassment
- Report conduct which violates this Plan and any policies and guidelines related to equal opportunity employment, discrimination, and harassment
- Participate in and encourage recruiting and networking efforts that are inclusive of diverse communities

Strategies to Fulfill City's Policy

The City will employ the following strategies in its efforts to fulfill the City's policy of equal opportunity for all persons:

1. Strategies Related to Employment Data:

- A. Determine whether the City's labor force reflects the composition of the relevant labor market. While it is the City's objective to increase representation to include all members of diverse communities that are present in the local labor force, the purpose of this Plan is to develop objectives and strategies to address areas of significant underrepresentation. For purposes of this Plan, "*Significant Underrepresentation*" is present in a given occupational category (such as Officials/Administrators, Technicians, etc.) when representation is equal to or less than negative two percent and the number of underrepresented employees is equal to or greater than two.

To determine how closely the City's workforce represents the demographics of the local workforce, civilian labor statistics will be obtained for the Salem labor market as provided by the United States Department of Justice (USDOJ). The data provided by USDOJ outlines equal employment opportunity residence statistics for each occupational category by race, national origin and gender. This data will be compared with data regarding occupational categories by race, national origin and gender reported by employees of the City.

- B. Continue to review organizational employment data related to occupational categories that show Significant Underrepresentation and identify issues that may pose barriers for members of diverse communities.
- C. Continue to review and update on a biennial basis, at minimum, the Workforce and Labor Market Analysis and Work Plan which is attached to this Plan as Appendix A.
- D. Track and evaluate applicant screening, hiring, promotion, discipline, termination, and transfer information rates by race, ethnicity, and gender.
- E. Continue efforts to better ensure the accuracy of ethnicity and gender data and distribute to department heads twice per year.

2. Strategies Related to Internal Policies:

- A. Continue to evaluate efforts to comply with the City's non-discrimination policy with department directors and supervisory personnel, to ensure compliance with this Plan, to identify problem areas, and to formulate effective solutions to identified problems.
- B. Continue to collaborate with managers during the recruitment process to increase awareness of the City's non-discrimination policy and objectives to increase diversity in the applicant pools occupational categories with Significant Underrepresentation.

3. Strategies Related to Recruitment:

- A. *Selection Processes*- Continue to review criteria and testing material pertaining to entry-level recruitment to ensure equal employment opportunity, including the continual review of standardization of all entry-level examinations to ensure artificial barriers are non-existent.

Continue to offer bilingual incentive pay and maintain positions requiring bilingual skills. Where appropriate, preference will be given to bilingual employees within some hiring processes.

Provide interview panel members with information to increase understanding of bias, as well as clarification of the panel's roles and responsibilities in the hiring process.

Incorporate diversity related questions in the interview process to encourage a working environment that is positive and equitable.

Include members of diverse communities from the City's workforce on interview panels. Solicit volunteers by announcements on the City's website and from the Salem Human Rights and Relations Commission.

Work with supervisors to review the competencies, skills and abilities required (as presented in job vacancy notices and notices of examination) for available positions to ensure that these standards are updated, job-related and required by business necessity.

B. Advertising- Continue to evaluate advertising practices and encourage managers to explore and utilize industry specific advertising (e.g. listservs and publications), as well as outreach events. Routinely update the outreach job posting list.

Continue to advertise job openings in newspapers, journals, and electronic media and web sites that target diverse communities and provide copies of job openings to targeted outreach organizations.

Continue to include a wider range of community groups in recruitment. Increase relationships in all diverse communities and partner with members of diverse communities and organizations representing diverse communities.

Continue to improve access to services for persons with Limited English Proficiency (LEP). Consider advertising job announcements in non-English languages.

Continue to highlight the bilingual skills incentive predominantly on recruitment announcements.

Review application forms and agency materials and products in order to ensure that they do not contain discriminatory language or images to maintain equitable recruitment and testing materials for all individuals.

- C. *Promotions*- Publicize promotions into or changes in the managerial ranks. Promote employees' awareness of opportunities for promotion and transfer within the City, and ensure that the City considers its own employees for such opportunities.

4. Strategies Related to Outreach:

Continue to participate in outreach venues that emphasize equal opportunity and seek to have employees from underrepresented groups in the City's workforce speak and recruit at local high schools, community colleges, technical schools, universities, and career fairs. The City will continue to participate in local outreach recruitment events for underrepresented groups as budget and staff time permits and as is required in times of position reductions and limited hiring.

- A. Offer one-on-one individualized coaching to ensure the success of minority, women, people with disabilities, and other applicants within the City.
- B. Seek referrals from current and former employees from underrepresented groups.

Continue to modify the exit interview process to gather feedback from former employees on equal employment opportunity and track responses. Utilize exit interviews to provide the exiting employee with the opportunity to (1) discuss the precise reason for leaving City employment; (2) voice any concerns the employee may have withheld while employed; and (3) provide positive and negative comments and suggestions related to their employment experience.

- C. Continue outreach to workers in protected classes and the organizations who assist in finding employment for people of protected classes.
- D. Continue to sponsor open houses (i.e., networking events, facilities tours) for public safety and non-traditional occupations for the diverse community.

5. Strategies Related to Training:

Ensure that Human Resources personnel, managers, supervisors, and other personnel involved in the recruitment and hiring process are trained in interviewing, selection, hiring skills and EEO to enable such individuals to correctly identify the most capable candidates.

6. Strategies Related to the Organization:

Create talent pools through employee surveys and databases, to promote cross-training, cross divisional assignments, job transfer, and rotation programs for career enhancement and development experiences.

Plan and administer employee incentive, quality of work life and recognition programs.

Recent Development and Successes

The City has had recent successes in its effort to provide equal opportunity to all persons. There are several notable EEO successes achieved over the past two years, which include the following:

- The Human Resources Department has expanded outreach mailings of open jobs as a result of further outreach and department managers' sharing publications/forums for industry specific advertising.
- The Human Resources Department has become involved in the City's Title VI Training Program and has participated in community outreach for recruitment and other City community projects and forums.
- In 2010, the Human Resources Department launched an online job applicant system that allows the City to efficiently track applicant information including EEO data whereby applicants voluntarily self-identify their gender and race or ethnicity.
- In 2010 and 2011, the City successfully filled two positions which had a minimum requirement of bilingual proficiency and advertised as such in the job announcements.
- In July 2011, the Police Department hired five entry-level police officers, one was female and one was of minority group status.
- The Police Department has improved its outreach by providing informational sessions to interested Police Officer applicants in an effort to assist candidates in preparing for interviews. For entry level Police Officer recruitments, the Police Department advertises its value of diversity on job announcements.
- In an effort to remove language barriers, the City has modified its testing processes for some jobs where the method of testing is consistent with business necessity and related to essential functions of the position. The City changed the testing method for maintenance jobs by removing written tests and shifting to performance tests.

- The Fire Department and Public Works Department are regularly involved in promoting and educating non-traditional careers to women at local universities and colleges. The City participates in events sponsored by Willamette University which targets middle school females and encourages them to consider unconventional careers. The Fire Department also has female firefighters that routinely present and teach at Chemeketa Community College, area high schools, and regional career events about fire-related professions.

Future Goals and Opportunities

The City will continue to offer programs and training opportunities to assist and prepare City employees in their career development efforts. The following training opportunities are in place for the next fiscal year.

- The Human Resources Department has provided and will continue to offer training opportunities for City staff. HR is currently arranging a diversity training event for City staff with Dr. James Mason, PhD, Diversity Consultant, to present “Building Allies for Diversity in 21st Century Work Environments.” This mandatory training is scheduled to occur in Fall/Winter 2011/12.
- The Human Resources Department completed a new contract with Chemeketa Community College and the Business & Industry Center for ongoing “Beyond Diversity,” “Respectful Workplace,” and other organizational/skill training classes that will provide resources and tools to encourage job growth and skills expansion for current employees.
- The City held its first annual Executive Leadership Program during the fiscal year 2010-2011 and is scheduled again for the fiscal year 2011-2012.

Dissemination of the Plan

The Human Resources Department will be responsible for the internal and external dissemination of this plan as listed below. City Department directors will support the Human Resources Department in this effort by ensuring this Plan is made available to division managers and posted in appropriate locations.

Internal Dissemination

1. Post this Plan on the intranet.

2. Send City-wide email notifying employees of the availability of this Plan on the intranet.
3. Distribute hard copies of this Plan to all Department directors and division managers. Department directors and managers will make the Plan available to staff.
4. Communicate elements of this Plan to new employees during the initial employee orientation and periodically through standard employee communication process.
5. Post this Plan on department bulletin boards throughout the City.
6. Distribute hard copies of this Plan to union officials to secure their understanding and cooperation.
7. Include a brief description of this Plan in the Human Resources Rules, Section 5.09, with instructions to employees on how they may request a copy of the Plan.

External Dissemination

1. Post this Plan, the City's non-discrimination policy, and other related policies on the Human Resources internet page.
2. Include a statement of the City's non-discrimination and EEO policy on all job announcements.
3. Make available printed copies of this Plan in the Human Resources Department and Salem Public Library. Inform the public of the availability of this Plan at these locations.
4. Include the City's EEO policy on all vendor contracts.
5. Make available printed copies of this Plan to all members of the Salem Human Rights and Relations Commission.
6. Provide a copy of this Plan to all interested parties upon request.

Appendix A: Workforce and Labor Market Analysis and Work Plan

Methodology

A workforce analysis was conducted as prescribed by the United States Department of Justice (USDOJ) for recipients of federal financial assistance subject to the Equal Employment Opportunity Plan requirements of the Safe Streets Act. City employment statistics were collected for and summarized by occupational categories (as described in Appendix B) used by the U.S. Census Bureau for state and local government employment statistics, gender, and race and national origin categories designated by USDOJ.

Civilian labor statistics for the Salem labor market, summarized by the categories noted above, were made available through a USDOJ online system. The City's workforce data was compared with the Salem civilian labor statistics to identify areas of underrepresentation.

Workforce and Labor Market Analysis

A comparison of the City's labor statistics and civilian labor statistics for Salem identified several areas of underrepresentation. All underrepresentation is listed in **Table A** which follows the Work Plan section. The data show underrepresentation in minority and white female groups ranging from a low of -1% to a high of -31%. There is no underrepresentation in 71% (N=80) of the groups and underrepresentation in 29% (N=32) of the groups.

EEO Plan Year	Underrepresentation Groups (Female/Minority)	No Underrepresentation in Groups
2009	34	78
2011	32	80
Percent Change	-5.9%	2.6%

The majority of the areas of underrepresentation could be eliminated by one or two hires or promotions. While it is the City's objective to increase representation to include all races, national origins and genders that are present in the local labor force, the purpose of this Plan is to develop objectives and strategies to address areas of significant underrepresentation. For purposes of this analysis, "*Significant Underrepresentation*" is determined to be present in a given occupational category when representation is equal to or less than negative two percent and the number of underrepresented employees is equal or greater than two.

Based on a representation analysis, as set forth in **Table B**, the City has Significant Underrepresentation in the following occupational categories:

- **Hispanic Males:** Service/Maintenance

Hispanic males in the Service Maintenance have a -10% representation rate. The number of additional hires/promotions required to eliminate Significant Underrepresentation among Hispanic males in Service/Maintenance is 15.

Significant Underrepresentation of Hispanic Males by Occupational Category			
	2009	2011	Net Change
Official/Administrators	-2%	-1%	1%
Administrative Support	-3%	-1%	2%
Service/Maintenance	-11	-10	1%

- While there continues to be Significant Underrepresentation for Hispanic Males, there has been improvement in this underrepresentation as the number of occupational categories and overall representation percentage has decreased.

- **Hispanic Females:** Service/Maintenance

Hispanic females in the Service/Maintenance category have a -5% representation rate. The number of additional hires/promotions required to eliminate Significant Underrepresentation among Hispanic females in Service/Maintenance is 7. There is no net change for this group compared to 2009.

- **Asian Females:** Professionals; Protective Services: Non-Sworn

Asian females in Professionals and Protective Services: Non-sworn have a -2% to a -7% representation rate. The number of additional hires/promotions required to eliminate Significant Underrepresentation among Asian females in Professionals is 2, and in Protective Services is 4. There is not a significant change in the represented percentage in this group compared to 2009, though Professional Asian females increased by 1 in 2011.

- **White Females:** Professionals; Technicians; Protective Services: Sworn; Service/Maintenance

White females in Professionals, Technicians, Protective Services: Sworn, and Service/Maintenance have a -7% to -31% representation rate. The number of additional hires/promotions required to eliminate Significant Underrepresentation among white females in Professionals is 9, Technicians is 49, in Protective Services: Sworn is 56, and in Service/Maintenance is 37.

Significant Underrepresentation of White Females by Occupational Category			
	2009	2011	Net Change
Official/Administrators	-6%	-1%	5%
Professionals	-4%	-7%	-3%
Technicians	-28%	-31%	-3%
Protective Services: Sworn	-14%	-16%	-2%
Service/Maintenance	-25%	-25%	0%

- Though the number of White females significantly underrepresented decreased in the occupational category of Officials/Administrators and no change in Service/Maintenance, the representation percentage increased in Professionals, Technicians, and Protective Services: Sworn.

Work Plan

The following Plan Objectives are based on the Significant Underrepresentation identified as a result of workforce and labor market analysis. The Plan Objectives were formulated in accordance with guidance and examples provided by the USDOJ for equal employment opportunity plans.

1. To encourage equal employment opportunities for Hispanics in the following occupational categories: Service/Maintenance
 - a. Include a wider range of community groups in recruitment. Increase relationships in various ethnically and socially diverse communities and partner with community partners and organizations. Employ the Salem Human Rights and Relations Commission to solicit members of diverse communities.
 - b. Continue to offer bilingual incentive pay and maintain positions requiring bilingual skills, where appropriate provide preference during some selection processes.

- c. Advertise job openings in newspapers, journals and electronic media and web sites that target specific diverse populations and provide copies of job openings.
 - d. Work with Human Resources to identify and eliminate any barriers to employment and ensure employment and promotional practices are non-discriminatory.
 - e. Seek internal referrals from current and former female and Hispanic employees. Utilize the exit interview process to gather feedback from former employees regarding equal employment opportunities and track responses.
 - f. Continue to improve access to services for persons with Limited English Proficiency (LEP). Consider advertising job announcements in non-English languages.
2. To encourage equal employment opportunities for Asian females in the following occupational categories: Professionals and Protective Services: Non-Sworn
- a. Maintain participation in outreach venues that emphasize diversity and send females and employees from underrepresented groups to speak and recruit at local high schools, community colleges, technical schools, universities, and career fairs.
 - b. Maintain collaboration with Human Resources to identify and eliminate any barriers to employment and ensure employment and promotional practices are non-discriminatory.
 - c. Advertise job openings in newspapers, journals, and electronic media and websites that target specific diverse populations and provide copies of job openings to targeted outreach organizations.
 - d. Continue to offer bilingual incentive pay and highlight as an incentive on recruitment postings.
3. To encourage equal employment opportunities for white females in the following occupational categories: Professionals, Technicians, Protective Services: Sworn and Service/Maintenance
- a. Routinely review criteria and testing materials pertaining to entry-level recruitment to ensure equal employment opportunities for females and all other applicants.
 - b. Continue to work with hiring managers during the recruitment process to sustain awareness of the City objective to increase diversity of applicant

pools for underrepresented categories. Train appropriate personnel on the selection process related to equal employment opportunity to enable such individuals to correctly identify highly qualified candidates.

- c. Publicize job openings in newspapers, journals and electronic media and websites that target female employees and provide copies of job openings to targeted outreach organizations. Routinely update the outreach job posting list.
 - d. Work with Human Resources to ensure hiring and promotional practices are non-discriminatory and promote equal opportunities for all individuals. Create talent pools through employee surveys and promote career enhancement and development experiences.
 - e. Continue to encourage community involvement by sponsoring open houses for public safety and nontraditional occupations.
4. To encourage equal employment opportunities in all City occupational categories

TABLE A

**City of Salem Workforce and Labor Market Analysis
Relevant Labor Market: Salem, Oregon**

Job Categories	Male					Female								
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races
Officials/Administrators														
City Workforce # / %	55 / 57%	2 / 2%	0 / 0%	1 / 1%	1 / 1%	1 / 1%	0 / 0%	35 / 36%	1 / 1%	0 / 0%	1 / 1%	0 / 0%	0 / 0%	0 / 0%
Civilian Labor Stat. # / %	4520 / 53%	300 / 4%	20 / 0%	30 / 0%	110 / 1%	20 / 0%	85 / 1%	3210 / 38%	95 / 1%	10 / 0%	35 / 0%	90 / 1%	0 / 0%	25 / 0%
Representation %	4%	-1%	0%	1%	0%	1%	-1%	-1%	0%	0%	1%	-1%	0%	0%
Professionals														
City Workforce # / %	61 / 50%	2 / 2%	0 / 0%	0 / 0%	3 / 2%	1 / 1%	0 / 0%	48 / 39%	4 / 3%	1 / 1%	0 / 0%	0 / 0%	2 / 2%	0 / 0%
Civilian Labor Stat. # / %	5030 / 45%	240 / 2%	40 / 0%	60 / 1%	110 / 1%	0 / 0%	15 / 0%	5230 / 46%	210 / 2%	30 / 0%	70 / 1%	185 / 2%	4 / 0%	40 / 0%
Representation %	5%	0%	0%	-1%	1%	1%	0%	-7%	1%	1%	-1%	-2%	2%	0%
Technicians														
City Workforce # / %	116 / 73%	3 / 2%	2 / 1%	1 / 1%	2 / 1%	3 / 2%	0 / 0%	29 / 18%	0 / 0%	0 / 0%	0 / 0%	2 / 1%	0 / 0%	0 / 0%
Civilian Labor Stat. # / %	570 / 43%	10 / 1%	0 / 0%	4 / 0%	35 / 3%	4 / 0%	4 / 0%	660 / 50%	14 / 1%	4 / 0%	0 / 0%	20 / 2%	0 / 0%	0 / 0%
Representation %	30%	1%	1%	0%	-1%	2%	0%	-31%	-1%	0%	0%	0%	0%	0%
Protective Services: Sworn														
City Workforce # / %	307 / 88%	14 / 4%	2 / 1%	1 / 0%	2 / 1%	4 / 1%	0 / 0%	18 / 5%	0 / 0%	0 / 0%	1 / 0%	0 / 0%	0 / 0%	0 / 0%
Civilian Labor Stat. # / %	740 / 72%	40 / 4%	0 / 0%	10 / 1%	10 / 1%	4 / 0%	0 / 0%	215 / 21%	4 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	10 / 1%
Representation %	16%	0%	1%	-1%	0%	1%	0%	-16%	0%	0%	0%	0%	0%	-1%
Protective Services: Non-Sworn														
City Workforce # / %	15 / 26%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	39 / 68%	1 / 2%	0 / 0%	0 / 0%	0 / 0%	2 / 4%	0 / 0%
Civilian Labor Stat. # / %	55 / 93%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	4 / 7%	0 / 0%	0 / 0%
Representation %	-67%	0%	0%	0%	0%	0%	0%	68%	2%	0%	0%	-7%	4%	0%
Administrative Support														
City Workforce # / %	15 / 7%	4 / 2%	0 / 0%	1 / 0%	0 / 0%	0 / 0%	0 / 0%	157 / 76%	12 / 6%	3 / 1%	2 / 1%	6 / 3%	6 / 3%	0 / 0%
Civilian Labor Stat. # / %	4340 / 27%	420 / 3%	95 / 1%	30 / 0%	105 / 1%	40 / 0%	65 / 0%	10025 / 61%	710 / 4%	55 / 0%	145 / 1%	130 / 1%	20 / 0%	155 / 1%
Representation %	-19%	-1%	-1%	0%	-1%	0%	0%	15%	1%	1%	0%	2%	3%	-1%
Skilled Craft														
City Workforce # / %	32 / 76%	4 / 10%	0 / 0%	1 / 2%	0 / 0%	4 / 10%	0 / 0%	1 / 2%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%
Civilian Labor Stat. # / %	4195 / 76%	715 / 13%	60 / 1%	65 / 1%	75 / 1%	15 / 0%	60 / 1%	300 / 5%	15 / 0%	0 / 0%	10 / 0%	25 / 0%	0 / 0%	10 / 0%
Representation %	1%	-3%	-1%	1%	-1%	9%	-1%	-3%	0%	0%	0%	0%	0%	0%
Service/Maintenance														
City Workforce # / %	119 / 81%	12 / 8%	1 / 1%	2 / 1%	0 / 0%	2 / 1%	0 / 0%	7 / 5%	3 / 2%	0 / 0%	0 / 0%	1 / 1%	0 / 0%	0 / 0%
Civilian Labor Stat. # / %	7720 / 38%	3685 / 18%	100 / 0%	200 / 1%	225 / 1%	50 / 0%	70 / 0%	5990 / 30%	1515 / 7%	85 / 0%	135 / 1%	425 / 2%	30 / 0%	70 / 0%
Representation %	43%	-10%	0%	0%	-1%	1%	0%	-25%	-5%	0%	-1%	-1%	0%	0%
Total	1178													

NOTES: Numbers that are highlighted and in bold represent areas where underrepresentation is greater than .5%. Percentages are rounded to the nearest whole percentage.
Civilian Labor Statistics are based on data reported in the 2000 U.S. Census.
City Workforce figures are based on employee reporting as of July 2011.

TABLE B

**City of Salem Areas of Significant Underrepresentation
Relevant Labor Market: Salem, Oregon**

Job Categories	Male						Female							
	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races
Officials/Administrators														
Representation %	4%	-1%	0%	1%	0%	1%	-1%	-1%	0%	0%	1%	-1%	0%	0%
Underrepresented FTE	0	1	0	0	0	0	1	0	0	0	0	1	0	0
Professionals														
Representation %	5%	0%	0%	-1%	1%	1%	0%	-7%	1%	1%	-1%	-2%	2%	0%
Underrepresented FTE	0	0	0	1	0	0	0	9	0	0	1	2	0	0
Technicians														
Representation %	30%	1%	1%	0%	-1%	2%	0%	-31%	-1%	0%	0%	0%	0%	0%
Underrepresented FTE	0	0	0	0	2	0	0	49	2	0	0	0	0	0
Protective Services: Sworn														
Representation %	16%	0%	1%	-1%	0%	1%	0%	-16%	0%	0%	0%	0%	0%	-1%
Underrepresented FTE	0	0	0	3	0	0	0	56	0	0	0	0	0	3
Protective Services: Non-Sworn														
Representation %	-67%	0%	0%	0%	0%	0%	0%	68%	2%	0%	0%	-7%	4%	0%
Underrepresented FTE	N/A	0	0	0	0	0	0	0	0	0	0	4	0	0
Administrative Support														
Representation %	-19%	-1%	-1%	0%	-1%	0%	0%	15%	1%	0%	0%	2%	3%	-1%
Underrepresented FTE	N/A	2	2	0	2	0	0	0	0	0	0	0	0	2
Skilled Craft														
Representation %	1%	-3%	-1%	1%	-1%	9%	-1%	-3%	0%	0%	0%	0%	0%	0%
Underrepresented FTE	0	1	0	0	0	0	0	1	0	0	0	0	0	0
Service/Maintenance														
Representation %	43%	-10%	0%	0%	-1%	1%	0%	-25%	-5%	0%	-1%	-1%	0%	0%
Underrepresented FTE	0	15	0	0	1	0	0	37	7	0	1	1	0	0

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NOTES: The City of Salem has defined significant underrepresentation as areas where representation is equal to or less than negative two percent and the number of underrepresented individuals is equal to or greater than two. Areas of significant underrepresentation are highlighted and in bold.

Underrepresented FTE represents the number of hires/promotions that would eliminate the underrepresentation in each respective category.

APPENDIX B: Occupational Category Classifications

In order to complete the workforce analysis, City positions were categorized into one of eight occupational classifications used by the U.S. Census Bureau for state and local government employment statistics. This appendix illustrates into which occupational category each position within the City has been grouped.

Administrative Support: Accounting Assistant, Senior Accounting Assistant, Senior Accounting Assistant HA, Administrative Analyst I, Cashier, City Recorder, Clerk Dispatcher, Clerk-Messenger, Collections Specialist, Community Services Counselor II, Court Operations Specialist, Senior Court Operations Specialist, Desktop Publishing Specialist, Fleet Parts Specialist, Housing Quality Standards Inspector, Housing Specialist, Human Resources Assistant, Legal Assistant, Library Associate, Library Assistant I, Library Assistant II, Library Assistant III, Office Assistant, Office Assistant HA, Senior Parts Specialist, Payroll Specialist II, Permit Specialist, Permit Tech, Police Property Tech, Police Records Tech, Program Coordinator, Records Specialist, Recreation Coordinator, Recreation Specialist, Relocation/Real Estate Title Specialist, Staff Assistant HA I, Staff Assistant I, Staff Assistant II, Stores Clerk, Supervisor-Legal Office, Supervisor-Office, Supervisor,-Police Property, Supervisor-Police Records, Supervisor-Police Records Shift, Tenant Relations Assistant

Officials/Managers: Assistant Director of Public Works, Building & Safety Administrator, Budget Officer, City Attorney, City Engineer, City Manager, Compliance Services Administrator, Deputy City Manager, Director- Administrative Services, Director-Community Development, Director-Human Resources, Director-Information Technology, Director-Public Safety Communications, Director-Public Works, Director-Urban Development, Franchise/Revenue Administrator, Housing Administrator, Librarian-Division, Management Analyst I, Management Analyst II, Management Analyst HA I, Management Analyst HA II, Manager-Customer Service, Manager-Emergency Prep, Manager-Facilities & Comm, Manager-Federal Programs, Manager-Library Services, Manager-Public Works Operations Service, Manager-Telecommunications, Manager-Transportation/Development Services, Manager-Transportation Planning, Manager-Urban Development Public Information, Manager-Urban Development Project, Manager-Water Resources Program, Manager-Water Services, Manager-WW Collections System, Manager-WWTP Operations and Control, Municipal Judge, Superintendent-Fleet Warehouse, Superintendent-Parks, Supervisor-Accounting II, Supervisor-Assistant Purchasing, Supervisor-Code Compliance, Supervisor-Customer Service, Supervisor-Financial Services, Supervisor-Financial Services HA, Supervisor-GIS, Supervisor-GS Operations, Supervisor-Housing Service, Supervisor-Operations and Maintenance, Supervisor-Parking and Security Operations, Supervisor-Parks Operations, Supervisor-Public Works Field, Supervisor- Public Works Services, Supervisor-Recreation, Supervisor-Stormwater Quality, Supervisor-Warehouse,

Supervisor-Water Quality & Treatment, Supervisor-WTP Mechanical, Supervisor-WTP Shift, Supervisor-WW Instrum/Elec, Urban Planning Administrator

Professionals: Accountant, Accountant HA, Accountant II, Administrative Analyst II, Administrative Analyst III, Assistant City Attorney II, Budget Analyst, Chief Accountant, Court Administrator, Dept Tech Support Analyst HA I, Dept Tech Support Analyst I, Dept Tech Support Analyst II, Deputy City Attorney, Engineer 1, Engineer 2, Engineer 3, Engineer 4, Engineer 5, Family Self-Sufficiency Coordinator, Family Self-Sufficiency Coordinator Field, Human Resources Analyst, IT Programmer Analyst Sr., Librarian, Librarian Senior, Manager-Airport Operations, Manager-Benefits, Manager-Downtown Revitalization, Manager-Real Property Services, Manager-Risk, Manager-Treasury, Natural Area Specialist, Natural Resource Outreach Specialist, Natural Resources Specialist, Oracle Data Base Administrator, Oracle Programmer Analyst Sr., Planner II, Planner III, Project Coordinator, Purchasing Administrator, Real Property Services Specialist, Supervisor-Laboratory, System Analyst Sr., Training Officer, Water Program Coordinator

Protective Services: Non-Sworn: 9-1-1 Call Taker, Communications Specialist I, Communications Specialist II, Communications Specialist III, Manager-Communications Center Operator, Manager-Communications Center Support Services, Supervisor-Communications Shift

Protective Services Sworn: Battalion Chief, Corporal, Deputy Fire Chief, Deputy Fire Marshal, Deputy Fire Marshal 40, Deputy Police Chief, Division Chief, EMS Coordinator, EMS Trainer, Fire Apparatus Operator/Engineer, Fire Captain, Fire Chief, Firefighter-Medic, Lieutenant, Lieutenant-Invest, Senior Medical Tech, Parking Enforcement Officer, Police Chief, Police Officer, Security Officer, Sergeant

Service/Maintenance: Airport Maintenance Operator, Custodial Worker I, Custodial Worker II, Customer Services Rep I, Customer Services Rep II, Facility Project Leader I, Facility Project Leader II, GS Maintenance I, Laborer, Parks Maintenance Operator, Parks Project Leader, Public Works Maintenance Operator I, Street Maintenance Operator II, Street Maintenance Service Worker, Street Project Leader, Water Maintenance Operator II, Water Maintenance Service Worker, Water Meter Service Worker I, Water Project Leader, Water Treatment Operator, WTP Maintenance Operator II, WW Maintenance Operator II, WW Maintenance Service Worker WW Project Leader

Skilled Craft: Equipment Operator III, Fleet Service Coordinator, Fleet Service Technician, GS Maintenance II, GS Maintenance Tech, Housing Lead Maintenance Mechanic, Housing Maintenance Mechanic, Refrigeration Tech, Reprographics Coordinator, Reprographics Specialist, Supervisor Assistant-Equipment Shop, Tree Trimmer, WTP Electrician I, WTP Electrician II, WTP Tech I

Technicians: Building Inspector Senior, Buyer, CADD Technician, Civil Engineer Assistant, Code Enforcement Officer I, Code Enforcement Officer II, Comml Electrical Inspector III, Comml Mech Inspector II, Comml Plumbing Inspector III, Communications Analyst, Communications Tech I, Communications Tech II, Crime Analyst, Enforcement Officer Senior, Engineer Tech I, Engineer Tech II, Engineer Tech III, Environmental Compliance Specialist, Environmental Compliance Technician, Flow Monitoring Analyst, Flow Monitoring Technician, GIS Analyst, GIS Engineer Technician, GIS Technician, Human Resources Specialist, Human Resources Technician, Instrument Tech, IT Asset Management Analyst, IT GIS Programmer Analyst, Laboratory Technician I, Laboratory Technician II, Manager-IT Project, Network Analyst, Network Analyst Senior, Network Tech Lead, Network Technician, Oracle Programmer Analyst, Parks Tech, Plans Examiner II, Police Lab Tech, Public Works Development & Inspection Specialist, Rehab Specialist, Risk Safety Coordinator, Sewer Instrument Tech, Sewer Maintenance Tech, Signal Tech I, Signal Tech II, Supervisor-Department GIS, Supervisor-Environmental Control, Supervisor-Equipment Shop, Supervisor-GS Facilities, Supervisor-Inspection, Supervisor-IT, Supervisor-Oracle Applications, Supervisor-Residuals, Systems Tech, Telephone Report Specialist, Telephone Report Specialist Senior, Traffic Tech, Traffic Tech-Senior, Urban Forester, Water Meter Service Worker II, Water Quality Tech, Web Architect, Web Developer, WTP Operator I, WTP Operator II, WTP Operator III, WTP Tech II

APPENDIX C: Race and National Origin Definitions

(Based on definitions by USDOJ, effective 2008)

"White" (Not Hispanic or Latino): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

"Black" or "African American" (Not Hispanic or Latino): All persons having origins in any of the Black racial groups of Africa.

"Asian" (Not Hispanic or Latino): All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent (e.g. China, Japan, Korea, Vietnam, Thailand, Cambodia, India, Pakistan, Bangladesh, and the Philippine Islands).

"Native Hawaiian" or "Other Pacific Islander" (Not Hispanic or Latino): All persons having origins in any of the original peoples of Hawaii, Guam, Samoa or other Pacific Islands.

"American Indian" or "Alaska Native" (Not Hispanic or Latino): All persons having origins in any of the original peoples of North, Central, and South America, and who maintain cultural identification through tribal affiliation or community recognition.

"Two or More races" (Not Hispanic or Latino): All persons who identify with more than one of the above five races.

"Hispanic" or "Latino": All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.