



Equal Employment Opportunity Plan  
2016

City of Salem, Oregon

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## City of Salem's Commitment to Equal Opportunity

It is the policy of the City of Salem (City) 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 the Salem Revised Code (SRC) 97.005 and City of Salem's Human Resources Rule 4.02.

The purpose of this Equal Employment Opportunity 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, 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; to ensure that all personnel actions are administered 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; 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, marital status, domestic partnership, veteran status, disability, familial status, sexual orientation, gender identity, source of income, or any other legally protected status (except where bona fide occupational qualifications apply). The non-discrimination policy extends to all 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.<sup>1</sup> 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 directors 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.

## **Human Resources Department**

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

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<sup>1</sup> 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.

- 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 employment 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 supervisors or hiring managers 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:

- Comply with the policy of this Plan.
- Support and promote this Plan through equal employment opportunity practices.
- Attend training on the value of a representative and diverse workforce when 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 employment opportunity.
- 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 employment opportunity, 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 US 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 voluntarily 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, national origin, and gender.
- E. Continue efforts to better ensure the accuracy of race, national origin, and gender data and distribute to department directors 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 hiring 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.
- C. Develop a City Diversity Plan, with goals, objectives, and performance measures established by each department.

## 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. When appropriate, preference will be given to bilingual candidates.

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 when possible to encourage a working environment that is positive and equitable.

Include members of diverse communities from the City's workforce on interview panels when possible.

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 electronic outreach job posting list.

Continue to advertise job openings in newspapers, journals, 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 when possible. Increase relationships in all diverse communities and partner with members of organizations, leaders, and groups 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 applicable 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 within 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.
- C. Continue to offer exit interviews 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.
- D. Continue outreach to workers in protected classes and the organizations who assist in finding employment for people of protected classes.
- E. 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 staff 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:

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

Plan and administer employee incentive, quality of work life and recognition programs if budgetary funds are available.

## Recent Development and Successes

The City has had recent successes in its effort to provide equal opportunity to all persons, which include the following:

- Human Resources staff representatives were certified to administer Spanish bilingual examinations; they then proceeded to test 13 City employees in order to recertify Spanish proficiency.
- 30% of all new hires were females and 15% of all new hires were represented by minority group status.
- The City's workforce diversity remains at 10.1% in 2015 as compared to 2013, but has increased overall from 9.3% in 2009.
- The Police Department's recruitment for entry-level police officer position in the past year resulted in 43 female candidates and 96 candidates in minority group status. The previous hiring process resulted in 19 new, entry-level police officers; one was female and three males were of minority group status.
- The Fire Department's current open recruitment process to establish a hiring list for firefighter-paramedic consists of 1 female applicant and 9 applicants of minority group status. The previous hiring process resulted in the hiring of 17 entry-level firefighter paramedics; one male was of minority group status. Current promotional fire recruitments have resulted in 2 female applicants and 12 applicants 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 is changing the testing method for maintenance jobs by utilizing performance tests more than written tests.
- The Public Works Department is regularly involved in educating the public and promoting non-traditional careers for women at local universities and colleges.

- The Fire Department is involved in several outreach programs in the local and regional school districts to promote and encourage public safety careers to females and minorities:
  - West Salem High School: The department participates as a community partner in the school's Emergency Services Program. This has included providing equipment and firefighter staff participation at a summer camp to promote the career path and spark interest in females and minority populations. In addition, both male and female firefighters from the department instruct part-time at the school.
  - Willamette Valley Career Day: The department participates in this annual event where high school students from the valley come to learn about various trades and vocational careers. Staff demonstrates vehicle extrication, display of apparatus, and supports an information booth.
  - Portland Metro Fire Camp: Female firefighters teach at this annual summer camp to provide girls (ages 16-19) hands on experience of fire fighter tasks. Participants come from all over the Pacific Northwest.
  - CPR: The department has just begun teaching CPR to all 8<sup>th</sup> grade students in the local school district. Both male and female firefighters are instructing the CPR class and provide students information about employment opportunities in public safety.
  - Chemeketa Community College: Several male and female staff in the department instruct on a part-time basis at the local community college for fire-related and emergency medical-related courses.
- The Human Resources Department conducted a compliance audit of existing employment rules and policies. As a result, the Human Resources Rules were updated and two new citywide administrative policies and procedures were created for reasonable accommodation in employment, and non-discrimination, harassment, and retaliation in the workplace. Mandatory training regarding non-discrimination was provided to staff during the past year and ongoing training opportunities will be provided to employees annually.
- The Human Resources Department established service contracts with a national recruitment agency, NEOGOV, and the online job posting agency, [www.governmentjobs.com](http://www.governmentjobs.com), for recruitment and applicant administration. This has broadened the City's applicant pool by utilizing the same advertising and recruitment markets used by state and other local agencies, as well as national markets.

## **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 will continue to offer training opportunities for City staff. Two specialized training opportunities for supervisors are being developed for 2016 that will provide for improvement of management and communication skills in the workplace.
- The City is currently participating in the sixth annual Salem Executive Training Program during the fiscal year 2015-2016. This leadership training program provides an opportunity for selected staff to learn and participate in all City operations, and how programs/services offered to the public and City employees may be improved upon.
- The City Manager's Office in coordination with the Human Resources Department, will participate in the revision of the City's ADA Transition Plan.
- The Human Resources Department will continue to distribute EEO applicant flow data by recruitments to supervisors or department directors as needed.

## **Dissemination of the Plan**

The Human Resources Department will be responsible for the internal and external dissemination of this plan as listed below. 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 electronic 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. Provide all new employees the non-discrimination policy and complaint process and make it accessible on the City's internet and intranet.
7. Publish state and federal EEO notices on bulletin boards throughout departments and divisions.

### ***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 policy on the City's job information page.
3. Include a statement of the City's EEO policy on all job announcements.
4. 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.
5. Include the City's EEO policy on all vendor contracts.
6. Make available printed copies of this Plan to all members of the public upon request.

## Appendix A: Workforce and Labor Market Analysis and Work Plan

### **Methodology**

A workforce analysis was conducted as prescribed by the US 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 US 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 -32%. There is no underrepresentation in 70% (N=89) of the groups and underrepresentation in 30% (N=39) of the groups.

EEO Plan Year	Number of Underrepresentation Groups	Number of No Underrepresentation Groups
2009	34	78
2011	32	80
2013	38	90
2015	39	89

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 or Latino males in the Professionals, Administrative Support, Skilled Craft, and Service/Maintenance categories.
- Two or More Races males in the Protective Services: Sworn category.
- White females in Officials/Administrators, Professionals, Technicians, Protective Services: Sworn, and Service/Maintenance categories.
- Hispanic or Latino females in the Protective Services: Sworn and Service/Maintenance categories.
- Asian females in the Professionals category.
- Two or More Races females in the Technicians category.

### ***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 or Latinos in the following occupational categories: Professionals, Protective Services: Sworn, Administrative Support, Skilled Craft, and 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 as available.
  - b. Continue to offer bilingual incentive pay and maintain positions requiring bilingual skills, where appropriate; provide preference during selection processes.
  - c. Advertise job openings in newspapers, journals, electronic media, and websites that target specific diverse populations.

- 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 Hispanic or Latino employees. Utilize the exit interview process to gather feedback from former employees regarding equal employment opportunities, track responses, and take appropriate measures to correct or mitigate any identified issues.
  - 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 Two or More Races in the following occupational categories: Technicians and Protective Services: Sworn.
- a. Routinely review criteria and testing materials pertaining to entry-level recruitment to ensure equal employment opportunities for all 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. Create talent pools through employee surveys and promote career enhancement and development experiences.
3. To encourage equal employment opportunities for Asian females in the following occupational category: Professionals.
- 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 if staffing levels permit.
  - 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, 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.
4. To encourage equal employment opportunities for white females in the following occupational categories: Officials/Administrators, 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. Ensure testing processes are fair to all and that barriers to successful completion of all phases of the process do not exist.
  - 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. Ensure interview panels reflect diversity when possible.
  - c. Publicize job openings in newspapers, journals, 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. If applicable, update recruitment brochures and website pages with current information, pictures, and videos that depict the diversity of the City's workforce and highlights females in public safety, technical, professional, and maintenance positions.
  - d. Ensure hiring and promotional practices are non-discriminatory and promote equal opportunities for all individuals. Consider to 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 for females.
  - f. Identify and attend local and regional job fairs, as budgetary funds are available, to meet qualified female candidates and disseminate information about career opportunities, specifically in technical, public safety, professional and maintenance jobs.
  - g. Develop a process to better prepare all career female employees for promotional opportunities within the City, specifically the Police Department and current female staff in Protective Services: Non-Sworn positions, to encourage and educate advancement for patrol officers.

- h. Focus on the youth of the community to better educate them and their parents about the positive aspects of a law enforcement career. Promote the City's Youth Cadets and Community Service Officer (CSO) programs to attract interest in law enforcement jobs and careers. Mentor those currently involved to better retain them as future patrol officer candidates.
  - i. Continue to work with the Police Department's internal recruitment team to determine ways to improve recruitment and testing/evaluation. Determine what attracted internal candidates to the department, and try to learn how the City could better prepare female candidates for the testing process.
  - j. Educate prospective and current employees of the benefits of the tuition reimbursement program to encourage those interested in specialized, technical fields to obtain further education in preparation for future career advancement opportunities.
  - k. Continue to encourage Public Works staff to periodically attend school functions to discuss careers in public works and their educational requirements. Partner with schools and colleges to participate in local engineering programs, such as the Multiple/Civil Engineering Cooperative Program (ME/CECOP), to provide on-the-job training and internship opportunities for students in the community.
  - l. Continue to sponsor Public Works Day at Riverfront Park, a free public event specifically for children and their families, that highlights public work services, resources, and employment opportunities.
  - m. Educate and promote the job share program, as some technical jobs could be filled by those who would rather not work a 40 hour work week schedule. Work with department management to identify and prevent potential barriers to the job share program so that more qualified applicants would apply.
5. To encourage equal employment opportunities in all City occupational categories.

**Table A: City of Salem Workforce and Labor Market Analysis**

TABLE A																																			
City of Salem Workforce and Labor Market Analysis Relevant Labor Market: Salem, Oregon																																			
Job Categories	TOTAL	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	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other																		
<b>Officials/Administrators</b>																																			
City Workforce # / %	99	53	54%	2	2%	0	0%	1	1%	1	1%	2	2%	0	0%	35	35%	2	2%	1	1%	0	0%	2	2%	0	0%	130	1%	0	0%	135	1%	0	0%
Civilian Labor Stat. # / %	12779	6075	48%	320	3%	35	0%	40	0%	120	1%	0	0%	19	0%	10	0%	5355	42%	440	3%	50	0%	50	0%	130	1%	0	0%	135	1%	0	0%		
Representation %			6%		0%		0%		1%		0%		2%		0%		0%		-7%		-1%		1%		0%		1%		0%		-1%		0%		
<b>Professionals</b>																																			
City Workforce # / %	118	64	54%	1	1%	0	0%	0	0%	3	3%	1	1%	0	0%	44	37%	3	3%	0	0%	0	0%	1	1%	1	1%	0	0%	115	1%	4	0%		
Civilian Labor Stat. # / %	16119	6090	38%	585	4%	30	0%	65	0%	205	1%	65	0%	165	1%	25	0%	7595	47%	620	4%	85	1%	80	0%	390	2%	0	0%	115	1%	4	0%		
Representation %			16%		-3%		0%		0%		1%		0%		-1%		0%		-10%		-1%		-1%		0%		-2%		1%		-1%		0%		
<b>Technicians</b>																																			
City Workforce # / %	137	102	74%	6	4%	1	1%	1	1%	4	3%	0	0%	0	0%	22	16%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	70	3%	0	0%		
Civilian Labor Stat. # / %	2225	935	42%	40	2%	10	0%	0	0%	20	1%	0	0%	10	0%	0	0%	1065	48%	10	0%	10	0%	10	0%	45	2%	0	0%	70	3%	0	0%		
Representation %			32%		3%		0%		1%		2%		0%		0%		0%		-32%		0%		0%		0%		-1%		0%		-3%		0%		
<b>Protective Services: Sworn</b>																																			
City Workforce # / %	334	300	90%	14	4%	1	0%	1	0%	3	1%	1	0%	0	0%	13	4%	0	0%	0	0%	0	0%	1	0%	0	0%	0	0%	0	0%	0	0%		
Civilian Labor Stat. # / %	2475	1770	72%	95	4%	0	0%	20	1%	45	2%	0	0%	50	2%	0	0%	420	17%	75	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%		
Representation %			18%		0%		0%		-1%		-1%		0%		-2%		0%		-13%		-3%		0%		0%		0%		0%		0%	0%	0%		
<b>Protective Services: Non-Sworn</b>																																			
City Workforce # / %	67	16	24%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	44	66%	2	3%	1	1%	0	0%	1	1%	2	3%	1	1%	0	0%				
Civilian Labor Stat. # / %	114	50	44%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	60	53%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	4	4%	0	0%		
Representation %			-20%		0%		0%		0%		0%		0%		0%		13%		3%		1%		0%		1%		3%		-2%		0%	0%			
<b>Administrative Support</b>																																			
City Workforce # / %	187	23	12%	3	2%	0	0%	1	1%	0	0%	0	0%	0	0%	132	71%	16	9%	2	1%	0	0%	5	3%	5	3%	0	0%	0	0%				
Civilian Labor Stat. # / %	27330	7280	27%	1055	4%	75	0%	130	0%	140	1%	25	0%	50	0%	40	0%	15515	57%	1750	6%	150	1%	150	1%	355	1%	125	0%	360	1%	130	0%		
Representation %			-14%		-2%		0%		0%		-1%		0%		0%		0%		14%		2%		1%		-1%		1%		2%		-1%		0%		
<b>Skilled Craft</b>																																			
City Workforce # / %	36	30	83%	4	11%	0	0%	0	0%	0	0%	2	6%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%				
Civilian Labor Stat. # / %	6970	4840	69%	1415	20%	60	1%	105	2%	45	1%	30	0%	215	3%	20	0%	180	3%	40	1%	0	0%	10	0%	10	0%	0	0%	0	0%				
Representation %			14%		-9%		-1%		-2%		-1%		5%		-3%		0%		-3%		-1%		0%		0%		0%		0%		0%	0%			
<b>Service/Maintenance</b>																																			
City Workforce # / %	141	113	80%	10	7%	1	1%	0	0%	0	0%	2	1%	2	1%	0	0%	8	6%	4	3%	0	0%	0	0%	1	1%	0	0%	0	0%				
Civilian Labor Stat. # / %	23655	7445	31%	3170	13%	185	1%	150	1%	330	1%	70	0%	165	1%	20	0%	7895	33%	3190	13%	75	0%	115	0%	380	2%	255	1%	180	1%	30	0%		
Representation %			49%		-6%		0%		-1%		-1%		1%		1%		0%		-28%		-11%		0%		0%		-1%		-1%		-1%		0%		
<b>Total</b>	1119																																		

**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 2010 U.S Census.  
 City Workforce figures are based on employee reporting as of November 2015.

**Table B: City of Salem Areas of Significant Underrepresentation**

TABLE B																																	
City of Salem Areas of Significant Underrepresentation																																	
Relevant Labor Market: Salem, Oregon																																	
Job Categories	TOTAL	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	Other	White	Hispanic or Latino	Black or African American	American Indian or Alaska Native	Asian	Native Hawaiian or Other Pacific Islander	Two or More Races	Other																
<b>Officials/Administrators</b>																																	
Workforce # / %	99	53	54%	2	2%	0	0%	1	1%	1	1%	2	2%	0	0%	0	0%	35	35%	4	2%	1	1%	0	0%	2	2%	0	0%	0	0%		
Salem CLS # / %	12779	6075	48%	320	3%	35	0%	40	0%	120	1%	0	0%	19	0%	10	0%	5355	42%	440	3%	50	1%	50	0%	130	1%	0	0%	135	1%	0	0%
Representation %		6%		0%		0%		1%		0%		2%		0%		0%		-7%		-1%		1%		0%		1%		0%		-1%		0%	
Underrepresented FTE		0		0		0		0		0		0		0		0		7		1		0		0		0		0		1	0	0	
<b>Professionals</b>																																	
Workforce # / %	118	64	54%	1	1%	0	0%	0	0%	3	3%	1	1%	0	0%	0	0%	44	37%	3	3%	0	0%	0	0%	1	1%	1	1%	0	0%		
Salem CLS # / %	16119	6090	38%	585	4%	30	0%	65	0%	205	1%	65	0%	165	1%	25	0%	7595	47%	620	4%	85	1%	80	0%	390	2%	0	0%	115	1%	4	0%
Representation %		16%		-3%		0%		0%		1%		0%		-1%		0%		-10%		-1%		-1%		0%		2%		1%		-1%		0%	
Underrepresented FTE		0		4		0		0		0		0		1		0		12		1		1		0		2		0		1		0	
<b>Technicians</b>																																	
Workforce # / %	137	102	74%	6	4%	1	1%	1	1%	4	3%	0	0%	0	0%	0	0%	22	16%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%		
Salem CLS # / %	2225	935	42%	40	2%	10	0%	0	0%	20	1%	0	0%	10	0%	0	0%	1065	48%	10	0%	10	0%	10	0%	45	2%	0	0%	70	3%	0	0%
Representation %		32%		3%		0%		1%		2%		0%		0%		0%		-32%		0%		0%		0%		-1%		0%		-3%		0%	
Underrepresented FTE		0		0		0		0		0		0		0		0		44		0		0		0		1		0		4		0	
<b>Protective Services: Sworn</b>																																	
Workforce # / %	334	300	90%	14	4%	1	0%	1	0%	3	1%	1	0%	0	0%	0	0%	13	4%	0	0%	0	0%	1	0%	0	0%	0	0%	0	0%		
Salem CLS # / %	2475	1770	72%	95	4%	0	0%	20	1%	45	2%	0	0%	50	2%	0	0%	420	17%	75	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Representation %		18%		0%		0%		-1%		-1%		0%		-2%		0%		-13%		-3%		0%		0%		0%		0%		0%		0%	
Underrepresented FTE		0		0		0		3		3		0		7		0		43		10		0		0		0		0		0		0	
<b>Protective Services: Non-Sworn</b>																																	
Workforce # / %	67	16	24%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	44	66%	2	3%	1	1%	0	0%	1	1%	2	3%	1	1%	0	0%
Salem CLS # / %	114	50	44%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	60	53%	0	0%	0	0%	0	0%	0	0%	0	0%	4	4%	0	0%
Representation %		-20%		0%		0%		0%		0%		0%		0%		0%		13%		3%		1%		0%		1%		3%		-2%		0%	
Underrepresented FTE		N/A		0		0		0		0		0		0		0		0		0		0		0		0		0		1		0	
<b>Administrative Support</b>																																	
Workforce # / %	187	23	12%	3	2%	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%	132	71%	16	9%	2	1%	0	0%	5	3%	5	3%	0	0%	0	0%
Salem CLS # / %	27330	7280	27%	1055	4%	75	0%	130	0%	140	1%	25	0%	50	0%	40	0%	15515	57%	1750	6%	150	1%	150	1%	355	1%	125	0%	360	1%	130	0%
Representation %		-14%		-2%		0%		0%		-1%		0%		0%		0%		14%		2%		1%		-1%		1%		2%		-1%		0%	
Underrepresented FTE		N/A		4		0		0		2		0		0		0		0		0		0		2		0		0		2		0	
<b>Skilled Craft</b>																																	
Workforce # / %	36	30	83%	4	11%	0	0%	0	0%	0	0%	2	6%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salem CLS # / %	6970	4840	69%	1415	20%	60	1%	105	2%	45	1%	30	0%	215	3%	20	0%	180	3%	40	1%	0	0%	10	0%	10	0%	0	0%	0	0%	0	0%
Representation %		14%		-9%		-1%		-2%		-1%		5%		-3%		0%		-3%		-1%		0%		0%		0%		0%		0%		0%	
Underrepresented FTE		0		3		0		1		0		0		1		0		1		0		0		0		0		0		0		0	
<b>Service/Maintenance</b>																																	
Workforce # / %	141	113	80%	10	7%	1	1%	0	0%	0	0%	2	1%	2	1%	0	0%	8	6%	4	3%	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%
Salem CLS # / %	23655	7445	31%	3170	13%	185	1%	150	1%	330	1%	70	0%	165	1%	20	0%	7895	33%	3190	13%	75	0%	115	0%	380	2%	255	1%	180	1%	30	0%
Representation %		49%		-6%		0%		-1%		-1%		1%		1%		0%		-28%		-11%		0%		0%		-1%		-1%		-1%		0%	
Underrepresented FTE		0		8		0		1		1		0		0		0		39		16		0		0		1		1		1		0	

1119

**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 US 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, Administrative Analyst II, Cashier, City Recorder, Clerk Dispatcher, Clerk-Messenger, Community Services Counselor II, Court Operations Specialist, Senior Court Operations Specialist, Deputy City Recorder, Desktop Publishing 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, Parts & Supply Clerk, 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, Supervisor-Legal Office, Supervisor-Office, Supervisor-Police Records Shift, Tenant Relations Assistant

Officials/Managers: Assistant Director of Public Works, Assistant Director of Urban Development, Assistant Finance Director, Building & Safety Administrator, Budget Officer, City Engineer, City Manager, Compliance Services Administrator, Deputy City Manager, Director-Administrative Services, Director-Human Resources, Director-Information Technology, Director-Public Safety Communications, Director-Public Works, Director-Urban Development, Franchise and Budget Analyst, Housing Administrator, Librarian-Division, Manager, Communications Center Support Services, Manager-Customer Service and Records, Manager-Emergency Prep, Manager-Facilities & Comm, Manager-Federal Programs, Manager-IT Division, Manager-Library Services, Manager-Public Works Operations Service, Manager-Project, Manager-Systems Programming, 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, Manager-WWTP Services, 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 Dispatch Center, Supervisor-Public Works Field, Supervisor- Public Works Services, Supervisor-Recreation, Supervisor-Stormwater Quality, Supervisor-Warehouse, Supervisor-Water Quality and Treatment, Supervisor-WTP Mechanical, Supervisor-WTP Shift, Supervisor-WW Instrum/Elec, Urban Planning Administrator

Professionals: Accountant, Accountant HA, Accountant II, Administrative Analyst III, Assistant City Attorney II, Budget Analyst, Chief Accountant, Crime Analyst, 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 Field, Human Resources Analyst Sr., IT Programmer Analyst, IT Programmer Analyst Lead, Librarian, Librarian Senior, Management Analyst I, Management Analyst II, Management Analyst HA I, Management Analyst HA II, Manager-Airport, Manager-Benefits, Manager-Downtown Revitalization, Manager-GIS, Manager-Real Property Services, Manager-Risk, Manager-WVCC Project, Natural Area Specialist, Natural Resource Outreach Specialist, Natural Resources Specialist, Oracle Data Base Administrator, Oracle Programmer Analyst Lead, Planner II, Planner III, Project Coordinator, Purchasing Administrator, Real Property Services Specialist, Supervisor-Circulation, Supervisor-Laboratory, System Analyst Sr., Training Officer

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

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

Service/Maintenance: Airport Maintenance Operator, Custodial Worker I, Custodial Worker II, Customer Services Rep I, Customer Services Rep II, Facility Maint I, Facility Maint II, Facility Project Leader, Flow Monitoring Operator, Parks Maintenance Operator, Public Works Crew Leader, Public Works Facility Maintenance Operator, Public Works Maintenance Operator I, Public Works Maintenance Operator II, Public Works Project Leader, Public Works Signs & Markings Worker, Water Treatment Operator

Skilled Craft: Automotive Service Worker, Electrician 1, Electrician 2, Facility HVAC Tech, Facility Maint Tech, Fleet Service Lead Technician, Fleet Service Technician, Housing Lead Maintenance Mechanic, Housing Maintenance Mechanic, Reprographics Coordinator, Reprographics Specialist, Tree Trimmer, WTP Tech I

Technicians: Building Inspector Senior, Buyer, CADD Technician, Civil Engineer Assistant, Code Enforcement Officer I, Code Enforcement Officer II, Comb Struct/Mech Inspector II, Comml Electrical Inspector III, Comml Mech Inspector II, Comml Plumbing Inspector III, Communications Analyst, Communications Tech I, Communications Tech II, , 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 GIS Programmer Analyst, IT GIS

Programmer Analyst Lead, Laboratory Technician I, Laboratory Technician II, Network Analyst, Network Analyst Senior, Network Tech Lead, Network Technician, Oracle Programmer Analyst, Parks Project Coordinator, Plans Examiner II, Police Lab Tech, Public Works Development & Inspection Specialist, Risk Safety Coordinator, Sewer Maint & Repair Tech, Solutions Architect, Supervisor-Building and Safety, Supervisor-Equipment Shop, Supervisor-Inspections, Supervisor-Radio Communications, Systems Analyst Lead, Systems Tech, Telecommunications Analyst, Telephone Report Specialist, Telephone Report Specialist Senior, Traffic Tech, Traffic Tech-Senior, Urban Forester, Water Meter Service Worker II, Water Quality Tech, WTP Operator I, WTP Operator II, WTP Operator III, WTP Tech II

## **APPENDIX C: Race and National Origin Definitions**

(Based on definitions by US DOJ)

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

"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. Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam).

"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 attachment.

"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 Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.